



Type of Meeting: Monthly Board of Trustees Meeting

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

Location: In-Person, VRIC Main, Yaqeen Wing

Attendees: Dr. Adeel Raza, Dr. Ehap Sabri, Dr. I. Sulyman Olanrewaju (virtually via Zoom), Sameer Syed, Tammam Alwan

Absentees: None

Minutes: Tammam Alwan

Approval: Approved by unanimous consent (5/5 BOT members) on Sunday, August 24, 2025.

Meeting Highlights

- Meeting Minutes Approval: The minutes from the June 29, 2025 BOT meeting were approved unanimously (5-0).
- Public Forum: Two members of the community attended the public forum; no public comments were shared.
- Cash Flow Reporting: The operations account closed Q1 and Q2 with a \$220K balance and \$30K in net income. The FY2023 audit is pending, with a draft expected soon.
- Main Campus Expansion: Construction has visibly progressed, and a \$250K shortfall this month will require \$200K in qard hasan. The project remains on track for Q2 2026, with only a 1% cost increase to date.
- Strategic Objective #1 (Strengthen Financial Sustainability): Progress included drafting a charter for the Donor Relations Committee, vendor engagement for non-cash donations, and finalizing bookkeeper candidates for review.
- Strategic Objective #2 (Build a Sustainable Organizational Framework): Progress included launching a first review sprint for the constitutional review, implementing workflows and systems for HR and operational processes, and completing first-floor steel framing and masonry for the expansion. Membership count rose to 391 members, and software solutions were identified across several areas to improve automation.
- Strategic Objective #3 (Promote Educational and Spiritual Growth): Progress included advancing the teacher training focus for the Qur'an School, launching a Sisters' Coffee & Reflections event for reverts, submitting a MUHSEN respite care request, and finalizing leadership programming and civic engagement initiatives. Multiple initiatives also entered early planning phases, including educational roadmap development, 5K planning, and the religious leadership structure review.
- Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth): Progress included setting roadmaps for youth leadership assessment and SOP development, and launching a youth survey with initial responses pending.
- Elections Committee Update: The next BOD election is planned for December, with a Constitution and Bylaws amendment vote post-Ramadan. Elections Committee appointments will be made at the next meeting.

Meeting Minutes

- Dr. Ehap called the meeting to order at 10:24 AM
 - A quorum of five out of five BOT members was reached, in accordance with Section 3.4 of the VRIC bylaws, with Dr. Sulyman joining virtually via Zoom.

Agenda Item	Speaker	Updates
Meeting Minutes Approval (Video Timestamp: 00:00:23)	Dr. Ehap Sabri	- Motion: To approve the minutes from the June 29, 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: 00:00:57)	General Assembly	- Dr. Ehap opened the public forum: Two public attendees attended, none of whom shared public comments.
Cash Flow Reporting (Video Timestamp: 00:01:25)	Adnan Syed	- The ending balance for the Operations account as of June 30, 2025 (Q2 close) was \$220K. - From January through June 2025, operations generated a net income of \$30K.

		<ul style="list-style-type: none"> - The Fiscal Year 2023 financial audit (covering January - December 2023) has been delayed, but a draft is expected to be shared with the BOT within the next one to two weeks. - The auditor selection process for 2024 will take several months, with a goal of completing the audit before the end of 2025.
Main Campus Expansion (Video Timestamp: 00:24:41)	Sameer Syed	<ul style="list-style-type: none"> - The construction project has reached a visible milestone, with significant vertical progress now evident on-site. - A cash shortfall of approximately \$250,000 is projected for this month. To address this, an additional \$200,000 in qard hasan is being pursued, while the remaining \$50,000 is expected to be covered through ongoing pledge collections over the next few days. - Looking ahead, approximately \$1.4 million in invoices are expected during August and September, which may necessitate securing additional qard hasan in October to maintain payment continuity. - The project remains on track for completion in Q2 of 2026. - To date, price increases have totaled \$110,000, largely due to tariffs, reflecting an overall cost increase of just 1%.
2025 Strategic Objectives (Video Timestamp: 00:34:33)	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.
Elections Committee Update (Video Timestamp: 01:28:32)	Tammam Alwan	<ul style="list-style-type: none"> - Next BOD election expected in December and also a Constitution and Bylaws Amendment vote post-Ramadan with this approximate timeline: - The next Board of Directors (BOD) election is expected to take place in December 2025, followed by a Constitutional Amendment vote shortly after Ramadan 1447 AH. - A draft timeline for election-related milestones was shared: <ul style="list-style-type: none"> - August: Form the Elections Committee - September: Announce election timeline to the community - October: Open nominations - November: Conduct nominee background checks - December: Hold candidate forum and voting - No motion to appoint the Elections Committee was made at this meeting; the vote will be held at the next BOT meeting.

	A	B	C	D	E	F	G	K
1	Objective	Strategy	Tactic	Owner	Due	%	Status	7/20 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	40%	In Progress	Completed draft of the charter for the committee.
3			Introduce flexible and convenient non-cash donation methods focusing on a 30% increase in digital currency.	Adnan Syed	2025.12	20%	In Progress	Engaged with 3 different vendors for alternate software for easier and more user-friendly 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	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	Shared finalized candidates with Sameer to complete the review and confirm selections.
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.

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1	Objective	Strategy	Tactic	Owner	Due	%	Status	7/20 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	20%	In Progress 🟡	Conducted an assessment to identify missing policies at VRIC that require formal documentation and evaluated potential organizational risks as part of this review.
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	80%	In Progress 🟢	Explored multiple software for streamlining membership benefits and integrations with membership management software. Current status is 358 active members + 34 in grace period right now = 391 members.
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	10%	In Progress 🟡	Launched first review sprint, completed an initial pass of the document with internal comments, and aligned on outreach goals and research methods. Also started compiling early feedback from community stakeholders.
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 interval 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	20%	In Progress 🟡	Designed a workflow for event reimbursements, purchase requisition, and budget approvals. Identified software for helping with this process. Setup an official VRIC Meta + WhatsApp business account. Created a team for development of software for automate procedures.
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	10%	In Progress 🟡	Proposed roadmap shared with BoD for input, with an overlap noted with OakTree training completed in 2024/2025.
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	25%	In Progress 🟡	Implemented a Wi-Fi-enabled room access system for centralized and remote management. Identified software and designed workflow for accounts payable approvals and automatic payment disbursements. Purchased advanced accounting software for deeper insights, including data reporting and increased integrations with Accounts Payable software.
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	60%	In Progress 🟡	Completed first floor steel framing and masonry work, with second floor steel framing in progress.

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1	Objective	Strategy	Tactic	Owner	Due	%	Status	7/20 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 🟡	Aligned on scope, set a focused one-month plan, and began reviewing the current state of educational programming at VRIC.
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	50%	In Progress 🟢	Teacher training program focus decided: Social Emotional Learning. Decided Performance Metrics to be designed around 3 key areas: Student performance, Parent satisfaction, and Community Engagement.
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	5%	Not Started 🟠	Began reviewing the current state of educational programming at VRIC.
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 🟡	Began reviewing the current state of educational programming at VRIC.
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	35%	In Progress 🟡	Monthly Sisters (Revert) "Coffee & Reflections" event successfully launched with around 15 attendees.
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	20%	In Progress 🟡	Decided on a 5K run. Created the committee charter and shared with BOT/BOD for feedback. Decided on next steps: Finalizing the committee members and partners then finalizing the date of the run, 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 planned with MUHSEN team and submitted "Event Request" for "Respite Care" for parents with special needs children at VRIC.
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 🟡	Leadership Academy incorporated the history of VRIC and how the "Welcome Home" culture developed as part of its curriculum.
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	50%	In Progress 🟢	Scheduled a meeting to finalize the program for the leadership panel. Scheduled introduction calls with the speakers. Decided next Steps: 1) finalize the speakers for the panel, 2) create flyer, 3) finalize attendees for the academy after closing the registration in August.
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	15%	In Progress 🟡	Irving City Wide Leadership panel Event Request Form submitted. Irving 360 Academy was promoted community wide to satisfy civic engagement academy requirements for members who participate.

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1	Objective	Strategy	Tactic	Owner	Due	%	Status	7/20 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	20%	In Progress 🟡	No interval progress.
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	20%	In Progress 🟡	Set a roadmap for youth structure assessment: Aug 2025 - Form a Team, including Youth Department Head/Assistant Imam, Operations manager, 1 BoD rep, 1 volunteer leader, and 1 youth representative; appoint a project lead. Aug-Sep 2025 - Conduct Internal Review. Sep 2025 - Gather Community and Staff input. By Sep 30, 2025 - Finalize Assessment Report.
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	10%	In Progress 🟡	Set a plan to analyze past event debriefs, incident reports (if any), and feedback, document gaps, identify priorities, and create required SOPs.
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	50%	In Progress 🟡	No interval progress.
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	35%	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	60%	In Progress 🟢	The survey was recently distributed, while currently awaiting results, and with more focus and structure expected for this process once the Youth Department Head is hired.

Next Meeting

- The next BOT meeting's date was not tentatively set for August.