


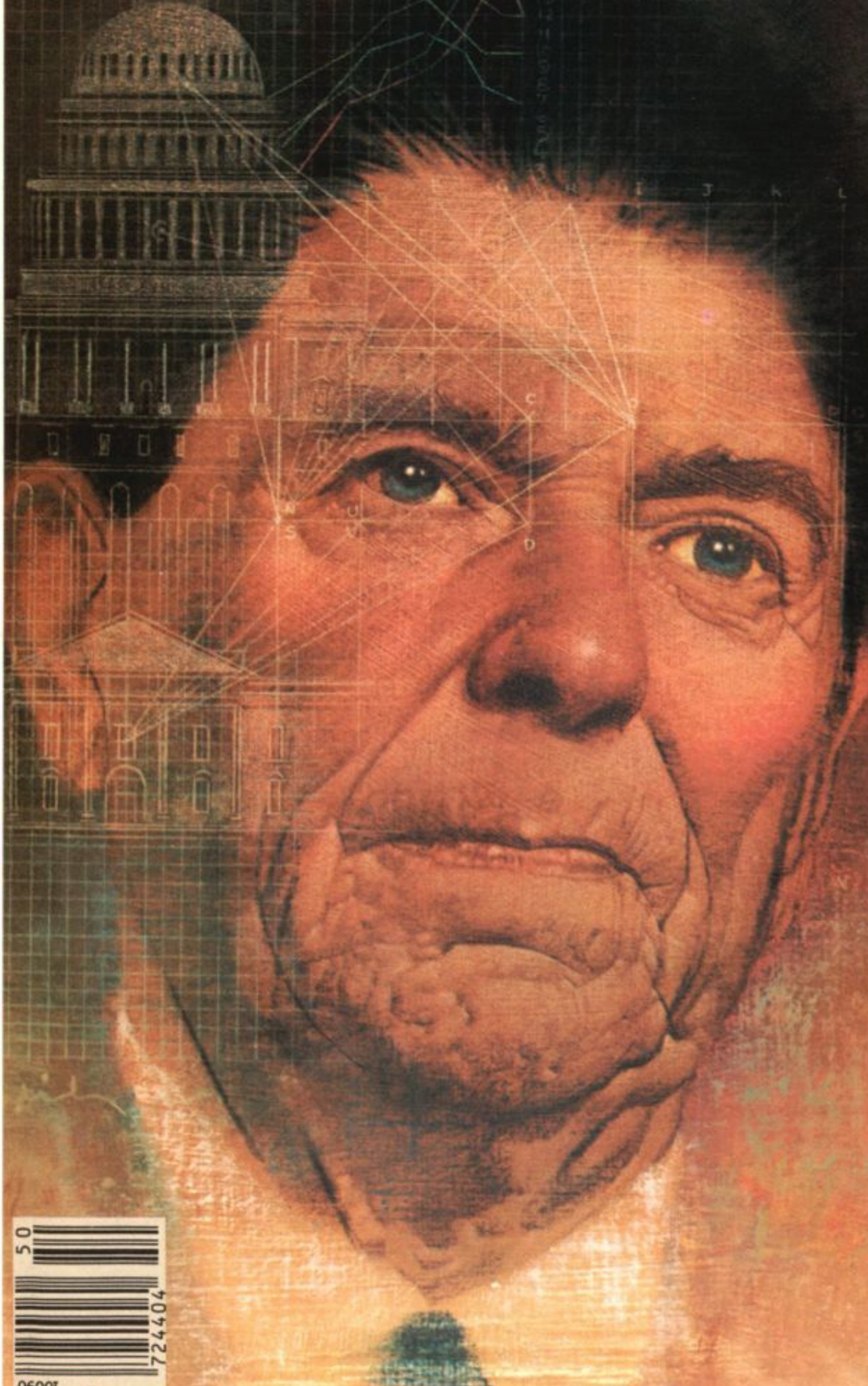
DECEMBER 13, 1982

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TIME



SEASON'S READINGS
A Sampler of
Christmas
Books

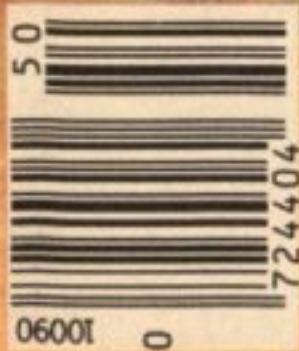


How Reagan Decides

An Inside Look at the Presidency

SPECIAL REPORT

*The Qualities a
President Needs*



A Letter from the Publisher

Despite a political career that spans nearly two decades, Ronald Reagan's decision-making process remains elusive, almost mysterious. As Senior Correspondent John Stacks says of the subject of this week's cover, "Reagan appears simple and straightforward, but he is actually complicated. All of us want to know about how he works and thinks, what kinds of advice he accepts and rejects, how he adapts to challenges and change." Stacks first interviewed Reagan in 1967, not long after the former movie star had won the first of his two terms as Governor of California. Fifteen years later, Stacks finds that outwardly "Reagan hasn't changed at all. He's a monument to constancy."

White House Correspondent Douglas Brew, who has covered Reagan since he began campaigning for the presidency three years ago, spent a month researching this week's cover story. He too has found the President complex and occasionally impenetrable. Says he: "On one level, major issues, he is very predictable, but in his asides and small details, he is often quite surprising."

Both correspondents were also surprised by the openness they found while talking to two dozen of the President's closest

associates, from the First Lady to members of the Cabinet. Some eagerly ventured their own theories about Reagan's makeup. Others were keen to discuss, in Stacks' words, "a political touch that causes even those who disagree to second-guess their own wisdom." One source so warmed to the topic that a scheduled 45-min. interview lasted more than five hours.

DAVID HUME KENNERLY



Brew, center, and Stacks interview President Reagan

The President too was generous with his time. Stacks and Brew interviewed him on a day when he was completing his MX speech—and was hoarse besides. "But Reagan was characteristically gracious and pleasant," says Stacks. "Even as his staff paced the room signaling their desire for an end to the interview, he invited more and more questions."

To give its readers a broad perspective on modern Presidents, TIME turned to former Time Inc. Editor-in-Chief Hedley Donovan, who served a year in the White House as a senior adviser to Jimmy Carter. Donovan offers

a comprehensive commentary on the presidency. Having spent much of his career reflecting on nine Presidents from F.D.R. to the present, he also proposes the qualities that future aspirants should possess, not to get the job, but to do it well.

John A. Meyers

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Cover: Illustration by Mark English



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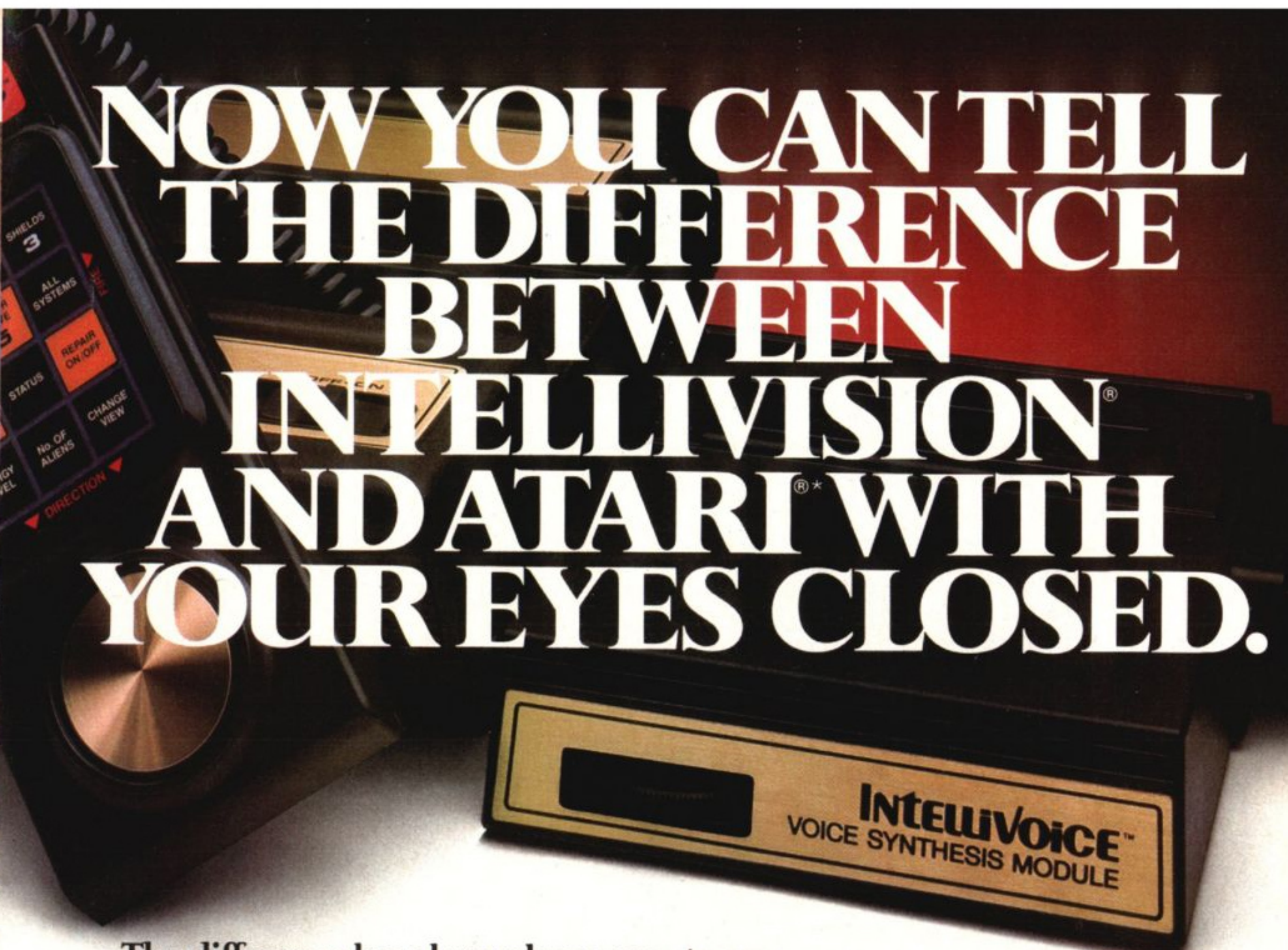
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Bill

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Milestones

BORN. To **Annemarie Moser-Pröll**, 29, competitive, headstrong Austrian 1980 Olympic gold medalist skier and six-time World Cup winner, regarded by many as the greatest woman downhill racer of all time, and **Herbert Moser**, 32, a ski-equipment salesman: their first child, a girl. Name: Marion. Weight: 6 lb. 12 oz. Although Moser-Pröll once before came out of retirement, she now claims to have quit racing permanently.

MARRIED. **Michael Howland**, 36, State Department foreign service officer and one of the 52 hostages held captive for 444 days in Iran, and **Joan Walsh**, 36, also a State Department foreign service officer and hostage, although for only 16 days, after which she, some other women and blacks were released; he for the second time, she for the first; in Ogden, Utah. The couple met when both were assigned to the U.S. embassy in Iran and became reacquainted when both were assigned to State Department jobs in Washington.

DIED. **Steve Gordon**, 44, cinematic overnight sensation whose second screenplay and directorial debut, the fluffy screwball comedy *Arthur*, grossed more than \$130 million at the box office and guffaws of critical approval; of a heart attack; in New York City. A writer of TV commercials and sitcoms, he could not quite believe his *Arthurian* success, saying last year, "I haven't even started my next screenplay, and already it doesn't work. I just think I fooled them once."

DIED. **Marty Feldman**, 49, cockeyed, rubber-faced, cockney comedian best remembered as the lovable hunchback Igor in Mel Brooks' *Young Frankenstein* and as Brooks' zany sidekick in *Silent Movie*; of a heart attack after completing location filming of a new comedy; in Mexico City.

DIED. **Robert Coote**, 73, mannered and mustachioed British actor who originated the Broadway roles of Colonel Pickering in *My Fair Lady* and King Pellinore in *Camelot*, and who, in life as well as on-stage, played to a spitting T the part of the frightfully British good fellow; in his sleep, apparently of a heart attack; in New York City.

DIED. **Queen Helen of Rumania**, 86, stately Princess of Greece and Denmark whose marriage to the irresponsible King Carol II was the stuff of tragic drama; in Lausanne. Seven years after their wedding in 1921, the strong-willed Queen divorced her recklessly unfaithful husband, and later entered a quiet European exile, declaring: "My life has been a sad one for years, and now I am going out into the dark." Moved by her dignity and grace, Rumanians urged her to resume her royal duties, but thereafter she served only as an unassuming Queen Mother and adviser to her son Michael, who was King for seven years until the 1947 Communist takeover.

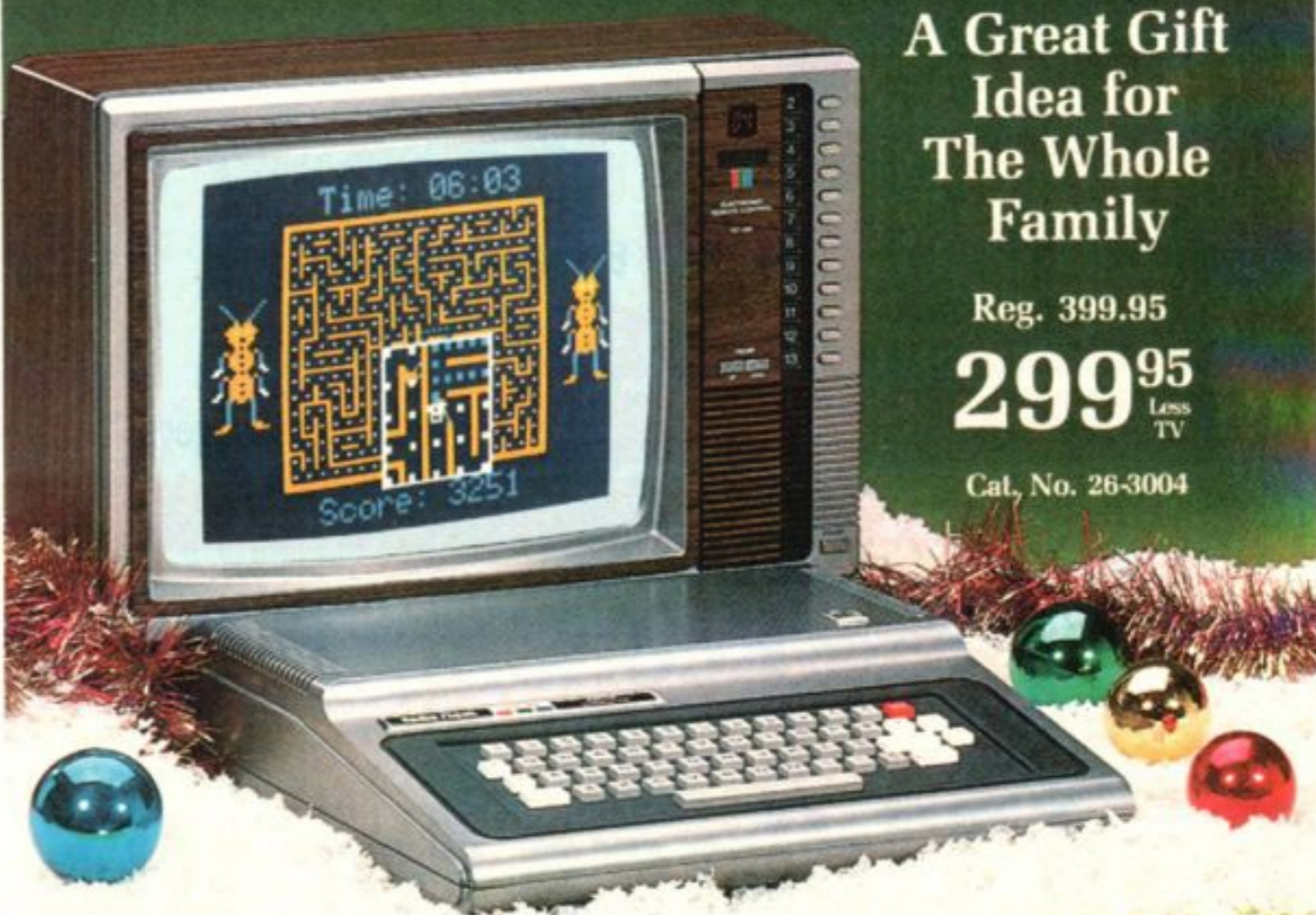
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How Programmers Get Rich

Software designers make big profits but face stiffer competition

Exciting Career Opportunity: Make thousands or even millions of dollars in a fast-growing new industry by working out of your own home in your spare time." That sounds like one of those inflated advertisements for a job putting on mail-order labels or selling soap products door to door. Actually, it describes the way an eclectic group of individuals has capitalized on the popularity of the personal computer. By having the wit to develop programs that enable the machines to do a variety of tasks that users particularly want or need, stay-at-home software experts, many of them kids, are getting rich.

Les Freed, 29, a former TV technician, wrote a program called Crosstalk at his home in Woodstock, Ga., that allows different kinds of computers to communicate with one another. So far, its sales have reached \$1 million. Jeff Gold of Saratoga, Calif., was only 15 when he created a program in his bedroom that solved the puzzle of Rubik's Cube. A thousand copies were sold before Gold, now 16, came up with a second winner: a program to prevent the theft of other programs. Gold is making \$2,000 a week from the proceeds of both creations, and he recently bought himself a new \$18,000 Datsun Turbo 280-ZX sports car. Jeff Garbers, 23, of Atlanta, who has a master's degree in computer science, has already made \$25,000 from sales of his electronic appointment calendar, called Time Manager. Says he: "The potential gain in this industry is more substantial than any other I can think of. If you are successful, you can make a comfortable living. If you have something that really makes a big splash, you can make a great deal of money. Basically all you need is a warm place for your computer, and some Pepsis, and you are in business."

Of course, once the author has written his program, he usually has to find a software company willing to mass-produce and market it. The product is most often sold in the form of a floppy plastic disc the size of a 45-r.p.m. record on which the inventor's program is inscribed. All programs, however they are packaged and sold, are known as software. Programs written by independents have become the engine that drives the boom in personal computers. Unit sales of the \$500-to-\$12,000 desktop devices for office or home are expected to reach 1.1 million by the end of this year, according to International

Data Corp., a research company. But instead of shopping around for a particular machine made by Atari or Apple, canny consumers are first looking for the programs that will perform the specific tasks they most want done, such as letter writing or financial planning. Then buyers select the brand of computer that can operate that software. This year software sales for personal computers are expected to reach \$590 million, an 82% rise over the past two years. By 1986 sales could reach \$2.2 billion.

Because computer manufacturers frequently have their hands full just building and selling the complex machines, they have often found it easier to leave the de-



Computer Whiz Gold and his new sports car

velopment of software to independent programmers. The actual task of writing and perfecting a program takes hundreds of hours and requires particular skills and insights that need not reside exclusively in big corporations. IBM, which produces all its own programs for large main-frame computers, established a company precedent when it decided to encourage outsiders to develop software for its successful Personal Computer.

IBM has received a "substantial number" of submissions from individuals since its computer was introduced in August 1981. Apple Computer Inc. gets 100 every week. For any programmer whose software hits it big, the profits can be enormous. Seymour I. Rubinstein, 48, who wrote WordStar, a program for editing text, notes that while it costs only about \$25 to manufacture his software package, the programs retail for between \$200 and \$500.

The bench mark for success among independent programmers remains the record of Daniel Bricklin, a Harvard Business School graduate, and Robert Frankston, a computer scientist, who created VisiCalc in 1979. With nearly 400,000 copies sold for up to \$495 apiece, VisiCalc, a financial-analysis system for businesses, remains the single bestselling piece of software. Like other successful programmers, Bricklin, 31, and Frankston, 33, have expanded their business well beyond the prototypical home attic where many first get their start. They reinvested the VisiCalc income (more than \$11 million) in their new company, Software Arts, with headquarters in an old chocolate-factory building outside Boston; the number of employees has already grown from the original two to 80. The company's latest program, called TK!-Solver, is designed as a modern "tool kit" for solving mathematical problems like those confronted by engineers and chemists. Says Bricklin: "You can't just start in the garage as easily any more. The price of entry is going up and up because people are expecting so much from these products."

Mitchell Kapor, a one-time Hartford, Conn., disc jockey and instructor of transcendental meditation, also started small. Kapor, 32, ran up \$30,000 in debts while writing two business programs on his own time. After selling the rights to the programs for \$1.2 million and piling up \$500,000 more in royalties, he raised \$1 million in venture capital to start Lotus Development Corp. in Cambridge, Mass. Its first major product, called 1-2-3, which runs only on IBM machines, is an elaborate business program that combines management information and graphing along with financial-analysis tools. 1-2-3 is expected to become a bestseller when it goes on the market next month at \$495.



Ex-Disc Jockey Mitchell Kapor
Calculations as easy as 1-2-3.

As experienced programmers like Kapor step up their output, and personal computers become more sophisticated, competition gets more intense. Apple's new Lisa computer, which will probably be introduced in January, will have many software functions built into the machine. That may limit the market for independent producers. Just as it is no longer possible to start a computer company in a garage, it is becoming harder to get rich writing software in an attic.

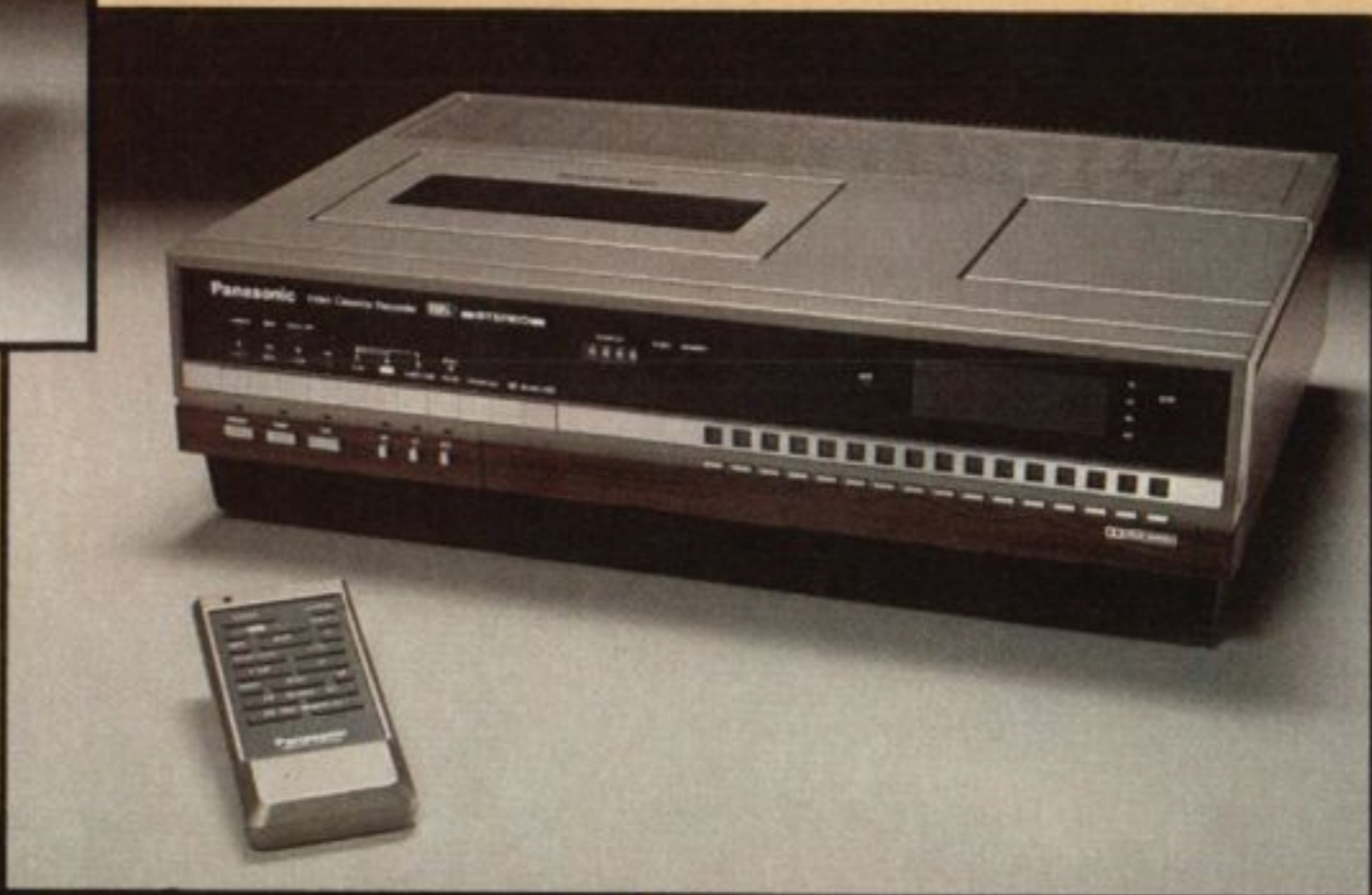
—By Alexander L. Taylor III.
Reported by Barry Hillenbrand/Boston and Dick Thompson/San Francisco

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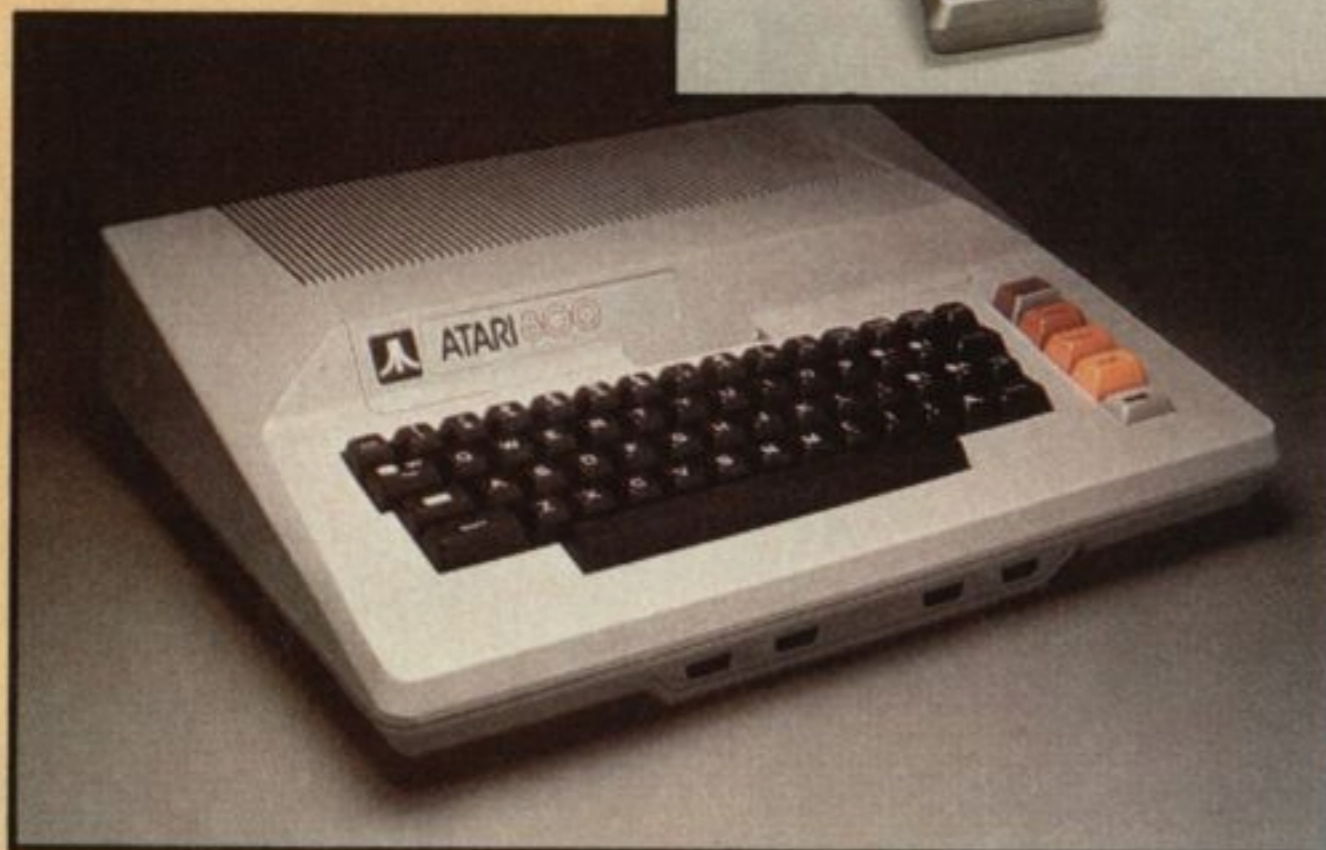


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