

A History of the Statistical Society of Canada: The Formative Years

David R. Bellhouse and Christian Genest

Abstract. The year 1997 marked the twenty-fifth anniversary of the foundation of the first Canadian statistical association and the silver jubilee of *The Canadian Journal of Statistics* (CJS). This paper relates the events and circumstances that led to the creation of these institutions. It also describes how frictions between individuals, as well as diverging regional and professional interests, soon led to the rise of a second, rival association that eventually merged with the first in 1977–78 to form what is now known as the Statistical Society of Canada (SSC). This historical account is based on abundant archival material and on interviews conducted by the authors in preparation for a commemorative presentation they made at the Annual Meeting of the SSC, June 2, 1997, in Fredericton, New Brunswick.

Key words and phrases: Canadian Journal of Statistics, Canadian Statistical Society, history of statistical associations, Statistical Science Association of Canada, Statistical Society of Canada.

1. INTRODUCTION

The birth of the Statistical Society of Canada (SSC), which occurred twenty years ago, followed a long and painful labor, accomplished without the benefit of an epidural. There were also various complications during the difficult five-year pregnancy, including the possibility of twins.

The events behind this birth were gradually uncovered by the authors as they prepared for an invited talk on the history of the SSC given at the Society's twenty-fifth Annual Meeting held in 1997 in Fredericton, New Brunswick. To the older generation, their presentation brought back pleasant and unpleasant memories of times past. For the vast majority of practising statisticians in Canada, it was an eye-opener that prompted the association to honor four of the major players in this story with a Founder Recognition Award acknowledging their

pioneering efforts and dedication in setting up the organization. As the story behind these awards unfolds, not only the work of these four will be described but also the involvement of several others who contributed to the establishment of a single strong society of statisticians in Canada.

The present account of "the formative years" of the SSC is based on a careful analysis of hundreds of historical documents from the Society's archives, as well as on interviews conducted by the authors with some of the main actors in this saga. While the story sheds light on a number of characteristics, traditions and practises that are peculiar to the SSC, the enduring challenges of bringing together statisticians with different views of the profession and people with strong personalities and conflicting managerial styles bear a universal character.

2. EARLY ATTEMPTS AT ASSOCIATION

Canada has had a long statistical tradition: its first census was held over the winter of 1665–66 under the direction of Jean Talon, who was Intendant of what was then called New France. Until the 1940's, however, Canada had very few professionally practising statisticians in the modern sense of the word. According to Watts (1984), they could be counted on fewer than the fingers of both hands. Scattered across a huge land, split between

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academia, government and industry, these pioneers lacked a sense of identity and the critical mass required to form a national statistical organization. For the most part, their professional needs were fulfilled by individual membership in well-established, south-of-the-border professional societies like the American Statistical Association (ASA) and the Institute of Mathematical Statistics (IMS).

The number of Canadian statisticians slowly began to increase in the late 1950's. So did the need to organize, and a first chapter of the ASA was founded in Montréal in 1955, at a time when the city was undisputedly the country's pole of attraction—commercially, financially and culturally. Within a few years of its creation, the Montréal Chapter became very active and distinctly applied in its focus, catering mostly to industrial statisticians. The presence of sufficient contingents of academic and government statisticians in the Toronto and Ottawa areas eventually led, in 1968, to the establishment of additional ASA chapters in these two areas. At the end of the 1960's, however, the massive expansion of the university sector fuelled such a growth in the academic community that a national level association for statisticians finally became a necessity.

In 1967, Professor Arak M. Mathai of McGill University and then McGill student Tryam D. Dwivedi put together a student section of the Montréal ASA Chapter. At that time, Mathai also began thinking about a “Canadian Institute of Statistical Sciences,” which he hoped to set up by 1970. As a preliminary step, he wrote a proposal, with Derrick S. Tracy of the University of Windsor, to the Dominion Bureau of Statistics (DBS) and to the National Research Council (NRC). Their letter, dated November 14, 1967, described their intention to establish the institute and sought support for a series of courses in mathematics and mathematical statistics to be offered in the summer of 1968. Their attempt was unsuccessful. The DBS judged the proposal insufficiently developed and too heavily preoccupied with theoretical rather than applied aspects of statistics. It was further suggested by Dominion Statistician Walter E. Duffett that a more solid foundation for the institute might develop from affiliation with Canadian universities that were then directly concerned with applied statistics and survey activities in particular. As for NRC's decision to deny funding, it was apparently based on the concern that the proposed institute would be devoted to teaching and not research. Discouraged by these negative reactions, Mathai put aside his project for the time being.

Concerns for the future of statistics in Canada reemerged in the summer of 1969, at the twelfth biennial seminar of the Canadian Mathematical

Congress (CMC) held in Vancouver. An Ad-Hoc Committee was formed by the CMC (now the Canadian Mathematical Society) with probabilist Roger Fischler, from the University of Toronto, as secretary. Members of the Committee were Donald A. Dawson, A. Looker, Roman A. Mureika, Urs R. Maag, Stanley W. Nash and James V. Zidek, most of whom are still active in the SSC today.

The Committee classified the problems facing the statistical community as “horizontal” and “vertical.” The first category covered problems of communication between people working at the same level, whether it be between statisticians at different universities, in government or in industry. Among the “vertical” problems were the facts that (1) students trained in theory were not always suited to the needs of industry, (2) there was difficulty in attracting students to graduate programs, and (3) there was little contact between theoretical and applied statisticians. These issues seem quite relevant even today!

The Committee went on to propose three venues to explore: a survey of needs and resources in statistics, a national meeting of statisticians and the formation of an organization. Over the next three years, each of these options would be investigated, but by different groups. As a preliminary step, the Committee itself decided to publish a statement in the *Notes* of the CMC in October 1969 (vol. 1, no. 4) and distributed reprints as widely as it could among the statistical community, to probe its interest.

According to Fischler's final report, dated March 29, 1971, this mailout generated very few verbal reactions and only a handful of written replies. One of the respondents was William G. Warren, who had worked in New Zealand before joining the Western Forest Products Laboratory in Vancouver. While living in that country, he had been actively involved in running the national statistical organization and had even served as the founding Editor of the association's newsletter, *The New Zealand Statistician* (NZS). He expressed an interest in forming a Canadian society and included with his letter a copy of the first issue of NZS, which gave a brief account of the history of the association. Another letter was from Arak Mathai, who mentioned his earlier attempt and described informal discussions among some Canadian statisticians who attended the London meeting of the International Statistical Institute (ISI) in September, 1969. Finally, the Ottawa ASA Chapter suggested that the ASA get together with the CMC to form a “Council on Statistics,” but the proposal, presented to the CMC in June 1970, was never pursued.

With a distinct tone of discouragement, Fischler concluded his March 1971 report by saying that “most statisticians in Canada don’t care or are not interested enough to make any further efforts by the Ad-Hoc Committee worthwhile.” Through its action, however, the Committee had apparently revived Mathai’s interest in setting up an institute. Meanwhile, Donald S. Dutton, President of the Montréal ASA Chapter, and Tryam Dwivedi, who had become a statistics professor at Sir George Williams University in Montréal, had independently picked up on the idea of a national conference on practical statistics as a preliminary step toward the formation of a Canadian statistical association.

3. THE STATISTICS '71 CONFERENCE

The Statistics '71 conference, held in Montréal from May 31 to June 2, 1971, may be regarded as the first large statistical meeting organized by Canadians, for Canadians. Hosted by Sir George Williams University, now part of Concordia University, and sponsored by the three Canadian ASA

chapters, it featured invited addresses by several prestigious speakers including Maurice G. Kendall, John W. Tukey, Donald A. S. Fraser and David A. Sprott. Panel discussions were held on education in statistics and its relationship to needs of business, misuse of statistics in public media, business, industry and government, and statistical techniques, education and computers.

The program was very well attended. In the minds of its principal organizers, Dwivedi and Dutton, the event was to help bridge the gap between theory and practice, and should “provide the basis and initial momentum toward the development of a Canadian statistical organization” (Carter et al., 1971, page v). A questionnaire was circulated at the conference to solicit opinions about the formation of a statistical society in Canada. As the response was very positive, it was immediately decided to form a Steering Committee, to be chaired by Dwivedi. However, production of the conference proceedings was very time-consuming and the plans did not materialize.

While Statistics '71 was being organized, Mathai was renewing his efforts to set up a Canadian Institute of Statistical Sciences, which he also wanted to sponsor a refereed journal, tentatively called *The Annals of Statistics*. (It should be remembered that at the time, that name was still up for grabs as *The Annals of Mathematical Statistics* had not yet been divided into *The Annals of Statistics* and *The Annals of Probability*.) To increase his chances of success, Mathai sought the advice of Ralph G. Stanton, of the University of Manitoba. Stanton, who was politically influential in the Canadian mathematical community and had played a key role in the founding of the Faculty of Mathematics at the University of Waterloo, visited Montréal at Mathai’s invitation around the ides of March, 1971. He reviewed Mathai’s detailed plans for the creation of the Institute and the journal; he was also informed of the tentative composition of their boards. Apparently satisfied with the plan, he agreed to be First Vice-President but expressed some reservations concerning the membership of Council, which he thought did not include enough representation from outside academia. He made some suggestions in that regard and advised Mathai to proceed with a mock-up of some journal pages, to federate with the CMC, to apply to the NRC for funding of the journal and then to solicit membership in the Institute. A follow-up letter, written from Winnipeg on March 25, contained additional suggestions for increasing the breadth of the proposed Council.

Mathai followed Stanton’s advice closely. Through the winter, he had already contacted several statis-

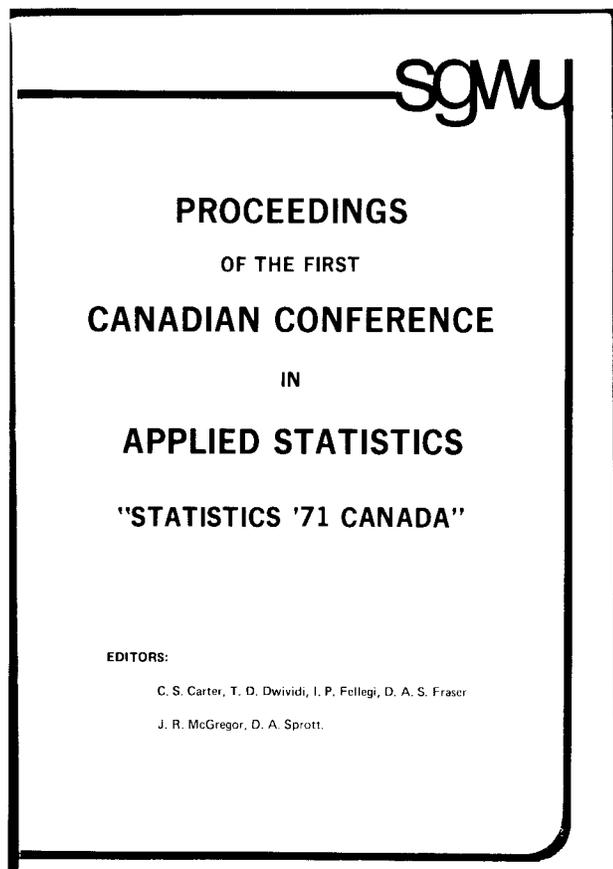


FIG. 1. Title page for the Proceedings of the Statistics '71 Canada Conference.

ticians across the country, and many of them had expressed an interest and agreed to serve as members of Council or in editorial capacities. These included academics S. W. Nash, C. W. Kim, K. L. Mehra, J. N. K. Rao and M. T. Wasan, as well as P. Robinson of the Canadian Department of Communications. In a letter dated January 19, Dave Sprott had tentatively agreed to be both a member of Council and a member of the journal's Editorial Board. Later, he was even approached by Mathai for the presidency, after Don Fraser had refused to get involved because of heavy commitments. Thus, by the end of March 1971, Mathai could reasonably expect to launch the Institute and the journal at the Statistics '71 conference in Montréal. All who had been contacted so far were very supportive, although Dave Sprott and Jon Rao had expressed some concern about launching a new statistics journal (Mathai even raised the possibility of two, at times) just when Stanton was himself in the process of starting *Utilitas Mathematica*, an applied mathematics journal that also planned to cater to statistics.

On March 29, 1971, Mathai approached the President of the Montréal ASA Chapter, Don Dutton, to describe his project and invite him to join as Vice-President of Council of the proposed society. For the first time, he met with strong opposition. The source of this conflict can probably be traced back to the very different managerial approaches adopted by the two groups. On one hand, the Statistics '71 promoters were from the three Canadian ASA chapters. Given their organizational culture, they tended to have a bottom-up, consensus-seeking approach to the creation of a statistical society. This approach is also popular in academic circles and works well in a controlled environment, but it tends to be slow. Mathai, on the other hand, had very few collaborators. He was starting from scratch and was eager to get things going quickly. A top-down approach is more natural to that context, more likely to succeed and far more efficient. It can also generate friction, especially in a volunteer organization, where long-term adherence to a directive managerial attitude generally tends to alienate segments of the membership and leads to refusal by others to join, which is eventually what came to pass.

The points of difference between the two groups are highlighted in subsequent correspondence between Mathai and Dutton. Two days after their meeting, Mathai wrote to Dutton to detail his plans for the journal and for the association. The letter elaborates on the proposed scope of the journal (to be patterned on the *Journal of the Royal Statistical Society, Series A, B and C*), suggests that the Montréal ASA Chapter should perhaps become

a local unit of the Institute, states that the proposed constitution was modelled on those of the ASA, the IMS, the Indian Statistical Institute and the Japanese Institute of Statistical Mathematics and even mentions tentative membership fees. Mathai also suggested that the first meeting of the Institute's Council be held at the Statistics '71 conference.

Dutton, writing in his capacity as President of the Montréal ASA Chapter, responded at length to Mathai on April 22. In his letter, he noted that there was a good deal of confusion around Mathai's project and that the constitution that had been drafted was ambiguous and unorthodox in many respects. Dutton also emphasized that in his view, Mathai's plan did not allow for sufficient business and government involvement and that a publication for the practising statistician was more urgent than a refereed journal. He further argued that to be representative, an association should be broadly based, which required that existing societies should take the lead. Indicating that there were already plans to set up a Canadian association at the upcoming Statistics '71 conference, Dutton hastened to add—in a seemingly contradictory statement—that attempts to create a new society should be avoided for the present, so as not to jeopardize the 1972 ASA Annual Meeting to be held in Montréal.

The gulf between the two camps is evident in the tone of Dutton's letter. These groups differed both on the strategy to adopt to form a Canadian association and on the direction that the organization should then take. Mathai was perceived as being focussed on the creation of a refereed journal. If he had his way, the association was likely to be dominated by academic statisticians, while Dutton wanted an organization that would be relevant to industrial statisticians. At the time, the Montréal ASA Chapter adequately served the latter needs, albeit on the local scene. In the final paragraph of his letter, copied to all Canadian ASA chapters and a number of influential statisticians across the land, Dutton reaffirmed his preference for the bottom-up approach and his firm intention to keep the initiative by concluding

We believe that there is a need for informal discussion between senior, responsible people representing the statistical community in all of its ramifications. If and when such a meeting takes place we would be glad to invite you to present your ideas for consideration.

While Mathai could have hoped to carry forward without the support of the Statistics '71 organizers and sponsors, namely the three Canadian ASA

chapters, another event took place on March 29, 1971, which ultimately forced him to abandon his project. A few days earlier, Sprott had travelled to Montréal in preparation for the conference. In meetings with people both at McGill University and at SGWU, he had sensed the confusion and the potential for conflict between the two projects, noting that both groups were working in parallel, rather than in collaboration, toward forming an association. Upon returning to Waterloo, Sprott thus wrote to Mathai on March 29, indicating that he would like the matter to be fully discussed at the Statistics '71 conference and that for the time being, he judged it wiser to drop out of Mathai's initiative. Informed of the situation, Stanton and many other people eventually adopted the same attitude and one by one withdrew their support from Mathai's venture, judging it to be premature. Deprived of support, Mathai had no choice but to abandon his project to create the Canadian Institute of Statistical Sciences, at least for the time being.

4. THE FOUNDATION OF THE SSAC

After the Statistics '71 conference, there was a more than ten-month hiatus in activities concerning the development of a Canadian statistical association. The meeting organizers were busy producing the proceedings of the conference and the Montréal ASA Chapter was feverishly getting ready to host the 1972 Annual Meeting of its parent association. On its side, Mathai's group slowly recovered from its failure and began to derive political lessons from what it perceived as an unjustified, community-wide boycott of its project. Relatively isolated and probably annoyed that nothing concrete happened after the failure of his own attempt, Mathai gradually moved away from the concept of an institute to that of a Canadian statistical association, as a means of supporting a scientific journal of high caliber.

On May 18, 1972, Mathai and three of his statistical associates decided to take a bold and decisive step. On their own initiative and without any further consultation from the community, they applied for incorporation of a statistical society without shared capital and asked the federal government of Canada to issue Letters Patent to the "Statistical Science Association of Canada/Association canadienne de science statistique" (SSAC/ACSS), as per the provisions of Part II of the Canada Corporations Act. The application was signed by Arak Mathai, Eustratios Kounias, Neville Sancho, all from McGill University, and Narayan Giri from the Université de Montréal; Hilde Schroeder, a McGill secretary, served as a witness. While the organization was

an empty shell at the time of application, it was presumably the hope of the signatories that "if we build it, they will come . . ."

The objectives under which incorporation of the proposed society was sought were as follows: (1) "to promote and coordinate research and allied activities in statistical sciences across Canada by conducting symposia and conferences on specified topics in statistical sciences," (2) "to publish a scientific journal of high academic quality for distribution to the members of the corporation," and (3) "to promote the interests of research workers and others in the different branches of statistical sciences." The application, which specifically mentioned that "such objects are to be carried out in more than one province of Canada," included detailed By-Laws for the corporation. The latter described categories of membership, the composition of the Board of Directors, the mode of election, and duties of the officers, among other things. Article 24 indicated that the journal of the society would be called *The Canadian Journal*

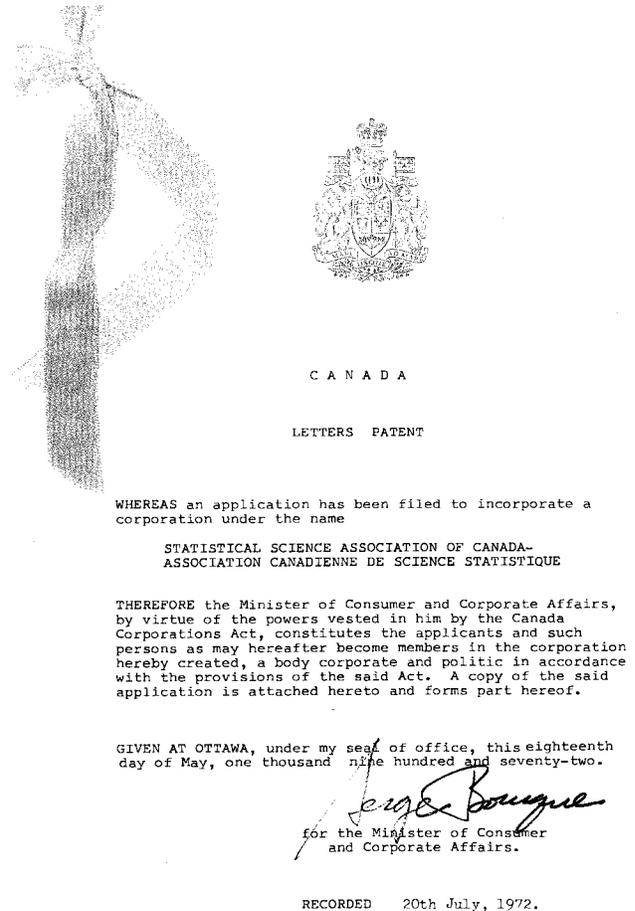


FIG. 2. Letters patent for the Statistical Science Association of Canada, 1972.

of *Statistics* (CJS), but the French equivalent was not given.

Upon approval of the By-Laws of the Corporation, Letters Patent were granted July 20, 1972, to the SSAC by the Canadian Department of Consumer and Corporate Affairs. It is worth noting that the corporate name and the associated acronyms were not the applicants' first choice. It was rather the result of a compromise with the ministry, which wanted to make sure that no risk of confusion could arise between this organization and the Dominion Bureau of Statistics, particularly since the latter had changed its name to "Statistics Canada/Statistique Canada" on May 1, 1971 (for a scholarly account of the history of the Bureau, see Worton, 1998).

5. BUILDING UP THE SSAC

Once the Letters Patent of the SSAC were in hand, Mathai's group had their association and journal on paper, but nothing in substance. In a sense, however, they had muzzled the opposition. For, once federal Letters Patent are granted to a corporation, no other organization pursuing similar objectives can be incorporated nationally unless it can demonstrate, to the ministry's satisfaction, that the name under which it proposes to do business could not generate confusion in the public's mind, either by being incompatible with its activities or through its resemblance to the names of existing corporations.

To put together a Board of Directors for the association and an Editorial Board for its journal, Mathai devised an odd, but in the short term effective, tactic. He and the other chartered directors of the new organization (Kounias, Sancho and Giri) met and elected by acclamation to the Board of Directors of the SSAC a selection of 18 individuals who had agreed, at any point between 1967 and 1972, to serve on the boards of statistical associations or institutes previously proposed by Mathai. On August 6, 1972, these people were sent a form letter by Mathai, acting as Secretary of the SSAC. The letter informed the recipients of their appointment, the length of their term (between one and three years, to institute rotation) and the composition of the rest of the Board, except for three positions that remained mysteriously vacant. The newly appointed Board members were also invited to become contributing members of the SSAC at \$20 per year and, should they be unable to serve on the Board, they were asked to notify the association's Secretary (Mathai) by September 20, 1972. Meanwhile, Mathai began rounding up members for the Editorial Board of the

CJS, which he hoped to launch in the early part of 1973.

The strategy worked. Of the 18 individuals on the list, 15 agreed to serve on the Board of Directors, whose composition would eventually be completed (to the statutory number of 21) and approved at the first Annual Meeting of the SSAC on September 16, 1972. Dave Sprott was among the three whose name did not appear on the second list. A year earlier, he had adopted a "wait and see" position and, in view of his involvement in the organization of the Statistics '71 conference, he had probably already chosen his allegiance. It is hard to speculate on the reasons that motivated Keith Smillie, from the University of Alberta, and Peter Robinson, from the Canadian Department of Communications, to decline Mathai's invitation.

In 1971, Don Fraser had been asked by Mathai to serve on the Council of the proposed Canadian Institute of Statistical Sciences but he had begged off, due to other commitments. Fraser was, and remains, one of the most highly respected statisticians in Canada, and his involvement in Mathai's ventures would undoubtedly have increased their visibility and credibility. Mathai had asked many former students and colleagues of Fraser to help persuade him. On August 2, 1972, Mathai himself wrote to Fraser and asked him again whether he would agree to serve as one of the few members of the first Editorial Board of the CJS. Once more, Fraser declined.

At the beginning of August, 1972, Mathai's group was clearly in a hurry to form a Board of Directors and to provide substance to the shell that had been created. One reason for this is that incorporation proceedings had taken much longer than anticipated. There was now little time left to prepare, if the SSAC hoped to take advantage of the upcoming ASA Annual Meeting to make its debut and to start a membership drive. The conference was held in Montréal and drew a large audience, including a good number of Canadians. On the morning of the third day of the meetings, Wednesday August 16, 1972, pink sheets announcing the creation of the SSAC and the CJS (*Le journal de l'Association canadienne de science statistique*, in French) were found on the tables in the conference rooms. Professor Norm Shklov, from the University of Windsor, and McGill Professors Arak Mathai and Stratis Kounias were identified in the press release as President, Secretary and Treasurer, respectively. People were invited to join as an ordinary member (\$10/year), a contributing member (\$20/year) or an institutional member (\$100/year). This news created quite a commotion in the Canadian statistical community!

The response was immediate. On the night of August 16, 1972, a meeting was hurriedly convened by the three Canadian ASA chapters at the Queen Elizabeth Hotel in Montréal. Not realizing that the SSAC was incorporated and ready to operate, the organizers decided to go ahead with plans to set up a Canadian statistical association. The option of joining the SSAC and changing it from within was also raised at that meeting. In the end, a Steering Committee was formed, chaired by Dwivedi with Robert A. Bandeen of the Canadian National Railways and Don Dutton of Bell Canada as associate chairmen. Other members of this thirty-person Committee included academics Dave Sprott, Urs Maag and Don Watts, and private-sector statisticians John Rutherford and Bill Warren. All these individuals play important parts in the subsequent story as it unfolds. It is also interesting to note that two members of the original SSAC Board of Directors, Montréal academics Robert Cléroux and André Plante, were appointed to this Steering Committee.

Using Sir George Williams University (SGWU) letterhead, Don Dutton, President of the Montréal ASA Chapter, and Zoltan P. Popp of SGWU wrote to all ASA members in Canada on August 21, 1972. Recipients were informed of the membership of the Steering Committee and that plans were in motion for the creation of a Canadian statistical association. Given its size and the bottom-up, consensus-seeking approach that this group followed, however, it would prove impossible to convene the Steering Committee before December, that is, months after the SSAC had held its first General Annual Meeting, and after it had issued its first newsletter. Under such conditions, it would be hard to catch up!

While the opposition was slowly getting organized, the blitzkrieg initiated by Mathai's group continued. In mid-August, 1972, an SSAC membership drive was launched that drew in over one hundred members within a little more than a month. This overwhelming response illustrates the pressing need that Canadian statisticians then felt for a statistical association of their own. But the rapid success of the SSAC may also be attributed to its clever marketing strategy. Rather than run a national membership drive that had the potential to irritate and mobilize opponents, SSAC Secretary Mathai began by writing only to those who were geographically the most distant from the centre of the country, and hence unlikely to be members of the Canadian ASA chapters or to have heard of its plans for a rival association. Once membership applications began pouring in, Mathai sent invitations to a second set of carefully selected people, mentioning current membership figures in the

covering letter as an incentive to join. This way, his opponents were faced with a *fait accompli* when, in a subsequent mailing, he sent membership forms to Canadian members of the ASA and the rest of the Canadian statistical community. The SSAC was now far more than just an association on paper; it already counted over 100 members!

Once again, the top-down management style of Mathai and his collaborators bore fruit, but this would be its last major success. Faced with a large influx of members and the pressing need to develop services, the organization would have to depend more and more on new recruits such as Mathai's colleague George P. H. Styan and Université de Montréal Professors Urs Maag and Pierre Robillard. Sensing that the adoption of a bottom-up approach to management was essential to the success of the organization, these people and others like them would try to initiate this change gradually. As Mathai and many of his original collaborators thought that it was still too early for this managerial approach to work, this divergence in points of view would soon prove to be a source of conflict in the higher reaches of the organization.

A first general assembly of the SSAC was held at McGill University on September 16, 1972. After introductory remarks by the chairman, Norm Shklov, Mathai described to the thirty-five members in attendance all the groundwork that had been laid ahead of time for them: Letters Patent, By-Laws, composition of most of the Board of Directors and Executive Committee, editorial policy for the journal, and so on. Members of the first Executive Committee were: Norm Shklov of the University of Windsor (President); Radu Theodorescu of Université Laval (Vice-President); Stratis Koulias of McGill University (Treasurer); Arak Mathai of McGill University (Secretary); George Styan, also of McGill (Public Relations); Narayan Giri (CJS Editor) of the Université de Montréal and Arak Mathai again, this time as CJS Managing Editor. An emblem had even been designed by Mathai for the association! It is depicted in Figure 3, whose caption reproduces the somewhat naive description of the emblem that was published at the time. It is noteworthy that the original motto was adopted from the Indian Statistical Institute.

Overall, members present must have been satisfied with the organizational efforts of Mathai and his collaborators, as they approved the composition of all the committees and appointed six new directors for the missing positions on the Board. They also gave Mathai the green light for his immediate projects concerning the society and the journal. A first newsletter was planned for the fall, and it

was decided to renew the entire Board in general elections to be held in late spring, 1973. However, a sense of uneasiness also began to surface, as it became obvious that the August/September membership drive had failed to attract into the SSAC a substantial proportion of academic, government and private-sector statisticians from central Canada. These concerns, voiced at the meeting by André Plante, prompted the members to insist that once again Don Fraser be invited to take an active role in the SSAC and that people be identified who could get subsections started in various allied ar-

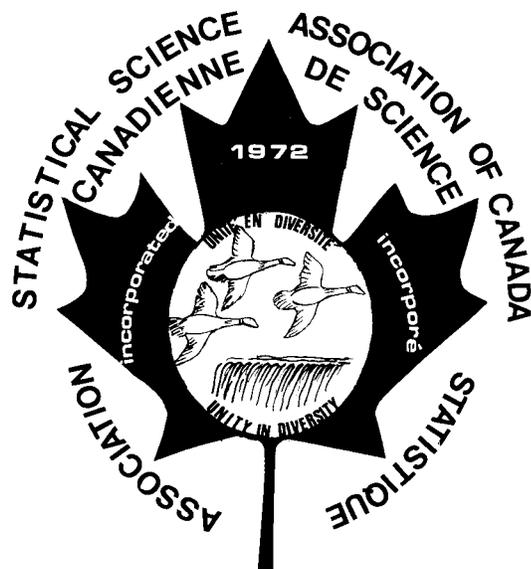
reas such as biometry, demography, econometrics, social statistics and psychometry. This, they reckoned, should contribute to make the association more attractive.

While one can easily understand why leaders or even members of the Canadian ASA chapters would not want to join the SSAC, at least not right away, one may wonder what prevented so many other people from joining. Was it the surprise effect? Did they feel resentful because they had missed out on having their say in setting up a national organization? Did they lack a sense of ownership? While there is no documentation to answer these questions, it is clear that because of a perceived hostility between the SSAC and the organizers of the Statistics '71 conference, a number of people preferred to abstain. As probabilist Miklós Csörgő stated in a letter he addressed to Dwivedi on October 20, 1972, "lending one's name to any one of the two groups in whatever capacity is likely to be taken by the rest of the Canadian statistical community as a manifestation of one's support of one AGAINST the other." To people like Csörgő, the current developments could only contribute to the further splitting of the community.

For applied statisticians, there were additional reasons for staying away from the SSAC. In the short term, it is obvious that the newly formed association had considerably less to offer than the Canadian ASA chapters. But more important, there were aspects of the SSAC constitution that gave the impression that some ASA Chapter members would be second-class citizens in Mathai's organization. Indeed, the original SSAC constitution allowed for three categories of members, namely:

1. "Active Members, being any one who is interested in the theory and applications of Statistical Sciences, who holds a degree from a University or an equivalent institution of recognized standing . . .";
2. "Student Members, being any undergraduate in regular attendance at a University or an equivalent institution or any one engaged in the applications of statistical techniques to practical problems";
3. "Associate Members, being academic institutions or financial institutions with academic interest or governmental agencies with academic interests"

Furthermore, membership applications had to be approved by the Membership Committee (consisting of William J. Anderson, Vanamamalai Seshadri, and Neville Sancho, all from McGill) and ratified by the Board of Directors of the SSAC. In addition to standard information about degree(s), granting institution(s) and area(s) of specialization, the first



A contemporary description of the emblem reads:

"It is a sample of migrating Canada geese. These beautiful feathered friends fly across continents from the arctic [sic] to the tropic with a message from the north and bringing happiness to every one. These are Canada's own birds and when they return home to Canada they bring with them the beautiful blooming Spring time. Their migration is still a mystery. Biologists, Naturalists, Meteorologists, Statisticians, Ecologists, Sociologists and people at large are interested in these birds and their migration. So also the Statistical Science Association of Canada and the Canadian Journal of Statistics shall spread a message across continents and shall bring home happiness. It is the hope that Statisticians, Biologists, Ecologists, Social Scientists and people at large will be interested in them.

The inscription is "unity in diversity." Canadian society is a mosaic of different cultures and languages but with unity we progress as a great nation. The background is a beautiful maple leaf which is our national emblem. The scenery is the beautiful Horseshoe Fall on the Canadian side of Niagara Falls. As the gushing water at the Horseshoe Fall, Statistical Science Association, through its journal, shall gush out the vast reservoir of knowledge, radiating a beautiful rainbow across the horizon of scientific activities.

The emblem was designed by Prof. A. M. Mathai and it was drawn by Richard Santo of the Department of Architecture at McGill University."

FIG. 3. *Emblem of the Statistical Science Association of Canada.*

membership application form included a question asking the applicant whether or not he or she had published more than four papers in refereed statistical journals! The second irritant was that the Executive was not elected directly by the membership. These dispositions of the By-Laws and interpretations of other articles given in an accompanying document prepared by Secretary Mathai, also created discontent within the membership and their elected representatives. It quickly led, among other things, to the resignation of Radu Theodorescu, as Vice-President of the SSAC and as a member of the Editorial Board of CJS. A probabilist from Université Laval, Theodorescu had not had any involvement with Mathai's group, prior to being elected to the vice-presidency of the association on September 16, 1972. His resignation became effective only forty-five days later, on October 31, 1972.

Within weeks of the first general assembly, further signs of tension arose between people in charge at the SSAC. Some of these conflicts were predictable, as they are typical of any young, rapidly expanding organization. On the one hand, there was a sense of urgency created by the demand for services, and progress was hampered by inexperience and lack of infrastructure. On the other hand, the credibility and long-term success of the association could only be guaranteed through the high quality of its activities and publications. This took time to achieve.

There is no doubt that, to retain its membership, the SSAC had to move quickly. Statisticians across the country soon learned of the Canadian ASA chapters' plans to form a "rival association," and Mathai was particularly eager to get out a newsletter rapidly, to establish priority for his organization. This was a source of discord between him and George Styan, who was responsible for producing this newsletter and whose high editorial standards (which would later benefit *Chance* and *The IMS Bulletin*, not to mention the CJS) were incompatible with a rush job. The first issue was eventually printed at the beginning of December, 1972, though its content had essentially been determined by September 30. While the schedule does not seem out of line, considering the production means of the time, any delay tended to irritate Mathai.

Time was also of the essence for the CJS. For it was not the only journal that was staking out a claim on Canadian statistics. At the time, two other Canadian publications were in the process of being marketed: *Utilitas Mathematica*, first published in 1972, and *Selecta Statistica Canadiana*, whose first issue appeared in 1973. As mentioned earlier,

the former journal was founded by University of Manitoba Professor Ralph Stanton. It was intended to cover "any area of applied mathematics, statistics, or computer science," although contributions to statistics later turned out (and continue) to be limited almost exclusively to combinatorial aspects of experimental design. *Selecta Statistica Canadiana* was more akin to a monograph series. The first issue, subtitled "Inference and Decision," contained half a dozen refereed papers on that broad theme. Irregular annual volumes were published until the early 1980's, with Don Fraser as Honorary Editor-in-chief, M. Behara and G. Menges as Editors-in-chief, and Narayan Giri, Dave Sprott and Ralph Stanton as Editors.

Through the fall of 1973 and the spring of 1974, production of the CJS proved to be more laborious than expected. Mathai deployed considerable energy to publicize the journal and generate submissions, inviting colleagues and friends to contribute. As he conceived it, his role as Managing Editor of the journal was "to manage and edit," that is, to simultaneously coordinate the scientific and production aspects of the operation. However, not everyone shared his view. Soon, confusion in the roles and responsibilities of the positions of Editor and Managing Editor became a source of friction between Giri, Mathai, Maag and Styan, who had been jointly appointed by the Board of Directors to oversee the production of the first issue. This friction was manifested, for example, in disagreements over how the cover of CJS should look. There is evidence in the archives that at times, lack of coordination interfered with the efficient treatment of submissions and the associated production process. As the stakes were high, many of the eleven Associate Editors had actually felt compelled to submit papers of their own to help launch the journal. To avoid potential embarrassment, Mathai was driven to institute double-blind refereeing, a practice which consists in concealing the identity of authors and referees from one another. Judging from the back cover of the journal, this policy continued until the end of Mathai's term as Editor in July 1977. Abolished by Don Fraser, Mathai's successor as Editor, it would be reinstated for entirely different reasons much later, in 1991, by the journal's sixth Editor, Marc Moore. (For a thorough discussion of the pros and cons of double-blind refereeing, see the August 1993 issue of *Statistical Science*).

Correspondence from that period indicates that as CJS Managing Editor, Mathai initially typed many of the manuscripts himself or paid a McGill secretary for this work out of his own grant. Fairly soon, however, he began to assume many of the re-

sponsibilities of the Editor, and felt fully justified in doing so after he became aware of Giri's involvement in *Selecta Statistica Canadiana*. As the business grew, constraints on Mathai's time forced him to delegate more and more aspects of managing the journal to Styan. Delays created by the latter's insistence on high production standards became of great concern to Mathai, especially when inquiries for library subscriptions began to come in. Delays also prevented the journal from applying for federal subsidies to scientific publications in September 1973, as Mathai had hoped to. The first issue of the CJS, nominally dated July 1973, ended up being released eight months later, in February 1974. The challenge and the pressure were so great that the relationship between Mathai and Styan was strained for years afterward. Yet the task that these two men jointly accomplished was formidable. Even with today's sophisticated means of production, it is doubtful that one could set up, produce and market such a quality publication in so little time.

6. ENSUING NEGOTIATIONS

At the end of the summer of 1972, Tryam Dwivedi faced a daunting task. Appointed chair of a Steering Committee responsible for looking into the creation of a Canadian statistical association, he was wondering how he could ever get together its thirty members from across the country. He sent them a first letter on October 11, requesting suggestions for an appropriate time and place to meet. However, it quickly became apparent that a task force was needed, as people were not prepared to travel long distances, frequently at their own expense, for repeated working sessions. (That turns out to be one of the drawbacks of the bottom-up, consensus-seeking approach.) In the early fall of 1972, it was thus decided that John Rutherford from Dupont of Canada would draft a constitution for the proposed association and circulate it for comments. Meanwhile, Dwivedi was in contact with SSAC President Norm Shklov, who was trying to keep communication channels open and hoped, through dialogue, to find ways of accommodating SSAC opponents and convincing them to join.

At Shklov's request, a meeting was convened in Montréal, on Wednesday December 13, 1972, between SSAC and Canadian ASA chapter representatives. This meeting, whose purpose was "to discuss... the objectives of a Canadian statistical society," was attended by eighteen people. Except for Norm Shklov, John Rutherford and Alan B. Sunter of Statistics Canada, all present were from Montréal. To avoid ruffling the other party's feath-

ers any further, Shklov had asked Mathai and Styan to withhold the release of the association's first *Newsletter*, which was nearly ready. Nevertheless, there were clear signs of tension between the two groups. A registered letter from Mathai to Dwivedi sent on December 7 warned the other camp that the meeting would be cancelled if the mutually agreed conditions under which it was to be held were violated. The minutes of the meeting, prepared by Maag and Styan, reiterate the common desire of statisticians in Canada to have an association of their own and indicate that

There was consensus that a committee ought to be formed to draft a constitution for a Canadian statistical association which will be acceptable and attractive to the largest segment possible of statisticians in business, government, industry and the universities.

It is clear from the minutes of the meeting that SSAC representatives, and Shklov in particular, were willing to negotiate significant changes in the constitution of their association, if this were all the dissidents needed to join. But while the minutes make direct reference to some of the irritants previously identified in the SSAC constitution, the wording of the final resolution actually left open the possibility that the desired association might not be the SSAC. With that latent misunderstanding, a committee was formed with a mandate to report by January 15, 1973. Chaired by Charles H. Kraft of the Université de Montréal, it included John Rutherford, Arak Mathai, André Plante and George Cavadias, the latter from the Faculty of Management at McGill University. Kraft was also requested to contact Don Fraser and ask him to join the committee or to propose another representative from the Toronto area. Discordant views on the constitution were obviously not the only obstacle



FIG. 4. Charles H. Kraft, circa 1973.

to the resolution of the quandary, but in line with long-standing Canadian political tradition, trying to modify the constitution was what everyone could conveniently agree to focus on!

The date set for receiving the report of Kraft's committee, January 15, 1973, gives the impression that points of divergence were relatively minor and that constitutional peace could be achieved fairly quickly. This was perhaps an unreasonable expectation. Rutherford's constitutional proposals, drafted on December 8, addressed in advance the consensus of the December 13 meeting that the organization be attractive to as wide a group of statisticians as possible. However, the points of divergence with the SSAC constitution were several and, on at least one crucial point, far-reaching. Executive Committee membership probably best illustrates the contentious key issue. Rutherford suggested a structure similar to that of the modern-day SSC for the Executive Committee: President, President-Elect, Past President, Secretary and Treasurer. To that were added the offices of four regional vice-presidents to ensure regional representation at the Executive level. The important elements that were missing from the Executive Committee, at least from Mathai's point of view, were the positions of CJS Editor and Managing Editor. In fact, the CJS was not mentioned at all in the proposed constitution, so that the gulf between the two sides was quite wide.

The short deadline for the report of the Kraft Committee seems to have been dictated by other concerns—the emergence of regional rivalries. Just before the December 13 meeting in Montréal, Dwivedi had received a phone call from Fraser, who had asked him to read the following statement to those present:

The University of Toronto is extending an invitation to representatives of statistical groups across Canada to a meeting at the University of Toronto on Thursday, January 18, 1973, at 10:00 a.m. to discuss the role for a Canadian statistical association.

This statement, issued by an organizing committee composed of Dan DeLury, John McGregor, Dave Sprott, Ralph Stanton, and chaired by Fraser, was later mailed to "a small but representative group of statisticians across Canada." This group included SSAC President Norm Shklov, but not Secretary Mathai. Worried by this unexpected development, people in Montréal met on January 15, 1973, reviewed the (incomplete) work of Kraft's committee and asked Shklov to read the following motion at the Toronto meeting, three days later:

From the joint discussions held on 13 December 1972 and 15 January 1973 it is found that the aims and aspirations of the Statistical Science Association of Canada and the Steering Committee are very similar. These groups are now working together on a constitution and wish to advise the Toronto group of the developing situation in Montreal at the Toronto meeting of January 18 and invite the Toronto people's participation in these developments.

Unanimously agreed to by C. S. Carter, T. D. Dwivedi, E. G. Kounias, U. R. Maag, A. M. Mathai, A. Plante and N. Shklov, this resolution gives the distinct impression that a resolution was in sight. Such may well have been the case, inasmuch as the initial conflict opposed academic and applied statisticians in Montréal. But the fact that the academic statistical establishment from the Toronto area was suddenly taking the initiative was going to further complicate the problem.

Besides the five members of the organizing committee, twelve persons attended the day-long meeting in Toronto, on January 18, 1973. Among them were Dutton, Kraft, Rutherford, Shklov, Maag and Styran. The minutes, prepared by the latter two, show a great deal of ambivalence as to the appropriate course of action. Other than the fact that there was not enough room for more than one Canadian statistical association, there was no consensus. Although Sprott deplored the way the SSAC was formed and Stanton thought it was an "indelicacy" to have incorporated the association, Shklov insisted that one should build on what Mathai had accomplished and expressed confidence that Kraft's committee could improve the SSAC constitution. Balvant K. Kale, from the University of Manitoba, also suggested that while the SSAC could hardly be modified from the outside, this could be done by first joining it. At the end of the day, the perceived lack of regional representation in the SSAC and the absence of provisions to that effect in its constitution prompted Irwin Guttman, from the University of Toronto, and John Rutherford to move that

This meeting forms a committee consisting of 5 representatives from Alberta & British Columbia, Manitoba & Saskatchewan, Ontario, Quebec, and the Maritimes and C. H. Kraft as chairman to work with the committee formed on December 13, 1972 in Montreal to produce a constitution for a Canadian statistical association.

This motion carried unanimously, and the committee, composed of McGregor, Kale, Sprott, Plante



FIG. 5. *Stratis Kounias and George Styan in Tampere, Finland, June 1987.*

and one to be appointed from the Maritimes, was asked to draft a new constitution by March 31, 1973, and “to make suggestions for the mechanics of electing the first slate of officers.” At this stage, there still seemed to be ample good will on all sides, but beyond constitutional quibbles, the risk of schism with the “Toronto group” was probably becoming more perceptible to the Montréal people. This may explain why an information meeting was called by Maag and Styan in Montréal, on February 23, 1973. SSAC President Shklov was in attendance, along with John Rutherford and nine statisticians from the Montréal area, among whom stood Dwivedi and Mathai. On that occasion, people expressed disappointment that the Toronto meeting did not augment the original Kraft committee, but rather established a new committee with the same chairman. Kraft, who was present, reported on progress on a new constitution and indicated that, as much as possible, it would contain safeguards to ensure regional and careerwise balance in the composition of the Board of Directors.

The new “Kraft committee” reported as requested, by March 31, 1973. In accordance with its mandate, it proposed a constitution and accompanying By-Laws that opened membership, without distinction, to any individual or organization interested in furthering the objectives of the society. Provisions

were also included for regional representation on the Board, and as in the SSAC By-Laws, for members of the Executive Committee to be appointed by the Board, rather than elected by the members at large. At the instigation of Don Fraser, a meeting was called to debate this proposal in Ottawa, on April 16, 1973. This assembly would prove to be a turning point and would precipitate the schism between the SSAC and the loose coalition opposed to the way in which the association had been formed. The coalition was comprised of academics, mainly from Ontario and federal government statisticians from Ottawa, as well as Dutton and Dwivedi from the Montréal ASA Chapter.

Invitations to the April 16 meeting, to be held at Statistics Canada, were extended to a larger number of people than for the Toronto gathering. There were twenty attendees, including most of the major players mentioned so far: Dutton, Dwivedi, Kale, Kounias, Kraft, Maag, Mathai, Rutherford, Shklov, Sprott, as well as Fraser, of course. The minutes of this day-long meeting, prepared by Joe Burpee of Statistics Canada, are quite detailed. The deliberations started with a presentation of the proposed constitution by Kraft. Before the specifics could be discussed, however, one had to settle the issue of whether a decision on this proposal could be made by those present. Thinking that the purpose of the

meeting was to agree on modifications to the SSAC constitution that would satisfy the dissidents, Kounias argued that the final decision would need to be made at a "general meeting." But Fraser replied that if a constitution were accepted, the individuals present could bring it back to their various associations for ratification; in his view, a general meeting of a *group that had yet to be defined* was out of the question.

The conflict that had been latent for months was finally coming into the open. The remainder of the morning session consisted essentially of a paragraph-by-paragraph criticism of the draft constitution by SSAC Treasurer Kounias, with responses by Kraft and general discussion of the points raised. After lunch, Shklov tried again to exhort non-members to join the SSAC and to amend its constitution from within, opening up the succession to the presidency by declaring that he would not run for a second term in the upcoming SSAC election. It quickly became obvious, however, that the Toronto group was seeking a revolution "from the outside." At one point, Kraft and Fraser proposed

That we form an interim council of a Canadian statistical association; that this interim council appoint an interim executive, determine rate of dues, put out a call for members, and proceed to arrange for a first election.

However, this was unacceptable to SSAC representatives and they threatened to walk out if this motion came to a vote. In an attempt to reconcile both parties, Dwivedi and Dutton jointly proposed that the executives of all existing statistical associations in Canada resign and that members of all these associations be eligible to vote to approve a new constitution for the SSAC at its June meeting in Kingston. While Shklov rather boldly approved of this on behalf of his association, it was pointed out by Rutherford that, from a legal perspective, only those who had joined the SSAC could actually vote. As the dissidents were apparently unwilling to entertain that option, the meeting concluded by passing an ambiguous motion proposed by George Cavadias:

1. That we form an interim council for studying the formation of a Canadian statistical association. The council, chaired by Professor Kraft, will consist of two members from each of the following groups: (1) the SSAC, (2) each of the ASA chapters, (3) the Toronto Statistical Group.
2. That the June meeting of the SSAC will go ahead as planned.

3. That the executive of the SSAC and the officers of the ASA (chapters) will report to their membership that they are participating in the formation of an overall statistical association in Canada with a merged constitution.
4. That elections of this association will be held later.

In the sequel, this motion was to be interpreted differently by different groups, consequently causing additional friction. As a result, the Kraft committee never met, and Kraft himself resigned for health reasons during the summer of 1973.

7. THE SSAC'S FIRST ANNUAL MEETING AND ELECTIONS

It is in this antagonistic climate that an extensive list of members was published by the SSAC in its March 1973 *Newsletter* and that arrangements were made for that association's first elections and Annual Meeting. In early fall, 1972, it had been agreed that this meeting would be held in conjunction with the Learned Societies, in Kingston, Ontario, June 4–6, 1973. (The Learned Societies are an umbrella group of Canadian academic societies, ranging from arts and humanities to the sciences, which hold their annual meetings at a common time and location.) Some thirty talks were scheduled, divided in seven sessions. The abstracts were later reproduced in Volume 1 of the CJS, along with four abstracts of papers that were "presented by title" at the conference. This meeting also provided the first in a continuing tradition: a banquet. At the time, however, the price was a mere \$6 per ticket!

The Annual General Meeting of the society took place in Kingston on June 5, 1973. The minutes were taken by Mathai as Secretary. In those days, it was referred to as the "second general assembly," since the first had been held in Montréal in September 1972 to approve the composition of the provisional Board of Directors. The meeting, which lasted from 2 to 5 p.m., was tape-recorded at the request of Mathai. Unfortunately, the tapes have since been destroyed, an act which would entitle Canadian statisticians to claim that they have had their Watergate, though the authors' search through the archives shows that it was totally harmless and inconspicuous. Actually, most of the time seems to have been taken up by discussions of the minutes of the Montréal meeting and by opinion surveys conducted on the spot by the President, Norm Shklov, who indicated that there was a need to review and change the association's By-Laws.

The forty-eight person audience did not express an overwhelming preference on any of the points

raised by Shklov (the structure of the Executive Committee, the duration of the various terms of office, etc.). They apparently did not even object that, in clear violation of article 5-1 of the By-Laws, both the initial list of nominations and the official ballot distributed in May identified *in advance* those individuals who would serve on the Executive Committee and in what capacity! Since the minutes of the meeting are totally silent on this point, one may only presume that inasmuch as members were aware of the By-Laws, they viewed this initiative sympathetically. It was, after all, in line with the bottom-up approach to management that many were demanding from within the association, and the decision to proceed in this fashion may well have originated from undocumented discussions held at the first General Annual Meeting, in September 1972. At any rate, the instigators of this change had somehow arranged for all members of the Executive to be elected for a single year, while half of the fourteen other members of the Board were elected for two years, and the remainder for three years, to institute rotation.

As per article 7-1 of the By-Laws, the election results were to be approved at this Annual Meeting. Before the ballots were counted, members present were asked what to do about some ballots sent to the President in envelopes that did not bear the members' signature. To quote the minutes of the meeting, "Upon the assurance from the President that there was no room for foul play, it was agreed to count all the ballots." The results were then tallied on the spot. All officers ran unopposed and except for President Shklov, they all worked in the Montréal area: Pierre Robillard (Vice-President), Stratis Kounias (Treasurer), Urs Maag (Secretary), Bill Anderson (Public Relations), Narayan Giri (CJS Editor) and Arak Mathai (Managing Editor). Among the fourteen remaining Board members, two were from Nova Scotia, four from Québec, three from Ontario, one from Saskatchewan, two from Alberta, and two from British Columbia. They were all from academia, except for Douglas Crone of the Ontario Ministry of Consumer and Commercial Relations, Bill Warren of Western Forest Products Laboratory and Paul Robillard from Cosigma Inc. in Montréal.

It is worth noting that Mathai's replacement as SSAC Secretary marked the end of his formal involvement with the operation of the association per se. From then on, he concentrated his efforts on running the CJS, although in his capacity as Managing Editor, he remained a member of the Board under the By-Laws of the time. Urs Maag, Mathai's successor as Secretary, would be the first

to introduce a form of "functional bilingualism" in the correspondence and official communications of the association. Because of his involvement in the Montréal ASA Chapter and his active participation in the Montréal, Toronto and Ottawa constitutional meetings held in 1972-73, the SSAC Executive Committee had refused to let Maag run for office unless he pledged allegiance to the association. On May 11, 1973, he was thus compelled to certify in writing that his interest in becoming Secretary of the SSAC was his own decision and that in running for office, he was not acting on behalf of anyone. As the months passed, suspicions of this sort would become pervasive within the organization, as some SSAC officials would get increasingly worried about possible infiltration.

At the time of the Kingston meeting, Volume 1, Number 1 of the CJS had yet to be published, but some progress had been made. The Managing Editor (Mathai) reported that forty-four papers had been received, of which sixteen had been accepted, eight

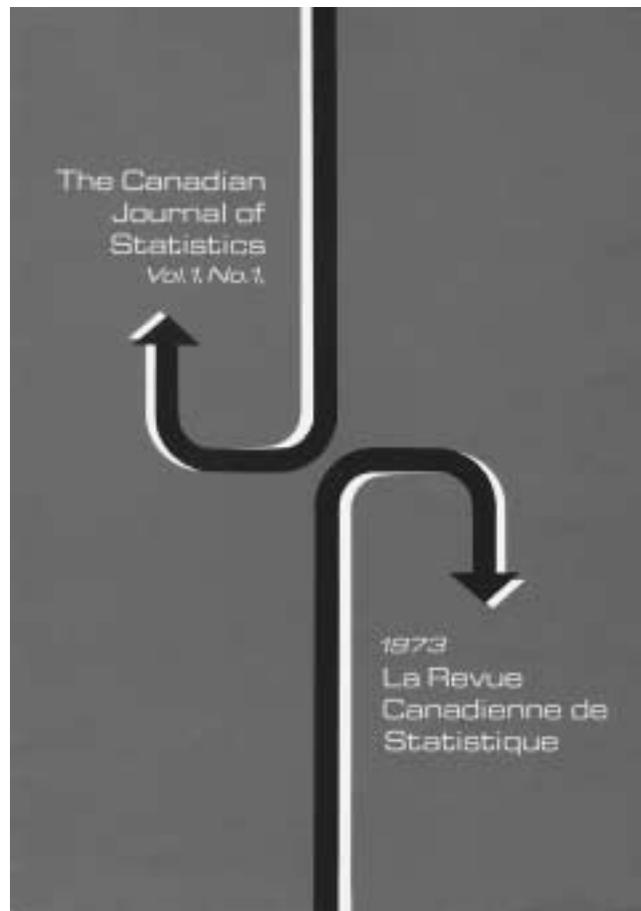


FIG. 6. Title page, first issue of *The Canadian Journal of Statistics*.

rejected and twenty were still under review. The four-member committee set up to supervise production of the journal continued to operate throughout 1973 and the first half of 1974. As mentioned earlier, the first issue, intended for July 1973, was finally released in February 1974. By that time, its French name had been changed to *La revue canadienne de statistique*, as it is still known today. This first issue featured nine papers, grouped into three sections: theory and methods, applications, notes and students' corner. It was produced at very little cost to the members of the SSAC. This was achieved through a great deal of voluntary work done by the committee members, particularly Mathai, who also subsidized the operation personally and indirectly through his research grant. He also made an arrangement with McGill's library that allowed the journal to be disseminated widely from the very beginning, through an interlibrary international exchange of periodicals.

8. THE FOUNDATION OF THE CSS

All was quiet on the Canadian statistical front in the summer and autumn of 1973. Released in August of that year, SSAC *Newsletter* Number 5 reported on the elections and on the success of the first Annual Meeting. Excerpts of the Treasurer's report also showed that the association had a healthy surplus of \$1,811 after a year of operation. Following discussions on constitutional changes held at the meeting, Kounias, Maag and Mathai were asked to prepare a revision of the By-Laws of the association, to be submitted to the members at the second Annual Meeting, in June 1974. Although Mathai thought it was too early to amend the constitution ("Unworkability should be the main criterion for changing a by-law," he wrote in a dissident report to the Board of Directors in January 1974), he proved fairly collaborative throughout the exercise. A second membership drive was also launched in the fall of 1973; the December issue of the *Newsletter*, numbered 6, contained a long list of new members, which brought the SSAC's total to 200.

In the Toronto Statistical Group, informal meetings and discussions continued to be held through the fall of 1973, despite the incapacity of Kraft's Committee to follow up on the ambiguous motion passed in Ottawa, on April 16, 1973. Unfortunately, there are no records of these talks, but persistent rumors circulated that the Toronto Group had decided to make a firm move toward the establishment of a unique and unified Canadian statistical organization. These rumors became reality on February 1, 1974, when a circular on Sir George

Williams University letterhead was sent to statisticians across the country, inviting them to join the newly formed Canadian Statistical Society (CSS). This letter, cosigned by Charles Carter, Don Fraser, John McGregor and Dave Sprott, claimed that its action was pursuant to the Statistics '71 conference, the organizational work begun in August 1972 by the Montréal ASA Chapter, and the April 1973 motion indicating that a provisional Executive Committee would soon be selected. The letter indicated that it would now be that committee's responsibility to organize the first formal elections, which were expected to be held in August, 1974. For the time being, the signatories had agreed to be Co-Chairmen of the society, with Dwivedi acting as Secretary. The composition of the organizing committee was also given; it included four members of the SSAC (D. B. DeLury, R. P. Gupta, A. Plante and J. V. Zidek), as well as Dutton, Dwivedi, Kraft, Stanton, Robinson and a young Queen's University Professor who would soon play a significant part in the story, Don Watts.

During that period, SSAC President Shklov was on a sabbatical leave in England. As Acting President, Vice-President Pierre Robillard thus took the initiative of calling Sprott on February 4, and sent him a follow-up letter the next day. This letter is a model of diplomacy. "I must say that I agree with you on the symptoms of the situation," Robillard wrote, and he reassured Sprott that the SSAC had been a truly democratic association since the first elections in June 1973. He went on to say that

As for the representativity of the SSAC, there is no doubt that we must increase our membership and broaden the participation of statisticians from industry and government. We must also diversify the geographical origin of the members of the Executive. I must say that the present situation, where every member of the Executive, but one, is located in Montreal, is exceptional. Even if such a situation is operationally optional, [sic; the intended word was probably "optimal."] it should not happen again.

Emphasizing the communality of objectives, and his strong preference for conciliation and dialogue, Robillard concluded with the following invitation:

Next May, the SSAC will have to elect the seven members of its Executive for a mandate of three years. This election is a democratic process open to every member of the Association. This occasion seems to me quite unique for anyone interested in building a really national and broad association of statisticians. I would like to assure

you that I will look into it very scrupulously that the election be democratic.

After consultations with Carter and Fraser, Sprrott replied on February 14. While seemingly reassured and “happy to see that past difficulties are being cleared up,” Sprrott wrote

Because of the attempt to accomodate [sic] the views of the SSAC it has taken until now to set the society up, and it seems too late to abandon all the efforts yet again for further talks over the same topics. Your letter gives me new hope however that the two Societies will be able to discuss their differences in the future and resolve the problems, and perhaps even merge into a single society. I, and I am sure others, hope that the lines of communication will be kept open”

What Sprrott was effectively saying in his reply, is that because all previous attempts to negotiate had failed, he now viewed the creation of a separate (distinct?) society as a prerequisite to any future discussions, “d’égale à égale.” Though presented in a totally different context, this argument will be recognized by those who are familiar with Canadian politics as one of the leitmotifs of Québec sovereignists, frustrated by repeated, failed attempts to reach a new constitutional deal and secure increased legislative powers for their province within the Canadian federation. Thus, in more than one sense, the present story continues to be typically Canadian.

An official response to the CSS, bearing Robillard’s signature, was published in the March 1974 issue of the SSAC *Newsletter*. Earlier it had been discussed and approved at a meeting of the Executive Committee. Very diplomatic in its tone, this open letter reiterated the SSAC’s desire to work toward the unification of all statisticians in Canada under a single association and its openness to a dialogue. Robillard emphasized that a satisfactory resolution to the current crisis could only be achieved through conciliation between all parties involved, including the three Canadian chapters of the ASA. Considering that the SSAC had never yet been invited to attend a meeting of the (third) Kraft committee whose mandate was to find a compromise on the basis of the motion voted in Ottawa in April 1973, Robillard expressed surprise at the unilateral action of the Toronto Statistical Group. Though he concealed his disappointment, Robillard—and others within the SSAC—realized full well that the CSS was probably there to stay and that its arrival on the scene was going to complicate matters seriously. As University of Regina Professor Jim Tomkins prophetically put it in a letter to Dwivedi

dated March 7, 1974, “trying to run a statistical group, as SSAC is trying, without the support of such people as the cosigners of the [February 1] circular will, in the long run, lead only to frustration if not bitterness.”

A conference on applied statistics was held at Dalhousie University May 2–4, 1974. It had been organized by Rajendra P. Gupta, who represented the Maritimes on the SSAC Board of Directors. The meeting featured a number of senior statisticians, among whom George Barnard, Don Fraser, David Sprrott, John Tukey, Arnold Zellner, and others. The leaders of the CSS viewed this meeting as a golden opportunity to sign on members (at \$10 each). Within two months of the conference, the membership of the Society totalled nearly 100. While in Halifax, the provisional Executive Committee of the society agreed to hold its first Annual Assembly at the IMS meeting in Edmonton, August 12–16, 1974.

9. THE SSAC’S SECOND ANNUAL MEETING AND ELECTIONS

It is in the perspective of the creation of the CSS that SSAC officers began planning for the 1974 elections and Annual Meeting of their association. As promised in his February 4 letter to Sprrott, Acting President Pierre Robillard adopted new measures to ensure that the election process would be absolutely irrefragable. The choice of candidates for the Executive Committee was especially important, as the newly elected officers would all serve for three years. To assist the current Executive in this task, a Search Committee was formed on January 19, 1974, at a regular meeting of the Board of Directors in Montréal. This Committee was asked to seek out suitable candidates, to collect nominations and to report to the Executive Committee by April 30, 1974. At the time, article 7-1 of the By-Laws of the association stipulated that it was the Executive’s ultimate responsibility to nominate candidates and to circulate the list to the members. In preparation for the vote, the details of the election procedure were also published in the April 1974 issue of the SSAC *Newsletter* and an independent Returning Officer for the ballots was appointed, Professor Donald F. Burrill.

The Search Committee was composed of Krishen L. Mehra (Chair), Ian B. MacNeill, Bill Warren and Madenlal Wasan. To quote Mehra in a letter he sent to Urs Maag on May 3, 1974, the Committee hoped that its action would be an “opportunity to ‘soothe some feathers’ and bring into the SSAC some people of high standing who are still out of the organiza-

TABLE 1

Successive slates of candidates proposed for the 1974 election of the SSAC Executive Committee. Columns I, II and III correspond to the lists proposed by the Executive Committee on April 29, by the Search Committee on May 3, and on the official ballot dated May 16, 1974

Position	Nominee(s) I	Nominee(s) II	Nominee(s) III
President	Robillard	Robillard	Robillard
Vice-president	Rutherford	Watts MacNeill	MacNeill Rutherford
Treasurer		Warren	Warren
Secretary	Maag	Maag	Maag
Public relations		MacNeill Rutherford	Watts
CJS Editor	Mathai	Mathai	Mathai Stroud
Managing Editor	Styan	Anderson	Anderson Styan

tion.” As a result of the creation of the CSS, however, the Committee found little success in this direction; in the words of Mehra, there was “too much history to cope with.” Its proposed slate of candidates is given in Column II of Table 1. To those who are familiar with modern SSC election protocol, this list may seem awkward on two accounts: the fact that MacNeill ran for two positions, and that he and Warren were nominated for office while being members of the Search Committee. While these would indeed constitute irregularities under the current SSC By-Laws, there was nothing then that precluded this possibility.

It is at this point that the last major actor of this saga comes into play: Canada Post Corporation. Labor relations at the crown corporation then were very tense, and frequent strikes, lockouts and the like occurred, both at the national or regional level, that disrupted postal communications. One of these perturbations, in April 1974, slowed down the work of the Search Committee and prevented the general membership from responding to its call for further nominations. After failing to receive a report from the Search Committee by the end of April, the Executive Committee became worried that the deadlines for the elections could not be met. At its April 29 meeting in Montréal, it decided to make up a first slate of candidates of its own initiative (Column I, Table 1) and to take advantage of a truce in the postal conflict to circulate this list to members immediately, with a further call for nominations. Since it was nearly impossible in the circumstances for some members to gather the mandatory twenty signatures (including that of the nominee) to file additional nominations, the Executive Committee also

informed the membership that it would consider all nominations that were received in time. While this measure may have been justified by the context, it was, again, in clear violation of the By-Laws of the SSAC.

The report of the Search Committee was finally received on May 9, and a meeting of the Executive Committee took place on May 10. There, a penultimate list of candidates was drawn up. With one exception, this list appears in Column III of Table 1; one candidate’s name was withdrawn from the ballot (T. Papaioannou from McGill, initially proposed for Treasurer) before it was printed and mailed to members. However, not all members of the Executive Committee agreed to the way in which this part of the election had been carried out. This was apparently the origin of tensions that would soon grow between officers of the association living on opposite sides of Montréal’s Mount Royal.

In this time of turmoil, Pierre Robillard was perceived as a natural, charismatic leader whose diplomatic skills were vital to the preservation of the association’s integrity. Urs Maag, who sought reelection to the office of Secretary, and Arak Mathai, who was running for the CJS editorship now that the titles had been fixed, also seemed to enjoy fairly broadly based support for their action. They would eventually be reelected, while Bill Warren would be elected Treasurer by acclamation. The disputed positions were those of Vice-President of the SSAC and Managing Editor of the CJS. Whereas the Executive Committee nominated George Styan for the latter position, Mathai chose to run *as an editorial team* with his colleague Bill Anderson, who would eventually be elected Managing Editor of the journal.



FIG. 7. Pierre Robillard, early 1970's.

The stakes in the vice-presidential race were much higher, as depicted by John Rutherford's electoral platform, excerpted from the accompanying notes mailed to the members of the association along with the ballots:

My objective if elected will be to promote statistics in Canada. I will make every effort to effect an amalgamation of the existing statistical societies in Canada by any method including: (i) Have the SSAC adopt a constitution which is the same as that adopted by the fledgling Canadian Statistical Society; (ii) Have the SSAC executive freed from all constitutional constraints so that they may do what they think is best to effect amalgamation, subject only to the approval of the Board of Directors.

Rutherford's opponent, Ian MacNeill, did not submit an electoral platform, but because of Rutherford's unequivocally stated views, MacNeill very likely won the votes of a large proportion of those who were sympathetic to Mathai's group. In the end, Rutherford won, but by a small margin, and at his first attendance at a meeting of the SSAC Board of Directors, June 1, 1974, he indicated his intention to run for office in the CSS, expressing the view that "the goals must be primordial and that negotiations must not be impeded by punctiliously following the By-Laws."

The second Annual Meeting of the SSAC was held with the Learned Societies in Toronto, Ontario, May 30 to June 1, 1974. At the Annual General Meeting of the membership, held on May 31, 1974, the ballots of that year's elections were to be tallied and the results ratified by the members present. Professors Donald L. McLeish and Dennis O'Shaughnessy were appointed as scrutineers and, at one point, asked the Secretary whether twenty ballots that had been sent in unsigned envelopes should be counted or not. When Maag raised the issue with the assembly, a motion was approved (by a 17 to 3 majority) that ballots should be counted only if they were official ballots contained in official envelopes. According to the minutes of the meeting, it was also suggested that in the future, clearer instructions should be given to the effect that the envelopes must be signed. Although one will never know for certain, this seemingly innocuous decision probably had a determining effect on the future of the association. In the short run, the decision to count the ballots may have influenced the results for the three contested positions: Rutherford (Vice-President), Mathai (CJS Editor) and Anderson (CJS Managing Editor) were each elected by a margin of ten votes or less! But, as will be seen

later, the most profound consequence of this decision was felt a year later, at the time of the 1975 SSAC elections.

At the same meeting, members were informed that Volume 1, Number 2, of the CJS was now in print and about to be dispatched. They were also asked to approve a number of important amendments to the By-Laws of the SSAC. These changes, which had been described in detail in a May 1974 issue of the *Newsletter*, were as follows:

1. Membership categories described in article 2 of the By-Laws were redefined, particularly to include as active members "any one who is interested in the theory and/or applications of statistical sciences and in furthering the objectives of the society";
2. Article 4 was modified to limit proxy votes in such a way that no individual present at a Board meeting could be entitled to more than two votes (because of limited travel funds, proxy votes had been allowed in the original By-Laws, but the right to accumulate votes had apparently led to some abuse);
3. The Executive Committee was redefined to exclude the Editor and the Managing Editor of the CJS, to be replaced by two members at large;
4. The notion of a committee responsible for gathering nominations and running the elections was incorporated into the By-Laws, with a provision that the general membership could nominate candidates on the basis of five signatures only; and
5. Article 13 was rewritten to make the Editor and Managing Editor of the CJS appointees of the Board of Directors, upon expiration of the terms of the current officers, three years hence.

The membership approved these modifications, and further adopted a motion, with one dissenting vote, that stated:

Within the perspective of the recent formation of the Canadian Statistical Society (CSS), the members of the SSAC ask their Executive Committee to engage in formal talks with the Executive Committee of the CSS with the objective that the statisticians in Canada be grouped in a single national organization.

While this showed unambiguously the desire of the membership to come to an agreement with the CSS, the resolution could also be viewed as a warning to those within the organization who might be tempted to sell it short. It is also noteworthy that the motion avoided mentioning the Canadian chapters of the ASA. While this may well have been

an unconscious omission, the fact that this was allowed to happen indicates that the creation of the CSS had polarized the academic community, which would soon be too busy fighting to worry about statisticians in government and industry.

10. THE FIRST CSS ANNUAL MEETING

In 1974, the summer meeting of the IMS was held in Edmonton, Alberta. This provided a natural opportunity for the leading members of the CSS to call a first Annual Meeting of their organization, on Tuesday August 13, 1974. Attendance was of the order of twenty, with Dave Spratt in the chair. People present were surprised to discover that at the time of the meeting, the CSS did not yet have a legal existence, nor a constitution or By-Laws, let alone definite plans for elections, scientific activities or publications. After much discussion and many passionate calls for action, it was finally decided to send out a letter asking the membership for ratification of a slightly modified version of the Kraft constitution, and to publish a call for nominations by September 15, 1974, so that elections could be conducted by mail at the end of October, at the latest. In effect, these elections would only be held very late in the year. Charles Carter would eventually be elected President, and among the twenty-one Councillors, seven would be SSAC members, including Vice-President John Rutherford and Public Relations Officer Don Watts, who would soon edit *both* the SSAC and the CSS bulletins.

11. THE INVOLVEMENT OF ASA DISTRICT 7

In October, 1974, Don Watts edited his first SSAC *Newsletter* as Public Relations Officer of the Association. In his Editor's Notes, he reviewed some of the recent happenings concerning statistical organizations in Canada and raised some issues for action and discussion by members. In particular, he spoke of the lack of visibility of the profession, and expressed the hope that through improved communication, all Canadian statisticians would soon unite. This message, in English, was reinforced by Robillard's *Message du président*, in French.

Judging from Watts' account of recent developments at the CSS, whereof he was a member, it was clear that the society was picking up momentum, and that unless negotiations resumed quickly, the current deadlock might persist into the foreseeable future. This situation was apparently the object of much discussion at the September 1974 meeting of the Executive of the Montréal ASA Chapter, so much so that the Chapter's Secretary, David J. Harrison, wrote to David Bray on October 22 to suggest

that as the newly appointed Director of District 7 of the ASA, which was comprised of the three Canadian chapters, Bray might call a meeting to examine the organizational problems associated with Canadian statistics, and how they might be resolved. Speaking of the SSAC and the CSS, Harrison wrote

There are probably several reasons why these have been formed—one being Nationalism—but one which may have some validity is that the A.S.A. parent organization is thought to be too concerned about United States problems and has no time for, nor interest in, problems which may be peculiar to Canada.

Given his involvement in running a chapter of the ASA in Canada, it is perhaps not surprising that an industrial statistician like Harrison, who worked for Ayerst Laboratories, would sound unconvinced of the usefulness of a Canadian statistical association. At any rate, it seems clear that he did not regard nationalism as a valid reason for forming a statistical association.

Before reacting to Harrison's memo, Bray decided to consult with three colleagues: Roger S. McCullough, Andreas Petrasovits and SSAC Vice-President John Rutherford. The four met on November 4, 1974, and it was agreed that before Bray convened the presidents of the Canadian ASA chapters, Rutherford would draft a text outlining the reasons supporting the existence of a unique statistical organization in Canada. This he did with some help from Pierre Robillard and Don Watts. Bray then sent copies of the resulting document together with his letters of invitation, on November 7, 1974. At the time, the total ASA membership from the three Canadian chapters was about 330. Of the approximately seventy people in the Montréal Chapter, 80% were from industry, while in the almost 200-member Ottawa Chapter, two-thirds were from government. As for the Southern Ontario Chapter, it counted approximately sixty members, half of whom were academics.

The purpose of the meeting, as set by Bray, was to investigate:

(a) How to make the chapters more effective in the promotion of professionalism in statistics in Canada.

(b) How to promote the development of a single, strong, broadly based association of statisticians in Canada, for example, (i) devise a proposal to achieve this objective which can be shown to the chapter membership for their approval. (ii) devise a proposal to present to the January 1975 meeting of the ASA Board of Directors to establish a special relationship

between the ASA and the single strong Canadian organization.

This apparently came as a surprise to the President of the Montréal ASA Chapter, Professor Douglas K. Liddell. In his reply to Bray, dated November 25, he indicated that the intention of the chapter, in requesting a meeting of District 7, was rather “to see whether the membership of these three chapters could gain from some closer association of the executives.” While he indicated that, for the time being, his reaction was only an expression of personal opinion, he declined Bray’s invitation and went on to write that

As one who has been involved in a professional body (having sat on the Council of The Institute of Statisticians for many years and even been its Honourary Secretary), I am probably too well aware of the difficulties involved with a new organization. My experience tells me that no statistical body can exist alongside the ASA, unless it has objectives which on the one hand are important and on the other can be achieved by that organization and not by the ASA.

The SSAC has got off on the wrong foot, as implied by its name. That it should produce one more journal is hardly a unique achievement. That it holds occasional national meetings merely gives its members another choice.

The other body [the CSS] appears moribund.

While this may indeed have been an isolated reaction, this quote shows just how strongly some statisticians in Canada were *against* the formation of a national association, even as late as 1974. One can only imagine the formidable inertia that Mathai and his collaborators had faced six years earlier when they had first tried to get something going.

In his brief entitled “The Need for a Canadian Statistical Association,” Rutherford had listed six major arguments, beyond nationalism. In his opinion, a separate Canadian body was needed that could (1) focus national attention on the role of statistics in Canada; (2) provide impartial, competent advice on statistical matters of public interest in Canada; (3) cater to a bilingual population; (4) exert influence on the NRC on behalf of researchers in statistics; (5) organize meetings to develop national ties and nurture scientific collaboration; and (6) foster professional training and development of future generations of statisticians in Canada. In addition, a host of special needs had been identified. In Liddell’s opinion, however, and possibly in the minds of many others like him, most of these

objectives were “in no sense important from a professional point of view, and those that might be so considered appear impractical.”

Despite such strong opposition, Bray decided to go forward, and the meeting was held in Ottawa on December 2, 1974, with David Harrison (Montréal), G. T. McLoughlin (Ottawa) and James G. C. Templeton (Southern Ontario) representing the ASA chapters, and Rutherford for the SSAC. The CSS could not appoint a representative, as its elections were still underway. At the meeting, the chapter representatives agreed to authorize the Director of District 7 “to explore with the ASA Executive the possibilities that may exist to convert the Canadian District into a Canadian statistical association affiliated with the ASA.” It was further agreed that the affiliated association should retain for the present ASA members the main privileges of their ASA membership. Judging from a memo circulated to the members of the Southern Ontario ASA Chapter on December 11, the intent (or at least the hope) was that the SSAC and the CSS would disband in favor of this new association. This is also implicit in Rutherford’s suggestion, made at the Ottawa meeting, that a national statistical conference be arranged in June 1975 which could serve as a founding meeting, if enough progress had been made toward this objective.

These arrangements were contingent upon confirmation of authority from each of the three Canadian ASA chapters. The required authorizations came fairly quickly, in time for Bray to discuss the issue at the ASA Council meeting of January 17, 1975. More specifically, the ASA Council was asked to study the proposal that District 7 be converted into a Canadian statistical association affiliated with the ASA, and the Council’s advice was solicited concerning the terms and arrangements that may be agreeable to the U.S.-based association. The March 1975 issue of the SSAC *Newsletter* reported that the ASA Council received Bray’s question openly, and that a committee was formed to consider what special relationships were desirable and possible. SSAC President Pierre Robillard was apparently pleased with this development and suggested to Bray that the time was ripe for a three-way meeting with the newly elected President of the CSS, Charles S. Carter.

In mid-January 1975, it thus looked as though academic, government and private-sector statisticians in Canada were finally about to be united in a single association, possibly affiliated to the ASA. Unfortunately, fate decided otherwise. On the morning of Saturday, January 25, 1975, Robillard and three friends were on their way to an ice-fishing expedition in Sainte-Anne-de-la-Pérade in southern



L'homme et la femme qui voyageaient dans cette Chevrolet ont eu plus de mal à se faire aider que de mourir.

Survivants de leur être d'origine encore vivants. (Photo Robert Lemire)



Les quatre amis qui se dirigeaient vers Sainte-Anne pour une partie de pêche prennent place dans cette Panhard.

Après l'accident est arrivé du sang des victimes. (Photo Robert Lemire)

L'autoroute 55 fait quatre autres victimes

par Jacques GAGNÉ

TRÉVÉRIEUX. La dernière plus importante tempête de la saison a été la cause directe de la mort violente de quatre personnes dans la région métropolitaine de Trois-Rivières, sur la route qui mène à la station de ski de la Montée de la Croix, au nord-ouest de la ville. Les victimes sont: Robert Gagné, 33 ans, et son épouse, 34 ans, qui voyageaient dans une Chevrolet; et deux autres personnes, un homme et une femme, qui se dirigeaient vers Sainte-Anne pour une partie de pêche dans une Panhard.

Les victimes de cette tempête sont: M. Pierre Robillard, 33 ans, de Trois-Rivières; M. Robert Gagné, 33 ans, de Trois-Rivières; M. et Mme Gagné, 33 ans, de Trois-Rivières; et M. et Mme Gagné, 33 ans, de Trois-Rivières.

Les quatre victimes étaient mariés et vivaient ensemble. Les deux autres personnes étaient mariées et vivaient ensemble.

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Les travailleurs de Regent Shirt ont l'atelier syndical parfait

par André GAGNÉ

Les travailleurs de Regent Shirt ont l'atelier syndical parfait. Les quatre victimes étaient mariés et vivaient ensemble. Les deux autres personnes étaient mariées et vivaient ensemble.

FIG. 8. Report of Pierre Robillard's death in the Trois-Rivières newspaper Le Nouvelliste, January 27, 1975.

Québec. They were killed in an automobile accident during a heavy snowstorm, just south of Trois-Rivières. Robillard was only thirty-three; the SSAC had lost its president, and the Canadian statistical community was in a state of shock.

Much saddened by Robillard's tragic death, Bray, Carter, Maag and Rutherford met on February 13, 1975. The meeting, which had been organized at Robillard's request, was reported in the SSAC Newsletter of March 1975 as having been held in a friendly and cooperative spirit, although no matters of substance could be agreed upon, because the first meeting of the CSS Council was not to be held until mid-April. In his first official communication with members of the CSS, Carter confirmed on March 5 that he was willing to explore the possibility of creating "a central organization with local chapters or associations which are largely autonomous..."

and that he would make a recommendation in that sense at the first CSS Council meeting. The latter finally occurred on April 18, 1975, in Toronto, at which time the Council elected its first Executive Committee, as required by the Kraft constitution it had adopted.

The first CSS Executive Committee was composed of Charles Carter (President), Tryam Dwivedi (Treasurer and Secretary for English), André Plante (Secretary for French), Don Watts (Editor), and Don Dutton, Otto Tomasek and Irwin Guttman (Members at large). It is noteworthy that Don Watts was appointed Editor of the future newsletter of the CSS and that he and Guttman, from the University of Toronto, were the only members of the committee chosen from outside the Montréal area. In his first CSS Newsletter, dated May/June 1975, Watts explained what had led him to accept the

responsibility of editing both the SSAC and CSS newsletters:

As already noted above, I am responsible for producing the SSAC/ACSS newsletter, which puts me in a unique position. The arguments for and against such a situation are fairly obvious—and were aired at the Council meeting—but it was felt that the advantages of having a common “reporter” outweighed the disadvantages. I, of course, agree completely with the Council’s decision, particularly since it seems to me that the reasons we Canadian statisticians are involved in the hassle of two societies stems directly from faulty communication of various kinds. Hopefully, by having a common newsletter editor, full disclosure of events and developments will be more easily accomplished.

Dwivedi’s minutes of the first meeting of the CSS Council make it quite obvious that, from the very start, the intention of its elected leaders was to prepare the way for a form of amalgamation. (For example, it was immediately agreed that regular membership fees for 1975 be waived for members in good standing as of December 31, 1974. The reason offered for this decision was the fact that sufficient funds were already available to carry on all the projected activities.) It is indeed another one of the stunning paradoxes of this saga that as soon as the longstanding opponents to the SSAC managed to get organized, they began working toward amalgamation. While the intervention of the ASA as a neutral, third party may have been instrumental in fostering the idea of a merger, Watts reported that, after reviewing the activities of the ASA Ad Hoc Committee, the CSS Council decided that although it was willing to participate in further discussions, “highest priority should be given to discussions with the SSAC/ACSS and that after the problem of a single Canadian society has been solved, then relationships with other statistical societies should be discussed.” Specifically, it was unanimously resolved that

The Council firmly supports the principle of one organization representing the Canadian statistical community and has asked this Executive to approach the Executive of the SSAC/ACSS with this object in view.

Meanwhile, the Canadian ASA chapters had received a visit from ASA Executive Director Fred Leone, and the ASA Ad Hoc Committee charged with studying Bray’s proposal called a meeting with the Director of District 7 and the presidents of the three Canadian ASA chapters for April 23, 1975, in

Toronto. From Watts’ account of the meeting in the SSAC *Newsletter* of May 1975, it was decided that no definite plans could be made until a poll was conducted of the membership of the three Canadian ASA chapters. This took time. Indeed, the results were only released in August, 1975, but they did confirm that a large majority of the respondents favored working toward the union of the SSAC and the CSS and then affiliating with a successor organization by converting Canadian chapters of the ASA into chapters of the new organization that would have a special relationship with ASA.

As it stood at the end of April, 1975, the SSAC and the CSS had thus entered into a dialogue that boded well for the formation, perhaps in some near future, of a single Canadian statistical society possibly affiliated with the ASA. There were ample signs of good will on all sides. As the CSS had taken a long time to get organized, its members were informally invited to join with those of the SSAC at its third Annual Meeting with the Learned Societies, in Edmonton, May 29–31, 1975. It was planned to hold merger talks there, both within the SSAC and in conjunction with the CSS Executive Committee.

12. THE SSAC 1975 ELECTIONS: THE CONTEXT

Informal discussions on amalgamation were conducted through the spring of 1975 between members of the SSAC and the CSS Executive Committees. Before formal negotiations could be concluded, however, the SSAC needed to replace its recently deceased president. Vice-President John Rutherford, who was known to be very much proamalgamation, did his best to prepare the way, but needed to get a clear mandate from the membership in order to have the moral authority to effect his plan. Because of his unqualified support for a merger, however, there were many in the SSAC who were afraid that he might sell the association short. In particular, there were concerns about the fate of the CJS in such a merger. Despite Watts’ claims that the two constitutions and By-Laws were “almost identical,” the publication of a scientific journal had never been publicly identified as a preoccupation of the CSS. Furthermore, the CSS Executive Committee considered itself to be accountable primarily to the Council which was responsible for electing it, whereas the SSAC had opted for selection of its officers by the membership at large.

It is in that context that the SSAC Nominating Committee, chaired by Norm Shklov, had to seek nominations for the presidency and the seven members of the Board of Directors who had been elected

for two-year terms in 1973, in order to institute the rotation pattern provided for by the association's By-Laws. Rutherford wanted the presidency, and as soon as he made this known, candidates for Vice-President also had to be found. On April 28, 1975, a first list of nominees was circulated to the membership by SSAC Secretary Urs Maag, with a call for further nominations. Rutherford was proposed for President, and Robert Côté, from Université Laval, for Vice-President. In addition, thirteen candidates were listed for the seven positions to be filled on the Board, but the circular pointed out that mail delivery problems had prevented the Nominating Committee from reaching some of these candidates to obtain their consent to run for office. Because of health problems in his family, Professor Côté eventually withdrew his nomination for the vice-presidency, and another French-speaking Canadian, Professor Maurice Brisebois, from the Université de Sherbrooke, ran instead.

As mentioned before, Rutherford was known to be strongly dedicated to the cause of unity for Canadian statisticians. He was already playing a major role on the SSAC Executive, was a member of the CSS Council, had been involved in the efforts of District 7 of the ASA to offer an alternative, and he was now seeking the highest office of the SSAC. As in the previous election, Rutherford's platform was clear and unequivocal:

My objective is to strengthen and expand the role played by statistics in Canadian society. However, currently there are barriers separating various groups of Canadian statisticians. So, my first priority will be the development of a single, united Canadian statistical organization. A vote for me is a vote to end the schism. A vote for me is a vote to begin as soon as possible the work on the real problems of statistics in Canada.

Rutherford's statement precipitated a gut reaction from Mathai who felt that he had to try and salvage the SSAC—and the CJS—from, in his words, "being immolated on the altar of unity." He thus convinced a research collaborator whom he considered to have a much more prudent attitude toward amalgamation to run for the presidency of the SSAC, and gathered enough signatures to put on the ballot the name of Giorgio Pederzoli, Chairman of the Department of Quantitative Methods at Concordia University. Pederzoli had only recently joined the SSAC, but he seemed fairly well informed of its operation and willing to take new initiatives to ensure



FIG. 9. *Giorgio Pederzoli, 1997.*

its financial stability and its growth. On the issue of amalgamation, however, he was more evasive than his opponent:

I would welcome contacts, suggestions, and exchange of ideas with any other statistical organization or group; among the members of CSS and ASA I have personal friends and this, I hope, will prove to be beneficial for mutual understanding and cooperation on a day to day basis.

Evidently, Pederzoli did not reject the notion of a merger offhand, but he was not going to rush for it either. Presumably, the outcome would depend on conditions still to be negotiated, which is probably why his platform concluded with an invitation "to elect responsible (sic) people and thereby assure a healthy and viable statistical association."

However valuable the objectives that Rutherford defended, his stated political agenda must have acted as a deterrent to a number of supporters of Mathai, and those would naturally have turned to Pederzoli. After all, there were many in the association who shared Mathai's concerns about the preservation of the organization's and the journal's integrity, even in the perspective of a merger. To quote Mathai, in a document dated May 12, 1975,

I welcome co-operation and talks with CSS. But I would like to point out that CSS is not the only group of other statisticians in Canada. There are several other groups and SSAC should be open to accommodate all groups visible or not. Two or three people are going around talking about dissolving the Association and forming a new one. Are we going to dissolve that new one also whenever some other groups come up?

Although most people would not have put it quite in those words, there was something to the argument: What about Bray's proposal? What about the Manitoba statistics group that had begun meeting in the fall of 1974 and which was wondering whether to form a separate association or to federate either with the ASA, the SSAC or the CSS? Ultimately, the question was probably "How far should a democratic association go in accommodating people who want to change it from the outside rather than from within?"

As the stakes were extremely high, and he was worried that Pederzoli might lose because he was relatively unknown to the Canadian statistical community, Mathai decided that he would put all his weight into the battle by sending out a two-page letter supporting his candidate. The above quote is from that document, dated May 12, which was sent to a select list of SSAC voters rather than to the entire membership. Mathai knew that by acting this way, without the knowledge or consent of the Executive Committee, he was burning his bridges, but in his view the situation was desperate and required desperate action. Thus he tried, as best he could, to make a vibrant call "to elect responsible people who will be sincere and who will abide by the Constitution of the Association and who will work FOR the Association." Unfortunately, through clumsy choice of words and inappropriate descriptions and parallels, his letter ended up spattering Rutherford and was regarded by many as offensive. From then on, Mathai would be increasingly isolated within the SSAC, but he thought that through his sacrifice, the worst could perhaps be avoided.

The ballots for the third SSAC elections were sent to members on May 13, 1975. They were prepared and mailed from Kingston by SSAC Public Relations Officer Watts, because the association's Secretary, Urs Maag, was spending that summer teaching in Montpellier (France) in place of the late Pierre Robillard, and would consequently miss the Annual Meeting. Members in good standing of the association were clearly instructed to return their marked ballot by May 30, 1975, in an attached envelope, which they were to sign (legibly). The returning officer for this election was Professor Parameswaran Krishnan, from the University of Alberta, where the election results were to be approved by the membership during the Annual Meeting of the SSAC. At least, such was the plan. But this scenario did not make allowance for Canada Post, whose activities were again disrupted during that period. As the election was crucial for the future of the association, and because many members had apparently not received their ballot in time to express

their preference, the SSAC Board of Directors, at its May 29 meeting, in Edmonton, approved the following motion:

Duplicate ballots for 1975 shall be sent to all SSAC members to enable them to participate in the elections. Only one ballot shall be counted for each member, namely the first ballot received. The final date for receipt of all ballots is extended to July 15, 1975. Only votes by members in good standing prior to May 6 will be counted, and only those ballots in envelopes bearing legible validating signatures. Scrutineers will be appointed by P. Krishnan, and counting supervised by P. Krishnan.

A further motion stated that "A special general meeting to approve the results of the election will be conducted by mail according to the Constitution, Article IV.3 as soon as possible after July 15, 1975." The next day a second Board meeting was held at which a further motion was approved, to the effect that

All moneys received from library subscriptions, page charges and reprint charges and all grants and donations received in the name of the Journal shall be put into an account in the name of the SSAC and managed by the Managing Editor. Monthly reports of income and expenditures together with copies of receipts for expenditures shall be sent to the Treasurer for records. Signing authority for the Managing Editor's account shall be any 2 of the Secretary, Managing Editor, Editor and President.

In view of what was said earlier, it seems obvious that the latter motion, made by Anderson and Mathai, was primarily motivated by the desire to protect the CJS from external influence and to insure its durability to the largest extent possible in case of merger by establishing in advance its financial autonomy. This resolution, passed at a time when the journal had just been adjudicated an initial \$2,000 grant by the NRC, is at the origin of the separation of the CJS and SSC financial accounts that has persisted to this day.

In the July 1975 SSAC *Newsletter*, Watts reported that the Edmonton meeting of the association was very sparsely attended, and that "the Annual General Meeting fielded enough people to just make a quorum." There were multiple reasons for this poor turnout. To begin with, preparation for the conference had been initiated fairly late, as many members of the SSAC Executive Committee kept hoping with Rutherford that a new, merged association

could be launched at a national statistical conference in Ottawa in June 1975. Another element was that the IMS had met in the same location the previous summer, and many Canadian statisticians had attended that event. To them, the attractive power of Alberta's capital as a conference site was thus temporarily diminished. Finally, in the perspective of a union, more and more people were "sitting on the fence," waiting for the merger to be effected before they joined the resulting society. (The first author, who was just becoming professionally active at that time, was one of them.) The scientific program was comparable in size to those of the previous meetings, but the association was no longer expanding. Volume 3 of the CJS contains abstracts of 23 of the presentations that were made at the 1975 SSAC Annual Meeting in Edmonton. At the Annual General Meeting of the SSAC, it was recommended by the Board of Directors that

The SSAC annual meeting be held with the Learned Societies Conference in Québec City in 1976 and that the Executive Committee make all possible efforts to have the CSS and ASA chapters meet with us at that time.

However, most of the Board members expressed a preference for bilateral negotiations for early union with the CSS, as opposed to multilateral discussions involving the CSS, District 7 of the ASA and the emerging Manitoba group. When Mathai and MacNeill moved that "the Executive Committee extend the invitation to talk with the ASA, the Manitoba group and all other organizations," at the end of the Annual General Meeting, on May 30, a call for quorum was entered that prevented the motion from being discussed.

13. THE SSAC 1975 ELECTIONS: THE CRISIS

In early June, 1975, over 25 million items of mail were unsorted in the main Montréal post office, as a result of the labor problems at Canada Post. On June 5, Vice-President John Rutherford sent a circular to all members of the SSAC indicating that since only eighty election ballots had been received by the original deadline of May 30, the election of the association's new slate of officers was postponed until July 15, and new ballots were being sent out. The circular explained quite clearly what would happen if by chance a person should vote twice and the fact that ballots would not be counted unless delivered in legibly signed envelopes.

While the members of the SSAC were again being asked to vote, Rutherford continued to prepare the way for a merger. On June 6, he wrote to the Pres-

ident of the CSS to arrange for a first joint meeting of the two associations, in May–June 1976, in Québec City. This invitation was accepted by the CSS in a letter dated July 16, and in a second letter on the same day, CSS President Carter (!) further proposed that a joint meeting of the Executive Committees be held in Montréal, mid-August, in order to "initiate discussions that would hopefully lead to a merger of the two organizations at some future date." In preparation for these merger talks, Rutherford called a meeting of the SSAC Executive Committee on August 8. On July 22, he even took the initiative of writing to the Canadian Department of Consumer and Corporate Affairs to enquire about the acceptability of six different names for a new, federally incorporated, merged association of Canadian statisticians. Ironically, the name "Canadian Statistical Institute" that Mathai had promoted years ago appeared in the list!

On July 15, the SSAC ballots were counted by Professor Krishnan, from the University of Alberta Department of Sociology, assisted by two colleagues from Mathematics, Krishen Mehra and Roman Mureka. Maurice Brisebois was elected to the vice-presidency without difficulty and so were most candidates to the Board that had been proposed by the Nominating Committee. However, the real race was for the presidency, and the results ended up being very close: Pederzoli beat Rutherford by a five-vote margin, 78-73, with three blank votes. In their report to SSAC Secretary Maag, dated July 25, the scrutineers asserted that they had followed the instructions and guidelines given by the Board, but admitted to an unknowingly committed mistake:

In spite of precautions, the duplicates of two ballots got merged into the pile of valid ballots and since there was no way to separate them out, they also had to be counted. But this has not in any way affected the outcome of the elections.

These results immediately prompted Rutherford to write, conceding victory to his opponent:

I received notice today that you have won the election for the office of president of the SSAC. Congratulations. As the President-Elect I assume you have the moral authority, if not the legal authority which waits upon the mail vote of a special general meeting, to direct or conduct the business of the Association.

As noted earlier, a meeting of the SSAC Executive Committee had been called for August 8, 1975, in order to prepare for informal merger talks to be held August 18 with representatives from the CSS

and ASA District 7. Though Pederzoli was not officially in charge yet, because the elections results were still to be ratified, he was invited by Rutherford to attend these meetings. He did not come to the August 8 meeting but on that day, August 8, he wrote *as President of the SSAC* to David Bray and to Charles Carter to express his willingness to explore avenues of cooperation. From the tone of these letters, however, Pederzoli seemed to take the position that the SSAC welcomed participation of CSS members in its Québec City meeting, rather than viewing the event as a joint meeting of the CSS and the SSAC. Pederzoli also wrote to the Board and to the membership at large on August 19, 1975, identifying himself in both as President of the SSAC. From his letter to the Board, one can tell that Pederzoli was seriously worried about the politics surrounding the impending negotiations for a merger, or perhaps in his mind for the dissolution of all other groups into the SSAC. This may explain why he wrote to Secretary Urs Maag on August 15, with instructions that “All newsletters and other official circulars of the SSAC written by, or sent on behalf of, members of the Executive Committee must be approved by me before they are sent out.”

Unaware of Pederzoli’s letter to him dated August 15, Urs Maag wrote to the Board members that same day to reassure them that now that he was back from his summer trip to Europe, the mail ratification of the election results would be held soon. Consequently, if the ballots and envelopes arrived as promised within the next few days, as Maag had just requested, the new Board and Executive could expect to be officially in charge by Saturday September 6, 1975. Indeed, article 7 of the SSAC By-Laws mentioned that “The marked ballots or votes shall be counted by a person appointed by the Secretary and the counting shall be supervised by the Executive Committee.” Maag interpreted this to mean that it was his responsibility to double-check the results, particularly because the physical circumstances of this election were quite different from previous ones.

When the material arrived from Edmonton on August 20, however, Maag realized that in addition to the official ballots, there were ten pieces of paper (personal letters, handwritten or typed lists, etc.) that had somehow been included in the tally of the election results. As it happened, these ten pieces of paper listed Pederzoli as their choice for SSAC President, so that if they were discarded, Rutherford would be elected! Furthermore, there were at least four other facts, some of which the scrutineers could not have known at the time of counting, that cast additional doubts on the outcome of the presiden-

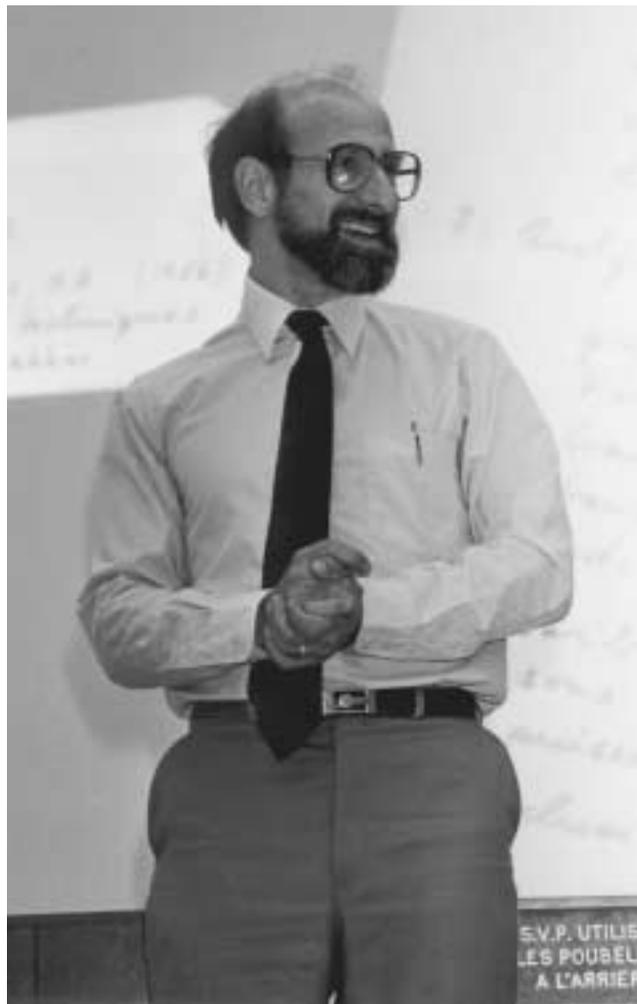


FIG. 10. Urs Maag, 1987.

tial election: (1) One ballot was from an ineligible voter, that is a person whose membership application form had been received by the SSAC Treasurer after May 10, 1975; (2) two ballots had been submitted in unsigned envelopes, despite explicit instructions that they be signed; (3) at least two ballots had been submitted by proxy and (4) the signature on one particular envelope was distinctly different from that which was on record for that member.

The matter was of great importance indeed, and the situation was explosive! After making sure that there was no provision in the SSAC By-Laws for proxy votes or for counting anything other than official ballots, Maag decided to consult with all members of the Executive Committee and some Board members between August 21 and 25 to check whether formal instructions had ever been given which could have authorized the scrutineers to include these in their count. Apparently, no one could

recollect anything of the sort, and so Maag resolved to write to Krishnan, the Returning Officer, to inform him of the facts and to ask his committee to reconsider, in the light of this new information, that part of its July 25 report which pertained to the presidential election. This letter was sent August 28, 1975.

Meanwhile, Pederzoli had been informed that the elections results were being questioned and that because of the alleged irregularities, the ratification vote could be delayed. Wary that this might be a plot hatched by Rutherford's supporters or maybe "CSS agents," Pederzoli asked Krishnan to communicate to him the elections results, which was done initially by telephone and later by mail. In his assumed presidential capacity, Pederzoli then took it upon himself to write to the members of the association on August 26, asking them directly to ratify the election results which he was enclosing. The English version of this text is as follows:

Enclosed please find the results of the SSAC elections of 1975. The votes were counted and scrutinized by the Chief Returning Officer [P. Krishnan] and two scrutineers in accordance with the directives given to them by the General Assembly of 1975. The scrutineers were appointed by the General Assembly.

Any complaints regarding the elections results should be communicated in writing to the Chief Returning Officer so as to reach him on or before the sixth of September 1975 at the address given below.

If the majority of the Members of the SSAC do not have any complaints regarding the election results it will be assumed that the election results are ratified and approved as of sixth September 1975 in accordance with ARTICLE VII—ELECTION OF THE BOARD OF DIRECTORS of the BY-LAWS of SSAC.

By coincidence, Secretary Maag addressed a memo to all members of the SSAC the very same day, informing them of the situation:

You may have recently received a letter from Professor G. Pederzoli identifying himself as President of the SSAC, and you may have wondered why you have not yet been asked to ratify the election results as required by the By-Laws. Unfortunately there are certain problems connected with the election which leave considerable doubt as to who actually is our president, although the outcome with respect to the other positions on the slate is clear. The matter is currently before the scrutineers and

the Executive Committee. You will be informed as to further developments and I hope to be able to send you election results for your ratification in the near future.

The two hundred or so members of the SSAC thus received these two communications more or less on the same day! For most of them, it must have been difficult to understand exactly what was going on. According to the results that were being circulated, Pederzoli had won by a small but reasonable margin. What sorts of problems could there be that would leave "considerable doubt" as to who actually was the President of the SSAC? And if there were serious problems, was it possible that Pederzoli could circulate the corrected results for ratification the very same day? But then why would he then be writing in his presidential capacity? Or was he circulating the results in order to preclude any review of possible irregularities in the election?

Within a few days, questions of this sort generated a number of complaints addressed to the Returning Officer, Krishnan. For example, Fred Maskell of Algonquin College of Applied Arts and Technology in Ottawa wrote to Krishnan and Maag on September 4, 1975, to indicate that the uncertainty resulting from the two conflicting statements sent out by different officers of the association was not a valid basis for ratification. In addition, he pointed out that "the time span 26 Aug–6 Sep with an intervening long holiday weekend is far too short for reliable delivery of replies. If a short time span was chosen deliberately, the conclusion may be drawn that a whitewash is being attempted; if it was chosen inadvertently, (sic) the doubt about the unreliability of the election process is reinforced; in either case, ratification must be presumed to be as doubtful as the election."

Another example is provided by a letter from University of Regina Professor Jim Tomkins to Krishnan dated September 9, 1975, in which he wrote:

The proposed ratification procedure is illegal, violates the will of the SSAC membership as expressed on 30 May in Edmonton, and runs athwart long-established British parliamentary traditions. . . . Professor Pederzoli cannot assume the office of president until the election results have been ratified and, therefore, his announcement of the results and directions concerning complaints were premature and ultra vires.

In item 3 of the minutes of the 30 May SSAC General Meeting, it was agreed that a special ratification vote would be taken by mail this year. It is hard to see how the procedure set

forth by Professor Pederzoli can, by any stretch of the imagination, be considered a vote.

Indeed, referring now to the parliamentary tradition, the proposed procedure is not unlike the Prime Minister or a provincial premier deciding that, in lieu of holding a traditional election every four years or so, he will simply stay in power unless a majority of eligible voters send in a letter requesting that he step down.

As if the situation were not complicated enough, the events took a new, dramatic turn on Wednesday, September 3, 1975. Three important letters were mailed that day. In the first one, Maag wrote to Krishnan “in the name of all the members of the SSAC,” to formally register a protest against the election results for the presidency as announced in the August 26 letter from Pederzoli. The second letter was addressed by McGill professors Anderson and Mathai to the members of the SSAC. Conceived as a reply to Maag’s memo of August 26, it asserted that

The Scrutineers and the Chief Returning Officer are *not* re-examining anything connected with the 1975 SSAC elections. They had already declared the election results and communicated them to the Secretary on July 25, 1975.

We, the undersigned, are members of the Executive Committee and we are *not* involved in any examination or reexamination of the election results. We have not been officially approached to do so, nor have we authorized anyone to do so on our behalf.

Although Anderson and Mathai could not have known it at the time, the Elections Committee would soon be forced to reconsider their July 25 report because of the letter Maag was sending them that very day. However, the scrutineers would later stand by their announced results, in part because the calls of judgment that they had made at the time were made in good faith and, in their opinion, were quite within the framework of procedures followed during previous SSAC elections. By September 26, 1975, the date their reply was addressed to Urs Maag, they also felt that “this matter has passed out of our hands, since all the election materials have been sent to you as per your instructions, and are therefore no longer in our control.”

In their September 3 letter, Anderson and Mathai also informed the membership that they had sought the advice of a well-respected corporate lawyer from Montréal. This led them to state that “All the steps taken by Professor Pederzoli, the legally elected

president of the SSAC, have been confirmed to be in accordance with proper legal procedures and so far as we know are consistent with established corporate practices. We firmly believe that the current activities of the Secretary are not in the best interest of the Association.”

Now the third letter, sent by registered mail to SSAC Secretary Urs Maag, turned out to be from the lawyer in question, Ronald I. Cohen, of Appel, Golfman, Cohen & Cooper, Montréal Advocates, Barristers & Solicitors. In substance, its opening paragraphs repeated what Anderson and Mathai had asserted in the previous quote, but it highlighted “the fact that Professor Pederzoli was moved to undertake this task himself [that is, sending out the report of the returning officer and scrutineers to the members for their approval] as the sole result of your [that is, Maag’s] failure to accomplish the duties imposed upon you as Secretary of the Association.” Cohen went on to say that

... you are operating in breach of the fiduciary trust and duties imposed upon you by your acceptance of the position of Secretary of the Association, obligations which exist both under the By-Laws and the applicable Federal laws.

Your refusal to carry out your duties has resulted in expenses for which you will ultimately be held accountable on a personal basis.

It goes without saying that any libelous, slanderous or defamatory statements made by you will result in appropriate action being taken.

On behalf of the members of the Executive Committee who have consulted us, we are therefore insisting that you immediately begin to perform your duties as Secretary of the Association or resign the post, failing which you will subject yourself to the necessary legal procedures.

14. THE SSAC 1975 ELECTIONS: THE RESOLUTION

When Urs Maag was threatened with litigation on September 3, 1975, he had no choice but to hire his own legal counsel, because in those days there were no provisions in the association’s By-Laws for civil protection of those who worked on its behalf. Perhaps the only amicable way out of this crisis was to ask the Board of Directors to rule. But which Board? The 1974–75 Board, or the 1975–76 Board? These two differed in their President, their Vice-President, and seven Board members. Furthermore, as Rutherford was an interested party, the only members of the Executive Committee to which Maag could have turned for advice were Anderson, Mathai, Warren

and Watts. The first two were now clearly antagonistic, while the other two supported Maag's actions.

Although the Executive Committee was deadlocked, a sufficient number of continuing members of the Board of Directors eventually expressed an interest in discussing the election results. Maag was thus able to call a meeting of the 1974–75 Board, basing his action on article 4-2 of the SSAC By-Laws, which stipulated that "The Board of Directors shall meet at least once a year, and otherwise at the call of the President and Secretary together or upon the call of any five (5) members of the Board of Directors." He had been convinced by his lawyer that this was the right board to convene, as the 1975 election results were still to be ratified. Since Eugene H. Lehman (not the Berkeley professor, but a statistician working at the Université du Québec à Trois-Rivières!), Urs Maag, Paul Robillard, Bill Warren, and Don Watts were demanding a Board meeting, Maag had to call it, as he would have been derelict in his duty otherwise. And so, call it he did, on September 16, 1975, asking members to meet at the Université de Montréal on Saturday, October 4.

On September 24, 1975, Rutherford was thus able to resume the lead by writing to all members of the 1974–75 Executive Committee to indicate that they would meet, October 4, in conjunction with the special meeting of the Board of Directors already called for that date. He further sent a letter to Pederzoli, to reassert his authority as Chief Executive Officer of the SSAC, pointing out that his earlier transfer of authority, on July 25, had been exclusively moral, not legal. He also invited Pederzoli to be present, indicating that

I understand that the election process, including your self-proclamation, will be one item on the agenda. A second item will be, as you are already aware, a discussion of your conduct during the period when everyone thought you would be routinely ratified as President

I am sure that the issues can be resolved amicably if we can all get together in a non-emotional atmosphere.

It was a call for calm in the middle of a hurricane. In a circular to the members of the two boards on the same day, September 24, 1975, Mathai publicly made claims of illegality:

Any meeting of the Board, which excludes the newly elected members and includes the outgoing members whose terms expired at the close of the 1975 General Assembly, is illegal.

The present attempt seems to be to drag unsuspecting members into illegal decision mak-

ing. This letter is to request you to consult a lawyer about the legality of the proposed October 4th meeting before you decide to participate or give your proxy to anyone for this particular meeting. Participants should keep in mind that any improper action from their part, based on false information or any defamatory or libelous statements made by them at the meeting or any defamatory material that may be present in any subsequent circulars, can result in legal actions.

Maag's position was defended by his lawyer in a meeting they held with Anderson, Mathai and their lawyer in the latter's office on September 29. The meeting did not settle the dispute. Mathai's opinion was reinforced on October 1, 1975, by a letter from Cohen to Maag, on behalf of his clients Anderson, Mathai and Pederzoli. In this letter, the lawyer indicated that

In our opinion, this meeting [the SSAC Board meeting called for October 4, 1975] is illegal insofar as it purports to conduct any business for or on behalf of the Association. According to the Association by-laws, the term of the old Board has ended and it has been replaced by the 1975-76 Board of Directors

It is fundamental that any flaws in the election procedure of the officers or directors can be challenged but this challenge can only be exercised through the Courts of the land.

Although the association's By-Laws did not specify exactly when the terms of office expired, the argument that the 1974–75 Board of Directors was no longer in charge at the close of the General Assembly, on May 30, must have been intimidating for the six Board members who were supposed to be replaced that year. Five of them eventually missed the October 4 meeting (Rajendra P. Gupta, from Dalhousie University, was on leave in New Zealand; the reasons why the other four were absent are unknown.) The sixth, Professor Stan Nash from the University of British Columbia, paid his own way to the meeting and carried with him the vote of a continuing Board member, Dennis O'Shaughnessy, who was unable to attend. In all, seven people were present at the meeting, who held eleven of the possible nineteen votes of the 1974–75 Board of Directors. (Although there were twenty-one positions on the Board, one was vacant due to the death of Robillard and two positions were held by a single individual, Warren, as Treasurer and as a representative from Western Canada.) As these people also carried eight votes from continuing members, that is, members with a term ending in 1976 or later, a quorum

was present, whichever way one looked at it. Pederzoli and Brisebois had been invited as observers, but neither was present. Rutherford chaired the meeting but relinquished it whenever he was judged in conflict of interest by members of the Board; in particular, the Treasurer, Bill Warren, took the chair for point 4 of the agenda, the 1975 elections.

After acknowledging that there was a quorum, the members present began by reaffirming that in view of articles 4-1 and ten of the By-Laws, the 1974-75 Board of Directors remained the governing body of the association until the election results were duly approved by the membership. They then unanimously agreed that article 7 of the SSAC By-Laws, which stated that "counting shall be supervised by the Executive Committee," entitled the Executive Committee to rule on the eligibility of voters and on the validity of voting procedures and formats. Furthermore, it was stated by the Board that in cases, such as the present one, where there was disagreement on the Executive Committee as to the validity of such procedures and formats, the matter should be referred to the Board of Directors, which remained the ultimate authority for the association's affairs. Finally, the Board formally expressed the opinion that a supervisory review of election material did not violate the principle of secrecy of ballots, since the latter were separated from the envelopes before counting. However, it admitted that "True secrecy cannot be maintained for signed or otherwise identifiable voting formats."

Armed with these principles, the Board then began to examine the issues of (1) eligibility of a person; (2) validity of voting formats; (3) proxy voting and (4) multiple votes. Concerning point (1), the Board simply reaffirmed its motion of May 29 and determined that voter eligibility had to be judged as per the list presented at that meeting and forwarded to the Returning Officer, P. Krishnan. Regarding point (2), it was also reaffirmed that only official ballots contained in signed envelopes could be counted, given that

To the recollection of the members present, only official ballots had been accepted in the past. Previously, official ballots in unsigned official envelopes had been accepted (by decision of the members present at the Annual General Meeting) because of possible ambiguities in the instructions to voters. The present instructions (*Newsletter* 3-3 and the letter by John Rutherford dated June 5) and the Minutes of the May 29 meeting of the Board make it clear that only ballots in envelopes bearing validating signatures will be counted.

With respect to points (3) and (4), it was resolved that proxy votes and multiple votes were ineligible. All these motions, proposed and seconded by Lehman and/or Watts, were carried unanimously, with Rutherford abstaining. In the light of these principles, there were then fourteen contentious cases to be reviewed by the Board. In ten of these fourteen cases, eligible voters had expressed a preference for Pederzoli on identifiable, invalid ballots. This brought back Pederzoli's count from seventy-eight to sixty-eight. However, one of these ten members had also voted a second time on an official ballot in a signed envelope that had been left closed by the scrutineers. Since this person had (again) voted for Pederzoli, his total then became sixty-nine. The eleventh case considered by the Board involved another sealed, official envelope bearing a signature that the scrutineers had not recognized. When Treasurer Bill Warren examined it, he could see that it was from a member in good standing, and hence that vote was counted, bringing Pederzoli's total to seventy. The last three cases were irretrievable ballots: the two double votes mistakenly included in the pile of valid ballots by the scrutineers, and a third one, expressed in an admissible voting format, but coming from a person who had joined the association too late to be eligible to vote.

As a consequence of all these considerations, the Board concluded that the correct totals were seventy-three for Rutherford and seventy for Pederzoli, but that either one of these two figures could be up to three votes too high. In the light of these results, therefore, the statisticians could not reject the null hypothesis that the two candidates were ex aequo! This led Maag and Lehman to introduce a final motion to the effect "That a 'tie' be declared for any office for which the margin of majority does not exceed the number of irretrievable invalid votes." When this motion was again carried unanimously, with Rutherford abstaining, the fate of the 1975 SSAC election was sealed. The SSAC Secretary was thus instructed to mail a detailed report of this investigation to the members for ratification, asking them to approve separately the election of the Board members, the election of Vice-President Brisebois and the fact that the presidential election was a tie. In the event that the results would be approved, the members' views were solicited on how to deal with the presidential vacancy. The Board also decided that in case the membership did not approve the election results for Vice-President and/or members of the Board of Directors, the present occupants of these positions would remain in office. At the end of its seven-hour meeting, the Board commended

the Secretary “for his fortitude and dedication to the association during the period leading up to the present,” and authorized the payment of any legal expenses that he might incur, insofar as they arose in connection with his duties within the SSAC.

After writing up very detailed, almost legalistic minutes of the meeting, Maag circulated a draft to those present on October 4 and, a few days later, he sent a corrected version to all members of the 1974–75 SSAC Board of Directors. He then proceeded to extract from these minutes an eight-page document entitled “1975 Election Report and Ratification Procedure,” which was mailed to the 189 members in good standing of the SSAC, together with a ballot, on October 17, 1975. The instructions on the ballot indicated that it should be returned on or before November 14, 1975, but that in the event of a shutdown of postal services beyond October 31, the deadline would be extended to fifteen days after the resumption of postal services. At this point, of course, the reader will not be surprised to hear that the anticipated conflict at Canada Post did materialize, but luckily, it was relatively short. Postal services resumed on December 3–4, 1975, and so the deadline for receiving ballots was set to December 19 by the Secretary. He tallied the results the following day, with the help of two graduate students (R. Dufour and B. Kouri). As the Board had hoped, all the election results were approved by an overwhelming majority of the members who voted. The January 1976 issue of the SSAC *Newsletter* reports that sixty-five envelopes were returned, but that only fifty-nine ballots were deemed admissible. The most contested result was for the presidential election; fifty members approved, eight disapproved and one ballot was blank.

While this ratification vote officially concluded the 1975 SSAC election crisis, other events occurred in the fall of 1975 that need to be told, in order to get a complete picture of how the confrontation between members of the SSAC Executive Committee came to be resolved. When Bill Anderson, Arak Mathai and Giorgio Pederzoli were informed by mail that a meeting of the 1974–75 Board of Directors of the association was being called for October 4, 1975, they decided to retaliate by organizing a meeting of the 1975–76 Board. As Maag would most likely have refused to call it, Pederzoli took the initiative of sending out the official invitation by himself, on October 17, 1975. Ironically, this date coincides with Maag’s mailout of the ratification material to the members! Invoking article 4 of the SSAC By-Laws, which allows a Board meeting to be called at the request of five of its members, Pederzoli invited all concerned to attend a meeting to be held at Concordia

University, on November 22, 1975. He wrote more specifically,

The meeting is called by the above people [W. J. Anderson, A. I. Duthie, D. G. Kabe, A. K. Kayani, A. M. Mathai, D. L. McLeish, G. Pederzoli, K. Subrahmaniam] due to the failure of the alternate procedure of calling the meeting. Due to the possibility of a postal strike in the near future this notice is being sent out as soon as requests for calling a meeting are received from more than the minimum number required for calling a meeting. The undersigned [Pederzoli] would like to make it clear that nobody is excluded in the process.

This SSAC Board meeting was effectively held on November 22, but nothing of substance could be accomplished. According to an unofficial account drafted by John Rutherford on January 8, 1976, “Attendance was taken and the authority of each person to be present was examined. The right of G. Pederzoli to call himself President of the SSAC and to act as Chairman of the meeting was questioned. The discussion of his eligibility proceeded for four (4) hours. Drs. Mathai, Anderson and Pederzoli combined to prevent those present from indicating their views on the matter in a formal way.” Anderson and Mathai had a different viewpoint, however, as expressed in an enclosure to a letter they addressed to all members of the SSAC in mid-December, 1975:

Recent events have taken an ugly turn. The November 22, 1975 Board meeting, which had a quorum, had the agenda: budget, annual conference, membership, journal, newsletter, miscellaneous. But no item could be discussed due to continuous disruptions of the meeting. Apart from circulars, letters and phone calls this meeting was also used for trading personal insults. This state of affairs is not good for statistics or statisticians in Canada. Membership dues are simply wasted for playing politics instead of for creative and constructive activities.

Even as late as December 15, therefore, the SSAC Executive Committee was profoundly split, and the relations between the officers of the association remained extremely tense. And indeed the situation could have endured for quite a while longer, if Anderson, Mathai and Pederzoli had followed up on their threat of litigation. To this day, Professor Mathai remains convinced that if he had pursued the matter, he would have won. However, the confrontation had reached a point where Mathai thought that even a win would be a loss. So, rather than contributing to the destruction of

the edifice he had worked to build, and expecting that the ratification vote called by Maag would go through, he decided to relent. As he and Anderson put it in their joint letter to the SSAC membership, on December 15, 1975,

The sequence of events since the 1975 elections is unheard of in scientific circles. We are ready to spend any amount of time in constructive activities but we find that it is a wastage of our time counteracting politics. It is left to the Members to decide what type of activities that they would like to see in the Association.

To the credit of Anderson and Mathai, it should be pointed out that, in spite of the political turmoil of the autumn 1975, they continued to produce the CJS basically on schedule. In a letter to the SSAC membership dated December 10, 1975, and distributed with Volume 3, Number 1 of the journal, Mathai reported that

During the past year the projected increase in the number of library subscriptions was 30% but we were able to achieve an increase of nearly 100% by personal efforts and a little financial help from NRC [the National Research Council]

The Journal is produced at a miraculously low cost. Bill Anderson (Managing Editor) and I spend on the average three hours each per day on behalf of the Journal. Apart from our time, all materials, supplies, secretarial help and part of the manuscript typing have been paid for from our own funds. Due to typewriter-typist problems and lack of funds the whole of Vol. 1, No. 2 was typed by myself in order to bring out that issue without much delay

We are proud to inform you that we were able to produce the last two issues at no net cost to the Members

We expect to bring out Vol. 3, No. 2 in January 1976 and Vol. 4, No. 1 on time.

15. TOWARD AMALGAMATION

It is through the January 1976 issue of the SSAC *Newsletter* that the outcome of the 1975 elections finally became publicly known. The Annual Meeting of the association was then only five months away, and time was soon approaching for the replacement (or renewal of the term) of seven members of the 1975–76 Board of Directors. It was thus decided that the simplest way to deal with the problem of the presidential vacancy was to hold a new election and to ask Vice-President Maurice Brisebois to assume duties as President in the interim.

Brisebois's mandate was clear. First, he needed to take proper steps to reestablish the good relations with CSS and ASA representatives that had cooled during the 1975 electoral crisis. There had been no exchange of correspondence since the discussions over the possibility of a joint meeting of the SSAC and CSS Executive Committees, initially scheduled for August 18, but later cancelled. Brisebois also had to make sure that the early planning got underway for the 1976 Annual Meeting of the SSAC in Québec City, and that, as per the wishes of the 1974–75 Board, the meeting would be jointly organized by the SSAC and the CSS, with involvement from the three Canadian chapters of the ASA and the Statistical Association of Manitoba (SAM). The latter organization, whose character was regional, had recently been formally constituted in Winnipeg, on November 19, 1975. Its first President was Professor Bruce Johnston, of the University of Manitoba. In an open letter to SSAC and CSS members published circa April 1976, Johnston explained that the decision to form an independent association had been guided by a poll of the potential membership before whom the option of becoming a chapter of the SSAC or of the CSS could not be put, as neither association had provisions for such affiliates in its constitution or By-Laws.

Don Watts was appointed program coordinator for the Québec meeting, which was to be held at Université Laval, May 27–29, 1976. As Public Relations Officer of the SSAC and Editor of both the SSAC *Newsletter* and the CSS *Bulletin*, Watts was in an ideal position to publicize the meeting. Circa April 1976, he produced a joint bulletin containing information on the event, including a preliminary program. In addition to the SSAC and CSS memberships, this bulletin was circulated to all members of SAM and of the three Canadian ASA chapters. Everyone was urged to attend. In Watts' words ". . . we need a large turnout of interested Canadian statisticians (members of organizations or not) to attend, to show that we want a single organization."

At its meeting of November 13, 1975, the Executive Committee of the CSS had reaffirmed its willingness to cooperate with the SSAC in trying to effect a single, unified organization for Canadian statisticians. In preparation for the Québec meeting, it had also published a call for papers in early December, 1975. Thus, there was ample will to enter discussions in the CSS camp, and SSAC Vice-president Brisebois did not have too much trouble restoring communication channels. Two meetings were held in early April, 1976, to determine the terms of a merger. The negotiators were Maurice Brisebois and Urs Maag for the SSAC, and

Charles Carter, Don Dutton and Otto Tomasek for the CSS. It is perhaps significant that the latter three were all from industry and that all negotiators but Brisebois were from Montréal. In view of the quick progress made in the negotiations, and in anticipation of an early merger, the CSS Council decided to postpone its second elections, which were to be held at the time of the Québec meeting. In early May, 1976, Brisebois and his committee of negotiators undertook the enormous task of writing a new constitution and By-Laws for the amalgamated association. Meetings were held on April 3, April 10 and May 20. Two successive drafts of these documents circulated among negotiators between May 20 and 26, the evening before the conference. However, as there were still many technical problems to be solved, and in view of the uncertainty associated with the upcoming SSAC presidential election, it was deemed wiser to wait until the fall of 1976 to proceed with the official amalgamation of the CSS with the SSAC.

16. THE 1976 SSAC ELECTIONS AND BEYOND

At the end of April, 1976, the SSAC was again due to run elections in order to find itself a President and to fill seven positions on the Board of Directors that were about to become vacant. After the ordeal he had lived through the previous year, Maag took all possible measures to ensure that, this time, the process would go through smoothly. The Nominating Committee was chaired by Stan Nash; its members were Andreas Petrasovits, Norm Shklov, Michael Stephens and Kathleen Subrahmaniam. The Returning Officer for the election was Robert Côté, and the deadline set for returning the completed official ballots (in properly signed, official envelopes) was 5 p.m., in Québec City, on May 27, 1976.

That year, there were again two candidates for the presidency. One was David Bray, from Health and Welfare Canada, whose term as Director of District 7 of the ASA was due to expire in December 1976. The other was Ian MacNeill, from the University of Western Ontario, who had been defeated by John Rutherford two years earlier in the 1974 SSAC vice-presidential race. The candidates' electoral platforms, published in the May 1976 SSAC *Newsletter*, make it clear that both of them were proamalgamation. Bray wrote,

I was pleased to receive an invitation from the Nominating Committee to serve as your President. As Director of District 7 of the American Statistical Association I worked for closer cooperation of statistical association activities

in Canada. If elected, I will seek the guidance of the membership and the Board of Directors on the direction and speed of further negotiations. The upcoming meeting in Québec City is a fine example of the nature of the combined professional capability of the Canadian Statistical Community.

As for MacNeill, whose candidacy had been proposed by Bill Anderson, D. G. Kabe, Stratis Kounias, L. Kryzanowski, Arak Mathai and Giorgio Pederzoli, he wrote,

If elected President, I will carry out my duties conscientiously, at all times working for the invigoration of statistical activities in Canada, and to bring together statisticians from the main stream as well as from allied areas.

On the issue of amalgamation, I take the view that all the various groups should be brought together at the earliest possible date.

Our journal must be made a leading journal in the field. I will work toward making the Journal self supporting and excellent in quality.

Above all, I will try my best to ensure that the Association keeps a respectable image in all its activities.

At the end of May, 1976, Université Laval played host to the first Joint Annual Meeting of Canadian statistical associations. The meeting, whose local arrangements had been made by Hervé Morin, was an unprecedented social and scientific success, with 134 registered participants. It was at the Annual General Meeting, on Friday May 28, that the results of the elections were disclosed and presented to the membership for ratification. In the end, David Bray won by a small margin. It was thus he who would go down in history as the last President of the SSAC and the first President of the new, united Canadian statistical association. The plan for merger had been agreed upon a few days earlier by the Boards of Directors of the two associations and was approved unanimously by the SSAC membership at that May 28 meeting. The plan in question, appended to the July 1976 issue of the *CSS Bulletin*, indicated that its objective was "To merge the CSS and the SSAC into one national organization with a mutually acceptable constitution, By-Laws and name by December 1976." Because of the regional character of SAM and of the Canadian ASA chapters, it had been felt simpler first to merge the national associations, and then to deal with the regional groups later.

Unexpected difficulties delayed the realization of the plan by a year or so, as will be seen presently.

Perhaps for the first time since Mathai's attempts to set up a Canadian Institute of Statistical Sciences in the early 1970's, the merger issue now seemed to truly boil down to a question of name and constitution. After second drafts of the merged constitution and By-Laws were circulated to members of the CSS Council and the SSAC Board of Directors on June 7, 1976, the Negotiating Committee chaired by Brisebois met in Montréal on July 16 to revise the documents according to the suggestions received. This led to a third draft, which was prepared by Brisebois and sent to SSAC Secretary Urs Maag for typing. As the SSAC was an incorporated, nonprofit organization, while the CSS was not, it was then judged more prudent to seek legal counsel. This is what Brisebois did in early August, 1976, by consulting a colleague from the Université de Sherbrooke law school. Maître Michel Poirier's opinion was received on September 28, 1976. To keep things as simple as possible, this lawyer recommended among other things that the Letters Patent of the SSAC be kept unchanged, that the proposed constitution and By-Laws be merged into a single document, and that this new set of By-Laws be approved by the members of the SSAC at a Special General Meeting. In other words, by another ironic twist of events, the simplest legal way of effecting the amalgamation between the two associations was for the CSS to dissolve into the SSAC! In the light of this strictly legal opinion, the CSS Council felt that it had no choice but to yield. However, its consent would need to be paid with a change of name for the new association, as the name of the SSAC was considered by many to be too charged with emotion.

Through October and November, 1976, numerous telephone conversations took place between the members of the Negotiating Committee, and Brisebois held many working sessions with Poirier in Sherbrooke, in order to draft a new set of By-Laws. The latter were then studied by the committee at a Montréal meeting, on December 4, 1976. A few minor amendments were made and Brisebois then undertook the laborious task of translating the document into French. Finally, the new By-Laws were ready for distribution in early March, 1977, and members of both associations were asked to mail their comments and suggestions to Brisebois by March 31, 1977. This way, it was possible for the CSS Council and the SSAC Board of Directors to approve these new By-Laws before they would be presented to the membership at the fifth annual meeting of the SSAC, to be held in conjunction with the Learned Societies conference, in Fredericton, New Brunswick, June 10–13, 1977. While the CSS was free to carry out a mail vote to approve the new

common By-Laws, the SSAC legal advisors insisted that a vote should be taken at a meeting.

Meanwhile, the terms of five officers of the SSAC were coming to an end. Secretary Urs Maag, Treasurer Bill Warren and Public Relations Officer Don Watts had been elected in 1974, along with the Editor and Managing Editor of the CJS, Arak Mathai and Bill Anderson. Thus, elections needed to be organized in the spring of 1977 to replace the first three officers and to elect two members-at-large to the Executive Committee. It must be remembered that when the SSAC By-Laws had been modified in 1974, it had been agreed that the CJS Editor and Managing Editor would no longer be elected, but rather appointed, at the expiry of their three-year term. As the merger was going to occur precisely at that point in time, the durability of the journal was thus a subject of concern almost to the end for Anderson and Mathai. However, their feelings were eventually soothed by the inclusion in the new By-Laws of an article specifically mentioning the obligation of the successor society to publish the journal under its present name.

A Nominating Committee for the 1977 SSAC elections was thus set up in January, 1977. It consisted of John Rutherford as chairman, Barry Garner, Stan Nash, Jim Templeton and Radu Theodorescu as members. At the meeting of the SSAC Board of Directors held on January 29, 1977, it was further agreed that the terms of these officers would last until the merged society would be legally constituted and in a position to elect or appoint its own officers. The Nominating Committee eventually recommended Charlie Goldsmith as Secretary, Don Burrill as Treasurer, Jean-Pierre Dion as Public Relations Officer, and Rajendra P. Gupta and Jim Tomkins as members-at-large of the Executive Committee. As there were no other candidates, all would eventually be elected, as well as Harley B. Messinger from Health and Welfare Canada, who filled the position of Director left open by Goldsmith's resignation in that capacity. This election was also the occasion to consult the SSAC membership on the new name that had been selected for the corporation: the *Statistical Society of Canada*, or *Société statistique du Canada*, in French. This way, the acronym of the society, SSC, would be the same in both official languages. As reported in the May 1977 SSAC *Newsletter*, this name change was overwhelmingly approved by the members, as well as the amendment to the Letters Patent of the association that it required.

Beginning June 10, 1977, Canadian statisticians from all horizons finally assembled for the second, and last, Joint Meeting of Canadian statistical as-

sociations. The scientific program of this meeting had been coordinated by Professor Goldsmith. The program consisted of some twenty-five talks; see volume 5 of the CJS for the abstracts of twenty of these presentations and five additional talks listed as having been "presented by title." On Sunday, June 12, 1977, the Annual General Meeting of the SSAC ratified the name change and the new set of By-Laws, opening up the way to the legal procedures required to effect the merger. This historic occasion is described by Don Watts, in what appears to have been the last issue of the CSS *Bulletin*, dated July 19, 1977:

The vote for merger was passed overwhelmingly by a 42 to 2 vote by the CSS membership. Also, at the Fredericton meeting the SSAC/ACSS also overwhelmingly passed the motion approving the change of name to the Statistical Society of Canada/Société Statistique du Canada (SSC) and the By-Laws. By the end of the year, then, it should be possible for the two societies to merge their assets and to start working for the good of Canadian statisticians. Hallelujah!

In the days that followed the Fredericton meeting, the terms of Mathai and Anderson as Editor and Managing Editor of the CJS expired. Their successors, Don Fraser and George Styan, were appointed on June 13, 1977. While Fraser's involvement would add a lot of prestige to the publication, the fact that Styan and his predecessor Anderson were both from



FIG. 11. SSC Founder Recognition Award presented to Don Watts by SSC President Jane Gentleman, June 1998.

McGill University was going to ease the transition between the two administrations.

In January, 1978, the SSAC finally received governmental permission to change its corporate name. President Bray conveyed the good news to all members of the Board on January 11, 1978, and a meeting of the Board of Directors was later convened for February 18, 1978, to ratify the proposed merger of the CSS with the SSAC, under the new name. At the SSAC Board meeting of June 13, 1977, in Fredericton, it had been agreed that, in order to facilitate the merger of the two organizations, the seven Board members whose term expired in the summer of 1978 should resign. This was to be done in order that the combined CSS-SSAC Board should not be too unwieldy and to make it easier to put into effect the new constitutional provisions as to the number of directors and their distribution over the geographical regions of Canada. And as expected, this is exactly what Audrey Duthie, Ashraf K. Kayani, Yves Lepage, Don McLeish, Stan Nash, Kathleen Subrahmaniam and Jim Templeton did. Of his own initiative, Vice-President Maurice Brisebois also decided to step down, so as to allow for the election of all members of the Executive Committee of the new SSC, which was to be composed, as it still is today, of a President, a Vice-President (now Past President), a President-elect, a Secretary, a Treasurer, and a Public Relations Officer. These elections were held in the spring of 1978, and the first Annual Meeting of the SSC was held with the Learned Societies, at the University of Western Ontario on the occasion of that university's centennial. The rest is history.

17. EPILOGUE

In June 1997, the SSC celebrated the twentieth anniversary of its foundation. It was fitting that this Annual Meeting be held in Fredericton, New Brunswick, where members of the old SSAC had gathered in 1977 to take the vote that ultimately led to the merger of their organization with its rival Canadian association, the CSS. The Fredericton meeting was the twenty-fifth since the SSAC established that tradition. From a small gathering of thirty or so statisticians in Kingston, in the summer of 1973, the meeting has become an international event bringing together, each year, several hundred statisticians from Canada and abroad.

Today, the SSC is a strong, healthy, democratic organization with over 600 individual members who attend its meetings, take its short courses and keep abreast of professional activities by reading its fully bilingual, quarterly newsletter,

Liaison. Over the last quarter of century, the society's research journal, the CJS, has also become a well-recognized scientific publication which caters—at a very low subscription rate—to an international audience by publishing, in English or in French, double-blind refereed articles of high quality describing methodological developments in fundamental and applied statistics. Its web site, located at <http://www.mat.ulaval.ca/rcs>, includes a search engine that gives access to the journal's content (titles, authors, key words, abstracts, etc.) over its twenty-five-year history.

Although the beginnings of the SSC were not as glorious as they might have hoped, Canadian statisticians should be highly appreciative of the efforts devoted by the pioneers of the discipline in their country, who spent countless hours of their time and energy to organize the community, to give it a sense of identity and to provide it with the means required to make itself visible, heard and influential. The authors are particularly happy that their paper chase through the archives and their interviews with some of the key players led the SSC to honor four of its founders in Sherbrooke, Québec: Arak Mathai, Urs Maag, John Rutherford and Don Watts. While these were nearly always in the thick of things, the present narrative makes it clear that the birth of the SSC was a group effort. The names of Anderson, Bray, Brisebois, Carter, Dwivedi, Fraser, Kou-

nias, Robillard, Shklov, Sprott, Styan, Warren— to mention just a few key figures—would surely rank quite high on the SSC's thank-you card.

Acknowledgments

The authors are grateful to all those who kindly answered their questions and provided documentation to shed light on the events described herein. The information provided by Urs Maag, Arak Mathai, John Rutherford and George Styan was particularly invaluable; the authors are indebted to them for being direct and forthright in long interviews conducted in the spring and the fall of 1997. This paper was completed while the second author was visiting the Institut de statistique et de recherche opérationnelle at the Université libre de Bruxelles, which generously provided research facilities.

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Comment

A. M. Mathai

Let me first thank David Bellhouse and Christian Genest for their excellent and well-balanced presentation. They have done a marvelous job of presenting the facts without getting into contentious issues. With youngsters like these, the SSC, the CJS and indeed the future of statistical sciences in Canada are in good hands.

It is with satisfaction, amusement and a little bit of disappointment that I recollect the eventful days of the early 1970's when our journal and the SSAC were established: satisfaction for having achieved what we set out to do, and amusement in retrospectively seeing brickbats flying in all directions and hitting all sorts of people, including me, but some disappointment also, because although we ultimately reached our goals, we were unsuccessful in bringing in early some senior and important people,

whom I kept and still keep in high esteem and great respect.

When I realized, at the end of the 1960's, that large-scale funding would not be coming for the establishment of a Canadian Institute of Statistical Sciences, I decided to focus my energy on the establishment of a research journal. I knew that I could do it on my own initiative—that is, by doing all the work myself, meeting the printing cost from personal funds and hopefully making the operation self-supporting within a couple of years by entering into arrangements with some university libraries through a journal exchange program. At the time, I estimated that between 100 and 150 copies of the journal could be circulated that way, and by then, some commercial publishers might well have been willing to carry on. However, I did not like the



FIG. 12. A. M. Mathai, 1987.

idea of a private journal and in order to establish a national journal, the necessary ingredient was a professional society.

This is how I began to make plans to set up a Canadian statistical association in 1970. The year after my initial attempt failed, my colleague Stratis Kounias and I had a long discussion to decide whether we should give up or keep trying. It is then that we decided to go for incorporation, so that once the organization would be created, it could not be dismantled easily. We suspected that this would trigger reactions from all corners. I anticipated that there would be arguments about the needs, the principles, the structures and so on, but I hoped that there would not be any fighting, and that if there were, it would be at the gentlemanly level. As it turned out, however, there were quite a few punches "below the belt." The nature and level of the pressures to which I was submitted in those days was almost unbearable. It could easily have resulted in a mental breakdown, but luckily, my tough farm upbringing combined with the sincere support from my colleagues Stratis Kounias and Bill Anderson, whom I consider to this day as my own brothers, gave me the mental strength required to withstand the attacks.

There were compensations. When we held our first membership drive, in the summer of 1972, we were thrilled to see the applications pouring in! The response was far beyond our expectations! So much so, in fact, that I decided to underreport the figures at first, so that there would not be an all-out onslaught on the fledgling association. But this success created a dilemma for Stratis and me: neither

of us really wanted to get involved in the day-to-day operation of a professional association. As I said before, my own interest was mainly in setting up a journal and running it until it was fully established, which I estimated would take two to three years. I did not like meetings, except scientific ones. Even today, I avoid meetings as much as possible, because I would rather spend time on creative thinking than wheeling and dealing. When members began joining in droves, I recall having discussed our options at length with Stratis. He was of the opinion that we should bring in whoever wanted to join and let them have whatever administrative positions they wanted. I would have been in full agreement, if the association had had a normal birth and no one had been trying to kill the infant. In the circumstances, however, my inclination would have been to involve the smallest number of people possible in the administration for the first three years. During that period, we would have worked hard toward establishing both the journal and the association on firm ground, while looking for dedicated individuals to whom everything could have been handed over when we quit. Ultimately, it was Stratis who convinced me that we should proceed as we did.

Today, I am truly proud to see that our professional society, our journal and our newsletter are flourishing. It is highly satisfying to me that the society has brought a large proportion of Canadian statisticians to its fold, and that the CJS has achieved such a respectable position among professional journals in the field. Also, *Liaison* may well have the best format of all statistical newsletters in the world, and this is clearly a matter of pride. All these things have been achieved through the dedicated work of many individuals who came into the picture in various capacities and at various stages in the history of Canadian statistics. With our privileged position in North America, in close proximity to so many centres of excellence here and south of the border, there is no dearth of good quality research papers, and I hope that my old dream of (at least) two statistics journals, one devoted to theory and methodology and the other to applications, will soon come true.

To accomplish all this, we certainly had to take bold steps. But they were necessary, as I am convinced that even today, there would not be a Canadian statistical society or a Canadian journal of statistics if we had not done what we did. For one thing, ASA chapters would have continued to fill the vacuum in all major urban areas of Canada, but would have confined their activities to the local scene. While youngsters and statisticians in more isolated locations might have felt the need for a na-

tional organization, they would probably have been discouraged by the established people from the large cities, who were satisfied with the status quo and leery of disturbances. Such inertia would be expected in any country; this is nothing peculiar to Canada. To create a society and a journal, one needs a lot of time, effort, energy, money, will and dedication. Not too many people are willing to invest that much in a project and to risk their own career advancement, as I did. I did it because I was convinced that this was the right thing to do. If you look into the history of the creation of other scientific journals and professional societies, you will find that such is always the case: the hard work required to fight inertia is always done by one or two dedicated individuals who do it out of conviction. I am proud to have been one of those happy few in Canada.

Over the years, several people have asked me the question: looking back at the various events of the past, weighing out the effort, time, energy, money, risks against the final results, and with the accumulated wisdom and mellowing that usually come with age, would I do now what I did then, if we still did not have a Canadian statistical association and a journal? The answer is yes: I would still do it, following exactly the same route, but with two exceptions. First, I would try to limit the administration of the society to a minimum number of trustworthy

collaborators for the first three years. This is permissible under the corporate structure and, in my view, it is indispensable to the success of any young organization. Second, I would make even greater efforts to win the support of the seniors. Misinformation and lack of communication were responsible for many of the misunderstandings of the past. If only senior Canadian statisticians could have been convinced to join early on, events would have taken a different turn! Alas, little did they know that I would have been willing to resign right away, if such were their will. And after the initial three-year period, I would have stepped down anyway, as I did, with a blooming journal and a well established society with lots of activities to cater to the needs of statisticians in all areas and categories of statistical sciences.

To end on a lighter note, let me tell you how the emblem of the SSAC was created. To symbolize Canada, it was my idea to portray on the emblem a flock of Canadian geese flying south into the U.S. over the Niagara Falls. To me, these typically Canadian birds that bring a message of change in their spring and fall migrations represent beauty and grace. Originally, I paid a professional artist out of my own pocket to draw the emblem. However, I was unhappy with the result and in the end, I had to buy a lettraset and design it myself!

Comment

J. R. Rutherford

My interest in developing a Canadian statistical association goes back to the 1960's. In 1965 I returned to Canada from Virginia Tech to teach at the Royal Military College in Kingston, Ontario. At Virginia Tech, the staff had made great efforts to get the graduate students involved in presenting papers and in being active in professional associations. Consequently, I was interested in helping develop a Canadian statistical association of some sort. So in the first two years after my return, I investigated the possibilities of forming a Canadian group like the ASA.

In 1965 and 1966, I visited several universities and presented my Ph.D. thesis work at departmental seminars (Queen's, Toronto, Alberta, Western, Waterloo, and so on) and used these occasions as an

opportunity to investigate the feasibility of forming a Canadian society. At Toronto I discussed the challenge with Dan DeLury. He advised me that I was embarking on a major effort that would consume all my nonteaching time for the next three years. Was such an investment of time a good thing for a new Ph.D. looking for tenure? I eventually came to realize that the amount and type of work involved was not going to be the sort I was interested in doing. So I put the idea of a Canadian statistical association on a back burner. In 1968 I started to work for Dupont in their research laboratories as a consultant statistician. I continued to be active in presenting papers at conferences but the focus of my interest was now largely toward making sure that university-type statistics was relevant to that



FIG. 13. *SSC Founder Recognition Award presented to John Rutherford by SSC President Jane Gentleman, June 1998.*

needed and used in industry. I continued to present papers at seminars in statistics departments and so kept in touch with the people who were making the organizing efforts.

In Section 3, the authors write that the difference between Dutton and Mathai was one largely of approach. This is possibly accurate, but I remember at the time there was some concern about the direction Mathai's organization would take, being focused on creating a refereed journal and being dominated by academic statisticians. Dutton had spent years trying to get the Montréal ASA to be productive and useful to industrial statisticians. I am sure some of the opposition to Mathai was motivated by this difference in perception of the needs of Canada's statistical community. In the list of problems Dutton had with Mathai's efforts, the direction taken by the proposed statistical association was an important aspect. I can remember at the time being little concerned with the creation of a journal but being more concerned with encouraging more relevance in university teaching and research in statistics toward industrial applications. For example, one of the major changes brought about in the CJS after the merger was to add a section on applications and problem solving.

This same theme comes up later in Section 11 in Liddell's correspondence with Bray. Liddell's views on the comparative utility of the ASA and of academic statistics in Canada for statisticians in industry were typical of the time—and probably still. The big fear, as I recall, was that the academic statisticians would create an organization with academic

values instead of industrial values. The ASA Chapters had invested a great deal of effort in creating viable industry-oriented chapters. They did not want to lose what they had in any effort to create something for academics. They quite definitely did not want to get involved in a fight between two groups of academics. The very existence of a refereed journal of statistics showed how theoretical the new organization was to be. People in industry knew, or at least believed, that a journal would be irrelevant to industry statisticians. At the time, I was quite convinced that many Canadian academic statisticians were very snobbish toward applications and looked down upon those who did applications. And Mathai's efforts seemed to me, and to my milieu, to be aimed in a nonrelevant direction. However, Mathai's efforts in organizing a Canadian society were seen by me as being the only legitimate game in town and should be supported.

I can provide some further insight into the early rift between Mathai and Sprott mentioned in Section 3. I attended the Statistics Canada '71 conference in Montréal and was most pleased to hear of the ASA branch efforts to create a Canadian statistical association. I also heard about an aborted attempt by Mathai to form a society. I ran into Dave Sprott and he told me he had been approached by Mathai to be a senior advisory member of his association. He was persuaded to join because Mathai had assured him that another prominent statistician (Stanton) had already agreed to belong to the senior group. When Sprott met Stanton, the latter was intrigued to hear that he also had been persuaded to join but only because Sprott had already agreed to join. Both felt used and resigned in a double huff. Thus started the great schism.

With respect to the events surrounding the 1972 ASA Annual Meeting in Montréal described in Section 5, the authors write of a "hurriedly" convened meeting. I don't remember such hurry, but I am sure I attended the meeting. As I recall, there was no real sense of urgency in getting an organization going, but that the same slow approach would continue to be used. The motivation again was to ensure that the leadership of the ASA chapters would be involved, thus ensuring the relevance of the new organization to the largely industrial and business members. Again this objective was in marked contrast with what Mathai had set up. I think there was the belief that firm commitments for action on organizing would cause Mathai to back away again as he had in 1971.

The January 18, 1973 meeting, described in Section 6, reminds me of how others approached the rival statistical associations. I think it was at this

meeting that I met Jim Templeton and at a dinner following the formal meeting, I remember trying to get Jim to come along and join the fight to get one organization and this would probably mean a fight with Mathai. Jim would have no part in any fight. He was typical of many people involved in statistics. They wanted one organization but would not get involved in any power struggle. Templeton was getting most of what he wanted from the Toronto ASA and, further, he did not need a high-conflict situation to raise his blood pressure. The Toronto group continued to make efforts to get a constitution accepted and to ignore the reality of the SSAC creation. But the very existence of the SSAC continued to stick in the craw of a lot of people. Many felt that the creation of the SSAC had been illegitimate and its continued existence only strengthened their negative impression of Mathai. It was a real "catch-22" for Mathai.

The fact that Mathai ran with a slate of candidates in the election of 1974, described in Section 9, was seen by some as evidence that the people on his slate lacked independent credibility. This was also interpreted by some individuals as a scheme designed to keep control in Mathai's hands. My election platform was very much "up front." I wanted to make it very clear that I was going to work for amalgamation; implicitly, this meant to the insiders that the Mathai slate of candidates was going to work for continued control by Mathai.

In Section 11, the authors attribute somewhat antinationalist views to Harrison, perhaps since he was working for Ayerst Labs. Most members of the ASA chapters worked for U.S. firms, I for Dupont. Dave Bacon, who had worked for Dupont before going to Queen's, refused to get involved in the SSAC-CSS controversy because, as I recall, the view he articulated was that the profession of statistics was being well served by the ASA and by *Technometrics*. He was scheduled to become an Associate Editor of that journal shortly. He said his network of colleagues lived mostly in the States and he was quite unwilling to forego these contacts for the sake of nationalism. In this sense Bacon, and many others, held views like those of Liddell noted in his letter.

As I think Liddell did in his letter, I found the use of the word "science" in the SSAC title offensive in a minor way. My background is engineering and science, and latterly mathematics and statistics. I had studied the topic of "science" and of what it consisted. In no way, in my view, is statistics a science. The title "SSAC" appeared to me to be one attempt by Mathai for the SSAC to scoop up some credibility for his claim to be an organization of rel-

evance to industrial statisticians. But it showed to me that he did not understand science, let alone industrial needs of statisticians. It was an example of a well-intended effort being understood to mean something else completely.

People opposed Mathai for a variety of reasons, some good, some bad. Mathai, although well intentioned, frequently behaved badly. His goals of an academically high-quality journal were seen by the ASA people as being irrelevant to them. His general style of operation was considered offensive by many others, inside the academic community and in industry. There was a real fear that the journal would become a major drain on the financial and personnel resources of the organization. Money and effort would just not be available to organize meetings relevant to industrial statisticians. The idea of having the meeting with the Learned Societies was cited as proof of the intrinsic irrelevancy of the SSAC to industrial needs. Although from the viewpoint of effort by the SSAC, annual meetings with the Learned Societies made great sense, again a good idea allowed Mathai's motives to be attacked.

Regarding the separate financial accounts for the CJS and the Society, one fear was that which the authors report after quoting the Board decision to separate the finances in May of 1975. Another fear was that the journal would become a drain on society resources. Mathai continually assured us that the journal would be self-sustaining. One such assurance is quoted in Section 14 from Mathai's report to the membership in December of 1975. No one really believed that in the long run the CJS could be self-sustaining, so the effort to separate the finances was one way to easily cut the journal off if it became too much of a drain on the Society. Also with regard to the CJS, it was very important to get Fraser on board. I don't know who persuaded Fraser to take on editorial responsibilities at the CJS, but it was certainly important for Styan to have accepted the role of Managing Editor so as to ensure the work load on Fraser was not so large he would refuse the task. As far as I was concerned, getting Fraser on board the CJS ensured its continuation for some years to come.

With respect to Bray's involvement in the final months of the SSAC, there is some background that may be relevant. Fred Leone, the Executive Director of the ASA, had come to Ottawa for a visit and engaged in a discussion as to how we might proceed to resolve our unity problems. I think the suggestion came up to use the good offices of the ASA and also to use the recently elected Dave Bray as leader of District 7 to help. Watts could well have been with us also. In any case, I remember discussing the suit-

ability and possible role of Bray with some others in Montréal including probably Watts, Maag, Dutton and Carter. It was agreed that Bray would be approached. I think Watts and I asked him to get involved. Later it became evident that he would also

be a good candidate for last president of the SSAC. He had managed to keep free of the factional strife. His style was that of a conciliator. There were still factions in the new organization either loyal to, or alienated by, Mathai and his group.

Comment

U. R. Maag

My first reaction is one of appreciation to the authors for having made the effort and taken the time to read and digest all the documents, to talk to the principal actors of the time and to write it up in a well structured and very complete text. I think it proved to be useful to them that I have the tendency to keep every scrap of paper, “just like a squirrel” say my friends and members of my family. It was obviously difficult to compose a balanced story and to be fair to the antagonists without creating revisionist history. I congratulate the authors on a job well done.

I would like to contribute some personal reflections and memories of those times that go back more than twenty years. When I think of the first SSAC banquet that was held at Queen’s University in June 1973, I realize how much things have changed since those days. Most Canadian readers will have seen the very large head tables that the SSC has had at its annual banquets for the past few years. In 1973, only four people sat at the head table, namely, Norm Shklov, Mrs. Shklov, Audrey Duthie (a former student of Norm’s, then a professor at the University of Saskatchewan) and myself as the new secretary. When Norm invited me to sit at the head table, he also asked me to say grace, a duty that is not really standard for an association’s secretary! Toasting the queen was done with our refilled water glasses, a rather unsophisticated custom I thought. The entertainment was provided by a female barbershop quartet.

As secretary I spent many a night typing newsletters, official notices and correspondence. Since personal computers were not available at that time, I became very adept with erasers and correction fluid, as well as the cut-and-paste method. I also developed good manual dexterity while folding letters, stuffing, labelling, closing and sealing envelopes and licking stamps. During the crisis time, in the fall of



FIG. 14. *SSC Founder Recognition Award presented to Urs Maag by SSC President Jane Gentleman, June 1998.*

1975, I remember an afternoon when my parents-in-law, my wife and children all worked around the kitchen table to get an urgent mailing to about 200 members ready in less than two hours.

Reading the text, I realize how many meetings I attended; some of them were very positive, others I have conveniently forgotten about. Receiving a threatening letter from a lawyer before breakfast was stressful, but in the end I received compliments from my lawyer on my actions and behaviour. I was relieved indeed when the ratification of the 1975 election results came through.

From the spring of 1976 onwards, I felt that unification was on a fast track with a first joint meeting at Université Laval and the writing of the new By-Laws jointly with representatives from the CSS and ASA. That first joint meeting in Québec was a great success, and Hervé Morin’s local arrangements certainly set a new standard. With the acceptance of the By-Laws and the name change, I could retire

as secretary from the fray at the 1977 Fredericton meetings with a sense of “mission accomplished.”

I am proud to have been associated with the SSAC and its successor organization since the beginning, in 1972. Together, we have built a solid association

with an active membership, many activities and a good journal. It is an association which continues to evolve, with all the things the founders not only dreamed about, but initiated.

Comment

W. G. Warren

I greatly appreciate being given the opportunity of commenting on this detailed account of the formative years of the SSC, for which the authors should be thanked.

As a way of introduction, I should probably mention that I received my statistical training initially in New Zealand and then at the University of North Carolina, Chapel Hill. Before migrating to Canada at the end of 1967, I worked for several years as a biometrician at the New Zealand Forest Research Institute. Throughout that period I was an active member of the national statistical organization and served as the founding Editor of *The New Zealand Statistician* (NZS). The association was established as early as 1947 but somehow managed without a newsletter for close to twenty years, perhaps because, with few exceptions, the membership was located in the capital city, Wellington. However by the mid 1960's the number of statisticians outside the Wellington area was growing rapidly, and the need for something to serve the statistical community, in addition to the annual conference in Wellington, had become obvious. The NZS started primarily as a newsletter but gradually evolved into a technical journal (amalgamating with the *Australian Journal of Statistics* in 1998) with the newsletter function handled separately.

In contrast, on arriving in Canada, I was surprised to find out that there did not even exist a statistical organization at the national level. I was employed at the Western Forest Products Laboratory, then under the Canadian Department of Northern Affairs and Natural Resources, in Vancouver. Being in the west and outside academia, I had no incentive to join a Canadian chapter of the ASA and had few contacts with statisticians outside British Columbia. This is perhaps why I missed out on the Statistics '71 conference, despite the fact that I had responded positively to Roger Fischler's enquiry, in early 1970. I reiterated my interest in the creation

of a Canadian statistical organization when Nancy Mann introduced me to Dwivedi at the 1971 annual meeting of the ASA in Fort Collins, Colorado. As a result, I knew nothing of the efforts to form a Canadian society until I received Mathai's invitation to join the SSAC in August 1972.

Over the years I have attended a number of ASA annual meetings but I happened to miss the 1972 conference in Montréal. Consequently I was surprised, in reading the present account, to discover that my name appeared amongst the members of the steering committee that was seemingly set up in reaction to the foundation of the SSAC on August 16, 1972. I can only guess that my name was suggested as a consequence of my response to Fischler and/or my meeting with Dwivedi. Dutton and Popp's letter reached me after Mathai's, to which I had already positively responded, and caused me to wonder what was going on. Until then, the fact that there were two rival groups was unknown to me. Although this was the first I had heard of Mathai, I initially assumed he was working in collaboration with those with whom I previously had contact.

Still being largely unaware of the friction between the two groups, I lent my support to the SSAC essentially because of my enthusiasm for a Canadian body and the fact that it was already up and running. The restriction of active members to degree holders was an irritant but, since it was clearly not conducive to the establishment of a viable statistical society, I believed that this provision would necessarily be short-lived. I organized a biometrics session for its first annual meeting in Kingston and was also a member of its first elected Board of Directors. It was about this time that I started to learn the extent of the discord that had developed and to hear stories, factual or otherwise, that had led to it.

A little later, and totally off the record, was a social evening at the home of Andreas Petrasovits in

Ottawa. Among those present was David Bray. Not surprisingly, the conversation got around to the status of statistical societies in Canada. As I recall, I tried to give the impression, as was my belief, that many of us in the SSAC were seeking a harmonious accord with the emerging CSS and I emphasized the needs of statisticians outside the Toronto-Ottawa-Montréal triangle. I have no idea what influence that meeting might have had, but one outcome was my invitation to Bray and Petrasovits (as well as Charlie Goldsmith) to present papers at a biometry session of the 1974 SSAC annual meeting. All three accepted and it was at that time that Bray joined the SSAC.

My becoming treasurer of the SSAC was initiated by a phone call from Mehra, in the spring of 1974, who asked on behalf of the SSAC search committee whether I would accept a nomination for president. I declined since I felt that, at the time, it was essential for the president to be in the Toronto-Ottawa-Montréal area to permit frequent face-to-face discussion with the key players. However, I accepted the nomination for treasurer since it seemed to be the one executive position that could be reasonably carried out at a distance.

As SSAC treasurer, my responsibilities included banking any revenue and paying any bills associated with the CJS. The motion to separate the books of the SSAC from those of the journal was passed at the 1975 Edmonton Board meeting. As indicated by Bellhouse and Genest, it may well have been motivated by perceived threats to the journal's future. However, I had a more practical reason for supporting the motion. One problem of the time was the slowness of the mail, not just mail strikes. On one occasion it took four weeks for a first class letter from Montréal to reach me in Vancouver. This sometimes resulted in cheques for the journal, which first went to Bill Anderson as Managing Editor, being stale-dated by the time they reached me, and it was not always easy to convince the drawer to provide a replacement. Accordingly, I had no problem in letting Bill Anderson take full responsibility for the journal's finances, provided I was kept up to date on the transactions—hence the bit about monthly reports. It may seem strange that the SSAC treasurer was not included among those with signing authority for the Managing Editor's account. This was again because I was in Vancouver, and Urs Maag and I had already experienced enough problems figuring out how to have both our signatures on cheques drawn on the regular SSAC account.

As for threats to the journal, I think they were perceived rather than real. I must admit that, at the Kingston meeting in 1973, I expressed some

reservations about this publication. At the time, it seemed to me that Mathai was trying to build the association about the journal whereas, in my view, the journal should flow out from the society. I felt that the major need was for a means of communication between members of the Canadian statistical community, especially those outside the Toronto-Ottawa-Montréal triangle. Personally, and based on my New Zealand experience, I would have favored a Canadian version of what *The American Statistician* used to be before the introduction of *Amstat News*, and I felt that the experience gained by first producing a quality newsletter could be put to good use in publishing a journal that would flow naturally, at the proper time. Had this route been followed, I suspect that the journal would be somewhat different from what it is today. There seems to be a sizeable segment of Canadian statisticians who find little of relevance to them in the present journal and who have either not joined or have left the Statistical Society of Canada. Notwithstanding, I always saw the journal as a "fait accompli" and would have rigorously defended it. I cannot, of course, speak for the others but believe that the majority felt much the same way. In general, the mechanics of unification seemed relatively unimportant to me but, if for no other reason than the dedicated work that had been put into the production of the CJS, I would have insisted on its continuation.

With respect to the quorum call that prevented the 1975 Edmonton annual general meeting from closing, if I remember correctly the Mathai-MacNeill motion was an amendment to a previous motion over which there had already been considerable discussion. Had it been submitted to a vote, I believe that the amendment would have been defeated. I feel certain that the general feeling at the time was that the best strategy was to unite the two *national* groups first, and then take a look to what arrangements could be made for regional groups. For one thing, at the time of the meeting, the Statistical Association of Manitoba did not formally exist and, as I recall, the Manitoba members were not pushing the point, partly because—as Bruce Johnston had pointed out—neither the SSAC nor the CSS had provision for chapters in their By-Laws. As there were other groups in emergence elsewhere in the country (Stan Nash and I were running occasional meetings in Vancouver, for example), it was not clear where the line should be drawn. While the Mathai-MacNeill motion was certainly well intentioned, I believe it was regarded by some as an obstructionist or stalling tactic, and the perceived danger of its being approved prompted the quorum

call that threw the meeting into disarray. In the end, not even the original motion could be voted on.

In closing, let me say that, while the circumstances of the 1975 elections led me to oppose Mathai, at that time I still gave him due credit for his contribution. It is, I hope, clear that from my first days in Canada, I was a believer in a national organization. Since I was a newcomer and a west-

erner outside academia, the initiative had to come from elsewhere, and it was Mathai who took up the challenge. While throughout that formative period, the spotlight fell more often on others, I was honoured to have been on stage with them and pleased to have played what I hope was not an insignificant part in the development of our national statistical society.

Comment

D. F. Bray

I was pleased to be given the opportunity to comment on the present work. During the formative years of the Statistical Society of Canada, I was rather more on the fringe of developments within Canada. I was, of course, aware of the stirrings in Montréal and Toronto but was more involved in the activities of the American Statistical Association. As Director of District 7, I was delighted to receive the communication from D. J. Harrison to enter into Canadian organizational matters.

I well remember the several conversations with John Rutherford as well as the considerable contributions of both John and Andreas Petrasovits as events unfolded. The history suggests that I went forward despite opposition from Dr. Liddell. While that one letter from Dr. Liddell did appear rather negative, it did not prevent Harrison from representing Montréal at the meeting. Indeed, I recall making more than one round of visits to the three ASA Chapters. It was during one of these that Dr. Liddell and I had a much more conciliatory conversation.

My recollection of the meetings of the ASA Council was that they were quite willing to assist developments in Canada, as long as this did not damage the continuation of the considerable investment made by ASA members in developing the Canadian Chapters and their continuing programs. Indeed, it seems to me that we had more frequent visits from the Executive Director, Fred Leone, at that time than either before or since. It had been my hope that members of all three organizations could be given membership into a single organization. I tried to get the ASA to consider reduced fees or at least unbundling of membership and journals. This, however, was not to be.



FIG. 15. *David Bray, circa 1976.*

The suggestion of a survey turned out to be quite helpful. I clearly remember the very strong support of Andreas Petrasovits to this project and the round of chapter meetings in which it was discussed. On one occasion, one of the more senior statisticians, Pam Morse, let me know that content was more important than structure, and that I shouldn't take up too much chapter time with these matters.

I had gone back to university to study for the M.B.A. when the call came in the middle of that academic year to accept a nomination for President of the SSAC. As the history records, "I was pleased to receive an invitation." My family and I motored up from Cambridge, Massachusetts to Québec for the meeting, not knowing quite what to expect. Urs Maag, Secretary at that time was the most helpful person imaginable. I truly wondered how I could possibly get along without him when he retired from

that post the following year. But then Charles Goldsmith appeared and performed with equal dedication. I have equally strong memories of the fine cooperation of Charles Carter as we worked through the necessary details.

The comments about By-Laws and lawyers reminded me of the numerous communications with the Canadian Department of Consumer and Corporate Affairs, and the need to bring changes before

annual meetings. Many persons contributed many hours of thoughtful and helpful approaches resulting in what is today a most successful SSC.

I am glad to have been reminded of those busy years. It only remains for me to wish all those who now serve in executive and advisory capacities all possible success in the continued pursuit of excellence.

Comment

M. Brisebois

It is with great interest that I read the authors' account of a particularly intense period in the history of the SSC in which I was one of many players. Their description brought back many memories from that period of my professional life during which I was actively involved in the process of writing up the By-Laws of our association.

I found the relation of events provided by our colleagues Bellhouse and Genest to be very detailed and of high quality; this project must have required a lot of patience on their part. In my opinion, their contribution is especially valuable in that it offers the Canadian statistical community an opportunity to bring together its collective memory of the acts and deeds of those of our colleagues who helped set up the association to which we all belong. To speak figuratively, as I am fond of doing, I would say that constructing one's identity is like going down a river; the trip just can't be considered complete unless you know where the water is coming from.

In their presentation, our two colleagues suggest an explanation for what was the source of the difficulties encountered while trying to organize the SSC. Having participated in committees of all kinds throughout my academic career, I have often observed how difficult it is to convince the rank and file to get involved, formally or not, in a critical discussion or appraisal of propositions or decisions made on their behalf; thus I can appreciate why the pioneers often fall for the top-down management approach. To use another metaphor, one can understand that a gardener sometimes cannot resist the temptation to force flowers to bloom.



FIG. 16. *Maurice Brisebois, circa 1980.*

I should say a word concerning the period during which I was led, by a series of circumstances, to play an active role in the elaboration of By-Laws for the SSC. It was a great pleasure for me indeed to collaborate with members of the committee responsible for writing up rules and regulations that would be agreeable to all groups of statisticians concerned. The spirit of collaboration that characterized that committee's work was such that it was a renewed pleasure each time I had to go to Montréal for the meetings. It is thus in an atmosphere of serene cooperation that I was able to contribute in my own little way to the amalgamation of the various Canadian statistics groups. Actually, it was as if time had

come for people from all sides to turn the page and look resolutely ahead.

Reading the authors' account of these events has rekindled my great feeling of pride for having had the opportunity to contribute in my own way to the foundation of the SSC through my involvement in the elaboration of the association's By-Laws. Of course, adopting By-Laws of good quality is not sufficient to guarantee harmonious development within an organization; the members must also have the desire to pursue common objectives. I hope that these two conditions will continue to prevail in the SSC.

Comment

G. P. H. Styan

I was very pleased to be able to help with the formation of the Statistical Science Association of Canada (SSAC), in particular by compiling and editing the first issue of the *SSAC Newsletter* in 1973. I was equally pleased to serve on the committee (with N. C. Giri, Urs Maag, and A. M. Mathai) that supervised the completion of the first issue of *The Canadian Journal of Statistics*, which 138 pages long.

But what I enjoyed even more was being Managing Editor of *The Canadian Journal of Statis-*

tics from 1979 to 1984. Here I would like to acknowledge the invaluable help of all my editorial assistants, including Susanna Clarkson, Rita Fundner, Susan Fundner, Karin Grell, Francine Houle, Len Karasik, Dominique Latour, Evelyne Reilly and Francesca Verdier. It was Evelyne Reilly who designed the cover that was used through volume 12, number 1, 1984. She was deeply involved with the choice of "the color purple."



FIG. 17. George Styan, Len Karasik, Karin Grell and Dominique Latour in Montréal, April 1984. [Photo by Simo Puntanen in *The Canadian Journal of Statistics* Managing Editor's Office, Burnside Hall, McGill University.]