Preserving the Mission:
Strategic Options for Nonprofits Facing Crisis

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Adapting	Restructuring	Exiting
Full or partial mission preservation; peer-level sharing of mission implementation. The organization maintains independence while changing its model.	Full or partial mission preservation; implementation of the mission is between a larger, more established entity and a smaller, less established organization, or two similar-sized organizations. The organization materially changes form.	Original mission ends or is significantly overhauled; a new organization or entity is formed, or the original organization ceases operations. The organization ends.
Strategic Infrastructures	***Strategic Partnerships***	***Strategic Closures***
Co-location: Two or more organizations or groups share physical space to reduce leasing costs (Sustained Collaboration Network, n.d.).	**Fiscal sponsorship:** A more established organization offers its tax and legal status to an unincorporated group or project (Petkeviciute et al., 2023).	**Merger:** One organization cedes control of its operations and works collaboratively with another organization to form an entirely new entity (Baldwin CPAs, 2025).
Co-administration: Two or more organizations share staffing or back-office support functions such as human resources, accounting, and administration (La Piana Consulting, 2024).	**Parent-subsidiary structure:** One organization has the majority of control over another, but both maintain separate legal status (Boyd, 2014).	**Acquisition:** One organization incorporates another's activities, programs, and operations into its own (Jacobson Jarvis & Co., 2022).
Co-operation of programming: Two or more organizations share program implementation responsibilities and costs (Neuhoff et al., 2014).	**Joint venture:** Two or more organizations share strategic goals while maintaining identity and independence (Hoglund et al., 2025).	**Asset transfer:** An organization's tangible and intangible assets are transferred to another organization while the original organization closes (Shumate et al., 2025).

To read the accompanying blog series and references, scan the QR code or visit **bit.ly/preserving-the-mission**.

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