



PASS
Board of Directors Meeting
In Person – January 20 & 21, 2016
Kirkland, Washington

Attendees: Adam Jorgensen, Denise McInerney, Thomas LaRock, Tim Ford, Wendy Pastrick, Jen Stirrup, Ryan Adams, Argenis Fernandez, Allen White, Jennifer Moser

Board Attendance via remote audio/Video: Grant Fritchey

Not in Attendance: Sanjay Mishra, Tim Mallalieu

Board Advisors/Guests: Eduardo Castro, Diego Nogare, Mark Souza

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Georgia Dahle, Janice Simpson, Vicki Van Damme, Sonya Waitman

HQ Attendance via remote audio/Video: Teresa Cheung, Craig Ellis, Elizabeth Jeffs, Anika Polisen, Boris Tabakman

Agenda for Discussion:

Day One:

1. Presidents Welcome
2. Appointment of Vacant Seat
3. Insights Leadership Development Workshop
4. BA Conference Update
5. Microsoft Board Appointed Seat
6. Strategic Update: Marketing, Sales & IT
7. BAC Location 2017 & 2018
8. Summit Market Analysis
9. FY 2016 Portfolio Updates

Day Two:

1. Welcome
2. Vote on December Board Meeting Minutes
3. PASS First
4. Global Growth
5. Non-Profit Application Update
6. Virtual Chapters Sponsorship
7. Election Changes Update
8. Anti-Harassment Update
9. Finance Update/Summit Reconciliation
10. Marketing Communications Plan
11. Summit 2020, 21, & 22 Location
12. PASS.org
13. Board at BAC
14. June Board Meeting Location

15. Board Only Time

16. Next Board Meeting

Meeting Minutes

1. Presidents Welcome

Adam Jorgensen opened the meeting by thanking everyone for coming and welcomed the new Board members, Ryan Adams and Argenis Fernandez. Adam outlined the Board agenda over the next two days and asked the Board to think more about "Why PASS". How do we change the lives of our members? Most of us are in the room because PASS has changed our life in some way. We want to focus on PASS being relevant to the entire community. How does PASS fit with all the other groups and organizations vying for the membership's time? We need to look at it from the member's perspective. Adam challenged the Board to start thinking about three years out; the Board and HQ. The organizations path must have continuity. PASS needs to continue to grow and we need to do things that are going to make a difference. Adam cautioned against trying to do too many things at once.

Adam outlined the 2015 successes. Summit 2015 sales exceeded what was budgeted for, we surpassed our Global Alliance Program forecasts, we had over 100 SQLSaturday events around the world, and we have a new Virtual Chapters sponsorship model, we had amazing growth in LATAM which has surpassed anything we could have estimated. Additionally, we have achieved 77% of our ideal attendee target for BAC 2016. Adam thanked Craig Ellis for his success with the Global Alliance Program.

Adam went on to outline the priorities for PASS and defined the three areas of focus as financial growth, membership engagement, and community growth and support. Everything falls into one of those areas. Adam asked the Board to look at their potential FY2017 goals and think about how their goals fit in to the framework of each of these areas of focus. Create what we think the PASS membership needs tomorrow and look to our partners to put together what the next generation's focus will be.

Adam outlined his priorities as:

- Overall Health of the organization. We need a holistic way for the Board and HQ to work together to set specific targets for growing the organization and measure them year over year.
- Leadership recruitment. We need to create a larger pool of qualified leaders in the community. We need a plan for each of us to grow a pool of leaders in the organization and motivate them to step up and lead in new ways. Specifically bring Board member candidates.
- Election improvements. We need to streamline and make the process more effective. Tom and Adam are driving these changes in the coming year.
- Getting intentional about the next generation strategy for our membership and PASS. What do we want to accomplish and what PASS should be doing.
- Cautions bringing ideas to solve yesterday's problems; we want to be careful with incremental change, experience transformative change that could potentially take years. Let focus on things that are needed now based on what our community is going to need in the future.
- Create an army of data professionals to use data to do amazing things. Empower them to take a more vocal role in the PASS organization to be a change maker.

Adam closed by stating that he is honored to serve this community with everyone here and thanked everyone for their commitment and patience.

2. Appointment of Vacant Director-at-Large Seat

Allen White stepped out at 8:55am for this portion of the meeting agenda.

Adam recapped the information he'd previously shared with Board members outlining the interest in the vacant seat and the decision to appoint Allen. Allen brings a wealth of PASS experience and volunteerism

and supports bringing the community together as a whole. Allen had specified to Adam during their discussion that PASS changed his life both professionally and personally and would like to serve in a way where he could contribute; to do that for someone else. Allen is excited about the opportunity. Adam confirmed that everyone was prepared to vote on the appointment of Allen White.

Motion: I move to appoint Allen White to fill the vacant Director-at large seat previously held by Grant Fritchey for the remainder of the term.

Motion: Adam Jorgensen

Second: Wendy Pastrick

Grant Fritchey	Yes
Denise McInerney	Yes
Thomas LaRock	Yes
Tim Ford	Yes
Jen Stirrup	Yes
Ryan Adams	Yes
Argenis Fernandez	Yes
Sanjay Mishra	Absent
Jennifer Moser	Yes

Motion passed (10 yes, 0 no, 0 abstain and 1 did not vote).

Allen rejoined the meeting. The Board congratulated Allen on his appointment.

3. Insights Development Workshop

Denise McInerney gave an overview and update on the Insights approach and how it supports giving the team a tool to better interact with each other. This is our third Board meeting that includes an Insights workshop and it has proven to be a great source to better communicate with each other. Denise introduced Tanya Boyd as the Insights workshop facilitator.

The Board participated in a 2 hour Insights overview 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.

4. BA Conference Update

Georgia Dahle, PASS HQ, presented a BAC update to the Board and outlined the learnings from the 2015 conference. One of the main goals was to attract the right audience and our data shows we attracted 77% of the right audience by engaging influencers and leaders outside of the PASS core community. One of the investments that was a key priority was the analyst journey. We need to make sure we created a program that supported that. Within three months of the conference we achieved 80% of our financial goal. As we continue to build the BA community we realize there is a certain element of trust that needs to be built with the core community.

Georgia thanked and congratulated the BAC program committee and reviewed the number of sessions at BAC 2016. There are 34 speakers and 19 are new. We have 54 sessions, with 25 coming from the Call for Speakers, 11 from Microsoft and 5 for vendor partners along with 4 precons. Georgia gave a timeline around the conference announcement to date as well as a registration update and projection numbers. A weekly report will go out with year over year growth and will come out in a power BI dashboard every Monday or Tuesday. Denise McInerney reminded the Board that last year at this time we had 12 paid registrations and this year we have 81 paid and our event is two weeks later. Georgia outlined the paid goal and metrics re-

cap and identified next steps for conference announcements and marketing initiatives to support registrations drive.

Georgia outlined the plan for establishing the foundation and the building of the BA community. Building the foundation includes tracking growth, membership framework and BA advisors. We kicked off with the first BA advisory meeting in early January to confirm what we need to focus on this area. Georgia recapped the BA Marathon that happened on December 10, 2015 and the success of the Marathon by outlining the number of attendees and outlined that 35% of attendance at the marathon were new to PASS.

Georgia reviewed the BA program initiative as the BA tips & tricks launching this month, BA Marathon preview edition Feb 25, and BA Day is currently being investigated further as we look to identify a PASS community member that can really lead that.

Jen Stirrup thanked Georgia, Vicki and Teresa and the rest of the team that worked on this.

The Board had a discussion on the BA community timeline and next steps.

Mark Souza from Microsoft joined the meeting at 11:30am Pacific Time.

5. Microsoft Board Appointed Seat

Adam introduced Mark Souza from Microsoft to the Board and PASS HQ. Mark and Jennifer Moser announced that Sanjay Mishra's rotation is up on the Board and introduced Tim Mallalieu as his replacement. Tim was not able to join today. Tim reports to Mark and is part of the SQLCAT and the Data Analytics team, he is very tied to engineering. Tim will fill the Microsoft appointed seat effective immediately. Jennifer added that she has worked with Tim for 5 years and gave a brief inform of their working relationship.

6. Strategic Updates: Marketing, Sales & IT

Vicki Van Damme, PASS HQ, gave an overview of the presentations that would be included in the strategic update including marketing, Sales and IT. The team has worked with the ExecCo to look at key strategic initiatives for the remainder of the FY with a view to set the stage for major projects and initiatives in FY 2017. She handed over the presentation to Georgia.

Georgia shared the marketing goals that were set in January 2015 with the priority being to establish a proactive communication strategy that facilitates two-way communication between the PASS Board and the community. While this is ongoing we are pleased with the results of the many support channels that have been put in place. Additionally, we are working harder and better to support the engagement and recognitions of our volunteers.

Georgia outlined the FY 2016 marketing goals as: increasing number of and engagement with active PASS members, demand generation plans for all PASS activities, communications to grow BA, consistent messaging to support Global Growth through our VC's, Chapters, and SQLSaturday portfolios. We are taking a more 360 degree model in terms of how we are communicating with the PASS community.

Georgia outlined the intended FY 2017 focus for marketing as introducing a global community outreach plan, supporting marketing analysis and data reporting through improved automation tools and improved member engagement for the entire PASS community.

Georgia announced that PASS has purchased PASS.org, however we will not be rolling out the URL today. We will be looking at a revamp to get that rolled out as part of the FY 2017 goals.

Sonya Waitman, PASS HQ, presented the FY 2016 sales goals and announced that 68% of the total sponsorship budget is on target to goal. The sponsorship team has implemented a new commission structure for the sales managers which is tiered based on budget attainment. Ongoing goals include improving the sponsorship sales and reporting transparency, fostering relationships between the marketing and sales

teams as well as to increase inventory in order to support revenue growth. Sonya outlined the sales priorities in four categories including team, process, and specifically to sponsorship; inventory and partnership. We would like to see sponsors come on as part of the community. Sonya announced that Craig Ellis is at 93% to budget half way through the year is very happy with his performance and success. Sonya outlined the GAP sponsorship success and how she would like to change some structure of how we partner with the sponsors to increase the ongoing success of that program.

For FY 2017 the sponsorship program is looking to realign the goals of the team. We want to get a satisfaction survey in place to get a better understanding of why the GAP program is a success. Part of the realignment is to simplify process of operations, build the BA inventory and leverage sponsors deeper to help our community. The Board had a discussion about future ideas for the sponsorship program.

Vicki presented the FY 2016 IT goals which include continued improvement on website UI and UX. Security is a big priority and the audit is in progress for the PASS website and infrastructure. We had talked about the deployment of Azure ML. We are currently focused on the data that we have before we can build a more sophisticated platform. Vicki outlined the remaining priorities for FY 2016 and broke down the projects in three groups as PASS projects, PASS infrastructure projects and HQ operational projects. The Board had a discussion on the existing projects and the current DNN version.

Thomas LaRock thanked Boris, Sonya, Vicki and Georgia for all the work that has gone into the creation of these strategies over the months. Thomas asked for a Gantt chart to outline the priorities and projects that overlap and depend on each other.

Denise McInerney recognized the shift from short term transactional goals to long term strategic goals. She recognized Judy Christianson and the team at HQ for stepping up and doing what the PASS Board has asked them to do, which is think about the long term health of the organization. How we have built sustainable offerings. It's very exciting to see how many of these goals fit into the overall perspective.

7. BAC Location 2017 & 2018

Denise opened the discussion by giving a background refresh of the BAC. The first year was in Chicago in 2013 and from there brought the event to Silicon Valley for the past two years. The two driving reasons; one was availability of speakers, and the other was proximity to a large vendor pool. We found that 2014 was a mixture of attendees in San Jose (both technical and business data professionals) and 2015 was a win in Santa Clara with a bigger focus on the business data professional. This year we will be in San Jose at the Hotel Fairmount, which will be the third year in the area.

We think it's important to deliver a few solid years for this event with the focus on the program and the audience. Based on that, we motivate the idea that we stay in Silicon Valley for 2017. For 2018, we are looking at options (including San Jose) and the numbers are being worked on as we speak. We are not going to present a proposal until we have a full update from Anika Polisenno, PASS HQ. We do think this audience will mature and based on who this audience is, there are other potential areas that we could hold this event.

The Board had a discussion around location options for 2018. Adam added that once we see the numbers from 2015 and 2016 it will help us determine if there is a benefit to move the conference.

8. Summit Market Analysis

Georgia presented the market analysis of PASS Summit programming and attendance. Summit is maintaining market share but is seeing a slowing of growth. We are seeing a drop in annual return attendees over a five year average. We need to explore and introduce educational offerings that meet the changing landscape of the community as well as introduce more accurate messaging to maintain market relevance. Georgia presented the SWOT analysis, displayed the competitors within the market, and outlined the competitive advantages and disadvantages.

The Board had a discussion on PASS Summit vs. SQLSaturday, overlap of speakers, pricing and value.

Marketing recommends that a complete data platform audience member profile be done along with a review of pricing against competitors. We also need to define/refine PASS Summits value proposition and messaging while exploring new educational program elements. Georgia outlined the future campaign and marketing strategies to strengthen attendance. We want to support a communication plan around "Why PASS", "Why Summit". The Board discussed options for PASS Summit program and conference offerings. Georgia closed the discussion by encouraging Board members to follow up with her on any further thoughts in addition to what has been discussed today.

Grant Fritchey left the call at 3:00pm Pacific Time.

9. FY 2016 Portfolio Updates

Adam opened with letting the Board know these presentations will be brief and if there are any questions to make a note and follow up later.

Argenis Fernandez presented the FY 2016 SQLSaturday Portfolio Goals and the six month focus for the remainder of FY 2016. Tim will also support the transition of the SQLSaturday portfolio over to Argenis. Additional focus will be coordination of GAP sponsorships and finally planning the budgeting for FY 2017 goals.

Jen Stirrup presented the BAC portfolio goals from FY 2015 outlining the work the program team did to develop and confirm structure for BAC 2016, as well as the connection that was made with the stakeholders in the new target community to develop the best plan for the BA community offerings. Jen reviewed the FY2016 goals which included online educational goals, membership management, finalize a strategy for BA Chapters and a regional event model, and work with sales to develop BA related sales opportunities. These goals outline the focus of the portfolio for the remainder of FY 2016.

Ryan Adams presented the FY2016 Chapter goals and outlined the focus for the remainder of the year. Grant Fritchey will support the transition of the portfolio from Grant to Ryan with the focus on creating a roadmap for BA Chapters, a process document for the Regional Mentor program and budget planning for FY2017.

Wendy Pastrick presented the FY2016 Virtual Chapter goals outlining the Global Growth language reach and overall growth of the portfolio. The Virtual Chapter sponsorship program has undergone a full revamp and will roll out at the end of January. Volunteer support is ongoing with the improved VC leadership training package completed.

Tim Ford presented and outlined the purpose of the Membership and IT portfolio. We want to support strategies for acquisition and improved engagement of every PASS community member that enables personal and professional development through our mission to connect, share and learn. We aim to have a comprehensive understanding of our members' demographics, interests, educational needs and event participation history. At the same time we aim to enable our members to connect with the PASS organization through our online properties in a way that is streamlined and meaningful while providing efficient and effective IT solutions.

The goal of the portfolio for the remainder of FY2016 is to complete profile/persona of our membership, building on the work performed with profiling our target Business Analytics audience. From this collected data we will then: Support the Program team in strategizing program content for PASS Summit and support the Marketing team in messaging to and targeting this audience.

Adam summarized the conception of the portfolio and how clear it became it was needed while the work was being done on the BA persona, we had never done this for our existing audience, all that research, how does it mesh bringing the two audiences into one community? How do we figure out how to engage the entire membership as one? We have half of the work done for our membership with the BA side of things now we need to do the other half.

The Board discussed the new portfolio and the expectation on how things will progress.

In addition to the focus on member acquisition and engagement there will be a continued focus to prioritize improvements across IT on security, quality, redundancy; driving operational efficiencies and self service solutions; and improving data quality and analytics.

Allen White presented the stated goals for FY2016 for the programs Portfolio. Allen thanked, Amy Lewis, Ryan Adams, the programs team as well as Marcella McKeown and the team at PASS HQ. The Programs goal is to provide 160,970 technical training hours, technology innovation, enlarging the global speaker pool, improve program metrics and data collection and communication, develop, and to empower and encourage volunteers. The focus for the next 6 months will be participation in the technical audience definition project, PASS Summit session structure and to grow speakers through the community. Allen is aiming to have representation for speakers globally.

There was a discussion on precons and Sponsors participating in the precons when the material is very specific to our product.

Denise gave the Board a quick update on how Board decisions are being communicated through the PASS blog and that Board members should not comment until the official blog comes out.

The meeting adjourned at 4:22pm Pacific Time.

Day Two Meeting Minutes

Adam welcomed the Board to day two of the meetings, went over some house rules for the meeting, and reviewed the agenda. Adam outlined that the elections agenda item is under NDA and will not be minuted. Adam confirmed that the Board was ready to vote on the minutes.

1. Vote on December Board meeting minutes

Motion: I move to approve the December Board meeting minutes that were sent to the Board on January 18, 2016.

Motion: Adam Jorgensen

Second: Denise McInerney

Grant Fritchey	Absent
Thomas LaRock	Yes
Tim Ford	Yes
Wendy Pastrick	Yes
Jen Stirrup	Yes
Ryan Adams	Yes
Argenis Fernandez	Abstain
Allen White	Abstain
Tim Mallalieu	Absent
Jennifer Moser	Absent

Motion passed (7 yes, 0 no, 2 abstain and 3 did not vote).

2. PASS First

Thomas LaRock recognized all the Board members in the room as wearing many hats, but wanted to send a gentle reminder out to remember to consider PASS first. We know as a Board we meet at Summit, typically during a precon day and we need to be clear that travel plans are transparent. With that in mind, we just need awareness, PASS first. If you have life commitments that conflict with a meeting or conference dates,

let us know so it can be considered. You can go to Grant Fritchey as EVP or Sandy Cherry, PASS HQ for finance questions and Janice Simpson, PASS HQ for Governance. Thomas handed over the conversation to Denise to clarify who can speak on behalf of PASS.

Denise outlined that the Bylaws say that the PASS Executive are officially able to speak on behalf of PASS. As we discussed yesterday we are officially communicating through our blog. The PASS executive will check any messaging before anything goes out and will let the Directors know when you are able to speak on behalf or not speak on behalf. If you are publicly taking a position on things that have not been resolved, if you have questions about your blog, send it to Georgia. If your name is in the minutes and the minutes have been posted its ok to discuss.

Thomas reminded the Board that we are having this discussion so everyone is aware of the obligation of service when you are sitting in this room.

Adam added that keeping PASS first is the responsiveness and participation outside of this room. We have been working hard to increase discussion on email threads so we don't have to have a lengthy discussion during a meeting or conference call to get people's opinions. Adam asked the Board to put each other first and to please put your thoughts together and reply. Adam reminded the Board of NDA conversations and to be aware and cognizant with what you are sharing.

3. Global Growth

Adam thanked Eduardo Castro and Diego Nogare for all the hard work they have done and for crushing the numbers. Adam noted that at the end of the presentation there would be a motion to reform the Global Growth committee.

Vicki reminded the Board of the CY 2015 regional benchmarks that were set and the status of those benchmarks. Eduardo outlined the LATAM Chapter growth and showed that membership increased significantly in FY 2015 through a variety of marketing communications in both Spanish and Portuguese. Diego Nogare outlined some of the challenges of growing the community and outlined the growth of Chapters in Brazil. Diego spoke about the programs selection process for LATAM submissions and felt there is some frustration with no speakers from Brazil being selected.

The Board discussed options for the program committee that may support Global Growth sessions.

Vicki closed by indicating that the next steps for the Global Growth committee were outlined as supporting the conversion of an open seat to a LATAM seat in the 2016 PASS Board election, and to determine next priorities for engagement with the LATAM community for the remainder of FY2016. Vicki indicated that the Board now needs to vote to reform the Global Growth committee.

Motion: I move to create a one year term Global Growth committee chaired by me, Adam Jorgensen focused on facilitating community growth in the LATAM region.

Motion: Adam Jorgensen

Second: Argenis Fernandez

Grant Fritchey	Absent
Denise McInerney	Yes
Thomas LaRock	Yes
Tim Ford	Yes
Wendy Pastrick	Yes
Jen Stirrup	Yes
Ryan Adams	Yes
Allen White	Yes

Tim Mallalieu	Absent
Jennifer Moser	Yes

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

4. Non-Profit Application Update

Adam gave the Board a quick update on the timeline to obtain Non-Profit status. He reminded the Board that we amended the articles back in November, which are sitting with the state of Illinois. Once they come through and get approved, legal will work through completing the application. Adam explained there is no real timeline we can confirm, this is our first go at this. The timeline is a little behind due to the delay in registering the amended articles.

5. Virtual Chapter Sponsorship

Wendy Pastrick outlined the improvements of the Sponsorship program. She thanked Elizabeth Jeffs, Craig Ellis and Sonya Waitman from PASS HQ, as well as James Rowland-Jones, past PASS Director-at-large for all their hard work on making these improvements.

Sonya thanked Wendy for championing this, Sonya outlined the tiers and package details, with future plans to add in YouTube as element of tier calculation. The tier enables the sales team to create targeted packages around what each VC has to offer. Sonya defined the projected results and outlined the revenue projections. Sonya defined the increased value to the Sponsors for each sponsorship tier.

The Board discussed the tier system and the package deals for the Virtual Chapter Sponsorship.

Denise noted that this was a great next step as an increase to PASS' online learning. Sonya and Wendy confirmed the next step is to meet with the VC's and from there the marketing communications will roll out.

Grant Fritchey joined the meeting at 10:00am Pacific Time.

6. Election Changes Update

Adam reminded the Board that this portion of the meeting is under NDA.

[Discussion Redacted]

7. Anti-Harassment Update

Adam reminded the Board this portion of the meeting is under NDA.

The PASS Summit 2015 incident report has been formally closed. The Board will receive the redacted summary report later today.

[Discussion Redacted]

8. Finance Update/Summit Reconciliation

Adam reviewed the numbers for Summit 2012 to 2015 and outlined the three main financial buckets that relate to Summit. Adam reviewed the six month financials outlining where the revenue is coming from and where the bulk of that is being spent. We always try to be conservative and in the past we felt we needed to balance the budget which made us have to ask for a lot of budget exceptions.

When we go into the budget for FY 2107, we want to get as close as we can to reducing our investments and move out of our investment phase. Adam reviewed the projected cash balance to June 30th 2016. We are in a good place at end of fiscal from a cash perspective. Summit continues to be a very good resource. Adam confirmed that all Directors read the reserves policies on how we want to add money to our reserves. Sandy

will send it out to the Board. Adam reviewed where the investments are and which tools are used for those investments. Adam summarized that we are going to be moving the Euro out of the investments to US Money Market funds until we can talk to the accountant for advice on where to move those funds. Adam gave a kudos to the finance team. He noted how please he is with the growth of the team and thanked them.

Adam confirmed the Board was ready to vote to move the Euro funds into USD funds.

Motion: I move to convert the balance of PASS' investment portfolio Euro account into US dollars and transfer these dollars into the money market account within the same portfolio.

Motion: Adam Jorgensen

Second: Allen White

Grant Fritchey	Yes
Denise McInerney	Yes
Thomas LaRock	Absent
Tim Ford	Yes
Wendy Pastrick	Yes
Jen Stirrup	Absent
Ryan Adams	Yes
Argenis Fernandez	Yes
Tim Mallalieu	Absent
Jennifer Moser	Yes

Motion passed (9 yes, 0 no, 0 abstain and 2 did not vote).

9. Marketing Communications Plan

Georgia reviewed the integrated communication strategy which outlined increased transparency, both internally and externally. The enhanced strategy includes an annual calendar of communication events, an editorial calendar for newsletters, and a social media calendar. This will allow better planning for key communication dates, it will reduce redundancy, reduce reactive planning and increase messaging to the entire PASS community in a consistent tone and voice.

Denise added that we have never had anything like this before. The amount of work that has gone into this is putting us leaps ahead. Denise thanked the Marketing team and Jason Kennedy of PASS HQ.

10. Summit 2020, 21, & 22 Location

Georgia shared the PASS Summit 2020, 2021 and 2022 dates and comparisons for each city that were available and considered. One of the action items from the June Board meeting was to consider cities in addition to Seattle for future PASS Summit locations beyond 2019. The Board had a discussion regarding the different location options. Denise asked the Board to look over the options that were presented today. Marketing will come back with a series of recommendations based on today's discussion and further investigation.

11. PASS.org Website Project

Vicki outlined the presentation which outlined the considerations for the project. The good news is that there will be no budget exceptions and no increase to the budget.

Georgia gave an update on the current requirements and the changes that will be made to enhance a positive experience in regards to the design strategy. The business strategy outlined a new visual identity,

brand, messaging and content for the PASS community. Additionally, there will be multilingual support, with new site features that will include a learning center and full site search option.

The Board had a discussion on the options that were presented for the site improvement including improved UI on DNN, UI/UX on DNN and new UI/UX on new CMS and reviewed the option that was recommended.

Vicki, Georgia and Boris updated the board on the full project and go forward with an aimed completion date prior to Summit 2016.

Denise stated that she has full confidence in Boris and Georgia for this plan.

Adam confirmed that the Board supported the plan for PASS.org that was presented at today's meeting.

12. Board at BAC

Adam reminded the Board the BA Conference would be in San Jose, California, from May 2 to May 4, 2016. The Board discussed who would be attending the conference.

Denise encouraged the Board to attend the conference to get the true experience of what this conference is offering.

13. June Board Meeting

Adam announced that the June Board meeting would be in Vancouver, BC, and confirmed dates for that meeting would be sent to the Boards calendar soon.

The meeting adjourned at 4:05pm Pacific.

14. PASS Board Only Time

The Board met in camera.

15. Next Board meeting

The next Board meeting will be via teleconference on February 11, 2016 at 2:00pm Pacific Time.