

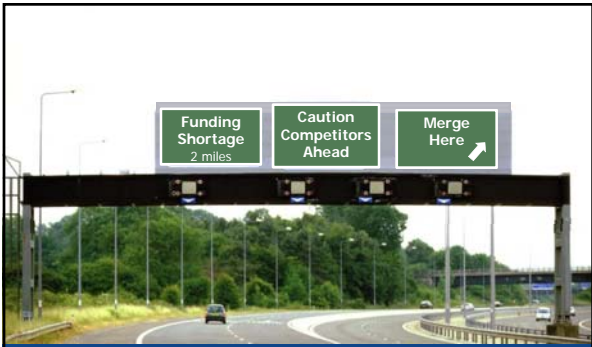
**Partnering in Tough Times:
Strategic Restructuring for Nonprofits**

*Nonprofit Management Institute
Stanford University
October 7, 2009*

with
David La Piana
President

La Piana
CONSULTING

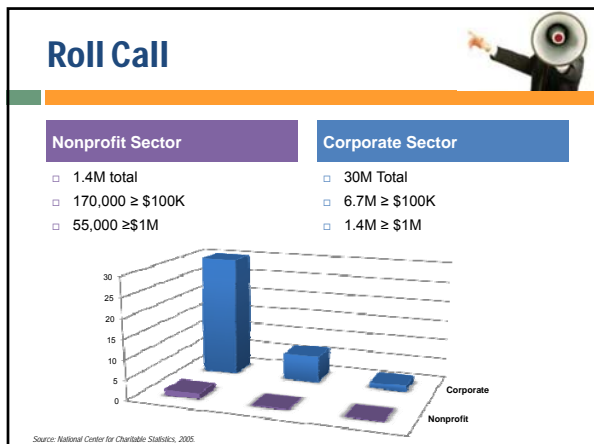
5900 Hollis Street, Suite N ■ Emeryville, CA 94608 ■ www.lapiana.org



**Economic pressure drives interest
in nonprofit mergers.**

**Are there too many
nonprofits?**











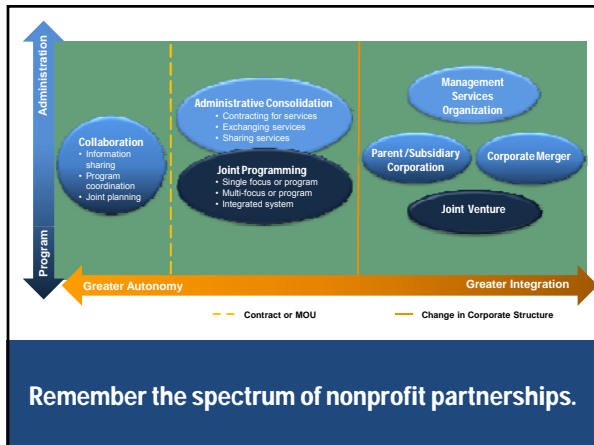


Partnering Strategies: 2 Examples

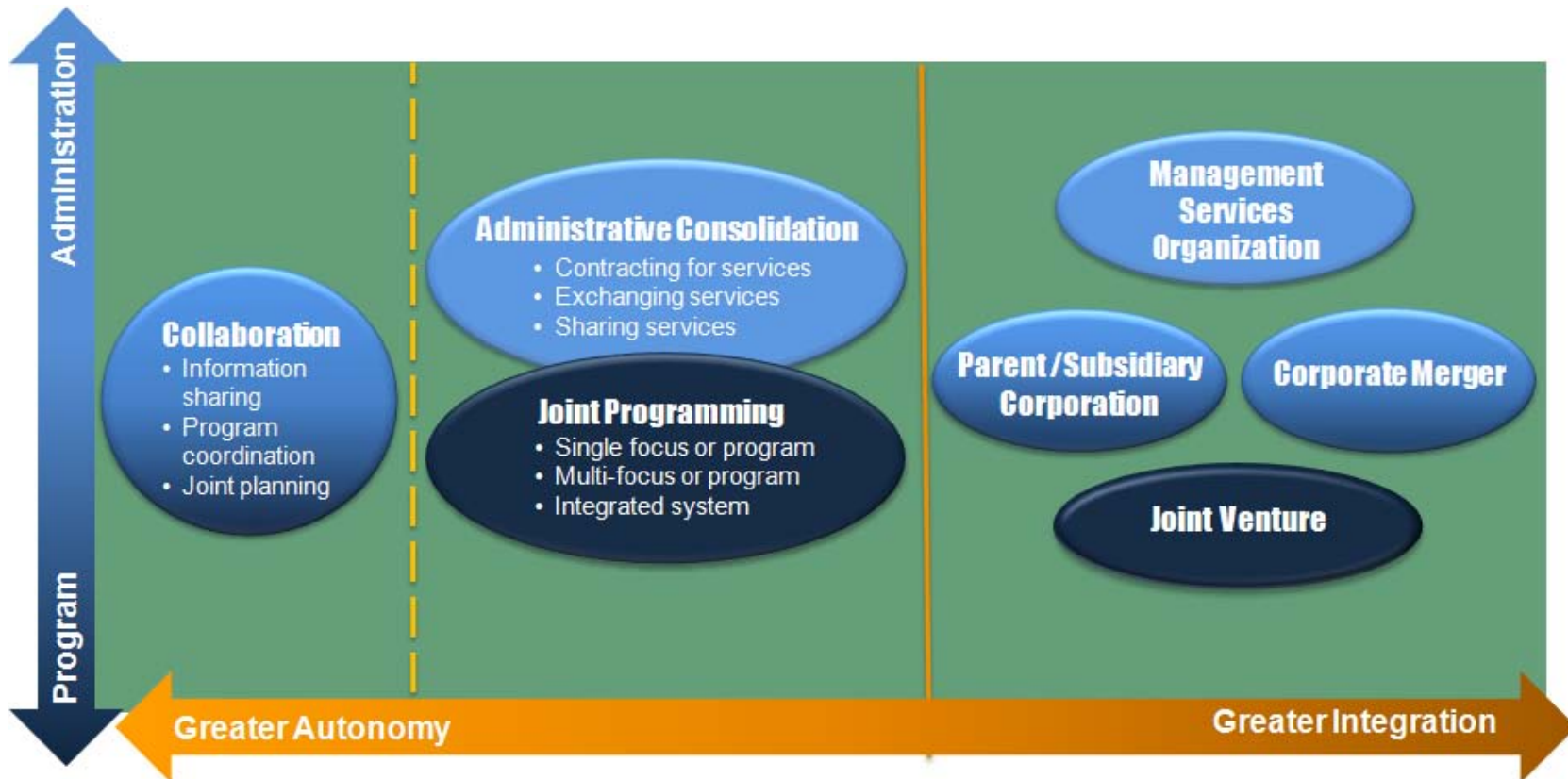
CompassPoint Merger <ul style="list-style-type: none">□ Last minute, save partner from failing 	Nexus Partnerships <ul style="list-style-type: none">□ Upstream, looking for opportunities 
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The Partnership Matrix



--- Contract or MOU

— Change in Corporate Structure

- No permanent organizational commitment
- Decision-making power remains w/ individual organizations

Collaboration

- Involves a commitment for the future
- Decision-making power is shared or transferred
- Is agreement-driven


Strategic Alliance

- Involves changes to corporate control and/or structure, including creation and/or dissolution of one or more organizations

Corporate Integration

Strategic Restructuring

Mission comes first.
Finances follow.



Partnerships
require a blending
of cultures.



Top Five Funder
Actions that Support
More Mergers

1. Advertise support for collaboration.
2. Resist rescuing failing nonprofits.
3. Provide support quickly.
4. Fund a "golden parachute" for departing executives.
5. Model collaboration, don't just preach it.

<p>Top Five Nonprofit Actions that Support Better Mergers</p>	<ol style="list-style-type: none">1. Know your market position.2. Know what assets you do and don't bring.3. Know what you are looking for from a partnership.4. Be flexible in how you get it.5. Negotiate to strengthen the mission.
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