EO Board of Directors

15-16 APRIL 2026 MEETING MINUTES

SUSAN CLOPPER | ENTREPRENEURS' ORGANIZATION

EO Board of Directors Meeting Minutes
15-16 April 2026 | Dublin, Ireland

EO BOARD OF DIRECTORS PRESENT:	JOAQUIN CORDERO, DAVID 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

15 April 2026

I. CALL TO ORDER **CORDERO**

The Chair welcomed everyone and opened the meeting at 11:16 IST.

II. PROJECT MASTERPLAN WORKSHOP **RENSON-MARTIN**

Trace Haythorn and Jennifer Kelly, Tecker International, LLC, joined the meeting at 11:16 IST.
Chuck Bender, OSPC, joined the meeting at 11:16 IST.

Tecker provided an Executive Summary of findings for the Board that included feedback from the Town Hall that took place on 7 April 2026 with Tier 1 and professional staff. The primary findings that were determined previously during 55 interviews with Tier 1's and professional staff remain unchanged: EO has grown organically without sufficient attention to organizational infrastructure, creating layers of complexity that slow decision-making and exhaust both volunteer leaders and professional staff. The Executive Summary of findings was a prelude to the in-person design session that was conducted with the Board.

Three restructuring models were developed and evaluated during the design session with the Board. Each model that was created was assessed by the participants inclusive of their structural logic, their advantages and disadvantages. At the end of the design session, the best elements from the approaches (models) created an optional fourth model that would come back to the Board for more input and discussion in May.

Trace Haythorn, Jennifer Kelly and Chuck Bender left the meeting at 16:00 IST.

The Chair thanked everyone and moved to Executive Session at 16:05 IST.

16 April 2026

I. CALL TO ORDER — CORDERO

The Chair welcomed everyone and opened the meeting at 11:18 IST.

II. ON-LEAVE PROGRAM — MARCHESSAULT

Beth Marchessault, Chief Membership Officer, joined the meeting at 11:28 IST.

The Board was requested to align with the suggested On-Leave Policy updates to reinforce its intended purpose of supporting members in need, while addressing misuse that led to increased utilization, inflated renewal metrics, and declining return rates among members who take leave. Amongst some of the changes are:

- Members who need to step away from EO can do so for two years by going On-Leave or taking a break from EO and rejoin when ready at a minimum fee.
- Members going On-Leave at the time of renewals must pay the first quarter of EO global membership dues installment. Any fees paid while on leave will be used as a credit against their membership dues when they return. No refunds will be issued.
- On-Leave term is a minimum of six months and a maximum of 24 months.

The Board aligned on all updates to the On-Leave Policy. In summary, the policy will be scaled back to align with its original intent of supporting short-term personal leaves of absence. Members experiencing business or economic hardship will be encouraged to remain engaged through a grace period, where appropriate, or to temporarily exit EO to focus on their business, with reduced fees available upon rejoining. Staff will implement and communicate these changes as part of the upcoming renewals cycle.

Beth Marchessault left the meeting at 11:46 IST.

III. TRAINERS TASK FORCE 2.0 — SALINAS, LAPOINTE

Hugo Salinas, Chair, Trainers Task Force 2.0, joined the meeting at 11:47 IST.

The Board was presented with the Trainers Task Force 2.0 update in advance of the final recommendation that will be presented at the June 2026 Board meeting. The Task Force is currently progressing work through three focused small groups, each responsible for developing structured outputs across key components of the Trainer 2.0 system design:

- Group A – Volunteer-Based Model (Core Build): The focus of this group is to design a future-state system aligned with volunteerism as a core principle, including structure, roles, and progression.
- Group B – Current State Optimization: The focus of this group is to define improvements to the current system, including risks, limitations, and targeted enhancements.
- Group C - Mastery & Expertise: The focus of this group is to ensure the preservation and development of mastery, quality, and expertise across all potential models.

The full Task Force will reconvene virtually on 23 April to present small group outputs, align on emerging directions, and identify areas for further refinement.

Hugo Salinas left the meeting at 12:22 IST.

IV. BOARD ADVISORY COMMITTEES (BAC) **HARRINGTON, LAPOINTE**

Chang Ng, BAC Working Group, joined the meeting at 12:49 IST.

The Board discussed BAC design considerations that emerged during the BAC soft-launch period (January–March 2026). Input was received from all five BACs, the Governance Working Group, and the Executive Office. While board-level discussion occurred, no final recommendations were put forward. The May 2026 virtual Board meeting and the June 2026 in-person Board meeting will provide additional opportunities for refinement ahead of the formal BAC launch on July 1.

Chang Ng, BAC Working Group, joined the meeting at 14:32 IST.

V. PLATINUM/TENURED MEMBERS **KADAVASAL, LOANEY, GARVEY**

Russell Garvey, SVP of Finance, joined the meeting at 14:41 IST.

Following the presentation of funding figures for the Platinum Members Initiative at the February 2026 Board meeting, the Board had requested that the Standing Finance Committee (SFC) return in March or April with a funding model that includes five-year projections and scenario variations for the initiative.

After a robust question-and-answer period and discussion of the various financial models, it was agreed that the Executive Director will discuss the outputs and operationalization of the initiative with the Senior Leadership Team as to how long it will take to build out and when to begin.

Russell Garvey left the meeting at 15:19 IST.

VI. EO COMMUNITIES **MOORE, LILLA**

Ti'eshia Moore, SVP of Products, and Erik Lilla, Chair, Products Portfolio, joined the meeting at 15:26 IST.

The Board was asked to endorse the Communities direction and proposed frameworks, with a phased rollout that allows for continued testing, learning, and refinement as Communities scale. The FY25/26 Communities Workstream has developed five interlocking frameworks over the course of this fiscal year: the Strategic Community definition and benefits package, the leadership and operational structures, the Community Health Index, the product offerings, and the tiered maturity model (in development). These were built through a structured design process, stress-tested via the Products Portfolio, and refined in response to real conditions encountered during the Communities rollouts.

Endorsement at this stage, as agreed by the Board, would enable the incoming workstream to build on a shared foundation, provide clarity to community leads and staff on the intended direction, and establish the conditions necessary for the phased rollout to proceed with confidence.

VII. ANNUAL PRODUCTS REVIEW **MOORE, LILLA**

This presentation provided the Board of Directors with a snapshot of the Product Portfolio organized by product family covering FY2024/25 to present performance, incremental improvements delivered, product family recommendations, and the current strategic roadmap for FY2026-2029.

The Products Portfolio is responsible for the end-to-end strategy, design, quality, and scalability of EO's member-facing products across four product families: Executive Education, Forum, EO Communities, and Virtual Learning and as a collaborative partner in data integration, quality, and design in three others: Leadership, Regional Signature Events, and Global Events / Explorations.

Across five product families directed overseen by Products, the department manages 25 active product categories serving members across all tenure stages. The Products Portfolio is largely healthy with 16 products operating at or near peak performance. However, several require close monitoring, one is recommended for sunset, and three emerging gaps have been identified that call for new exploratory development.

Ti'eshia Moore and Erik Lilla left the meeting at 16:19 IST.

After an in-depth discussion, the following motions were made and seconded:

MOTION to Approve the discontinuation of EO@INSEAD as an EO product and directs the Products Portfolio and Executive Director to implement an orderly wind-down of the program, including ending future promotion and enrollment, managing participant communications, and closing out any related operational and contractual matters.
The motion passed unanimously.

Motion to Approve the discontinuation of EO Global University as an EO product and directs the Products Portfolio and Executive Director to implement an orderly wind-down of the program, including ending future promotion and enrollment, managing participant communications, and closing out any related operational and contractual matters.
The motion passed unanimously.

The Chair thanked everyone and closed the meeting at 16:30 IST.

UNANIMOUS WRITTEN CONSENTS

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 below RAPID submitted by OSPC for the CFC Moderator:

	Recommend (R)	Agree (A)	Perform (P)	Input (I)	Decide (D)
CFC Moderator Approval	Staff Liaison to the CFC	Global Board	CFC	Outgoing CFC Moderator, Chief Marketing Officer, SVP Products, Chief Membership Officer, Global Board liaison; OSPC T1 Alignment Partner	Incoming EO Global Chair