

Application Information

IMPORTANT: Please note that your answers to all of the following questions will be published and made public on the PASS elections website (<http://elections2011.sqlpass.org>). Your email address and the email addresses of your public references will be public. Other contact information (including but not limited to phone numbers, mailing addresses, etc.) will be redacted for privacy reasons.

The following will not be published:

Part One

Your home phone
Home address
Work phone
Work address

Part Eight

PASS Volunteer Reference
Phone #
Email Address
PASS Public Reference
Phone #
Personal and Work Reference
Name
Phone#
Email Address

PART ONE - CONTACT

1. Please provide your Contact Information:

Name: Adam Jorgensen
Home Phone: <redacted>
Home Address: <redacted>

Employer: Pragmatic Works
Department: Consulting
Job Title: President
Work Phone: <redacted>
Work Address: <redacted>

Email: adam@pragmaticworks.com
Years of Experience in SQL Server: 13

PART TWO - EDUCATION

2. Education (list all appropriate types of educational experience - Degree, Diploma, University - please detail location):

- Bachelors' of Science in Computer Science and Business – Palm Beach Atlantic University – Palm Beach, Fl.
- Masters of Business Administration (MBA) in Finance (specializing in forensic finance and accounting) – Florida Atlantic University – Boca Raton, Fl.

PART THREE - COMPANY/PROFESSIONAL BACKGROUND

3. Describe your company's business: *Pragmatic Works is focused on "Making Business Intelligent". We offer software, training and top tier services to firms large and small to help them drive more intelligence from the dollars they spend and to make their investment more relative to the organization and the community.*
4. Please provide your current job title: *I am the President of our consulting firm.*
5. Please describe your primary job responsibilities: *My responsibilities are focused on developing our strategic direction with the other members of our management team, partners, and clients. I am then charged with making that vision and plan a reality. I'm the guy who takes the big dreams and ideas that we come up with together in pull together the teams, resources, funding, partnerships, etc. that make these happen. My focus is on increasing our ability to meet our customers and the community at their point of need and to provide solutions that increase their capabilities while increasing their bottom line.*

PART FOUR - STATEMENT OF INTENTIONS (Short Essay Format)

(Please note that these answers should relate to your public campaign platform)

Please discuss why you would like to serve on the PASS Board of Directors: I believe that we at PASS have made important strides in some key areas as an organization, but I also believe we need to be focused on what's next. I don't believe that PASS is doing enough to meet the community at its level. Our community needs to not only include the folks we're already speaking to but those who are out there looking for more. Meeting people, not just who are employed and reading the newsletter, but those who need help to move forward in their lives. PASS' community is not just those who are rock stars, but those who live under rocks. We need to have programs that help get people engaged in the technology we love and devote so much time to growing. People who are on the outside looking in are our most valuable untapped resources. We do this at Pragmatic Works and it has been hugely successful. Seeing the lives change with the scale we operate at could only be magnified at a PASS organizational level.

We also need more people who are focused on execution. I see that in folks like Tom LaRock and Allen Kinsel, and then I see others speak about our mission, focus and networking and see their behaviour reflect anything but(i.e. attending events and still only hanging out with their three buddies). I'm would like to serve to question the status quo and to keep questioning it for the community. I want to serve to find more tactical ways to engage, not providing things that people can do if they feel like it with technology solutions from PASS that they don't have confidence in. PASS should be leading the charge when it comes to engaging folks through social media. With all the tools out there, now is the time to jump in and leverage a social awareness campaign that will drive our organizational goals. Let's take this technology community we hold so dear and help others see why it's so great, not just keep serving the same finite number of folks.

6. Tell us about your accomplishments in other volunteer organizations; detail the key things you learned from these experiences:

I have volunteered in many organizations including: The Jim Moran Foundation, Habitat for Humanity, Youth Automotive Training Center (YATC)

What these experiences teach us is that we need to be willing to work well with others, while striving to improve the overall effort. Volunteering is only as productive as the tools and people you have available. We could not complete a house in the time allotted without knowing what everyone would need to do their job. Then we review it and get better. We could not help children with disabilities or at risk youth if we were not prepared to meet people at their point of need. Many times I have volunteered for one role, only to find myself doing another and being excited about it since we're focused on meeting a specific need. My goal has always been to motivate those who are helping since they don't have to be there. Volunteers are helping out of the goodness of their heart and should be treated with respect and support.

7. If elected to the PASS Board, what goal would you set to contribute to the benefit of PASS? How would you work to accomplish that goal?

I don't want to sound redundant, but I want the board to take the success we have had, address some of the challenges from the community and then pioneer some new ways to meet people in their hour of need. Why can't we run training programs for the unemployed? Why can't we find community based projects that unemployed or underemployed people are unable to work on because they lack a reference? What better reference than SQL PASS for someone on their resume? I would work directly to make PASS more relevant to the community and drive relevance by getting closer to the real community. We must focus on those we're serving and get even more relevant to the community that has yet to be served. Again social media is a great way to make this happen. I have the experience and many other interested volunteers ready to make this happen. This type of outreach based approach would drive more

membership, more engagement and ultimately more creativity and value in the community and PASS could lead that charge.

PART FIVE - LEADERSHIP AND MANAGEMENT (Short Essay Format)

8. Please describe your management and leadership background, listing specific examples of teams or projects:

I have held many positions from technical support, to DBA, to developer, to manager, director and President. The one thing they all have in common is the criticality of serving others. I have led projects as large as migrating the ADT/TYCO global alarm monitoring solution to new hardware, software and SQL Server from DB2, and as creative and building a new successful organization from the ground up. I have always asked to be held to a set of goals to make sure everyone involved feels like I'm adding value throughout the process. I have managed teams of business and data professionals, it pros, san and systems administrators and data centers. I have led remote and globally disparate teams and grown leaders to work for me and to succeed me in all my organizations, many of who are still in those roles and are very successful.

9. Are you or have you been a member of any board (volunteer or professional)? Please describe:
I currently serve on the board for Pragmatic Works driving our corporate strategy, fiscal governance and growth operations both domestically and internationally. Our firm is comprised of a strong team, unlike many other firms who are made up largely of contractors. This makes our board activities exciting and challenging. My focus on the board is on uncovering new opportunities and making sure our firm is always keeping the community in mind.

I also serve on the board of the Pragmatic Works foundation, a non-profit organization where we focus on putting unemployed and under employed teachers and veterans back to work in technology. We run free courses quarterly and provide technical training; resume and interview prep, and fee-free placement for between 10-15 individuals per class. Over 90% of those placed in the past few years are still working in technology and some have even come back to work at Pragmatic Works years later.

10. Do you have formal management or leadership training? If so, please provide details of this training and an example of a time this training was directly beneficial:

I have completed a large number of management and leadership courses. I was blessed to work for Toyota early in my management career and was heavily engaged in completing many of their leadership training programs. Many of these are focused on financial management, creating and helping teams be more successful, creative problem solving, holding crucial conversations and giving and receiving direct feedback. This training is put to use daily when working with my team, clients in difficult situations or solving creative problems for our organization or community teams.

11. Have you participated in any strategic decision-making processes? Please provide details of specific instances:

In my tenure at several organizations, I have been charged with turning strategy into reality. My focus has always been on deciding the best course of action for the firm in the context of revenues, clients,

employees and the community. While many of the decision processes I have participated in are confidential, there are several that come to mind. When the economy began to turn down, there was a gut reaction to cut cost and I was able to work with my team to change the way we handle licensing and hosting to save enough cost to avoid not downsizing any employees. I also participate directly in many strategic planning sessions for our clients weekly. My focus here is helping them not just find technology but find the best ways to shape their organization around the capabilities they can deliver to their entire firm. This is something PASS needs. Better understanding and evaluation of true capabilities and prioritization of initiatives. These are major Fortune 100 and 500 firms that cover financial, healthcare, chemical and other major industry verticals. In other organizations, I was responsible for global recovery operations that included negotiations with major telecoms and service providers to cover continuity and testing on 6 continents. This planning and execution is always challenging, but I enjoy it since strategic operations planning is done best when it is done with the execution in mind. I also drive strategic direction for Pragmatic Works, now focused on increasing our market share, training and retaining the best talent and continuing to decrease the footprint of our competition.

12. Please describe your background/experience in dealing with organizational finances, including the size of the organization and sizes/types of budgets involved:

I have managed teams and budgets for organizations ranging from 30 to 5000+ individuals and budget amounts from 5m to over 200m. My organizations have encompassed not only IT, facilities and data center management; but also commercial and private aviation, non-profit activities and marine operations including finances for a fleet for Gulfstream aircraft and ocean navigating mega yachts. I have managed and mentored teams that own finance and accounting and I have administered these areas directly. I have a very strong working understanding of finance, accounting, capitalization, mergers, acquisitions and debt/cash flow management. These skills have been instrumental in helping my organizations be successful even in turbulent financial times.

PART SIX - ACTIVITIES (Special Interest Groups, Committees or other activities)

13. Please describe your past volunteer history with PASS. Specifically cover both event speaker and non-speaker volunteerism:

I have been involved with Pass in a number of ways over the past few years. I was a member of the 2010 selection committee for the PASS Summit in the BIA track. I am a regional mentor and serve my fellow mentors on the regional mentor committee. I've been a user group officer and volunteer in two different cities as I move for my job and have delivered over 250 speaking engagements in the last two years, primarily through PASS outlets. These roles have given me a tremendous opportunity to hear from the community and folks new to SQL Server and PASS and listen to them explain how they struggle to find PASS' place in their SQL Server life... Many do not even know PASS exists. My focus has always been on finding the best way to make PASS relevant to the individual, whether it's through a simple personal act of assistance or planning out how our mentors can help the user group community more effectively.

14. Please give an example of a project you worked on for PASS that you followed through to completion. Describe how your specific contribution has benefited the PASS organization:

I have been very lucky to work with many folks in and affiliated with the PASS organization. I have actively participated in groups that reviewed and rated sessions for PASS, I'm on the regional mentor committee that helps drive the strategy and resources for regional mentors and chapter leaders. The creation of the Regional Mentor and chapter leader wikis were a great addition for the community leadership, but again adoption has struggled on them since many groups are not looking to PASS to be their best resource. We need to change that mentality and focus not only on projects but on projects where the community can be more involved and help drive adoption instead of PASS creating and trying to educate a community about why they need the thing we created..

15. Detail your participation in other volunteer organizations/boards (be specific about your contribution and in what capacity):

- *Project leader for Habitat for Humanity – leading work teams, planning outings and working with community organizers.*
- *Team Lead for Jim Moran Foundation (Truck packing for holidays and hurricane relief).*

PART SEVEN - OTHER ACTIVITIES

16. Detail other professional certifications:

I have held professional certifications for a number of years for SQL Server, Windows and networking. I currently hold an MCTS and MCITP for SQL Server in Business Intelligence along with being a core member of the SSAS Maestro Council, the most recent top tier certification for Analysis Services from Microsoft.

17. Detail any awards received:

I am a Microsoft MVP awardee; and have received honors and accolades at all previous corporate positions for excellence, team performance and community contribution.

18. Detail some of your more recent published professional articles, books, etc.:

Microsoft BI 24 Hour Trainer – (Primary Author Team) - *This book is focused on bringing the entire Microsoft BI stack to the reader in a real way with videos showing them how it's done by the instructors in a way that they could walk through together.*

SharePoint BI 24 Hour Trainer – (Lead Author) - *This book is focused on bringing visualizations, configuration and performance of SharePoint Server 2010 to the reader in a real way with videos showing them how it's done by the instructors in a way that they could walk through together.*

Professional SQL Server 2012 Administration (Lead Author) – 300-400 level title continuing the strong tradition of Wrox Pro Admin for the new Denali release.

SQL Server 2012 Bible (Lead Author) – 200-300 level title continuing the strong tradition of Wiley SQL Bible for the new Denali release.

Professional SQL Server 2012 Analysis Services (Contributing Author) – Contributing performance chapters and technical editing for the new release of Denali.

PART EIGHT - REFERENCES AND BACKGROUND CHECK

(Please note that a short letter of recommendation from your references is highly beneficial, and should be included in the sections below.)

<redacted>

22. PASS public reference #1 (please provide daytime phone and email)

- a. Reference Name: Jorge Segarra
- b. Reference Phone #: [REDACTED]
- c. Reference Email Address: [REDACTED]
- d. Statement of Support from Reference:

"I believe Adam would make an idea candidate for a position on the PASS board. Adam has a keen ability to see the problems in a big picture sense and not simply solving something now for the sake of brevity. His attention to detail and quality along with his strong business background make him a perfect fit in my opinion.

Additionally, as we've seen the last few years, with the movement towards transparency the general body would like to see people leading this organization that "get" the community and Adam definitely does. His work with Pragmatic Works has helped foster a company culture geared towards giving back to the community. Adam's ability to connect with and listen to people is one of his greatest strengths and I believe that will make a huge impact on the board and the PASS community overall."

23. PASS public reference #2 (please provide daytime phone and email)

- a. Reference Name: Bill Pearson
- b. Reference Phone #: [REDACTED]
- c. Reference Email Address: [REDACTED]
- d. Statement of Support from Reference:

"Having reviewed closely the 2011 PASS Board Application for Adam Jorgensen, whom I have known for several years, I agree enthusiastically to publicly support his candidacy. I have interacted with Adam in several capacities, and have consistently found him to be a true evangelist for Microsoft SQL Server, particularly from the perspective of business intelligence (the common focus of most of our activities together). I have, moreover, found Adam to be highly reliable: I place a confidence in both his abilities and his integrity that I reserve for only a handful of professionals with whom I have crossed paths over my long and rich career with Microsoft SQL Server.

Adam states his conviction, in his application, that the PASS community consists not only of "...those who are rock stars, but those who live under rocks. We need to have programs that help get people engaged in the technology we love and devote so much time to growing. People who are on the outside looking in." My personal experience has been that Adam does this for clients, his audiences, and others, with a sophisticated and effective style. His application to serve on the PASS board offers a compelling opportunity to extend his considerable business and personal talents across the PASS membership, including new members that his participation will certainly foster.

24. PASS public reference #3 (please provide daytime phone and email)

- a. Reference Name: Kevin Kline
- b. Reference Phone #: [REDACTED]
- c. Reference Email Address: [REDACTED]
- d. Statement of Support from Reference:

"I'd like to offer my recommendation for Adam Jorgensen for the PASS Board of Directors. Adam is the right person at the right time for PASS. He possesses a unique mix of skills that will help take PASS through its next major stage of growth. While very few top-tier technologists also have strong business skills, Adam has a great deal of leadership training, including a full MBA with emphasis in the financial disciplines. This skill alone can add immensely to board discussions, providing a view point that few DBAs or developers are familiar with or understand. In addition, Adam has many years of experience in actually leading an organization (Pragmatic Works), managing people, and directing resources through a period of high-growth and heavy demands. Again, this is unfamiliar territory for most DBAs and most applicants to the board. Finally, Adam thoroughly understands the giving-focused nature of community groups in general, and the specific needs of our own SQL Server-focused community. His ideas around apprenticeship and career-training are both achievable and enormously edifying to our community. As an aside, I have personally witnessed how Adam is an amazingly hard worker. I strongly endorse Adam for the board and hope to see him serve PASS and the wider community in this role soon."

Personal Reference – Optional

25. Personal reference (please provide daytime phone and email)

- a. Reference Name: Jorge Segarra
- b. Reference Phone #: [REDACTED]
- c. Reference Email Address: [REDACTED]
- d. Statement of Support from Reference:

"I believe Adam would make an ideal candidate for a position on the PASS board. Adam has a keen ability to see the problems in a big picture sense and not simply solving something now for the sake of brevity. His attention to detail and quality along with his strong business background make him a perfect fit in my opinion."

Additionally, as we've seen the last few years, with the movement towards transparency the general body would like to see people leading this organization that "get" the community and Adam definitely does. His work with Pragmatic Works has helped foster a company culture geared towards giving back to the community. Adam's ability to connect with and listen to people is one of his greatest strengths and I believe that will make a huge impact on the board and the PASS community overall."

Work Related Reference – Optional

26. Work-related reference (please provide daytime phone and email)

- a. Reference Name: Robert Beatty
- b. Reference Phone #: [REDACTED]
- c. Reference Email Address: [REDACTED]
- d. Statement of Support from Reference: *I would like to recommend Adam Jorgensen for the PASS board because to me he is the embodiment of what PASS stands for: commitment to the community around SQL Server with deep technical knowledge and a passion to spread that knowledge. Adam has consistently delivered deep technical training and knowledge at numerous SQL events around the country utilizing his own time and money. His MVP recognition further exemplifies the commitment that Adam has towards the SQL Server platform and how he has used that knowledge to assist others who may not have such a deep knowledge base. Adam can teach a 400 level class utilizing language that a 200 level person would understand. This is critical to training and why Adam has been so successful.*

Adam's work is not only accomplished through conferences. Adam delivers a significant amount of free training, white papers and webinars to the community through the years at no charge. These monthly events bring hundreds, sometimes more than a thousand people, to free events where they can learn about specific features of SQL Server or learn about new features coming from a future version.

Adam's business acumen, his deep technical knowledge and his free work towards the community are indicative of the level of excellence and passion that he will bring to the PASS Board.

27. Have you ever been charged with a felony? If yes, were you convicted, and (briefly) what were the circumstances? NO

28. I agree to the time and travel commitments required for this office: [Signature]

29. My employer is aware of and agrees to the time and travel commitments required for this office: [Signature]

PART NINE - SIGNATURE

30. "I, [Signature], hereby certify, on this date, 10/11/11, that all information I have provided or will provide in this document is true, and I agree to abide by all the terms and conditions listed within this document.

I agree to be considered a candidate for the position of Director-at-Large for the Professional Association for SQL Server. I understand that my email address may be made available to select

PASS bloggers - screened and approved by PASS - during the campaigning period for the purpose of blogger interviews with candidates.

I am aware that the term for which I am applying begins January 1, 2012 and ends December 31, 2013. If elected, I agree to fulfil the duties and obligations of the elected position to the best of my ability." (Please answer yes or no to all of the above): yes