



Board of Directors Meeting
In-person Woodinville, Washington
January 30 & 31, 2018

Attendees: Grant Fritchey, Wendy Pastrick, Tim Ford, Allen White. Eduardo Castro, John Martin, Chris Yates, Diego Nogare, Cormac Foster

Not in Attendance: Adam Jorgensen, Lindsey Allen

Attended by Audio/Video: Chris Woodruff, Joe Sack, Janice Simpson

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Craig Ellis, Elizabeth Jeffs, Lisa Harding, Anika Polisenno, Vicki Van Damme, Sonya Waitman

Agenda for Discussion:

Day One:

1. Presidents Welcome
2. Vote on Board Appointment
3. Board Meeting Guidance
4. Vote on December Board Meeting Minutes
5. Insights Overview/Insights Activity
6. Finance Update
7. Summit 2017 Debrief/Summit 2018 Update
8. PASS FY 2019 Priorities Overview
9. PASS Election Update

Day Two:

10. Welcome
11. Sales Deep Dive
12. IT Update
13. SQL Saturday Discussion
14. Microsoft Meeting Debrief
15. Break Out Working Groups – Sponsorship & Educational Content

Meeting Minutes

Day One

Wendy opened the meeting with a quick round of introductions.

1. Presidents Welcome

Grant Fritchey welcomed and thanked everyone for coming. He recognized the Board for volunteering and the commitment it takes to sit on the PASS Board.

Grant outlined that the PASS organization is extremely strong recognizing the single best resource as Christianson & Company. Grant thanked the C&C team and stated that C&C is PASS.

Grant outlined the year ahead is a year of focus and in order to say focused, the Board needs to start saying no to requests that do not align with the strategic plan set by the Board. This will be challenging. The Board will support PASS and say yes when it matters strategically, while driving the focus. The long-term benefit of the organization will depend on this strategy, staying focused on the goals. Grant outlined that resources must be leveraged, the resources we have, build on those resources and maintain that focus.

2. Vote on Board Appointment

Grant announced that he was going to make a motion for the appointment of the one-year term that is vacant due to Wendy Pastrick being elected as the EVP.

Grant thanked Chris Woodruff for his contributions over the past year and asked Chris to drop off the call until after the Board voted on the appointment

Motion: I move to approve Chris Woodruff to fill the vacant Director at Large seat previously held by Wendy Pastrick for the remainder of the term.

Motion: Grant Fritchey
Second: Wendy Pastrick

Tim Ford	Yes
Adam Jorgensen	Absent
Allen White	Yes
Eduardo Castro	Yes
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Lindsey Allen	Absent
Cormac Foster	Yes

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

3. Board Meeting Guidance

Wendy Pastrick welcomed the Board and reviewed expectations and meeting etiquette including meeting attendance, quorum, confidentiality, and other guidelines the Board needs to be aware of.

4. Vote on December Board Meeting Minutes

Wendy Pastrick outlined that there are not enough Board members present today that attended the December Board meeting to get a majority vote on passing the minutes for the December meeting. Wendy asked if there were any corrections to the December Board meeting minutes that were sent to the

Board on January 23, 2018. No corrections were declared. Wendy announced that the December Board meeting minutes as sent to the Board on January 23, 2018 pass by unanimous consent.

5. Insights Overview/Insights Activity

Grant and Vicki Van Damme of PASS HQ, delivered an overview of the Insights Discovery program including some team activities geared towards improving team work and communication.

6. Finance Update

Wendy and Sandy Cherry of PASS HQ presented a finance update to the Board.

Wendy provided the Board with a quick overview of the past three fiscal years displaying the past approved deficit budgets that were approved for organizational investment. Wendy went on to explain that the deficit for 2017 was due to not meeting the target numbers that were anticipated.

A financial update on Summit 2017 was presented showing general registration performed at approximately 88% to budget, precons over performed at 104% to budget, and Expo over performed at 114% to budget. Wendy indicated that precons were a win for the year. She also indicated that having the event on Halloween was a challenge which we underestimated and hurt numbers. Sandy presented the growth year over year despite the deficit and explained it is not the rate of growth we need to stay financially healthy.

The Board discussed potential cost savings for Summit 2018 which could help reduce the deficit. Wendy spoke to the importance of retaining attendee experience where ever possible. The Board reviewed and discussed the PASS investment across SQL Saturday, Virtual Groups, Local Groups and Regional Mentors.

7. Summit 2017 Debrief/Summit 2018 Update

Sonya Waitman of PASS HQ, presented a debrief on Summit 2017, providing a review on the short fall in registrations, growth in precon performance, and the success of the bundles.

Vicki presented an overview of program performance that indicated increased performance across the board.

Vicki presented the vision for Summit 2018 with a recommendation to stay on course and continue to serve the Developer audience. Sonya presented the primary objectives as driving the highest possible revenue, keeping registration pricing down overall, improving timing to align Marketing and Program initiatives and to offering the bundles earlier. The Board discussed changes and recommendations for PASS Summit 2018.

Sonya presented the Summit 2018 price periods and the marketing plan for each period. Sonya went on to explain the changes to the group referral program which will include SQL Saturday referrals for Summit 2018.

Wendy explained the need to get a pre-approval for the community referral programs, summarizing that annually the Board needs to consider budget pre-approvals for the comps and referral program. She reminded the Board that an email went out in advance with the ask.

Motion: I move to approve an FY 2019 budget pre-approval of \$126,000.00 to fund the community referral program and community leader comps for PASS Summit 2018.

Motion: Wendy Pastrick
 Second: Tim Ford

Grant	Yes
Adam Jorgensen	Absent
Allen White	Yes
Eduardo Castro	Yes
Chris Woodruff	Yes
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Lindsey Allen	Absent
Cormac Foster	Yes

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

Sonya outlined the next steps of the marketing plan for Summit 2018.

8. PASS FY 2019 Priorities Overview

Vicki presented the FY2019 organizational focus to the Board. This plan was created by the Executive Committee and PASS HQ Leadership and was vetted with each Director-at-Large prior to the Board meeting. The focus this year will be one priority, three big bets, and one targeted outcome which is revenue. The plan is to drive revenue by delivering content that supports the community and engages the PASS membership. Vicki reiterated that by providing audience centric content 365 days a year, improving accessibility of that content online, and engaging the membership into PASS it will can support various revenue streams as well as better serve the community year-round. Vicki outlined that the remainder of FY 2018 will be about moving in this new direction and establishing mechanisms that enable this change. Vicki also stated that the Directors-at-Large will no longer own a siloed portfolio's but instead will offer perspective and expertise overall and will participate in advisory groups focused on a variety of topic areas such as sponsorship, educational content, and community engagement.

The Board had a discussion on transparency and communications about these changes.

9. PASS Election Update

Vicki shared an overview of the objectives for the PASS Board of Director election for the coming year. Vicki outlined that the focus will be shifting towards increasing voters amongst our engaged and contributing members, as opposed to all membership. Vicki explained that communication efforts will continue to inform the community at large, but will include targeted efforts geared towards PASS' contributing and engaged members.

Vicki shared that Board recruitment continues to be a challenge and urged the Board to take this on year-round. Wendy echoed this concern and challenged the Board not only to recruit but to drive for increased diversity on the Board. Vicki also noted that the Board should be referring to the ideal candidate description produced by the NomCom.

Vicki shared the new proposed election timeline. The proposal is to shift the timeline to align to PASS Summit. Vicki explained that having the timeline aligned to PASS Summit will allow the Board not only to speak more directly to the engaged attendees but more importantly to take advantage of PASStv to broadcast to the membership at large. Measures will be taken to ensure that any candidates not present onsite are able to be brought in remotely.

The meeting adjourned at 5:32pm Pacific Time.

Day 2

10. Welcome

Grant Fritchey welcomed the Board back to day two of the meetings. Wendy pointed out that the agenda had been moved around so the breakout sessions were shifted to the afternoon.

11. Sales Deep Dive

Sonya provided an update of the Sales performance to date for FY 2018, including some insight from investment in previous years. Sonya indicated that there is a new sales team in place which enables the team to be well poised to meet the goals. Sonya overviewed historic quarterly performance indicating that there will be a big push in Q4 to achieve the goals. Sonya introduced the new Bronze level sponsorship offering for Summit, indicating that the jump from exhibitor to Silver has been too far to attract new sponsors.

Sonya overviewed challenges in the Market outlining the volume of competition and the need to provide direct qualified leads. Sonya then overviewed internal challenges to sales which included declining click throughs, incomplete member data and general PASS awareness. She indicated that the new strategy for the organization is well poised to address all of these issues.

Sonya provided an update on Sales lead gen planning and the need to have a budget pre-approval for the referral program for Sponsors. The referral program is to offer free Expo only passes to sponsors referring a company that leads to a minimum \$5,000.00 contract.

Wendy confirmed that the Board was ready to vote on a motion for a \$5,000.00 budget pre-approval.

Motion: I move to approve an FY 2019 budget pre-approval of \$5,000.00 for the sponsorship referral program.

Motion: Wendy Pastrick
 Second: Allen White

Grant Fritchey	Yes
Tim Ford	Yes
Adam Jorgensen	Absent
Eduardo Castro	Yes
Chris Woodruff	Yes
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Lindsey Allen	Absent
Cormac Foster	Yes

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

12. IT Update

Grant recognized the good work coming from the IT team and stated that the team gets a lot of negative press, noting there is not enough highlighting of the successes. Grant outlined that the IT team is engaged and they are doing good work. Grant specified that beyond that the Board needs to own the prioritized decisions made, outlining if a specific group of community members are asking for change and it has not been prioritized, the Board must own that and not let the IT team be criticized.

Elizabeth Jeffs provided an update of performance against SLAs indicating that we are at 98% of SLA resolution. Uptime on our website since the HADR project in September is at 99.7% and there were 216 deployments in CY 2017.

Chris Yates and John Martin both indicated that this is a good story and that it should be shared with the community.

Elizabeth shared some specific updates regarding promises made during the PASS Summit SQL Saturday meeting. She indicated that all promised tasks have either been completed or will be completed by the end of February.

Finally, Elizabeth showed the current IT roadmap which aligns to the new priorities set by the Board.

13. SQL Saturday

The Board discussed potential shifts to SQL Saturday funding. While budgeting is very tight, the Board did not want to remove funding for SQL Saturdays that may need it. While there may be events that do not need the funding, it is difficult to determine which events those are without being very hands on. The Board discussed empowering the event organizers to opt in for the funding. John Martin raised the point that PASS should provide transparency to the community on which SQL Saturday organizers opt in for the funding.

Motion: I move to implement an opt-in for SQL Saturday event funding allowing event organizers to select if they would like to receive the \$250 in funding from PASS.

Motion: Wendy Pastrick
Second: Chris Woodruff

Grant Fritchey	Yes
Tim Ford	Yes
Adam Jorgensen	Absent
Allen White	Yes
Eduardo Castro	Yes
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Lindsey Allen	Absent
Cormac Foster	Yes

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

14. Microsoft Meeting Debrief

Sonya provided an update on the presentation that was shared with Microsoft earlier this week. She indicated that this was a positive meeting and that Cormac Foster was instrumental in working with PASS to prepare for it. Next steps will be for PASS HQ to outline a proposed annual sponsorship agreement that ensures Microsoft and PASS are connected year-round to support one another. Sonya shared how valuable this annual relationship is in that it gives the PASS membership great content and provides the organization with valued exposure. For example, when there is in depth collaboration with Microsoft there is an increase in Summit registration.

Sonya and the Executive shared that the Microsoft team was excited to engage more closely with the community and create ways for the community to provide feedback directly to Microsoft.

15. Breakout working Groups

The Board and PASS HQ broke out into working groups of Sponsorship and Educational Content.

The meeting adjourned at 2:00 p.m. Pacific Time.

16. PASS Board Only Time

The PASS Board met in camera.

17. Executive Meeting

The PASS Executive met in camera.

Next Board meeting

The next Board meeting will be via Teleconference on March 8, 2018.