Celebrating a landmark anniversary is often cause for reflection. So it was for me this past year, University Settlement’s 125th, and I couldn’t help but think about how much had changed since our last major anniversary. In 1986, when the Settlement turned 100, the Lower East Side was in dire straits. Overrun with criminal activity and drug use, street corners were meeting points for dealers and prostitutes; parks became battle grounds for rival gangs. The future of the Settlement and the Lower East Side — was in peril. Twenty-five years later, the Lower East Side still has its share of challenges, but it is a neighborhood transformed. Once again it is home to new immigrants and families. New businesses have come and old ones have been saved. Parks are in use and neighbors are no longer afraid to walk the streets. The story of the Lower East Side’s comeback is one of community activism and the partnership of many across the public and private sectors. It is also the story of constancy — and in this sense it is very much the Settlement’s story. Like our building, sitting solidly since 1898 on Eldridge Street (just a few blocks from our first home on Forsyth), University Settlement's ability to be constant in its provision of assistance and advocacy has made the key difference for tens of thousands of New Yorkers seeking to improve their lives and their neighborhoods. This staying power does not just happen. Simply planting roots in a neighborhood doesn’t ensure the longevity that we’ve sustained. It requires strength and stability, but also agility and flexibility. Qualities inherent to the settlement model — a model that involves working on the ground, hand-in-hand with the people we serve, listening and responding to their needs. A model that creates the low center of gravity needed to weather challenging times, to remain nimble while others must slow down or stop altogether. In 1986 that model helped us reaffirm our place in the community, and invest in the strength of local residents. Twenty-five years later it has enabled us to look beyond our historic boundaries to offer our expertise and commitment to communities that may not have resources like ours. Since 1986, University Settlement has grown by over 1000% in terms of budget, has expanded to include more than 550 staff and now operates in 21 locations throughout New York City. One — Ingersoll Community Center in Fort Greene, Brooklyn, serving families in several nearby NYCHA housing projects — recently celebrated its own landmark anniversary — its first. In a community where the average gross income is a mere $22,193, and nearly a third of residents are under 18, the need for free, engaging services for youth is crucial. In its first year, Ingersoll became a community center in the truest sense of the word, serving 1,500 mostly youth — with a much needed source of stability and support. All of this is not to say that we are immune to the current economic climate. Like the ones we’ve witnessed over the past several years always have an exponentially worse affect on lower income families than those with more resources. But a time when many of our public funding sources have been forced to tighten their belts. Fortunately our Board continues to be strong and enthusiastic, forming a backbone of support that has allowed us to continue immersing ourselves in communities, listening and determining how best to meet their needs, and constantly evaluating our results to ensure we’re making an impact. For a 125 year old, we’re still pretty light on our feet, and we plan to stay that way.
from the Chief Executive Officer

Dear Friends,

Celebrating University Settlement’s 125th anniversary this past year, I couldn’t help but think about how much had changed since our last major anniversary. In 1986, when the Settlement turned 100, the Lower East Side was in dire straits. Overrun with criminal activity and drug use, street corners were meeting points for dealers and prostitutes; parks became battle grounds for rival gangs. The future of the Settlement — and the Lower East Side — was in peril. Twenty-five years later, the Lower East Side still has its share of challenges, but it is a neighborhood transformed. Once again it is home to new immigrants and families. New businesses have come and old ones have been saved. Parks are in use and neighbors are no longer afraid to walk the streets.

The story of the Lower East Side’s comeback is one of community activism and the partnership of many across the public and private sectors. It is also the story of constancy—and in this sense it is very much the Settlement’s story. Like our building, sitting solidly since 1898 on Eldridge Street (just a few blocks from our first home on Forsyth), University Settlement’s ability to be constant in its provision of assistance and advocacy has made the key difference for tens of thousands of New Yorkers seeking to improve their lives and their neighborhoods.

Simply planting roots in a neighborhood doesn’t ensure the longevity that we’ve sustained. It requires strength and stability, but also agility and flexibility. Qualities inherent to the settlement model—a model that involves working hand-in-hand with the people we serve, listening and responding to their needs. A model that creates the low center of gravity needed to weather challenging times, to remain nimble while others must slow down or stop altogether.

In 1986 that model helped us reaffirm our place in the community, and invest in the strength of local residents. Twenty-five years later it has enabled us to look beyond our historic boundaries to offer our expertise and commitment to communities that may not have resources like ours.

Since 1986, University Settlement has grown by over 1000% in terms of budget, has expanded to include more than 550 staff and now operates in 21 locations throughout New York City. One of them — Ingersoll Community Center in Fort Greene, Brooklyn, serving families in several nearby NYCHA housing projects — recently celebrated its own landmark anniversary—its first. In a community where the average gross income is a mere $22,193, and nearly a third of families that may not have resources like ours.

Since 1986, University Settlement has grown by over 1000% in terms of budget, has expanded to include more than 550 staff and now operates in 21 locations throughout New York City. One of them — Ingersoll Community Center in Fort Greene, Brooklyn, serving families in several nearby NYCHA housing projects — recently celebrated its own landmark anniversary—its first. In a community where the average gross income is a mere $22,193, and nearly a third of residents are under 18, the need for free, engaging services for youth is crucial. In its first year, Ingersoll became a community center in the truest sense of the word, providing 1,500—mostly youth—with a much needed source of stability and support. All of this is to say that we are immune to the current economic climate. Fiscal crises like the ones we’ve witnessed recently always have an exponentially worse affect on lower income families than those with more resources, and we see them coming to us for more assistance at a time when many of our public funding sources are shrinking. Fortunately our Board continues to be strong and enthusiastic, forming a backbone of support that has allowed us to continue immersing ourselves in communities, listening to and determining how best to meet their needs, and constantly evaluating our results to ensure we’re making an impact.

For a 125-year-old, we’re still pretty light on our feet, and we plan to stay that way.

Michael H. Zisser, Ph.D.

The qualities that made University Settlement a smart investment 125 years ago continue to set us apart today: forward-thinking ideas, expert execution, a focus on outcomes, and thoughtful evaluation.

The qualities that made University Settlement a smart investment 125 years ago continue to set us apart today: forward-thinking ideas, expert execution, a focus on outcomes, and thoughtful evaluation.

Michael H. Zisser, Ph.D.

from the Chairperson of the Board

Dear Friends,

As the need for assistance among low-income and working families continues to rise, it is vital to make smart investments that result in real, widespread impact. Determining where to make those investments, however, can be a difficult task.

Fortunately, an investment in University Settlement is one of the most solid a New Yorker can make in supporting the families of our broad community. Ninety percent of every dollar donated goes directly to our work helping 25,000 people — families and individuals — be both independent and self-sufficient. With an international reputation for its fiscal soundness and the effectiveness of its programs, University Settlement has a demonstrable track record of achieving concrete results:

❖ 98 percent of families who come to University Settlement facing eviction are able to stay in their homes, one of the most important factors keeping families self-sufficient and keeping children in school.

❖ 99 percent of students in its college access program move on to the next grade level, creating a template for educational programs to improve the City’s graduation rates and setting our children up for productive lives.

❖ Nearly all of the children graduating from its Early Childhood Center enter kindergarten at a school-readiness level on par or higher than their peers, with 89 to 100 percent scoring at or above age level on key math and language tests, building a solid foundation for future success in school and beyond.

Achieving outcomes like these has earned the Settlement its reputation for innovation and making a difference in the communities it serves. Equally important, University Settlement’s way of working has become a model for others. A few examples:

❖ University Settlement was the first service organization to blend funding streams for daycare and Head Start, enabling it to provide extended, low-cost but high quality care that meets the needs of all families in its Early Childhood Center — a model that New York City has now adopted and is requesting all of its fund-recipients to implement.

❖ Based on the quality of its Lower East Side after-school programs, the Settlement has been invited into other low-income neighborhoods, opening no less than four new after-school sites in the past three years, and deepening its reach into Brooklyn.

❖ University Settlement’s widely-respected Adult Literacy program made it the natural choice to take the lead on the Lower East Side-Chinatown Literacy Zone, a State-sponsored reform initiative designed to serve communities with high poverty and low literacy levels.

The qualities that made University Settlement a smart investment 125 years ago continue to set us apart today: forward-thinking ideas, expert execution, a focus on outcomes, and thoughtful evaluation. These are the qualities of a strong business model. They’re also those of an exceptional organization, attuned to the needs of our City, leading the way in innovation, and standing the test of time.

We thank you for your support.

Heather S. Goldman
University Settlement began in 1886 with six local boys gathering twice a week in a few basement rooms on Forsyth Street. They focused on cleaning up the neighborhood, tending to the sick and the poor, and enriching their own lives through excursions, recreation, art classes and debate.

We have since grown to become a New York City institution. In just the past 25 years, the budget has expanded over 1000%, staff now number more than 550, and programs operate in 21 locations throughout the city, setting the standard for social services in New York City and State and helping tens of thousands of New Yorkers build better lives for themselves and their families.

At the turn of the century, the Lower East Side was the most densely crowded habitation in the world, with upwards of 3,000 people living in a single square block, often packed into crowded apartments with no plumbing. Poor sanitation was a major public health concern.

In 1900 University Settlement installed the first public baths in New York with as many as 800 people using the facilities daily during the summer months. In 1913 alone, 157,000 bathers paid a nickel apiece to use the 41 showers and 2 tubs in the basement of the Settlement’s home at 184 Eldridge. The City soon took notice and later established public baths on Allen Street, modeled after the ones originally installed in the Settlement.

The 1920s and 30s saw a falling off of financial support and volunteers for settlement work, while at the same time the Great Depression led to the highest unemployment and poverty levels in years.

In the late 19th and early 20th centuries, New York City became a cultural landmark and global center for fine art; however, access to the arts remained a distant luxury for the City’s lowest-income residents.

Culture & the Arts

From 1892-1897, University Settlement partnered with the East Side Arts League to sponsor a series of exhibits on the Lower East Side featuring paintings loaned from museums throughout the City. The first year brought in 35,000 low-income and immigrant neighbors; the following year it jumped to 56,000, eventually prompting the Metropolitan Museum of Art to sponsor a traveling exhibit at the Settlement, as well as to open the museum’s doors to the public on Sundays.

Unemployment and Poverty

University Settlement kept its doors open 24 hours a day, every day of the year; offered shelter for the homeless; distributed food to the hungry; and helped find jobs for the unemployed. More than that, the programs expanded. English classes were reinstated and a housing complaint bureau was established. A health clinic opened in 1922, followed by a dental clinic, a vocational guidance service and a summer playschool. Art and music departments were established. Clubs continued to attract several thousand people each week and the public baths served hundreds each day.
The percentage of graduating high school seniors is staggeringly low in New York City, with some schools producing only a 37% graduation rate.

**EDUCATION**

University Settlement’s college guidance program, Talent Search, housed at The Door, provides the comprehensive support that young people need to make their way to graduation, college and beyond. This year 99% of our participants moved on to the next grade level, and 93% of students with their diploma or GED enrolled in college.

**CHILDCARE**

Affordable childcare has been a priority at University Settlement since pioneering kindergarten in New York City in 1887. In the 1960s, the Settlement was part of the first wave of Head Start programs in the nation. And in 2011 alone, more than 500 children and their families received low-cost or free childcare in classrooms equipped with educational and social-emotional resources rivaling those of neighboring private childcare centers.

The average cost for full-time childcare in New York City is $12,000. That’s more than a third of the average Lower East Side family’s annual income.

**HOUSING**

University Settlement’s Project Home empowers families to know their rights and fight for them. Case managers provide information, guidance and hands-on support throughout any and all housing issues. And we have a record of success — 98% of clients successfully avoid eviction every year.

A majority of tenants facing eviction in New York City are families with children, yet fewer than 1 out of 4 have legal representation when they go before the NYC Housing Court.

**LANGUAGE & LITERACY**

In the Chinatown and Lower East Side communities, language and literacy are significant barriers to finding jobs for many residents. 62% of the foreign born population speaks a language other than English at home and 26% of children are living in a linguistically isolated household.

This year University Settlement was selected to lead the Lower East Side-Chinatown Literacy Zone, a reform initiative developed by the New York State Board of Regents and the State Education Department to close the achievement gap in communities with high concentrations of poverty and families with limited literacy skills. Working off the settlement house model, our Literacy Zone uniquely integrates a full menu of services, in addition to literacy classes designed for participants at all levels, creating multiple pathways out of poverty for hundreds of New Yorkers.
Only a third of Chinese women living in Chinatown have spoken to their doctors about bone health, but 55% of them have been diagnosed with osteoporosis.

**Seniors’ Health**

In a community where older adults are the fastest growing population, bone health is a mounting concern. In addition to our Senior HeART program, which provides comprehensive health and wellness activities for adults 50 and over, the Houston Street Center has partnered with Beth Israel Hospital to launch Better Bones — an innovative osteoporosis prevention and education program. Now regular on-site screenings are conducted and seniors can engage in healthy activities such as yoga and Tai chi three times a week.

Fort Greene has the highest income disparity ratio of any neighborhood in New York City and nearly a third of the residents are under the age of 18.

**Building Community**

The Ingersoll Community Center is a Cornerstone Program — a NYC Department of Youth and Community Development initiative that aims to specifically serve low-income families living in nearby housing projects. This new building, owned by the New York City Housing Authority, opened in 2010 in the heart of Fort Greene to serve families in nearby NYCHA buildings and the surrounding neighborhood with a gym, fitness center, computer lab, kitchen, dining room and classrooms. In its first year of operation the center served 1,500 people of all ages, with an emphasis on youth.

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**Services for Young Children**

- Early Head Start
- Early Childhood Center, including Children’s Corner Childcare Center
- Family Child Care Program
- Early Intervention
- Butterflies Mental Health Program
- Healthy Families

**Services for Adults**

- Adult Literacy
- Confucius Plaza Partnership
- Project Home
- Older Adults
- The Creative Center

**Services for Youth**

- After-School and Day Camp Programs
- Beacon
- Children’s Blended Case Management
- Home Based Crisis Intervention
- The Door
- Talent Search College Guidance

**For the Whole Family**

- Consultation Center
- Houston Street Center
- Ingersoll Community Center
- Lower East Side / Chinatown Community Partnership
- The Performance Project
## Balance Sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$772,181</td>
<td>$649,343</td>
</tr>
<tr>
<td>Investments, at fair value</td>
<td>2,675,267</td>
<td>2,479,715</td>
</tr>
<tr>
<td>Government grants and contracts receivable</td>
<td>2,779,346</td>
<td>2,957,188</td>
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<tr>
<td>Pledges receivable</td>
<td>706,870</td>
<td>816,870</td>
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<tr>
<td>Prepaid and other assets</td>
<td>116,684</td>
<td>108,239</td>
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<tr>
<td>Land, buildings and equipment, net*</td>
<td>1,791,841</td>
<td>1,975,997</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$8,842,189</strong></td>
<td><strong>$8,987,352</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advances under government grants</td>
<td>$706,408</td>
<td>$628,989</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>317,501</td>
<td>277,283</td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>1,180,959</td>
<td>1,266,908</td>
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<tr>
<td>Amounts held on behalf of others</td>
<td>32,825</td>
<td>37,429</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,237,693</strong></td>
<td><strong>$2,210,609</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated for general use</td>
<td>$247,862</td>
<td>$12,477</td>
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<tr>
<td>Board designated</td>
<td>995,508</td>
<td>994,508</td>
</tr>
<tr>
<td>Net investment in fixed assets</td>
<td>1,791,841</td>
<td>10,957,997</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>1,498,992</td>
<td>1,661,568</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,070,293</td>
<td>2,132,193</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$6,604,496</strong></td>
<td><strong>$6,776,743</strong></td>
</tr>
</tbody>
</table>

| **Total liabilities and net assets** | **$8,842,189** | **$8,987,352** |

*Amount shown is net of depreciation. Land and buildings owned by University Settlement consist of an approximately 40,000 square foot building at 184 Eldridge Street in New York, NY, which is insured for $10 million dollars.

## Statement of Activities

<table>
<thead>
<tr>
<th>Years ended June 30,</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Support: Individuals, Corporations and Foundations</td>
<td>$2,891,379</td>
<td>$2,660,457</td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>17,244,517</td>
<td>17,129,798</td>
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<tr>
<td>Program fees</td>
<td>805,178</td>
<td>637,130</td>
</tr>
<tr>
<td>Management fees</td>
<td>559,004</td>
<td>528,082</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>592,006</td>
<td>532,373</td>
</tr>
<tr>
<td>Dividend and interest income</td>
<td>21,494</td>
<td>5,693</td>
</tr>
<tr>
<td>Realized and unrealized gains (losses) on investments</td>
<td>181,509</td>
<td>(22,940)</td>
</tr>
<tr>
<td><strong>Total support and revenues</strong></td>
<td><strong>$22,295,087</strong></td>
<td><strong>$21,470,593</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Childhood Services</td>
<td>$9,875,305</td>
<td>$9,403,037</td>
</tr>
<tr>
<td>Youth Services</td>
<td>3,523,523</td>
<td>3,307,279</td>
</tr>
<tr>
<td>Family and Counseling Services*</td>
<td>6,825,484</td>
<td>6,721,422</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$20,224,312</strong></td>
<td><strong>$19,431,738</strong></td>
</tr>
<tr>
<td>Supporting Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>$1,705,422</td>
<td>$1,697,278</td>
</tr>
<tr>
<td>Fundraising</td>
<td>537,600</td>
<td>372,376</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$2,243,022</strong></td>
<td><strong>$2,069,654</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong> **</td>
<td>**</td>
<td><strong>$22,467,334</strong></td>
</tr>
<tr>
<td>Change in net assets before pension adjustment</td>
<td>(172,247)</td>
<td>(30,799)</td>
</tr>
<tr>
<td>Effect of adoption of supplemental executive retirement plan</td>
<td>n/a</td>
<td>125,000</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>(172,247)</td>
<td>94,201</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td><strong>6,776,743</strong></td>
<td><strong>6,682,542</strong></td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$6,604,496</strong></td>
<td><strong>$6,776,743</strong></td>
</tr>
</tbody>
</table>

*In addition to all mental health services, Family and Counseling Services program expenses include the Performance Project, Adult Literacy, Project Home, Older Adults and the Houston Street Community Center. **Net of depreciation.
$200,000 or more
The Robin Hood Foundation
Tiger Foundation

$100,000 or more
The Eisman Foundation for Children, Inc.
The Fred L. Lazarus Foundation
Oak Philanthropy Limited
The Fan Fox and Leslie R. Samuels Foundation, Inc.

$50,000 or more
Mark and Anla Cheng
Kingdon Foundation
Richard and Hedli Rager
Otto and Fran Walter
Foundation, Inc.
Alan and Hope Winters
Family Foundation

$25,000 or more
The Albert Family Foundation
Brooklyn Community Foundation
The Charina Endowment Fund
Duff & Phelps
FJC
Heather and Ethan Goldman
Goldman Sachs
Guggenheim Partners
Kingdon Capital Management, LLC
Lusman Capital Management, LLC
Manish and Ritu Mittal
Nemours Securities International, Inc.
Bruce and Avis Richards
The Edith Glick Shoolman Foundation
Otto and Fran Walter
Kingdon Foundation
Mark and Anla Cheng

$5,000 or more
Anonymous
Dean Backer
Bank of America
Barclays Capital
The Barnwood Foundation
 Laird Bieger
BNP Paribas
Timothy M. and Joanne M. Case
John Cleary
John Ehrenkranz
Eze Castle Software LLC
Kristen Dickey
Federation of Protestant Welfare Agencies
Ronni and John C. Fisher
Herman Goldman Foundation
HealthCor Foundation Trust
Warren Hirschhorn
Michael and Kathi Ice
Jones Lang LaSalle
Jennifer L. and Steven Kasoff
Evan Kestenberg
Lyne Mazin
David Milich
Cynus Capital Partners, LP
Michael and Elin Nierenberg
Rabobank
Scarola Malone & Zabatov LLP
Steven M. Schall and Alyce Russo
Philip Schantz
Timothy R. and Patricia Schantz
Jeffrey Scheuer
Betsy Pinover Schiff
The Seaport Group LLC
Katherine Sexton
Strepsomede Foundation
Studebck, Inc.
The George P. Wakefield Residency Trust
Bill Walsh
John Wu
CK Zheng and Lynn Chen

$2,500 or more
Anonymous
Robert Bagai
Sara Bann
Catskill Watershed Corporation
David Cohen
Credit Suisse Employee Giving Program
Susan Jack
DeMatteo Monness LLC
Barden and Flavia Gale
Mark R. Goldwitz
Robert and Ellen Gutenstein
Kenneth H. and Susan S. Hahn
Bob Howitt
Kathleen E. Kelley
Sharon and Gary A. Koplin
Philanthropic Fund
H. Christopher (Kit) Luce
Kevin Lynch
Michael Mackey
Samuel Mandelbaum Foundation
Thomas and Amy Marano
John J. McCormick
NYU Community Fund
Patricia O’Donnell
P & A Capital Advisors, Inc.
Michael and Jillian Pohly
The Rudin Foundation, Inc.
Mara Saltzman
Ellen Schall and Steve Kelban
Paul C. Sohn
Matthew Stedman
Stephen Synnons

$1,000 or more
Harvey Alton
Austin Community Foundation
The David Aronow Foundation
Paul Bachow
Matthew Bernstein
Andrew M. Boas
Annette and Harold Bronstein
The Ed Lee and Jean Campe Foundation, Inc.
William G. Cavanagh
Clarion Capital Partners, LLC
Lewis G. Cole
Richard B. Cooper
Sharon R. Egilinsky
Kathleen E. Kelley
Jesse L. and Maris Krasnow
Herman Goldman Foundation
Ronni and John C. Fisher
Jeffrey Scheuer
Betsy Pinover Schiff
The Seaport Group LLC
Katherine Sexton
Strepsomede Foundation
Studebck, Inc.
The George P. Wakefield Residency Trust
Bill Walsh
John Wu
CK Zheng and Lynn Chen

$500 or more
Anonymous
Charles and Deborah Adelman
Daniel J. Arbess
Edgar Astrove
Terry B. Bachow
Paul F. Balser
Donna Belkin Nadler
Robert and Rachelene Berne
Richard Berner
Wendy Breuer
Daniel Christov
Richard S. Davidoff
District Council
1707—AFSCME, AFL-CIO
Lauren Faktor
Manuel Frey
Gibson, Dunn & Crutcher LLP
Jeremy Goldstein
CIFI Greenberg
Howard Henrikson
Michael J. Hirschhorn
Jenifer J. Martinez
Keith Hladek
Fern Jaffe
Matthew Jones
JPK Partners Fund LP
James Kelly
Andrew Lance
Mariner Investment Group, LLC
Burton H. Marks
Matthew Olim
David Pauker
Thomas Pennino
Steven Reich
Michael Reynolds
Jason Roele
Benjamin Rosen
James Rothman
Eugenie Sibeud
Sarah Silverman
Shani R. Stecher
John Stetlau
John Strumf
Andrew Suzman
Cory Thackeray
Cuong Vu
Edwin and Shirley Wolder
Family Foundation
Bruce E. and Andrea Yablon
Pak-Chwee Yeoh

$250 or more
Matthew Barnard
Leonard Borenstein

$200 or more
The Robin Hood Foundation
Tiger Foundation

$100 or more
The Eisman Foundation for Children, Inc.
The Fred L. Lazarus Foundation
Oak Philanthropy Limited
The Fan Fox and Leslie R. Samuels Foundation, Inc.

$50 or more
Mark and Anla Cheng
Kingdon Foundation
Richard and Hedli Rager
Otto and Fran Walter
Foundation, Inc.
Alan and Hope Winters
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$25 or more
The Albert Family Foundation
Brooklyn Community Foundation
The Charina Endowment Fund
Duff & Phelps
FJC
Heather and Ethan Goldman
Goldman Sachs
Guggenheim Partners
Kingdon Capital Management, LLC
Lusman Capital Management, LLC
Manish and Ritu Mittal
Nemours Securities International, Inc.
Bruce and Avis Richards
The Edith Glick Shoolman Foundation
Otto and Fran Walter
Kingdon Foundation
Mark and Anla Cheng

$10 or more
Carrie and Leigh Abramson
Louis and Anne Abrams Foundation
Alfred J. Barbagallo
The Barker Welfare Foundation
Gary and Marlene Baumann
Viola W. Bernard Foundation
Paul and Ann Brandon
Credit Suisse Securities LLC
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As the need for assistance among low-income and working families continues to rise, it is vital to make smart investments that result in real, widespread impact. Determining where to make those investments, however, can be a difficult task. Fortunately, an investment in University Settlement is one of the most solid ones a New Yorker can make in supporting the families of our broad community. Touching the lives of 25,000 people, 90 percent of every dollar goes directly to our work helping families and individuals be both independent and self-sufficient. With an international reputation for its fiscal soundness and the effectiveness of its programs, University Settlement has a demonstrable track record of achieving concrete results: 98 percent of families who come to University Settlement facing eviction are able to stay in their homes, one of the most important factors keeping families off of welfare and keeping children in school. 99 percent of students in its college access program move on to the next grade level, creating a template for educational programs to improve the City’s graduation rates and setting our children up for productive lives. Nearly all of the children graduating from its Early Childhood Center enter kindergarten at a school-readiness level in par or higher than their peers, with 89 to 100 percent scoring at or above age level on key math and language tests, building a solid foundation for future success in school and beyond. Achieving outcomes like these has earned the Settlement its reputation for innovation and making a difference in the communities it serves. Equally important, University Settlement’s way of working has become a model for others. A few examples: University Settlement was the first service organization to blend funding streams for daycare and Head Start, enabling it to provide extended, low-cost but high quality care that meets the needs of all families in its Early Childhood Center — a model that New York City has now adopted and is requesting all of its fund-recipients to implement. Based on the quality of its Lower East Side after-school programs, the Settlement has been invited into other low-income neighborhoods, opening no less than four new after-school sites in the past three years, and deepening its reach into Brooklyn. University Settlement’s widely-respected Adult Literacy program made it the natural choice to take the lead on the Lower East Side-Chinatown Literacy Zone, a State-sponsored reform initiative designed to serve communities with high poverty and low literacy levels. The qualities that made University Settlement a smart investment 125 years ago continue to set us apart today: forward-thinking ideas, expert execution, a focus on outcomes, and thoughtful evaluation. These are the qualities of a strong business model. They’re also those of an exceptional organization, attuned to the needs of our City, leading the way in innovation, and standing the test of time. As the need for assistance among low-income and working families continues to rise, it is vital to make those investments that keep families off of welfare and make a real, widespread impact. Determining where to make those investments, however, can be a difficult task. Fortunately, an investment in University Settlement continues to be a New Yorker’s best possible choice in supporting the families of our broad community.