

PROFILE AND CREDENTIALS

CHRISTOPHER CROSS AND ASSOCIATES

CONSULTANTS IN FUNDRAISING AND DEVELOPMENT

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# Christopher Cross & Associates

## Consultants in Fundraising and Development

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Cross Associates is a full-service fundraising firm offering programs tailored to meet the special needs of each client. We help nonprofit organizations achieve their fundraising objectives via capital campaigns, major and planned gift programs, and annual funding plans.

Our clients include a wide variety of nonprofit institutions ranging from small, community-based institutions to large, established national charitable organizations with endowments in excess of \$50 million.

Cross Associates brings years of professional experience to all phases of fundraising development. Combining national experience and local expertise, Cross Associates is a client-focused firm in which the principals do all the work. Few organizations can offer solutions quite the way we do. Clients bring us compelling objectives. We respond with indepth understanding, thoughtful analysis, and a strong creative process, resulting in innovative solutions.

After 25 years, we've learned a few things about navigating through fundraising voyages. With Cross Associates at the helm, you don't have to find your way in the dark.

## Christopher Cross & Associates

### Consultants in Fundraising and Development

Cross Associates has over thirty years of professional experience in all phases of fundraising development. Clients have included a wide variety of non-profit institutions ranging from small new community-based institutions to large established national charitable organizations with endowments in excess of \$50 million.

Christopher Cross graduated from Boston University in 1967. He then served two years in the United States Army, including assignments as Information Specialist with the Commanding General's headquarters, 6<sup>th</sup> Infantry Division, and later, as Special Investigator with the 1<sup>st</sup> Air Cavalry Division in Vietnam. He was awarded the Bronze Star and Combat Air Medal in 1969.

Christopher Cross began his career in fundraising with Haney Associates, a leading national fundraising consulting firm headquartered in Boston.

Starting in 1969, while employed at Haney Associates, Cross played a key role in raising \$5,000,000 for a successful capital campaign at the venerable Peabody Museum and was Associate Consultant for a capital campaign at Mercy Hospital, Portland, Maine.

Mr. Cross moved to Colorado in 1971 to accept the position of National Director of Development and Public Relations of the United States Ski Team where he implemented a national group of supporting committees which have raised millions of dollars in support of the United States Ski Team.

After serving four years as National Director of Sales and Public Relations at the Denver Merchandise Mart, Cross served as a development consultant to non-profit institutions and corporations.

In 1983, Cross was appointed National Director of Development of the American Humane Association, the world's oldest and largest federation dedicated to the prevention of abuse to children and animals. Mr. Cross's contract at American Humane allowed him to perform outside consulting which included a long term assignment as a consultant to the president of Angell Memorial Hospital which, at that time, had over \$60,000,000 in endowment.

While directing the national fundraising program at American Humane, Mr. Cross instituted innovative cause-related promotional programs with such firms as Ralston-Purina, Carnation, and Gaines that resulted in substantial new income for American Humane and participating affiliated groups. American Humane is affiliated with smaller non-profit organizations nationwide.

Cross directed all of American Humane's traditional fundraising programs which included: national volunteers, grants, deferred giving, foundations, cause-related programs, major gifts, commercial endorsements and sponsorships, direct mail, special events, celebrity committees, entrepreneurial activities, national clubs, speaker bureaus and special programs.

In 1985 Cross was appointed Vice President of the Animal Health Insurance Company which was the first nationwide corporation to offer health insurance for cats and dogs, underwritten by Lloyd's of London. Cross was responsible for all marketing programs in the United States and Canada. The company was acquired by Fireman's Fund in 1991.

Since that time Cross Associates has been retained by a wide variety of non-profit institutions. While Cross Associates provides a wide range of services to non-profit institutions, the firm specializes in feasibility studies, multi-million dollar capital campaigns, major and planned giving programs.

# Christopher Cross & Associates

## Consultants in Fundraising and Development

Cross Associates is a full service development and fundraising consulting organization. In addition to excellent overall management, planning, and execution of fundraising programs, Cross Associates offers complete writing, design, communications and prospect research services.

**Jo Johnson** is co-director and founder of a national nonprofit, River Runners for Wilderness, which is seeking to win full wilderness protection for the Colorado River and backcountry in Grand Canyon National Park, and other pristine wilderness-quality rivers across the west. Her organization was instrumental in bringing together a coalition of 25 local, regional and national organizations (e.g., The Wilderness Society, National Parks Conservation Association, National Resources Defense Council) to form the Grand Canyon Wilderness Alliance, representing some 5.5 million members. Since its founding in June of 2002, River Runners for Wilderness has grown rapidly and is widely recognized by those interested in Grand Canyon protection as one of its leading champions. RRFW has the strong support of Patagonia and other outdoor industry leaders. Her organization was nationally featured on NPR's Morning Edition in a piece about Grand Canyon's current planning process (December 2, 2004).

Prior to creating RRFW, she served on the board of another national nonprofit and as its Membership Chair for 4 years.

She grew up and still resides in Boulder, Colorado and holds a Bachelor's Degree in Business Administration from Regis University, Denver, Colorado.

**Peter S. Cross** has advanced degrees from Columbia University in social work, in the structure and function of formal organizations, and in epidemiology. Prior positions include: Research Associate at Columbia University, Research Director of the Brookdale Center at Hunter College, and Senior Research Scientist for the State of New York. He brings to our team a unique blend of talents.

He has developed support for programs for medical research at Columbia University, Johns Hopkins University and the Mayo Clinic among others.

Cross has published numerous studies of special problems of nonprofit organizations seeking to understand and improve their function. These include: studies of prenatal care programs (for the Jewish Board of Guardians in New York City); comparisons between the United States and the United Kingdom in the provision of services to the elderly (for the United States Administration on Aging); a report on day care regulation (for the State of New Jersey); a study and report (for New York State) on the design of home care services; a report on the policy implications of the epidemiology of dementias (for the United States Congressional Office of Technology Assessment.)

Additionally, acting as a consultant (usually at the behest of the Board of Directors), he has conducted studies of 'agencies in trouble' including recommendations for possible solutions.

# Christopher Cross & Associates

## Consultants in Fundraising and Development

Outside consultants with whom we often work include:

### *Writing and Communications*

**Jeff Bradley** began his writing career as a part-time correspondent for *The New York Times*, *Time*, and *Newsweek*. He was invited to teach writing at Harvard, which he did for eight years. During that time, he published two books.

His fundraising writing career began at Harvard, where he served as senior writer in the University Development Office. He began freelancing in 1989, and his clients since then have included Boston University, MIT, the University of Chicago, Johns Hopkins University, Williams College, Babson College, Valparaiso University, and the University of Colorado.

Other clients include the Boston Museum of Science, Deaconess Hospital, Rose Community Foundation, the National Multiple Sclerosis Society, and Harrison Animal Hospital.

Bradley specializes in capital case statements, and has written annual fund letters, brochures, speeches, and reports. He is the author of five books and numerous magazine articles.

### *Prospect Research and Information*

**Kris Swank** has over 15 years experience as an internationally known business librarian and prospect researcher.

While a business librarian at top-ranked Thunderbird – The Garvin School of International Management in Arizona, she created and managed the Business Information Service, a research bureau for international executives. She has also served as an information consultant for colleges in South Africa and is currently a librarian and business instructor at Pima Community College in Arizona.

Swank Research, a prospect research firm, was founded in 1999. Clients have included the National Multiple Sclerosis Society and nonprofit consultants, as well as animal shelters, hospitals, healthcare foundations, universities, and corporations.

Swank holds a Master of Library Science degree (M.L.S.) from the University of Arizona, and an M.B.A. in International Management from Thunderbird. She has been a presenter at national and international conferences, and has been published in *Library Journal*, *American Libraries* and other professional publications. Recently, she was a contributing author to the *Academic Librarian's Survival Guide* and Gale's *International Directory of Business Biographies*.

# Christopher Cross & Associates Consultants in Fundraising and Development

## PUBLIC RELATIONS SERVICES

Public relations is often a major component of marketing and fundraising, and can be a major element in all strategic activities.

Cross Associates has performed a wide variety of public relations ranging from having two clients on Good Morning America to creating and directing national publicity campaigns in the United States and Canada.

Public relations includes how a non-profit institution presents itself and requires a wide range of skills including media relations.

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## SCOPE OF SERVICES

- Capital campaigns
- Feasibility studies
- Development and fundraising evaluations
- Annual giving (all phases)
- Major gift programs
- Planned giving programs
- Foundation solicitations
- Board development
- Corporate gifts
- Board and solicitor training
- Strategic and operational programs
- Prospect research identification and cultivation
- Public relations
- Special events
- Earned income programs
- Direct mail
- Commemorative opportunities
- Contributor recognition

Christopher Cross & Associates  
Consultants in Fundraising and Development

**SAMPLING OF CLIENTS**

- Alternatives for Youth
- American Humane Association
- Angell Memorial Hospital
- Boulder Day Nursery
- Citizens Law Institute
- Community Food Share
- Dental Aid
- Desiderata School
- Educational Films Institute
- Humane Society of Boulder Valley
- Kellogg Child Development Center
- Mercy Hospital
- New Hope for Animals
- Peabody Museum
- Sangre de Cristo Hospice
- The Listening Post
- Women's Source

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**Sampling of Capital Campaigns  
In Boulder and Boulder County**

- Community Food Share (capital campaign), Boulder, Colorado
- Humane Society of Boulder Valley (capital campaign), Boulder, Colorado
- Boulder Day Nursery (capital campaign), Boulder, Colorado

**Sampling of National Clients**

- Angell Memorial Hospital—One of the world's leading animal hospitals, with an endowment exceeding \$60,000,000 (special projects), Boston, Massachusetts
- American Humane Association—World's largest and oldest association dedicated to the prevention of abuse to children and animals, Denver, Colorado
- New Hope for Animals—Founded by Peter Falk and Richard Dreyfuss, New Hope's mission is to reduce pet overpopulation, Universal City, California
- The Peabody Museum (now known as the Peabody Essex Museum)—Oldest continuously operating museum in the nation. Founded in 1799, the museum has vast holdings of Chinese, Japanese and Asian Art as well as the hemisphere's oldest collections of African and Oceanic art. Salem, Massachusetts.