



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**Wednesday, January 6, 2021
9:00am – 12:00pm**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the February 24, 2021 meeting.

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Planning Committee Meeting
January 6, 2021

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PRINCIPAL MOTIONS
Planning Committee Meeting
January 6, 2021

No. – Pg.	Motion
1-2	The open session and executive session minutes from the December 2, 2020 Planning Committee Meeting as presented be approved.

ACTION ITEMS
Planning Committee Meeting
January 6, 2021

No. – Pg.	Responsibility	Summary	Status
1-2	Staff	Update the ASHRAE Leadership Presentation to represent that new member benefits take place in 2021-2022.	
2-3	Mr. Hunt	Schedule a meeting to include Mr. Klock, , Ms. Maston, Mr. McQuade, Ms. Platt Gullledge, and Mr. Conlan to share initiatives of the Post COVID ASHRAE subcommittee with the Epidemic Task Force.	
3-4	Staff	Schedule the next two meetings of the Monitoring Subcommittee to begin brainstorming of the member retention survey.	
4-7	Mr. McQuade	Gauge ExCom's interest regarding extension of the current strategic plan by one year.	

MINUTES

Planning Committee Meeting

January 6, 2021

9:00am - 12:00pm

MEMBERS PRESENT:

Sarah Maston
Bill Klock
David Arnold
Blake Ellis
Stephanie Kunkel
Trent Hunt
Tom Lawrence
Vanessa Friedberg
Mark Miller
Bjarne Olesen
Heather Platt Gullledge
Ahmed Alaa Eldin Mohamed
Bill McQuade

GUESTS PRESENT:

Doug Cochrane
Mick Schwedler

STAFF PRESENT:

Mark Owen, Staff Director, Publications & Education
Joyce Abrams, Staff Director, Member Services
Kim Mitchell, Staff Director, Development
Chandrias Jacobs, Coordinator of Board Services
Candace DeVaughn, Manager of Board Services

CALL TO ORDER

Ms. Maston called the meeting to order at 9:01AM on Wednesday, January 6, 2021.

ASHRAE CODE OF ETHICS COMMITMENT

Ms. Maston read the ASHRAE 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. A New Business item titled *A Discussion on the Future of Planning* was added.

APPROVAL OF MINUTES

Mr. Hunt moved and Ms. Platt Gullledge seconded that,

(1) The open session and executive session minutes from the December 2, 2020 Planning Committee Meeting as presented be approved.

MOTION 1 PASSED (11:0:0 CNV)

REVIEW OF ACTION ITEMS

All action items were reported as complete.

ASHRAE LEADERSHIP PRESENTATION

The ASHRAE Leadership Presentation was given by Mr. McQuade.

Mr. Littleton noted that ASHRAE has recently approved an MOU with the Department of Homeland Security as a result of the Society's direct work with the Epidemic Task Force.

The new Department of Homeland Security MOU has not been announced to the public.

The slide concerning member benefits was discussed as it references new benefits taking place in the 2020-2021 Society Year.

Mr. Littleton noted that new member benefits are expected to take effect in the 2021-2022 Society Year.

ACTION ITEM - Staff will update the ASHRAE Leadership Presentation to represent that new member benefits take place in 2021-2022.

AI - 1

SUBCOMMITTEE REPORTS

Monitoring Subcommittee

Mr. Olesen gave an update of the activities of the Monitoring Subcommittee as noted in **ATTACHMENT A**.

The Monitoring Subcommittee plans to bring forward a statistical analysis of the overall progress made toward MBOs across the Society. This will help to determine what the focus of Committees and Councils has been since the strategic plan has been implemented.

He recommended that PLC review the strategic plan as a result of the pandemic to determine if several of the initiatives and goals need to be revised. It may be helpful to track ASHRAE's presence on the web to gauge if the strategic plan focuses on how ASHRAE is being perceived.

Initiative 4 - Improve Chapter Engagement, Capacity, and Support was discussed as this may need to be focused on more since the occurrence of the pandemic.

Mr. Olesen noted that at society level, volunteer engagement can be measured to determine how much it has changed over the years. We should try to look at how many proposed research projects have been awarded to the initiatives of Resilient Buildings and Communities and IAQ. This may help to increase membership retention and engagement. Monitoring should do more with the key performance initiatives (KPIs). For Monitoring, the goal would be to make a list of the MBOs to provide statistics to measure against the KPIs.

Mr. McQuade advised that the goals and objectives for the Strategic plan are an indication of how ASHRAE is envisioned to be in the next five years. Metrics should be used as methods to get us there. Measurements suggested are around achieving those goals and objectives. Initiatives are an enabler to get to market efficiency, member satisfaction, etc.

Mr. Littleton expressed that the data as presented in the presentation is extremely helpful in determining several key performance areas of ASHRAE.

Post COVID ASHRAE Subcommittee

Ms. Platt Gulledge reported that the Post COVID Subcommittee has distributed the intended member survey and an initial report has been given to the BOD.

The subcommittee is currently working to determine how other organizations similar to ASHRAE have been responding to the pandemic and the ever changing work environment and business model. Currently 13 different organizations have been analyzed. The majority of these organizations are seeking to have hybrid meetings moving forward.

Work is now focusing on gathering recommendations for what the future of ASHRAE should look like and what the Society's direction should be in relation to business.

A report of recommendations will be given at the 2021 Winter Conference.

OLD BUSINESS**2020-21 PLC MBO Status**

MBOs 1-5 were reported as ongoing.

Extensive discussion was had regarding PLC MBO 5: *PLC will formalize a collaboration with Epidemic Task Force for additional information on what "Post-COVID" ASHRAE looks like.*

Where does the ETF fit in the Post COVID piece of ASHRAE?

Ms. Maston noted that PLC should be seeking to determine how to take all of the good work done by PLC and the ETF and use it to the best advantage of ASHRAE going forward. Are there other ASHRAE groups that are working to also determine how ASHRAE should move forward after the pandemic other than the groups mentioned and the Society Transformation Ad hoc?

Mr. McQuade noted that Tech Council has been discussing this. It may be helpful to reach out to Bill Bahnfleth, Chair of the ETF, and get details regarding current work.

ACTION ITEM – Mr. Hunt will schedule a meeting to include Mr. Klock, , Ms. Maston, Mr. McQuade, Ms. Platt Gulledge, and Mr. Conlan to share initiatives of the Post COVID ASHRAE subcommittee with the Epidemic Task Force.

AI - 2

Mr. Schwedler commented that as we track MBO initiatives, we need to be cognizant that we are trying to decrease while also considering staff bandwidth so staff does not feel like they don't serve us. Helpful to get things to staff ahead of time due to decrease in headcount.

Lessons Learned Survey Update

Mr. McQuade provided an update to the committee regarding the Lessons Survey from the implementation of the 2019-2024 Strategic plan as noted in **ATTACHMENT B**.

He noted that it is purposeful to give committees the scope of what should be happening as a result of the strategic plan.

Councils and Committees should be held accountable to determine a way to complete their assigned MBOs. Very specific metrics and monitoring should be used to measure progress of the strategic plan. May be worth having Tim McGinn present the metrics of strategic plan again to remind committees and councils of where their work should be focused.

Need to continue to track initiatives/ activities such as providing value to members outside of North America. Other opportunities could be to have a continued dialog with organizations outside of North America regarding what they feel is important in an effort to better serve them.

Noted that during the appointments process in March, there is a benefit to having the President-Elect make sure that BOD members are considered for addition to PLC as their input in the past has been invaluable. This should be done right before the year a strategic plan is to be created.

Comments were received from the survey that it may be more helpful to start looking for consultants early on in the strategic planning process as it appears there are not many firms. Noted that McKinley worked well during one strategic plan and with another the quality fell.

Mr. McQuade suggested that the Monitoring Subcommittee remain constant throughout the entire strategic planning process.

Mr. Olesen noted that there should have been more time determining how success of the strategic plan will be measured.

Mr. Littleton proposed that at an annual repeatable member satisfaction survey would be very helpful and may be used to determine how certain areas of the strategic plan are progressing. With a survey, metrics can be compared and the degree of member satisfaction from year to year could also be measured. This is something the planning committee should take the lead on. The survey could be used as a KPI and could tell us how we are doing.

Mr. Olesen notified the committee that the topic of an annual repeatable member retention survey will be put on the Monitoring agenda.

ACTION ITEM - Staff will schedule the next two meetings of the Monitoring Subcommittee to begin brainstorming of the member retention survey.

AI - 3

Ms. Maston noted that once preliminary brainstorming is done within the Monitoring Subcommittee, the assistance of the Marketing department will be requested. Ms. Gupta previously assisted the Post COVID Subcommittee with a survey and could be engaged in the process at some point.

Mr. McQuade shared that the response rate of a survey is important. Results of the survey should be shared with members so they know that their responses were seen and something is being done about it.

Mr. Littleton suggested that this could be a part of the membership renewal process. Maybe a flat survey is not the best way to get that information from members. Maybe PLC needs to have a dedicated subcommittee that works on this that conducts a series of focus groups. A defined repeatable process that brings member data regarding satisfaction over a year would be helpful.

Mr. Olesen inquired if there should be an adjustment to the strategic plan as a result of the pandemic.

Ms. Maston noted that this will be addressed in the next focused discussion of the future of Planning.

NEW BUSINESS**A Discussion on the Future of Planning**

Ms. Maston notified the committee of her discussion with Mr. McQuade regarding the future of PLC. The overall makeup of the committee was reviewed with an in-depth look at committee membership when the strategic plan is not being implemented. The membership of planning is cyclical. In a 5 year time period, once busy with the strategic plan, the committee goes into a monitoring phase.

Ms. Maston noted that a large number of reports have been presented including the report from Robin Bryant to address ways to streamline ASHRAE. It was noted that recommendations were provided as a result of the work of a BOD ad hoc. The overall tasks of BOD ad hocs was addressed as they are typically assigned with the work of creating streamlining recommendations for the benefit of ASHRAE.

Though ad hocs are created to gather streamlining recommendations, implementation of the recommendations is a concern as the ad hocs work on their own. They are typically not engaged with committees and councils. As a result, recommendations made to streamline the organization typically sit on the shelf.

Initiatives of the strategic plan affect the Society as a whole. There is currently no internal mechanism in place to ensure the implementation of recommendations provided from BOD ad hocs. There is also no process currently in place to take a look at what aspects of the ASHRAE business model are effective and which items should be sunset.

Ms. Maston surveyed the committee to determine if PLC should take on the responsibility of making sure recommendations regarding internal streamlining are implemented. Multiple groups within ASHRAE are looking at different areas of a Society wide streamlining effort. There is currently no place where the comprehensive work of all these groups resides.

Mr. Hunt noted that among the technical committees, there is no high level of leadership that says what should be done. No steps have been taken regarding how we are getting to the recommendations presented by Ms. Bryant and the Streamlining Ad Hoc.

Mr. Lawrence referenced the reorganization of the technical committees and how when it was being done it appeared to be secretive. Transparency is needed when a large streamlining effort takes place.

Mr. McQuade shared that the Society operates under a one year presidential term. The next president has their agenda and as a result, reports from their assigned ad hocs end up on the shelf. This is evidence of how the Society is structured. Implementation of ad hoc recommendations should reside in Planning. As we are discussing ad hocs that are assigned at the BOD level, the membership of PLC may need to change. We may want to include Council Chairs and Vice Chairs as ideas generated would affect their councils/committees.

There was consensus among the committee regarding the suggested future role of PLC.

Mr. Miller noted that the challenge would be to have the right individuals in the room. Members who have experience with the strategic plan should be involved. It is sometimes difficult to get members to look at the strategic plan for the long haul.

Mr. Ellis proposed that maybe Finance needs to have closer ties with PLC. The Finance Committee and PLC both deal with eliminating operational waste in a way. Finance has come up with a way of measuring ROI from a financial aspect. Proposed organizational initiatives need a home and PLC can do that.

Ms. Maston notified the committee that the Society Transformation Ad hoc has been reviewing the report from the Streamlining Ad Hoc presented by Robin Bryant and work is ongoing.

Mr. Hunt asked if the Society Transformation Ad hoc will make a report to the BOD regarding recommendations

and then will the recommendations be carried somewhere else for implementation. Who implements the structure for changes after recommendations are made?

Ms. Maston responded that a report to the BOD is in the works to share streamlining recommendations as a result of the work of the Society Transformation Ad hoc. The implementation of changes will begin with the BOD; however, multiple implementation efforts will need to be underway simultaneously.

Ms. Maston requested to change the topic of conversation. Asked the committee to provide feedback regarding the effectiveness of the PLC liaisons assigned to the councils. Is this working? If not, is there a better way? Are councils utilizing the PLC liaison or is there something we could be doing differently?

Mr. Schwedler noted that committees of Members Council were asked to create MBOs based on the current strategic plan. They are well aware that Ms. Kunkel is the PLC liaison to Members Council. If council leadership does not take responsibility and ownership of the MBOs, use of the liaison will not happen. We are getting the support we need. As Committee leadership changes, reiteration of the strategic plan changes.

Mr. McQuade notified Ms. Maston that Tech council is invested as he has a direct tie with the strategic plan.

Ms. Maston gauged the committee's opinion regarding PLCs efforts to implement the strategic plan at the standing committee level. Can we do something different to make this a more interactive process?

There is no strong rollout of the strategic plan for chapters/ regions. This is typically the responsibility of the DRC. Anything else that has been done to better the communication ?

Mr. Olesen notified everyone that the RAC strategic plan is set to be published at the 2021 Winter Meeting. The two strategic plans may need to come out at the same time to engage the Society strategic plan. Why can't this be done?

Mr. McQuade suggested that a Society level presentation on the strategic plan could be made into a mandatory item for Chapters to view. ExCom can participate so they know the plan is supported from the highest levels of ASHRAE Society.

Mr. Miller expressed that there appears to be a disconnect between the Chapters and buy-in of the strategic plan. It is so far removed that most Chapters don't even know there is a strategic plan. Trying to win members over individually is harder when there are over 50,000 members. Most membership across organizations is looked at wholly.

Ms. Abrams noted that the VP presentation for the fall CRCs includes information about the Strategic Plan. As a result, the Regions did receive at least some amount of information about it.

It was noted there are also PAOE points associated with notifying Chapters about the strategic plan. Maybe create mandatory training sessions for Chapter officers regarding details of the strategic plan to notify those at the local level.

Mr. McQuade shared that this plan should be easier to sell than others as chapter engagement is involved.

Ms. Friedberg posed the question that even if the strategic plan is presented to Chapters, how do the Chapters really receive it. Chapter challenges are different than societal challenges. There is an opportunity that has been identified as PLC can foster better communication among the Chapters. Need to define how to bridge the communication gap.

Mr. Olesen stated that he would like to see PLC recommend that the strategic plan be extended one extra year instead of starting on a new one. There would be more benefits from this and it would allow PLC to align this plan with the next.

There was agreement among the committee regarding the recommendation.

Mr. Ellis notified the committee that a consultant will need to be engaged by this fall for the next strategic plan. If we extend the plan, this expense is delayed one more year.

ACTION ITEM – Mr. McQuade will gauge ExCom’s interest regarding extension of the current strategic plan by one year.

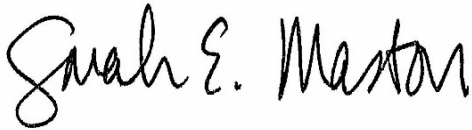
AI - 4

FUTURE MEETINGS

The next meetings of PLC will be Wednesday, February 24, 2021 from 9:00AM to 10:00AM and Wednesday, April 7, 2021 from 9:00AM to 10:00AM.

ADJOURNMENT

The meeting was adjourned at 12:01PM.

A handwritten signature in black ink that reads "Sarah E. Maston". The signature is written in a cursive, flowing style.

Respectfully Submitted,

Sarah E. Maston, Chair

ATTACHMENTS:

- A. Monitoring Subcommittee Report - General Perf. Metrics
- B. Lessons Learned Presentation & Report



The ASHRAE 2019–2024 Strategic Plan Monitoring

Bjarne W. Olesen, Ph.D.

FASHRAE

Chair, ASHRAE PLC – Monitoring Subcommittee

Implementation and Monitoring

- Planning Committee
 - Facilitates and assists with implementation
 - Monitors financial and non-financial metrics/progress
 - Recommends interim adjustments to SP
 - Prepares for next SP revision cycle
 - Reports to Board of Directors

The value of Monitoring

- Metrics
 - MBOs from Councils and Committees related to strategic plan
 - Distribution on Initiatives
 - Distribution on Goals
 - Issues
 - Mostly one year activities
 - No metrics/KPI's
- Overall KPI's
- Follow up
- Reporting

MBO Submission to Planning		Updated 11/15/2020																	
Council:	Technology Council			Chair:															
Committee:	Research Administration Committee (RAC)			Vice-chair:															
								Strategic Plan Tally											
MBO #	Description	Metric	Initiative #	Goal #	Completion % /Date	Financial Assist Req'd?	MBO Comments	Initiative #				Goal 1		Goal 2			Goal 3		
		(how do we determine success?)						1	2	3	4	a	b	a	b	c	a	b	c
Initiative 4: Improve Chapter Engagement, Capacity, and Support / RAC Initiative: Improve visibility of research results and member contributions to research																			
1,1	Improve dissemination of research results through effective creation of research based publications.	Fully launch PTAR process in coordination with Publications Committee	3, 4	1b, 2b, 3b, 3c	31/jan/21	No	No increase in funding, better utilization of current funding			x	x		x		x			x	x
1,2	Establish and implement a process allow RAC to better support the efforts of Research Promotion (RP).	Identify research projects that would attract interest and funding	4	2b and 3c	30/jun/21	No	Help to identify research projects in development in coordination with Research Promotion that would likely attract interest and funding from members and general public such as CoVID 19 related research.				x				x				x
1,3	Elevate Profile of Service to ASHRAE Research Award	Award added to Plenary or Photo/side bar write-up on award recipient included in Oct. Journal article on the research program	4	2a and 3c	30/jun/21	No	Attempt to get award added to Plenary or include photo and side bar write-up on award recipient in Oct. Journal article on the research program. Photo could be taken at Annual meeting Research Breakfast with RAC Chair.				x			x					x
Initiative 3: Organizational Streamlining / RAC Initiative: Improve and Streamline RAC processes to generate maximum value for all research efforts																			
2,1	Determine requirements and establish a framework of forms and a web-based process that could be used to submit, and track research projects start to finish	Creation of value proposition for ASHRAE to determine whether to make an investment towards the ultimate goal of building a web-based project tracking tool.	3	3b	01/jun/21	Yes	This is a first step towards a longer-term vision of process improvement. This effort will culminate in a value proposition for ASHRAE to determine whether to make an investment towards the ultimate goal of building a web-based project tracking tool.			x								x	
2,2	Improve RAC feedback loop to TCs for review comments on submissions to RAC (RTAR, WS, etc.).	Improvement to process baseline prior to trying to automate.	3	3b	30/jun/21	No	Related to 2.1, need to improve process baseline before trying to automate.			x								x	
2,3	Clarify Conflict of Interest guidance for those serving on RAC through revisions to MOP and Reference Manual.	Updated guidance verifying the expectations of RAC members.	3	2a and 3c	01/jul/21	No	RAC has a unique challenge where members can be bidders or WS authors. Our guidance needs to be crystal clear as to the expectations of RAC members.			x			x						x
								0	0	4	3	0	1	2	2	0	0	3	4

MBO distribution

			Initiative #				Total	Goal # 1		Goal # 2			Goal # 3			Total goals
			1	2	3	4	initiatives	a	b	a	b	c				
	Council- committee															
1																
2	Tech Council	numbers	15	20	5	10	50	5	5	10	10	5	5	10		50
3		% distribution	30	40	10	20		10	10	20	20	10	10	20		
4																
5																
6																

Metrics – Overall KPI's

Readily available data will be used to create metrics to measure the progress and success of the Plan

- **Member satisfaction survey results**
- Increase percentage of member volunteers from 15% to 20%
- Improve member retention rate from 85% to 87%
- Decrease and hold Annual operating cost per member at 2013/2014 levels

Metrics – Measuring Success

Readily available data will be used to create metrics to measure the progress and success of the Plan

- Decrease average time to inception to market for publications to under 4 years
- Increase research spending per member by 10%
- Increase Annual Publications & Education Sales per member by 7%
- Track ASHRAE's presence and use on the Web



Dashboards – Data Visualization

Society Operating Cost per Member

Previous



Current

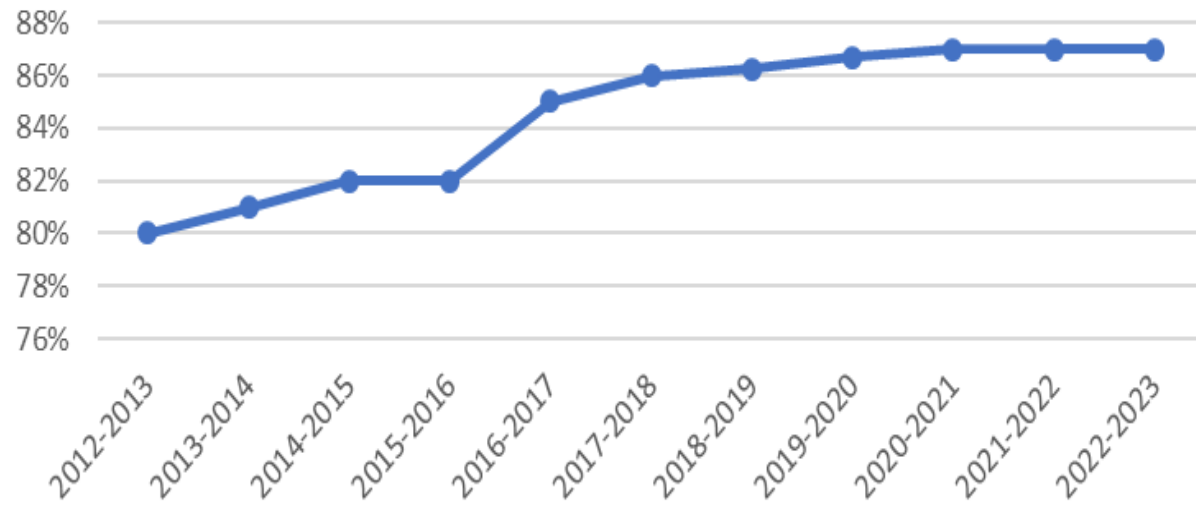


Dashboards – Data Visualization

Member Retention

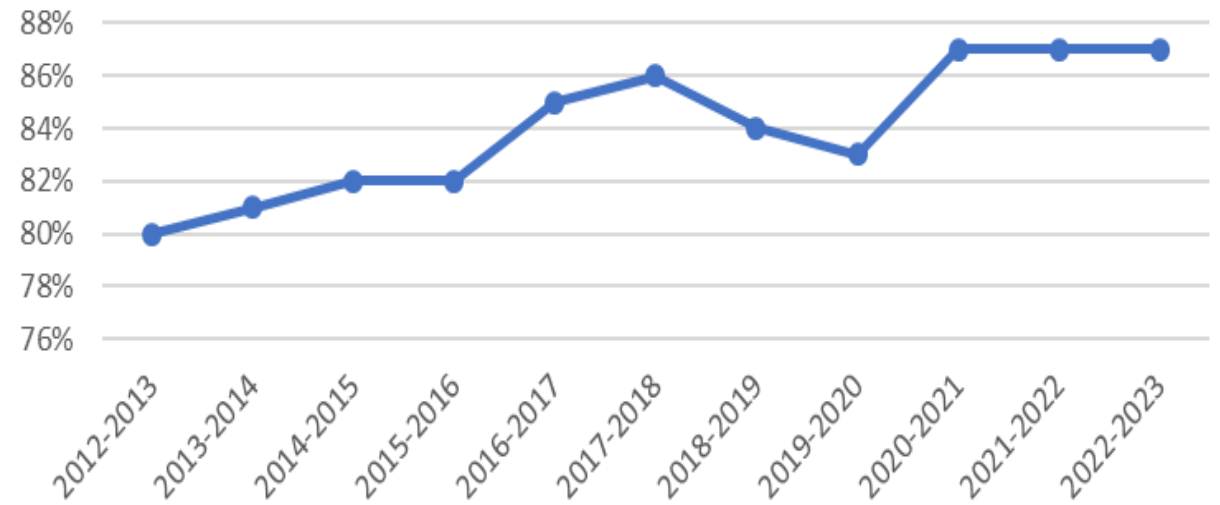
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Member Retention



Current

Member Retention

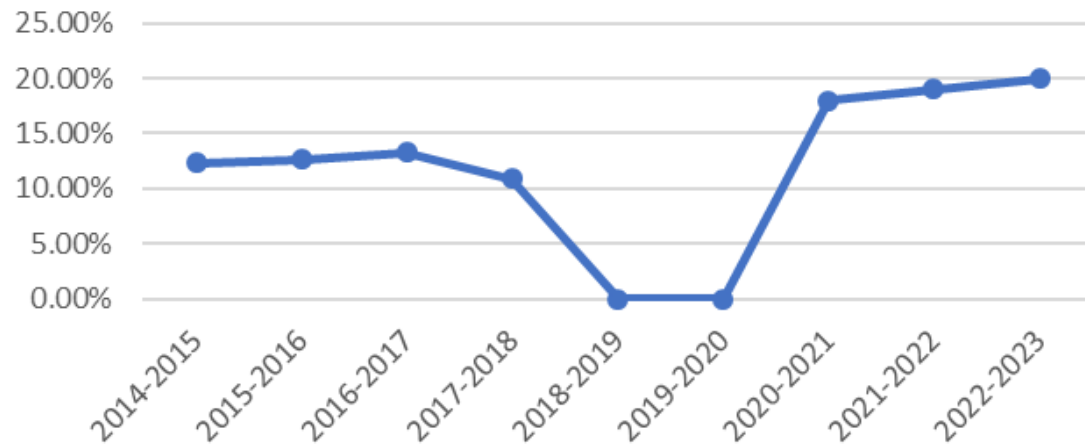


Dashboards – Data Visualization

Volunteer Engagement

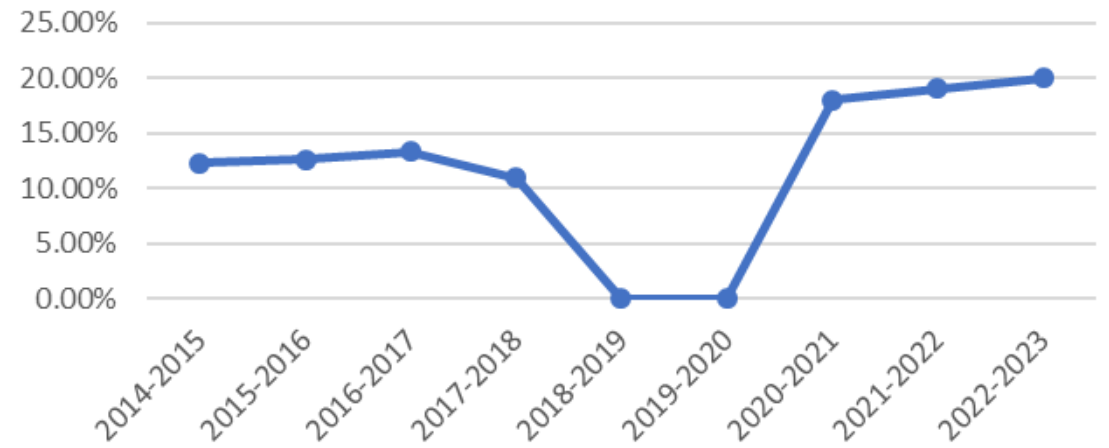
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Volunteer Engagement



Current

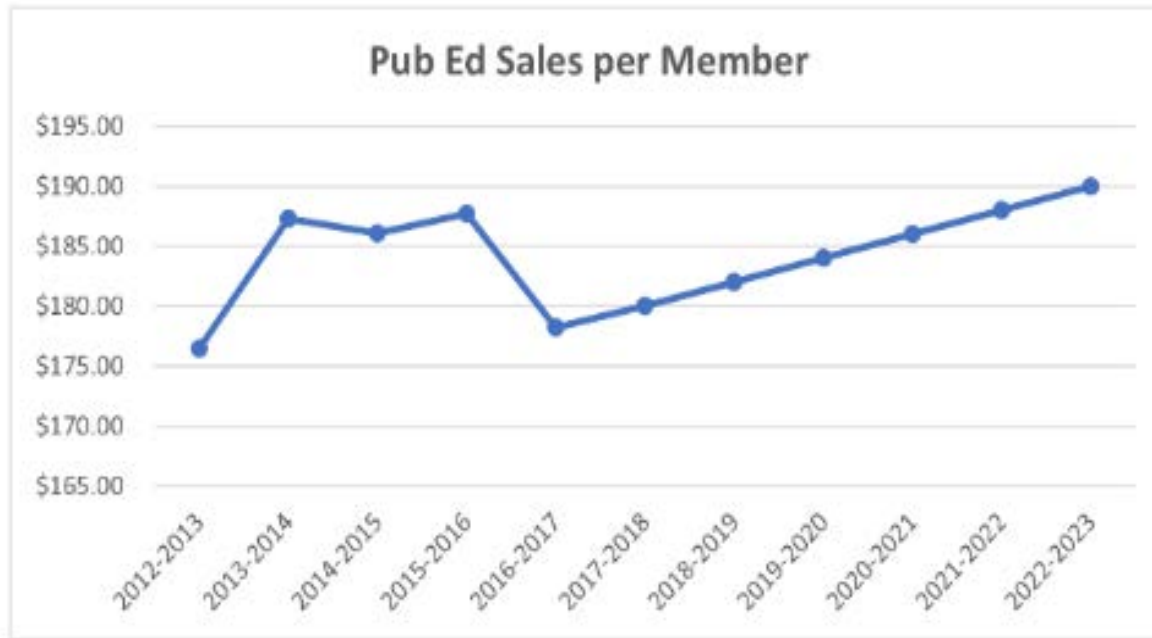
Volunteer Engagement



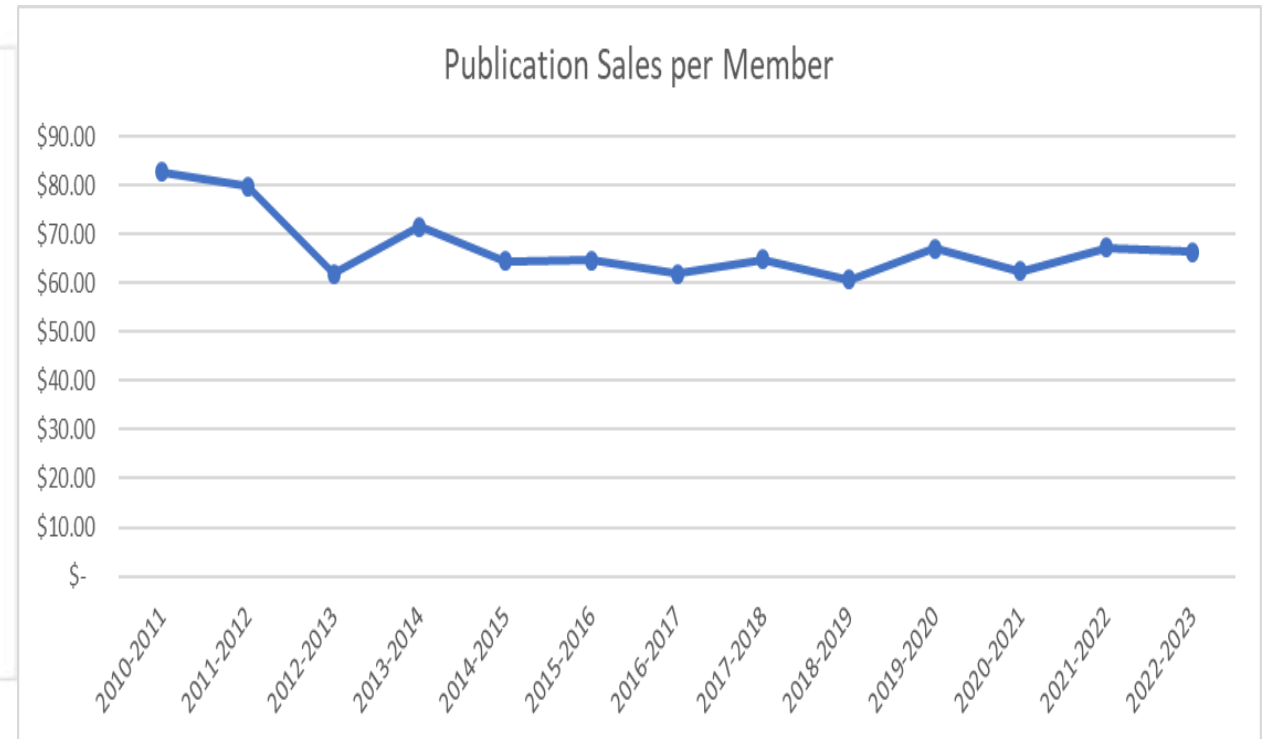
Dashboards – Data Visualization

Pub Ed Sales per Member

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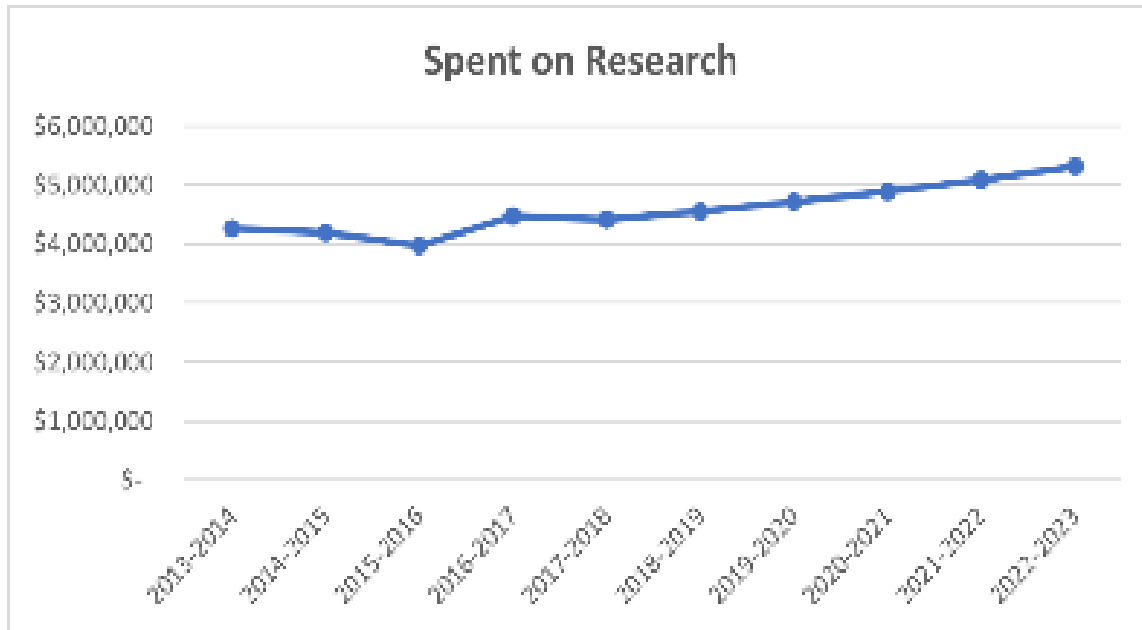
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Dashboards – Data Visualization

Spent on Research

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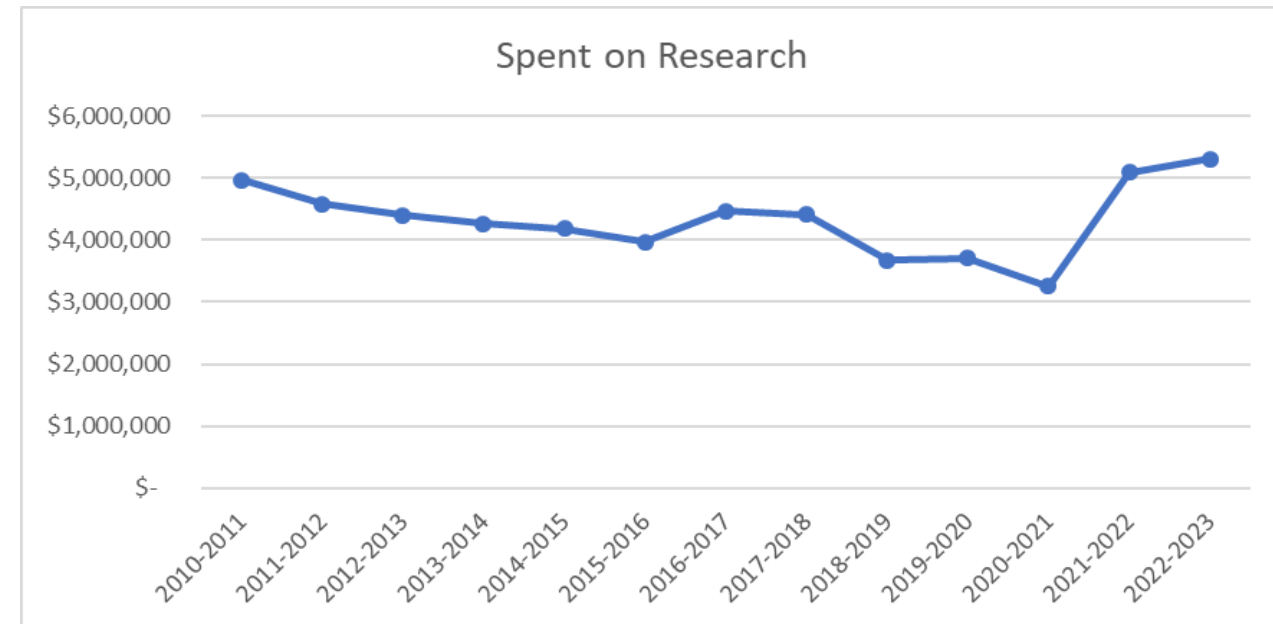
Resilient Buildings
and Communities



Indoor Environmental
Quality

- Research proposals
- Research projects
- Society technical programs
- Publication sales

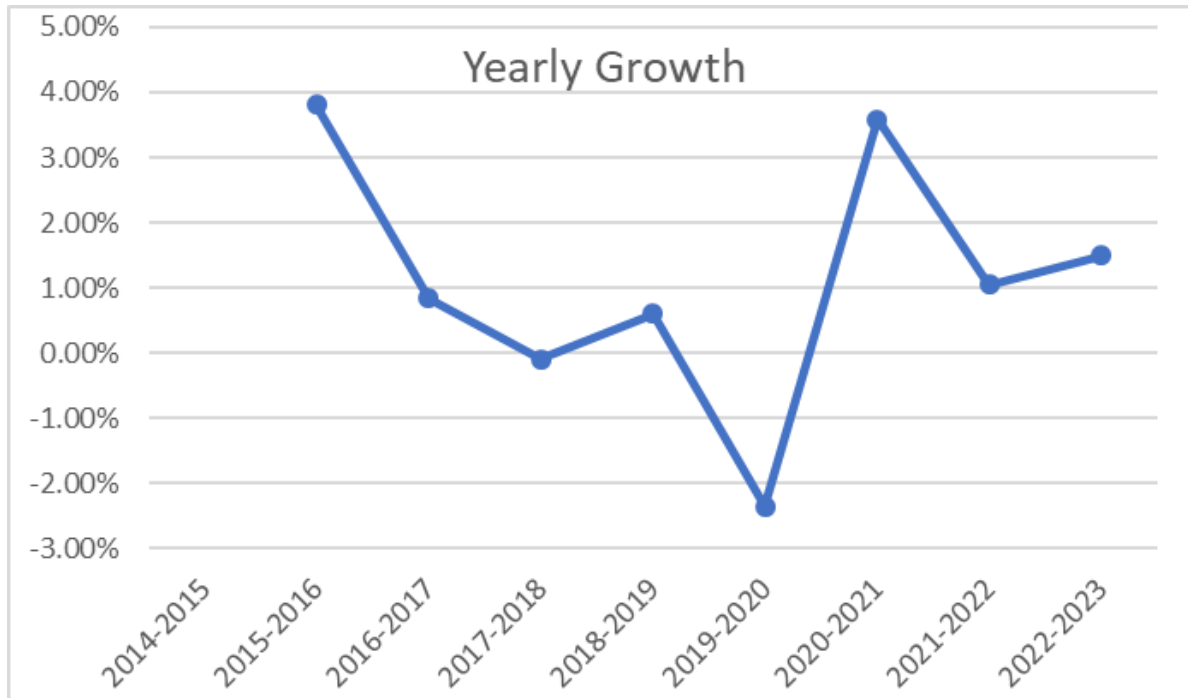
Current



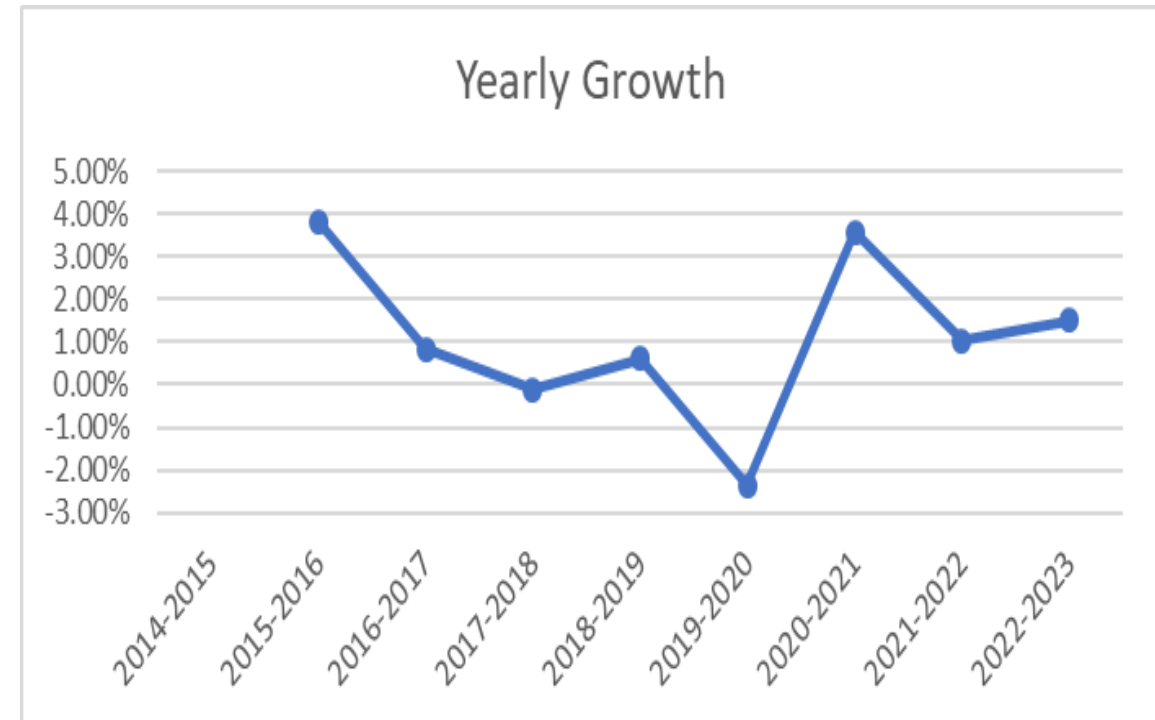
Dashboards – Data Visualization

Yearly Membership Growth

Previous



Current



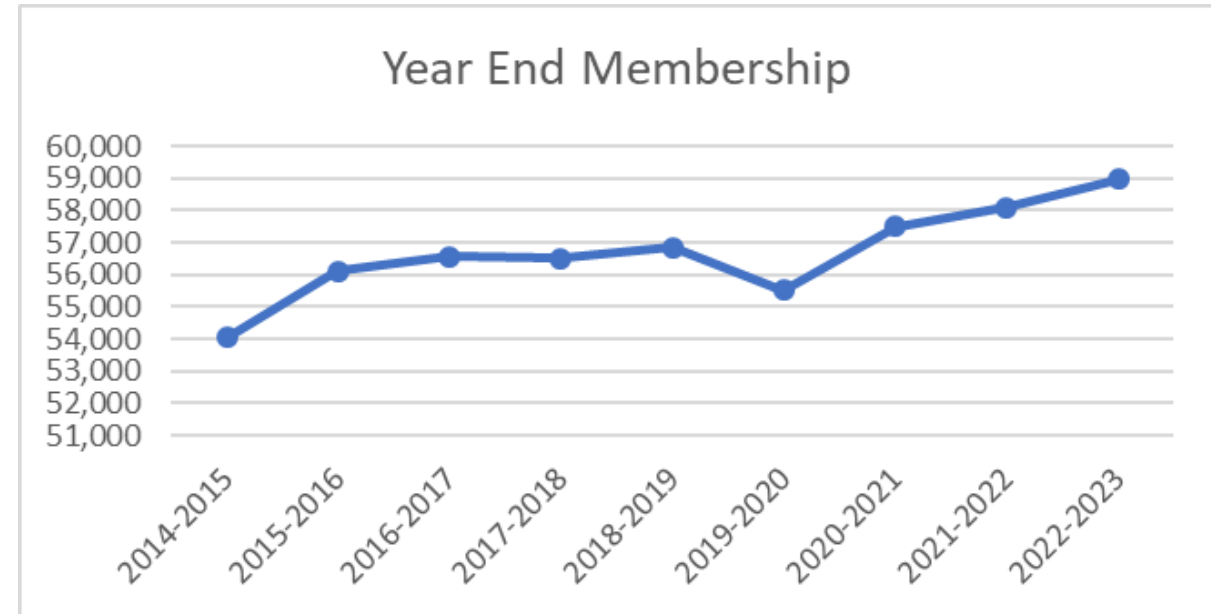
Dashboards – Data Visualization

Year-End Membership

Previous



Current





Questions?





Strategic Planning Lessons Learned Report

Bill McQuade
January 6, 2021

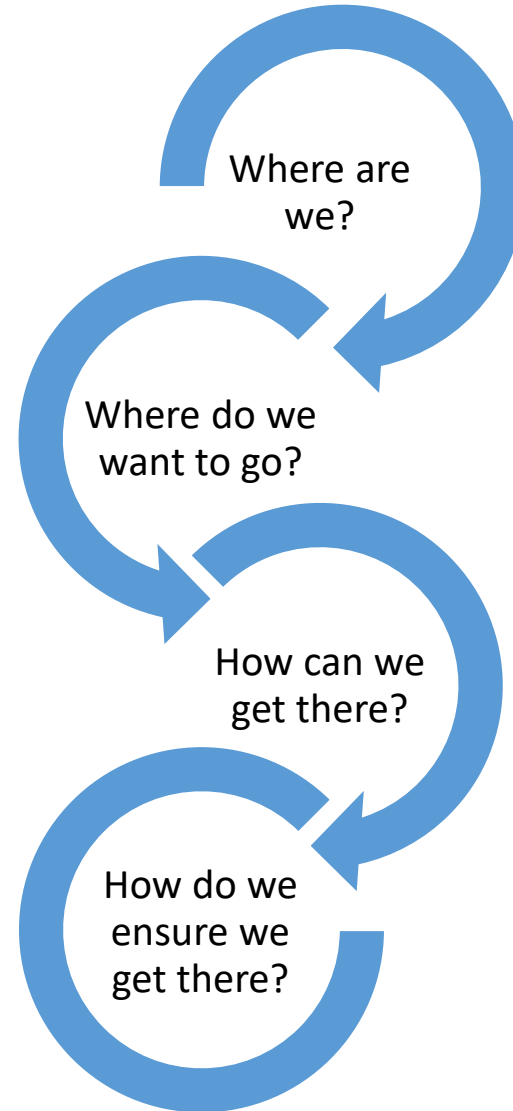
Purpose

- The purpose for this report is to provide a concise “lessons learned” resource for the next strategic planning process.
- Hopefully, this will allow the Strategic Plan Development Subcommittee to save a few months of work in identifying what went right in the development of the 2019-2024 plan, and as important, what went wrong or should be avoided.

Background: The Strategic Planning Approach

Strategic planning responds to the following four questions:

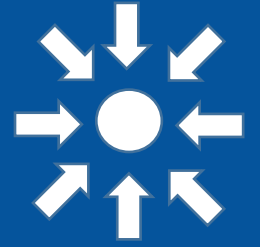
- Where are we?
- Where do we want to go?
- How can we get there?
- How do we ensure we get there?



Background: Elements of the Strategic Planning Process

Stages	Elements
Where are we?	Situational analysis: <ul style="list-style-type: none">• External Environment• Internal Environment
Where do we want to go?	<ul style="list-style-type: none">• Mission• Vision• Goals/Objectives
How do we get there?	Tasks <ul style="list-style-type: none">• Designing Strategies• Identification of expected results• Harmonization of strategic plan with operational plans.
How do we make sure we get there?	<ul style="list-style-type: none">• Monitoring Indicators• Means of verification

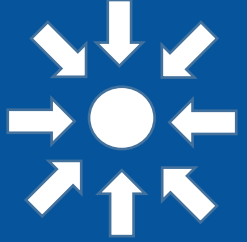
Infrastructure and Resiliency in the Built Environment



- Recent hurricanes, earthquakes, and other disasters in the around the world have refocused attention on the importance of strong building codes, and a resilient infrastructure.
 - Decentralized energy resources operating in micro-grids
 - Need for improved seismic and wind restrain requirements for buildings
 - Strengthening building codes, and using ASHRAE standards and guidelines
 - Rebuilding to limit indoor mold and dampness and improve indoor air quality
- Need for building mechanical systems to be protected from terror attacks
 - Filtration and UV systems to protect occupants from biological attacks.
 - Integration between building ventilation systems and fire detection/suppression systems..

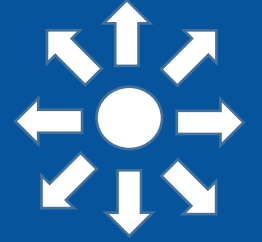


Indoor Environmental Quality



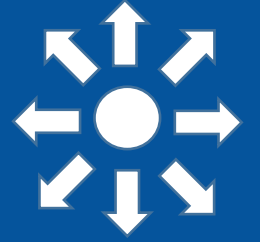
- A growing body of research suggests that typical achieved indoor air and thermal environmental quality contribute to diminished productivity, learning, and health. Interest in performance-based standards is growing, but many knowledge gaps exist
 - Metrics to define air quality in terms of particulate, gas, and biological contaminant levels
 - Ability to predict and monetize the effect of interventions
 - How interactions between IEQ parameters (air quality, thermal, lighting, acoustical) contribute to overall satisfaction and performance
- IEQ tends to be compromised in the interest of supporting energy and climate change goals. Sustainable solutions to achieve high IEQ goals are needed.
- Buildings and building systems contribute to disease transmission and incidence of allergies and asthma – better indoor environments may reduce disease burden with benefits for health care and insurance costs.

Revenue Short Falls in Future Years



- Shortfalls in revenue are projected in future years. Dues increases for members must be seen inline with perceived member value.
- Costs continue to increase, especially as we grow globally. We must be more efficient in our operations.
- Developing new revenue streams- publications, events, programs, etc.

Providing Value to Members Outside North America



- The majority of membership growth is outside North America. How can ASHRAE better serve those members?
 - Translation of print materials and e-learning courses
 - Delivering instructor led course in local languages.
 - Expanding opportunities to participate in Society standards and technical committees remotely.
 - Partnering with national associations and engineering societies.
 - Promoting careers in the HVAC&R industry and providing educational content to universities and trade schools.
 - Improve value delivered at the CRCs.



Strategic Planning Process



Subcommittee Membership

Membership:

A large number active Board members were added to the Planning Committee roster and the Planning Chair assign six of them to directly the plan development subcommittee. Two Directors at Large and four Directors and Regional Chairs. In addition, four members at large were selected, two of which were Presidential Members. Two member “consultants” with previous experience in strategic development were added for support.



Survey Results

To capture “lessons learned” from the participants in the process, a survey was sent out to all Planning Committee members as well as the Board of Directors. The 16 questions used are listed below along with a short summary of the 11 responses received (6 board members, 2 staff, 1 consultant, and 1 Presidential member).



Survey Results

1. The 2019 Strategic planning process was started kicked off in September of 2017 and was rolled out to the membership in July of 2019. Roughly 18 months of effort. Do you feel the time was adequate for its development?

Summary of responses:

- *Most agreed that 18 months was a good duration of time. Any less, and there would not be enough time to appropriately discuss the proposed plan and prepare it for release. Any more, and the strategic goals and initiatives may not be relevant to the current situation of the society or the committee could get bogged down in discussions (paralysis of analysis). One respondent also made the point that if you start too early, there may be a tendency to look past the current plan and not do it justice.*

Survey Results

2. Do you think the Strategic planning Subcommittee members were representative of the Society as a whole? What would you have changed in its composition?

Summary of responses:

- The responses here were mixed but there were several members who thought there should have been direct representation from the grassroots/chapter members. One of the ASHRAE staff members thought that there should be some representation from members who were deeply involved in the technology development initiatives. Another ExCom member felt that building in as many connections as possible between the strategic planning process and the BOD should be prioritized for the next strategic planning process as well. Carefully selecting the BOD members to actively participate in the strategic planning process will ensure a good representation of the overall ASHRAE membership.*



Survey Results

7. In March of 2018, a strategic planning workshop was held with the board in order to identify priorities for the strategic plan. This was facilitated by McKinley Associates. How did you feel this meeting went? What would you have changed? Do you feel that the information provided from that meeting gave the SPSC the direction it needed to move forward to a draft plan?

Summary of responses:

Most respondents felt that the meeting was effective, and the outcomes were good. There were a few notable comments:

- McKinley played a purely administrative role and should have been more of a facilitator.*
- With that many engineers in the room it was difficult to keep the discussion "high-level" and strategic. They all wanted to immediately solve the problem.*
- A comprehensive agenda or an explanation of the expectations for each board member would have been helpful.*
- The Board of Directors is so large that it was inevitable that it was going to be a difficult discussion to manage. The outcome was good but, in the future, it may be more effective to have a focused group.*

Survey Results

16. Please provide any other comments below that you feel would be valuable to the members of the Planning Committee in the future.

Summary of suggestions:

- 1. Bring the Board in to the process earlier*
- 2. More effort on identifying metrics in simple and understandable terms for the general member.*
- 3. Develop a manual for Strategic Planning.*
- 4. Take steps to break members out of their siloed perceptions of ASHRAE based on (past) engagements*
- 5. Give better understanding to plan developments on how we got to where we are and where we are now.*
- 6. We still have not found ways to effectively receive input from and provide value to members involved in Chapters only.*



Key Take-Aways

- It is difficult to get engineers to think strategically, use a consultant next cycle- just not McKinley.
- External Environment Scanning is critical to understand where the industry is going. Leverage our Government Affairs staff our relationships with other engineering Societies and regional associations.
- A large board presence on the SPDC is benefit. Chose members wisely and remind all Board member of their responsibility to represent their regional interests or technical side of the Society.
- Until there is an appropriate mechanism for comprehensive organizational streamlining within the Society, inward focused initiatives are essential.
- An effective roll-out plan is essential to developing momentum and organizational buy-in.



Lessons Learned from the 2019-2014 Strategic Planning Process

By

Bill McQuade,
Strategic Plan Development Subcommittee Chair 2017 -2019

Purpose:

The purpose for this report is to provide a concise “lessons learned” resource for the next strategic planning process. Hopefully, this will allow the Strategic Plan Development Subcommittee to save a few months of work in identifying what went right in the development of the 2019-2024 plan, and as important, what went wrong or should be avoided.

Developing this report was identified early in the process as an essential last step in our work. First, background will be provided on how the SPDSC was structured and operated with commentary on areas of possible improvement. Second, the approach to the development of the plan will be outlined so that a road map exists of how we completed our work. Lastly, the responses to a survey that was sent to Planning Committee members and the Board of Directors who were in place during the 18-month development process will be summarized and discussed.

Background:

The approach that the Strategic Planning Development Subcommittee (SPDSC) took consisted of four stages or questions that had to be answered: Where are we? Where do we want to go? How do we get there? How do we make sure we get there? The elements or tasks required to answer each of those fundamental questions is the bulk of the work of the committee over the 18-month process.

Stages	Elements
Where are we?	Situational analysis: <ul style="list-style-type: none">• External Environment• Internal Environment
Where do we want to go?	<ul style="list-style-type: none">• Mission• Vision• Goals/Objectives
How do we get there?	Tasks <ul style="list-style-type: none">• Designing Strategies• Identification of expected results• Harmonization of strategic plan with operational plans.
How do we make sure we get there?	<ul style="list-style-type: none">• Monitoring Indicators• Means of verification

1. Where are we?

The first step in the process was to perform a situational analysis of our external environment (trends, risks, opportunities acting on ASHRAE) and our internal environment (operational fitness, financial condition, perception of member value, etc.) Several methods were employed to achieve this including gathering input from Board Members, the leadership of the councils and standing Committees, and from the ASHRAE Government Affairs staff in particular. We discussed using a general member survey but ultimately decided against it due to historically poor response rates and the tendency to get very parochial responses from those motivated to do so. The rationale being that we had a large number DRCs participating directly on the SPDSC and the rest serving on the Board and would provide input and ultimate approval to the plan so all significant regional issues should surface.

2. Where do we want to go?

The second step was arguably the most difficult to accomplish and required the members of the SPDSC and the Board of Directors to think strategically. That was to apply their accumulated experience and creativity with their critical analysis skills to envision the future state of the Society. In simpler terms the task was to answer the question, “if we are successful what does the Society look like five years from now”. For engineers this was very difficult because the tendency is to immediately begin to “solve” the problem and dive into the details. Instead, we focused on translating the agreed end-state into several goals and objectives. The final task of this step was to compare the current version of the Mission and Vision Statement were consistent with the new paradigm, and if not, to change them (which we did).

3. How do we get there?

The third step was a harmonization of the strategic vision expressed in step two with the operational plans of the Society. To drive the Society toward these goals and objectives a mechanism for this transformation was needed. In our case, the mechanism was the 4 initiatives identified in the plan:

- Resilient Buildings and Communities
- Indoor Environmental Quality
- Organizational Streamlining
- Improved Chapter Engagement Capacity and Support

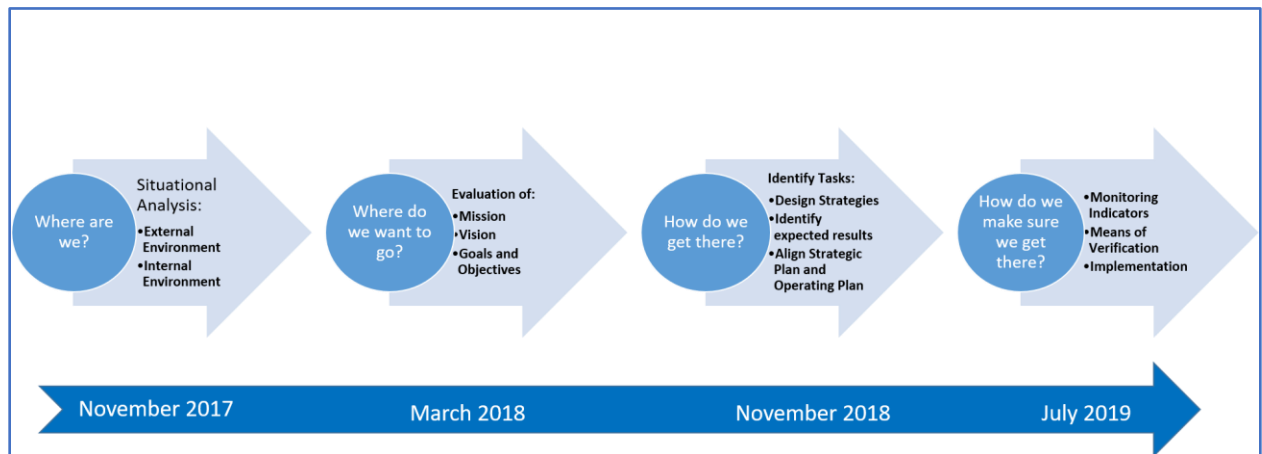
Each initiative was defined in terms of how it benefits the Society, the industry, and the member. The “assignments” identified for each initiative purposefully lacked specific detail on how they were to be accomplished. This was on purpose as one of the criticisms of the previous strategic plan was that it was too “top-down”. The councils and standing committees, where the subject matter experts reside, were not given the ability to determine the best way to accomplish them. Instead, they were given a list of tasks. This resulted in a lack of enthusiasm in some cases for the plan initiatives. Progress was delayed and we often underspent of budgeted resources.

4. How do we make sure we get there?

The last step was a very important one. Once the goals, objectives, and initiatives were identified, how do we monitor progress and verify the completion of each. The goal here was to create a dashboard of metrics that measure the movement of the Society to the envisioned future. Therefore, they must be measures of the high-level outcomes. The following measures were chosen:

1. Member Satisfaction: Task Member Services, under the leadership of Members Council, to establish an annual member survey with a single consistent satisfaction metric to allow for year-over-year evaluation of the strategic plan.
2. Member Engagement and Retention: Institute effort and imagination in developing member retention programs like what has been successfully implemented for new member retention activities. Institute special initiatives to increase volunteer engagement:
 - a. Planning Committee should coordinate and conduct a workshop/focus group exercise with Membership Promotion Committee, Chapter Technology Transfer Committee, Chapter Programs, ASHRAE Learning Institute, and Handbook Committee to develop a common collaboration and integration strategy for member retention.
 - b. Strengthen volunteer engagement at the Chapter level by expanding recommended chapter committee and subcommittee structures within Chapter Operations Manual and promote consistent annual population of the structure through the PAOE program.
 - c. Expand chapter committee and subcommittee structures for non-North American Chapters recognizing the unique needs and opportunities for these chapters to engage chapter members.
 - d. Institute a yearly membership drive to promote and increase active membership and participation in Technical and Standards Committees.
3. Operational Efficiency: Task ExCom to study and focus on trends in the Operating Cost per Member and develop strategies and action items to bring to the Board to optimize operational efficiency.
4. Market Responsiveness: Task Pub Ed Council and Tech Council to redesign their respective product to market processes to reduce the average time to market for our products. The current average time to market of 6.8 years must be shortened if we are to stay relevant as market leaders. This metric might only be improved by concentrating on processes such as “one product at a time.”
5. Research Leadership: Focus on leveraging ASHRAE Research dollars with matching funds from other research partners and funding sources. This may require dedicated staff to track and manage if we are to be effective. Senior thought leadership should be engaged along with the Manager of Research, Tech Council, RAC and TAC to develop strategies and metrics to maximize the return on investment and conversion of research into practical application guidelines and standards in research topics of interest and concern to the ASHRAE membership.

While the Board is ultimately responsible for implementation of the plan. It is the responsibility of the Planning Committee to ensure that progress toward the Strategic Plan goals and objectives are tracked using these measures.



Committee Membership:

The SPDSC was a subcommittee formed out of the membership of the Planning Committee. In the spring prior to the start of activity, the incoming Chair of the Planning Committee worked with the President-Elect to hand select a roster of members. A criticism of the last plan was that there was not enough Board ownership and input. The President Elect appointed a number of active Board members to the Planning Committee roster and the Planning Chair assign six of them to directly the development subcommittee. Two Directors at Large and four Directors and Regional Chairs. In addition, four members at large were selected, two of which were Presidential Members. Two member “consultants” with previous experience in strategic development were added for support. Midway through the process several members rolled off and were replaced. In hindsight, this should have been avoided as we lost some very productive and enthusiastic members and added others that were not engaged. In the future, I would suggest that the membership remain constant throughout the development process unless performance issues require a change. This should be noted in the plans for appointments by the Board ExO.

Selection of a Consulting Firm:

After the board approved an initial budget of \$100,000, ExCom delegated the selection of a consultant to the Planning Committee. The previous experience with McKinley was very positive, but the Planning Committee ultimately decided to go through a formal RFQ process to find other providers. This added 4-6 weeks to the effort but ensured that we were being fiscally responsible. Staff found it very difficult to find comparable bidders in the time allotted and the quote from McKinley was less than they had charged in the previous cycle. Given the good report, lower cost, and the need to move forward the contract was awarded to McKinley.

Survey Results:

To capture “lessons learned” from the participants in the process, a survey was sent out to all Planning Committee members as well as the Board of Directors. The 16 questions used are listed below along with a short summary of the 11 responses received (6 board members, 2 staff, 1 consultant, and 1 presidential member).

1. The 2019 Strategic planning process was started kicked off in September of 2017 and was rolled out to the membership in July of 2019. Roughly 18 months of effort. Do you feel the time was adequate for its development?

Summary of responses:

Most agreed that 18 months was a good duration of time. Any less, and there would not be enough time to appropriately discuss the proposed plan and prepare it for release. Any more, and the strategic goals and initiatives may not be relevant to the current situation of the society or the committee could get bogged down in discussions (paralysis of analysis). One respondent also made the point that if you start too early, there may be a tendency to look past the current plan and not do it justice.

2. Do you think the Strategic planning Subcommittee members were representative of the Society as a whole? What would you have changed in its composition?

Summary of responses:

The responses here were mixed but there were several members who thought there should have been direct representation from the grassroots/chapter members. One of the ASHRAE staff members thought that there should be some representation from members who were deeply involved in the technology development initiatives. Another ExCom member felt that building in as many connections as possible between the strategic planning process and the BOD should be prioritized for the next strategic planning process as well. Carefully selecting the BOD members to actively participate in the strategic planning process will ensure a good representation of the overall ASHRAE membership.

3. The budgeted amount allocated by the board for the effort was \$100K. This covered the cost of the consultant and the costs of the Strategic Planning focused meetings, travel, etc. Do you think that this budget was adequate? Too much? Too little?

Summary of responses:

Overall, the respondents felt the budget for the consultant was appropriate but that there were concerns that McKinley significantly underperformed our expectations compared to the 2014-2019 cycle. One respondent noted that the deficiency was made up by the committee members which indicates that we may be able to reduce the scope of the consultant in future years or eliminate it all together if we developed a structured and repeatable process. One member suggested that it would be helpful to conduct an analysis prior to the start of the next strategic planning process to develop a preferred method for developing a plan, including a budget to support it. This should be done in time for Finance Committee to build it into the budget.

4. After a competitive bidding process, the planning committee chose McKinley Advisors to facilitate in the development of the strategic plan. This was based on both cost and experience

with them on the previous plan. What was your impression of their performance? Do you feel ASHRAE received value for the cost? Would you hire them again?

Summary of Responses:

Feedback from the surveys was consistent as most agreed that the engagement by the consultant was good for the initial brainstorming session but then dropped off significantly. Several members felt that it was clear that McKinley was over committed and the key personnel we were expecting to be facilitation our efforts had minimal involvement. Over time it was clear that we were a low priority. This resulted in the committee having to chase the consultants on tasks, poor drafts of documents that had to be significantly reworked by staff and volunteers, and a lack of facilitation during our difficult discussions. In short, we did not get value for our money. There were several members that said they would not hire McKinley again. Several members praised the efforts of the volunteers to keep the process on track.

5. In November 2017, the strategic planning subcommittee (SPSC) created a presentation that outlined the strategic risks and opportunities that ASHRAE and our industry will face in the next 5-7 years. It was presented to the board. Do you think that SPSC highlighted the right issues/opportunities? What would have added? What would you have removed?

Summary of responses:

The answers to this question were mixed as some of the members did not locate the subject presentation in Basecamp. (In hindsight we should have sent a copy with the survey.) Those that did access it or, had notes from the presentation felt that it covered a comprehensive group of issues impacting the Society. One staff member made a comment that his recollection was that the process was influenced by anecdotal commentary rather than decision making based on trends data and business operating experience. One Board member suggested "a document like that could be maintained on an ongoing basis which would allow time to get input from committees and others. It should still be edited/curated before presentation to the board, but it would be a little more credible with that step included – which, again, is not to say that the list that was developed fell short."

6. Between November 2017 and March 2018, the SPSC gathered details and information about the various issues through the following sources: Direct conversations with the leadership of the Society councils and standing committees, interviews with current board members, benchmarking with other societies, and “environmental scanning” performed by our consultants. Was this effort adequate for you to understand the issues? If not, what would you have done differently?

Summary of responses:

Most respondents felt that this way of gathering information internally and externally was appropriate. Two members suggested more direct engagement with the grass roots.

One member felt that the focus on improving the operational aspects of the society (Organizational Streamlining and Member Engagement/Value) were important but did not

belong in the Strategic Plan. Instead, the plan should have been focused on all outward facing initiatives like the indoor environment quality and resiliency in buildings and communities initiatives.

7. In March of 2018, a strategic planning workshop was held with the board in order to identify priorities for the strategic plan. This was facilitated by McKinley Associates. How did you feel this meeting went? What would you have changed? Do you feel that the information provided from that meeting gave the SPSC the direction it needed to move forward to a draft plan?

Summary of responses:

Most respondents felt that the meeting was effective, and the outcomes were good. There were a few notable comments:

- *McKinley played a purely administrative role and should have been more of a facilitator.*
- *With that many engineers in the room it was difficult to keep the discussion "high-level" and strategic. They all wanted to immediately solve the problem.*
- *A comprehensive agenda or an explanation of the expectations for each board member would have been helpful.*
- *The Board of Directors is so large that it was inevitable that it was going to be a difficult discussion to manage. The outcome was good but, in the future, it may be more effective to have a focused group.*

8. ASHRAE staff put together "Society Background Documents" for various departments ahead of our March workshop. Did you find those reports useful in the planning process? What additional information would you like ASHRAE to have available for the process in the future?

Summary of responses:

Many of the respondents could not recall the reports or, if they could, did not feel that the reports were particularly memorable. There were suggestions that the documents should have been more "forward looking" rather than a review of past performance. Additional suggestions were that the reports be packaged so that they provide a more comprehensive story and that they be updated yearly by staff and managed by the Planning Committee in-between Strategic Planning cycles.

9. For the most part, the SPDC met on a bi-weekly schedule, for 90 minutes at a time. Did you feel that frequency was too often, not enough, about right? Was the meeting duration too long, too short or, about right? What about the meeting structure would you have changed?

Summary of responses:

All most all the respondents felt the pace and the length of time for each meeting helped keep the work progressing forward. The content of each meeting was such that they did not feel like they were wasting time. It was important that we ended meetings early when there was no additional work to do. Also, that the bi-weekly meeting interval allows people to get caught up if they miss a meeting.

10. How did you feel about the process of prioritizing goals and objectives through the workshop and discussions with the Board? What would you have done differently?

Summary of responses:

Most respondents felt the process worked well and was fair given the number of people involved and the personalities in the room. A staff member felt that there were some strong champions for some of the initiatives and they were able to push their specific topic through despite some reluctance from others. Some members many have not been comfortable pushing back. Lastly, one member re-visited their concern that the inward facing, operational initiatives are not "strategic" and did not belong in the plan. That the SPDC or the consultant should have steered the members away from these initiatives and focused on external areas.

11. How did you feel about the process to select and refine the 4 initiatives? What would you have changed?

Summary of responses:

Almost everyone agreed that the process went well and that it should be repeated next time around. One respondent felt that some members would have wanted to take more time but the pace kept it moving. Two respondents had concerns with the initiatives selected (not process related).

12. The SPDC paid particular attention to the roll out of the plan within the Society prior to the public release. Socializing it to the Councils/Standing Committees in the spring to ensure that the plan was reflected in MBOs for the coming year. Do you feel that this was successful? What would you have changed?

Summary of responses:

Almost all the respondents felt that the roll out was proactive and done very well. The standing committees and councils were engaged in the spring before the plan was released to make sure they included the initiatives in their MBOs. There was a concern that the effort was less successful at the chapter and regional level. This is something that the Planning Committee should continue to address going forward. It is especially important as one of the initiatives is improving chapter engagement, capacity, and support.

13. The SPDC engaged the ASHRAE marketing team to create materials and web content during the public rollout at the 2019 Annual meeting. Do you feel this was effective? What would you have done differently? What would you repeat next time?

Summary of responses:

Almost everyone praised the materials that the marketing team created and that the method and document types should be repeated in the next planning cycle. From a messaging standpoint, one member felt that there should be more emphasis on what it means to the common member moving forward and the importance to the industry and public.

14. What feedback have you received from ASHRAE members regarding the plan since it was announced?

Summary of responses:

Most members reported that they have received very little feedback from members, either positive or negative. Some speculated that we will not likely until members see action toward the objectives. While others feel that a lack of a strong negative reaction is a sign that we are generally headed directions that the membership agrees with. A valid comment is that we have not directly ask for member input and that might be something that the Planning Committee could do now that we are a couple of years into the plan. One member reported good feedback from the members of the councils and committees but very little from the chapters or regions. This could be a result of the poor roll out to the grassroots discussed in Question 12.

15. This year we had a larger representation of members from the Board than in past SPDCs. Do you feel the Board participation, was it enough? Do you feel any changes to engaging the Board would be recommended? If so, what are they?

Summary of responses:

Most respondents felt the large Board Member presence was appropriate. The DRCs represent the members in their region and the DALs represent the technical side of the Society. Several members noted that it is very important that the Board members on the SPDC are chosen carefully to make sure they represent the society geographically and that they possess the correct experience and knowledge to ensure they can contribute fully.

16. Please provide any other comments below that you feel would be valuable to the members of the Planning Committee in the future.

Summary of suggestions:

1. *Bring the Board in to the process earlier*
2. *More effort on identifying metrics in simple and understandable terms for the general member.*
3. *Develop a manual for Strategic Planning.*
4. *Take steps to break members out of their siloed perceptions of ASHRAE based on (past) engagements*
5. *Give better understanding to plan developments on how we got to where we are and where we are now.*
6. *We still have not found ways to effectively receive input from and provide value to members involved in Chapters only.*

Discussion and Conclusions:

Consultants:

I have been involved in strategic planning both at the corporate and association level for many years and the most difficult task is to get a group of engineers to truly think strategically. It is in their nature to immediately dive into details and begin to solve today's problems and to overthink about possible pitfalls in an aspirational future. Having said that, it can be done. And I feel that we did during this process. It, however, took a very organized approach, an understanding of the internal and external environment, and techniques and facilitation skills that kept the group on task and drove decision making. One of the comments in the survey was that in the future we may not need a consultant and it could be accomplished by volunteers. I would caution against that unless you have a volunteer that is well versed in developing strategic plans. Association Management Consulting firms have broad experience in developing plans for similar organizations and have the methods and facilitators to do it effectively. During the development of this plan the consultant we hired performed poorly after our initial brainstorming session and we were lucky to have volunteers that could make up for it. This should not deter the next SPDSC from engaging a different consultant in the future.

External Environment Scanning:

One of the keys to our success was that we were able to do a very thorough assessment of the external environment and how it will affect ASHRAE over the plan period. Certainly, we have the experts within our membership to identify technical trends, but it is just as important are regulatory, market, and political changes locally and globally. Certainly, our Government Affairs staff keep us well informed in North America. However, many trends, particularly those dealing with reducing CO₂ equivalent emissions in the built environment, are driven by actions in Europe, Middle East, or Asia.

Understanding these trends should be an area of emphasis for future strategic planning efforts. In our case, we had members of the committee that were well informed. In the future, this may be achieved by having discussions with other global societies and regional associations or interviewing the strategic planning staff of major companies in our industry.

Board Representation:

I believe that we benefited by a large Board presence on the SPDSC as it helped with buy-in and ownership of the final plan. A criticism of several survey respondents was that there was a lack of direct input from the grass roots regional members. This was something debated extensively in our subcommittee and we seriously considered members surveys, interviews, etc. In the end, it was decided that surveys generally have poor response rates, and the questions are subject to interpretation by the respondents. Also, that typically those that respond have specific parochial issues that are extremely important to them may not apply to the Society generally. Instead, it was important for the Directors on the Board to understand their role. The Directors and Regional Chairs are nominated by their regions and elected by the membership of the Society. They have the responsibility for representing the needs and concerns of the people from their regions. As the plan was developed, they are to be an advocate for what is important to those members. Similarly, the Directors at Large are representatives for the technical side of ASHRAE and need to be an advocate for ASHRAE to remain on the forefront of innovation in the industry. This I believe is the most efficient way to get this important

input. For this to be successful however, this role and responsibility need to be clearly communicated and reinforced during the planning cycle. I think we could have done that better.

The Appropriateness of Inward Facing Strategic Initiatives:

In the survey responses, one ExCom member repeatedly expressed concerns that inward facing initiatives, Organizational Streamlining and Improve Chapter Engagement Capacity and Support, did not belong in the Strategic Plan. The point being that those were operational improvement efforts and that they were not strategic in nature. I do not agree with this view. The second step in our strategic planning process is determining “where we want to go”. In other words, what does the future ASHRAE look like. We repeatedly heard that we need to improve the speed of ASHRAE and make more efficient use of our volunteer time. That our processes and bureaucracy has caused us to miss opportunities to lead change in the industry despite developing the technical content. (Examples are LEED Accreditation, the Well Building Standard, etc.) Or, that members are not deriving value for their membership dollar at the chapter and regional level. The inward facing initiatives in our plan are meant to create the future agile ASHRAE organizational structure that places the Society as the recognized technical leader for the built environment and provides more value to each member than the cost of their membership. In a for-profit enterprise there is constant competition and marked cycles that drive process improvement and streamlining. In ASHRAE there is no mechanism to do this. It must be done comprehensively and separately from the yearly theme of any current President. It must take the entire structure of the Society in to account from the Board to the Chapter.

Roll out of the Plan

The ASHRAE marketing team did a fantastic job of packaging the strategic plan in various ways to be easily understood by the membership in general. They stepped in when our consultants failed, and then proceeded to exceed all expectations. The planning committee socialized the elements of the plan to each of the Council and Standing Committee Chairs almost six months before its release so that they could build the initiatives into their MBOs and budgets. All of which should be repeated moving forward. The one area where I believe we did not do enough was presenting the plan at the regional and chapter level. I do not believe that the grass roots members understand the relevance of the plan and their role in achieving its goals and objectives. I believe there is still time to salvage this, but a different approach should be considered by future SPDSCs.

In conclusion, I was honored to be part of the Strategic Planning Development process and I benefited greatly from being given a great team to accomplish the work, unconditional support from the Planning Committee Chair, Board, and ExCom. Recent events have shown the relevance and foresight of our initiatives and I believe they will provide a very productive framework going forward to achieve our goals and objectives. I look forward to being a part of making the plan a reality.