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Let's step back before the pandemic and consider how your board of directors functioned. You likely received reports from the executive director, and discussed the mission, vision and strategic direction of the organization. Once the pandemic hit, chaos began. The environment was all about current survival and looking to the next month, not the following one to 5 years.

As a board member, you have a commitment to the organization you serve to ensure it survives and thrives into the future, and it's time to look ahead.

Here are a few strategic challenges you'll likely face in 2022 and should be ready to tackle.

- **(first) Revenue Streams.** Many organizations benefited in 2020 and 2021 from government funding at the local, state, and federal level. These much-needed resources functioned as the organization's lifeline and helped to create a solid financial picture. But what now? Access to many of those funds is ending. Do you know how the organization's revenue will look next year and beyond? We strongly recommend scheduling a strategic discussion around revenue streams and develop a five-year plan with annual goals.
- **(second) Staffing Considerations.** Staffing shortages are making headlines every week. How has that impacted your organization and its ability to offer programs, both now and in the future? Your plan may be to be back to the same program levels you had a few years ago, but have you thought through how the labor shortage may impact that plan? Be sure to factor in that remote working is here to stay. It is now an expectation for many employees. How can your organization adjust?
- **(third) Risk Management.** As staff transitioned to remote working, the internal control structure also changed, which can open your organization to a greater risk of fraud and inaccurate financial records.. A strong internal control structure includes checks and balances, which may look different when staff are remote versus in the office. This might be the time to consider outsourcing some of your accounting functions rather than working with a one- or two-person accounting department. As a board member, your role is not to be involved in the day-to-day operations, but you should understand the key internal controls of the organization. Board members should serve as a sounding board for the Executive Director and CFO. As you know, being a board member is more than just attending monthly meetings. Get involved and really get to know how the organization operates. Understand your role. Get the training you need.

SVA offers customized [Board Building Training](#) to help you move your organization forward. Commit the time and funds to propel your board into the future. It may be the most significant impact you can make for your organization this year.

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