

# 2025-2028 Strategic Plan & Initiatives

## MISSION:

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

## VISION:

A healthy and sustainable built environment for all.



## STRATEGIC GOALS

1

Position ASHRAE as the **global leader** in advanced solutions to improve indoor environmental quality (IEQ) and address climate change.

2

Pursue **impact-focused engagement** by targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources.

3

Increase the **accessibility** of ASHRAE content, resources, and member opportunities.

## OBJECTIVES

- a. Lead the development of widely adopted standards to support indoor environmental quality, decarbonization, and resilience.
- b. Develop alliances and diverse working groups that position ASHRAE to lead and collaborate globally in identifying challenges, defining solutions, and developing approaches to address them.
- c. Develop resources based on member needs and industry trends.

- a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholders.
- b. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environment.
- c. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and vision.
- d. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC&R and built environment workforce.

- a. Identify and address structural, content, and financial barriers to access.
- b. Align communication and delivery methods and formats to enhance accessibility and effectiveness of content, resources, and volunteer opportunities.
- c. Strengthen communication channels with and through chapters and regions to empower contribution to the Society as thought partners in adapting resources to local context and needs.

# Shaping Tomorrow's Global Built Environment Today

## KEY ENABLERS

- **Research:** The value of ASHRAE's resources is grounded in unbiased data, developed through rigorous research methods.
- **AI:** The use of AI enables ASHRAE to improve data collection, automate internal operations, and promote agility.
- **Global Network:** ASHRAE's global network convenes the industry to generate unparalleled knowledge and content.

## STRATEGIC INITIATIVES



### Healthy, Sustainable and Resilient Communities

Providing a healthy, productive and resilient indoor environment, while minimizing greenhouse gas emissions, is critical to today's built environment. Further, global stakeholders' leveraging of ASHRAE's standards and technical resources presents an opportunity for ASHRAE to solidify global leadership in supporting healthy, sustainable and resilient communities. ASHRAE prioritizes timely identification of industry trends, expedient content development, and forges key partnerships to advocate and collaborate with industry.



### Empowered Workforce

The development of a skilled, competent, and solutions-oriented workforce is critical to addressing the challenges facing the built environment and the HVAC&R industry, today and in the future. ASHRAE continues to provide educational and professional development resources. Our members and industry partners need these tools to implement key initiatives such as decarbonization, resiliency, and indoor environmental quality goals and policies. ASHRAE, with the support of our chapters and regions, partners with key industry stakeholders in tackling the unique workforce challenges facing the industry globally.



### Organizational Agility

ASHRAE's ability to serve communities, the industry, the current and future workforce, and provide value to its volunteer members, is dependent on forward-looking products, services, and solutions. ASHRAE will use emerging technologies to support the development of resources and knowledge flow between ASHRAE's chapters, regions, technical bodies, and the industry, harnessing organizational and operational efficiencies.



### Emerging Technologies

In today's rapidly evolving landscape, emerging technologies are revolutionizing the built environment and HVAC&R industry, expanding numerous career opportunities. By combining technological advancements such as AI with human creativity, both seasoned professionals and new talent can collaborate to drive industry-wide progress. Advanced automation and AI-enabled systems propel energy efficiency and smart buildings, enhance comfort and IEQ, improve operations and maintenance, and deliver holistic and sustainable solutions for industry professionals. ASHRAE engages in a thoughtful process to evaluate and prioritize opportunities to leverage new technologies.

## OUTCOMES

- ASHRAE's member and volunteer base maximizes the organization's reach, foresight, leadership position, and organizational knowledge.
- A broad group of stakeholders leverage ASHRAE's resources to make decisions and meet objectives that positively affect the environment.
- A viable, thriving industry makes a positive global impact.