



MINUTES

BOARD OF DIRECTORS MEETING

PHOENIX, AZ

Sunday, June 22, 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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Sunday, June 22, 2025

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PRINCIPAL APPROVED MOTIONS

Board of Directors Meeting

Sunday, June 22, 2025

No. - Pg.	Motion
1 – 2	The open session minutes from May 28, 2025 BOD meeting be approved.
2 – 4	Finance Committee recommends to the Board of Directors that the FY25-26 draft budget for the General Fund (ATTACHMENT A), inclusive of council budgets, showing revenues of \$30,399,700 and expenses of \$30,385,700 be approved.
3 - 4	Finance Committee recommends to the Board of Directors that the FY25-26 draft budget for the Research Fund (ATTACHMENT B) showing total revenues and expenses of \$4,912,000 be approved.
4 - 4	Finance Committee recommends to the Board of Directors that they approve a discretionary capital expenditure budget of \$200,000 for fiscal year 2025-26 (ATTACHMENT C).
5 - 4	Finance Committee recommends to the Board of Directors (BOD) to transfer \$2.2 million from the General Reserve Fund to the Future Fund.
6 - 5	MOTION 5 be amended as shown below: Finance Committee recommends to the Board of Directors (BOD) to transfer \$1 million <u>\$1.5 million</u> from the General Reserve Fund to the Future Fund.
7 - 6	MOTION 6 be amended as shown below: That MOTION 5 be amended as shown below: Finance Committee recommends to the Board of Directors (BOD) to transfer \$1 million <u>\$1.5 million</u> <u>\$2.2 million</u> from the General Reserve Fund to the Future Fund.
8 - 7	ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with IIAR, included in ATTACHMENT C.
9 - 7	ExCom recommends that the Board of Directors approve the proposed Public Policy Priorities (PPPs) for Society Year 2025-26, included in ATTACHMENT D.
10 - 8	ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with CONFEA, included in ATTACHMENT E.
11 - 8	ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with IFHE, included in ATTACHMENT F.
12 - 8	The Planning Committee recommends to the Board of Directors that KPIs for the 2025-28 strategic plan as noted in ATTACHMENT G be approved.

ACTION ITEMS

Board of Directors Meeting

Sunday, June 22, 2025

No. - Pg.	Responsibility	Summary of Action	Status	Goal Date
1 – 3	Staff	Investigate the recommendation to leverage Society's membership numbers to negotiate better rates and chapter access to more technology platforms.		



MINUTES
BOARD OF DIRECTORS MEETING

Sunday, June 22, 2025

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
Aakash Patel, Region XV RMCR
Bassel Anbari, RAL DRC
Carrie Brown, DAL
Doug Cochrane, DAL
Blake Ellis, DAL
Luke Leung, DAL
Patrick Marks, DAL
Corey Metzger, DAL
Heather Schopplein, DAL
Wei Sun, DAL
David Yashar, DAL

GUESTS PRESENT:

Ashish Rakheja
Trent Hunt
Andres Sepulveda
Heather Platt-Gulledge
Julia Timberman
Maggie Moninski
Jason Alphonso
Ching Loon Ong
Pankaj Dharkar

Steve Kujak
Dan Nall
Mike Pouchak
Muhammad Asif Amin
Sarah Bordenkecher
Doug Fick
Allen Gates
Lake High
M. Ershed Jaman Khan

Spencer Morasch
Howard Neville
Shaun Nienhueser
David Roberts
Brandon Sheiner
Shrief Shrief
Akin Smith
Alin Test
Money Khanna

Aashish Kudal
Alexander Larson
Eduardo Maldonado
Kevin Marple
Mark Miller
Julia Timberman
Bill Walter*
Carl Huber*

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
Ragan McHan, Sr. Manager – Conference Programs

*Indicates Virtual Attendee

CALL TO ORDER

The meeting was called to order at 1:30 pm.

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 introduced themselves and were in attendance as noted above.

REVIEW OF MEETING AGENDA

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

APPROVAL OF MINUTES

It was moved and seconded that

1. The open session minutes from the May 28, 2025 BOD meeting be approved.

MOTION 1 PASSED (Unanimously, CNV).

OPEN SESSION – ADDRESSES TO THE BOARD OF DIRECTORS

The floor was opened for open session addresses to the BOD. A summary of those comments is below:

(Richard Vehlow, Nominating Member) Have been on the Nominating Committee for eight years and take my role seriously. Learned of a decision of the BOD to revert the Nominating Committee meeting at the Annual Conference to virtual.

Nominating Committee Members are not “one trick ponies.” Committee members meet with others to freely exchange ideas; I am the face of Nominating to my region and peers; unsolicited feedback would be lost if I cannot attend the meeting in person.

The BOD did not include the Nominating Committee in this decision and everyone I spoke to said this was a decision of the BOD. If this is a cost cutting measure, there are surely other ways to cut costs.

This decision constitutes a conflict of interest because the Nominating Committee doesn’t report to the BOD. The BOD resolution should be nullified and ruled out of order. The Nominating Committee should be able to make this decision independently of the BOD.

Mr. Knight thanked Mr. Vehlow for his comments and advised that the BOD would take his comments under advisement at a future meeting.

(Brandon Sheiner, New York City Chapter Member) Comments relate to Society’s technology platforms. Have found the NYC Chapter helpful but suggest that Society consider leveraging its membership numbers to negotiate better rates. Or, could Society leverage already free software

to nonprofits to allow chapters to access software and applications? Believe this is already being done for Basecamp and other platforms.

Staff will investigate the recommendation to leverage Society's membership numbers to negotiate better rates and chapter access to more technology platforms.

AI - 1

(Jim Wolf, Presidential Member) Recently Googled the question, "What can ASHRAE do better?" and the answer was implementation. Have been involved in climate change meetings since 1992; one is COP with around 50,000 attendees and it is almost impossible to get influence there. There is another climate change meeting held in Bonne every year in May or June. These groups develop recommendations on changes in policy and there are typically 8,000-10,000 attendees. At the Bonne meeting, there is an opportunity to meet with the delegates and speak with them privately because they have time.

Suggest that Society could have more influence at the Bonne meeting as opposed to COP. Suggest that Society hold a workshop and explain to all the participants what ASHRAE is and what tools and technologies we have to offer. There is very little detail on buildings in many countries' national plans and Society could help to fill those gaps.

REPORT OF THE TREASURER

FY24-25 FINANCIAL STATUS AND FY25-26 BUDGET PRESENTATION

Ms. Maston reported. The full report was shown on screen and was attached to the agenda.

She reported that the Future Fund currently had a little over \$5million in it. A motion was passed by the BOD to move funds in Reserves above the 2/3 requirement into the Future Fund. The interest generated from the Reserve Fund will be transferred into the Operating Budget. The Future Fund was designed to fund strategic initiatives.

She reported that not much has changed since the BOD reviewed the draft budget in May. Some changes were made due to staff and the Finance Committee reviewed expenses and tightened up the numbers.

It was asked if recent tariffs or threats of tariffs had impacted Society's revenue. Ms. Maston responded that one reason for lower publications revenue has been attributed to delayed product launches which have been caused by tariffs and threats of tariffs.

Mr. Littleton responded that staff compared North American and international member trends and had not been able to find any pattern that would suggest that those outside of North America are not renewing their membership. Staff is still trying to understand what is driving the downward trend in membership, but they do not seem to be anti-American, or tariff driven.

Ms. Maston resumed her report. She reported that additional staff were hired this year and that led to higher expenses.

She reported that the draft budget for the upcoming Society Year was projected to have a slight deficit. The budget for the following Society Year was projected to have a slight surplus.

She reported that the upcoming Las Vegas AHR Expo as well as the Monterrey Expo would be record setting expos.

She reported that much of the increase in Research Funds was tied to new projects from the CEBD.

Clarification on budget variances was requested. Ms. Maston reported that there were variances in conference revenue and expenses each year.

It was asked if a transfer had already happened as one was planned into the Future Fund. Ms. Maston responded that the Future Fund will continue to grow and interest earned will be marked for transfer in 2026-27. She advised that a recommendation regarding the Future Fund was included in the Finance Committee report to the BOD.

FINANCE COMMITTEE REPORT AND FY25-26 BUDGET APPROVAL

Ms. Maston moved that

2. Finance Committee recommends to the Board of Directors that the FY25-26 draft budget for the General Fund (ATTACHMENT A), inclusive of council budgets, showing revenues of \$30,399,700 and expenses of \$30,385,700 be approved.

The background information was shown on screen and was attached to the agenda.

There was no discussion.

MOTION 2 PASSED (29:0:1, CNV). Mr. Yashar abstained.

Ms. Maston moved that

3. Finance Committee recommends to the Board of Directors that the FY25-26 draft budget for the Research Fund (ATTACHMENT B) showing total revenues and expenses of \$4,912,000 be approved.

There was no discussion.

MOTION 3 PASSED (29:0:1, CNV). Mr. Yashar abstained.

Ms. Maston moved that

4. Finance Committee recommends to the Board of Directors that they approve a discretionary capital expenditure budget of \$200,000 for fiscal year 2025-26 (ATTACHMENT C).

There was no discussion.

MOTION 4 PASSED (29:0:1, CNV). Mr. Yashar abstained.

Ms. Maston moved that

5. Finance Committee recommends to the Board of Directors (BOD) to transfer \$1 million from the General Reserve Fund to the Future Fund.

It was asked why the recommendation was not to transfer everything in excess of the 2/3 threshold. Ms. Maston reported that the motion on the floor was just a recommendation from the Finance Committee and is what the committee felt comfortable with.

Mr. Littleton expressed that he was a little uneasy that loss of the DOE grant would create a deficit budget and require that Society make a transfer from Reserves. He reported that the Finance Committee felt it was best to leave enough in Reserves to cover the loss of the DOE grant.

It was reported that Society would experience up to a \$350,000 loss if the DOE grant were cancelled.

Mr. Constantinide moved and Mr. Peach seconded that

6. MOTION 5 be amended as shown below:

Finance Committee recommends to the Board of Directors (BOD) to transfer ~~\$1 million~~ \$1.5 million from the General Reserve Fund to the Future Fund.

There was discussion of the proposed amendment. A summary of that discussion is below:

Spoke against the amendment. Need to remain over the 2/3 threshold in case there are other unforeseen expenses. Trust the Finance Committee's recommendation.

Spoke in favor of the amendment. Suggested that \$1.5 million was conservative. Expressed the opinion that funds can easily be moved to and from the Future Fund.

Spoke in favor of the motion. Understand the concern but don't think the requirement is to be at 2/3.

Spoke in favor of the motion. Reported that withdrawing \$1.5 million would still result in a Reserve Fund above the 2/3 threshold. Expressed that he would like to see Society's interest earned maximized. Suggested that the BOD needed to be good stewards of Society's money.

Does the Finance Committee know how much interest this transfer would generate?

Mr. Knight reported that all of Society's funds were managed similarly and had similar returns. The difference would be the opportunity to use the returns of the Future Fund for strategic projects. This is not a discussion about maximizing returns.

Ms. Maston reported that all of Society's funds were managed similarly and historically earn 5-6% but have been closer to 1-2% with the recent market volatility.

Suggested that Society transfer all funds above the 2/3 threshold into the Future Fund.

Suggested that the purpose of the Future Fund was to help offset operating funds. The Future Fund is not a true endowment. Suggested that Society move those funds and maximize them; 2/3 is the ceiling not the floor, 1/3 is the floor.

It was asked if funds from the Future Fund could be accessed without going through the normal budget process.

It was reported that the intent behind the Future Fund was two-fold – interest gained can be put into the Operating Budget as well as a place Society can move large donations identified for more general purposes.

Mr. (Buzz) Wright moved and Mr. Smith seconded that

7. MOTION 6 be amended as shown below:

That MOTION 5 be amended as shown below:

Finance Committee recommends to the Board of Directors (BOD) to transfer ~~\$1 million~~ ~~\$1.5 million~~ \$2.2 million from the General Reserve Fund to the Future Fund.

There was discussion of the amendment. A summary of that discussion is below:

Spoke in favor of the motion. Expressed the opinion that approving the recommendation would not result in any fund or interest lost and that it was just easier to use the money.

MOTION 7 PASSED (26:1:1, CNV). Mr. Yashar abstained.

There was discussion of the amended amendment in MOTION 6.

Clarification on the intent of the motion was requested. Mr. McQuade reported that the intent of the Future Fund was similar to that of a university endowment. The Reserve Budget is typically for long-term and one-time expenses, not for operating expenses. The Future Fund is set aside so Society can use the interest earned to work for Society from an operating standpoint.

Ms. Maston added that that interest from the General Fund remains in the General Fund.

MOTION 6 PASSED (27:0:1, CNV). Mr. Yashar abstained.

AMENDED MOTION 5 PASSED (27:0:1, CNV). Mr. Yashar abstained.

Ms. Maston reviewed information items from the Finance Committee report. They were shown on screen and attached to the agenda.

Mr. Knight thanked Ms. Maston and the Finance Committee for the diligence they put into developing the Society's budget.

PRESIDENTIAL AD HOC COMMITTEE AND TASK GROUP REPORTS

ASHRAE HQ AD HOC

Mr. Boyce reported on behalf of the Ad Hoc. The full report was shown on screen and was attached to the agenda. He reported that the Ad Hoc continues to address operational issues with the DOAS unit as well as some integration issues; the Ad Hoc was working to solve these issues.

He reported that the HQ building had been operating at net zero for about three years even with the limited capacity of the photovoltaic imposed by the local utility.

He reported that HQ had a Building EQ rating of 1 which is better than net zero. The rating was not quite as good as the previous year's rating of -2 but it was still in the net zero range.

The HQ building will also be submitted for the Green Globes Efficient Building rating as well as the new LEED rating methodology.

He reported that the Ad Hoc continues to receive lots of requests to present on the HQ building. He expressed that people believe Society has been successful.

It was asked if Society was tracking refrigerant leakage and if there was a refrigerant phase out plan. Mr. Boyce reported that the building was experiencing some minor refrigerant leaks and a refrigerant transition had not been addressed but it could be in the future.

It was asked if Society tracked occupancy to understand the impact of occupant density. Mr. Boyce reported that was one of the integration issues that the Ad Hoc was working to address. A much better job of occupant density analysis can be done once it is integrated into the lighting control system and cooling and ventilation rates.

It was asked if there was an IAQ analysis. Mr. Boyce reported that there was some monitoring in place related to IAQ but it was limited at this time. He reported that the Ad Hoc does want to measure IAQ on a more regular basis and the current limited testing will be expanded in the future.

Mr. Knight thanked Mr. Boyce and the Ad Hoc for all their great work.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE – JUNE 21, 2025

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

Mr. Knight moved that

8. ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with IIAR, included in ATTACHMENT C.

The background for the motion was shown on screen.

Clarification on the costs of attending Society Conferences was requested. Staff clarified that the costs provided in the financial impact of the motion are not hard costs but overall costs for special events and meeting registration.

MOTION 8 PASSED (Unanimous Vote, CNV).

Mr. Knight moved that

9. ExCom recommends that the Board of Directors approve the proposed Public Policy Priorities (PPPs) for Society Year 2025-26, included in ATTACHMENT D.

Mr. Knight reviewed the background information for the motion, and it was shown on screen.

MOTION 9 PASSED (29:0:1, CNV). Mr. Yashar abstained.

Mr. Knight moved that

10. ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with CONFEA, included in ATTACHMENT E.

Mr. Knight reviewed the background information for the motion, and it was shown on screen.

MOTION 10 PASSED (Unanimous Vote, CNV).

Mr. Knight moved that

11. ExCom recommends that the Board of Directors approve a new Memorandum of Understanding (MOU) with IFHE, included in ATTACHMENT F.

Mr. Knight reviewed the background information for the motion, and it was shown on screen.

MOTION 11 PASSED (Unanimous Vote, CNV).

Mr. Knight reviewed information items from the report.

Mr. Abellon provided an update on the CRC referred motion from Region XI. He reported that RVC appointments would be made shortly after each CRC moving forward; Regions would no longer have to wait until after the spring appointments meeting.

Mr. Knight thanked and expressed his appreciation for ExCom and their work at the conference and the entire year.

PLANNING COMMITTEE

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

Mr. Abellon moved that

12. The Planning Committee recommends to the Board of Directors that KPIs for the 2025-28 strategic plan as noted in ATTACHMENT G be approved.

Mr. Abellon reported that a draft version was presented at the Orlando Winter Conference. He reported that no additional comments were received from BOD members but there was great discussion in Orlando. He reported and reviewed minor adjustments that were made since Orlando.

It was asked how member satisfaction could be measured. Mr. Abellon reported that the member satisfaction survey provided feedback on multiple areas that were measurable and that had historical data.

Mr. Abellon reported that the Planning Committee would be monitoring CRC motions that address or speak to the Strategic Plan.

MOTION 12 PASSED (Unanimous Vote, CNV).

Mr. Hunt reported that there were a number of information items included in the report to the BOD.

He reported that that new Strategic Plan was officially launched during the Plenary Session the previous day. He reported that the committee would be working with the councils as they develop MBOs for the upcoming Society Year.

He reported that the Planning Committee may begin overseeing the members satisfaction survey from Membership Promotion.

He reported that chapter engagement and succession planning for Planning Committee were top priorities. He expressed his opinion that it was critical to get the best, brightest, and most strategic thinkers on the Planning Committee. He stated that it had been beneficial to have first-year BOD members serve on the committee and make an impact.

Mr. Hunt reported that Planning had a great meeting, and he was honored to serve as chair.

NOMINATING COMMITTEE

Ms. Scoggins reported on behalf of the committee. The full report was shown on screen and attached to the agenda.

Ms. Scoggins reported that there were no recommendations for the BOD's consideration.

She addressed the recent change to conduct the Nominating Committee meeting of the Annual Conference to virtual. She stated that the Nominating Committee did not answer to the BOD and only answered to the members. She expressed that the BOD could make the decision to no longer fund a meeting but could not tell the committee not to meet. She suggested that the proper procedure would have been to send the recommendation to the Nominating Committee before a decision was made.

Ms. Scoggins reviewed information items from the report.

She reported that the committee approved edits to the MOP that would allow Nominating Committee members to have direct contact with nominators and nominees prior to the fall meeting.

It was asked if a witness would need to be present to affirm discussions. Ms. Scoggins reported that there was not a requirement for a witness, but it could be a good idea. She stated that the intent was to look for members that the office seeks, not the other way around. She reported that the conversations would focus on why the member is the best fit for the role.

AUDIT COMMITTEE

Ms. Hanson reported that there were no recommendations for the BOD's consideration and the Audit Committee did not have a formal report.

She reported that the majority of the committee's work takes place between now and the Winter Conference (when the audit is reviewed).

She reported that the Audit Committee reviewed Society's insurance policies and confirmed that they are in line with Society's needs.

Mr. Knight thanked Ms. Hanson for her continued work on the Audit Committee.

BOD SUBCOMMITTEE REPORTS**DEI ADVISORY**

Ms. Hanson reported on behalf of the subcommittee. She advised that there were no recommendations for the BOD's consideration. The subcommittee presented recommendations at the May BOD meeting.

She reported that it had been a challenging year for the group.

She reported that the subcommittee started the year with a review of the subcommittee's three-year strategic plan and assigned items to each of the group's three subcommittees; a member survey was conducted in January and the subcommittee developed fairly robust responses that DEI Committee Chairs can make when asked about Society's DEI initiatives.

Ms. Hanson reported that Ms. Schopplein would be taking over as chair in the next Society Year and the group hoped to add one or two international members to the subcommittee.

DOE RECI GRANT PROGRESS UPDATE

Mr. Littleton reported that the DOE RECI grant was the first major federal grant awarded to Society. He reported that a consultant had been hired to help Society navigate the grant; the consultant advised that the BOD be provided with a periodic update as a best practice.

Mr. Littleton provided the BOD with a grant update. The presentation was shown on screen and attached to the agenda.

He reported that the grant was off to a slow start because DOE went dark after the recent US Presidential election. Other organizations with RECI grants were also requesting a 6-month extension.

He reviewed the YTD spending and total budget of the grant.

He reported that the work of the grant is to educate code officials on the latest version of 90.1 and IECC.

It was asked why task three was stricken. Mr. Littleton reported that DOE deemed task 3 to be DEI related and advised that it was no longer legal. He reported that the majority of task 3 would have been contracted through NASEO and the impact of removing that task was around \$85,000.

Mr. Knight thanked Mr. Littleton for the update.

REPORT OF THE PRESIDENT

Mr. Knight reported that he was providing an update to the BOD of his travel as his Presidential Year comes to a close. The report was shown on screen and was attached to the agenda.

He reported that he took the opportunity to create a report providing a comprehensive review of things he'd done and key accomplishments over the year.

He reviewed the executive summary with the BOD and it was shown on screen.

Mr. Knight encouraged future BODs to build on his report.

RECOGNITION OF OUTGOING CHAIRS

Mr. Knight recognized and thanked outgoing chairs for their service.

RECOGNITION AND REMARKS FROM OUTGOING BOD MEMBERS

Mr. Knight recognized and thanked outgoing BOD members. Outgoing BOD members addressed the BOD to express their gratitude and share insights.

EXECUTIVE SESSION

Executive session was called at 4:31 pm.

Open session reconvened at 5:10 pm.

INFORMATION ITEMS

Mr. Knight reported that an appointments update, noting vacancies filled since January 2025, was attached for the BOD's information and review.

UPCOMING MEETINGS

Mr. Knight reviewed upcoming BOD meetings.

ADJOURNMENT

The meeting adjourned without objection at 5:12 pm.



Jeff H. Littleton, Secretary

ATTACHMENTS:

- A. FY25-26 Draft Budget for the General Fund
- B. FY25-26 Draft Research Budget
- C. Proposed IIAR MOU
- D. Proposed PPPs for SY25-26
- E. Proposed CONFEA MOU
- F. Proposed IFHE MOU
- G. Proposed KPIs for the 2025-28 Strategic Plan

ASHRAE GENERAL FUND FY24-25 FORECAST VS. FY25-26 BUDGET

	Budget FY2024-2025	Forecast FY2024-2025	DRAFT Budget FY2025- 2026	Difference Increase (Decrease)
REVENUES				
31 Membership Dues	\$ 8,844.3	\$ 9,144.3	\$ 9,354.6	\$ 210.3
32 Publication Sales	\$ 4,063.6	\$ 3,764.5	\$ 3,938.2	\$ 173.7
34 Advertising Income - Print	\$ 2,343.0	\$ 2,152.1	\$ 2,175.5	\$ 23.4
34 Advertising Income - Non-Print	\$ 1,250.0	\$ 875.0	\$ 875.0	\$ -
35.1 Meetings/Conferences Registration	\$ 2,217.9	\$ 2,504.2	\$ 2,656.7	\$ 152.5
35.2 Certification Registration	\$ 350.0	\$ 420.0	\$ 450.0	\$ 30.0
35.3 Education Registration	\$ 2,040.0	\$ 2,120.2	\$ 2,217.5	\$ 97.3
36 Grant Income	\$ 939.2	\$ 268.3	\$ 910.8	\$ 642.5
37 Special Project Income	\$ -	\$ -	\$ -	\$ -
38 Contribution Income	\$ 43.8	\$ 34.4	\$ 41.0	\$ 6.6
41.1 AHR Exposition Income	\$ 6,500.0	\$ 6,737.3	\$ 7,100.0	\$ 362.7
41.2 Contributions and Matching Gifts	\$ (1,178.0)	\$ (1,138.8)	\$ (1,145.9)	\$ (7.1)
41.3 Exposition Income - Mexico	\$ -	\$ -	\$ 450.0	\$ 450.0
44 Reserve Transfers	\$ 130.0	\$ 397.5	\$ 456.0	\$ 58.5
46 Sponsorship Income	\$ 527.0	\$ 603.0	\$ 560.0	\$ (43.0)
46 Miscellaneous Income	\$ 379.0	\$ 473.6	\$ 360.3	\$ (113.3)
TOTAL REVENUES	\$ 28,449.8	\$ 28,355.6	\$ 30,399.7	
EXPENSES:				
51 Salaries	\$ 10,768.8	\$ 10,917.0	\$ 11,371.2	\$ 454.2
52 Payroll Taxes, Benefits, Personnel	\$ 3,371.9	\$ 3,280.1	\$ 3,582.8	\$ 302.7
61 Publishing	\$ 1,273.8	\$ 1,182.5	\$ 1,323.1	\$ 140.6
62 Promotion (All Depts)	\$ 1,286.7	\$ 1,195.6	\$ 1,243.3	\$ 47.7
64 Meetings/Conferences	\$ 2,644.9	\$ 3,004.7	\$ 3,120.0	\$ 115.3
64 Education Courses/Trainings	\$ 700.5	\$ 729.8	\$ 729.3	\$ (0.5)
66 Travel	\$ 2,247.4	\$ 2,343.3	\$ 2,451.8	\$ 108.5
68 Awards, Certif, Logo Cost of Goods Sold	\$ 140.6	\$ 131.1	\$ 140.4	\$ 9.3
71 Research Projects & Grants	\$ 174.7	\$ 174.7	\$ 175.0	\$ 0.3
73 Special Projects	\$ -	\$ 24.9	\$ 276.0	\$ 251.1
76 Public Relations	\$ 70.5	\$ 58.3	\$ 72.6	\$ 14.3
78 Occupancy & Insurance	\$ 912.2	\$ 909.1	\$ 871.1	\$ (38.0)
82 Office Expense and Organizational Dues	\$ 1,432.6	\$ 1,516.6	\$ 1,548.4	\$ 31.8
84 Outside Services	\$ 2,214.2	\$ 2,435.8	\$ 2,399.8	\$ (36.0)
84 Grant Expenses	\$ 549.9	\$ 131.0	\$ 549.8	\$ 418.8
88 Other Expenses	\$ 653.8	\$ 552.8	\$ 684.4	\$ 131.6
90 Depreciation	\$ 897.7	\$ 766.3	\$ 770.0	\$ 3.7
91 Allocation of Overhead & BOD	\$ (899.3)	\$ (900.9)	\$ (923.3)	\$ (22.4)
TOTAL EXPENSES	\$ 28,440.9	\$ 28,452.7	\$ 30,385.7	
SURPLUS (DEFICIT) before reserve income	\$ 8.9	\$ (97.1)	\$ 14.0	

ASHRAE RESEARCH FUND FY24-25 FORECAST VS. FY25-26 BUDGET

	Budget FY2024-2025	Forecast FY2024-2025	DRAFT Budget FY2025-2026	Difference Increase (Decrease)	
REVENUES					
31 Membership Dues	\$ 180.3	\$ 180.3	\$ 190.4	\$ 10.1	
38 Contribution Income	1,967.7	1,967.7	2,031.9	64.2	
41.2 Contributions and Matching Gifts	1,500.0	1,500.0	1,500.0	-	
44 Reserve Transfers	280.0	-	1,190.0	1,190.0	CEBD \$900K
TOTAL REVENUES	\$ 3,928.0	\$ 3,648.0	\$ 4,912.3		
EXPENSES:					
51 Salaries	\$ 633.4	\$ 633.4	\$ 602.3	\$ (31.1)	
52 Payroll Taxes, Benefits, Personnel	184.4	188.3	187.2	(1.1)	
61 Publishing	6.8	6.8	7.0	0.2	
62 Promotion (All Depts)	10.5	10.5	10.8	0.3	
64 Meetings/Conferences	21.0	21.0	21.6	0.6	
66 Travel	97.3	97.3	100.3	3.0	
68 Awards, Certif, Logo Cost of Goods Sold	16.2	16.2	16.6	0.4	
71 Research Projects & Grants	1,908.9	1,623.5	2,888.5	1,265.0	CEBD \$900K
76 Public Relations	0.3	0.3	0.3	-	
82 Office Expense and Organizational Dues	70.1	70.1	72.2	2.1	
88 Other Expenses	79.8	79.8	82.2	2.4	
91 Allocation of Overhead & BOD	899.3	900.8	923.3	22.5	
TOTAL EXPENSES	\$ 3,928.0	\$ 3,648.0	\$ 4,912.3		
SURPLUS (DEFICIT) before reserve income		\$ -	\$ -		



Memorandum of Understanding Between ASHRAE and International Institute of Ammonia Refrigeration (IIAR)

Founded in 1894, ASHRAE, Atlanta, Georgia serves humanity by advancing the arts and sciences of heating, ventilation, air-conditioning, refrigeration and their allied fields. The ASHRAE vision is a healthy and sustainable built environment for all.

Founded in 1971, IIAR is a nonprofit organization based in Alexandria, Virginia, USA that provides advocacy, education, and standards for the benefit of the global community in the safe and sustainable design, installation and operation of ammonia and other natural refrigerant systems.

ASHRAE and IIAR agree to support the Memorandum of Understanding to advance and promote the mutual interests of their respective members. We are committed to working together toward the following activities and goals:

CONSISTENT LEADERSHIP COMMUNICATION

Recognizing the importance of communication in organizational collaboration, both organizations commit to holding at least one annual liaison meeting (either in person or via conference call) of designated ASHRAE & IIAR senior representatives to:

- Ensure ongoing advancement of collaborative projects.
- Keep each respective organization informed of major initiatives.
- Discuss new opportunities for collaboration.
- Provide and update primary organization contacts and confirm two (2) complimentary memberships for each other's organization.

Action items with assigned responsibilities shall be recorded at each meeting. The parties responsible for ensuring this MOU is actively pursued through the term of the agreement are:

For ASHRAE:

For IIAR:

NAME Position XXXX [ADDRESS] [ADDRESS line 2] Phone: Cell: Email:	Gary Schrift President IIAR 1001 N. Fairfax St., Suite 503 Alexandria, VA 22314 Tel: 703-312-4200 Email: gary_schrift@iiar.org
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CONFERENCES AND MEETINGS

Each organization agrees to provide the other with a meeting invitation and two (2) complimentary VIP registrations to the primary annual meeting.

ASHRAE and IIAR agree to explore opportunities to provide speakers at the other organization's meetings to help provide updates and perspectives on technologies and trends of mutual interest.

Where mutually beneficial, each organization shall help publicize the other organization's meetings and promote attendance.

CHAPTER COLLABORATION

ASHRAE and IIAR agree to coordinate promotion of joint grassroots meetings of respective members. Combined annual or biannual meetings and/or seminars will be considered as one way to accomplish this objective.

ADVOCACY

Where mutually beneficial and to the extent allowed by laws and corporate policies, ASHRAE and IIAR agree to work together on common public affairs goals and ideologies. During annual liaison meetings, public affairs strategies will be discussed, and common goals will be identified.

ASHRAE and IIAR agree also to promote the other organization's events, publications, and other activities.

PUBLICATIONS

Recognizing that electronic publications are a primary means of disseminating new technologies, trends, and practices, ASHRAE and IIAR agree to:

- Provide at least one complimentary subscription, via email, of the primary membership online periodical to be sent to the email addresses designated by the other organization.
- When mutually beneficial, provide interorganizational sales promotion of materials, publications, and training offered by the other organization, typically by linking to the other organizations website, but also via individual promotional emails or social media posts.
- Explore mutually beneficial ways to translate publications, if applicable, for member benefit.

EDUCATION

As leading providers of conventional and online educational services and in recognition of the vital role professional development has for our respective members, ASHRAE and IIAR agree to:

Memorandum of Understanding between XXXX and the International Institute of Ammonia Refrigeration (IIAR)-
YEAR

- Cross-market educational offerings at the regional, national, and international levels.
- Explore opportunities to co-develop new courses or other training programs that take advantage of overlapping and complimentary expertise between ASHRAE and IIAR.
- Discuss ways that certifications programs can be jointly developed or promoted.

TECHNICAL ACTIVITIES COORDINATION

ASHRAE and IIAR agree to foster technical cooperation in areas of common interest by:

- Encouraging members in each organization to participate on technical committees and task forces.
- Providing opportunities to participate in and comment on proposed standards, guidelines, policies, and position statements developed on technical subjects as they relate to buildings and community developments.
- Establishing liaison representatives to key technical committees where mutually beneficial to do so.

RESEARCH

Recognizing the importance research plays in accelerating the transformation to a more sustainable built environment, ASHRAE and IIAR agree to:

- Promote research in areas where research results will add to the body of knowledge in industrial and commercial refrigeration design, efficiency, application and safety;
- Disseminate research results quickly, focusing on high-impact findings; and,
- Identify opportunities for research funding from other sources.

COPYRIGHT PROTECTIONS

Copyrighted material produced by each organization will be subject to the following terms and conditions.

For IIAR:

- (i) IIAR is the copyright owner of its Standards, publications, and educational material. Therefore, these materials are copyright-protected materials; and shall not, in whole or in part, be reproduced, copied, or disseminated; or otherwise utilized without the prior written consent of IIAR.
- (ii) All restrictions apply in regards of copyright laws and regulations, in the United States of America and Internationally. Therefore, providing access to IIAR copyrighted material to XXXXX does not yield to any copyright assignment or license.
- (iii) If utilized by ASHRAE, every sheet of published copyrighted material must be stamped with the following legend: "*This document has been provided by IIAR for exclusive use of ASHRAE.*"

Memorandum of Understanding between XXXX and the International Institute of Ammonia Refrigeration (IIAR)-
YEAR

It shall not be copied or distributed by other means to other parties without the written permission of IIAR."

- (iv) If copyright infringement occurs, resolution will be pursued in the United States, and is bound to U.S. law and U.S. courts.

For ASHRAE:

- (i) ASHRAE is the copyright owner of its technical publications and educational material. Therefore, these materials are copyright-protected materials; and shall not, in whole or in part, be reproduced, copied, or disseminated; or otherwise utilized without the prior written consent of ASHRAE.
- (ii) All restrictions apply in regards of copyright laws and regulations, in the United States and internationally. Therefore, providing access to ASHRAE copyrighted material does not yield to any copyright assignment or license.
- (iii) If utilized by IIAR, every sheet of published copyrighted material must be stamped with the following legend: *"This document has been provided by ASHRAE for exclusive use of IIAR. It shall not be copied or distributed by other means to other parties without the written permission of ASHRAE."*

Infringement of copyright protections by either party will terminate this MOU immediately.

TERMINATION

Either party may terminate this MOU, with or without stated cause, upon providing the other party with thirty (30) days written notice of intent to terminate.

TERM

The term of this Memorandum of Understanding shall begin when signed by both parties and shall terminate at the end of three (3) years unless extended at that time by written agreement.

LEGAL STANDING

This MOU reflects a commitment by ASHRAE and IIAR to continue and enhance their working relationship and individual efforts toward achieving mutual objectives described above. It does not create a binding obligation or agreement between the two organizations, and neither organization has an obligation to negotiate toward or enter into a binding written agreement. In addition, this MOU does not create a partnership, joint venture, fiduciary relationship, or similar relationship between ASHRAE and IIAR. Furthermore, it is understood that this Memorandum of Understanding is conceived as a dynamic document, meant to change as circumstances and priorities warrant. It may be modified or amended by written agreement between both organizations.

FOR ASHRAE

Printed Name/Title

Signature

Date

Printed Name/Title

Signature

Date

FOR IIAR

Gary Schrift, President _____
Printed Name/Title

Signature

Date

XYZ, Chairman _____

Printed Name/Title

Signature

Date

[LOGO HERE]

IIAR and ASHRAE
2025 – 2028 Work Plan
to Support the
2025 Memorandum of Understanding

These two organizations signed a Memorandum of Understanding (MOU) in June/2025 at the Summer Meeting. This MOU is an agreement to advance and promote the mutual interests of their respective members. This Work Plan outlines specific activities the organizations agree upon to implement the goals of the MOU. The organizations will review and update this Work Plan quarterly.

ACTIVITY/TASK	RESPONSIBLE PARTY	TIMING	STATUS and COMMENTS
COMMUNICATION AND MEETINGS FOR THE MOU			
	Both	April – June 2025	Gary Schrift, Doug Scott and Don Brandt
1. CONFERENCES AND MEETINGS			
Attending Annual Conference	Both	Annually	Joint Attendance at both conferences
2. PUBLICATIONS, COMMUNICATIONS and EDUCATION			
Joint Refrigeration Standard	Both	Future	
3. TECHNICAL ACTIVITIES COORDINATION			
Door Infiltration Project	Both	Currently	Eric Smith (IIAR) is working with Steve Hammerling
4. POLICY AND ADVOCACY			
Support implementation of low GWP Refrigerants Worldwide. Workforce Development.	Both	Currently	

KEY CONTACTS FOR WORKPLAN

Organization 1 Leads:					
MOU Executive Oversight					
MOU Project Manager					
Conferences and Meetings					

Publications, Communications, and Education					
Technical Activities Coordination					
Policy, Government Affairs, and Advocacy					
Marketing and Promotion					
Grassroots/Chapter Outreach/Member Services					
Education/Publications					
Standards/Guidelines/Research					
ASHRAE Staff Leads:					
Executive Oversight	Jeff	Littleton	Executive VP	jlittleton@ashrae.org	678-539-1100
Board Liaison	TBD				
Conferences and Meetings	Ragan	McChan	Senior Manager, Conference Programs	rmchan@ashrae.org	678-539-1219
Publications and Education	Mark	Owen	Director of Publications and Education	mowen@ashrae.org	678-539-1187
Technical Activities Coordination	Stephanie	Reiniche	Director of Technology	sreiniche@ashrae.org	678-539-1143
Policy, Government Affairs, and Advocacy	Alice	Yates	Director of Government Affairs	ayates@ashrae.org	(202) 833-1830
Marketing and Promotion	Vanita	Gupta	Director of Marketing	vgupta@ashrae.org	678-539-1150
Grassroots/Chapter Outreach/Member Services	Lizzy	Seymour	Director of Member Services	lseymour@ashrae.org	678-539-1104



Draft ASHRAE's Public Policy Priorities: SY 2025-2026

- Advance Design and Construction of Resilient Buildings and Communities

Resiliency is an important societal, economic, and technical issue that will have a major impact on how buildings are designed, renovated, operated, and kept secure. For example, the increasing threat of wildfires has led ASHRAE to produce Guideline 44-2024, *Protecting Building Occupants from Smoke During Wildfire and Prescribed Burn Events*.

A building's ability to recover and be available to occupants following natural and human-induced disasters can have widespread economic and health implications. With respect to cyber-security risks, potential consequences of compromised systems include personal trauma, lengthy power outages, and decreased ability to return facilities to their intended uses following an event. Up-to-date standards including for ventilation, pathogen mitigation, secure building automation systems, and energy conservation are essential elements of resilient buildings. Unfortunately, most states have not adopted the most recent standards and codes that are based on the latest research and technological innovation, which could make building occupants more vulnerable to disasters and disease transmission. This is also the true internationally. ASHRAE's priority is that policies affecting building design and building codes are developed and implemented by qualified engineers and HVAC&R professionals as unbiased technical experts, to advance a built environment that is as safe, efficient and resilient as possible in any part of the world.

- Promote Healthy Buildings and Reduce Disease Risk

Supporting the health and well-being of building occupants is the most important feature of the indoor environment. Providing healthy, safe and comfortable indoor environments are essential building services that must be achieved alongside energy efficiency, sustainability, and resiliency. ASHRAE recommends that policymakers incorporate by reference ASHRAE standards and guidance in legislation and policies to provide healthy levels of indoor air quality (IAQ), comprehensive thermal comfort, and environmental health-temperature and humidity; reduce the risk of airborne pathogen transmission; and decrease hazards in building water systems. At a national or subnational level, model building codes should be developed referencing ASHRAE Standards such as 62.1 (commercial ventilation and IAQ), 62.2 (residential ventilation and IAQ), 170 (ventilation of health care facilities), 241 (control of infectious aerosols), 188 and 514 (water system safety), and 55 (thermal comfort) to support healthy, safe, and comfortable indoor environments.

- Strengthen and Expand the HVAC&R Workforce

Strong education in science, technology, engineering, and mathematics (STEM) to develop the pipeline of engineers, scientists, and technicians is critical to our future well-being and standard of living. ASHRAE supports policies that strengthen STEM at all educational levels, including through use of ASHRAE's extensive educational offerings. Requiring the use of ASHRAE certification programs helps ensure professionals have the skills and knowledge to improve building performance. ASHRAE supports expanding the HVAC&R workforce pipeline by broadening the population from which engineers, scientists, and technicians are recruited, including from disadvantaged and under-resourced communities. For the existing workforce, ASHRAE supports policies to equip them with the technical skills to address the challenges and opportunities for sustainable and healthy built environments that serve humanity. To ensure buildings and their systems are designed properly, ASHRAE supports professional engineering licensure with realistic requirements.



Draft ASHRAE's Public Policy Priorities: SY 2025-2026 (page 2)

- Support Sustainable Building Practices including Building Decarbonization to Mitigate Climate Change
Buildings and their heating, ventilation, air conditioning and refrigeration (HVAC&R) systems directly and indirectly contribute to greenhouse gas (GHG) emissions. Buildings are responsible for more than 35% of global primary energy use, 60% of global electrical energy use, and nearly 40% of energy-related GHG emissions worldwide. Eliminating GHG emissions from the built environment is essential to address climate change. Doing so will require recognizing buildings in the broader context of energy resources and additional demands on the electric grid. ASHRAE is advancing additional tools to support decarbonization across a building's entire life cycle, including building design, construction, operation (including grid-interactive and smart building tools), occupancy, and end of life. ASHRAE addresses emissions from building operation as well as those embodied in building materials and the construction process.

To advance building decarbonization, ASHRAE supports government adoption of robust building standards for new construction such as [ASHRAE Standard 90.1 \(commercial\)](#), [90.2 \(residential\)](#), [90.4 \(data centers\)](#), [189.1/IgCC](#) (high-performance green buildings), and [189.3 \(high-performance health care facilities\)](#). ASHRAE supports the deployment of decarbonization technology such as next generation heat pumps, the adoption of stretch codes, building performance standards ([Standard 100](#)), electric-ready building requirements, and building benchmarking and labeling requirements. ASHRAE also supports the use of decarbonized combustion fuels and on-site carbon capture use and storage, as they become commercially available. ASHRAE recommends governments use and refer to [ASHRAE Standard 228](#) to evaluate whether a building or group of buildings meet a definition of "zero net energy" or "zero net carbon."
- Ensure the Orderly and Safe Phasedown of High-GWP HFC Refrigerants
ASHRAE supports the global phasedown of the production and consumption of Hydrofluorocarbon (HFCs) refrigerants that have high-Global Warming Potential (GWP), including through legislation, regulations, and policy. Governments are mandating the near-term use of lower GWP refrigerants, which can have some flammability. [ASHRAE Standard 15-2022](#), *Safety Standard for Refrigeration Systems*, and [Standard 34-2022](#), *Designation and Classification of Refrigerants* should be adopted quickly to help ensure the safe use of these refrigerants. Where ultra-low GWP refrigerants are being applied, ASHRAE's priority is to ensure the transition to these refrigerants is managed so that they are used safely, efficiently, and cost-effectively. ASHRAE supports research needed to achieve these objectives.
- Support Adoption of the Latest Edition of ASHRAE's Standards
Energy efficiency and resulting cost savings can be improved significantly through the adoption and effective implementation of the most recent version of [Standard 90.1](#), *Energy Standard for Sites and Buildings Except Low-Rise Residential Buildings*, which has provided the minimum requirements for energy-efficient design in the United States for 50 years. Residential buildings and data centers can also achieve improved performance, save energy costs, and reduce climate impacts when jurisdictions adopt [ASHRAE Standard 90.2](#) (residential) and [Standard 90.4](#) (data centers). The incorporation by reference of ASHRAE's most current standards in building codes, rules, regulations, and laws enhances health, efficiency, and safety in the built environment, and should be pursued. Authorities having jurisdiction should be adequately resourced and empowered to adopt and enforce the newest edition of ASHRAE standards.

MOU
Memorandum of Understanding

ASHRAE
and the
Conselho Federal de Engenharia e Agronomia (CONFEA)

Note; Action plan (Attachment A) is a part of this MOU

Founded in 1894, ASHRAE's mission statement calls for the advancement of the arts and sciences of heating ventilating, air-conditioning, and refrigeration to serve humanity and promote a sustainable world. ASHRAE, in its desire to best serve humanity by creating a more sustainable, resilient world for all, endeavors to produce a more effective and fruitful exchange of technical information, knowledge, and ideas among engineers engaged in the arts and sciences of heating, ventilation, air-conditioning, and refrigeration.

The CONFEA mission is to protect society by ensuring the legal exercise and development of the activities of professionals and companies from engineering, agronomy, and geosciences, aiming health, safety, and the protection of life.

ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to support the Memorandum of Understanding to advance and promote the mutual interests of their respective members. We are committed to working together collaboratively on the following activities and goals:

- a. Facilitate communication between the two organizations;
- b. Better organize the exchange of technical information;
- c. Study the activities and norms of each organization;
- d. Evaluate the possibility of forming joint working groups;
- e. Examine cooperative opportunities for capacity building on ASHRAE standards;
- f. Explore opportunities to collaborate in the organization of technical seminars and workshops in areas of mutual interest;
- g. Promote actions with a view to facilitating the certification of CONFEA/CREA System professionals with ASHRAE;
- h. Encourage membership and participation at ASHRAE chapter meetings;

- i. Encourage and support CONFEA experts to participate in conferences and general meetings of ASHRAE for the same fees as members of ASHRAE;
- j. Form a task group/committee for ASHRAE/CONFEA collaboration in the first term; set up an inaugural meeting in 2024.

RIGHTS AND RESPONSIBILITIES OF EACH PARTY

ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) acknowledge the following and will:

- strive to collaborate and cooperate to advance the arts and sciences of the HVAC&R industry to serve humanity;
- act with honesty, fairness, courtesy, competence, inclusiveness, and respect for others, which exemplify our core values of excellence, commitment, integrity, collaboration, volunteerism, and diversity;
- avoid any real or perceived conflict of interest in its dealings with the Associate Society;
- endeavor to avoid unfair competition with respect to membership recruitment or revenue streams;

CONSISTENT LEADERSHIP COMMUNICATION

Recognizing the importance of communication in organizational collaboration, both organizations commit to hold a liaison meeting annually (either in person or via conference call) of designated ASHRAE/Conselho Federal de Engenharia e Agronomia (CONFEA) - senior representatives to:

- Ensure ongoing advancement of collaborative projects.
- Keep each respective organization informed of major initiatives.
- Discuss new opportunities for collaboration.

ASHRAE/Conselho Federal de Engenharia e Agronomia (CONFEA) shall take responsibility for initiating the first annual liaison meeting. Meeting agenda/notes and action items with assigned responsibilities shall be recorded at each meeting. This first meeting will be scheduled in 2024.

CONFERENCES AND MEETINGS

Each organization agrees to provide the other with a meeting invitation and two complimentary VIP full registrations to the primary annual meeting.

ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to explore opportunities to provide speakers at the other organization's meetings to help provide updates and perspectives on technologies and trends of mutual interest.

Where mutually beneficial, each organization shall help publicize the other organization's meetings and promote attendance.

ASHRAE may promote, endorse, sponsor and/or collaborate on joint conferences, seminars, forums, and other technical events if it is mutually determined that the collaboration benefits both organizations and the community as a whole.

- If it is mutually determined that ASHRAE should be involved in a joint endeavor, a business case on any particular collaboration project shall be agreed upon and balanced benefits measured. A clear statement of benefits to each organization shall be developed.
- If a local ASHRAE chapter is available, and so inclined, it shall similarly be involved in the joint endeavor and will be held to the same rights, responsibilities, and privileges as ASHRAE Society.
- If it is mutually determined that ASHRAE and/or a local ASHRAE chapter shall be involved in a joint endeavor, a detailed budget must be prepared showing all expected expenses and revenues for the endeavor. A detailed explanation of how the expenses, revenues and excess are to be divided between ASHRAE, its local chapter and the CONFEA organization shall be produced.
- If the joint activity is dependent on ASHRAE funding, the funding request shall be submitted to ASHRAE prior to the end of the preceding Society year, so that it may be included in the current year's budget.
- ASHRAE and its chapters shall comply with the requirements for product shows and equipment expositions, as outlined in the Manual of Chapter Operations (MCO)
(<https://www.ashrae.org/communities/chapters/ashrae-chapters/manual-for-chapter-operations>).

ADVOCACY

Where mutually beneficial and to the extent allowed by laws and corporate policies, ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to work together on common public affairs goals and ideologies. During annual liaison meetings, public affairs strategies will be discussed and common goals identified. Collaborative opportunities to be considered include:

- Joint promotion of codes and standards.
- Joint promotion of ASHRAE certifications.
- Promoting mutually beneficial positions during the development and passage of government policy and legislation.
- Education of lawmakers on issues important to the members of each organization.

PUBLICATIONS

Recognizing that electronic and print publications are a primary means of disseminating new technologies, trends, and practices, ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to:

- Provide at least one complimentary subscription to the primary membership periodical to be received at the headquarters location of the other organization.
- Explore opportunities to jointly produce publications of mutual benefit.
- Cross-market each organization's publications where appropriate and with industry-standard distributor discounts.
- Use periodicals to promote the other organization's events, publications, and other activities.
- Explore mutually beneficial ways to translate ASHRAE publications into other languages.

EDUCATION

As leading providers of conventional and online educational services and in recognition of the vital role professional development has for our respective audiences, ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to:

- Cross-market educational offerings and the regional, national, and international levels.

Explore opportunities to co-develop new courses or other training programs that take advantage of overlapping and complementary expertise between ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA).

- Discuss ways that certification programs can be jointly developed, translated, or administered.

TECHNICAL ACTIVITIES COORDINATION

ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to foster technical cooperation in areas of common interest by:

- Encourage members in each organization to participate on technical committees and task forces.
- Provide opportunities to participate in and comment on proposed standards, guidelines, policies, and position statements developed on technical subjects as they relate to buildings and community developments.
- Establish liaison representatives to key technical initiatives where mutually beneficial to do so.

RESEARCH

Recognizing the importance research plays in accelerating the transformation to a more sustainable built environment, ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) agree to:

- Promote research in areas where research results will add to the built environment body of knowledge;
- Disseminate research results quickly, focusing on high-impact findings.
- Identify opportunities for research funding from other sources.

ADMINISTRATIVE CONTACTS

The administrative contacts for actions tied to this MOU shall be:

For ASHRAE:

Jeff Littleton
Executive Vice President

For Conselho Federal de Engenharia e Agronomia (CONFEA):

Flavio Henrique da Costa Bolzan
CONFEA Representative

TERMINATION

Either party may terminate this MOU, with or without stated cause, upon providing the other party with thirty (30) days written notice of intent to terminate.

TERM

The term of this Memorandum of Understanding shall begin when signed by both parties and shall terminate at the end of three (3) years unless extended at that time by written agreement.

LEGAL STANDING

This MOU reflects a commitment by ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA) to continue and enhance their working relationship and individual efforts toward achieving mutual objectives described above. It does not create a binding obligation or agreement between the two organizations, and neither organization has an obligation to negotiate toward or enter into a binding written agreement. In addition, this MOU does not create a partnership, joint venture, fiduciary relationship, or similar relationship between ASHRAE and Conselho Federal de Engenharia e Agronomia (CONFEA). Furthermore, it is understood that this Memorandum of Understanding is conceived as a dynamic document, meant to change as circumstances and priorities warrant. It may be modified or amended by written agreement between both organizations.

FOR ASHRAE

Ginger Scoggins; President

Signature

Date

**FOR Conselho Federal de Engenharia
e Agronomia (CONFEA)**

Vinicius Marchese; President

Signature

Date

<p align="center">Memorandum of Understanding</p> <p align="center">American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)</p> <p align="center">and</p> <p align="center">Federal Council of Engineering and</p>	<p align="center">Memorando de Entendimento</p> <p align="center">Conselho Federal de Engenharia e Agronomia</p> <p align="center">e</p> <p align="center">Sociedade Americana de Engenheiros de Aquecimento, Refrigeração e Ar Condicionado (ASHRAE)</p>
QUALIFICATION OF THE PARTIES	QUALIFICAÇÃO DAS PARTES
<p>CONFEA</p> <p>The Federal Council of Engineering and Agronomy (Confea), a federal public agency created by Law 5194, of December 24, 1966, based at SEPN 508, Bl A, Ed. Confea, Asa Norte, CEP 70740-541, Brasília - DF, Brazil ; herein represented by its president, Eng. Telecommunications. Vinicius Marchese Marinelli,</p> <p>and</p> <p>ASHRAE</p> <p>The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), a private law association based at 180 Technology Parkway NW, Peachtree Corners, 30092, Atlanta - GA; In this act, represented by its president M. Dennis Knight, respectively, hereinafter referred to as interested parties, resolve to enter into this Memorandum of Understanding in accordance with the legislation in force in their respective countries, and subject to the following agreed clauses and conditions:</p>	<p>CONFEA</p> <p>O Conselho Federal de Engenharia e Agronomia (Confea), autarquia federal criada pela Lei 5194, de 24 de dezembro de 1966, sediado no SEPN 508, Bl A, Ed. Confea, Asa Norte, CEP 70740-541, Brasília - DF, Brasil; neste ato representando pelo seu presidente Eng. Telecom. Vinicius Marchese Marinelli; e a</p> <p>ASHRAE</p> <p>Sociedade Americana de Engenheiros de Aquecimento, Refrigeração e Ar Condicionado (ASHRAE), associação de direito privado sediada na 180 Technology Parkway NW, Peachtree Corners, 30092, Atlanta - GA; neste ato representando pelo seu presidente M. Dennis Knight,</p> <p>respectivamente, doravante denominados partes interessadas, resolvem celebrar o presente Memorando de Entendimento em conformidade com a legislação vigente em seus respectivos países, e mediante as cláusulas e condições a seguir pactuadas:</p>
OBJECT	DO OBJETO
ARTICLE ONE	CLÁUSULA PRIMEIRA
<p>This Memorandum regulates the form and conditions in which the agreeing parties propose to draw up regular lines of communication and cooperation with the aim of establishing forms of training, collaboration, knowledge sharing, skills development in the various areas of engineering , and the exchange of knowledge, promoting the essential role of engineers in society.</p> <p>The forms of cooperation referred to in this clause will be, specifically:</p> <p>Establish effective cooperation between the Federal Council of Engineering and Agronomy and ASHRAE, addressing mutual development, promoting the exchange of technical knowledge, experiences and good practices;</p> <p>Identify and promote opportunities for professional improvement;</p>	<p>O presente Memorando regula a forma e as condições pelas quais as partes convenientes se propõem a traçar linhas regulares de comunicação e cooperação com o intuito de estabelecer formas de capacitação, colaboração, compartilhamento de conhecimento, desenvolvimento de habilidades nas diversas áreas da engenharia, e o intercâmbio de conhecimento, promovendo o papel essencial do engenheiro na sociedade.</p> <p>A formas de cooperação referida nesta cláusula envolverá, especificamente:</p> <p>Estabelecer uma cooperação efetiva entre o Conselho Federal de Engenharia e a Agronomia e a ASHRAE visando o desenvolvimento mútuo, promovendo a troca de conhecimento técnico, experiências e boas práticas;</p>

<p>Study forms of cooperation for the certification of CONFEA/CREA System professionals with ASHRAE;</p> <p>Promote technical events, workshops, conferences and forums in areas of mutual interest and that enable the dissemination of new technologies and innovative solutions;</p> <p>Encourage and support the participation of Confea and ASHRAE representatives in conferences and meetings promoted by each party with the aim of providing updates and perspectives on technologies and trends of mutual interest;</p>	<p>Identificar e promover oportunidades de aprimoramento profissional;</p> <p>Estudar formas de cooperação voltadas para a certificação de profissionais do Sistema CONFEA/CREA com a ASHRAE;</p> <p>Promover eventos técnicos, workshops, conferências e fóruns em áreas de interesse mútuo e que possibilitem a disseminação de novas tecnologias e soluções inovadoras;</p> <p>Incentivar e apoiar a participação de representantes do Confea e da ASHRAE em conferências e reuniões promovidas por cada uma das partes com o intuito de fornecer atualizações e perspectivas sobre tecnologias e tendências de interesse mútuo;</p>
<p>RESPONSIBILITIES OF THE PARTIES</p> <p>ARTICLE TWO</p>	<p>DAS RESPONSABILIDADES DAS PARTES</p> <p>CLÁUSULA SEGUNDA</p>
<p>To achieve the objective proposed in this MOU, Confea and ASHRAE undertake to:</p> <p>Collaborate to advance the arts and sciences of the HVAC&R Industry (heating, ventilation, air conditioning and refrigeration), sustainability, decarbonization and energy efficiency;</p> <p>Encourage the exchange of information between Confea and ASHRAE;</p> <p>Provide updates and perspectives on technologies and trends of mutual interest;</p> <p>Publicize the meetings/events of the other organization and promote the participation of its professionals;</p> <p>Provide the other organization an invitation and two free VIP registrations for its annual meeting/congress;</p> <p>Discuss ways in which ASHRAE certification programs can be offered to Brazilian professionals;</p> <p>Both parties are committed to make efforts to seek synergy of actions between CONFEA's CREA youth programs and ASHRAE's "Students Branches";</p> <p>Debate proposed standards, guidelines, policies and position statements on technical issues.</p>	<p>Para a consecução do objeto proposto nesse MOU, o Confea e a ASHRAE comprometem-se a:</p> <p>Colaborar para o avanço das artes e ciências da Indústria HVAC&R (aquecimento, ventilação, ar condicionado e refrigeração), sustentabilidade, descarbonização e eficiência energética;</p> <p>Estimular a troca de informações entre o Confea e a ASHRAE;</p> <p>Fornecer atualizações e perspectivas sobre tecnologias e tendências de interesse mútuo;</p> <p>Divulgar as reuniões/eventos da outra organização e promover a participação dos seus profissionais;</p> <p>Disponibilizar para a outra organização, convite e duas inscrições VIP gratuitas para sua reunião/congresso anual;</p> <p>Discutir maneiras pelas quais os programas de certificação da ASHRAE podem ser oferecidos aos profissionais brasileiros;</p> <p>Ambas as partes se comprometem e envidar esforços para buscar sinergia de ações entre os programas CREA jovem do CONFEA e os "Students Branches" da ASHRAE;</p> <p>Debater sobre propostas de normas, diretrizes, políticas e declarações de posicionamento sobre assuntos técnicos.</p>
<p>MEETINGS</p> <p>ARTICLE THREE</p>	<p>DAS REUNIÕES</p> <p>CLAUSULA TERCEIRA</p>
<p>In order to develop and monitor the activities proposed in this MOU, the agreeing parties may meet in person or virtually, as previously agreed.</p>	<p>Com o intuito de desenvolver e acompanhar as atividades propostas nesse MOU, as partes acordantes poderão reunir-</p>

	se presencialmente ou de maneira virtual, conforme convencionado previamente.
MONITORING ARTICLE FOUR	DO ACOMPANHAMENTO CLÁUSULA QUARTA
CONFEA and ASHRAE will appoint their representatives who will be responsible for executing and monitoring the activities related to this MOU.	O CONFEA e a ASHRAE indicarão seus representantes que ficarão responsáveis pela execução e acompanhamento das atividades relativas a este MOU.
FINANCIAL RESOURCES ARTICLE FIVE	DOS RECURSOS FINANCEIROS CLAUSULA QUINTA
The terms of this MOU do not imply transfer of financial resources between the organizations. Each party will bear the expenses arising from the obligations assumed respectively.	Os termos deste MOU não implicam a transferência de recursos financeiros entre as organizações. Cada parte arcará com as despesas decorrentes das obrigações assumidas respectivamente.
TERM AND TERMINATION ARTICLE SIX	DA VIGÊNCIA E RECISÃO CLÁUSULA SEXTA
This MOU will remain in force for an indefinite period of time, from the date of its signature, and may be terminated by either party, in writing, at least 30 (thirty) days in advance.	Este MOU permanecerá em vigor por tempo indeterminado, a partir da data de sua assinatura, podendo ser rescindido por qualquer uma das partes, por escrito, com, no mínimo, 30 (trinta) dias de antecedência.
GENERAL PROVISIONS ARTICLE SEVEN	DISPOSIÇÕES GERAIS CLAUSULA SÉTIMA
Other more specific proposals and agreements on issues related to the above objectives may be presented according to needs and mutual interest. Both parties will endeavor to comply with this MOU in accordance with each country's laws, regulations or government policies. Each organization will respect the other's copyright policy and may not use the other party's logos and trademarks without prior written consent.	Outras propostas e acordos mais específicos sobre questões relacionadas aos objetivos acima poderão ser apresentadas conforme as necessidades e interesse mútuo. Ambas as partes envidarão esforços para cumprir este MOU de acordo com as leis, regulamentações ou políticas governamentais de cada país. Cada organização respeitará a política de direitos autorais da outra, não podendo utilizar os logotipos e marcas registradas da outra parte sem consentimento prévio por escrito.
LEGAL STANDING ARTICLE EIGHT	DO FORO CLÁUSULA OITAVA
This Memorandum of Understanding was conceived as a dynamic document, subject to change as circumstances and priorities justify; and may be modified or amended by written agreement between the signatory organizations. Any omitted cases and existing doubts will be resolved through agreement between the parties.	Este Memorando de Entendimento foi concebido como um documento dinâmico, passível de alterações conforme as circunstâncias e prioridades o justifiquem; podendo ser modificado ou alterado por acordo escrito entre as organizações signatárias. Os casos omissos e as dúvidas

<p>And, for firmness and proof that they have agreed between themselves, this Memorandum of Understanding is signed by the parties.</p>	<p>existentes serão dirimidos mediante entendimentos entre as partes.</p> <p>E, para firmeza e prova de assim haverem entre si, ajustado e acordado, o presente Memorando de Entendimento é assinado pelas partes.</p>
<p>By ASHRAE</p> <p>Dennis Knight</p> <p>President</p> <p>By Conselho Federal de Engenharia e Agronomia (CONFEA)</p> <p>Vinicius Marchese</p> <p>President</p> <p>Date:</p>	<p>Pela ASHRAE</p> <p>Dennis Knight</p> <p>Presidente</p> <p>Pelo Conselho Federal de Engenharia e Agronomia (CONFEA)</p> <p>Vinicius Marchese</p> <p>Presidente</p> <p>Data:</p>

WORKPLAN

Activity/Task	Responsible Party	Timing	Actions
Foster the institutional relationship between Confea and ASHRAE	CONFEA and ASHRAE	Continuous Activity	<p>Promoting meetings with ASHRAE representatives in Brazil and associated professionals who develop activities together with the institution.</p> <p>Participating in events/meetings promoted by ASHRAE and CONFEA.</p> <p>Organizing joint technical events aimed at professionals in the Confea/Crea System.</p>
Disseminate ASHRAE activities and standards to Brazilian professionals	CONFEA	Continuous Activity	Publicizing on Confea's website and social media.
Encourage Brazilian professionals to join ASHRAE	CONFEA and ASHRAE	Continuous Activity	Offering an opportunity to join ASHRAE with different dues for professionals to Confea/Crea System
Promote ASHRAE professional development programs and opportunities	CONFEA and ASHRAE	Continuous Activity	<p>Publicizing on Confea's website and social media.</p> <p>Offering certification courses with different dues for professionals of Confea/Crea System.</p>
Encourage the participation of professionals in seminars, congresses, and workshops promoted by ASHRAE	CONFEA	Continuous Activity	Publicizing on Confea's website and social media
Interact with student groups	CONFEA and ASHRAE	Continuous Activity	Promoting joint meetings and programs between Crea Jovem professionals and local ASHRAE student groups.

PLANO DE TRABALHO

Atividade	Responsável	Cronograma	Ações
Fomentar o relacionamento institucional entre o Confea e a ASHRAE	CONFEA e ASHRAE	Atividade Contínua	<p>Promovendo reuniões com os representantes da ASHRAE no Brasil e com profissionais associados que desenvolvem atividades em conjunto com a instituição.</p> <p>Participando de eventos/reuniões promovidas pela ASHRAE e pelo CONFEA.</p> <p>Organizando eventos técnicos em conjunto voltados para os profissionais do Sistema Confea/Crea.</p>
Divulgar as atividades e normas da ASHRAE aos profissionais brasileiros	CONFEA	Atividade Contínua	Publicando no site do Confea e nas redes sociais
Incentivar a adesão de profissionais brasileiros à ASHRAE	CONFEA e ASHRAE	Atividade Contínua	Oferecendo oportunidade de associação à ASHRAE com valores diferenciados para os profissionais do Sistema Confea/Crea.

Difundir os programas e oportunidades de aprimoramento profissional da ASHRAE	CONFEA e ASHRAE	Atividade contínua	Divulgando no site do Confea e nas redes sociais. Oferecendo os cursos de certificação com valores diferenciados para os profissionais do Sistema Confea/Crea.
Estimular a participação dos profissionais nos seminários, congressos, e workshops promovidos pela ASHRAE	CONFEA	Atividade Contínua	Divulgando no site do Confea e nas redes sociais
Interagir com núcleos estudantis	CONFEA e ASHRAE	Atividade Contínua	Promovendo reuniões e programas conjuntos entre profissionais do Crea Jovem e os núcleos estudantis locais da ASHRAE.



Memorandum of Understanding

ASHRAE

and the

INTERNATIONAL FEDERATION OF HEALTHCARE ENGINEERS

Founded in 1894, ASHRAE's mission statement calls for the advancement of the arts and sciences of heating ventilating, air-conditioning, and refrigeration to serve humanity and promote a sustainable world. ASHRAE, in its desire to best serve humanity by creating a more sustainable, resilient world for all, endeavors to produce a more effective and fruitful exchange of technical information, knowledge and ideas among engineers engaged in the arts and sciences of heating, ventilation, air-conditioning and refrigeration.

The International Federation of Healthcare Engineering (IFHE) is a non-profit, non-governmental body established in 1970 to enable national engineering professional organizations to join in a world-wide federation. The purpose of IFHE is to encourage and facilitate exchange of information and experience in the broad field of hospital and healthcare facility design, construction, engineering, commissioning, maintenance, and estate management.

ASHRAE and IFHE agree to support the Memorandum of Understanding to advance and promote the mutual interests of their respective members. We are committed to working together collaboratively on the following activities and goals:

RIGHTS AND RESPONSIBILITIES OF EACH PARTY

ASHRAE and IFHE acknowledge the following:

- ASHRAE and IFHE will strive to collaborate and cooperate to advance the arts and sciences of the HVAC&R industry to serve humanity, especially within health facilities.
- ASHRAE and IFHE will act with honesty, fairness, courtesy, competence, inclusiveness, and respect for others, which exemplify our core values of excellence, commitment, integrity, collaboration, volunteerism, and diversity.
- ASHRAE and IFHE will avoid any real or perceived conflict of interest in its dealings with the Associate Society.
- ASHRAE and IFHE will endeavor to avoid unfair competition with respect to membership recruitment or revenue streams

CONSISTENT LEADERSHIP COMMUNICATION

Recognizing the importance of communication in organizational collaboration, both organizations commit to hold a liaison meeting annually (either in person or via conference call) of designated ASHRAE/IFHE- senior representatives to:

- Ensure ongoing advancement of collaborative projects.
- Keep each respective organization informed of major initiatives.
- Discuss new opportunities for collaboration.

ASHRAE shall take responsibility for initiating the first annual liaison meeting. Action items with assigned responsibilities shall be recorded at each meeting. The parties responsible for ensuring this MOU is actively pursued through the term of the agreement are:

For ASHRAE:

For IFHE:

Walt Vernon
First Vice President, IFHE
16 Piedras Negras
Santa Fe, NM 87505
walterv@mazzetti.com
+1.415.652.4222

CONFERENCES AND MEETINGS

Each organization agrees to provide the other with a meeting invitation and two complimentary VIP registrations to the primary annual meeting.

ASHRAE and IFHE agree to explore opportunities to provide speakers at the other organization's meetings to help provide updates and perspectives on technologies and trends of mutual interest.

Where mutually beneficial, each organization shall help publicize the other organization's meetings and promote attendance.

ASHRAE and IFHE may promote, endorse, sponsor and/or collaborate on joint conferences, seminars, forums, and other technical events if it is mutually determined that the collaboration benefits both organizations and the community as a whole.

- Before entering into any joint endeavor, a business case on any particular collaboration project shall be agreed upon and balanced benefits measured. A clear statement of roles, responsibilities, and benefits to each organization shall be developed.

- If a local ASHRAE or IFHE chapter is available, and so inclined, it may similarly be involved in the joint endeavor and will be held to the same rights, responsibilities, obligations, and privileges as ASHRAE Society and IFHE International.
- Before entering into any joint endeavor, a detailed budget must be prepared showing all expected expenses and revenues for the endeavor. A detailed explanation of how the expenses, revenues and excess are to be divided between ASHRAE, its local chapter, IFHE, and its local chapter shall be produced.
- If the joint activity is dependent on funding from either organization, the funding request shall be submitted to that organization prior to the end of the preceding fiscal year, so that it may be included in the current year's budget.
- ASHRAE and its chapters shall comply with the requirements for product shows and equipment expositions, as outlined in the Manual of Chapter Operations (MCO) (<https://www.ashrae.org/communities/chapters/ashrae-chapters/manual-for-chapter-operations>).

ADVOCACY

Where mutually beneficial and to the extent allowed by laws and corporate policies, ASHRAE and IFHE agree to work together on common public affairs goals and ideologies. During annual liaison meetings, public affairs strategies will be discussed and common goals identified. Collaborative opportunities to be considered include:

- Joint promotion of codes and standards.
- Promoting mutually beneficial positions during the development and passage of government policy and legislation.
- Education of lawmakers on issues important to the members of each organization.

PUBLICATIONS

Recognizing that electronic and print publications are a primary means of disseminating new technologies, trends and practices, ASHRAE and IFHE agree to:

- Provide at least one complimentary subscription the primary membership periodical to be received at the headquarters location of the other organization.
- Explore opportunities to jointly produce publications of mutual benefit.
- Cross-market each organization's publications where appropriate and with industry standard distributor discounts.
- Use periodicals to promote the other organization's events, publications and other activities.
- Explore mutually beneficial ways to translate joint publications into other languages.

EDUCATION

As leading providers of conventional and online educational services and in recognition of the vital role professional development has for our respective audiences, ASHRAE and IFHE agree to:

- Cross-market educational offerings and the regional, national and international levels.
- Explore opportunities to co-develop new courses or other training programs that take advantage of overlapping and complimentary expertise between ASHRAE and IFHE.
- Discuss ways that certifications programs can be jointly developed or administered.

TECHNICAL ACTIVITIES COORDINATION

ASHRAE and IFHE agree to foster technical cooperation in areas of common interest by:

- Encourage members in each organization to participate on technical committees and task forces.
- Provide opportunities to participate in and comment on proposed standards, guidelines, policies, and position statements developed on technical subjects as they relate to buildings and community developments.
- Establish liaison representatives to key technical initiatives where mutually beneficial to do so.

RESEARCH

Recognizing the importance research plays in accelerating the transformation to a more sustainable built environment, ASHRAE and IFHE agree to:

- Promote research in areas where research results will add to the healthcare built environment body of knowledge;
- Perform research in areas where research results will add to the healthcare built environment body of knowledge;
- Disseminate research results quickly, focusing on high-impact findings.
- Identify opportunities for research funding from other sources.

ADMINISTRATIVE CONTACTS

The administrative contacts for actions tied to this MOU shall be:

For ASHRAE:

Jeff Littleton
ASHRAE
180 Technology Parkway
Peachtree Corners, GA 30092
Tel: 404-636-8400
Email: jlittleton@ashrae.org

For IFHE:

Walt Vernon, Executive Vice President
First Vice President, IFHE
16 Piedras Negras,
Santa Fe, New Mexico, 87505
+1.415.652.4222

TERMINATION

Either party may terminate this MOU, with or without stated cause, upon providing the other party with thirty (30) days written notice of intent to terminate.

TERM

The term of this Memorandum of Understanding shall begin when signed by both parties and shall terminate at the end of two (2) years unless extended at that time by written agreement.

LEGAL STANDING

This MOU reflects a commitment by ASHRAE and IFHE to continue and enhance their working relationship and individual efforts toward achieving mutual objectives described above. It does not create a binding obligation or agreement between the two organizations, and neither organization has an obligation to negotiate toward or enter into a binding written agreement. In addition, this MOU does not create a partnership, joint venture, fiduciary relationship or similar relationship between ASHRAE and IFHE. Furthermore, it is understood that this Memorandum of Understanding is conceived as a dynamic document, meant to change as circumstances and priorities warrant. It may be modified or amended by written agreement between both organizations.

FOR ASHRAE

Printed Name/Title

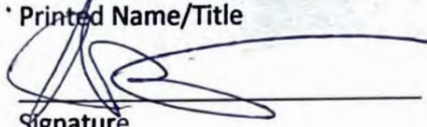
Signature

Date

FOR IFHE

Walt Vernon, 1st V.P.

Printed Name/Title



Signature

2025.01.15

Date

Next Steps: KPIs



ATTACHMENT G

BOD OPEN SESSION MINUTES SUNDAY 2025 JUNE 22

A strong member and volunteer base	High utilization of ASHRAE resources	Organizational foresight, leadership	A viable and thriving industry	A positive impact on the environment and the larger industry
<ul style="list-style-type: none">• # of Members, Volunteers• Member Retention• Member Satisfaction• # of motions from CRC's that align with strategic plan goals/objectives	<ul style="list-style-type: none">• Annual transactions per member• Conferences attendance (Winter, Annual, topical)• Training and professional certifications	<ul style="list-style-type: none">• # of joint meetings & events<ul style="list-style-type: none">• Chapter joint meetings with other societies (PAOE CT18)• Student activities held jointly with another organization (PAOE SA5.1)• YEA joint event with another society (PAOE YEA16)	<ul style="list-style-type: none">• # of activities in support of the emerging workforce<ul style="list-style-type: none">• K12/STEM activities hosted by chapters (PAOE SA5)• Students participating in chapter meetings (SA6.10)• Chapter members participating in post-high school activity (SA6.13)	<ul style="list-style-type: none">• Market Penetration Rate: Tracking the utilization of ASHRAE standards / guidelines through a member and / or non-member survey (e.g. have you used ASHRAE standards in your work within the last three months?)• Members reporting use of ASHRAE standards in their work in the past year (addition of question to an existing survey)• Number of government outreach events• Perception of ASHRAE's influence in the advocacy space (eg via Penta research)