



**MINUTES**

**BOARD OF DIRECTORS MEETING**

**CHICAGO, IL**

**Sunday, January 21, 2024**

**Note: These draft minutes have not been approved and are not the official record until approved by the Board of Directors.**

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 Sunday, January 21, 2024

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**PRINCIPAL APPROVED MOTIONS**

Board of Directors Meeting

Sunday, January 21, 2024

<b>No. - Pg.</b>	<b>Motion</b>
1 – 3	Minutes from the January 5, 2024 BOD meeting be approved.
2 – 5	<p>The Board Advisory DEI Subcommittee recommends to the ASHRAE Board of Directors that the ASHRAE Diversity Statement (shown below) be included on all agendas and read during official ASHRAE meetings.</p> <p><i>Diversity Statement: ASHRAE is committed to providing a welcoming environment. Our culture is one of inclusiveness, acknowledging the inherent value and dignity of each individual. We proactively pursue and celebrate diverse and inclusive communities understanding that doing so fuels better, more creative and more thoughtful ideas, solutions and strategies for the Society and the communities our Society serves. We respect and welcome all people regardless of age, gender, ethnicity, physical appearance, thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation or education.</i></p>
4 – 7	The Board of Directors approve the transition of activities of the Task Force for Building Decarbonization (TFBD) to the ASHRAE Center of Excellence for Building Decarbonization (CEBD).
5 – 8	ExCom recommends to the Board of Directors that Society enter into an MOU with IGBC (Indian Green Building Council).
7 – 10	That MOTION 6: <i>The ASHRAE MOU template be revised to align with the new AASA ‘Collaboration Agreement and Membership Requirements’ document, ATTACHMENT D.</i> be postponed until Wednesday, January 24, 2024.
8 – 10	The Rules of the Board (ROB) Section 3.300.006, ‘Conflict of Interest’ be amended as shown in ATTACHMENT E.
9 - 10	The Rules of the Board (ROB) Section 2.104.18 be amended, as shown in ATTACHMENT F.

## ACTION ITEMS

Board of Directors Meeting

Sunday, January 21, 2024

<b>Number</b>	<b>Responsibility</b>	<b>Summary of Action</b>	<b>Status</b>	<b>Goal Date</b>
1 – 3	Austin	Investigate the possibility of developing region specific ALI courses. Region specific courses would be developed by members outside of North America and presented by members from the regions where they were developed. (Assigned October 13-14, 2022)	<b>Ongoing</b>	
2 - 3	Scoggins	Work with AASA to review and provide recommendations on external actionable items from the Global HVAC Summit. (Assigned February 5, 2023)	<b>Ongoing</b>	
3 – 3	Austin	Ask the Publishing and Education Council to consider expanding the New Products Advisory Group to products outside of PEC. (Assigned June 28, 2023)	<b>Ongoing</b>	2024 Winter Conference
4 – 7	Austin, Smith, Peach, Metzger, Schopplein, Sun	Provide a recommendation by June 2024 on a combined code of ethics and diversity statement into one statement.		June 2024
5 – 8	Leung and Rakheja	Investigate organizations in the global south that Society can proactively enter into MOUs with.		



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

Sunday, January 21, 2024

**MEMBERS PRESENT:**

Ginger Scoggins, President  
Dennis Knight, President-Elect  
Bill McQuade, Treasurer  
Billy Austin, Vice President  
Wade Conlan, Vice President  
Ashish Rakheja, Vice President  
Chandra Sekhar, 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  
Scott Peach, Region VII DRC  
Joe Sanders, Region VIII DRC

Jonathan Smith, Region IX DRC  
Buzz Wright, Region X DRC  
Eileen Jensen, Region XI DRC  
John Constantinide, Region XII DRC  
Cheng Wee Leong, Region XIII DRC  
Mahroo Eftekhari, Region XIV DRC  
Richie Mittal, RAL DRC  
Doug Cochrane, DAL  
Dru Crawley, DAL  
Blake Ellis, DAL  
Art Giesler, DAL  
Kishor Khankari, DAL  
Luke Leung, DAL  
Corey Metzger, DAL  
Heather Schopplein, DAL  
Wei Sun, DAL

**STAFF PRESENT:**

Candace Denton, Sr. Manager - Board Services  
Chandrias Jolly, Manager - Board Services  
Vanita Gupta, Director – Marketing  
Lizzy Seymour – Director – Member Services  
Mark Owen, Director - Publications & Education  
Kirstin Pilot, Director - Development  
Stephanie Reiniche, Director - Technology  
Alice Yates, Director - Government Affairs  
Craig Wright, Director of Finance

Tony Giometti, Group Mgr. - Conferences  
Savanna Smith, Scholarship Coord./Exec. Asst.  
Daniel Gurley, Sr. Mgr. – Membership  
Joslyn Ratcliff, Sr. Mgr. – Marketing Communications

**GUESTS PRESENT:**

Megan Tosh	Enea Dimitris Tseno	Megan Cruz
Costas Balaras	Luis Alvarado	David Roberts
Bassel Anbari	Roberto Aguilo	Chad Smith
Ruben Abreu	Samir Traboulsi	Nikoletta Develekou
Richard Ezike	Badri Patel	Mark Miller
Erica Powell	Fabio Clavijo	Zehui Hong
Aakash Patel	Hywel Davies	Colin Laisure-Pool
Genevieve Lussier	Matthew Klok	Dunstan Macauley
Krishnan Viswanath	Mostafa Saad	Alexandre Kontoyanis
Ade Awujoola	Tim Wentz	Sarah Maston
Krishna Mitra	Gregory Avina-Rodriguez	Triantafyllos Alkis
Abhishek Khurana	Akinbowale Soluade	Triantafyllopoulos
Nathan Ducey	Naila Mendonca	Osama Khayata
Edward Tsui	Kevin Baldwin	Curtis Harbour
Yu Hung Peter Lam	Daniel Redmond	Carrie Brown
Andrew Reilman	Carl Huber	Dan Russell
Vassilis Zoukos	Petros Dalavouras	Louise McKenzie
Avraham Menashe	George Orfanos	Iliana Georgia Georgakakou
Dimitris Charalambopoulos	Andreas Antzoulatos	Dan Pettway
Rob Druga	Lambros Doulos	Daniel Brown
Artorius Reyes	Jim Earley	Julia Timberman
Velayuthampillai Skandaverl	Rob Craddock	Kevin Marple
Kim Coffey	Caroline Kelty	Joe Furman
Akshay Bhargava	Patrick Marks	Darryl Boyce
Adrian Catchpole	Suzanne LeViseur	Kent Peterson
Michael Patton	Michele Mihelic	Matthew Rowe
Bill Bahnfleth	Sheila Hayter	Eduardo Maldonado
Ioan Silviu Dobosi	Marko Ignjatovic	Richard Gunpat
Ruth Carter	Katlyn Stoker	Chris Phelan
Michael Boso	Anastasia Mylona	Richie Mittal
	Stephanie Kunkel	Spencer Morasch

**CALL TO ORDER**

Ms. Scoggins called the meeting to order at 1:33pm.

**CODE OF ETHICS**

Ms. Scoggins read the code of ethics commitment and advised that the full code of ethics statements and core values were available online.

**ROLL CALL/INTRODUCTIONS**

Members, guests, and staff introduced themselves and were in attendance as noted above.

**REVIEW OF MEETING AGENDA**

Ms. Scoggins reviewed the meeting agenda. There were no changes or additions.

**APPROVAL OF MINUTES**

Mr. Gagnon moved and Mr. Peach seconded that

1. Minutes from the January 5, 2024 BOD meeting be approved.

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

**REVIEW OF ACTION ITEMS**

Action items 3, 6 and 7 were reported as complete. All other action items were reported as complete.

**AI – 1-3****OPEN SESSION – ADDRESSES TO THE BOARD OF DIRECTORS**

The floor was opened for comments to the BOD. A summary of comments made is below:

*(Richard Ezike, NSBE) Thanked Lionel Davis for connecting NSBE and ASHRAE. NSBE supports young black students across the US and the world. Wanted to introduce himself and encourage partnership between NSBE and Society. We want to see all students grow in our industry.*

*(David Underwood, Presidential Member) Currently in the process of updating Society's next strategic plan. We talk about our global nature, what concerns me is how that message is being delivered beyond the US borders. Is our current business model correct to deliver our message to the world?*

**NOMINATING COMMITTEE REPORT**

Mr. Schwedler presented the 2024-25 slate of nominees (ATTACHMENT A).

**TREASURER'S REPORT****2023-24 FINANCIAL UPDATE**

Mr. McQuade reported on the financial performance of the Society. The full report was attached to the agenda.

He reviewed the fund structure and major variances in revenue. Membership revenue was trending above budget as was publications and expo revenue. Educational revenue was down due to fewer face to face trainings.

The goal is to remain positive in net revenue throughout the Society Year.

He reported that investment returns are favorable.

Mr. Khankari stated that it appeared as though operating expenses could be taken from cash reserves and there would still be a balance of approximately \$8million. He expressed his opinion that this was a large balance for cash reserves. He requested that the BOD consider what can be done for the strategic growth of the Society.

Mr. McQuade stated that a large portion of short-term assets were from the recent \$4.3 million payment received in December as well as remaining funds from PPP loans. He reported that Finance Committee voted to move \$6 million from short-term assets into reserve funds so those funds are invested at a higher rate. He reported that there are mandated limits for cash reserves and those limits will be considered during the planning process for next Society Year.

Mr. McQuade was asked to clarify the net amount available to invest in Society. He reported that Society keeps some cash and short-term securities liquid. Finance determines how much is kept in short-term assets. The amount available to spend depends on how much the BOD wants to keep in reserves as a rainy-day fund; recommendations on this amount would come from Finance to the BOD for approval. The rules stipulate that reserves cannot fall below the 1/3 limit. He reported that Finance was currently drafting recommendations to address Society's self-imposed 2/3 reserve ceiling.

Mr. Littleton reported that when all funds are added together, the total is \$32.9 million.

Mr. Peach stated that dues were recently raised but that it appeared that revenue from dues increased significantly in the current Society Year. If Society is earning more in this area, why are increases to dues being recommended?

Mr. McQuade reported that the approved formula to calculate dues looks backwards in time at economic indicators, like inflation. He reported that additional revenue would be required to balance the current deficit budget. The increase shown in the report was a six-month projection.

He reported that dues were held constant for two years during COVID even when there was significant inflation.

#### **FINANCE COMMITTEE REPORT**

Mr. McQuade reported that Finance had no recommendations for the BOD to consider. Following the recent organizational restructuring, Finance would be making two reports to the BOD. The first report would cover discussions at the Finance Committee meeting and the report to the BOD on Wednesday would cover items from committees that report to Finance.

He reviewed information items from the report. The full report was attached to the agenda.



He reported that there was good discussion on the recommendation to require members to use ATC for reimbursable travel. It was determined that staff would look into options to automate the reimbursement process further and use of ATC would not be required at this time.

Mr. McQuade reviewed the Committee's recommendation to not accept payments in currencies other than US Dollars.

There was some discussion of the recommendation. Mr. McQuade thanked the BOD for the feedback and advised that he would share it with Finance Committee.

### **BOD DEI ADVISORY SUBCOMMITTEE REPORT AND PRESENTATION**

DEI Consultant, Mindy Gulati, presented to the BOD. The full presentation is included in ATTACHMENT B.

She expressed that it was a pleasure to work with Society. She advised that there would be a DEI forum the next day. She encouraged members to pull her aside in the hallway with any questions.

Mr. Khankari presented on behalf of the DEI Subcommittee. The full presentation was attached to the agenda.

Mr. Khankari moved that

2. The Board Advisory DEI Subcommittee recommends to the ASHRAE Board of Directors that the ASHRAE Diversity Statement (shown below) be included on all agendas and read during official ASHRAE meetings.

*Diversity Statement: ASHRAE is committed to providing a welcoming environment. Our culture is one of inclusiveness, acknowledging the inherent value and dignity of each individual. We proactively pursue and celebrate diverse and inclusive communities understanding that doing so fuels better, more creative and more thoughtful ideas, solutions and strategies for the Society and the communities our Society serves. We respect and welcome all people regardless of age, gender, ethnicity, physical appearance, thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation or education.*

Mr. Littleton suggested that a new statement be crafted to include verbiage from the code of ethics statement and the diversity statement.

Mr. Leung questioned why a single aspect of the code of ethics statement would be selected and included in the diversity statement.

Mr. Khankari responded that the subcommittee felt it was important to remind members and devote time for just the DEI statement to remind everyone to be inclusive. The intent of the motion was to emphasize that Society needs to be inclusive and diverse.

Mr. Constantinide stated that he was in favor of approving the motion as an option for groups and not forced. He reported that CTTC opted to read the diversity statement before meetings and the feeling was it helped the committee to focus on why they are there, who they're serving, and why they're doing it.

Mr. Constantinide moved and Mr. Smith seconded that

3. MOTION 3 be amended as shown below:

The Board Advisory DEI Subcommittee recommends to the ASHRAE Board of Directors that the ASHRAE Diversity Statement (shown below) be encouraged to be included on all agendas and read during official ASHRAE meetings.

*Diversity Statement: ASHRAE is committed to providing a welcoming environment. Our culture is one of inclusiveness, acknowledging the inherent value and dignity of each individual. We proactively pursue and celebrate diverse and inclusive communities understanding that doing so fuels better, more creative and more thoughtful ideas, solutions and strategies for the Society and the communities our Society serves. We respect and welcome all people regardless of age, gender, ethnicity, physical appearance, thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation or education.*

Mr. Khankari spoke against the amendment. He stated that the intent of the original motion was to create policy, not just encourage it.

Mr. Rakheja spoke against the motion. He stated that including 'encouraged to be' is not sending a strong signal down the line. Internationally, DEI as a concept is still catching on. Strongly urge that if the BOD wants to send a strong message, should be shown as a strong commitment.

**MOTION 3 FAILED (9:19:0).**

Discussion of MOTION 2 resumed. A summary of that discussion is below:

*There are already committees that do not read the code of ethics statement. Recommend a combined statement to increase the likelihood of it being read. Spoke in favor of the motion.*

*Need something more condensed; efficient and short.*

*Agree with previous statements. Perhaps the current code of ethics statement could be edited to include more about diversity.*

*In favor of the spirit of the motion. Concerned that the chapters, specifically outside of North America, may not understand what this is all about. Important to educate them. Adding this statement would increase the amount of time before the business of the agenda is gotten to.*

*In the interim, it sends the right message and down the road it can be edited.*

*Are there areas of the world where it is illegal or dangerous for this statement to be read? In particular, there are areas of the world where references to sexual orientation may raise concerns or not be legal in those countries. Has that been considered?*

*This statement is written in great spirit. We have every right to implement our policies within our organization.*

**MOTION 2 PASSED** (14:10:3, CNV).

Mr. Austin (chair), Mr. Smith, Mr. Peach, Mr. Metzger, Ms. Schopplein, and Mr. Sun will provide a recommendation by June 2024 on a combined code of ethics and diversity statement into one statement. The intent is for the statement to be read prior to each meeting and be included on all agendas. The statement should be culturally inclusive.

Mr. Littleton stated that if a statement were to put members in legal jeopardy, it would not be required.

Mr. Giesler suggested that the group look at portions of the statement related to religion as well.

**TFBD REPORT TO THE BOD**

Mr. Peterson reported on behalf of the TFBD. The full report was attached to the agenda. The full presentation is included in ATTACHMENT C.

He reported that there was a slide deck of 100 slides that will be shared with the BOD so that BOD members can have information to share with constituents.

It was asked if Pub and Ed Council was aware of the work of the TFBD. Mr. Peterson advised that information would start moving to the council level so they can begin managing tasks as appropriate.

Mr. Ellis advised that Pub and Ed Council would be discussing how to organize the work of Pub and Ed around the work of the TFBD.

Mr. Peterson was asked to provide additional information on the global advisory panel mentioned in the report. He responded that several organizations from Europe were invited to attend. Society's plans surrounding decarbonization were shared and attendees were asked how to share how Society could help them or how they could help us to move everyone forward in this area.

He reported that AASA had been invited to the TFBD meeting at this conference.

He stated that the published TFBD guides were North American centric. He stated that the next step would be to investigate how the guides can be made more global moving forward.

Mr. Rakheja expressed that it was a great idea to make the guides more global. He stated that the intent of the GTIC was to take technical content of ASHRAE and transfer it internationally.

**POSTPONED MOTION**

Ms. Scoggins read motion 5 from the December 12, 2023 meeting and it was brought back to the floor.

4. The Board of Directors approve the transition of activities of the Task Force for Building Decarbonization (TFBD) to the ASHRAE Center of Excellence for Building Decarbonization (CEBD).

The floor was opened for discussion. A summary of that discussion is below:

*Great idea. Agree that this is the way forward. Are we voting on the structure or just the idea?*

*(Peterson) The report did provide a structure (the organizational chart was shown on screen). The recommendation is that a council lead from each of the councils would sit on the CEBD. If the motion is approved, recommendations on the structure will be provided.*

*Please explain the reporting structure of the CEBD to the Development Committee?*

*(Peterson) The connection between CEBD and the Development Committee is proposed as a dashed line, showing coordination between the groups. The CEBD would help the Development Committee to investigate potential donors to support decarbonization efforts.*

*Would proposed staff be based at ASHRAE Headquarters?*

*(Peterson) Proposed staff would not be part of the Development team. Ideally, there would be two full-time staff; one full-time staff would focus on outside organizations and non-decarbonization efforts. At this time, however, only one full-time staff is being requested to coordinate with the CEBD.*

*Spoke in favor of the motion. Have been fortunate to sit in on the planning sessions. Appreciate the amount of energy and effort put into this transition plan. There are many pathways towards success.*

**MOTION 4 PASSED** (29:0:1, CNV). Mr. Khankari abstained because he was not clear how the CEBD would be supported after 2025.

Ms. Scoggins stated that discussion of a path forward for the CEBD would be added to the Wednesday ExCom agenda.

#### **POSTPONED MOTION**

Ms. Scoggins read motion 2 from the January 5, 2024 BOD meeting and it was brought back to the floor.

5. ExCom recommends to the Board of Directors that Society enter into an MOU with IGBC (Indian Green Building Council).

Mr. Rakheja reported that since the January 5<sup>th</sup> meeting, additional comments from BOD members were received and responded to. He reported that comments from IGBC were also incorporated, and the proposed MOU was endorsed by IGBC.

Mr. Leung spoke in favor of the motion. He suggested that Society should seek out organizations in the global south and proactively develop a network and expand collaboration.

Mr. Leung and Mr. Rakheja will investigate organizations in the global south that Society can proactively enter into MOUs with.

**MOTION 5 PASSED** (Unanimous Vote, CNV).

#### **COMMITTEE REPORTS**

##### **EXECUTIVE COMMITTEE**

Ms. Scoggins reported on behalf of ExCom. The full report was attached to the agenda. There were no recommendations for BOD consideration. Ms. Scoggins reviewed information items.

**PLANNING COMMITTEE**

Ms. Kunkel reported on behalf of PLC. The full report was attached to the agenda. She reported that there were no recommendations for BOD consideration.

She reported that the strategic plan feedback form was available on the main Society webpage. The form is available to anyone to provide insight.

**PRESIDENTIAL AD HOC COMMITTEE AND BOD TASK GROUP REPORTS****POLICIES FOR COLLABORATION AD HOC**

Mr. Wentz reported on behalf of the ad hoc. The full report was attached to the agenda.

He reported that the ad hoc was formed in April by President Mehboob. Appendixes A and B of the report included research on other organizations. He reported that many of the other HVAC&R organizations that Society collaborates with are much smaller than ASHRAE and only have part-time staff.

The BOD previously decided that AASA members would not enter into MOUs with Society. The ad hoc has been developing a new document of collaboration for AASA members and is included in Appendixes C and D of the report for the BOD's review. AASA will review and vote on the proposed document tomorrow. The hope is that there will be a better understanding of what those final documents will look like after AASA meets.

The ad hoc reviewed Society's MOU template and compared it to work with members of AASA. Appendix E of the report includes a revised MOU template for Society that more closely mirrors what is used for AASA. The revised document is being brought forward for BOD consideration.

He reported that the ad hoc is also presenting proposed ROB edits for BOD consideration. The ad hoc worked with Members Council to draft the proposed edits. The intent of the edits are to increase flexibility for AASA members as well as regions and chapters outside of North America in terms of product shows and exhibitions. Proposed edits were included in Appendix G of the report.

Mr. Wentz reviewed information items from the report.

Mr. Peach moved and it was seconded that

6. The ASHRAE MOU template be revised to align with the new AASA 'Collaboration Agreement and Membership Requirements' document, ATTACHMENT D.

Ms. Jensen stated that it did not sound like the revisions were settled yet.

Mr. Wentz responded that the ongoing AASA discussions do not relate to the MOU template.

Mr. Knight stated that the motion is recommending that the MOU template be revised to align with AASA Collaboration Agreement.

Mr. Wentz responded that the hope is that the BOD would revise the general template to align with the AASA MOU template.

Ms. Scoggins stated that she was hesitant for the BOD to approve a motion that indicates that the template will align with a document that has not been approved yet. She suggested that the motion be postponed until the referenced document is approved.

Ms. Scoggins moved and Mr. Ellis seconded that

7. MOTION 6 be postponed until Wednesday, January 24, 2024.

MOTION 7 PASSED (Unanimously, CNV).

Mr. Constantinide moved and Mr. Peach seconded that

8. The Rules of the Board (ROB) Section 3.300.006, 'Conflict of Interest' be amended as shown in ATTACHMENT E.

It was suggested that the motion go to SRC before the BOD votes.

**MOTION 8 PASSED** (25:1:5, CNV). Mr. Cochrane, Mr. Gagnon, and Ms. Jensen abstained because they felt the motion should go to SRC before a BOD vote.

It was reported that MOTION 8 would be sent to SRC for review and comment.

Mr. Peach moved and Mr. McQuade moved that

9. The Rules of the Board (ROB) Section 2.104.18 be amended, as shown in ATTACHMENT F.

Mr. Constantinide spoke in support of the motion. He stated that the proposed changes would be positive for areas outside of the US. He suggested that it could enhance possibilities to enhance future international expos.

It was asked if the edits had been discussed with IEC. Mr. McQuade advised that the waiver process already exists in IEC; the edits formalize a path forward.

**MOTION 9 PASSED** (Unanimous Vote, CNV).

Mr. Wentz thanked ad hoc committee members for their work.

#### **ASHRAE HEADQUARTERS AD HOC**

Mr. Boyce reported on behalf of the ad hoc. The full report was attached to the agenda.

He reported that there were no recommendations for BOD consideration.

He reported that the ad hoc continues to work on a few operational issues to ensure that Society's demonstration project really works as an exemplary demonstration project.

The current BEQ rating of the building is 3. Predict that HQ will be at net zero by the end of the year.

#### **EXECUTIVE SESSION**

Executive session was called at 5:02pm.

Open session reconvened at 5:44pm.

**ADJOURNMENT**

The meeting adjourned at 5:44pm.

A handwritten signature in black ink, appearing to be 'JH Littleton', with a horizontal line extending to the right from the end of the signature.

Jeff H. Littleton, Secretary

**ATTACHMENTS:**

- A. 2024-25 Slate of Nominees
- B. DEI Presentation
- C. TFBD Presentation
- D. Proposed Revised ASHRAE MOU Template
- E. Proposed Edits to ROB 3.300.006
- F. Proposed Edits to ROB 2.104.18



**SLATE OF OFFICERS AND DIRECTORS FOR 2024-25**

**PRESIDENT-ELECT:**

Bill McQuade

**TREASURER:**

Sarah Maston

**VICE PRESIDENTS:**

Devin Abellon

Ken Fulk

**DIRECTORS AND REGIONAL CHAIRS:**

*Region I* – Charles Bertuch

*Region II* – Genevieve Lussier

*Region III* – Sherry Abbott-Adkins

*Region XI* – Rob Craddock

*Region-at-Large* – Bassel Anbari

**DIRECTORS-AT-LARGE:**

Carrie Brown

Patrick Marks

David Yashar

(Alternate) Suzanne LeViseur





# ASHRAE Board What Does Success Look Like For Inclusion & Equity

Presented by Mindy Gulati, Fundamental Advisory



Welcome! I'm Mindy

Attorney

Business  
Strategic  
Advisor

Culture &  
Leadership  
Consultant

Mom

# Agenda

- Leadership's Role in this Work
- The How
- Your Thoughts, Questions, Examples



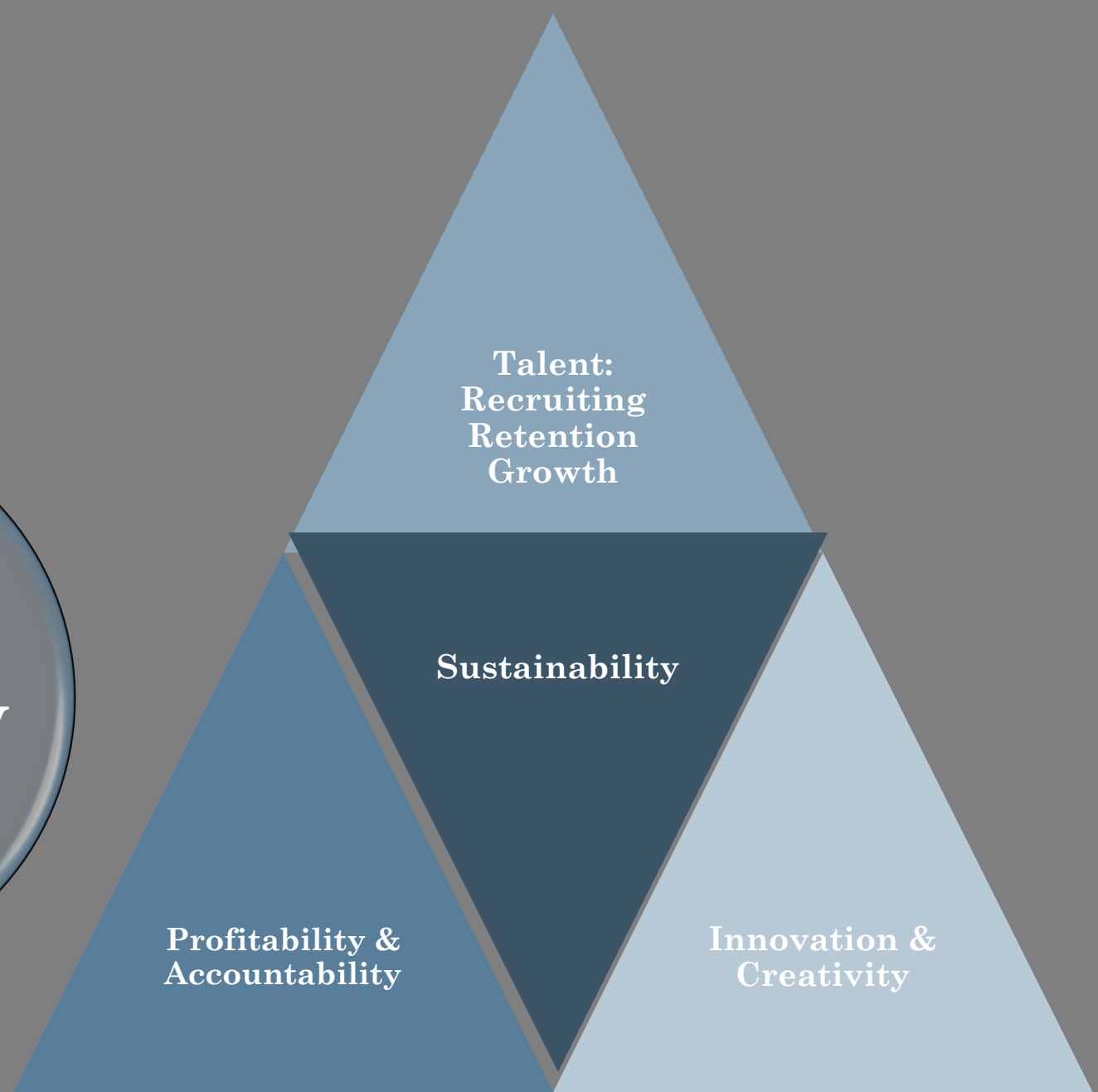
Who is in the room?



# Diversity, Equity, & Inclusion is grounded in these areas:

- Culture
- Leadership
- Strategy
- Sustainability
- Client/Member Service
- Respect & Dignity







# Leadership's Role in Culture & Inclusion, Equity, & Inclusion



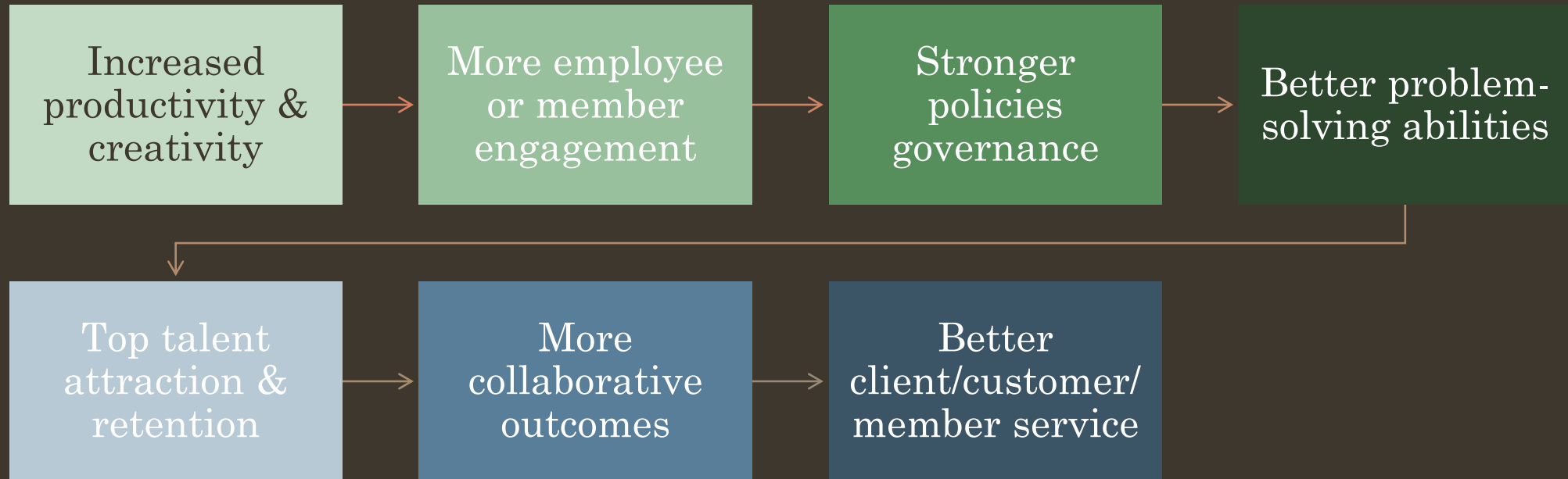
# Leadership Core Competencies to Keep in Mind

- Building Trust
- Collaboration
- Communication
- Managing Conflict & Having Difficult Conversations
- Relational Intelligence
- Feedback and Accountability
- Technical Knowledge
- Mentoring & Sponsoring
- Integrating Diverse Perspectives for Innovation & Creativity
- Optimizing Talent on Your Team
- Adaptive and Agile Mindset





# Benefits of Inclusive Leadership



**Core  
Competencies  
of an  
Inclusive  
Leader**

---

**Builds Trust**

---

**Integrates Diverse Perspectives**

---

**Optimizes Talent**

---

**Has an Adaptive and Agile  
Mindset**

---

**Achieves a Healthy Culture**

# Inclusive Leadership In Action



**Acknowledge & interrupt** implicit & explicit bias



**Seek to include** everyone regardless of differences



**Ensure that** voices are valued in the decision-making process



**Commit to** ensure people are valued, seen, heard



**Ensure all** have access to resources and opportunities to achieve full potential (aka equity)



**Welcome** diversity of ideas; new ideas.  
Optimizing Talent



**Are introspective,** challenge their preconceived notions to overcome their biases.



**Build** trust and meaningful relationships with their teams



# The How: Culture, Leadership, Strategy & DEI



# What this work really takes...



- Commitment
- Curiosity
- Authenticity
- Resources
- Leadership Buy In & Support
- A solid *WHY* that is communicated across the organization
- Tie Culture Work to ASHRAE Values
- Inclusion & Equity only works when embedded into the organization at all levels
- Willingness and ability to engage in difficult conversations

# Our Framework: Culture, Leadership, Strategy

## AWARENESS

The Why

The How- What Our Org Will Do

Tie to Org's Values

Education around DEI/Culture topics

Inclusive Leadership

Equity v Equality

Inclusive Culture as a Business Strategy

Bias in Decision-making

## ACTION

Culture Assessment

Strategic Planning & Implementation

Continuing Education

Formal Mentorship & Sponsorship

Recruiting & Pipeline (Equitable/Inclusive)

Talent and Professional Development

Internal Policy/Process Review

ERGs/Affinity Groups (if appropriate)

## ACCOUNTABILITY

Must Be Leadership Driven

Culture is Everyone's Responsibility

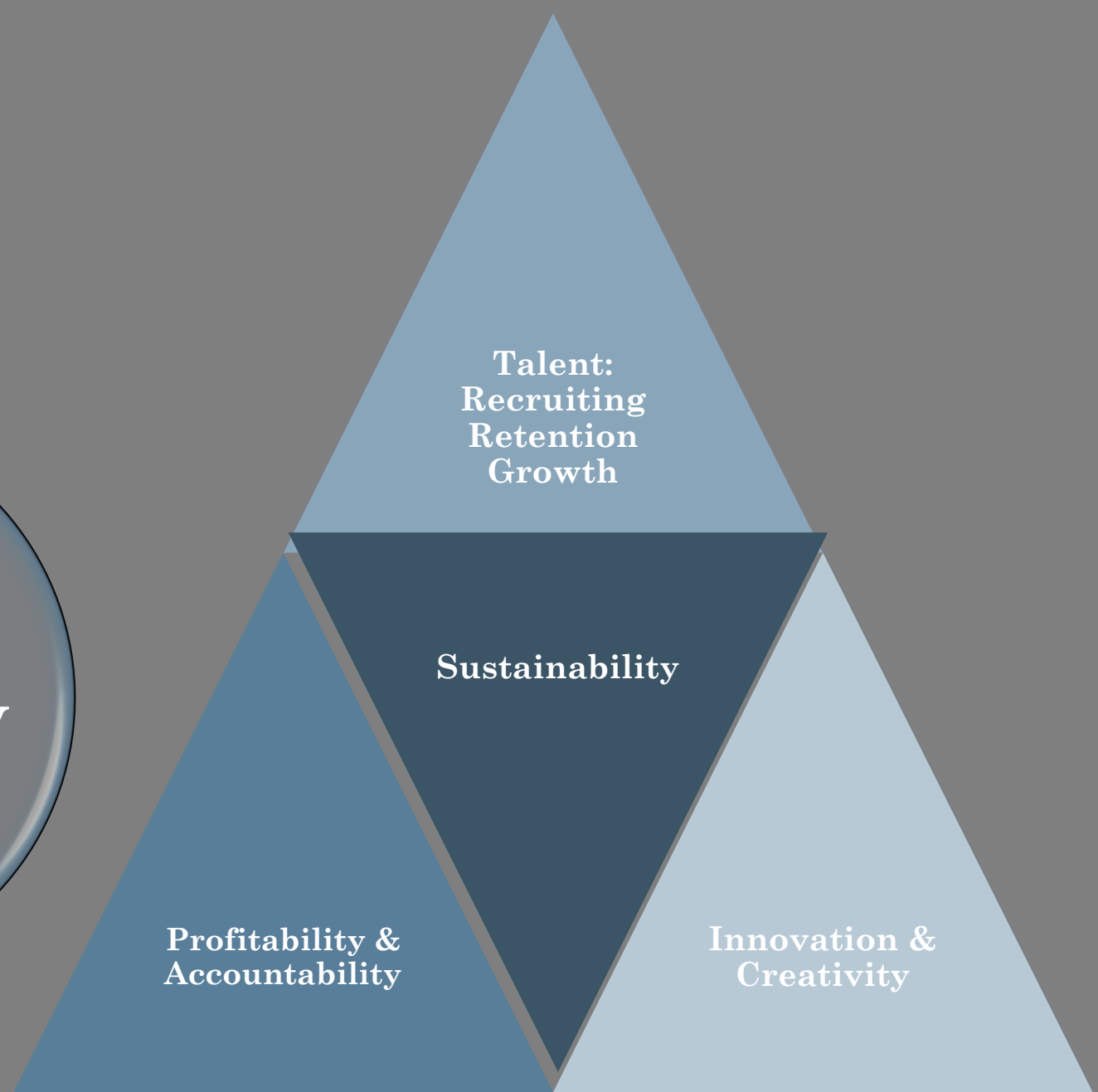
Identify measurable goals & report on your progress

Adopt Performance Metrics

Culture Non-Negotiables

Utilize External Partners

Audits/Assessments to Measure Success and Impact



A photograph of a paved road with a yellow center line, curving through a dense green forest. At the end of the road, a bright, glowing light source creates a lens flare effect, illuminating the path ahead. The text "ROADMAP FOR SUCCESS" is overlaid in the center of the image.

# ROADMAP FOR SUCCESS





# Five Keys Steps

1. **Do an Assessment-** Look at your data and current culture; find areas to address and prioritize
2. **Set Goals-** Reasonable and Measurable
3. **Develop a Strategy;** a well-defined plan that can be measured
4. **Educate the Organization**
5. **Commitment-** Put in the work

# MEASURING SUCCESS

- INCLUSION
- EQUITY
- DIVERSITY
- PSYCHOLOGICAL SAFETY
- INCLUSIVE LEADERSHIP
- INNOVATION
- GREATER PARTICIPATION
- RETENTION
- LEADERSHIP ALIGNMENT



# Open Mic

- WHERE HAVE YOU SEEN INCLUSIVE PRACTICES MAKE A POSITIVE IMPACT AT ASHRAE?
- SHARE YOUR EXAMPLES
- QUESTIONS, COMMENTS, THOUGHTS, IDEAS?



Thanks for Attending



# Task Force for Building Decarbonization Board Update

1/21/24

# TFBD Progress

- ✓ Published two decarbonization guides
- ✓ Five additional decarbonization guides are under development, anticipated to be completed in the next 1-7 months
- ✓ Online and in-person training courses are being developed
- ✓ Coordinated work with our standards project committees (SSPCs and SPCs) to address GHG emissions
- ✓ Working with ULI on Heat Pump Mythbuster

# TFBD Progress

- ✓ Participated in two briefings related to decarbonization with Heather Clark, Director for Building Emissions, with the White House Climate Policy Office
  - ✓ **11/8/23** *ASHRAE Feedback on draft National Zero Emissions Definition for Buildings, with DOE and EPA attending*
  - ✓ **12/19/23** *ASHRAE Briefing on Refrigerants Codes & Standards (Doug Reindl)*
- ✓ Continuing to develop decarbonization web content for the ASHRAE website

# TFBD Progress

- ✓ Providing ASHRAE chapter education on decarbonization
- ✓ Assisted in adding the building decarbonization goal to the ASHRAE Strategic Plan
- ✓ The Global Advisory Panels have provided valuable global feedback on our initiatives
- ✓ Moving forward with ASHRAE-USGBC guide for long-term Decarbonization Plans



# TFBD Progress

- ✓ Collaborated joint building decarbonization initiatives with other organizations
  - Global Alliance for Buildings and Construction
  - U.S. Department of Energy
  - U.S. Environmental Protection Agency
  - U.S. General Services Administration
  - National Research Council Canada
  - CLF & MEP 2040
  - AiCARR
  - AIA
  - ULI
  - CIBSE
  - USGBC
  - BOMA
  - IFMA

**STANDARDS**

**EDUCATION**

**KNOWLEDGE  
RESOURCE  
HUB**



**TECHNICAL  
TOOLS**

**POSITION  
DOCUMENT**

# **Four Key Focus Areas**

# Standards to Address the Decarbonization Needs

## New Construction

- Standard 90.1:
  - ✓ commercial buildings
- Standard 90.2:
  - ✓ residential buildings
- Standard 90.4: data center
- Standard 189.1:
  - ✓ high performance buildings
- Standard 189.3:
  - ✓ health care facilities

## Existing Buildings

- Standard 100: building performance standard
- Standard 211: energy and decarbonization audit

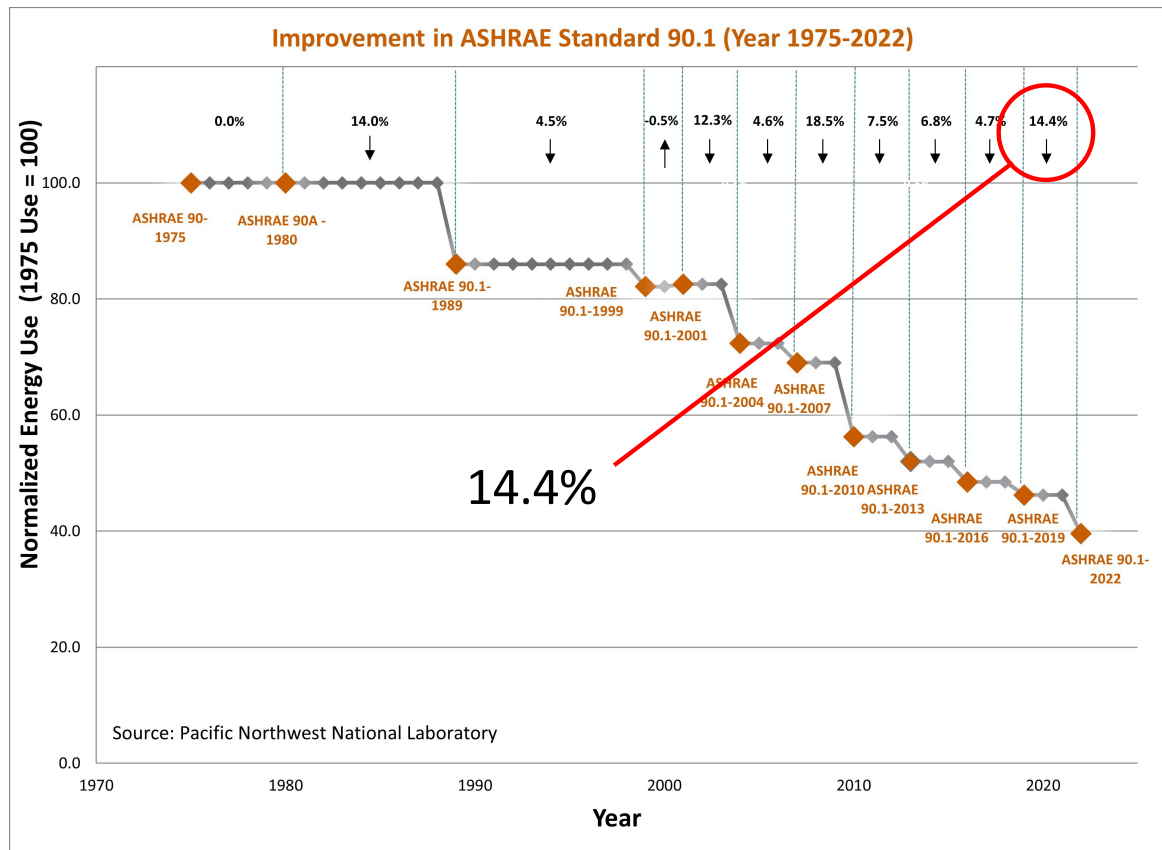
## Whole-Life Carbon & Others

- Standard 228: evaluating zero energy and carbon building performance
- Standard 240P: evaluating GHG emissions with whole life carbon
- New ASHRAE standard: calculating GHG emissions

# Standards to Address New Construction

## Standard 90.1

- Significant savings from 90.1-2022 (14.4%)
  - ✓ Energy credits (efficiency, renewable energy and load management)
  - ✓ On-site renewable requirements
  - ✓ Carbon as a metric (Appendix I)
- Jurisdictional option for zero energy code adoption in progress



# Standards to Address New Construction

## Standard 90.2

- Leadership standard for residential buildings new construction
- Published **Addendum F** to incorporate carbon rating index
- Developing jurisdictional option requiring net zero energy or net zero carbon emissions
- Target to publish in late 2024

## Standard 90.4

- New construction for data centers
- Addition of operational carbon metrics in the 2025 version
- Alignment of 90.4 with goal of a 50% reduction in GHG by 2030 (using 2015 as the baseline)

## Standard 189

- 189.1-2023 edition
  - Performance path with carbon metric
  - Jurisdiction option for electric-ready design
  - New requirements for demand response
- 189.3: electrification option

ANSI/ASHRAE/ICC/USGBC/IES Standard 189.1-2023  
(Supersedes ANSI/ASHRAE/ICC/USGBC/IES Standard 189.1-2020)  
Includes ANSI/ASHRAE/ICC/USGBC/IES addenda listed in Appendix M

## Standard for the Design of High-Performance Green Buildings

Except Low-Rise  
Residential Buildings

The Complete Technical Content of the International Green Construction Code®

See Appendix M for approval dates by ASHRAE, the International Code Council, the U.S. Green Building Council, the Illuminating Engineering Society, and the American National Standards Institute.

This Standard is under continuous maintenance by a Standing Standard Project Committee (SSPC) for which the Standards Committee has established a documented program for regular publication of addenda or revisions, including procedures for timely, documented, consensus action on requests for change to any part of the Standard. Instructions for how to submit a change can be found on the ASHRAE® website (<https://www.ashrae.org/continuous-maintenance>).

The latest edition of an ASHRAE Standard can be purchased from the ASHRAE website ([www.ashrae.org](http://www.ashrae.org)) or from ASHRAE Customer Service, 180 Technology Parkway NW, Peachtree Corners, GA 30092. E-mail: [orders@ashrae.org](mailto:orders@ashrae.org). Fax: 678-539-2129. Telephone: 404-636-8400 (worldwide), or toll free 1-800-527-4723 (for orders in US and Canada). For reprint permission, go to [www.ashrae.org/permissions](http://www.ashrae.org/permissions).

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PDF includes hyperlinks for convenient navigation. Click on a reference to a section, table, figure, or equation to jump to its location. Return to the previous page via the bookmark menu.



# Standards to Address Existing Buildings

## Standard 100 Work Plan 12 Months ago

- Becoming a Building Performance Standard for existing buildings
- Addressing both energy and carbon reductions in existing buildings
- Align the body of the Standard to add carbon metric



## Congratulations on the publication of Standard 100-2024

- First ANSI Standard on Building Performance Standard
- Major changes:
  - ✓ Incorporated GHG emissions performance requirements
  - ✓ Updated energy targets using building stock data
  - ✓ Added guidance on developing performance targets with local data
- Adopted by WA and OR

## STANDARD

**ANSI/ASHRAE/IES Standard 100-2024**  
(Supersedes ANSI/ASHRAE/IES Standard 100-2018)  
Includes ANSI/ASHRAE/IES addenda listed in Appendix N

## Energy and Emissions Building Performance Standard for Existing Buildings

See Informative Appendix N for approval dates by ASHRAE, the Illuminating Engineering Society, and American National Standards Institute.

American National Standards Institute This Standard is under continuous maintenance by a Standing Standard Project Committee (SSPC) for which the Standards Committee has established a documented program for regular publication of addenda or revisions, including procedures for timely, documented, consensus action on requests for change to any part of the Standard. Instructions for how to submit a change can be found on the ASHRAE® website ([www.ashrae.org/continuous-maintenance](http://www.ashrae.org/continuous-maintenance)).

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# Standards to Address Existing Buildings

## Standard 211

June 2023

- Commercial building energy audits
- Developed an informative annex to add carbon audit (Annex H)
- Reconvene Standard 211 committee to address decarbonization audits in the body of the standard



## Standard 211

January 2024

- Call for membership issued in Fall of 2023
- Committee membership roster to be approved at the Chicago meeting
- Discussing the work plan for the standard to address decarbonization audits

# Standard to Address Building Whole-Life Cycle Decarbonization

## Standard 240P: Quantification of Life Cycle Greenhouse Gas Emissions of Buildings

- New ASHRAE/ICC Standard
- Evaluating GHG emissions in building design, construction and operation, including embodied carbon
- Rapid standard development:
  - ✓ December 2022: reviewed and edited the seed document to expedite the standard development
  - ✓ April 2023: drafted the standard for public review
    - ✓ Revised draft after 427 comments
  - 2024: full public review starting February 2nd
  - 2025: publication

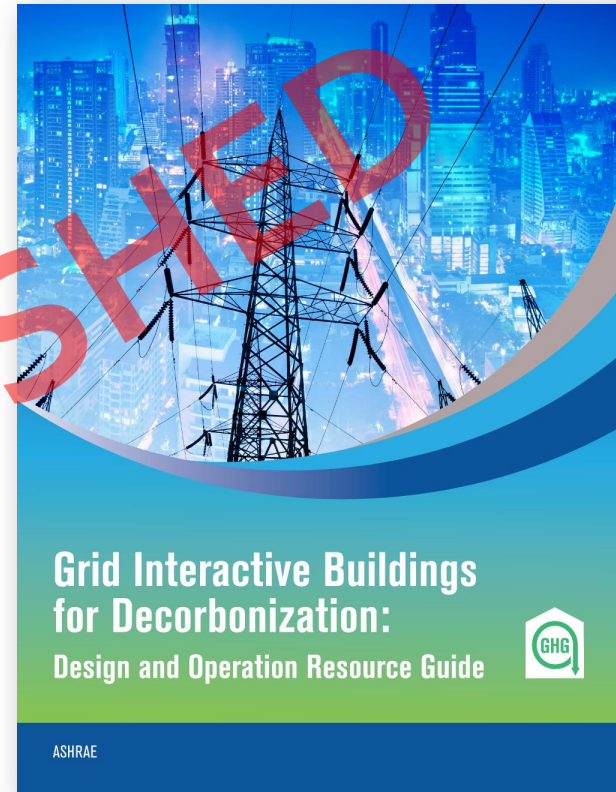
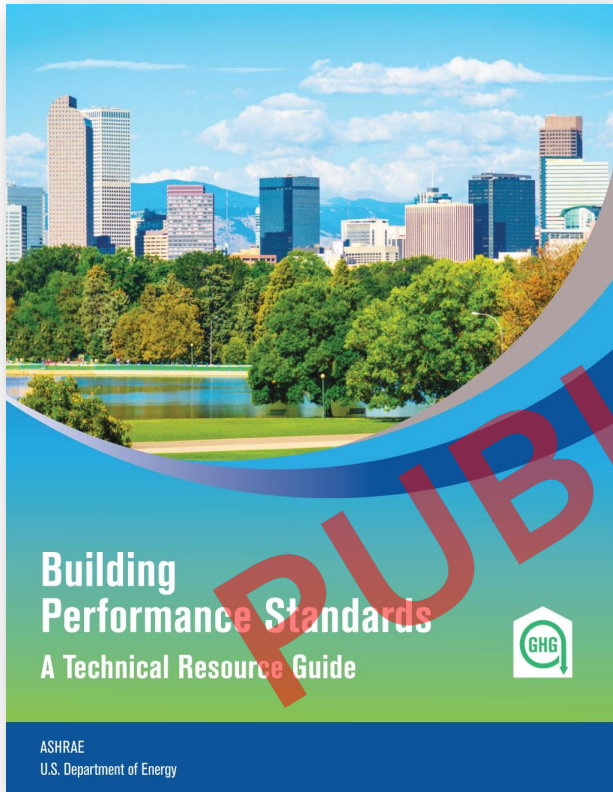




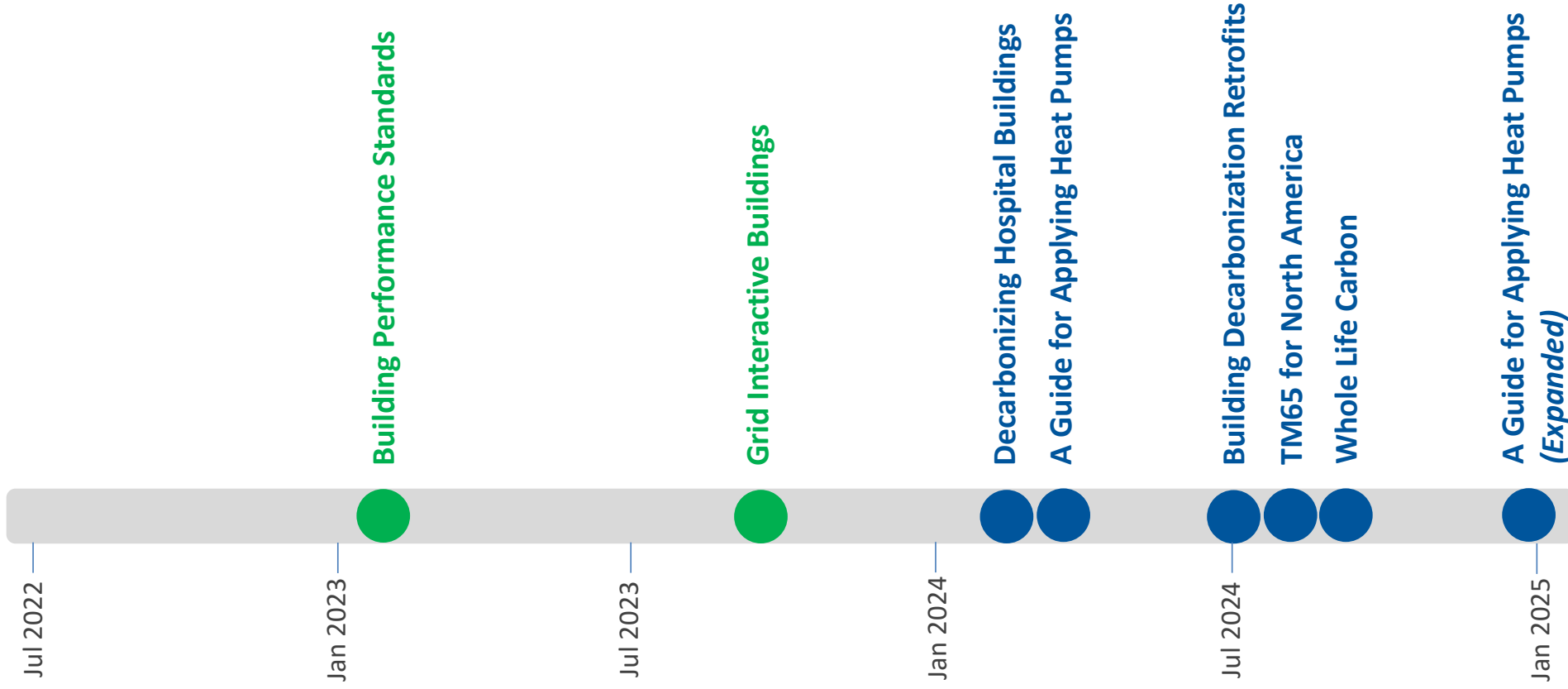
# Technical Tools

- Building Performance Standard technical resource guide published
- Six more guides are under development...

# Technical Guides Update



# Technical Guide Series Schedule





# Education – Guide Training

- Online and In-Person Training
- Guide Training (Online)
  - ***Grid Interactive Buildings for Decarbonization: Design and Operation Resource Guide***
  - ***Decarbonizing Hospital Buildings***
  - Decarbonizing Building Thermal Systems: A Guide for Applying Heat Pumps and Beyond
  - Building Decarbonization Retrofits for Commercial and Multifamily Buildings
  - Whole Life Carbon Guide for Building Systems
  - TM 65 for North America



# Education – Guide Training

- Guide Training (Online) ... continued
  - Online Training Request for Proposal (RFP)
    - RFP issued in December 2023
    - Bids due on February 2, 2024
- ALI Course on How to Apply Whole Life Decarbonization Strategies to New Building Design (In Person)
  - Outline developed
  - Outline approved by TFBD ExCom
  - Request for Proposal
    - RFP issued in January 2024
    - Bids due in February 2024



# TFBD Lesson Learned

- Our primary audience is ASHRAE members, including our student members. Our secondary target is policymakers.
- Strategic direction should be separated from functional operational working groups completing specific, time-sensitive assignments
- Frequent communication has worked well
- More staff support is needed
- Use our financial resources for quality and speed

# 2022-2025 TFBD Budget Update

Item	Budget	Spent	Notes
Guide Development	\$719,000	\$232,225	Guides in process. Additional \$201k committed.
Standards	\$322,500	\$7,018	Additional \$151k expected.
Training & Education	\$303,377	\$0	\$299k expected.
Website & Marketing	\$178,000	\$13,400	Additional \$152k expected.
Contingency	\$303,635	\$0	
<b>Totals</b>	<b>\$1,827,812</b>	<b>\$505,285</b>	

**\$490,943 savings to date, not including contingency**

# TFBD Objective

- *Provide a plan for integrating building decarbonization activities into the ASHRAE structure*
- The ASHRAE Board is considering a motion for the following...



# Organization Structure

- It is proposed that the *Center of Excellence for Building Decarbonization* (CEBD) report to the ASHRAE Board of Directors Executive Committee
- Members Council, Technology Council, and Publishing and Education Council will each appoint a Council Decarbonization Lead to facilitate Council coordination and drive operational execution. These individuals will serve as liaisons to the CEBD.

# Primary Responsibilities

- **Strategy.** Provide strategic direction for ASHRAE building decarbonization activities and work with the Planning Committee to incorporate appropriate goals into the Society strategic plan.
  - ASHRAE's building decarbonization strategy will be updated annually to keep up with the rapid pace of change in this area.
  - Develop, lead, and/or participate in strategic initiatives, generally with partner organizations, that accelerate and advance building decarbonization globally.
- **Thought Leadership.** Monitor future issues and trends and publicize ASHRAE's decarbonization work globally to establish ASHRAE's leadership position, in partnership with Marketing.

# Primary Responsibilities

- ***Collaboration.*** Coordinate joint initiatives, events, and projects with other U.S. and international organizations whose work is complementary to ASHRAE's building decarbonization activities.
- ***Public Advocacy.*** Work with Government Affairs to provide reliable technical information on decarbonization to policymakers, media, and the public.

# Supporting Activities

- These operational activities will be led by one or more relevant councils, committees, or Decarbonization Task Groups (DTGs) across the global ASHRAE organization. The CEBD will take a supporting role in these activities. These activities will be coordinated by ASHRAE staff, with further assistance provided by CEBD members as needed.
  - *Technical Resources*
  - *Technical Review*
  - *Standards Coordination*
  - *Training Development*
  - *Resource Internationalization*
  - *Member Engagement*
  - *Development*

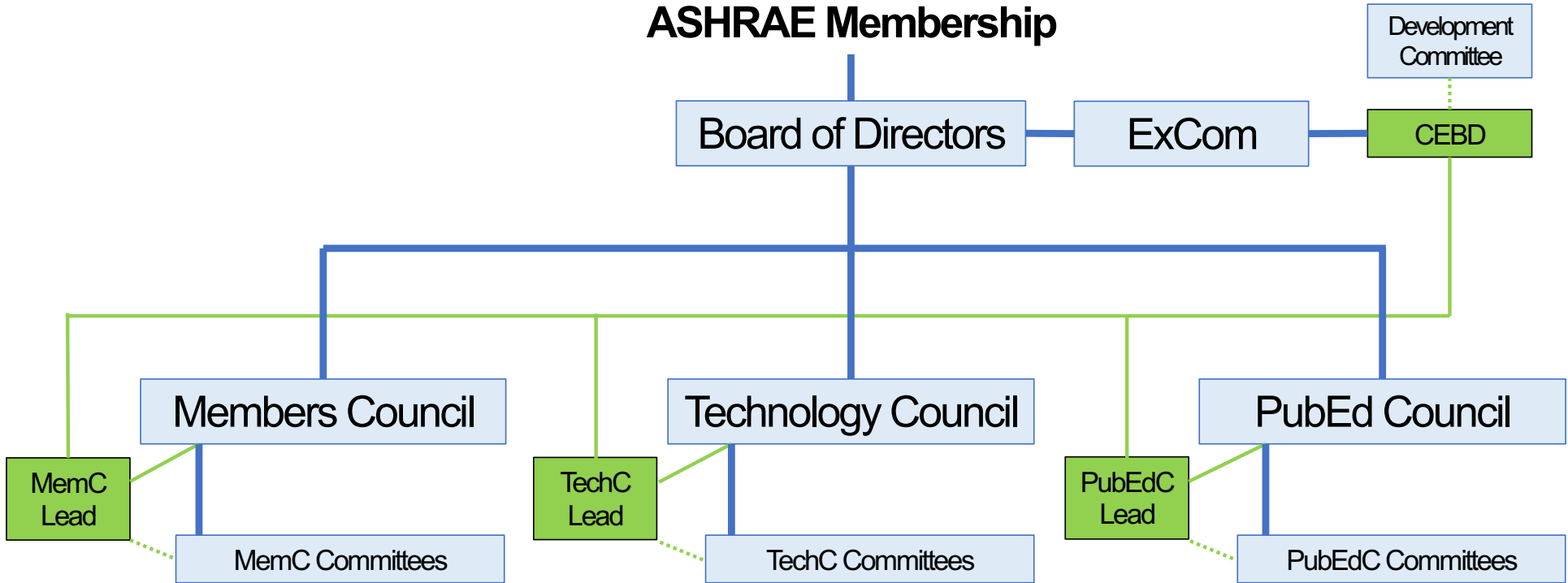


# 2024 ASHRAE WINTER CONFERENCE

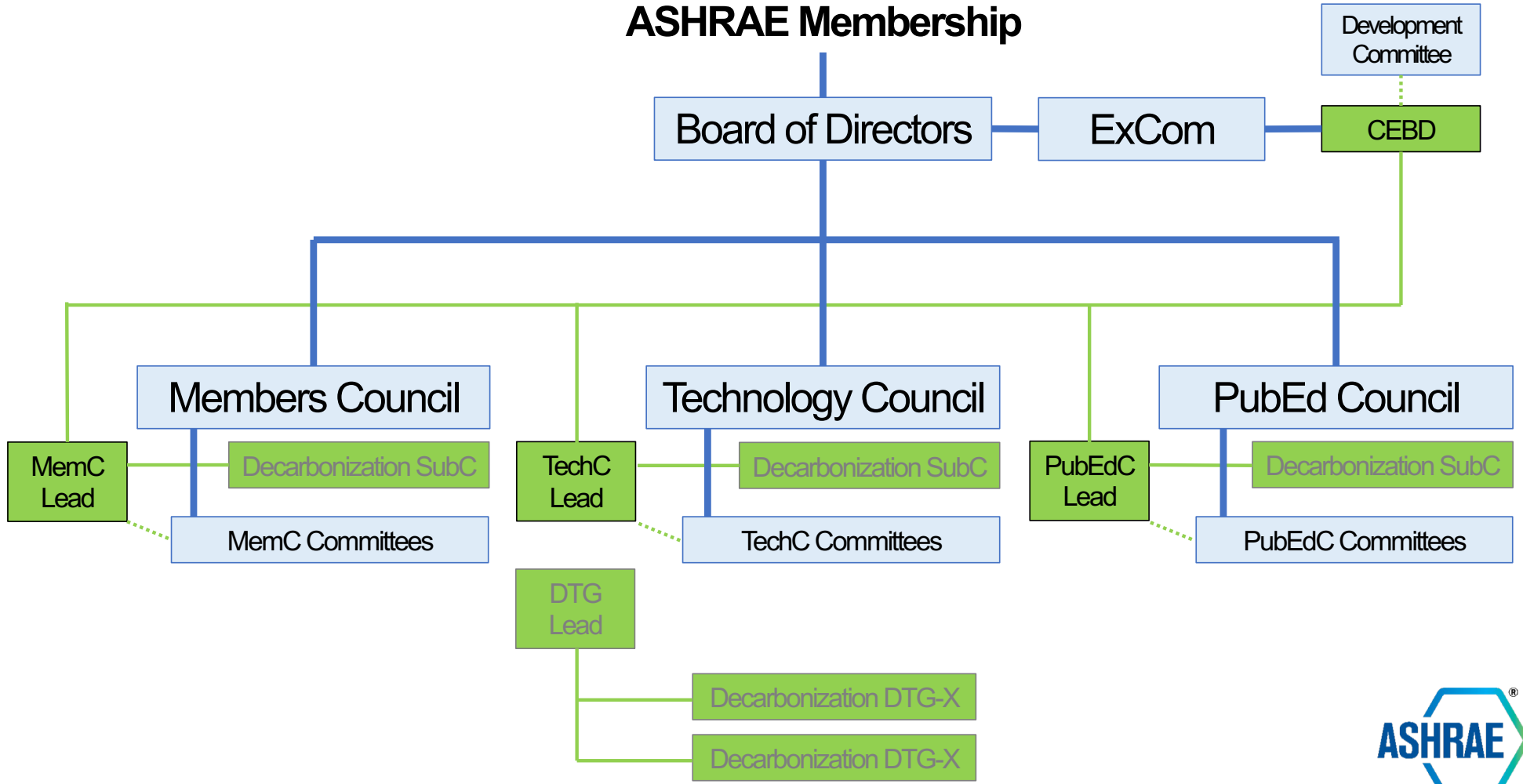
CHICAGO, JAN 20-24 | AHR EXPO, JAN 22-24

***Thanks to Our  
Volunteers and Staff!***

# ASHRAE Membership



# ASHRAE Membership





## Memorandum of Understanding

ASHRAE  
and the

[Name of other organization goes here]

Founded in 1894, ASHRAE's mission statement calls for the advancement of, ~~Atlanta, Georgia~~ advances the arts and sciences of heating ventilating, ~~air-conditioning~~air-conditioning, and refrigeration to serve humanity and promote a sustainable world. ASHRAE, in its desire to best serve humanity by creating a more sustainable, resilient world for all, endeavors to produce a more effective and fruitful exchange of technical information, knowledge and ideas among engineers engaged in the arts and sciences of heating, ventilation, air-conditioning and refrigeration.

[Mission statement of other organization goes here] ~~Founded in~~

ASHRAE and \_\_\_\_\_ agree to support the Memorandum of Understanding to advance and promote the mutual interests of their respective members. We are committed to working together ~~collaboratively toward~~ on the following activities and goals:

### RIGHTS AND RESPONSIBILITIES OF EACH PARTY

**ASHRAE and [name of other organization goes here] acknowledge the following:**

- ASHRAE and [ ] will strive to collaborate and cooperate to advance the arts and sciences of the HVAC&R industry to serve humanity.
- ASHRAE and [ ] will act with honesty, fairness, courtesy, competence, inclusiveness, and respect for others, which exemplify our core values of excellence, commitment, integrity, collaboration, volunteerism, and diversity.
- ASHRAE and [ ] will avoid any real or perceived conflict of interest in its dealings with the Associate Society.
- ASHRAE and [ ] will endeavor to avoid unfair competition with respect to membership recruitment or revenue streams

### **CONSISTENT LEADERSHIP COMMUNICATION**

Recognizing the importance of communication in organizational collaboration, both organizations commit to hold a liaison meeting annually (either in person or via conference call) of designated ASHRAE/[ ]- senior representatives to:



- Ensure ongoing advancement of collaborative projects.
- Keep each respective organization informed of major initiatives.
- Discuss new opportunities for collaboration.

ASHRAE/ \_\_\_\_\_ shall take responsibility for initiating the first annual liaison meeting. Action items with assigned responsibilities shall be recorded at each meeting. The parties responsible for ensuring this MOU is actively pursued through the term of the agreement are:

**For ASHRAE:**

**For \_\_\_\_\_:**

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## CONFERENCES AND MEETINGS

Each organization agrees to provide the other with a meeting invitation and two complimentary VIP registrations to the primary annual meeting.

ASHRAE and \_\_\_\_\_ agree to explore opportunities to provide speakers at the other organization's meetings to help provide updates and perspectives on technologies and trends of mutual interest.

Where mutually beneficial, each organization shall help publicize the other organization's meetings and promote attendance.

ASHRAE may promote, endorse, sponsor and/or collaborate on joint conferences, seminars, forums, and other technical events if it is mutually determined that the collaboration benefits both organizations and the community as a whole.

- If it is mutually determined that ASHRAE should be involved in a joint endeavor, a business case on any particular collaboration project shall be agreed upon and balanced benefits measured. A clear statement of benefits to each organization shall be developed.
- If a local ASHRAE chapter is available, and so inclined, it shall similarly be involved in the joint endeavor and will be held to the same rights, responsibilities, and privileges as ASHRAE Society.
- If it is mutually determined that ASHRAE and/or a local ASHRAE chapter shall be involved in a joint endeavor, a detailed budget must be prepared showing all expected expenses and revenues for the endeavor. A detailed explanation of how the expenses, revenues and

excess are to be divided between ASHRAE, its local chapter and the AASA organization shall be produced.

- If the joint activity is dependent on ASHRAE funding, the funding request shall be submitted to ASHRAE prior to the end of the preceding Society year, so that it may be included in the current year's budget.
- ASHRAE and its chapters shall comply with the requirements for product shows and equipment expositions, as outlined in the Manual of Chapter Operations (MCO) (<https://www.ashrae.org/communities/chapters/ashrae-chapters/manual-for-chapter-operations>).
- \_\_\_\_\_

## **CHAPTER COLLABORATION**

~~ASHRAE and \_\_\_\_\_ agree to coordinate collaborative opportunities with ASHRAE's global network of 181 Chapters.~~

## **ADVOCACY**

Where mutually beneficial and to the extent allowed by laws and corporate policies, ASHRAE and \_\_\_\_\_ agree to work together on common public affairs goals and ideologies. During annual liaison meetings, public affairs strategies will be discussed and common goals identified. Collaborative opportunities to be considered include:

- Joint promotion of codes and standards.
- Promoting mutually beneficial positions during the development and passage of government policy and legislation.
- Education of lawmakers on issues important to the members of each organization.

## **PUBLICATIONS**

Recognizing that electronic and print publications are a primary means of disseminating new technologies, trends and practices, ASHRAE and \_\_\_\_\_ agree to:

- Provide at least one complimentary subscription the primary membership periodical to be received at the headquarters location of the other organization.
- Explore opportunities to jointly produce publications of mutual benefit.
- Cross-market each organization's publications where appropriate and with industry standard distributor discounts.
- Use periodicals to promote the other organization's events, publications and other activities.
- Explore mutually beneficial ways to translate ASHRAE publications into other languages.

## **EDUCATION**

As leading providers of conventional and online educational services and in recognition of the vital role professional development has for our respective audiences, ASHRAE and \_\_\_\_\_ agree to:

- Cross-market educational offerings and the regional, national and international levels.
- Explore opportunities to co-develop new courses or other training programs that take advantage of overlapping and complimentary expertise between ASHRAE and \_\_\_\_\_.
- Discuss ways that certifications programs can be jointly develop or administered.

**TECHNICAL ACTIVITIES COORDINATION**

ASHRAE and \_\_\_\_\_ agree to foster technical cooperation in areas of common interest by:

- Encourage members in each organization to participate on technical committees and task forces.
- Provide opportunities to participate in and comment on proposed standards, guidelines, policies, and position statements developed on technical subjects as they relate to buildings and community developments.
- Establish liaison representatives to key technical initiatives where mutually beneficial to do so.

**RESEARCH**

Recognizing the importance research plays in accelerating the transformation to a more sustainable built environment, ASHRAE and \_\_\_\_\_ agree to:

- Promote research in areas where research results will add to the built environment body of knowledge;
- Disseminate research results quickly, focusing on high-impact findings.
- Identify opportunities for research funding from other sources.

**ADMINISTRATIVE CONTACTS**

The administrative contacts for actions tied to this MOU shall be:

**For ASHRAE:**

Jeff Littleton  
 Executive Vice President  
 ASHRAE  
[180 Technology Parkway](#)  
[Peachtree Corners, GA 30092](#)  
 Tel: 404-636-8400  
 Email: [jlittleton@ashrae.org](mailto:jlittleton@ashrae.org)

**For \_\_\_\_\_:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**TERMINATION**

Either party may terminate this MOU, with or without stated cause, upon providing the other party with thirty (30) days written notice of intent to terminate.

**TERM**

The term of this Memorandum of Understanding shall begin when signed by both parties and shall terminate at the end of ~~three (3)~~two (2) years unless extended at that time by written agreement.

**LEGAL STANDING**

This MOU reflects a commitment by ASHRAE and \_\_\_\_\_ to continue and enhance their working relationship and individual efforts toward achieving mutual objectives described above. It does not create a binding obligation or agreement between the two organizations, and neither organization has an obligation to negotiate toward or enter into a binding written agreement. In addition, this MOU does not create a partnership, joint venture, fiduciary relationship or similar relationship between ASHRAE and \_\_\_\_\_. Furthermore, it is understood that this Memorandum of Understanding is conceived as a dynamic document, meant to change as circumstances and priorities warrant. It may be modified or amended by written agreement between both organizations.

**FOR ASHRAE**

**FOR \_\_\_\_\_**

\_\_\_\_\_  
Printed Name/Title

\_\_\_\_\_  
Printed Name/Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

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Signature

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Signature

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Date

\_\_\_\_\_  
Date

This is the 'Conflict of Interest Policy' regarding nominations and is found in Volume 3 of the Rules of the Board, 2023 edition, page 26. It applies to appointing and electing members to committees and councils.

**3.300.006 CONFLICT OF INTEREST (94-01-26-28/01-01-31-32A/09-06-24-16)**

In appointing and electing members to the Board of Directors, standing committees and councils of the Society, the nominating committee, the President, the Board of ~~Directors~~Directors, and ~~the Board- any~~ subcommittees ~~for nominating that nominate for Society positions~~ shall make every reasonable effort to avoid any and all situations in which there could exist a conflict of interest, including the gain of proprietary advantage, or the appearance or implication thereof. Slates of nominees should strive for a balance of all interests (such as employer, ASHRAE region, industry, and technology). -ROB 1.140.002, ASHRAE's Conflict of Interest Policy, applies to all such nominations and appointments.

This material on Regional and Chapter Expositions is found in Volume 2 of the Rules of the Board

**2.104.18 Regional and Chapter Expositions**

(87-07-02-43/88-06-

29-06) Chapters shall be allowed to sponsor expositions of products, equipment, and systems, subject to the following restrictions:

2.104.021.1

The net display area shall not exceed 10,000 square feet ~~[929 square meters] or 100 exhibitors, whichever is less, feet;~~

~~2.104.021.2~~

~~Individual display areas shall not exceed 100 square feet;~~

~~2.104.021.3~~

~~No organization shall have more than two (2) display areas;~~

2.104.021.4

One (1) display area shall be dedicated to promoting Society publications and membership;

2.104.021.5

A technical seminar of at least three (3) hours' length shall be held in conjunction with this event.

2.104.021.6

A disclaimer which shall be furnished by Society headquarters shall be posted adjacent to the display area and listed in the published material. A signed copy of this disclaimer shall be sent to the Director of Member Services at ASHRAE headquarters.

2.104.021.7

A notice of intent to hold an exposition must be sent through the Regional Chair to the Director of Member Services prior to the exposition.

~~2.104.021.8~~

~~Chapters may not sponsor, co-sponsor, conduct, manage or operate exhibits or expositions during any meeting sponsored by Society or during any AHR show in the United States or Mexico.~~

~~2.104021.9~~

~~ASHRAE Chapters cannot sponsor or endorse per IEC agreement an exposition run by another organization without the written permission from ASHRAE's partners with the AHR Expo~~

~~2.104.021.10~~

~~Requests of exceptions to these restrictions to conduct, manage, operate, sponsor, and/or endorse an exposition may be sent, in writing, to the Director of Member Services for approval by ASHRAE's partners with the AHR Expo.~~