



MINUTES

BOARD OF DIRECTORS MEETING

Wednesday, December 4, 2024

Approved by the Board of Directors on February 9, 2025.

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Wednesday, December 4, 2024

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PRINCIPAL APPROVED MOTIONS

Board of Directors Meeting
Wednesday, December 4, 2024

No. - Pg.	Motion
1 – 2	The Planning Committee recommends to the Board of Directors that the revised goals, objectives, and initiatives, as proposed for the 2025-28 ASHRAE Strategic Plan be approved as presented in ATTACHMENT A.
3 – 4	There be no change to Full Member dues for Society Year 2025-2026.



MINUTES
BOARD OF DIRECTORS MEETING
Wednesday, December 4, 2024

MEMBERS PRESENT:

Dennis Knight, President
Bill McQuade, President-Elect
Sarah Maston, Treasurer
Devin Abellon, Vice President
Wade Conlan, Vice President
Ken Fulk, Vice President
Chandra Sekhar, Vice President
Jeff Littleton, Secretary
Charles Bertuch, Region I DRC
Genevieve Lussier, Region II DRC
Sherry Abbott-Adkins, Region III DRC
Bryan Holcomb, Region IV DRC
Jim Arnold, Region V DRC
Susanna Hanson, Region VI DRC
Scott Peach, Region VII DRC
Joe Sanders, Region VIII DRC

Jonathan Smith, Region IX DRC
Buzz Wright, Region X DRC
Rob Craddock, Region XI DRC
John Constantinide, Region XII DRC
Cheng Wee Leong, Region XIII DRC
Mahroo Eftekhari, Region XIV DRC
Richie Mittal, Region XV DRC
Bassel Anbari, RAL DRC
Carrie Brown, DAL
Blake Ellis, DAL
Luke Leung, DAL
Patrick Marks, DAL
Corey Metzger, DAL
Heather Schopplein, DAL
Wei Sun, DAL
David Yashar, DAL

GUESTS PRESENT:

Andres Sepulveda
Trent Hunt

STAFF PRESENT:

Candace Denton, Sr. Manager - Board Services
Chandrias Jolly, Manager - Board Services
Vanita Gupta, Director – Marketing
Lizzy Seymour – Director – Member Services
Mark Owen, Director - Publications & Education
Kirstin Pilot, Director - Development
Stephanie Reiniche, Director - Technology
Alice Yates, Director - Government Affairs
Craig Wright, Director of Finance

Daniel Gurley, Sr. Manager - Membership
Rhiannon Masterson, Mgr. – Chapter Programs
Ragan McHan, Mgr. – Conference Services

CALL TO ORDER

The meeting was called to order at 9:01 am.

VALUE STATEMENT

Mr. Knight read the value statement and advised that the full code of ethics, core values and diversity statements were available online.

ROLL CALL/INTRODUCTIONS

Roll call was conducted; members, guests, and staff were in attendance as noted above.

REVIEW OF MEETING AGENDA

Mr. Knight reviewed the meeting agenda. *RAC Updates* was added to 'New Business.'

2025-28 STRATEGIC PLAN REVIEW AND APPROVAL

Mr. Abellon reported on behalf of the Planning Committee. The full report was attached to the agenda.

Mr. Abellon moved that

1. The Planning Committee recommends to the Board of Directors that the revised goals, objectives, and initiatives, as proposed for the 2025-28 ASHRAE Strategic Plan be approved as presented in ATTACHMENT A.

Mr. Abellon reported that the proposed plan addressed all comments from the BOD. The proposed plan also included minor edits from the previous BOD meeting. He thanked the BOD for their comments and feedback and reported that there were no outstanding comments that still needed to be addressed.

Mr. Knight thanked Mr. Abellon and the Planning Committee for their work and for revising the plan to address all comments and concerns from the BOD.

MOTION 1 PASSED (Unanimous Vote, CNV).

Mr. Knight thanked the BOD for their comments. He stated that the approved strategic plan was great and now an operational plan and implementation can begin.

2025-26 SOCIETY DUES

Ms. Maston reported on behalf of the Finance Committee. The full report was attached to the agenda.

Ms. Maston moved that

2. Finance Committee recommends to the Board of Directors (BOD) a proposed dues increase in Society Year 2025-2026 to \$295 for Full Members and includes all other membership dues grades that are calculated based on a percentage of Full Member dues. Refer to ATTACHMENT B which outlines the recommended Fiscal Year 2025-2026 dues by membership grade.

Ms. Maston reported that the recommendation represents a \$10 increase in Full Member dues. The full background was included in the report.

The floor was opened for discussion and a summary of that discussion is below.

Spoke against the motion. When compared with 33 other allied associations, ASHRAE is in the top 5 as it relates to cost. Dues have increased almost 24% in the past several years. Expressed fear that members may throw their hands up and not renew. Society has a lot of money in reserves and members know that; suggested that the BOD should take that into consideration.

Ms. Maston stated that she shared the concerns expressed. She stated that the proposed motion would bridge the gap for next year and Finance Committee would continue to look at the dues model. Until this point, dues are the biggest revenue, and staff is the biggest expense; until another revenue stream can offset expenses, this is Finance's recommendation. Finance Committee hopes to have other ideas to the BOD to slow the dues increase projection.

Undecided on the motion. Understand all the points raised. Stated that subsidizing reserves is not sustainable. Should Society have an annual surplus budget so that dues can be lowered? Recommended that additional investment opportunities be explored.

Spoke against the motion. Stated that the increase would be a financial burden to members in Region XIII and could result in lost members.

Dues were kept constant for a few years following the COVID pandemic, even when there was 4% and 8% inflation. Stated that dues increased more significantly the previous year, but that was only to account for inflation. Dues bridge the gap between revenue and expenses. Last year, the Society budget was balanced but that was after years of deficit budgets. What is the BOD doing to increase revenue or decrease costs? If revenue is not increased nor costs decreased, the budget gap must be bridged with dues. Spoke in favor of the motion until revenue is increased or costs are decreased.

Spoke against the motion. Suggested that Society was facing tough competition from other associations and that membership was declining because of increasing dues.

Spoke against the motion. In Canadian Dollars, Society dues are close to the cost of professional order dues; it is becoming difficult to sell ASHRAE Membership to Canadians and the proposed increase would make it more difficult.

Spoke in favor of the motion. Suggested that value to members is critical to Society's growth and overall survival. Cutting services would have a greater negative impact on membership.

Mr. Littleton reported that in the past, when there hasn't been a dues increase or a very small dues increase, there is a much larger "catch up" increase in subsequent years. Appreciate all the points related to trimming costs. If the BOD agrees that dues will have to increase by some percentage every year, suggest that Society would be better served by consistent dues increases as opposed to no increase with a greater increase down the road.

It was stated that Society can't do 1960's business in 2024. Until Society changes the way it does business, the BOD will have this same conversation every year.

Ms. Maston stated that Finance was working to change the discussion and the dynamic. She stated that Finance did not want to cut offerings as there was consensus that would be an even worse situation. Reported that the conversation was tied to the Futures Fund and more time is needed to see how that performs. Hope to present the BOD with additional recommendations in

Orlando. A decision has to be made today as dues renewal notices have gone out and rates will be implemented in January.

MOTION 2 FAILED (12:16:1, CNV).

Mr. Knight thanked Ms. Maston for the report. He stated that deciding dues is one of the more important things that the BOD votes on each year. He thanked the BOD for their good comments. He stated that the Membership Model Ad Hoc was doing a deep dive and there was great anticipation of their report.

Mr. Peach moved and it was seconded that

3. There be no change to Full Member dues for Society Year 2025-2026.

Mr. McQuade stated that the BOD has a fiscal responsibility to have a balanced budget. He stated that all motions with a fiscal impact should also include a way for them to be funded if dues will not serve as that bridge in the upcoming Society Year.

MOTION 3 PASSED (17:12:1, CNV).

EXECUTIVE SESSION

Executive session was called at 9:44 am.

The open session meeting reconvened at 11:27 am.

NEW BUSINESS

RAC UPDATES

Mr. Conlan reported that, historically, RAC developed a research strategic plan that follows the Society strategic plan. RAC will, hopefully, get started on the new research strategic plan in Orlando.

He asked that BOD members send him names of members that are strategic and active in the technical side of Society so a team can be organized to begin working on the research strategic plan.

Mr. Knight thanked Mr. Conlan for the update. He stated that it was important that the councils and committees begin looking at the new Society strategic plan and stay current and on top of the issues of the day.

UPCOMING MEETINGS

Mr. Knight reviewed the BOD meeting schedule at the Orlando meeting.

ADJOURNMENT

The meeting adjourned at 11:29 am.

Jeff Littleton

Jeff H. Littleton, Secretary

ATTACHMENTS:

A. Strategic Plan Presentation

B. Recommended Fiscal Year 2025-2026 Dues

ASHRAE Strategic Planning: Strategic Plan & Initiatives

December 2024

Draft Strategic Plan



MISSION STATEMENT | To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

VISION | A healthy and sustainable built environment for all.

ORGANIZATIONAL VALUES | Collaboration, Commitment, Diversity, Excellence, Integrity, Volunteerism

2025 – 2028 Strategic Goals

Objectives

- | | |
|--|--|
| 1. ASHRAE leads globally in advancing solutions to improve IEQ and address climate change | <ul style="list-style-type: none">a. Lead the development of widely adopted standards to support indoor environmental quality, decarbonization, and resilience.b. Develop alliances and diverse working groups that position ASHRAE to lead and collaborate globally in identifying challenges, defining solutions, and developing approaches to address them.c. Develop resources based on member needs and industry trends. |
| 2. Pursue impact-focused engagement - targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources | <ul style="list-style-type: none">a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholdersb. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environmentc. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and visiond. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC&R and built environment workforce. |
| 3. Increase the accessibility of ASHRAE content, resources, and member opportunities | <ul style="list-style-type: none">a. Identify and address structural, content, and financial barriers to accessb. Align communication and delivery methods and formats to enhance accessibility and effectiveness of content, resources, and volunteer opportunitiesc. Strengthen communication channels with and through chapters and regions to empower contribution to the Society as thought partners in adapting resources to local context and needs |

Outcomes

ASHRAE's member and volunteer base maximizes the organization's reach, foresight, leadership position, and organizational knowledge.	A broad group of stakeholders leverage ASHRAE's resources to make decisions and meet objectives that positively affect the environment.	A viable, thriving industry makes a positive global impact.
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Key Enablers

Research: The value of ASHRAE's resources is grounded in unbiased data, developed through rigorous research methods.	AI: The use of AI enables ASHRAE to improve data collection, automate internal operations, and promote agility.	Global Network: ASHRAE's global network convenes the industry to generate unparalleled knowledge and content.
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Draft Strategic Initiatives

Strategic Initiatives

Healthy, Sustainable and Resilient Communities

Empowered Workforce

Organizational Agility

Emerging Technologies



Healthy, Sustainable and Resilient Communities

Providing a healthy, productive and resilient indoor environment, while minimizing greenhouse gas emissions, is critical to today's built environment. Further, global stakeholders' leveraging of ASHRAE's standards and technical resources presents an opportunity for ASHRAE to solidify global leadership in supporting healthy, sustainable and resilient communities. ASHRAE prioritizes timely identification of industry trends, expedient content development, and forges key partnerships to advocate and collaborate with industry.



Empowered Workforce

The development of a skilled, competent, and solutions-oriented workforce is critical to addressing the challenges facing the built environment and the HVAC&R industry, today and in the future. ASHRAE continues to provide educational and professional development resources. Our members and industry partners need these tools to implement key initiatives such as decarbonization, resiliency, and indoor environmental quality goals and policies. ASHRAE, with the support of our chapters and regions, partners with key industry stakeholders in tackling the unique workforce challenges facing the industry globally.



Organizational Agility

ASHRAE's ability to serve communities, the industry, the current and future workforce, and provide value to its volunteer members, is dependent on forward-looking products, services, and solutions. ASHRAE will use emerging technologies to support the development of resources and knowledge flow between ASHRAE's chapters, regions, technical bodies, and the industry, harnessing organizational and operational efficiencies.



Emerging Technologies

In today's rapidly evolving landscape, emerging technologies are revolutionizing the built environment and HVAC&R industry, expanding numerous career opportunities.

By combining technological advancements such as AI with human creativity, both seasoned professionals and new talent can collaborate to drive industry-wide progress. Advanced automation and AI-enabled systems propel energy efficiency and smart buildings, enhance comfort and IEQ, improve operations and maintenance, and deliver holistic and sustainable solutions for industry professionals. ASHRAE engages in a thoughtful process to evaluate and prioritize opportunities to leverage new technologies.

Membership Dues

	FY 2024-25		FY 2025-26		
	(Current)		(Calculated)		
<u>Full/Associate/Fellow Grade</u>					
Regular	\$	285	\$	295	
Developing Economy	\$	170	\$	175	60.0% of Full Member Dues
<u>Affiliate Grade</u>					
Regular					
Year 1	\$	70	\$	75	25.0% of Full Member Dues
Year 2	\$	105	\$	110	37.5% of Full Member Dues
Year 3	\$	145	\$	150	50.0% of Full Member Dues
Developing Economy					
Year 1	\$	45	\$	45	25.0% of Dev. Eco. Member Dues
Year 2	\$	65	\$	65	37.5% of Dev. Eco. Member Dues
Year 3	\$	85	\$	90	50.0% of Dev. Eco. Member Dues
<u>Student Grade</u>					
Regular	\$	30	\$	30	10.0% of Full Member Dues
Developing Economy	\$	15	\$	15	50.0% of Student Member Dues
<u>Student Transfer Program (SmartStart)</u>					
Regular					
Year 1	\$	30	\$	30	100.0% of Student Member Dues
Year 2	\$	105	\$	110	37.5% of Full Member Dues
Year 3	\$	145	\$	150	50.0% of Full Member Dues
Developing Economy					
Year 1	\$	15	\$	15	100.0% of DE Student Grade Member Dues
Year 2	\$	65	\$	65	37.5% of Dev. Eco. Member Dues
Year 3	\$	85	\$	90	50.0% of Dev. Eco. Member Dues
<u>Retired</u>					
Regular	\$	45	\$	45	15.0% of Full Member Dues
Developing Economy	\$	25	\$	25	50.0% of Retired Member Dues
Life	\$	-			

****Rounded up/down to closest 0 or 5**