



**MINUTES**  
**BOARD OF DIRECTORS MEETING**

**Monday, August 15, 2022**

**Approved by the Board of Directors on February 5, 2023.**

**TABLE OF CONTENTS**

Board of Directors Meeting  
Monday, August 15, 2022

<b>CALL TO ORDER</b> .....	<b>2</b>
<b>CODE OF ETHICS</b> .....	<b>2</b>
<b>REVIEW OF MEETING AGENDA</b> .....	<b>2</b>
<b>APPROVAL OF MINUTES</b> .....	<b>2</b>
<b>EXCOM REPORT TO THE BOD</b> .....	<b>3</b>
JUNE 29, 2022 .....	3
JUNE 30, 2022 .....	3
<b>TECHNOLOGY COUNCIL REPORT</b> .....	<b>3-4</b>
<b>ASHRAE BRAND RECOGNITION</b> .....	<b>5-6</b>
<b>DEI SUBCOMMITTEE REPORT</b> .....	<b>6-9</b>
<b>STRATEGIC BUSINESS DEVELOPMENT SUBCOMMITTEE REPORT</b> .....	<b>9-10</b>
<b>FISCAL FOCUS SUBCOMMITTEE REPORT</b> .....	<b>10-11</b>
<b>STREAMLINING SUBCOMMITTEE</b> .....	<b>11-12</b>
<b>DISCUSSION ON BOD COMPOSITION AND LEADERSHIP</b> .....	<b>12-14</b>
<b>EXECUTIVE SESSION</b> .....	<b>14</b>
<b>INFORMATION ITEMS</b> .....	<b>14</b>
<b>UPCOMING MEETINGS</b> .....	<b>14</b>
<b>ADJOURNMENT</b> .....	<b>15</b>

**PRINCIPAL APPROVED MOTIONS**

Board of Directors Meeting

Monday, August 15, 2022

No. - Pg.	Motion
1 – 2	The open session minutes from the June 26, 2022 and June 29, 2022 Board of Directors' meetings be approved.
2 – 4	<p>The following six motions be accepted as a consent agenda</p> <ul style="list-style-type: none"> <li>i. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>ag (System Performance Path)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> <li>ii. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>ap (Energy Credits)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> <li>iii. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>ar (Horticultural Lighting)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> <li>iv. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>ay (VRF Updates)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> <li>v. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>ba (Interior Lighting Controls and Space-by-Space LPDs)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> <li>vi. Standards Committee recommends that BSR/ASHRAE/IES Addendum <i>cc (On-Site Renewable Energy)</i> ANSI/ASHRAE/IES Standard 90.1-2019, <i>Energy Standard for Buildings Except Low-Rise Residential Buildings</i>, be approved for publication.</li> </ul>
4 – 9	<p>MOTION 3:</p> <p><i>The BOD DEI Advisory Subcommittee recommends to the ASHRAE Board of Directors consider issuing a response to the request from Society of Women Engineers of coordinating efforts between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade.</i></p> <p>be postponed until the October 13-14, 2022 BOD meeting.</p>

**ACTION ITEMS**

Board of Directors Meeting

Monday, August 15, 2022

<b>No. - Pg.</b>	<b>Responsibility</b>	<b>Summary of Action</b>	<b>Status</b>	<b>Goal Date</b>
1 – 3	Littleton and Macauley	Adjust the payments to members analysis to indicate what portion of payments are reimbursement for travel.		



## MINUTES

### BOARD OF DIRECTORS MEETING

Monday, August 15, 2022

#### MEMBERS PRESENT:

Farooq Mehboob, President  
Ginger Scoggins, President-Elect  
Billy Austin, Vice President  
Dunstan Macauley, Vice President  
Sarah Maston, Vice President  
Ashish Rakheja, Vice President  
Jeff Littleton, Secretary  
Steven Sill, Region I DRC  
Ronald Gagnon, Region II DRC  
Mark Tome, Region III DRC  
Bryan Holcomb, Region IV DRC

Jim Arnold, Region V DRC  
Susanna Hanson, Region VI DRC  
Chris Gray, Region VII DRC  
Tyler Glesne, Region IX DRC  
Devin Abellon, Region X DRC  
Eileen Jensen, Region XI DRC  
John Constantinide, Region XII DRC  
Cheng Wee Leong, Region XIII DRC  
Andres Sepulveda, Region XIV DRC  
Richie Mittal, RAL DRC  
Blake Ellis, DAL

Luke Leung, DAL  
Wei Sun, DAL  
Dru Crawley, DAL  
Ken Fulk, DAL  
Art Giesler, DAL  
Wade Conlan, DAL  
Kishor Khankari, DAL  
Adrienne Thomle, DAL

#### GUESTS PRESENT:

A. Praveen  
Abbas Sajid  
Abdul Rehman  
Abdulrahil Kalendar  
Ade Awuioola  
Afzaal Malik  
Ahmed Alaa Eldin  
Ahmed Gulzar  
Triantafyllos Andreas  
Triantafyllopoulos  
Altaf Safar  
Ammad Monus  
Ammar Bahman  
Anoop Peediyakkan  
Asif Khan  
Atam Hayat  
Ather Naseem Siddiqui  
Atilla Biyikoglu  
Babatunde Badru  
Bassel Anbari  
Bilal Javed  
Chad Smith  
Dalip Singh  
Danish Tahir

Danyal Butt  
Doug Cochrane  
N. Kaplan  
Manoj Gupta  
Rashid Alshatti  
Emeka Achebe  
Yaqoub Almatouq  
Fahim Ishaq  
Farman Khan  
Ghassan Al Ali  
Goutham Pitchikala  
Harrison Kesling  
Hossam Hassaan  
Hugh Crowther  
Ibad Hasan  
Jayson Bursill  
Jennifer Leach  
Jonathan Smith  
Julia Timberman  
Kay Thrasher  
Khawaja Khalid Iqbal  
Khurram Raja  
Krishna Mitra  
Lukasz Semla  
Mahesh Prabhu

Mahroo Eftekhari  
Manoj Khati  
Mehiar Asfari  
Mirza Adnan  
Mirza Ajmal Sharif  
Mobarak Alqenaee  
Mohammed Murtaza  
Mohsin Ashraf  
Moiz Ashraf  
Money Khanna  
Monica Del Fresno  
Mohammad Riaz Baig  
Mohammed Zahir  
Muhammad Aamir  
Muhammad Farooq Saeed  
Muhammad Mohsin  
Muhammad Zubair  
Nitin Naik  
Nivedita Jadhav  
Noman Qamar  
Numan Ghani  
Olubukunmi Olatunbosun  
Om Taneja  
Omer Khan  
Pallab Kar

**GUESTS PRESENT:**

Pankaj Sareen	Shankar Sapaliga	Tom Watson
Ramzan Saeed	Shaun Nien hueser	Trent Hunt
Rick Hermans	Shuja Khalid	Usman Abdulrahman
Rupesh Umtol	Sohan Lal Kumawat	Usman Tariq Chughtai
Safdar Ali	Spencer Morasch	Van Baxter
Sayani Sri Haribabu	Sreekanth KJ	Wael A. Eid
Serafin Grana	Srinivas K.	Waqar Ali Shah
Shabab Qamar	Syed Rafiullah	Wimala Goonaratne
Shahrukh Manzoor	Tapan Roy	Yeshwant Karkhanis
Shailendra Kasera	Tom Phoenix	

**STAFF PRESENT:**

Candace DeVaughn, Manager - Board Services  
Chandrias Jolly, Assistant Manager - 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  
Craig Wright, Director of Finance  
Connor Barbaree, Sr. Manager - Technology

**CALL TO ORDER**

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

**CODE OF ETHICS**

Mr. Mehboob read the code of ethics commitment and advised that the full code of ethics and core values are available on [ashrae.org](http://ashrae.org).

**REVIEW OF MEETING AGENDA**

Mr. Mehboob reviewed the meeting agenda. There were no changes or additions.

**APPROVAL OF MINUTES**

Mr. Macauley moved and Mr. Gagnon seconded that

1. The open session minutes from the June 26, 2022 and June 29, 2022 Board of Directors' meetings be approved.

**MOTION 1 PASSED** (Unanimous Voice Vote, CNV).

**EXCOM REPORT TO THE BOD****JUNE 29, 2022**

Mr. Mehboob reported that there were no recommendations for the BOD's consideration.

He reported that ExCom received reports from all bodies reporting to ExCom. He stated that ExCom had a brief discussion on scope three emissions.

**JUNE 30, 2022**

Mr. Mehboob reported that there were no recommendations for the BOD's consideration. He reviewed the information items.

Mr. Mehboob reviewed ExCom's discussion of payments to members. He reported that 130 payments were made last Society Year, with the average payment being approximately \$3,918. He stated that what he found concerning was that four of the five highest paid members, who were cumulatively paid \$229,000, were BOD members. He reported that no decisions were made by ExCom as of yet.

Mr. Conlan suggested that fees paid out of Society's budget be separated from fees paid by other organizations via contract work. For example, work has been done and paid for by NYSERDA.

Mr. Mehboob responded that Mr. Conlan's comments were excellent and the more data available, the better.

Mr. Crawley suggested that travel reimbursement payments be broken out to better understand what payments are travel reimbursements and which are payments for courses.

Staff and Mr. Macauley will adjust the payments to members analysis to indicate what portion of payments are reimbursement for travel.

**AI - 1**

Mr. Khankari asked for additional information on the AIA MOU. He asked what Society's plans are for implementation so that the BOD can understand the progress on that MOU.

The AIA Liaison Committee members were shown on screen.

Mr. Littleton reported that he, coincidentally, had a recent meeting with Lakeisha Woods, the new AIA Executive Vice President. One of the interesting things that came up with Mr. Littleton's meeting with Ms. Woods is that AIA is open to co-sponsoring an ASHRAE Standard. If this possibility were to move forward, it could result in greater pick up and awareness of ASHRAE Standards moving forward.

He reported that the relationship with AIA is great and quite strong, and the AIA liaison group has been quite strong as well.

Ms. Abrams reported that the relationship with AIA is ongoing, for example, participation on each other's committees.

**TECHNOLOGY COUNCIL REPORT**

Ms. Maston reported on behalf of Technology Council. She reminded members of the BOD to review the forthcoming motions for adherence to ASHRAE's Procedures for Standards Actions (PASA) and ANSI

Essential Requirements and not technical content. If the BOD disapproves a Standards Committee Document for publication, please detail reason(s) for the record.

She reported that the publication motions presented are addenda that have unresolved objectors, negative project committee votes with reason, or a threat of legal action. These motions are preceded by formally voted recommendations from the project committees and Standards Committee. The rules do not require a vote from Technology Council. Appeals procedures now allow for consideration of an appeal of a BOD standards action or inaction only if the negative vote or unresolved comment is based solely upon procedural grounds.

Ms. Maston reported that consent motions one through six have unresolved commenters or negative committee votes but no negative votes by Standards Committee. The reasons for the negative votes were technical in nature with no alleged process violations subject to appeal. Please refer to the analysis sheets for the full detail on the reasons for negative votes and/or unresolved commenters and a summary of Project Committee responses that were distributed prior to the meeting.

Ms. Maston moved that

2. The following six motions be accepted as a consent agenda
  - i. Standards Committee recommends that BSR/ASHRAE/IES Addendum *ag (System Performance Path)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.
  - ii. Standards Committee recommends that BSR/ASHRAE/IES Addendum *ap (Energy Credits)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.
  - iii. Standards Committee recommends that BSR/ASHRAE/IES Addendum *ar (Horticultural Lighting)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.
  - iv. Standards Committee recommends that BSR/ASHRAE/IES Addendum *ay (VRF Updates)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.
  - v. Standards Committee recommends that BSR/ASHRAE/IES Addendum *ba (Interior Lighting Controls and Space-by-Space LPDs)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.
  - vi. Standards Committee recommends that BSR/ASHRAE/IES Addendum *cc (On-Site Renewable Energy)* ANSI/ASHRAE/IES Standard 90.1-2019, *Energy Standard for Buildings Except Low-Rise Residential Buildings*, be approved for publication.

**MOTION 2 PASSED** (Unanimous Voice Vote, CNV).



### **ASHRAE BRAND RECOGNITION**

Mr. Mehboob reported that 'ASHRAE Brand Recognition' was an initiative started under Mr. Schwedler's Presidential year. The name of the group has been adjusted slightly. The group has done a great deal of work and has been led by Mr. Khankari.

Mr. Khankari reported that the work of the group was completed a while ago. He thanked the members for their time.

He presented the group's report. The full report was attached to the agenda.

Mr. Mehboob opened the floor to questions and comments and requested that they be addressed to Mr. Khankari.

Ms. Gupta shared what the Society is already doing as it relates to the recommendations. She provided the following updates:

- On average 50-60 press releases are sent each year to members, non-members, 800 media contacts across the globe, MOU associations, and AASA members.
- 50% of the Society's social media followers are non-members.
- The ASHRAE 365 app has 30,000 users.
- 70 emails are sent annually from Society to members and non-members and the typical distribution is 100,000.
- The weekly HVAC Newsletter is sent to 92,000 recipients.
- Society has an ASHRAE Podcast as well as a YouTube channel.
- The ETF was sourced to do over 700 media news articles which reached 11 billion people, who were largely the general public.
- When 'ASHRAE' is put in the Google search field, our metrics show that Society is the first thing that comes up. For searches that do not include 'ASHRAE,' Google analytics can be conducted.

Mr. Mehboob thanked Ms. Gupta for the information and stated that the Marketing Department is doing a great job. He stated that Mr. Khankari and his group are suggesting another approach. Do we offer products and services that have a wider outreach? Do we determine if the Marketing team needs more resources? Where else can we branch out?

Mr. Khankari stated that the Marketing Department is doing outstanding work. He reported that the work of the group is forward looking at how the Society can remain relevant in the next 50-100 years. He reported that in order for Society to remain relevant in that time, what is currently being done must be added to.

Ms. Gupta was asked how the Marketing team could contact all councils and committees. She reported that the Marketing team would have to determine how best to do that.

Mr. Gray stated that all of the updates provided by Ms. Gupta is outreach to groups that already understand Society and the ASHRAE brand. He suggested that Society work to reach those that may not get the current media outreach. For example, major media outlets.

He stated that there was just life changing legislation for decarbonization in the US and Society ought to be out there discussing the role that buildings play and addressing each of those items of legislation.

Mr. Gray suggested that video content, in addition to written content, is needed.

Mr. Sun suggested that efforts be linked to grassroots PAOE.

Mr. Rahkeja stated that the group deliberated on the need for spreading the word about Society. He stated that the challenge put forward was not just for the US. He suggested that the topic needs far more deliberation and support from staff.

Mr. Littleton stated that there is a great deal of passion from the BOD on this subject. He stated that it is important that this be a staff/volunteer partnership. He suggested that it was a missed opportunity to take advantage of the wisdom of the Marketing team as these recommendations were developed.

Mr. Khankari responded that this was the very first attempt towards this subject and the group was just brainstorming some ideas. He stated that on a long-term basis he agrees that the staff/volunteer partnership is important. He reported that he did reach out to Ms. Gupta regarding these activities. He expressed agreement with Mr. Littleton that the long-term plan should include a staff/volunteer partnership.

Mr. Rakheja stated that from the discussions, there is strong agreement that recommendations from staff would have been useful. He suggested that more work be done on this topic.

Mr. Mehboob stated that this topic will go forward and staff will be involved. He stated that he is a strong advocate of the staff/volunteer partnership and expressed that the partnership will yield the best results moving forward. He stated that he will present a plan to the BOD in the future.

### **DEI SUBCOMMITTEE REPORT**

Ms. Thomle apologized for the report not being attached to the agenda. The full report is included in ATTACHMENT A.

Ms. Thomle moved that

3. The BOD DEI Advisory Subcommittee recommends to the ASHRAE Board of Directors consider issuing a response to the request from Society of Women Engineers of coordinating efforts between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade.

Ms. Thomle reported that in response to feedback from SWE's membership, the organization issued a statement on their website regarding the change in US policy. Beth Thomlinson from Region VI, representing SWE, requested that efforts be coordinated between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade.

She reported that the consensus of the BOD DEI Advisory Subcommittee was that this issue was important and at a minimum warrants discussion at the BOD level. The BOD DEI Advisory Subcommittee

acknowledges that this is a nuanced topic for ASHRAE to address without the appearance of ASHRAE involving itself in political matters.

Ms. Thomle spoke against the motion. She stated that ASHRAE is an international society and should not be involved in one country's political issues.

Mr. Mehboob set the parameters of the discussion. He stated that this was not the first case that had come before the BOD, requesting that Society address what is fundamentally a social issue. He requested that BOD members focus comments on whether Society should be involved in these types of matters, no matter where they come from.

He stated that the fundamental issue before the BOD is, is Society in the business of addressing social issues? A summary of that discussion is below:

*Spoke against the motion. Society did not take a stance on the conflict in Ukraine. Other countries have differing views on not just abortion, but other topics as well. (Arnold)*

*Expressed agreement with the previous comments. Society should not be engaged in this area of DEI. (Leong)*

*Spoke against the motion. (Constantinide)*

*Neither for nor against the motion. The BOD is not really voting on what Society should say and a statement does not necessarily need to take a position. One possibility is to state the Society's apolitical stance, but acknowledge the challenges posed to our constituents. The statement could acknowledge that members are sincerely and viscerally impacted by this. This could be an opportunity to articulate a lot of the principles that Society has adhered to. (Hanson)*

*Spoke against the motion. Tend to think that when Society gets involved in political and social issues, it exposes the organization to criticism and possibly alienating members. This is a mine field that we should not step onto. Making a statement is taking a position. (Fulk)*

*Spoke against the motion. The way I read the motion is it is not Society's statement, but it is a building industry statement that Society's name would be attached to. If Society does make a statement, it should be on our own. (Ellis)*

*Undecided on the motion. The motion is requesting that the BOD consider issuing a response to the request. Suggest a courteous response to SWE that we choose not to make a statement at this time. (Jensen)*

*Spoke in favor of the motion as written. Heard a lot of comments as to whether this is a social or political issue and something that we need to be careful with. The DEI Subcommittee was created to ensure that all people and members have the same opportunities, and this ruling does have an impact on a certain demographic. At the very least, Society should consider issuing a response. (Abellon)*

*Toying with the idea that this be postponed until the next BOD meeting. Mr. Mehboob asked a broader question at the start of this discussion that needs more thought. Also need more time to*

*read both SWE's response as well as Society's diversity commitment to formulate my thoughts. (Gray)*

*The motion is just requesting that Society issue a response to SWE. (Austin)*

*Agree that the motion should be postponed. Need to delay so BOD members have time to process. The issue is multifaceted on so many levels and BOD members need the opportunity to review what is going on. (Maston)*

Mr. Mehboob reminded the BOD that he is limiting the discussion on whether Society should be involved in these types of discussions – issuing statements, taking political stances, etc. There are over 130 countries represented in ASHRAE. If people want a long list of social and political issues it will be a never-ending list. He stated that he wants to first establish if Society is in this game. If the BOD determines that Society is in the game, the discussion can be postponed to a later BOD meeting.

Discussion resumed.

*Expressed agreement with Mr. Mehboob. Spoke against the motion. It is odd to pick on a Supreme Court decision and want to respond to that. There are many supreme court decisions on this topic. By choosing to respond to this Supreme Court decision it would show Society's priority. (Leung)*

*Is a human rights issue and will likely not be the only one we are brought. Would like to charge the DEI Subcommittee to come up with draft language. (Glesne)*

*Wish to not go down the road as it relates to human rights. Not relevant to ASHRAE. Human rights are a slippery slope in my opinion. (Mehboob)*

*Any statement made at this point in history related to eliminating barriers to having women in the work force will be seen as the Society choosing a side in the Roe vs. Wade debate. Concerned about Society taking that position. Feel we could lose thousands of members. Also have to be cautious with our mission as it relates to being a 501(c)3; there are IRS guidelines that require Society to stay in line with our core purpose. Having said that, work force development is a front and center issue for ASHRAE. There are ways we could do that but we would have to be cautious about that and take into account our mission and 501(c)3 status. (Littleton)*

*Could one of our members petition the IRS and notify them that ASHRAE is participating in these types of activities? (Mehboob)*

*Yes, if Society were to hypothetically issue a generic statement and if some members perceived us as taking a side on the Roe vs. Wade issue, they could report Society to the IRS. If enough people did that, the IRS could do an investigation. (Littleton)*

*Agree with the previous comments. ASHRAE is a technical society, not political or religious. (Sun)*

*Personal opinion aside, when I look at this motion, feel that Society should respond, and it should be neutral. Would like to see the statement before voting. Our DEI is focused on ASHRAE, not*

*larger issues outside of our Society. Owe SWE a response one way or the other; no response will be just as loud as a response one way or another. (Conlan)*

*There are two issues that have been brought up, one is setting a strategic direction for ASHRAE on how we address social issues, and the other is the motion on the floor. To me, it seems most prudent to postpone the motion and add the strategic issue as a discussion point. (Jensen)*

Ms. Jensen moved and Mr. Macauley seconded that

**4. MOTION 3:**

*The BOD DEI Advisory Subcommittee recommends to the ASHRAE Board of Directors consider issuing a response to the request from Society of Women Engineers of coordinating efforts between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade.*

be postponed until the October 13-14, 2022 BOD meeting.

**MOTION 4 PASSED** (Unanimous Voice Vote, CNV).

Mr. Mehboob asked the DEI Subcommittee to present a report on activities between the Toronto meeting and now. He requested that the report be submitted by the Spring BOD Meeting. The written report will be circulated to the entire BOD.

Ms. Thomle reported that the DEI Subcommittee is planning on having a panel, forum, or workshop at every Annual and Winter Conference. For the January 2023 Conference, a cultural workshop has been approved.

She reported that the subcommittee is continuing to work with the consultant to provide additional training and videos to members and chapters.

She reported that Mr. Khankari and Ms. Hayter have organized a book club to discuss *Blind Spot*; the first two chapters will be discussed in September and the third and fourth will be discussed in October.

Mr. Khankari reported that the first book club meeting will be September 23 at 11:00 am ET. All BOD members will receive a meeting invite. He requested that all BOD members attend. He reported that a representative from MP will be in attendance as well. He reported that Mr. Knight will be sharing his thoughts on the first two chapters and Ms. Hayter will lead discussion of chapters three and four.

Mr. Mehboob thanked the DEI Subcommittee for their great work.

**STRATEGIC BUSINESS DEVELOPMENT SUBCOMMITTEE REPORT**

Mr. Macauley presented on behalf of the subcommittee. The full report is included in ATTACHMENT B.

He reported that the subcommittee has not had a formal meeting as of yet, but they have started initial brainstorming on the work plan.

Mr. Macauley presented the first version of the work plan.

Mr. Mehboob requested, and Mr. Macauley confirmed, that a timeline will be created to accompany the presented work plan.

Mr. Macauley stated that this is a key subcommittee. He opened the floor for discussion and noted that there is nothing like collective wisdom. Below is a summary of the discussion:

*Suggestion to look at the international level as well. RAL translated some standards and would be happy to assist. (Mittal)*

*Four members have been contacted to provide a global perspective as well as young engineers' perspectives related to where Society goes from here. Global perspective is huge and leadership recognizes it is a growing sector of our industry. (Mehboob)*

*Surprised at the task. BOD members should think more strategically and assign this item to Pub and Ed Council. What we need to see is beyond products and services. Why can't all these tasks be assigned to Pub and Ed Council? (Khankari)*

*Anything that generates revenue is a product or service. Kept it to that broader term because that is what will generate revenue. (Mehboob)*

*Agree with the previous comments but the tasks listed can be assigned to Pub and Ed Council. The BOD needs to think more strategically. (Khankari)*

*Urge you to review the charge to this subcommittee. The intention is not to consider publications individually. Society is faced with lots of opportunities. For example, Society is not currently doing business to business or electronic services. The thinking here must be strategic. Many of the areas of focus can go to Pub and Ed Council, which is why Mr. Macauley is chairing the subcommittee. In broad terms, products and services are all of the opportunities that exist, much of which has not been done. (Mehboob)*

*Goes hand in hand with having CRC roundtables and getting feedback from market leaders. Need the information from the market, not just from the membership, and these roundtables could be a way to gain that information. (Sepulveda)*

*Think it is good to reach out to members but there is a huge market beyond the 50,000 members. A lot of other societies have large memberships and there are opportunities globally for us to draw revenue from. (Crawley)*

#### **FISCAL FOCUS SUBCOMMITTEE REPORT**

Mr. Crowther presented on behalf of the subcommittee.

Mr. Crowther reported that the subcommittee is not proposing that all decisions need to be determined by money, but at the same time the BOD needs to understand financial commitments. Need to make sure that the requests are in line with the risk the Society is signing up for.

Mr. Giesler reported that he already contacted staff and council leaders for their feedback and input. The subcommittee will evaluate the feedback and come back to the BOD with a proposal.

Mr. Crowther reported that this is streamlining and empowering the organization to make the right decisions at the right level.

He stated that the subcommittee is conscious of not making these tools so onerous that nobody brings new ideas forward. If we ask our people to make sure we understand what is being proposed, then we can assist with clarifying the financial implications.

He stated that if Society has good analytics, it will allow decision makers to understand how ASHRAE is financially performing. This will empower the BOD, councils, and committees.

Mr. Crowther reported that the subcommittee created three working groups. The full subcommittee has already had its first meeting, which the Finance team attended.

Mr. Mehboob stated that this task was very important to securing the Society's future. He thanked the subcommittee for coming to the BOD for thoughts and input. He asked BOD members to share their thoughts, ideas, and comments.

Mr. Crawley stated that this was a great step forward. One comment is to include some scope of level of volunteer effort.

Mr. Khankari asked that the new tool be made as simple, easy, and clear as possible. He asked, what exactly are the fiduciary responsibilities of BOD members? He expressed his hope that this group will train the BOD. He suggested that the subcommittee create a training module that can be a permanent training module for BOD members.

Mr. Mehboob thanked Mr. Crowther and the subcommittee for their work and effort.

### **STREAMLINING SUBCOMMITTEE**

Ms. Maston reported on behalf of the subcommittee. She stated that the report would be very informal.

She stated that from her experience several years ago, this is an important topic to President Mehboob.

She reported that the subcommittee had met twice and was struggling to find a good day and time when everyone can meet.

She reported during their first meeting that they looked through the materials that other streamlining groups had presented. They also looked through the BOD motion and presentation that is being given at the regions. She stated that it was not the task of the group to continue the work of the previous groups, but she wanted to ensure that all subcommittee members understood what was on the table.

She reported that she also reached out to Mr. Crowther, who is the best person she knows that does lean presentations.

She reported that the subcommittee is looking at this topic from the council level to better understand what the councils have already done and what still needs to be done.

### **DISCUSSION ON BOD COMPOSITION AND LEADERSHIP**

Mr. Mehboob stated that he placed this item on the agenda because of the pending motion that will be voted on in Istanbul. He stated that it is important in the interim that the BOD fully understand. Directors will have the opportunity to have their concerns addressed.

He stated that Mr. Macauley and his group have worked hard to provide very detailed responses to all directors' concerns. All BOD members have received this list of concerns and comments.

He stated that he would first like to have the directors who made comments give a brief overview of their comments or concerns and allow Mr. Macauley to address them.

Mr. Glesne stated that he did not prepare responses to the responses and had no follow up questions or comments. He stated that he reviewed the comments that were submitted in writing. He stated that he foresees the international regions expanding beyond the few that Society currently has.

Mr. Macauley stated that Mr. Glesne made a good point. He stated that the subcommittee was determining feasibility. If the proposed motions pass, Members Council will be asked to review and make recommendations. He stated that the proposed structure is meant to facilitate growth and the group wanted it to be flexible enough for growth.

Mr. Macauley reported on the subcommittee's plans to conduct Society wide town hall meetings.

Mr. Mehboob asked why the subcommittee did not decide districts ahead of time. He suggested that members may be hesitant to support the plan until those decisions are made.

Mr. Macauley responded that the subcommittee felt it was important to make decisions related to the districts as close to the grassroots as possible. He reported that, if approved, there would be an eight to ten year transition period and that there was no way all of the necessary details could be decided at once. Which is why a Transition Ad Hoc was recommended, to manage the process. The Transition Ad Hoc and Members Council will make recommendations to the BOD. If the BOD feels this task is critical at this juncture, Members Council could be tasked with making recommendations.

Mr. Conlan stated that there was more than one way for those regional relationships to be organized and the subcommittee felt that decision was best made by Members Council. He stated that Members Council would be provided a framework and it would then be up to them to develop a plan to meet requests.

Ms. Scoggins reported that there will be a Members Council meeting in September where the council will begin discussing possibilities.

Mr. Mehboob stated his opinion that preliminary thinking will be very helpful.

Mr. Macauley reported that the subcommittee discussed ExCom at length. The subcommittee's recommendation was that Society needs the ability to handle issues in between BOD meetings. He



reported that the Bylaws state that the BOD shall appoint an ExCom, providing flexibility for who sits on ExCom.

Mr. Ellis stated that his comments were to point out that Nominating Committee reports to the membership. He stated that his second comment was on a better way to create a graphic.

Ms. Thomle stated that she appreciated the response regarding districts. She expressed concern that District Directors would have a lot of responsibility and suggested that they should have chapter and Members Council experience.

Mr. Macauley responded that the subcommittee wanted to empower the chapters to make those decisions. He stated that if the ARC was not appointed by the President, that member would not be able to sit in as proxy.

Ms. Thomle stated that she would specifically like to see separation between names for directors.

Mr. Fulk stated that some of his questions had already been answered. He expressed agreement that the ARC should be a President-Elect selection.

Mr. Macauley responded that the recommendation is that regional chairs be selected by the regions. Based on the current rules, each region would put a name forward for District Director, the Nominating Committee would get up to three names to evaluate and would then make a recommendation to the membership for one name.

Mr. Macauley reported that at least nine more regions would have to be added before a new district would need to be created.

Mr. Fulk expressed concern with one region dominating regional director.

Mr. Macauley responded that the group wanted to stay away from quotas. The subcommittee felt that Nominating Committee would be a neutral body to select the best candidate. In the Society's current structure, there is no way to prevent one chapter from dominating DRC. Regions can work out their own succession plan if they so choose. He reported that the subcommittee did not want to restrict them but wanted to be sure there was the ability to put names forward and allow a neutral body (Nominating Committee) to resolve any conflicts.

Mr. Khankari stated that his biggest concern was not seeing a connection between what is being done and why. He stated that he would look through Mr. Macauley's comments. He suggested that there was no logic presented for reducing the number of DALs. He suggested that response and input was needed from the Technical Committees. He suggested that exercise needed to be looked at holistically.

Mr. Constantinide summarized his written comments, expressing his concern with the optics of the activity. He suggested that the districts be embedded into the BOD and expressed his opinion that interaction between the two was very important.

Mr. Macauley responded that the subcommittee did not want to add another layer. He stated that the subcommittee's recommendations are not to reduce the size of the BOD, instead, the recommendations are to improve operational efficiencies. He stated that DRCs are wearing the hats of society director and

regional chair; both of which tend to be full time hats. He stated that a district director, sitting on the BOD, could interface with the member firms in the area and would be an interface between the BOD and the regions.

Mr. Gray stated that his comments were around looking at ExCom and looking at whether four Vice Presidents are needed. He stated that overall, there is support in his region to reorganize the BOD. He stated that members felt the reorganization did not impact them so long as they had the ability to select their representative.

He suggested that there be clear written guidelines for ExCom and BOD responsibilities.

Mr. Mittal stated that he felt his comments had been addressed.

Mr. Macauley reported that the number of districts are flexible. He stated that the number of districts needs to be a discussion and the subcommittee wanted to have that discussion.

Mr. Rakheja stated that the Region XII submitted comments after Mr. Macauley's presentation and they were well responded to. He added a concern that came up from Region XII that they feel they are an international region as they represent all of South America. He shared the Region's strong fear that if the international regions are combined Region XII's voice might get lost. He suggested that this point should be emphasized when Members Council looks at districts.

Mr. Mehboob stated that he was positive and hopeful that the BOD might be seeing the end of the road. He thanked the subcommittee for their work. He stated that the subcommittee has done a fantastic job.

#### **EXECUTIVE SESSION**

Executive session was called at 11:34 am.

Open session reconvened at 11:43 am.

#### **INFORMATION ITEMS**

Mr. Mehboob reported that analysis sheets were attached for the BOD's review and covered as part of Technology Council's report to the BOD.

#### **UPCOMING MEETINGS**

Mr. Mehboob reported that the next BOD meeting would be October 13-14, 2022 in Istanbul, Turkey.

**ADJOURNMENT**

The meeting adjourned at 11:43 am.

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. DEI Subcommittee Report
- B. Strategic Business Development Subcommittee Report
- C. Virtual Meeting Chat Log

**REPORT TO THE BOARD OF DIRECTORS**  
**From the BOD DEI Advisory Subcommittee**  
**As of July 25, 2022**

**Recommendations for Board Approval:**

1. **MOTION:** The BOD DEI Advisory Subcommittee recommends to the ASHRAE Board of Directors consider issuing a response to the request from Society of Women Engineers of coordinating efforts between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade.

**BACKGROUND:** An email was received by Beth Tomlinson representing Society of Women Engineers (SWE) asking for a response from ASHRAE's DEI Advisory Subcommittee in regard to coordinating efforts between ASHRAE and AIA on a Building Industry Statement to address the recent ruling overturning Roe vs. Wade. SWE provided a statement and due to membership outcries, revised their response: <https://swe.org/swes-statement-on-u-s-supreme-court-ruling-on-dobbs-v-jackson-womens-health-which-overturns-the-1973-roe-v-wade-decision/>

The consensus of the BOD DEI Advisory Subcommittee is that this issue is important and at minimum warrants discussion at the Board level. The BOD DEI Advisory Subcommittee acknowledges that this is a nuanced topic for ASHRAE to address without the appearance of ASHRAE involving itself in political matters.

**VOTE:** 5-1-0, CNV

**Secretary's note:** *Kishor Khankari voted negatively because he does not believe this is a DEI issue.*

**FISCAL IMPACT:** None.

**Section 1: Committee Progress:**

1. The BOD DEI Advisory Subcommittee consists of the following members Adrienne Thomle, Chair, Kishor Khankari, Vice Chair, Billy Austin, Devin Abellon, Susanna Hanson, Dennis Knight, Ashish Rakheja, Wei Sun and Tanisha Meyers-Lisle (Staff).
  2. For SY 2022-2023, the BOD DEI Advisory Subcommittee has refined our Purpose and listed updated MBOs as shown in [Attachment A](#). In an effort to organize our efforts, we have developed several working groups and assigned liaisons accordingly.
  3. The BOD DEI Advisory Subcommittee is in progress of developing the next DEI Forum/Panel Session.
  4. The BOD DEI Advisory Subcommittee is working to secure several quotes with our outside DEI Consultant, Mindy Gulati of Fundamental Advisory. We would like for her to provide additional trainings around unconscious bias, microaggressions, age and professional bias for Directors and Staff.
  5. The BOD DEI Advisory Subcommittee is developing a Book Club. Kishor Khankari is working with Sheila Hayter to create a formal book club which will be open to everyone to join. We will discuss our recent reading of Blind Spot: Hidden Biases of Good People by Mahzarin R. Banaji and Anthony G. Greenwald.
- 
-

Date

Chair

## ATTACHMENT A

<b>The purpose of the Board DEI Advisory Subcommittee is to advise the Board of Directors on the following:</b>	
All matters relating to diversity, equality, and inclusion - with a view to improving organizational awareness and performance in these areas amongst both staff and the Society membership.	Continue with BOD and leadership training Coordinate with MP for membership awareness training
Establish annual budgets for DEI program and ongoing initiatives.	
The prioritization of inclusivity issues which have relevance to ASHRAE, together with plans for addressing these issues.	
<b>The ongoing work of the subcommittee will consist of the below:</b>	
Recommend to the BOD actions to increase and improve inclusion within ASHRAE and the HVAC&R Industry and help the Society meets its commitments to fairness and equal opportunities. Recommendations would be expected to apply to	
Appointments	Nominating Committee liaison Make Nominating committee members aware of DEI and unconscious bias during nominating process
Honors and Awards	
Technical Group Membership	Tech Council and Membership Council liaisons
Volunteer Engagement	Membership promotion liaison
Chapter programs and initiatives	Membership promotion liaison
Monitor inclusion within the Society and assist the BOD by advising on policies and initiatives to improve inclusion amongst the membership.	Membership promotion liaison
Keep under review the Society's policy and practices relating to equity and diversity.	Annual review of ROB and BOD MOP
Set and publish goals based on our gaps and missing indicators	
Advise the BOD on the nature of the data to be collected from current members and applicants that may improve inclusion.	
Facilitate communications between ASHRAE and other relevant organizations, and to work in collaboration with them, to promote and embed inclusion and diversity in the engineering, construction, and related sectors.	Meet with CIBSE twice a year to share best practices Support board member and alternate for INWIC

Recommend Chapter and Society programs on DEI (webcasts, training and education program, Insight Articles, forums, conferences, and webinars)	Coordinate with Membership Council and Membership Promotion for Regional and Chapter Webcasts Create 2 articles a year for DEI in Journal or other publications Request seminar or forum/panel at each annual and winter meeting
Publish and regularly showcase the work of inspirational HVAC&R engineers from under-represented groups.	
Develop/source society training programs to members on DEI including, but not limited to;	
sexual harassment	
high performance team building	
recognizing and avoiding unconscious bias	Include unconscious bias training BOD and leadership training Coordinate with MP for regional and chapter unconscious bias training programs
The BOD DEI Advisory Subcommittee will report to the BOD twice a year regarding the above initiatives.	

Item #	MBO	Status	Due Date	Assigned	MBO Comments
<b>1. Outreach to stakeholders</b>					
1.1	Determine gaps/needs/obstacles for DEI through engagement with significant ASHRAE committees and leadership	New	12/30/2022	Adrienne Thomle, DEI Chair, Kishor Khankari & Megan Tosh	Incorporate DEI initiatives into ASHRAE to produce, distribute and monitor DEI activities ( <b>Presidential Initiative</b> )
		New	6/30/2023	Adrienne Thomle DEI Chair, Kishor Khankari & Megan Tosh	Recognize that there are financial barriers for the best and the brightest to participate. We need innovative ways to address this barrier. ( <b>Presidential Initiative</b> )
1.2	Continue with BOD and leadership DEI and Unconscious bias training	On-going	6/30/2023	DEI sub-committee	Incorporate DEI initiatives into ASHRAE to produce, distribute and monitor DEI activities ( <b>Presidential Initiative</b> )
1.3	<b>Recommend Chapter and Society programs on DEI (webcasts, training and education program, Insight</b>	New	6/30/2023	Publication work group	Coordinate with Members Council and Membership Promotion for Regional and Chapter Webcasts

	<b>Articles, forums, conferences, and webinars)</b>	New	6/30/2023	Publication work group	Create 2 articles a year for DEI in Journal or other publications
		New	6/30/2023	Publication work group	Request seminar or forum/panel at each annual and winter meeting
		New	6/30/2023	Committee Liaisons	Develop training programs, webinars, podcasts, and presentations to improve DEI across Society. <b>(Presidential Initiative)</b>
		New	6/30/2023	Membership Promotion liaison	Coordinate with MP for regional and chapter unconscious bias training programs
<b>2. Internal Activity Coordination and Support</b>					
<b>2.1</b>	Recommend to the BOD actions to increase and improve inclusion within ASHRAE and the HVAC&R Industry and help the Society meets its commitments to fairness and equal opportunities.	New	10/15/2022	Nominating committee liaison	Make Nominating committee members aware of DEI and unconscious bias during nominating process
		On-going	6/30/2023	Committee chair/Vice chair	Meet with CIBSE twice a year to share best practices Support board member and alternate for INWIC
<b>2.2</b>	Review BOD MOP and ROB for DEI	On-going	6/30/2023	Committee chair/Vice chair	Include sexual harassment and unconscious bias training in ROB for all councils and committees (state of NY videos)
<b>3. DEI Administration</b>					
<b>3.1</b>	Establish liaisons with ASHRAE committees	New	9/30/2022	Committee chair/Vice chair	Create liaisons with the following Councils/Committees: Members Council, Student Activities and Membership Promotion; Tech Council; Pub Ed; and Nominating
<b>3.2</b>	Establish publication/communications work group	New	7/31/2022	Committee chair/Vice chair	



**ATTACHMENT B**

**BOD OPEN SESSION MINUTES 2022 AUGUST 15**

# **ASHRAE Strategic Business Development Subcommittee**



# Committee Members



Dru Crawley

Blake Ellis

Ken Fulk

Ron Gagnon

Chris Gray

Luke Leung

Jeff Littleton

Dunstan  
Macauley

Randy  
Schrecengost

# Goals

Develop an actionable strategic business plan for rolling out new products and services. Existing products and services need to be re-evaluated, modified and/or discontinued to generate additional revenue for ASHRAE at an appropriate gross margin. It should be noted that ASHRAE has products and services which are a member benefit, those products and services must be evaluated based on the value of the member benefit versus the investment

# Work Plan

## *Understand Where the Market is Today*

- Review our current products and services to determine the profitability of our current products and services.
- SWOT Analysis of our products
- Review the current business models, operating practices and marketing strategies to determine how revenues/gross margins can be enhanced.
- Identify top 5 products in each category.
- Identify bottom 5 products in each category.

# Work Plan

## *Understand Where the Market is Today*

- Consult with ASHRAE chapters and industry partners to determine products and services desired based on global geographical regions
- Determine the needs of the industry in key geographical regions and determine if ASHRAE is positioned to fill the void?
- Determine opportunities to collaborate with industry partners to promote key topic areas globally?
- Identify opportunities to enhance brand recognition.
- Determine the products and services that our members desire. Also determine the needs of non-members (or potential new members). Do we know what our members want for content? More importantly, do we know what our non-members (and possible future members) want for content?
- Scan the market to establish the demand for potential new products and services which ASHRAE is qualified and should provide.

# Work Plan

## Select Our Key Areas of Focus

- We need to be looking for gaps in the built environment that ASHRAE is best positioned to fill.
- Identify the value adds of ASHRAE and how we can differentiate from others organizations
- How do we maximize the effectiveness of our virtual platforms?

## Develop Possible Products & Services

- Identify potential new revenue streams or opportunities to bolster existing ones.
- Develop a business plan for new products.
- Identify opportunities to collaborate with industry partners.

## Present Recommendations

- Get market feedback on potential products and services.
- Adjust based on feedback and make recommendations for additional sustainable product development pipeline.

## Implementation

- Develop products and services.
- Get market feedback on the products and services and adjust as necessary.



Thank  
You!

---

# STRATEGIC BUSINESS DEVELOPMENT SUBCOMMITTEE OF THE ASHRAE BOARD OF DIRECTORS

## Goals

Develop an actionable strategic business plan for rolling out new products and services. Existing products and services need to be re-evaluated, modified and/or discontinued to generate additional revenue for ASHRAE at an appropriate gross margin. It should be noted that ASHRAE has products and services which are a member benefit, those products and services must be evaluated based on the value of the member benefit versus the investment.

Develop a strategic evaluation of the market trends and identifying business development goals over the next five years.

## Work Plan

1. **Understand Where ASHRAE is Today:** Review our current products and services to determine the profitability of our current products and services.
  - a. SWOT Analysis of our products
  - b. Review the current business models, operating practices and marketing strategies to determine how revenues/gross margins can be enhanced.
  - c. Identify top 5 products in each category.
  - d. Identify bottom 5 products in each category.
2. **Understand Where the Market is Today (Market Research)**
  - a. Consult with ASHRAE chapters and industry partners to determine products and services desired based on global geographical regions
  - b. Determine the needs of the industry in key geographical regions and determine if ASHRAE is positioned to fill the void?
  - c. Determine opportunities to collaborate with industry partners to promote key topic areas globally?
  - d. Identify opportunities to enhance brand recognition.
  - e. Determine the products and services that our members desire. Also determine the needs of non-members (or potential new members). Do we know what our members want for content? More importantly, do we know what our non-members (and possible future members) want for content?
  - f. Scan the market to establish the demand for potential new products and services which ASHRAE is qualified and should provide.
3. **Select Our Key Areas of Focus**
  - a. We need to be looking for gaps in the built environment that ASHRAE is best positioned to fill.
  - b. How do we maximize the effectiveness of our virtual platforms?
4. **Develop Possible Products & Services**
  - a. Identify potential new revenue streams or opportunities to bolster existing ones.
  - b. Develop a business plan for new products.
  - c. Identify opportunities to collaborate with industry partners.
5. **Present Recommendations**
  - a. Get market feedback on potential products and services.
  - b. Adjust based on feedback and make recommendations for additional sustainable product development pipeline.

## **6. Implementation**

- a. Develop products and services.
- b. Get market feedback on the products and services and adjust as necessary.



## ATTACHMENT C

- August 15, 2022 7:59 AM from Ginger Scoggins to everyone: I'm in Tokyo using hotel internet...so some of the talking is breaking up...will do my best to understand!
- August 15, 2022 8:01 AM from John Constantinide to everyone: I am encountering bandwidth issues, as well.
- August 15, 2022 8:01 AM from John Constantinide to everyone: I am here.
- August 15, 2022 8:02 AM from Ginger Scoggins to everyone: Thanks Dunstan!
- August 15, 2022 8:07 AM from Dr. Rashid Alshatti to everyone: I'm here. Microphine issues
- August 15, 2022 8:09 AM from Hossam to everyone: I am here too. Thanks.
- August 15, 2022 8:10 AM from 2345 350 7350 to everyone: Ibad Hasan - ASHRAE Pakistan Chapter
- August 15, 2022 8:16 AM from Safdar Ali to everyone: hi everyone.
- August 15, 2022 8:36 AM from Yash AK to everyone: ASHRAE Branding.This mission should be percolated down to the Chapter level and assign PAOE points for working on this. Guidelines need to be provided to Chapters and should be the President's KRA to take this forward at local level.
- August 15, 2022 8:38 AM from Yash AK to everyone: Can we have media contact at local news papers and releases - include local technical journals and journals of other associate technical bodies.
- August 15, 2022 8:43 AM from sayani to everyone: Should I understand that in a way Ashrae is going to act as a regulatory /Governing body or Recommendation authority for HVAC products/ equipment's in future
- August 15, 2022 8:45 AM from MRBAIG to everyone: Since ASHRAE is an international org, Sociery Govt Affairs committe to approach various Govt maybe directly or through some intl org
- August 15, 2022 8:46 AM from MRBAIG (privately):Since ASHRAE is an international org, Sociery Govt Affairs committe to approach various Govt maybe directly or through some intl org
- August 15, 2022 8:47 AM from MRBAIG (privately):To brand ASHRAE
- August 15, 2022 8:47 AM from Kay Thrasher to everyone: I agree that the Chapters can certainly help with branding, however, we need to make sure that the tools for outreach are given to them to do the job,.
- August 15, 2022 8:48 AM from 2345 350 7350 to everyone: Ashrae commercialism policy restricts to promote ashrae on grass root level or making it brand for household level. It should be more lenient in promotions and society level programs
- August 15, 2022 8:49 AM from Mirza Ajmal Sharif to everyone:I feel the technology is keeps on changing every and to handle the products we must share the new procedures to down the line and should have some kind d of counter check, by doing this way many accidents and produces damage cand be avoided,
- August 15, 2022 8:50 AM from Wei Sun to everyone: I like the idea to link the ASHRAE Branding/Reconigion with chapters' PAOE points to have a wide spread efforts
- August 15, 2022 8:50 AM from Mirza Ajmal Sharif to everyone:this could be through the technical trainings.

August 15, 2022 8:53 AM from Muhammad Farooq Saeed to everyone: If it permit the ASHRAE chapter student can be used for ASHRAE branding & marketing ideas to have some brilliant ideas from fresh minds

August 15, 2022 8:56 AM from John Constantinide to everyone: Farooq and all, I am having bandwidth issues. However, I concur with Adrienne's comment and speak against the motion on the same grounds.

August 15, 2022 8:56 AM from Jennifer Leach to everyone: This is a women's rights issue. Not social.

August 15, 2022 8:56 AM from Jennifer Leach to everyone: I don't speak for or against. Just that words are important.

August 15, 2022 8:57 AM from Kay Thrasher to everyone: ASHRAE should absolutely not be involved in this!

August 15, 2022 8:57 AM from Yash AK to everyone: No. ASHRAE is a technical society and should be limited to this scope. Should not get involved in any political or religious issues globally.

August 15, 2022 9:00 AM from Mahroo Eftekhari Region XIV to everyone: No ASHRAE should not be involved.

August 15, 2022 9:10 AM from Susanna Hanson to everyone: Why wouldn't our response to SWE be what we have been discussing here - the response is to SWE, in the motion, not to the decision.

August 15, 2022 9:12 AM from sayani to everyone: Jeff

August 15, 2022 9:26 AM from Anoop Peediyakkan - Kuwait (privately): Hi Chandrias...Hope you are fine.

August 15, 2022 9:26 AM from Anoop Peediyakkan - Kuwait (privately): I'm getting connection issues..

August 15, 2022 9:27 AM from Anoop Peediyakkan - Kuwait (privately): you will mute me right.when I'm logging in.

August 15, 2022 9:28 AM from Atam Hayat to everyone: Thanks Mr. President & everyone else

August 15, 2022 9:31 AM from Jennifer Leach to everyone: Black tie optional.

August 15, 2022 9:31 AM from Adrienne T (privately): Hi Chandrias would you please forward the document you showed for the report I need to write?

August 15, 2022 9:31 AM from Adrienne T (privately): Thanks Adrienne

August 15, 2022 9:33 AM from Sarah Maston (privately): Can I share during my subcom report shortly, or can you bring up the streamlingin subcom charge?

August 15, 2022 9:45 AM from Eileen Jensen, Reg. XI DRC to everyone: Region XI CRC sent a motion to Society to utilize member volunteers to translate standards into other languages.

August 15, 2022 9:52 AM from Yash AK to everyone: When the standards are used for certifications, manufacturers will be a huge pool of customers. aka AMCA etc.

August 15, 2022 9:58 AM from Yash AK to everyone: Develop certifications/licensing programs for HVAC contractors. In countries like India there are no HVAC liecnسد contractors. This can improve qualityof

HVAC construction. For example, Buildings designed and constructed by ASHRAE certified contractors can get additional points. This can lead to members or non-members aspiring to be ASHRAE certified INSPECTORS/QUALITY AUDITORS etc. Most importantly this should be done at local body level through Local/Regional Chapters. Guidelines should be developed by ASHRAE but parameters and licensing fees/tests should be based on local/regional criterion.

August 15, 2022 10:00 AM from Yash AK to everyone: Integrate LEED/USGBC etc certification with ASHRAE contractor licensing, ASHRAE certified Auditors and Quality Inspectors

August 15, 2022 10:47 AM from Yash AK (privately):Hi. Can you share the email address where I can send my comments.

August 15, 2022 10:51 AM to Yash AK (privately): Hi. Comments can be sent to cdevaughn@ashrae.org. Please be sure to provide your name and the date of todays meeting.

August 15, 2022 10:53 AM from Yash AK (privately):Thanks. Yes. Shall mention the details as mentioned by you.

August 15, 2022 10:55 AM from Rick Hermans to everyone: If ExCom went away, decisions between BOD mtgs would have to be made by staff.

August 15, 2022 11:04 AM from Eileen Jensen, Reg. XI DRC to everyone: Wouldn't the same hold true for the Regional Chair filling in for the District Director?

August 15, 2022 11:05 AM from Ken Fulk (privately): I was temporarily disconnected just so you know.