

ASHRAE STRATEGIC PLAN III

1992

1994

1996



1993

1995

1997

Approved by ASHRAE Board of Directors
July 2, 1992

American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.

1991-1992 ASHRAE Board of Directors

Donald G. Rich, *President*
Richard A. Charles, *President-Elect*
Neil R. Patterson, *Treasurer*
Billy R. Manning, *Vice President*
Faye C. McQuiston, *Vice President*
Julius C. Olsen, *Vice President*
Frederick J. Pearson, *Vice President*
Frank M. Coda, *Secretary*

John S. Blossom
Thomas J. Ferdelman
J. Barrie Graham
Stephen W. Ivesdal
Ronald J. Kessner
Dalton J. McIntyre
John H. Stanley

Boyd K. C. Chee
D. Scott Fisher
James E. Hill
George A. Jackins
Edward I. Mackie
Richard W. Nanes
Stanley M. Westhoff

Billy B. Copeland
Harley W. Goodman
Seamus J. Homan
John F. James
Ralph M. Mattison
John R. Sosoka
James E. Wolf

1991-92 Strategic Planning Ad Hoc Committee

Richard B. Hayter, *chairman*
Donald E. Holte
John S. Blossom
John F. James
Frank M. Coda
Billy R. Manning
Ralph F. Goldman
James E. Wolf
W. Stephen Comstock, *staff liaison*

1991-92 Long Range Planning Committee

Louis F. Flagg, *chairman*
David S. Butler, Sr.
Frank M. Coda
William J. Collins, Jr.
Valens F. D'Silva
William M. Dillard
Ralph F. Goldman
A. Damon Gowan
Dennis D. Keselbach
Richard Rooley
Donald G. Rich
Gloria Cofer, *staff liaison*

1991-92 ASHRAE Councils

- Education Council:** Julius C. Olsen, *chmn*; John S. Blossom; Boyd K.C. Chee; Edward I. Mackie; Robert L. Gorton; Robert C. Moyer; Donald E. Holte; Charles D. Callahan; William M. Dillard; Kenneth W. Wicks; Robert W. Crosby; William E. Carew, Jr.; Lynn G. Bellenger; Darryl K. Boyce; Jack F. Roberts; Ronald N. Jensen; Gene M. Meyer; Carolyn K. Kettering, *staff liaison*
- Member Council:** Faye C. McQuiston, *chmn*; James E. Wolf; J. Barrie Graham; George W. Buckler; John I. Levenhagen; Morris Backer; Donald E. Nichols; Douglas C. Haines; Paul R. Conrad; Benjamin T. Bootle, Jr.; Raymond C. Thornton; Robert W. Zanders; George F. Carscallen; David W. Austin; Terri Stephens, *staff liaison*
- Publishing Council:** Frederick J. Pearson, *chmn*; James E. Hill; Seamus J. Homan; Thomas B. Romine, Jr.; Laurance S. Staples, Jr.; Leo P. Stambaugh, Jr.; Daniel C. McNeil; Norman W. Johnson; Richard J. Pearson; Byron A. Hamrick, Jr.; Michael C. Kearney; Thomas I. Wetherington; Kenneth W. Cooper; W. Stephen Comstock, *staff liaison*
- Regions Council:** Richard A. Charles, *chmn*; Neil R. Patterson; Stanley M. Westhoff; Dalton J. McIntyre; Richard W. Nanes; John H. Stanley; Thomas J. Ferdelman; D. Scott Fisher; Billy B. Copeland, Jr.; Harley W. Goodman; Stephen W. Ivesdal; John R. Sosoka; Ralph M. Mattison; Ronald J. Kessner; Carolyn K. Kettering, *staff liaison*
- Technology Council:** Billy R. Manning, *chmn*; John F. James; George A. Jackins; Emerson L. Besch; Paul C. Menster; Jerold W. Jones; Charles R. Koptis; David R. Conover; Donald R. Bahnfleth; Kevin Y. Teichman; Joseph H. Schauf; Kenneth D. Michie; Richard A. English; Conny R. Brown; Donald G. Colliver; George Reeves; J. Richard Wright, *staff liaison*

TABLE OF CONTENTS

1. Introduction	1
2. ASHRAE Planning Policy	1
3. Development of Strategic Plan III	2
4. Goals and Strategic Plan Objectives:	
A. Goal 1 Membership and Technology Growth	4
B. Goal 2 Demographics	4
C. Goal 3 Continuing Education	5
D. Goal 4 Scholarship/Fellowship Program	5
E. Goal 5 Pre-College Education	5
F. Goal 6 Electronic Delivery of Information	6
G. Goal 7 Publication Quality	6
H. Goal 8 Cooperative Research	6
I. Goal 9 Emerging Technologies	7
J. Goal 10 Benefits of ASHRAE Participation	7
K. Goal 11 Volunteerism	7
L. Goal 12 Endowment Program	8
M. Goal 13 Technical Committee Organization	8
N. Goal 14 International Support Structure	9
O. Goal 15 SI Units	9
5. Appendix A: Strategic Plan Objectives by Council	10
6. Appendix B: Procedure for Completion of Strategic Plan Objectives	13
7. Appendix C: Resolution of Objectives from Strategic Plan II	16

ASHRAE STRATEGIC PLAN III

Approved by ASHRAE Board of Directors
July 2, 1992

INTRODUCTION

ASHRAE is respected internationally for the value of the scientific and technical information it makes available to the heating, refrigerating, air-conditioning and ventilating industry. Numerous programs of member involvement organized by ASHRAE chapters and associated societies make ASHRAE an integral part of community life around the world. Founded in 1894, ASHRAE is the focal point where information is shared on a global basis by practitioners of environmental control technology.

ASHRAE

- boasts a membership of 50,000 persons spread across 120 nations.
- is volunteer-driven, depending upon the membership for its knowledge base and the management of its resources.
- expends more than \$1.6 million annually on research, discovering and refining scientific principles and enabling their application.
- writes consensus standards used in testing, measuring and defining equipment performance and design practice.
- convenes conferences, some covering the breadth of the many disciplines it embraces and others attracting narrow segments of practitioners for study of selected specialties.
- disseminates its information in various forms such that financial resources are reserved for the funding of membership service.

ASHRAE is a multi-faceted organization, whose progress since 1985 has been guided by attainment of objectives in two Strategic Plans: Strategic Plan I approved by the ASHRAE Board of Directors in 1985 and Strategic Plan II approved in 1988.

To prepare ASHRAE for the beginning of its second century, the Board of Directors approved on July 2, 1992, Strategic Plan III. Under its 45 objectives, ASHRAE will better:

- promote the growth of technology and increased application of emerging technologies.
- understand how to fulfill its mission in a radically changing world.
- encourage the study of engineering and improve its practice by those in the environmental control industry.
- improve access to its educational resources.
- promote awareness of the Society's benefits to humanity.
- nurture volunteerism to perpetuate Society activity.
- respond to the needs of an international community.

ASHRAE PLANNING POLICY

Planning of ASHRAE activity is accomplished through:

- Long Range Planning
- Strategic Planning
- Action Planning
- Operational Planning

Long range planning establishes goals for the Society for five or more years into the future. By its nature, long range plans are broad in scope but lacking in specificity. They begin with a vision of what an organization should be in the future, taking into account external factors that will impact the organization and the industries which it supports. Goals are the desired end results of long range planning and provide direction for future activities and policy formation.

ASHRAE's long range planning is done by the Long Range Planning Committee, a standing general committee of the Society which reports to the Executive Committee.

Strategic planning bridges the gap between long range plans and short-term operational plans; that is, it establishes objectives which are achievable in a time frame of up to five years and which give direction to the process of attaining the goals in a long range plan. Objectives must be attainable, assignable and measurable.

ASHRAE's strategic planning is the responsibility of ASHRAE's five councils: Member, Regions, Technology, Education and Publishing. The councils are arms of the member-elected Board of Directors and include representation of standing general committees.

Action planning establishes the tasks which are required to complete objectives in the strategic plan. An action plan must be prepared for every objective. In ASHRAE, action plans are developed by standing general committees and ad hoc committees appointed by the Society's president for a specific purpose.

Operational planning sets objectives for the next fiscal year based on a process called Management by Objectives. The objectives in operational plans must be measurable and achievable with available resources. The fiscal impact of all operational plans must be included in an annual budget.

Standing general committees develop operational plans in ASHRAE. The objectives of their operational plans support the strategic plan and the presidential theme of the Society year.

DEVELOPMENT OF STRATEGIC PLAN III

The foundation of ASHRAE Strategic Plan III is a Long Range Plan approved by ASHRAE's Board of Directors on June 27, 1991. Minor modifications to the plan were approved by the Board on January 26 and 27, 1992. From time to time, additional minor modifications will be considered by the Board until such time as a new Long Range Plan is developed.

During October 1991, all Society councils met to recommend objectives which would support the Long Range Plan. An ad hoc committee appointed by the president reviewed all objectives submitted by councils, consolidating and further defining them as necessary. The culmination of this process is ASHRAE Strategic Plan III.

**GOALS AND
STRATEGIC PLAN OBJECTIVES**
ASHRAE STRATEGIC PLAN III

GOAL 1

ASHRAE shall promote growth of membership and technology only in the disciplines as prescribed in the Certificate of Consolidation and the Bylaws.

To promote membership and technology growth,

Objective 1.1

Identify the disciplines in the ASHRAE membership universe.

Primary Responsibility: Member Council

Supporting Group: Technology Council

Completed by: Winter Meeting 1994

Objective 1.2

Identify the technologies included in the ASHRAE membership universe.

Primary Responsibility: Technology Council

Supporting Group: Member Council

Completed by: Annual Meeting 1994

Objective 1.3

Identify organizations suitable for merger serving the same disciplines as ASHRAE.

Primary Responsibility: Member Council

Completed by: Winter Meeting 1994

Objective 1.4

Develop and implement a plan to increase membership from each discipline in the ASHRAE membership universe.

Primary Responsibility: Member Council

Completed by: Annual Meeting 1995

Objective 1.5

Develop and implement a plan to incorporate new technologies into Society technical activities.

Primary Responsibility: Technology Council

Completed by: Annual Meeting 1995

Objective 1.6

Develop and implement a plan to merge with organizations serving the same disciplines as ASHRAE.

Primary Responsibility: Member Council

Supporting Group: Executive Committee

Completed by: Annual Meeting 1997

Objective 1.7

Develop and implement a plan to attract non-members from the disciplines in the ASHRAE universe to Society meeting technical activities, including promoting participation in winter meeting technical programs by ASHRAE/ARI exposition attendees.

Primary Responsibility: Member Council

Completed by: Annual Meeting 1995

GOAL 2

ASHRAE shall assess and respond to internal and external demographics.

To enable ASHRAE to prosper in a radically changing world,

Objective 2.1

Determine the elements of demographic profiles which will be useful to ASHRAE.

Primary Responsibility: Member Council

Completed by: Winter Meeting 1994

Objective 2.2

Develop demographic profiles of the ASHRAE membership universe.

Primary Responsibility: Member Council

Completed by: Annual Meeting 1995

Objective 2.3

Identify what ASHRAE should do to respond to internal and external demographics.

Primary Responsibility: Member Council

Completed by: Annual Meeting 1996

Objective 2.4

Develop and implement a plan to respond to the issues raised by internal and external demographics.

Primary Responsibility: Member Council

Supporting Group: Education Council

Completed by: Annual Meeting 1997

GOAL 3

ASHRAE shall develop a comprehensive continuing educational program.

To fulfill the HVAC&R educational needs of the Society's membership,

Objective 3.1

Identify the continuing education needs of the disciplines and technologies included in the ASHRAE membership universe (as defined in Goal 1).

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1994*

Objective 3.2

Develop and implement a continuing education program to meet the needs of the ASHRAE membership universe, including the marketing and delivery of the program.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1995*

GOAL 4

ASHRAE shall provide a scholarship/fellowship program leading to engineering degrees for persons planning to enter the engineering profession.

To promote the awarding of engineering degrees,

Objective 4.1

Identify the effectiveness of scholarships and fellowships as incentives to encourage individuals to enter engineering.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1995*

Objective 4.3

Develop and implement a plan to provide programs which encourage enrollment in engineering curricula.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1996*

Objective 4.2

Identify and evaluate incentives for encouraging enrollment in engineering curricula.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1995*

GOAL 5

ASHRAE shall assist and cooperate with other technical and scientific organizations to influence pre-college education in mathematics and science.

To improve the pre-college teaching and study of mathematics and science,

Objective 5.1

Develop and implement a plan which expands participation with other engineering and scientific organizations in pre-college educational efforts beginning with kindergarten.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1995*

Objective 5.3

Identify, fund and support youth programs which develop skills and learning in mathematics and science.

*Primary Responsibility: Education Council
Completed by: Annual Meeting 1996*

Objective 5.2

Identify, fund and support programs which encourage quality in the teaching of mathematics and science.

*Primary Responsibility: Education Council
Completed by: Winter Meeting 1996*

GOAL 6

ASHRAE shall make available electronic retrieval of technical and archival database material to members, the technical and scientific communities and the general public.

To guide development of programs which deliver information electronically,

Objective 6.1

Determine what ASHRAE information should be transferred electronically.

Primary Responsibility: Publishing Council

Supporting Group: Technology Council

Completed by: Winter Meeting 1994

Objective 6.2

Develop and implement a plan to deliver information and programs electronically.

Primary Responsibility: Publishing Council

Supporting Group: Technology Council

Completed by: Winter Meeting 1995

GOAL 7

ASHRAE publications, whether hard copy or electronic, shall contain high quality, reliable and timely technical information.

To publish information which is beneficial to the user,

Objective 7.1

Develop a plan to ensure that the content of all ASHRAE publications is reviewed on a continuing basis for useful life, quality and reliability.

Primary Responsibility: Technology Council

Supporting Group: Publishing Council

Completed by: Winter Meeting 1994

Objective 7.3

Develop and implement a plan to assure that ASHRAE publications are current, accessible and satisfy user needs.

Primary Responsibility: Publishing Council

Completed by: Annual Meeting 1995

Objective 7.2

Determine publishing formats which will assure that ASHRAE information is current, accessible and satisfies user needs.

Primary Responsibility: Publishing Council

Completed by: Winter Meeting 1994

GOAL 8

ASHRAE shall establish cooperative research activities, including cooperatively funded research projects, with qualified international societies in related technologies and with other organizations serving the "allied arts and sciences."

To increase the effectiveness and breadth of the research program,

Objective 8.1

Identify organizations and interests for joint venture research.

Primary Responsibility: Technology Council

Supporting Group: International Committee

Completed by: Winter Meeting 1994

Objective 8.2

Develop and implement a process for cooperative research activities.

Primary Responsibility: Technology Council

Completed by: Annual Meeting 1995

GOAL 9

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

To reach a higher level of technology,

Objective 9.1

Develop and implement a plan that identifies and promotes emerging technologies related to the needs of ASHRAE.

*Primary Responsibility: Technology Council
Completed by: Annual Meeting 1994*

Objective 9.2

Develop and implement a plan to determine the portion of the ASHRAE research program to be dedicated to emerging technology.

*Primary Responsibility: Technology Council
Completed by: Annual Meeting 1994*

Objective 9.3

Develop and implement a plan to identify and promote the unique applications of existing technologies.

*Primary Responsibility: Technology Council
Completed by: Annual Meeting 1995*

GOAL 10

ASHRAE shall create an outreach program to communicate to management and leadership in industry and academia the benefits of participation in and support of ASHRAE.

To promote recognition of the benefits provided by ASHRAE,

Objective 10.1

Identify the benefits to employers of investing in ASHRAE participation.

*Primary Responsibility: Member Council
Supporting Group: Regions Council
Completed by: Annual Meeting 1994*

Objective 10.2

Develop and implement a program to communicate to management and leadership the benefits of participation by employees in ASHRAE.

*Primary Responsibility: Member Council
Supporting Group: Regions Council
Completed by: Annual Meeting 1995*

Objective 10.3

Develop and implement a plan to recognize contributions of employers for support of ASHRAE.

*Primary Responsibility: Regions Council
Supporting Group: Member Council
Completed by: Annual Meeting 1994*

GOAL 11

ASHRAE shall establish policies and procedures that will assure continuation of volunteerism.

To maintain volunteerism,

Objective 11.1

Identify what attracts and discourages volunteers to contribute time and other resources to ASHRAE.

*Primary Responsibility: Regions Council
Completed by: Annual Meeting 1994*

Objective 11.2

Identify the Society's use of and need for volunteers at all levels.

*Primary Responsibility: Member Council
Completed by: Annual Meeting 1994*

Objective 11.3

Develop and implement a plan for effective volunteer participation.

*Primary Responsibility: Regions Council
Supporting Group: Technology Council
Completed by: Annual Meeting 1995*

Objective 11.4

Develop and implement a plan to recognize the contributions of volunteers.

*Primary Responsibility: Member Council
Supporting Group: Regions Council and Technology Council
Completed by: Annual Meeting 1995*

GOAL 12

ASHRAE shall establish an endowment program intended to make a substantial fiscal contribution to the operation of the Society.

To create an ASHRAE foundation,

Objective 12.1

Establish a general endowment foundation for support of the Society.

Primary Responsibility: Executive Committee
Completed by: Annual Meeting 1994

Objective 12.2

Develop and implement a plan to create and fund endowments for specific uses.

Primary Responsibility: Executive Committee
Completed by: Annual Meeting 1994

GOAL 13

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

To accomplish ASHRAE's long range mission,

Objective 13.1

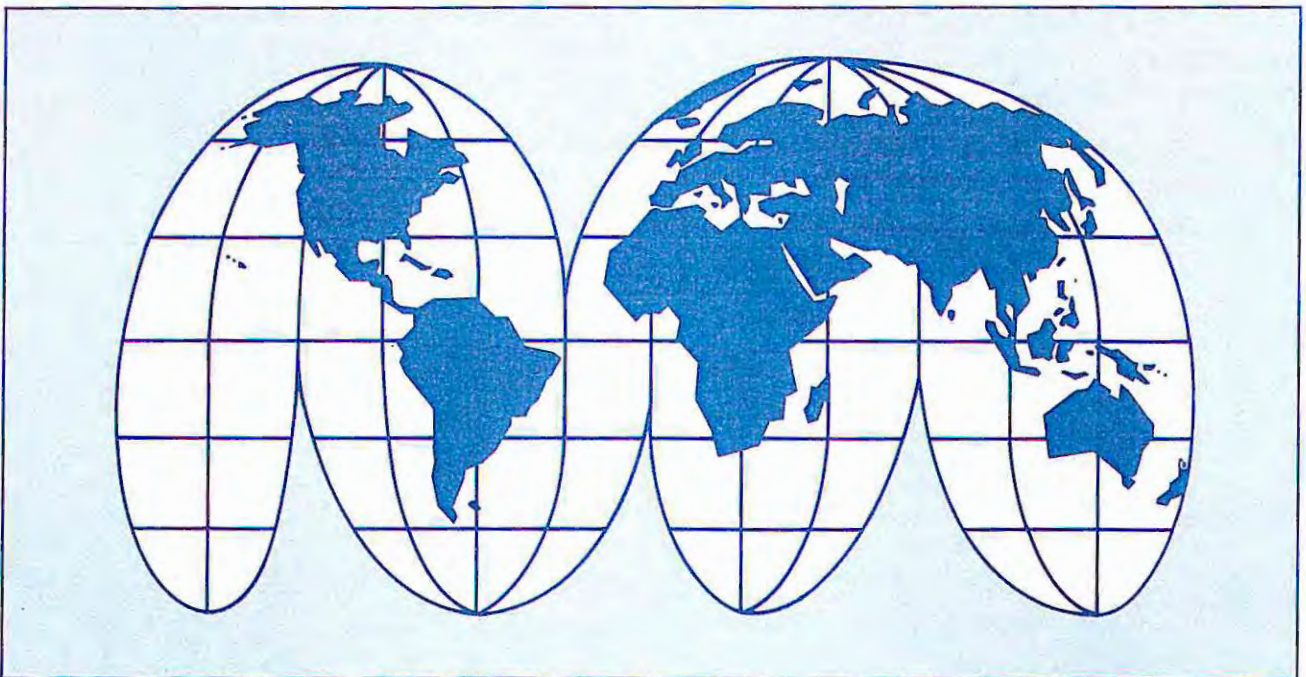
Define the necessary Society research and technical structure as it relates to Goal 1, the ASHRAE membership universe, and Goal 9, emerging technologies.

Primary Responsibility: Technology Council
Completed by: Annual Meeting 1995

Objective 13.2

Develop and implement a plan to restructure the Society's research and technical organization as it relates to the ASHRAE membership universe (Goal 1) and emerging technologies (Goal 9) identified in Objective 13.1

Primary Responsibility: Technology Council
Completed by: Annual Meeting 1997



GOAL 14

ASHRAE shall develop a functional international support structure.

To serve the membership of an international society,

Objective 14.1

Define the diverse needs of ASHRAE's world-wide membership.

Primary Responsibility: Regions Council

Supporting Group: International Committee and Member Council

Completed by: Annual Meeting 1994

Objective 14.2

Identify a structure to serve a worldwide membership.

Primary Responsibility: Regions Council

Supporting Groups: International Committee and Member Council

Completed by: Winter Meeting 1995

Objective 14.3

Develop and implement a plan to structure the Society so that the needs of the worldwide membership are satisfied.

Primary Responsibility: Regions Council

Supporting Groups: International Committee and Member Council

Completed by: Annual Meeting 1997

GOAL 15

ASHRAE shall implement a policy and promote utilization of SI units by the HVAC&R and allied industries.

To ensure that ASHRAE retains its international leadership position,

Objective 15.1

Develop and implement a plan that will promote and assist the HVAC&R and allied industries in implementing the use of SI units by the year 2000.

Primary Responsibility: Education Council

Supporting Groups: Publishing Council and Technology Council

Completed by: Annual Meeting 1995

Objective 15.2

Develop and implement a plan to use only SI units in all ASHRAE publications by the year 2000.

Primary Responsibility: Publishing Council

Supporting Group: Technology Council

Completed by: Annual Meeting 1995

APPENDIX A

STRATEGIC PLAN OBJECTIVE RESPONSIBILITIES BY COUNCIL

EDUCATION COUNCIL

Primary Responsibility for:

Objective 3.1

Identify the continuing education needs of the disciplines and technologies included in the ASHRAE membership universe (as defined in Goal 1).

Objective 3.2

Develop and implement a continuing education program to meet the needs of the ASHRAE membership universe, including the marketing and delivery of the program.

Objective 4.1

Identify the effectiveness of scholarships and fellowships as incentives to encourage individuals to enter engineering.

Objective 4.2

Identify and evaluate incentives for encouraging enrollment in engineering curricula.

Objective 4.3

Develop and implement a plan to provide programs which encourage enrollment in engineering curricula.

Objective 5.1

Develop and implement a plan which expands participation with other engineering and scientific organizations in pre-college educational efforts beginning with kindergarten.

Objective 5.2

Identify, fund and support programs which encourage quality in the teaching of mathematics and science.

Objective 5.3

Identify, fund and support youth programs which develop skills and learning in mathematics and science.

Objective 15.1

Develop and implement a plan that will promote and assist the HVAC&R and allied industries in implementing the use of SI units by the year 2000. (Supporting Groups: Publishing Council and Technology Council)

Supporting Group for:

Objective 2.4

Develop and implement a plan to respond to issues raised by internal and external demographics.

MEMBER COUNCIL

Primary Responsibility for:

Objective 1.1

Identify the disciplines in the ASHRAE membership universe. (Supporting Group: Technology Council)

Objective 1.3

Identify organizations suitable for merger serving the same disciplines as ASHRAE.

Objective 1.4

Develop and implement a plan to increase membership from each professional discipline in the ASHRAE membership universe.

Objective 1.6

Develop and implement a plan to merge with organizations serving the same disciplines as ASHRAE. (Supporting Group: Executive Committee)

Objective 1.7

Develop and implement a plan to attract non-members from the disciplines in the ASHRAE universe to Society meeting technical activities.

Objective 2.1

Determine the elements of demographic profiles which will be useful to ASHRAE.

Objective 2.2

Develop demographic profiles of the ASHRAE membership universe.

Objective 2.3

Identify what ASHRAE should do to respond to internal and external demographics.

Objective 2.4

Develop and implement a plan to respond to the issues raised by internal and external demographics. (Supporting Group: Education Council)

Objective 10.1

Identify the benefits to employers of investing in ASHRAE participation. (Supporting Group: Regions Council)

Objective 10.2

Develop and implement a program to communicate to management and leadership the benefits of participation by employees in ASHRAE. (Supporting Group: Regions Council)

Objective 11.2

Identify the Society's use of and need for volunteers at all levels.

Objective 11.4

Develop and implement a plan to recognize the contribution of volunteers at all levels. (Supporting Groups: Regions Council and Technology Council)

Supporting Group for:

Objective 1.2

Identify the technologies included in the ASHRAE membership universe.

Objective 10.3

Develop and implement a plan to recognize contributions of employers for support of ASHRAE.

Objective 14.1

Define the diverse needs of ASHRAE's worldwide membership.

Objective 14.2

Identify a structure to serve a worldwide membership.

Objective 14.3

Develop and implement a plan to structure the Society so that the needs of the worldwide membership are satisfied.

PUBLISHING COUNCIL

Primary Responsibility for:

Objective 6.1

Determine what ASHRAE information should be transferred electronically. (Supporting Group: Technology Council)

Objective 6.2

Develop and implement a plan to deliver information and programs electronically. (Supporting Group: Technology Council)

Objective 7.2

Determine publishing formats which will assure that ASHRAE information is current, accessible and satisfies user needs.

Objective 7.3

Develop and implement a plan to assure that ASHRAE publications are current, accessible and satisfy user needs.

Objective 15.2

Develop and implement a plan to use only SI units in all ASHRAE publications by the year 2000. (Supporting Group: Technology Council)

Supporting Group for:

Objective 7.1

Develop a plan to ensure that the content of all ASHRAE publications is reviewed on a continuing basis for useful life, quality and reliability.

Objective 15.1

Develop and implement a plan that will promote and assist the HVAC&R and allied industries in implementing the use of SI units by the year 2000.

REGIONS COUNCIL

Primary Responsibility for:

Objective 10.3

Develop and implement a plan to recognize contributions of employers for support of ASHRAE. (Supporting Group: Member Council)

Objective 11.1

Identify what attracts and discourages volunteers to contribute time and other resources to ASHRAE.

Objective 11.3

Develop and implement a plan for effective volunteer participation. (Supporting Group: Technology Council)

Objective 14.1

Define the diverse needs of ASHRAE's worldwide membership. (Supporting Groups: International Committee and Member Council)

Objective 14.2

Identify a structure to serve a worldwide membership. (Supporting Group: International Committee and Member Council)

Objective 14.3

Develop and implement a plan to structure the Society so that the needs of the worldwide membership are satisfied. (Supporting Groups: International Committee and Member Council)

Supporting Group for:

Objective 10.1

Identify the benefits to employers of investing in ASHRAE participation.

Objective 10.2

Develop and implement a program to communicate to management and leadership the benefits of participation by employees in ASHRAE.

Objective 11.4

Develop and implement a plan to recognize the contributions of volunteers.

TECHNOLOGY COUNCIL

Primary Responsibility for:

Objective 1.2

Identify the technologies included in the ASHRAE membership universe. (Supporting Group: Member Council)

Objective 1.5

Develop and implement a plan to incorporate new technologies into Society technical activities.

Objective 7.1

Develop a plan to ensure that the content of all ASHRAE publications is reviewed on a continuing basis for useful life, quality and reliability. (Supporting Group: Publishing Council)

Objective 8.1

Identify organizations and interests for joint venture research. (Supporting Group: International Committee)

Objective 8.2

Develop and implement a process for cooperative research activities.

Objective 9.1

Develop and implement a plan that identifies and promotes emerging technologies related to the needs of ASHRAE.

Objective 9.2

Develop and implement a plan to determine the portion of the ASHRAE research program to be dedicated to emerging technology.

Objective 9.3

Develop and implement a plan to identify and promote the unique applications of existing technologies.

Objective 13.1

Define the necessary Society research and technical structure as it relates to Goal 1, the ASHRAE membership universe and Goal 9, emerging technologies.

Objective 13.2

Develop and implement a plan to restructure the Society's research and technical organization as it relates to the ASHRAE membership universe (Goal 1) and emerging technologies (Goal 9) identified in Objective 13.1.

Supporting Group for:

Objective 1.1

Identify the disciplines in the ASHRAE membership universe.

Objective 6.1

Determine what ASHRAE information should be transferred electronically.

Objective 6.2

Develop and implement a plan to deliver information and programs electronically.

Objective 11.3

Develop and implement a plan for effective volunteer participation.

Objective 11.4

Develop and implement a plan to recognize the contributions of volunteers.

Objective 15.1

Develop and implement a plan that will promote and assist the HVAC&R and allied industries in implementing the use of SI units by the year 2000.

Objective 15.2

Develop and implement a plan to use only SI units in all ASHRAE publications by the year 2000.

EXECUTIVE COMMITTEE:

Primary Responsibility for:

Objective 12.1

Establish a general endowment foundation for support of the Society.

Objective 12.2

Develop and implement a plan to create and fund endowments for specific uses.

Supporting Group for:

Objective 1.6

Develop and implement a plan to merge with organizations serving the same disciplines as ASHRAE.

INTERNATIONAL COMMITTEE

Supporting Group for:

Objective 8.1

Identify organizations and interests for joint venture research.

Objective 14.1

Define the diverse needs of ASHRAE's worldwide membership.

Objective 14.2

Identify a structure to serve a worldwide membership.

Objective 14.3

Develop and implement a plan to structure the Society so that the needs of the worldwide membership are satisfied.

APPENDIX B

PROCEDURE FOR COMPLETION OF STRATEGIC PLAN OBJECTIVES

For each strategic plan objective there is an action plan. The following procedure was recommended by the President Elect Advisory Committee and approved by the Board of Directors on June 28, 1992 to develop, monitor and complete action plans:

SPO PROCEDURE

1. A cognizant group will be assigned the responsibility for a strategic planning objective (SPO). This is normally a single standing committee of a council or a single council. In cases where more than one committee and/or council is involved, a lead committee/council will be designated as the cognizant group, and it will assume responsibility for coordinating all activities.
2. The cognizant group shall prepare an action plan for accomplishing the SPO. The action plan will list the individual steps to be completed and for each step, the (1) planned completion date, (2) cost or fiscal impact, and (3) responsible party. Attachment #1 is a sample format.
3. The action plan for the SPO shall be submitted by the cognizant group to its reporting body for approval. After approval, the action plan shall be sent to the Board and the Finance Committee for information.
4. If the cognizant group decides the SPO and/or action plan needs significant revision, the recommended changes and reasons for the change shall be approved by its reporting body. A revised SPO shall be submitted to the Board for approval. A revised action plan shall be sent to the Board for information.
5. The cognizant group's reporting body will monitor SPO progress. The cognizant group shall submit a report to its reporting body at each winter and summer meeting providing the status of the action plan. Attachment #2 is a sample format.
6. When the action plan has been completed, the cognizant group shall submit to its reporting body (1) a report documenting the completion and (2) a motion to accept the SPO as complete. Following reporting body approval, the report and motion shall be submitted to the Board for approval.

SPO Action Plan

Date _____

SPO # _____ SPO _____

SPO Completion Date _____ Cognizant Group _____

<u>Action Plan Steps</u>	<u>Planned Completion Date</u>	<u>Fiscal Impact^a</u>	<u>Responsible Party^b</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. _____	_____	_____	_____
6. _____	_____	_____	_____
7. _____	_____	_____	_____
8. _____	_____	_____	_____
9. _____	_____	_____	_____
10. _____	_____	_____	_____
11. _____	_____	_____	_____
12. _____	_____	_____	_____

Action Plan approved by _____ Date _____

^ain dollars; add date included in budget when approved by reporting body and Finance Committee.^bprimary responsible individual, subcommittee or body.

SPO Progress Report

Date _____

SPO # _____ SPO _____

SPO Completion Date _____ Cognizant Group _____

<u>Action Plan Steps</u>	<u>Planned Completion Date</u>	<u>Progress</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
9. _____	_____	_____
10. _____	_____	_____
11. _____	_____	_____
12. _____	_____	_____
13. _____	_____	_____
14. _____	_____	_____
15. _____	_____	_____
16. _____	_____	_____

APPENDIX C
RESOLUTION OF OBJECTIVES FROM STRATEGIC PLAN II
(STRATEGIC PLAN II APPROVED BY ASHRAE BOARD OF DIRECTORS MAY 21, 1988)

- 1.1 ASHRAE will develop by 1989 and implement by 1991 a plan to strengthen its position as a recognized international technical authority in the areas of HVAC&R technology, indoor air quality, energy conservation, and other related fields of expertise among the public and private sections most impacted by ASHRAE.
Completed 91-06-27.
- 1.2 By 1990, a guide will be prepared and training provided to help chapters and regional representatives communicate ASHRAE's technical expertise and services to business leaders, facilities owners and operators, and government officials.
Completed 92-07-02.
- 1.3 A plan will be developed to celebrate ASHRAE's centennial year which will unify the HVAC&R industry and generate awareness of the industry's benefits to humanity among the public and selected segments of commerce and industry.
Completed 92-07-02.
- 1.4 ASHRAE will examine the relationship between its name and public recognition with the Society, international acceptance as an international organization, and the impact a name change would have upon the Society's efforts to increase recognition. Any possible name change will be in place by 1994, the Society centennial year.
Completed 90-06-10.
- 2.1 A strategy will be developed by 1990 which will best utilize the resources of the Society in accomplishing its non-profit technical and educational mandate.
Completed 91-01-20.
- 2.2 ASHRAE contributes significantly to society as well as the industries which it is associated in the development and distribution of standards. ASHRAE will assess its role in assuring that the use of its standards and guidelines in codes is efficient, accurate, and consistent with the Society's policy and mission, and implement a program to fulfill its role by 1990.
Completed 92-01-30.
- 2.3 The extent of the potential legal liability in providing services to ASHRAE members and the public, such as the issuance of standards, guidelines, manuals of accepted practice, translations, certification, etc., will be determined, and an appropriate response and plan of action will be developed by 1992.
Completed 92-01-26.
- 2.4 By 1989, the Society will improve and formalize its procedures for providing prompt and reliable responses to public inquiries. These procedures will include (a) mechanisms for identifying ASHRAE-related governmental issues, and preparing written position papers and statements which can be reviewed and updated annually, (b) mechanisms for expedient yet carefully reviewed responses to governmental inquiries that have not been anticipated in ASHRAE position papers and statements, and (c) mechanisms for classifying and distributing for response to a designated staff member or volunteer all inquiries of a technical nature.
Completed 91-06-27.
- 2.5 The Society's role in "certification" of technical competency will be defined and an appropriate action plan will be developed by 1991. The policy, as defined, will address current and potential avenues of certification; current and potential organizations engaged in certification, such as trade organizations and other technical or professional societies; and potential advantages and disadvantages of certification to the Society, its members, and the public.
Superseded by Goal 2 Strategic Plan III.
- 3.1 After identifying by 1990 all international organizations active in ASHRAE's fields of interest, the current list of 29 International Associates will be increased.
Completed 92-07-02.
- 3.2 Efforts will be increased to expand the international membership of the Society with a goal of doubling the 1988 new member applications from outside the United States and Canada by 1993. Representation of members from around the world on the Society's councils and standing general committees also will be increased.
Incorporated in Goal 14 Strategic Plan III.

**Completed means the objective has been achieved or all activities identified in an action plan have been implemented.*

- 3.3 The most widely used parts of ASHRAE's publications will be translated into at least one language other than English by 1993.
Completed 92-01-30.
- 3.4 Efforts will be expanded to translate and incorporate material from outside the United States and Canada into the Society's publications by 1993.
Completed 92-01-30.
- 3.5 By 1993, ASHRAE will increase its contribution in international refrigeration activities. In addition to continuing to provide secretarial services for the United States national committee of the International Institute of Refrigeration, ASHRAE will explore alternatives for funding the United States National Committee.
3.5A: Completed 92-01-30
3.5B: Completed 92-01-26
- 4.1 The feasibility of holding an annual meeting in conjunction with a product show and presenting six topical meetings in different geographical locations throughout the year will be investigated, and a recommendation submitted to the Board of Directors by 1991.
Completed 91-01-24.
- 4.2 The feasibility of sponsoring or cosponsoring an increasing number of specialty conferences as a means of generating revenue will be evaluated with a plan based on the evaluation implemented by 1993.
Incorporated in Goals 1 and 3 Strategic Plan III.
- 4.3 Participation by the membership in Society level meetings will increase to 15 percent of the total membership by 1993.
Superseded by Goal 1 Strategic Plan III.
- 5.1 ASHRAE will determine by 1989 why members resign from the Society before they retire.
Completed 90-06-04.
- 5.2 Greater participation by members outside the United States and Canada will be achieved in Society programs. By 1992 and each year thereafter, applications for at least three grants-in-aid will be received from students outside the United States and Canada. In addition, at least eight ASHRAE Energy Awards submissions will be made, and other programs, such as student paper competitions, will realize similar increases from outside the United States and Canada.
Rescinded 90-06-10.
- 5.3 A program will be implemented by 1990 to provide chapters with materials and programs that will nurture and develop student branches.
Completed 91-06-27.
- 5.4 ASHRAE will implement by 1992 an effective and measurable program that will increase the participation of younger members, women, and ethnic minorities in Society activities.
Completed 92-01-30.
- 5.5 A program will be developed and implemented by 1991 to assist chapters in building and maintaining participation of a more balanced membership which reflects the types of vocations and industries in ASHRAE's field of interest.
Completed 90-06-14.
- 6.1 To maximize efficient use of available resources, regions will be realigned by 1991 based on the following factors: (a) a maximum geographical area to be served, (b) a maximum number of chapters to be served, and (c) the availability of an adequate number of volunteers to provide leadership.
Completed 90-02-14.
- 6.2 A formal regional management structure and communications plan utilizing regional directors, vice chairpersons, and chapter officers will be developed to improve the effectiveness of each region by 1990.
Completed 90-02-14.
- 6.3 By 1991, a plan will be developed to bring chapters-at-large into the mainstream of Society activity. The plan will facilitate effective communication and technology transfer and the development of Society programs and services tailored to chapters-at-large.
Completed 91-01-23.

**Completed means the objective has been achieved or all activities identified in an action plan have been implemented.*

- 7.1 The quality and usage of ASHRAE Transactions will be improved, with a resulting 50 percent increase in sales by 1993. As part of this, a study will be completed by 1990 on the benefits of publishing Transactions as a separate series focused in a topical manner. This does not preclude or take the place of Technical Data Bulletins.
Completed 92-01-30.
- 7.2 The frequency, content, handling of recisions, and costs of ASHRAE handbooks will be analyzed by 1990. Any changes to the present methods of publication will be reviewed for implementation by 1993.
Completed 92-01-30.
- 7.3 By 1993, all ASHRAE publications collectively will be net revenue generating through an increased emphasis on marketing, sales, circulation, and advertising.
Completed 92-01-30.
- 8.1 A revised research planning process will be developed by 1990 and implemented by 1991 that includes (a) identification of existing and emerging technical issues affecting the HVAC&R industry and the resulting effects on the general public, and (b) identification and implementation of research projects which address these issues.
Completed 92-01-30.
- 8.2 The Society's research income and grants for research projects and grants-in-aid graduate students will increase to \$2,500,000 in 1993.
Completed 91-06-27.
- 8.3 Priority on research expenditures will be given to the areas of (a) occupant health and safety including indoor air quality, (b) interfacing of building systems with thermal envelopes, (c) energy conservation, and (d) environmentally safe use of chlorofluorocarbons.
Completed 92-01-30.
- 8.4 By 1990, present research contract policies will be reviewed and modified as appropriate to encourage greater student participation. Existing and new policies regarding direct student aid for research will be examined, and where appropriate new programs implemented by 1992.
Completed 92-01-30.
- 9.1 By 1993, five existing or new Professional Development Seminars will be packaged for self-study or delivery by chapters, regions, or international associates. One of the seminars will be in a language other than English by 1990.
*Revised 91-06-27 (deleted portion dealing with translating one PDS to a language other than English).
Completed 92-07-02.*
- 9.2 A report will be presented to the Board of Directors by 1989 as to the feasibility of ASHRAE providing interactive educational programs (satellite conferencing/computer network instruction).
Completed 90-02-15.
- 9.3 Two audiovisual educational programs, one with materials for the technical community and a second with materials for the general public, will be developed and distributed to chapters each year beginning in 1990. Initial programs will address building energy conservation technology.
Completed 91-06-27.
- 9.4. The feasibility of developing a technical repository containing all documents published by ASHRAE, all documents referenced in ASHRAE handbooks, and other publications related to ASHRAE's history and scope will be explored with concluding recommendations implemented by 1993.
Completed 92-01-30.
- 9.5 The feasibility of electronic retrieval of abstracts and complete documents stored by ASHRAE will be investigated and a report presented to the Board of Directors by 1990.
Completed 92-01-30.

**Completed means the objective has been achieved or all activities identified in an action plan have been implemented.*