

## ***Ian D. Clark***

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### ***Education***

Masters in Public Policy: Harvard University, J.F. Kennedy School of Government, Cambridge, Massachusetts (1970-1972)

Doctor of Philosophy (Physical Chemistry): Oxford University, Oxford, England (1966-1969)

Bachelor of Science (Honours): University of British Columbia, Vancouver, British Columbia (1962-1966)

### ***Awards and Honours***

Member of the Order of Canada, 2009

Honorary Doctorate of Laws, University of Victoria, 2008

J. E. Hodgetts Award for the best article in English in the journal *Canadian Public Administration*, 2007 (with David Trick)

The Queen's Golden Jubilee Medal for significant contribution to Canada, 2002

Senior Fellowship, Massey College, 1999

Kennedy School of Government Alumni Achievement Award, 1997

National Research Council Postdoctoral Fellowship, 1969

Rhodes Scholarship from British Columbia, 1966

## *Professional Experience*

- **University of Toronto** **2007 - Present**  
Toronto, Canada

*Professor.* The University of Toronto created the School of Public Policy and Governance in 2007 and Clark has participated in the professional development component of the curriculum, in the creation of the Public Policy and Governance Portal and in the student-run journal the *Public Policy and Governance Review*.

- **Council of Ontario Universities** **1998 - 2007**  
Toronto, Canada

*President and CEO.* The President, with a staff of 35, guides and supports the work of the 18 university executive heads and other senior administrators in advancing the Council's mission of providing leadership on issues facing provincially assisted universities by participating in the development of relevant public policy and fostering cooperation among the universities and the government.

- **KPMG Canada** **1996 - 1998**  
Toronto, Canada

*Partner, KPMG Canada and Research Director, KPMG Centre for Government Foundation.* Management consulting to a range of Canadian institutions on governance and management improvement issues. As Research Director of the KPMG Centre for Government Foundation Clark oversaw work into the implications of information technology on organizational design.

- **International Monetary Fund** **1994 - 1996**  
Washington, DC

*Executive Director.* Clark represented Canada, Ireland and ten Caribbean countries on the IMF's decision-making body. He was a member of the Budget Committee and the first chairman of the Executive Board's Evaluation Group.

- **Treasury Board of Canada** **1989 - 1994**  
Ottawa, Canada

*Secretary of the Treasury Board and (from 1993) Comptroller General of Canada.* Clark was the most senior official with full-time responsibility for the management of the federal public service, including public service reform, governance of Crown corporations, and regulatory policy. He oversaw changes in policies and legislation relating to financial practices, information technology, labour relations, employment equity, pensions, job classification and government reorganization.

- **Department of Consumer and Corporate Affairs** **1987 - 1989**  
Ottawa, Canada

*Deputy Minister.* Clark was responsible for a department of 2,200 people with a variety of policy, inspection and operating activities and a national service delivery structure. He oversaw the implementation of major changes in competition policy and patent law, as well as development of legislation respecting bankruptcy, trademarks, and lobbying.

- **Privy Council Office** **1982 - 1987**  
Ottawa, Canada

*Deputy Secretary (Plans).* Clark was responsible for the support to the Priorities and Planning Committee of Cabinet and for liaison between the Prime Minister and the Minister of Finance in preparing Budgets. He had oversight responsibilities for the Privy Council Office work respecting machinery of government, government communications and the legislative planning.

- **Ministry of State of Economic Development** **1979 – 1982**  
Ottawa, Canada

*Director, then Deputy Secretary (Operations).* Clark and his branch provided analytical support to the Cabinet Committee on Economic Development.

- **Department of Regional Economic Expansion** **1974 - 1979**  
Ottawa, Canada

*Director, then Director General (Analysis and Liaison).* Clark and his group provided policy and analytical projects to support the operations of the department.

- **Ministry of State for Urban Affairs** **1973 - 1974**  
Ottawa, Canada

*Executive Assistant to the Minister.* Head of the Minister's personal staff.

- **Treasury Board Secretariat** **1972 - 1973**  
Ottawa, Canada

*Analyst.* Clark began his career in the federal government as a junior officer in the recently-created Planning Branch of the Treasury Board Secretariat.

- **Division of Engineering and Applied Physics** **1969 - 1972**  
Harvard University, Cambridge, Massachusetts

*Research Fellow.* Clark conducted research on reactions in the stratosphere and undertook a study for the National Science Foundation on the role of scientific advice in the decision to cancel the commercial supersonic transport project.

### ***Boards and Committees***

- Accreditation Board for the Canadian Association of Programs in Public Administration (chair)
- National Advisory Committee on Postsecondary Education Statistics (chair)
- Departmental Audit Committee, Indian and Northern Affairs Canada (chair)
- Departmental Audit Committee, Health Canada (member)
- External Expert Panel advising the IMF on Activity-based Costing (member)
- Ontario Innovation Trust (member of the board)
- Institute for Public Administration of Canada, Toronto, Canada. Member of the Editorial Board for *Canadian Public Administration*
- Canadian Urban Institute, Toronto, Canada (member of the board)
- Blue Ribbon Panel on the Administration of Federal Grants and Contributions Programs (one of two panelists, 2006-07)
- Blue Ribbon Panel on Review of Toronto Councilors Compensation (one of three panelists, 2006)
- Military Judges Compensation Committee, Ottawa, Canada (one of three members, 1999, 2004)

### ***Publications and Presentations***

#### **Refereed and Invited Articles—Education, Management and Related Topics**

1. “The Public Policy and Governance Portal Project: Using Web 2.0 tools to specify examinable competencies taught in Canadian public policy and public administration masters programs,” 14th Annual Conference of the International Research Society for Public Management (IRSPM), April 5-7, 2010 ([http://www.irspm2010.com/workshops/papers/20\\_thepublicpolicy.pdf](http://www.irspm2010.com/workshops/papers/20_thepublicpolicy.pdf))
2. “Different Pipers, Different Tunes,” A review of *Selling Out: Academic Freedom and the Corporate Market*, by Howard Woodhouse, *Literary Review of Canada*, April 2010.
3. “A taxpayer view of university funding: Steve and Di’s evening on the Internet,” *University Affairs*, March 8, 2010, <http://www.universityaffairs.ca/a-taxpayers-view-of-university-funding.aspx>.

4. *Academic Transformation: The Forces Reshaping Higher Education in Ontario*, with Greg Moran, Michael L. Skolnik, and David Trick: Queen's Policy Studies, McGill-Queen's University Press, 244 pages, 2009.
5. "Professionalizing policy analysis in Canada," Invited Review Essay (reviewing *Policy Analysis in Canada: The State of the Art*; Edited by Laurent Dobuzinskis, Michael Howlett and David Laycock. Toronto: University of Toronto Press 2007) *Canadian Public Administration*, March 2008, Vol. 51, No. 1, pp. 171-179.
6. "From Red Tape to Clear Results: The Report of the Independent Blue Ribbon Panel on Grant and Contributions Programs," with Frances Lankin, February 2007, Treasury Board of Canada Secretariat, Ottawa, 140 pages. Cat. No: BT22-109/207 ISBN: 978-0-662-49799-8.
7. "Advising for impact: lessons from the Rae review on the use of special-purpose advisory commissions," with David Trick, *Canadian Public Administration*, Summer 2006, Vol. 49, No. 2, pp. 180-195.
8. "Distinguishing the real from the surreal in management reform: suggestions for beleaguered administrators in the government of Canada," with Harry Swain, *Canadian Public Administration*, Winter 2005, Vol. 48, No. 4, pp. 453-476.
9. "Special Features of the University Sector in Ontario," Edited Transcript of Remarks on *The Challenges Confronting Public Universities* at the University of Toronto Conference, *Taking Public Universities Seriously*, December 3-4, 2004, 5 pages, <http://www.utoronto.ca/president/04conference/downloads/clark.pdf>.
10. "Reshaping Ottawa's Centre of Government: Martin's Reforms in Historic Perspective," with Evert Lindquist and James Mitchell, in G. Bruce Doern, ed, *How Ottawa Spends 2004-2005 Mandate Change in the Paul Martin Era*, McGill-Queen's University Press, 2004, pp 317-347.
11. "Advocacy, Self-Management, Advice to Government: The Evolution of the Council of Ontario Universities," in *The University: International Expectations*, F. King Alexander and Kern Alexander, eds., McGill-Queen's University Press, Montreal, 2002.
12. Comments on "The challenge of change: Canadian universities in the twenty-first century" by David M. Cameron, *Canadian Public Administration*, Fall 2002, Vol. 45, No. 3, pp. 410-421.
13. "Building the New Managerialist State: Consultants and the Politics of Public Sector Reform in Comparative Perspective" invited review of book by Denis Saint-Martin, *ISUMA – Canadian Journal of Policy Research*, Vol. 2, No. 2, Summer, 2001, pp. 138-140.
14. "Distant Reflections on Public Service Reform in the 1990s," in *Public Service Reform: Progress, Setbacks and Challenges*, Office of the Auditor General, Ottawa, February 2001.

15. "Report on the Compensation of Military Judges" (with Peter deC. Cory and Roger Tassé), Military Judges Compensation Committee, Ottawa, August, 2000.
16. "Reforming the Canadian Financial Sector: Canada in Global Perspective," invited review of book edited by Thomas Courchene and Edwin Neave, *Canadian Public Administration*, Summer 1998, Vol.41, No. 2, pp. 321-324.
17. "Global Economic Trends: Implications for Canadian Governments," *Canadian Public Administration*, Winter 1996, Vol.39, No. 4, pp. 447-456.
18. "A Realistic Posture for Management in the '90s," in *The Dewar Series, Strategic Leadership for Public Service Renewal*, Canadian Centre for Management Development, 1996, pp. 1-17.
19. "The New Public Management: Canada in a Comparative Perspective," invited book review, *Canadian Public Administration*, Fall 1996, Vol. 39, No. 3, pp. 419-422.
20. "Inside the IMF: comparisons with government policy-making organizations in Canada," *Canadian Public Administration*, Summer 1996, Vol. 39, No. 2, pp. 157-191.
21. "Should the IMF Become More Adaptive?" *IMF Working Paper*, 96/17, February 1996, International Monetary Fund, Washington, DC
22. "Restraint, renewal and the Treasury Board Secretariat," *Canadian Public Administration*, Summer 1994, Vol. 37, No. 2, pp. 209-248.
23. "On Re-engineering the Public Service of Canada," *Public Sector Management*, 1994, Vol. 4, No. 4.
24. "Ethics in Human Resource Management: Basic Bargains and Basic Values," *Canadian Public Administration*, Spring 1991, Vol. 34, No. 1, pp. 37-43
25. "Public Service Accountability: The Basic Bargain," *Manager's Magazine*, Spring 1991, Vol. 2, pp. 16-19
26. "Special Operating Agencies: The Challenges of Innovation," *Optimum*, Vol. 22-2, 1991, pp.13-18.
27. "Legislative Reform and the Policy Process: The Case of the Competition Act," *Historical Perspectives on Canadian Competition Policy*, Institute for Research on Public Policy, 1991, pp. 227-238.
28. "Improving Government Service Delivery," *Business Quarterly*, Autumn 1990, Vol. 55, No. 2, pp. 85-89.
29. "Motivating Employees: Creative Use of the Carrot," *Manager's Magazine*, Spring 1990, Vol. 1, No. 3, pp. 12-16.

30. "Skills and Knowledge: Good Managers are Made Not Born," *Manager's Magazine*, Spring 1990, Vol. 1, No. 2, pp. 4-9.
31. "Management Challenge: Bridging the Gap," *Manager's Magazine*, Spring 1989, Vol. 1, No. 1.
32. "Encouraging Innovation in a Government Department," *Optimum*, 1989/90, Vol. 20-2, pp. 60-73.
33. "Recent Changes in the Cabinet Decision-Making System in Ottawa," *Canadian Public Administration*, Summer 1985, Vol. 28, No. 2, pp. 185-201.
34. "Expert Advice in the Controversy about Supersonic Transport in the United States," *Minerva*, Vol. XII, No. 4, October 1974, pp. 416-432.
35. "Emissions Measurement and the Testing of New Vehicles," (with Milton C. Weinstein) in Henry Jacoby and John Steinbruner, eds., *Clearing the Air: Federal Policy on Automotive Emissions*, Ballinger Publishing Co., Cambridge, Mass. 1973.

#### **Refereed and Invited Articles—Physics and Chemistry**

1. "Optical Emission from O(<sup>1</sup>D) and O<sub>2</sub>(<sup>1</sup>Δ<sub>g</sub>) in Ultraviolet Photolysis of O<sub>2</sub> and CO<sub>2</sub> II" (with J.F. Noxon) *J. Chem. Phys.*, 57, 1033 (1972).
2. "Particle Formation During Water Vapor Photolysis" (with J.F. Noxon) *Science*, 174, 941 (1971).
3. "Chemical Kinetics of CO<sub>2</sub> Atmospheres," *J. Atmos. Sci.*, 28, 847 (1971).
4. "Photodissociation of CO<sub>2</sub> on Mars," (with J.F. Noxon) *J. Geophys. Res.*, 75, 7307 (1970).
5. "Energy Transfer from O(<sup>1</sup>D)," *Chem. Phys. Letts.*, 5, 317 (1970).
6. "Absolute Cross Section for Photoionization of O<sub>2</sub>(<sup>1</sup>Δ<sub>g</sub>)," (with R.P. Wayne) *J. Mol. Phys.*, 18 523 (1970).
7. "The Kinetics of the Reaction between O<sub>2</sub>(<sup>1</sup>Δ<sub>g</sub>) and Ozone," (with I.T.N. Jones and R.P. Wayne) *Proc. Roy. Soc.*, A317, 407 (1970).
8. "The Kinetics of the Reaction between Atomic Nitrogen and Molecular Oxygen in the Ground (<sup>3</sup>Σ<sup>-</sup>) and first excited (<sup>1</sup>Δ<sub>g</sub>) states," (with R.P. Wayne) *Proc. Roy. Soc.*, A316, 539 (1970).
9. "The Theory of Elementary Reactions in Solution," (with R.P. Wayne) Chapter 4 (74 pp.) in *Comprehensive Chemical Kinetics*, 2, 302 (1969).

10. "Photoionization Cross Section of  $O_2(^1\Delta_g)$  at Wavelengths between 1035 and 1118 Å," (with R.P. Wayne), *J. Geophys. Res.*, 75, 699 (1970).
11. "The Collisional Quenching of  $O_2(^1\Delta_g)$ ," (with R.P. Wayne), *Proc. Roy. Soc.*, A314, 111 (1969).
12. "The Reaction of  $O_2(^1\Delta_g)$  with Atomic Nitrogen and with Atomic Oxygen (with R.P. Wayne)," *Chem. Phys. Letts.*, 3, 405 (1969).
13. "The Collisional Deactivation of  $O_2(^1\Delta_g)$ ," (with R.P. Wayne) *Chem. Phys. Letts.*, 3, 93 (1969).
14. "A Study of the Energy Levels in Benzene and Some Fluorobenzenes," (with D.C. Frost), *J. Am. Chem. Soc.*, 89, 244 (1967).

**Circulated Papers and Presentations** (*printed copies available*)

1. "Promoting Differentiation in University Missions: Three Suggestions for the University of Toronto," Adapted from Remarks at the Senior Scholars Symposium University of Toronto, April 13, 2010.
2. "Academic Transformation: Highlights of the Book," Presentation by Ian Clark and David Trick to the Ontario General Meeting of the Canadian Federation of Students-Ontario, January 23, 2010.
3. "Giving our Students Access to the Public Policy and Governance Portal," Edited Status Report to the August 2009 CAPP Meeting, August 23, 2009.
4. "The comfortable straightjacket of policy uniformity: Will the economic crisis spur reform in Ontario postsecondary education?" Notes for Remarks for the Joint Universities Panel on How the Economic Crisis will Affect Global Politics, Toronto, April 2, 2009.
5. "The Ottawa Consensus on public management: Why it is flawed and how U of T can help," Presentation to the Canadian Politics Seminar Series, University of Toronto, February 5, 2009.
6. "Challenges in university financing and accessibility in Ontario," Presentation to the Faculty of Arts and Sciences Town Hall on Overcoming financial obstacles to university, University of Toronto, January 28, 2009.
7. "Saving Money at the Leading Edge," Notes for Comments at the CCAF Symposium on Practical Ways to Embrace Innovation, Risk and Control in Public Sector Organizations, Ottawa, November 28, 2008.

8. "Can Ottawa Regain its Leadership in Government IT?" Notes for Comments at the "Reform by Formers" Panel at the GTEC 2008 Conference, Make the Shift to Government 2.0, Ottawa, October 28, 2008.
9. "Getting Economic Analysis back into Public Policy," Presentation to a Seminar on the Role of Economists in Public Policy Co-hosted by Knowledge Impact in Society and the Johnson-Shoyama Graduate School of Public Policy, Saskatoon, October 20, 2008.
10. "Trust, Service and Happiness: Lessons from Life and Recent Research," Convocation Address, University of Victoria, June 5, 2008.
11. "A Good Time for Public Administration Graduates," School of Public Administration Alumni Lunch, University of Victoria, June 5, 2008.
12. "Bending rules, making connections and having fun: Potential elements for a strategy to advance public service innovation," Presentation to a Symposium on Innovation, Risk and Control at the University Seminar Canada School of Public Service Ottawa, May 8, 2008.
13. "The Public Policy and Governance Portal: May Status Report," May 11, 2008.
14. "Encouraging Observations and Inconvenient Facts in Higher Education Quality," Presentation to a Symposium on Quality and Equitable Access in Canada's Postsecondary System Toronto, Wednesday, May 7, 2008.
15. "Accountability, Results and Misconduct: Should "controlling fraud" become an explicit focus for Internal Audit?" Discussion Draft for Departmental Audit Committees, December, 2007.
16. "Policy Development and Coordination in Cabinet Government," Speaking Notes for Remarks to Senior Representatives of the Office of the Government in the Republic of Vietnam, Ottawa, November 28, 2007.
17. "Rejuvenating the Public Service: How Universities Can Help," Speaking Notes for Remarks at the Associate Deputy Ministers' Dinner, Officers' Mess Hall, RCMP Headquarters, November 21, 2007.
18. "Governance Pendulums in Public Sector Reform: Lessons on Downsizing and Modernization from Ottawa and Queen's Park," Notes for Remarks at a Meeting with the Secretary General for Government Renewal, Ministry of the Interior and Kingdom Relations of the Netherlands and his Delegation, Toronto, November 9, 2007.
19. "A Jurisdictional Competitiveness Framework for Thinking about System Capacity in Higher Education," invited paper for the Higher Educational Quality Council of Ontario, November 6, 2007.
20. "Speaking Truth to Power: Remembering Doug Hartle" Remarks following the Engineering and Public Policy Seminar, University of Toronto, October 17, 2007.

21. "Results-oriented budgeting," paper (with Harry Swain) and talk presented to the CEPRA Conference, Institute for the Economy in Transition, Moscow, June 22, 2007.
22. "Parting Reflections," An Edited Version of Remarks by Ian Clark at the COU Dinner of May 31 and the Council Meeting of June 1, 2007.
23. "If I were the Deputy Minister," Notes for Remarks to the Board of Governors and Academic Planning Group Ryerson University, March 7, 2007.
24. "Implementing the Panel Recommendations: Is the federal public service capable of making real reforms in grants and contributions administration?" Presentation to the Ontario Federal Council, February 26, 2007.
25. "The Rae Review and Beyond: Thoughts from Ontario universities," Presentation to the CD Howe Policy Roundtable, Toronto May 11, 2005
26. "Ontario University Issues, including comparisons with United States counterparts and our Alma Mater" Presentation to the Harvard Club of Toronto, February 5, 2003.
27. "The Ontario Government and the Universities: Retrospective and Outlook," Presentation to the Council of Ontario Deans of Arts and Sciences, Toronto, March 23, 2002.
28. "Ontario University Presidents and the Harris Government, with Scene Summaries from the first four acts of The Double Cohort Drama," Presentation to the Senior Fellow's Lunch, Massey College, Toronto, January 18, 2002
29. "Constructive Engagement: Government-University Interaction in Ontario through the Working Group on Capacity," Presentation to the Senior University Administrator's Course, Banff, Alberta, June 10, 2001.
30. "Ontario Universities: Challenge and Context," presentation to the Brock University Board of Trustees Workshop, April 1, 2000.
31. "Ontario Universities and Ontario's Economic Future" (with Claude Lajeunesse), Presentation to the Ontario Chamber of Commerce, September 17, 1999.
32. "Delivering Opportunities to Ontario Students," Presentation to McMaster University Board of Governors' Retreat, February 6, 1999.
33. "COU and the Challenges Facing Ontario Universities," presentation to the Association of Colleges of Applied Arts and Technology of Ontario, November 23, 1998.
34. "Progress in Developing Asian Bond Markets: An Assessment Framework for the APEC Financiers Group," paper and presentation at the APEC Financiers Group Meeting, Kananaskis, Alberta, May 22, 1998.

35. "Are Public Bureaucracies Inefficient?" Lecture at the University of Toronto, December 3, 1997.
36. "Chairman's Remarks," *Canadian Institute Conference on Performance Measurement in the Business Planning Process*, Ottawa, December 1-2, 1997.
37. "ASD Partnerships," *HRDC Toronto Seminar*, November 19, 1997.
38. "What's New after 30 Years' Effort at Performance Management?: Reflections of an Ambivalent Participant," *IPAC Roundtable on Performance Measurement*, Ottawa, November 17, 1997.
39. "The Evolving Role of the Canadian Government in Municipal Affairs," *Canadian Urban Institute Seminar*, October 21, 1997.
40. "Policy Capacity: The Challenge and the Opportunity," *Commonwealth Seminar*, Ottawa, June 23, 1997.
41. "Sharing Power in a Multilateral Institution: Accountability Relations at the IMF," *Insight Conferences' Roundtable on Accountability*, Ottawa, March 6, 1997.
42. "Alternative Service Delivery: Overview of the Issues," *IPAC Roundtables: From Program to Contract Management*, Toronto and Ottawa, February 1997.
43. "Orchestrating the Governance of the International System," *The Reinventing Bretton Woods Conference*, Paris, May 23-24, 1996.
44. "Governance of the IMF—Information and Accountability Issues in an International Agency," *Canadian Comprehensive Audit Foundation*, May 6, 1996.
45. "Recent Restructuring in the Canadian Federal Government," *Public Policy Forum*, October 28, 1993.
46. "The June 1993 Government Restructuring—What it is, Where it Came From, Where it may be Going," *Rideau Club Roundtable*, , Ottawa, October 20, 1993.
47. "Planning for Success: Visible Minority Employees in the Public Service," *Ottawa Forum*, Ottawa, October 4, 1993.
48. "IT Developments in the Federal Government," *Colloquium on Emerging Banking Technologies*, Hull, September 28, 1993.
49. "A Manager's View of Information Technology as a Work Tool," *APEX Panel Discussion during Technology in Government Week*, Ottawa, September 14, 1993.
50. "Modernizing the Federal Government," with Andy MacDonald, *Planning Forum*, Ottawa, February 16, 1993.

51. "Introducing ConnEXions: Enhanced Electronic Communication and Consultation within the Executive Group," *CCMD Dialogue Session*, Ottawa, January 12, 1993.
52. "Cost Reduction, Service Innovation and Executive Consultation," *Senior Financial Officers' Conference*, Ottawa, November 17, 1992.
53. "Strategic Directions for Information Technology in the Federal Government," *Telecommunications Architect Program—Forum 92*, Hull, November 10, 1992.
54. "The Treasury Board and its Secretariat," *ADM Orientation Course*, Ottawa, November 5, 1992.
55. "Managing in the Current and Future World of Restraint," *Finance Senior Managers Conference*, Ottawa, October 9, 1992.
56. "Getting the Incentives Right: The New Framework for Treasury Board Management Improvement Initiatives," *Financial Management Institute*, Ottawa, September 23, 1992.
57. "Shared Management Agenda: Improving Management Through Partnerships," *11th Annual Intergovernmental Budgetary Conference*, Ottawa, August 19, 1992.
58. "Employment Equity and Aboriginal Canadians," *National Aboriginal Employees' Conference*, Ottawa, June 16, 1992.
59. "How Political Scientists can Help Public Service Management," *Panel Discussion at the Learned Societies' Meeting*, Charlottetown, June 2, 1992.
60. "Restraint and Renewal: June 1992 Situation Report," *Federal Regional Councils*, Toronto, Winnipeg and Vancouver, June 1992.
61. "Strategic Directions for Information Technology in the Federal Government," *Annual President's Dinner, Uniforum Canada*, Ottawa, May 27, 1992.
62. "Changes and Challenges in Materiel Management," *National Workshop on Materiel Management*, Ottawa, May 5, 1992.
63. "Employment Equity in the Federal Public Service," *Special Parliamentary Committee on the Review of the Employment Equity Act*, Ottawa, February 19, 1992.
64. "Employment Equity and Multiculturalism in the Federal Public Service and at the Treasury Board Secretariat," *Parliamentary Standing Committee on Multiculturalism and Citizenship*, Ottawa, February 12, 1992.
65. "Toward a New Model of Management for Official Languages," *Official Languages Symposium*, Ottawa, December 5, 1991.

66. "The Response of Federal Public Administrators to the Challenges of Deficit Management," *Institute of Public Administration of Canada*, Montreal, November 21, 1991.
67. "Challenges for Federal Security Officers," *Federal Association of Security Officers*, Ottawa, November 20, 1991.
68. "Sharing the Management Challenge," *ADM Update*, Ottawa, October 30, 1991.
69. "The Treasury Board and its Secretariat," *Business Government Executive Exchange Program*, Ottawa, October 24, 1991.
70. "A Mid-Term Perspective on Renewal and Restraint," *10th Senior Financial Officers Conference*, Montebello, October 16, 1991.
71. "Leadership: Central Agencies as Change Agents," *Institute of Public Administration of Canada Workshop*, Halifax, August 28, 1991.
72. "Renewal and Restraint in the Federal Public Service: A Mid-Term Perspective from the Treasury Board Secretariat," *Meetings with Senior Managers*, Winnipeg, Regina, Edmonton, Vancouver, Halifax, August 1991.
73. "Tradition and Change in the Federal Public Service," *Advanced Management Program*, Ottawa, June 28, 1991.
74. "The Human Resources Development Council: Status Report and Outlook," *Provincial Directors of Human Resources and Development*, Ottawa, June 21, 1991.
75. "Simplifying Classification," *Association of Chiefs of Classification*, Ottawa, June 6, 1991.
76. "Government Management Issues of Relevance to Special Operating Agencies: The Challenge of Innovation," *SOA Conference*, Ottawa, June 4, 1991.
77. "Looking Back...Looking Forward on Developments in the Federal Public Service," *IPAC Annual Meeting*, May 29, 1991.
78. "Management Issues for the Senior Public Service," *ADM Update*, April 17, 1991.
79. "The Ratio of Program Expenditures to Government Revenues," March 28, 1991.
80. "Restructuring the Management Category," *Association of Professional Executives of the Public Service of Canada*, Ottawa, March 19, 1991.
81. "Implementation of Public Service 2000: How the Regions Can Contribute," *Members of the Federal Council of Ontario*, January 15, 1991.
82. "Public Service 2000: TBS Implementation Model," *Union Leaders Seminar*, Ottawa, January 14, 1991.

83. "Operating Budgets," *Presentation to the National Joint Council*, Ottawa, January 14, 1991.
84. "The World of Public Service 2000...Where Do We Fit In," *Heads of Independent Agencies Annual Workshop*, Ottawa, November 30, 1990.
85. "Innovation and Public Service 2000," *Financial Management Institute of Canada*, Ottawa, November 27, 1990.
86. "Implementing Public Service 2000," *Coopers & Lybrand Workshop for Public Service Senior Executives*, Ottawa, November 21, 1990.
87. "Training, A Continuing Investment in your Organization," *Heads of Training Annual Meeting*, Montebello, November 13, 1990.
88. "Inverting the Pyramid with Public Service 2000," *APEX and CPPMA Seminar*, Ottawa, November 8, 1990.
89. "Balancing Effective Management and Accountability in the Public Service," *Canadian Comprehensive Audit Foundation Annual Conference*, Ottawa, November 6, 1990.
90. "Professionalism in the Public Service," *OCG Practicum*, Ottawa, November 2, 1990.
91. "TBS and the Personnel Community: Partnership for Change," *Directors of Personnel Conference*, L'Estereel, October 17, 1990.
92. "The Role of the Personnel Community in Fostering a New Public Service Culture," *Directors of Personnel Conference*, Ottawa, September 10, 1990.
93. "Current Issues in Staff Relations," *16th Annual Seminar of the National Joint Council*, Montebello, June 18, 1990.
94. "Ethics in Public Administration: The Basic Bargains," *Notes for Remarks to the Conference on Ethics in Government and Business*, Ottawa, June 11, 1990.
95. "Public Service 2000 and Treasury Board," *Pacific Council of Senior Federal Officials*, Vancouver, June 4, 1990.
96. "Material Management Policy," *National Workshop of Materiel Management*, Ottawa, May 9, 1990.
97. "How the Federal Government Works," *The Annual Staffing Conference*, Montebello, May 6, 1990.
98. "Treasury Board Today and Tomorrow," *CCMD Annual Seminar for University Faculty*, Touraine, February 22, 1990.

99. "Encouraging Innovation in a Government Department," *Planning Forum*, Ottawa, May 16, 1989.
100. "Rewards and Recognition as Motivators in the Public Service," *Association of Professional Executives of the Public Service of Canada*, Ottawa, April 25, 1989.
101. "A Kaleidoscope of Tools: The Regulatory Process and the Hazardous Products Act," *School of Business Administration*, University of Western Ontario, March 14, 1989.
102. "Management Training and Development in the Federal Public Service: A Perspective from Consumer and Corporate Affairs Canada," *Institute of Public Administration of Canada*, Toronto, March 7, 1989
103. "The Regulatory Environment for Grocery Products in an Increasingly Global Marketplace," *Grocery Products Manufacturers of Canada*, Toronto, November 30, 1988.
104. "The Framework for Internal Communication at Consumer and Corporate Affairs Canada," *Manitoba Federal Economic Development Council*, Winnipeg, November 28, 1988.
105. "Managing Better with Less in the Federal Public Service," *Credit Grantors Association*, Vancouver, October 18, 1988.
106. "The Challenge of Managing a Regulatory Department in a Changing Environment," *Senior Staff Meeting, Consumer and Corporate Affairs*, March 24, 1988.
107. "Canadian Intellectual Property: Developing a Domestic and International Strategy," *Patent and Trademark Institute of Canada*, Ottawa, March 23, 1988.
108. "Accountability of Senior Executives in the Canadian Public Service," 1988 *Symposium of the Association of Professional Executives of the Public Service*, Ottawa, January 21, 1988.
109. "Business Ethics and the Role of Government," *Society of Consumer Affairs Professionals In Business*, Montreal, November 20, 1987.
110. "What Good Public Servants say about How to be a Good Public Servant," *Executive Orientation Course*, Touraine, September 25, 1987.
111. "Consultative Activism in Consumer and Corporate Affairs Canada," *Canadian Manufacturers' Association*, Toronto, September 16, 1987.
112. "Institutional Perspectives in Government and the Advisory Role of the ADM," *ADM Orientation Course*, Touraine, May 7, 1984.
113. "A New Look into the Privy Council Office," *Canadian Chamber of Commerce*, December 30, 1983.

114. "Ottawa's Principal Decision-Making and Advisory Committees," *Ontario Federal Council*, Toronto, December 1, 1983.
115. "A 'Back to Basics' Look at the Government Decision-Making Process," *Young Presidents' Organization Fourth Canadian Conference*, Ottawa, November 4, 1983.
116. "PEMS and the Central Agencies," *North American Society for Corporate Planning*, Ottawa, October 27, 1983.