



Shaping Tomorrow's
Built Environment Today

MINUTES

PLANNING COMMITTEE MEETING

Thursday, June 11, 2020
9:00am - 12:00pm

Note: These minutes are the official record of minutes voted on and approved by the Planning Committee at the September 9, 2020 meeting.

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Planning Committee Meeting
June 11, 2020

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PRINCIPAL MOTIONS
Planning Committee Meeting
June 11, 2020

No. – Pg.	Motion
1-1	That the Planning Committee minutes from the meetings of April 14, 2020 and May 19, 2020 be approved as presented
2-2	<p>That ROB Section 2.416.002.1 and 2.416.003.1 regarding Planning Committee Membership and General Requirements be revised as follows</p> <p style="text-align: center;">2.416 PLANNING COMMITTEE</p> <p>2.416.001 SCOPE AND PURPOSE (09-06-21-12C) This committee shall perform ASHRAE's long range and strategic plan activities on a continuing basis.</p> <p>2.416.002 MEMBERSHIP</p> <p><u>2.416.002.1 Composition</u> (02-01-13-19/04-06-27-08/05-06-26-16/09-06-21-13/12-06-24-12) The members of this committee are as follows:</p> <p>A. Between nine (9) and twelve (12) voting members, including a chair and vice chair.</p> <p style="padding-left: 40px;">a. <u>During the three-year strategic planning cycle, two-years for strategic plan development and one year following the launching the strategic plan, it is recommended that the membership of Planning be at the maximum allowed.</u></p> <p style="padding-left: 40px;">b. <u>During the two-year "gap" of a five-year strategic plan duration, it is recommended that the membership of Planning be at the minimum allowed.</u></p> <p>B. In addition to the chair and vice chair, voting members shall include</p> <ol style="list-style-type: none"> 1. one Director-at-Large, 2. one Director and Regional Chair, 3. one member who is serving on the YEA Committee at the time of appointment, and 4. two members in good standing who have not served on the Board of Directors, 5. up to five (5) additional members of the Society who are serving or have served as Board members <p>C. Non-voting members include the Executive Vice President and one Staff Director.</p> <p><u>2.416.002.2 Qualifications</u></p> <p>A. All voting members except the member who represents YEA must hold the grade of Member or higher in the Society.</p> <p>B. All councils should be represented on the voting membership of the committee.</p> <p><u>2.416.002.3 Term of Service</u> (85-06-26-11/86-06-25-09/94-06-26-04) A. The term of service for voting members is intended to be three (3) years, subject to ROB 3.300 <i>Election and Appointment Procedures</i>.</p> <p>B. The term of service of the Vice President shall be limited by his or her term in office.</p> <p>2.416.003 OPERATION</p> <p><u>2.416.003.1 General Requirements</u> (09-06-21-12C)</p>

	<p>A. The purpose of this committee is to assist the Board of Directors and the organization to think strategically in planning for the future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the Board of Directors to adopt as strategic goals on an ongoing basis.</p> <p>B. This committee shall monitor, on a continuing basis, councils' and committees' progress in achieving the Strategic Plan goals. The committee shall provide a report of findings and recommendations at the Winter Meeting of the Society.</p> <p style="padding-left: 40px;"><u>1. The chair of Planning shall appoint an Implementation Subcommittee to assist and guide the Councils in implementing the Strategic Plan</u></p> <p style="padding-left: 40px;"><u>2. The chair of Planning shall appoint a Monitoring Subcommittee to monitor and oversee the Council's work.</u></p> <p>C. This committee shall, on a continuing basis, review all facets of Society operation and make recommendations for changes and revisions.</p> <p>2.416.003.2 Meetings This committee shall meet-two times per year:</p> <p>A. This committee shall meet at the Winter and Annual Meeting.</p> <p>B. Up to 2 additional committee meetings may be held at the discretion of the Planning Committee Chair. (17-01-29-11)</p>
3-4	That the Planning Committee MOP as presented in ATTACHMENT A be approved
4-4	That the Planning Committee Reference Manual as presented in ATTACHMENT B be approved

ACTION ITEMS

Planning Committee Meeting

June 11, 2020

No. – Pg.	Responsibility	Summary
1-1	Ms. Maston	Review how to address questions under step 2 in the Planning and Post Coronavirus document regarding the “new normal” for ASHRAE Committee’s and their response to societal changes.
2-5	Ms. Maston	Assign an MBO that addresses the collaboration between Planning and the Epidemic Task Force regarding Post-COVID ASHRAE.
3-5	Ms. Maston	Draft correspondence to Council Chairs requesting the status/ review of their MBOs in alignment with the ASHRAE strategic plan and notify them of their assigned PLC liaison for the 2020-21 Society year.
4-5	Mr. Olesen	Provide specific verbiage relating to the strategic plan that will be included in the correspondence to the Council Chairs to be sent by Ms. Maston.
5-6	Ms. Maston/ Mr. Klock	Send MBOs for the 2020-21 Society Year to the full Committee before the next Planning meeting.

MINUTES
Planning Committee Meeting
June 11, 2020

MEMBERS PRESENT:

Thomas Phoenix
Timothy McGinn
David Arnold
William Klock
Thomas Lawrence
Sarah Maston
Stephanie Kunkel
Bjarne Olesen
Heather Platt Gullledge
Rachel Romero
Timothy Wentz

GUESTS PRESENT:

Aakash Patel
Ahmed Alaa Eldin
Chuck Gullledge
Darryl Boyce
David Underwood
Dunstan Macauley
Farooq Mehboob
Vanessa Freidberg
Osama Khayata
Trent Hunt

Doug Cochrane
Mark Miller
Tyler Glesne

STAFF PRESENT:

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

CALL TO ORDER

Mr. Phoenix called the meeting to order at 9:02 am on Thursday, June 11, 2020.

ASHRAE CODE OF ETHICS COMMITMENT

Mr. Phoenix read the ASHRAE Code of Ethics commitment. He encouraged all present to read and become familiar with the code.

ROLL CALL

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

REVIEW OF AGENDA

A new item was added to the agenda under new business titled *Planning/ ExCom Meeting – MBOs and the Strategic plan*.

APPROVAL OF MINUTES

Mr. Klock moved and Mr. Phoenix seconded

- (1) **That the Planning Committee minutes from the meetings of April 14, 2020 and May 19, 2020 be approved as presented**

MOTION 1 PASSED (Unanimous consent)**REVIEW OF ACTION ITEMS**

Action Items 1-6 were reported as complete. Action item 7 was reported as ongoing.

2020 VIRTUAL ANNUAL CONFERENCE Ex-O PRESENTATION

Mr. McQuade presented the 2020 Annual Conference Ex-O presentation.

There was discussion regarding how to access the live portions of the Annual Conference.

SUBCOMMITTEE REPORTS**Implementation Subcommittee**

Mr. Wentz reported that all MBOs as assigned were complete and that the MBO Tracking Spreadsheet (**ATTACHMENT A**) has been finalized. The spreadsheet and any ongoing work will now be handled by the Monitoring subcommittee.

It was noted that members of the Implementation subcommittee who were council liaisons would be moving over to the Monitoring Subcommittee.

An action item assigned to the subcommittee concerning ROB conflicts related to the recently approved PLC Reference Manual was reported as complete. When reviewing proposed changes to the PLC ROB, it was noted that though there were no conflicts, there may be an opportunity for clarification.

The intent of the changes as presented was to further streamline activities of the Committee when the strategic plan is not being implemented. As the President-Elect reviews the ROB when making appointments, it was noted that the changes may give additional insight to the Committees work and structure.

The Committee was briefly surveyed to determine if changes to the PLC ROB as presented were needed as changes were made several meetings ago.

There was discussion that in the past, the Planning Committee was not only involved in the creation of the strategic plan but all items regarding the strategic interests of ASHRAE. There was consensus that the proposed changes help to streamline activities of the Committee.

Mr. Cooper moved and Mr. Wentz seconded,

- (2) **That ROB Section 2.416.002.1 and 2.416.003.1 regarding Planning Committee Membership and General Requirements be revised as follows**

2.416 PLANNING COMMITTEE**2.416.001 SCOPE AND PURPOSE**

(09-06-21-12C)

This committee shall perform ASHRAE's long range and strategic plan activities on a continuing basis.

2.416.002 MEMBERSHIP**2.416.002.1 Composition**

(02-01-13-19/04-06-27-08/05-06-26-16/09-06-21-13/12-06-24-12)

The members of this committee are as follows:

- A. Between nine (9) and twelve (12) voting members, including a chair and vice chair.
 - c. During the three-year strategic planning cycle, two-years for strategic plan development and one year following the launching the strategic plan, it is recommended that the membership of Planning be at the maximum allowed.
 - d. During the two-year "gap" of a five-year strategic plan duration, it is recommended that the membership of Planning be at the minimum allowed.
- B. In addition to the chair and vice chair, voting members shall include
 - 6. one Director-at-Large,
 - 7. one Director and Regional Chair,
 - 8. one member who is serving on the YEA Committee at the time of appointment, and
 - 9. two members in good standing who have not served on the Board of Directors,
 - 10. up to five (5) additional members of the Society who are serving or have served as Board members
- C. Non-voting members include the Executive Vice President and one Staff Director.

2.416.002.2 Qualifications

- C. All voting members except the member who represents YEA must hold the grade of Member or higher in the Society.
- D. All councils should be represented on the voting membership of the committee.

2.416.002.3 Term of Service

(85-06-26-11/86-06-25-09/94-06-26-04)

- A. The term of service for voting members is intended to be three (3) years, subject to ROB 3.300 *Election and Appointment Procedures*.
- B. The term of service of the Vice President shall be limited by his or her term in office.

2.416.003 OPERATION

2.416.003.1 General Requirements

(09-06-21-12C)

- A. The purpose of this committee is to assist the Board of Directors and the organization to think strategically in planning for the future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the Board of Directors to adopt as strategic goals on an ongoing basis.
- B. This committee shall monitor, on a continuing basis, councils' and committees' progress in achieving the Strategic Plan goals. The committee shall provide a report of findings and recommendations at the Winter Meeting of the Society.

1. The chair of Planning shall appoint an Implementation Subcommittee to assist and guide the Councils in implementing the Strategic Plan

2. The chair of Planning shall appoint a Monitoring Subcommittee to monitor and oversee the Council's work.

- C. This committee shall, on a continuing basis, review all facets of Society operation and make recommendations for changes and revisions.

2.416.003.2 Meetings

This committee shall meet two times per year:

- A. This committee shall meet at the Winter and Annual Meeting.
- B. Up to 2 additional committee meetings may be held at the discretion of the Planning Committee Chair. (17-01-29-11)

MOTION 2 PASSED (6:5:0 CNV)**Monitoring/Tracking Subcommittee**

Mr. Olesen reported that monitoring/ tracking of the strategic plan has not officially began yet as the plan recently moved from the implementation stage. He noted that Committees should be engaged more as they have only responded to goals section listed in the MBO tracking spreadsheet.

The subcommittee will work on how Councils and Committees can best address the initiatives in the strategic plan that are underserved.

There was also discussion regarding little to no report from the Councils concerning assigned initiatives/ MBOs. It was noted that a meeting was had with ExCom and leadership of the Councils to determine progress and plans for report moving forward.

Procedures Subcommittee

Mr. Klock reported that the subcommittee reviewed changes to the MOP as a result of the recently approved PLC Reference Manual.

PLC MOP & ADDITIONAL REFERENCE MANUAL REVISIONS**PLC MOP**

Mr. Klock moved and Mr. Lawrence seconded,

- (3) That the Planning Committee MOP as presented in ATTACHMENT B be approved**

MOTION 3 PASSED (11:0:0 CNV)**PLC Reference Manual**

Mr. Klock moved and Ms. Kunkel seconded,

- (4) That the Planning Committee Reference Manual as presented in ATTACHMENT C be approved**

MOTION 4 PASSED (11:0:0 CNV)**RAC STRATEGIC PLAN UPDATE**

Mr. Olesen reported that the Research Advisory panel distributed a questionnaire to determine what should be included in the Research strategic plan.

In determining what should be included in the research strategic plan, the ASHRAE Strategic plan was reviewed by RAC and divided into sections to represent areas to be addressed.

It was noted that two separate sections should be included in the Research Strategic plan (Indoor Environmental Quality & Resilient Buildings and Communities) to align with the Society Strategic Plan.

Mr. Olesen noted that he will continue to serve as liaison from PLC to RAC and that there may be opportunities

for specific research relating to COVID-19. It was reported that the pandemic is on RACs radar as it relates to resilience and indoor air quality.

The Epidemic Task Force is also working to address the type of research that may be needed to support pandemic specific initiatives.

The Research Strategic Plan is slated to be completed by the end of the 2020-2021 Society year.

PLANNING AND POST-COVID ASHRAE

Steps in the Post-COVID document were reviewed by Mr. McGinn.

The importance of involving the BOD and the Epidemic Task force into the actions of the Planning Committee for post COVID discussion was expressed.

ACTION ITEM – Ms. Maston will assign an MBO that addresses the collaboration between Planning and the Epidemic Task Force regarding Post-COVID ASHRAE.

AI - 2

STATUS OF 2019-20 MBOs

All MBOs were reported as complete. Mr. Phoenix thanked everyone for their work.

NEW BUSINESS

Planning/ ExCom Meeting – MBOs and the Strategic plan

Mr. Phoenix notified the Committee that a meeting was held earlier in the week with ExCom and leadership from the Councils regarding the lack of Council progress with MBOs.

The intent of the meeting was for the leadership of the Councils to understand PLCs concern and that a plan be identified for future reporting of council MBO progress.

It was noted that the meeting was productive and future meetings may be explored for periodic updates of Council MBO progress.

ACTION ITEM – Ms. Maston will draft correspondence to Council Chairs requesting the status/ review of their MBOs in alignment with the ASHRAE strategic plan and notify them of their assigned PLC liaison for the 2020-21 Society year.

AI - 3

ACTION ITEM – Mr. Olesen will provide specific verbiage relating to the strategic plan that will be included in the correspondence to the Council Chairs to be sent by Ms. Maston.

AI - 4

It was noted that if the correspondence sent to Council Chairs is successful and MBOs are modified, budgets for the 2020-2021 Society Year may not allow the implementation of new initiatives.

Upcoming changes to the Finance Committee MOP were also discussed. It was noted that Planning should be more involved in the Society budget development process as involvement may allow new budgets due to MBO implementation to be foreseen.

RECOGNITION OF OUTGOING MEMBERS

Mr. Phoenix thanked Mr. McGinn, Ms. Romero, Mr. Wentz., and Mr. Cooper as outgoing members of the Committee.

The full Committee was thanked for their work and the meeting was turned over to Ms. Maston.

CHANGE OF CHAIR

Ms. Maston thanked Mr. Phoenix for his service.

2020-21 MBOs

Ms. Maston notified the Committee that she and Mr. Klock were in the process of finalizing MBOs for the 2020-21 Society Year.

ACTION ITEM – Ms. Maston and Mr. Klock will send MBOs for the 2020-21 Society Year to the full Committee before the next Planning meeting.

AI - 5

2020-21 Subcommittee Assignments

Subcommittee Assignments for the 2020-21 Society Year were reviewed by Ms. Maston.

She expressed the importance of the assigned council liaisons and noted that their primary function is to foster communication between the councils and Planning.

Additional committee assignments may be sent soon as identifying a Post Coronavirus ASHRAE will be a large part of Planning's work for the year.

Outgoing Committee members were asked to share lessons learned with incoming members. There was consensus that Planning should continue to move forward in expediting communication across the Councils.

FUTURE MEETINGS

New Member Orientation is scheduled for Tuesday, July 14, 2020 from 9:00am to 10:00am.

ADJOURNMENT

The meeting was adjourned at 11:02am.

Respectfully Submitted,

Thomas D. Thorne

Thomas H. Phoenix

Attachments: A. Implementation Subcommittee Report
B. Planning Committee MOP
C. Planning Committee Reference Manual

Final Report of Implementation Subcommittee
Society Year 2019-2020
June 2, 2020

The Implementation Subcommittee was assigned primary responsibility for two MBOs, MBO #1 and MBO #5, for the 2019-2020 Society year. I am pleased to report that both MBOs are complete and have produced the following results:

MBO #1 – Support and assist ASHRAE groups to initiate the 2019 Strategic Plan

To complete this MBO the subcommittee developed a gap/overlap spreadsheet that identified all of the MBOs developed by Councils, Committees and Ad Hoc Committees that relate to the four initiatives listed in the new Strategic Plan. We have worked closely with Monitoring subcommittee to ensure that the spreadsheet contains the information needed to monitor each MBO that addresses the four Strategic Plan initiatives. New columns on timeline, progress, and metrics were added at the request of Monitoring subcommittee. The Implementation subcommittee also named liaisons to each of the three Councils, presidential ad hoc committees and the President-Elect Advisory Committee (PEAC). The gap/overlap spreadsheet has been renamed the Strategic Planning MBO Tracking spreadsheet is attached to this report. This spreadsheet will be turned over to the Monitoring subcommittee at the annual meeting in satisfaction of this MBO.

The Implementation Subcommittee also wishes to express their very deep concern about the lack of responsiveness from the three Councils regarding the implementation of the Strategic Plan. The lack of responsiveness demonstrates, in plain language, that the three Councils have not bought into the initiatives and goals found in the Strategic Plan. The Implementation Subcommittee has put a significant amount of work into developing a new and innovative way of monitoring the Strategic Plan's implementation, which depends entirely on input from the three Councils regarding MBO alignment, timelines, metrics and progress. The absence of this information will prevent Society from assessing the effectiveness and impact of the Strategic Plan. Moreover, it will mean that the work of the Implementation Subcommittee was for naught.

MBO #5 – Develop a plan for Planning Committee organization and future efforts

To complete this MBO the subcommittee worked in tandem with the Monitoring Subcommittee to rewrite the Planning Committee's Reference Manual to identify the future process of monitoring and implementing a new strategic plan. The consensus of the two subcommittees determined that the implementation subcommittee was needed one year before the launch of a new strategic plan and one year after the launch of a strategic plan. Moreover, it was jointly decided that the three Council liaisons in the Implementation Subcommittee would transition to the Monitoring Subcommittee once the Implementation Committee completed its term. The Reference Manual was revised, submitted to the Planning Committee and approved at its May 19, 2020 in satisfaction of this MBO

The Implementation Subcommittee was also tasked to determine whether there were any conflicts with the Rules of the Board (ROB) for Planning (2.416) relative to the revised Reference Manual and the Manual of Procedures. No conflict was found. However, Planning may wish to address some clarifications in the ROB, as identified in tracking mode on the attached document.

I want to take this opportunity to thank the three members of the Implementation Subcommittee, each of which did outstanding work. The three members of our subcommittee are Sarah Maston (Tech Council Liaison), Michael Cooper (Members Council Liaison) and David Arnold (Pub/Ed Council Liaison).

Respectfully submitted,

A handwritten signature in blue ink, reading "Timothy G. Wentz". The signature is stylized with a large, sweeping "T" and a long, horizontal stroke at the end.

Tim Wentz
Chair



**PLANNING COMMITTEE
MANUAL OF PROCEDURES**

Approved by PLC on June 11, 2020

MANUAL OF PROCEDURES (MOP)
PLANNING COMMITTEE

1 INTRODUCTION

- 1.1 This Manual of Procedures (MOP) details the operating procedures followed in carrying out the general responsibilities of the Planning Committee (PLC) as prescribed in the Rules of the Board (ROB).
- 1.2 The MOP provides a description of some, but not all, of the duties and responsibilities of the PLC chair, members, and staff liaison.

2 RESPONSIBILITIES OF PLC

- 2.1 Provide information to the Board of Directors on strategic planning and related activities.
- 2.2 Review the structure and operations of the Society and prepare recommendations for changes as needed.
- 2.3 Advise all standing bodies, committees and councils, on how they can contribute to the strategic planning process.
- 2.4 Maintain a reference manual for the PLC, containing an operational plan for the committee, which shall contain information on the regular review of the strategic plan and supporting documents, as well as other materials necessary for the efficient conduct of PLC business.
- 2.6 Periodic review of the Rules of the Board pertinent to the operation of PLC with recommendations for changes forwarded to Society Rules Committee for review and approval.

3 RESPONSIBILITIES OF THE CHAIR

- 3.1 Preside over meetings of PLC.
- 3.2 Prepare reports for the Board of Directors and PLC as required.
- 3.3 Assign a mentor for each new committee member.
- 3.4 Designate ad-hoc committees and assign planning committee members tasks as needed to discharge PLC duties.
- 3.5 Call additional meetings of PLC as needed to respond to workload.
- 3.6 Develop MBO's for the PLC for the Society year.
- 3.7 Review the reference manual periodically.

4 RESPONSIBILITIES OF THE STAFF LIAISON

- 4.1 Maintain all official PLC reports, correspondence, and documentation of PLC actions taken by committee members individually and collectively.
- 4.2 Assist the Chair with preparation of the agendas and supporting documentation for PLC meetings, and provide this information to PLC members prior to the meeting.
- 4.3 Generate and submit meeting minutes to the Chair for approval prior to distribution to the committee within 60 days after committee meetings.
- 4.4 Implement actions approved by PLC.
- 4.5 Assist the committee as necessary in the management of its activities.

5 RESPONSIBILITIES OF ALL PLC MEMBERS

- 5.1 Attend all committee meetings.
- 5.2 Interface with appropriate councils or committees as needed or as assigned.
- 5.3 Keep current on all planning-related documents and rules approved by the Board of Directors or the Membership.
- 5.4 Fully participate in all assigned activities and complete assignments by the designated time.



**PLANNING COMMITTEE
REFERENCE MANUAL**

Latest Approval Date: June 11, 2020

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I Purpose and Scope of Planning Committee

The role of the Planning Committee (PLC) is to assist the Board of Directors (BOD) and the organization in the development of strategic thinking for the future. The activities required to accomplish this role include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD to adopt as strategic goals on an ongoing basis.

The PLC uses an approved method of soliciting continuous strategic planning from the councils and committees for use in advising the Board of Directors on ideas which may be considered for changes to the strategic goals and directions of the Society. This process implements bottom-up thinking and empowerment of the councils and committees. Included in this section is a graphic presenting the necessary timelines to allow BOD to engage strategic thinking on issues as they arise.

The PLC monitors, on an ongoing basis, councils' and committees' progress in achieving the Strategic Plan goals of the Society. The PLC provides regular reports on findings and recommendations for adjustments to the Strategic Plan. On a regular basis, PLC performs a gap analysis on the Strategic directions and goals of the councils for inclusion in a report to the BOD to facilitate the planning process.

The PLC continuously reviews all facets of Society operation and makes recommendations to the BOD for changes and revisions as appropriate.

II Planning Committee Responsibilities

a. Strategic Planning

- 1) The Planning Committee (PLC) is responsible for ASHRAE's long-range and strategic planning activities on a continuous basis. The PLC role is to monitor the strategic vision of the organization, to suggest long range strategic goals and to assist the Board of Directors (BOD) and the organization to think strategically in planning for the short term and long range future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD for adoption as strategic goals on an ongoing basis. The PLC reports to the BOD.
- 2) When requested by the BOD, the PLC shall facilitate development of a new Strategic Plan.
- 3) Once a Strategic Plan is approved by the BOD, the PLC shall
 - i. Develop methods to communicate the Strategic Plan initiatives and benefits to all Members, with specific effort directed to Chapters, Regions, Committees, and Councils.
 - ii. Oversee Strategic Plan implementation by establishing an Implementation Subcommittee

- a. The Implementation subcommittee shall consist of four members of Planning; a liaison to each of the three Councils and a chair. Additional members from Planning can be added, at the direction of the subcommittee chair, to serve as liaisons to committees, such as presidential ad hoc committees , as necessary.
 - b. The Implementation subcommittee will work with the Councils and presidential ad hoc committees to ensure each committee develops appropriate timelines for implementation, metrics to measure success and a method to measure progress.
 - c. The Implementation subcommittee will develop a methodology to identify gaps and overlaps in implementing the Strategic Plan
 - d. The implementation subcommittee will be formed one-year prior to the launch of a Strategic Plan and will be dissolved one-year after the launch of a Strategic Plan
 - 1. The members serving as liaisons to the three Councils on the Implementation subcommittee may transition to the Monitoring subcommittee at the dissolution of the subcommittee.
 - iii. Monitor the activities of Society Councils and Standing committees to determine their progress in achieving the Strategic Plan goals by establishing a Monitoring subcommittee.
 - a. The Monitoring subcommittee shall consist of up to seven members of Planning; up to two liaisons to Tech Council, one liaison for Members Council, one liaison for Pub/Ed Council, one liaison for the Research Strategic Plan, one person to follow the Society theme and presidential ad hoc committees, and one chair.
 - b. The monitoring subcommittee shall be a permanent subcommittee of Planning
 - iv. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.
 - v. If an update of the existing strategic plan is requested by the BOD, submit it to the BOD at the appropriate meeting. An example is a “mid-plan” update half way through the Strategic Plan implementation process.
- 4) Develop and implement feedback procedures to convey strategic planning suggestions and desired directional shifts to the BOD.
- 5) Helpful qualifications, experience, interests or skills: Strongly preferred qualifications include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current and potential issues facing the Society. It is also preferred that several PLC members are able to clearly articulate strategic concepts to help facilitate strategic discussions with the BOD ExCom, during the BOD fall planning session and

other interactions with the BOD.

6) Specific Time, Financial and Task Commitments:

- i. Attend the ASHRAE Annual (Summer) and Winter conferences.
- ii. Dates of required attendance: The PLC meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM. If a PLC member is assigned to liaise with a council or committee, the member should plan to be present for the appropriate council or committee meetings held during the Annual and Winter conferences as well as to participate in conference calls of the council or committee. Frequently, PLC members elect to attend most of the Annual and Winter conferences to maintain familiarity with current Society issues and become aware of strategic directions the Society may pursue.
- iii. Up to two (2) additional meetings may be held at the discretion of the Planning Committee Chair.
- iv. Transportation Costs: Transportation costs are paid by the Society. See ROB
- v. 1.201.027.
- vi. Additional expenses covered by Society: N/A
- vii. Subcommittee work description: There are two on-going PLC subcommittees, Implementation and Monitoring; however, there are likely to be other subcommittees formed per the prerogative of the PLC chair to carry out committee MBOs or for other reasons. It may be determined that these subcommittees will meet during the Annual or Winter conferences.
- viii. Special events to be aware of at the Annual and Winter conferences: Because the PLC is responsible for guiding the BOD through its strategic planning activities, there may be special BOD sessions held during the Annual and Winter conferences that require PLC participation.

7) Requirements between Annual and Winter conferences:

- i. Frequency of conference calls: The PLC holds at least one conference call in the fall and one in the spring following the Annual and Winter conferences. Typically, the PLC will hold two or three calls in the periods between Annual/Winter conferences. Subcommittees formed to carry out committee MBOs are likely to also hold conference calls, depending on what the subcommittee leads determine is necessary. Committee and subcommittee conference calls are two hours or less on duration.
- ii. Face-to-face meetings in spring and fall: PLC does not hold regular face-to-face spring or fall meetings; however, if the BOD determines it wishes to hold a special planning session, then PLC members may be required to attend this meeting. Typically, the BOD conducts its annual strategic planning discussions during the fall planning session concurrent with the fall BOD meeting (usually occurring mid-October to early November). Some PLC members who are not current members of the BOD may be invited to participate in this session.
- iii. Individual workload and anticipated time requirements per week (or month): Most of the individual workload is determined by the individual's assignment to support the

PLC chair's MBOs. Work is likely to occur in bursts, requiring up to a few hours per week over a short period of time. Once activities supporting an assigned MBO are completed, then the individual's workload is minimal beyond what is necessary to be familiar with committee activities (a few hours here and there). The committee chair workload consistently averages a few hours a month with extra time needed to prepare for special events, such as the fall BOD planning session and the Winter and Annual conferences.

- iv. Committee activities must a prospective member be aware of: Strategic leadership of the Society is the Board's most important role, and PLC members enjoy the strategic thinking and big-picture perspective when looking forward on the Society's behalf. Members are also able to weigh strategic ideas and make recommendations to determine which is the most appropriate for the Society to pursue, anticipate the steps that must be taken in pursuing the ideas (most importantly, gaining BOD member support for the ideas), facilitate implementation of those steps and evaluate impact when a change has been implemented.

b. Continuous Strategic Planning

Appendix B (of the supplement) details the timelines for continuous strategic planning (CSP) activities and graphically illustrates these timelines. The Planning Committee is responsible for receiving the CSP input from the committees and councils and presenting them to the Board of Directors for consideration at the fall planning meeting. The authority for this activity is under ROB 2.101.008. Each council and standing committee has specific requirements to meet this ROB. The Planning Committee member encourages this planning culture at all levels within the Society.

Appendix C (of the supplement) is the June 26, 2011 Webinar on Continuous Strategic Planning

The information to be provided by Committees and Councils is solicited via an Excel Spreadsheet that has been developed for that purpose. (See Appendix D of the supplement)