



MINUTES

EXECUTIVE COMMITTEE MEETING

January 28, February 1 and 5, 2021

Approved by the Executive Committee on March 4, 2021.

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PRINCIPAL APPROVED MOTIONS

Executive Committee Meeting

January 28, February 1 and 5, 2021

No. - Pg.	Motion
1 - 2	The minutes from the November 5, 2020, November 15, 2020, December 3, 2020, and January 7, 2021 Executive Committee meetings be approved.
2 - 4	<p>The Scholarship Trustees recommend the Executive Committee approve the Rusty and Debbie Hoffman Family Scholarship to be awarded annually with the following criteria:</p> <p>Full-time undergraduate mechanical or architectural engineering student enrolled at one of the schools listed below and where at least one of the following criteria is met:</p> <ol style="list-style-type: none">1. The program is ABET-accredited or2. The institution has an active ASHRAE student branch <ul style="list-style-type: none">• North Carolina State University• North Carolina A&T State University• East Carolina University• University of North Carolina Charlotte <p>If an eligible candidate cannot be identified using the above criteria, then the scholarship will be available to any full-time undergraduate engineering student that meets the ASHRAE criteria for an Undergraduate Engineering Scholarship. Candidates will be considered even if enrolled in an engineering program other than mechanical or architectural engineering and without regard to the geographic location of the educational institution.</p> <p>Selected candidate will have an opportunity for an internship with Hoffman & Hoffman, Inc. Contact Vice President of Human Resources, PO Box 77258 Greensboro, NC 27417-7258.</p>
3 - 12	ASHRAE engages Region XIV leadership to facilitate the work of the Brussels office in order to create and/or enhance close ties with the European Commission and other Europe based organizations for collaboration in research and allied fields.
5 - 15	That MOTION 4 be called to question.

ACTION ITEMS

Executive Committee Meeting
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No. - Pg.	Responsibility	Summary of Action	Status
1 -	Littleton	Work on developing an online tool to orchestrate notification to DRCs when officers visit chapters. (Carryover from June 22 and 30, 2020)	
2 -	Littleton	Work on a better MOU with CAR. (Carryover from June 22 and 30, 2020)	
3 -	Littleton	Reach out to MBI staff to better understand MBI's direction as it relates to off-site building trends. (Carryover June 22 and 30, 2020)	
4 -	Littleton	Work on (unsigned) MOU with Australian Institute of Refrigeration, Air Conditioning and Heating (AIRAH). (Carryover from June 22 and 30, 2020)	
5 -	Gulledge	NSF International; renew MOU that expired December 2016. (Carryover from June 22 and 30, 2020).	
6 -	Littleton and Brandt	Explore the possibility of an MOU with IEA. Work with Mr. Olesen to flush out recommendations and report back to ExCom. (Carryover from August 12, 2020).	
7 -	Littleton	Coordinate a hybrid meeting with Caesar's Palace and determine which members should attend from CEC and from an IAQ standpoint. ExCom members will include Mr. Brandt, Mr. McQuade and Mr. Gulledge. (Carryover from October 1, 2020).	
8 -	Gulledge and Littleton	Explore the possibility of a new MOU with AABC/ACG and report back to ExCom.	
9 -		Conduct a review of the Bylaws. (Carryover from June 22 and 30, 2020)	HOLD
10 - 3	Mehboob	Work with the Finance Committee to develop a formal recovery strategy, building reserves, and looking at the ins and outs of money flow to Society holistically.	
11 - 5	Littleton	Work with the Scholarship Trustees to explore the landscape of expanding scholarship coverage to technical schools, trade schools, and the OEM side of the industry.	
12 - 5	Littleton	Work with the Scholarship Trustees to create a comprehensive listing of the scholarship opportunities available at the Society and chapter level. This listing should include a grand total of all Society scholarships available for award.	
13 - 6	Littleton	Provide ExCom with an estimate of when the multi-family AEDG can be published once the final manuscript is submitted.	
14 - 7	Littleton	Arrange a call with DOE and appropriate ASHRAE stakeholders to discuss possible new delivery models for AEDGs.	
15 - 10	Gulledge and Littleton	Investigate the appetite of NIBS to move forward with a more formalized MOU.	
16 - 10	McQuade and Littleton	Organize a meeting with IUVA to explore the possibility of entering into an MOU. This initial meeting should include the appropriate staff and volunteer leaders.	
17 - 11	Gulledge, Schwedler, and Littleton	Appoint interim representatives as AiCARR liaisons. Will also begin initial conversations with Region XIV leadership and AiCARR on more permanent decisions.	
18 - 16	Gulledge and Schwedler	Form a task force focused on international standards interaction.	
19 - 16	ExCom and Mr. Littleton	Tabulate MOUs and identify the individual or group assigned to steward each MOU, identify any gaps, and determine the best group to manage the MOUs and working groups.	



MINUTES
EXECUTIVE COMMITTEE MEETING
January 28, February 1 and 5, 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:

Sarah Maston
Jim Fields
Tom Phoenix
Dennis Knight
John Constantinide

Van Baxter
Drake Erbe
Steven Bushby
Ginger Scoggins
Dunstan Macauley
Art Giesler

STAFF PRESENT:

Candace DeVaughn, Manager - Board Services
Chandrias Jacobs, Coordinator - Board Services
Joyce Abrams, Director - Member Services
Kim Mitchell, Chief Development Officer
Mark Owen, Director - Publications & Education
Stephanie Reiniche, Director - Technology
Alice Yates, Director - Government Affairs

Vanita Gupta, Director - Marketing
Craig Wright, Director - Finance & Admin. Services
Lilas Pratt, Manager - Special Projects
Margaret Smith, Development Mgr. - Foundation
Dustin Mason, Development Manager

CALL TO ORDER

Mr. Gulledge called the meeting to order at 8:32 am.

CODE OF ETHICS

Mr. Gulledge read the code of ethics commitment. He encouraged all in attendance to read the full code of ethics and core values online.

ROLL CALL/INTRODUCTIONS

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

REVIEW OF MEETING AGENDA

Mr. Gulledge reviewed the meeting agenda.

Requests from GAC - MOU Engagement and Planning - Strategic Plan Timing were added to "New Business."

APPROVAL OF MINUTES

Mr. Brandt moved and Mr. Dean seconded that

1. The minutes from the November 5, 2020, November 15, 2020, December 3, 2020, and January 7, 2021 Executive Committee meetings be approved.

MOTION 1 PASSED (Unanimous Voice Vote, CNV).

REVIEW OF ACTION ITEMS**DECEMBER 3, 2020**

Action items 1, 2, 4, 5, 7, 10, 13 and 14 were reported as ongoing.

Action item 3 was reported as on hold.

Action items 9, 11 and 12 were removed.

Action items 6, 8 and 15 were reported as complete.

TREASURER'S REPORT

Mr. Mehboob reported on the Society's financial status as of December 31, 2020.

Assets have grown. The new Headquarters building is primarily responsible for this increase.

The financial forecast is a shifting entity because it is changed from reporting period to reporting period if something significant happens. As revenues have declined, so have expenses. As compared with the budget, the latest forecast and the BOD approved forecast, Society is in good shape with the budgeted deficit.

The budget deficit is not the only indicator of how Society is doing financially. Revenues have continued to slide and there is a need to develop new products and services. Cannot cut our way to success, have to develop our way to success for long-term sustainability.

AI - 1-9

Mr. Mehboob reported on major variations - print advertising is down, meetings and conferences is down, and certifications and education is down. The BOD approved a reserves transfer of up to \$1.297 million and the current forecast requires this entire amount. Recently secured a new KFAS project for \$83,000.

Mr. McGinn asked if there is a plan to reinstate austerity measures. What and in what order do we reinstate cuts, services, and staff items? He stated that it would be helpful to have a reinstatement plan from Finance. Specifically concerned with cuts to staff and benefits.

Mr. Mehboob stated that it is prudent to not attach a spending plan the moment reserves are recouped. Recommended that we husband funds and consider carefully what needs to be done.

Mr. Schwedler stated that as Finance is considering investing, there may be some programs that could be considered for reinstatement. Requesting Finance to develop recommendations if the PPP loan is forgiven. What are the best ways to invest funds? Would allow for more strategic action.

Mr. Littleton reported that if the loan is forgiven it would be a windfall to the Society. Will become a revenue impact if the PPP loan is forgiven.

Some staff expense reductions were set for a six-month period. Absent any other action, many of those austerity measures will be reinstated July 1, 2021. The Finance Committee did develop an abbreviated reinstatement plan if the PPP loan is forgiven.

Mr. Mehboob will work with the Finance Committee to develop a formal recovery strategy, building reserves, and looking at the ins and outs of money flow to Society holistically.

AI - 10

Mr. Owens reported that advertisers have other options besides print. Print advertising is a shrinking marketplace, seeing a loss of print pages across the industry. Having to sell more of a combined media package. Poised to be in a good position when companies come back with their full marketing budgets.

Some areas are up quite a bit. Special Pubs is operating at a 43% margin and Standards PDF sales are particularly high.

Mr. Mehboob reported that membership dues have not seen the decline that was forecasted. This speaks to the passion of members and the resilience of Society.

A slightly modified presentation will be made to the BOD, with the added detail requested here.

REPORTS OF BODIES REPORTING TO EXCOM

PRESIDENT-ELECT ADVISORY COMMITTEE

Mr. Schwedler reported that the 2021-22 Society Theme will be 'Personal Growth, Global Impact: Feed the Roots.' PEAC members were thanked for their hard work and contributions. Transitioned to learning pathways, away from credentialing. Developing niches of different learning pathways that members can follow.

Working with staff to develop a three-pronged approach. First, reorganizing the website and offerings so it is easy for members to find the pathways. Second, a market survey to find out what pathways the members are most interested in and identify gaps. Third, develop new materials to see if there is any interest in credentialing; must be fiscally responsible.

In the final throws of speech writing. Working with a speech coach and the Marketing team. Will be conducting a dry run with the PEAC team in February. Planning other practice sessions so that the speech is ready to go in mid-March.

Developing “fireside chats” that will be 15-minute video/audio blurbs to the members. Working with Marketing and PEAC to define the topics.

FOUNDATION TRUSTEES

Mr. Fields reported. No recommendations for ExCom, information items only.

Approved a funding request from Pub and Ed Council to support the Global Training Center.

Approved a grant to support the eLearning program.

Realized that an endowed scholarship fund, awarded from the general fund, had grown. Beginning with Society year 2021-22, two \$5,000 scholarships will be awarded annually, as opposed to one.

Foundation reached consensus that standing committees should submit requests through the council structure. This will allow the BOD to make the appropriate decisions and advise the Foundation accordingly.

Received \$100,000 endowment for a new scholarship, which was recently approved. Will not be awarded for one year.

The Foundation is doing well and is investigating establishing guidelines for when support can be expanded. This is an ongoing effort.

SCHOLARSHIP TRUSTEES

Mr. Littleton reported that the new scholarship that Mr. Fields referenced is fully endowed. The first scholarship will be awarded one year from now so that the endowment can earn \$5,000 over the next twelve months.

It was moved that

2. The Scholarship Trustees recommend the Executive Committee approve the Rusty and Debbie Hoffman Family Scholarship to be awarded annually with the following criteria:

Full-time undergraduate mechanical or architectural engineering student enrolled at one of the schools listed below and where at least one of the following criteria is met:

1. The program is ABET-accredited or
2. The institution has an active ASHRAE student branch

- North Carolina State University
- North Carolina A&T State University
- East Carolina University
- University of North Carolina Charlotte

If an eligible candidate cannot be identified using the above criteria, then the scholarship

will be available to any full-time undergraduate engineering student that meets the ASHRAE criteria for an Undergraduate Engineering Scholarship. Candidates will be considered even if enrolled in an engineering program other than mechanical or architectural engineering and without regard to the geographic location of the educational institution.

Selected candidate will have an opportunity for an internship with Hoffman & Hoffman, Inc. Contact Vice President of Human Resources, PO Box 77258 Greensboro, NC 27417-7258.

MOTION 2 PASSED (Unanimous Voice Vote, CNV).

Mr. Littleton reported that 29 scholarships were awarded at this meeting, totaling \$110,000. Scholarship recipients are typically notified within a month. A press release will be issued sometime next fall acknowledging the new scholarship awardees.

Scholarships not awarded because of a lack of appropriate candidates were reviewed. Need to work harder to get the word out on these opportunities. Some scholarships were not awarded because they are fairly restrictive.

Mr. McQuade expressed concern that there are not currently scholarships supporting technician training. Shortage of technicians is a big issue for the industry. This should be an area of interest. At the chapter level, members who have OEM companies would certainly be interested in this initiative.

Mr. Littleton acknowledged Mr. McQuade's point and stated that up until three years ago there weren't even scholarships for students right out of high school. Creating new scholarships is a combined effort; many times, scholarships are awarded based on the preferences of the donors, other times Society has some flexibility.

There are a total of 42 Society scholarships. This does not include endowed scholarships that support chapter scholarships which are awarded by the chapter.

Mr. Littleton will work with the Scholarship Trustees to explore the landscape of expanding scholarship coverage to technical schools, trade schools, and the OEM side of the industry.

AI - 11

Mr. Littleton will work with the Scholarship Trustees to create a comprehensive listing of the scholarship opportunities available at the Society and chapter level. This listing should include a grand total of all Society scholarships available for award.

AI - 12

JOINT EXPO POLICY COMMITTEE

Mr. Brandt reported. The majority of the 2021 AHR Expo exhibitor reservation holders have decided to exhibit at the 2022 AHR Expo. Approximately 260,000 square feet of space have already been reserved for the Las Vegas expo.

The AHR Expo in Mexico is moving forward as scheduled, September 21-23, in Monterrey. There may be changes depending on the status of the pandemic.

A revised contract with IEC and AHR Expo will be brought before the BOD for review before it is signed and finalized.

COLLEGE OF FELLOWS

Mr. Knight reported. No recommendations for consideration by the Executive Committee. Information items only.

The College's theme this year is celebration of the membership grade of Fellow. The COF Winter Meeting was attended by approximately double the number of people who typically attend a face-to-face meeting.

Staff were thanked for their support.

A goal has been set to engage more Fellow Members in the College and for the COF to be more engaged in Society. To that goal, a YEA mentor/mentee program is being organized. A panel discussion with COF and YEA members will be planned for alternating months. The College has also reached out to the Handbook Committee and offered assistance with reviewing Handbook chapters again.

The College continues to work with H&A to clarify and communicate Fellow requirements to members. Specifically, COF members provide guidance on how to evaluate a body of work for elevation to the grade of Fellow.

A newsletter will be distributed in the coming months.

LIFE MEMBERS CLUB

Ms. Mitchell reported that the E.K. Campbell Award recipient is Chandra Sekhar. This award was presented at the virtual President's Luncheon. Submittals for 2022 are currently being reviewed.

The LMC is providing assistance to YEA members with presentations.

AEDG STEERING COMMITTEE

Mr. McQuade reported. No recommendations for consideration by the Executive Committee. Information items only.

Discussed what it would take to include zero carbon guidelines into one of the AEDGs. Noted that some of the zero energy guides have started to address carbon in sidebars. Noted that zero carbon is a complex issue and has many nuances. A special Steering Committee meeting is planned to discuss how to best incorporate zero carbon.

Concern was expressed with the publication delay of the multi-family AEDG.

Mr. Owens stated that when the multi-family AEDG is submitted to the Pubs team, it will be highly prioritized. Working through the current backlog very quickly.

Mr. McQuade reported that the Biden Administration focuses on climate change issues. DOE is investigating different delivery models for information. This might be an opportunity to look at ways to distribute information from the guides and possible funding from DOE.

Mr. Littleton will provide ExCom with an estimate of when the multi-family AEDG can be published once the final manuscript is submitted.

Mr. Littleton will arrange a call with DOE and appropriate ASHRAE stakeholders to discuss possible new delivery models for the AEDGs.

EXECUTIVE SESSION

Executive session was called at 10:45 am.

Open session reconvened at 12:10 pm.

AASA

Mr. Wentz reported. No recommendations for consideration by the Executive Committee. Information items only.

All of the big changes previously approved are now in place, including the Leadership Council. An election was conducted for zone leadership as well.

First MOP approved by SRC. AASA is meeting quarterly. The first General Assembly meeting was conducted a week ago, where guidelines for the assembly were set.

He stated that there are three subcommittees of AASA. A call for nominations for membership on these subcommittees was sent out through the zones.

Participation in AASA has almost doubled in the virtual world. The last General Assembly meetings had 50 plus people representing the vast majority of the membership.

ASHRAE/CIBSE WORKING GROUP

Mr. Wentz reported. The working group is made up of two ASHRAE representatives and two representatives from CIBSE, along with Tim Dwyer, who is a member of both organizations. The working group facilitates the work being done within both organizations.

Under Sheila Hayter's leadership, participation has increased.

New initiatives are being pursued, including creating templates that can be used to help coordinate joint activities. There is exciting potential to elevate both organizations.

Both organizations have successes to report as it relates to pandemic mitigation. There may also be some gaps where the two organizations can come together and address these gaps.

REPORT OF THE PRESIDENT

Mr. Gulledge reported that the compiled spreadsheet was started by Presidential Member Boyce. The historical information provided goes back to Presidential Member Underwood's Presidential year.

This year, Gulledge has primarily made virtual visits. His goal is to visit every chapter this Society year.

REPORTS OF OFFICERS' CRC AND INTERSOCIETY VISITS

Mr. Gulledge asked each member of ExCom to provide an update on his travel.

Mr. Schwedler reported that since the last update was provided, he has made multiple DL visits.

Mr. Mehboob reported that he has attended the Region XIII and Region III CRCs.

Mr. Dean reported that he made a presentation to the Canadian Public Health Organization on ASHRAE's response to COVID-19. This led to a subsequent panel discussion with another Canadian health organization. This event had over 1,000 registrants.

Recently approached by the Federation of Canadian Municipalities to provide guidance on ventilation within their member organizations.

Spoke with BOMA 360 as well; they are developing best practices for building operations.

Mr. Brandt reported that in addition to attending three CRCs he has participated in all of the Central Arizona Chapter meetings. Also attended a Southern California Chapter meeting.

Mr. McQuade reported that he has made presentations at four different Chapters this spring. Also attended three CRCs, most recently, the RAL CRC.

Has regularly attended the Central Pennsylvania Chapter meetings. He has also participated in virtual conferences with a few local organizations.

Mr. McGinn reported that he has attended most of the CRCs and was involved in the technical sessions at three CRCs. Has also made four presentations on the new Headquarters building at four chapters in Region XI.

Mr. Gulledge thanked all of the officers for participating in events beyond their regular assignments. Makes a good showing that multiple officers were at CRCs; members were very appreciative of the officer's participation.

Mr. Littleton celebrated President Gulledge for the time he is allocating to visit every chapter this year. It has been an incredibly difficult and unprecedented year and President Gulledge has stepped up under difficult circumstances.

Mr. Littleton reported that he participated in several roundtable meetings with NIBBS, NYSERDA, and AIA.

BEQ - DIGITAL TWIN PROPOSAL

Mr. Gulledge yielded the floor to Mr. Constantinide.

Mr. Constantinide reported that BEQ has addressed a charge from President Gulledge to investigate how market entry would best be done and how it would align with the Society's mission and vision.

Used the BACNET approach as a model to formulate a recommended approach to the digital twin market. Recommendation is for ASHRAE to consider developing common platform language and that MTG.BIM, or the appropriate body, should lead the effort. MOU relationships should be leveraged as part of the approach.

The final product will come in a lot of different forms. The first step will be a standard or a family of standards. May also take the form of digital deliverables or files associated with the standard or family of standards.

In time, foresee this evolving into a database or a clearing house of digital files, perhaps a repository.

Having a platform and common foundation is the first step. The industry will need guidance on how to build on that foundation. As the industry responds, Society can adapt accordingly.

Great opportunity to tie in existing ASHRAE Standards, guidelines, handbooks, and other publications so that there is a totality of what ASHRAE provides in its suite of products.

MTG.BIM is an existing multi-disciplinary task group that focuses on BIM. This is the appropriate group to start the development of standards or family of standards and then evolve itself and/or the product it will be developing.

BEQ envisions Society becoming the bridge with other compatible products. There are also opportunities to use BEQ to expand Society's influence in resiliency and climate change.

The meeting recessed at 12:59 pm.

The meeting reconvened Monday, February 1, 2021 at 8:00 am.

CODE OF ETHICS

Mr. Gulledge read the code of ethics statement.

ROLL CALL / INTRODUCTION OF GUESTS

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

DECARBONIZATION STRATEGIES

Mr. Gulledge reported that a new ad hoc focused on decarbonization strategies is being formed. Mr. Schwedler has agreed to co-sign the formation of this ad hoc, with the intention of continuing it into the 2021-22 Society year.

The ad hoc is an aggregation of efforts tasked to ExCom to explore. Will be including efforts that GAC was exploring. Will investigate the voice of the customer from MOU arrangements and grassroots members.

Appointment letters will be sent soon. Ad hoc leadership has been identified. The passion is there, and several members have indicated a desire to participate. The core group will be 8-15 members.

NIBS BIM COLLABORATION AND AGREEMENTS

Mr. Littleton reported that Dennis Knight has been working closely with NIBS. NIBS has several councils, including the Building Smart Alliance, which ASHRAE has been a member of and has appointed liaisons to in the past. Mr. Knight had a conversation with Van Woods, who is the new chair of the council.

Currently have a joint BIM standard with NIBS and discussing other potential partnerships.

Have an agreement specific to Standard 224, but no organizational level MOU with NIBS. May be appropriate to have a dedicated MOU or work plan. NIBS has expressed an interest in collaborating with ASHRAE with respect to BIM topics.

Mr. Phoenix reported that he is the current Treasurer of NIBS. There are currently several voices with strong ASHRAE ties on the NIBS board.

NIBS has been responsible for the national BIM standard since 2007. Currently on version three of the standard.

The Building Smart Alliance has been renamed and the function has been changed slightly; now called the Building Information (BIM) Council. There is a meeting this Thursday with a long list of stakeholders, to discuss the BIM standard and marketing program.

Mr. Gulledge and Mr. Littleton will investigate the appetite of NIBS to move forward with a more formalized MOU.

AI - 15

SOCIETY MOUs

NEW MOUs FOR EXCOM AND BOD CONSIDERATION

International Ultraviolet Association, Inc. (IUVA)

Mr. Littleton reported that IUVA approached Mr. McQuade about entering into an MOU. Interest in ultraviolet technology has increased because of the pandemic. Primary focus would be combining efforts on research and standards related to UV.

If ExCom decides to move forward, next steps would be to set up an initial conference call with volunteer leaders and staff to discuss a possible collaboration.

Mr. McQuade stated that he was contacted because of his position on Tech Council. An MOU would be an opportunity to support the Biden Administration's initiatives. Would be happy to lead these discussions if that is the will of ExCom.

Mr. McQuade and Mr. Littleton will organize a meeting with IUVA to explore the possibility of entering into an MOU. This initial meeting should include the appropriate staff and volunteer leaders.

AI - 16

Associated Air Balance Council (AABC)

Mr. Gulledge reported that work is currently underway. No definitive MOU language has been proposed.

AABC will be reporting back soon on whom from their staff and volunteer leadership should be involved in MOU discussions. Also waiting to hear back from AABC on suggestions for collaborative opportunities.

Currently evolving situation. No action is needed from ExCom at this time.

RENEWAL MOUs FOR EXCOM CONSIDERATION

AiCARR Liaison Appointments

Mr. Littleton reported that the AiCARR MOU does not have an expiration date, at the request of AiCARR. However, the three-year term of the AiCARR liaison appointments has expired. Do not need to renew the MOU but do need to appoint new representatives.

These appointments are selecting the leadership of the ASHRAE AiCARR Group. Would be good to have the liaison have a seat at the table for Region XIV. Liaisons can appoint special task groups as needed.

Mr. McQuade raised concerns with the significant cost associated and time commitment. Is this a good return on investment?

Mr. Phoenix stated that the relationship with AiCARR could be improved and could be beneficial for both organizations. The President of AiCARR is elected for a three-year term. It would be good to have some permanency to ASHRAE's representation as well. Mr. Phoenix encouraged ExCom to strengthen Society's relationship with AiCARR and establish some permanence to this group.

Mr. Schwedler stated that it would be beneficial to have a long-term liaison. He suggested appointing the 2021-22 Treasurer nominee.

This liaison appointment has been seen by some members as a free trip to Italy and has caused some consternation. Per BOD action, no new groups can be formed. There are varying opinions of the ASHRAE AiCARR Group in Region XIV. Whomever is appointed as a liaison needs to be aware of this history and the varying opinions within Society. First duty is to our members.

Mr. Mehboob stated that a clear analysis of this relationship should be done. What would the optic be of leadership traveling when so many members are not? What has tangibly been delivered from this relationship? Is the ASHRAE AiCARR Group hindering efforts of Region XIV to grow and form more chapters?

Mr. Mehboob felt that the drive for chapter formation will not take place in Italy as long as Region XIV feels it is off limits. Regional leadership has to be engaged to determine the Region's appetite for a new chapter or section.

Mr. Littleton stated that if the AiCARR Group were disbanded in favor of a section or chapter, will likely not be received well by AiCARR. But our job is to serve our members. A first step may be to verify that the members in Italy wish to form a section or chapter.

AiCARR is eager to work with Society. Might be appropriate to have a conversation with AiCARR before any steps are taken.

Mr. McGinn suggested that a more organic path forward could be to designate Region XIV leaders as the AiCARR liaisons.

Mr. Phoenix stated that disbanding the group comes with the risk of isolating Italy from Region XIV and losing the 125 members of the ASHRAE AiCARR Group. Society's influence could be limited in Italy if that were to happen.

Mr. Gullledge, Mr. Schwedler, and Mr. Littleton will appoint interim representatives as AiCARR liaisons. Will also begin initial conversations with Region XIV leadership and AiCARR on more permanent decisions.

REFERRED MOTIONS**MOTION 6E (11/10/2020) - HELLENIC CHAPTER**

Mr. Schewdler moved that

3. ASHRAE engages Region XIV leadership to facilitate the work of the Brussels office in order to create and/or enhance close ties with the European Commission and other Europe based organizations for collaboration in research and allied fields.

Mr. Schwedler reported that the motion wants to ensure that leadership of Region XIV is engaged as Society works with the association management company. The wording of the motion indicates that it would be a coordinated effort between Society and Region XIV.

Mr. Mehboob stated that he liked the tone and intent of the motion. The intent in Europe has always been to raise the profile of Society and work with European governments. Makes a great deal of sense to have Region XIV leadership involved with the association management company. Suggested that an ambassador in Europe be appointed, possibly a Presidential Member.

Mr. McQuade stated that the secretariat puts themselves forth as the voice of the organization. The secretariat makes the connections and our members provide the technical guidance. It is not uncommon for the secretariat to act as the primary point person.

Ms. Yates stated that the association management company is doing fantastic work. Have heard that some members in Region XIV are interested in increased access to European government officials. This support would come at an additional cost. Not sure that the Region understands the limitations of the association management company and the potential costs. There is opportunity in this capacity, but it comes at a cost to the Society.

Mr. Dean stated that the members at the Region XIV CRC were very passionate surrounding this issue. Members seem to be sensing the change in having a senior ASHRAE staff member in Europe to an association management company. To create and enhance close ties with the European Commission, there would be a significant cost.

Mr. McGinn stated that he was in favor of the relationship but would like to see it facilitated through the GAC structure.

Mr. Schwedler stated that some of the requests in the motion are already taking place.

Mr. Littleton stated that there is a collision of circumstances - the association management company is hoping for a larger contract next Society year and additional requests from Region XIV are going directly to the AMC. Could create a challenging situation where the Region is asking for things that will incur additional costs for Society.

Need to be cautious of the fiscal implications. Currently have \$35,000 budgeted to support the AMC and \$75,000 is included in subsequent budgets.

Mr. Gullidge stated that the motion seems rather benign on the surface, but there could be some unintended consequences.

Mr. Schwedler stated that while there may be concerns, Society can still move forward. In favor of the intent and spirit of the motion. Need to manage expectations, but it could serve Society and our members well.

MOTION 3 PASSED (5:1:0, CNV).

The meeting recessed at 9:26 am.

The meeting reconvened February 5, 2021 at 8:00 am.

CODE OF ETHICS

Mr. Gulledge read the code of ethics statement.

ROLL CALL / INTRODUCTION OF GUESTS

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

Mr. Gulledge welcomed officer candidates in attendance and thanked them for attending.

NEW PRODUCT DEVELOPMENT AND REVENUE DIVERSIFICATION

Mr. McQuade reported that he would like to see Society diversifying, looking at trends, and better understanding if we are moving in the right direction as an organization.

Revenues are down this year because of the loss of the AHR Expo and the pandemic.

Seeing a downward trend in print advertising. Over the past five years have seen a drop of almost 32% in revenue. In recent years have made some progress in the digital arena but it is small in comparison.

Need to be focused on determining where those advertising dollars are going and how to recapture them.

McQuade continued that his other concern is education, which has dropped around 24% over the last five years. Trends show a sharp increase in projected revenue and would like to know what is being done to cause this increase.

He feels that there are some opportunities with some of our MOU relationships that Society is currently leaving on the table. Certain MOUs have the opportunity for collaboration and funding that should perhaps be assigned to specific committees. The committees would then be assigned the task of looking for different ways to collaborate.

Opportunities for government grants, foundations for work focused on decarbonization and energy efficiency. Do not currently have a staff team focused on these opportunities.

Mr. Brandt stated that advertising revenue is projected to increase with the in-person Las Vegas AHR Expo. Informally discussed pop up ads in the new versions of the Handbook that will be all PDF.

Mr. Owens added that the decision to add advertising content in the online Handbook has not been made, but everything is on the table.

Mr. Mehboob stated that the current situation was foreseen by the Pub and Ed Ad Hoc two years ago. The ad hoc developed prototype business plans and included them in their final report.

Mr. Dean stated that better results with Certification are expected by the end of the year. When considering advertising revenue, Society is doing well from a business point of view; but the amount that advertisers are spending on print advertising is going down, so that is a work in progress.

He continued that he wouldn't be surprised by more aggressive projections for training and education. It has been difficult to determine what the student count will be, as students often register just a few days before the class starts.

In regard to the business plan that Mr. Mehboob referenced, some committees have embraced the recommendations more directly. It is still a work in progress.

Mr. Gulledge challenged Mr. Mehboob to continue this conversation within the Society Transformation Ad Hoc. The ad hoc has been charged with evolving the Pub and Ed Ad Hoc into something bigger and better. Are there developing threads coming out of that ad hoc activity that identify actionable items Society can do now?

Mr. Mehboob stated that an element of the Transformation Ad Hoc is to educate the committees and councils. Recommend that Pub and Ed Council present the information to the committees and set timelines for delivery. In terms of continuity, the ad hoc is not a salve for all issues, the ad hoc can only point the way. Will relay this information back to the ad hoc.

Ms. Mitchell reported that during the Development Committee Winter Meeting, funding priorities for the Society were discussed, as was the need to create new revenue streams. New task groups were created to focus on ETF activities and monetizing those activities and another was created to focus on strategic priorities set by ExCom.

She continued that the Development Committee is shifting its focus from the Headquarters campaign to seeking funds from private foundations.

Mr. McGinn reported that the Streamlining Ad Hoc had a number of transformative ideas in its final report. One suggestion was to reinvigorate and refocus the Annual Conference to have a residential focus. Could potentially incorporate a small tradeshow for a more vibrant and profitable Annual Conference.

He shared that a second idea was to co-schedule topical conferences and rotate them at the same time as the Annual Conference.

The third idea was to create an ASHRAE research collaborative where companies would pay an annual fee to become a member of the collaborative. Fees would support staff to leverage research dollars through other programs to enlarge our research program. Members of the collaborative would receive bi-annual briefings on ASHRAE research which would give them a strategic advantage.

Mr. Gulledge thanked Mr. McQuade for initiating this conversation and bringing this back to our attention. He challenged all staff, committees, and councils that report to the BOD and ExCom to keep

looking for opportunities, not just in concept, but in implementation. It is critical for Society to diversify revenue streams.

TECHNOLOGY COUNCIL REPORT

Mr. McQuade reported.

Mr. McQuade moved that

4. Technology Council recommends to the Board ExCom the formation of new standing committee named International Standards Interaction Committee reporting to Technology Council as shown in the proposed new Rule of the Board (included in the background of the motion).

This motion came out of the 2017 presidential ad hoc on the globalization of standards.

Mr. Erbe stated that he felt there is a need for Society to understand what is going on with the international standards community. Society's technical community should be involved. The goal of this motion is to elevate the conversation to get the necessary support and visibility. He felt that the international regions should be engaged as well.

It was asked if the proposed new committee would be strategic or operational.

Mr. Bushby answered that he sees it as a strategic committee. The committee would likely look for ways to tap into assets and resources that are not currently being accessed. Would also find ways to influence the existing process so that international standards are thought of more holistically.

Concern was expressed that the proposed new committee is European centric. ExCom members expressed that the focus needs to be truly global.

Mr. Littleton advised that approval of this motion would be a major organizational change as defined in the ROB. Major organizational changes must be submitted to the BOD at least 60 days prior to the meeting where it will be discussed. Also, the motion has to be presented at one meeting but voted on at the next meeting.

It was discussed that a task force could be established immediately and empowered to take the action outlined in the motion. Task force could then be evolved once the streamlining landscape is better understood.

The possibility of an ad hoc or task group under Technology Council was discussed. There were sentiments that this path could get the group up and running immediately. There was also discussion that an ad hoc or task group under Technology Council may not give this group the necessary gravitas.

Mr. Mehboob move that

5. MOTION 4 be called to question.

MOTION 5 PASSED (4:2:0, CNV).

MOTION 4 FAILED (0:6:0, CNV).

Mr. Gulledge stated that Mr. Bushby and Mr. Erbe should not be disheartened by the motion failing. He plans to move immediately to form a task force and would like Mr. Bushby and Mr. Erbe to assist in drafting the ad hoc's charge. The task force will be allowed to evolve with the streamlining of Society.

Mr. Gulledge and Mr. Schwedler will form a task force focused on international standards interaction.

AI - 18

NEW BUSINESS

GAC REQUEST - MOU ENGAGEMENT

Mr. McQuade reported that Society often enters into MOUs and there aren't always meaningful interactions. He continued that there may be opportunities for ExCom to assign MOUs to committees or councils to maximize the Society's MOU relationships.

Mr. Dean expressed concern with our partners' perceptions if we begin to engage them in ways we haven't in the past.

Mr. Mehboob stated that the grassroots need to be empowered and engaged as well.

Mr. Gulledge stated that there is a perception that the stewardship of some MOUs is not as good as it could be. Some things are falling through the cracks. It may be appropriate for the Society Streamlining Ad Hoc to consider this as well.

ExCom and Mr. Littleton will tabulate MOUs and identify the individual or group assigned to steward each MOU, identify any gaps, and determine the best group to manage the MOUs and working groups.

AI - 19

PLANNING COMMITTEE - TIMING OF STRATEGIC PLAN

Mr. McQuade reported that there was an informal recommendation from the Planning Committee to extend the current strategic plan term by one year. The impetus behind the recommendation is that the focus this Society year has been on the pandemic and some initiatives didn't get the momentum they would have gotten otherwise.

Ms. Maston stated that there is a financial implication to this recommendation as well. The timeline to start a new strategic plan would be coming up very shortly. By delaying the strategic plan development by one year, the costs incurred would be delayed a year as well.

She reported that the Planning Committee will be completing a mid-term review and pivot if necessary.

Mr. Dean stated that he was torn; his initial reaction was that the pandemic has highlighted a lot of strategic changes that the Society could and should make and perhaps the current cycle should be maintained. However, from a financial standpoint, a little less encouraged to think about incurring a \$100,000 expense.

There was mixed perspective from ExCom on whether or not the strategic plan timeline should be adjusted.

Ms. Maston stated that the two paths discussed are not mutually exclusive. This discussion provides Planning with good direction. She thanked ExCom for their time and input.

EXECUTIVE SESSION

Executive session was called at 10:17 am.

Open session reconvened at 12:07 pm.

ADJOURNMENT

The meeting adjourned at 12:07 pm.

A handwritten signature in black ink, appearing to be 'JH Littleton', with a horizontal line extending to the right.

Jeff H. Littleton, Secretary