

2021 Midterm Update and 1-Year Extension

In Spring 2021, the Board of Directors approved a midterm update and one-year extension of the 2019-2024 Strategic Plan. This update was recommended by the 2020-2021 Planning Committee due to recent events that altered how the Society completes its work and serves the industry. Revisions to the 2019-2024 Strategic Plan include lessons learned during the COVID-19 pandemic as well as rebooted/restarted initiatives to redirect resources.

2023 Revision

The Task Force for Building Decarbonization (TFBD) along with the ASHRAE Planning Committee reviewed the current strategic plan to determine how the plan could be revised to include a greater decarbonization focus. Revisions to the plan as approved by the ASHRAE Board of Directors are evidence of those efforts and an ever-changing industry.

Development Process

This plan, developed by the ASHRAE Planning Committee in collaboration with the Board of Directors, will guide the work of the Society during the five-year period from 2019-2024. It was developed during 2018-2019 through a process initiated by a stakeholder engagement exercise involving members of ASHRAE and key industry organizations who gave their views on ASHRAE's position in the industry and its perceived strengths and challenges. With facilitation by the Planning Committee, the BOD then conducted a brainstorming session to develop preliminary objectives and initiatives. These included both outward-facing issues affecting the industry and society as well as inward-facing issues related to the needs of ASHRAE members and organizational efficiency.

The final phase of development was preparation of implementation plans, tracking procedures, promotional roll-out and budget estimates. The final plan was drafted by the Planning Committee with board oversight following multiple reviews, including review by Regional leadership teams. Communication of the new plan to councils and committees began in Spring 2019 with formal implementation beginning in July 2019.

Strategic Plan Outcomes

- Higher levels of member engagement, satisfaction and loyalty
- Increased operational efficiency and market responsiveness
- Demonstrated leadership in meeting societal needs through expanded research, application to practice and strategic partnerships
- Increased awareness of ASHRAE and use of its technical resources among priority stakeholders
- Increased global adaptation of ASHRAE Standards
- Increased breadth in ASHRAE's product offerings

Core Values



ashrae.org | [ashrae.org/365](https://www.youtube.com/channel/UC8v31111111111111111111)



2019-2025 ASHRAE Strategic Plan At-A-Glance

MISSION

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

VISION

A healthy and sustainable built environment for all.



2019-2025 ASHRAE Strategic Plan At-A-Glance

Initiative Area: Built Environment of the Future | Building Decarbonization

1 RESILIENCY AND DECARBONIZATION IN BUILDINGS



The pace of change in building design, development, construction, and operation is increasing rapidly, driven by increasing global challenges associated with increasing building-related GHG emissions. By 2030, all new buildings must be built to achieve net zero operational GHG life cycle emissions, with all existing buildings retrofitted to net zero emissions standards by 2050. ASHRAE must work with building industry partners to accelerate innovation, define global best practices, and develop technical guidance, standards, training, and other tools to support building decarbonization while assuring high levels of indoor environmental quality, sustainability, and resilience.

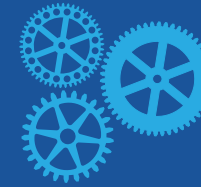
2 INDOOR ENVIRONMENTAL QUALITY



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

Initiative Area: Future of ASHRAE

3 ORGANIZATIONAL STREAMLINING



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

4 IMPROVE CHAPTER ENGAGEMENT, CAPACITY AND SUPPORT



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

KEY



Resiliency and Decarbonization in Buildings



Indoor Environmental Quality



Organizational Streamlining



Improve Chapter Engagement, Capacity and Support

GOAL 1 Position ASHRAE as an Essential Knowledge Resource for a Sustainable, High-Performance Built Environment

OBJECTIVES	INITIATIVES
a. Utilize a holistic approach to ASHRAE's offerings and activities to drive positive economic, environmental and social impact through innovation in building design and operations	
b. Expand capabilities globally to create, aggregate and disseminate essential information and knowledge focusing on emerging market trends and transformative approaches	

GOAL 2 Maximize Member Value and Engagement

OBJECTIVES	INITIATIVES
a. Infuse enthusiasm, vitality and diversity throughout ASHRAE events and services	
b. Expand the impact of collaboration and partnerships with industry organizations, universities and government agencies	
c. Leverage technology to increase member engagement, awareness and value	

GOAL 3 Optimize ASHRAE's Organizational Structure to Maximize Performance

OBJECTIVES	INITIATIVES
a. Prototype and launch new approaches that will increase ASHRAE's relevance and speed to market for key offerings	
b. Optimize ASHRAE's organizational systems and structures to increase capacity, efficiency and effectiveness	
c. Cultivate industry and member philanthropy to extend ASHRAE's impact and reach	