



CONTINUOUS STRATEGIC PLANNING PROCESS

Guide for Councils and Committees
June 26, 2011

OBJECTIVES



1

Introduce you to the Continuous Strategic Planning Process (CSPP)

2

Explain the Strategic Planning Process Map

3

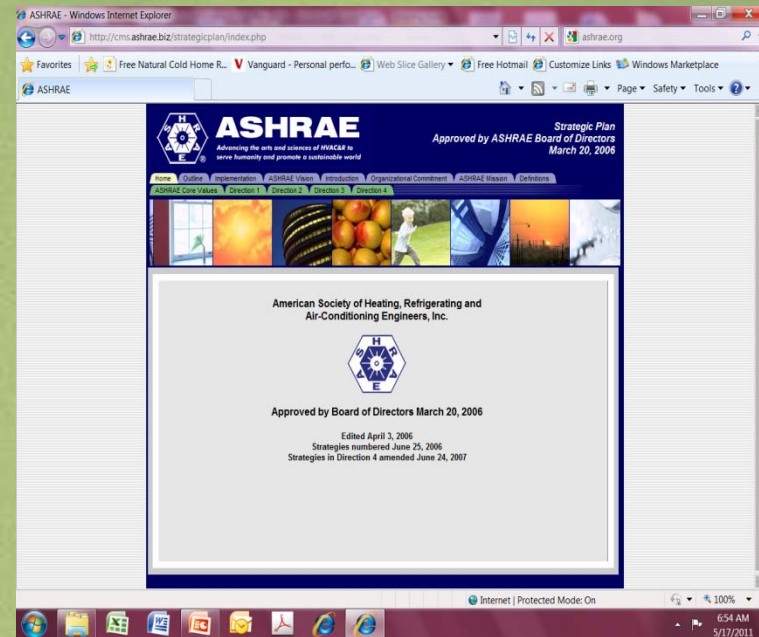
Show you an outline of the CSPP and the annual timeline for implementation of CSPP

4

Illustrate the tools available and how to use them for the CSPP and make them work for you!

STRATEGIC PLAN

- Approved by Board of Directors (BOD) March 20, 2006
- Edited April 3, 2006
- Strategies numbered June 25, 2006
- Strategies in Direction 4 amended June 24, 2007
- Strategies and directions amended June 26, 2011



<http://www.ashrae.org/aboutus/page/248>



ASHRAE MISSION:

To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.

ASHRAE VISION:

ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning and refrigerating.

CORE VALUES

A.L.I.S.E.

- *Advancement* : We are committed to the **advancement** of the arts and sciences of HVAC&R for the benefit of society through research, technology development and transfer, and education and training.
- *Leadership*: We are committed to providing **leadership** within our industry, and developing leadership qualities in our members.
- *Integrity*: We are committed to **honesty** in the practice of our profession as embodied in the ASHRAE Code of Ethics.
- *Service*: We are committed to **service** to our members and to the public.
- *Excellence*: We are committed to the achievement of technical quality and **excellence** in our programs, publications, courses and other activities.



STRATEGIC PLAN DIRECTIONS

Direction 1: ASHRAE will be a leader in advancing sustainable design, construction, and operations for new and existing built environments.

STRATEGIC PLAN DIRECTIONS

Direction 2: ASHRAE will be a world class provider of education and certification programs.

STRATEGIC PLAN DIRECTIONS

Direction 3: ASHRAE will position itself as an essential resource for optimizing the performance of building and energy systems throughout their life cycles.

STRATEGIC PLAN DIRECTIONS

Direction 4: ASHRAE will be a global leader in the building and energy system community

WHAT IS THE CONTINUOUS STRATEGIC PLANNING PROCESS? (CSPP)

- The process of continually reviewing, evaluating and updating the Strategic Plan to assure that it responds to changing needs as well as current social, economic, financial, and technological challenges

WHAT IS THE CSPP?

(CONT'D)

- On an ongoing basis, input is solicited from:
 - councils and committees
 - Board of Directors
 - external sources (2009-2010)* (slide note)
 - other strategic planning efforts (ad hoc)
 - member surveys
 - other

CONTINUOUS PLANNING PROCESS

Evaluate Position

- Customers
- Competitors
- Capabilities
- Market Needs
- Risks

Planning

- Identify Future Needs
- Update/develop New Products and Services
- Identify Technological & Geographical Markets
- Financial Implications
- Marketing Plan



Continuous Strategic Planning

Implement

- Priorities
- Responsibilities
- Milestones – Targets
- Gap Analysis

ROLE OF COUNCILS

- Communicate with each assigned committee to ensure that they are knowledgeable about Strategic Plan directions and strategies
- Follow up with each committee on its plan to address each assigned strategy

ROLE OF COUNCILS

(CONT'D)

- Provide updates to the BOD on status of each strategy assigned to the council and committees reporting to the council
- Prepare recommendations for changes to the Strategic Plan and submit to PLC annually
- Develop procedures for providing input on updating the Strategic Plan on a continuous basis

ROLE OF COMMITTEES

- Become familiar with all Strategic Plan directions and strategies
- Develop and implement a plan to address each strategy assigned to the committee

ROLE OF COMMITTEES


(CONT'D)

- Report the status of committees' progress to the council as requested
- Develop procedures for providing input on updating the Strategic Plan on a continuous basis

TASKS TO ACCOMPLISH CSPP

- Schedule a 1-2 day strategic planning retreat for the BOD every 2-3 years, or on some predefined cycle, to consider the implications of issues and ideas that are flowing from the members.
- Conduct an annual planning session (minimum 4 hours) at each fall BOD meeting.

TASKS TO ACCOMPLISH CSPP (CONT'D)

- Each council and committee should schedule a strategic planning session at each annual meeting.
 - Council and committee chairs should be the champions of this effort each year.
- 



TASKS TO ACCOMPLISH CSPP (CONT'D)

- Planning Committee (PLC) council liaisons review the current Strategic Plan with council and/or committee members
- Ask for ideas from members
- Ask for feedback from:
 - past leadership
 - members
 - local allied societies
 - local universities and colleges
 - trade organizations
 - other stakeholders



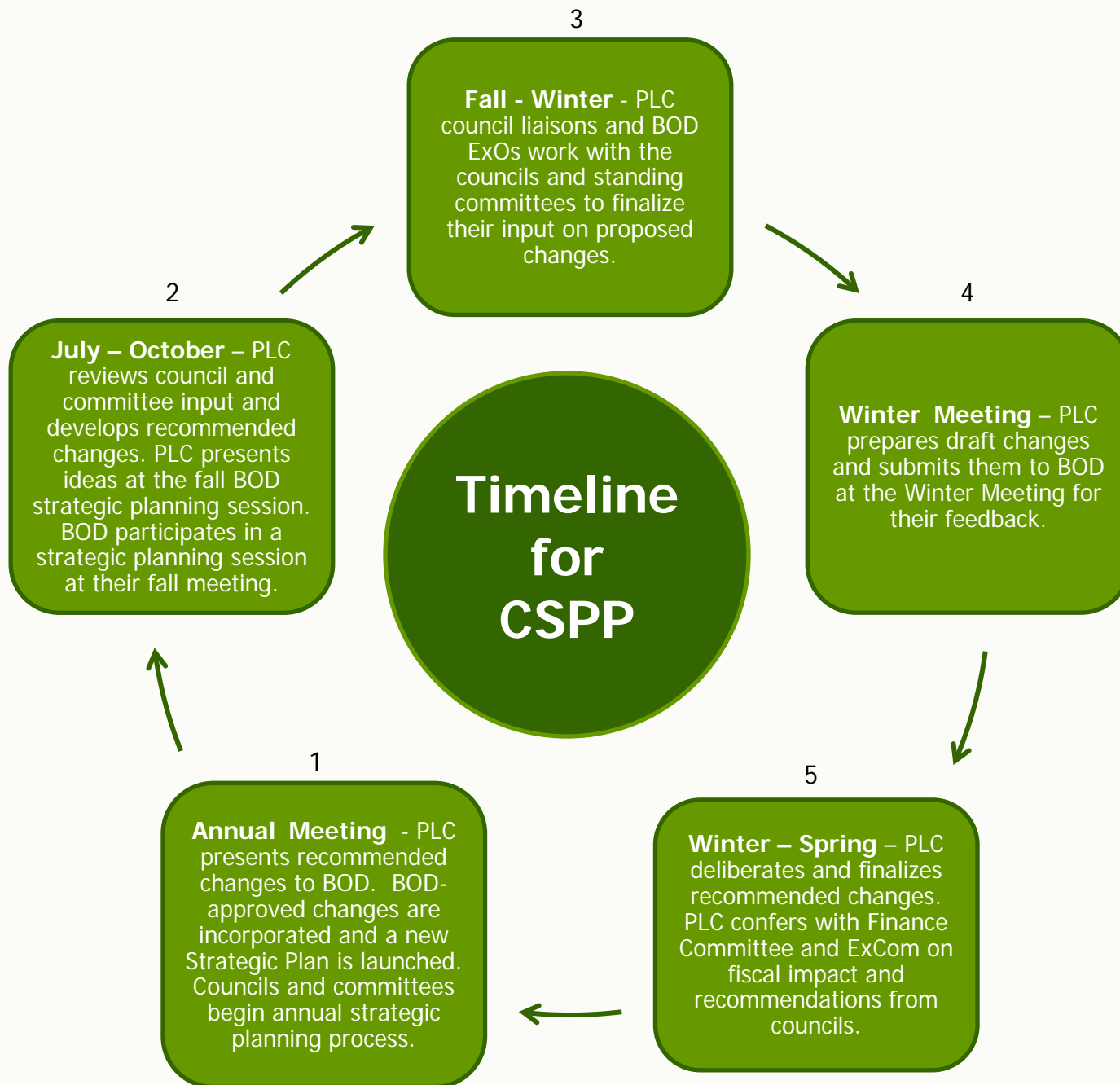
TASKS TO ACCOMPLISH CSPP (CONT'D)

- Planning Committee presents ideas at fall BOD strategic planning session.
- Identify new directions and strategies.
- Review the status of assigned Strategic Plan strategies.
- Brainstorm opportunities to modify or add strategies.



TASKS TO ACCOMPLISH CSPP (CONT'D)

- Planning Committee submits draft changes to BOD at Winter Meeting for their feedback.
- Planning Committee reviews and finalizes recommended changes, conferring with Finance Committee and ExCom on fiscal impact and council recommendations.
- Submit recommended changes to BOD at Annual Meeting.
- Repeat the process.



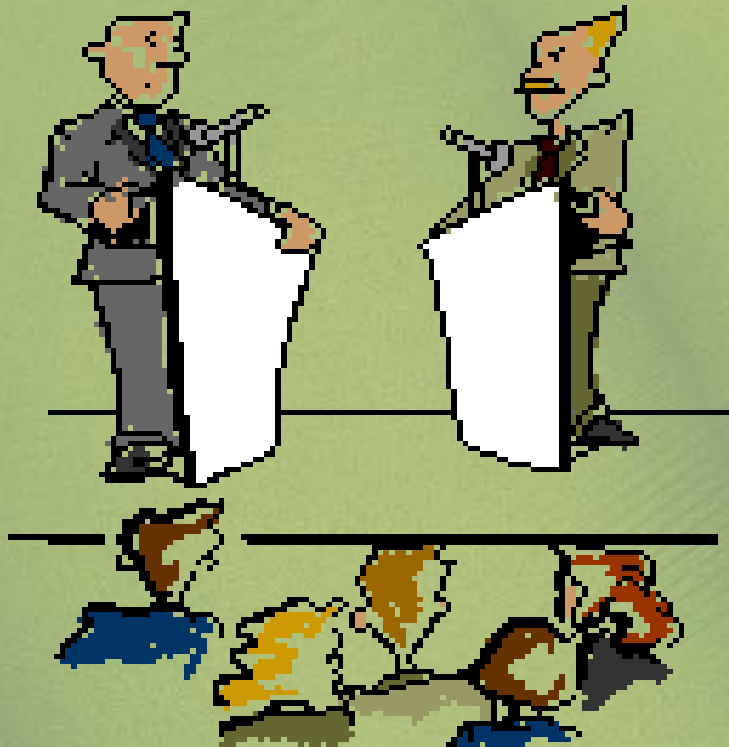
SAMPLE COMMITTEE MBO

MBO#	OBJECTIVE(S) TO ACCOMPLISH CONTINUOUS STRATEGIC PLANNING TO YOUR COMMITTEE	Fiscal Impact	REFERENCE TO ASHRAE STRATEGIC DIRECTION AND STRATEGY	COMPLETION DUE DATE	Committee member Lead Responsibility	Fiscal Impact
1.0	Develop an ASHRAE Guide for Sustainable Refrigeration Facilities and Systems		SD#1 - 1.1, 1.2, 1.6			
1.1	Request approval as a Special Project	\$40k				
1.2	Identify funding sources and potential co-sponsors					
1.3	Create RTAR(s) to support the Guide					
1.4	Propose the Guide project as a Special Project or research project with ASHRAE funding support					
2.0	Enhance grassroots refrigeration activities and programs		SD#2 - 2.2, 2.4 / SD#3 - 3.4			
2.1	Appoint REF Committee liaison to CTTC, and establish CTTC liaison with REF Committee					
2.2	Review and update tools on refrigeration technology available for chapter use on society website					
2.3	Submit recommendations for 2010-11 refrigeration PAOE criteria to President-Elect					
2.4	Develop plan for enhancing chapter refrigeration activities jointly with CTTC					
3.0	Support and coordinate Society refrigeration activities		SD#2 - 2.1, 2.2, 2.4			
3.1	Organize programs on sustainable refrigeration for annual and semi-annual meetings					
3.2	Appoint a committee coordinator for a Society "refrigeration track"					
3.3	Promote and solicit entries for refrigeration awards: Garland, Comfort Cooling, and Briley					
3.4	Provide a recommendation on refrigeration educational programs that should be provided by ASHRAE					
3.5	Review assigned Society position papers/statements/documents and initiative revisions, as needed					
4.0	Establish a formal liaison program with key refrigeration technical organizations		SD #4 - 4.2, 4.13			
4.1	Coordinate refrigeration Technical Committee programs, research projects and handbook revisions					
4.2	Identify international organizations involved with sustainable refrigeration technology					
4.3	Establish a mechanism for maintaining relationships with key technical organizations in the committee MOP					
5.0	Identify the appropriate role for ASHRAE in commissioning of refrigeration systems		SD#1 - 1.1, 1.2, 1.3, 1.5			
5.1	Obtain input from refrigeration Technical Committees on the need for refrigeration commissioning programs	None				
5.2	Identify current refrigeration commissioning projects and guideline activities	None				
5.3	Manage ASHRAE liaison activities with other organization's refrigeration commissioning work					
5.4	Provide a recommendation to Tech Council on the ASHRAE role in refrigeration commissioning					
6.0	Develop a new communications vehicle for members/chapters on refrigeration technology		SD#3 - 3.1, 3.2, 3.3, 3.4			
6.1	Establish a format, schedule and budget for the new communications vehicle					
6.2	Publish at least two editions by June 2010					

THANK YOU!

- Thank you for participating in our Continuous Strategic Planning Process!
- Thank you for all you do for ASHRAE!

QUESTIONS?



For more information
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