



# ASHRAE Strategic Plan

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Directions, Rationale and Strategies amended June 26, 2011

## **Direction 1**

**Direction 1** ASHRAE will be a leader in advancing sustainable design, construction, and operations for new and existing built environments.

### **Rationale**

1. Building sustainability effort is critical to our global environment and society.
2. Leading the building sustainability effort is both competitively essential for ASHRAE members and will motivate the next generation of leaders in the field.
3. ASHRAE and its membership have unique building performance expertise that sets them apart from others.
4. The focus on energy efficient buildings continues to increase as energy costs rise, fossil fuel sources are depleted, and environmental impacts increase.
5. In general, building operation and maintenance account for 60-80% of total cost of ownership, and building performance typically decreases after the first year of operation.
6. Tools are needed to help owners operate and renew buildings in a sustainable manner thereby reducing their impact on the environment.

### **Strategies**

- 1.1 Working with others, lead the development of integrated design, construction, and operations and maintenance guidance that includes improved energy efficiency, indoor environmental quality, water use reduction, and other key parameters for high performing and sustainable buildings.
- 1.2 Lead and influence research, publications, education and certification for systems and equipment to be used in high-performing buildings.
- 1.3 Develop metrics and rating systems to certify performance of buildings for improved energy and water efficiency, indoor environmental quality and other key parameters.
- 1.4 Promote the use of life-cycle-cost analysis to encourage sustainable building construction, operation, and renewal.
- 1.5 Lead the development and implementation of advanced operations for buildings which should include designing for maintainability (including building control systems) training, guidance, and tools for building operators.
- 1.6 Streamline internal processes to accelerate effective technology transfer.
- 1.7 Promote improved refrigeration system design, construction and operating efficiency.
- 1.8 Accelerate the use of state-of-the-art working fluid technologies to reduce environmental impacts.

## **Direction 2**

**Direction 2** ASHRAE will be a world class provider of education and certification programs.

### **Rationale**

1. Education is an ongoing need of ASHRAE members and the industry and provides an opportunity for membership growth.
2. Membership and industry surveys show that there is a demand for ASHRAE certification programs.
3. ASHRAE has the expertise and the credibility to design and deliver education and certification programs.
4. Rapidly changing technology and issues such as sustainability, energy cost, and indoor environmental quality and security have created heightened expectations for timely delivery of diverse education content for life-long learning.

### **Strategies**

- 2.1 Provide accessible on-demand education and distance learning to members and other customers.
- 2.2 Expand ASHRAE's education and certification delivery infrastructure and make it self-supporting.
- 2.3 Develop a marketing strategy for certification programs within the building and energy systems industry.
- 2.4 Create educational and train-the-trainer programs that can be offered by ASHRAE chapters.
- 2.5 Partner with organizations around the world that have expertise in the development and delivery of education and certification programs.
- 2.6 Promote the ASHRAE Learning Institute brand and the value of life-long learning.
- 2.7 Develop programs about career opportunities and work with other interested organizations that sponsor or support K-12 programs to promote career fields in our industry.
- 2.8 Develop and promote educational programs and materials that support documents produced through ASHRAE's Standards Development and Special Publications process.
- 2.9 Develop and encourage the use of ASHRAE documents in curricula on sustainable building and energy systems used by universities and technical schools.

## **Direction 3**

**Direction 3** ASHRAE will position itself as an essential resource for optimizing the performance of building and energy systems throughout their life cycles.

### **Rationale**

1. Public interest in HVAC&R related issues is growing and ASHRAE has the technical knowledge to meet this need.
2. Policy makers and other stakeholders need to be aware of ASHRAE's expertise.
3. Increasing competition requires ASHRAE to distinguish itself as the leader in the field. ASHRAE needs to be recognized as the building and energy systems design and performance experts.
4. The utilization of ASHRAE's knowledge base can directly lead to gains in worker productivity and efficiency of industrial processes.
5. Appropriate commissioning through the life cycle of a building promotes optimum performance.

### **Strategies**

- 3.1 Aggressively market ASHRAE to enhance its image with the industry, policy makers, and other stakeholders through advocacy, public relations, association relations and dissemination of its products and services.
- 3.2 Expand ASHRAE's marketing focus to target all stakeholders in building and energy systems design and operation such as contractors, building owners, and architects.
- 3.3 Make ASHRAE's products and services useful, desirable, and accessible to both existing and prospective customers by strengthening and adding focus to the ASHRAE brand as a key resource.
- 3.4 Provide tools to enable chapters to become a local focus for education and community outreach.
- 3.5 Help ASHRAE regions and chapters provide appropriate and timely information to state and local government bodies.
- 3.6 Establish and maintain effective relations with key government agencies so that ASHRAE is recognized as a resource for regulatory and legislative development and for program implementation.
- 3.7 Conduct periodic market research and environmental scans to understand and act upon the needs of current and prospective members.
- 3.8 Target selected industry media to present ASHRAE and its activities.
- 3.9 Promote availability of appropriate products and services to markets outside the ASHRAE membership.

## **Direction 4**

**Direction 4** ASHRAE will be a global leader in the building and energy system community.

### **Rationale**

1. The world has evolved from independent national economies to an interdependent global economy.
2. Markets in developing countries present significant growth opportunities.
3. Technology developed outside North America can enhance ASHRAE's knowledge base.

### **Strategies**

- 4.1 While ASHRAE's chapter and regional structure shall be the backbone of ASHRAE's structure globally, it shall be flexibly applied to serve our membership.
- 4.2 ASHRAE will cooperate with organizations with shared objectives and will work to strengthen the ASHRAE Associate Society Alliance.
- 4.3 Meetings, conferences and expositions should be held in locations that best support our members globally.
- 4.4 The cost of membership will be balanced with the cost of providing benefits and services in different geographic regions to include adding alternatives that help increase membership globally.
- 4.5 Publications and educational products will be priced so they are within reach of ASHRAE's global membership but will not be priced at less than the cost of providing them.
- 4.6 ASHRAE will develop its expertise in building and energy system technologies to embrace whole building sustainable design and be one of the most valuable resources for related publications and educational products.
- 4.7 ASHRAE will encourage use, adaptation, and/or translation of its products in additional languages.
- 4.8 Volunteer participation obstacles will be addressed through meeting planning and organization that is sensitive to global participation and incorporates electronic communication technologies.
- 4.9 ASHRAE will actively support and participate in international standards development activities and will promote adoption of ASHRAE standards, or portions of standards, in standards to be used outside of North America.
- 4.10 ASHRAE will protect its intellectual property rights.
- 4.11 ASHRAE will provide enhanced staff support outside of North America.
- 4.12 ASHRAE will align its business practices to better serve members globally.
- 4.13 The ASHRAE brand will be strengthened to reflect a global strategy that serves the needs of all members.