

Administration and Policy

Chapter

To this point, this document has recounted FSEC's history in the third-person, focusing on programs and technologies. In this chapter, the history will address FSEC's administration and policy. So, in writing this chapter, I will switch to a first-person account of the administration, policies and individuals that have made the Center a state and national success.

Most of the Center's major changes in administrative structure occurred in the early 1980s. After a stable organization evolved, the resulting changes were due to ever-increasing program activities.

Director's Office

As FSEC's programs grew over the years, so did activities in the Director's Office and the Business Affairs Division.

I was fortunate to be FSEC Director from June 1977 to November 2002. After coming to FSEC from the position of Associate Dean of Engineering at UCF, I had a strong background in UCF policies and personnel that over time helped FSEC with its UCF activities and interactions. In addition, in my 25 years as Director, I oversaw almost all of the growth and challenges documented in this history.



David L. Block (April 1998)



Sharon and David Block at Surprise 20th Anniversary Party (April 1997)

Philip Fairey and David Block (November 1990)



Carolyn Burby (February 1986)

Ingrid (Melody) Norberg (January 1987)



During this 25-year period, there were two Deputy Directors – first, Jerry Ventre, who was appointed in September 1981, followed by Philip Fairey, who was appointed in August 1990. I cannot offer enough praise for or find enough superlatives to communicate the abilities and dedication of these two individuals. As previously noted, Philip became the Interim Center Director in November 2002 and served through December 2004.

Through most of my 25 years as director, there has been one other constant in the Director's Office – my extremely knowledgeable and able Administrative Assistant Carolyn Burby. Carolyn began work at FSEC on May 13, 1977, and came to work in the Director's Office on March 12, 1982. She is still in this position. During 25 years of correspondence, Carolyn has checked and edited every paper that has left the office.

Another individual who played a key role in Director Office activities was Ingrid (Melody) Norberg.

During Ingrid's time at FSEC, she worked very closely with the Director's Office on a great variety of Center activities. Writing about the Director's Office, and speaking of Ingrid, reminds me of another story that belongs in this history.

When I moved to Merritt Island in 1977, one of the first things I did was to put a solar water heater on my home. As Center Director, I believed that I had to practice what I preached! This system was installed on a Saturday in December 1977 with the able help of two FSEC researchers, Ross McCluney and Stuart Gleman. It is still operating 27 years later. Needless to say, the system has paid for itself many times over. In 1985, after the system had been in my home for eight years, Ingrid wrote a story about it for FSEC's Solar Collector newsletter. The article featured the photo at right.

Publishing this photo again gives a chance to recognize the one other person who has stuck with me and offered unwavering support throughout all these years, my wife, Sharon Block.

Business Affairs Division

The Business Affairs (BA) Division recently counted the number of active, external contracts it manages – more than 140. I cannot overemphasize the importance of this behind-the-scenes operation and how critical it is to FSEC's smooth and continued operation. Since April 1987, the Division has been led by Mary Huggins, one of FSEC's most capable and knowledgeable individuals.

Mary came to FSEC from NREL (then called SERI) in Golden, CO. With her extraordinary abilities, Mary made my



Sharon and David Block at time of story on SWH system (September 1985)

life in the Director's Office much more bearable by assuming almost all of the budgeting functions for the Center over time.

Prior to Mary's tenure, Dan Beistel directed the business office. Dan began work at FSEC in July 1981 and left in April 1987 to assume the same type of position for the Institute for Simulation and training at UCF. Before Dan, Leo Goff was business office director from June 1977 to May 1981. Both Dan and Leo came to FSEC from similar functions at UCF and both went back to UCF to be closer to home.



Mary Huggins (March 1988)

Other long-term employees
in the Business Affairs Division
include:

- *Lillie Green – Lillie was the first FSEC employee under Dean Kersten. At the time, Lillie was already working for UCF at the Cape Canaveral site. She began work at UCF in July 1973 and retired on March 28, 1997.*



Lillie Green (January 1987)



Debbie Wylie (February 1988)

- *Debbie Wylie – Debbie was hired on October 26, 1984, and still serves in the purchasing area.*

- *Brian Dornbusch – Brian joined FSEC on October 15, 1999, coming from UCF. He has been a key individual in the area of proposals and contracts.*



Brian Dornbusch (August 1999)



Melba Merritt (August 1999)

- *Melba Merritt – Melba joined FSEC on October 1, 1992, and also supports purchasing activities.*

- *Sandra Chadwick – Sandy warmly greets all visitors who enter the Center. Our long-time receptionist and telephone system operator, Sandy started work at FSEC on July 1, 1991.*



Sandy Chadwick (August 1999)

Executive Committee

In 1977, we formed the FSEC Executive Committee to help make collaborative administrative decisions about Center

programs, operations, policies and management. Made up of the division directors, the Executive Committee has met faithfully every Monday morning through all these years.



Executive Committee of Jim Huggins, Mary Huggins, Ken Sheinkopf, Jerry Ventre, David Block, Philip Fairey, Rob Vieira and Ali Raissi (May 2003)



Executive Committee meeting (June 1990)

Organizational Structure

FSEC's early organizational structure prior to 1977 was presented in Chapter 5. With new leadership and extensive growth beginning in 1977, the Center began to undergo organizational evolution. In 1978, Jerry Ventre left the UCF College of Engineering to become Director of FSEC's Education and Information Division. In April 1979, the Testing and Operations (T&O) Division was created by separating it from the Research and Development Division, and Jim Roland was appointed as the T&O Division Director. He served in the position until his retirement.

The next major change occurred in September 1981, when the Energy Systems Analysis Division was de-activated, and Marvin Yarosh became FSEC's Associate Director for Technology and Commercialization. Marvin retired from FSEC on June 30, 1992.



Marvin Yarosh, Associate Director



Dara, Shirley and Marvin Yarosh at Marvin's retirement party (June 1992)

In November 1982, Jerry Ventre became Director of the Research and Development (R&D) Division. At that time, the R&D Division included all of FSEC's technology programs – low-energy buildings, photovoltaics, solar water heating systems and advanced technologies. T&O Division programs included facilities and shops, testing and certification, solar water heating, computer operations, instrumentation and measurements. The Education and Information area included education and training, public information, graphics and the library.

In 1982, FSEC received the DOE contract to operate the photovoltaic SERES. At the time, this was the largest contract we had undertaken, and it required a strong manager. R&D Division Director Jerry Ventre assumed responsibility for the SERES and relinquished his director position. So, in July 1983, Subrato Chandra was appointed as Acting Director of the R&D Division. With significant growth in the buildings area during the mid-'80s, buildings research became the stand-alone activity of the R&D division. In 1986,

Subrato became its permanent director. At the same time, the Photovoltaics and Advanced Technology Division was created and Jerry assumed the position as director.

Figure 11-1 shows FSEC's organizational chart for 1986. The division directors were:

- Jerry Ventre, Photovoltaics and Advanced Technologies
- Subrato Chandra, Research and Development
- Jim Roland, Testing and Operations
- Dan Beistel, Business Affairs.

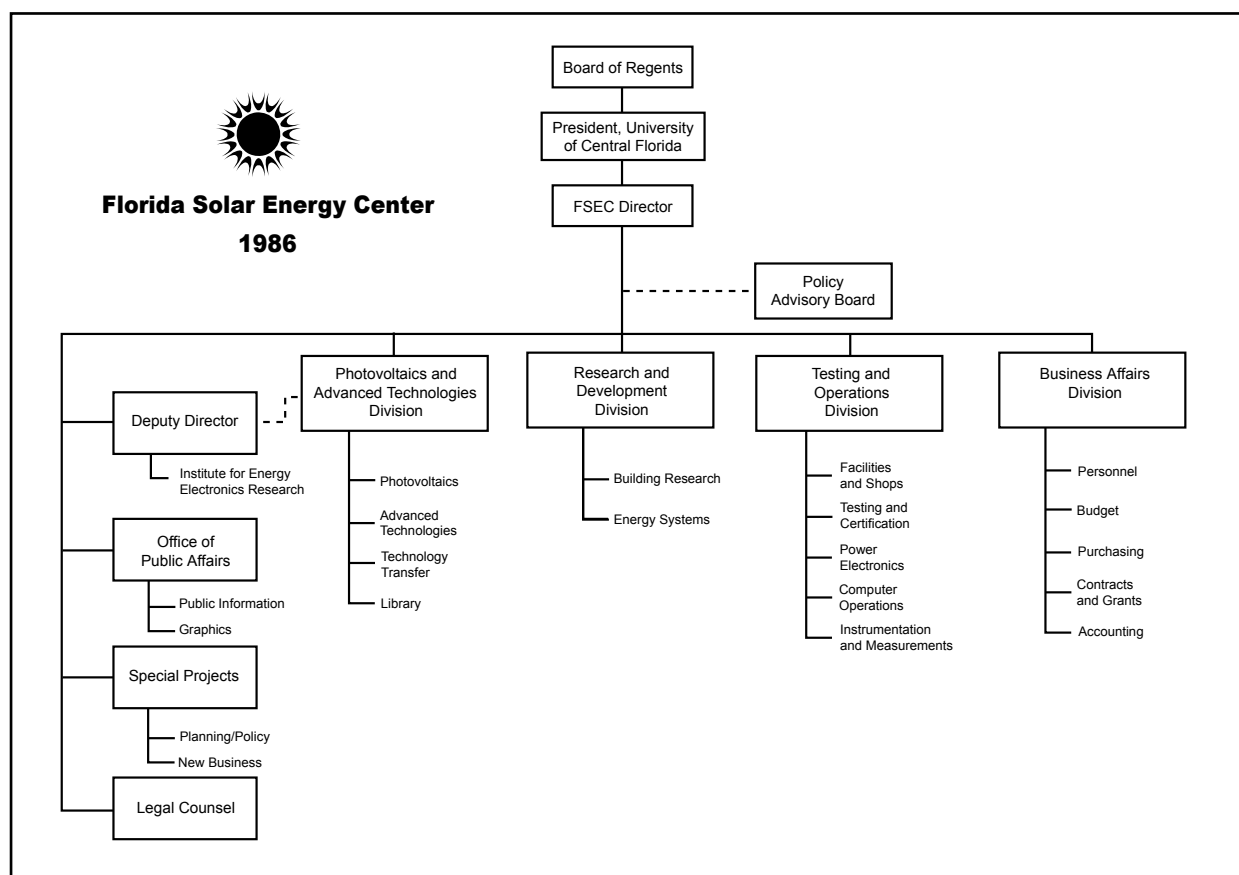


Figure 11-1: 1986 Organizational Chart

On June 24, 1988, Kirk Collier was hired as Director of the Photovoltaics and Advanced Technology Division. Kirk subsequently left FSEC, and Bruce Nimmo was appointed PV&AT Division Director in July 1994. Illness forced Bruce to retire in 1998; he passed away at his home in Maitland in August 2000. When Bruce retired,

advanced technologies were separated from PV and moved to the Special Projects Office. Growth in advanced technologies research lead to creation of the Hydrogen R&D Division, with Ali Raissi appointed as its first division director in August 2002.

Figure 11-2 shows FSEC's organization chart for September 2002. The changes reflected in the charts between 1986 and 2002 are because of the increasing volume of FSEC activities and operations and a desire to more correctly describe each division and its programs. For example, the name of R&D Division was changed to the Buildings Research Division in 1998.

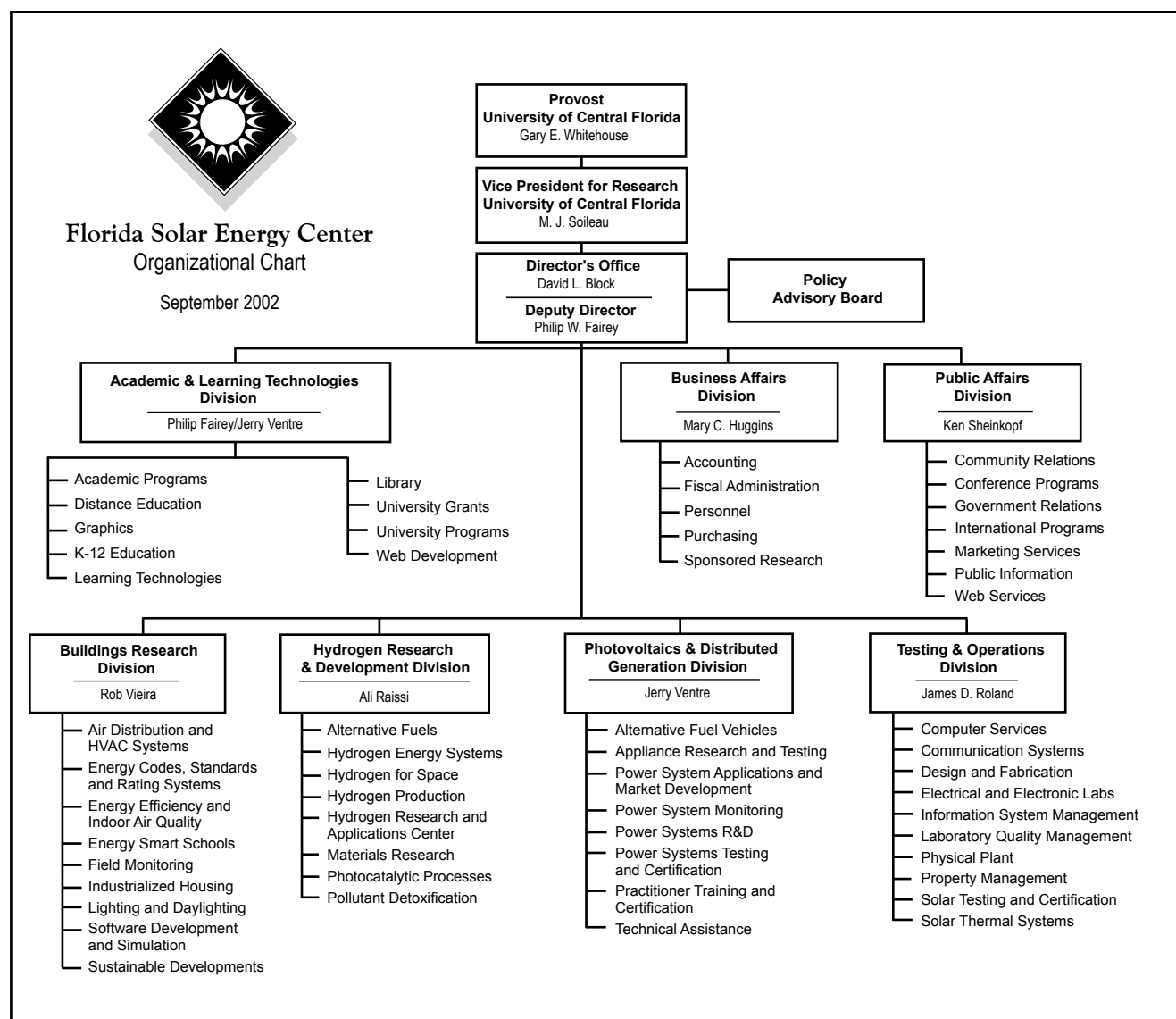


Figure 11-2: 2002 Organizational Chart

Outstanding Employee Awards

Since March 1984, FSEC biannually recognizes University System Personnel Service employees with an award for their outstanding service to FSEC. This program was initiated by Jim Roland and, after his retirement in 2003, the award name was changed to the James D. Roland Award in his honor. Each award recipient receives his or her name engraved on a permanent plaque displayed at the main entrance, an individual plaque and a check for \$250. The following list presents the year and names of those selected.

Year	March	September
1984	Ruth McAllister	Rodney Champagne
1985	Sue Blum	Mable Flumm
1986	Mel Rosencrants	Micky Bagg
1987	Jay Buckholdt	Debbie Wylie
1988	Del Whipple	JoAnn Stirling
1989	Allan Garnett	Wanda Dutton
1990	Ruth McDougal	Cynthia Abrams
1991	Betsy Pesce	Carolyn Burby
1992	Wilma Todd	Doug Matley
1993	Ann Fay	Jeanette Holder
1994	Sandra Chadwick	Susan O'Hara
1995	Noreen Grandbouche	Gary Montgomery
1996	Cookie Cook	Dianne Wood
1997	Ernestine Richardson	Joy Mayne
1998	Ann Marie Anderson	Donard Metzger
1999	Robert Abernathy	Steve McSorley
2000	Teresa Johnson	Patrick Robinson
2001	Kelly Slattery-Snavely	Martha Camomilli
2002	Andy Pesce	Teresa Youngman
2003	Melba Merritt	Becki Rubin
2004	Suzette Garnett	Randy Fowler
2005	Shelli Keisling	

Policy Advisory Board

In 1976, following Board of Regents guidelines for Institutes and Centers, the FSEC Policy Advisory Board (PAB) was established to provide external review of programs and activities and to assist in the formation of policy. The PAB meets annually and consists of about 40 members with approximately half from universities. One member, Tom Bowman of the Florida Institute of Technology, has served since 1976. Eight members have served since the '80s – John Fix (1981), Bob Nabors (1983), Bud Gardner (1983), Pat Takahaski (1984), Steve Gorman (1986), Nejat Veziroglu (1988), Oktay Ural (1989) and Bob Koger (1989). Table 11-1 lists the present PAB members, their affiliation and date appointed, and Table 11-2 lists names, affiliations and dates of service for notable former Policy Advisory Board members.



Dan Beistel and UCF Provost Leslie Ellis at Policy Advisory Board Meeting (October 1986)



Steve Gorman at PAB Meeting with Ken Sheinkopf and Colleen Kettles (October 1987)

Table 11-1 – FSEC Policy Advisory Board Members, Affiliations (Date Appointed)

Mr. Howard Adams, Vice President, Florida Associate of Realtors (1996)	Mr. Winston Garner, President & CEO, Tilden Lobnitz & Cooper (1983)	Dr. Rudi Schoenmackers, Director, New Mexico State University (1996)
Mr. John Anderson, Member, Energy 2020 Study Commission (2002)	Mr. Steve Gorman, CEO, Thermal Conversion Technology, Inc. (1986)	Mr. Scott Sklar, President, The Stella Group, Ltd. (1996)
Mr. J.P. Ardis, President & GM, Tropic-Kool Engineering Corporation (1999)	Mr. Randall M. Harris, GM, Mead Construction, Inc. (1993)	Dr. M.J. Soileau, Vice President for Research, University Central Florida (1999)
Dr. Franco Barbir, Professor, University of Connecticut (1994)	Mr. Robert Jenkins, Counselor, Clearlake Middle School (1996)	Dr. Lee Stefanakos, Professor, University of South Florida (1991)
Dr. Addison Bain, Hydrogen Consultant (1993)	Dr. Robert Koger, President, North Carolina Advanced Energy Corporation (1989)	Dr. Robert Sullivan, Vice President, Research and Graduate Programs, FIT (2002)
Dr. Tom Bowman, Professor, Florida Institute of Technology (1976)	Mr. Alexander Mack, Director, Florida Energy Office (1999)	Dr. Pat Takahashi, Director Emeritus, Hawaii National Energy Institute (1984)
Mr. Griff Carrison, Solar Thermal Consultant (1993)	Mr. John Masiello, Manager, Progress Energy Florida (2001)	Dr. Oktay Ural, Professor, Florida International University (1989)
Mr. Michael DeAngelis, Manager, Sacramento Municipal Utility District (1999)	Dr. Roger Messenger, Professor, Florida Atlantic University (2001)	Dr. Nejet T. Veziroglu, Director, Clean Energy Research Institute, University of Miami (1988)
Mr. Peter DeNapoli, Manager, Eastern Region, Shell Solar Industries (1999)	Mr. Robert Nabors, Principal, Nabors, Giblin & Assoc., PA (1983)	Dr. Martin Wanielista, Professor and Former Dean, University of Central Florida (1994)
Dr. James A. Drake, Associate Vice-President, University of Central Florida (1994)	Mr. Larry Nelson, Manager, Florida Power & Light Company (1999)	Ms. Lynda Weatherman, CEO, Econ. Development Commission of Florida's Space Coast (1996)
Mr. Richard Dixon, Energy Code Manager, Fl. Department of Community Affairs (1988)	Mr. William Nolan, President, The Nolan Group (1991)	
Dr. Sam Durrance, Director, Florida Space Research Institute (2002)	Dr. Ron Phillips, Director, Florida Space Institute (2002)	
Mr. John Fix, President, Fusematic Corporation (1981)	Mr. Henry Robitaille, Exec. Vice President, World Arts and Science Centre (1994)	
Dr. Thomas Gamble, President, Brevard Community College (1999)	Mr. Louis Rotundo, Principal, Rotundo and Associates (2000)	
	Dr. Robert San Martin, Corporate Vice President, Midwest Research Institute (2002)	

TABLE 11-2 – Notable Former Policy Advisory Board Members

Florida Energy Office Directors	Dates of Service
Dr. Carlos Warren	1976 - 1980
Mr. Lex Hester	1980 - 1981
Dr. Jay Hakes	1882 - 1984
Ms. Katie Tucker	1985 - 1988
Ms. Gwendolyn Spencer	1989
Mr. Jim Tait	1991 - 1999
Florida Legislators	Dates of Service
Mr. John Vogt	1976 - 1989
Mr. Harold Dyer	1979 - 1982
Mr. Clark Maxwell	1983 - 1990
Mr. Jon Mills	1983 - 1985
Ms. Dixie Sansom	1989 - 1994
Mr. Charlie Roberts	1993 - 1996
Mr. Howard Futch (deceased)	1995 - 2003
Utility Company Members	Dates of Service
Mr. Paul Sutherland, FPL	1977 - 1980
Mr. David Jopling, FPL	1980 - 1993
Mr. Tony Pedilla, FPC	1985 - 1996
Mr. Frank Calacino, FPL	1993 - 1999
UCF Administration and Faculty	Dates of Service
Dr. Frank Juge, Assistant VP	1990 - 1993
Dr. Ralph Llewellyn, Dean, Arts & Sciences	1981 - 1986
Dr. Louis Trefonas, VP Research	1981 - 1986
Dr. Rudy Wodzinski, Microbiology (deceased)	1983 - 1987
Dr. George Schroeder, Industrial Engineering	1986 - 1988
Dr. Robert Walker, Electrical Engineering	1986 - 1992
Dr. Leslie Ellis, Provost	1986 - 1996
Dr. Robert Westrick, Director, Brevard Center and President, Lake Sumter Community College	1986 - 2002
Dr. Michael Bass, VP Research	1987 - 1993
Dr. Gary Whitehouse, Provost & Dean of Engineering	1988 - 1994
Dr. Diane Jacobs, VP Research	1994 - 1998

Other Notables**Dates of Service**

Dr. Harry Weber, Dean of Engineering, Florida Institute of Technology	1976 - 1982
Dr. Erich Farber, University of Florida	1976 - 1990
Mr. Bill Stoney, Southern Solar Energy Center	1979 - 1983
Dr. Norman Einspruch, Dean, College of Engineering, University of Miami	1980 - 1983
Dr. Wayne Smith, IFAS	1980 - 1983
Ms. Shirley Hayes, FLSEIA and Florida Atlantic University	1983 - 1996
Mr. Tom Herndon, Florida Public Service Commission	1988 - 1990
Dr. Maxwell King, President, Brevard Community College	1988 - 1998
Mr. Bob Lavette, Florida Department of Transportation	1988 - 1998

FSEC Foundation

In September 1985, the Florida Solar Energy Center Foundation was established as part of the UCF Foundation. The FSEC Foundation began with a \$1,500 contribution from the Canaveral Council of Technical Societies (CCTS). Marvin Yarosh, FSEC's Associate Director, was key in obtaining this initial donation.

The FSEC Foundation's objective is to support worthy and desirable programs that would otherwise be postponed or neglected. Through the Foundation, the general public, industry and energy organizations can contribute to FSEC'S efforts and encourage research and development of energy technologies.

Numerous individuals and organizations have contributed to the foundation, with the largest contribution of \$550,000 coming from the sale of the Carrison property donation. The proceeds were used to construct the H.G. Carrison Auditorium in the new facility as discussed in Chapter 9.

The second largest contribution came from the sale of seats in the auditorium for \$150 each, which netted approximately \$30,000. Thanks to Ken Sheinkopf for this creative and fruitful concept.

List of Foundation Donors

H.G. Carrison (land sale) – September 02, 1994	\$550,000
Auditorium seats (various donors) – 1997-2000	\$26,550
Florida Power Corp (for education) – September 02, 2001	\$25, 000
Cape Canaveral Technical Societies - December 31, 1985 - December 01, 1987 - November 14, 1988 - November 29, 1989 - March 18, 1991 - January 21, 1992 - October 27, 1992 - September 19, 1995 - May 21, 1998 - February 29, 2000	\$20,600
Mr. & Mrs. Alan Hurst – October 06, 1995	\$9,500 & 10,000 in bonds
McCormack Foundation – January 29, 1988 - January 31, 1998, February 06, 1990 - February 05, 1991 - February 05, 1992	\$10,000
Walt Disney World Co. – November 08, 1988	\$10,000
ISCC – October 18, 1990	\$5,000
American Lung Association – January 22, 1996 - June 06, 2000	\$4,500
Charles Stokes – June 28, 1993, September 19, 1995 - December 24, 1997	\$3,000
Proceeds from Opening Gala – February 14, 1996	\$2,879
Johnson Controls – March 30, 1998	\$2,500
Northrop Grumman – March 19, 1998	\$2,500
Rick Jones – October 14, 1993	\$2,197
Daimler Chrysler – October 13, 1999	\$2,000
Warren Wooten Ford – April 20, 1999	\$2,000
EOLSS Publishers, Darwish M. K. Al Gobaisi – January 15, 1998	\$1,500
Dave Biehl – May 17, 1994	\$1,400
American Honda Motors – February 22, 1999	\$1,000
Florida Environmental Balancing Bureau – April 26, 1999	\$1,000
General Motors – October 01, 1999	\$1,000
Jack A. Wiles – September 08, 1995	\$1,000
John W. Hesterman – January 31, 1994	\$1,000
Keep Brevard Beautiful – September 24, 1997	\$1,000
SmartChoice – March 30, 1998	\$1,000
USBI – February 17, 1998	\$1,000
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Total:	\$689,126

State Budget

Support from the state of Florida played a critical role in FSEC's creation and has been vital to its continuing existence and growth. The state budget provided the base funding on which we built programs with the potential to attract federal and industry support. FSEC's first state appropriation of \$1 million in 1976-77 increased to \$1.363

million in 1978-79 and then to \$1.744 million in 1979-80. These increases were due to the support of state Senator Clark Maxwell. During the next 10 years, the state allocation increased to \$3.286 million (1989-90). The following list presents an annual history of the state's Education and General Fund budget support for FSEC.

Year	Total E&G Funds	Percent Change
1976-77	\$1,000,000	-
1977-78	\$1,000,000	-
1978-79	\$1,363,000	36.3%
1979-80	\$1,744,527	28.0%
1980-81	\$1,890,844	8.4%
1981-82	\$2,088,118	10.4%
1982-83	\$2,324,399	11.3%
1983-84	\$2,397,695	3.2%
1984-85	\$2,549,596	6.3%
1985-86	\$2,586,637	1.5%
1986-87	\$2,859,026	10.5%
1987-88	\$3,019,051	5.6%
1988-89	\$3,091,110	2.4%
1989-90	\$3,285,983	6.3%
1990-91	\$3,373,231	2.7%
1991-92	\$3,155,592	-6.5%
1992-93	\$3,099,665	-1.8%
1993-94	\$2,976,750	-4.0%
1994-95	\$3,020,853	1.5%
1995-96	\$3,021,047	0.0%
1996-97	\$3,309,307	9.5%*
1997-98	\$3,518,137	6.3%
1998-99	\$3,589,768	2.0%
1999-00	\$3,476,149	-3.2%
2000-01	\$3,557,575	2.3%
2001-02	\$3,265,676	-8.2%

* Includes increase of \$220,000 per year to cover operating expense for the new facilities in Cocoa.

This list shows the critical impact state budget concerns had on FSEC during the '90s. The first of these concerns happened in 1990, when Governor Lawton Chiles requested budget cuts from the State University System (SUS), along with other state government sectors. SUS Chancellor Charlie Reed responded by proposing to eliminate entire programs, rather than cutting university budgets across the board. FSEC was one of the programs he proposed to eliminate.

This proposal initiated many actions and reactions. We contacted all FSEC's friends and allies, and, in response, more than 100 individuals sent letters to the governor's office in support of FSEC. PAB members, especially, rose to the occasion, offering significant influence. I again give special thanks to longtime board member Bud Gardner for his support.

On February 13, 1992, I was able to send a memo to the PAB, informing them that FSEC would continue to be funded and would remain within the University System at UCF. The crisis was averted, but the budget was reduced in 1991-92 by 6.5 percent.

A second budget concern arose in February 1995, when the Senate Ways and Means Committee proposed 25 percent budget cuts to the SUS. In March 1995, the legislature passed a 10 percent cut, but the universities were given the option to decide how the cuts would be applied.



Bud Gardner and John Fix at PAB meeting (November 1994)