



Shaping Tomorrow's Global
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

**September 30, 2025
9:00AM – 10:00AM ET**

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the January 30, 2026 meeting.

PRINCIPAL APPROVED MOTIONS
Planning Committee Meeting
September 30, 2025

No. – Pg.	Motion
1-1	The minutes from the June 20, 2025 Planning Committee meeting be approved as presented.

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September 30, 2025

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MINUTES
Planning Committee Meeting
September 30, 2025
9:00AM – 10:00AM ET

MEMBER'S PRESENT:

Dunstan Macauley, Chair
Billy Austin, Vice Chair
Vanessa Freidberg
Kellie Huff
Rupesh Iyengar
Richie Mittal
Lan Chi Nguyen Weekes
Bill Simpson
Madison Schultz
Samir Traboulsi
Pankaj Dharkar
Maggie Moninski
Mike Pouchak
Buzz Wright
Andres Sepulveda, CO

STAFF PRESENT:

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

CALL TO ORDER

Mr. Macauley called the meeting to order at 9:00am.

ASHRAE VALUE STATEMENT

Mr. Macauley read the value statement and referenced links included.

ROLL CALL

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

REVIEW OF AGENDA

The agenda was reviewed and accepted as presented.

APPROVAL OF MINUTES

Mr. Traboulsi moved and Ms. Moninski seconded that,

(1) The minutes from the June 20, 2025 Planning Committee meeting be approved as presented.

MOTION 1 PASSED (Unanimous Voice Vote, CNV).

SUBCOMMITTEE, AD HOC, AND LIAISON UPDATES

Validation and Documentation Subcommittee

Ms. Huff reported that the subcommittee held its first meeting.

Membership Survey

Mr. Macauley notified the committee that work will soon begin to rebrand the survey currently known as the Membership Satisfaction Survey. He shared that a more in-depth discussion regarding a path forward for the survey will take place during the next V&D Subcommittee meeting.

Mr. Littleton updated the committee on the survey methods of other organizations discovered during his past travels. HRAI in Canada divides up their member satisfaction survey. Six surveys are distributed a year and divided among the membership so that no one gets more than one survey. Interesting idea if we could reduce the number of people receiving the survey. We could also add a clause at the top of the survey notifying the respondent that they are specially selected from a small group. HRAI refers to their survey as a Member Performance Survey which offers a continuous grade on the memberships satisfaction.

It was shared that the company felt they received satisfactory results from surveys issued. HRAI represents manufacturers, wholesalers, and contractors, a different audience than ASHRAE; however, the challenge to get useful and actionable survey responses is the same.

Ms. Gupta shared that separate from the Member Satisfaction Survey, a six-month survey was distributed to new members. There is also a third-party phone company that calls delinquent members. We have those touch points apart from the Member Satisfaction Survey.

Mr. Macauley agreed with the comments in the discussion and noted it was a suitable time to step back and rebrand the survey in its entirety. We need to ensure we aren't constantly sending out surveys to the membership.

Mr. Littleton notified the committee that sending emails frequently to the membership is a real issue. If we send emails too often, busy volunteers will begin ignoring ASHRAE emails.

Ms. Huff continued her report on activities of the subcommittee and shared that the majority of MBOs from councils and committees had been received. Progress on MBO receipt was looking good.

PLC Liaison Updates

Updates from council liaisons were requested. Mr. Simpson shared that he contacted PubEd Council and had been added to their meetings. He also checked that reporting committees for the council had submitted MBOs. Ms. Timberman and Mr. Mittal had similar updates. Ms. Huff also had a similar update as liaison to the CEED.

Implementation Subcommittee

Ms. Schultz reported that the subcommittee had its first meeting to outline work for the society year.

Strategic Plan Implementation Roadmap Progress

Ms. Schultz shared that work had begun to brainstorm a roadmap for councils to follow for strategic planning activities.

Emerging Technologies Ad hoc

Ms. Friedberg reported that all those intending to serve on the ad hoc committee were available and willing to serve. Noted the subcommittee's first meeting would be on October 14th.

Innovation Subcommittee

Mr. Macauley reported on behalf of Mr. Sekhar in his absence. He shared that the subcommittee's work focused on reviewing all PLC documents. Also focused on the strategic plan and the work of the Vision 2035 Ad Hoc to determine how these items can be tied together. The subcommittee will manage and update these documents and items as events change. The subcommittee is also charged with facilitating the BOD approved yearly strategic planning retreat.

Strategic Planning Retreat

Mr. Macauley reviewed the draft presentation (**ATTACHMENT A**) that will be used to begin discussion during the strategic plan retreat later this year. With this being the first year of the new strategic plan, the upcoming retreat will be focused on determining whether the use of a consultant is necessary as it was a costly effort during the last strategic planning cycle. The retreat will also be a time to explore if the strategic planning cycle could be shortened.

A lot of the dates for different strategic planning cycle activities are pre-determined due to when the plan rolls out. In reviewing the next planning cycles for a three-year strategic plan, it would need to roll out in June 2028. There is a one-year cycle now to develop the plan. Two critical activities during the strategic planning cycle are the in-person retreat and presentation of the first draft of the strategic plan.

Draft strategic plan review cycles for a three-year and a five-year plan were reviewed. Recommendations to be made to the BOD were also noted. The presentation is still under development and will be sent to the full committee before it is sent to the BOD. A summary of the discussion is below:

(Mr. Littleton) Liked analysis of two different strategic plan cycle lengths. There has been some frustration with the length of cycles in the past. We must take a hard look at whether our strategic plan is really driving ASHRAE activities. Is it changing or impacting what ASHRAE's Councils and Committees are doing? Maybe it does in terms of MBOs being in alignment but don't see it as having a big impact on what ASHRAE chooses to do and not to do. We are all busy doing the work of ASHRAE and the strategic plan does not enter those strategic conversations frequently. We should look at what the plan is meant to accomplish and go from there. Something that is smaller and shorter with a focus on what we plan to do differently in the coming year could be more beneficial.

(Mr. Owen) The strategic plan and the work of councils and committees often naturally align because of the "like-mindedness" of the participants.

(Ms. Schultz) Good comments; the plans should provide clarity on the larger picture as we tend to be more detailed oriented as engineers.

(Ms. Weekes) Agreed with Mr. Littleton regarding plan length frustration. Used to organizations using a strategic plan and yearly plans that provide a detailed focus; usually 3 or 4 items. The technical side of

ASHRAE, from experience, does not look at the strategic plan. We will need to make sure the plan is communicated across the Society.

(Mr. Macauley) Agree with comments made. We have never had an operational plan. The operational plan could be a link between the strategic plan and MBOs. For chapters, it's a tall order to ask that they be responsible for implementation when some of the tasks in the plan are big. We have talked about working with Members Council and DRCs to set goals for regions and chapters. That way, we aren't blindly sending the strategic plan to chapters. If we come up with specific goals for the chapters, it will give them ideas that they can implement to meet the intent of the plan. Will be working on this during the Society Year.

(Ms. Weekes) I think the operational plans are perfect for making the link between the MBOs and the strategic plan.

(Mr. Austin) Suggested that the plan be five years. Trying to monitor the plan and look at where it's going, however in three years you're still digesting what was done in the past three-year plan. If we are continuously strategically planning, we should be able to pivot as needed to a five-year plan.

(Mr. Sepulveda) Agreed with Mr. Austin. If we treat the document as a living document, it can be consistently updated. For a three-year plan, it's a short cycle and work would probably need to start now for the 2028-2031 plan.

(Mr. Pouchak) Supported Mr. Austin's proposal for a longer plan. A longer plan encourages traceability. Is each concept in the strategic plan traceable? Is there an action associated with them? If not being used, we don't need it.

Vision 2035 Ad hoc

Mr. Austin reminded the committee that a Vision 2030 Ad Hoc was put in place via a presidential appointment. Since their work has concluded, a Vision 2035 Ad Hoc has been implemented under the Planning Committee.

He shared that strategic plans should reflect the Society's vision for the future, and the group will be working towards this synergy. Final deliverable intended to be at the 2026 Annual Conference. Working to present a preliminary draft in Vegas. The subcommittee has had two meetings and discussed the possibility of polling the membership for insight into the Society's long-term strategic vision. Working with GTIC as well. Will also be reviewing the work of the Emerging Technologies Ad hoc to see where the industry is going.

Mr. Sepulveda thanked Mr. Austin for his work with the ad hoc thus far and shared that he looked forward to the finalized report.

MBO UPDATE

MBOs 1-7 were reported as ongoing.

FUTURE MEETINGS

Mr. Macauley reiterated dates and times for upcoming full committee meetings. He thanked everyone for their work.

ADJOURNMENT

Mr. Macauley adjourned the meeting at 9:45am.

Respectfully Submitted,

Dunstan Macauley

2025-26 Planning Committee Chair

Attachments:

- A. Draft Strategic Planning Retreat Presentation (December 2025)



ASHRAE Future Strategic Planning Process

(DRAFT)

Strategic Goals

1

Position ASHRAE as the **global leader** in advanced solutions to improve indoor environmental quality (IEQ) and address climate change.

2

Pursue **impact-focused engagement** by targeting stakeholders to support a strong workforce and maximize utilization, adherence, and trust of ASHRAE's global expert resources.

3

Increase the **accessibility** of ASHRAE content, resources, and member opportunities.

OBJECTIVES

- a. Lead the development of widely adopted standards to support indoor environmental quality, decarbonization, and resilience.
- b. Develop alliances and diverse working groups that position ASHRAE to lead and collaborate globally in identifying challenges, defining solutions, and developing approaches to address them.
- c. Develop resources based on member needs and industry trends.

- a. Tailor and target engagement and resources to ASHRAE members and defined key stakeholders.
- b. Provide guidance to targeted stakeholders on impactful ways to maximize the positive downstream effect of their engagement on the built environment.
- c. Empower professionals in their journey to maximize industry impact in support of ASHRAE's mission and vision.
- d. Pursue partnerships to amplify the impact of ASHRAE's mission and support the HVAC&R and built environment workforce.

- a. Identify and address structural, content, and financial barriers to access.
- b. Align communication and delivery methods and formats to enhance accessibility and effectiveness of content, resources, and volunteer opportunities.
- c. Strengthen communication channels with and through chapters and regions to empower contribution to the Society as thought partners in adapting resources to local context and needs.

Strategic Initiatives



Healthy, Sustainable and Resilient Communities

Providing a healthy, productive and resilient indoor environment, while minimizing greenhouse gas emissions, is critical to today's built environment. Further, global stakeholders' leveraging of ASHRAE's standards and technical resources presents an opportunity for ASHRAE to solidify global leadership in supporting healthy, sustainable and resilient communities. ASHRAE prioritizes timely identification of industry trends, expedient content development, and forges key partnerships to advocate and collaborate with industry.



Empowered Workforce

The development of a skilled, competent, and solutions-oriented workforce is critical to addressing the challenges facing the built environment and the HVAC&R industry, today and in the future. ASHRAE continues to provide educational and professional development resources. Our members and industry partners need these tools to implement key initiatives such as decarbonization, resiliency, and indoor environmental quality goals and policies. ASHRAE, with the support of our chapters and regions, partners with key industry stakeholders in tackling the unique workforce challenges facing the industry globally.

Strategic Initiatives



Organizational Agility

ASHRAE's ability to serve communities, the industry, the current and future workforce, and provide value to its volunteer members, is dependent on forward-looking products, services, and solutions. ASHRAE will use emerging technologies to support the development of resources and knowledge flow between ASHRAE's chapters, regions, technical bodies, and the industry, harnessing organizational and operational efficiencies.



Emerging Technologies

In today's rapidly evolving landscape, emerging technologies are revolutionizing the built environment and HVAC&R industry, expanding numerous career opportunities. By combining technological advancements such as AI with human creativity, both seasoned professionals and new talent can collaborate to drive industry-wide progress. Advanced automation and AI-enabled systems propel energy efficiency and smart buildings, enhance comfort and IEQ, improve operations and maintenance, and deliver holistic and sustainable solutions for industry professionals. ASHRAE engages in a thoughtful process to evaluate and prioritize opportunities to leverage new technologies.

Key Initiatives from Previous Strategic Plans



ASHRAE's Role in the Global Community

ASHRAE will be a world-class provider of education and certification programs

ASHRAE will position itself as a premier provider of HVAC&R expertise

ASHRAE will lead the advancement of sustainable building design and operations

Provide a comprehensive education program that enhances opportunity for professional growth

ASHRAE shall engage in research on emerging technologies and unique applications of existing technologies

ASHRAE shall evaluate and restructure, as necessary, the technical committee organization to respond to current and emerging technologies

Strategic Plan Timeline

THREE YEAR STRATEGIC PLAN TASKLIST	DATE
<i>Current Strategic Plan Start Date</i>	<i>Jul-25</i>
<i>New Strategic Plan Start Date</i>	<i>Jul-28</i>
Strategic Plan Soft Roll Out	Jan-28
Strategic Plan Approval	Dec-27
Draft Plan Presented to the BOD	Nov-27
Draft Plan Approved by PLC	Oct-27
1st Draft Presented to BOD & PLC (ASHRAE Annual Conference)	Jun-27
Second Strategic Plan KPI Report	Jul-27
BOD Strategic Planning Retreat (In-Person)	Mar-27
Consultant On-Boarding	Jan-27
Consultant Interview	Nov-26
Proposals Due	Oct-26
RFP Issued	Sep-26
First Strategic Plan KPI Report	Jul-26



Strategic Plan Timeline



FIVE YEAR STRATEGIC PLAN TASKLIST	DATE
<i>Current Strategic Plan Start Date</i>	<i>Jul-25</i>
<i>New Strategic Plan Start Date</i>	<i>Jul-30</i>
Strategic Plan Soft Roll Out	Jan-30
Strategic Plan Approval	Dec-29
Draft Plan Presented to the BOD	Nov-29
Draft Plan Approved by PLC	Oct-29
1st Draft Presented to BOD & PLC (ASHRAE Annual Conference)	Jun-29
Fourth Strategic Plan KPI Report	Jul-27
BOD Strategic Planning Retreat (In-Person)	Mar-29
Consultant On-Boarding	Jan-29
Consultant Interview	Nov-28
Proposals Due	Oct-28
RFP Issued	Sep-28
Third Strategic Plan KPI Report	Jun-28
Second Strategic Plan KPI Report	Jul-27
First Strategic Plan KPI Report	Jul-26

Can We Accomplish a 6-Month Planning Cycle?

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Consultant On-Boarding	Jan-27
Consultant Interview	Nov-26
Proposals Due	Oct-26
RFP Issued	Sep-26
First Strategic Plan KPI Report	Jul-26

Strategic Plan Soft Roll Out	Jan-28
Strategic Plan Approval	Dec-27
Draft Plan Presented to the BOD	Nov-27
Draft Plan Approved by PLC	Nov-27
1st Draft presented to BOD	Sep-27
BOD Strategic Planning Retreat (ASHRAE Annual Conference)	Jun-27
Consultant On-Boarding	Apr-27

Recommendations



Extend Strategic Plan cycle to 4 Years or 5 Years

Maintain current 3 Year cycle with every other plan developed by an outside consultant



Thank
You!