



MANUAL OF PROCEDURES

MEMBERSHIP PROMOTION COMMITTEE

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MANUAL OF PROCEDURES MEMBERSHIP PROMOTION COMMITTEE

A. FOREWORD

This Manual of Procedures (MOP) outlines how the Membership Promotion Committee operates. It complements the Rules of the Board (ROB) by describing day-to-day responsibilities, workflows, and expectations.

Committee members are expected to be familiar with both documents. The ROB defines governance requirements, while this MOP provides practical guidance for executing the committee's work.

B. DEFINITION OF MANUAL OF PROCEDURES

The Manual of Procedures (MOP) provides practical guidance on how the committee operates, including roles, responsibilities, and processes. It is maintained by the committee and updated regularly to reflect current practices.

C. COMMITTEE SCOPE AND PURPOSE (Excerpt from **Rules of the Board**)

The Membership Promotion Committee shall publicize the aims, activities, achievements, and scientific and educational purposes of the Society toward the end that persons duly qualified shall apply for membership therein.

This committee shall review the programs, services and benefits provided by the Society to its members and shall make recommendations for improvements to promote the retention of membership at all levels. This committee will also monitor the Society's membership demographics and where appropriate, adjust or create programs to ensure that individuals from all demographic backgrounds are being equally attracted to ASHRAE. (ROB 2.414.001)

D. GENERAL COMMITTEE RESPONSIBILITIES

The committee operates under the direction of the Board of Directors and Members Council and complies with applicable bylaws and rules. Formal reporting and approvals follow Society requirements.

The committee is responsible for:

- Recommending enhancements to membership processes, tools, and programs
- Maintaining and improving membership-related materials and communications
- Supporting the Chair in the development and tracking of annual objectives (MBOs)
- Supporting the 1st Vice Chair in the development of the Presidential Award of Excellence (PAOE)
- Delivering initiatives aligned with the Strategic Plan
- Coordinating with other Society committees

E. RESPONSIBILITIES OF THE MEMBERSHIP PROMOTION CHAIR

The Chair leads the committee and is accountable for overall performance and alignment with Society priorities. Responsibilities include:

- Monitoring committee performance and reporting to Members Council
- Leading committee meetings, including preparing agendas and assigning action items
- Approving committee meeting minutes for distribution
- Assigning roles, responsibilities, and subcommittee participation, and overseeing subcommittee progress with the Vice Chairs
- Leading the development, tracking, and submission of annual objectives (MBOs) to the Chair of Members Council
- Managing the committee budget in alignment with approved plans
- Preparing reports to Members Council and attending Members Council as a voting member
- Coordinating with Members Council on Regional Vice Chair appointments or replacements, as required
- Assigning mentors to new members and supporting committee mentoring activities
- Carrying out additional responsibilities as assigned by the Society President, Board of Directors, or Members Council

F. RESPONSIBILITIES OF THE MEMBERSHIP PROMOTION VICE CHAIRS

The Vice Chairs support the Chair and are responsible for advancing committee priorities and coordination across subcommittees. Responsibilities include:

- Assuming the duties of the Chair, as required
- Attending Membership Promotion Committee meetings and Members Council meetings at the Annual and Winter meetings
- Monitoring recruitment, advancement, and retention campaigns
- Supporting oversight of subcommittees in collaboration with the Chair
- Maintaining awareness of progress on annual objectives (MBOs)
- Recommending updates to the MOP, ROB, and supporting resources
- Contributing to budget planning and providing recommendations to the Chair and staff
- Maintaining records of committee action items

Vice Chair assignments include:

- **1st Vice Chair (Senior):** Chapter Chair Training & Development and Retention subcommittees, MP representative on Member Councils PAOE subcommittee
- **2nd Vice Chair (Junior):** Communications and Recruitment subcommittees, Member Resource Group (MRG) liaison

G. RESPONSIBILITIES OF THE REGIONAL VICE CHAIR

Regional Vice Chairs lead membership promotion activities within their region and serve as the primary link between the committee and chapters. Responsibilities include:

- Attending Membership Promotion Committee meetings, assigned subcommittee meetings, and committee orientation
- Participating in the Chapter Regional Conference (CRC) and supporting regional training and engagement activities

- Coordinating chapter visits and activities in alignment with the Director and Regional Chair (DRC)
- Supporting mentorship of new committee members, where assigned
- Providing written reports at the Annual and Winter meetings and sharing with the Regional Director
- Preparing additional updates and reports, as required by the Chair, Regional Director, or subcommittee assignments
- Leading delivery of membership promotion activities within the region and coordinating with the DRC and Committee Chair
- Regional Vice Chairs are expected to regularly review membership data, identify trends, and support chapters in addressing performance gaps.
- Regional Vice Chairs are responsible for supporting and monitoring PAOE performance within their region.

H. SUBCOMMITTEES

Subcommittees support delivery of the committee's objectives and initiatives. Each subcommittee is assigned an MP ExCom representative who works with the subcommittee chair to provide guidance, support coordination, and ensure timely recommendations.

Subcommittees support development of PAOE criteria in coordination with the 1st Vice Chair.

Subcommittees are responsible for:

- Reviewing and providing recommendations on assigned action items and ongoing responsibilities
- Advancing work within their area of focus, including development of tools, materials, and initiatives
- Preparing written reports, including recommendations or motions, for each scheduled committee meeting
- Coordinating input from subcommittee members and other ASHRAE members, as appropriate

Subcommittee meetings are held in advance of committee meetings, and regular communication between members is encouraged. Timely and well-prepared subcommittee reporting is critical to effective committee operations.

CHAPTER CHAIR TRAINING & DEVELOPMENT SUBCOMMITTEE

This subcommittee is responsible for:

- Developing and maintaining centralized training, both in-person and virtual
- Reviewing and updating CRC training materials to support delivery by Regional Vice Chairs
- Monitoring effectiveness of training programs and incorporating feedback into continuous improvement

RECRUITMENT SUBCOMMITTEE

This subcommittee is responsible for:

- Developing and coordinating membership recruitment programs and campaigns that Regional Vice Chairs and chapters can implement locally
- Supporting Society-wide, long-term recruitment initiatives through regional and chapter-level delivery
- Recommending targeted recruitment strategies that Regional Vice Chairs can apply based on member types and regional needs
- Coordinating efforts with other grassroots committees

RETENTION SUBCOMMITTEE

This subcommittee is responsible for:

- Developing and coordinating membership retention programs and initiatives that Regional Vice Chairs and chapters can implement locally
- Supporting Society-wide, long-term retention strategies through regional and chapter-level implementation
- Identifying trends in member cancellations and recommending practical actions that Regional Vice Chairs and chapters can apply to improve retention
- Coordinating efforts with other grassroots committees

MEMBER COMMUNICATIONS & ENGAGEMENT SUBCOMMITTEE

This subcommittee is responsible for:

- Developing and coordinating clear, consistent communications that support membership promotion initiatives and priorities for Regional Vice Chairs and chapters
- Supporting participation in programs and initiatives through clear communication and practical tools for regions and chapters
- Providing ready-to-use emails, presentation materials, and messaging templates that Regional Vice Chairs and chapters can adapt for chapter meetings, events, and outreach
- Promoting volunteer engagement by identifying participation opportunities and sharing practical examples of successful chapter activities and initiatives
- Supporting orientation and onboarding of new Regional Vice Chairs
- Reviewing and maintaining Membership Promotion (MP) awards programs and materials, and supporting RVCs in promoting awards within their region

I. AWARDS

All requests or suggestions for new awards, revisions to current awards, or award deletions shall be managed in accordance with **Appendix G**. The following awards are approved by the Honors and Awards Committee.

- Lincoln Bouillon Award - Regional Vice Chairs select and recommend candidates in accordance with Appendix A.
- Blue Ribbon Award - Regional Vice Chairs promote the award within their region. (See Appendix B.)
- Red Ribbon Award - Regional Vice Chairs promote the award within their region. (See Appendix B.)
- Limelight Award - Regional Vice Chairs promote the award within their region. (See Appendix B.)
- Boomerang Award - Regional Vice Chairs promote the award within their region. (See Appendix B.)

Regional Awards – Regional awards are encouraged and may be administered at the discretion of the Regional Membership Promotion Vice Chair and/or Regional Chair. These awards do not require approval from the Honors and Awards Committee.

K. CHAPTER CHAIR TRAINING & DEVELOPMENT

Regional Vice Chairs are responsible for supporting training for Chapter Membership Promotion Chairs within their region through centralized training and CRC (Chapter Regional Conference) activities.

Training should equip Chapter Chairs with the knowledge and tools to effectively deliver membership promotion at the chapter level, including:

- Overview of current Society membership programs and priorities
- Goal setting and alignment with regional and Society objectives
- Roles and expectations of Chapter Membership Promotion Chairs
- Practical approaches to recruitment and retention

Regional Vice Chairs should tailor training to regional needs and allow adequate time for preparation. Training delivery methods may vary and are determined in coordination with the Regional Chair. Regional Vice Chairs should gather feedback from Chapter Chairs and use it to improve future training.

Training materials may include:

- Presentation materials and demonstration tools
- Membership forms and supporting resources
- Regional objectives and priorities
- Reporting requirements and instructions
- Society publications and communications
- Other materials relevant to regional needs

Regional Vice Chairs are responsible for ensuring Chapter Chairs understand their role, expectations, and priorities, and are equipped to deliver membership promotion activities within their chapters.

L. COORDINATION OF CHAPTER EFFORT

Regional Vice Chairs coordinate membership promotion activities with Chapter Membership Promotion Chairs to support delivery of Society and regional objectives. Responsibilities include:

- Promoting membership growth by encouraging outreach to qualified individuals within ASHRAE-related disciplines
- Supporting advancement of members to the appropriate membership grade based on qualifications
- Providing guidance and support to chapters that require assistance in meeting membership goals
- Monitoring chapter performance and identifying areas for support or improvement
- Monitoring delinquency and supporting chapters in maintaining renewal rates within established targets
- Supporting chapter-level retention efforts, volunteer engagement, and participation
- Encouraging timely renewal of membership across chapters
- Supporting delivery of additional objectives as established by the Society President (PAOE), Board of Directors, or Membership Promotion Committee

M. MANAGEMENT BY OBJECTIVES (MBO)

Management by Objectives (MBO) is used by the committee to plan, track, and report on key priorities and activities. MBOs define tasks, timelines, responsible parties, and progress toward completion.

Final committee MBOs are developed by the Membership Promotion Committee Chair and align with Society priorities and the Presidential Award of Excellence (PAOE).

Typical areas of focus may include:

- Membership growth
- Membership retention
- Member engagement
- Delinquency management
- Advancement in membership grade
- Student transfers
- Other priorities identified by the committee

MBOs are aligned with Society goals as established by the President (PAOE). Regional targets may exceed Society goals, where appropriate and in coordination with the Director and Regional Chair (DRC).

Regional Vice Chairs support delivery of MBO objectives within their region and contribute to tracking and reporting progress.

O. STAFF SUPPORT

The Manager of Membership at Society headquarters serves as Staff Liaison to the Membership Promotion Committee and as a primary point of contact for Chapter Membership Promotion Chairs.

Staff support responsibilities include:

- Supporting committee operations, including preparing agendas and distributing supporting materials in advance of meetings
- Acting as secretary for committee meetings, preparing minutes for Chair approval, and distributing minutes to the committee
- Coordinating committee voting processes, including distribution of ballots as directed by the Chair
- Supporting preparation and submission of committee reports to the Board of Directors and Members Council
- Maintaining committee documentation, including the MOP, and Website and implementing approved updates
- Providing membership data and reports, including monthly updates on membership, transfers, and delinquency, to Regional Vice Chairs and Chapter Chairs
- Keeping the committee informed of relevant activities and decisions from other Society committees
- Supporting onboarding of new committee members by distributing key documents and updates
- Providing promotional information to prospective members, as requested

P. STRATEGIC PLAN

The committee supports the Society Strategic Plan by monitoring progress on assigned initiatives and recommending updates on an ongoing basis.

The committee:

- Monitors the status of initiatives that support its Strategic Plan responsibilities
- Provides updates to Members Council at intervals established by the Planning Committee
- Recommends changes to the Strategic Plan based on input from regions, chapters, and committee members
- Submits recommendations for Strategic Plan updates in advance of the Annual Conference

APPENDIX A

LINCOLN BOUILLON AWARD

ESTABLISHMENT OF AWARD

The award was established by the Board of Directors in memory of President Lincoln Bouillon who died in office.

SELECTION COMMITTEE

The Selection Committee shall be comprised of four (4) members of the Membership Promotion Committee: The Chair, Vice Chairs and Staff liaison.

All correspondence and selection data is to be directed to the Chair of the Selection Committee, with copies to the other members of the Selection Committee and staff liaison.

The Chair of the Membership Promotion Committee will coordinate all activities with the Honors and Awards Committee and is the only person to notify any candidates of his/her selection.

The Ex-Officio from the Board of Directors will coordinate all contacts between the Membership Promotion Committee, Selection Committee, and the Board of Directors.

SELECTION OF RECIPIENT

The Society Membership Promotion Committee, by majority vote, shall select the recipient of the award, subject to the concurrence of the Honors and Awards Committee and the Board of Directors.

RESTRICTIONS

The recipient of the Lincoln Bouillon Award cannot be a member the Society Membership Promotion Committee, a member of Staff, or a member of the Board of Directors. A Society Membership Promotion Committee member can receive the Lincoln Bouillon Award for activities performed prior to serving on the Society Membership Promotion Committee.

Selection Procedure

Background

The LBA was established by the Board of Directors in memory of Lincoln Bouillon who died while serving as Society President. Membership promotion was one of his major interests, and for that reason the LBA is used to recognize the person (usually a chapter Membership Promotion Chair) who promoted Society membership growth with the most enthusiasm, creativity, innovation, and effectiveness.

Restrictions

The recipient of the Lincoln Bouillon Award cannot be a member of the Society Membership Promotion Committee, a member of staff, or a member of the Board of Directors.

A Society Membership Promotion Committee member can receive the Lincoln Bouillon Award for activities performed prior to serving on the Society Membership Promotion Committee. (03-01-30-43)

LBA SELECTION SCHEDULE

June 15-September 1	Regional Vice Chairs to bring name (s) and address(es) of Lincoln Bouillon Award candidates to June committee meeting or incorporate as a portion of the regional report. Staff to mail the following to candidates: Standardized Cover Letter, Biographical Data Form, and Candidate Information Sheet
October 31	Staff Liaison to collect statistical data to make PAOE and analytical point calculation.
November 10	Staff liaison to send copies of candidate information sheets to Membership Promotion Executive Committee for review during Fall Executive Committee meeting.
December 1 members	Candidate information packets of three finalists sent to all voting Of Membership Promotion Committee.
December 15	Voting members of Membership Promotion Committee shall return ballots to LBA Subcommittee Chair for tabulation. LBA Subcommittee Chair reports results during Winter committee meeting.
January	Membership Promotion Committee Chair advises Honors and Awards Committee Chair of the selection.
June	Award presentation.

Revised 1/99

**LINCOLN BOUILLON POINT CALCULATION FORM
SOCIETY YEAR**

Figures used should reflect activity for the period ending June 30.

A. NEW MEMBERS ACCEPTED (10 pts. per 1% new members)		
1. New members elected from 7/31/ through 6/30/		
2. Area Assigned Member Count		
Points = $\frac{[1]}{[2]} \times 100 \times 10$		
Total	«NewMbrsElected»/«AAM»*100*10	0

B. DECREASE IN DELINQUENCY (10 pts. per 1% delinquency reduction below 10%)		
1. Unpaid members as of 6/30/ (Including Resignations)		
2. Area Assigned Member Count		
Points = $(10 - \frac{[1]}{[2]} \times 100) \times 10$		
Total	$(10 - \text{«UnPdMbrs»} / \text{«AAM»} \times 100) \times 10$	0

C. NET PERCENT GROWTH (10 pts. per 1% net growth)		
1. New Members as of 6/30/		
2. Unpaid Members (Including Resignations) as of 6/30/		
3. Area Assigned Members		
Points = $\frac{([1] - [2])}{[3]} \times 100 \times 10$		
Total	$\frac{(\text{«NewMbrsElected»} - \text{«UnPdMbrs»})}{\text{«AAM»}} \times 100 \times 10$	0

D. NUMBER OF ADVANCEMENTS (5 pts. per 1%)		
1. Members advanced as of 6/30/		
2. Area Assigned Members		
Points = $\frac{[1]}{[2]} \times 100 \times 5$		
Total	$\frac{\text{«MbrsAdv»}}{\text{«AAM»}} \times 100 \times 5$	0

E. MEMBERSHIP NIGHTS (10 pts. each)		
1. Points Number of Membership Nights _____ x 10		
Total	«PointsMPnight»*10	0

F. CHAPTER COMMITTEE SIZE (1 pt. for each 1% of Area Assigned Member Count)		
1. Number of Committee Members		
2. Area Assigned Members		
Points = $\frac{[1]}{[2]} \times 100 \times 1$		
Total	$\frac{\text{«NumComMbrs»}}{\text{«AAM»}} \times 100 \times 1$	0

TOTAL POINTS EARNED		
A. NEW MEMBERS ACCEPTED	«NewMbrsElected»/«AAM»*100*10	0
B. DECREASE IN DELINQUENCY	$(10 - \text{«UnPdMbrs»} / \text{«AAM»} \times 100) \times 10$	0
C. NET PERCENT GROWTH	$\frac{(\text{«NewMbrsElected»} - \text{«UnPdMbrs»})}{\text{«AAM»}} \times 100 \times 10$	0
D. NUMBER OF ADVANCEMENTS	$\frac{\text{«MbrsAdv»}}{\text{«AAM»}} \times 100 \times 5$	0
E. MEMBERSHIP NIGHTS	«PointsMPnight»*10	0
F. CHAPTER COMMITTEE SIZE	$\frac{\text{«NumComMbrs»}}{\text{«AAM»}} \times 100 \times 1$	0
Total		0

LINCOLN BOUILLON AWARD

SCORE SHEET / BALLOT

Candidate No.	# 1	# 2	# 3
Name			
Region			
Chapter			

1. STATISTICAL PERFORMANCE (Enter statistical score from LBA Statistical Data sheet.)			

2. SUBJECTIVE PERFORMANCE (Rate each candidate on a scale of 1 to 100 for each of the subjective areas.)			
Organization			
Effort			
Methods & Techniques			
Creativity			
Achievement			
Presentation			
TOTAL SUBJECTIVE POINTS (Enter subjective total.)			
Total			

3. FINAL RANK (Consider scores for statistical performances to be worth 40% and subjective performance at 60%. Rank the candidates 1st, 2nd and 3rd.)			
Rank			

Name of Scorer: _____

Date: _____

APPENDIX B

AWARDS

Establishment of Award

The Awards were established by the Membership Promotion Committee to recognize individual chapters from each Region that meet criteria for membership improvement.

Criteria

The criteria for the award is established by the Membership Promotion Committee and can be changed from time to time at the discretion of the Committee at the Annual Meeting of the Society.

The specific numerical goal for attaining this award is set by the Membership Promotion Committee at the Annual Meeting, and applies to the previous year's accomplishments.

Type of Award

The Awards shall be one Blue Ribbon digital certificate to the Chapter in each Region for the most points above par in the membership growth column of the PAOE report.

A second place Red Ribbon digital certificate is to be awarded to the Chapter in each Region that attains the second highest points above par.

The Limelight Award digital certificate is intended to recognize the efforts of chapter chairs with the highest membership growth. There isn't currently an award to recognize the chapters with the highest chapter growth. Having the award based on a percentage basis will provide an equal opportunity for small and large chapters to compete on a level playing field. This new award will provide an opportunity to recognize chapters solely on a percentage growth basis.

The Boomerang digital certificate award is presented to the chapter with the highest percentage of nonstudent membership renewals.

Each Chapter in the Region scoring par or higher is to be honorably mentioned at the CRC Awards presentation.

APPENDIX C

GUIDELINES FOR AWARDS

All requests or suggestions for new awards, revisions to current awards, or award deletions shall be forwarded to the Honors and Awards Committee for review and recommendation before being forwarded to the BOD for review and approval.

ASHRAE awards are grouped into the following categories, each of which has their defined forms of award:

1. Personal Honors
2. Personal Awards for General Society Activities
3. Personal Awards for Specific Society Activities
4. Paper Awards
5. Society Awards to Groups or Chapters

Awards will normally carry the name of an ASHRAE activity (e.g., Distinguished Service Award, Fellow, Journal Papers Award, etc.) No business, product, or commercial name shall be used for an award. Only in very exceptional instances may consideration be given to naming the award for an individual member.

Proposers of awards shall submit a detailed description, including the name of the award, the suggested category for the award, the reason for establishing the award, and the proposed selection and awarding process to the Honors and Awards Committee.

Proliferation of awards that would tend to detract from the worth of existing awards must be avoided. The award must first be considered as applying to an important field of ASHRAE related activity; the name of the award would then add prestige.