Jarnagin gives his presidential address at the Annual Conference in Montreal. The leadership backdrop is a collage of member photos.

2011–12 Presidential Address

Sustaining ASHRAE Through Leadership

By Ronald E. Jarnagin, Member ASHRAE

Ronald "Ron" Jarnagin became the 2011–12 ASHRAE president during the annual President's Luncheon on Monday, June 27. He was introduced by his daughter, Kaitlin Jarnagin, a student at LSU. What follows is a slightly edited transcript of his presidential address.

I'd like to talk to you today about my presidential theme, which is *Sustaining ASHRAE Through Leadership*. You've already seen some of it around the borders of the pictures up on the stage, and you'll see it on the slides as well.

I thought a lot about this organization as I was getting close to giving this speech. As you know, we've had a sustainability theme through a number of the recent presidential years, and most of that has been focused on sustainability in the technical area. What dawned on me is that we might be focusing on the technical areas and overlooking the long-term sustainability of our organization.

So what I want to focus on, and what I'm going to ask all of you to help me do, is make the investments in the society that will set this organization up to be a viable force in the future.

And I want to be clear that this is all about the members. Too often sometimes, we focus on the president's position. It is an awesome position, and there's a lot of authority, but at the end of the day it's really all about members, rather than the president.

That's why all of the pictures of members are up here behind me today. I felt a lot more comfortable standing here in front of you with a lot of members standing behind me.

And you also have to remember that ASHRAE presidents are all one-year wonders. That means that we either work some

wonders or you kind of are left wondering what in the heck the nominating committee was thinking when they selected us, right? I hope that I'm not in that second category when we're through here, but it's very important for me to keep the focus on the members.

There's really two areas of focus that I think I want to talk to you about for next year, and one of them is getting beyond the short term.

There's a great tendency with a one-year term to sit down and think about, okay, what are the three or four or five things I think I can really get accomplished?

At the end of the year, you can stand up and talk about all that you accomplished. And that's really nice but that tends to shorten your horizon, and you can lose sight of the bigger picture. So I think it's more important for us to try to set goals and engage in those activities that will make this organization strong in the future.

Most important is leadership. This includes the development of our future leaders. But it also means that we engage in activities that position ASHRAE as a global leader, and that ASHRAE uses its leadership to strengthen our industry.

So I'm going to share some of my thoughts on leadership. One of my views of leadership is that it's has to be demonstrated, not just declared. You can say you're a leader, we can write a strategic plan that says we're a leader, but we have to do those things that demonstrate the kind of activities that are considered actually leading.

Another part of my view on leadership is that it's 50 percent having the vision, seeing where you're going, being able to articulate what's out there on the horizon. The other 50 percent is looking back over your shoulder to see if anybody's following. This is because leaders bring people along with them, right, they don't go alone.

I used to say when I was on the Standards Committee that getting the right leader, getting the right chairman of a committee was 80 percent of the way to solving the problem. When we get the best chairman, or the best leaders on our committees, we can solve any problems that we face.

And leaders don't do it alone. Not only do they need their committees, but organizations that are leaders need partnerships and teamwork to make things happen.

Playing team sports in college makes the value of partnerships absolutely clear. If you're a running back in the SEC (Southeastern Conference) and you don't have any linemen in front of you blocking, you will have no yards at the end of that season. And only those considered leaders can continue on when those blockers drop away.

And, boy, does leadership require courage.

If ASHRAE is going to be a leader in the world, and I want to make sure that we are, we're going to have to do some courageous things every once in a while, and that means we're going to have to take some risks.

I don't know how many people ever read the book, *The Millionaire Next Door*, but it has some marvelous quotes. I read one of them right before I came here that said, *Courage can be developed, but it can't be nurtured in an environment where there are no difficulties, dangers or risks*. So if we're going to be a world leader, we are going to have to take some risks.

And last, but not least, leadership is contagious. Why do you think people follow people who are great leaders? They like the enthusiasm, they like the movement and they like the drive. All of these things are really important. And those are the kind of things that hopefully I will be able to deliver, and I hope that the rest of our leaders will, too. We can actually have some fun while we do this too.

> And I want to be clear that this is all about the members. Too often sometimes, we focus on the president's position. It is an awesome position, and there's a lot of authority, but at the end of the day it's really all about members, rather than the president.

One of the best quotes I've ever seen about leadership came from Dwight D. Eisenhower. He said, "*Leadership is the art of getting someone else to do something you want done because he wants to do it*." If that doesn't describe ASHRAE and its volunteer ethic, I don't know what does. That's the most on target quote that I think I've ever seen. We need to think about this as we move forward.

So where am I going to shine the spotlight during my presidential year? There are three pillars that support my theme.

About the President · Ronald "Ron" Jarnagin is a staff scientist at the U.S. Department of Energy's Pacific Northwest National Laboratory, Richland, Wash. His past service includes all offices on the Executive Committee; chair of the President-Elect Advisory Committee, Members Council, the Advocacy Committee and the Building Energy Quotient Ad Hoc Committee. He also has chaired ASHRAE Standard 90.1 committee, *Energy Standard for Buildings Except Low-Rise Residential Buildings,* and the committees that wrote three of the Advanced Energy Design Guides. As ASHRAE's 2011–12 president, Jarnagin directs the Society's Board of Directors and oversees the Executive Committee. Jarnagin has an undergraduate degree in accounting from Louisiana State University, and an undergraduate and master's degree in mechanical engineering from the University of Florida.

Jarnagin discusses developing the future leadership of ASHRAE at the Annual Conference in Montreal.

The first pillar is developing our future leadership. If we want to know who's going to sustain the organization and lead the organization 15 years from now, 20 years from now, we probably would be looking outside this room for most of them. They are the people in our Young Engineers in ASHRAE (YEA) group and then perhaps the next wave of our student members.

So how do we do this? Well, we have two projects already under way. Incidentally, I've already talked to the committees so nobody should worry about me dropping a bomb on the committees here. I know that you don't live very long if you do that. But over in the student activities committee we talked about the idea of a follow-on HVAC course that goes beyond the basic course that you find in many universities that don't have full HVAC&R curriculums.

Jarnagin speaks with members after his address.

We get one shot at the students with that introductory first course, right? Students are great entrepreneurs, they learn that the Handbook cost is very cheap so they can take that course and the books don't cost very much. But what if we had another course? What if we took them beyond just the basics of the load calculations, some of the fundamentals and started taking them to learning a little bit about the modeling? What if we taught them a little bit about system selection? What if we got them into some project work there?

We have a number of people in this organization, faculty members and otherwise who have developed courses like this. I'm going to pull some of these folks together and we're going to develop a new course. And I've already secured a commitment from a university that is interested in this and has agreed to host a meeting of educators to discuss this course.

The second thing is that we need to take some of the YEA members and start developing their ability to lead. I'm not saying that they don't have it, but I think we need to make a bigger investment in them. And so I talked with the YEA Committee about a Leadership University where we will begin to take promising folks from the YEA Committee and from the YEA group, bring those people to either the Winter or Annual conference or both, if we can. The idea is to assign them to some of the officers, get them into some of these meetings where they can network, show them how the society works and try to start bringing up that interest in leading this organization.

This is not a new concept. We did this while I was on the faculty at the University of Florida with student leaders that they brought to the state capitol to look at the governmental activities and get them engaged in that, and it worked marvelously. They generated more leaders and more people coming into government out of those programs. We know it can work here. Nicholas Lemire, he's out there somewhere. Nicholas and some of his committee folks are pretty excited about this concept. I gave them plenty of time to make up their mind about the program and told them, we'll be right here on the center stage if you want. So they're right with us. So they're on board.

Before we move on, I just want to say something about another issue with this younger group. They don't communicate necessarily the way we do. Do you have kids at home? I have

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one. Well, she's not at home anymore and that's how I know about the communication.

So here are some stats. Dad has about 2,300 Outlook contacts. Daughter has 496. But my daughter doesn't send emails. Most of those 496 contacts she admitted to me are the phone numbers from her phone. They're not real contacts exactly, but they're contacts.

Facebook friends. I've got 83. Daughter has 1,339. And text messages are not even close. I've got a thundering 212, and my daughter is approaching 8,000.

So what does this tell us? Well, it tells us that they have a different way they choose to communicate. Now we've got a couple of choices here. We could try to change a generation, or we could try to change the way we interact with that generation. It seems to me like the second way is going to be a whole lot easier.

So I asked some of our younger members to help me with this presentation because I figured I'd be nervous and I don't do this very often, speaking from the stage. One of those members is in the room right now, so when I asked who will lead in this area I got the following answer:

Megan Tosh, P.E., a YEA member from the Central Florida Chapter, appears on a video screen in background.

Ron, I will help you lead by becoming a leader myself. I joined ASHRAE as a student member and quickly saw all of the opportunities for growth and leadership roles within this organization. As I have taken on these roles I've had the opportunity to work with new young members and to help them develop into leaders. As we continue to move forward, I commit to helping develop new young leaders within ASHRAE to carry forward her mission towards a sustainable world.

Megan Tosh, P.E., Member ASHRAE, promises to help develop new young leaders within ASHRAE in a brief video shown during the presidential address.

Thank you, Megan. By the way, she's in the house today. You need to meet her. (Applause)

The second pillar that I want to talk to you about today is building our global presence. We're a global organization, an international organization, and I think we need to start doing some things to help realize that.

One clear need is to better support our international members. We have a strategic plan that talks about this, and we haven't probably moved on that as much as we need to. And the more you travel internationally, the more you see the marvelous excited and engaged members out there the more work you see that we need to do. If you haven't had the chance to do that, you simply just need to go and find some of these members, because it just will blow you away. I mean, they just love this organization, and we need to do a better job of supporting them.

We also need to learn though that in some parts of the world the American presence is not always as welcome as much as we might like. And we need to be really sensitive to this. I believe that we can still build those partnerships and continue to meet the needs of our members that want sections and chapters in other parts of the world. But we also need to assure them that we will work very closely with the organizations that represent our profession within their countries.

There are some places where we can only have partnership arrangements through clubs and things of that nature. An example is CIBSE (Chartered Institute of Building Services Engineers) in the UK, a marvelous partner.

Several CIBSE members are here today and they have worked very closely with us on the development of Building eQ, the ASHRAE building labeling system, and also on research activities. And we've had some discussions about further collaboration. I'm looking forward to see more of this in the future. I think we need to put some of these things in place to demonstrate that we are serious about these collaborations.

And finally to demonstrate our global leadership, I think we need to convene a global energy summit that brings together the leaders of major organizations that represent our profession worldwide. At this summit, we would lay out the critical issues, come up with some solutions, figure out what each of us is going to do and tackle problems as a team.

Can you imagine how much we could leverage the power of ASHRAE? And ASHRAE would be seen as the primary leader that brought this group together.

I've already talked to the Conference and Exhibitions Committee about this, and they're pretty excited about this. And I have a letter on my desk from a major international manufacturer that has agreed to host us. Oh by the way, these meetings have to be held in another country. So if we want to do this, we're halfway there. (Applause)

I figured I'd run out of steam about now, so I asked another member if they would help me lead.

Edward Tsui, an ASHRAE member from the Hong Kong Chapter, appears on a video screen in the background.

Ron, I can help you by recommending ASHRAE to other parts of the world. We have leadership in the international chapters organizing seminars, promoting ASHRAE standards and sharing our experiences with each other. Our work will definitely will help make a better tomorrow.

Thank you, Edward. (Applause) Here's a clue for all you upcoming presidents, get the members to do part of your theme speech, it makes it a lot easier, okay? (Laughter)

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Edward Tsui, Member ASHRAE, (left) says he can help ASHRAE by recommending the Society in other parts of the world, and Bjarne Olesen (right) says technical leadership is important to the Society in brief videos shown during the presidential address.

The third and final pillar of our leadership role is strengthening our industry. We have to as an industry deliver and maintain better buildings. We just simply have to do that. We can't afford the price of what we're doing now. We have owners and people that procure property and buildings that don't get what they want or what they need.

This means that engineers have to do a better job in their designs, contractors have to do a better job putting designs together, and commissioning agents need to make sure everything works as intended. And we've got to make the sure the owners are trained as well. We've got to go all the way to the end of the process to be successful.

This is our responsibility and we need to bring our partners together to help. Remember, you don't have to start every parade, you just sometimes have to be able to jump in front of it if it comes by, and that's okay too in my book.

I went to the SMACNA (Sheet Metal and Air Conditioning Contractors' National Association) annual meeting last fall and had conversations with some of the contractors. They were intrigued by the idea of a quality initiative that starts with design and continues all the way to the operation, one which requires credentials, and thereby allows firms to differentiate their services from others.

They're going to have to demonstrate this through not only credentialization, but possibly experience, too. But everybody that signed up would be part of a group of people that could be selected by owners who were looking to make sure they got what they want. What we're talking about is to be able to say we stand behind the mantra of "*every job, every time, done right*." We can do this, and we must.

So since we've challenged some of the committees to do some things, let me challenge the members to do something as well. We just approved the committee and the budget for the Building eQ, the building energy labeling program for ASHRAE. So what if in this first year of the program we could label 500 buildings? This is not an arbitrary number, it happens to be two per work day, about 250 work days per year, or three per chapter this year. This could be done anywhere in the world.

Now you'll need to have a certified energy assessor certification to do this. So if you are not certified, you'd have to get certified.

So I'm going to ask you the members to think about whether you'd be willing to step up to that challenge. I think that it helps us to establish the Building eQ program, it helps our certification programs, it puts ASHRAE's name out there, it adds to your credentials, and I think it can help to enhance your business. Please take me up on this challenge and show the world what our members can do.

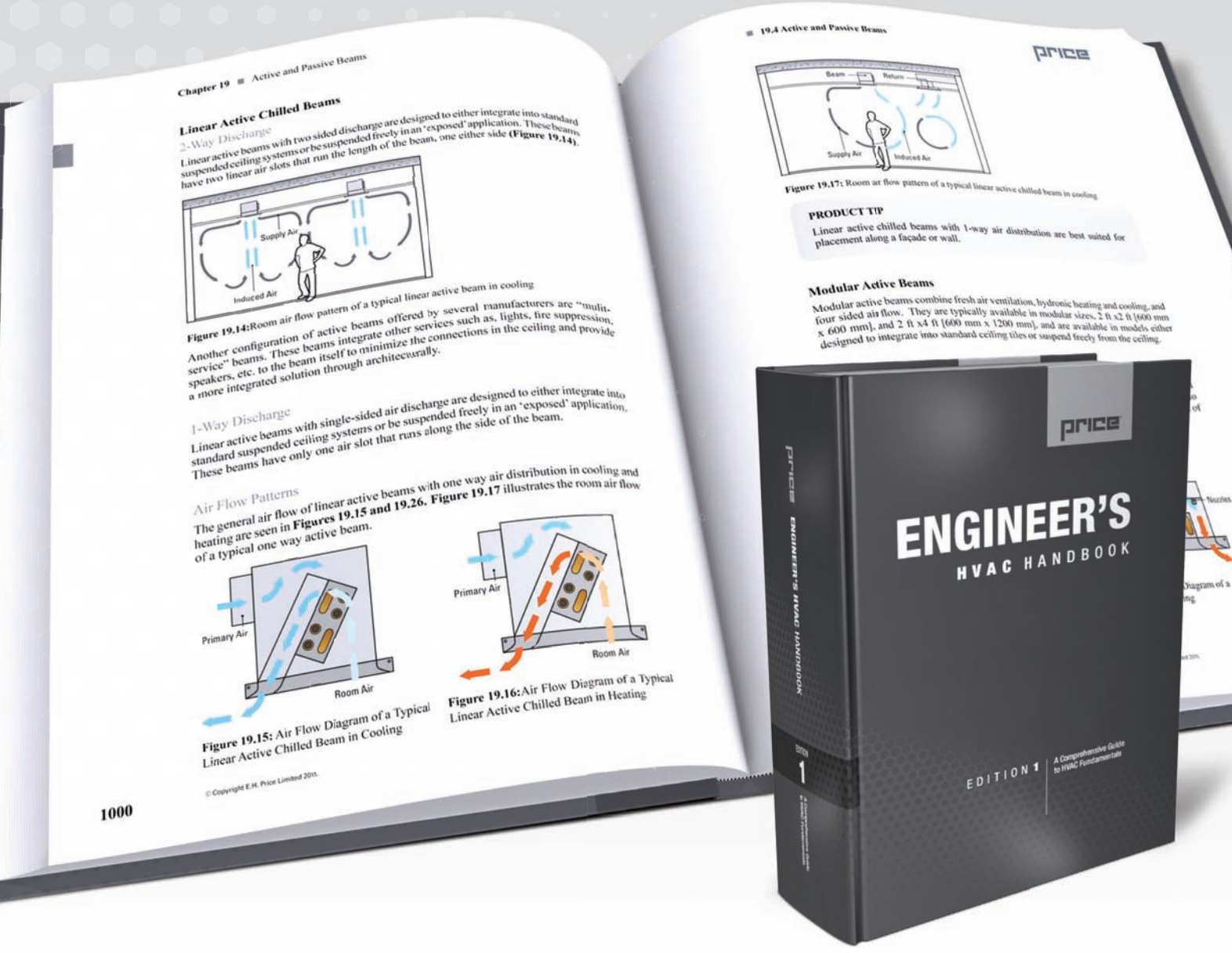
So who will lead? I asked Bjarne Olesen, who is from Denmark and is a member of the Region-at-Large.

Olesen appears on the video screen in the background, and says: *ASHRAE is a technical organization, so technical leadership is very important for ASHRAE. Many ASHRAE members experience their first technical leadership as chairs of technical committees or standing project committees. Ron, I will be very happy to help your leadership with my leadership.*

Thank you, Bjarne. He's here in the audience today as well. (Applause) So where do we go from here? Well, I need everyone's help. And to facilitate that on your table is a card that allows you to tell me how you will lead. And before you leave, I'd like everybody to fill that out. Volunteer to do something, tell me what you'll step up to. We need every single one of you here to do this.

We've got a place where we can collect those in the back, I hope? Please take a moment to do that. Please tell me what you'll do. I have a trip to Korea right after this meeting. I can read them all on the way over there. Help me make this organization be all that it can be. You can do it. We can do it. So I'm going to be always asking the question this next year, who among you will lead?

So now to finish it off with my marvelous French, it's going to be rough, "*laissez les bon temps rouler*." In English, this means let the good times roll. So, during this next year, let's let the good times roll, ladies and gentlemen! (Applause)



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