



# MINUTES

## Handbook Committee Strategic Planning/Executive Subcommittee Meeting

October 5-6, 2002  
Embassy Suites Hotel  
Atlanta, GA

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### ATTENDANCE:

Ken Cooper, Chair and 2003 Applications Subcom Chair	Garry Myers, 2004 Systems
David Underwood, 2005 Fundamentals Subcom Chair	Bill Fleming, 2005 Fundamentals
Norm Maxwell, 2006 Refrigeration Subcom Chair	John Wells, 2005 Fundamentals
Charles Francis, 2003 Applications	Bill McCartney, 2006 Refrigeration
Brian Rock, 2003 Applications	Steve Comstock, ASHRAE staff
Ron Davis, 2004 Systems	Mark Owen, ASHRAE staff liaison

### Additional Distribution:

Handbook Committee Members

### INDEX OF ACTION ITEMS

No.	Responsibility	Action Item
1	Comstock	Publish news item in <i>Insights</i> on member benefit change for 2004.
2	Werman	Develop training guide/course for Handbook Committee members.
3	All members	Send comments on strategic plan items to Mr. Cooper by Jan. 1, 2003.
4	Fleming, Rock	Review revised Commercialism Policy re: effect on Handbook procedures and bring recommendations to Jan. 2003 meeting.
5	Cooper	Appoint ad hoc subcommittee to revise Handbook Author and Reviser Guide.
6	Owen	Invite TC chairs and Handbook subcommittee chairs to Jan. Reviser Workshop.

### **Call to Order/Introductions**

Mr. Cooper called the meeting to order at 1:05 p.m. and attendees introduced themselves.

### **Approval of Agenda**

No additional items were added to the agenda.

### **Overview of Strategic Situation**

Mr. Cooper led discussion on the status of efforts at achieving past strategic goals. Comments included the following:

- Handbook online survey results, which are now in hand, along with Pres. Wolf's ad hoc survey among the membership chapters, are adequate to proceed (although the ad hoc survey, like the online survey, may not offer a representative membership sample).
- Efforts to rewrite Handbook content to better serve readers will likely focus on a few problem chapters, as indicated in surveys, but not result in "downgrading" technical content.
- Handbook comments are now received from any user to the editor via the web site, then forwarded to TCs; efforts under way to automatically forward to TCs.
- We now have an opportunity to communicate these coming content improvements and the benefits of electronic access to the Handbook audience.
- Mr. Cooper noted that "knowledge is *organized* information" and "ASHRAE is selling the *organization*."

### **Review/Discussion of Publication Models**

Mr. Comstock presented a summary of publication models previously presented at the Handbook Committee meeting in June 2002 called "Models for Handbook Development & Distribution: Using New Media to Improve Access to Technical Literature" (see Attachment A).

Mr. Comstock also noted that Publishing Council and BOD approved Handbook Committee's recommendation to establish the four-year HandbookCD as the member benefit, beginning in the 2004 volume year, with the one-year print volume available for purchase at a reduced price (see Model 1, Option 1C). He mentioned that other councils should be informed of the decision and that any changes or modifications to this decision must be made in Jan. 2003 because dues renewal notices must be finalized and sent out in March 2003. A memo from Mr. Comstock to Julian de Bullet, Publishing Council Chair, describing related issues, is attached (Attachment B).

Mr. Owen reported that the deadline for submission of *out-of-sequence* updates to chapters in the 2004 four-volume HandbookCD will need to be moved from Apr. 1, 2004 (as established for 2003 updates) to Jan. 30, 2004, because of the accelerated editing schedule required to deliver the 2004 four-volume CD by the end of May.

Mr. Comstock continued that the 2004 volume year is probably too ambitious a schedule for making the benefit shift; the four-year HandbookCD has never been delivered that early in the year (end May) and he would like to see that accomplished at least once before the product becomes the member benefit. For example, Mr. Comstock reported, the 1999-2002 (this year's) four-volume HandbookCD is not yet completed; although this is largely because of changes in the linking procedure that are designed to streamline future CDs, the delays do cause concern in light of the desire to speed up the schedule by five to six months while adding more and more out-of-sequence updates. Mr. Comstock stated that making the change for the 2005 volume year is preferable from a production standpoint.

Discussion of the models and related Handbook issues included the following comments:

- The membership should be notified of the change to the four-volume HandbookCD; e.g., via an article in *Insights*. Mr. Comstock indicated that he will do that (**ACTION ITEM #1**).
- The committee should also listen for feedback from the *Insights* article and have a January agenda item to consider whether any feedback supports postponement of the 2004 member benefit change until 2005.
- Members might prefer that the member benefit change to the four-volume CD occur in 2005 because the Fundamentals volume is considered the first volume, and they can complete their bound print series sets with the 2004 Systems book before changing to CD format.
- The single-volume HandbookCD should be dropped as irrelevant because members are receiving all four volumes as a benefit, although its marketability to nonmembers would be affected by its nonmember price (and the price of membership dues) relative to the four-volume CD.
- Model 4, the "Online Handbook," is consistent with the ASHRAE Web Roadmap vision for member access to information. The four-volume HandbookCD as member benefit is viewed as the first step in that direction.
- Why can't we do the online Handbook now? Mr. Comstock reported that staff, after consultation with electronic vendors, has concluded that the present state of online search technology renders the model impractical at present, but the investigation will continue.
- A looseleaf binder Handbook could be updated with annual binder inserts, which would positively identify changes. Questions about (1) perceived value versus bound volumes, (2) user inconvenience at having to manage inserts, and (3) production cost need to be answered.

Specific discussion of Model 5 (three Handbook volumes, with Applications subdivided into Special Publications topical design guides) included the following comments:

- Why are our volumes divided and subdivided as at present? Can the organization of information be improved? The Reviser Guide outlines the philosophy behind each volume as presently constituted.
- Many ASHRAE members look at the Applications volume (and/or the Systems & Equipment volume) as the most current, changeable information; they renew their

memberships to continue receiving it. Therefore, the Applications volume should not be removed from the Handbook series. Because Applications information may change more often than that in Fundamentals or Refrigeration, it “drives” the revision process and also provides the best opportunity for encouraging the out-of-sequence electronic updates that will make the four-volume HandbookCD more valuable than any single volume. *Note:* At present, chapters on the four-volume CD differ from previously published print volume chapters because they include corrections made since print publication.

- Although the Applications volume may contain information that changes more often, when users think of the “ASHRAE Handbook,” they usually think of Fundamentals.
- Frequent updating of electronic chapters will discourage the practice of paying for one year’s membership to get the four-volume CD, then dropping for the next three years.

*(At 5:10 p.m., the meeting recessed until 8:00 a.m. Sunday)*

### **Development of Strategic Plan**

Possible elements of a strategic plan include the following (also see Attachment C for Mr. Cooper’s summary, “Draft Strategic Emphasis for Handbook Committee”):

- Investigate elimination of the single-volume HandbookCD.
- Review/update the Handbook Author and Reviser Guide and ensure its wide distribution.
- Encourage out-of-sequence revisions to chapters in Applications and Systems volumes to enhance the value of the four-volume HandbookCD (the eBook).
- To avoid the need for Handbook staff validation or debugging of complex functional interactive elements, direct that these types of features be pursued as independent products, validated by others, which may be sold separately or included as add-on features in future eBooks or as external links.
- Examine the composition, structure, and member duties of the Handbook Committee to determine if they should be changed in light of changes in eBook revision procedures.
- Initiate public relations effort to tout (1) advantages of four-volume HandbookCD member benefit, (2) overall Handbook quality and (3) improved quality of refocused, rewritten Handbook chapters.
- Encourage TCs to list references to other ASHRAE publications (standards, special publications) for linkage to web site/online bookstore.
- Develop and provide formal liaison training for Handbook Committee members (Lynn Werman, **ACTION ITEM #2**).
- Reevaluate the frequency of scheduled Handbook revisions.
- Investigate publication of Handbook in languages other than English.
- Move toward an online Handbook.

Mr. Cooper requests that members send comments on strategic plan items to him by Jan. 1, 2003 (**ACTION ITEM #3**).

### **Dispute Resolution Procedure**

Mr. Maxwell's subcommittee (Maxwell, Davis, McCartney) presented a draft procedure (Attachment D), proposed for incorporation in the Handbook Committee Manual of Procedures (MOP). This subcommittee, also charged with proposing MOP revisions stating (1) Handbook Committee ownership of the Handbook Author and Reviser Guide and (2) authorizing staff to make routine revisions, will present its recommendations at the January meeting.

### **Commercialism Policy Changes**

A new Commercialism Policy (Attachment E), approved in June 2002, was distributed. Members expressed concern that the revised policy opens the door to compromising the BAR statement that the Handbook be "free of commercial bias." After discussion, Mr. Cooper asked Mr. Fleming and Mr. Rock (**ACTION ITEM #4**) to review the changes and develop recommendations regarding Handbook policies and procedures, including any necessary BAR and/or MOP changes, to the committee at the January 2003 meeting.

### **Author and Reviser Guide**

Mr. Cooper reported that a key part of the Handbook rewrite effort by TAC involves refocusing on the Handbook Author and Reviser Guide, as well as possibly hiring "volume/technical editors" to work with TCs on ensuring content is practical. Mr. Cooper stated that he intends to encourage TAC efforts (although the "volume editors" concept raises many questions). Therefore, it is essential that the Guide, which belongs to the Handbook Committee, be brought up to date and disseminated as soon as possible.

Mr. Cooper stated that an ad hoc subcommittee for that purpose will be appointed (**ACTION ITEM #5**), and he directed Mr. Owen to invite all TC chairs and TC Handbook subcommittee chairs to the Handbook Author and Reviser Workshop to be held Sunday, Jan. 26 at 7:30 a.m. (**ACTION ITEM #6**).

Members commented that the TAC "volume editor" concept posed a danger of spreading mixed messages to the TCs. It was suggested that coordination of the efforts of TAC volume editors with Handbook volume subcommittees and liaisons is essential to avoid confusion, with the common point of reference being the Author and Reviser Guide.

### **Adjournment**

The meeting was adjourned at 11:43 a.m.

Respectfully submitted,

Mark S. Owen  
Handbook Editor

**Attachment A**



**MODELS FOR HANDBOOK  
DEVELOPMENT & DISTRIBUTION:**

**USING NEW MEDIA TO IMPROVE  
ACCESS TO TECHNICAL LITERATURE**

## Introduction

People join ASHRAE to benefit from the collective knowledge of their peers.

Traditionally, the ASHRAE Handbook has been how ASHRAE has delivered collective knowledge to its membership. This has made the ASHRAE Handbook the single most important articulation of the state of HVAC&R technology. It has served as a resource for practicing engineers, as a teaching tool for educators, and as a statement of practice for those within and outside of the industry seeking authoritative HVAC&R information.

The Handbook is based on the experiences of persons experienced in HVAC&R technology, updated through reference to information resulting from ASHRAE Research, reviewed by committees to provide a built-in system of checks and balances to protect against commercial bias, and revised on an established and maintained publication cycle. It enjoys unparalleled stature in its industry. There is nothing else like it. It provides a concise, thorough, authoritative and accepted review of HVAC&R technology. It is the one place where ASHRAE has recorded what it believes to be the current state of technology.

The current model of information development and delivery has its roots in the 1930s when ASRE published its Data Book and ASHVE published its Guide.

Currently, ASHRAE is asking questions about the Handbook and whether it best serves the needs of the membership:

- Who is the target audience for the Handbook?
- What is its principal editorial objective?
- Does the Handbook meet the needs of its target audience?
- Does it fulfill its editorial objective?
- Has the Handbook become a repository of information rather than a focused publication?
- How do specific market segments perceive the Handbook, inside and outside of the membership?
- How can ASHRAE best utilize electronic publishing and electronic access technologies to improve the Handbook usefulness?

This analysis does not address content improvement issues. This analysis is focused on information presentation and delivery options. It assumes the implementation of measures to improve Handbook content through enhanced opportunities for user feedback, improved monitoring of content during development so that editorial objectives are met, and use of electronic authoring tools to assist revisers in sharing editorial comment and soliciting input.

## Issues To Be Considered

The focus of this analysis is to examine how ASHRAE provides technical information to its membership. Traditionally, ASHRAE has done this through the Handbook, ASHRAE Journal and additional publications and products that may be purchased individually. The Internet, however, provides additional opportunities that warrant consideration.

Key to consider for all of these delivery options are:

- Member benefit.  
For example, what is the favored way for members to receive technical information from ASHRAE?
- Value to the membership, industry and public of having a tangible, stable resource that is accepted as a reflection of technology's current practice.  
For example, if the Handbook did not exist in printed form would the Handbook still enjoy the same level of acceptance and prestige among code writing officials, educators, researchers, and related professionals? Would the membership still have a single authoritative reference source?
- Fiscal implication.  
For example, can ASHRAE afford different or multiple models for information delivery?
- Availability of volunteer resources to develop technical content.  
For example, ASHRAE is currently having problems developing quality content that meets current 4-year revision cycles. What would be the impact on volunteer ability to meet deadlines and provide quality assurance if revision cycles were accelerated? If amount of content to be developed increased?
- Limitations of publishing technology – both paper and electronic formats.  
For example, is publishing technology adequately advanced to allow on line delivery of Handbook content? Is there uniform capability among members and customers to adequately receive information from online sources? Will making content available through current electronic technology allow for its easy use and reference in the future?
- Availability of staff resources to produce professional quality, published technical content.  
For example, all Handbook submissions require substantial checking and preparation for printing and electronic publication. What would staffing impacts be if the amount of information to be produced annually were significantly increased? Would quality suffer?

## **Market Data**

The ASHRAE Handbook holds a significant place in the marketplace of HVAC&R information:

- Approximately 5,500 nonmembers purchase the print Handbook or Handbook CD annually (4 year average).
- In addition, approximately 1,300 print Handbooks or Handbook CDs are sold to students annually (4 year average).

Members still prefer print to CD when given the option of Handbook selection but CD preference is growing.

- In 2000-01, 12% chose the CD versus the print Handbook.
- In 2001-02, 18% chose the CD versus the print Handbook.

It is likely that when engineering offices employ more than one ASHRAE member, different selections are made so that both versions are available in the member's office.

In 2000-01, 1,270 members chose the print and CD package. In 2001-02, 630 members chose the print Handbook and CD package. (Decline is likely due to Fundamentals versus Refrigeration volume.)

Finally, meaningful market research was obtained from a web-based survey in October 2001. Significant findings were:

- 70% of respondents use the Handbook for design work.
- 62% rate satisfaction with the Handbook high.
- 55% consider the Handbook up to date.
- 43% consider the Handbook complete.
- 46% can find what they want in the Handbook.

The above was based on responses from 857 members and nonmembers.

In the same survey, members responded as follows:

- 66% indicated they would not support an increase in dues to provide electronic enhancements to the Handbook.
- 50% said they would be willing to pay for electronic enhancements if they were sold separately.

The member survey was of 528 members.

## **Examination of Handbook Development and Delivery Models**

There are five basic models that can be adopted for ASHRAE delivery of the Handbook's technical information and more broadly, ASHRAE technical information in general:

1. Parallel Print Handbook and CD
2. Print Handbook and Enhanced CD

3. eBook and “Snapshot” Print Handbook
4. On Line Access to Handbook and Other Technical Content
5. Restructured print handbook

## **Model 1: Parallel Print Handbook and CD**

### **Advantages of the Model**

This is ASHRAE’s current practice. Advantages are:

- Membership acceptance
- Market awareness
- Adequate volunteer resources
- Manageable staff support requirement
- Known fiscal performance

### **Disadvantages of the Model**

- Limited ability to update content in advance of current revision cycle.
- Members need additional resources for in-depth understanding of topics.
- Limitation in amount of content due to printing requirements.
- Limitation in type of content (e.g., sound, computer programs, interactive features, and graphics) due to printing requirements.

### **Description of Model**

- Handbook content is divided among 4 volumes, each volume revised once every 4 years.
- Handbook is made available in print (separate I-P and SI editions) and CD versions with individual chapters posted as pdfs for downloading from the Internet.
- The print and single year CD versions are identical.
- The annual 4-year CD can include updates to a limited number of chapters from the previously published 3 volumes that have been updated.

### **Basic Philosophy of the Model**

- There is benefit to all members of ASHRAE having the same technical resource for reference.
- There is increased market value for the Handbook precisely because all ASHRAE members refer to it.
- Having the Handbook in print and CD formats allows members and customers to exercise their preference.
- There is an established record of expense and income.
- Production of both the print and CD formats is within current volunteer, staffing and fiscal resource limitations.
- Because the annual print and CD versions are identical, there is no confusion in engineering, research and legal references to Handbook content (e.g., no question if current ASHRAE Handbook content is print version or CD). This also maintains the market value of both versions – print and CD.

- Loss of intellectual property is minimized because the Handbook in its entirety exists in product form (print and CD), and networking and licensing issues are manageable.

## **Options for Execution of Model 1**

### **Option1A: Members have choice of Print or One Year Handbook CD**

- (a) Members select annually either a print or single year CD version.
- (b) Members may purchase the version not provided as membership service.
- (c) Print and single year CD versions sold to nonmembers.
- (d) Four year CD sold to members and nonmembers.
- (e) Individual chapters sold in pdf form to members and nonmembers.

Two year average fiscal impact (FY 00-01 and 01-02):

Income:	\$813,000
Expense:	\$833,500
Net:	\$(20,500)

### **Option 1B: Members are given the One Year CD as the membership benefit**

- (a) Members are given the single year CD version as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and single year CD versions sold to nonmembers.
- (d) Four year CD sold to members and nonmembers.
- (e) Individual chapters sold in pdf form to members and nonmembers.

Estimated fiscal impact:

Income:	\$938,000
Expense:	\$758,500
Net:	\$179,500

### **Option 1C: Members are given Four Year CD as the membership benefit**

- (a) Members are given the revised 4 year CD as their membership benefit.
- (b) Members may purchase the new print version at a reduced price.
- (c) Print version sold to nonmembers.
- (d) Four Year CD sold to nonmembers.
- (e) Individual chapters sold in pdf form to members and nonmembers

Estimated fiscal impact:

Income:	\$753,000
Expense:	\$758,500
Net:	\$ (5,500)

## **Model 2: Print Handbook and Enhanced CD**

### **Advantages of the Model**

This is the next progressive step from current practice. Advantages are:

- Content can be updated on an as needed basis.
- Other content can be linked to the CD.
- Information not suitable for paper media can be made available.

### **Disadvantages of the Model**

- Handbook value as a reference external to ASHRAE could erode as print/CD versions begin to deviate.
- To protect membership value, there would need to be higher network licensing fees and more administration.
- Volunteer workload would be increased.
- Staff resources will need to be increased.

### **Description of Model**

- Handbook content is divided among 4 volumes, each volume revised once every 4 years.
- Handbook is made available in print (separate I-P and SI editions) and CD versions with individual chapters posted as pdfs for downloading from the Internet.
- The CD version, both the single year CD and the 4 year CD, have links to additional content that is found on the ASHRAE web site. This content is limited to access by only those with the CD.
- Some of the additional content is free. Other content will be required to be purchased.
- Some new content exists; other new content must be developed.
- The annual 4-year CD can include updates to a limited number of chapters from the previously published 3 volumes.

### **Basic Philosophy of the Model**

- E publishing technology allows expansion of what is offered to members.
- Value of CD is enhanced through additional content.

## **Options for Execution of Model 2**

### **Option 2A: Links from CD to Web Updates and Purchasable Content**

- (a) Members are given the single year CD version as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and single year CD versions sold to nonmembers.
- (d) Four Year CD sold to members and nonmembers.
- (e) Individual chapters sold in pdf form to members and nonmembers.
- (f) Additional information related to Handbook content is linked from [www.ashrae.org](http://www.ashrae.org).

- (g) Included in these links are existing ASHRAE products that can be bought and new products for sale that will be developed.

Estimated fiscal impact (with base being two year average):

Income:	\$963,000
Expense:	\$866,000
Net:	\$ 97,000

**Option 2B: Links from CD to Web Updates and Other Free Content**

- (a) Members are given the single year CD version as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and single year CD versions sold to nonmembers.
- (d) Four Year CD sold to members and nonmembers.
- (e) Individual chapters sold in pdf form to members and nonmembers.
- (f) Additional information related to Handbook content is linked from [www.ashrae.org](http://www.ashrae.org).
- (g) Included in these links are existing ASHRAE products that can be freely accessed by members and new content that will be provided for free access by members.

Estimated fiscal impact (with base being two year average):

Income:	\$ 638,000
Expense:	\$ 866,000
Net:	\$(228,000)

**Model 3:  
eBook and Snapshot Print Handbook**

**Advantages of the Model**

This model represents a vision whereby the electronic and print versions of become distinctly different products. Advantages are:

- Content can be updated on an as needed basis.
- New media can be used to help present information.
- The only limitation on amount of content that can be published is ability of volunteers to write, review and approve content and ability of staff to process, edit and manage content.

**Disadvantages of the Model**

- Workload of volunteers is drastically increased.
- Decisions for content inclusion may be influenced by content availability (especially electronic content availability) rather than quality of content.
- Workload of staff is drastically increased through addition of substantial amounts of new data and preparation of new product.
- Value of newly formatted “snapshot” publication not established in market place.
- Snapshot publication will be difficult for engineer, volunteer authors to prepare.
- To protect membership value, there would need to be higher network licensing fees and more administration.

### **Description of Model**

- Handbook content is divided among 4 volumes, with all chapters subject to being revised every 4 years (minimum) or more often as required for updated information.
- Handbook content (all 4 volumes) is made available (separate I-P and SI editions) on CD with individual chapters posted as pdfs for downloading from the Internet.
- eBook content consists of ASHRAE technical information in a form suitable for electronic presentation, including enhanced figures, interactive tables and equations, and possibly other enhancements.
- A new style Handbook is developed for print (single volume annually, separate I-P and SI editions), each consisting of a volume “snapshot” of the eBook on a 4 year publishing cycle.
- Print Handbook content consists of material suitable for print presentation.

### **Basic Philosophy of the Model**

- Electronic tools will enhance application of engineering technology.
- Electronic publication erases boundaries of content limitation.

### **Options for Execution of Model 3**

#### **Option 3A: Member Benefit: eBook (Links to Web Updates and Purchasable Content)**

- (a) Members are given the eBook as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and eBook versions sold to nonmembers.
- (d) Individual chapters sold in pdf form to members and nonmembers.
- (e) Additional information related to Handbook content is linked from [www.ashrae.org](http://www.ashrae.org).
- (f) Included in these links are existing ASHRAE products that can be bought and new products for sale that will be developed.

Estimated fiscal impact:

Income:	\$ 1013,000
Expense:	\$ 986,000
Net:	\$ (27,000)

#### **Option 3B: Member Benefit: eBook (Links to Web Updates and Other Free Content)**

- (a) Members are given the eBook as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and eBook versions sold to nonmembers.
- (d) Individual chapters sold in pdf form to members and nonmembers.
- (e) Additional information related to Handbook content is linked from [www.ashrae.org](http://www.ashrae.org).
- (f) Included in these links are existing ASHRAE products that can be freely accessed by members and new content that will be provided for free access by members.

Estimated fiscal impact:

Income:	\$ 563,000
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Expense: \$ 986,000  
Net: \$(423,000)

## **Model 4: On Line Access to Handbook and Other Technical Content**

### **Advantages of the Model**

This is the final stage (at least envisioned at this time) in moving the Handbook and access to ASHRAE technical content from print to electronic form. Advantages are:

- Content can be updated on an as needed basis.
- Members have access to all ASHRAE information; the Handbook is just a part of the total ASHRAE technical data base.
- Information not suitable for paper media can be made available.

### **Disadvantages of the Model**

- Technology does not currently allow for adequate searching on line of Handbook content.
- Uncertainty of fiscal models.
- The cost of giving members access to information they may not want.
- Abuse of ASHRAE intellectual property.
- Loss to industry of a well-respected tangible product because of the perception that on line content is transient, unstable and unreliable unless authenticated in print form (unless a new publication is produced to take the place of the Handbook or the Handbook continues in an improved state).
- If a new publication is to be developed to take the place of the Handbook, substantial volunteer and staffing effort will be required.
- Perception that online content should be free.
- In this model there is the greatest danger of ASHRAE losing intellectual property. To protect membership value, there would need to be higher network licensing fees and more administration.

### **Description of Model**

- Each year as members pay dues they receive CD and password for online access.
- Depending on additional fee levels, members have access to more information online.
- Handbook content is updated as determined by TAC.

(Note: It is not feasible now to make the Handbook available on line in a searchable format similar to what is offered from the CD. Done with today's technology, performance would be very unfavorable compared to the CD. The search would be less sophisticated than is currently available on the CD and substantially slower. The difference would be even greater when compared to having the CD installed fully to a hard drive, not working from the CD. The conversion of the Handbook to a non-pdf format such as html/xml would be better, but still not currently comparable in speed or sophistication to an installed CD or hard drive-based system.)

### **Basic Philosophy of the Model**

- Members and customers value on line access with its promise of interactive content.

- No limitation to the amount of information that can be referenced and linked.
- Information can be updated as needed without any time constraint.

## **Options for Execution of Model 4**

### **Option 4A: Members Receive CD; Subscribe to receive chapters online and other content.**

- (a) Members receive CD.
- (b) TCs provide content on web site in each of their respective fields of interest.
- (c) Members pay subscription fee for on line access to chapters, updated content, standards, technical papers, other new content.
- (d) Same services available to nonmember purchasers.

Estimated fiscal impact:

Income:	\$ 663,000
Expense:	\$ 986,000
Net:	\$(323,000)

### **Option 4B: Members have free viewing of content but must pay for downloading privileges:**

- (a) TCs provide content on web site in each of their respective fields of interest.
- (b) All other ASHRAE technical content is also available online. Members view content for free.
- (c) Pay downloading charges for selected content.

Estimated fiscal impact:

Income:	\$1,138,000
Expense:	\$1,181,000
Net:	\$ (43,000)

## **Model 5: Restructured Print Handbook (Holness/Sherman) Model**

### **Advantages of the Model**

This model represents a vision whereby the print Handbook is restructured to be the main repository of fundamental technology and print and electronic media serve as supplements to the Handbook.

Advantages are:

- Real plan to improve Handbook.
- Maintains proven fiscal models.
- Expands ASHRAE's ability to make additional information available.
- Recognizes limitations of volunteer effort.
- Provides new products to ASHRAE members and industry in the form of focused Guides for specific applications.

### **Disadvantages of the Model**

- Additional staffing required, but this is built into business plan

### **Description of Model**

- Select certain chapters of the Handbook that represent the basic arts and sciences of the industry. Publish that content in a newly structured 3 volume Handbook. Each year one of these volumes is updated.
- Produce a 3 volume CD which is updated annually. This is the membership benefit. This 3 volume CD matches the print editions except that the two previously published volumes can be updated on the CD if needed. (Because this is basic data, the need for frequent updates should not be strong.)
- Offer the 3 year CD for sale to nonmembers and offer the print Handbook for sale to members and nonmembers.
- Other application type data currently published in the Handbook and create topical supplements on specific subjects, such as schools or laboratories. These topical supplements would be sold separately.
- Continue to develop Special Publications as is done now, but with TCs having less Handbook commitments and without the limitations of Handbook publication, more and expanded Special Publications can be produced. These can be made available in print and/or CD media as appropriate. These are sold at member and nonmember prices.

### **Basic Philosophy of the Model**

- Total compendium of information for system selection and application of design, coupled with start up commissioning, operation and maintenance of systems is too vast for current Handbook structure-
- Creation of topical Handbooks better meets the needs of the membership and industry while providing a revenue-generating opportunity.

### **Option for Execution of Model 5**

#### **Option 5: Restructured Print Handbook**

- (a) Members are given the 3 volume CD as their membership benefit.
- (b) Members may purchase the print version at a reduced price.
- (c) Print and CD versions sold to nonmembers.
- (d) Individual chapters sold in pdf format to members and nonmembers.
- (e) Application data from current Handbook are developed into special publications.
- (f) Additional Special Publications are created.

Estimated fiscal impact:

Income:	\$ 1,133,000
Expense:	\$ 1,046,000
Net:	\$ 87,000

## Recommendations

The following are staff recommendations from preparation of the models.

1. The focus of Handbook improvements should be on content, not on electronic enhancements. This recognizes market research, volunteer/staffing capabilities, and current ASHRAE planning.
2. Identify the chapters that should form the basis of the Basic Arts and Sciences Handbook.
3. Identify existing chapters that can be made into Topical Handbooks for specific applications and assign completion of those to appropriate TCs.
4. Improve the revisors guide to focus content development on the intended audience for these two types of Handbooks.
5. Provide good training of liaisons for Handbook development.
6. Establish effective monitoring procedures to ensure that content meets objective.
7. Utilize Research Journal to meet the need of TCs to report archival research.
8. Adopt Model 5 as the business plan for execution of the above.
9. No dues increase would be needed to make Model 5 net revenue producing.

In summary:

- Model 5 maintains the value of the Handbook to the industry and membership as a tangible entity for industry reference and as a commercial product.
- Volunteer resources can implement Model 5 without increased workload. The focus of effort is on improved content that better meets the needs of the membership.
- Additional staffing requirements to produce the products called for in Model 5 can be financed through the business plan for Model 5.
- Model 5 gives members an improved membership benefit: A complete Handbook CD (3 volumes) each year.
- TCs can develop whatever additional publications are needed to fulfill the membership's need for new and expanded technical information, produced using the media best suited for the application.

Attachment B



AMERICAN SOCIETY OF HEATING, REFRIGERATING  
AND AIR -CONDITIONING ENGINEERS, INC.

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MEMORANDUM

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**TO:** JULIAN DEBULLET

**FROM:** W. STEPHEN COMSTOCK

**SUBJECT:** HANDBOOK AS MEMBERSHIP BENEFIT

**DATE:** 8/8/2002

**CC:** FRANK M. CODA, EXECUTIVE VICE PRESIDENT  
KEN COOPER, HANDBOOK COMMITTEE CHAIR  
MARK OWEN, HANDBOOK EDITOR

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As you know, the BOD approved distribution of the 4-volume HandbookCD as the membership benefit beginning in the 03-04 ASHRAE year. (Distribution of the HandbookCD to all members in good standing takes place on or about June 1<sup>st</sup>.)

The following are pertinent facts:

- We cannot move on putting this change into practice until February 2003, because that is when we will begin preparation of dues notices for the 03-04 year.
- Once we go into production of 03-04 dues notices (March 2003), the decision is irreversible.
- The 4-year CD contains both I-P and SI units.
- A print edition will continue to be printed each year with it made available to members as a purchase option (estimated to be \$59)
- The student members benefit would continue as is. (Purchase of the print edition Handbook at \$39 per volume or 4-year CD at \$189.)
- A continuing communication plan needs to be implemented no later than March 2003 alerting the membership to this change and explaining the reasons for it.

Julian, in recommending this motion to the Board, the Handbook Committee and Publishing Council recognized that the impacts of this decision went far beyond Publishing. They believed other councils should have the opportunity to comment.

It should be noted that while the Publishing Council believes the implementation of this motion will result in a slight net improvement in the Handbook's fiscal performance, improved member access to technical content drove the issue.

Nonetheless, important issues need to be considered:

- Will members perceive access to all Handbook content in searchable, electronic form an enhanced benefit?
- Will there be a fall off in second year membership because members can receive all 4 volumes in a single year?
- Will the ability to get all 4 volumes in the first year of membership be a greater inducement to join ASHRAE?
- While annual CD manufacturing allows TCs to annually update any Handbook chapter from the 3 previously published volumes, can TCs support this workload?
- Will TCs lose the discipline of a regularly scheduled chapter revision cycle?
- How much of a benefit is it to provide members with technical content that is updated more frequently than every 4 years?
- Is there a loss of Handbook credibility and confusion in the market place if the CD version of the Handbook and the print edition are different?
- How much of a benefit is it to users to have access to electronic capabilities that could be made available on a CD version?
- What would the impact on the print book be when such content is not transferable to print?
- Can TCs maintain content quality levels (or enhanced quality levels) with increased output requirements with electronic content, e.g., more frequently update a print chapter version and a CD chapter version?
- Can staff process increased workload if more and more chapters are updated annually?
- Will TCs be able to meet the slightly accelerated content deadlines in order to allow 4-year CD production in time for membership mailing on June 1<sup>st</sup>?
- Will the net fiscal performance really be neutral or a slight improvement or will sales of the print edition to members (estimated 8,000 copies) not be realized and the higher unit manufacturing cost result in the policy change having a net fiscal impact of as much as \$150,000?

Julian, all of the above are important considerations; I am sure there are more.

Personally, I am very pleased the Handbook Committee and Publishing Council took the actions they did. It moves discussion of the membership benefit in the electronic age to a new level.

To be consistent with Handbook Committee and Publishing Council wishes, however, you may wish to specifically bring this item to the attention of other council chairs (and Finance Committee), and you may wish to discuss this at ExCom.

The decision to implement this action can be reversed or delayed at the 2002 Winter Meeting but once we move past that meeting, no change can be made.

cc: Frank M. Coda, Executive Vice President  
Ken Cooper, Handbook Committee Chair  
Mark Owen, Handbook Editor

/Publishing Council

## Attachment C

### Draft Strategic Emphasis for Handbook Committee

October 6, 2002

Focus the efforts of the Handbook Committee on coordination and reorganization of Handbook information for electronic presentation.

- Public relations/publicity
- Be more proactive in publicizing the member benefits and improvements in the eBook information.
- Utilize the ongoing efforts of TAC and Handbook to review the Handbook and provide positive publicity of the improvements generated
- Utilize Handbook committee members and others outside the TC to get better definitions of “what’s new” in the revision.
  
- Handbook committee
- Investigate, understand and assimilate the changing nature of the committee structure, responsibilities and duties required by the needs of electronic presentation.
- Provide a structured training course for new and existing Handbook committee members so that duties and responsibilities are clearly delimited.
  
- Technical Committees
- Review and update the Author and Reviser’s Guide for electronic presentation and better coordination with TAC and the TC’s.
- Improve references to all other ASHRAE information in the eBook (e.g.: Special Publications, Standards). Utilize TC members to identify such references.
  
- Structure
- Review current “policies” on electronic enhancements and make recommendations on appropriateness of various types for inclusion in the eBook and or other places such as Special Publications.
- Review and make recommendations for publication of Handbook material in other languages in light of the electronic possibilities.
- Investigate and make recommendations on the usefulness/feasibility of varying revision schedules for different types of material (e.g.: shorter for applications info, longer for basic data). Utilize the results to provide positive publicity of continuing Handbook improvements.
- Provide guidance in the electronic presentation of information to pass on to TC’s as needed.

*Note: Send comments to Ken Cooper by Jan. 1, 2003*

*Email: [kcooper@poolpak.com](mailto:kcooper@poolpak.com)*

## **Attachment D**

### **HANDBOOK DISPUTE RESOLUTION**

#### **PROCEDURE**

- 1. Handbook Liaison determines a conflict is occurring within a Technical Committee.**
- 2. Handbook Liaison brings the concern to the Handbook Volume Chair and notifies the entire Handbook Committee.**
- 3. Handbook Volume Chair and Handbook Liaison meet with conflicting parties to attempt to resolve the situation.**
- 4. A Handbook Committee Resolution Team consisting of Handbook Chair, Volume Chairs and DAL is formed.**
- 5. At this point, ASHRAE Attorneys will be notified and conflicting parties must agree to be bound by the Handbook Committee Resolution Team report.**
- 6. Handbook Committee Resolution Team meets with the conflicting parties.**
- 7. It is hoped the conflict will be resolved within one of the above steps, if the conflict is still continuing, the Handbook Committee Resolution Team will vote on one of the following:**
  - a. Accept one side, with overwhelming technical evidence.**
  - b. Remove the chapter entirely.**
  - c. Republish the previous chapter.**
- 8. The results of the dispute are reported to the Publication Council.**

**To be written in format of MOP in paragraph 3.6.3**

**Contact Norm Maxwell with comments/questions at email: [normm@mail.ashrae.org](mailto:normm@mail.ashrae.org)**

## Attachment E

# ASHRAE Commercialism Policy and Guidelines

## ASHRAE Commercialism Policy Statement

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.**

## ASHRAE Commercialism Guidelines

*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.*

*Responsibility for implementing ASHRAE's Commercialism Policy resides with the Society's councils and committees. 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.*

*ASHRAE's Commercialism Guidelines consist of two sections.*

*The Guiding Principles section sets forth the basic criteria that each instance of commercial recognition must meet.*

*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.*

*When deciding on approval of activities that include commercial recognition, **councils and committees 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.*

### ***Guiding Principles***

ASHRAE use of commercial names and logos shall not be done in ways that imply ASHRAE endorsement, approval or certification.

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.

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.

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.

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.

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.

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.

Chapters participating in local or regional trade shows shall adhere to guidelines included in the Manual of Chapter Operation so as to not be in conflict with the Society's contractual agreement for sponsorship of the AHR Exposition..

### ***Examples of Policy Intent: Acceptable Applications***

Society annual and winter meeting events may be sponsored, such as welcome party, luncheons, registration kits and receptions.

Commercial names and logos may be used to acknowledge sponsorships, such as on event banners, chapter tabletop displays, newsletters, rosters and websites.

ASHRAE technical literature and educational materials may be sponsored.

Commercial names and logos may be used in presentations and papers to provide author identification or to acknowledge contributions.

Company names and products may be cited in historical works. (ROB 100-004-003)

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.

Manufacturer and model number of test instruments may be noted if such identification is required to allow accurate reproduction of the work described.

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.

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.

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.

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.

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.

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.

Web-based presentations may include excursions to commercial sites if the purpose is clearly not to promote a commercial entity.

Chapters may include advertising in chapter newsletters and publications if it is restricted to business card type advertising as described the Manual of Chapter Operation.

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.

***Examples of Policy Intent: Unacceptable Applications***

The title or the text of papers and presentations may not promote a commercial product or service.

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.

The subject of presentations and papers may not be to promote a commercial entity's exclusively available commercial product and service.

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.

Product-specific programs (programs whose main intent is to describe the features of a specific manufacturer's product) may not be scheduled because their very nature would be to further awareness of a specific commercial entity or to describe the advantages of the commercial entity.

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.

5/22/2002