



Publishing and Education Council (PEC)

Thursday, October 11, 2018

GoToMeeting Fall Conference Call

Voting Members

Julia	Keen	Chair
Farooq	Mehboob	Vice Chair
Billy	Austin	Member/Director
Katherine	Hammack	Member/Director
Ahmed Alaa Eldin	Mohammed	Member/Director
Chandra	Sekhar	Member/Director
Benjamin	Skelton	Member/Director - absent
Cameron	Labunski	Member/Past Certification
Heather	Platt	Member/Past ECC
Daniel	Dettmers	Member/Past Handbook
Larry	Fisher	Member/PDC
Jin Jin	Huang	Member/Past Publications
William	Dean	Member at Large - absent
Mohammad	Hosni	Member at Large

Non-Voting Members

Eric	Fullerton	Certification Chair
Mark	Bettin	Certification Vice Chair
Megan	Tosh	ECC Chair
Gerardo	Alfonso	ECC Vice Chair - absent
Donald	Fenton	HB Chair
Suzanne	Leviser	HB Vice Chair
Bruce	Flaniken	Historical Chair
Stanley	Westhoff	Historical Vice Chair
Charles	Henck	PDC Chair
Frederick	Betz	PDC Vice Chair/Planning
Jeremy	Smith	PDC Vice Chair/Operations - absent
Jose Luis	Correa	Publications Chair
Chee Sheng	Ow	Publications Vice Chair - absent
Mark	Owen	Staff Liaison

Additional Distribution:

Jeff Littleton, Executive Vice President
Mary Townsend, Assistant to Board of Directors (BOD)
ASHRAE Staff Directors, Publications & Education Managers

Visitors

Jay Scott
Eunice Njeru
David Soltis
Tim Kline
Joslyn Ratcliff
Heather Kennedy
Emily Sigman
Karen Murray
Cindy Michaels
Julie Harr
Hayden Spiess

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Motions

Meeting of October 11, 2018

No.	Page	Motion
1	4	Approved the draft minutes as distributed for the June 26, 2018 in Houston. <i>Approved 11-0-0 CNV</i>

Action Items

Meeting of October 11, 2018

No.	Responsible	Page	Action
1	Staff	4	Post approved minutes of the June 26, 2018 meeting in Houston on the PEC page of the ASHRAE website and the PEC Basecamp. Complete. <i>October 11, 2018</i>
2	Staff	5	Post PEC Standing Committee MBOs to the PEC Basecamp. Complete. <i>October 11, 2018</i>

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1. Call to Order

Dr. Keen called the meeting to order at 11:31 a.m.

2. ASHRAE Code of Ethics Commitment

Dr. Keen reviewed with the council the ASHRAE Code of Ethics.

In this and all other ASHRAE meetings, we will act with honesty, fairness, courtesy, competence, integrity and respect for others, and we shall avoid all real or perceived conflicts of interests. (See full Code of Ethics: <https://www.ashrae.org/about-ashrae/ashrae-code-of-ethics>.)

3. Introduction of Members and Visitors

3.1 PEC Roster 2018-2019 (**Attachment A**)

Members of the council roll call was conducted with an introduction of staff and other visitors.

4. Review of Agenda

Dr. Keen reviewed the agenda with the council.

5. Minutes - Meeting of June 26, 2018 Houston

Council members were reminded that the draft minutes and other documents have been posted to the PEC Basecamp site.

It was moved and seconded:

(1) To approve the draft minutes as distributed for the June 26, 2018 in Houston.

MOTION (1) Approved 11-0-0, voice vote

An action was assigned to staff to post the approved minutes on the PEC page of the ASHRAE website and the PEC Basecamp website. **(ACTION ITEM 1) Complete.**

6. Committee Reports

6.1 Certification MBOs (**Attachment B**)

Mr. Fullerton provided the 2018-2019 committee MBOs to Dr. Keen.

6.2 Electronic Communications MBOs (**Attachment C**)

Ms. Tosh provided the 2018-2019 committee MBOs to Dr. Keen.

6.3 Handbook MBOs (**Attachment D**)

Mr. Fenton provided the 2018-2019 committee MBOs to Dr. Keen.

6.4 Historical MBOs (**Attachment E**)

Mr. Flaniken provided the 2018-2019 committee MBOs to Dr. Keen.

6.5 Professional Development MBOs (**Attachment F**)

Mr. Henck provided the 2018-2019 committee MBOs to Dr. Keen.

6.6 Publications MBOs (**Attachment G**)

Mr. Correa provided the 2018-2019 committee MBOs to Dr. Keen.

An action was assigned to staff to post the standing committee MBOs to PEC Basecamp.
(ACTION ITEM 2) Complete.

7. Old Business

7.1 PEC Restructure Ad Hoc (**Attachment H**)

Dr. Keen reported PEC and PEC Standing Committees' ROB and MOPs are to be reviewed for to reasons 1) remain current and accurate as to the committee work and 2) reflect the proposed Council restructure. Dr. Keen explained that each document should follow the same format defined by the Society Rules Committee for consistency. Once edited by the committee they will be reviewed by PEC Restructure Ad Hoc Committee and then the Society Rules Committee. The section 'Strategic Plan' wording will be the same between the different committees so expect language that can be inserted in all the documents ensuring greater consistency within the Council. After all parties have reviewed the documents and all comments have been addressed the committees, PEC (for ROB and MOPs) and BOD (for ROB) will need to approve them. The first draft of edits have been commented on and will be returned via email to the committees to continue work toward a final draft.

Mr. Flaniken asked if a decision had been made about possibly moving the Historical Committee to be a Members Council standing committee. Dr. Keen reported that no decision had been made but she should have more to report before the January 2019 Winter Meeting as this topic is being addressed by ExCom.

7.2 PEC MBOs

Dr. Keen reviewed the PEC MBOs with the council members. (**Attachment I**)

7.3 PEC Dubai Training Center Ad Hoc

Mr. Mehboob stated that he had no update for the council at this time but would report at the Winter 2019 Meeting in Atlanta.

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7.4 2014 Strategic Plan Gap Analysis

Dr. Keen and Mr. Owen have worked together to provide the Planning Committee an analysis of the 2014 Strategic Plan goals and initiatives that should be updated or carried forward in the development of the new ASHRAE Strategic Plan. (**Attachment J**)

8. New Business

Dr. Keen reminded PEC members the January 2019 Winter Meeting is earlier this year than in past years. Therefore, subcommittee conference calls will need to be planned earlier as well.

9. Adjourn

Dr. Keen adjourned the meeting at 11:57 a.m.

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Attachment A

2018-2019

First Name	Last Name	Email	PEC member	Vote
Julia	Keen	jkeen@ksu.edu	Chair	y
Farooq	Mehboob	farooq.mehboob@smehboob.com	Vice Chair	y
Billy	Austin	baustin@shultzeg.com	Member/Director	y
Katherine	Hammack	hammack@gmail.com	Member/Director	y
Ahmed Alaa Eldin	Mohammed	ahmed.alaa@ashraeuae.org	Member/Director	y
Chandra	Sekhar	bdgscs@nus.edu.sg	Member/Director	y
Benjamin	Skelton	bennyrun@gmail.com	Member/Director	y
Cameron	Labunski	cameronl@tgce.com	Member/Past Certification	y
Heather	Platt	hplatt@mazzetti.com	Member/Past ECC	y
Daniel	Dettmers	ddettmers@questclimate.com	Member/Past Handbook	y
Larry	Fisher	lfisherky@gmail.com	Member/PDC	y
Jin Jin	Huang	jhuang@safarienergy.com	Member/Past Publications	y
William	Dean	plantguy24@me.com	Member at Large	y
Mohammad	Hosni	hosni@ksu.edu	Member at Large	y
Eric	Fullerton	mfullerton@tmecorp.com	Certification Chair	n
Mark	Bettin	mbettin@mmart.com	Certification Vice Chair	n
Megan	Tosh	megan.tosh@gmail.com	ECC Chair	n
Gerardo	Alfonso	ventas@ingeval.com	ECC Vice Chair	n
Donald	Fenton	fenton@ksu.edu	HB Chair	n
Suzanne	Levisieur	slevisieur@haddadeng.com	HB Vice Chair	n
Bruce	Flaniken	BLFlaniken@houstonmethodist.org	Historical Chair	n
Stanley	Westhoff	swesthoff@nycap.rr.com	Historical Vice Chair	n
Charles	Henck	chenck@wrallp.com	PDC Chair	n
Frederick	Betz	fbetz@aol.com	PDC Vice Chair/Planning	n
Jeremy	Smith	jeremysmith@eeace.com	PDC Vice Chair/Operations	n
Jose Luis	Correa	JoseCorrea@amegroup.ca	Publications Chair	n
Chee Sheng	Ow	iodised@gmail.com	Publications Vice Chair	n
Mark	Owen	mowen@ashrae.org	Staff Liaison	n

ROB says half voting members makes quorum

15 voting members so 8 makes PEC quorum

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Subcommittees 2018-2019					
	Subcommittee	Meeting Date & Time	SC Position	Voting	PEC position
Fiscal Planning					
1	Heather Platt	hplatt@Dewberry.com	Chair	yes	Member
2	Eric Fullerton	mfullerton@tmecorp.com	Member	yes	Member
3	Megan Tosh	megan.tosh@gmail.com	Member	yes	Member
4	Donald Fenton	fenton@ksu.edu	Member	yes	Member
5	Bruce Flaniken	BLFlaniken@houstonmethodist.org	Member	yes	Member
6	Charles Henck	chenck@wrallp.com	Member	yes	Member
7	Jose Luis Correa	JoseCorrea@amegroup.ca	Member	yes	Member
8	Julia Keen	jkeen@ksu.edu	Member	yes	PEC Chair
9	Mo Hosni	hosni@ksu.edu	Member	yes	Member
10	Billy Austin	baustin@shultzeg.com	Member	yes	Member
11	Katherine Hammack	hammack@gmail.com	Member	yes	Member
12	Cameron Labunski	cameron@tgce.com	Member	yes	Member
13	Farooq Mehboob	farooq.mehboob@smehboob.com	Member	yes	PEC Vice Chair
14	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison
Journal Advertising Sales			Conference call - before the meeting		
1	Julia Keen	jkeen@ksu.edu	Chair	yes	PEC Chair
2	Farooq Mehboob	farooq.mehboob@smehboob.com	Vice Chair	yes	PEC Vice Chair
3	Heather Platt	hplatt@Dewberry.com	Member	yes	Member
4	Mo Hosni	hosni@ksu.edu	Member	yes	Member
5	Jose Luis Correa	JoseCorrea@amegroup.ca	Member	yes	Member
6	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison
	Greg Martin	gmartin@ashrae.org	staff		staff
eLearning			Conference call - before the meeting		
1	Julia Keen	jkeen@ksu.edu	Chair	yes	PEC Chair
2	Farooq Mehboob	farooq.mehboob@smehboob.com	Vice Chair	yes	PEC Vice Chair
3	Charles Henck	chenck@wrallp.com	Member	yes	Member
4	Jose Luis Correa	JoseCorrea@amegroup.ca	Member	yes	Member
5	Chandra Sekhar	bdgscs@nus.edu.sg	Member	yes	Member
7	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison
	Eunice Njeru	enjeru@ashrae.org	staff		staff
Research Journal			Conference call - before the meeting		
1	Julia Keen	jkeen@ksu.edu	Chair	yes	PEC Chair
2	Farooq Mehboob	farooq.mehboob@smehboob.com	Member	yes	PEC Vice Chair
3	Walid Chakroun	wchakroun@gmail.com	Member	yes	n/a
4	Charlie Culp	cculp@tamu.edu	Member	yes	n/a
5	Reinhard Radermacher	raderm@umd.edu	Member	no	n/a
6	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison
	Lauren Ramsdell	lramsdell@ashrae.org	staff		staff
	Mary Collins Baugher	mbaugher@umd.edu	Radermacher's assistant		

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Subcommittees 2018-2019					
Subcommittee	Meeting Date & Time	SC Position	Voting	Current PEC position	
Functional Planning					
1	Mo Hosni	hosni@ksu.edu	Chair	yes	Member
2	Benjamin Skelton	bennyrun@gmail.com	Member	yes	Member
3	Larry Fisher	lfisherky@gmail.com	Member	yes	Member
4	Bill Dean	plantguy24@me.com	Member	yes	Member
5	Ahmed Mohammed	ahmed.alaa@ashraeuae.org	Member	yes	Member
6	Julia Keen	jkeen@ksu.edu	Member	yes	Member
7	Farooq Mehboob	farooq.mehboob@smehboob.com	Member	yes	PEC Vice Chair
8	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison
PEC Restructure Ad Hoc					
1	Julia Keen	jkeen@ksu.edu	Chair	yes	PEC Chair
2	Jin Jin Huang	jhuang@safarienergy.com	Member	yes	Member
3	Daniel Dettmers	ddettmers@questclimate.com	Member	yes	Member
4	Charles Henck	chenck@wrallp.com	Member	yes	Member
International Office & Training Center Monitoring Ad Hoc					
1	Farooq Mehboob	farooq.mehboob@smehboob.com	Chair	yes	PEC Vice Chair
2	Ahmed Mohammed	ahmed.alaa@ashraeuae.org	Member	yes	Member
3	Frederick Betz	fbetz@aol.com	Member	yes	Member
4	Billy Austin	baustin@shultzeg.com	Member	yes	Member
5	Mark Owen	mowen@ashrae.org	Staff Liaison	no	Staff Liaison



Certification Committee MBOs Society Year: 2018-2019

Chair: Mike Fullerton, HFDP

Date: August 28, 2018

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

Vision: 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.

Scope: The Certification Committee is responsible for developing, implementing, and monitoring ASHRAE certification programs.

Objective	SP 2014 ¹	Comp Date	Fiscal Impact	Responsible Party	Status	Comment
1. Attain 80% recertification rate for the 2018 renewal class, exceeding the industry average of 76%.	1B, 3D, 4B	3/31/2019	Currently budgeted.	Chair, Certification Comm, Staff	In progress.	2018 is the 2nd year CPMPs must renew as BCxPs, requiring an exam. Also, 2018 is 1st year BEAPs must renew under updated BBWG requirements. However, application, not yet available.
2. Grow the number of certification applications by 10% over 2015-16 total of 500, a record high.	1B, 2C, 3C, 4A, 4B	6/30/2019	None, Staff Time	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress.	With application for the 1st HVAC Designer certification exam administration at the Jun, 2019 Annual Conference to open in Feb, 2019, goal seems realistic.
3. Enhance relevancy of ASHRAE certification to ASHRAE members & the industry in general.	1B, 4A	6/30/2019	Volunteer and Staff Time	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress- Analysis survey likely to launch Sep.	Launch new HVAC Designer certification. 2016 Industry Need survey results indicate both need & demand by both employers & practitioners.
4.1 Manage certification programs against the ANSI/ISO/IEC 17024 accreditation standard.	2C, 4B	6/30/2019	Currently budgeted.	Chair, Certification Comm, Staff	In progress	Year 4 Annual Surveillance application due Mar, 2019.
4.2. Launch new HBDP & HFDP exam forms updated per revised exam Detailed Content Outlines.	1B, 4A	1/30/2019	Currently budgeted.	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress	HBDP & HFDP exam Detailed Content Outlines updated. New exam items written & are being pre-tested.

4.3. Recruit 2019-22 class of Exam Subcommittee members.	1B, 2C, 4A	6/30/2019		Chair, Certification Comm, Nominations Task Force, Staff		“Call for Nominations” to be sent to certificants in April, 2019. Task Force to slate nominees in May/June.
5. Launch new HVAC Designer certification.	1B, 2C, 4A, 4B	6/30/2019	Currently budgeted.	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress.	Job Analysis survey likely to launch in Sep.
6. Develop a procedure to monitor the effectiveness of current certification programs.	1B, 4A	1/31/2019	None.	Chair, Certification Comm, Staff		Task Force held 1st meeting in Aug.
7. Evaluate the benefit of instituting an “-INT” option for certification candidates “in training,” and develop possible framework for instituting.	1B, 4A	9/30/2018	TBD	Chair, Certification Comm, Staff		Task Force identified (Mark Bettin, Kurt Monteiro, & Rachel Stuckey), to meet Sep 7.
8. Research alternative exam delivery modes.	2A	1/12/2019	TBD	Chair, Certification Comm, Staff		Remote proctoring may be an option, depending on 17024 and ANSI & cost.
9. Evaluate the certification & recertification application fee schedule for any possible updates in the Jan 2019 meeting.	1B, 2C, 4B	1/12/19	None. Possible 2019-20 revenue increase.	Chair, Certification Comm, Staff	In progress	The last time fee schedule evaluated was Dec2015, resulting in the 1st fee increase in the history of the program.
10. Assist PEC in compiling a list of the Council’s value to ASHRAE members & society based on committee focus.	1B, 2A	6/30/2019	Volunteer / Staff Time	PEC, Certification Comm, Staff.		PEC MBO.
11. Assist PEC with alignment of Council & committee guiding documents (MOP/ROB/Reference Manual) to reflect value & restructure.	2A	6/30/2019	Volunteer / Staff Time	PEC, Certification Comm, Staff.		PEC MBO.
12. Coordinate with PEC on budget analysis to identify areas with potential for growth & prioritize potential areas of reduction.	4A, 2A	6/30/2019	Volunteer and Staff Time	PEC, Certification Comm, Staff.	In progress.	PEC MBO. Certification MBO #6 will assist with this MBO.
Recommendations for Strategic Planning:						

¹SP 2014 = Strategic Plan 2014 Initiative addressed by objective

1: Market Prioritization – Member Passion and Core Market

B. Only through close communication with its key constituencies can ASHRAE deliver relevant and timely products and services. ASHRAE will research the true impact of its standards and technology and share the results with the world. ASHRAE will actively reach out to its key constituencies to achieve open, two-way dialogue. The dialogue will be used to validate programs and identify new opportunities.

2: ASHRAE Efficiency – Organizational Assessment

A. ASHRAE must become more agile so that it can deliver products and services in a timely manner while respecting the value of volunteer time. ASHRAE will review all aspects of the organization to identify and remove encumbrances to agility and the respectful use of volunteer time.

C. Alignment with other existing organizations may be the fastest way to achieve success. ASHRAE will consider all arrangements on working with other existing organizations, including consolidation, partnerships, and joint ventures.

3: Applied Product Development

C. The world of prescriptive and performance-based standards is changing. ASHRAE will work with other standards development organizations (SDOs) to map a course through this changing environment that will deliver the most positive impact to the market place.

D. Professional development is a keystone of ASHRAE that can be delivered through our grassroots organization. ASHRAE will develop a comprehensive portfolio of practical applications courses intended to be delivered through our grassroots organization.

4: ASHRAE's Role in the Global Community

A. ASHRAE has already had significant impact in many countries around the world, but there is more that can be done.

ASHRAE will conduct a detailed analysis of the needs of its global members and opportunities to work with organizations outside North America. ASHRAE will develop a strategy to serve its international members and participate in international markets. These strategies will be added to this strategic plan once approved by the Board of Directors

B. ASHRAE can learn from others about how to be effective in the global community. ASHRAE will work with consultants and other organizations to discover best practices and develop an approach to serve its members in the global community.

Electronic Communications Committee

MBOs for Society Year 2018–19

Chair: Megan Tosh **Date:** 23 June 2018

Objective	Compl. by	Fiscal Impact	Resp. Party	Comment/Status
Support ASHRAE staff to promote their social media goals for the 2018-2019 year.	6/30/19	None	SM	
Put together a training presentation on how to use the (new) Clientside of Basecamp for regions, chapters, standing committees, and TCs	12/31/18	None	ECT	
Improve committee communication with RECC's and increase RECC participation.	6/15/19	None	ST	
Improve committee communication with Chapter ECC's by providing ECC updates annually.	6/30/19	None	ST	
Evaluate how social media platforms can be used by members to serve the membership	6/30/19	None	SM	
Establish recognition for volunteers doing great ECC work at the Chapter & Regional levels	6/30/19	None	Web, SM	
Evaluate the RECC and Chapter ECC role at CRC	6/30/19	None	ST	

WS / Web = Website Subcommittee, **ECT** = Electronic Collaboration Tools Subcommittee,
SMS = Social Media Subcommittee, **ST** = Strategic Planning Subcommittee

HANDBOOK COMMITTEE
MBO's for Society Year 2018-2019

Chair: Don Fenton

Date: June 23, 2018

Objective	Comp Date	Fiscal Impact	Responsible	Status	Comment
1. Master spreadsheet for all chapters in all volumes.	Jan-19	None	Staff, chair, & vice chair		This would aid liaisons and staff in tracking chapters as reviewed, revised, and submitted avoiding confusion. Consider use of the HB portal for this purpose.
2. Improve connections with countries other than US and Canada regarding input to HB chapters.	Jun-19	None	Chair, staff		Different regions of the world have unique climates and thus unique HVAC and R requirements which should be better addressed by the HB's
3. Re-examine promotion of on-line version of HB's	Jun-19	None	Electronic media, staff		Review of current situation should reveal new methods of promotion.
4. Provide all HB committee members with access to all chapters.	Jan-19	None	Staff		All liaisons should have convenient access to all HB chapters in order to facilitate exchange with TC 's.
5. Continue 10% HB volume improvement goal.	Jun-19	None	HB volume chairs		Apply results of chapter changes, revisions, and re-writes from overall spreadsheet as measure.
6. Encourage development of HB "extras" and out of sequence updates.	Jun-19	None	Electronic media, liaisons, volume chairs, staff		This would improve the usefulness of the HB's.
7. Develop and implement ideas that encourage TC's to submit chapters either on time or early.	Jun-19	None	Liaisons, chair, vice chair		Staff can only handle a limited number chapters submitted late. HB's would improve with earlier submissions.
8. Improve HB chapter review form.	Jun-19	None	Functional		The presently used chapter "checklist" should be improved so that better information is provided guiding HB chapter changes and revision.
9. Improve peer training of incoming volume subcommittee chairs.	Jun-19	None	Functional		The knowledge and experience gained by the outgoing volume subcommittee chair is passed on to the incoming volume subcommittee chair.
10. Improve ASHRAE's recognition of contributors to the HB volumes.	Jun-19	Negligible	Chair, staff	Negligible	ASHRAE recognition of HB chapter author contributions should occur at ASHRAE meetings. Ideas include meeting ribbons or stickers for name badge, etc.

Historical Committee 2018-2019 MBOs - Bruce Flaniken, Historical Chair

Objective	SP Goal	Completion Date	Fiscal Impact	Delegated to:	Status	Comment
PEC MBO 1 Not Assigned to Historical	N/A	N/A	N/A	N/A	N/A	N/A
PEC MBO 2 Compile a list of the Council's value to ASHRAE members and society based on committee focus.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
PEC MBO 3 Alignment of Council and Committee guiding documents (MOP/ROB/Reference Manual) to reflect value and restructure.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
PEC MBO 4 Not Assigned to Historical	N/A	N/A	N/A	N/A	N/A	N/A
PEC MBO 5 Conduct a budget analysis to identify areas with potential for growth and prioritize potential areas of reduction.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
HC MBO 1 Develop proposals to improve the opportunities for Regional Historians to participate in Historical Committee activities.	1	Winter 2019 Atlanta	None	RVC Guideline sub committee	Ongoing	Continue on-line participation of non-voting members (RVCs) at Committee meetings. Propose the extension of the On-line participation of Chapter Historians At Regional CRC
HC MBO 2 Develop PAOE Recommended Changes to 2019-2020 PAOE	1	Winter Atlanta 2019	none		Ongoing	To get ahead of the PAOE Committee Cycle with proposal from the following year's PAOE Letter in Summer 2019.
HC MBO 3 History VC PAOE Update Summary Report at Annual & Winter Meetings to include copy similar to 2017-18 Annual meeting VC	1	Winter Atlanta 2019	None	VC Report	Ongoing	To encourage RVCs to target the below PAR performing Chapters in their Region based on the previous years History PAOE Summary.
HC MBO 4 Encourage Chapter Historians who don't Attend their Regional CRC for Chapter Historian Training by their History RVC	1	Ongoing	minor	RVC Guideline sub committee	Ongoing	Update the Chapter Historians Training PowerPoint. 1) Propose the extension of the on-line participation of Chapter Historians at Regional CRC to Regional level. 2) Propose revision of RVC Assigns PAOE points to add attendance at on-line Chapter Historian Training at CRC. Add points for submittal of a completed MBO with phone discussion with RVC History prior July 30, of fiscal year.
HC MBO 5 Assist in publicizing 125 th Anniversary. Develop information of historical interest that can be presented at Society & Regional Meetings	1	Ongoing	Major	125th Anniversary Celebration sub committee	Ongoing	Continue 125Th Seminar and Historical Articles Promotions with PEC to support the 125Th anniversary and demonstrate to members the strength in depth of our Society.
HC MBO 6 Develop proposal for publication/s to celebrate 125th Anniversary	1	Winter Meeting Atlanta 2019	To Be Advised	Historical Committee	Ongoing	Continue working on and supporting 125Th Publications for to PEC. Currently working with Staff overall schedule and requirements for publications.
HC MBO 7 Foster collaboration with other international societies to improve our historical research and support history-related activities of the Society	4	Ongoing	None	Historical Committee	Ongoing	Continue work on collaboration HC has links with similar groups in CIBSE and AiCARR - opportunity to pursue to work w/similar committees in CEN, International Institute of Ammonia Refrigeration (IAR), International Institute of Refrigeration (IIR), & Global Cold Chain Alliance (GCCA).
HC MBO 8 Encourage younger members of ASHRAE to have interest in history-related activities of the Society	2	Ongoing	None	Historical Committee	Ongoing	Continue YEA PAOE Support in History Proposing to keep the PAOE line item "For a local Chapter Historical activity performed by an actively engaged YEA member"
HC MBO 9 Leadership Recall Arrange for videos at Annual meeting 2019	2	Ongoing	Verify \$1,000 Budgeted	Historical Committee	Ongoing	Arrange two Presidential interviews. Review other potential interviewees

HC MBO 10 Digitize Archived Journals + Transactions	3	Ongoing	Major	Historical Committee/PEC	Ongoing	Continue Archive Digitized Journal and Transactions w/Searchable indexes now available; Encourage digitalization of all Society Journals and Handbooks
HC MBO 11 Incorporate a Women In Engineering component to the 125 Year ASHRAE Anniversary celebration	1	Ongoing	None	Historical Committee	Ongoing	Continue WIA PAOE Support in History Proposing to keep the PAOE line item "For a local Chapter Historical activity performed by an actively engaged "Woman in ASHRAE (WIA)" member"
Jan 12–16, 2019 – Atlanta, GA						Jun 22–26, 2019 – Kansas City, MO

Professional Development Committee

MBOs for Society Year 2018-19

Chair: Charlie Henck Date: June 27, 2018

Objective	SP	Completed by	Fiscal Impact	Responsible Party	Comment/Status
1. Develop a 5-year plan on developing young engineer training products that can reach a wider audience than just our design class	1C	June 2019	None	Planning Subcommittee	Planning adhoc
2. Develop topics and RFPs for an additional (3) practical applications courses to 'fill the gaps' in our current offerings.	3D	Jan 2019	None	Planning Subcommittee	
3. Review all SDLs and issue RFPs for the ones that need updating.		Jan 2019	None	Operations Subcommittee	
4. Review all existing courses and sunset those that have not been used in 5 years or recommend updates		Jan 2019	None	Operations Subcommittee	
5. Establish guidelines for liaison		Jan 2019	None	Operations Subcommittee	
6. Every course reviewed by PDC Liaison prior to presentation– Quality check		Jan 2019	None	Operations Subcommittee	Continuous
7. Improve marketing of courses/branding. Work with ASHRAE marketing for improvement		Jan 2019	TBD	Planning Subcommittee	
Additional Recommendations for Strategic Planning: None at this time					

Publications Committee

MBOs for Society Year 2018-2019

Chair: Jose Correa Date: 19 Aug 2018

Objective	SP 2014	Compl. by	Fiscal Impact	Resp. Party*	Comment/Status
Create a guide of liaison with TAC sections		6/19	None	Aguilo, Murthy	To improve communication with TAC/TCs, and prepare liaisons TC/Section breakfasts. Ensuring mandatory attendance. Identify publications needing revision.
Continue conducting and monitoring mentoring program for new members.	2	6/19	None	Chee	Mentor all new members, make sure they are on track and help them to achieve what they commit to.
Continue facilitating ASHRAE Journal articles comment and judging.	2	6/19	None	Vallort	Improve current matrix to select Article of the Year and follow up on member's ASHRAE Journal monthly review.
Additional Recommendations for Strategic Planning: None.					

SP 2014 = Strategic Plan 2014 Initiative addressed by objective

PEC Restructuring

June 14, 2018

Ad Hoc Members:

Julia Keen (Chair)

Dan Dettmers

Charlie Henck

Jin Jin Huang

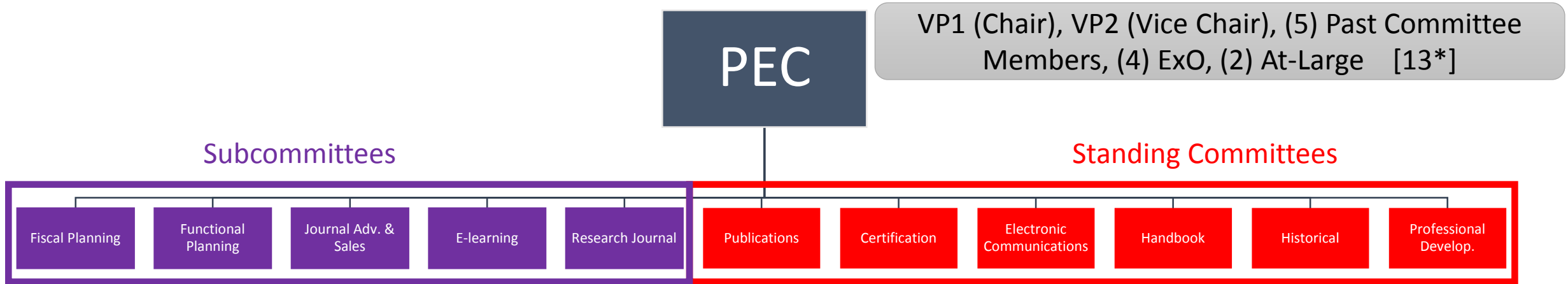
Roger Jones

Restructuring Goals

- Reshape the role of PEC and its subcommittees' functions
- Efficient use of volunteer and staff time
- More effectively use volunteer talent and knowledge to provide direction on all publication and education member products
- Improve communication and planning between all things publication and education related
- Build in an evaluation process of committee progress on Council and Society Strategic Plan
- Organize in a logical manner all ASHRAE PEC responsibilities
 - Staff transition
 - New responsibilities as ASHRAE evolves and adds services

Existing Committee Structure

Not addressed: training centers, external education, university courses, etc.

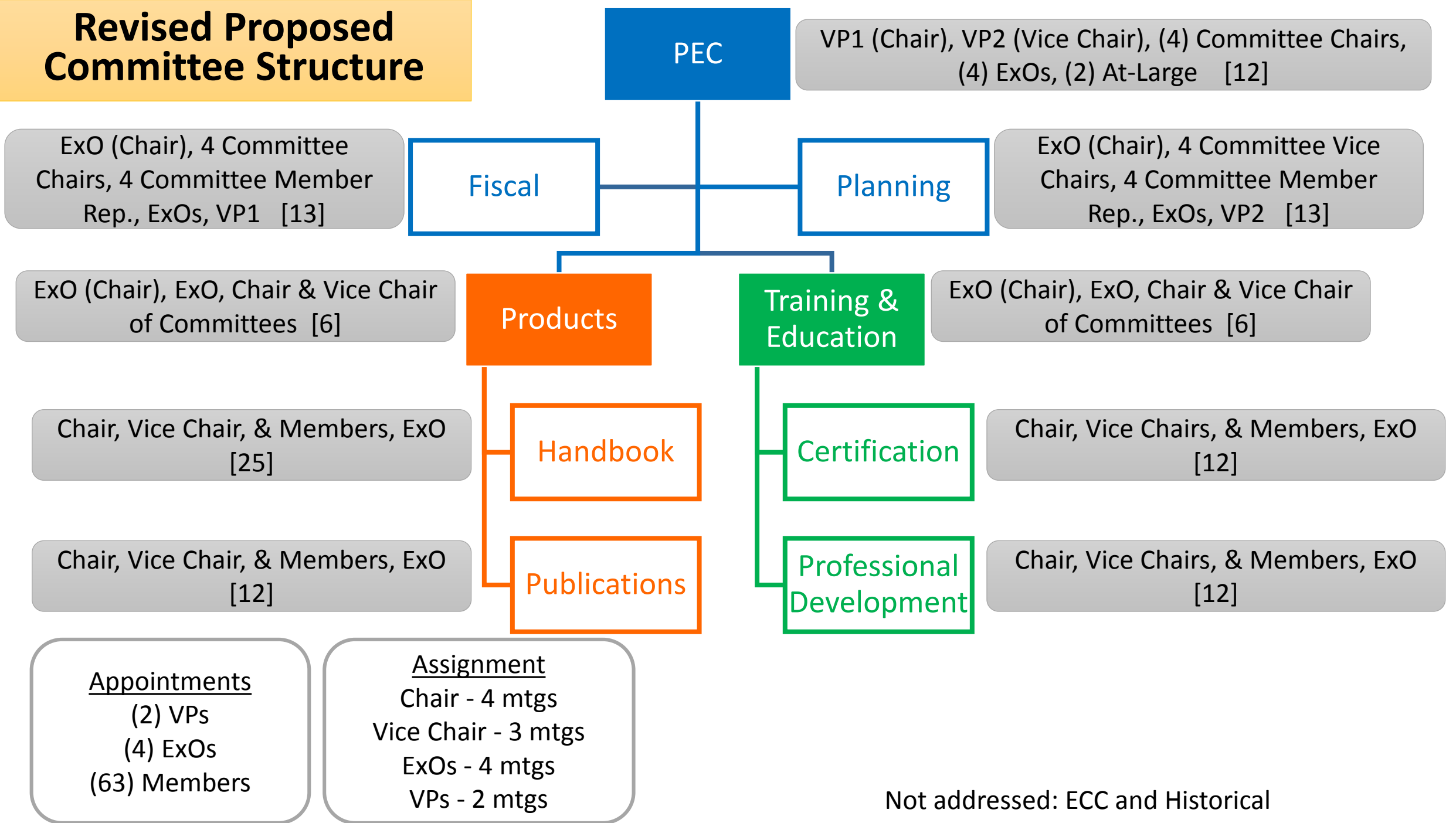


Certifications: Chair, Vice Chairs, & Members, ExO1 [12]
Handbook: Chair, Vice Chair, & Members, ExO2 [25]
Professional Development: Chair, Vice Chairs, & Members, ExO3 [12]
Publications: Chair, Vice Chair, & Members, ExO4 [12]

Appointments*
(2) VPs
(4) ExOs
(68) Members

*Not included in count: ECC and Historical

Revised Proposed Committee Structure



PEC

VP1 (Chair), VP2 (Vice Chair), (4) Committee Chairs, (4) ExOs, (2) At-Large [12]

ExO (Chair), 4 Committee Chairs, 4 Committee Member Rep., ExOs, VP1 [13]

Fiscal

ExO (Chair), 4 Committee Vice Chairs, 4 Committee Member Rep., ExOs, VP2 [13]

Planning

ExO (Chair), ExO, Chair & Vice Chair of Committees [6]

Products

ExO (Chair), ExO, Chair & Vice Chair of Committees [6]

Training & Education

Chair, Vice Chair, & Members, ExO [25]

Handbook

Chair, Vice Chairs, & Members, ExO [12]

Certification

Chair, Vice Chair, & Members, ExO [12]

Publications

Chair, Vice Chairs, & Members, ExO [12]

Professional Development

Appointments
(2) VPs
(4) ExOs
(63) Members

Assignment
Chair - 4 mtgs
Vice Chair - 3 mtgs
ExOs - 4 mtgs
VPs - 2 mtgs

Not addressed: ECC and Historical

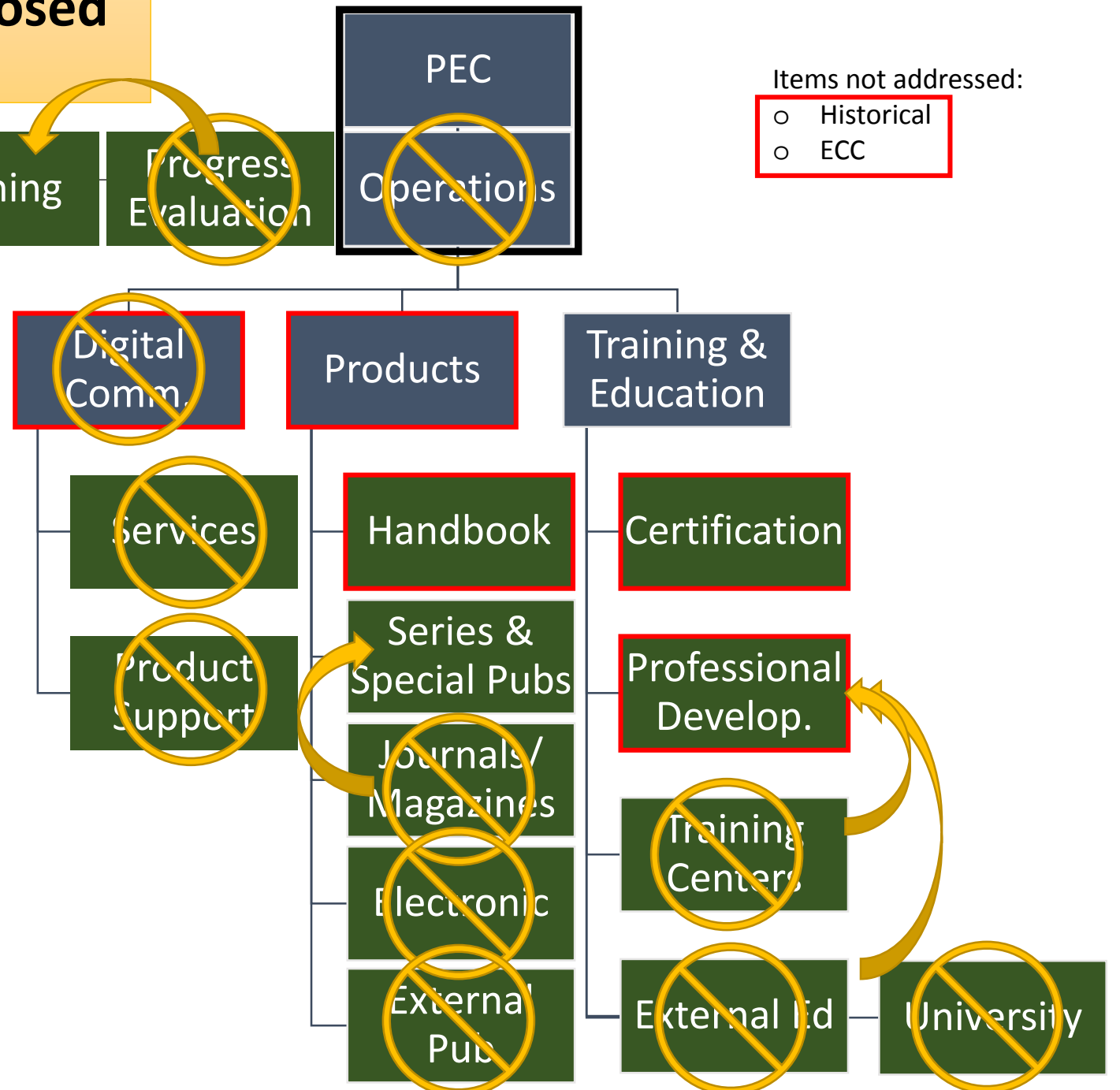
Modifications from January Proposed Committee Structure



Items not addressed:
 Historical
 ECC

Standing Committee
 Sub-committee

Standing Committees currently reporting to PEC



PEC

(Monitor and Planning)

Planning

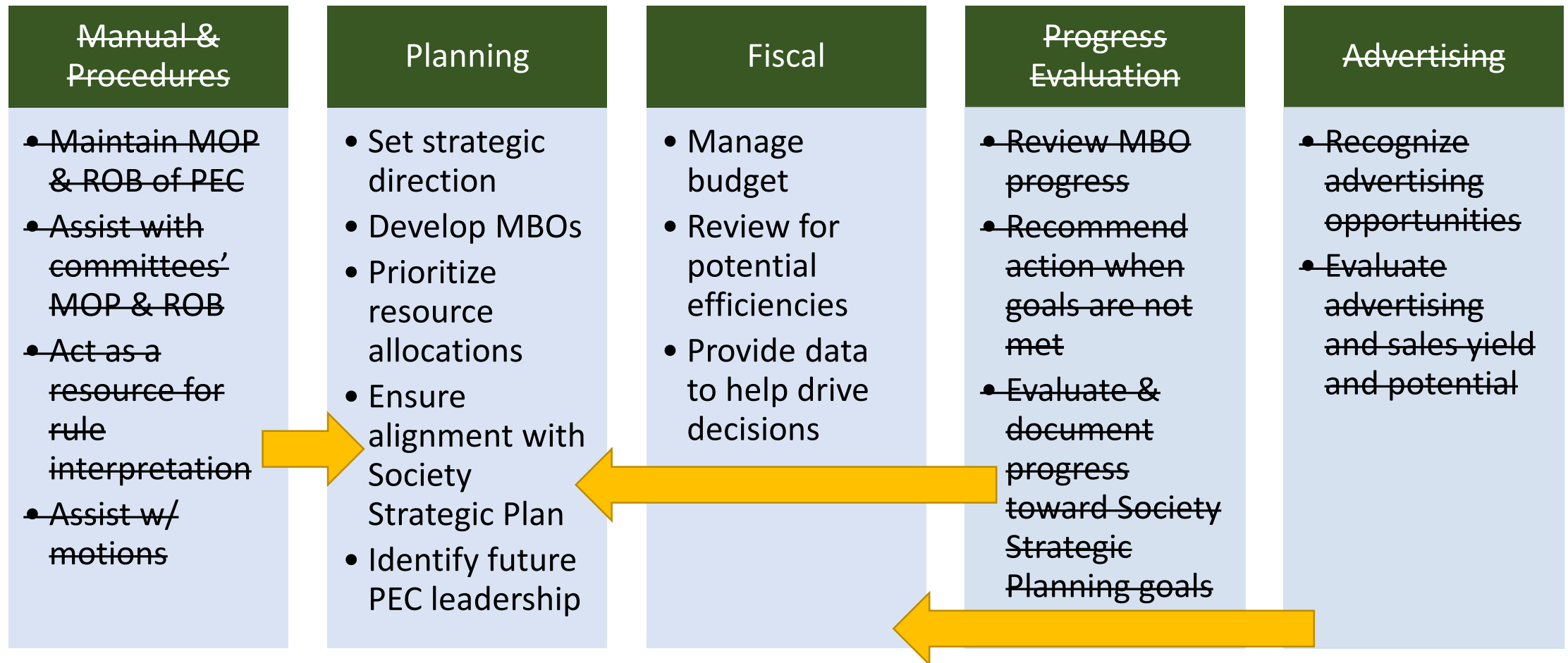
- Set strategic direction
- Develop MBOs
- Prioritize resource allocations
- Ensure alignment with Society Strategic Plan
- Identify future PEC leadership
- Maintain MOP & ROB of PEC
- Assist with committees' MOP & ROB
- Act as a resource for rule interpretation
- Assist w/ motions
- Review MBO progress
- Recommend action when goals are not met
- Evaluate & document progress toward Society Strategic Planning goals

Fiscal

- Manage budget
 - Monitor Revenue and Expenses
 - Review for potential efficiencies
- Provide data to help drive decisions
- Advertising
 - Recognize advertising opportunities
 - Evaluate advertising and sales yield and potential
- Job board
- Supplier Directory
- Supplier Webinars

Modifications from January Proposed Committee Structure

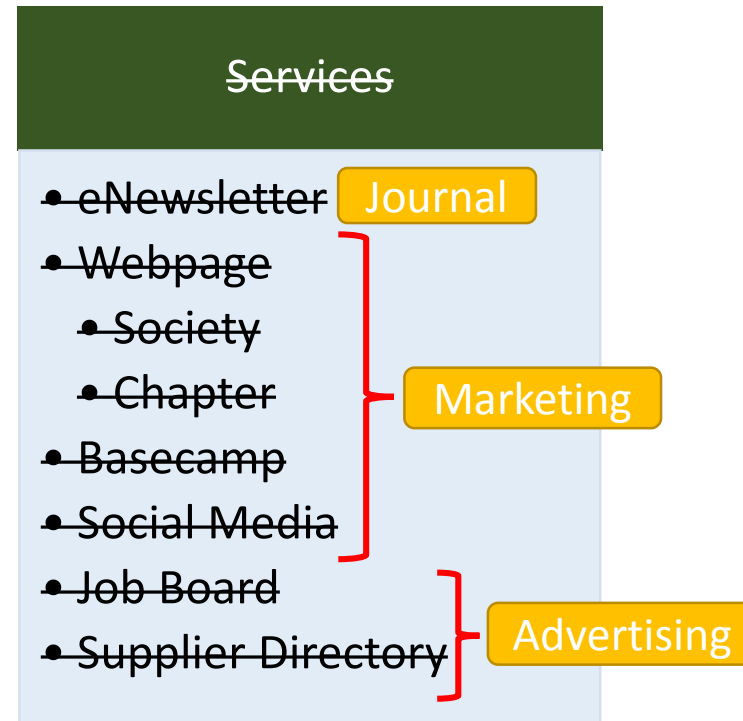
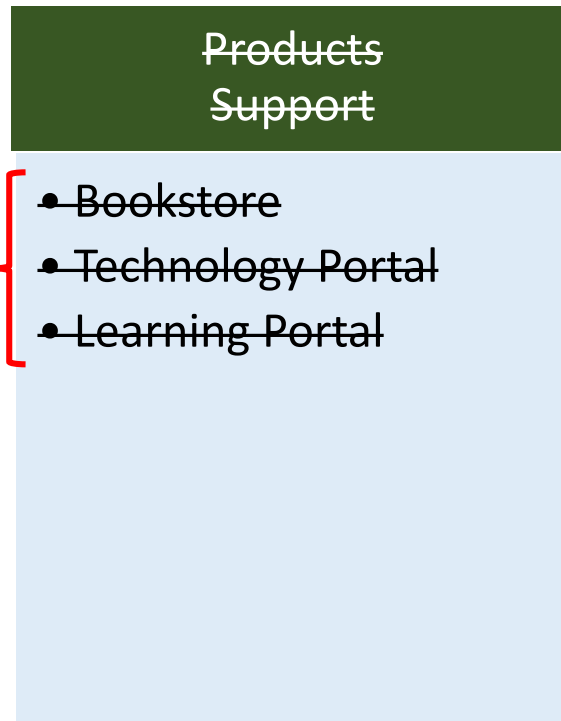
PEC / Operations (Monitor and Planning)



Modifications from January Proposed Committee Structure

Digital Communications (Monitor and Planning)

Review conducted as part of Products Committee
- 3 year cycle for each for review and feedback



Products

(Monitor, Planning, Review of Bookstore and Portals & Point of contact for other society pubs)

Handbook

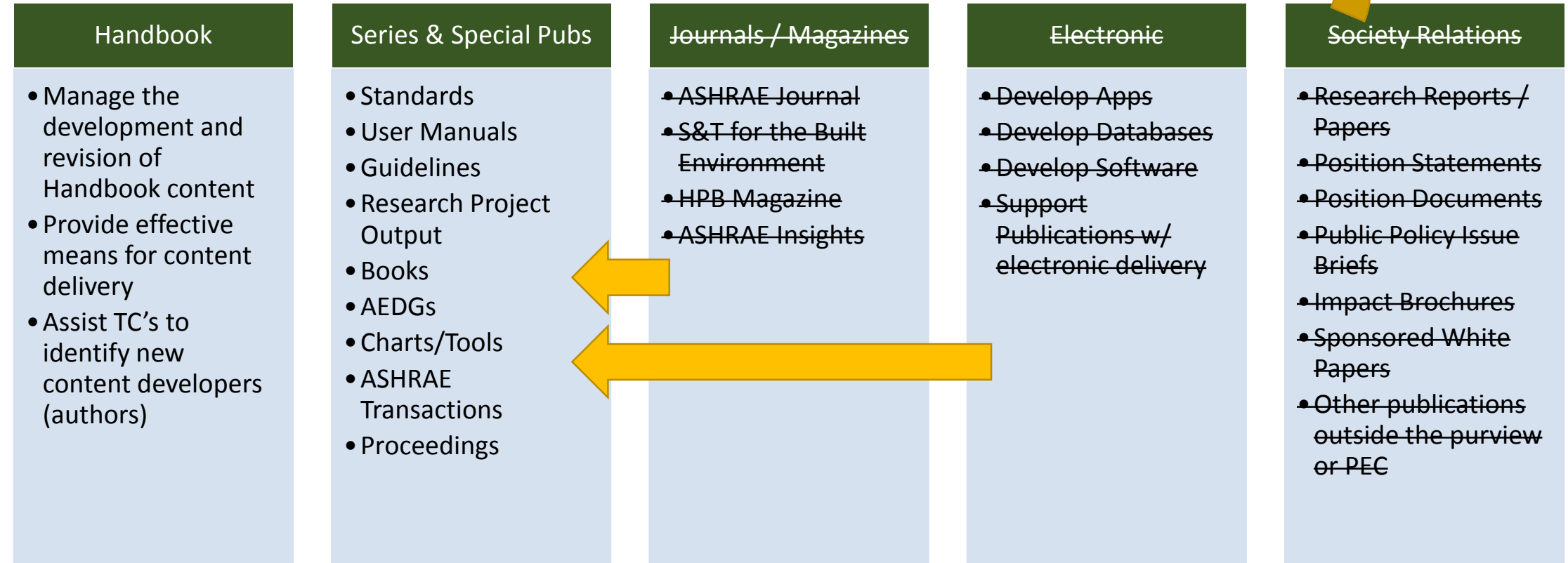
- Manage the development and revision of Handbook content
- Provide effective means for content delivery
- Assist TC's to identify new content developers (authors)

Series & Special Pubs

- Standards
- User Manuals
- Guidelines
- Research Project Output
- Books
- AEDGs
- Charts/Tools
- ASHRAE Transactions
- Proceedings
- ASHRAE Journal
- S&T for the Built Environment
- HPB Magazine
- ASHRAE Insights
- Electronic Pubs - Apps/Data Bases/Software

Modifications from January Proposed Committee Structure

Products (Monitor and Planning)



Training and Education

(Monitor and Planning)

Professional Development

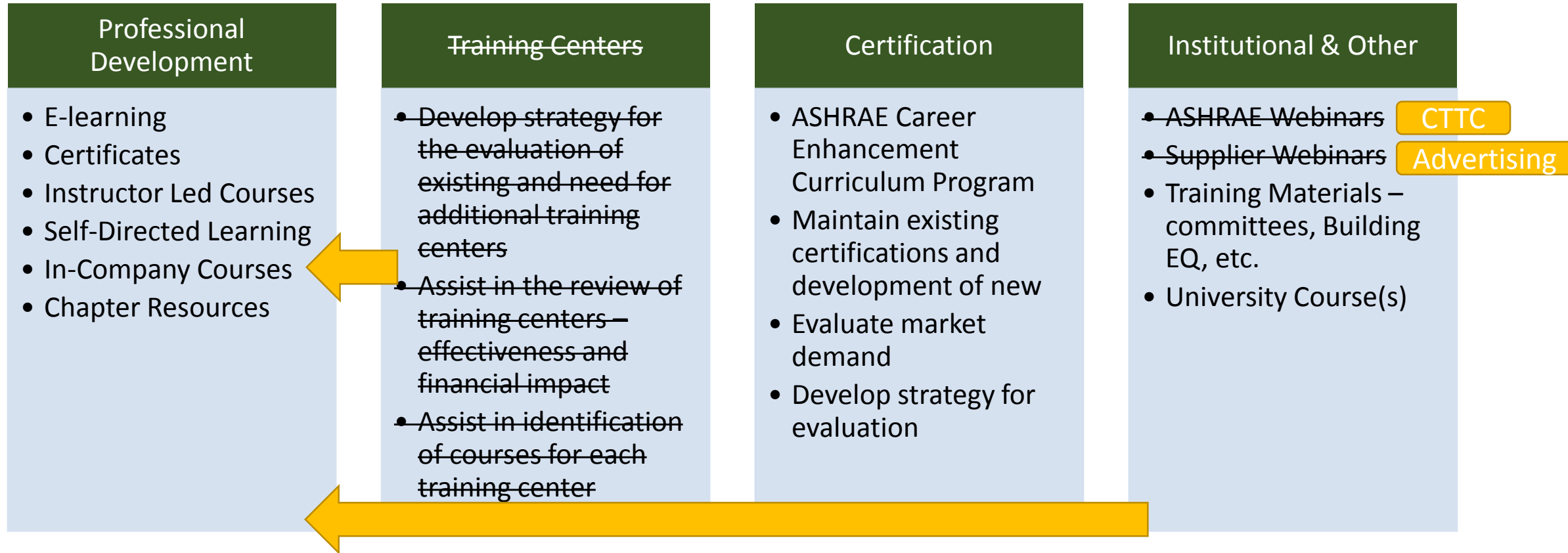
- E-learning
- Certificates
- Instructor Led Courses
- Self-Directed Learning
- In-Company Courses
- Chapter Resources
- Develop strategy for the evaluation of existing and need for additional training centers
- Assist in the review of training centers – effectiveness and financial impact
- Assist in identification of courses for each training center
- University Course(s)

Certification

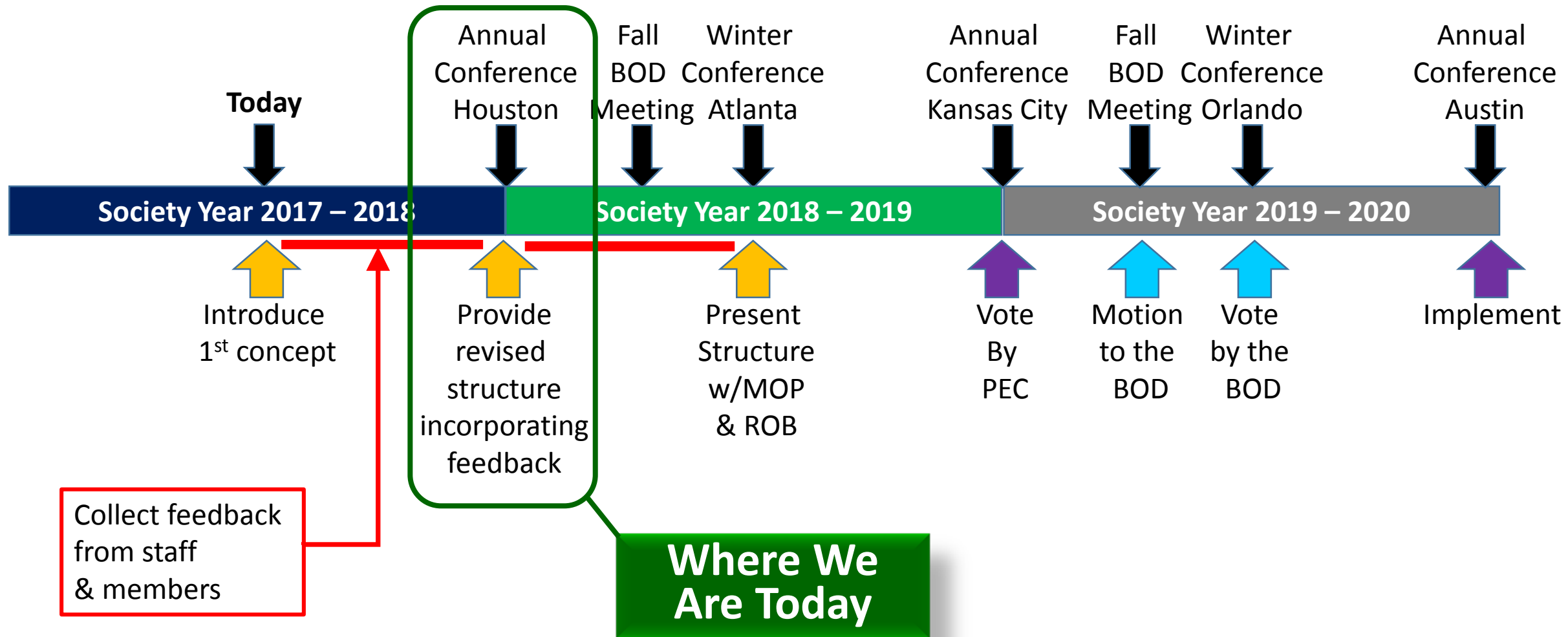
- ASHRAE Career Enhancement Curriculum Program
- Maintain existing certifications and development of new
- Evaluate market demand
- Develop strategy for evaluation

Modifications from January Proposed Committee Structure

Training and Education (Monitor and Planning)



Implementation Time Line



PUBLISHING & EDUCATION COUNCIL - MBOs 2018-2019 SY																		
NO.	DESCRIPTION	RESPONSIBILITY													STATUS	COMMENTS		
		Standing Committees					Subcommittees					Other						
		Certification	ECC	Handbook	Historical	PDC	Publications	Functional	Fiscal	eLearning	Journal Advert.	Research Journal	Ad-hoc	PEC V Chair			PEC Chair	Staff
1	Complete and vote on the PEC restructure proposal.	-	-	-	-	-	-	-	-	-	-	-	X	-	X	X		
2	Compile a list of of the Council's value to ASHRAE members and society based on committee focus.	X	X	X	X	X	X	-	-	-	-	-	-	X	-	X		
3	Alignment of Council and Committee guiding documents (MOP/ROB/Reference Manual) to reflect value and restructure.	X	X	X	X	X	X	X	-	-	-	-	-	-	-	X		
4	Support efforts and establish measures for monitoring global outreach and business development through the Global Training Center (Dubai) and the Brussels Office.	-	-	-	-	-	-	-	-	-	-	-	X	X	-	-		
5	Conduct a budget analysis to identify areas with potential for growth and prioritize potential areas of reduction.	X	X	X	X	X	X	-	X	X	X	X	-	-	-	X		

ASHRAE 2014 Strategic Plan Initiative Gap Analysis

Date: 21 September 2018

Initiative Number: 1c

Description: Grow ASHRAE Influence at Universities: More aggressively pursue HVACR training for university students. Promote the creation of student branches globally. Increase the use of ASHRAE publications/Handbook in curriculum. Convene meeting of student branch advisers at winter/annual meeting. Investigate accreditation of ASHRAE educational programs for university credit.

Cognizant Committee or Council(s): Members Council/Pub/Ed Council Collaboration

Committee or Council Chair 2018-2019: Daryl Boyce/Julia Keen

Staff Contact: Joyce Abrams/Mark Owen

Respondent: Julia Keen

Please answer one of the following questions (please read all possible answers first):

1. Can your committee or council reasonably state that this initiative's work will be "Complete" by the spring of 2019 or by the roll out of the new Strategic Plan (SP) at the annual meeting in June 2019?
 - a. Yes or No?
 - b. Comments:
2. This initiative cannot reasonably be completed because of its vision and will take years, if not decades to complete. If this is the case:
 - a. Should the work of the initiative be continued (re-evaluated) as part of the ongoing work of a committee, council or staff department as an Action Item, MBO or standard practice?
 - i. Yes or No? Yes.
 - ii. Comments: The ASHRAE influence at universities should remain a priority but not as a strategic initiative. For this initiative to continue would require investment of time and effort both in development of content/resources and buy-in from university systems. This would be a significant hurdle to overcome and has little opportunity for ROI, therefore it is not likely an appropriate initiative moving into the new strategic plan. It will remain identified as an important area of focus moving forward and will be reflected in committee Student Activities and Professional Development Committee MBOs. All items included in this initiative have been explored/addressed by committees and councils. Progress has been made in areas deemed most viable. Activities completed or under way include but are not limited to (1) a Building EQ university course offered for free, in evaluation by 25+ institutions, (2) a UNEP course on refrigerant management now being piloted by student branch advisers, (3) development of a textbook based on the ASHRAE GreenGuide, and (4) 10% of ASHRAE Research budget going for grants in aid to graduate students and recent PhDs. In addition, student branch advisers have met at the last two Annual Conferences. More work is needed to fulfill the aims of this initiative;

work should occur at the council, committee, and staff level as MBOs and action items. This initiative's charge is understood by committees and staff as strategic for the long-term viability of ASHRAE to achieve its mission, and activities begun under this initiative can be continued and augmented to achieve its aims. In addition, increasing the levels of service to and revenue from the university/institutional market is an ongoing goal of Publishing and Education Council and department staff.

- b. The work of the initiative is not providing a high or significant ROI for our members or Society, is too costly or is not an efficient use of either or both volunteer staff time and should be "sunsetting" in June 2019 when we move to the new SP.
 - i. Yes or No?
 - ii. Comments:
 - c. The work of this initiative rises to the level of being strategic, is aspirational and motivational, and is critical to the long term success of ASHRAE, is providing a high or significant ROI to our members and/or Society and should be integrated into the 2019 SP either as a direct goal or initiative or as part of one of the goals or initiatives being considered by the PLC for the 2019 SP.
 - i. Yes or No?
 - ii. Comments:
3. What are your committee's or council's expected budget or expected expenditures with respect to the work related to this initiative (in dollars (\$)):
- a. Through June 2019:
 - b. In the future if you have indicated above that the work related to this initiative should be continued in any form:
 - c. Comments:

ASHRAE 2014 Strategic Plan Initiative Gap Analysis

Date: 21 September 2018

Initiative Number: 3a

Description: Develop software tools and mobile apps focused on professional applications: Develop market ready software tools and apps for consulting engineers and other key constituencies to use in their daily professional activities.

Cognizant Committee or Council(s) or Staff Department: Pub/Ed

Committee or Council Chair 2018-2019: Julia Keen

Staff Contact: Mark Owen

Respondent: Julia Keen

Please answer one of the following questions (please read all possible answers first):

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 - a. Yes or No?
 - b. Comments
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 - a. Should the work of the initiative be continued (re-evaluated) as part of the ongoing work of a committee, council or staff department as an Action Item, MBO or standard practice?
 - i. Yes or No? *Yes.*
 - ii. Comments: *The following technical apps have been developed or cobranded: 90.1 ECB, Weather Data (for Handbook Online), SuperheatCalc, HVAC PT Chart, HVAC Duct Sizer. Note that other apps were developed prior to this strategic initiative. Each app presents a different business case; some are sold, some are free, and each has a different development origin/cost. Related direct expenses from inception of this initiative through June 2018 are approximately \$71,000; during that timeframe, apps revenue is approximately \$34,000. Apps should perhaps be considered a loss proposition unless it is determined that an app is a member value that is required moving forward, or that the market is demanding and valuing it to a level that can pay for its development. Could this be better handled by the private sector? (Note that this answer does NOT address the nontechnical ASHRAE 365 app for members, nor does it consider software tools developed as deliverables from ASHRAE research projects.)*
 - b. The work of the initiative is not providing a high or significant ROI for our members or Society, is too costly or is not an efficient use of either or both volunteer staff time and should be "sunsetting" in June 2019 when we move to the new SP.
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 - a. Through June 2019:

- b. In the future if you have indicated above that the work related to this initiative should be continued in any form:
- c. Comments:

ASHRAE 2014 Strategic Plan Initiative Gap Analysis

Date: 21 September 2018

Initiative Number: 4c

Description: Global Training: Develop and Implement a global training initiative to deliver targeted, locally relevant ASHRAE educational products with local, trusted, trainers. Deliver training programs for both established and emerging ASHRAE markets with a sustainable and repeatable methodology.

Cognizant Committee or Council(s) or Staff Department: Pub/Ed

Committee or Council Chair 2018-2019: Julia Keen

Staff Contact: Mark Owen

Respondent: Julia Keen

Please answer one of the following questions (please read all possible answers first):

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 - a. Yes or No? **Yes.**
 - b. Comments: **These activities are well established and growing, and the model for implementation appears sustainable from a business standpoint. Experience and feedback has led to a modification of the prescribed instructor makeup, with a varying mix of local and North American instructors desired.**
2. This initiative cannot be reasonable be completed due to its aspirations because of its vision and will take years, if not decades to complete. If this is the case:
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 - c. Comments:

**REPORT TO THE BOARD OF DIRECTORS
From the Publishing and Education Council (PEC)
As of October 11, 2018**

Recommendations for Board Approval:

1. None.

Information Items:

1. PEC 2018-2019 MBOs were reviewed with the council. (**Attachment A**)
2. PEC was presented with a 2014 Strategic Plan Gap Analysis in preparation for the updating of the ASHRAE Strategic Plan by the BOD 2020. (**Attachment B**)
3. Certification Committee presented the committee's 2018-2019 MBOs. (**Attachment C**)
4. Electronic Communications Committee presented the committee's 2018-2019 MBOs. (**Attachment D**)
5. Handbook Committee presented the committee's 2018-2019 MBOs. (**Attachment E**)
6. Historical Committee presented the committee's 2018-2019 MBOs. (**Attachment F**)
7. Professional Development Committee presented the committee's 2018-2019 MBOs. (**Attachment G**)
8. Publications Committee presented the committee's 2018-2019 MBOs. (**Attachment H**)

Date

Chair

PUBLISHING & EDUCATION COUNCIL - MBOs 2018-2019 SY																		
NO.	DESCRIPTION	RESPONSIBILITY													STATUS	COMMENTS		
		Standing Committees					Subcommittees					Other						
		Certification	ECC	Handbook	Historical	PDC	Publications	Functional	Fiscal	eLearning	Journal Advert.	Research Journal	Ad-hoc	PEC V Chair			PEC Chair	Staff
1	Complete and vote on the PEC restructure proposal.	-	-	-	-	-	-	-	-	-	-	-	X	-	X	X		
2	Compile a list of of the Council's value to ASHRAE members and society based on committee focus.	X	X	X	X	X	X	-	-	-	-	-	-	X	-	X		
3	Alignment of Council and Committee guiding documents (MOP/ROB/Reference Manual) to reflect value and restructure.	X	X	X	X	X	X	X	-	-	-	-	-	-	-	X		
4	Support efforts and establish measures for monitoring global outreach and business development through the Global Training Center (Dubai) and the Brussels Office.	-	-	-	-	-	-	-	-	-	-	-	X	X	-	-		
5	Conduct a budget analysis to identify areas with potential for growth and prioritize potential areas of reduction.	X	X	X	X	X	X	-	X	X	X	X	-	-	-	X		

ASHRAE 2014 Strategic Plan Initiative Gap Analysis

Date: 21 September 2018

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Staff Contact: Joyce Abrams/Mark Owen

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ASHRAE 2014 Strategic Plan Initiative Gap Analysis

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Committee or Council Chair 2018-2019: Julia Keen

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ASHRAE 2014 Strategic Plan Initiative Gap Analysis

Date: 21 September 2018

Initiative Number: 4c

Description: Global Training: Develop and Implement a global training initiative to deliver targeted, locally relevant ASHRAE educational products with local, trusted, trainers. Deliver training programs for both established and emerging ASHRAE markets with a sustainable and repeatable methodology.

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 - b. Comments: **These activities are well established and growing, and the model for implementation appears sustainable from a business standpoint. Experience and feedback has led to a modification of the prescribed instructor makeup, with a varying mix of local and North American instructors desired.**
2. This initiative cannot be reasonable be completed due to its aspirations because of its vision and will take years, if not decades to complete. If this is the case:
 - a. Should the work of the initiative be continued (re-evaluated) as part of the ongoing work of a committee, council or staff department as an Action Item, MBO or standard practice?
 - i. Yes or No?
 - ii. Comments:
 - b. The work of the initiative is not providing a high or significant ROI for our members or Society, is too costly or is not an efficient use of either or both volunteer staff time and should be "sunsetting" in June 2019 when we move to the new SP.
 - i. Yes or No?
 - ii. Comments:
 - c. The work of this initiative rises to the level of being strategic, is aspirational and motivational, and is critical to the long term success of ASHRAE, is providing a high or significant ROI to our members and/or Society and should be integrated into the 2019 SP either as a direct goal or initiative or as part of one of the goals or initiatives being considered by the PLC for the 2019 SP.
 - i. Yes or No?
 - ii. Comments:
3. What are your committee's or council's expected budget or expected expenditures with respect to the work related to this initiative (in dollars (\$)):
 - a. Through June 2019:
 - b. In the future if you have indicated above that the work related to this initiative should be continued in any form:
 - c. Comments:



Certification Committee MBOs Society Year: 2018-2019

Chair: Mike Fullerton, HFDP

Date: August 28, 2018

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

Vision: 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.

Scope: The Certification Committee is responsible for developing, implementing, and monitoring ASHRAE certification programs.

Objective	SP 2014 ¹	Comp Date	Fiscal Impact	Responsible Party	Status	Comment
1. Attain 80% recertification rate for the 2018 renewal class, exceeding the industry average of 76%.	1B, 3D, 4B	3/31/2019	Currently budgeted.	Chair, Certification Comm, Staff	In progress.	2018 is the 2nd year CPMPs must renew as BCxPs, requiring an exam. Also, 2018 is 1st year BEAPs must renew under updated BBWG requirements. However, application, not yet available.
2. Grow the number of certification applications by 10% over 2015-16 total of 500, a record high.	1B, 2C, 3C, 4A, 4B	6/30/2019	None, Staff Time	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress.	With application for the 1st HVAC Designer certification exam administration at the Jun, 2019 Annual Conference to open in Feb, 2019, goal seems realistic.
3. Enhance relevancy of ASHRAE certification to ASHRAE members & the industry in general.	1B, 4A	6/30/2019	Volunteer and Staff Time	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress- Analysis survey likely to launch Sep.	Launch new HVAC Designer certification. 2016 Industry Need survey results indicate both need & demand by both employers & practitioners.
4.1 Manage certification programs against the ANSI/ISO/IEC 17024 accreditation standard.	2C, 4B	6/30/2019	Currently budgeted.	Chair, Certification Comm, Staff	In progress	Year 4 Annual Surveillance application due Mar, 2019.
4.2. Launch new HBDP & HFDP exam forms updated per revised exam Detailed Content Outlines.	1B, 4A	1/30/2019	Currently budgeted.	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress	HBDP & HFDP exam Detailed Content Outlines updated. New exam items written & are being pre-tested.

4.3. Recruit 2019-22 class of Exam Subcommittee members.	1B, 2C, 4A	6/30/2019		Chair, Certification Comm, Nominations Task Force, Staff		“Call for Nominations” to be sent to certificants in April, 2019. Task Force to slate nominees in May/June.
5. Launch new HVAC Designer certification.	1B, 2C, 4A, 4B	6/30/2019	Currently budgeted.	Chair, Certification Comm, HVAC Designer Exam Subcom, Staff	In progress.	Job Analysis survey likely to launch in Sep.
6. Develop a procedure to monitor the effectiveness of current certification programs.	1B. 4A	1/31/2019	None.	Chair, Certification Comm, Staff		Task Force held 1st meeting in Aug.
7. Evaluate the benefit of instituting an “-INT” option for certification candidates “in training,” and develop possible framework for instituting.	1B, 4A	9/30/2018	TBD	Chair, Certification Comm, Staff		Task Force identified (Mark Bettin, Kurt Monteiro, & Rachel Stuckey), to meet Sep 7.
8. Research alternative exam delivery modes.	2A	1/12/2019	TBD	Chair, Certification Comm, Staff		Remote proctoring may be an option, depending on 17024 and ANSI & cost.
9. Evaluate the certification & recertification application fee schedule for any possible updates in the Jan 2019 meeting.	1B, 2C, 4B	1/12/19	None. Possible 2019-20 revenue increase.	Chair, Certification Comm, Staff	In progress	The last time fee schedule evaluated was Dec2015, resulting in the 1st fee increase in the history of the program.
10. Assist PEC in compiling a list of the Council’s value to ASHRAE members & society based on committee focus.	1B, 2A	6/30/2019	Volunteer / Staff Time	PEC, Certification Comm, Staff.		PEC MBO.
11. Assist PEC with alignment of Council & committee guiding documents (MOP/ROB/Reference Manual) to reflect value & restructure.	2A	6/30/2019	Volunteer / Staff Time	PEC, Certification Comm, Staff.		PEC MBO.
12. Coordinate with PEC on budget analysis to identify areas with potential for growth & prioritize potential areas of reduction.	4A, 2A	6/30/2019	Volunteer and Staff Time	PEC, Certification Comm, Staff.	In progress.	PEC MBO. Certification MBO #6 will assist with this MBO.
Recommendations for Strategic Planning:						

1SP 2014 = Strategic Plan 2014 Initiative addressed by objective

1: Market Prioritization – Member Passion and Core Market

B. Only through close communication with its key constituencies can ASHRAE deliver relevant and timely products and services. ASHRAE will research the true impact of its standards and technology and share the results with the world. ASHRAE will actively reach out to its key constituencies to achieve open, two-way dialogue. The dialogue will be used to validate programs and identify new opportunities.

2: ASHRAE Efficiency – Organizational Assessment

- A.** ASHRAE must become more agile so that it can deliver products and services in a timely manner while respecting the value of volunteer time. ASHRAE will review all aspects of the organization to identify and remove encumbrances to agility and the respectful use of volunteer time.
- C.** Alignment with other existing organizations may be the fastest way to achieve success. ASHRAE will consider all arrangements on working with other existing organizations, including consolidation, partnerships, and joint ventures.

3: Applied Product Development

- C.** The world of prescriptive and performance-based standards is changing. ASHRAE will work with other standards development organizations (SDOs) to map a course through this changing environment that will deliver the most positive impact to the market place.
- D.** Professional development is a keystone of ASHRAE that can be delivered through our grassroots organization. ASHRAE will develop a comprehensive portfolio of practical applications courses intended to be delivered through our grassroots organization.

4: ASHRAE's Role in the Global Community

- A.** ASHRAE has already had significant impact in many countries around the world, but there is more that can be done. ASHRAE will conduct a detailed analysis of the needs of its global members and opportunities to work with organizations outside North America. ASHRAE will develop a strategy to serve its international members and participate in international markets. These strategies will be added to this strategic plan once approved by the Board of Directors
- B.** ASHRAE can learn from others about how to be effective in the global community. ASHRAE will work with consultants and other organizations to discover best practices and develop an approach to serve its members in the global community.

Electronic Communications Committee

MBOs for Society Year 2018–19

Chair: Megan Tosh **Date:** 23 June 2018

Objective	Compl. by	Fiscal Impact	Resp. Party	Comment/Status
Support ASHRAE staff to promote their social media goals for the 2018-2019 year.	6/30/19	None	SM	
Put together a training presentation on how to use the (new) Clientside of Basecamp for regions, chapters, standing committees, and TCs	12/31/18	None	ECT	
Improve committee communication with RECC's and increase RECC participation.	6/15/19	None	ST	
Improve committee communication with Chapter ECC's by providing ECC updates annually.	6/30/19	None	ST	
Evaluate how social media platforms can be used by members to serve the membership	6/30/19	None	SM	
Establish recognition for volunteers doing great ECC work at the Chapter & Regional levels	6/30/19	None	Web, SM	
Evaluate the RECC and Chapter ECC role at CRC	6/30/19	None	ST	

WS / Web = Website Subcommittee, **ECT** = Electronic Collaboration Tools Subcommittee,
SMS = Social Media Subcommittee, **ST** = Strategic Planning Subcommittee

HANDBOOK COMMITTEE
MBO's for Society Year 2018-2019

Chair: Don Fenton

Date: June 23, 2018

Objective	Comp Date	Fiscal Impact	Responsible	Status	Comment
1. Master spreadsheet for all chapters in all volumes.	Jan-19	None	Staff, chair, & vice chair		This would aid liaisons and staff in tracking chapters as reviewed, revised, and submitted avoiding confusion. Consider use of the HB portal for this purpose.
2. Improve connections with countries other than US and Canada regarding input to HB chapters.	Jun-19	None	Chair, staff		Different regions of the world have unique climates and thus unique HVAC and R requirements which should be better addressed by the HB's
3. Re-examine promotion of on-line version of HB's	Jun-19	None	Electronic media, staff		Review of current situation should reveal new methods of promotion.
4. Provide all HB committee members with access to all chapters.	Jan-19	None	Staff		All liaisons should have convenient access to all HB chapters in order to facilitate exchange with TC 's.
5. Continue 10% HB volume improvement goal.	Jun-19	None	HB volume chairs		Apply results of chapter changes, revisions, and re-writes from overall spreadsheet as measure.
6. Encourage development of HB "extras" and out of sequence updates.	Jun-19	None	Electronic media, liaisons, volume chairs, staff		This would improve the usefulness of the HB's.
7. Develop and implement ideas that encourage TC's to submit chapters either on time or early.	Jun-19	None	Liaisons, chair, vice chair		Staff can only handle a limited number chapters submitted late. HB's would improve with earlier submissions.
8. Improve HB chapter review form.	Jun-19	None	Functional		The presently used chapter "checklist" should be improved so that better information is provided guiding HB chapter changes and revision.
9. Improve peer training of incoming volume subcommittee chairs.	Jun-19	None	Functional		The knowledge and experience gained by the outgoing volume subcommittee chair is passed on to the incoming volume subcommittee chair.
10. Improve ASHRAE's recognition of contributors to the HB volumes.	Jun-19	Negligible	Chair, staff	Negligible	ASHRAE recognition of HB chapter author contributions should occur at ASHRAE meetings. Ideas include meeting ribbons or stickers for name badge, etc.

Historical Committee 2018-2019 MBOs - Bruce Flaniken, Historical Chair

Objective	SP Goal	Completion Date	Fiscal Impact	Delegated to:	Status	Comment
PEC MBO 1 Not Assigned to Historical	N/A	N/A	N/A	N/A	N/A	N/A
PEC MBO 2 Compile a list of the Council's value to ASHRAE members and society based on committee focus.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
PEC MBO 3 Alignment of Council and Committee guiding documents (MOP/ROB/Reference Manual) to reflect value and restructure.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
PEC MBO 4 Not Assigned to Historical	N/A	N/A	N/A	N/A	N/A	N/A
PEC MBO 5 Conduct a budget analysis to identify areas with potential for growth and prioritize potential areas of reduction.	1	Winter 2019 Atlanta	None	Historical Committee	Ongoing	Will work to understand requirements of PEC
HC MBO 1 Develop proposals to improve the opportunities for Regional Historians to participate in Historical Committee activities.	1	Winter 2019 Atlanta	None	RVC Guideline sub committee	Ongoing	Continue on-line participation of non-voting members (RVCs) at Committee meetings. Propose the extension of the On-line participation of Chapter Historians At Regional CRC
HC MBO 2 Develop PAOE Recommended Changes to 2019-2020 PAOE	1	Winter Atlanta 2019	none		Ongoing	To get ahead of the PAOE Committee Cycle with proposal from the following year's PAOE Letter in Summer 2019.
HC MBO 3 History VC PAOE Update Summary Report at Annual & Winter Meetings to include copy similar to 2017-18 Annual meeting VC	1	Winter Atlanta 2019	None	VC Report	Ongoing	To encourage RVCs to target the below PAR performing Chapters in their Region based on the previous years History PAOE Summary.
HC MBO 4 Encourage Chapter Historians who don't Attend their Regional CRC for Chapter Historian Training by their History RVC	1	Ongoing	minor	RVC Guideline sub committee	Ongoing	Update the Chapter Historians Training PowerPoint. 1) Propose the extension of the on-line participation of Chapter Historians at Regional CRC to Regional level. 2) Propose revision of RVC Assigns PAOE points to add attendance at on-line Chapter Historian Training at CRC. Add points for submittal of a completed MBO with phone discussion with RVC History prior July 30, of fiscal year.
HC MBO 5 Assist in publicizing 125 th Anniversary. Develop information of historical interest that can be presented at Society & Regional Meetings	1	Ongoing	Major	125th Anniversary Celebration sub committee	Ongoing	Continue 125Th Seminar and Historical Articles Promotions with PEC to support the 125Th anniversary and demonstrate to members the strength in depth of our Society.
HC MBO 6 Develop proposal for publication/s to celebrate 125th Anniversary	1	Winter Meeting Atlanta 2019	To Be Advised	Historical Committee	Ongoing	Continue working on and supporting 125Th Publications for to PEC. Currently working with Staff overall schedule and requirements for publications.
HC MBO 7 Foster collaboration with other international societies to improve our historical research and support history-related activities of the Society	4	Ongoing	None	Historical Committee	Ongoing	Continue work on collaboration HC has links with similar groups in CIBSE and AiCARR - opportunity to pursue to work w/similar committees in CEN, International Institute of Ammonia Refrigeration (IIAR), International Institute of Refrigeration (IIR), & Global Cold Chain Alliance (GCCA).
HC MBO 8 Encourage younger members of ASHRAE to have interest in history-related activities of the Society	2	Ongoing	None	Historical Committee	Ongoing	Continue YEA PAOE Support in History Proposing to keep the PAOE line item "For a local Chapter Historical activity performed by an actively engaged YEA member"
HC MBO 9 Leadership Recall Arrange for videos at Annual meeting 2019	2	Ongoing	Verify \$1,000 Budgeted	Historical Committee	Ongoing	Arrange two Presidential interviews. Review other potential interviewees

HC MBO 10 Digitize Archived Journals + Transactions	3	Ongoing	Major	Historical Committee/PEC	Ongoing	Continue Archive Digitized Journal and Transactions w/Searchable indexes now available; Encourage digitalization of all Society Journals and Handbooks
HC MBO 11 Incorporate a Women In Engineering component to the 125 Year ASHRAE Anniversary celebration	1	Ongoing	None	Historical Committee	Ongoing	Continue WIA PAOE Support in History Proposing to keep the PAOE line item "For a local Chapter Historical activity performed by an actively engaged "Woman in ASHRAE (WIA)" member"
Jan 12–16, 2019 – Atlanta, GA						Jun 22–26, 2019 – Kansas City, MO

Professional Development Committee

MBOs for Society Year 2018-19

Chair: Charlie Henck Date: June 27, 2018

Objective	SP	Completed by	Fiscal Impact	Responsible Party	Comment/Status
1. Develop a 5-year plan on developing young engineer training products that can reach a wider audience than just our design class	1C	June 2019	None	Planning Subcommittee	Planning adhoc
2. Develop topics and RFPs for an additional (3) practical applications courses to 'fill the gaps' in our current offerings.	3D	Jan 2019	None	Planning Subcommittee	
3. Review all SDLs and issue RFPs for the ones that need updating.		Jan 2019	None	Operations Subcommittee	
4. Review all existing courses and sunset those that have not been used in 5 years or recommend updates		Jan 2019	None	Operations Subcommittee	
5. Establish guidelines for liaison		Jan 2019	None	Operations Subcommittee	
6. Every course reviewed by PDC Liaison prior to presentation– Quality check		Jan 2019	None	Operations Subcommittee	Continuous
7. Improve marketing of courses/branding. Work with ASHRAE marketing for improvement		Jan 2019	TBD	Planning Subcommittee	
Additional Recommendations for Strategic Planning: None at this time					

Publications Committee

MBOs for Society Year 2018-2019

Chair: Jose Correa Date: 19 Aug 2018

Objective	SP 2014	Compl. by	Fiscal Impact	Resp. Party*	Comment/Status
Create a guide of liaison with TAC sections		6/19	None	Aguilo, Murthy	To improve communication with TAC/TCs, and prepare liaisons TC/Section breakfasts. Ensuring mandatory attendance. Identify publications needing revision.
Continue conducting and monitoring mentoring program for new members.	2	6/19	None	Chee	Mentor all new members, make sure they are on track and help them to achieve what they commit to.
Continue facilitating ASHRAE Journal articles comment and judging.	2	6/19	None	Vallort	Improve current matrix to select Article of the Year and follow up on member's ASHRAE Journal monthly review.
Additional Recommendations for Strategic Planning: None.					

SP 2014 = Strategic Plan 2014 Initiative addressed by objective