



PASS
Board of Directors Meeting
In-Person – June 9 & 10, 2016
Vancouver, BC

Attendees: Adam Jorgensen, Grant Fritchey, Denise McInerney, Thomas LaRock, Tim Ford, Wendy Pastrick, Ryan Adams, Argenis Fernandez, Allen White,

Not in Attendance: Jen Stirrup, Jennifer Moser, Tim Mallalieu

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Georgia Dahle, Craig Ellis, Elizabeth Jeffs, Jason Kennedy, Anika Polisenio, Boris Tabakman, Janice Simpson, Vicki Van Damme, Sonya Waitman

Guest attendance via audio/video: Jordon Goldmeier

Agenda for Discussion:

- 1. Presidents Welcome**
- 2. Vote on May Board Meeting Minutes**
- 3. PASS Board Member Communications**
- 4. C&C HR Update**
- 5. Global Growth Update**
- 6. PASS Anti-Harassment Update**
- 7. BA Community Update**
- 8. SQL Server 2016 Launch Update**
- 9. BA Community Continued**
- 10. FY17 Budget Review**
- 11. FY 2017 Community Portfolio Goals**
- 12. PASS Non-Profit Application Update**

Meeting Minutes

1. Presidents Welcome

Adam Jorgensen opened the meeting by welcoming everyone. He asked that the Board take the time to review the material in the presentation deck if they had not done so already. Adam went over the agenda the Board will be working with over the next two days and reminded the Board how all items touch on the organization as a whole; highlighting the portfolio goals, the FY 2017 budget, and the BA community. Adam recognized PASS HQ for all the hard work they do.

Adam announced that Jordon Goldmeier would be joining the meeting as one of the BA advisors to share his thoughts on the BA community priorities during the BA Community Update.

Adam encouraged the Board to be fully engaged in the forthcoming conversations and discussions; the Board has tremendous goals and lots to cover and get done. He thanked the Board for all their hard work and commitment to the organization.

Grant Fritchey welcomed the Board and reminded them he would be driving the agenda to keep things on time. He echoed Adam by reminding the Board to review the content in the presentation that was sent ahead of each agenda item. At this time, Grant confirmed that the Board was ready to vote on the May Board meeting minutes.

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 30, 2016.

Motion: Grant Fritchey

Second: Ryan Adams

Adam Jorgensen	Yes
Denise McInerney	Abstain
Thomas LaRock	Abstain
Tim Ford	Yes
Wendy Pastrick	Yes
Jen Stirrup	Absent
Argenis Fernandez	Abstain
Allen White	Yes
Tim Mallalieu	Absent
Jennifer Moser	Absent

Motion passed (6 yes, 0 no, 3 abstain and 3 did not vote).

3. PASS Board Member Communications

Denise McInerney reminded the Board that any time they are speaking publicly, everyone in the community is watching them and how it reflects on the organization. Denise displayed some blog comments from the recent past and reminded the Board that this is the community the Board is trying to serve and that any blog, Twitter or social media post reflects on them as PASS Board members. Denise recognized that the Board needs to respond and that planned feedback and public response is appreciated, however a lightening fast response can sometimes make things worse.

Denise acknowledged that some Board members are very proactive at forwarding feedback appropriately and encouraged the entire Board to do the same. Tim Ford reminded the Board to forward links and other postings to be sure a formulated response can be done together. Denise went on to say that posting a disclaimer doesn't matter, and that the appeal from Marketing is that you engage with them and the rest of the Board prior to replying. Adam added that the most effective way to reply is to ask what the community is looking for.

4. C&C (PASS HQ) HR Update

Judy Christianson and Vicki Van Damme, PASS HQ, gave the Board an update on the PASS HQ structure and overall organizational chart. Judy noted that during the in-person Board meetings there will be an HR update from C&C as a standing agenda item. Judy presented an overview of the PASS revenues over the past 9 years as C&C is heading into its 10th year as the Association Management Company. Vicki reviewed the growth of PASS outlining the increase in SQL Saturdays, Chapters, Virtual Chapters, etc. She also outlined the organizational chart which shows who the Board's counterpart is at PASS HQ. Vicki reminded the Board that as a Director of the PASS Board, it's important to know who your counterpart is at HQ and that it's a gateway to the organization that will enhance success as a Board member. She reminded the Board to treat their HQ counterpart like a partner to streamline their efforts and support their success as PASS Board members.

5. Global Growth Update

Vicki reminded the Board that the current Global Growth committee expired as of June 2, 2016. Vicki provided a summary from that committee and noted that it was a great year for Global Growth with the LATAM Board advisors, Eduardo Castro and Diego Nogare. Vicki outlined that the presentation today will summarize the purpose of adding regional seats to the PASS Board and gather feedback to be sure everyone

agrees with the plan to move forward. If the Board agrees, a recommendation will be put forth for the long term regarding regional seats. Vicki specified that there will be a motion to appoint a new chair of the Global Growth committee later today.

Vicki reviewed that the original purpose of Regional Seats was to ensure global representation, not to solely represent that region alone. Board members who win a regional seat are assigned a portfolio like any other Board member. For example, Jen Stirrup currently holds the EMEA seat and owns the Business Analytics Community portfolio.

Vicki outlined two challenges: one, the intention is not understood by the community. There have been instances where Regional Seat Board members are criticized for not being champions for a region and two, when a regional seat is added, advisors are no longer leveraged. This sets the tone to lose regional championship and focus. Vicki outlined the Regional advisor versus Board member role, which outlined that advisors bring perspective from their region by reaching out to local community members. Board members bring perspective from their region by driving growth of their assigned portfolio based on organizational goals; championing the region.

Vicki outlined a proposal and timeline which covered an all-up Global Growth plan, leveraging community leaders and Regional Mentors, covering all regions, and allowing for focus and prioritization.

The Board had a discussion on the formation of the committee and which regions to focus on. Adam added that the perception is that local communities are not as engaged as we would like them to be and may not see PASS as we want them to. He asked that the new committee finish the commitment to EMEA and engage influencers in that region. He added his recommendation for the committee would be to grow what we have in EMEA, maintain what we have in LATAM and figure out a strategy for APAC. Vicki added that the committee will owe the Board established goals, priorities and structure.

Vicki reviewed considerations on growth of the PASS Board. She outlined the Global Growth effort of endeavoring to maintain an Open seat in all elections to ensure that no candidate is excluded from running. The goal of the current committee is to establish principles around which the next Global Growth Committee should plan this growth. She outlined the principles as: leveraging the Regional Mentors as a Regional Advisory Committee in an ongoing capacity to ensure consistent level of depth and breadth of regional perspective across the globe, and always ensuring that candidates from all regions are eligible to run in all elections – adding seats to the Board if necessary. The current Bylaws allow for 15 Board seats, allowing the addition of 3 more seats. Vicki reiterated the next steps of the committee adding that the Board would need to vote to re-establish a committee for another year.

Motion: I move to approve a 1-year term Global Growth committee chaired by Grant Fritchey as of June 9, 2016.

Motion: Adam Jorgensen
Second: Wendy Pastrick

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

Motion passed (9 yes, 0 no, 0 abstain and 3 did not vote).

6. Anti-Harassment Update

Denise McInerney gave an overview of the steps that have been taken to ensure a safe environment for PASS members during PASS events, anywhere, any time, and talked about the community embracing the changes that have been made. Denise reminded the Board of expectations and responsibilities regarding the Anti-Harassment policy and process as ambassadors of PASS. The Board had a discussion on reporting and action of reporting during the week of Summit.

Denise reviewed next steps on the extension of the Anti-Harassment policy to PASS-Branded events (i.e. SQLSaturday/Chapters). She recapped that since PASS does not own these events the policy may be offered for adoption by the organizers. The organizer can choose to adopt the policy or choose to opt-out of adopting the policy, explaining that the organizers who choose to adopt the policy will manage responding to any incident reports and recourse; PASS would not be involved. Registration terms and conditions will be updated to include PASS has no liability for the PASS-Branded events. An updated timeline for the extension of the policy to PASS-Branded events will be forthcoming.

Jordon Goldmeier joined the meeting at 11:00am to 12:00pm Pacific Time.

7. BA Community Update

Denise introduced Jordon Goldmeier as part of the BA advisory committee and updated the Board that he has been advising for the past 2 years, noting he has participated on many levels, serving on the BAC program committee as well as speaking at the Business Analytics Conference.

Georgia Dahle, PASS HQ, gave an executive summary of BAC 2016 which included registration numbers and outlined an overwhelmingly positive response from attendees. Before presenting the full conference summary, an overview of the goals outlined for BAC 2015 were shared for the Board, including the recommendations and strategic focus for BAC 2016.

Georgia presented the complete conference summary, including an overview of the competition in the marketplace and the need to refine messaging to further attract the right audience. The refined messaging should focus on community growth to build relationships and support demand generation and sponsorship efforts.

Sonya Waitman, PASS HQ, reviewed what was done at BAC in regards to sales techniques and tools. She outlined the tools that were successful in getting new sponsors and noted that industry connections were not as successful as we had hoped; a lot of Vendors in this space are not familiar with PASS. The field is saturated with BA conferences in the Spring. Timing could influence support.

Denise presented the BA go-forward plan and reviewed the analytics to drive better decisions. This will include year round conversations with the community, expanding outreach, local events and virtual engagement. The BA Committee believes this is the right and important direction for PASS.

The Board discussed the go-forward plan for the BA community.

8. SQL Server 2016 PASS Launch

Sonya outlined the community objectives as inform, educate and prepare the community for SQL Server 2016 which was done by reaching over 30k people through building contact lists, building advocates for adoption of the SQL Server 2016, empowering the community to be ready for the changes and be ahead of the leaders. Sonya recognized Elizabeth Jeffs, Betty Lin and Angie Horel from PASS HQ for all their hard work to reach these objectives. Sonya defined next steps as continuing to solicit Microsoft for the Connector Newsletter, solicit content to fill the gated site with exclusive Microsoft content, and to complete Data Driven Days by July. Post mortem will be done once results and feedback have been collected.

Jordon Goldmeier re-joined the meeting at 1:15pm to 1:50pm Pacific Time.

9. BA Community Update Continued

Denise gave an update on the committee recommendations and focus for the BA community. The recommendation of the committee was not to do a conference in 2017, but to remain focused on expanding outreach, local events, and virtual engagement. The Board discussed options for a Business Analytics Conference for 2017.

Adam reminded the Board of the need to focus on building a critical mass, in addition to educating the existing community about the value of the entire data professional ecosystem. The priority is about finding and serving this audience and creating a community for them.

10. FY 2017 Budget Review

Grant presented the FY 2017 budget overview and reminded the Board the budget would not be voted on today. Grant thanked the Directors, Sandy Cherry and the finance team at PASSHQ for all their hard work.

The Board discussed a variety of outlined budget cuts and ways to deliver a net-neutral budget. Grant laid out potential options to be considered to approve the budget; such as increasing revenues, approving a deficit budget, or cutting programs. The Board had an open discussion regarding the impact cutting support to community programs would have on the community and our growth strategies.

A review of possible revenue opportunities was presented by Grant that were not included in the current version of the budget. Adam explained that even in years of a loss, tax dollars are returned that offset some of the losses.

A special Board meeting will be called prior to June 30th in order to pass the FY 2017 budget. Adam asked that the Board think of and bring forward any thoughts on ways to reduce the budget prior to the special meeting in June when the Board will vote on the FY 2017 budget.

11. FY 2017 Community Portfolio Goals

Adam reviewed the 4-year vision and FY 2017 priorities for PASS. To support the Community Portfolio goals for 2017, he presented an overview of PASS' strategic priorities and vision for the next four years, which includes becoming the Nexus of thought leadership, growing to 2M members and establishing financial stability for the organization.

The PASS directors presented the first version of their FY 2017 portfolio goals which begins on July 1, 2017. These goals will be aligned to the budgeting process for FY 2017 and the executive driven overarching PASS objectives as outlined by Adam.

12. PASS Non-Profit Application Update

Adam reviewed the timeline, and noted filing with the Illinois Secretary of State took longer than anticipated, however with that step completed PASS HQ can continue to work on the questionnaire to be submitted to legal and further the IRS.

The meeting was adjourned at 5:00pm Pacific Time.

Day Two

Attendees: Adam Jorgensen, Grant Fritchey, Denise McInerney, Thomas LaRock, Tim Ford, Wendy Pastrick, Ryan Adams, Argenis Fernandez, Allen White,

Not in Attendance: Jen Stirrup, Jennifer Moser, Tim Mallalieu

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Georgia Dahle, Craig Ellis, Elizabeth Jeffs, Jason Kennedy, Anika Polisen, Boris Tabakman, Janice Simpson, Vicki Van Damme, Sonya Waitman

Guest attendance via audio/video: Karla Landrum

Agenda for Discussion:

- 13. Welcome**
- 14. Virtual Chapter Incentive Program for Summit**
- 15. Membership Analysis and Persona Project**
- 16. Summit 2020, 21, & 22**
- 17. SQLSaturday – Board Speaking at Precons**
- 18. SQLSaturday Event Model**
- 19. Sponsorship Sales Update**
- 20. PASS.Org**
- 21. Elections Update**
- 22. Marketing Update**
- 23. Board Only Time**
- 24. PASS Executive Meeting**

Meeting Minutes

13. Welcome

Grant Fritchey welcomed the Board to day two of the Board meetings.

14. Virtual Chapter Incentive Program for Summit

Georgia, reminded the Board that when they met in April they discussed the Chapter and VC referral programs and passed budget pre-approvals at that time. Georgia noted that the VC incentive program which supports driving registration as well as the first timer event for Summit was missed at that time. Georgia outlined the incentives and the budget pre-approval amount that would be asked for today to support that incentive.

Grant confirmed that everyone was ready to vote on the pre-approval.

Motion: I move to approve a FY 2017 budget pre-approval of \$8300 to fund the VC incentive program for PASS Summit 2016.

Motion: Grant Fritchey

Second: Allen White

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

Motion passed (8 yes, 0 no, 0 abstain and 4 did not vote).

Adam Jorgensen joined the meeting at 8:40am Pacific.

15. Membership Analysis and Persona Project

Georgia spoke to the recently completed Membership Survey that 3,173 members from 83 countries participated in. She went on to outline the 2016 community survey results and presented the findings of which revealed the composition of the community and the technologies being used. The survey also explored the community's preference for training as well as trends impacting community members. The results of the survey will better position PASS in developing educational content and training to meet the needs of our diverse global community.

Once the findings were presented, the Board discussed the strategic recommendations and the results of the survey. The technical personas were also presented and shared via hand-out to the Board for discussion and review.

Adam recognized the immense amount of work that went into this project and how transformational this will be for the future of PASS. He thanked Amy Lofstrom, Georgia, Tim and the rest of the team for all the hard work.

Adam asked the Directors to look at the persona handout and reevaluate their portfolio goals.

16. Summit 2020, 21, & 22

Georgia brought forward the conversation from the January Board meeting regarding venue selection beyond 2019 for PASS Summit. The top six cities were identified that could accommodate availability, space and customer service. Each of the shortlisted cities have received an RFP for PASS to do a comprehensive review. Georgia outlined the timeline up to October 2016 when venue selection would need to be completed. A high level summary will be delivered to the Board by July 15.

17. SQLSaturday – Board Speaking at Precons

Grant reviewed the question that was brought forward at the March and April Board meetings around Board members taking a paid speaking position at a PASS-branded community activity, outlining the difference between PASS-branded and PASS-owned. Grant reminded the Board that it was previously determined by the Board that speaking at PASS-branded events is not a bylaw concern. Grant reread the potential concerns and asked: is it a conflict of interest? Is there a perception issue? Is there no issue or is this something else? Grant's action from the April Board meeting was to discuss individually with each Board member; Grant gave an overview of the conversations. The outcome being there is no conflict of interest and so the Board can continue to accept speaking positions with the caveat to disclose to the Board and community for transparency. The Board agreed to put a policy in place around paid speaking opportunities. Once the policy has been reviewed by legal it will be brought to the next Board meeting for a vote.

Karla Landrum joined the meeting at 10:30am to 11:30am Pacific Time.

18. SQLSaturday Event Model

Georgia outlined the objective of the agenda item was to initiate a discussion with the Board regarding the future of SQLSaturday and the consideration of a new model. Georgia defined the challenges with the current model noting the ROI has been less than expected as costs and internal competition are increasing. Vendor experience is becoming unsatisfactory due to internal competition, inflated registration numbers and inconsistency between events. Added to the challenges is speaker exhaustion due to overlap of speaking in addition to PASS Summit.

Objectives of a new model for SQLSaturdays were presented, which included:

- An increase to PASS' ROI,
- An increase conversion to PASS Summit,
- Creation of sponsorship opportunities and increased revenues,
- Reduce sponsor exhaustion,

- Reduce speaker exhaustion,
- Creation of a consistent event model,
- Eliminate or reduce no-shows, and
- Improve overall attendee experience.

The Board had a discussion around implications and considerations of a new model.

19. Sponsorship Sales Update

Sonya presented the FY 2016 wins and challenges for sponsorship. She summarised the changes to the sales program for FY 2016 that contributed to the success, which included:

- Early bird pricing / promotions for Summit exhibitors,
- The introduction of a sponsorship newsletter,
- New VC sponsorship program, which included a new sponsor for PASS,
- The most recent 24HoP (which nearly sold out in one day), and
- The introduction of a sales process for non-events sponsorship opportunities.

Sonya recapped the projected versus actual revenue numbers as well as the FY 2016 sales goals. Looking into FY 2017, Sonya outlined the goals and expanding partnerships, increasing available inventory with a focus on high-margin vehicles and improving sales strategy and related toolkit to drive 365 partnership expanding the use of Salesforce. She presented the FY 2017 projected revenue as well as the PASS Summit 2017 sales goals.

20. PASS.Org

Georgia presented the branding preview that came out of the research conducted on brand identity. The outcome of this research outlined PASS as being a technical community whose members sincerely care about each others future career and professional development. Georgia shared the different stages of the branding design with the Board and unveiled the final designs to the Board that included a holistic integration into each facet of PASS. The Board had a discussion around the visual identity project and branding. Georgia went on to present the designs for PASS.org.

21. Elections Update

Thomas LaRock recapped the PASS elections timeline and objectives and reminded the Board that they should be identifying and mentoring potential applicants in order to increase the number of qualified candidates. He presented the ideal candidate description created by the Nominations Committee. The Board discussed the description and agreed upon a final to present to the community that will guide applicants on what the Board is looking for in a candidate.

22. Marketing Update

Georgia outlined the FY 2016 marketing successes in regards to member engagement, improved working relationships and support for the Sales team, the growth of the BA Marathon, and overall communications, highlighting the improved transparency between the Board and the community.

Some of the challenges that were noted were the BA Conference and associated objectives, ongoing crisis communications management and the crowded and competing marketplace with the increased industry events.

Georgia recapped the FY 2016 Marketing goals and went on to outline the FY 2017 goals. Included in the goals ahead is a new marketing tool to achieve data driven analysis, the delivery of phase 1 of PASS.org and the branding identity project, plus the launch of the job bank. Additional goals for 2017 include:

- The implementation of community survey results,
- A member engagement campaign to achieve 600k members in FY 2017,

- To achieve a 12.5% increase in Summit registrations, and
- To consider and recommend an appropriate BA event model.

The meeting was adjourned at 4:00pm Pacific Time.

23. Board Only Time

The Board met in camera.

24. PASS Executive Meeting

The PASS Executive met in camera.

Next Board meeting

The next Board meeting will be by teleconference on Thursday, July 14, 2016.