



MINUTES

EXECUTIVE COMMITTEE MEETING

**ASHEVILLE, NC
March 20-22, 2025**

Approved by the Executive Committee on June 21, 2025.

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March 20-22, 2025

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PRINCIPAL APPROVED MOTIONS

Executive Committee Meeting

March 20-22, 2025

No. - Pg.	Motion
1 – 2	Minutes from the February 8 and 12, 2025 open session Executive Committee meeting be approved.
2 – 3	ExCom recommends to the BOD that the Strategic Advisory Panel be eliminated and removed from the Society org chart.
3 – 8	<p>ExCom recommends to the BOD that the policy related to DRC travel to CRCs outside of their own region be changed as follows:</p> <ul style="list-style-type: none">○ A DRC may attend one CRC outside of his/her home region as a nominee or during the first two years of service as a DRC or as a DRC nominee. The President in place at the time the CRC takes place must approve the travel and the DRC must provide justification to the President for the request to visit the CRC.○ No more than two visiting DRCs from outside of the host region may attend the same CRC.○ After visiting a CRC outside of his/her home region, the DRC must provide a written summary of the lessons learned and CRC/Chapter observations so that all DRCs can benefit from the sharing of CRC best practices. The report should be posted to the DRC Basecamp.
4 – 9	ExCom recommends to the BOD that beginning in SY 2025-26, the Nominating Annual Conference shall be virtual.
5 – 15	ExCom recommends to the BOD that the BOD conduct a BOD meeting outside of North America in Society Year 2026-27.
6 – 16	ExCom recommends to the BOD that \$50,000 be withdrawn from reserves to hire a consultant to create an AI strategic plan.
7 – 20	To hold the summer AASA meeting June 2, 2025 in Milano at the REHVA meeting followed by CLIMA2025.

ACTION ITEMS
Executive Committee Meeting
March 20-22, 2025

No. - Pg.	Responsibility	Summary of Action	Status	Goal Date
1 – 2	McQuade	Work with UNEP and Jim Curlin to determine how to identify ASHRAE members who have appropriate technical expertise to participate in UNEP TACs. (Assigned January 20, 2024)		
2 – 2	Knight, McQuade and Maston	Develop a Presidential travel plan for the next several Society Years. (Assigned March 14-16, 2024)		
3 - 2	McQuade	Follow up with Mr. Wentz on the IFHE work plan for review at the March ExCom Meeting. (Assigned February 8 and 12, 2025)		March 2025
4 – 4	Littleton	Work with Ms. Reiniche and Mr. Hammerling to determine which business items from Tech Council need ExCom approval at the Winter and Annual Conferences.		
5 – 4	Keen	Expand the current President-Elect and Companion Guide to include responsibilities and deadlines for Treasurer. The goal of the edits would be to create a three-year document that starts with Treasurer and TRAC.		
6 – 5	Littleton	Review the list of Society MOUs and provide recommendations on all MOUs for ExCom's consideration. The following evaluation criteria were suggested – Is there a work plan? Is the relationship valuable to Society? Potential for collaboration in the next three years. AASA Member? Activity in the last year. Reason for establishing the MOU? Staff will also draft correspondence to organizations with expired or expiring MOUs that will not be renewed.		
7 - 5	Littleton	Develop a recommendation for a liaison to GSO for Mr. Knight's consideration.		
8 – 9	Littleton	Communicate with his contact at EARTH to confirm the travel commitment of the requested ASHRAE liaison. Share the information with Mr. McQuade to assist him in making the liaison appointment.		
9 – 11	McQuade	Organize a call with himself, Ms. Maston, Mr. Abellon, and Mr. Fulk to discuss and coordinate BOD Orientation.		
10 – 11	Staff	Create a document outlining the timing of and attendance at the spring ExCom meeting, appointments meeting, BOD orientation, and ExCom orientation.		

11 – 19	Staff	Develop a three-year business plan for hiring more staff, expanding CEC and running more topical conferences. The action plan will be reviewed by ExCom at a future meeting.		
12 – 19	Staff	Develop a high-level framework for expanding education and training into the HVAC&R trade/technician/operator training. The recommendations will be reviewed by ExCom at a future meeting.		



MINUTES
EXECUTIVE COMMITTEE MEETING
March 20-22, 2025

MEMBERS PRESENT:

Dennis Knight, President
Bill McQuade, President-Elect
Sarah Maston, Treasurer
Devin Abellon, Vice President
Wade Conlan, Vice President
Ken Fulk, Vice President
Chandra Sekhar, Vice President
Jeff Littleton, Secretary

GUESTS PRESENT:

Ashish Rakheja
Trent Hunt
Andres Sepulveda

STAFF PRESENT:

Candace Denton, Sr. Manager - Board Services

CALL TO ORDER

The meeting was called to order at 1:11 pm.

VALUE STATEMENT

Mr. Knight read the value statement and advised that the full code of ethics, core values and diversity statements were available online.

ROLL CALL/INTRODUCTIONS

Roll call was conducted. All members and incoming members were present.

REVIEW OF MEETING AGENDA

Mr. Knight reviewed the meeting agenda. 'Discussion of AI Initiatives and Resources, 'Roundtable Update' and 'Strategies to Make Topical Conferences Topical' were added to *New Business*.

APPROVAL OF MINUTES

It was moved and seconded that

1. Minutes from the February 8 and 12, 2025 open session Executive Committee meeting be approved.

MOTION 1 PASSED (Unanimous Voice Vote, CNV).

REVIEW OF ACTION ITEMS

Action items 2, 3, 5, 6, 7, 9 and 10 were reported as complete. All other action items were reported as ongoing.

AI 1-3

Discussion and updates on action items were reported. A summary of that discussion is below:

AI4 – It was reported that senior leadership did not plan to continue the trend of visiting a region for an entire week. He reported that this schedule can be difficult for the DRC and the President.

There is value in the chapters seeing the President and that should be honored, but a week in every region is not sustainable.

It was suggested that the President visit chapters and regions for special events.

It was suggested that the Treasurer aim to visit every region over a three-year period. It was stated that this travel schedule could increase the burden on Treasurers and employers may not support it.

There was consensus that the current model was not sustainable and Mr. Knight, Mr. McQuade, and Ms. Maston would discuss changes to the current model further during the DC Leadership Meetings.

AI5 – Mr. Littleton reported that he had a conference call with the ADS Executive Director and he was very excited to hear from Society. He reported that he will have another meeting with the

executive director and another staff member to discuss ways that Society and ADS can collaborate.

AI6 – Ms. Maston reported that the concept of the strategic advisory panel came up during streamlining discussions. She reported that as part of her PEAC, she planned to include up to 10 people from outside of ASHRAE membership: for example, manufacturers, design engineers, strategic thinkers, green financing, owners, and other industry organizations. If done well, would be a great wealth of information.

It was stated that this addition to PEAC would be a way to have input on items from people outside of the “ASHRAE bubble.”

Mr. Conlan moved and it was seconded that

2. ExCom recommends to the BOD that the Strategic Advisory Panel be eliminated and removed from the Society org chart.

Ms. Maston suggested that there be fluidity based on the Treasurer.

Mr. Conlan stated that he served on multiple TRACs and PEACs; Mr. McQuade had the most non-ASHRAE members serve. He suggested that enough people serve on PEAC who understand Society and can keep initiatives moving forward.

Mr. Hunt suggested that that as opposed to being dissolved, the Strategic Advisory Panel that the duties of the group be given to the Planning Committee. He stated that the Planning Committee could develop a report for the BOD each year.

Mr. Conlan suggested that the motion be approved as presented. He suggested that the Planning Committee had a lot of work that would have been assigned to the Advisory Panel.

Mr. Littleton added that a BOD advisory subcommittee was not needed for the Planning Committee to reach out to individuals who are not ASHRAE members.

MOTION 2 PASSED (Unanimous Voice Vote, CNV).

AI8 – Mr. McQuade suggested that the due date be changed to the Phoenix ExCom meeting and be discussed at that time.

AI9 – Mr. Rakheja reported that the action item could be noted as complete as work had begun. He reported that the work would be ongoing.

AI10 – Mr. Littleton reported that the R3C report was distributed March 20, 2025.

TIMING OF TECHNOLOGY COUNCIL REPORT TO EXCOM AT WINTER/ANNUAL MEETINGS

Mr. Conlan reported that there were motions from RAC, TAC and Standards that come to Tech Council late because of the timing of their meetings. He suggested that, to be equitable to the groups that report to Tech Council, they should be allowed to complete their work at the conference.

He suggested that the Tech Council meeting be shifted to allow all Tech Council and its reporting committees to complete their work at the conference.

Mr. Littleton suggested that a schedule change was not necessary if the only outstanding business for ExCom's consideration would be approval of a new or revised TPS or a new PD. He stated that either the BOD or ExCom could approve a new or revised TPS or a new PD.

Mr. Littleton will work with Ms. Reiniche and Mr. Hammerling to determine which business items from Tech Council need ExCom approval at the Winter and Annual Conferences.

AI-4

TRAC/PEAC

TREASURER, PRES. ELECT & PRESIDENT ONBOARDING & TRANSITIONS

Ms. Maston reported that there was recent discussion that the senior officers rolling onto ExCom needed to better understand what was coming their way. She reported that the guidance attached to the agenda had been around for some time and was updated by staff annually.

Mr. McQuade reported that Ms. Keen offered to take the current President-Elect document and expand it, creating a multi-year roadmap for Treasurer and President-Elect. He stated that the current document is written from the perspective of staff and it would be nice if it were updated from the perspective of the TRAC Chair.

Mr. Littleton stated that the goal of the expanded document would be to create a three-year document that starts with Treasurer.

Ms. Keen will expand the current President-Elect and Companion Guide to include responsibilities and deadlines for Treasurer. The goal of the edits would be to create a three-year document that starts with Treasurer and TRAC.

AI-5

Mr. Littleton will draft a message to Ms. Keen from Mr. Knight requesting that she take up Action Item 5.

MOU UPDATES

IFC (INTERNATIONAL FINANCE CORPORATION)

Mr. Rakheja reported that a work plan had been drafted and sent to IFC for consideration. He stated that he would like to arrange a meeting of IFC representatives and DC ASHRAE staff.

Mr. Littleton expressed that there was great potential for a productive relationship.

EXPIRING MOUs

Mr. Littleton reported that leadership had an ongoing challenge with managing MOUs. He reported that a list of current Society MOUs was attached to the agenda; included in that list were MOUs that had expired. Currently, Society has more expired MOUs than not. He suggested that Society may be better served by having fewer MOUs that leadership and staff can focus on as opposed to more MOUs that are not active.

He suggested that Society could close the loop with organizations with expired MOUs, advising that the MOU was cancelled or would not be renewed and expressing Society's willingness to continue to collaborate.

It was asked how many current MOUs had work plans. Mr. Littleton responded that the vast majority did not have accompanying work plans. He stated that many MOUs are “feel good” agreements with other organizations.

It was stated that many organizations get more out of partnering with ASHRAE than Society gets out of the relationship. Concern was expressed that some organizations were leveraging Society’s reputation for their gain.

Mr. Littleton reported that ten years ago a standard MOU template was created that the Society President could decide to sign without approval from the BOD or ExCom. Since that time, different ExCom groups have had very different opinions on how to manage MOUs and this has resulted in a lot of different strategies that have come and gone. He expressed his opinion that he did not like open ended or expired MOUs without resolution but that some expired MOUs were symbolic.

Mr. Fulk suggested that a ceremonial MOU could be created.

Mr. McQuade suggested that a more focused approach would achieve more. He suggested that Society have a narrower group of MOUs, with work plans to keep initiatives moving forward. He also suggested that someone be assigned to work plans to monitor them.

Mr. Littleton reported that many organizations have a staff position dedicated to maintaining relationships with other organizations.

Mr. Rakheja suggested that a more simplified MOU be developed. He stated that members and staff spent a lot of time debating and reviewing MOUs as well as preparing work plans. He stated that MOUs speak to the reach of Society, but the current process was very time consuming.

Mr. Littleton will review the list of Society MOUs and provide recommendations on all MOUs for ExCom’s consideration. The following evaluation criteria were suggested – Is there a work plan? Is the relationship valuable to Society? Potential for collaboration in the next three years. AASA Member? Activity in the last year? Reason for establishing the MOU? Staff will also draft correspondence to organizations with expired or expiring MOUs that will not be renewed.

AI-6

PARTICIPATION/ENGAGEMENT WITH GSO

Mr. Littleton reported that GSO (Gulf Standards Organization) was a standard setting body that Society should connect with. He suggested that Society appoint a member liaison to attend meetings and become involved. He suggested that leadership develop a plan to engage with GSO.

Mr. McQuade suggested that GTIC could be involved in the liaison relationship.

Mr. Rakheja stated that there was a lot of capacity on GTIC. He reported that a GTIC member from the Middle East was working on issues in that area.

Mr. McQuade expressed agreement that it was important to have boots on the ground as it relates to the work of GTIC.

There was consensus from ExCom that Society should support travel expenses associated with a liaison to GTIC.

Mr. Littleton will develop a recommendation for a liaison to GSO for Mr. Knight’s consideration.

AI-7

There was consensus that the proposed liaison to GSO would report to GTIC.

SCOPE 3 EMISSIONS AND CARBON OFFSET PURCHASES

Mr. Littleton reported that Society began purchasing carbon offsets for the executive director and senior officers during Ms. Scoggins' Presidential year. Should the practice of purchasing carbon offsets be continued?

Mr. McQuade stated that discontinuing the purchase of carbon offsets could send the wrong message to grassroots members. He expressed that it was responsible for Society to continue.

There was consensus from ExCom that Society continue to purchase carbon offsets for the executive director and senior officers.

ETHICS COMPLAINT PROCESS RECOMMENDATIONS

Mr. Littleton reported that the current ethics complaint process took too many volunteers too much time to complete. An overview of the current process and recommendations to simplify and speed up the process were presented and are included in ATTACHMENT A.

Mr. Conlan asked if there was a reason for the two-step process initially. It was reported that the current process was developed via a Presidential Ad Hoc Committee about ten years ago. The ad hoc looked at how other societies handle ethics complaints and several had a two-step process.

As a member of the original ad hoc, Mr. Fulk spoke in favor of the recommendations.

Mr. Littleton reported that due to the delicacy and need for immediate action regarding complaints of sexual harassment, the recommendation is that these allegations be addressed immediately by the executive director and senior officers, who would then make a recommendation to the BOD.

Mr. Rakheja suggested that it could be difficult for the senior officers to find time to immediately address sexual harassment complaints. He also suggested that having the senior officers present a recommendation to the BOD could influence BOD members. He suggested that an ethics committee could be appointed at the beginning of the year to address complaints of sexual harassment. It was suggested that past ExCom members or Presidential Members could be appointed to this special ethics committee.

There was consensus from ExCom that the recommendations presented move forward with the edit that if the senior officers are unavailable, the Vice Presidents will serve on the ethics committee to hear complaints of sexual harassment. Mr. Littleton will modify the recommendation accordingly.

Society legal counsel will be asked to review the proposed modifications to the ethics complaint process and present it to ExCom at a future meeting.

OFFICER INTERSOCIETY VISITS

Officers reviewed their travel and intersociety visits. A summary of that discussion is below:

Mr. Knight – Attended CIBSE and spoke at the NEBB conference. NEBB has a good relationship with a lot of technicians; always enjoy their conference.

Also attended ACREX and ISHRAE. Will provide a full write up of his travels as part of his final report to the BOD.

Mr. McQuade – Attended RMI where a number of researchers were present. Suggested there was a real opportunity for the CEBD to align with RMI. Suggested that a liaison with RMI may be a good idea.

Participating in a call with Eurovent to discuss embodied carbon. Specifically, looking at product category rules similar to what we are working on with AHRI; important that the two organizations have alignment.

Mr. Conlan – Participating in calls with AHIA; have had several conflicts with the scheduled meeting time.

Ms. Maston and Mr. Conlan will be speaking and involved in the introduction at the AGC/AABC conference.

Ms. Maston – Attending bi-monthly meetings of INWC, a division of UNEP. The group met in Orlando. INWC has a large audience but they are financially limited. Just rolled out a mentorship program. ASHRAE is considered a founding member of INWC and is looked to for organization and getting the word out.

Mr. Conlan and Ms. Maston met with USGBC leadership at GreenBuild. Will follow up with those individuals that we met in person.

Mr. Abellon – Attended ASPE convention and had a good discussion with leadership. Did not attend in an official capacity but had good conversations.

Mr. Littleton – Chair of the HVAC Alliance, comprised of nine organizations; have had one meeting this Society year. Another meeting has been organized for April at Daikin's Texas Technology Center; going to meet with them and hear from executives on what they think is important to the collective.

Shared list of VIP organizations that leadership met with at the Orlando conference.

The following meetings would be held in DC the following week – NIBS, GSA, Senator Mike Bennet's staff, ICC, Senator Lindsey Graham's staff, Senator Tim Scott's staff, USGBC, Senator Don Byers and his staff, Principal Deputy Assistant Secretary for Energy Efficiency and Renewable Energy at DOE – Lou Hrkman, and BOMA.

DRC TRAVEL

Mr. Littleton presented a tracking spreadsheet of DRC travel to CRCs (ATTACHMENT B). He reported that DRCs are allowed to attend one CRC outside of their home region in each of the first two years of their term. He reported that there had been cases in the past where a DRC attended two CRCs in one year. He reported that this travel was difficult to track and the tracker was developed to assist.

He reported that Society provides funding for DRCs to make region assigned trips. DRCs have requested that those funds be reallocated, not for visits to chapters in their region, but to travel outside of the region. He suggested that this reallocation was inappropriate.

There was much discussion of the request to reallocate funds for region assigned trips. There was consensus that it is not appropriate to use regional allocations for DRC travel outside of the region.

Mr. Littleton suggested that DRCs only be allowed to attend one CRC outside of their own and that it take place in their first year on the BOD. There was discussion of this suggestion, and a summary of that discussion is below:

May not be a bad idea for DRCs to see a well-run leadership training.

Suggest one visit within the first two years.

Initial intent was for a DRC to go to another CRC.

Was helpful to attend another CRC when serving as a CRC General Chair.

Suggest limiting the number of DRCs at one CRC. No more than two DRCs outside the home region at a CRC.

Suggest that a deadline be set each year.

Suggest that proper justification be provided.

Suggest that DRCs submit a report following a CRC visit, similar to the report that officers submit after a CRC.

After much discussion it was moved and seconded that

3. ExCom recommends to the BOD that the policy related to DRC travel to CRCs outside of their own region be changed as follows:
- A DRC may attend one CRC outside of his/her home region as a nominee or during the first two years of service as a DRC or as a DRC nominee. The President in place at the time the CRC takes place must approve the travel and the DRC must provide justification to the President for the request to visit the CRC.
 - No more than two visiting DRCs from outside of the host region may attend the same CRC.
 - After visiting a CRC outside of his/her home region, the DRC must provide a written summary of the lessons learned and CRC/Chapter observations so that all DRCs can benefit from the sharing of CRC best practices. The report should be posted to the DRC Basecamp.

MOTION 3 PASSED (Unanimous Voice Vote, CNV).

LIAISON ASSIGNMENT FOR ENVIRONMENTALLY APPLIED REFRIGERANT TECHNOLOGY HUB (EARTH)

Mr. Littleton reported that Society supported the University of Kansas in their efforts to form EARTH; and the university has now asked Society to be part of the administration of EARTH.

Can Society support full travel for someone to be the ASHRAE liaison to EARTH?

There was discussion of the proposed liaison position including who could serve and what the cognizant committee should be.

There was consensus that if a member is appointed she/he should represent the views of Society and the cognizant committee, not their own.

Mr. Knight stated that he had no objection to deferring the discussion to the Appointments meetings and allowing Mr. McQuade to make the final decision.

Mr. Littleton will communicate with his contact at EARTH to confirm the travel commitment of the requested ASHRAE liaison. He will share the information with Mr. McQuade to assist him in making the liaison appointment.

AI-8

The meeting recessed at 4:59 pm.

The meeting reconvened at 7:49 am on March 21, 2025.

NOMINATING COMMITTEE ANNUAL MEETING

It was reported that the total cost for travel reimbursement and meeting expenses for the Nominating Committee meeting held at the Annual Conference were, on average, \$45,000. It was also reported that very little committee business was handled at the June Nominating Committee meeting and the majority of the meeting was new member orientation.

Members of ExCom discussed the costs and length of the meeting. A summary of that discussion is below:

Served on Nominating for four years. Don't see why this meeting cannot be virtual.

Mr. Littleton reported that there is a strict separation between BOD and the Nominating Committee related to nominations. But when it comes to administrative issues, ExCom and the BOD can direct the Nominating Committee.

Suggested that debate and selection of candidates should be in-person. But, business and training can be conducted virtually. Suggested that all committees should be looking at making this shift.

There was discussion of guidance in the Nominating Committee MOP regarding the Nominating Committee meeting at the Annual Conference. Mr. Knight stated that a committee MOP cannot overrule direction of the BOD.

Mr. Conlan moved and Mr. Abellon seconded that

4. ExCom recommends to the BOD that beginning in SY 2025-26, the Nominating Annual Conference shall be virtual.

MOTION 4 PASSED (Unanimous Voice Vote, CNV).

BOARD ORIENTATION

Mr. McQuade led a discussion of developing BOD orientation materials and the timing of orientation. He reported that there had been recent discussions of staff being more involved in the planning process and advised that staff completed the majority of updates to orientation PowerPoints in the past.

Who should be leading BOD orientation?

Mr. Littleton stated that there are two schools of thought. The first is that senior officers should conduct training because they have experience serving; the other is that those serving on ExCom should participate in orientation and spend time getting to know incoming Directors.

Ms. Maston stated that when she was Treasurer nominee, she was told that she would be running BOD orientation, and she worked with the VPs to plan and conduct team building.

Mr. Conlan stated that the President-Elect guidelines document indicated that the President-Elect is responsible for BOD orientation. He suggested that members rolling off ExCom could provide insight during BOD orientation. He suggested that clear guidelines related to BOD orientation should be developed.

Mr. Littleton stated that another variable in the past has been the proximity of BOD orientation to other meetings; this proximity had driven who participated in BOD orientation in the past. He suggested that the schedule of spring meetings this year worked very well. He suggested that the President-Elect should decide who will conduct and participate in BOD orientation.

Mr. McQuade agreed that the President-Elect should coordinate BOD orientation. He suggested that financial training at BOD orientation should be covered by the current Treasurer.

Mr. Conlan suggested that the incoming Treasurer would also, technically, be trained around the same time as BOD orientation. He suggested that ExCom orientation should be formalized moving forward.

Mr. Littleton stated that there was not currently a dedicated training for the incoming Treasurer; and training conducted at BOD orientation by the Treasurer was an overview of Society's financial documents.

Mr. Knight suggested that the current onboarding of senior officers should include the incoming VPs as well.

Mr. McQuade summarized that the discussion uncovered a desire for three separate trainings or orientation sessions – ExCom training, financial training, and BOD training.

There was extensive discussion of these orientation sessions. A summary of that discussion is below:

BOD orientation should be for incoming Directors. VP training could be conducted virtually. ExCom training could be conducted virtually or in-person. Suggested that ExCom training happen at the spring meeting. Officer AmEx cards are received at the spring ExCom meeting and there needs to be an understanding of ExCom expense reports.

There was consensus that ExCom orientation should take place at the spring ExCom meeting moving forward.

Historically, outgoing ExCom members did not participate in appointments meetings.

Mr. McQuade suggested that ExCom training for the upcoming Society Year should be conducted virtually. He stated that the current SY Treasurer conduct financial training at BOD orientation with the support of staff. He stated that general BOD orientation would be conducted by the President-Elect and returning VPs.

There was consensus that ExCom orientation would be conducted virtually this SY. There was consensus that in the future, ExCom orientation would take place at the spring ExCom meeting.

There was consensus that BOD orientation would be conducted by the President-Elect, Treasurer, and returning Vice Presidents.

It was suggested that financial training be conducted virtually after BOD orientation. As a BOD member, it is helpful to have a good understanding of what the different financial "buckets" are.

Mr. McQuade will organize a call with himself, Ms. Maston, Mr. Abellon, and Mr. Fulk to discuss and coordinate BOD orientation.

AI-9

It was suggested that a virtual meeting be conducted prior to the in-person BOD orientation to help address previous feedback that BOD orientation is overwhelming.

Suggested that a session be conducted after the Annual Conference to address questions. The session would be designed for incoming Directors, but all BOD members would be allowed to attend.

There is a benefit to the incoming Treasurer attending BOD orientation and meeting with and getting to know staff.

Suggest that appointments and BOD orientation be scheduled together.

It was decided that Mr. McQuade, Ms. Maston, Mr. Rakheja, Mr. Abellon, Mr. Fulk, and Mr. Littleton would meet on March 28 from 8:00-9:00 am to discuss and coordinate BOD orientation.

Staff will create a document outlining timing of and attendance at the spring ExCom meeting, appointments meeting, BOD orientation, and ExCom orientation.

AI-10

It was decided that ExCom orientation would be conducted virtually on April 18 from 8:00-9:30 am ET. The general topics of discussion would be unique roles of the Vice Presidents, what has changed since the incoming Vice Presidents most recently served on ExCom, and ExCom expense reports.

MMAH REPORT FOLLOW-UP

Mr. Fulk reported that the report attached to the agenda was shared with ExCom in Orlando. An additional attachment on the MMAH ASHRAE Member Value Proposition was shared via email and is included in ATTACHMENT C. He reported that the new attachment addressed comments from the BOD made in Orlando.

He reported that the MMAH ASHRAE Member Value Proposition Subcommittee was chaired by Mr. Austin. Presidential Member Scoggins was engaged in the subcommittee meeting and provided great comments. He reported that there was a lot of discussion around ensuring high quality chapter programs and non-commercial chapter programs.

He reported that recommendations for ExCom will be provided soon. He stated that a Presidential Ad Hoc could be warranted as the discussions of the MMAH ASHRAE Member Value Proposition Subcommittee did not align with the current charge of the MMAH.

He reported that minutes from the MMAH ASHRAE Member Value Proposition Subcommittee meeting were included in the attachment.

He reported that a subcommittee to address potential Bylaws changes (as a result of MMAH recommendations) was developed and would be chaired by Mr. Craddock. He reported that the work of that subcommittee was about 80% complete.

He reported that the College of Fellows strongly opposed any changes to the grade of Fellow.

He reported that feedback was received from Region XV regarding the proposed changes to student dues. He stated that the goal was to reduce member categories to as few as possible. There was consensus at the MMAH that \$20 for both developing economies and student members was a fair price point and good way to simplify the dues structure.

Mr. Rakheja expressed his agreement with the proposed change to the student and developing economies dues rate. He suggested that comments from Region XV were likely due to a lack of communication.

Mr. McQuade suggested that emphasis be placed on access to Handbook Online. He stated that access to that membership benefit was like the days when Student Members received the hard copy Handbook.

Mr. Littleton suggested emphasis should be placed on eliminating membership categories for simplification purposes.

Mr. Fulk agreed and reported that changes would be highlighted from a marketing standpoint.

Mr. Rakheja suggested that access to Handbook online for such a nominal fee should be highlighted and clearly communicated.

Mr. Littleton asked if a Presidential Ad Hoc would be formed to look into the aspects of the report that are not related to the charge of the MMAH.

Mr. McQuade responded that he would prefer to assign items to cognizant committees.

Mr. Fulk stated that the MMAH ASHRAE Member Value Proposition Subcommittee could help facilitate reaching out to cognizant committees and the MMAH could follow up on items as well. He reported that the MMAH would act at the President-Elect's will.

If approved, when will the ROB updates be complete?

Mr. Fulk reported that ROB updates would be made in the Society Year between approval and implementation the following spring. He reported that the MMAH would conclude its work in the summer of 2025 and ongoing work would be handed off to staff and cognizant committees.

ORLANDO VIP MEETINGS

Mr. Littleton reported that VIP meetings typically happen at Society Conferences with himself and the senior officers. He stated that the VIP meetings take a great deal of time to organize; but they are beneficial to Society's relationships with other organizations. Should these meetings be continued? Which organizations should leadership meet with?

There was a discussion of VIP meetings at Society conferences. A summary of that discussion is below:

Suggest identifying the organizations we want to meet with each Society Year.

Suggest blocking time on the officers' schedules at each conference to schedule VIP meetings.

Suggest that the time the Society President attends the AHR Expo be changed; currently on Monday for about 2.5 hours and causes the President to miss VIP guests.

There was consensus that, moving forward, a block of time would be set for senior officers to meet with VIP guests. Other members of ExCom will be notified of the schedule for each conference.

There was a discussion of the BOD leadership luncheon. Should something different be done to maximize so many leaders in one room at the same time?

Suggest that a focus be placed on how to engage with Society partners. At the ASHE meeting, every guest of a visiting organization was introduced and was given the opportunity to provide a short update on their organization. This model provides an opportunity for guests to connect with one another as well. All representatives would be introduced but only one would speak.

Luncheon time frame could be extended to allow time for more people to speak.

Could bring in a keynote speaker.

If guests are advised that they will have the opportunity to speak, it would allow them to prepare and provide a more thoughtful update.

The space for the luncheon is often a little tight.

Would like to see long-term donors and participants be engaged more.

It was suggested that a panel discussion or roundtable could be organized during the lunch.

Effort is made to list names of guests and logos for the organizations they represent. Goal is to make guests aware of what other organizations are doing.

There was consensus that a larger room for the BOD Leadership Luncheon was needed. There was also consensus that the timeframe for the lunch should be considered to allow for a panel discussion that would be of interest to all members.

There was discussion of the CIBSE meeting at the Winter Conference. Mr. Littleton reviewed current partnerships with CIBSE.

After much discussion there was consensus that the CIBSE meeting be streamlined to one hour. This adjustment will allow Society officers to meet with other organizations and/or attend council meetings.

CONFERENCE MODELS AND REGISTRATION RATES

Mr. Littleton reported that Ms. McHan made a presentation in Orlando on recommendations to streamline and optimize the Annual Conference. He reported that hotels had gotten very expensive, and

many hotels no longer wanted to bid on the Annual Conference proposal citing low food and beverage costs when compared to sleeping room numbers and requested meeting space.

He reported that in years when the Winter Conference is in March, registration for the Annual Conference would open during the Winter Conference. He also reported that attendance at the Annual Conference was consistently declining. He reported that between 600 and 700 members who attend the Annual Conference register as *Committee Only*.

He reported that following the presentation in Orlando, staff was given an action item to draft a charge for a Presidential Ad Hoc to take a serious look at these issues. The draft charge was shared with the group via email and is included in ATTACHMENT D.

Mr. McQuade asked if the group could be a CEC ad hoc, with consultants paid to attend meetings?

Mr. Littleton reported that the full scope would go beyond the scope of CEC; the proposed ad hoc would include membership from all impacted groups.

Mr. Hunt expressed his opinion that part of Society's success is owed to the networking opportunities provided and some of those opportunities are not fully realized in a virtual environment. He shared his opinion that many relationships he was able to create wouldn't have existed if meetings were conducted virtually. He expressed his opinion that virtual meetings save money but reduces opportunities in other areas.

There was consensus that all councils should be represented on the Future of ASHRAE Conferences Presidential Ad Hoc. There was also consensus that a member of the current BOD should serve.

Mr. Littleton suggested that the councils could select their representatives.

Mr. McQuade suggested that a DRC from a region impacted by changes to the Annual Conference could serve and/or a member who has chaired an Annual Conference.

Mr. Littleton suggested that the Annual Conference could be repositioned as the *ASHRAE Leadership Conference* and provide more focused technical content. He suggested that changes to the Annual Conference were of equal importance as the MMAH.

He suggested that if Society thinks outside of the box, changes could really improve Society.

Mr. McQuade stated that he would like Ms. Maston to represent ExCom and the BOD on the ad hoc. He expressed agreement that the current model for the Annual Conference was not sustainable.

Mr. Rakheja expressed his opinion that the draft ad hoc charge implies that the ad hoc should make a recommendation for a new Society conference format. He suggested that the group also address the Winter Conference happening periodically in March.

Mr. Conlan suggested that staff first provide input on deadlines impacted by the Winter Conference happening in March and any proposed changes to the Annual Conference.

BOD MEETINGS OUTSIDE OF THE UNITED STATES

Ms. Maston reported that when the BOD met in Turkey, it was discussed that BOD meetings should be held outside of the United States every three years moving forward to allow all BOD members the opportunity to participate in a BOD meeting outside of the US during their term.

There was discussion of conducting a BOD meeting outside of the US. A summary of that discussion is below:

Suggest that an in-person spring/fall BOD meeting be held only if it is done in conjunction with a strategic planning session or it is taking place outside of the US.

Don't think there should be an in-person BOD meeting just to have one. Feel that it is an optics issue – flying the BOD outside the US for an in-person meeting.

Not having an in-person BOD meeting generates a savings that can be used towards an international BOD meeting.

Where is the growth happening? Suggest holding the meeting in Brazil. A location should be selected where the local membership can benefit also.

In previous years, BOD meetings outside of the US have been done in conjunction with a CRC; this gives BOD members exposure to a CRC and the members who attend.

Suggest South America.

Suggest that it is too soon to plan a meeting in next Society Year. Region XV would be happy to plan a CRC that includes a BOD meeting in SY 2026-27. Leadership could start investigating costs and options to offset costs.

Suggest conducting the BOD meeting in parallel with another international Society conference. Suggested Madrid.

Suggest targeting Ms. Maston's Presidential Year or the following year. The BOD could be engaged to determine their collective preference.

Suggest that ExCom bring a recommendation to the BOD.

There is great value in the BOD participating in an international CRC.

From a strategic standpoint, suggest that it is important for a BOD meeting to be held outside of the US every three years. Cannot put into dollars how mind opening travel to Turkey was for members of that BOD; it is very different to see chapter operations outside of the US. Suggest that it makes sense for the BOD meeting to be done in conjunction with a CRC or another conference.

After much discussion, Mr. Conlan moved and Mr. Fulk seconded that

5. ExCom recommends to the BOD that the BOD conduct a BOD meeting outside of North America in Society Year 2026-27.

It was reported that the fiscal impact of the motion would be \$100,000.

MOTION 5 PASSED (Unanimous Voice Vote, CNV).

NEW BUSINESS

DISCUSSION OF AI INITIATIVES AND RESOURCES

Mr. Littleton reported that there was a sense of urgency regarding Society determining how to best use artificial intelligence (AI) for the benefit of Society, member benefits, technical inquiries, etc. He suggested that Society was in need of a comprehensive AI strategy. He reported that Ms. Reiniche expressed an interest in leading this effort from a staff standpoint.

Mr. Littleton reported that one proposal was already received from a firm to provide consulting services and guidance on a comprehensive framework for Society's use of AI. The proposal and thoughts from staff were shared via email and is also included in ATTACHMENT E.

Mr. McQuade spoke in favor of withdrawing funds from reserves. He stated that hiring the consultant would be a one-time expense for the betterment of Society and is exactly what Reserve Funds are for. He suggested that the budget be set at \$50,000 and any unused funds could be returned to reserves.

Mr. Sekhar expressed his opinion that \$50,000 would only be scratching the surface. He stated that it should be stressed that \$50,000 is just for an assessment.

After much discussion Ms. Maston moved and Mr. Sekhar seconded that

6. ExCom recommends to the BOD that \$50,000 be withdrawn from reserves to hire a consultant to create an AI strategic plan.

MOTION 6 PASSED (Unanimous Voice Vote, CNV).

ROUNDTABLE UPDATE

Mr. Abellon reported on behalf of the R3C. He shared updates to guidance on conducting roundtables with the committee via email and it is included in ATTACHMENT F.

He reported that the R3C was charged with providing guidance on how roundtables are to be conducted. With CRCs approaching, the group met the previous week to review the documents and make updates as appropriate.

He reported on the more notable adjustments to the original document; a marked version as well as a clear version were shared and are included in ATTACHMENT F. He reported that the original document was focused on consulting engineers and has been expanded. The committee also added a set of appendices which includes a sample letter for all attendees to ensure consistency with the questions and how the roundtable report and follow-up actions are reported.

It was confirmed that intent behind one of the letters was to provide the questions to participants ahead of the roundtable.

He reported that any comments or suggestions are welcome. Please submit comments soon so they can be made before the April CRCs.

Mr. Abellon reported that the guidance was meant to be a living document and was organized by calendar year. He encouraged Mr. McQuade and Ms. Maston to review the actionable questions.

The floor was opened for discussion. A summary of that discussion is below:

It was suggested that the actionable questions could support the Society Theme.

It was also suggested that the actionable questions address the strategic plan.

Suggested that a general strategic plan question be included each year; responses to the same question will be different depending on who is in the room. Spoke in favor of engaging industry experts that aren't normally engaged; don't learn as much if we continue to talk amongst ourselves.

Mr. Abellon reported that it was not the committee's intent to provide new questions each year. He stated that the goal of the questions was to jump start a more organic discussion. He reported that the R3C recommends that 90 minutes be allocated for a roundtable.

It was suggested that a permanent place for the R3C be found in Society's structure. It was suggested that it be attached to a committee.

It was suggested that the group could be a BOD Subcommittee as it is made up primarily of VPs.

It was reiterated that the roundtables did not have to be tied to a CRC. It was suggested that they could be tied to Presidential visits.

It was suggested that the work of the group did not align with the charge of Planning.

It was suggested that it be assigned to the Planning Subcommittee of Members Council; the council has representation from all the committees under Members Council.

Mr. Hunt stated that Planning Committee would be willing to incorporate the R3C if that was the collective will.

Mr. Abellon reported that the intent was for the composition of the R3C to remain the same regardless of its placement in the org chart.

STRATEGIES TO MAKE TOPICAL CONFERENCES PROFITABLE

Mr. Littleton provided information to the committee via email; it was shown on screen and is included in ATTACHMENT G.

There was some discussion of whether staff time should be included in the ROI formulas for topical conferences.

Mr. McQuade stated that staff costs cannot be accounted for in both the salary budget and the topical conference budget.

Mr. Littleton reported that the New York Decarbonization Conference was a huge win, in large part because of sponsorship from NYSERDA. He reported that typically, staff time is not taken into account when determining ROI on other programs or products. When following that model, topical conferences are profitable.

He stated that there can be a tendency to develop topical conferences tied to the Society Theme. However, not every Society Theme will drive a profitable conference. The most profitable topical conferences have been reoccurring ones that, more often than not, took time to build a following for.

Mr. Littleton reported that ATTACHMENT G included recommendations on potential strategies for topical conferences. Keeping rates low, benefits of non-member participation, reducing expenses, and increasing rates to meet planned targets were discussed in the report.

Mr. Conlan stated that social events could be added to specialty conferences if enough sponsorships are secured. He reported that staff provides guidance on what can be added based on sponsorship dollars raised.

Mr. McQuade suggested that price elasticity of specialty conferences had not been tested.

Mr. Littleton stated that ATTACHMENT G was provided as information for ExCom. A major takeaway from the report is that topical conferences are profitable. He reported that there was an action item assigned to staff to create a budget margin for topical conferences.

It was reported that increased profits from topical conferences would be revenue; recommendations are being presented with the goal of balancing the budget through as many revenue streams as possible.

Mr. Littleton reported that it was suggested that a better way of providing guidance for managing registration rates and unique sponsorships is to have a target profitability for each conference. Should that be applied to topicals as a group?

Mr. Conlan suggested that the intent should be to provide a surplus.

Mr. Knight suggested that even if a topical is organized with a goal other than additional revenue, the margins of that conference should be monitored and reported.

Ms. Maston suggested that incentives for non-members attending a specialty conference should be investigated. She suggested that this could be a huge opportunity.

Mr. Littleton reported that Society definitely markets membership to non-member attendees. He expressed that specialty conferences were a growth opportunity for Society.

Mr. Knight suggested that attendee experience should be taken into consideration when budgeting for meals.

It was suggested that staff could develop a plan to grow topical conferences and investigate the potential profitability.

It was reported that different models are currently used to host topical conferences; in one of them, the chapter does a lot of the heavy lifting with planning and organizing the conferences.

It was stated that conferences where the chapters are heavily involved increase Society's visibility and grow membership.

It was suggested that CEC members be included in the proposed investigation into growing topical conferences.

Staff will develop a three-year business plan for hiring more staff, expanding CEC and running more topical conferences. The action plan will be reviewed by ExCom at a future meeting.

AI-11

The meeting recessed at 12:11 pm.

The meeting reconvened at 7:58 am on Saturday, March 22, 2025.

EXECUTIVE SESSION

Executive session was called at 7:58 am.

Open session reconvened at 10:46 am.

OLD BUSINESS

TECHNICIAN TRAINING

Mr. Rakheja reported that Society received multiple requests from the global community to develop technician training. He reported that GTIC was discussing the possibility as well. He suggested that it could be only the development of documents and not physical training.

Mr. McQuade stated that MIT created a curriculum with a government agency for those with an associate's degree and have partnered with local colleges in the past and are looking for a partner to further develop the program. He stated that there may be an opportunity for Society to partner on this curriculum.

Mr. Littleton asked if ExCom had an appetite for developing technician training. A discussion ensued and a summary of that discussion is below:

Need a strategic business plan if technician training is pursued.

Will the unions oppose Society developed technician training?

The unions in New York have reached out in the past regarding technician training and have had a presence at chapter meetings.

There is an appetite for building performance and design accountability focused trainings outside of North America.

Suggest seeking out partners as opposed to Society developing trainings independently.

What is the best path forward?

There was consensus that Society should pursue training and education opportunities.

Staff will develop a high-level framework for expanding education and training into the HVAC&R trade/technician/contractor/operator training. The recommendations will be reviewed by ExCom at a future meeting.

AI-12

INFORMATION ITEMS**AASA REPORT TO EXCOM – ORLANDO**

The AASA report to ExCom was attached to the agenda.

Mr. Conlan moved and Mr. McQuade seconded

7. To hold the summer AASA meeting June 2, 2025 in Milano at the REHVA meeting followed by CLIMA2025.

It was stated that the intent of the motion seems to be that travel only be supported for the AASA Chair and Vice Chair.

It was suggested that, if approved, it needed to be made clear that the meeting in Milano would replace the typical AASA meeting at the 2025 ASHRAE Annual Conference.

It was suggested that more AASA members would attend the meeting if held in Milano.

Mr. Rakheja spoke in favor of the motion. He stated that in the past, the AASA agendas at the Annual Conference have been light; there has also been sentiment from AASA members that the location of the summer AASA meeting should be separate from the ASHRAE Annual Conference. He suggested that the proposed motion would positively impact Society's visibility.

Mr. Littleton reported that not as many AASA members attend the Annual Conference as the Winter Conference.

Ms. Maston spoke in favor of the motion. She suggested that approving the motion could result in a cost savings as Society would not have the expense of a meeting room at the Annual Conference.

There was consensus that the AASA meeting in Milano would replace the meeting that would normally be held at the ASHRAE Annual Conference and that the only financial costs to Society would be transportation reimbursement of the AASA Chair and Vice Chair.

MOTION 7 PASSED (Unanimous Voice Vote, CNV).

IEA-EBC REPORT TO EXCOM – WINTER 2025

The full IEA-EBC report was attached to the agenda.

Mr. Littleton reported that the report included a request to support transportation for the liaison to attend the IEA-EBC meeting in June in Nantes, France.

Mr. Knight approved the requested transportation request. There were no objections.

Staff will report Mr. Knight's decision to Mr. Olesen.

EXCOM LETTER BALLOT RESULTS – FEBRUARY 2025

It was reported that the letter ballot results from the February 2025 ExCom letter ballot were attached to the agenda for information. The letter ballot results would also be shared with the BOD as part of ExCom's report to the BOD at their next meeting.

UPCOMING MEETINGS**2025-26 CRC SCHEDULES**

There was a discussion of CRC scheduling and the commonplace practice of having multiple CRCs on the same week.

Clarification was requested on how the scheduling of CRCs is currently being handled. Specifically, what is the process when a CRC is scheduled outside of the region's target dates?

Mr. McQuade presented an updated CRC schedule with officer assignments. There were no objections to the schedule presented. The updated schedule would be distributed to members via email.

2025-26 COMMITTEE APPOINTMENTS – ASHEVILLE, NC

Dates for 2025-26 Committee Appointments meetings were shared.

SPRING BOD MEETING

There was consensus that the spring BOD meeting would move forward as scheduled and would end early if all business was completed.

ADJOURNMENT

Mr. Knight thanked members for a great meeting and their fantastic support all year. He expressed how much he was enjoying his Presidential Year. He stated that he was looking forward to the next several months and closing out the Society Year.

He wished those members participating in the Appointments meetings the best of luck.

The meeting was adjourned at 11:30 am on Saturday, March 22, 2025.



Jeff H. Littleton, Secretary

ATTACHMENTS:

- A. Ethics Complaint Process Recommendations
- B. Director Travel to CRCs
- C. MMAH ASHRAE Member Value Proposition
- D. Draft Charge for Future of ASHRAE Conferences Presidential Ad Hoc
- E. AI Consultant Proposal
- F. R3C Report
- G. Topical Conference Strategies



Refreshing the ASHRAE Ethics Enforcement Procedure

Spring ExCom Meeting, Asheville, NC

March 18, 2025,

The current Ethics Enforcement Procedures are overly complex and slow. The two-step process requires a minimum of 6 volunteers (3 for the EIP and 3 for the Tribunal), straining resources when there are multiple tribunals active at the same time. Multiple meetings must be arranged for the two-step process. All parties involved have become frustrated with the time required to reach resolution, which is often 6-8 months. The procedures are inappropriate for dealing with time-sensitive HR-related complaints regarding hostile environment and sexual harassment.

A revised EEP should:

- Take less volunteer time
- Take less staff time
- Provide a faster result to the complainant
- Be easier to understand and implement

Attached are both the existing EEPs (Attachment A) as well as a proposed revision (Attachment B). The EEPs are currently in the ROB. Any changes would require BOD approval. All currently active complaints would be grandfathered into the original EEPs.

The actual code of ethics is:

As members of ASHRAE or participants in ASHRAE committees, we pledge to act with honesty, fairness, courtesy, competence, integrity and respect for others in our conduct.

A. Efforts of the Society, its members, and its bodies shall be directed at all times to enhancing the public health, safety and welfare.

B. Members and organized bodies of the Society shall be good stewards of the world's resources including energy, natural, human and financial resources

C. Our products and services shall be offered only in areas where our competence and expertise can satisfy the public need.

D. We shall act with care and competence in all activities, using and developing up to date knowledge and skills.

E. We shall avoid real or perceived conflicts of interest whenever possible, and disclose them to affected parties when they do exist.

F. The confidentiality of business affairs, proprietary information, intellectual property, procedures, and restricted Society discussions and materials shall be respected.

G. Each member is expected and encouraged to be committed to the code of ethics of his or her own professional or trade association in their nation and area of work.

H. Activities crossing national and cultural boundaries shall respect the ethical codes of the seat of the principal activity

Attachment A. Current Ethics Enforcement Procedures

3.980 Enforcement Procedures for Violation of the ASHRAE Code of Ethics (18-06-24-08/07-01-31-17)

3.980.001 Every member and body of the Society is responsible for upholding, supporting and enforcing the Code of Ethics. It is the preference of the Society to resolve ethical issues in a collaborative, non-confrontational manner before a complaint is made.

Where such a less formal process is not appropriate or does not produce a satisfactory result, any member or body may initiate a formal written complaint requesting that the ERB (Ethics Review Board) investigate a breach of ethics by a member or body. A formal Complaint using the Ethics Complaint Form shall be forwarded to the ERB in care of the EVP (executive vice-president and chief staff officer). The complaint shall clearly identify the complainant and must be signed by a member of ASHRAE in good standing who is filing the complaint. The complaint's submittal, details, and parties involved shall be kept confidential by the ERB. If the complaint involves a member of the BOD or ERB, that person shall be recused from all deliberations and actions concerning the complaint. Complaints filed against the EVP or other ASHRAE staff members shall be referred to the ASHRAE Manager of Human Resources.

3.980.002 The statement of allegations should include:

3.980.002.1 The name and address of the member or body whose conduct is the subject of the complaint.

3.980.002.2 A statement which sets forth with specificity the alleged conduct of the member or body whose conduct is the subject of the complaint. The statement should describe any efforts made to resolve the ethical issue on an informal basis, or state reasons why informal efforts were not taken. Specifics that shall be included as a minimum are the dates, times, event details (seminar, technical, business, social, committee, communications (e-mail, webinar, telephone, memorandum), etc.), context of circumstances surrounding event, any previous contact(s) made, any subsequent contact(s) made, history of contact or relationship between the accused and complainant, any political or religious issues involved, alcoholic beverages being consumed or served, etc.

3.980.002.3 The specific provisions of the Code of Ethics which the conduct is alleged to have violated.

3.980.002.4 The names and addresses of persons believed to have direct, first-hand, and relevant knowledge pertaining to the subject of the complaint. In addition, names of the persons (if any) that assisted the complainant to write the formal complaint shall be disclosed.

3.980.002.5 The identification and location of documentation or materials upon which the complaint is based.

3.980.002.6 A statement from the member submitting the complaint pledging full confidentiality until such time as the formal investigation is completed and declaring that they will be present at any hearing at which the complaint is being considered if so requested by the deliberating body.

3.980.003 No complaint shall be considered if based on conduct more than five years prior to the complaint or more than two years after the complainant would have reasonably been made aware of the activity forming the subject of the complaint.

3.980.004 The EVP shall acknowledge receipt of the complaint within two weeks of receipt. Copies of the complaint shall be distributed only to members of the ASHRAE ERB selected to investigate and evaluate the complaint (ROB 3.980.005 – 3.980.006). The member or body that is the subject of the complaint shall be given the legal definition of “due process” and shall be presumed, and treated as innocent until proven or adjudicated guilty by the process. The EVP shall log and keep record of all complaints, the ERB members selected to serve on any Investigative Panel or Tribunal formed and the final resolution of each complaint.

3.980.005 The Ethics Review Board (ERB) shall consist of 2 members and an alternate from each Region per ROB 2.433. The Ethics Review Board shall report directly to the ASHRAE Board of Directors. To investigate and evaluate ethics-related complaints or issues, at least three (3) members of the ERB shall be selected by lot as an Investigative Panel and, if needed, three (3) other members of ERB shall be selected by lot to form a Tribunal. The selection for Investigative Panel or Tribunal shall exclude any member named in the allegations, members from the same region of those being charged, member from the region of those making the allegations or any members with any other conflict of interest regarding the complaint. ERB members on the Investigative Panel shall not serve on the Tribunal for same complaint. If the breadth of the group for the complainant or the alleged violating party is so large as to not allow the exclusion of members from the same region, then they will be allowed as long as they are not subject of or witness to the allegations or have other conflicts of interest with the parties represented. The EVP shall consult with ASHRAE legal counsel if there are questions about whether a conflict of interest exists for specific ERB members or staff.

3.980.006 The Members Council Regional Planning Subcommittee Chair will maintain the pool roster, assigning a number to each person, and provide only the numbers of eligible Ethics Review Board (ERB) pool candidates to the Members Council Regional Operations Chair to conduct the selection by lot. Once the Investigative Panel is formed, the responsibility for pursuing the complaint rests with the Panel, not the complainant. The Investigative Panel will conduct a preliminary investigation. The Panel is encouraged to

consult with ASHRAE's legal counsel for any questions about the methods or contacts to be employed in the investigation. During this investigation, the names of the complainant and the subject of the complaint will be kept confidential inside the Panel (i.e., to those individuals interviewed by the Investigative Panel) to the extent possible. The Investigative Panel will decide whether to terminate the complaint as unfounded, find the complaint frivolous and malicious, or find that the complaint is valid, based on their investigation.

3.980.007 The Investigative Panel may, at its discretion, terminate the complaint investigation process and report doing so to the BOD at any time if there is any disclosure of the complaint or its contents by the complainant prior to the complaint being referred to the BOD, if the complainant fails to respond to a written request for further information within sixty days, or if the complainant has initiated legal proceedings based on the same or related circumstances underlying the complaint. Such unauthorized disclosure of the complaint by the complainant is in itself a violation of the ASHRAE Code of Ethics.

3.980.008 If terminated as unfounded, the Investigative Panel will forward a report to the EVP, and the complainant and the subject of the complaint will be notified in writing by the EVP, with a complete explanation of the Investigative Panel's action. The identity of the complainant shall not be disclosed to the subject of the complaint.

3.980.009 If the Investigative Panel finds the complaint frivolous and malicious, the EVP will be informed of the findings and a Tribunal will be selected by lot to evaluate the findings regarding the filer(s) of the complaint. The Investigative Panel will conduct a full detailed investigation of the filer of the allegations and their reasons to do so. Filing frivolous and malicious complaints is in and of itself an Ethics Violation and investigation will be conducted on those filing the complaint. A Tribunal shall be formed (ROB 3.980.005) and the Investigative Panel shall deliver all evidence they have collected to the Tribunal and be available to the Tribunal to answer any questions or perform further investigation.

3.980.010 If the Investigative Panel finds the complaint valid, the EVP will be informed of the findings and a Tribunal will be selected (ROB 3.908.005) to evaluate the findings and recommend appropriate actions... The Investigative Panel shall deliver all evidence they have collected to the Tribunal and be available to the Tribunal to answer any questions or perform further investigation.

3.980.011 As soon as the EVP is informed by the Investigative Panel that allegations have not been dismissed as unfounded, the EVP shall confidentially notify the accused and accusing parties that charges have been put forward, a Tribunal has been formed, and a detailed investigation is underway. The BOD will be informed of the nature of the complaint, if it was found frivolous and malicious, and that a detailed investigation is underway.

3.980.0112 The Tribunal shall schedule a confidential hearing to allow the member or body charged to respond to the charges. The respondent shall be given thirty days' notice of the

hearing before the Tribunal. The hearing may be in writing, electronic or face-to-face, at the option of the member or body charged. The hearing will be organized to minimize the cost and inconvenience to the complainant, respondent and members of the Tribunal. Based on their evaluation of the evidence and testimony of involved parties, the Tribunal shall determine the level of violation and recommend action(s) to be taken. The Tribunal may choose to recommend dismissal of the allegations as unfounded, counsel and educate the accused for a minor violation, recommend more severe action, or recommend other actions it deems appropriate. The Tribunal's disposition of the complaint shall be in the form of a complete report to the BOD, with recommendations for action. All deliberations of the Tribunal shall be in executive session.

3.980.013 The BOD shall consider the Tribunal's report and recommended actions. The BOD may also request additional information from members of the Tribunal, the Investigative Panel, or other involved parties, consistent with advice from ASHRAE's legal counsel. By a simple majority of voting members, the BOD shall determine the actions to be taken in response to the complaint. The BOD may censure, warn, suspend or expel a member or members if they are found to have violated the Code of Ethics. Any action against members will be governed by the provisions for discipline in the Society Bylaws. All deliberations of the BOD shall be in executive session.

3.980.014 A copy of all ethics violation documentation will be held confidentially by the ASHRAE Human Resources Department. The records shall be available for review by future Investigative Panels and Ethics Tribunals, as well as by the BOD, for evaluating any future complaints involving the same member. The ASHRAE HR Department shall prepare a summary of the infraction and actions taken, with identities of participants removed; this shall be made available to future ERBs and BOD investigating or deliberating about similar infractions, in order to familiarize ERB and BOD with relevant precedent. As future ethics complaints are made, the EVP or, if the EVP has a conflict of interest or other involvement, the ASHRAE HR manager shall notify the ERB that there it has a report of a relevant/related ethics violation.

Attachment B. Proposed Ethics Enforcement Procedures

The ASHRAE Code of Ethics provides a foundation for the ethical interaction of members in the ASHRAE global community. It covers ASHRAE members and ASHRAE volunteer service at the Society, Regional and Chapter levels. ASHRAE does not deliberate on the ethical conduct of members outside of ASHRAE Society business.

Every member and body of the Society is responsible for upholding, supporting and enforcing the Code of Ethics. It is the preference of the Society to resolve ethical issues in a collaborative, non-confrontational manner before a complaint is made. Where such a less formal process is not appropriate or does not produce a satisfactory result, any member or body may submit a formal written complaint to the Society Executive Vice President (EVP) using the ASHRAE Ethics Complaint Form. All elements of the Ethics Complaint Form must be submitted, or the complaint will be considered invalid.

The Society's ethics review process is self-governing – ASHRAE members shall review complaints made by ASHRAE members against ASHRAE members.

The Society EVP shall acknowledge the complaint within 2 weeks of receipt.

The Members Council Regional Planning Subcommittee (RPS) Chair will maintain a roster of Ethics Review Panelists consisting of 2 volunteers from each of ASHRAE's 16 regions.

The complaint will be reviewed by a 3-member Ethics Review Panel (ERP) randomly chosen from the panelist pool by the RPS Chair. Panelists may not be from the home Region of any party involved in the complaint and must not have any conflicts of interest with the parties involved.

All work of the ERP is strictly confidential. The complainant must not tell the subject of the complaint or others that a complaint has been filed unless the ERP determines that a detailed investigation is warranted. Premature disclosure that a complaint has been filed or frivolous complaints may be considered a violation of the Code of Ethics.

The ERP may dismiss the complaint outright or conduct an investigation. If an investigation moves forward, the individual that is the subject of the complaint will be informed that a complaint has been filed and will have the opportunity to speak to the ERP. Investigations can include review of documents and interviews with all parties involved.

Upon completing its investigation, the ERP must provide documentation on its conclusions and all supporting work. The ERP may:

- Dismiss the complaint
- Recommend counseling and training of the accused for a minor violation.

- Recommend more severe actions such as warnings, censure or termination of membership.

The Board of Directors is the final authority and may accept or modify any ERP recommendation. The Board may also request additional information. Any action against members will be governed by the provisions for discipline in the Society Bylaws. All deliberations of the BOD shall be in executive session.

Both the ERP and the Board may have access to legal counsel if needed.

Records of all code of ethics violations that are not dismissed shall be retained in the ASHRAE headquarters confidential HR files.

SPECIAL NOTE – SEXUAL HARASSMENT AND HOSTILE ENVIRONMENT

Allegations of sexual harassment and hostile environment (SH/HE) often require a faster investigation and action than other alleged violations of the Code of Ethics.

SH/HE complaints shall be made in writing to the Staff Executive Vice President or to any Staff Director providing gender options for reporting. Once reported, the EVP will work with the senior officers (President, President-Elect and Treasurer) to investigate these complaints quickly in place of the ERP described above. The EVP and senior officers may take immediate actions as needed to provide a safe environment for all ASHRAE members, particularly at ASHRAE in-person events.

Complaints may be made against members or against non-members attending events organized by ASHRAE at the Society, Regional or Chapter level.

The EVP and Senior Officers will make a recommendation to the Board of Directors, which is the final authority for any action taken against someone that is deemed to have sexually harassed a member or created a hostile environment.

Code of ethics violation reporting tools will be made available via the ASHRAE365 app for annual and winter meetings.

Director Attendance at CRCs: 2023-24

Name	Home Region	DRC or DAL	Term	
Mr Steven C Sill	I	DRC	07/01/2021	06/30/2024
Mr Ronald Gagnon	II	DRC	07/01/2021	06/30/2024
Mr Mark A Tome, PE	III	DRC	07/01/2021	06/30/2024
Mr Bryan M Holcomb	IV	DRC	07/01/2022	06/30/2025
Mr James A Arnold, PE	V	DRC	07/01/2022	06/30/2025
Ms Susanna S Hanson	VI	DRC	07/01/2022	06/30/2025
Mr Scott B Peach, PE	VII	DRC	07/01/2023	06/30/2026
Mr Joseph E Sanders	VIII	DRC	07/01/2023	06/30/2026
Jonathan Smith, PE	IX	DRC	07/01/2023	06/30/2026
Mr Buzz Wright, PE, FPE	X	DRC	07/01/2023	06/30/2026
Ms N Eileen Jensen, PE	XI	DRC	07/01/2021	06/30/2024
Mr John Constantinide, PE	XII	DRC	07/01/2022	06/30/2025
Mr Cheng Wee Leong, PE	XIII	DRC	07/01/2022	06/30/2025
Prof Mahroo Eftekhari	XIV	DRC	07/01/2023	06/30/2026
Mr Richie Mittal	RAL	DRC	07/01/2021	06/30/2024
Mr Douglas C Cochrane, LEED AP, P.Eng.	II	DAL	07/01/2023	06/30/2026
Dr Drury B Crawley, PhD	III	DAL	07/01/2021	03/21/2024
Mr Blake E Ellis, PE	IX	DAL	07/01/2022	06/30/2025
Mr Arthur L Giesler	VIII	DAL	07/01/2021	06/30/2024
Dr Kishor K Khankari, PhD	V	DAL	07/01/2021	06/30/2024
Mr Luke C H Leung, PE	VI	DAL	07/01/2022	06/30/2025
Mr Corey B Metzger	IX	DAL	07/01/2023	06/30/2026
Mrs Heather R Schopplein, PE	X	DAL	07/01/2023	06/30/2026
Mr Wei Sun, P.E.	V	DAL	07/01/2022	06/30/2025

Fall CRC Attended	Spring CRC Attended
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I

II

IV

V

VII

IX

I

XII

XIII

XIV

II

III

IX

X

V

VIII

X

ROB 1.201.027.3 D2:

DRC Nominees and DRCs (within their first 2 years of their 3-year term) are allowed one visit per year to attend a CRC outside of their region; up to a maximum of two (2)

Director Attendance at CRCs: 20

Name	Home Region	DRC or DAL	Term	
Mr Charles J Bertuch, III, PE	I	DRC	07/01/2024	06/30/2027
Ms Genevieve Lussier	II	DRC	07/01/2024	06/30/2027
Ms Sherry A Abbott-Adkins	III	DRC	07/01/2024	06/30/2027
Mr Bryan M Holcomb	IV	DRC	07/01/2022	06/30/2025
Mr James A Arnold, PE	V	DRC	07/01/2022	06/30/2025
Ms Susanna S Hanson	VI	DRC	07/01/2022	06/30/2025
Mr Scott B Peach, PE	VII	DRC	07/01/2023	06/30/2026
Mr Joseph E Sanders	VIII	DRC	07/01/2023	06/30/2026
Jonathan Smith, PE	IX	DRC	07/01/2023	06/30/2026
Mr Buzz Wright, PE, FPE	X	DRC	07/01/2023	06/30/2026
Mr Rob Craddock	XI	DRC	07/01/2024	06/30/2027
Mr John Constantinide, PE	XII	DRC	07/01/2022	06/30/2025
Mr Cheng Wee Leong, PE	XIII	DRC	07/01/2022	06/30/2025
Prof Mahroo Eftekhari	XIV	DRC	07/01/2023	06/30/2026
Mr Richie Mittal	XV	DRC	07/01/2024	06/30/2025
Mr Mohammed B Anbari, PE	RAL	DRC	07/01/2024	06/30/2027
Dr Carrie A Brown	X	DAL	07/01/2024	06/30/2027
Mr Douglas C Cochrane, LEED AP, P.Eng.	II	DAL	07/01/2023	06/30/2026
Mr Blake E Ellis, PE	IX	DAL	07/01/2022	06/30/2025
Mr Luke C H Leung, PE	VI	DAL	07/01/2022	06/30/2025
Mr Patrick C Marks, PE	VI	DAL	03/22/2024	06/30/2027
Mr Corey B Metzger	IX	DAL	07/01/2023	06/30/2026
Mrs Heather R Schopplein, PE	X	DAL	07/01/2023	06/30/2026
Mr Wei Sun, P.E.	X	DAL	07/01/2022	06/30/2025
Dr David A Yashar, PhD	III	DAL	07/01/2024	06/30/2027

24-25

Fall CRC Attended	Fall 2	Spring CRC Attended
I		
II		XI
IV		
VII		
VII	XV	
XII	X	
X		XI
X		
XII		
XIII		
RAL	X	
RAL		
X		
II		
IX		
III		
X		

ROB 1.201.027.3 D2:
DRC Nominees and DRCs (within their first 2 years of their 3-year term) are allowed one visit per year to attend a CRC outside of their region; up to a maximum of two (2)

Director Attendance at CRCs: 202

Name	Home Region	DRC or DAL	Term	
Mr Charles J Bertuch, III, PE	I	DRC	07/01/2024	06/30/2027
Ms Genevieve Lussier	II	DRC	07/01/2024	06/30/2027
Ms Sherry A Abbott-Adkins	III	DRC	07/01/2024	06/30/2027
Ms Heather Platt Gullledge, PE	IV	DRC	07/01/2025	06/30/2028
Ms Julia Timberman	V	DRC	07/01/2025	06/30/2028
Mrs Maggie Moninski, PE	VI	DRC	07/01/2025	06/30/2028
Mr Scott B Peach, PE	VII	DRC	07/01/2023	06/30/2026
Mr Joseph E Sanders	VIII	DRC	07/01/2023	06/30/2026
Jonathan Smith, PE	IX	DRC	07/01/2023	06/30/2026
Mr Buzz Wright, PE, FPE	X	DRC	07/01/2023	06/30/2026
Mr Rob Craddock	XI	DRC	07/01/2024	06/30/2027
Mr Jason Z Alphonso	XII	DRC	07/01/2025	06/30/2028
Mr Ching Loon Ong, PE	XIII	DRC	07/01/2025	06/30/2028
Prof Mahroo Eftekhari	XIV	DRC	07/01/2023	06/30/2026
Mr Pankaj R Dharkar	XV	DRC	07/01/2025	06/30/2028
Mr Mohammed B Anbari, PE	RAL	DRC	07/01/2024	06/30/2027
Dr Carrie A Brown	X	DAL	07/01/2024	06/30/2027
Mr Douglas C Cochrane, LEED AP, P.Eng.	II	DAL	07/01/2023	06/30/2026
Mr Stephen Kujak	VI	DAL	07/01/2025	06/30/2028
Mr Patrick C Marks, PE	VI	DAL	03/22/2024	06/30/2027
Mr Corey B Metzger	IX	DAL	07/01/2023	06/30/2026
Mr Daniel H Nall	I	DAL	07/01/2025	06/30/2028
Mr Michael A Pouchak, PE	VI	DAL	07/01/2025	06/30/2028
Mrs Heather R Schopplein, PE	X	DAL	07/01/2023	06/30/2026
Dr David A Yashar, PhD	III	DAL	07/01/2024	06/30/2027

Fall CRC Attended Fall 2 Spring CRC Attended

IX/X
IX/X

ROB 1.201.027.3 D2:
DRC Nominees and DRCs (within their first 2 years of their 3-year term) are allowed one visit per year to attend a CRC outside of their region; up to a maximum of two (2)

From: [Littleton, Jeff](#)
To: [Littleton, Jeff](#)
Subject: FW: MMAH ASHRAE Member Value Proposition Discussion
Date: Tuesday, March 18, 2025 3:52:37 PM
Attachments: [image001.jpg](#)

Jeff Littleton | Executive Vice President
Extension: 1100

----- Forwarded message -----

From: **Billy Austin** <BAustin@shultzeg.com>
Date: Fri, Mar 14, 2025 at 8:26 AM
Subject: MMAH ASHRAE Member Value Proposition Discussion
To: Kishor Khankari (kishork@ansight.com) <kishork@ansight.com>, Jonathan R. Smith (jonathansmithashrae@gmail.com) <jonathansmithashrae@gmail.com>, Scott Peach (sp@sp.engineering) <sp@sp.engineering>, Aaron Besseling <abesseling@besselingmechanical.com>, Jonathan Alo (jalo@mswg.com) <jalo@mswg.com>, Seymour, Lizzy <LSeymour@ashrae.org>, Gurley, Daniel <DGurley@ashrae.org>, Mark Owen (mowen@ashrae.org) <mowen@ashrae.org>
CC: Ginger Scoggins (gscoggins@engineereddesigns.com) <gscoggins@engineereddesigns.com>, Dennis Knight (dknight@wholebuildingsystems.com) <dknight@wholebuildingsystems.com>

All,

Thank you for being in the MMAH ASHRAE Member Value Proposition Subcommittee meeting this week! We'll carry this discussion forward via this email string. After email discussion levels off, we'll formalize and schedule our next online meeting.

As discussed, this email string is to continue our discussion of the member value proposition and determine direction(s) to improve membership growth and participation of our members. Following are the items we have discussed thus far. This is a multifaceted issue. Please do the following: 1) Before replying, sort your email on subject to make sure you are replying to the latest version of the email, and 2) Reply to all with your responses. Multiple responses from everyone are welcome. Thanks!

1. The proposed new membership structure will allow younger/newer members to take on leadership roles more quickly than the present model. Under the current model, it

- can typically take 7-8 years before top leadership roles can be assumed.
2. The proposed new dues structure model from the MMAH, though it very well be beneficial, to membership growth and engagement, it is not likely to be the comprehensive solution to the flat growth we have been experiencing.
 3. Struggling firms and their staff need low dues.
 4. Per Ginger's Presidential visits, it was apparent that across society, most of our chapter leaders say that consulting engineers are not coming to chapter meetings. This is not as pronounced of an issue outside North America.
 5. How do we get engineers to see the value of ASHRAE membership and involvement?
 6. Engineering firm leadership is not involved. They don't bring their staff to meetings. Is the day gone when bosses would and/or could influence their staff to be involved?
 7. If engineering firm leadership is involved, they typically pay for their staff to attend meetings and get engaged. Involvement that is company driven can be effective.
 8. Smaller engineering firms are being bought up by larger conglomerates. The leadership of the local firm is not really in charge of things such as supporting staff in ASHRAE volunteer work.
 9. Often, firm leadership and staff moves multiple times, loses touch with ASHRAE, and their membership lapses.
 10. We need to talk with YEA members and college students. What are they looking for? Should we poll them?
 11. We need to reach out to the colleges, show them the benefits, and invite them to ASHRAE meetings. Encourage/facilitate integration of new HVAC courses into college curricula.
 12. We need to reach out to students in high school or earlier to initiate interest.
 13. The fact we're an "American" society can be attractive to those outside North America.
 14. Members that come to society meetings often do not attend chapter meetings.
 15. ASHRAE marketing is not as effective as it needs to be. Shouldn't we be reaching out and marketing to non-ASHRAE members?
 16. Can we create, build, maintain non-member marketing contact lists?
 17. Engineering firm leadership lists? Do we market specifically to firm leaders?
 18. Newsletters only go to members. How do we find outsiders?
 19. Chapter leadership getting engaged as liaisons to other local organizations could be an effective outreach. Could centralized training show how to liaison with other organizations?
 20. CTTC Chairs have the critical role of putting together consistently good programs. Without this consistency, engineers tend to skip meetings. CTTC is too focused on the DL program, to the detriment of other programs.
 21. DL's can make an effort to present to local schools when they visit an area to present to a chapter.
 22. Meeting content tends to be dominated by local reps.
 23. We need to provide more value at the local level. Content is so important.
 24. Chapters must respect attendees' time. Meetings and volunteer activities can run too long, discouraging ongoing attendance.
 25. Is the ASHRAE member experience as fun as other things that might be a bigger draw?
 26. Chapter leadership is often burned out, disillusioned, and apathetic.
 27. The Manual of Chapter Operations is too complicated. Potential leaders see this complexity and shrink away. Could an AI driven format help?

28. The ASHRAE web site needs to be much more navigable, with more useful, convenient tools for today's engineer. The AI bot is currently in Beta testing.
29. We need to meet the needs of our members and key employers.
30. Our chapters need to be recruiting new future leaders. Our leaders need networking training.
31. Members don't know what ASHRAE offers.
32. Are we offering effective training that is cost effective and accessible? Could we put together very high quality, regularly updated, "canned" programs that could be used by our chapters and membership?
33. Buddy or group systems can keep members engaged and accountable. Member call a member campaigns have been effective in the past.
34. How do we take great ideas and make them into actionable tasks that result in the desired tangible improvement?

For the past 30 years, North American membership numbers have not increased. Below is a listing of our membership numbers since our inception, showing general growth from inception to 1987, flat 1987-1994, a significant jump up in 1995, and then flat from 1995 to today. What changed in 1987? What happened in 1995? Somehow, the ASHRAE member value proposition changed during those times. Was there some kind of cultural shift that occurred that we did not recognize and adapt to, and therefore a flat growth line since; and/or did ASHRAE change something within it's structure or methods?

Billy

George W. (Billy) Austin, Jr., PE

Fellow ASHRAE

BCxP, BEAP, BEMP, CDP, CEM, CHD, CPD, HBDP, HFDP, OPMP, LEED AP BD+C

Member - ASHRAE, ASPE, AEE, ASME, ISPE, MENSA, NFPA, TBP, USGBC

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Year Ending	ASHVE or ASHAE Members	ASRE Members	Aggregate members	Full Dues Paying Members	Net Change Over Previous Year	Percentage Change Over Previous Year
1894	75		75			
1895	88		88		13	17.3%
1896	109		109		21	23.9%
1897	129		129		20	18.3%
1898	153		153		24	18.6%
1899	121		121		(32)	-20.9%
1900	126		126		5	4.1%
1901	137		137		11	8.7%
1902	158		158		21	15.3%
1903	198		198		40	25.3%
1904	211		211		13	6.6%
1905	231	118	349		138	65.4%
1906	261	144	405		56	16.0%
1907	301	186	487		82	20.2%
1908	335	185	520		33	6.8%
1909	357	256	613		93	17.9%
1910	377	257	634		21	3.4%
1911	405	256	661		27	4.3%
1912	437	268	705		44	6.7%
1913	455	274	729		24	3.4%
1914	485	280	765		36	4.9%
1915	571	283	854		89	11.6%
1916	683	337	1020		166	19.4%
1917	784	372	1156		136	13.3%
1918	839	378	1217		61	5.3%
1919	993	437	1430		213	17.5%
1920	1192	452	1644		214	15.0%
1921	1388	596	1984		340	20.7%
1922	1574	645	2219		235	11.8%
1923	1667	721	2388		169	7.6%

192.l	1845	747	2592		204	8.5%
1925	1791	776	2567		(25)	-1.0%
1926	1927	815	2742		175	6.8%
1927						



Future of ASHRAE Conferences

The members of this ad hoc are as follows:

1. Past and Current CEC Representation
2. TC/PC Representation
3. Past or Current BOD Representation
4. Publications Representation (i.e. Author)
5. Staff: Ragan McHan, Selina Parks, Staci Loeffler, Haley Booker-Lauridson, Lizzy Seymour (Technology Staff? Steve Hammerling)

Charge:

By June 2026, the ad hoc will make a recommendation of a new overall Society conference strategy which specifically focuses on, but is not limited to, reformatting or eliminating the Annual Conference.

The recommendation should further explore new opportunities such as refocusing priorities and purpose for Society conferences, streamlining for effective use of volunteer time, and engaging new audiences. The recommendation should also address challenges tied to Annual Conference such as volunteer overload, increased expenses, decreased attendance, and venue space requirements.

Objectives:

1. Clearly define and narrow the purpose and target audience of Society conferences, specifically Annual Conference.
2. Evaluate preliminary staff suggested scenarios and expand upon or create new scenario(s) for recommendation.
3. The recommendation should include a sustainable financial model for the Annual Conference while acknowledging the impact on other Society conferences.
4. Examine established rules related to ASHRAE Meetings (ROB 2.104) and Conferences (ROB 3.100) and evaluate implications of rule changes.
5. Conduct a careful assessment of the risks involved.
6. Assess the impact of the recommendation on volunteers, members, conference attendees and the industry. Buy-in from various stakeholders is important.
7. Others as identified by the ad hoc.

Timeline:

- By Fall 2025, a preliminary report to the BOD is due.

- By the 2026 Winter Conference, an interim report to the BOD is due.
- By the 2026 Annual Conference, a final report with recommendation to the BOD is due.
- Extensions may be requested for the above deadlines if additional time is needed.

Annual Conference is contracted through 2028, therefore recommendations of major changes could not go into effect until 2029. Smaller recommendations could be piloted in the years prior as appropriate.

We are confident that this Ad hoc has the skills and expertise necessary to recommend a strategic approach to Society conferences that meets the needs of our organization, its volunteers and members, and the industry. We are also confident that you will approach this task with fairness, equity, and the mission and vision of ASHRAE in mind.

Thank you for your time and for agreeing to serve on this important Ad Hoc. We look forward to receiving your recommendation.

Sincerely,

M. Dennis Knight, P.E., FASHRAE
ASHRAE President 2024-2025

Bill McQuade, P.E., LEED AP, FASHRAE
ASHRAE President-Elect 2024-2025



A PROPOSAL FOR

AMERICAN SOCIETY OF HEATING, REFRIGERATING AND AIR-CONDITIONING ENGINEERS

AI PREPAREDNESS ASSESSMENT

Prepared March 2025

Zach Madison
Account Executive
zmadison@teamheller.com

Catherine Bacon
Business Lead, Strategy Practice
cbacon@teamheller.com

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Introduction

Dear ASHRAE Team,

The team at Heller Consulting and I are honored to have the opportunity to submit a proposal for your AI Preparedness Assessment project. Our team shares with ASHRAE a drive for transformative action and maintains a deep respect for the work and values that guide ASHRAE.

We recognize the potential that effective technology and business processes can have in ASHRAE's ability to carry out its mission to serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, and refrigeration. We will lead the staff at ASHRAE through our proven approach to technology planning and adoption to develop clear implementation options for ASHRAE to follow. In our approach, you will find that Heller Consulting stands out in the following ways:

Collaborative Spirit: In partnership with the ASHRAE team, we will work diligently to understand the needs of key representatives across ASHRAE and the communities it serves, gather requirements, and build a vision for a shared path forward. This collaborative spirit is central to our work and ensures that technology and processes recommended reflect the unique vision and needs of ASHRAE and has the buy-in needed to put that vision into place.

Qualifications and Experience: We are proud to work exclusively with nonprofit organizations including many of the leading nonprofit organizations in the country such as Environmental Defense Fund and Alameda County Community Food Bank as well as large national organizations like The Salvation Army. Our understanding of how nonprofits conduct their mission-driven work along with a commitment to understanding what makes ASHRAE unique will allow us to bring an expert perspective on your technology and business process needs.

Data-Driven Decision Making: Data-driven decision-making is at the heart of modern nonprofit business strategies. The AI Preparedness Assessment will identify roadblocks preventing your team from having the data they need to make critical business decisions. We'll use our framework to assess the collection and reporting of data and the needed changes to ensure effective analysis. Our goal is to empower ASHRAE to make informed decisions based on accurate insights, reducing guesswork, and enhancing the strategic direction of the organization. With a solid data foundation, the organization can anticipate market trends, respond to constituent needs, and optimize operations for better outcomes.

Operational Effectiveness: By understanding the organization's current fundraising strategies, we ensure the processes and technology are aligned to allow these strategies

to be fully realized by removing limitations in your processes and technology. Our goal is not to tell your fundraisers how to fundraise better. Instead, we strive to unlock the potential of your team by aligning staff with processes and solutions that allow them to be as effective as possible, allowing the organization to attract more donors, secure larger contributions, and enhance donor retention.

In selecting Heller Consulting, ASHRAE will have a partner with a proven track record of technology planning that drives organizations toward success. This experience will allow us to immediately begin making connections with your team members. We will share our breadth of technology expertise and independent recommendations. And you'll feel the difference in our collaborative approach that brings teams together and leaves staff excited to initiate and accomplish new things. We look forward to being part of this transformational change with you to create a technology infrastructure that serves and honors your mission.

Zach Madison
Account Executive

Experience and Expertise

Heller Consulting has guided North America's leading nonprofits through strategic technology planning and adoption efforts for over 29 years. Our focus on working with only nonprofit and higher education institutions has allowed us to learn about nonprofit business practices across the sector and translate those needs into sustainable, organization-wide technology ecosystems that help organizations raise more money, communicate deeply with supporters, and deliver their programs more effectively.

We've had the privilege of working with over 10% of the 100 largest US charities in the last 3 years. Working with organizations of this size and scale allows us to tackle challenges at their greatest complexity and translate what we learn as we scale our efforts to organizations of all sizes across the US and Canada. Our strongest partnerships have been with organizations undertaking true digital transformation, beginning our work with strategic planning and technology selection, and seeing those plans brought to life through our technical expertise and implementation practices.

We boast true multi-system, multiplatform implementation practices that allow us to support organizations with the leading nonprofit solutions in the industry. This includes robust practices on Blackbaud, Salesforce, and Microsoft as well as having partner relationships with many other CRM and eCRM platforms. We maintain over 80 Salesforce and Microsoft certifications across our professional services team. Alongside our CRM expertise, Heller also maintains a Digital Practice, bringing expertise in digital marketing to planning for your CRM ecosystem. And for solutions we do not implement, we provide strategic guidance, project management, and change management support while collaborating with other domain experts to put these solutions in place.

Diversity, Equity, and Inclusion

At Heller Consulting, diverse teams have meaning, and cultivating an environment with different perspectives is something we are actively researching and implementing. We are intentional about our efforts to make sure that diversity, equity, and inclusion are not incidental at Heller, but a core value. This means that we deliver our projects as inclusively as possible, respecting a diversity of opinions and backgrounds of the people who participate in our projects. Our own internal DEI efforts have led us to have more diverse teams as we continually audit and improve our retention, recruitment, and onboarding processes; conduct regular staff surveys to promote accountability; and maintain an internal DEI committee along with monthly staff-wide discussions. Similarly with our clients, we work to recognize that not all people come with the same set of background assumptions and that exploring and understanding differing points of view enhances our assessment rather than striving for simple consensus.

We are proud to share our clients' stories and our work together through the case studies, webinars, and resources available on our website:

[Nonprofit CRM Case Studies - Heller Consulting \(teamheller.com\)](https://www.teamheller.com/nonprofit-crm-case-studies)

[Webinars - Heller Consulting \(teamheller.com\)](https://teamheller.com/webinars)

[Executive Guides for Nonprofit Leaders - Heller Consulting \(teamheller.com\)](https://teamheller.com/executive-guides-for-nonprofit-leaders)

[Blog - Heller Consulting \(teamheller.com\)](https://teamheller.com/blog)

Strategy & Roadmap Development

As part of Heller's strategic approach to technology roadmaps and planning engagements, we have extensive experience developing the plans that guide an organization through its digital transformation. We are proud of our near past and ongoing work with leading nonprofits and human services organizations including:

Action Against Hunger
Alameda County Community Food Bank
Alberta Children's Hospital
Aquarium of the Pacific
Colorado Public Radio
Earthjustice
Elk's National Foundation
Environmental Defense Fund
Food Banks Canada
Food For the Poor
Greater Chicago Food Depository
HealthPartners
Hospital for Special Surgeries
Humane Society of the United States
Iowa State University Foundation
Jewish Federations of North America
Jewish Federation of Cleveland
Kennedy Krieger Institute
Life Moves
Mass Audubon
Museum of Flight
Pancreatic Cancer Action Network
PATH
PBS Foundation
Phoenix Rescue Mission
San Diego Zoo and Wildlife Association
Safer Foundation
Second Harvest Food Bank of Central Florida
The Planetary Society
The Salvation Army National
The Salvation Army Western Territory
The Salvation Army Central Territory
UpTogether
World Wildlife Fund Canada
Yosemite Conservancy

Our focus in each effort is to build consensus among key representatives and decision-makers while driving the organization toward an actionable decision. This means tailoring each engagement so we can focus on the information most critical to decision-making and highlight the unique impact change will have on the organization. While the level of emphasis may vary, we strive to highlight the opportunities, challenges, costs, impacts to process, staffing needs, and change management considerations.

Implementation Experience

Blackbaud: Our longest-standing implementation practice has been supporting organizations on Blackbaud Solutions. Heller is a certified Blackbaud partner and has completed hundreds of projects for clients using Blackbaud Solutions. Most recently, Heller has focused on organizations that are optimizing the use of their existing solutions through better data hygiene, integration management, business process optimization, reporting, and training. We are also pioneering efforts to extend the functionality of Blackbaud solutions through the use of Microsoft's Power Platform including Power Automate and Power BI. Our digital practice maintains strong expertise in the use of Luminate Online.

Salesforce: For over 15 years, Heller has supported organizations adopting Salesforce including a range of managed package solutions for fundraising and programmatic work. Regardless of what solution organizations are coming from, be it Raiser's Edge, BBCRM, Salesforce Luminate CRM, Revolution Online, CiviCRM, ClearView, Donor Perfect, or countless others, we take a boutique approach to customizing Salesforce to meet each organization's unique needs, while leveraging our proven methodologies in data transformation and technology adoption.

In the past several years, we have led Nonprofit Cloud implementations with a wide variety of complex organizations, including Environmental Defense Fund, Canine Companions for Independence, YouthBuild, San Francisco AIDS Foundation, San Antonio Food Bank, Alameda County Community Food Bank, and St. Vincent de Paul.

Additionally, Heller was the first implementation partner for UC Innovation ascend for Advancement package, and we have worked with a variety of organizations on ascend including The University of Chicago, Kansas State University Foundation, University of North Dakota Alumni Association and Foundation, Loyola University Chicago, and University of Toledo.

Heller has implemented or supported the development of Marketing Cloud and Marketing Cloud Account Engagement with a variety of organizations, both as part of organization-wide Salesforce adoption as well as focused approaches for marketing functions. Several recent examples include International Federation of Christians and Jews, University of Toledo, Alameda County Community Food Bank, Thierer Family Foundation, Groves Learning Organization, and San Antonio Food Bank.

Microsoft: As a Cloud for Nonprofit Launch Partner, Heller Consulting was one of a select group of industry partners selected by Microsoft based on expertise and commitment to the Microsoft product suite. Additionally, Heller is a member of the TSI Advisory Group, where we are able to provide feedback on products and client needs while also providing

early access to information and Microsoft resources. Having partnered with Microsoft from the beginning to launch these nonprofit offerings, Heller has had the pleasure of working with many organizations through implementation including the Greater Chicago Food Depository, National Wildlife Federation, THRIVE Peninsula, Leader Dogs for the Blind, Society for Science, Orchestra of St. Luke's, and the PBS Foundation.

Project Leadership: In cases where Heller does not partner with the organization to implement one of these platforms, we offer three roles that support organizations in implementation—Project Management, Strategic Leadership, and Change Management. Heller's Project Leadership Services fulfill a critical but temporary function within the organization while understanding the need for our clients to take ownership of the solution upon project completion. At each step of the way, Heller sets our clients up for lasting success, maintaining a strong understanding of your requirements and strategic goals, ensuring user adoption and project success, focusing attention on key decisions and deadlines, managing communication across teams, effectively coordinating testing and training activities, and organizing documentation and resources for post-implementation reference.

Certifications & Qualifications

Heller experts maintain over 80 Salesforce and Microsoft certifications as well as a team of certified Project Management and Change Management specialists. Alongside our strategic and CRM expertise, our digital practice includes expertise in digital fundraising, digital events, marketing and engagement, web development, CMS management, and more. Heller team members hold the following certifications:

Salesforce-Certified:

- Administrator
- Advanced Administrator
- AI Associate
- AI Specialist
- Application Architect
- Business Analyst
- Data Architect
- Data Cloud Consultant
- Education Cloud Consultant
- Experience Cloud Consultant
- Marketing Cloud Account Engagement (Pardot) Consultant
- Marketing Cloud Account Engagement (Pardot) Specialist
- Marketing Cloud Administrator
- Marketing Cloud Consultant
- Marketing Cloud Email Specialist
- Nonprofit Cloud Consultant
- OmniStudio Consultant
- Platform App Builder
- Platform Developer I
- Sales Cloud Consultant
- Service Cloud Consultant
- Sharing and Visibility Architect

Kindsight-Certified:

ascend Configuration Specialist

ascend Functional Lead

Microsoft-Certified:

Azure Fundamentals

Catalyst

Customer Data Platform Specialty

Dynamics 365 Fundamentals CRM

Dynamics 365 Marketing Functional Consultant Associate

Dynamics 365 Sales Functional Consultant

Power BI Data Analyst Associate

Power Platform Developer Associate

Power Platform Fundamentals

Power Platform Functional Consultant

Power Platform Solution Architect Expert

Change Management:

CQ® Professional Certified Change Leader

Prosci-certified Change Practitioner

Project Management:

Agile Certified Practitioner (PMI-ACP)

Project Management Professional (PMP)

Associate in Project Management (CAMP)

Digital+:

AIHR-certified Employee Experience and Design Thinking

Certified Business Analysis Professional (CBAP)

Certified Product Marketing Manager (Product Marketing Alliance)

Digital Accessibility as a Business Practice

FormAssembly

Front End Web Developer

General Assembly

HubSpot Marketing Software Certificate

About Heller



Heller Consulting was established in 1996 with the mission to help nonprofits leverage technology to achieve their fundraising and programmatic goals. As a mid-sized agency with 40+ staff members, Heller is a certified B-Corporation, focused solely on serving nonprofits and higher education institutions across the United States and Canada. While the technology available to nonprofits has changed in the last 29 years, we focus first on understanding an organization's business requirements and needs. Only by starting with a strategy to achieve specific outcomes can we help organizations select, implement, and use technology to make an impact in the communities they serve. All of our team members have previous experience working within nonprofit organizations in addition to their technology expertise. In selecting Heller Consulting, you will have a partner with a proven track record of successful technology strategy, planning, enhancement, and implementation efforts that drive organizations toward success.



Project Workplan

Heller Consulting understands that ASHRAE seeks a strategic partner to provide overarching guidance for an AI Preparedness Assessment. We firmly believe our expertise in strategic technology consulting can significantly enhance the project's overall success.

Current State Analysis & Goal Definition

Stakeholder Discussions

We will lead the key stakeholders through group discussions focused on your organization's goals and challenges. These discussions not only inform our team but create alignment with the participants. Participating departments could include Technology, Member Services, Publication, Development, Accounting, and IT.

Goal Definition

Based on our discussions, we will define goals that are closely tied to the nonprofit's mission statement and core values, ensuring that AI initiatives have organizational support.

Current State Review

We'll review the information you provide on your technology systems, data model, and initiatives to ensure we understand how your organization is performing its current work.

Current State Analysis and Goal Definition Deliverables:

- Initial meetings with key stakeholders to understand the organization's mission, goals, and challenges.
- Definition of goals and objectives for the AI strategy aligned with the nonprofit's mission.
- Assessment of the current state of the organization's data infrastructure and digital capabilities.

AI Assessment & Action Plan

AI Assessment

In this portion of the engagement, we review the information from the current state review and expand the discovery conversations as needed to assess the organization's readiness to implement AI technologies. This process would uncover gaps or areas for improvement in the technical infrastructure and data management practices, barriers, limitations, and obstacles hindering the effective adoption of AI.

These efforts will also identify opportunities for leveraging AI technologies to address specific needs, improve efficiency, optimize processes, enhance decision-making, or better serve beneficiaries or the community.

AI Strategy & Action Plan

The culmination of this effort will be an AI Strategy and Action Plan that will document the defined goals, challenges, and opportunities identified. While each section will have been

developed and collaborated on during the engagement, this final phase incorporates a roll-out plan, prioritizing the highest-impact initiatives based on your goals and ensuring a smooth and successful integration of AI technologies within the nonprofit's operations and programs over time.

Assessment & Action Plan Deliverables:

- Evaluation of ASHRAE's technical infrastructure and data readiness for AI.
- Support in defining the organizational challenges in adopting AI, and opportunities for improvement through the adoption of AI
- Finalized documentation of goals, challenges, and opportunities, including a roll out plan for responsible and purposeful adoption of AI technologies.

Staffing Approach

At Heller Consulting, our remote team of experts ensures success by embedding within your organization and collaborating deeply with project stakeholders. Each Heller expert will work closely with your team and with one another to make sure each stage of the project flows smoothly and that all requirements are met.

- Dedicated team members throughout the engagement
- Applying expertise from across our organization
- Continuity of knowledge throughout our partnership

The **Principal Strategist** has the broadest knowledge about the project details and solutions and coordinates the project's day-to-day tasks to make sure pieces are in place to meet timeline milestones and ensure project deliverables.

The **Strategist** is responsible for planning, monitoring, and managing the project, which includes management of the schedule, scope, budget, quality, risks, resources, communications, and stakeholders.

All of our team members have previous experience working within nonprofit organizations in addition to their technology expertise. In selecting Heller Consulting, ASHRAE will have a partner with a proven track record of technology assessments that drives organizations toward success. We'll immediately begin making connections with your stakeholders because of our understanding of nonprofit business practices from working with similar organizations. We will share our breadth of technology expertise and independent recommendations. And you'll feel the difference in our collaborative approach that brings teams together and leaves staff excited to initiate and accomplish new things.

Project Timeline

While the exact timeline will be determined as a first step within the engagement, Heller Consulting believes ASHRAE can anticipate 3-4 months to complete the proposed assessment. Your timeline will be developed and maintained in Smartsheet and include role assignments and dependencies for each activity. ASHRAE will receive a weekly status report that includes recently completed activities, planned upcoming activities, responsible parties for upcoming activities, utilization of budget, any identified risks, and overall assessment of project health. We recommend our teams meet weekly to ensure we work through the analysis efficiently and collaboratively.

Timeframe	Activity	Participants
Week 1	Project planning and scheduling	HC Project Manager ASHRAE Project Lead
Weeks 2-3	Stakeholder Discussions & Goal Definition	HC Team, ASHRAE project team & key collaborators
Weeks 4-5	Current State Review	HC Team, ASHRAE Project Team
Weeks 6-7	AI Assessment & Strategy Draft Action Plan	HC Team, ASHRAE Project Team HC Team
Weeks 8-10	Action Plan Review & Feedback Finalize Action Plan	ASHRAE Project Team HC Team
Weeks 11-12	Final Plan Presentation	HC Team, ASHRAE Project Team

Estimate

All hours provided here are Time and Materials (T&M) where ASHRAE will only be invoiced for those hours that are used in support of this scope of work. Heller utilizes range estimates for all project budgets to account for the inherent variability in every project. By providing a range estimate, we will have flexibility to adapt variables such as the number of interviews and requests for additional information throughout the project without requiring change orders to work towards your strategic goals. ASHRAE will receive a weekly status report that includes recently completed activities, planned upcoming activities, responsible parties for upcoming activities, utilization of budget, any identified risks, and overall assessment of project health. With these practices in place, Heller Consulting has a strong record of completing projects on time and within budget. All work is anticipated to be conducted remotely.

AI Preparedness Assessment	Low		High	
	Hours	Cost	Hours	Cost
Current State Analysis & Goal Definition	51	\$13,260	64	\$16,640
AI Assessment & Action Plan	68	\$17,680	85	\$22,100
Grand Total	119	\$30,940	149	\$38,740

Role	Rate (Hourly)
Principal Strategist	\$270
Strategist	\$250

This T&M Estimate does not include travel expenses for onsite work. ASHRAE would have the option to include onsite consultation. For any onsite work, we recommend focusing on the initial discovery interviews with staff and the final presentation at the conclusion of the project. Any airfare or rail travel, lodging, local transportation, and a daily per diem for each consultant who comes onsite will be in addition to the fees outlined here.

Why Heller Consulting?



People-Centric vs. Tech-Centric Approach to Solutions

Our philosophy around system use aims to balance all the fancy features with the pragmatism of your day-to-day operations. We know users will get excited about the bells and whistles in the new tool, but that shouldn't be your organization's primary focus in moving to a new system. We consistently keep our eye on ensuring technology conforms to the people who use it, not the other way around. We find and propose solutions that will be a fit for not only your functional requirements, but also your culture, your capabilities, and what makes you unique as an organization.



Project Management

At Heller Consulting, we've developed our approach to project management through years of experience working with nonprofits to implement software and streamline operations. Pulling from successful project management methodologies, we've tailored our approach to be successful in the unique environment of the nonprofit sector. We believe our approach to project management is one of the clear advantages of working with us. Our Project Managers hold PMP certifications through the Project Management Institute. In addition to their formal training, they have many years of both nonprofit work and consulting experience. Our Project Managers are proven leaders who skillfully align internal and external resources, manage risks and priorities, and build consensus to bring your project in on budget, on time, and in scope. This unique combination of expertise in nonprofit operations, real-world project experience and formal certification allows them to deliver the highest level of service to our clients.



Proven Methodologies

Through our experience with more than 1,500 nonprofits, we've developed a strong practice in understanding and developing nonprofit business requirements. From this foundation, we have created a technology assessment methodology to develop the very same process requested as part of ASHRAE's AI Preparedness Assessment outline. The approach we describe has been used by more than two dozen clients over the last five years to guide their technology assessments and help them achieve success. While we have adapted our approach to better fit your specific needs on this project, the foundation of our proposal has been repeated successfully with other nonprofit organizations. With our methodologies as the foundation of the engagement, we'll produce stronger results that fit ASHRAE's needs better than anyone else.



Best Practices and Creative Solutions

We've developed best practices for technology assessment projects which will greatly benefit your organization. At the same time, we know each client has differing needs, so our solutions aren't cookie-cutter. We get to know how you work and suggest the most effective solution, whether an industry best practice or a creative new approach, to maximize your return on investment in software and personnel.



"The Heller Consulting team helped us plan, find, and implement the right combination of technology to support our strategic goals. They've also provided expert guidance along the way that has been critically important to us being able to use our new technology ecosystem as efficiently and effectively as possible."

- Joanne Jacobs, Chief of Operations,
Humane Society Silicon Valley

"Heller Consulting is large enough to bring in-house skills to the table and also small enough that our organization received white glove attention for our complex project."

- Andrew Caswell, National CRM
Implementation Lead, Canadian
Cancer Society



Questions?

Zach Madison
Account Executive
zmadison@teamheller.com

AI PLANNING

AI Vision, Value Risk and Adoption

For ASHRAE to truly implement the use of AI throughout Society from improving efficiencies for staff and members and for product development an AI plan needs to be created. This plan would include the vision, value, risk, and implementation. To begin this process, we need to take the following steps.

1. Assess Organizational AI Readiness.

- A. Conduct a systems/technology audit to determine if the current technology can support AI applications and what hardware may be needed. We need to ensure we have a robust platform, consider the potential for hybrid multi-cloud environments, and consider high-performing computer resources.
- B. Review our Data Infrastructure. This involves looking at the data quality, accessibility, security, and how it is organized.
- C. Skills Assessment needs to be conducted. Will we need new hires or outsourcing services to meet are need? Is it possible to upskill existing staff.

2. Develop an AI Strategy with deliverables and timelines.

- A. Identify AI Opportunities. Using a cross departmental team work to identify inefficiencies and areas for improvement. Also looking at product development.
- B. Benchmarking. Look at other SDOs or no-profits strategies to potentially identify applications.
- C. Develop AI Governance that includes policy, framework, regulations, and monitoring after implementation.
- D. Data Management. Includes looking at cleaning of data to remove errors and inconsistencies, integration of data from various sources to create unified data set, and a that there is a robust data governance framework in place.

3. Clearly identify the objectives and goals.

- A. Identify business needs, problems, and opportunities we need to fix or solve.
- B. Clearly defined AI goals and initiatives
- C. Prioritization goals and initiatives based on impact and feasibility.
- D. Tie activities to the 2025-2028 Society Strategic Plan.

To successfully employ AI across ASHRAE from the Society level to the Grassroots level we need an outside AI consultant to collaborate with a cross departmental team. The AI consultant will have the expertise necessary to do the AI readiness assessment and assist us in identifying and prioritizing AI opportunities.

After the AI readiness assessment is complete, the AI consultant will assist us in developing a strategic plan for implementation with priorities and timelines. The plan would detail the opportunities, the

governance policies, data management needs, potential software needs, and talent assessment as outlined above.

Consultant Costs

The estimated starting cost to begin the analysis necessary for the development of the AI Framework is between \$25,000 and \$35,000. Once the AI framework is developed and priorities are set, we will need additional funding for implementation. The cost for implementation is not known at this time but would be dependent on what is revealed in the analysis.

ASHRAE Industry Roundtable

Overview and Guidance Document

Updated: ~~July 2024~~ March 2025

OVERVIEW: The ASHRAE Industry Roundtable is an ASHRAE-Senior-Leadership-led discussion with industry ~~engineering~~ leadership to gain feedback on the value of ASHRAE's existing products, services, membership, and gaps in the market. These roundtables are intended to be held annually, preferably at the -at each CRC, but could be hosted during a Presidential visit or other ASHRAE event. The Industry Roundtable should be -and coordinated by the Region's DRC ~~and-with support from the~~ host ~~committee~~chapter.

Goals: The desired outcome of the roundtable is direct feedback from senior ~~engineering industry~~ leadership on ASHRAE's products and services as well as membership opportunities that can be used as guidance to ASHRAE's three Councils:

- Key resources used from ASHRAE
- Key resources used from outside ASHRAE
- Tools/Resources you need but don't currently have
- Feedback on our current/future resource access methods (e.g. individual purchase vs. subscription)
- Employee membership benefits that are important employers

Coordination: The DRC is responsible for coordinating the event. Components of the coordination should be delegated to the ARC, RMCR, local host chapter champion, etc. However, the DRC is responsible for ensuring the meeting is coordinated and attendees are confirmed.

Attendance: In order for candid feedback to flow openly, the attendance should be invitation-only and controlled to those who are absolutely necessary. The target size of the group should be 5-10 industry representatives, the DRC, visiting officers and staff.

Appropriate attendees include:

- 5-10 local representatives of MEP engineering firms from the Region
- Additional local industry leaders
- ASHRAE Senior Leadership
- ASHRAE VPs
- DRC
- ASHRAE Staff

Invitees: Invitees should include engineering leaders from organizations within the ASHRAE Region that oversee the engineering process and development of engineering teams. While the exact role is difficult to define, this could include Principal Engineers, Partners, Engineering Directors, CTOs, Engineering Department Head, etc. from regional companies. The intent is for these representatives to understand the business operations side of their business along with the personnel development

needs/responsibilities. Manufacturers, Contractors, Educators, and Government officials and/or policy makers may also be considered as invited guests while keeping in mind the size of the group.

Once invitees are identified and approved by the DRC, invitations will go out from the DRC (see sample invitation in Appendix A. –The invitation could also go out from a well-known member of the region with name recognition (such as a Presidential Member) to ensure the maximum chance of acceptance. A list of 3-4 suggested topics or questions (see list below) should be circulated with the invitation so that attendees can come prepared to discuss.

Meeting Logistics: The meeting will be run and operated by one of the officers in attendance.

- Target length should be 1.5 hours
- If being held in conjunction with the CRC, it should be held at the same site ~~as the CRC~~, but the exact time is up the discretion of the DRC.
- If the roundtable is being held during a Presidential Visit or other ASHRAE event, please ensure a private space is selected with minimal distractions.
- Attendance of the ASHRAE Staff/Leadership and attendees should be taken into account when organizing (i.e. Saturday wouldn't be ideal for invitees, and CRC attendees from ASHRAE should be given time to arrive if held before the CRC officially starts)
- The DRC/Host ~~CRC committee~~Chapter is responsible for securing a room for the meeting
- The room should be arranged in a square or circle to ensure everyone can easily see and hear everyone else
- A note-taker should be identified and appointed before the meeting (should be the DRC or Staff representative someone who has the right perspective and background to understand ASHRAE business from a higher level).
- The note-taker should upload their notes in the Industry Roundtable Reports folder located in the Board of Directors basecamp ~~or~~ Notes should also be sent to the Director of Member Services, Lizzy Seymour. See Appendix B for sample notes format to be submitted on basecamp or to ASHRAE Staff.
- Staff is responsible for compiling, summarizing, analyzing notes from all the Industry Roundtables ~~held at CRCs~~ into one report for the ~~Executive Committee~~Roundtable Reports Review Committee (R3C). The ~~R3C Executive Committee~~ will review the report and send relevant information to each Council, the Planning Committee (PLC) and the Executive Committee.

Preparatory Material: The agenda should be emailed to attendees ahead of time along with the discussion topics.

Budget: ~~If a region requires reimbursement for hosting these expenses; reimbursement~~Reimbursement dollars from Society are not ~~may be available.~~ ~~DRC should engage with Staff to inquire on these reimbursement funds.~~If a Roundtable incurs an expense such as food and beverage or rental of a meeting room, the region should cover that expense.

Roundtable Discussion Questions: Each roundtable should focus on 3-4 questions from the suggestions below based on relevance to the local attendance.

Strategic Questions:

- What is the most critical issue affecting our industry? What is keeping you up at night?

- How can ASHRAE do a better job of supporting you, your company, your company's employees, and the HVAC&R industry in general?
- What else should ASHRAE be paying attention to that we have not discussed?

Actionable Questions:

~~1. What is the most critical issue affecting our industry?~~

2.1. What is your greatest training (or retraining) challenge related to the industry? What gaps in knowledge or technology exist in our industry that ASHRAE can help fill?

~~What are your everyday challenges with investment in the technical skills of your people?~~

2. What kind of HVAC related training or certification program should ASHRAE bring to your Country/Region.

~~3.~~

~~4. In ten years, how do you expect to access technical material or training?~~

3. Do you support your employees' ASHRAE membership? If so, which ASHRAE member benefits are the most important to you and your employees? If not, why?

4. What value does ASHRAE membership bring to you and/or your employees?

5. Which are the three/four ASHRAE standards or guidelines currently being used in your Country/Region.

6. Which are the three/four ASHRAE standards/guidelines that you recommend for local adaptation for its wider usage in your Country/Region.

5. Which are the three/four ASHRAE standards/guidelines that you recommend for local adaptation for its wider usage in your Country/Region.

~~6.1. How can ASHRAE do a better job of supporting you, your company, your company's employees, and the HVAC&R industry in general?~~

Additional questions for International Regions:

~~1. Which are the three/four ASHRAE standards or guidelines currently being used in your Country/Region.~~

~~2. 8. Which are the three/four ASHRAE standards/guidelines that you recommend for local adaptation for its wider usage in your Country/Region.~~

~~3. How can ASHRAE actively contribute towards decarbonization efforts in your Country/Region.~~

~~4.1. What kind of HVAC related training or certification program should ASHRAE bring to your Country/Region.~~

Future Adaptation:

~~ExCom-R3C~~ will review the summary feedback compiled by staff from the Industry Roundtables annually to determine how the delivery process and feedback process should change to ensure we are receiving the right feedback on our products and services. ~~ExCom-R3C~~ will share this feedback with the Councils, ~~PLC and ExCom~~.

Appendix A

Sample Industry Roundtable Invitation

To: Invited Guests

From: DRC or Local ASHRAE Leader (Presidential Member, Regional Leader, etc)

Subject: You're Invited to the ASHRAE Industry Roundtable

Email:

Dear [Invitee Name]:

The [CHAPTER NAME] Chapter of ASHRAE is hosting the Chapters Regional Conference (CRC) [OR OTHER EVENT] in [CITY] this year which occurs [DATE-DATE].

Over the last several years, the Leadership of ASHRAE, the Board of Directors, including officers, have adopted setting aside some time at all CRCs to conduct an Industry Roundtable conversation where local industry leaders (Consulting Engineers, Manufacturers, Contractors, and others) attend and share some open dialogue to get industries feedback on ASHRAE, its direction and more importantly, feedback on the products and services of ASHRAE. It is an attempt to be more responsive to industry, especially those who represent the leadership of these various industry classifications.

This year's ASHRAE Industry Roundtable will take place DAY, DATE, START TIME – END TIME at VENUE located at ADDRESS in the ROOM NAME room. ASHRAE would be honored for you to participate in this session with local and Society-level ASHRAE leadership also in attendance.

It would be a good opportunity to share your perspective on how ASHRAE can support the industry on a local, national and global level. Here are a few topics/questions we plan to discuss:

- [TOPIC/ QUESTION]
- [TOPIC/ QUESTION]
- [TOPIC/ QUESTION]

Please let me know if you can attend.

Thank you!

Appendix B

Sample Industry Roundtable Notes Format

Region [#]

INDUSTRY ROUNDTABLE

Date

Invited Attendees:

<u>Name</u>	<u>Affiliation/Company Name</u>	<u>Position</u>

1) [Topic/Question]

a. [Key take-away]

i. [Additional notes to support takeaway if needed]

ii. [Additional notes]

iii. [It may be helpful to understand the position of the person making the comment
(i.e. From an engineer's perspective.... From an manufacturers perspective....,
etc)]

b. [Key take-away]

c. [Key take-away, etc.]

2) [Topic/Question]

a. [Take-away]

b. [Take-away]

c. [Take-away, etc.]

3) [Topic/Question]

a. [Take-away]

b. [Take-away]

c. [Take-away, etc.]

4) [Topic/Question]

a. [Take-away]

b. [Take-away]

c. [Take-away, etc]

ASHRAE Industry Roundtable

Overview and Guidance Document

Updated: March 2025

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Goals: The desired outcome of the roundtable is direct feedback from senior industry leadership on ASHRAE's products and services as well as membership opportunities that can be used as guidance to ASHRAE's three Councils:

- Key resources used from ASHRAE
- Key resources used from outside ASHRAE
- Tools/Resources you need but don't currently have
- Feedback on our current/future resource access methods (e.g. individual purchase vs. subscription)
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Coordination: The DRC is responsible for coordinating the event. Components of the coordination should be delegated to the ARC, RMCR, local host chapter champion, etc. However, the DRC is responsible for ensuring the meeting is coordinated and attendees are confirmed.

Attendance: In order for candid feedback to flow openly, the attendance should be invitation-only and controlled to those who are absolutely necessary. The target size of the group should be 5-10 industry representatives, the DRC, visiting officers and staff.

Appropriate attendees include:

- 5-10 local representatives of MEP engineering firms from the Region
- Additional local industry leaders
- ASHRAE Senior Leadership
- ASHRAE VPs
- DRC
- ASHRAE Staff

Invitees: Invitees should include engineering leaders from organizations within the ASHRAE Region that oversee the engineering process and development of engineering teams. While the exact role is difficult to define, this could include Principal Engineers, Partners, Engineering Directors, CTOs, Engineering Department Head, etc. from regional companies. The intent is for these representatives to understand the business operations side of their business along with the personnel development needs/responsibilities. Manufacturers, Contractors, Educators, and Government officials and/or policy makers may also be considered as invited guests while keeping in mind the size of the group.

Once invitees are identified and approved by the DRC, invitations will go out from the DRC (see sample invitation in Appendix A. The invitation could also go out from a well-known member of the region with name recognition (such as a Presidential Member) to ensure the maximum chance of acceptance. A list of 3-4 suggested topics or questions (see list below) should be circulated with the invitation so that attendees can come prepared to discuss.

Meeting Logistics: The meeting will be run and operated by one of the officers in attendance.

- Target length should be 1.5 hours
- If being held in conjunction with the CRC, it should be held at the same site, but the exact time is up the discretion of the DRC.
- If the roundtable is being held during a Presidential Visit or other ASHRAE event, please ensure a private space is selected with minimal distractions.
- Attendance of the ASHRAE Staff/Leadership and attendees should be taken into account when organizing (i.e. Saturday wouldn't be ideal for invitees, and CRC attendees from ASHRAE should be given time to arrive if held before the CRC officially starts)
- The DRC/Host Chapter is responsible for securing a room for the meeting
- The room should be arranged in a square or circle to ensure everyone can easily see and hear everyone else
- A note-taker should be identified and appointed before the meeting (should be the DRC or Staff representative someone who has the right perspective and background to understand ASHRAE business from a higher level).
- The note-taker should upload their notes in the [Industry Roundtable Reports](#) folder located in the Board of Directors basecamp or sent to the Director of Member Services, [Lizzy Seymour](#). See Appendix B for sample notes format to be submitted on basecamp or to ASHRAE Staff.
- Staff is responsible for compiling, summarizing, analyzing notes from all the Industry Roundtables into one report for the Roundtable Reports Review Committee (R3C). The R3C will review the report and send relevant information to each Council, the Planning Committee (PLC) and the Executive Committee.

Preparatory Material: The agenda should be emailed to attendees ahead of time along with the discussion topics.

Budget: Reimbursement dollars from Society are not available. If a Roundtable incurs an expense such as food and beverage or rental of a meeting room, the region should cover that expense.

Roundtable Discussion Questions: Each roundtable should focus on 3-4 questions from the suggestions below based on relevance to the local attendance.

Strategic Questions:

- 1) What is the most critical issue affecting our industry? What is keeping you up at night?
- 2) How can ASHRAE do a better job of supporting you, your company, your company's employees, and the HVAC&R industry in general?
- 3) What else should ASHRAE be paying attention to that we have not discussed?

Actionable Questions:

- 1) What is your greatest training (or retraining) challenge related to the industry? What gaps in knowledge or technology exist in our industry that ASHRAE can help fill?
- 2) What kind of HVAC related training or certification program should ASHRAE bring to your Country/Region.
- 3) Do you support your employees' ASHRAE membership? If so, which ASHRAE member benefits are the most important to you and your employees? If not, why?
- 4) What value does ASHRAE membership bring to you and/or your employees?
- 5) Which are the three/four ASHRAE standards or guidelines currently being used in your Country/Region.
- 6) Which are the three/four ASHRAE standards/guidelines that you recommend for local adaptation for its wider usage in your Country/Region.

Future Adaptation:

R3C will review the summary feedback compiled by staff from the Industry Roundtables annually to determine how the delivery process and feedback process should change to ensure we are receiving the right feedback on our products and services. R3C will share this feedback with the Councils, PLC and ExCom.

Appendix A

Sample Industry Roundtable Invitation

To: Invited Guests

From: DRC or Local ASHRAE Leader (Presidential Member, Regional Leader, etc)

Subject: You're Invited to the ASHRAE Industry Roundtable

Email:

Dear [Invitee Name]:

The [CHAPTER NAME] Chapter of ASHRAE is hosting the Chapters Regional Conference (CRC) [OR OTHER EVENT] in [CITY] this year which occurs [DATE-DATE].

Over the last several years, the Leadership of ASHRAE, the Board of Directors, including officers, have adopted setting aside some time at all CRCs to conduct an Industry Roundtable conversation where local industry leaders (Consulting Engineers, Manufacturers, Contractors, and others) attend and share some open dialogue to get industries feedback on ASHRAE, its direction and more importantly, feedback on the products and services of ASHRAE. It is an attempt to be more responsive to industry, especially those who represent the leadership of these various industry classifications.

This year's ASHRAE Industry Roundtable will take place DAY, DATE, START TIME – END TIME at VENUE located at ADDRESS in the ROOM NAME room. ASHRAE would be honored for you to participate in this session with local and Society-level ASHRAE leadership also in attendance.

It would be a good opportunity to share your perspective on how ASHRAE can support the industry on a local, national and global level. Here are a few topics/questions we plan to discuss:

- [TOPIC/ QUESTION]
- [TOPIC/ QUESTION]
- [TOPIC/ QUESTION]

Please let me know if you can attend.

Thank you!

Appendix B

Sample Industry Roundtable Notes Format

Region [#]

INDUSTRY ROUNDTABLE

Date

Invited Attendees:

Name	Affiliation/Company Name	Position

1) [Topic/Question]

- a. [Key take-away]
 - i. [Additional notes to support takeaway if needed]
 - ii. [Additional notes]
 - iii. [It may be helpful to understand the position of the person making the comment (i.e. From an engineer's perspective.... From an manufacturers perspective...., etc)]
- b. [Key take-away]
- c. [Key take-away, etc.]

2) [Topic/Question]

- a. [Take-away]
- b. [Take-away]
- c. [Take-away, etc.]

3) [Topic/Question]

- a. [Take-away]
- b. [Take-away]
- c. [Take-away, etc.]

4) [Topic/Question]

- a. [Take-away]
- b. [Take-away]
- c. [Take-away, etc]

Action Item

Report to ExCom on strategies to make topical conferences profitable. (Assigned March 14-16, 2024)

Summary

The goal of Topical Conferences is to transfer technical knowledge and research to the industry, while remaining cost-effective for attendees. The goal has never been to make a profit at these conferences. However, over recent years with the growing success of sponsorships and higher attendance, Topical Conferences have seen a surplus.

The need for a streamlined, consistent approach to planning Topical Conferences is more important than ever as they continue to grow.

Since Topical Conferences were created, they were budgeted to breakeven (anticipated registration and sponsorship revenue = anticipated conference expenses). Since 2019, staff moved to a standard practice of budgeting for a slight profit (i.e. profit of approximately 3% of expenses). Anticipated attendance is based on previous attendance patterns for each conference.

Staff gets asked repeatedly by Steering Committees where any conference surplus “goes” and feels strongly that any surplus should go back into the conference to support the conference and attendees. Steering Committees have ultimate authority on approving registration rates like CEC approving registration rates for Winter and Annual Conferences.

FY24 and FY25 Actuals

	FY24 Actuals	FY25 Actuals
Combined Registration Revenue	\$418.0	\$363.9
Combined Sponsorship Revenue	\$364.1	\$458.0
Combined Expenses	\$721.6	\$727.5
Combined Surplus/(Deficit)	\$60.5	\$94.4

In FY24, the combined surplus of Topical Conferences covered 26% of fully loaded Topical Conference staff time (salaries and benefits). In FY 25, the combined surplus covered 39%.

In FY24, ASHRAE held five Topical Conferences. In FY25, ASHRAE held 4 Topical Conferences.

Topical Conference Models

To streamline conference operations and budgeting as well as offering the opportunity to host more Topical Conferences, the Conferences staff has created a Standard Operating Procedure which outlines three different Topical Conference Models to aid CEC and prospective steering committees for setting expectations and planning guidelines in advance.

Model 1: ASHRAE-Led Conference with Session Recordings
Current Topical Conferences: IEQ, Decarb, International Decarb

Model 2: ASHRAE-Led Conference without Session Recordings

Current Topical Conferences: WIA Leadership Symposium, Buildings, and CIDCO

Model 3: Chapter-Led Conference with ASHRAE Staff Support

Current Topical Conferences: Hot Climates, Beirut, and Kuwait

The SOP includes clear instructions and procedures for the purpose and mission of Topical Conferences, the CEC approval process, forming a steering committee, papers vs presentation-based technical session options, and clear roles and responsibilities of all stakeholders.

Industry Comparison

ASHRAE staff conducted an industry conference registration rate comparison in 2024. This research was done to compare the registration rates of other similar industry conferences with ASHRAE conferences. It was discovered during this research that ASHRAE topical conferences registration rates are comparable or lower compared to others.

Conference Staff are members of CESSE, the Council of Engineering and Scientific Society Executives, and participate in a Meetings/Events Special Interest Group. Conference budgeting was a recent topic of conversation for the group. ASHRAE staff asked if other Societies budgeted staff salaries and benefits into their budgets and no other associations represented in the meeting did.

Potential Strategies to Make Topical Conferences More Profitable

1. Increase the registration rate gap between Members and Non-Members

Currently, Non-Members pay \$50 more than ASHRAE members to attend Topical Conferences. Staff could increase non-member registration rates to \$100 or \$150 more than the member rate. This could result in approximately \$15,400 - \$28,900 in additional registration revenue.

However, 25% of Topical Conference attendees are Non-Members, which demonstrates the impact ASHRAE has on the industry. Significantly increased registration costs for this group could deter Non-Members from registering and attending. With fewer non-members attending Topical Conferences, industry networking, challenging ideas with debate, and speaker options could suffer.

2. Increase all registration rates to allow for a surplus of 7% of expenses for each Topical Conference.

Currently, Staff budgets each Topical Conference to allow for a surplus of approximately 3% of total expenses. If all registration rates were raised to be more in line with other similar industry conferences to allow for a surplus of approximately 7% of total expenses, it could increase combined Topical Conference revenue by approximately \$60,000.

However, this would mean raising Member, Non-Member, and One-Day registration rates by an average of 12% in each category. While these new rates may be more in-line with *some* other similar industry conferences, it may out-price some potential attendees and would push ASHRAE to the higher side of conference rates within the industry. Significantly higher rates could deviate from the purpose and mission of the Topical Conferences to transfer

technical knowledge and research to the industry while keeping registration rates low and could in turn hurt our attendance across all registration categories.

3. Eliminate standard components of the Topical Conferences to reduce overall expenses across all Topical Conferences.

Potential examples include:

- **Eliminating Breakfast for Attendees**

Potential combined expenses savings of \$95K

- **Eliminating Session Recordings for all Technical Sessions (Model 1 Conferences only)**

Potential combined expense savings of \$60K

However, cutting these types of components from the standard Topical Conference and potentially raising registration prices could deter attendees (i.e. paying a higher cost and getting less out of the conference). A further analysis of user access and views is needed before making any decisions on whether reducing or eliminating session recordings for Topical Conferences is feasible.

4. Continue to Communicate and Receive Commitment in Advance from Steering Committees on Minimum Sponsorship Amount

With hotel and AV prices continuing to skyrocket, sponsorship is more important than ever. Topical Conference sponsorships have gone from a “nice to have” to a requirement to hold our Conferences. If a Topical Conference does not meet the minimum Sponsorship goal outlined in the budget, then the Conference will face a deficit. Recently, Staff has worked closer to Steering Committees and past sponsors to make sponsorships a required responsibility of the Steering Committee. The new Topical Conference SOP will reiterate minimum sponsorship requirements and set clear expectations up front as conferences are approved by CEC and the Steering Committees are formed.

5. Engage with new and different stakeholders to create more Topical Conferences

Engage with and promote to new and different stakeholders, such as TCs, to form Steering Committees to propose new Topical Conferences. Encourage these groups to think beyond the technical program and think through operations such as registration fees, location, and hotel expenses. Engaging with new and different stakeholders may create an opportunity to tap into newer, younger members with experience on the Technical side of ASHRAE who may have business sense and new connections to sponsor.

However, more Topical Conferences may require more staff/staff time to operate.

Staff Recommendations:

If ExCom feels strongly that the goal of Topical Conferences should focus more on profitability, staff recommends creating a unified response on where Topical Conference profits will be applied (i.e. to cover staff time, Society operating expenses, etc.) Steering Committees will want to know and understand the reasoning. Certain sections of the CEC MOP and ROB may need to be updated to reflect this change.

If changes to the current SOP for Topical Conferences to focus on profitability are warranted, staff recommends either raising rates (Strategies 1 or 2) or removing standard components from Topical Conferences to reduce expenses. Implementing these changes may take time and results may not be immediately seen. Staff also needs clear direction on whether to factor in staff time/benefits for each Topical Conference budget and either increase registration rates or cut expenses and timing on when this change should be implemented. FY26 budgets have been submitted to Accounting.

Staff will continue to implement Strategy 4, which is a new concept for Topicals.

Strategy 5 is an idea that has also come up when discussing the future of the Annual Conference and could be further explored if warranted.

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