



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

Friday, January 27, 2017
ASHRAE Winter Meeting
Las Vegas, Nevada

Note: These minutes were approved by the Planning Committee on March 29, 2017 and are the official record of the meeting.

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Planning Committee Meeting

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ACTION ITEMS
 Planning Committee Meeting
 January 27, 2017

<u>No. - Pg.</u>	<u>Responsibility</u>	<u>Summary of Action</u>	<u>Status</u>
1 – 5	SubC Chairs	Consider Society Themes for 2017-18 and initiatives, by subcommittees; Provide comments to PEAC, if necessary.	<u>Ongoing</u>
2 – 5	McGinn/ Abrams	Redirect regional leadership to undertake initiative 1A- Drive Employer support as part of CRCs	<u>Ongoing</u>
3 - 5	Harrod/ Vaughn	Schedule a meeting after Las Vegas to discuss Initiative 1B-form MTG to develop the research project and create list of consulting engineering firms for BOD to visit.	<u>Ongoing</u>
4 - 6	Harrod/ Ramspeck	Initiative 3C-Performance-Based Standards; rewrite this initiative; Standards will help	<u>Ongoing</u>
5 – 6	Keen/ Leblanc/ Abrams/ Comstock	Initiative 3D-Develop new portfolio of courses to distribute through chapters	<u>Ongoing</u>
6 – 6	Gupta/Marketing	Dashboard-provide comments on metrics to quantify impact assessment	<u>Ongoing</u>
7 - 6	McGinn	By the spring Board meeting on March 10, new and revised initiatives that may be incorporated into the Strategic Plan will be updated for the Board to consider.	_____
8 - 7	McGinn	Mr. McGinn will discuss RBC's next steps forward with Dan Int-Hout, CO	_____
9 - 7	McGinn	Identify the elements included in the 13.1% increase in volunteer participation	_____
10 - 8	Keen/Rakheja /Schwedler	Work together on implementing necessary changes in the PLC Reference Manual & MOP	_____
11 - 8	Neme/Schwedler	Work on reformatting the MOP; send revisions to the PLC Reference Manual to SRC for review	_____

MINUTES

PLANNING COMMITTEE MEETING
Las Vegas, Nevada
January 27, 2017

MEMBERS PRESENT: Costas A. Balaras, Chair
James K. Vallort, Vice Chair
Dimitris Charalambopoulos
Chris M. Gray
John L. Harrod
Julia A. Keen
Karine Leblanc
Tim J. McGinn
Sarah Poursharafeddin
Ashish Rakheja
Mick C. A. Schwedler
Hassan A. Sultan
Bill Bahnfleth, Consultant
Jennifer Isenbeck, Consultant
Jeff Littleton, Executive V.P.
Ginger Scoggins, CO
Steve Comstock, Staff Director

MEMBERS ABSENT: Narayanan S. Chandrasekar, Consultant
Kenneth R. Goodman, Consultant

GUESTS PRESENT: Marites Calad
Walid Chakroun
Douglas Cochrane
Ioanna Deligiozi
Mark W. Fly
Patricia T. Graef
Sheila Hayter
M. Dennis Knight
Ross D. Montgomery
Yong Kong Ng
Edward K. C. Tsui
Timothy G. Wentz
Bjarne W. Olesen

STAFF PRESENT: Claire Neme
Mary Townsend
Joyce Abrams
Vanita Gupta
Kim Mitchell
Claire Ramspeck
Joslyn Ratcliff

CALL TO ORDER / OPENING COMMENTS

Chair Costas Balaras called the meeting to order at 1:06 pm. He introduced himself and welcomed PLC members, guests and staff. Mr. Balaras reminded everyone of ASHRAE's Code of Ethics to be followed during all PLC meetings. He pointed out that links to the Planning Committee Rule of the Board, the PLC roster, subcommittee list and action items were included in the agenda for committee members' reference.

Roll Call / Guest Introductions

Mr Balaras asked the members and guests for self-introductions. A quorum of PLC voting members was present.

REVIEW OF THE AGENDA

Mr Balaras asked if there were changes or additions to the agenda. No new items or other comments were made on the agenda. Mr. Balaras asked Mr. Vallort to assist staff to help track action items.

APPROVAL OF MINUTES (Attachment A)

The January 11 PLC web meeting minutes were circulated to PLC members. Mr Balaras thanked Ms. Neme for writing the draft minutes and sending them to members. No further comments were received from PLC members. He reminded the group that some attachments are confidential and should not be distributed without permission beyond the BOD and PLC members.

Mr. Balaras called for a motion to approve the January 11, 2017 PLC web meeting minutes. Mr. Harrod moved and it was seconded

- 1 that the minutes of the January 11, 2017 Planning Committee web meeting be approved as presented.

MOTION 1 PASSED 10-0-0 (CNV)**ANNOUNCEMENTS**

Mr Balaras congratulated Mrs. Julia Keen and Mr. John Harrod for being presented with the Fellow award.

Mr Balaras announced that the 2017 Developing Economies conference (2nd event) will be held November 10-11 in New Delhi, India. This event will address challenges developing countries face in infrastructure and urbanization, air pollution, refrigerant phasedown and the lack of a trained workforce. This event is important in the effort to solve many of these global challenges.

Questions for ExCom: (Attachment B)

Several questions for clarification were solicited from PLC Subcommittee Chairs following the last PLC conference call and were communicated to ExCom through Ms. Scoggins on behalf of PLC. A brief summary of some of the questions/issues and ExCom responses are outlined below. The complete list of questions and responses are included in Attachment B.

(Tim McGinn)

1. Confirm that they are in agreement with PLC recommendation that the SP is a five year plan
 - **Yes, it is a 5-year plan.**
2. Currently reviewing the 2017/18 Presidential Themes and thinking about their effect on PLC Monitoring activities; is there any direction with respect to the expectation of Planning's role in monitoring the progress of the Themes during the 17/18 year and/or integrating the Themes into the Updated Strategic Plan.
 - **PLC should continue to look at the 2017/18 themes and how they fit into the current strategic plan, but no action is required on this item at this time. The incoming President/Excom/BOD will provide direction to the 17/18 PLC committee for MBO focus items that need to be addressed that rally the intent of the presidential theme. At this time, that direction has not been provided, so PLC should continue to work with their active MBO's and current strategic plan implementation efforts.**

Mr. Balaras pointed out that there was no clear direction from the Board regarding the 2019-2020

strategic plan. However, he stressed the importance of beginning to think now about compiling past information together to generate some future ideas about the evolution of the Strategic Plan. The Monitoring Subcommittee is charged with this effort.

Mr. Olesen added that the next plan belongs to the Board now that members are more engaged in the planning process. Four Board members will be assigned to work on a future plan. A consultant will be hired in July to begin working on the new plan over the next two years. The role of PLC will be to implement or monitor the plan; the Board will have overall responsibility for the plan.

Mr. Balaras indicated he felt that the future plan will be successful with the Board actively engaged along with a professional facilitator, as it was done during the previous process. He pointed out that the current plan is widely recognized as the best one developed so far and it is important to begin to think about what went right or wrong with the current plan and how to improve the process.

OLD BUSINESS

Action Items

1 – 5	Balaras/ McGinn/ Gray	Consider Society themes for 2017-18 and initiatives	Complete	
2 – 5	Gray	Review Global Initiatives; avoid duplications	Complete	
3 – 5	Subc Ch.	Notify PLC when meetings are scheduled.	Ongoing	AI 1
4 – 4	McGinn	Arrange conference call with Ms. Scoggins.	Complete.	
5 – 5	Gray	Include actions and approach to non-members in a mature market.	Complete	
6 – 5	McGinn/ Abrams	Redirect regional leadership to undertake initiative 1A- Drive Employer support as part of CRCs	Ongoing	AI 2
7 – 5	Harrod/ Vaughn	Schedule meeting after Las Vegas-1B-Form MTG to develop the research project – create list of Engineering firms for the Board to visit.	Ongoing	AI 3
8 – 5	Leblanc/ Comstock	Action on Initiative 1C-investigate accreditation of Educational programs for university credit (part of mid-year review)	Complete	
9 – 5	Leblanc/ Littleton	Action on Initiative 2A-Priorities of Ad Hoc Committee action needed to implement priorities; Ad hoc needs to report on progress. (part of mid-year review)	Complete	
10 – 6	Harrod/ TAC	Action needed on Initiative 2B-Analysis of TC organization; Mr. Harrod to suggest TAC poll TCs. (part of mid-year review)	Complete	
11 - 6	Keen/ Comstock	Initiative 3A-Refocus on new vision; change from software tools to centralized content; rewrite initiative Including fiscal impact. (part of mid-year review)	Complete	
12a-6	Keen/ Leblanc/ Boyce	Initiative 3B-Determine status and progress. (part of mid-year review)	Complete	
12b-6	Schwedler	Initiative 3B-Send to Mr. McGinn the PEC planning	Complete	

Subcommittee report on owner/operator

13 – 6	Harrod/ Ramspeck/	Initiative 3C-Performance-Based Standards; rewrite this initiative; Standards will help.	Ongoing	AI 4
14 – 6	Keen/ Leblanc/ Abrams/ Comstock	Initiative 3D-Develop new portfolio of courses to distribute through chapters.	Ongoing	AI 5
15 – 7	Gupta/ Marketing	Dashboard-provide comments on metrics to quantify impact assessment	Ongoing	AI 6
16 – 7	PLC	Discuss in Las Vegas which items should be monitored by PLC and which items should be monitored by the Monitoring Subcommittee.	On Agenda	
17 – 7	Scoggins	Discuss with ExCom the SP milestones and ask if they Can complete their review by Long Beach	Complete	
18 – 8	PLC	Brainstorm in Las Vegas when the next SP should be Developed.	Complete	
19 – 11	Gray	Send updated Global Strategies report to PLC by Jan 23	Complete	
20 – 12	PLC	Provide the BOD with an overall update on the direction and progress of the global plan and monitoring of the SP.	On Agenda (complete in Vegas)	
21 – 12	Gray	Update power point on development process and current status of global plan.	Complete	
22 – 12	PLC	Review draft edits in PLC reference Manual and MOP; Send comments to Mr. Schwedler by January 23.	Complete	
23- 12	SubC Chs Balaras	Collect PLC questions and needs for guidance from ExCom; send to Ms. Scoggins	Complete	
24 – 12	Gray	Poll global community Subcommittee; to see if there Is a need to meet before the PLC meeting.	Complete	
25 – 12	PLC	All are invited to attend the pre-PLC meeting at 11:00 am on Friday in Genoa.	Complete	

SUBCOMMITTEE REPORTS

Mr. Balaras asked members to continue to retrieve working documents from Basecamp, update them and return them to Basecamp. He asked subcommittee chairs to provide Claire Neme with their final reports.

Strategic Plan Monitoring Subcommittee Report (Attachment C)

Mr. McGinn reported that his subcommittee is monitoring the strategic plan process and structure, and discussing the best ways to measure progress. He gave an overview of this work. By the spring Board meeting on March 10, new and revised initiatives that may be incorporated into the Strategic Plan will be updated for the Board to consider. His subcommittee is working with committees; redirecting or rewriting initiatives. The Residential Initiative #5 will be rewritten to add stretch goals, but will need to reach out to the Residential Buildings Committee to get support. For Initiative 4 help and input will also be needed from the PLC Global Community Subcommittee.

Mr. McGinn asked what the role of PLC will be in the next strategic plan; the new PLC does not know their mandate as of now.

AI 7

He asked the group for their input on his subcommittee' report. Mr. Littleton pointed out that employer support was assigned to Marketing. The ASHRAE Reach program was implemented to be distributed to CRCs to track what employers are doing. This program was launched in April, 2016. The Reach program is a new version of the VITAL program.

Mr. McGinn indicated his subcommittee will recommend to the Board that PLC undertake a mid-term update of the SP.

Mrs. Keen asked why the plan should be updated and if this is an update or a rewrite of the SP? Mr. McGinn responded that the plan initiatives have changed; progress was not included so the update will add progress so the plan will be relevant next year.

Mr. McGinn expressed concern about numbers in the report's graphics. Outcomes are difficult to measure. The graph shows the percentage of each initiative that is complete. He asked the group if there may be better measures that could be used. Mr. Balaras reminded the group that Marketing has agreed to suggest better methods by which we could use the metrics.

Recommendations for BOD Approval

Mr. McGinn presented the Monitoring Subcommittee recommendations for the Board to consider. Mr. Balaras asked if there was a motion on the floor.

Mr. Harrod made the motion and it was seconded

MOTION 2. that the Planning Committee, with input from ExCom and the Board, will undertake a Midterm Update of the Strategic Plan for unveiling at the ASHRAE 2017 Annual Meeting in Long Beach.

MOTION 2 PASSED 11-0-0 (CNV)

Fiscal impact: \$0 (Assuming electronic documents only)

Mr. McGinn pointed out that Residential Buildings Committee will be rewriting their TPS adding new stretch goals. They will need to be advised as to their next steps should be after initial completion of initiatives. Mr. McGinn will discuss RBC's next steps with Dan Int-Hout, CO.

AI 8

Mr. McGinn pointed out the 6.5% growth at the Society level is ahead of our goal of an increase of 5% in membership. He also pointed out that the volunteer participation metric to increase volunteer participation by 10% in 5 years was exceeded by the 13.1% increase over a two-year period. It was suggested that he identify the elements included in the 13.1% increase in volunteer participation. Ms. Hayter added that two ad hoc committees did some work on volunteers and made recommendations through Members Council.

AI 9

Mrs. Keen suggested that some of the stretch goals may be too much for ASHRAE to accomplish. Mr. Gray felt that committees need to be reminded often to push these goals.

Ms. Hayter suggested the intent of metrics is to show if we were successful. Next year we need to dig deeper in areas where we did not do as well. If society growth is 6% next year, we were successful in that area.

Mr. Balaras asked if the graphic numbers will cause confusion. Mrs. Poursharafeddin suggested a disclaimer should be added to the graphic. Mr. McGinn agreed. Mrs. Poursharafeddin prepared appropriate wording to be included under the Initiative Progress Indicators graphic (see Attachment C).

The next item on the agenda was the Brain Game for the evolution of the Strategic Plan.

Mr. Balaras reminded that with the direction received from the Board (President TGW Letter to Planning 8/22) the main objective is to start thinking of the future strategic plan:

- Collect recommendations for a new plan
- Consider hot topics – possibly during this meeting
- Document the process and how to improve it in the future

Mr. Balaras outlined the process followed during the development of the existing Strategic Plan: PLC was

the main driver, providing oversight and acting as a facilitator for the Board and the external consultant; the Board was heavily engaged, which was one of the strong points of the process; also collected input from CRCs (addressing specific questions). Ms. Hayter agreed that this was an accurate overview, since at the time she was directly involved in the process.

Mr. Vallort added that lessons learned from this plan should be documented.

The Brain Game session did not advance in light of the new direction received from ExCom that no action is required on this item at this time.

The meeting recessed at 15:05 for fifteen minutes.

Mr. Gray requested to change the order of the Subcommittee reports in order to complete some updates of the recommendations and report on behalf of the Global Community Subcommittee.

Mr. Balaras invited Mr. Schwedler to take the floor.

Procedures Subcommittee Report – Schwedler (Attachment D)

Mr. Schwedler reported that the ExCom responded to questions he posed regarding the Planning Committee procedures. Following are the Procedures Subcommittee recommendations for the Board to consider.

Mr. Schwedler made the motion and it was seconded

MOTION 3. The Planning Committee recommends that the Board of Directors amend the Rules of the Board as follows:

2.416 Planning Committee

2.416.003.2 Meetings

This committee shall meet ~~four~~ two times per year:

- A. ~~This committee shall meet At~~ at the Winter and Annual Meeting ~~the committee shall hold two-hour open forums to receive input from the general membership.~~
- B. Up to 2 additional Committee meetings shall may be held in the fall and in the spring at the discretion of the Planning Committee Chair.

MOTION 3 PASSED 10-0-0 (CNV)

Fiscal impact: \$0

Mr. Schwedler reported the PLC MOP will be held until the motion above is approved by the Board. Mr. Fly (SRC Chair) consented that the edits are clearly stated and appear reasonable.

PLC Reference Manual (Attachment E)

Mr. Schwedler reported new wording was added to the reference manual and this will be included in the minutes of this meeting.

Mr. Schwedler asked for two PLC members to assist him with implementation of the proposed edits in the Reference Manual and the MOP. Julia Keen and Ashish Rakheja agreed to assist.

Mr. Schwedler also asked Ms. Neme to assist with formatting the MOP. The revisions will also be sent to SRC for review.

AI 10

AI 11

Mr. Balaras asked to confirm the timetable of implementation, allowing time for PLC members to review. Mr. Schwedler confirmed that the proposed edits will be circulated in advance so that it will be possible to finish this work in Long Beach.

Global Strategies Subcommittee Report – McGinn (Attachment F)

Mr. Gray presented the Global Strategies report. After some discussion, Mr. Gray made the motion and it was seconded

- MOTION 4.** that the Board of Directors approve the following five areas for strategic direction of future global planning activities:
- I. Build on and create relationships
 - II. Diversify revenue streams
 - III. Deliver products for segmented markets
 - IV. Engage volunteers to reinforce local relevance
 - V. Promote a “regionalized” value proposition to members and nonmember professionals

MOTION 4 PASSED 11-0-0 (CNV)

PLC vote: 11-0-0 (CNV)

Fiscal impact: \$0 (Upon approval, formal initiatives with scope, schedule, and budget request will be brought to the BOD)

Background:

Beginning with a Membership Needs Survey of all members living outside the United States and Canada in spring 2015 and continuing with an in-depth research effort conducted from March 2015 through June 2016, ASHRAE’s Planning Committee developed recommendations on how to improve membership engagement globally, deliver improved services globally, and expand membership globally. ASHRAE partnered with a consultant that researches and supports associations operating in global markets to assist in development of the recommendations.

The analysis was carried out in two phases. The process included review of ASHRAE’s global footprint and analysis of ASHRAE’s vision as a global organization.

The research and analysis by the 2016-17 Planning Committee has resulted in the “Global Strategies Overview_012217” document which presents five strategies encompassing twenty-one focus areas and forty-three interrelated recommendations which ASHRAE should continuously consider as it develops its plans for operating more effectively globally.

Mr. Balaras reminded PLC members that in addition to the effort to reiterate last year’s pending elements of the plan (Board 18-9) there is also a need to consider how to Integrate developing economies in to the plan (Board AI 22-11). Mr. Rakheja was the chair of the Developing Economies AdHoc and can facilitate this process.

Upon completion of all Subcommittee reports, Mr. Balaras reminded the Subcommittee Chairs to send their updated final reports to Ms. Neme or upload them on Basecamp.

Mr. Balaras will prepare the PLC report that will be presented to the Board on Sunday and circulate to Subcommittee Chairs for comments. Mr. Balaras will also prepare and include a short power point presentation to his presentation to the Board in order to provide some background information and facilitate the discussion of the recommendations that will be presented on behalf of the Planning Committee. The relevant documents presented to the Board on Sunday are included in Attachment G.

MBO Review

Mr. Balaras reviewed the update MBOs that reflect the good progress made by the Committee and thanked all PLC members for their efforts.

ASHRAE Planning Committee Objectives (2016 – 2017)
Chair: Costas Balaras

Version: January 2017

MBO	Description	Responsibility	Due Date	Status	Comments/Updates
1	<p>Strategic Plan Implementation</p> <p>1a - Monitor progress & Implementation of SP across the Society</p> <p>1b - Strategic Plan Evolution</p>	<p>SP Monitoring Subcommittee:</p> <p>Tim McGinn (Chair) Harrod, Keen, Leblanc, Poursharafeddin</p>	<p>Jan 17 (update)</p> <p>Spring 17 (...June 17)</p>	<p>Complete <i>(expect BOD feedback)</i></p> <p>... ongoing</p> <p>... ongoing</p> <p>... ongoing</p> <p>Recommendations</p> <p>... ongoing</p>	<p>✓ Dashboard Report to the BOD (assess how close we are to implementing or completing the SP initiatives)</p> <p>✓ Success stories; Issues/Problems (Continue support of Councils & Committees w/rt SP)</p> <p>- Recommendations to move forward next year</p> <p>- Do we need an official SP update approved by the BOD?</p> <p><i>President TGW Letter to Planning 8/22:</i></p> <p>✓ Determine the next step for the current Strategic Plan</p> <p>- Areas / Priorities / Process for NEW SP, if appropriate</p>
2	Society Global Community Plan	<p>Global Community Subcommittee:</p> <p>Chris Gray (Chair) Bahnfleth, Chandrasekar, Charalambopoulos, Goodman, Isenbeck, Rakheja, Sultan</p>	<p>Jan 17 Full report in Las Vegas (...June 17)</p>	<p>Complete recommendations of 5 Global Strategies</p> <p>... ongoing</p> <p>Complete</p> <p>... ongoing</p> <p>Complete</p> <p>... ongoing</p> <p>... ongoing</p> <p>... ongoing</p>	<p>CLEARLY COMMUNICATE THE PROCESS & VALUE of the PLAN</p> <p>- Document & Substantiate recommendations</p> <p>- Update and incorporate new items/ideas, if necessary</p> <p>- Develop a comprehensive plan, setup an actual program and budget, identify and launch pilot programs</p> <p><i>President TGW Letter to Planning 8/22 (BOD AI 18-9 St Louis)</i></p> <p>✓ <i>Revisit last year's available resources</i></p> <p>✓ <i>"Seek advice from members not from North America, especially grassroots people and how ASHRAE can better serve their needs". e.g. SP Initiative 4A survey, and past MC survey on ASHRAE Engagement & Volunteering, and possibly more input from new surveys</i></p> <p><i>President TGW Letter to Planning 8/22 (BOD AI 17-8 St Louis):</i></p> <p>✓ Monitor progress with Website (Marketing), Marketing brand awareness (Marketing), Train the Trainer (PEC);</p> <p>✓ Implementation Global Training—allocated \$200k PLC budget for SY 16-17 (implement in two geographic areas)</p> <p>- Consider Society Global Activities/Initiatives (starting list from ExCom)</p> <p>- Identify overlaps, gaps and integrated needs of ASHRAE's current globalization efforts</p> <p>- Integrate Developing Economies in Global Efforts & Strategic Plan (BOD AI 22-11 St Louis; assigned to PLC)</p>
3	PLC MOP & Reference Manual	<p>Procedures Subcommittee:</p> <p>Michael Schwedler (Chair) Harrod; more help from PLC as needed</p>	<p>Jan 17</p> <p>June 17</p>	<p>Complete</p> <p>... ongoing</p> <p>... ongoing</p>	<p>✓ Review governing documents; recommendations for necessary changes; Watch out for ROB (new version)</p> <p>- Update/recommendation to change ROB 2.416.003.2 (Open Forums)</p> <p>- PLC to update, if necessary</p>

FUTURE MEETINGS

Subcommittee web meetings and PLC web meetings will be scheduled soon. Mr. Balaras proposed a PLC web meeting to be scheduled on March 10th in order to update the Committee on the outcome of the recommendations to the Board and other direction that may be received. Given that several members had a conflict, Ms. Neme was asked to send a Doodle poll to PLC in order to fix the date. Optional dates will be determined soon. Other web meetings will be determined in due time as work progresses.

The next face to face meeting will be in Long Beach, California in June. The Subcommittees will meet at 11:00 am – 12:30 pm prior to the full PLC meeting which starts at 1:00 pm on Friday, June 23, 2017.

ADJOURNMENT

Mr. Balaras thanked all PLC members, guests and staff. Mr. Harrod made the motion and it was seconded and the meeting was adjourned at 4:24 pm.

Respectfully submitted,



Mary Dean Townsend, Secretary

Attachments: A. PLC Minutes January 11, 2017 Web Meeting
B. Questions for ExCom
C. SP Monitoring Subcommittee Report
D. Procedures Subcommittee Report
E. PLC Reference Manual Draft
F. Global Community Subcommittee Presentation
G.1-PLC ppt Report to the Board-January 29, 2017
G.2_PLC Report to the Board-January 29, 2017

Distribution: Board of Directors, Planning Committee

11 January 2017

Questions (Jim McGinn)

1. Can ExCom confirm that they are in agreement with PLC recommendation that the SP be confirmed as being a five year plan?

Yes, it is a 5-year plan.

2. We are currently reviewing the 2017/18 Presidential Themes and thinking about their effect on our Monitoring activities but would like to know if there is any ExCom direction with respect to their expectation of Planning's role in monitoring the progress of the Themes during the 17/18 year and/or integrating the Themes into the Updated Strategic Plan.

PLC should continue to look at the 2017/18 themes and how they fit into the current strategic plan, but no action is required on this item at this time. The incoming President/Excom/BOD will provide direction to the 17/18 PLC committee for MBO focus items that need to be addressed that rally the intent of the presidential theme. At this time, that direction has not been provided, so PLC should continue to work with their active MBO's and current strategic plan implementation efforts.

Questions (Mick Schwedler, Jim Vallort)

Open Forum and Meeting Frequency

Background

The ROB Section for Planning Committee (PLC) presently states:

2.416.003.2 Meetings

This committee shall meet four times per year:

- A. At the Winter and Annual Meeting the committee shall hold two-hour open forums to receive input from the general membership.
- B. Committee meetings shall be held in the fall and in the spring.

PLC is authorized to have 4 meetings per year.

Presently PLC holds 2 meetings per year (winter and annual)

Nobody recalls a PLC open forum being done recently.

Checking was done on when the forum wording was placed in the ROB and it was found that, *"It must go back many, many years because the 2009 date refers to a motion that made changes through a substantial part of the ROB integrating strategic planning."*

Excom feels that PLC should decide if this should be removed from the ROB. If it doesn't reflect actual practice, and PLC doesn't feel that the current practice should be altered, then the ROB needs to be changed.

Questions

- Is it the Board's continued direction that

- PLC has four (4) face-to-face meetings every year, or can PLC have more flexibility in scheduling fall and spring meetings as needed? **PLC has autonomy in scheduling their meetings as long as the work gets done. Obviously, PLC needs to meet at the Winter/Annual meetings as a minimum.**
- That open forums take place at winter and annual meetings?
 - If yes, are the open forums intended to take place in addition to, or in place of, PLC meetings at the winter and annual meetings? **If a forum occurs, it cannot take place in place of the PLC meetings at the Winter/Annual meeting.**
 - Will the open forum impact the current open forum at the BOD meeting? **This is for PLC to determine.**
 - Should the open forum be in a different format (virtual etc.) in conjunction with one at the society meeting? **This is for PLC to determine.**

Excom Opinion: PLC already has too much on their plate. They should not orchestrate an open forum. Members have an opportunity to address the Board twice during each annual and winter meeting. This should be removed from the ROB.

PLC facilitation of 4 hour Strategic Planning session at Fall BOD meeting

Background

The present PLC MOP states:

-

- 2.3 Facilitate strategic planning activities of the Board of Directors to include as a minimum a fall BOD Strategic Planning session of approximately four (4) hours in length.

Questions

- Is it the Board's desire that this 4 hour Strategic Planning facilitation take place at the BOD fall meeting?

Excom Opinion: No, we don't need another strategic planning session with breakout groups, etc. in the fall of 2017. However, a mid-plan update of the existing strategic plan could be submitted at the fall meeting if PLC has it ready.

- If not, does the Board want PLC to have a different responsibility with respect to a BOD Strategic Planning session?

The next strategic plan will need to take effect in 2019/2020 year, so planning will need to begin within the next two society years. However, the BOD will need to decide how a new plan will be constructed, facilitated and implemented. If the BOD decides that this effort will fall to PLC, then PLC will be directed to complete this work. However, at this time there is no strategic planning sessions needed from PLC.

Strategic Plan Development

Background

The Rules of the Board state:

2.101.008 Strategic Plan

(97-01-29-12/09-06-21-12C)

ASHRAE's long range plan and strategic plan activities shall be performed by an ASHRAE planning committee of the Board of Directors on a continuous basis.

1.201.001 Planning Policy

(91-01-24-79/92-01-26-05/92-06-28-AI21/94-01-26-29/96-02-18-07/98-06-21-10/99-06-20-12/01-01-31-27/02-01-13-19/03-01-29-26/09-06-21-12C)

Strategic planning is important to ASHRAE as a basis for strong governance by the Board of Directors, sound management, effective fund raising and constructive program evaluation through its councils and committees. The Board of Directors is responsible for strategic planning, which includes determining key issues, determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies, and setting strategic goals on a continuous basis.

The PLC Reference Manual is not very clear in PLC responsibility with respect to Strategic Plan development.

Question

- Is it correct that being “responsible for strategic planning,” that the Board of Directors develops the Strategic Plan with assistance from PLC as requested?

Excom Response: Yes. The Board must own the strategic plan. It can't delegate that responsibility to others. PLC's role is to facilitate the development of the plan by the Board if requested to do so (process, facilitator, timeline, etc.).

Planning Committee Monitoring Subcommittee Report



StrategicPlan STARTING 2014

Initiative Progress Indicators - January 27, 2016



The graphic above is not intended to be viewed as an overall grade of the initiatives monitored. It is simply a tool for the Monitoring Subcommittee and the Board of Directors, used to better gauge productivity and alignment with the Strategic Plan. The percentages shown will be continually changing as monitoring is maintained, and communication between the committee leaders evolves to sustain proper representation of the initiatives themselves through the work actively being done.

Impact: Outcomes and Measures

A Measureable Improvement of EUI's and IEQ	Metric under development
B 5% Increased Membership over Five Years <small>(As of 11/30/2016, Membership Dashboard)</small>	6.5% over last two years
C Increased Breadth of ASHRAE's Product Offerings	Not yet quantified
D Increased Awareness of ASHRAE & Resources Among Priority Audiences	Not yet quantified
E Broader Evidence of Practical Application of ASHRAE's Intellectual Property	Metric under development
F Increase Active Volunteer Participation by 10% <small>(As of 10/01/2016, chapter and society volunteer stats)</small>	13.1% over last two years

Recommendations for BOD Approval:

1. That Planning Committee, with input from ExCom, will undertake a Midterm Update of the Strategic Plan for unveiling at the ASHRAE 2017 Annual Meeting in Long Beach. Specific updating plans and schedule as noted below. Motion attached.

Information Items:

1. The Strategic Plan has been confirmed by ExCom as a five year Strategic Plan, ending in 2019.
2. The above Strategic Plan Dashboard is a result of the Monitoring Committee activities. It should be noted that there is a significant challenge in evaluating impacts not associated with well-defined metrics and effort is ongoing to quantify outcome progress. As part of the proposed midterm update we will work to relate the measures to more practical metrics.
3. The Strategic Plan (SP) that was initiated in 2014 is at the midway point of implementation. As indicated below, there are a number of initiatives in the SP that have been completed and would benefit with a rewrite to refocus effort on the next appropriate steps in implementation. There are other initiatives that would benefit from a redirection of effort for a variety of reasons. The goal is to provided an updated strategic plan document that will help refocus efforts, inform and update the membership of progress and evolution of the five year plan.
4. We are reviewing the 2017/18 Presidential Themes and awaiting the incoming President/Excom/BOD to provide direction to the 17/18 PLC committee for MBO focused items that need to be addressed to rally the intent of the presidential theme.
5. Updated progress to date for each Initiative is available in attachment A. Highlights are;

- a. Progress has been redirected on both driving employer and key constituent support and measuring and broadcasting ASHRAE's impact with rollout and implementation of the Reach initiative.
 - b. Implementation of recommendations to improve Volunteer Time Management and TC Reorganization requires more focused effort.
 - c. Progress on applied product development for Owner/Operators, Chapter Programs and Performance Based Standards could benefit from more focused effort.
 - d. Advancement of our Global Initiatives are well advanced and have entered an implementation phase that will be reflected in the Strategic Plan Update.
 - e. The residential initiative is progressing well and we will need to consider the long term strategic goals of the Residential Initiative.
6. Proposed midterm initiative updates;
- a. Update Initiative 1a & 1b to reflect the refocus of the initiative from the original intent of Board to visit employers to the development and goals of the Reach program.
 - b. Update Initiative 2a to move from the forming of an ad-hoc to the implementation of the recommendations of the Ad-Hoc to improve the Effective use of Volunteer Resources
 - c. Update Initiative 2b to detail the plan for implementation of the specific goals to improve TC Organization
 - d. Update Initiative 3a to reflect the change in goals for ASHRAE Electronic Publishing
 - e. Update Initiative 3b – Owner/Operator Focus Groups to reflect the initiative is no longer a focus of the PEC or Members Council and is being primarily driven by an Ad Hoc. Recommend updating this initiative to reflect the recommendations from the Ad Hoc.
 - f. Update Initiative 3c – Performance Based Standards to reflect progress to date
 - g. Expand Initiative 4 to proceed with the implementation of ASHRAE's Global Plan (developed from the results of completed Initiatives 4a and 4b)
 - h. Rewrite Initiative 5 to reflect the formation of the Residential Building Committee and their longer range goals for ASHRAE's Residential Initiative
 - i. Consider new initiatives
 - j. Consider alignment of Strategic Plan Initiatives with Development Committee Capital Campaign Planning
7. The proposed Midterm Update Schedule
- a. Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting)
 - b. Complete initiative updates (for Spring Board Meeting)
 - c. Recommend to ExCom new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting)
 - d. Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017)
 - e. Solicit ExCom Approval of proposed revisions and draft of new Toolkit, Implementation and Strategic Plan Documents (Spring)
 - f. Publish New Toolkit, Implementation and Strategic Plan Documents, assumed electronic documents only. (May 2017)
 - g. Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting

Tim McGinn
 Planning Committee Monitoring Subcommittee Chair
 January 27, 2017



ASHRAE Strategic Plan

2016 Update

Tim McGinn, Monitoring Subcommittee

Planning Committee

tmcginn@dialogdesign.ca

January 27, 2017

2016 Update



- Progress to Date
- Recommendations for Revisions
- 2017 Plan Update

Monitoring Subcommittee



Tim McGinn

Chair/Ad Hoc BEq Student
Course/ExCom

John L. Harrod

Tech Council/RAC, Presidential Ad
Hoc on TC Optimization

Karine Leblanc

Members Council/Volunteer Time Ad
Hoc Recommendation
Implementation Member Council

Julia A. Keen

Pub Ed Council

Sarah Poursharafeddin

Residential Committee
Progress/Globalization Plan
Monitoring

Initiative 1 - Market Prioritization



Initiative 1A	Drive Employer Support
Description	Officers and Board Directors meet with top current employers of ASHRAE members to encourage continued time and financial support of ASHRAE volunteers. Follow-up tracking database. The VITAL program is the starting point.
Timeframe	20 visits during 2014–15 Society Year
Cost	\$35,000 annually for travel and collateral materials
Staff	Joyce Abrams
Revenue/Upside	5% North America membership growth
Responsible Party	ExCom

Current Status:

30%

Midterm Update Recommended

Deemed impractical for ExCom to undertake this commitment. Reach program has been developed and implemented to address this. Rewrite of initiative recommended with the new strategy.

Initiative 1 - Market Prioritization



Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach
Description	Conduct a research program to estimate the impact of ASHRAE standards and technology Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance. Conduct 20 visits annually to consulting engineering firms by officers and BOD members to drive support and participation. Develop supporting collateral material specific to consulting engineers (VITAL for consulting engineers).
Timeframe	4 years
Cost	\$150,000 from Research fund and \$35,000 annually for travel and collateral materials
Staff	Mike Vaughn
Revenue/Upside	Strengthen financial support for research. Membership growth (consulting engineers directly; manufacturers indirectly)
Responsible Party	RAC (Research Administration Committee)/Presidential Ad Hoc (Outreach)

Current Status:

20%

Midterm Update Recommended

Presidential Ad Hoc recommended an MTG be formed to develop the Research Project mentioned above, update to new strategy required.

Initiative 1 - Market Prioritization



Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across three Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue, student membership growth, seeding future membership growth, greater awareness of HVAC&R among engineers
Responsible Party	Pub & Ed Council/Members Council Collaboration

Current Status:

60%

Sub-initiatives;

1. BEQ course being developed, may serve as a template for future course development, rolled out in Vegas.
2. Student Branch growth is doing well, Branch Advisor Congress held at each Winter Meeting.
3. Accreditation initiative needs attention.

Initiative 2 - ASHRAE Efficiency



Initiative 2A	Volunteer Time Management
Description	Form an ad hoc committee to review opportunities to streamline procedures and more effectively utilize volunteer resources.
Timeframe	2014–15 Society Year
Cost	\$20,000 Committee travel
Staff	Jeff Littleton
Revenue/Upside	Improves utilization of primary resource—Society Volunteers. Grows Society productivity and recruitment of volunteers. Product sales rise through faster delivery of better products.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Three areas of focus looked at by ad hoc:

1. Local Volunteering
2. Winter & Summer Conferences
3. Focusing for maximum effect (looking at Standards Committee, Handbook Committees, better internal communication).

Report made, recommendations require action and implementation by responsible committees.

Initiative 2 - ASHRAE Efficiency



Initiative 2B	TC Reorganization
Description	A full assessment of the Technical Committee (TC) organization including responsibilities to meet the needs of ASHRAE in the future. Implement the results of the assessment.
Timeframe	2014–15 Society Year for assessment. Two years for implementation.
Cost	\$15,000 for committee travel
Staff	Mike Vaughn
Revenue/Upside	More efficient contributions to Handbook, conference programs, standards. Improves products and grows revenue.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Ad Hoc did a SWOT analysis as a basis of their report. TAC were tasked to review the results and implement as applicable. Follow-up with TAC/Tech Council ongoing.

Initiative 2 - ASHRAE Efficiency



Initiative 2C	Consolidation, Partnerships, and Joint Ventures
Description	Perform environmental scan of organizations watching for opportunities to align and collaborate with other organizations. Actively pursue the opportunities as they arise.
Timeframe	As opportunities arise over next 4 years
Cost	\$100,000 over 4 years
Staff	Jeff Littleton
Revenue/Upside	Membership growth, expanded market for products and services.
Responsible Party	ExCom

Current Status:

40%

- Attempted merger with NEBB shelved
- Consolidation of ASHRAE and the Indoor Air Quality Association complete
- New CIBSE Strategic Partnership Agreement complete, possibly template for new agreement with REHVA
- Confidential discussions on another affiliate merger underway

Initiative 3 – Applied Product Development



Initiative 3A	Develop software tools and mobile apps focused on professional applications
Description	Develop market-ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities.
Timeframe	4 years for multiple programs
Cost	\$25,000 in year 1, \$15,000 in the following years.
Staff	Steve Comstock
Revenue/Upside	Possible sales of product
Responsible Party	Pub & Ed Council

Current Status:

60%

Midterm Update Recommended

Refocus initiative on new vision of ASHRAE Electronic Publishing & Products

- Centralized content (Subscription & Retail access, easily viewable on device)
- Centralized authoring
- Deliver solutions with data (move away from Apps or CD's towards all online access)
- Phase out PDF technology to IP access solutions

Initiative 3 – Applied Product Development



Initiative 3B	Owner/Operator Focus Groups
Description	Collect ASHRAE member demographics on owners/operators around the world. Conduct three focus groups to understand owner/operator opportunities (one outside the U.S.). Three groups at 7 per group plus facilitators (volunteer led with staff support). Based on the results on the focus groups, develop products and services such as use Standard 180 as the foundation of a fundamentals of a high performing building operations and maintenance training course. Explore co-branding with BOMA or IFMA at zero development cost to them provided they provide marketing support and committee volunteers.
Timeframe	2014–15 Society Year
Cost	\$25,000 during 2014–15 for travel, facilities. \$90,000 for course development.
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Membership growth.
Responsible Party	Members Council/Pub & Ed Council

Current Status:

25%

Midterm Update Recommended

This initiative is no longer a focus of the PEC or Members Council. Progress to date has been primarily driven by an Ad Hoc chaired by Darryl Boyce. One focus group meeting with APPA has been held. Recommend expanding this initiative to reflect the recommendations from the Ad Hoc, including proceeding with additional focus groups.

Initiative 3 – Applied Product Development



Initiative 3C	Performance Based Standards
Description	Work with other Standards Development Organizations (SDOs) both domestically and globally to understand how and when to migrate from prescriptive to performance based standards.
Timeframe	1 year
Cost	\$10,000 for transportation
Staff	Claire Ramspeck
Revenue/Upside	Possible sales of product
Responsible Party	Tech Council

Current Status:

10%

Standards Committee previously decided that there should not be a policy on prescriptive and performance standards. Standards ExCom determined that this should be reconsidered and will look to incorporate those issues in its next update, later this year, to the Standards Strategic Plan.

Initiative 3 – Applied Product Development



Initiative 3D	Develop a technical course program that can be distributed through ASHRAE's chapters
Description	Develop a portfolio of programs and courses that chapters can offer to their membership. These courses should support continuing education of the consulting engineering community. The goal is to provide the chapters with world class course material to get members to attend local chapter meetings and attract new members. It may require instructor training as well.
Timeframe	4 years for multiple programs
Cost	Volunteer time
Staff	Joyce Abrams
Revenue/Upside	Membership growth; increase ASHRAE's exposure to professionals; revenue for chapters
Responsible Party	Pub & Ed Council/Tech Council/Members Council

10%

Midterm Update Recommended

This initiative was explored and determined that although mechanisms already exist, CTTC and PDC will collaborate on developing this idea of a new approach further. Budget will likely be required.

Initiative 4 – Global Community



Initiative 4A	Global membership assessment and development of Global Strategy
Description	Conduct detailed survey of members outside North America to understand how ASHRAE can serve them more effectively. Prepare a Global Strategic Plan for BOD on how to effectively and quickly establish ASHRAE's role in the global community.
Timeframe	2014–15 Society Year
Cost	\$15,000 for consultant to audit questions; survey conducted directly by ASHRAE
Staff	Joyce Abrams
Revenue/Upside	Contributes to long-term membership growth.
Responsible Party	Planning Committee

Current Status:

100%

Midterm Update Recommended

This initiative is complete and in the Implementation Phase. Initiative will added to reflect implementation of longer range objectives.

Initiative 4 – Global Community



Initiative 4B	Global Study with a consultant to evaluate ASHRAE's opportunities
Description	Work with a consultant such as MCI to ascertain what ASHRAE's opportunities are globally and develop some business models to achieve the goals. This material will be included in the Global Strategic Plan development in Initiative 4A.
Timeframe	2014–15 Society Year
Cost	\$100,000
Staff	Steve Comstock
Revenue/Upside	Contributes to long-term membership growth and strengthens the exposure and role of ASHRAE in the global community.
Responsible Party	Planning Committee

Current Status:

100%

Midterm Update Recommended

This initiative is complete and in Implementation phase; three initiatives currently being implemented are web site restructuring, marketing - brand promise and global training. Initiative will be added to reflect longer range implementation objectives.

Initiative 5 – Residential Sector



Initiative 5A	Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment.
Description	Leverage the strength of other organizations in the residential market. Work with other organizations to develop training programs and perform research.
Timeframe	2014–15 Society Year
Cost	\$10,000 per year to attend partner meetings. \$100,000 for training and education programs. Research budget TBD.
Staff	Steve Comstock
Revenue/Upside	Stronger position in residential market; product development/sales
Responsible Party	Residential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Residential Ad Hoc issued a report that led to the forming of the Residential Building Committee (RBC), the RBC is now responsible for completing the initiative. The RBC is progressing towards specifically developing collaborations (2 stakeholder workshops undertaken), Residential Green Guide under development.

DASHBOARD



Strategic Plan STARTING 2014

Initiative Progress Indicators - January 12, 2016

- 1 Market Prioritization: Member Passion and Core Market
- 2 ASHRAE Efficiency: Organizational Assessment
- 3 Applied Product Development
- 4 ASHRAE's Role in the Global Community
- 5 ASHRAE's Role in the Residential Sector



Impact: Outcomes and Measures

- A Measureable Improvement of EUI's and IEQ
- B 5% Increased Membership over Five Years (As of 11/30/2016, Membership Dashboard)
- C Increased Breadth of ASHRAE's Product Offerings
- D Increased Awareness of ASHRAE & Resources Among Priority Audiences
- E Broader Evidence of Practical Application of ASHRAE's Intellectual Property
- F Increase Active Volunteer Participation by 10% (As of 10/01/2016, chapter and society volunteer stats)

Metric under development
6.5% over last two years
Not yet quantified
Not yet quantified
Metric under development
13.1% over last two years

2017 Update Recommendations



Issue Mid-Term Initiative Updates;

1. Re-vision Initiative 1a & 1b –
Constituent/Employer Support Visit
Program
2. Rewrite Initiative 2a – Effective use of
Volunteer Resources
3. Initiative 2b – Implementation of Specific
goals to improve TC Organization
4. Rewrite Initiative 3a to reflect the change
in goals for ASHRAE Electronic Publishing

2017 Update Recommendations



5. Re-focus Initiative 3b – Owner/Operator Focus Groups
6. Rewrite Initiative 3c – Performance Based Standards to reflect progress to date
7. Rewrite Initiative 4 to reflect approved and stretch goals for ASHRAE's Global Plan
8. Rewrite Initiative 5 to reflect stretch goals for ASHRAE's Residential Building Committee
9. Continue to consider new initiatives
10. Consider alignment of Strategic Plan Initiatives with Development Committee Capital Campaign Planning

2017 Plan Update Major Milestones



1. Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting)
2. Complete initiative updates (for Spring Board Meeting)
3. Recommend to ExCom new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting)
4. Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017)
5. Solicit ExCom Approval of proposed revisions and draft of new Toolkit, Implementation and Strategic Plan Documents (Spring)
6. Publish New Toolkit, Implementation and Strategic Plan Documents (May 2017)
7. Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting

Planning Committee – Procedures Subcommittee Report

27 January 2017 PLC meeting

Members: John Harrod and Mick Schwedler

Recommendations:

Motion: The Planning Committee recommends that the Board of Directors amend the Rules of the Board as follows:

2.416 Planning Committee

2.416.003.2 Meetings

This committee shall meet ~~four~~ two times per year:

A. ~~This committee shall meet At at the Winter and Annual Meeting the committee shall hold two-hour open forums to receive input from the general membership.~~

A. in the fall and in the spring

B. Up to 2 additional Committee meetings ~~shall~~ may be held at the discretion of the Planning Committee Chair.

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Background

Per the Rules of the Board, Section 2.105.001 Standing Bodies, the Planning Committee is authorized to have four (4) meetings per year.

Clause A.

The Planning Committee meets at each Winter and Annual meeting. This practice should continue.

Open forum deletion

The Planning Committee has not recently held “two hour open forums...”. This does not reflect actual practice over recent period. Currently, members have an opportunity to address the Board twice during each annual and winter meetings.

Clause B.

Four meetings per year are authorized. The Planning Committee may need to meet in the spring and fall. This language allows the Chair to make the decision as to whether or not to meet.

Information Items

PLC MOP

- A. The Planning Committee MOP draft has been edited
 - a. Section 2.3 has been deleted.

Section 2.3 of the PLC MOP states:

“Facilitate strategic planning activities of the Board of Directors to include as a minimum a fall BOD Strategic Planning session of approximately four (4) hours in length.”

The following question to the ExCom was posed and ExCom’s response is shown

Is it the Board’s desire that this 4 hour Strategic Planning facilitation take place at the BOD fall meeting?

Excom Opinion: No, we don’t need another strategic planning session with breakout groups, etc. in the fall of 2017. However, a mid-plan update of the existing strategic plan could be submitted at the fall meeting if PLC has it ready.

If not, does the Board want PLC to have a different responsibility with respect to a BOD Strategic Planning session?

The next strategic plan will need to take effect in 2019/2020 year, so planning will need to begin within the next two society years. However, the BOD will need to decide how a new plan will be constructed, facilitated and implemented. If the BOD decides that this effort will fall to PLC, then PLC will be directed to complete this work. However, at this time there is no strategic planning sessions needed from PLC.

- b. Original Section 2.4 of the PLC MOP has the work “should” changed to “shall”
The ROB states that the MOP includes mandatory information concerning the committee’s procedures.
- c. The 1/11/2017 PLC MOP draft has been deleted. That draft had added the open forums criteria in Section 2.416.003.2 of the ROB. So the result is no change in this section from the original PLC MOP.

PLC Reference Manual

Clarifications were made to the new section containing PLC responsibilities with respect to Strategic Plan development and implementation.

Please see the table on the Reference Manual Cover page.



PLANNING COMMITTEE
REFERENCE MANUAL

2016-17 Draft Revision: suggested changes are shown in the table below.

The goal are to streamline the “main” reference manual while maintaining historical and management information in appendices to the Reference Manual.

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Action	Section	Reason
<u>Clarify PLC responsibility in Development of a new Strategic Plan</u>	<u>I-2</u>	In response to a question about Strategic Plan Development, ExCom stated: <u>The Board must own the strategic plan. It can't delegate that responsibility to others. PLC's role is to facilitate the development of the plan by the Board if requested to do so (process, facilitator, timeline, etc.).</u>
<u>Add section on development, measurement, monitoring and reporting of the Strategic Plan</u>	<u>I-2</u>	There is presently little information in this manual reflecting the PLC work on the Strategic Plan – yet development and implementation is a significant amount of PLC work.
<u>Update membership</u>	<u>II-a-4</u>	<u>Comply with Rules of the Board (ROB)</u>
<u>Updated qualifications</u>	<u>II-a-6</u>	<u>Comply with Rules of the Board (ROB)</u>
<u>Add appendix section on effective</u>	<u>II-b</u>	<u>Present Sections II-b through II-d, and III are</u>

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<u>management and leadership tools</u>		<u>tools, not responsibilities. Refer to them rather than having them in the body of the Reference Manual</u> <u>This streamlines the reference manual, but ensures the information is still available.</u>
<u>Move Sections on management and leadership tools to Appendix</u>	<ul style="list-style-type: none"> • <u>II-b: Effective people processes</u> • <u>IIc – 06-07 Attracting Volunteers</u> • <u>II-d Do's and Don'ts of empowering committees</u> • <u>III SMART Goals</u> 	<u>These are tools and should be referenced, not part of the RefMan body</u>
<u>Add 2014 Strategic Plan to History</u>	<u>IV</u>	<u>Not presently included</u>

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Commented [SM1]: This section describes a tool that PLC can use. Suggest it be moved to an appendix rather than be in the main body.

Commented [JLH2R1]: Concur.

Commented [SM3]: This section is from about 10 years ago and should be removed, or place in the PLC History

Commented [JLH4R3]: I agree this should be removed. We need to adapt this to the newer technologies.

Commented [SM5]: This section describes a tool that PLC can use. Suggest it be moved to an appendix rather than be in the main body.

Commented [JLH6R5]: Concur.

Commented [SM7]: This section describes a tool that PLC can use. Suggest it be moved to an appendix rather than be in the main body.

Commented [JLH8R7]: Concur.

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I Purpose and Scope of Planning Committee

The role of the Planning Committee (PLC) is to assist the Board of Directors and the organization in the development of strategic thinking for the future. The activities required to accomplish this role include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the Board of Directors to adopt as strategic goals on an ongoing basis.

The PLC uses an approved method of soliciting continuous strategic planning from the councils and committees for use in advising the Board of Directors on ideas which may be considered for changes to the strategic goals and directions of the Society. This process implements bottom-up thinking and empowerment of the councils and committees. Included in this section is a graphic presenting the necessary timelines to allow Board of Directors to engage strategic thinking on issues as they arise.

The Committee monitors, on an ongoing basis, councils' and committees' progress in achieving the Strategic Plan goals of the Society. The Committee provides regular reports on findings and recommendations for adjustments to the Strategic Plan. On a regular basis, PLC performs a gap analysis on the Strategic directions and goals of the councils for inclusion in a report to the Board of Directors to facilitate the planning process.

The Committee continuously reviews all facets of Society operation and makes recommendations to the Board of Directors for changes and revisions as appropriate.

II Planning Committee Responsibilities to assist our volunteers

a. Planning Committee Responsibilities

- 1) The Planning Committee (PLC) is responsible for ASHRAE's long-range and strategic planning activities on a continuing basis. The PLC role is to monitor the strategic vision of the organization, to suggest long range strategic goals and to assist the Board of Directors (BOD) and the organization to think strategically in planning for the short term and long range future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD for adoption as strategic goals on an ongoing basis. The PLC reports to the BOD.
- 2) When requested by the BOD, the PLC shall facilitate development of a new Strategic Plan.
- 3) Once a Strategic Plan is approved by the BOD, the PLC shall
 - i. Develop methods to communicate the Strategic Plan initiatives and benefits to Members, Chapters, Regions, Committees, and Councils.
 - ii. Oversee Strategic Plan implementation
 - iii. Develop means to measure successful Strategic Plan implementation
 - 1) —
 - iv. Monitor the activities of Society Councils and Standing committees and to determine their compliance with or divergence from progress in achieving the ongoing Strategic Plan goals.
 - v. Actively pursue formal liaisons with committees identified as critical for Strategic

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Plan implementation.

- vi. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.
- ~~2~~vii. If a mid-plan update of the existing strategic plan is available submit it to the BOD for its fall meeting.

~~3~~4) Develop and implement feedback procedures to convey strategic planning suggestions and desired directional shifts to the BOD.

~~4~~5) Committee Composition: The PLC shall consist of 7 to 12 voting members and should include representation from all councils. The Executive Vice president and a staff

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director shall be non-voting members of the committee. The PLC voting membership shall include:

- i. One (1) ~~Society~~ Vice President
- ii. One (1) Director-at-Large
- iii. One (1) Director and Regional Chair
- iv. At least ~~four (4)~~ two (2) to seven (7) other members of the Society who are ~~-serving or have served as BOD Board members and of these members at least one shall be an ASHRAE member from outside North America, and~~
- v. ~~One (1) YEA member or recent past who is serving on the -YEA member Committee at the time of appointment.~~ It is recommended that past YEA committee chairs be considered for this position.
- vi. ~~One member in good standing~~
- vii. ~~Non-voting members include the Executive Vice President and one Staff Director.~~

Commented [SM13]: ROB Section 1.416.002.1 Composition does not include the word "Society"

Commented [SM14]: All changes made to comply with the ROB, Section 2.416.002.1 Composition

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~~5)6)~~ Term of Service: With the exception of the Society Vice President, the Executive Vice President and the staff director, service on this committee is intended to be for a 3-year term. Appointments are made, however, each year by the President-Elect for the administrative year covered by his term as president. The Society Vice President shall serve two years contingent on his/her election as a Society Vice President and his/her appointment by the President-Elect. ~~The Executive Vice President shall be a permanent non-voting member of the committee.~~

Commented [JLH15]: It should not be necessary to restate the permanance position of the Exec VP and one Staff.

7) Required Qualifications:

- i. ~~All members except the member who represents YEA must hold the grade of Member or higher in the Society.~~
- ii. ~~It is desirable that members shall be serving or have served as BOD members. These requirements do not apply to YEA members who are also members of the PLC. All councils should be represented on the voting membership of the committee.~~
- iii. ~~Representation from outside North America should be considered~~

Commented [SM16]: Changes made to comply with ROB 2.416.002.2 Qualifications

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~~7)8)~~ Helpful qualifications, experience, interests or skills: Strongly preferred qualifications include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current and potential issues facing the Society. It is also preferred that several PLC members are able to clearly articulate strategic concepts to help facilitate strategic discussions with the BOD ExCom, during the BOD fall planning session and other interactions with the BOD.

8)9) Specific Time, Money and Task Commitments:

- i. Attend the ASHRAE Annual (Summer) and Winter conferences.
- Dates of required attendance: The PLC meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM. If a PLC member is assigned to liaise with a council or committee, the member should plan to be present for the appropriate council or committee meetings held during the Annual and Winter conferences as well as to participate in conference calls of the

council or committee. Frequently, PLC members elect to attend most of the Annual and Winter conferences to maintain familiarity with current Society issues and become aware of strategic directions the Society may pursue.

- Transportation Costs: Transportation costs are paid by the Society. See ROB 1.201.027 ~~and 2.104.012~~.
- Additional expenses covered by Society: N/A

Commented [SM17]: ROB Section 2.104.012 is (Hold for future use)
Should this be ROB 1.201.027.3 which describes travel expenses for "Other Officers" for "Board Planning Committee meetings"?
(Section C – 1- e)

- Subcommittee work description: There are no on-going PLC subcommittees; however, there are likely to be subcommittees formed per the prerogative of the PLC chair to carry out committee MBOs or for other reasons. It may be determined that these subcommittees will meet during the Annual or Winter conferences.
 - Special events to be aware of at the Annual and Winter conferences: Because the PLC is responsible for guiding the BOD through its strategic planning activities, there may be special BOD sessions held during the Annual and Winter conferences that require PLC participation.
- ii. Requirements between Annual and Winter conferences:
- Describe the frequency of conference calls: The PLC holds at least one conference call in the fall and one in the spring following the Annual and Winter conferences. Typically, the PLC will hold two or three calls in the periods between Annual/Winter/Annual conferences. Subcommittees formed to carry out committee MBOs are likely to also hold conference calls, depending on what the subcommittee leads determine is necessary. Committee and subcommittee conference calls are two hours or less on duration.
 - List anticipated face-to-face meetings in spring and fall: PLC does not hold regular face-to-face spring or fall meetings; however, if the BOD determines it wishes to hold a special planning session, then PLC members may be required to attend this meeting. Typically, the BOD conducts its annual strategic planning discussions during the fall planning session concurrent with the fall BOD meeting (usually occurring mid-October to early November). Some PLC members who are not current members of the BOD may be invited to participate in this session.
 - Describe individual workload and anticipated time requirements per week (or month): Most of the individual workload is determined by the individual's assignment to support the PLC chair's MBOs. Work is likely to occur in bursts, requiring up to a few hours per week over a short period of time. Once activities supporting an assigned MBO are completed, then the individual's workload is minimal beyond what is necessary to be familiar with committee activities (a few hours here and there). The committee chair workload consistently averages a few hours a month with extra time needed to prepare for special events, such as the fall BOD planning session and the Winter and Annual conferences.
- iii. What other committee activities must a prospective member be aware of: Strategic leadership of the Society is the Board's most important role, and PLC members enjoy the strategic thinking and big-picture perspective when looking forward on the Society's behalf. Members are also able to weigh strategic ideas and make recommendations to determine which is the most appropriate for the Society to pursue, anticipate the steps that must be taken in pursuing the ideas (most importantly, gaining BOD member support for the ideas), facilitate implementation of those steps and evaluate impact when a change has been implemented.

~~b.—Building an Effective People Process for ASHRAE~~

~~This section is based in part on the recommendations of Robert's Rules of Order on electronic meetings.¹~~

~~The building of a people organization such as ASHRAE requires the continuous attention of committees, such as Planning, since it is our responsibility to advise the Board of Directors as to trends and possible policy changes that are necessary to remain an effective leader in our industry.~~

~~One of these trends is the use of electronic meetings. As members' time becomes more and more limited, travel costs increase, and our desire to practice sustainability in all our actions, finding ways to increase our members' effectiveness and productivity without travel is paramount. ASHRAE recommends that all committees use current guidelines of the National Association of Parliamentarians for the conduct of electronic meetings.~~

~~Robert's Rules of Order define electronic meetings as "...meetings at which, rather than all participating members being physically present in one room as in traditional or 'face-to-face' meetings, some or all ... are communicating with the others through electronic means..." but goes on to define the requirement that there be "opportunity for simultaneous aural communication among all participating members ...".¹~~

~~Building an effective people organization requires other attributes. Among them is empowerment of individuals and committees with the responsibility of trust of higher bodies in the organization to encourage the trust that they can carry out these responsibilities.~~

~~c.—06-07 PLC Planning Committee Attracting Volunteers~~

~~Appendix B describes Planning Committee activities regarding attracting and retaining ASHRAE volunteers. As part of Planning Committee activities members of this committee or a subcommittee should review the status of the progress of various bodies committed to implementing these actions. If nothing has been done or there will be no progress the Planning Committee should be aware and take what they believe to be appropriate or necessary action. (See Appendix A)~~

~~d.—Do's and Don'ts of Empowered Committees~~

~~While this is historical in nature the activities listed here need to be understood by members of this committee in discharging their duties.~~

~~The following suggestions were developed by the Planning Committee and passed on to committee chairs as aids in planning meetings, developing reports, achieving goals, and delegating responsibilities.~~

Do's	Don'ts
Include in your reports, strategic or crystal-ball issues that only those in your group can see, thereby helping other committees and councils in their planning efforts.	Don't keep your good ideas on where ASHRAE should be going to yourselves, and then complain about top-down planning efforts.
Use your meeting time selectively and effectively; save the routine items for letter ballots, conference calls and e-meetings and distribute information items for post-meeting review and comment.	Don't fill your agenda with reports and routine actions that do not require precious face-to-face meeting time. Don't fill your reports with information items and then use up a lot of meeting time reviewing them.
Provide necessary information for important agenda items to allow for informed discussion.	Spend time discussing important issues without critical information.
Spend time developing the skills that improve the group's capability to exercise its power.	Keep doing things the same way using the same skills when they aren't working.
Request that your reporting body give your committee authority to make decisions on a specific topic within defined parameters.	Don't present recommendations to your reporting body when you think your committee or council should have final authority to decide.
Bring only those motions forward that require consideration by the body to which you report.	Don't pass motions on issues that can be handled internally by action items within your committee or council.
Remember you have control over all the elements within your budget. Prioritize and periodically review your programs to see if they are accomplishing your goals.	Don't simply pile on new programs without looking at the overall fiscal impact on your budget and that of the Society as a whole.
Do communicate directly with other committees and other councils to keep them informed of pending issues, concerns and requests	Don't wait for the six-month cycle of Society meetings to request action by other committees or councils

e-b. Continuous Strategic Planning

Appendix B details the timelines for continuous strategic planning (CSP) activities and graphically illustrates these timelines. The Planning Committee is responsible for receiving the CSP input from the committees and councils and presenting them to the Board of Directors for consideration at the fall planning meeting. The authority for this activity is under ROB 2.101.008. Each council and standing committee has specific requirements to meet this ROB. The Planning Committee member encourages this planning culture at all levels within the Society.

Appendix C is the June 26, 2011 Webinar on Continuous Strategic Planning

The information to be provided by Committees and Councils is solicited via an Excel Spreadsheet that has been developed for that purpose. (See Appendix D)

III. SMART Goal Setting

~~A significant responsibility of the Planning Committee is assisting the Board of Directors in setting strategic goals for the Society. These goals should be straightforward and should emphasize the desired result. This discussion on SMART goal setting is intended to aid in the goal-setting process by helping us to focus our efforts and clearly define what we are going to do.~~

~~SMART Goal Setting~~

~~Everyone will benefit from goals and objectives if they are SMART. SMART is the instrument to apply in setting your goals and objectives.~~

~~**S** = Specific. Where is the line between tactical and strategic.~~

~~**M** = Measurable. What about a goal whose success or failure will only be revealed in a decade or two, such as (hypothetically) "Assure that ASHRAE and its members are integral and essential parts of real integrated project delivery teams as the preferred building performance model in 2025, with lead responsibility for energy efficiency and indoor environmental quality"~~

~~**A** = Attainable. The strawman above is attainable, but it's also contingent on a whole bunch of other moving parts that ASHRAE doesn't control.~~

~~**R** = Realistic. To some extent, I believe that strategic goals must include the aspirational, the ones that guide us toward an end-point (or way-point) we want to get to. Trip mpg is a realistic goal, but useless in choosing the destination.~~

~~**T** = Timely. Must get action going, but many of the strategic processes will be multi-year or even decadal.~~

~~Specific~~

~~Goals should be straightforward and emphasize what you want to happen. Specifics help us to focus our efforts and clearly define what we are going to do.~~

~~Specific is the What, Why, and How of the SMART model.~~

~~**WHAT** are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan, build etc.~~

~~**WHY** is this goal important to do at this time? What do you want to ultimately accomplish?~~

~~**HOW** are you going to do it? (By...)~~

Ensure the goals you set are very **specific, clear and easy to understand**. Instead of setting a goal to lose weight or be healthier, set a specific goal to lose 2cm off your waistline or to walk 5 miles at an aerobically challenging pace.

Measurable

If you can't measure it, you can't manage it. In the broadest sense, the whole goal statement is a measure for the project; if the goal is accomplished, then it is a success. However, there are usually several short-term or small measurements that can be built into the goal.

Choose a goal with measurable progress, **so you can see the change occur**. How will you see when you reach your goal? Be specific! "I want to read 3 chapter books of 100 pages on my own before my birthday" shows the specific target to be measured. "I want to be a good reader" is not as measurable.

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goals.

Attainable

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked **opportunities** to bring yourself closer to the achievement of your goals.

If goals you set are too far out of your reach, you probably won't commit to them. Although you may start with the best of intentions, the knowledge that it's too much for you means your subconscious will keep reminding you of this fact and will stop you from giving it your best.

A goal needs to stretch you slightly so that you feel you can do it and it will need a real commitment from you. For instance, if you aim to lose 20 lbs in one week, we all know that isn't achievable. But setting a goal to lose 1 lb and when you've achieved that, aiming to lose a further 1lb, will keep it achievable for you.

The feeling of success which this brings helps you to remain motivated.

Realistic

This is not a synonym for "easy." Realistic, in this case, means **"do-able."** It means that the learning curve is not a vertical slope; that the skills needed to do the work are available; that the project fits with the overall strategy and goals of the organization. A realistic project may push the skills and knowledge of the people working on it but it shouldn't break them.

~~Devise a plan~~ or a way of getting there which makes the goal realistic. The goal needs to be realistic for you and where you are at the moment. A goal of never again eating sweets, cakes, crisps and chocolate may not be realistic for someone who really enjoys these foods.

For instance, it may be more realistic to set a goal of eating a piece of fruit each day instead of one sweet item. You can then choose to work towards reducing the amount of sweet products gradually as and when this feels realistic for you.

Be sure to set goals that you can attain with some effort! Too difficult and you set the stage for failure, but too low sends the message that you aren't very capable. ~~Set the bar high enough for a satisfying achievement!~~

Timely

Set a timeframe for the goal: for next week, in three months, by fifth grade. Putting an end point on your goal gives you a **clear target** to work towards. If you don't set a time, the commitment is too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there's no urgency to start taking action now.

Time must be measurable, attainable and realistic.

IV. PLC History

a. Executive Summary of 2005 Market Survey

In 2005, an assessment was performed to explore and quantify members' and non-members' attitudes, opinions, and intentions with respect to the following:

- ▲ ASHRAE's perceived value
- ▲ Value of specific member benefits
- ▲ Motivation to join or renew
- ▲ Market needs for products & services
- ▲ Value of membership by segments
- ▲ Competitive influence
- ▲ Market trends
- ▲ Strengths, weaknesses, and opportunities

The Executive Summary of that research is attached as Appendix E

b. 07-08 PLC notes on Doug Eadie's Extraordinary Board Leadership (<http://www.dougeadie.com/>)



PLANNING COMMITTEE
Las Vegas, January 2017

ASHRAE Global Strategies: Becoming A More Inclusive Global Organization

GLOBAL STRATEGY

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, ventilation, and air conditioning and refrigeration.”

THIS IS WHAT WE MUST DELIVER!

Goals of the Global Strategies Review

- Review the previous work of the PLC, consultant, etc.
- Compile the framework for a Global Community Plan
- Develop a simple set of recommendations to execute a Global Strategy and guide future initiatives
- Focused on :
 - Increasing global membership
 - Increasing global revenue
 - Increasing global diversity
 - Increasing global influence

Process

- Spring 2015: ASHRAE Conducted a membership needs survey of all members outside North America, RAL Chapter Leaders Survey, and considered Developing Economies Survey (2014)
- March 2015: Phase 1 – Review of Current Business and Service Strategy (PLC & Consultant)
 - **Result:** Determination of Europe and Middle East for deep dive market analysis, as examples of **Emerging & Mature markets**
- Fall 2015: Phase 2 – Market Analysis and Business Strategy (PLC & Consultant); voice of customer (personal interviews of ASHRAE key-leaders, e-Survey of all lapsed members & non-member purchasers, personal interviews from several countries)
 - **Result:** Set of strategic recommendations
- Spring 2016: PLC analysis of all research and analysis, etc;
 - **Result:** Global Strategic Plan (main considerations, cost/revenue for 3years, time plan, assignments etc); Recommendations for action on three items
- June 2016: Board AIs: Web site & Brand promise (Marketing); Global training (PEC)
- SY 16-17: Continue with other PLC recommendations towards a Global Plan

Becoming A More Inclusive Global Organization

Identified Strategic Areas

- I. Build on and create relationships
- II. Diversify revenue streams
- III. Deliver products for segmented markets
- IV. Engage volunteers to reinforce local relevance
- V. Promote a “regionalized” value proposition to members and nonmember

Global Strategies Organization

- Organized around 5 Strategic Areas
- Each **Strategic Area** has related “**Focus Areas**”
- 21 Focus Areas
- Each Focus Area has related recommendations from PLC with comments

Example:

Strategy I: Build on and create relationships.

- Adopt market centric regional structure to better capitalize on regional relationships
- Become a facilitator in the global HVAC&R economy
- Foster collaboration throughout the building industry to augment the positive impact of ASHRAE’s offerings on building performance

Implementation (PLC)

1. Monitor ongoing initiatives and adjust if necessary
 2. Review and rank the Focus Areas of highest priority
 3. Develop action plans to address the priority Focus Areas
 4. Request funding for implementation of action plans
 5. Adjust priorities based on available funding
 6. Restart the process at Step 1 annually
- Important Notes:
 - Will be an ongoing process between PLC and BOD
 - Impact and priority should drive decisions, not pre-allocated funding
 - One initiative could support multiple Strategic Areas
 - Most ongoing initiatives throughout ASHRAE support the recommended Strategic Areas
 - Tracking will be key to success

Prioritized Initiatives Under Consideration by PLC

1. Adapt our technical and educational offerings to meet the needs of a Global Community and deliver the content with a local perspective.
2. Connect to our Global community and investigate the organization of our Global chapters and our grassroots structure in order to provide flexibility in Chapter and Region operations and authority.
3. Extend our physical presence worldwide and pilot local geographical offices based on strategic alignment of growth and influence
4. Set up regional committees to not only identify key issues but also key individuals within the membership to represent ASHRAE's engagement in these issues.
5. Create a regional Technical & Standards Committees to look at key standards being used in the Emerging Market and Mature Market, assuming a fundamental role in writing region-specific standards to suit unique climates.
6. Develop and Implement partner models with national associations

Ongoing Global Initiatives:

Support the Strategic Areas

Strategy 1: Build On and Create Relationships

- PLC Initiative under consideration: Set up regional committees to not only identify key issues but also key individuals within the membership to represent ASHRAE's engagement in these issues.
- Current Action Item: Develop and implement partner models with national societies
- CIBSE Strategic Partnership Agreement
- AASA as a Global HVAC Society (GHS)
- New IEQ-GA Administered by ASHRAE
- Clean Climate and Air Coalition

Strategy 2: Diversify Revenue Streams

- Ongoing Train-the-trainer initiative (PEC; covered \$200k by PLC budget)
- PLC Initiative under consideration : Extend our physical presence worldwide and pilot local geographical offices based on strategic alignment of growth and influence

Strategy 3: Deliver Products for Segmented Markets

- PLC Initiative under consideration : Adapt our technical and educational offerings to meet the needs of a Global Community and deliver the content with a local perspective.
- PLC Initiative under consideration : Create a regional Technical & Standards Committees to look at key standards being used in the Emerging Market and Mature Market, assuming a fundamental role in writing region-specific standards to suit unique climates.
- Presidential Ad Hoc on ASHRAE's Role in the Globalization of Standards
- Evolving Global Publications Issues

Strategy 4: Engage Volunteers to Reinforce Local Relevance

- RAL Ad-Hoc
 - Europe
 - Africa
 - RAL Rules and Organization
- Olesen Developing Economies initiatives
- International Solar Decathlon Engagement
- ASHRAE China Student Design Competition (50+ Universities)

Strategy 5: Promote a “Regionalized” Value Proposition

- PLC Initiative under consideration : Connect to our Global community and investigate the organization of our Global chapters and our grassroots structure in order to provide flexibility in Chapter and Region operations and authority.
- Ongoing marketing brand initiative (Marketing; PEC input for consideration)
- Ongoing website redesign (Marketing; PEC input for consideration)
- Motion to form a European Region
- Joint CRCs
- Members Council
 - MBO No. 2 – Look at existing Regions and evaluate if more efficient divisions are possible or desired.
 - MBO No. 3 – Explore options for sister Chapters or Student Branches
 - MBO No. 4 – Diversity initiative (includes cultural/geographic diversity)
 - Multi-level discussion of new Chapter concept for countries with a strong national association. Member’s Council ad hoc work on this issue. Report completed 5/28/15.

Going Forward – Global Community Subcommittee

- Rewrite Initiative 4 of the Strategic Plan
- Develop detailed plans around prioritized initiatives
 - Committees to own the action items
 - Detailed scope for each action item
 - Budget Request
- Implement funded Action Items in 2017-2018
- Continue monitoring ongoing initiatives
- Continue to develop new initiatives
- Monitor progress of Strategic Plan

What We Need To Be Successful

- Approval and support of the Global Community Strategies
- Increased communication and collaboration among all the global initiatives committees and ad-hocs
- BOD support and emphasis to all committees on the importance of these efforts

REPORT TO BOARD OF DIRECTORS
From PLANNING Committee
As of January 27, 2017

Recommendations for BOD Approval:

- 1. That the Planning Committee, with input from ExCom and the Board, will undertake a Midterm Update of the Strategic Plan for unveiling at the ASHRAE 2017 Annual Meeting in Long Beach.**

PLC vote: 11-0-0 (CNV)

Fiscal impact: \$0 (Assuming electronic documents only)

Background: The Strategic Plan (SP) that was initiated in 2014 is at the midway point of implementation. As indicated below, there are a number of initiatives in the SP that have been completed and would benefit with a rewrite to refocus effort on the next appropriate steps in implementation. There are other initiatives that would benefit from a redirection of effort for a variety of reasons. The goal is to provide an updated strategic plan document that will help refocus efforts, inform and update the membership of progress and evolution of the five year plan.

A mid-term update will provide an enhancement of the SP by updating a number of individual initiatives and strategic plan Desired Outcomes.

1. Proposed midterm initiative updates
 - a. Update Initiative 1a & 1b to reflect the refocus of the initiative from the original intent of Board to visit employers to the development and goals of the Reach program.
 - b. Update Initiative 2a to move from the forming of an ad-hoc to the implementation of the recommendations of the Ad-Hoc to improve the Effective use of Volunteer Resources
 - c. Update Initiative 2b to detail the plan for implementation of the specific goals to improve TC Organization
 - d. Update Initiative 3a to reflect the change in goals for ASHRAE Electronic Publishing
 - e. Update Initiative 3b - Owner/Operator Focus Groups to reflect the initiative is no longer a focus of the PEC or Members Council and is being primarily driven by an Ad Hoc. Recommend updating this initiative to reflect the recommendations from the Ad Hoc.
 - f. Update Initiative 3c - Performance Based Standards to reflect progress to date
 - g. Expand Initiative 4 to proceed with the implementation of ASHRAE's Global Plan (developed from the results of completed Initiatives 4a and 4b) This is in direct response to the direction of the Strategic Plan ToolKit adopted in 2014 which stated in Initiative 4-ASHRAE's Role in the Global Community, "*continues to represent a great opportunity and a major strategic issue. The Board of Directors discussed this issue at length and came to the conclusion that it does not know enough to set a clear direction for the Society. The decision was made to act quickly to gather the necessary input and develop a set of initiatives that could then be added to this plan.*"
 - h. Rewrite Initiative 5 to reflect the formation of the Residential Building Committee and their longer range goals for ASHRAE's Residential Initiative
 - i. Consider new initiatives
 - j. Consider alignment of Strategic Plan Initiatives with Development Committee Capital Campaign Planning
2. The proposed Midterm Update Schedule
 - a. Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting)
 - b. Complete initiative updates (for Spring Board Meeting)
 - c. Recommend to the Board of Directors new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting)
 - d. Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017)
 - e. Recommend to the Board of Directors revisions and collaborate with ExCom to draft new Toolkit, Implementation and Strategic Plan Documents (Spring 2017)
 - f. Publish New Toolkit, Implementation and Strategic Plan Documents, assumed electronic documents only. (May 2017)
 - g. Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting

- 2. That the Board of Directors approve the following five areas for strategic direction of future global planning activities:**
 - I. Build on and create relationships**
 - II. Diversify revenue streams**
 - III. Deliver products for segmented markets**
 - IV. Engage volunteers to reinforce local relevance**

V. Promote a “regionalized” value proposition to members and nonmember professionals

PLC vote: 11-0-0 (CNV)

Fiscal impact: \$0 (Upon approval, formal initiatives with scope, schedule, and budget request will be brought to the BOD)

Background: Beginning with a Membership Needs Survey of all members living outside the United States and Canada in spring 2015 and continuing with an in-depth research effort conducted from March 2015 through June 2016, ASHRAE’s Planning Committee developed recommendations on how to improve membership engagement globally, deliver improved services globally, and expand membership globally. ASHRAE partnered with a consultant that researches and supports associations operating in global markets to assist in development of the recommendations.

The analysis was carried out in two phases. The process included review of ASHRAE’s global footprint and analysis of ASHRAE’s vision as a global organization.

The research and analysis by the 2016-17 Planning Committee has resulted in the (attached) “Global Strategies Overview_012217” document which presents five strategies encompassing twenty-one focus areas and forty-three interrelated recommendations which h ASHRAE should continuously consider as it develops its plans for operating more effectively globally.

3. The Planning Committee recommends that the Board of Directors amend the Rules of the Board as follows:

2.416 Planning Committee

2.416.003.2 Meetings

This committee shall meet ~~four~~ two times per year:

- A. ~~This committee shall meet At~~ at the Winter and Annual Meeting ~~the committee shall hold two-hour open forums to receive input from the general membership.~~
- B. Up to 2 additional Committee meetings shall ~~may~~ be held ~~in the fall and in the spring at the discretion of the Planning Committee Chair.~~

PLC vote: 10-0-0 (CNV)

Fiscal impact: \$0

Background: Per the Rules of the Board, Section 2.105.001 Standing Bodies, the Planning Committee is authorized to have four (4) meetings per year.

Clause A.

The Planning Committee meets at each Winter and Annual meeting. This practice should continue.

Open forum deletion

The Planning Committee has not held “two hour open forums...” since 2009. This does not reflect actual practice over recent period. Currently, members have an opportunity to address the Board twice during each annual and winter meeting.

Clause B.

Four meetings per year are authorized. The Planning Committee may need to meet in addition to the Winter and Annual Meetings. This language allows the Chair to make the decision as to whether or not to meet, and flexibility to schedule those meetings when most beneficial.

Information Items:

- ✓ Collaborated with Marketing on website and brand oriented – marketing approach (*St Louis Board Action Item 17-8.1 & 2*)
- ✓ Allocated PLC’s \$200k budget for SY 2016-17 to initiate and implement the Globalized Training initiative by PEC (*St Louis Board Action Item 17-8.3 “train-the-trainer” program*); PLC and PEC continue the collaboration in finalizing the plan.
 - **Global Training Centers for Building Excellence (ASHRAE Learning Institute)**
Create Global Training Centers in the Middle East and in Europe for delivery of customized ASHRAE Learning Institute courses ([Attachment 1-PEC ASHRAE Localized Training for Global Market Summary.pdf](#)). This report is also on the PEC agenda in Las Vegas; a revised version may be

included in the PEC Report to the BOD.

Provide geographically relevant training based on ASHRAE's global resources and drawn from local member building and system design and performance experiences. ASHRAE Certification opportunities will be offered at the centers along with the launching of an ASHRAE certificate program for completion of training in the centers.

- The approach in the Middle East will be to create a single, physical training center hosted in a location which has local demand and is easily accessible to an international market. Local staff will be retained to organize and support the training, and sell it to corporate and governmental entities.
 - The approach in Europe will be to locate centers in several fixed locations that are supported by ASHRAE chapters and from which training can be replicated at various times during the year. Volunteers and ASHRAE Headquarters staff will organize and support the European training.
 - Key to the Centers' success will be customization to achieve local relevance.
- ✓ Continued work on Global Community Plan (St Louis Board Action Item 18-9); Completed review of previous work and research); Considered ongoing Society global initiatives; Compiled framework for a Global Community Plan; Identified five Global Strategic Areas and 21 focus areas; Proposed implementation plan;
Integrate Developing Economies in Global Efforts & Strategic Plan (St Louis Board Action Item 22-11)

1. Strategic Plan Implementation (SP 2014-2019 five-year plan)

- a. **Monitor progress & Implementation of SP**; continue reporting, supporting Councils & Coms; NEW Dashboard; NEW Update SP working documents
- b. **Strategic Plan Evolution**; looking in to the future; Identify new ideas & hot issues; outline Areas/Priorities/Process for a New SP, if necessary

Note: The graphic below is not intended to be viewed as an overall grade of the initiatives monitored. It is simply a tool for the Monitoring Subcommittee and the Board of Directors, used to better gauge productivity and alignment with the Strategic Plan. The percentages shown will continually change as monitoring is maintained and communication between the committee leaders evolves to sustain proper representation of the initiatives themselves through the work actively being done.



StrategicPlan STARTING 2014

Initiative Progress Indicators - January 27, 2016



The graphic above is not intended to be viewed as an overall grade of the initiatives monitored. It is simply a tool for the Monitoring Subcommittee and the Board of Directors, used to better gauge productivity and alignment with the Strategic Plan. The percentages shown will be continually changing as monitoring is maintained, and communication between the committee leaders evolves to sustain proper representation of the initiatives themselves through the work actively being done.

Impact: Outcomes and Measures

A Measureable Improvement of EUI's and IEQ	Metric under development
B 5% Increased Membership over Five Years <small>(As of 11/30/2016, Membership Dashboard)</small>	6.5% over last two years
C Increased Breadth of ASHRAE's Product Offerings	Not yet quantified
D Increased Awareness of ASHRAE & Resources Among Priority Audiences	Not yet quantified
E Broader Evidence of Practical Application of ASHRAE's Intellectual Property	Metric under development
F Increase Active Volunteer Participation by 10% <small>(As of 10/01/2016, chapter and society volunteer stats)</small>	13.1% over last two years

1. The above Strategic Plan **Dashboard** is a result of the Monitoring Committee activities. There is a significant challenge in evaluating impacts not associated with well-defined metrics and effort is ongoing to quantify outcome progress. As part of the midterm update we will work to relate the measures to more practical metrics.
2. We are reviewing the 2017/18 Presidential Themes and their effect on our Monitoring activities.
3. **Updated progress to date for each Initiative** is available in [Attachment 2-2016 Strategic Plan Update R4.pdf](#).

Highlights:

- a. Progress has been limited on both driving employer and key constituent support and measuring and broadcasting ASHRAE's impact.
- b. Implementation of recommendations to improve Volunteer Time Management and TC Reorganization requires focused effort.
- c. Progress on applied product development for Owner/Operators, Chapter Programs and Performance Based Standards could benefit from refocused effort.
- d. Advancement of our Global Initiatives are well advanced and have entered an implementation phase that will be reflected in the Strategic Plan Update.
- e. The residential initiative is progressing well and we will need to consider the long term direction past the sunset of the current strategic plan.

4. Proposed Midterm Initiatives Updates: update initiatives 1a-b (Constituent/Employer support visit program), 2a (effective use of volunteer resources), 2b (improve TC organization), 3a (change in goals for ASHRAE Electronic Publishing), 3b (owner/operator focus groups), 3c (performance based standards to reflect progress to date), 4 (develop/implement Global Plan), 5 (residential stretch goals for RBC); Continue to consider new initiatives; Consider alignment of Strategic Plan Initiatives with Development Committee Capital Campaign Planning

5. Proposed Midterm Update Schedule: Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting); Complete initiative updates (for Spring Board Meeting); Recommend to ExCom new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting); Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017); Solicit ExCom Approval of proposed revisions and draft of new Toolkit, Implementation and Strategic Plan Documents (Spring); Publish New Toolkit, Implementation and Strategic Plan Documents (May 2017); Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting

2. Global Community Plan

- ✓ Review the previous work and research of the PLC, consultant, etc.
- ✓ Compile the framework for a Global Community Plan
- ✓ Develop a simple set of recommendations to execute a Global Strategy and guide future initiatives
- ✓ **ASHRAE Global Strategies:** Becoming A More Inclusive Global Organization
- ✓ PLC analysis of ASHRAE's **global opportunities, developmental needs, and strategic focus areas**
Focus on: Increasing global membership, Increasing global revenue, Increasing global diversity, Increasing global influence
Summary report: [Attachment 3-Global Strategies Overview_012217.pdf](#)
Overall process presentation: [Attachment 4-2017 PLC Global Community Sub - Global Strategies Update-012217.pdf](#)

➤ Implementation (PLC)

1. Monitor ongoing initiatives and adjust if necessary
2. Review and rank the Focus Areas of highest priority
3. Develop action plans to address the priority Focus Areas
4. Request funding for implementation of action plans
5. Adjust priorities based on available funding
6. Restart the process at Step 1 annually

Important Notes:

- Will be an ongoing process between PLC and BOD
- Impact and priority should drive decisions, not pre-allocated funding

- One initiative could support multiple Strategic Areas
- Most ongoing initiatives throughout ASHRAE support the recommended Strategic Areas
- Tracking will be key to success

➤ **Five Strategic Areas, with related 21 Focus Areas**

Strategy 1: Build On and Create Relationships

- *PLC Initiative under consideration: Set up regional committees to not only identify key issues but also key individuals within the membership to represent ASHRAE's engagement in these issues.*
 - Current Action Item: Develop and implement partner models with national societies CIBSE Strategic Partnership Agreement; AASA as a Global HVAC Society (GHS); New IEQ-GA Administered by ASHRAE; Clean Climate and Air Coalition

Strategy 2: Diversify Revenue Streams

- Ongoing Train-the-trainer initiative (St Louis Board Action Item 17-8.3 "train-the-trainer" program to PEC; covered \$200k by PLC budget)
- *PLC Initiative under consideration : Extend our physical presence worldwide and pilot local geographical offices based on strategic alignment of growth and influence*

Strategy 3: Deliver Products for Segmented Markets

- *PLC Initiative under consideration : Adapt our technical and educational offerings to meet the needs of a Global Community and deliver the content with a local perspective.*
- *PLC Initiative under consideration : Create a regional Technical & Standards Committees to look at key standards being used in the Emerging Market and Mature Market, assuming a fundamental role in writing region-specific standards to suit unique climates.*
- Presidential Ad Hoc on ASHRAE's Role in the Globalization of Standards; Evolving Global Publications Issues

Strategy 4: Engage Volunteers to Reinforce Local Relevance

- RAL Ad-Hoc (Europe, Africa, RAL Rules and Organization)
- Olesen Developing Economies initiatives; International Solar Decathlon Engagement; ASHRAE China Student Design Competition (50+ Universities)

Strategy 5: Promote a "Regionalized" Value Proposition

- *PLC Initiative under consideration: Connect to our Global community and investigate the organization of our Global chapters and our grassroots structure in order to provide flexibility in Chapter and Region operations and authority.*
- Ongoing marketing brand initiative (St Louis Board Action Item 17-8.2 to Marketing; PEC input for consideration)
- Ongoing website redesign (St Louis Board Action Item 17-8.1 to Marketing; PEC input for consideration)
 - Motion to form a European Region; Joint CRCs; Members Council (MBO No. 2 – Look at existing Regions and evaluate if more efficient divisions are possible or desired; MBO No. 3 – Explore options for sister Chapters or Student Branches; MBO No. 4 – Diversity initiative (includes cultural/geographic diversity) Multi-level discussion of new Chapter concept for countries with a strong national association. Member's Council ad hoc work on this issue. Report completed 5/28/15.

Going Forward – Global Community Subcommittee

- Rewrite Initiative 4 of the Strategic Plan
- Develop detailed plans around prioritized initiatives
 - Committees to own the action items
 - Detailed scope for each action item
 - Budget Request
- Implement funded Action Items in 2017-2018
- Continue monitoring ongoing initiatives
- Continue to develop new initiatives
- Monitor progress of Strategic Plan

What We Need To Be Successful

- Approval and support of the Global Community Strategies
- Increased communication and collaboration among all the global initiatives committees and ad-hocs

- BOD support and emphasis to all committees on the importance of these efforts

3. PLC governing documents

- ✓ Reviewed PLC governing documents (MOP, Reference Manual); recommendations for changes; Watch out for ROB
- Updates are ongoing
- Recommend to change ROB 2.416.003.2 on PLC forums. It does not reflect actual practice over recent period; currently, members have an opportunity to address the Board twice during each annual and winter meeting.

4. MBOs

Update of PLC MBOs 2016-2017 as of January 2017 ([Attachment 5-PLC MBOs_Jan2017.pdf](#))

Date January 27, 2017

Costas Balaras
Chair



Global Training Centers for Building Excellence

Introduction

The over-riding conclusion drawn from Planning Committee research into better serving the global market was “one size does not fit all.” In fact, it was found there is no global market but a patchwork of local markets.

For ASHRAE to deliver the global promise articulated in the Society's strategic plan, ASHRAE can use training and associated publications to perpetuate the belief among building and system design and performance professionals that they have a home within ASHRAE no matter in what country they reside.

Overview of the Global Training Center Initiative

In 2016-2017, ASHRAE will create Global Training Centers in the Middle East and in Europe for delivery of customized ASHRAE Learning Institute courses.

The focus of the centers will be to provide geographically relevant training based on ASHRAE's global resources and drawn from local member building and system design and performance experiences. ASHRAE Certification opportunities will be offered at the centers along with the launching of an ASHRAE certificate program for completion of training in the centers.

Two different approaches will be pursued. Lessons learned from these two initial efforts will enable ASHRAE to more effectively develop training models for other parts of the world, such as South America and the Far East. Further subdivision can be pursued as success grows.

The approach in the Middle East will be to create a single, physical training center hosted in a location which has local demand and is easily accessible to an international market. Local staff will be retained to organize and support the training, and sell it to corporate and governmental entities.

The approach in Europe will be to locate centers in several fixed locations that are supported by ASHRAE chapters and from which training can be replicated at various

times during the year. Volunteers and ASHRAE Headquarters staff will organize and support the European training.

Key to the Centers' success will be customization to achieve local relevance. This will be done by:

- Identifying Middle East and European faculties.
- Using faculty knowledge to identify the training to be adapted.
- Pairing North American instructors of selected training with the center faculties to customize the training and base publications used in the training.
- Include both the North American instructors with local faculty in the initial presentation of training.
- Schedule the training in concentrated offerings as multi-day experiences.

Through an economy of scale of developing customized training for two areas at once, it is estimated that an initial investment of \$200,000 (total for the two areas) will be required for: Content customization; "training the trainer;" and the initial holding of trainings with dual instructors. After content is customized and initial presentation, training should be offered with a cost recovery model.

For the fixed training center in the Middle East use of government supported facilities with staffing is being pursued.

Summary

The Global Training Center initiative is fundamental to ASHRAE creating the mindset that ASHRAE is home for professionals in all parts of the world. This mindset reinforces that the ASHRAE home connects members with locally relevant products and services while patching them into an international network of fellow practitioners and giving them access to unparalleled technical resources, resources created by literally the best in the world.



Global Training Center for Building Excellence

Middle East

Scope

ASHRAE Learning Institute Global Training Center for Building Excellence in the Middle East will provide geographically relevant training drawn from ASHRAE's global resources and the Middle Eastern experiences of ASHRAE members. Training will be delivered in a permanent location, similar to how ASHRAE International Headquarters in Atlanta serves as a repetitive home of HVAC Design training.

Corporate sponsorship opportunities for training will be provided, and ASHRAE certification testing will be offered at conclusion of training. Additionally, some form of recognition for training accomplishment be offered.

Requests for ASHRAE to provide training in the region will be steered towards scheduled training in the center, however, one-off trainings can be scheduled based upon compelling market demand factors. This includes chapter hosted training in other parts of the region, in-company training and training offered at expositions.

As an additional benefit the center will provide staffing and office space for a member contact point for inquiries related to membership concerns and for member prospects to learn more about ASHRAE.

Benefits

- Creation of a mindset that ASHRAE has a permanent home for “best of breed” training in the region, encouraging customers to look to ASHRAE first as the preferred training resource.
- Use of a facility that is known to be conducive to exceptional learning experiences and elimination of volunteer and staff time to repeatedly identify suitable facilities in the region, negotiate costs, and deal with uncertainties of locations that will have

unknown factors impacting the customer experience and customer convenience levels.

- Placement in a location that has a strong customer base, has minimal barriers to attendance by persons of various nationalities, and can be conveniently reached.
- Affordable and convenient accommodation resources with reduced pricing based on preferred (repeat) customer status.
- Cost reduction due to arrangements being made on an annual repetitive basis.
- Onsite staff to assist with promotion, responses to inquiries, sales, confirmations of logistics including instruction space, coordination of meals and breaks, duplication of training materials, distribution of customer materials, and instructor assistance.
- Attendees will receive certificate of accomplishment (yet to be determined) for completion of various levels of training and will be encouraged to apply for ASHRAE certification in one of the 6 certification fields.

Logistical Requirements

Training Space

- Space for instruction that can be made available for up to 5 consecutive days every other month.
- Seating classroom style for up to 60 people.
- AV capability with one or more screens; LCD projector(s).
- Microphone and sound system for instructor (need depending on room configuration and acoustics).
- Lectern for instructor.
- Catering or meal service for lunch each day of training with space for buffet and dining.
- Catering for Coffee/Tea break in morning and in afternoon with space for break.
- Security for safety of instructors, staff and attendees.

Administrative Space

- Office with space for desk and office chair, minimum two guest chairs, two bookcases, work table with space for 4 chairs.
- Storage space to accommodate 10 boxes of course materials and supplies.
- IT requirements
 - Dedicated phone line with message system.
 - Internet access.
 - Printer.
 - Photo copier.
 - Computer with full suite of Microsoft Office products including products for brochure and flyer preparation.
 - Access to ASHRAE membership database (Netforum)

- Banking facilities for payments in US dollars and local currency (during events and on an ongoing basis) and transfer to ASHRAE.

Personnel Duties

- Attendance full-time during all scheduled events plus availability for a number of days to be determined prior to each event for coordination and preparation (breaks, meals, instructor set up, etc.).
- Registration duties at each scheduled training (preparation of registration materials, manning of registration desk, etc.).
- Collection and analysis of attendee feedback following each training to be used for future planning and scheduling.
- Handling of telephone inquiries, responding to Internet inquiries, identification of potential customers, scheduling and meeting as needed with executives of businesses and government agencies that are potential customers.
- Preparation of email and printed announcements and other promotions, including participation at industry events attended by potential customers (meetings, conferences, trade shows).
- Responding with basic information concerning other informational needs such as membership inquiries, publication orders, and Handbook/Journal delivery, forwarding to ASHRAE Headquarters inquires requiring in-depth responses.
- Assist in selection of training to be provided based on customer comments and other feedback received through planning meetings with Society volunteer leadership, Society staff, and instructors.
- Miscellaneous time for certification scheduling and administration, banking reconciliations, etc.

Personnel Requirements

- Good administrative skill set (Microsoft Office experience)
- Able to effectively communicate in person, by telephone and in writing.
- Multi-lingual (Fluent in English and Arabic at a minimum)
- Confident in abilities to schedule one-on-one meetings with potential clients
- Ability to effectively communicate value proposition of training
- Able to represent ASHRAE with highest degree of professionalism
- Proven ability to plan events and to monitor completion of required assignments with great attention to detail
- Knowledge of training needs in HVAC&R industry a plus to assist in identification of training offerings in region
- Multi lingual

Operational Notes

- Payment of invoices associated with training provided from the center and office expenses will be paid by the office through a local bank account

- The inventory of courses available to be presented at the center will need to be limited based on the number of courses for which local instructors have been trained
- Certification testing will also be provided from the training center.
- Corporate sponsorships will be provided.
- Cobranding with regional groups can be considered with selection based on promotional benefit offered.
- In year 1, training in ASHRAE association management software and ASHRAE procedures will need to take place at a cost and time commitment not yet determined.

Course Development Plan

Year 1

Between May 2017 and June 2018, conduct 5 training sessions with each based around 4 to 5 consecutive days of instruction at the Global Training Center in the Middle East. The second year of scheduling will be based on first year experience.

Typical Annual Schedule (Initial)

January	HVAC Design Level 1/Level 2	5 days
March	3 Full Day/4 Half Day	5 days
May	Operations/ HVAC Design Level 1	5 days
July	3 Full Day/4 Half Day	5 days
Sept	3 Full Day/4 Half Day	5 days
Nov	HVAC Design Level 1/Level 2	5 days

As training experience is gained, ASHRAE might choose to offer a less concentrated but more frequent training schedule.

Training Development Path

1. Confirm Logistics for center (Government Facility or Association Mgmt Firm)
2. Create ME Learning center Faculty
 - Required demonstration of passion for this engagement.
 - 6 individuals from region who are experienced practitioners, familiar with ASHRAE works and local practices.
 - Responsibilities are to
 - Identify high interest courses from inventory/instructor experience
 - Modify existing training as needed to be applicable
 - Add localized commentary/examples to associated publications
 - Serve as faculty for Learning center able to teach multiple courses

3. Engage respective North American instructors (4) to review/assist modifications
4. Provide education and publications staff support.
5. Produce revised training materials to ME modification.
6. Produce modified ASHRAE publications that are referenced in training that are online products showing section-specific commentary relevant for the Middle East or as appendixes with Middle East case studies. This is an alternative to separate, new publications (at least initially), allowing for continued modification until desired level of modification is achieved and return on investment on stand-alone publication can be evaluated.
7. Work with faculty to establish pricing for regional delivery and value propositions.

Budget and Time Line

See sections following European Training Centers. Time Line and Budget for each region overlap.



Global Training Centers for Building Excellence

Europe

Scope

ASHRAE Learning Institute's Global Training Center for Building Excellence in Europe will deliver European relevant training drawn from ASHRAE's global resources and the European experiences of ASHRAE members. Implementation of localized training in Europe will be through the delivery of training at centers that can be used on a continuing basis.

Center selection will be based on factors including: feasibility of the location to be used repeatedly for training, adequate market from which to draw; ease of access or desirability of access; support of an ASHRAE chapter to provide logistical services and promotion; success of past offerings. A standardized set of logistical and partnering requirements will be established for chapters. A training location outside of a chapter's geographic boundaries may be identified if a chapter agrees to provide the needed support. ASHRAE sections may also be considered to host a training center.

Requests from individuals, companies, chapters, other groups for ASHRAE to hold one-off trainings can be considered but will as often as possible will be folded into the training schedules established at the training centers by the Society.

Corporate sponsorship opportunities for training will be provided, and certification testing will be offered at conclusion of training. Additionally, some form of recognition for training accomplishment be offered.

Benefits

- Creation of a mindset that ASHRAE provides European-relevant training by Europeans for Europeans.

- Pre-selected locations for training that effectively reach European markets and that are conducive to exceptional learning experiences.
- Reduction of volunteer and staff time to repeatedly identify suitable facilities in the region, negotiate costs, and deal with uncertainties of locations that will have unknown factors impacting the customer experience and convenience levels.
- Instructor familiarity with logistics and the teaching experience.
- Partnering with chapters to extend market reach and to provide onsite staff to assist with responses to inquiries, sales, confirmations of logistics including instruction space, coordination of meals and breaks, duplication of training materials, distribution of customer materials, and instructor assistance. (This will under cost/revenue sharing arrangements.)
- Attendees will receive certificate of accomplishment (yet to be determined) for completion of various levels of training and will be encouraged to apply for ASHRAE certification in one of the 6 certification fields.

Logistical Requirements Training Space

- Space for instruction that can be made available for up to 5 consecutive
- Seating classroom style for up to 60 people.
- AV capability with one or more screens; LCD projector(s).
- Microphone and sound system for instructor (need depending on room configuration and acoustics).
- Lectern for instructor.
- Catering or meal service for lunch each day of training with space for buffet and dining.
- Catering for Coffee/Tea break in morning and in afternoon with space for break.
- Security for safety of instructors, staff and attendees.
- Banking facilities for payments (in advance and onsite) and transfer to ASHRAE.
- Cost within established ASHRAE budget allowing for full cost recovery of training.

Partnering Requirements

- Agreement to promote to members and other interested professionals in area.
- Agreement to provide on-site registration personnel support including set up, take down.
- Identification of suitable training center in a location and building that meets ASHRAE requirements.

Center Personnel Duties

- Local language fluency to assist attendees, contact potential customers and liaison with facility.
- Attendance full-time during all scheduled events for registration and facility coordination and time prior for logical confirmations.

- Prior to event handling of telephone inquiries, responding to Internet inquiries, identification of potential customers.
- Preparation of email and printed announcements and other promotions, including participation at regional events attended by potential customers (meetings, conferences, trade shows).
- Miscellaneous time for certification scheduling and administration, banking reconciliations, etc.

Operational Notes

- Certification testing will also be provided at training centers after conclusion of training.
- The inventory of courses available to be presented at the center will be limited based on the number of courses for which local instructors have been trained
- Certification testing will also be provided from the training center.
- Corporate sponsorships will be provided.

Course Development Plan

Year 1

Between May 2017 and June 2018, conduct 4 training sessions with each based around 3 to 5 consecutive days of instruction in European centers. In the first year, anywhere from 1 to 4 centers can be used. The second year of scheduling will be based on first year experience.

Typical Annual Schedule (Initial)

February	HVAC Design Level 1/Level 2	5 days
May	2 full day seminars/4 short courses	4 days
September	Operations/ HVAC Design Level 1	5 days
November	HVAC Level 1/3 Short Courses	4 days

As training experience is gained, ASHRAE might choose to offer a less concentrated but more frequent training schedule.

Training Development Path

1. Identify centers and chapter partnering arrangements and locations.
2. Create European Training Center Faculty. Select 4 individuals from region who are experienced practitioners, familiar with ASHRAE works and local practices.

Responsibilities are to

- a. Required demonstration of passion for this engagement.
- b. Identify high interest courses from inventory/instructor experience

- c. Modify existing training as needed to be applicable
 - d. Add localized commentary/examples to associated publications
 - e. Serve as faculty for centers able to teach multiple courses
3. Identify corresponding North American instructors to review/assist respective modification
 4. Provide staff support – education and publications processes
 5. Revise training materials to reflect European needs/experiences
 6. Produce modified ASHRAE publications that are referenced in training that are online products showing section-specific commentary relevant for Europe or as appendixes with European case studies. This is an alternative to separate, new publications (at least initially), allowing for continued modification until desired level of modification is achieved and return on investment on stand-alone publication can be evaluated.
 7. Work with faculty to establish pricing for regional delivery and value propositions.



Global Training Centers for Building Excellence Time Line

January 2017	Appointment of faculty
January 2017	Finalize Middle East Center Arrangements
February	Selection of European Centers
February	Eur and ME faculty web based meeting for course selection (HVAC Design course and Existing Building Operations course are confirmed selections)
March	Eur (4) and ME (6) faculty, F2F meeting with 4 NA instructors. Assignment of instructors to courses at this meeting.
May/June	Presentation of HVAC Design Training at a Eur center with one North American lead instructor and 2 Eur instructors and ASHRAE staff support.
May/June	Presentation of HVAC Design Training at the ME Center with one North American lead instructor and 2 ME instructors and ASHRAE staff support.
June	Adaptation of 3 support publications for Eur use next schedule of courses
June	Adaptation of 3 support publications for ME use next schedule of courses
July/Aug	ME Presentation of 2 PDS and 4 Short Courses with NA instructor(s) and 2-3 ME instructors with ASHRAE staff support.
July/Aug	Offering of certification 2 exams in conjunction with ME training
September	Eur Presentation of 2 PDS and 3 Short Courses with NA instructor(s) and 2-3 Eur instructors with ASHRAE staff support.
September	Offering of certification 2 exams in conjunction with Eur training

Immediate Actions

1. Finalize ME Center arrangements
2. Finalize potential Eur Centers
3. Identify faculties
4. Organize web meeting for faculty members
5. Select courses to be presented in ME and Eur
6. Arrange F2F meeting for ME, Eur, NA instructors
7. Schedule training/finalize business plan for Eur center for first training
8. Schedule ME training and logistics

Middle East and Europe Budget

Overarching

- \$20,000 Staff contractor/temp for administration, coordination, editing
- \$32,000 16 people travel F2F Meeting ME Learning Center
- \$7,000 Meals/Meeting space F2F Meeting
- \$30,000 Honorariums for course modification
- \$48,000 Create 8 online modified documents (infrastructure/file prep)

May/June course Middle East

- \$5,000 Student materials preparation/printing
- \$13,000 Instructor honorariums
- \$10,000 Instructor/staff travel (5 people)
- \$10,000 Student Meals/Breaks
- \$TBD Local staff cost
- \$TBD Local facility cost
- \$4,000 Certification exam

May/June course Europe

- \$5,000 Student materials preparation/printing
- \$13,000 Instructor honorariums
- \$10,000 Instructor/staff travel (5 people)
- \$15,000 Student Meals/Breaks
- \$TBD Local staff cost
- \$TBD Local facility cost
- \$4,000 Certification Exam

Total Cost: \$206,000 (does not include \$20,000 contractor staffing assistance cited above; does not include local facility/staffing costs)

Revenue May/June training: \$35,000 Middle East

Revenue May/June training; \$35,000 Europe

Revenue May/June certification: \$5,000 Middle East

Revenue May/June certification: \$5,000 Europe

Pricing to be finalized with input from faculty and partners and ME training center staff.

Training Inventory

In-depth ASHRAE Training

HVAC Design: Level I – Essentials

Instructors: Donald Brandt, Member ASHRAE; Julia Keen, Ph.D., P.E., Member ASHRAE, BEAP, HBDP; Joel Primeau, P.Eng., Member ASHRAE, HBDP, LEED® AP; and Dennis Wessel, P.E., Fellow/Life Member ASHRAE, LEED® AP BD+C

HVAC Design: Level II – Applications

Instructors: Donald Brandt, Member ASHRAE; Julia Keen, Ph.D., P.E., Member ASHRAE, BEAP, HBDP; Joel Primeau, P.Eng., Member ASHRAE, HBDP, LEED® AP; and Dennis Wessel, P.E., Fellow/Life Member ASHRAE, LEED® AP BD+C

Improving Existing Building Operation

Instructor: Julia Keen, Ph.D., P.E., Member ASHRAE, BEAP, HBDP

PDS (Full Day Training)

Cogeneration from the Basics through Construction & Operation

Instructor: Lucas Hyman, P.E., Member ASHRAE, LEED® AP, BEAP

Commercial Building Energy Audits

Instructor: Jim Kelsey, P.E., ASHRAE Member, BEAP, LEED® AP

Complying with the Requirements of Standard 62.1-2016

Instructor: Hoy Bohanon, P.E., Member ASHRAE, BEAP, LEED® AP

Complying with Standard 90.1-2016

Instructors: McHenry Wallace, P.E., Member ASHRAE, LEED® AP; and Joseph Deringer, AIA, Member ASHRAE, LEED® AP

Effective Energy Management in New and Existing Building

Instructor: Richard Pearson, P.E., Fellow/Life Member ASHRAE

Energy Modeling Best Practices and Applications

Instructors: Drury Crawley, Ph.D., AIA, Fellow ASHRAE, BEMP; James Dirkes II, P.E., Member ASHRAE, LEED® AP, BEMP; Ellen Franconi, Ph.D., Member ASHRAE, BEMP, LEED® AP; Gail Hampsmire, P.E., Member ASHRAE, LEED® AP; Erik Kolderup, P.E.,

Member ASHRAE, BEMP, LEED® AP; Annie Marston, Ph.D., Member ASHRAE, BEMP, LEED® AP; and McHenry Wallace, P.E., Member ASHRAE, LEED® AP

Healthcare Facilities: Best Practice Design & Applications

Instructors: Robert Cox, P.E., Member ASHRAE; Daniel Koenigshofer, P.E., Member ASHRAE, HFDP; and Michael Sheerin, P.E., Member ASHRAE

Humidity Control: Principles & Applications

Instructor: Lew Harriman, Fellow ASHRAE

Implementing Standard 189.1-2011 for High-Performance Green Buildings

Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Integrated Building Design

Instructors: Charles Gullede, P.E., Member ASHRAE, HBDP, LEED® AP; and Lisa Rosenow, P.E., Member ASHRAE, LEED® AP

Introduction to Building Enclosure Commissioning

Instructors: Fiona Aldous, Member ASHRAE; Jay Enck, Member ASHRAE, HBDP, CPMP, BEAP, LEED® AP; Rob Kistler, Member ASHRAE; and William Nash, P.E., Member ASHRAE

Operations and Maintenance of High-Performance Buildings

Instructors: Laurie Gilmer, P.E., Member ASHRAE, LEED® AP; and Angela Lewis, Ph.D., P.E., Member ASHRAE, LEED® AP

The Commissioning Process in New & Existing Buildings

Instructor: Richard Casault, P.E., Member ASHRAE

Short Course (Half Day Training)

Advanced High-Performance Building Design

Instructor: Jeff Ross-Bain, P.E., Member ASHRAE

Air-to-Air Energy Recovery Applications: Best Practices

Instructor: Paul Pieper, P.Eng., Member ASHRAE

Air-to-Air Energy Recovery Fundamentals

Instructor: Paul Pieper, P.Eng., Member ASHRAE

ASHRAE Standard 188-2015 – Successfully Managing the Risk of Legionellosis

Instructors: Michael Patton, Member ASHRAE; and William Pearson, Member ASHRAE

Avoiding IAQ Problems

Instructor: Hoy Bohanon, P.E., Member ASHRAE, BEAP, LEED® AP

Basics of Combined Heat & Power

Instructor: Lucas Hyman, P.E., Member ASHRAE, LEED® AP

Basics of High-Performance Building Design

Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Basics of Panel Heat & Cooling

Instructors: Birol Kilkis, Ph.D., Fellow ASHRAE; and Robert Bean, R.E.T. P.L. (Eng.), Member ASHRAE

Building Demand Response and the Coming Smart Grid

Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Chilled Beam Technology for Excellent Indoor Climate in an Energy Efficient Manner

Instructor: Maija Virta, M.Sc-Eng., Member ASHRAE

Combined Heat & Power: Creating Efficiency Through Design & Operations

Instructor: Lucas Hyman, P.E., Member ASHRAE, LEED® AP

Commissioning for High-Performance Buildings

Instructor: Walter Grondzik, P.E., Fellow ASHRAE, LEED® AP

Commissioning Process & Standard 202

Instructor: Walter Grondzik, P.E., Fellow ASHRAE, LEED® AP

Complying with Standard 90.1-2007: Envelope/Lighting

Instructor: Joseph Deringer, AIA, Member ASHRAE, LEED® AP

Complying with Standard 90.1-2013: Envelope/Lighting

Instructor: Joseph Deringer, AIA, Member ASHRAE, LEED® AP

Complying with Standard 90.1-2016 Appendix G

Instructors: McHenry Wallace, P.E., Member ASHRAE, LEED® AP; and Joseph Deringer, AIA, Member ASHRAE, LEED® AP

Design of Affordable and Efficient Ground Source Heat Pump Systems

Instructor: Steve Kavanaugh, Ph.D., Member ASHRAE

Designing High-Performance Healthcare HVAC Systems

Instructor: Daniel Koenigshofer, P.E., Member ASHRAE, HFDP

Designing HVAC Systems to Control Noise and Vibration
Instructor: E. Curtis Eichelberger Jr., P.E., Member ASHRAE

Designing Tall, Supertall and Megatall Building Systems
Instructor: Peter Simmonds, Ph.D., Fellow ASHRAE

Designing Toward Net Zero Energy Commercial Buildings
Instructors: Dunstan Macauley, P.E., Member ASHRAE, HBDP; and Frank Mills, C.Eng., Member ASHRAE

District Cooling & Heating Systems: Central Plants
Instructor: William Bahnfleth, Ph.D., P.E., Presidential/Fellow ASHRAE

Energy Efficiency in Data Centers
Instructors: Don Beaty, P.E., Fellow ASHRAE; Jack Glass, P.E., Member ASHRAE; and Roger Schmidt, Ph.D., P.E., Member ASHRAE

Energy Management Best Practices
Instructor: Richard Pearson, P.E., Fellow/Life Member ASHRAE

Evaluation Methods for High-Performance Green Buildings
Instructor: Mark Stetz, P.E., Member ASHRAE, BEAP

Exceeding Standard 90.1-2013 to Meet LEED® Requirements
Instructors: McHenry Wallace, P.E., Member ASHRAE, LEED® AP; and Joseph Deringer, AIA, Member ASHRAE, LEED® AP

Fundamentals and Applications of Standard 55
Instructors: Peter Alspach, P.E., Member, LEED® AP; Robert Bean, R.E.T., P.L. (Eng.), Member ASHRAE; and Lawrence Schoen, P.E., Fellow ASHRAE

Healthcare Facilities: Best Practice Applications of HVAC Systems
Instructors: Robert Cox, P.E., Member ASHRAE; Daniel Koenigshofer, P.E., Member ASHRAE, HFDP; and Michael Sheerin, P.E., Member ASHRAE

Healthcare Facilities: Best Practice HVAC Design Consideration & Criteria
Instructors: Robert Cox, P.E., Member ASHRAE; Daniel Koenigshofer, P.E., Member ASHRAE, HFDP; and Michael Sheerin, P.E., Member ASHRAE

High-Performance Building Design: Application & Future Trends
Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Humidity Control: Applications, Control Levels and Mold Avoidance
Instructor: Lew Harriman, Fellow ASHRAE

Humidity Control: Basic Principles, Loads and Equipment
Instructor: Lew Harriman, Fellow ASHRAE

IAQ Best Practices for Design, Construction and Commissioning
Instructor: Hoy Bohanon, P.E., Member ASHRAE, BEAP, LEED® AP

Introduction to BACnet®
Instructor: David Fisher, Member ASHRAE

Introduction to Cleanroom Design
Instructor: R. Vijayakumar, Ph.D., Member ASHRAE

Introduction to Ultraviolet Germicidal Irradiation (UVGI) Systems
Instructor: William Bahnfleth, Ph.D., P.E., Presidential/Fellow ASHRAE

IT Equipment Design Evolution & Data Center Operation Optimization
Instructors: Don Beaty, P.E., Fellow ASHRAE; Jack Glass, P.E., Member ASHRAE;
and Roger Schmidt, Ph.D., P.E., Member ASHRAE

Laboratory Design: The Basics and Beyond
Instructor: John Varley, P.E., Member ASHRAE, HBDP, LEED® AP

Low-Temperature Radiant Heating & High-Temperature Radiant Cooling Systems
Instructor: Bjarne Olesen, Ph.D., Member ASHRAE

Mathematical Optimization Techniques and Their Applications to HVAC&R
Instructors: Reinhard Radermacher, Ph.D., P.E., Fellow ASHRAE; and Vikrant Aute,
Ph.D., Member ASHRAE

Maximizing Customer Benefits Using Key Electric Utility Products
Instructor: Frank Pucciano, P.E., Member ASHRAE

New ASHRAE-Classified Refrigerants to Meet Society's Changing Needs
Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Successful Solar Applications
Instructor: Henry Healey, P.E., Member ASHRAE

Troubleshooting Humidity Control Problems
Instructor: Lew Harriman, Fellow ASHRAE

Understanding & Designing Dedicated Outdoor Air Systems (DOAS)
Instructor: Stanley Mumma, Ph.D., P.E., Fellow/Life Member ASHRAE

Understanding Standard 189.1-2014 for High-Performance Green Buildings
Instructor: Tom Lawrence, Ph.D., P.E., Member ASHRAE, LEED® AP

Variable Refrigerant Flow System Design & Application
Instructor: Dermot McMorrow, PEng, CEng, MCIBSE

Variable Refrigerant Flow Systems: Technology Introduction
Instructor: Dermot McMorrow, PEng, CEng, MCIBSE



ASHRAE Strategic Plan

2016 Update

Tim McGinn, Monitoring Subcommittee
Planning Committee
tmcginn@dialogdesign.ca
January 27, 2017

2016 Update



- Progress to Date
- Recommendations for Revisions
- 2017 Plan Update

Monitoring Subcommittee



Tim McGinn

Chair/Ad Hoc BEq Student
Course/ExCom

John L. Harrod

Tech Council/RAC, Presidential Ad
Hoc on TC Optimization

Karine Leblanc

Members Council/Volunteer Time Ad
Hoc Recommendation
Implementation Member Council

Julia A. Keen

Pub Ed Council

Sarah Poursharafeddin

Residential Committee
Progress/Globalization Plan
Monitoring

Initiative 1 - Market Prioritization



Initiative 1A	Drive Employer Support
Description	Officers and Board Directors meet with top current employers of ASHRAE members to encourage continued time and financial support of ASHRAE volunteers. Follow-up tracking database. The VITAL program is the starting point.
Timeframe	20 visits during 2014–15 Society Year
Cost	\$35,000 annually for travel and collateral materials
Staff	Joyce Abrams
Revenue/Upside	5% North America membership growth
Responsible Party	ExCom

Current Status:

30%

Midterm Update Recommended

Deemed impractical for ExCom to undertake this commitment. Reach program has been developed and implemented to address this. Rewrite of initiative recommended with the new strategy.

Initiative 1 - Market Prioritization



Initiative 1B	Measuring and Broadcasting ASHRAE Impact and Key Constituency Leadership Outreach
Description	Conduct a research program to estimate the impact of ASHRAE standards and technology Document actual energy savings and performance impacts for selected energy measures, and identify key design, construction, installation and operational factors that influence savings and performance. Conduct 20 visits annually to consulting engineering firms by officers and BOD members to drive support and participation. Develop supporting collateral material specific to consulting engineers (VITAL for consulting engineers).
Timeframe	4 years
Cost	\$150,000 from Research fund and \$35,000 annually for travel and collateral materials
Staff	Mike Vaughn
Revenue/Upside	Strengthen financial support for research. Membership growth (consulting engineers directly; manufacturers indirectly)
Responsible Party	RAC (Research Administration Committee)/Presidential Ad Hoc (Outreach)

Current Status:

20%

Midterm Update Recommended

Presidential Ad Hoc recommended an MTG be formed to develop the Research Project mentioned above, update to new strategy required.

Initiative 1 - Market Prioritization



Initiative 1C	Grow ASHRAE Influence at Universities
Description	More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/ASHRAE Handbook in curricula. Convene meeting of student branch advisers at winter and annual conferences. Investigate accreditation of ASHRAE educational programs for university credit.
Timeframe	3 years
Cost	\$30,000 across three Society years
Staff	Steve Comstock
Revenue/Upside	Education course revenue, student membership growth, seeding future membership growth, greater awareness of HVAC&R among engineers
Responsible Party	Pub & Ed Council/Members Council Collaboration

Current Status:

60%

Sub-initiatives;

1. BEQ course being developed, may serve as a template for future course development, rolled out in Vegas.
2. Student Branch growth is doing well, Branch Advisor Congress held at each Winter Meeting.
3. Accreditation initiative needs attention.

Initiative 2 - ASHRAE Efficiency



Initiative 2A	Volunteer Time Management
Description	Form an ad hoc committee to review opportunities to streamline procedures and more effectively utilize volunteer resources.
Timeframe	2014–15 Society Year
Cost	\$20,000 Committee travel
Staff	Jeff Littleton
Revenue/Upside	Improves utilization of primary resource—Society Volunteers. Grows Society productivity and recruitment of volunteers. Product sales rise through faster delivery of better products.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Three areas of focus looked at by ad hoc:

1. Local Volunteering
2. Winter & Summer Conferences
3. Focusing for maximum effect (looking at Standards Committee, Handbook Committees, better internal communication).

Report made, recommendations require action and implementation by responsible committees.

Initiative 2 - ASHRAE Efficiency



Initiative 2B	TC Reorganization
Description	A full assessment of the Technical Committee (TC) organization including responsibilities to meet the needs of ASHRAE in the future. Implement the results of the assessment.
Timeframe	2014–15 Society Year for assessment. Two years for implementation.
Cost	\$15,000 for committee travel
Staff	Mike Vaughn
Revenue/Upside	More efficient contributions to Handbook, conference programs, standards. Improves products and grows revenue.
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Ad Hoc did a SWOT analysis as a basis of their report. TAC were tasked to review the results and implement as applicable. Follow-up with TAC/Tech Council ongoing.

Initiative 2 - ASHRAE Efficiency



Initiative 2C	Consolidation, Partnerships, and Joint Ventures
Description	Perform environmental scan of organizations watching for opportunities to align and collaborate with other organizations. Actively pursue the opportunities as they arise.
Timeframe	As opportunities arise over next 4 years
Cost	\$100,000 over 4 years
Staff	Jeff Littleton
Revenue/Upside	Membership growth, expanded market for products and services.
Responsible Party	ExCom

Current Status:

40%

- Attempted merger with NEBB shelved
- Consolidation of ASHRAE and the Indoor Air Quality Association complete
- New CIBSE Strategic Partnership Agreement complete, possibly template for new agreement with REHVA
- Confidential discussions on another affiliate merger underway

Initiative 3 – Applied Product Development



Initiative 3A	Develop software tools and mobile apps focused on professional applications
Description	Develop market-ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities.
Timeframe	4 years for multiple programs
Cost	\$25,000 in year 1, \$15,000 in the following years.
Staff	Steve Comstock
Revenue/Upside	Possible sales of product
Responsible Party	Pub & Ed Council

Current Status:

60%

Midterm Update Recommended

Refocus initiative on new vision of ASHRAE Electronic Publishing & Products

- Centralized content (Subscription & Retail access, easily viewable on device)
- Centralized authoring
- Deliver solutions with data (move away from Apps or CD's towards all online access)
- Phase out PDF technology to IP access solutions

Initiative 3 – Applied Product Development



Initiative 3B	Owner/Operator Focus Groups
Description	Collect ASHRAE member demographics on owners/operators around the world. Conduct three focus groups to understand owner/operator opportunities (one outside the U.S.). Three groups at 7 per group plus facilitators (volunteer led with staff support). Based on the results on the focus groups, develop products and services such as use Standard 180 as the foundation of a fundamentals of a high performing building operations and maintenance training course. Explore co-branding with BOMA or IFMA at zero development cost to them provided they provide marketing support and committee volunteers.
Timeframe	2014–15 Society Year
Cost	\$25,000 during 2014–15 for travel, facilities. \$90,000 for course development.
Staff	Steve Comstock
Revenue/Upside	Education course revenue. Membership growth.
Responsible Party	Members Council/Pub & Ed Council

Current Status:

25%

Midterm Update Recommended

This initiative is no longer a focus of the PEC or Members Council. Progress to date has been primarily driven by an Ad Hoc chaired by Darryl Boyce. One focus group meeting with APPA has been held. Recommend expanding this initiative to reflect the recommendations from the Ad Hoc, including proceeding with additional focus groups.

Initiative 3 – Applied Product Development



Initiative 3C	Performance Based Standards
Description	Work with other Standards Development Organizations (SDOs) both domestically and globally to understand how and when to migrate from prescriptive to performance based standards.
Timeframe	1 year
Cost	\$10,000 for transportation
Staff	Claire Ramspeck
Revenue/Upside	Possible sales of product
Responsible Party	Tech Council

Current Status:

10%

Standards Committee previously decided that there should not be a policy on prescriptive and performance standards. Standards ExCom determined that this should be reconsidered and will look to incorporate those issues in its next update, later this year, to the Standards Strategic Plan.

Initiative 3 – Applied Product Development



Initiative 3D	Develop a technical course program that can be distributed through ASHRAE's chapters
Description	Develop a portfolio of programs and courses that chapters can offer to their membership. These courses should support continuing education of the consulting engineering community. The goal is to provide the chapters with world class course material to get members to attend local chapter meetings and attract new members. It may require instructor training as well.
Timeframe	4 years for multiple programs
Cost	Volunteer time
Staff	Joyce Abrams
Revenue/Upside	Membership growth; increase ASHRAE's exposure to professionals; revenue for chapters
Responsible Party	Pub & Ed Council/Tech Council/Members Council

10%

Midterm Update Recommended

This initiative was explored and determined that although mechanisms already exist, CTTC and PDC will collaborate on developing this idea of a new approach further. Budget will likely be required.

Initiative 4 – Global Community



Initiative 4A	Global membership assessment and development of Global Strategy
Description	Conduct detailed survey of members outside North America to understand how ASHRAE can serve them more effectively. Prepare a Global Strategic Plan for BOD on how to effectively and quickly establish ASHRAE's role in the global community.
Timeframe	2014–15 Society Year
Cost	\$15,000 for consultant to audit questions; survey conducted directly by ASHRAE
Staff	Joyce Abrams
Revenue/Upside	Contributes to long-term membership growth.
Responsible Party	Planning Committee

Current Status:

100%

Midterm Update Recommended

This initiative is complete and in the Implementation Phase. Initiative will added to reflect implementation of longer range objectives.

Initiative 4 – Global Community



Initiative 4B	Global Study with a consultant to evaluate ASHRAE's opportunities
Description	Work with a consultant such as MCI to ascertain what ASHRAE's opportunities are globally and develop some business models to achieve the goals. This material will be included in the Global Strategic Plan development in Initiative 4A.
Timeframe	2014–15 Society Year
Cost	\$100,000
Staff	Steve Comstock
Revenue/Upside	Contributes to long-term membership growth and strengthens the exposure and role of ASHRAE in the global community.
Responsible Party	Planning Committee

Current Status:

100%

Midterm Update Recommended

This initiative is complete and in Implementation phase; three initiatives currently being implemented are web site restructuring, marketing - brand promise and global training. Initiative will be added to reflect longer range implementation objectives.

Initiative 5 – Residential Sector



Initiative 5A	Drive residential partnerships and collaboration. Jointly develop training programs and perform research into improving the residential built environment.
Description	Leverage the strength of other organizations in the residential market. Work with other organizations to develop training programs and perform research.
Timeframe	2014–15 Society Year
Cost	\$10,000 per year to attend partner meetings. \$100,000 for training and education programs. Research budget TBD.
Staff	Steve Comstock
Revenue/Upside	Stronger position in residential market; product development/sales
Responsible Party	Presidential Ad Hoc

Current Status:

25%

Midterm Update Recommended

Presidential Ad Hoc issued a report that led to the forming of the Residential Building Committee (RBC), the RBC is now responsible for completing the initiative. The RBC is progressing towards specifically developing collaborations (2 stakeholder workshops undertaken), Residential Green Guide under development.

DASHBOARD



Strategic Plan STARTING 2014

Initiative Progress Indicators - January 12, 2016

- 1 Market Prioritization: Member Passion and Core Market
- 2 ASHRAE Efficiency: Organizational Assessment
- 3 Applied Product Development
- 4 ASHRAE's Role in the Global Community
- 5 ASHRAE's Role in the Residential Sector



Impact: Outcomes and Measures

- A Measureable Improvement of EUI's and IEQ
- B 5% Increased Membership over Five Years (As of 11/30/2016, Membership Dashboard)
- C Increased Breadth of ASHRAE's Product Offerings
- D Increased Awareness of ASHRAE & Resources Among Priority Audiences
- E Broader Evidence of Practical Application of ASHRAE's Intellectual Property
- F Increase Active Volunteer Participation by 10% (As of 10/01/2016, chapter and society volunteer stats)

Metric under development
6.5% over last two years
Not yet quantified
Not yet quantified
Metric under development
13.1% over last two years

2017 Update Recommendations



Issue Mid-Term Initiative Updates;

1. Re-vision Initiative 1a & 1b –
Constituent/Employer Support Visit
Program
2. Rewrite Initiative 2a – Effective use of
Volunteer Resources
3. Initiative 2b – Implementation of Specific
goals to improve TC Organization
4. Rewrite Initiative 3a to reflect the change
in goals for ASHRAE Electronic Publishing

2017 Update Recommendations



5. Re-focus Initiative 3b – Owner/Operator Focus Groups
6. Rewrite Initiative 3c – Performance Based Standards to reflect progress to date
7. Rewrite Initiative 4 to reflect approved and stretch goals for ASHRAE's Global Plan
8. Rewrite Initiative 5 to reflect stretch goals for ASHRAE's Residential Building Committee
9. Continue to consider new initiatives
10. Consider alignment of Strategic Plan Initiatives with Development Committee Capital Campaign Planning

2017 Plan Update Major Milestones



1. Confirm with ExCom that the Strategic Plan is a five year plan (Las Vegas Meeting)
2. Complete initiative updates (for Spring Board Meeting)
3. Recommend to ExCom new and revised initiatives that should be incorporated into the Plan (Spring Board Meeting)
4. Update and simplify Desired Outcomes so they can be more realistically monitored and measured (Spring 2017)
5. Solicit ExCom Approval of proposed revisions and draft of new Toolkit, Implementation and Strategic Plan Documents (Spring)
6. Publish New Toolkit, Implementation and Strategic Plan Documents (May 2017)
7. Develop with Staff a Strategic Plan Update communication plan for the Long Beach Annual Meeting



Shaping Tomorrow's
Built Environment Today

ASHRAE Global Strategies: *Becoming a More Inclusive Global Organization*

**PLC analysis of ASHRAE's global opportunities,
developmental needs, and strategic focus areas.**

January 2017

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BACKGROUND AND PROCESS

Beginning with a Membership Needs Survey of all members living outside the United States and Canada in spring 2015 and continuing with an in-depth research effort conducted from March 2015 through June 2016, ASHRAE's Planning Committee developed recommendations on how to **improve membership engagement globally, deliver improved services globally, and expand membership globally**. ASHRAE partnered with a consultant that researches and supports associations operating in global markets to assist in development of the recommendations.

The analysis was carried out in two phases. The process included review of ASHRAE's global footprint and analysis of ASHRAE's vision as a global organization.

Phase 1 "Current Business & Service Strategy Review" was comprised of separate reports for each of its five steps of development:

- Step 1: ASHRAE Global Strategy Analysis including review of past strategic planning documents
- Step 2: ASHRAE Data Review and Analysis including review of five years of membership data, publications sales, and registrations for conferences and training
- Step 3: Analysis of ASHRAE's Service Model and Operations including review of ASHRAE currently reaches into target markets
- Step 4: Market Factors and Opportunities for Global Growth which included a SWOT analysis of four geographic areas for potential ASHRAE growth.
- Step 5: Summary and Recommendations for the Selection of Two Regions for Phase 2

The result of Phase 1 was to recommend Europe and the Middle East as two areas that warranted a deeper dive. These two areas were selected for multiple reasons as ideal "**pilot**" areas for which ASHRAE could explore new business models and a new approach to help ASHRAE capitalize on future growth opportunities. One area would provide experience engaging with a **mature market** and the other experience with a **emerging market**.

Phase 2 "Market Analysis and Business Strategy" was designed to facilitate a greater understanding of the "external" environment relative to the two selected geographies. That was achieved through four distinct research steps and methodologies.

- Step 1: ASHRAE Leadership Interviews
- Step 2: Market Scan of Existing Products and Services
- Step 3: Product Audit of ASHRAE Products and Services Meet Current Demand
- Step 4: Voice of Customer (Nonmember Research)

Also considered for Phase 2 conclusions were results from the Membership Needs survey of ASHRAE Members outside the United States and Canada that yielded 1,049 responses to questions ranging from why you joined ASHRAE to what types of services and products do you need the most.

The Phase 1 and Phase 2 research and analysis by the 2016-17 Planning Committee has **resulted** in the document provided here which presents **five strategies** encompassing **twenty-one focus areas** and

forty-three interrelated recommendations which ASHRAE should continuously consider as it develops its plans for operating more effectively globally.

STRATEGIC IMPLICATIONS

As a result of the 2015-2016 PLC analysis of ASHRAE's global opportunities, forty-three recommendations emerged from a nine-step research project aimed at transforming ASHRAE to a more inclusive global association and positioning ASHRAE as a global leader bringing in global expertise and knowledge to the HVAC&R industry and the built environment.

Taken together, the recommendations point to **five strategies** for ASHRAE to successfully manage and build on its global growth:

- I. **Build on and create relationships**
- II. **Diversify revenue streams**
- III. **Deliver products for segmented markets**
- IV. **Engage volunteers to reinforce local relevance**
- V. **Promote a "regionalized" value proposition to members and nonmember professionals**

A common thread to each strategy is that "one size does not fit all."

PLC concluded from learning from other associations who have followed paths similar to ASHRAE that flexibility is required to successfully respond membership needs as associations' geographic spreads widen. Similarly, flexibility is required to grow pockets of membership. Once an association is on a path towards expanded global reach, growing membership is essential to creating the critical masses needed to enrich the ASHRAE experience by enabling formation of chapters and by drawing on additional experiences that expand the pool of locally relevant knowledge.

FOCUS AREAS TO STEER IMPLEMENTATION OF STRATEGIES

Each recommendation highlights a focus area that represents a major infrastructure or process constituent that can contribute to one or more strategies. Focus areas are not ends or stand-alone action plans. They are goals and means to strategic accomplishments. They are **interwoven**, with the resources needed to address one focus area often being the same resources to be used for another.

Twenty-one FOCUS AREAS are identified and are grouped around each of the five strategies:

Strategy I. Build on and create relationships.

- Adopt market centric regional structure to better capitalize on regional relationships.
- Become a facilitator in the global HVAC&R economy and the built environment.
- Foster collaboration throughout the building industry to augment the positive impact of ASHRAE's offerings on building performance

Strategy II. Diversify revenue streams.

- Focus on generating new revenue streams reaching beyond membership.
- Build on educational offerings and bundle sales with additional products.

Strategy III. Deliver products for segmented markets.

- Implement procedures to solicit and act on regional customer preferences and expectations.
- Expand instructor-led training.
- Increase relevance of certification in regional markets.
- Use regionally relevant publications to drive global influence
- Build on need for standards and globally recognized credibility of ASHRAE standards.
- Integrate product offerings.
- Capitalize on the chapter volunteer/staff partnership to deliver training and regional conferences.
- Create a local point of contact to provide orientation on products and services and deliver other customer support functions.

Strategy IV. Engage volunteers to reinforce local relevance.

- Structure membership categories, chapter and regions through market filters.
- Provide mechanism that expands volunteer flow into the Society.
- Provide staff support to supplement volunteer activity.
- Create a volunteer-staff partnership.

Strategy V. Promote a “regionalized” value proposition.

- Adapt membership structure to regional preferences and realities.
- Become market centric by addressing the “outer” audiences.
- Create outreach programs to target all HVAC&R professionals and opinion formers
- Structure website to meet “outside” interests along with internal needs.

A single focus area can support accomplishment of multiple strategies. For example, professional staff supports chapters, adapts publications, localizes training, builds relationships, feeds localized website content, and promotes membership. Extending communication to all professionals will increase sales of training, certification and publications, will influence decision makers in local government, and will grow membership under the umbrella of expanding awareness of the brand promise.

IMPLEMENTATION

The focus on this work was identifying strategic areas of focus to address the role of ASHRAE in the Global Community and the 2014 Strategic Plan. Since there was a focus on strategic direction during this work, ASHRAE and PLC did not specifically map the implementation of the strategies during the 2015-2016 study to identify ASHRAE’s opportunities in the global market. However, the assumption used during analysis and development of recommendations is that ASHRAE would **implement strategies through phases**, taking a selected number of actions that could be served by shared resources. No focus area stood in isolation from other focus areas. A single investment could accomplish several actions to address multiple focus areas and support multiple strategies. As revenue streams are realized, ASHRAE could choose to increase investment to further strategic implementation.

The PLC recommended approach was also to **explore implementation in a market** that could be considered **mature** and one which could be considered **emerging**. Approaches to implementation would have differences due to levels of other resources available, purchasing power, and history of ASHRAE engagement.

Based on the experiences gained in these two different approaches, ASHRAE could learn lessons, best practices, and cost efficiencies for implementation on a global basis.

The 2015-2016 PLC analysis effort focused on the product development, product delivery, membership and chapter volunteer structure for the purpose of its research because ASHRAE's technical structure is currently not structured to address geographical interest. While a few focus areas consider regional technical and standards activities, at some point in its global evolution ASHRAE will want to address in a broader context how the technical side of ASHRAE adapts to geographical needs and online community opportunities.

Implementation of actions based on strategies and focus areas is not assumed to be a simple or quick process. **An annual process for development and implementation of actions is outlined below:**

1. Monitor ongoing initiatives and adjust if necessary
2. Review and Rank the focus areas of highest priority
3. Develop specific action plans to address the identified priority focus areas
 - a. Work with appropriate partners and committees inside and outside ASHRAE
 - b. Include the responsible committee within ASHARE to guide implementation
 - c. Include timelines and detailed budget estimates
4. Request funding for implementation of action plans in the upcoming Society year
5. Adjust priorities based on available funding and begin implementation plans
6. Restart at Step 1

Note: It should be noted that the strategic priority of the action should drive the budgetary ask from the BOD. Pre-determined funding should not dictate which actions can be implemented. Improper prioritization order could result in piecemeal, uncomplimentary actions that do not produce the desired movement toward global opportunities.

ASHRAE TODAY FROM THE GLOBAL PERSPECTIVE

To act on recommendations to achieve a more global ASHRAE, the "ASHRAE of Today" was examined from the global perspective. PLC concluded:

STRENGTHS

- Reasonable international participation: 19% of total members (+/- 10,000) in 126 countries (128 incl. USA/Canada)
- Volunteer leaders as backbone of organization & engagement: powerful and motivated chapter model fuelling global growth
- Product-driven, tangible nature of membership value proposition (Handbook) + World Bank PPI membership rates fuelling growth
- Associated societies and complement chapters extend ASHRAE global reach
- Excellence in scientific and technical skills recognized worldwide
- Membership is well balanced (industry and academia, including students)
- ASHRAE's standards used in many countries, including some with no chapters

WEAKNESSES

- Global capacity to implement and deliver the strategic goals and product, programs, services
- Speed to market
- Low revenues from international (+/- US\$ 2m) just 8.7% of the total US\$ 23m (largely from membership)
- Over-dependence on volunteer time (for operational issues, rather than content expertise)

- No staff support to assist and leverage volunteer involvement through complementary professional skill set
- Communication is «internal» to members, rather than «external» to stakeholders
- Limited provision of in-market (local) education/professional development (training, certification, conferences)
- No means to replicate/duplicate/accelerate chapter successes
- ASHRAE has become very good at giving things for free, including to competitors

OPPORTUNITIES (ASHRAE PERSPECTIVE)

- Enhancement of «external» marketing/promotion of ASHRAE brand promise & value to new stakeholder groups as per Strategic Plan
- Revenue and product diversification across regions/local markets
- Delivery of education/professional development (e.g., instructor-led training) in systematic/scheduled/pan-regional manner
- Segment the world: devise different service models/product offerings/pricing strategy according to needs/maturity of market
- Establish communities of practice (subject driven, rather than geography)
- Capitalize and optimize volunteer leaders subject matter expertise (SME) (e.g., in Europe at EU level regulatory discussions and local product development)
- Strengthen operational service/delivery capacity in key markets to liberate volunteers to drive content based value
- Develop and pilot «new» models in mature and emerging markets

OPPORTUNITIES (MARKET PERSPECTIVE)

- Climate change: a growing global concern
- Green and sustainable energy is a key today, and ASHRAE at the center of it
- Rise of middle classes/urbanization leading to an explosion of the building market
- Energy demands are tripling – in the Middle East energy demands growing faster than GDP
- Volume of construction output will grow by more than 70% to \$15 trillion worldwide by 2025

THREATS

- Shortfall on achieving “global leader” position without enhanced external marketing
- External audiences & stakeholders not sufficiently engaged/aware of ASHRAE value
- Slow down on growth: outgrowing capacity of volunteers with scale of global operations
- Markets outgrow current business/service model (e.g., Europe)
- Competing goals?
- Restrictive chapter structure/legislation in certain countries

STRATEGY I. BUILD ON AND CREATE RELATIONSHIPS

This set of recommendations advises ASHRAE to identify and expand partnerships to enhance the member experience and the value proposition. The key to effective partnerships is that the partnership serves as a multiplier for each partner’s accomplishments.

Focus Area: Adopt market centric geographical structure to better capitalize on relationships in each region.

RECOMMENDATION: Based on successful experiences of other associations’ transition from US based to globally-involved other associations, ASHRAE should adopt a market centric geographical

structure that can be adapted to local needs, e.g., interaction with Associate Societies.

Comments:

- ASHRAE has developed alliances with 58 Societies around the world. Their presence is particularly strong in Europe – where most countries are represented by their national associations.
- This presence could be read as a threat to enter the European market, as highly competitive. However, ASHRAE would be able to fill gaps national associations are not able to – outreach beyond national boundary and non-national perspective to EU.
- In the Middle-East, the local market is quite weak. The 2015 ASHRAE Membership survey showed for example that only 40% of ASHRAE members were members of another organization, whilst that number raised to 70-75% everywhere else in the world.

RECOMMENDATION: Partners need to become true partners and play their role of adding value to ASHRAE. ASHRAE offers a large range of products and needs to identify which products answer to the specific needs of a community / fill the gaps that are not filled by the local society. Mutual obligations of association should be both strengthened and enforced – both in terms of how Associate Societies support ASHRAE and how ASHRAE supports activities of Associate Societies.

Comments:

- The review of 30 websites of associate societies tend to confirm the limited scope of these partnerships:
 - A third did NOT refer to ASHRAE.
 - One advertised other international partnerships but not ASHRAE.
 - Only 3 provided extensive information.
 - The review however demonstrates that apart from a few societies, most do not provide products and services that are comparable to what ASHRAE offers, suggesting there is more opportunity for partnership than threat of irrelevancy or alternatives.

Focus Area: Become a facilitator in the global HVAC&R economy.

RECOMMENDATION (MATURE MARKET DEEP DIVE): ASHRAE has the potential to act as a facilitator in the global HVAC&R community: the need for benchmarking, case studies, exchanges at a global level was underlined during the market research, and because of its global reach, ASHRAE is the ideal candidate to play this role. It was interesting to see that Europeans are active globally, and the scope of collaboration goes beyond intra-European borders, with projects often designed in Europe but implemented across the globe.

Comments:

- ASHRAE's ability to influence the European Union will be key for unlocking the potential of ASHRAE's growth in Europe. Success factors include:
 - The ability to put forward European volunteers to drive the dialogue
 - The positioning of ASHRAE as a global player, including the reach of membership within Europe
 - The political neutrality of its position (i.e., not representing member states but the HVACR community as a whole) to differentiate from national associations or federations
 - Ability to collaborate with partner associations such as REHVA and ISO
 - Host major events in Europe

Focus Area: Foster collaborations throughout the building industry to augment the positive impact of ASHRAE's offerings on building performance

Recommendation: Set up regional subcommittees to include ASHRAE Members and Non-ASHRAE Members from HVAC&R Industries and Governments

Comments:

- For ASHRAE's Global activity to be successful, the perspective of members along with non-members and perspective members must be taken into account.
- Similar to the way ASHRAE's consensus based committees must have an equal representation of end-users, academia, and manufacturers on a committee to ensure a diverse set of input, the operations and implementation of global initiatives should also have a similar balance.
- If our goal is to increase ASHRAE's influence in the global community, increase sales of ASHRAE's products, and adoption of ASHRAE's standards, then the input of decision makers in these areas around the globe (business owners, non-members, governmental officials, code-making bodies, etc.) should be included in the conversation.

Recommendation: ASHRAE should explore expanded endorsement of local and regional HVAC&R conference and technical meetings organized by others to promote ASHRAE and to create relationship with HVAC&R industries.

STRATEGY II. DIVERSIFY REVENUE STREAMS

This set of recommendations builds on the finding that ASHRAE's, as compared to other US based organizations operating globally, non-dues revenue from sales of products and services has significant growth potential.

Focus Area: Focus on generating new revenue streams from the international markets based on products and programs reaching beyond membership.

RECOMMENDATION: The market experience from multiple US HQ'd associations who are global or going global, is that most associations derive more revenues from their educational products and programs, and specifically their annual meetings and conference programs around the world. From a strategic growth perspective, ASHRAE could focus on generating new revenue streams from the international markets based on products and programs, particularly education (instructor-led training), certification, conferences. Face to Face instructor-led training is not offered very extensively in the international market.

RECOMMENDATION: ASHRAE must diversify its revenue streams and focus more in the next phase of growth on bringing to the international markets its educational products.

RECOMMENDATION: There is a huge opportunity for ASHRAE to extend its global influence and reach by expanding marketing efforts to focus beyond membership, and to promote the value ASHRAE offers through its products and programs (standards, publications, and particularly face to face instructor-led training which is currently not offered very extensively in the international market).

Comments:

- English is broadly acceptable in many parts of the world, but ASHRAE must consider the need for local products/programs (not just language but style, format, content relevance, etc. – local customization – and delivery on a regular basis to gain significant global growth.
- ASHRAE’s data shows consistent ranking when comparing member numbers with revenues generated. This is impressive and unusual in the experience of PLC’s consultant- very often US HQ’d associations have larger numbers of members/ customers in emerging markets but generate substantially more revenues in mature markets.
- Overall for ASHRAE as a global organization, membership is the largest revenue generator. This has been consistently the case over the last five years.
- From the data provided, we can ascertain that revenues from the international markets are more heavily skewed towards membership. By extrapolation, membership revenues from 10,023 members in 126 countries represents some \$1.6m annually. In 2013-14 publication sales from international markets represented \$362K.
- Consultant research discovered in Phase 1 (Step 4), that external market data proves that skills acquisition, training and ongoing education are critical in emerging markets. Furthermore, there is a huge shortage of trained and competent, project-ready talent (this is particularly prevalent in engineering).
- ASHRAE Publications have been focused on its internal market from a product sales and marketing perspective. Global publications sales cumulatively over 2012-2015 were 50/50 members vs non- members. The internal market internationally is considerably more weighted. Members represent 70% of total publications purchased.

Focus Area: Build on the reputation of ASHRAE’s educational offerings and bundle sales with additional products.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE should diversify its revenue streams and focus more in the next phase of growth on bringing to the Middle East market (as a pilot) its educational products. Product offerings should be fully integrated, bundled or cross-referenced to stimulate purchase of others, and should be made broadly available across the area

Comments:

- Products that were highlighted in the research as of presenting the most interest were:
 - **Publications.** The ASHRAE Handbook and the ASHRAE Journal are top priority. ASHRAE Publications like High Performance Buildings, Advanced Energy Design Guides, HVAC Design Manual for Hospitals & Clinics and the Data Center Design Guides are also of interest.
 - **Standards.** ASHRAE Standards especially the Standard 90, Standard 62 and Standard 55 were listed by members surveyed as the most interesting and should be addressed first. This clearly showcases the opportunity to gain penetration by communicating and marketing the ASHRAE Standards considering the degree to which respondents to the research were familiar and appreciate the ASHRAE Standards as a product.
 - **Certifications.** ASHRAE certifications like Healthcare Facility Design, Commissioning Process Management, Performance Building Design and Building Energy Assessment were all seen to generate high interest.
 - **Trainings.** One of the key needs would be around HVAC design both at a *fundamental* level as well as *advanced* technologies and applications. The need of the hour is quality of indoor environment. Clients, architects and designers place greater emphasis on learning of High Performance Building Design Commissioning and Indoor Environmental Quality. HVAC Design I and II and High Performance Building Design also generated high interest.

- **Online Trainings.** The key learning has been that customers are potentially open to eLearning courses. Online learning can complement Face-to-face learning but will not replace it (particularly if all programs are in English only).

RECOMMENDATION: ASHRAE is well known for its educational offerings. An effective, marketing based solution needs to be put in place to make ASHRAE training more widely available to a waiting market. Assuming the certifications are within reach, new revenues, service to members and local value can be driven through developing training programs to support certification application and exam success. Educational offerings should include face to face and digital education programs.

Comments:

- Governments will need support in developing policies and standards, and ASHRAE is well suited to provide official recommendation / endorsement.

STRATEGY III. DELIVER PRODUCTS FOR SEGMENTED MARKETS

This set of recommendations advises ASHRAE to identify products that have relevance in each membership market. Products can be modified, adapted, developed or translated as the market dictates. As importantly, delivery must be timely and cost-effective. One set of products and one delivery structure do not fit all.

Focus Area: Implement procedures to solicit and act on regional customer preferences and expectations.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE should design a customer experience that is differentiated and tailored to meet their regional customers' needs. ASHRAE should deliver on the market promises by building local capabilities, including consistent local delivery mechanisms for products and programs, to optimize customer interactions at every touch point.

Comments:

- Position ASHRAE's DNA to put chapters, customers and enterprises/employees first. ASHRAE should focus on generating near-term results and building a long-term foundation for growth by listening to not only members but also to customers and regional stakeholders, giving organizations (enterprises, government agencies) what they need to respond to environmental and technical changes.
- ASHRAE should harness their global client experiences, industry best practices and extensive thought leadership to develop solutions to address the needs of the client as well as grow ASHRAE in emerging markets (e.g. Middle East).

Focus Area: Expand instructor-led training.

RECOMMENDATION (Underway 01/2017): ASHRAE should expand its instructor-led training, which is currently not widely available in most international markets. This is not from lack of volunteer leader desire or from lack of market demand but because the operational model does not allow for easy delivery. This is a significant opportunity for ASHRAE. ASHRAE should establish Train the Trainer programs in key geographical areas to allow for easier and cheaper delivery of critical ASHRAE content and knowledge and to help push other products (such as book sales) in a bundled model.

Comments:

- As of January 2017, PLC is funding an initiative through PEC to establish a European Training Hub and a Middle Eastern Training Center of Excellence. These training centers will be focused on providing training in local languages that address local issues. It is anticipated the Middle East center will have a physical presence with permanent staff to represent ASHRAE training to local members and non-members. It is undecided if the European Training Hub will be a physical presence or a virtual hub; though, it is known that local trainers will be used to deliver locally-relevant content to learners.

RECOMMENDATION (MATURE MARKET DEEP DIVE) (Underway 01/2017): ASHRAE has the opportunity to provide trainings in Europe, with contents adapted to the local market(s). In Europe, this means integrating European regulation aspects when relevant and adapting case studies to provide local examples.

Comments

- See comments from recommendation from instructor-led training recommendation above

RECOMMENDATION (MATURE MARKET DEEP DIVE) (Underway 01/2017): There is a need for a set of skills to complement the technical training of the engineer: the business and cultural aspects. Mastering operational costs and delivering projects with teams composed of several nationalities require more than pure technical skills. With active members around the globe and being positioned as the only global player, this is a strong opportunity for ASHRAE.

Comments:

- See comments from recommendation from instructor-led training recommendation above
- Currently, ASHRAE revenues in Europe are essentially coming from membership. This further highlights the need to diversify and integrate product offerings in the research.
- Feedback, however, suggests addressing regulations-focus trainings with care. National legislation still plays a major role, and local players are viewed as better positioned to tackle these needs.

RECOMMENDATION (EMERGING MARKET DEEP DIVE) (Underway 01/2017): To effectively implement and integrate training programs during and across each phase of the HVAC&R life cycle, ASHRAE needs to align with employers who are a critical stakeholder group for ASHRAE.

Comments:

- See comments from recommendation from instructor-led training recommendation above
- Key decisions regarding membership, training, certification, knowledge acquisition and skills development are most often taken by management and from a top-down perspective.
- Working with volunteer members (committees and task forces) to continuously hone workforce professional development and certification products at both the early and mid-career stages will increase ASHRAE's alignment with critical business outcomes.

Focus Area: Increase relevance of certification in regional markets.

RECOMMENDATION: Certification programs are very sought after in emerging markets. ASHRAE's limited penetration with certification is surprising and deserves a deeper dive - is it lack of marketing and awareness that has not generated interest, or are the certification programs beyond the reach of the emerging markets?

Comments:

- Technical skills and competency training is in demand around the globe. Talking to employers and companies will be important. Emerging market governments/companies want to build a 21st century knowledge-based society and fast track skills acquisition. Increased urbanization requires more infrastructure, construction, energy conservation and sustainability. It is critical to know and understand market needs/educational gaps and learning preferences before developing new products or deciding to proactively develop markets. Face to face (F2F) education/training and learning is still preferred format in most parts of the world, mature Europe or emerging markets – particularly when learning is not in mother tongue. Face to face reinforcement is vital for successful acquisition of knowledge/certification/exam success.

Focus Area: Use regionally relevant publications to drive global influence

RECOMMENDATION: There is a huge opportunity for ASHRAE to extend its global influence and reach by expanding marketing efforts to focus beyond membership, and to promote the value ASHRAE offers through its Standards, Handbook, Design Guides and other products.

Comments:

- Revenues from International purchases totaled US\$362,009 in 2013-14, of which the top 20 countries generated \$ 249,844 – 69%. When total revenues are segmented by region, Asia followed by Europe are the largest generators.
- ASHRAE has been focused on its internal market from a product sales and marketing perspective. Overall, publications sales cumulatively over 2012-2015 were 50/50 members vs non-members. The internal market internationally is considerably more weighted: members represent 70% of total publications purchased.

Focus Area: Build on need for standards and globally recognized credibility of ASHRAE standards.

RECOMMENDATION: ASHRAE has a key role to play leading the global community in energy efficiency. Also, ASHRAE can leverage its development of standards which in some cases serve as the basis of standards in other countries.

Comments:

- English is broadly acceptable in many parts of the world, but ASHRAE must consider the need for local products/programs (not just language but style, format, content relevance, etc. – local customization – and delivery on a regular basis to gain significant global growth.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHARE should consider:

- **Creating key-geographic areas Technical & Standards Committee to look at key standards that are being used in the Middle East (as a pilot) and work together to create any adaptations required to suit severe climatic issues or to align the various (currently independent) approaches taken by each of the countries.**
- **Aligning with key-geographic areas government initiatives – fine-tuning ASHRAE standards to have local relevance and help meet governments’ national plans and countries’ growth targets - will also position ASHRAE to governments and can help generate government funding and endorsement**
- **Achieving government endorsement will accelerate and impose market demand.**
- **The Technical & Standards Committee will also have a fundamental role in writing guidelines and possibly co-creating standards specific to selected geographic areas.**

- **Publishing specific data into codes and standards for selected geographic areas.**

Comments:

- ASHRAE standards are rated as the most prominent ASHRAE product and may be used as the key selling point to build and create awareness, enhance product and membership demand. For example, the Middle East is comprised of dynamic, rapidly growing economies with massive infrastructure demands and aggressive growth targets. Presently some countries use some ASHRAE Standards, but there is no consistency or integration.

Focus Area: Integrate product offerings.

RECOMMENDATION (MATURE MARKET DEEP DIVE): ASHRAE’s product offerings should be fully integrated, bundled or cross-referenced to stimulate purchase of others, for example by bundling a collection of publications with training that meet specific market needs.

Comments:

- ASHRAE should focus on products that are relevant to priorities set by the European Union Agenda. Products highlighted in the market research were:
 - **Publications:** the Handbook, Advanced Energy Design Guidelines and Data Centers Design
 - **Standards:** it has been highlighted in the research that Europe requires more harmonization. When ASHRAE is offering the best in class standard, there is a clear opportunity to have it adopted at EU level, provided engagement is carried out at the right EU level. Furthermore, there is a role for ASHRAE not only at European level but globally. Designers work in a global market place (e.g. designing in Europe and implementing in other parts of the world) and turn to ASHRAE or other European standards (German for example) that they deem “best-in-class.” ASHRAE is an organization that can help designers navigate global projects and provide leadership in global implementation. This is clearly a differential for ASHRAE that no indigenous player in Europe can fulfil. Standards 55, 62.1 and 90.1 should be considered first.
 - **Certifications:** current certifications offered by ASHRAE generate very little interest and are viewed as US centric. Efforts should focus on better documenting the Return on Investment. ASHRAE should look into how existing programs can be adapted and better promoted.
 - **Trainings:** although feedback from Europeans who attended ASHRAE trainings is excellent and praises the quality level provided, the current value of ASHRAE trainings is perceived as limited. As part of a fully integrated strategy, trainings should be linked to publications / standards that resonate well in Europe. The HVAC Design I and II were rated as the most interesting trainings.
 - **Online learning:** online classes / webinars are easy to implement and given the appetite highlighted in the research should be a high level priority.

RECOMMENDATION: As part of an enhanced approach to external communication, ASHRAE should create not only greater AWARENESS of its products and services but also to articulate through local marketing and communications the role that ASHRAE can play in bringing consistency to the HVAC&R sector.

Comments:

- **ASHRAE standards** are rated as the most prominent ASHRAE product and may be used as the key selling point to build and create awareness, enhance products and membership demand.
- **Publicize** ASHRAE and its products; create more awareness about the ‘ASHRAE Standards and Manuals’

- **Updates (via local Newsletter)** on receiving first hand news on new developments, changes / introductions in guidelines and certifications programs.
- **Regional newsletter** can provide technical updates and region-specific data, articles and testimonials to the HVAC community across the region. Produced by local staff, it will be distributed to all regional members, via social media, as well as to potential stakeholders.
- **Awareness sessions** for HVAC professionals and networking for HVAC professionals.
- **Publishing region specific data** into codes and standards.

RECOMMENDATION: Investigate integrating product offerings with those of local associations

Comments:

- Integration of ASHRAE’s product offerings (standards, certifications, training, etc.) could not only build stronger ties with kindred societies, but it would help with the adaptation of offerings to local markets.

Focus Area: Capitalize on the chapter volunteer/staff partnership to deliver training and regional conferences.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE must increase its uptake of offerings and promote (and deliver locally) its products and programs externally. Chapters will remain the backbone of ASHRAE’s growth as they have proven to be very successful. Whilst volunteerism is not broadly understood or practiced in some areas, to accelerate growth it will be important to enhance local volunteers’ capacity to «deliver» local value and provide them with the support they need to service fellow members.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE has greater opportunity to continue to grow in the Middle East by reinforcing and multiplying the force of the chapters. Focus more on product promotion and delivery across the area and in local markets and develop a rigorous delivery of key educational programs, particularly instructor led training and potentially topical industry-focused conferences. Use the energy of volunteers with their local expertise and knowledge to focus on core business collaborations for future advancement. Provide professional staff support to address operations and replicate successes.

Comments:

- The Middle East constitutes one of the largest markets for the HVAC&R industry. A detailed analysis of the market scenario indicates the increased market growth can be directly co-related to the increase in the number of construction activities (buildings market) across all key sectors such as commercial, residential, hospitality and retail.
- HVAC is described and spoken in the same breath as a necessity just like air and water. The biggest opportunity for ASHRAE is in sitting right in the ‘blue ocean’ space – with the lack of strong competitors. The opportunities are huge with respect to tapping into the potential that the Middle East region has to offer.
- Whilst the brand is well-known and highly thought of amongst those that “know” ASHRAE, some target audiences and stakeholders are not sufficiently engaged or informed of ASHRAE’s value, and are therefore unaware of the broad product and service portfolio that ASHARE has to offer.
- Professionals perceive that ASHRAE can help drive consistency, compliance, efficiency and productivity in HVAC.

- Research revealed the need for rigorous local delivery of key educational programs, particularly skills based and instructor led (English / Arabic Speaking) training and potentially topical industry-focused conferences.
- Training to cover technical development and use of and evolution of technology.
- Professional development and training to further promote ASHRAE's existing certifications.
- Overall a desire for more local activities, tangible value, service and product delivery *IN* the area are essential. This is concurrent with experience that shows most associations operating in the area derive more revenues from their educational products and programs than memberships, and specifically from their trainings, certifications and conferences.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): The idea of ASHRAE conferences in targeted areas gained considerable support in the market research so as to overcome two current hurdles cited in research interviews: the time and cost to travel to the USA to attend the ASHRAE conference. Such events would bring the best of ASHRAE's education to the geographic area.

Focus Area: Create a local point of contact to provide orientation on products and services and deliver other customer support functions.

RECOMMENDATION: In addition to proactive marketing and communications, having in place local professional staff can ensure quality service and can serve as a local point of contact for all HVAC&R professionals in the area. Local staff can provide orientation on ASHRAE's products and service, give accurate and quick responses to enquiries, help with payment questions as well as provide support and guidance in the case of any issues encountered while accessing ASHRAE education resources online or live. Keeping to the same time zone is important so that responses are not delayed.

Comments:

- The presence of a local office along with a website and toll free number can be the key media that will drive the marketing and communication activities in targeted markets. Local professional staff can ensure timely and relevant content to engage the area targeted audience.
- An area dedicated website will be a key driver to lead generation.
- All brand building activities will focus on educating the community about ASHRAE's membership as well as positioning ASHRAE as a global leader bringing in global expertise and knowledge to the HVAC&R industry.

STRATEGY IV. ENGAGE VOLUNTEERS TO REINFORCE LOCAL RELEVANCE

This set of recommendations fuels volunteer engagement; the objective is to transform ASHRAE into multiple active elements that draw from knowledge contributed by local members supported by centralized resources. This could create the perception of many ASHRAEs, each an "ASHRAE for an area by members in the area," with all ASHRAEs operating with a consistent philosophy and drawing on a global bank of resources. This means understanding that each area has its own culture which will drive membership, volunteerism and value of ASHRAE's products and services.

Focus Area: Structure membership categories, chapter and regions through market filters.

RECOMMENDATION: As ASHRAE accelerates its global services strategy as stated in its 2014 Strategic Plan to fulfill its vision of being the "global leader" in the field, ASHRAE must segment the globe and use clear filters to decide which markets (large areas and countries) will continue to be

fuelled by the “grass-roots” chapter model and those which should become more industry, topic, issue (Built Environment) driven.

Comments:

- US-based associations have grown by default (rather than with conscious effort) due to ease of access to English language products/services, etc.).
- US content is generally viewed positively throughout the world.
- This positive appreciation is not – in the main – shared by Europeans who have their own standards, guidelines and directives particularly in the energy sector.
- Future growth is in the East & Emerging Economies.
- In emerging economies there is strong desire to fast track learning/competitive advantage and become globally accepted.
 - In Asia, the member designation/certificates are important proofs of professionalism.
 - Difference between certification/certificate not understood.
- Speed to market and national (government), corporate or individual competitiveness are crucial to “get ahead” – US standards, certifications, trainings are seen as means.
- If membership brings status, designation (proof), it will be highly valued.
- Other factors which offer opportunity.
 - Global skills shortage.
 - Rise of the global middle classes.
 - Population tsunami.
 - Climate Change.

RECOMMENDATION: Analysis of cumulative 5-year membership trends by geography suggests that ASHRAE must consider a much more segmented approach to both membership recruitment as well as retention. It is possible that the extremely valuable product of the ASHRAE Handbook is driving NEW membership but that individuals in emerging markets are less likely to renew/retain their membership in order to continue to receive an updated version, being happy with the “older” edition.

Comments:

- The five-year member renewal data shows a consistent reduction in number (quantity) of renewals over the period. The reduction is less dramatic in the mature markets of the UK and Australia – where membership is a far more valued/understood concept (largely because they are mature association markets where associations deliver value, content and knowledge, whereas in emerging markets this is not the case).

RECOMMENDATION: ASHRAE should differentiate its approach towards Europe as a mature market vs. the emerging markets. Growth will come more easily from markets that are US-friendly and have a need for American content/expertise/standards/certification (which they do not have in their own markets). However, the buying power is less than in Europe. Although Europe tends to have more access to, and long standing tradition of, local expertise and knowledge, ASHRAE should identify engagement opportunities and target selected European efforts to develop relevant directives as they also influence markets such as India and China.

Comments:

- For example, in Asia, there is a skills gap/knowledge/expertise and market demand.
- Infrastructure, building growth and energy demands are huge in these regions. Education, training (tangible and preferably face to face), and certification are the most important products to lead the next phase of growth.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE must position itself appropriately in the Middle East to engage with governments, state-owned enterprises, consultants, owners and the private sector (companies) / end users (HVAC&R professionals).

Comments:

- The blue ocean (emerging market) opportunity for ASHRAE would come from a shift in focus from being primarily 'individuals orientated' to more 'government and organization oriented' thus widening the base ASHRAE works from. This will proportionally have an impact on the growth and success of ASHRAE as a whole.

ASHRAE needs to showcase its unique selling proposition through thought leadership, education and training around new technologies that are very dynamic, new developments and many alternatives that suit the requirements of the Middle East area keeping in mind the extreme and harsh climatic conditions

Focus Area: Provide mechanism that expands volunteer flow into the Society.

RECOMMENDATION: ASHRAE should meet local market needs, resonate with nonmembers, afford a mechanism that expands the volunteer flow into the Society, and create a sense of community that provides ASHRAE global relevance locally.

Comments:

- Consider geographic criteria to facilitate the orientation both of an external audience and members not affiliated to ASHRAE chapters.
- Current structure is internally focused and need to engage with an external audience further to generate growth. For this purpose, volunteers need professional support to:
 - Centralize information.
 - Promote ALL activities.
 - Identify opportunities.
 - Replicate Chapters successes and deliver valuable programs to grow.

Focus Area: Provide staff support to supplement volunteer activity.

RECOMMENDATION: Volunteers around the world must be supported by professional staff partners to coordinate efforts, replicate successes, and reach out to a larger community, so volunteers can focus on content and core activities. There is limited strategic support from ASHRAE HQs on how to drive business, and expand presence internationally. To fulfill the global promise, ASHRAE needs to supplement volunteer activity currently focused in chapters with professional staff support.

Comments:

- The current ASHRAE structure is not market centric. This is a particular risk when it comes down to addressing non-chapter based members or reaching to non-members.
- There is limited strategic support from ASHRAE HQs on how to drive business, and expand presence internationally: all the membership recruitment efforts, promotions, event development and promotion are down to the efforts of volunteers. ASHRAE HQs is engaged in the North American market much more extensively to support volunteers than is the case in other geographies where volunteers are left without support to organize conferences, promote chapter programs and partner with other groups on joint activities. To fulfill the global promise, ASHRAE needs to supplement volunteer activity currently focused in chapters with professional staff support

- Chapters have achieved much at the local level: for example, organization of conference and workshops collectively, however, there is no strategy and support to allow Chapters becoming multipliers. Outside North America, ASHRAE HQ support is limited and activities are not coordinated outside the chapter. There is limited Society marketing support to chapters or concerted products / membership campaigns. As a result, volunteer efforts have been successful because those are close to market, and because of influence of specific individuals. This limits chapters from becoming true multiplier channels.

RECOMMENDATION (MATURE MARKET DEEP DIVE): Local adaptation and local delivery will be key to the success of ASHRAE in targeted markets. For example, in order to be successful in Europe, it is critical that individuals engaging with the EU are Europeans and professionals in the HVAC&R field. Setting up an EU committee can not only identify key issues but also key individuals within the membership from Europe to represent ASHRAE.

Comments:

- A geographic area specific structure may incorporate the following elements to locally adapt and deliver programs and to represent ASHRAE in the geographic area, for example, Europe:
 - **Membership:** ALL members in the European area (Chapter and non-chapter members). Those members are served by local professionals to answer any question they might have, within their time zone and in a multi-lingual fashion. Professional support is also tasked with marketing and communication efforts and Chapters' engagement.
 - **Steering Group :** This constitutes the volunteer leadership of the area. It is tasked with adapting and delivering the global strategy. Organizations similar to ASHRAE have modified their structure to fully reflect their global integration by creating similar structure for each of their geographic areas.
 - **EU Committee:** Is in charge of identifying key topics for ASHRAE at EU level and structuring ASHRAE's answer. Ad Hoc working groups can be created depending on topics. The EU Committee must be supported by public affairs professionals to monitor and inform about key developments, connect volunteers with stakeholders, and adapt communications to be heard by EU authorities.
 - **Education Committee:** the Education committee will be critical in shaping the educational offering in Europe (trainings / events/ certification...). Ad-hoc Committees might be created to address a specific topic – program committee for a conference, technical committee to adapt and develop specific products. The Education Committee is supported by professional staff to ensure the smooth delivery of products.

Focus Area: Create a volunteer-staff partnership.

RECOMMENDATION: Continue to build on the significant achievements of the ASHRAE Chapters to date, empowering them to accelerate and multiply their efforts, whilst recognizing that volunteers have limited time and may not have the required skill sets such as marketing, publications development, training delivery infrastructures.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): Set-up and/or expand partnerships between ASHRAE's volunteers, leaders and members with local professional support staff to drive the day-to-day delivery of the regional strategy, outreach and outcomes.

Comments:

- Chapters will remain the backbone of ASHRAE's growth in the emerging markets.

- ASHRAE should endow volunteers to help drive relevant content and programs. This could include a Leadership Body that oversees the strategy and ensures effective knowledge sharing and communication in the targeted area.
- To achieve accelerated growth, amplification of the chapter outreach, and ensure member value in the area, a partnership between active volunteer leaders and professional regional staff will be the optimal model.
- Volunteers can focus on strategy, content and subject matter expertise. Staff will support and optimize the efforts of chapters, help centralize and support marketing, organize and schedule professional development programs, road shows and provide localized member/customer care. This will help share best practices amongst chapters and replicate Chapters successes.
- Staff can also reach out to enterprises, and other stakeholders.

STRATEGY V. PROMOTE A “REGIONALIZED” VALUE PROPOSITION

This set of recommendations proposes regionally specific communications strategies that target all professionals in the industry – members and non-members. Further this set of strategies recognizes the many differences of global markets and emphasizes the importance of flexibility when organizing, communicating, and advertising to global members and non-members.

Focus Area: Adapt membership structure to regional preferences and realities.

RECOMMENDATION: ASHRAE has led its global growth through membership which is heavily linked to the ASHRAE Handbook as tangible value. For continued growth, ASHRAE will need to communicate to external market (beyond members) the value and use of its publications, trainings, standards, etc.

Comments:

- One size doesn't fit all.
- ASHRAE has been very successful with its World Bank PPI pricing for membership, but other approaches to membership such as enterprise-wide may become more appropriate to sustain growth and meet employers' demands.

RECOMMENDATION (MATURE MARKET DEEP DIVE): ASHRAE is volunteer driven, and must remain so everywhere in the world. However, ASHRAE must think beyond the Chapter structure in Europe to address growth, as this model has proved its limits in this specific market.

Comments:

- Although relevant in many parts of the world, the traditional ASHRAE business model offers limited success, for example, in Europe. In order to grow engagement in the area and achieve the afore-mentioned goals, ASHRAE will need to rethink its operational model in the mature markets to ensure value is delivered to its area constituents.
- With a presence of over 2,000 members in Europe, there is potentially a large local pool of volunteer leaders that have not been able to achieve greater volunteer engagement within ASHRAE because the current structure has limited volunteer engagement to geographical outlets (chapters) rather than technical committees or virtual communities.

Focus Area: Become market centric by addressing the “outer” audiences.

RECOMMENDATION (Underway 01/2017): The current operational model is ASHRAE-centric, rather than market-centric: ASHRAE communicates almost exclusively to its members through its HQs-Region-Chapter structure. This constitutes a major barrier for market growth: if ASHRAE wants to develop further, the organization will need to address the outer audiences.

Comments:

- ASHRAE will need to enhance its expression of value and adopt a more professional approach towards marketing and positioning in order to fully communicate the brand promise. From an international and marketing perspective, associations when trying to communicate the value of membership must speak to the target audience. Meaning: the communication must answer for the individual the question what's in it for me? What will I or my company get from this, what is the return on investment (ROI)? ASHRAE must also design messages for market segments such as segments by professional discipline, segments by employer vs employee, vs type of stakeholder.
- Currently under implementation by ASHRAE Marketing

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE should expand beyond individual membership and look at a new business model that engages with private/public /state-owned enterprises – the aim is for a more “enterprise/corporate” approach, i.e., business to business approach. This would represent a win-win solution for both ASHRAE and the HVAC&R industry at large.

Comments:

- This aligns with the emerging market (e.g. Middle East) approach where decisions are more enterprise driven and companies look for competitive advantage and have the buying power. It also creates a stronger demand, thus areas like professional development, training, certification are better synchronized.
- Promoting certification and in-house training to employers creates VALUE and Return-On-Investment for the enterprise and the individuals who will benefit from the “corporate” engagement and decision. This will drive larger volume centrally / regionally.
- Consider piloting an enterprise membership approach in the ME. If the pilot is successful, this could be expanded initially to other parts of the IMEA region – for example this could work very well in India – and then to other emerging markets around the world such as China, South-East Asia, Latin America and developing nations in Africa.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE should provide opportunities to collaborate virtually and in person. ASHRAE should envision its membership future as being a communication hub. ASHRAE should engage members and non-members in ways that enable them to share and capture knowledge.

Comments:

- Establish self-forming “share” groups in real time.
- Leverage future talent across enterprises, and facilitate knowledge sharing among the members as well as within the HVAC&R industry.

Focus Area: Create Outreach Programs to Target all HVAC&R Professionals and Opinion Formers

RECOMMENDATION (MATURE MARKET DEEP DIVE): ASHRAE should implement a strategy to engage with all target audiences through a centralized communications strategy highlighted by:

- Increasing the visibility of its global positioning in main communication channels, especially on a European website.
- Delegating development of strategy and delivery to an EU central point.
- Engaging with all target audiences instead of limiting its campaigns to members.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE should externalize the value of ASHRAE by creating outreach programs (communication and marketing) that not only target members but all HVAC&R professionals and opinion formers (government, business and industry, and specific media at large). The need for ASHRAE to position itself with the next generation of HVAC&R professionals via various student bodies is also highly recommended.

Comments:

- ASHRAE as a brand enjoys unparalleled equity in the Middle East, and this needs to be harnessed to further the growth for ASHRAE. As such ASHRAE should position itself as the Definitive Expert in the HVAC&R industry and the built environment. It will be critical for ASHRAE to take a dramatically enhanced approach to marketing and external communications to achieve its goals and deliver the new brand promise and value proposition.
- Essential to externalizing and living the brand promise will be:
 - Segmented messaging to each target audience.
 - Segmented and adapted messaging per region or large nation.
 - Messaging adapted to local market conditions (climate, environment, progress, maturity, needs) aligned with local cultures and language.
- From an international and marketing perspective, associations when trying to communicate the value of membership must speak to the target audience. Meaning: the communication must answer for the individual's "what's in it for me?" What will I or my company get from this, what is the return on investment (ROI)?

Focus Area: Structure website to meet "outside" interests along with internal needs.

RECOMMENDATION (Underway 01/2017): The ASHRAE website is focused on internal needs. A new focus is needed that keeps in the forefront of design someone from the geography not heavily engaged in ASHRAE – whether a member who is not an active volunteer or a potential customer – easily finding what they need. Furthermore several clicks are required to access a list of chapters (which are today's international window of ASHRAE) and these are not searchable by key word (e.g. India). Additionally, many chapters lack websites, so no information can be obtained – no contact details are available (in the absence of a website).

Comments:

- Currently being implemented by ASHRAE Marketing with guidance from a BOD ad-hoc

RECOMMENDATION (EMERGING MARKET DEEP DIVE): As part of ASHRAE's desire and investigation to restructure or adapt the business and operations model to deliver greater value and service to its existing members and the Middle East HVAC&R industry, ASHRAE needs an "external" regional bi-lingual website so as to communicate relevant content to the external audience and desired stakeholder groups. The addition of Arabic will be important to position ASHRAE in the geographic area and show its long-term intent and "investment = commitment" to the area.

Comments:

- The geographic area website would also help to promote the work of local chapters.
- Having a toll free number with a response in English and Arabic in the members/customers' time zone would prove very beneficial and ensure responses are not delayed.
- The geographic area website will also be an effective platform to communicate ASHRAE's products, encourage engagement, as well as provide value added services to the local stakeholders as well as HVAC&R professionals.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): ASHRAE launching a fully-integrated marketing and communication plan will support the overarching goals for ASHRAE relevance in the Middle East and will help promote ASHRAE's value with each target audience. At the heart of this integrated plan will be the geographic area website considering use of the local language, with locally relevant content and specific data, programs and value proposition.

Comments:

- The ASHRAE geographic area website (bilingual - English / Arabic) will provide easy access and become the first source of all relevant information. The website will build ASHRAE's brand awareness and will also be an effective platform to communicate ASHRAE's products; encourage engagement; provide value added services to the local stakeholders; serve as a transactional platform; as well as promote the work of Chapters in the Middle East.
- In addition to the website, ASHRAE should use all possible means of outreach to build awareness and generate leads for ASHRAE. Marketing and communications tactics must include PR and social media activities, where volunteers will be engaged to create relevant local content and thought leadership pieces.
- Marketing collateral will be designed and developed to:
 - Communicate the specific value proposition per target audience.
 - Further embellish key messages on the website.
 - Engage key stakeholders.
 - Promote ASHRAE's area adapted products, professional development programs and services
 - Articulate the value and return on investment (ROI) and business outcomes of engagement with ASHRAE, e.g. the new enterprise membership.

RECOMMENDATION (EMERGING MARKET DEEP DIVE): In addition to individual professionals, ASHRAE's approach thus far, ASHRAE should target enterprises (state owned and private companies) thereby empowering senior management to take favourable decisions regarding membership / training / certification / knowledge acquisition / skills development. This will surely resonate and result in a return on investment in the long term.



PLANNING COMMITTEE
Las Vegas, January 2017

ASHRAE Global Strategies: Becoming A More Inclusive Global Organization

GLOBAL STRATEGY

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, ventilation, and air conditioning and refrigeration.”

THIS IS WHAT WE MUST DELIVER!

Goals of the Global Strategies Review

- Review the previous work of the PLC, consultant, etc.
- Compile the framework for a Global Community Plan
- Develop a simple set of recommendations to execute a Global Strategy and guide future initiatives
- Focused on :
 - Increasing global membership
 - Increasing global revenue
 - Increasing global diversity
 - Increasing global influence

Process

- Spring 2015: ASHRAE Conducted a membership needs survey of all members outside North America, RAL Chapter Leaders Survey, and considered Developing Economies Survey (2014)
- March 2015: Phase 1 – Review of Current Business and Service Strategy (PLC & Consultant)
 - **Result:** Determination of Europe and Middle East for deep dive market analysis, as examples of **Emerging & Mature markets**
- Fall 2015: Phase 2 – Market Analysis and Business Strategy (PLC & Consultant); voice of customer (personal interviews of ASHRAE key-leaders, e-Survey of all lapsed members & non-member purchasers, personal interviews from several countries)
 - **Result:** Set of strategic recommendations
- Spring 2016: PLC analysis of all research and analysis, etc;
 - **Result:** Global Strategic Plan (main considerations, cost/revenue for 3years, time plan, assignments etc); Recommendations for action on three items
- June 2016: Board AIs: Web site & Brand promise (Marketing); Global training (PEC)
- SY 16-17: Continue with other PLC recommendations towards a Global Plan

Becoming A More Inclusive Global Organization

Identified Strategic Areas

- I. Build on and create relationships
- II. Diversify revenue streams
- III. Deliver products for segmented markets
- IV. Engage volunteers to reinforce local relevance
- V. Promote a “regionalized” value proposition to members and nonmember

Global Strategies Organization

- Organized around 5 Strategic Areas
- Each **Strategic Area** has related “**Focus Areas**”
- 21 Focus Areas
- Each Focus Area has related recommendations from PLC with comments

Example:

Strategy I: Build on and create relationships.

- Adopt market centric regional structure to better capitalize on regional relationships
- Become a facilitator in the global HVAC&R economy
- Foster collaboration throughout the building industry to augment the positive impact of ASHRAE’s offerings on building performance

Implementation (PLC)

1. Monitor ongoing initiatives and adjust if necessary
 2. Review and rank the Focus Areas of highest priority
 3. Develop action plans to address the priority Focus Areas
 4. Request funding for implementation of action plans
 5. Adjust priorities based on available funding
 6. Restart the process at Step 1 annually
- Important Notes:
 - Will be an ongoing process between PLC and BOD
 - Impact and priority should drive decisions, not pre-allocated funding
 - One initiative could support multiple Strategic Areas
 - Most ongoing initiatives throughout ASHRAE support the recommended Strategic Areas
 - Tracking will be key to success

Prioritized Initiatives Under Consideration by PLC

1. Adapt our technical and educational offerings to meet the needs of a Global Community and deliver the content with a local perspective.
2. Connect to our Global community and investigate the organization of our Global chapters and our grassroots structure in order to provide flexibility in Chapter and Region operations and authority.
3. Extend our physical presence worldwide and pilot local geographical offices based on strategic alignment of growth and influence
4. Set up regional committees to not only identify key issues but also key individuals within the membership to represent ASHRAE's engagement in these issues.
5. Create a regional Technical & Standards Committees to look at key standards being used in the Emerging Market and Mature Market, assuming a fundamental role in writing region-specific standards to suit unique climates.
6. Develop and Implement partner models with national associations

Ongoing Global Initiatives:

Support the Strategic Areas

Strategy 1: Build On and Create Relationships

- PLC Initiative under consideration: Set up regional committees to not only identify key issues but also key individuals within the membership to represent ASHRAE's engagement in these issues.
- Current Action Item: Develop and implement partner models with national societies
- CIBSE Strategic Partnership Agreement
- AASA as a Global HVAC Society (GHS)
- New IEQ-GA Administered by ASHRAE
- Clean Climate and Air Coalition

Strategy 2: Diversify Revenue Streams

- Ongoing Train-the-trainer initiative (PEC; covered \$200k by PLC budget)
- PLC Initiative under consideration : Extend our physical presence worldwide and pilot local geographical offices based on strategic alignment of growth and influence

Strategy 3: Deliver Products for Segmented Markets

- PLC Initiative under consideration : Adapt our technical and educational offerings to meet the needs of a Global Community and deliver the content with a local perspective.
- PLC Initiative under consideration : Create a regional Technical & Standards Committees to look at key standards being used in the Emerging Market and Mature Market, assuming a fundamental role in writing region-specific standards to suit unique climates.
- Presidential Ad Hoc on ASHRAE's Role in the Globalization of Standards
- Evolving Global Publications Issues

Strategy 4: Engage Volunteers to Reinforce Local Relevance

- RAL Ad-Hoc
 - Europe
 - Africa
 - RAL Rules and Organization
- Olesen Developing Economies initiatives
- International Solar Decathlon Engagement
- ASHRAE China Student Design Competition (50+ Universities)

Strategy 5: Promote a “Regionalized” Value Proposition

- PLC Initiative under consideration : Connect to our Global community and investigate the organization of our Global chapters and our grassroots structure in order to provide flexibility in Chapter and Region operations and authority.
- Ongoing marketing brand initiative (Marketing; PEC input for consideration)
- Ongoing website redesign (Marketing; PEC input for consideration)
- Motion to form a European Region
- Joint CRCs
- Members Council
 - MBO No. 2 – Look at existing Regions and evaluate if more efficient divisions are possible or desired.
 - MBO No. 3 – Explore options for sister Chapters or Student Branches
 - MBO No. 4 – Diversity initiative (includes cultural/geographic diversity)
 - Multi-level discussion of new Chapter concept for countries with a strong national association. Member’s Council ad hoc work on this issue. Report completed 5/28/15.

Going Forward – Global Community Subcommittee

- Rewrite Initiative 4 of the Strategic Plan
- Develop detailed plans around prioritized initiatives
 - Committees to own the action items
 - Detailed scope for each action item
 - Budget Request
- Implement funded Action Items in 2017-2018
- Continue monitoring ongoing initiatives
- Continue to develop new initiatives
- Monitor progress of Strategic Plan

What We Need To Be Successful

- Approval and support of the Global Community Strategies
- Increased communication and collaboration among all the global initiatives committees and ad-hocs
- BOD support and emphasis to all committees on the importance of these efforts

ASHRAE Planning Committee Objectives (2016 – 2017)

Chair: Costas Balaras

Version: January 2017

MBO	Description	Responsibility	Due Date	Status	Comments/Updates
1	<p>Strategic Plan Implementation</p> <p>1a - Monitor progress & Implementation of SP across the Society</p> <p>1b - Strategic Plan Evolution</p>	<p>SP Monitoring Subcommittee:</p> <p>Tim McGinn (Chair) Harrod, Keen, Leblanc, Poursharafeddin</p>	<p>Jan 17 (update)</p> <p>Spring 17 <i>(...June 17)</i></p>	<p>Complete <i>(expect BOD feedback)</i></p> <p>... ongoing</p> <p>... ongoing</p> <p>... ongoing</p> <p>Recommendations</p> <p>... ongoing</p>	<p>✓ Dashboard Report to the BOD (assess how close we are to implementing or completing the SP initiatives)</p> <p>✓ Success stories; Issues/Problems (Continue support of Councils & Committees wrt SP)</p> <p>- Recommendations to move forward next year</p> <p>- Do we need an official SP update approved by the BOD?</p> <p><i>President TGW Letter to Planning 8/22:</i></p> <p>✓ Determine the next step for the current Strategic Plan</p> <p>- Areas / Priorities / Process for NEW SP, if appropriate</p>
2	<p>Society Global Community Plan</p>	<p>Global Community Subcommittee:</p> <p>Chris Gray (Chair) Bahnfleth, Chandrasekar, Charalambopoulos, Goodman, Isenbeck, Rakheja, Sultan</p>	<p>Jan 17 Full report in Las Vegas <i>(...June 17)</i></p>	<p>Complete recommendations of 5 Global Strategies</p> <p>... ongoing</p> <p>Complete</p> <p>... ongoing</p> <p>Complete</p> <p>... ongoing</p> <p>... ongoing</p> <p>... ongoing</p>	<p>CLEARLY COMMUNICATE THE PROCESS & VALUE of the PLAN</p> <p>- Document & Substantiate recommendations</p> <p>- Update and incorporate new items/ideas, if necessary</p> <p>- Develop a comprehensive plan, setup an actual program and budget, identify and launch pilot programs</p> <p><i>President TGW Letter to Planning 8/22 (BOD AI 18-9 St Louis)</i></p> <p>✓ <i>Revisit last year's available resources</i></p> <p>✓ <i>"Seek advice from members not from North America, especially grassroots people and how ASHRAE can better serve their needs". e.g. SP Initiative 4A survey, and past MC survey on ASHRAE Engagement & Volunteering, and possibly more input from new surveys</i></p> <p><i>President TGW Letter to Planning 8/22 (BOD AI 17-8 St Louis):</i></p> <p>✓ Monitor progress with Website (Marketing), Marketing brand awareness (Marketing), Train the Trainer (PEC);</p> <p>✓ Implementation Global Training—allocated \$200k PLC budget for SY 16-17 (implement in two geographic areas)</p> <p>- <i>Consider Society Global Activities/Initiatives (starting list from ExCom)</i></p> <p>- <i>Identify overlaps, gaps and integrated needs of ASHRAE's current globalization efforts</i></p> <p>- <i>Integrate Developing Economies in Global Efforts & Strategic Plan (BOD AI 22-11 St Louis; assigned to PLC)</i></p>
3	<p>PLC MOP & Reference Manual</p>	<p>Procedures Subcommittee:</p> <p>Michael Schwedler (Chair) Harrod; <i>more help from PLC as needed</i></p>	<p>Jan 17</p> <p>June 17</p>	<p>Complete</p> <p>... ongoing</p> <p>... ongoing</p>	<p>✓ Review governing documents; recommendations for necessary changes; Watch out for ROB (new version)</p> <p>- Update/recommendation to change ROB 2.416.003.2 (Open Forums)</p> <p>- PLC to update, if necessary</p>