

Type of Meeting: Monthly Board of Trustees Meeting

Date & Time: Sunday, April 20, 2025, 10:00 a.m.

Location: In-Person, VRIC Main, Yaqeen Wing

Attendees: Dr. Adeel Raza, Dr. Ehap Sabri, Dr. I. Sulyman Olanrewaju, Sameer Syed, Tammam Alwan

Absentees: None

Minutes: Tammam Alwan

Approval: Approved by unanimous vote (5/5 BOT members) on Sunday, May 18, 2025.



Meeting Highlights

- Meeting Minutes Approval: **The March 23 minutes were approved (4–1)** with public forum comments summarized; Tammam dissented on grounds expressed below.
- Public Forum Participation: Discussion emphasized redirecting operational concerns to the BOD and the need for clearer community education on BOT vs. BOD roles.
- Public Comments: Br. Ejaz highlighted the need to close the loop on community feedback; Br. Abdul Wali suggested pursuing nearby daycare property for VRIC North.
- Cash Flow Reporting: Monthly financial updates are still pending; BOT stressed the need for visibility across departments and a clearer picture of cash flow.
- Main Campus Expansion: A ~\$450K funding gap remains for the May construction invoice; a \$1.7M bridge financing solution is needed, and the BOT must prepare to vote on shari’ah-compliant financing by next month.
- 2025 Strategic Plan: **The full strategic objectives were unanimously approved (5/5)**, with appreciation extended to Tammam for coordination.
- Constitutional Review: No vote requested; Tammam will lead a comprehensive review to resolve term start dates, inconsistencies, and structural issues.
- VRIC North Daycare Opportunity: Discussed but not pursued; concerns about ROI, alignment with strategic goals, and financial sustainability were raised.
- Closed Session: Held for personnel and legal matters; notes not included in public minutes.

Meeting Minutes

- Dr. Ehap called the meeting to order at 10:09 AM
 - A quorum of five out of five BOT members was reached, in accordance with Section 3.4 of the VRIC bylaws.
- The minutes from the Mar 23 BOT meeting were reviewed.
 - A motion was made to approve the minutes with a summarized version of the public forum comments, rather than including each attendee’s individual remarks in full, per the draft available for review.
 - The motion was approved by a 4-1 vote. Tammam voted against the motion, expressing opposition to summarizing the public comments instead of documenting them in detail.
 - Dr. Ehap had proposed that a summary of the overall minutes be presented to the community due to time constraints in reading the full details. Tammam will implement this going forward by preparing a high-level summary for community emails while preserving the full version, including detailed comments, on the website for absent members to review.
- Dr. Ehap opened the public forum at 10:33 a.m. after discussing how it has been held in the past few meetings.
 - Three public attendees attended, two of whom shared public comments.

Agenda Item	Speaker	Updates
Public Forum Participation	Dr. Ehap Sabri	<ul style="list-style-type: none">- Dr. Ehap referenced a prior BOT policy regarding the time limit and format of public forum comments. This requires follow up with previous board members to confirm the details of its approval and final format.- He expressed concern over the recent trend of community members using the BOT public forum to raise operational matters, which the BOT is not positioned to address directly. Since the BOT meets monthly and lacks tactical authority, these concerns often remain unresolved.

		<ul style="list-style-type: none"> - Dr. Ehap recommended that the BOD develop a formal mechanism to receive and respond to operational feedback. In this proposed model, the public would first engage the BOD directly. If unresolved, matters could then be escalated to the BOT. This approach would provide clarity, manage expectations, and help close the communication loop. - In response, it was noted that the BOD currently lacks a general public-facing outlet for feedback outside of General Assembly meetings. Current BOD policy limits General Assembly Q&A sessions to agenda-specific matters only, leaving no open forum for general operational concerns. - The BOT recommended that the BOD consider holding regular public-facing town halls or open forums, ideally scheduled immediately after General Assembly meetings, to provide the community with a dedicated channel for feedback and questions. - The BOT also emphasized the need to educate the community on the distinction between the BOT and BOD roles to help direct concerns appropriately and avoid misunderstandings about organizational responsibilities. - Dr. Ehap suggested that public forum comments should be summarized because they would be more accessible. - Tammam raised a concern regarding transparency and the recent motion to approve summarized versions of public forum comments in the meeting minutes. He expressed that such summaries may risk suppressing the public voice and noted that while the City of Irving uses summaries in its written minutes, it also publishes full video recordings of meetings, including all public comments. He recommended that VRIC maintain detailed documentation to preserve community trust and openness. - It was noted that the BOD responded to all public comments from the previous BOT meeting and CC-ed the BOT in their messages for awareness.
Public Forum	General Assembly	<ul style="list-style-type: none"> - Br. Ejaz Ahmad emphasized the importance of closing the communication loop. He acknowledged that while operational concerns may fall outside BOT jurisdiction, community members still expect some form of resolution or follow-up to their concerns. Without this, it may appear that the BOT is inactive. - Br. Abdul Wali Siddiqui expressed gratitude to the BOT and brought forward a real estate opportunity, the sale of the daycare facility adjacent to VRIC North. He recommended that VRIC consider pursuing the purchase, citing its potential long-term benefit to the community and the scarcity of real estate in Valley Ranch.
Cash Flow	Dr. Adeel Raza	<ul style="list-style-type: none"> - The BOT previously requested in February that the BOD begin providing monthly cash flow updates as a standing agenda item to serve as an ongoing indicator of VRIC's financial health. - This update is not yet available. The BOD is currently exploring long-term solutions to enhance timely financial reporting, in alignment with VRIC's annual strategic objectives. - It was noted that the BOD currently provides quarterly cash flow updates during General Assembly meetings, but a more regular monthly reporting cadence is necessary for internal oversight, even if limited to high-level cash balance figures in the

		<p>beginning.</p> <ul style="list-style-type: none"> - The BOT emphasized the need to understand VRIC's cash position regularly, particularly in light of the absence of a finalized 2025 operating budget tied to the strategic plan. - Discussions highlighted the importance of capturing financial performance across different business units (e.g., Qur'an School, Youth Department) and restoring visibility into profit and loss categories, which may have been lost due to noncurrent tagging or reporting limitations. - A September deadline under the financial objective in the strategic plan is intended to address this need and move toward implementation.
Main Campus Expansion	Sameer Syed	<ul style="list-style-type: none"> - The BOT reviewed updated financial projections for the VRIC Main Campus Expansion, including construction timelines and funding status, presented by Sameer. - The 1st floor finish-out is projected to be completed between April and June 2026. - Major inflation risks have been minimized, as HVAC systems have been procured and steel fabrication is nearly complete. - The 2025 Ramadan fundraiser was successful, with \$2.1M in pledges secured. An additional fundraiser is planned for October 2025 with a \$1M target. - There is an urgent need for approximately \$1.7M in bridge financing to cover the period between May and October 2025. The plan anticipates full payoff of the bridge financing by March 2027. - For the month of May 2025, projected construction invoices total \$838K, while only \$385K is currently available, leaving a funding gap of ~\$450K. - Sameer noted that to pursue a shari'ah-compliant financing option, the following will be required: <ul style="list-style-type: none"> - Advance public notice that a vote will take place. - Access to audited financials. - A lead time of at least 60 days to process the loan. - As such, the BOT must prepare to formally address and vote on the financing option in the May BOT meeting, in order to remain on schedule.
2025 Strategic Objectives	Dr. Ehap Sabri	<ul style="list-style-type: none"> - Dr. Ehap expressed his appreciation to Tammam for his leadership in organizing the working session, facilitating the necessary conversations, and finalizing the draft of VRIC's 2025 Strategic Objectives, Strategies, and Tactics (OST) with the BOT and BOD. - A motion to approve the finalized 2025 Strategic Plan was made and passed unanimously (5/5). - Screenshots of the approved objectives were shared during the meeting and will be included in the official records below.
Constitutional Amendment	Tammam Alwan	<ul style="list-style-type: none"> - Tammam reiterated that no vote was being requested at this time regarding any constitutional amendments. As discussed during prior meetings, this topic is to be explored more broadly under the "Build a Sustainable Organization" objective within the 2025 strategic plan. - The Constitution currently lacks a clear start date for board terms. Tammam previously proposed aligning terms with the 1st

		<p>of Muharram, which would provide clarity and consistency for future cohorts.</p> <ul style="list-style-type: none"> - Historical instances were mentioned where trustee terms exceeded their intended duration by several months or even a full year. However, such extensions are not deemed acceptable, even with the expected overlap with Ramadan, which complicates transitions for the next BOD cohort. - It was emphasized that aligning with Hijri dates alone is not sufficient. A comprehensive review is needed, as the current Constitution contains inconsistencies, typographical errors, and structural limitations that hinder long-term organizational effectiveness. - The BOT agreed to have Tammam lead this process, as he was previously voted to lead the Constitution committee. This would involve a full analysis and potential restructuring of the Constitution. No further discussion was held at this time to allow for a thorough and deliberate approach.
VRIC North Daycare Opportunity	Sameer Syed	<ul style="list-style-type: none"> - The BOT held an exploratory discussion regarding the potential opportunity to acquire the daycare facility adjacent to VRIC North. - Several strategic and financial questions were raised to assess alignment with VRIC's current objectives: <ul style="list-style-type: none"> - Does this opportunity support the Endowment Growth objective or the Operational/Facilities Expansion objective? - If VRIC had \$4 million in unrestricted funds today, would this property yield the highest possible return on investment (ROI) compared to other uses of that capital? - Financial considerations: <ul style="list-style-type: none"> - There does not appear to be a strong financial case for pursuing this opportunity. - There is also potential risk to fulfilling current strategic objectives if significant resources are diverted to pursue this property. - From a strategic land acquisition perspective, questions were raised: <ul style="list-style-type: none"> - What new functionality or space does this property offer that is not already being addressed by VRIC's current expansion project? - If the objective is additional classroom or program space, could alternative locations offer better value and long-term flexibility? - No motion was made to explore the opportunity further at this time. - It was noted that additional properties nearby, including a gas station and other businesses, may also be under consideration for purchase by Muslim community members.
Closed Session (Personnel, Legal)	Tammam Alwan Dr. Adeel Raza	<ul style="list-style-type: none"> - At 11:37 a.m., the BOT moved into a closed session, and general assembly members exited the Yaqeen Wing. - Notes from this session will not be included in the public minutes.

	A	B	C	D	E
1		Strategy	Tactic	Owner	Due
2	Strengthen Financial Sustainability	Expand and Diversify Revenue	Create a Donor Relations Committee to oversee and improve donor engagement and retention to attain a 20% overall increase in average revenue per community member.	Sameer Syed	2025.12
3			Introduce flexible and convenient non-cash donation methods focusing on a 30% increase in digital currency.	Adnan Syed	2025.12
4			Establish a Fundraising Committee and task it with developing a comprehensive business development funding strategy to secure 80% of required cash-flow needs within the next 18 months.	Adeel Raza	2025.09
5		Optimize Financial Management	Engage a local, preferably Muslim, accounting firm to outsource/bring in house the bookkeeping function in order to facilitate timely financial reporting and reduce administrative burdens.	Adnan Syed	2025.09
6			Develop an organizational budget by 05/2025, including 2-year expansion cost and income projections that include repayment of any loans (if applicable) by 03/2025 and 2 year operational projections by 09/2025.	Adnan Syed	2025.09
7		Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.09

	A	B	C	D	E
1		Strategy	Tactic	Owner	Due
8	Build a Sustainable Organizational Framework	Enhance Governance Structure	Complete a comprehensive policy assessment by 06/2025, identifying and developing at least five critical policies with implementation plans and staff training by 12/2025 and establishing a standardized document control system to manage approved policies.	Shafia Alam	2025.12
9			Launch a comprehensive membership growth and retention plan by 06/2025 to streamline registration, provide member benefits, and include targeted outreach campaigns to increase total membership to at least 400 members by 12/2025 (15% growth from 12/2023).	Adeel Raza	2025.12
10			Conduct a constitutional review to identify and propose any necessary amendments that support long-term organizational sustainability and effective governance.	Tammam Alwan	2025.09
11			Develop and document a BOD and BOT succession plan outlining key roles, desired competencies, and levels of community engagement, and present it for community awareness.	Waleed Rahman	2025.09
12		Optimize Human Resources	Establish an organizational leadership framework focusing on staff, board members, and committee leads that includes clear communication standards (incl. response time expectations), HR procedures (incl. PTO), and committee operation playbooks.	Waleed Rahman	2025.12
13			Operationalize an annual, systematic skills development program for staff to address knowledge gaps in administrative processes and community engagement, with 90% of staff completing role-specific training modules on an ongoing basis.	Sulyman Olanrewaju	2025.12
14		Standardize Operational Processes	Standardize and document facility management practices for operational processes, vendor management, facility equipment and assets, and roles and responsibilities across the main (including new expansion) and North campuses, including maintenance protocols, vendor contracts, asset inventories, and accountability frameworks.	Waleed Rahman	2025.09
15			Complete the expansion project's outer shell and start the interior of the first floor, staying within 10% of the approved budget and timeline.	Sameer Syed	2025.12

	A	B	C	D	E
1		Strategy	Tactic	Owner	Due
16	Promote Educational and Spiritual Growth	Enhance Islamic Education Programs	Establish an Education Strategy Committee by 06/2025 to develop a comprehensive education roadmap with clear objectives and an implementation timeline by 09/2025.	Sulyman Olanrewaju	2025.09
17			Optimize Quran School management through a teacher training program and identify performance metrics resulting in improved student outcomes and create a baseline.	Sulyman Olanrewaju	2025.08
18		Strengthen Community Spiritual Development	Identify gaps in religious learning across age and knowledge levels to inform the design of a structured development program with defined learning pathways for at least three distinct groups.	Sulyman Olanrewaju	2025.12
19			Complete a review of the religious leadership structure by 09/2025, resulting in a hiring plan, job descriptions, and key success metrics by 12/2025.	Adeel Raza	2025.12
20		Expand Outreach and Inclusion Initiatives	Launch a convert support program that includes mentorship, regular meetings, and community integration activities, measuring success by consistent attendance of 10 or more converts.	Salim Anik	2025.09
21			Partner with local churches, synagogues, and the city on homelessness initiatives or organizing a joint 5K run for social good.	Ehap Sabri	2025.09
22			Operationalize programming for the special needs community that offers tailored religious, social, and support activities, aiming for regular participation and family engagement.	Salim Anik	2025.09
23			Develop and implement a "Welcome Home" branding campaign that captures VRIC cultural practices, history, and community values.	Salim Anik	2025.09
24		Develop Community Leadership Capabilities	Enhance the Leadership Academy to serve as a second-level program with advanced curriculum modules or hands-on experience, graduating at least 40 community leaders who complete all requirements and demonstrate leadership competencies through practical projects.	Ehap Sabri	2025.09
25			Establish a Civic Engagement Academy with a first cohort of at least 10 participants each, focusing on local government processes, public speaking, advocacy skills, and community organizing, including best-in-class system-level guidance.	Sulyman O.	2025.12

	A	B	C	D	E
1		Strategy	Tactic	Owner	Due
26	Foster an Inclusive and Supportive Environment for Youth	Ensure Continuity of Youth Programs	Develop and implement a quarterly program assessment process that tracks attendance, volunteer engagement, parent feedback, and resource needs for all core youth programs.	Hasib Ahmed	2025.12
27		Strengthen Youth Leadership Structure	Complete a review of the youth organization structure by 07/2025, resulting in a hiring plan, job descriptions, and key success metrics by 12/2025.	Adeel Raza	2025.12
28			Complete an assessment of key youth department operational needs by 09/2025, resulting in the development and implementation of 2 critical SOPs (safety protocols and event planning) by 12/2025, with staff and volunteer training completed and 100% compliance in documentation.	Adeel Raza	2025.09
29		Enhance Youth Programming	Formalize partnership structure with 2 external organizations to expand youth programming opportunities in education, community service, and leadership development.	Hasib Ahmed	2025.12
30			Design and implement specific programs for male and female college students, with at least 30 regular participants in each program.	Hasib Ahmed	2025.12
31		Increase Youth Participation in Decision-Making	Conduct a youth-focused survey by 08/2025 collecting feedback from at least 100 youth participants, with results analyzed and incorporated into a youth strategic plan by 11/2025.	Adeel Raza	2025.11

Meeting Action Items

Action Item	Assignee	Due Date	Status
Share the BOD's committee creation policy with the BOT for review.	Dr. Adeel Raza	Sat, May 17, 2025	Complete <input checked="" type="checkbox"/>
Evaluate the recommendation for a BOD public forum to discuss operational feedback.	Dr. Adeel Raza	Sat, May 17, 2025	Complete <input checked="" type="checkbox"/>
Follow up with Sr. Farah and Br. Abdus Samad	Tammam Alwan	Sat, May 17, 2025	Complete <input checked="" type="checkbox"/>

about the approval status and finalized format of the mentioned BOT policy.			
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Next Meeting

- The next BOT meeting's date was not discussed.