



Board of Directors

Open Session

Wednesday, April 2, 2025 | 9:00 AM – 12:00 PM ET (UTC-05:00)

<https://ashrae.webex.com/ashrae/j.php?MTID=m5be9a337e7c6a081ff88487f151a245e>

Meeting Number: 2337 541 5136 | **Meeting Password:** SpringBOD

1. CALL TO ORDER - Knight

2. ASHRAE VALUE STATEMENT – Knight

In ASHRAE meetings, we will act with honesty, fairness, courtesy, competence, inclusiveness and respect for others, which will exemplify our core values of excellence, commitment, integrity, collaboration, volunteerism and diversity, and shall avoid all real or perceived conflicts of interest. Our culture is one of inclusiveness, acknowledging the inherent value and dignity of each individual. We celebrate diverse and inclusive communities, understanding that doing so fuels better, more creative and more thoughtful ideas, solutions and strategies for the Society and the communities our Society serves. We respect and welcome all.

(Code of Ethics: <https://www.ashrae.org/about/governance/code-of-ethics>)

(Core Values: <https://www.ashrae.org/about/ashrae-s-core-values>)

(Diversity Statement: <https://www.ashrae.org/about/diversity-equity-and-inclusion-dei>)

3. ROLL CALL/INTRODUCTIONS - Knight

4. REVIEW OF MEETING AGENDA – Knight

5. EXCOM REPORT TO THE BOD – Knight

A.* March 20-22, 2025

6. EXECUTIVE SESSION (Separate Agenda)

7. OLD BUSINESS

A.

8. NEW BUSINESS

A.

9. UPCOMING MEETINGS

- A.** May Conference Call
Wednesday, May 28 | 9:00 – 11:00 AM ET (UTC-05:00)

- B.** Annual Conference | Phoenix, AZ
Sunday, June 22 | 1:30 – 5:30 PM MT (UTC-07:00)
Wednesday, June 25 | 2:00 – 6:00 PM MT (UTC-07:00)

- C.*** 2025-26 CRC Schedules

10. ADJOURNMENT

REPORT TO THE BOARD OF DIRECTORS
From the Executive Committee
As of March 22, 2025

Recommendations for Board Approval:

MOTION 1: ExCom recommends to the BOD that the Strategic Advisory Panel be eliminated and removed from the Society org chart.

BACKGROUND: The Strategic Advisory Panel has not been able to get up and running as planned. ExCom discussed the future of the panel at length and reached consensus that a BOD advisory group is not needed to reach out to individuals not currently involved in ASHRAE. There was consensus that the industry roundtables are an effective way for Society to engage with non-members in the industry.

Motion was approved unanimously by ExCom, CNV.

FISCAL IMPACT: Positive fiscal impact as there will be no travel reimbursement for this group nor costs associated with hosting in-person meetings.

STAFF IMPACT: Minimal staff impact to update Society org chart and website.

MOTION 2: ExCom recommends to the BOD that beginning in SY 2025-26, the Nominating Annual Conference shall be virtual.

BACKGROUND: The Nominating Committee is one of the few standing committees that consistently meets in-person three times a year – in the fall and at the Winter and Annual Society Conferences. The Annual Nominating Committee meeting primarily consists of new member orientation and very few business items. There was consensus that new member orientation could effectively be conducted virtually, and business items could be addressed at the fall meeting or via conference call.

It was suggested that other standing committees could benefit from reviewing their current meeting schedule and evaluating if in-person committee and subcommittee meetings could be transitioned to virtual meetings.

Motion was approved unanimously by ExCom, CNV.

FISCAL IMPACT: Approximate annual savings to Society of \$51,000 as a result of eliminating travel reimbursement, and in-person meeting costs.

STAFF IMPACT: Minimal staff impact to update Nominating Committee governing documents.

MOTION 3: ExCom recommends to the BOD that the BOD conduct a BOD meeting outside of North America in Society Year 2026-27.

BACKGROUND: At the 2022 fall BOD meeting there was discussion about conducting a BOD meeting outside of North America every three years. There was discussion about the possibility of conducting the BOD meeting alongside a CRC but there was consensus that this was not mandatory.

FISCAL IMPACT: \$100,000

STAFF IMPACT: Moderate impact to make the necessary travel and meeting arrangements.

MOTION 4: ExCom recommends to the BOD that \$50,000 be withdrawn from reserves to hire a consultant to create an AI strategic plan.

BACKGROUND: There was consensus from ExCom that Society needs a unified and thoughtful way to address AI; a consultant would provide Society with guidance on how to move forward in a comprehensive and strategic way.

A summary of AI vision, value risk and adoption are included in ATTACHMENT A.

The withdrawal from reserves is recommended as it is a one-time cost for the betterment of Society.

Motion was approved unanimously by ExCom, CNV.

FISCAL IMPACT: \$50,000 from Society Reserves

STAFF IMPACT: Moderate impact to staff to conduct the RFP process, provide requested information to the consultant, and serve as liaison to consultant and the BOD.

MOTION 5: ExCom recommends to the BOD that the policy related to DRC travel to CRCs outside of their own region be changed as follows:

- A DRC may attend one CRC outside of his/her home region as a nominee or during the first two years of service as a DRC or as a DRC nominee. The President in place at the time the CRC takes place must approve the travel and the DRC must provide justification to the President for the request to visit the CRC.
- No more than two visiting DRCs from outside of the host region may attend the same CRC.
- After visiting a CRC outside of his/her home region, the DRC must provide a written summary of the lessons learned and CRC/Chapter observations so that all DRCs can benefit from the sharing of CRC best practices. The report should be posted to the DRC Basecamp.

BACKGROUND: The current policy allows the DRC to attend two CRCs, one each year during the first two years of service as DRC. The policy change will lower expenses and decrease DRC volunteer time commitment. Attending one other Region's CRC is sufficient to share CRC and Regional management best practices.

Motion was approved unanimously by ExCom, CNV.

FISCAL IMPACT: Savings of approximately \$32,000 annually (\$2,000 per CRC trip by 16 Regions)

STAFF IMPACT: None

Information Items:

1. The Executive Committee discussed expired and expiring MOUs. There was significant discussion of different strategies for Society to strategically address MOUs. No final decisions on expired or expiring MOUs was made. An action item was assigned to Mr. Littleton to review the full list of Society MOUs, including expired MOUs and those without expiration dates, to provide recommendations for ExCom's consideration.

2. ExCom reviewed a proposal to streamline the Ethics Enforcement procedures to provide faster resolution and take less staff and volunteer time. The proposal will be sent to legal counsel for review and then referred to the BOD for consideration at a future meeting.

3. The Executive Committee discussed ExCom and BOD Orientation including timing of the in-person orientation and which officers should attend. After significant discussion, there was consensus that in future years, ExCom orientation would be conducted at the Spring ExCom Meeting. Furthermore, there was consensus that BOD Orientation would be conducted by the President-Elect, Treasurer, and continuing VPs.

Staff was assigned an action item to create an outline for timing of and attendance at Spring ExCom, appointments, BOD Orientation, and ExCom Orientation. The document will be added to the BOD MOP and/or Reference Manual. Proposed changes to these documents will be presented to the BOD at a future meeting.

4. The Executive Committee had extensive discussions on Society's interactions with other organizations at the Society Winter and Annual Conferences. Several consensus decisions were made related to meetings and events at the Society Conferences.

First, moving forward, there will be a set block of time available for other organizations to schedule VIP meetings with senior officers. Prior to each conference, organizations will be advised that meetings with senior officers will only be scheduled during that time. Additionally, the final meeting schedule will be shared with all members of ExCom to attend as their schedules allow.

Second, the ballroom for the BOD Leadership Luncheon should be larger than in the past and the possibility of extending the timeslot for the lunch will be investigated to accommodate a panel discussion that would be of interest to all members.

Lastly, the reoccurring meeting with CIBSE at the Winter Conference will be reduced to one hour. This change will allow staff and senior officers to meet with other organizations and/or attend part of the Technology Council meeting.

5. ExCom reviewed a draft charge for the Future of ASHRAE Conferences Presidential Ad Hoc (ATTACHMENT B). There was consensus that all councils be represented on the ad hoc in terms of staff and members, as well as a member of the current BOD.

Official appointments to the ad hoc will be made by President Knight and President-Elect McQuade.

It was discussed that staff should take the first pass to review any proposed changes to the Annual Conference to provide input on impacts to deadlines and the like.

6. The Executive Committee reviewed strategies to make topical conferences profitable (ATTACHMENT C). An action item was assigned to staff to develop a three-year business plan for hiring more staff, expanding CEC, and running more topical conferences. The action plan will be reviewed by ExCom at a future meeting.

7. ExCom discussed the possibility of Society developing technician training. After much discussion an action item was assigned to staff to develop a high-level framework for expanding education and training into the HVAC&R trade technician/contractor/operator training. The recommendations will be reviewed by ExCom at a future meeting.

8. The Executive Committee approved a recommendation from AASA to hold the summer AASA meeting in Milano at the REHVA meeting. This motion was approved unanimously, CNV with the caveat that the AASA meeting in Milano would replace the meeting that would normally be held at the ASHRAE Annual Conference and that the only financial costs to Society are transportation reimbursement of the AASA Chair and Vice Chair.

9. The Executive Committee acted on behalf of the BOD in between meetings to approve recommendations from Tech Council (ATTACHMENT D). All three motions were approved 5:0:1, CNV. Mr. Sekhar abstained, noting his involvement with the PD outside of ExCom.

March 27, 205 _____

Date

M. Dennis Knight

Chair

AI PLANNING

AI Vision, Value Risk and Adoption

For ASHRAE to truly implement the use of AI throughout Society from improving efficiencies for staff and members and for product development an AI plan needs to be created. This plan would include the vision, value, risk, and implementation. To begin this process, we need to take the following steps.

- 1. Assess Organizational AI Readiness.**
 - A. Conduct a systems/technology audit to determine if the current technology can support AI applications and what hardware may be needed. We need to ensure we have a robust platform, consider the potential for hybrid multi-cloud environments, and consider high-performing computer resources.
 - B. Review our Data Infrastructure. This involves looking at the data quality, accessibility, security, and how it is organized.
 - C. Skills Assessment needs to be conducted. Will we need new hires or outsourcing services to meet are need? Is it possible to upskill existing staff.
- 2. Develop an AI Strategy with deliverables and timelines.**
 - A. Identify AI Opportunities. Using a cross departmental team work to identify inefficiencies and areas for improvement. Also looking at product development.
 - B. Benchmarking. Look at other SDOs or no-profits strategies to potentially identify applications.
 - C. Develop AI Governance that includes policy, framework, regulations, and monitoring after implementation.
 - D. Data Management. Includes looking at cleaning of data to remove errors and inconsistencies, integration of data from various sources to create unified data set, and a that there is a robust data governance framework in place.
- 3. Clearly identify the objectives and goals.**
 - A. Identify business needs, problems, and opportunities we need to fix or solve.
 - B. Clearly defined AI goals and initiatives
 - C. Prioritization goals and initiatives based on impact and feasibility.
 - D. Tie activities to the 2025-2028 Society Strategic Plan.

To successfully employ AI across ASHRAE from the Society level to the Grassroots level we need an outside AI consultant to collaborate with a cross departmental team. The AI consultant will have the expertise necessary to do the AI readiness assessment and assist us in identifying and prioritizing AI opportunities.

After the AI readiness assessment is complete, the AI consultant will assist us in developing a strategic plan for implementation with priorities and timelines. The plan would detail the opportunities, the



governance policies, data management needs, potential software needs, and talent assessment as outlined above.

Consultant Costs

The estimated starting cost to begin the analysis necessary for the development of the AI Framework is between \$25,000 and \$35,000. Once the AI framework is developed and priorities are set, we will need additional funding for implementation. The cost for implementation is not known at this time but would be dependent on what is revealed in the analysis.



Future of ASHRAE Conferences

The members of this ad hoc are as follows:

1. Past and Current CEC Representation
2. TC/PC Representation
3. Past or Current BOD Representation
4. Publications Representation (i.e. Author)
5. Staff: Ragan McHan, Selina Parks, Staci Loeffler, Haley Booker-Lauridson, Lizzy Seymour (Technology Staff? Steve Hammerling)

Charge:

By June 2026, the ad hoc will make a recommendation of a new overall Society conference strategy which specifically focuses on, but is not limited to, reformatting or eliminating the Annual Conference.

The recommendation should further explore new opportunities such as refocusing priorities and purpose for Society conferences, streamlining for effective use of volunteer time, and engaging new audiences. The recommendation should also address challenges tied to Annual Conference such as volunteer overload, increased expenses, decreased attendance, and venue space requirements.

Objectives:

1. Clearly define and narrow the purpose and target audience of Society conferences, specifically Annual Conference.
2. Evaluate preliminary staff suggested scenarios and expand upon or create new scenario(s) for recommendation.
3. The recommendation should include a sustainable financial model for the Annual Conference while acknowledging the impact on other Society conferences.
4. Examine established rules related to ASHRAE Meetings (ROB 2.104) and Conferences (ROB 3.100) and evaluate implications of rule changes.
5. Conduct a careful assessment of the risks involved.
6. Assess the impact of the recommendation on volunteers, members, conference attendees and the industry. Buy-in from various stakeholders is important.
7. Others as identified by the ad hoc.

Timeline:

- By Fall 2025, a preliminary report to the BOD is due.

- By the 2026 Winter Conference, an interim report to the BOD is due.
- By the 2026 Annual Conference, a final report with recommendation to the BOD is due.
- Extensions may be requested for the above deadlines if additional time is needed.

Annual Conference is contracted through 2028, therefore recommendations of major changes could not go into effect until 2029. Smaller recommendations could be piloted in the years prior as appropriate.

We are confident that this Ad hoc has the skills and expertise necessary to recommend a strategic approach to Society conferences that meets the needs of our organization, its volunteers and members, and the industry. We are also confident that you will approach this task with fairness, equity, and the mission and vision of ASHRAE in mind.

Thank you for your time and for agreeing to serve on this important Ad Hoc. We look forward to receiving your recommendation.

Sincerely,

M. Dennis Knight, P.E., FASHRAE
ASHRAE President 2024-2025

Bill McQuade, P.E., LEED AP, FASHRAE
ASHRAE President-Elect 2024-2025

Action Item

Report to ExCom on strategies to make topical conferences profitable. (Assigned March 14-16, 2024)

Summary

The goal of Topical Conferences is to transfer technical knowledge and research to the industry, while remaining cost-effective for attendees. The goal has never been to make a profit at these conferences. However, over recent years with the growing success of sponsorships and higher attendance, Topical Conferences have seen a surplus.

The need for a streamlined, consistent approach to planning Topical Conferences is more important than ever as they continue to grow.

Since Topical Conferences were created, they were budgeted to breakeven (anticipated registration and sponsorship revenue = anticipated conference expenses). Since 2019, staff moved to a standard practice of budgeting for a slight profit (i.e. profit of approximately 3% of expenses). Anticipated attendance is based on previous attendance patterns for each conference.

Staff gets asked repeatedly by Steering Committees where any conference surplus “goes” and feels strongly that any surplus should go back into the conference to support the conference and attendees. Steering Committees have ultimate authority on approving registration rates like CEC approving registration rates for Winter and Annual Conferences.

FY24 and FY25 Actuals

	FY24 Actuals	FY25 Actuals
Combined Registration Revenue	\$418.0	\$363.9
Combined Sponsorship Revenue	\$364.1	\$458.0
Combined Expenses	\$721.6	\$727.5
Combined Surplus/(Deficit)	\$60.5	\$94.4

In FY24, the combined surplus of Topical Conferences covered 26% of fully loaded Topical Conference staff time (salaries and benefits). In FY 25, the combined surplus covered 39%.

In FY24, ASHRAE held five Topical Conferences. In FY25, ASHRAE held 4 Topical Conferences.

Topical Conference Models

To streamline conference operations and budgeting as well as offering the opportunity to host more Topical Conferences, the Conferences staff has created a Standard Operating Procedure which outlines three different Topical Conference Models to aid CEC and prospective steering committees for setting expectations and planning guidelines in advance.

Model 1: ASHRAE-Led Conference with Session Recordings
Current Topical Conferences: IEQ, Decarb, International Decarb

Model 2: ASHRAE-Led Conference without Session Recordings

Current Topical Conferences: WIA Leadership Symposium, Buildings, and CIDCO

Model 3: Chapter-Led Conference with ASHRAE Staff Support

Current Topical Conferences: Hot Climates, Beirut, and Kuwait

The SOP includes clear instructions and procedures for the purpose and mission of Topical Conferences, the CEC approval process, forming a steering committee, papers vs presentation-based technical session options, and clear roles and responsibilities of all stakeholders.

Industry Comparison

ASHRAE staff conducted an industry conference registration rate comparison in 2024. This research was done to compare the registration rates of other similar industry conferences with ASHRAE conferences. It was discovered during this research that ASHRAE topical conferences registration rates are comparable or lower compared to others.

Conference Staff are members of CESSE, the Council of Engineering and Scientific Society Executives, and participate in a Meetings/Events Special Interest Group. Conference budgeting was a recent topic of conversation for the group. ASHRAE staff asked if other Societies budgeted staff salaries and benefits into their budgets and no other associations represented in the meeting did.

Potential Strategies to Make Topical Conferences More Profitable

1. Increase the registration rate gap between Members and Non-Members

Currently, Non-Members pay \$50 more than ASHRAE members to attend Topical Conferences. Staff could increase non-member registration rates to \$100 or \$150 more than the member rate. This could result in approximately \$15,400 - \$28,900 in additional registration revenue.

However, 25% of Topical Conference attendees are Non-Members, which demonstrates the impact ASHRAE has on the industry. Significantly increased registration costs for this group could deter Non-Members from registering and attending. With fewer non-members attending Topical Conferences, industry networking, challenging ideas with debate, and speaker options could suffer.

2. Increase all registration rates to allow for a surplus of 7% of expenses for each Topical Conference.

Currently, Staff budgets each Topical Conference to allow for a surplus of approximately 3% of total expenses. If all registration rates were raised to be more in line with other similar industry conferences to allow for a surplus of approximately 7% of total expenses, it could increase combined Topical Conference revenue by approximately \$60,000.

However, this would mean raising Member, Non-Member, and One-Day registration rates by an average of 12% in each category. While these new rates may be more in-line with *some* other similar industry conferences, it may out-price some potential attendees and would push ASHRAE to the higher side of conference rates within the industry. Significantly higher rates could deviate from the purpose and mission of the Topical Conferences to transfer

technical knowledge and research to the industry while keeping registration rates low and could in turn hurt our attendance across all registration categories.

3. Eliminate standard components of the Topical Conferences to reduce overall expenses across all Topical Conferences.

Potential examples include:

- **Eliminating Breakfast for Attendees**
Potential combined expenses savings of \$95K
- **Eliminating Session Recordings for all Technical Sessions (Model 1 Conferences only)**
Potential combined expense savings of \$60K

However, cutting these types of components from the standard Topical Conference and potentially raising registration prices could deter attendees (i.e. paying a higher cost and getting less out of the conference). A further analysis of user access and views is needed before making any decisions on whether reducing or eliminating session recordings for Topical Conferences is feasible.

4. Continue to Communicate and Receive Commitment in Advance from Steering Committees on Minimum Sponsorship Amount

With hotel and AV prices continuing to skyrocket, sponsorship is more important than ever. Topical Conference sponsorships have gone from a “nice to have” to a requirement to hold our Conferences. If a Topical Conference does not meet the minimum Sponsorship goal outlined in the budget, then the Conference will face a deficit. Recently, Staff has worked closer to Steering Committees and past sponsors to make sponsorships a required responsibility of the Steering Committee. The new Topical Conference SOP will reiterate minimum sponsorship requirements and set clear expectations up front as conferences are approved by CEC and the Steering Committees are formed.

5. Engage with new and different stakeholders to create more Topical Conferences

Engage with and promote to new and different stakeholders, such as TCs, to form Steering Committees to propose new Topical Conferences. Encourage these groups to think beyond the technical program and think through operations such as registration fees, location, and hotel expenses. Engaging with new and different stakeholders may create an opportunity to tap into newer, younger members with experience on the Technical side of ASHRAE who may have business sense and new connections to sponsor.

However, more Topical Conferences may require more staff/staff time to operate.

Staff Recommendations:

If ExCom feels strongly that the goal of Topical Conferences should focus more on profitability, staff recommends creating a unified response on where Topical Conference profits will be applied (i.e. to cover staff time, Society operating expenses, etc.) Steering Committees will want to know and understand the reasoning. Certain sections of the CEC MOP and ROB may need to be updated to reflect this change.

If changes to the current SOP for Topical Conferences to focus on profitability are warranted, staff recommends either raising rates (Strategies 1 or 2) or removing standard components from Topical Conferences to reduce expenses. Implementing these changes may take time and results may not be immediately seen. Staff also needs clear direction on whether to factor in staff time/benefits for each Topical Conference budget and either increase registration rates or cut expenses and timing on when this change should be implemented. FY26 budgets have been submitted to Accounting.

Staff will continue to implement Strategy 4, which is a new concept for Topicals.

Strategy 5 is an idea that has also come up when discussing the future of the Annual Conference and could be further explored if warranted.



EXCOM LETTER BALLOT RESULTS

MOTION 1: Technology Council recommends to BOD ExCom that the *Infectious Aerosols* Position Document(PD) be revised.

BACKGROUND: This PD expires October 2025. It is of continuing value but needs to be updated because of the rapidly expanding literature on airborne disease transmission and because ASHRAE Standard 241 was published after the previous revision and is, therefore, not reflected in it. A motion to revise the TPS is listed below.

Tech Council Vote: 17-0-1

MOTION 1 EXCOM VOTE: 5:0:1, CNV.

Mr. Sekhar abstained, noting his involvement with the PD outside of ExCom.

MOTION 2: Technology Council recommends to BOD ExCom that the TPS of the ASHRAE PD "Infectious Aerosols" be revised as shown:

Title: Infectious Aerosols

Purpose: Inform the ASHRAE membership and the public of the impact of HVAC systems on the distribution of infectious aerosols. These aerosols can subsequently be inhaled directly in the upper respiratory tract, deep into the lung, or may ~~settle out~~ deposit on surfaces and ~~become indirectly transmitted~~ cause exposure by resuspension or fomite contact.

Scope: The document will address the impact of HVAC ~~systems that are described in the Systems Handbook~~ on exposure to infectious aerosols. It will discuss available engineering controls and requirements for their use, in particular, as specified in ASHRAE Standard 241 that results in exposure.

~~The document will address a variety of built and transportation environments.~~

~~The document will take positions and make recommendations that are supported by peer-reviewed research and for which references will be provided.~~

~~The document will be written with sufficient scientific rigor and references to be useful to specialists such as a range of audiences. Including policy makes, researchers, architects and engineers; and containing material that will be useful to the general public.~~

~~The document will provide the content from which a brief can be prepared for advocacy purposes.~~

BACKGROUND: The revised TPS updates terminology, more specifically defines what aspects of HVAC systems are to be addressed, adds a reference to ASHRAE Standard 241 and is more reflective of current practice for position documents.

Tech Council Vote: 17-0-1

MOTION 2 EXCOM VOTE: 5:0:1, CNV.

Mr. Sekhar abstained, noting his involvement with the PD outside of ExCom.

MOTION 3: Technology Council recommends to BOD ExCom that the TPS of the ASHRAE PD "*Unvented Combustion Devices and Indoor Air Quality*" be revised as shown:

Title: Unvented Combustion Devices and Indoor Air Quality

Purpose: The purpose of this position document is to inform the ASHRAE membership and the public of the ~~serious health effects and liability due to~~ risks associated with emissions of pollutants from unvented combustion devices into indoor spaces, and to make recommendations for mitigation of these risks.

Scope:

- ~~1. Define what is meant by unvented combustion devices~~ Include cooking and heating devices
- ~~2. Reference health effects associated with exposure to pollutants from combustion devices~~ Consider the impacts of these devices on indoor air
3. Include suitable mechanisms for managing emissions
- ~~4. Describe the types of indoor environments where unvented combustion appliances might be used including commercial buildings, homes and schools~~
- ~~5. Include devices used in both developed and developing countries, such as gas stoves, fireplaces, and biomass cooking devices~~
6. Exclude emissions from solid fuels, which are addressed by ASHRAE's Position Document on "Combustion of Solid Fuels and Indoor Air Quality in Primarily Developing Countries" ~~candles and incense~~
7. Exclude emissions from the food that is cooked through the cooking process

BACKGROUND: A revision of this PD is underway. These changes were recommended by the PD chair and committee and reviewed by EHC.

Tech Council Vote: 17-0-1

MOTION 3 EXCOM VOTE: 5:0:1, CNV.

Mr. Sekhar abstained, noting his involvement with the PD outside of ExCom.