



**MINUTES**

**BOARD OF DIRECTORS MEETING**

**PEACHTREE CORNERS, GA  
Wednesday, November 17, 2021**

**Approved by the Board of Directors on January 30, 2022.**

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## PRINCIPAL APPROVED MOTIONS

Board of Directors Meeting  
Wednesday, November 17, 2021

No. - Pg.	Motion
1- 2	That the DEI subcommittee recommends the Executive Secretary of ASHRAE sign the CEO action pledge on behalf of ASHRAE to participate in the NIBS CEO Diversity Commitment.
3 - 8,9	The BOD directs the Staff to develop a business plan for the development of new products and services by the Las Vegas meeting.
4 - 8	That MOTION 3 be amended as follows: The BOD authorize <u>Staff to develop a process for the development of new products and services based on a business plan by the Las Vegas meeting.</u> <del>an expenditure of up to \$250,000 for development of new products and services, based on a business plan developed by the staff and approved by Publishing and Education Council and the BOD by the Las Vegas meeting.</del>
5 - 9	That MOTION 3 be amended as shown The BOD authorize Staff to develop a <u>business plan for the development of new products and services</u> <del>process for the development of new products and services based on a business plan</del> by the Las Vegas meeting.
6 - 9	That MOTION 3 be amended as shown The BOD <del>authorize</del> <u>directs</u> Staff to develop a business plan for the development of new products and services by the Las Vegas meeting.
7 - 9	That the Planning Committee recommends to the Board of Directors that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in ATTACHMENT A.
8 - 11	That the Finance Committee recommends to the Board of Directors (BOD) that Society transition excess cash to pay the building loan principal of \$3,904,788 as of September 30, 2021 plus accrued interest.



## MINUTES

### BOARD OF DIRECTORS MEETING

Wednesday, November 17, 2021

#### MEMBERS PRESENT:

Mick Schwedler, President  
Farooq Mehboob, President-Elect  
Ginger Scoggins, Treasurer  
Don Brandt, Vice President  
Dunstan Macauley, Vice President  
Sarah Maston, Vice President  
Tim McGinn, Vice President  
Jeff Littleton, Secretary  
Steven Sill, Region I DRC  
Ronald Gagnon, Region II DRC  
Mark Tome, Region III DRC  
Bryan Holcomb, Region IV RMCR  
Doug Zentz, Region V DRC  
Rick Hermans, Region VI DRC  
Chris Gray, Region VII DRC

Tyler Glesne, Region IX DRC  
Devin Abellon, Region X DRC  
Eileen Jensen, Region XI DRC\*  
Robin Bryant, Region XII DRC  
Apichit Lumlertpongpana, Region XIII DRC\*  
Andres Sepulveda, Region XIV DRC\*  
Bassel Anbari, RAL RMCR\*  
Kelley Cramm, DAL  
Wade Conlan, DAL  
Dru Crawley, DAL  
Ken Fulk, DAL\*  
Art Giesler, DAL  
Jaap Hogeling, DAL\*  
Kishor Khankari, DAL  
Adrienne Thomle, DAL  
Ashish Rakheja, DAL\*

#### GUESTS PRESENT:

Bjarne Olesen  
Megan Tosh  
Dr. Alaa  
Don Colliver  
David Underwood\*

Trent Hunt  
Dennis Knight  
Tom Phoenix  
Bill McQuade

#### STAFF PRESENT:

Candace DeVaughn, Manager - Board Services  
Chandrias Jolly, Coordinator - Board Services  
Joyce Abrams, Director - Member Services  
Vanita Gupta, Director - Marketing  
Kim Mitchell, Chief Development Officer  
Mark Owen, Director - Publications & Education  
Stephanie Reiniche, Director - Technology  
Alice Yates, Director - Government Affairs  
Annmarie Wilhoit, Interim Director of Finance

Lilas Pratt, Mgr. - Special Projects  
Tony Giometti, Sr. Mgr. - Conference Programs  
Hayley Booker-Lauridson, Conference Programs Assistant  
Emily Porcari, Mgr. - State and Local Govt. Affairs  
Jeremy Pollack, Mgr. - Federal Govt. Affairs  
Vickie Grant, Mgr. - Region Activities\*  
Brian Unrein, IT Manager\*  
Tanisha Meyers-Lisle, Procedures Administrator\*

\*Indicates virtual attendee

**CALL TO ORDER**

Mr. Schwedler called the meeting to order at 8:00 am.

**CODE OF ETHICS**

Mr. Schwedler read the code of commitment. He reminded all in attendance that the full code of ethics statement and core values are available online.

**ROLL CALL/INTRODUCTIONS**

Roll call was conducted. Members and guests were in attendance as noted above.

**REVIEW OF MEETING AGENDA**

Mr. Schwedler reviewed the meeting agenda. The strategic discussion on *Building Decarbonization* was moved after the *Task Force for Building Decarbonization Report*. There were no other changes or additions.

**STRATEGIC DISCUSSIONS****BOARD SUBCOMMITTEE UPDATES****DEI SUBCOMMITTEE**

Ms. Thomle reported on behalf of the subcommittee.

Ms. Thomle moved that

1. The DEI subcommittee recommends the Executive Secretary of ASHRAE sign the CEO action pledge on behalf of ASHRAE to participate in the NIBS CEO Diversity Commitment.

Ms. Thomle reported that signing the pledge communicates the Society's commitment to DEI.

Mr. Gray spoke in favor of the motion generally. He asked if due diligence has been done to ensure that there are no additional implications to signing the pledge.

Ms. Thomle reported that NIBS has worked closely with the CEO Diversity group. The original pledge was very long and drawn out so NIBS developed this much shorter pledge. Staff did a great deal of research into the current commitment.

She reported that the financial commitment for signing the pledge would be staff time. Staff would need to send reports to NIBS when appropriate. Staff has indicated that they have the bandwidth to do so.

Mr. Macauley spoke in favor of the motion and recommended signing the NIBS pledge, as it is the most streamlined. He stated that the original agreement was from Price Waterhouse Cooper and included targeted metrics that organizations had to commit to meeting.

Mr. Zentz spoke in favor of the spirit of the motion. He expressed concern with joining another organization's commitment. He asked if there are any metrics, goals, or outcomes that Society needs to meet if the motion is approved.

Ms. Thomle responded that there are no metrics, goals, or outcomes that Society would be committed to. She reiterated that the Price Waterhouse Cooper agreement did have targets but that the commitment in question does not.

Ms. Cramm suggested that the full agreement be distributed to the BOD for review.

Mr. Mehboob moved and Mr. McGinn seconded that

**2. MOTION 1** be postponed to the first BOD meeting of the 2022 Las Vegas meeting.

Mr. Littleton reviewed the three tenets of the CEO pledge from NIBS. He showed the information on screen. He reported that if the motion is postponed, Society would miss the initial announcement going out by NIBS that will list the organizations in the building industry planning to participate in the pledge.

Ms. Bryant spoke against postponing the motion. She suggested that the document be emailed for review.

Mr. Conlan spoke against the motion. He suggested that the motion be postponed until later at this meeting.

Mr. Mehboob stated that agreeing to the pledge goes beyond putting signature on a piece of paper. He suggested that Society is putting pen to paper on a commitment which he has not seen and has not thought through. He stated that another consideration is that Society is following somebody else's banner.

Mr. McGinn spoke in favor of postponement. He stated that he did not want to divert attention from the meeting to review the document.

Ms. Jensen spoke against the motion. She stated that the pledge is as simple as the three tenets on the screen.

Ms. Thomle spoke against postponement.

**MOTION 2 FAILED** (2:24:0, CNV).

Discussion of MOTION 1 resumed.

Mr. Hermans asked if there are any metrics that accompany the first bullet.

Mr. Macauley responded that there are no metrics that accompany the first bullet. The bullet only commits Society to sharing best practices so the collective can benefit from best practices and lessons learned; and so that Society can better its commitment to DEI.

Mr. Giesler spoke in favor of the motion. He stated that he was against the Price Waterhouse Cooper motion when it was discussed in subcommittee. He reported that NIBS is already listing Society as a signatory.

Mr. Mehboob spoke against the motion. He stated that the pledge is just a statement of good wishes. Does Society need to sign something for NIBS? Does signing the pledge raise the Society's profile? He stated that he is against signing good wishes documents.

Mr. Littleton was asked for his opinion. He stated that he thinks signing the pledge would be positive. He reported that the initiative is specific to the buildings industry and is not as broad as the Price Waterhouse Cooper program. He stated that Society can sign this pledge in good confidence, knowing that Society is going to address these issues. He stated that he respects that the DEI Subcommittee recommends that Society sign the pledge.

Ms. Maston spoke in favor of the motion. She stated that she likes the ability of Society to have access to other organizations in the building industry to share best practices with. She stated that this is also an opportunity for Society to be collaborative. Signing the pledge would not prevent the DEI Subcommittee from coming up with its own metrics, if that group so chooses. If metrics are developed by the subcommittee they could be shared as best practices with the group.

She stated that signing the pledge makes the statement that DEI is important to Society.

Ms. Bryant spoke in favor of the motion. She expressed her belief that the pledge aligns with the Society's core values and should be implemented to make sure that everyone knows this is something Society is doing. She stated that there is no downside to signing the pledge and is an opportunity for a group of common organizations to share best practices on something that the collective group is working on.

Ms. Cramm spoke in favor of the motion. She stated that the pledge is vague but expressed agreement that there is no harm in signing the pledge. She stated that she hopes Society doesn't stop with signing this pledge and suggested that Society take deliberate steps forward.

Ms. Tosh spoke against the motion. She stated that the pledge is toothless. While there is no harm in signing, it is a missed opportunity for Society to lead and ask other organizations to sign something meatier.

Ms. Thomle spoke in favor of the motion. She stated that Society does not have to invent everything and that it is ok to build upon what others in the industry have already done. She expressed that signing the pledge would speed up the work of the subcommittee.

Mr. Gray spoke in favor of the motion. He stated that there are implications to Society signing the pledge and the BOD needs to continue to track it.

**MOTION 1 PASSED (25:1:0, CNV).**

Ms. Thomle reported that the subcommittee has plans for the Las Vegas meeting, including DEI buttons and a forum Monday morning. She encouraged members of the BOD to wear a button and attend the forum.

#### **OPERATIONAL STREAMLINING SUBCOMMITTEE**

Mr. Giesler reported on behalf of the subcommittee.

He reported on the subcommittee's timeline and asked members of the BOD to share thoughts and feedback on the work of the subcommittee.

#### **BOARD COMPOSITION SUBCOMMITTEE**

Mr. Macauley reported on behalf of the subcommittee.

He reported that the subcommittee is reviewing the different options that the BOD provided. The subcommittee will be engaging the BOD in the process and a series of interactive polls to gather feedback.

He reported that the subcommittee has formed three task groups to begin looking at the pros and cons of the different options.

#### **STRATEGIC ISSUES TRACKING TASK FORCE UPDATE**

Mr. Khankari reported on behalf of the task force. He thanked the members of the task force for their work.

He reported that the group took all the raw data provided by the BOD and categorized it. Growth related items on the list are operational in nature and are already being tracked by Society.

He reviewed the current recommendations from the task force and asked what could be done to grow even more. Can we dig into the ETF information and determine what people want from Society? He suggested that Society track what people are searching and downloading. The three recommendations are listed below:

1. Determine how to leverage our relationship with other organizations beyond MOUs.
2. Government Affairs Committee and Epidemic Task Force provide a report on:
  - Government officials and policy makers expectations from ASHRAE
  - General community expectations from ASHRAE
3. Track what people are searching and downloading from our website.

Mr. Schwedler reported that the creation of the task force came about at a recent BOD meeting. What is the BOD doing this year that is strategic? He opened discussion of the task force's three recommendations for this Society Year.

Mr. Hermans stated that Society is already doing some of the task force's recommendations. For example - staff currently provides very useful statistics on what is being searched for and downloaded on our webpage; liaisons provide reports to ExCom all the time, perhaps the focus should be on making the BOD more aware of those reports; the ETF is already planning to present a final report which will include a plan to delegate that group's current responsibilities.

Mr. Zentz stated that the value to members comes to mind and that the biggest metric to track is DLs and what topics chapters are requesting. If there are certain topics that are being heavily requested, they might represent areas where members want to learn more.

Mr. Gray stated that the groups conversations went far and wide. He stated that Society needs to be aware of what happens if main revenue sources go away. How does Society find new ways to fill those gaps?

He stated that Society should leverage MOUs so that partner organizations are providing value to Society as well. What is Society missing and how is that information gathered?

Mr. Conlan stated that tracking that currently happens on Society's webpage doesn't capture what people are searching for elsewhere and that is that gap that needs to be figured out. The majority of engineers use Google.



Ms. Thomle suggested that residential buildings be added for consideration.

Mr. Schwedler stated that the task group has completed their charge. He stated that the BOD can decide on next steps.

Mr. Hermans stated that he is in favor of tracking all metrics for which Society has data.

Mr. Anbari suggested that Society leverage current MOU relationships and he asked if there are metrics to evaluate those relationships.

Mr. Schwedler responded that Society is not currently tracking MOU relationships in that way. He stated that before leveraging those relationships the performance of each needs to be tracked.

Mr. Gray proposed that this conversation be held until later in the meeting after other strategic reports are made.

Mr. Schwedler stated that the goal of the task force and this conversation was to discuss items that the BOD should be tracking. He stated that there seem to be three items that could be sent to ExCom, GAC, and Marketing.

Ms. Gupta reported that the Marketing Team regularly tracks page visits, list of searches, and active document download list.

Mr. Schwedler stated that the work of the task group was complete, and the group was disbanded.

## **ADDITIONAL BOARD STRATEGIC DISCUSSION TOPICS**

### **NEW PRODUCT DEVELOPMENT**

Ms. Scoggins led the strategic discussions. She stated that Society is dependent on its current products and services. She stated that she does not want the conversation to get in the weeds of what products and services the industry needs. How would Society go about the effort of new product development in an organized and understandable fashion?

A summary of the discussion is below:

*Society doesn't understand the needs and wants of international members.*

*Don't look at this with tunnel vision. Look at opportunities generated for education and growing members who want to stay on the cutting edge of that product.*

*This is one of the Society's most important strategic issues. Society develops a lot of new products and has a good process for that, but we need to think outside of this frame.*

*Needs - market intelligence, for the BOD to prioritize new product development, develop and implement a timeframe, financial flexibility to invest in programs and initiatives, be able to make mistakes, and for the BOD to lead boldly. Society has the resources and there are opportunities out there and leadership needs to make the decision to chase them in an aggressive way.*

*Products need to be interconnected in an entirely digital environment. A multi-level subscription service could be offered and is a model that some national organizations have used successfully.*

*Need a central place for these ideas to flow.*

*Important that a business case is made. Opportunity to have a committee or group of external consultants specialized in the field to guide Society in developing new products.*

*The BOD has discussed this subject for many years. It all starts with threats and opportunities. Need to consider products and services from a holistic viewpoint. Need to create a Manager of Product Development and need to have a good idea of what we want developed.*

*Should strategically use MOUs. If Society can create a product for the general public that would help to elevate our profile.*

*Our members are interested in things that we aren't delivering on. Have to start thinking like Millennials. Are there new methods or ways to deliver existing products?*

*Lots of existing ideas from a previous ad hoc. It is a good idea to spend money on new staff to focus on product development.*

*Need to consider existing products. Are there things we can do to enhance or improve them? Need to be nimble and respond quickly to market needs. Quick, periodic surveys of the industry should be conducted.*

*Businesses are looking for recurring revenue streams. Society speaks the wrong language for high school students; their focus is on sustainability and productivity. When Society leads with our technical side, we lose opportunities to help humanity and opportunities to bring the next generation into the industry. Should consider changing the mindset and goals, as well as how goals are communicated.*

*Don't want to lose sight of the relevance of our products. It is important to consider how the market views our products when new product development is discussed.*

*Millennials buy and consume products in a different way. Having more of that demographic in the room would be helpful.*

*Suggested a crowdsource competition to come up with product ideas.*

*Create a Marketing Committee to provide a more clarified direction.*

*Most members are unaware of the benefits that come with their membership. Membership is a more continuous revenue stream.*

*Investigate ways to work with our partners and how we can support them. Society does not a good job of supporting the industry as a whole; need to reach out to the broader built environment to understand what is needed. Suggested that an interim plan be developed and also assign an action item to staff.*

*What is ASHRAE good at? Need to make sure we have a good fundamental underpinning before we try something new.*

Mr. Mehboob moved and Mr. Gagnon seconded that

3. The BOD authorize an expenditure of up to \$250,000 for development of new products and services, based on a business plan developed by the staff and approved by Publishing and Education Council and the BOD by the Las Vegas meeting.

Mr. Gray suggested that the deadline be removed, stated that Las Vegas is premature.

Mr. Hermans spoke against the motion. He stated that the Las Vegas meeting is too soon. He stated that it is a good idea, but there should not be a financial limit put on the initiative.

Mr. Khankari stated that he was undecided on the motion. He expressed that the point is to be strategic.

Mr. Brandt spoke in favor of the motion. He stated that the BOD needs to move quickly.

Mr. Gagnon stated that the ETF has demonstrated what Society is cable of. He stated that the BOD needs to walk the talk.

Ms. Bryant spoke in favor of the concept of the motion. She stated that the timeline of the motion is unreasonable.

Ms. Cramm spoke in favor of the motion. She stated that she has two objections to the motion as written - should be postponed to the Annual Meeting and she did not like the motion included the amount of the expenditure before there is a plan.

Mr. Mehboob was asked to provide clarity on the intent of the motion. He stated that the intent is to identify a limit of up to \$250,000. The intent is process, how to go about doing it, and committing to a workable plan. He stated that a process is needed by the Las Vegas meeting.

Mr. Giesler spoke against the motion. He stated that a motion is not required and an action item to staff can be assigned for them to develop the plan.

Ms. Scoggins moved and Mr. Macauley seconded that

4. MOTION 3 be amended as follows:

The BOD authorize Staff to develop a process for the development of new products and services based on a business plan by the Las Vegas meeting. ~~an expenditure of up to \$250,000 for development of new products and services, based on a business plan developed by the staff and approved by Publishing and Education Council and the BOD by the Las Vegas meeting.~~

Mr. Mehboob spoke against the motion. He stated that, as worded, it is an action item only.

Mr. Hermans spoke in favor of the amended motion. He stated that the motion would give staff direction to move forward and commit resources.

Mr. Glesne stated that the motion does not give staff enough teeth.

Mr. Anbari spoke against the amendment. He stated that a lot of the membership in RAL complain about how long it takes Society to make a decision. He stated that the motion is a

typical way of doing ASHRAE business - a motion to authorize the process. He suggested that the motion needs to be more specific.

Mr. Hermans suggested that the form that Publishing and Education Council has developed be used for this.

**MOTION 4 PASSED** (19:5:2, CNV).

Discussion of amended motion 3 resumed.

Ms. Thomle spoke against the motion.

It was moved and seconded that

5. MOTION 3 be amended as shown

The BOD authorize Staff to develop a business plan for the development of new products and services process for the development of new products and services based on a business plan by the Las Vegas meeting.

Mr. Hermans spoke against the motion and stated that the amendment was editorial.

Mr. Glesen spoke in favor of the motion.

**MOTION 5 PASSED** (18:5:2, CNV).

Mr. Mehboob moved and Mr. Hogeling seconded that

6. MOTION 3 be amended as shown

The BOD authorize directs Staff to develop a business plan for the development of new products and services by the Las Vegas meeting.

Mr. Glesne stated that the amendment was editorial.

**MOTION 6 PASSED** (18:6:2, CNV).

There was no additional discussion on the amended motion.

**AMENDED MOTION 3 PASSED** (25:1:0, CNV).

### **STRATEGIC PLAN MIDTERM UPDATE**

Mr. Macauley moved that

7. The Planning Committee recommends to the Board of Directors that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in ATTACHMENT A.

Mr. Hunt reported that the redirected plan is based on what has been seen in the industry. Approving the motion would extend the Strategic Plan by one year as well.

**MOTION 7 PASSED** (Unanimous Voice Vote, CNV).

Mr. Hunt thanked the subcommittee that worked on drafting these edits. He reported that they met every week for five weeks and produced this update for BOD approval.

**REPORTS TO THE BOD****EXCOM REPORT TO THE BOD - NOVEMBER 9**

Mr. Schwedler reported that ExCom discussed how to identify 'highfliers.' He stated that highfliers are those members who, when you first meet them, you recognize the extent of their talents. The goal is to get those members involved and keep them excited.

**COP26 LESSONS LEARNED AND OPPORTUNITIES**

Mr. Schwedler stated that this was the first time Society was represented at one of the COPs.

Ms. Scoggins reported that the conference was very interesting, and she learned a lot. The conference focused on resilience in cities for climate driven migration. She reported that a large portion of the world will have to migrate away from where they live if targets aren't met.

The built environment accounts for 40% of global emissions and everyone is going to have to work together to solve the issue. She stated that it was pretty clear that the 1.5-degree target won't be reached. At this time, it is estimated that there will be a 1.8-degree temperature rise.

She stated that she was surprised at how little buildings were discussed at the conference. The discussion focused primarily on agriculture and methane emissions and on the last day there was discussion of buildings and adopting whole life cycle materials. District cooling projects in Paris and Toronto were highlighted; this technology is predicted to become more prominent in the coming years.

She reported that Society's work is becoming more relevant and more important in terms of mitigating climate change.

Agriculture emissions, methane production from cows and production of beef, is more an issue of producers not following proper procedures.

Mr. Brandt stated that district cooling will have a larger and larger impact as more of the world is cooled.

Ms. Scoggins stated that carbon offsets is a shell game and has turned into a political issue. Planting trees is being used to offset carbon but only offsets deforestation.

**TASK FORCE FOR BUILDING DECARBONIZATION**

Mr. Phoenix reported that the task force had no recommendations for the BOD. This is the first report since the group was formed. He thanked Ms. Yates for her support.

He reported that the task force created nine working groups, with each assigned a key area of decarbonization. The working groups have been meeting since March.

The task force worked with a facilitator to update the group's plan. The task force website was formatted after the ETF webpage. The task force webpage - [ashrae.org/decarb](https://ashrae.org/decarb) - is being updated on an ongoing basis.

The group has already received a number of requests for information.

The task force will be conducting six to eight seminars at the 2022 Winter Conference.

The Hellenic Chapter will host an international conference next October on building decarbonization. The TFBD is working with the chapter on the conference and is helping to sponsor it.

Mr. Colliver reported that a new PD is being developed and Kent Peterson is leading the effort. The TFBD will review a draft of the *Issues* and *Background* sections soon. Traditionally, PDs have taken a long time; this new document is expected to be complete by June.

He reported that there are three ALI courses on decarbonization.

The TFBD is working to better understand what government officials need on the topic; as well as what people around the world are asking Society to do as it relates to this area. A GAP analysis is currently being conducted to try to address these issues.

He stated that Europe is ten or more years ahead in this area and Society is playing catch up.

The TFBD has been diligent; he has attended 24 meetings in one month. The group plans to make recommendations to other parts of Society.

Mr. Phoenix stated that the group's goal is to make Society a leader in the decarbonization conversation.

Mr. Mehboob expressed his hope that Society isn't reinventing the wheel if Europeans are ahead of us. He stated that this appears to be a North American or European initiative as there are none, or nearly none, representation on the task force from outside of those areas.

Mr. Phoenix stated that the voting members of the task force were selected by President Schwedler and Presidential Member Gulledge and that it is a great group. He stated that there is representation from outside of North America, but that there is not representation from RAL. There are one or two RAL members participating in the working groups.

He stated that Society needs to be aware of the codes and standards in Europe; and because they are ahead of us, coordinating with them is suggested.

Mr. Colliver reported that the TFBD has developed a template for the geographic discussion of decarbonization issues and it will be published by Society. This type of publication is important as energy sources vary by geographic region.

Mr. Brandt stated that the hope is that there will be a series of Journal articles and the group has developed a template to facilitate this. The first article will focus on Canada.

#### **FINANCE COMMITTEE**

Ms. Scoggins reported on behalf of the committee.

Ms. Scoggins moved that

8. The Finance Committee recommends to the Board of Directors (BOD) that Society transition excess cash to pay the building loan principal of \$3,904,788 as of September 30, 2021 plus accrued interest.

Ms. Scoggins reported that the Society is currently very cash heavy. Paying off the principal will save annual payments.

She reported that the preference of the Finance Committee was to pay off the loan.

She was asked and reported that the average return of investment is 6%.

Mr. Mehboob spoke against the motion. He suggested that a better return would be yielded by investing those funds. He suggested that the cash on hand be saved in case the Society experienced difficulty.

Ms. Cramm spoke against the motion. She stated that she would like to see the amount that is currently being paid in interest. She suggested that it would be more helpful to compare the amount paid in interest to what could be earned if some of the Society's surplus cash were invested.

Mr. McGinn spoke in favor of the motion. He stated that there are covenants that secure the loan against the Society's reserves, so there is a restriction on how Society can spend those reserves.

He stated that investing the excess cash is not without risk. The BOD is responsible for determining what is best for Society from a risk point of view as well.

Mr. Gray spoke in favor of the motion. He stated that the current loan has a floating rate, which is the best the Society can hope to get; obtaining an adjustable rate would only increase the total cost of the loan.

**MOTION 8 PASSED** (24:1:1, CNV).

## **STRATEGIC DISCUSSIONS**

### **BUILDING DECARBONIZATION STRATEGIES**

Mr. Gray led the strategic discussion. He asked Mr. Phoenix to provide comments on the top three priorities of the TFBD.

Mr. Phoenix stated that the TFBD is having issues regarding decarbonization metrics and there has been discussion of collaboration and coordination. Addressing this issue is a top priority. As is the international conference in Greece.

Mr. McGinn responded with standards, whole life carbon analysis, and decarbonization/electrification.

Mr. Colliver responded with metrics; recognizing that zero carbon is not immediately achievable; and how goals are achieved. He stated that if Society isn't at the table, it is on the menu. Society needs to be able to respond to issues as they come up.

Mr. Zentz suggested that two to three slides be developed on the challenges of decarbonization and what the Society is doing to address them. These slides could be added to chapter presentations.

Mr. Schwedler asked - What resources can the BOD make available? How can BOD members personally and strategically help move these strategies forward?

Ms. Scoggins stated that if Society isn't careful it will miss the boat and not be the authority on this topic. She expressed that this is likely the most important topic for Vision 2030 and Beyond.

Mr. McGinn stated that the TFBD needs to know if they will continue beyond June.

Mr. Colliver agreed and stated that the BOD needs to take responsibility to ensure that the work of the TFBD continues.

Mr. Gray expressed that Society will not be the leader on the topic but could be a leader in building decarbonization.

Mr. Mehboob stated that he did not want to confuse the goal with the implementation mechanism. He stated that jurisdiction needs to be established. The TFBD will deliver to a finite date and a decision will be made at that time. He stated that he cannot give carte blanche today.

Mr. Khankari asked what was needed to ensure that Society does not miss the boat. He suggested that a concrete recommendation plan be created.

Mr. Anbari suggested that the TFBD be continued in terms of the group's work. He suggested that international experts be added to the group. He stated that we all live in one world and need to learn from each other.

Mr. Macauley stated that this is a major threat to the organization. He expressed that Society needs to start moving forward quickly and should empower the TFBD so they can act. He also suggested that the Society develop guidelines for decarbonization and the built environment

Ms. Cramm stated that Society should be involved in this activity long-term. She suggested that the timeline be extended while simultaneously forming a plan for what long-term participation will look like.

Ms. Maston stated that Society has identified this as an important topic. Ad hocs and task groups are work arounds for the functional groups in Tech Council. She suggested that the work of the ad hocs and task groups be leveraged to encourage the TCs and MTGs. She expressed that continuing to work around Tech Council will create more problems than are being solved.

Mr. Hermans suggested that the functional groups be made a part of the TFBD. He stated that doing so would create a machine to carry the banner for Society.

Ms. Scoggins expressed concern with Mr. Hermans suggestion and stated that she does not want to see this issue get buried under Tech Council. She stated that this is a big topic that will define the Society's future and it should be handled at the BOD level, involving the TCs as needed.

Ms. Bryant stated that Society reinvents itself every year and that is allowing other organizations to beat us on this topic. She suggested that the BOD figure out what to do, define it, and then do it. This is a BOD decision that the BOD needs to monitor.

Mr. Sepulveda stated that this is a discussion of strategy. He expressed that decarbonization will dictate the Society's future; if it is not addressed rapidly, the Society is at risk for becoming irrelevant.

Mr. Colliver asked the BOD's assistance with the responsiveness of the TCs.

Ms. Maston stated that when a group does not reside within Tech Council there is no opportunity for two-way conversation between the TFBD and the TCs.



Mr. Gray expressed concern that the scope of the TFBD is so large that the BOD has to receive updates and reports to help them identify where Society should be involved.

Mr. Glesne suggested that this is part of a long-term discussion. He stated that he did not see a path that would be as meaningful as a standing committee. Would the BOD entertain a new standing committee?

Ms. Yates stated that there are already hundreds of guides, standards, and codes on decarbonization, and Society is well behind. Addressing decarbonization is fundamentally different from the ETF; this is a transformation of the building sector in response to what is going on scientifically and atmospherically.

The BOD needs to lead because there are questions as to whether the TFBD is doing things that existing groups should be doing. Society has already been taking a leadership role on this topic and we should start talking about decarbonization in that way.

She suggested that a GAP analysis be conducted.

Ms. Scoggins stated that a shift in thought process is needed, from energy to carbon and in how Society presents itself. The world is shifting to carbon. How is Society going to shift its focus? She suggested that energy be supplemented with a more holistic carbon approach.

Mr. Littleton stated that it is probable that in the next three years there will be legislation to address carbon in buildings specifically. What happens in 2-3 years when new legislation comes out and it does not address 90.1? He expressed that Society needs to move quickly because there is a threat that we will be passed over in a new carbon world.

Mr. Underwood suggested that the TFBD look at how Society correlates information and focus on those who have real expertise. He also suggested that decarbonization be added to energy guides.

Mr. Crawley stated that there will likely not be a lot of transition happening in 90.1 or 90.2 as there will be a place for efficiency in decarbonization. Decarbonization doesn't mean that energy efficiency is going away.

Mr. Schwedler stated that the TCs aren't used to the level of commitment required for this task.

Mr. Gray asked if Society should have outside views to help guide it.

Ms. Bryant expressed that the BOD needs to take some ownership - the BOD has not done a good job of communicating expectations. The TFBD can help to narrow the Society's focus and communicate that focus to the TCs. She expressed concern with Society having too many silos and poor communication.

Mr. Schwedler agreed that the proper procedures are not in place.

Mr. Macauley stated that one of the goals of liaisons is to bring information back to ExCom and the BOD. He suggested that this be made a primary focus so leadership can have strategic discussions. He stated that the BOD needs to do a better job of identifying key strategic partners.

Mr. Tome suggested that the TCs be addressed at the TC breakfast.

Mr. Gray suggested that help is needed to define where the Society goes on this topic. Would like to see Society engage in more international conversations so we can better understand what is happening around the world.

Mr. Schwedler stated that it is the BOD's responsibility to make decisions with input from the experts.

**EXECUTIVE SESSION**

Executive session was called at 1:30 pm.

Open session reconvened at 2:00 pm.

**ACTION ITEM REVIEW**

Mr. Schwedler reported that no action items were assigned during this meeting.

**UPCOMING MEETINGS**

Mr. Schwedler reviewed the BOD's upcoming meetings.

**ADJOURNMENT**

The meeting adjourned at 2:03 pm.

A handwritten signature in black ink, appearing to read 'J. Littleton', with a horizontal line extending to the right.

Jeff H. Littleton, Secretary

**ATTACHMENTS:**

A. Strategic Plan Updates



# 2019–2025<sup>4</sup> ASHRAE Strategic Plan

Prepared by ASHRAE Planning Committee  
Approved by ASHRAE Board of Directors, May 6, 2019  
[Midterm Update Approved by ASHRAE Board of Directors TBD](#)

## 2017 – 18 Planning Committee Members

- William P. Bahnfleth, Ph.D., P.E., Chair
- Thomas H. Phoenix, P.E., Vice Chair
- Michael P. Cooper, P.E.
- Jennifer A. Isenbeck, P.E.
- Malcolm D. Knight, P.E., 2014 Strategic Plan Tracking Subcommittee Chair
- Karine Leblanc Sarah E. Maston, P.E.
- William F. McQuade, P.E., LEED AP, 2019 Strategic Plan Development Subcommittee Chair
- Sarah Poursharafeddin
- Ashish Rakheja
- Hassan Ali Sultan
- Timothy G. Wentz, P.E., Document Review Subcommittee Chair
- Stefano P. Corgnati, Ph.D., Consultant
- Mark P. Modera, Ph.D., P.E., Consultant
- Michael C.A. Schwedler, Coordinating Officer
- Jeff H. Littleton, Executive Vice President
- George W. Austin, Jr., BOD Consultant
- Constantinos A. Balaras, Ph.D., P.Eng., BOD Consultant
- Marites Dagulo Calad, BOD Consultant
- Tim J. McGinn, P.E., BOD Consultant
- Daniel R. Rogers, P.E., BOD Consultant
- W. Stephen Comstock, Staff Director
- Vanita Gupta, Staff Director
- Mary Dean Townsend, Staff Liaison

## 2021-22 Planning Committee Members

- William K. Klock, Chair
- Heather Platt Gulledege, P.E., Vice Chair
- David Arnold, Ph.D.
- Wade H. Conlan, P.E.
- Blake E. Ellis, P.E., Vice Chair, Monitoring Subcommittee
- Vanessa Freidberg P.E.
- Trenton S. Hunt, Chair, Implementation Subcommittee
- Stephanie Kunkel, P.E., Chair, Monitoring Subcommittee
- Thomas M. Lawrence, Ph.D.
- Mark F. Miller
- Ahmed Alaa Eldin Mohamed, Ph.D.
- Andres J. Sepulveda
- Dunstan Laurence Macauley, III
- Jeff H. Littleton, Executive Vice President
- Stephanie C. Reiniche, Staff Director
- Chandrias Jolly, Staff Liaison



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## INTRODUCTION

This plan, developed by the ASHRAE Planning Committee in collaboration with the Board of Directors, will guide the work of the Society during the five-year period from 2019-2024. It was developed during 2018-2019 through a process initiated by a stakeholder engagement exercise involving members of ASHRAE and key industry organizations who gave their views on ASHRAE's position in the industry and its perceived strengths and challenges. With facilitation by the Planning Committee, the Board then conducted a brainstorming session to develop preliminary objectives and initiatives. These addressed both outward facing issues affecting the industry and society as well as inward facing issues related to the needs of ASHRAE members and organizational efficiency. The final plan was drafted by the Planning Committee with Board oversight following multiple reviews including review by regional leadership teams. The final phase of development was preparation of implementation and tracking procedures, roll-out plans, and budget estimates. Communication of the new plan to councils and committees began in spring 2019 with formal implementation beginning in July 2019.

### 2021 Midterm Update and 1 Year Extension

In Spring of 2021, the Board of Directors approved a midterm update and one year extension of the 2019-24 Strategic Plan. This update was recommended by the 2020-2021 Planning Committee due to recent events that altered how the Society completes its work and how we serve the industry. Revisions of the 2019-24 strategic plan includes lessons learned during the COVID-19 pandemic as well as rebooted/ restarted initiatives to redirect resources.

Initiatives and goals reviewed were addressed in a way that would allow ASHRAE Councils and Committees to make significant traction with the already assigned tasks while considering any work that is in progress or already completed. Feedback from the Planning Committee liaisons assigned to each of the Presidential Ad Hocs was also taken into consideration to ensure that any efforts regarding the streamlining initiatives were addressed.

## MISSION, VISION AND VALUES

As part of the Strategic Plan development process, the Planning Committee ~~reviewed the Society mission and vision statements. Although it was affirmed that these statements remain a solid foundation for the organization and for the work set out in this plan, the Planning Committee~~ recommended that they Mission and Vision statements be revised to reflect ASHRAE's current work and aspirations more clearly. No changes were recommended to ASHRAE's Core Values.

~~In November 2018, the Board of Directors approved the updated Mission and Vision statements:~~

### Mission

~~Previous: To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.~~

~~Updated:~~ To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

### Vision

~~Previous: ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning, and refrigerating.~~






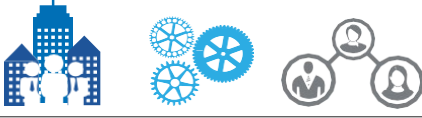


~~Updated:~~ A healthy and sustainable built environment for all.

### Values

- Excellence
- Integrity
- Volunteerism
- Commitment
- Collaboration
- Diversity

# GOALS AND OBJECTIVES

ASHRAE’s leadership has identified **three goals**: to advance the industry, provide value to ASHRAE members and prepare the Society for the future and **objectives** that support each goal. **Four initiatives** have been identified to respond to these goals and objectives as shown in the table below. The initiatives are described in detail on the next page (p. 7).

GOAL 1 Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	
OBJECTIVES	INITIATIVES
a. Utilize a holistic approach to ASHRAE’s offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations	
b. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches	
GOAL 2 Maximize Member Value and Engagement	
OBJECTIVES	INITIATIVES
a. Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services	
b. Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies	
c. Leverage technology to increase member engagement, awareness and value	
GOAL 3 Optimize ASHRAE’s Organizational Structure to Maximize Performance	
OBJECTIVES	INITIATIVES
a. Prototype and launch new approaches that will increase ASHRAE’s relevance and speed to market for key offerings	
b. Optimize ASHRAE’s organizational systems and structures to increase capacity, efficiency and effectiveness	
c. Cultivate industry and member philanthropy to extend ASHRAE’s impact and reach	

<b>KEY</b>	 Resilient Buildings and Communities	 Indoor Environmental Quality	 Organizational Streamlining	 Improve Chapter Engagement, Capacity and Support

# STRATEGIC PLAN AREAS AND INITIATIVES

Initiatives provide a focus for the Society to drive advancement, create value, and improve efficiency.

## Initiative Area: Built Environment of the Future

## Initiative Area: Future of ASHRAE

# 1

## RESILIENT BUILDINGS and COMMUNITIES



The cycle of building development, design and construction is moving more rapidly than ever. Key stakeholders in the design, construction, and operation of buildings face new challenges of responding to a range of environmental, market and consumer-driven pressures. Increasingly, it is being recognized that “smart” buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, resilience and recovery of buildings and communities.

# 2

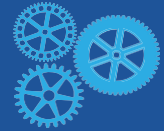
## INDOOR ENVIRONMENTAL QUALITY



The indoor environment is increasingly recognized as the leading priority for built environment, with implications extending beyond simple acceptability of indoor conditions to its influence on productivity, learning and health. The indoor environment of the future identifies and optimizes interactions among between air quality, thermal comfort, lighting and acoustics, based on a firm understanding of implications for occupants' health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

# 3

## ORGANIZATIONAL STREAMLINING



ASHRAE is a large and complex organization with hundreds of technical, standards and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

# 4

## IMPROVE CHAPTER ENGAGEMENT, CAPACITY and SUPPORT



ASHRAE must evaluate and develop methods to better engage chapters, regions and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal component.





## BACKGROUND

~~The cycle of building development, design and construction is moving more rapidly than ever and key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer driven pressures. Increasingly, it is being recognized that “smart” buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease, and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, decarbonization, resilience and recovery of buildings and communities.~~

Table 1 provides more detail:

**TABLE 1**

BUILT ENVIRONMENT OF THE FUTURE: Resilient Buildings and Communities	
<b>Resources</b>	In addition to normal financial resources (e.g., research and publications budgets and reserve fund), there is an opportunity for funding from government agencies, foundations, and international agencies such as the United Nations, World Bank, and other humanitarian organizations.
<b>Benefits</b>	<p><u>To the Society:</u> Establish a leadership role in advancing new practice paradigms and raising awareness about the importance of resilient buildings and communities. Revenue resulting from <del>repackaging</del>, <u>repurposing</u> of existing guidelines, development of new content and guidelines.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Establish and maintain at least two new partnerships (MoU or leverage existing partnerships) with external organizations, societies, or government agencies and collaborate on resilient buildings and communities research and the development/adoption of standards, guidelines, programs, rating systems and educational materials.</li> <li>2. Develop, publish and maintain a Resilient Building or Resilient Building/Community Standard, accompanying Design Guide(s) and design tools, educational programs and materials for adoption and use in adapting to climate change in vulnerable geographic areas.</li> <li>3. Benchmark and track membership awareness of resilience practices and set targets for improved awareness over the next 5 years.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• <u>Contractors</u></li> <li>• Engineers</li> <li>• <u>Architects</u></li> <li>• <u>Building Operators</u></li> <li>• Relief Organizations</li> <li>• Insurance Companies</li> <li>• Governments</li> <li>• Law Enforcement Agencies</li> <li>• Financial Institutions</li> <li>• United Nations Office for Disaster Risk Reduction</li> <li>• Manufacturers</li> <li>• Retailers Related</li> <li>• Society Committees</li> </ul>



## BACKGROUND

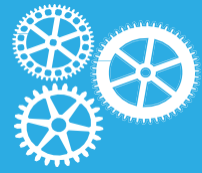
The indoor environment is increasingly recognized as the leading priority for built environment as we navigate the current pandemic, with implications extending beyond simple acceptability of indoor conditions to its influence on individual and environmental health, learning, and productivity, ~~learning and health~~. The indoor environment of the future identifies and optimizes interactions ~~among between outdoor~~ air quality, indoor air thermal quality, thermal comfort, lighting, and acoustics, based on a firm understanding of implications for occupants' health and wellness. ~~ASHRAE~~ ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

Strategically, ASHRAE created the Epidemic Task Force to develop and provide guidance surrounding Sars-COV-2 which greatly impacted the Indoor air quality environment.

Table 2 provides more detail:

**TABLE 2**

BUILT ENVIRONMENT OF THE FUTURE: Indoor Environmental Quality	
<b>Resources</b>	Can be funded through technology, publishing, and education budgets. Potential exists for funding partnerships with foundations and non-governmental organizations.
<b>Benefits</b>	<p><u>To the Society:</u> Establish leadership role in advancing new practice paradigms and improving quality of <u>indoor environmental health for buildings and their occupants. Revenue</u> resulting from sales of standards, other publications, and educational programs.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
<b>Desired Outcomes</b>	<p><u>1.</u> Add to body of scientific knowledge on the relationship of IEQ to health, productivity, and well-being of building occupants and develop practical methods for estimating the economic value of improvements in IEQ such as reduced sick days, reduced health care costs, and improved student learning.</p> <p><u>1-2.</u> <u>Develop knowledge and guidance on understanding the ability to reduce the risk to occupant's health and well-being through different applications and adaptations of HVAC&amp;R systems.</u></p> <p><u>2-3.</u> Develop an IEQ standard based on health and productivity objectives that addresses air quality, thermal environment, light, sound, and vibration in an integrated way.</p> <p><u>3-4.</u> Establish partnerships with key scientific, technical, and government organizations to advance IEQ research, technology, and policy. Seek to promote communication among researchers, practitioners, and policymakers through conferences, publications, and marketing efforts.</p>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Policymakers</li> <li>• Regulatory bodies</li> <li>• International Standards Organization (ISO)</li> <li>• <u>European Committee for Standardization (CEN)</u></li> <li>• <u>Environmental Health Committee and Councils and Committees affected</u></li> <li>• US General Services Administration (GSA)</li> <li>• US Dept. of Housing and Urban Development (HUD)</li> <li>• <u>International Well Building Institute</u></li> <li>• <u>General Public</u></li> <li>• Green Building Councils National Center for Healthy Housing</li> <li>• Foundations interested in wellness/health</li> </ul>



## BACKGROUND

ASHRAE is a large and complex organization with hundreds of technical, standards, and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences, and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer, and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

Table 3 provides more detail:

**TABLE 3**

FUTURE OF ASHRAE: Organizational Streamlining	
<b>Resources</b>	Financial contributions, which are expected to be minimal, from the operating budgets of the Councils and Standing Committees. The major resource needed will be time from our volunteer members/leaders at the grassroots and Society level, as well as staff.
<b>Benefits</b>	<p><u>To the Society:</u> A more flexible, efficient and effective operational framework allowing volunteer time, staff talent and other resources to be reinvested in targeted areas to drive this plan.</p> <p><u>To the Member:</u> A more accessible association that is using resources to the highest and best use to advance the profession. Ability to move to market more rapidly will result in increased credibility and relevancy of the Society with members and the industry as a whole.</p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Evaluate the staff/volunteer support structure to optimize volunteer engagement, efficiency and effectiveness of the Society (e.g. volunteer time efficiency). Present and implement findings to support the delivery of key products and services (e.g. Guidelines, Standards, Research, Publications, and Programs) with less cost, reduced time to market and an advancement in market responsiveness.</li> <li>2. Redesign leadership/governance structure to support increased operational efficiency and effectiveness of the organization.</li> <li>3. Targeted streamlining for <del>committee</del> operational <u>efficiency and</u> effectiveness through reduction of overlap and optimization of quantity, scopes, and <u>processes</u> (e.g. merging of technical committees for cross communication, efficiency and effectiveness).</li> <li>4. Increase efficiency of Winter and Annual conferences by reducing volunteer time, staff time, and financial expenditures at Winter and Annual conferences by at least 20%.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• ASHRAE Membership</li> <li>• Industry</li> <li>• Leadership of the Board, Councils and Committees affected</li> </ul>



### BACKGROUND

ASHRAE must evaluate and develop methods to better engage chapters, regions, and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal components.

Hybrid<sup>1</sup> learning and meetings are an integral part of this connection.

Table 4 provides more detail:

**TABLE 4**

FUTURE OF ASHRAE: Improvement of Chapter Engagement, Capacity and Support	
<b>Resources</b>	Can be funded through Members Council budget. Other resources in place include Manual of Chapter Operations, Basecamp and <a href="http://www.ashrae.org/chapterresources">www.ashrae.org/chapterresources</a> .
<b>Benefits</b>	<p><u>To the Society:</u> <del>Improve operational efficiency to Streamlined processes</del> enable chapters, regional leadership and the society to share resources and information more effectively. Accountability for Chapter success is clearer with standardized guidelines and performance metrics. The Society will receive additional revenue resulting from increased Chapter member recruitment and retention.</p> <p><u>To the Member:</u> Ability to more deeply and more meaningfully engage with ASHRAE’s mission, <del>without added bureaucracy.</del></p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li><del>Develop and deploy Use</del> a standardized Society-wide system for collecting, recording and benchmarking Chapter-level data and performance metrics. The system will provide an efficient and streamlined process for the exchange of resources and information among Society, Regional leadership and the Chapters.</li> <li>Develop and standardize program guidelines, training, and associated resources based on best practices for all ASHRAE Chapters where possible. When regional differences require flexibility, adapt those guidelines as needed while maintaining the desired outcome (templates, examples, CRC and centralized training).</li> <li>Evaluate methods to “coach” new officers/chairs in each chapter on the duties of their position/role and how best to accomplish them. Also assist them in seeking coordinated collaboration with outside groups when beneficial.</li> <li><del>Expand the Distinguished Lecturer program and review and revise the Short Course business model to increase Chapter access and use. Strengthen chapter programs, for example by expanding the Distinguished Lecturer program and reviewing the Short Course business model.</del></li> <li>Develop methods for promoting the value and benefits of employee participation in ASHRAE to employers to encourage sponsorship and support.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>Chapter leadership</li> <li>Industry associations and organizations within and outside of the US</li> <li>ASHRAE Members</li> <li>Universities</li> <li><u>A/E Firms</u></li> </ul>

<sup>1</sup>Hybrid is defined as a combination of virtual and face to face meetings.

## FINANCIAL IMPACT, BUDGETING PROCESS AND RECOMMENDATIONS

The fiscal impacts of the 2019-2024 Strategic Plan are built into the ASHRAE annual budgeting process. This is done in concert with annual planning for the Society theme activities and current cost reduction efforts. The councils and committees provided updates and submitted their budget forecasts in early March 2019 to Finance Committee, Planning Committee and Executive Committee. The updates included support for the 2019-2024 Strategic Plan.

ASHRAE Executive Committee reviewed all budget forecast proposals during their spring [2019 meeting and](#) developed a list of program and financial priorities. Based on these recommendations, Finance Committee updated the current-year ASHRAE budget and forecasts through 2022. The Treasurer presented this budget to the Board for approval at the 2019 Annual Conference in Kansas City.

Proposals for future work for Society years 2020-2025<sup>4</sup> resulting from the Society theme initiatives, ad hoc recommendation, or council or committee program must include a minimum three-year budget analysis along with the project's fiscal impact statement and the resulting benefits to the Society. The fiscal impact analysis shall be submitted initially for approval by the Board through Finance Committee and then be updated with actual cost to date for the current fiscal year, cost since inception and updated budget forecasts for the next three fiscal years if the project is expected to extend beyond the current fiscal year. For inclusion in the next fiscal year's budget and future year's forecasts, updates shall be submitted for approval by the Board annually at the winter meeting by the council or committee responsible for the project's oversight and management.

[No additional fiscal impact was implemented as a result of the extension of the strategic plan.](#)



## IMPLEMENTATION

The following measures will be used to assist with the implementation of the Strategic Plan.

1. **Member Satisfaction:** ~~Task~~ Member Services, under the leadership of ~~Members Council~~ the Planning Committee, to establish an annual member survey with ~~a single~~ consistent satisfaction metrics s to allow for year-over-year evaluation of the strategic plan.
2. **Member Engagement and Retention:** Institute effort and imagination in developing member retention programs similar to what has been successfully implemented for new member retention activities. Institute special initiatives to increase volunteer engagement:
  - a. Planning Committee should coordinate and conduct a focused workshop/focus group exercise with Membership Promotion Committee, Chapter Technology Transfer Committee, ~~Chapter Programs~~, ASHRAE Learning Institute, and Handbook Committee to develop a common collaboration and integration strategy for member retention.
  - b. Strengthen volunteer engagement at the Chapter level by expanding recommended chapter committee and subcommittee structures within Chapter Operations Manual and promote consistent annual population of the structure through the PAOE program.
  - c. Expanding chapter committee and subcommittee structures for non-North American Chapters recognizing the unique needs and opportunities for these chapters to engage chapter members.
  - d. Institute a yearly membership drive to promote and increase active membership and participation in Technical and Standards Committees.
3. **Operational Efficiency:** ~~Task~~ ExCom to study and focus on trends in the Operating Cost per Member and develop strategies and action items to bring to the Board to optimize operational efficiency.
4. **Market Responsiveness:** ~~Task~~ Pub Ed Council and Tech Council to redesign their respective product to market processes to reduce the average time to market for our products. The current average time to market of 6.8 years must be shortened if we are to stay relevant as market leaders. This metric might only be improved by concentrating on processes such as “one product at a time.”
5. **Research Leadership:** Focus on leveraging ASHRAE Research dollars with matching funds from other research partners and funding sources. This may require dedicated staff to track and manage if we are to be effective. Senior thought leadership should be engaged along with the Manager of Research, Tech Council, RAC and TAC to develop strategies and metrics to maximize the return on investment and conversion of research into practical application guidelines and standards in research topics of interest and concern to the ASHRAE membership.