



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Friday, January 19, 2024
1:00PM – 4:00PM
CHICAGO, IL**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the February 20, 2024 meeting.

TABLE OF CONTENTS
Planning Committee Meeting
January 19, 2024

CALL TO ORDER.....	1
ASHRAE CODE OF ETHICS COMMITMENT.....	1
ROLL CALL.....	1
REVIEW OF AGENDA.....	2
APPROVAL OF MINUTES.....	2
ACTION ITEMS.....	2
ASHRAE LEADERSHIP PRESENTATION.....	2
SUBCOMMITTEE REPORTS	2-8
Strategic Plan Development Subcommittee.....	2-4
Action Plan Review – McKinley Advisors.....	3-4
Validation and Documentation Subcommittee.....	4-6
Implementation and Innovation Subcommittee.....	7-8
MBO UPDATE.....	8
NEW BUSINESS	8
FUTURE MEETINGS.....	8
ADJOURN.....	8

PRINCIPAL APPROVED MOTIONS
Planning Committee Meeting
January 19, 2024

No. – Pg.	Motion
1-2	The minutes for the November 1, 2023 meeting of the Planning Committee be approved as presented.
2-8	The Planning Committee meeting on January 19, 2024 be adjourned.

ACTION ITEMS
 Planning Committee Meeting
 January 19, 2024

No. – Pg.	Responsibility	Summary
1-5	Smith/ Sepulveda	Provide an update regarding automation/use of an online mechanism for collection of Council and Committee MBOs with Marketings' assistance.
2-5	Gupta	Provide raw comment data from the 2023 Fall membership Satisfaction survey.
3-6	Patton	Discuss reformatting suggestions of the Membership Survey with MP as noted during the 2024 Winter Conference PLC meeting and other survey items of note. Determine if there is another method for distributing the survey.
4-7	Schultz	Work with Marketing to determine how mind mapping activities may be crystalized so that ASHRAE stakeholders may be able to access.
5 <i>Assigned after Mtg.</i>	Kunkel/ Hunt	Review the PLC MOP and update as directed by SRC using MOP Template.

MINUTES

Planning Committee Meeting
January 19, 2024
1:00PM – 4:00PM CT

MEMBERS PRESENT:

Steph Kunkel, Chair
Trent Hunt, Vice Chair
Devin Abellon
Doug Cochrane
Jake Kopocis
Farhan Adil Mehboob
Michael Patton
Madison Schultz
Andres Sepulveda
Chad Smith
Jonathan Smith
Mahroo Eftekhari
Dunstan Macauley
Corey Metzger
Heather Schopplein
Mick Schwedler
Chandra Sekhar
Buzz Wright
Wade Conlan, CO

GUESTS:

Ahmed Alaa Eldin Mohamed Mahmoud
Nikolaos Nikolopoulos
Art Giesler
Richie Mittal
Tiffany Abruzzo
Rob Craddock
Ginger Scoggins
Ashish Rakheja
Ronald Gagnon
Mark Tome
Steve Sill
Joseph Sanders
Dennis Knight
Kishor Khankari
Megan Cruz, McKinley Advisors
Julia Riordan, McKinley Advisors

STAFF PRESENT:

Jeff Littleton, Executive Vice President
Vanita Gupta, Staff Director, Marketing
Stephanie Reiniche, Staff Director, Technology
Mark Owen, Staff Director, Publications
Kirstin Pilot, Staff Director, Development
Lizzy Seymour, Staff Director, Membership
Candace Denton, Sr. Manager, Board Services
Savanna Smith, Scholarship Coordinator / Executive Assistant
Chandrias Jolly, Manager, Board Services

CALL TO ORDER

Ms. Kunkel called the meeting to order at 1:07 p.m. on Friday, January 19, 2024.

ASHRAE CODE OF ETHICS COMMITMENT

Ms. Kunkel read the code of ethics commitment.

ROLL CALL

Roll call was done. Members and staff in attendance as listed above. A quorum was present.

REVIEW OF AGENDA

The agenda was reviewed and accepted as presented.

APPROVAL OF MINUTES

Mr. Smith moved (Chad) and Mr. Smith seconded (Jonathan) that

(1) The minutes for the November 1, 2023 meeting of the Planning Committee be approved as presented.

MOTION 1 PASSED (Unanimous Voice Vote, CNV)

ACTION ITEMS

All action items were reported as complete.

ASHRAE LEADERSHIP PRESENTATION

Mr. Conlan gave the ASHRAE Leadership Presentation. Below is a summary of the presentation:

Upcoming DEI events were noted. Mindy Gulati, current DEI consultant, will be presenting at the Sunday BOD meeting.

Status updates of the 2022-23 Research Promotion Campaign were shared. More than 4,000 contributions from members, organizations, and other associations were noted.

New technical resources from the Task Force for Building Decarbonization were referenced. The latest guide "Understanding Grid-Interactive Buildings for Decarbonization" is now available.

New Standards, technical resources, and other professional development items were noted.

Upcoming topical conferences were reviewed. The next topical conference, ASHRAE International Conference on Building Decarbonization, will be held in Madrid.

An update was provided that the AHR Expo in Chicago is set to be the second largest expo ever with 1,800 exhibitors for over 25,000 square feet of space.

Upcoming deadlines for the submission of appointed nominations was noted.

ASHRAE Guidelines were added to annual membership benefits for new & renewing full dues paying members.

SUBCOMMITTEE REPORTS**Strategic Plan Development Subcommittee**

Mr. Abellon reported on behalf of the subcommittee and noted the subcommittee's members.

Shared that the subcommittee has been working diligently and has met frequently over the past several months. Main upcoming tasks have been identified as the subcommittee has worked to get the current strategic planning consultant on board. Reiterated to the committee that representatives of McKinley Advisors, selected ASHRAE Strategic Plan consulting firm, will be attending the conference to begin to gather insight on the value of ASHRAE to its members and to observe operations.

Reminded the committee that McKinley Advisors has worked with ASHRAE for the past two strategic plan development cycles.

Action Plan Review – McKinley Advisors

Ms. Cruz, McKinley Advisors Project Lead, presented a high-level overview of the projects action plan as presented in **ATTACHMENT A**. She thanked the committee for their hospitality. A summary of McKinley Advisors background was shared. Works only with mission driven organizations. Often works with organizations to shape strategic direction by scanning the environment.

A brief synopsis was provided regarding what each team member will be working on as the project progresses.

Objectives of the project were highlighted as noted below:

- Collaborate with ASHRAE stakeholders and members to secure a range of quantitative and qualitative insights to inform strategy development.
- Coordinate a strategic planning process that leverages recent efforts, adds tailored new research inputs, and codifies ASHRAE's key priorities.
- Develop and deliver a compelling and impactful strategic plan that drives long-lasting success for ASHRAE, its members, and the world.
- Engage in data-driven operationalization to support successful implementation of the strategic plan.

Project stages were also reviewed, and an update was given that we are currently in the Immersion stage of the project.

Mr. Macaulay encouraged everyone to ask questions and engage with McKinley as they will be at the conference for several days to observe. Noted that the PLC Chair, Vice Chair, and Strategic Plan Development Subcommittee members have also been engaged in the process.

Ms. Kunkel notified the committee that the strategic planning session that McKinley Advisors will be facilitating with the BOD in attendance will be held March 21st and 22nd.

Discussion continued regarding current strategic planning activities. A summary of the discussion is below:

(Ms. Cruz) Shared they are intending to do about 25 interviews with ASHRAE stakeholders. Open to conversation about who should be surveyed. May need to split audience. Can include non-members if that is the will of the group.

(Mr. Littleton) It was noted that a survey would be sent to all who are interviewed. Will the same survey be sent to all?

(Mr. Cruz) The survey would be catered to the group it is sent to.

(Ms. Gupta) For the 25 one on one interviews, have you identified who?

(Ms. Cruz) We have not.

(Ms. Kunkel) Mr. Macauley and Mr. Abellon are working to build the list of recommended interviewees for McKinley.

(Ms. Kunkel) We should make sure we loop in Marketing regarding this as a membership evaluation survey was sent in the fall of 2023. We don't want to duplicate questions.

(Ms. Gupta) What is a good survey response rate for PLC if sent to 53,000 members? A good rate would be around 5 – 7%. We just did an all-member survey and we got about 5%.

(Ms. Cruz) Noted that these are conversations they would like to consider. We also track as we go and recommend that the survey, if needed, come from you all which may in turn increase the response rate.

Will the survey be open ended or multiple choice?

(Ms. Cruz) It will be a mixture.

(Mr. Khankari) There is a separate research strategic plan that exists within ASHRAE that may be valuable to consider. ASHRAE spends about \$2.5 million on this plan.

(Mr. Underwood) ASHRAE has become a global organization with many different cultures. What is not included in planning procedure is a look at our business model. Should we restructure our business to serve our membership better? Encourage others to consider what we do here to make it more palatable to leadership.

(Mr. Mehboob – Farooq) Would suggest that we talk to focus groups to determine who to interview. Let's not forget the demographics of who we should interview. We should interview those who represent the membership. At the end of this process, we should also see some data analytics.

(Mr. Littleton) We did a series of roundtable discussions, and we should factor the results into the strategic plan exercise.

(Ms. Scoggins) We have a big job ahead of us. We have so many roundtables in different parts of the world. We need to capture this information and determine how to use it, or roundtables may not be needed moving forward. This group and the BOD will be tasked with how we put important industry items up front as we move forward. Noted creation of the Membership Model Ad Hoc and the work they will be doing regarding review of revenue. There is a lot going on right now and we need to figure out where we will go for the next three years.

(Mr. Macauley) Surveys and interviews will be done over the next couple of months and the draft 2025-28 strategic plan will be presented in June. Thanked members of Planning and the subcommittee who worked tirelessly over the last 3-4 months. Also thanked committee leadership and staff for their work.

(Mr. Patton) This is an aggressive schedule. Has McKinley looked at this to catch deadlines to make sure we stay on track?

(Mr. Cruz) The survey timeline and analysis are expected to be completed at the strategic planning session. Noted that there will be drafts submitted as we work together. Asked that the committee communicate who should have eyes on things up front to prevent any potential delays of work. Recommended the timeline be shared with the full committee.

Validation and Documentation Subcommittee

Mr. Sepulveda updated the committee on recent activities of the subcommittee and reviewed members of the group. Thanked Ms. Kunkel for her work in helping to collect the MBOs.

A progress update was provided regarding how the MBO analysis from councils and committees appears as of today.

Mr. Smith shared that there haven't been a lot of huge jumps in MBO structure from last year to this year. Noted distribution of initiatives. Most committee and council MBOs are focused on streamline and engagement. Councils are looking to structure more MBOs focused on resiliency. In summary, councils and committees have taken a quality over quantity approach. The number of MBOs has dropped this year and groups seem to be more focused. A step in the right direction. We realize that everything is beginning to focus on goals two and three: value of ASHRAE membership and ASHRAE's impact on the industry. We are making progress in the areas of becoming more known. Will be doing follow-up to ensure MBOs are completed as they are collected.

We are looking to change the way MBOs are collected in the future in hopes of gaining a quicker and higher response when it is time to evaluate council and committee MBOs at the PLC level.

ACTION ITEM – Mr. Smith and Mr. Sepulveda will provide an update regarding automation/use of an online mechanism for collection of Council and Committee MBOs with Marketing's assistance.

A summary of additional comments is below:

6% for the membership survey is disappointing. We need to do something.

Can we get the raw comment data for this?

ACTION ITEM - Ms. Gupta will provide raw comment data from the 2023 Fall Membership Satisfaction Survey for Planning Committee use.

57% of the survey respondents were older. We need to try to engage the younger members as they can benefit more from our resources. Noted that engagement at the regional level is key. Maybe tie response rates into PAOE points. Might be helpful from local chapter perspective. Slight change in feelings regarding in-person and hybrid meetings.

Concerned about sending too many emails. If membership values this survey, we should be diligent in sending for constant engagement.

9 Regions responded to the survey. Regions VI, VIII and IX had the 3 largest increases in responses. Bearing in mind that the number of responses has dropped when comparing companies that pay for dues, is important in determining value added to ASHRAE membership.

Could we possibly make the survey apart of the CRC programs in the fall?

Have you considered going to CTTC and making this a discussion point? If we ask every chapter in the society to take 15 minutes to complete the survey, we could see a huge increase in responses.

Are the same people completing the survey? Might want to see if it's the same people completing the survey as we will keep getting the same responses.

We are trying to get information the same way we have in the past. Young people use different ways to communicate. We have to think of different ways to do this.

It was shared that in the past, some informal ASHRAE surveys have been done via the use of social media.

There was a suggestion to put it in the hands of the Director and Regional Chairs. Make it a competition and this might help to increase the response rate.

The committee was reminded that PLC, at this point, only liaise's with MP for the survey. We are no longer responsible for developing and creating the survey's components. We can share our feedback with Mr. Patton, who has been working with MP.

ACTION ITEMS – Mr. Patton will discuss reformatting suggestions of the Membership Survey with MP as noted during the 2024 Winter Conference PLC meeting and other survey items of note. Determine if there is another method for distributing the survey.

It was noted that some of our audience may want to receive questions via the ASHRAE 365 app.

We should also consider the YEA perspective as it is important since they will be implementing the 30-year portion of the strategic plan. They do react differently with communication channels. Social media would be a good idea to use as a channel. Currently, the median ASHRAE age is 55. This is better than in the past, but we still have work to do to make sure the YEA voices are heard.

Do we know how many people actually use the ASHRAE 365 app.?

Ms. Gupta provided the following stats regarding use of the ASHRAE 365 app. at the conference and the possibility of adding the survey:

- *We have about 37,000 people (downloads) that currently use the app.*
- *At the conference, we are in the 90th percentile for those that attend and also use the app.*
- *We should consider that the survey in the past has only gone to members.*
- *The app. and social media reflect 50% members and 50% non-members. If we are ok with getting non-member data then we can do this.*

Isn't there a way to filter the member and non-member data? Maybe we can work this out later.

In terms of survey structure, the committee was advised to go for simpler designs. May take a long time but we want to look at what we are asking and how we are asking it. We get surveys from many different places, but the ones that we respond to are the ones we think have value and are easy to complete.

It's critical to hear the voices of the non-members. For example, there are those that pay more to attend the conference, but they are not members. Getting the feedback from non-members would be helpful.

The committee was reminded that there is the strategic plan feedback form to capture non-member data. The membership survey only captures items from membership.

Ms. Kunkel thanked the subcommittee for their work and noted that it was impressive that MBOs for all groups have been received 4 months ahead of schedule.

Implementation and Innovation Subcommittee

Ms. Schultz gave the report regarding recent activities of the subcommittee and thanked its members for their diligent work.

ACTION ITEM – Ms. Schultz will work with Marketing to determine how mind mapping activities may be crystalized so that ASHRAE stakeholders may be able to access.

Noted that the first half of the year was used to contact several groups within ASHRAE to make them more aware of the presence of the strategic plan and to gather insight regarding what may need to be included in the next plan.

The following are some of the groups that were contacted:

- Pub Ed Council
- TAC
- Standards
- GAC
- CTTC
- Communications
- DEI Subcommittee
- MP
- YEA
- SA

The channel used after contacting ASHRAE groups to capture insight were mind maps. The maps began with a central idea and were paired with questions to dive deeper into the items discussed.

Noted that there should be a way to navigate an organizational chart to determine what committees do. This came up as an idea from some of the mind mapping activities. Multiple themes were noted across the groups contacted. A compiled Venn diagram was reviewed that represents the overlap of feedback.

Ms. Schultz shared a comment of note from YEA as mentioned in the Venn diagram. She shared that YEA feels there are a lack of mentors, and young members are looking for support. This is something that ASHRAE could spend time developing so that younger engineers feel supported by their professional association.

Mr. Mehboob (Farhan) commented that maybe there are not enough mentors available. Noted that a program from a university he has worked with started a mentoring program called *Coffee Connect* where alumni are connected with students. Maybe this could be a part of a committee within ASHRAE.

Ms. Schultz commented that there may be more groups in which a mind mapping activity should be conducted.

Ms. Kunkel shared that the DEI subcommittee has asked if they can perform a mind mapping activity as well.

Ms. Schultz encouraged the full Planning Committee to share ideas regarding the next strategic plan.

Mr. Littleton notified the committee that an announcement will be made at the plenary session regarding the Strategic Plan Feedback Form for the sharing of ideas toward the next plan. Will also note the open session at the BOD meeting where comments regarding the strategic plan can be made.

Ms. Eftekhari inquired if a townhall could be had with the strategic planning consultant.

Mr. Littleton shared that the consultants are planning to attend the 1st portion of the BOD meeting to hear comments from the open session where comments regarding the strategic plan would be made. There are typically 150+ people in the audience.

Ms. Schopplein agreed with Mr. Littleton that the BOD is a great option for the people that are there. There are over 50,000+ members. Maybe we can do a virtual town hall.

Ms. Kunkel shared that this will be investigated though it may not be viable.

Mr. Patton shared that the idea of a townhall within ASHRAE is the definition of innovation. It is one of the most interesting things I have seen at ASHRAE and is a good example of thinking outside of the box and breaking the norm.

Mr. Kopocis thanked Ms. Schultz for her work.

MBO UPDATE

MBOs 1-2, 4, 6, and 8 were reported as complete. MBO 3 was reported as ongoing. MBOs 5 and 9 were reported as in process.

NEW BUSINESS

Ms. Kunkel reminded the committee of the PLC dinner scheduled at 6:00PM CT at Il Culaccino.

FUTURE MEETINGS

Ms. Kunkel shared with the committee that there will continue to be monthly leadership meetings scheduled. Will work to schedule PLC full committee meetings as needed.

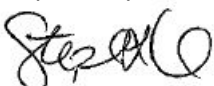
ADJOURN

Mr. Hunt moved and Mr. Kopocis seconded that,

(2) The Planning Committee meeting on January 19, 2024 be adjourned.

MOTION 2 PASSED (Unanimous Voice Vote, CNV)

Respectfully Submitted,



Steph Kunkel

ATTACHMENTS: A. ASHRAE Planning Committee Workplan Kickoff

ASHRAE Strategic Planning 2024

January 19, 2024

Agenda

- **Project and Team Overview**
- **Project Phases and Timeline**
- **McKinley's Approach to Strategic Planning**
- **Next Steps**

About Us

McKinley Advisors is an award-winning association consulting firm dedicated to accelerating mission-driven organization's positive impact on the world.

Our team provides unparalleled expertise in:

- Strategy and Innovation
- Organizational Excellence
- Business Transformation
- Research and Insights

400+
Association
Partners

250+
Years of
Collective
Experience

40+
Team
Members

6
Certified
Association
Executives

3
ASAE
Fellows

Our Team



Alexandra Isham, PMP
Senior Project Manager



Jay Younger, FASAE
President and CEO



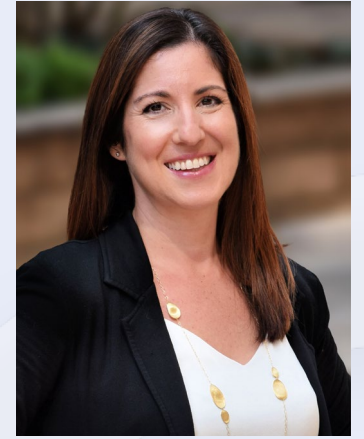
Jennifer Dickinson, MBA
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Associate Consultant



Kristi Langham
Associate Project Manager



Megan Cruz, CAE
Practice Director

Project Objectives

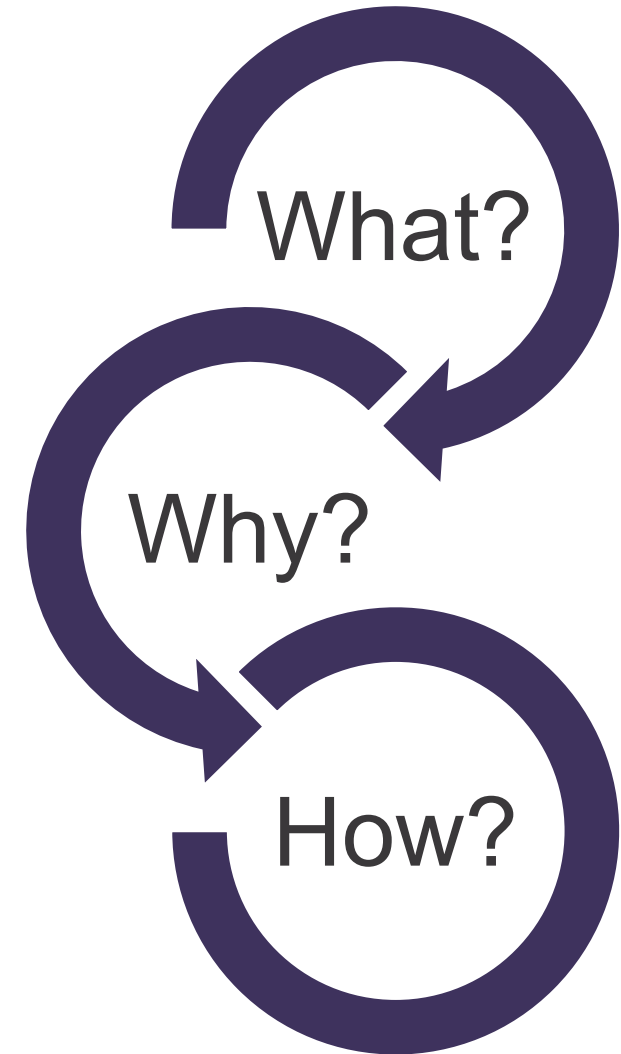
- Collaborate with ASHRAE stakeholders and members to secure a **range of quantitative and qualitative insights to inform strategy development.**
- Coordinate a strategic planning process that leverages **recent efforts**, adds **tailored new research inputs**, and **codifies ASHRAE's key priorities.**
- Develop and deliver a compelling and **impactful strategic plan** that drives long-lasting success for ASHRAE, its members, and the world.
- Engage in data-driven operationalization to support **successful implementation** of the strategic plan.

Strategic Planning Simplified

First: what **COULD** we pursue given our current environment?

Next: why **SHOULD** we pursue certain priorities (and not others)?

Last: what **WILL** we accomplish and how can we best get there?



Leadership

“The challenge of a leader is looking around the corner and making the change before it’s too late to make the change.”

— Indra Nooyi

Former CEO of Pepsico



Project Stages

01	Immersion <i>January 2024</i>
02	Planning Committee Engagement <i>Ongoing</i>
03	Stakeholder Interviews <i>January – February 2024</i>
04	Survey Questionnaire <i>January – March 2024</i>

05	Facilitated Strategy Session <i>March 2024</i>
04	Strategic Plan Development <i>April – June 2024</i>
07	Operationalization <i>July – August 2024</i>
06	Strategic Plan Finalization and Approval <i>December 2024</i>

Next Steps



Thank you!

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