MINUTES

PLANNING COMMITTEE WEBINAR

Thursday, June 2, 2016
9:00 – 10:30 am

Note: These minutes were approved by Planning Committee on June 24, 2016 and are the official record of this meeting.
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June 2, 2016

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MINUTES

PLANNING COMMITTEE WEBINAR
June 2, 2016

MEMBERS PRESENT: Dennis J. Wessel, Chair
M. Ginger Scoggins, Vice Chair
Costas A. Balaras
Darryl K. Boyce
Chris M. Gray
John L. Harrod
Ben A. Leppard
Tim J. McGinn
Matt C. Rowe
Nohad Boudani, Consultant
Dimitrios Charalambopoulos, Consultant
Farooq Mehboob, Consultant
Ross D. Montgomery, Consultant
Richard Rooley, Consultant
Hassan Sultan, Consultant
Edward K. C. Tsui, Consultant
Charles E. Gulledge, CO
Jeff Littleton, Executive V.P.
Steve Comstock, Staff Director

MEMBERS ABSENT: Julia A. Keen
Sarah Poursharaffeddin
Ashish Rakheja
Bill Bahnfieth, Consultant

STAFF PRESENT: Joyce Abrams, Staff Director
Kim Mitchell, Chief Development Officer
Mary Dean Townsend Exec. Assistant to BOD
Claire Neme

CALL TO ORDER

Chair Dennis Wessel called the meeting to order at 9:00 AM. He welcomed the PLC members and guests. A quorum was present.

REVIEW OF THE AGENDA

The agenda was approved as presented.

APPROVAL OF MINUTES

Mr. Wessel called for a motion to approve the January 22, 2016 PLC meeting minutes. Mr. Harrod moved and it was seconded

that the minutes of the January 22, 2016 Planning Committee Meeting be approved as presented.

MOTION 1 PASSED (UVV – CNV)
ACTION ITEMS UPDATE

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<td>McGinn</td>
<td>Provide regular status reports regarding duplication of efforts at councils.</td>
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<td>Defer discussion of “Global vs. International” until a future meeting</td>
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UPDATE ON STRATEGIC PLAN IMPLEMENTATION

Mr. McGinn indicated that Sheila Hayter will be reporting on the Member Engagement Ad Hoc at the St. Louis meeting.

Members Council – Good progress is continuing on the strategic plan.  
Publishing and Education Council – they are advancing well; work is continuing with outside societies.  
Technology Council – Mr. McGinn expressed concern that they are not moving as far or as quickly as they were expected to do. He asked if there was a way to encourage them to move faster. Ms. Scoggins added that she will be incoming Tech Council VC and agreed to discuss this issue with them at the meeting in St. Louis. Additionally, John Harrod is a member of Tech Council and will take the message to the council meeting in St. Louis.

REPORT FROM GLOBAL STRATEGY OVERSIGHT COMMITTEE: (Attachment A)

Mr. Balaras discussed the report of the Global Strategy Oversight Committee. Excerpts from the report that were discussed are listed below:

Some overarching recommendations include (not yet in priority order):

- Align boundaries of ASHRAE sub-areas to achieve greatest membership and business benefits.
- Develop a plan for engaging members in geographic areas with no strong drive to form and maintain ASHRAE chapters (e.g. a regional technical organization functioning within the area)
- Give ASHRAE a local flavor, e.g. in terms of different national languages, with area specific news, issues – through web and social media
- Support efforts and services with local professional staff
- Define and produce relevant education and publications that are aligned with the greater area needs and characteristics
- Strengthen collaborations with affiliated professional societies

Mr. Balaras asked for comments on the report of the Oversight Committee.

Mr. Littleton added that the ExCom added $200,000 as a placeholder in the budget for the Global Activities in the current budget. If there was the possibility that a change needs to be made to this amount, he would have to advise ExCom ASAP.

Richard Rooley asked if it would be possible to cross-reference the Global Strategy Oversight Committee report to the MCI report. He also would like to add the expected and the unexpected consequences of these recommendations on certification or on TCs, for example. Time and costs could outweigh the benefits. He recommended this be discussed with Farooq and Bjarne.

Mr. Montgomery indicated he was in full agreement with the concept of the Oversight Committee report. He asked if recommendations would be approved for Europe and the Middle East, or for only one of the two areas. Also he suggested the importance of the BOD knowing the costs versus the revenues. Mr. Wessel indicated that Steve Comstock was working on costs versus revenues figures. Mr. Wessel added that PLC would need to make the decision about the two areas based on where ASHRAE would get the most ROI and recommendations may be made for one area over the other or both. Also, he added that this may be a multiple year plan with a certain portion of total funds being spent next society year and additional amounts to be spent the subsequent years.
Mr. Leppard reminded the group that a facilitator of an ASHRAE strategic plan done about 10 years ago forced ASHRAE into a plan that was based on their program and not necessarily the needs of ASHRAE, and this was, in his opinion, a failure. He wanted to be sure MCI heard what ASHRAE’s needs are and that we don’t allow them to force us into a pre-conceived goal that would not work for ASHRAE. Mr. Wessel agreed and pointed out that this is one reason why there has been a delay in receiving MCI’s report. The MCI report has been scrutinized and modified in order to avoid this type of concern.

Mr. Rooley pointed out that he noticed there were errors in the MCI report. Some tables of European standards are wrong when they compare American standards versus European standards. He indicated there are larger differences in the two of them that MCI does not appear to understand. He suggested PLC should contact Mr. Olesen who could assist with this issue. Mr. Wessel agreed that Mr. Rooley and Mr. Olesen are in the best position to highlight these errors between U.S. and European standards. Mr. Rooley asked if he could share the MCI report with Tim Dwyer and David Arnold but the group decided this should not be done until the Planning Committee officially accepts the MCI report and decides on a plan of action.

Mr. Harrod suggested PLC members rank the recommendations in priority order and send them back to Mr. Wessel, including which of them should be done in year 1, year 2 and year 3. Mr. Wessel agreed and will send the list to PLC members.

Mr. McGinn suggested that the Oversight Subcommittee send their recommendations to PLC before the St. Louis meeting. Mr. Balaras agreed to do this a week before the meeting.

Mr. Hassan Sultan added that the benefits of globalization should be highlighted to PLC and the BOD. The ultimate recommendations to the BOD from Planning should consider the suggestions in the report from the Region-At-Large. Bjarne Olesen has also been proposed an Ad Hoc, chaired by David Underwood, to consider Europe as a Region.

Mr. Comstock indicated that in his development of costs, some recommendations are minor and will drop off the list. This is the reason he has indicated that some are related to other recommendations.

**NEXT MEETING**

Planning Committee will meet on Friday, June 24, 2016 from 1:00 to 6:00 pm in Majestic A, Level 2, of the Marriott Hotel in St. Louis.

**ADJOURNMENT**

The meeting adjourned at 10:27 am

Respectfully submitted,

Mary Dean Townsend, Secretary

Attachment A: Global Strategy Oversight Subcommittee Report

Distribution: Board of Directors
Planning Committee
May 31, 2016

To: ASHRAE Planning Committee

From: PLC Global Strategy Oversight Subcommittee

The PLC Oversight Subcommittee received the MCI final reports in March. Since then, the Oversight Subcommittee, with the help of staff and PLC leadership, has been engaged in processing the material, in an effort to supplement missing information and to compile the MCI key findings for coherence, for preparing a Global Strategic Plan and for providing recommendations for PLC to consider.

About 60 recommendations were extracted from the MCI reports (19 general; 7 for mature markets, e.g. Europe; 15 for emerging markets, e.g. Middle East).

Considering that some of the recommendations are critical and strategic in nature and thus interrelated, while others are more action/implementation specific, the Oversight Subcommittee members individually ranked the recommendations under five major areas (i.e. Membership, Operations, Marketing, Professional Development, Publications).

An effort is in progress to provide detailed cost/budget estimates, financial projections, and to identify involved ASHRAE committees for referral.

Some overarching recommendations include (not yet in priority order):

- Align boundaries of ASHRAE sub-areas to achieve greatest membership and business benefits.
- Develop a plan for engaging members in geographic areas with no strong drive to form and maintain ASHRAE chapters (e.g. a regional technical organization functioning within the area)
- Give ASHRAE a local flavor, e.g. in terms of different national languages, with area specific news, issues – through web and social media
- Support efforts and services with local professional staff
- Define and produce relevant education and publications that are aligned with the greater area needs and characteristics
- Strengthen collaborations with affiliated professional societies

Specific recommendations are shaping up and are currently under consideration (not yet in priority order or use of final language):

- **Membership**
  1. Set-up a regional office, manned by professional staff to support members, chapters and leadership with routine issues, service the whole membership and provide ongoing value to members and customers (non-members)
  2. Supplement volunteer activity in chapters with professional staff support
  3. Empower chapters to accelerate and multiply their efforts, by supporting them for better marketing, development of publications with local emphasis, and provide them with training delivery infrastructures.
4. Set-up a European committee to identify key individuals within the membership to represent ASHRAE at European Commission’s scientific committees & working groups
5. Act as a facilitator in the global HVAC community

➢ Operations
1. Evaluate and define markets (countries and greater geographic areas) that will continue to be fueled by the “grass-roots” chapter model and those which should become more industry, topic, issue (Built Environment) driven.
2. Consider a much more segmented approach to both membership recruitment as well as retention.
3. Develop an operational plan to meet local market needs that resonate with non-members, expand the volunteer flow into the Society from different geographies, create a sense of community that provides global relevance locally
4. Offer a market centric geographical structure that can be adapted to needs within the local needs, e.g. role and interaction with national Associate Societies.
5. Strengthen and enforce collaboration and mutual support activities of ASHRAE & Associate Societies
6. Engage members and non-members to share and capture knowledge; virtual and f2f collaboration; establish share groups in real time; facilitate knowledge sharing amongst members and within HVAC industry
7. Design a customer experience that is differentiated and tailored to meet regional customers needs, build local capabilities, consistent local delivery mechanisms for products and programs to optimize customer interactions at every touch point.

➢ Marketing
1. Diversify revenue streams and focus in the next phase of growth on bringing educational products to the international markets
2. Integrate product offerings, bundled or cross-referenced to stimulate purchase of others
3. Diversify revenue streams and focus more in the next phase of growth on bringing to the market adapted fully integrated, bundled or cross-referenced educational products
4. Promote and implement effective professional training that meets market needs
5. Adopt a more professional marketing approach to fully communicate the brand promise.
6. Promote certification programs in emerging markets
7. Communicate to external market (beyond members) the value and use of its publications, trainings, standards, etc.
8. Focus on generating new revenue streams from the international markets based on products and programs (focus on education)
9. Develop outreach programs (communication and marketing) that target members, non-member HVAC professionals and opinion formers (government, business and industry, and specific media at large) to externalize the value of ASHRAE.
10. Target enterprises (state owned and private companies)
Oversight Committee of the PLC

Thoughts for Consideration

- **Professional Development**
  1. Develop Train the Trainer programs in key geographic areas so that instructor-led training can be carried out in these areas
  2. Adapt products & programs for international markets with local flavor (e.g. include in existing educational material and publications relevant case studies/examples that have local interest, references to relevant national standards & regulations etc)

- **Publications**
  1. Create a regional Technical & Standards Committee to look at key standards that are being used in the Middle East and adapt selected Guidelines/Guides and standards, tailored to the needs of the area
  3. Align with key regional government initiatives – adapt ASHRAE standards to meet governments’ national plans and countries’ growth targets.
  4. Adapt Guidelines/Guides or Standards to satisfy national market & government needs (e.g. translate, adapt case studies, revise references to relevant local codes, provide relevant climate data)

- **Website**
  1. Develop a new website with national content, facilitating users not heavily engaged in ASHRAE
  2. Promote products and programs offerings (Standards, publications, f2f instructor-led training)
  3. Increase visibility of global position in main communication channels (e.g. regional websites); Target all audiences (i.e. non-members)
  4. Develop an “external” regional bi-lingual website (English & Arabic), to communicate relevant content to the external audience and desired stakeholder groups.
  5. Launch a fully-integrated marketing and communication plan which will support the overarching goals; build efforts around the bi-lingual website in the local language.

Along these lines, the Oversight Subcommittee will submit its recommendations for a Global Strategic Plan for PLC to consider in St Louis, and an assessment of the deliverables based on the ASHRAE-MCI contract.

Thank you,
Costas

PLC Global Strategy Oversight Subcommittee:
Balaras, Costas (Chair)
Bahnfleth, Bill
Charalambopoulos, Dimitris
Sultan, Hassan Ali