

Professional Excellence: Building the Future

New President Robert O. McDonald sets Society goals in installation address

The complete text of the address

EACH YEAR, the incoming president has the opportunity and the challenge to select a presidential theme — a few words which will focus Society attention on those areas which will meet the challenges ahead.

For this new Society year, I have selected *Professional Excellence: Building the Future*.

My predecessors have initiated programs of internationalism, improved effectiveness, technical leadership, personal commitment and professional outreach. Each has moved ASHRAE forward and contributed to its current position of strength and vitality.

Today, ASHRAE is recognized worldwide as the premier technical Society in its field.

As we look ahead, it is necessary to consider all the many thrusts and programs of the Society and to impress upon each our dedication to professionalism. It is the pursuit of excellence which has characterized ASHRAE in the past and which will shape our future.

Excellence is the guarantee of continuity.

The best seller *In Search of Excellence* identifies quality and service as invariable hallmarks in the best-run organizations.

In successful organizations, quality is never an accident. It is always the result of high intention, sincere effort, intelligent direction and skillful execution.

In building for the future, I ask each of us as ASHRAE members to approach our responsibilities in a professional manner and to strive for excellence in every Society program at the chapter, regional and committee level. We should settle for nothing short of our best effort to achieve truly quality results in each ASHRAE activity and our professional careers.

During the 70's, the principal focus of ASHRAE was energy issues. As we approach the midpoint of the 80's, changing needs confront ASHRAE and society in general. As we plan for the future, we must clearly identify these issues and recognize the urgency of preparing for them as we develop an ASHRAE strategic plan.

Our goal remains as it always has: The advancement of the arts and sciences of heating, air conditioning and refrigeration for the benefit of humanity, while providing for public safety and conserving our natural resources.

To achieve this goal in our future, we must do four things.

First, we must make a concentrated effort to advance engineering education and the professional development of our members, with particular emphasis on continuing education programs.

Second, we must provide our chapters with means for their future development so that our chapter organization can better serve the membership and yet maintain its vital autonomy.

Third, we must make substantive progress in the development of ASHRAE's internationalism to better serve our members and technology on a worldwide basis.

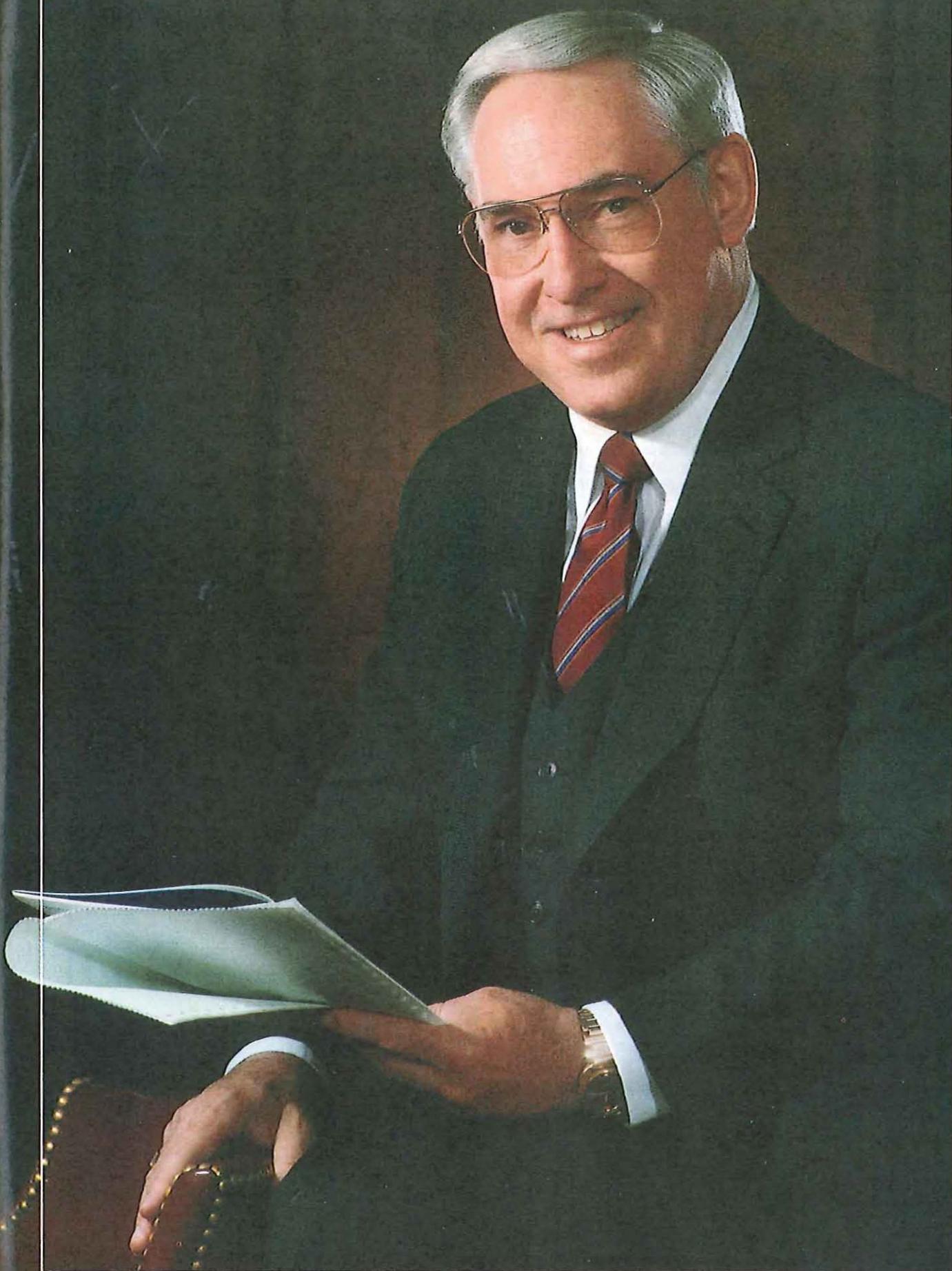
And fourth, we must continue development of energy standards and energy management programs with a commitment to make the professional community and the industry aware of the urgent need to address the fundamentals of energy conservation.

Essential to our future is continuing education.

The authors of *In Search of Excellence* implore business leaders to recognize that human resources — the workers and the managers — are more important assets in achieving productivity than either automation or capital spending.

The reason people are so important, say the authors, is change. Things are happening so rapidly that creativity and flexibility are the only effective remedies which keep us all from being swept away on a technological whirlwind. The need for innovation and good, hard common sense has never been greater as we approach the future.

Robert O. McDonald (right), American Society of Heating, Refrigerating & Air Conditioning Engineers President for 1984-85, is manager of customer relations, Commercial Building Group, Honeywell, Inc., in Arlington Heights, Ill. He has been employed as a Honeywell engineer since 1950, working in marketing, production development and application engineering. McDonald joined ASHRAE in 1965 and has been an officer the past four years, serving as treasurer, vice president for two years, and president-elect the past year. He has been chairman of all four Councils of the Board of Directors — Regions, Membership, Publishing and Technology. McDonald graduated cum laude from Northeastern University with a bachelor of science degree in mechanical engineering. In 1976, he was presented the Society's Distinguished Service Award in recognition of his contributions.



The Presidential Challenge

It is our responsibility to ensure that the ASHRAE membership is technically current through a lifelong process of education and, thus, to provide the human resources for the future.

We must begin by examining the assistance and guidance we provide to the engineering student. ASHRAE has over 7000 student members and some 70 student branches at educational institutions.

But are they fulfilling the charge to develop HVAC&R engineers for the future? Today, engineers in our field must not only understand heating, ventilation, air conditioning and refrigeration; they must be knowledgeable in microelectronics, computer technology and energy resources.

A recent Carnegie Foundation study has pointed out that the education system is far from meeting the full challenge of preparing people.

ASHRAE, through its student branches, provides a vital communications link between industry and educational institutions. Through the *Presidential Award of Excellence*, I am encouraging chapters to enhance their support of student branches and increase their contact. ASHRAE involvement in the educational system can ensure that the human resources needed for future growth will be available to us.

To meet the needs of our current membership, I have asked the Education Committee to direct its primary emphasis to major expansion in member programs of continuing education and professional development and to provide strong support for chapter educational programs. Such redirection will move ASHRAE towards responsible leadership in providing education for the industry and in meeting the increasingly sophisticated demands of technology.

ASHRAE already supports the Professional Development Seminar series and Continuing Education Studies. However, these are programs in their embryonic stages. They will both need careful nurturing and support to become effective vehicles of continuing education.

Investment in professional development, such as in these two ASHRAE programs, is in the best interest of our members. Continued Society support is the best investment that ASHRAE can make to ensure that it continues to help members meet the challenges of their industries.

The second initiative of the new year will be to further develop chapter programs.

Along with the development of technology, the communications network and services provided by our chapters and regions is one of the fundamental strengths of ASHRAE. During the year, Regions Council and the grass roots committees — Membership, Education, Energy Management and Research Promotion — will develop programs for professional leadership training of chapter members.

A regionally organized "R" in ASHRAE Committee will begin to function this year to develop programs in industrial and food processing refrigeration.

The *Presidential Award of Excellence* will be used as a tool for sound chapter management and will focus on fundamental goals. The 1984-85 programs will be introduced to all chapters this summer with the aid of videotape to clearly communicate our goals so chapter management can provide better services to its members.

Additional considerations of Society support, including collection of chapter dues, will also be moved for-

ward, so chapters can provide an expanded range of professional services.

The past year focused on internationalism. We now have over 4000 Canadian and 5500 overseas members — 20 percent of our members and a world that is smaller in terms of international trade and technology exchange.

Following a series of evaluations on how to best serve our overseas members, the concept of overseas chapters has moved forward.

The Singapore association of ASHRAE members, after several years of consideration, has become the first overseas chapter of the Society.

I will have the pleasure, this October, to present a chapter charter to our 370 ASHRAE members in Hong Kong as we set in place our second overseas chapter.

This spring, ASHRAE organized a technical delegation which spent three weeks in China. Our delegation met with approximately 1000 Chinese engineers and explored the technology of air conditioning, refrigeration and energy conservation applications. A formal liaison with China has been requested as a result of this mission.

ASHRAE is viewed as a responsible technological leader in the far east. To maintain the vitality of these programs, I am asking the International Activities Committee to evaluate establishment of a Pacific Region.

To further advance the substantive internationalism of ASHRAE and its benefit to our members and the industry, the Technology Council and Standards Committee will make a concerted effort to establish ASHRAE as the leader in setting international standards for our field. This is a program that will require significant interaction with sister organizations and their support.

The fourth initiative of the new year concerns energy.

Energy is perhaps the best illustration of why it is essential that our technological leaders — those of us who belong to ASHRAE — remain current and adaptive to change.

Because of stable energy prices and a surplus of supply, there is decreasing public interest in energy management and conservation. This could not have been envisioned in the 70's when there were exploding energy prices and long gasoline lines. Even industry is wavering from the energy conservation ethic and relying on the marketplace to manage our energy future.

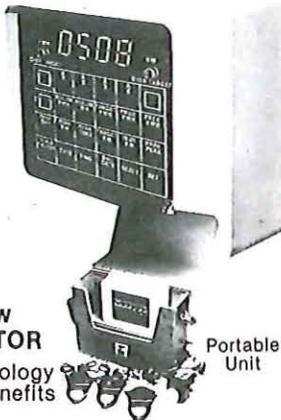
Yet, oil shipments from the world's largest reserves of petroleum are threatened by daily disruption and, if even modest energy growth continues, complete depletion of our fossil fuel resources is not that far away.

There is no question that there has been marked improvement in the efficiency with which energy is used. The design of equipment and systems used in buildings and the design and operation of buildings themselves has improved.

This year, the National Energy Policy plan of the United States emphasizes the importance of energy conservation. This is a major shift in policy. It views conservation investment options by businesses and consumers as frequently competitive with new energy supply or fuel switching investment.

To quote from the plan, "Conservation has shown itself to be a unique economical and highly flexible energy resource applicable to all energy technologies and fuel types. It is not limited by geography or indigenous natural resources and it may offer significant environmental advantages. No other energy resource can be tailored to in-

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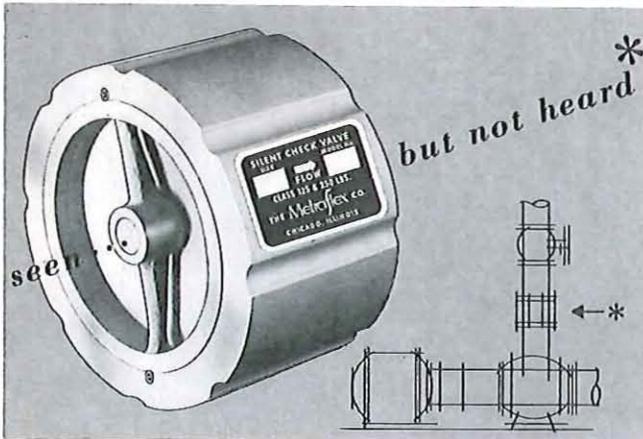
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The Presidential Challenge

dividual needs or employed in increments as effectively as conservation and each additional increment results in immediate energy savings, thus promptly reducing costs and offering a return on capital investment.

"In short, conservation actions in response to changing market incentives have a high degree of flexibility unequalled by any other energy resource option and they will continue to be important components of our energy resource choices made by consumers and businesses."

Today I reaffirm ASHRAE's commitment to continue research, standards writing and professional education programs which will improve total building energy performance. ASHRAE will redirect its efforts to inform the professional and business communities about the fundamentals of energy conservation and utilization.

We will help to build a future in which the short-term variations of energy supply and demand no longer distract us.

Our first goal is to open public review of a major new Standard 90 *Energy Conservation in New Building Design* by January 1985. In conjunction with this effort, we will work toward completion this year of a Draft Standard for *Energy Efficient Design of New Residential Buildings*.

ASHRAE will commit the resources necessary to the expeditious development of these standards.

We call upon other technical societies and professional and trade associations to join us in this effort.

Reasonable energy consumption levels will be determined as they should — by the building and energy technology community — through the consensus process.

The importance of our cooperation cannot be over-emphasized. It will set the pattern for energy technology in the last half of the 1980's and will prepare us for the future.

Second, ASHRAE will begin this fall a series of energy and other building-related issue forums in Washington, D.C. They will provide opportunities for in-depth discussions with government agencies and legislative bodies. They also will provide an important communication focal point for ASHRAE to interface with institutional and trade associations concerned with building and energy technology.

Third, the Energy Management Committee, through chapters and regions, will focus its efforts upon gaining greater professional awareness of energy issues and technology. It will address energy, as well as other building-related issues, with state and local legislative bodies.

In summary, to again quote from the book *In Search of Excellence*, the authors write, "At a gut level all of us know that much more goes into the process of keeping a large organization vital and responsive than the policy statements, new strategies, plans, budgets and organization charts can possibly depict."

That something "much more" is the difference between the good organization and the great one. I believe the difference is the commitment of the people who make up the organization.

Because of the commitment to professionalism and excellence of its members, ASHRAE is a great organization.

I am honored to be entrusted with the stewardship of such a magnificent organization and I pledge to you the commitment to professional excellence of our officers and board of directors as we build for the future. ■