

**Type of Meeting:** Monthly Board of Trustees Meeting

**Date & Time:** Sunday, August 24, 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 unanimously (5/5 BOT members) on Sunday, October 19, 2025.



## Meeting Highlights

- **Meeting Minutes Approval Vote:** The minutes from the July 20, 2025 BOT meeting were approved unanimously (5-0).
- **Public Forum:** Six community members attended; one attendee shared comments supporting stronger partnerships with Qalam Institute and the City of Irving.
- **Cash Flow Reporting:** The Operations account closed July with a balance of \$188K. Revenues totaled \$134K, with \$166K in expenses, resulting in a \$32K net negative cash flow. The Qur'an School achieved a breakeven position year-to-date. The 2023 audit remains in progress; the 2024 audit will proceed with the same firm, and an RFP process for future audits is planned for early 2026.
- **Main Campus Expansion:** Construction continues on schedule, with second-floor decking underway and \$6.3M (~60%) of the \$11M budget spent. Material costs have risen only 1%. Funding includes \$850K in qard hasan and a planned \$1M NAIT loan. Remaining payments of \$4.7M are expected to be covered through future fundraisers and the NAIT loan, if approved.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** The Donor Relations and Fundraising Committees were consolidated to streamline development efforts. Work began on stock donation acceptance and cryptocurrency options. Bookkeeping and budgeting milestones were delayed slightly to fall, while the waqf governance framework was reoriented toward an Investment Policy Statement, with an initial draft completed.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** The constitutional review was shared publicly with members, marking a key transparency milestone. Staff training plans were refined to focus on administration and VRIC culture, with rollout set for November. Some tactics—including policy assessment, membership plan, and operational standardization—were deferred to December to allow for coordination and sequencing. Expansion construction continued through completion of second-floor steel framing and masonry.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** The Education Strategy Committee reviewed survey data and mapped community needs, establishing personas and benchmarks for upcoming program design. Religious leadership structure and spiritual-development pathways were pushed to December to allow deeper analysis. Outreach efforts were reworked into a broader social-good partnership addressing food insecurity with Manara Academy and the City of Irving. The special-needs programming tactic reached full completion, and leadership academy preparations moved forward with events and speaker lineups finalized.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** Volunteer training for the Girls' program was completed, and BEAM relaunched for the 2025–26 academic year, adding Boys participation. A youth survey was postponed from August to September, now scheduled for completion in December. Structural assessments and SOP development for youth leadership and operations were pushed to fall to align with staffing schedules.
- **Elections Committee Appointments Vote:** Imran Khan was appointed as chairperson, with Farhan Ahmed and Faryal Khatri as members, and Abdullah Syed serving in a non-voting volunteer capacity for the 2025 BOD Election and 1447 AH Constitution & Bylaws Amendment vote unanimously (5-0).
- **Independent External Review Vote:** A motion to proactively and voluntarily engage an independent external review to confirm VRIC's alignment with nonprofit best practices related to the policy assessment and constitutional review tactics in the strategic plan was approved unanimously (5-0).

## Meeting Minutes

- Dr. Ehap called the meeting to order at 10:34 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 <a href="#">(Video Timestamp: 00:16)</a>	Dr. Ehap Sabri	<ul style="list-style-type: none"> <li>- <b>Motion:</b> To approve the minutes from the July 20, 2025 BOT meeting as recorded.</li> <li>- <b>Result:</b> Motion approved by a vote of 5-0 (Dr. Adeel, Dr. Ehap, Dr. I. Sulyman, Br. Sameer, Br. Tammam in favor; none opposed).</li> </ul>
Public Forum <a href="#">(Video Timestamp: 00:35)</a>	General Assembly	<ul style="list-style-type: none"> <li>- Dr. Ehap opened the public forum: Six public attendees attended, one of whom shared public comments.</li> <li>- Br. Fahad Ahmed expressed support for strengthening external partnerships, with specific mention of Qalam Institute and the City of Irving.</li> </ul>
Cash Flow Reporting <a href="#">(Video Timestamp: 05:30)</a>	Adnan Syed	<ul style="list-style-type: none"> <li>- The Operations account ending balance as of July 31, 2025, was \$188K.</li> <li>- July operating revenues totaled \$134K, with total expenditures of \$166K, resulting in a net negative cash flow of \$32K for the month.</li> <li>- The Qur'an School's year-to-date cash flow (January–July) reflects an overall breakeven position when including this year's fundraiser proceeds. Discussions are ongoing to formally separate Qur'an School and Operations cash flows starting January 2026.</li> <li>- The 2023 financial audit remains in process. The auditor has requested additional clarifications, which were provided earlier in August; a final draft report is still pending.</li> <li>- The 2024 audit will be completed by the same auditing firm to ensure timeliness, with a recommendation for BOT approval to be brought to the next meeting. A RFP (Request for Proposal) process for future audits is planned for early 2026.</li> </ul>
Main Campus Expansion <a href="#">(Video Timestamp: 16:14)</a>	Sameer Syed	<ul style="list-style-type: none"> <li>- Construction continues to progress on schedule, with second-floor decking now underway. The project remains on track for completion in Q2 2026.</li> <li>- Of the \$11 million total project budget, \$6.3 million (~60%) has been spent to date.</li> <li>- Material price increases have totaled \$163K (~1%), reflecting strong cost control and favorable contract terms that locked in many sub-pricing rates.</li> <li>- Current funding includes \$850K in qard hasan already secured and an additional \$1.85 million anticipated to complete the project.</li> <li>- We are pursuing a \$1 million construction loan from NAIT (non-interest-bearing), expected to cover the 10% retainage due at project completion.</li> <li>- Remaining payments of \$4.7 million are expected to be covered through upcoming fundraisers (October 2025, Ramadan 2026, Fall 2026, and Ramadan 2027), and the NAIT loan, if approved. All qard hasan repayments are planned by March 2027.</li> </ul>
2025 Strategic Objectives <a href="#">(Video Timestamp: 24:44)</a>	Tammam Alwan	<ul style="list-style-type: none"> <li>- 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.</li> </ul>

Election Committee Appointments Vote <a href="#">(Video Timestamp: 46:39)</a>	Tammam Alwan	<ul style="list-style-type: none"> <li>- <b>Motion:</b> To appoint Imran Khan as chairperson, and Farhan Ahmed and Faryal Khatri as the two other members of the Election Committee for the 2025 BOD Election and 1447 Constitution and Bylaws Amendment Vote with Abdullah Syed serving in a non-voting, volunteer capacity.</li> <li>- <b>Result:</b> Motion approved by a vote of 5-0 (Dr. Adeel, Dr. Ehap, Dr. I. Sulyman, Br. Sameer, Br. Tammam in favor; none opposed).</li> </ul>
Closed Session (Legal) <i>(Video Timestamp: N/A)</i>	Tammam Alwan, Dr. Adeel Raza, Sameer Syed	<ul style="list-style-type: none"> <li>- At 11:27 a.m., the BOT moved into a closed session to discuss several legal matters, and general assembly members exited the Yaqeen Wing.</li> <li>- Notes from this session will not be included in the public minutes.</li> </ul>
External Review <i>(Video Timestamp: N/A)</i>	Tammam Alwan	<ul style="list-style-type: none"> <li>- At 1:07 p.m., the BOT meeting was briefly reopened to the public. No public attendees were present at that time, and the recording session had already concluded.</li> <li>- <b>Motion:</b> To proactively and voluntarily engage an independent external review to confirm VRIC's alignment with nonprofit best practices in relation to the policy assessment tactic and the Constitution and Bylaws review and amendments tactic.</li> <li>- <b>Result:</b> Motion approved by a vote of 5-0 (Dr. Adeel, Dr. Ehap, Dr. I. Sulyman, Br. Sameer, Br. Tammam in favor; none opposed).</li> </ul>

	A	B	C	D	E	F	G	L
1	Objective	Strategy	Tactic	Owner	Due	%	Status	8/24 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 🟡	Combined with the third tactic under this strategy (Establish a fundraising committee...) since it was more operational in nature.
3			Introduce flexible and convenient non-cash donation methods focusing on a 30% increase in digital currency.	Adnan Syed	2025.12	20%	In Progress 🟡	Reworded to include stock donation acceptance and exploration of cryptocurrency.
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 🟡	Pushed back from Sep to Dec.
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 🟡	No interval progress or change.
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 🟡	Pushed back from Sep to Oct.
7		Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.09	40%	In Progress 🟡	Pushed back from Sep to Oct and reworded to focus on the Investment Policy Statement with initial draft completed.

	A	B	C	D	E	F	G	L
1	Objective	Strategy	Tactic	Owner	Due	%	Status	8/24 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 🟡	No interval progress or change.
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 🟡	No interval progress or change.
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	20%	In Progress 🟡	Pushed back from Sep to Dec. Held first public forum, shared slides and recording with members, and solicited community feedback.
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 or change.
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	20%	In Progress 🟡	No interval progress or change.
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	20%	In Progress 🟡	Reviewed roadmap with BOD with revisions made. Decided to focus 2025 training on two areas: admin/operations and VRIC culture/values. Tentative staff training plan set for Nov.
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 🟡
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	65%	In Progress 🟡	Started completing masonry work with second floor steel framing and roof.	

1	A	B	C	D	E	F	G	L
1	Objective	Strategy	Tactic	Owner	Due	%	Status	8/24 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	45%	In Progress 🟡	Reviewed survey results and current programs, mapped community personas and needs, outlined desired outcomes and identity themes, and scanned model masjid programs locally and abroad.
17			Optimize Ouran 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 🟡	No interval progress or change.
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	35%	In Progress 🟡	Reviewed survey results and current programs, mapped community personas and needs, outlined desired outcomes and identity themes, and scanned model masjid programs locally and abroad.
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	30%	In Progress 🟡	Reviewed survey results and current programs, mapped community personas and needs, outlined desired outcomes and identity themes, and scanned model masjid programs locally and abroad.
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 🟡	Pushed back from Sep to Dec.
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 🟡	Pushed back from Sep to Dec. Reworded as a broader social good initiative. Manara Academy agreed to host, handling logistics and contract with running company while awaiting city approval for Dec 13th route/date. Cause chosen: end food insecurity in Irving per Mayoral recommendation. Decided committee to be formed with City of Irving, Manara, and other partners.
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	100%	Complete ✅	Tactic completed.
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 🟡	Pushed back from Sep to Nov; Waleed now owner with more marketing/website focus.
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 🟡	Held info session, locked in dates, and finalized speakers.
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	20%	In Progress 🟡	Scheduled Irving Citywide Leadership Panel event for 9/5/25 and began promotion. VRIC member selected for 2025 Irving 360 Academy cohort. Drafted Civic Engagement Academy proposal. Tactic partially complete since full academy not feasible this year.

1	A	B	C	D	E	F	G	L
1	Objective	Strategy	Tactic	Owner	Due	%	Status	8/24 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 🟡	Began planning Girls full-year program; volunteer training completed. Boys and Elementary programs still need to start.
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	20%	In Progress 🟡	No interval progress or change.
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	10%	In Progress 🟡	Pushed back from Sep to Oct.
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 🟡	Restarted BEAM for academic year 25-26 with Boys section added to Girls. Continued to provide facilities for YM Boys weekly program at VRIC.
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	35%	In Progress 🟡	Began planning to restart Girls College program.
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 🟡	Pushed back youth-focused survey from Aug to Sep; results now scheduled for Dec instead of Nov.

## Next Meeting

- The next BOT meeting's date was tentatively set for September 21, 2025.