



Board of Directors Meeting

Open Session Agenda

Monday, March 27, 2023 | 11:00 am - 1:00 pm EST (UTC-05:00)

1. **CALL TO ORDER** - Mehboob
2. **CODE OF ETHICS** - Mehboob

In this and all other ASHRAE meetings, we 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, and shall avoid all real or perceived conflicts of interest.
(Code of Ethics: <https://www.ashrae.org/about/governance/code-of-ethics>)
(Core Values: <https://www.ashrae.org/about/ashrae-s-core-values>)
3. **ROLL CALL/INTRODUCTIONS** - Mehboob
4. **REVIEW OF MEETING AGENDA** – Mehboob
- 5.* **PROPOSED NEW STANDING COMMITTEE** - Mehboob
6. **EXCOM REPORT TO THE BOD** - Mehboob
 - A.* February 27, 2023
 - B. March 2023
7. **BOD SUBCOMMITTEE REPORTS**
 - A.* DEI Advisory – Thomle
 - B. Financial Focus – Knight
 - C. Strategic Business Development – Macauley
 - D. Society Streamlining - Maston
8. **EXECUTIVE SESSION** (Separate Agenda)
9. **OLD BUSINESS**
 - A.
10. **NEW BUSINESS**
 - A.

*Indicates New/Revised Attachment

11. UPCOMING MEETINGS

Conference Call | May 22, 2023 | 8:00 - 10:00 am

12. ADJOURNMENT

**Report to the Board of Directors Executive Committee
From International Standards Interaction Task Force
January 24, 2023**

Task Force Membership

| | |
|--------------------------|-----------------------------------|
| Steven Bushby (Co-Chair) | Ashish Rakheja |
| Drake Erbe (Co-Chair) | Hesham Safwat |
| James Bennet | Kelly Seeger |
| Oswaldo Bueno | Chandra Sekhar |
| Jaap Hogeling | Oludare Soluade |
| Jonathan Humble | Henry Yeo |
| Dennis Knight | Stephanie Reiniche (ASHRAE Staff) |
| Farhan Mehboob | Ryan Shanley (ASHRAE Staff) |
| George Pantelidis | |

RECOMMENDED ACTION

The Task Force unanimously recommends that the Board ExCom approve the formation of a new standing committee named Global Technical Interaction Committee reporting to Technology Council and recommend that the Board of Directors implement this by approving the following proposed new Rule of the Board:

2.XXX GLOBAL TECHNICAL INTERACTION COMMITTEE

2.xxx SCOPE AND PURPOSE

2.xxx.1 The Global Technical Interaction Committee shall be responsible for harnessing the technical resources of ASHRAE to impact international standards and maximize the global influence of ASHRAE standards, guidelines, and other technical work products on the practice of HVAC&R and the built environment.

This includes developing, implementing, and managing processes that enable information flow and coordination between chapters, technical committees, standard project committees, and international technical advisory groups.

2.xxx.2 The committee shall inform the ASHRAE leadership and membership of the potential impacts of the activities and make recommendations on new activities and policies in response.

2.xxx.02 MEMBERSHIP

2.xxx.02.1 Maximum of thirteen (13) voting members, including a chair and a vice chair.
2.xxx.01.1.1. Vice Chair of Standards Committee

2.xxx.01.1.2. Vice Chair of Technical Activities Committee

2.xxx.01.1.3. Representatives of ASHRAE U.S. Technical Advisory Groups for ISO committees that are administered by ASHRAE (currently there are four).

2.xxx.01.1.4. A minimum of three and maximum of six members at large representing the global community targeting areas outside North America in consultation with the Regional Chairs.

2.xxx.01.1.5. Non-voting members include a Board ex-officio member, a coordinating officer, a Government Affairs Committee liaison, and an ASHRAE Associate Society Alliance liaison.

2.xxx.02.2 Qualifications

2.xxx.01.2.1 The chair and vice chair shall hold the grade of Member or higher in the Society.

2.xxx.01.2.2. The majority of the voting members of the committee must be ASHRAE members of Associate Grade or higher.

2.xxx.01.2.3 At-large members should have experience in international standards, or their local country codes and standards.

2.xxx.02.3 Term of Service

The term of service shall be one year for the Vice Chair of Standards and the Technical Activities Committee and for other voting members four (4) years, subject to ROB 3.300 *Election and Appointment Procedures*.

2.xxx.03 OPERATION

2.xxx.03.1 The committee will think and act globally, planning and implementing activities promoting the ASHRAE standards within ISO, CEN and other international standards developing organizations.

2.xxx.03.2 The committee will promote international standards and technical products, create materials to highlight their development and engage members outside North America.

2.xxx.03.3 The committee will identify areas where ASHRAE should provide administrative support for ISO technical committees, sub committees, or working groups and support member participation in other standards activities outside the United States.

2.xxx.03.4 The committee will identify areas where ASHRAE should seek member engagement in the development of standards and technical products in other standards developing organizations outside the United States.

2.xxx.03.5 The committee will coordinate with the Government Affairs Committee, enabling them to inform policy makers about the relevance of existing and developing international standards.

2.xxx.03.6 The committee may wish to bring members of other societies and groups with needed expertise to meet with this committee. Transportation costs to bring members of other societies/groups with needed expertise to meet with this committee may be paid if approved by the chair of Technology Council.

2.xxxx.04 STRATEGIC PLAN

2.xxx.04.1 The committee shall develop procedures for recommending updates to the strategic plan as needed.

2.xxx.04.2 At a minimum the committee shall submit a report to Technology Council prior to the Annual Meeting that includes the status of each activity which supports the fulfillment of the committee's assignments under the strategic plan.

2.xxx.04.3 Prior to each Annual Meeting, the committee shall report to Technology Council all recommendations for changes to the strategic plan provided by the committee's constituents.

BACKGROUND: At the start of this Society year, this Task Force was charged with refining a proposed structure and scope of a committee that reports to Technology Council, as proposed during the prior Society year and postponed pending restructuring of the Society. The Task Force was further charged to include examples of assignments that can move into this committee, such as action recommended by task forces or other ASHRAE bodies that focus on global relevance. The Task Force was told to submit the proposal to the Board ExCom by the January 2023 meeting.

The proposed Rules of the Board have been shared with the Society Rules Committee for feedback. The Task Force accepted the editorial comments received. One comment was made that part of the purpose/scope could be moved to the Manual of Procedures, but the Task Force did leave those in because it felt the list in the scope was important to leave in the Rules of the Board.

To address the remaining charge that covers responsibilities related to review of global facing MOUs, identifying emerging issues so ASHRAE is proactive rather than reactive and on what happens to the responsibilities of ILS/ISAS the task force has crafted a draft Manual of Procedures (See Attachment A.) and a draft Reference Manual (See Attachment B.). The responsibilities that consider whether an ISO standard shall be adopted by ASHRAE as an American National Standard will remain in Standards Committee as that is part of the ANSI Process. (Note: At this time there are only 2 ISO standards that were adopted as American National Standards). The responsibilities of the Intersociety Liaison Subcommittee have really been done as part of the duties of the Board of Directors ExCom and/or the Society President.

The formation of this standing committee also addresses the following goals and initiatives from the Society Strategic Plan:

Goal 1 - Position ASHRAE as an Essential Knowledge Resource for Sustainable, High Performance Built Environment.

1.b. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches.

Goal 2 – Maximize Member Value and Engagement

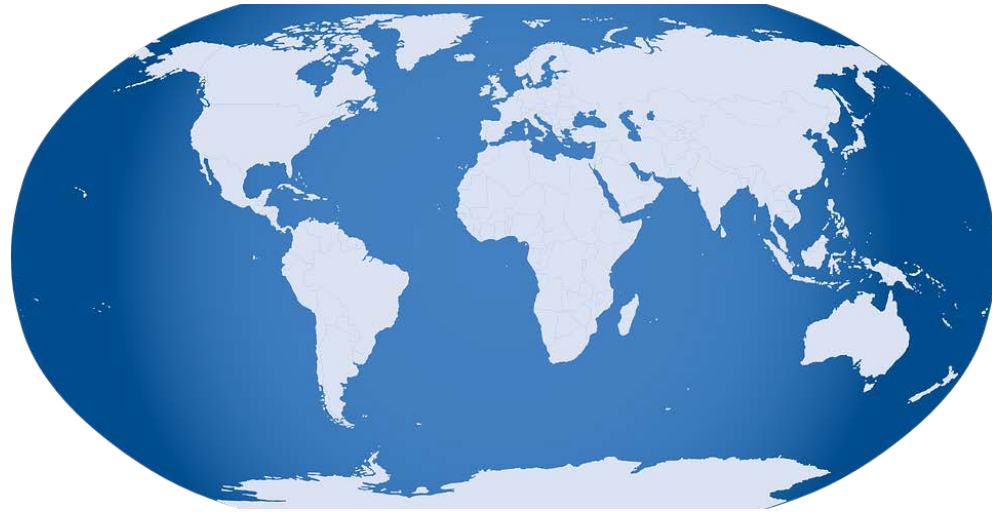
2.b. Expand the impact of collaboration and partnerships with industry organizations, universities, and government agencies

Goal 3 – Optimize ASHRAE’s Organizational Structure to Maximize Performance

3.b. Optimize ASHRAE’s organizational systems and structures to increase capacity, efficiency, and effectiveness.

FINANCIAL IMPACT: If approved the staff that supported ILS/ISAS would have the responsibility of supporting this new Standing Committee. This would not increase the staff burden or take away from existing programs. The current staffing budget would move from the ILS/ISAS program code under Standards Committee to this new Standing Committee. The committee would have two face-to-face meetings (Society meeting) and much of the membership is in the group that would have transportation reimbursed if requested. All other meetings of the committee would be virtual. The current budget for travel, excluding staff for international standards travel is listed at \$6,900 for this fiscal year. In the fiscal year 19-20 Standards Committee was provided a budget of \$29,000 to allow for participation in global standards activities (ISO/CEN or others) and that budget, if the request is approved, should be moved to the standing new committee and set at the \$29,000 level. The travel budgets for the interim society years for travel for participation in global standards activities was decreased because all meetings were virtual. Meetings are now being held in person which is why there is a need for an increase in the budget. There is potential for income to the Society when ASHRAE’s global presence is increased with the potential for membership growth, increase in sales of products or sales for newly developed products, and brand recognition.

ASHRAE International Task Force Report



Motion for Formation of a Standing Committee



MOTION

The Task Force unanimously recommends that the Board ExCom recommend to the Board of Directors the approval of the formation of a new standing committee named Global Technical Interaction Committee reporting to Technology Council and recommend that the Board of Directors implement this by approving the following proposed new Rule of the Board:

2.XXX GLOBAL TECHNICAL INTERACTION COMMITTEE



How did we get here?

- July 2016- Presidential Ad Hoc on ASHRAE's Role of Globalization in Standards formed
- June 2017 - Report presented to the Board of Directors
 - Several barriers identified that limit ASHRAE's global impact
 - The report concluded that a cultural change was needed and made 15 specific recommendations for action
 - The Board of Directors assigned Standards Committee to implement the recommendations.



How did we get here?

- July 2017 – January 2021 The Standards committee struggles with this assignment and finally concludes that a different approach is needed.
- January 2021 – Standards Committee and Tech Council request Board ExCom to recommend formation of new committee.

ExCom was supportive but there was a problem- streamlining efforts were under way.



How did we get here?

- February 2021 - President Gulledge and President Elect Schwedler appoint task force to do the work while streamlining efforts were being finalized.
- July 2022 - President Mehboob expands membership of the task force and expands the scope for one year. (We are up to 5 Presidents taking steps to make this change!)
- January 2023 – Recommendation on structure and scope of standing committee is due.

Charge of 2022-23 ISI Task Force

Refine and propose scope for a standing committee reporting to Tech Council to be submitted to Board ExCom by January 2023.

- Structure should determine if committee review global MOUs.
- Structure should identify if the committee will identify global emerging issues that would allow ASHRAE to be proactive instead of reactive.
- The recommendation should address how to restructure ILS/ISAS within Standards Committee.



Charge of 2022-23 ISI Task Force

2. As the task force works on the proposed committee it will continue to be responsible for
- Develop Process for ASHRAE functional groups to interact with the global standards community.
 - Harness the technical resources of ASHRAE to influence global standards
 - Inform the ASHRAE leadership and membership of the potential impacts of the activities and making recommendations on new activities, strategies, and policies in response.
 - Serve as a resource to the Society on activities and issues that relate to maximizing the global impacts of ASHRAE standards and technical work on building technologies and professional practices.
 - Implement the global aspects of the Strategic Plan and coordinating interaction between U.S. technical advisory groups for global standard committees with ASHRAE technical committees and standard project committees.
 - Coordinate with the Government Affairs Committee to enable them to inform policy makers about the relevance of existing and developing global standards.



ACCOMPLISHMENTS TO DATE

1. Developed a committee structure with proposed Rules of the Board, draft Manual of Procedures and draft Reference Manual
2. Developing a process for two-way engagement between Society committees and Grassroots
 - Presenting at global CRCs information on the ISI Task Force and how to get engaged
 - Collecting the needs from the Grassroots
 - Established a working liaison relationship with GAC
 - Encouraging participation in local standards activities
2. Working with Standards Committee to determine what responsibilities would need to remain within the structure of Standards.
 - Prioritizing standards for revision to meet global needs
 - Promoting inclusion of global members



ACCOMPLISHMENTS TO DATE Cont.

3. Working with TAC
 - Began engaging TC members in the US Technical Advisory Groups
 - Training at Functional Group Breakfast
 - Tracking global participation within the TAC Functional Groups
 - Promotion of success stories of global cooperation
4. Review and support of the Gulf States MOU, GlobalABC, and DOE Net-Zero World
5. Coordinating with the Government Affairs Committee through liaison



What happens if ASHRAE maintains the Status Quo?

- ASHRAE will not be globally relevant.
- Potential loss of sales of technical products (standards, courses, certification programs, technical products).
- Potential loss of members due to not seeing value.
- Standards and guidance developed won't be used beyond North America.
- Opportunities will be missed because input from our global community won't be heard.



What could happen if the motion is approved?

- Move towards making technical products globally applicable.
- Increase in sales of products and services (standards, courses, technical products).
- Development of new products to meet the needs of our members outside of North America. (Increased revenue to ASHRAE.)
- Increase in membership.



What could happen if the motion is approved?

- A connection is forged between the global grassroots and the Society Functional Groups (TCs/PCs/standing committees).
- Strengthen relations with CIBSE, REHVA, and AASA
- Strengthen the Global Training Center
- Input from our global community is heard.

We meet ASHRAE's Mission: To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.



Addresses Society Strategic Plan

ASHRAE Society Strategic Plan

Goal 1 “Position ASHRAE as an essential knowledgeable resource for a sustainable high-performance built environment

Goal1b is intended to “expand capabilities **globally** (emphasis added) to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches.”

Goal 2 – Maximize Member Value and Engagement

Goal 2.b. Expand the impact of collaboration and partnerships with industry organizations, universities, and government agencies

Goal 3 – Optimize ASHRAE’s Organizational Structure to Maximize Performance



Fiscal Impact

- No addition to staff head count. The staff supporting ILS/ISAS will support this committee. Estimated staffing hours: 4 to 10 hours a month.
- Face to face meeting twice a year. Interim meetings virtual. This ad hoc has used the ILS/ISAS meeting time slot the last two years so no fiscal change.
- The staff international travel budget of \$6,900 would move from Standards Committee to this new committee.
- \$29,000 will be requested by this Committee instead of Standards Committee for use by members for participation in global standards activities. (In the budget pre-pandemic.)



What is the Bottom Line?

We can do nothing and gradually become more and more irrelevant internationally

OR

We can take low-cost, low-risk steps achieve our strategic objectives and better serve our members around the world.



Thanks for ongoing support from:

Presidential members

- Tim Wentz
- Bjarne Olesen
- Chuck Gulledge
- Mick Schwedler
- Farooq Mehboob

Treasurer

- Dennis Knight



QUESTIONS?



REPORT TO THE BOARD OF DIRECTORS
From the Executive Committee
February 27, 2023

Recommendations for Board Approval:

1. Recommendation to approve the formation of a new standing committee named Global Technical Interaction Committee reporting to Technology Council was added a separate agenda item to the March 27, 2023 BOD agenda.

This motion was approved unanimously by the Executive Committee.

2. The Executive Committee recommends that the ASHRAE Board of Directors approve revisions to 2.2 of the Rules of the Board (shown below):

2. GENERAL RULES

2.2 The Board of Directors delegates responsibility for the operation of the Scholarship Program, **including the approval of scholarship agreements**, to the Scholarship Trustees, which has sole authority for the final selection and approval of scholarship recipients, the number of scholarships awarded, the frequency of awards, the amount of each award. The scholarship trustees shall report to the Board of Directors through the Executive Committee.

BACKGROUND: This responds to a suggestion from the Board Subcommittee on Streamlining that the approval process for scholarship agreements be shortened to conserve the time of the Board of Directors, which is the body that currently approves scholarship agreements.

This change was approved by the Scholarship Trustees and the Executive Committee unanimously.

FISCAL IMPACT: None.

Information Items:

1. The Executive Committee discussed proposed suggestions for how Society can assist members of the Turkish Chapter impacted by the recent natural disaster. There was discussion of what other organizations, like CIBSE, do support their members.

There was consensus that it is appropriate for Society to waive dues and provide replace ASHRAE products that may have been lost or damaged. However, providing financial support to areas impacted by disasters is outside of the Society's scope and purpose.

Members were encouraged to provide support personally; in whatever ways they feel comfortable. Additionally, President Mehboob issued a letter of support to members in Turkey. The letter of support conveyed condolences as well as information on how members can receive assistance through the National Disaster Relief Action Plan.

2. The Executive Committee discussed the proposed Energy Star NextGen Certification for commercial buildings and possible impacts on Building EQ. The Building EQ Committee is aware of the Energy Star program and the committee plans to discuss and provide a recommendation.

An action item was assigned to Ms. Scoggins and Ms. Maston to investigate how Building EQ compares to the Energy Star program, how Building EQ can be better marketed, and how Building EQ can gain more traction outside of North America.

3. Ms. Scoggins provided an update to ExCom on her meeting with White House representatives and the path forward for Society's pathogen mitigation standard to assist the White House COVID Response Team.

It was discussed that Society would not meet the May 11 completion deadline for the new standard. There was much discussion of how to best proceed. There was consensus that Society would work to announce and present a conceptual document on May 11. To that end, Mr. Knight, Ms. Scoggins, and staff were assigned an action item to develop the concept document to be presented to the White House ahead of the May 11 announcement.

March 22, 2023

Date



Chair



REPORT TO THE BOARD OF DIRECTORS FROM
THE BOD DEI ADVISORY SUBCOMMITTEE
March 27, 2023

Chair: Adrienne Thomle

DEI INITIATIVES

1. **Matters relating to diversity, equality, and inclusion - with a view to improving organizational awareness and performance in these areas amongst both staff and the Society membership. (95% complete)**
 - Continue with BOD and leadership training
 - Three staff (1 director level and 2 staff level) 3-hour trainings
 - Director and manager training complete, *Note: Staff Leadership training was overall favorable and should be included every year.*
 - Staff training completed March 2023. *Note: Staff training was successful and should be included in some form every year. Training sessions too long but very useful.*
 - Continued BOD members book club, reviewed all chapters of the book “The Blindspot”
 - DEI video webpage created and 2 videos are available for membership. DEI ambassadors identified for 14 regions (region 4 has not identified an ambassador) have been requested to introduce the videos to the chapters in their region. Feedback on videos are good but too long, need shorter videos. Issues with second video but has since been corrected.



DEI INITIATIVES continued...

2. Develop a DEI strategic plan prioritizing DEI issues and establish annual budgets for the DEI program.

(100% complete)

- BOD DEI SC prioritized training needs, established working relationships with CIBSE, NIBS and INWIC, and set up liaisons to major ASHRAE standing committees. Possible MOU with NSBE (National Society of Black Engineers)
- Signed a contract with Fundamental Advisory for 4 videos (3 in this fiscal year and 1 next fiscal year) for membership training and 3 Zoom training sessions for director/manager training and staff training.



DEI INITIATIVES continued...

3. Recommend to the BOD policies to increase and improve inclusion within ASHRAE and the HVAC&R Industry and help the Society meet its commitments to fairness and equal opportunities.

Recommendations would be expected to apply to:

- Appointments (**100% complete**) Nominating Committee liaison reminded Nominating committee members to be aware of DEI and unconscious bias during nominating process in November.
- Honors and Awards (**25% complete**) Wei Sun - will be looking for ways to incorporate DEI into H&A. Will review DEI concepts and definitions.
- Technical Group Membership (**25% complete**) Tech Council and Membership Council liaisons. Tech Council liaisons are Steve Sill, Ashish Rakheja and Susanna Hanson; Tech Council members advised they need to report to Steve and update committee actions they are taking in regard to DEI.
- Volunteer Engagement Membership promotion liaison (**100% complete**) MP has indicated that they would like to be involved with DEI since they see this as their responsibility.
- Chapter program and initiatives (**100% complete**) Created a DEI video webpage that requires an ASHRAE login to access. Phrase added at top of website to increase copyright protection. Link to webpage: [ASHRAE videos](#).



DEI INITIATIVES continued...

4. Monitor inclusion within the Society and develop appropriate metrics for evaluation. (75% complete)

Membership promotion liaison

- Eileen Jensen assigned as a liaison to MP to MC from DEI SC. Input from DEI sub-committee:
 1. Fear of approaching principals for 5 days paid company time to attend.
 2. Don't want to leave young families at home.
 3. Perceived lack of quality technical seminars
 4. Cost of hotel and airfare minimum of \$2500 USD for 3 days - hosting meetings in major airline hub cities may help.
 5. Scholarships to conferences (Leadership U) assistance

New subcommittee (Research) under the DEI BOD subcommittee to work on the Presidential initiative to determine why young members do not get involved at the society level. We will be working with YEA, Membership Promotion, Marketing and Finance to create ideas and programs to assist our young members.



DEI INITIATIVES continued...

5. **Keep under review the Society's** policy and practices relating to equity and diversity. (100% complete)

Annual review of ROB and BOD MOP DEI SC

- Reference Manual is 100% and approved by DEI committee;
- SRC is updating ROB, MOP and Reference Manual to change "spouse" to "spouse or live-in companion"
- Created draft for 2023-2024 DEI SC budget

6. **Facilitate communications between ASHRAE and other relevant organizations, and to work in collaboration with them, to promote and embed inclusion and diversity in the engineering, construction, and related sectors. (100% complete)**

- Meet with CIBSE twice a year to share best practices; met on March 24, 2023 with CIBSE (second meeting).
- Support board member and alternate for INWIC. Sarah Matson is a board member representing ASHRAE and Sheila Hayter is the alternate.
- Adrienne Thomle participated in NIBS round table for "What does the built environment look like in 2023"



DEI INITIATIVES continued...

7. **Recommend Chapter and Society programs on DEI (webcasts, training and education program, Insight Articles, forums, conferences, and webinars) (100% complete)**
- Create 2 articles a year for DEI in Journal or other publications, on-going; (No action)
 - Forum or seminar submitted for Tampa Bay. Personal Development Track – “Implementing DEI Within Your Organization” with hopes to collaborate with TC 1.7., Business, Management & General Legal Education – waiting to hear back from CEC.
8. **Recommend publication and showcasing the work of inspirational HVAC&R engineers from under-represented groups. (0% complete) No action.**



DEI INITIATIVES continued...

9. Help develop/source society training programs for members on DEI including, but not limited to; **(95% complete)**

- Created 2 PowerPoint presentations, “DEI Foundations”, and “Understanding Implicit Bias & Unconscious Bias”, and added to DEI videos training webpage for presentation at Regional and Chapter meetings **complete**.
- “Micro Aggressions” a third presentation will be added in April 2023.
- Creation of 2 additional PowerPoint presentations, “Cultural fluency and cultural competency” and “Equity versus Equality” to be created by Fundamental Advisory, recorded and available for presentation at Regional and Chapter meetings in **society year 2023-2024**.

10, Develop a manual of procedures, and ROB for the committee. **(100% complete)**

Reference Manual is complete and approved by DEI committee.

