



Shaping Tomorrow's  
Built Environment Today

## **MINUTES**

### **PLANNING COMMITTEE MEETING**

**Monday, October 25, 2021  
11:00AM – 12:00PM**

*Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the January 28, 2022 meeting of the committee.*

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Planning Committee Meeting  
October 25, 2021

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**PRINCIPAL MOTIONS**  
Planning Committee Meeting  
October 25, 2021

No. – Pg.	Summary
1-1	<b>The minutes from the August 23, 2021 Planning Committee meeting as presented be approved.</b>
2-2	<b>The Implementation Subcommittee recommends to the Planning Committee that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in ATTACHMENT A.</b>
3-5	<b>The Implementation Subcommittee recommends to the Planning Committee that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in ATTACHMENT A and discussed during this meeting.</b>

**MINUTES**  
Planning Committee Meeting  
**October 25, 2021**  
**11:00AM – 12:00PM**

**MEMBERS PRESENT:**

Bill Klock, Chair  
Heather Platt Gullledge, Vice Chair  
Blake Ellis  
Stephanie Kunkel  
Trent Hunt  
Vanessa Freidberg  
Wade Conlan  
Mark Miller  
Ahmed Alaa Eldin Mohamed  
Dunstan Macauley, Coordinating Officer

**STAFF PRESENT:**

Mark Owen, Staff Director, Publications & Education  
Alice Yates, Staff Director, Government Affairs  
Joyce Abrams, Staff Director, Member Services  
Kim Mitchell, Staff Director, Development  
Stephanie Reiniche, Staff Director, Technology  
Vanita Gupta, Staff Director, Marketing  
Jeff Littleton, Executive Vice President  
Chandrias Jolly, Coordinator of Board Services  
Candace DeVaughn, Manager of Board Services

**CALL TO ORDER**

Mr. Klock called the meeting to order at 11:01am on Monday, October 25, 2021.

**ASHRAE CODE OF ETHICS COMMITMENT**

Mr. Klock 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 and accepted as presented.

**APPROVAL OF MINUTES**

Ms. Kunkel moved, and Mr. Lawrence seconded

**(1) The minutes from the August 23, 2021 Planning Committee meeting as presented be approved.**

**MOTION 1 PASSED (8:0:0 CNV).**

## **SUBCOMMITTEE REPORTS**

### **Monitoring Subcommittee**

Ms. Kunkel reported. She shared that the subcommittee was tasked with developing the annual member satisfaction survey and work has been moving forward. She noted that the Marketing team did a fantastic job getting the survey distributed.

The intent of the survey is that it will be repeated annually and be used as a guide to how ASHRAE can cater product and service offerings based on the needs of the membership. The survey was sent from the ASHRAE Presidential email and results of the survey will be sent to the subcommittee within the next two weeks.

Ms. Kunkel notified the committee that Mr. Ellis will be taking over as Chair of the subcommittee to compile a report to determine what PLC should be focusing on based on that feedback.

Mr. Klock thanked Ms. Kunkel and the subcommittee for their work.

### **Implementation Subcommittee**

Ms. Friedberg moved that

**(2) The Implementation Subcommittee recommends to the Planning Committee that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in ATTACHMENT A.**

Mr. Hunt presented changes to the plan.

#### **Pages 1-4**

Mr. Hunt noted that edits on the first 4 pages of the midterm update were routine edits.

Ms. Kunkel asked that her name be updated in the committee listing to include her P.E. designation.

#### **Page 5**

Mr. Hunt directed the committee's attention toward the updated mission and vision statement in the document. He shared that as the original strategic plan included the previous mission and vision statements that have since changed, this has been updated.

#### **Page 6**

Mr. Hunt advised the committee that there were no edits to page 6.

#### **Page 7**

Mr. Hunt shared that edits on Page 7 were due to verbiage changed in Initiative 1 that will be reviewed next.

#### **Page 8**

Mr. Hunt presented edits to the background of Initiative 1 as follows:

~~The cycle of building development, design and construction is moving more rapidly than ever and key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer driven pressures.~~ Increasingly, it is being recognized that "smart" buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease, and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, decarbonization, resilience and recovery of buildings and communities.

Mr. Hunt asked that the word “smart” be removed from initiative 1 and a capital “B” be added after “smart” along with other presented edits as follows (presented in blue):

~~The cycle of building development, design and construction is moving more rapidly than ever and key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer driven pressures. Increasingly, it is being recognized that “smart” b~~Buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease, and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, decarbonization, resilience and recovery of buildings and communities.

Mr. Hunt inquired if the original motion made regarding the midterm update of the strategic plan should be withdrawn due to additional edits.

Mr. Klock advised the committee that all edits will be noted and then a motion to amend the original motion will be presented.

#### Page 9

Mr. Hunt reviewed changes to Initiative 2 of the Strategic plan as below:

The indoor environment is increasingly recognized as the leading priority for built environment, with implications extending beyond simple acceptability of indoor conditions to its influence on individual and environmental health, learning and productivity, ~~learning and health~~. The indoor environment of the future identifies and optimizes interactions between outdoor air quality, ~~and indoor air~~ thermal quality, thermal comfort, lighting, and acoustics, based on a firm understanding of implications for occupants’ health and wellness. In fact, ASHRAE created the Epidemic Task Force to work on guidance surrounding Sars-Cov-2 which greatly impacted the indoor air environment around the globe. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE’s role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

He shared that the following sentence was added to reflect the creation of the ETF:

In fact, ASHRAE created the Epidemic Task Force to work on guidance surrounding Sars-Cov-2 which greatly impacted the indoor air environment around the globe.

Mr. Conlan shared that he debated if the above should be included. Do we need this sentence as part of the plan and if we do, is this the correct location?

Mr. Hunt notified Mr. Conlan that during the subcommittee meeting it was noted that the best location to address the work of the ETF was in Initiative 2.

Mr. Klock commented that though the ETF has been extremely successful, this may not belong in the plan.

Mr. Littleton notified the committee that the pandemic has enhanced focus on the role buildings play in protecting people. This is an IAQ issue. If we are updating the plan, we should add the impact the pandemic has had on IAQ. Though this sentence may not be the best way to do that, the way ASHRAE has addressed recent issues should be included in the plan. Given the pandemic, we should reflect what affects it has had on IAQ going forward.

Mr. Hunt advised the committee that including the ETF in the plan solidifies the events surrounding the current update. The update was done to address that Society was in the middle of a global pandemic.

Mr. Littleton agreed with Mr. Hunt and shared that the industry is expecting us to account for what has happened; to remove references to a pandemic in the strategic plan doesn't seem like the best path forward. The world is going to look for how ASHRAE responds to buildings during pandemics. Maybe the sentence regarding the ETF can be edited to read as below:

Strategically, the pandemic will forever change the way the world looks at buildings and IAQ moving forward.

Mr Hunt suggested that the words "In fact", at the beginning of the ETF sentence be changed to "Strategically".

Mr. Conlan agreed with the word changes as stated by Mr. Hunt. Believes that with this change, the sentence addressing the ETF should be the last in the paragraph of initiative 2.

The committee agreed that the sentence regarding the work of the ETF should be updated as follows:

~~In fact,~~ Strategically, ASHRAE created the Epidemic Task Force to develop and provide guidance surrounding Sars-COV-2 which greatly impacted the Indoor air quality environment.

#### **Page 10**

Mr. Hunt shared that edits to page 10 were routine edits.

#### **Page 11**

Mr. Hunt shared with the committee that the following was added due to the increase in virtual meetings and hybrid learning during the pandemic:

Hybrid learning and meetings are an integral part of this connection. \*Hybrid is defined as a combination of virtual and face to face meeting

Ms. Platt Gullledge recommended that the reference to the definition of hybrid be added as a foot note in italicized text.

The committee agreed.

#### **Page 12**

Mr. Hunt noted that edits as presented were minor. Reminded committee that a sentence was added to address that there is no fiscal impact due to the changes being proposed during the midterm update.

#### **Page 13**

Mr. Hunt notified the committee that the Implementation Subcommittee worked diligently to determine if the items as listed under the Implementation section of the plan were being worked on by other ASHRAE Committees and groups.

Under the subsection 1, Member Satisfaction, the Monitoring Subcommittee of Planning has distributed the annual member retention survey. Mr. Klock shared that as the task was originally assigned to Members Council, the Cahir and Vice Chair of the Council were contacted to notify them that Planning was working on this initiative.

Under the subsection 2, Member Engagement and Retention, Mr. Klock notified the committee that he will work with the Implementation Subcommittee to determine how to address this item.

Mr. Macauley shared that he and Ms. Scoggins, Vice Chair of Members Council, are actively working on items 2b, 2c and 2d as listed in the strategic plan as a joint effort between PLC and Members Council. They have involved members of various committees to investigate current ASHRAE offerings and what Society can do to improve membership retention.

Mr. Hunt shared that he followed up with ExCom, Pub & Ed, and Tech Council to determine if the tasks as assigned listed in the strategic plan have been addressed. He noted that he heard from each group that progress is under way and that each task as listed should remain in the midterm update of the plan.

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

**(3) Motion 2 be amended as follows:**

The Implementation Subcommittee recommends to the Planning Committee that the 2019-25 Strategic Plan Midterm Update be approved with revisions and edits as presented in **ATTACHMENT A** and discussed during this meeting.

**MOTION 3 PASSED (8:0:0, CNV).**

**MOTION 2 PASSED (8:0:0, CNV).**

**UPDATE ON STREAMLINING ACTIVITIES**

Mr. Macauley reported that the Streamlining Ad Hoc is currently working on finding an opportunity at the Spring CRCs to request feedback from the members regarding which streamlining efforts the Society should be focused on.

The Ad Hoc would also like to have a session during the 2022 Winter Conference to give members the opportunity to express their opinions regarding ASHRAE streamlining efforts.

The next meeting of the Streamlining Ad hoc is scheduled to take place in early December.

**NEXT MEETING**

The next Planning Committee meeting will be Wednesday, December 15, 2021 from 10:00am – 11:00am EST.

**ADJOURNMENT**

The meeting was adjourned at 12:00pm.



Respectfully Submitted,

Bill Klock, Chair

Attachments:                   A. 2019-25 Strategic Plan Midterm Update (Includes Mtg Edits).





# 2019–2025<sup>4</sup> ASHRAE Strategic Plan



Prepared by ASHRAE Planning Committee  
Approved by ASHRAE Board of Directors, May 6, 2019  
Midterm Update Approved by ASHRAE Board of Directors TBD

## 2017 – 18 Planning Committee Members

- William P. Bahnfleth, Ph.D., P.E., Chair
- Thomas H. Phoenix, P.E., Vice Chair
- Michael P. Cooper, P.E.
- Jennifer A. Isenbeck, P.E.
- Malcolm D. Knight, P.E., 2014 Strategic Plan Tracking Subcommittee Chair
- Karine Leblanc Sarah E. Maston, P.E.
- William F. McQuade, P.E., LEED AP, 2019 Strategic Plan Development Subcommittee Chair
- Sarah Poursharafeddin
- Ashish Rakheja
- Hassan Ali Sultan
- Timothy G. Wentz, P.E., Document Review Subcommittee Chair
- Stefano P. Corgnati, Ph.D., Consultant
- Mark P. Modera, Ph.D., P.E., Consultant
- Michael C.A. Schwedler, Coordinating Officer
- Jeff H. Littleton, Executive Vice President
- George W. Austin, Jr., BOD Consultant
- Constantinos A. Balaras, Ph.D., P.Eng., BOD Consultant
- Marites Dagulo Calad, BOD Consultant
- Tim J. McGinn, P.E., BOD Consultant
- Daniel R. Rogers, P.E., BOD Consultant
- W. Stephen Comstock, Staff Director
- Vanita Gupta, Staff Director
- Mary Dean Townsend, Staff Liaison

## 2021-22 Planning Committee Members

- William K. Klock, Chair
- Heather Platt Gulledge, P.E., Vice Chair
- David Arnold, Ph.D.
- Wade H. Conlan, P.E.
- Blake E. Ellis, P.E., Vice Chair, Monitoring Subcommittee
- Vanessa Freidberg P.E.
- Trenton S. Hunt, Chair, Implementation Subcommittee
- Stephanie Kunkel, P.E., Chair, Monitoring Subcommittee
- Thomas M. Lawrence, Ph.D.
- Mark F. Miller
- Ahmed Alaa Eldin Mohamed, Ph.D.
- Andres J. Sepulveda
- Dunstan Laurence Macauley, III
- Jeff H. Littleton, Executive Vice President
- Stephanie C. Reiniche, Staff Director
- Chandrias Jolly, Staff Liaison



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## INTRODUCTION

This plan, developed by the ASHRAE Planning Committee in collaboration with the Board of Directors, will guide the work of the Society during the five-year period from 2019-2024. It was developed during 2018-2019 through a process initiated by a stakeholder engagement exercise involving members of ASHRAE and key industry organizations who gave their views on ASHRAE's position in the industry and its perceived strengths and challenges. With facilitation by the Planning Committee, the Board then conducted a brainstorming session to develop preliminary objectives and initiatives. These addressed both outward facing issues affecting the industry and society as well as inward facing issues related to the needs of ASHRAE members and organizational efficiency. The final plan was drafted by the Planning Committee with Board oversight following multiple reviews including review by regional leadership teams. The final phase of development was preparation of implementation and tracking procedures, roll-out plans, and budget estimates. Communication of the new plan to councils and committees began in spring 2019 with formal implementation beginning in July 2019.

## 2021 Midterm Update and 1 Year Extension

In Spring of 2021, the Board of Directors approved a midterm update and one year extension of the 2019-24 Strategic Plan. This update was recommended by the 2020-2021 Planning Committee due to recent events that altered how the Society completes its work and how we serve the industry. Revisions of the 2019-24 strategic plan includes lessons learned during the COVID-19 pandemic as well as rebooted/ restarted initiatives to redirect resources.

Initiatives and goals reviewed were addressed in a way that would allow ASHRAE Councils and Committees to make significant traction with the already assigned tasks while considering any work that is in progress or already completed. Feedback from the Planning Committee liaisons assigned to each of the Presidential Ad Hocs was also taken into consideration to ensure that any efforts regarding the streamlining initiatives were addressed.

## MISSION, VISION AND VALUES

As part of the Strategic Plan development process, the Planning Committee ~~reviewed the Society mission and vision statements. Although it was affirmed that these statements remain a solid foundation for the organization and for the work set out in this plan, the Planning Committee~~ recommended that they Mission and Vision statements be revised to reflect ASHRAE's current work and aspirations more clearly. No changes were recommended to ASHRAE's Core Values.

~~In November 2018, the Board of Directors approved the updated Mission and Vision statements:~~

### Mission

~~Previous:~~ To advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.

~~Updated:~~ To serve humanity by advancing the arts and sciences of heating, ventilation, air conditioning, refrigeration and their allied fields.

### Vision

~~Previous:~~ ASHRAE will be the global leader, the foremost source of technical and educational information, and the primary provider of opportunity for professional growth in the arts and sciences of heating, ventilating, air conditioning, and refrigerating.


















~~Updated:~~ A healthy and sustainable built environment for all.

### Values

- Excellence
- Integrity
- Volunteerism
- Commitment
- Collaboration
- Diversity

## GOALS AND OBJECTIVES

ASHRAE's leadership has identified **three goals**: to advance the industry, provide value to ASHRAE members and prepare the Society for the future and **objectives** that support each goal. **Four initiatives** have been identified to respond to these goals and objectives as shown in the table below. The initiatives are described in detail on the next page (p. 7).

<b>GOAL 1</b> Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment	
OBJECTIVES	INITIATIVES
a. Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations	  
b. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches	 
<b>GOAL 2</b> Maximize Member Value and Engagement	
OBJECTIVES	INITIATIVES
a. Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services	
b. Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies	  
c. Leverage technology to increase member engagement, awareness and value	 
<b>GOAL 3</b> Optimize ASHRAE's Organizational Structure to Maximize Performance	
OBJECTIVES	INITIATIVES
a. Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings	  
b. Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness	 
c. Cultivate industry and member philanthropy to extend ASHRAE's impact and reach	

### KEY



Resilient  
Buildings and  
Communities



Indoor  
Environmental  
Quality



Organizational  
Streamlining



Improve Chapter  
Engagement, Capacity  
and Support



## STRATEGIC PLAN AREAS AND INITIATIVES

Initiatives provide a focus for the Society to drive advancement, create value, and improve efficiency.

### Initiative Area: Built Environment of the Future

# 1

## RESILIENT BUILDINGS and COMMUNITIES



The cycle of building development, design and construction is moving more rapidly than ever. Key stakeholders in the design, construction, and operation of buildings face new challenges of responding to a range of environmental, market and consumer-driven pressures. Increasingly, it is being recognized that “smart” buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, resilience and recovery of buildings and communities.

# 2

## INDOOR ENVIRONMENTAL QUALITY

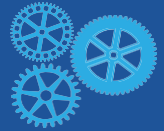


The indoor environment is increasingly recognized as the leading priority for built environment, with implications extending beyond simple acceptability of indoor conditions to its influence on productivity, learning and health. The indoor environment of the future identifies and optimizes interactions among between air quality, thermal comfort, lighting and acoustics, based on a firm understanding of implications for occupants' health and wellness. ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.

### Initiative Area: Future of ASHRAE

# 3

## ORGANIZATIONAL STREAMLINING



ASHRAE is a large and complex organization with hundreds of technical, standards and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

# 4

## IMPROVE CHAPTER ENGAGEMENT, CAPACITY and SUPPORT



ASHRAE must evaluate and develop methods to better engage chapters, regions and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal component.



### BACKGROUND

~~The cycle of building development, design and construction is moving more rapidly than ever and key stakeholders in the design and construction process face new challenges of responding to a range of environmental, market and consumer driven pressures. Increasingly, it is being recognized that “smart” b~~Buildings and integrated systems are central to successfully addressing challenges posed by climate change, natural disasters, accidents, disease, and terrorism. ASHRAE must stimulate innovation and exploration related to these challenges, and promote best practices that enable adaptability, decarbonization, resilience and recovery of buildings and communities.

Table 1 provides more detail:

**TABLE 1**

BUILT ENVIRONMENT OF THE FUTURE: Resilient Buildings and Communities	
Resources	In addition to normal financial resources (e.g., research and publications budgets and reserve fund), there is an opportunity for funding from government agencies, foundations, and international agencies such as the United Nations, World Bank, and other humanitarian organizations.
Benefits	<p><u>To the Society</u>: Establish a leadership role in advancing new practice paradigms and raising awareness about the importance of resilient buildings and communities. Revenue resulting from <del>repackaging</del> <u>repurposing</u> of existing guidelines, development of new content and guidelines.</p> <p><u>To the Member</u>: Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
Desired Outcomes	<ol style="list-style-type: none"> <li>1. Establish and maintain at least two new partnerships (MoU or leverage existing partnerships) with external organizations, societies, or government agencies and collaborate on resilient buildings and communities research and the development/adoption of standards, guidelines, programs, rating systems and educational materials.</li> <li>2. Develop, publish and maintain a Resilient Building or Resilient Building/Community Standard, accompanying Design Guide(s) and design tools, educational programs and materials for adoption and use in adapting to climate change in vulnerable geographic areas.</li> <li>3. Benchmark and track membership awareness of resilience practices and set targets for improved awareness over the next 5 years.</li> </ol>
Key Stakeholders	<ul style="list-style-type: none"> <li>• <u>Contractors</u></li> <li>• Engineers</li> <li>• Architects</li> <li>• <u>Building Operators</u></li> <li>• Relief Organizations</li> <li>• Insurance Companies</li> <li>• Governments</li> <li>• Law Enforcement Agencies</li> <li>• Financial Institutions</li> <li>• United Nations Office for Disaster Risk Reduction</li> <li>• Manufacturers</li> <li>• Retailers Related</li> <li>• Society Committees</li> </ul>



### BACKGROUND

The indoor environment is increasingly recognized as the leading priority for built environment as we navigate the current pandemic, with implications extending beyond simple acceptability of indoor conditions to its influence on individual and environmental health, learning, and productivity, ~~learning and health~~. The indoor environment of the future identifies and optimizes interactions ~~among between outdoor~~ air quality, indoor air thermal quality, thermal comfort, lighting, and acoustics, based on a firm understanding of implications for occupants' health and wellness. ~~ASHRAE convenes and collaborates with experts and stakeholders across the industry to engage in discussion and exploration of this topic to accelerate collective knowledge in the field. This initiative aims to elevate ASHRAE's role in facilitating this discussion, generating thought leadership and promoting understanding of indoor environmental quality (IEQ) among practitioners.~~

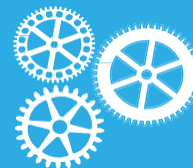
Strategically, ASHRAE created the Epidemic Task Force to develop and provide guidance surrounding Sars-COV-2 which greatly impacted the Indoor air quality environment.

Table 2 provides more detail:

**TABLE 2**

BUILT ENVIRONMENT OF THE FUTURE: Indoor Environmental Quality	
Resources	Can be funded through technology, publishing, and education budgets. Potential exists for funding partnerships with foundations and non-governmental organizations.
Benefits	<p><u>To the Society:</u> Establish leadership role in advancing new practice paradigms and improving quality of <u>indoor environmental health for buildings and their occupants. Revenue</u> resulting from sales of standards, other publications, and educational programs.</p> <p><u>To the Member:</u> Access to new research results and practice tools. Association with ASHRAE mission to serve humanity.</p>
Desired Outcomes	<p><u>1.</u> Add to body of scientific knowledge on the relationship of IEQ to health, productivity, and well-being of building occupants and develop practical methods for estimating the economic value of improvements in IEQ such as reduced sick days, reduced health care costs, and improved student learning.</p> <p><u>1.2.</u> <u>Develop knowledge and guidance on understanding the ability to reduce the risk to occupant's health and well-being through different applications and adaptations of HVAC&amp;R systems.</u></p> <p><u>2.3.</u> Develop an IEQ standard based on health and productivity objectives that addresses air quality, thermal environment, light, sound, and vibration in an integrated way.</p> <p><u>3.4.</u> Establish partnerships with key scientific, technical, and government organizations to advance IEQ research, technology, and policy. Seek to promote communication among researchers, practitioners, and policymakers through conferences, publications, and marketing efforts.</p>
Key Stakeholders	<ul style="list-style-type: none"> <li>• Policymakers</li> <li>• Regulatory bodies</li> <li>• International Standards Organization (ISO)</li> <li>• <u>European Committee for Standardization (CEN)</u></li> <li>• <u>Environmental Health Committee and Councils and Committees affected</u></li> <li>• US General Services Administration (GSA)</li> <li>• US Dept. of Housing and Urban Development (HUD)</li> <li>• <u>International Well Building Institute</u></li> <li>• <u>General Public</u></li> <li>• Green Building Councils National Center for Healthy Housing</li> <li>• Foundations interested in wellness/health</li> </ul>





## BACKGROUND

ASHRAE is a large and complex organization with hundreds of technical, standards, and managerial committees, supported by a rich network of leaders and subject matter experts. ASHRAE will reach its potential for leadership and influence through an organizational structure that eliminates redundancy, has flexibility to adapt to regional differences, and allocates valued time and resources to the most impactful pursuits. This initiative intends to improve internal governance, volunteer, and staffing structures to ensure a strong connection across the societal organization and its chapters around the globe.

Table 3 provides more detail:

**TABLE 3**

FUTURE OF ASHRAE: Organizational Streamlining	
<b>Resources</b>	Financial contributions, which are expected to be minimal, from the operating budgets of the Councils and Standing Committees. The major resource needed will be time from our volunteer members/leaders at the grassroots and Society level, as well as staff.
<b>Benefits</b>	<p><u>To the Society:</u> A more flexible, efficient and effective operational framework allowing volunteer time, staff talent and other resources to be reinvested in targeted areas to drive this plan.</p> <p><u>To the Member:</u> A more accessible association that is using resources to the highest and best use to advance the profession. Ability to move to market more rapidly will result in increased credibility and relevancy of the Society with members and the industry as a whole.</p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li>1. Evaluate the staff/volunteer support structure to optimize volunteer engagement, efficiency and effectiveness of the Society (e.g. volunteer time efficiency). Present and implement findings to support the delivery of key products and services (e.g. Guidelines, Standards, Research, Publications, and Programs) with less cost, reduced time to market and an advancement in market responsiveness.</li> <li>2. Redesign leadership/governance structure to support increased operational efficiency and effectiveness of the organization.</li> <li>3. Targeted streamlining for <del>committee</del> operational <u>efficiency and</u> effectiveness through reduction of overlap and optimization of quantity, scopes, and processes (e.g. merging of technical committees for cross communication, efficiency and effectiveness).</li> <li>4. Increase efficiency of Winter and Annual conferences by reducing volunteer time, staff time, and financial expenditures at Winter and Annual conferences by at least 20%.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• ASHRAE Membership</li> <li>• Industry</li> <li>• Leadership of the Board, Councils and Committees affected</li> </ul>

## INITIATIVE 4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY and SUPPORT



### BACKGROUND

ASHRAE must evaluate and develop methods to better engage chapters, regions, and the members they serve in an integrated way. A more supportive and proactive strategy for chapter and regional oversight will minimize variability and ensure that all ASHRAE members experience a strong and valuable connection to the local and societal components.

Hybrid<sup>1</sup> learning and meetings are an integral part of this connection.

Table 4 provides more detail:

**TABLE 4**

FUTURE OF ASHRAE: Improvement of Chapter Engagement, Capacity and Support	
<b>Resources</b>	Can be funded through Members Council budget. Other resources in place include Manual of Chapter Operations, Basecamp and <a href="http://www.ashrae.org/chapterresources">www.ashrae.org/chapterresources</a> .
<b>Benefits</b>	<p>To the Society: <u>Improve operational efficiency to Streamlined processes</u> enable chapters, regional leadership and the society to share resources and information more effectively. Accountability for Chapter success is clearer with standardized guidelines and performance metrics. The Society will receive additional revenue resulting from increased Chapter member recruitment and retention.</p> <p>To the Member: Ability to more deeply and more meaningfully engage with ASHRAE's mission, <del>without added bureaucracy.</del></p>
<b>Desired Outcomes</b>	<ol style="list-style-type: none"> <li><del>1. Develop and deploy Use</del> a standardized Society-wide system for collecting, recording and benchmarking Chapter-level data and performance metrics. The system will provide an efficient and streamlined process for the exchange of resources and information among Society, Regional leadership and the Chapters.</li> <li>2. Develop and standardize program guidelines, training, and associated resources based on best practices for all ASHRAE Chapters where possible. When regional differences require flexibility, adapt those guidelines as needed while maintaining the desired outcome (templates, examples, CRC and centralized training).</li> <li>3. Evaluate methods to "coach" new officers/chairs in each chapter on the duties of their position/role and how best to accomplish them. Also assist them in seeking coordinated collaboration with outside groups when beneficial.</li> <li><del>4. Expand the Distinguished Lecturer program and review and revise the Short Course business model to increase Chapter access and use. Strengthen chapter programs, for example by expanding the Distinguished Lecturer program and reviewing the Short Course business model.</del></li> <li>5. Develop methods for promoting the value and benefits of employee participation in ASHRAE to employers to encourage sponsorship and support.</li> </ol>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>Chapter leadership</li> <li>Industry associations and organizations within and outside of the US</li> <li>ASHRAE Members</li> <li>Universities</li> <li><u>A/E Firms</u></li> </ul>

<sup>1</sup>Hybrid is defined as a combination of virtual and face to face meetings.

## FINANCIAL IMPACT, BUDGETING PROCESS AND RECOMMENDATIONS

The fiscal impacts of the 2019-2024 Strategic Plan are built into the ASHRAE annual budgeting process. This is done in concert with annual planning for the Society theme activities and current cost reduction efforts. The councils and committees provided updates and submitted their budget forecasts in early March 2019 to Finance Committee, Planning Committee and Executive Committee. The updates included support for the 2019-2024 Strategic Plan.

ASHRAE Executive Committee reviewed all budget forecast proposals during their spring [2019 meeting and](#) developed a list of program and financial priorities. Based on these recommendations, Finance Committee updated the current-year ASHRAE budget and forecasts through 2022. The Treasurer presented this budget to the Board for approval at the 2019 Annual Conference in Kansas City.

Proposals for future work for Society years 2020-2025<sup>54</sup> resulting from the Society theme initiatives, ad hoc recommendation, or council or committee program must include a minimum three-year budget analysis along with the project's fiscal impact statement and the resulting benefits to the Society. The fiscal impact analysis shall be submitted initially for approval by the Board through Finance Committee and then be updated with actual cost to date for the current fiscal year, cost since inception and updated budget forecasts for the next three fiscal years if the project is expected to extend beyond the current fiscal year. For inclusion in the next fiscal year's budget and future year's forecasts, updates shall be submitted for approval by the Board annually at the winter meeting by the council or committee responsible for the project's oversight and management.

[No additional fiscal impact was implemented as a result of the extension of the strategic plan.](#)



## IMPLEMENTATION

The following measures will be used to assist with the implementation of the Strategic Plan.

1. **Member Satisfaction:** ~~Task~~ Member Services, under the leadership of ~~Members Council~~ the Planning Committee, to establish an annual member survey with ~~a single~~ consistent satisfaction metrics s 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 similar to 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 focused 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. Expanding 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.