

dallas, texas
january 4, 1963

Dear Bernie:

It was a great relief to talk to you on the telephone. You have no idea how worried I was about all of your safety. Bernie, I am most bitter about the state of affairs in Munich. I would never have believed that you and Larry would ever allow things to fail as they have. I should not have to tell you this sad situation would never exist were in Munich. I feel so utterly powerless 6,000 miles away. But, it has happened and it is a problem. However, I am not willing to give up and I am sure you are not either. All great movements have had their periods of discouragement, disillusionment, difficulties, etc. The truly great movements were those which had the leadership who never gave up, who saw things through, who fought on against seemingly overwhelming odds. I feel that Cusa is my destiny. I must see it through. I trust you feel the same way. I do not feel, however, that Cusa's success depends upon whether all of the boys in Munich belong or not. I feel we can do without most of them. I want them, but I do not feel the need is that great. As you know, I want big men -- men big in thought, action and belief. Give me half a dozen such men and I can conquer the world. Small men, Bernie, have never done a damn thing in this world. The men who ~~changed~~ changed our world -- good or evil -- were not small men. Whether it was Caesar, Hannibal, Attila, Charlemagne, Bismarck, Washington, Lincoln, Roosevelt, Lenin, Stalin, Mao Tse Tung, Hitler, Mussolini, Castro, Nasser or Kennedy, each had a single goal which they pursued to their deaths. Each succeeded because all else was secondary to their goal. DeGaulle has said "a great man is he who wants to be great". It is the same with all things, including movements. Cusa is as strong or as weak, Bernie, as you and I, Larry, Norman or others make it. But a great movement, in terms of fantastic energy and force, such as democracy founded by our forefathers, or communism founded by dedicated men in another light, is far stronger and greater -- and it outlives personalities that serve it. Such is the case with democracy, it has survived the deaths of Washington and Franklin and Jefferson and Lincoln and Roosevelt, et al. the same with communism, it survived the deaths of Marx, Lenin, Stalin....So I believe it is with Cusa. Cusa will survive -- if we found it strongly, Bernie -- it will survive the absence of Jones, Moseley, Baker, Weissman, Schmidt.... Only Schmidt is not leaving or deserting Cusa. I trust neither is Weissman. For that matter I trust no one who has shared the incipient greatness and glory that is Cusa ever deserts it.

However, facts speak for themselves, and truth conquers all. And the truth is that not Cusa, but its supporters are withering on the vine. Cusa itself is not dying over there in Germany. Cusa lives on in Dallas, and shall always live as long as I live and can make it great till someday it is all powerful, all reigning. No...it is those men in Munich who wither and die on the vine. I have come to the conclusion that there are those in Cusa's ranks in Munich who are not worthy of Cusa. At least, this applies to the would-be leaders. Let me say that the world is a mighty big place still regardless of the space age...let me say that mankind is an endless rank and file...let me say that time -- and man's place in it -- is an endless transient, and each of our lives are but a brief speck of sand on time's endless horizon. There has always been time and man and world...and there always shall be...there was time and man and world before Bernie Weissman, Norman Baker, Larry Jones, and Larry Schmidt...and there shall be time and man and world long, long after we are gone. Our life span is but a flicker of light in a world that has known sunshine for millions of years. Now, we can, each of us, be born anonymous and die anonymous, a name and a space and a body among billions of other spaces and bodies and names in our world...during our life times. Or, on the other hand, we can aspire to greatness...to immortality...to a rich, full life. I, for one, despise anonymity, nothingness. I choose greatness...immortality...wealth...power,

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and influence. And, Bernie, so help me god, I am going to have these things. Whether I go down in history books as a great and noble man...or a tyrant...I am determined to at least be recorded in the history of our times. Yes, I choose to make my attempt at greatness.....where do you stand sir?

I know that I can lead this movement. I am well aware of my talents of persuasion. I was not able to get two-dozen followers for being a man of small stature. No man... not Larry Jones, not Jimmy Moseley, not Norman Baker, not Bernie Weissman, not Ken Glazbrooks, not Bob Weiss, not Charlie Altman, not Herbert Arr, not Bill Burley, not Hank Tanaro, not Richard Harsch, not Sheila McDonald, not even my own brother and wife could resist my power of persuasion. I sold an idea, a dream, a hope, a plan for the future, a goal endless. So long as I was in Munich to stand watch over them, to lead, there was an organization...things were being done. Now that I am gone...well, the facts speak for themselves. If only I had the money to return to Munich for a week. I would have Cusa's house in order and functioning once again. But I cannot come. I do not have the money. So, I must turn to you Bernie. I thought Larry could do the job. Obviously, he cannot for he has not. This is a source of great disillusionment to me. But then I should have known better than to entrust such a big job with him. Larry is a great man in many ways, a man of great strength and determination. But he is no leader. Neither are Norman or Jim. That leaves only you, Bernie. You, and you alone, can bring Cusa back together. You must, Bernie! I have written Larry and relieved him of command of the Munich Branch of Cusa and informed him you were taking over. I kicked Larry upstairs to executive vice president of Cusa working directly under me, but with no direct management of the OB. I told him he should support you on everything and attend meetings. But I made it clear you are now the boss of the Munich branch -- responsible for organization, management and recruiting. Larry is to turn command over to you on 1 Feb. I am in the process of writing each of our members in Munich to light a fire underneath them. Bernie, we cannot allow Cusa to die over there. Oh, sure we can start from scratch again -- and we will if we must. But I hate to lose anyone, anything, once we have them or it and I am sure you feel the same way. To have gathered these men around us...and then to lose them...is so wasteful. Bernie, Cusa must hang on in Munich! But, if it cannot, it cannot. I want you to try with all you have. I want you to give it everything. But, if you cannot, do not become discouraged. I still expect to see you back here in Dallas. I should also like to see all of you. Especially, Norman and Larry. Nonetheless, we can succeed without them.

As for Jim Moseley, if he is not back here in Dallas by Feb. 15, he is finished. First it was November, then December, then by Jan. 15.....I am tired of his games. He offers nothing, contributes nothing. His father's illness interests me none whatsoever. That is his problem...not Cusa's. You may tell Jim: Feb. 15 or nothing. He may remain in Cusa if he likes but not as a partner. I should like to replace him with Bill Burley as a partner. From what you said on the phone it sounds as if Bill is sincerely interested and dedicated. I feel certain he will be of far more value than Jim. You may take the matter up with Larry and Norman. But my decision on Feb. 15 is final, whether they like it or not. Their equal voices as partners is valid only insofar as they contribute toward their partnership which they have not. Those who cooperate and work are those who have a right to a voice in the management and policy in Cusa. Those who do not...are entitled to nothing as far as I am concerned.

By now you have all received my letters of ultimatum. A reply from you is not necessary since you gave yours on the telephone. But I do expect replies from Jones, Moseley and Baker. If they choose not to remain with Cusa then I shall appoint Burley to replace Moseley, Glazbrook to replace Jones and Harsch to replace Baker. If they choose to remain with Cusa then they will make meetings and work. If they fail to do so, I shall boot them out. That goes for everyone. Glazbrook has remained faithful as has Harsch. I receive more correspondence from the two of them than I do from everyone in Munich put together. Their interest and dedications is truly inspirational and refreshing. There are thousands of young men in this country who can easily replace anyone who drops out. The world is full of bright, aggressive, ambitious and unscrupulous young men. But one

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But one thing had best be understood: I am not playing ~~xxx~~ games here in Dallas and expect you not to play games in Munich. I am not here in Dallas for my health or because I think Dallas is a wonderful place.

Now, as soon as I give you the word, I want you to call an urgent meeting of everyone. This shall be as soon as I get Larry's, Norman's and Jim's answer's to my ultimatum. Providing they are still with us, we will have this important meeting to lay down the law once and for all. Meantime, continue calling for regular meetings and try and get things back in order in preparation for the big meeting. I shall have some timely and important papers for you, plus a tape recording pep talk, etc. I shall ship these things to you very shortly and you can sit on them until the big meeting. At that meeting, Jones will announce that you taking over. There will be a new organizational chart, etc, which I shall prepare here.

Another thing: I want you to get together with Boda Boyce and make him the following offer. Tell him Cusa will make him a vice president in charge of all public relations, explain Cusa/Ambus to him and also Images, Inc., and Services, Inc. Tell him we want him in addition to the PR position to completely run Images, Inc. That we will pay him a commission of 10 per cent of the net profit of Images as his salary in addition to his salary for being a VP with Cusa. But bring him in. Tell him you are acting on instructions from me. Get his address for me and ask him if he got my last letter. Tell him, as bait, there is a good chance he may become a ~~xxx~~ partner. Give him the whole pitch. We are starting now to rebuild Cusa, Bernie. Here are the names of two other men you can bring into Cusa: Don Osbrink, and a boy in Hq's company whose last name is Bruce, but I cannot remember his last name. Jones knows him, he attended a couple of G-A parties with us. He is tall and skinny and wears glasses. A real hardcore conservative. He will join with the drop of a hat. Play Cusa up bigger than it is, follow. You get some new blood in the organization and watch the interest of the others pop up. What about the members of the Toastmasters? I have written some "new membership aids" which will help you attract new men, explain Cusa, etc. Also, bring John Scheiner back in. Get me his address. Whatever happened to Chuck McLain? How about Hank Tanaro? I am going to write Charlie Atman and get him back. There should be lots of new men in McGraw now. Seek them out! Let's roll, Bernie!

Bernie, Larry has at least 16 official pieces of correspondence from me which he was supposed to show each partner, some of them very important and timely. You tell him you want to see each of them. I know there are 16 because I logged each of them.

I am awaiting the letter you said you were writing. Write at least one letter a week and keep me informed. I shall keep you fully informed.

Bernie, let us not lose Cusa.....

Larry

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