

# ASHRAE has problems

## let's face them squarely



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Eighteen months have passed since the merger of ASHAE and ASRE. It is time for us take stock of how we have done, how we're doing today, and what lies along the road ahead.

Our Society has come a long way in eighteen months. Once the merger vote was taken, the membership at both chapter and national levels closed ranks and resolved to make it work.

Nevertheless, we are confronted with problems, a few of which are serious, and many of which are difficult and complicated. All of the important ones had their roots in the predecessor organizations long before the combination.

In the months to come, your officer group proposes to discuss these problems frankly with you, rather than yield to the temptation to look the other way, and hope that the problems will solve themselves and go away.

We propose to face them squarely, and with your help determine the best possible solutions.

The basic, overall question is simply stated: Is your management—technical and non-technical, at all levels, nationally and locally—advancing the wishes of, and the best long-range interests of, the membership?

While experienced leaders in any organization necessarily will be buffeted by the eddies and cross-currents of events and opinions, in the long run they are obliged to determine a wise and consistent course

in tune with the membership in order to make constructive progress.

From this basic question we come to an examination of each of our problem areas.

We have a financial problem which cannot be swept under the rug. I might add that so has every other technical society today—we're not unique and we're in good company. During the coming fiscal year we will give every member \$60 value in services for his \$25 annual dues. This is much better value than most organizations give. But to sustain our source of income supplementary to dues requires a tremendous effort on the part of many devoted members. What services in the way of publications, long-range research, meetings, and expositions do our members really want to continue and support during the years to come?

The Society By-Laws have built-in safeguards to assure adequate representation of and service to the three major areas of membership interest, namely (1) heating, (2) refrigeration, and (3) air conditioning and ventilation. A review of meeting programs, publications and committee memberships will show that each of these broad areas is, in actual fact, very equitably represented and actively served. But have we set up adequate machinery and put the wheels in motion to satisfy the needs of particular segments of these broad areas? What about cryogenics? Air pollution? Food process-

ing and storage? Drying of materials? What about programming at the chapter level to satisfy specialized groups and simultaneously maintain the interest of the average member? While the problems of special-interest groups existed long before the merger, it remains our responsibility to find satisfactory solutions.

In the area of publications, we have several problems. Precisely what policy goals should we establish for the JOURNAL in order to make it one of the outstanding engineering publications in the country? Do our members want to continue the Society Transactions? How well are the Guide and Data Book and the various miscellaneous publications serving you?

In our Research Laboratory at Cleveland, we possess an organization which is unique among engineering societies, and which has made notable contributions in the past. In what directions should it continue? Should it be expanded or contracted? These are questions not to be answered lightly on the basis of personal opinion, but only after the most searching examination of our long-range policy and objectives.

Finally, is our organization structure suited to the needs of a fast-moving engineering society? Are we not, perhaps, "committee happy"? Shouldn't we take a look in the mirror at our administrative and committee organizations to be sure they are serving us as effectively as possible?

In the months to come, your officers, Board of Directors, committees at interest, and Headquarters Staff will be devoting much time and effort to bring about wise solutions to these problems. These people are determined to respond to the membership, and at the same time maintain the high standards expected of an engineering society. We need your active interest and your constructive suggestions to help us formulate the long-range goals and programs needed for our Society's future growth.

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