

2014-2015 BIENNIAL REPORT



# A Community of Opportunity



Harlem Children's  
**Z O N E**

## GEOFFREY CANADA

*President*

### The opportunity that has come from hard work

Unlike most of the kids I grew up with in the South Bronx, I was lucky. I was fortunate enough to get a few breaks and avoid the typical fate for children in a chronically poor neighborhood.

When I became an educator, I wanted to make sure children didn't have to be lucky to escape poverty, so I worked to create a comprehensive system to allow kids a real shot at overcoming the barriers they face in certain Zip codes: lousy schools, the threat of violence, epidemic substance abuse, unstable homes, a thick fog of hopelessness.

Our birth-through-college pipeline of interconnected programs is considered a unique and bold experiment, but it is essentially recreating what exists in middle-class communities, where kids get what they need.

While some families start with us at The Baby College® parenting workshops, children can enter our pipeline at any age, and our goal is the same for all: college graduation. Last year, we had nearly 900 students in college—most from traditional public schools.

On July 1st, 2014, I passed the CEO baton to Anne while continuing my involvement in the organization as President. Having seen Anne's work as COO here for five years, I knew our children and families were in good hands and that we had the foundation for a long-lasting institution.



Geoffrey Canada, Anne Williams-Isom, Stanley F. Druckenmiller

## STANLEY F. DRUCKENMILLER

*Chairman, Board of Trustees*

### Role models for children and the country

Success is no accident, particularly when it happens year after year. With hard work and careful strategizing, Harlem Children's Zone® is in the best shape that I have seen in my 20-plus years on the Board.

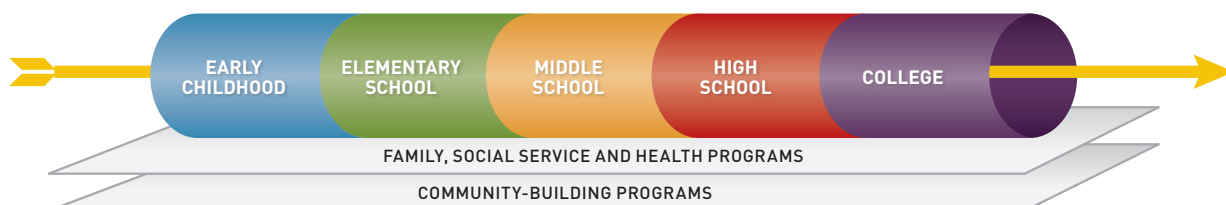
After a smooth leadership transition in July 2014, HCZ continues to do the daily blocking and tackling that has enabled thousands of children to rewrite expectations of what it means to grow up in an area of entrenched poverty.

Make no mistake: these are kids with multiple, often enormous challenges, but this is an organization that is nothing if not tenacious.

HCZ is well aware that good intentions are not enough: that changing the odds for these kids is as much hard-nosed science as art; that a powerfully driven heart should be guided by meticulous data.

The unprecedented success of HCZ has also been the result of the generosity of our incredible Board of Trustees and our community of supporters. Many believe like I do: that HCZ is the best investment I have ever made. As someone who loves this country, I am thrilled to see our work become the prototype for other communities who now see what's plainly possible for their children.

## HCZ'S PIPELINE OF SUCCESS



## ANNE WILLIAMS-ISOM

Chief Executive Officer

### Growing success for the future

My goal as the new CEO is to deepen the work that has resulted from the extraordinary, whatever-it-takes culture created here under Geoff's visionary leadership.

Over the past year, we have strengthened our birth-through-college pipeline. On one end, we raised the bar for our early-childhood programs so students are ready for the greater demands of the Common Core curriculum; on the other, we are laser-focused to ensure our college students stay on track for graduation. Using the lessons learned from our work with college students, we are making sure younger students are prepared for the challenges ahead.

We improved the health and well-being of 7,000 students through the expansion of our Healthy Harlem program, and we are enhancing our overall program delivery through stronger training of our frontline workers.

We are making sure we have a durable organization that will deliver on our promise for generations: that babies start off right, stay on track, and ultimately cross the finish line and get a diploma.

Our holistic perspective is about more than academic success. We care about what kind of adults our children become. We want them to come back from college and become leaders of their community and country.

Having lived in Harlem for more than 20 years, I am thrilled to look to the future and see this singular organization yielding generations of self-sustaining children and families as well as a vibrant neighborhood that nurtures them all.

**“The experiment has worked spectacularly.”**

—Fortune Magazine



### THE HARLEM REALITY: WHY OUR WORK IS SO VITAL

**65%** of children are born into **poverty**

**Three-quarters** of HCZ families have **\$500** or less in savings

**One-third** of children have **asthma**

**30%** of HCZ middle- and high-school kids have **lost a family member to violence**

**20%** of HCZ middle- and high-school kids have **seen someone shot**

**54%** of children are born to single mothers

While Davidson Joseph was enrolled in our after-school program as a teenager, he saw his twin brother fatally shot by a stray bullet while playing in a local park. He stayed with HCZ, went on to get a master's degree in education, and now teaches sixth grade at our Promise Academy.

# College readiness starts at birth

**HCZ's ground-breaking experiment was to create a seamless network of free programs that helped an entire community of children reach their academic potential at each successive stage of their development, culminating in college graduation.**

For us, the journey begins at birth, making sure babies are raised in a stimulating, word-rich environment. As the children get older, we continue to support them every step of the way through college, making sure they have rigorous, high-quality educational options that engage them. We link arms with parents and school staff to reinforce our high expectations for students. We make sure children have well-lit pathways to success.

## A dual pipeline

Whether students are in traditional public schools or in our Promise Academy Charter Schools, our Academic Case Management team monitors their academic progress as well as their social and emotional development, starting in kindergarten. The team members are hands-on advocates, reviewing students' report cards and test scores, making sure school staff and parents are all working together to ensure children get what they need.



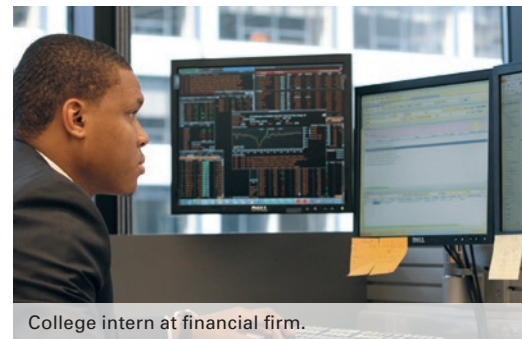
**93%** of all 12th-grade students were accepted to at least one college.



Fine-tuning a resume.



A Promise Academy science class.



College intern at financial firm.



Saying goodbye to a favorite teacher.



Students help dissect a tilapia they raised in their aquarium.



Pre-K students planting at our rooftop garden.

## A college-going culture

Since many of our students are the first in their families to go to college, we make sure that college is always in the air, starting in our Harlem Gems® pre-K, where classrooms are named after universities. During middle and high school, students go on college tours so they see campuses first-hand, take SAT prep classes and work with our writing tutors. At our Promise Academy Charter Schools, high-school students can take college-level, credit-bearing classes through our unique partnership with Bard Early College. In FY15, we had 881 students in college.

Once students arrive at college, they are assigned an advisor from our College Success Office who makes sure they are on track academically, socially and emotionally; helps them obtain summer internships; and backs them up if they hit a stumbling block—whether it is in a class, a family problem or an issue with financial aid. In FY15, we also piloted a program to ensure struggling students were fully ready for college.

What makes HCZ’s system so different is it is built on the knowledge that the root of a child’s scholastic challenges—and the key to success—often lies outside the classroom, so we augment our academic efforts with a complementary array of enriching programs and social services.

# Engaging children beyond the classroom



A performance of "Willie Wonka" at Promise Academy.

**When a student starts to pursue a passion—whether it's music, fashion or karate—they learn self-discipline, perseverance and the deep satisfaction of accomplishing a heartfelt goal.** Over our 40 years of youth development work, we have found that these non-academic pursuits are the best ways to transform an unfocused student into an engaged one, as well as to hone the skills of a strong student.

HCZ offers a unique, wide range of pursuits to our students: electronic music production, chess, cooking, photography, film, poetry, the visual arts, robotics, among many others. We also introduce students to sports and physical activities that are not usually found in low-income neighborhoods: lacrosse, gymnastics, tennis, golf and much more.

## **Nurturing excellence**

We just completed the third year of an unprecedented partnership with Jazz at Lincoln Center where children from pre-K through high school are learning to appreciate and play jazz, an art form whose second home is Harlem. Another organization-wide partnership is with Forces of Nature, which introduces students to the rich tradition of African music and dance.



A college intern at the Central Park Zoo.



Student practicing violin.



Practice at our TRUCE karate program.



A student learning robotics.




Improving a student's form in a gymnastics class.

Given the opportunity to learn with talented instructors, our children have excelled. Our musical groups and individual student artists received several awards over the past two years, our track team travelled the country and placed high in regional and national meets, our chess team scored impressively in state matches, our martial-arts members won state and regional matches regularly. Through our partnership with The Wendy Hilliard Foundation, we had gymnasts placing at the top of national competitions.

Through these pursuits, children learn the lesson that excellence is a product of hard work, but they also learn teamwork, focus and resilience. No other organization in the country has such a large-scale, comprehensive array of offerings for low-income children to discover and develop their interests.



The TRUCE karate team won more than **250** trophies and awards in 2014 and was named "Team of the Year."



Just as he was being recruited as a teen by a local drug dealer, James Washington took an office job with HCZ. He discovered his talent for working with children and is now a program director with us.

# Developing a culture of success

**It is imprinted in our organizational DNA to go beyond making sure students acquire the knowledge they need.** We have created a culture of success that primes young men and women for college, employment and community leadership.

From the moment they step into an HCZ facility, children are surrounded by a community that continually motivates them to succeed. All the members of our organization—partnering with our parents—are dedicated to making sure children reach their potential and realize their dreams.

## **Cultivating the power of character**

Many of our children are raised in tough situations, but while the resulting toxic stress can be debilitating, we know that by helping them develop focus, resilience and perseverance, they can break through those barriers. Those qualities are forged through the tenacious love of the adults with whom we surround them: role models who encourage them to reach high, help soften the landing when they stumble, then encourage them to get up and try again.

In 2014, we launched an agency-wide initiative based on research of which character traits impact students' academic success as well as their personal and social development.





Career-themed Halloween party at Harlem Gems pre-k.



Exercising at HCZ's Armory.



Bow Tie Day at Harlem Gems.



Sade Greene came to HCZ as a teenager while her family was homeless. She stayed with HCZ, graduated from college and then law school. Today she practices corporate law in New York City.

## The culture of “Whatever It Takes”

A sudden crisis often means that we need to go above and beyond our everyday responsibilities. That’s why “Whatever It Takes” is HCZ’s unofficial motto, said regularly as we dig in to take on the tough challenges of working with more than 13,000 vulnerable children.

Teachers come in on weekends to tutor, staff members accompany families to Housing or Family Court. Staff will search the streets and subway if a child is reported missing. Staff members take calls 24/7 from parents and students.

Many of us live in or near Harlem, and many others grew up in situations like those of our kids. For all of us, the work is personal. We understand that a crisis can come at any time so we’re committed to doing whatever it takes to quickly rectify the situation.

To weave those into our daily work, we conducted on-going training with staff “ambassadors” who championed the traits to embed within the culture and curriculum of each program and school. Our students collaborated with staff to create campaigns to promote the character traits, including slogans, banners and a public service announcement contest.

Character-building is also woven into non-academic activities, whether it is battling it out in chess, mastering a dance movement or wrestling with a song until it sounds just right.

### Becoming the change in the world

We want to fill our kids’ minds with as much of the length and breadth of the world as possible. We push them outside their comfort zone and introduce them to new experiences—whether it is seeing their first Broadway play, trying an unfamiliar cuisine, taking a summer immersion program at a college or meeting professionals at our annual “Mocktails” networking event.

Students are also encouraged to look beyond themselves, to see the needs of those around them—and then do something about it.



**93%** of our middle-school students worked on community-service projects in FY15.

# Promoting health and well-being



Lacrosse practice at PS 149.

**Because we care deeply about our children, we are very involved in improving their long-term health and well-being.** As with all we do, the goal is to foster positive behavior for individuals and create a culture of wellness for the community.

In the just-completed third year of our intensive Healthy Harlem childhood obesity program, we expanded to serve 7,000 children and 3,000 adults. In addition to the academic and enrichment work they do with us, all participating children get regular exercise. To keep them engaged, we offer an array of fun fitness activities, from sports to Xbox dance contests to games that keep kids moving.

All Healthy Harlem students attend a weekly nutrition class, where they learn the science of healthful eating. The overarching goal is to increase awareness of the impact of their daily choices and help them form lifelong healthy habits. Adults can take exercise, Weight Watchers and cooking classes, as well as get free fruits and vegetables at our subsidized farmers markets. To make sure children and families have access to a range of physical activities, we operate a 50,000-square-foot armory on 143rd Street. More than 1,000 children use the facility each week,



Learning the basics of golf.



Our annual Summer Games track and field meet.



Climbing at the HCZ Armory.



Our agency-wide student "cook off."

participating in a variety of activities including gymnastics, rock climbing, tennis and golf. In the evening and on weekends, the armory is also available to adults in the community for exercising, yoga and Zumba classes.

We believe our Healthy Harlem program will be a model, identifying best practices for other communities to adopt.

### Sound in body and mind

Recognizing the stress and trauma that many of our children experience, we have more than 100 trained social workers, family workers and caseworkers to counsel our families and connect them to services they may need. Our community-based social-services programs work to strengthen hundreds of families in crisis so that they can stabilize and avoid having their children removed to foster care.



HCZ's kitchen prepared more than **1.4 million** nutritious breakfasts and lunches low in fat, sugar and salt for students in FY15.

# Engaging families from the start



Moms and their children at a Baby College graduation.

**We love our families.** There are some who are truly heroic, surviving against very long odds. And some are struggling—where even a parent’s love for their child is not enough to win the day. That’s why our organization started with the simple notion that a child’s struggles in school were often a red flag that a family was in crisis at home.

HCZ cultivates long-standing trust with families as their children move along our pipeline. We go into their homes and engage parents early, creating a multi-faceted connection with them through our myriad services (see sidebar).

## The importance of starting early

Science has shown how incredibly important the first years of life are to a child’s brain development, so we educate new and expecting parents. Our Baby College® and GRADS programs work with parents of children from 0-3 in group settings and in regular home visits.



**5,725** parents and guardians have graduated from The Baby College® parenting program since 2000.



A better view at The Baby College.



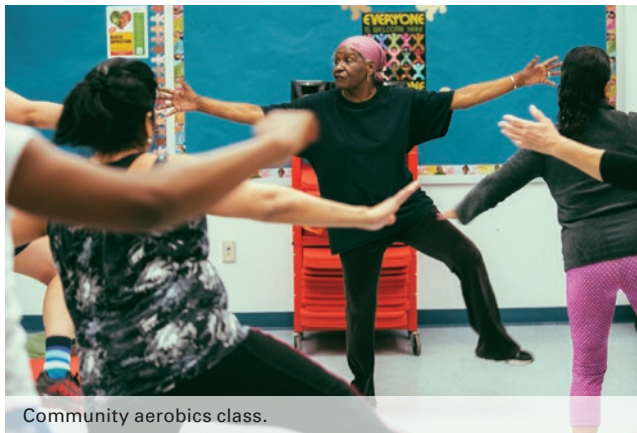
A healthy snack at our GRADS program.

### Some of the services we provide families:

- Access to legal, financial and benefits counseling
- Donation of books, strollers and baby safety equipment
- Emergency food and subsidized farmers market
- Free tax preparation
- Purchase of cribs, beds and other furniture for families in crisis



Giving away turkeys at Thanksgiving.



Community aerobics class.



A healthy-cooking contest for parents.

In our Harlem Gems® pre-kindergarten program, parents are encouraged to be an integral part of their children’s learning through fun activities at home, like the friendly competition of the “Book a Night Club,” which tallies each night a student reads with a parent.

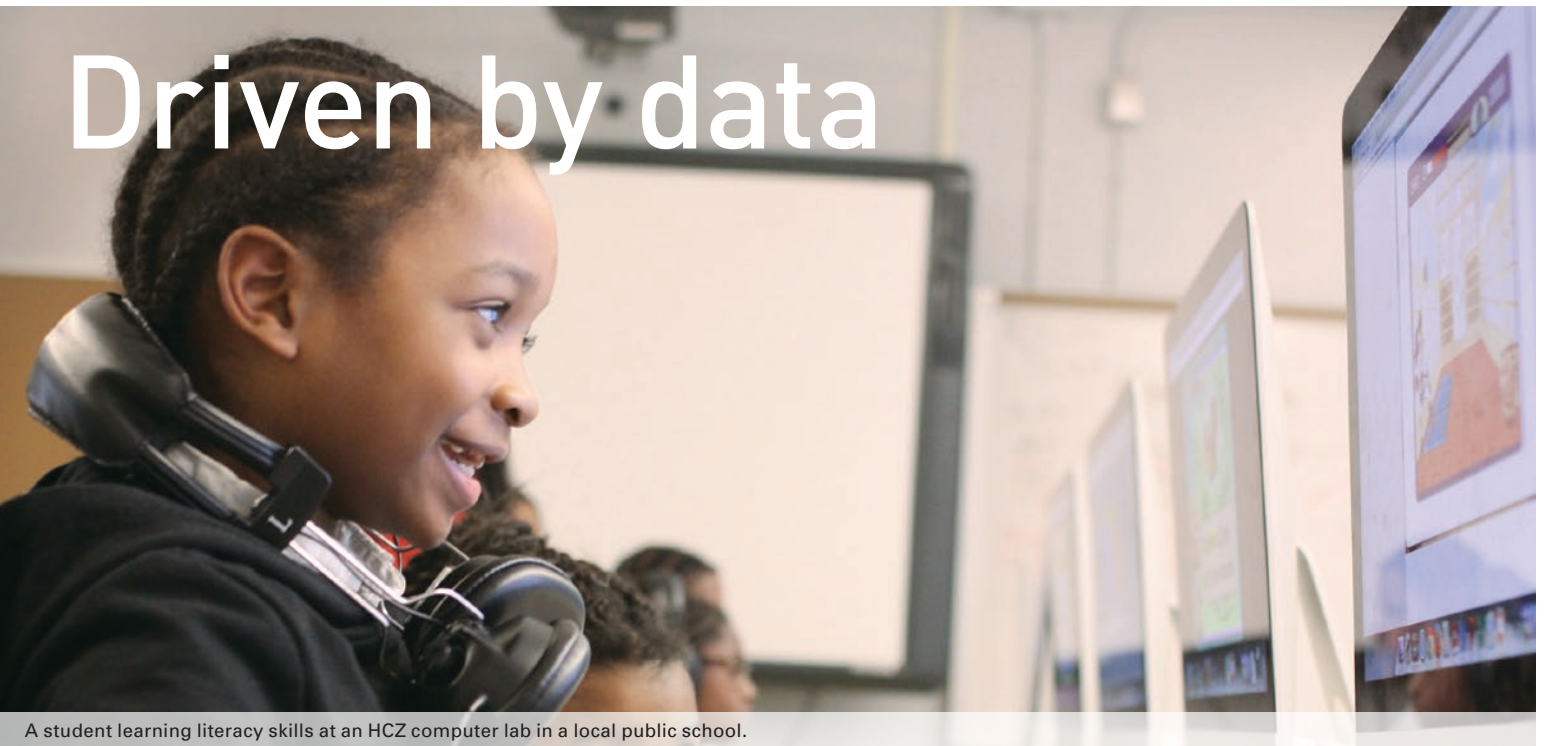
Even as children become older and more independent, we regularly check in with their parents, encouraging them to reinforce at home the paramount importance of keeping kids focused on their schoolwork.

### Helping parents help

Our comprehensive network of services also includes special events and programs aimed at parents, from healthy cooking and exercise classes to free tax preparation. We also have several community-based social-services programs that provide social-work and counseling services when families are in crisis, whether it is precipitated by substance abuse, mental illness or domestic violence.

We are intimately involved in the lives of our children so that we can help them with any challenge, whether it is inside or outside the classroom. Serving more than 26,000 children and adults, we are doing this at an unprecedented scale.

# Driven by data



A student learning literacy skills at an HCZ computer lab in a local public school.

**Throughout the year, HCZ carefully analyzes each of our programs to make sure students are progressing in the ways they need to in order to succeed.**

First, our eight-person Evaluation Department works with directors and frontline staff to determine indicative goals, then assesses how the programs are meeting them. The data promulgated allows managers to regularly keep a close eye on how each student is doing during the year. If we find any who are not making sufficient progress toward the goals, we will refine the work we are doing with an individual child or for the program as a whole.

Overall, we track almost 600 goals throughout the organization—from academics to risky behaviors to after-school participation. In addition to our Evaluation Department, we use several independent consultants to assess our work. We maintain an online database of our participants, allowing us to track every child across programs and inform staff of his or her history with us as he or she progresses along the pipeline.

Our Academic Case Management team assigns student advocates to children, starting in kindergarten, so we can monitor their academic and social progress, leaning in when they need additional services or support.

To further improve how our programs work, senior managers hold a forum several times a year called HCZ Stat, where program staff go over case histories of the most-challenged students, making sure each child is receiving an effective combination of services. In these open discussions, staff members trouble-shoot, learn from each other, and use the individual stories as lessons learned to improve our overall safety-net system.

President Obama announced the creation of his Promise Zones initiative with HCZ Promise Academy staff and students at The White House.



# Changing the narrative


**President Barack Obama has made replicating HCZ’s success across the nation a hallmark of his anti-poverty efforts.** His Promise Neighborhoods program, which is modeled on HCZ, issued \$200 million in matching grants to 48 communities. He has also used the HCZ comprehensive approach as a model for the Promise Zones and Choice Neighborhoods programs.

That is because Harlem is not the only community in America where poverty has exerted its relentless pull for generations. This country has 16 million children living in poverty—making up more than half of the public-school population—and most have little hope of rising to self-sufficiency and the middle class without help in and outside the classroom.

Because HCZ has been a prominent thought and policy leader for years, hundreds of other communities have sought us out to see how they can change the odds for their children too. Our Practitioners Institute holds workshops to teach other communities about our model. We tell them they do not need to replicate our exact slate of programs; that we believe comprehensively addressing the barriers low-income children face is the most effective strategy in communities where failure is the norm. There are five guiding principles:

- 1) operate at scale
- 2) create a best-practice pipeline of services, starting at birth
- 3) evaluate program effectiveness
- 4) rebuild community, and
- 5) establish a culture of success

We are thrilled that our work is inspiring others; it inspires us to continue to make sure we get it right for every child every time.

 **453** U.S. and **141** international communities have attended HCZ Practitioners Institute workshops since 2005.

# Repairing the social fabric

**The neighborhood surrounding children has a huge impact on the odds of their success. A strong community establishes a positive norm and fortifies children with the resources and encouragement they need for healthy development.**

At HCZ, we work with residents to build a strong community that will—regardless of household income—become fertile ground for cultivating large-scale success for its children.

We have outreach workers who go door-to-door and set up street tables to let people know about our free services. We work with our Community Advisory Boards to address neighborhood issues and to develop local leaders. We have storefront offices that offer drop-in social services for families in crisis.

We are also an economic engine revitalizing the neighborhood. HCZ is one of the largest employers in Central Harlem and many of our employees live in or near the neighborhood. We support local businesses and pay rent at 21 sites.

## Transforming an isolated community

Thousands of our most-vulnerable families live in public housing, so HCZ has focused on St. Nicholas Houses for intensive supports.

Two years ago, we built a school and community center in the midst of St. Nicholas Houses and it has already fostered a safer, more cohesive environment. We give priority to St. Nicholas children in the admission lottery for our Promise Academy I Charter School, and are offering evening and weekend programs, as well as special events, for all residents, from GED classes to salsa lessons. We now work with more than 1,500 of the residents and are continuing to expand our services.

HCZ wants to demonstrate that the right combination of services can make public housing a great living environment for low-income families and a place for them to create a better future for themselves and their children.



HCZ's free tax-assistance program helped secure **\$5.3 million** in refunds for Harlem families in FY15.



# Financial overview

## Ensuring a sustainable community

FY 2014 saw the successful completion of HCZ's four-year sustainability campaign, raising \$341 million. Those funds will be used to bolster operating revenues and build our endowment so that we can draw down a portion of its income each year to cover approximately 25% of our annual operating expenses. The gains on investment and private revenues for FY 2014 and FY 2015 reflect this financial model. Our private fundraising needs will continue to be substantial, exceeding \$50 million annually, so that we ensure that we can fulfill our mission and keep our promise to our families that we will help them get their babies to and through college. This is the ultimate measure of our success, and for that reason we will continue to build our endowment to support our children and families for decades to come.

Condensed Financial Information <sup>(a)</sup>	Audited			Unaudited		
	July 1, 2013 to June 30, 2014			July 1, 2014 to June 30, 2015		
<b>Revenue</b>						
Harlem Children's Zone						
Government Grants	\$	9,244,654	8%	\$	11,111,781	7%
Private Support <sup>(b)</sup>		56,391,324	47%		76,585,386	47%
Special Event		9,084,767	8%		10,983,517	7%
Interest and Other Income		950,361	1%		3,873,609	2%
Gain on Investments		44,094,290	36%		59,251,167	37%
<b>Total revenue</b>	<b>\$</b>	<b>119,765,396</b>	<b>100%</b>	<b>\$</b>	<b>161,805,460</b>	<b>100%</b>
HCZ Promise Academy Charter School	\$	14,668,335		\$	16,826,741	
HCZ Promise Academy Charter School II	\$	10,328,125		\$	12,739,922	
<b>Operating Expenditures</b>						
Program Services	\$	78,645,686	86%	\$	84,096,376	88%
Management and General		11,243,061	12%		10,034,226	10%
Fundraising		1,656,133	2%		1,433,461	2%
<b>Total Operating Expenditures</b>	<b>\$</b>	<b>91,544,880</b>	<b>100%</b>	<b>\$</b>	<b>95,564,063</b>	<b>100%</b>
HCZ Promise Academy Charter School	\$	14,882,026		\$	17,723,100	
HCZ Promise Academy Charter School II	\$	10,612,799		\$	14,155,574	
Capital Expenditures	\$	427,044		\$	535,235	

(a) Excluded from the above data are in-kind contributions from HCZ to the Promise Academy Schools, as well as all transactions related to the purchase and construction of the new school building.

(b) Includes multi-year commitments as required under US accounting regulations.

# DONORS TO HCZ

## 2014–2015

Donor levels are based on cumulative giving during fiscal years 2014 and 2015, from July 1, 2013 to June 30, 2015.

### \$1,000,000 AND ABOVE

American Express  
Annenberg Foundation  
Allison and Aneel Bhusri  
Bloomberg Philanthropies  
The Carson Family Charitable Trust  
Kathryn and Kenneth Chenault  
Civic Builders  
Edna McConnell Clark Foundation  
Ray and Barbara Dalio  
Dalio Foundation, Inc.  
Deerbrook Charitable Trust  
Joe and Diana DiMenna  
Stanley and Fiona Druckenmiller  
Sonia and Paul T. Jones  
The JPB Foundation  
W.K. Kellogg Foundation  
Mark and Anla Cheng Kingdon Foundation  
Elaine and Ken Langone  
Danielle and Eric Mandelblatt  
Oak Foundation  
Robertson Foundation  
Robin Hood Foundation  
Rebecca and Arthur Samberg  
The Samberg Family  
Samberg Family Foundation  
Lori and Zachary Schreiber  
Harvey Schwartz and Annie Hubbard  
George Soros / Open Society Foundations  
Starr Foundation  
Mara and Jeffrey Talpins  
The David Tepper Charitable Foundation Inc.  
Tiger Foundation  
The Wallace Foundation  
W. Hall Wendel, Jr.  
Lisa and Richard Witten  
Anonymous (8)

### \$500,000–\$999,999

Ayesha and Nikesh Arora  
Bessent-Freeman Family  
Susan and Matthew Blank  
Susan and Sean Cullinan  
The ELMA Music Foundation  
Lucyna and Arminio Fraga  
Amanda and Glenn Fuhrman  
Bill & Melinda Gates Foundation  
Charles Hayden Foundation

Sandy and Mitch Kurz  
William Louis-Dreyfus  
Sue and Steve Mandel  
Charles Stewart Mott Foundation  
PointState Capital LP  
Betsy and Sam Reeves

### \$250,000–\$499,999

Donna and Bill Acquavella  
American Express Foundation  
Barclays  
Allen H. and Selma W. Berkman Charitable Trust  
Ronald W. Burkle Foundation  
The Annie E. Casey Foundation  
Chase and Stephanie Coleman  
Columbus Hill Capital Management  
Judy and Jamie Dimon  
FAMSA Foundation  
Gail and Carl Icahn  
J.P. Morgan  
Kemnay Advisory Services  
The William R. Kenan, Jr. Charitable Trust  
Marie-Josée and Henry Kravis  
Lone Pine Foundation, Inc.  
Alan and Jette Parker / Oak Foundation  
Paulson Family Foundation  
The Pinkerton Foundation  
Prince  
Robert M. Rayner  
Julian Robertson  
David Rogers and Elizabeth Dexter  
Laura Samberg and Michael Faino  
Louise and Josh Samuelson  
Single Stop USA  
Starr International Foundation  
Target  
Alexander Gowen and Irene Tse  
Workday Foundation  
Anonymous

### \$100,000–\$249,999

The Ainslie Foundation  
Ed and Anna Bastian  
Jill and Jay Bernstein  
BlackRock  
The Eli and Edythe Broad Foundation  
William V. Campbell Foundation  
Tali and Sender Cohen

Steven & Alexandra Cohen Foundation  
The Delta Air Lines Foundation  
Nikki and Michael Denvir  
Michelle and Jeff Feig  
Ford Foundation  
Robert Friede  
Gap Foundation  
Rosalind and Eugene J. Glaser  
Victoria and Justin Gmelich  
Google  
Greenlight Capital  
Sloan and David Greenspan  
John and Amy Griffin Foundation Inc.  
Kate and Joe Haleski  
Reed Hastings  
Susan and John Hess  
Sabine and Alan Howard  
Erica and Michael Karsch  
Louise and Jerry Kerner  
Phillip D. Mason Trust  
The McCance Foundation  
Neuberger Berman  
Nth Degree Scholarship Fund  
Charles R. O'Malley Charitable Lead Trust  
Lisa and Richard Perry  
Q Foundation  
Alexandra and Alex Robertson  
Ronald McDonald House Charities, Inc.  
Sandler O'Neill & Partners and Jimmy Dunne  
Senator Investment Group  
Peggy and Michael Shay  
The David and Vickie Smick Foundation  
Soroban Capital Partners LP  
Soros Fund Management, LLC  
Roger and Susan Stone Family Foundation  
Tishman Speyer  
Kristin and Kenan Turnacioglu  
UBS  
Voya Foundation  
Anonymous (4)

### \$50,000–\$99,000

360i  
Apis Capital Advisors LLC  
Janie & Billy Armfield  
Bob Ascher / ADM Investor Services  
Brahman Capital Corp.  
Citi

Joan Ganz Cooney and Peter G. Peterson  
Corvex Management LP  
Credit Suisse  
Zoe Cruz  
Deutsche Bank Securities, Inc.  
Teddy and Arthur Edelman  
The Educational Projects Foundation  
Carol and Larry English  
ERC, Inc. / Ernie Wu  
Kathy Kwan and Alan Eustace  
Hollie and Jack Franke  
General Atlantic  
Goldentree Asset Management  
Goldman Sachs  
The Hawk Rock Foundation  
Himan Brown Charitable Trust  
Indus Capital Partners, LLC  
Nikki and Craig Johnson  
Eric T. Lee and Cindy Chua  
The Samuel J. and Ethel LeFrak Charitable Foundation, Inc.  
Kendall and Greg Ley  
George Lucas Family Foundation  
Maltese Capital Management  
The Marks Family Foundation  
Jolene McCaw Family Foundation  
Morgan Stanley  
Carolyn and Steve Okin  
Sarahmay and Larry Robbins  
Sharon C. and James E. Rohr  
Sachem Head Capital Management  
Paula and Peter Sherk  
Showtime Networks Inc.  
Cynthia and Sheldon Stone  
Ashley and James Smyth  
Teachers College, Columbia University  
Tishman Construction, an AECOM Company  
Mindy and Marc Utay  
Meryl and Chuck Witmer  
Anonymous (3)

### \$25,000–\$49,999

Adobe Foundation  
J.W. Bagley Foundation  
Bank of America Merrill Lynch  
Barclays  
The Barker Welfare Foundation  
Juliet and Joshua Berkowitz  
Bezos Family Foundation

Laura and Lloyd Blankfein  
BTIG, LLC  
CIBC World Markets Corp.  
Alyssa R. Cohen and Marco A. Tablada  
Ronald Conway  
Toby and Lee Cooperman  
Sara and Robert W. D'Alelio  
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HCZ BY THE NUMBERS, FY 2015:

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**13,812** adults served

**1,800** students at the Promise Academy®  
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**881** students attending college

**93%** of 12th graders accepted to at least  
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