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Yeah. I graduated from school in 1972, and I spent a year, or maybe 18 months, working for a small newspaper in North Jersey.

And I heard about a job opening for a trade journal, and I thought I would apply for it, maybe get six months experience before I went back to graduate school for a master's degree.

And, I never thought I'd stay at ASHRAE for as long as I did, but it was 47 years. That was the job that I applied for.

The first project I worked on at ASHRAE was Standard 90. It became ASHRAE Standard 90-75, and I never knew how important a document it was.

I just was told, "Report to work." I went in the office. It was at 345 East 47th Street, across from the United Nations on First Avenue.

Mail came, opened the envelope, it was a draft of Standard 90.

And that was my first job, editing the standard and working with the four panels that provided all the technical expertise that was required. I was an editor just to make sure the information flowed, and it was a true publication.

Standard 90 was a result of the first energy crisis. So we're talking early '70s. And the United States needed a building energy code.

The National Bureau of Standards is charged with developing codes and standards for the United States, but they didn't have one on buildings.

So there were engineers who worked at NBS, familiar with the work of ASHRAE, that recommended ASHRAE be given the responsibility of developing the standard.

And ASHRAE did within one year. And what was really remarkable about it is the work transformed ASHRAE. Before, ASHRAE was well-known in scientific circles, within industry circles, but not within government and not by the public.

And when Standard 90 was published, ASHRAE transformed. Instead of being a sleepy, little-known scientific organization, it became one that really had significant public impact.



That resulted in ASHRAE opening an office in Washington, D.C.

ASHRAE hired a consultant, or retained a former president of ASHRAE, Frank Faust, who solicited funds for research.

So ASHRAE led a lot of the early development work on alternative energy sources and the building envelope.

Those were really important efforts that really led to the United States reducing its energy dependence.

One of the activities that ASHRAE undertook was to create an energy management committee, and the energy management committee was focused, like many ASHRAE committees, at a chapter level, to produce materials that the chapters could use to reach local industry.

We complemented that with efforts on a national scale. We gave press briefings at the National Press Club in Washington, DC, about the impact of Standard 90 and how implementing Standard 90 would improve and reduce energy efficiency and reduce costs.

ASHRAE initiated energy awards. And what was really significant about the energy awards was not just to recognize the designers who created these energy-efficient designs, but also recognize the owners who approved and financed the designs. Making that critical step to have the work funded and implemented was really critical to the success of the energy conservation efforts.

The program continues today. It's a different name, a different emphasis. Indoor air quality and indoor environmental quality were added to the energy awards criteria.

But the recognition of owners was very critical and a very different identification by ASHRAE of contributors to energy conservation. It was not just the engineers, but to recognize the partnership that engineers needed to have with building owners.

Another area that ASHRAE was involved in, or activity, was something called the EBTR, Emergency Building Temperature Restrictions program. And that was implemented during the Carter administration, another response to the energy crisis. This was actually a few years back in maybe 1977, 1978.

Basically, EBTR was temperature restrictions. It was a thermostat control program.

The president of ASHRAE at the time was a gentleman by the name of Hugh McMillan, and Hugh McMillan said, "This is not the way to effectively reduce energy consumption in the United States, but if it's the law of the land, ASHRAE's going to help implement it to make it as beneficial as possible."

So I was charged with developing seminars that were put on around the country, and they were aimed at building operators, which was really significant because now this was engineers reaching out to building operators to better implement designs.

And yes, there were some restrictions. The government said that thermostats had to be mandated at several levels. But the training also helped outline operational and maintenance procedures that could be implemented and how the shift to some newer technologies at the time could also reduce energy.

And buildings, if they complied with the restrictions program and went to the seminar, they would get a certificate, and that certificate was to be displayed in the lobby with a ASHRAE logo and the newly formed Department of Energy logo.

And every once in a while, I'll still walk into an old building lobby and I'll see one of those certificates from the 1970s. And I say to myself, "Does anybody walking by that certificate understand why that certificate is there and what the intent of the program was?"

There were really so many changes that took place in ASHRAE, again, resulting from Standard 90. And part of it was the identification of audiences. Not just the typical internal engineering audience, but related disciplines, other industries, and the general public and government.

So ASHRAE really changed and diversified its audience mix that it tried to reach. In addition to that, the channels themselves changed, and that gets into the age of digitalization.

When I first started working for ASHRAE, there was ASHRAE Journal, there was the ASHRAE handbook, and there were the proceedings of ASHRAE's two conferences a year.

And that was it. And as time went on, after this explosion of the need for information about energy efficiency, there were a whole series of special publications, target topical books that offered design guidance that ASHRAE made available.

And that portfolio of products probably expanded to maybe 20 or 30 titles within a couple of years. Some of it received funding from the federal government to support that work.

Also, ASHRAE co-published and co-branded publications with other groups. But within a few years, there was really a wide range of ASHRAE books that were available, information, besides those core publications of ASHRAE Journal, ASHRAE Handbook, and ASHRAE Transactions.

But there was a shift that you saw probably in around the 2000s, where ASHRAE really recognized that where buildings are falling down is largely due to operational issues. ASHRAE needed to do a better job of helping operators and owners understand what were the requirements that needed to be in place to maintain equipment in a certain way so that it continued to operate as it was designed.

And it was almost a three-legged stool that ASHRAE had to promote that awareness.

And one was a certification program. It begins with recognizing that people require a certain understanding of a body of knowledge about that technology. So that was the first area.

The second area was a real measurement tool that could help engineers communicate with owners about how well the building was performing. That was called the BEQ program, still offered by ASHRAE.

And it was almost a miles per gallon, if you really simplify it, label that a building could have, that a designer could take to an owner and say, "Okay, here's how your building's performing. That's great." Or, "Here's how your building's performing. Here's the areas where it's deficient." And it became a real tool to help implement the newer technologies.



And the third was part of that public awareness program, was starting a magazine that we called High Performing Buildings.

And one thing I had from ASHRAE was I almost had a new job every couple of years. Not that I changed jobs, I was in the same one for 47 years, but what I did, not why, but what I did changed dramatically.

And starting a new magazine was a real challenge. Of course, drawing upon the knowledge and expertise of the experts in the field. But what was unique about High Performing Buildings, it was the first time that building design information was compared against the actual performance information.

And the authors of articles for the magazine were wonderfully forthcoming because you can learn lessons. You always learn lessons. And sometimes they were hard lessons to learn because buildings weren't performing like they should.

But High Performing Buildings was targeted at an architectural audience. It was meant to really communicate successful, and once in a while, maybe not so successful applications of newer technology so that lessons could be learned.

ASHRAE, like all organizations, operates within an environment of megatrends. So what are some of the megatrends that have occurred over the 50 years that I was associated with ASHRAE?

One was international travel. When I first started working at ASHRAE, things took a long time.

There were actually two chapters of ASHRAE that were located in Europe. They were formed in the 1960s. But communication, all communication was done by mail.

So you send a letter, and the letter would take a week to get to wherever it's going, maybe two weeks, and then somebody would write a reply, type the reply with carbon copies, et cetera, and then it would be put in the mail, and it would be sent back.

Things didn't happen very quickly, and it was very hard for ASHRAE to administer those chapters in Europe. So those chapters actually became national associations in Europe because it's too hard for ASHRAE to function internationally.

All changed with email, electronic communication, the fax machine was one of those transition technologies. Air travel, people could hop on an airplane. Conferences that used to be national conferences were now international conferences because they attracted people.

And so ASHRAE became very international like all organizations. All organizations that depended upon communication and valued and benefited from communication were altered because of that.

ASHRAE's evolved in so many ways and large part it was how a staff operates.

I went to work at ASHRAE, that first day was at 345 East 47th Street. Well, in 1980, ASHRAE moved to Atlanta, Georgia. ASHRAE needed more office space. It was too difficult to get it in New York City, so the society did a survey of looking at various factors of where a headquarters should be located.

Atlanta was selected.



So in 1985, I was given the responsibility of publications being added to my communications and public relations work. So my charge was to turn ASHRAE into a business, and basically that meant two things.

One was to realize that this market is segmented, so you'd have certain products for operators, certain products for designers, certain products for researchers, for example.

But then the other was to recognize that it really needed to be operated as a business, and that means not publishing what people want to write, but publishing what people want to read.

So that mindset of using ASHRAE as a publishing as a business, making the publishing activities a business which could return a profit to the organization so that profit could be used by ASHRAE to support other activities, what was very critical.

And of course, that led to all the changes that occurred with digitalization of how publishing itself was changing.

So my job was to help people really channel what they wanted to contribute to the industry and make it easier for them to do that, so that the wonderful amount of knowledge and technical knowledge that they have could benefit a larger community.

And later on, as my career evolved and I started working pretty extensively on projects involving ASHRAE and the United Nations Environment program, was that now we're dealing with developing countries, helping developing countries transition to newer technologies that protect the ozone layer and have higher energy efficiency.

I approach journalism almost like being a detective.

I'm not sure if many people are motivated by the desire to tell a story. I don't think that was my real motivation. My motivation was to find out the truth about something, to find the answer to something, to be a detective, and to be able to share what I've learned.

So I never thought of my vision of journalism as being one of a storyteller. I viewed my mission as really being a detective and helping to reveal something that's going to be beneficial for people to know.

In my job, I work on things that really have such a great impact. They impact our nation, they impact the world, they impact the health and life of people.

It's food supplies, energy, and economic survival.

So those are all things, those are big missions, and my role is just a little tiny bit of that, but somebody's got to do that little bit, and as a matter of fact, there's an awful lot of people who need to do those little bits.

And I was very fortunate in my career because I never did one thing. I retired from ASHRAE right after the pandemic in 2000. ASHRAE had opened an office in Brussels, and I was chosen to lead that effort, so opened an office in Brussels.

We opened a training center in Dubai, part of ASHRAE's international push. But after the pandemic, it was really time for me to retire, and I did.



Although, I have to say, I went back to work for the UN doing consulting work, working on the same projects that I worked on when I was at ASHRAE, but now helping the UN, UNEP, continue those activities.

And so why? Why would I do that when I should be retired?

Well, you stay in touch with people who are really quite very nice people. They're nice to be with, they're fun to be with, and you learn from them. You also get exposed to new technology.

If I wasn't doing this work now, I wouldn't be reacting to artificial intelligence the way that I am. I wouldn't be learning how to use those tools.

There's so many new technologies that I was able to be exposed to. The business concepts I mentioned that we ran, we had to turn ASHRAE publishing into a business. That was a whole different mindset.

There was another period where we needed to reach out to the public. So, here's a clean slate. How does ASHRAE reach out to the public?

And we organized events at the National Press Club. We placed people on "Today Show." We had speakers' bureaus that we set up with Rotary Clubs and Kiwanis Clubs to reach out to local, smaller cities that weren't the major metropolitan hubs for newspapers.

So there's all sorts of ways to reach out, all sorts of different developments that occurred within ASHRAE, and I was happy and pleased to be a part of that and make that little small contribution.

I also learned a lot from the fellow who hired me. His name was Andy Boggs. He was executive director of ASHRAE. He was a former tank commander in World War II, so he was a tough guy, but he was also very nice guy, and he really respected people who did their job and accepted responsibility, and I tried to do that.

And before he retired in 1985, I had the privilege of going to lunch to him. Almost every day we'd go to lunch, and he would have a glass of bourbon.

And so he would have his drink and he would lift it up and he'd say, "*Kid, here's to the mission.*"

And I often thought about that. What's the real mission of ASHRAE? You have to understand, again, you're not making screws.

You're fulfilling something that really has a purpose, and that was to advance technology for the benefit of the general public and for posterity. And that's a really pretty significant role and responsibility, and it gives you a lot of... It's really rewarding if you try to do it the right way and you really think about the benefits that you're providing.