

9/11  
MEMORIAL

2012  
YEAR END UPDATE



MESSAGE FROM

## MAYOR MICHAEL R. BLOOMBERG

Chair of the National September 11 Memorial & Museum

Within its first year of opening to the public, the National September 11 Memorial became one of the most visited sites in New York City and the nation. Millions of visitors representing all 50 states and more than 175 nations have come to the Memorial to remember and reflect on all those we lost in the attacks on the World Trade Center.

At the heart of the World Trade Center site, the 9/11 Memorial serves as a powerful tribute to the 2,983 innocent men, women, and children who perished in the attacks on September 11, 2001 and February 26, 1993. People from across the nation and the world have come to lower Manhattan to honor their memories by reading the names etched along the two memorial pools. As visitors experience this unprecedented tribute, many contemplate both the unspeakable tragedy and remarkable heroism of that day—and find hope in the renewal that surrounds them.

The 9/11 Memorial would not have been possible without the generosity of thousands of individuals, businesses, and organizations. It is also because of this outstanding support, as well as strong partnerships with Governor Andrew Cuomo, Governor Chris Christie, and the Port Authority of New York & New Jersey, that we will be able to open the 9/11 Memorial Museum. The Museum is critical to our mission of sharing the story of the attacks that changed our world and ensuring that it is remembered by all future generations.

The 9/11 Memorial and Museum are powerful reminders of our City's resiliency, of our resolve to come back stronger, and of our determination to create a better tomorrow. As we move forward with constructing the Museum, we are thankful to all those who are helping to make this vision a reality, and look forward to your continued support.

Sincerely,

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

**Mayor Michael R. Bloomberg**

Chair, National September 11 Memorial & Museum

LETTER FROM

## JOSEPH C. DANIELS

President & CEO of the National September 11 Memorial & Museum

This year marked the first full year of operation of the 9/11 Memorial at the World Trade Center site, where millions of visitors have come to pay their respects to those we lost.

The opening of the Memorial signified a permanent change in the way people view the World Trade Center. This sacred ground will always recall the pain of that September morning, but the Memorial has also become the physical embodiment of the unity and resolve that we all remember from the days and weeks that followed.

As the Memorial continues to welcome thousands of visitors each day, the 9/11 Memorial Museum is moving towards completion thanks to an agreement forged by the 9/11 Memorial and the Port Authority of New York & New Jersey, with the leadership of Mayor Bloomberg, Governor Andrew Cuomo, and Governor Chris Christie. The future of the Museum is certain and when its doors open, it will be the global focal point for preserving the history of 9/11 and educating millions of people about how the attacks changed the world in which we live.

None of this would be possible without the tremendous contributions from our supporters all over the world and the dedication of the Memorial and Museum staff. We are indebted to all those who have had a hand in making this historic project a reality, helping to keep our collective promise to honor, remember, and reunite.

Warm regards,

A handwritten signature in black ink, appearing to read 'Joseph C. Daniels', with a stylized flourish at the end.

**Joseph C. Daniels**

President & CEO, National September 11 Memorial & Museum

1

# FIRST YEAR AT THE MEMORIAL



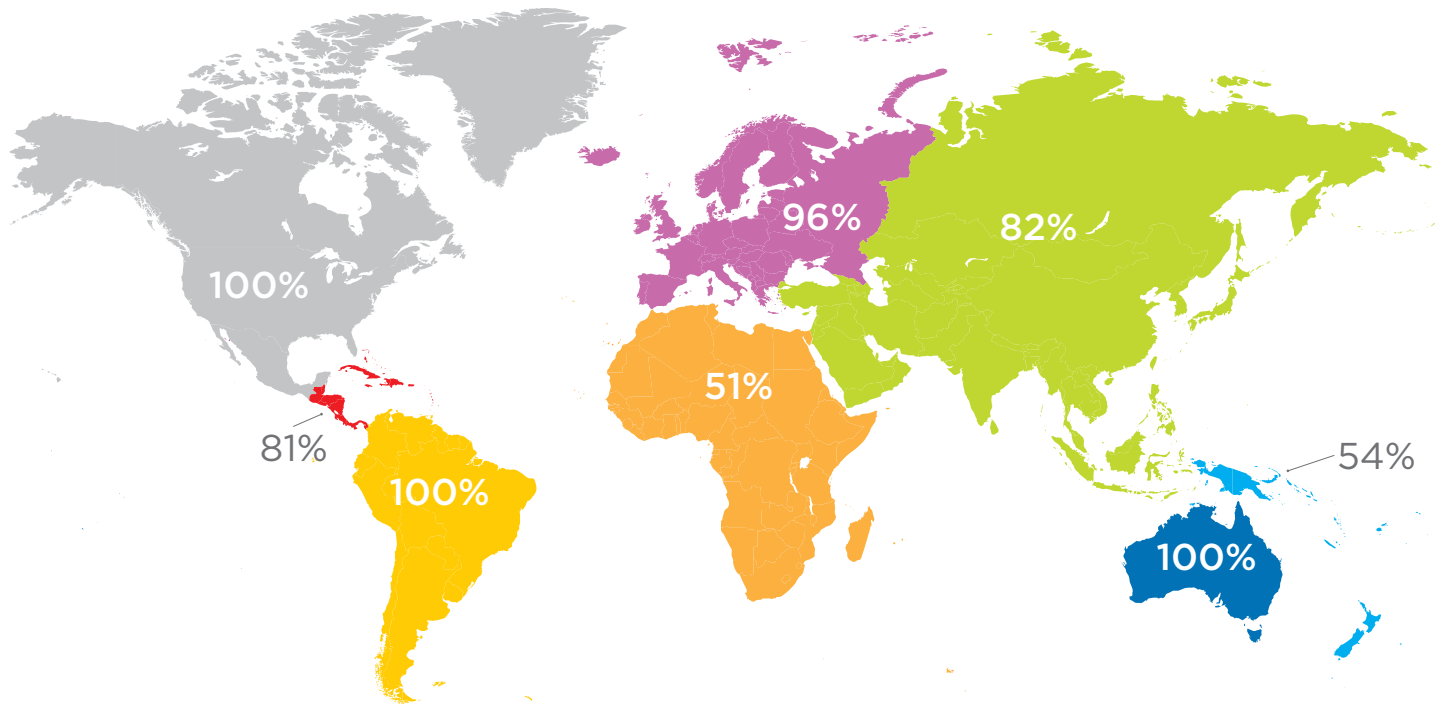
# A GRAPHIC OVERVIEW

## VISITORS AROUND THE WORLD



Since opening to the public on September 12, 2011, the 9/11 Memorial has proudly welcomed millions of visitors representing all **50 states** and more than **175 nations**. The map below shows the percentage of nations in each continent or region with citizens who have visited the 9/11 Memorial.

Excludes nations with populations less than 1500.



NORTH AMERICA CENTRAL AMERICA & THE CARIBBEAN SOUTH AMERICA EUROPE AFRICA ASIA AUSTRALIA SOUTH PACIFIC OCEAN & OCEANIA

## 2012 VISITORS



**5M** visited the Memorial

**2.2M** visited the Preview Site

**2.2M** visited the Visitor Center

## MEMORIAL VISITORS



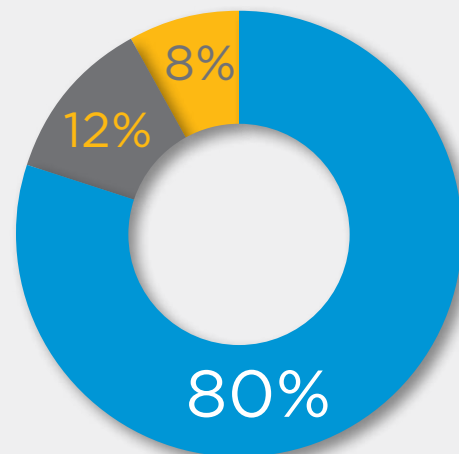
More than **6M** since opening  
in September 2011

## A GRAPHIC OVERVIEW

### SCHOOL GROUPS



More than **166,000** students have visited the Memorial over the past year



General School Groups NYC Groups Tri-State Area Groups

### COMMEMORATIVE GUIDES



In 2012 more than **3.9M** guides have been issued in nine languages, thanks to Pitney Bowes.

### SMARTPHONE APPS



Since 2009 the Explore 9/11 app has been downloaded more than **3M** times with more than **103,000** in 2012. Since 2011 the 9/11 Memorial Guide app has been downloaded more than **178,000** times with more than **40,000** in 2012.

### PARTNERSHIPS

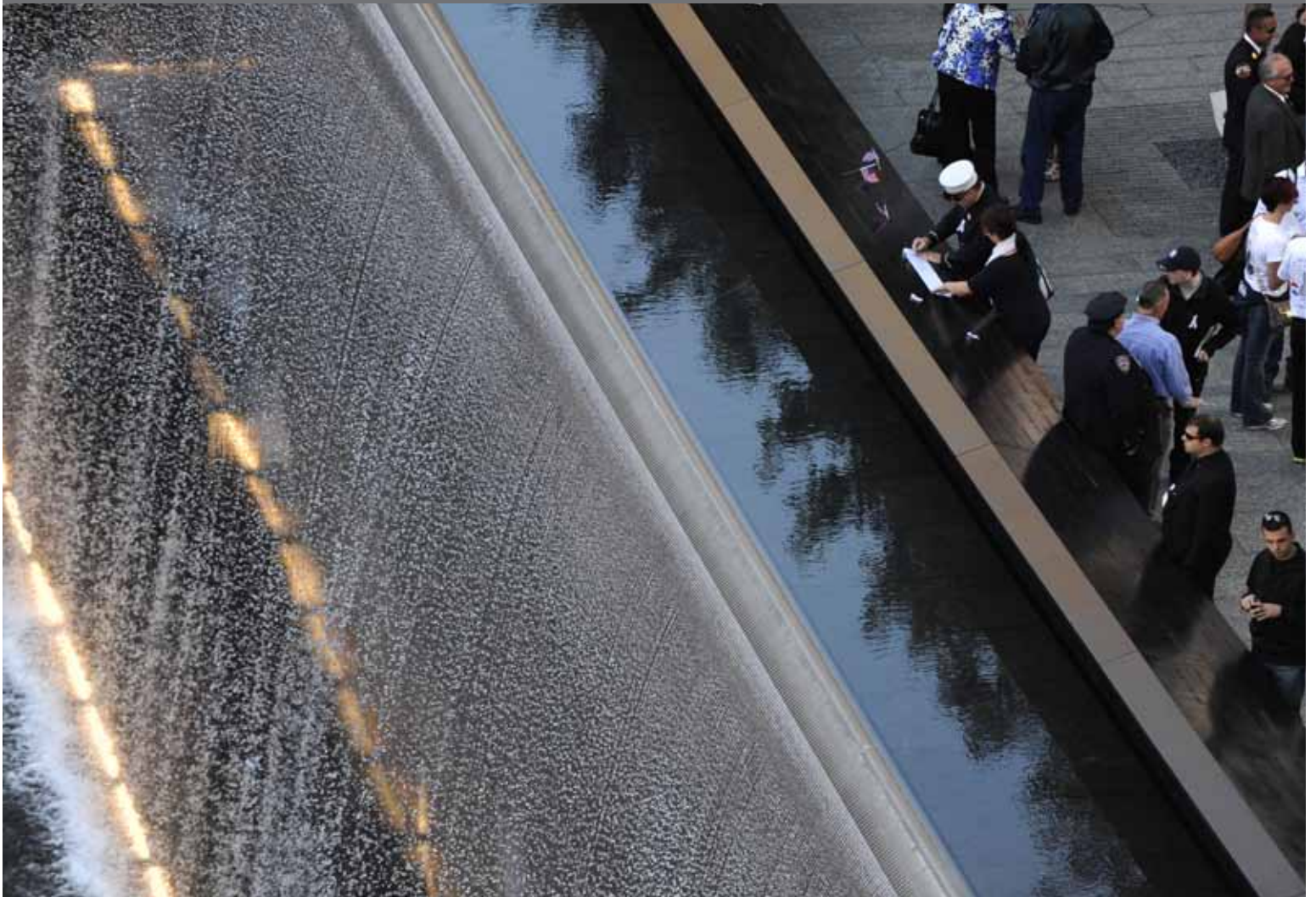


Over **2,000** tours were conducted through a partnership with 9/11 Tribute Center.

# 2

## COMMEMORATING 9/11

Commemorating the lives of the 2,983 victims of the attacks on September 11, 2001 and February 26, 1993 is at the heart of the 9/11 Memorial's mission. The Memorial is a solemn place of remembrance where visitors can come together again in the spirit of unity that was so prevalent after 9/11.



## OBSERVING THE 11TH ANNIVERSARY

The 9/11 Memorial led the nation in a day of remembrance with a ceremony commemorating the 11th anniversary of the September 11 attacks. Thousands of 9/11 family members came to the Memorial for the ceremony. As in years past, six moments of silence were observed, representing the moments each tower was struck and fell, and the moments of the attack on the Pentagon, and the crash of Flight 93. The program, led by family members of the victims, including the reading of the victims' names—a tradition that has been in place since the first 9/11 anniversary.

Visible for miles, the soaring “Tribute in Light” illuminated the skies above lower Manhattan on the evening of the anniversary. The powerful symbol carried through the night of September 11th and into the dawn of the following day.



[Previous page](#): Visitors on the 11th anniversary. Photo by Jin Lee. [Above](#): Visitors on the 11th anniversary. Photo by Jin Lee.



COMMEMORATING 9/11

## THANK YOU TRIBUTE TO 9/11 RECOVERY WORKERS



On May 30, 2012, the 9/11 Memorial held a special event to thank the rescue, recovery and relief workers, and volunteers who contributed to the historic recovery effort at the World Trade Center site in the aftermath of the September 11 attacks. The day marked the 10-year anniversary of the official end of the recovery effort, when the Last Column—the last structural column from the Twin Towers—was removed from the site in a ceremony attended by thousands.

Representatives of the construction trades, local, state, and federal agencies, first responders, elected officials, the lower Manhattan community, and volunteer organizations, gathered to thank those who helped during the nine-month recovery effort—the first step in rebuilding the World Trade Center.



Visitor signing a Thank You tribute poster. Photo by Jin Lee.

## COMMEMORATING 9/11

# WELCOMING WORLD LEADERS

Underscoring 9/11's global significance, numerous foreign dignitaries and public leaders visited the Memorial in 2012. Among many others, Prime Minister of the United Kingdom David Cameron and his wife, Samantha, Prime Minister of Australia Julia Gillard, President of France François Hollande, President of Hungary János Áder, Prime Minister of Ireland Michael D. Higgins, and Prime Minister of Denmark Helle Thorning-Schmidt all visited this year. All of the dignitaries paid tribute at the Memorial in special ways, including laying wreaths at the Survivor Tree and visiting the names of those who perished from their countries.



Mayor Michael R. Bloomberg, along with U.K. Prime Minister David Cameron and his wife, Samantha, leaving a tribute at the north pool.  
Photo by Amy Dreher.

## COMMEMORATING 9/11

# VISITORS FROM OUR ARMED FORCES

The bond between the 9/11 Memorial and our military runs deep. Many men and women in the military have chosen the 9/11 Memorial as the location for their re-enlistment ceremonies. As a tribute to those serving our country, the official September 11 National Medal was given to the first 1,776 U.S. military service members who visited on Memorial Day 2012. To commemorate Veterans Day, the 9/11 Memorial joined with representatives of the Iraq and Afghanistan Veterans of America, the United War Veterans Council, the Vietnam Veterans of America, and the Wounded Warriors Project to lay a wreath and tie yellow ribbons around the Survivor Tree.



Commemorating the U.S. Army Birthday. Photo by Amy Dreher.

# 3

## BUILDING THE 9/11 MEMORIAL MUSEUM

Ongoing preparations for the opening of the 9/11 Memorial Museum continued in 2012 with new acquisitions to the permanent collection, mock-ups and fabrication of exhibition components, developments in content and design planning, and the first public preview of the memorial exhibition, *In Memoriam*.

On the eve of the 11th anniversary of 9/11, an agreement was forged between the 9/11 Memorial and the Port Authority of New York & New Jersey, the State of New York, and the City of New York, to allow construction of the Museum to move forward and not cease until completion.



## BUILDING THE 9/11 MEMORIAL MUSEUM EXHIBITION FABRICATION

A number of Museum components moved into fabrication to prepare for installation in the Museum over the next year.

One of the first exhibits to be fabricated was the Museum’s introductory exhibit, “We Remember.” The multimedia display is a soundscape installation that conveys the global nature of 9/11 and features overlapping voices of people from around the world remembering where they were when they first learned of the attacks.

Other Museum components that moved into the fabrication phase included benches that will provide seating for visitors in Foundation Hall and pedestals and cases for a number of the artifacts to be displayed. In addition, prototypes and mock-ups of the recording booths where visitors will be able to record their own 9/11 stories and reflections, were fabricated.



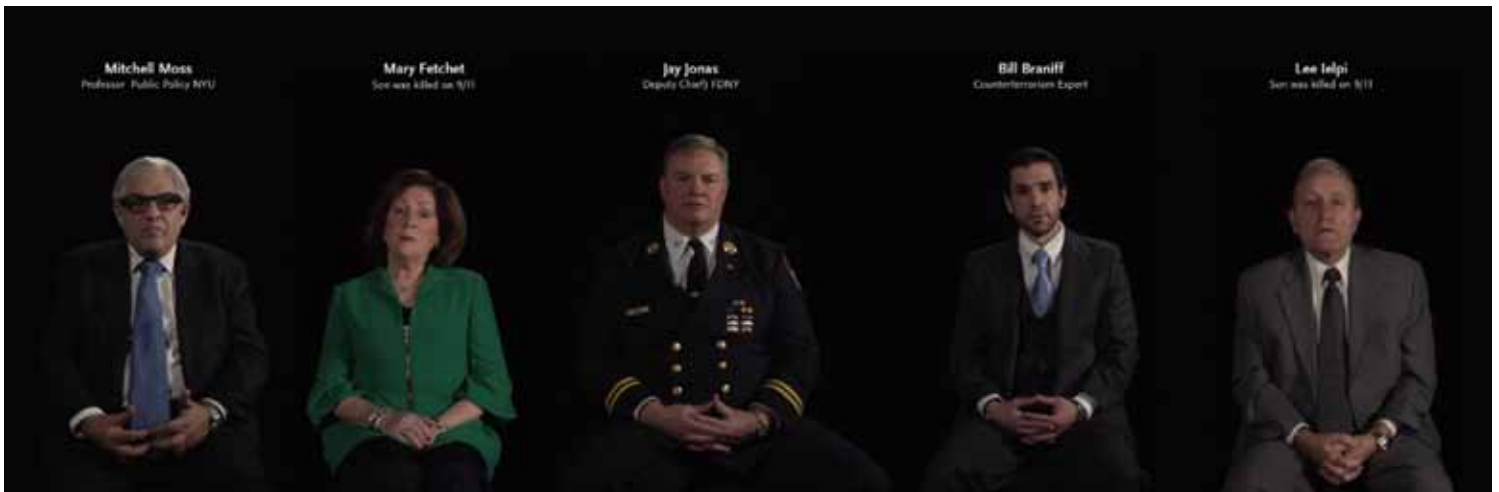
[Previous page](#): Rendering by Squared Design with Layman Design. [Above](#): Fabrication of “We Remember.” Photo by Ariel Efron, Local Projects.

## BUILDING THE 9/11 MEMORIAL MUSEUM REFLECTING ON 9/11

The Museum's exhibition team commenced interviews for *Reflecting on 9/11*, an installation designed to capture and portray a range of personal reflections on the enduring impacts of the 9/11 attacks. Constructed as a selection of commentary by family members of victims, survivors, government officials, historians, public figures, artists, journalists, members of the armed forces, and others, *Reflecting on 9/11* will explore the myriad of questions that continue to be raised in the wake of the attacks.

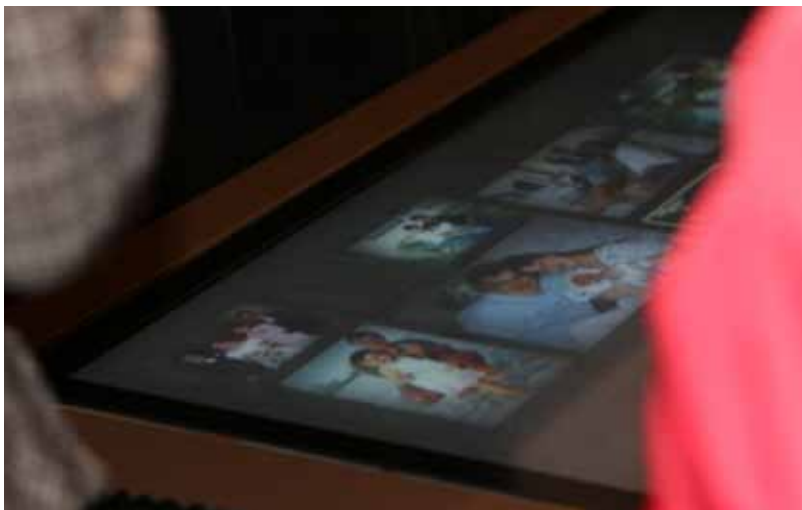
Once installed in the Museum, visitors will have the opportunity to contribute their own comments and reflections in a nearby recording area.

More than 75 interviews have been conducted so far, including interviews with television journalist and author Tom Brokaw, New York City Fire Commissioner Salvatore Cassano, New York City Police Commissioner Raymond Kelly, FBI Director Robert Mueller, U.S. Secretary of Homeland Security Janet Napolitano, former U.S. Secretary of State General Colin Powell, and author Jonathan Safran Foer.



Design study by Local Projects.

## BUILDING THE 9/11 MEMORIAL MUSEUM MEMORIAL EXHIBITION



On September 10, VOICES of September 11th hosted a special preview for 9/11 families of *In Memoriam*, the memorial exhibition dedicated to commemorating the lives of the nearly 3,000 people killed in the terrorist attacks of September 11, 2001 and February 26, 1993. The preview was part of the VOICES of September 11th Annual Day of Remembrance Forum.

The forum—attended by hundreds of families of victims, first responders, and others in the 9/11 community—featured two of the media components of *In Memoriam*. One of these components was the touchscreen tables that will allow Museum visitors to learn about the victims through photographs, biographical profiles, and other materials contributed to the permanent collection.

Forum attendees also previewed audio-visual profiles that will be projected in a contemplative inner room of the exhibition. This space will provide the setting for the continuous presentation of profiles that will include brief biographies, photographs, and spoken remembrances recorded by family members, friends, neighbors, and former colleagues.

*In Memoriam* is being created with photographs, recorded remembrances, personal objects, and other tribute items donated by family members and friends of victims. We are deeply grateful to all those who have contributed materials to the exhibition.

“It is our hope that through this exhibition, Museum visitors will connect to the shared impact of 9/11 that touched the lives of real people, their families, friends, and colleagues.”

—**Alice M. Greenwald**, 9/11 Memorial Museum Director

23,162

images in the  
Museum collection

10,313

artifacts in the  
Museum collection

3,940 works  
of art in the  
Artists Registry

2,983

individuals honored in the  
memorial exhibit, *In Memoriam*,  
through photographs, oral  
histories, and other materials  
provided by their loved ones

2,387

donors  
to the  
Museum  
collection

2,136

archival  
documents in the  
Museum collection

1,973

oral histories recorded

506

hours of  
moving images  
in the Museum  
collection

36

height, in feet, of the  
Last Column—the last  
piece of WTC steel  
removed from Ground  
Zero which will be  
displayed in the Museum's  
Foundation Hall

65

weight, in tons,  
of Survivors'  
Stairs—the  
first artifact  
placed in the  
Museum

37

number  
of large artifacts  
that needed to  
be loaded into  
the Museum by  
crane

60

height, in feet,  
of the WTC  
Slurry Wall,  
located in  
the Museum's  
Foundation Hall

2

historic Twin Tower "tridents" stand in the Museum Pavilion atrium,  
each seven stories tall and weighing approximately 100,000 pounds



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## AN EXPANDING COLLECTION

The Museum's permanent collection continued to grow with the addition of more than 1,300 artifacts, more than 100 oral histories, over 500 hours of moving imagery, almost 800 photographs, and other materials. Partnerships with StoryCorps, VOICES of September 11th, the 9/11 Tribute Center, Project Rebirth, New York Says Thank You, My Good Deed, and other organizations have enriched the collection and planned exhibitions, and brought information about the Museum to wider audiences.

Many significant artifacts that tell the story of 9/11 and the aftermath and response were contributed by victims' families in honor of their loved ones, as well as from survivors, first responder agencies, recovery workers, and others affected by these historic events. A few examples suggest the range of gifts that were acquired this past year.

The family of Deputy FDNY Commissioner William Feehan donated the NY State license plate reading "2 FD" that was on the car Feehan used to reach the World Trade Center on 9/11 and the FDNY badge, bearing four stars and his title, that he wore on 9/11 and was recovered with his body. Among the artifacts helping to chronicle the story of the aftermath and response to 9/11 is a presentation box donated by former New York Governor George Pataki, filled with an assortment of lapel pins personally received by the Governor from various trade groups, first responder companies, volunteer organizations, and others during his many visits to Ground Zero. The Museum also acquired objects related to the history of the original World Trade Center, including a scale model of James Rosati's sculpture *Ideogram*, which was situated between the Twin Towers on the World Trade Center Plaza and was destroyed on 9/11. The artist's family made this donation.



**Top:** Former New York Governor George Pataki's presentation box of lapel pins. Gift of the Governor George E. Pataki Leadership & Learning Center. **Bottom:** Deputy FDNY Commissioner William Feehan's donated NY State License plate. Gift of the Feehan family. Photos by Matt Flynn.

# 5

## COMMITMENT TO EDUCATION

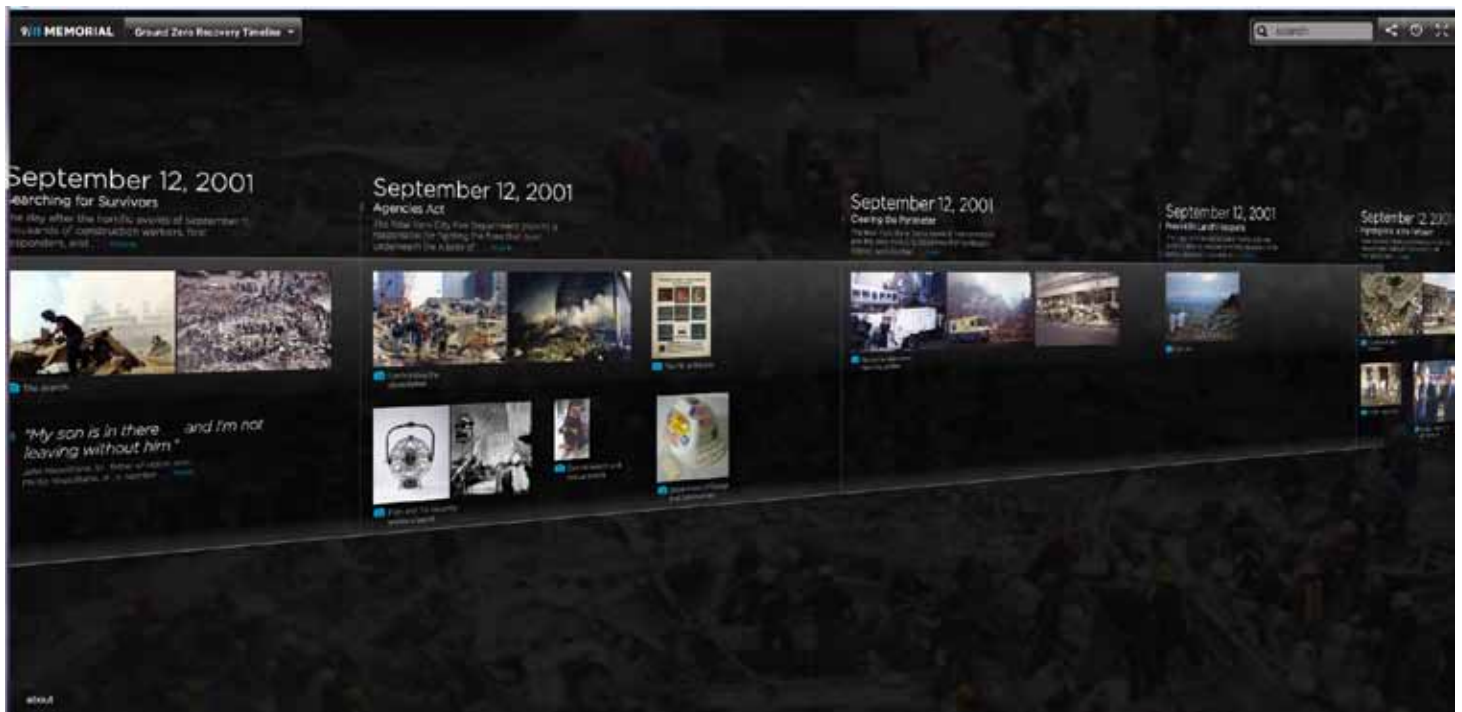
The 9/11 Memorial Museum furthered its commitment to providing educational offerings and resources to help students, teachers, and parents learn about and discuss 9/11.

### **TEACHING 9/11**

In July, the 9/11 Memorial and Museum co-sponsored a summer seminar for teachers, entitled “9/11 and American Memory,” with the Gilder Lehrman Institute of American History. The seminar examined the historical causes and background, immediate impact, and developing legacies of the attacks of September 11, 2001. Drawing from material in the Museum’s collection, the World Trade Center site, and the Memorial design, dozens of teachers from around the country explored the nature of meaning-making and memory in the aftermath of 9/11.

## COMMITMENT TO EDUCATION NEW ONLINE MATERIAL

The rich array of educational resources available at [911memorial.org](http://911memorial.org) continued to expand over the past year. A new interactive timeline focused on the nine-month Ground Zero recovery effort launched in May 2012 to coincide with the 10th anniversary of the end of the recovery and the Thank You Tribute to 9/11 Recovery Workers. In addition to lesson plans and resources for talking to children about 9/11, a newly launched section of 9/11 Primary Sources now offers speeches, executive orders, legislative acts and debates, government fact-finding, and personal and collective memorialization that provide an ever-expanding portrait of 9/11 and its aftermath. Over 90 lesson plans and 25 webcasts are now available on the website.



In honor of the 11th anniversary of the attacks, the 9/11 Memorial launched a new resources page with ideas and tools for commemorating 9/11 as an individual, school, community, or organization. Among the many resources included were a downloadable 2012 Commemoration Planning Guide, suggestions for parents on how to talk to children about 9/11, classroom activities, and ways to commemorate online.

Students, teachers, civic organizations, businesses, and individuals from 45 states and 12 countries, shared their commemoration plans with the 9/11 Memorial and received an official certificate of recognition.

September 11, 2012  
11th Anniversary

**9/11**  
**MEMORIAL** | **HONOR.**  
**REMEMBER.**  
**REUNITE.**

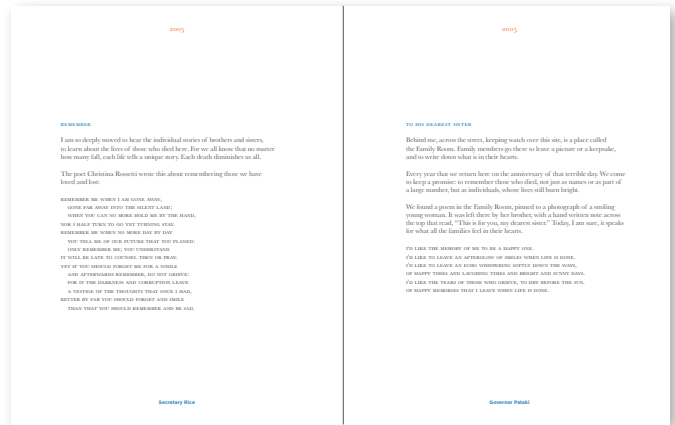
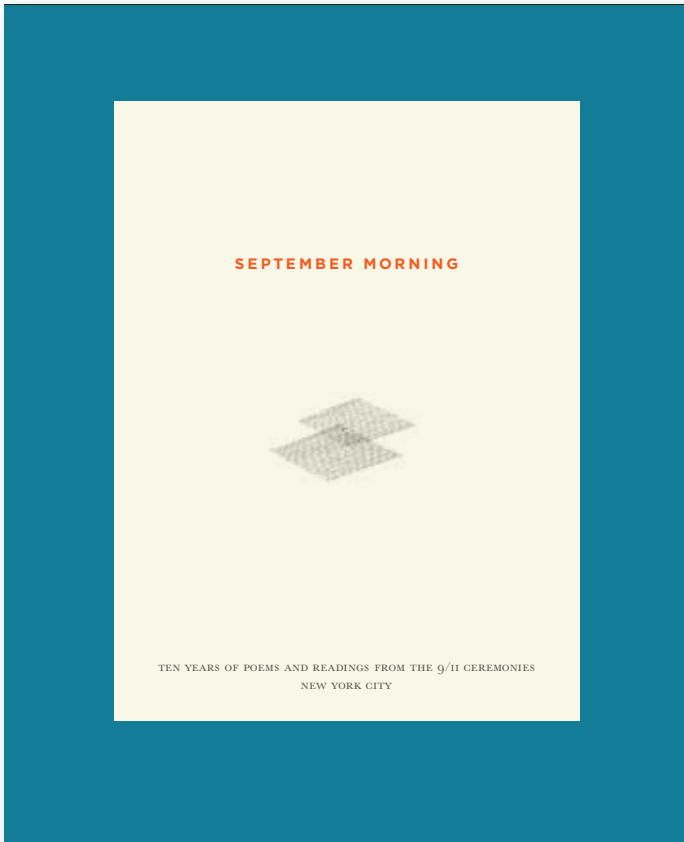
## National September 11 Memorial 2012 Commemoration Planning Guide

[911memorial.org/commemorate](http://911memorial.org/commemorate)



COMMITMENT TO EDUCATION

# SEPTEMBER MORNING: TEN YEARS OF POEMS AND READINGS FROM 9/11 CEREMONIES, NEW YORK CITY



For the past ten years, on the morning of September 11, a ceremony has taken place at the World Trade Center site to honor and remember those who were lost that day. *September Morning* was created as a powerful and tenderhearted collection of some of the most beautiful and moving poems, readings, and family memories written about love and loss, remembrance and compassion, all culled from the memorial ceremonies held each year.

“This book is a testament to those ceremonies and the efforts over the past ten years to remember and reflect upon that September morning that changed us forever.”

—**Michael R. Bloomberg**, Mayor of the City of New York

COMMITMENT TO EDUCATION

**THE SURVIVOR TREE: A STORY OF HOPE AND RENEWAL**

*The Survivor Tree: A Story of Hope and Renewal*, is an inspiring account of the only surviving tree from the original World Trade Center to return to the 9/11 Memorial. Found amid the fiery wreckage at Ground Zero, the Survivor Tree sustained extensive damage, but ultimately recovered from the collapse of the Twin Towers. This book tells its story and reminds us of our shared strength in the face of even the most unimaginable tragedy.



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# RECOVERING FROM SUPERSTORM SANDY

Our hearts go out to those affected by Superstorm Sandy's devastation along the East Coast. While the Memorial itself fared beautifully through the storm, we sustained severe flooding within the Museum and other facilities, such as our Visitor Center.



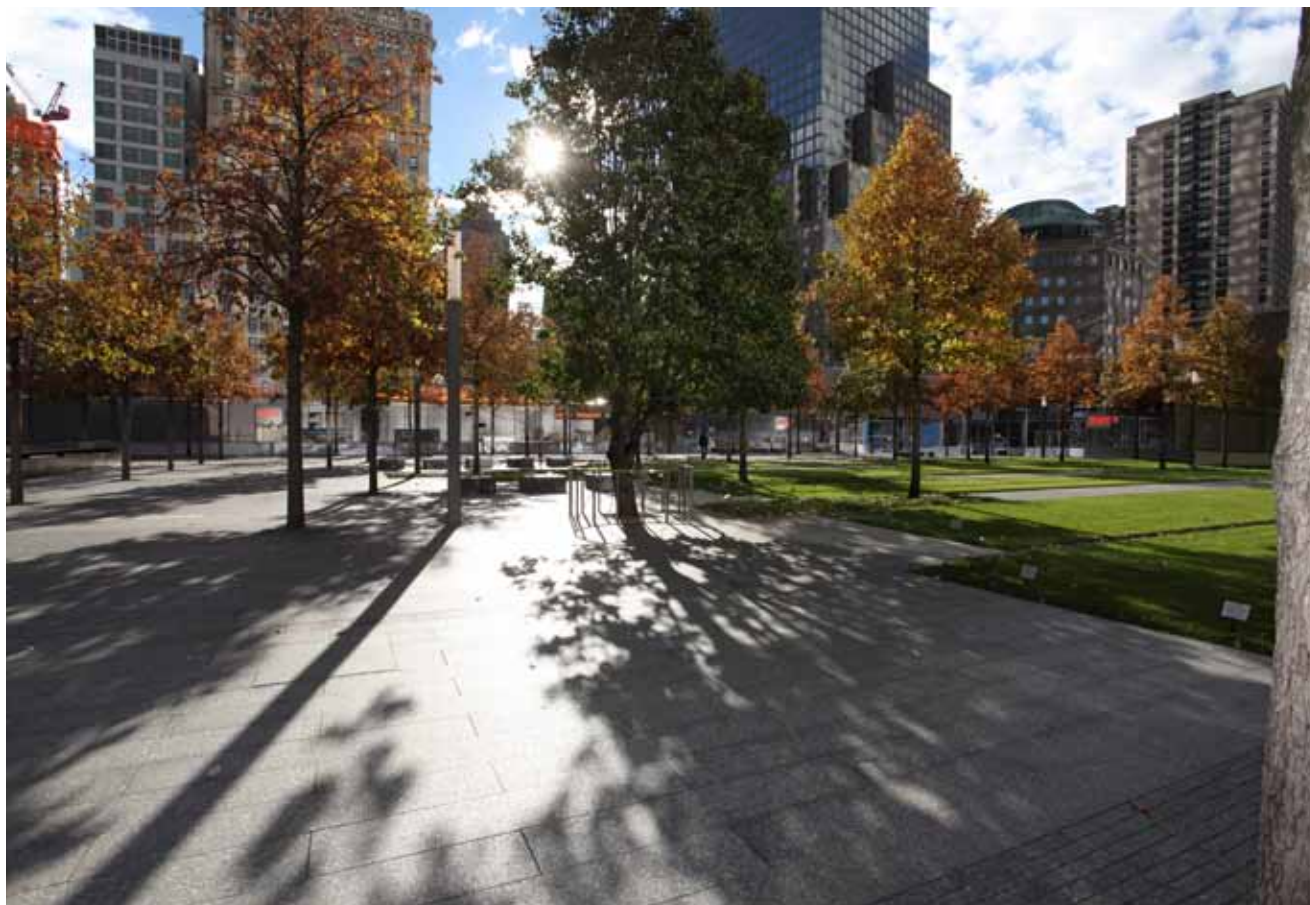


## RECOVERING FROM HURRICANE SANDY

# REBUILDING AND REOPENING

In the days that followed the storm, millions of gallons of water were pumped from the Museum space at the foundation level of the World Trade Center. The vast majority of the Museum's collection is stored off-site and remains in good condition. Conservators were brought in to monitor the few large artifacts already in the Museum, which weathered the storm remarkably well. Our staff is ensuring that they all make a full recovery.

The Visitor Center and screening center sustained damage due to severe flooding and remained closed while necessary repairs were made and equipment was replaced. Once power returned to the World Trade Center site, the Memorial reopened to the public the week following Sandy, helping to demonstrate the resilience of our city.



[Previous page](#): Clean-up in the Memorial Museum after Superstorm Sandy. [Above](#): View of the Memorial after Superstorm Sandy. Photos by Amy Dreher.

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## GROWING SUPPORT

We would not have been able to open the 9/11 Memorial without the support and dedication of individuals and businesses from across the country and around the world.



## GROWING SUPPORT BENEFIT DINNER



The 9/11 Memorial hosted its annual benefit in September at Cipriani Wall Street. The event was hosted by the organization's chair, Mayor Michael R. Bloomberg, with Stephen Colbert as Master of Ceremonies and musical guest Josh Groban. Attended by more than 1,000 guests, the benefit dinner raised more than \$2.65 million in support of the 9/11 Memorial's mission. Pitney Bowes was recognized with the Global Partner Award, Pat and E. John Rosenwald, Jr. were given the Lifetime Achievement award, and Jonathan M. Tisch was awarded for Distinction in Rebuilding.

## PSA CAMPAIGN

The Memorial, with the support of the Ad Council, created a new series of public service announcements to mark the 11th anniversary of 9/11, urging people to visit [911memorial.org](http://911memorial.org) and contribute, as well as participate in the text to donate program. The campaign ran in stadiums and through the communications channels of a number of professional sport teams, including the NY Giants, NY Jets, and Seattle Seahawks from the National Football League, the NY Mets, Houston Astros, Pittsburgh Pirates, Arizona Diamondbacks, Philadelphia Phillies and Minnesota Twins from Major League Baseball, and the NY Red Bulls from Major League Soccer.

PSA campaign featured on an NYC newsstand.



## GROWING SUPPORT

# PENNIES FOR THE MEMORIAL

Students from New York City's five boroughs participated in a Penny Harvest for the Memorial campaign, which encouraged a million students from more than 200 schools to donate a penny to the 9/11 Memorial. Students from the city's public, private, and parochial schools succeeded in raising more than \$65,000 to support the conservation of the Survivor Tree.



## FRIENDS OF THE OAKS

A new development program, “Friends of the Oaks,” launched this year to help maintain the 9/11 Memorial. All contributions received from Friends of the Oaks will go directly toward the care of the hundreds of white oak trees that grace the Memorial’s plaza. These majestic trees convey a spirit of hope and renewal—a reminder of the natural cycle of life.

For more information on this program, please call 212.312.8800.

## GROWING SUPPORT SIGNS OF SUPPORT



### SIGNS OF SUPPORT National Business Directory

Businesses are coming together to support the Memorial and Museum. Please look for our supporters identified by the 9/11 Memorial Signs of Support window decal.

Signs of Support continued to grow in 2012, with businesses from across the country joining the grassroots initiative. As of December 2012, more than 305 businesses enrolled in the program.

Signs of Support provides a connection between local communities and the 9/11 Memorial. The program asks businesses to show their support for the Memorial by displaying a commemorative decal on their storefront window or business webpage. Through the 9/11 Memorial website, business directories and decals, visitors from across the country and around the world are encouraged to support the businesses that support the Memorial.

In 2012, the 9/11 Memorial launched a new program, the Signs of Support Ambassadors, to encourage individuals to enroll businesses in their local communities in Signs of Support.

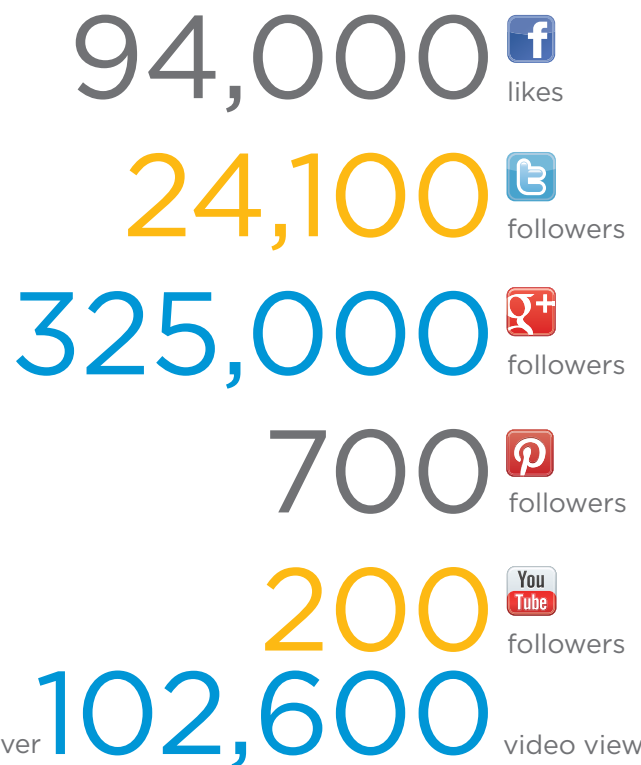
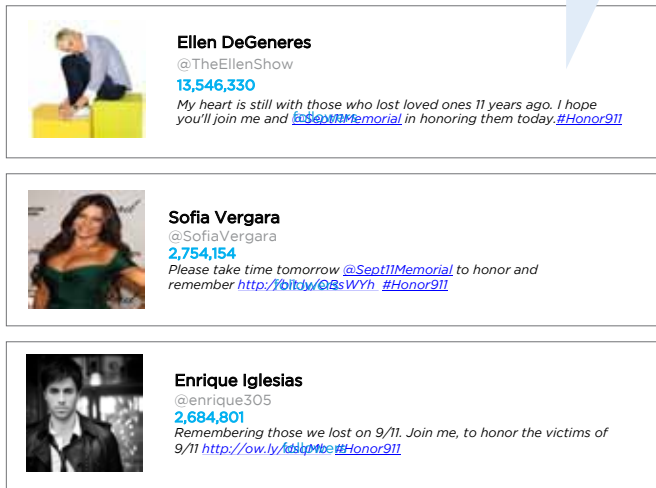
# GROWING SUPPORT SOCIAL MEDIA ENGAGEMENT



Thousands of people shared their thoughts, reflections and plans, as well as encouraged their friends, family, and community to join in commemorating the 9/11 anniversary and spread the message of remembrance through social networks. Messages honoring the memory of those lost on 9/11 and #honor911 were posted on Facebook, Twitter, Pinterest, Google+, and Instagram.

“We will never forget the tragedy and losses on that very sad day 11 years ago.”

“My heart is still with those who lost loved ones 11 years ago...”



Above stats reflect overall social media following

Next page: 9/11 Memorial Benefit Dinner honorees, Jonathan Tisch and Pat and E. John Rosenwald Jr. Photo by Ronald L. Glassman.

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## OUR DONORS

The following list represents gifts from the inception of the National September 11 Memorial & Museum at the World Trade Center Foundation, Inc., through December 1, 2012, including gifts in-kind. We are grateful for this generous support.



# OUR DONORS

## \$25 MILLION LEVEL

The Starr Foundation

## \$20 MILLION LEVEL

Bank of America

## \$15 MILLION LEVEL

Bloomberg Philanthropies  
Deutsche Bank  
JPMorgan Chase & Co.  
Lower Manhattan Development Corporation  
David Rockefeller

## \$10 MILLION LEVEL

American Express  
American International Group, Inc.  
BNY Mellon  
Brookfield  
Cantor Fitzgerald, L.P.  
Citi  
Con Edison  
The Goldman Sachs Foundation  
Verizon Foundation

## \$5 MILLION LEVEL

Barclays  
The Carson Family Charitable Trust  
Credit Suisse AG  
Forest City Ratner Companies Foundation  
General Electric  
Keefe, Bruyette & Woods, Inc.  
Leonard Litwin  
MetLife Foundation  
Howard P. Milstein, Emigrant Bank  
The Moinian Group  
Morgan Stanley  
New York Life  
Ronald O. Perelman  
The Pfizer Foundation  
Related Companies  
SHARP  
Klara & Larry Silverstein & Family  
UBS  
The Walt Disney Company Foundation

## \$4 MILLION LEVEL

The Crown Family

## \$3 MILLION LEVEL

Fiona & Stanley Druckenmiller

## \$2.5 MILLION LEVEL

ACE Charitable Foundation  
The Cayre and Chera Families  
Pitney Bowes  
Time Warner Foundation

## \$2 MILLION LEVEL

Governor Jon S. Corzine  
Brian Cury, EarthCam, Inc.  
Peter G. Peterson  
Sandler O'Neill & Partners, L.P.  
Bernard & Anne Spitzer  
The Tisch Families  
The Dan & Sheryl Tishman Family  
UnitedHealthcare  
Vornado Realty Trust

## \$1 MILLION—\$1.9 MILLION LEVEL

Accenture  
AEA Investors LLC  
Elizabeth and Lee Ainslie  
Anheuser-Busch InBev and the Anheuser-Busch Foundation  
Aon  
AT&T Foundation  
Louis and Gabrielle Bacon  
Clear Channel Communications, Inc.  
The Coca-Cola Foundation  
Dalio Family Foundation  
Deloitte  
Delta Air Lines  
The Durst Organization  
Edelman  
Ernst & Young LLP  
Christine A. Ferer  
The Ford Foundation  
Franklin Templeton Investments & Fiduciary Trust International  
Fred Alger Management, Inc.  
Sol & Lillian & Joyce & Irving Goldman Family  
The Marc Haas Foundation - Stanley S. Shuman, Robert H. Haines  
William Randolph Hearst Foundation  
HSBC - North America  
The Iron Workers International Union and IMPACT  
Robert Wood Johnson 1962 Charitable Trust  
The Thomas S. Johnson Family in memory of Scott M. Johnson  
KPMG LLP  
The LeFrak Family  
Lehman Brothers  
Steve and Sue Mandel  
J. Willard & Alice S. Marriott Foundation  
McDonald's Owner/Operator Association of NY/NJ/CT  
The MLB-MLBPA Disaster Relief Fund & Baseball Tomorrow Fund  
The Moody's Foundation  
Paul J. Napoli & Marc J. Bern, Napoli Bern LLP  
Samuel I. Newhouse Foundation, Inc.  
New York Mets  
New York Yankees  
Stavros Niarchos Foundation  
Indra & Raj Nooyi  
OppenheimerFunds, Inc.  
Paramount Pictures  
PepsiCo Foundation

PricewaterhouseCoopers LLP  
Ingeborg and Ira Leon Rennert  
Julian, Josie, Spencer, Jay & Alex Robertson  
Edward John and Patricia Rosenwald Foundation  
The Rudin Family  
The Scotts Miracle-Gro Company  
SL Green Realty Corporation  
Alfred P. Sloan Foundation  
The Starr International Foundation  
Tishman Speyer  
United States Mint  
The Wachtell, Lipton, Rosen & Katz Foundation  
Joan and Sanford I. Weill and the Weill Family Foundation  
The Wendy's Company - Nelson Pelz, Peter May  
John C. Whitehead  
Willkie Farr & Gallagher LLP

## \$500,000—\$999,999 LEVEL

AED Professionals (GMD, Inc. Co.)  
Mrs. Kanchan K. Lall/CEO  
Patty and Jay Baker  
Cablevision Systems Corp.  
Great American Insurance Group and The Carl H. Lindner Family  
The National Football League  
The Rockefeller Group  
The Steven Rosenbaum and Pamela Yoder Family  
Royal Bank of Canada  
TD Bank and the TD Charitable Foundation

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