



Type of Meeting: Monthly Board of Trustees Meeting

Date & Time: Sunday, September 21, 2025, 10:00 a.m.

Location: In-Person, VRIC Main, Yaqeen Wing

Attendees: Dr. Adeel Raza, Dr. Ehap Sabri, Dr. I. Sulyman Olanrewaju (Joined by phone, partial), 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:** Review and approval of the August 24, 2025 BOT meeting minutes were deferred to the next meeting, as the draft was not yet finalized.
- **Public Forum:** No members of the public attended; the forum was opened and closed with no comments recorded.
- **Cash Flow Reporting:** August 2025 reflected a \$25K monthly operating deficit, with cumulative net operating income of -\$28K year-to-date. The operations account balance stood at \$162K (\$64K allocated to the Qur'an School, \$98K for operations).
- **Main Campus Expansion:** Construction remains on schedule and 62% complete, with \$6.8M of the \$11M budget spent to date. A short-term cash gap of ~\$1.1M between the October and Ramadan fundraisers prompted discussion of additional bridge funding.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** Re-engaged Amana Funds and gathered most documents needed to open VRIC's brokerage account, expected to finalize by month-end. Explored bookkeeping options and advanced toward selecting a firm or internal hire. Completed a first draft of the organizational budget and met with the youth team to review their 2026 budget proposal.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** Membership reached 396, with new programs offering various member discounts and more partnerships under discussion. Continued the Constitution and Bylaws review, drafted a BOD leadership qualities guide to encourage broader participation, and developed committee operation playbook content. Conducted research and vendor discussions on facility management software, and construction progressed with steel framing, metal decking, and the elevated running track nearing completion.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** Received city approval for the upcoming December 5K Run to end food insecurity in Irving and began coordinated planning with Manara Academy. Successfully executed leadership panels and networking sessions through the Leadership Academy, with the final session and graduation scheduled for October 4.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** Reviewed the final draft of the youth survey, scheduled for community release this week to help guide future youth programming and engagement initiatives.
- **Approval of Additional \$2.2M Shariah-Compliant Qard Hasan Loan:** The BOT approved an additional \$2.2M qard hasan loan to sustain construction momentum, avoid delays or penalties, and maintain financial flexibility for future phases. (4-0)
- **Entrustment of North Campus Property Deed to NAIT:** The BOT approved entrusting the VRIC North Campus property deed to the North American Islamic Trust (NAIT) for institutional protection and compliance with best practices in property safeguarding. (4-0)

Meeting Minutes

- Dr. Ehap called the meeting to order at 10:16 AM
 - A quorum of four out of five BOT members was reached, in accordance with Section 3.4 of the VRIC bylaws, with Dr. Sulyman joining later via phone for a portion of the meeting.

Agenda Item	Speaker	Updates
Public Forum (Video Timestamp: 00:10)	General Assembly	- Dr. Ehap opened the public forum: As no members of the public were present, the forum was closed with no comments recorded.

<p>Meeting Minutes (Video Timestamp: 00:17)</p>	<p>Dr. Ehap Sabri</p>	<ul style="list-style-type: none"> - Dr. Ehap noted that review and approval of the August 24, 2025 BOT meeting minutes were deferred to the next BOT meeting, as the minutes had not been finalized prior to this session.
<p>Cash Flow Reporting (Video Timestamp: 00:22)</p>	<p>Dr. Adeel Raza</p>	<ul style="list-style-type: none"> - For August 2025, operating income totaled \$105,000, with \$130,000 in expenses, resulting in a net operating deficit of \$25,000 for the month. - From January 1 through August 31, 2025, cumulative net operating income was -\$28,000. - The operations account balance as of August 31 stood at \$162,000, consisting of \$64,000 for the Qur'an School and \$98,000 for general operations. - Dr. Adeel explained that August's deficit partly reflects cash not yet deposited into the bank, which will appear in the next month's report. - He added that cash counting remains a challenge due to the nature of donations collected in boxes, as bills are often rolled up and must be straightened manually before being processed by the commercial-grade counting machine. - Dr. Adeel shared that he previously organized volunteer sessions with youth and parents to assist with weekly cash counting when school was out, but with school now in session and his recent two-week travel, the process has experienced delays.
<p>Main Campus Expansion (Video Timestamp: 02:59)</p>	<p>Sameer Syed</p>	<ul style="list-style-type: none"> - Construction remains on schedule, with approximately 62% of Phase One (first-floor finish-out) now complete. - To date, \$6.8 million of the \$11 million project budget has been spent. Phase Two (second floor) is not yet scoped or priced. - \$1.6 million in qard hasan has been raised from the community, with repayment scheduled by March 2027. - Current balance: ~\$300K on hand; projected inflows include \$1M from the October fundraiser. \$2.4M of invoices are anticipated prior to the Ramadan fundraiser, leaving a short-term cash gap of roughly \$1.1M between the two fundraisers. - NAIT has offered a shariah-compliant loan program providing up to 10% of total project cost once 90% of payments are made, aligning with VRIC's 10% project retainage. - Approving only \$1.1M now and revisiting the remaining \$1.1M later would complicate the loan process, delay approval and disbursement timelines, and risk interrupting construction or triggering additional costs and penalties.
<p>Approval of Additional \$2.2M Shariah-Compliant Qard Hasan Loan (Video Timestamp: 19:56)</p>	<p>Sameer Syed</p>	<ul style="list-style-type: none"> - Motion: To approve an additional \$2.2 million shariah-compliant qard hasan loan to support the ongoing Main Campus Expansion Project. - Result: Motion approved by a vote of 4-0 (Dr. Adeel, Dr. Ehap, Br. Sameer, Br. Tammam in favor; none opposed).
<p>Entrustment of North Campus Property Deed to NAIT (Video Timestamp: 21:30)</p>	<p>Sameer Syed</p>	<ul style="list-style-type: none"> - Motion: To entrust the property deed for VRIC North Campus (9940 W. Valley Ranch Pkwy) to the North American Islamic Trust (NAIT) for safekeeping and institutional protection. - Result: Motion approved by a vote of 4-0 (Dr. Adeel, Dr.

		Ehap, Br. Sameer, Br. Tammam in favor; none opposed).
2025 Strategic Objectives (Video Timestamp: 24:14)	Tammam Alwan	- 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.
Closed Session (Legal) (Video Timestamp: N/A)	Sameer Syed, Dr. Adeel Raza	- At 11:01 a.m., the BOT moved into a closed session to discuss several legal matters. - Notes from this session will not be included in the public minutes.

	A	B	C	D	E	F	G	M
1	Objective	Strategy	Tactic	Owner	Due	%	Status	9/21 Update
3	Strengthen Financial Sustainability	Expand and Diversify Revenue	Introduce flexible and convenient non-cash donation methods, including stock acceptance and exploration of cryptocurrency,* focusing on a 30% increase in digital currency.	Adnan Syed	2025.12	40%	In Progress	Re-engaged Amana Funds and gathered most documents necessary to open brokerage account to be submitted by month-end. It takes about 7-10 business days to open account.
4			Establish a Fundraising Committee and task it with developing a comprehensive business development strategy to secure 80% of required cash-flow needs within the next 18 months and to oversee and improve donor engagement and retention to attain a 20% overall increase in average revenue per community member*.	Adeel Raza	2025.10	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	75%	In Progress	Spoke with several local bookkeeping firms to compare outsourcing versus internal hire, and scheduled final candidate meetings to complete selection by month-end.
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	2025.10	50%	In Progress	Completed a first draft of organizational budget. Met with youth team and reviewed their 2026 budget.
7			Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.10	40%	In Progress

	A	B	C	D	E	F	G	M
1	Objective	Strategy	Tactic	Owner	Due	%	Status	9/21 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.
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	95%	In Progress	Membership is at 396. Launched four programs with various levels of membership discounts. Initiated talks with one partner for a VRIC member discount. Commenced development of Qur'an School discounts.
10			Conduct a constitutional review to identify and propose any necessary amendments that support long-term organizational sustainability and effective governance.	Tammam Alwan	2025.12	25%	In Progress	Reviewed first four articles and began reviewing two more as a committee.
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	70%	Not Started	Prepared draft document for BOD succession planning.
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	50%	In Progress	Prepared committee operation playbook content.
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	No interval progress.
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.	Waleed Rahman	2025.09	25%	In Progress	Completed initial research on facility management software options and held discussions with 3-4 vendors on potential use cases.
15	Standardize Operational Processes	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	Partially completed steel columns and beams, began metal decking on the second floor, and nearly completed the elevated running track.	

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1	Objective	Strategy	Tactic	Owner	Due	%	Status	9/21 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	No interval progress.
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	No interval progress.
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	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	30%	In Progress	No interval progress.
20			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	2025.12	35%	In Progress	No interval progress.
21		Expand Outreach and Inclusion Initiatives	Partner with local churches, synagogues, and the city on homelessness initiatives or organizing a joint 5K run for social good.	Ehap Sabri	2025.1	30%	In Progress	Received city approval for the race time and route, and established a regular meeting cadence with Manara Academy to prepare for the event.
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%	In Progress	N/A: Tactic completed.
23			Develop and implement a "Welcome Home" branding campaign that captures VRIC cultural practices, history, and community values.	Waleed Rahman	2025.11	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	75%	In Progress	Executed leadership panel and networking sessions (part of Leadership Academy) successfully with positive feedback, and scheduled Oct 4th as the final session, which will include graduation.
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	N/A: Tactic not possible this year.	

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1	Objective	Strategy	Tactic	Owner	Due	%	Status	9/21 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 🟡	No interval progress.
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	2025.10	10%	In Progress 🟡	No interval progress.
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		Increase Youth Participation in Decision-Making	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			Conduct a youth-focused survey by 09/2025 collecting feedback from at least 100 youth participants, with results analyzed and incorporated into a youth strategic plan by 12/2025.	Adeel Raza	2025.12	60%	In Progress 🟡	Started reviewing youth survey's final draft, which is planned to go out this week.

Next Meeting

- The next BOT meeting's date was tentatively set for October 19, 2025.