Minutes

of the

ExComm Meeting

held in

Madrid, Spain

from

20–21 February 2026

Mensa International

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ExComm Meeting

20–21 February 2026

Attendees – ExComm:

Robin Crawford (Chairman)

Mel Jäger (Director–Administration)

Eivind Olsen (Director–Development)

Jovana Kostić (Treasurer)

Sorana Burcuşel (Director–Smaller National Mensas)

Jon Gruebele (Chair of American Mensa)

Peter Fröhler (Proxy for Chair of Mensa Germany)

Jo Sidebottom (Proxy for Chair of British Mensa)

Attendees – MIL Office:

Ashley Williams (Director of Operations)

Agenda

1. Additions to Written Reports

Trademark & Licensing

Robin reported that she had met with Kayleigh Mapstone and Tamesha Logan, Executive Directors of British Mensa (BML) and American Mensa (AML) respectively, to discuss trademark alignment and the expired memorandum of understanding (MoU) between the three organisations (AML, BML, MIL). She said the meeting had been constructive but confirmed that the previously discussed concept of transferring trademarks into a unified entity ("Intermensa") was not feasible, as BML and AML were unwilling to relinquish ownership. She therefore concluded that MI would need to operate within the existing structure.

Robin said that it had been agreed that she, Kayleigh and Tamesha would draft a new MoU focused on practical cooperation. As an initial test case, they intended to explore a possible global licensing arrangement involving a puzzle company already in discussion with BML.

Robin noted that MI needed non-dues revenue sources but that the Bylaws required income from global licensing deals to be shared with national Mensas (NMs), meaning MI's direct financial benefit would likely be limited. Nevertheless, she considered the exercise valuable as a proof of concept for mutually beneficial global agreements.

Robin added that some NMs had reported branded products being sold in their territories without receiving a share of revenue, contrary to the intended spirit of the Bylaws. She said that existing licensing arrangements were not fully documented due to incomplete records, and the group agreed to work collaboratively to map the current landscape and clarify arrangements.

Peter expressed concern about the implications of abandoning trademark unification. He noted that some smaller NMs had relinquished their trademarks on the understanding that a unified structure would eventually be implemented and said that, if that plan was now effectively abandoned, those organisations might reasonably regard the outcome as extremely unfair.

Peter also raised concerns about revenue transparency, noting that smaller NMs that did not own trademarks might find the current lack of clarity around licensing income frustrating and that this should be addressed.

Robin acknowledged that the situation was not ideal but stressed that MI had to deal with the practical reality that BML and AML would not relinquish their trademarks. She added that Australian Mensa also held its trademark independently and would be unlikely to participate in a unified model if the two largest NMs did not.

Robin concluded that, although the concern was valid, she did not see a realistic path to trademark unification at present and believed MI would need to proceed within the existing landscape.

Peter said that the situation still left a sour taste and reiterated his dissatisfaction from the perspective of smaller NMs that had previously cooperated with the unification concept.

Jo said she understood Peter's concern but agreed with Robin's assessment of the current reality. She noted that she was not fully aware of the historical background that had led smaller NMs to relinquish their trademarks but said the present leadership now had to work within the existing situation.

Robin observed that not all NMs had insisted on retaining their trademarks. She noted that some, including Mensa Netherlands and Mensa Belgium, had relinquished theirs in anticipation of unification, while many smaller NMs had historically operated under the international trademark umbrella rather than holding their own marks.

Sorana added that the more significant issue going forward was reputational risk rather than revenue. Drawing on her experience as a NM chair, she said that trademark holders should apply stronger quality expectations to international licensing deals, noting that poorly produced products could damage the reputation of local Mensas. She added that low-quality branded books in her country had previously led to complaints and negative publicity.

Eivind questioned the financial significance of licensing income. He noted that Mensa Norway had received only a single licensing payment of around 200 USD approximately five years earlier and nothing since, and added that BML had reportedly recorded no licensing income in the past two years.

Robin said the situation appeared similar elsewhere, noting that AML's licensing income was effectively zero and that BML's income was similarly negligible. She concluded that no Mensa entity currently appeared to generate meaningful licensing revenue.

Jon noted that some revenue came through partnership arrangements rather than true licensing. He cited an example of a discount agreement with Sixt (rent-a-car company) under which AML received a small kickback when members used the service, but agreed that genuine licensing income appeared minimal.

Peter suggested that ExComm should consider whether the issue warranted significant time and effort given the limited revenue currently involved.

Robin noted that the discussion had nevertheless revealed weaknesses in historical brand-control processes. She cited the example of updated puzzle card designs that had contained multiple logo violations and questioned how earlier versions had been approved. With Ashley's help, the issue had been returned to the publisher and corrected, but she said the situation demonstrated the need for stronger brand-approval procedures.

Robin added that the trademark discussion reflected a broader issue within Mensa, namely that several organisational processes needed to be tightened and brought into clearer alignment with the Bylaws.

Korean Documentation

Ashley reported that he had met with a notary public the previous week regarding the Korean Mensa documentation. The required documents – including the power of attorney, certificate of incumbency and certificate of incorporation – had been signed and sealed with both the notary seal and the MIL seal.

He had then sent the documents to London for apostille. Once returned, expected the following week, he would forward the completed package to Mensa Korea.

2025 Year-end Audit

Jovana provided a brief update on preparations for the 2025 year-end audit.

- The planning meeting with the auditors was scheduled for 4 March.
- She would upload the documentation to the auditors' portal herself for the first time, a task previously handled by Michael.
- She would also calculate the deferred income directly this year.

Jovana said the system appeared straightforward and she did not anticipate any difficulties. She would keep ExComm updated.

Action point – Robin, Kayleigh and Tamesha to draft a new MoU between MIL, BML and AML to replace the expired agreement and establish practical cooperation on trademarks and licensing.

Action point – Robin to explore the puzzle company opportunity as a potential pilot global licensing arrangement in cooperation with BML and AML.

Action point – Robin, Kayleigh and Tamesha to collaborate on mapping existing licensing agreements and clarifying the current global licensing landscape.

Action point – Sorana to verify the current ownership status of the Benelux trademark, particularly the Netherlands arrangement, and whether the five-year transfer period has expired.

Action point – Robin to review and strengthen brand-approval and quality-control processes for international licensing deals.

Action point – Ashley to send the fully apostilled Korean documentation package to Mensa Korea once it is returned from London.

Action point – Jovana to proceed with preparations for the 2025 year-end audit, including uploading materials to the auditors' portal and calculating deferred income, and to keep ExComm updated.

2. How Are We Doing as a Board?

Robin introduced a brief self-assessment discussion, explaining that healthy boards should periodically reflect on their effectiveness and wellbeing. She said the purpose was constructive reflection rather than criticism.

Robin praised ExComm's performance, describing the current group as unusually engaged, responsive and willing to work beyond formal remits. Drawing on her experience with other boards, she said such a high-functioning team was rare.

She stressed that ExComm's decisions on staffing, volunteer structures and strategy should be shaped by what would leave MI effective after the current term ended. Future leadership quality could not be assumed, so systems needed to be resilient and sustainable.

Robin concluded by checking on members' wellbeing, acknowledging the heavy workload and inviting colleagues to flag any risk of burnout or need for support.

Development – Backlog, Support & Structure

Eivind said MI was now dealing with a backlog of unresolved country issues that had been allowed to build up over time. He cited issues in many countries worldwide and said many initiatives had been started in the past without being properly followed through.

He suggested the workload was heavier than necessary because Development and oversight had not been maintained consistently over the years. He therefore favoured prioritising the most consequential cases rather than trying to solve everything at once.

Ashley suggested that, to reduce the burden on Eivind and future-proof the Development function, MI could consider formally defining administrative support. He proposed that Eivind could direct the work rather than carrying out all detailed administration and communications himself.

Eivind said that might be useful and added that he had also been considering whether the function could instead be structured as some form of committee.

Mel agreed that support was needed but was unsure that a formal committee was the right solution. They suggested that a broader support model might be more effective, particularly if it included individuals closer to the countries involved and, where possible, with relevant language skills. They identified three main challenges – complexity, workload, and emotional strain, especially in conflict cases – and noted that such situations were particularly draining. They therefore suggested exploring different structural options to find the most effective model.

Peter referred to former International Chairman Björn Liljeqvist's time as Director of Development (DoD), when he had co-opted former Director of Administration (DoA) Isabella Holz to assist with Development work. He said that arrangement had worked well and suggested that Eivind could similarly co-opt someone he trusted, rather than create a formal committee with an unknown volunteer pool.

Mel agreed, noting that a committee could create additional work through onboarding and coordination without addressing the underlying problem.

Robin suggested a hybrid approach. She noted that the broader question of committees and appointees was already on the agenda and proposed exploring a formal but flexible Development Committee, with members appointed by the DoD as needed rather than through the usual lengthy appointment process.

Jon cautioned that committees often created more work than value because they required meetings, minutes and coordination. He said that problems should be addressed directly and promptly and that, where the issue was clear, ExComm should take firm action rather than allow it to persist.

Sorana explained that caution in certain cases stemmed from the fact that, in the past, someone within Mensa had provided testing materials to individuals in some of the problem countries. Those parties therefore held test content still in use in more than 20 countries. She said this was why the issue had to be handled carefully, as publication of the material could force Mensa to suspend testing in many countries.

Jovana said this reinforced the view that a committee would not solve the underlying problem. She argued that the issue was not structure but time, and that if the required actions were already known, the appropriate solution was to identify an individual to assist rather than create a committee or amend the Bylaws.

Eivind added that some test booklets were indeed circulating externally and that the exact quantities were unknown due to inconsistent tracking in the past. He said this was now being

improved, noting that he and Ashley had created an inventory spreadsheet, so future distributions would be properly recorded.

Jovana asked Ashley whether, in the past, any formal documentation had accompanied the shipment of testing booklets to countries such as Cyprus, for example signed dispatch acknowledgements.

Ashley said he could not answer that question, as he had not yet had the opportunity to review all the hardcopy files held in storage.

Ashley returned to the question of support and said he did not wish to pre-empt the later staffing discussion. However, he noted that the proposed International Office Coordinator role could potentially include targeted support for Eivind and other ExComm members where clearly defined needs existed.

Peter said he strongly supported Ashley's suggestion that a future office manager – whatever the title – should be able to support directors as required. He also suggested that internationally elected officers (IEOs) should be explicitly permitted to co-opt volunteer assistance where necessary, while remaining responsible for directing and supervising that work.

Jo agreed and noted that the support required was not purely administrative. It could also include an experienced sounding board – someone who had handled similar situations and could advise on possible approaches.

Robin summarised the emerging consensus as support for formally allowing IEOs to appoint assistants on an ad hoc basis. She suggested that the relevant remits – likely in the Bylaws or in guidance for IEOs – should be reviewed to determine whether this power should be stated more clearly. She added that formal recognition would give such assistants greater authority and credibility when acting on behalf of the officer.

Peter said that the staffing issue could be discussed later in the agenda but that both MI office staff support and ad hoc volunteer support might be appropriate in parallel.

Review of Remits

Robin encouraged the internationally elected officers (IEOs) on ExComm to review their remits in Appendix One of the agenda, noting that the Constitution provided only broad wording while the Bylaws contained more detail. She added that ExComm was likely to hold two constitutional referendums – probably one this year and another next year – due to the backlog of matters requiring attention.

Robin said the group would not attempt to rewrite remits during the meeting. Instead, each officer should review their official job description and consider whether it remained accurate and appropriate or required expansion or streamlining.

Ashley added that, once any revised remits were approved in the Bylaws or guidance, they should be published again on the members' website so that potential candidates could easily understand what each role involved.

Robin agreed, noting that clear role descriptions would improve understanding and help attract suitable candidates.

Priorities – Foundations vs Growth

Jovana cautioned that, while refining committee descriptions and updating the Bylaws might be worthwhile, these were ultimately secondary matters that would not materially change how Mensa functioned. She questioned whether ExComm was spending too much time on internal structures rather than on work that created real added value. She argued that the greater priority was increasing the visibility of what NMs were already doing, which in her view would support revenue growth and strengthen members' sense of purpose and belonging.

Robin responded that MI first needed to strengthen its foundations. She said in the past year, significant gaps had been revealed in official records, documents, responsibilities and oversight. In her view, this demonstrated the need to ensure that governance and documentation were sound before building further initiatives.

Ashley said that, in principle, MI could both increase and improve its foundational work and forward-looking initiatives in parallel, but only if sufficient capacity existed. He noted that additional staff support would be required to make this realistic, as he was already working at full capacity and could not take on any more.

Jon said he thought that MI was spending an inordinate amount of time refining Bylaws and other documents without obvious practical benefit. While he accepted that foundations mattered, he argued that ExComm should focus more directly on agreed strategic goals, particularly strengthening the global Mensa brand.

Jo partly agreed with Jon but distinguished between MI and the NMs. She said MI primarily served as a support and framework body, so there was clear value in ensuring that its policies, processes and documents were robust and usable by NMs. She cited safeguarding as an example of an area where a clear international framework could support local implementation.

Sorana agreed and said MI was still addressing major foundational gaps. With 43 full NMs and around ten additional entities, documentation remained unreliable in many areas. She argued that, while brand promotion and licensing revenue were important, MI was not yet adequately supporting and overseeing what already existed across countries.

Jovana said she accepted those concerns but did not see them as a reason to delay more ambitious brand work. She argued that MI should leverage its strongest NMs while addressing administrative gaps in parallel. Otherwise, if it spent several years only addressing deficiencies, it risked stagnation, with no new revenue, limited added value, and continued reliance on membership fees as its sole income stream.

Eivind said the way forward should be both clear and balanced: MI needed to address longstanding weaknesses while also pursuing future-facing initiatives such as licensing and new revenue streams. He added that increased income would in turn support additional staffing and capacity.

Mel made two points. First, they said the organisation was facing a "spaghetti moment", with many possible initiatives but no clear prioritisation, citing Fujifilm sponsorship as an example of a potentially attractive but time-consuming and uncertain project. Second, they cautioned against underestimating the value of the work being done to refine the Constitutional and Bylaws. Drawing on experience in Mensa Germany court cases, they said disputes often turned on precise wording and GDPR compliance, meaning weak documents could become a serious risk if challenged.

Visibility and the 80th Anniversary

Robin highlighted a structural communication gap between MI and the NMs, which was leading to duplicated work, fragmented branding and reduced global impact. She cited the 80th anniversary logo as an example, noting that both MI and BML had taken sensible steps independently, but without advance visibility there was a risk of multiple versions of the Mensa brand appearing in public. Robin said the issue extended beyond the logo itself. The public perceived a single global Mensa brand rather than separate national entities, so inconsistent messaging and parallel initiatives diluted recognition and wasted effort. She therefore stressed the importance of stronger two-way communication between MI and the NMs, particularly on brand-sensitive initiatives.

Jon said the 80th anniversary should be a major global brand opportunity capable of generating media attention, but it remained unclear who was responsible for promoting it. He argued that the core problem was lack of ownership and suggested creating a concise project plan defining responsibilities, deliverables and timelines.

Peter said communication was only one of several areas where MI needed improvement, and we should move forward pragmatically rather than risk overcomplicating matters. He also noted that SMAC's survey report contained several recommendations that could deliver quick improvements if implemented decisively.

Peter added that MI needed to increase its positive impact across all NMs, not only the largest ones, and should work to diversify income. He said too many NMs currently perceived MI as more of a burden than a source of value and argued that the organisation should prioritise strengthening its relevance and reputation as a helpful international body.

Robin asked who had been responsible for informing the NMs about the anniversary logo, noting that the uncertainty itself illustrated the broader issue of unclear ownership. She said the example demonstrated the need for both stronger infrastructure and clearer delivery responsibilities.

Jo said Peter's earlier point resonated. She noted that the three largest NMs were represented on ExComm, yet those organisations – including BML – often operated with a strong sense of autonomy. She emphasised that this was the reality and that it made communication between the largest NMs and MI particularly important.

Robin observed that there appeared to be a persistent sense of separation, with MI, AML and BML sometimes behaving as if they were distinct entities. She said this was not how the organisation was intended to function and that such perceptions reinforced a fragmented identity.

Jon said NMs valued their autonomy but would generally adopt useful international resources rather than duplicate work. He argued that this was where MI could demonstrate value – by producing practical tools and frameworks that NMs could readily use.

Jovana added that different NMs required different types of support. For some, it was sufficient that MI took ownership of an issue and delivered a solution, while others benefited more from concrete tools such as ready-made resources or technical infrastructure. She said support therefore needed to be flexible rather than uniform.

Jovana also observed that, although internal stakeholders sometimes saw Mensa as fragmented, the outside world generally did not notice these distinctions because Mensa's public visibility remained limited. She suggested that MI should continue improving internal coordination while also pursuing external brand-building initiatives.

Mel stressed that MI needed to act earlier in its planning cycles. When central materials such as logos were delayed, NMs naturally developed their own versions, creating inconsistency and frustration. They noted that major milestones were predictable well in advance and that key assets should therefore be prepared earlier.

Jo added that the public generally encountered Mensa through NM organisations, so different national branding expressions were unlikely to cause immediate confusion. Nevertheless, she said coherent international branding remained important for long-term positioning and consistency.

Member Experience & the Members Website

Ashley said that he and Alex had developed the public-facing website to make Mensa more attractive to the outside world, stimulate curiosity and encourage more people to take Mensa tests. He added that the social media initiative underway would further increase visibility, and said he was keen to explore sponsorship and partnership opportunities to raise Mensa's profile and generate non-dues revenue.

Ashley noted that significant work remained on the Members area of the website. He said Alex would redesign it to align visually with the public-facing site, which required deeper familiarity with the Drupal back-end and administrative systems. He emphasised that Mensa owed its existing members a positive and engaging online experience, and that satisfied members were more likely to return to the site to access services and promote Mensa to others.

Jovana said she did not believe that investing substantial time in the Members area would significantly drive growth. In her view, the Members section primarily served existing members and would not materially increase visibility or attract new members.

Ashley said he disagreed, arguing that a poor Members website could damage Mensa's reputation. He noted that if members encountered an unattractive or unreliable platform, this would influence how they spoke about MI to others, and said that improving the member experience was therefore very important.

Jovana acknowledged the importance of a functioning Members area but reiterated that she did not consider it a major driver of growth, noting that most members interacted primarily with their NM platforms rather than the international website.

Ashley responded that improving services for existing members had always been a key priority. He said a strong member experience reinforced positive perceptions of Mensa and encouraged members to promote the organisation through their own networks.

Sorana agreed with Ashley, adding that Mensa should focus on delivering value to existing members before concentrating too heavily on external growth.

International Perspective

Robin said the discussion had been wide ranging but valuable, and she commended the three NM representatives for balancing national perspectives with their international responsibilities.

She reminded the group that, apart from those national representatives, ExComm members did not sit at the table as delegates of their own countries. She encouraged everyone to remain mindful of the need to think and act from a genuinely global MI perspective.

Mel noted that the Asian perspective was currently underrepresented in ExComm's discussions. They said they lacked sufficient visibility into the needs of Asian NMs and therefore found it difficult to assess what support MI should prioritise. Mel recalled that there had previously been an idea to revisit representation structures following the IBD, but that discussion had not yet taken place.

MI Communications

Jovana said the membership database work illustrated a broader issue with communication style. She argued that reports should be more concise and easier to digest, noting that the International Membership Database (IMD) Task Force output had been difficult to read due to its length, and that the "Motion 25–42 Next Steps" document would have benefited from a clear executive summary.

Ashley replied that he had intended to include such a summary but had completed the full report only the day before going into hospital and had run out of time. He explained that the document had been deliberately detailed to set out what implementing Motion 25–42 would require, distinguish the mandate from legal and data-protection constraints, and ensure that risks and dependencies were clearly documented.

Jovana clarified that her point extended beyond the absence of a summary. She said many reports followed a "funnel" structure that described the full process before reaching the conclusion. For time-limited volunteers, she suggested that a "pyramid" approach would be more effective, presenting the key conclusion first and then the supporting detail.

Ashley said that had also been his intention. He noted that ExComm had previously been criticised by the IBD for insufficient transparency, and that the fuller report had been designed to demonstrate due diligence and provide a full and frank overview of the situation, while also offering a much shorter summary for those with limited time or lower interest in the subject matter.

Sorana said that, even from her perspective, the format could sometimes be difficult to work through and that NM chairs might find the material more useful if the main conclusions were clearer.

Jo said the two approaches were not incompatible, noting that a well-written executive summary could convey the key message quickly while leaving the detailed explanation available for those who wished to examine it.

Ashley acknowledged that he tended to be overly thorough and detailed in his reports, partly due to his nature and partly because the events of the previous March had made him cautious about ensuring that risks, reasoning and processes were fully documented.

Robin said the situation had improved significantly in the year since the previousMarch. She noted that even some of ExComm's strongest critics at the IBD were now satisfied with the level of transparency, largely due to Ashley's work, and she encouraged him not to place unnecessary pressure on himself.

Action point – Eivind to focus Development effort on the most consequential cases rather than attempting to address all outstanding issues at once.

Action point – ExComm to consider structural options for supporting the Development function, including staff support, ad hoc volunteer support and other flexible models.

Action point – Eivind and Ashley to ensure that the testing materials inventory spreadsheet is maintained and updated as future distributions occur.

Action point – ExComm to review the relevant role descriptions or guidance for internationally elected officers and determine whether they should be formally empowered to appoint assistance on an ad hoc basis.

Action point – All IEOs to review their remits and assess whether their official job descriptions remain accurate and appropriate or require amendment.

Action point – Ashley to ensure that, once revised remits are approved, they are published on the Members website to give future candidates clearer information about the roles.

Action point – ExComm to reassess priorities and ensure that time and effort are focused on initiatives that deliver clear added value to both NMs and MI.

Action point – ExComm to strengthen two-way communication between MI and the NMs, particularly on brand-sensitive initiatives and other projects requiring early coordination.

Action point – Robin to liaise with Alex to circulate the 80th anniversary logo to all NMs.

Action point – ExComm to establish clear ownership and a coordinated global plan for the promotion of Mensa's 80th anniversary.

Action point – ExComm to develop a more proactive planning cycle for major MI initiatives, including logos, PhotoCup themes and anniversary materials.

Action point – ExComm to identify practical ways for MI to demonstrate clearer added value to NMs through usable resources, support and timely delivery.

3. Key Project Updates

Membership Database

Ashley reported that MI was awaiting feedback from external legal counsel on the latest draft of the combined Service Agreement and Data Processing Agreement.

Eivind added that the new database system would support automatic approval of user registrations and automated handling of membership expiry and renewals, while retaining a manual fallback option. For security and performance reasons, it had been deployed as a standalone, restricted-access environment.

Eivind further reported that Mensa Germany had agreed to serve as the first pilot NM. Marc-André Kaiser, acting as Mensa Germany Membership Manager, was leading the testing phase using his experience with the oomi solution. He said initial testing focused on CSV upload and re-upload processes using dummy data, followed by verification of integration with the member website, including registration, expiry and renewal workflows.

Adaptive Testing

Jovana provided an update on ongoing Adaptive Testing (AT) negotiations with Scrambled Adaptive Matrices (SAM) owner Balázs Klein and former International Supervisory Psychologist (ISP) Kristóf Kovács. She said discussions were focused on clarifying the pricing structure for each NM that had expressed interest, including whether elements such as translation of instructions and on-screen interface components would be included.

Jovana asked how the test was currently being used in BML and whether it was being applied for admission purposes.

Jo confirmed that BML was using the test with remote proctoring and that candidates could book it through the website as part of the admissions process.

Jovana noted that she had understood the ISP to have approved the test only for supervised testing.

Jo replied that the UK approach still involved supervision, although it was conducted remotely rather than in person.

Jovana said she believed the ISP had previously indicated, including at the last IBD meeting, that fully unsupervised remote testing was not acceptable and that the current situation therefore required clarification.

Jo explained that BML had tested the system extensively with around 130 members and had reported the results. The test had also been subjected to deliberate attempts to cheat. She said that, although the system was not entirely foolproof, neither were traditional testing methods. She added that the MachineLearning platform offered several levels of supervision, combining AI monitoring with human review, and that BML was currently using a mid-level option in which suspicious behaviour was flagged during the test and reviewed afterwards by a human observer.

Jo added that traditional UK classroom tests had become widely available online, including answer keys, and argued that the new online system would be a lot more robust. Jo noted that BML continued to offer classroom testing alongside the online option, partly because not all candidates were comfortable with the technological requirements.

Jovana said that if the test was being used for admission, it was important to confirm that the ISP considered this acceptable; otherwise, other NMs might reasonably expect the same permission. She suggested clarifying whether the ISP's earlier position still applied and, if necessary, what conditions would be required for approval.

Jovana concluded that she would clarify outstanding technical points with Balázs Klein and reiterate that MIL would not act as a central contracting hub. Instead, separate agreements would be concluded directly with each participating NM.

Action point – Jovana to continue negotiations with Balázs Klein and Kristóf Kovács regarding Adaptive Testing pricing and technical arrangements, including clarification of the pricing structure and translation requirements for participating NMs.

Action point – Jovana to clarify that MIL will not act as a central contracting hub and that agreements will instead be concluded directly with each participating NM.

Action point – Eivind to request that the ISP review the remote proctoring arrangements used by BML and determine whether her previous assessment regarding remote supervision should be updated.

4. Outstanding Action Points

Action Points Review

Robin said she would review the full list of action points outside the meeting and prioritise, revise or delete items depending on their current status. Rather than reviewing them one by one during the meeting, she would follow up with ExComm members individually.

Note: Robin nevertheless selected a few items for discussion, which are summarised below.

80th Anniversary Preparations

Robin said that no clear international plan had yet been announced, although individual NMs and volunteers, in addition to Alex, were already undertaking initiatives such as producing videos

and other promotional activities. She added that a previous idea to organise contests throughout the year, mentioned by the previous International Chairman, had not progressed.

Jovana reported that she had met with Mensa Romania chairman Andy Jugănăru the previous week to discuss both the anniversary and preparations for the IBD. She said Andy was taking the public relations aspect seriously and had engaged a dedicated PR agency to support communications and media coverage during the IBD.

Jovana added that, as some funds remained available in the budget, she would be willing to allocate part of them to support the PR initiative. However, she stressed that this would only be worthwhile if sufficient content was available to promote.

Jovana suggested that MI should make greater use of its social media presence and the accounts that had recently been restored to promote activities leading up to the IBD, with the 80th anniversary as the central theme. She noted that there was still time before the event but that developing suitable content early would be essential.

ExComm agreed that coordination would be important to avoid confusion. It was suggested that the PR agency should work closely with Alex, who was responsible for marketing at MI, and that he should coordinate the communications aspects of anniversary-related activities.

Management & Access to the List of Expelled or Sanctioned Members

ExComm discussed the difficulty NMs faced in identifying applicants or event participants who had previously been expelled or sanctioned by another NM.

Robin noted that the only list of expelled members was currently stored in the IBD Confidential space on the Hub, accessible only to IBD NatReps. She pointed out that this arrangement was impractical, particularly for larger NMs where membership admissions were handled by staff rather than NatReps. In such cases, the person processing applications would not normally ask the NatRep to check the IBD Confidential area.

Peter suggested that the list should instead be stored in a secure location where access could be controlled but also granted to designated individuals within each NM. He said NatReps could decide who should have access, such as staff responsible for admissions or other designated officers.

Mel added that the issue extended beyond membership admissions to participation in events. They noted that expelled members might attempt to attend gatherings organised by other NMs. While this could not be entirely prevented – particularly for smaller events – NatReps could grant access to appropriate event organisers where necessary.

ExComm agreed that the most practical solution would be to maintain the list in a secure location with controlled access permissions and a clear record of who had been granted access.

Submission of Statutory & Financial Information by NMs

Jovana said she had decided not to pursue the collection of statutory or financial reports from all NMs. She explained that reviewing such information from approximately 45–50 NMs would be highly complex, as they operated under different financial years, accounting standards, currencies and reporting formats, and that MIL was neither structured nor resourced to analyse such data.

Jovana also questioned the purpose of collecting the reports. She noted that NMs were independent legal entities subject to their own jurisdictions and that MI did not have authority to review their financial statements. Even if the reports were collected, they would be difficult to interpret meaningfully.

Jovana added that targeted requests could still be useful in specific circumstances. For example, an NM might be asked to provide relevant information if questions arose regarding compliance with MI Bylaws, particularly where membership numbers approached the threshold for ExComm representation.

Ombudsman's Remit & Acts Inimical to Mensa

ExComm discussed the lack of clear procedures allowing the International Ombudsman to initiate action in cases involving potential acts inimical to Mensa.

Sorana noted that, although the Bylaws contained provisions relating to acts inimical to Mensa at an international level, they did not clearly define how such procedures should begin. This created difficulties for the International Ombudsman, who was not a member of the IBD and therefore lacked a clear mechanism for escalating cases.

ExComm agreed that both the Ombudsman and relevant IEOs should have the ability to initiate the process under the Bylaws, subject to appropriate safeguards such as the right to a hearing. However, the current governance framework did not clearly describe how such a process should be formally initiated.

ExComm concluded that it would be useful to develop a clear modern procedure describing how alleged acts inimical to Mensa should be handled at the international level. It was agreed that relevant individuals, including the International Ombudsman, should collaborate to identify the required procedural framework and propose any necessary amendments.

Action point – Robin to review the full action point list outside the meeting, prioritise or remove items where appropriate and follow up individually with ExComm members.

Action point – Robin to ask Andy Jugănăru to ensure that the PR agency engaged for the IBD coordinates closely with Alex on communications and publicity relating to the 80th anniversary.

Action point – Robin to work with Alex to clarify coordination and communication arrangements for international 80th anniversary activities.

Action point – Robin to define and implement a secure, controlled-access location for the list of expelled or sanctioned members.

Action point – Ashley to establish a record-keeping system to track which individuals within NMs have been granted access to the list of expelled or sanctioned members.

Action point – ExComm / relevant officers to develop a clear procedural framework for handling alleged acts inimical to Mensa at the international level, including the role of the International Ombudsman and how such cases can be formally initiated.

5. Strategic Planning

Strategic Planning Approach

Robin emphasised that strategic planning should be a central focus of ExComm's work. She noted that several sources of strategic input already existed, including both past and current work of the Strategic Management Advisory Committee (SMAC), the priorities agreed by ExComm in the previous year, and more recent ExComm discussions.

She observed that Mensa's mission was already clearly defined in the Constitution and did not require reconsideration. Instead of developing aspirational vision statements, she suggested that ExComm should concentrate on identifying a small number of practical strategic priorities for the coming years – extending beyond the current ExComm term, but without projecting too far into the future.

Role of SMAC & Defining Priorities

Jovana proposed that ExComm should not begin by drafting new strategic language, but should instead review the quantitative analysis produced by SMAC and respond to the committee's request for direction. She suggested identifying key priorities and "quick wins" arising from the SMAC report, and then asking SMAC to continue developing its work on that basis.

Jo cautioned against becoming too prescriptive, observing that messaging or branding approaches might be received very differently across cultural contexts. She suggested that MI could achieve a quick win by publishing an annual "State of Mensa International" report focused on describing the organisation's actual activities, rather than attempting to redefine its purpose.

Peter agreed that ExComm should identify priorities and communicate them to SMAC, while allowing the committee to continue its analytical work.

Jon added that, once priorities were defined, responsibility for implementation should be assigned to the appropriate teams rather than remaining with SMAC.

Emerging Strategic Themes

During the discussion, ExComm identified several themes that appeared to align with earlier strategic work.

Jovana noted that the ideas emerging from the SMAC analysis closely matched the "transformation" pillar from the draft strategy prepared in November 2024. This included both internal transformation – improving organisational processes and support to NMs – and strengthening Mensa's global brand.

She suggested that MI should also actively gather and share content from NMs to highlight activities taking place around the world.

Robin summarised that two main priorities appeared to be emerging: improving the internal functioning of MI and increasing external visibility and communication so that Mensa was better recognised and understood globally.

Role of MI in Supporting NMs

Several members of ExComm emphasised that MI's primary role was to support and connect NMs rather than attempt to direct their activities.

Robin noted that MI did not itself run programmes such as gifted youth initiatives but supported NMs that do so.

Mel argued that MI should focus on connecting NMs and sharing successful initiatives between them.

Jo supported this approach, suggesting that MI could facilitate knowledge exchange between NMs – for example through shared resources or volunteer management templates – while communicating externally about successful initiatives taking place within different countries.

Ashley reported that the Gifted Youth Committee (GYC) was already working on a repository of resources that NMs could share and build upon. He also noted that the committee intended to work more closely with the social media teams to highlight initiatives taking place in different countries.

Mel added that the International Volunteer Network Committee (IVNC) was developing a knowledge base and an ambassador programme to improve communication between NMs.

Peter said that a strong IVNC could create significant value by enabling NMs to share successful practices with one another.

Committee Coordination

Ashley observed that several committees – including SMAC, the GYC and IVNC – were undertaking valuable work but were not communicating sufficiently with one another.

Sorana agreed, noting that some older committees had cross-participation arrangements, while newer committees did not. She suggested introducing similar links between committees so that information and experience could be shared more effectively.

Mel supported the idea, noting that such cross-participation could be implemented easily.

Ashley said this did not need to be recorded as a future action point, noting that the GYC was meeting again the following Tuesday and suggesting that the Chair of IVNC simply be invited to join the meeting.

Mel said they would do so and copy Ashley and Sorana.

Technology & Organisational Capacity

Eivind suggested that although Mensa was not an IT organisation, many of its activities depended on technological systems. He therefore proposed that IT infrastructure should be considered as part of the strategic framework, particularly regarding systems that supported international committees and cross-national collaboration.

He noted that current systems often operated in a fragmented way and that a more integrated approach could reduce inefficiencies and administrative burdens.

Ashley added that this highlighted the need for dedicated IT responsibility within the organisation. While volunteers such as Eivind contributed significantly, relying entirely on volunteer capacity created operational risks (e.g., if Eivind chose not to run again as Director of Development in the next elections).

Peter noted that some frustration among NMs stemmed from the delays in the membership database project following the earlier oomi issues. He said it was important that the system be completed so that the expected benefits could be delivered.

Ashley responded that the project was progressing as quickly as possible but required contractual, legal and governance work in addition to technical development. These were mandatory requirements and could not be bypassed; neither could shortcuts be taken for convenience.

He added that he and other ExComm members were already operating at high capacity and that the underlying issue was not a lack of awareness of priorities or understanding of what needed to be done, but the limited time and manpower available to implement and deliver on such a broad range of initiatives.

Three Strategic Priorities Agreed by ExComm

The three strategic goals on which ExComm agreed were as follows:

- Promote Mensa's activities, image and brand on a global scale.
- Facilitate and promote knowledge sharing between national and international volunteers.

- Provide adequately robust IT infrastructure to support connections and interactions between national Mensas, volunteers and members.

Note: IT, staffing and operational support were scheduled for further discussion under the next agenda item.

Action point – Robin to review the SMAC report and ExComm discussions and confirm a limited number of strategic priorities to guide SMAC's continued work.

Action point – ExComm to identify and prioritise potential "quick wins" from the SMAC report.

Action point – ExComm to encourage stronger coordination between committees, including cross-participation where appropriate.

Action point – GYC (via Sorana and Ashley) & Social Media Teams (via Alex and Vanessa) to develop mechanisms for highlighting GY-related initiatives taking place in different NMs through MI communication channels.

Action point – ExComm to continue exploring options for strengthening MI's IT infrastructure and long-term technical capacity.

Action point – Mel to invite the Chair of the IVNC to attend the next GYC meeting and copy Ashley and Sorana.

6. MI Office Staffing

Decision on Staffing

The main discussion on MI Office staffing was held in closed session without Ashley present. After extensive discussion, ExComm agreed that the most effective structure going forward would be to have two directors of equal status but with clearly distinct responsibilities: a Director of Operations (Ashley) and a Director of Corporate Services (a new full-time staff position).

When Ashley rejoined the meeting, he was informed of the decision and asked for his opinion. He said he thought the proposal made a lot of sense and that he would spend time that evening considering how the arrangement could work in practice. The following day, Ashley presented a first draft of a side-by-side task scope for the two roles, designed to clearly separate responsibilities and avoid overlap. He suggested that the following role definitions would immediately help to distinguish between the two positions:

- DOO – operational steward of the Society
- DCS – operational steward of the Company

Ashley's document was presented as a working draft requiring further feedback and refinement. ExComm agreed that it provided a solid foundation for developing the formal DCS job description.

Identified IT Governance & Capability Gap

Ashley flagged a broader strategic concern: under the emerging staffing model, MI would lack clear operational ownership of IT infrastructure and coordination. He warned that reliance on individual expertise (notably Eivind's) created institutional risk.

Eivind agreed that MI lacked a coherent IT policy and outlined multiple unresolved questions, including:

- outsourcing vs in-house capability
- vendor strategy
- volunteer vs paid services
- data protection and storage practices
- security requirements (e.g., two-factor authentication)
- long-term continuity risks

He emphasised that previous volunteer-led tools had been lost when individuals stepped down.

Strategic Perspective on IT

Eivind stressed that IT was not MI's core business and recommended:

- buying products rather than building them
- employing someone competent enough to manage vendors
- avoiding creation of an in-house development function

Robin broadly agreed the gap was real but suggested the work was important yet not urgent, placing it in the "get our house in order" category for longer-term attention.

External Expertise Option

Jo suggested MI could engage independent IT consultants (without vendor conflicts) to:

- assess organisational needs
- translate requirements into technical specifications
- support vendor selection

Jo said this was a potentially viable model for bridging the expertise gap.

Platform Standardisation & Tooling Discussion

A practical discussion followed on whether MI should standardise around an existing ecosystem (e.g., Google Workspace or Microsoft).

Key points included:

- MI already used Google tools
- licensing all volunteers would carry modest but real cost

- standardisation could solve many coordination issues
- some specialised needs might still remain unmet
- policy clarity was currently lacking

There was no final decision, but general acknowledgement that a coherent platform strategy was needed.

AI & Future Process Improvement

It was noted that:

- AI/chatbots could be used to reduce support MI workload
- template-driven responses could be expanded now
- process improvements should accompany any staffing changes

Overall Conclusion

The discussion indicated broad agreement that:

- the support workload issue was real
- IT governance was fragmented and risky
- structural and policy clarity was needed

Robin said she viewed these as important but not immediate priorities, with further development and structured follow-up required before concrete decision-making and implementation.

Action point – Eivind to begin outlining considerations for a future IT policy framework.

Action point – ExComm to consider, at an appropriate stage, whether independent external IT advisory support (e.g. from a consultancy) would be beneficial.

Action point – ExComm to revisit longer-term standardisation of MI collaboration tools and platform licensing once immediate database priorities have been addressed.

7. Status of Appointee and Committee Remits from Bylaws

HONORARY POSITIONS

Proposed remit revisions: None.

INTERNATIONAL OMBUDSMAN

Robin asked ExComm to confirm whether the remit of the International Ombudsman needed adjustment to ensure there was a clear international-level process for serious disciplinary matters,

ideally without requiring constitutional amendments because of the time involved. She asked the group to identify what wording changes, if any, were actually necessary.

Mel observed that the Ombudsman reportedly handled around 40 cases and questioned whether one person was sufficient. They suggested introducing more flexibility in timelines, including allowing at least a one-month timeframe where appropriate.

Jovana wondered whether the focus should be on reducing the number of complaints rather than expanding capacity and asked for visibility on the most common types of cases.

Sorana described the kinds of complaints the Ombudsman typically received: allegations of unfair treatment by NM boards, disputes at international events, or complaints about international officers.

Robin and **Peter** remarked that as Mensa grew and international interaction increased – including through international events – the number of complaints would likely rise and should be regarded as a natural consequence of growth.

Jon warned that appointing multiple Ombudsmen could encourage "forum shopping", with complainants seeking a different answer from a different Ombudsman.

Robin emphasised the need for consistent case allocation.

Eivind asked how many complaints should have been stopped at national level.

Jon supported this point and proposed a process whereby the International Ombudsman could reject out-of-scope matters quickly.

Sorana gave an example of receiving a complaint about a regional election within a NM and questioned why such an issue had reached the international level.

Jon referred to the remit wording stating that the International Ombudsman mediated disputes at the international level – meaning matters not internal to a single NM – and argued that local election complaints should therefore be rejected immediately.

Jo suggested ensuring that every NM had a clear national appeals process so members could challenge decisions nationally – for example through a national Ombudsman and then the NM board – with that process constituting the final step. She added that BML had previously been advised, from an insurance perspective, not to become involved in disputes between individuals, except where the complaint concerned improper behaviour by a Mensa officer acting in their official role.

Robin noted that the Hearings Panel remit was relevant because the Ombudsman was a member of that panel. She said the Hearings Panel remit appeared to cover disciplinary matters and DIM requests, which might already provide the mechanism needed for international-level disciplinary decisions, including expulsions, with the Ombudsman involved. She reiterated that local matters should normally be directed back to national channels and that national-level issues were part and parcel of operating a NM.

Jovana asked for examples of valid complaints that should reach the International Ombudsman.

Robin gave a recent example involving alleged improper conduct by a national hearings committee. The matter was ultimately treated as outside MI's authority to direct a NM and was effectively rejected.

Jovana suggested that typical international-level cases should normally involve cross-border issues – such as disputes arising at international events in another country – or complaints involving international officers.

Robin cited a case in which an international officer had taken action regarding a member and complaints had then been then filed against that officer, which she considered a clear example of a dispute at the international level.

Jovana suggested that a large proportion of the Ombudsman's workload might consist of out-of-remit complaints. She proposed defining a clearer process to distinguish which complaints qualified, including standard response wording.

She recommended developing guidelines in the form of a simple decision tree – for example, directing certain types of complaints back to national level, routing others elsewhere, and identifying those appropriate for the International Ombudsman. She also suggested explicitly stating that the International Ombudsman was not an appeals body for members dissatisfied with decisions taken by their NM.

Sorana raised a difficult edge case – alleged election fraud within a NM – and asked where members should turn if national mechanisms failed, noting that some disputes in the United States had escalated to litigation.

Jon pointed out that Mensa's "acts inimical" concept could penalise members for going to court before exhausting internal remedies, so clarity was needed about what matters could be escalated to the international level.

Mel commented that they had already seen the Ombudsman redirect national disputes back to national channels and believed the Ombudsman handled scope appropriately. However, they worried that if members had no independent avenue beyond the national level, they might go directly to court. They suggested that an independent view from another country might sometimes help de-escalate disputes.

Eivind cautioned that creating an international review channel might simply shift the problem rather than solve it, as determined complainants could still pursue litigation.

Jovana asked whether an international officer intervening in a national dispute would have any authority or binding effect; otherwise the process might become time consuming without producing meaningful outcomes.

Peter replied that the Ombudsman's practical powers were limited to mediation and issuing opinions, with no binding authority over courts. He emphasised that the remit wording confined the International Ombudsman to matters not internal to a single NM.

Sorana suggested that in national election disputes the Ombudsman might simply inform ExComm that a complaint existed, but should not investigate or rule on it.

Jon stressed the distinction between the Ombudsman and the Hearings Panel. The Ombudsman's role was mediation, while the Hearings Panel determined whether rules had been breached and imposed sanctions. Mixing these roles could create confusion and conflicts.

Jo proposed a principle from UK disciplinary practice – appeals should focus on whether due process was followed rather than rehearing the entire case – which might be useful in defining any international review role.

Eivind referred to wording in the Model Constitution, which stated that if a national Ombudsman could not resolve a conflict, or if no national Ombudsman existed, the national board could refer the matter to the International Ombudsman. He noted that some NM constitutions already contained this wording.

Peter said it was unfortunate that this anomaly had not been identified earlier, as it created a fundamental distinction: either the International Ombudsman handled only international matters, or they could also receive unresolved national disputes. He opposed the latter, noting that it was unrealistic for the International Ombudsman to investigate national-level details.

He suggested resolving the contradiction by clarifying that if matters were escalated from national level, the International Ombudsman's role should be limited to reviewing whether due process had been followed, not reconsidering the substantive facts.

Note: During the lunch break, Peter gave Ashley a draft that he thought would help to clarify the issue:

> "If a national dispute is elevated to the International Ombudsman, the only issue that will be considered at the international level is whether due process was followed at the national level."

Ashley has since suggested a variation of Peter's wording:

> "If a dispute arising at the national level is referred to the International Ombudsman, the International Ombudsman's review shall be limited to determining whether due process was followed at the national level."

Jon also identified a governance gap, asking what would happen if an International Ombudsman acted improperly – for example by breaching confidentiality – and suggested that the remit or related documents should include a clear removal mechanism.

Robin said ExComm needed to check where removal powers for international appointees were defined – possibly in the Constitution or Bylaws – and whether the IBD could revoke such appointments.

Jovana proposed researching how international sports associations handled dispute resolution and internal arbitration processes, with the aim of identifying stronger models that Mensa might adapt. She said she would share information with Ashley, after which the group could assess feasibility and potentially consult legal advisers.

Eivind noted that the Model Constitution included provisions for the removal of a national Ombudsman and suggested ensuring national constitutions aligned with that model.

Jon added that the appointment and removal processes for the International Ombudsman and other international appointees also needed clarification.

Eivind said he had located a Bylaws clause allowing ExComm to remove its own appointees but had not found equivalent wording for IBD appointees such as the International Ombudsman, which required further checking. He added that the Constitution contained specific wording allowing the IBD to remove the International Ombudsman for malfeasance or misfeasance with a two-thirds majority of the full board.

Action point – Robin to ask the International Ombudsman to provide statistics for the past year indicating how many complaints concerned matters that should have been handled at national level and how many complainants had exhausted all national avenues of redress before approaching the International Ombudsman.

Action point – ExComm to review and agree final wording clarifying the International Ombudsman's remit regarding disputes escalated from national level and prepare an IBD motion if a formal amendment is required.

Action point – ExComm to review MI governing documents to confirm the procedures for removal of the International Ombudsman and other international appointees.

Action point – Jovana to send Ashley links and notes on dispute resolution and arbitration models used by international sports associations.

Action point – Ashley to review the materials received from Jovana, discuss them with ExComm, and if appropriate seek legal advice on whether similar mechanisms could be adopted within MI.

Action point – Ashley to prepare a consolidated document summarising recent ExComm and IBD discussions on MI involvement in national affairs and related governance questions.

HEARINGS PANEL

Robin opened the discussion on the Hearings Panel, observing that although it was formally described as an IBD-appointed body, its current composition was effectively fixed in practice. She noted that the panel presently comprised the DOA, the International Ombudsman and the Executive Director, and said this arrangement needed reconsideration.

Sorana argued that the Ombudsman should not sit on the Hearings Panel.

Jon raised a broader concern about conflicts of interest, asking what mechanism existed if one or more panel members were prejudiced and an impartial decision maker was required.

Robin referred to a recent case in which the Hearings Panel members had recused themselves and the clause allowing the panel to co-opt additional members had been used. She explained that replacements had effectively been agreed informally and questioned whether the current wording was robust enough to cover such situations.

She also asked what would happen if a complainant believed a panel member could not act fairly but that person refused to step aside. She noted that under the current rules there was no formal mechanism to compel recusal, even in cases of clear personal connection, which she considered a significant weakness.

Eivind cautioned against creating an overly complex "jury challenge" system but suggested examining how other organisations handled similar situations.

Jon described the AML approach, which used a predefined hierarchy of eligible individuals and allowed challenges to panel members, although he noted that the system had sometimes become cumbersome. He said the existence of an ordered list nevertheless had advantages.

Robin responded that the current structure would need revision in any case, particularly given uncertainty around some existing roles, and said she was open to alternative selection mechanisms.

Jon raised another concern about the current configuration: the possibility that a panel member might be required to adjudicate a matter involving their own reporting line. He asked what would happen if Michael, or now Ashley, were sitting on the panel but had to judge a case involving their direct supervisor, the International Chairman.

Robin agreed that this was an important point.

Sorana repeated her view that the Ombudsman should not sit on the Hearings Panel because complaints could of course involve the Ombudsman.

Eivind replied that historically the panel had mostly handled DIM appeals following expulsions by NMs rather than complaints against the Ombudsman, but agreed that the structure should anticipate a wider range of scenarios.

Robin suggested moving away from a fixed composition and instead allowing a flexible pool of experienced Mensans from which a panel could be formed, depending on the circumstances of each case.

Jovana asked who would determine the membership of such a pool.

Robin questioned whether appointments should be made by ExComm or the IBD and noted that convening the full IBD each time a panel was needed would be impractical.

Eivind suggested a jury-style approach in which panel members were drawn from among IBD members for each case.

Ashley proposed assigning numbers to IBD members and selecting panel members randomly – for example by drawing numbers during a Zoom call open to any IBD member who wished to observe the process.

Note: During the coffee break, Ashley mentioned that he owned a small bingo-style tombola that could provide an even more transparent method for the draw.

Robin asked how situations would be handled if a randomly selected member had a conflict of interest or was otherwise unsuitable.

Eivind suggested that selected individuals could simply recuse themselves.

Robin agreed the proposal had merit but said the system should include a formal conflict-of-interest rule requiring recusal where appropriate, rather than relying solely on voluntary withdrawal. She suggested combining the pool approach with a mechanism allowing replacements to be selected where necessary.

Jon suggested also allowing limited challenges to proposed panel members, after which additional names could be drawn.

Ashley noted that involving the IBD in the selection process would likely be well received from an inclusivity perspective. He noted that individuals should also be able to decline participation voluntarily for personal or other reasons.

Jon summarised the emerging model: create a pool of IBD members, randomly select three panel members for each case, allow limited challenges from the parties, and redraw as necessary until the panel was constituted.

Robin supported the approach, suggesting that the number of challenges should be capped to prevent abuse. She concluded that the proposal appeared to resolve several structural issues and asked for draft wording to be prepared.

Jon then raised a related governance question: although the Bylaws allowed ExComm to remove its own appointees, it was unclear whether equivalent removal wording existed for IBD appointees such as the International Ombudsman.

Eivind confirmed that the Constitution contained a removal mechanism for the International Ombudsman requiring a two-thirds vote of the full IBD, and the group acknowledged that the necessary authority therefore existed at the constitutional level.

Action point – ExComm to draft revised wording for the Hearings Panel composition and selection mechanism based on a pool-and-random-draw model, including conflict-of-interest and challenge provisions.

Action point – Ashley to prioritise providing ExComm with a summary of the section of the minutes covering the Ombudsman and Hearings Panel remits.

INTERNATIONAL STANDARDS COMMITTEE

Proposed remit revisions: None.

INTERNATIONAL AWARDS COMMITTEE

Action point – Robin to consult the Awards Committee and request that it report back with any suggested amendments to the current remit.

Note: Sorana later emphasised the importance of consulting the relevant NM before conferring an award on one of its members. In such cases, the Chair and/or the IBD NatlRep of the member's NM should be consulted in advance, for the same reason that the IBD was consulted prior to making MI volunteer appointments.

MENSA WORLD JOURNAL EDITOR & GUIDELINES

Action point – Robin to reflect on the views and proposals raised by ExComm on this topic, as summarised below, and to take the lead on progressing the actions outlined.

Overall consensus

There was broad agreement that the current MWJ Editor remit was outdated, overly long, and improperly structured. ExComm supported restructuring the material into two distinct components: a concise Editor remit and a separate, comprehensive Publications Policy.

Problems identified

ExComm agreed that:

- The current MWJ remit was excessively long and contained operational detail unrelated to the Editor's role.
- It reflected an earlier era when the MWJ was the primary publication and did not reflect today's multi-channel environment (website, social media, e-newsletter, Hub, etc.).
- It mixed role description with organisational policy, which was conceptually incorrect.
- The current was therefore considered anomalous and not fit for purpose.

Agreed strategic direction

The emerging consensus was to separate the content into two documents:

1. Short, modern MWJ Editor remit

This would:

- clearly define the responsibilities of the appointed Editor
- be significantly shorter and role-focused
- remove detailed operational and distribution material
- reflect current publishing realities

In essence: clarify *what the Editor is responsible for*, not *how Mensa publishes*.

2. Comprehensive Mensa International Publications Policy

There was strong support for creating a broader policy covering all MI publishing activity, including:

- MWJ
- website
- social media
- e-newsletter
- Hub and future channels
- privacy and content standards

This policy would centralise publishing governance in one place rather than embedding it inside the MWJ remit.

Governance approach discussed

The suggested path forward was for Robin to:

- Separate the existing MWJ remit into the two components.
- Draft the new Publications Policy framework.
- Engage IBD at the appropriate stage for approval and to determine:
    - the correct approval level
    - and how easily the policy should be amendable over time.

There was recognition that:

- highly detailed and (possibly fluid) publishing policies would need to be easier to update (and, therefore, the Bylaws may no longer be the most appropriate location); and
- the final home of the policy (Bylaws vs guidelines vs website) needed further consideration.

Conclusion

Support for the split approach was clear and unopposed. ExComm indicated that the proposed changes appropriately reflected the future and the growing complexity of Mensa's media environment.

CONSTITUTIONS REVIEW COMMITTEE

Proposed remit revisions: None.

INTERNATIONAL ARCHIVIST

Discussion focused on whether the current International Archivist role remained fit for purpose. Several members of ExComm observed that the role largely reflected an earlier era when Mensa maintained primarily physical archives. It was noted that MI still held a significant quantity of physical material – particularly in storage at AML – much of which had not yet been digitised, and that responsibility for archiving these materials was currently unclear.

ExComm generally favoured redefining rather than abolishing the role. There was broad support for modernising the remit so that it focused less on passive physical storage and more on the active gathering, organisation, preservation and accessibility of MI's governance and historical records, including contributing to and managing the Motions Database.

It was also suggested that a revised remit should be supported by a formal records management or records retention policy. ExComm agreed that such a policy would be important from both operational and risk perspectives, noting that MI currently lacked a comprehensive framework in this area. Clarifying retention periods, digitisation priorities and access rules were identified as key requirements.

Care was also urged to ensure that any revised Archivist remit did not overlap with the responsibilities of GPAC.

Action point – Ashley to take the lead on drafting a revised remit for the International Archivist reflecting the updated focus discussed, and also to prepare a proposed records retention and archival policy for further review.

COMMUNICATIONS (ICO, NEWS TEAM & SOCIAL MEDIA TEAMS)

The ExComm discussion of the International Communications Officer (ICO), News Team and Social Media Teams highlighted significant structural confusion and the need for a coordinated review of all three remits.

Ashley and **Robin** pointed out that the current ICO remit was fundamentally unworkable. It was described as overly broad and unrealistic for a single volunteer, with responsibilities that did not align clearly with the title. Concern was expressed that the role currently read more like a press or publications contact rather than a true communications function covering social media, e-newsletters and broader messaging. There was also unease about the inclusion of crisis communication and spokesperson duties within a volunteer remit, with strong views that serious media crises should be escalated to ExComm and handled by qualified professionals. The group agreed the remit must be substantially rewritten, narrowed in scope, retitled, and designed to function within a team-based model.

Turning to the News Team, it was noted that the function had evolved over time and was now primarily focused on gathering and disseminating information about NM activities, largely for internal audiences. However, the remit did not clearly define the boundary between internal and external communications, nor how the News Team should coordinate with the Social Media Teams and other communications functions.

Jovana observed that some overlap between internal and external communications was normal, but clearer structure and coordination mechanisms were needed. The News Team remit was therefore also identified as requiring review and tightening.

With respect to the Social Media Teams, the remit was considered appropriately short and generic in principle but currently too vague and insufficiently differentiated from the other communications roles. Due to the way the remit was written, there was uncertainty about whether the primary function was content creation, account management, moderation, or some combination of these. It was suggested that the naming and scope may need refinement, and that day-to-day operational input from Alex should inform the redrafting.

Overall, ExComm concluded that the three areas could not be sensibly fixed in isolation. Instead, the remits for the ICO, News Team and Social Media Teams should be reviewed together to ensure clear boundaries, proper coordination, and a coherent modern communications structure.

Action point – Robin, Jovana and Ashley to work together, in consultation with Alex as appropriate, to draft revised remits for these communications functions and bring a coordinated proposal back to ExComm.

INTERNATIONAL SIGHT COORDINATOR

Sorana indicated that the role was functioning well and did not require major structural change.

However, a potential gap was identified regarding safeguarding and duty of care. It was noted that SIGHT arrangements could involve inherently sensitive hosting situations and therefore carried

some risk. While there was no appetite to overcomplicate the remit, several members of ExComm felt it would be prudent to strengthen the wording to reflect safeguarding awareness.

There was also recognition that detailed safeguarding provisions belonged in SIGHT policy or guidelines rather than in the SIGHT Coordinator remit itself.

Jo suggested that the remit could include a light-touch reference – for example, requiring that appropriate policies be in place – without embedding operational detail.

ExComm agreed that the remit should be reviewed and lightly refined rather than fundamentally rewritten, with care taken to avoid unnecessary complexity.

Action point – Sorana and Jo to review and propose minor updates to the International SIGHT Coordinator remit, consulting as needed with Henkhenk and his team, and ensuring appropriate reference to safeguarding expectations without overcomplicating the role.

INTERNATIONAL SIG COORDINATOR

Proposed remit revisions: None.

Ashley noted that point 1 of the International SIG Coordinator remit stated that the Coordinator should "Publicise the recognised International SIGs on Mensa International's website and other communication platforms, as appropriate". In practice, however, the I-SIG Coordinator worked with Ashley, who would publish recognised and approved I-SIGs on the website, while there appeared to be little or no coordination between the I-SIG Coordinator and the Hub Team, which was de facto responsible for approving the creation of I-SIGs on the Hub.

While this was not considered a serious issue at present, it indicated that the first point of the remit might require revision to better reflect actual workflows and responsibilities. It was noted that any such revision would necessitate closer cooperation between the Hub Team and the I-SIG Coordinator to ensure consistency in the recognition and approval of I-SIGs on the Hub.

It was noted that the matter could become more significant if the number of SIGs and I-SIGs increased substantially as more members gained access to the Hub.

Robin indicated that she did not consider the remit to require revision. Instead, she and Eivind would periodically review the I-SIGs on the Hub and notify the Hub Team if any unapproved I-SIGs appeared.

GOVERNANCE PAPERS ADVISORY COMMITTEE

Proposed remit revisions: None.

Regarding recent concerns following GPAC's advisory comments on motions 26-01 and 26-02, it was noted that some IBD members had taken offence at what they perceived to be opinionated feedback. However, several members of ExComm emphasised that providing opinions was consistent with GPAC's advisory function to the IBD.

Sorana said she had reviewed the committee's remit and broadly considered it sound.

Peter said that knowledgeable volunteers should be encouraged to provide candid advice, and that the issue lay more with reactions to GPAC's work than with any deficiency in the remit itself.

ExComm agreed to retain the GPAC remit as currently drafted, subject only to the housekeeping amendment already in progress, and full confidence was expressed in the committee's current performance.

GIFTED YOUTH COMMITTEE

Proposed remit revisions: None.

ExComm agreed that the existence of a Gifted Youth Committee remained important for MI's mission and public positioning. The remit itself was generally considered sound and aligned with the intended purpose of the committee.

INTERNATIONAL VOLUNTEER NETWORK COMMITTEE

This remit had been revised relatively recently and was considered to be sound and fit for purpose. However, some concern was expressed that parts of the text might include excessive operational detail for a bylaw-level remit – particularly references to budget amounts, spending purposes and procedural steps. It was suggested that this level of detail might reflect broader structural issues in how the Bylaws are organised, rather than a fundamental flaw in the IVNC remit itself.

A specific point of clarification was raised regarding the 5,000 GBP annual budget allocation and the relationship between that baseline funding and any additional requests tied to the committee's business plan. It was noted that, in practice, the committee was already preparing an annual business plan with cost projections, which was reviewed with the ExComm liaison. It was noted that the remit wording might benefit from minor clarifications to better reflect current practice.

ExComm agreed that no substantive changes were required at this stage. However, a light editorial review was considered appropriate to ensure clarity and proportionality of detail.

Action point – Jovana and Mel to review the IVNC remit for minor polishing and clarification and to report back to ExComm if any adjustments were recommended.

NAME & LOGO COMMITTEE

Robin said the committee was performing a valuable function and that its remit remained largely fit for purpose.

A technical issue was noted regarding references to "the Executive Director" in the Bylaws. These were no longer appropriate and would be replaced with "the ExComm liaison". A motion to make this housekeeping amendment had already been submitted and was in progress. Apart from this terminology update, no substantive changes were considered necessary.

Robin also referred to the longstanding requirement for the committee to maintain a record of reported issues and related decisions. It was acknowledged that this function had not yet been implemented properly but remained important for institutional memory and consistent decision making. For this reason, improved coordination with the International Archivist was considered desirable.

Action point – Robin to follow up with the Name & Logo Committee to request that they establish and maintain a record of reported issues and related decisions, in line with their existing remit.

Action point – Robin to explore practical arrangements for coordination between the Name & Logo Committee and the International Archivist to ensure appropriate preservation of these records.

STRATEGIC MANAGEMENT ADVISORY COMMITTEE

ExComm agreed that the current SMAC remit was significantly outdated and did not reflect how the committee should function in practice. Several elements of the existing wording were described as obsolete, unclear or never implemented.

There was broad agreement that the previous model – under which SMAC would independently develop a full strategic plan for MI – was no longer appropriate. However, recent work by the current SMAC members, particularly their stakeholder survey and insights work, was viewed very positively and demonstrated the continued value of an advisory body in this area.

ExComm supported retaining the committee but fundamentally redefining its purpose. The intended future role was described as advisory and insight driven: gathering data, framing strategic questions, proposing priorities and helping ExComm and the IBD assess progress against

agreed goals. It was emphasised that SMAC should not set strategy unilaterally or be responsible for operational delivery of strategic initiatives.

ExComm also highlighted the importance of linking strategy to measurable outcomes, implementation tracking and accountability mechanisms. While SMAC could assist in defining metrics and frameworks, responsibility for implementation and project oversight would remain with ExComm and the ExComm liaison(s) for SMAC.

A suggestion was also raised to improve transparency through high-level dashboards showing committee goals and progress. This idea was discussed in a broader context – potentially applying to all committees and teams, not only SMAC – although caution was expressed about creating overly burdensome reporting requirements.

Action point – Jovana and Jon to prepare a first draft of a revised SMAC remit reflecting the advisory and insight-focused role discussed by ExComm.

Action point – ExComm to review the draft remit once prepared and determine whether any related governance or reporting frameworks should also be updated.

INTERNATIONAL SUPERVISORY PSYCHOLOGIST

The ISP remit had been reviewed relatively recently and was generally considered to be sound.

It was clarified that any quarterly remuneration provisions for the ISP did not belong in the remit and therefore no change to the Bylaws was required on that point.

One area of uncertainty was identified concerning the reference to the "national group test report form", which was distinct from the annual Country Reports. It was unclear whether this reflected current practice or legacy wording.

Action point – Eivind to clarify with the ISP the meaning and current relevance of the "national group test report form" wording and to recommend any necessary remit clarification to ExComm.

MENSA HUB TEAM

Robin said the Mensa Hub Team remit was relatively new and served its intended purpose.

Two minor issues were identified for potential refinement. First, the specified committee size of "three to seven members" was viewed as potentially too restrictive in the longer term, particularly if Hub usage expanded significantly. It was suggested that removing or relaxing the numerical cap could provide useful future flexibility.

Second, it was suggested that the wording, "One member shall be appointed committee chair", could be clarified to remove any doubt about whether the chair was appointed by ExComm or selected internally by the committee.

ExComm agreed that only light editorial polishing was required and that no substantive structural changes were needed.

Action point – Robin and Eivind to review and polish the remit wording for clarity and future flexibility.

DATA PROTECTION OFFICER

Peter suggested removing the abbreviation "ICO" in brackets after "Information Commissioner's Office", noting that members might confuse it with the commonly used abbreviation for the International Communications Officer. It was also suggested that the words "in London" be added after "Information Commissioner's Office" to clarify that this referred to the UK authority. This would reflect MI's incorporation in the UK and the legal requirement for certain data protection matters to be referred to that office.

Ashley said it would be prudent to seek feedback from the current DPO on whether any additions or changes to the remit were advisable. He noted that he already had some amendments in mind but would first liaise with Sara and then report back to ExComm.

Action point – Ashley to liaise with Sara Gandrén and report back to ExComm.

PHOTOCUP TEAM

Mel raised a potential concern regarding the team's authority to set competition deadlines. It was noted that, in practice, the current timelines could be too short for effective promotion, particularly given the publication cycles of NM magazines. This raised the question of whether deadline setting should remain at the team's discretion or whether a specific date or timeframe should be stated in the remit to provide greater clarity for NMs.

ExComm agreed that only a light revision of the remit would likely be necessary to ensure better alignment with promotional needs and longer-term planning considerations.

Ashley suggested that, as with other remits under review, the PhotoCup Team itself should be consulted, as members of the team might identify additional improvements that had not yet been considered.

Action point – Mel and Ashley to liaise with the PhotoCup Team regarding possible adjustments to the remit, particularly in relation to competition timelines, and report back to ExComm.

COMMUNITY EVENTS TEAM

It was observed that this committee was still relatively new and might require more time to stabilise and demonstrate its full potential.

Some ambiguity was noted in the team's name, which could be interpreted as referring to in-person rather than virtual activities, thus confusing it with another team such as the IVNC. It was suggested that adding the word "Online" before "Community Events Team" would better reflect the team's intended focus and reduce confusion.

The importance of providing appropriate support and reviewing any potential operational blockers was also acknowledged.

Action point – Eivind to review this team's remit, beginning with renaming it Online Community Events Team, and updating any related references accordingly.

USER SUPPORT TEAM

Proposed remit revisions: none at present.

Ashley noted that the team's workload and future scope could change significantly depending on the implementation of the new membership database and its effect on the volume and nature of enquiries received through Freshdesk and the User Support e-mail channels. For that reason, he suggested it would be premature to undertake a substantive revision of the remit at this stage.

Eivind agreed that the current remit was adequate for present needs and emphasised that maintaining continuity of support for the legacy systems should remain the immediate priority. He added that the remit might need to be revisited once the new systems were fully implemented and had stabilised.

Action point – Eivind and Ashley to revisit the User Support Team remit after the new membership database and related systems have been fully implemented and operationally stabilised.

8. Mensa International Charitable Foundation (MICF)

Robin said The discussion focused on the status and next steps for the Mensa International Charitable Foundation (MICF), including two requests, received from Michael Feenan in his capacity as trustee of the MICF, which had been framed as motions: reappointing the five trustees appointed by the previous ExComm and providing seed money (10,000 GBP) to enable the foundation to open a bank account. It was noted that opening a UK bank account had previously been blocked by trustee residency requirements (the need for a stronger UK-resident majority), and it was unclear whether that requirement still applied, whether additional UK-resident trustees would still be needed, and whether the 10,000 GBP request was genuinely necessary to open an account or was intended as immediate operating funding.

Several members of ExComm questioned what the foundation had achieved to date, noting that it appeared to have been inactive for around five years. This triggered a wider debate about whether an international foundation was still desirable in principle, whether it would duplicate or compete with existing national and regional foundations (e.g., Nordic, Dutch, American, Indian, German, etc.), and whether the scale of funding under discussion would be sufficient to make a meaningful impact. A contrasting view was that earlier decisions to establish an international foundation should be respected, but that ExComm lacked continuity and sufficient context to make informed decisions now without a clear reintroduction, current plan, and supporting documentation.

A major concern related to governance and brand protection. It was repeatedly highlighted that the documentation available appeared to have been written to satisfy the UK Charity Commission but did not include a clear internal framework governing the relationship with MI, particularly around use of the Mensa name and trademark, control or withdrawal of the name, and how independence would operate in practice. There was concern that the foundation could proceed without the Mensa name if challenged, and that approving trustees and/or funding without robust trademark terms and a formal relationship document would be premature. Related questions were raised about how trustee appointments and constitutional changes were controlled, whether the trustees were the only voting members, and whether there were sufficient safeguards to prevent the foundation changing its governance arrangements without MI oversight.

The consensus view was that ExComm should not approve funding at this stage and should request additional information in writing, including a business plan, funding model, and clarity on expectations for future contributions. It was also suggested that legal advice should be sought on the articles, trademark licensing, and the appropriate governance linkage (drawing comparisons with the Mensa Foundation/AML model and the clear documentation underpinning that relationship).

In terms of immediate next steps, it was agreed that the motions on trustee reappointment and funding should be withdrawn for now. (See Appendix B, pp. 67–70, for more details.)

It was also agreed that contact should be made with the trustees to request the missing information. A suggestion was made that a call could be held with the trustees to gather clarity, but the emphasis remained on obtaining binding information in writing.

Key themes and questions that emerged included:

- whether ExComm still endorsed the concept in principle, while pausing decisions until conditions were met
- what work (if any) had been completed during the last five years
- what the foundation intended to do, where it would operate, and how it would deliver impact with low overheads
- how it would raise funds beyond any initial seed funding and whether ongoing contributions would be expected
- whether the trustee structure and constitutional controls adequately protected MI's interests
- what the current bank account blocker actually was (i.e. trustee residency vs seed money vs both)

Action point – ExComm to support Robin in compiling a clear written list of additional information to request from Michael and the other trustees.

Action point – ExComm to ensure the request covered trustee governance and control points, including how MICF constitutional amendments were approved and how trustee appointment rules operated in practice.

Action point – Robin to notify the trustees that, at this stage, the two motions related to the foundation (trustee reappointments and seed funding) were withdrawn pending further information.

Action point – Robin to draft the communication to Michael and the trustees requesting the additional information in writing, including a business plan and the documentation governing use of the Mensa name and trademark.

Action point – Robin to send the draft communication to ExComm.

Action point – Robin to clarify with the trustees the current bank account requirements, including whether additional UK-resident trustees were still required and whether 10,000 GBP was necessary to open an account.

Action point – ExComm to consider seeking legal advice on the foundation's constitutional documents and the trademark/licensing relationship with MI before any approval of funding or appointments.

9. National Mensas Matters

Component Issues

Jovana explained that, as noted in her report, she was preparing to issue the 2025 true-up invoices to NMs once all components had been reported. Her calculations indicated that MI was missing approximately 25,000 GBP from NMs paying below the 1.50 GBP per-member level when compared with the 2.10 GBP average international component. She therefore proposed treating every reported member as a paying member for the purposes of the international component. She noted that this issue had been briefly discussed at the IBD in connection with her earlier withdrawn motion and that interpretations among NMs differed.

Jovana referred to a view expressed at the IBD that each member should attract the full 2.10 GBP regardless of how an NM structured or subsidised its own membership fees, and said she was inclined to consider that interpretation fair. She explained that she was about to send invoices to NMs and asked ExComm to confirm whether this approach was correct or whether an alternative should be applied.

Jovana added that ExComm's guidance was also important for operational reasons. If there was agreement on the intended interpretation, she would know what changes were required in the component reporting module. One underlying question was whether the system should allow an NM to declare income below the expected per-member level. She noted that the lack of a shared understanding on whether every reported member should automatically be treated as a paying member had been the main obstacle.

Sorana remarked that, although she did not personally consider the current component calculation method fair, that was not the issue under discussion. The existing rules were clear and could be amended through a motion if desired, but until then they should be applied as written. Under the current rules, she said, each NM was required to pay 2.10 GBP per member.

Jovana explained that the component reporting module currently allowed NMs to specify non-paying members, which had created uncertainty in the past. She said the position had never been entirely clear and that she was now attempting to resolve the issue before sending the invoices.

Sorana asked how lifetime members should be treated where a one-time fee had been paid years earlier.

Jon noted that some NMs charged a large one-time fee for life members and remitted 7% of that amount to MI at the time of joining. He observed that MI was then responsible for supporting that member over the long term and suggested that, if those funds were not reserved appropriately, that was not the responsibility of the NM. He also questioned why the component reporting module did not clearly display the total amount each NM was required to pay after entering its figures.

Jovana replied that the module did calculate and display the amount payable and that NMs were generally paying the figure produced by the system. However, she said the output was not always correct because the module itself contained several flaws and had not been properly configured. As a result, NMs were simply paying the amount generated by the system even when the underlying logic was incorrect.

Sorana observed that this could come as a surprise to NMs, which might reasonably argue that they had entered their figures and paid the amount shown by the system.

Jovana confirmed that any difference would appear in the invoices issued to NMs. She added that she needed clarity for discussions with GWS and asked ExComm to confirm whether the minimum component floor should be interpreted as 2.10 GBP per member payable to MI.

Jo noted that the issue had been discussed extensively at the IBD. She said some NMs, such as Australian Mensa, had been particularly vocal, explaining that they were actively recruiting younger members and offering free junior memberships. She cautioned that ExComm should therefore expect pushback from some NMs if the minimum per-member amount were enforced uniformly.

Jovana clarified that Australian Mensa was already paying at the required 2.10 GBP level, even if the figures were calculated differently within the reporting module itself.

Eivind said that if an NM chose to offer discounted or free memberships, that was its own decision. However, MI did not offer such discounts and the full international component remained payable per member. He also noted that IBD voting rights were allocated based on total membership numbers, not just adult members, reinforcing the expectation that the component applied per member.

Sorana asked whether NMs were required to remit 7% of the membership income actually collected or whether they were required to pay at least the fixed per-member amount of 2.10 GBP, noting that the two approaches could produce different outcomes.

Jovana explained that NMs remitted 7% of the membership income they declared as collected, provided the component reporting module was completed correctly.

Jovana added that the module itself contained several flaws. For example, if an NM with a membership fee above 30 GBP failed to complete the gross income field, the system incorrectly defaulted to applying the minimum component floor. She said she would need to instruct GWS to make this field mandatory to prevent incorrect calculations.

She also noted that the module lacked proper year-to-date logic. It did not compare the current reporting period with the previous quarter to calculate the correct incremental amount due to MI, but instead applied 7% to whatever income figure was entered. This meant that entering a nominal figure such as 1 GBP would mechanically generate a payment of 0.07 GBP, illustrating the weakness of the current configuration.

Action point – Jovana to issue the 2025 true-up (level-up) invoices to the relevant NMs.

Action point – Jovana to implement the interpretation that the minimum international component floor is 2.10 GBP per member, payable to MI.

Action point – Jovana to instruct GWS to update the component reporting module to reflect this interpretation.

Action point – Jovana to liaise with GWS to correct flaws in the component reporting module, including making the gross income field mandatory.

Action point – Jovana to work with GWS to improve the module's calculation logic, including introducing proper year-to-date comparison functionality so that amounts due to MI are calculated correctly.

Members Per Million & Voting Rights

ExComm discussed a motion, "Consider members per million in voting rights", proposed by Sorana and seconded by Eivind, which would amend Article V.B.1 of the Constitution by adding population-based density thresholds to the existing membership-based vote bands. The intention was to allow smaller NMs to gain additional votes if they demonstrated strong membership penetration relative to national population.

Sorana explained that, under the current system, Mensas in very small-population countries could never realistically reach the higher membership thresholds required for additional votes, even when performing strongly.

Jon strongly opposed the proposal, warning that it risked further damaging relations with AML. He noted that AML contributed approximately 42.5% of the international component income, represented about 25.6% of worldwide membership, but held only 11.6% of IBD votes. In his view, this already reflected a significant imbalance between financial contribution and voting influence. Increasing the voting power of smaller countries would further dilute AML's representation, despite its substantial financial support. While acknowledging that the numerical effect of a few additional votes might be modest, he stressed that the principle resembled "taxation without representation" and warned that the proposal could provoke a strong reaction from AML members.

Eivind noted that part of the perceived imbalance resulted from the structure of the current system. NMs controlled their membership fee levels and therefore influenced how much they paid in components, whereas voting rights were determined by fixed membership thresholds. He pointed out that the system became linear only at higher membership levels (from 5,000 members onward), while below that the step-based structure created distortions.

Jon added that the current system already produced large disparities in voting weight. A country with 250 members held one vote, whereas AML, with over 41,000 members and ten votes, had roughly 4,000 members per vote. In his view, this meant that the country with 250 votes effectively had around fifteen times the voting power per member compared with AML. Granting additional

votes to smaller countries would widen that gap further and would be difficult to justify to AML members.

Robin cautioned that even when issues ultimately went to a constitutional referendum, MI should aim to advance proposals that were broadly acceptable rather than narrowly won. Highly divisive motions decided by slim majorities were generally poor governance outcomes. While the rest of the world could outvote the United States if the issue became polarised, she questioned whether advancing a proposal likely to create that level of division was wise and suggested seeking a more balanced middle ground.

Jon added that AML was not the only NM that might feel underrepresented, suggesting that BML, Mensa Germany, Mensa Sweden, and possibly other larger NMs might hold similar concerns.

Sorana reiterated that the proposal aimed to address structural disadvantages faced by NMs in very small-population countries. In such countries, the national population was so low that they had little realistic chance of reaching higher membership thresholds under the current system.

Jon questioned why a small national population should justify additional voting power.

Jovana said she was undecided. She recognised the political sensitivity and warned that the controversy the proposal might generate could outweigh its practical benefits. However, she also saw merit in the underlying logic: exceptionally high membership penetration relative to population indicated strong engagement, which could arguably justify greater influence.

Robin asked what concrete benefits the proposal would bring to MI and what potential risks it might create. She cautioned that a possible consequence could be serious strain in relations with AML and noted that, in an extreme scenario, disengagement by a large NM could significantly affect MI's membership base and finances.

Jovana cautioned against framing the issue in terms of potential withdrawal by a large NM, as this could create an unhelpful dynamic. She also advised against pursuing the proposal in its current form.

Mel suggested that exceptional national performance might be recognised through awards rather than additional voting rights. While acknowledging strong performance by some countries, Mel questioned whether voting power was the appropriate mechanism for recognition and argued that votes should not function as rewards.

Jo expressed discomfort with framing the issue primarily in financial terms or suggesting that higher contributions should translate into greater influence. Having heard the discussion, she was not convinced the proposal would bring sufficient benefit to MI and believed it might create more problems than it solved.

Peter observed that IBD votes were rarely close and most motions were clearly accepted or rejected. He therefore questioned how much practical difference additional votes would make. In his view, recognising high-performing countries through acknowledgment rather than additional voting rights would be preferable, particularly given the risk of alienating large NMs.

Sorana and **Eivind** offered to withdraw their motion. (See Appendix B, pp. 67–70, for more details.)

Robin suggested that ExComm continue reflecting on possible improvements to the current representation system.

Ashley circulated to ExComm a section of the minutes from the 2022 IBD Meeting in Budva, Montenegro, where former Chairman Björn Liljeqvist had presented on the long-term sustainability of the IBD representation and component systems. His presentation highlighted emerging imbalances between membership size, financial contribution and voting power, and outlined possible future reforms aimed at creating a more proportionate and durable model.

Action point – (At some point in the future) ExComm to continue considering possible improvements to the current IBD representation system, taking into account the materials circulated by Ashley ("Presentation & Discussion on IBD Representation – Björn 2022 IBD").

Rate of Assessment

This motion, moved by Sorana and Chair of Mensa Netherlands Kevin Ritstier, and seconded by Eivind, proposed changing the constitutional rule for approving increases to the international assessment (component). Currently, any increase had to be supported by NatReps whose combined memberships represented at least 51% of worldwide Mensa membership, which effectively gave larger Mensas significant blocking power.

The proposal would replace this with a requirement for approval by two-thirds of IBD votes. The stated premise was that financial decisions should rest with the Board acting collectively, in line with its responsibility for managing MI's affairs, rather than being tied directly to membership-weighted approval.

Jon expressed concern about the proposed change, noting that under the current rule an increase in the assessment required support from NMs representing at least 51% of worldwide membership. Based on his calculations, the proposed two-thirds IBD vote threshold could allow an increase to pass with support from countries representing less than 42% of global membership. In his view, the existing rule acted as an important safeguard, ensuring that any increase had backing from a majority of members worldwide, and he questioned whether weakening that linkage was desirable. He also warned that, due to existing vote imbalances, smaller countries could theoretically override the largest financial contributors.

Sorana argued that the proposal was intended to align the decision-making mechanism with the normal IBD voting structure and to streamline the process. She emphasised that requiring two-thirds of IBD votes could actually make increases harder to pass in practice because more countries would need to be persuaded. She also pointed out that the current rule was inconsistent with how most other IBD decisions were made and created an additional, cumbersome calculation step.

Eivind supported the simplification rationale, suggesting the current approach was unnecessarily complex and administratively awkward. He questioned how often IBD decisions were otherwise tied back to raw membership figures and indicated that using the established IBD vote allocations would be more straightforward and transparent during meetings.

Jon acknowledged the relative logistical complexity of the current system but maintained that the hybrid safeguard served an important purpose. Drawing an analogy with bicameral legislative systems, he suggested the existing model intentionally balanced representation and population, and he questioned whether the proposed change might unintentionally reduce protection for the majority of members.

Sorana also raised a forward-looking concern, noting that global membership patterns could shift significantly over time (for example, through rapid membership growth in large-population countries). She suggested that ExComm should consider whether the current constitutional mechanism would remain robust in future scenarios.

Several members of ExComm indicated that, while the underlying issue might warrant further examination, the proposal in its current form was not yet ready. It was suggested that the movers and seconders engage further with representatives of the larger NMs to clarify the problem being addressed and explore a possible middle-ground solution. It was also suggested that the issue could be approached in stages, first determining whether the threshold should be based on membership share or IBD votes, and then considering the appropriate percentage.

Sorana and **Eivind** agreed to withdraw their motion. (See Appendix B, pp. 67–70, for more details.)

Action point – (At some point in the future) Sorana, Eivind and Kevin to further develop the proposal on the rate of assessment approval mechanism, including consulting with larger NMs and exploring a potential middle-ground approach.

10. Other Motions

Mensa International Uses English

Sorana explained that Bylaw 1.1 already stated that English was the official language of MI, but in practice expectations within the IBD were not always clear. The purpose of the amendment was therefore to clarify that IBD members must be able to follow discussions and understand the motions on which they were voting.

She deliberately avoided specifying a formal language proficiency test, noting that she herself had never taken one and did not consider such a requirement appropriate. However, she emphasised that IBD members needed to be able to follow debates and participate in discussions in English so that meetings, including in-camera sessions, could function effectively.

Sorana reported that the draft had been reviewed by GPAC. Some GPAC members had suggested that the provision might belong in the Constitution rather than the Bylaws, although

GPAC had not reached a unified position. Sorana said she disagreed with that suggestion, noting that the matter was practical rather than constitutional.

GPAC had also suggested placing the wording in Bylaw 3.1, which set out the obligations of IBD members. Sorana said she preferred to include the wording both in Bylaw 1.1 and Bylaw 3.1, so that the expectation was clearly stated at the beginning of the Bylaws, while also forming part of the formal obligations of IBD members.

Robin supported the intent but cautioned that any rule should be enforceable. If the Bylaws required IBD members to communicate in English, there needed to be clarity about what would happen if the requirement was not met.

Sorana replied that including the wording in Bylaw 3.1 addressed this, as it would make English communication part of the obligations of IBD members. If those obligations were not fulfilled, the individual could not continue serving as an IBD member.

Eivind remarked that not every rule needed strict enforcement. In some cases, a rule primarily served to communicate expectations for those serving on the IBD.

Peter agreed that the expectation itself should at least be clear. He noted that there had previously been situations where an IBD representative could not speak or understand English and relied on someone nearby to translate. Making the requirement explicit would help avoid such situations.

Peter added that this would not prevent non-English speakers from attending meetings in other capacities, for example when NMs presented bids to host an IBD meeting accompanied by translators, since those individuals were not acting as IBD NatReps.

ExComm also considered how to address cases where an IBD NatRep required an interpreter, such as in situations involving disability. Members agreed that translators or interpreters facilitating communication would remain bound by confidentiality and that the rule should allow reasonable accommodations. To avoid discriminatory wording, the group decided to include a general provision allowing accommodations rather than listing specific cases.

Sorana emphasised that the main purpose of the rule was to avoid situations where an IBD representative could not follow discussions in English. Where this occurred, the expectation would be that the NM would appoint an English-speaking proxy.

To reflect this in the motion text, the wording "English-speaking proxies may be appointed" was added. The phrase "Accommodations for disabilities are allowed" was also included to ensure that members requiring disability-related support would not be excluded.

(See Appendix B, pp. 67–70, for more details.)

Definition of "National Mensa"

Eivind explained that the term "national Mensa" appeared in the Constitution and Bylaws with a lower-case "n", but its meaning had become unclear over time due to several revisions. In particular, it had sometimes been interpreted to include Emerging Mensas and sometimes not.

The purpose of the motion was therefore to clarify the definition. Under the proposed wording, "national Mensa" would refer only to Full National Mensas and Provisional National Mensas.

During the brief discussion, members noted that this aligned with existing naming conventions, as both "Full National Mensa" and "Provisional National Mensa" contained the term "national", whereas "Emerging Mensa" did not. No objections were raised and the motion was regarded as straightforward.

(See Appendix B, pp. 67–70, for more details.)

Approval of Model Constitution

ExComm briefly considered the approval of the revised Model Constitution. The document had been available on the Hub for some time and had already been reviewed and discussed there. Members noted that the revisions primarily incorporated previously agreed updates so that the Model Constitution reflected the current governance framework.

With no objections raised, the motion to approve the updated Model Constitution proceeded to a vote.

(See Appendix B, pp. 67–70, for more details.)

Housekeeping Constitutional Motion

Ashley explained that he had reviewed the Constitution and identified around thirty minor errors, mostly relating to punctuation, formatting and stylistic inconsistencies, along with one spelling mistake. As MI would already be holding a constitutional referendum, he suggested correcting these issues at the same time.

He emphasised that the proposed amendments were purely editorial "housekeeping" changes intended to improve drafting quality and consistency.

ExComm agreed that the corrections were sensible and non-contentious. However, it was noted that a large number of constitutional amendments were already under consideration and that presenting too many changes in a single referendum could be problematic.

Robin said that two referendums might be needed – one in the near term for urgent amendments and another later, likely in conjunction with the next international elections.

Given this, it was suggested that these housekeeping amendments were not urgent and could be prepared over the coming year and included in the later referendum.

Ashley agreed with that approach.

Robin noted that, due to time constraints, the remaining motions on the agenda would instead be handled on the Hub.

11. Any Other Business

IBD Minutes

Jon said he thought that the IBD minutes were too long and suggested reducing their length. He also raised concerns that recording detailed comments from IBD members – particularly where they were speaking freely on controversial or sensitive topics – could create a litigation risk, whereas limiting the minutes to key points and decisions would mitigate that risk.

Ashley responded that members were welcome to attend the live open sessions of IBD meetings and were therefore already able to hear discussions on any controversial and sensitive topics held in open session. He added that the minutes were simply a written record of information to which they would be privy if they attended in person.

Ashley also provided statistics relating to the most recent IBD minutes. Of a total of 115 pages, only 29 pages were dedicated to IBD discussions. The remainder comprised motion texts (58 pages), presentations (18 pages), and administrative lists, opening and closing remarks, etc. (10 pages). He therefore noted that, although the minutes were indeed very long, the contributions of more than 50 people over two and a half days of almost continuous debate had been condensed into just a quarter of the total length. In other words, the discussion sections had already been significantly reduced.

That said, he added that if ExComm wished him, for example, to halve the length of the discussion sections in future, he would be happy to proceed on that basis. However, the majority view of the previous ExComm had been that the full version provided important context, detail and background, which were important for institutional knowledge and for enabling future ExComms and IBDs to understand why certain decisions had been made and what the arguments for and against particular motions had been.

ExComm members briefly discussed the matter, but the majority indicated that they were content with the current format of the minutes and were happy for Ashley to continue as usual.

IBD Members Bringing Gifts to IBD

Jon suggested that the tradition of IBD members bringing goods from their NM to distribute to other delegates might be reviewed, as it took up considerable space in people's suitcases and could also represent a notable expense for NMs.

Sorana noted that, although some NMs might welcome such a change, others might wish to continue the tradition. She therefore suggested that a rule should not be introduced to prevent NMs from doing something they took pleasure in.

Other ExComm members agreed that, while NMs could be reminded that they were under no obligation to provide gifts each year, this should not be mandated.

It was also suggested that, in lieu of physical gifts, NMs might instead choose to make a contribution to a Mensa-related charitable cause, although the specific details were not discussed further and no decisions were made.

Action point – Robin to inform the IBD that they should no longer feel obligated to bring gifts for all other IBD members to IBD meetings due to logistical and cost considerations.

12. Next Meeting

The date of the next meeting was not decided.

Appendix A: Written Reports

The written reports received are appended to the minutes below:

Chairman's Report

Note: This report covers the period from December 2025 to February 6, 2026 *(less than a month!)*.

Staffing

I spent many hours over the course of the past year gathering and preparing a massive list of tasks that should go to MI staff, resulting in a firm proposal for the ExComm to consider and approve regarding refinement of current and future staff roles. I believe we should be able to begin the finding, vetting, and hiring before the end of spring.

Membership Data and Tech

The DoO, DoD, DoA, and DPO are much more involved in this effort, but they are keeping me in the loop, particularly regarding all the policy documentation and agreement contracts that need to be written and approved.

I've worked with the DoO and the DoD (with consultation with AML staff who handle several MIL domains) to sort out various Mensa domains we need to renew, let go, or keep track of.

Social Media

I was approached by an enthusiastic very new DIM wanting to set up a Discord server and improve Mensa communications. I gave her a long list of questions that need to be pondered and policies and procedures that need to be developed before I am willing to present it to the IBD for approval as an official platform. I do think MI should include Discord as a member-only platform, when it's all sorted out properly.

I worked closely with Alex to finish sorting out admin access to all MI's public social media accounts, including removing access from LN. Alex and I have met with the volunteers for all the platform teams to reinvigorate their work. More regular posting seems to finally be happening. I've also made good headway responding to the pile up of messages sent to MI's LinkedIn account.

Mensa International Charitable Foundation

I communicated extensively with the former ExecDir (MF) regarding the status and reinvigoration of the MICF, including receiving a copy of the Articles of Association / Constitution. In the process, we discovered that the "current" trustees' term ended last summer. MF requested that ExComm reappoint them all and also requested that MI approve a grant of 10,000 GBP for their start-up costs. Those motions have been added to the ExComm agenda for Feb 20–21. Additionally, I dug through old emails and elsewhere for information re domain registrations, formal approval of trademark use, appointment of trustees, and agreements regarding MIL involvement and oversight. I also consulted with the ExecDir of the Mensa Foundation for insight on how that entity is set up and their governance relationship with AML.

Licensing

I reviewed updated designs for branded cards. I have begun meetings with the ExecDirs of BML and AML re-licensing and sharing information. The MOU between the three entities had expired a while ago and I requested a copy of it to share with AML and BML with the intention of updating and renewing it so we can finally move forward with opportunities that include MIL and thus the other NMs, who should be benefiting financially from the trademarks. Our next meeting is scheduled for Feb 17.

Trademarks

I have corresponded extensively with MI's trademark attorney, Rosalyn Newsome on several topics:

- Mensa Korea's needs to enable them to protect the trademark in that country
- Misuse and plagiarism of Norway's Online IQ test
- Misuse of our name by a for-profit online testing provider (MyIQ.com)
- Mysterious issues regarding the trademark in Indonesia and at least one company that is using MI's logo without permission.
- Exploration of trademark registration issues in China.

All of this takes time and is costing MI significantly, but many of these issues have been festering for years and need to be sorted out.

China

Responded yet again to a member in China regarding his non-involvement in ExComm's decision.

Miscellaneous

In addition to actively participating in meetings of the Mensa Foundation, I've written and sent a few emails to the IBD with updates on our progress towards the goals set by motion 25-42.

Much of my time has been facilitating several IBD motions as they wind through the process. This actually takes constant oversight and frequent reminders to IBD members who either don't log into the Hub regularly enough to read the motions before voting or who require direct assistance in drafting and navigating the process of making motions and secondary motions to amend main motions. Preparing the agenda for the ExComm's meeting, including the many pages of materials we will need for our discussions and decisions, has been another task requiring many hours. In my spare time, I check in on the website tickets and have handled at least a 100 that were mostly spam.

Fun Fact

Since the last ExComm meeting, I've participated in 64 Zoom calls!

Liaison Assignments

- **Ombudsman** — No significant activity or communication.
- **Awards Committee** — No activity this time of year.

- **Name & Logo** — The committee has commented on a few queries but mostly they are waiting to get back to work on a full update to Bylaw 15.
- **Facebook** — There is an outstanding request for an admin to be reinstated following suspension due to an on-going lawsuit and conflict in Germany. ExComm has discussed this and seem to have agreed that 1) I tell that suspended admin that ExComm is looking at the larger issue of handling volunteers when informed of sanctions and I'll get back to her when a decision is reached and 2) We include the start of "What's the best way for MI to fill volunteer voids as they come up in a fair manner without losing the essential flexibility we need?" topic on our Madrid agenda when we are talking about all the positions anyway.
- **Hub** — As always CR and TL are doing a great job with moderation and space requests/configuration. And, as always, the Hub Team needs more active, reliable help.
- **SMAC** — This committee has only two members, but they are fantastic. They wrote a solid survey to learn more about what various stakeholders see as priorities and needs, which the ExComm will use when making strategic plans. The survey was sent to IBD, NM Chairs, staff, appointees, and committee chairs, and there have been 46 responses.

Director of Administration's Report

Note: This report covers the period from 30 November 2025 to 8 February 2026, 2026

General

After the last ExComm meeting on November 30th, during which all liaison roles were assigned, I informed all committee chairs and appointees affected by the changes in the liaison assignments. I also ensured that the committees appointed in 2025 proceeded with choosing their vice chairs.

The Chair of the SMAC had already resigned, which rendered further discussion among the two remaining members unnecessary, as there is currently neither a chair nor a sufficient number of people to coordinate. For the CRC, José Beltrán-Escavy was chosen, and the IVNC selected Marina Carvalho Couto.

Liaison Assignments

MWJ

I continued supporting the new editor by further onboarding, answering questions, facilitating contacts, and discussing potential topics. One recurring issue is image rights, which affects many Mensa editors. As I have some experience in this area, I provide guidance and support where possible. I also wrote my first ExComm column.

IVNC

The new committee has started its work and held two committee meetings in January. A concept paper for the term was developed, presented within the committee and agreed on. The IVNC

plans to hold IVN meetings at the IBD in Romania and at the AMG in India, but not at EMAG, as this would again be a second European event.

In addition, the IVNC plans to further develop the IVN by introducing new structures and concepts that go beyond event-based meetings. A key initiative is the creation of a permanent digital infrastructure, including a knowledge base, communication tools, and secure file storage, to enable continuous international collaboration and long-term knowledge retention. Furthermore, an Ambassador Program is planned, asking each national Mensa to appoint a dedicated IVN contact person to strengthen links between national and international levels. These measures aim to improve coordination, visibility, and sustainability of volunteer work across Mensa and will be introduced step by step.

PhotoCup

I ordered the prizes for the winners and arranged for them to be delivered directly to the winners.

Other Assignments

International Office

I supported the Director of Operations with contractual matters. I am very thankful for all the work he is doing.

Miscellaneous

- **Travel:** I attended Silvensa, where I networked with several members and volunteers and actively promoted engagement with Mensa International.
- **Possible meal reimbursements for IVN+ during IBD+ 2025:** The topic of meal reimbursements of 20€ per day per participant for IVN+ was dropped due to the high administrative effort, and the limited benefit. For the future, this should be handled more appropriately. It should not be acceptable for volunteers to work all day without being provided with food or even a snack.
- **Cyprus:** At Silvensa and via Facebook, two different members approached me to discuss the situation in Cyprus. I clarified that the Director of Development remains responsible, is very responsive and helpful and generally referred them to the DoD.
- **Constitutional Referendum:** I very much appreciate the work of the task force, which provides a solid and valuable starting point for discussions within the IBD. But I was concerned about the way the Member Safety discussion was handled, as it felt too rushed for such an important topic. For this reason, I worked on a motion to allow more time for discussion at the IBD.

Director of Development's Report

Mensa Hub and other IT

- Other various IT support, rectifying mailgroups
- Participated in the IMD (International Membership Database) taskforce

- Discussed with GWS + the tech. team in the IMD taskforce regarding implementation of memberlist upload functionality, as per IBD motion 25-42, did some testing on the initial implementation.

DIMs

- The DIM numbers are still relatively stable.
- Work is still underway to be able to provide good looking certificates for DIMs.

Liaison Assignments

IVN: The newly appointed IVN committee is working on setting up some document sharing system, and making plans for 2026.

User Support: There seems to be an up-tick in requests from members looking for American Mensa, and also from Mensa France (due to the CRM situation).

Community Events Team: They are planning for 2026.

SIG Coordinator: Business as usual.

ISP/Adaptive Test: We're evaluating options for tests in countries where there's not yet PNM / FNM.

Development

Status for various pre-EMs

- **Türkiye**: looks like they've had some changes in their setup again, scheduling a meeting near the end of February.
- **Latvia**: Still investigating the options for testing in Latvia.
- **Chile**: testing is being done, and grading is done by me.
- **Lebanon**: testing is being done, and grading is done by me.
- **Malta**: some discussions here.
- **Kosovo**: some members there have made contact and want to make a push for eventually making EM status.
- **Africa/Middle East:** early discussions about possible testing in Somalia, Mauritius, Dubai, Syria, and in several other countries in Africa.
- **Vietnam/New Zealand**: some opportunities in Vietnam, where Mensa New Zealand has done local testing.
- **Portugal**: again evaluating how we can proceed with plans in Portugal, having meetings with several interested members. I need to restart this process.
- **Colombia**: in discussion to see if it's possible to rejuvenate Colombia.
- **Paraguay**: still working on Paraguay. Our ISP has been put in contact with a local organisation we might collaborate with. Also looking at approving a local psychologist.
- **Uruguay**: Argentina are planning their next test.
- **Middle East/Asia**: there's a discussion regarding testing in Bangladesh, Sri Lanka, Nepal, Myanmar, and UAE/Dubai, in collaboration with Mensa India.

Status for EMs

- We have appointed a new Organizing Committee, currently consisting of 6 people. They are working on an updated constitution, as well as getting things going again with member meetings, newsletter etc. The updated constitution has been sent for a quick readthrough with the CRC, and the CRC chair has given some initial feedback. Due to lack of available testing material, we've ordered new material for Mensa International. A committee member has been trained as a proctor by the ISP, and they plan to schedule some testing in the near future.

Status for PNMs

I have reminded the PNMs about the timeframe for filling out the Q4 reports.

- **Luxembourg**: they still need to update their constitution but are working on it.
- **North Macedonia**: they are progressing steadily. The chair attended the IBD 2025. I helped them organise elections early in 2026.
- **Pakistan**: nothing new to report.
- **Peru**: nothing new to report.

Miscellaneous: The Executive Director resigned, and I've had several meetings with both him and others to make sure we have the information we need.

IBD Meeting: Participated in a meeting regarding the upcoming IBD in Bucharest.

Director of Smaller National Mensas' Report

- Task Force for members safety: we had two zoom meetings and numerous interactions. Two motions to amend the constitution were sent.
- I had a 2/3 days workshop with Eivind resulting in 7 motions to amend the Constitution and 9 motions to modify the Bylaws.
- I had a few meetings with chairs of countries and Excomm members.
- All countries submitted their reports for Q3 2025.
- Dan Burg, the chief of CRC, sent the Mensa Antarctica model Constitution to Excomm to be reviewed and voted on. CRC has no backlog at the moment, all constitutions sent to them are reviewed in a timely manner.
- ISC had their first meeting in 2026 and everything seems up to date.
- GPAC I think was flooded with motions and they seem to respond reasonably fast to the requests they get.
- The Gifted Youth Committee Chair resigned and Bo Andersen stepped up as Interim Chair of GYC
- There is nothing to report for SIGHT, they are functioning perfectly.

American Mensa's Report – by the Chair

- Early in 2025, eight voting and two appointed board of directors (AMC) members were removed from office pursuant to a decision from our National Hearings Committee. These

members subsequently sued but the case was dismissed. They requested and were granted an opportunity to reargue the case, but the decision to dismiss was upheld. They have filed a notice that they intend to appeal the dismissal, but they have not yet taken the steps to move that appeal forward.

- Elections were held to replace the removed AMC members. With these new AMC members and two subsequent appointments, our board is back to full strength.
- In December, the AMC conducted a planning meeting. In general, the board is primed for vigorous action to work on our most pressing issues: membership decline and providing more member value. Member communications have advanced with virtual member forum discussions held quarterly. A new strategic plan is in development, along with a toolkit to help local group leaders be more effective.
- In January, our board approved expenditures to develop detailed personas. These will be used for improving membership value for specific member segments and to better target marketing efforts. We also approved a project to ensure our organization has the appropriate structure and skills to execute our strategy and another to measure the responsiveness of our national office staff.
- We are currently establishing priorities and budgets for our upcoming fiscal year starting April 1st. One open question is the potential adoption of adaptive testing. Our National Supervisory Psychologist is insisting on us using a test normed in the U.S.; the adaptive test has only been normed in the U.K. We would also need to be assured of favorable pricing and other acceptable commercial terms.

Mensa Germany's Report – by the Proxy to the Chair

Liaison for the ISC

- The ISC would like to be kept up-to-date with regard to the uploading of member data. In particular they would like to get a copy of the new how-to instructions when they become available in order to assist countries in that process.
- The ISC would like to receive copies of ExComm messages to new national boards.

Liaison for the CRC

- The CRC has a moderate amount of work which progresses well.
- I have produced a list of last update dates for national Mensas based on the information given in the last country reports, and I have suggested that the CRC add a column indicating the date of the last CRO/CRC review.
- The chair of the CRC has produced a new model constitution and submitted it for ExComm approval.
- The chair of the CRC suggested that ExComm discuss ways to get countries to reflect new MSCRs in their national constitutions in a timely manner.

Mensa Germany

- AGM in Munich on 11 April 2026.
- More constitutional updates are underway.

British Mensa's Report – by the Proxy to the Chair

- British Mensa has successfully tested the new Adaptive Test (with useful input from Eivind, for which many thanks!) and has concluded that it is fit for purpose. There were 130 testers, and their feedback has been used to make improvements. We are confident that the online proctoring is at least as robust as in-person (eg hidden earbuds would not necessarily be detected by an in-person invigilator). We are not doing a lot of publicity about the launch, but it is now available on the BML website and we will monitor uptake and feedback.
- A TV programme, Secret Genius, launched this week on UK Channel 4, which was developed in collaboration with British Mensa. It seeks to uncover Mensa-level IQs within the "ordinary" population – people who never suspected they might qualify – through participative tests and games. It has attracted very positive press coverage (with an article in the Sunday Times Magazine), and has prompted a huge increase in hits on the British Mensa website. The hosts are a combination of a populist comedian, (who really reflects the "ordinary" contestants, although he did recently win UK Celebrity Traitors), and a lexicographer who regularly appears on Countdown, to add a more intellectual angle. More information at https://mensa.org.uk/secret-genius-launches-on-channel-4/ .
- I have been in contact with Monika Orski, who has sent me some useful information about GPAC, as we review the role of our similar GAC.
- BML is keenly following the development of the new API with the MIL website.
- British Mensa's 80th anniversary Annual Gathering has been announced for 24-28 September in Oxford, where Mensa was founded.
- Kayleigh Mapstone, British Mensa ED, met with Tamesha (AML ED) and Robin before Christmas re licensing and collaborative working. Planning to meet monthly to continue the momentum.

Director of Operations' Report

MI Documents

IBD Minutes

Wrote the mini minutes and the full minutes of the Düsseldorf IBD Meeting. A notable improvement to the latter was the addition of hyperlinks throughout the document to the presentation materials used by the presenters during the meeting. It is hoped that the full minutes will be used by the IBD and members not only as a record of the meeting itself, but also as a valuable resource.

I also contacted all non-IBD presenters individually by e-mail to verify that their words and intended meaning had been recorded correctly, copy-pasting the relevant sections of the draft minutes into each e-mail and incorporating any edits they requested.

ExComm Minutes

Wrote the minutes and compiled the appendices for the ExComm meetings held on 23 October and 30 November 2025

Bylaws

Updated the Bylaws document to reflect the changes resulting from IBD motions that passed during and since Düsseldorf.

Guidelines

Updated chapter three of the Guidelines: "National Mensa Constitutions – Example Texts for Mandatory and Recommended Provisions".

Meeting Minutes: "Handling of Expelled, Sanctioned and Otherwise Problematic Members"

Wrote the minutes of a meeting held in November 2025, chaired by Director of Administration Mel Jäger, under the above title.

Constitutional Referendum

Motions 26-01 & 26-02: Modifying the International Constitution

Regarding motion 26-01, I contacted Director of Smaller National Mensas Sorana Burcușel to propose revisions where appropriate and to identify wording errors. All my suggested changes were accepted by the task force responsible for advancing the motion, for which Sorana serves as the ExComm liaison. For motion 26-02, I advised only minor textual adjustments.

I will continue to proofread all motions being prepared for the constitutional referendum and will propose revisions where necessary. Any proposed changes will be made in full consultation with the movers and seconders of each motion.

Civica Election Services (CES)

Consulted with CES representative Ben Halton, who has overseen previous MI constitutional referendums and international elections. I requested an approximate quote from Ben for assisting with Mensa's 2026 international constitutional referendum. Ben provided an estimate of £10,250 based on 5 resolutions, with a ±£150 adjustment per resolution added or removed. After consulting with Treasurer Jovana Kostić, I confirmed to Ben that the figure was acceptable.

I also provided Ben with a detailed summary of the various stages of the referendum process, along with an approximate timescale. I will continue to liaise with Ben throughout the referendum process.

IBD

IBD Motion Administration

Created a new document providing a detailed and clear breakdown of each IBD vote, making the administration process more efficient in terms of time and effort, reducing the potential for human error, and facilitating the keeping of voting records.

MIL Business: Housekeeping

General

- Continued to update the login credentials and ownership records for all MIL accounts and closed those that were unnecessary or obsolete, enabling the MI Office to further reduce overhead costs.
- Liaised with MIL Bookkeeper Debbie Manderfield and Treasurer Jovana Kostić on matters relevant to the smooth running of MIL operations.

MIL-owned Web Domains

- Worked with Director of Development Eivind Olsen and International Chairman Robin Crawford to create a definitive spreadsheet of all MIL-owned web domains. **Note**: some gaps remain – Robin, Eivind and I are still researching the details. A decision will need to be taken on which of the existing domains to retain, which to discontinue, and whether any additional domains should be secured – and, if so, which ones.

MIL Business: Legal, Governance & Compliance

Companies House

Liaised with members of ExComm to obtain their Companies House personal identity codes, as is now required under applicable UK law for the filing of company statements. Following receipt of the required information, I have filed the relevant company statements on behalf of MIL.

Legal and Regulatory Coordination

Liaised with Robin, Jovana, and trade mark attorney Rosalyn Newsome on legal and regulatory matters relating to corporate documentation, compliance, and international filings. This included obtaining certified corporate documents from Companies House, preparing internal documentation (including a Certificate of Incumbency), and coordinating UK notarisation and apostille processes to meet foreign regulatory requirements, specifically in support of Mensa Korea's registration of an exclusive trade mark licence with the Korean Intellectual Property Office (KIPO).

To that end, I ordered the Certificate of Incorporation and Certificate of Good Standing from Companies House, prepared the Certificate of Incumbency, and confirmed the notarial wording with the notary public. Once finalised, I will meet with the notary public next week to have the documents notarised, share scanned copies with the Korean side for confirmation, arrange apostille in London, and then forward the originals to South Korea.

Updating MIL Staff Contracts

In December last year, I drafted a new one-year contract for MI Website & Marketing Manager Alexander (Alex) Tsoukalas and submitted it to our lawyers for review. Following their revisions, the changes were discussed and agreed, with members of ExComm copied into every e-mail and consulted throughout the process. Alex's new contract, which has been signed and dated by both parties, runs from 1 January to 31 December 2026.

All other staff contracts are due to be updated, and I will draft each of them in full consultation with members of ExComm. It is MI's intention that, by the end of this quarter, all staff contracts will be fully compliant with applicable legal requirements, including GDPR and relevant UK employment and contractual law, regardless of whether individuals are engaged as contractors or employees. Going forward, all staff contracts will be stored in a secure ExComm drive to ensure appropriate visibility and accessibility for ExComm.

I will liaise with ExComm to develop updated job descriptions for all existing and potential new MI Office staff. This forms part of a broader project initiated by Robin to review and rationalise the current MI staffing structure. The objective of this work is to identify gaps, overlaps, and capacity constraints within existing arrangements, clarify reporting lines and responsibilities, and ensure that MI's operational needs are met in a sustainable and legally robust manner.

Updating the GWS Service Agreement & Data Processing Agreement

Worked closely with Sara Gandrén, MI's Data Protection Officer (DPO), who has drafted a new Service Agreement and Data Processing Agreement (DPA), to ensure that MIL is legally covered for its expanded arrangements with its IT services provider, GWS Media Ltd.

I reviewed the draft and provided detailed feedback, after which Sara and I agreed a revised version. This approach was intended to manage legal costs for MIL by ensuring that external advisers would review and refine a substantively complete agreement rather than being asked to draft one from scratch.

Sara's work on these documents was undertaken to establish a clear, explicit, and future-proof contractual framework for the relationship with GWS. The draft clarifies controller and processor roles, sets out documented instruction mechanisms and designated contacts, defines security and incident response obligations, establishes audit rights and sub-processor controls, restricts international data transfers, and specifies termination arrangements together with data deletion or return procedures. It also confirms MIL's ownership of deliverables and intellectual property, including the membership platform and associated developments.

Once the internal draft was agreed, I submitted it for external legal review. The next step is to review the lawyers' proposed revisions, discuss them with Sara and ExComm members as necessary, and then share the revised agreement with GWS for their review. It is anticipated that GWS may seek their own legal advice and propose amendments, which may require further review and negotiation.

Member Data-related Liaison with GWS

Mensa France directive

Acted as MI's primary liaison with GWS, coordinating operational and data protection matters between GWS, a national Mensa chairman, the User Support Team, and ExComm. While detailed technical consultations and implementation work were led, as always, by Eivind, my role focused on stakeholder communication, instruction, oversight, and confirmation that actions taken by GWS aligned with formal requests, governance decisions, and data protection requirements.

In practice, this involved receiving and clarifying requests from a national Mensa (NM), translating those requests into clear, actionable instructions for GWS, and monitoring their execution. I maintained ongoing correspondence with David to ensure that required actions – particularly those relating to personal data processing, deletion, access restrictions, and member account status – were carried out correctly, in the agreed scope, and within an appropriate timeframe.

I also ensured that outcomes were clearly documented and communicated back to the relevant stakeholders. This included confirming completion of actions, relaying technical explanations provided by GWS in accessible terms, identifying edge cases or dependencies, and presenting options where further decisions were required. Where actions had wider operational consequences for members and volunteers (including, most importantly, our User Support Team), I proactively highlighted these impacts and proposed mitigating measures to reduce confusion.

Throughout this work, I maintained a clear audit trail of instructions, confirmations, and follow-up actions, ensuring accountability on both sides and reducing the risk of misunderstanding or incomplete execution. By acting as the central coordination point, I helped ensure that GWS's

technical work was aligned with MI's governance, legal, and data protection obligations, while enabling the making of informed decisions based on clear, timely information.

Motion 25-42: Next Steps Report

Prepared a report last year to provide a clear, structured account of what implementing Motion 25-42 realistically entails, and to distinguish between the *mandate to proceed* and the *conditions that must be met before real member data can be processed*. While Motion 25-42 was passed with a strong majority, the motion itself does not remove or override MI's legal, fiduciary, and data protection obligations. Even if every NM were willing and able to transfer its member data files immediately, MI would still not be legally permitted to authorise GWS to process that data.

My role in producing this document was to consolidate technical input from GWS and Eivind, legal and data protection input from the DPO, and governance responsibilities held by ExComm, into a single, coherent framework that explains why certain preparatory steps are necessary and cannot be bypassed. The report was intentionally structured to move from the IBD's decision, through implications and clarifications, into concrete legal, governance, and technical requirements, and finally into a phased set of next steps.

A key objective of the report was to prevent a repeat of previous issues. I set out why governance documents, contractual arrangements, audit and assurance mechanisms must be in place before any live data is uploaded. This included explaining why MI cannot simply start uploading data to a new API, even where the technical solution itself is sound.

The report also aimed to support informed decision making by clearly separating work that can proceed in parallel from work that must be completed sequentially, and by making risks, dependencies, and fiduciary responsibilities explicit. In doing so, it provides ExComm and the IBD with a defensible, transparent basis for managing expectations, communicating with NMs, and demonstrating due diligence, should decisions later be scrutinised. Overall, the report was intended to translate a broad strategic mandate into a practical, legally compliant execution plan, ensuring that progress on Motion 25-42 is both effective and responsible, and that MI is able to demonstrate that lessons from the past have been properly learned and applied.

Recent updates to the IBD, provided by International Chairman Robin Crawford in the form of executive summaries, have superseded certain aspects of the full report, which will nevertheless be retained on file for reference.

Membership Database – Technical Update

The system will enable automatic approval of user registrations and automatic handling of membership expiry and renewal, while retaining a manual fallback process where needed. For security and performance reasons, the system has been developed as a standalone site with restricted access for authorised users.

Mensa Germany has agreed to act as the first NM to test the system. Marc-André Kaiser has confirmed that he will act as lead Member Manager for this phase, due to his experience with the oomi solution and his general expertise in this area. Testing will focus initially on the CSV upload and re-upload process, followed by verification of the integration with the member website, including registration, expiry, and renewal workflows. Testing uploads are expected to take place once or twice a month during the pilot phase. In parallel, development is planned to support

API-based integration as an alternative to CSV uploads for NMs with appropriate technical capacity.

Hub-related Matters

Worked with Eivind, Robin, and GWS to coordinate operational and user-facing matters relating to the Mensa Hub, with a focus on improving usability and anticipating the impact of increased member access when the membership database is up and running.

I raised concerns about the discoverability of user profile functionality, noting that many members were unlikely to be aware of the range of available options, even though comprehensive documentation already exists, including a detailed user guide covering this and other Hub features. I proposed exploring the creation of a short introductory video (by Alex) highlighting core Hub functionality, with the aim of improving onboarding for new users and reducing the volume of routine enquiries handled by the MI User Support Team and the Hub Team as access expands.

I also raised the question of whether the Hub layout could be adjusted within the limits of the free Humhub tier currently in use, and whether targeted changes could improve the user experience and help sustain member engagement ahead of wider rollout. I suggested that these discussions should also involve the Hub Team.

Alongside Eivind and Robin, I followed up with GWS on Hub push notifications not displaying on mobile devices. GWS advised upgrading the Hub to HumHub v1.18 and updating the Firebase push notification module to a compatible version, with appropriate backups in place, to ensure the system is fully up to date and to help resolve the issue. Reliable push notifications are important for member engagement, and the latest version is expected to provide improved stability. The maintenance work carried out by GWS earlier this week appears to have fixed the problem.

PhotoCup

Fujifilm Sponsorship

To advance discussions on a potential global sponsorship with Fujifilm, I shifted focus from unsuccessful regional approaches in Europe and the UK to Fujifilm headquarters in Japan. Japan Mensa Chairman Chiharu Kajitsuka has kindly offered to assist us in our efforts to establish a credible route to senior global decision-makers at Fujifilm Japan.

Prior to this, I made sustained efforts throughout the second half of 2025 to engage Fujifilm Europe and Fujifilm UK, including repeated written outreach, telephone contact with Fujifilm's European headquarters in Germany, and attempts to engage relevant marketing and corporate communications teams. Despite clearly outlining the proposal and its mutual benefits, these efforts did not result in access to senior executives with authority over global partnerships. While Fujifilm UK ultimately provided two Instax cameras as competition prizes, this fell short of the global sponsorship or strategic partnership MI was seeking.

This work was intended to move the Fujifilm initiative out of a dead end at regional level and onto a more strategic footing, increasing the likelihood that MI's proposal will receive serious consideration at the appropriate global corporate level. If significant progress is not made with

Fujifilm in the near term, we will begin approaching alternative partners such as Nikon, Canon, and Olympus.

PhotoCup Team Progress Report

Note: The following report was provided by the PhotoCup Team.

A. Update on winners' gifts

- ***Winner selection and details**: The top three winners – Márton Rónási, Zuzana Kořínková, and Katalin Virág Verbó – have selected their prizes (hoodies) and submitted their customisation preferences and shipping addresses.*
- ***Delivery status**: The prize details were passed to Mel (via Mensa International). At the time of writing, the team had not received formal confirmation that the prizes had been delivered. However, on 29 January Mel reported that, after contacting the supplier by phone, they were informed that the delay was due to the contact person being on holiday and that the hoodies were already on their way to the winners.*

B. Other updates

- ***2026 theme decisions**: Confirmation of the 2026 theme is pending, as the team wishes to ensure that the final theme is fully aligned with the sponsor's requirements before it is announced.*
- ***American Mensa magazine feature**: American Mensa requested specific materials (photos, list of winners, etc.) to produce a dedicated feature. The PhotoCup Team has supplied the requested information and has asked to receive a copy of the publication once it is released.*
- ***2026 roadmap and technical updates**: The team has produced a "lessons learned" document based on the 2025 edition, along with a roadmap covering key organisational topics for the 2026 PhotoCup. In addition, the team is exploring the development of an app to support the PhotoCup process, potentially using AI or live-coding tools.*
- ***Fujifilm and sponsors**: Sponsorship discussions are reported to be progressing well. Japan Mensa is assisting with moving these discussions forward, with Ashley leading the initiative on behalf of Mensa International.*
- ***NM PhotoCup coordinators**: The team plans to use the Google document being prepared by Ashley, containing contact details for national PhotoCup coordinators, to update their records for the current year. The team has also decided to ask Mel for support in contacting NMs and their respective PhotoCup coordinators.*

Gifted Youth Committee

Committee Engagement

Attended two Gifted Youth Committee (GYC) meetings. Circulated relevant correspondence and background materials in advance to support informed discussion and, where appropriate, formal decision-making.

The Knowledge Society (TKS)

Liaised with representatives of The Knowledge Society (TKS) to clarify GYC concerns around accessibility and purchasing power parity across NMs. Shared TKS feedback on financial aid, pilot models, and region-specific collaboration options with the GYC for consideration. Supported

follow-up actions, including a proposal to gather testimonials from Mensa members in the USA and Canada who have reportedly participated in the programme.

External Collaboration Framework

Supported internal discussion on the need for a fair, transparent, and consistent process for external collaborations. This included consideration of a proposal to develop a standard set of screening or survey questions to be applied to all potential partner organisations, to avoid ad hoc or arbitrary evaluations.

Expanded GY Presence on Both Websites

Liaised with Alex and former GYC Chair Paul Janssen to create a Gifted Youth (GY) page for Mensa Germany. Initiated plans to work with Alex and the chairs of Mensa Czech Republic and Mensa Croatia to add their GY pages to the website. Also discussed potential new GY resources for the forthcoming Members website upgrade.

Communications and Coordination

Proposed the designation of a GYC lead to coordinate international GY news with Alex and the social media teams. This would involve regular communication between a GYC communications subgroup, GY coordinators in NMs, and Alex. While recognising that this would require sustained effort, I noted its potential to significantly improve both internal and external visibility of Mensa GY activities.

Tools and Working Practices

Agreed with GYC Chair Bo Andersen to establish a shared Google Drive for GY documents and resources. The GYC confirmed the Hub as the primary document repository and supported the use of WhatsApp for day-to-day communication.

Teacher Resources and Online Course Proposal

Liaised with GYC member Alexandra Borović on her proposal to convert the existing GYC booklet for teachers into a short, practical online introductory course on giftedness and giftedness identification. Drawing on Alexandra's Erasmus+ experience, we discussed a model combining the booklet with a shorter OER-style course, including simple pre- and post-assessment tools and light interactivity.

Worked with Alexandra to shape a phased proposal, clarifying scope, workload, governance, and technical options, with a focus on launching a minimum viable course and scaling only if capacity allows. A contact form model was discussed to handle enquiries between the GYC and NMs without creating unrealistic support expectations, and it was agreed that Alex (MI Website and Marketing manager) should be consulted on the technical implementation aspects.

It was noted that while Alex could help make the course module compatible with the website, e-learning course design and any programming should be led by GY volunteers (within the GYC and beyond), with early volunteer recruitment essential to manage capacity. I confirmed that my own role in the project would be supportive but time limited.

Overall, this is an exciting initiative and I am fully behind it, but its success depends on clearly defined roles and adherence to agreed boundaries throughout delivery.

Miscellaneous

Websites

member.mensa.org: Updated the content on a variety of pages. **Note**: This is an area of responsibility that I am keen to hand over to Alex as soon as possible.

However, despite Alex's strong technical ability (and my lack of it), I still need to familiarise him with the Drupal backend, which is idiosyncratic and does not follow a logical structure in the way that WordPress and other more user-friendly platforms do. Alex and I have already had a couple of brief training sessions, but we need to set aside dedicated time to continue this work.

In addition, as the design and content of the Members area will be overhauled by Alex this spring, I also need to work closely with him on planning the new layout and agreeing what each section of the reconfigured menu will contain, replicating the process we executed successfully when creating the public-facing website. This is collaborative work that we need to complete together. Alex has already created a copy of the website in coordination with, and with assistance from, GWS, which will allow him to work securely on the backend.

Once this period of training and collaboration on the redesigned Members site is complete, I will be able to hand over full responsibility for this area to Alex, which will in turn free up some of my time for other priorities.

Social Media

Attended two MI Social Media team meetings in January, which were intended to reinvigorate the social media work that began last year.

Since those meetings in early January, Alex has made strong progress, communicating on a daily basis with the various teams and overseeing the successful publication of a number of new posts.

MI Assets in Storage

Made an inventory of testing/development-related materials held in storage. Fine-tuned the list details with input from Eivind.

SIGs

Liaised with I-SIG Coordinator Steve Coles with regard to new I-SIG applications and uploaded new I-SIGs to the website.

SMAC Request for NM and Aggregated Statistics

Responded to a request, via Robin, from György Dede and Aapo Peltomäki of the Strategic Management Advisory Committee (SMAC) for comprehensive statistics and data relating to NMs, including demographic characteristics, membership trends, and data suitable for cross-country and time-series analysis.

I provided access to the most relevant data currently held by the MI Office, including recent Annual Reports, NM statistics contained in recent IBD agendas, and a legacy Power BI dashboard created by former Director of Development José Luiz Martínez. I noted that the Power BI dashboard is no longer current but may nevertheless be useful as a reference point for rebuilding a maintained reporting framework in future.

György subsequently asked whether earlier datasheets underlying the Power BI reports were available, and queried the source of historical age-distribution data shown in the dashboard. I confirmed that I do not have access to the underlying Power BI datasets and do not have visibility of the data sources or methodology used by José to produce age-distribution figures. I suggested that he contact José directly should he wish to pursue this further.

I confirmed that, beyond the materials already shared, the MI Office does not currently hold additional structured datasets suitable for detailed statistical analysis. I welcomed SMAC's interest in developing this area further and indicated willingness, together with Robin and Alex, to support this work within current capacity constraints.

Appendix B: ExComm Motions

All ExComm motions moved between the 30 November 2025 and the 20–21 February 2026 ExComm Meetings are appended to the minutes below.

EXCOMM MOTION: Appointment of Five Trustees to the Mensa International Charitable Foundation
DATE MOVED: 2026-02-20
RESULT & DATE: Withdrawn 2026-02-20
PROPONENTS: Moved CRAWFORD (on behalf of the MICF Trustees)
THAT: In accordance with the Mensa International Charitable Foundation CIO Constitution, Paragraph 10, the following persons are reappointed as Trustees of the Foundation for a term of three years: Michael Feenan, Björn Liljeqvist, Aloma Parker, Heather Poirier, and Marina Tay.
EXPLANATION: The Directors of MIL appointed the trustees of the MICF for terms of three years. The original trustees' term ended in July 2025, and all had expressed a desire to continue.
FINANCIAL IMPACT: None.

EXCOMM MOTION: Grant of 10,000 GBP to the Mensa International Charitable Foundation
DATE MOVED: 2026-02-20
RESULT & DATE: Withdrawn 2026-02-20
PROPONENTS: Moved CRAWFORD (on behalf of the MICF Trustees)
THAT: A sum of 10,000 GBP is granted to the Mensa International Charitable Foundation.
EXPLANATION: The bank identified for the MICF required funds to be available in order to open an account. Trustee Michael Feenan requested that the grant not be deferred to the next IBD meeting, but that Mensa International agree in principle to provide the funds as soon as an online motion could be passed. The sum of 10,000 GBP had been envisaged when the matter was originally raised with the IBD. Although the funds could not be transferred until the account was opened, a formal decision in advance was required. He further noted that the IBD had already approved larger amounts for other funds in the interim, and that this concerned Mensa International's own charity.
FINANCIAL IMPACT: 10,000 GBP.

EXCOMM MOTION: Consider Members per Million in Voting Rights
DATE MOVED: 2026-02-20
RESULT & DATE: Withdrawn 2026-02-20
PROPONENTS: Moved BURCUŞEL; Seconded OLSEN
THAT: IBD instructs ExComm to begin preparations for and create a constitutional amendment referendum to be voted on by the members, to amend Article V.B.1

FROM:

> Each Full National Mensa that has 250 to 499 members and has fewer than 75 members per million of population shall have zero votes. Each Full National Mensa that has 250-499 members in good standing and at least 75 members in good standing per million of population shall have one vote. Each Full National Mensa

that has 500-999 members shall have one vote. Each Full National Mensa that has 1,000 to 4,999 members shall have two votes. Each Full National Mensa that has 5,000 or more members shall have three votes plus one additional vote for each additional 5,000 members.

TO:

1.a Except as specified in section 1.b below, each Full National Mensa that has 500-999 members in good standing shall have one vote, each Full National Mensa that has 1,000 to 4,999 members in good standing shall have two votes, and each Full National Mensa that has 5,000 or more members in good standing shall have three votes plus one additional vote for each additional 5,000 members in good standing.

1.b Each Full National Mensa that has 250 to 499 members in good standing and has fewer than 75 members in good standing per million of population shall have zero votes. Each Full National Mensa that has 250-499 members in good standing and at least 75 members in good standing per million of population shall have one vote. Each Full National Mensa that has 250-999 members in good standing and has at least 150 members in good standing per million of population shall have two votes. Each Full National Mensa that has 250-4999 members in good standing and has at least 750 members in good standing per million of population shall have three votes.

EXPLANATION: With the current form, countries that have very small populations can never realistically reach a level of membership numbers to get 2 votes in IBD, even when their progress and performance is excellent. The votes of Mensans inside the management structure carry very different weights if they are from a country with a large population or a country with a very small population.
FINANCIAL IMPACT: 10,250 GBP for an international referendum that includes up to five constitutional amendments.

EXCOMM MOTION: Rate of Assessment
DATE MOVED: 2026-02-20
RESULT & DATE: Withdrawn 2026-02-20
PROPONENTS: Moved BURCUŞEL; RITSTIER; Seconded OLSEN
THAT: IBD instructs ExComm to start preparation for and create a constitution amendment referendum to be voted on by the members, to amend Article XI.B

FROM:

Notwithstanding the provisions of Paragraph XI.A, the rate of assessment shall not be increased unless the motion for such increase receives the affirmative votes of national representatives of national Mensas whose combined memberships constitute at least 51 percent of the worldwide membership of Mensa.

TO:

Notwithstanding the provisions of Paragraph XI.A, the rate of assessment shall not be increased unless the motion for such increase receives the affirmative votes of two thirds of the Board votes.

EXPLANATION: This paragraph is not in line with the rest of the constitution in respect to duties and responsibilities of the IBD. "The members of the Board are accountable to the membership for the conduct of Mensa's international affairs." and the Board manages Mensa as an entity so it should be responsible for the financial part as an entity too.
FINANCIAL IMPACT: 10,250 GBP for an international referendum that includes up to five constitutional amendments.

EXCOMM MOTION: Mensa International Uses English
DATE MOVED: 2026-02-20
RESULT & DATE: Passed 2026-02-20
PROPONENTS: Moved BURCUŞEL; Seconded OLSEN
THAT: Bylaw 1.1 MENSA INTERNATIONAL USES ENGLISH is amended

FROM: English is the official language of Mensa International

TO:

English is the official language of Mensa International. All the members of the International Board of Directors are required to understand and communicate in English at a level that allows them to debate, without translation needed, both live and in writing, the business of Mensa International.

Accommodations for disabilities are allowed. English-speaking proxies may be appointed.

EXPLANATION: An IBD member should be able to live debate a motion modifying a bylaw. Each country must send a national representative that speaks English well enough to participate in debates, including the in camera debates.
FINANCIAL IMPACT: None.

EXCOMM MOTION: Definition of "National Mensa"
DATE MOVED: 2026-02-20
RESULT & DATE: Passed 2026-02-20
PROPONENTS: Moved BURCUŞEL; Seconded OLSEN
THAT: Bylaw 1.4 DEFINITION OF "NATIONAL MENSA" is amended

FROM:

As used in the Constitution of Mensa and these Bylaws, the term "national Mensa" with a small "n" at the start of "national" means "any recognised national Mensa group, including Full National Mensas and Provisional National Mensas"

TO:

> As used in the Constitution of Mensa and these Bylaws, the term "national Mensa" means "Full National Mensas and Provisional National Mensas".

EXPLANATION: The initial long definition was changed over time to include or exclude "Emerging Mensa" and it got to a point where it was unclear whether Emerging Mensas were meant to be included or not. This motion simplifies and clarifies what it is meant to say.
FINANCIAL IMPACT: None.

EXCOMM MOTION: Approval of Model Constitution
DATE MOVED: 2026-02-20
RESULT & DATE: Passed 2026-02-20
PROPONENTS: Moved BURCUȘEL; Seconded CRAWFORD
THAT: The revised Model Constitution is approved for distribution and inclusion in the Guidelines.
EXPLANATION: GPAC updated the model Constitution to include recent changes.
FINANCIAL IMPACT: None.