



MINUTES

BOARD OF DIRECTORS MEETING

Monday, December 15, 2025

**Note: These draft minutes have not been approved and are not the official record until approved by the Board of Directors.**

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Monday, December 15, 2025

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**MINUTES**  
**BOARD OF DIRECTORS MEETING**  
Monday, December 15, 2025

**MEMBERS PRESENT:**

Bill McQuade, President  
Sarah Maston, President-Elect  
Ashish Rakheja, Treasurer  
Devin Abellon, Vice President  
Ken Fulk, Vice President  
Trent Hunt, Vice President  
Andres Sepulveda, Vice President  
Jeff Littleton, Secretary  
Charles Bertuch, Region I DRC  
Genevieve Lussier, Region II DRC  
Sherry Abbott-Adkins, Region III DRC  
Heather Platt Guldedge, Region IV DRC  
Julia Timberman, Region V DRC  
Maggie Moninski, 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  
Jason Alphonso, Region XII DRC  
Ching Loon Ong, Region XIII DRC  
Mahroo Eftekhari, Region XIV DRC  
Pankaj Dharkar, Region XV DRC  
Bassel Anbari, RAL DRC  
Carrie Brown, DAL  
Doug Cochrane, DAL  
Steve Kujak, DAL  
Daniel Nall, DAL  
Pat Marks, DAL  
Mike Pouchak, DAL  
Heather Schopplein, DAL  
David Yashar, DAL

**GUESTS PRESENT:**

Billy Austin  
Chandra Sekhar  
Dunstan Macauley  
Lan Chi  
Lukasz Semla

**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

**CALL TO ORDER**

The meeting was called to order at 8:00 am.

**VALUE STATEMENT**

Mr. McQuade 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. McQuade reviewed the meeting agenda. There were no changes or additions.

**STRATEGIC PLANNING SESSION**

Mr. Macauley led the strategic planning session. The presentation was shown on screen and is included in ATTACHMENT A.

Mr. Macauley reported that, as approved by the BOD, the Planning Committee was charged with conducting a strategic planning session with the BOD once a year. He reported that as this was the first year of the new strategic plan, the goal of the planning session was to evaluate and provide feedback on the strategic plan process.

He provided a high-level overview of the new strategic plan. Slides were shown on screen and are included in ATTACHMENT A.

He reported that the Planning Committee was intending to recommend to the BOD that Society move back to a five-year cycle.

Mr. Sekhar reported on behalf of the Planning Committee Innovation Subcommittee.

The floor was opened for discussion. A summary of the discussion is below:

*Suggested that a three-year plan was more nimble. Expressed that the recommendation to go back to a five-year plan seemed to be motivated by the inability to develop a three-year plan in time. To what extent does the strategic plan drive the work of the Society and MBOs of the councils and committees? See the pushes and pulls of both and suggest that a five-year plan would also be OK.*

*Expressed agreement. Suggested that the councils be involved in long-range visioning as well as given guidance developing their operational plans (MBOs) that truly drive the operation of Society and support the strategic plan. Spoke in favor of a five-year plan and expressed that one-year Presidential terms can lead to "near sighted" planning. What does ASHRAE look like at the end of the society plan based on the strategic plan's initiatives? Suggested that a five-year plan would allow for more thought of where Society should go and how it should get there.*

*Suggested that streamlining be an ongoing responsibility and not a one-time initiative.*

*Spoke in favor of a five-year plan. Suggested that viewing the strategic plan as a living document would give leadership flexibility. Expressed that the number of people that need to be engaged in strategic planning takes time and that should not be cut short as getting feedback was one of the greatest benefits of the strategic planning process. Suggested that standing committees also be involved in the strategic planning process. Suggested that the failure of the strategic plan to drive the actions of Society was a failure of Society leadership to not include those implementing the work of the plan in the strategic planning process.*

*Suggested that the question in the online MBO form regarding alignment with the strategic plan be edited for greater clarity. Suggested that an annual review of the strategic plan would exhaust resources.*

*Mr. Macauley reported that if the recommendation to revert to a five-year plan was accepted, the intent of the Planning Committee was that a mid-term review be conducted at three years. He reported that the PLC intends to view the strategic plan as a living document that will also be reviewed annually.*

*Suggested that the efficacy of the strategic planning process be reviewed before a new cycle begins. He expressed that Society should be agile. Stated that the strategic planning process has only looked internally and suggested that the process should include industry and global perspectives before a new planning cycle begins. Suggested that Society develop a 10-year, five-year, and three-year plan and that the plans be reviewed every three years.*

*Expressed that Society did not effectively engage in strategic planning. Suggested that Society develop a twenty-year plan to truly focus on long-term planning and then develop ten-, five-, and three-year benchmarks for evaluating the strategic plan. Expressed that a three-year plan would lead to short-sightedness and would do Society a disservice.*

*Suggested that there be more regular reporting from ExCom to the BOD on strategic plan objectives, initiatives, and KPIs to create a more effective feedback loop.*

*Mr. Macauley reported that PLC and staff plan to review the current survey and KPIs.*

*Spoke in favor of a five-year plan that was developed to allow for pivots.*

Mr. Macauley thanked the BOD for their input and advised that there would be opportunity for additional conversations with the BOD in Las Vegas. He gave the floor to Mr. Austin.

Mr. Austin reported on behalf of the Planning Committee Vision 2035 Subcommittee. He reviewed the subcommittee's visionary elements, intended impact, and intended audience. The presentation was shown on screen and is included in ATTACHMENT A. He reported that it is about the mid-way point for Vision 2035 and the subcommittee aims to provide guidance for continuity across strategic plans, into 2035, and beyond.

He reported that the goal is to provide a final subcommittee report in Austin or just ahead of Austin. He reported that comments and feedback from the BOD were welcome and he encouraged additional feedback offline.

Mr. McQuade advised that as BOD members lead councils and advise the members that lead standing committees, they should communicate that MBOs are best set by the Winter Conference because budgeting happens in the spring.

#### **EXECUTIVE SESSION**

Executive session was called at 9:00 am.

Open session reconvened at 10:41 am.

#### **EXCOM REPORT TO THE BOD**

Mr. McQuade reported on behalf of ExCom. The full report was shown on screen and is included in ATTACHMENT B.

He briefly reviewed information items from the report.

#### **DEI SUBCOMMITTEE REPORT**

Mr. Smith reported on behalf of the subcommittee. The full report was shown on screen and was attached to the agenda.

He reported that the subcommittee would be assisting with drafting the MOP and charge of the new DEI standing committee; the hired DEI consultant will also assist with the transition.

He reported that the subcommittee will be hosting a forum in Las Vegas and he encouraged all BOD members to attend if time allows.

Mr. Smith reported that all members of the subcommittee were excited about the transition of DEI to a standing committee and agreed that it was the right direction for Society.

Mr. McQuade thanked Mr. Smith for the report and for his guidance to keep the momentum of DEI moving forward.

#### **FUTURE OF ASHRAE CONFERENCES AD HOC REPORT**

Mr. Abellon reported on behalf of the ad hoc. The full report was shown on screen and was attached to the agenda.

He reported that the FOAC was created to look at how conferences are managed with an emphasis on the Annual Conference. The ad hoc membership was split into three working groups to focus on three different phases. He reported that the group completed the discovery phase which included reviewing all previous recommendations and work to date related to the Annual Conference, gaining an understanding of the different stakeholders, and how changes would impact stakeholders.

He reported that the FOAC was now in the development phase which includes breaking down proposed scenarios of changes to the Annual Conference. The group recognizes the importance of the Annual Conference as it marks the end and beginning of Society Years. The Annual Conference provides networking opportunities and opportunities for TCs to present programs. The Annual Conference also presents significant challenges related to fiscal impact and the required time commitment.

Mr. Abellon reported that the final phase of the FOAC would be the decision phase where the group will fine tune recommendations and determine what the final recommendations will be. He reported that an interim report would be provided in Las Vegas, with a final report to be submitted in Austin.

Mr. McQuade thanked Mr. Abellon and the ad hoc for the report and great work.

**UPCOMING MEETINGS**

Mr. McQuade reviewed meetings dates and times for the 2026 Winter Conference in Las Vegas.

**ADJOURNMENT**

Mr. McQuade thanked members of the BOD for their attendance and participation. The meeting adjourned at 10:52 am without objection.

*Jeff Littleton*

Jeff H. Littleton, Secretary

**ATTACHMENTS:**

- A. Strategic Planning Session Presentation
- B. ExCom Report to the BOD – December 12, 2025



ATTACHMENT A

BOD OPEN SESSION MINUTES 2025 DECEMBER 15

# ASHRAE Future Strategic Planning Process

*ASHRAE Board of Directors Presentation*

December 15, 2025

# Strategic Goals

**1**

Position ASHRAE as the **global leader** in advanced solutions to improve indoor environmental quality (IEQ) and address climate change.

**2**

Pursue **impact-focused engagement** by targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources.

**3**

Increase the **accessibility** of ASHRAE content, resources, and member opportunities.

## OBJECTIVES

- 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.

- a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholders.
- b. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environment.
- c. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and vision.
- d. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC&R and built environment workforce.

- a. Identify and address structural, content, and financial barriers to access.
- b. Align communication and delivery methods and formats to enhance accessibility and effectiveness of content, resources, and volunteer opportunities.
- c. 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.

# Strategic Initiatives



## 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.

# Strategic Initiatives



## 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.

# Key Initiatives from Previous Strategic Plans



ASHRAE's Role in the Global Community

ASHRAE will be a world-class provider of education and certification programs

ASHRAE will position itself as a premier provider of HVAC&R expertise

ASHRAE will lead the advancement of sustainable building design and operations

Provide a comprehensive education program that enhances opportunity for professional growth

ASHRAE shall engage in research on emerging technologies and unique applications of existing technologies

ASHRAE shall evaluate and restructure, as necessary, the technical committee organization to respond to current and emerging technologies

# Strategic Plan Timeline

THREE YEAR STRATEGIC PLAN TASKLIST		DATE
<i>Current Strategic Plan Start Date</i>		Jul-25
<i>New Strategic Plan Start Date</i>		Jul-28
Strategic Plan Soft Roll Out		Jan-28
Strategic Plan Approval		Dec-27
Draft Plan Presented to the BOD		Nov-27
Draft Plan Approved by PLC		Oct-27
1st Draft Presented to BOD & PLC (ASHRAE Annual Conference)		Jun-27
Second Strategic Plan KPI Report		Jul-27
BOD Strategic Planning Retreat (In-Person)		Mar-27
Consultant On-Boarding		Jan-27
Consultant Interview		Nov-26
Proposals Due		Oct-26
RFP Issued		Sep-26
First Strategic Plan KPI Report		Jul-26



# Can We Accomplish a 6-Month Planning Cycle?

THREE YEAR STRATEGIC PLAN TASKLIST		DATE
Current Strategic Plan Start Date		Jul-25
New Strategic Plan Start Date		Jul-28
Strategic Plan Soft Roll Out		Jan-28
Strategic Plan Approval		Dec-27
Draft Plan Presented to the BOD		Nov-27
Draft Plan Approved by PLC		Oct-27
1st Draft Presented to BOD & PLC (ASHRAE Annual Conference)		Jun-27
Second Strategic Plan KPI Report		Jul-27
BOD Strategic Planning Retreat (In-Person)		Mar-27
Consultant On-Boarding		Jan-27
Consultant Interview		Nov-26
Proposals Due		Oct-26
RFP Issued		Sep-26
First Strategic Plan KPI Report		Jul-26

Strategic Plan Soft Roll Out	Jan-28
Strategic Plan Approval	Dec-27
Draft Plan Presented to the BOD	Nov-27
Draft Plan Approved by PLC	Nov-27
1st Draft presented to BOD	Sep-27
BOD Strategic Planning Retreat (ASHRAE Annual Conference)	Jun-27
Consultant On-Boarding	Apr-27

# Strategic Plan Timeline



FIVE YEAR STRATEGIC PLAN TASKLIST		DATE
<i>Current Strategic Plan Start Date</i>		Jul-25
<i>New Strategic Plan Start Date</i>		Jul-30
Strategic Plan Soft Roll Out		Jan-30
Strategic Plan Approval		Dec-29
Draft Plan Presented to the BOD		Nov-29
Draft Plan Approved by PLC		Oct-29
1st Draft Presented to BOD & PLC (ASHRAE Annual Conference)		Jun-29
Fourth Strategic Plan KPI Report		Jul-27
BOD Strategic Planning Retreat (In-Person)		Mar-29
Consultant On-Boarding		Jan-29
Consultant Interview		Nov-28
Proposals Due		Oct-28
RFP Issued		Sep-28
Third Strategic Plan KPI Report		Jun-28
Second Strategic Plan KPI Report		Jul-27
First Strategic Plan KPI Report		Jul-26

# Alignment with Existing Frameworks



ASHRAE Mission Statement

ASHRAE Vision Statement

Long Range Visioning Documents

Strategic Plans

Presidential Themes



SP1: 2030-2035

SP2: 2035-2040

SP3: 2040-2045

SP4: 2045-2050

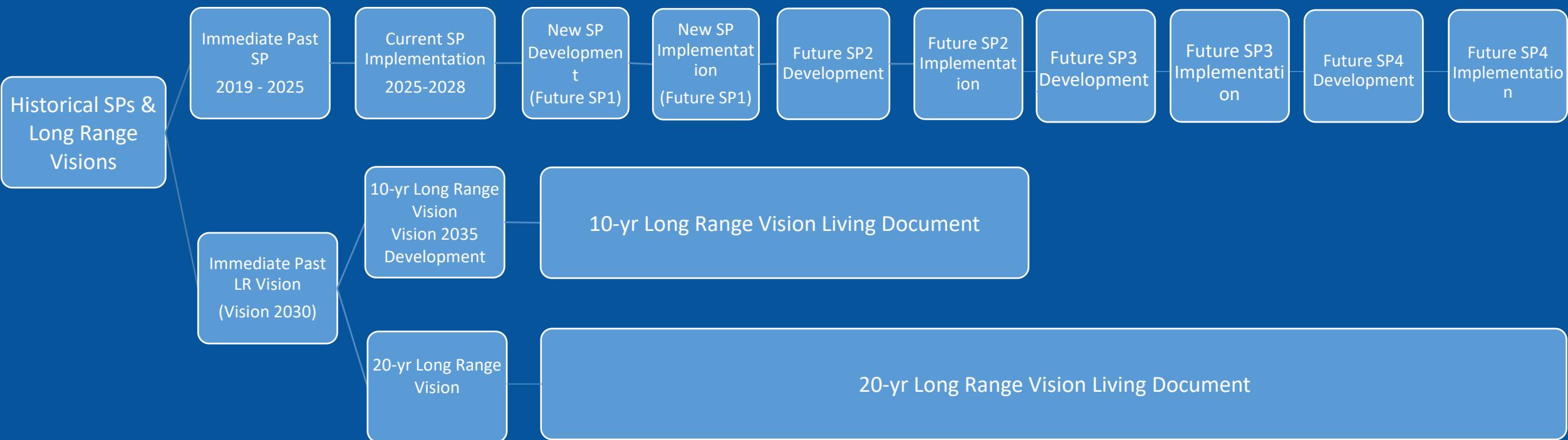
2025

2030

2035

2040

2045



# Proposed Recommendation



Extend Strategic Plan cycle to a 5-Year cycle to align with other strategic planning documents



# Questions & Comments

# VISION 2035 Committee Purpose and Committee Members

## Committee Members

Billy Austin – Chair

Ghina Annan

Carrie Brown

Wade Conlan

Chris Gray

Sheila Hayter

Dunstan Macauley

Adeeba Mehboob

Lan Chi Nguyen

Mike Pouchak

Chandra Sekhar

Andres Sepulveda

Eman Sherif

Buzz Wright

Vision 2035 and other long-range vision plan editions serve as time-bound milestones advancing ASHRAE's overall Mission and Vision

Provides guidance for continuity across SPs through 2035. Vision 2035 and SP's should be flexible and feed back into each other as dynamic/living documents.

A new Treasurer under an expiring SP can look to the longer-term Vision 2035.

# Visionary Elements

## *Regenerative Development*

ASHRAE will be a driving force in the transformation of the built environment from “less harm” to “net benefit,” advancing systems and spaces that enhance occupant health and contribute positively to climate, communities, and ecosystems. By 2035, the standard of excellence will extend beyond efficiency and resilience to fully embrace living systems thinking and regenerative design.

- Define clear pathways and develop guidance to advance net-positive, regenerative design, commissioning, operation, and maintenance of the built environment.
- Educate and inspire the next generation of building industry professionals, while fostering meaningful cross-sector collaboration.

# Visionary Elements

## *Human-Centered and Equitable Design*

ASHRAE will advance building design and operation that prioritizes human well-being while ensuring that high-performance solutions—for occupants, essential processes, data systems, and cold-chain functions—are accessible and affordable worldwide. ASHRAE envisions a built environment where all communities have fair access to clean air, sustainable energy, and safe, comfortable, and well-performing spaces.

- Advance the practical implementation of equitable, high-performance practices across all facility types—from homes and schools to data centers and cold-chain facilities—by supporting affordable retrofits, workforce development, and global capacity building.
- Work with local chapters and partners to engage communities and demonstrate just, resilient design that prioritizes the needs and well-being of building occupants and mission-critical functions.

# Visionary Elements

## *Technology Leadership*

ASHRAE will guide the integration of emerging technologies into the built environment—recognizing that these technologies shape the workforce as much as the workforce shapes them—and equip industry professionals to innovate, adapt, and lead.

- Develop AI (data-driven)-powered tools and data platforms that make ASHRAE's collective knowledge more accessible and actionable.
- Strengthen ASHRAE's leadership in emerging and fast-evolving areas—such as indoor environmental quality, regenerative and net-positive design, and technologies yet to be defined—through the development of standards and other resources.
- Anticipate and prepare for transitions, helping the workforce evolve as technology reshapes the industry, and ensuring that workforce expertise and lived experience inform the advancement of new technologies.

# Emerging Technologies Elements

*AI and Data-Enhanced Design, Commissioning, and Operations: Intelligent Building Lifecycle*

## AI-aided design and commissioning

## Digitally-optimized operations

- Digital Twins for continuous commissioning and optimization (i.e. weather-based response)
- AI Automation in buildings that adapts to buildings as their functions change
- Predictive Analysis and maintenance, enhancing system performance, reliability, and energy efficiency

## Calls to Action

- Address use of AI in design, create a code-compliance adoptable position document; create strategic partnerships in AI design/engineering
- Training/Education leadership on proper/ethical use of data and AI with a focus on delivering education in evolving technology formats
- Consider outcome-based (contextualized) standards/guides/codes
- Promote standards and frameworks that integrate digital and AI-enabled commissioning as a core lifecycle practice.

# Emerging Technologies Elements

*Low carbon and Circular Built Environments*

Heat pump technology advancements  
and Low-GWP refrigerants

Embodied carbon evaluation metrics  
and reduction

Buildings as integrated urban hubs for  
energy, water and agriculture

## Calls to Action

- Highlight success stories/case studies for tech transfer
- Identify collaborations that leverage our energy/sustainability/resilience expertise to impact the built-environment
- Consider whole life carbon as core lens for future standards, tools and performance framework

# Emerging Technologies Elements

*Personalized and Resilient Environments*

Personalized Environmental Control Systems (PECS)

Enhanced IEQ for all

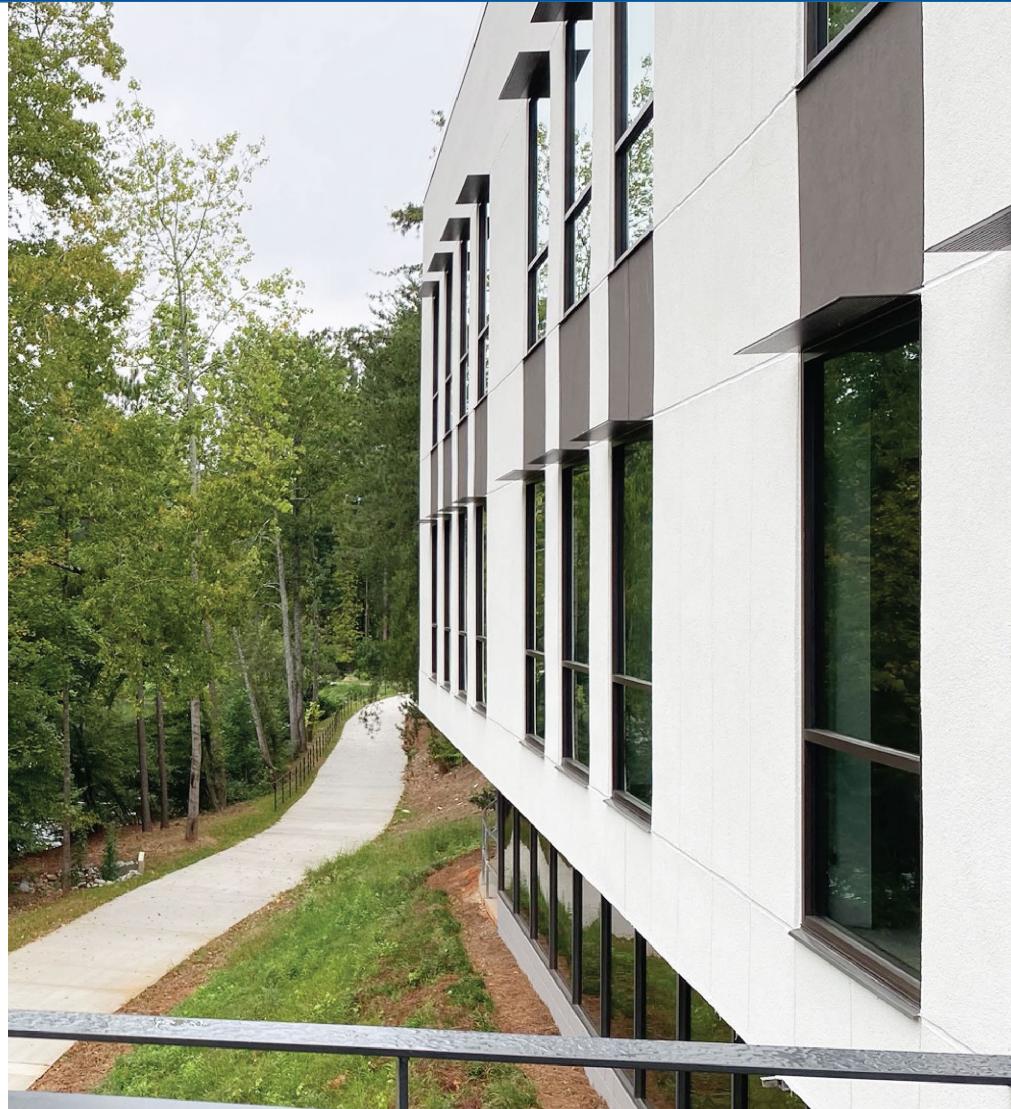
Building Resilience

Data and Cyber Security

## Call to Action

- Adapt our standards and guides to contextualized-based design processes that focus on outcomes, adaptable personal comfort-health-wellbeing and personal data security.

# Intended Impact



Inspire excitement and purpose around ASHRAE's future

Foster a sense of belonging and contribution to a meaningful goal

Position ASHRAE as a globally trusted, human-centered authority

Encourage participation in shaping and implementing positive change

Serve as a living, adaptable vision that guides future Strategic Plans

# Intended Audience

Volunteers deeply engaged in ASHRAE's strategic direction

- Strategic Plan contributors
- TRAC and PEAC committee members

Active and engaged YEA members

Active and engaged ASHRAE volunteers

General ASHRAE membership

HVAC&R industry professionals

General public

# QUESTIONS



Courtesy of Otto Steininger

**ATTACHMENT B**  
**BOD OPEN SESSION MINUTES 2025 DECEMBER 15**

**REPORT TO THE BOARD OF DIRECTORS**  
**From the Executive Committee**  
**As of December 12, 2025**

**Recommendations for Board Approval:**

None.

**Information Items:**

- 1.** The Executive Committee received an update from the PEAC/TRAC Streamlining Ad Hoc. The interim report is included in ATTACHMENT A. Comments and feedback were provided to Ms. Keen during the meeting; additional feedback will be emailed to Ms. Keen in the coming days. Updated recommendations will be shared with ExCom ahead of the Las Vegas meeting with the goal of presenting a draft MOP and ROB in Vegas.
- 2.** ExCom approved the Air Conditioning and Refrigeration European Association (AREA) for membership in AASA. AREA members are national associations established in Europe and composed of refrigeration, air conditioning and heat pump contractors and installers. Currently, AREA represents the interests of 26 national associations from 22 countries, including 19 out of the 27 EU member states, and 13,000 companies employing 110,000 people.

AREA has also expressed interest in entering into an MOU with Society. This possibility will be further discussed at a future meeting.

December 12, 2025

Date

Bill McQuade

Chair

# Ad Hoc Committee on the Treasurer Advisory Committee (TRAC) and President-Elect Advisory Committee (PEAC)

## Progress Report

Date: November 13, 2026

Members: Julia Keen (Chair), Chris Gray, Mick Schwedler, Bjarne Olesen, Megan Tosh

Staff Contributors: Candace Denton, Kirstin Pilot, Vanita Gupta

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### Charge

To assess the current structure and function of the Treasurer Advisory Committee (TRAC) and the sequential President-Elect Advisory Committee (PEAC), ensuring that their purpose, structure, and operations are clearly defined, efficient, and strategically support ASHRAE's long-term goals.

The Ad Hoc is tasked with determining whether these committees effectively serve the needs of leadership and the broader organization, and with recommending changes that:

- Improve use of resources (time, personnel, and processes)
- Increase implementation effectiveness
- Enhance alignment with the Society's Strategic Plan

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### Progress to Date

#### 1. Review of Existing Documentation

- Reviewed current *Rules of the Board (ROB)* and *Manual of Procedures (MOP)* for the President-Elect Advisory Committee (PEAC).
- Determined that the PEAC MOP is significantly outdated and no longer reflects ASHRAE's current structure or operational functions.
- TRAC is not a recognized committee, and therefore, no formal governing documents exist for review.

#### 2. Define Functions

##### A. Society Theme Development and Alignment

- Determine the Society Theme
- Ensure alignment with ASHRAE's Strategic Plan
- Recommend PAOE points related to the theme and initiatives

##### B. Presidential Presentation Support

- Assist in development, preparation, and refinement
- Offer global and strategic perspective

##### D. Coordination with Councils and Committees

- Coordinate theme and initiatives

##### F. Engagement and Outreach

- Strengthen connections with grassroots and general membership
- Engage with other professional organizations to promote ASHRAE initiatives

#### 3. Analysis of Current Practices

- Generated a comprehensive list of annual activities supporting the Society Theme, distinguishing between staff-initiated efforts and those requiring PEAC input or guidance; Attachment A
- Compiled a summary of annual expenditures associated with these activities; Attachment B

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## Preliminary Recommendations

### Committee Consolidation

Replace TRAC and PEAC with a new committee to provide consistent, structured, and strategic support to Society leadership.

#### Proposed Name:

- Society Theme Advisory Committee (STAC)

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### Composition (the same size as PEAC today)

- 9 voting members, including:
  - President-Elect
  - Treasurer
  - Eight (8) members appointed by the Treasurer
- Non-voting members:
  - Executive Vice President
  - One Staff Director

Chair and Vice Chair are selected from the voting members by the Treasurer.

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### Recommended Qualifications

#### Chair and Vice Chair:

- ASHRAE Member
- Former Board of Directors experience
- Prior Standing Committee chair experience
- Previous service on PEAC or proposed STAC/PIC

#### Voting Members:

- One (1) second-year Planning Committee member (during first-year appointment)
- Two (2) members from outside North America
- One (1) member aged 35 or under with ASHRAE leadership experience
- One (1) member who is a current Council Chair or Vice Chair (during first-year appointment)

#### Additional Preferred Experience:

- Presidential member
- Government Affairs Committee experience
- Grassroots leadership experience
- Subject matter expertise aligned with Society priorities

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## Terms of Service

Members serve at the pleasure of the Treasurer/President-Elect for a two-year term corresponding to the committee cycle.

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## Operation and Reporting

The committee shall report to the Executive Committee (ExCom).

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## Meetings

- Regular virtual meetings held at the discretion of the STAC Chair.
- Up to three (3) in-person meetings per term:
  - Two in conjunction with the Annual and Winter Conferences.
  - One additional meeting scheduled at the discretion of the Chair.
- ASHRAE will support transportation costs for in-person meetings.

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## Budget

- The committee shall receive:
  - A budget line item to cover meeting expenses.
  - An annual allocation of \$10,000 (rather than today's \$50,000) to support development of initiatives related to the Society Theme beyond regular activities listed in Attachment A.
- Requests for additional financial or staff resources beyond the \$10,000 shall be submitted using the form in Attachment B for consideration and approval by ExCom.

---

## Next Steps

- Confirmation of Executive Committee support prior to proceeding.
- Draft changes to the *Rules of the Board (ROB)*.
- Draft changes to the *Manual of Procedures (MOP)*.
- Present final recommendations to ExCom for consideration at the 2026 Winter Conference.
- Implementation June 2026

### Attachments:

Core Items Completed Annually in Support of the Society Theme; Attachment A

Expenditures in Support of the President and Society Theme Initiatives; Attachment A

Requests for Additional Financial or Staff Resources Form; Attachment B

Core Items Completed Annually in Support of the Society Theme					
Initiative	Committee/Dept.	Est Cost	Staff Time (hours/year)	Staff Costs \$55/hr (Wage only)	Funding Source
Pre-Conference Summit/Dedicated Workshop w/Tech Conference	Conferences	\$ 12,500.00	15-20	\$ 825.00	Registration or Sponsorship
Winter/Annual Technical Program Track			None		N/A
Tech Hours (1-2)		\$ 10,000.00	No additional		CTTC Budget
Advocacy Letters, Responses to RFIs, Comments on Regulations etc.					
DC Leadership Meetings		\$ 1,500.00	300	\$ 16,500.00	President's Travel
Government Outreach Events (GOEs)		\$ 1,800.00	90	\$ 4,950.00	President's Travel
Governmental Briefings		\$ 650.00	50	\$ 2,750.00	President's Travel
Legislative/Congressional Hearings		\$ 650.00	80	\$ 4,400.00	President's Travel
Policy Summits/Forums		\$ 650.00	35	\$ 1,925.00	President's Travel
Congratulatory and Welcome videos and messages as requested			40	\$ 2,200.00	Pub Ed
Leadership Voices (Video Series)	Marketing	\$ 5,000.00	20	\$ 1,100.00	Historical/Foundation
Media Relations		\$ 5,000.00	100	\$ 5,500.00	Marketing
Meet & Greet at Trade Shows		\$ 50,000.00	120	\$ 6,600.00	President's Travel
Presidential Citation		\$ 2,000.00	10	\$ 550.00	Marketing
Presidential Facebook Page			50	\$ 2,750.00	Marketing
Presidential Gift		\$ 5,000.00	10	\$ 550.00	Presidential Theme
Presidential Presentation		\$ 1,000.00	100	\$ 5,500.00	Marketing
Presidential Webpage			25	\$ 1,375.00	Marketing
Press Releases		\$ 5,000.00	200	\$ 11,000.00	Marketing
Plenary Farewell Address (Annual Conference end of term)	Marketing/Conferences		5 Conference staff*	\$ 275.00	Marketing / Conference
President's Lunch Inaugural Address			10 Conference staff*	\$ 550.00	Marketing / Conference
President's Lunch Presidential Theme Update			5 Conference staff*	\$ 275.00	Marketing / Conference
Journal Cover	Pub/Ed		4	\$ 220.00	Pub/Ed
Story in Insights			15	\$ 825.00	Pub/Ed
Column in ASHRAE Journal			20	\$ 1,100.00	Pub/Ed
Podcast		\$ 1,000.00	20	\$ 1,100.00	Pub Ed
PAOE	Region Activities		None		N/A
Presidential Challenge	YEA	\$ 10,000.00	30	\$ 1,650.00	Endowment
<b>Totals</b>		<b>\$ 111,750.00</b>		<b>\$ 74,470.00</b>	

\* Marketing hours are not accounted for

Expenditures in Support of the President and Society Theme Initiatives			
	2025-2026 Budget	Included in Core	Notes
Presidential Theme Budget	\$ 10,000.00	\$ 5,000.00	Awards/presidential gift/miscellaneous requests
PEAC Operational Budget	\$ 10,600.00		Travel/meetings space/food/etc
President's Travel Budget	\$ 175,000.00	\$ 8,950.00	Variable based on President's home location
Partner Travel	\$ 65,000.00		
Ad Hoc Travel	\$ 25,000.00		
Total Cost of w/out Staff	\$ 271,650.00	[Budget Values - \$ in Core]	
President Initiative Budget	\$ 50,000.00		Developed by PEAC, hard costs (No staff time)
<b>Total Cost of President and Society Theme Initiatives w/out Staff</b>	<b>\$ 321,650.00</b>		

## ASHRAE SOCIETY THEME INITIATIVE FUNDING REQUEST FORM

Requests for funding beyond the annually allocated \$10,000 will be considered by ASHRAE ExCom to determine if funds are available to support an initiative that furthers the mission of ASHRAE.

Request Date: \_\_\_\_\_ For Society Year: \_\_\_\_\_

Initiative Name: \_\_\_\_\_

Funding Beginning Date: \_\_\_\_\_ Program Ending Date (if Applicable): \_\_\_\_\_

Annual Expense Added to the Operating Budget or One-Time Expense? \_\_\_\_\_

Total Annual Cost: \_\_\_\_\_ Amount Requested: \_\_\_\_\_

Staff Time to Support: \_\_\_\_\_

Does a similar program currently exist? Y or N   If Yes, what is the program, how is it funded, and what is the cost, and what differentiates this initiative?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please respond to the items in this section on a separate page and attach it to this form.

Provide a brief description of the initiative.

How does this initiative support the Strategic Plan?

What is the intended outcome of this initiative?

Please explain how the funds will be used.

Can this program be supported by 3<sup>rd</sup> party funding or can it result in a new revenue stream for ASHRAE?