# EO Board of Directors

MEETING MINUTES
14 JAN 2026 | ENTREPRENEURS' ORGANIZATION
SUSAN CLOPPER

# EO Board of Directors Meeting Minutes

## 14 January 2026 | Virtual

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| **EO Board of Directors Present:** | Joaquin Cordero, Dave Loaney, Rom LaPointe, Steve Benitez, Alan Cheung, Taunya Renson-Martin, John Harrington, Prabhakar Kadavasal, Anthony Ramirez, Jennifer Rello, Khuram Saleem |
| **Executive Director:** | Jamie Pujara |
| **Corporate Secretary:** | Susan Clopper |
| **Guests:** | As documented in the minutes |

### I. Call To Order and Welcome — Cordero

The Chair welcomed everyone and opened the meeting at 10:00 EST.

### II. Project Masterplan — Cordero, Renson-Martin, Pujara

To deliver on its purpose, to move the world forward by unlocking the full potential of entrepreneurs, and its 2030 Strategic Direction, EO must evolve its organizational structure to ensure agility, accountability, and clarity across its global network. By 30 June 2030, EO aims to:

- Renew members at 95%
- Grow to 35,000 members
- Deliver a consistent, scalable, and connected member experience globally

As the organization has expanded, the interplay between governance, professional staff, and volunteer leadership has become increasingly complex. Over the past year, several working groups and task forces have illuminated a deeper challenge: EO's structure, built through decades of evolution, now carries layers that slow decision-making and blur accountability. We have learned that our governance framework needs clearer boundaries and faster cycles.

Considering the complexity of Project Masterplan, the Board will engage a consultant with extensive governance and strategic experience. The selected consultancy will, in collaboration with EO's Global Board, Executive Director and Senior Leadership Team:

- Assess the current state of EO's governance, operating, and communication structures to identify bottlenecks, overlaps, and inefficiencies.
- Design and validate a future-state structure that strengthens alignment, decision-making clarity, and global collaboration.
- Facilitate global engagement and consensus, ensuring key stakeholder groups are heard and represented.
- Develop a phased roadmap to guide implementation beginning in FY2026/2027.

After thorough deliberation, the following motion was made and seconded:

> **Motion to Approve** the engagement of "Tecker International LLC" as consultant for the Project Masterplan. The final contract terms and conditions shall be negotiated and finalized by the Executive Office and legal department. The associated costs shall be funded from the Innovation Fund.
> *The motion passed unanimously*.

## III. Board Advisory Committee (BAC) — Harrington, LaPointe

Beginning January 2026, the Board will undertake a six-month soft launch of the BAC model. The purpose of the soft launch is to prepare and learn together before formally launching the board BAC structure to the broader organization in July 2026. The BACs are intended to help directors remain firmly in an oversight posture, while still being informed, engaged, and effective fiduciaries. Engagement with staff and member leaders becomes more intentional, scheduled, and aligned to defined oversight areas.

## IV. Dues and Initiation Fee Changes — Loaney

During the December 2025 Standing Finance Committee (SFC) meeting, the SFC discussed changes to the dues and initiation fees. The SFC recommended to the Board that global dues remain the same at US$2630 and initiation fees remain at US$3500 for FY2026/2027. The reason behind their decision was:

- Communicate to chapters that this is their chance to raise dues (if global keeps their dues the same, then it gives chapters a chance to raise dues and members will not get the "double raise" hit).
- Global needs to show they can spend the money collected each year instead of adding to reserves.
- The US dollar is strong so non-US members would feel a bigger increase.

After short deliberation, the following motion was made and seconded:

> **Motion to Approve** the Standing Finance Committee recommendation of no dues or initiation fee increase for FY2026/2027.
> *The motion passed unanimously*.

## IV. Global Dues for Chapters — Pujara

The Board discussed, as a follow-up from the September 2025 Board meeting, the inconsistent practice under existing provisions of EO's Policies & Procedures ("P&Ps") regarding the use of regional funds to assist with member dues, including indirect subsidies, which poses governance, fairness, and tax-exempt compliance risks. As a result, a resolution will be brought forth to the Board to address these issues by amending the Policy and Procedures (P&Ps) to eliminate the risks.

## V. Executive Director Update — Pujara

The Executive Director provided an update to actions taken since the December 2025 Board meeting.

## VI. Assignment of Board Liaisons for FY2026/2027 — Renson-Martin

The Chair-elect presented the Board Liaison assignments for FY2026/2027:

| Name | Region | Working Group/Task Force/Cmte |
|---|---|---|
| Steve Benitez | Europe | |
| Alan Cheung | APAC, Japan | |

| | | |
|---|---|---|
| Dave Loaney | LAC | Seamless Chapter Operations |
| John Harrington | N Asia | |
| Anthony Ramirez | S Asia | Trainers 2.0 Task Force |
| Jennie Rello | Canada | Board Nomination Committee |
| Prabhakar Kadavasal | US East, MEPA | |
| Khuram Saleem | US West, US Central | |

*The Chair closed the meeting at 12:15pm ET.*

## UNANIMOUS WRITTEN CONSENT

The following is a list of motions the Board approved by unanimous written consent (UWC) since the last regular Board Meeting to date:

**IT IS RESOLVED** to approve the November 2025 Board Meeting minutes as written.
09 December 2025

**IT IS RESOLVED** to approve Temporary Bylaws Amendment Defer BSP for FY2025/26 and extend Dave Loany's term as written. **(Attachment #1)**
21 November 2025

**IT IS RESOLVED** to approve the December 2025 Board Meeting minutes as written.
31 December 2025

**IT IS RESOLVED** to approve the Chapter Health Advisory Resolution as written. **(Attachment #2)**
19 December 2025

**IT IS RESOLVED** to approve the members of the FY2026/2027 EO Governance Standing Committee as presented:
17 December 2025

| Name | Chapter | Region | Position | Year | Term |
|---|---|---|---|---|---|
| Rosemary Tan | Malaysia | APAC | Gov Dir | FY2026 – 2027 | Second |
| Eyal Ronen | Israel | Europe | Gov Dir | FY2026 – 2027 | First |
| Jorge Icaza | Nicaragua | LAC | Gov Dir | FY2026 – 2027 | First |
| Matthew Wong | Hong Kong | N Asia | Gov Dir | FY2026 – 2027 | Second |
| Nikhil Ranjan | Bangalore | S Asia | Gov Dir | FY2026 – 2027 | Second |
| Hana Laurenzo | Fort Worth | USC | Gov Dir | FY2026 – 2027 | Second |
| Dain Dulaney | Charlotte | USE | Gov Dir | FY2026 – 2027 | Second |
| Michael Cocanower | Arizona | USW | Gov Dir | FY2026 – 2027 | Second |
| Hayato Nishisaka | N Japan | Japan | Gov Dir | FY2026 – 2027 | First |
| Michael Bacchus | Edmonton | Canada | Gov Dir | FY2026 – 2027 | First |
| Arshad Bholim | Uganda | MEPA | Gov Dir | FY2026 – 2027 | First |
| Lisa MacLean | Seattle | USW | Gov Member | FY2026 – 2027 | Second |
| Eugenio Torres | Puerto Rico | LAC | Gov Member | FY2026 – 2027 | Second |
| Kostas Mavroskotis | Greece | Europe | Gov Member | FY2026 – 2027 | Second |

**IT IS RESOLVED** to approve third terms for the following members:
- Miranda Naiman, EO Tanzania, as Products Portfolio Member FY2026/2027
- Haris Riyadi, EO Indonesia East, as Area Director FY2026/2027

17 December 2025

## ATTACHMENT #1

**WHEREAS**, Article II, Section 4 of EO's Bylaws authorizes the Board to alter or amend EO's Bylaws by a two-thirds (2/3) vote;

**WHEREAS**, Article VI, Section 4(a) of the Bylaws presently provides that the Board "shall be composed of a minimum of nine (9) voting directors and a maximum of thirteen (13) voting directors," and that "at least eight (8) directors shall be EO members"; and Article VI, Sections 4(b), 4(c), and 5(a) establish the Board Selection Process cadence, and Board Director term lengths, and service limits;

**WHEREAS**, prior to recent amendments to EO's Bylaws, EO's CEO served as a voting director, but the Board has since eliminated the CEO role and established a permanent Executive Director role as an ex officio non-voting director, resulting in a change to the Board composition math for the current fiscal year;

**WHEREAS**, given (i) the change from a voting CEO to a non-voting Executive Director; and (ii) the timing of the Board Selection Process for the current 2025-2026 fiscal year, the Board recognizes the operational benefit to EO of avoiding one-off, staggered single Board seat onboarding in order to preserve Board continuity, and cohort onboarding during the FY2026-2027 transition and to ensure each Board Chair's term is supported by a Board composition that always includes tenured Board directors; and

**WHEREAS**, the Board finds it in EO's best interests to, on a strictly time-limited basis for the current fiscal year only, adopt an amendment to EO's Bylaws to defer the current fiscal year's Board Selection Process and extend the term of a single voting Board Director, who will have served on the Board for three (3) fiscal years and is otherwise slated to roll off the Board at the end of the current fiscal year, to a four (4) year term consistent with the currently adopted four (4) year Board Director term so that the minimum of nine (9) voting directors is maintained for this and the upcoming fiscal year

**NOW, THEREFORE, IT IS RESOLVED** to amend EO'S Bylaws in a time-limited manner, with changes in force from November 18, 2025, until July 1, 2027, as follows:

1. Notwithstanding Article VI, Sections 4(b) and 5(a) of the Bylaws, the Board Selection Process otherwise scheduled for the FY2025-26 cycle is suspended. EO shall resume the standard Board Selection Process cadence in FY2026-27 and thereafter.

2. On July 1, 2026, Article VI, Sections 4(b) and 5(a) of the Bylaws shall automatically revert to their pre-amendment text, without the modifications adopted by temporary suspension and deferral authorized by this UWC.

3. Notwithstanding Article VI, Section 4(c) of the Bylaws, and recognizing that Board Director Dave Loaney was elected under the prior three (3)-year director-term standard, the term of Board Director Dave Loaney, which was otherwise scheduled to end on June 30, 2026 after three (3) fiscal years of service on the Board, is hereby extended for one (1) additional fiscal year only, such that his service as a voting director shall continue from July 1, 2026 through June 30, 2027 and his total Board service as a director shall equal four (4) consecutive fiscal years. During this extension year, he shall not be eligible to be nominated for or to serve as Board Chair or Chair-Elect, and this extension shall remain subject to the six (6) year maximum total director-service cap set forth in Article VI, Section 4(c) of the Bylaws. For the avoidance of doubt, this one-year extension shall remain in effect through June 30, 2027, notwithstanding the July 1, 2026, end date of the temporary suspension described in Paragraphs 1.-2., above.

4. The Board affirms that Board Director Dave Loaney's service as a Board Director for three (3) consecutive fiscal years through June 30, 2026, will constitute the successful completion of the full Board term for which he was originally elected under the prior three (3) year term standard. Accordingly, the Board determines that, upon his ceasing to serve on the Board, Board Director David Loaney shall be deemed to have

completed a “full term as a director” for purposes of eligibility, without limitation, for the Past Board Member benefits provided in Chapter 12, Section B.6 of EO’s Policies and Procedures, irrespective of whether he serves some or all of the additional one (1) year extension authorized in Paragraph 3, above.

5. Except as expressly provided in Paragraph 3, above, with respect to the one year extension of Board Director Dave Loaney’s term, nothing herein modifies (i) Article VI, Section 4(c) of the Bylaws (four-year director terms and the six (6) year maximum total service as a director), or (ii) any term-limit provisions otherwise previously in force and applicable to any Board Directors elected prior to the adoption of the current four year Board Director term structure.

This resolution has been duly adopted by the Board by unanimous written consent, shall be recorded in the minutes of the subsequent Board meeting by the Secretary, and shall be in full force and effect as of the date set forth below.

Dated: November 21, 2025

**ATTACHMENT #2**

**RESOLUTION**
**OF**
**DECEMBER 10, 2025**
**OF THE**
**BOARD OF DIRECTORS OF**
**ENTREPRENEURS' ORGANIZATION**
**TO**
**ESTABLISH A CHAPTER HEALTH ADVISORY COUNCIL**

**WHEREAS,** Article IX of the Entrepreneurs' Organization's ("EO") Bylaws ("Bylaws") authorizes the Board of Directors ("Board") of EO to establish and define the scope, composition, and duration of Advisory Councils from time to time to assist the Board;

**WHEREAS,** Chapter 5 of EO's Policies & Procedures ("P&Ps") affirms that Regional Councils are responsible for supporting EO chapter health and development within their regions, and the Board wishes to preserve Regional Councils as the primary structures responsible for chapter health;

**WHEREAS,** the Council of Regional Chairs ("CRC") functions as an internal, informal coordination forum for Regional Council Chairs rather than as a formally chartered body under the Bylaws, and the Board wishes to maintain CRC's informal status while strengthening coordination between global Chapter health efforts, the work of EO's Regional Councils, and the Board; and

**WHEREAS,** the Board has determined that, for a transitional period while EO undertakes a broader structural redesign, it is in EO's best interests to create a time-limited Chapter Health advisory body to support and coordinate regional work on chapter health without creating an additional Ad Hoc Committee;

**NOW THEREFORE, IT IS RESOLVED** by the Board:

1. To establish a Chapter Health Advisory Council ("CHAC") pursuant to Article IX, Section 4(b) of the Bylaws for the purpose of assisting the Board in carrying out work related to chapter health by advising and supporting chapter health efforts across EO's regions in coordination with the CRC.

2. That the CHAC shall operate from the effective date of this Resolution through June 30, 2027, or such other end date as the Board may determine (the "Term"), unless earlier disbanded or extended by further Board action. The Board may, in its sole discretion, disband the CHAC at any time if it determines that the CHAC's advice is no longer required.

3. That the CHAC shall comprise:

    A. A Chapter Health Chair. The Chapter Health Chair shall be an EO member with prior EO leadership experience at the regional or global level, recommended by and appointed by majority vote of the Board.

    B. No fewer than five (5) and no more than ten (10) additional CHAC members with relevant experience to support the CHAC, to be selected by the Chapter Health Chair in consultation with the CRC Moderator and Staff Liaison to CRC.

4. That the Chapter Health Chair shall lead the CHAC's work and coordinate it with the CRC Moderator, who will serve as the primary link between the CHAC, Regional Council Chairs, and the Board. The CHAC will

conduct its work through and in partnership with EO' Regional Councils and not act as a stand-alone structure. The Chapter Health Chair shall be invited to attend and participate in organizational and leadership meetings where chapter health is a significant agenda item, as reasonably designated by the Board Chair or Executive Director.

This resolution has been duly adopted by the Board by unanimous vote, shall be recorded in the minutes of the subsequent Board meeting by the Secretary, and shall be in full force and effect as of the date set forth below.

DATE: December 19, 2025