

Meeting Type: Monthly Board of Trustees Meeting

Date & Time: Sunday, November 16, 2025, 8:00 a.m.

Location: In-Person, VRIC Main, Yaqeen Wing

Attendees: Dr. Adeel Raza, Dr. Ehap Sabri, Dr. I. Sulyman Olanrewaju, Tammam Alwan

Absentees: Sameer Syed

Minutes: Tammam Alwan

Approval: Approved unanimously (4/4 BOT members) on Saturday, December 13, 2025.



Meeting Highlights

- **Meeting Minutes Approval Vote:** The minutes from the October 19, 2025 BOT meeting were approved unanimously (4–0), with clerical corrections limited to updating the timestamps in the public recording.
- **Public Forum:** Two public attendees attended, neither of whom shared public comments.
- **Cash Flow Reporting:** October reflected \$176K in revenue and \$184K in expenses for a net of –\$8K, with the operations account at \$167K. The 2023 audit was completed and shared with both boards, and the 2024 audit proposal is expected in early December. Work on the 2025 budget and 2026 projections is expected to be completed by month-end.
- **Main Campus Expansion:** Construction continued on schedule, with approximately \$7.2M of the \$11M budget spent to date, reflecting 65% completion. Material price increases of \$163K were already included in the total cost, and cash on hand at the end of October was \$324K.
- **Strategic Objective #1 (Strengthen Financial Sustainability):** Final documents for the stock donation setup were completed and are awaiting final approval. Although the fundraising committee did not materialize, donor engagement and per-member revenue continued to improve. The bookkeeper role was successfully filled with the hiring of an in-house bookkeeper, with training set to begin soon.
- **Strategic Objective #2 (Build a Sustainable Organizational Framework):** Draft policies for Ramadan appeals, committee membership, and itekaaf were completed and are expected to be ratified by month end. Membership surpassed 400 for the first time. Communication standards, IT access, and the committee operations playbook were fully implemented. Work continued on updating the operations manual, and the automatic conference room booking system was launched with the first vendor demo completed. Expansion construction progressed with structural steel completed and concrete topping poured for level two.
- **Strategic Objective #3 (Promote Educational and Spiritual Growth):** The Education Strategy Committee continued prioritization work, with focus refined to college and young professionals and middle and high school youth for 2026. Qur'an School teacher training stalled due to the domain expert relocating, and alternative options are being explored while the advisory committee works on baseline performance measures and program improvements. Planning for the joint 5K was finalized, with the race rescheduled to April 18 to support stronger marketing and participation. The leadership academy tactic was completed, with survey results captured and black belt registration communicated.
- **Strategic Objective #4 (Foster an Inclusive and Supportive Environment for Youth):** The parent survey was released and is now awaiting review with the Youth team. The college girls program continued, and the youth survey received about 60 responses, with reminders sent to reach the 100-response goal.

Meeting Minutes

- Dr. Ehap called the meeting to order at 8:26 AM
 - A quorum of four out of five BOT members was reached, in accordance with Section 3.4 of the VRIC bylaws.

Agenda Item	Speaker	Updates
Meeting Minutes (Video Timestamp: 00:09)	Dr. Ehap Sabri	- Motion: To approve the minutes from the October 19, 2025 BOT meeting, with clerical corrections limited to updating the timestamps in the public recording. - Result: Motion approved by a vote of 4-0 (Dr. Adeel, Dr. Ehap, Dr. I. Sulyman, Br. Tammam in favor; none opposed).
Public Forum (Video Timestamp: 00:46)	General Assembly	- Dr. Ehap opened the public forum: two public attendees attended, neither of whom shared public comments.

<p>Cash Flow Reporting (Video Timestamp: 01:03)</p>	<p>Adnan Syed</p>	<ul style="list-style-type: none"> - October reflected \$176K in revenue and \$184K in expenses, resulting in a net of -\$8K. - The operations account balance stood at \$167K, of which approximately \$65K is allocated to the Qur'an School. - 2023 Audit: The audit was completed. The final draft was reviewed and sent to both boards, and then the final report was distributed to both boards last night. - 2024 Audit: An engagement letter was received from the current auditor for the 2024 calendar year. A proposal was requested from the same auditor to cover the 2024–2025 audits with a target completion date of February 2026. A response is expected by early December, at which point the proposal will be brought to the BOT for a vote. This may offer cost and time efficiencies. - 2025 Annual Budget and 2026 Projections: Work remains in progress and is expected to be completed by the end of November.
<p>Main Campus Expansion (Video Timestamp: 22:22)</p>	<p>Dr. Adeel Raza</p>	<ul style="list-style-type: none"> - There are no delays in the construction schedule. - Approximately \$7.2M of the \$11M project cost has been spent to date, reflecting about 65 percent completion. - Material price increases of \$163K have been incorporated into the total project cost. - Cash on hand as of the end of October stood at \$324K.
<p>2025 Strategic Objectives (Video Timestamp: 30:38)</p>	<p>Tammam Alwan</p>	<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. - Preparations need to begin for a community survey to be conducted in January to gather input for the next strategic planning cycle. The survey will help ensure that priorities incorporate feedback from the community as well as from the incoming BOD following the December election.

	A	B	C	D	E	F	G	O
1	Objective	Strategy	Tactic	Owner	Due	%	Status	11/16 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	80%	In Progress 🟡	Final documents were signed by the BOD President and Treasurer. Awaiting final approval.
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 🟡	The fundraising committee did not materialize, but donor engagement and per-member revenue improved.
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	100%	Complete ✅	Tactic completed: Hired Arman Islam as in-house bookkeeper. Training will begin in the coming weeks.
6		Develop Long-Term Financial Planning	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 🟡	No Interval progress.
7		Establish a Waqf governance structure and policies.	Sameer Syed	2025.10	50%	In Progress 🟡	No Interval progress.	

1	A	B	C	D	E	F	G	O
1	Objective	Strategy	Tactic	Owner	Due	%	Status	11/16 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	50%	In Progress 🟡	Draft policies for Ramadan appeals, committee membership, and itekaaf were created and are expected to be ratified by month end.
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	100%	Complete ✅	Tactic completed: Membership increased to more than 400 members for the first time.
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 🟡	No Interval progress.
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 🟡	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	75%	In Progress 🟡	Finalized, communicated, and implemented communication standards, IT access and committee operations playbook for Committees.
13		Optimize Human Resources	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	40%	In Progress 🟡	Operations manual update in progress with plans for a follow up staff training session to address operational updates, reinforce existing processes and best practices.
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 🟡	Operationalized automatic conference room booking system. Conducted first demo with facility management software vendor.
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 🟡	Completed erecting structural steel elements and poured concrete topping for level 2 slab.

1	A	B	C	D	E	F	G	O
1	Objective	Strategy	Tactic	Owner	Due	%	Status	11/16 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 to refine prioritization. Focus narrowed to college and young professionals, and middle and high school youth for 2026.
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	60%	In Progress 🟡	Teacher training stalled after the domain expert relocated. Alternative options were explored. The Qur'an School advisory committee worked with Hifdh leadership to identify baseline student performance and continued developing programmatic changes to improve short, medium, and long-term outcomes.
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 to refine prioritization. Focus narrowed to college and young professionals, and middle and high school youth for 2026.
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 to refine prioritization. Focus narrowed to college and young professionals, and middle and high school youth for 2026.
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 ✅	N/A: Tactic completed.
21			Partner with local churches, synagogues, and the city on organizing a joint 5K run for social good.	Ehap Sabri	2025.12	80%	In Progress 🟡	Race planning and partnerships were finalized. The race was rescheduled to April 18 to support stronger marketing and higher participation.
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 and implement a "Welcome Home" branding campaign that captures VRIIC cultural practices, history, and community values.	Waleed Rahman	2025.11	35%	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	100%	Complete ✅	Tactic completed. Survey results were captured and black belt leadership registration was communicated.
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	O
1	Objective	Strategy	Tactic	Owner	Due	%	Status	11/16 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	25%	In Progress 🟡	Parent survey was sent to collect feedback. Next step is to review results with the Youth team and determine next steps.
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	50%	In Progress 🟡	The college girls program continued. No progress on the boys program.
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	80%	In Progress 🟡	Youth survey was sent, with about 60 responses received. Reminder was sent to reach 100 responses.	

Next Meeting

- December's BOT meeting date was not tentatively set.