EO Board of Directors

MEETING MINUTES
18 MARCH 2026 | ENTREPRENEURS' ORGANIZATION
SUSAN CLOPPER

EO Board of Directors Meeting Minutes
18 March 2026 | Virtual

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 10:02 EST.

II. Board Nomination Committee (BNC) Chair — Rello

Candidates for the BNC Chair were presented and after a brief discussion period, Jane Bolin, EO South Florida, was ratified as the BNC Chair for FY2026/2027. The following motion was made and seconded:

> **Motion to Approve** Jane Bolin, EO South Florida, as Chair of the Board Nomination Committee for FY2026/2027.
>
> *The motion passed unanimously.*

III. Member Engagement Director (MED) — Marchessault

Beth Marchessault, Chief Membership Officer, joined the meeting at 10:22am ET.

A formal MED role ensures Member Engagement is treated as a deliberate, supported capability, with clear ownership of engagement execution that builds institutional knowledge. It is currently an Ad-hoc role, though every region has an MED for FY2026/2027. A request of the Board was to approve the MED as a formal, standardized Path of Leadership (POL) role at the regional level. After a question-and-answer period, the following motion was made and seconded:

> **Motion to Approve** EO's Policy & Procedures Section 5.B.1. to read as follows by formalizing the new Regional Council Leadership Position of Member Engagement Director and formalizing the titles currently in effect, Marketing and Partnerships Director, and Products Director.
>
> > "EO's Global Board establishes the primary Regional Council leadership positions which typically include the (i) Regional Council Chair, (ii) Regional Council Chair-elect, (iii) Area Directors, (iv) Finance Director, (v) Governance Director, (vi) Growth Director, (vii) Marketing and Partnerships Director, (viii) Products Director, (ix) Leadership Director, (x) Member Engagement Director, and (xi) Ad Hoc Directors that may act at a regional or area level."
>
> *The motion passed unanimously.*

IV. Regional Council Meetings & Budget — Marchessault, Garvey

Russell Garvey, SVP of Finance, joined the meeting at 10:36am ET.

The Board was presented with the Regional Budgets 2.0 Model for FY2026/2027 and was asked to approve one of the three proposed options. The request was made in response to the current regional budget model not being scalable, as budgets have been driven primarily by membership levels despite regions having similar operational requirements and significantly different travel costs.

The Regional Budgets 2.0 Model was described as providing a more consistent, equitable, and predictable approach by distinguishing core operational needs from member and chapter support while maintaining regional flexibility. The importance of addressing this matter at this time was emphasized, given the organization-wide increases in travel and meeting expenditures being observed by the Standing Finance Committee (SFC).

Following a robust question-and-answer discussion, the Board agreed to approve the model with specific restrictions on the use of regional operational funds. These funds are not to be used for regional event fees, are subject to limits on Experts attending GLC and LS and are not to be used for Lead travel. While it was noted that certain restrictions may be refined in the future, the approval was deemed sufficient to allow budget planning to proceed.

Beth Marchessault and Russell Garvey left the meeting at 11:17am ET.

IV. Masterplan Update — Cordero, Renson-Martin

Trace Hayword and Jennifer Kelly with Tecker International, LLC, joined the meeting at 11:24am ET.

The Board was provided with an update on the Masterplan Project. An operational analysis was presented, reflecting approximately 50 interviews conducted to date across all organizational levels, including six tiers: Board, Portfolio Chairs, Regional Leaders, Standing Committees, and Staff.

Common themes were identified that intersected findings related to governance, organizational structure, and culture. These themes, along with preliminary draft recommendations, were discussed with the Board. It was noted that this update serves as a prelude to a Town Hall scheduled for 7 April 2026 with interview participants, excluding members of the Board. In addition, Tecker is scheduled to facilitate a Masterplan Workshop with the Board on 15 April 2026.

Trace Hayword and Jennifer Kelly left the meeting at 11:21am ET.

After the Tecker participants left the meeting, the following motion was made and seconded:

> **IT IS RESOLVED** to authorize the use of up to One Hundred Fifty Thousand United States dollars ($150,000.00) from EO's Innovation Reserve Fund in EO FY2025/26 and FY2026/27 to pay Tecker International LLC for consulting services related to the Masterplan Project.
>
> *The motion passed unanimously.*

V. Chapter Retention Model & Initiative — Kadavasal, Marchessault, Garvey, Gottfried, Medina

Beth Marchessault, Chief Membership Officer, Russell Garvey, SVP Finance, Marcos Gottfried, Chair of Growth Portfolio, and Isely Medina, Sr Director, Structured Growth, joined the meeting at 11:42am ET.

The Chapter Retention Model and Initiative was presented to the Board for approval. The model is intended to reward chapters that achieve net growth in support of EO's 2030 Strategic Direction. It was noted that the Standing Finance Committee (SFC), in collaboration with the Growth Team, reviewed the model as requested by the Board at the February 2026 Board meeting. Alignment with the proposal was also confirmed by the Senior Leadership Team. It was further noted that recruitment and retention efforts are currently competing, and that adoption of this model would establish a more balanced and equitable partnership between the two.

Beth Marchessault, Russell Garvey, Marcos Gottfried, and Isely Medina left the meeting at 12:05pm ET.

After a brief discussion, the following motion was made and seconded:

Motion to Approve the Chapter Net Growth Funding Model with funding to be provided by the Innovation Fund for the first three fiscal years (FY2026–FY2028).

IT IS FURTHER RESOLVED that, should there be an underspend during this initial three-year period, such funds may continue to be applied; and beginning thereafter, ongoing funding for the Chapter Retention Model shall be incorporated into the annual operating budget.

The motion passed unanimously.

VI. Executive Director Update — Pujara

The Executive Director provided an update to actions taken since the February 2026 Board meeting.

The Chair thanks everyone and closed the meeting at 12:35pm 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 February 2026 Board Meeting minutes as written.
05 March 2026

IT IS RESOLVED that the Board hereby approves Christine Buhr, EO Calgary, to fill the unexpired portion of the Canada Regional Chair-Elect term for FY2025/2026 and the subsequent Regional Chair term for FY2026–2028.
05 March 2026

IT IS RESOLVED to approve the members of the FY2026/2027 EO Standing Finance Committee members as presented on page 2.
12 March 2026

FY 26 - 27 Standing Finance Committee for Ratification

Tab	Burkhalter	EO Nashville	US East
Harris	Wolin	EO New Jersey	US East
Jake	Jacobson	EO Fort Worth	US Central
William	Treciak	EO Cleveland	US Central
Sergio	Cueva	EO Monterrey	LAC
Bill	Cole	EO Winnipeg	Canada
Tsuneyuki	Minami	EO Kyoto	Japan
Paul	Cheung	EO Hong Kong	North Asia
Rodney	Evans	EO Shanghai	North Asia
Leigh	McDonald	EO Perth	APAC
Siddarth	Sanghi	EO Hyderabad	South Asia
Ajay	Agarwal	EO Chennai	South Asia
Richard	Marshall	EO Cape Town	MEPA
Pawel	Swierczynski	EO Poland	Europe
Ryan	Gaytan	EO Orange County	US West

IT IS RESOLVED the Board of Directors (“Board”) of Entrepreneurs’ Organization (“EO”), pursuant to Article VII, Section 4 of EO’s Bylaws (“Bylaws”), adopts this Unanimous Written Consent (“UWC”).

WHEREAS, in February 2024, the Board approved a two (2) year reduction in EO’s global initiation fee for eligible EO Accelerator (“EOA”) graduates, effective July 1, 2024 through June 30, 2026;

WHEREAS, the Board has determined that it is in EO's best interests to extend the initiation fee reduction for an additional year while EO evaluates the future state of the Accelerator program;

NOW, THEREFORE, BE IT RESOLVED, that the Board extends, from July 1, 2026, through June 30, 2027, the previously approved fifty percent (50%) reduction in EO's global initiation fee for eligible EO Accelerator graduates, on the same terms previously approved.

This UWC will be effective upon completion of signatures and will be filed with the minutes of the Board.
18 March 2026