



**Inwood Academy for Leadership
Charter School**

2011-12 Annual Report

School Information and Cover Page
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School Name: Inwood Academy for Leadership Charter School

School Leader: Christina Reyes

School email address: info@inwoodacademy.org

Primary address: 93 Nagle Avenue, New York, NY 10040

School website: www.inwoodacademy.org

School Leader email: christina.reyes@inwoodacademy.org

Telephone: (212) 942-1450 **Fax:** (212) 942-2740

BEDS #: 310600860966

District/CSD of Location: 6

Charter authorizer: NYC Department of Education

Chair, Board of Trustees: Rahsaan Graham

Date school first opened for instruction: Aug. 23rd, 2010

2011-12 Enrollment: 220

2011-12 Grades Served: 5th and 6th

Our signatures below attest that all of the information contained herein is truthful and accurate.

Christina Reyes 

Print Name, Head of Charter School

July 30th, 2012
Signature and Date

Rahsaan Graham 

Print Name, President, Board of Trustees

July 30th, 2012
Signature and Date

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** Latest NYS Report Card (<https://reportcards.nysed.gov/files/2010-11/AOR-2011-310600860966.pdf>)

Checklist of Requirements

- ☐ I. School Information and Cover Page
- ☐ II. Table of Contents and page numbers
- ☐ III. New York State School Report Card
- ☐ IV. Key Focus Area Requests
 - 1. School Annual Report (Operational Summary)
 - 2. Progress Toward Goal Achievement
 - 3. Instructional Time
 - 4. Financial Information
 - 5. Charter Revisions
 - 6. Board of Trustees
- ☐ Required Forms: Appendices
 - A. Progress Towards Charter Goals
 - B. Instructional Time Table (Board of Regents-authorized schools only)
 - C. Total Expenditures and Administrative Expenditures Per Child
 - D. Unaudited Financial Statements (Board of Regents-authorized schools only)
 - E. FY 2012-13 Budget
 - F. Disclosure of Financial Interest Form
 - G. Board of Trustees Membership Table (Board of Regents-authorized schools only)
 - H. Enrollment & Retention Targets

Annual Report (Key Focus Areas)

Looking back on our second year of operation, we believe that Inwood Academy for Leadership (IAL) has proven itself to be a high-quality independent charter school. Based on our Authorizer's (NYCDOE) annual review(s) and the fact that IAL was recognized as a "Rising Star Middle School" at the Blackboard Excellence in Education Awards (May 2012), our view is apparently shared by the broader community.

Visitors to our school have an opportunity to witness the successes our students have been able to achieve. Examples include:

1. Students reading on an individual and group basis in every classroom, every day
2. Rigorous learning experiences in cooperative learning groups
3. Teachers utilizing their deep subject-area expertise to engage students
4. Instructional technology fully integrated into school-wide pedagogy

IAL is focused on effectively serving the many subgroups within our student population, including SPED and ELL students, but also high-level performers in need of academic enrichment. We utilize many forms of differentiation: team-teaching models, intentional student groupings, leveled classwork, school-wide reading levels, push-in/pull-out instruction, specialist tutoring and "hands-on" enrichment activities in addition to the extensive use of formative assessment (data analysis) to inform instruction.

All students (general education, special education and English language learners) are assessed by NWEA assessments 3 times per year, in-house developed interim assessments four times per year (based on NYS exams) and at the end of each curriculum unit. We have an Academic Intervention Team tasked with tracking/providing support to all students using the Response to Intervention model. Student data is reviewed by all teachers weekly and instructional strategies planned accordingly.

As detailed in our Progress Toward Charter Goals report (PTCG in Appendix A) our students have made significant gains over the past 1-2 years. On this year's NYS exams, (on average) our students outperformed the district (CSD6) by 9.1% in Math and 6.3% in ELA. Admittedly, IAL's second year students (our 6th graders) accounted for much of this outperformance (+18.6% in Math, and +13.1% in ELA, compared to the district). Experience has shown that we have a lot of ground to make-up with our incoming 5th graders, as in general, they perform significantly below grade level upon admission.

Comparing last year's scores with this year's (2011-12) results, several positive trends emerge:

- ✓ 6th grade proficiency rose from 55% to 69% and 26% to 45% (in Math & ELA, respectively)
- ✓ 5th grade proficiency rose from 32% to 37% and 43% to 54% (in Math & ELA, respectively)
- ✓ ELL students' (34% of our population) proficiency rose from 26% to 35% and 10% to 16%
- ✓ SPED students (23% of our population) significantly outperformed their district peers (+11.6%)

In addition to the progress we've made toward our academic goals, IAL remains a fiscally-sound, sustainable organization. We continue to meet or exceed key standards of fiscal accountability. We comply fully with all city, state & federal regulations and received an unqualified audit opinion in our 2010-11 annual report. Our auditors' findings indicate a positive financial control environment.

IAL's organizational structure continues to evolve in-line with ongoing growth in enrollment, however academic and operational leadership has remained fairly stable over the past two years. As we continue

to identify, develop and strengthen our leadership team, IAL is in excellent shape to meet next year's (Year 3) challenges –with 45 staff working with 330 students in three grades (5-7) across two locations.

IAL's Board of Directors underwent some significant shifts in 2011-12, with three directors stepping down and three new directors beginning their terms. These additions to the Board bring expertise in new areas plus a new energy. Two of the directors who resigned were founding board members.

Operations: All NYC, NYS & federal reporting requirements have been satisfied to-date. Our 2010-11 year-end (NYCDOE) review helped us identify opportunities for continued procedural improvements. By reconfiguring the school's physical layout and making some staff changes/reassignments last summer, we made significant improvements in our day-to-day operations, leading to better customer service, faster turnaround of compliance reporting requirements & improved purchasing process/controls.

We are also in compliance with our charter (and related laws/regulations), including recent changes to NYS education law. We have identified some specific sections of our charter that need to be updated based on the new law and other minor changes made within the school. These will be submitted to the DOE within three months.

We continue to maintain a positive, supportive network of strategic partnerships - including ERE for audit, ADP for payroll processing, PenServe for retirement benefits (403b) and Austin & Co for insurance. Our membership in the Network of Independent Charter Schools (NICS) continued to pay benefits for us this year and we consider the Center for Educational Innovation - Public Education Association (CEI-PEA) to be a strong partner. *Currently, our collaboration is focused on three areas:*

- ✓ Teacher/school leadership evaluation & performance pay (RTTT, APPR)
- ✓ Common Core alignment & implementation (RTTT)
- ✓ Student performance data analysis (APPR, TERC, Sungard's Performance Plus)

Student recruitment for 2012-13 was another success – our community outreach & lottery procedures were much improved. We carried-out a larger Vanguard mailing, with door-to-door follow-up from one of our community partners. Approximately 385 applications were received for our 110 available 5th grade seats, with the NYC Charter Center's Common Application accounting for 130 of that total. 100 applications were received for 10 available 6th grade seats.

Other operational highlights include:

- ✓ Significant reductions in student absenteeism/tardiness, thanks to
 - Re-invigorated morning meetings
 - Changes in our school economy
 - Use of auto-dialer system to make wake-up calls for "frequent tardies"
- ✓ School-wide performance bonus plan revised to include more collaborative goal-setting process
- ✓ NYC Charter Center visit in January improved our "visibility" (contributed photos for Taproot)
- ✓ \$50k Taproot marketing project grant (first serious branding effort)
- ✓ Received BlackBoard Award for "Rising Star Middle School"

We are currently revising all handbooks (staff, parent/student) to ensure policies are aligned with actual practices and compliant with all applicable laws. We recently revised our policies around the code of conduct as we were faced with an expulsion of a student. The board ultimately reversed the expulsion based on a defect in due process, so we are making sure that this does not occur again. Another area

we have focused significant effort on is “incident reporting” in order to ensure that all school-based student injuries/incidents are dealt with correctly & documented effectively.

Finance: Our financial position remains strong. Additional (non-PPE, non-recurring) revenue this year totaled \$391k, including balance of CSP Grant (\$329,000), State Stimulus Fund (SSF) grant for SpEd Instructional Technology project (\$50,000) and RTTT Teacher/School Leader Evaluation grant (\$12,000).

As we continue to be a “guest” in a DOE facility, operating expenses remain low. The combination of higher revenues and restrained costs in our first two years has allowed us to set aside significant cash reserves for our inevitable future investment in the construction of a permanent facility. We are projecting a total reserve fund of \$425k to carry over into next fiscal year (2012-13).

In terms of investment priorities for this past year, we remain committed to our vision of low operational overheads and classroom resource maximization. Approximately 74% of all expenditures went for program-related services. Our emphasis on *funding the “instructional interface” is being achieved through a combination of:*

- ✓ Competitive, but variable, compensation structure (performance pay)
- ✓ Cost controls on health care benefits (changed insurance providers, contribution caps)
- ✓ Improved purchasing efficiencies (reducing # of suppliers, lower unit costs)

Last year’s labor costs were somewhat higher than forecast, as we enrolled much larger numbers of SPED students than initially anticipated & we needed to hire additional staff to service them. \$60k was invested in our new American Reading Company (ARC) curriculum, as part of our revamped ELA curriculum. Investments in our afterschool enrichment program totaled \$40k and our continued focus on technology to support instruction accounted for \$290k (19% of non-labor expense). A substantial portion of that expenditure (78%) will be offset by external funding (SSF, CSP, RTTT & E-rate).

Based on the results of our 2010-11 financial audit, we improved internal controls – specifically around segregation of duties in the areas of payroll processing, expense reimbursements, purchase procedures & access to/use of the school debit card. To make day-to-day operations more transparent to our Board, we converted our accounting system from a PC-based version of Quickbooks to QuickBooks Online. This allowed the Board Treasurer direct access to all accounting information.

Technology: Our commitment to, and investment in, a robust/comprehensive instructional technology infrastructure remains strong. Due to space constraints, we had to dismantle the TechLab established in Year 1 and convert the entire school to a wireless environment. We relocated all the TechLab desktops to individual classrooms and purchased 120 (refurbished) Dell laptops for student use. Last year, we had a total of 145 student laptops on six laptop carts (plus the 30 classroom desktops) available for 220 students. Not “1-to-1”, but sufficient capacity for any teacher to use PCs with their students at any time.

As a result of this jump in the number of concurrent wireless users, we had to invest in our WLAN infrastructure to allow for faster, more stable connectivity. Once the WLAN upgrade was complete, we *began a phased roll-out of several instructional technology tools, specifically:*

- ✓ Mimio interactive whiteboards
- ✓ Interactive student response systems (“clickers”) from Turning Technologies
- ✓ Online curriculum (Digits, BrainPop, Discovery streaming, Study Island, BrainWare Safari)
- ✓ Netop MyVision classroom management SW (monitor/control student PC use)

In parallel to the deployment of these classroom tools, we significantly boosted our student performance analysis capabilities this year. In partnership with CEI-PEA, we implemented Sungard's Performance Plus data mining application. To-date, we've populated our data warehouse with all NYS exam results (beginning in Grade 4), all NWEA assessments (three times per year) and all internal interim assessments delivered over the past two years.

By definition, this project represents a multi-year effort – with the ultimate goal of combining online curriculum, formative assessment data collected via clickers & other gradebook data to produce near real-time feedback for teachers on the level of student understanding. We feel IAL can “lead the pack” in using data to drive instruction. This year we took some big steps toward achieving that objective.

Facilities: As we doubled enrollment this past year, our existing facilities required a significant redesign. All available rooms were required for instructional space, so we needed to be creative in capturing some hallway space for administration use & converting a storage room to the dean's office. We now have only a single meeting room, which doubles as staff lounge/cafeteria. Two general classrooms were converted to a smaller (12:1:1) SPED configuration. We'll have to continue being “creative” to make up for the lack of storage space, staff meeting rooms & student “pull-out” space, but we're grateful to the NYCDOE for the incubation space.

We expanded our partnership with the YW-YMHA of Inwood & Washington Heights to include additional gym time & space for the afterschool program. We also concluded an agreement to rent space at Rocky Mount Baptist Church (nearby) for tutoring & staff meeting space.

Most importantly, we successfully concluded negotiations with the Archdiocese of Manhattan to lease approximately 20,000 ft² of space at Good Shepherd School for three years (07/2012 – 06/2015) to allow us to continue to grow by one grade per year (as defined in our charter goals).

English Language Learners: Last year 52% of our ELLs showed improvement on their NYSESLAT scores from the previous testing year (24% of which have exited the program altogether). Thanks to our focus on having students read independently at their correct reading level, approximately 75% of 6th grade ELLs are currently reading at a 5th or 6th grade level (up from 19% at the beginning of the year). All ELLs have increased by 2 reading levels since the beginning of the year.

Having specialists work collaboratively with classroom teachers in both ELA and Social Studies has increased the overall amount of time ELLs receive support, and makes small group pull-out much more effective because it is pre-teaching or reinforcing important and current curriculum topics. The success of our reading/writing focus highlights the need for a school-wide literacy initiative, especially in Science. Our collaborative teaching model has inspired teachers to work more closely, with 100% of our 5th & 6th grade classes moving to the CTT model.

Special Education: In terms of academic results for SPED students, the past year (2011-12) was very successful, with strong growth in both reading and math. SPED students are fully involved in the school day at IAL - to the extent that SPED students can function in general education classrooms (with push-in, or pull-out, support) they are placed in that setting. In the classroom, it's difficult to distinguish the special education student from the general education student, as both are being supported according to their progress on multiple measures.

Differentiation occurs in the classroom before, during and after instruction. Before instruction, students are grouped differently (homogeneous, heterogeneous- depending on direct instruction or cooperative learning) for different tasks. Special education students are placed in higher groups when appropriate. Modifications for testing and assignment are made according to students' IEPs, but mutually agreed by the SPED and general education teachers. This encourages rigor, while providing the necessary support.

Appendix A: Progress Toward Charter Goals

2011-12 Progress Toward Attainment of Academic Charter Goals			
Academic goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2011 – 2012 progress toward achievement of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Each year, 75% of 7-8 graders (enrolled at IAL on BEDS day for at least two consecutive years) will proficient on both NYS Math & ELA Exams.	NYS Exam Scores	NA IAL does not yet have 7 th or 8 th graders. This coming year (2012-13) will be our first 7 th grade class.	NA
Each year a minimum of 75% of 8 th graders will receive a 3 or 4 on the NYS Science examination.	NYS Exam Scores	NA IAL does not yet have 7 th or 8 th graders. This coming year (2012-13) will be our first 7 th grade class.	NA
Each year a minimum of 75% of 5 th and 8 th graders will receive a 3 or 4 on the NYS Social Studies examination.	NYS Exam Scores	NA The NYS Social Studies exam is no longer given in either the 5 th or 8 th grade, therefore, this goal is not measurable.	NA
90% of 9 th grade students will pass both the Living Environment and Algebra NYS Regents examinations with at least a 65.	NYS Regents exams	NA IAL does not yet have 9 th grade students. Our first G9 class will take the Regents in 2014-15.	NA
a) For years 2-5, each cohort will reduce by one-half (50%) the gap between those scoring proficient (Level 3 or 4) on the previous year's exams and our target of 75% proficiency rate. b) If number of students scoring proficient in a cohort exceeds 75% percent on previous year's exam, IAL will demonstrate continued	NYS Exams	Achieved in Math. 69% of our 6 th graders scored proficient this year, for an overall gain of 14% vs. 2010-11. As 55% of IAL students scored proficient last year, our target rate for this goal was 65%. (50% of the gap between 75% and 55%). Slightly underachieved in ELA. 45% of our 6 th	NA Continuing our efforts to improve student

Appendix A: Progress Toward Charter Goals

<p>growth (above 75%) in the current year.</p> <p><i>Note: calculated by subtracting the % of students scoring a 3 or 4 enrolled at the school on BEDS day of year 1 from the percentage of (continuously enrolled for two consecutive years) students scoring proficient in year 2.</i></p>		<p>graders scored a 3 or 4 this year for a 19% gain over 2010-11.</p> <p>This result was slightly less than our target of 51% proficiency for 2011-12 (26% of our students last year scored proficient last year, so 51% would represent half the gap between 75% and 26%).</p>	<p>achievement, IAL will implement "READ 180" in 2012-13. A program specifically designed for students whose reading is below proficiency, the goal of READ 180 is to address gaps in students' skills through the use of a computer program, literature, and direct instruction in reading skills. The software component of the program aims to track and adapt to each student's progress. In addition to the computer program, the READ 180 program includes workbooks designed to address reading comprehension skills, paperback books for independent reading, and audiobooks with corresponding CDs for modeled reading.</p>
Each cohort of students will reduce by one-half the gap between percent passing on Regents exams.	NYS Regents Exams	<p>NA</p> <p><i>IAL does not yet have high school students. Our first G9 class will take the Regents in 2014-15.</i></p>	NA
Each year, the % of students performing at or above Level 3 on the State <i>Math</i> exam in each grade will place IAL in the top quartile of similar schools.	NYS Exams/CSD6 Data	CSD6 quartile data not yet available, but IAL did outperform the district's average proficiency rate by 9%. (IAL = 61%, CSD6 = 52%)	We feel that our overall annual growth of 10% this year for 5 th & 6 th grades combined (from 51% to 61% proficiency) is significant. While outperforming CSD6 is a positive, we will continue improving students' proficiency.

Appendix A: Progress Toward Charter Goals

Each year, the % of students performing at or above Level 3 on the State <i>ELA</i> exam in each grade will place IAL in the top quartile of similar schools.	NYS Exams/CSD6 Data	CSD6 quartile data not yet available, but IAL did outperform the district's average proficiency rate by 6%. (IAL = 41%, CSD6 = 35%)	We feel that our overall annual growth of 11% this year for 5 th & 6 th grades combined (from 30% to 41% proficiency) is significant. While outperforming CSD6 is a positive, in 2012-13, we are expanding our efforts to address our most struggling readers.
Each year, the % of high school students passing the English Regents exam with a score of 65 or above (by the end of their fourth year) will exceed that of the same year cohort from a group of similar schools	NYS Regents Exams	NA <i>IAL does not yet have 9th grade students. Our first G9 class will take the Regents in 2014-15.</i>	NA
Each year, the % of high school students passing the Math Regents exam with a score of 65 or above (by the end of their fourth year) will exceed that of the same year cohort from a group of similar schools	NYS Regents Exams	NA <i>IAL does not yet have 9th grade students. Our first G9 class will take the Regents in 2014-15.</i>	NA
Each year IAL will meet or exceed requirements & annual goals of the federal No Child Left Behind Act of 2001, and will be in good standing concerning Adequate Yearly Progress.	NCLB	Achieved. IAL is in good standing and has met all requirements relating to NCLB & Adequate Yearly Progress targets.	NA
Each year, 75% of 5-9 th graders will perform at or above grade level on the curricular unit assessments.	Student Information System	Underachieved. Our students average proficiency rate was 40.2% on the interim assessments.	Our instructional team will continue to work on aligning assessments with instruction (and Common Core)

Appendix A: Progress Toward Charter Goals

2011-12 Progress Toward Attainment of Organizational Charter Goals			
Each year, IAL will maintain an average daily attendance rate of (at least) 95 percent.	Student Information System	Achieved. This year's average daily student attendance was 95%.	NA
Each year, 95 percent of enrolled students (any time during the year) will return the following year.	ATS	Achieved. Over the past two years, our average retention rate was 95%.	NA
Each year, IAL will comply with all applicable laws, rules and regulations.	Site visits made by our authorizer (NYCDOE) & the use of external legal counsel & financial auditors.	Achieved. IAL is compliant with all relevant state and federal laws.	NA
Each year, 80% of parents (participation rate of 60%) will express satisfaction with IAL, based on the School's Parent Survey	NYCDOE School Survey	Achieved. On 2011-12 School Survey, 88% of our parents responded. On average, IAL scored 9.0 out of 10.	NA
Each year, 80% of students (participation rate of 95%) will express satisfaction with IAL, based on the School's Student Survey	NYCDOE School Survey	Slightly Underachieved. While 98% of students responded to the School Survey, IAL averaged 7.5 out of 10.	The survey component where we received the lowest ranking (6.5) was "Communication". We will review w/teachers and implement changes
Each year, 90% of teachers (participation rate of 95%) will express satisfaction with IAL, based on the School's Staff Survey.	NYCDOE School Survey	Underachieved. 100% of teachers completed the survey, with IAL receiving an average score of 8.0 out of 10.	A more extensive "School Climate" survey recently administered (results pending) to determine specific areas for improvement
100% of new Board members will complete Board training outlined in Board By-laws.	Board minutes and agendas	Achieved. Each new board member has participated in at least one training relating to governance.	NA
Each year, student enrollment will be within 5% of full enrollment.	ATS	Achieved. IAL uses a lottery to fill available seats. This year, approximately 385 applications were received for 110 available seats.	NA

Appendix A: Progress Toward Charter Goals

2011-12 Progress Toward Attainment of Financial Charter Goals			
IALCS will enroll at least 95% of its target enrollment every year.	ATS	Achieved. IAL had a consistent enrollment of 220 students over the 2011 – 12 year.	NA
For every year of operation, IAL will undergo independent financial audit that will result in an unqualified opinion and no major findings.	Audit conducted by ERE	Achieved. IAL's 2010-11 audit sited no major findings. This year's audit is in process, but no major findings have been reported to-date.	NA
Every year IAL will operate on a balanced budget and maintain a stable cash flow.	Financial Reports/Audit	Achieved. IAL's 2010-11 audit showed a reserve of approximately \$200k. While not complete, this year's financial reports are expected to show a further addition to cash reserves.	NA

Appendix A: Progress Toward Charter Goals

2011-12 Progress Toward Attainment of Charter-Specific Goals			
Each year, 95% students in grades 5-9 will complete at least two community service projects. This will be monitored and recorded by the Director of School Culture.	Director of School Culture Records	Achieved. All students participate in "Hike the Heights" event (06/01/12) in conjunction with Community Research Group 2nd event was either: 6 th grade – Love Kitchen 5 th grade – individual class service projects	
Each year, suspensions rates will be below 4%. (average NYCDOE rate).	Student Information System	Achieved. Rate = 0.2%	
Each year, IAL will host 3 events in conjunction with a community-based partner.	Event Information	Achieved. Events held included: 1) Aug. 27 th , 2011 Backpack Giveaway held in conjunction with World Vision 2) June 1st, 2012 Hike the Heights in conjunction with Community Research Group 3) Year-long Community Supported Agriculture in conjunction with the YM-YWHA of Inwood & WaHi	
Our Advisory Board will have at least three individuals who will represent three different community partners.	Advisory Board Roster	Not achieved.	Advisory Board has not been activated.

Appendix B: Instructional Timetable
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NA (required only of Board of Regents-authorized charter schools)

Appendix C: Total Expenditures and Administrative Expenditures Per Child

Functional Expense Breakdown (year-end June 30th, 2012)			
<u>Teaching and Learning</u>		<u>Facilities (GENERAL)</u>	
6300 Professional Development	6,230.00	7301 Leased Equipment	6,369.78
6301 Prof Development - SD	86,345.26	7302 Equip/ purchases (non capitalized)	2,083.29
6302 Prof Development - TD	8,253.49	7303 Furniture purchases (non capitalized)	9,570.12
6108 Educational Software	3,000.00	7304 Equip. Repairs & Maintenance	1,176.90
6111 Classroom Supplies & Materials	13,861.08	8001 Gymnasium Rental (YMHA)	16,000.00
6112 Art Supplies & Materials	6,614.57	8003 Repairs and Maintenance	14,447.93
6110 SPED Supplies & Materials	3,215.87	8005 Storage	5,665
6107 Student Testing & Assessment	39,020.89	Total:	55,313.02
6206 Field Trips & Events - Field Trips	31,939.31		
6202 Student Uniforms	7,056.00	<u>Benefits</u>	
6053 Dues, Memberships and Subscriptions	326.00	5311 Health and Vision	182,446.90
6203 Parent Outreach & Education Programs	15,421.04	5312 Dental	6,654.62
6103 Curriculum and References	61,531.24	5314 Disability	753.61
6061 Core academic curriculum (all students)	2,148.53	5315 Transit Check	130.95
6101 Textbooks & Workbooks	62,902.68	5403 403 (B) Match	48,103.92
6102 Classroom Libraries	11,506.24	Total:	238,090.00
6113 Music Supplies & Materials	5,198.54	M & G (35%)	83,331.50
6114 Physical Movement/Recess Supplies	6,299.17	T & L (65%)	154,758.50
6303 Tuition Reimbursements	10,260.00		
6204 Student Transportation	1,003.00	<u>Salaries - Management & General</u>	
Total:	382,132.91	5001 - Instructional Leadership	320,330.80
		5003 Finance & Operations	275,490.51
		Total:	595,821.31
<u>Fundraising</u>			
8201 Fundraising Expenses Events	10,460.97	<u>Salaries - T&L</u>	
8203 Fundraising Consultant/Grant Writing	725.00	5101 Teachers Classroom	492,696.40
Total:	11,185.97	5102 Teachers Specialty	370,326.70
		5103 Academic Support	149,002.13
<u>Board Expense</u>		5104 Teachers Other Subjects	221,810.96
7101 Board Meeting	3,235.17	Total:	1,233,836.19
7102 Board Development	4,064.12		
7103 Board Travel	156.24		
Total:	7,455.53	<u>5402-403B Employee Contributions</u>	
			48,103.92
		Total:	48,103.92
<u>Operations (General)</u>		M & G (35%)	16,836.37
6001 Accounting & Audit Fees	7,361.25	T & L (65%)	31,267.55
6002 Legal - Paid	1,825.00		
6004 Payroll Service Fees	7,895.69		
6030 (not teaching and learning): Staff Travel	109.00	<u>Staff Performance Bonus</u>	
7000 Administrative Expenses	2,115.99		90,082
7001 Office Expense/ Supplies	22,138.15	Total:	90,082
7002 Printing & Copying	4,181.25		
7003 Postage & Shipping	4,018.75	<u>Depreciation</u>	
7006 Admin. Expenses:Dues & Memberships	11,958.11	8101 Depreciation Expense	42,213
7203 Marketing/Advertisement	9,284.81	Total:	42,213.00
Total:	70,888.00		
<u>Operations (PROGRAM)</u>		<u>Taxes</u>	
6207 Student Services:School Food Program	8,046.18	5308 FUTA	3,304.32
6210 Nursing Supplies	92.37	5309 NYS SUI	7,138.09
7004 Meeting Expenses/Staff Appreciation	19,048.85	5310 NY Metro Tax	3,380.59
7005 Staff Travel	21,258.26	5306 FICA	123,277.75
7201 Staff Recruiting	11,626.67	5313 Workers Comp	11,826.62
7202 Student Recruiting	18,825.77	Total:	148,927.37
6010 Fingerprinting & Background Svc	1,599.50	M&G (35%)	52,124.58
Total:	80,497.60	T&L (65%)	96,802.79
<u>Contractors (General)</u>		<u>Enrichment Programs</u>	
6006 Academic Consultants	10,303.85	5105 After School Staff	176,336.73
6009 Other Consultants	38,049.00	6200 Student Services	3,565.45
6016 Transpanish	699.00	6205 Student Services - Other	2,025.36
Total:	49,051.85	6201 After School Program Supplies	13525.86
		6209 Student Incentive Programs	3233.62
<u>Contractors (PROGRAM)</u>		5106 Summer Academy	12,923.85
6007 Special Ed Consultants	6,518.99	Total:	211,610.87
5203 SPED Counseling	31,157.50		
5204 Substitute Teacher	3,195.00	<u>Financial Expenses</u>	
Total:	40,871.49	7501 Ins. - General Liability	20,577.04
		7502 Insurance - Umbrella	7,568.96
<u>Consultants</u>		7503 Insurance - D&O	7,983.03
6000 Professional Services/Contracted Expenses	5,000.00	7504 Insurance - Life	2,683.88
Total:	5,000.00	7506 Insurance - Other	6,603.87
		6005 Financial Consulting Services	11,437.30
<u>Technology (PROGRAM)</u>		8301 Bank Service Charges	908.03
7401 Telephone andFax	3,591.26	8800 Miscellaneous	13,326.91
7402 Internet Connectivity Expense	4,011.61	Total:	71,089.02
7403 Technology Supplies	9,672.33		
7404 Technology - Software (non-capitalized)	13,496.20		
7405 Technology Services	18,705.00		
Total:	30,771.40		

2011-12 total Student Enrollment :	220
2011-12 Total Expenditures :	3,370,984.08
2011-12 Total Expenditure per Pupil :	15,322.65
2011-12 Administrative Expenditure :	1,433,220.99
2011-12 Administrative Expenditure per Pupil :	6,514.64

Appendix D: Unaudited Financial Statements

NA (required only of Board of Regents-authorized charter schools)

Appendix E: FY2012-13 Budget

	Yr3	
REVENUES	2012-13	
Per pupil income	\$4,331,481	75%
Special Ed reimbursement students (20% - 60%)	\$166,240	3%
Special Ed reimbursement students (more than 60%)	\$723,862	12%
Federal Charter School Program Grant (CSP)	\$0	0%
NYSTL (textbooks, SW & library)	\$25,450	0%
Title I, II, III & IDEA funds	\$130,719	2%
Private fundraising (program support)	\$75,000	1%
Enrichment Program(s) tuition revenue	\$0	0%
Other source 1 (Walton Family Foundation)	\$0	0%
Other source 2 (other grants)	\$125,000	2%
Other source 3 (E- rate)	\$0	0%
Other source 4 - (prior year reserve)	\$216,335	4%
TOTAL REVENUE	\$5,794,086	100%
EXPENSES	2012-13	
Instructional leadership	\$374,060	7%
HR, Finance, Operations & Technology	\$453,807	8%
Core classroom teachers	\$859,000	15%
Specialty teachers (inc SpEd, ELL & counseling)	\$1,035,000	18%
Subcontracted staff	\$133,700	2%
Salaries expense	\$2,855,567	50%
Benefits	\$674,243	12%
Taxes and government benefits	\$272,050	5%
Performance bonus pool	\$136,093	2%
Total personnel expense	\$3,937,953	69%
Teaching and learning	\$255,000	4%
Enrichment program	\$200,000	4%
Operations	\$468,619	8%
Facilities	\$806,500	14%
Financial	\$43,921	1%
Total Non-Personnel Expense	\$1,774,041	31%
TOTAL EXPENSES	\$5,711,994	100%
Budget Surplus/Deficit	\$82,092	
<i>Cash Reserve (annual set-aside for facilities)</i>	\$0	
<i>Cumulative Reserve (total savings)</i>	\$332,856	
<i>Capital Campaign Funding</i>	\$0	
<i>Leasehold Improvement Costs</i>	\$0	
Operating Surplus/Deficit	\$82,092	

Appendix F: Disclosure of Financial Interest Form
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19 total pages attached.

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Christina Reyes
2. Charter School Name Inwood Academy for Leadership
3. Charter Authorizer Entity SUNY
4. Home Address* _____
5. Business Address* 93 A Nagle Ave, N.Y., N.Y., 10040
6. Daytime Phone* (212) 942-1450
7. E-Mail Address* christina.reyes@inwoodacademy.org
8. List all positions held on board (e.g., chair, treasurer, parent representative)
member

9. Is the trustee an employee of the school? ☒ Yes ☐ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

School leader. 12/15/2009. \$103,000

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ☐ Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<i>Please write "None" if applicable. Do not leave this space blank.</i>			
N	0	N	E

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				
N	0	N	E	

Signature



Date

7/31/2012

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Eileen Bannon
2. Charter School Name In word Academy for Leadership
3. Charter Authorizer Entity NYC Department of Education
4. Home Address* 24 East 22nd St Apt 6, NY NY 10010
5. Business Address* Holland + Knight LLP, 31 W 52nd St, NY NY 10019
6. Daytime Phone* 212 513 3406
7. E-Mail Address* bannonakeen3@gmail.com
8. List all positions held on board (e.g., chair, treasurer, parent representative)
Secretary

9. Is the trustee an employee of the school? Yes ☒ No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? Yes ☒ No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

- 11.** Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<i>Please write "None" if applicable. Do not leave this space blank.</i>			
None			

- 12.** Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				
None				

Eileen Banner
Signature

7/31/2012
Date

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Elyssa Siminerio
2. Charter School Name Inwood Academy for Leadership Charter School
3. Charter Authorizer Entity NYC DOE
4. Home Address* 151 East 85th Street, 18A, NY, NY 10028
5. Business Address* NA
6. Daytime Phone* 917-318-8626
7. E-Mail Address* elyssasiminerio@gmail.com
8. List all positions held on board (e.g., chair, treasurer, parent representative)
NA

9. Is the trustee an employee of the school? Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

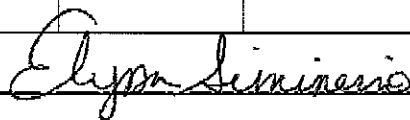
11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
Please write "None" if applicable. Do not leave this space blank. NONE			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank. NONE				

Signature



Date

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. **Trustee Name (print)** Jonathan Zucker_____
2. **Charter School Name** Inwood Academy of Leadership_____
3. **Charter Authorizer Entity** _____
4. **Home Address*** 392 Central Park West, New York, NY 10025_____
5. **Business Address*** 1221 Avenue of the Americas, 33rd Floor_____
6. **Daytime Phone*** 212-664-2416_____
7. **E-Mail Address*** jszucker@gmail.com_____
8. List all positions held on board (e.g., chair, treasurer, parent representative)

Treasurer_____

9. Is the trustee an employee of the school? ___Yes ☒ No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ___Yes ☒ No

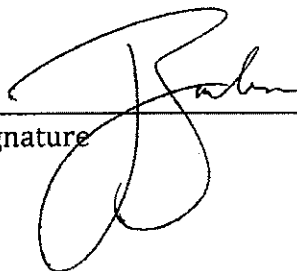
If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
	None	N/A	N/A

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
	None	None	None	

Signature 

7 - 25 - 12
Date



**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. **Trustee Name (print)** Jim Siegel_____
2. **Charter School Name** Inwood Academy for Leadership Charter School_____
3. **Charter Authorizer Entity** NYC DOE_____
4. **Home Address*** 1725 York Ave 4B NY, NY 10128_____
5. **Business Address*** HealthCare Chaplaincy 315 East 62nd St NY, NY 10065_____
6. **Daytime Phone*** 212-644-1111 x141_____
7. **E-Mail Address*** jsiegel@healthcarechaplaincy.org_____
8. List all positions held on board (e.g., chair, treasurer, parent representative)

9. Is the trustee an employee of the school? ___Yes ___X___No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ___Yes ___X___No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
		<i>NONE</i>	

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
			<i>NONE</i>	

Jim Sieger

July 26, 2012

Signature

Date



**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Matthew Mahoney
2. Charter School Name Inwood Academy for Leadership
3. Charter Authorizer Entity Department of Education NYC
4. Home Address* 620 Fort Washington Ave, Apt 1C, NY, NY 10040
5. Business Address* 21 Wadsworth Ave, NY, NY 10033
6. Daytime Phone* 917 843 9719
7. E-Mail Address* Matt@OperationExodus.org
8. List all positions held on board (e.g., chair, treasurer, parent representative)
Vice-chair

9. Is the trustee an employee of the school? Yes ☒ No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? Yes ☒ No

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
Please write "None" if applicable. Do not leave this space blank.			
— NONE —			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank.				
— NONE —				

Signature

Date

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Lourdes Vasquez
2. Charter School Name Inwood Academy for Leadership Charter School
3. Charter Authorizer Entity
4. Home Address* 119 Ellwood Street #4D NYC NY 10040
5. Business Address* 622 West 168th Street PH Suite 1540 NYC NY 10032
6. Daytime Phone* 212 342 3956
7. E-Mail Address* lv2160@columbia.edu
8. List all positions held on board (e.g., chair, treasurer, parent representative)

Parent Representative

9. Is the trustee an employee of the school? Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
NONE			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
NONE				

Signature Roudero Vasquez Date 7/30/12

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Young Mi Park
2. Charter School Name Inwood Academy for Leadership Charter School
3. Charter Authorizer Entity SUNY
4. Home Address* 51 Jefferson Place, Tuckahoe, NY 10707
5. Business Address* same
6. Daytime Phone* (914) 793-7061
7. E-Mail Address* parkym@hotmail.com
8. List all positions held on board (e.g., chair, treasurer, parent representative)

9. Is the trustee an employee of the school? ☐ Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ☐ Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Signature

Date

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2011-2012**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) Rahsaan Graham
2. Charter School Name Inwood Academy for Leadership
3. Charter Authorizer Entity SUNY
4. Home Address* 700 Columbus Ave. Apt 17K NY NY 10029
5. Business Address* 919 2nd Ave, 2nd Floor NY NY 10017
6. Daytime Phone* 212-736-2997
7. E-Mail Address* rgraham@worldvision.org
8. List all positions held on board (e.g., chair, treasurer, parent representative)
Chairman

9. Is the trustee an employee of the school? ☐ Yes ☒ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ☐ Yes ☒ No

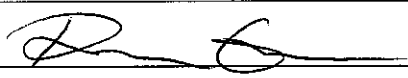
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
Please write "None" if applicable. Do not leave this space blank.			
None			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank.				
None				

Signature 

Date 7/31/2012

Appendix G: Board of Trustees Membership Table

NA (required only of Board of Regents-authorized charter schools)

Appendix H: Enrollment & Retention Targets

Our school leadership team is comprised of individuals who have lived and worked in the local community for many years. Because our school community is comprised primarily of “at-risk” students from low-income families, our program was designed (from the start) to address the needs of students with a broad range of educational needs and learning styles. We understand the unique needs of our student population and provide an individualized, differentiated approach to instruction.

IAL was actually the first charter school in NYS to incorporate a preference for admitting English Language Learners (ELL). While our enrollment is decided by open lottery, our charter specifies that 50% of available seats must be set aside for ELL students. Given our current student demographics (free or reduced lunch = 84%; ELL = 34% and SPED = 23%), we do not anticipate the proposed targets to necessitate major changes in our existing enrollment process, as our numbers place us at, or above, district (CSD6) averages.