

6 BURNS STREET
FOREST HILLS 75, NEW YORK
JANUARY 11, 1955

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MR. ROBERT E. CUMMINGS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
PROJECT LAMP LIGHT
P. O. BOX 73
LEXINGTON 73, MASS.

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DEAR MR. CUMMINGS:

WE RECEIVED YOUR CONTRACT FORM FOR MR. FULLER COVERING HIS RECENT TRIP FROM ST. LOUIS AT THE REQUEST OF PROJECT LAMP LIGHT ON MATTERS OF COMPREHENSIVE STRATEGY CONSULTATION. MR. FULLER HAS SIGNED AND I AM RETURNING YOUR POST-EVENT CONTRACTUAL DOCUMENT AND OUR BILL REQUESTING PAYMENT OF SAME.

MR. FULLER HAS ASKED THAT I HANDLE THIS ITEM ON YOUR TERMS IN ORDER TO AVOID ANY SUGGESTION OF TRADING IN MATTERS REGARDING THE AVAILABILITY OF HIS RESOURCES TO THE NATIONAL NEED.

WITH THE QUESTION OF THIS ITEM DISPOSED OF, I WOULD LIKE TO STATE FOR THE RECORD THAT WHEN MR. FULLER WAS CALLED LONG DISTANCE AT FARGO, NORTH DAKOTA, ASKING THAT HE BREAK INTO AN ALREADY HEAVY SCHEDULE TO MAKE THIS TRIP, - TO WHICH REQUEST HE IMMEDIATELY AGREED, - THIS WAS ACCOMPLISHED AT DIRECT EXPENSE WELL EXCEEDING YOUR CONTRACT'S ALLOWANCE.

THE FORWARD VALUES WHICH MAY ACCRUE TO UNDERTAKINGS MODULATED BY CONSULTATION WITH MR. FULLER, OR ANY OTHER CONSULTANT, CANNOT BE EVEN REMOTELY APPRAISED. THERE ARE, HOWEVER, CLEARLY DETERMINABLE FACTS AND VALUES RETROSPECTIVELY ACCOUNTABLE WHICH MUST GOVERN THE OVERHEAD AND CAPITAL RISK CHARGES AFFECTING NOT ONLY TAX ACCOUNTING BUT ALSO THE ECONOMICS OF CONTINUING SERVICE OF THE DEVELOPED STRATAGEMS.

THE KIND OF EXPERIMENT ESSENTIAL TO THE INITIATION, DEVELOPMENT AND MAINTENANCE OF THE INVENTORY OF FACTORS WHICH MR. FULLER MUST REINTEGRATE AT LATEST PHASE WHEN CONSULTED, IS OF THE HIGH-PRIORITY, INDUSTRIAL PROTOTYPING COST BRACKET. ATTORNEYS AND ACCOUNTANTS REVIEWING HIS THIRTY-TWO YEARS OF DEVELOPMENT WORK WITH ITS QUARTER OF A CENTURY OF ALMOST ANNUALLY REPEATED REQUIREMENTS OF STARTING-ALL-OVER-AGAIN, CONCLUDE THAT HIS PERSONAL CASH, TIME, OPPORTUNITY AND CREDIT RISK HAS GONE WELL PAST THE MILLION DOLLAR MARK.

MR. FULLER DOES NOT INCLUDE ANY CAPITAL RISK AMORTIZATION IN HIS ACCOUNTING. HE DOES; HOWEVER, HAVE IMPORTANT CURRENT EXPENSE IN MAINTENANCE OF HIS OFFICES IN DETROIT, MICHIGAN, CAMBRIDGE, MASSACHUSETTS, AND RALEIGH, NORTH CAROLINA, AND LEGAL AND ACCOUNTING FACILITIES IN NEW YORK. COMPOUNDING THESE EXPENSES IS THAT OF HIS MAINTENANCE OF THE TOTAL NETWORK FACILITY FROM A MOBILE HEADQUARTERS.

A MOBILE HEADQUARTERS IS MADE NECESSARY THROUGH HIS SUBSCRIPTION TO THE FUNDAMENTAL IMPORTANCE OF ACCEPTING UNIVERSITY REQUESTS TO CONDUCT PROGRAMS WITH THEIR STUDENTS WHICH DISSEMINATES HIS KNOWLEDGE REGARDING THE INITIATION OF INDUSTRIAL PROTOTYPING RESEARCH PROGRAMS AND THEIR EFFECTIVE ASSIMILATION BY INDUSTRY AND THE GOING ECONOMICS.

MR. FULLER'S COSTS ARE FURTHER HEIGHTENED BY THE PRESENT EXPLORATION OF HIS KNOWLEDGE AND ORGANIZED RESOURCES IN RESPECT TO HIGH-PRIORITY DEFENSE TASKS. HE IS AT PRESENT UNDER CONTRACT TO THREE DEPARTMENTS OF THE DEFENSE AND IS ABOUT TO

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BE GIVEN A FAR LARGER RESPONSIBILITY BY THOSE AND OTHER DEFENSE DEPARTMENTS.

THE COST OF MAINTAINING TWENTY-FOUR HOUR COMMUNICATION WITH THIS ACCELERATING PATTERN OF RESPONSIBILITY WHILE ACTUALLY ESTABLISHING OFFICES AT EACH UNIVERSITY RESEARCH POINT AND MAINTAINING THAT PROVISIONAL OFFICE WITH A MOBILE STAFF, BRINGS HIS OPERATIONS INTO FIGURES OF WHICH THOSE WHO REQUEST HIS SERVICES ARE UNAWARE.

MR. FULLER'S GROSS EXPENSES FOR 1954 WILL BE IN THE NEIGHBORHOOD OF A THIRD OF A MILLION DOLLARS. HIS INCOME HAS NOT COVERED THIS.

MY FUNCTION IS TO FOLLOW-~~IN~~ CLOSELY HIS ACCELERATING PATTERN AND KEEP THE ACCOUNTING UP TO THE HOUR. LAST YEAR THE LACK OF SUCH A FUNCTION AS MINE COST HIM OVER \$8,000 CAPITAL EXPENSE WHICH HAD TO BE MET THROUGH SALE OF FAMILY SECURITIES. THE PARTICULAR \$8,000 LOSS OCCURRED IN HIS ENTHUSIASTIC ANSWERING OF SUCH CALLS AS THIS PROJECT LAMP LIGHT ITEM. AS A RESULT WE HAVE HAD TO UP THE COST TO THE UNIVERSITIES AND OTHERS WHO WISH TO TAP HIS COMPLEX RESOURCES.

THE COST OF THE UNIVERSITY PROGRAMS IS NOW \$5,000 A MONTH AND A SINGLE LECTURE IS \$500 PLUS DIRECT EXPENSES.

IF YOU WERE NOW TO SEEK TO ALTER THE PRESENT ACCOUNTING I KNOW MR. FULLER WELL ENOUGH TO SAY THAT HE WOULD THEN DISMISS THE PROBLEM BY REFUSING ANY PAYMENT WHATSOEVER. THEREFORE, MY REASON FOR WRITING ALL THIS IS BECAUSE I ASSUME THAT AS A CONTRACTING OFFICER FOR THE MASSACHUSETTS INSTITUTE OF TECHNOLOGY DIVISION OF DEFENSE LABORATORIES YOU MUST BE IN A POSITION TO LET IT BE UNDERSTOOD THAT THESE ARE THE CIRCUMSTANCES GOVERNING MR. FULLER'S AVAILABILITY.

I AM FORCED TO BE VIGOROUS IN THIS MATTER BECAUSE MR. FULLER INSISTS ON PROTECTING THE OLD AND LOWER RATE BUDGETARY INCLUSION OF HIS RETURN ENGAGEMENTS TO THOSE OF HIS FRIENDS WHO HAVE ACCREDITED HIS WORK AND SUPPORTED HIS ACTIVITIES PRIOR TO THE RECENT REALIZATION OF THE CRITICAL VALUE OF THE KNOWLEDGE WHICH HE HAS WON FROM HIS THIRD OF A CENTURY OF RISK AND INITIATIVE.

IN SOME INSTANCES WHEN MR. FULLER IS ASKED TO SPEAK, HE KNOWS THAT THE FINANCIAL CIRCUMSTANCES OF THOSE ASKING WILL NOT PERMIT PAYMENT OF THE BASIC COST AND THEREFORE HIS ACCEPTANCE REPRESENTS A DIRECT GIFT FROM HIM OF THE EXPENSES INCURRED TOWARD FULFILLMENT OF THE ASPIRATION OF THE INSTITUTION INVOLVED. IN THESE INSTANCES I AM ASKING THAT THE INSTITUTION MAKE PAYMENT IN FULL FOR HIS BASIC COST CHARGE, AND I THEN ISSUE MR. FULLER'S CHECK OF DONATION OF THE NET AMOUNT WHICH HE IS GIVING, MADE PAYABLE TO THAT INSTITUTION.

FAITHFULLY YOURS,

JOHN DIXON
ASSISTING R. BUCKMINSTER FULLER