



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Friday, June 21, 2024
1:00PM – 4:00PM
INDIANAPOLIS, INDIANA**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the October 3, 2024 meeting.

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June 21, 2024

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PRINCIPAL APPROVED MOTIONS
 Planning Committee Meeting
June 21, 2024

No. – Pg.	Motion
1-2	The minutes for the June 11, 2024 meeting of the Planning Committee be approved as presented.

ACTION ITEMS
 Planning Committee Meeting
June 21, 2024

No. – Pg.	Responsibility	Summary
1	Smith/ Sepulveda	Provide an update regarding automation/use of an online mechanism for collection of Council and Committee MBOs with staff assistance. <i>(Carryover from June 11th meeting)</i>
2	Patton	Discuss reformatting suggestions of the Membership Survey with MP as noted during the 2024 Winter Conference PLC meeting and other survey items of note. Determine if there is another method for distributing the survey. <i>(Carryover from June 11th meeting)</i>
3	Schultz	Create a short list of strategic recommendations from YEA and SA and provide an update at the next PLC meeting. <i>(Carryover from June 11th meeting)</i>

MINUTES
Planning Committee Meeting
June 21, 2024
1:00PM – 4:00PM ET

MEMBERS PRESENT:

Steph Kunkel, Chair
Trent Hunt, Vice Chair
Devin Abellon
Doug Cochrane
Rupesh Iyengar
Billy Austin
Michael Patton
Madison Schultz
Andres Sepulveda
Chad Smith
Jonathan Smith
Mahroo Eftekhari
Dunstan Macauley
Corey Metzger
Mick Schwedler
Chandra Sekhar
Buzz Wright
Wade Conlan, CO

GUESTS:

Kellie Huff
Samir Traboulsi
Sherry Abbott-Adkins
Bassel Anbari
Carrie Brown
Steve Sill
Jim Arnold
David Yashar
Genevieve Lussier
Julia Timberman
Pat Marks
Carrie Brown
Rob Craddock
Robert Romeo
Joe Sanders
Alexander Armstrong
Bria Poe

Mohammed Murtaza
Sarah Maston
Mohamed Faizal
Jacob Saxinger
Susanna Hanson
John Constantidine
Richie Mittal
Scott Peach
Bryan Holcomb
Ron Gagnon
Ginger Scoggins
Patrick Ryan
Kellie Huff
Ken Fulk
Kishor Khankari
Dennis Knight
Eileen Jensen
Cheng Wee Leong

Mark Tome
Chee Huan Leow
Charles Bertuch
Jeanette Hay
Tiffany Abruzzo
Art Giesler
Bill McQuade
Dan Russell
Julia Riordan
Megan Cruz

STAFF PRESENT:

Jeff Littleton, Executive Vice President
Vanita Gupta, Staff Director, Marketing
Stephanie Reiniche, Staff Director, Technology
Lizzy Seymour, Staff Director, Membership
Mark Owen, Staff Director, Publications
Kirstin Pilot, Staff Director, Development
Craig Wright, Staff Director, Finance
Candace Denton, Sr. Manager - Board Services
Chandrias Jolly, Manager - Board Services

CALL TO ORDER

Ms. Kunkel called the meeting to order at 1:07 p.m. on June 24, 2024.

ASHRAE VALUE STATEMENT

Ms. Kunkel read the value statement.

ROLL CALL

Roll call was done. Members and staff were in attendance as listed above. A quorum was present.

Ms. Kunkel acknowledged the presence of incoming and outgoing BOD members and thanked them for adjusting their schedules to attend.

REVIEW OF AGENDA

The agenda was reviewed. Item 'ASHRAE Leadership Presentation' was moved after item 'Draft 2025-2028 Strategic Plan Presentation'.

APPROVAL OF MINUTES

Mr. Patton moved and Mr. Smith (Jonathan) seconded that,

(1) The minutes for the June 11, 2024 meeting of the Planning Committee be approved as presented.

MOTION 1 PASSED (Unanimous Voice Vote, CNV)

DRAFT 2025-2028 STRATEGIC PLAN PRESENTATION

Before presentation of the draft strategic plan, Ms. Kunkel provided several ground rules that were intended to help facilitate discussion while the draft version of the plan was being reviewed. She shared that at a minimum, the meeting should be used to obtain feedback from the BOD as the presentation was sent for review prior to the meeting.

Ms. Cruz, McKinley representative, began the presentation as noted in **ATTACHMENT A** and shared that no content has changed since being sent to the BOD. Content such as the goals and initiatives were however, expounded upon based on earlier feedback received from the BOD. She noted there will be some parallel processes throughout the year. Looking to get the high-level strategic goals approved. Will then refine objectives and move into work with council and committee leadership to craft initiatives for future society work.

Ms. Cruz noted common key terms that will be used throughout the presentation of the plan. Will be spending most of the meeting time on strategic goals and objectives. Noted that the objectives are statements of intent. Outcomes define success and what that success should look like.

Ms. Riordan, additional attending McKinley representative, reminded the committee of generative and strategic discussions with the BOD in March. Continued reiteration with PLC, the BOD, and committee and council leadership of initial findings. Findings include the following as conveyed by ASHRAE stakeholders:

- ASHRAE operates from a place of strength.
- Members value ASHRAE's agility.
- ASHRAE has a strong global presence.

Takeaways from the strategic planning retreat were also noted and compared with the foreseeable current and future state of the organization.

Ms. Cruz shared with the committee that as the presentation continues, the two areas to keep in mind are 'volunteer and meaningful member engagement'. There is not a single goal surrounding this but only objectives that speak to this.

Ms. Cruz proceeded to speak to Strategic goal 1 and its objectives as noted below:

Goal 1

Increase the accessibility of ASHRAE content and resources.

Goal 1 Objectives

- a. Remove structural and content-related barriers to access.
- b. 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.

Below are additional highlights from the presentation and the discussion of proposed goals and objectives as both happened simultaneously to garner the most feedback from attendees:

(Ms. Cruz) The goal as displayed on screen is about relevancy of resources and finding them. The goal references local, non-local, and international levels. The goal entails being able to find the data to make informed decisions. All of this is wrapped into the accessibility space. Also addresses content related barriers and what channels content is delivered.

(General comment) Goals seem like ideals. Don't see goals that would be presented over the long term.

(Ms. Cruz) It's going to be important to put metrics to this. The outcome that we have drawn a line to is to have a stronger volunteer base. If we are doing the right thing by increasing accessibility, the outcome will be to have a stronger volunteer workforce. The second objective addresses this as well. Objectives will help to drive initiatives. We will be looking to determine how objectives are affecting the outcomes the organization is driving towards.

(Mr. Peach) Where are we failing? Where are the barriers specifically and the things we should be doing better? There is a feeling that we are not there yet based on certain objectives. There are some items in terms of goals and objectives that some can say we have already accomplished.

(Ms. Cruz) Once we can agree this feels like the right direction and the outcomes appear succinct, we can start to have direction on what that means and what success looks like amongst councils and committees. Before taking action on the plan, all outlined metrics will need to be in place.

Hearing from the audience that we could potentially say this looks good, but until there are some numbers behind it to know what the volunteers are being held to, we are unable to measure traction. Goals should be measurable, challenging, and achievable. Have not gotten to setting metrics yet.

This is one where there was a lot of debate about whether it should be its own goal. Had a lot of discussions. Determined that having this as an area of focus was the right thing to call out. Point taken regarding verbiage.

(Mr. Littleton) Strategic goal 1 conjures thoughts about new membership models or new ways for members to get access to our data. Also brings up the issue of local generation of content. This can be challenging as we also want a system of checks and balances. Also opens conversation of cost structure to allow access from broader audiences.

(Ms. Kunkel) During past brainstorming meetings this was discussed. Some textbooks are just too thick. How can we make it easier to find this data? Maybe we can use non-technical language. Needs to be made simpler for our workforce to understand.

(Mr. Littleton) How do we use AI as an inquiry tool to work for ASHRAE members?

(Ms. Cruz) You will not see AI called out in the plan as a goal. This was another discussion and was explored as a solution to achieve certain goals not to be confined to accessibility. We attempted to focus on how AI is interwoven into all of the objectives and outcomes of the plan.

(Mr. Anbari) The way strategic goal 1 is written sounds like we have barriers. Maybe we need to change the wording.

(Ms. Cruz) It's a step beyond removing the barriers which will require ASHRAE to be more proactive.

(Mr. Constantinide) Saying barriers will be removed sounds fine but how can access be gained? There are many financial barriers. Other economies may not be optimal in working with our currency. Perhaps looking at financial and investment opportunities would help to evolve the organization to become more successful.

(Mr. Littleton) We rely on our chapters for so much. This is where ASHRAE happens. Anything we can do to build up the chapters is helpful. This can take many forms. Chapter support is the foundation of our society. This is a key objective for me.

(Mr. Khankari) Does this include non-technical people? Are we trying to remove the barriers for them also?

(Ms. Cruz) We would need to define how far this reach should go. This gets into the goal of impact focused engagement.

(Mr. Austin) There is an opportunity here for a more centralized model or we could provide more support to chapters and decentralize. Should we do both? We need to figure out which way we are going; supporting local or going more to central.

(Ms. Cruz) This is contemplated in objective B. Whichever model feels the most effective is what we should invest determined time and resources in. ASHRAE shouldn't operate in a vacuum if the goal is full community engagement including engagement of the chapters.

Goal number 2 and its objectives were reviewed as noted below:

Goal 2

Pursue impact-focused engagement - targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's standards and guidelines.

Goal 2 Objectives

- a. Tailor and target engagement and resources to high-impact audiences (Government, technicians, students, young engineers, contractors).
- b. Provide guidance to targeted audience on impactful ways to maximize the positive downstream effect of their engagement on the built environment.
- c. Empower young engineers in their journey to maximize industry impact in support of ASHRAE's mission and vision.
- d. Pursue partnerships that will further amplify the impact of ASHRAE's strategy.

(Ms. Cruz) Discussion surrounding the audience happened at the strategic planning session. Young engineers are called out in this goal and its objectives. It was expressed during the session that targeting this community is the best way to maximize influence. Partnerships are called out in a couple of places in the plan.

(Mr. Traboulsi) This goal and its objectives address partnerships and influence. Certain geographical areas don't have the power to engage the industry in such a way.

(Ms. Cruz) Does this goal still feel too narrow?

(Mr. Traboulsi) Yes.

(Mr. Schwedler) We are only looking at standards and guidelines. This needs to be a lot broader. With the CEED starting, this may be more restrictive.

(Mr. Bertuch) In terms of partnerships, college education can go into a lot of different fields. Not a lot goes into our industry. Can we talk about improving higher education programs or partnering with colleges to have a greater impact?

(Ms. Cruz) This will look different than engaging a young engineer who is already in the field. Focus and engagement of the young engineer needs to be tailored to the audience as it will look different from one group to the other.

(Mr. Giesler) We need to be more inclusive. We need all involved. The objectives in goal 2 that focus on the young engineer solely should be revised to include multiple groups.

(Mr. Craddock) Focus should be more than engineers for the target audience. Need to remove the word 'young'.

(Mr. Constantinide) We should include owners and owner representatives as well. Would cater to a more government focused crowd that may benefit more from ASHRAE standards being used. Not looking to compete with building owner associations but to include them would add value to ASHRAE membership.

(Mr. Knight) Struggling with the goal as presented. Are we talking about how we impact stakeholders or the tools and capabilities regarding how to impact them?

(Ms. Cruz) We are looking to provide resources and gauge the groups that can make the greatest impact as well as to help others to understand and use resources. Not looking to exclude anyone, but, who should be at the top of the list? This is going to warrant some work by a committee to start to draw the circles. There are a lot of thoughts on it. Who belongs in the central area of engagement so that no one is excluded?

(Mr. Rakheja) The term workforce is more global. Companies are global. ASHRAE standards are global and help to speak a common language and that's how the workforce gets integrated. Need to add the word 'global' and it needs to come out in the objective.

(Mr. Leong) Government is single. Need to note multiple governments.

(Ms. Cruz) Will update.

(General comment) There is a disconnect with objective 2. The word engineers should be replaced with 'professionals.' Objective A talks about audiences and others talk about stakeholders.

(Ms. Cruz) The outcome is for the broader group to be empowered.

(Mr. Littleton) This is a good question for the BOD. We can name others that we would like to serve but our resources are finite. If we try to do everything, we won't be able to do it all well. Our core audience is MEP design engineering firms. Can't go too far or we dilute ourselves where we don't have impact. Can imagine where we focus on developing publications for contractors but that means we must spend less resources doing other things for other groups. Target audience and who we expect to serve is a good question.

(Ms. Hanson) At the chapter level, when recruiting members, some noted they didn't feel welcome as it appeared ASHRAE's target audience was different than their industry profession. We could just reach out to people that are doing engineering level work who could benefit from ASHRAE. We don't have to focus on them alone.

(Ms. Scoggins) When travelling as president, it was easy to determine that consulting engineers don't come to ASHRAE chapter meetings. This means you will lose vendors and the audiences tied to them. There needs to be a greater focus on our core audience. Chapters are having trouble finding leadership and almost every region has chapters that can't fill positions. We are not at the point where we can even get consulting engineers to join. How can we get these groups more engaged? Chapters also don't know what we are doing at this level as it is not being communicated down.

(Ms. Cruz) This illustrates how chapters are considered through goals 1 and 2.

Strategic goal 3 and its objectives were noted as below:

Goal 3

Foster agility in industry responsiveness and content production and delivery.

Goal 3 Objectives

- a. Identify and implement efficiencies in process and structure that increase speed to market for products and research.
- b. Increase alignment and information flow between chapters, technical bodies, and the society.

(Mr. Austin) Does not like how it is worded. 'Fostering' not the best word.

(Ms. Underwood) Outcome paragraph 2 should be reframed more positively. Noted below:

A broad group of stakeholders are empowered to lead efforts that positively affect the environment: informed construction decision-making and decarbonization objectives are achieved through application of ASHRAE's standards, technical guidelines, research, and implementation guidance.

(Ms. Kunkel) When discussed amongst PLC, there was little enthusiasm with this goal as it could be tied into other objectives.

(Mr. Constantinide) Would not take away but maybe we could weave the agility concept into the other goals?

(Ms. Cruz) This does support the other goals. The feeling was that in order for it to be in service to all of the objectives, there does need to be a specific focus on this.

(Ms. Hanson) Having agility as a sperate goal as displayed brings it to the forefront. If integrated into the other goals, it could get lost.

(Ms. Scoggins) The wording under the objectives and outcomes is repetitive and is simply the same wording from other goals. The objectives seem to be saying the same things in different ways.

(Ms. Cruz) This was done intentionally as the outcomes are universal.

(Mr. Khankari) This is important. From a business development point of view, there are opportunities on the rise and one of them is internal communication.

(Mr. Ellis) Speed and agility are important. Like if there were only 3 goals. Would be in favor of trying to remove one to infuse into the others.

(Mr. Austin) In order to become more agile, you have to lose weight. Can't be all things to all people. Need to determine who our core audience is. We should become more agile by adding and not subtracting.

(Ms. Cruz) We will need to define audiences.

(Mr. Metzger) Our greatest successes have been things that have not been done at the speed of ASHRAE. We should keep this as a standout item.

(Mr. Littleton) Standard 241 had success getting something done quickly. In some ways, speed to market can drive revenue which allows the BOD to choose to do other things. We should be more purposeful about a product development pipeline. Are we only going to do topical conferences and standards, or are there other opportunities? Can we be more purposeful about our product pipeline?

(Ms. Eftekhari) We should keep as an objective. Not about the speed but predicting what is happening next, not just to be reactive.

(Mr. Ellis) We should be quick but not in a hurry. Speed has been used a lot when talking about agility.

Strategic goal 4 and its objectives were noted as below:

Goal 4

Position ASHRAE's industry leadership in advancing solutions to address the impact of climate change on the built environment.

Goal 4 Objectives

- a. Lead the development of a widely adopted standards to support resilience (including IEQ and decarbonization)
- b. Develop alliances and diverse workgroups that position ASHRAE to lead, on a global scale, in identifying trends and charting the course to address them
- c. Develop resources based on foresight and identification of trends

(Ms. Cruz) McKinley has been working to develop insight to determine what ASHRAE should focus on and how this can be used to move quickly. Goals 3 and 4 work together.

(Ms. Underwood) This goal should go in both directions. The built environment should be impacting climate change and climate change should be impacting the built environment.

(Mr. Marks) Wondering if we are being too specific by putting climate change in the goal. We are putting IAQ into the objectives. In the outcomes, we note the viability of member companies in the industry. Would it read better if it only addressed the industry?

(Ms. Cruz) We can broaden.

(Mr. Constantinide) The outcomes position ASHRAE to address the goal. Goal 4 is more of an objective.

(Ms. Cruz) I can see industry leadership being an outcome.

(Mr. Rakheja) Likes strategic goal 4. Gives a clear direction as we look at industry leadership. This is what a clear goal is about. The previous goal could be integrated here. We need to be more agile to address climate change.

(Mr. Khankari) We need to understand global leadership. ASHRAE is a global organization. In many countries and with policy makers, they need to understand the value of ASHRAE. Should incorporate the word 'global' into the goals. We have to be careful in picking our partners with the strategic goal of expanding our business and leadership in the world.

(Ms. Cruz) This addresses how partners attribute to global partnership.

(Mr. Peach) The last goal in the current strategic plan is identical to goal 4 for the 2025-28 plan. We need to do more about accessibility. We also need to talk about AI. Members may perceive the absence of AI as ASHRAE not knowing what is going on in the world.

(Ms. Cruz) We discussed this as well to consider how it can be applied across the current goals and objectives.

(Mr. Ellis) In comparing the 1st and 3rd objective, the 1st seems to be laser focused. Is the 3rd objectives intent to focus on other things we can develop?

(Ms. Cruz) The support of resilience is what we were looking to call out here. The 3rd objective is not a catch all but a conscious mindset to guide what is over the horizon.

(Mr. McQuade) May not want to have climate change in the goal. Should move to the objectives. The term climate change is a red flag for some. The change in future administration should also be considered.

(Ms. Scoggins) The change in administration doesn't halt climate change. In travelling the world and talking about climate change, the most push back has been received from North American audiences. The rest of the world is clued in, North America is not. I know it's a hot button, but we have been attacking this head on this year. Why should we back up from that?

(Mr. Schwedler) This seems like a passive goal. Maybe it should be changed?

(Ms. Cruz) This might be getting away from the original intent of the goal. We were looking to focus on industry.

(Mr. Metzger) It's important that we put IEQ and other items at the same level as maintaining a healthy built environment. We are missing something if we don't have this on the top line.

(Mr. Traboulsi) We have not mentioned the future. We should be able to come back and say, yes, we have done this.

(Ms. Cruz) Some dates in the timeline will be built into metrics for success. Thanked everyone for their comments.

Ms. Riordan reviewed high level research and trend data on AI in the association space. AI will be an emerging technology that will have a great impact on business models and industry. Noted three distinct AI uses that have been seen in associations.

Ms. Cruz noted opportunities for AI to support strategic priorities. AI could help achieve accessibility. Would be happy to involve new AI MTG in ongoing strategic discussions regarding AI.

Next steps will be to continue review of the goals as they continue to be refined. There will be ongoing discussions to tee-up council leadership for work that will begin regarding high level initiatives. Need to be grounded in what is here before moving forward.

Ms. Kunkel thanked everyone for attending and sharing thoughts and ideas. Really helpful as we work toward getting the contents of the plan narrowed down for final presentation.

ASHRAE LEADERSHIP PRESENTATION

Mr. Conlan gave the presentation to the committee. Below is a summary:

The new value statement to be read at the beginning of meetings in place of the previous code of ethics statement was mentioned.

The 2024-25 BOD to be inducted at the annual meeting was mentioned.

Current government affairs activities were noted. Special attention was brought to the incoming PEs involvement in current government affairs activities.

An update regarding 2023-24 Research Promotion campaign efforts and results were provided.

Noted that the Task Force for Building Decarbonization (TFBD) is now the Center of Excellence for Building Decarbonization (CEBD). There will be some new decarbonization training items coming from this group.

The committee was notified of topical conferences to take place in 2024-25.

New Region XV and its DRC were noted.

Shared that the 2024-25 ASHRAE President will be sharing the presidential message at Monday's President's Lunch.

OLD BUSINESS

PLC MOP (Next Steps)

Ms. Kunkel shared that as the MOP was approved at the last meeting, it will now need to be approved by SRC to be considered final. The MOP will be on SRCs agenda for consideration of approval at their Tuesday meeting.

2023-24 MBOs

Ms. Kunkel reported that thanks to the hard work of the committee, all MBOs for the society year are complete. She also updated the committee on a potential additional action item to be added at the incoming chair’s discretion, regarding MBOs. Shared that she received feedback from several groups that there is confusion regarding how to complete an MBO spreadsheet. Suggested that a training or “how-to” could be created to address this in the new society year.

RECOGNITION OF OUTGOING MEMBERS

Ms. Kunkel recognized the following outgoing members of the committee:

- Devin Abellon
- Doug Cochrane
- Jonathan Smith
- Mahroo Eftekhari
- Corey Metzger
- Heather Schopplein
- Wade Conlan, CO

She thanked everyone for their service and shared that a lot was done this year due to the tireless efforts of the committees’ members.

CHANGE OF CHAIR

The meeting was turned over to Mr. Hunt. Mr. Hunt thanked Ms. Kunkel for her service and for her exemplary leadership during the beginning stages of development of the 2025-28 strategic plan. He presented her with a “Thank You” gift in the form of a golden hammer to signify her impactful leadership.

Mr. Hunt reviewed subcommittee assignments and MBOs for the 2024-25 committee as noted in **ATTACHMENT B**.

FUTURE MEETINGS

Mr. Hunt shared that he would work with staff to schedule future meetings of the full committee as work regarding the strategic plan continues to be ongoing.



ADJOURN

The meeting was adjourned at 3:32 p.m.

Respectfully submitted,

Trent Hunt

Trent Hunt

Attachments: A. ASHRAE Strategic Planning - Presentation of the Draft Strategic Plan (2025-28)
 B. 2024-25 PLC MBOs & Assignments  

ASHRAE Strategic Planning

Presentation of the Draft Strategic Plan

June 21, 2024

Agenda

- **Project Progress**
- **Present Draft Strategic Plan**
- **Group Discussion**
- **Project Next Steps**

Desired Objectives

- Review the draft of ASHRAE's strategic plan.
- Provide opportunities for Board feedback on draft strategic plan.
- Review project next steps to support implementation and operationalization of the plan.

Project Phases



Work and Development To Date

How did we get here?

- Member and stakeholder research
- Board generative and strategic discussions
- Strategic plan subcommittee and Council leadership workshop

Key Research Findings

- ASHRAE is operating from a place of strength. Members find ASHRAE's standards and technical guidelines to be highly valuable.
- Organizational streamlining is required to increase resource accessibility, member engagement, agility, and speed to market.
- Members want to see ASHRAE increase its agility to contend with industry trends and challenges. Members found ASHRAE to be particularly effective during periods of mobilization, such as Covid-19.
- ASHRAE's global presence is a strength *and* area of opportunity.

Key Takeaways from Strategic Planning Retreat

- There is opportunity for ASHRAE to improve the accessibility of, and engagement with, its resources – by members, chapters, and diverse audiences.
- There are numerous industry trends that will undoubtedly shape the future of the industry and ASHRAE, including decarbonization, climate change, workforce, advances in the built environment, and AI.
- ASHRAE is perceived as being “slow” and “complex”, which has resulted in missed opportunities for the organization.
- ASHRAE needs to be nimble and agile in response to industry trends, to maintain its positioning as a valued resource for technical guidance.
- Strategic planning is an opportunity for ASHRAE to refine and focus its strategy and define its spot of value in the industry.

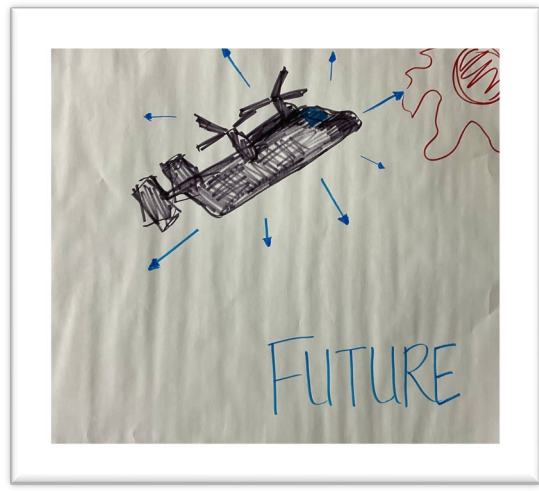
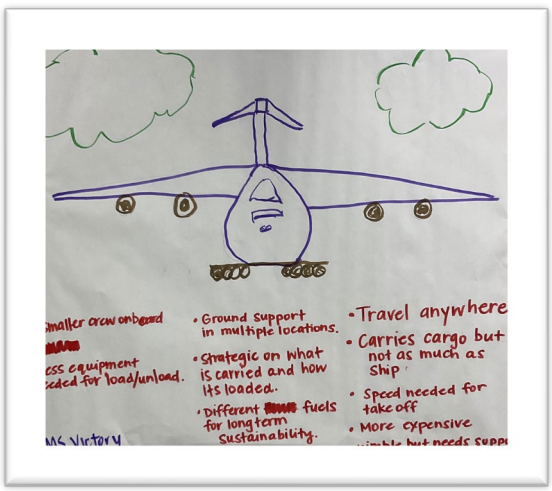
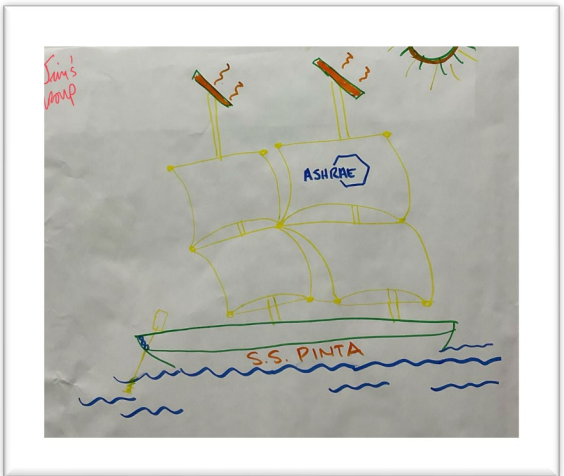
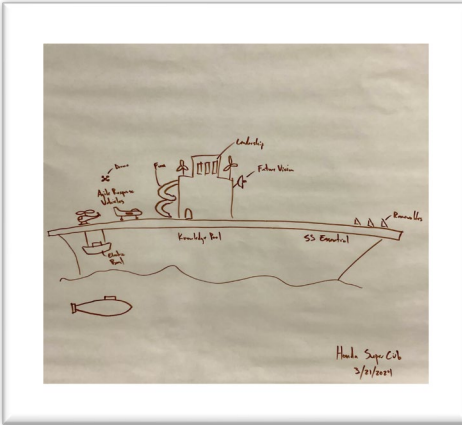
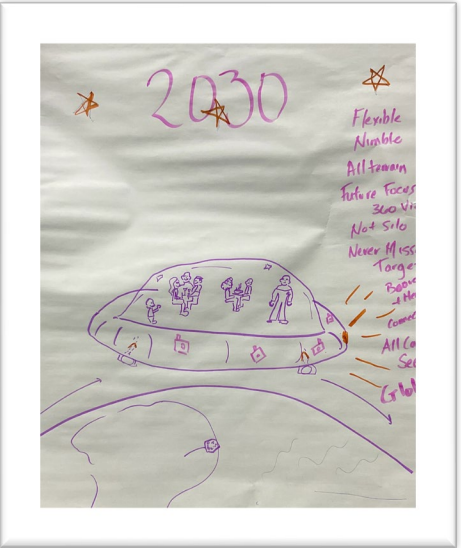
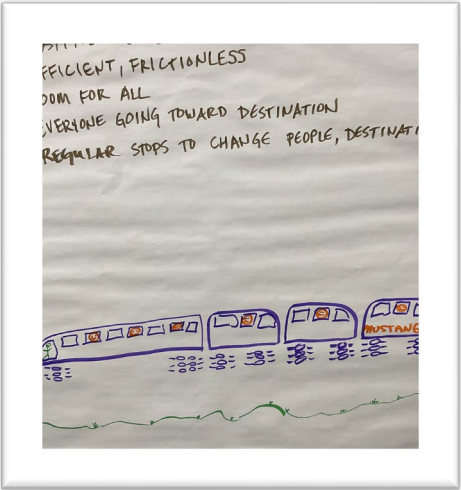
Additional Insights from the Strategic Planning Subcommittee

McKinley met with the Strategic Plan Subcommittee and Incoming Council Leadership on May 15th, to receive preliminary feedback on emerging areas of opportunity for ASHRAE.

- In developing the next strategic plan, ASHRAE should...
 - Ensure that ASHRAE remains focused on the future (AI, emerging technologies)
 - Support a strong volunteer culture
 - Prioritize meaningful member engagement
 - Intentionally and consistently measure strategic initiatives and goals

ASHRAE'S Envisioned Future

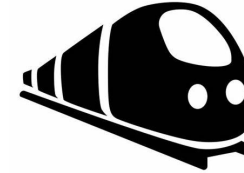
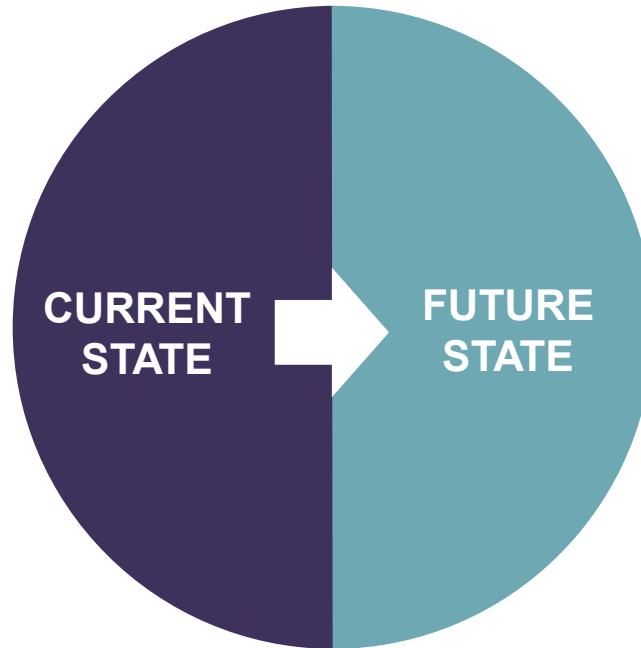
What the ASHRAE of 2030 Looks Like...



Current State vs Envisioned Future State



The ASHRAE of today was described as resilient and dependable. At the same time, the association is perceived to be supporting unsustainable levels of commitments and complexity, resulting in an organization that is slow, with limited agility or ability to focus on the future.



The ASHRAE of 2030 is agile, high-tech, focused, and sustainable. ASHRAE is collaborative and versatile.

Strategic Plan Draft

Mission



What you do and for whom

Strategic Goals



Enduring themes or focus areas that drive ASHRAE towards its mission

Objectives



Action-oriented statements of intent that support the strategic priorities; specific accomplishments to pursue over the plan horizon.

Outcomes



What ASHRAE aspires to achieve through the plan — impact on association, members, industry

STRATEGIC INITIATIVES (to come later): Time-bound projects, programs, and activities that are developed, funded, and monitored to meet performance targets.



MISSION STATEMENT | 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.

ORGANIZATIONAL VALUES | Collaboration, Commitment, Diversity, Excellence, Integrity, Volunteerism

2025 – 2028 Strategic Goals

Objectives

<p>1. Increase the accessibility of ASHRAE content and resources</p>	<ul style="list-style-type: none"> a. Remove structural and content-related barriers to access b. 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
<p>2. Pursue impact-focused engagement - targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's standards and guidelines.</p>	<ul style="list-style-type: none"> a. Tailor and target engagement and resources to high-impact audiences (Government, technicians, students, young engineers, contractors) b. Provide guidance to targeted audience on impactful ways to maximize the positive downstream effect of their engagement on the built environment c. Empower young engineers in their journey to maximize industry impact in support of ASHRAE's mission and vision d. Pursue partnerships that will further amplify the impact of ASHRAE's strategy
<p>3. Foster agility in industry responsiveness and content production and delivery</p>	<ul style="list-style-type: none"> a. Identify and implement efficiencies in process and structure that increase speed to market for products and research b. Increase alignment and information flow between chapters, technical bodies, and the society
<p>4. Position ASHRAE's industry leadership in advancing solutions to address the impact of climate change on the built environment</p>	<ul style="list-style-type: none"> a. Lead the development of a widely adopted standards to support resilience (including IEQ and decarbonization) b. Develop alliances and diverse workgroups that position ASHRAE to lead, on a global scale, in identifying trends and charting the course to address them c. Develop resources based on foresight and identification of trends

Outcomes

ASHRAE's stronger, engaged, more diverse member and volunteer base maximizes the organization's reach, influence, foresight, leadership position, capacity, and organizational knowledge.

A broad group of stakeholders are empowered to lead efforts that positively affect the environment: informed decision-making and resilience objectives are achieved through application of ASHRAE's standards, technical guidelines, research, and implementation guidance.

ASHRAE's partnership with and influence of governmental agencies and industry partners results in policy change that maintains the viability of member companies and the industry.

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What About AI?

AI & ASHRAE's Strategic Plan

- Association research has shown:
 - Associations are increasingly prioritizing AI and making needed investments to understand how AI will transform their respective field or industry.
 - An ASAE AIC survey of nearly 450 association executives found that less than 25% of associations have AI solutions underway.
 - Associations should consider embracing AI to support operational efficiency as well as seek to understand the growing role of AI in their field or industry.
- There are multiple opportunities for AI to support ASHRAE's work and priorities. For example:
 - AI may present opportunities to find operational efficiencies that can free up capacity for ASHRAE staff and volunteers.
 - AI tools may be a way to remove accessibility barriers to content and resources (for example, translating and summarizing content)
 - There may also be an opportunity, in the spirit of industry leadership, to support members by assessing the potential impact of AI on HVAC, the work of engineers, and determining how ASHRAE can help the industry leverage AI.
- As a first step, undertaking an AI opportunity assessment with respect to accessibility may be a natural entry point to integration of AI and a commitment to supporting ASHRAE's capabilities and those of its stakeholders through technology.

How are Associations Utilizing AI Today?

Answer: Generally for drafting and ideation at a basic level

Common & Basic Use Cases

- 1 Ideation
- 2 Checking/Rewriting Copy
- 3 Creating Headlines
- 4 Outlines/Drafts/Letters
- 5 Notetaking

Advanced Use Cases


- 6 Recommendation Systems
- 7 CX, Navigation, e-payment
- 8 Fraud Detection/Phishing
- 9 Marketing Automation
- 10 Debugging Software

Avenues and Interfaces


- 11 Chatbots & Website
- 12 HubSpot
- 13 ChatGPT and general software (e.g., Dall-e)

Potential Impact of AI on HVAC

Potential Artificial Intelligence Consumption Impact

 **Score: 2.2**
Greater automation of processes, supply chain optimization, on-demand production.

Manufacturing

 **Score: 2.2**
More efficient and consistent renewable energy supply, optimized power management.

Energy

Artificial Intelligence Mid Term (3-7 yrs) Adoption Maturity by Sector



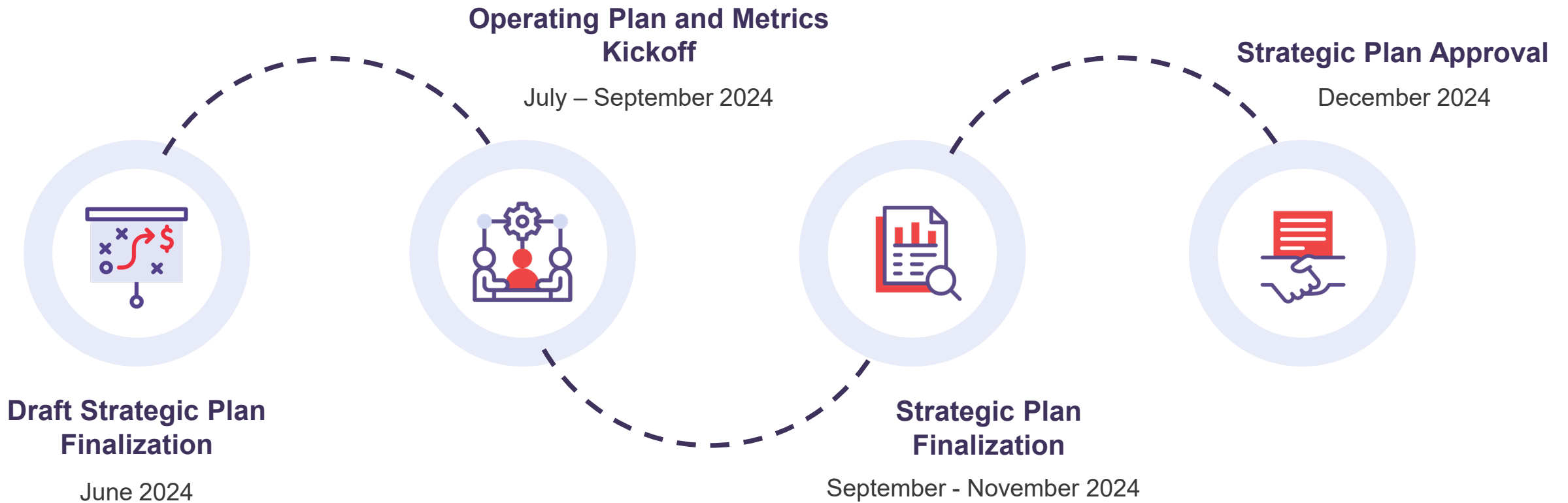
Possible use cases include Smart Metering, more efficient grid operation and storage, more efficient and consistent renewable energy power supply, improved prediction and optimization of wind power.

Draft Strategic Plan

Discussion Questions

- Do the goals, objectives, and outcomes resonate?
- Do they represent where ASHRAE wants to be (outcomes) and ASHRAE's greatest opportunities for impact (goals and objectives)?
- What's missing from this plan?

Next Steps



Thank you!

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Appendix

Current State Summary

ASHRAE performed above the benchmark for professional associations.

KPI	ASHRAE		Professional Association Benchmark
Satisfaction <i>% somewhat + very satisfied</i>	93%	↑	79%
Value to Cost <i>% value greater than cost</i>	35%	↑	34%

ASHRAE Strengths

- Effective leader in technical knowledge and guidance (91%)
- Participation adds value to my company (82%)
- Anticipates the challenges and trends (79%)
- Effective in convening the industry (79%)
- Effectively supports my professional development needs (78%)

Although ASHRAE is highly effective at satisfying member needs and providing significant value, ASHRAE has an opportunity to enhance the following membership benefits:

Perception Opportunity

- Expanding opportunities for and knowledge of channels for member feedback

Value Opportunity

- Boosting community engagement
- Broadening the focus to encompass more diverse topics
- Enhancing the accessibility, availability, and affordability of training and resources

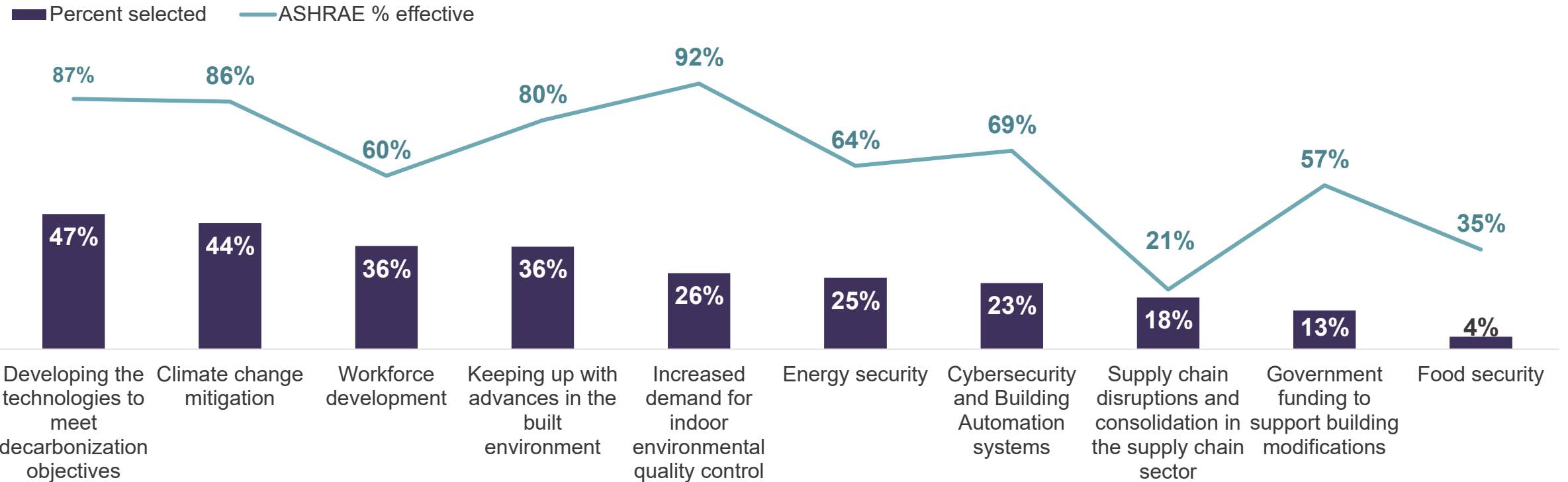
Challenges and Effectiveness

What are the top trends or challenges that will have the greatest impact on the HVAC&R engineering industry in the next 3-5 years? Please select up to three.

n=1,185; Base: All respondents

ASHRAE % effective In your opinion, how effective is ASHRAE in helping to address these challenges?

n=788; Base: Current members; % somewhat + very effective.



Trends and Challenges Summary

Top Challenges



Developing the technologies for decarbonization



Climate change mitigation



Workforce development



Keeping up with advances in the built environment

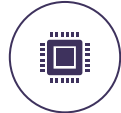
Top Roles



Provide standards, guidelines, and research



Provide education, training, and certification



Support innovation and technology



Advocate, increase awareness, promote, recruit

Effectiveness at Addressing Challenges

Most effective

- Increased demand for indoor environmental quality control (92% effective)
- **Top challenge:** Developing the technologies to meet decarbonization objectives (87% effective)
- **Top challenge:** Climate change mitigation (86% effective)
- **Top challenge:** Keeping up with advances in the built environment (80% effective)

Least effective

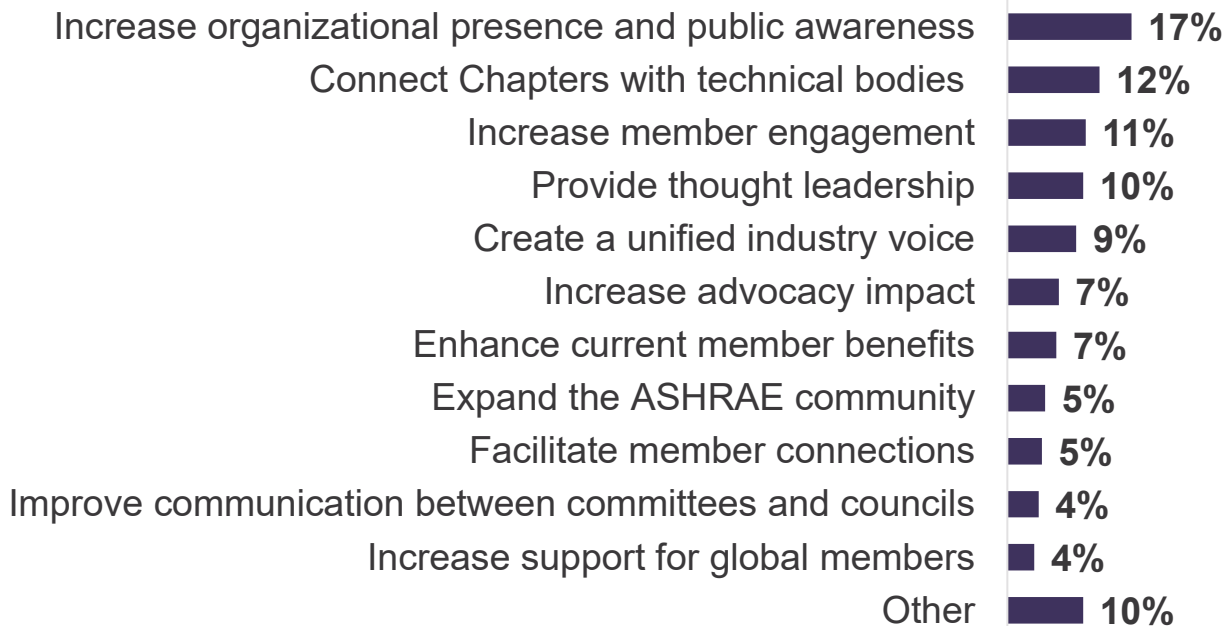
- Food security (48% not effective)
- Supply chain disruptions and consolidation in the supply chain sector (53% not effective)
- **Top challenge:** Workforce development (32% not effective)

Organizational Development Opportunities for ASHRAE

No single opportunity is overwhelmingly dominant, implying ASHRAE members have a wide range of expectations and needs.

What is the single most consequential opportunity ASHRAE could pursue to support its members in the next 3-5 years?

n=1,190; Base: Current members



Members see multiple areas where ASHRAE could have a meaningful impact. The wide distribution of responses suggests a need for a multi-dimensional strategic approach, focusing on ASHRAE's visibility, connectivity, member engagement, and thought leadership.

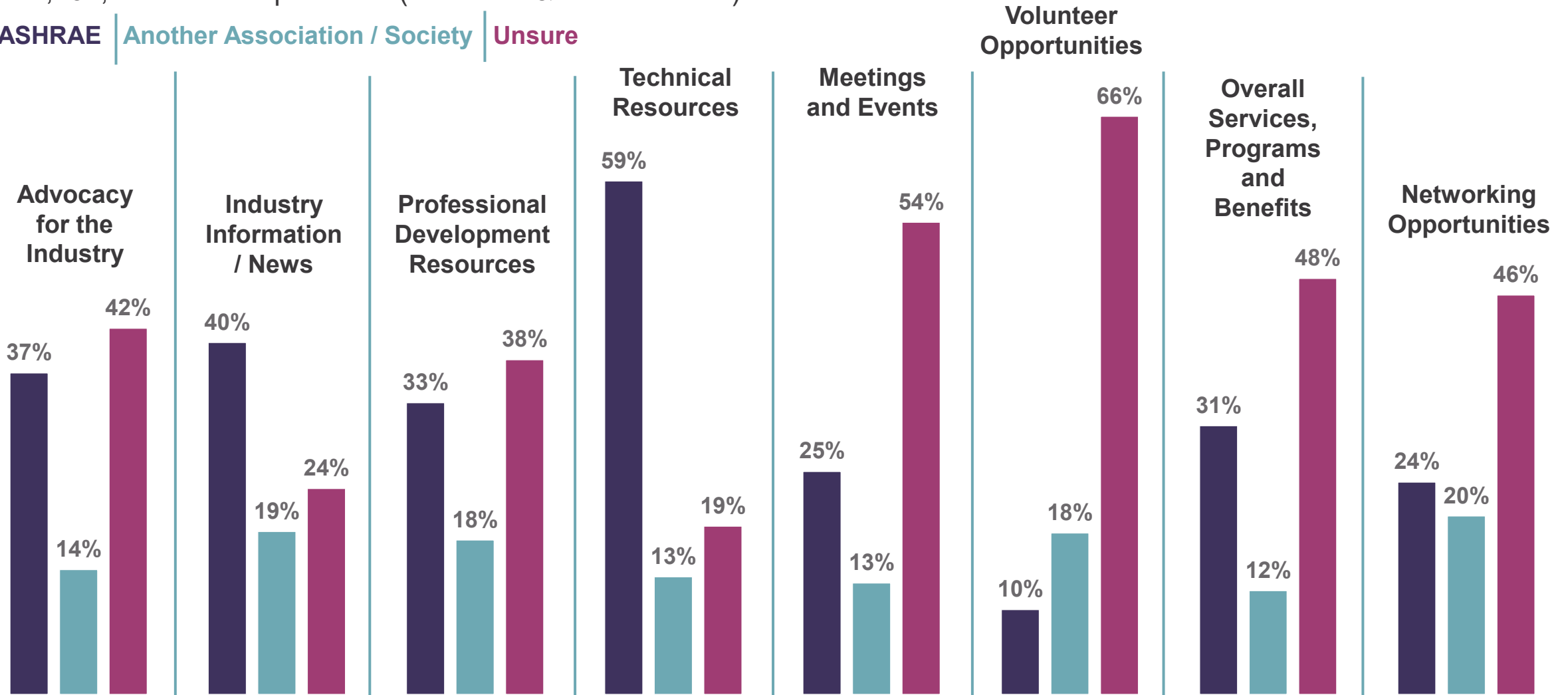
Other responses referenced training and education, standards, resources, and increasing engagement.

Primary Resources

Considering the resources you turn to, which one [offers the best/most valuable]...

n=1,261; Base: All respondents (Members & Nonmembers)

ASHRAE | Another Association / Society | Unsure



Top Impactful Accomplishments with Support Quotes



Standards Development, Handbooks, Guidelines and Updates

- “Updating Standards: ASHRAE regularly updates its standards to reflect advancements in technology and best practices in the HVAC&R industry. These updates ensure that professionals have access to the most current guidelines for designing, installing, and operating efficient and sustainable systems.”
- “Continued refinement of design standards in the fundamentals handbooks”
- “Wide dissemination among industry of green guides and standards for green building”
- “Epidemic Task Force + Standard 241”



Advancing Sustainability and Environmental Goals

- “Promotion of greener technologies to meet decarbonization goals”
- “Increasing energy efficiency requirements”
- “Updating standard to help engineer design safer and more efficient building”
- “Addressing Zero Energy design“



IAQ/COVID-19 Response

- “COVID related research and preparedness”
- “Leading the world in ventilation research and application to battle the COVID-19 pandemic”
- “ASHRAE's Epidemic Task Force”