

**A Manual
for the
Director and Regional Chair (DRC)**

Issued for Distribution

Approved by Members Council: 08/01/21

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Table of Contents

Introduction	Page 3
A year in the life of a Director and Regional Chair	Page 5
Annual Calendar for Regions with a FALL CRC	Page 6
Annual Calendar for Regions with a SPRING CRC	Page 11
Appendices.....	Page 16

Introduction

Congratulations! You have been nominated and elected to one of the most important and most rewarding positions in the American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE). You are holding the position of Director and Regional Chair (DRC), which, as the title implies, you are a member of the Board of Directors (BOD) and the Chair of the your region's Chapters' Regional Committee, which is comprised of the Delegates and Alternates from each chapter within the region. Thus, the position of DRC actually wears two hats: (1) serving on the ASHRAE Society Board of Directors, which is the governing body for all of ASHRAE's activities both domestically and internationally, and (2) serving as the regional representative to Members Council and the Board of Directors, as well as chairing all of the activities for your region. The role of the DRC is to serve the region and the role as a member of the Board of Directors is to serve the Society. There will be occasions when, in order to effectively serve the Society, you must subordinate regional goals or preferences for the overall benefit of the Society.

The Director who is also Regional Chairman reports on regional and chapter activities in the region as requested by the chairman of the Members Council, or when such reports will help in the resolution of issues before the Board. The DRC, in turn, interprets actions of the Board, as needed, at meetings of the Chapters Regional Committee and at chapter meetings.

This position is one of the busiest positions in the Society and the purpose of this manual is to acquaint you in general with the duties and responsibilities of this position and present them in a manner that will help you plan for them throughout your three year term.

If you were fortunate to have been the Assistant Regional Chair (ARC) for one or two years before taking your present position as DRC, you have some idea of the duties and activities involved in this position. This manual will help to fill in areas in which you may not have been totally involved in your previous position. If you were not an ARC previous to your appointment as a DRC, this manual will help guide you in all of the major duties.

As regions in ASHRAE operate differently, some aspects of this manual may not totally apply to all regions in the same manner.

Two valuable sources for added insight to the duties of the DRC may be found in the "*Manual for Chapter Operations (MCO)*" and the "*Manual for Conducting Chapters Regional Conferences (The CRC Manual)*". Both of these manuals are available on the ASHRAE website. Since the manuals are updated annually, they should be downloaded annually. Go to <http://www.ashrae.org/members/page/611> for these manuals, as well as other useful forms.

Expense Reimbursements

If requested, reasonable costs as described in the Reimbursement Policy for your ASHRAE travel are reimbursed by the Society. At each Board of Director's meeting, you will be advised as to the procedure for requesting reimbursement.

Prior to your first (Spring Orientation) meeting, you should register your profile with American Express Travel. If you set up a profile with American Express Travel, all ASHRAE related travel

costs will be billed directly to ASHRAE, saving you the reimbursement delay. This includes travel to Society Meetings as well as regional air or train travel for chapter visits. Call AMEX Travel at (800) 699-2847, request a Profile Form, fill it out and return it to AMEX.

A Year in the Life of a Director and Regional Chair

Responsibilities

As Director and Regional Chair, you are expected to Chair and direct the regional operations for your region. This includes detailing objectives and giving assistance to the Regional Vice-Chairs (RVC) of Student Activities (RVC-SA), Chapter Technology Transfer (RVC-CTTC), Membership Promotion (RVC-MP), Research Promotion (RVC-RP), the regional chairs for Programs, Refrigeration, Webmaster, the existing chapters within your region and to potential new chapters being considered. The DRC is fully responsible for representing the interests of the region in all matters of the Society. (01-31-11-12)

The DRC is the Chair of the Chapters' Regional Committee for the region. The DRC is responsible for planning and conducting this meeting in accordance with the *Manual for Conducting a Chapters Regional Conference*. It is the DRC's responsibility to call for executive session if needed during an open business session of the region's CRC. The executive session is closed to the public and all discussions are confidential and shall not be divulged to the public outside of the room of the executive session. (01-31-11-13)

As a DRC, you are a voting member of the Members Council and will be assigned to the Operations or Planning Sub-committees. Your responsibility is to represent your region in deliberations of this council, to provide written reports to the Members Council on the activities of the chapters in your region, to recommend the formation of new chapters, sections and Student Branches in your region, and to participate in formulating recommendations to the Board of Directors concerning policies, procedures and operations of the Society and its chapters.

It your responsibility to assist in providing objectives and to monitor the operations of chapters in your region and attempt to assure that the chapters adhere to the requirements of the Society Bylaws and Rules of the Board of Directors and that their operations are carried on in an effective manner to advance the purposes of the Society.

As the DRC, you are responsible for asking the chapter officers, including the Board of Governors, if they would like "thank you" letters sent to their employers by Society.

The current version of a separate manual, entitled "*Manual for Conducting Chapters Regional Conferences (The CRC Manual)*," is to be used as the reference manual for managing and conducting a CRC.

When it actually begins

As incoming DRC, your activities should start with planning in the Spring, prior to beginning your term, by attending the Regional Planning Meeting and assisting with President Elect training. The Regional Planning Meeting includes a review of the current year and plans made for the new year. As the new year will be your responsibility as incoming DRC, your input is critical in the planning phase of this meeting. Since the chapter's President-Elect will be the chapter leaders with whom you will work in the coming year, this event serves as the first point of contact and for them and an opportunity to not only get an appreciation for their new duties, but to hear your goals and vision for the new year and beyond.

Your term as a member of the Board of Directors begins at the Orientation sessions in the Spring just before you take office. Soon after the Winter Meeting of the Society, you will receive an invitation to this Society-wide meeting, along with details concerning the arrangements. You are encouraged to review all materials ahead of time so the orientation experience will seem less overwhelming. The orientation session occurs the first day (usually Wednesday or Thursday) of the Spring Council and BOD meetings.

Annual Calendar For Regions with a Fall CRC

(For Regions with Spring CRCs skip to Page 11)

June (Your first meeting of the Society)

- Attend the Annual Meeting of the Society. You are expected to attend the entire meeting, so you must make your travel arrangements accordingly.
 - Friday night: attend the reception honoring the host committee, which you should attend as an incoming representative of the BOD.
 - Saturday or Sunday morning: attend the subcommittee of Members Council to which you've been assigned, either Planning (Saturday) or Operations (Sunday). If possible attend both as there is a wealth of information transferred.
 - Sunday afternoon: all current and incoming members of the Board of Directors participate in the BOD meeting. However, the incoming members do not vote. This will be a "voice without vote meeting."
 - Sunday night: attend the Presidential reception.
 - Monday, at the President's Luncheon, you will be installed as a member of the Board and receive your lapel pin.
 - Monday and Tuesday mornings: you are expected to attend the Members Council meeting. However, once again you will not have a vote. This will be another "voice without vote meeting."
 - Wednesday afternoon: the incoming officers and Board of Directors officially take office as full voting members of the BOD. This is the first official BOD meeting for the new ASHRAE fiscal year.
 - Each director is assigned to other committees and subcommittees to carry out the work of ASHRAE. Plan on attending these meetings and become familiar with their proceedings.
- Confirm Chapters Regional Conference details
 - Check in with the host committee and ensure that everything is on track.
 - Send CRC information to all Society BOD members and officers.
- Follow up with the chapters that have not forwarded their Chapter Information Questionnaires (CIQs) to you and to Society. In order for the chapter to receive ANY President's Award of Excellence (POAE) points for operations, the CIQs must have been received by July 1. (Exceptions can be made by the DRC if there are unusual circumstances.)

July

- At the beginning of each Society year, the DRC shall inform the Society's Chief Staff Officer and the President-Elect of the DRC Alternate who has been selected to act for the

DRC in the event the DRC is ill or otherwise incapacitated but has not permanently vacated the office. This person is NOT the Assistant Regional Chair, but a member in good standing who has indicated a willingness to serve in your stead.

- Begin work on any action items and/or Ad Hoc committee assignments from the Annual Meeting.
- Prepare for the CRC
 - Make a CD for the paperless CRC and distribute to each delegate and visitor. (See appendix for suggested directory structure.) Collect reports from the outgoing president of each chapter, each RVC and the Region's Treasurer for inclusion on the CD.
 - Receive awards from Society and order Regional awards, plaques, etc.
 - Send CRC meeting agendas to the Society Officers that have been assigned to attend the CRC, so they will know when they are speaking and what activities have been planned.
- Conduct a Planning Meeting of your Region's Executive Committee (REXCOM), which includes the ARC, all RVCs, the Treasurer, the Newsletter Editor, the Webmaster, the Nominating Member and Alternate Member, the Historian, the General Chair of the next CRC, and other special members as may be deemed critical in the year's planning process.

August

- Keep up to date with any correspondence received, some of which will be in preparation for the Fall meetings.
- Attend the Chapters Regional Conference
 - Chair the Chapters Regional Committee Business meetings.
 - Insure that the CRC General Chair sends the CRC Historical Profile sheet (Appendix J1 in the CRC Manual) to HQ and Regional Officers within 10 days of the close of the CRC.
 - Following the CRC, issue a "Lessons Learned" from this year's CRC to the General Chairs of the next two CRCs.
- Finalize the schedule of chapter visits for the RVCs and the DRC, following the discussions at the Planning Meeting. Make this list available to all Chapter Presidents and the REXCOM, for their final planning.
- Distribute Chapter Visit schedule. As DRC you are obligated to personally visit every chapter in your region at least one time within your three year tenure. Verify with HQ how many trips you are allotted. Allow travel by the RVCs.

September

- RSVP and make hotel and transportation arrangements for the Fall Council and Board meetings which may be scheduled in September or October. (This should be done as soon as the location and date are confirmed and you are advised by headquarters.)
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Issue a "Lessons Learned" from this year's CRC to the CRC Chairs of the next two CRCs

October

- Attend Fall Council and Board Meetings, usually Friday through Sunday
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Forward the CRC meeting minutes from the CRC to headquarters for distribution. (Maximum 60 days after the CRC.)

November

- Follow up after fall meetings. Begin work on action items and/or Ad Hoc committee assignments, if any.
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Follow-up with Regional Vice-Chairs (RVCs) on status of chapter activities and PAOE points to date. Identify any action needed by the regional officers related to specific chapters and follow up with the appropriate officer.
- Register for and make hotel and transportation arrangements for the Winter Meeting of the Society in January.
- Update Operations PAOE points for Chapter Operations on the ASHRAE Society web site.

December

- Review all obligations and meeting logistics. (Sample meeting calendar is included in Appendix.)
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.

January

- Attend the Winter Meeting of the Society.
 - Participate in all BOD meetings, Members Council meetings, Committee and Subcommittee meetings and social events involving the BOD. Remember that you are representing all of the Society at any of the BOD and social events.
 - If the winter meeting is in your region, you will be expected to welcome all attendees at the Plenary Session, as well as the President's Luncheon where you will thank the host committee. You may prepare your own remarks, or request a script from Headquarters.
 - Friday night: Attend the reception honoring the host committee, required as a representative of the BOD.
 - Saturday or Sunday morning: you will attend the subcommittee of Members Council to which you've been assigned, either Planning or Operations.
 - Sunday afternoon: all current and incoming members of the Board of Directors participate in the BOD meeting.
 - Sunday night: Attend the Presidential reception.

- Monday and Tuesday mornings: you will be expected to attend the Members Council meeting.
- Attend the President's luncheon on Monday afternoon.
- Attend the BOD meeting on Wednesday afternoon. You are expected to attend the full meeting, so make travel arrangements accordingly. (Sometimes there may also a meeting on Thursday, therefore confirm the schedule before making travel arrangements.)
- Complete chapter visits planned for this month. Write a report for each visit and copy the Regional EXCOM.
- Announce the dates and location to the REXCOM of the Regional Planning Meeting and make arrangements with meeting facility.
- Announce the dates to the Chapter incoming Presidents for the President Elect training and make arrangements with meeting facility.
- Follow-up with RVCs on status of chapter activities and PAOE points to date. Identify any action needed by the regional officers related to specific chapters and follow up with the appropriate officer.

February

- Begin work on any action items and/or Ad Hoc committee assignments received at the Winter Meeting of the Society.
- Keep up to date with any correspondence received, some of which will be in preparation for the Spring Council and BOD meetings.
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- RSVP and make hotel and transportation arrangements for the Spring Council and Board meetings next month. This should be done as soon as the location and date are confirmed and you are advised by headquarters.

March

- Attend Spring Council and BOD meetings, which are normally in Atlanta. Headquarters will give you the dates and exact location via email.
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Begin work on any action item or Ad Hoc committee assignments received at the Spring Council and BOD meetings.
- Follow-up with RVCs on status of chapter activities and PAOE points to date. Identify any action needed by the regional officers related to specific chapters and follow up with the appropriate officer.

April

- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Register for and make hotel and transportation arrangements for the Annual Meeting of the Society in June.

- Conduct the President Elect training session.
- Hold the Regional Planning Meeting

May

- Keep up to date with any correspondence received, some of which will be in preparation of the Annual meetings in June.

June

- Attend the Annual Meeting of the Society.
 - Friday night: Attend the reception honoring the host committee
 - Saturday or Sunday morning: Attend the subcommittee of Members Council to which you've been assigned, either Planning or Operations.
 - Sunday afternoon: all current and incoming members of the Board of Directors participate in the BOD meeting.
 - Sunday night: Attend the Presidential reception.
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 - Each director is assigned to other committees and subcommittees to carry out the work of ASHRAE. Plan on attending these meetings and become familiar with their proceedings.
- Check with CRC Host committee ensure that everything is on track.
- Follow up with the chapters that have not forwarded their Chapter Information Questionnaires (CIQs) to you and to Society. In order for the chapter to receive ANY President's Award of Excellence (POAE) points, the CIQs must have been received by July 1. (Exceptions can be made by the DRC if there are unusual circumstances.)

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- Attend the Annual Meeting of the Society. You are expected to attend the entire meeting, so you must make your travel arrangements accordingly.
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- CRC Follow Up:
 - Ensure that the CRC meeting minutes have been forwarded to headquarters for distribution. (Maximum 60 days after the CRC)
 - Issue a "Lessons Learned" from this year's CRC to the CRC Chairs of the next two CRCs.

July

- At the beginning of each Society year, the DRC shall inform the Society's Chief Staff Officer and the President-Elect of the DRC Alternate who has been selected to act for the DRC in the event the DRC is ill or otherwise incapacitated but has not permanently vacated the office. This person is NOT the Assistant Regional Chair, but a member in good standing who has indicated a willingness to serve in your stead.
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- Finalize the schedule of chapter visits for the RVCs and the DRC, following the discussions at the Planning Meeting. Make this list available to all Chapter Presidents and the REXCOM, for their final planning.
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- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.

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- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.

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- Follow up after fall meetings. Begin work on action items and/or Ad Hoc committee assignments, if any.
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- Follow-up with Regional Vice-Chairs (RVCs) on status of chapter activities and PAOE points to date. Identify any action needed by the regional officers related to specific chapters and follow up with the appropriate officer.
- Register for and make hotel and transportation arrangements for the Winter Meeting of the Society next month.
- Update Operations PAOE points for Chapter Operations on the ASHRAE Society web site.

December

- Review all obligations and meeting logistics. (Sample meeting calendar is included in Appendix.)
- Meet with your CRC general chair to confirm final logistics in preparation for advertising the final arrangements and program for the CRC.
- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.

January

- Attend the Winter Meeting of the Society.
 - Participate in all BOD meetings, Members Council meetings, Committee and Subcommittee meetings and social events involving the BOD. Remember that you are representing all of the Society at any of the BOD and social events.
 - If the winter meeting is in your region, you will be expected to welcome all attendees at the Plenary Session, as well as the President's Luncheon where you will thank the host committee. You may prepare your own remarks, or request a script from Headquarters.
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- CRC Planning; Check in with the committee and ensure that everything is on track.

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- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- CRC Planning:
 - Make a CD for the paperless CRC and distribute to the delegates and official visitors. (See appendix for a suggested directory structure.) Collect reports from the visiting Society dignitaries, the outgoing president of each chapter, each RVC and the Regional Treasurer for inclusion on the CD.
 - Receive awards from Society and order Regional awards, plaques, etc.
 - Spring CRC: Send CRC meeting agendas to the Society Officers that have been assigned to attend the CRC, so they will know when they are speaking and what activities have been planned for the entire meeting.
- Begin work on any action item or Ad Hoc committee assignments received at the Spring Council and BOD meetings.
- Follow-up with RVCs on status of chapter activities and PAOE points to date. Identify any action needed by the regional officers related to specific chapters and follow up with the appropriate officer.

April

- Complete chapter visits planned for this month. Write a report for each visit and copy the REXCOM.
- Attend the (April) Chapters Regional Conference
 - Chair the Chapters Regional Committee Business meeting.
 - Insure that the CRC General Chair sends the CRC Historical Profile sheet (Appendix J1 CRC Manual) to HQ and Regional Officers within 10 days of the close of the CRC
 - Within 30 days following the CRC, issue a “Lessons Learned” from this year’s CRC to the General Chairs of the next two CRCs.
- Register for and make hotel and transportation arrangements for the Annual Meeting of the Society in June.

May

- Keep up to date with any correspondence received, some of which will be in preparation of the Annual meetings in June.
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 - Chair the Chapters Regional Committee Business meeting.
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- Prepare to forward the meeting minutes from the CRC to headquarters for distribution. (Maximum 60 days after the CRC)

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- **Appendix**

- 1. CRC CD Contents**

- CRC Compact Disc**

- Agendas of all meetings and events

- CRC Invitation and Flyer

- Minutes of previous CRC

- Motions scheduled to be presented at the business Meeting

- Reports - ASHRAE Attending VP's Report

- ASHARE Staff report

- Chapter Detailed Report

- DRC Annual Report

- Regional Vice Chair Report – CTTC

- Regional Vice Chair Report – Membership

- Regional Vice Chair Report – Research Promotion

- Regional Vice Chair Report – Student Activities

- Regional Treasurer's Report and new budget

- Workshop Power Point Presentations

- ASHRAE VP

- ASHRAE Staff

- CTTC

- Membership

- Operations

- Research Promotion

- Student Activities

Sample Board Member Schedule

Annual Meeting

(Winter Meeting similar)

	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday			
7:00									
7:30									
8:00		Members Council Region Operations Subcommittee	Members Council Planning Subcommittee	Members Council	Members Council				
8:30									
9:00									
9:30									
10:00									
10:30									
11:00									
11:30									
12:00			BOD Meeting	President Luncheon					
12:30									
1:00									
1:30									
2:00						BOD Meeting			
2:30									
3:00		Plenary Session							
3:30									
4:00									
4:30									
5:00									
5:30									
6:00			President's Hospitality		President's Reception	BOD Reception			
6:30	Host Reception	Welcome Party							
7:00					Regional Dinner				
7:30				Member's Night Out					
8:00									
8:30									
9:00									
	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday			

Sample Chapter Visit Schedules

2007- 08 Region I Chapter Visit Schedule																				
Chapter	Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun	
	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit	Date	Visit
Bi-State	12	ARC	10		14		12		9		13		12		9		14		11	
Boston	18		9	RVC-SA	13		11		8		12		11		15		13		N/A	
Central New York	N/A		10	DRC	14		12		9		13		12		9		14		11	
Champlain Valley	5	DRC	3		7		5		2		6		5		2		7		4	
Connecticut	13	RVC-M	11		8		13		10		14		13		10		8		N/A	
Granite State	7		12		8	DRC	14		11		8		8		12		10		N/A	
Long Island	11		9	ARC	13		11		8		12		11		8		13		10	
Maine	18		16	RVC-SA	13		11		15		12		18		8		20		10	
New Jersey	6		4	RVC-T	1		6		9		7		6		3		1		5	
New York	25	RVC-M	23		27		N/A		22		26		25		22		27		N/A	
Niagara Frontier	17	RVC-RP	15		12		4		21		18		10		21		19		3	
Northeast	18	DRC	16		20		11		15		19		18		15		20		N/A	
Rhode Island	27		25	DRC	15		20		24		21		20		24		22		19	
Rochester	10		15	RVC-RP	12		10		14		11		10		16		20		11	
Twin Tiers	18		16	RVC-T	20		18		15		19		18		15		20		17	

<u>Dates are confirmed via CIQ</u>		
Other Meetings		Legend
Jun 23-Jun 30, 2007	Annual Meeting, Long Beach, CA	ARC Garry Myers Director & Regional Chair
Aug 16-18 2007	Chapter Regional Conference - Buffalo	RVC-M Spencer Morasch Assistant Regional Chair
Sep 21 -23, 2007	Members Council, Atlanta	RVC-SA Joe Furman RVC Membership Promotion
Jan 19-23, 2008	Winter Meeting, New York City	RVC-RP Rich Vehlow RVC Student Activities
Mar 12 - 15, 2008	Board of Directors Meeting	RVC-T Ron Swarouth RVC Resource Promotion
Apr 18, 2008	Region I Planning Meeting	RVC-P Lee Loomis RVC Chapter Technology Transfer
Apr 19, 2008	Region I President-Elect Training	RVC-R Peter Oppelt RVC Chapter Programs
Jun 21-25, 2008	Annual Meeting, Salt Lake City, UT	RVC-H Wayne Vanasse RVC Refrigeration
		RVC-W Phil Knowlton Regional Historian
		RVC-W Heather nowakowski Regional Electronics Communications Chair

ASHRAE Hardship Cases and Natural Disaster Relief Action

Hardship Cases (ROB 2.103.003.4)

Members Council shall be responsible for determining what constitutes a hardship case and provide guidance to staff for determination of special consideration with respect to dues and other member benefits, issues not covered by this guidance shall be ruled on by the chair of Members Council in consultation with staff. For more information, contact membership@ashrae.org.

ASHRAE Natural Disaster Relief Action (10/30/05)

Should a natural disaster occur, the DRC will determine which chapters/members in their respective region are affected and if relief is warranted. The DRC should notify ASHRAE and let staff know which chapters are affected, ASHRAE will then post the information via the ASHRAE website and through blast emails. The Natural Disaster Relief Action Plan will include waiving membership dues and replacing the current Handbook upon request. The DRC will make the final decision if a natural disaster occurs. For more information, contact membership@ashrae.org.

MEMBER'S COUNCIL LEADERSHIP DEVELOPMENT TRAINING
AD-HOC COMMITTEE REPORT
June 21, 2008

This is the final report of the committee. It is divided into five sections:

1. Our charge from Bill Harrison
2. Referral of CRC Motion from the September '07 Members Council Meeting
3. Review of Training Currently Taking Place
4. Training Principles Document
5. Outline info for web casts

1. Our charge from Bill Harrison

Your work needs to include a strong focus on the Chapter Level. My charge to the Members Council Ad Hoc committee is to develop a tool to teach our chapters the People Process of:

1. Finding Talent
2. Developing Talent
3. Evaluating Talent
4. Succession Planning

Ideas from the Committee. Some of these have specific action items resulting from them.

- Talent has to be found by all the leaders of the chapter. This involves the chairs, BOG, Past Presidents, officers of the chapter to keep an eye and ear open to find talent. One of the problems in finding talent is using the talent to where they feel their efforts are appreciated and add value.
 - Webcast and DL presentations mentioned in the next item below could include these points.
- Perhaps ASHRAE could offer a web-based training module specifically designed for finding future leaders. Chapters wanting help with their People Process could download this and watch it. We could also identify someone as a distinguished lecturer who visits the chapters and talks specifically about how to find and develop talented people for leadership positions. This would raise the awareness among chapters of the need to be doing this and it would also help those chapters who are struggling and want help.
 - Region Operations to add this to the list of future webcast topics.
 - Suggest that CTTC be asked to look for a DL with these qualifications.
- Evaluating talent is a tougher issue as all of us have bias in how we see the world and individuals. Talent can be evaluated quickly by determining if the individual has an interest in being a leader within ASHRAE, to what level do they wish to grow, to what level do we feel they can grow to, and how do others in the group view the individual. Are others willing to follow the lead of the individual being evaluated? The other concern

is who does the evaluation and tracks it? Obviously the chapter nominating committee needs to be aware of the potential of candidates.

- Webcasts and DL visits mentioned above can include these issues.
- Once people are identified at the Chapter level and move into regional or Society positions, we should try a formal rating system. Each leader rates/comments on those under their charge. The rating of the person's future potential goes to nominating or a select group. These same folks could then be offered training relative to future positions. If they take the training and serve in other relevant positions, the database rates them as more qualified. Then, when the real nominations go forward, the nominating committee has more people with better bios to look at and choose from. When implemented at the regional and Society level this will reduce politics, handle the cost, and provide standardization. Fortunately, there are programs out there that do this today and these programs are web-based and set up for international use.
 - There was not strong committee focus or interest in further exploring formal rating systems
- We need to be sure that the current leaders of the chapter have leadership skills that allow development of talent. Leaders have to allow the talent to shine. That is one's function as a leader. We have available YEA leadership programs and we should offer more through our CRCs and/or electronic means.
 - CTTC is now looking at more soft skill/leadership type DLs that can address this issue.
- Different chapters and regions have ideas for how to handle succession planning. Some ideas work better for certain chapters with their own dynamics. Perhaps we could gather ideas from different types of chapters on how they do it. We could focus on the chapters that have successfully done this. This information could be put into a Word document and put on the website or in the Manual for Chapter Operations. Key ideas could also be included in web-based training or in a distinguished lecturer's presentation.
 - Suggestions on ways to accomplish this are now being included in the DRC manual
- Leadership candidates need to be aware that the chapter and ASHRAE are looking for them to step forward in the future to be a leader. The chapter and ASHRAE have to provide the training opportunities to them that will prepare them. Our leaders need to know that our members, Chapters, Society and Regions are behind them in making them a success.
 - This should be regularly communicated to chapter members by visiting DLs, visiting regional and Society officers (at chapter and CRC visits).

Successful leadership in chapters comes from being intentional about leadership planning. It is also important to have something for past presidents to do and to have a social aspect to tie new leadership to old leadership.

- The regions should track (written) how each chapter in their region handles leadership/succession identification and planning. Regional officers should periodically review this and identify chapters that are having successes to model from or having

difficulties. Occasions to review this information may include regional planning meetings, before chapter visits, during president elect training planning, and during chapter goal setting.

- This is being added to the DRC manual and will be covered during DRC orientation.
- Art Hallstrom was assigned an action item to show his software tracking system for this type of info to the Electronics Communication Committee, then to Staff, and get their feedback. Art will also host a web meeting that all Director and Regional Chairs can participate in to demonstrate the software and user's manual.
 - Art presented this to the Region Operations Subcommittee and it is very useful. He will carry this task on (completing the demo to DRCs, the webcast, and ongoing upgrades to the software based on user suggestions) as part of his duties on ECC.
- Create list of ideas for how different chapters are successful with it so there is a source of ideas/best practices that chapters with different situations can utilize.

Recommend putting someone in charge of surveying each Regional Chair about this. Will suggest as an action item at Members Council. Items can be collected by staff and put on the website or in the DRC manual.

2. Referral of CRC Motion from the September '07 Members Council Meeting:

That ASHRAE Society shall produce and provide an educational DVD to each chapter for training of Board of Governors members.

Background: DVDs will be produced with a presentation of ASHRAE history, organizational structure, vision and values, board member roles, responsibilities, protocol and etiquette. The presentation should be no longer than 30 minutes and just summarize key points. The DVDs shall be distributed to ALL chapters. It shall be strongly recommended that ALL chapters review and discuss at the first board meeting of the incoming officer year. PAOE points shall be awarded to ensure the activity is completed. Coincidentally, at the CRC this was brought up in a breakout session. The group thought that this could be a quality piece to help improve the PR of ASHRAE internally.

Fiscal Impact: Initially it was thought to be \$1,000 first cost with an additional \$1,000 annually should the DVD be reproduced. However, the impact could be higher, close to \$5,000 should ASHRAE hire a professional production company to produce rather than use student production facilities.

Thoughts on the Motion:

- The motion background suggested content for the training that the committee felt could be improved upon. Perhaps less about Society history/organization and more specifics which are applicable to a chapter. Include training for leaders in how to make the most of the talent possessed by others on their committees or in their chapters. Not using the talent available to you will discourage and leave members frustrated.

- Content should be reviewed by those in our Society that are actively involved in leadership training. This is an item that would require further work.

The Regional Operations Subcommittee of Members Council agreed to work on the content of training items. They are encouraged to seek review of the content by individuals outside of the committee that have knowledge or experience in relevant training areas.

- The training is typically only as good as the trainer. Having a DVD could provide more consistency, which is good news. But a DVD is not interactive. For the same money we could break the training into “nuggets” and make it a web-based ASHRAE training web site link for training on various chapter positions. Web-based training gets the information out faster, can be updated, and is much easier to use. It can also be used when someone does real face to face training. Look into the Allstate training program.
 - Decided to use web-based training modules for the chapters.
- In some cases this training could supplement what training already exists, not necessarily replacing it. Many times we have training sessions at a set schedule (such as CRCs) but you only get half of those present who need it (sometimes you get a replacement who will not be the actual chair that year). Regardless, it is still important to get those people trained that did not make it to a CRC. It is difficult to replace workshops as some of the networking and exchange of information is unique to the training that occurred. However, if we can get some basic information in a video format with a list of contacts for follow up should the "attendee" have any questions that would be a great start. A chapter can use it if they decide it is right for them.
- Another idea is to have some kind of questions at the end of the training to make sure the person paid attention after which they would get a certificate of completion. This certificate could be used to get the PAOE points to confirm it was completed versus people simply claiming they did it. All training would not have to be a person speaking into a camera. Some of it could be similar to a PowerPoint with audio plugged into it to make it seem interactive whereas only the end of the course exam would technically be interactive.
 - Decided against a certificate of completion. Trying to stay simple.
- We should look at “awards” and recognition for those “trained.” See the Boy Scouts program.
 - Decided against special awards or recognition at this time for those who watch the webcasts.
- Ad hoc to outline content for each module and identify an appropriate presenter. Presenter shall work with the committee on the detailed content. Focus first on chapter positions. Could do audio in different languages. Record first podcasts in spring/summer. 30 minutes is the time limit. The ASHRAE Training Principles document should be a guide as these podcasts are developed.
 - Outline of topics was completed and the first topic was selected. Outline presented later in this report.

- Traci to contact Maureen and Dick Hayter regarding some specific “train the trainer” information they presented a few years back. Could take the ASHRAE Training Principles document and make that into a webcast also.
 - Maureen was agreeable to sharing her PowerPoint on running meetings. Traci reviewed the presentation and the quality is very good. Traci shared this with the delegates at her CRC and the regional executive. This PowerPoint will be shared with the DRCs now as part of their training and it will be mentioned and attached to the DRC manual. Traci decided that she would prefer not to have the training principles document made into a webcast.
- Recommend that Members Council subcommittees receive a recommendation that they spend 1-3 hours in their meetings helping Regional Vice Chairs plan their chapter’s regional conference workshops. Many subcommittees are already doing this.
 - This has been incorporated into the committee meetings.
- We explored the possibility of partnering with Dale Carnegie to help with training.
 - Decided that DC trainers could be utilized for specific purposes (as a centralized training presenter or presenter at a CRC), but the cost to have them do training on a wide scale basis at chapters is too high.
- More focus on team building in ASHRAE.
 - General comment made. We did not follow up on this specifically in detail.

3. Review of Training Currently Taking Place

The Planning Subcommittee’s Ad-hoc on Training created a spreadsheet that lists the training currently being done in ASHRAE. We reviewed this list to become familiar with the current training and reviewed for additions or corrections. We also listed current areas of training that we think we should be doing, but are not.

We need to task the BOG and Past Presidents from each Chapter with having a Chapter Leadership Development committee. This committee would have the responsibility to identify individuals in the chapter for serving on committees, chairs, BOG and officers. They would also be responsible for having a training/leadership program that could be part of the chapter meeting or a separate event.

Many chapters do have a nominating committee, but it may be more focused on identifying people for positions and not as much on developing or training them. Recommend that an action item be assigned to someone on Members Council to update the MCO with this new focus.

4. Training Principles Document

We developed a draft document (ASHRAE Training Principles) to have something people can refer to when ASHRAE training programs are evaluated or designed. This can assist those who develop the details for web-based training. Staff will send it out as appropriate to those in Society who are doing training sessions. Suggested changes to the document can be sent to Traci and she can update it.

5. Outline for Web Casts

Outline for Podcast content – the first ones and presenter ideas

President – already done at PE training by DRC. Skip for now.

VP

Pres. Elect

Secretary

Treasurer – FIRST ONE

Content for the presentation. Describe the position and then highlight where to get treasurer description in the MCO off the website, tax reporting info, audit, bank account set ups, dual checks, etc. First 8 minutes – any treasurer. Last 2 minutes – US treasurers only. Art H. will draft the content. Jack Zarour had an outline initially to share.

Board of Governors

Newsletter Editor

Webmaster

Finding Talent

Developing Talent

Evaluating Talent

Succession Planning

Committee Chairs training– need to be careful here that we don't try to replace the CRC or central training.

Staff will assist with identifying individuals willing to present the webcasts. Someone with a lot of energy, photogenic to some extent. Female voices come across better because of frequency.

ECC will take over production and technical logistics of getting the webcasts produced and by what media. Some recording will be done at the new headquarters.

Evaluation: E-mail address at end of screen for feedback. Region Operations Subcommittee can act on evaluation comments.

End of Report

ASHRAE Training Principles

- Deliver training that volunteers find interesting and relevant
- Provide atmosphere of respect and approval through feedback and praise
- Get people to participate so they can practice the skills during the training
- Coach members so they improve beyond where they currently are at
- Help them understand where this training can be useful inside and outside of ASHRAE

Adults have specific needs when they are learning something new. They like to have some control over the learning experience. They are self directed and capable of making decisions. They bring a lot of knowledge and experience. They learn more effectively through guided discussion, problem solving, and role-playing than through lecture. They also learn best when they see the need for them to learn. They usually need some help in seeing very specifically how the things they learn in a training session translate into their ASHRAE volunteer or work responsibilities. It is helpful to give them assignments where they must apply what they learned to a situation outside the training room and then report back on how it went. They can learn a lot from listening to the reports of others in the training. Adults have different learning styles so ideas need to be presented in a variety of different ways. Learning must be time phased so that the new skills have time to be picked up, applied, evaluated, and improved upon. Adults want to be aware of how they are doing, to be coached, and to get feedback.

End of Manual