

LeaDRS Information Packet

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ASHRAE Regional LeaDRS Program (Leadership Development through Regional Support)

OVERVIEW

A Regional program is proposed to allow for the development of future Regional leaders through their shadowing of current DRCs and support from the Region. LeadDRS would be a program that is run, funded, and administered by each Region in order to develop incoming or new Regional leadership. As a participant in this program, the DRC would select a participant from the Region to shadow the DRC at a Society Winter or Annual conference. The participant's travel expense would be covered by the Region as an investment in the development of their future leadership. While not specifically required, it is the intention of this program to prepare new YEA members their upcoming duties and expectations as a Regional leader through direct interaction with the DRC.

BACKGROUND:

As a premier member-run society, ASHRAE has many aspects and leadership levels that are unknown to many members. It is rare for any member, especially YEA members to have a complete understanding of the inner workings of ASHRAE from the Executive and Board levels. Many members see the Chapter and Regional levels of ASHRAE without understanding what keeps these levels operating fluently and effectively from the executive levels. It takes great desire and dedication to ASHRAE to reach the highest levels of the organization and gain the complete understanding of all operating levels of ASHRAE. Furthermore, the future leaders of the organization will come from Young Engineers in ASHRAE who aspire to reach the highest leadership roles within the Society.

Moreover, incoming Regional Leaders could be overwhelmed with their newly obtained responsibilities and may not have a thorough understanding of the intricacies of a Society conference. Thus, direct shadowing of a DRC will allow the incoming leader to build a relationship with the DRC and gain an understanding of the expectations as a new leader. The DRC is also able to provide a full understanding of the inner workings of ASHRAE to this new leader.

Through Leadership U (offered by the Society YEA Committee), a finite number of YEA members (currently 4) are selected for each Society conference to be matched up with Society Officers (currently Vice Presidents) in order to shadow that Officer and participate in all of their events and board meetings, including social activities. Leadership U not only allows YEA winners to experience a conference like an Officer, but it is also a great opportunity to network and form connections with those active in ASHRAE.

This Leadership U program highlighted the need for and successful implementation of individual mentored development of leadership within the Society. Thus the LeaDRS program is intended to build upon and support the success of the Leadership-U program in order to build leaders at the Regional level.

A trial-run of this program was implemented at the 2013 Dallas Winter Meeting with a participant from Region III. Feedback from this trial was used to more clearly define the scope of this program.

OBJECTIVES:

LeaDRS hopes to develop the future leaders of the Regions by offering a developmental shadowing experience unobtainable by many ASHRAE members. The program is intended to build a one-on-one relationship between a DRC and an incoming or newly appointed Regional leader. LeaDRS is focused on targeting proven, dedicated ASHRAE leaders from the grassroots level to provide development, insight, and inspiration for that individual that they can take back to their Regions and Chapters. It is also designed to expose these young leaders to the Society and opportunities at the Society level. Furthermore, this inspiration is intended to encourage the LeaDRS participants to work toward higher Regional and Society roles. While not limited to them, YEA members are an ideal target audience for this program since they are the future of ASHRAE leadership.

SCOPE:

The LeaDRS shadowing program will enhance member value through providing access to, and a deeper understanding of, the senior level leadership roles and responsibilities of ASHRAE Regional leaders. The DRC will be charged with allowing the participant to shadow them and introducing the participant to the Society Conferences, their inner workings including: Society/Committee structure, Board Meetings, ExComm, TCs/TGs, and social functions. Furthermore, this program will help the DRC illustrate their expectations of the new leader.

The program would be administered and funded within each Region. Thus, participation of each Region in this developmental program is dependent upon each Region's voting to accept such a program into their MOP. Furthermore, participation in this program is dependent upon the willingness of the DRC to serve as a mentor as well as the Region's financial availability.

Through Regional funding, the LeaDRS program will provide full conference registration, conference social event admission, travel, lodging, and meals for a participant at a Society and/or Annual meeting.

PROGRAM IMPLEMENTATION

Selection of participants should be done in a cooperative manner among the DRC and existing Regional Leadership to ensure a proper choice for strategic development of the new Regional Leader. It is encouraged to have input from the Region's YRC if applicable as they will be able to help assist in helping the participant navigate the Society meetings.

RESPONSIBILITIES OF LeaDRS PARTICIPANT:

In return for the benefits of the program, the participants of the LeaDRS program will be expected to adhere to the following program responsibilities:

1. Attend the Society Conference for which they selected as a participant.
2. Compose oneself in a manner befitting the environment in which they are allowed as a guest (i.e. respect the sanctity of the Society Leadership meetings)
3. Attend the sessions for which they will be chair or incoming regional leader (if applicable)
4. Establish open communication with their mentor
5. Attempt to attend each of the variety of meetings on the provided agenda of the mentor

(though this may be quite flexible between the DRC and Participant).

6. Ask questions, Ask Questions, ASK QUESTIONS! Take the opportunity to learn why the Society operates as it does.
7. Attend the Conference social events and mingle with as many members as possible.
8. Observe the operations of the Society and ask, "How could I do this better?"
9. Submit a summary report to the DRC within one week of returning home from the conference documenting the experience, key takeaways, and areas for improvement.
10. Share their experiences with their Region and Chapter (i.e. through presentations at their CRC, presentations at their Chapter, presentations at surrounding Chapters, sharing articles for publication through ASHRAE periodicals, etc.)
11. Maintain receipts for all reimbursed expenses.

RESPONSIBILITIES OF LeaDRS MENTOR (DRC):

1. Be accessible and open to the LeaDRS Participant and encourage open communication.
2. Develop a list of expectations for the Participant and discuss these expectations openly
3. Develop a schedule of events/meetings for yourself, assist your participant with developing their schedule of events/meetings, and discuss which meetings would be beneficial for the participant to attend with you.
4. Allow the Participant to shadow you throughout the meeting except for those times when private conversations/meetings are required
5. Encourage attendance to all of the Society social functions
6. Attempt to encourage the interaction of the participant with other society members

SELECTION and APPROVAL:

A selection and approval process should be included in the Region's MOP.

- Anyone in the Region can make a nomination directly to the DRC or the assigned committee for participation in this program.
- Final Participant selection and approval shall be the responsibility of the DRC
- Participants shall have proven Chapter leadership
- Participants shall have a desire to become more involved in ASHRAE
- Participants shall have a proven potential to become a Society Leader
- Approval of funds to support the attendance of the participant should be made by the Region's leadership team.

VALUE/BENEFIT TO MEMBERS AND THE ASHRAE STRATEGIC PLAN:

In order to maintain membership and ensure strong future Society leadership, there must be a focus on sustaining it through developing future leaders. Thus the LeaDRS program, addresses this need to develop future leaders, locally and globally.

LeaDRS Program Reporting Template

Region: _____ Meeting Participant Attended – Circle one: Summer/Winter Year: _____

DRC/Mentor Information

Name: _____ Current Regional Title: _____

What was the reasoning for participating in this program this year? _____

How was the below Participant Selected? _____

Fiscal Impact

Amount of Regional Funding: \$ _____

Amount of Other Funding (not participant or participant's Company): \$ _____

Source of "Other" Funding: _____

Participant/Mentee Information

Name: _____

List Chapter/Regional Positions previously held:

Describe your reasoning for participating in this program:

Was your Mentor clear as to what was expected of you on a Regional Level as a participant in this program? Define those expectations.

Were your expectations of the program met? Why/Why not?:

Did you learn or obtain information while participating in the program that would have been good to have prior to attending the meeting?

Was your time at the meeting well balanced between meetings, social events, free time and technical sessions? Yes/No (if no please describe)

How do you intend to use the information you have gained as a result of participating in this program?

Please provide feedback on how this program could be improved or made more valuable to you as a member.

Sample Application

Below is a sample Leadership U application that can be altered to use as a LeaDRS application.

Application for Leadership U

Leadership U is a part of the YEA Institute and gives YEA members the opportunity to be matched up with a Society Officer at the ASHRAE Winter or Annual Conference. During their time at the conference, the YEA member will shadow the Society Office and be able to participate in all of their events and board meetings, including social activities. Costs of attending the Conference (transportation, lodging and registration) will be covered by ASHRAE.

Criteria: All applicants must be ASHRAE members and 35 years of age or younger as of December 31, 2013.

Deadline: All applications must be received by the close of business October 17, 2013.

Please complete the following information and submit to Rhiannon Loomis at Rloomis@ashrae.org.

Name: _____
First Last Middle Initial

E-mail Address: _____ ASHRAE Member Number: _____

Date of Birth: _____ Age: _____

Chapter: _____ Region: _____

Please detail your chapter level involvement and any currently held positions: _____

Please detail your regional level involvement and any currently held positions: _____

Please detail your Society level involvement: _____

Please detail any YEA participation: _____

How many society meetings have you attended? Annual: _____ Winter: _____

How did you first get involved in ASHRAE? _____

How has ASHRAE benefitted you? _____

Why are you interested in getting involved with Leadership U? _____

Why are your aspirations within ASHRAE? _____

Any additional comments or information you would like to be considered during the application review process?

If you have any questions or need clarification regarding the Leadership U program or the application, please contact Rhiannon Loomis at Rloomis@ashrae.org or (678) 539-1178.

Sample LeaDRS Application Scoring Rubric

Below is a sample scoring rubric for Leadership U that can be altered to use for the LeaDRS program.

General: Applicant must achieve a score of 7 from experience related questions to be eligible for entrance into the program. The eligible applicants are then rated in three categories to choose the four recipients.

| Experience Related Questions: | Scoring: |
|--|------------------------|
| Please detail your Chapter level involvement and any currently held positions: | 1 point/position/year |
| Please detail your Regional level involvement and any currently held positions: | 2 points/position/year |
| Please detail your Society level involvement: | 2 points/position/year |
| How many society meetings have you attended? | |
| Annual | 1 point per meeting |
| Winter | 1 point per meeting |

TOTAL: 7

Minimum Score to Qualify for Leadership U: 7

| Non-experience Related Questions: | Scoring: |
|---|---------------------------|
| How did you first get involved in ASHRAE? | N/A (General Information) |
| How has ASHRAE benefitted you? | 5 / 5 |
| Why are you interested in getting involved with Leadership U? | 10 / 10 |
| What are your aspirations within ASHRAE | 5 / 5 |
| Any additional comments or information you would like to be considered during the application review process: | 0 Bonus Points? |

TOTAL: 20 / 20

ASHRAE's Mission, Vision and Core Values

ASHRAE's Mission

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

ASHRAE's 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.

ASHRAE's Core Values

Excellence

ASHRAE education, technical information and all other activities and products will always reflect the best practices that lead our industry. We strive for continuous improvement and innovation in all our practices and products.

Commitment

ASHRAE and its members are passionate about serving the built environment, creating value, and recognizing the accomplishments of others.

Integrity

ASHRAE is committed to the highest ethical standards. We work transparently, observing essential requirements for due process and peer reviews to assure our members and stakeholders that we do the right things the right way.

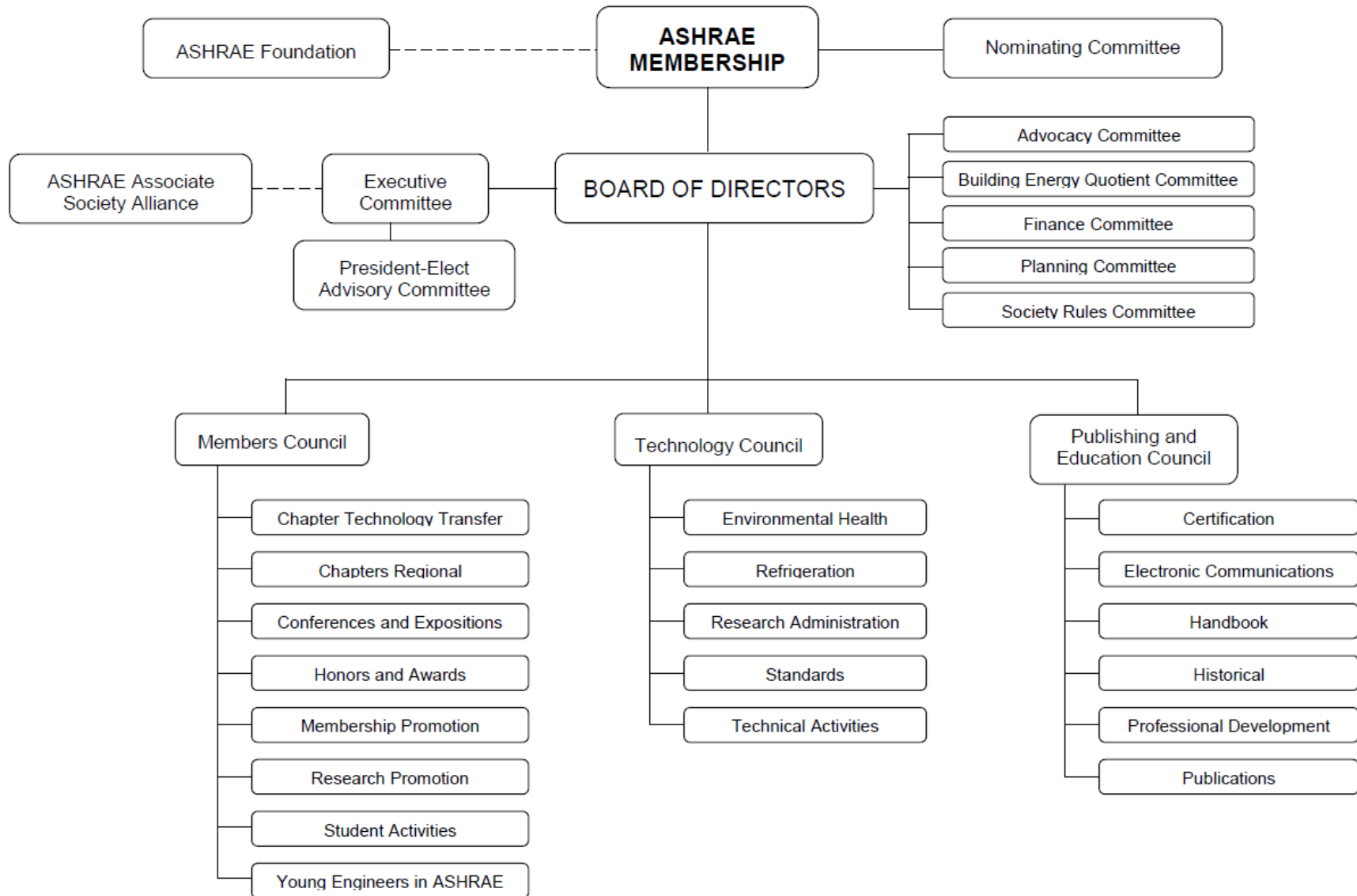
Collaboration

ASHRAE seeks and embraces collaborative efforts with organizations, agencies, and individuals sharing our commitment to sustainable built environments.

Volunteerism

Members lead ASHRAE at every level, serving ASHRAE and helping ASHRAE serve society.

ASHRAE Structure



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Councils are comprised of board members, representatives of related standing committees, and other members elected by the Board of Directors. Their mission is to administer the activities and policies promulgated by the Board that concern those committees within the organizational structure of the councils. In addition, councils approve or reject the funding of projects and programs recommended by the appropriate committees. The three councils are: Members, Publishing and Education, Technology.

Committees

Committee participation is one of the most important and rewarding aspects of ASHRAE membership. Committee leadership is necessary to achieve the overall objectives of the Society and coordinate activities in the most effective manner.

Leadership is provided by the committee chair - someone who sets goals, recognizes problems, and assigns the right people to develop creative solutions. Achieving results requires a concentrated team effort. Ideally, the chair is attuned to the committee's tasks as well as the interpersonal dynamics of the committee members.

Current ASHRAE Councils & Committees

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NVM = nonvoting member, Cons=consultant, SLI = staff liaison

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Acronyms and Abbreviations used in ASHRAE

AA Admissions and Advancement Committee (also A&A)
AC Accreditation Activities Committee
AHR International Air Conditioning, Heating, Refrigerating Exposition
AI Action item
ALI ASHRAE Learning Institute
APC ASHRAE Program Committee
BAR Board-Approved Rules
BCAP Building Codes Assistance Project
BEPS Building Energy Performance Standards
BOD Board of Directors
BOG Board of Governors
CBL Charter and Bylaws Committee
CD Course Development Committee
CIS Code Interaction Subcommittee (of Standards Committee)
CO Coordinating Officer
CP Chapter Programs Committee
CRC Chapters Regional Conference
CSO Chief Staff Officer
DAL Director-at-Large
DRC Director and Regional Chairman
EH Environmental Health Committee (also EHC)
EUI Energy Utilization Index
EX Executive Committee
EX-O Ex-Officio Member from the Board of Directors
ExCom Executive Committee (also EX)
FI Finance Committee
FY Fiscal Year
FYE Fiscal Year Ending
GIA Grant-in-Aid
GPC Guideline Project Committee
HB Handbook Committee
HI Historical Committee
HO Honors and Awards Committee (also H&A)
IAQ Indoor Air Quality
IC International Committee
ILM International Liaison Member
ILS Intersociety Liaison Subcommittee (of Standards Committee)
IN International Committee
I-P Inch-Pound
IPD Integrated Project Delivery
ISO/DIS ISO/Draft International Standards
JR Journal/Insights Committee
MA Meetings Arrangements Committee
MAP Manual of Acceptable Practices
MBO Management by Objectives
MC Member Council

MCO Manual of Chapter Operations
MOP Manual of Procedures
MOR Manager of Research
MORP Manual of Recommended Practice
MOS Manager of Standards
MOU Memorandum of Understanding
MP Membership Promotion Committee
MPAG Manual for Processing ASHRAE Guidelines
MPAS Manual for Processing ASHRAE Standards
NO Nominating Committee
PAGA Procedures for ASHRAE Guidelines Actions
PAOE Presidential Award of Excellence
PASA Procedures for ASHRAE Standards Actions Under the ANSI Organization Method
PC Publishing Council
PDS Professional Development Seminars
PE President-Elect
PE President-Elect Advisory Committee (also PEAC)
PL ASHRAE Planning Committee (also PLC)
PMS Project Monitoring Subcommittee (for research projects)
PMSC Project Monitoring Subcommittee Chairman
PPIS Planning, Policy and Interpretations Subcommittee (of Standards Committee)
PR Society Programs Committee
RAP Research Advisory Panel (of Research Administration Committee)
RAS Research Activities Subcommittee (of Research Administration Committee)
RC Regions Council
RE Refrigeration Committee (also REF)
ROB Rules of the Board
RP Research Promotion Committee
RPS Research Planning Subcommittee (of Research Administration Committee)
RVC Regional Vice Chairman
SA Student Activities Committee
SBL Society Bylaws
SH Section Head (of Research Administration Committee)
SI International System of Units
SP Special Publications Committee
SPC Standard Project Committee
SPLS Standards Project Liaison Subcommittee (of Standards Committee)
SPO Strategic Plan Objective
SSPC Standing Standard Project Committee
ST Standards Committee (also StdC)
StdC/ExCom Standards Committee/Executive Committee
TAC Technical Activities Committee
TAG (See US/TAG)
TC Technical Committee
TC Technology Council
TE/TEGA Technical, Energy and Government Activities Committee
TEC Technical Evaluation Committee
TG Task Group
TRG Technical Resource Group
TRP Tentative Research Project

US/TAG U.S. Technical Advisory Group (for ISO or IEC standard
YEA Young Engineers in ASHRAE
YRC YEA Regional Coordinator