



MINUTES

EXECUTIVE COMMITTEE MEETING

Wednesday, August 12, 2020

Approved by the Executive Committee on October 1, 2020.

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Wednesday, August 12, 2020

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PRINCIPAL APPROVED MOTIONS

Executive Committee Meeting

Wednesday, August 12, 2020

No. - Pg.	Motion
1 - 2	That the minutes from June 22 and 30, 2020 and July 2, 2020 Executive Committee meetings be approved.

ACTION ITEMS

Executive Committee Meeting
Wednesday, August 12, 2020

No. - Pg.	Responsibility	Summary of Action	Status
1 (Carryover from June 22 and 30, 2020)	Littleton	Work on developing an online tool to orchestrate notification to DRCs when officers visit chapters.	ONGOING
2 (Carryover from June 22 and 30, 2020)	Littleton	Work on a better MOU with CAR.	ONGOING
3 (Carryover from June 22 and 30, 2020)		Conduct a review of the Bylaws.	HOLD
4 (Carryover from June 22 and 30, 2020)	Littleton	Reach out to MBI staff to better understand MBI's direction as it relates to off-site building trends.	ONGOING
5 (Carryover from June 22 and 30, 2020)	Littleton	Work on (unsigned) MOU with Australian Institute of Refrigeration, Air Conditioning and Heating (AIRAH).	ONGOING
6 (Carryover from June 22 and 30, 2020)	Boyce	Contact Canada Green Building Council (CaGBC); possibly reinvigorate MOU that was signed in November 2006.	ONGOING
7 (Carryover from June 22 and 30, 2020)	Littleton	Chinese Associate of Refrigeration (CAR) agreement signed in April 2006 needs improvement; work on possible renewal.	ONGOING
8 (Carryover from June 22 and 30, 2020)	Gulledge	NSF International; renew MOU that expired December 2016.	ONGOING
9 (Carryover from June 22 and 30, 2020)	McQuade	Work with Technology Council to determine if/how carbon as a metric strategy should be incorporated into the Society's technical content.	ONGOING
10 (Carryover from June 22 and 30, 2020)	Littleton	Provide suggested edits to the Commercialism Policy to address Chapter's concerns on how the policy is enforced at all levels of the Society.	ONGOING
11 (Carryover from June 22 and 30, 2020)	Littleton	Engage Membership Promotion leadership to communicate the plan to hire Marketing General to assist with membership recruitment. The final Marketing General plan will be shared with ExCom.	HOLD
12 (Carryover from June 22 and 30, 2020)	Littleton	Forward the draft template for chapters to enter into an MOU with national associations to Members Council for consideration of incorporation into the MCO.	ONGOING
13 (Carryover from June 22 and 30, 2020)	Littleton	Organize a background document on the history of the relationship between CIBSE and ASHRAE as well as ASHRAE and REHVA.	ONGOING
14 (Carryover from June 22 and 30, 2020)	Littleton	Send the access link for the NY state sexual harassment online training program to ExCom to review. If the program is approved, staff will develop a plan to distribute the training program to members in leadership roles at all levels of the Society.	ONGOING
15 (Carryover from July 2, 2020)	Littleton	Obtain details and full understanding of the advance cancellation penalties and opportunities for Annual Conferences through 2024.	ONGOING
16 (Carryover from July 2, 2020)	Dean, Brandt, McQuade, Littleton	Develop a plan to capitalize strategically on the popularity of ASHRAE guidance in and around the pandemic, to serve the marketplace. The plan will be presented to ExCom by August.	ONGOING
17 (Carryover from July 2, 2020)	Littleton	Connect Mr. Dean, Mr. Brandt, and Mr. McQuade to staff as needed to develop plan outlined in Action Item 3, and coordinate conference calls as needed.	ONGOING
18 (Carryover from July 2, 2020)	Gulledge, Schwedler	Formulate a plan and list for corporate visits for 2020-21.	ONGOING

19 (Carryover from July 2, 2020)	Littleton	Find legacy information from Tom Werkema regarding corporate visits. Mr. Werkema provided a presentation or guidelines for corporate visits in the past.	ONGOING
20 - 2	Schwedler	Communicate <i>thanks</i> to CEC on behalf of ExCom for all their work on the virtual conference and excellent report	
21 - 3	Littleton and Brandt	Explore the possibility of an MOU with IEA. Work with Mr. Olesen to flush out recommendations and report back to ExCom.	



MINUTES
EXECUTIVE COMMITTEE MEETING

Wednesday, August 12, 2020

MEMBERS PRESENT:

Chuck Gulledge, President
Mick Schwedler, President-Elect
Farooq Mehboob, Treasurer
Don Brandt, Vice President
Bill Dean, Vice President
Tim McGinn, Vice President
Bill McQuade, Vice President
Jeff Littleton, Secretary

GUESTS PRESENT:

Ahmed Alaa Eldin Mohamed
Tim Wentz
Hugh Crowther

STAFF PRESENT:

Candace DeVaughn, Manager - Board Services
Chandrias Jacobs, Coordinator - Board Services
Joyce Abrams, Director - Member Services
Vanita Gupta, Director - Marketing
Kim Mitchell, Chief Development Officer
Mark Owen, Director - Publications & Education
Stephanie Reiniche, Director - Technology
Craig Wright, Director - Finance & Admin. Services
Alice Yates, Director - Government Affairs

CALL TO ORDER

Mr. Gulledge called the meeting to order at 9:00 am.

CODE OF ETHICS

Mr. Gulledge read the code of ethics commitment and encouraged all in attendance to read the code of ethics statement available online.

ROLL CALL

Roll call was conducted. Members and guests in attendance as noted above.

REVIEW OF MEETING AGENDA

Mr. Gulledge reviewed the agenda. *ExCom Logistics* was added to New Business.

APPROVAL OF MEETING MINUTES

Mr. McQuade moved and Mr. Brandt seconded that

1. The minutes from the June 22 and 30, 2020 and July 2, 2020 Executive Committee meetings be approved.

MOTION 1 PASSED (Unanimous Voice Vote, CNV).

REVIEW OF ACTION ITEMS**JUNE 22 AND 30, 2020**

Action items from the June 22 and 30, 2020 meeting were reviewed. Action items 1, 2, 4, 6-8, 13, 17, 18, and 24-26 were reported as ongoing. Action items 3 and 23 were put on hold until later in the Society year. Action items 20 and 21 were removed. All other action items were reported as complete.

AI - 1-14**JULY 2, 2020**

Action items from the July 2, 2020 meeting were reviewed. Action items 1, 3, 4, 6, and 7 were reported as ongoing. All other action items were reported as complete.

AI - 15-19**CEC LESSONS LEARNED FROM VIRTUAL CONFERENCE**

Mr. Schwedler reported that CEC provided an excellent report.

The further in advance that CEC is advised about going virtual, the better. CEC plans to incorporate best practices on an ongoing basis.

A hybrid model is possible for future conferences.

Mr. Brandt congratulated staff and CEC for the tremendous amount of work done in a very short time. The virtual CRCs have been very impressive.

Mr. Schwedler will communicate *thanks* to CEC on behalf of ExCom for all their work on the virtual conference and the excellent report.

AI - 20

IEA-EBC (INTERNATIONAL ENERGY AGENCY - ENERGY IN BUILDINGS IN COMMUNITIES PROGRAMME)
MOU

Mr. Gulledge reported that Mr. Olesen is suggesting an MOU with this international organization.

Mr. Littleton reported that IEA has multiple annexes, including some on heat pumps. Many ASHRAE members who are very active in the organization.

They are a very prominent group.

David Nemtzow, who is the DOE Head of Building Technologies, is Chair of IEA-EBC.

Significant opportunities for collaboration. An MOU would provide a better connection between work that ASHRAE volunteers are doing and IEA. Society could collaborate in running IEA-EBC workshops.

Mr. Littleton suggested that someone take the lead for establishing high level point of communication to explore collaboration opportunities. Would also need to determine if the MOU would be between the IEA-EBC specifically or the IEA parent group.

Mr. McQuade stated that some European organizations promote technologies that are counter to some of our member's businesses, like boilers, heat pumps, and natural refrigerants. It is important to know the types of technologies that this organization promotes.

Mr. Littleton added that anytime Society enters an MOU relationship, must be cautious that we don't get caught up in political doctrine.

Mr. Gulledge asked if the committee if there is an appetite for pursuing the MOU.

There was discussion of the global trend of moving towards electrification and away from fossil fuels.

Collaborating with groups like IEA could raise the profile of the Society and the industry and gives Society the opportunity to be at the table and defend our technologies.

There was consensus that an MOU should be explored. Staff should take the lead and engage Presidential Member Olesen, as he can assist directly from Europe.

Staff and Mr. Brandt will explore the possibility of an MOU with IEA. Will work with Mr. Olesen to flush out recommendations and report back to ExCom.

AI - 21

STREAMLINING AD HOC NEXT STEPS

Mr. Gulledge reported that the BOD expressed an appetite to consider significant reorganization and realignment if done correctly. He asked each member of ExCom to weigh in on how to proceed.

Mr. Brandt stated that what was said in the BOD meeting was that this is a good idea. Great idea to have an implementation ad hoc and the Streamlining Ad Hoc is a good place to start.

Mr. Mehboob stated that he did not get the impression that all of the recommendations were espoused by the BOD; there was consensus that change needs to happen. Next steps should be to refine ideas and thoughts and bring them to the BOD, where the BOD has full appetite to move forward with the recommendations.

Mr. McGinn stated that it would be difficult to get consensus on a full package of recommendations. It is easier to get consensus on smaller changes that would then go to CEC for example. He agreed that there should be additional study on implementation to see what the relationships are between tasks. Some small tasks can be done immediately.

Mr. Dean stated that if we look back at the implementation of the RMCR position, it can be seen how the Regions interpreted the RMCR role very differently at the beginning; it took five years or so before changes became fully implemented. If Society is ready to consider implementation, would like to see a majority of new BOD members on the ad hoc, plus senior leadership, to help herd the process along through the multiple years it will take to implement. Need to take a slow and measured approach.

Mr. McQuade expressed agreement with Mr. Dean. He also added that this could be a good role for past presidents.

Mr. Gullidge stated that this would give presidential members strategic input into this exploration. The idea of exploration ensures that this will not be a top down process; it is critical to bring the bottom up perspective into this discussion. Envisioning an ad hoc that has enough representation to look at this from many different perspectives, and also has a strategic and tactical element taking place.

Mr. Schwedler stated that there is an opportunity to separate what the Streamlining Ad Hoc brought forward into tactical and administrative bins. The strategic part is what the BOD could look like in the future and what council membership will be. A small group should be assembled to look at the strategic parts of the report.

Schwedler agreed with Mr. Dean, that having new BOD members with new perspectives would be helpful; both DRCs and DALs should be included. This group would not necessarily be an implementation group, but rather an exploration group to get deeper into the details.

Mr. Littleton stated that this is a good approach. This exercise is critically important, members have expressed frustration with ASHRAE bureaucracy. What he heard the BOD say is that there is tremendous support for creating a more nimble and responsive organization. Counter to that is removing bureaucracy that causes frustration. This exercise is one of the more important things ExCom and the BOD should be looking at, something that is critical to the ongoing success of the Society.

The Streamlining Ad Hoc found 20 different historical reports and it would be a shame if this is just the 21st report.

Reducing BOD size and representation is a sensitive issue, but just because it's hard doesn't mean that it shouldn't be dealt with head on. This is really hard but important work.

It should be made clear that any changes would be grandfathered in and members who have worked hard to reach service on the BOD would not be impacted.

Mr. McGinn stated that it would be disappointing if a year was lost because the new ad hoc reexamined all of the Streamlining Ad Hoc's recommendations. Hopefully, the charge will be narrow enough to avoid this.

Mr. Schwedler stated that the new ad hoc should be given a two to three month time frame and should be charged with examining implementation only.

Recommendations for ad hoc membership and staff directors were provided.

It was suggested that Mr. Mehboob play a major role in the ad hoc as final recommendations may fall on his presidential year. ExCom should play a fairly major role as well, as it demonstrates to the Society how important this work is.

It was suggested that the junior Vice Presidents serve on the ad hoc for continuity.

There was discussion of how to best involve the Planning Committee in the process as well.

Mr. Gulledge asked members of ExCom to send recommendations on the ad hoc, including roles and specificity in the charge.

IMPLEMENTATION OF SOCIETY 2020-21 THEME

Full presentation included in ATTACHMENT A.

Mr. Mehboob thanked President Gulledge for his confidence in entrusting him with implementation of this year's Society theme.

Other members of the working group are Tim Wentz, Dr. Alaa, and Hugh Crowther. The group was charged with creating a plan to make Society proficient at the items highlighted in the Society theme.

Mr. Wentz stated that President Gulledge has great vision and passion for changing the course of ASHRAE. The theme is an aspirational goal that everyone can attach to. The theme identifies three different methodologies and aligns perfectly with the PEC Ad Hoc report.

The approach is market driven and does not change the scope or work of the councils and committees. Additionally, the BOD and ExCom will be fully involved in the process.

Mr. Crowther reported that people from his company will be engaged to complete a value stream map; this will document processes and waste will be quickly identified.

Mr. Mehboob reported that a final written report will be submitted to ExCom.

There was consensus that this working group should move forward. Staff support should be solicited as needed.

EXECUTIVE SESSION

Executive session was called at 11:19 am.

The open session meeting reconvened at 11:57 am.

ADJOURNMENT

The meeting adjourned at 12:03 pm.



Jeff H. Littleton, Secretary

ATTACHMENTS:

A. Theme Implementation Work Group Presentation

Implementation of Society Theme 20-21

Implementation Task Group report to ExCom
August 12, 2020



CELEBRATING
125
YEARS

Steps to Implement the Society Theme

- Established a work group to produce an implementation plan
 - Farooq Mehboob, chair
 - Dr. Ahmed Alaa Eldin Mohamed
 - Hugh Crowther
 - Tim Wentz
- **19-day time frame to complete**

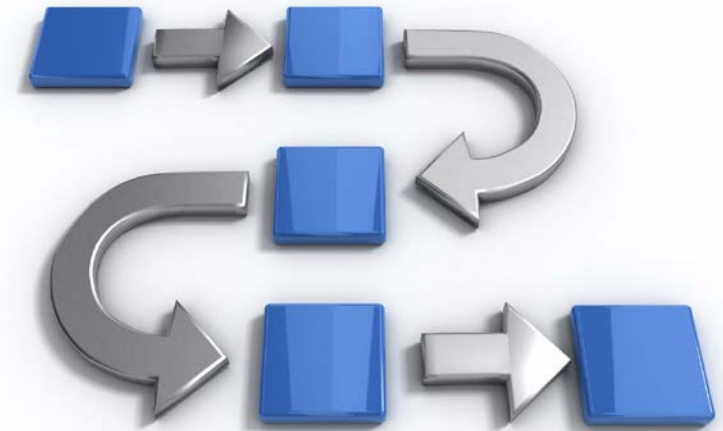


Committee Charge

- Create a plan so ASHRAE can become very proficient at:
 - Design for Manufacturing and Assembly (DfMA)
 - Operating in a digital landscape
 - Lean collaboration
 - Connected to the 'Future of Work'
- Develop a model for workflow and the supporting infrastructure and procedures
- Differentiate into planning and implementation phases

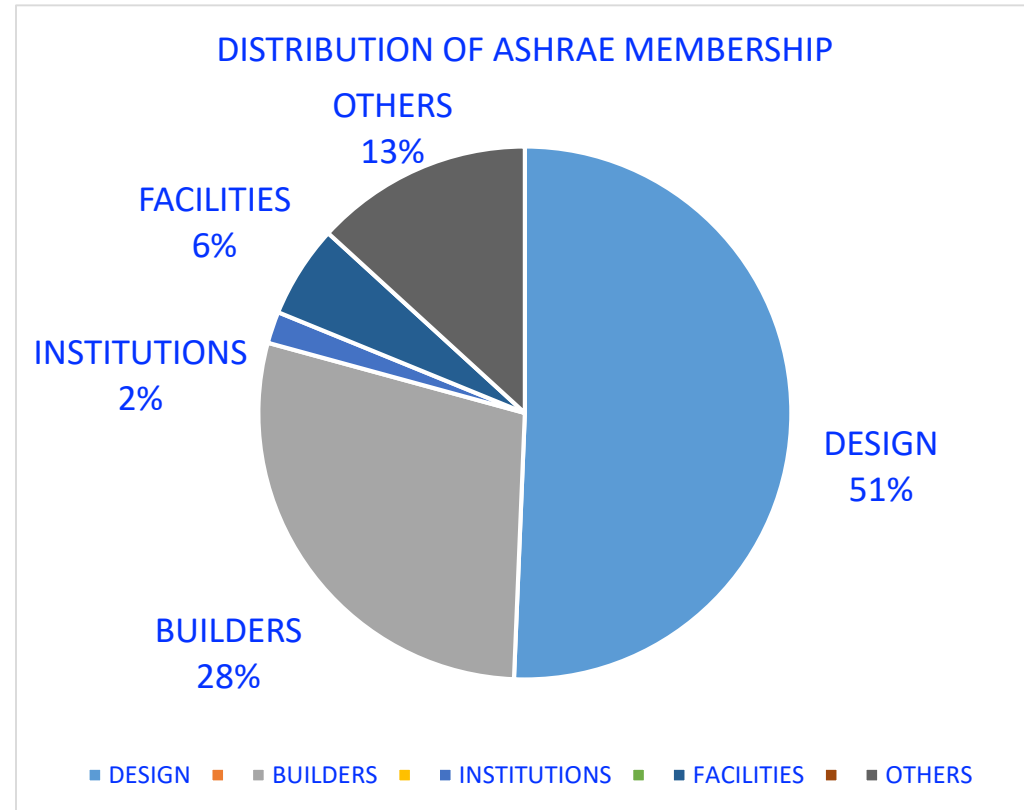
Methodology

- Review:
 - Society 20-21 theme
 - PEC Ad Hoc report
 - Strategic Plan
 - Society 21-22 theme
 - ASHRAE Demographics
- Solicit input on current actions and plans
 - Councils and staff
 - President Gulledge
- Study workflow and collaboration requirements
- Brainstorming required actions
- Distill into specific actions for implementation
- Prepare recommendations



ASHRAE Demographics and Target Group

- Five broad categories, less students
- Single largest demographic are designers
- Ensure the elements of the plan address the largest demographics



Aspirational Goals of Society Theme

- Change the course of ASHRAE
 - Eliminate silos
 - Forge connections
 - Lean and agile collaboration



PEC Ad Hoc Report

- Reviewed current ASHRAE business models
- Identified ways to increase gross margin and diversify its products and services
- Recommended seven action items



A transformational change breaks the existing framework, is unbound by time and cannot be undone

PEC Ad Hoc Report

- **Action Item #3** – Adopt a product/service planning process that is market driven. The process should be developed by a cross-Council team and include Marketing. To leverage ASHRAE strengths, the process should include the appropriate path(s) within ASHRAE to optimize the development and marketing of the product/service identified by the process.



*“Build it and they will come” –
Field of Dreams*

PEC Ad Hoc Report

- **Action Item #4** – Align products and services across ASHRAE boundaries while simultaneously developing suites or portfolios of products to meet market needs. Alignment shall include addressing pricing and costs, along with coordinating regional and Society delivery of products and services.



Applying Society Theme

- Digital Landscape
 - Create a digital business plan
 - Develop tools to equip members in a digital world
 - Educate and empower members about new digital and technology trends
- Lean collaboration
 - Lean collaboration business plan
 - Market-driven approach
 - Financial analysis of performance
 - Remove waste
- Connections (Future of Work)
 - Portfolio development activity
 - Tools and processes for participation and communication





Market/Grassroots

Implementation Process for the Digital Society

Centralized Approach

ASHRAE Digital Transformation Group

PEC Ad Hoc - Action Item #3

Digital business plan
 Market-driven product/service process
 Industry Advisory Board on Digital D/C
 Rapid survey capability
 Integrated Design plan on ASHRAE's role
 Developing design tools & Services
 Includes data analytics

Lean collaboration business plan
 Collaboration between diverse groups
 Tools and processes for virtual communication

Technology Council

Connecting to value
 Capitalize on opportunities
 Energize & Mobilize
 Educate, Expose & Train

Pub/Ed Council

Connecting to value
 Capitalize on opportunities
 Energize & Mobilize
 Educate, Expose & Train

Members Council

Connecting to value
 Capitalize on opportunities
 Energize & Mobilize
 Educate, Expose & Train

Committees Outside Councils

Connecting to value
 Capitalize on opportunities
 Energize & Mobilize
 Educate, Expose & Train

Portfolio Development Activity

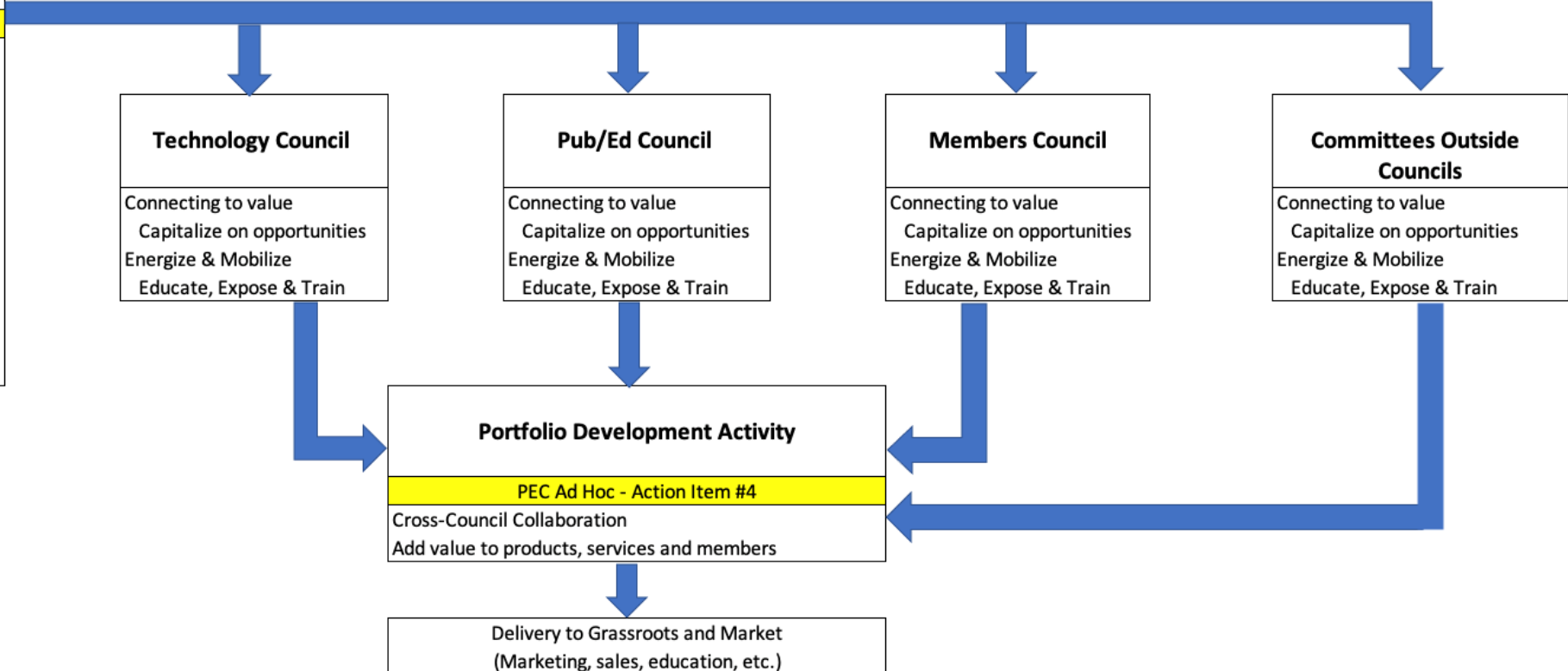
PEC Ad Hoc - Action Item #4

Cross-Council Collaboration
 Add value to products, services and members

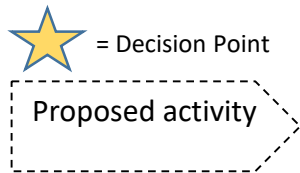
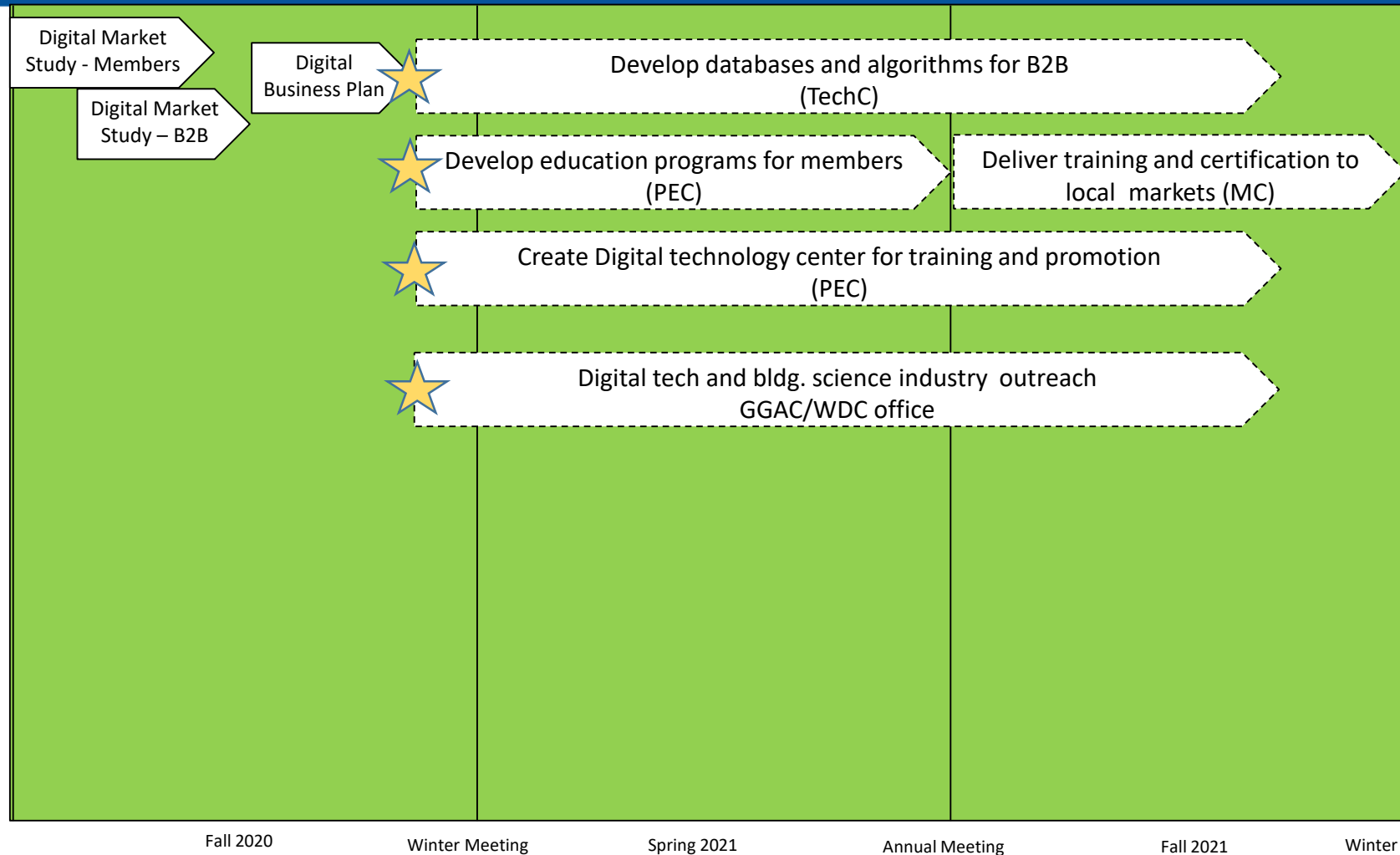
Delivery to Grassroots and Market
 (Marketing, sales, education, etc.)



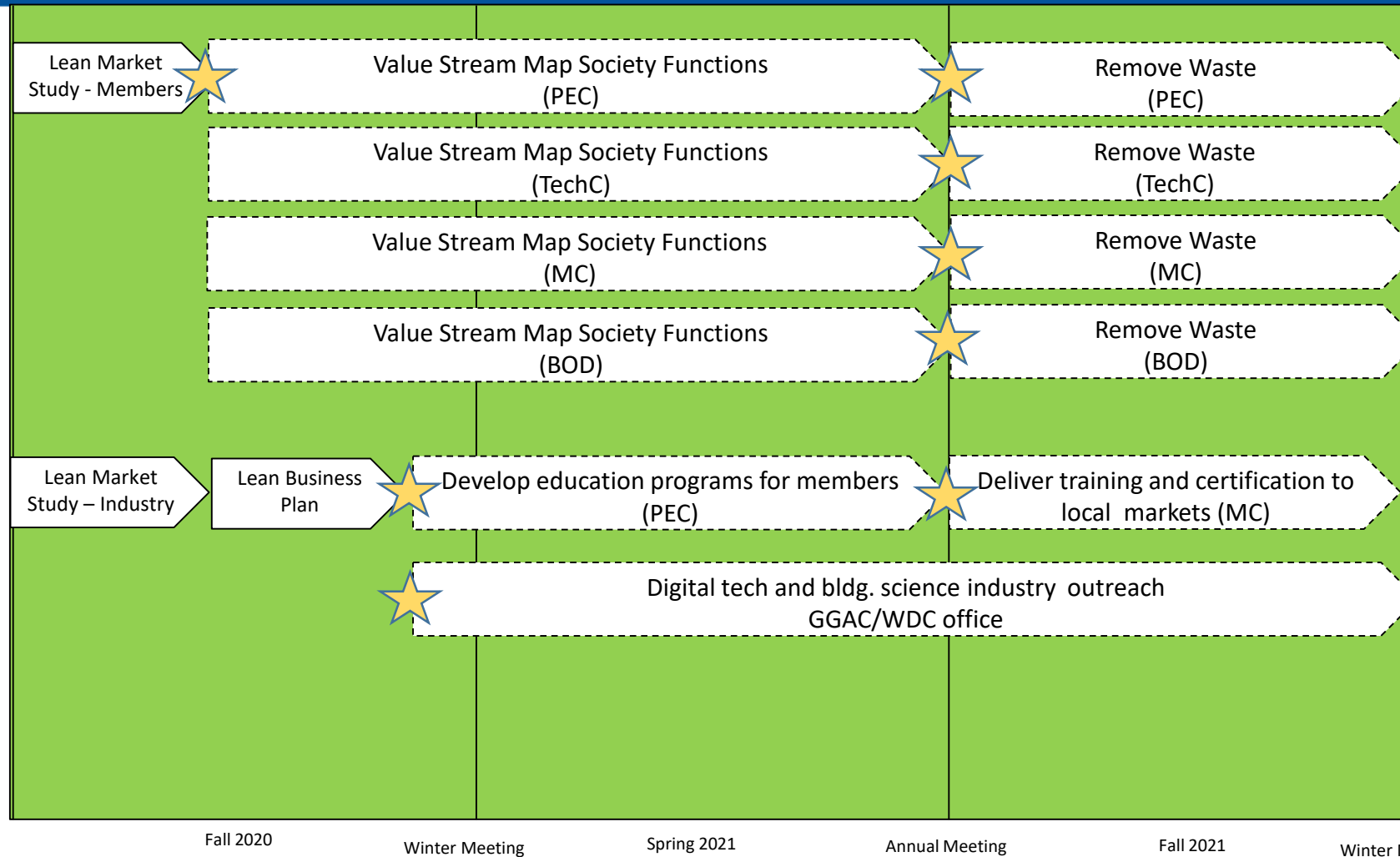
Market/Grassroots



Transformational Changes – Digital Landscape

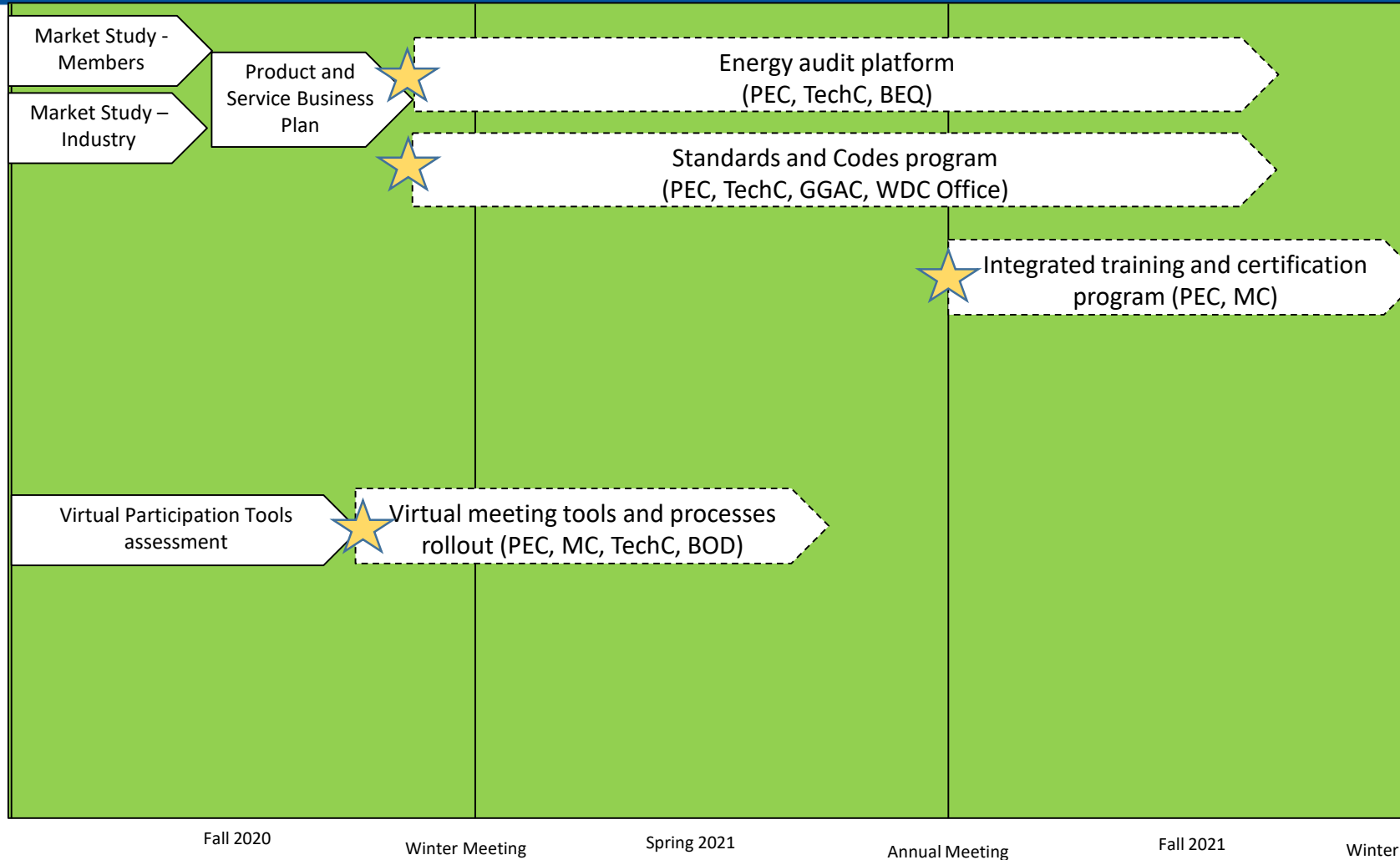



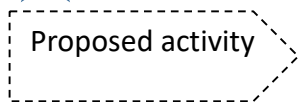
Transformational Changes – Lean Collaboration



★ = Decision Point
 Proposed activity

Transformational Changes – Connections



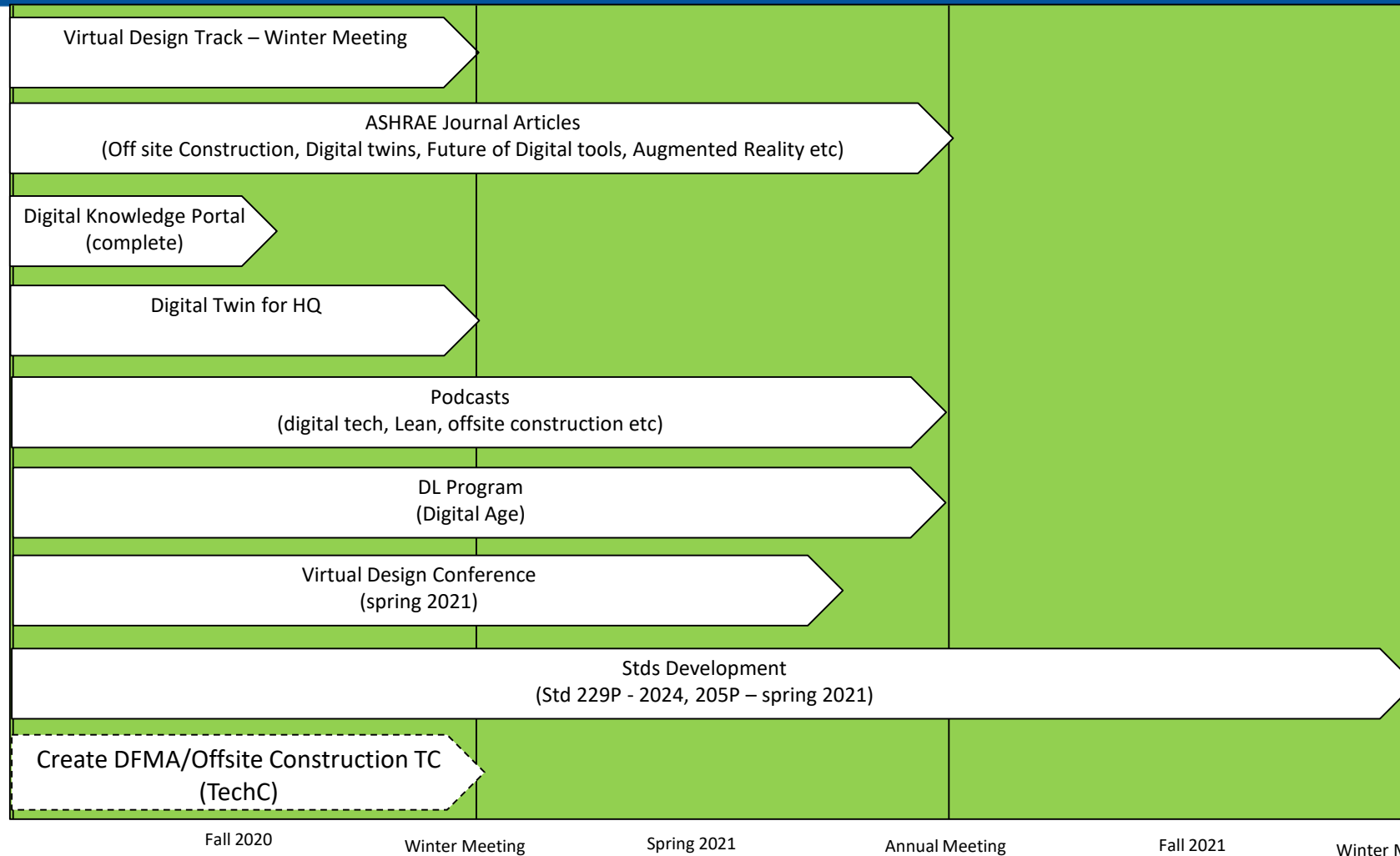
 = Decision Point
 Proposed activity

Current Initiatives for the 20-21 Theme

- During President Gulledge's PEAC, several actions were started
- These actions are important to support the Society's theme but are not transformational



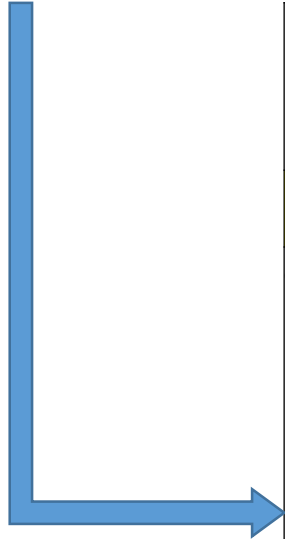
Transformational Changes – PEAC Actions



★ = Decision Point
 - - - - - Proposed activity



Market/Grassroots



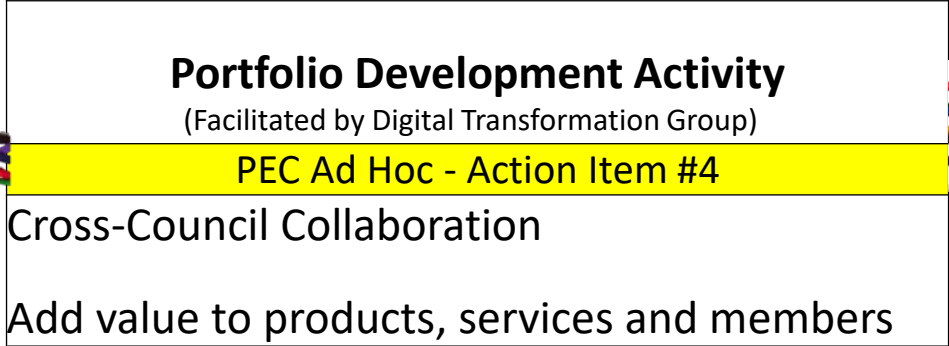
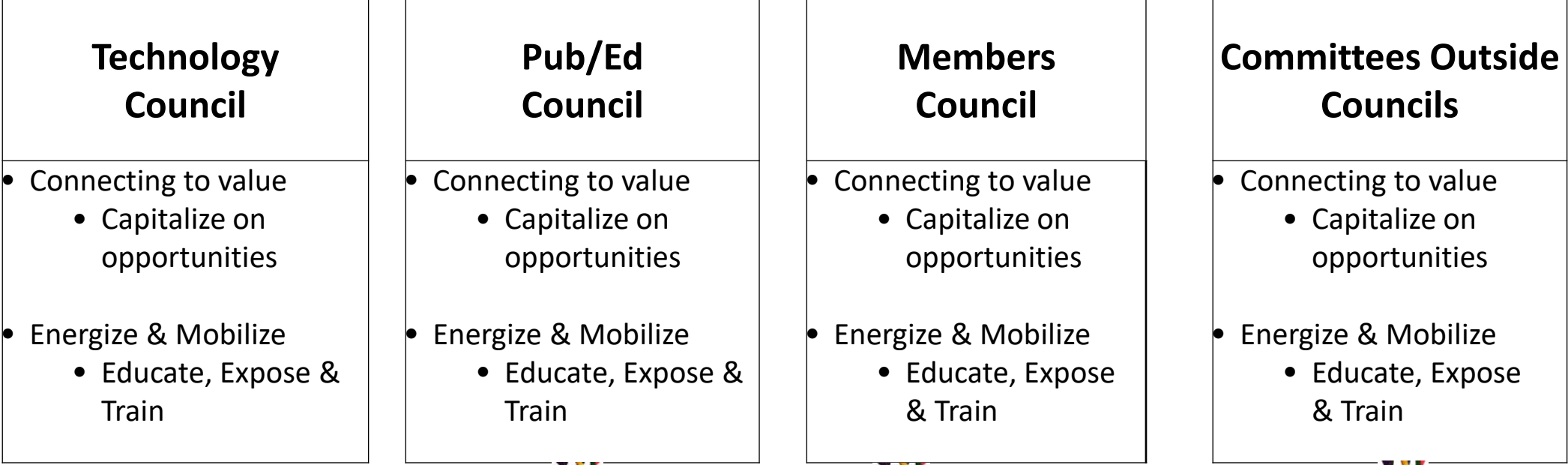
ASHRAE Digital Transformation Group

PEC Ad Hoc - Action Item #3

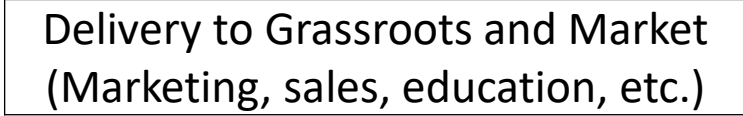
- Digital business plan
 - Market-driven product/service process
 - Industry Advisory Board on Digital D/C
 - Rapid survey capability
 - Integrated Design plan on ASHRAE's role
 - Developing design tools & Services
 - Includes data analytics
- Lean collaboration business plan
 - Collaboration between diverse groups
 - Tools and processes for virtual communication

LEAN Collaboration





LEAN Collaboration



Market/Grassroots

Recommendations

- Direct the creation of a new TC for DfMA/Offsite Construction
- Create the Digital Transformation Group for applying the Society theme
- Address the need for society streamlining by assigning to an appropriate entity



Questions?

Thank You!



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125
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