

Preserving the Mission: Strategic Options for Nonprofits Facing Crisis

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



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