



PASS
Board of Directors Meeting
In Person – June 2 & 3, 2015
Vancouver, BC

Attendees: Thomas LaRock, Adam Jorgensen, Denise McInerney, Bill Graziano, James Rowland-Jones, Wendy Pastrick, Tim Ford, Amy Lewis, Jen Stirrup, Grant Fritchey, Sanjay Mishra, Jennifer Moser

Board Guests: James Phillips (Microsoft)

PASSHQ Attendees: Judy Christianson, Charlie Yates-Bishop, Craig Ellis, Georgia Dahle, Janice Simpson, Sandy Cherry, Vicki Van Damme

Attendance via Remote Audio/Video: Amy Lofstrom

Agenda for Discussion:

1. **Presidents & EVP Welcome**
2. **Vote on May Board Meeting Minutes**
3. **LATAM Board Advisors**
4. **IT Post Audit Update**
5. **2016 Budget Review**
6. **PASS BAC Review**
7. **Microsoft Presentation**

Meeting Minutes

1. **Presidents & EVP Welcome**

Thomas LaRock welcomed and thanked the Board for attending the meeting. He went through various housekeeping items and handed things over to Adam Jorgensen to run through the agenda for the next two days.

Adam updated the Board on some changes to the agenda. The Executive elections were scheduled to run first thing today, but due to Jen Stirrup's travel delays, they will run first thing tomorrow morning. Adam provided a brief highlight that James Phillips from Microsoft will be giving a presentation geared towards PASS BAC today. The forward thinking future of PASS BAC will be reviewed and discussed at the meeting tomorrow.

Judy Christianson, PASS HQ, announced two new additions to the PASSHQ team. Georgia Dahle, Director of Marketing and Charlie Yates-Bishop, Director of Sales. The Board welcomed Georgia and Charlie.

2. **Vote on May Board meeting minutes**

Motion: I move to approve the May Board meeting minutes that were sent to the Board on May 26, 2015

Motion: Adam Jorgensen

Second: Thomas LaRock

Denise McInerney Yes

Bill Graziano	Yes
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Absent
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

3. LATAM Board Advisors

Vicki Van Damme, PASSHQ, recapped the discussion that took place at the January Board meeting regarding the LATAM Board advisors. Building the right resources for the region is a priority from a Global Growth perspective. The goal is to work with the advisors to understand the needs of their community, and work with them to ensure that we are developing and providing the right resources. The Board discussed the importance of engaging these advisors across everything that PASS does. The Board advisors will meet with our Global Growth Committee on a monthly basis over the coming months and an in person meeting will be added to a regular Board meeting. Denise McInerney raised the importance of having this representation at our January Board meeting.

The Board reviewed the two candidates up for nomination. Diego Nogare from Brazil and Eduardo Castro from Costa Rica are recognized in their respective communities as leaders. They are long standing PASS volunteers, Regional Mentors, and are both MVPs. As leaders they have not only built their own successes, but have also empowered others in their region to grow. We feel very strongly that these two individuals will help us build the right strategy for the LATAM region. Both Eduardo and Diego are excited to dive in and to start working with PASS.

Adam and Vicki confirmed that they will circulate guidelines on how exactly the Board Advisors will be engaged.

Motion: I move to approve Diego Nogare as a Board Advisor for the LATAM Region as of June 2nd, 2015

Motion: Adam Jorgensen

Second: James Rowland-Jones

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Absent
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

Motion: I move to approve Eduardo Castro as a Board Advisor for the LATAM Region as of June 2nd, 2015

Motion: Adam Jorgensen
Second: Tim Ford

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Yes
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Amy Lewis	Yes
Jen Stirrup	Absent
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

4. IT Post Audit Update

Adam opened the discussion by focusing on the future prospects for IT. A new plan for the IT department with additional solid leadership from a management perspective needs to be put in place. Some of the challenges are scoping of projects, formalizing projects, structure and leadership. The audit identified the need for restructuring of roles to ensure the long-term success of the team.

The Board discussed the key areas that were identified from a risk management perspective and next steps for implementing recommendations. The expectation is that there will be process implementation, rescoping of projects, and leadership structure put in place. An immediate internal change, providing dedicated project support, has been fulfilled.

The Board discussed the IT priorities which include projects in the queue, project scoping, processes, leadership structure, and risk management. Adam asked the Board to provide feedback on what's going well and not so well. If Board members are getting a lengthy response time, that needs to be reported. Elizabeth Jeff's at PASSHQ will be the contact person for all feedback and requests. Elizabeth will be working with the team to restructuring IT processes from a project and workflow management perspective going forward.

More discussion took place on identifying gaps and priorities and bringing in additional leadership.

5. 2016 Budget Review

Adam reminded the Board that the budget will not be voted on today. The goal today is to get an awareness of where the budget stands now. Everything that goes in the budget needs to have a plan behind it. If your portfolio is in a growth stage, it can be challenging to make cuts.

Adam thanked Sandy Cherry, PASSHQ, and the entire HQ finance team.

Judy thanked Adam for his leadership and for empowering Sandy and the HQ team.

Adam reviewed the current version of the 2016 budget portfolios with the added comments. He encouraged all Board members to understand their own budget as well as the need to understand all portfolio priorities.

The directors at large presented their portfolio budget outlining priorities and budget cuts. Adam thanked the Board members for their work on the budget. Adam will send out the IT budget with notes once the Microsoft sponsorship agreement is finalized. Any changes to the budget portfolios should be back to Sandy by end of day June 10. A special meeting to vote on the budget will be held on June 24 at 2:00pm Pacific. Janice Simpson, PASSHQ, will send out the meeting invitation.

6. PASS BAC Review

Adam opened the PASS BAC review and updated the Board on the presentations that will be presented over the afternoon. Adam announced that we have a special guest joining us from Microsoft and turned it over to Jennifer Moser.

Jennifer introduced and thanked James Phillips, corporate vice president at Microsoft, for taking the time to join the Board for the PASS BAC presentations and review. James will be presenting later this afternoon. James thanked the Board for inviting him and noted that he is excited to move forward together to include the Microsoft BA portfolio products. James introduced himself as Corporate VP at Microsoft, responsible for the Business Analytics product line which includes power BI, SQL analysis and reporting services, excel and Office 365.

Denise gave an overview of the recent development of the PASS BAC. She noted that Amy Lofstrom lead the marketing strategy for PASS BAC over the past year and thanked her for her hard work which included reaching out to the influencers in the market. Denise noted how far we have come since the beginning of PASS BAC and today we will be presenting the outcome and next steps.

Georgia Dahle, PASS HQ, presented the PASS BAC marketing and program debrief to the Board which included an executive summary, a strategic recap, demand gen recap, attendee experience, opportunities and recommendations. Georgia summarised the success of how the BA conference aligned to the goals and vision that were set forth. She outlined the strategic recommendations for the future of PASS BAC including insight to the analyst's journey and how the PASS Business Analytics Conference can be a key influencer in that journey. The Board had a discussion around marketing prospects and leveraging opportunities.

Charlie Yates-Bishop, PASS HQ, presented the PASS BAC sponsorship sales debrief to the Board which included an executive summary that outlined the value of the invested marketing dollars. She summarized sponsorship sales, sales results, sales insights, and recommendations. The sponsorship insights included the overall health of the sales pipeline and how commendations to the sales team from the BoD will support increased health to the pipeline. Good progress has been made this year and we are sitting in a good position sponsorship/sales wise as we look to future PASS BAC events. Building a strong brand presence for PASS BAC, continued development of Salesforce and the integration of ExactTarget will support the sales team in the realization of their goals. Charlie presented video feedback from the sponsors that attended the conference. The feedback from the sponsors was very positive.

The Board discussed the PASS BAC review and go forward options. A more in depth review and discussion is on the agenda for tomorrow's meeting.

Jen Stirrup joined the meeting at 2:30pm Pacific Time.

7. Microsoft Presentation

James Phillips gave the Board a presentation on Microsoft's Power BI roadmap.

The meeting was adjourned at 4:45pm Pacific Time.

Day Two

Attendees: Thomas LaRock, Adam Jorgensen, Denise McInerney, Bill Graziano, James Rowland-Jones, Wendy Pastrick, Tim Ford, Amy Lewis, Jen Stirrup, Grant Fritchey, Sanjay Mishra, Jennifer Moser

PASSHQ Attendees: Judy Christianson, Charlie Yates-Bishop, Craig Ellis, Georgia Dahle, Janice Simpson, Sandy Cherry, Vicki Van Damme

Attendance via Remote Audio/Video: Amy Lofstrom

Agenda for Discussion:

- 8. ExecCo Elections**
- 9. PASS BAC Recap & Discussion**
- 10. PASS Summit 2019 Location**
- 11. SQL Rally Global Regional Event Model**
- 12. PASS Board Only Time**
- 13. Next Board Meeting**

Meeting Minutes

8. ExecCo Elections

Bill Graziano outlined the ExecCo election process and clarified that a candidate must garner the majority of votes from the voting Board members to be elected to the ExecCo. In case of a tie, the vote of the Chair of the Elections process is the deciding vote. With 12 members on the Board of Directors, 7 votes are necessary to be elected, or 6 votes including the Chair's vote. Voting will start with the highest office, President, and then the Executive Vice President Finance (EVP) followed by the Vice President Marketing (VP). Candidates are included in the vote and may vote for themselves.

Position: President

Candidates: Adam Jorgensen

Vote:

Thomas LaRock	Yes
Adam Jorgensen	Yes
Denise McInerney	Yes
Bill Graziano	Yes
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

Elected: Adam Jorgensen, unanimous

Position: Executive Vice President, Finance

Candidates: James Rowland-Jones

Vote:

Thomas LaRock	Yes
Adam Jorgensen	Yes
Denise McInerney	Yes
Bill Graziano	Yes
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes

Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

Elected: James Rowland-Jones, unanimous

Position: Vice President, Marketing

Candidates: Denise McInerney

Vote:

Thomas LaRock	Yes
Adam Jorgensen	Yes
Denise McInerney	Yes
Bill Graziano	Yes
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

Elected: Denise McInerney, unanimous

9. PASS BAC Recap & Discussion

Denise advised the Board that the purpose of the PASS BAC recap is to have a thoughtful and thorough discussion amongst the Board and PASS HQ. We are all familiar now with the successes of the event, what we have learned, and what the challenges are. A discussion commenced about moving forward with PASS BA as a conference and a community.

Denise outlined the recommendation of the PASS BAC committee - continue on course with PASS BAC. Look at the overall strategy, continue to talk to the audience in concurrence with the influencers that are backing us. The committee also recommends we build a coherent development and engagement strategy and look to include Microsoft as a partner within that strategy, including Virtual Chapters, Chapters, webinars and the in person conference event. A huge portion of the audience wants their training on line, we know we can reach them there. This is a multiyear strategy to build up the conference with a 3 year plan. We have support.

The Board had an in-depth discussion on next steps for PASS BAC. Denise reminded the Board that there will be an advisory committee outside of the Board, and the ExecCo will be fully involved in any organizational changes. Adam noted that today's discussion had a lot of overlap but what it really comes down to is making sure we refine the audience, make sure the organization can scale in terms of leadership and organizational structure, grow the community in such a way that it's a success and capitalize in the short term while planning and setting up for the long term with specifically stated goals. All things the committee has committed to.

Adam outlined that there would be two votes involved in moving forward with the PASS BA Conference. The Board had a discussion on the motions and what they meant going forward. Adam asked if anyone was not

prepared to vote on the strategy of PASS BA. He also outlined that the second motion would outline approving the location of PASS BAC 2016 should the first motion pass.

Motion: I move to approve PASS moving forward with the PASS Business Analytics Conference and community

Motion: Adam Jorgensen
Second: James Rowland-Jones

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

Motion: I move to approve moving forward with the PASS Business Analytics Conference in San Jose for 2016

Motion: Adam Jorgensen
Second: Amy Lewis

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	Yes
James Rowland Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

10. PASS Summit 2019 Location

Vicki opened the discussion with the Board by reviewing our confirmed location for PASS Summit as the Washington State Convention Centre in Seattle for the next four years (2015 – 2018). The PASS Board needs to consider where we will hold PASS Summit for 2019 and advised the Board to take careful consideration when thinking about moving Summit outside of Seattle. There are increased efficiencies and negotiation power when agreeing to future years in Seattle.

Washington State Convention Centre has offered an extension to the current contract covering Summit 2017 & 2018 to include Summit 2019. The offer would reduce our current contracted expenses for Summit 2017, 2018 and 2019 with an overall cost savings of 100k for each year. This offer is time limited, so we need a decision today. Vicki outlined the potential savings and additional rebates based on adding a third year to our existing two year contract.

The decision required is to proceed with the Washington State Convention Center to hold PASS Summit 2019 the week of November 4th, 2019 or consider alternate locations for Summit 2019.

The Board had a discussion on the pros and cons of moving PASS Summit out of Seattle including growth of attendees, Microsoft presence, and operational efficiencies. Bill asked the Board to allow time and discussion to look at 2020 and beyond. Vicki committed that HQ would give consideration to present alternate locations for 2020 and beyond. Adam noted that Seattle is where we can deliver the best event for the community. Adam asked the Board if they are prepared to vote on 2019.

Motion: I move to confirm Seattle as the location for Summit 2019

Motion: Adam Jorgensen

Second: James Rowland-Jones

Thomas LaRock	No
Denise McInerney	Yes
Bill Graziano	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Amy Lewis	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	Yes
Jennifer Moser	Yes

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

11. SQL Rally Global Regional Event Model

Vicki opened the discussion by reminding the Board about the exchange of ideas on next steps for SQLRally that took place at the January Board meeting. The Global Growth committee has evaluated the options; there is a perceived gap that exists between SQLSaturday and PASS Summit. Is there a need for a mid-tier event model to fill this gap? If the Board agrees that the gap should be addressed by a mid-tier event model, what does that look like and how is it applied outside of and within US/Canada? During the review, the committee realized that the return on investment (for both the community and PASS as an organization) from the SQLRally and SQLSaturday models is very similar. The increased return on investment to the community is in the flexibility provided with a larger event. Can we leverage our SQLSaturday model to allow more flexibility to the event organizers? Or can we provide support in other ways to help maxed out SQLSaturdays to grow?

The Board had a discussion on the options for an event model. Do we support separate brands/event models or do we leverage our most successful brand and grow that event by providing more support? Do we feel we have a need that should be addressed by adding the paid event model whatever we may call it. The board discussed the amount of resources currently being applied to SQLRally and discussed how those resources may be applied to SQLSaturday instead.

The Board decided that PASS resources can be better applied to support the community. Our focus will be on SQLSaturday, Virtual Chapters, Chapters, and their continued success; PASS Summit, PASS BAC and their expansion and growth. James Rowland-Jones added that SQLSaturday gets great support from Microsoft. The Microsoft team could continue to support an event in Nordic, they just cannot call it SQLRally.

The Board decided that a survey would be sent to SQLSaturday organizers to measure how PASS could best provide additional support to that portfolio.

Motion: I move to retire the SQLRally brand and event model from the PASS event model portfolio

Motion: James Rowland-Jones

Second: Amy Lewis

Thomas LaRock	Yes
Denise McInerney	Yes
Bill Graziano	No
James Rowland-Jones	Yes
Wendy Pastrick	Yes
Tim Ford	Yes
Jen Stirrup	Yes
Grant Fritchey	Yes
Sanjay Mishra	No
Jennifer Moser	Yes

Motion passed (10 yes, 2 no, 0 abstain and 0 did not vote).

The committee will regroup to discuss full closure of the SQLRally event model.

The meeting was adjourned at 2:20pm Pacific Time.

12. PASS Board Only Time

The Board met in camera.

13. Next Board Meeting

The next Board meeting will be a teleconference special meeting on June 24, 2015 at 2:00pm Pacific Time.