February 3, 1982

An open letter to TUG:

This letter expresses some of our thoughts on the organization and work of TUG. We wish to have some input into the operation of TUG and so have organized our thoughts to present them to both the Steering Committee and TUG. In what follows, TEX System is intended to include TEX, Metafont, TEX macros, and device drivers needed to have a working system.

Goals: TEX System users want to have the best typesetter available for their work. In order to accomplish this TUG wants the TEX System to continue to develop in a direction that improves the overall typesetting system. Obviously, the more users the TEX System has the more suggestions for improvement and free development TUG will have. So TUG should expand as much as possible. The fact that the TEX System for the most part is in the public domain coupled with the free development the TEX System receives means that before long there will be many versions of TEX and many output device drivers and many macro packages some of which will be excellent and some which will in fact detract from the TEX System. To prevent this problem TUG needs some means of assuring quality control.

The above goals can perhaps be accomplished if TUG operates as a business with the goal of setting up the TEX System on as many computers and output devices as possible. Since the TEX System cannot be sold, TUG could operate as though it is trying to make money selling TEX and macro manuals.

Income: To finance TUG's operation the following four suggestions are made (at least two of which have been decided on already).

    1. Offer an institutional membership for 250 or 500 dollars. Income from these memberships should go into the general treasury. If many institutions are willing to pay for up-to-date copies of TEX and the macro package then this will be a good source of income. "If" is used because of the fear that many institutions will be content to have free copies of the TEX System since they can legally copy it because it is in the public domain.

    2. Offer subscriptions to TUGBOAT (not memberships to TUG) which pay for the entire cost of printing and mailing issues of TUGBOAT. Keep this money separate from the general fund. The advantage of this policy is that TUG doesn't have to worry about losing money through financing TUGBOAT. A subscription to TUGBOAT should allow the subscriber to be a member of TUG. Wording the offer in this way saves red tape for many who become subscribers through their own institutions.

    3. Offer advertising in TUGBOAT and use the revenue to keep the costs

of TUGBOAT at a reasonable amount. Add the extra money from the sale of advertisements to the general fund.

4. Add an additional dollar, or even five dollars, to the cost of each TₑX and macro manual. This revenue should go into the general fund.

Organization: TUG should be organized as a business. Creation of the following groups with their activities is suggested:

1. Officers—elected by TUG including President, Vice President, Secretary, Treasurer, hopefully aware that TUG should be business oriented. (In keeping with good punmenship these should be named the Skipper, the XO, the Yeoman, and the Purser.)

2. Management Committee—reports to both the officers and to the Steering Committee. Responsible for seeing that TUG's operations are handled efficiently. All other committees report to the Management Committee. It is even possible for TUG to retain or hire a company to handle all business transactions. SHARE, the IBM user's group, does this.

3. Individuals hired on an as needed basis by the Management Committee or volunteers to handle certain aspects of management. For example, lawyers, CPA's salesmen for TUGBOAT advertisements, those who organize meetings, etc.

4. TUGBOAT Committee—those responsible for both printing and mailing TUGBOAT.

5. Steering Committee—reports to officers and is on equal footing with the Management Committee. This committee decides the direction TₑX System should take as far as technical development goes. For example, we would like to see TₑX developed for micro computers. It would be nice if an interactive TₑX (which actually showed the results as commands were entered) were developed. The Steering Committee also maintains a set of codes for distribution which reflect the best TₑX available for each CPU as well as the best output device driver codes for each output setup. This assures TUG members that they are using the best codes for their installation. A TₑX macro library should be maintained and a standard set of macros for distribution maintained.

6. TₑX site coordinators—report to Steering Committee. These coordinators are responsible for maintaining the best Pascal version of TₑX for the particular computer they have. Such coordinators should be able to instruct potential users in how to implement TₑX on their CPU. These coordinators should not be charged with distribution of tapes.

7. Output device coordinators—report to Steering Committee. These coordinators are responsible for maintaining the best programs used to drive an output device. For example, there is the PDP-10–Z80–Versatec output device. There could be an IBM370–FR80 output device, etc. These coordinators should be able to furnish advice to users with the same hardware output configuration. These coordinators should not be charged with distribution of tapes. Note that

coordinators are charged with keeping a copy of their programs available to the Steering Committee along with algorithm and implementation documentation. The reason for not requiring coordinators to distribute tapes is that many institutions do not allow their employees to do such work and thus if TUG requires its coordinators to distribute codes TUG will not have the best software available for each hardware configuration.
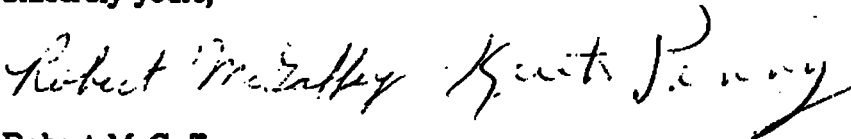
8. Distribution Committee—reports to Steering Committee. Responsible for distributing manuals to users and tapes to responsible individuals at given institutions. (The committee chairman is the Quartermaster.)

Expenditures: First, let it be pointed out that the large majority of TUG members could care less how the money is spent because it isn't their money. As a result of this there is little reason to have the general membership vote on questions of finance. Five areas for spending money are suggested:

1. Hire and/or retain the professional people TUG needs such as a lawyer, a CPA, etc. Part-time basis should serve for most of these positions.

2. Pay someone to coordinate the development of macro packages so that a good "official" set of macros can be distributed.

3. Pay the expenses of the officers, members of the Steering Committee and Management Committee incurred as a result of travel to TUG meetings.

4. Pay selected TUG volunteers to demonstrate and perhaps even implement TeX at prospective institutions. Obviously, the Steering Committee would need to exercise much care in selecting TUG members to do this.

5. Pay selected volunteers to develop macro packages and make improvements to TeX itself.

Thank you for your attention.

Sincerely yours,

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