Board of Directors Meeting
In Person – January 24 & 25, 2017
Kirkland, Washington

Attendees: Adam Jorgensen, Grant Fritche, Denise McInerney, Thomas LaRock, Tim Ford, Wendy Pastrick, Allen White, Eduardo Castro, Jennifer Moser

Board Attendance via remote audio/video: Jen Stirrup, Jordan Goldmeier

Not in Attendance: Tim Mallalieu

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Georgia Dahle, Craig Ellis, Elizabeth Jeffs, Anika Poliseno, Janice Simpson, Vicki Van Damme, Sonya Waitman

PASSHQ Attendance via remote audio/video: Jason Kennedy, Jason Kwong, Boris Tabakman, Julia Wu

Agenda for Discussion:

Day One:

1. Presidents Welcome
2. PASS Board Guidance Policy
3. Leadership Development
4. Board Portfolio’s – Future of PASS
5. Non-Profit Update
6. PASS.org
7. Business Analytics Day – Post Mortem & Update
8. Future of Virtual Chapters (Groups)

Day Two:

9. Welcome
10. Vote on December Board Meeting Minutes
11. Summit 2017 Market & Program Analysis
13. Vote on Summit 2020 Location
14. Vote on Summit 2021 Location
15. Vote on Summit 2022 Location
16. Financial Update
17. June Board Meeting Location
18. PASS Priorities
19. Marketing Communications Plan
20. C&C HR Update
21. Board Only Time

Meeting Minutes

1. Presidents Welcome

Adam Jorgensen opened by welcoming everyone to the January Board Meeting. Adam went on to congratulate Allen White and Wendy Pastrick for their re-election, and Eduardo Castro for being elected to serve for the 2017/18 term on the PASS Board of Directors.

Adam presented an overview of the direction and vision for PASS and encouraged the Board to think about the strategic direction in which the PASS is going. Adam furthered this point by redefining the role of the Board of Directors. Adam stated that the Board of Directors must be strategic, offering high-level guidance to their PASSHQ counterparts. Adam explained that this will enable PASS to more clearly define itself as an industry leader for all database professionals in the rapidly evolving IT landscape.

Adam expressed that PASS will need to take immediate action to match the pace of the industry and to meet the membership growth they expect to see. Adam also noted that with the landscape changing at such a fast pace, PASS will need to develop a sustainable model to meet long-term success. Adam explained that PASS will be attempting to diversify its content and outreach to a larger number of audiences that are closely related to, or adjacent to the current PASS community.

2. PASS Board Guidance Policy

Grant Fritchey presented the PASS Guidance Policy, a document to guide new and existing Board members to succeed within their roles. After a discussion, the Board agreed to vote on the policy at a later meeting.

3. Leadership Development

Denise McInerney began the Leadership Development presentation by outlining the changes that are occurring within the data community and the ways in which people are using data. Denise explained that PASS is faced with an opportunity to grow in terms of content quality and community diversity. Denise echoed what Adam stated earlier, as the Board looks to transition into a more strategic role, they will guide and empower PASSHQ to fulfil the tasks required to meet the Associations’ strategic goals. Denise went on to state that the goal is to create a stable entity and a long-term sustainable model for growth and diversification for the PASS Community. The Board went on to discuss the challenges associated with ensuring that they remain strategic and empowering leadership.

4. Board Portfolios – Future of PASS
Adam opened the Board Portfolio’s presentation by reviewing the current services and opportunities PASS offers. Adam explained that the expansion and diversification of PASS are challenged by the Board’s current structure, and explained that in order for PASS to meet the demands of the growing community, a transition in Board Portfolios was necessary. The Board first provided updates on their CY 2016 portfolio before outlining their new portfolio for CY 2017.

Program Portfolio Update

Allen White reviewed his previous portfolio, Program, outlining the success seen over the fiscal year. Allen highlighted the growth of the PASS Summit program, namely taking the information received through the Community Persona Project and inviting ten speakers to Summit.

Allen discussed with the board the opportunity of having a community vote. Allen stated that the vote should be intended to allow for PASS to make an informed decision with the community’s requests in mind.

Allen reviewed the global growth of PASS programs and explained the challenges faced. Allen stated that despite smaller than desired numbers PASS is making a concerted effort to include speakers and volunteers from other geographical regions and discussed with the Board possible ways to improve upon last year’s global outreach.

Chapters (Groups) Portfolio Update

Georgia Dahle of PASSHQ introduced the Chapters (Groups) portfolio update on behalf of Ryan Adams, the previous portfolio Director. Georgia shared with the Board the growth seen within the Local Chapters (Groups) for the fiscal year, displaying a steady growth in PASS’ LATAM and APAC regions. Georgia highlighted the deviation between 2016 and 2017’s growth, stating that this was a direct result of a successful SQLSaturday initiative to encourage membership engagement amongst attendees.

Georgia outlined the goals for the upcoming fiscal year, namely assisting inactive local groups to achieve an active membership again. Georgia explained that one of PASS’ Local Chapters (Groups) largest challenges faced is reporting compliance. Georgia stated that PASS will need to encourage a timelier and more complete reporting measure for Local Chapters (Group) leaders.

Georgia outlined the current community support initiative, working closely with PASSHQ’s sales team and community outreach to improve communication between the regional mentors, the local group leaders and PASSHQ.

Virtual Chapters (Virtual Groups) Portfolio Update

Wendy Pastrick opened the Virtual Chapters (Virtual Groups) presentation by highlighting the membership engagement goals for the upcoming fiscal year. Wendy stated that PASS aims to expand live session time zone availability by five percent, noting that the large majority of session time zone availability currently occurs during North American business hours. Wendy furthers the Virtual Chapters (Virtual Groups) goals by stating that Virtual Chapters (Virtual Groups) aims to achieve a visible increase in unique membership, as well as attendance numbers for global virtual groups.
SQLSaturday Portfolio Update

Georgia Dahlé of PASSHQ introduced the SQLSaturday portfolio update on behalf of Argenis Fernandez the previous portfolio Director. Georgia outlined the goals for the fiscal year with the trend focusing on greater management and attendee conversion. Georgia continued to update the board by stating the success PASS has achieved towards the aforementioned goals and the current status of those in progress.

Business Analytics Portfolio Update

Georgia reviewed the BA Community Portfolio Update on behalf of Jen Stirrup by outlining the success with PASS’ inaugural BA Day, and its focus on finalizing a local event-model.

Georgia updated the Board that the BA Community will no longer be a segmented aspect of PASS content, encouraging local groups to broaden their content options to incorporate the BA Community. Georgia highlighted the planned tasks PASS is taking to establish strategically curated content to position PASS as thought leaders.

Membership Portfolio Update

Tim Ford began the presentation by reviewing the success PASS membership had seen. Tim noted that PASS witnessed a significant increase of people that view PASS as a significant contributor to their career success. Tim also highlighted the current status of membership and the challenges faced with meeting this year’s goal. Lastly, Tim reviewed the desire for PASS to implement a job bank to better the community’s prospects within the job markets.

The PASS Directors went on to introduce their newly assigned portfolios.

New Portfolio – Partnerships (Allen White)

Allen presented his new portfolio, Partnerships, which focuses on the strategic growth and attainment of partnerships to meet PASS’ growing demands. Allen stated that the portfolio will look at new opportunities to collaborate with partners keeping our priorities in mind. Allen explained that the Partnerships portfolio will support other portfolios in executing on all partnership related activities, as well as expanding and better realigning to current sponsors with the expanding audience. Allen stated the goal of the portfolio is to offer more exciting opportunities for PASS’ sponsors. The board discussed the opportunities PASS is presented with having a portfolio dedicated to developing and bettering the relationships between PASS and its sponsors.

New Portfolio – Educational Content (Wendy Pastrick)

Wendy introduced her new Portfolio, Educational Content by reviewing the portfolio’s responsibilities. Wendy noted that the portfolio’s goals are to create a content strategy for each PASS membership audience and educational offerings. Wendy stated that PASS’ success will be in its ability to offer different content applicable to a wider audience at all levels of business.

New Portfolio – Audience Development (Tim Ford)

Tim spoke to his new portfolio, Audience Development by stating the portfolio’s focus being the strategic growth of the PASS organization. Tim stated that the role is to increase the
organization's understanding of its targeted audiences and work collaboratively amongst the other Directors to support the development and growth of each audience.

**New Portfolio – Local Events (Eduardo Castro)**

The Board announced that Eduardo Castro will take on the Local Events portfolio. Vicki Van Damme of PASSHQ noted that the Local Events portfolio will seek to create and establish revenue generating event models to support distinct learning opportunities and PASS membership growth.

**New Portfolio – Community Development (Vacant)**

Vicki presented the Community Development portfolio, stating that this portfolio will be assumed by the person who will be appointed to replace the remainder of Ryan Adams term. Vicki noted that the Community Development Portfolio will encompass a variety of PASS initiatives with a focus on serving the community at a grassroots level. Vicki stated that under this portfolio’s oversight will be Virtual and Local Groups, as well as SQLSaturday.

**New Portfolio - Special Projects (Jen Stirrup)**

Vicki spoke to the Special Projects Portfolio, which will liaise closely with all Board members to support newly identified initiatives and projects that will support membership and revenue growth for the organization. Jen will work together with HQ on such projects.

5. **Non-Profit Application**

Adam opened the presentation by thanking Janice Simpson of PASSHQ for her work on PASS’ application for Non-Profit 501 (C) (3) status. Adam clarified to the board that this is only a discussion, and there will be no vote at this meeting. The Board had a discussion on strengthening some aspects of the application in order to gain non-profit status with the IRS.

6. **PASS.org**

Georgia began the presentation by reviewing the concept behind the website redevelopment. Georgia outlined the improved navigation and content structure, enhanced learning center and a better mobile-responsive design. Georgia was pleased to announce to the Board that PASS.org was ready for its planned launch date.

Elizabeth Jeffs of PASSHQ demonstrated to the Board the features and layout of the website, outlining the current Q&A practice currently undergone to ensure a successful launch. The board discussed further testing measures to ensure the website’s success.

Lastly, Georgia unveiled the new logos for PASS’ events to the board, outlining the cohesive messaging across all platforms and communities.

7. **Business Analytics Day Debrief**

Georgia informed the Board of the success seen by the inaugural BA Day in Chicago, highlighting the positive reception of both the content and format. Georgia outlined the results of BA Day, noting the majority of the attendees were local to the area and primarily within the BA/BI industry.
Georgia reviewed the registration numbers, stating that the event had accomplished its objective of being a neutral revenue generating event. Lastly, Georgia highlighted some of the challenges associated with hosting the inaugural event, noting the increased expenses for the first event and the longer lead times necessary in the planning cycle.

8. **Future of Virtual Chapters (Virtual Groups)**

Wendy presented her vision for the Future of Virtual Chapters (Virtual Groups). She shared that the gradual increase in Virtual Chapters (Virtual Groups) has created a situation where multiple groups target the same or similar audiences, often providing similar content. Wendy went on to explain that this creates a situation where members are required to join a plethora of different groups to gain access to the full array of content and training they are interested in. Wendy furthered this point by stating the hindrance the repetitive groups creates on the value of PASS membership, outlining the inefficiencies it creates in terms of communication and unique content. This structure creates obstacles for members being able to easily access all content of interest to them.

Wendy shared that the vision she and HQ have been working on for Virtual Chapters (Virtual Groups) would see the creation of overarching content categories that the current Virtual groups will fall under. Wendy explained that this would allow for a better centralized structure to promote cross-communication and ease of access for members.

HQ will continue to work through a future structure for Virtual Groups and will be collaborating with VG leaders as we move forward.

The meeting adjourned at 4:23pm Pacific Time.

Day Two Meeting Minutes

Jennifer Moser could not attend Day two meetings.

9. **Welcome**

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

10. **Vote on December Board Meeting Minutes**

*Motion:* I move to approve the December Board meeting minutes that were sent to the Board on January 17, 2017.

Motion: Grant Fritchey
Second: Wendy Pastrick

<table>
<thead>
<tr>
<th>Name</th>
<th>Vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Jorgensen</td>
<td>Absent</td>
</tr>
<tr>
<td>Denise McInerney</td>
<td>Yes</td>
</tr>
<tr>
<td>Thomas LaRock</td>
<td>Yes</td>
</tr>
<tr>
<td>Tim Ford</td>
<td>Yes</td>
</tr>
<tr>
<td>Jen Stirrup</td>
<td>Absent</td>
</tr>
<tr>
<td>Allen White</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Eduardo Castro  Abstain
Vacant  Absent
Tim Mallalieu  Absent
Jennifer Moser  Absent

Motion Passed (6 yes, 0 no, 1 abstain, and 5 did not vote)

Adam Jorgensen joined the meeting at 8:45 am Pacific Time.

11. Summit 2017 Marketing Analysis & Program Update

Market Analysis

Georgia Dahle of PASSHQ introduced the Market Analysis presentation by reviewing the executive summary. Georgia noted some of the challenges that PASS is confronted with in an increasingly competitive landscape. Georgia continued by outlining some key opportunities PASS is faced with, focusing on community engagement, membership experience, strategic partnerships and quality and diversity of content.

Georgia outlined current disadvantages Summit is facing, accompanied by the growing competition within the Database landscape. Georgia reiterated that content exclusivity, the changing landscape and rapid rising communities with the data-driven world are contributing to the complexity of PASS Summit. Georgia concluded the presentation by recommending PASS improves focus on marketing efforts and revises the Summit program to rejuvenate the content presented as well as membership engagement.

Program Update

Vicki Van Damme of PASSHQ reviewed with the Board the current audiences PASS’ programs are catering too. Vicki furthered the conversation by outlining the adjacent audiences which PASS can incorporate in content strategies, both at PASS Summit and 365 days a year through all PASS channels. Vicki presented the Summit Innovation project, which will be led by the newly formed Educational Content portfolio. Vicki provided an overview of the project’s objectives. Vicki continued by outlining the deliverables currently in progress to accomplish a more up-to-date, engaging and diverse content program.

Jen Stirrup joined the meeting at 9:42 am Pacific Time.


Anika Poliseno of PASSHQ outlined a recap of locations for PASS Summit for 2020, 2021 & 2022, highlighting the locations and detailing potential venues for these future PASS Summits. Anika presented six shortlisted venues, outlining the challenges associated with each. The Board discussed the opportunities presented for each location and voted on the future venue location for Summit 2020, 2021 and 2022. The Board voted on location of PASS Summit for all three years. The result of these votes are NDA due to venue negotiations.

13. Financial Update

Sandy Cherry of PASSHQ opened the presentation by introducing and demonstrating a newly created financial dashboard for the Board and HQ. Sandy outlined the financial details of PASS, noting that PASS experienced a financially stable period, highlighting the capital growth
despite BA Day’s inaugural expenses. Sandy concluded the presentation by reviewing the Six Months Financial Report and the Year-End Projections.

14. **June Board Meeting Location**

Adam discussed with the Board the dates and venue options available for hosting the June Board Meeting Location. The Board had a discussion and agreed that Vancouver will be the location of the next in-person Board meeting. Dates to be determined.

15. **PASS Priorities**

**Sponsorship Sales**

Sonya Waitman of PASSHQ outlined the sales priorities and goals for FY2017 and their alignment with PASS’ new direction. Sonya highlighted the timeline of PASS’ partnership’s revisions, noting the success seen within those currently in progress. Sonya congratulated the PASSHQ Sales team on their success with Summit 2017 thus far, highlighting an increase in sponsor renewals. Sonya noted the challenges faced and reviewed with the Board the ongoing sales plans. Lastly, Sonya discussed with the Board the Sales and Sponsorship strategy for the next fiscal year.

**Marketing Update**

Georgia shared with the Board the Marketing Update for the current calendar year. Georgia outlined the current goals and the progress PASS has seen towards meeting those goals. Georgia noted that priorities focused on stabilizing current marketing practices, enabling PASS to work towards diversification and research into potential audiences.

**IT Update**

Elizabeth Jeffs of PASSHQ opened the IT Update by reviewing last year’s accomplishments. Elizabeth noted that PASSHQ’s Help Desk has increased response rates, and outlined the improved uptime. Elizabeth announced that PASS.org is ready for scheduled launch and that all PASS membership has begun converting to email based credentials. Elizabeth outlined current operational tools and their challenges. Elizabeth reviewed the timeline, focusing on revising tools utilized to better meet business needs and reassess IT priorities to match PASS’ direction.

16. **Marketing Communications Plan**

Georgia shared with the Board the integrated communications strategy outlining the benefits of the annual communications calendar. Georgia outlined how the plan has been able to improve the overall planning cycle, reduce reactive communications, and better leverage the community for overall collaboration.

Denise added that there are a lot of marketing activities currently taking place and she thanked the team for all their hard work.

17. **C&C HR Update**
Vicki reviewed with the Board the changes made to PASSHQ’s structure. Vicki noted the largest change being the transition of the Community team from the Marketing department to the Operations department.

The meeting adjourned at 2:25pm Pacific Time.

18. PASS Board Only Time

The Board met in camera.

Next Board meeting

The next Board meeting will be via Teleconference on February 9, 2017.