



Board of Directors Meeting

In-Person Meeting – Kirkland, WA

February 3 & 4, 2020

Attendees: Wendy Pastrick, Tim Ford, John Martin, Chris Yates, Roberto Fonseca, Lori Edwards, Mindy Curnutt, Melody Zacharias, Hamish Watson, Asad Khan, Ramnik Gulati

Absent: Grant Fritchey

Remote Dial in: Anika Poliseno

PASSHQ Attendees: Judy Christianson, Sandy Cherry, Craig Ellis, Elizabeth Jeffs, Janice Simpson, Vicki Van Damme, Sonya Waitman, Avalon Bourne, Lisa Harding, Marie Fryman-Kunert, Amanda Martin, Marcella McKeown, Terence O’Shea

Quorum was achieved.

Agenda for Discussion:

Day One

1. Presidents’ Welcome and Board Etiquette
2. Vote on January Meeting Minutes
3. Board Activities
4. Insights Overview and Exercise
5. PASS FY2020 Priorities and Roadmap
6. Finance Update
7. Elections and Governance Update
8. Microsoft Update
9. Summit 2019 Review and Summit 2020 Overview
10. Summit 2025 & 2026
11. Sales Insights and Updates
12. Revenue Diversification Insight
13. Executive Meeting

Day Two

1. Opening Remarks
2. C&C Update
3. Breakout Sessions and Working Groups

Day One

1. President's Welcome and Board Etiquette

Wendy Pastrick welcomed the Board and PASSHQ and thanked the Board for their participation and involvement and for being present in person at the meeting. Wendy spoke to the dedication of the Board towards PASS' vision for the future and spoke to the importance of the strong relationship between the Board and PASSHQ. Wendy also spoke to the longevity of PASS and what will be needed for PASS' continued growth.

Judy Christianson, Executive Director PASSHQ, added additional context on the relationship between the Board and PASSHQ, and the dedication of PASSHQ to the organization.

Wendy challenged the Board to be forward thinking and to focus on innovative solutions for growth.

Wendy provided guidance on the role of Board members and conduct during Board meetings.

Tim Ford echoed Wendy's thoughts and encouraged the Board to focus on what's needed for the growth of PASS. Tim added that the Board and PASSHQ are a team, aligned on the values and overall mission of PASS working together to drive growth and the strategic objectives of PASS.

2. Vote to Approve January Board Meeting Minutes

Tim confirmed that the Board was ready to vote on the January Board meeting minutes.

Motion: I move to approve the January Board meeting minutes that were sent to the Board on January 23, 2020.

Motion:	Tim Ford
Second:	Melody Zacharias
Wendy Pastrick	Yes
John Martin	Yes
Grant Fritchey	Absent
Chris Yates	Yes
Roberto Fonseca	Yes
Lori Edwards	Yes
Mindy Curnutt	Yes
Hamish Watson	Yes
Asad Khan	Abstain
Ramnik Gulati	Yes

Motion Passed (10 yes, 0 no, 1 abstain, 1 absent)

3. Board Activities

Tim asked if there were any Board members with upcoming paid speaking opportunities. No activities were declared.

4. Insights Overview and Exercise

Vicki Van Damme, PASSHQ, delivered an overview of the Insights Discovery program, which is designed to provide a common language for communication and to identify weaknesses, tendencies, and blind spots. The Board and PASSHQ participated in an Insights communication activity.

5. PASS FY 2020 Priorities and Roadmap

Elizabeth Jeffs, PASSHQ, presented an overview of the FY20 priorities outlining PASS' main areas of focus: educational content, accessibility, and engagement. Elizabeth displayed the PASS membership lifecycle showing how each segment interacts with PASS in relation to the areas of focus. The three areas of focus allow PASS to engage with members at all stages of the lifecycle.

Elizabeth spoke to the need to prioritize and focus on key strategic objectives and the importance of the role of the Board in ensuring that the organization stays on track for accomplishing its strategy. The focus needs to continue to support initiatives that draw members through the membership funnel while positioning PASS for additional revenue diversification opportunities.

Anika Polisenio, PASSHQ, joined the meeting via teleconference at 10:30am. Marie Fryman-Kunert and Terence O'Shea joined the meeting in person at 10:33am

6. PASS Finance Update

Sandy Cherry, PASSHQ, provided historical background and key information on PASS's finances, outlining the strategic investments that contributed to PASS' growth and the intentional deficit budgets from FY2015 to FY2019. Sandy outlined that for FY2020, significant cuts were made to budget a minimal loss for the organization. Sandy added that the PASS fiscal year runs from July 1 to June 30 annually, so Summit 2020 falls into FY2021 and budgeting has already started.

Sandy reviewed the Summit 2019 financial results showing the budgeted revenue and expenses vs. actuals, which displayed that both expenses and Summit revenue have gone down. The Board discussed the Summit 2019 registration numbers, particularly the pre-con registration numbers.

Sandy reviewed the variance between the budget and actuals and spoke to rising expenses against decreasing revenue from Summit registrations. Tim provided clarification that Summit as a conference pays for itself and is profitable as a conference, but the challenge is that it's PASS' main source of revenue for all activities 365 days a year.

Sandy went on to review the PASS six-month financials and projected finals for FY 2020 and provided an overview of PASS' reserves.

Sandy provided an overview of year over year attendance numbers since 1999 for Summit, as well as how attendance has affected gross revenue, expenses, net revenue, and PASS' profit margin. Sandy pointed out that while the profit margin for Summit 2019 was the highest it's been, Summit is the primary source of funding for community growth, and while the community has grown, attendance rates have not followed suit. Tim pointed out that this trend is expected to continue.

Sandy provided an overview of year over year attendee costs. There have been significant cuts made to Summit attendee costs over the past few years, yet the annual cost per attendee remains relatively flat due

to fixed operational costs increasing every year due to inflation. Judy provided additional context on the RFP process for venues for Summit, and how the most cost-effective options were chosen.

Sandy presented on year over year community spend vs. growth. PASS membership continues to grow, but Summit revenue continues to decline year over year. Tim echoed Sandy's points regarding the gap between membership growth and PASS Summit revenue and that the growth has not resulted in additional attendance at Summit. This follows industry wide trends and data indicating that companies are reducing the budgets available to send employees to large conferences. This emphasized the need for PASS to look at options for diversifying revenue.

Sandy presented the costs for the community leader comps and the community referral program, and Amanda Martin, PASSHQ provided additional context on the budget request. The Board discussed the program and the strategy for driving incentives to attend PASS Summit across the community. The Board also spoke about successes with different regional groups and recommended outreach to these groups to share their approaches across the community.

These conversations will continue with the Working Groups.

Sandy asked if the Board was ready to put forward a motion.

Tim made the motion.

Motion: I move to approve a budget preapproval of \$119,000 to be used for the community leaders' comps and the community referral program.

Motion:	Tim Ford
Second:	Wendy Pastrick

John Martin	Yes
Grant Fritchey	Absent
Chris Yates	Yes
Roberto Fonseca	Yes
Lori Edwards	Yes
Mindy Curnutt	Yes
Melody Zacharias	Yes
Hamish Watson	Yes
Asad Khan	Yes
Ramnik Gulati	Yes

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

7. Elections and Governance Update

John Martin provided an overview of the 2019 Board election successes. John encouraged the Board to continue to build on these successes in the lead-up to the 2020 Board election and to take a leadership role in recruitment. John also provided an overview of objectives and strategy for the 2020 Board election.

The Board discussed the timeline for the 2020 Board election and the formation of the 2020-2021 Nominations Committee (NomCom).

John provided an update on the process and plan for the appointment of Board-appointed Directors and Board Advisors.

The Board discussed the timeline and role of the NomCom, and Chris Yates recommended having additional communication showcasing and clarifying the responsibilities of the NomCom. The Board also discussed the recruitment process for the 2020 Board election.

8. Microsoft Update

Sonya Waitman, PASSHQ and Vicki presented an overview of the current partnership with Microsoft.

Sonya and Vicki gave an overview on the background of the relationship and the strength of the current partnership, as well as an overview of the integration of Microsoft and PASS. Judy echoed the strength of the partnership and thanked Microsoft for their support.

Vicki and Sonya spoke to the current collaborative initiatives planned between PASS and Microsoft, including a technical content partnership, Azure data marketing, and Microsoft Learn.

Sonya gave an overview of Microsoft's year over year investments in PASS. The Board discussed the positive shift in the relationship between PASS and Microsoft and what is required to maintain the increase in investments and support. Asad Kahn and Ramnik Gulati echoed Sonya and Vicki's statements and pinpointed future areas of focus and direction of the partnership, encouraging PASS to continue to demonstrate the success and value of PASS as an organization. Tim and Sonya reiterated this message and requested that the Board drive awareness of success and value through blogs, social media, and in-person. The Board discussed the need to make use of evangelists, in particular Microsoft MVPs, within the PASS community to amplify this message and demonstrate third-party validation.

The Board discussed possible future initiatives in partnership with Microsoft, particularly around learning and the delivery of educational content.

These conversations will continue with the Working Groups.

Marcella McKeown, PASSHQ joined the meeting via teleconference at 12:58pm.

9. Summit 2019 Review and Summit 2020 Overview

Tim reminded the Board that all Board meeting discussions are under NDA.

Sonya provided a summary of Summit 2019 detailing successes and challenges, with a focus on the six-point increase in Summit's NPS score, despite challenges including the overlap with Ignite. The NPS score gauges the loyalty of the community.

Sonya recapped the Summit program focusing on the streams, spotlights, and Day 3 spotlight on analytics. The learning pathways were very well received. Sonya also detailed Summit 2019's focus on growing the attendance of two key segments of the PASS community: analysts and developers. Attendance and attendee ratings have increased for both these segments.

Sonya informed the Board that Summit 2019 had the most sessions ever with strong ratings across the board from attendees. She also presented the Summit session evaluation results showing that PASS is consistently delivering quality content. The Board discussed the number of sessions and evaluation results. Sonya also mentioned the positive turn-out and response to Microsoft's involvement, and how the

PASS/Microsoft partnership worked well to fill in gaps within the conference program. Sonya added that a primary reason for the success of Microsoft's presence at Summit was early collaboration.

Sonya summarized the onsite experience at Summit 2019 focusing on changes to the first-timer orientation, the PASS all access program, and Speaker Idol. Sonya outlined two key takeaways from the attendee survey: the exhibit hall activities continue to bring the most value to the onsite experience and the new first-timer's orientation format worked well with a 26% increase in those that found it very valuable.

Sonya reviewed the sponsorship revenue showing that revenue was at 114% percent to goal with 52 total exhibitors. Sonya also presented the sponsor survey results. The overall NPS score was down; however, this was likely due to the overlap with Ignite affecting sponsor staff attending Summit. The Board discussed the survey results.

Sonya gave a summary of the Summit 2019 importance vs. satisfaction survey data, which demonstrated that PASS continues to deliver year over year what is most valued to the community, including educational opportunities, access to community experts, and access to Microsoft. Sonya pointed out the high NPS rating from first-time attendees to Summit, which is the first increase in three years. Sonya highlighted the largest ever gain in scoring from alumni attendees as well. The Board discussed the scoring and the survey responses by job function.

Sonya concluded the Summit 2019 review with thoughts for the future including continued focus on learning pathways and streams; continued focus on providing content specified for DBAs, architects, BI professionals, and IT managers; and leveraging the Microsoft partnership.

Sonya presented the primary objectives for Summit 2020: continue momentum of streams, increase awareness of spotlights and pathways, improve pricing strategy to drive bundles and revenue, and successfully leverage the new Houston location. Sonya also presented the 2020 spotlights, the plan and timeline for pricing and price bumps, and the marketing and demand generation plan and timeline. The Board discussed the spotlights for PASS Summit 2020. These conversations will continue with the Working Groups.

Sonya presented the projections for PASS Summit 2020, and the Board discussed the projections, as well as possible approaches to meet targets.

10. Summit 2025 and 2026

Elizabeth provided an update on the RFP process for PASS Summit 2025 and 2026.

11. Sales Insights and Update

Craig Ellis, PASSHQ, provided an overview of sales targets for Summit and 365 and current status, which is 90% to target. Summit 2019 had the highest sponsorship sales to date. The Board discussed the current status of sponsors and leads, as well as sponsorship pricing packages and tiers for Summit 2020. Craig also presented plans for sponsorship for Summit 2020.

Craig outlined the demand generation initiatives for PASS Summit 2020.

Craig outlined current 365 initiatives including partner webinars and sponsorship of SQLSaturdays. The Board discussed the partner webinars and requested additional data and analytics.

Craig provided an overview of key stats for sponsor advertising. The Board discussed the success of this initiative in comparison to past years. Craig also spoke to the approach of working closely with the GAP partners on advertising to ensure value.

Craig provided an update on the progress of the policy, process, and criteria for the vendor Board seats.

12. Revenue Diversification Insight

Sonya Waitman and Lisa Harding, PASSHQ presented on research into options for revenue diversification. PASS is growing at an 11% annual rate, but funding comes from one primary source (PASS Summit) and attendance does not match community growth, so alternate forms of revenue are needed to continue to grow and serve the PASS community.

Next steps on this initiative will be to continue with the research and present the Board a timeline with milestones at the March 2020 Board meeting. This will also become a standing item for Board meetings.

The recorded portion of the meeting adjourned at 3:35pm Pacific Time.

13. Executive Meeting

The Executive met with PASSHQ's Leadership Team.

Day Two

1. Opening Remarks

Wendy welcomed the Board and thanked everyone for their participation and engagement. Wendy also thanked Chris Woodruff in absentia for his service as a Board Advisor.

2. C&C Update

Elizabeth provided an overview of the structure of C&C, reviewed each of the teams with the Board, and introduced the new Board members to PASSHQ.

The recorded portion of the meeting adjourned at 9:15am Pacific Time.

3. Breakout Groups

The Board broke off into working groups.

Next Board meeting

The next Board meeting will be by teleconference on March 12, 2020 at 12:00pm Pacific Time.