



Publishing and Education Council (PEC)

GoToMeeting

Thursday, April 18, 2019

10:30 AM - 11:30 AM EDT

GoToMeeting Minutes

1. Call to Order

Dr. Keen called the meeting to order at 10:01 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

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

4. Approval of Meeting Minutes - Meeting of January 15, 2019 Atlanta, GA

It was moved by Mr. Hosni and seconded by Mr Fisher:

(1) To approve the draft minutes as distributed for the January 15, 2019 meeting Atlanta, GA.

MOTION (1) Approved Unanimously, CNV

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.**

5. Review of Agenda

Dr. Keen reviewed the agenda with the council.

6. Review of Approved Motions – Meeting of January 15, 2019 Atlanta

No.	Page	Motion
1	7	Approved the draft minutes as distributed for the October 11, 2018 GoToMeeting.

Approved 13-0-0 CNV

7. Review of Action Items - Meeting of January 15, 2019 Atlanta

Mr. Owen reviewed the action items with the Council.

No.	Responsible	Page	Action
1	Staff	8	Post approved minutes of the October 11, 2018 meeting in Houston on the PEC page of the ASHRAE website and the PEC Basecamp. <i>Complete.</i>
2	Owen	9	Send referral response to Members Council for <u>Region XII (Brasil Chp) Motion 11 (11/8/2018)</u>: That ASHRAE Bookstore pays a sales percentage of 10% to the Chapter promoting the sale of any ASHRAE Media at a pre-approved function promoting the ASHRAE media. (Attachment A) <u>Background</u>: Chapters can have computer during a program, like a Chapter Dinner or Seminar and promote bookstore sales among the attendance. The sale can be verified by means of a promotional code or sales coupon, available in every e-commerce tools. The objective is both promote sales of ASHRAE bookstore items and create incentive to Chapter Program participation. <u>Fiscal Impact</u>: Develop a website platform + certificates, estimate US\$ 10,000. PEC Response: Fiscal Planning Subcommittee recommended that PEC not approve the motion. The subcommittee reviewed the referral and concluded implementation would have a significant negative fiscal impact on revenue. The result would likely be a need to increase prices. The committee concluded that it would be difficult to determine which and when promotion efforts of chapters led to an increase in sales, making it difficult when a commission was to be earned. There will be additional costs associated with the administration of tracking sales back to chapter members and making payments. PEC members discussed and agreed with the subcommittee that the motion would negatively impact ASHRAE revenue. It was also noted chapters currently can purchase publications on consignment at a discount from society and then sell them keeping the difference. The PEC will work with Members Council to promote this benefit.
3	Owen	9	Create a simplified version of the ASHRAE Commercialism Policy suitable for release to the general public to respond to Members Council referral <u>Region X (San Diego Chp) Motion 10 (11/8/2018)</u>: That Society develop a simple (bulleted-format) ASHRAE Commercialism Policy more suitable for non-ASHRAE members (lay-persons) who are invited to present at regular ASHRAE chapter meetings. (Attachment B)

- 4 Keen & Staff 11 Refer to ExCom's Membership Model Ad Hoc for their consideration Members Council RAL (Cairo Chp) Motion 19 (11/8/2018): **That ASHRAE Chapters activate protocols with the Engineering Authorities through the Government Affairs Committee using ALL courses at a requested 50% discount on the six (6) ASHRAE certifications (CPMP, BEAP, BEMP, HFDP, OPMP and BCP) preparation codes and standards (validation of these courses are a must have credential for built-environment professionals in each country, not only the USA).** (Attachment B)

Background: The ASHRAE Cairo Chapter is seeking to make the Egyptian engineers syndicate to recognize all ASHRAE certificate tracks and make it mandatory for consultant offices registered within Egypt to have at least one (1) track certified member within its crew. We need the preparation codes to be reviewed for approval by the syndicate scientific board and we need the discount to encourage them to do it.

Fiscal Impact: Egyptian Engineers Syndicate as an engineering authority party has over 800,000 registered and licensed mechanical engineers within its manpower and over 200 working Mechanical Consulting Offices and firms. Once it becomes mandatory for each consulting office to have at least one (1) ASHRAE certified member within its crew, the result will be a boost in ASHRAE members and ASHRAE certified members too and this will bring back more revenues to the society than the initial cost of the discounts. This is applicable to all countries.

PEC Response: PEC discussed the motion at length developing several questions needing clarification:

- Should this discount apply to all certifications or just the six listed?
- What is the potential member increase estimates?
- Is this a 50% discount on member or non-member prices?
- What would the government involvement be?
- Would this discount only apply to developing economies?
- For how long would the discount be applied?
- Should the monetary exchange rate be considered in the discount?

Complete. (Attachment C)

- 5 Keen & Staff 11 Refer to ExCom's Membership Model Ad Hoc for their consideration Members Council RAL (ASHRAE Deccan Chapter) Motion 22 (11/8/2018): **That Society offers members in good standing (full membership completely paid every 5 years), rewarded access to a free online training program or offline 50% discount training program effective July 1, 2019.** (Attachment D)

Background: This will infuse motivation for paying membership dues on time. Self-motivating programs could retain members and attract

Fiscal Impact: Online program – Nil. Offline program – 50% of the program cost per participant.

PEC Response: After some discussion, PEC concluded this motion involved the broader policy issue of Member benefits and an action Item was assigned to PEC Chair, Ms. Keen to bring this motion to the attention of ExCom's Membership Model Ad Hoc for their consideration.

Complete. (Attachment E)

- | | | | |
|---|------|----|---|
| 6 | Owen | 13 | Investigate and report to Fiscal Planning Subcommittee and PEC the potential cost savings for eliminating polybag wrapping of ASHRAE Journal before the June 2019 Annual Meeting in Kansas City. |
| 7 | Owen | 13 | Investigate and report Fiscal Planning Subcommittee and PEC on economic models of other academic journals for comparison to ASHRAE Research Journal – Sustainable Technology for the Built Environment (STBE) before the June 2019 Annual Meeting in Kansas City. |
| 8 | Owen | 13 | Recommend a new minimum list price formula for special publications found in section 3.910.006.3 of the ASHRAE ROB. |

8. Items Referred by PEC to Other Groups

None.

9. Items Referred from Other Groups to PEC

9.1 Region II (Toronto Chapter) Motion 5 (11/8/2018):

That the Society provide an option to its members to opt-out of paper copies of the Journal.

Background: The Journal is currently distributed as a hard copy to all its members. In the interest of fulfilling the ASHRAE mission statement “and promote a sustainable world.” It is counterintuitive to distribute a hard copy of the Journal (made from dead trees) for the sole interest of its advertisers while the majority of its members are likely to appreciate the electronic version. The Society should change its focus and develop a strategy to derive the equivalent amount, if not more income, from an online campaign.

Fiscal Impact: None to implement the opt-out feature. Likely will be able to derive more income from online advertisements.

9.2 Membership Promotion Committee – Motion 11 (01/15/2019):

That e-learning courses be translated to major non-English languages based on membership demographics. (Attachment F)

Background: ASHRAE’s vision is to be a global leader and foremost source of technical and educational information. Based on membership demographics, the top eight non-English speaking countries include: Canada (French), India (Urdo), Hong Kong (Chinese), Philippines (Tagalog), UAE (Arabic), Malaysia (Malay), Brazil (Portuguese), and Mexico (Spanish). Voice-over audio recording of the e-learning materials will provide greater global membership value. Translations can be completed by volunteer members with peer review.

Fiscal Impact: Recommend \$0 fiscal impact. Generate income with new e-learning benefit and increase use of e-learning.

9.3 Conferences and Exposition Committee – Motion 4 (01/15/2019):

CEC recommends that the referral motion from Region X (Golden Gate Chapter) Motion 12 (11/8/2018) regarding the podium time of the sponsor of the plenary speaker and commercialism be referred to Publishing and Education Council with the following reply:

The referral recommends several changes to the Rules of the Board for the Society’s Commercialism Policy by citing very specific changes related to restricting what can be said or done by the sponsor. The responsibility for this document and the responsibility for selecting the plenary sponsor and reviewing their introductory comments resides with the Publishing and Education Council not with CEC. Therefore, CEC recommends the motion be referred to Publishing and Education Council. (Attachment G)

Background: The referral also includes proposed changes to CEC's Rules of the Board and CEC's Commercialism Policy for Conferences regarding a commercialism policy applied to the sponsor of the plenary speaker. CEC chooses to not make any of the proposed changes in its ROB and Commercialism Policy for Conferences because the proposed language is very specific to what the sponsor can say and do during the introduction of the speaker.

10. Subcommittee Reports

10.1 Journal Advertising Sales

Staff is developing new opportunities to accelerate online advertising revenue growth and decrease expenses such as doing away with poly-bagging of the journal.

10.2 eLearning

Staff is reviewing the requirements and feasibility of translations for eLearning courses as requested in a motion from Membership Promotion Committee and referred to PEC.

10.3 Fiscal Planning

Council budget is being carefully reviewed for opportunities to cut costs and save on expense.

10.4 Functional Planning

Functional Planning Subcommittee have not met since the January 2019 meeting in Atlanta and had nothing to report. The subcommittee will be prepared to move changes to standing committee ROB's and MOPs at the June 2019 Kansas City meeting to facilitate the PEC restructure.

10.5 Research Journal

The Research Journal Subcommittee voted by letter ballot to approve the recommendation of Dr. Reinhard Radermacher for Dr. Jeff Spitler to take over as Editor-in-Chief for ASHRAE's Research Journal -- *Science and Technology for the Built Environment*.

MOTION: Approve Dr. Jeff Spitler as Editor-in-Chief for ASHRAE's Research Journal -- *Science and Technology for the Built Environment*.

BACKGROUND: Dr. Spitler is a renowned Regent's Professor of Mechanical and Aerospace Engineering from the Oklahoma State University and an ASHRAE Fellow. He is recognized worldwide as an expert on building energy analysis, load calculations, thermal systems simulation and design, and ground source heat pumps. He has worked with a wide range of government and corporate research sponsors, including ASHRAE, the U.S. Department of Energy, and the Federal Highway Administration.

He is a past president of the International Building Performance Simulation Association and has authored or coauthored more than 120 technical papers and six books, including the *Annotated Guide to Load Calculation Models and Algorithms* and ASHRAE's *Load Calculation Applications Manual*. Dr. Spitler has also served with dedication on our Editorial Board and has organized very successful special issues as a guest editor in the past. Furthermore, he has served as chair of many ASHRAE technical committees.

FISCAL IMPACT: \$25,000 (annual honorarium; no change from current budgeted amount)

Vote - Motion Passed 4-0-0 CV

11. Committee Reports

11.1 Certification (**Attachment H**)

An update was given of progress on the committee's MBOs.

11.2 Electronic Communications (ECC)

An update was given of progress on the committee's MBOs.

11.3 Handbook

An update was given of progress on the committee's MBOs.

10.4 Historical Committee

An update was given of progress on the committee's MBOs.

11.5 Professional Development (PDC)

An update was given of progress on the committee's MBOs.

11.6 Publications (**Attachment I**)

An update was given of progress on the committee's MBOs.

12. Old Business

12.1 PEC Restructure Ad Hoc (**Attachment J**)

Dr. Keen reviewed version 20 of the PEC restructure with the council.

12.2 Global Training Center Monitoring Ad Hoc

Mr. Mehboob reported that the Ad Hoc would have a full report for the council at the June 2019 Kansas City Meeting.

12.3 PEC MBOs ([Attachment K](#))

Dr. Keen reviewed progress so far on PEC MBOs.

13. New Business

13.1 Historical Committee ([Attachment L](#))

Dr. Keen reported on an approved BOD motion that recommended the following changes to the Historical Committee:

- HC will continue to report to PEC through the relevant subcommittee in the proposed PEC restructuring plan.
- The functions of HC pertaining to “Grass Roots” to be moved to Members Council with reporting from the Regions routed through the RMCR.
- “Grass Roots” responsibilities be transferred to staff wherever feasible so as to not add to the workload of MC and RMCR’s.
- The size of HC be reduced to seven (7) members as that number has been demonstrated to be sufficient to carry out the committee’s work.

14. Adjourn

Dr. Keen adjourned the meeting at 11:29 a.m.



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Joyce Abrams
Director
Member Services

jabrams@ashrae.org

TO: Julia A. Keen, Publishing and Education Council Chair
Mark Owen, Publishing and Education Council Staff Liaison
Dan Rogers, Ad Hoc
Dunstan Macauley, Ad Hoc

FROM: Joyce Abrams

DATE: December 5, 2018

SUBJECT: Members Council Referral

During the Members Council November 2018 meeting in Atlanta, the council referred the motion below (Motion 11) to the Publishing and Education Council with copy to Ad Hoc for review and discussion. The council will revisit this motion after your comments are received. I appreciate your keeping me advised of your actions. Let me know if you have any questions. Thank you.

Region XII (Brasil Chapter) Motion 11 (11/8/2018):

That ASHRAE Bookstore pays a sales percentage of 10% to the Chapter promoting the sale of any ASHRAE Media at a pre-approved function promoting the ASHRAE media.

Background: Chapters can have computer during a program, like a Chapter Dinner or Seminar and promote bookstore sales among the attendance. The sale can be verified by means of a promotional code or sales coupon, available in every e-commerce tools. The objective is both promote sales of ASHRAE bookstore items and create incentive to Chapter Program participation.

Fiscal Impact: Develop a website platform + certificates, estimate U\$ 10,000.



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Attachment B

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Joyce Abrams
Director
Member Services

jabrams@ashrae.org

TO: Julia A. Keen, Publishing and Education Council Chair
Mark Owen, Publishing and Education Council Staff Liaison

FROM: Joyce Abrams

DATE: December 5, 2018

SUBJECT: Members Council Referral

During the Members Council November 2018 meeting in Atlanta, the council referred the motions below to the Publishing and Education Council; Motion 10 for comment and Motion 19 for consideration. The council will revisit these motions after your comments are received. I appreciate your keeping me advised of your actions. Let me know if you have any questions. Thank you.

Region X (San Diego Chapter) Motion 10 (11/8/2018):

That Society develop a simple (bulleted-format) ASHRAE Commercialism Policy more suitable for non-ASHRAE members (lay-persons) who are invited to present at regular ASHRAE chapter meetings.

Background: Review of the current ASHRAE commercialism policy (online) suggests that it is clearly written for ASHRAE members who develop and present technical papers at the Winter and Summer annual meetings. It is much too “wordy” and difficult to understand let alone implement effectively regarding lay-person presenters. It is NOT written for non-ASHRAE members (lay-persons) who are often engaged by each chapter for regular chapter meetings. And the PowerPoint (online) is of little value. See attached current ASHRAE Commercialism Policy & the PowerPoint.

Fiscal Impact: None. Only requires an administrative action/function to develop the appropriate & ASHRAE-approved verbiage.

Region-At-Large (Cairo Chapter) Motion 19 (11/8/2018):

That ASHRAE Chapters activate protocols with the Engineering Authorities through the Government Affairs Committee using ALI courses at a requested 50% discount on the six (6) ASHRAE certifications (CPMP, BEAP, BEMP, HFDP, OPMP and BCP) preparation codes and standards (validation of these courses are a must have credential for built-environment professionals in each country, not only the USA).

Background: The ASHRAE Cairo Chapter is seeking to make the Egyptian engineers syndicate to recognize all ASHRAE certificate tracks and make it mandatory for consultant offices registered within

Egypt to have at least one (1) track certified member within its crew. We need the preparation codes to be reviewed for approval by the syndicate scientific board and we need the discount to encourage them to do it.

Fiscal Impact: Egyptian Engineers Syndicate as an engineering authority party has over 800,000 registered and licensed mechanical engineers within its manpower and over 200 working Mechanical Consulting Offices and firms. Once it becomes mandatory for each consulting office to have at least one (1) ASHRAE certified member within its crew, the result will be a boost in ASHRAE members and ASHRAE certified members too and this will bring back more revenues to the society than the initial cost of the discounts. This is applicable to all countries.

TO: Darryl K. Boyce, Members Council Chair
Joyce Abrams, Members Council Staff Liaison

FROM: Mark Owen

DATE: April 16, 2019

SUBJECT: Response to Members Council Referral

Members Council referred the (Motion 19) to PEC on December 5, 2018.

Region-At-Large (Cairo Chapter) Motion 19 (11/8/2018):

That ASHRAE Chapters activate protocols with the Engineering Authorities through the Government Affairs Committee using ALL courses at a requested 50% discount on the six (6) ASHRAE certifications (CPMP, BEAP, BEMP, HFDP, OPMP and BCP) preparation codes and standards (validation of these courses are a must have credential for built-environment professionals in each country, not only the USA).

Background: The ASHRAE Cairo Chapter is seeking to make the Egyptian engineers syndicate to recognize all ASHRAE certificate tracks and make it mandatory for consultant offices registered within Egypt to have at least one (1) track certified member within its crew. We need the preparation codes to be reviewed for approval by the syndicate scientific board and we need the discount to encourage them to do it.

Fiscal Impact: Egyptian Engineers Syndicate as an engineering authority party has over 800,000 registered and licensed mechanical engineers within its manpower and over 200 working Mechanical Consulting Offices and firms. Once it becomes mandatory for each consulting office to have at least one (1) ASHRAE certified member within its crew, the result will be a boost in ASHRAE members and ASHRAE certified members too and this will bring back

PEC Response

PEC members would like further clarification for the following questions:

- Should this discount apply to all certifications or just the six listed?
- What is the potential member increase estimates?
- Is this a 50% discount on member or non-member prices?
- What would the government involvement be?
- Would this discount only apply to developing economies?
- For how long would the discount be applied?
- Should the monetary exchange rate be considered in the discount?

After discussion PEC concluded that this was a policy level decision and will refer this to ExCom's Membership Model Ad Hoc.



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Joyce Abrams
Director
Member Services

jabrams@ashrae.org

TO: Charles E. Gulledge, III, Standards Membership Model Ad Hoc Chair
Joyce Abrams, Standards Membership Model Ad Hoc Staff Liaison

FROM: Joyce Abrams

DATE: December 5, 2018

SUBJECT: Members Council Referral

During the Members Council November 2018 meeting in Atlanta, the council referred the motion below (Motion 22) to the Standards Membership Model Ad Hoc Committee for consideration. I appreciate your keeping me advised of your actions. Let me know if you have any questions. Thank you.

Region-At-Large (ASHRAE Deccan Chapter) Motion 22 (11/8/2018):

That Society offers members in good standing (full membership completely paid every 5 years), rewarded access to a free online training program or offline 50% discount training program effective July 1, 2019.

Background: This will infuse motivation for paying membership dues on time. Self-motivating programs could retain members and attract new members.

Fiscal Impact: Online program – Nil. Offline program – 50% of the program cost per participant.

TO: Darryl K. Boyce, Members Council Chair
Joyce Abrams, Members Council Staff Liaison

FROM: Julia Keen, PEC Chair

DATE: January 22, 2019

SUBJECT: **Response from PEC** to Members Council Referral
Region-At-Large (ASHRAE Deccan Chapter) Motion 22 (11/8/2018)

The following motion was referred to PEC on December 5, 2019

Region-At-Large (ASHRAE Deccan Chapter) Motion 22 (11/8/2018):

That Society offers members in good standing (full membership completely paid every 5 years), rewarded access to a free online training program or offline 50% discount training program effective July 1, 2019.

Background: This will infuse motivation for paying membership dues on time. Self-motivating programs could retain members and attract new members.

Fiscal Impact: Online program – Nil. Offline program – 50% of the program cost per participant.

PEC response

After some discussion, PEC concluded this motion involved the broader policy issue of Member benefits and an action Item was assigned to PEC Chair, Ms. Keen to bring this motion to the attention of ExCom's Membership Model Ad Hoc for their consideration.



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Attachment F

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Joyce Abrams
Director
Member Services

jabrams@ashrae.org

TO: Julia A. Keen, Publishing and Education Council Chair
Mark Owen, Publishing and Education Council Staff Liaison

FROM: Joyce Abrams

DATE: February 27, 2019

SUBJECT: Members Council Referral – E-Learning Courses

During the Members Council 2019 winter meeting in Atlanta, the motion below was referred to Publishing and Education Council for consideration. I appreciate your keeping me advised of your actions. Let me know if you have any questions. Thank you.

Membership Promotion Committee – Motion 11 (01/15/2019):

That e-learning courses be translated to major non-English languages based on membership demographics.

Background: ASHRAE's vision is to be a global leader and foremost source of technical and educational information. Based on membership demographics, the top eight non-English speaking countries include: Canada (French), India (Urdo), Hong Kong (Chinese), Philippines (Tagalog), UAE (Arabic), Malaysia (Malay), Brazil (Portuguese), and Mexico (Spanish). Voice-over audio recording of the e-learning materials will provide greater global membership value. Translations can be completed by volunteer members with peer review.

Fiscal Impact: Recommend \$0 fiscal impact. Generate income with new e-learning benefit and increase use of e-learning.

cc: Michelle L. Swanson, Membership Promotion Committee Chair
Daniel B. Gurley, III, Membership Promotion Committee Staff Liaison



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Attachment G

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Joyce Abrams
Director
Member Services

jabrams@ashrae.org

TO: Julia A. Keen, Publishing and Education Council Chair
Mark Owen, Publishing and Education Council Staff Liaison

FROM: Joyce Abrams

DATE: February 18, 2019

SUBJECT: Members Council Referral – Plenary Speakers and Commercialism

During the Members Council 2019 winter meeting in Atlanta, the Golden Gate Chapter motion was originally referred to the Conferences and Expositions Committee from Members Council's 2018 fall meeting. CEC has asked that the motion be referred to Publishing and Education Council. I appreciate your keeping me advised of your actions. Let me know if you have any questions. Thank you.

Conferences and Exposition Committee – Motion 4 (01/15/2019):

CEC recommends that the referral motion from Region X (Golden Gate Chapter) Motion 12 (11/8/2018) regarding the podium time of the sponsor of the plenary speaker and commercialism be referred to Publishing and Education Council with the following reply:

The referral recommends several changes to the Rules of the Board for the Society's Commercialism Policy by citing very specific changes related to restricting what can be said or done by the sponsor. The responsibility for this document and the responsibility for selecting the plenary sponsor and reviewing their introductory comments resides with the Publishing and Education Council not with CEC. Therefore, CEC recommends the motion be referred to Publishing and Education Council.

Background: The referral also includes proposed changes to CEC's Rules of the Board and CEC's Commercialism Policy for Conferences regarding a commercialism policy applied to the sponsor of the plenary speaker. CEC chooses to not make any of the proposed changes in its ROB and Commercialism Policy for Conferences because the proposed language is very specific to what the sponsor can say and do during the introduction of the speaker.

The original motion from the Golden Gate Chapter and attachments are included as attachments in the email.

cc: Kevin Marple, Conferences and Expositions Committee Chair
Tony Giometti, Conferences and Expositions Committee Staff Liaison

ASHRAE Conference Commercialism Policy

Commercialism is the inclusion of **visual, written, or verbal references** to any organization for the promotion or commercial advantage of that organization or the commercial disadvantage of a competing organization.

The Conferences and Expositions Committee will strictly enforce this policy for ASHRAE papers, presentations, [sponsor introductions](#), and/or research documentation at the ASHRAE Winter and Annual Conferences and Specialty Conferences.

What is Not Allowed:

- a. References or displays of trade names, logos or products provided by an HVAC&R related commercial organization, except as described in the “What is Allowed” section below. Such organizations shall include, but not be limited to: manufacturers, sales representatives, consulting firms, software/hardware providers, and contracting firms.
- b. Inference that ASHRAE approves or endorses any product, software or system for any reason, even if the product, software or system complies with an ASHRAE standard. The ASHRAE Logo may not be used without prior express permission from the Society.
- c. Copies of papers or portions thereof, draft position papers or recommendations, brochures, or other information SHALL NOT be made available at ASHRAE conference sessions without prior express permission from the Conferences and Expositions Committee.
- d. Clothing containing commercial logos, trade names or other commercial information can not be worn while presenting.
- e. Product presentations that feature particular companies or products are not permitted, even if the company or product is not specifically referenced by name.
- e.f. [Sponsors of the Plenary Session and Sponsors of the Keynote Speaker shall not use the opportunity at the podium to address the membership to promote their organization for commercial benefit.](#)

What is Allowed:

- a. First slide or presentation introductions: This may include the name of author(s)/presenter(s) and their e-mail addresses, their affiliations, companies, supporting organizations, sponsoring technical committee, and corporate logo. For case studies, with permission from the study subject, the slide or presentation introduction may also reference the facility owner, facility or site of the study.
- b. Research, programs, case studies, statements, policy, and/or legislation from any organization may be referenced only in order to maintain presentation clarity and relevance. Research, programs, policy, legislation or name of organizations, software, government agencies and government-sponsored agencies may be referenced only in order to maintain presentation clarity and relevance. Promotion or endorsement is prohibited and shall be excluded at the discretion of the Conferences and Expositions Committee Chair or the Chair’s representative. Reference to Universities, Research agencies, Government agencies, Government-sponsored agencies, and/or non-profit organizations shall be allowed as long as the reference is non-biased in nature, germane to the focus of the publication/presentation, and does not imply an ASHRAE endorsement of a product and/or service.
- c. Presentations may include reference to commercial software products and may include performance data of the inclusion of such references and data is necessary to illustrate use of the software.
- d. Trade or company names and/or logos of historical nature may be allowed where the featured equipment or its lineage is no longer manufactured, and the company and/or product names are used in the context of their historical development.
- e. Trade or company names and/or logos NOT related to the HVAC&R industry provided recognition of these items is not intended to be promotional, ASHRAE endorsement is not conveyed, and there is no implication that the audience is required to use the commercial entity.
- f. Specific reference may be made to industry-related standards, test methods and codes. Some examples include ANSI Z21.19-2002, UL 425, AHRI 1110-2006, NFPA 20-2010 etc.
- g. Make, model or sole source of critical test instrumentation, engineering software, reagents or apparatus may be identified as a footnote, so that others may duplicate the testing.
- h. The presenter’s name and email address may appear on the last slide (no phone number, company name or title allowed).

Policy Enforcement:

- a. The Conferences and Expositions Committee coordinates the review of all papers and presentations prior to publication or presentation. The Committee shall review all presentation materials. Nonconforming items within the presentation materials must be deleted by the presenter or the material will not be allowed to be presented.
- b. Exemptions for special cases will require the written approval of the Conferences and Expositions Committee Chair prior to the start of the Conference.

1.201.09 ASHRAE Commercialism Policy (02-06-27-60/14-01-22-08)

1.201.09.1 ASHRAE is a technical society whose objective is to advance the arts and sciences of HVAC&R. The Society is not organized to advance commercial interests. ASHRAE's restriction of membership to individuals reflects the Society's non-commercial character. With the foregoing in mind, ASHRAE's Commercialism Policy is as follows:

ASHRAE's publications and activities shall be free of commercial bias and shall not imply ASHRAE endorsement of any commercial interest. Commercial recognition may be provided or implied when doing so is necessary to promote the arts and sciences of HVAC&R and the understanding of associated technology. Such opportunities for recognition shall be administered fairly and may include citations, sponsorships, advertising and acknowledgements.

1.201.09.2 ASHRAE Commercialism Guidelines

- A. To disseminate knowledge and fulfill its objective, ASHRAE publishes literature; conducts educational programs, conducts technical meetings, and makes available data in electronic form. These publications and activities may include commercial recognition to promote understanding of technical content and awareness of available technology. Such recognition, however, must not imply ASHRAE endorsement of a product or service, nor may the focus of any ASHRAE work or activity be to promote a commercial product or service, whether in the public or private sector.
- B. Responsibility for implementing ASHRAE's Commercialism Policy resides with the Society's councils and committees, Regional Officers and Chapter Board of Governors. These groups should draw upon their unique understanding of their assigned activities to establish operating procedures and make decisions that are consistent with the Society's policy. These Commercialism Guidelines are intended to be of assistance when applying the Commercialism Policy and making commercialism judgments that are fair, are beneficial to the membership, and protect the integrity of ASHRAE publications and activities. They apply to all levels of ASHRAE activity – Society, regional and chapter – and address ASHRAE recognition of all external groups – public and private; for profit and not for profit; commercial and non-commercial.
- C. ASHRAE's Commercialism Guidelines consist of two sections.
 - 1. The Guiding Principles section sets forth the basic criteria that each instance of commercial recognition must meet.
 - 2. The Examples of Policy Intent provide specific guidance as to what the Society has already determined to be acceptable and unacceptable instances of commercial recognition. These Examples of Policy Intent are not a complete list of policy applications, nor are they intended to cover the full intent of the policy. They provide guidance.
- D. When deciding on approval of activities that include commercial recognition, councils, committees, Regional Officers and Chapter Board members must determine if the intent of the Commercialism Policy Statement is met and if the criteria identified as Guiding Principles are satisfied. If so, it is the responsibility of councils and committees to revise their respective manuals of procedures as needed.

1.201.009.3 Guiding Principles

- A. ASHRAE use of commercial names and logos shall not be done in ways that imply ASHRAE endorsement, approval or certification.
- B. If ASHRAE publications and activities are sponsored by commercial entities or other external groups, the opportunities for sponsorship shall be widely available and fairly administered.

ATTACHMENT 2

- C. The intent of any ASHRAE presentation or paper shall be to educate the ASHRAE audience about research or technological application, not to advertise nor promote commercial entities or other external groups.
- D. The inclusion of commercial information shall be done in a fair and unbiased way so as to avoid explicit promotion of a product or commercial entity.
- E. Commercial names and logos not related to the HVAC&R industry shall be permitted in presentations and papers providing recognition is pertinent to a better understanding of HVAC&R technology, such inclusion is not intended to be promotional, ASHRAE endorsement is not conveyed, and there is no implication that the audience is required to use the commercial entity.
- F. Some ASHRAE activities, such as ASHRAE participation in the AHR Exposition, ASHRAE Journal and the Society web site, are recognized as operating as commercial enterprises, fulfilling the Society's mission of technological advancement with adherence to business plans that generate income to offset operational expenses.
- G. Chapter and regional activities shall not compete with the Society's activities in the areas of advertising and sponsorships since chapter and regional activities detrimental to the Society are detrimental to the Society's membership.
- H. Chapters and regions participating in local or regional trade shows (including "product shows" and/or "equipment expositions") shall adhere to guidelines included in the Manual of Chapter Operation (MCO). The rules in the MCO allow the Society to fulfill its obligations in the contractual agreement for sponsorship of the AHR Exposition. It is essential that all ASHRAE events comply with these procedures.
- I. ASHRAE activities including events at chapter meetings shall be managed in such a fashion as to prevent an atmosphere where commercial entities are encouraged to critique one another in the public forum. ASHRAE councils, committees, regional officers and chapter board members shall explain and promote these values.

1.201.009.4 Examples of Policy Intent: Acceptable Applications

- A. Society Winter and Annual Meeting events may be sponsored, such as welcome party, luncheons, registration kits and receptions.
- B. Commercial names and logos may be used to acknowledge sponsorships, such as on event banners, chapter tabletop displays, newsletters, rosters and websites.
- C. ASHRAE technical literature and educational materials may be sponsored.
- D. Commercial names and logos may be used in presentations and papers to provide author identification or to acknowledge contributions.
- E. Company names and products may be cited in historical works.
- F. Company names and products may be cited in presentations and papers if such information has historical significance directly relating to the technology discussed in a presentation or paper.
- G. Manufacturer and model number of test instruments may be noted if such identification is required to allow accurate reproduction of the work described.
- H. Commercial names not directly related to the HVAC&R industry may be displayed or cited in presentations and papers if inclusion of such reference is pertinent to a better understanding of the subject matter discussed or if such reference is unavoidable.
- I. Presentations may include logos and the names of computer hardware, operating systems, browsers, word processing programs, spreadsheets, presentation programs, etc., since the intent of the presentation is to examine HVAC&R technology, not to promote information management technology.

ATTACHMENT 2

- J. Demonstrations of software used in the HVAC&R industry may include reference to commercial products and may include performance data if the inclusion of such references and data are necessary to illustrate use of the software.
- K. Chapters may allow advertising and sponsorships on their web sites providing that the advertisers and sponsors deal primarily in the chapter's local geographic area, such as a local sales office of a manufacturer, local manufacturer, or local distributor.
- L. Advertising on chapter web sites must be in a separate section of the web site and must comply with all requirements of the ASHRAE Policy for Chapter Websites.
- M. Chapters and regions may have web links to non-ASHRAE web sites if the purpose is informational and if it is made clear to viewers that they are leaving the chapter website.
- N. Web-based presentations may include excursions to commercial sites if the purpose is clearly not to promote a commercial entity.
- O. Chapters may include advertising in chapter newsletters and publications if it is restricted to business card type advertising as described in the Manual of Chapter Operation.
- P. ASHRAE technical literature and educational materials may be sponsored if the content of the material remains bias free, if equal opportunities are provided to commercial interests, and if such recognition is made public.

1.201.009.5 Examples of Policy Intent: Unacceptable Applications

- A. The title or the text of papers and presentations may not promote a commercial product or service.
- B. The use of commercial names may not be done in ways that promote the benefits of that commercial entity nor be used to principally further awareness of that commercial entity.
- C. The subject of presentations and papers may not be to promote a commercial entity's exclusively available commercial product and service.
- D. Commercial part numbers may not be used in a presentation's or paper's title, text or illustrations unless such information is necessary for advancing technical knowledge.
- E. Product-specific programs (programs whose main intent is to describe the features of a specific manufacturer's product) may not be scheduled or presented at a Society event because their very nature would be to further awareness of a specific commercial entity or to describe the advantages of the commercial entity.
- F. Chapter and regional web sites may not state by name products, services and companies, except in advertising, in sponsorships or to identify the business affiliations of persons named on the site.
- G. Events including chapter meetings where speakers or members in attendance are encouraged to voice commercial-based bias; be it for or against a particular commercial entity.
- H. The use of podium time by a sponsor of the Plenary Session and/or sponsor of the Keynote Speaker to address the Plenary Session attendees may not be used to promote a commercial interest.



Certification Committee MBOs Society Year: 2018-2019

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.

Chair: Mike Fullerton, HFDP

Date: April 11, 2019

Objective	SP 2014 ¹	Completi on Date	Fiscal Impact	Responsibl e 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 Committee, Staff	Completed	78% recertification rate attained for non-DOE-aligned programs, exceeding the industry average for three-year programs. The DOE-aligned programs, the BEAP and CPMP, experienced a 38% recertification rate. 2018 is the second year CPMPs had to renew as BCxPs, a process which requires an exam, and the first year BEAPs had to renew under updated BBWG requirements.

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 Committee, HVAC Designer Exam Subcommittee, Staff	In progress .	Application opened March 1, 2019 for the Certified HVAC Designer (CHD) program. Computer-based testing opens worldwide on June 3, 2019.
3. Enhance relevancy of ASHRAE certification to ASHRAE members and the industry in general.	1B, 4A	6/30/2019	Volunteer and Staff Time	Chair, Certification Committee, HVAC Designer Exam Subcommittee, Staff	Completed.	Launched new HVAC Designer (CHD) certification on March 1, 2019, in response to 2016 Industry Need survey results which indicated both need and demand by both employers and practitioners.
4.1 Manage certification programs against the ANSI/ISO/IEC 17024 accreditation standard.	2C, 4B	6/30/2019	Currently budgeted .	Chair, Certification Committee, Staff	In progress	Year 4 Annual Surveillance application submitted.
4.2. Launch new HBDP and HFDP exam forms updated per revised exam Detailed Content Outlines.	1B, 4A	1/30/2019	Currently budgeted .	Chair, Certification Committee, HVAC Designer Exam Subcommittee, Staff	In progress	HBDP and HFDP exam Detailed Content Outlines already updated. New exam items written and are being pre-tested. New forms to launch Oct.1
4.3. Recruit 2019-22 class of Exam Subcommittee members.	1B, 2C, 4A	6/30/2019		Chair, Certification Committee, Nominations Task Force, Staff	In progress	"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 Committee, HVAC Designer Exam Subcommittee, Staff	In progress .	Application opened March 1. Examination begins June 3.
6. Develop a procedure to monitor the effectiveness of current certification programs.	1B. 4A	1/31/2019	None.	Chair, Certification Committee, Staff	In progress .	Task Force held first meeting in August.

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	To be determined.	Chair, Certification Committee, Staff	Completed.	Task Force recommended not to pursue this option, and Certification Committee agreed.
8. Research alternative exam delivery modes.	2A	6/30/2019	To be determined.	Chair, Certification Committee, Staff	In progress	Live Remote Proctoring may be an option, depending on cost.
9. Evaluate the certification and recertification application fee schedule for any possible updates in the January, 2019 meeting.	1B, 2C, 4B	1/12/19	None. Possible 2019-20 revenue increase.	Chair, Certification Committee, Staff	Completed.	The Certification Committee agreed to maintain the current fee schedule one additional year through June 30, 2020.
10. Assist PEC in compiling a list of the Council's value to ASHRAE members and society based on committee focus.	1B, 2A	6/30/2019	Volunteer and Staff Time	PEC, Certification Committee, Staff.	Completed.	PEC MBO.
11. Assist PEC with alignment of Council and Committee guiding documents (MOP/ROB/Reference Manual) to reflect value and restructure.	2A	6/30/2019	Volunteer and Staff Time	PEC, Certification Committee, Staff.	In progress	PEC MBO. Certification Committee Task Force met to evaluate alignment needs. Revised ROB and MOP submitted Nov. 19.
12. Coordinate with PEC on budget analysis to identify areas with potential for growth and prioritize potential areas of reduction.	4A, 2A	6/30/2019	Volunteer and Staff Time	PEC, Certification Committee, Staff.	In progress.	PEC MBO. Certification MBO #6 will assist with this MBO. Decision made in 12/5/2018 meeting to conduct this evaluation annually.
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.

Publications Committee

MBOs for Society Year 2018-2019

Chair: Jose Correa Date: 10 Apr 2019

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. Update: Guide of instructions for Pub Comm liaisons with TAC sections was completed before the Atlanta Conference and put into committee-wide use as of Atlanta.
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. Update: A guide for mentors and mentees within the committee was completed before the Atlanta Conference and put into committee-wide use before Atlanta. Mentors and mentees were assigned and connected with each other.
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. Update: Pub Comm holds monthly conference calls to discuss the previous months' Journal articles and encourage committee members to submit their votes on the best papers. A subcommittee to determine different weighting factors for the article scoring questions is currently working on this task.
Additional Recommendations for Strategic Planning: None.					

SP 2014 = Strategic Plan 2014 Initiative addressed by objective

PEC Restructuring

April 2019

Ad Hoc Members:

Julia Keen (Chair)

Dan Dettmers

Charlie Henck

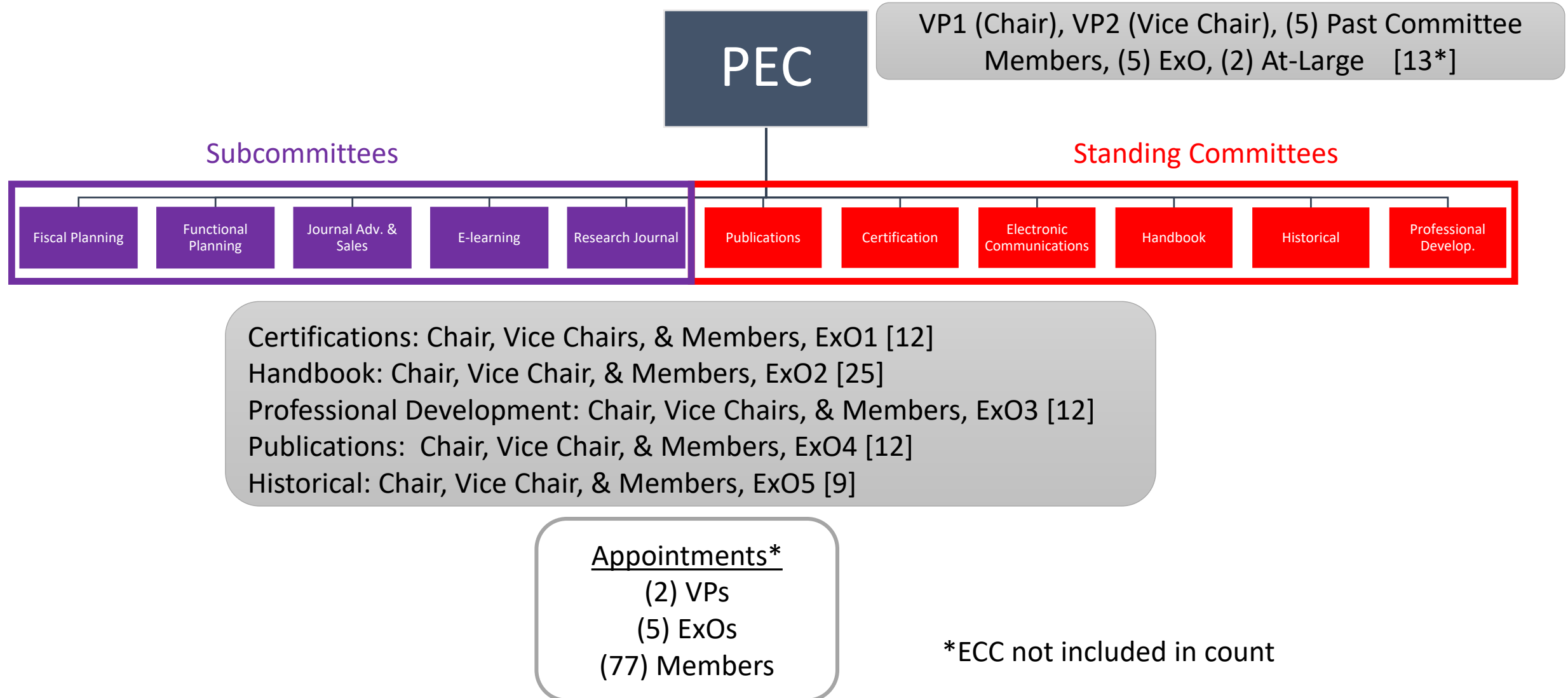
Jin Jin Huang

Restructuring Goals

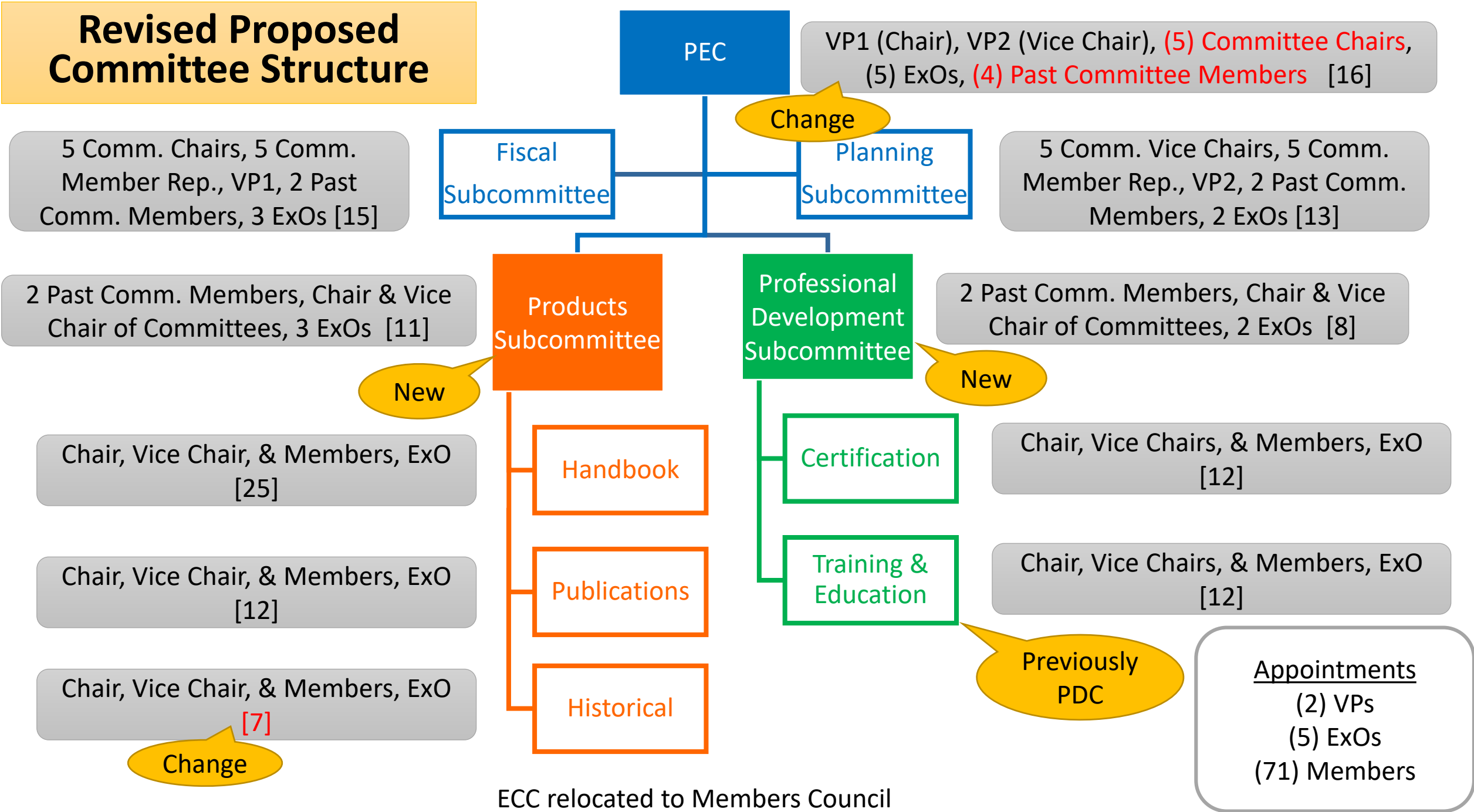
- Reshape the role of PEC and its subcommittees' functions
- Efficient use of volunteer and staff time
- More effectively use volunteer talent and knowledge to provide direction on all publication and education member products
- Improve communication and planning between all things publication and education 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.



Revised Proposed Committee Structure



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

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)

Publications

- Books
- AEDGs
- Charts/Tools
- ASHRAE Transactions
- Proceedings
- ASHRAE Journal
- S&T for the Built Environment
- HPB Magazine
- ASHRAE Insights and eSociety
- Electronic Pubs - Apps/Data Bases/Software

Historical

- Archives (including Library)
- Content Support/Development (research, sessions, papers, books, etc.)
- Landmarks
- Anniversary/Special Event Projects

Professional Development

(Monitor and Planning)

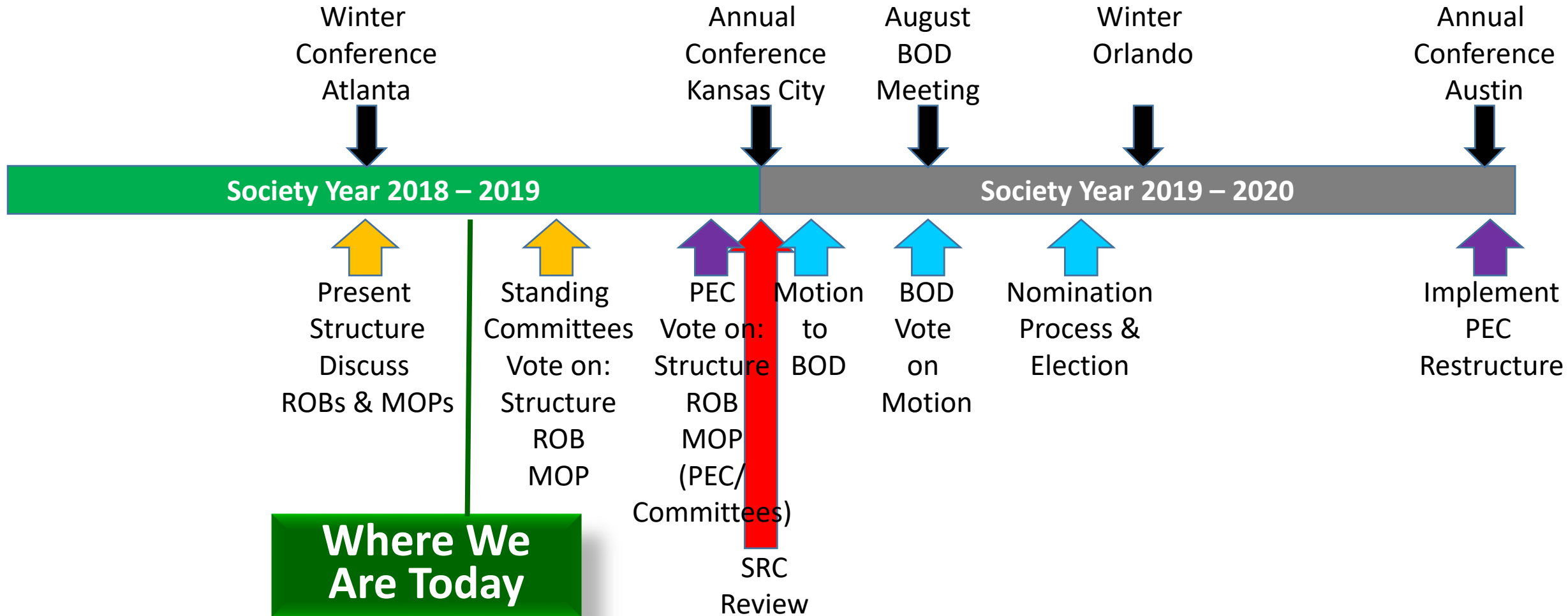
Training and Education

- 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)
- ASHRAE Career Enhancement Curriculum Program

Certification

- Maintain existing certifications and development of new
- Evaluate market demand
- Develop strategy for evaluation

Implementation Time Line



Deadlines and Deliverables

- April 15 - draft changes to the ROB and MOP submitted
- May 15 - Committee reviews feedback and votes on changes to ROB and MOP. If approved, submit to PEC Functional Subcommittee (Mo Hosni).
- Monday, June 24 - PEC Functional Subcommittee vote on changes to MOP and ROB and, if approved, forward to PEC
- Tuesday, June 25 - PEC vote on changes to MOP and ROB and, if approved, forward to SRC
- Tuesday, June 25 - SRC vote on MOP changes
- Tuesday, June 25 - SRC vote to recommend changes to the ROB to the BOD
- Wednesday, June 26 - BOD vote on ROB changes
- January 2020 - Reference Manual changes accepted by committee. (Ideally this would be reviewed and edited as your committee works through the other documents.)

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	On going	Committees voted in support. Ready for motion.
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	On going	
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	On going	
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	-	-	-	-	-	X	X	-	X	On going	
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	Complete	Submitted to Finanace.

Attachment L

**REPORT TO THE BOARD
From Executive Committee
Meeting of March 8-10, 2019**

Recommendations for Board Approval**Motion 1: that the Board of Directors approve the following changes to the Historical Committee**

- HC will continue to report to PEC through the relevant subcommittee in the proposed PEC restructuring plan.
- The functions of HC pertaining to “Grass Roots” to be moved to Members Council with reporting from the Regions routed through the RMCR.
- “Grass Roots” responsibilities be transferred to staff wherever feasible so as to not add to the workload of MC and RMCR’s.
- The size of HC be reduced to seven (7) members as that number has been demonstrated to be sufficient to carry out the committee’s work.

Background: If this motion is approved, PEC will work with SRC to finalize ROB recommendations for final Board approval. The purpose of this motion is to set the stage for Kansas City meetings and related appointments to the HC. **More details are included in Attachment A.**

Fiscal Impact: \$1,500 reduction in travel expense due to fewer members.

Motion 2: that the Board of Directors approve changes to the Government Affairs Committee ROB as follows:

2.402 GOVERNMENT AFFAIRS COMMITTEE

2.402.002.2 Qualifications

A. ~~The Either the Chair or the Vice Chair~~ of the committee shall have ASHRAE Executive Committee experience.

~~B. The Vice Chair shall have ASHRAE Executive Committee experience.~~

Background: GAC members who have served for several years on the committee, but who may not have Executive Committee experience, should be considered for a nomination as Chair or Vice Chair of the Committee. As these individuals have served on the GAC, they have gained considerable experience and knowledge, and some would be qualified to lead the committee.

The GAC recognizes that due to the nature of the committee’s work, it is critical to be aligned with the broader societal goals and focus, which means it is critical to have a good working relationship and communication with ExCom. Further, as the Senior Officers hold meetings in Washington, DC on a semi-annual basis, with many of these meetings involving government officials, having knowledge of these types of meetings and communication is also important. For this reason, ExCom experience would still be required in GAC leadership. However, that ExCom experience could be held by *either* the Chair or the Vice Chair, rather than requiring ExCom experience for *both* of the top two leaders of the GAC. Further, one of the At-Large GAC members must be a Presidential Member, which also provides for leadership at that level with in the GAC.