



**PASS**  
**Board of Directors Meeting**  
**In Person – May 6 & 7, 2014**  
San Jose, California

**Attendees:** Thomas LaRock, Adam Jorgensen, Denise McInerney, Bill Graziano, Wendy Pastrick, James Rowland-Jones, Sri Sridharan, Tim Ford, Jen Stirrup, Olivier Matrat, Jennifer Moser

**Not in Attendance:** Amy Lewis

**PASSHQ Attendees:** Craig Ellis, Sandy Cherry, Amy Lofstrom, Lana Montgomery, Janice Simpson, Vicki Van Damme

**Attendance via Remote Audio:** Judy Christianson

**Guests:** Rob Collie

**Agenda for Discussion:**

1. **Presidents Welcome/ 2014 Kickoff**
2. **Vote on Minutes from April Board Meeting**
3. **BAC Marketing Update**
4. **BAC Strategy with Rob Collie**
5. **Global Growth Discussion**
6. **IT Prioritization Discussion**
7. **Azure Migration Project & Associated Collateral**
8. **Volunteer Plan – Comps for Previous Board Members**
9. **BAC Venue Walk-through and Presentation**

**Meeting Minutes**

**1. Presidents Welcome**

Thomas LaRock welcomed the Board to the meeting and the 2<sup>nd</sup> BAC conference. He thanked everyone for attending and reviewed various housekeeping items. Adam Jorgensen reviewed the agenda for the Board of Directors two day meetings.

**2. Vote on Minutes from April Board Meeting**

**Motion:** I move we approve the April 10 Board minutes that were sent out on April 25, 2014.

Motion: Denise McInerney

Second: Thomas LaRock

Adam Jorgensen	Abstain
Bill Graziano	Yes
Wendy Pastrick	Yes
James Rowland-Jones	Abstain

Sri Sridharan	Abstain
Tim Ford	Yes
Amy Lewis	Absent
Jen Stirrup	Yes
Olivier Matrat	Yes
Jennifer Moser	Yes

***Motion passed (8 yes, 0 no, 3 abstain and 1 did not vote).***

### **3. BAC Marketing Update**

Denise McInerney presented a BAC Marketing update which included a look back at BAC 2013, the 2014 audience, the Business Analytics industry and a look to the future. Denise gave a high level breakdown of the BAC goals and results; the target audience and demand gen.

Amy Lofstrom elucidated that the BAC audience is both PASS members and non-members, noting that this conference is still in its infancy and although our target was not met, we are bringing new people to the fold. The market is flooded with Business Analytics conferences and there are a lot of training options for people in the industry. There is a geographical influence on attendance, which may be indicative of a less established conference and an attendee's willingness to travel. We need to understand the target market, align product offering to market demands and define areas of expertise.

The Board discussed a variety of options to drive demand gen, who the key BAC audience is, how we align what we are offering to that audience and how to increase overall attendance for the conference.

### **4. BAC Strategy with Rob Collie**

Thomas introduced Rob Collie to the Board. Rob updated the Board on his career points and further led the strategy discussion by summarizing his understanding of what PASS wants; which is to define and accelerate the understanding of the group we are targeting. What he terms as 'Business Developers', who all use Excel in their day to day work, is the largest technical audience on the planet, approximately 30 million. These people do not consider themselves data scientists or even as technical. They also don't necessarily relate to one another across industries.

The Board and Rob had a correlated discussion around defining this industry. Rob argued that these Excel pros need to be legitimized for their own personal satisfaction, and so the leaders in their companies will send them to further their education. Once this group is legitimized, this will draw attendees and speakers. We need to come up with both "buzz" and actual adoption for those target groups. Those target groups being, CPS's, CRO's, Big Companies, Universities and Business Schools, and day to day Excel experts who live and breathe VLOOKUP and Power Pivot.

The Board, the Marketing team and the Programs team will continue to strategize on how to define the target audience over the next few weeks.

### **5. Global Growth Discussion**

James Roland-Jones updated the Board on the status of obtaining various event trade and word marks followed by an update around setting benchmarks for adding new regional seats to the Board. He explained that the numbers are focused on measuring the engagement of a region. He expects to see LATAM meet these benchmarks over a two year period.

JRJ outlined LATAM as the region of focus and mentioned that the Regional Mentors will be accountable to acquire the benchmark goals. We are trying to recognize what the RM's have already accomplished while setting some achievable goals. There is excitement in this region and we want to get it out to the community that we have room for a Board advisor from the region.

Bill Graziano questioned what will happen when the benchmark is achieved. JRJ responded that the region would formally be recognized and that would mean a Board seat. We want to be sure all the benchmarks are met and that they are sustainable; we want to see an ongoing pattern to get a Board advisor in and to start the cultural transition. We see this happening in FY 2015. If the targets are met, the Board will vote to add that Regional seat.

## **6. IT Prioritization Discussion**

Adam Jorgensen updated the Board on the IT projects that were prioritized at the January Board meeting as being on track. He added that we now have enough IT capacity to prioritize all currently requested IT projects. Adam recognized that PASSHQ has done a great job at hiring IT staff and he recommended that the directors get their upcoming projects submitted so they can be scoped.

Vicki Van Damme updated the Board that there is a Virtual Chapters project currently being scoped which will be added to the project queue shortly. She asked that directors contact her if they have a potential project so they can discuss what the need is.

Adam updated the Board on his meeting dates in Vancouver with PASSHQ as May 27 to 30, 2014; and told the Board they should expect to get some emails with the focus on moving toward a self-service data module through our office 365 investments. We are focused on moving the people that are consuming PASS data a step forward.

## **7. Azure Migration Project and Associated Collateral**

Adam updated the Board on the three day meeting in Redmond where he and some members of PASSHQ teamed up with Microsoft to work on the Azure Migration project. He outlined some of the obstacles they tackled but was pleased to announce the prototyping was completed prior to BAC; which was their goal. Wesley Chang from PASSHQ scoped out what is left to do and the team will start up again in late June to complete the migration. Vicki, Oliver Matrat and Adam will put out a communication plan on how things will move forward at that time.

## **8. Volunteer Plan – Comps for Previous Board Members**

Sri Sridharan brought a discussion to the table regarding the leveraging of our former Board members and how to keep them engaged and involved in the community. He asked the Board to consider an incentive of a comp for either BAC or Summit and to perhaps base it on tenure.

JRJ cautioned on the liberal language around the use of the word comp and felt that we cannot set a guideline for the Board and not the rest of the volunteering community. He suggested the Board consider other avenues to recognize volunteer's contributions to PASS and that giving people a discount does not always recognize what someone has done for the organization.

The Board discussed a variety of options along with associated costs, including potentially providing a discount code to former Board members. The Board asked Sri to put some time into pulling some data together to present at a future meeting.

## **9. BAC Venue Walk-through and Presentation**

Vicki gave the Board an overview of the logistics of the San Jose convention centre, the onsite activities and the educational programs that will be ongoing at the Business Analytics Conference.

Craig Ellis and Vicki took the Board on a walking tour of the facility.

**The meeting was adjourned at 4:30pm Pacific Time.**

## **Day Two**

**Attendees:** Thomas LaRock, Adam Jorgensen, Denise McInerney, Bill Graziano, Wendy Pastrick, James Rowland-Jones, Sri Sridharan, Tim Ford, Jen Stirrup, Olivier Matrat, Jennifer Moser

**Not in Attendance:** Amy Lewis

**PASSHQ Attendees:** Craig Ellis, Sandy Cherry, Amy Lofstrom, Lana Montgomery, Janice Simpson, Vicki Van Damme

**Attendance via Remote Audio:** Judy Christianson

**Board Advisors:** Mark Souza

## **Agenda for Discussion:**

- 10. First Draft Budget Discussion**
- 11. Portfolio Progress Update**
- 12. Budget Preapproval for Chapters**
- 13. Wrap up BAC Discussion**
- 14. Next In-person Board Meeting**
- 15. Board Only Time**
- 16. Next Board Meeting**

## **Meeting Minutes**

Thomas opened the meeting with a positive summary of Rob Collies time and presentation from day one and went through the upcoming day's agenda.

### **10. First Draft Budget Discussion**

Adam Jorgensen opened by reminding the Board that they should have received a copy of the current budget that was sent out by Sandy Cherry on Friday, May 2, 2014. Today's discussion is a recap on where things currently stand with the budget, budget observations, guidelines, and specific initiatives. He asked the Directors to go back through the budget post BAC, look at their portfolios individually for options to make cuts and send them to him and Sandy. Adam and Sandy will be meeting in Vancouver at PASSHQ the last week of May to go through the budget in detail. Each portfolio owner will be met with to discuss any possible cuts during that time.

Adam outlined his observations throughout the process and noted that year after year growth can be contributed to efficiencies and increases in the budget. We want to be sure we have another event model that can contribute to that growth. He reminded the directors that when they are looking at their portfolio budget, to ask themselves if they are contributing to the growth. Adam gave the directors an overview of guidelines and things to think about when reviewing their portfolios.

Adam recognized and thanked Sandy and Anika Polisen from PASS HQ for always having the answers to questions Adam has had throughout this process.

The Board had a question and answer style of discussion to confirm a variety of budget queries.

Thomas LaRock asked the Board to think about raising the cost of Summit prices for 2015.

## **11. Portfolio Progress Updates**

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.

The various portfolio directors presented the progress of their FY 2015 goals, previously shared at the January Board meeting. These goals are aligned to the budgeting process for FY 2015. FY 2015 budget will be completed June 30, 2014.

## **12. Budget Preapproval for Chapters**

Wendy Pastrick reviewed the previous Chapter agreement and outlined that it stated each Chapter Leader received a comp to Summit. As PASS grows, the Chapters grow and in order to be fiscally responsible and sustainable a change to the agreement was needed. The agreement still recognizes the unique relationship the Chapters have with PASS and does not require the Chapters to re-sign every year. Schedule A is an addendum to the agreement and has the sole purpose to define the benefits that the Chapters are entitled to, or that they can earn. Schedule A will be updated and posted annually. We want engaged Chapters earning the comp codes and utilizing them for a conference.

Wendy indicated that she is requesting a preapproved budget expense for the FY 2015 budget for Chapter Leader comps to the PASS Summit 2014. This will give Chapter Leaders more time to plan, as opposed to waiting until the budget is finalized in July.

**Motion:** I motion that we have a budget preapproval for Chapter and RM comps at 153,000 for the FY 2015 budget.

Motion: Wendy Pastrick  
Second: Thomas LaRock

Adam Jorgensen	Yes
Bill Graziano	Yes
James Rowland-Jones	Yes
Sri Sridharan	Yes
Tim Ford	Yes
Amy Lewis	Absent
Jen Stirrup	Yes
Olivier Matrat	Yes
Jennifer Moser	Yes

**Motion passed (11 yes, 0 no, 0 abstain and 1 did not vote).**

## **13. Wrap up BAC Discussion**

The Board continued the discussion on how to legitimize the target audience for BAC; guidance from the Marketing and Program departments will be utilized. There is an underserved community out there and we

can make targeted efforts to serve that community keeping the PASS mission in mind to become the community leader for Microsoft technologies.

Adam noted that there is some level of research and analysis that needs to be done prior to the next Board meeting. We will be focusing on audience identification and will have a full update for the Board in June.

#### **14. Next In-person Board Meeting**

Adam got a quick confirmation from the Board for dates for the next in-person meeting. Thomas asked the Board to block their calendars for the week of September 22, 2014. PASSHQ will look into hotel and meeting rooms and follow up to confirm dates, location and times.

**The meeting was adjourned at 2:45pm Pacific Time.**

#### **15. Board Only Time**

The Board met in camera.

#### **16. Next Board Meeting**

The next Board meeting will be a teleconference on Thursday, June 12, 2014 at 2:00pm Pacific Time.