

Type of Meeting: Monthly Board of Trustees Meeting

Date & Time: Sunday, June 29, 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, July 20, 2025.



Meeting Highlights

- **Meeting Minutes Approval:** The minutes from the May 18, 2025 BOT meeting were approved by a unanimous vote (5–0).
- **Public Forum Participation:** Fifteen attendees were present, with eleven offering public comments on topics including youth programming, North Campus recreational facilities, the Executive Director role, membership criteria, and inclusive education and convert/revert support.
- **Cash Flow Reporting:** No cash flow update was available for May from the BOD. Combined reports for May and June will be presented at the next meeting.
- **Main Campus Expansion:** Steel framing and masonry work continue, with a modest cost increase due to inflation and \$600K of the authorized \$1.6M qard hasan, now utilized to meet ongoing construction payments.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** No interval progress was reported on five of the six tactics under this objective; for the remaining tactic, final candidates for the bookkeeper role were selected, with interviews planned for early July.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** The Joint membership portal was implemented, the Constitution Committee was formally launched with 11 members, and a proposed roadmap was created to support staff skills development and training.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** The Qur'an School Advisory Committee finalized proposed structural changes; a successful Father's Day weekend BBQ was held for reverts; and a MUHSEN Eid Salah was offered as one of only three in the DFW metroplex. Registration for the Leadership Academy was launched, and planning began for a citywide civic engagement leadership panel this September.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** No interval progress was reported on any of the six tactics under this objective.
- **North Campus Sports Facility:** A motion to approve \$115,000 for the project passed (3–2), contingent upon full donor commitments that do not reduce other giving priorities and with project oversight assigned to the Expansion Committee.
- **Civic Engagement by Leadership:** Concerns were acknowledged regarding personal civic activity by VRIC leaders during recent elections. It was reaffirmed that all engagement occurred lawfully and personally. Proposals included finalizing a whistleblower policy and using this moment to educate the community on rights and responsibilities related to civic participation.

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.

Agenda Item	Speaker	Updates
Meeting Minutes Approval (Video Timestamp: 00:00:29)	Dr. Ehap Sabri	- Motion: To approve the minutes from the May 18, 2025 BOT meeting as recorded. - Result: Motion approved by a vote of 5-0 (Dr. Adeel, Dr. Ehap, Dr. Sulyman, Br. Sameer, Br. Tammam in favor; none opposed).
Public Forum (Video Timestamp: 00:00:47)	General Assembly	- Dr. Ehap opened the public forum: 15 public attendees attended, 11 of whom shared public comments. - Sr. Shereen Baig: Expressed support for hiring an Executive

		<p>Director.</p> <ul style="list-style-type: none"> - Br. Mohammad Omar Idrees: Expressed support for the North Campus Soccer Field; expressed conditional support for hiring an Executive Director. - Sr. Samrina Qureshi: Expressed support for strengthening youth leadership, team structure, and programming. - Br. Imran Khan: Expressed support for the North Campus Soccer Field. - Br. Sammer Tekarli: Expressed support for a constitutional amendment to expand VRIC membership eligibility based on geographic distance from the masjid. - Br. Felipe Martins: Expressed support for inclusive strategic education and tarbiyah programming; expressed support for a convert/revert program with a focus on Latino inclusion. - Br. Rehan Ahmed: Expressed support for the North Campus Sports Facility, including a soccer field. - Br. Mannan Burhan: Expressed support for the North Campus Sports Facility with a soccer component. - Br. Ejaz Ahmad: Expressed support for a multipurpose sports facility at North Campus for soccer and basketball; expressed opposition to hiring an Executive Director; expressed support for expanding the VRIC membership eligibility radius to 15 miles via constitutional amendment. - Br. Adnan Jamaledine: Expressed opposition to the North Campus Sports Facility project. - Br. Abdulhamid: Expressed support for the North Campus Multipurpose Sports Facility; expressed support for establishing an evening Qur'an program at the North Campus.
<p>Cash Flow Reporting (Video Timestamp: 00:36:56)</p>	Dr. Adeel Raza	<ul style="list-style-type: none"> - There was no cash flow update for the month of May. Updates for both May and June will be presented at the next BOT meeting.
<p>Main Campus Expansion (Video Timestamp: 00:37:46)</p>	Sameer Syed	<ul style="list-style-type: none"> - Steel framing and masonry work is continuing. - Project costs increased by approximately 1% (~\$100K) due to inflation in material prices; no further significant increases are anticipated if construction remains on schedule. - For June, the beginning cash balance was approximately \$140K, with projected collections of \$100K and total payments of \$540K. - An additional \$500K qard hasan was taken, bringing the total to \$600K so far out of the \$1.6M authorized by the BOT. - Collections from the Ramadan fundraiser are applied toward the construction project.
<p>2025 Strategic Objectives (Video Timestamp: 00:44:26)</p>	Tammam Alwan	<ul style="list-style-type: none"> - A full review of the 2025 Strategic Objectives was presented, including updates on progress made since the previous month. Supporting screenshots are provided below for reference.
<p>North Campus Recreation Project (Video Timestamp: 01:24:46)</p>	Dr. Adeel Raza	<ul style="list-style-type: none"> - Dr. Adeel presented a slide deck on the project plan and details. - Motion: To approve \$115,000 for the North Campus Sports Facility, contingent upon (1) the full amount being secured through donor commitments that do not reduce contributions

		<p>to other priorities (e.g., operations and Main Campus expansion), and (2) the project being managed by the Expansion Committee.</p> <ul style="list-style-type: none"> - Result: Motion approved by a vote of 3-2 (Dr. Adeel, Dr. Ehap, Dr. Sulyman in favor; Br. Sameer and Br. Tammam opposed).
<p>Personal Civic Engagement by Leadership (Video Timestamp: 02:24:32)</p>	Tammam Alwan	<ul style="list-style-type: none"> - Tammam acknowledged that concerns regarding personal civic engagement by VRIC leaders during recent city elections were raised, and he reaffirmed that all activity was conducted lawfully in personal capacities and in accordance with applicable laws, IRS guidelines, and VRIC policies. - He encouraged fostering a culture that supports civic engagement and open dialogue rather than discouraging participation based on individual discomfort. In alignment with the 2025 strategic plan, he also recommended including a whistleblower policy among the five critical policies being developed this year, as a formal mechanism for addressing genuine concerns and violations. - The BOT suggested that this matter be used as an opportunity to educate the broader community ahead of future elections, including through onboarding for volunteer leadership and the Civic Leadership Academy.

	A	B	C	D	E	F	G	J
1	Objective	Strategy	Tactic	Owner	Due	%	Status	6/29 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 interval 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 🟡	No interval progress.
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	60%	In Progress 🟡	No interval progress.
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 🟡	Final candidates for the bookkeeper role were selected; interviews are planned for early July.
6			Develop an organizational budget by 06/2025, 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 🟡	No interval progress.
7		Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.09	10%	In Progress 🟡	No interval progress.

	A	B	C	D	E	F	G	J
1	Objective	Strategy	Tactic	Owner	Due	%	Status	6/29 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 interval 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 🟡	Switched to Joint membership portal.
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 🟡	Formed Constitution Committee (11 members).
11		Optimize Human Resources	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 interval progress.
12			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 interval 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	5%	In Progress 🟡	Created proposed roadmap for execution.
14			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.	Hasib Ahmed	2025.09	20%	In Progress 🟡	No interval progress.
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	55%	In Progress 🟡	Steel framing and masonry work in progress.		

1	A	B	C	D	E	F	G	J
1	Objective	Strategy	Tactic	Owner	Due	%	Status	6/29 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	Formed Education Strategy Committee (13 members).
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	15%	In Progress	Qur'an School Advisory Committee finalized proposed changes to Qur'an school management structure.
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 interval progress.
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 interval progress.
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	25%	In Progress	Held a revert BBQ event on Fathers' Day weekend. Launched application process for joining Outreach Committee with 18 applicants received and phone screenings completed.
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	No interval progress. The committee will start forming in September, inshallah.
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	Successfully offered MUHSEN Eid Salah as one of only three centers to do so in DFW Metroplex, Alhamdulillah.
23			Develop and implement a "Welcome Home" branding campaign that captures VRIC cultural practices, history, and community values.	Salim Anik	2025.09	25%	In Progress	No interval progress.
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	35%	In Progress	Speakers are finalized, information session was held on June 26th, and registration was opened.	
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	10%	In Progress	Completed initial brainstorm with civic engagement committee on 5/22/2025. Committee started working on a civic engagement city wide leadership panel planned for September 2025.	

1	A	B	C	D	E	F	G	J
1	Objective	Strategy	Tactic	Owner	Due	%	Status	6/29 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	No interval progress.
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 interval 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 interval 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	No interval progress.
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	No interval progress.
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 interval progress.	

Meeting Action Items

Action Item	Assignee	Due Date	Status
Share existing MOUs with other organizations	Dr. Adeel Raza	Sat, July 19, 2025	Complete <input checked="" type="checkbox"/>

Next Meeting

- The next BOT meeting's date was tentatively set for Sunday, July 27, 2025.