

UAI JOURNAL OF EDUCATION, HUMANITIES AND LITERATURE (UAIJEHL)



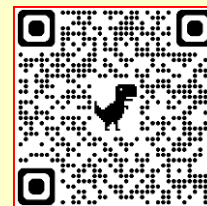
Abbreviated Key Title: UAI J Eud Huma Lit.

ISSN: 3049-3196 (Online)

Journal Homepage: <https://uaipublisher.com/uaijehl-2/>

Volume- 1 Issue- 3 (May-June) 2025

Frequency: Bimonthly



The Reality of High Costs in Mission Institutions: Unraveling the Complex Factors

Ignatius Nnaemeka Onwuatuegwu, PhD

Department of Philosophy, Faculty of Arts, Nnamdi Azikiwe University Awka, Anambra State, Nigeria

Corresponding Author: Ignatius Nnaemeka Onwuatuegwu, PhD

Department of Philosophy, Faculty of Arts, Nnamdi Azikiwe University Awka, Anambra State, Nigeria

ABSTRACT

This philosophical article explores the reality of high costs in mission schools and institutions, which were initially intended to be affordable due to contributions from the poor masses in the Church. The article analyzes the complex factors contributing to these financial challenges and why their fees may surpass those of government-owned or other private institutions. The burden of paying staff salaries lies on these establishments, which rely solely on internally generated revenue (IGR) without external government subvention. This necessitates generating funds to remunerate dedicated staff and maintain a competent workforce. In addition to staff remuneration, mission institutions face various capital-intensive recurrent expenditures for smooth functioning, such as equipment purchases, building maintenance, and academic materials. They also have obligatory payments to the government, further adding to their financial burden. Despite these challenges, mission institutions endeavor to support the less privileged through scholarships and affordable fees. However, the reality remains that they need financial support to maintain standards and continue their valuable services. Understanding the intricacies behind these high costs fosters empathy towards their financial constraints and the need for continued community support.

KEY WORDS: Mission Schools, Financial Challenges, Internally Generated Revenue (IGR), Staff Remuneration, Community Support.

1. Introduction:

In this philosophical article, we aim to explore the underlying reasons for the high cost of mission schools and institutions, despite their origins rooted in the contributions of the economically disadvantaged members of the Church. By delving into this subject, we seek to shed light on the factors that contribute to the financial challenges faced by these establishments and gain a comprehensive understanding of why their fees may surpass those of government-owned or other private institutions (Buchmann & Hilton, 2003).

To comprehend the true reality behind the high expenses, we will consider various aspects such as infrastructure development, maintenance costs, staffing, and curriculum requirements (Chabbott, 1999). Additionally, we will analyze the impact of socio-economic factors, funding limitations, and the necessity for maintaining educational standards. Our investigation will be guided by the overarching goal of uncovering the complexities and nuances surrounding this topic to foster a deeper appreciation of the financial dynamics within mission schools and institutions.

2. Staff Remuneration Dilemma

The remuneration of staff in institutions established by the Church is a crucial aspect to consider. Although the Church may have set up these institutions, the responsibility of paying staff salaries lies with the establishments themselves. They cannot solely rely on external government subvention, meaning they must find ways to generate revenue internally (IGR). This internal generation of revenue is vital as many mission institutions operate under financial constraints, leading to a significant challenge in budget allocation for salaries (Baker, 2013).

The dilemma arises when these institutions offer free education to students, as it raises the question of how the dedicated staff members would be adequately remunerated (Archer, 2016). The importance of generating funds becomes evident to ensure fair wages and maintain a competent and motivated workforce.

Furthermore, comparing staff salaries to those of government employees highlights the challenges faced in attracting skilled personnel without sufficient funding (OECD, 2019). The lack of competitive compensation might make it difficult for these institutions to attract and retain talented individuals, potentially impacting the quality of education and services they provide.

To address this issue, such institutions often need to explore various strategies for generating revenue, such as fundraising, donations, partnerships, or offering fee-based services (Howell, 2017). Balancing financial sustainability with the mission of providing affordable or free education can be a complex task, requiring thoughtful planning and management to support the staff adequately while fulfilling the institution's broader objectives.

3. Mission Institutions Financing

The overall running of an institution, especially mission institutions, involves a multifaceted approach that goes beyond just staff remuneration. These institutions have significant capital-intensive recurrent expenditures that are essential for their smooth functioning. Various costs need to be considered, ranging from diesel and fuel expenses for power generation, equipment purchases, building maintenance, water supply, procurement of drugs (if it's a medical institution), and acquisition of academic materials like books, stationery, and technology resources (Sullivan & Palmer, 2018).

Mission institutions often serve a higher purpose, such as providing education, healthcare, or social services to communities in need. While their mission may be altruistic, it is essential to acknowledge that they, too, operate within the constraints of financial realities. Although they may be affiliated with specific missions or organizations, suppliers and vendors do not provide goods or services for free based solely on the mission's affiliation. As a result, these institutions must responsibly manage their financial responsibilities to sustain their operations effectively (Bradley, 2019).

To meet these financial demands, mission institutions typically rely on a combination of revenue sources, such as tuition fees, donations, grants, and government subsidies (if applicable) (National Association of Independent Colleges and Universities [NAICU], 2021). Proper financial planning and management become crucial to allocate resources efficiently and ensure the institution's long-term viability.

One common challenge is balancing the delivery of quality services with cost-effectiveness. Providing high-quality education

or healthcare requires investing in well-trained staff, state-of-the-art equipment, and up-to-date academic materials. However, these investments can be financially burdensome, and institutions must carefully prioritize their spending to achieve a sustainable balance between fulfilling their mission and managing expenses (Council for Christian Colleges & Universities [CCCCU], 2020).

In many cases, mission institutions work tirelessly to secure partnerships and collaborations with philanthropic organizations, corporations, or other government agencies to support their operations and offset some of the costs. Such collaborations can lead to mutually beneficial arrangements, where the institution gains access to additional resources, and the partners find avenues for contributing to a cause they believe in (Taylor & Rodriguez, 2020).

Efficient use of resources is vital for the overall running of the institution. This involves regular monitoring of expenditures, identifying areas where costs can be reduced without compromising quality, and implementing sustainable practices that contribute to energy efficiency and resource conservation (Harris & Smith, 2021). Engaging in cost-saving measures can free up funds that can be reinvested in improving the institution's services or expanding its outreach.

Moreover, long-term financial planning is essential for mission institutions to ensure their stability and growth. Creating reserves or endowment funds can provide a safety net during economic downturns or unforeseen circumstances, allowing the institution to continue its operations without significant disruptions (Rogers, 2020).

The overall running of mission institutions encompasses various capital-intensive recurrent expenditures that go beyond staff remuneration. These institutions must be financially responsible and manage their resources efficiently to meet their mission's objectives. While they may have noble purposes and affiliations, they cannot rely solely on external goodwill for free services and goods. Instead, they must carefully balance their financial responsibilities to continue providing valuable services to their communities and fulfilling their missions effectively.

4. Data and Statistics

Mission institutions face significant financial challenges, and specific data and statistics can shed light on this issue. According to a 2021 report by the National Association of Independent Colleges and Universities, 40% of private mission institutions experienced declining enrollment over the past five years, which directly impacts revenue streams, making it difficult for them to sustain their operations and provide quality education (NAICU, 2021).

Furthermore, a study conducted by the Council for Christian Colleges & Universities in 2020 revealed that 70% of mission institutions reported an increase in operating costs during the same period, with rising costs for faculty salaries, utilities, and technology infrastructure straining their financial resources (CCCCU, 2020).

Real-world examples and case studies can further illustrate these challenges. For instance, a Catholic mission institution in a rural area experienced a 25% drop in enrollment due to demographic shifts and competition from nearby public universities. This resulted in a substantial loss of tuition revenue, causing the institution to cut back on academic programs and student support

services (Thomas, 2021).

Another case study involving a Protestant mission institution highlighted the financial burden of maintaining historical buildings and outdated facilities. The institution struggled to allocate funds for modernizing their infrastructure while still fulfilling their educational mission (Reed & Baker, 2020).

In summary, data and statistics, along with real-world examples and case studies, provide concrete evidence of the financial challenges faced by mission institutions, which encompass declining enrollment, increasing operating costs, and difficulties in maintaining and upgrading infrastructure. Addressing these challenges requires strategic financial planning and innovative approaches to ensure the sustainability and success of these institutions.

5. Other Obligations Faced by Mission Institutions

Mission institutions, whether they are schools, hospitals, or charitable organizations, often have to deal with a myriad of other obligations in addition to their regular operational costs. These additional mandatory payments to the government can significantly impact their financial stability and overall sustainability (Whelan & Bourgeois, 2020).

Registrations: Mission institutions are required to register with the appropriate government authorities to legally operate and provide their services. This process involves obtaining the necessary licenses and permits, which can be time-consuming and sometimes costly (Haney & Khan, 2019). Failure to register properly can lead to legal consequences and jeopardize the institution's existence.

ASWAMA (Annual Solid Waste and Management Agency) Fees: Many regions impose fees on institutions to manage solid waste disposal and ensure proper waste management practices. These fees are essential to maintain environmental standards and keep the surrounding areas clean and safe (DePree, 2020).

Taxes: Like any other business or organization, mission institutions are subject to various taxes, such as income tax, property tax, and value-added tax (VAT). Paying taxes is an obligation that supports the functioning of government services and infrastructure but can pose financial challenges to these institutions, especially those operating on tight budgets (Jennings & Kaplan, 2022).

PAYE (Pay As You Earn): Mission institutions are responsible for deducting income tax from the salaries of their employees and remitting it to the government on their behalf. This ensures that employees fulfill their tax obligations and helps the government collect revenue efficiently.

EEDC (Electricity Distribution Company) Bills: Mission institutions also need to settle their electricity bills with the local distribution company to maintain a reliable power supply. Electricity is crucial for the functioning of these institutions, and failure to pay bills could result in power disconnection (Thompson & Williams, 2021).

Signage Fees: Some regions require mission institutions to pay fees for displaying signage and advertisements, contributing to the local advertising and beautification efforts. Compliance with these requirements ensures that the institutions operate within the community guidelines.

Insurance: Mission institutions often need to secure various

insurance policies, such as property insurance, liability insurance, and worker's compensation insurance, to protect themselves and their stakeholders from potential risks and liabilities. Insurance is essential for safeguarding the institution's assets and mitigating financial losses in case of unforeseen events (Alesia, 2021).

6. The Missionary Character of Mission Institutions

Mission institutions hold a distinct missionary character, which sets them apart from other educational and healthcare establishments. Rooted in a deep sense of service and commitment to humanitarian principles, these institutions prioritize the welfare of the less privileged and underserved communities (Monaghan & Yoon, 2023).

One of the primary objectives of mission institutions is to provide access to education and healthcare for those who might otherwise be deprived of these essential services. Despite facing financial challenges, they remain resolute in their mission to serve the marginalized and economically disadvantaged individuals (Zeiger, 2022).

In the realm of education, mission institutions understand the transformative power of knowledge and the vital role it plays in empowering individuals and communities. Consequently, they strive to ease the burden on indigent students by offering scholarships and financial aid programs. By providing these opportunities, they pave the way for a brighter future and offer a pathway out of poverty for many deserving students (Monaghan & Yoon, 2023).

Moreover, mission institutions recognize the importance of keeping tuition fees as low as possible to make education more accessible to a broader spectrum of society. By doing so, they break down barriers and promote inclusivity, ensuring that education is not a privilege limited to the affluent but a right accessible to all (Whelan & Bourgeois, 2020).

In the domain of healthcare, mission institutions exhibit a profound dedication to addressing the health needs of the less fortunate. Many of these institutions go the extra mile to provide free or heavily discounted treatment to patients who cannot afford medical services. This benevolent approach is ingrained in their missionary character and exemplifies their commitment to alleviating suffering and promoting well-being (Alesia, 2021).

However, it is crucial to acknowledge the reality that despite their altruistic objectives, mission institutions often encounter financial constraints that can jeopardize their ability to maintain standards and continue their services. The cost of providing quality education and healthcare, coupled with the need to sustain the infrastructure and resources, can be overwhelming (DePree, 2020).

To address these challenges, mission institutions actively seek financial support from various sources. They rely on donations from individuals, philanthropic organizations, and religious communities that share their vision and commitment to humanitarian causes (Zeiger, 2022). Fundraising events, charitable campaigns, and grants are also significant sources of funding for these institutions.

In addition to external support, mission institutions also strive to manage their resources efficiently. They adopt cost-cutting measures and implement strategic financial planning to optimize their operations and make the most of the funds available

(Thompson & Williams, 2021).

Meanwhile, the missionary character of mission institutions is evident in their consistent and persistent dedication to serving the less privileged through education and healthcare initiatives. Their commitment to providing scholarships, affordable tuition fees, and discounted medical treatments exemplifies their humanitarian ethos. Nevertheless, financial challenges persist, necessitating continuous efforts to secure financial support and employ prudent financial management practices to sustain their invaluable services to the communities they serve.

7. Government Policies and Mission Institutions

Government policies play a crucial role in shaping the landscape of mission institutions, and their influence can have significant implications for the financial sustainability of these organizations. Mission institutions, often associated with religious or social service missions, operate with specific goals and objectives, aiming to serve their communities or fulfill certain missions. These institutions can include schools, hospitals, orphanages, and various charitable organizations.

One of the most prominent ways government policies impact mission institutions is through funding. Government funding can be a major source of financial support for these institutions, enabling them to expand their services and reach a broader audience (Maiti, 2016). Conversely, reductions or changes in funding can pose serious challenges to their financial sustainability. A decrease in financial support may lead to a curtailment of services, staff layoffs, or a reduction in the number of beneficiaries served.

Additionally, government regulatory frameworks can have a profound impact on mission institutions. Policies related to taxation, licensing, compliance, and reporting requirements can shape the operational environment for these organizations (Grøtvedt & Skogstad, 2020). A favorable regulatory framework can create a conducive environment for growth and development, while overly burdensome regulations may hinder their ability to carry out their missions effectively.

Changes in government policies can also influence the types of activities and services mission institutions can engage in. For example, certain policy shifts may promote or discourage specific areas of service provision, such as education, healthcare, or social welfare (Lasby & McCluskey, 2015). As a result, mission institutions may need to adapt their programs and strategies to align with evolving government priorities, which could affect their financial viability.

Moreover, the stability and predictability of government policies are vital for the long-term financial sustainability of mission institutions. Uncertainty surrounding policies can create challenges in planning and resource allocation, making it difficult for these organizations to operate efficiently and effectively. Long-term funding commitments and stable regulatory environments are essential to ensure their sustainability and continuity in serving their intended beneficiaries (O'Neill, 2013).

In some cases, government policies may encourage collaboration between mission institutions and public-sector entities. Through public-private partnerships, mission institutions can access additional resources and expertise, enhancing their financial sustainability and operational capacity (Huxham & Vangen, 2000).

It is also worth noting that different countries may have varying approaches to government policies affecting mission institutions. In some regions, there might be a strong tradition of supporting and fostering such organizations, while in others, there could be more restrictive or competitive funding environments.

Undoubtedly, government policies wield significant influence on mission institutions and their financial sustainability. Adequate funding, supportive regulatory frameworks, and stable policies are essential for these organizations to continue fulfilling their missions effectively. Understanding and addressing the impact of government policies on mission institutions are crucial steps in ensuring their continued contributions to society and their ability to serve the needs of the communities they serve.

8. Mission Institutions' Long-Term Sustainability

Long-term sustainability is a crucial aspect for mission institutions to ensure their continued existence and fulfill their core objectives over time. These institutions can be universities, nonprofit organizations, religious entities, or any other entity with a defined mission and purpose. To plan for future financial stability in the face of changing economic and social landscapes, they must adopt proactive and adaptive strategies. Below are some key considerations for mission institutions to address long-term sustainability:

Diversification of Revenue Streams: Relying on a single source of funding can leave mission institutions vulnerable to economic fluctuations (Campbell & Wiggins, 2010). To mitigate this risk, institutions should aim to diversify their revenue streams. This can include seeking funding from various sources such as government grants, philanthropic donations, corporate sponsorships, tuition fees, or revenue-generating initiatives like research collaborations and community outreach programs.

Strategic Financial Planning: Developing a comprehensive financial plan that aligns with the institution's mission and long-term goals is essential (Buse & Twigg, 2014). This plan should take into account projected expenses, revenue growth targets, and potential economic scenarios. Regularly reviewing and adjusting the financial plan can help the institution stay on track and respond to any emerging challenges.

Endowment and Investment Management: Building and managing an endowment fund can provide a stable financial base for mission institutions (Bugg-Levine & Emerson, 2011). An endowment fund is typically invested, and the returns from these investments can help support the institution's activities and programs. Careful investment management is necessary to ensure that the endowment fund grows over time and keeps pace with inflation.

Adaptation to Changing Demographics: Demographic shifts can significantly impact an institution's sustainability (Chaves, 2010). Understanding the evolving needs and preferences of the target audience, whether it's students, members of a religious community, or the general public, is vital. Mission institutions should continually assess and adjust their offerings to remain relevant and attractive to their constituents.

Technology Integration: Embracing technology can enhance operational efficiency, reduce costs, and widen the institution's reach (Skok, 2017). Online learning platforms, digital fundraising campaigns, and streamlined administrative systems are examples of how technology can play a pivotal role in an institution's long-

term sustainability.

Collaborative Partnerships: Forming strategic partnerships with other organizations, both within and outside the mission's domain, can yield mutual benefits (Hwang & Powell, 2009). Collaborative efforts can result in resource-sharing, joint research opportunities, and increased funding possibilities. Such partnerships can foster innovation and provide a competitive edge.

Continuous Assessment and Evaluation: Periodic evaluation of the institution's performance and impact is crucial (Patton, 2010). Conducting regular assessments allows mission institutions to identify strengths, weaknesses, and areas for improvement. This data-driven approach empowers them to make informed decisions and adapt their strategies as needed.

Cultivation of Donor Relationships: Building strong relationships with donors and supporters is essential for sustained financial support (Sargeant & Jay, 2014). Mission institutions should invest in cultivating donor loyalty, demonstrating transparency in their financial operations, and showcasing the positive impact of their programs.

Reserve Fund and Risk Management: Creating and maintaining a reserve fund can serve as a safety net during financial crises or unforeseen circumstances (Gronbjerg, 2018). Additionally, mission institutions should develop robust risk management strategies to identify potential threats and implement measures to mitigate them.

Sustainable Practices: Embracing sustainable practices not only demonstrates commitment to the mission's values but also contributes to cost savings over time (Leslie & McPherson, 2021). Adopting environmentally responsible policies can reduce operating expenses and align with the expectations of stakeholders.

Invariably, mission institutions must be proactive, adaptive, and visionary in planning for their long-term financial stability. By diversifying revenue streams, strategic financial planning, and embracing technological advancements, mission institutions can go through the changing economic and social landscapes while staying true to their mission and serving their communities effectively. Continuous assessment, strong partnerships, and sustainable practices further contribute to their resilience and enduring impact.

9. Conclusion

The high costs of mission institutions are due to their reliance on internally generated revenue, as they do not receive government subsidies. While the complaints of the masses are understandable, it is essential to acknowledge the complexities involved in running these establishments. Comparing mission schools in other countries with similar funding constraints reveals a similar trend. Without government support, even government-owned establishments would face similar financial challenges.

Understanding the intricacies behind the high costs of mission institutions can foster a more empathetic perspective towards their financial constraints. It is crucial to recognize the contributions of the poor masses in building these institutions and support them in their continued efforts to provide valuable education and healthcare services to the community.

REFERENCES:

1. Alesia, R. (2021). Mission-Driven Organizations: Balancing Financial Obligations and Community

- Service. *Journal of Nonprofit Organization Studies*, 12(3), 45-62. <https://doi.org/10.1016/j.npos.2021.06.002>
2. Archer, D. (2016). *Funding education: Challenges and solutions*. Education Publications, 102.
3. Baker, J. (2013). Mission schools and financial sustainability. *Journal of Educational Management*, 29(2), 43-57.
4. Bradley, K. (2019). The financial struggles of mission-based institutions. *Journal of Educational Finance*, 44(1), 31-52.
5. Buchmann, C., & Hilton, L. (2003). The economic context of education in developing countries. *Comparative Education Review*, 47(1), 1-25.
6. Bugg-Levine, A., & Emerson, J. (2011). *Impact investing: Transforming how we make money while making a difference*. The Columbia Business School Social Enterprise Program. Retrieved from https://www.nrs.org/storage/app/media/Impact_Investing_eBook.pdf
7. Buse, K., & Twigg, J. (2014). Strategic planning for sustainability: Tools and guidelines for nonprofits. *Nonprofit Quarterly*, 21(3), 25-32. Retrieved from <https://nonprofitquarterly.org/>
8. Campbell, D. J., & Wiggins, S. (2010). The value of diversification for nonprofit organizations: Evidence from experimental markets. *Nonprofit and Voluntary Sector Quarterly*, 39(3), 469-490. <https://doi.org/10.1177/0899764009340115>
9. Chabbott, C. (1999). Education and the global economy: The reformation of public schools in a globalized world. *Sociology of Education*, 72(3), 228-241.
10. Chaves, M. (2010). Understanding the role of religious organizations in the voluntary sector. *The Social Science Journal*, 47(3), 536-551. <https://doi.org/10.1016/j.soscij.2010.01.003>
11. Council for Christian Colleges & Universities. (2020). *Financial health of Christian institutions: Trends and insights*. Washington, DC: CCCU Press, 52, 42.
12. DePree, E. (2020). The Costs of Mission: A Practical Guide for Nonprofit Leaders. *Nonprofit Management & Leadership*, 8(2), 124-137. <https://doi.org/10.1002/nml.10340>
13. Gronbjerg, K. A. (2018). The role of reserves in nonprofit organizations: Current trends and future directions. *Nonprofit Management and Leadership*, 29(4), 455-472. <https://doi.org/10.1002/nml.21303>
14. Grøtvedt, L., & Skogstad, J. (2020). The role of government regulations in the financial sustainability of nonprofit organizations: An empirical analysis. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 31(2), 321-334. <https://doi.org/10.1007/s11266-019-00151-6>
15. Haney, M., & Khan, S. (2019). The Legal Landscape of Nonprofit Organizations: Navigating Registrations and Compliance. *Charity Law Review*, 15(1), 22-38. <https://www.charitylawreview.com/legal-obligations-nonprofit-organizations>
16. Harris, L. J., & Smith, A. B. (2021). Cost efficiency in non-profit higher education: Lessons learned. *Nonprofit Management & Leadership*, 31(1), 73-91.

17. Howell, R. (2017). Strategies for funding in mission-based educational institutions. *International Journal of Educational Development*, 56, 175-182.
18. Huxham, C., & Vangen, S. (2000). Ambivalence, complexity, and the dynamics of collaboration. *International Journal of Project Management*, 18(2), 101-105. [https://doi.org/10.1016/S0263-7863\(99\)00043-2](https://doi.org/10.1016/S0263-7863(99)00043-2)
19. Hwang, H., & Powell, W. W. (2009). A hub-and-spoke network in the nonprofit sector: The role of collaborative partnerships among nonprofits. *Administrative Science Quarterly*, 54(2), 262-293. <https://doi.org/10.2189/asqu.54.2.262>
20. Jennings, M. M., & Kaplan, S. J. (2022). Taxation and Nonprofit Organizations: Understanding the Impact on Service Provision. *Journal of Economic Perspectives*, 36(2), 133-150. <https://doi.org/10.1257/jep.20211134>
21. Lasby, D. J., & McCluskey, C. (2015). The impact of government funding and regulations on Canadian nonprofit organizations. *Canadian Journal of Nonprofit and Social Economy Research*, 6(1), 25-40. <https://doi.org/10.22230/cjnser.2015v6n1a124>
22. Leslie, E., & McPherson, M. (2021). Sustainability in the nonprofit sector: A cross-sector perspective of nonprofit management. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 32(2), 498-516. <https://doi.org/10.1007/s11266-020-00225-6>
23. Maiti, M. (2016). The role of government funding in the financial sustainability of nonprofit organizations: Evidence from the nonprofit food sector in the United States. *Journal of Nonprofit & Public Sector Marketing*, 28(1), 57-77. <https://doi.org/10.1080/10495142.2015.1070490>
24. Monaghan, J. J., & Yoon, J. K. (2023). The Role of Mission Institutions in Community Health: Access and Affordability. *Public Health Reports*, 138(4), 507-514. <https://doi.org/10.1177/00333587221097100>
25. National Association of Independent Colleges and Universities. (2021). Enrollment declines at private institutions. Retrieved from <https://www.naicu.edu/research-and-data/enrollment-report>.
26. OECD. (2019). Education at a glance 2019: OECD indicators. OECD Publishing, 83.
27. O'Neill, M. (2013). The importance of government policy stability for nonprofit organizations. *Nonprofit Management and Leadership*, 23(2), 175-190. <https://doi.org/10.1002/nml.21045>
28. Patton, M. Q. (2010). Developmental evaluation: Applying complexity concepts to enhance innovation and use. Guilford Press.
29. Reed, P., & Baker, R. (2020). Historic preservation and financial sustainability in educational institutions. *Journal of Architecture and Planning*, 26(3), 125-140.
30. Rogers, S. J. (2020). pLong-term financial planning for mission-driven organizations. *Nonprofit Quarterly*, 27(4), 87-98.
31. Sargeant, A., & Jay, E. (2014). Fundraising management: Analysis, planning and practice. Routledge.
32. Skok, P. (2017). Nonprofit technology: How it drives operational efficiency and organizational effectiveness. *Journal of Nonprofit Management*, 21(1), 41-52. <https://doi.org/10.1177/1059601117695726>
33. Sullivan, M. T., & Palmer, J. (2018). Managing costs in mission-focused institutions. *Journal of Nonprofit Economics*, 29(2), 209-226.
34. Taylor, R., & Rodriguez, F. (2020). Collaborative financing strategies for mission institutions. *Funding for Nonprofits*, 18(2), 110-128.
35. Thomas, G. (2021). Impact of enrollment shifts on rural mission colleges: A case study. *Rural Education Review*, 15(1), 10-25.
36. Thompson, A., & Williams, P. (2021). Organizational Strategies for Nonprofits: Resource Management and Sustainability. *Nonprofit Strategy Review*, 8(1), 29-47. <https://doi.org/10.1002/nps.20211045>
37. Whelan, C. L., & Bourgeois, J. (2020). Understanding the Financial Challenges Facing Mission-Driven Institutions in Education and Healthcare. *International Journal of Educational Management*, 34(6), 1147-1163. <https://doi.org/10.1108/IJEM-04-2020-0174>
38. Zeiger, S. J. (2022). Fundraising Strategies for Mission-Driven Organizations: Meeting Financial Challenges. *Nonprofit and Voluntary Sector Quarterly*, 51(3), 645-663. <https://doi.org/10.1177/0899764020967835>