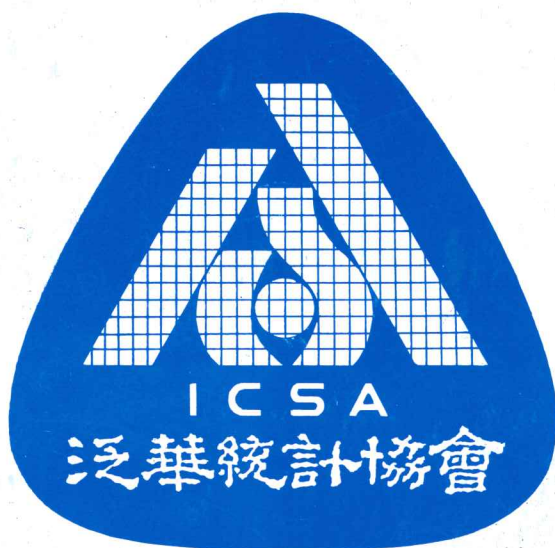


# 泛華統計協會 會刊

International Chinese Statistical Association



**Bulletin**

January 1991

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## 編者的話：

這是馬里蘭的工作人員在會長羅昭容 (Grace L. Yang) 教授指導下第一次負責本會刊物的編印。以前的刊物在 Wisconsin 的前輩們精心發展下已打下很好的基礎。我們是在這基礎上做一些變動。

從本期起，我們將通訊錄 (directory) 和會刊 (bulletin) 分開發行，通訊錄每三年印行一次，不過每年都會更新 (update)，會刊在每年一月底發行一次，從今年開始如果稿件夠多，則將一年發行兩次會刊。

會刊是我們會員的主要交流園地，希望各位踴躍賜稿，文章以一至二頁的短文為主，須用中文繁體字或英文書寫。文章性質以一般性非專門學術的文章為主，如本期內的各篇短文都是很好的範例。稿件如獲採用，我們希望能由作者安排打字，完稿的上，下，左，右的留白 (margin) 至少要有四分之三吋，頁碼離底邊二分之一吋，打字打在 8"x11" 的白紙上。稿件截止日期是十二月三十一號。截止日期後收到的將列為下一期的稿件。

刊內附有本會的申請表 (application form)，其中會員動態內的著作 (publication) 以一年內的新作品為限。

這是我們第一次編印會刊，提出以上的一些構想，如果您有任何建議，請不吝賜告，以期這份刊物能更為完善。

Publication committee : 董永良 (Chair)

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Editorial board : 溫立明 呂大鍾 李欽賜 趙蓮菊 羅昭容

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1991 年會刊暨通訊錄編輯人員：

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會徽設計：馮長新

I. C. S. A. P. O. BOX 2525 ROCKVILLE, MARYLAND 20852-9998  
U. S. A.

## EXECUTIVES AND MEMBERS OF THE COMMITTEES OF ICSA 1991

### [1] EXECUTIVES

President : Grace Yang (1991)  
Past President : Jia-Yeong Tsay (1991)  
President-elect : Jack C. Lee (1991)  
Secretary-Treasurer : Smiley W. Cheng (1991)

### [2] BOARD OF DIRECTORS

Timothy T. Chen(1993); M. S. Chi(1991); Kai-Tai Fang(1993); C. P. Han(1992);  
Thomas C. Hsiang(1991); J. P. Hsu(1993); J. T. Hwang(1993); Gordon Lan(1991);  
Jack C. Lee(1991); S. Y. Lee(1993); Jia-Yeong Tsay(1991); C. Z. Wei(1993);  
D. Wei(1993); L. J. Wei(1992); William W. S. Wei(1993); Grace Yang(1992);  
C. Yeh(1992)

### [3] STANDING COMMITTEES :

#### (A) PROGRAM COMMITTEE (1991)

Y. L. Tong (Chair); Potter C. Chang; Y.-S. Hsu  
Term of reference : plan, coordinate and arrange the annual meeting.

#### (B) FINANCE COMMITTEE (1989-1991)

Smiley W. Cheng (Chair); Potter C. Chang; Hubert J. C. Chen  
Term of reference : to oversee the budget and financial situation of the Association.

#### (C) NOMINATING/ELECTION COMMITTEE

Gordon Lan(Chair, 1991); C. L. Chiang(1992); Hui Kuang Hsieh(1991); S. H. Lo(1992)  
Term of reference : to nominate the candidates for the President-elect and members of Board of Directors.

#### (D) PUBLICATION COMMITTEE (1981-1993)

Y. L. Tong(Chair); Wei-Ming Huang; Smiley W. Cheng; H. T. Lu ; George C. Tiao; L. M. Wun  
Term of reference : to supervise the publication policy of the Association and make recommendations with respect to the editorial policy of various publications.

### [4] CURRENT COMMITTEES :

#### (A) MEMBERSHIP DRIVE COMMITTEE (1991-1993)

Ching Shui Cheng (Chair); Hong-Zhi An; Anne Chao; Jiading Chen; Sy-Mien Chen; Kai-Tai Fang;  
Irving K. Hwang; Chisan Lee; Shu-Ing Liu; Shir Ming Shen; Chao L. Wang ;Wei-Yann Tsai  
Term of reference : to recruit more new members and contact potential interested individuals and organizations.

#### (B) FUNDRAISING COMMITTEE

Chiao Yeh (Chair, 1991); Smiley W. Cheng(1991); James C. Fu(1991); Thomas C. Hsiang(1991);  
C. S. Lee(1991); Sik-Y. Lee(1993); Ben-C. Liu(1993); Naitee Ting(1991); Jia-Yeong Tsay(1991)  
Term of reference : to carry out the fund raising drive in a 5 year plan through our members and corporations.

#### (C) MEMBERSHIP SERVICE COMMITTEE (1990-1992)

William W. S. Wei (Chair); Kung-Yee Liang; Kao-Tai Tsai  
Term of reference : to develop long-term service programs to satisfy the needs of the members.

#### (D) STRATIGIC COMMITTEE (1990-)

James C. Fu (Chair); George C. Tiao; Jia-Yeong Tsay  
Term of reference : to plan long-term strategies for the Association.

#### (E) FELLOWSHIP COMMITTEE (1991-1993)

Jiunn-T. Hwang (Chair); James C. Fu  
Term of reference : to receive and judge the applications of student members for the subsidies to the trip of annual meeting.

# 泛華統計協會一九九〇年大會記錄

時間：1990年8月8日下午六時

地點：美國安納翰市海鮮閣大酒家 *Sea Paradise Restaurant, Anaheim*

出席人數：約75人

主席：張健天

記錄：鄭惟孝

- 一、議決暫定議程：無異議通過。
- 二、議決上次會議記錄：無異議通過。
- 三、討論上次會議記錄中有關事項：無。
- 四、主席報告：很抱歉這次簡訊中將我們大會地點寫成了喜爾敦酒店，其實是在這個餐館，希望大家原諒。
- 五、工作報告：主席提到由于會長尚未到達，我們將工作報告次序暫時變動一下，將會長報告挪到工作報告最後一項作成工作報告總結。

(一)財務 (鄭惟孝)：1989年的財務報告為附件，簡單說來，到去年年底，我們賬戶內結存加幣 \$ 11000，定期存款 \$ 15000，另有台幣 \$ 12300，人民幣 \$ 5100，如果各位對財務狀況有任何問題請提出，我儘可能答覆。

(二)捐募委員會 (葉翹)：我們今年自二月至今捐款人數為32位，共美金 \$ 2200，比去年的 \$ 8000少了許多，蔡會長與我共發出約二百封信，大概只有百分之十五左右的朋友捐了，至今我們一共只籌了一萬元，離我們的五萬元目標尚遠，我們的會長們刁教授、傅教授及蔡博士不但出了很多力也為協會事掏了腰包，另外還捐款給協會，我在此希望各位朋友慷慨解囊。

(三)會員委員會 (張健天) : 這一年來我們很慚愧沒做太多事, 過去我們曾根據 ASA, IMS的 Directory中找出中國同仁發出信邀請他們入會, 但成效並不很大, 我們仍盼各位朋友告知你們尚未入會的朋友們加入我們的陣容。

(四)會長 (蔡嘉永) : 很抱歉, 由于我們的車迷失了方向才遲到了, 我將這一年來的工作做一簡單報告。

甲、爲了促進會務的推展, 提高爲會員服務的品質, 我特別成立「會員服務委員會」, 請魏武雄負責, 待會兒請他來報告一下。

乙、四月份, 我們在 NIH 舉辦了一個 Biopharmaceutical Statistics Symposium, 大概有八十人參加。本來只是一個試辦性的小型 Conference 結果反應相當好, 蠻成功的, 我要特別謝謝諸籌備委員的幫忙及刁錦寰、傅權、羅昭容、魏立人四諮詢委員的寶貴建議。

丙、六月份, 我有幸代表協會到台灣出席了中國統計學社六十週年紀念與主計處、中研院統計所合辦的國際統計研討會。我們協會與 IMS被邀出席該研討會, 個人感到特別高興並感激各主辦單位對本協會的Recognition。

丁、今年會員繳費人數比去年增加了百分之卅, 共有467位繳了會費。

戊、今年有好些理事及委員會委員任期期滿, 我在此要向他們致謝: 傅權、張健天、胡乃介、董永良、吳建福、羅昭容、李克昭、向傳心、葉腳銘、魏立人、陳順益、李昭勝及方開泰。我也在此向大家報告一好消息, 梁廣義贏得今年的Spiegelman Gold Medal Award值得恭喜的(這是Health Statistics 的最高榮譽獎)

己、今年的選舉，每位候選人的得票數都很高，而且我們的投票率高達57.6%，比A S A自1981年的平均投票率約22%要高許多，顯得我們會員對會務的關心，這是很好的現象。

(五) 會員服務委員會 (魏武雄)：我們委員會的第一件工作是作了一個意見調查，可惜的是回收率太低，僅二十餘人寄回，總結調查結果是多數人不贊成我們的年會與Joint meeting分開來開，大多數人贊成我們開年會時請一位Speaker，另外許多人贊成成立Local chapter.

(六) 中華統計學誌編委會 (刁錦寰)：學誌的第一期已大致成形，共有十八篇文章，已到打字製版階段，明年一月份將出版，自1988年11月至今，我們共收到約120篇稿子，但仍希望各位以後多予支持，把你們最好的稿子寄到學誌來，我也同時謝謝Editors及Associate Editors的熱心幫忙，會長也謝謝魏立人及U.Wisconsin諸同學為會刊的幫忙

六、選舉報告—選舉委員會 (藍光國)：這次改選除了President-Elect外，另外也改選理事，四位任期期滿，另外我們期望在台灣、大陸、星馬各增一名，而且兩位President-elect候選人均為現任理事，不論那位當選，我們都得補一位，所以今年要選出八名，我們提了十二位，結果如下：

President-Elect：李昭勝

理事：李錫欽 (香港)、方開泰 (大陸)、韋端 (台灣)、陳達  
徐建萍、黃俊宗、魏慶榮、魏武雄。

七、香港會議報告：

李錫欽—我們有個Local Organizing Committee，由中文大學及香港大學的朋友所組成，會議地點是在中文大學，除大陸的朋友

外，住宿安排在沙田的「帝都酒店」，另外香港有兩個教育基金會各捐了兩萬元港幣給我們，若將來有餘款可捐回給協會。

傅權一研討會是今年十二月十五到十七日在香港中文大學舉行，歡迎大家踴躍參加，如擬 Present Paper，請於九月十五日前將 Abstract 寄給我或鄭惟孝，註冊費在九月十五日前是美金 \$ 60，過了九月十五日就是 \$ 80。

#### 八、討論事項

蔡會長報告理事會通過團體（公司、機關等）的會費為每年美金 \$ 100，另外個人會費，若為夫婦，並願只收一份會刊，通訊及學誌者，第二人會費減半，會長並希望諸會員幫忙，若有會員變動，請即告知秘書更改地址。

九、其它動議：無，七點散會。



# 捐款人芳名錄

今年一年共有五十位會員慷慨解囊，共捐了\$3102.17。  
最少的五元，最高的五百元。非常謝謝下列全仁：

劉江	羅黔輝	董永良	吳鐵肩	李子酸
施彭文富	王晃三	王中慶	葉翹	陳榮典
張子元	莊建蘭	黃華淦	韓建佩	吳江名
莊易	唐冬明	蔡瑞胸	蔡嘉永	葉百堯
王作民	傅權	徐建萍	羅昭容	翁仲星
翁仲星	劉榮木	李孟峰	藍光國	袁人俊
陳江	孟雍康	謝暉光	謝暉光	譚外元
刁錦寰	全輝	胡乃介	程爾觀	蘇永在
陳榮典	傅柳虎	周元燦	鄭光甫	胡曉瓊
李子酸	葉卿銘	趙蓮菊	趙民德	鄭惟孝

註：名字出現兩次以上者為捐助數次者。

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## Atlanta Meeting Preliminary Announcement

1991年八月年會中 ICSA 的開會地點預訂在 Atlanta 華人活動中心，餐會訂在福臨門海鮮酒樓。兩地相隔大約五十碼，都在 Atlanta 中國城內。中國城在 Downtown 以北約十哩處，自開會的旅館附近坐地下鐵 (MARTA)，在北九 (N9) 站下車後步行五分鐘可達。詳細地圖在明年六月的 ICSA 通訊內可見之。

## Organizing Committee

張健天，許渝生，董永良

# 第一屆學術研討會記要

傅權 鄭惟孝

在泛華統計協會成立之初就訂下了兩件大活動，第一是舉辦一個國際性的學術研討會，目的在使全球各地的華人統計全仁有個相聚交換統計研究經驗的機會，以促進今後大家之間的交流與合作，並與外國統計學者互相討論。第二個活動是由我們華人統計全仁一起合作來辦一個有國際水準的統計學報。經過三年來的籌備、奔走，這兩大願望終於實現了。我們的「中華統計學誌」已於今年元月正式創刊，這份學誌已經或即將寄達各會員全仁的手上。

那學術研討會也於去年十二月十五日至十七日在香港中文大學圓滿舉辦完成。這次研討會共有一百四十五位朋友出席，以地區來分，香港約四十位、大陸四十位、臺灣三十位、其它地區三十五位，可說是非常理想的分配，惟一的缺憾是新加坡只來了一位。研討會共收到一百一十篇論文。

會議於十四日晚辦了一個歡迎酒會，讓與會者有個互相認識的機會。十五日晨正式在中文大學優美的校園裡展開。正正三天大家認真研討，互相交磋。在這短短幾天中，使好些心儀久年的朋友逐漸由陌生變成了像已深交數十年的老朋友了。十六日晚上的宴會上大家盡興盡歡不斷敬酒，在新交舊識的熱情及酒勁十足的白蘭地下，好些人因而醉倒了，儘管明知醉酒的難受，卻仍不斷的敬酒或受敬，這深深表示因認識新交有相見恨晚的惆悵及歡欣！

經過三天的研磨，百數篇的論文有極理論性的，也有各方面應用的。在會場各角落總見到不少人一小群、一小群的互相交換意見。

這幾天的會議中，中文大學統計系的全體老師與同學們最是辛苦，自場地的佈置、歡迎標幟的製作、從早到晚的不斷茶點供應、到與會全仁們各種不同的

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需求，他們都忍勞忍怨地一一解決。這次會議的順利辦成，他們的功勞最大。

這雖是泛華協會的第一次研討會，但正如在開幕典禮上中文大學的高校長致詞中所說，這是一歷史性的活動，使我們華人的統計向前邁進了一大步。

在研討會尚未完全結束前，已有好些、好些朋友表示，他們希望我們再辦第二屆、第三屆、．．．，看樣子協會又有了新的任務了。只要對華人統計工作未來推展有意義的活動，相信大家都願獻出一份力量來的。

由這次的會議我們深信中國人的統計有個美好的未來，讓我們一起同心努力吧！

註：最新消息，第二屆研討會很可能於一九九三年在臺灣舉辦。

## 輪盤後記

胡乃介

(Stephen N. Hu.) Michigan D.O.T/ UPTRAN

自從「輪盤之解答」一文在本刊刊出以後，同仁函索原文者約二十份，地區包括美、加、台港，亦有大陸留美同學。可見它仍不失為一有趣之題目。現在我想再述數語，主要是說明此題目已被解出。

一、讀過我原文的同仁都知道，美式輪盤是把所有數目分為三組，即大數、中數與小數，然後依照「小、中、大、中、小，..」之順序依次遞補，但中數因為要與小數配合，又要與大數配合，最後不敷應用，數列上出現斷層。換言之，在水平線上，大數區與小數區之或然率偏高，而中數區之或然率偏低。此項缺失，加上前述之「紅單黑雙差異」。則無論用古典或貝氏分析，均可破解輪盤，設起點為已知及球速為固定。

二、劉忠榮同仁來信質問我，既然能夠證明輪盤上數目之排列具有完整之規律性，則它已不屬於 Game of chance 或 random walk model，何以一再提到 gambler's ruin，我對此問題之答覆：是因為我去開會前，主持人告訴我有人要發問，當然知道是 classical gambler's ruin 因為這是談任何 Game

必經之一關。故將其著重加強，其實殊無必要。也幸好有忠榮同仁有此一問。指出輪盤一向被人們認為是 Game of chance，而且是主要的 Game of chance，而我證明了它不是的，這是我對實用或然率所作之些微貢獻。

三、還有，余亮同仁（他是ASA會員，現在想已參加本會）問我有關 Las Vegas。我於一九八五年年會時，曾應本協會前主席刁錦寰教授之特別召集，去過一次，以理論與實際相印證。這是我第一次去。最近幾年來我又有機會去過兩次，時間都很短，主要是去研究它的 Keno game，與輪盤相較，它實在是一個很簡單的 game，我一共去了五、六家，半數以上，過了一會，就拒絕接受我的投注。所以，如果能妥善運用這方面的技能，再有機會賺取一些利潤，當捐助本會基金。

筆者近奉新任會長之建議，茲將 FDA 之 Center for Devices & Radiological Health (CDRH) 生物統計組所作職務作一簡介。其實筆者曾於 4/21/90 在 NIH 泛美統計座談會上簡介過。一般醫療器材 (Medical Devices) 及輻射性裝置 (Radiological Devices) 之臨床試驗。現在再作一次簡介，供有興趣同仁參考。

FDA 之 CDRH 生統組現有統計專業人員 16 人。其中一半是由 FDA 之 Center for drugs 轉過來的。反正儘管 Data 性質不同。統計方法仍是大同小異。我們平日所做主要工作是審核有關公司送來的 Human Clinical Trial Data。動物試驗很少，與藥品不同。

除了最主要的 Premarketing Approval (PMA) 外，我們還偶而審核 510(K) 及 Investigational Device Exemption (IDE)。所謂 510(K) 與藥品之 Bioequivalence 相似，而 IDE 則是在 PMA Clinical Trial 開始以前，對公司設計之 Protocol 所作之評估。

一般言之，PMA 可歸納成下列七個部門 (Division)：

1. Surgical and Rehabilitation Devices (DSRD)：請如 Plastic Surgery, General Surgery (Bone Cement, surgical suture), Orthopedic devices (如 total hip, replacement), 及 reconstructive and rehabilitation device (如 bone healing system)。據估計，所有 PMA 中，以 DSRD 最多。美國每年運動受損，風濕關節炎等患者奇多。患者換人造股骨，膝骨等屢見不鮮。此類 Devices 有效性甚顯著，但是一般 Safety data (long-term) 很難預測，因大半在 PMA 中只提供 2 年或稍長一點之 data。Devices 裝了進去。幾年後難保出紕漏。靠 Postmarketing Surveillance 不保險。因萬一出安全上之問題，到底是病人，devices，或醫生責任，不易判斷。
2. Gastroenterology/Urology & General Use Devices (DGGD)：如 Insulin pump, Analgesic drug delivery system, liposorber (Cholesterol reduction) devices 等
3. Anesthesiology, Neurology, Radiology Devices (DANRD) 請如 High frequency Ventilator (對呼吸系統阻塞病人用)。implantable Spinal Cord Stimulator, hyperthermia devices (用做 tumor size reduction)。筆者認為此類 Devices 功效只能治標，而不能治本，就如針灸減輕 pain 一樣。
4. Cardiovascular Devices (DCD) 請如 prosthetic & monitoring Devices (如 Heart Valve, Vascular prosthesis, graft) 及 Surgical, diagnostic & therapeutic devices (如打通阻塞之小氣球 catheter)，及 pacing & electrophysiology Devices (如心律調整器)。

5. Ophthalmic Devices (DOD)

譬如 Intraocular Lens (用在白內障病人手術後), Contact Lens, YAG Laser 等. 眼科 devices 一般功效甚為顯著. 戴用此類 devices 者僅次於第一類之 DSRD (外, 骨科).

6. Obstetrics/Gynecology, ENT & Dental Devices (DOED)

譬如 Falope Ring Contraceptive devices, Tubal Occlusion, Cervical dilatation, Uterine Monitoring, Silicone breast implant, dental implant, Cochlear implant devices (耳聾者帶用). 各位請注意. dental implant devices 在未來數年內可能會大行其道. 主要功能是取代移動性之 Bridge, Crown, dental partial 等, 代之以永久性之裝置. 手術費驚人. 長期安全性有待查證.

7. Clinical Laboratory Devices (DCLD).

譬如 Immunology devices (Alpha-Fetoprotein 測驗生產前嬰兒患 Neural tube defect 或 Spinal Bifida 之可能性), Carcinogen Embryoic, enzyme immunoassay 等). 以及 Clinical Chemistry & Toxicology diagnostic test (如測驗血中 Cyclosporine serum assay), 及 microbiology, hematology, pathology 方面之 diagnostic tests (如 DNA probe).

除了以上七大部門之 medical devices 外, 在輻射 Devices 方面, 舉其重要者如腎結石震碎機 (Lithotripter), Computerized Axial Tomography (CAT scan-using ionizing radiation to produce cross sectional image), 以及 Magnetic Resonance Imaging (MRI) 等.

與 FDA Center for Drugs 不同的是; 在 CDRH 中, 一般以 Biomedical Engineer 或 electrical engineer 在 medical devices 方面者最多, 而在 Radiological Devices 方面, 也以物理, 工程者較多. 醫生奇少, 有者也不掌權.

據說全美有五千家以上(筆者沒有做過統計) Devices 公司, 但是很多是小型規模之公司. 為了省錢而其他原因, 很多公司沒有專任的統計人員. 開會時經常見到 manager 或 lawyer 兼理統計問題. 到萬不得已時, 才肯化錢去請 Statistical Consultant. 關於這點我們生統組的則任是僅量催促公司在開始 Clinical Trial 以前, 就得請教統計專才設計 protocol. 成效已見, 憾者速度嫌慢了一點. 我們希望多數公司能聘用統計專才, 這樣對同仁們將來就業市場亦會有所助益.

最後還要一提的是: Clinical Trial 在 Devices 及 Drugs 應用之相異處. 在 Devices PMA 中, 很多是沒有 Randomized Control group 的. Historical Control 用的很多. 公司辯稱醫生或病人一看 Device 即知其類別, 是很難用 Drugs 之 placebo 作 Control group 的. 而且很多 devices 是第一次申請, 沒有類似之 Active Control devices. 很多中小公司開會時, 總會嘆著苦經. 包括中國大陸與台灣公司在內. 行政上的 Override 權, 有時也會影響到科學與統計學的獨立自主性, 這點確實有待改進.

## TRADENAME, NETWORKING AND DYNAMIC GROWTH IN THE WORK PLACE

BY T.Y. LEE  
EXCEL SCIENTIFIC PROTOCOLS

We live in a fast-moving, competitive and short-profit orientated society. To live and to work dynamically is not an easy task. We spend more than one-third of our productive years in an office. The number of hours may even be more for the individuals with managerial responsibilities. In such a working environment to enjoy the accomplishment of our work and to receive the recognition of such is one of the most rewarding feeling that a professional person can have. Therefore, a fulfilling family life, a stable emotion frame, and an enjoyable working environment are three of the most important factors in a well-balanced life.

We may have already reached the height of our career or we may still be moving toward the plateau. The company seems to be profitable and long-term employment seems to be assured. However, we are facing the merger-mania phenomenon, the burden of immediate return to share-holders, the poor productivity of the employees and the lack of will-power of the management to push through long-term research and development projects. Many top company executives manage the company through a financial balancing act to make the books attractive and to keep the appetite of the share-holders satisfied. The resources are not used wisely for the company but are used to keep the top executives in power. How long can this last?

One day, the storm suddenly rushes ashore and we lose our work opportunity. Do we have the inner strength, the qualities of a likeable person, the trade name and the network to wade through the storm. We should build up our trade name and our network of associates in and outside of our work place. It should benefit our career development during calm years and it also sustain our professional accomplishments during the turbulent period.

### 1. QUALITY OF A LIKEABLE PERSON

Over 70% of the people lost their jobs due not to lack of ability, but to a personality conflict. If people like you, they will forgive you just about any mistake. If you are not well-liked, you will not make it even if you reach your target on every assignment. People will help you to fail when they have the opportunity despite your contributions to the company.

In Newark Airport, an executive was rushing to catch a flight. Due to the improper handling of his luggage, he



cursed the porter loudly; His manner was rude. No matter how loudly the executive abused him, the porter pushed the cart as if he did not hear him. A few minutes later, the porter returned whistling a joyful tune. One bystander was curious enough to inquire about his gracious tolerance. The porter replied "you know, he is flying to Miami Beach, but his luggage is going to Kalamazoo".

During Reagan's presidency, there were so many disasters and scandals. At one incidence in 1983, over 241 U.S. marines were killed by the Shi'ite extremists in Beirut, Lebanon. There was Koreangate, TWA hijacking and the Iran Contra case. Top assistants in his administration lobbied for special interest groups. After leaving the presidency in early 1990, he went to Japan and collected 2 million dollars. If someone else was in the Whitehouse, he could have been impeached or forced to resign. How come Mr. Reagan was not scratched a bit? Many analysts believe that his tremendous personality and communicating skills made people like him and forgive him whatever he had done wrong.

What are the qualities of a likeable person?

-He is Optimistic:

An optimist is a person who continually engages positive thinking. "An optimist responds to the disappointment by formatting a plan of action and turns the disappointment into strength". An old saying " The pessimist sees difficulties in every opportunity and the optimist sees the opportunity in every difficulty".

-He laughs easily, especially at himself:

A likeable person has a cheerful heart and takes or gives criticism well. Laughter can serve as an icebreaker. At the tense moment, disarm your adversary with humor and laughter. As the proverb says " A cheerful heart is good medicine, but a crushed spirit dries up the bone". People likes to be associated with cheerful persons.

-He has the ability to make others comfortable:

" A likeable person keeps his/her emotion under control and therefore puts others at ease. He is honest and accept others for who they are. He is a good listener and a helpful colleague. He is not overly aggressive and will not respond to assignment or request with an immediate answer of impossible, sarcastic remarks or high pitch-tone of disapproval".

2. PREPARE TO BE AN ASSISTANT BEFORE MATURING TO A LEADER:

" A leader is either praised or criticized and is living in the midst of firing tongues or every form of malice". To become an effective leader, a person must learn how to behave as a subordinate. A potential leader will

- not criticize his supervisor/colleagues for the sake of criticizing, especially in the area of technical issues and management style.
- Give constructive suggestions instead of disruptive criticism.
- Be a trustworthy assistant. Once the assignment is given, your supervisor knows that he does not have to worry about your dedication and effort.
- Give credit to his supervisor. Taking care of your subordinates is very important in the management of your department. Your self-esteem or self-perceived importance is enhanced. However, to support your supervisor, you have to humble yourself. It is not an easy task. This is the area where most of the professionals fail.
- Be a good team player; once the decision is made, do everything possible to support the decision even though you may not agree with the decision.
- Be a good salesperson. To convince others that your services are good and essential to their projects, you have to know how to be a good salesperson. The experience of a successful sale( convincing your colleague) is exciting.
- Keep close contact with the audience and get the users involved. "Car salesman Joe Girard sold twice as many cars as whoever was in second place for 11 years. He sent out over 13 thousand cards to his customers every month." MIT's Von Hippel studied the source of innovation process of scientific instrument and found out:

11 out of 11 innovations and 56 of 66 major improvements were from the users".

3. TIME MANAGEMENT:

- At the end of the day, device a game plan for next day by making up a check list of the works to be done. Do not list too many items. After completing each task, cross it out and reward yourself with a cup of tea. The feeling of crossing out a completed task is gratifying.
- Concentrate and take breaks. There is a Greek saying " The over-extended bow will snap".
- Avoid clutter. Spring away from inertia and apply radical surgery to the problematic area.

- Delegate and cultivate your subordinates. By doing so, you build up the team and save yourself time in the long run.
- Master the art of deskmanship. We spend 7 to 8 hours in bed, so we buy the best bed to have comfortable sleep. We spend 7 to 8 hours in office and it is logical to have a comfortable and organized desk. All the mail and work to be done should be arranged in priority and placed on a side table where you can not see them when you sit in front of your desk. Piled documents on your desk tends to distract your concentration and create frustration and even depression because they are the constant reminder of the unfinished backlogs.
- Get rid of effectiveness-killing emotion and keep your attitude up on a down day.

4. DIAGNOSE AND DISSIPATE WORK PRESSURE:

- Be honest with yourself and find out the sources of your pressure - tight project deadline? careless attitude of your subordinates toward the project? relating to others? questionable loyalty to your supervisor? engaging poison pen contest? corporate interference of your decision? confronting with cupbearer of powerhouse? comparing your publications, promotions or salary increases to others?
- Minor adjustment of our attitude or the way we interact with the colleagues may be all it takes to relieve the work pressure. " There was once a statistician who felt his eyes pops out and ears ring once he steps into his office. He felt frustrated and had a talk with his supervisor. His supervisor suggested that he see a psychotherapist. He followed the suggestion and felt good after completing the session with the psychotherapist. However, when he stepped into his office the next day, the same feeling came back - his eyes popped out and his ears rang. He went to see his supervisor again and told him what had transpired. His supervisor asked him to see a physician and to have a complete physical check-up. The doctor told him that he had 6 months to live and he should be prepared for that. The next day he quitted his job and sold his house and the belongings. He told himself that he is going to enjoy his life. He bought an expensive sport car and a large sailboat. He went to the tailor to have his shirts custom-made. The tailor gave him the measurements of his arm, leg, waist and neck. The tailor told him that he wears size 34 with 15 inches neck size. This statistician told the tailor that he always wears a 14 - inch neck - size shirt. The tailor replied "no, you should wear 15 inches ". The

statistician insisted that he wears 14 inches. The tailor tried again and said " it is your decision as to what size of shirt to wear; however, if you continue to wear the 14 - inches shirt, your eyes will pop and ears will ring".

Often in our office, it only takes a minor adjustment of one inch of our attitude to solve our problem. We do not have to quit our job.

5. CHANGING JOB- GRASSES ARE GREENER OVER THE OTHER SIDE OF THE HUDSON RIVER?

" It is the time to change the job again". This thought may have come to your mind many times in your career life. It may be necessary to do so to broaden your experiences. Every company has its share of problems. The problem you perceived in your company may exist in other companies and the severity of the problem may even be worse. Are the grasses greener on the other side of the Hudson river? It looks greener from this side. It may be just artificial turf. It may be even worse, the green-painted concrete deceptively reflects the greenish feeling at the setting of descending sun by the bank of Hudson river. Changing a job is not necessary the solution of your unhappiness, changing a job should be for the sake of obtaining diversified experiences and increasing our networking.

6. NEVER MAKE MOST A IMPORTANT DECISION WHEN YOU ARE IN THE WORST MOOD:

Many professionals make their major career decisions in a hurry and regret it later. The same unhappiness of the previous employment happens again in the new environment. "A father and a son walked into the wood in their backyard. They cut down a dead tree for firewood. When the spring came, the son noticed that the remaining trunk starting to bud with the new life. He asked his father why the dead tree became alive again. The father said that he thought the tree was dead and cut it down for firewood. It did not actually die. Son, said the father, a lesson can be learned here. Never make your most important decision when you are in your worst mood. Tough times never last, but tough people do".

7 YOUR MENTOR:

An influential mentor enhances your chance to carry out your assignment with sufficient support. He also creates

a pleasant working environment for you. However, you should not allow the image to be set in that your performance or accomplishment was the consequence of the privileged treatment by your mentor. Your mentor may become your worst asset when the tide changes. You may suddenly find yourself in the exodus bus. Therefore, a good mentor is helpful in the career advancement only if you have a likeable personality, ability and dedication to match.

8. YOUR TRADENAME:

One summer day I was driving with my wife and two boys in the open country of the New York state. We were on the road for 4 non-stop hours. The boys became cranky and complained of thirst and hunger. We were driving mile after mile and no restaurant was in sight. We all became tired and irritable. Suddenly, the sign of golden arch of McDonald appeared, and we all had the feelings of great relief. Why was so? In the time of our need, we all know what can be expected from McDonald - a tradename of quality food, reasonable price, clean bathroom. We all like it.

Each one of us has a tradename among our colleagues. What is your tradename? Diligent worker? technical know-how? helpful team player? pleasant employee? a loyal subordinate? or a considerate supervisor? A good tradename will carry you very far, especially in the time of promotion or job changing.

9. NETWORKING WITHIN / OUTSIDE COMPANY:

Keep in touch with friends inside / outside company. A good tradename enhances the networking. During networking, project yourself as a thoughtful, positive, pleasant and knowledgeable professional instead of a gossip or complainer. Helping friends in need is one of many ways of establishing your network.

CONCLUSION:

If you are a pleasant, positive and diligent employee, you may have already reached the height of your career. Long term employment seem to be assured. Unexpectedly the storm comes one day. Do you have the inner strength, good family ties, the tradename and networking to weather the storm? Let me repeat again. What is your tradename and network of contact? To establish your tradename and maintain a close network requires time and effort. I would like to quote Art Linkletter's saying to conclude the presentation.

" Do a little more than you are paid to,  
Give a little more than you have to,  
Try a little harder than you want to,  
Aim a little higher than you think possible,  
Give a lot thanks to God for your health, family  
and friends"

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國內概率與統計界學者于 1990年10月23日至29日在風景如畫的浙江省建德縣千島湖畔舉行概率統計學會的第四屆全國年會。第五屆時間序列會議作為會議的一部份同時舉行。自1986年在安徽潛山舉行第三屆全國會議以來，國內概率統計界學術隊伍有了很大發展。報名參加這次會議的人近500名。由於會議的接待能力有限，實際出席會議的代表共286人。40歲以下的中青年學者約佔到會人數的2/3，說明概率統計學科的新生力量正在迅速成長。

第三屆理事長嚴士健教授在10月23日下午的開幕式上做了工作報告。報告中列舉大量事例說明四年來我國概率統計學術研究取得了豐碩成果，學術隊伍不斷發展壯大。並就以下幾個方面總結了學會四年來的工作：

- 1: 協助南開大學數學研究所舉辦1988-1989概率統計年活動。
- 2: 協助有關單位舉辦了多次國際學術會議。其中包括1986年在日本九州大學舉行的第二屆中日統計學討論會，1989年在日本創價大學舉行的第三屆中日統計學討論會，1987年在北京舉行的中美統計學會議，1990年9月在武漢大學舉行的中法概率統計討論班和1990年12月在香港舉行的泛華統計學會的第一次統計研究的近代發展會議等。
- 3: 積極聯繫參加國際學術組織。
- 4: 努力辦好學會的學術期刊〈應用概率統計〉。
- 5: 支持學會下屬各專業委員會的學術活動。例如：正交試驗設計法討論會，工科院校概率統計教學研究與成果交流會，第四屆時間序列分析學術會議，第三屆概率統計計算學術討論會，第六屆多元統計分析會議等；
- 6: 推薦出版概率統計書籍。
- 7: 合作編輯〈概率論在中國〉和〈數理統計在中國〉，促進中外概率統計界的交流。

〈應用概率統計〉雜誌主編陳希儒教授在開幕式上就雜誌的編輯出版工作作了報告。會議進行了緊張熱烈的學術活動。11位學者應邀作了45分鐘的大組報告，反映了當前學科發展的一些熱門話題和國內在若干方面取得的突出成果，受到與會者的一致好評。250餘名代表在6個分會場分別作了20分鐘的專題報告，涉及基礎概率、隨機分析、多指標過程、馬氏過程、粒子系統、極限定理、時間序列、統計決策理論、非參數統計、實驗設計、迴歸分析、多元分析、抽樣調查、可靠性及其應用、數據分析等眾多領域。本屆學術報告的一個特點是應用方面受到更廣泛的重視，取得的應用成果比歷屆都好。

會議的另一項重要議程是選舉第四屆理事會。經過醞釀協商，全體代表用無記名投票方式選舉產生了由35人組成的新理事會。在新理事會議上選出了常務理事，並選舉成平為理事長，汪嘉岡，安鴻志為副理事長，程士宏為秘書長，同時一致通過授予梁之舜教授名譽理事稱號。

## 會員通訊：

### Recent publications:

邱博煌 (Chyou, Po-Huang)

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### News :

藍光國 (Lan, Gordon)

Alumni Honoree, Dept. of Biostatistics,  
University of North Carolina-Chapel Hill,  
May, 1990.

楊志明 (Young, Sarah T.)

Sarah Tung has changed her name to Sarah T. Young  
and joined the Scientific Statistics and Computing  
Support department at Smith Kline Beecham Pharmaceaa-  
tical. Sarah received her Ph.D. in Statistics from  
Univ. of Delaware in 1989.



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\*\*\*\*\*

徵聘統計及相關研究領域之研究人員數名。歡迎對研究工作有熱誠，興趣者加入。請洽：

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Taipei 11529  
Taiwan, R. O. C.

# 國立中央大學統計研究所

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國立中央大學統計研究所碩士班成立於民國六十八年，博士班亦於民國七十六年成立。碩士班目前分數理統計組與應用統計組，預計兩、三年後研究生人數將超過六十人。我們竭誠地歡迎具有統計博士學位者（有經驗或專長於統計計算者更加歡迎！），客座或專任不拘。

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臺灣中壢  
國立中央大學  
統計研究所

Graduate Institute of Statistics  
National Central University  
Chung-Li, Taiwan, R.O.C.

## 誠徵統計人才

國立清華大學已於一九八八年八月成立了統計學研究所，目前前有碩士班與博士班學生約三十名左右，本所擬徵求具統計或生物統計博士學位之人才兩名。工作內容為研究所統計課程（每週六小時）以及獨立或與他人合作研究。清華大學的圖書及期刊齊全，計算機設備良好（有 CDC Cyber 840, Work Station 等）研究環境相當不錯。有興趣者請於 1991 年三月初前寄經歷表、三份介紹信及著作至

「臺灣省 新竹市 30043  
國立清華大學統計學研究所  
張德新收」

# 淡江大學數學系

淡江數學系分數學及數理統計二組，現有專任的老師二十二位，其中十八位具有博士學位。研究所設博士、碩士班，共有研究生四十餘位。目前仍有教授、副教授缺額數名，殷切盼望對教學、研究有熱誠、有興趣之學者加入我們的陣容。

淡江校園環境優美、空氣清新，數學系同仁間相處融洽，沒有派系，將是您工作的理想環境。有意者請檢備學位證書影本、履歷表、成績單各一份，介紹信兩封，於1991年3月31日前寄至

臺灣 淡水 淡江大學 數學研究所

Institute of mathematics, Tamkang University, Tamsui, Taiwan

鄭惟厚 教授 收

Dr. Wei Hou C. Hu

# 輔仁大學誠徵統計人材

輔仁大學統計系成立有年，現擬擴增、發展。有教授及副教授缺兩、三個。誠邀對研究及教學有興趣之統計博士加入陣容。

輔仁大學校園環境優美，不在喧鬧及污染空氣之臺北市中心區裡。有意同來推展本系的全仁們，請於1991年5月1日前檢備履歷壹份及介紹信兩、三封逕寄

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輔仁大學 統計系

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### AIMS & SCOPE

The International Journal of Software Engineering and Knowledge Engineering is published quarterly, March, June, September and December of each year. It is intended to serve as a forum for researchers, practitioners, and developers to exchange ideas and results for the advancement of software engineering and knowledge engineering. Three types of papers will be published:

- Research papers reporting original research results
- Technology trend reviews reviewing an area of research in software engineering and knowledge engineering
- Survey articles surveying a broad area in software engineering and knowledge engineering

The journal IJSEKE is complemented by the annual International Conference on Software Engineering and Knowledge Engineering held in June each year.

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### SOME PAPERS

Decidability of the Word Problem for Free Semigroups Satisfying  $t^a = t^{a+b}$  for  $a-b \geq 6$ . (J McCommond)  
Constant Depth Periodic Circuits (H Straubing)

Inverse Monoids and Rational Subsets of Related Groups (J B Stephen)

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# CONSTITUTION OF THE INTERNATIONAL CHINESE STATISTICAL ASSOCIATION

## ARTICLE I. NAME

The name of this organization is the International Chinese Statistical Association, hereinafter called the Association.

## ARTICLE II. OBJECTIVES

The Association is a non-Profit organization. The Association is organized, and will be operated, for educational, charitable, and scientific purposes only. Its objectives are:

\* to promote the theory and applications of statistical disciplines through scholarly activities, including publication of journals in statistics and probability, scientific meetings, and other educational programs;

\* to broaden applications of statistical techniques in all areas of society, including industry and government;

\* to promote better understanding and interest by the general public in statistical methodology and related applications;

\* to promote better communication through the development of standards and common terminology;

\* to foster cooperative efforts among educational, research, industrial, and governmental personnel in statistical activities.

The objectives are pursued without regard to race, creed, color, sex or nationality.

## ARTICLE III. MEMBERSHIP

The Association may have different categories of members, including individuals and organizations. An individual or organization who is interested in the objectives of the Association may apply to become a member. The right to vote, to sign referendum petitions, to hold office, and to sign nominating petitions shall be limited to individual members.

## ARTICLE IV. SECTIONS AND DISTRICTS

Sections and Districts shall be encouraged to develop and explore ways to vigorously pursue the objectives of the Association, including meeting on matters of specialized interest such as current research and findings in a specific area, expository sessions on a single topic, or in-depth discussions of applications in a new field or of a new type.

(i) Sections: Sections may be established by the Board of Directors in order to promote the objectives of the Association. Each Section shall cover a field of statistical methods, theory, or applications which is sufficiently broad to represent active interests within the scope of the Association.

(ii) Districts: Geographic Districts shall be established by the Board of Directors as provided in the By-Laws. Each member shall belong to one and only one District based on the member's mailing address.

## ARTICLE V. BOARD OF DIRECTORS

The Board of Directors is the policy and legislative body of the Association. Its actions are subject to the referendum of individual members as indicated in the By-Laws. The Board of Directors shall consist of at least nine (9) individuals, including the President, President-Elect, Past President, one person from each Section and each District. All members of the Board of Directors shall be members of the Association.

## ARTICLE VI. OFFICERS

The officers of the Association shall be the President, President-Elect, Past President, Secretary and Treasurer. Secretary and Treasurer are appointed by the Board of Directors and shall be eligible for immediate reappointment after completing a full term.

## ARTICLE VII. METHOD OF ELECTION

All individual members shall be eligible to vote for the positions of President-Elect, President and Directors for the initial term or if such a nomination is made under provisions of the By-Laws. Only the individual members in each Section shall

be eligible to vote for the officers of that Section. Only individual members of each District shall be eligible to vote for the position of Director from that District.

#### ARTICLE VIII. TERMS OF OFFICE

Once elected the position of President-Elect, the incumbent shall serve a three-year term. The first year shall serve as President-Elect, the second year as President, and the third year as Past President.

Each section and each District shall elect one Director for a three-year term, except the Board of Directors may provide initial terms of one or two years in order to facilitate election of an approximately equal number of such Directors annually, and final terms of one or two years in order to facilitate any changes of Sections or Districts. No Section or District Director completing a full term shall be eligible for immediate re-election to the same office.

Terms of office of five years or less shall be fixed by the Board of Directors for the Secretary and Treasurer. The Chair-Elect of each Section shall serve a one-year term, and at the end of this term automatically become Chair for a one-year term. No chair shall be eligible for immediate re-election to the office of Chair-Elect of the same Section.

Terms of office shall end, and new terms shall begin on January 1, but each office holder shall serve until a successor takes office. No individual may serve in two capacities on the Board of Directors.

#### ARTICLE IX. COMMITTEES

The Committees of the Association shall consist of the Standing Committees, which are named in the By-Laws, and such Current Committees as may be established by the President or the Board of Directors as the situation warrants.

#### ARTICLE X. PUBLICATIONS

Publications of journals and other periodicals, reports, proceedings or other publications may be authorized in the By-Laws or by vote of the Board of Directors.

#### ARTICLE XI. MEETINGS

The Association shall have at least a general meeting each year held at a time and place designated by the President with the consent of the Board of Directors.

#### ARTICLE XII. AMENDMENTS

Amendments to the Constitution may be proposed by the Board of Directors or by a petition signed by ten percent (10%) of the individual members. An amendment originated by petition shall be referred to the Board of Directors for its recommendation as to ratification. Regardless of the recommendation of the Board of Directors, an amendment proposed by petition must be submitted for vote at a general meeting. At least thirty (30) days' written notice shall be given, and a copy of the proposed amendments shall be sent with such written notice, to the Membership of the meeting in which there is to be a vote to amend the Constitution. A two-thirds affirmative vote of the members voting shall be required for ratification, provided that the number of affirmative votes exceeds twenty percent (20%) of the individual members.



# BY-LAWS OF THE INTERNATIONAL CHINESE STATISTICAL ASSOCIATION

## ARTICLE 1. MEMBERSHIP

1.1 Members. Members are classified into the following categories:

Individual members. An individual member shall be a person interested in the objectives of the Association whose application for membership is approved by the Board of Directors. The Board of Directors may delegate the function of approval.

Organizational Members. Institutions, corporations and other organizations interested in the objectives of the Association may be admitted to organizational membership by vote of the Board of Directors. The Board of Directors may delegate the function of approval.

1.2 Membership Year. The membership year for a member shall be the calendar year in which the member pays his/her membership dues.

1.3 Termination of Membership. Privileges of membership in the Association shall be automatically suspended if a member has failed to pay his/her dues for six months following the mailing of the first renewal notice. Membership may be terminated upon a finding by a two-thirds vote of all the members of the Board of Directors that a member has acted in a manner detrimental to the Association, provided that prior to voting the Board has given notice to the member describing the charges against the member, and there has been due opportunity for a response and a hearing by a committee appointed by the Board.

## ARTICLE 2. FINANCE

2.1 Dues and Subscriptions. The Board of Directors shall have the responsibility of drawing up the schedule of membership dues (both individual and organizational) and subscription rates. This schedule may provide for a special rate to students for a limited number of years, to

members fully retired from employment, to husband and wife in case they agree to receive a single copy of publications and notices, and to such other groups as designated by the Board of Directors. Any new schedule of dues and rates shall be announced in a newsletter and shall become effective at the beginning of the next calendar year unless, within a period of four weeks after the mailing of a newsletter, a referendum is requested as provided in ARTICLE 4 of these By-Laws.

2.2 Fiscal Year. The fiscal year shall be the calendar year.

2.3 Financial Authority. All funds of the Association shall be deposited with the Treasurer, who shall make disbursements therefrom under regulations of the Board of Directors. With the approval of the Board of Directors, the Treasurer may delegate to an assistant the powers aforementioned as well as the power to sign checks, and access to safe-deposit boxes.

2.4 Publication of Financial Reports and Audit. The Treasurer shall submit to the Board of Directors, within one month of the end of each half fiscal year, a current statement of the Association's financial condition, including assets, liabilities, income and expenditures. This may be done at a meeting or by mail. The Treasurer shall also make a financial report to the Board of Directors within four months after the end of each fiscal year. This annual report shall be audited by a professional accountant selected by the Board of Directors. The auditor's report shall be published with the Treasurer's report in a newsletter.

2.5 Financial Relationship with Members or Units of the Association. The Association shall not be responsible for the debts or expenditures of any of its members or units (e.g., Sections, Districts, etc.) unless such debts or expenditures are authorized by the Board of Directors.

2.6 Financial Relationship with Cooperating Societies. The Board of Directors may delegate to the Secretary or Treasurer the authority to negotiate financial arrangements with cooperating societies in connection with publications or other joint activities, subject to approval by

the Board of Directors within the limitations provided in ARTICLE 5, Section 5.3 of the By-Laws.

### ARTICLE 3. MAIL BALLOT

3.1 Quorum. In any mail vote of the Association's membership, all ballots received within a period set by the Board of Directors shall be counted and considered a quorum.

3.2 Balloting. If an election involves more than two candidates, the system known as approval voting will be used. Regardless of how many candidates there are or how many places are to be filled, under approval voting the voter may vote for any number of candidates, but may not cast more than one vote for a candidate. Winning candidates are those with highest numbers of votes. Any tie will be broken by random selection.

### ARTICLE 4. REFERENDUM

Upon petition of at least 25 individual members of the Association, any action of the Board of Directors shall be subject to a referendum of the membership. The proposed referendum shall be published in a news letter. Within 30 days after publication, a mail ballot of the individual members shall be taken. The will of the membership as expressed by a majority of those voting shall govern.

### ARTICLE 5. ASSOCIATION WITH OTHER ORGANIZATIONS

5.1 Definition. A cooperating or associated society is a nonprofit organization interested in the objectives of the Association and concerned with the advancement of the statistical method or of its application.

5.2 Procedure. The Board of Directors of the Association may enter upon cooperative working arrangements with such organizations for promoting the objectives of the Association. Such cooperative working arrangements may include:

a. The exchange of representatives or delegates to each others governing bodies of working committees;

b. The assignment of Association representatives to an allied body composed of two or more societies including the Association;

c. Cooperative administrative, secretarial, financial, conference and publications functions, and other cooperative working arrangements.

5.3 Limitations on the Procedures. No cooperative working arrangement may be entered into by the Board of Directors which:

a. Results in the Association losing its identity as a separate organization;

b. Violates any article of the Association's Constitution or By-Laws;

c. Requires the Association to allocate more than 5 percent of its annual revenue during any calendar year without receiving the equivalent in goods and/or services.

### ARTICLE 6. OFFICES

6.1 Methods of Nomination. Three months before the annual meetings, the Nominating Committee shall submit at least two nominations for President-Elect and two nominations for President if the President-Elect is vacated before February 1, unless it was vacated because the President-Elect became President. The Nominating Committee shall also submit at least two nominations from each Section and each District at due times for the Section Director and District Directors. Additional nominations for Directors may be made by a petition signed by at least 25 individual members or 5 Directors.

Two months before the annual meeting, the Secretary shall mail to individual members a ballot for the election to office from the persons nominated, along with a brief biographic sketch of each nominee.

The Secretary, the Treasurer and the Editors of each periodical shall be appointed by the Board of Directors. If an initial procedure is required for a new office, the Board of Directors shall determine the procedure for nomination and election for initial terms.

6.2 Vacancies in Office. Except as provided for below, or in ARTICLE 6, Section 6.1, the Board of Directors shall fill any

vacancy on the Board which occurs between elections.

If a vacancy occurs in the office of President, the President-Elect shall become President for the remainder of the current term as well as for the entirety of the succeeding term. If a vacancy occurs in the office of President and there is no President-Elect at the time, the Board of Directors shall choose a President from among the members of the Board to serve for the remainder of the current term and an election will be held for President for the following term.

If the office of President-Elect is vacated prior to February 1 and is not due to the President-Elect assuming the office of President, a new President-Elect shall be chosen as part of the annual election. Unless conditions occur as described in the preceding paragraph, if a vacancy occurs on or after February 1, and is not due to President-Elect assuming the office of President, the Board of Directors shall choose a President-Elect from among the members of the Board, who will then become President for the succeeding term.

If a vacancy occurs in the office of Past President, the office shall remain vacant for the remainder of the term.

6.3 Duties. The President is the chief officer of the Association and shall preside at all meetings of the Board of Directors. Except as provided otherwise by the Constitution or the By-Laws, the President shall appoint the members of the committees of the Association and determine which member of each Committee shall serve as its chair.

The Past President shall serve as a special advisor to the President and a member of the Board of Directors. The President-Elect shall serve as a member of the Board of Directors and shall act as President in the event of the latter's absence or inability to serve.

The Secretary and Treasurer shall be responsible for the duties assigned by the Constitution and the By-Laws and for carrying out the policies determined by the Board of Directors. The Secretary shall prepare an annual report for the publication in a newsletter on the activities of the Association as a whole.

## ARTICLE 7. BOARD OF DIRECTORS

7.1 Members. Members of the Board of Directors shall be chosen as provided for in ARTICLE 6 of the By-Laws.

7.2 Meetings. The Board of Directors shall meet at least once a year. Meetings shall be held at the call of the President or on written petition signed by at least five members of the Board of Directors.

7.3 Powers and Duties. Except as otherwise provided by the Constitution or the By-Laws, actions of the Board of Directors shall require a majority of those voting and the presence of a quorum. The quorum for the Board of Directors is a majority of its members.

As the policy-making and legislative body of the Association, the Board of Directors shall make all decisions of policy. It shall adopt rules for the conduct of its business in harmony with the Constitution and By-Laws; shall appoint representatives to cooperating societies and other agencies.

## ARTICLE 8. SECTIONS, CHAPTERS, AND DISTRICTS

8.1 Sections. Sections may be established by the following procedure: Any group of 25 or more individual members of the Association (hereinafter called the sponsors) shall prepare a proposal for the formation of the new Section. This should include a charter and a documentation of purposes for the new Section.

The proposal and petition will be submitted to the Board of Directors for review and comment. The Board will then send the proposal to each existing Section for comment.

Following review by the Board and receipt of comments from the existing Sections, the proposal will be returned to the sponsors for possible revision. The Board of Directors must consider the final proposal for approval or disapproval. If approval is not granted, the Board should provide guidance as to the reason for this action. If approval is given by the Board, at the time of the next annual election, the members will be asked to designate whether they desire to be members of such a new Section by signing a petition to that effect. (The petition will be prepared by the sponsors.) If at least 5

percent of individual members sign such a petition, a new Section shall be created as of the beginning of the next calendar year. The President, with the consent of the Board of Directors, shall appoint the officers of the Section to serve until officers are elected by the Section members at the time of the next annual election.

The Board of Directors may dissolve a Section, of the Committee on Sections, if (a) it has become inactive, (b) the membership is less than 5 percent of the total membership of the Association, (c) at least 25 percent of its members request dissolution, or (d) it is determined by the Board of Directors that its continuance would be detrimental to the best interest of the Association.

8.2 Chapters. Each Chapter shall be governed by a constitution which is consistent with the Constitution and By-Laws of the Association and provides for an annual meeting and annual election of officers. A copy of the Chapter constitution together with all subsequent amendments must be filed with the Secretary of the Association.

All individual members residing in the area served by a Chapter shall be eligible for membership in that Chapter. Other persons may join the chapter as local associates. Only individual members of the Association may serve as President or Secretary of a Chapter.

8.3 Districts. Districts shall be established by the Board of Directors according to the geographic location and membership distribution. The Board of Directors must review the District boundaries at least every 10 years. Taking into account whatever changes have occurred in the geographic distribution of the membership during this period, the Board of Directors may revise the Districts when the Board deems it desirable to do so.

## ARTICLE 9. COMMITTEES

9.1 Types of Committees and Terms of Memberships.

The Committees of the Association shall consist of the Standing Committees as provided by the By-Laws and such Current Committees as may be established by the President or the Board of Directors. Current

Committees may be established in order to carry through one project or to give voice to the Association in areas of special interest. Each committee shall prepare an annual report to the Board of Directors. Current committees established in accordance with this article may be dissolved at any time by majority vote of the Board of Directors.

The terms of membership on Standing and Current Committees, when not specified in these By-Laws, shall normally be three years. Except for ex officio members, no member may serve on a committee for more than six consecutive years without Board approval. Members of committees shall serve until their successors are appointed or elected.

Each Committee shall be governed by a Chair appointed by the President. All members of Standing and Current Committees shall be individual members of the Association.

9.2 Standing Committees. The Standing Committees are listed below.

A. Program Committee. The Program Committee for a given year shall consist of the previous year's Chair of the Committee and two individual members appointed by the President. The Committee shall be responsible for planning, coordinating and arranging the annual meeting.

B. Finance Committee. The Finance Committee shall consist of the Treasurer as Chair, and two individual members appointed by the President. Its duties shall be determined by the Board of Directors.

C. Nominating/Election Committee. The Nominating/Election Committee shall consist of four members appointed by the President with the consent of the Board of Directors. The Committee shall make nominations for office as provided in ARTICLE 6 of the By-Laws and certify to the Board of Directors the outcome of the voting upon candidates for office and upon referendum to the members. As needed, the Committee shall also concern itself with developing mechanisms to insure proper conduct of elections. The four members shall serve staggered two-year terms. No member may serve more than one consecutive term.

D. Publication Committee. The Publication Committee shall be constituted as described in ARTICLE 10 in the By-Laws.

E. Constitution Committee. Not more than eight years after the adoption of the Constitution and By-Laws, a Constitution Committee shall be appointed by the President for the purpose of reviewing the Association's Constitution and By-Laws, and preparing a revision if necessary, to be submitted to the membership not more than ten years after the adoption of this Constitution, in accordance with provisions and exceptions of ARTICLE XII of the Constitution. In the event that a major revision of the Constitution and By-Laws is considered by the Constitution Committee, requiring a great deal of time, the Board of Directors may extend the life of the current Constitution and By-Laws for one year at a time.

#### ARTICLE 10. PUBLICATIONS

10.1 Editorial Boards. Each periodical published by the Association shall have an Editorial Board, consisting of all its Editors and such other personnel as may be designated by each Editor.

10.2 Publication Committee. The Publication Committee shall consist of the Board-appointed Editors of each periodical published or co-owned by the Association, the Secretary (ex officio), and non-editor members of the Association at least equal in number to the number of editors. The non-editor members shall be appointed by the President with the consent of the Board of Directors and one of these members shall be designated as Chair. The non-editor members shall be appointed for three-year terms, with one-third of these members retiring at the end of each year. Proposals for the publication by the Association of periodicals, directories, special reports, books or other professional material, or for publication in cooperation with other societies or organizations of such materials, shall be referred to the Committee for its recommendations, prior to action by the Board of Directors. The Committee shall generally supervise the publication policy of the Association and make recommendations to the Board of Directors with respect to the

editorial policy of the Association's various publications.

10.3 At suitable intervals, a directory of all classes of members, the Constitution and the By-Laws of the Association shall be published and sent to each member.

#### ARTICLE 11. RESOLUTIONS

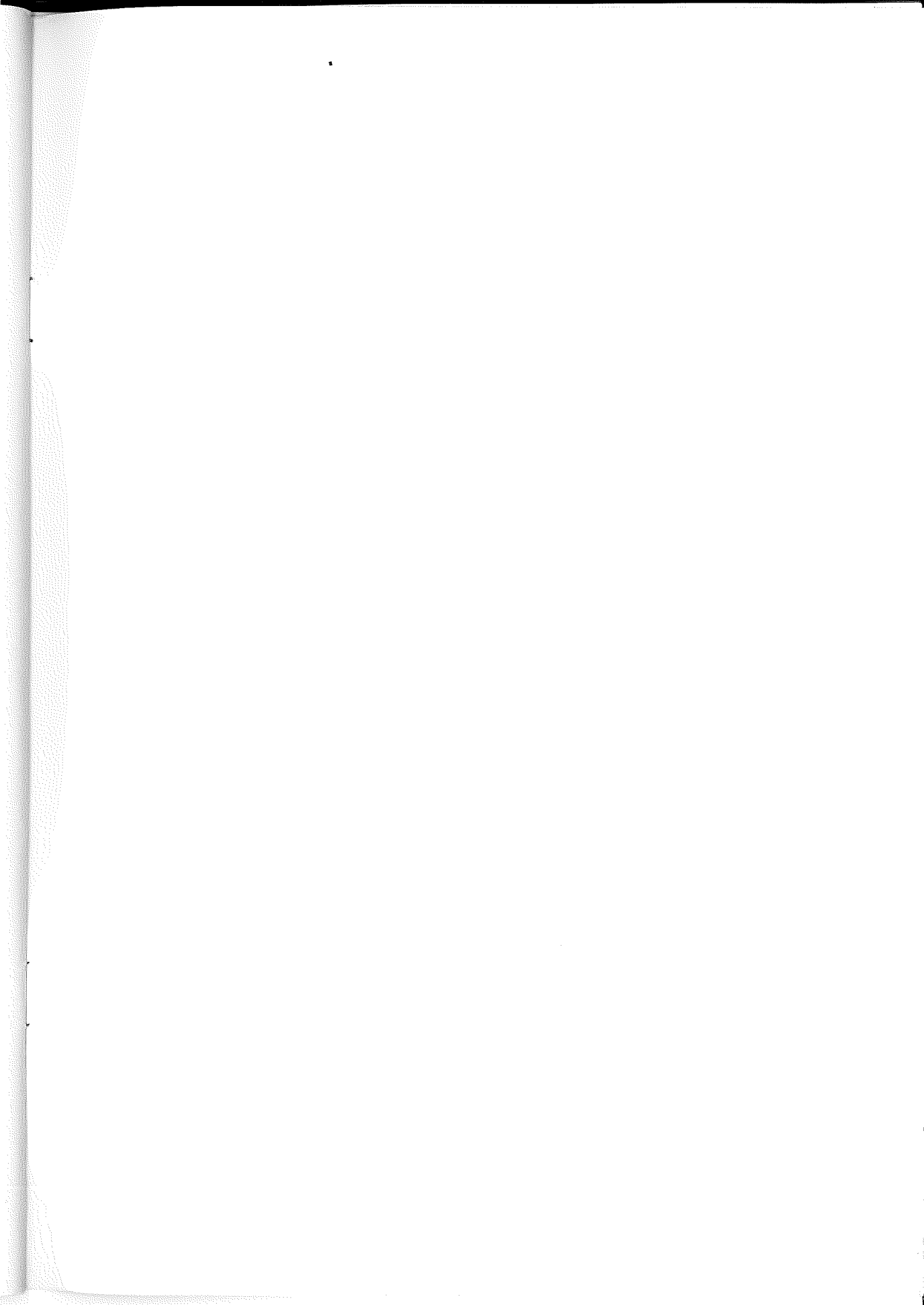
11.1 In no case shall the name of the Association be used in connection with any partisan or political issue, except insofar as the resolution of the Association refers solely to a matter involving the interest and objectives of the Association. Such a resolution shall require a favorable vote by at least two-thirds of the entire Board of Directors before it may be released for publication or transmission outside the Association. When there is doubt as to whether an issue is to be considered partisan or political, a majority vote of entire Board of Directors shall be required to declare it not partisan or political.

11.2 Resolutions and recommendations of Districts, Sections or Committees of the Association shall be so phrased as not to commit the Association or its membership.

#### ARTICLE 12. AMENDMENTS TO BY-LAWS

12.1 Proposal. Amendments to the By-Laws may be proposed by the Board of Directors or by a petition signed by at least 25 individual members. An amendment originated by petition shall be referred to the Board of Directors for its recommendation as to ratification.

12.2 Ratification. Following action by the Board of Directors, the Secretary shall publish a copy of the proposed amendment and the results of the Board of Directors' vote on recommending ratification in the next issue of a newsletter, inviting comment. At least four weeks shall elapse between publication and the vote on an amendment. If, during this period at least 25 individual members of the Association so petition, the amendment shall be submitted to the individual members for a mail vote. A minimum of a two-thirds affirmative vote of the individual members voting shall be





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