

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

**Date & Time:** Sunday, October 19, 2025, 9:00 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 (4/4 BOT members) on Sunday, November 16, 2025, with authorization for the Secretary to update the recording timestamps.



## Meeting Highlights

- **Meeting Minutes Approval Vote:** The minutes from the August 24, 2025 and the September 21, 2025 BOT meetings were approved unanimously (5-0).
- **Public Forum:** Five community members attended; two shared public comments, one supporting timely completion of the 2023 and 2024 audits and one supporting preservation of VRIC's community culture and youth involvement as the center grows.
- **Cash Flow Reporting:** September reflected \$217K in revenue and \$176K in expenses, with the operations account at \$204K. After adjusting for late August deposits and Gala ticket revenue allocated to the expansion fund, the effective net is closer to \$0. The 2023 audit draft is pending BOD and BOT review, and the 2024 audit is awaiting a BOD recommendation for BOT approval.
- **Main Campus Expansion:** Construction continues without delays, with approximately \$7.1M of the \$11M budget spent to date, reflecting 65% completion. Material price increases of \$163K have been incorporated into the total project cost, and the cash balance as of the end of September was \$333K.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** Bookkeeper interviews advanced, with additional candidates now under review. Work also continued on the 2026 organizational budget, which requires updated operations cost projections for the new Expansion building. The drafted Investment Policy Statement was compared with Yaqeen's IPS to ensure alignment with best practices.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** The constitutional review continued, with clearer language for arbitration and conflict of interest sections now being drafted. The BOD Succession Planning document was approved and prepared for publication. Committee-lead training progressed with delivery of the detailed operations playbook and IT policy training for the Qur'an School. Facility management work moved forward with beta testing of two software vendors, and expansion construction continued with exterior framing, ductwork, and roof work.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** Work continued on the education and spiritual development strategies, with committee sessions refining community segments and detailed personas to guide program design for 2026. The monthly coffee and Qur'an reflections program remained steady with over 20 revert sisters attending. Planning for the joint 5K moved forward with roles, race date, and budget confirmed. Gala branding aligned with the Welcome Home theme, and a website vendor conversation was held. The leadership academy concluded with 44 graduates, and final steps began for the leadership black belt certificate and survey summary.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** The youth survey was released on October 16, with a plan in place to review the results and use the findings to guide upcoming youth strategic planning.

## Meeting Minutes

- Dr. Ehap called the meeting to order at 9:29 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 <a href="#">(Video Timestamp: 0:00:19)</a>	Dr. Ehap Sabri	- <b>Motion:</b> To approve the minutes from the August 24, 2025 and the September 21, 2025 BOT meetings as recorded. - <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).
Public Forum <a href="#">(Video Timestamp: 0:00:38)</a>	General Assembly	<ul style="list-style-type: none"> <li>- Dr. Ehap opened the public forum: five public attendees attended, two of whom shared public comments.</li> <li>- Br. Hassan Shaikh expressed support for timely completion of the 2023 and 2024 audits and improved coordination with the audit firm to finalize the books.</li> <li>- Br. Iman Sadruddin expressed support for preserving VRIC's community culture and sustaining strong youth involvement as the center grows.</li> </ul>
Cash Flow Reporting <a href="#">(Video Timestamp: 0:06:56)</a>	Dr. Adeel Raza	<ul style="list-style-type: none"> <li>- September reflected \$217K in revenue and \$176K in expenses, for a preliminary net of \$41K.</li> <li>- The operations account balance stood at \$204K.</li> <li>- Approximately \$35K in late August deposits and about \$40K in Gala ticket revenue (allocated to the expansion fund) are included in this balance, bringing the effective net closer to \$0.</li> <li>- 2023 Audit: The draft has been received by the BOD Treasurer from the auditing firm and is pending BOD and BOT review.</li> <li>- 2024 Audit: This is awaiting a BOD recommendation for BOT approval.</li> <li>- 2025 Annual Budget Completion: No updates.</li> </ul>
Main Campus Expansion <a href="#">(Video Timestamp: 0:16:39)</a>	Sameer Syed	<ul style="list-style-type: none"> <li>- There are no delays in the construction schedule.</li> <li>- Approximately \$7.1M of the \$11M project cost has been spent to date, reflecting about 65 percent completion.</li> <li>- Material price increases of \$163K have been incorporated into the total project cost.</li> <li>- There is \$333K cash on hand as of the end of September.</li> </ul>
2025 Strategic Objectives <a href="#">(Video Timestamp: 0:22:33)</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>
Closed session		<ul style="list-style-type: none"> <li>- At 10:43 a.m., the BOT moved into a closed session.</li> <li>- Notes from this session will not be included in the public minutes.</li> </ul>

	A	B	C	D	E	F	G	N
	Objective	Strategy	Tactic	Owner	Due	%	Status	10/19 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 🟡	No interval progress. Documentation was still being processed.
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 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 🟡	Conducted candidate interviews in September. Candidates lacked relevant experience or declined required duties. Received new inquiries this month and planned follow-up conversations.
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 🟡	Needed projected operations costs for the Expansion building to complete 2026 budgeting and forecasting.
7		Develop Long-Term Financial Planning	Establish a Waqf governance structure and policies.	Sameer Syed	2025.10	50%	In Progress 🟡	Compared drafted IPS with Yaqeen's IPS.

1	A	B	C	D	E	F	G	N
1	Objective	Strategy	Tactic	Owner	Due	%	Status	10/19 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 🟢	No interval progress.
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 🟡	Requested a local attorney (VRIC member) to draft clearer language for the arbitration and conflict of interest sections and invited to formally join the committee.
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	70%	In Progress 🟡	BOD Succession Planning document highlighting BOD key roles and responsibilities in detail has been approved by the Board of Directors and will be published on the website soon.	
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	50%	In Progress 🟡	Scheduled meeting with committee leads for October 21 to deliver detailed playbook. Held training session with Sr. Rakshi on IT policies for Qur'an School.
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 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 🟡	Shortlisted and identified booking software for facility management. Began beta testing 2 potential vendors.
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 🟡	Began exterior framing, ductwork installation, and roof work.	

1	A	B	C	D	E	F	G	N
1	Objective	Strategy	Tactic	Owner	Due	%	Status	10/19 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 🟡	Met twice to refine direction and deepen analysis. Clarified eight major community segments served by VRIC and prioritized three for 2026 (middle and high school youth, college youth and young professionals, and new and renewed Muslims). Developed detailed personas for each to guide solution design.
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	45%	In Progress 🟡	Met twice to refine direction and deepen analysis. Clarified eight major community segments served by VRIC and prioritized three for 2026 (middle and high school youth, college youth and young professionals, and new and renewed Muslims). Developed detailed personas for each to guide solution design.
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	45%	In Progress 🟡	Met twice to refine direction and deepen analysis. Clarified eight major community segments served by VRIC and prioritized three for 2026 (middle and high school youth, college youth and young professionals, and new and renewed Muslims). Developed detailed personas for each to guide solution design.
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	2025.12	100%	Complete ✅	The monthly coffee and Qur'an reflections program continued with 20+ revert sisters attending, fulfilling this tactic.
21			Partner with local churches, synagogues, and the city on organizing a joint 5K run for social good.	Ehap Sabri	2025.12	50%	In Progress 🟡	Finalized roles and responsibilities with Manara Academy, set the race date, and confirmed the budget. Next steps were to finalize the flyer and begin marketing and sponsorship outreach within three weeks.
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 ✅	N/A: Tactic completed.
23	Develop Community Leadership Capabilities	Develop and implement a "Welcome Home" branding campaign that captures VRIC cultural practices, history, and community values.	Waleed Rahman	2025.11	35%	In Progress 🟡	Gala branding, flyer and video and AV were focused on Welcome Home theme. Met with a potential website vendor — the session was largely a sales presentation tailored to our stated needs and requirements.	
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	90%	In Progress 🟡	Completed the leadership academy with 44 graduates and positive feedback on enhancements, such as the leadership panel. Final tasks included launching registration for the leadership black belt certificate and summarizing the survey.	
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	30%	In Progress 🟡	N/A: Tactic not possible this year.	

1	A	B	C	D	E	F	G	N
1	Objective	Strategy	Tactic	Owner	Due	%	Status	10/19 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			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		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	2025.10	10%	In Progress 🟡	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	35%	In Progress 🟡	No interval progress.
31	Increase Youth Participation in Decision-Making	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	80%	In Progress 🟡	Released youth survey on Oct 16th with a plan set to review the results to guide strategic planning.	

## Next Meeting

- The next BOT meeting's date was tentatively set for November 16, 2025.