

ASHRAE Leadership Recall (formerly Leadership Recalled)

Transcription

Interview of: Richard Hayter

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Interviewed by: Pat Ivesdal

Pat Ivesdal

Hello. I'm Pat Ivesdal past member of the ASHRAE Historical Committee and Region IX Historian. I'm here in Kansas State University in Manhattan, Kansas to interview, to do a leadership interview, with Dr Richard B. Hayter, Associate Dean of Engineering for External Affairs at KSU and past presidential member of ASHRAE. He was the Society president in the year 1995-96. It's a privilege to be here today with you Dick. I would like to find out all about you and the members of ASHRAE would also like to know.

Richard Hayter

Thanks Pat.

P.I.

Can you give us a little bit of your first early days?

R.H.

Well I don't exactly remember being born but I was. I was born in 1943 during the war in Brookings, South Dakota where I was also raised. At the time my father was in the Air Force, at that time called the Army Air Corps and my mother and I lived with her parents during that period. Continued to be raised in Brookings, went through all the grades and then continued on into college at South Dakota State University. Little bit of background in that event because it eventually will tie into the activities with ASHRAE, my dad was a physical plant director at South Dakota State University and it was there that I first was exposed to buildings, building construction, building operation. From the day I can remember I was visiting new buildings under construction, going with my dad to visit architects and engineers offices for buildings under design at campus and to visit remodeling and maintenance projects including such things as a central steam plant at South Dakota State University. So it was a long heritage of being involved in buildings. As far as some personal memories while I was there, I entered South Dakota State as a civil engineer. A couple years into the program I switched into mechanical engineering and then continued on, received my degree in mechanical engineering in 1965. However during that time also I was dating my wife Barbara. She and I were in high school together. We dated as seniors in high school. She was a home economics major, I an engineering major. We played in the university band together and my other extracurricular activity if that's what it was, was Air Force ROTC, spent four years in ROTC. At the time Air Force or ROTC was mandatory for all men for the first two years in college at South Dakota State and I continued on to receive my commission. My senior year I was the corps commander. We had about 750 cadets in the Air Force, Cadet Wing at South Dakota State. Continued on then before

entering the Air Force I received a short deferment so I could get some real world experience in engineering. Went to work for Pratt and Whitney Aircraft.

P.I.

Well what year was that then?

R.H.

This was '65-'66.

P.I.

In '65, you graduated in '65 and then?

R.H.

Went on to Pratt and Whitney for a year working in the experimental engines where my role was instrumentation of engines. So happens that the two engines that I worked on while I was there were both experimental at the time. One became the engine for the F 111. The other engine ultimately became for the Boeing 747. So it was great experience.

P.I.

Looking back now I suppose you realize how monumental that was.

R.H.

Well it was. It was an interesting time. It was during the buildup of Vietnam and a lot was going on at that time in that industry and certainly was a good experience for me. But not really tied to the HVAC&R industry yet. After leaving Pratt and Whitney or actually getting my orders to report for active duty, I spent a short time in Oklahoma and then on to California where for a couple of years I was in weapons system engineering and during those times my two kids were born. Now I want to stop there as far as my Air Force history because I'll come back to it in a little bit. Let me talk just a little bit about my family.

P.I.

Good. I was wondering when this marriage happened.

R.H.

Well that happened in '65.

P.I.

Right out of college.

R.H.

Right out of college. Right in fact right after our graduation. Both kids were born while we were in the Air Force. Our oldest is a daughter, Shelia. Shelia is a mechanical engineer, a graduate from here at Kansas State University. Went on to get her master's in mechanical engineering from the University of Colorado but upon graduation from-

P.I.

May I? I must add that she's also an ASHRAE member.

R.H.

She is, yes. She was active in the ASHRAE student branch here at Kansas State and then went on to be an associate and now full member of ASHRAE. Her first two years out of college were with ZBA Consulting in Cincinnati, a firm that is familiar to many in ASHRAE because it, the managing partner there is Don Banfleth, presidential member Don Banfleth. She then left ZBA after two years to go into research at the National Renewable Energy Lab in Denver, Colorado and that's where she is today. She

is in a Building Systems Research Group and as you mentioned is quite active in ASHRAE. Our son, two years younger, Ryan is also a Kansas State University graduate but totally different career path. Whereas mine was engineering and my wife was public relations, our daughter became the engineer, our son is in public relations. He is now the publicity director for K2 Inline Skates and soon to be for the corporation for K2 and he and his wife Stacy live in Seattle, Washington. So that's our kids. My wife on the other hand as I mentioned got her degree in home economics at South Dakota State University with her masters in journalism here at Kansas State and is now employed at Pawnee Mental Health Services which is the regional community health center and she serves as a specialist in media as well as continued education. So that's my family as a nutshell. I want to go back now if I could to my Air Force role because after my two years in working in the weapons systems side, I knew I had this interest in buildings, had had for years and decided that maybe I would enjoy working in base maintenance which the Air Force calls base civil engineering. I asked for a transfer, received it and that took me into my first design job, if you will. I was assigned to the mechanical systems design group within base maintenance. And I was assigned a very interesting first project. It was a 12 hole outhouse. And I was to design the HVAC system for this outhouse. It was actually more sophisticated than that. It was for some of our crews that had an alert shack at the end of our runway and no facilities. We were just building new facilities for them. Well I knew nothing about HVAC design. I'd taken one course in college. I had attended a lot of ASHRAE meetings with my dad who happened to be an ASHRAE member of the South Dakota chapter. Although not a charter member, I joined within their first year after chartering in Sioux Falls.

P.I.

So ASHRAE goes back in your family.

R.H.

So ASHRAE goes way back in my family. And realizing that I knew nothing about what I was about to design, I decided well, a place to learn is the ASHRAE chapter. So at that time, this would be about '67, I joined the Sacramento Valley chapter in Sacramento, California where I was stationed at McClellan Air Force Base and certainly that was a wonderful experience because between the networking and the chapter and finding people who would help me with my outhouse and the opportunity to go to chapter seminars which were excellent, it started me in the design business. And that's how I got my start in the Air Force.

P.I.

Well that is very interesting to realize that's how you're connected with the HVAC and ASHRAE.

R.H.

Well I do want to make a tie now if I could and I'm sorry Pat that I'm not giving you the opportunity. I'm just rambling here. Missing some great questions, huh.

P.I.

You're doing wonderful and I'm enjoying hearing this and it's very beneficial so keep going.

R.H.

Good. Well after two years of this design I was fully intending to make the Air Force a career. It was very interesting. I enjoyed my work. It was very challenging and I continued to get more interesting projects than an outhouse. However about the time I was deciding to volunteer for duty in Vietnam, at the time it was really necessary if you were going to make a career out of it that if you have time in

Vietnam and I haven't had any at that time. I received an ASHRAE Journal. I had been a member now for a couple of years and the journal came with an article about a university I didn't know much about and a laboratory I knew nothing about but it was an article about a laboratory called the Institute for Environmental Research and it was at Kansas State University. And I just thought it was fascinating, the research that was written up in that article. And so I wrote this individual who I didn't know and asked him if, about what graduate programs might be available. It happened to be Dr. Preston McNall who will be one of the interviews today. And Pres wrote back, told me about the programs and ask if I'd be interested in a relatively new program at the university that they had started called Bio Environmental Engineering. Sounded great. So I made my application, was accepted and in 1970, January of 1970, came to Kansas State as a graduate student. So happens the first two people that I met on campus and literally the first two people, are going to be interviewed here today, Dr. Preston McNall and Dr. Fred Rohles . Both of them at the time were associate directors at the lab and that became my first tie to Kansas State and it was because of ASHRAE that that occurred. So there's a real long heritage here.

P.I.

Yes, it's almost directed your life, hasn't it?

R.H.

It has, no question about it. In fact it has done more than just that one move in my career. Coming here was a wonderful experience getting a chance to work in the in the lab which was an ASHRAE supported lab. Came here from ASHRAE, the facility was physically moved here when ASHRAE decided not to do in-house research but to do it through contract and I had a chance to work in the environmental lab, went on at that time energy and alternative energy and energy in buildings was becoming an issue. Did some work in that area because of the ASHRAE tie here and we'll get into some more specific ASHRAE activities in a minute, made some contacts in the private sector. Went into consulting, was asked to start a firm, subsidiary of a consulting firm that dealt with energy in buildings because of the ASHRAE contacts that I'd made here. Joined that firm and we eventually went into a lot of in house training through ASHRAE and through a number of other-

P.I.

Now that firm that you joined, a private firm?

R.H.

It was a private firm and it still continues today.

P.I.

You can mention that firm if you want.

R.H.

Well it was Energy Management Control Corporation out of Topeka and I became its managing partner executive vice president. Through the, again a lot of ASHRAE contacts we used for our instructors, did training all over the country in HVAC for the Department of Energy but again ASHRAE contacts all the way through. Because this continued education activity at that firm, Kansas State asked if I would come back to direct an activity similar to that here at the university and so I returned and to this day we continued to use ASHRAE members in a lot of our training and teaching sponsor here at Kansas State. So certainly ASHRAE has had a major influence on our life.

P.I.

It certainly has. So that, you were working on your graduate degree from 1970-75?

R.H.

That's right.

P.I.

And then you went over to the, well you worked here at the university in the engineering and teaching and research. And then you went to your outside job and then back the university. So it's been a good experience for you educationally wise hasn't it?

R.H.

And professionally.

P.I.

And professional.

R.H.

Right and networking and I may mention this again throughout, has really been critical in my career. If I had not had a chance to meet Pres and Fred Rohles, if I hadn't had a chance to meet the men and women who've taught for us and that I've either worked for or had worked for me all of this networking has really formed my career.

P.I.

In other words people make ASHRAE.

R.H.

They do, absolutely.

P.I.

That's true. Now that we've brought up ASHRAE every other sentence here, I wanted to find out maybe a little more specifically what you've been doing with ASHRAE. Your chapter experience. You said you were out in California which,

R.H.

Sacramento. In Sacramento, California.

P.I.

And then you joined the Kansas City chapter?

R.H.

I did. Now there was a break in there from 19, let's see I left Sacramento in 1970 and moved here as a graduate student and really didn't get involved in or didn't really join the chapter. I continued my ASHRAE membership but really wasn't involved in the Kansas City chapter for a number of years. My first Society level meeting happened to have been in Kansas City and I think it was either January of, must have been the Winter, no it was a Summer meeting, either the Summer meeting or annual meeting in 1970 or '71. I'm not exactly sure when it was.

P.I.

It was quite a few years ago.

R.H.

It was. And it happened to be hosted by the Kansas City chapter. A group of graduate students went over under the tutelage of Ralph Nevins who to some who has been in ASHRAE for a number of years will recognize the name. Ralph was dean here at the time and also director of the environmental lab and he introduced us to the whole ASHRAE system and encouraged us as students to sit in on technical committee meetings. So that was my first real introduction to the Society level activities.

P.I.

Well starting at the chapter level, right.

R.H.

Right. Well and then actually joined a chapter when I went in to private practice in 1977 must've been.

P.I.

So you kind of came at ASHRAE through the Society level and then down to the chapter level.

R.H.

Primarily.

P.I.

Okay. And within the Society, you have been very active on committees, ASHRAE committees haven't you? How many committees have you belonged to over the years?

R.H.

Well it's hard to know but in '75 I started attending ASHRAE meetings, Society level meetings, on a relatively regular basis. By that time I had finished my graduate degree and I went to my first winter meeting in Dallas in, I believe it was '75 because of Ralph's previous influence who, he had passed away by then by the way but he was well remembered in this Society. I sat in on some technical committee meetings and was immediately asked to join a couple. One was TC 2.1 which Fred and Pres have been very active on, on the human factor side and certainly a direct link to the environmental lab here. And the other committee was TC 6.7 which is solar energy applications. Just happened I was doing some work in that area, teaching some courses in it and the individual who chaired that committee was quite, was a good friend of Ralph's. His name was John (Yellen?) and in the solar business that's an icon in the industry. John saw me there as then a young ASHRAE member and I have been asking some questions during the committee meeting, asked if I'd be willing to join. And between those two committees kind of got my start in the Technical Committee activities.

P.I.

And then it goes on from there. At the, what major issues were facing the industry at the time that you started these committee works? They'd probably be addressing those issues.

R.H.

They were. Well energy was a big issue because the first of the oil embargoes of '73 and then '74. So energy was a real hot issue. Both energy conservation in buildings and alternative energy applications. So it was a great field to be in, to have been doing some research and then ultimately some design in. And that probably was a major influence on how I kind of worked into the system. We were, both committees were very active on doing seminars and symposiums at Society level meetings. I happened to chair a few of those and as a result of that an ASHRAE staff member who has since passed away, a guy named Jack McClung who was the staff person responsible for Society level programs, programs at winter annual meetings, he and I became friends because of a few the symposiums that I was chairing. And he passed my name on to the president elect at the time, Hugh McMillan, who invited me to serve on the first of my standing committees which was the ASHRAE Program Committee.

P.I.

The ASHRAE Program Committee. Yes, that got you really more involved in knowing people in the structure of ASHRAE. And then what, where did that leave you?

R.H.

Well I continued on the D.C. activities, technical committee activities but Program Committee led on to being chair of the Program Committee and about that time we also got quite interested, we ASHRAE, in this whole idea of a formalized continued education program for our members, so two of us were asked to try to put this in a more formal sense. In other words form a committee, see what could be done from a ASHRAE standpoint. So Don Gatley from Atlanta, and I were asked to chair what was then an ad hoc committee to put together ASHRAE's continuing education program and there certainly were a lot of others who had major input into that formation. Well out of that evolved the professional development seminars that we have today. And at the time a committee was formed called just that, the Professional Development Seminar Committee and Don and I chaired that. I was chair along with Don Gatley. We actually co chaired that for two years and that's where it got its start. Now it wasn't our idea by any means. Don Rich when he was, presidential member Don Rich, when he was chairman I believe of Research and Technical Committee, number of years prior to our actually creating the process in ASHRAE had suggested that something like this was needed. And over that time the process had matured and eventually became the PDS seminars.

P.I.

As a member of ASHRAE myself and seeing these brochures that come out it's interesting to know how all of them got started and it was in you're basically responsible, involved.

R.H.

Well I was involved but I can't take credit. Just happened to be at the right place at that time.

P.I.

Can you comment on any more of your activities with the committees?

R.H.

Sure. Actually there were some that overlapped as far as standing committees went. During that whole time as I finished my term on the Program Committee the Professional Development Seminar Committee was actually underway but I happened to be selected for the Research and Technical Committee as well. Still continue to serve on TC's but then continued on through the R&T ranks ultimately to become its chair.

P.I.

The Research and Technical Committee is a pretty important Standing Committee isn't it?

R.H.

Well and because of the emphasis ASHRAE puts on research there's no Society, technical Society in the world that sponsors through voluntary contributions the level of research that ASHRAE does for its own industry and ultimately for the users of our industry, the general public. So the Research and Technical Committee, by the way which has now been split into two, a research committee responsible for the administrative side of research and one responsible for the technical activities of the Society, but the time were up...

P.I.

How long ago did they split those?

R.H.

I'm going to guess Pat, it's probably been about four or five years ago. But that's my guess. Probably back in the in the middle 90's. At the time the committee was responsible for research management as

well as oversight of the technical committees and so yeah it was a very active committee and continues to be.

P.I.

And they take care of all the T.C.'s don't they?

R.H.

Well now the technical administration committee, I'm not sure of its exact name is responsible but at the time yes. We have TC oversight.

P.I.

And I see here on your resume, Dr Hayter that you were also on the research, well the Refrigeration Committee?

R.H.

Well that's later on.

P.I.

That's later on.

R.H.

Let me explain how you get into some for those committees that happen to be on my résumé. It's more by default then it is to be a contributing member. Those were pretty much my standing committees until I went on the Board of Directors. I became a Director at Large immediately after the Research and Technical Committee and I became a director at large, boy I'm not sure. It must be about 13 years ago.

P.I.

Yeah, 1986 to '89.

R.H.

Okay, so I joined in '86, the Board of Directors. And by virtue of being a Director at Large which is one of two types of directors. There are directors at large and there's a Regional Director, Director and Regional Chairman. Those two serve the Society either from a service to chapters or at the Society level managing the committees. I happen to enter the route through the Director at Large and by virtue of that was assigned to a variety of committees during that tenure. One of them being the Refrigeration Committee.

P.I.

Okay. There's, like I say you have been active in so many of the committees that it's just overwhelming the amount of experience you've gained.

R.H.

Well it's been all to my benefit. Hopefully I've helped the Society a little bit along.

P.I.

I want to rush ahead a little bit here to more current times. Because of all this experience that you've gained you eventually were nominated to be president of ASHRAE. And now I'd like to get a little information about that year, your presidential year, 1995-96. And what was your theme for that year?

R.H.

My theme was just simply the word "vision". The theme came as a result of again some earlier committees that I'd been asked to serve on and to chair. There were two ASHRAE strategic plan ad hoc committees that I'd chaired prior to that and ASHRAE is really committed to planning both in the short term and long term and it truly has an impact on Society. And a lot of members Society wide, chapter

level, grassroots level, those active in Society level, have contributed to this planning process. And to do that you have to have vision. So that's the theme that I chose for my year as president.

P.I.

Now at that time 95-96, what was happening in the world that influenced you as president?

R.H.

Well we were right in the trauma or the change, the shift from the use of CFC's to those that were more environmentally benign refrigerants and so probably that was the single biggest issue that was occurring during that era. Now it wasn't only just during 95-96 but certainly that was a major issue. Energy continued to be important but ASHRAE had to be proactive in reminding consumers of its importance and we've done that through our standards, continued to struggle with our energy related standards, Standard 90. Every president prior to the-

P.I.

Standard 90. Can you remind me about the significance of that standard?

R.H.

Sure. The ASHRAE Standard 90 deals with the design of energy efficient buildings. And Standard 90 has really been one of our premier standards as far as the impact on the industry. But it's a difficult standard because, not difficult, well difficult in its use too but difficult in its development because of varying needs, varying opinions on the technology, the approach, what should be standardized, what should not. And so it's also been a difficult standard to maintain and to keep current because of these differing influences all of which are valid but because of that my predecessors who are ASHRAE presidents and those who succeeded me as ASHRAE president have had the same dilemma that I've faced and that was trying to maintain its currency and make sure that our standards were state of the art. And so it continued to be one of our major issues during my year. That as well as a standard that deals with indoor air quality, Standard 62 another very important standard. Now prior to my being president but two standards that had a major influence and were adopted Society or industry wide prior to my term and then during my term and has continued on, deal with refrigerants. Standard 52 and 34. Those two standards have had a major impact on this changeover from CFC's to the more benign refrigerants and that certainly was a major part of the year as well.

P.I.

As your presidential year.

R.H.

Now I can't take any credit at all for that to occur. It just happened to be occurring while I was president.

P.I.

I was going to ask you a question that's similar to what you were talking about. Any one specific accomplishment during your year that impacted ASHRAE?

R.H.

Well essentially when you're an ASHRAE president because you see better than ever before how things are accomplished with or without the direction of the ASHRAE president. The ASHRAE president will get credit for a lot of things that happen whether he or she has had any direct influence on it or not. And I'll give you some examples. It just so happens that that ASHRAE enters cyberspace the year I was president. The ASHRAE web page became a reality in October of '95. Certainly I can say, gee I can take

credit because I was president. Well I can't take credit, just happened to be the timing of it. A number of things like that occurred. For example, what are now known as the distinguished lectureship series occurred, was developed and became a program within ASHRAE during my year as president. Again it's because the Chapter Programs Committee which had just been formed decided this was something they wanted to undertake and they undertook. Other things that happened during that year that again I can't take credit for but that did occur and for which I'm really proud that they did, we formed three new ASHRAE chapters that year. Now again this was the grassroots saying we want a chapter and we'll go through the process to make it happen and through one of the regional chairman, it happened. And I was privileged to be part of the chartering ceremonies of these three chapters. One was the Cairo chapter or excuse me, the Lebanon chapter but the chartering occurred in Cairo for some reasons of our State Department asked me to charter it somewhere other than Lebanon because of some security concerns. That was the first chapter. The second was in Kuwait where we chartered that chapter. Most interesting experience with the chancellor of Kuwait University participating in the ceremonies. The ambassador, U.S. ambassador to Kuwait, participating in the ceremonies. Just a very, very positive experience and then we closed out the year by chartering the Delhi chapter in India which is the second chapter of India. So it was a very active year for chartered chapters.

P.I.

Very international year. And of course now that's led to a new region. And so that's, you were part of the big change in ASHRAE that year.

R.H.

Just happened to be part of it. Right and again it's like I said the ASHRAE president just happens to be the most visible part of it at the time but certainly is not the reason that it happened so.

P.I.

Well we're interviewing you now, let's see, four years after the fact and that's actually a rather recent interview because we like to have the ASHRAE presidents have a little time to over look what has happened as since their time and you can see what has happened since then. It's monumental. I'm going to back up a little bit because I'm interested in the award you received in 1987 for, and you've been mentioning Ralph G. Nevins. They have an award now that they give members that they only give one a year, presented for significant accomplishments in the general area of man's response to the environment. And I don't know if you remember this but I do that in 1987 you received this award. Now was there a specific project you were working on that generated the award?

R.H.

Well if it goes back again to the Institute for Environmental Research and the professors and researchers that operated it and the students that served under them. It has had a major influence on our industry and you may hear later in one of the other interviews of some of the others that received it but most of the students that went through the bar environmental program that continued on in our industry have been recipients of this award. Ralph Nevins as I mentioned was dean here and director of the Institute for a number of years. We had numerous opportunities to be involved in research dealing with human factors and it was a result of not necessarily one paper or one research project but accumulation of those that resulted in that award.

P.I.

Congratulations. Now another award that's very honorable and prestigious to receive was the Fellow ward and I believe you got that in the early 90's and that's after accumulation of lots of work that the member's done, is that correct?

R.H.

It's related, yes, but it's related to a great extent toward the scientific or technical contributions and so those who receive the fellow have made contributions in that area within our industry of HVAC&R. It doesn't necessarily mean that the individual has been in the research community. They could very well have been in the design or manufacture but made some contribution. Have to apologize for the bell. We are in a classroom and it's now class change time.

P.I.

Well we can continue our interview a little, a few minutes longer.

R.H.

Let's continue on, sure. So nevertheless probably the reason that I was selected for Fellow had to do with the more of the research and publishing side in the work that dealt with technical committees but there are others who are equally deserving then received it but they've come up through more of the applied side but they've made contributions in that regard.

P.I.

And then that lead I'm sure to another award that you received in 1993 called the Distinguished Service Award.

R.H.

That award is presented for a variety of services to the Society ranging from some of the technical committee activities that I mentioned, standing committees, other contributions, of publishing and delivering papers. It's a long list of contributions that individuals can make to the Society whether they are technically related or not. And so the Distinguished Service award is given to those who have participated in a variety of things and I've had a chance to do that.

P.I.

And I can see. I read over your resume that you have written at least 43 papers which sounds like a lot of research and work.

R.H.

Well it's insignificant compared to what some others have contributed in that area.

P.I.

When you're talking about that, you've already been good to mention quite a few people that stand out on your mind as influencing you in Society. Would you like to comment on any other people that?

R.H.

I would and I'm going to cheat here because I don't want to miss someone so I've written a list. And if I could just comment on a few of these. And I'm, you always hear people saying this and I mean it is well. There'll be people overlook that I should mention which you've already heard about my dad. Ken Hayter was his name and joined ASHRAE back in the 60's. I'm not sure exactly when he became, actually it may have been even prior to that. May have been in the 50's. But he probably was the single largest influence on my ASHRAE activities because I grew up in ASHRAE. Even though the chapter was about 60 miles away, I would go as a college student with him to chapter meetings and rub shoulders with engineers in the field. But it went beyond there. I had a professor by the name of John Stanford. John

was department head, a mechanical engineer in South Dakota State and an ASHRAE Fellow and he taught the one HVAC course that we had at South Dakota State and also talked about the benefits of ASHRAE to the students. We didn't have a student branch but he made sure that we knew about ASHRAE. And so John was an influence. I mentioned two individuals that will be interviewed here today, Fred Rohles and Pres McNall because of the mentoring that they did both as a student and then as I grew older they saw that I still needed a lot of help and continued to offer that and have had a big influence on my ASHRAE career, as has Ralph Nevins who certainly has had an impact on our industry and a lot of folks including me. There's some folks that have passed away that I want to mention that kind of took me under their wing when I was a young engineer, helped me both through ASHAE and the technical side as well. Al Newton was an engineer at least, when he, he worked for a number of years and retired as an engineer for York and Al was a real mentor for me. Someone that I looked up to and what he contributed to the industry and seemed to invite me to participate in number of the projects he was working on for ASHRAE. Al and I were very good friends, significantly different in age but very close in values and I learned a lot from Al. Right alongside him was presidential member Frank Faust. Frank and Al were good friends and Frank after he retired actually did some work for ASHRAE in the area of contracts with the federal government. Frank oversaw those and invited me to serve on some of those projects that we were doing for the feds. And then lastly a staff member, who if I remember correctly died while he was a staff member was a guy by the name of Joe Cuba. Joe was manager of technology or something like that, I'm not exactly sure of his exact title, but to me it was during Joe's time as an ASHRAE staff that ASHRAE heavily got involved in the whole process of contract research and using a variety of members to do the research, to get the word out-

P.I.

What years were..?

R.H.

I'm not even, I'm not sure when Joe, but it was 70's when I knew Joe. And Joe and I worked a lot together on the technical side of ASHRAE. Well I mentioned that presidential member Hugh McMillan at the time as president elect appointed me to this Program Committee and that was route in but he did that upon the recommendation of another ASHRAE staff member by the name of Jack McClung. And I had mentioned Jack earlier as being responsible for ASHRAE's Society level meeting programs. And Jack and I became good friends and Jack also was involved in the early years of the professional development series. So Jack has since passed away, left ASHRAE back in the 80's, but we continued to be to be friends. Now I had met some ASHRAE members, or presidential members relatively early but they weren't necessarily president at the time. I want to mention two of those. Bill Holladay, presidential member Bill Holladay, I had known of but had not met until an ASHRAE symposium that was held at Iowa State University and Bill was the plenary speaker at the time. And he and I went for a long walk one day around the campus and he told me about ASHRAE and the friendships that develop and the professional growth and just the importance of ASHRAE to a person's career. And I'll never forget that stroll that we had and ever since then Bill has been a very dear and close friend. And I wish him a happy birthday. His birthday's in December and I wish I'd been there to help him celebrate this past December.

P.I.

His age, he's in his 90's now.

R.H.

Bill is in his 90's. I don't know exact age but he certainly is still very vibrant and knowledgeable of our industry. The first president that I met as a president was Morris Backer and he became a friend, has since passed away but an important one. The ones I want to mention now are ones that were more recent presidents that I've worked with. I went on the national executive committee as vice president under Dave Butler and all the presidents since then until I became president I served under in one form or another and I may miss one and I apologize to them if I do. And these are necessarily in order but Damon Gowan, Don Rich, Dick Charles, Neil Patterson, Billy Manning. I followed Billy, as the, I was Billy's President elect. I succeeded Billy as president. He was president during the ASHRAE Centennial and so my year off presidency was the first year of the second century. And Billy was a real motivator. We have a lot of fun kidding with one another and continue to do to this day. So we've formed some real friendships there.

P.I.

Excuse me I just want to tell you that's a very interesting view that you are the one that kicked off the second century.

R.H.

For whatever that's worth. But anyway, now there are some ASHRAE staffers that I also want to mention because without our phenomenal staff ASHRAE couldn't be what it is even though we are volunteer driven the staff helped the volunteers do their work. And the individual who was the secretary of ASHRAE and chief staff officer when I became involved was Andy Boggs. And Andy helped bail me out a number of times. I continue to make a variety of blunders through my ASHRAE career. Andy saw that early and decided I needed a lot of help and other ASHRAE staff members will agree that I still continue to need that. There's another person that made sure that all the details were covered and that was Doris Flandorfer and Doris, both besides being a wonderful staff person is a very close friend. And I was pleased to have a chance to work with her. Now more recently Frank Coda our Executive Vice President, Frank kept me as much out of trouble as he could. During my year Frank and I traveled a lot together, drank beer on the patio at some castle in Romania together. I mean we had some great experiences. Gloria Cofer kept things going, made sure that things occurred when they needed to and continues to do that in some of my responsibilities now. And then some of what could loosely be called department heads but the directors of the various departments, Walter Glasser in keeping the finances straight. Steve Comstock in the communication side. Carolyn Kettering on the member services side. Jim Cox with our Washington office on the government side, and Spangler with the education. Richard Wright who has since retired from ASHRAE but director of technology, certainly an extraordinarily important part including the standards. And then some of the folks that worked for them such as Tony Giometti was always feeding me information that I needed to know for my next meeting. BJ Spanos wrote most of the speeches you heard me give so for any of the good parts of those, that was BJ's contribution. Bill Seaton over in research, manager research and I have traveled a lot together, spent a lot of wonderful times together. The person that kept my cash flow moving was Gwen Phillips who worked for Walter Glasser and then a special thanks to a person that a lot of folks have not met in ASHRAE but should out of our Washington office, Patricia Ryan. Regularly I would be running off to some country that I needed a visa for and I'd forget about it and Patricia would make it happen. How she did I don't know but she kept me going and thanks to them. I want to close out with the folks that

served in my executive committee during my years of presidency. Jim Hill who many know as presidential member Jim Hill and many who get confused in a lookalike. Jim and I apparently look a lot alike and we have such funny stories to tell and continue to this day people get the two of us confused. I don't think that's a compliment to Jim that people get him confused with me but he was a wonderful president elect that served under me. Don Holt was treasurer at the time, presidential member Don Holt. Certainly George Jackins who is our president now as we're having this interview. Let's see, Bill Goodman, Jim Wolf, and Larry Staples were, made up my group. So it was a good group and we spent a lot of good years or good times together. We had other vice presidents that eventually came into the scene. As I was retiring such as Bill Coad and along with them following Bill was of course, and they didn't serve on my executive committee but I was very close to them, are our vice presidents who we have today. So it was a good group of people. Made my years worthwhile.

P.I.

When you were mentioning about the traveling you were doing, was that done basically in your presidential year? Did you have an opportunity to go around and visit other ASHRAE people in other countries?

R.H.

Certainly did.

P.I.

You and Barbara, did Barbara go too?

R.H.

Barbara traveled with me during my presidential year and actually prior to that I made some international trips for ASHRAE. But during the presidential year we visited, we had meetings in 16 countries, visited 30 chapters during that time plus a few student branches and some ASHRAE sections as well. But it was a good year. About 200 year, or 200 days, seemed like years. 200 days on the road for ASHRAE, a lot of international visits. But probably the fact that whether it was international or not wasn't important. It was the fact that it was ASHRAE in discovering that the needs and the commitment to ASHRAE is the same regardless of where you are and who the men and women are that are ASHRAE members. They have a real commitment to our industry and to the Society.

P.I.

What would you advise a young person today, I guess we could almost hear what you would say.

R.H.

Well couple of ways, couple of things I want to mention. One is the importance of maintaining a current knowledge of the industry. An engineer, a technician, or scientist in our field, their value is what they know and as soon as that becomes an antiquated knowledge they no longer are able to contribute as they once did. They still may be able to contribute but you have to stay current. We have a very dynamic industry in its science and technology and as a result you have to be proactive in maintaining this current knowledge. You can do that in a couple ways. You can do it through formal continuation programs like ASHRAE offers either through the traditional professional development seminars or through self study. Or you can do it, as well as other ways that you can continue to in the more formal way, or you can do it in a kind of a day to day learning by reading journals, by contributing to the journals. You learn as you contribute. So if you can be a speaker, if you can write an article for the journal, including the new International Journal of HVAC Research, you will learn. So continued

education is critical and we have to be active about it. Secondly is the value of networking. You've heard me talk about how important it is, or how these individuals have been important to me. Well it's extraordinarily important and it isn't just important because of your own personal future. It's important because you are forming friendships, you are forming allies who will help you in problems to deal with your clients or to deal with your designing, your manufacturing operation, utilities, code enforcement, whatever the case may be. Networking is critical. I want to make a little bit of a reference here to an article in Business Week in 1991. That was a time that was not good from an employment standpoint. The economy was on a skid. We were all struggling. And in there it talked about networking in this article and it said that, first thing it said that networking needs to start before you need a job and secondly it said visibility is marketability. But I think it goes beyond the personal gain that you get out of networking. You're a contributor when you're networking and I think there's a real value to that and ASHRAE allows that and encourages that.

P.I.

And I think that's what's made ASHRAE so strong.

R.H.

Sure absolutely.

P.I.

That's true. What other interests, we've been talking an awful lot about ASHRAE and the HVAC system but I'd like to know about some other interests you have besides ASHRAE.

R.H.

Well ASHRAE takes as much time as a person is willing to give to it and is pleased to get whatever time you are willing to give but yeah I do have some interests outside of that. As all parents we spend a lot of time with our now grown children and are pleased to do that even though they live, you know relatively large distances away. But when we're not doing that and we're spending a lot of time with our own friends, some personal interests I have ranged all the way from just simple things around the house to something I just happened to get back from this morning which was tied to an ASHRAE trip where I spoke at the Utah chapter on Friday and skied on Saturday and Sunday and that happens to be my outdoor sport activity. So that's just one of a variety of things that keep me busy, things that enjoy doing.

P.I.

Are there any other points that you'd like to conclude with here today.

R.H.

Well I just want to again encourage folks to see the benefits of active participation in technical Society, in our case ASHRAE. ASHRAE can't be what it is without the individual participation and I've often said that there isn't a man or woman an ASHRAE that doesn't know something that I personally need to know. And we sometimes forget that. We think that those who contribute are loftier in their abilities and their knowledge in that that we're only able to learn. But that's not true. We've all got something that we know that the rest of us need. And we need to find a way to share that and you can do it through you're participation at the Society level but certainly at the chapter level. The chapter is the heart of the Society, 30,000 men and women a year attend chapter meetings. And it's there that we are able to network and to get our information out. And the Society level in the support mode, we're able to create this knowledge, to make the publications that are so important to ASHRAE, to prepare the

standards, to do the administrative side and the technical side that brings us all together. And there's a niche in there for everyone however they're able to participate. If they're never able to go to a chapter meeting or Society level meeting, they can still contribute as authors, as reviewers, as suggesting research needs, as using ASHRAE services and then suggesting how they can be better. So I just want to encourage people to recognize the importance of volunteerism and have a vision about it. And that is my message.

P.I.

Well thank you Dick and I'd like to thank you on behalf of ASHRAE for all the service that you've given to ASHRAE to make it bigger and better and stronger organization.

R.H.

Thank you Pat. I've enjoyed doing it.

P.I.

Thank you.