

### **Director del Instituto Internacional de Estadística (ISI), con sede en Holanda (1987-1989)**

- El ISI es la Academia Mundial de Estadística. Es el organismo científico internacional más antiguo de todas las ciencias.
- Principal Organización Científica Internacional en su campo, que agrupa a las asociaciones de estadística y a las agencias nacionales oficiales y multinacionales de estadística. Nombrado por un Comité Internacional fue el primer ciudadano no europeo elegido para dirigir dicho Instituto creado en 1885. Un anterior director fue el Profesor Jan Tinbergen, primer premio Nobel en economía.
- Respaldó el desarrollo de metodología y la difusión de lecciones aprendidas para la promoción de datos estadísticos con metodologías homogéneas a escala mundial.
- Dirigió el programa de investigación del ISI, incluyendo la difusión de la Encuesta Mundial de Fecundidad
- Dirigió el programa editorial de dicho Instituto.
- Actuó como Director de la Sociedad Bernoulli de Probabilidad y Estadística y de las Asociaciones Internacionales de Estadísticas Oficiales, Estadísticas de Muestreo y de Educación Estadística.
- Organizó las Reuniones Mundiales de Estadística durante su periodo como Director.



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To whom it may concern,

I have been President of the International Statistical Institute (ISI) from September 1987 to September 1989. Prior to that I served for two years as acting President of the Institute.

During this period it was my duty to find a Director for the Institute's activities upon the retirement of the previous incumbent after decades of service. My world wide search identified Dr. Carlos Jarque as a potentially well qualified candidate. Before appointing him, I asked for and received numerous references from Mexico, the United States, United Kingdom, France and Australia. The references, from world famous statisticians and experienced administrators, unequivocally described Dr. Jarque as a truly exceptional person. On that basis the Executive Committee of ISI appointed him to the post.

At the time the Institute was in deep trouble. It had previously launched a research program which was to be self-sufficient but in fact was losing money at a rate which in a short period of time would have bankrupted us. The development of new programs was sorely deficient; the accounting system was operating on a cash flow basis, hiding serious future liabilities; office systems were running on an antiquated word processing machine (since broken down); staff morale was low; the head of the research program had left a few months earlier.

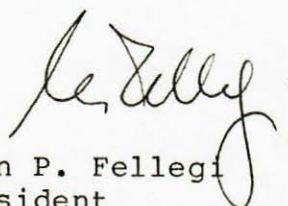
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In the miraculously short time of about one year Dr. Jarque turned the situation around completely. He succeeded in reducing the office staff by close to 50% (no mean feat in the face of Dutch labour law), had each of the remaining staff accept extra duties in good spirit, eliminated all other non-essential expenditure, generated a surplus or break-even on the Institute's numerous programs (research, administration, education, publishing), reorganized the office, represented the Institute in correspondence and on numerous international meetings (both scientific and with donor agencies), revitalized the scientific program, automated office operations. In summary, he completely turned around the Institute's situation.

Such an accomplishment would be wonderful if achieved over five years; it is truly exceptional when carried out in little over one year - with good morale being maintained in the office throughout the period.

Dr. Jarque is obviously very hard working. But he also possesses outstanding administrative qualities, creativity, good judgement in separating important from less important issues, leadership ability, and excellent interpersonal skills.



Ivan P. Fellegi  
President  
International Statistical  
Institute and Chief  
Statistician of Canada