Our Unique Family

UNIVERSITY SETTLEMENT IS PART OF A UNIQUE FAMILY OF organizations that includes The Door and Broome Street Academy Charter High School. Together the three assist more than 40,000 vulnerable New Yorkers every year to embrace their strengths, realize their potential and achieve a life of well-being and prosperity.

From a legal perspective, the structure is quite simple. University Settlement is the “sole member” of The Door — New York City’s leading youth development center assisting nearly 10,000 at-risk youth every year; The Door is the “sole member” of Broome Street Academy, a charter high school designed for youth at-risk of dropping out, including those with a history of homelessness or involvement in the child welfare system. Being the sole member empowers University Settlement’s Board to appoint The Door’s Board, and in turn The Door’s Board appoints the Board for Broome Street Academy. This type of partnership maximizes the strengths of each organization separately and the three collectively.

The most powerful product of this partnership stems from our shared pursuit of a common goal: to transform lives by connecting and empowering people, with compassion and dignity.

Like all families, University Settlement, The Door and Broome Street Academy maintain certain similarities — we are smart, compassionate and bold. We are trailblazers, cutting a path towards prosperity for all New Yorkers. It is challenging and immensely fulfilling work, made possible by our partnership with each other — and with you. Together we are the parts that, combined, make a greater whole.

In October of 2015, for the first time ever, we celebrated all three organizations together at a special event, Our Family Table (see page 12). The result was powerful and incredibly inspiring. As we continue to talk about and celebrate our unique family, I hope you find the partnership illuminating in bold, new ways that inspire you, too. If you would like to learn more about the family — or any of its distinct members — please let us know. We’re excited to have you get to know us better and to join with us in our shared purpose.

MICHAEL H. ZISER, PH.D.
Chief Executive Officer, University Settlement and The Door
Dear Friend,

During my second year as executive director of University Settlement I’ve watched our city handle some incredible highs and some very challenging lows. Like you, I’ve witnessed gross tragedy and injustice divide communities, both here and throughout our country, even as crime rates go down and our overall economy starts to strengthen. I’ve seen the gap between those who have and those who have not grow ever-wider and the homelessness rate in New York City stagnate at its highest since the Great Depression.

While there are signs that life is improving for some, there are very troubling indications that the dream of prosperity remains out of reach for too many.

At University Settlement, we are passionate advocates of the belief that everyone deserves access to opportunity. And that all people should be able to pursue opportunity with dignity. These goals can remain elusive if they are not put front and center, every day, and given primacy.

That can’t be done through glancing moments. Being tenacious requires working deeply and honestly. It requires that we not fall back on everything we think we know, but remain open to hearing what our neighbors are telling us about their struggles for jobs, safety, health, advancement, and simple human self-worth. It will mean listening when we prefer to talk; pushing past discomfort when we feel exposed; and insisting that those with a stake in keeping things the way they are be summoned to engage with us in the cause of justice.

For nearly 130 years, University Settlement has been this tenacious advocate. We grow deep roots in the communities where we work because we know that’s how you create true strength. We’ve seen results from our work — reduced crime rates around our neighborhood centers, our preschoolers excelling in kindergarten, improved health among participants in our older adult programs, and much more — because we have listened, and acted, and compelled others to act, too.

The stories we’ve chosen to share in the following pages are beautiful examples of the greatness that results when people work more deeply together, with the right mix of thoughtfulness, respect, and tenacity.

Your tenacious commitment to us is crucial to this cause. These successes are your successes, too. Let’s celebrate them — and then get back to work.

Thank you.

Sincerely,

Melissa E. Aase
Executive Director

In 2014, University Settlement Deepened Its Relationship To The People We Assist By:

- Adding two new early childhood centers, two new community centers, four new after-school programs.
- Keeping our community centers open later during the summer, reducing violence near our Brooklyn centers by 18% in just 4 months.
- Integrating mental health services through all older adult programs.
- Initiating a new pilot program in partnership with NYC Housing Court to provide positive intervention to families facing eviction.
- Enhancing our artist-in-residence program to create deeper relationships between professional artists and our participants.
Tanessa’s son Tyler is a stylish dresser with a happy confidence that stems from his mom’s unending love and support. For Tanessa, a single mother who grew up in Brooklyn without many resources, providing for her son is incredibly important. So when she learned about University Settlement’s Family Enrichment Program that teaches parenting skills while giving kids the tools to be school-ready, she was immediately on-board. Based at University Settlement’s Ingersoll Community Center in Fort Greene, the program includes both home visiting and center-based support. Tanessa and Tyler opted for home-visits. Tanessa acknowledges that, for some people, having someone come into your home can be intimidating — “people get nervous, but I have an open mind and thought, ‘if this can benefit my son, then it’s worth it.’”

Regular home-visits with a child development professional put Tyler on track to being ahead of his peers when he enters kindergarten in the fall — at four years old he’s already reading and loves his books. For Tanessa, it meant an easier transition from work/daycare to being at home. “It gave me a chance to catch my breath and relax so that I could really be there for him.” It has also meant learning the skills to be a strong parent — something she wasn’t familiar with from her own childhood. “Having a parent behind him, pushing him — I didn’t have that. I want him to go on to better schools and do even better than I did.”

Currently 24% of 3- and 4-year-olds in the Fort Greene area are not enrolled in an early education program. Studies have shown that home-visiting programs like University Settlement’s can have real impact on low-income children, helping them to graduate from high school at a 20% higher rate than their peers.
This year University Settlement assisted more than 30,000 New Yorkers with cutting-edge, in-depth programs and services, responsive to our families’ and communities’ ever-changing needs. Following are just a few highlights from a year of expansions, enhancements and notable recognition.

**INVESTING IN NEW YORK CITY’S YOUNGEST**

Expanding access to high quality early childhood education is critical to supporting the healthy growth and development of all children — and leaders at the city, state and federal level have taken notice. As NYC Mayor de Blasio launched a historic expansion of Universal Pre-Kindergarten services, University Settlement’s long-established expertise was front and center. In 2014 we significantly grew our Early Childhood Division with the addition of two new early childhood centers, including one in Brooklyn’s highly stratified Park Slope community. There 50% of seats are reserved for children receiving subsidized care. We also nearly doubled the scale of our Butterflies mental health program specifically designed for children under 5 and their parents. Addressing a child’s full range of needs at such an early stage — and providing well-rounded support to their parents — often changes the trajectory for a family, and keeps parents and children on track for long-term success.

**RECOGNITION FOR COMMUNITY-BUILDING EXPERTISE**

Building on the success of the Ingersoll Community Center, University Settlement was selected by New York City’s Department of Youth and Community Development to take on two new Cornerstone community centers serving children and families living in the East Village and Clinton Hill, Brooklyn. We opened the doors of both centers on January 1, 2014, implemented the Mayor’s extended hours initiative over the summer (see sidebar), and have generated extensive community interest and participation in our programming from the start.

**EXPANDING AFTER-SCHOOL TO KEEP KIDS ON TRACK**

Studies have shown that the transition years between elementary and high school can be particularly precarious, and additional academic and social supports make a crucial difference in keeping kids on track for graduation. Continuing an expansion that began in 2013, we added four new after-school sites for middle-schoolers this year in Brooklyn and Manhattan. We now have 20 after-school programs assisting more than 2,500 low-income young people ages 5-18.

**IN THE MAYOR’S SPOTLIGHT**

Mayor de Blasio became a regular at University Settlement’s Ingersoll Community Center in 2014. First visiting in January to discuss area residents’ concerns, he returned in the summer to announce publicly his investment in extending all NYC’s Cornerstone center hours during the summer to give kids a positive alternative to the streets. Returning in December, he shared some amazing results: in the four months since this investment, crime around the Center had gone down by 18%.

“Here at Ingersoll Houses there has been real progress…it’s an example of what all these efforts are meant to achieve.” — MAYOR BILL DE BLASIO
PIioneerIng suCCESSfuL evIctIoN PrevenTIoN IN BRooKLYN

In 2014, University Settlement’s Project Home continued year 2 of its pilot project in partnership with NYCHA in Brooklyn, where families at risk of eviction are identified and supported before they end up in court. By the end of the year, nearly 90% of cases were either successfully resolved or headed toward a successful resolution. Unfortunately, thousands more families do end up in housing court, often without a lawyer to advocate for them. Now, thanks to a new partnership with the Office of Court Administration, Project Home employs “Court Navigators” — advocates based at housing court who offer immediate assistance and advice to tenants facing the judge alone. First-of-its-kind partnerships like these work to close the justice gap while keeping low-income New Yorkers safe and secure in their homes.

NaTioNaL RECOgNIcIoN FoR HoSPITAl ARTIST-IN-RESIDENCE PROGRAM

The Creative Center at University Settlement was nominated for a 2014 CLASSY Award, the largest social impact awards program in the United States. Specifically the nomination recognized our Hospital Artist-in-Residence model, offering art instruction and experiences to cancer patients, their families and healthcare staff. Based in New York City, The Creative Center’s Artist-in-Residence program is located in 26 sites in the metro area, as well as replicated at 42 hospitals around the United States, sharing the power of the creative arts in providing a moment away from cancer, pain and stress.

NEw ApPProACHES To PrOmoTING MEntAL HEAlTH WIth oLDER ADuLTS

New York City’s older adult population is poised to increase dramatically in the next several years. With one-in-five NYC seniors experiencing depressive symptoms or anxiety, increased mental health supports for seniors are critical. University Settlement initiated a fully integrated emotional wellness project, staffed with clinicians but embedded in programs that our seniors already access, in spaces where they feel comfortable. This approach allows us to reach the 2,000 seniors we regularly assist, as well as additional older adults specifically seeking mental health support.

OuR PrOgRaMMs ANd sERVICEs

For Families with Young Children
- Butterflies: Mental Health for Children Under Five
- Children’s Corner Early Childhood Center
- Early Childhood Center
- Early Head Start
- Early Intervention
- Family Child Care Program
- Family Enrichment Program
- Healthy Families

For Youth
- After-School and Day Camp
- Beacon Program
- Children’s Blended Case Management
- Home-Based Crisis Intervention
- Talent Search
- College Guidance

For Adults
- Adult Literacy
- Project Home
- Older Adults Programs
- The Creative Center

For the Whole Family
- Atlantic Terminal Community Center
- Campos Plaza Community Center
- Consultation Center
- EXCEL: Support for Families and Children with Special Needs
- Houston Street Center
- Ingersoll Community Center
- Lower East Side / Chinatown Community Partnership
- The Performance Project
Pei Lin moved to New York City from Shanghai to help "heal the sorrow" she felt when her eldest son died of cancer. With her other children already grown, and her career as an engineer winding down, Pei Lin faced a crossroads. She decided the only path to solace would be to seek opportunity and relief in a new country.

Soon after moving to the Lower East Side, Pei Lin realized she needed to learn English; "without it," she says, "you have no life." Pei Lin began taking classes with University Settlement's Adult Literacy Program — a highly regarded language program that has been a cornerstone of our services since our earliest days.

More than teaching English, Adult Literacy aims to build strong, empowered New Yorkers. The program purposefully integrates language learning with enriching electives in technology, creative writing and more. For Pei Lin, that meant gaining the confidence to write and perform her own poetry as part of an integrative workshop in partnership with University Settlement’s Performance Project.

It also meant acquiring the tools to reunite her family. She remembers with pride the day that she was able to complete the paperwork needed — in English, by herself — to bring her daughters to the United States. "I was able to make the American dream come true for my daughters."
# Balance Sheet

**Year ending June 30**

## Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,565,745</td>
<td>$677,937</td>
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<tr>
<td>Investments, at fair value</td>
<td>3,208,712</td>
<td>3,120,318</td>
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<tr>
<td>Government grants and contracts receivable</td>
<td>2,826,653</td>
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<tr>
<td>Pledges receivable</td>
<td>655,970</td>
<td>972,256</td>
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<tr>
<td>Prepaid and other assets</td>
<td>163,260</td>
<td>165,640</td>
</tr>
<tr>
<td>Land, buildings and equipment, net**</td>
<td>1,838,277</td>
<td>1,793,649</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$10,258,617</strong></td>
<td><strong>$9,202,183</strong></td>
</tr>
</tbody>
</table>

## Liabilities and Net Assets

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances under government grants</td>
<td>$710,737</td>
<td>$404,639</td>
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<tr>
<td>Accrued vacation</td>
<td>459,386</td>
<td>527,166</td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>1,661,544</td>
<td>1,271,845</td>
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<tr>
<td>Amounts held on behalf of others</td>
<td>28,505</td>
<td>25,766</td>
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<tr>
<td>Deferred income</td>
<td>36,541</td>
<td>56,958</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$2,896,713</strong></td>
<td><strong>$2,286,374</strong></td>
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### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undesignated for general use</td>
<td>$459,855</td>
<td>$218,098</td>
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<tr>
<td>Creative Center general use</td>
<td>327,348</td>
<td>327,348</td>
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<tr>
<td>Board designated</td>
<td>665,508</td>
<td>755,508</td>
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<tr>
<td>Net investment in fixed assets</td>
<td>1,838,277</td>
<td>1,793,649</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>2,024,109</td>
<td>1,774,399</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,046,807</td>
<td>2,046,807</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$7,361,904</strong></td>
<td><strong>$6,915,809</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**                             | **$10,258,617**  | **$9,202,183**   |
Statement of Activities

Year ending June 30

Support and Revenues
Private Support:
  Individuals, corporations and foundations $ 3,135,513 $ 2,736,317
  Government grants and contracts 19,066,480 17,353,762
  Program fees 1,653,618 1,059,016
  Hospital fees 271,066 296,019
  Management fees 723,209 742,403
  Miscellaneous income 703,481 893,434
Total Operating Support and Revenues $25,553,367 $23,080,951

Expenses
PROGRAM SERVICES
  Early Childhood Services $ 10,638,644 $ 9,469,207
  Youth Services 4,027,535 3,655,009
  Family and Counseling Services* 8,404,469 8,398,689
Total Program Services $ 23,070,648 $ 21,522,905

SUPPORTING SERVICES
  Management and General $ 2,042,996 $ 1,922,980
  Fundraising 408,082 461,942
Total Supporting Services $ 2,451,078 $ 2,384,922

Total Expenses $ 25,521,726 $ 23,907,827

Change in net assets from operations,
before non-operating revenue** $31,641 ($826,876)

NON-OPERATING REVENUES
  Dividend and interest income 54,764 43,075
  Realized and unrealized gain on investments 359,690 224,002
Total non-operating revenues $ 414,454 $ 267,077

Change in net assets** $ 446,095 (559,799)
Net assets, beginning of year 6,915,809 7,475,608
Net assets, end of year $ 7,361,904 $ 6,915,809

*In addition to all mental health services, Family and Counseling Services program expenses include the Performance Project, Adult Literacy, Project Home, Older Adults, the Houston Street Community Center and the Creative Center.
**Net of depreciation.

Historical Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Programs</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Millions
At 25, Raseem already has an impressive list of accomplishments: he’s a first-generation high school graduate; finished his bachelor’s degree; volunteered as a door-to-door campaigner during election season; and recently shared his personal story at a United Nations annual conference — quite a resume, and he credits his success to his early years with University Settlement’s Beacon after-school program.

Beginning the program when he was 13, Raseem returned year after year, eventually transitioning from participant to group leader, mentoring younger children. He also helped shape programming to keep older youth engaged, pushing for activities that had helped him, like career workshops and interview skills-building.

“So many of the skills I learned as a member are still so useful today,” he says, “and I know that these kids...they’ll just feel the same way one day.”

After graduating college, Raseem decided to go back to the place that had changed his life, to do the same for future generations. Since joining University Settlement’s staff as a full-time employee, Raseem has been promoted, now working as a senior group leader at two of University Settlement's newest locations — the Campos Cornerstone Community Center and TASS Middle School After-School Program.

“This is my career path, and I feel it more every day. I just want to give the same light to others that the Beacon gave me. Kids who have no place to go… I want to be their safe place.”

Research shows that students who regularly engage in more learning and enrichment time beyond the traditional school day improve attendance, their attitudes towards schooling and their overall achievement. In the past year, University Settlement has added 4 new after-school sites, all focused on the often hard-to-reach middle school kids.
Our Donors

**$200,000 OR MORE**
The Robin Hood Foundation
Tiger Foundation

**$100,000 OR MORE**
Child Welfare Fund
Stella and Charles Guttman Foundation, Inc.
The New York Community Trust
NYC Housing & Neighborhood Recovery Donor Collaborative
The Pinkerton Foundation
Oak Philanthropy Limited
The Fan Fox and Leslie R. Samuels Foundation, Inc.
The Edith Glick Shoolman Children’s Foundation
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**$50,000 OR MORE**
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Vince Pagano
NYU Hospitals Center
Benjamin Schall and Jeannie Mun
Manish and Ritu Mittal
Susan and John Kwock
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Kingdon Capital Management, LLC
Kirkland & Ellis Foundation
Philip and Shannon Kirkman
Isaac Tuttle Fund

**$10,000 OR MORE**
Louis and Anne Abrams Foundation
The Barker Welfare Foundation
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Stuart and Sarah Britton
Susan and John Kwock
Thomas W. and Lorraine Morgan
Mount Sinai School of Medicine
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Benjamin Schall and Jeannie Mun
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Katherine Sexton and Eric Gurian
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The 13th Step
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Woodhull Hospital Auxiliary
CK Zheng and Lynn Chen

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The David Aronow Foundation
William G. Cavanagh
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Development Fund Company Inc.
Samuel R. Chapin
Karen G. Cohen
Lewis G. Cole
Anne Conroy
Frederick R. and Mimi Einsidler
EmblemHealth
Ronni and John C. Fisher
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Martin Frisch and Frendel Brown & Weissman LLP
James W. Gwynor
Goldfarb & Fleetz LLP

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Matthew E. and Tamiko Hershey
Seth D. Hulkerow and Lisa Perlman-Hulkerow
Madeleine R. Johnson
Jesse L. and Maris Krasnow
The Ed Lee and Jean Campe Foundation
Allen and Leslie Levinson
David Liebowitz
Little Kids Rock
H. Christopher Luce
Michael Mackey
James C. Mandelbaum and Steven Byrnes
Samuel Mandelbaum Foundation
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Gary Sellers
John Shapiro
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Karen Snow
Rachel M. Sopher
Michael Swier
Jerome and Adele M. Trupin
Mark Walter
The Weisberg Family Philanthropic Fund
Richard Weissman

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Bruce Angiolillo
Brian Armstrong
Edgar Astrove
Terry and Barbara B. Bachow
The Joan B. and Richard L. Barovick Family Foundation
Nancy Beck
Marc Becker
Robert and Rachel Berne
Virginie Cochard-Robinson, Esq.
Doris Cuevas
William R. Dougherty
Will Douglass
Eastside Community High School PTA
John B. Ehrenkranz
Renée Eubanks
Alan Fleisch
Susan Fleming
Burnis Gardner
Perry & Donna Golkin Family Foundation
Michael L. Green and Andrea I. Hirshman
Health Advocates for Older People
HDFC Inc.
Gary Horowitz
Bob Howitt
David Ichel
Anthony Kane
Elizabeth Kantartzis
Gary Kaplan
Avroham Kiss
Dan Kilmurray
Lillian Kraemer
Mark G. Kris
Linda Landiss
Caren Levine
Andrew Malcolm
Hillary Mandel
Glenn McDermott
David Milich
Cyrus Capital Partners, LP
Ellen and George Needham Fund
Brett Odom
P & A Capital Advisors, Inc.
Mark Pecker
Stuart K. and Jeanette Pertz
Andy and Meredith Petitjean
Bernard & Eva Resnick Foundation
Jane Sadaka
Laurie Sagalyn
Joe Samuel
Keith Savel
George and Myra Shaskan
Mara D. Stavenas
Don and Linda Sue Strand
Ron and Steve Sussman
The After-School Corporation (TASC)
Jim Walluck
Lewis and Susan Wirshba
Michael H. Zisser

**$250 OR MORE**
Bennella
Berkshire Healthcare Systems
David Bernstein
Elisabeth C. Blair
Eileen Blank
Jason and Emma Bloch
Wendy Brackman
Carolyn Brady
Wendy Breuer
Lori Buchbinder
Miguel Casenave
Wendy Byrnes
Genevieve Christy
Concord Hospital
Laine Conklin
Una Copley
James Cotter
Tito DeMarinis
Thomas Patrick Dore
Adam M. & Amy Downey
Gerard and Jennifer Duchiney
Suzy E. Edelstein
Mark Federman
Marc Fenton
John H. Fisher
Joel Fishkind
Joanna Freedman
Gina Gabriele
June Gettford
Thomas N. Gilmore
Robin Glassman
Goldman Sachs Matching Gift Program
Joshua Goldstein
Martin Guggenheim
David Leon and Barbara J. Hansberry
Born in Jamaica, Gloria, 68, has lived in New York City now for 25 years — in the same apartment, in East New York. It’s where she raised her six children and where she played grandma to her many grandchildren. But when she went back to Jamaica last summer to help with unexpected family issues, financial strain caused her to fall behind in rent and suddenly her home was about to be taken away.

Gloria remembers the day she went to housing court; “I felt scared. I didn’t know where to turn.” That’s when she met Ernesto, one of University Settlement’s Project Home Court Navigators, part of an entirely new, innovative initiative designed to help tenants facing eviction navigate the legal system, become strong advocates for themselves, and ultimately stay safely in their homes. Ernesto helped Gloria apply for a “One Shot Deal” — a loan from the City to assist with last-minute, unforeseen expenses that occur as the result of an emergency. She secured funds to cover her arrears and worked with Ernesto on a financial plan to help her pay back the loan in good time. Back on stable ground, Gloria was able to turn her attention to her future and a plan for retirement. Ernesto worked with Gloria to secure her full benefits and social security, as well as lower and freeze her rent so she can feel safe and secure in her home for years to come.

28,000 families are evicted in New York City every year. Rampant inequality in housing court puts tenants at even greater risk—98% of landlords have an attorney in housing court, while 99% of tenants do not. Working in partnership with Brooklyn Housing Court and partner organizations, Project Home’s innovative Court Navigators has achieved a 94% success rate in evictions prevented since launching in 2014.

“I FELT SCARED. I DIDN’T KNOW WHERE TO TURN.”
or the first time ever, University Settlement, The Door and Broome Street Academy came together for an evening celebrating our work, presenting the 2014 Changemaker Award to Capital One Foundation and Clifford Chance for their incredible investment in our transformative work. Featuring riveting performances (including a late-night set by MC Records artist Dayna Kurtz), gourmet comfort food, outstanding beverages and stirring testimonials, the night brought together nearly 350 friends and supporters and raised more than $500,000.
NEW YORK CITY HAS ALWAYS BEEN A PLACE WHERE people from many backgrounds, and under varied circumstances, come to make their way. It is a city of great diversity and tremendous possibility, but also a place where people can easily fall through the cracks if they don’t have advocates on their side both navigating through the challenges and helping secure the opportunities.

University Settlement understands the true power of partnership, and together with investors like you we can continue to strengthen the remarkable impact we have on our great city. As the chasm between those with resources and those without continues to widen, we know the time to act is now, and the answer is partnership. This has been University Settlement’s model since 1886 when, as the first settlement house in America, we introduced partnership as an enduring solution to the insidious problem of poverty.

Over the last year, as in many years prior, New York City leaders of government and industry often looked to University Settlement for its leadership in surmounting the barriers to prosperity for so many; with you by our side, we stood ready for the call. Today we remain steadfast in our commitment to low-income families and communities and to our belief that only when we come together can palpable change be achieved.

You are our greatest partner and we thank you for joining us as we work to ensure that no New Yorker falls through the cracks when University Settlement is their partner. Let us together continue to invest in making sure our city remains a place of opportunity for all New Yorkers. I ask that you remain by our side — we could not have gotten this far, nor can we realize our vision for the future, without you.

SHARON R. EGILINSKY
Board Chair, University Settlement

p.s. Please note that you can always continue your commitment with a secure online donation at www.universitysettlement.org/donate.
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