

ASHRAE Leadership Recall (formerly Leadership Recalled)
Transcription

Interview: History Round Table

Date of Interview: January 25, 1994

Interviewed by: Ron Shelton

Ron Shelton

Good morning ladies and gentleman. My name is Ron Shelton I'm vice chairman of the Society Historical Committee and this is the occasion of the 1994 ASHRAE winter meeting in New Orleans, Louisiana. We're here Tuesday morning January the 25th to have an informal roundtable discussion with several of our distinguished past presidents to identify some key events that have occurred in industry and our ASHRAE society from the 1960s to date. And I would like to begin with some introductions by each one of our participants and we'll start with Mr. Walter Spiegel, am I right?

Walter Spiegel

I'm from the Philadelphia area and I was president of society from 1972 to 1973.

Hugh McMillan

I'm Hugh McMillan and I'm from Houston, Texas and was president from 1979 to 1980.

Don Bahnfleth

I'm Don Bahnfleth. I'm from Cincinnati, Ohio. I was president in 1985-86.

Rod Kirkwood

I'm Rod Kirkwood. I'm from Seattle, Washington. I was president in 1973-74.

Bill Collins

I'm Bill Collins from Oklahoma City and I was president from 1975 to 1976.

Bill Chapman

I'm Bill Chapman. I'm from Milwaukee. I was president from 1976 to 1977.

Ron Shelton

As I stated, this is an informal kind of a spontaneous discussion and I think I would like to start this by thinking about what happened right after the merger in 1959 between ASHAE and ASRE into the ASHRAE and just start by opening the floor to say, to ask if the 1960s were very, did things start operating very smoothly after this merger or what was transpiring in the early 1960s?

Bill Collins

The early board meetings were somewhat controversial. There was a little suspicion on either side from the predecessor societies. In the board meetings they would sit on the opposite sides of the table and the meeting in Dallas I remember, winter meeting in Dallas, Sunday meeting went until one thirty in the morning. And I think that after oh, first couple years of the merger, why things worked out very smooth and very favorably.

Rod Kirkwood

Well at the start following the merger we had presidents and president elect from each, or first vice president I think it was in those days, from each society. And on that basis in order to absorb that commitment that already existed each president served only a half a year at a time. So it was a fairly rapid period of change in top manager but it all settled down after a while.

Ron Shelton

With management that was a primary issue right at the beginning in addition to I don't know what kind of other major technological issues you were facing at that time.

Bill Chapman

I think management is a good phrase. For example the attitude of publishing, the AE group had an annual royalty paid to them by a firm, a publishing company. It was in the field. Whereas the refrigeration, ASRE, published their own magazine so there was a significant difference there. And that had been to be resolved. That took several years in fact to get that work out.

Don Bahnfleth

I think as a, we might point out that the chapter level where some of us were operating in those days, we weren't at this heady executive level. We were trying to put together chapters of ASRE and ASHAE, having dual programming, single meaning with dual programming and trying then to coordinate at that chapter level. And that took a little time to bring that together.

Bill Collins

I think it might be brought up here that all of the terms of officers and directors were cut in half with the merger so that the board could be cut down from 40 some people down to a reasonable number.

Ron Shelton

You transformed the board every six months?

Bill Collins

No, the board members were elected for a three year periods. And so they served one and a half or if they were a hold over member from a predecessor society a half of what their term, remaining term was.

Hugh McMillan

You know I wasn't involved in the society, at the society level at that time. I happened to be an incoming chapter president of the AE. So we had some problems to overcome. There was a certain amount of suspicion between the RE people and the AE people. But after the two year transition, we had about a two year transition, everything settled down and worked out real smooth. We each found that the other, most of the people there were people of good will and it just worked out fine.

Ron Shelton

What's happening to all the publications of the two groups and some of the Guides that were being published at that time.

Rod Kirkwood

ASRE had a Data Book that they published and ASHRAE had the Guide and so there was a combining of those.

Group of people

It was called the Guide and Data Book for a short period of time.

Bill Collins

Until the Handbook of Fundamentals came out.

Walter Spiegel

And that came out first as a two book series and then gradually expanded into a four book series.

Ron Shelton

So the fundamentals would have come out what, about 1967? I think I remember seeing a date in the late 60s. That when you went from one book to a two book type of thing. You had the Fundamentals and the Handbook right? And ultimately its run into four volumes.

Rod Kirkwood

And we renamed it from Guide to Handbook at that time as well.

Don Bahnfleth

As far as the monthly publication the arrangement with the private group (Ed Note: *Heating, Piping and Air Conditioning*) was suspended in I think 1959. And the journal, ASHRAE Journal as it's now called and known, came into being. It previously had been a-

Ron Shelton

In 1959.

Don Bahnfleth

In 1959, had been an ASRE Journal.

Bill Chapman

The name Journal. And they had the staff, they had the editors, a staff person.

Don Bahnfleth

So at that time we went to the publishing businesses.

Ron Shelton

What was going on in terms of research at that time? ASHRAE was pretty heavily into its own private research which was established, was a history dating back to about 1919 or so.

Bill Chapman

Yes, it was, there was a research lab in Pittsburgh. Bureau of Mines, changed to Cleveland. I don't know the exact date but just after the war, before the merger anyhow. Research was done by staff people and the cost of the research and the scope and the environmental lab however was built in Cleveland and then later sold and transferred to Kansas State University. I don't think though that that transition was merger related. That came about shortly after the merger but I don't think it was necessarily the effect of the merger.

Bill Collins

Part of the problem, the Cleveland laboratory was in an area that was deteriorating as that time. It was not safe for some of the employees to work overtime or anything of that nature. And so it was decided that a change had to be made. And as a result the laboratory was closed and the program to use educational sources and other laboratory for the research.

Don Bahnfleth

We had been doing cooperate research earlier, not with universities but it was a mix of cooperatives and laboratories. Again if you think about TCs and what happened in those days, if you as a chairman of a TC propose a research program it was incumbent upon you to find funds. To make those projects work or at least some part of them. So some of us who were TC chairmen went up, actually soliciting funds for specific projects from people who were interested in those days.

Walter Spiegel

At that particular time the refrigerating society was very strong in standards. And the ASHVE was very strong in research. So when the societies combined they picked up all of that and reinforced both. And research then was, after what you said there was a large promotion to have the membership be the main sustaining force for funding. And Mr. Collins was very instrumental in that. He can tell you about that.

Rod Kirkwood

By that time when I came on the board, it was '63 if I remember correctly. At that time why, the funds for research, other than what was raised by the TC chairman, were handled by Jim Cansdale out of the society headquarters. And he went out and talked to the major manufacturers and they would raise as much as 50 thousand dollars a year. And that was it.

Walter Spiegel

If you recall there was a certain number of the dues that went to research. That was the start of it.

Bill Chapman

At one time that ratio was 40 percent. It was ten dollars and a 25 dollar total. That's remarkable.

Hugh McMillan

This change from our own lab was not uncontroversial. We had a lot of controversy about that. In fact Bill you might recall that you came down to Houston just to sell Reg Taylor one of our past Society, VE presidents.

Bill Collins

I didn't have to sell Reg. That was that was the hardest chapter meeting I ever had to go and speak to because Houston had sent Reg Taylor up to the meeting to report back to the chapter. And he was in favor of the retention of the laboratory. And that happened to be my meeting at that particular chapter. I had to report the action of the board and take the side of the board which was against it. And for me to go against Reg Taylor's recommendation was the hardest thing I ever did as regional director.

?

I remember that well.

Rod Kirkwood

The effort of that, obviously over the years had shown that it was a correct move. There's no question about that and the growth. I think our fund raising efforts really began back at the time of collecting enough funds to pay off the commitment for our part of the United Engineering Center in New York. This had been hanging over us for a number of years and almost nothing had been raised. Finally I think it was Bill Collins and Linc Bullion, sort of a set up a contest between them to raise those funds.

Bill Collins

No, that's not exactly true Rod. Linc and I had a competition on membership one year. But Linc was head of the fund drive of the United Engineering Center so we could get into that and he handled it very successfully.

Ron Shelton

We got into the United Engineering Center in New York City in 1960.

Group of people

Well let's see. It was after the merger.

Ron Shelton

Right after the merger.

Bill Chapman

It was right after the merger though because.

Ron Shelton

In 1959-1960 in which staff was located in United Engineers.

Bill Collins

And ?, headed that Society aspect of that and that was in '61 that that happened. And that happened and Linc was the man to go ahead and get the job done and it took about three or four years to do it, it was '64 or '65 before our commitment was finally paid.

Rod Kirkwood

But the big thing that came out of that more even than paying off the debt was the fact that the Society membership found out that they could raise money.

Bill Collins

That's right.

Rod Kirkwood

And that's what proceeded the effort for the Society membership to get out and dig for research funds and not directly but it really was a major factor in it because they had learned that it was possible to raise money. And most engineers didn't know that up at that time. That wasn't and engineering...

Ron Shelton

Most engineers don't know how to go out and raise money.

Rod Kirkwood

Right, yeah that's right.

Ron Shelton

That's not their job. How did the annual and the semiannual meetings turn out? Do they integrate pretty well with ASRE and ASHAE roots?

Bill Collins

Well actually the AE's annual meeting used to be the winter meeting. And that's when the transfer of officers took place. And RE was the summer meeting as we now have it. And it was eventually changed to that, with the merger changed to the summer meeting. And where AE had a council RE had the board of directors and we became a board of directors.

Bill Chapman

And we met twice to, separately I should say. The first was in January '59 in Philadelphia.

Bill Collins

Where we voted the merger.

Bill Chapman

Where we voted the merger. And our next meeting was continued and was at Lake Placid. RE members met somewhere else but I think both met in June. Then we came together maybe would you guess '61?

Bill Collins

'61 in Dallas. Not '61. It was '60 in Dallas.

Bill Chapman

'60. In January. But two meetings were held at separate times.

Ron Shelton

What about the exposition? Was that always a part of the winter meetings?

Bill Chapman

Yes, except that the AE met bi annually. We didn't get together with, well we're introducing another organization now. The trade organization, ARI. It was related. I would say RE and AE didn't have that same distinction. But then in 1972 we had an annual meeting and there was some concern whether the exhibitors would be willing to put up a new exhibit on an annual basis as opposed to. And to this date we look upon the odd year and the even year. For example Chicago is always on an odd year. Philadelphia and New York were odd year and the even year regional.

Rod Kirkwood

The ARI show was in the even year and the ASHRAE show was in the odd year but the problem was that their show, the ARI show was going to be that year I think it was October or November and ours was going to be in January so we were only three months apart and that's when we decided something else had to be done about it. Stan Gilman and I were a ad hoc committee and we went down and met with ARI and proposed to them that we combine the show into a single show that would be run every year. And the odd year would be the big show as it had been. That was principally New York and Chicago. And the smaller show which would be the even year would be moved around the country in order to get out into the whole country. And part of the negotiation was how does that affect that. They ran their own show and we had a separate company that ran the ASHRAE show. But they made a contribution to ASHRAE research and we didn't want to lose that contribution because it was the biggest piece of our financing for research. So we made a deal with them because their show was smaller ours was bigger that we would split the thing on a one third two third's basis from both shows. So they picked up income from our show and they continued to get income from theirs. But it was only a third but that third was big enough so that looking at the numbers they were going to come out ahead. But we figured we were coming out ahead also in the long run. And it turned out that we did. Its worked well ever since. But it gave a control so the exhibitors didn't get distressed about having the shows showing up too close together.

Ron Shelton

Did you find a fairly substantial increase in the membership during the 1960s? Do you recall, was there anything about the growth of the Society itself? I know by 1969, that was our 75th anniversary we had somewhere in the order of 20 to 25 thousand members by the end of that decade.

Bill Chapman

I believe ASHRAE came onto the scene with the embargo of '73. Energy was a key issue and that gave us something to sell that other people hadn't recognized. So I think that was a real stimulant to increasing our membership.

Rod Kirkwood

That was where we got the surge out. There wasn't any question about that. But before that there had been growth.

Bill Chapman

There had been growth.

Walter Spiegel

That first leg was the start of the growth.

Rod Kirkwood

Particularly this contest between Bill Chapman and Linc Bullion about the...

Bill Collins

Bill Collins.

Rod Kirkwood

Bill Collins, I'm sorry. I beg your pardon. Anyway the contest on membership in each area ultimately ended up, this being carried on in other areas as well, I think that that was a stimulus to growth particularly in the 60s. But in the 60s we also had a lot of other things happening. That was where Regions Central sort of realized that they had a mission to accomplish and we went about it with a lot of energy and a lot of work to make sure the chapters had an input to the regions and that the regions had an input to the society. And I think that this helped to preserve the aspect of the grassroots run society. And this is when we changed how the members from each region were selected for the Nominating Committee and provided an alternate for those as well for those delegates. And the alternate went to the Nominating Committee meeting when he was only an alternate so he would learn what the ropes were and could be effective when he got there. We did a number of other things. We created support for the Regional Chairmen. First in the member in the regional membership committeeman. Later that was expanded, what did we do next? Research Promotion Committeeman for each region. It was his job to get around to the individual chapters and see that they were working at this. And then in '73-74 we got into the energy thing. One of the things that came out of that was creating a regional energy committeeman and again these regional energy committeeman sat on the society committee. But they in turn had a responsibility within their region to get to the individual chapters and see that this was promoted. And part of our problem in the '73-74 energy crunch was the fact that nobody knew about us. We had talked to ourselves almost internally. We needed to have the world understand, at least the country understand that there were people that understood how to use energy effectively. So that's part of where we got into the standard. But the real part of the standard, and I don't know if we're ready for that or not, but the energy thing was a big effort. But maybe some other things ought to be covered first.

Ron Shelton

Since Bill brought that up about the Arab embargo in '73.

Bill Chapman

October '73 was the embargo.

Ron Shelton

And Walter I noticed was President of the society in '72-73 and his theme that year was meeting new challenges.

Walter Spiegel

Well it was interesting. The year before Frank Bridgers who was president a couple years before I was, started out, was pointing out the significance of the energy dilemma. There are a number of other things that happened and by this time it was starting to be the government should do everything and the theme of my year was more or less to, and we had to put everything in balance. The jobs, the welfare, and energy and for forth. And just before I became president the Club of Rome report was issued. And that of course sensitized everybody to the fact that the earth may not be able to support the number of people who we were giving birth to at that point. So the energy thing was sort of

predicted by ASHRAE in a number of instances. Even before the crisis there was some effort to generate an energy standard of types. Actually the National Bureau of Standards at that time started the effort. And then there was a thought of should ASHRAE get into this thing, hammer and tongs. And when I president I invited a number of people from the Department of Energy, wasn't called that at the time, to the presidential suite and invited a number of society people because prior to that it was taboo to have the government and our Society interface to any extent.

Ron Shelton

This was a meeting in Washington?

Walter Spiegel

This was a meeting in Chicago. They came to Chicago to meet with us.

Ron Shelton

Who was in that meeting?

Walter Spiegel

Well, Dr. Savage from the Department of Energy at that time headed up that group. And she brought along about five or six people. The discussion was that we felt, in the Society it became apparent that we didn't have the resources, the money to map these major efforts which involved just a tremendous amount of committee activity and a lot of travel.

Ron Shelton

That's to develop a standard?

Walter Spiegel

Develop the standard of a type that everybody was envisioning at that time from this ground work that NBS had been doing. And it turned out that the government was not only very anxious to have the society do this on a volunteer basis as compared to the government having to enforce the standards. So that was really the start of the ball which of course then was followed me and then that became the fruition at that time. So it was really a gradual build up of this collision course that I call it, where all of these factors coincided and there was a great draw in the public pot for money. And that was really the start of, at least an agreement and principle that the government and our Society should cooperate in something. It would really benefit everybody.

Ron Shelton

The funding to create ASHRAE standard 90 was, that money came from within ASHRAE?

Walter Spiegel

I think basically it came from within ASHRAE. I think there was some initial government funding that came along at a later time.

Rod Kirkwood

The separation of ASHRAE and the government was very important because we were into a discussion and actually a suit with the IRS over the fact that our funds received from the exposition, contribution to research, were considered by them to be taxable. And we went through a whole, long legal period over that. We had to be very careful from the standpoint we had to not except any government funds and so forth until that was settled. That was settled in our favor but that took some number of years to accomplish that. When it came to, going on to the standards from where it left off, what came about with the National Conference of States was building codes and standards, I guess is the way to say it, was actually funded by Bureau of Standards and they have requested that the Bureau of Standards

prepare a code covering energy use or energy conservation in new buildings. I wrote them this, as president in '73, offering the services of ASHRAE to review what they were doing or assist them. They came back, it was late December. They advised that they liked to have, present what they had done to ASHRAE and present the product that they had at that point in time to ASHRAE and needed to do it in a hurry. Well there wasn't time to go through the normal steps. So what I did is I took copies of the standard that they had and sent it to all of the technical committee chairmen with a request that they meet, it was Wednesday night, Tuesday night or something like that, at the Los Angeles meeting. We set up a meeting which was supposedly a small meeting of TC chairmen and by the time we got to Los Angeles the concept that had come out of this was that this was a standard that they were looking for us to rubber stamp. And of course this had everybody up in arms. ASHRAE doesn't rubber stamp anything. So the meeting grew in size and we moved from the small meeting room to the whole ball room and since it was approaching the, I guess the best description I can make, approaching a lynch mob we decided it was probably reasonable for the president to chair it himself because there was less chance of lynching him than someone else. And so we asked the Bureau of Standards to present their standard at that meeting and they did that. And they got a response from the collective ASHRAE members and the response was very negative about what it was, of the impact that would be on the Society and how effective it would be. Subsequent to that, I met further with the Bureau of Standards people and they said they had done what they felt they could with it. They would like to simply turn it over to ASHRAE and have us do it. And we said we could consider that. But they said they did not have that right to do it because it had come from this National Conference of States on Building Standards. They would be the ones who would have to come to us for the request to do it. So we agreed that would be all right. The question was what did we have to do under these circumstances. We heard they put together a budget and a committee structure on how we would go about doing this. I took that to the board and along with a request for funds which required as I recall a 50 percent increase in dues for ASHRAE because we had no other source of funds for it. And the board was less than thrilled with that because of the concern that any kind of dues increase of that type would be disastrous to our membership. And there was a justifiable reason to be concerned certainly under normal circumstances it would have been but considering the urgency, the need to proceed with this, because if we didn't proceed with it somebody else was going to do it and then we would have something we would have to live with that might not be technically appropriate. So we passed the dues increase. Along with that, the commitment that we also had to tell the world about ourselves. So part of that dues increase was to be used to retain a PR company to go out and handle the public relations for us of spreading the word. And they did a good job ultimately. We hired somebody and they did it. Now we have space in the Wall Street Journal and all kinds of other national publications before we got through. And it was good. So we raise the money, committed the effort to raise the money by at least the following year. So it was a rather short notice type of notice to our membership. And we gave them an explanation along with it, what it was for. But at that time we still haven't been asked to do it officially. And we couldn't be asked to do it until National Conference of States on Building Codes and Standards met and requested it. Their meeting was in Salt Lake City, Utah in March which meant that there was a gap. We set up our whole operation. We invited AIA in to write the section on the envelope. We invited EIS to join us, IES excuse me, the Illuminating Engineering Society to join us and the handle lighting portion of it and ASHRAE set

up the committees to handle the rest of it. So we had a plan in place, an organization set up and a basis of funds by the time I went down to the Salt Lake City meeting of NCBCS

Ron Shelton

And that was 1974?

Rod Kirkwood

That would be 1974, March of 1974. The problem was timing. I mean ASHRAE standards, certainly the importance of this one were a multiyear project and we didn't have multiyears to do it. We had to do it right now type of thing. You know there were long lines at the gas station and people were distressed and such. So we went to work on that one and we accepted first of all, the job of doing this. They asked us simply to modify, started to ask us to take the NBS standard and modify it. And I said no we couldn't do that. We had to write an ASHRAE standards as an independent standard. We would accept what NBS had done as a reference document and utilize it to whatever extent was necessary. Whatever was appropriate. They agreed to that. We proceeded. Our committee was going before I left that meeting in March. And we met. Everyone paid their own way to every meeting of the committees. All paid by themselves, not by the Society. Our Society membership rose to the occasion in a phenomenal fashion. There were hundreds of people involved.

Ron Shelton

Was there an acronym associated with that? I thought I heard someone say earlier, T and what, Technical and Financial Outreach? What was that?

Don Bahnfleth

That was the funding of Bill Collins put together.

Group Speaking

?

Rod Kirkwood

That was basically the research program that was funded that way. No, this had no funds coming from any of ours so we had to pay our own way. And everybody paid their way and we had meetings of these committees. We put this standard together in total by May. March, April, May. Meant there were meetings at least twice a month of every one of the committees. IES did a great job. AIA wrote, provided membership along with ours in writing the one on the envelope but they withdrew from participation in the standard and withdrew before their chapter was finished. We finished it and that caused us a little delay in getting out but we got it out. Mailed it in June along with a letter explaining what it was and what we wanted the reviewers to do. I guess this was really the start of the consensus type standard. We asked, we sent out copies. We made other copies available at a phenomenal price after we used up what funds we had. We had got back a tremendous number of reviews. Then the question was what do you do with it. Every reviewer that had taken his time to write in wanted, you know, he wanted a response to what he had commented on. We did. We went through all of the comments that we had and we responded in one form or another to every comment. And that was a laborious process but again it was done under a forced draft basis.

Ron Shelton

And subsequently that standard was issued in 1975. Bill was that during your administration.

Bill Collins

That's right. One of the main reasons it was issued in 1975 was because Bill Chapman and I went to a meeting of the committee in New York that spring. They have been trying to develop a perfect document which cannot be done. And we prevailed upon them to come up to the board with some final action so that we could publish a standard. And realizing that it would have to be amended as time went on. And we did get that in time to go to the board in 1975

Ron Shelton

So it's considered to be a living document.

Bill Collins

That's right.

Rod Kirkwood

During this time we were selling the government, or attempting to sell the government on the benefits of energy conservation. Washington DC when I went down there and addressed, talked to both Congressman and Senators about the subject, the main emphasis there was on alternative energy sources. They had a very hard time seeing any what, sex appeal I guess for a lack of a better term, in the idea of conservation. But new energy sources and so forth were much more exciting. So we didn't get any assistance out of it at all at that time in helping this thing forward. Ultimately we ended up in the Bureau, Department of Energy, hiring AIA to write a separate energy standard which was what, BIPS?

Ron Shelton

The Building Energy Performance Standard.

Rod Kirkwood

Yeah, BEPS, excuse me, which ultimately was laid to rest because it didn't work out well. And the ASHRAE standard was confirmed in position. Then we went on to provide the manual for how to use it. Maybe one of you guys want to address that one more.

Bill Chapman

Well the government had been concerned about energy and there were predictions that we were using up our fossil fuel sources in a very accelerated rate and if we continued to expand the energy uses as we were there was a really a finite and a relatively short finite period that we would be in a desperate position especially with oil. That wasn't necessarily accepted by everybody but nonetheless it really was the basis. So it led to some of the concerns you had. Congress wasn't quite keeping up with the changes and they hung in with that theory. Also when we took the standard we felt that we knew a great deal about how you could use the energy at the building wall and inside but if indeed we are to save energy we ought to look at the source of the energy. One source would be somewhat more effective in terms of the natural interest in the other. And unfortunately that created quite a controversy among the suppliers of energy, without naming any names, that hung with us for several years. It was in Dave Rickleton's turn that he set up a group called Section 12 at first and we came up with terms like riffs and buffs. And he said to allow for that. It became very, very complex.

Ron Shelton

There was another aftershock in that in the late 70s. I know the initial shock of the Arab embargo, we got past that and things improved. But somewhere around '77 or '78 when Jimmy Carter was in office, there was something called the Emergency Building Temperature Restrictions that came out.

Group of people

In the sixties. That was actually before. You can talk a little bit about that.

Hugh McMillan

Well they were in trouble apparently with the regulations having a pretty hard time implementing them. And they didn't have-

Ron Shelton

Basically regulation involved-

Hugh McMillan

Setting of the thermostats at certain values. 68 in the winter time and 78, I believe in the summer time. And it really wasn't getting the job done. And in different parts of the country there's more to air conditioning than just temperature. A place like New Orleans for example, high relative humidities. So they called us, the Department of Energy called us and asked if we would help work out a training program to train people in the Department of Energy how they can implement these regulations and restrictions. So we agreed to do this and it really wasn't an easy thing to do so I called on this gentleman to my left here, Don Bahnfleth to take that project on. And we conducted, we actually Don and his people conducted training sessions all over the country and regionally to train people in the Department of Energy as well as others. And possibly Don can elaborate on that a little bit.

Don Bahnfleth

That program you had to remember was instituted by Carter because our oil imports had reached somewhere near 50 percent and there was real concern about security and many other things. So it was driven by the fact that we were importing as much oil as we were producing in this country. The training that Hugh talks about, we did in two weeks. We put together a training program and then we as a committee, there were five of us that did some regional meeting work and then it went back to the chapters and that's just grassroots thing that Rod was talking about earlier. We had a chapter organization. And we took that down to the chapters and they trained local people, not only members of the society but anyone who chose to come. The best time we ever had was we trained about 60 thousand engineering types in about two months, a little over two months, on how to use the standard. And the reason for that is if you had heard the temperatures, it was 68 in the winter and 78 in the summer. And most government buildings in those days had reheat systems and when they put them at 68 they were cooling. And when they put them at 70 they were heating. So they were actually consuming more energy when we started than they had before. Significantly to me that was a turning point in energy conservation. Things happen like, in San Diego somebody turned off all the reheat coils in a building and discovered the building temperature never changed more than 5 degrees all year. They didn't need the reheat. And so we began to look more closely at how buildings were being operated and designed and then we can fall back on the 90.1 and Standard 90 and kind of lead the industry in that and really how to develop and design systems to be as Rod said energy effective. Not necessarily minimum energy but accomplishing the basic tasks which first of all to ensure good indoor air quality. Good temperature control. Good environments for people and then bringing energy down the minimum required to produce that. That I think got lost in some cases but never in this Society was that lost. We focused on the people.

Ron Shelton

Did a lot of this work eventually end up in having a government office, an ASHRAE office in Washington?

Walter Spiegel

Well it started out in 1973 when the Government Affairs Committee was initiated. I was the first chairman. And that was, since we are an organization, a nonprofit, any effort at lobbying is limited by government regulations but we felt that there was a legitimate area of communications that this Society should engage in. So that first committee sort of started studying that and broke ground and sensitized the rest of the Society with articles and so forth. After some time passed it then became apparent that it would be best served by a continued presence in Washington. I think you may want to speak to that.

Hugh McMillan

In my travels over the country to CRCs I had, as I became on the board and also as an officer, I had a lot of people come to me asking well when are we going to get somebody up in Washington, straighten these guys out. They don't know what they're doing and all that sort of thing. It just seemed to me at the time I was going to go in and be the president, it'd be a good thing to have a presence. Had we had a presence we felt like they wouldn't have gone into this EBTR situation. So that's in retrospect of course but of course we were limited. We cannot lobby. Actually there is a certain amount of lobbying that we can do but we're better off just not doing it. So but we can supply technical information. So the board passed a rule to create that office. I put a staff up there and they're here until today

Ron Shelton

And you hired Dr. Jim Cox

Hugh McMillan

Jim Cox, that's right.

Ron Shelton

And he's been there since-

Hugh McMillan

The word go. Presumably that they're doing a good job in keeping Congress and others out of trouble on ASHRAE matters.

Don Bahnfleth

For those of us who followed the institution of that and the officer ranks, we met frequently with people in Washington before the fact. The reason EBTR failed was it was written by someone who didn't understand what our systems do and we were called in after the fact. In this day and age we're being called in before. If we could see that we could arrange to, Jim could arrange to meet virtually anyone that you want to meet from the top people in EPA, the top in energy. And we have a very strong and good working relationship with Washington now as a result.

Ron Shelton

It's been a very effective liaison.

Hugh McMillan

Yes it has.

Ron Shelton

As we move towards the end of the 70s and into the 80s I know that we were still in New York City but at some point there was obviously some changes in the Society because we're, we've think moved into Atlanta. When, when would that occur?

Hugh McMillan

I was, actually the move took place I believe in '81. Early '81.

Walter Spiegel

The reason for the move, I can tell you exactly because we were out of space in the United Engineering Center. We were growing too fast and too big.

Bill Collins

And the rental cost as well. That helps as well.

Don Bahnfleth

That helped.

Hugh McMillan

We had to move somewhere. We couldn't stay in United Engineering Center because it just simply wasn't enough room. And so then the question then came up with some of us, and me included I have to admit, is there any reason why we should stay in New York City. Of course we decided at the board well no, we want to move. So we set up a move committee and looked at all different places all over the country and we were wooed by a number of them. We finally settled on Atlanta because they in fact, it was at that time a nonstop flight to Washington is one of the reasons. And the cost of living was moderate compared to New York City. At the same time they could spend the same money that they were spending in New York City and they could live, have a better lifestyle. We thought, and a number of them found that out.

Ron Shelton

So a little of the staff did come down.

Hugh McMillan

Most of the staff came.

Ron Shelton

Who was secretary of the society at that time?

Hugh McMillan

That was Andy Boggs. And we had to sell the staff on it. We had a little arm twisting, little sort of a buffet situation and some of us talked about the benefits that they would have by moving and we took care of all their expenses. Including trips down there to sight, to find out where they want to live and all that. We did a good job. I mean we did right by the employees at that time. So I think it worked out pretty good. In fact we were paying oh, 100 thousand a year which wasn't very much but if we had moved to the square footage we wanted in New York City it would 300, 400 thousand dollars a year which is considerably different money. We had enough money in the till to buy a new building and then we remodeled it sufficient for our needs. And it seems to be working out really well.

Rod Kirkwood

This all sort of came because we were, the reason we crowded ourselves out was because it was two factors. One was we had a phenomenal growth in membership because of the energy issue and the interest in the energy issue I believe. We also had a major growth in our whole research effort which was based on the fact that we were raising all these funds from throughout the country by every chapter in the country, not only the United States by Canada as well, raising money for research. And this was effective. And so we simply grew. It wasn't a matter of bureaucracy that grew on itself. It was a matter of need. So that we had to have more capability, so that's why we were outgrew those quarters.

Ron Shelton

I guess there were a lot of demands that were certainly coming on the society in the 1980s and Don you were president in '85-86. I think you told me earlier that there were some things that you have worked on.

Don Bahnfleth

Well we moved into the 80s and we moved into Atlanta. We were probably the most vibrant and most rapidly growing technical organization in the country because we were dealing with all of the critical issues that were facing society beginning with energies at base. So things that happened in the 80s. We did our first strategic plan. And I think at least some of these gentleman were involved in developing that. And it was a very important step because it moved us in a little more in a common direction. I say common because each president had his own opportunity to take the Society in some direction. And it wasn't always coordinated. It was moving in a direction but the strategic plan brought it together much more significantly. Also put us into a situation where having come off a very large deficit by the late 1981 or 2 we did a significant amount of work to reduce our expenses and increase our outreach to people. Put our publishing venture on a much more profitable, I shouldn't say profitable. We make a surplus I guess is the word. But we had the information and we were not getting it into the hands of everyone who could use it. It went to the membership but as a result of what Rod did and these gentlemen, as we grew out of being an introspective technical organization, into an outreach into the community in particularly at the professional government level, a lot of changes took place in our culture. And one of those was that we were able to launch out and do things. When Rod had started Standard 90 and had almost lost his head. By the mid 80s you could begin to do things like that without even serious question. So at 85, 84-85, ? and I attended a hearing on indoor air quality. And we left saying it's a nonissue. Because at that particular point in time it seemed very, very soft but by the end of his term, which preceded mine, and at that beginning of mine it became clear that indoor air quality was going to become a really significant issue. That when we put together the first IAQ conference which was presented by the society in the early 86. It's also the first single purpose conference that we had done that I'm aware of as opposed to the large ominous meetings that we have here.

Ron Shelton

So you're saying that that grew so much that you just could have one or two symposiums at a regular meeting but it became a whole conference unto itself.

Don Bahnfleth

What we were trying to do and what we did was to establish ASHRAE's leadership in indoor air quality. But also to do it because the people who attended were mixed disciplines. They were not only engineers but there were health scientists and MDs. And that grew out of a program of establishing our health committee during that same period of time. We had previously one person who was an EPA staffer but also a member of ASHRAE who pretty much consulted with us on what I would call health issues. And we became very concerned at that time that we as engineers could not deal with the health issues. And I don't know, I recall maybe Jack Chaddock and some others, Bill you were involved in putting together the program for EAC but for the Environmental Health Committee. That was totally staffed with MDs and health scientists and that was in 1985. That was the first time they had met. And they were in many cases we had to depart from our regular procedures and we actually paid full travel

expense to get the health people there. Out of that then came IAQ and now of course a whole host of things to deal with.

Ron Shelton

Another major issue that came is the ozone depletion issue and as it's related to CFCs.

Hugh McMillan

Let me say something. In order for us to do all these great things, we had a 1925 organization and we just didn't have the government set up to really do all of these things. So the board was meeting up, many times we'd meet, particularly when Bill was president, we'd meet, he liked nocturnal meetings. They lasted till 2 or 3 o'clock in the morning.

Ron Shelton

Now which Bill are you talking about.

Hugh McMillan

I'm talking about Bill Chapman. No the other Bill there wasn't guilty of that.

Bill Chapman

I'm the only one that's ever guilty of that.

Hugh McMillan

But anyway we found ourselves doing committee work on the board. And we just couldn't do it. We really couldn't take care of the things we needed to do to accomplish all of these multifaceted things that we had to do. So Don here and Bill Chapman I believe, got together. What I envisioned was maybe we could operate similar to Congress where we delegated a lot of things to committees. We really came out with an answer and the Congress would normally vote whichever way they recommended. Well they took it one step further which I thought was a little bit much at the time in setting up sub organizations that the committees reported to and it turned out that they were absolutely right in doing so. So we've got an organization now I think really from a standpoint of being able to process information and take action, without, I don't believe anybody, any other engineering society equals us in that regard.

Ron Shelton

So what you're talking about, the Council structure has been an extremely effective action that was implemented.

Hugh McMillan

It sure has.

Bill Chapman

It has taken a while for it to mature. The board for all these years had dotted every T. We couldn't get around to crossing the T's and dotting the I's. We did it the other way around and said it had to be redone. But as Hugh said it was really very, very detail oriented and the topics were coming on and the scope and we recognized that we had been relatively narrow and introspective. And my theme was if we're going to strive for excellence we have to make some changes. And I tried to get three changes underway. And one was the number of regions that we had and I'd seen bloodletting of Rod Kirkwood, I think it was at San Juan. One that far surpassed the Standard 90. There wasn't any part of Kirkwood that was much more than the size of a cube of sugar. He was really cut to bits. We had to have more chapters certainly if we were going to grow but we couldn't govern them. And then the way the board was operating and the third issue that I tried to bring up was a change of the office of the president.

Well that didn't get started and still hasn't after all these years. Seventeen years later the president is still just putting untold hours almost to the point it feels like an employee. I think that's another change. Even more so than just an employee.

Bill Chapman

Beg your pardon?

Hugh McMillan

The president spends a lot more time than 40 hours a week on that thing. He gets the job done.

Ron Shelton

There seems to be a lot of travel incurred by presidents. I don't know if it's been more and more as the international scene has grown or international liaisons.

Don Bahnfleth

In the early days, the last president was Jim May from Louisville, Kentucky.

Bill Chapman

That's right.

Don Bahnfleth

The president was expected to stop and talk to every chapter in the United States.

Ron Shelton

Is that right?

Bill Chapman

That was before the merger.

Don Bahnfleth

That was before the merger. Jim May was the last one to do that.

Bill Chapman

I don't think he's come to a meeting since.

Rod Kirkwood

The regional organization came out of ASRE.

Bill Collins

No, ASHRAE regional organization came out of AE in 1955 because this region was getting too burdensome for the president to visit every chapter. And they voted for the regional organization and that started in '55. Course the boundary lines were changed when we merged with RE.

Bill Chapman

We established certain rules. We had, it was Region ten went from Honolulu to Phoenix and that alone was ? necessary and I think that there were 15, 17 chapters in the region.

Rod Kirkwood

It also went all the way to Anchorage.

Bill Chapman

In Anchorage, to the north. So it was a little easier to sell the concept of expanding into 12 regions rather than the 10 regions that we had. I think the only time Bill Collins and I ever really saw differently and I mean considerably differently was when I had to the temerity to suggest that Region eight be changed.

Bill Collins

And who won?

Bill Chapman

You.

Don Bahnfleth

That's what happened to me when I proposed that we have all of CRCs from the fall. One gentleman really took me to task and it was Mr. Collins. You know what goes around comes around. You know how big Region 10 is today? Region ten is over 20 chapters and it extends from California to Sri Lanka, somewhere in India.

Bill Chapman

Well that of course is a different, considerably different change. We introduced the international aspect into one of the regions, Region 10. We tried also to change the, if we indeed are an international organization my point was let's not have the Canadian border be the definition of a region. Let's turn it 90 degrees and have three regions in Canada. And that created a revolution. ? to Region eight. A tad less. But at least it let you bring Bill Hole into your side of the argument and that was just too much weight to overcome.

Ron Shelton

I've really become impressed by the international attendance at this particular conference and the growth of that over the years. And I think that's a very strong outreach and liaison for AHSRAE and its efforts to advance technology. And I'm very impressed that there's a lot of past presidents that are still here, they're still extremely active in the Society. Even though you've gone through some heavy burdens as president, apparently the burn out wasn't reached. You're still here and you're still having an effective influence on this society. And I think that's extraordinary.

Bill Collins

There's one reason for that. The people.

Walter Spiegel

There's something special about the experience in ASHRAE. And there's an effectiveness in doing our mission that everybody respects all over the world. And I think that has got a lot to do with what you're saying.

Hugh McMillan

I've heard the comment many times that you folks are the hardest working society we have ever seen. And it's not because the just, you know they're not necessarily workaholics, even though there are a few here, but they just love to do ASHRAE work, work in ASHRAE. And it stems from grassroots, Bill. When you start people raising money for the Society and do our research and we developed a sort of pride in the Society and we want to be a part of it. I think that had a lot to do with it.

Rod Kirkwood

I think that outpouring we got to turn out Standard 90 in a few months draft of a whole new concept of what a standard was, and the effort that went into that by our membership, is a good example of what you were saying. It is something that, how could you expect volunteers to put their time and effort and their money in to paying their own way to meetings and the kind of concentrated effort that we did in those three months that was unbelievable, even to me, that we were standing there watching it. It just, I was delighted obviously. It was very impressive and we figured out one time how many million dollars effort that had been involved. It was multiple millions of dollars really if you counted time as well into it. And it all went into that effort and this was all volunteers, these people all worked at it. I said many

times that I worked a long time in ASHRAE and I've never met anybody that was, that I didn't like and didn't respect. I've met people who've had difference of opinion but it's generally speaking a reasonable difference in opinion. And they're willing to be convinced if you've got a story for them. I think that this is a very important part of ASHRAE, why we are here.

Bill Chapman

And the issues are important. They are very little triviality. I remember when I was president commenting on that. I then came back to work for my employer as it were and speaking to our industrial psychologist and I think I've really gained an experience that's valuable. And stepping out of the presidency of this big organization and at that time you went to vice chairman of the Nominating Committee which was almost unseen. And obscure task. It's given me an idea of what it's like when I retire from the industry. You lay down the reigns but the hardest part of it is that everything you do in ASHRAE has an element of importance significantly above much of the daily routine and the tedious detail that you have in the job and organization. So with that sense of importance of the work that's being done you have a tremendous sense of satisfaction in making this commitment in serving.

Ron Shelton

Well I must admit that that's one of the reasons that I like ASHRAE. That I'm able to be around some people who I consider leaders in the industry and there seems to be an urgency to address issues and get answers and move forward and advance technology. I've benefited by work on committees and I'm having a really good time this year being on the Historical Committee and being able to join discussions like this in which we can reflect on some of the things that have occurred in the past. And I think that has some benefit from my employer. And I don't know, it may be more by osmosis than anything else.

Bill Chapman

It's your experience.

Ron Shelton

I think it's very helpful and I'm really looking forward to the beginning to our Centennial this summer in Orlando. I guess we all have to wrap this up. I don't know if any of you have any other comments.

Rod Kirkwood

One thing we ought not to pass up on this, and I think it's right along with what Bill was saying. We have a staff that is a very effective staff and a very supportive staff, and willing workers on the staff as well. And that takes away a lot of the triviality that we might have otherwise to be content with. That is an important aspect. We've had good administration within that staff and effective.

Ron Shelton

Frank Coda is now our executive secretary. He's been there for 30, 40 years.

Rod Kirkwood

Frank was the executive secretary of IES before he came to ASHRAE. And we worked with him there on Standard 90.

Bill Collins

It was during some of that work that we got him to consider coming in.

Rod Kirkwood

Yep, that's right.

Bill Chapman

And he joined us before Andy Boggs retired. So I would guess it was '81, but that the move would be about that time.

Hugh McMillan

It was about that time. Maybe a little bit before.

Don Bahnfleth

He was in the New York office for a short time.

Group

Yeah. We had him training.

Hugh McMillan

I had a boardwalk -, at the IES meeting. He and I walked up the boardwalk at Atlantic City and would let us know later. Bill Collins, you highly recommended him and I felt like he would be an excellent successor to Andy. It's worked out that way.

Bill Collins

I worked on him a little bit before your session.

Hugh McMillan

Yes I know.

Bill Chapman

We did have a search committee. You served on it, Jack Chaddock, and I forget how many applications there were. 40 in round numbers would you say.

Rod Kirkwood

Well and Andy Boggs was an effective executive secretary as well but he was at the time ready for retirement. So we had to find a successor.

Ron Shelton

Well on that note I think we need to wrap this up. This has been a reflection of individual experiences from a number of our past presidents. I want to thank Bill Chapman and Bill Collins and Rod Kirkwood and Don Bahnfleth and Hugh McMillan and Walter Spiegel for participating in this discussion. And we've had a little bit of contribution from some of the Mississippi River boats outside with an occasional whistle that you may have noticed. And that ends our roundtable discussion. Thank you very much for joining us.

Group

Thank you.

Ron Shelton

Enjoyable.