Changing the odds for our kids and our nation

2016–2017 BIENNIAL REPORT
An investment in our future

My approach to investing in the Harlem Children’s Zone has been the same as any financial investment. I saw huge potential in its model, its strong management and was impressed with its relentless innovation in the face of a rapidly changing world. Like any great investment, I held my position—longer, in fact, than any stock I have ever bought. As the organization continued to lead the field and showed its proven results, I intensified my support.

I have watched carefully as the HCZ business plan took shape in the streets of a devastated neighborhood and I have seen Geoff—and now Anne—build a strong team that is brilliantly and effectively executing on their strategy.

I am always struck by the dedication of the staff, the engagement of the kids and the innovative approaches to solving such tough problems. The organization has had a remarkable track record and it is in better shape today—financially as well as programmatically—than it has ever been.

No investment has yielded a better return for me than the Harlem Children’s Zone. I know I speak for the entire Board of Trustees, as well as many of the organization’s generous supporters, when I say that it is a privilege to be part of HCZ’s growth—and its promise to transform how the nation tackles poverty. As you will see from this report, the best is yet to come.

The transformation of Harlem

Thanks to a powerful partnership of students, families, staff and some remarkably generous donors, we are re-establishing Harlem as a home of the American dream, a place where people can raise children with a real shot at growing up safe, getting a college degree and establishing themselves in a great career.

When I joined the organization in 1983, Harlem had become a symbol of the American nightmare of entrenched poverty. The neighborhood was in a downward spiral of failing schools, underemployment, crime, substance abuse and violence.

I knew from my own childhood in the South Bronx that when the prevailing winds are pushing hard towards failure only a very lucky few can survive. We were forced to dream big. Once we had that vision, we committed ourselves to the long, tough path to get there. We created a solid business plan and the no-excuses, data-driven culture needed to execute it.

Today our pipeline is sealed and we are breaking the cycle of generational poverty at an unprecedented scale. Empowered by the promise we make to our families, we will continue as long as it takes and do whatever it takes to get each of our kids through college and transform this historic community.
Anne Williams-Isom  
Chief Executive Officer

**Making the vision real**

Since becoming CEO in 2014, I am in awe every day of what we have at HCZ: our beautiful scholars, the heroic moms and dads, the whatever-it-takes staff, the selfless generosity of our Board and donors. I spend every day trying to make us better, leveraging the foundational values that brought us this far and will bring us into the future.

In all our decisions and planning and actions, we put children first. We make sure they have the resources they need—whether it is technology or a tutor—and we make sure each and every child is connected to adults they know have their best interests at heart.

We love our children and strive to be our best selves every day for them and to foster a culture of excellence and wellness around them. And we do this in the spirit of teamwork. We truly see ourselves as the “Army of Love” that Geoff envisioned in one of his poems many years ago.

Over the past two years we have deepened and begun to codify our work, making Geoff’s vision into a virtuous cycle, a durable institution and a model for the children in other vulnerable communities. It is an honor to be a part of this incredible team.

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**We are HCZ**  
(FY 2017)

- 13,447 children served
- 14,126 adults served
- 2,132 students at the Promise Academy® Charter Schools
- 938 students in college
- 700+ college graduates since 2011
- 9,000 children in the Healthy Harlem fitness and nutrition program
- 97 blocks in the Children’s Zone®
We are innovators

6,059 graduates of The Baby College® parenting workshop series
Confronted by the urgent crisis in Harlem in the 1990s, it was plain that business as usual was not going to work and new tactics were required.

From our beginnings in 1970, we thought out-of-the-box to tackle the ever-changing challenges confronting our children. Looking carefully at what children needed and working with our Community Advisory Board, we created innovative programs and, more important, reinvented the way services are delivered.

With ambitions that matched the size of the problems, we created a plan to work at an unprecedented scale and pioneered the reliance on data to continuously refine our efforts. Recognizing the need to be a lasting institution for generations of children, we created an endowment.

We cultivated a “whatever it takes” approach that gave us a wide-lens perspective: working with all the children, from public and charter schools; with families and residents; with local businesses, educators and non-profit partners; and hiring locally to leverage our economic and programming impact.

HCZ’s commitment to innovation is inspired by our dedication to our children: we continuously refine best-practices for ourselves and the field.

“The experiment has worked spectacularly.”

—Fortune Magazine

A few of HCZ’s innovative programs:

**Pipeline to Success**
An interconnected series of programs to support children at each stage of their development

**Beacon Centers**
Turned public school buildings into community centers in the 1990s

**The HCZ Project**
Holistic anti-poverty effort aimed at an entire neighborhood of 97 blocks

**The Baby College®**
A series of workshops that teach new parents how to ready their children for a great start in life

**Harlem Gems®**
An all-day pre-kindergarten program with a 5:1 child-to-adult ratio

**TRUCE**
An award-winning arts and media after-school program for high-schoolers

**Healthy Harlem**
A fitness and nutrition initiative operating at an unprecedented scale

**HCZ Asthma Initiative**
A partnership that teaches families to manage asthma
We are starting college preparation at birth

97% of our high-school seniors were accepted to college in FY 2017
**Having all of our children earn a college degree is our North Star, guiding all we do.**

The college-going mindset begins in pre-kindergarten, where classes are named for universities. Further down our pipeline, we have “spirit days” when staff and students wear college gear. In middle school, students tour college campuses. In high school, they go to summer programs on college campuses so they become accustomed to the rigors of college and meet people from various cultures.

**Continuous support**

We help our students—many of whom are the first in their families to go to college—with the application process. We give them SAT prep, coaching for application essays and guidance for picking the perfect school. We also help them navigate financial aid, apply for external scholarships and give out our own scholarships too. In FY 2017, our freshmen had $15.8 million in scholarship offers.

We maintain regular contact with our students from the moment they set foot on campus. We put them in touch with other HCZ students at the same school and visit them ourselves so they do not feel isolated. We also make sure they are participating in enriching activities and getting the resources they need.

We ensure they have the appropriate course load, are managing their time well and keeping up with their work. We also help them get internships, as well as offer workshops in resume writing, interviewing and public speaking. Students know we are always a call or a text message away.

With all these supports our students persist at higher rates than students nationwide, regardless of race. Almost 90 percent of our freshmen returned for a second year in FY 2016, while the national rate was 72.9 percent. Today, our College Success Office supports more than 900 students and readies them for their careers after graduation.

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**On track to graduate**

77.3 percent of our college students were on-track in FY 2016 to get a four-year degree within six years; the corresponding national average is 59.4 percent overall and 39.5 percent for blacks.
We are addressing the entire child

1.2M healthy meals served to children in FY 2017
While education is the surest way to break the cycle of generational poverty, mastering academics is just one facet of truly readying a child for the world.

At both of our Promise Academy K-12 charter schools, children start the day with a healthy breakfast then tackle their classes in math and English. Because they have a longer school day, there is time for social studies and music classes too. In the schools—and in all our afterschool programs—students can find their passion among a full complement of disciplines, from fashion design to chess, from coding to lacrosse.

**Teaching more than academics**

Woven through all our classroom and afterschool activities are efforts to develop children’s character and the soft skills they need for college. These life lessons come as ad hoc teachable moments from caring staff as well as in planned curricula such as “character trait of the month.”

Many of our youngest children are also vulnerable to toxic stress, which can impair their development and their long-term health, so we work to strengthen families from the beginning. Staff are also trained to recognize symptoms of students’ emotional or social difficulties so any anxiety or trauma can be properly addressed and kids get the supports they need.

Additionally, we take students outside the Children’s Zone® to cultivate an appreciation of the world beyond their neighborhood. We take children on trips to cultural institutions, as well as familiarize them with different settings, such as internships, college exposures and our “Mocktails” event where college students practice their networking skills with professionals.

The goal is to have well-rounded kids who have the resilience to overcome challenges, the tools for good study habits, and, ultimately, the aspiration to give back.

**Caring for children’s health**

We are deeply concerned with our children’s overall well-being. One example is our unprecedented Healthy Harlem program, which addresses the threat of obesity in our community. Having completed its fifth year, it ensures 9,000 children of all ages get exercise daily and a nutrition-education class weekly so they develop life-long healthy habits. Our results are showing positive trends for the children participating. The program also works with 4,000 adults to help them be active and make healthier food choices for themselves and their children.
We are ensuring children are progressing
With nearly 50 years of experience working with children and families, we are keenly aware that creating a great program is only the first step toward having a lasting impact.

We have a ten-person Evaluation Department that works with program staff to map out the goals of each program, then assess our progress and fine tune our efforts when necessary. Overall, HCZ has more than 600 goals that we track and for which we hold ourselves accountable.

**Continuous improvement**

We have set up processes to relentlessly refine our work. Several times a year senior managers and program staff gather in a forum we call HCZ Stat. There, student case studies are reviewed so we can learn from each other and work together to solve specific challenges, then see how those individual solutions can be applied proactively to improve our programs.

To make sure each of our 13,000 students have the resources they need, we have advocates for each student, starting in fifth grade, who work in partnership with HCZ colleagues, families, public-school teachers and stakeholders. We also have a database that allows us to keep track of each of our participants across programs and through the years.

We have built a track record of positive outcomes by channeling the commitment of our staff into carefully executed and monitored courses of action. This commitment to excellence has made the HCZ experiment an enduring success and a model for other communities.
We are creating a culture of success

97% of our 12th graders were accepted to college in FY 2017
From the beginning, our goal was to simultaneously change the odds for our children, families and community.

By tackling the challenges at scale, we wanted to create a critical mass of change so that success would become the norm and failure the exception.

**Changing the narrative**

We rallied the entire community—residents, businesses, institutions—around helping children. In turn we created service projects so children would be a part of the revitalization. We wanted to revitalize every aspect of living in Central Harlem with an eye toward making it a safe and nurturing place to raise young scholars.

Today we are at a tipping point, where children look around and see their peers all steaming their way toward college. We have replaced hopelessness with the expectation that children will get their degree and then go on to a great career.

Many of our front-line staff are from Harlem and are personally committed to making sure our mission takes hold for each of our kids. Our college students and graduates who have returned to the neighborhood are perfect role models so that our younger students can see the embodiment of their future.

For HCZ, education begins before a child enters kindergarten and extends beyond the classroom. It is also about creating a community that has the tools, resources and environment so that success is a natural outcome for its children.

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**Getting to the top**

Jabril took a long journey to the head of his class, particularly if you count all the trips to the dean’s office.

Starting at our Promise Academy as a rambunctious kindergartner, Jabril regularly needed help to calm his emotional outbursts. Working closely with his parents, staff nurtured him, channeled his energy and built trust. He was still a self-described “problem child” in middle school, but our faculty saw potential where others might have given up. They gave him opportunities to grow into a student leader. He was encouraged to enroll in our Bard Early College program, become a school ambassador and mentor younger classmates. Further inspired by exposures to college campuses and corporate workplaces, Jabril became a more-focused student.

By senior year, Jabril was the top-performing student in his class. He was accepted to Syracuse University and received a “full ride” from the university and HCZ’s Geoffrey Canada Scholarship.

In his valedictory speech, Jabril told his classmates they should “strive for greatness.” We are excited to watch as Jabril and the Class of 2017 take their place in the world.
We are strengthening families

$62.3M in tax refunds returned to families over the past 12 years through our free tax-preparation service
Starting with The Baby College parenting series, we build on the initial rush of love and optimism parents have for their new arrival. Through workshops and home visits, we coach them to optimize their baby’s capacity for learning. The regular gatherings help parents bond and form neighborhood support networks.

Through the years, we creatively engage parents to keep them involved with their children’s education, whether it is the friendly competition of the “Book-a-Night Club,” Healthy Harlem cooking classes or organizing bus trips for them to visit their children’s out-of-town college.

**Partnering with parents**

As students rise through grades, we make sure parents know how their children are progressing and how they can reinforce our efforts at home, including training them to be leaders through our Community Advisory Board or the Promise Academy’s Parents As Partners Association.

If a family faces a crisis, we are there to help them get to solid ground and stay whole. We offer therapy groups, counseling and we find outside services, if necessary.

We have teamed up with new businesses coming into Harlem, such as Whole Foods, to hire local residents. Over the past two years, our free tax-preparation program helped families get $9.1 million back in refunds.

As our community of families becomes stronger, our children become stronger, enabling them to become self-sufficient adults.

**Paying it forward**

Lesley Baez and her daughter Alana may not have a home, but they do have a community.

A single mom, Baez took The Baby College® workshop, where she learned about alternative ways of disciplining her daughter without hitting her.

Our all-day Head Start pre-K helped Alana develop her social and emotional skills so she could thrive in a classroom setting. Baez said she herself learned “to be your child’s first teacher.”

Through our early-childhood programs, they developed a social network of families in the neighborhood.

When Baez had to enter the shelter system, staff helped her be placed nearby so Alana could benefit from the consistency of staying with familiar teachers, classmates and friends.

Baez felt so grateful for what she had gotten from HCZ, she applied for a job as a family worker, which allowed her to help other new parents. It also put her on the road to affording a place of her own. While working, she also earned her bachelor’s and is working toward a master’s in early childhood studies.

“If it weren’t for HCZ,” she said, “I would have felt unprepared for motherhood and wouldn’t have found my career goal.”
We are the future

The Harlem Children’s Zone project was created as a response to the crisis that was happening in Harlem and other inner-city neighborhoods in the 1990s. While the solution was community-based, the hope that it could be a prototype for the nation has come to fruition.

We have grown and adapted along with the challenges facing our children. We have learned what it takes to get a child from an underserved community through college.

A model for the nation

No one is working at the scale we have reached. As word spread about our successes, hundreds of other communities have visited us to learn about the Children’s Zone.

Former President Barack Obama created the Promise Neighborhoods modeled on the Harlem Children’s Zone and 52 communities have received $322 million in federal matching funds. Through the non-profit Promise Neighborhoods Institute, we have provided guidance to many of the grantees and high-scoring grant applicants. The Promise Neighborhoods communities are scaling up to provide birth-through-college services to 200,000 children.

It is more important than ever for us to continue to evolve, and to apply what we have learned— for our own children as well as those from across the country.

U.S. communities have visited HCZ’s Practitioners Institute

We are highly rated

We have received 14 four-star annual ratings.

We have received GuideStar’s highest rating.
## Financial overview

### Ensuring a sustainable community

<table>
<thead>
<tr>
<th>Condensed Financial Information (a)</th>
<th>Audited</th>
<th>Unaudited</th>
</tr>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>July 1, 2015 to June 30, 2016</td>
<td>July 1, 2016 to June 30, 2017</td>
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<tr>
<td><strong>Harlem Children’s Zone</strong></td>
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<tr>
<td>Private Support (b)</td>
<td>$67,470,542</td>
<td>$98,805,779</td>
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<td>Government Grants</td>
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<td>Special Events, net of expenses</td>
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<td>Rental Income from Affiliates</td>
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<td>$1,772,813</td>
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<td>Gains on Investments, net</td>
<td>$(17,501,824)</td>
<td>$36,233,300</td>
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<td>Interest, Growth Fund, and Other Income</td>
<td>$5,937,420</td>
<td>$1,862,026</td>
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<td><strong>Total Revenues</strong></td>
<td>$77,559,875</td>
<td>$159,288,860</td>
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<td><strong>HCZ Promise Academy Charter School</strong></td>
<td>$22,288,397</td>
<td>$22,806,499</td>
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<tr>
<td><strong>HCZ Promise Academy II Charter School</strong></td>
<td>$20,225,320</td>
<td>$24,380,961</td>
</tr>
</tbody>
</table>

| **Operating Expenditures**         |         |           |
| Harlem Children’s Zone             |         |           |
| Program Services                   | $86,036,311 | $96,853,211 |
| Management and General             | $9,863,982 | $11,006,047 |
| Fundraising                        | $1,834,374 | $2,201,209 |
| **Total Operating Expenditures**   | $97,734,667 | $110,060,467 |
| **HCZ Promise Academy Charter School** | $24,211,769 | $24,053,125 |
| **HCZ Promise Academy II Charter School** | $22,615,365 | $24,216,600 |

| **Capital Expenditures**           |         |           |
| Capital Expenditures               | $2,143,035 | $3,105,521 |

(a) Excluded from the above data are in-kind contributions from HCZ to the Promise Academy Schools.
(b) Includes multi-year commitments as required under U.S. accounting regulations.
## DONORS TO HCZ 2016–2017

Donor levels are based on cumulative giving during fiscal years 2016 and 2017, from July 1, 2015 to June 30, 2017.

### $1,000,000 AND ABOVE
- Ballmer Group
- Bloomberg Philanthropies
- Edna McConnell Clark Foundation
- Dalio Foundation
- Deerbrook Charitable Trust
- Joe and Diana DiMenna
- Fiona and Stanley Druckenmiller
- Goldman Sachs Gives
- The JPB Foundation
- Mark and Anla Cheng Kingdon Foundation
- Elaine and Ken Langone
- Danielle and Eric Mandelblatt
- Melissa and Keith Meister
- Oak Foundation
- Betsy and Sam Reeves
- Robertson Foundation
- Robin Hood Foundation
- Samberg Family Foundation
- Lori and Zachary Schreiber
- Soros Fund Charitable Foundation
- Mara and Jeffrey Talpins
- Tiger Foundation
- Lisa and Richard Witten
- Anonymous (3)

### $250,000–$499,999
- Donna and Bill Acquavella
- The Ainslie Foundation
- Annenberg Foundation
- Castle Hook Partners LP
- Coateue Management
- Stephanie and Chase Coleman
- Columbus Hill Capital Management, L.P.
- Sue and Sean Cullinan
- Famsa Foundation
- Amanda and Glenn Fuhrman
- Charles Hayden Foundation
- Louis-Dreyfus Family Office LLC
- The William Louis-Dreyfus Foundation
- Charles Stewart Mott Foundation
- Robert M. Rayner
- David Rogers
- Pablo Salame
- Lollo and Joshua Samuelson
- The Starr Foundation
- Starr International Foundation
- Alexander Gowen and Irene Tse
- Anonymous

### $50,000–$99,999
- Barclays
- BNP Paribas
- William V. Campbell
- Tali and Sender Cohen
- Lee and Toby Cooperman
- Credit Suisse
- Sara and Robert W. D’Alelio
- Deutsche Bank
- Hollie and Jack Franke
- Victoria and Justin Gmelich
- John and Amy Griffin Foundation
- Katie and Joe Haleski
- Edward D. Herlihy
- Hunt Lane Capital LP
- Indus Capital Partners, LLC
- Munib and Kamila Islam
- Jericho Capital
- Nikki and Craig Johnson
- George Kaiser Family Foundation
- Seth A. Klarman
- Eric T. Lee and Cindy Chua
- Gregory and Kendall Ley
- The Margaret and Daniel Loeb—Third Point Foundation
- Annesley and David MacFarlane
- Maltese Capital Management LLC
- Morgan Stanley
J.P. Morgan
Alan Howard
Jeffrey and Lindsey Goldfaden
Gary Gladstein and Jeffrey Gladstein
The Bud Frankel Family Foundation
Colleen Foster and Chris Canavan
The Educational Projects Foundation
Susan and Jimmy Dunne / Sandler
Nikki and Mike Denvir
Daedalus Foundation, Inc.
Nora Creedon and Matthew Lentz
E. Gerald Corrigan
Columbia University
Peter J. Cobos
Lisa and Dick Cashin
Pamela and Peter Scherl
Gavin Simms and Sarah Gray
Sinagel Family Foundation
Soroban Capital Partners LP
Soros Fund Management, LLC
Sternlicht Family Foundation
Beth and Joseph J. Struzziery
Ram and Preethi Sundaram
Anonymous (2)

$25,000–$49,999
Gregory Agran
Bob Ascher / ADM Investor Services
J.W. Bagley Foundation
Bank of America Merrill Lynch
Ed and Anna Bastian
Bohemian Foundation
Brahman Capital Corp. / Eagle Capital
Yvonne and Geoffrey Canada
Annie E. Casey Foundation
Lisa and Dick Cashin
Peter J. Cobos
Columbia University
E. Gerald Corrigan
Nora Creedon and Matthew Lentz
Daedalus Foundation, Inc.
Nikki and Mike Denvir
The Duke Endowment
Susan and Jimmy Dunne / Sandler O'Neill & Partners LP
The Educational Projects Foundation
Colleen Foster and Chris Canavan
The Bud Frankel Family Foundation
Gary Gladstein and Jeffrey Gladstein
Goldentree Asset Management
Jeffrey and Lindsey Goldfaden
Himan Brown Charitable Trust
Alan Howard
J.P. Morgan
Julie and Paul Kerwin
Michael and Betsy Mackey
McCabe Family Fund
Katie and Brian McCormick
Karen and Barry Mills
Elizabeth and Kayhan Mirza
The Moore Charitable Foundation
Nth Degree Scholarship Fund
Patricia and Todd O'Donald
The O'Shea Family Foundation
Paulson Family Foundation
Joan Ganz Cooney and Peter G. Peterson
Pohly Family Foundation
Alexandra and Alex Robertson
James E. Rohr
Sachem Head Capital Management
The Sage Foundation
Samlyn Capital, LLC
Charles and Lynn Schusterman Family Foundation
Jonathan and Ilissa Siegel
The Paul E. Singer Foundation
Quint and Andrea Slattery—Symmetry Peak Management
Tishman Construction, an AECOM Company
Wachtell, Lipton, Rosen & Katz
Mark Wahlberg Youth Foundation
Alan and Hope Winters
Meryl and Chuck Witmer
Workday Foundation
Ernie Wu and Magali Rivera / ERC, Inc.
Anonymous (3)

$10,000–$24,999
360i
Boies Schiller Flexner LLP
The Brenner Family Foundation
Broadfin Capital
Mariana and Christian Broda
Brokaw Family Foundation
Mary L. Bundy
Frank P. Cammisa, Jr., MD
Christine and Jeremy Chase
Liz and Charles Chasin
John Ciardullo, P.C. Architecture
Costco Wholesale
Samuel D. Cozen Memorial Fund
Peter Dartley
Peggy and Millard Drexler
Neal S. Elatrache
Evercore ISI
Katherine Farley and Jerry Speyer
Feidler Family Foundation
Mark Gallogly and Lise Strickler
Michelle Gaulding
Arlene and Charles Gibson
Kelsey Gloor
The Per & Astrid Heidenreich Family Foundation
The Ann and Weston Hicks Charitable Fund
IBM Employee Services Center
Amol K. Jain
The Henry J. Kaiser Family Foundation
Ann F. Kaplan
Karen and Kevin Kennedy
Beeneet Kothari and Dr. Sewit Teckie
Larry Kramer Family Fund
John Lamonica
Jonathan and Jeanne Lavine
Debra L. Lee / BET Networks
The Lipton Foundation
The Lobster Place
Lone Pine Capital LLC
Patricia and James MacAllen
Mackenzie Family Fund
Macy's and Bloomingdale's
Mahood Foundation
Abby and Eli Manning
The McBride Family
James and Marsha McCormick
Jamie and Jason Medved
Meehan Foundation
Iva and Scott Mills
Cynthia G. & Joseph H. Mitchell
Modern Bank
Ellen and Justin Mondshine
The Morrison & Foerster Foundation
The Claire and Theodore Morse Foundation
Carol-Ann and Alan J. Olson
Overbrook Family Advised Fund of The New York Community Trust
Patterson, Belknap, Webb & Tyler
Penny Family Fund—Katarina & Michael Penny
People's United Community Foundation
The Edward and Dorothy Perkins Foundation

The Harlem Children's Zone would like to thank the partners and associates at Shearman & Sterling for over 20 years of pro bono legal services. For more information on ways to support HCZ and our pipeline of programs, please visit our website, www.hcz.org.
We are proud of our kids

100% of Harlem Gems® pre-K students assessed as school ready

97% of HCZ high-school seniors accepted to college

90% of our high-school students participated in at least one community-service project

$15.8M in scholarships earned by HCZ high-school seniors

77.3% of HCZ students on-track to get a four-year degree in six years

419 trophies won by our Power Zone karate team in 2016-17

700+ HCZ students have graduated college since 2011

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