



## **Board of Directors Meeting**

**In-Person Meeting – Vancouver, BC**

**June 18 & 19, 2019**

**Attendees:** Grant Fritchey, Wendy Pastrick, Tim Ford, John Martin, Diego Nogare, Roberto Fonseca, Lori Edwards, Jennifer Moser, Asad Khan, Ramnik Gulati

**Remote Dial in:** Adam Jorgensen and Chris Yates

**PASSHQ Attendees:** Judy Christianson, Sandy Cherry, Elizabeth Jeffs, Anika Poliseno, Janice Simpson, Vicki Van Damme, Sonya Waitman, Avalon Bourne, Jennifer Brandon, Lisa Harding, Amanda Martin, Marcella McKeown, Terence O'Shea

Quorum was achieved.

### **Agenda for Discussion:**

#### **Day One**

1. President's Welcome
2. Vote on May Board Meeting Minutes
3. Board Activities
4. Executive Committee Election
5. FY20 Strategy and Board Role
6. Board's Role in Strategy
7. Finance Update
8. Sales & Marketing Update
9. Microsoft Update
10. Bylaws Vote
11. Nominations Committee Chair Vote
12. Elections Update
13. Summit Update
14. Working Group Meetings

#### **Day Two**

1. Opening Remarks
2. Paid Membership Tier Brainstorm
3. Breakout Sessions
4. SQLSaturdays Brainstorm
5. Working Group Meetings
6. Summary on Working Group and Breakout Sessions

## **Day One**

### **1. President's Welcome**

Grant Fritchey welcomed the Board and PASSHQ and thanked the Board for their participation and involvement.

Wendy Pastrick also welcomed and thanked everyone for attending.

### **2. Vote to Approve May Board Meeting Minutes**

Wendy confirmed that everyone was ready to vote on the May Board meeting minutes.

**Motion:** I move to approve the May Board meeting minutes that were sent to the Board on June 6, 2019.

Motion:	Wendy Pastrick
Second:	Tim Ford

Grant Fritchey	Abstain
Adam Jorgensen	Abstain
John Martin	Abstain
Chris Yates	Yes
Diego Nogare	Yes
Roberto Fonseca	Yes
Lori Edwards	Abstain
Jennifer Moser	Yes
Asad Khan	Abstain
Ramnik Gulati	Abstain

***Motion Passed (6 yes, 0 no, 6 abstain, 0 absent)***

### **3. Board Activities**

Wendy asked if there were any Board members with upcoming paid speaking opportunities.

Grant declared that he would be speaking at SQLSaturday Indianapolis and SQLSaturday Oslo.

No other activities were declared.

### **4. Executive Committee Election**

Grant reviewed the procedures for the Executive Election with the Board.

Grant clarified that a candidate must garner the majority of votes from the voting Board members to be elected to the Executive Committee. In case of a tie, the vote of the Chair of the elections process is the deciding vote. Voting will start with the highest office, President, and then the Executive Vice President of Finance (EVP), followed by the Vice President of Marketing (VP). Candidates are included in the vote and may vote for themselves.

As the bylaws require a majority vote of the Board to allow Board Directors to cast ballots electronically, Grant put forward a motion to do so.

**Motion:** I move to allow electronic voting for the Executive Election.

Motion: Grant Fritchey  
Second: John Martin

Wendy Pastrick	Yes
Tim Ford	Yes
Adam Jorgensen	Yes
Chris Yates	Yes
Diego Nogare	Yes
Roberto Fonseca	Yes
Lori Edwards	Yes
Jennifer Moser	Yes
Asad Khan	Yes
Ramnik Gulati	Yes

**Motion Passed (12 yes, 0 no, 0 abstain, 0 absent)**

### **PASS President**

Grant called for nominations for the office of President. Grant nominated Wendy Pastrick for PASS President. No other nominations were made for the office of President. Wendy accepted the nomination and presented her statement, which was followed by a Q&A period and vote.

**Position:** President

**Candidates:** Wendy Pastrick

**Vote:**

Grant Fritchey	Wendy Pastrick
Wendy Pastrick	Wendy Pastrick
Tim Ford	Wendy Pastrick
Adam Jorgensen	Wendy Pastrick
John Martin	Wendy Pastrick
Chris Yates	Wendy Pastrick
Diego Nogare	Wendy Pastrick
Roberto Fonseca	Wendy Pastrick
Lori Edwards	Wendy Pastrick
Jennifer Moser	Wendy Pastrick
Asad Khan	Wendy Pastrick
Ramnik Gulati	Wendy Pastrick

**Elected:** Wendy Pastrick, Unanimous

### **Executive Vice President, Finance**

Grant called for nominations for the office of Executive Vice President, Finance. Grant nominated Tim Ford for the position of PASS Executive Vice-President, Finance. No other nominations were made for the office

of Executive Vice-President, Finance. Tim accepted the nomination and presented his statement, which was followed by a Q&A period and vote.

**Position:** Executive Vice President, Finance

**Candidates:** Tim Ford

**Vote:**

Grant Fritchey	Tim Ford
Wendy Patrick	Tim Ford
Tim Ford	Tim Ford
Adam Jorgensen	Tim Ford
John Martin	Tim Ford
Chris Yates	Tim Ford
Diego Nogare	Tim Ford
Roberto Fonseca	Tim Ford
Lori Edwards	Tim Ford
Jennifer Moser	Tim Ford
Asad Khan	Tim Ford
Ramnik Gulati	Tim Ford

**Elected:** Tim Ford, Unanimous

### **Vice President, Marketing**

Grant called for nominations for the office of Vice President, Marketing. Grant nominated John Martin for PASS Vice-President, Marketing. No other nominations were made for the office of Vice President, Marketing. John accepted the nomination and presented his statement, which was followed by a Q&A period and vote.

**Position:** Vice President, Marketing

**Candidates:** John Martin

**Vote:**

Grant Fritchey	John Martin
Wendy Pastrick	John Martin
Tim Ford	John Martin
Adam Jorgensen	John Martin
John Martin	John Martin
Chris Yates	John Martin
Diego Nogare	John Martin
Roberto Fonseca	John Martin
Lori Edwards	John Martin
Jennifer Moser	John Martin
Asad Khan	John Martin
Ramnik Gulati	John Martin

**Elected:** John Martin, Unanimous

Grant congratulated the newly voted in Board Executive and spoke to how much he has enjoyed his time as PASS Board President. He let the Board know that he was unable to run again as President due to time commitments.

Judy Christianson, PASSHQ thanked Grant for his leadership, as well as the Executive and the Board as a whole for all the time and effort that they put into serving on the Board.

#### **5. PASS FY 2020 Strategy and Board Role**

Elizabeth Jeffs, PASSHQ, gave a reminder of the FY20 priorities and the strategy roadmap and spoke to the role of the Board in terms of supporting PASS's strategy. Elizabeth provided an update on the strategies being developed to support diversified revenue and asked that the Board keep these in mind for the brainstorming sessions later in the agenda. Elizabeth also reminded the Board of their roles and responsibilities in supporting the PASS strategy, with the focus on developing the framework for strategic initiatives, as opposed to the execution and implementation.

#### **6. Role of the Board in PASS Strategy**

John Martin provided an overview of the Board's role with PASS strategy and that the Board's role is to provide guidance and input to PASSHQ. John likened the role to that of a product manager with the Board acting as a conduit between the community and PASSHQ to ensure that PASSHQ has all the information they need to deliver successfully on community programs and initiatives.

John spoke about how the Board can support PASSHQ in execution adding that Board members, as community members, are positioned to receive valuable community feedback ensuring that PASSHQ is aware of community needs and wants. John reminded the Board to follow PASSHQ's social media guidelines and to ensure that a synchronized approach is used when programs or initiatives go live.

Wendy asked John to put a few bullet points together to send to the Board.

Grant thanked John and reminded the Board that they are advocates for the organization and need to be seen publicly as a team.

Jennifer Brandon, Lisa Harding, Amanda Martin, Marcella McKeown, and Terence O'Shea joined the meeting at 9:44am.

#### **7. PASS Finance Update**

Wendy thanked Sandy for all her work with putting together the budget.

Sandy Cherry, PASSHQ, gave an update on the FY2019 projected finals and approved FY2020 budget.

Sandy went over the changes from the projected finals presented at the February 2019 Board meeting and gave an overview of the projected final net income versus the budgeted net income for FY19. Program 365 and Expo sales were higher than anticipated, so the projected net income for FY19 is higher than originally projected. Sandy went on to present the variances in projected revenue, expenses for FY2019 as well as projected cash and investments.

Sandy gave an overview of the approved budget for FY2020. This budget gets PASS as close as possible to neutral without taking away from strategic offerings. Sandy compared the FY20 budget to the FY19 budget, showing the variances in revenue and expenses.

Sandy displayed a draft of the public budget summary page, which will be shared on pass.org.

The Board discussed comparison of staff overtime year over year. The Board asked Sandy for additional comparative information on staff overtime for 2018 and 2019.

Sandy provided an overview on year over year revenue, expenses, and investments, as well as our profit margin.

John was unable to attend the May 2019 Board meeting and was absent for the Board vote on the FY20 budget. He made statement in support of the FY20 budget for the record, stating that the budget is the best option to support PASS's current situation.

Wendy stated that C&C has worked hard to decrease expenses in the face of rising costs and indicated that our partnership has never been stronger. She stated that it is due to C&C's dedication that we have been able to reach the budget for FY20. Wendy thanked the C&C team and Judy Christianson.

## **8. Marketing and Sales Update**

Sonya Waitman, PASSHQ, gave an update on PASS's current marketing initiatives and efforts. She provided an update on membership, communications, and branding activities.

Sonya gave an update on membership, which has increased by 11% year over year. She also gave a rundown of growth across job function and region. LATAM is the fastest growing regional segment of membership. Sonya also gave an update on the Member Nurture Program.

Sonya gave an update on the integration of Marketo with other marketing tools and next steps to utilize the platform. The Board discussed tailoring communication based on location and ways to slice data from Marketo based on geography.

Sonya provided an overview of the annual communications plan and provided some recent stats and metrics on current efforts. In terms of social media, the focus has been on alternatives to Twitter, and we have seen increases in followers, posts, and overall community engagement. Sonya also mentioned that the sentiment overall on all platforms has been overwhelmingly positive.

The Board discussed the social media metrics and agreed with the focus on alternative platforms, particularly LinkedIn.

Adam Jorgensen left the meeting 10:44am.

Sonya gave a summary of sales for both Summit and Sales 365, showing the increase year over year. Sonya also gave an overview and explanation of Sales 365, which includes anything happening outside of PASS Summit. Sales 365 exceeded target for FY19. Sonya also let the Board know that eight new sponsors have been brought on, including knowledge partners.

Sonya gave an overview of Summit sponsorship reviewing where there's growth and decline and comparing current status to 2018. We have double the number of new sponsors coming to Summit this year compared to last year.

The Sponsorship Team is also working on a more impactful design to better showcase Microsoft and our platinum level partners.

## **9. Microsoft Update**

Sonya gave an overview of the PASS and Microsoft relationship and Microsoft's support for current initiatives and events. Sonya gave an overview of Microsoft's support for Summit and its involvement in the program. She also gave an overview of the Microsoft Intel spring migration event. There has been great community response with over 34 events taking place. Sonya encouraged the Board to attend the local events taking place in their regions.

Tim commented that with the spring migration event, PASS has been able to demonstrate to Microsoft the demand from and ability of members to put on and attend these events. Tim also said that the demand for these events outweighs funding, and that there is an opportunity to leverage this. Ramnik agree that this presented a funding opportunity to get Microsoft's partners involved.

The Board discussed PASS being more strategic in targeting geographical regions and speakers based on where growth and demand is in terms of membership.

Next steps include confirming sponsorships levels for Summit, introductions to key partners for Summit, and aligning on the FY20 annual relationship between PASS and Microsoft.

Sonya closed her presentation by thanking Microsoft for its support.

## **10. Bylaw Vote**

Wendy gave a brief status update on the bylaws process and confirmed that the Board was ready to vote.

**Motion:** I move to accept the amended Bylaws, which were approved by the Board and posted for a 30-day community review.

Motion:	Wendy Pastrick
Second:	Tim Ford
Grant Fritchey	Yes
Adam Jorgensen	Absent
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Roberto Fonseca	Yes
Lori Edwards	Yes
Jennifer Moser	Yes
Asad Khan	Abstain
Ramnik Gulati	Abstain

### ***Motion Passed (9 yes, 0 no, 2 abstain, 1 absent)***

John spoke to the smoothness of the process with amending the bylaws. The engagement with the community worked well, and this should be used as a model for future initiatives and changes that PASS would like to make.

Vicki Van Damme, PASSHQ gave a shout out to Janice and Terence for all their efforts in getting this done.

Wendy gave an overview of next steps, which will include announcing the results of the vote to the community and tying it into the importance of serving on the PASS Board.

Tim reminded the Board to recruit within their regions for the best possible candidates for the Board.

### **11. Nominations Committee Chair Vote**

Wendy reminded the Board of her June 5<sup>th</sup> email regarding the chair of the NomCom. Wendy also confirmed that the Board was ready for the vote.

**Motion:** I move to nominate John Martin as Chair of the Nominations Committee for a term of one year.

Motion: Wendy Pastrick  
Second: Jennifer Moser

Grant Fritchey	Yes
Tim Ford	Yes
Adam Jorgensen	Absent
John Martin	Yes
Chris Yates	Yes
Diego Nogare	Yes
Roberto Fonseca	Yes
Lori Edwards	Yes
Asad Khan	Yes
Ramnik Gulati	Yes

***Motion Passed (11 yes, 0 no, 0 abstain, 1 absent)***

### **12. Elections Update**

Wendy gave an overview of the election goals and strategy for the 2019 PASS Board election. The main focus will be on increasing the number of qualified community candidates as well as voter turn-out. Wendy reminded the Board of their role in recruitment and engagement with the community in support of achieving the election goals. Wendy also gave an overview of the elections timeline, as well as the planned marketing support.

The Board had a discussion around the policies and process for potential additional vendor seats. With the new Bylaws now accepted and in place, PASS Governance will work with legal to have a firm policy in place prior to negotiating any agreements for potential vendor seats.

### **13. Summit Update**

Jennifer Brandon, PASSHQ, gave an overview of the marketing strategy for Summit, starting with goals, actuals, and revenue for paid registrations.

Jennifer provided an overview of the different types of registrations and current numbers for each.

Wendy asked about outreach to companies regarding bundle and group registrations as in past years. There has been outreach to companies offering group discounts; however, companies have been taking



advantage of the bundles, as opposed to the group registrations. The Board also discussed LinkedIn promotions to specific companies and the approach to targeted campaigns. Jennifer gave an overview of the targeted ads and in-mail that is happening through LinkedIn.

Jennifer provided an overview of email metrics with a comparison year over year, as well as a timeline of discounts, offerings, and program announcements. This year we were able to announce Microsoft at Summit earlier than ever, which is a great demonstration of their support.

John asked about the use of discount codes, which are currently less than last year. Jennifer let the Board know that she is conducting an analysis of discount code usage and looking into why.

Jennifer gave an overview of demand generation activities, including email outreach, engagement with influencers, leveraging of internal channels, call downs, paid advertising, and leveraging partnerships.

Grant asked what we require from our speakers. Speakers are required to provide videos to promote Summit and their sessions, as well as engage on social media.

Jennifer went over what's new this year for Summit. A key offering are the learning pathways, which provide curated education based on 10 different pathways including soft skills. This year, we've also introduced a blogger program, engaging with 11 different community member who will share the latest event announcements, along with their past experiences and tips and tricks in the lead up to PASS Summit.

Jennifer gave an overview of PASSsummit.com website traffic and provided an explanation of the numbers for sessions/user. The numbers indicate that users are getting their information more quickly, which shows that the website is easier to navigate. Page views have also doubled. Jennifer also gave an overview of the marketing conversion funnel with numbers increasing across the board.

Jennifer went over important upcoming dates, including the Day 2 and Day 3 keynote announcements. The WIT Luncheon is still under development, but there will likely be an update within the next few weeks. The schedule will be released in August, and the next price bump will happen in September.

Grant asked about the rules for Microsoft speaker applications for community sessions. PASS decided two years ago to allow Microsoft to apply through the call for speakers, as all applications are selected based on content and merit.

Jennifer ended her portion of the presentation with an ask to the Board to look for conversation opportunities on social media platforms to drive interest in Summit, specifically comment on and share announcements with the community and engage with the speakers to start conversations about PASS Summit.

Tim gave a shout out to the Marketing staff for all their efforts.

Marcella McKeown, PASSHQ, gave an update on the program for PASS Summit starting with an overview on the number of sessions and metrics in comparison to 2018. There will be 175 sessions confirmed by early July, after which the speakers will be notified. There is also an increase in curated sessions through the Learning Pathways.

Marcella gave an overview of the approach to the Summit program and the role of the Content Working Group. Community thought leaders are also brought in to provide feedback and analysis on the program.

Grant asked how the engagement of thought leaders worked out in terms of pulling together the program. The feedback received on speakers and topics has been extremely beneficial and useful to the process. Thought leaders have also provided suggestions that have helped shape the program. Microsoft was also involved in providing valuable insight into the planned sessions.

Marcella provided an overview on the different program streams and broke down the spotlight sessions by stream. The categorizations have changed this year, so it's challenging to present historical comparative data, but this will be tracked this year and future years.

Marcella provided an overview of the new Learning Pathways, which have been well received by the community thus far. The pathways were 100% handpicked, and an initial framework has been set to build these for next year as well.

The Board asked about surveying Summit audiences and collecting session evaluations. Session evaluations as well as a content survey and a satisfaction survey are done every year and are taken into consideration while planning.

Marcella gave an overview of Microsoft's presence at PASS Summit. Bob Ward has been helping to assemble the Microsoft sessions, and the pre-cons labs have already sold out. Ramnik suggested holding another Microsoft lab, and the Board discussed looking at other in-demand Microsoft speakers to drive interest. This will be further discussed within the Content Working Group.

Marcella gave a breakdown of speaker data by region and gender. The Board pointed out that the geographical breakdown is the inverse of community membership growth, which is likely due to travel costs. The gender breakdown numbers are currently an estimate, since PASS Summit does not specifically collect gender data from speakers. The Diversity and Inclusion group will dive into these numbers a bit more, particularly comparing our numbers against industry standard and determining a benchmark.

Marcella ended her portion of the presentation with important upcoming dates including the announcement of the PASS Summit program on July 3<sup>rd</sup> and the announcement of the PASS Summit session scheduled on August 7<sup>th</sup>.

The minuted portion of the meeting adjourned at 12:15pm Pacific Time.

#### **14. Breakout Groups**

The Board broke off into the Sponsorship and Program Working Groups, followed by the Community Working Group and Executive Committee meeting.

## **Day Two**

### **1. Opening Remarks**

Grant opened day two of the Board meeting with remarks welcoming everyone and thanking them for their participation. He also reminded the Board members that they are community elected Directors representing the community, and although sometimes a Board member's employer may come up in conversation, Board members must always remember which hat they are wearing and that they are representing the PASS community at the Board table.

### **2. PASS Revenue Brainstorm**

Elizabeth led a group discussion on options for PASS revenue outside of PASS Summit.

### **3. Breakout Sessions**

The Board split into two groups to discuss the Regional Mentor Program and Program 365.

### **4. SQLSaturdays Brainstorm**

Elizabeth led a brainstorm session on SQLSaturdays.

### **5. Working Group Meetings**

The Board split into working group, team, and brainstorming meetings, followed by a session on diversity and inclusion, as well as an Executive meeting.

### **6. Summary on Working Group and Breakout Session**

Each working group provided a summary from their session.

The Board then met in camera.

## **Next Board meeting**

The next Board meeting will be by teleconference on August 8, 2019 at 12:00pm Pacific Time.