

Type of Meeting: Monthly Board of Trustees Meeting

Date & Time: Sunday, May 18, 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, June 29, 2025.



Meeting Highlights

- **Meeting Minutes Approval:** The April 20 minutes were approved unanimously (5/5) after being reviewed and amended in a closed session.
- **Public Forum Participation:** Br. Ejaz encouraged civic education efforts around Gaza and proposed exploring a VRIC-based KG–12 school; Br. Kashi reiterated the need for better communication tools like WhatsApp or Telegram for timely event updates.
- **Cash Flow Reporting:** The operations account showed a \$20K net gain over the last quarter, though reserves remain ~\$200K.
- **Main Campus Expansion:** A \$1.6M shari'ah-compliant qard hasan loan was unanimously approved (5/5) to address the construction funding gap through October fundraiser.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** Interviews for the bookkeeper role are underway with an expected start date of June 1st; two-year expansion expense projections are complete, and initial steps to enable stock donations and establish waqf policies are in progress.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** A membership campaign has been launched with support from the Welcome Home Committee; construction continues with slab pouring completed and steel framing in progress, and new cleaning services and inventory software have been implemented to improve facility operations.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** Qur'an School reforms are in motion, the Revert Care Program is being redesigned, and a partnership with MUHSEN is driving inclusive programming.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** Meetings will be scheduled in July to discuss youth program assessment and expanding youth external partnerships; a meeting in August will focus on designing male-specific college programming.
- **Meeting Transparency:** The BOT agreed to begin recording and publishing full public BOT meetings starting in June, excluding closed sessions.

Meeting Minutes

- Dr. Ehap called the meeting to order at 10:06 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 April 20, 2025 BOT meeting were reviewed and amended during the closed session.
 - Upon resuming the public session, following a closed session held from 11:12 a.m. to 12:33 p.m., a motion was made to approve the amended minutes.
 - The motion was approved unanimously by the BOT (5/5).
- Dr. Ehap opened the public forum at the beginning of the meeting.
 - Two public attendees attended, both of whom shared public comments.

Agenda Item	Speaker	Updates
Closed Session (Meeting Minutes)	Dr. I. Sulyman Olanrewaju	<ul style="list-style-type: none">- Dr. Sulyman requested that the April 20 meeting minutes be reviewed and discussed during a closed session rather than at the start of the public meeting.- Tammam noted that public attendees may not return for the vote on the meeting minutes if it is deferred until after the closed session.- At 11:12 a.m., the BOT entered a closed session to discuss this, and general assembly attendees exited the Yaqeen Wing.

		<ul style="list-style-type: none"> - Notes from this session will not be included in the public minutes.
Public Forum	General Assembly	<ul style="list-style-type: none"> - Br. Ejaz Ahmad reflected on the Voices of Gaza event held on Saturday, May 10, and encouraged continued efforts to educate the broader non-Muslim community about the humanitarian crisis in Gaza. He also proposed that VRIC consider establishing a KG–12 Islamic school under its umbrella, beginning with a few initial grades and expanding over time. He noted that while masajid are growing in number, there remains a shortage of Islamic schools. He recommended adding this initiative to the strategic objectives. - Br. Kashif (Kashi) Ahmed followed up on recommendations he previously shared during the March 23, 2025 BOT public forum. He reiterated the need for an improved communication strategy to better inform the community about upcoming programming, such as through platforms like Telegram or WhatsApp. He expressed concern that many members remain unaware of events due to limited outreach and marketing.
Cash Flow	Dr. Adeel Raza	<ul style="list-style-type: none"> - Dr. Adeel reported that VRIC experienced a net positive cash flow of approximately \$20,000 over the past three months. - Concerns were raised regarding the current operations account balance, which stands slightly above \$200,000. The BOT emphasized the importance of strengthening VRIC’s financial position by growing cash reserves. - It was noted that the forthcoming budget should include clear projections and incorporate forward planning to ensure long-term financial stability. - The BOT also stressed the need to disaggregate cash flow reporting by major functional areas, such as the Youth Department, Qur’an School, and other business units, to improve visibility and financial oversight.
Main Campus Expansion	Sameer Syed	<ul style="list-style-type: none"> - Sameer provided an update on the continued financial shortfall for the main campus expansion project, a topic he has consistently raised in previous BOT meetings. - Before requesting a formal vote on bridge financing, he referenced ARTICLE 8: Board of Trustees, Section 2: Responsibilities of Board of Trustees, Clause 8, which states: “Any loan given or taken or strategic partnership that spans beyond 2 years or whose cumulative contract value is above \$75,000 must be approved by the BoT.” - This constitutional reference had been discussed in prior meetings, and the proposed vote was anticipated by all BOT members. Sameer shared updated financial projections, detailing the specific funding gap and the amount required to sustain the project through October 2025. - Tammam recommended including an additional \$500,000 in the qard hasan to account for future staffing needs related to operational, religious, and youth leadership positions, beginning in 2026. - Dr. Ehap and Dr. Adeel advised that while increased operating costs should be a key focus in future fundraising events, the qard hasan should remain dedicated solely to the expansion project.

		<ul style="list-style-type: none"> - Dr. Ehap also noted that staffing needs must be clearly defined with detailed forecasting, including headcount and cost estimates, before allocating additional funds for this purpose. Once those projections are finalized later this year, the BOT can revisit the proposal. - A motion was made to approve a shari'ah-compliant qard hasan loan in the amount of \$1.6 million to address the current expansion funding gap. - The motion passed unanimously (5/5).
2025 Strategic Objectives	Tammam Alwan	<ul style="list-style-type: none"> - Tammam provided a full review of the 2025 Strategic Objectives, including updates on progress made since their formal adoption in April. - Details for each tactic were shared during the meeting and are included below as screenshots for reference.
Closed Session (Legal)	Dr. Adeel Raza	<ul style="list-style-type: none"> - At 11:12 a.m., the BOT moved into a closed session to discuss a legal matter, and general assembly members exited the Yaqeen Wing. - Notes from this session will not be included in the public minutes.
Meeting Minutes	Dr. Ehap Sabri	<ul style="list-style-type: none"> - At 12:33 p.m., the BOT meeting was reopened to the public; no public attendees were present at that time. - A motion was made to approve the amended April 20 meeting minutes. The motion passed unanimously (5/5). - The BOT agreed to begin recording and uploading full Board of Trustees meetings for public access, excluding closed sessions. - Dr. Ehap also noted that starting with the June meeting, minutes will be streamlined to include only key decisions, recorded votes, and high-level updates.

	A	B	C	D	E	F	G	I
1	Objective	Strategy	Tactic	Owner	Due	%	Status	5/18 Update
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	0%	Not Started	No progress.
3			Introduce flexible and convenient non-cash donation methods focusing on a 30% increase in digital currency.	Adnan Syed	2025.12	20%	In Progress	Started application process with Amana Funds to establish a brokerage account for stock donations.
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	80%	In Progress	Received over 30 applications for the bookkeeper role. Most have been vetted. Interviews underway; potential start date is June 1.
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	50%	In Progress	Completed 2-year expansion cost and income projections. Once bookkeeper is hired to handle daily accounting, ops budget will be developed at the organizational and committee levels.
6			Develop an organizational budget by 08/2025, 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	40%	In Progress	Treasurer has begun working on the budget.
7		Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.09	10%	In Progress	Drafted policies, pending review.

1	A	B	C	D	E	F	G	H	I
1	Objective	Strategy	Tactic	Owner	Due	%	Status		5/18 Update
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	0%	Not Started 🟡		No progress.
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	40%	In Progress 🟡		Started membership campaign with Welcome Home Committee and Sh. Yaser's input. Exploring MOHID improvement options.
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	5%	In Progress 🟡		No progress.
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	0%	Not Started 🟡		No progress.
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	0%	Not Started 🟡		No progress.
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	0%	Not Started 🟡		No progress.
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	20%	In Progress 🟡		Hired new cleaning company to optimize services. Inventory management software identified.
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	50%	In Progress 🟡		Construction in progress: slab poured in April, steel frame going up.	

1	A	B	C	D	E	F	G	H	I
1	Objective	Strategy	Tactic	Owner	Due	%	Status		5/18 Update
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.	Tammam Alwan	2025.09	5%	In Progress 🟡		Added 9 members to the committee; 3-5 more potential additions.
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	10%	In Progress 🟡		Completed initial brainstorming session with Qur'an School Advisory Committee. Internal leadership overhaul proposed (no outsourcing).
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.	Tammam Alwan	2025.12	0%	Not Started 🟡		No progress. Dependent on formation of Education Strategy Committee.
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.	Tammam Alwan	2025.12	5%	In Progress 🟡		No progress. Dependent on formation of Education Strategy Committee.
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	5%	In Progress 🟡		Redesigning Revert Care Program. Existing Buddy Program was ineffective.
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	10%	In Progress 🟡		Spoke with a city council member who committed to support. ICI also expressed willingness to partner with VRIC.
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	50%	In Progress 🟡		Initiated collaboration with MUHSEN for Book Reading event (6/3/25) and MUHSEN Eid Salah at 11 a.m.
23	Develop Community Leadership Capabilities	Develop and implement a "Welcome Home" branding campaign that captures VRIC cultural practices, history, and community values.	Salim Anik	2025.09	25%	In Progress 🟡		Engaged community via Welcome Home Committee at all major events. Campaign tied to Membership Drive.	
24		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%	In Progress 🟡		Finalizing Leadership Academy dates (Sept/Oct 2025). Scheduling C-Level Leadership Panel.	
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 Olanrewaju	2025.12	0%	Not Started 🟡		Scheduled brainstorm meeting for 5/22 with Civic Engagement Committee.	

1	A	B	C	D	E	F	G	H	I
1	Objective	Strategy	Tactic	Owner	Due	%	Status		5/18 Update
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	0%	Not Started 🟡		Dr. Adeel and Hasib to meet with youth leads to brainstorm by July 2025.
27			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	0%	Not Started 🟡		No progress.
28		Strengthen Youth Leadership Structure	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	0%	Not Started 🟡		No progress.
29			Formalize partnership structure with 2 external organizations to expand youth programming opportunities in education, community service, and leadership development.	Hasib Ahmed	2025.12	50%	In Progress 🟡		Partnership with BEAM Ventures in place for youth entrepreneurship. Expanding to high school/middle school boys. Hasib to meet with youth leads to explore second partnership by July 2025.
30		Enhance Youth Programming	Design and implement specific programs for male and female college students, with at least 30 regular participants in each program.	Hasib Ahmed	2025.12	20%	In Progress 🟡		Female college program ongoing. Dr. Adeel and Hasib to meet with Ameen/Husna to brainstorm new programs with participation targets by August 2025.
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	0%	Not Started 🟡		No progress.	

Meeting Action Items

Action Item	Assignee	Due Date	Status
Share the available facility dates for the Leadership Academy	Dr. Adeel Raza	Sat, June 28, 2025	Complete ✅
Share existing MOUs with other organizations	Dr. Adeel Raza	Sun, June 28, 2025	Not Started ⌚

Next Meeting

- The next BOT meeting's date was tentatively set for Sunday, June 29, 2025.