



**MINUTES**  
**EXECUTIVE COMMITTEE MEETING**

**Monday, April 12, 2021**

**Approved by the Executive Committee June 21, 2021.**

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Monday, April 12, 2021

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**PRINCIPAL APPROVED MOTIONS**

Executive Committee Meeting

Monday, April 12, 2021

| <b>No. - Pg.</b> | <b>Motion</b>   |
|------------------|---|
| 1 – 2            | Motion 2 from the June 22 and 30, 2020 Executive Committee meeting (motion shown below) be reconsidered.<br><i>That the MOU renewal with REHVA in ATTACHMENT A (with edited REHVA mission statement) be approved.</i> |
| 2 – 3            | The Executive Committee recommend to the Board of Directors that the Memorandum of Understanding (MOU) with REHVA (as shown in ATTACHMENT B) be approved.   |

**ACTION ITEMS**

Executive Committee Meeting

Monday, April 12, 2021

| <b>No. - Pg.</b> | <b>Responsibility</b> | <b>Summary of Action</b>                          | <b>Status</b> |
|------------------|-----------------------|---|---------------|
| 1 - 5            | Littleton             | Work with Mr. Phoenix to pursue an MOU with NIBS. |               |



**MINUTES**  
**EXECUTIVE COMMITTEE MEETING**  
Monday, April 12, 2021

**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:**

Ginger Scoggins  
Sarah Maston  
Dunstan Macauley  
Andres Sepulveda

**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  
Alice Yates, Director - Government Affairs  
Annmarie Wilhoit, Accounting Manager

**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 full Code of Ethics and Core Values, available online.

**ROLL CALL/INTRODUCTIONS**

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

**REVIEW OF MEETING AGENDA**

Mr. Gulledge reviewed the agenda. *NIBS MOU* was added to 'New Business.'

**REHVA MOU**

Mr. Gulledge thanked Mr. Sepulveda for moving this initiative forward. Mr. Gulledge reported that he met with REHVA leadership recently and there was a lot of positive cooperation. He reported that the previous ExCom took action to approve a renewed MOU but this group has some modifications to incorporate.

Mr. Littleton reported that the previous ExCom approved the renewed MOU contingent on some modifications to the REHVA mission statement. He noted that comments on the REHVA mission statement have come up again.

Mr. Littleton stated that a motion to reconsider would be appropriate and would require a two-thirds majority vote.

Mr. Gulledge stated that he would entertain a motion to reconsider.

Mr. Schwedler moved and Mr. Brandt seconded that

1. Motion 2 from the June 22 and 30, 2020 Executive Committee meeting (motion shown below) be reconsidered.

*That the MOU renewal with REHVA in ATTACHMENT A (with edited REHVA mission statement) be approved.*

**MOTION 1 PASSED (7:0:0, CV).**

Mr. Schwedler stated that rather than accept the wording presented by REHVA as the "single voice of Europe," the previous ExCom was more comfortable with using the mission statement from REHVA's website.

Mr. Gulledge stated that in the recent meeting with REHVA, they were amicable to creating an opportunity for sections in the REHVA framework. The working group would figure out the details. Mr. Sepulveda was asked to provide additional comments.

Mr. Sepulveda stated that the reference on establishing the relationship between REHVA and ASHRAE is the intent of the MOU and is reflected in points three and four. These sections reference Region XIV, chapters, groups, and student branches.

Mr. Littleton was asked to provide background on a previous draft of the MOU. He stated that the relationship with REHVA has historically been a challenging one. REHVA represents 25-30 national associations throughout Europe which accounts for approximately 100,000 members. Therefore, having a good relationship with REHVA is important. He stated that REHVA has expressed some frustration at Society's desire to create chapters in Europe; REHVA felt doing so posed competition to the national associations that are members of REHVA.

He stated that a previous MOU was approved by the ASHRAE BOD and was presented to the REHVA general assembly where it was voted down. There was some confusion and mixed messaging as to why it was voted down; heard some feedback that the national associations wanted to work directly with ASHRAE. During the 2019-20 Society year ExCom took their time to review and discuss the MOU renewal. This Society year, Mr. Sepulveda took the lead in rekindling the relationship with REHVA and getting the MOU back on track.

Mr. Littleton reported that there is a strategic partnership agreement (SPA) between ASHRAE, REHVA, and CIBSE. That agreement remains intact and has not expired.

Mr. Sepulveda stated that, as an engineer working in Europe, ASHRAE is needed; the resources that Society has developed are fundamental. He stated that Society can complement REHVA – there are areas where Society is ahead of REHVA and REHVA can help Society facilitate agreements and discussions at the local level with national associations in Europe. He stated that the relationship is a win-win.

Mr. Gulledge reported that if accepted and approved a working group has already been designated as the stewards of this relationship. The working group includes Mr. Sepulveda, Mr. Wentz, and Mr. Olesen.

Mr. Brandt moved and Mr. Dean seconded that

2. The Executive Committee recommend to the Board of Directors that the Memorandum of Understanding (MOU) with REHVA (as shown in ATTACHMENT B) be approved.

Mr. Littleton reviewed comments submitted by Mr. Mehboob.

Paragraph three and overlapping service was discussed.

Mr. McQuade recommended that caution be exercised with how service on both organizations overlaps.

Mr. McGinn stated that members do not have an oath of allegiance to Society. He stated that the richness of ASHRAE depends on diversity and what members bring to the table, and diversity includes participation in other organizations. He stated that there are stopgaps in place, particularly with the Nominating Committee, which takes participation with other organizations into due consideration. He stated that members may be able to exert influence, but not dominance.

Mr. Mehboob stated that he was comfortable moving forward with the wording as presented.

Mr. Gulledge asked if any other members had comments or wished to express concerns. Hearing none he called for a vote.

**MOTION 2 PASSED** (Unanimous Voice Vote, CV)

**STREAMLINING AD HOC BOD DISCUSSION**

Mr. Mehboob reviewed the recommendations of the ad hoc. The full report is included in ATTACHMENT C.

Mr. Mehboob reported that the ad hoc plans to send final recommendations to the BOD tomorrow so that they have a full week prior to the April 20<sup>th</sup> BOD meeting to review. He reported that there are three motions at the end of the report. The report includes the overall plan of the ad hoc and represents initial concepts not meant to be implemented without further discussion.

The following questions were asked by Mr. McGinn and answered by Mr. Mehboob:

Does a BOD member chair the councils?

Yes.

Do the Society Directors also serve as Regional Directors?

*There is no proposed process at this time for electing Society Directors. Directors would only serve on the BOD. The consensus of the ad hoc was that the process of selection needs to be selected. He stated that the grassroots members are not very enthusiastic about the Nominating Committee process. The ad hoc wants to provide guidelines and allow the chapters to come up with candidates.*

What is happening with the VPs?

*The VPs are not going anywhere. The VPs will continue to serve on the councils as will the Treasurer and President-Elect. The difference is that the VPs are going to be involved with operational matters so there is no requirement for them to serve on the Society BOD.*

Mr. Mehboob addressed the maximum limit to BOD size in the certificate of consolidation. He stated that he would refer this comment to Mr. Wentz. He stated that ExCom may need to be sunset. Currently, the BOD has outsourced what they are supposed to do, be strategic for ASHRAE, to the Planning Committee. He reported that the allowable BOD size range would be adjusted from between 15-48 Directors to 9-48 Directors.

Mr. Mehboob reported that the senior officers would serve on the 'Members BOD'; VPs will be free to run councils and will receive proper training to move forward into senior leadership, bringing institutional knowledge of the operational workings of the Society.

Ms. Maston stated that with a smaller BOD, the operation of the councils should be more autonomous. She stated that the BOD ExO or CO might still be a good idea for a strategic connection.

Ms. Mitchell stated that the councils would take over operational decision making for their respective work and areas of responsibility.

Mr. Macauley expressed concern over the proposed changes to VPs serving on the BOD meeting the requirements for non-profits for New York. He asked if additional silos were being created if the VPs

were to be removed from the strategic process. Mr. Macauley stated that as part of the process he would like to see SRC involved to help, as they are the stewards of the ROB.

Mr. Littleton stated he did not fully understand how the other councils would be represented on the BOD. He recommended that this be covered fully during the presentation to the BOD.

Mr. Schwedler recommended that someone with the background of requirements for non-profits under New York law ensure that whatever motions come before the BOD meet the requirements of the law.

Mr. Gulledge thanked the members of ExCom for their valuable feedback. He stated that he would like to see this feedback incorporated into the work of the ad hoc. Mr. Gulledge thanked Mr. Mehboob for providing an update and expressed appreciation for the ad hoc's responses to the requests of the members.

### **NEW BUSINESS**

#### **NIBS MOU**

Mr. Littleton reported that he reached out to Mr. Phoenix, Mr. Curlin, and Mr. Knight, all of whom are very active with NIBS, and all three came back and said that an MOU was a good idea. These members advised that NIBS does not have a lot of MOUs and the organization is in the process of reinventing themselves.

He reported that if it is the will of ExCom, Mr. Phoenix agreed to take the lead in this effort. Mr. Gulledge expressed agreement and asked Mr. Littleton to provide support, as necessary.

Mr. Littleton will work with Mr. Phoenix to pursue and MOU with NIBS.

**AI - 1**

### **EXECUTIVE SESSION**

Executive session was called at 10:19 am.

Open session reconvened at 11:01 am.

### **ADJOURNMENT**

The meeting adjourned at 11:02 am.



Jeff H. Littleton, Secretary

### **ATTACHMENTS:**

- A. Draft REHVA MOU (June 2020)
- B. DRAFT REHVA MOU (2021)
- C. Society Transformation Ad Hoc Report

# Proposed MOU

## MEMORANDUM OF UNDERSTANDING

ExCom Open Session Minutes 2021 April 12

**ASHRAE**

AND

**REHVA (FEDERATION OF EUROPEAN HEATING, VENTILATION AND AIR CONDITIONING ASSOCIATIONS)**

\*\*\*\*\*

REHVA is a Pan-European federation currently representing 27 member associations (with about 120 000 individual members) headquartered at 40 Rue Washington 1050, Brussels, Belgium. REHVA is dedicated to the improvement of health, comfort, safety and energy efficiency in all buildings and communities with the mission to advance HVAC technologies to adapt to climate change and high-quality engineering practice, to promote European standards, and act as the single voice of European HVAC designers and building services engineers by facilitating knowledge exchange, supporting the development of related EU policies and their national level implementation..

ASHRAE is an international individual membership organization (with about 57 000 individual members) headquartered at 1791 Tullie Circle Northeast, Atlanta, Georgia 30329, USA dedicated to serve humanity by advancing the arts and sciences of heating, ventilation, air-conditioning, refrigeration and their allied fields. ASHRAE engages input from its members worldwide and others to support research and develop standards for international application.

REHVA and ASHRAE have a long relationship of cooperation for over 50 years. ASHRAE has always had members in Europe and some of them, were and are highly integrated in the REHVA governance. Similarly, REHVA has had some individual members of their national associations highly integrated in ASHRAE governance.

The basis of this Memorandum of Understanding is the belief that by working together, both organizations can amplify their abilities to serve their members and the general public while simultaneously eliminating duplication and conflicts. Collaboration between ASHRAE and REHVA will also allow both organizations to address major issues facing our industry worldwide, including adapting to a rapidly evolving climate condition and technology in the framework of mutual information exchange. The natural outcome of elevating and magnifying membership value will be an increase in the communication, cooperation and collaboration between ASHRAE and REHVA.

## **Establishing the Relationship between REHVA and ASHRAE**

Both entities enter into this MoU with the objective to start a new era of potential cooperation, by agreeing to build their cooperation scheme with mutual benefit.

In implementing this MoU, REHVA and ASHRAE will investigate collaborative activities related to ASHRAE and REHVA.

The intent of this MoU is to explore and enhance communication, cooperation and, where applicable, coordination between ASHRAE and REHVA, which recognizes the following levels:

- Global: between ASHRAE and REHVA at the Society and Board level respectively
- European regional: between ASHRAE Region XIV and REHVA
- Country: between the national association and the local ASHRAE chapter, group, section.
- Individual members: when they are member of REHVA national associations and ASHRAE

As a starting point, ASHRAE and REHVA seek to cooperate in the areas contained within the Annex 1.

ASHRAE and REHVA agree to work together in harmony at all levels.

To create a harmonious relationship and improve communication, the following regular meetings are envisioned:

- A meeting between REHVA and ASHRAE will be held yearly in conjunction with the ASHRAE Winter Conference.
- A meeting between REHVA and ASHRAE will be held yearly in conjunction with the REHVA General Assembly.
- Additional meetings may occur, either face-to-face or electronically, as conditions warrant.

The purpose of these meetings will be to:

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

**Development of international bodies**

Each organization remains free to participate in any other international initiative with the same goal and will inform each other of its intention.

REHVA and ASHRAE agree to join efforts, in conjunction with other organizations, to help develop the Indoor Environmental Quality - Global Alliance (IEQ - GA).

**Duration**

This MoU will enter in force at the signature date executed and will cancel and replace the previous MoU. This MoU will terminate the 30th of June 2022, unless either ASHRAE or REHVA desires to negotiate a new MoU.

**FOR ASHRAE**

Darryl Boyce  
ASHRAE President, 2019-2020

**FOR REHVA**

Frank Hovorka  
REHVA President 2019-2022

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**ANNEX 1**

An annual work plan will be developed under the principles of this MoU to define future joint initiatives of the following items:

- Events, publications and dissemination tools;
- Education and International Student Competition;
- Standards and policies;
- Research and Technical cooperation.

2009 MoU



MEMORANDUM OF UNDERSTANDING



AMERICAN SOCIETY OF HEATING, REFRIGERATING AND AIR-CONDITIONING ENGINEERS (ASHRAE)

AND

FEDERATION OF EUROPEAN HEATING AND AIR-CONDITIONING ASSOCIATION (REHVA)

The purpose of this Memorandum of Understanding (MoU) is to strengthen the relationship between Federation of European Heating and Air Conditioning Associations (REHVA) and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) and to promote substantial and tangible actions to increase the co-operation between the two associations.

REHVA represents with its current 30 member countries more than 100,000 experts in the area of heating, air-conditioning, ventilation and refrigeration. REHVA is officially registered in the Netherlands under Dutch law with its secretariat currently locating in Brussels, Belgium.

ASHRAE is an international organization of some 50,000 members dedicated to advancing heating, ventilation, air conditioning and refrigeration to serve humanity and to promote a sustainable world.

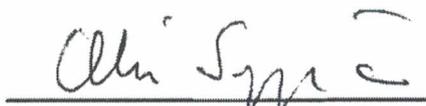
REHVA and ASHRAE enter into this MoU with the following objectives:

- Encourage participation at official meetings through formal participation by the other organization as often as is possible.
- Promote communication and information exchange between the organizations and their respective members through announcements in journals, web sites, and other communication vehicles.
- Promote the co-operation between ASHRAE technical committees and REHVA committees and Task Forces.
- Promote the knowledge of standard development activities in the USA and in Europe.
- Sponsor and jointly organize training and educational seminars and other educational activities when appropriate.
- Promote educational activities of the other organization whenever possible.
- Increase contacts and influence on governmental bodies and other decision makers where appropriate for both organisations including issuing joint or collective statements that articulate engineering perspectives on technical and scientific matters being addressed by governmental bodies at an international level.
- Strive to harmonize international standards.
- Cooperate on research activities of mutual interest to both organizations.
- Develop business relations between the two partners, including but not limited to consideration of the following:
  - Purchase for resale of each organization's publications by the other at a discounted rate to be negotiated by each organization's secretariat staff;
  - ASHRAE endorsement of REHVA CLIMA World Congresses for the purpose of encouraging North American and other ASHRAE member attendance thereby providing an opportunity for members of REHVA associations and of ASHRAE to interact on professional and technical matters;
  - Cooperation in sale and placement of advertisements in ASHRAE and REHVA publications, web sites and other communication vehicles as appropriate and as mutually beneficial to both organizations;
  - Opportunity to place advertisements by each organization in the other's journal, website, and other communication vehicles at special prices;
  - Cooperation in the development of and participation in conferences and exhibitions globally which may be mutually beneficial and which strengthen the bonds of international cooperation between the organizations and their respective members.
  - Offering of administrative and other secretariat support services which are mutually beneficial to the organizations.

To achieve these objectives REHVA and ASHRAE will form a joint committee. Further, both associations will each form a specific task group to carry out the work with approval by their official bodies. Both organizations enter into dialogue with a constructive attitude knowing that a positive outcome will strengthen both parties, ultimately resulting in technological advancement for the benefit of humanity.

Executed this                      day of

  
\_\_\_\_\_  
President, ASHRAE

  
\_\_\_\_\_  
President, REHVA



## **Strategic Partnership Agreement**

### **ASHRAE, CIBSE and REHVA**

Founded in 1894, ASHRAE, Atlanta, Georgia advances the arts and sciences of heating ventilating, air-conditioning and refrigeration to serve humanity and promote a sustainable world.

Founded in 1897, CIBSE is the professional body that supports the science, art and practice of building services engineering, by providing members and the public with first class information and education services and promoting the spirit of fellowship that guides their work.

Founded in 1963, REHVA, the Federation of European Heating, Ventilation and Air Conditioning Associations, develops and disseminates cost effective and, energy efficient building mechanical systems and services technologies that result in healthy buildings to serve its members and the field of building engineering.

All three organizations play important roles in creating a more sustainable world by providing the technical expertise, educational products and research needed to produce a comfortable, healthy and energy efficient built environment. The basis of this agreement is the belief that by working together all three organizations can amplify their ability to provide these services to its members and the general public while simultaneously eliminating duplication and conflicts. Strong collaboration between ASHRAE, CIBSE and REHVA will also allow each organization to address the major issues facing our industry worldwide, including adapting to a rapidly evolving technology, harmonization of standards and codes, mitigating the impact of climate change and many other common issues. By sharing experiences and applying divergent resources, the three organizations can successfully address common issues to benefit the industry as a whole.

This Strategic Partnership Agreement provides a framework for those benefits to be realized: it creates a roadmap to advance and promote the mutual interests of ASHRAE, CIBSE and REHVA with a practical commitment to work together on the following activities and goals that serve our collective membership and the public to promote a more energy conscious, healthy, comfortable, productivity-enhancing and sustainable world. Nothing in this agreement will preclude ASHRAE, CIBSE or REHVA from conducting business individually, nor does this agreement contain any conditions, requirements or criteria that would limit competition, set pricing or otherwise restrain free trade.

#### **CONSISTENT LEADERSHIP COMMUNICATION**

Recognizing the importance of communication in organizational collaboration, all three organizations commit to hold a strategy meeting of senior leadership at least annually (preferably in person, or via electronic meetings) of designated ASHRAE/CIBSE/REHVA senior representatives to:

- Increase networking internationally

- Ensure ongoing advancement of collaborative projects.
- Discuss new opportunities for collaboration.
- Monitor progress on collaborative projects underway
- Keep each respective organization informed of major initiatives.
- Develop strategies for positioning all three organizations as leaders in addressing mutual challenges.

These strategy meetings should be scheduled to ensure that enough time is allocated to properly conduct strategic discussions. It is recommended that strategy meetings are held separately from the program of general society meetings ASHRAE/CIBSE/REHVA shall take responsibility for initiating the first annual strategy meeting to include senior leadership from each organization. Action items with assigned responsibilities shall be recorded at each meeting.

To further communication and increase international networking, REHVA will be invited to join the ASHRAE Associate Society Alliance (AASA). Membership in AASA will further REHVA's mission of serving as a bridge between organizations to generate opportunities and stimulate networking. This Strategic Partnership Agreement applies only to REHVA and not its national association members. Nothing contained in this agreement shall preclude any of REHVA's national associations from entering into a separate agreement containing terms and conditions to account for the specific needs of that national association.

## **COLLABORATION**

ASHRAE, CIBSE and REHVA each deploy a different model to serve their members and the general public. Both ASHRAE and CIBSE, as charitable enterprises, serve individual members along with the general public. REHVA's members are national associations in Europe and the surrounding geographic area. Collaboration between the three organizations can take advantage of the strengths of each model to better serve each organization's diverse membership.

It is the intent of this agreement to produce a long-term relationship that is mutually beneficial to each organization's membership such that each organization will grow stronger. In order to achieve this intent, the three organizations agree to form a task force to explore in Europe the development of a relationship that supports regions, chapters, clubs, national associations and also individual members that are not members of a region, chapter, club or national association. The task force would be kept informed and would also be charged with creating initiatives for such groups and with writing a Reference Document that establishes the relationship between all three organizations. This initiative shall not preclude the formation of new chapters, regions, clubs or some other new, hybrid forms of a chapter, region or club by any organization. The task force will specifically include in the Reference Document how the following will be accomplished:

- Administrative and technical support, as well as volunteer support, for each organization.
- Collaboration efforts listed below between respective members within a country where a REHVA national association exists.
- Collaboration efforts listed below between countries where REHVA national associations exist.

It is the intent of this agreement that once the above referenced Reference Document is approved by all three organizations, new, customized Reference Documents will be written for each REHVA national association that believes that they need a customized version. This ensures that a Reference Document will apply to everyone equitably.

## SCOPE OF COLLABORATION

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, CIBSE and REHVA agree to:

- Cross-market educational offerings at the 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, CIBSE and REHVA.
- Investigate and implement ways that certification programs can be jointly developed or administered.
- Explore the development of online courses that can be used to disseminate information worldwide.
- Form a joint task force to build a business plan for a CIBSE/ASHRAE/REHVA educational programme for Europe with the possibility of creating business plans for other geographic areas as well.
- Investigate the development of a European speaker's bureau comprised of distinguished lecturers from each organization. The purpose of the speaker's bureau is to increase communication between the three organizations, create an environment of technology cross-pollination, provide opportunities for each organization's members to learn from the other organization's experts, and provide an avenue to identify future collaboration opportunities.
- Investigate building technologies to support the de-carbonization of society.

CONFERENCES AND MEETINGS - Recognizing that specialty conferences are an excellent method of serving members in specific geographic areas, industry sectors or climate zones, each organization will alert the other organization of specialty conferences under consideration or development. Unless prohibited by other contractual agreements, each organization shall help publicize the other organization's meetings and promote attendance, focusing on targeted audiences with potential interest in the particular conferences. Where appropriate, ASHRAE, CIBSE and REHVA may collaborate on a special conference that addresses common industry issues. Of particular interest are collaboration opportunities in emerging topics such as resiliency, legionella and sustainable cities. ASHRAE, CIBSE and REHVA agree to jointly develop a master calendar showing all of the pertinent activities, meeting and conferences of each organization.

ADVOCACY - Where mutually beneficial and to the extent allowed by laws and corporate policies, ASHRAE, CIBSE and REHVA agree to work together on common public affairs goals and ideologies. During the annual strategic leadership meeting, 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 legislation.
- Education of regulators on issues important to the members of each organization.

STANDARDS HARMONIZATION – It is well known that the current environment of fragmented technical standards, both within countries and internationally, does not serve our members or the general public well. Fragmentation is a significant obstacle in creating a more sustainable world, which is a part of each organization's mission. At the same time, local conditions, culture and languages must be accommodated in standards if they are to be successfully applied and implemented. Providing harmonization or alignment between the major standards used by the three organizations, without attempting to supplant any standard, would be a major step forward for our industry. To that end, ASHRAE, CIBSE and REHVA agree to form a task force to develop strategies to support standards harmonization..

**TECHNICAL DISSEMINATION** – Dissemination of technical information is a key element of each organization’s purpose. Accordingly, ASHRAE, CIBSE and REHVA agree to foster technical dissemination and cooperation in areas of common interest by:

- Exploring opportunities to jointly produce publications of mutual benefit. Of particular interest are publications on emerging topics such as resiliency, legionella and sustainable cities.
- Cross-marketing each organization’s publications where appropriate and with industry standard distributor discounts.
- Using periodicals, websites and social media to promote the other organization’s events, publications and other activities.
- Exploring mutually beneficial ways to translate ASHRAE, CIBSE and REHVA publications for distribution around the globe.
- 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.
- Providing at least one complimentary subscription of the primary membership periodical to be received at the headquarters location of the other organization.

**RESEARCH** - Recognizing the importance research plays in accelerating the transformation to a more sustainable built environment, ASHRAE, CIBSE and REHVA agree to:

- Promote research in areas where research results will advance the arts and sciences of building engineering.
- Disseminate research results quickly, focusing on high-impact findings.
- Identify opportunities for research funding from other sources and mutual support to draw from these resources.

## **ADMINISTRATIVE CONTACTS**

The administrative contacts for actions tied to this Strategic Partnership Agreement shall be:

### **For ASHRAE:**

Jeff Littleton  
Executive Vice President  
ASHRAE  
1791 Tullie Circle NE  
Atlanta, GA 30320  
Tel: 404-636-8400  
Email: [jlittleton@ashrae.org](mailto:jlittleton@ashrae.org)

### **For CIBSE:**

Stephen Matthews  
Chief Executive/Secretary  
CIBSE  
22 Balham High Road  
London SW12 9BA  
Tel: +44 (0)20 8675 5211  
Email: [smatthews@cibse.org](mailto:smatthews@cibse.org)

### **For REHVA**

Anita Derjanecz  
Managing Director  
REHVA  
Rue Washington, 40  
1050 Brussels, Belgium  
Tel: +32 2-514 11 71  
Email: [ad@rehva.eu](mailto:ad@rehva.eu)

## **TERMINATION**

Any party to the agreement may terminate this agreement, with or without stated cause, upon providing the other parties with sixty (60) days written notice of intent to terminate.

## **TERM**

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

## **LEGAL STANDING**

This agreement reflects a commitment by ASHRAE, CIBSE and REHVA to continue and enhance their working relationship and individual efforts toward achieving mutual objectives described above. It does not create a binding obligation or legal agreement between the three organizations, and none of the three organizations has an obligation to negotiate toward or enter into a binding written agreement. In addition, this agreement does not create a partnership, joint venture, fiduciary relationship or similar relationship between ASHRAE, CIBSE and REHVA. Furthermore, it is understood that this agreement is conceived as a dynamic document, meant to change as circumstances and priorities warrant. It may be modified or amended by written agreement between all three organizations.

**FOR ASHRAE**

Jeff Littleton, Executive Vice President

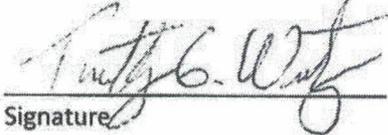


Signature

June 16<sup>th</sup>, 2017

Date

Timothy G. Wentz, PE  
ASHRAE President, 2016-2017



Signature

May 24, 2017

Date

**FOR REHVA**

Anita Derjanecz, Director



Signature

29/05/2017

Date

Stefano P. Corgnati, Ph.D., Prof.  
REHVA President, 2016-2019



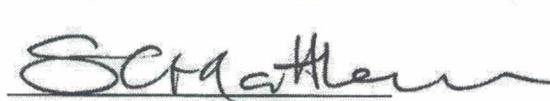
Signature

May 24, 2017

Date

**FOR CIBSE**

Stephen Matthews, Chief Executive/Secretary

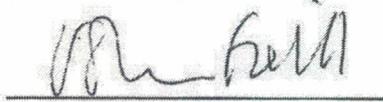


Signature

5 June 2017

Date

John Field, MA, CEng, FCIBSE, MEI, CMVP  
CIBSE President, 2016-2017



Signature

24<sup>th</sup> May 2017

Date



### Memorandum of Understanding ASHRAE and REHVA

REHVA (Federation of European Heating, Ventilation and Air Conditioning Associations) is a Pan-European federation currently representing 27 member associations (with about 120 000 individual members) headquartered at 40 Rue Washington 1050, Brussels, Belgium. REHVA is dedicated to the developing and disseminating economical, energy efficient, safe and healthy technology for mechanical services of building; to serve its members and the field of building engineering (heating, ventilation and air conditioning) by facilitating knowledge exchange, supporting the development of related EU policies and their national level implementation.

**Deleted:** improvement of health, comfort, safety and energy efficiency in all buildings and communities with the mission to advance HVAC technologies to adapt to climate change and high-quality engineering practice, to promote European standards, and act as the single voice of European HVAC designers and building services engineers by facilitating knowledge exchange, supporting the development of related EU policies and their national level implementation.

ASHRAE is an international individual membership organization (with about 54,000 individual members) headquartered at 180 Technology Parkway, Peachtree Corners, Georgia 30092 USA, dedicated to serve humanity by advancing the arts and sciences of heating, ventilation, air-conditioning, refrigeration and their allied fields. ASHRAE engages input from its members worldwide and others to support research and develop standards for international application.

REHVA and ASHRAE have a long relationship of cooperation for over 50 years. ASHRAE has always had members in Europe and some of them, were and are highly integrated in the REHVA governance. Similarly, REHVA has had some individual members of their national associations highly integrated in ASHRAE governance.

The basis of this Memorandum of Understanding is the belief that by working together, both organizations can amplify their abilities to serve their members and the general public while simultaneously eliminating duplication and conflicts. Collaboration between ASHRAE and REHVA will also allow both organizations to address major issues facing our industry worldwide, including adapting to a rapidly evolving climate condition and technology in the framework of mutual information exchange. The natural outcome of elevating and magnifying membership value will be an increase in the communication, cooperation and collaboration between ASHRAE and REHVA.

### **Establishing the Relationship between REHVA and ASHRAE**

Both entities enter into this MoU with the objective to start a new era of potential cooperation, by agreeing to build their cooperation scheme with mutual benefit.

In implementing this MoU, REHVA and ASHRAE will investigate collaborative activities related to ASHRAE and REHVA.

The intent of this MoU is to explore and enhance communication, cooperation and, where applicable, coordination between ASHRAE and REHVA, which recognizes the following levels:

- Global: between ASHRAE and REHVA at the Society and Board level respectively
- European regional: between ASHRAE Region XIV and REHVA
- Country: between the national association and the local ASHRAE chapter, group, section.
- Individual members: when they are member of REHVA national associations and ASHRAE

As a starting point, ASHRAE and REHVA seek to cooperate in the areas contained within the Annex 1.

ASHRAE and REHVA agree to work together in harmony at all levels.

To create a harmonious relationship and improve communication, the following regular meetings are envisioned:

- A meeting between REHVA and ASHRAE will be held yearly in conjunction with the ASHRAE Winter Conference.
- A meeting between REHVA and ASHRAE will be held yearly in conjunction with the REHVA General Assembly.
- Additional meetings may occur, either face-to-face or electronically, as conditions warrant.

The purpose of these meetings will be to:

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

### **Development of international bodies**

Each organization remains free to participate in any other international initiative with the same goal and will inform each other of its intention.

REHVA and ASHRAE agree to join efforts, in conjunction with other organizations, to help develop the Indoor Environmental Quality - Global Alliance (IEQ - GA).

**Duration**

This MoU will enter in force at the signature date executed and will cancel and replace the previous MoU. This MoU will terminate the May 1, 2024, unless either ASHRAE or REHVA desires to renew or negotiate a new MoU.

**FOR ASHRAE**

Charles E. Gulledge, III  
ASHRAE President, 2020-2021

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**FOR REHVA**

Frank Hovorka  
REHVA President, 2019-2022

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**ANNEX 1**

An annual work plan will be developed under the principles of this MoU to define future joint initiatives of the following items:

- Events, publications and dissemination tools
- Education and International Student Competition
- Standards and policies
- Research and Technical cooperation.

# Society Transformation Ad Hoc

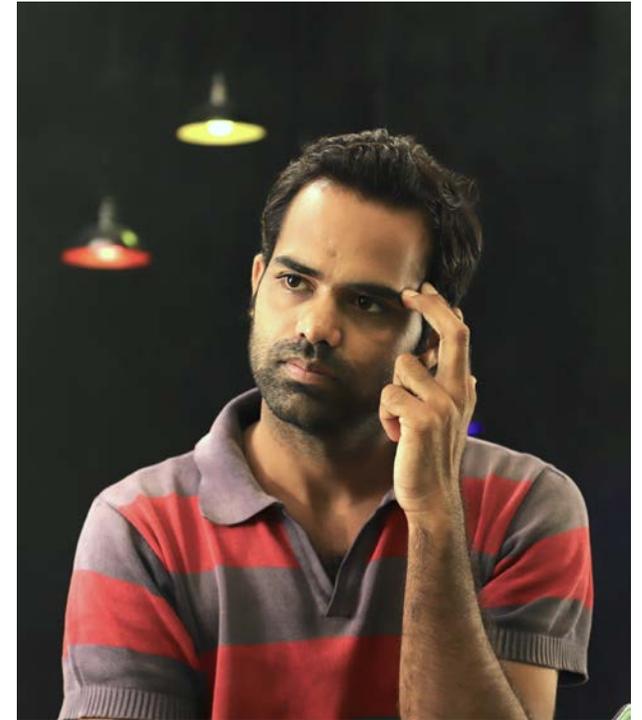
Report on Streamlining Subcommittee

April 12, 2021



# Purpose of Report

- Update Transformation Ad Hoc on the progress of Society Streamlining
- Reach a consensus on the report to the Board (transmitted separately)



# Society Transformation Ad Hoc

- We are on a six-year Journey towards a stronger, faster, more decisive Society that can better serve its members and humanity
  - **Year 1** - Presidential Ad Hoc on Streamlining Society
  - **Year 2** – Society Transformation Ad Hoc
  - **Year 3-6** – Implement the streamlining plan



Photo by [Vlad Bagacian](#) on [Unsplash](#)

# Society Transformation Ad Hoc

- The journey does not have a destination
- Continuous improvement is a part of the Lean process
- Changes are to be expected over the four-year implementation process

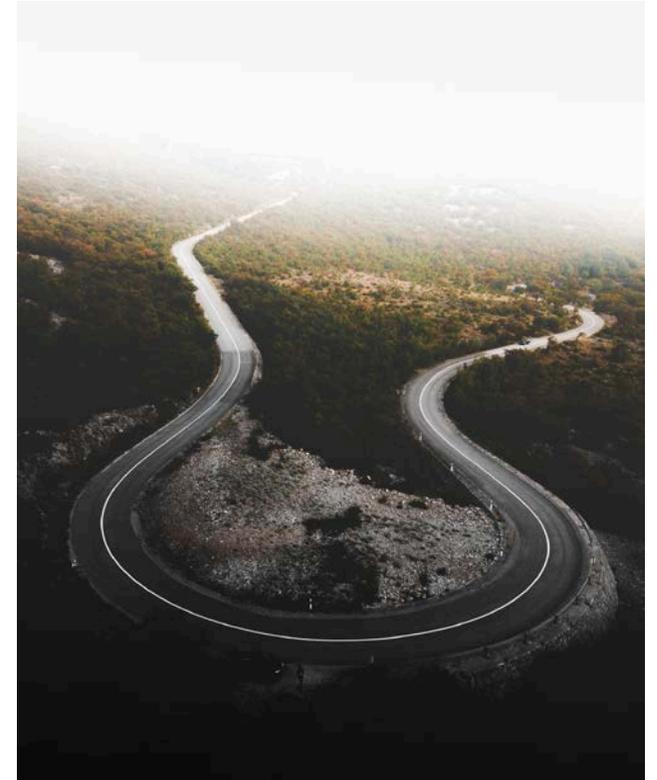


Photo by [Taneli Lahtinen](#) on [Unsplash](#)

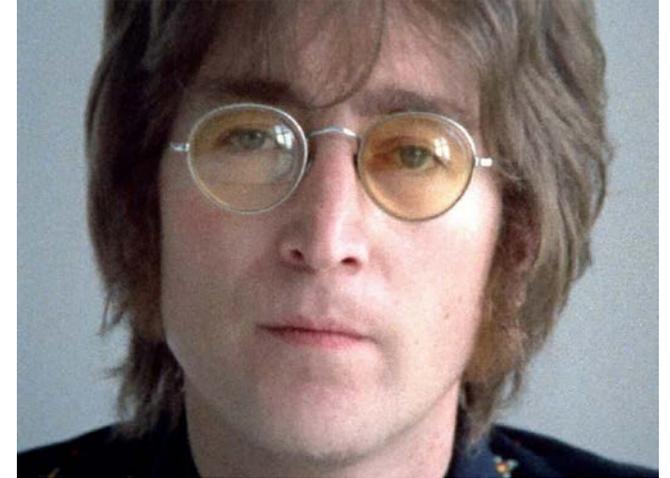
# ‘Voice of the Customer’ Process – ‘As Is’

- Interviewed Board, Councils and Committees (VOC)
- 23+ “town hall” forums
- Close to 42 hours of interviews
- Over 2,000 comments



# ‘Voice of the Customer’ Process – ‘To Be’

- Evidence that our processes need improvement
  - Debates at the Board level – 1 or 2 minutes for each Board member
  - 400 to 600-page agenda
  - Debate and consideration on everyday “rubber stamp” issues
  - 1 to 4-year response on CRC motions
  - Lack of communication and speed due to ‘silos’
  - Inability to focus on long-term strategic goals



# New Processes

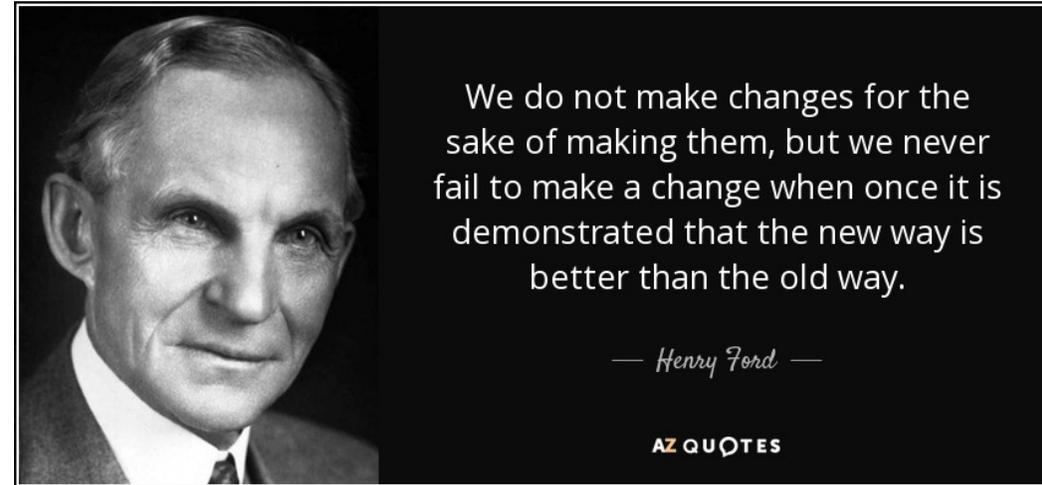
- What processes do we need in order to be the Society we want to be?



# 'Voice of the Customer' Process – 'To Be'

## Our guiding principles:

1. Free the Board/ExCom for strategic operations
2. Remove waste/reduce operating costs
3. Eliminate silos and speed up decision making
4. Push decision making lower down in the organization
5. Be market focused



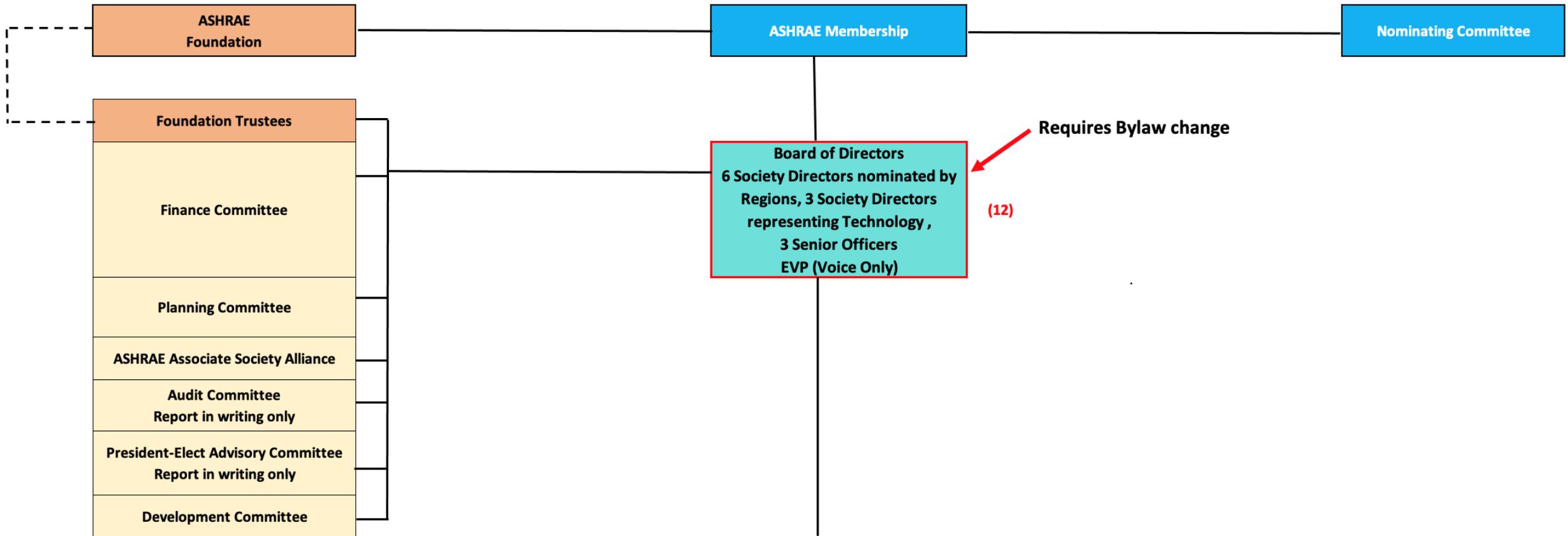
# Organizational Structure

- What organizational structure supports the processes we need?

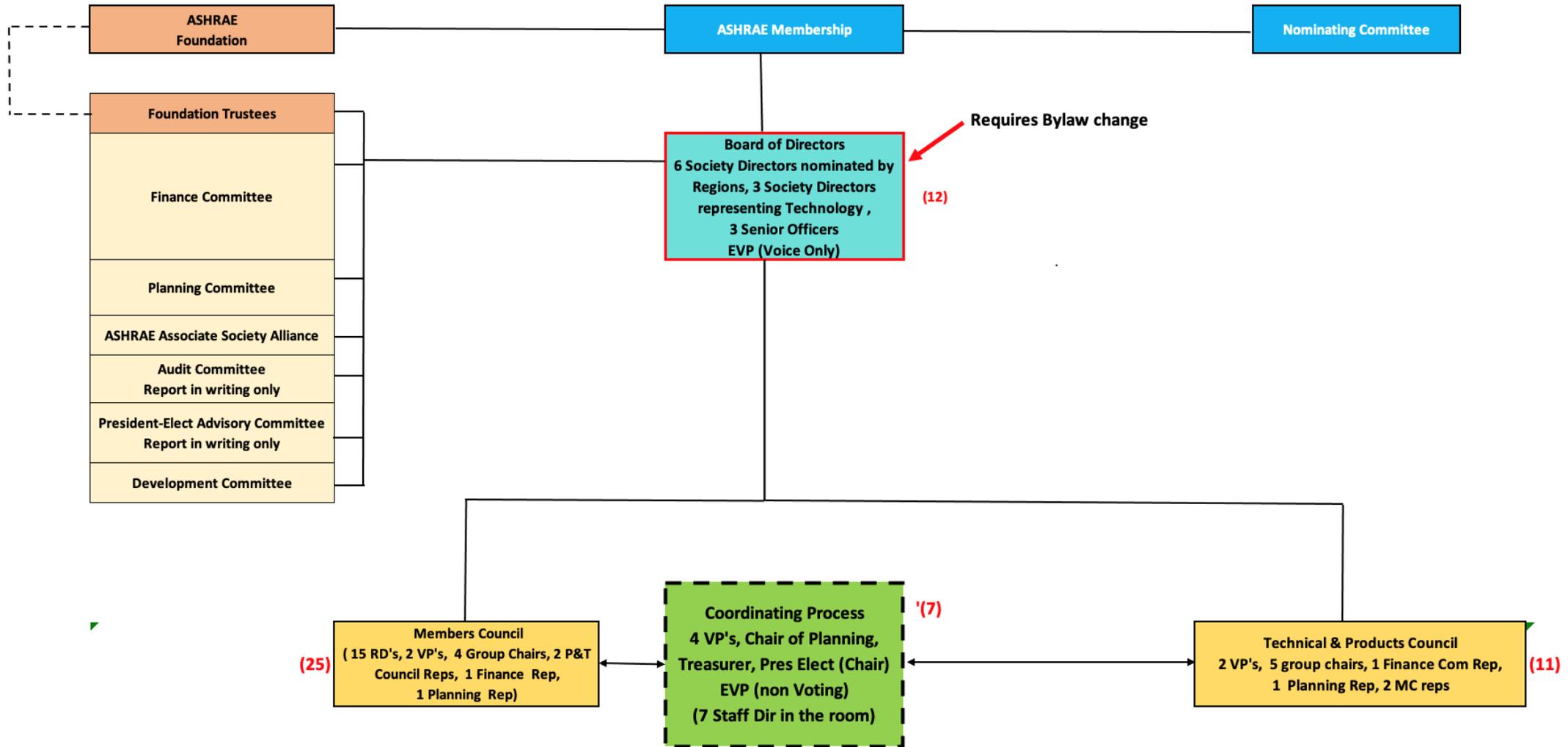


Photo by [Roger Bradshaw](#) on [Unsplash](#)

# Current Proposal



# Current Proposal



| <b>BOARD, COUNCILS &amp; GROUPS</b>   |
|---|
| Board of Directors ( 3 Sr Off, 6 Society Directors - Regions, 3 Society Directors - Technology) |
| Mem. Council ( 15 RC's, 2 VP's , 2 T & P Rep's, 4 Group Chairs), 1 Planning Rep, 1 Finance Rep  |
| Tech & Prod Council. 2 VP's, 5 Group Chairs, 2 MC Reps , 1 Finance Rep, 1 Planning Rep.         |

| EXISTING | NEW | PREV. LEVEL | NEW LEVEL | PREV. SIZE | NEW SIZE  | Guiding Principle 1 | Guiding Principle 2 | Guiding Principle 3 | Guiding Principle 4 | Guiding Principle 5 |
|----------|-----|-------------|-----------|------------|-----------|---------------------|---------------------|---------------------|---------------------|---------------------|
|          |     |             |           |            |           |                     |                     |                     |                     |                     |
| <b>X</b> |     | <b>1</b>    | <b>1</b>  | <b>31</b>  | <b>12</b> | <b>X</b>            | <b>X</b>            |                     | <b>X</b>            |                     |
|          |     |             |           |            |           |                     |                     |                     |                     |                     |
| <b>X</b> |     |             | <b>3</b>  | <b>32</b>  | <b>25</b> | <b>X</b>            | <b>X</b>            | <b>X</b>            | <b>X</b>            |                     |
|          |     |             |           |            |           |                     |                     |                     |                     |                     |
| <b>X</b> |     |             | <b>3</b>  | <b>17</b>  | <b>11</b> |                     | <b>X</b>            | <b>X</b>            | <b>X</b>            | <b>X</b>            |

## Guiding Principles

1. Free the Board for strategic operations
2. Remove waste/reduce operating costs
3. Eliminate silos and speed up decision making
4. Push decision making lower down in the organization
5. Be market focused

# Next Steps

## Streamlining Milestones



# Next Steps

## Timeline for Streamlining



# Next Steps

| ASHRAE Multi-Generational Project Plan                                  |   |   |   |   |   |
|---|---|---|---|---|---|
|   | SY 21-22  | SY 22-23  | SY 23-24  | SY 24-25  | Notes   |
|   | Schwedler   | Mehboob   | Scoggins  | TBD   |   |
| <b>Task</b>   | Revise ASHRAE Bylaws to reconfigure Board of Directors                                    | Transition to new Board Configuration - Replace Directors rolling off with three new Directors (two Member Reps and one Tech Rep)                         | Transition to new Board Configuration - Replace Directors rolling off with three new Directors (two Member Reps and one Tech Rep) | Transition to new Board Configuration - Replace Directors rolling off with three new Directors (two Member Reps and one Tech Rep) |   |
| <b>Owner</b>  | Board of Directors  | Nominating Committee  | Nominating Committee  | Nominating Committee  |   |
| <b>Timeframe</b>  | Announce to members by June 26, 2021 Plenary  | Nomination of 2022-2023 Officers and Directors by Jan. 30, 2022 Board Meeting   | Nomination of 2023-2024 Officers and Directors by Jan. 30, 2022 Board Meeting   | Nomination of 2024-2025 Officers and Directors by Jan. 30, 2022 Board Meeting   |   |
| <b>Goals for each generation</b>  | Allow for vote of membership to be complete by Jan. 29, 2022. Revise CRC Nomination Form. | Elect 2 Directors - Member Representatives and 1 Director - Technology Representative   | Elect 2 Directors - Member Representatives and 1 Director - Technology Representative   | Elect 2 Directors - Member Representatives and 1 Director - Technology Representative   |   |
| <b>Features included in each Generation for Product/Process/Service</b> |   | Replace DRCs from Regions IV, V, VI, XII, XIII and three DALs . Four vice-presidents move from the Board to the Councils. Board is reduced to 22 members. | Replace DRCs from Regions VII, VIII, IX, X, XIV and three DALs . Board is reduced to 17 members.                                  | Replace DRCs from Regions I, II, III, XI and RAL and three DALs . Board is reduced to 12 members.                                 | Is ExCom eliminated and if so when? Is Planning Committee eliminated? If so, when? Is Pub/Ed and Technology Councils merged? If so, when? |

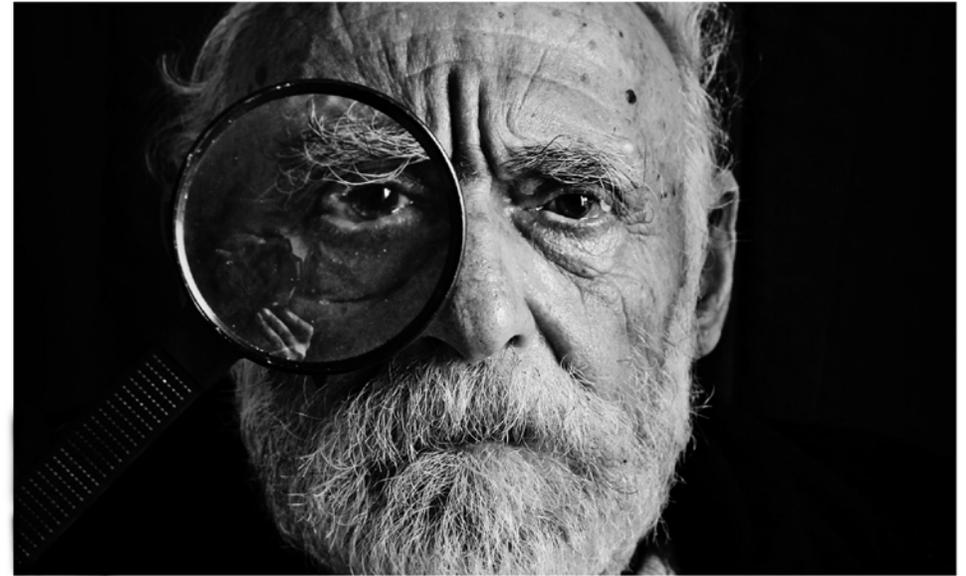
# Next Steps

- Revise the Certificate of Consolidation
  - Revised to accommodate any change
- Approve the Plan
  - Reduce the Board to 12 members
  - Merge Pub/Ed and Tech Councils
- Revise the Bylaws
  - Revised to accommodate any change



# Potential Future Streamlining

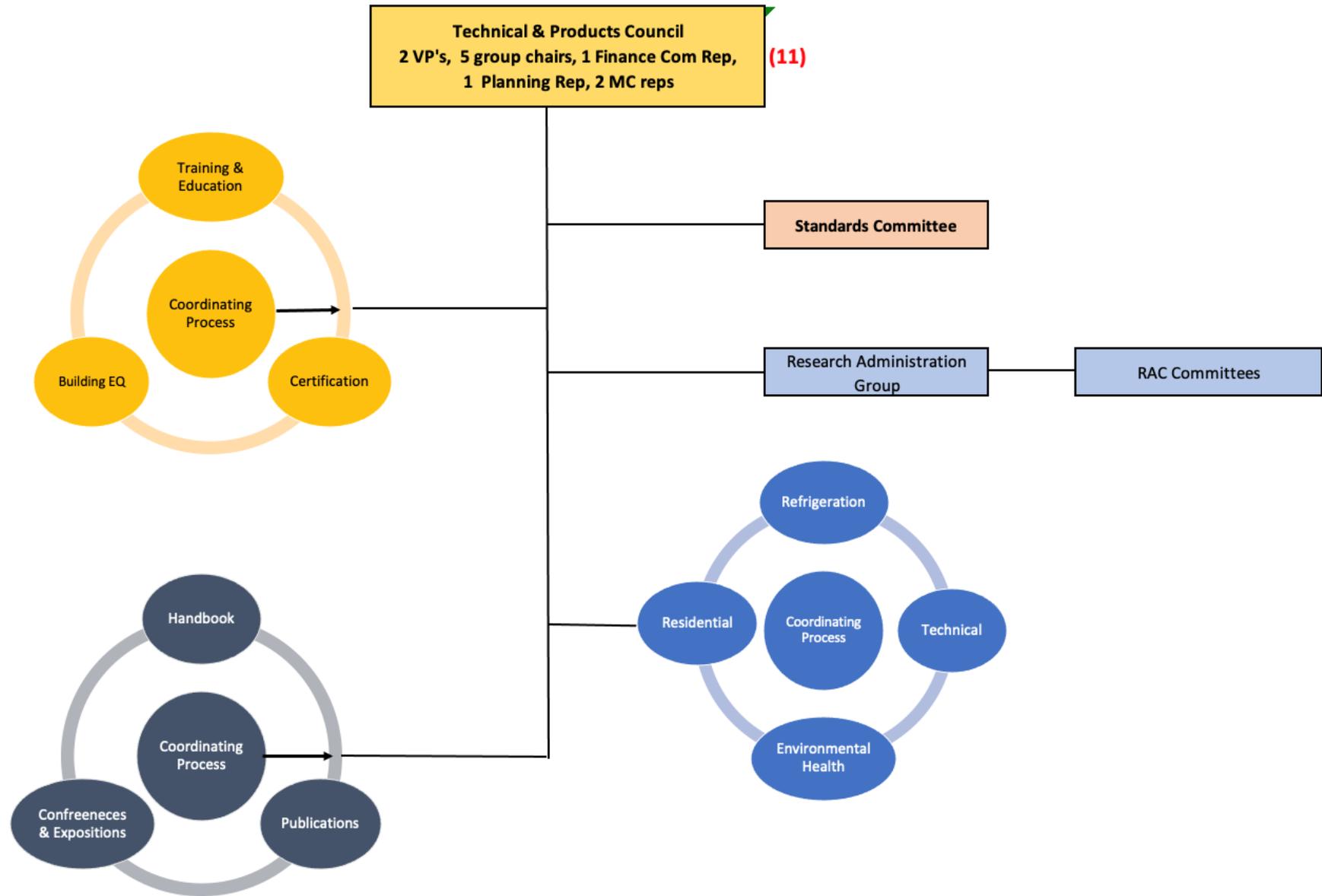
- One possible plan for our future

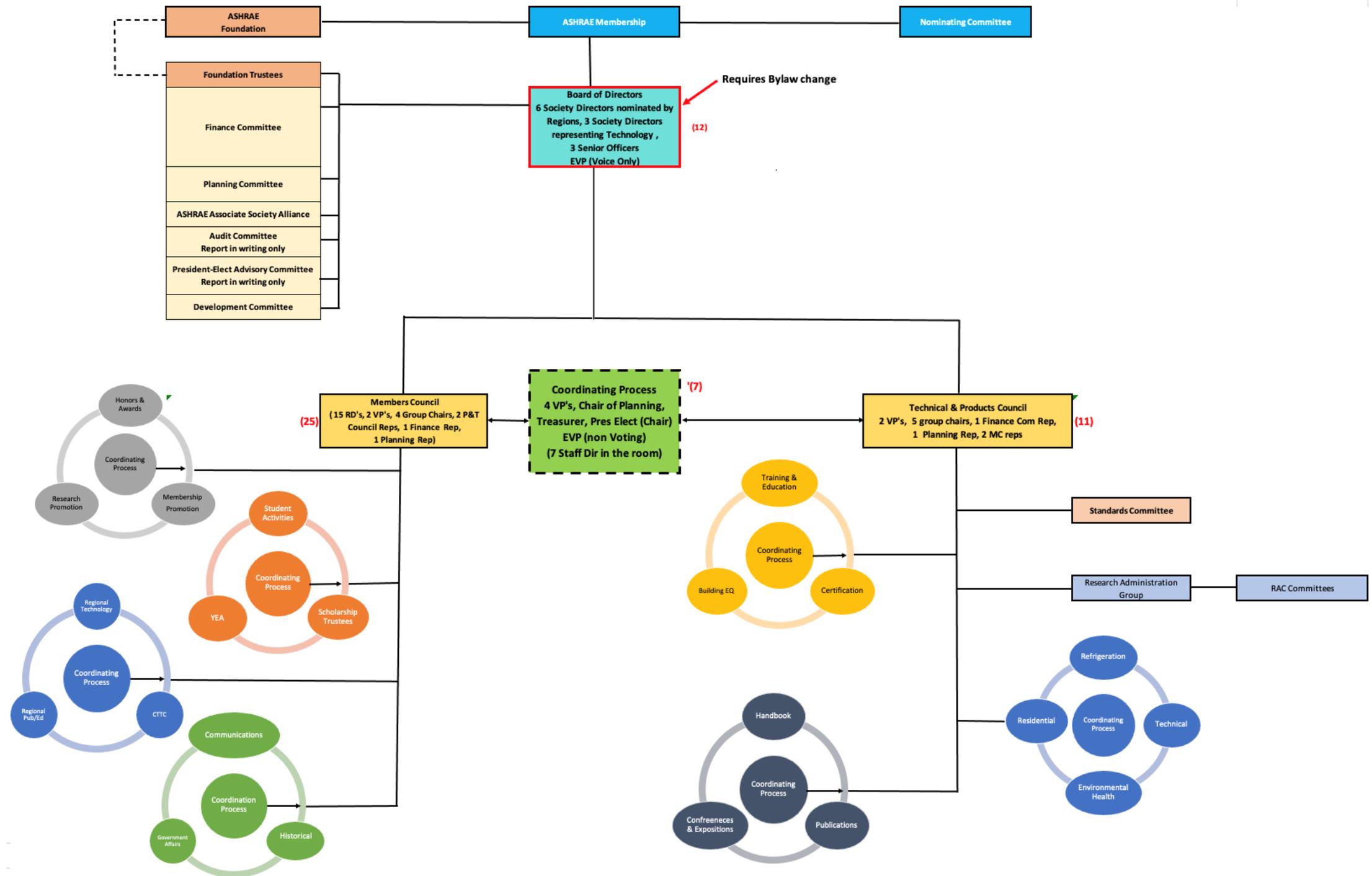


# Current Proposal – Not Final



# Current Proposal – Not Final Proposal





# A New Dawn for ASHRAE



# Much Thanks to Volunteers and Staff!

- Digital Landscape Subcommittee

- Tom Phoenix, Chair
- Dr. Ahmed Alaa
- Tim McGinn
- Vanita Gupta

- Connections Subcommittee

- David Underwood, Chair
- Don Brandt
- Ginger Scoggins
- Alice Yates
- Edward Tsui
- Larry Fisher

- Lean Collaboration Subcommittee

- Hugh Crowther, Chair
- Sarper Arun
- Devin Abellon
- Andres Sepulveda
- Stephanie Reiniche

- Streamlining Subcommittee

- Farooq Mehboob, Chair
- Sarah Maston
- Robin Bryant
- Kim Mitchell