# Continuing Excellence
## REQUIREMENT FOR CHANGE

*". . . Our ability to improve hinges upon our flexibility, our adaptability, our capacity to address new problems. They are the essence of change . . ."*

**WILLIAM P. CHAPMAN**
*President Elect ASHRAE*
*Fellow ASHRAE*

BY all the standards for measuring professional excellence in a society, ASHRAE excels. We have striven for excellence; we have achieved it. We no longer have to develop it. Instead, we must maintain it. Evolutionary pressures, however, require that we adapt to change, modify our plans, and adjust our policies accordingly. Change, therefore, is a prerequisite for the continuation of excellence. That is my theme; that is our collective task. Our ability to improve hinges upon our flexibility, our adaptability, our capacity to address new problems. They are the essence of change.

My predecessors have sensed the critical needs of their time. They set those needs as themes. The needs have not disappeared. Therefore, we must not neglect previous themes, but rather we must weave them into a mosaic consistent with — and representative of — the needs of our time. In recent years, we have had Stan Gilman's INVOLVEMENT and Bill Collins' COMMITMENT. These concepts of dedicated membership participation must be continued and, in fact, should become criteria for appointment to membership on our committees.

Similarly, Rod Kirkwood's theme on ENERGY and Dave Rickelton's thrust on INTERNATIONAL ACTIVITIES have intensified our efforts in these areas, and never again shall we lose sight of their importance.

Walt Spiegel's theme, MEETING NEW CHALLENGES, set the stage for R&T planning and adaptability to changing conditions. With that in mind, we are having a seminar in Seattle to discuss research plans and the possible need for change.

President Frank Bridgers established a principle of management with his theme, STRIVE FOR EXCELLENCE. It has become a way of life for ASHRAE. We have an Award of Excellence for chapters, and the criteria for the award now forms a structure for chapter officers to use in setting their annual objectives. The award covers all the aspects of chapter management, and that in turn forms the basis of Society planning in terms of membership growth and research contributions.

Every president has recognized the need to change the criteria for the Award of Excellence. All have added to and modified these criteria. Primarily, we have used the concept of improvement and of growth, but today, I believe these criteria must be changed in some areas. A few years ago, conditions were ripe for expanding our membership and increasing our research contributions. Through diligent efforts, the respective committees worked in these areas and brought us to a new level of accomplishment. The growth rate in *both* membership and research contribution in recent years cannot be matched in the immediate future. Some growth can be expected, but not the previous *rate* of growth.

I believe that in the areas of membership and research contribution, and also in the areas of chapter and CRC attendance, the new criteria should be excellence of performance rather than improvement of performance. Standards of performance should be varied depending upon the chapter's size and maturity. We have the history and the experience to devise equitable standards of performance. By emphasizing the importance of the Award of Excellence, by making it equitable, and by fostering a spirit of pride in winning it, we can continue our excellence.

At this writing, as President Collins' year draws to a close, we are at a level never quite reached before. Our membership is at an all-time high. Our prestige is growing daily because of our research and our dynamic posture on energy optimization. Our stature in professional circles, in our Nation's capital, in local communities as well as abroad, is finally reaching the level of recognition it deserves.

My predecessors have built a magnificent organization. Our job is to continue that level of performance — that degree of excellence. To do so will require subtle, not drastic changes, refinements that will keep us attuned to current needs. We cannot restrict the improvement of our proficiencies to a narrow field of expertise — and become technological dinosaurs; nor can we sit back and rest on our laurels. We must view all of our activities, all of our organization, and ask if there is a better way; better in terms of today's needs and tomorrow's challenges.

I ask each of you to do that, and I ask each of the chairmen of our standing committees to review the organization, the plans, the objectives of their

*W. P. Chapman is Vice President Operations, Johnson Service Co., Milwaukee, WI.*

committees. Ask yourself if there is a better way. What changes would result in improvement? Can we provide better services more economically? Such a critique of our functions requires a broad perspective and an awareness of their interrelationships.

As chairman of the Executive Committee, I will be asking the officers if we should reorganize. The question has been asked many times, and we have reorganized several times. We must consider the travel and work load we have placed on the Regional Chairmen. We must ask if we can delegate additional functions to our staff.

I feel that the unique circumstances of technology and energy utilization require an examination of our strategy for research. Accordingly, I have organized a seminar for our Annual Meeting. At the seminar, I will give an overview of a requirement for the development of another dimension in our technology. The chairman of R&T, Ross Meriwether; the Ex-Officio member of R&T from the Board of Directors, Prof. Charles Sepsy; and a consulting engineer — a typical user of ASHRAE research, Larry Spielvogel, will be speakers. I invite you to attend and to comment; I invite you to participate in the planning of our research.

The fundamental question we will address at this seminar is the feasibility of extending the scope of ASHRAE research. The R&T Committee, and the Board of Directors, will then have to determine whether an extension should be undertaken at the risk of restricting other work, or if it should be undertaken as an added thrust. What are the consequences? What is the value analysis? These are questions for the R&T Committee to answer. The overall strategy is a responsibility for the Directors, and they are your representatives. Please, therefore, become involved in this question and give your Regional Chairman your opinion.

Let me summarize. For ASHRAE to remain the outstanding organization that it is, we must assess our strengths and our weaknesses. We must detect changes in technological and economic trends, shifts in public opinion and national priorities, and other influences that bear upon our Society's welfare, impact and growth.

To foster excellence, to nurture leadership, requires change. We cannot be static; we must be dynamic. It is my philosophy of management; it is the basis for my presidential theme; it is my pledge:

**CONTINUING EXCELLENCE — REQUIREMENT FOR CHANGE**

□□

## NEW DIRECTIONS IN ASHRAE ENERGY RESEARCH

AN unusual seminar focusing on the fact that ASHRAE research in energy utilization has reached a turning point in its long and distinguished history will be held June 30 at the annual meeting in Seattle. The title of the session is: "New Directions in ASHRAE Energy Research."

President-Elect William P. Chapman, whose idea it was to hold the seminar, will serve as chairman. He recalled that the theme for the meeting, which he had been turning over in his mind, came to a head during the semi-annual meeting in Dallas. At that time he sounded out Russell W. Bartholomew, chairman of the program committee, and secured his cooperation.

Joining Mr. Chapman in the session will be Ross F. Meriwether, Charles F. Sepsy, and Lawrence G. Spielvogel.

Outlining his reasons for organizing the seminar, Mr. Chapman said: "In the past, much of ASHRAE's energy research has been relatively simplistic. One explanation is that there was very little pressure to become sophisticated. Energy was cheap; there was precious little incentive to spend money to find out ways to conserve it.

"Another reason was that our research programs on system design were geared to conservative design procedures. Many of our engineers didn't use the computer because computer time was too expensive. Nowadays, of course, we can't afford not to use the computer.

"So this is the year of big change in our research program. The time has come to investigate some of the phenomena which are not well understood. We've got to build mathematical models of the buildings which our members will be heating and cooling. We've got to find out more about thermal inertia, about the response time of major systems, about the establishment of performance criteria. There are various control problems and capacity problems which should be investigated.

"To put it another way, we are moving from the steady-state mode of energy research to the dynamic mode. No longer will anyone in our industry say: We're not going to calculate such-and-such a parameter because it would take too long to do so.

"Today we are entering a new era. Modern buildings are more than simply steel and brick and concrete. They are immensely complex systems of materials, machines, and spaces which respond to dozens of different stimuli, almost like a living being. Our job is to obtain a better understanding of the inter-relationships of these materials, machines, and spaces."

One of the objectives of the new ASHRAE energy research program will be to develop mathematical models that will be useful to the consulting engineer, Mr. Chapman said. He added:

"We're going to have to stop publishing oversimplified data for the sake of convenience. We are going to have to find a way to serve these data up to the average engineer without drowning him in figures."

Mr. Chapman recalled a conference in the Cleveland ASHRAE laboratory which he organized 18 years ago. Its purpose was to determine the dynamic characteristics of HVAC systems. Today's research follows logically from that early session, he said.

The Seattle seminar will, it is hoped, produce a discussion which will help ASHRAE chart its future research. Prospective research projects should not compromise with quality in the name of saving energy, Mr. Chapman declared. It should seek optimal ways of utilizing energy, and will thus contribute to the nation's effort to conserve energy.

Results of "Phase II" of the ASHRAE energy research program should be evident in about five years, Mr. Chapman predicted. □□