

Type of Meeting: Monthly Board of Trustees Meeting

Date & Time: Sunday, December 29, 2024, 10:00 a.m.

Location: In-Person, VRIC Main, Yaqeen Wing

Attendees: Dr. Adeel Raza, Dr. Ehap Sabri, Dr. I. Sulyman Olanrewaju

Absentees: Abdus Samad Khalilullah, Sahar Ayad

Minutes: Tammam Alwan

Approval: Approved by unanimous vote (5/5 BOT members, including 3/5 of the BOT members who were serving at the time) on Sunday, March 23, 2025



Meeting Minutes

- Dr. Ehap called the meeting to order.
 - A quorum of three out of five BOT members was reached, in accordance with Section 3.4 of the VRIC bylaws.
- Dr. Ehap opened the public forum.
 - No public attendees with inquiries were present.
- Dr. Ehap reviewed the 2024 Objectives.
 - Detailed updates provided by Dr. Adeel and Dr. Sulyman are included below.

Objective	2024 End-of-Year Status	Monthly Updates
Goal #1 Governance/Financial Be the best in class in financial and governance sustainability	<i>See individual objective statuses below.</i>	<i>See individual objective updates below.</i>
1.1 - Automate event requests and event scheduling	Complete	- No additional updates.
1.2 - Enhance 2 way Communication strategy Create a framework (religious & boards) accessibility/visibility of who leadership is and how to access them (communication strategy), escalation, Inter/Intra/Ext official communications (transparency)	Complete	- The Board of Directors approved an escalation policy , which was added to the website.
1.3 - Increase 10% operations financial stability (i.e Ansar club, Waqf exploration, revenue outside of donors)	Complete	- No additional updates.
1.4 - Increase membership by 20% by adding benefits beyond voting and automate membership system	Incomplete	- On 12-14-2024, the election committee shared that there were 279 total members when sharing the BOT election results. However, on 12-18-2023 when it shared the BOD election results, it listed 345 total members. This represents a 19.13% decrease of membership. - Membership dues were increased by \$30 to \$90 in 2024 but remain low compared to other local Islamic centers. - Challenges have been identified in the membership renewal process

		<p>through the MOHID platform.</p> <ul style="list-style-type: none"> - This initiative may be prioritized in 2025.
<p>1.5 - Develop future org structure for VRIC and identify immediate and short term hiring needs</p>	<p>Complete</p>	<p>Three Additional Positions Identified by the Board of Directors (BOD):</p> <ol style="list-style-type: none"> 1. Social Media Manager <ul style="list-style-type: none"> - Purpose: Social media strategy to generate income and increase VRIC's online presence. - Status: Expected to be posted in January, 'in sha'a allah. - Action Item: Dr. Adeel to ask who is helping EPIC with their social media strategy. 2. Visual Creative Manager <ul style="list-style-type: none"> - Purpose: Creation of event marketing material and content promotion. - Status: Still under discussion; not expected to be posted soon. 3. Front Office Manager <ul style="list-style-type: none"> - Purpose: To assist with overall administrative management. - Status: No additional updates. <p>Other Relevant Updates:</p> <p>Finance Committee</p> <ul style="list-style-type: none"> - A committee of three community members has been formed to handle financial operations. - VRIC's financial operations have grown too complex to remain volunteer-run. - Action Item: Dr. Adeel to find out who Sameer Syed was working with as a volunteer to assist with financial operations. <p>Operations Manager</p> <ul style="list-style-type: none"> - Waleed Rahman will now serve as the BOD liaison for this position, replacing Hasib Ahmad. - The title and job description may need refinement to avoid overlaps with other roles and to address staffing gaps. <p>Overall Action Items:</p> <ul style="list-style-type: none"> - Dr. Adeel to share job descriptions for the three new staff positions with the BOT. - Dr. Adeel to share the updated organizational structure with the

		<p>BOT.</p> <ul style="list-style-type: none"> - Dr. Adeel to identify 1-2 clear metrics for each 2025 staff position.
1.6 - Main expansion construction goal	Complete	<ul style="list-style-type: none"> - The funding goal for the expansion project was identified in 2024 to be \$12M. - Initially, \$1M was set as the amount needed to raise by the end of 2024 based on the projected cash flow plan. - This goal was successfully raised during the fall gala, although some pledges remain open. - Within one month, the projected cash flow requirement was increased by the expansion committee. - A payment of \$586K was released two weeks ago, with the next payment of approximately \$286K projected for January. - February's payment is expected to be manageable; however, there is a potential risk to cash flow during Ramadan. - Typically, there is a one-month window to pay after invoices are issued. - A cash flow update will be required next month.
<p><u>Goal #2</u> Educational/Spiritual Be the leader in providing structured ongoing spiritual and life skill reinforcement</p>	<p><i>See individual objective statuses below.</i></p>	<p><i>See individual objective updates below.</i></p>
2.1 - Establish education strategy committee	Partially Complete	<ul style="list-style-type: none"> - One brainstorming session was held with Sh. Yaser, two with select board members, and two with a focus group of community members. - The committee has not yet been formally established. - Action Item: Dr. Sulyman to hold a vision planning session for education strategy.
2.2 - Establish Quran School Advisory Committee to identify opportunities for improvement	Complete	<ul style="list-style-type: none"> - No additional updates.
2.3 - Expand the leadership program to include VRIC employees, VRIC leadership, volunteers	Complete	<ul style="list-style-type: none"> - No additional updates.

Goal #3 Future Generation/Social Be the go to hub for youth and broader community	<i>See individual objective statuses below.</i>	<i>See individual objective updates below.</i>
3.1 - Assess the needs of the special needs population and provide recommendations to address the needs.	Complete	- No additional updates.
3.2 - Create Outreach & Revert Committee with achievable goals	Complete	- No additional updates.
3.3 - Assess and establish programming for ages 18-24	Partially Complete	- The Girls Youth Director, Sr. Aminah, has initiated programming for the girls. - Action Item: Dr. Adeel to meet with Sr. Aminah for a detailed update.
3.4 - Establish Welcome Committee, create committee charter	Complete	- No additional updates.
3.5 - Relaunch VRIC Clinic	Partially Complete	- A list of interested local Muslim physicians has been identified. - Liability insurance options for physicians and VRIC have been explored. - The clinic is not on track to be established by January 2025. - Action Item: Dr. Ehap to connect Dr. Adeel and/or Dr. Sulyman with a contact from ICI's clinic.
3.5 - Provide regular matrimonial services twice per year	Complete	- No additional updates.

Other Key Discussions

Discussion Point	Updates
Fundraising Strategy Committee	<ul style="list-style-type: none"> - This intended 2024 committee has not yet been created. - Its formation presents an opportunity to more effectively raise the remaining funds needed to cover the expansion's \$12M total projected expenses. - Tammam is interested in leading this committee, with a recommended quarterly meeting cadence to avoid overwhelming members and allow the BOD to focus on tactical fundraising efforts. - This committee could engage capital campaign fundraising experts and involve new community members. - It could also make recommendations regarding a qard hasan (non-interest bearing loan) from community members to finance the project and assess the impact of this loan's transparency on community trust and

	<p>fundraising.</p> <ul style="list-style-type: none"> - International donors may be identified to support the expansion project. - Action Item: Tammam to organize the first meeting for this committee. - Action Item: Tammam to work with Dr. Adeel on writing international donation acceptance policy.
Outreach Committee	<ul style="list-style-type: none"> - This committee could benefit from additional volunteer help. - Action Item: Tammam to share two volunteer recommendations with Salim Anik, who can help provide high-level ideas and volunteer quarterly to enhance programming.
Volunteer Recruitment	<ul style="list-style-type: none"> - One idea is to utilize the volunteer Google form or send out marketing materials that clearly specify the talents being sought. - The Welcome Committee could play a significant role in identifying community volunteer talent. - The committee members could stand up after Isha prayer, wearing their welcome shirts, to pitch various volunteer needs. - This public announcement could also serve as an opportunity to recruit new VRIC members. - Action Item: Dr. Adeel to share the above ideas with the BOD liaison for the Welcome Committee.
Community Engagement	<ul style="list-style-type: none"> - An idea shared is to introduce weekly BOD updates from the President, with the Chairperson also contributing as needed, to keep the community engaged and informed. - These updates can be shared after Isha prayer on a consistent day each week, establishing a predictable cadence that the community can look forward to.
Strategic Priorities	<ul style="list-style-type: none"> - The voice of the community annual survey must be sent out at least two weeks before the BOT-BOD strategic planning meeting on Sunday, January 29, 2025. - A community volunteer is needed to draft survey questions and assist with data analysis for both boards. - Action Item: Sr. Shafia to send out the annual community survey. - Action Item: Dr. Adeel to perform or partially delegate to the VP skip-level meetings with committee heads to gather their strategic priorities for 2025.

- Dr. Ehap inquired about the need for a closed session.
 - No requests were made, and a closed session was not held.

Meeting Action Items

Action Item	Assignee	Due Date	Status
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Ask who is helping EPIC with their social media strategy.	Dr. Adeel Raza	Sun, Jan 26, 2025	Not Started ⌚
Find out who Sameer Syed was working with as a volunteer to assist with financial operations.	Dr. Adeel Raza	Sun, Jan 26, 2025	Complete ✓
Share job descriptions for the three new staff positions with the BOT.	Dr. Adeel Raza	Sun, Jan 26, 2025	Complete ✓
Share the updated organizational structure with the BOT.	Dr. Adeel Raza	Sun, Jan 26, 2025	Not Started ⌚
Identify 1-2 clear metrics for each 2025 staff position.	Dr. Adeel Raza	Sun, Jan 26, 2025	Complete ✓
Hold a vision planning session for VRIC's education strategy.	Dr. I. Sulyman Olanrewaju	Sun, Jan 26, 2025	In Progress 🚧
Meet with Sr. Aminah for a detailed update on 18-24 girls' programming.	Dr. Adeel Raza	Mon, Dec 30, 2024	Complete ✓
Connect Dr. Adeel and/or Dr. Sulyman with a contact from ICI's clinic.	Dr. Ehap Sabri	Sun, Jan 26, 2025	Complete ✓
Organize the first meeting for the fundraising strategy committee.	Tammam Alwan	Sun, Jan 26, 2025	Complete ✓
Work with Dr. Adeel to write international donation acceptance policy.	Tammam Alwan	Sun, Jan 26, 2025	In Progress 🚧
Share Outreach Committee volunteer recommendations with Salim Anik.	Tammam Alwan	Sun, Jan 26, 2025	Complete ✓
Share the above volunteer recruitment ideas with the BOD liaison for the Welcome Committee.	Dr. Adeel Raza	Sun, Jan 26, 2025	Complete ✓
Send out the annual community survey.	Shafia Alam	Sun, Jan 5, 2025	Complete ✓
Perform or partially delegate to VP skip-level meetings with committee	Dr. Adeel Raza	Sat, Jan 18, 2025	Not Started ⌚

heads to gather their 2025 strategic priorities.			
Retrieve actual 2024 objective verbiage from BOT-BOD shared drive to update above meeting minutes.	Tammam Alwan	Sun, Dec 29, 2024	Complete 