



PASS
Board of Directors Meeting
In Person – January 21 & 22, 2014
Kirkland, Washington

Attendees: Thomas LaRock, Adam Jorgensen, Denise McInerney, Wendy Pastrick, James Rowland-Jones, Sri Sridharan, Tim Ford, Amy Lewis, Jen Stirrup, Rick Bolesta, Olivier Matrat, Jennifer Moser

Attendance via Remote Audio/Video: Neil Buchwalter

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Craig Ellis, Alison MacDonald, Lana Montgomery, Janice Simpson, Vicki Van Damme

Not in Attendance: Bill Graziano

Agenda for Discussion:

Day 1

1. Welcome and Introductions
2. Vote on Minutes from December 12, 2014 Meeting
3. Vote on Minutes from December 18 Special Meeting
4. Annual Goal Setting
5. Insights Development Workshop
6. BAC 2014 Update
7. BAC 2015 & 2016 Discussion & Motion to Approve Locations
8. IT State of the Union/New Process & Prioritization

Meeting Minutes

1. Welcome and Introductions

Thomas LaRock, PASS President, welcomed the Board and the new Board members; Tim Ford, Amy Lewis and Jen Stirrup, whose terms started January 1st, 2014. He thanked everyone for attending the meeting, and went through the agenda and various housekeeping items.

2. Vote on Minutes from December 12, 2014 Board Meeting

Motion: I move to approve the Board of Director meeting minutes from the December 12 Board meeting, which were sent to the Board via email originally on December 18, 2013.

Motion: Adam Jorgensen

Second: Thomas LaRock

Denise McInerney	Yes
Bill Graziano	Absent
Wendy Pastrick	Yes
James Rowland-Jones	Yes
Sri Sridharan	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Rick Bolesta	Yes
Neil Buchwalter	Yes

Olivier Matrat Absent
Jennifer Moser Absent

Motion passed (11 yes, 0 no, 0 abstain and 3 did not vote).

3. Vote on Minutes from December 18, 2014 Special Board Meeting

Motion: I move to approve the Board of Director meeting minutes from the December 18 Board meeting, which were sent to the Board via email on January 21, 2014

Motion: Adam Jorgensen
Second: Thomas LaRock

Denise McInerney Yes
Bill Graziano Absent
Wendy Pastrick Yes
James Rowland-Jones Yes
Sri Sridharan Yes
Tim Ford Yes
Amy Lewis Yes
Jen Stirrup Yes
Rick Bolesta Yes
Neil Buchwalter Yes
Olivier Matrat Absent
Jennifer Moser Absent

Motion passed (11 yes, 0 no, 0 abstain and 3 did not vote).

4. Annual Goal Setting

Thomas presented the overarching PASS goals for FY 2015. The goals focus is on establishing PASS as the community leader in Microsoft technology, deepening PASS's reach throughout Europe, the Middle East and Africa (EMEA) by increasing local and virtual programs to serve community members in more parts of the region and to establish a foundation for PASS in Latin America (LATAM); working with local leaders to provide programs that serve Spanish and Portuguese speaking community members. He specified the need to strengthen the tie between fiscal year goal setting and budget creation.

James Rowland-Jones indicated that the global growth portfolio would be dissolving and becoming more of an initiative driven by the ExecCo and all of the individual portfolios.

Wendy Pastrick questioned which regional seats would be included in the upcoming election, and how many would be open. Vicki Van Damme reminded the Board that the community facing portfolios are still establishing the benchmarks for adding future regional seats to the Board. Those benchmarks will be set over the next few months. The composition for the director's at large seats up for the 2014 PASS Board Election will be two open seats and one US/Canada seat. The EMEA seat will be up for election in the 2015 elections. Denise McInerney reminded the Board that although growth in LATAM is a new focus for this year, growth in EMEA is a multiyear strategy.

5. Insights Development Workshop

The Board participated in a 3.5 hour workshop designed to leave participants with a language and framework for understanding themselves, understanding others, and adapting and connecting. The goal of the workshop is to turn self-understanding into greater effectiveness as individuals and as team members.

6. **BAC 2014 Update**

Amy Lewis and Alison MacDonald presented an update for the upcoming BAC conference being held May 7, 8, & 9 2014 in San Jose, California. Alison indicated that the goals for this year's BA Conference are: to achieve a 20% growth in paid and total attendees; to meet or exceed sponsorship sales of \$423K over BAC 2013; and to expand the audience reach by 20% across those working as Business Analysts, Line of Business Professionals, Data Scientists and Architects.

Alison suggested a Day 2 Keynote would add more value to the attendee experience than adding more sessions since not all attendees will be able to attend all sessions. Jen Stirrup echoed the value of a day 2 Keynote.

Lana Montgomery updated the Board regarding the research that marketing has put into potential paid keynote speakers and that the research narrowed it down to 3 speakers. She spoke about the pros and cons of each speaker in addition to the cost.

Adam Jorgensen recapped that there was a general consensus from the Board that there should be a day 2 Keynote speaker and asked the Board to review the three speakers. The Board will review a budget exception for the day 2 keynote at BAC at the start of tomorrow's meetings.

7. **BAC 2015 & 2016 Discussion & Motion to Approve Locations**

Denise McInerney discussed BAC beyond 2014 and asked the Board to consider the benefits of having the event in the same location for a few years. Being in the Silicon Valley would support building knowledge of the event and grow the size of the conference. The Silicon Valley is a key area for people working in this industry and allows us to get high quality speakers more easily. It also provides consistency for attendees and supports relationship building opportunities with local vendors. As this event is in its infancy it's important to position it to succeed. These dates may seem far into the future, however, there is a high demand for Silicon Valley and the Board needs to confirm the space now or we will lose the opportunity. Hosting BAC in Santa Clara 2015 and San Jose in 2016 in our preferred months of April and May need to be determined today due to the venues having other clients in line for these dates with today being the cut-off to accept the space(s).

Motion: I move to approve the location of BAC for 2015 in Santa Clara and location of BAC 2016 in San Jose

Motion: Adam Jorgensen

Second: Amy Lewis

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Absent
Wendy Pastrick	Yes
James Rowland-Jones	Yes
Sri Sridharan	Yes
Tim Ford	Yes
Jen Stirrup	Yes
Rick Bolesta	Yes
Neil Buchwalter	Yes
Olivier Matrat	Yes
Jennifer Moser	Yes

Motion passed (13 yes, 0 no, 0 abstain and 1 did not vote).

8. IT State of the Union/New process and prioritization

Adam gave an overview of how IT is currently dividing their time and shared an illustration of event related deliverables for the IT team over a 2 year period, showing the constant demand for IT support to PASS' various event models. Vicki outlined the new project process IT will be following which includes: consistent project initiation documentation, including a business scope for each project; project stakeholder review and approvals, and project prioritization. The Board will review requested projects quarterly and will agree to prioritization given available IT resources.

Adam reviewed the upcoming projects and recommended prioritization of 4 projects. The Board consented to the prioritization presented. Given that two of the projects will extend into the next quarter the Board should expect to prioritize 2 projects at the next in-person meeting.

Thomas reminded the Board that the next in-person Board meeting date will be in May during the BAC and reiterated that all Board members need to be present at that event for the meeting.

The Board discussed options for an in-person meeting beyond May and will have further discussion on this topic over the next day or two.

The meeting was adjourned at 4:35pm Pacific Time.

Day Two

Attendees: Thomas LaRock, Adam Jorgensen, Denise McInerney, Wendy Pastrick, James Rowland-Jones, Sri Sridharan, Tim Ford, Amy Lewis, Jen Stirrup, Rick Bolesta, Olivier Matrat, Jennifer Moser

Attendance via Remote Audio/Video: Neil Buchwalter

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Craig Ellis, Alison MacDonald, Lana Montgomery, Janice Simpson, Vicki Van Damme

Not in Attendance: Bill Graziano

Agenda for Discussion:

9. Budget Exception – Keynote for BAC
10. Motion to Approve Bylaw Amendments
11. PASS Community Team – New Structure
12. Annual Portfolio Goals
13. CA's Departure for the PASS Board
14. Global Alliance Program
15. Budget Exception – Global Alliance Program
16. Finance Update/Budget Revisits
17. Summit 2014 Update
18. Updates from ExecCo/Microsoft Meeting
19. Board Only Time

Meeting Minutes

Thomas opened the meeting with a positive summary of the Insights workshop and thanked Denise for arranging it.

9. Budget Exception – Keynote for BAC

Alison led a discussion on a budget exception with the focus on a day 2 Keynote and additional funding for attendee drink tickets. The Board agreed that a day 2 keynote and 2 drink tickets may support demand generation but would moreover enhance the attendee and exhibitor experience which will support the growth of future BAC events.

Motion: I move to approve \$62,000 for a day 2 keynote and 2 drink tickets to enhance the attendee and sponsor experience at BAC 2014

Motion: Adam Jorgensen

Second: Denise McInerney

Thomas LaRock	Yes
Bill Graziano	Absent
Wendy Pastrick	Yes
James Rowland-Jones	Yes
Sri Sridharan	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Rick Bolesta	Yes
Neil Buchwalter	Absent
Olivier Matrat	Yes
Jennifer Moser	Yes

Motion passed (12 yes, 0 no, 0 abstain and 2 did not vote).

10. Motion to approve Bylaw amendments

Adam reminded the Board of the necessary amendments made to the Bylaws to accommodate CA's departure.

Motion: I move to approve Bylaw amendments as outlined in version 7, sent to the Board December 13, 2013, adding that the Board seats will be relinquished as of January 31, 2014.

Motion: Adam Jorgensen

Second: Thomas LaRock

Denise McInerney	Yes
Bill Graziano	Absent
Wendy Pastrick	Yes
James Rowland-Jones	Yes
Sri Sridharan	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Rick Bolesta	Yes
Neil Buchwalter	Yes
Olivier Matrat	Yes
Jennifer Moser	Yes

Motion passed (13 yes, 0 no, 0 abstain and 1 did not vote).

11. PASS Community Team – New Structure

Judy Christianson outlined the need for increased support to the community facing portfolios (Chapters, Virtual Chapters, SQLSaturday and Volunteers). In addition to the current CE, Karla Landrum, there is a need for someone with strong organizational, communication, and project management skills. Additionally we need someone who is multilingual and, most importantly, someone who has a passion for community and for helping others. Judy outlined a proposal in which PASS HQ team member Carmen Buchmann would step into this role. Carmen would take on the Chapter portfolio and, working closely with Karla, would become

the community's contact for all things Chapter related. Carmen would also work with Karla to help support SQLSaturday events. Karla and Carmen's roles will be distinct, but will overlap and they would form the foundation of PASS HQ's Community Team. This transition will allow Karla to focus more on the strategic growth of SQLSaturday events.

Additionally, Lana Montgomery from PASS HQ will increase her support to the Virtual Chapters. Lana is already heavily engaged with Virtual Chapters and is a great fit for the role. As these roles transition, Vicki Van Damme, Project Manager for PASS HQ, will be directly involved to project manage the transitions, and to ensure that PASS HQ's new community team is collaborating and functioning well in support of the PASS community. The structure will be revisited 6months after implementation. The Board agreed to and supports the new structure.

Tim Ford commented that we need to be sure that Carmen is introduced into the community properly. Sri Sridharan reminded the Board that Carmen is not new to the community as she has been working with the Volunteer portfolio for the past several months. Denise suggested that each Board member send an email to their portfolio community members once the announcement is ready.

12. Annual Portfolio Goals

The various portfolio directors presented the first version of their FY 2015 goals. These goals will be aligned to the budgeting process for FY 2015. FY 2015 begins on July 1st, 2014.

The overall PASS Goals for FY 2015 are: Establish PASS as the community leader in Microsoft data technologies; deepen our reach throughout Europe, the Middle East, and Africa (EMEA) by increasing local and virtual programs to serve community members; and to establish a foundation for PASS in Latin America (LATAM), working with local leaders to provide programs that serve Spanish and Portuguese-speaking community members.

In order to hold the PASS Board of Directors accountable and help achieve the aims that were set as a group, some Board-specific goals were established as: Global Growth - Refine and determine a scalable, global paid event model; Elections - Establish a process to ensure each eligible voter may cast no more than one ballot in a PASS election; Performance Management - Design and implement a performance-management program across portfolios and PASS Headquarters to provide visibility, transparency, and accountability; Technology Innovation - Enhance our information technology strategy, operational processes, and organizational alignment

Each portfolio team has established its own goals based on these overall objectives.

13. CA's Departure from the PASS Board

Thomas re-acknowledged that with CA's resignation from the Board effective January 31, it's time to say goodbye to PASS' two longest serving Board members, Rick Bolesta and Neil Buchwalter.

Thomas reviewed their history with an overview of how CA became involved with PASS through Platinum Technologies, a large database tools company and original founder of PASS. CA purchased Platinum soon after PASS was established. Rick joined the PASS Board as CA representative in Year 2 (2000), and Neil joined him on the Board a year later.

Rick and Neil's longevity with the Board has been invaluable to PASS. They have played a huge role in guiding the work of the Board, especially in areas of governance, leadership development, and strategic direction of the organization. Thomas said that one of his big takeaways from both Rick & Neil is their ability to sit at the table during a Board meeting always wearing their "PASS hats". Over the years they have consistently put the community first.

Thomas extended to both Rick and Neil lifetime passes to both the PASS Summit and BA Conference events. On behalf of the community, the PASS Board and PASS HQ, we thank CA for its support and for allowing Rick and Neil to share their guidance and wisdom with us for so many years, they will be greatly missed.

Olivier Matrat left the meeting at 12:00pm

14. Global Alliance Program

Craig Ellis presented the Global Alliance Program to the Board. The program is a strategic account management program that consolidates sales and marketing opportunities for partners, with specific criteria for program acceptance. This program is being created to establish long term relationships to help maximize partner investment with PASS. The program consists of three partnership tiers - Platinum, Gold, and Silver, dependant on both the depth and breadth of a given partner's commitment to the PASS community across all events and sponsorship offerings.

The Global Alliance Program team includes Craig Ellis, Al Shuler and Sanj Gandham from PASS HQ with Denise McInerney and James Rowland-Jones as Board advisors.

Craig informed the Board that Dell is the first member of the Alliance Program and they are joining as a Platinum level partner.

Adam said to help drive this program he fully supports a \$10K ask and would like to propose a motion to the Board.

15. Budget Exception – Global Alliance Program

Motion: I motion to approve \$10,000 as a budget exception for the global alliance program.

Motion: Adam Jorgensen

Second: James Rowland-Jones

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Absent
Wendy Pastrick	Yes
Sri Sridharan	Yes
Tim Ford	Absent
Amy Lewis	Yes
Jen Stirrup	Yes
Rick Bolesta	Yes
Neil Buchwalter	Yes
Olivier Matrat	Absent
Jennifer Moser	Yes

Motion passed (11 yes, 0 no, 0 abstain and 3 did not vote).

16. Finance Update/Budget Revisits

Adam Jorgensen, Executive Vice President of Finance, presented the financial update and explained that PASS is in a healthy financial position. Adam spoke about how valuable Sandy Cherry is; her level of detail, knowledge of the budget and how things have been done in the past, she provides incredible context. Adam shared the success of Summit 2013. He indicated that although we were under projected revenue we still ended up meeting projected profits due to the great job Anika Poliseo, PASS HQ Event Manager, and the PASS HQ team did in keeping costs down. He thanked everyone for their part in making the event a success.

Jennifer Moser agreed the event was a success, thanked everyone on behalf of Microsoft and echoed Adam's comment about Anika and her diligence in negotiations, cost control and overall event management contributing to the success of the event.

Adam reviewed the upcoming budgeting process and asked the Board to become familiar with their budget and to begin engaging their HQ counterpart. In February, finance will prepare the budget template and send it out, with the goal to have everything wrapped up for the budget in June.

Action: Directors to prioritize their budget needs and work with their HQ counterpart on preparing a draft budget for end of February.

17. Summit 2014 Update

Alison MacDonald presented Summit 2014 attendee projections.

Amy Lewis provided the Board with a high level update on the educational program timeline.

18. Updates from ExecCo/Microsoft Meeting

Thomas presented a high level overview of the ExecCo/Microsoft meeting that took place at Microsoft Campus in Redmond on Monday, January 20, 2014. The ExecCo updated Microsoft on PASS' annual reach and activities. The focus for 2014 will be: Sustained growth in EMEA, new growth in LATAM, increased engagement with analyst data professionals, and helping the PASS community access new technology areas. The ExecCo requested a strengthening in the relationship between PASS and Microsoft through more regular meetings, and special project support to help the PASS organization and provide PASS members with real world insights into leveraging new technologies.

Denise stated that Jennifer Moser really drove the success of this meeting and wanted the Board to recognize Jennifer's contributions.

The meeting was adjourned at 3:50pm Pacific Time.

20. PASS Board Only Time

The Board met in Camera.

21. Next Board Meeting

The next Board meeting will be a teleconference on Thursday, February 13, 2014 at 2:00pm Pacific Time.