REFRIGERATION TECHNOLOGY COMMITTEE FOR COMFORT, PROCESS AND COLD-CHAIN (REF-CPCC) 2023 WINTER MEETING MINUTES & NOTES Release 1

MEMBERS PRESENT:

Dustin Lilya, *Chair – Flight Delayed arrival.* Steve Kujak, *Vice-Chair – Acting Chair*

Didier Coulomb Roberto Aguilo Nicole Dunbar Kashif Nawaz

Roddam Anish Simha Harshal Arvind Surange Apichit Lumlertpongpana

Douglas C. Scott Xudong Wang

Wade Conlan - BOD ExO

MEMBERS NOT PRESENT:

Wade Conlon, BOD Ex-O – Double booked w/other ASHRAE meetings.

Sarah Maston Coord. Officer – Double booked w/ other ASHRAE meetings

Ayman Eltalouny

ASHRAE STAFF:

Mike Vaughn, MORTS

GUESTS PRESENT:

Jeff Warther – Chemours

Petros Dalavouras – General Refrigeration

Mike Saunders – Emerson Rohit Dhumane – Trane Michael Petersen – Trane Brian Fricke – ORNL

Morgan Herried Leehev -Trane Yirong Jiang – Thermo King Martin Dieryckx – Daikin Europe Shitong Zha – Heatcraft

Charles Hon – True Mfg. Jim Curvin – UNEP Steve Comstock – UNEP Adnan Ayub – Isotherm

RECOMMENDATIONS FOR TECH COUNCIL APPROVAL: NONE

INFORMATION ITEMS:

- 1. Chair Lilya reviewed his new MBOs with the full committee. One of the challenges for this committee will be finding suitable meeting times for fall and spring web meetings since the 12 committee voting members span 9 time zones and only two face-to-face meetings are held at Society meetings each year.
- 2. REF-CPCC also discussed the current subcommittee structure below and possible ways to refresh and encourage new and continued participation as more members learn about the following new subcommittees for REF-CPCC:

Current REF-CPCC Subcommittee Structure

- 1. **Program** Chair: Kashif Nawaz Members: Coulomb, Kazachki, Ravi, Miyara,
- 2. **Research** Chair: Kashif Nawaz Members: Ayub, Chakroun, Xudong Wang
- 3. **HVAC** Chair: Steve Kujak Members: Hourahan, Abdelaziz, Nicky Dunbar

- 4. **Cold Chain** Chair: Harshal Surange Members: Ayub, Saunders, Hon, Scott, Olama, and Gallaher, Roberto Aguilo
- 5. **R in ASHRAE** Chair: Didier Coulomb Members: Rajan, Selbert, Walter, and Ayub
- 6. **Refrigeration Bi-Annual Technology Report** Chair: Dustin Lilya Members: Eltalouny, Rajendran, Welter, Kazachki, Zha, Ayub, and Olama
- 7. **Award Subcs** Chair: <u>Apichit Lumkertpongpana</u> <u>Members</u>: Charlie Hon, Nicole, Dunbar, Roberto Aguilo

The committee also discussed potentially collapsing or merging some of the Subcommittees in order to better support new initiatives such as Decarbonization and a possible new position document on Sustainable Cold Chain given our limited pool of volunteers to carry out this work. Ref-CPCC also plans to request that the ASHRAE Board consider adding two additional members to the REF-CPCC roster for SY 23-24, which would bring total membership to 14.

ALL subcommittee Chairs will be asked to each finalize their scope statement and identify one or two objectives that they wish to accomplish this Society Year or next using the forms in **ATTACHMENT #1**.

The committee also discussed changing up some of the subcommittee leadership in order in order to allow for new ideas and approaches to develop and outreach efforts to TCs for potential new Subcommittee members. One suggestion was to reach out to CTTC (Chapter Technology Transfer Committee for potential new members or ideas from them on how to better engage with Chapters on the topic of Refrigeration.

Lastly, we plan to share these completed forms for each subcommittee with the REF-CPCC Interested Parties list and with the Section 10 and Section 8 TCs to see if we can recruit additional members from outside REF-CPCC to serve on these new subcommittees as volunteers. In order to make participation easy and inclusive, <u>ALL REF-CPCC subcommittees will meet via web meetings only and all subcommittee members will have a vote at the subcommittee level.</u> Subcommittee Chairs will then report in person to REF-CPCC on subcommittee activities at Society meetings.

It is expected that this new subcommittee structure will also make it easier to identify and recruit Board elected members for REF-CPCC by creating a large pool of interested volunteers that vote and work at the subcommittee level only, but don't receive transportation reimbursement from ASHRAE since all REF-CPCC subcommittees meetings will be held via web meetings.

One of the challenges for the REF-CPCC committee is that membership spans 9 time zones.

See ATTACHMENT #1 for further information on each Subcommittee.

REF – CPCC Winter 2023 Action Items

Action Item #	Assigned to	Action Item Task
1	Lilya	Request that two new permanent voting members be added to the REF-CPCC roster
2	All Subc. Chairs	Work to update and expand your Subcommittee roster between now and Spring meeting in March. Work with staff to reach out to Section 8 and Section 10 TCs for volunteers
3	Lilya	Combine Research and Program Subcommittee into one new Subc.
4	Volunteer?	How can we start a new Position Document (PD) on sustainable Cold Chain? Next conference on Food Fraud and supply chain management is in Istanbul Turkey on Feb 15, 2023. Responsible use of refrigerants is good example PD. Are any REF-CPCC members planning to attend this conference and can report back to REF-CPPC on conference call at ASHRAE our spring meeting?
5	Staff	Update Liaison list & Roles of Committee Liaisons – revise list as needed
6	Staff	Send Bi-Annual Refrigeration Technology report to all REF-CPCC members for review, feedback, and possible suggestions for improvement.
7	Lilya	Send Ref-CPCC REF Manual to all meeting attendees and request feedback and suggestions and provide to Dustin feedback on how to improve the Manual in early November
8	All Subc. Chairs	Have at least one Subc. Meeting Between each REF-CPCC face to face meeting to better track work of Subc.
9	All Subc. Chairs	Try to have Subcommittee rosters updated before Feb Ref-CPCC meeting in Atlanta.
10	R in ASHRAE Subc	Merge R in ASHRAE Subc. w/ Cold Chain Subc. Or provide better definition of what we want the R in ASHRAE to do. List tasks and duties of two Subcs. Vote on possibly merging the two Subcommittees into one Subcommittee at February meeting
11	Staff	Staff will be assigned the responsibility of keeping the R-in-ASHRAE web page up to date.
12	Dustin	Dustin will reach out to all Subc. Chairs on how to get meetings scheduled with help from staff.
13	Harshal	Rep to GCCA also working to update the MOU between ASHRAE and GCCA
14	Anish Simha	Involved with World Refrigeration Day. He also wants to join the Cold Chain Subc.
15	Kashif	Volunteered to chair the new combined Program and Research Subc.

ATTACHMENT 1

Refrigeration Technology Committee for Comfort, Process and Cold-Chain (REF-CPCC)

Subcommittee Rosters & Descriptions

Program Subcom	Program Subcommittee					
Draft Scope:	REF-CPCC Program Subcommittee will develop technical programs of various types (Technical Paper Sessions, Conference Paper Sessions, Seminars, Debates, Forums, Panels, and workshops) for the REF-CPCC committee that can be presented at Society meetings or at other organizations conferences. The subcommittee will also work with other Society committees and other organizations to cosponsor programs that jointly benefit both committees or organizations.					
Chair:	Kashif Nawaz PH: 865-241-0972	2				
SY 22-23 Objectiv	res:					
Objective #1	Develop Winter and Annual Programs. Work with World Refrigeration Day partners to develop an international webinar to celebrate World Refrigeration Day, which is celebrated each year on June 26.					
Objective #2	Obtain a list of TC Program Subc. in comfort, process, and cold-cha where TCs in this group can coordeach other's programs.	in and initiate a w	orking group			
Subc. Members:			A 6011 41			
Name Kashif Nawaz	Email	Phone Number	Affiliation			
	nawazk@ornl.gov	(217) 377-1528	ORNL			
Dr. Goorgi	d.coulomb@iifiir.org	33142273235	IIFIIR Cryotherm			
Dr. Georgi Kazachki	kazachki@comcast.net	(937)203-9226	_			
Gurunarayana Ravi	gurunarayana.ravi@lennoxind.com	(281)907-2901	Lennox Intl.			
Prof. Akio Miyara	miyara@me.saga-u.ac.jp	81952288623	Saga Univ.			
Prof. Yunho Hwang	yhhwang@umd.edu	(301) 405-5247	U. Maryland			

Research Subcom	nmittee						
Scope:	for bid that support and advanced RTARs, WS, TRPs, and RP other Society committees ar research projects that jointly organizations.	REF-CPCC Research Subcommittee will develop research projects for bid that support and advance the scope of REF-CPCC (via RTARs, WS, TRPs, and RPs) The subcommittee will also work with other Society committees and outside organizations to co-sponsor research projects that jointly benefit both committees and					
Chair:	Kashif Nawaz PH: 865-2	41-0972 E-Mail: <u>naw</u>	azk@ornl.gov				
SY 22-23 Objectiv	es:						
Objective #1	Recruit TC Research Suboresearch topics, and deve	•	to brainstorm				
Objective #2	Reach-out to specific TC r work towards developing	Reach-out to specific TC research subcommittee chairs and work towards developing cooperative research program Staff can provide contact information for current TC Subcommittee					
Subc. Members:							
Name	Email	Phone Number	Affiliation				
Kashif Nawaz	nawazk@ornl.gov	865-241-0972	ORNL				
Adnan Ayub	adnan@iso-therm.com	(817) 472-9922	Isotherm Inc.				
Walid Chakroun	wchakroun@gmail.com	+965-24985804	Kuwait Univ.				
Kashif Nawaz	nawazk@ornl.gov	865-241-0972	ORNL				
Yunho Hwang	yhhwang@umd.edu	3014052025	U. Maryland				

Research Ideas:

Walid Refrigerant leakage

- 1 Evaluate the HVAC system performance degradation due to refrigerant leakages
- 2 A comprehensive study on the HVAC components that further contribute to leakages
- 3 Determination and analysis specific improvements that can reduce specific leakages within the vaporcompression cycle.
 - Thermal performance prediction and analysis on the economized vapor injection air-source heat pump in hot climate region of Middle East.
 - Application characteristics of variable refrigerant flow heat pump system with vapor injection in severe hot region
 - Analysis and optimization of two-stage vapor injected system for cooling applications
 - · Charge-sensitive modeling of vapor compression systems for off-design performance simulation
 - Rooftop air-conditioning unit performance improvement using refrigerant circuitry optimization
 - Investigation of Nano-lubricants Applied to Residential Air Conditioning System

Kashif

- 4 Integrated refrigeration and air conditioning system for commercial facilities
- 5 non-VC systems for refrigeration (magneto-caloric, thermo-elastic etc.)
- 6 Charge reduction in equipment to accommodate emerging refrigerant

- 7 Refrigeration system for flexible/integrated grids
- Adnan 8 The use of flooded and spray evaporators for oil & gas and petrochemical applications.
 - 9 Analysis of separation velocities of CO2 for use in risers of flooded evaporators and for low pressure receivers.
- Yunho 10 Electrochemical compression

Scope:	topics related to comfort coolin disseminate this information to							
	other organizations.	o a broader audience n, Research subcomm	REF-CPCC HVAC Subcommittee will research, and study current topics related to comfort cooling in the refrigeration spectrum and disseminate this information to a broader audience through collaboration with the Program, Research subcommittees or through other organizations					
Chair:	Steve Kujak – skujak@trane	<u>e.com</u> – Ph. (608) 78	7-3766					
SY 22-23 Objectives	s:							
Objective #1	Identify councils, committees within ASHRAE that may help subcommittee							
Objective #2	Work with ASHRAE CEC and disseminate HVAC workshop comfort cooling.							
Subc. Members:								
Name	Email	Phone Number	Affiliation					
Steve Kujak	skujak@trane.com	(608) 787-3766	Trane					
Glenn Hourahan	ghoura@comcast.net	(703) 625-2522	Hourahan Consulting, LLC					
Omar Abdelaziz	omar.abdel.aziz@gmail.com	(865)387-0725	Oak Ridge National Lab					

Cold Chain Subcommittee							
Scope:	REF-CPCC Cold Chain Subcommittee will research, and study current topics related to temperature-controlled supply chain and disseminate this new information to a broader audience through collaboration with the Program, Research subcommittees or through other organizations.						
Chair:	Harshal Surange - harshalsura	nge@gmail.com -	- Ph. 9370648458				
SY 22-23 Objective							
Objective #1	Recruit and form the Subcommitt and responsibilities for the comm		d define roles				
Objective #2	Reach out to cold chain commun relevant current topics of interest to the other stakeholders (Resea	. Communicate the	e relevant topics				
	to the other stakeholders (Resea						
Subc. Members:	to the other stakeholders (Resea	Togram o					
Subc. Members:	Email	Phone Number	Affliation				
	,		,				
Name	Email	Phone Number	Affliation				
Name Harshal Surange	Email harshalsurange@gmail.com	Phone Number 9370648458	Affliation Consultant				
Name Harshal Surange Adnan Ayub	Email harshalsurange@gmail.com adnan@iso-therm.com	Phone Number 9370648458 (817) 472-9922	Affliation Consultant Isotherm Inc.				
Name Harshal Surange Adnan Ayub Michael Saunders	Email harshalsurange@gmail.com adnan@iso-therm.com Mike.Saunders@emerson.com	Phone Number 9370648458 (817) 472-9922 (937)726-4928 (636) 240-2400	Affliation Consultant Isotherm Inc. Emerson True Mfg. VaCom Technologies				
Name Harshal Surange Adnan Ayub Michael Saunders Charles Hon	Email harshalsurange@gmail.com adnan@iso-therm.com Mike.Saunders@emerson.com chon@truemfg.com	Phone Number 9370648458 (817) 472-9922 (937)726-4928 (636) 240-2400 x1383	Affliation Consultant Isotherm Inc. Emerson True Mfg. VaCom				
Name Harshal Surange Adnan Ayub Michael Saunders Charles Hon Doug Scott	Email harshalsurange@gmail.com adnan@iso-therm.com Mike.Saunders@emerson.com chon@truemfg.com dscott@vacomtech.com	Phone Number 9370648458 (817) 472-9922 (937)726-4928 (636) 240-2400 x1383 (909) 374-1113	Affliation Consultant Isotherm Inc. Emerson True Mfg. VaCom Technologies Montreal Protocol Ref. & AC Tech Options				

The REF-CPCC Cold-Chain Subcommittee was the only REF-CPCC subcommittee meeting that occurred prior to the 2023 Winter meeting.

Note Cold Chain Subc. Was the only REF-CPCC Subc. that met prior to the 2023 Winter meeting.

Chair - Harshal Surange

<u>Subcommittee Members as per Roster</u>: Adnan Ayub, <u>Charles Hon, Doug Scott</u>, Alaa Olama, <u>Mike Saunders</u>; <u>Special Invitee</u>: <u>Didier Coulomb</u>, Dustin Lilya

Staff Liaison: Mike Vaughn

Agenda:

- 1. Meeting called to order 10 AM EST by Chair Surange
- 2. Round of introductions
- 3. Brainstorming on new ideas for subcommittee activities
 - a. Seminar Representation
 - i. The R in ASHRAE Subcommittee Chair Didier remarked on is at the United Nations level regarding Cold Chain, UNEP, and Montreal Protocol. Efforts like Cool Coalition and many other such teams are working on
 - ii. Better to see what ASHRAE can do with other organizations like GCCA.
 - iii. Charlie commented:
 - iv. Agrees with Didier, changes are being seen
 - v. He is on IIAR committee working on CO2 and other natural refrigerants
 - vi. Organisations are changing their concepts of working
 - vii. New standards for large charge HC type chillers are being formulated
 - viii. Heat pumps being used for various purposes, ammonia being used in groceries there is a lot of cross over applications
 - ix. Cold chain is a beneficiary of all these cross overs

b. Trainings

- x. Suggested topics list
 - 1. What is the cold chain?
 - 2. What are the various routes
 - 3. Global trends of sustainability and reducing food waste
 - (other topics have been discussed in earlier meetings and can be referred to here)
- c. ASHRAE DLs: Action Item discussed on this topic
- d. AI#1 Staff Get list CTTC of DLs that focus on Refrigeration Complete see below.



Al#2 – R-in ASHRAE merge w/cold chain Subc. Host Social Event once a year at conferences

Al#3 – Research Possible event in World Bank event in Bangladesh Jointly with GCCA – Harshal Rep this year for GCCA. Didier to send documents on event to Harshal

Harshal asked Didier if any new training in cold chain Sector that IIR can Share?

Didier Responded Cold Chain Training is on IIR website, but no new trainings have come up. ISHRAE India is also doing work in cold chain.

e. Suggested Topics

Mike Saunders asked What can ASHRAE do as part of training - Def. of "Cold chain"?

Series of Training Classes:

- What is "Cold chain "?
- Transport
- Storage
- Supermarkets

Harshal remarked that ASHRAE Global Training Center in Dubai Offers a training session (conducted by him) called "Emerging Trends and Sustainable Design in Refrigeration and Cold Chain". This training uses some portions of the ASHRAE Sustainable Refrigeration Guide and also covers the topic of 'What is Cold Chain'

Mike Saunders remarked that Cold Chain is huge part in reducing food waste. Course on Tech for removing field heat.

Al#4 – Mike S. will get contact on the program for Harshal

AI#5- TCs involved in food info. Doug Scott mentioned TC 10. 2

Refrigeration Technology Committee for Comfort, Process, and Cold Chain (REF-CPCC)

R in ASHRAE Subcommittee

Scope:	REF-CPCC R in ASHRAE Subcommittee will be responsible for maintaining the "R in ASHRAE" web page on the ASHRAE website and with developing new content for this webpage on a regular basis.							
Chair:	Didier Coulomb – d.coulomb@iifiir.org – Ph. 33142273235							
SY 22-23 Objective	es:							
Objective #1	Identifying ASHRAE technical committees involved in refrigeration issues and their activities. Use content from TCs involved in refrigeration to update R-in-ASHRAE Webpage on ASHRAE Website.							
Objective #2	Create links between these activit	ies and Subcommit	tee activities					
Subc. Members:								
Name	Email	Phone Number	Affiliation					
Didier Coulomb Chair	d.coulomb@iifiir.org	33142273235	Intl. Institute of Refrigeration					
Rajan Rajendran	Rajan.Rajendran@emerson.com	(937) 726-0620	Emerson					
Rachel Selbert	rachel.selbert@icf.com	(202) 791-8879	EPA/ENERGY STAR					
Bill Walter	Bill.Walter@carrier.com	(315) 657-7407	Carrier					
Adnan Ayub	adnan@iso-therm.com	(817) 472-9922	Isotherm Inc.					
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Refrigeration Te	echnology Bi-Annual Report Subcommittee
Scope:	REF-CPCC Bi-Annual Refrigeration Technology Report Subcommittee will develop every other year the bi-annual Refrigeration Technology Report for publication and distribution.
Chair:	Dustin Lilya-dlilya@dcengineering.net Ph. (208) 288-2181
Objective #1	Build upon the work by Martin Dieryckx on the basic structure of the biannual report

•	edition of the report in SY23-24 by also reaching out to appropriate TCs at the 2023 Winter meeting in Atlanta						
Subc. Members:							
Name	Email	Phone Number	Affiliation				
Martin Dieryckx	Dieryckx.m@daikineurope.com	0477663625	Daikin				
Rajan Rajendran	Rajan.Rajendran@emerson.com	(937) 726-0620	Emerson				
Tony Welter	tony.welter@hendersonengineers.com	(913) 742-5484	Henderson Engineers				
Georgi Kazachki	kazachki@comcast.net	(678)576-7135	CRYOTHERM Consulting				
Shitong Zha	shitongzha@gmail.com	(470) 328-9018					
Adnan Ayub	adnan@iso-therm.com	(817) 472-9922	Isotherm Inc.				
Alaa Olama	alaaolama@gmail.com	201006099950	Montreal Protocol Ref. & AC Tech Options Committee				

Recruit the required membership of the subcommittee to prepare the 1st

Objective #2

Refrigeration Awar	ds Subcommittee		
Scope:	REF-CPCC Awards Subcommit recommendations each year for t possibly develop new refrigeration	he Briley and Ġarlar	•
Chair:	Apichit Lumkertpongpana – Ph Email: Apichit.lpana@itc-group		-
SY 22-23 Objective	s:		
Objective #1	Ensure wider engagement of Ref process of judging the Briley and		rs in the
Objective #2	Map existing ASHRAE awards a categories in relation to the scope		
Subc. Members:		1	
Name	Email	Phone Number	Affiliation

Apichit Lumkertpongpana Chair	Apichit.lpana@itc-group.co.th	(668) 18162834	I.T.C. Company Ltd.
Martin Dieryckx	dieryckx.m@daikineurope.com	477663625	Daikin
Charles Hon	chon@truemfg.com	(636) 240-2400 x1383	True Mfg.
Carlos Mitroga	cmitroga@danfoss.com	56228978811	Danfoss

	REFRIGERATION COMMITTEE 2022-2023 MBOs								
	Dustin Lilya, Chair								
	T	1	r		: 7/29/2021	T			
MBO	MBO	Status	Date	Assigned	Applicable	MBO	Success Metric	Fiscal	
#			Due	to	Initiative	Comments		Impact	
					#				
1	Work with			Dieter C;	#1a, #1b,	Starting with list	 New REF- 	None	
	partnership			Ayman	#2b	of interested	CPCC		
	organizations to	On-	June	E;		parties, IIR, IOR	Research		
	identify and	going	2021	Stephen		and UNEP, and	Subc. formed		
	implement			G.		working with the	and first task		
	collaboration					Research Subc.	will be to		
	opportunities to					to identify	develop list of		
	promote					suggested	suggested		
	HVAC&R					research topics	research		
						focused on	topics for		
						refrigeration	consideration		
						technology and	by the new		
						pass on to new	Research		
						RAP for	Advisory		
						consideration.	Panel		
2	Take ownership	On-		Didier C;	#2c; #3a,	Establish a	 Update the R 	None	
	of the new "R"	going		Michael	b, c	subcommittee	ASHRAE		
	in ASHRAE			V; Rajan		and work closely	web page in		
	webpage for			R,		with ASHRAE	fall 2020 &		
	further		June	Martin		staff to continue	Spring 2021		
	implementation		2021	D;		highlighting the	with new		
	and on-going					R in ASHRAE;	content and		
	maintenance.					expand and add	information		
	Promote the new					new content as	on		
1	REF committee					relevant; at mid-	Refrigeration		
1	organization and					year, revisit the	Technology		
	name throughout					website and	related		
	society; put					looking for ways	conferences.		
1	together the plan					to improve;	• Complete		
1	for a bi-annual					develop a plan	outline of Bi-		
1	report on					and start	Annual		
1	refrigeration					implementation	Report		
	technology					of the bi-annual			
						Refrigeration			

						Technology report		
3	Create working group within REF to help develop a proposed 1st draft of work plan between ASHRAE & IIAR for inclusion in new ASHRAE/IIAR MOU prior to the MOU being finalized by ASHRAE and IIAR	On- going	June 2021	TBD	#2	Utilize technical experts within network of REF members and interested ASHRAE members that work for IIAR and serve on SSPCs 15 & 34 to develop a draft work plan prior to a new MOU being finalized.	REF-CPPC & IIAR Work with Gary Schrift and other from IIAR to develop draft work plan as basis for a potential new MOU with IIAR.	None
4	Cooperate on Research and Program with TCs and communicate REF activities and information to ASHRAE Chapter Refrigeration Committees.	New	June 2021	Yunho H; Stephen G.; Kashif N.	#3b	Communicate and participate in relevant TC Subc. meetings; Prepare short report after each Society meeting that goes to all Chapter Refrigeration Committee Chairs including upcoming Winter meeting Refrigeration program track, upcoming refrigeration conferences, and ASHRAE research in development, underway, or completed related to refrigeration technology.	Goal is to communicate with relevant TC Subc. chairs and issue the 1st REF-CPPC activity summary to Chapter Refrigeration Committees after Winter meeting.	None

Goals and Initiatives for 2019-2024 Society Strategic Plan Initiatives:

- #1 Resilient Building and Communities
- #2 Indoor Environmental Quality
- #3 Organizational Streamlining
- #4 Improve Chapter Engagement, Capacity, and support

Goals:

- Goal 1: Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment
- #1a Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment
- #1b Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches
- Goal 2: Maximize Member Value and Engagement
- #2a Infuse enthusiasm, vitality, and diversity throughout ASHRAE events and services
- #2b Expand the impact of collaboration and partnerships with industry organizations, universities, and government agencies
- #2c Leverage technology to increase member engagement, awareness, and value
- Goal 3: Optimize ASHRAE's Organizational Structure to Maximize Performance
- #3a Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings
- #3b Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency, and effectiveness
- #3c Cultivate industry and member philanthropy to extend ASHRAE's impact and reach