



# **Profiles of For-Profit Education Management Organizations 2004-2005**

**Seventh-Annual Report**

**by**

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**April 2005**

**EPSL** |

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EPSL-0504-101-CERU

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# **Profiles of For-Profit Education Management Organizations 2004-2005**

## **Introduction**

In 2004-2005 the education management industry continued its decade-long expansion. More students were enrolled in schools managed by Education Management Organizations (EMOs) in 2004-2005 than at any time since the Commercialism in Education Research Unit (CERU) and the Education Policy Research Unit (EPRU) began tracking the industry in 1998-1999.<sup>1</sup> The term EMO, originally coined by Wall Street analysts to describe the for-profit companies involved in the management and administration of public schools, is intended to reflect similarities between such companies and Health Maintenance Organizations (HMOs).<sup>2</sup> For the purposes of this report, a company is considered an EMO if it is for-profit, manages a school that receives public funds, and operates under the same admissions rules as regular public schools.

This year's *Profiles of For-Profit Education Management Organizations* is the largest to date, listing 59 companies that manage 535 schools, enrolling approximately 239,766 students in 24 states and the District of Columbia. In the past year, eight firms have been added to the *Profiles*, raising the total from 51 in 2003-2004 to 59 in 2004-2005. The 2004-2005 *Profiles* report is the seventh-annual report on for-profit education management companies. Table 1 indicates the growth in the number of such companies profiled from 1998-1999 through 2004-2005.

**Table 1: Number of Companies, Schools, and States Profiled by Year**

<b>School Year</b>	<b>Number of Companies Profiled</b>	<b>Number of Schools Managed by Profiled Companies</b>	<b>Number of Students Enrolled by Profiled Companies</b>	<b>Number of States in Which Profiled Companies Operate</b>
1998-99	13	135	N/A	15
1999-2000	20	230	N/A	21
2000-01	21	285	N/A	22
2001-02	36	368	142,709	25*
2002-03	54	406	189,199	26*
2003-04	51	463	200,403	29*
2004-05	59	535	239,766	25*

\*This number includes the District of Columbia.

EMOs manage district schools under a contract with local school districts and charter schools. It is charter school legislation, however, more than any other factor, that is fueling the growth of the for-profit education industry. Although charter schools are public schools operated with public funds, they are generally established by organizations independent of a school district and are given greater freedom in their day-to-day operations in return for achieving certain specified outcomes. Charter holders may include groups of parents, teachers, or both; academic institutions; and non-profit or other organizations. It is common for charter holders to

hire EMOs to manage charter schools on their behalf. Less often, EMOs may hold charters directly.<sup>3</sup> Charter schools account for a large and growing majority of EMO contracts. Of the EMO-managed schools covered in the *Profiles of For-Profit Education Management Companies 2004-2005*, 86 percent are charter schools, up from 81 percent in 2003-2004 and 74 percent in 2002-2003. In contrast, only three profiled companies manage district schools and the number of district schools under management has remained relatively stable (between 68 to 97 schools since 2000-2001). In 2004-2005, the number of district schools under management is 77.

EMOs are expanding not only by enrolling more students, they are also venturing into new education-related areas such as tutoring. In 2004-2005, Edison Schools, for example, reports that it has contracts to *serve* 250,000 students. This number includes students enrolled in schools that use Edison programs and products as well as students enrolled in Edison-managed charter and district public schools.<sup>4</sup> Of the quarter million students Edison reports serving in 2004-2005, 66,482 are actually enrolled in the 98 schools Edison manages,<sup>5</sup> a decrease of 3,959 from the approximately 70,441 students enrolled in the 2003-2004 school year. It should be noted that although Edison managed 109 schools in 2003-2004, enrollment data was available for only 98.<sup>6</sup> For 2004-2005, Edison manages a total of 98 schools and complete enrollment data are available.

The for-profit education management industry, as a whole, continues to consolidate. Eighty-one percent of all EMO managed schools are now run by firms with 10 or more schools under management (large EMOs).

## Factors Shaping the Industry

The 2002 reauthorization of the Elementary and Secondary Education Act, popularly known as “No Child Left Behind,” includes a number of provisions that encourage the growth of for-profit education enterprises. Schools labeled as failing are eligible for federal support to purchase tutoring services, curriculum materials, or hire consultants. These services are potentially very lucrative. *The New York Times* reports, for example, that “the federally financed tutoring industry has doubled in size each of the last two years” and it is projected to become a \$2 billion-a-year enterprise.<sup>7</sup> Schools that fail to meet their achievement goals for four consecutive years may be reorganized under new management or as independent charter schools. Thus, with hundreds of millions of dollars available to manage charter schools and lucrative government contracts to provide support services, it is no surprise that more EMOs open each year.

So-called “virtual schools” represent another source of growth in the EMO industry. Virtual schools, sometimes known as “online charter” or “virtual charter” schools, offer an Internet-based curriculum outside of the conventional brick-and-mortar setting of traditional public and charter schools, and they frequently cater to children who were previously home-schooled. Where legislation has enabled such schools, state education dollars pay for children who enroll in them. Roughly 2,400 such schools currently serve 40,000 to 50,000 students.<sup>8</sup> Virtual schools appear poised to generate substantially larger profits than conventional for-profit charter schools because they receive the same amount of per-student funding as their traditional public school counterparts despite not having

to support a physical structure.<sup>9</sup> The tax dollars spent to provide services to home-schoolers represent a potentially significant liability for the states in which virtual schools are permitted to operate.

Proponents argue that EMOs provide competition and therefore improve services by harnessing the profit-seeking motive of the marketplace.<sup>10</sup> Competition in the pursuit of profits, they maintain, forces companies to reduce administrative inefficiencies, hire more effective teachers, and as a result, produce gains in student achievement.<sup>11</sup> Critics, however, contend that EMOs offer little or nothing that is not already available to public schools and that the incentive to turn a profit may lead EMOs to act in ways that are not in the best interests of students or the community.<sup>12</sup> Moreover, they point out that the record shows that charter schools (most EMO-run schools are charters) have rarely been held accountable for achieving promised academic results.<sup>13</sup> Additionally, there appears to be a recurring pattern of questionable relationships between politicians, policy makers and for-profit companies.

### ***Profitability***

Although profits are central to the justification for EMOs, the profitability of almost all of the firms in the industry remains unknown. Fifty-seven of the 59 EMOs profiled and all 16 of the largest EMOs are privately held and, therefore, are not required to provide to the public detailed financial information. Thus, policy makers and others have no way of independently establishing whether such companies are profitable or have the resources to support their proposed activities. Other basic information, such as how

much of an EMO's revenue is spent on education compared with other costs such as marketing and advertising, executive salaries, or returns to shareholders, is similarly unknown.

The lack of available information raises important questions. For example, K12 Inc. manages California Virtual Academies (CVA), “a network of virtual public charter schools, founded in the summer of 2002.”<sup>14</sup> Its website describes CVA as “a program of K12 Virtual Academy.” The state of California pays CVA \$4,700 for each student enrolled. Of that, \$600 per child is paid to K12 as a management fee, and another \$1,800 per child is paid to K12 for curriculum.<sup>15</sup> That leaves \$2,300 per student that apparently stays with CVA. It is not clear where that money goes or how it is used. On the other side of the country in Springfield, MA, Sabis Educational Systems, the for-profit company managing Sabis International Charter School in Springfield, is being criticized for collecting the \$2.86 million surplus maintained by the school over the past three years. During the same period, the school district laid off 329 teachers.<sup>16</sup>

### *Accountability*

Advocates of private management of district and charter schools have argued that the power to cancel contracts for non-performance allows districts to hold private management firms accountable. Certainly, districts have sometimes exercised that power. Complaints about the performance of EMO-managed schools have led to decisions not to renew contracts with EMOs,<sup>17</sup> and on

occasion to cancel contracts in mid-term.<sup>18</sup> Such decisions are relatively rare, however, and most often take place after the fact. Moreover, while an EMO might stand to lose *future* profits when it loses a contract for failure to perform, the action does not deprive it of profits it gained while failing to perform.

A school's profitability is no predictor of its academic success. The Lincoln Center Charter School in York, PA, managed by Edison Schools, receives more than \$4 million a year from the district to teach 690 students. The school, however, fell nine percent below the York School District's worst performing school in the Pennsylvania System of School Assessment (PSSA) test, and yet managed to make \$813,000 in profit in 2002-2003. That money went to Edison for managing the school, and under the current agreement, Edison is not required to share the profit generated with the school.<sup>19</sup>

Many of the schools managed by Edison continue to fall short in NCLB's measures of academic achievement. In the Chester Upland School District, where nine schools have been run by Edison since 2001, PSSA scores are falling. Although Edison manages the district's top performing school—Showalter Middle School—the percentage of students scoring below “basic” on the PSSA reading exam rose from 3.2 percent in 2002-2003 to 16 percent in 2003-2004. At Edison-managed Chester High School, 85 percent of 11<sup>th</sup> graders scored below basic in math, and 68 percent scored below basic in reading.<sup>20</sup> Not surprisingly, by November of 2004, school board sentiment had shifted decidedly against Edison, with a majority of school board members calling for the company's removal.<sup>21</sup>

A record of failure does not necessarily mean an end to contract opportunities. Despite Edison's record of failure in Florida, state officials could give the company a second chance. Miami-Dade and Broward Counties have several schools that are vulnerable to takeover in the 2005-2006 school year. Even after Edison's contract to run Henry E.S. Reeves Elementary was terminated by the Miami-Dade School Board in February 2005 – because after eight years of running the school the company had not outperformed traditional public schools<sup>22</sup> – the board considers Edison one of four viable candidates to manage the county's latest group of "failing" schools. The *Miami Herald* reported that the controversy stretches beyond the School Board's decision to reconsider Edison. The state of Florida public-employees pension fund has purchased most of Edison's stock, "giving it a big stake in the company's success," prompting one public official to ask, "If they do poorly, are we going to fire them at the jeopardy of our stock?"<sup>23</sup>

While, in general, the number of EMOs is on the rise, relationships between particular EMOs and schools change relatively often. In 2004-2005, previously reported contracts between EMOs and at least 22 schools ended. Whether the EMOs or the schools initiated the separation is unknown. Moreover, the status of these schools is uncertain. Some schools may have been closed, while others may remain open but no longer under contract with the EMO in question or any EMO at all. Often, news reports are the best source of information about the reasons for cancelled contracts and the impact of these decisions. For example, *The Philadelphia Inquirer* reports that Renaissance Advantage Charter School in West Philadelphia, originally managed by Mosaica, lost its charter after the school failed to meet its academic or attendance goals, to file annual reports in a timely fashion, to provide documentation showing 75 percent of its teachers were certified, and to maintain stable staffing.<sup>24</sup>

### *Questionable Relationships*

California Charter Academy (CCA), California's largest chain of publicly financed charter schools, closed 60 schools while facing bankruptcy in the fall of 2004.<sup>25</sup> The closures left 10,000 students without a school to attend and without provisions for students to secure their immunization and academic records.<sup>26</sup> The CCA organization was managed by the for-profit Educational Administrative Services Corp.; both organizations were the subject of an Associated Press investigation. The news service's report "detailed the school's questionable enrollment records, its practice of having small school districts oversee dozens of remote campuses, and its use of the private management firm to avoid disclosing school executives' salaries and other expenses."<sup>27</sup> C. Steven Cox was the chief executive officer of both CCA and Educational Administrative Services Corp, and his dual role is currently under investigation by state officials.<sup>28</sup>

Under No Child Left Behind, when a school is labeled as "failing" for four consecutive years, it is subject to one of the following measures: replacement of all or most staff including the principal, state takeover of the school, hiring an outside entity to manage the school, or becoming a charter school.<sup>29</sup> Thus, "failing" schools are a large potential market for EMOs. In this context, the fact that political figures have been among the investors in EMOs creates the appearance of self-dealing and influence peddling, i.e., graft and corruption.

The relationship between former Secretary of Education William J. Bennett and K12, Inc. is illustrative. In Arkansas, The Virtual School, an online academy, is part of a pilot program launched by the Arkansas Department of Education in conjunction with K12 Inc., a private company headed by Bennett. The school not only received federal grant money in the amount of \$9.3 million for five years, but was recently exempted from a state law that ordinarily forbids public school officials from having a financial interest in the sale of textbooks or other instructional materials in the schools with which they have an official connection. The state Board of Education waived this rule for the virtual academy, making it the only Arkansas school with this type of exemption.<sup>30</sup> Sitting on the school's board of directors are former state senators John Brown, John Riggs, and Kevin Smith.<sup>31</sup>

Similarly close relationships between schools and contractors are found elsewhere. For example, Janet Aikele, who was head of the Idaho Virtual Academy, recently left her position to take a job with K12 Inc., the company that provides the school's curriculum.<sup>32</sup>

The links between Planagement and Eagle Academies of Texas demonstrate the often close relationships that exist between the non-profit schools and the for-profit companies that manage them. Eagle Academies is a non-profit charter school chain that shares an office with the for-profit management firm Planagement. An article in the *Austin American Statesman* revealed that the two companies are often hard to distinguish – the companies not only share an office, but a receptionist, conference room, and company vehicles – yet Eagle maintained that it employs Planagement to manage its finances so that school officials are able to concentrate on education.<sup>33</sup> The newspaper reports that Planagement is “managing more than the finances,” including recommending candidates for

Eagle's board. Students also learn a curriculum designed by one of Planagement's executives, who is a former Eagle administrator.<sup>34</sup> The same article found that Eagle spends nearly twice the state average on administration while spending half as much on instruction. This kind of financial management is in direct contrast to the claims of EMO supporters who argue EMOs can save money on administration that can be directed to classroom instruction.

Eagle is also affiliated with Pathway Publishers, a for-profit company that provides the software for all of Eagle's physical charters. As Eagle enters the virtual school business, doing away with the overhead involved in traditional brick and mortar, their profit margin increases.<sup>35</sup> Three states, Hawaii, Mississippi, and Tennessee, have now implemented laws banning schools from setting up contracts with for-profit companies.<sup>36</sup> It remains to be seen, however, whether or not these laws will be effective in stopping for-profits from utilizing non-profit organizations as channels for receiving public funds.

## **Enrollment Comparisons**

For the first time, the 2004-2005 *Profiles* report compares the enrollment of managed charter and district school to the size of the U.S. average charter and district school enrollment for schools serving the same grade levels. Schools located in rural areas and small towns were excluded from the calculations as most charter schools do not operate in these areas and their inclusion would have skewed the average size of district school enrollment downwards. RPP International reported in 2000 that the median size of charter

schools was substantially smaller than district schools (137 students vs. 475 students).<sup>37</sup> The RPP comparison suggests that students attending charter schools are more likely than students attending district-run schools to be in a small school setting and thus receive the educational benefits associated with small school size. Since charter schools receive from the state the same per-student funding as district schools, fewer students equals less money. This sets up a conflict between the potential profits to be made by enrolling large numbers of students and the educational desirability of small schools.

To describe the relationship between the for-profit education industry and charter and district schools, several comparisons to national data have been drawn. The methods used to derive the data and develop the comparisons are described in Appendix C. Virtual schools are excluded from this analysis because enrollment comparisons between virtual and bricks and mortar schools are not meaningful and because their inclusion would have skewed the average size of charter schools upwards.

It is clear that the for-profit education industry is overwhelmingly focused on running charter primary schools (Table 2). The 59 firms tracked in this report manage 21.7 percent of all (2,010) charter schools and 26.7 percent of all (965) charter primary schools (Table 2). Of the 505 schools run by these firms, 436 (86.3 percent) are charter schools, and of those charter schools, 257 (58.9 percent) are primary schools. It is also clear that the for-profit education industry is now dominated by firms with 10 or more schools under management (large EMOs).

**Table 2: U.S. Charter Schools by School Level**

	Primary	Middle	High	Other*	All School Levels
<b>Number of Charter Schools</b>	965	177	558	310	2,010
<b>Number of Charter Schools Managed by EMOs</b>	257	12	96	71	436
<b>Percentage of Charter Schools Managed by EMOs</b>	26.7%	6.8%	17.2%	22.9%	21.7%
<b>Number of Charter Schools Managed by Large EMOs</b>	214	8	67	47	336
<b>Percentage of Charter Schools Managed by Large EMOs</b>	22.2%	4.5%	12.0%	15.2%	16.7%

Note: Non-charter schools are not included in these data. Virtual charter and non-charter schools are not included in these data. Two charter schools, Valor Campus of Detroit (National Heritage Academies) and Charlotte Forten Academy (Leona Group), did not report grade levels and were not counted in these data.

\*The U.S. Department of Education defines “other” schools as schools that do not fall within the grade-level configurations of primary school, middle school, or high school. For definitions of school levels, see Appendix C.

The 59 EMO’s profiled account for 31.0 percent (175,350) of all students (565,648) enrolled in charter schools and fully 41.3 percent (114,591) of all charter primary school students (277,240) (Table 3). Moreover, 36.9 percent (102,165) of all students enrolled in charter primary schools attend schools run by the 14 large (non-virtual) EMOs (Table 3).

**Table 3: U.S. Charter School Enrollment by School Level**

	Primary	Middle	High	Other**	All School Levels
<b>Number of Students Enrolled in All Charter Schools</b>	277,240	43,768	119,999	124,641	565,648
<b>Number of Students Enrolled in Charter Schools Managed by EMOs</b>	114,591*	3,215	30,309	27,235	175,350*
<b>Percentage of Students Enrolled Charter Schools Managed by EMOs</b>	41.3%*	7.3%	25.3%	21.9%	31.0%*
<b>Number of Students Enrolled in Charter Schools Managed by Large EMOs</b>	102,165*	2,111	25,047	18,708	148,031*
<b>Percentage of Students Enrolled in Charter Schools Managed by Large EMOs</b>	36.9%*	4.8%	20.9%	15.0%	26.2%*

Note: Non-charter schools are not included in these data. Virtual charter and non-charter schools are not included in these data.

\* One school, Valor Campus of Detroit School of Industrial Arts (a charter primary school managed by National Heritage Academies), has unknown enrollment. Its enrollment is not counted in these data.

\*\*The U.S. Department of Education defines “other” schools as schools that do not fall within the grade-level configurations of primary school, middle school, or high school. For definitions of school levels, see Appendix C.

Of all the charter schools managed by large EMOs, 65.5 percent have enrollments above the average U.S. charter school enrollment. The majority of students attending charter schools run by 12 of the 14 large EMOs are in schools larger than the national average for comparable charter schools (Table 4). Students attending charter primary schools managed by 10 of the 14 large EMOs are likely to be enrolled in schools that are larger than the average U.S. charter primary school (Table 5).

**Table 4: Percentage of Large EMO Charter School Students Who Attend Schools with Enrollments Above the Average U.S. Charter School Enrollment**

Large EMOs	Percentage
Victory Schools	100
Edison Schools	98
National Heritage Academies	96*
Charter Schools USA	95
Imagine Schools	92
White Hat Management	86
Mosaica Schools	85
Charter Schools Administrative Services	83
The Leona Group	74
Helicon Associates	64
Richard Milburn HS, Inc.	61
Sequoia Charter Schools	55
Designs for Learning	28
The Planagement Group	0

Note: Non-charter schools are not included in these data. Virtual charter and non-charter schools are not included in these data.

\* One school, Valor Campus of Detroit School of Industrial Arts (a charter primary school managed by National Heritage Academies), has unknown enrollment. Its enrollment is missing from these data.

**Table 5: Percentage of Large EMO Charter Primary School Students Who Attend Schools with Enrollments Above the Average U.S. Charter School**

Large EMOs	Percentage
Victory Schools	100
Edison Schools	98
National Heritage Academies	96*
Imagine Schools	94
Charter Schools USA	93
Mosaica Schools	85
Charter School Administrative Services	72
Sequoia Charter Schools	70
White Hat Management	69
Helicon Associates	52
The Leona Group	47
Designs for Learning	0
The Planagement Group	0
Richard Milburn HS, Inc.	0

Note: Non-charter schools are not included in these data. Virtual charter and non-charter schools are not included in these data.

\* One school, Valor Campus of Detroit School of Industrial Arts (a charter primary school managed by National Heritage Academies), has unknown enrollment. Its enrollment is missing from these data.

Overall, 20.5 percent of large EMO-run charter schools have enrollments above the average U.S. district school enrollment.

The majority of students attending charter schools managed by Charter Schools USA, Edison Schools, and Imagine Schools are very

likely to be attending schools that are larger than the national average for district schools (Table 6). Students attending charter primary schools run by the same three EMOs are also likely to attend schools that are larger than comparable district schools (Table 7).

**Table 6: Percentage of Large EMO Charter School Students Who Attend Schools with Enrollments Above the Average U.S. District School Enrollment**

Large EMOs	Percentage
Edison Schools	74
Imagine Schools	63
Charter Schools USA	63
Helicon Associates	46
Charter Schools Administrative Services	45
Mosaica Schools	34
National Heritage Academies	15*
The Leona Group	13
White Hat Management	3
Victory Schools	0
Richard Milburn HS, Inc.	0
Sequoia Charter Schools	0
Designs for Learning	0
The Planagement Group	0

Note: Virtual charter and non-charter schools are not included in these data.

\*\* One school, Valor Campus of Detroit School of Industrial Arts (a charter primary school managed by National Heritage Academies), has unknown enrollment. Its enrollment is missing from these data.

**Table 7: Percentage of Large EMO Charter Primary School Students Who Attend Schools with Enrollments Above the Average U.S. District School Enrollment**

Large EMOs	Percentage
Edison Schools	76
Charter Schools USA	64
Imagine Schools	58
Mosaica Schools	34
National Heritage Academies	15*
Charter School Administrative Services	14
The Leona Group	0
Helicon Associates	0
Richard Milburn HS, Inc.	0
Sequoia Charter Schools	0
Designs for Learning	0
The Planagement Group	0
Victory Schools	0

Note: Virtual charter and non-charter schools are not included in these data.

\* One school, Valor Campus of Detroit School of Industrial Arts (a charter primary school managed by National Heritage Academies), has unknown enrollment. Its enrollment is missing from these data.

Two of the three large EMOs that manage district schools appear to be following the same pattern. The majority of students attending district schools managed by Edison and Victory Schools are likely to attend schools with higher enrollment than the average

U.S. district school enrollment (Table 8). Almost three-quarters of Edison's charter primary schools students are likely to attend schools with enrollments above the average district school enrollment (Table 9).

**Table 8: Percentage of Large EMO District School Students Who Attend District Schools with Enrollments Above the Average U.S. District School Enrollment**

Large EMOs	Percentage
Victory Schools	67
Edison Schools	58
Richard Milburn HS, Inc.	0

Note: Virtual charter and non-charter schools are not included in these data. The companies displayed here are the only companies profiled that manage district schools.

**Table 9: Percentage of Large EMO District Primary School Students Who Attend District Schools with Enrollments Above the Average U.S. District School Enrollment**

Large EMOs	Percentage
Edison Schools	71
Victory Schools	46

Note: Virtual charter and non-charter schools are not included in these data. The companies displayed here are the only companies profiled that manage district primary schools.

## **Large EMO Business Model**

The for-profit industry appears to be consolidating. It is now dominated by firms that run 10 or more schools. The business model pursued by these firms appears to be to focus on charter primary schools (Tables 2 and 3) and to enroll relatively large numbers of students (Table 6, 7, and 8). Since state funding formulas rarely distinguish between primary and secondary education, focusing on less-expensive-to-run primary schools provides the firms with a built in cost advantage over school districts that must support both primary and more expensive secondary programs. This advantage is amplified by creating academic environments with large enrollments.

Immediate profit is not likely to be the only reason for focusing on primary schools. As Nichols, Glass, and Berliner have pointed out, primary achievement outcomes are most readily influenced by standardized curriculum utilizing drill and practice oriented instruction.<sup>38</sup> Drill and practice oriented instruction tends to utilize less highly trained staff and is thus less expensive. It also may offer the chance to improve student test performance quickly over the short term. Characteristics that translate into cost savings and the chance for posting quick results that may attract future contracts.

From a business stand point, the for-profit industry's apparent strategy is commendable particularly in light of the charter and privatization friendly provisions of No Child Left Behind. It is, however, suspect as an educationally valid approach to public

education and appears to move charter school reform away from its original promise of small, community-based schools run by teachers and community members and offering diverse curricula.

## **Developments in the For-Profit Industry**

In 2004-2005, two developments merit particular attention.

In February of 2004 six of the country's largest education management organizations formed The National Council of Education Providers. The companies involved are Charter Schools USA, Edison Schools, Imagine Schools (formerly Chancellor Beacon Academies), Mosaica Education, National Heritage Academies, and White Hat Management. The council is funded by each of its six members at \$5,000 a month, for a total annual budget of \$360,000.<sup>39</sup> The professed goals of the council are to seek more public money for charter schools as well as more charter friendly legislation, and to counter negative criticism of for-profit management of charters.<sup>40</sup> Jeanne Allen, charter school advocate and founder and president of the non-profit Center for Education Reform (CER), also leads The Allen Company, a lobbying firm that represents the interests of the National Council of Education Providers. Allen plans to maintain her post with CER while lobbying for the council.<sup>41</sup> Allen's dual role of charter school advocate and EMO lobbyist symbolizes the degree to which the charter school movement has been taken over by large, for-profit firms.

In August of 2004, the Department of Education announced that the Schools and Staffing Survey, which provides information on charter schools (such as number of schools, teacher and principal qualifications, the number of low-income students attending those schools, and teacher to student ratios), will no longer provide such information on all charters across the nation. Rather, the survey will only cover a random sample of approximately 300 charter schools.<sup>42</sup> This change will make it difficult to gather information about the varied styles of charter schools and make comparisons between performance of charter and district schools.

## Using the Profiles

The companies profiled represent those that Commercialism in Research Unit and Education Policy Research Unit researchers could identify as for-profit management companies, and are likely to represent only the larger or higher-profile companies in operation. A substantial number of EMOs that operate a small number of schools may not be included in the *Profiles*. At this point there is no way to track such small providers systematically. Appendix A contains a list of companies profiled in previous reports but are not included in this year's edition.

Finally, it is important to note that while this report labels education management companies as “profitable” and “not profitable,” in the case of privately held companies, the designation is based on the companies’ self-reports. Unlike publicly traded

companies that are required by law to make earnings statements public, privately held companies have no such requirement. Fifty-seven of the 59 companies profiled are privately held.

## Notes & References

- <sup>1</sup> Prior to 2002, the *Profiles* report was compiled by CERU and EPRU's predecessor units, the Center for the Analysis of Commercialism in Education (CACE) and the Center for Education Research, Analysis, and Innovation (CERAI) located at the University of Wisconsin-Milwaukee.
- <sup>2</sup> Toch, T. (1996, January 8). Do firms run schools well? *U.S. News & World Report*, p. 46.
- <sup>3</sup> Molnar, A., Wilson, G., & Allen, A. (2004, February). *Profiles of for-profit education management companies 2003-2004*. Tempe, AZ: Commercialism in Education Research Unit, Education Policy Studies Laboratory, Arizona State University. Retrieved December 12, 2004, from: <http://www.asu.edu/educ/eps/CERU/Documents/EPsL-0402-101-CERU.pdf>
- <sup>4</sup> <http://www.edisonschools.com/news/news.cfm?ID=174>
- <sup>5</sup> On Edison's website, the company profile states that Edison manages 157 district and charter schools (<http://www.edisonschools.com/overview/ov0.html>). Its school list page (<http://www.edisonschools.com/schools/schools.asp>), however, only lists 111 schools. That list includes schools under Edison's "Alliance Partnership," which, according to its website, is a consulting initiative where "the district maintains management and operational control of schools" (<http://www.edisonschools.com/overview/alliance.html>). Therefore, the 13 schools under the Alliance Partnerships were removed from the *Profiles*, giving Edison 98 schools under management. The information in the *Profiles* was confirmed by Adam Tucker, vice president of communications for Edison Schools, on December 13, 2004.
- <sup>6</sup> Edison officials did not reply to three separate requests from CERU/EPRU researchers to verify the number of schools under management and the enrollment in each school for the 2003-2004 *Profiles*. The information was gathered from Edison's website and other sources. In Edison's "Seventh Annual Report of School Performance 2003-2004," the company claimed it managed 124 schools. See:
- RAND Corp. (2005, April 1). *Seventh-annual report of school performance 2003-2004*. New York: Edison Schools. Appendix A, p. i. Retrieved April 19, 2005, from: <http://www.edisonschools.com/seventhannualreportpart1.pdf>
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- <sup>8</sup> Fording, L. (2004, March 30). Education 21<sup>st</sup> century-style. *Newsweek Technology & Science*. Retrieved May 19, 2004, from: <http://msnbc.msn.com/id/4633126/site/newsweek/>
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- <sup>10</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. *Education Policy Analysis Archives*, 9(15). Retrieved December, 12, 2004, from: <http://epaa.asu.edu/epaa/v9n15.html>

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- <sup>12</sup> *Ibid.*
- <sup>13</sup> For analyses of charter school academic performance, see:  
Wells, A.S. (Ed.), (2002). *Where Charter Policy Fails*. New York: Teachers College Press, p. 12-13.  
Nelson, F.H., Rosenberg, B., & Van Meter, N. (2004, August). *Charter school achievement on the 2003 National Assessment of Educational Progress*. Washington, DC: American Teachers Federation. Retrieved April 12, 2005, from: <http://www.aft.org/pubs-reports/downloads/teachers/NAEPCharterSchoolReport.pdf>  
The nation's report card: America's charter schools—results from the NAEP 2003 pilot study (2004, December). *National Center for Education Statistics, U.S. Department of Education: Doc. # NCES 2005456*. Retrieved April 12, 2005, from: <http://nces.ed.gov/nationsreportcard/pdf/studies/2005456.pdf>
- <sup>14</sup> California Virtual Academies home page. Retrieved January 18, 2005, from: <http://www.caliva.org/>
- <sup>15</sup> Digitale, R. (2004, July 17). Bennett plugs on-line schools' virtues. *The Press Democrat*. Retrieved July 26, 2004, from: [http://www.pressdemocrat.com/local/news/17benett\\_b1b01\\_b1\\_empstreetb.html](http://www.pressdemocrat.com/local/news/17benett_b1b01_b1_empstreetb.html)
- <sup>16</sup> Arbulu, N. (2004, November 12). Sabi school surplus sparks fiscal dispute. *Masslive.com*. Retrieved December 8, 2004, from: <http://www.masslive.com.printer/printer.ssf?base/news-2/1100249388104480.xml>
- <sup>17</sup> Lord, E. (2002, July 24). Edison's future in Bibb unclear: System still considering ending contract early. *The Macon Telegram*.
- <sup>18</sup> Harrison, S. (2005, February 18). Private takeover step closer for F schools. *Miami Herald*. Retrieved February 18, 2005, from: <http://www.miami.com/mld/miamiherald/news/10929444.htm>
- <sup>19</sup> Kauffman, C. (2004, September 9). Lincoln scores tied to charter renewal: Board members say school still lags behind others in district on state tests. *The York Dispatch*. Retrieved September 15, 2004, from: <http://www.yorkdispatch.com/Stories/O,1413,138~2360742,00.html>
- <sup>20</sup> Cornfield, J. (2004, September 9). C-U '04 Report Card: Needs Improvement. *The Daily Times*. Retrieved September 15, 2004, from: [http://www.zwire.com/site/news.cfm?newsid=12885202&BRD=1675&PAG=461&dept\\_id=18171&rft=6](http://www.zwire.com/site/news.cfm?newsid=12885202&BRD=1675&PAG=461&dept_id=18171&rft=6)
- <sup>21</sup> Order needed in problematic school district (2004, Nov. 29) *Delaware County Daily Times*. Retrieved November 29, 2004, from: [http://www.zwire.com/site/news.cfm?BRD=1675&dept\\_id=18168&newsid=13453109&PAG=461&rft=9](http://www.zwire.com/site/news.cfm?BRD=1675&dept_id=18168&newsid=13453109&PAG=461&rft=9)
- <sup>22</sup> Harrison, S. (2005, February 18). Private takeover step closer for F schools. *Miami Herald*. Retrieved February 18, 2005, from: <http://www.miami.com/mld/miamiherald/news/10929444.htm>

- <sup>23</sup> Harrison, S. (2005, March 31). Failing schools takeover targets. *Miami Herald*. Retrieved March 31, 2005, from <http://www.miami.com/mld/miamiherald/11272205.htm>
- <sup>24</sup> Snyder, S. & Woodall, M. (2003, March 13). Panel denies two charters' renewal bids. *The Philadelphia Inquirer*. Retrieved February 21, 2005, from: <http://www.philly.com/mld/inquirer/living/education/5380008.htm?template=contentModules/printstory.jsp>
- <sup>25</sup> Dillon, S. (2004, September 17). Collapse of 60 charter schools leaves Californians scrambling. *The New York Times*. Retrieved September 20, 2004, from: <http://www.nytimes.com/2004/09/17/education/17charter.html?th>
- <sup>26</sup> *Ibid.*
- see also:
- Coleman, J. (2004, August 11). California Charter Academy closes remaining two schools. *SFGate*. Retrieved September 1, 2004, from: <http://www.sfgate.com/cgi-bin/article.cgi?file=/news/archive/2004/08/11/financial2015EDT>
- <sup>27</sup> Coleman, J. (2004, August 11). California Charter Academy closes remaining two schools. *SFGate*. Retrieved September 1, 2004, from: <http://www.sfgate.com/cgi-bin/article.cgi?file=/news/archive/2004/08/11/financial2015EDT>
- <sup>28</sup> *Ibid.*
- <sup>29</sup> U.S. Department of Education. (2004, July 24). Lead and manage my school: Policy letters signed by the Education Secretary or the Deputy Secretary. Washington DC: Author. Retrieved April 4, 2005 from <http://www.ed.gov/policy/elsec/guid/secletter/020724.html>
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- <sup>31</sup> *Ibid.*
- <sup>32</sup> Our View: Keep eye on relationship between schools, contractors. (2004, July 16). *The Idaho Statesman*. Retrieved July 26, 2004, from: <http://www.idahostatesman.com/apps/pbcs.dll/article?AID=/20040716/NEWS0501/40716311/1001/NEWS>
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- <sup>35</sup> May, R.P. (2004, January 16). Virtually unkillable: TEA to resurrect online charters. *Austin Chronicle*. Retrieved July 22, 2004, from: [http://www.austinchronicle.com/issues/dispatch/2004-01-16pols\\_feature3.html](http://www.austinchronicle.com/issues/dispatch/2004-01-16pols_feature3.html)

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- <sup>37</sup> RPP International (2000). *The state of charter schools: 2000*. Washington, DC: Office of Educational Research and Improvement, U.S. Department of Education, p. 20. Retrieved April 11, 2005, from: <http://www.ed.gov/pubs/charter4thyear/index.html>
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- <sup>39</sup> Archer, Jeff. (2004, February 4). Private Charter Managers Team Up. *Education Week*, 23(21), 1.
- <sup>40</sup> *Ibid.*
- <sup>41</sup> *Ibid.*
- <sup>42</sup> Schemo, D. J. (2004, August). U.S. cutting back on details in data about charter schools. *The New York Times*. Late Edition - Final, Section 1, Page 17, Column 1.

This chart is a summary of the more detailed individual company profiles which follow.

**Summary of For-Profit Education Management Companies managing 10 or more schools, listed in alphabetical order by company name.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
Charter School Administrative Services	Southfield, MI	15	15	7,295	FL, MI, MO, TX
Charter Schools USA	Fort Lauderdale, FL	18	18	11,205	FL, TX
Connections Academy	Baltimore, MD	10	3	1,081*	AZ, CA, CO, FL, OH, PA, WI
Designs for Learning, Inc.	St. Paul, MN	10	10	1,485	MN
Edison Schools	New York, NY	98	42	66,482	CA, CO, DC, DE, GA, IA, IL, IN, MA, MD, MI, MN, MO, NV, NY, OH, PA, WI
Helicon Associates	Flat Rock, MI	14	14	5,522	MI
Imagine Schools	Arlington, VA	33	33	18,194	AZ, DC, FL, GA, MA, MI, MO, NC, NY
K12, Inc.	McLean, VA	15	13	14,460	AZ, CA, CO, DC, FL, ID, OH, PA, WI
The Leona Group, LLC.	Phoenix, AZ	45	45	13,990 **	AZ, IN, MI, OH

**Summary of For-Profit Education Management Companies managing 10 or more schools, listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
Mosaica Schools	New York, NY	27	27	9,995	AZ, CO, DC, DE, IN, MI, NY, OH, PA
National Heritage Academies	Grand Rapids, MI	51	51	26,133***	IN, MI, NC, NY, OH
The Planagement Group	Lewisville, TX	18	18	2,301	TX
Richard Milburn High School, Inc.	Salem, MA	18	14	4,339	FL, IL, NC, TX, VA
Sequoia Charter Schools	Mesa, AZ	11	11	1,552	AZ
Victory Schools, Inc.	New York, NY	13	6	5,683	MD, NY, PA
White Hat Management	Akron, OH	38	38	18,318	AZ, CO, MI, OH, PA
<b>Totals: Companies managing 10 or more schools</b>	Total Companies: 16	434	358	214,205	AZ, CA, CO, DC, DE, FL, GA, IA, ID, IL, IN, MA, MD, MI, MN, MO, NC, NV, NY, OH, PA, TX, VA, WI

\*Connections Academy's student number of 1,081 includes students in 4 of 10 total schools.

\*\* The Leona Groups' student number of 13,990 includes students in 41 of 45 total schools.

\*\*\*National Heritage Academies' student number of 26,133 includes students in 50 out of 51 total schools.

This chart is a summary of the more detailed individual company profiles which follow.

**Summary of For-Profit Education Management Companies managing 4-9 schools,  
listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
Choice Schools Associates	Grand Rapids, MI	8	8	1,825	MI
Excel Education Centers, Inc.	Prescott, AZ	8	8	687	AZ
Ideabanc, Inc.	Tucson, AZ	4	4	1,384	AZ
Nobel Learning Communities	West Chester, PA	4	4	2,109	PA
Ombudsman Educational Service, Ltd.	Liberty, IL	5	5	448	AZ
Pinnacle Education, Inc.	Tempe, AZ	9	9	1,327	AZ

**Summary of For-Profit Education Management Companies managing 4-9 schools,  
listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
The Romine Group, Inc	Rochester, MI	4	4	1,095	MI
SABIS Educational Systems	Eden Prairie, MN	7	7	4,660	AZ, LA, MA, MI, MN, NY, OH
<b>Totals: Companies managing between 4 and 9 schools</b>	Total Companies: 8	49	49	13,535	AZ, LA, MA, MI, MN, NY, OH, PA

This chart is a summary of the more detailed individual company profiles which follow.

**Summary of For-Profit Education Management Companies managing fewer than 4 schools, listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
Accelerated Learning Center	Phoenix, AZ	1	1	220	AZ
Accelerated Learning Laboratory	Tucson, AZ	1	1	320	AZ
Allen-Cochran Enterprises	Chandler, AZ	1	1	325	AZ
American Basic Schools, LLC.	Mesa, AZ	1	1	640	AZ
APEX Education Systems, Inc.	Phoenix, AZ	1	1	200	AZ
Benjamin Franklin Charter School	Gilbert, AZ	3	3	1,254	AZ
Black Star Educational Management	Detroit, MI	1	1	249	MI
Bright Beginnings School, Inc.	Chandler, AZ	1	1	413	AZ
Cambridge Academy East, Inc.	Mesa, AZ	1	1	95	AZ
Cesar Chavez Middle Schools, Inc.	Tucson, AZ	1	1	100	AZ
Charter School Partners	Howell, MI	2	2	556	MI
Compass High School, Inc.	Tucson, AZ	1	1	184	AZ
Cornerstone Charter School, Inc.	Phoenix, AZ	1	1	67	AZ

**Summary of For-Profit Education Management Companies managing fewer than 4 schools, listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
Country Gardens Educational Services, LLC.	Laveen, AZ	1	1	370	AZ
Desert Springs Academy	Tucson, AZ	2	2	298	AZ
Eastpointe High School, Inc.	Tucson, AZ	1	1	325	AZ
Educational Impact, Inc.	Phoenix, AZ	1	1	65	AZ
Educational Services, Inc.	Cottonwood, AZ	2	2	86	AZ
GAR, LLC.	Tempe, AZ	1	1	113	AZ
General Health Corp.- Arizona Youth Associates	Phoenix, AZ	2	2	307	AZ
Global Educational Excellence	Ann Arbor, MI	3	3	888	MI
Hamadeh Educational Services, LLC.	Dearborn Heights, MI	3	3	1,507	MI
Heritage Academy, Inc.	Mesa, AZ	1	1	392	AZ
Innovative Teaching Solutions	Detroit, MI	2	2	1,575	MI
Montessori Charter School of Flagstaff, Inc.	Flagstaff, AZ	1	1	250	AZ
Montessori Schoolhouse of Tucson	Tucson, AZ	1	1	105	AZ

**Summary of For-Profit Education Management Companies managing fewer than 4 schools, listed in alphabetical order.**

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>States in Which Company Is Managing Public Schools</b>
New West Charter School, Inc.	Vail, AZ	2	2	120	AZ
ORBIS Management Group, LLC	Clinton Township, MI	1	1	106	MI
Rose Management	Tucson, AZ	3	3	675	AZ
Schoolhouse Services and Staffing, Inc.	Detroit, MI	3	3	1,107	MI
Self Development Charter School	Mesa, AZ	1	1	200	AZ
Smart Schools	Traverse City, MI	1	1	630	MI
Southern Arizona Community Academy, Inc.	Tucson, AZ	1	1	238	AZ
Synergy Training Solutions	St. Clair Shores, MI	2	2	378	MI
Talented and Gifted Charter School, LLC.	Tucson, AZ	1	1	330	AZ
<b>Totals: Companies managing fewer than 4 schools</b>	Total Companies: 35	51	51	14,688	AZ, MI

**For-Profit Education Management Organization Profiles  
2004-2005 Directory**

<b>Totals in This Report</b>	<b>Total Companies</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Charter Schools</b>	<b>Total Number of Students in Managed Schools.</b>	<b>Number of States in which Companies Manage Public Schools</b>
	<b>59</b>	<b>535</b>	<b>458*</b>	<b>239,766**</b>	<b>24 states and the District of Columbia</b>

\*459 charter schools are only those which have been positively identified as charter schools. It is therefore possible (and likely) that other schools EPSL was unable to identify are also charter schools, but are not included in that number.

\*\*This number has been projected in order to compensate for the 11 schools which did not report student enrollment numbers. 236,258 students attend the 524 schools in which enrollment data could be obtained.

**Summary of For-Profit Education Management Companies managing virtual schools, listed in alphabetical order.\***

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Under Management</b>	<b>Number of Public Schools Under Management That Are Virtual Schools</b>	<b>Total Number of Students in Managed Virtual Schools.</b>	<b>States in Which Company Is Managing Virtual Schools</b>
Connections Academy	Baltimore, MD	10	10	1,081**	AZ, CA, CO, FL, OH, PA, WI
Designs for Learning, Inc.	St. Paul, MN	10	1	50	MN
K12, Inc.	McLean, VA	15	15	14,460	AZ, CA, CO, DC, FL, ID, OH, PA, WI
Pinnacle Education, Inc.	Tempe, AZ	9	1	212	AZ
Sequoia Charter Schools	Mesa, AZ	11	1	160	AZ
White Hat Management	Akron, OH	38	2	3,508	OH, PA

\*Individual information for each virtual school can be found in the managing company's profile. Virtual schools are indicated by the words "virtual school" in parenthesis in the field containing the school name.

\*\*This number represents the students enrolled in 4 of Connections Academy's 10 schools.

	<b>Total Companies</b>	<b>Number of Schools managing</b>	<b>Number of Virtual Schools</b>	<b>Students in Virtual Schools</b>	<b>States in which company is managing virtual schools</b>
<b>Totals: Companies managing virtual schools</b>	6	93	30	19,471***	AZ, CA, CO, DC, FL, ID, MN, OH, PA, WI

\*\*\*This number represents the students enrolled in 24 of 30 virtual schools.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Charter School Administrative Services

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
20755 Greenfield Road Ste. 30 Southfield, MI 48075	Voice - 248-567-7787 Fax - 248-569-6674	None	1995	Private	Unknown

**NOTES:**

•Information for this profile was gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 29 May 2002, 5 August 2003 and 4 August 2004, the Texas Department of Education website at <http://askted.tea.state.tx.us/tsd2002/tsd/all.pdf> on 29 May 2002, 6 August 2003 and 4 August 2004, the Missouri Department of Education website at [www.lx.org/csp/kcakc.html](http://www.lx.org/csp/kcakc.html) on 29 May 2002, as well as the U.S. Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 18 October 2002.

•Attempts were made to confirm this information via fax communication with company representatives on 19 October, 3 November and 2 December 2004. Charter School Administrative Services did not respond to these requests.

•Additional information listed was compiled from the following: Brown, M. (1999, Nov. 2). "Two charter schools struggle to survive," The Tampa Tribune; Brooks, P. (1999, Dec. 2). "Silence in the halls." (1999, Dec. 4). Austin-American-Statesman; "Austin charter school clears out," *Austin American-Statesman*; Schiller, D. (2000, Jan. 9) "Charter firm stands behind school; Company says Dallas campus will stay open," The Dallas Morning News.

## Charter School Administrative Services schools listed by state

### Charter School Administrative Services - Florida

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Tampa United Methodist School	Tampa, FL	Unknown	K-5	249	Yes

### Charter School Administrative Services - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Detroit West	Detroit, MI	1995	K-6	475	Yes
Academy of Lathrup Village	Lathrup Village, MI	1995	K-8	555	Yes
Academy of Oak Park	Ferndale, MI	1995	K-12	1,459	Yes
Academy of Southfield	Southfield, MI	1995	K-6	500	Yes
Academy of Westland	Westland, MI	1996	K-6	348	Yes
Academy of Michigan	Oak Park, MI	1997	9-12	397	Yes
Cherry Hill School of Performing Arts	Inkster, MI	1999	K-12	1,250	Yes
Academy of Inkster	Inkster, MI	1999	9-12	80	Yes
Academy of Flint	Flint, MI	1999	K-8	504	Yes

### Charter School Administrative Services - Missouri

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Kansas City	Kansas City, MO	1999	K-8	342	Yes

### Charter School Administrative Services - Texas

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Dallas	Dallas, TX	1998	K-7	249	Yes
Bexar County Academy	San Antonio, TX	1998	K-6	115	Yes
Academy of Beaumont	Beaumont, TX	1998	K-6	183	Yes
Academy of Houston	Houston, TX	1997	K-6	589	Yes

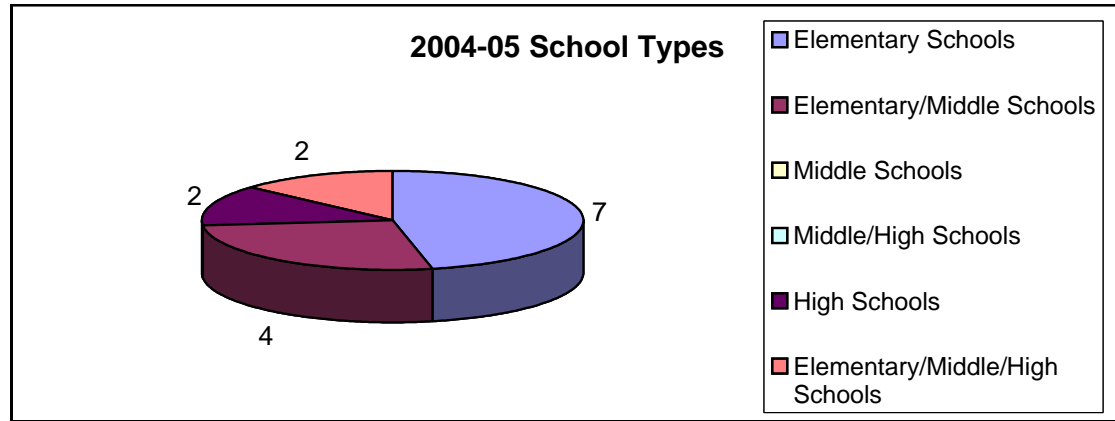
### Discontinued Charter School Administrative Services Schools listed by state

#### Charter School Administrative Services Discontinued Schools - Texas

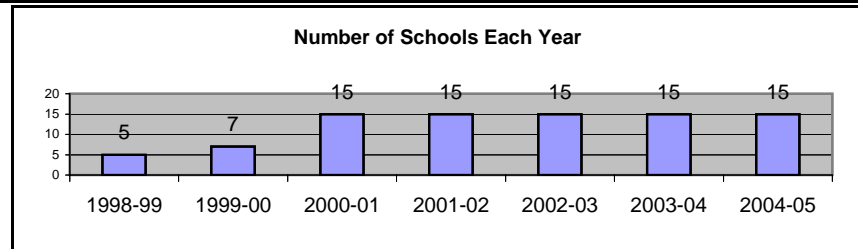
School Name	Location	Year	Reason Discontinued
Academy of Austin	Austin, TX	1999	Closed due to "Facility Problems." Brooks, P. (1999, Dec. 2). "Austin Charter School Clears Out," <i>Austin American-Statesman</i> .

## Charter School Administrative Services

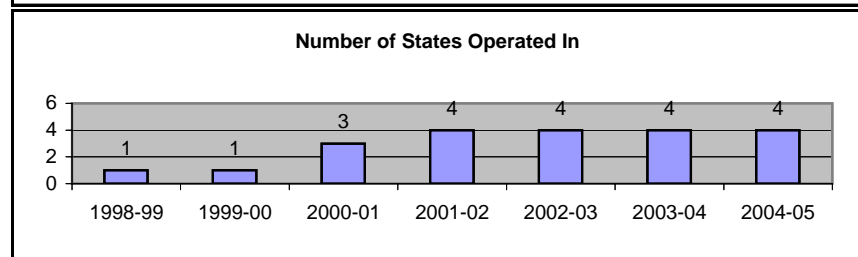
	2004-05
Elementary Schools	7
Elementary/Middle Schools	4
Middle Schools	0
Middle/High Schools	0
High Schools	2
Elementary/Middle/High Schools	2



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	5	7	15	15	15	15	15



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	1	1	3	4	4	4	4



## Charter School Administrative Services

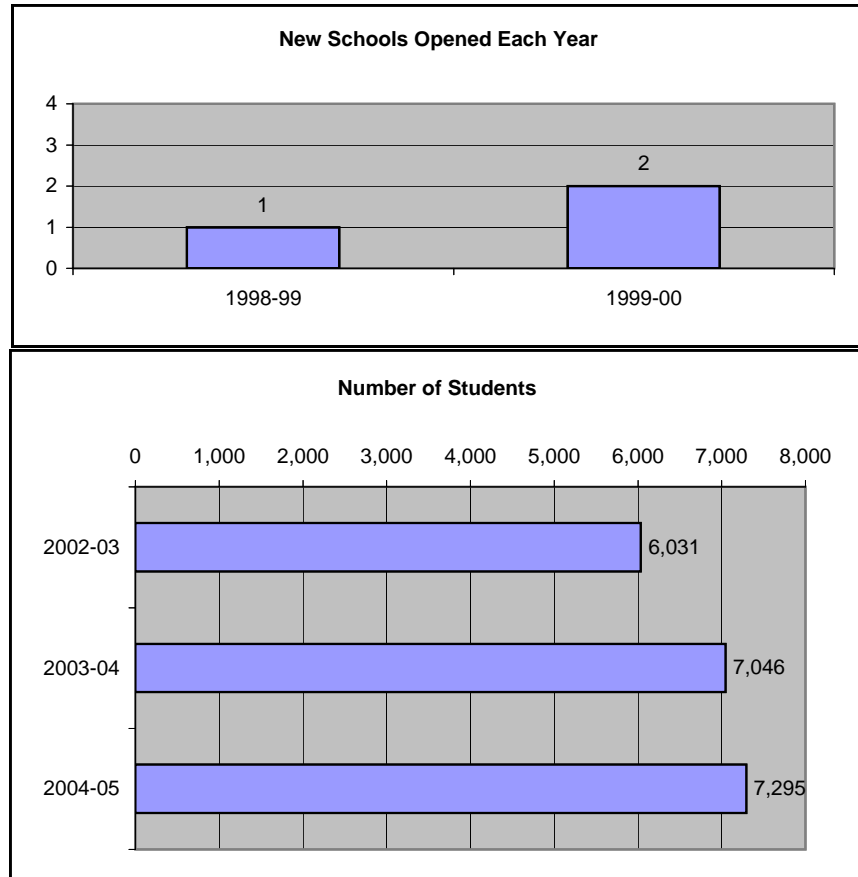
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	1	2	U	U	U	U	U

"U" here indicates "unknown"

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	6,031	7,046	7,295

6,031 in 2002-03 includes students in 11 of 15 schools.

7,046 in 2003-04 includes students in 14 of 15 schools



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Charter Schools USA

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
6245 N. Federal Hwy. 5th Floor Fort Lauderdale, FL 33308	Voice - 954-202-3500 Fax - 954-202-3512	<a href="http://www.charterschoolsusa.com">www.charterschoolsusa.com</a>	1998	Private	Not Profitable

**NOTES:**

- Information for this profile was gathered from the Charter Schools USA website at [www.charterschoolsusa.com](http://www.charterschoolsusa.com) on 24 May 2002, 19 June 2003 and 5 August 2004, the Florida Department of Education Website at [www.firn.edu/doe/choice/list.pdf](http://www.firn.edu/doe/choice/list.pdf) on 28 June 2002, the US Securities and Exchange Commission website at [www.sec.gov/edgar/searchedgar/companysearch.html](http://www.sec.gov/edgar/searchedgar/companysearch.html) on 19 July 2002, and the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 18 October 2002.
- Information confirmed by Karen Korbel, Administrative Assistant of Charter Schools USA via e-mail communication on 5 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Charter Schools USA schools listed by state

#### Charter Schools USA - Florida

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Renaissance Elementary Charter School	Miami, FL	1999	K-5	488	Yes
Coral Springs Charter School	Coral Springs, FL	1999	6-12	1,611	Yes
North County Charter School	Opa-Locka, FL	2001	K-5	249	Yes
Northeast Academy	Opa-Locka, FL	2001	K-8	126	Yes
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-5	213	Yes

### Charter Schools USA - Florida (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Bay Haven Charter Academy	Panama City, FL	2001	K-8	946	Yes
Parkway Academy	Miramar, FL	2001	9-12	539	Yes
Downtown Miami Charter School	Miami, FL	2002	K-7	605	yes
Bonita Springs Charter School	Bonita Springs, FL	2002	K-8	1,269	Yes
Delray Youth Vocational Charter School	Delray Beach, FL	2002	10-11	24	Yes
Gateway Charter School	Fort Myers, FL	2003	K-8	1,481	Yes
Keys Gate Charter School	Homestead, FL	2003	K-8	1,142	Yes
Aventura City of Excellence School	Aventura, FL	2003	K-5	602	Yes
Academy of Arts and Minds	Coconut Grove, FL	2004	9	76	Yes
Cape Coral Charter School	N. Fort Myers, FL	2004	K-6	361	Yes
Gateway Charter High School	Fort Myers, FL	2004	9-12	411	Yes
Hollywood Academy of Arts and Science	Hollywood, FL	2004	K-5	433	Yes

### Charter Schools USA - Texas

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
New Frontiers Charter School	San Antonio, TX	2001	K-8	629	Yes

## Discontinued Charter Schools USA schools listed by state

### Charter Schools USA Discontinued Schools - Florida

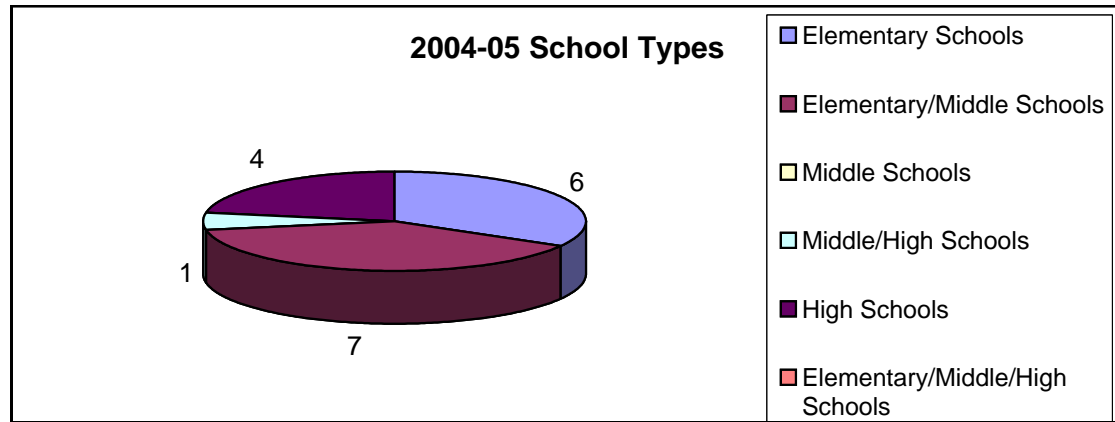
School Name	Location	Year	Reason Discontinued
North Lauderdale Academy High School	North Lauderdale, FL	2003	Unknown (media searches conducted 15 December 2003)
Midland Academy Charter School	Coral Springs, FL	2004	Unknown (media searches conducted 5 and 17 November 2004)

### Charter Schools USA Discontinued Schools - Texas

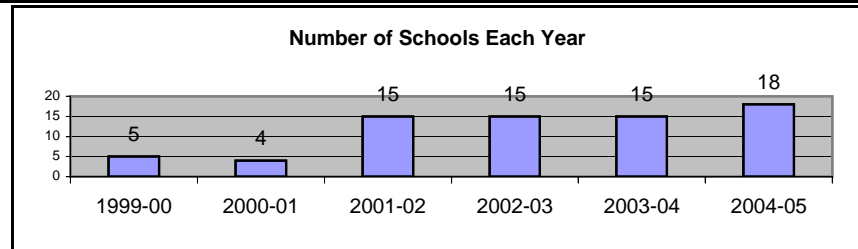
School Name	Location	Year	Reason Discontinued
McCullough Academy of Excellence	Austin, TX	2002	Unknown (media searches conducted 15 December 2003)
Oak Cliff Academy	Dallas, TX	2003	Unknown (media searches conducted 15 December 2003)
Houston Gateway Academy	Houston, TX	2003	Unknown (media searches conducted 15 December 2003)
Cumberland Academy	Tyler, TX	2003	Unknown (media searches conducted 15 December 2003)

## Charter Schools USA

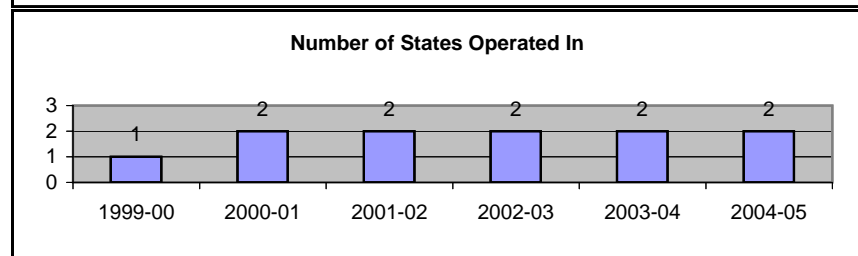
	2004-05
Elementary Schools	6
Elementary/Middle Schools	7
Middle Schools	0
Middle/High Schools	1
High Schools	4
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	5	4	15	15	15	18



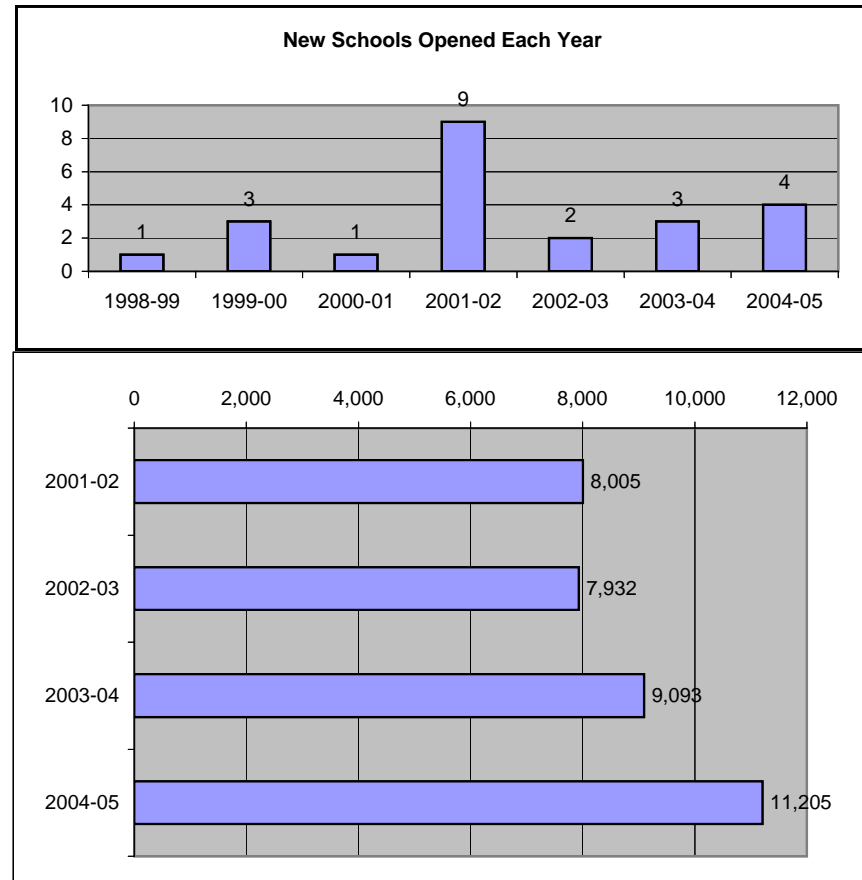
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	1	2	2	2	2	2



## Charter Schools USA

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	1	3	1	9	2	3	4

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	8,005	7,932	9,093	11,205



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Connections Academy

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1000 Lancaster St. 6th Floor Baltimore, MD 21202	Voice - 410-843-6010 Fax - 410-843-6262	www.connectionsacademy.com	2001	Private	Unknown

**NOTES:**

•Information for this profile was gathered from the Connections Academy website at [www.connectionsacademy.com](http://www.connectionsacademy.com) on 25 August and 25 October 2004, the department of education websites for the following states: AZ, CA, OH, PA and WI on 26 August 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 14 October 2004.

•Information confirmed and updated by Susan Fancher, VP of Marketing at Connections Academy via fax communication on 10 December 2004.

•Connections Academy refused to provide profitability information.

### Connections Academy schools listed by state

#### Connections Academy - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Chancellor Arizona Connections Academy (virtual school)	Phoenix, AZ	2003	K-8	299	No

#### Connections Academy - California

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Southern California Connections Academy (virtual school)	San Diego, CA	2004	K-8	Unknown	No
Capistrano Connections Academy (virtual school)	Laguna Niguel, CA	2004	K-8	Unknown	No

### Connections Academy - Colorado

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Denver Connections Academy (virtual school)	Baltimore, MD	2002	K-8	300	No
Southern Colorado Connections Academy (virtual school)	Baltimore, MD	2002	K-8	32	No
Littleton Connections Academy Part-Time (virtual school)	Baltimore, MD	2004	K-8	Unknown	No

### Connections Academy - Florida

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Florida Connections Academy (virtual school)	Orlando, FL	2003	K-8	Unknown	No

### Connections Academy - Ohio

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ohio Connections Academy (virtual school)	Worthington, OH	2003	K-8	Unknown	Yes

### Connections Academy - Pennsylvania

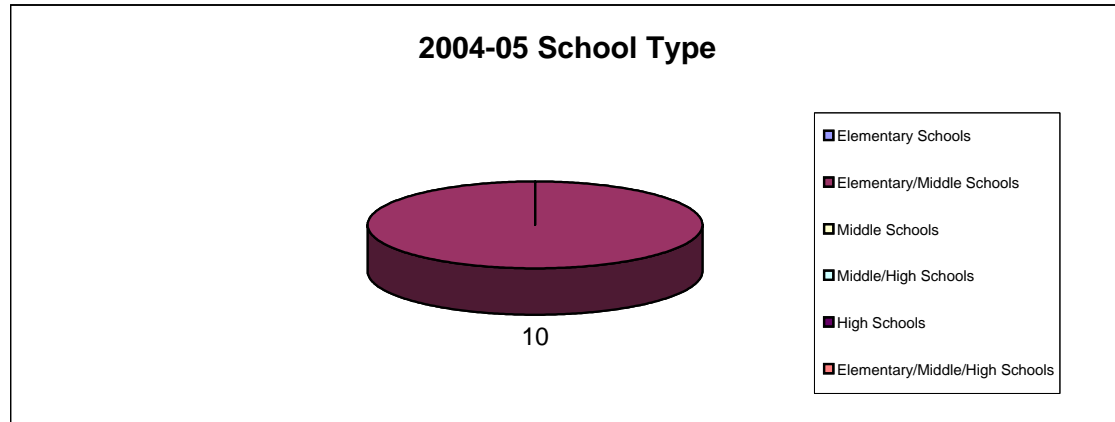
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Commonwealth Connections Academy (virtual school)	Mechanicsburg, PA	2003	K-8	Unknown	No

### Connections Academy - Wisconsin

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Wisconsin Connections Academy (virtual school)	Appleton, WI	2002	K-8	450	Yes

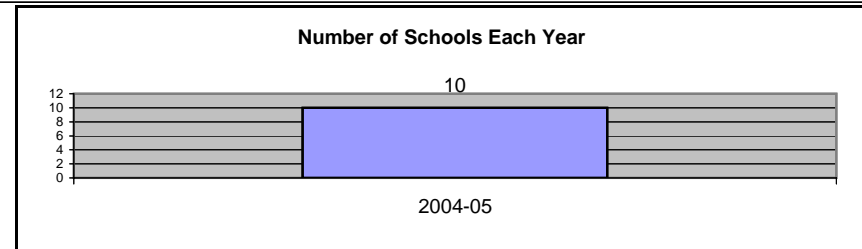
# Connections Academy

	2004-05
Elementary Schools	0
Elementary/Middle Schools	10
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



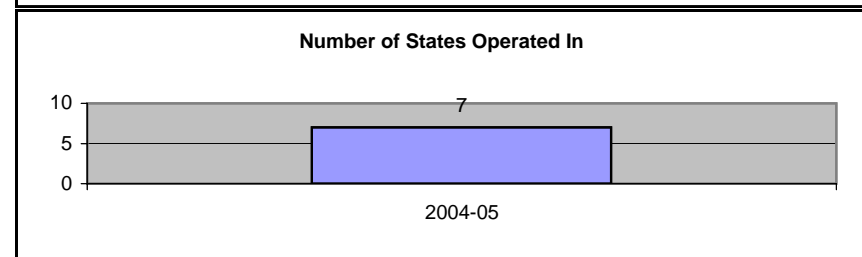
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	NA	NA	U	U	U	10

"U" here indicates "Unknown"



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	NA	NA	U	U	U	7

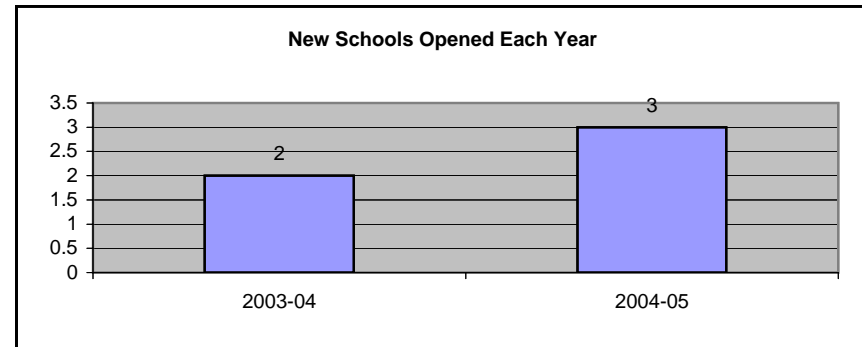
"U" here indicates "Unknown"



## Connections Academy

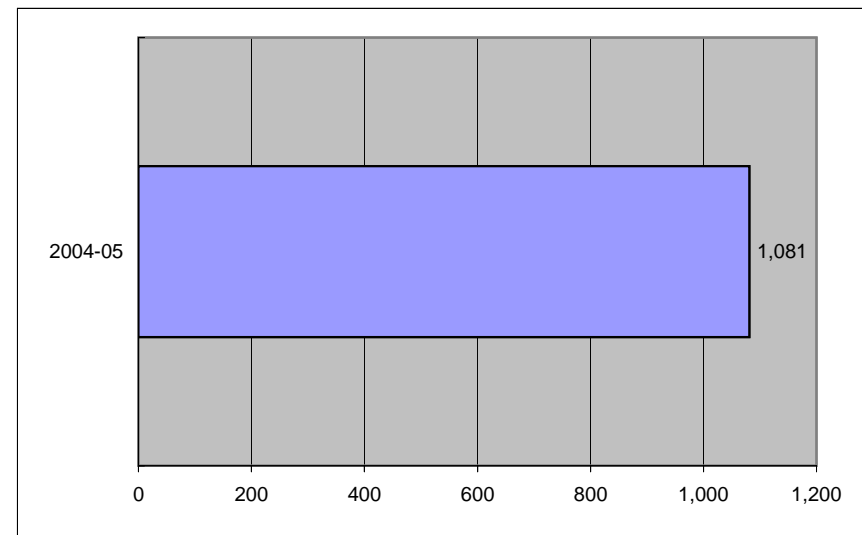
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	NA	NA	NA	U	U	2	3

"U" here indicates "Unknown"



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	1,081

1,081 in 2004-05 includes students in 4 of 10 schools.



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Designs for Learning, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1000 Hamline Ave. North Ste 100 St. Paul, MN 55104	Voice - 651-645-0200 Fax - 651-645-0240	<a href="http://www.designlearn.net">www.designlearn.net</a>	1987	Private	Profitable

**NOTES:**

- Minnesota Technology High School was renamed as Jennings Experiential High School. St. Paul Family Learning Center was renamed New Voyage Academy.
- Information for this profile was gathered from the Designs for Learning, Inc. website at [www.designlearn.net](http://www.designlearn.net) on 31 May 2002, the Minnesota Department of Education website at [www.educ.state.mn.us/cfldirectory/report\\_c11.cgi](http://www.educ.state.mn.us/cfldirectory/report_c11.cgi) on 31 May 2002, the Minnesota Department of Children, Families and Learning website at <http://cfl.state.mn.us/charter/schooldetail> on 31 July 2002, the Minnesota Association of Charter Schools website at <http://www.mncharterschools.org/csp.html> on 31 July 2002, the Great Schools website at [www.greatschools.net/modperl/go/MN](http://www.greatschools.net/modperl/go/MN) on 22 October 2002.
- Information confirmed by Andrew J. Adelman, Project Coordinator for Designs for Learning, Inc. via e-mail communication on 4 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## Designs for Learning Schools listed by state

### Designs for Learning - Minnesota

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
New Voyage Academy	St. Paul, MN	1996	K-8	80	Yes
Jennings Experiential High School	St. Paul, MN	1998	9-12	90	Yes
High School for Recording Arts	St. Paul, MN	1998	9-12	200	Yes
Concordia Creative Learning Academy	St. Paul, MN	1998	K-6	80	Yes

### Designs for Learning - Minnesota (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Odyssey Charter School	Brooklyn Center, MN	1998	K-9	210	Yes
Avalon School	St. Paul, MN	2001	9-12	125	Yes
Partnership Academy	Richfield, MN	2002	K-6	150	Yes
Chiron Middle School	Minneapolis, MN	2002	6-8	100	Yes
BlueSky Charter School (virtual school)	St Paul, MN	2002	7-12	50	Yes
Minnesota Internship Center	Minneapolis, MN	2003	9-12	400	Yes

### Discontinued Designs for Learning Schools listed by State

#### Discontinued Designs for Learning Schools - California

School Name	Location	Year Discont.	Reason Discontinued
The Museum School of San Diego	San Diego, CA	2004	Unknown (media searches conducted 4 and 17 November 2004)

#### Discontinued Designs for Learning Schools - Minnesota

School Name	Location	Year Discont.	Reason Discontinued
Twin Cities International Elementary School	Minneapolis, MN	2002	Unknown (media searches conducted 15 December 2003)
Minnesota International Middle School	Minneapolis, MN	2002	Unknown (media searches conducted 15 December 2003)

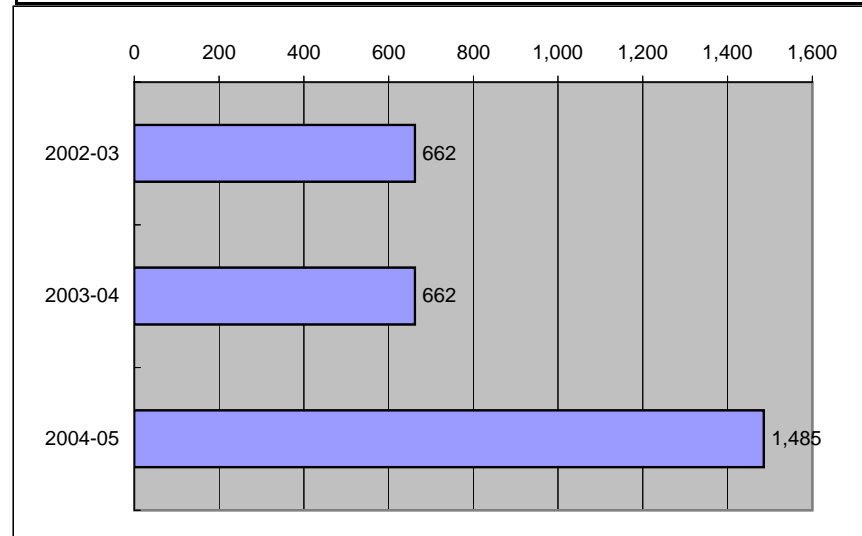
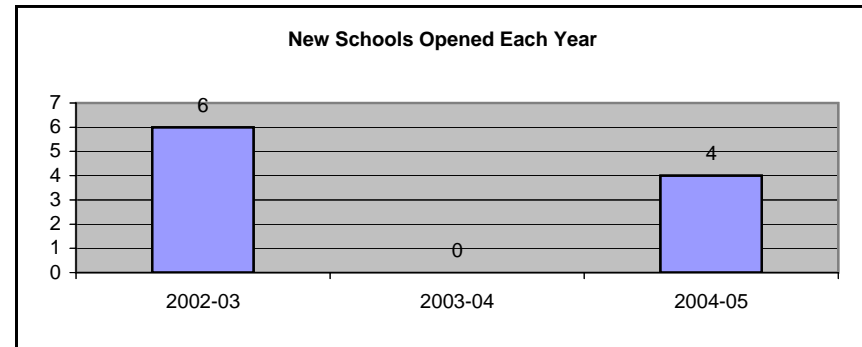


## Designs For Learning, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	U	U	U	U	6	0	4

"U" here indicates "Unknown"

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	662	662	1,485



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Edison Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
521 5th Ave - 5th Floor New York, NY 10175	Voice - 212-419-1600 Fax - 212-419-1604	www.edisonschools.com	1992	Private	Not Profitable

**NOTES:**

- Information gathered from the Edison Schools website at [www.edisonschools.com/schools/schools.asp](http://www.edisonschools.com/schools/schools.asp) on 21-23 May 2002, 5 September 2002, 18-19 June 2003 and 8 September and 11 November 2004, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 15 August 2002 and 8 September 2004, the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 1, 3, 18, and 22 October 2002, 16 December 2003 and 8 September 2004, and the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 19 December 2002.
- Information confirmed and updated by Adam Tucker, Vice President of Communications at Edison Schools on 13 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.
- Edison's Alliance Partnerships are not included as managed schools because, according to Edison's website, "they are academic achievement programs tailored to meet individual district and school achievement goals while the district maintains management and operational control of schools."

## Edison Schools listed by state

### Edison Schools - California

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Feaster - Edison Charter School	Chula Vista, CA	1997	K-6	1,118	Yes
Phillips - Edison Partnership School	Napa, CA	1998	K-6	571	Yes
Edison Charter Academy	San Francisco, CA	1998	K-5	399	No
San Jose - Edison Academy	West Covina, CA	1998	K-8	1,152	Yes

### Edison Schools - California (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Edison McNair Academy	East Palo Alto, CA	1998	4-8	571	Yes
Edison Brentwood Academy	East Palo Alto, CA	1998	K-3	497	Yes
Edison - Bethune Charter Academy	Fresno, CA	1999	K-6	682	Yes
Starr King - Edison Academy	Long Beach, CA	2000	K-5	1,174	Yes

### Edison Schools - Colorado

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Roosevelt - Edison Charter School	Colorado Springs, CO	1996	K-5	690	No
Emerson - Edison Partnership School	Colorado Springs, CO	1997	6-8	669	No
Wyatt - Edison Charter School	Denver, CO	1998	K-8	692	Yes
Omar D. Blair School	Denver, CO	2004	K-8	800	Yes

### Edison Schools - District of Columbia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Edison - Friendship Public Charter School	Washington, DC	1998	K-5	1,242	Yes
Edison - Friendship Public Charter School (Woodridge Campus)	Washington, DC	1998	K-5	409	Yes
Edison - Friendship Public Charter School (Blow Pierce Campus)	Washington, DC	1999	6-8	759	Yes
Edison Friendship Senior Acad. (Carter G. Woodson Campus)	Washington, DC	2000	9-12	947	Yes
Excellence (LearnNow Division)	Washington, DC	2001	K-8	601	Yes

#### Edison Schools - Delaware

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Thomas A. Edison Charter School	Wilmington, DE	2000	K-8	836	Yes

#### Edison Schools - Georgia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Charles R. Drew Charter School	Atlanta, GA	2000	K-8	697	Yes

#### Edison Schools - Iowa

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Jefferson - Edison Elementary School	Davenport, IA	1999	K-5	487	No

#### Edison Schools - Illinois

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Franklin - Edison School	Peoria, IL	1999	K-4	632	No
Northmoor - Edison School	Peoria, IL	1999	K-4	501	No
Chicago International Charter School (Longwood Campus)	Chicago, IL	1999	K-12	642	Yes
Loucks Edison Junior Academy	Peoria, IL	2000	5-8	532	No
Feitshans - Edison	Springfield, IL	2000	K-6	594	No

### Edison Schools - Illinois (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Rolling Acres Junior Academy	Peoria, IL	2001	5-8	323	No

### Edison Schools - Indiana

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Jeremiah Gray - Edison Elementary School	Indianapolis, IN	2002	K-5	657	No
Rosa Parks - Edison Elementary School	Indianapolis, IN	2003	K-5	641	No
Christel House Academy	Indianapolis, IN	2004	K-6	230	Yes

### Edison Schools - Massachusetts

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Seven Hills Charter School	Worcester, MA	1996	K-8	662	Yes

### Edison Schools - Maryland

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Montebello Elementary	Baltimore, MD	2000	K-6	963	No
Gilmor Elementary	Baltimore, MD	2000	K-6	608	No
Furman Templeton Elementary	Baltimore, MD	2000	K-6	638	No

### Edison Schools - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Williams - Edison Partnership School	Flint, MI	1997	K-6	462	No
Garfield - Edison Partnership School	Flint, MI	1997	K-6	475	No
YMCA Service Learning Academy	Detroit, MI	1999	K-8	1,432	Yes
Edison - Oakland Public School Academy	Ferndale, MI	1999	K-6	853	Yes
Flint Northwestern Comm. High School Edison	Flint, MI	1999	7-12	1,015	No
Blanchette Middle School	Inkster, MI	2000	6-8	354	No
Meek - Milton Primary Academy	Inkster, MI	2000	K-2	178	No
Baylor Woodson	Inkster, MI	2000	K-5	579	No
Inkster High School	Inkster, MI	2000	9-12	358	No
Ben Ross Public School Academy	Warren, MI	2004	K-7	150	Yes

### Edison Schools - Minnesota

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Duluth - Edison Partnership Schools	Duluth, MN	1997	K-8	772	Yes

### Edison Schools - Missouri

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Allen - Edison Village School	Kansas City, MO	1999	K-8	439	Yes

### Edison Schools - Missouri (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Derrick Thomas Academy	Kansas City, MO	2002	K-6	569	Yes
Confluence Academy	St. Louis, MO	2003	K-3	312	Yes
Confluence Academy - Walnut Park	St. Louis, MO	2004	4-5	672	Yes

### Edison Schools - Nevada

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Charles I. West - Edison Junior Academy	Las Vegas, NV	2001	6-8	1,122	No
Lincoln - Edison Elementary	Las Vegas, NV	2001	K-5	830	No
Crestwood - Edison Elementary	Las Vegas, NV	2001	K-5	930	No
Ann T. Lynch - Edison Elementary	Las Vegas, NV	2001	K-5	1,045	No
Cahlan - Edison Elementary	Las Vegas, NV	2001	K-5	837	No
C.C.Ronnow - Edison Elementary	Las Vegas, NV	2001	K-5	1,071	No
John S. Park - Edison Elementary	Las Vegas, NV	2001	K-5	818	No

### Edison Schools - New York

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Charter School of Science & Technology	Rochester, NY	2000	K-8	1,276	Yes

### Edison Schools - New York (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
New Covenant Charter School	Albany, NY	2000	K-8	909	Yes
Harriet Tubman Charter (LearnNow Division)	Bronx, NY	2001	K-5	170	Yes
Charter School for Applied Technologies	Buffalo, NY	2001	K-8	1,050	Yes
Stepping Stone Academy Charter School	Buffalo, NY	2001	K-7	700	Yes
Riverhead Charter School	Riverhead, NY	2001	K-6	540	Yes

### Edison Schools - Ohio

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Dayton Academy	Dayton, OH	1999	K-8	1,044	Yes
Dayton View Academy	Dayton, OH	2000	K-8	948	Yes

### Edison Schools - Pennsylvania

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
The Renaissance Academy	Phoenixville, PA	2000	K-10	782	Yes
Lincoln - Edison Charter School	York, PA	2000	K-5	694	Yes
Chester High School (LearnNow Division)	Chester, PA	2001	9-12	1,502	No
Smedley Middle School (LearnNow Division)	Chester, PA	2001	6-8	444	No

### Edison Schools - Pennsylvania (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Stetser Elementary (LearnNow Division)	Chester, PA	2001	K-5	227	No
Showalter Edison Junior Academy	Chester, PA	2001	5-8	459	No
Main Street Edison Academy	Upland, PA	2001	K-8	346	No
William Penn Edison Elementary	Chester, PA	2001	K-4	324	No
Columbus Edison Elementary	Chester, PA	2001	K-5	771	No
Pulaski Middle School	Chester, PA	2001	5-8	301	No
Mariana Bracetti Academy Charter (LearnNow Division)	Philadelphia, PA	2001	6-11	857	Yes
Stoddart - Fleisher Middle School	Philadelphia, PA	2002	6-8	373	No
Ludlow Elementary School	Philadelphia, PA	2002	K-8	396	No
Sulzberger Middle School	Philadelphia, PA	2002	6-8	853	No
Barratt Middle School	Philadelphia, PA	2002	5-8	641	No
Locke Elementary School	Philadelphia, PA	2002	K-5	436	No
Tilden Middle School	Philadelphia, PA	2002	5-8	1,310	No
Shaw Middle School	Philadelphia, PA	2002	5-8	700	No
Munoz - Marin Elementary School	Philadelphia, PA	2002	K-8	805	No
Kelley Elementary School	Philadelphia, PA	2002	K-6	351	No
Morton - McMichael Elementary	Philadelphia, PA	2002	K-8	559	No
Harritty Elementary School	Philadelphia, PA	2002	K-5	612	No

### Edison Schools - Pennsylvania (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Waring Elementary School	Philadelphia, PA	2002	K-5	260	No
Anderson Elementary School	Philadelphia, PA	2002	K-5	464	No
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	629	No
Alcorn Elementary School	Philadelphia, PA	2002	K-8	994	No
Kenderton Elementary School	Philadelphia, PA	2002	K-8	605	No
Gillespie Middle School	Philadelphia, PA	2002	6-8	672	No
Stetson Middle School	Philadelphia, PA	2002	5-8	914	No
Potter - Thomas Elementary School	Philadelphia, PA	2002	K-7	650	No
Comegys Elementary School	Philadelphia, PA	2002	K-5	415	No
Renaissance Academy of Pittsburgh Alternative of Hope	Pittsburgh, PA	2003	K-4	250	Yes
Renaissance Advantage Charter School	Philadelphia, PA	2004	K-8	800	Yes

### Edison Schools - Wisconsin

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Milwaukee Science Academy	Milwaukee, WI	2000	K-8	878	Yes
Milwaukee Urban League Academy of Business and	Milwaukee, WI	2001	K-7	682	Yes

## Discontinued Edison Schools listed by state

### Discontinued Edison Schools - Colorado

School Name	Location	Year Discont.	Reason Discontinued
Timberview-Edison Elementary	Colorado Springs, CO	2001	Lack of enrollment. "Edison School to Close." (2000, Dec. 15). <i>Denver Rocky Mountain News</i> .
Academy - Edison Elementary School	Colorado Springs, CO	2004	Unknown (media searches conducted 10 and 17 November 2004)

### Discontinued Edison Schools - Connecticut

School Name	Location	Year Discont.	Reason Discontinued
Wintergreen Interdistrict Magnet School	Hamden, CT	2003	Wintergreen Interdistrict Magnet School decides not to renew contract. However, Edison attributes the closure to the board deciding to self-manage the school. "Still More Trouble for Edison Schools." (2002, Jun. 3) <i>New Haven Register</i> . Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004

### Discontinued Edison Schools - District of Columbia

School Name	Location	Year Discont.	Reason Discontinued
Community Academy Public Charter (LearnNow Division)	Washington, DC	2003	Unknown (media searches conducted 16 December 2003)
Community Academy Public Charter (LearnNow Division)	Washington, DC	2004	Unknown (media searches conducted 18 November 2004)

### Discontinued Edison Schools - Florida

School Name	Location	Year Discont.	Reason Discontinued
Henry S. Reeves Elementary School	Miami, FL	2005	Discontinued due to school board's decision that Edison hadn't shown academic advantages compared to traditional public schools. "Private takeover step closer for F schools." (2005, Feb. 18) <i>Miami Herald</i>

### Discontinued Edison Schools - Georgia

School Name	Location	Year Discont.	Reason Discontinued
Martin Luther King Jr. - Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools. "Edison's Future in Bibb Unclear." (2002, July 24). <i>The Macon Telegraph</i> .
Riley - Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools. "Edison's Future in Bibb Unclear." (2002, July 24). <i>The Macon Telegraph</i> .

### Discontinued Edison Schools - Kansas

School Name	Location	Year Discont.	Reason Discontinued
Dodge - Edison Elementary School	Wichita, KS	2003	State funding could no longer support the partnership. Information provided via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Jardine - Edison Junior Academy	Wichita, KS	2003	State funding could no longer support the partnership. Information provided via e-mail communication with Adam Tucker of Edison Schools 15 December 2004.
Edison - Isley Partnership School	Wichita, KS	2003	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned."(2002, Feb. 3). <i>Wichita Eagle</i> .
Edison - Ingalls Partnership School	Wichita, KS	2003	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned."(2002, Feb. 3). <i>Wichita Eagle</i> .

### Discontinued Edison Schools - Michigan

School Name	Location	Year Discont.	Reason Discontinued
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Edison ends partnership due to non payment. Information provided via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Mount Clemens Junior and Senior Academy	Mt. Clemens, MI	2002	Edison ends partnership due to non payment. Information provided via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Edison ends partnership due to non payment. Information provided via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Detroit Academy of Arts and Sciences - Medbury Campus	Detroit, MI	2003	Unknown (media searches conducted 10 and 17 November 2004)
Edison - Perdue Academy	Pontiac, MI	2002	School officials dissatisfied with level of academic progress. "Pontiac Board to End Edison Schools Contract." (8 January 2003). <i>Detroit Free Press</i>
Southwestern Edison Junior Academy	Battle Creek, MI	2003	Unknown (media searches conducted 10 and 17 November 2004)

### Discontinued Edison Schools - Michigan (continued)

School Name	Location	Year Discont.	Reason Discontinued
Washington - Edison Partnership School	Battle Creek, MI	2003	Unknown (media searches conducted 10 November 2004)
Wilson - Edison Partnership School	Battle Creek, MI	2003	Unknown (media Searches conducted 17 November 2004)
Detroit - Edison Public School Academy	Detroit, MI	2003	Unknown (media searches conducted 18 November 2004)
Detroit Academy of Arts and Sciences	Detroit, MI	2003	Unknown (media searches conducted 18 November 2004)

### Discontinued Edison Schools - Massachusetts

School Name	Location	Year Discont.	Reason Discontinued
Boston Renaissance Charter School	Boston, MA	2002	School officials ended their contract after their expectations for student achievement improvement were not met. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .

### Discontinued Edison Schools - Minnesota

School Name	Location	Year Discont.	Reason Discontinued
Minnesota Institute of Technology (LearnNow Division)	St. Paul, MN	2002	Unknown (media searches conducted 16 December 2003)
The Edison Project - PPL School	Minneapolis, MN	2002	School closure due to citywide enrollment decline. Information provided via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
HOPE Community Academy (LearnNow Division)	St. Paul, MN	2003	Unknown (media searches conducted 10 and 17 November 2004)

### Discontinued Edison Schools - Missouri

School Name	Location	Year Discont.	Reason Discontinued
Westport Edison Senior Academy	Kansas City, MO	2003	District withdraws sponsorship citing poor management and low performance. "Court Returns Former Edison Charter to KC." (2004, Sep. 8). <i>St. Louis Post-Dispatch</i> .
Woodland - Edison Classical Academy	Kansas City, MO	2003	District withdraws sponsorship citing poor management and low performance. "Court Returns Former Edison Charter to KC." (2004, Sep. 8). <i>St. Louis Post-Dispatch</i> .

### Discontinued Edison Schools - Missouri (continued)

School Name	Location	Year Discont.	Reason Discontinued
Westport Edison Middle Academy	Kansas City, MO	2003	District withdraws sponsorship citing poor management and low performance. "Court Returns Former Edison Charter to KC." (2004, Sep. 8). <i>St. Louis Post-Dispatch</i> .

### Discontinued Edison Schools - North Carolina

School Name	Location	Year Discont.	Reason Discontinued
Swift Creek - Edison Elementary	Whitakers, NC	2002	Contract ended due to low enrollment and flat test scores. However, Edison attributes the end of contract to the remote location of the school and difficulty implementing their program. "Edison loses school contract in North Carolina." (2002, Nov. 6) <i>Philadelphia Enquirer</i> . Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.

### Discontinued Edison Schools - New Jersey

School Name	Location	Year Discont.	Reason Discontinued
Granville Charter High School	Trenton, NJ	2001	Contract not renewed because of low academic performance. However, Edison attributes cancellation of contract to non-payment. "Edison's Role in City Gets Murky." (2001, Dec. 24). <i>Philadelphia Inquirer</i> . Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Schomburg Charter School	Jersey City, NJ	2003	Unknown (media searches conducted 10 and 17 November 2004)

### Discontinued Edison Schools - Pennsylvania

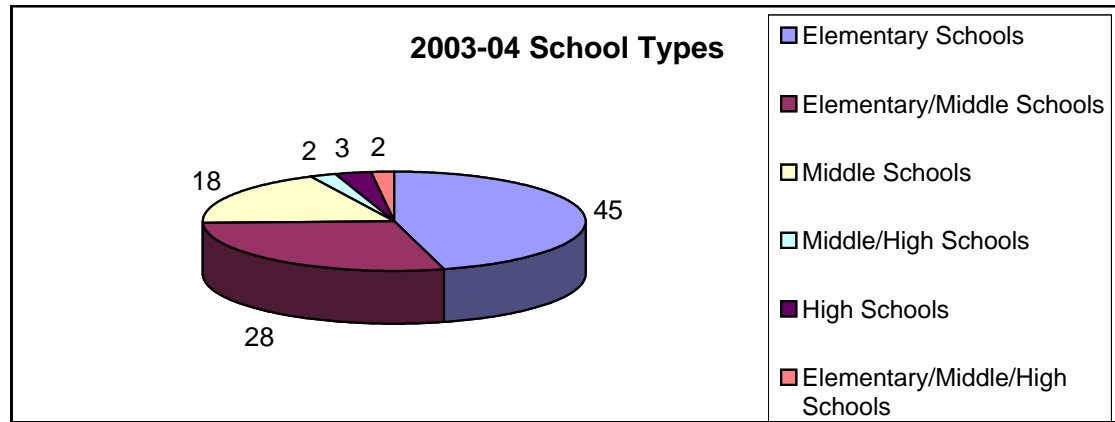
School Name	Location	Year Discont.	Reason Discontinued
Wetherill Edison Elementary	Chester, PA	2004	School district closed the school and integrated students into other Edison schools. Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.

### Discontinued Edison Schools - Texas

School Name	Location	Year Discont.	Reason Discontinued
Washington Elementary School	Sherman, TX	2000	Unable to fulfill contract promises. However, Edison attributes end of contract due to issues related to implementation of their program. "No Class." (2000, Jan. 27). <i>Dallas Observer</i> . Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Dillingham Intermediate School	Sherman, TX	2000	Unable to fulfill contract promises. However, Edison attributes end of contract due to issues related to implementation of their program. "No Class." (2000, Jan. 27). <i>Dallas Observer</i> . Information received via e-mail communication with Adam Tucker of Edison Schools on 15 December 2004.
Elm Creek Elementary School	Atascosa, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." (2001, May/June). <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001.
Kriewald Road Elementary School	San Antonio, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." (2001, May/June). <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001.
Stewart - Edison Junior Academy	Tyler, TX	2003	Unknown (media searches conducted 16 December 2003)
Blair - Edison	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Edward Titche Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Henderson Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Maple Lawn Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Hernandez Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Medrano Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
John W. Runyon	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .

## Edison Schools

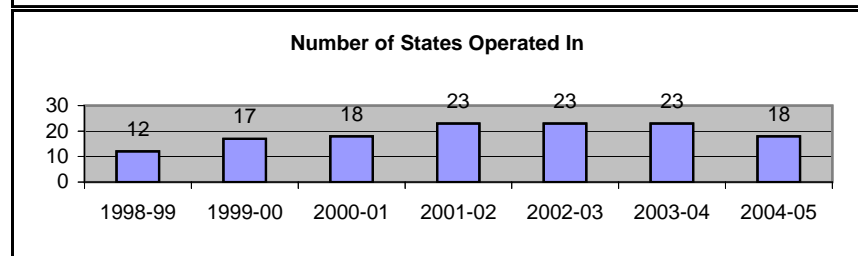
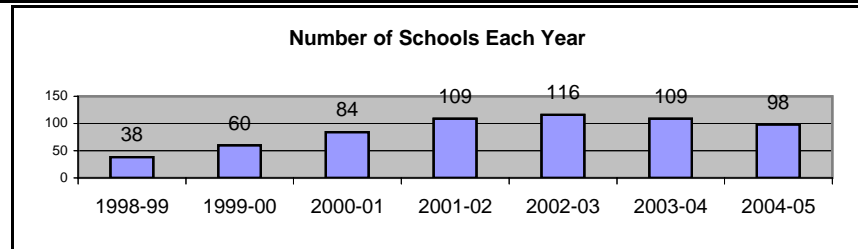
	2004-05
Elementary Schools	45
Elementary/Middle Schools	28
Middle Schools	18
Middle/High Schools	2
High Schools	3
Elementary/Middle/High Schools	2



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	38	60	84	109	116	109	98

According to EPSL counting techniques, Edison Schools currently operates 98 schools

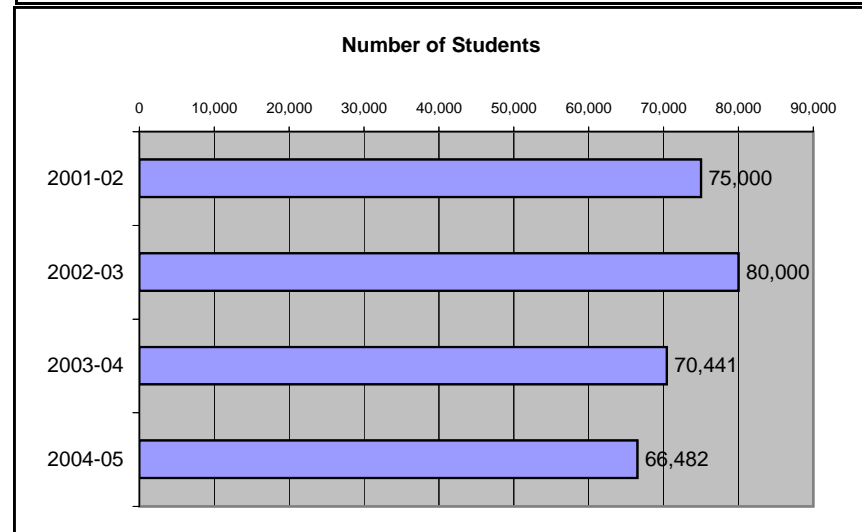
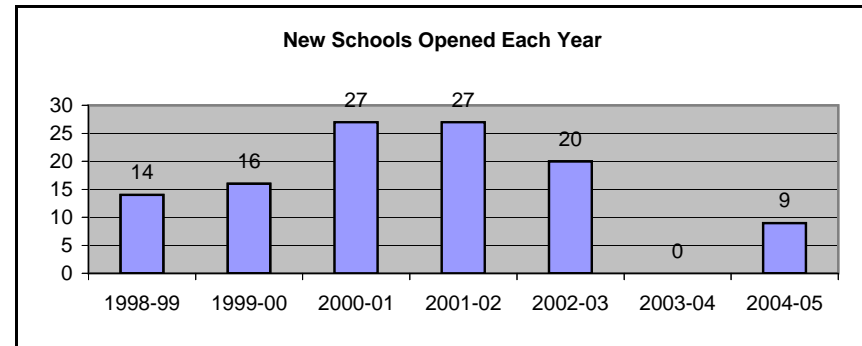
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	12	17	18	23	23	23	18



## Edison Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	14	16	27	27	20	0	9

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	75,000	80,000	70,441	66,482



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Helicon Associates

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
P.O.Box 1014 Flat Rock, MI 48134	Voice - 734-675-5505 Fax - 734-675-6553	www.heliconassociates.com	1993	Private	Unknown

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 3 and 17 June 2002, 8 September and 4 October 2004, and the Great Schools website at <http://greatschools.net/modperl/go/MI> on 8 September 2004.
- Information updated and confirmed by Wendy Rozanski, Director of State and Federal Programs of Helicon Associates via e-mail communication on 8 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Helicon Associates schools listed by state

#### Helicon Associates schools - Michigan

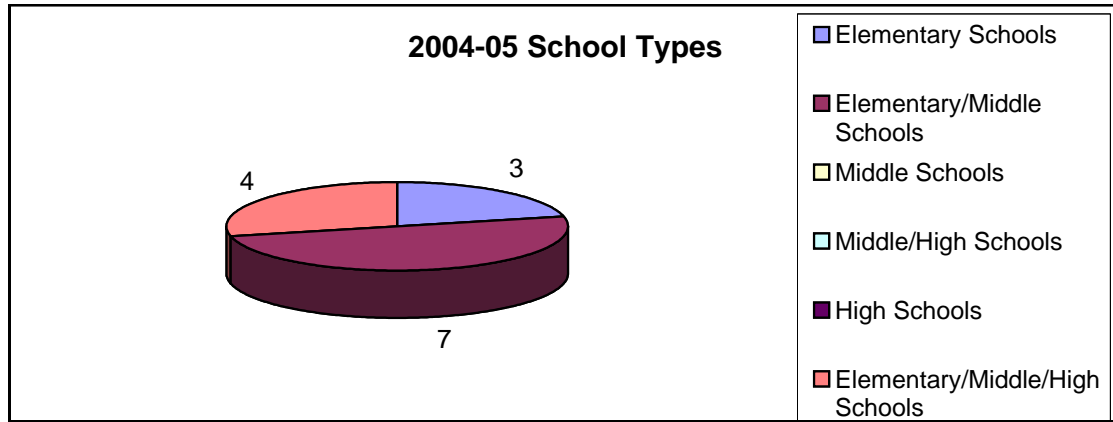
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pansophia Academy	Coldwater, MI	1995	K-12	242	Yes
Thomas - Gist Academy	Inkster, MI	1995	K-8	375	Yes
Michigan Automotive Academy	Romulus, MI	1995	K-12	1,223	Yes
Summit Academy	Flat Rock, MI	1996	K-12	381	Yes
Sauk Trail Academy	Hillsdale, MI	1997	K-8	105	Yes

**Helicon Associates schools - Michigan (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
New Bedford Academy	Lambertville, MI	1998	K-8	105	Yes
Summit Academy North	Romulus, MI	1998	K-12	1,304	Yes
Will Carleton Academy	Hillsdale, MI	1998	K-9	235	Yes
George Washington Carver Academy	Highland Park, MI	1999	K-7	628	Yes
Marshall Academy	Marshall, MI	2000	K-9	215	Yes
Mt. Clemens Montessori Academy	Mt. Clemens, MI	2003	K-5	217	Yes
American Montessori Academy	Livonia, MI	2004	K-3	165	Yes
Crescent Academy	Southfield, MI	2004	K-6	246	Yes
Eastern Wastenaw Multicultural Academy	Ann Arbor, MI	2004	K-8	81	Yes

## Helicon Associates

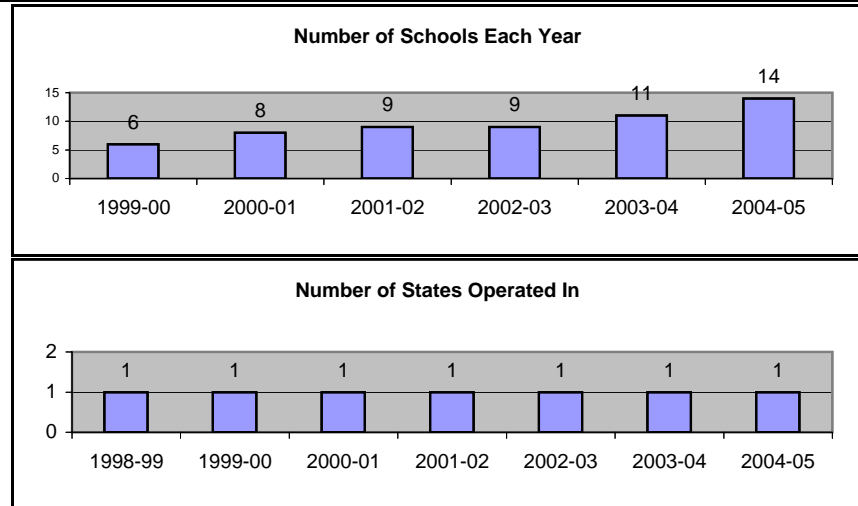
	2004-05
Elementary Schools	3
Elementary/Middle Schools	7
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	4



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	U	6	8	9	9	11	14

"U" here indicates "unknown"

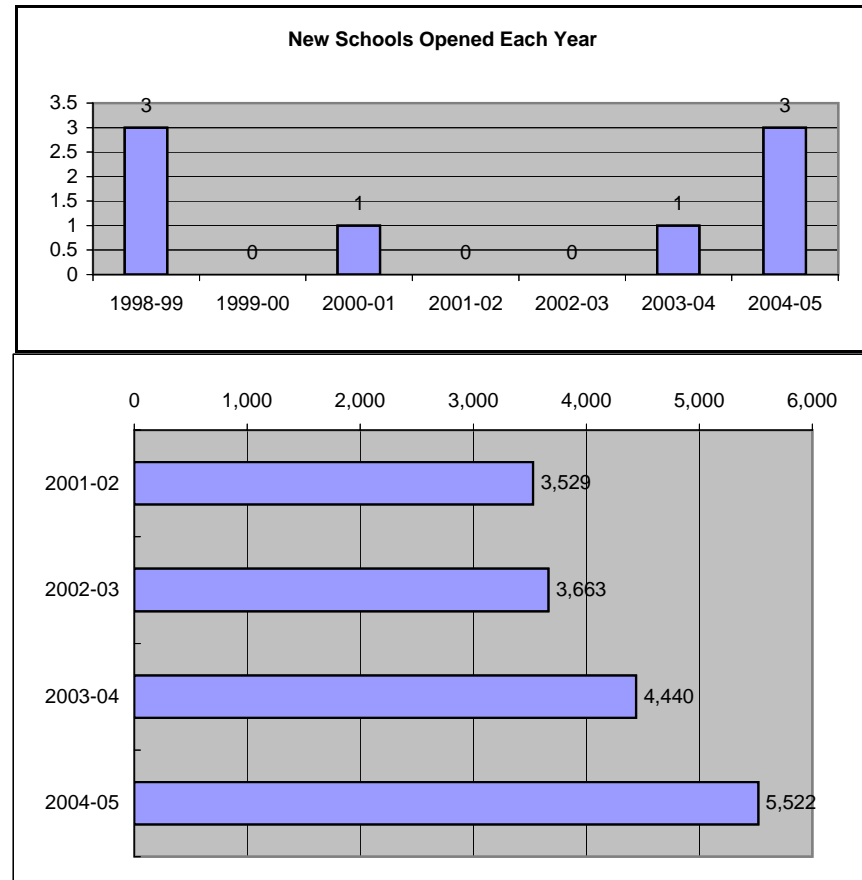
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	1	1	1	1	1	1	1



## Helicon Associates

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	3	0	1	0	0	1	3

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	3,529	3,663	4,440	5,522



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Imagine Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1005 N. Glebe Rd. Ste. 610 Arlington, VA 22201	Voice - 703-527-2600 Fax - 703-527-0234	www.imagineschools.com	1999	Private	Profitable

**NOTES:**

•Information for this profile was gathered from Chancellor Beacon Academies websites at [www.beaconedu.com/schools](http://www.beaconedu.com/schools), and at [www.chancelloracademies.com/publicCharter](http://www.chancelloracademies.com/publicCharter) on 23 May 2002, 17-19 June 2002, and 19 June 2003, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 17 June 2002, the Great Schools website at <http://www.greatschools.net> on 18 October 2002, and the department of education websites for the following states: AZ, FL, NC, NY, MI and the District of Columbia.

•Information updated and confirmed by Susie Paek of Imagine Schools via e-mail communication on 10 November 2004.

•Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

•Chancellor Beacon Academies was purchased by Imagine Schools in 2004. All discontinued schools were shut down before Imagine Schools took over Chancellor Beacon.

### Imagine Schools listed by state

#### Imagine Schools - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Chancellor Charter School at Sierra Vista	Sierra Vista, AZ	1998	K-8	379	Yes
Bell Canyon Charter School	Phoenix, AZ	2001	K-6	465	Yes
Cortez Park Charter Elementary and Middle	Phoenix, AZ	2001	K-8	758	Yes
West Gilbert Charter Elementary and Middle	Gilbert, AZ	2001	K-8	589	Yes

### Imagine Schools - District of Columbia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Meridian Public Charter School	Washington, DC	1999	K-8	570	Yes

### Imagine Schools - Florida

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Four Corners Charter Elementary and Middle Schools	Davenport, FL	2000	K-8	994	Yes
Kissimmee Charter Elementary School	Kissimmee, FL	2000	K-5	685	Yes
Chancellor Charter School at Lantana	Lantana, FL	2001	K-5	535	Yes
Chancellor Charter School at North Lauderdale	North Lauderdale, FL	2001	K-8	675	Yes
Chancellor Charter School at Weston	Weston, FL	2001	K-5	1,027	Yes
P.M. Wells Elementary and Foundation Middle School	Kissimmee, FL	2001	K-8	765	Yes
River's Edge Charter Academy	Palm Bay, FL	2001	K-8	441	Yes
Canoe Creek Charter Elementary	St. Cloud, FL	2003	K-8	653	Yes
Oakland Avenue Charter School	Oakland, FL	2003	K-5	685	Yes

### Imagine Schools - Georgia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Chancellor Charter School at Kennesaw	Kennesaw, GA	2003	K-5	414	Yes

### Imagine Schools - Massachusetts

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Lowell Community Charter School	Lowell, MA	2000	K-6	646	Yes

### Imagine Schools - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pontiac Academy of Excellence	Pontiac, MI	1996	K-9	879	Yes
Renaissance Public School Academy	Mt. Pleasant, MI	1996	K-6	193	Yes
Great Lakes Academy	Pontiac, MI	1997	K-6	280	Yes
White Pine Academy	Leslie, MI	1999	K-8	181	Yes
Huron Academy	Sterling Heights, MI	1999	K-9	480	Yes
Conner Creek Academy	Warren, MI	1999	K-10	874	Yes
Woodmont Academy	Southfield, MI	2004	K-5	269	Yes

### Imagine Schools - Missouri

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Southwest Charter School	Kansas City, MO	1999	6-12	598	Yes
Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	K-6	356	Yes
St. Louis Charter School	St. Louis, MO	2000	K-8	946	Yes
Thurgood Marshall Academy	St. Louis, MO	2000	K-8	1,018	Yes

### Imagine Schools - New York

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
South Buffalo Charter School	Buffalo, NY	2000	K-7	522	Yes
Central New York Charter School for Math and Science	Syracuse, NY	2000	K-6	581	Yes
COMMUNITY Charter School	Buffalo, NY	2003	K-4	217	Yes

### Imagine Schools - North Carolina

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Alpha Academy	Fayetteville, NC	Unknown	6-8	85	Yes
Guilford Preparatory Academy	Greensboro, NC	Unknown	K-9	274	Yes
Kestrel Heights School	Durham, NC	Unknown	6-10	160	Yes

## Discontinued Imagine Schools listed by state

### Discontinued Imagine Schools - District of Columbia

School Name	Location	Year Discont.	Reason Discontinued
Options Public Charter School	Washington, DC	2003	School officials terminated management contract with Chancellor Beacon after learning the principal was a felon on probation when the company hired him. Bhatti, J. (2003, May 29). <i>Washington Times</i> .

### Discontinued Imagine Schools - Michigan

School Name	Location	Year Discont.	Reason Discontinued
West Michigan Academy of Arts and Academics	Spring Lake, MI	2002	Unknown (media searches conducted 15 December 2003)
Detroit Community High School	Detroit, MI	2002	Unknown (media searches conducted 15 December 2003)
The Learning Center	Byron Center, MI	2003	Unknown (media searches conducted 15 December 2003)
Island City Academy	Eaton Rapids, MI	2003	Unknown (media searches conducted 15 December 2003)
Landmark Academy	Kimball, MI	2003	Unknown (media searches conducted 15 December 2003)
Muskegon Technical Academy	Muskegon, MI	2003	Unknown (media searches conducted 15 December 2003)
Conner Creek Academy East	Roseville, MI	2004	Unknown (media searches conducted 15 and 18 November 2004)
Chandler Park Academy - Oak Park	Oak Park, MI	2004	Unknown (media searches conducted 15 and 18 November 2004)
Chandler Park Academy - Haverhill	Detroit, MI	2004	Unknown (media searches conducted 15 and 18 November 2004)
Chandler Park Academy - Philip	Detroit, MI	2004	Unknown (media searches conducted 15 and 18 November 2004)
Chandler Park Academy - Greenfield	Detroit, MI	2004	Unknown (media searches conducted 15 and 18 November 2004)

### Discontinued Imagine Schools - Florida

School Name	Location	Year Discont.	Reason Discontinued
North Tampa Alternative Charter School	Tampa, FL	2003	Chancellor Beacon asked to be relieved of charter after revealing that they would not be able to make a profit on the school given the current level of funding. Mabe, L. (2003, May 29). <i>St. Petersburg Times</i> .

### Discontinued Imagine Schools - Massachusetts

School Name	Location	Year Discont.	Reason Discontinued
Murdoch Middle School	Chelmsford, MA	2002	School officials terminated management contract with Chancellor Beacon "citing a desire to save money by managing independently." Vaishnav, A. (2002, Aug. 2). <i>Boston Globe</i> .
Roxbury Prep Charter School	Roxbury, MA	2002	Unknown (media searches conducted 15 December 2003)
Frederick Douglass Charter School	Hyde Park, MA	2002	Unknown (media searches conducted 15 December 2003)
Rising Tide Charter School	Plymouth, MA	2003	School and company came to mutual decision to "split amicably." Hayward, E. (2002, June 16). <i>Boston Herald</i> .
Mystic Valley Regional Charter School	Malden, MA	2003	Unknown (media searches conducted 15 December 2003)

### Discontinued Imagine Schools - North Carolina

School Name	Location	Year Discont.	Reason Discontinued
Engelmann School of the Arts and Sciences	Claremont, NC	2002	Unknown (media searches conducted 15 December 2003)

### Discontinued Imagine Schools - Pennsylvania

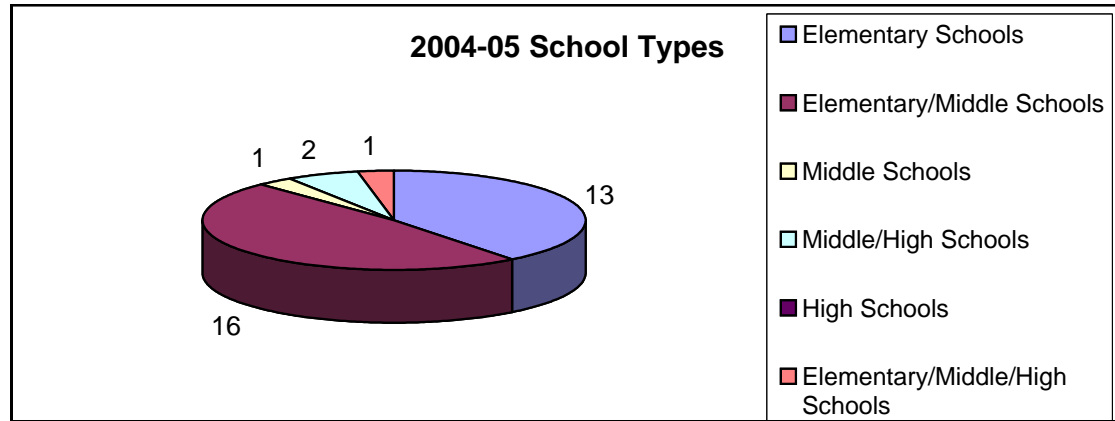
School Name	Location	Year Discont.	Reason Discontinued
Guion S. Bluford Elementary School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Roberto Clemente Middle School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Samuel H. Daroff Elementary	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .

### Discontinued Imagine Schools - Pennsylvania (continued)

School Name	Location	Year	Reason Discontinued
Philip H. Sheridan School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Shoemaker Middle School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .

## Imagine Schools

	2004-05
Elementary Schools	13
Elementary/Middle Schools	16
Middle Schools	1
Middle/High Schools	2
High Schools	0
Elementary/Middle/High Schools	1

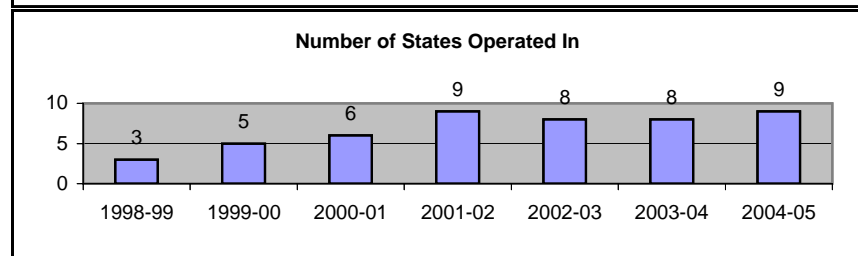
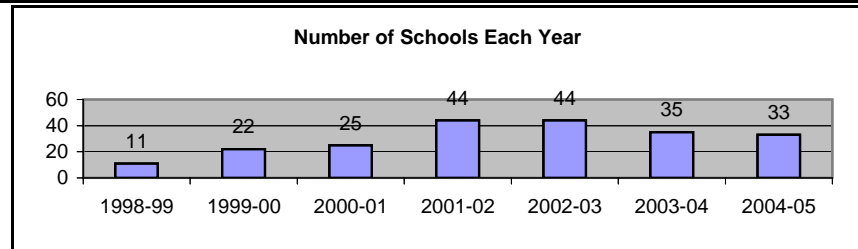


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	11	22	25	44	44	35	33

Figures before 2001-02 include Beacon Education Management only; Figures for 2001-02 are the sum of Beacon and Chancellor Academies.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	3	5	6	9	8	8	9

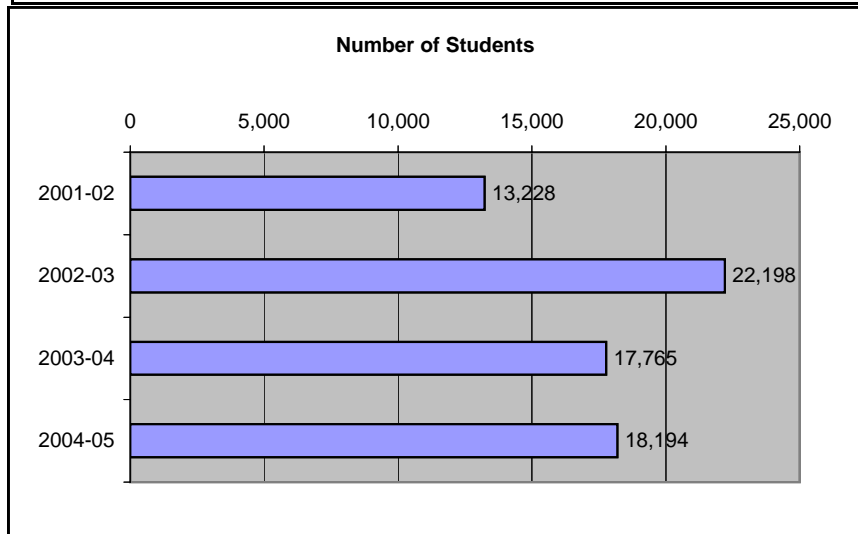
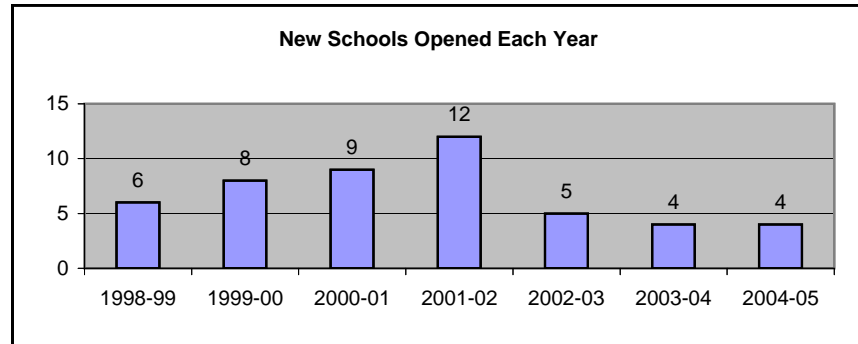
Figures before 2001-02 include Beacon Education Management only; Figures for 2001-02 are the sum of Beacon and Chancellor Academies.



## Imagine Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	6	8	9	12	5	4	4

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	13,228	22,198	17,765	18,194



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## K12, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
8000 Westpark Dr. Ste. 500 McLean, VA 22102	Voice - 703-970-8000 Fax - 703-288-6740	<a href="http://www.k12.com">www.k12.com</a>	1999	Private	Unknown

**NOTES:**

- Information gathered from the K12, Inc. website at [http://www.k12.com/virtual\\_academy/participating\\_schools.html](http://www.k12.com/virtual_academy/participating_schools.html) on 14 October 2003 and 10 September 2004.
- Information updated and confirmed by Jeff Kwitowski, Senior Manager, Public Relations of K12, Inc. via e-mail communication on 17 November 2004.
- K12, Inc. refused to provide profitability information.

### K12, Inc. schools listed by state

#### K12 - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Arizona Virtual Academy (virtual school)	Arizona	2003	K-8	750	Yes

#### K12 - Arkansas

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Arkansas Virtual School (virtual school)	Arkansas	2002	K-8	430	No

**K12 - California**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
California Virtual Academy at Kern (virtual school)	Kern, CA	2002	K-8	333	Yes
California Virtual Academy at Kings (virtual school)	Kings, CA	2002	K-8	333	Yes
California Virtual Academy at San Diego (virtual school)	San Diego, CA	2002	K-8	333	Yes
California Virtual Academy at Jamestown (virtual school)	Jamestown, CA	2002	K-8	333	Yes
California Virtual Academy at San Mateo (virtual school)	San Mateo, CA	2004	K-8	333	Yes
California Virtual Academy at Sonoma (virtual school)	Sonoma, CA	2004	K-8	335	Yes

**K12 - Colorado**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Colorado Virtual Academy (virtual school)	Colorado	2001	K-8	1,900	Yes

**K12 - District of Columbia**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Community Academy Public Charter School (Virtual School)	Washington, DC	2004	K-8	50	Yes

**K12 - Florida**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Florida Virtual Academy (virtual school)	Florida	2003	K-8	300	No

**K12 - Idaho**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Idaho Virtual Academy (virtual school)	Idaho	2002	K-8	1,800	Yes

**K12 - Ohio**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Ohio Virtual Academy (virtual school)	Ohio	2002	K-8	2,600	Yes

**K12 - Pennsylvania**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Pennsylvania Virtual Charter School (virtual school)	Pennsylvania	2001	K-8	4,000	Yes

**K12 - Wisconsin**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Wisconsin Virtual Academy (virtual school)	Wisconsin	2003	K-8	630	Yes

## Discontinued K12, Inc. schools by state

### Discontinued K12, Inc. - Minnesota

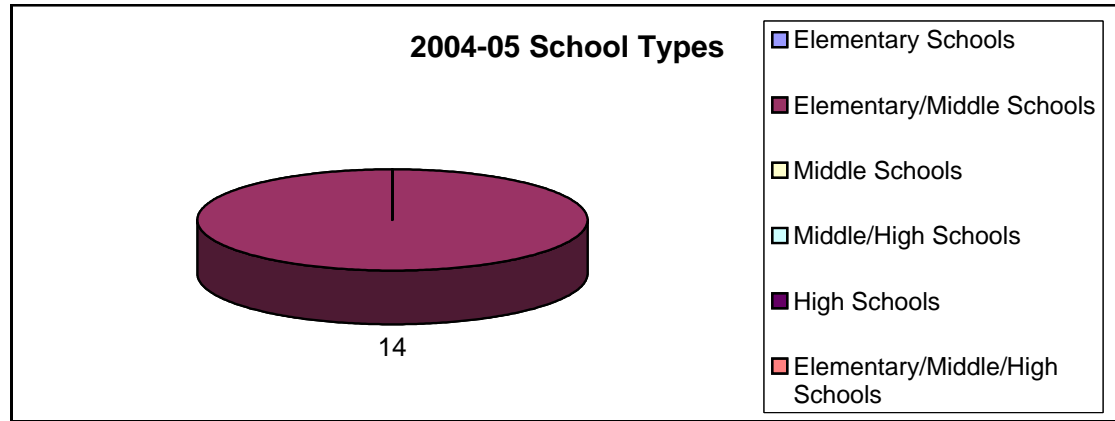
School Name	Location	Year	Reason Discontinued
Minnesota Virtual Academy (virtual school)	Minnesota	2004	K12 no longer operates Minnesota Virtual Academy. (Information received 17 November 2004 from Jeff Kwitowski, Senior Manager, Public Relations of K12, Inc.)

### Discontinued K12, Inc. - Iowa

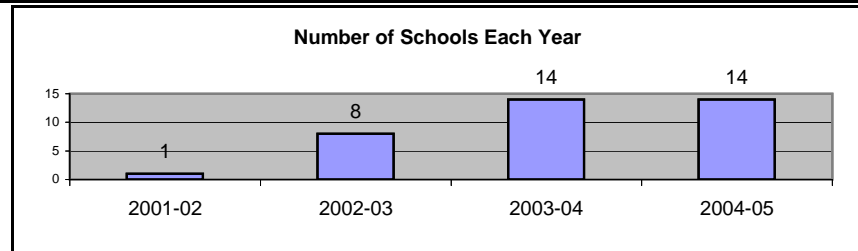
School Name	Location	Year	Reason Discontinued
Iowa Virtual School Program (virtual school)	Iowa	2004	Decision by Iowa Department of Education to classify as home school assistance program. (Retrieved 18 November 2004 from <a href="http://www.iasv.org/">http://www.iasv.org/</a> )

## K12, Inc.

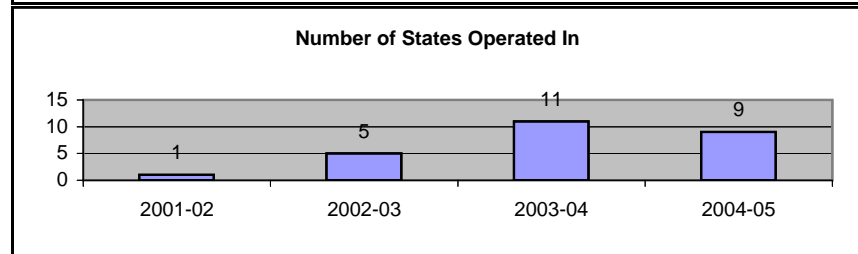
	2003-04
Elementary Schools	0
Elementary/Middle Schools	14
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	NA	NA	1	8	14	14



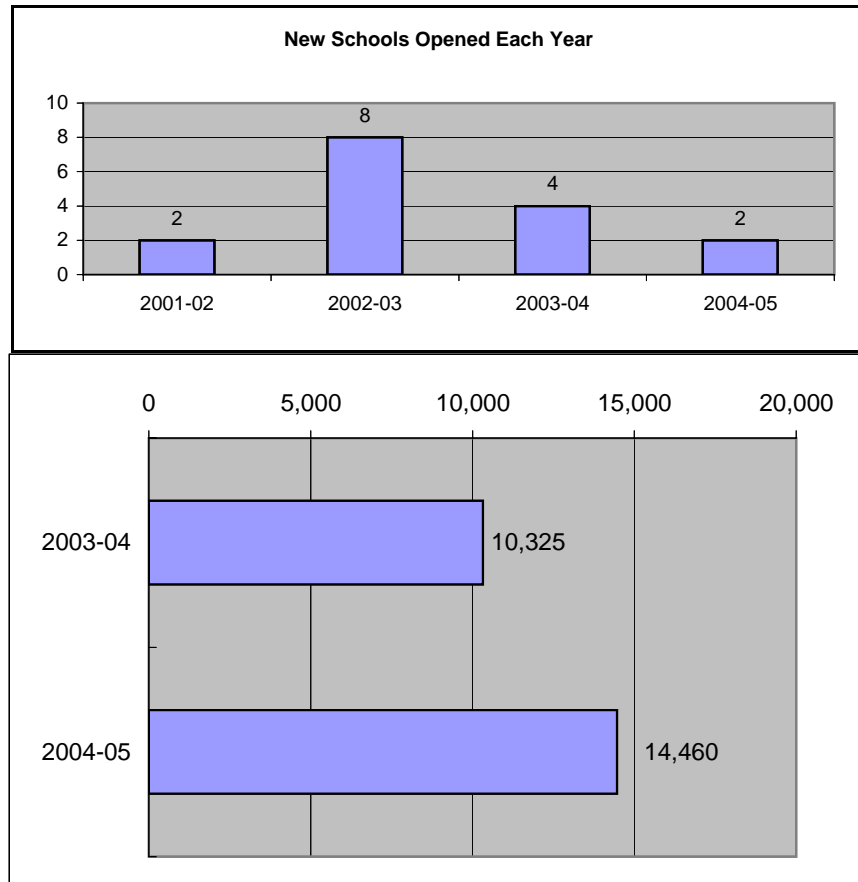
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	NA	NA	1	5	11	9



## K12, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	NA	NA	NA	2	8	4	2

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	NA	NA	NA	Unknown	Unknown	10,325	14,460



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## The Leona Group, LLC.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1313 E. Osborn Rd. Ste. 100 Phoenix, AZ 85014	Voice - 602-953-2933 Fax - 602-953-0831	<a href="http://www.leonagroup.com">www.leonagroup.com</a>	1996	Private	Profitable

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at [www.ade.state.az.us/CharterSchools/Search/SiteList.asp](http://www.ade.state.az.us/CharterSchools/Search/SiteList.asp) on 28 May 2002 and 14 September 2004, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 28 May 2002 and 14 September 2004, the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 1 November 2002 and 14 September 2004, and the Leona Group, LLC website at [www.leonagroupaz.com/schools.html](http://www.leonagroupaz.com/schools.html) on 14 September 2004.
- Information updated and confirmed by Paul Wright, Vice President of The Leona Group via e-mail communication on 25 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### The Leona Group, LLC schools listed by state

#### The Leona Group - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sun Valley High School	Mesa, AZ	1997	9-12	977	Yes
Tucson Accelerated High School	Tucson, AZ	1997	9-12	539	Yes
Apache Trail High School	Apache Junction, AZ	1997	9-12	147	Yes
West Phoenix High School	Phoenix, AZ	1997	9-12	676	Yes
Tempe Accelerated High School	Tempe, AZ	1997	9-12	385	Yes

**The Leona Group - Arizona (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Summit High School	Phoenix, AZ	1998	9-12	498	Yes
Maya High School	Phoenix, AZ	1998	9-12	517	Yes
Estrella High School	Avondale, AZ	1999	9-12	577	Yes
Peoria Accelerated High School	Peoria, AZ	1999	9-12	551	Yes
Ocotillo High School	Phoenix, AZ	1999	9-12	446	Yes
El Dorado High School	Chandler, AZ	1999	9-12	260	Yes
Desert Hills High School	Gilbert, AZ	1999	9-12	475	Yes
APEX Academy	Apache Junction, AZ	2001	K-8	39	Yes
Sun Valley Middle School	Mesa, AZ	2001	6-8	52	Yes
Alta Vista High School	Tucson, AZ	2003	9-12	425	Yes
Southpointe High School	Phoenix, AZ	2003	9-12	400	Yes
Montezuma Middle School	Tempe, AZ	2003	6-8	30	Yes

**The Leona Group - Indiana**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Timothy L. Johnson Academy	Fort Wayne, IN	2002	K-7	218	Yes

### The Leona Group - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
TriValley Academy of Arts and Education	Muskegon, MI	1995	K-8	303	Yes
Cesar Chavez Academy Elementary	Detroit, MI	1996	K-5	465	Yes
Cesar Chavez Academy Middle	Detroit, MI	Unknown	6-8	438	Yes
Cesar Chavez Academy High	Detroit, MI	Unknown	9-12	327	Yes
Academy for Business and Technology	Dearborn Heights, MI	1997	6-12	377	Yes
William C. Abney Academy	Grand Rapids, MI	1998	K-5	190	Yes
Francis Reh Academy	Saginaw, MI	1998	K-8	282	Yes
Pierre Toussaint Academy	Detroit, MI	1998	K-8	402	Yes
Voyageur Academy	Detroit, MI	1998	K-11	505	Yes
Charlotte Forten Academy	Detroit, MI	1998	Ages 12-18	211	Yes
George Crockett Academy	Detroit, MI	1998	K-8	386	Yes
New City Academy	Lansing, MI	1999	K-8	123	Yes
Northridge Academy	Flint, MI	1999	K-8	386	Yes
Hope of Detroit Academy	Detroit, MI	1999	K-11	417	Yes
Joy Preparatory Academy - Oakman Campus	Detroit, MI	1999	K-2	186	Yes
Allen Academy	Detroit, MI	1999	K-10	453	Yes
Consortium College Preparatory Academy	Detroit, MI	Unknown	7-11	279	Yes

**The Leona Group - Michigan (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Joy Preparatory Academy - Dexter Campus	Detroit, MI	Unknown	3-7	184	Yes
ABT Elementary	Dearborn, MI	2004	K-5	Unknown	Yes
Saginaw Preparatory Academy	Saginaw, MI	2004	K-6	Unknown	Yes

**The Leona Group - Ohio**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-6	135	Yes
Eagle Academy	Toledo, OH	2002	K-5	258	Yes
Lake Erie Academy	Toledo, OH	2002	K-8	97	Yes
Toledo Accelerated Academy	Toledo, OH	2002	6-11	158	Yes
George A. Phillips Academy	Toledo, OH	2003	K-8	216	Yes
Maumee Bay Academy	Toledo, OH	2004	K-5	Unknown	Yes
Wildwood Environmental Academy	Toledo, OH	2004	K-8	Unknown	Yes

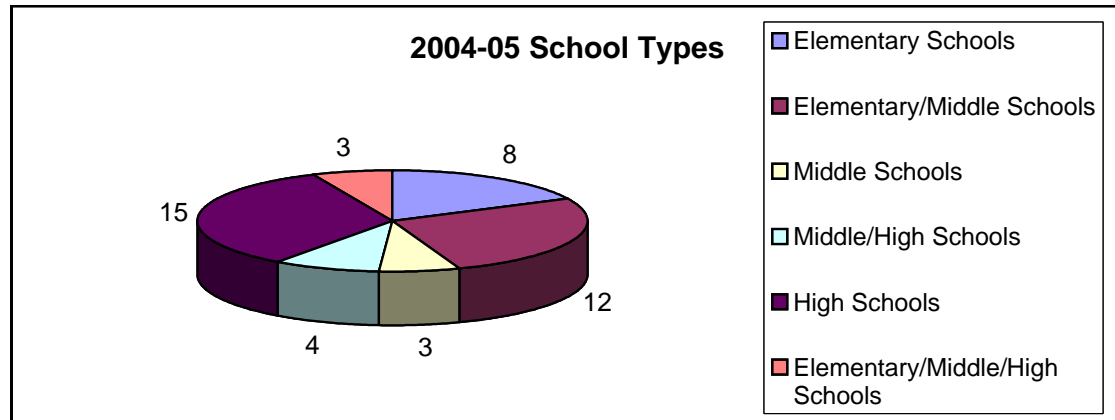
## Discontinued The Leona Group, LLC schools listed by state

### Discontinued Leona Group - Michigan

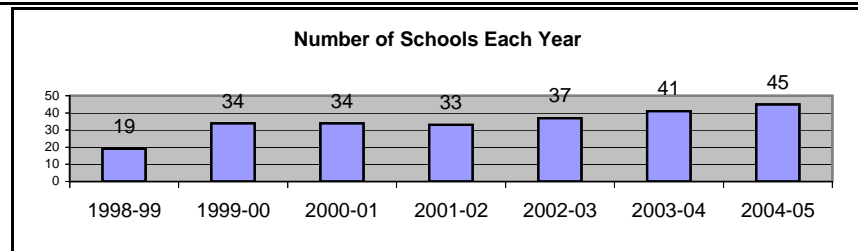
School Name	Location	Year	Reason Discontinued
Beacon International Academy	Detroit, MI	2000	Ferris State revokes charter amid concerns of \$55,000 per month in rent. "Detroit School Loses Charter" (2003, Sep. 17). <i>Detroit Free Press</i> .
Walter French Academy	Lansing, MI	2001	Management Resigned. Information provided by Paul Wright of The Leona Group via email communication 25 October 2004.
Navigator Academy	Kalamazoo, MI	2002	Unknown (media searches conducted 11 October 2004)
Woodward Academy	Detroit, MI	2003	Unknown (media searches conducted 15 December 2003)

## The Leona Group, LLC.

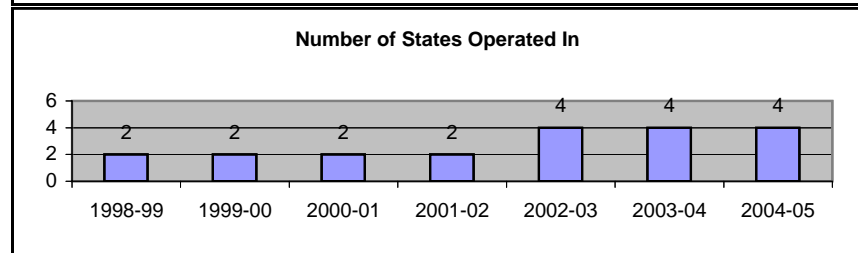
	2004-2005
Elementary Schools	8
Elementary/Middle Schools	12
Middle Schools	3
Middle/High Schools	4
High Schools	15
Elementary/Middle/High Schools	3



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	19	34	34	33	37	41	45



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	2	2	2	2	4	4	4

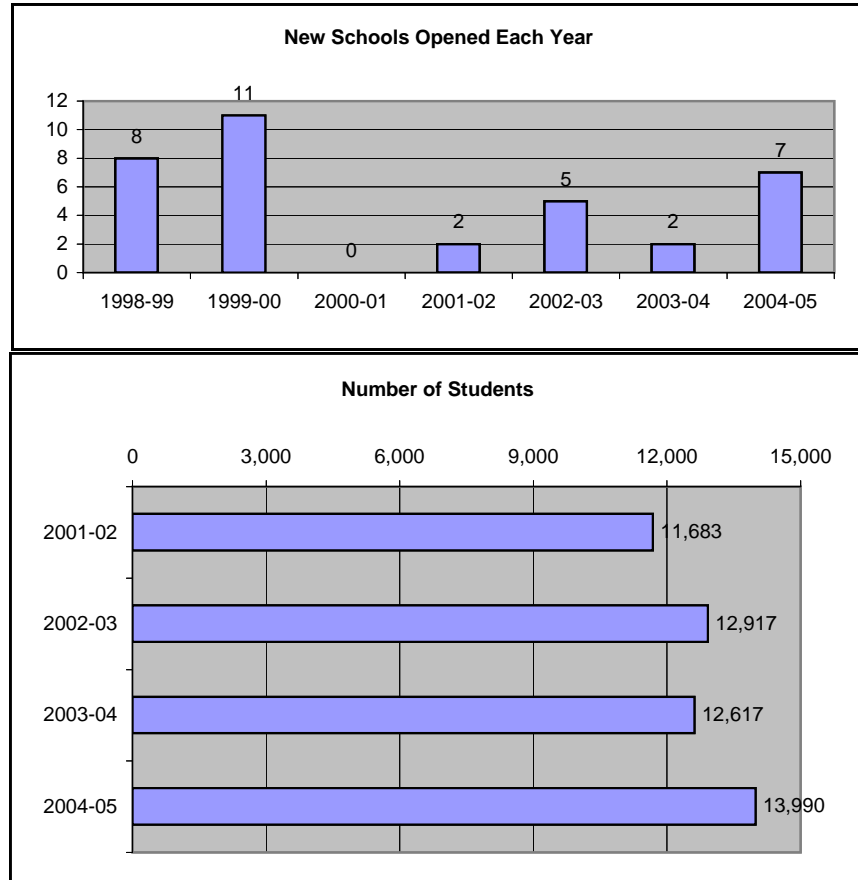


## The Leona Group, LLC.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	8	11	0	2	5	2	7

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	11,683	12,917	12,617	13,990

13,990 in 2004-05 represents the enrollment in 41 of 45 schools.



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Mosaica Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
61 Broadway Ste. 2924 New York, NY 10006	Voice - 212-232-0305 Fax - 212-232-0309	<a href="http://www.mosaicaeducation.com">www.mosaicaeducation.com</a>	1997	Private	Unknown

**NOTES:**

- Information for this profile was gathered from the Mosaica Schools website at [www.mosaicaeducation.com](http://www.mosaicaeducation.com) on 15 September 2004, the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 15 September 2004, the department of education websites from the following states: AZ, CO, DE, GA, NC, NJ, PA, and the District of Columbia.
- Information confirmed and updated by Michelle Shmukler, Executive Assistant of Mosaica Schools via fax communication on 20 October 2004.
- Mosaica Schools refused to provide profitability information.

## Mosaica Schools listed by State

### Mosaica Schools - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	891	Yes
South Mountain Arts and Technology	Phoenix, AZ	2004	K-8	60	Yes

### Mosaica Schools - Colorado

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Denver Arts and Technology Academy	Denver, CO	2000	K-8	448	Yes

### Mosaica Schools - District of Columbia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Arts and Technology Academy	Washington, DC	1999	K-6	617	Yes
Howard Road Academy	Washington, DC	1999	K-6	596	Yes

### Mosaica Schools - Delaware

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Dover	Dover, DE	2003	K-6	434	Yes

### Mosaica Schools - Indiana

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Charter School of the Dunes	Gary, IN	2003	K-5	491	Yes

### Mosaica Schools - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	440	Yes
Capital Area Academy	Lansing, MI	1999	K-8	180	Yes
Center Academy	Flint, MI	1999	K-8	406	Yes
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	487	Yes
Arts and Technology Academy of Pontiac	Pontiac, MI	2001	K-6	473	Yes

### Mosaica Schools - Michigan (continued)

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Bay County Public School Academy	Bay City, MI	2001	K-6	334	Yes
Richfield Arts and Technology Academy	Flint, MI	2003	K-6	357	Yes
Bay Mills Ojibwe Charter School	Brimley, MI	2003	K-6	122	Yes
Jackson Arts and Technology Academy	Jackson, MI	2003	K-5	220	Yes
Business Entrepreneurship Science and Technology	Highland Park, MI	2004	K-8	108	Yes
Bingham Academy	Alpena, MI	2004	K-5	89	Yes

### Mosaica Schools - Ohio

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Columbus Arts and Technology Academy	Columbus, OH	2004	K-5	324	Yes
Columbus Preparatory Academy	Columbus, OH	2004	K-5	147	Yes
Columbus Humanities Arts and Technology Academy	Columbus, OH	2004	K-5	240	Yes

### Mosaica Schools - New York

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Our World Neighborhood Charter School	Astoria, NY	2002	K-5	583	Yes

### Mosaica Schools - Pennsylvania

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ronald H. Brown Charter School	Harrisburg, PA	2000	K-8	402	Yes
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-7	663	Yes
Graystone Academy	South Coatesville, PA	2002	K-6	552	Yes
Fell Charter School	Simpson, PA	2002	K-7	206	Yes
Bear Creek Community Charter School	Wilkes Barre, PA	2004	K-5	125	Yes

### Discontinued Mosaica Schools listed by state

#### Discontinued Mosaica Schools - Delaware

School Name	Location	Year	Reason Discontinued
Marion T. Academy	Wilmington, DE	2004	Unknown (media searches conducted 23 November 2004)

#### Discontinued Mosaica Schools - Georgia

School Name	Location	Year	Reason Discontinued
Victory Charter School	East Point, GA	2002	Unknown (media searches conducted 15 December 2003)

### Discontinued Mosaica Schools - Michigan

School Name	Location	Year	Reason Discontinued
George Washington Carver Academy	Highland Park, MI	2003	Unknown (media searches conducted 15 December 2003)
Detroit Advantage Academy	Detroit, MI	2003	Mosaica was fired after board members complained that the company "wasn't making promised improvements." "Substandard Charters Fail 17,000 Pupils." (2003, Oct. 26). <i>WZZM13</i> .
Mosaica Academy of Saginaw	Saginaw, MI	2004	Unknown (media searches conducted 23 November 2004)
Benton Harbor Charter School	Benton Harbor, MI	2004	Unknown (media searches conducted 23 November 2004)

### Discontinued Mosaica Schools - North Carolina

School Name	Location	Year	Reason Discontinued
Sugar Creek Charter School	Charlotte, NC	2002	Unknown (media searches conducted 15 December 2003)

### Discontinued Mosaica Schools - New Jersey

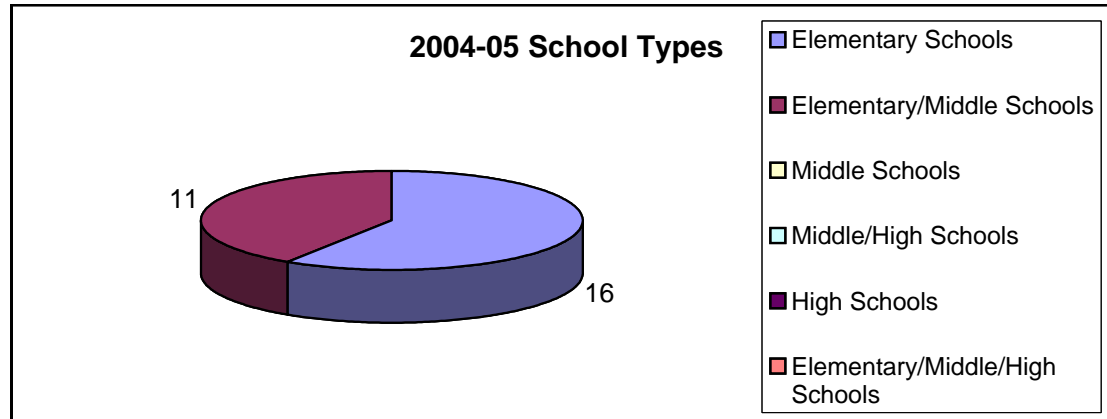
School Name	Location	Year	Reason Discontinued
Liberty Academy Charter School	Jersey City, NJ	2002	Unknown (media searches conducted 15 December 2003)
New Horizons Community Charter School	Newark, NJ	2002	Unknown (media searches conducted 15 December 2003)

### Discontinued Mosaica Schools - Pennsylvania

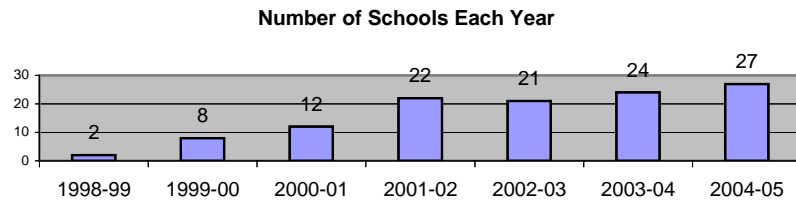
School Name	Location	Year	Reason Discontinued
Renaissance Advantage Charter School	Philadelphia, PA	2004	Charter application denied due to failure to meet academic and attendance goals, to file timely annual reports, and to document that 75% of it's teachers are certified. "Panel Denies Two Charters' Renewal Bids" (2003, Mar. 13) <i>Philadelphia Inquirer</i>

## Mosaica Schools

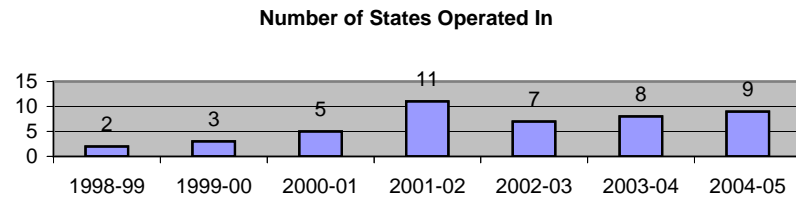
	2004-05
Elementary Schools	16
Elementary/Middle Schools	11
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	2	8	12	22	21	24	27



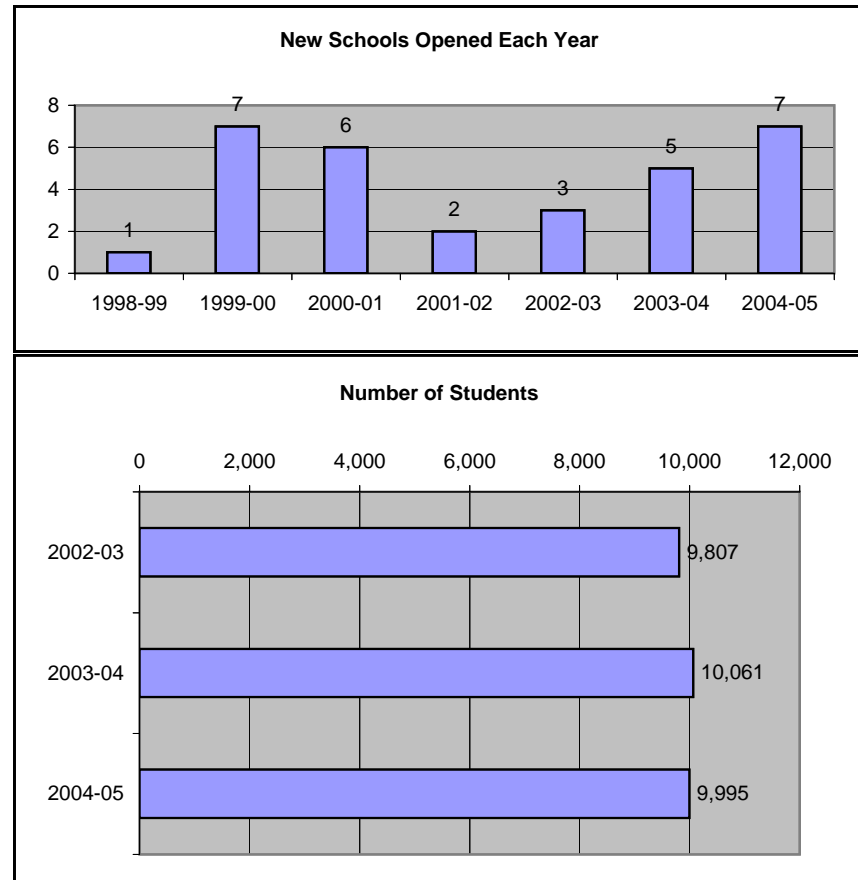
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	2	3	5	11	7	8	9



## Mosaica Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	1	7	6	2	3	5	7

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	9,807	10,061	9,995



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
 Companies managing 10 or more schools

## National Heritage Academies

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
3350 Broadmoor S.E. Ste. 201 Grand Rapids, MI 49512	Voice - 616-222-1700 Fax - 616-222-1701	<a href="http://www.heritageacademies.com">www.heritageacademies.com</a>	1995	Private	Profitable

**NOTES:**

- Information gathered from National Heritage Academies website at <http://www.heritageacademies.com/brix?pageID=8> on 29 May 2002, 25 June 2003, and 16 September 2004, and the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 29 May 2002.
- Information updated and confirmed by Tina Quinn, Customer Service Manager of National Heritage Academies via fax communication on 20 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### National Heritage Academies schools listed by state

#### National Heritage Academies - Indiana

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Andrew J. Brown Academy	Indianapolis, IN	2003	K-5	498	Yes

#### National Heritage Academies - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Excel Charter Academy	Grand Rapids, MI	1995	K-8	694	Yes
Vanderbilt Charter Academy	Holland, MI	1996	K-8	472	Yes
Vanguard Charter Academy	Wyoming, MI	1996	K-8	633	Yes

**National Heritage Academies - Michigan (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Vista Charter Academy	Grand Rapids, MI	1996	K-8	639	Yes
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	668	Yes
Walker Charter Academy	Walker, MI	1997	K-8	619	Yes
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	676	Yes
Eagle Crest Charter Academy	Holland, MI	1997	K-8	638	Yes
Endeavor Charter Academy	Springfield, MI	1998	K-8	656	Yes
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	604	Yes
Paragon Charter Academy	Jackson, MI	1998	K-8	578	Yes
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	567	Yes
Timberland Charter Academy	Muskegon, MI	1998	K-8	560	Yes
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	671	Yes
Walton Charter Academy	Pontiac, MI	1999	K-8	689	Yes
Burton Glen Charter Academy	Burton, MI	1999	K-8	668	Yes
Linden Charter Academy	Flint, MI	1999	K-8	672	Yes
Windemere Park Charter Academy	Lansing, MI	1999	K-8	641	Yes
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	603	Yes
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	554	Yes

**National Heritage Academies - Michigan (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Canton Charter Academy	Canton, MI	2000	K-8	668	Yes
Metro Charter Academy	Romulus, MI	2000	K-8	629	Yes
Warrendale Charter Academy	Detroit, MI	2001	K-8	683	Yes
Detroit Merit Charter Academy	Detroit, MI	2002	K-6	598	Yes
Hamtramck Academy	Hamtramck, MI	2003	K-4	265	Yes
Keystone Academy	Belleville, MI	2003	K-5	348	Yes
Laurus Academy	Southfield, MI	2004	K-4	418	Yes
Triumph Academy	Monroe, MI	2004	K-5	418	Yes
Prevail Academy	Mount Clemens, MI	2004	K-5	418	Yes
Fortis Academy	Ypsilanti, MI	2004	K-5	418	Yes
Valor Campus of Detroit School of Industrial Arts	Detroit, MI	2004	K-5	Unknown	Yes
Great Oaks Academy	Madison Heights, MI	2004	K-5	418	Yes
Detroit Enterprise Academy	Detroit, MI	2004	K-5	510	Yes

### National Heritage Academies - North Carolina

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Forsyth Academies	Winston-Salem, NC	1999	K-5	603	Yes
Greensboro Academy	Greensboro, NC	1999	K-8	712	Yes
Research Triangle Charter Academy	Durham, NC	2000	K-8	663	Yes
PreEminent Charter School	Raleigh, NC	2000	K-6	493	Yes
Queen's Grant Community School	Charlotte, NC	2002	K-6	556	Yes

### National Heritage Academies - New York

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Rochester Leadership Academy Charter School	Rochester, NY	2000	K-8	551	Yes
Southside Charter School	Syracuse, NY	2002	K-6	252	Yes
Brooklyn Excelsior Charter School	Brooklyn, NY	2003	K-4	198	Yes
Buffalo United Charter School	Buffalo, NY	2003	K-4	236	Yes

### National Heritage Academies - Ohio

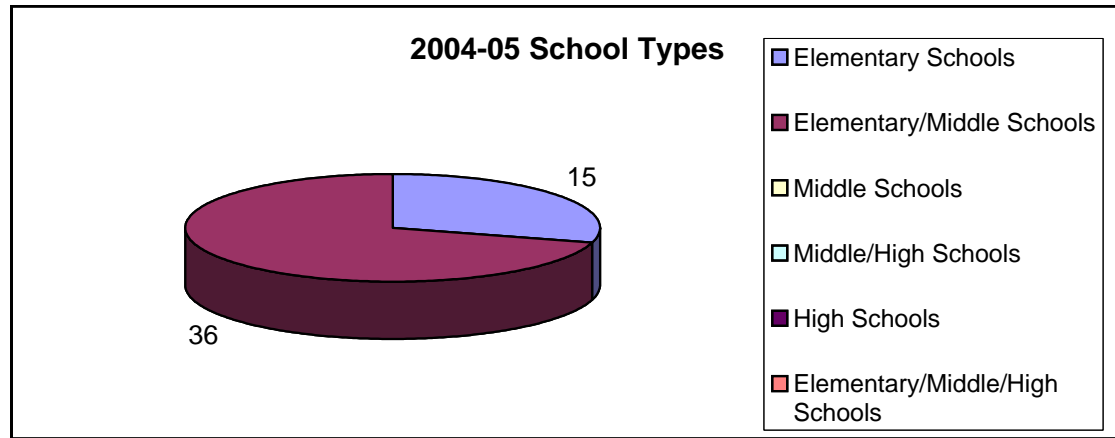
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
North Dayton School of Discovery	Dayton, OH	2002	K-6	601	Yes
Pathway School of Discovery	Dayton, OH	2003	K-6	490	Yes
Alliance Academy of Cincinnati	Cincinnati, OH	2003	K-5	390	Yes
Emerson Academy of Dayton	Dayton, OH	2004	K-5	218	Yes

**National Heritage Academies - Ohio (continued)**

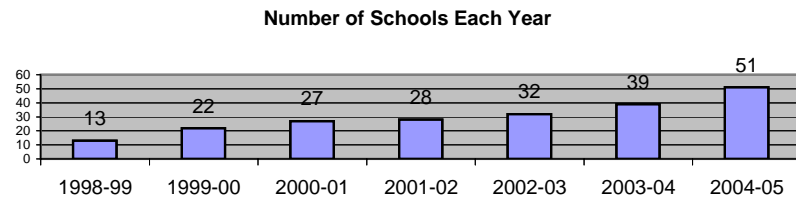
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Orion Academy	Cincinnati, OH	2004	K-5	249	Yes
Pinnacle Academy	Euclid, OH	2004	K-5	412	Yes
Winterfield Venture Academy	Toledo, OH	2004	K-5	370	Yes
Apex Academy	Cleveland, OH	2004	K-5	348	Yes

## National Heritage Academies

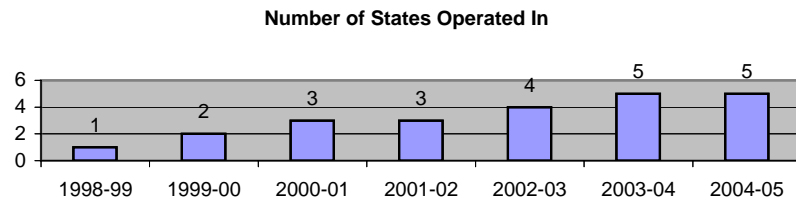
	2004-05
Elementary Schools	15
Elementary/Middle Schools	36
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	13	22	27	28	32	39	51



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	1	2	3	3	4	5	5

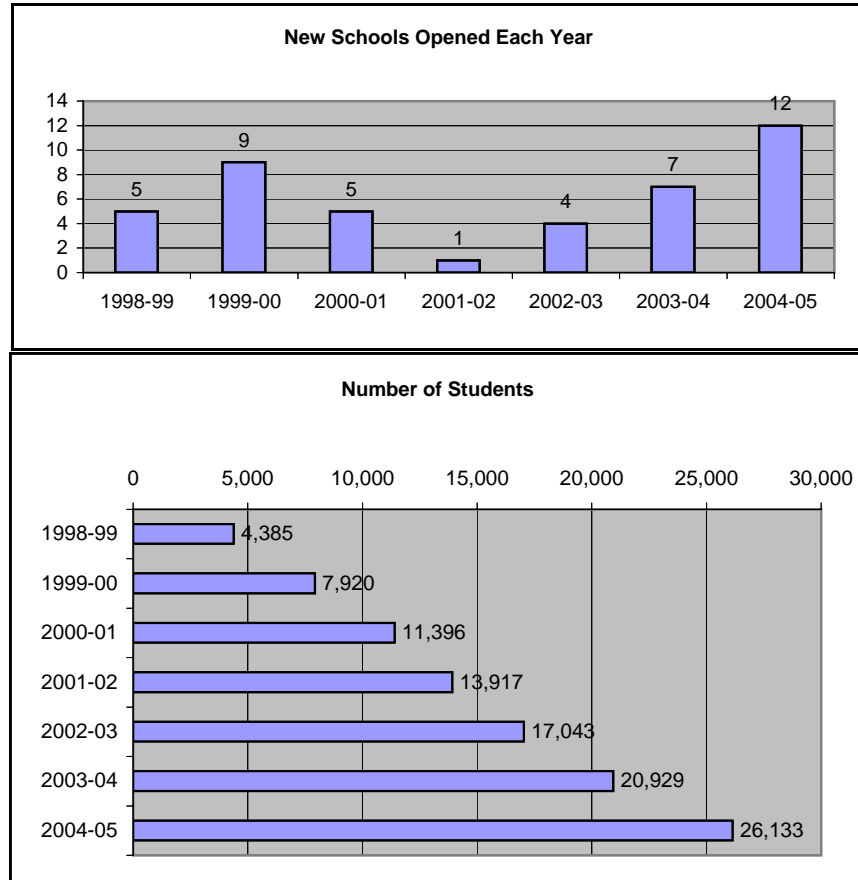


## National Heritage Academies

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	5	9	5	1	4	7	12

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	4,385	7,920	11,396	13,917	17,043	20,929	26,133

26,133 in 2004-05 represents the enrollment in 50 of 51 schools.



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## The Planagement Group, L.P.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
405 SH 121 Bypass Building D Ste. 100 Lewisville, TX 75067	Voice - 972-316-3663 Fax - 972-315-9506	<a href="http://www.planagement.org">www.planagement.org</a>	2001	Private	Not Profitable

**NOTES:**

- Information gathered from Eagle Academies website at [www.eaglecharterschools.com/page/schools.html](http://www.eaglecharterschools.com/page/schools.html) on 24 September 2004, and the Great Schools website at [www.greatschools.net/modperl/go/TX](http://www.greatschools.net/modperl/go/TX) on 24 September 2004.
- Information updated and confirmed via fax communication with The Planagement Group, L.P. on 8 November 2004, via email communication with Robert J. Carpus of The Planagement Group, L.P. on 6 December 2004, and via email communication with Chris Baumann of The Planagement Group, L.P. on 17 January 2005.
- Profitability status was reported by the company to EPSL researchers and could not be verified by an objective source.

### The Planagement Group, L.P. schools listed by state

#### The Planagement Group - Texas

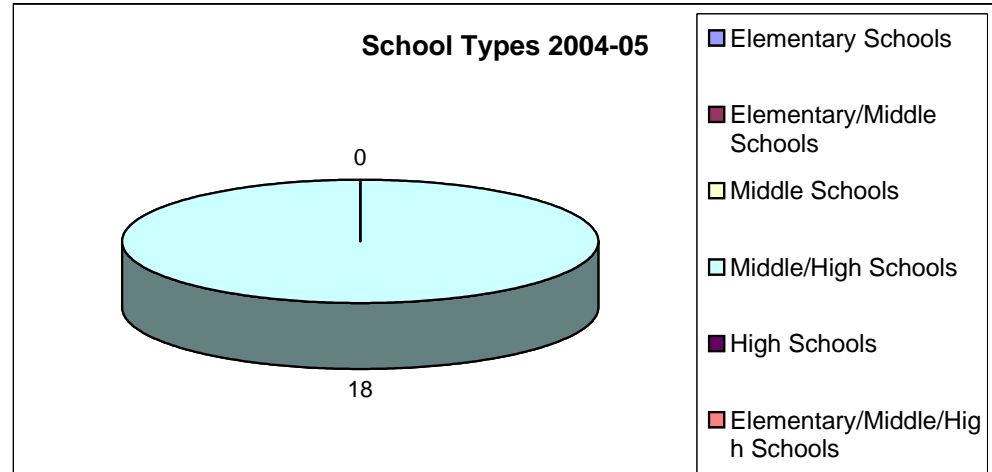
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Eagle Academies of Texas - Pharr	Pharr, TX	1998	6-12	161	Yes
Eagle Academies of Texas - Abilene	Abilene, TX	1999	6-12	163	Yes
Eagle Academies of Texas - Beaumont	Beaumont, TX	1999	6-12	165	Yes
Eagle Academies of Texas - Brownsville	Brownsville, TX	1999	6-12	144	Yes
Eagle Academies of Texas - Bryan	Bryan, TX	1999	6-12	103	Yes

**The Planagement Group - Texas (continued)**

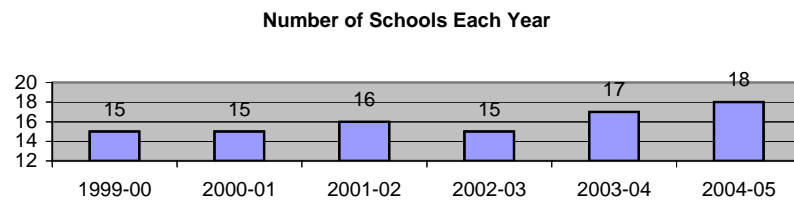
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Eagle Academies of Texas - Dallas	Dallas, TX	1999	6-12	124	Yes
Eagle Academies of Texas - Del Rio	Del Rio, TX	1999	6-12	100	Yes
Eagle Academies of Texas - Fort Worth	Fort Worth, TX	1999	6-12	134	Yes
Eagle Academies of Texas - Laredo	Laredo, TX	1999	6-12	88	Yes
Eagle Academies of Texas - Lubbock	Lubbock, TX	1999	6-12	111	Yes
Eagle Academies of Texas - Midland	Midland, TX	1999	6-12	174	Yes
Eagle Academies of Texas - San Antonio	San Antonio, TX	1999	6-12	130	Yes
Eagle Academies of Texas - Tyler	Tyler, TX	1999	6-12	162	Yes
Eagle Academies of Texas - Waco	Waco, TX	1999	6-12	151	Yes
Eagle Academies of Texas - Austin	Austin, TX	2001	6-12	216	Yes
Eagle Academies of Texas - Trinity	Trinity, TX	2003	6-12	88	Yes
Eagle Academy of Lindale	Lindale, TX	2003	8-12	2	Yes
Eagle Academies of Texas - Mission	Mission, TX	2004	7-12	85	Yes

## The Planagement Group, LP

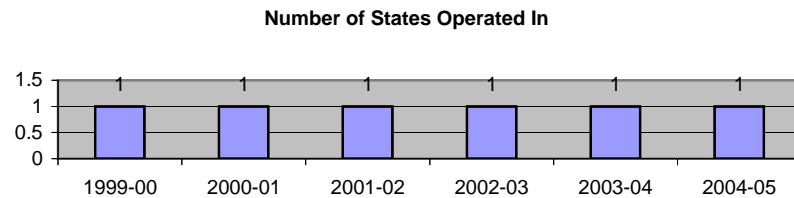
	2004-05
Elementary Schools	0
Elementary/Middle Schools	0
Middle Schools	0
Middle/High Schools	18
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	15	15	16	15	17	18



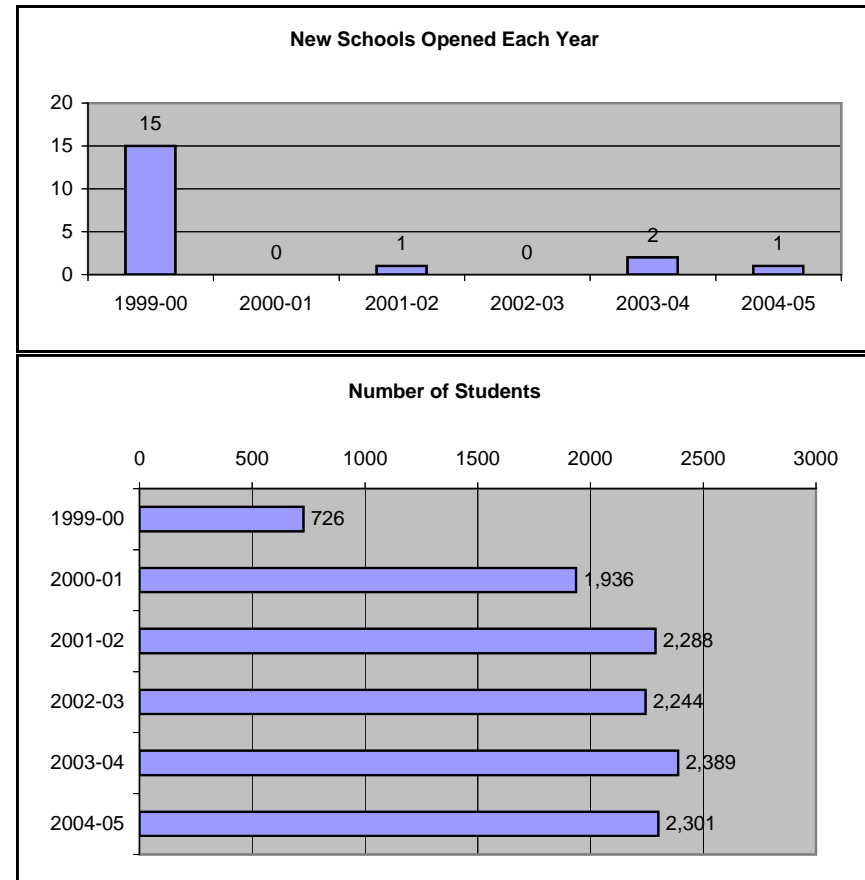
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	1	1	1	1	1	1



## The Planagement Group, LP

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	NA	15	0	1	0	2	1

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	726	1,936	2,288	2,244	2,389	2,301



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Richard Milburn High School, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
27 Congress St. Ste. 204 Salem, MA 01970	Voice - 978-741-7161 Fax - 978-741-0414	<a href="http://www.rmhs.org">www.rmhs.org</a>	1975	Private	Profitable

**NOTES:**

- Information for this profile was gathered from Robert Crosby of Richard Milburn High School, Inc. via postal letter on 15 October 2003.
- Information verified via fax communication with Robert H. Crosby, President of Richard Milburn High School, Inc on 20 October 2004, and via fax communication with Hildy Broadman of Richard Milburn High School, Inc. on 10 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified by an objective source.

### Richard Milburn High School, Inc. schools listed by state

#### Richard Milburn High School - Florida

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMA - Bradenton	Bradenton, FL	2000	9-12	307	Yes
RMA - Fort Myers	Fort Myers, FL	2000	9-12	212	Yes
RMA - New Port Richey	New Port Richey, FL	2000	9-12	214	Yes
RMA - Sarasota	Sarasota, FL	2000	9-12	163	Yes
RMA - Tampa	Tampa, FL	2002	9-12	282	Yes

### Richard Milburn High School - Illinois

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMHS - Chicago	Chicago, IL	1997	9-12	167	No

### Richard Milburn High School - North Carolina

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMHS - Wake County	Raleigh, NC	1996	6-12	260	No

### Richard Milburn High School - Texas

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMA - Corpus Christi	Corpus Christi, TX	1998	9-12	295	Yes
RMA - Killeen	Killeen, TX	1999	9-12	388	Yes
RMA - Midland	Midland, TX	1999	9-12	346	Yes
RMA - Lubbock	Lubbock, TX	1999	9-12	247	Yes
RMA - Amarillo	Amarillo, TX	2001	9-12	210	Yes
RMA - Beaumont	Beaumont, TX	2001	9-12	260	Yes
RMA - Fort Worth	Fort Worth, TX	2003	9-12	203	Yes
RMA - Houston	Houston, TX	2003	9-12	170	Yes
RMA - Ector County	Odessa, TX	2003	9-12	312	Yes

### Richard Milburn High School - Virginia

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMHS - Prince William County	Dumfries, VA	1989	9-12	236	No
RMHS - Fairfax County	Alexandria, VA	1994	7-12	67	No

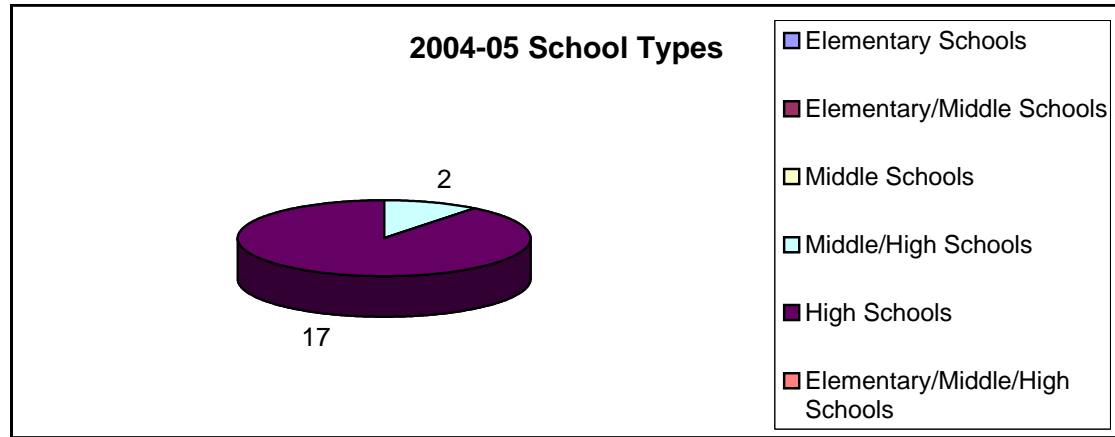
### Discontinued Richard Milburn High School, Inc schools listed by state

#### Discontinued Richard Milburn High School - Indiana

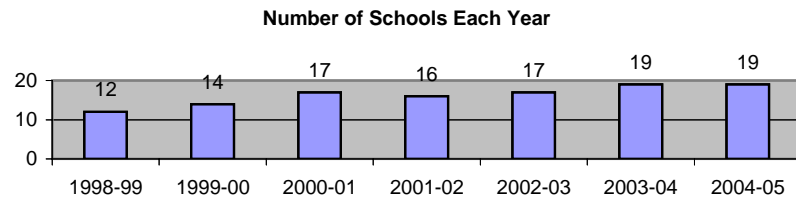
School Name	Location	Year	Reason Discontinued
RMHS - Fort Wayne	Fort Wayne, IN	2004	Fort Wayne Community Schools' budget concerns causes them to end contract with Richard Milburn High School. "FWCS Announces Changes to Alternative Program." (2004, March 30). <i>Fort Wayne Community Schools Media Release.</i>

## Richard Milburn High School, Inc.

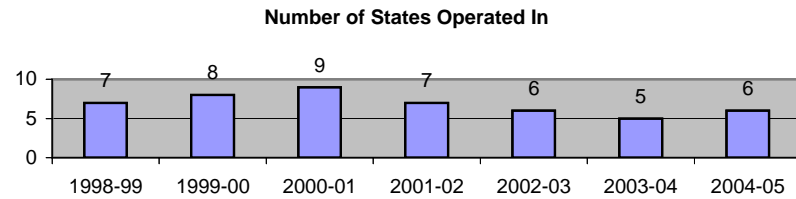
	2004-05
Elementary Schools	0
Elementary/Middle Schools	0
Middle Schools	0
Middle/High Schools	2
High Schools	17
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	12	14	17	16	17	19	19



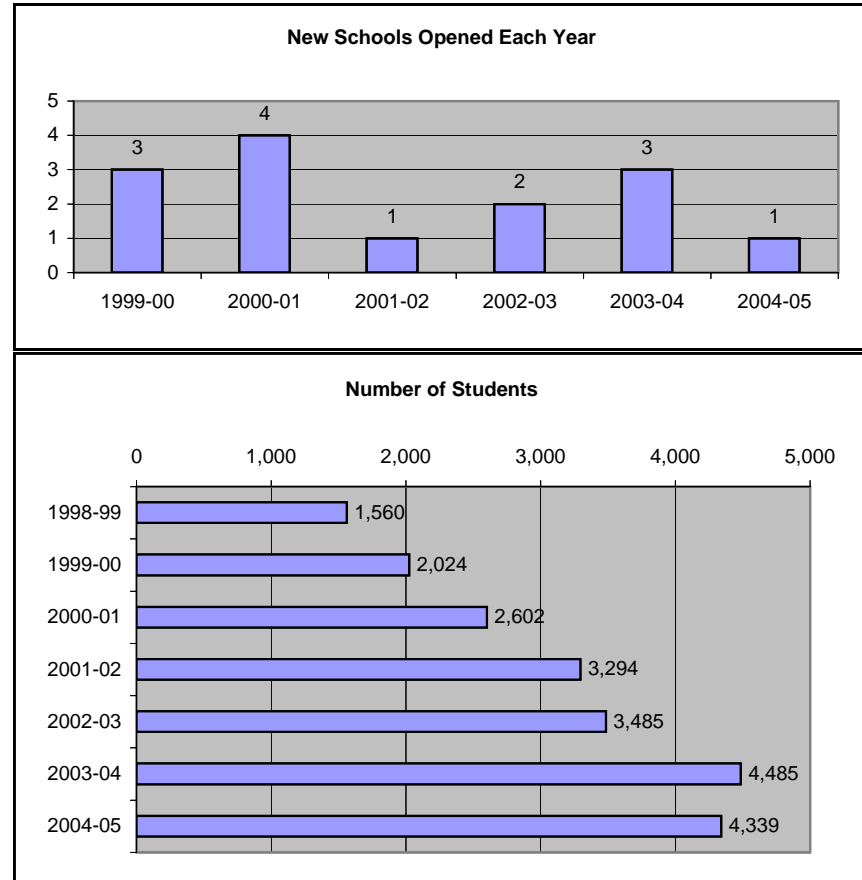
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	7	8	9	7	6	5	6



## Richard Milburn High School, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	3	3	4	1	2	3	1

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	1,560	2,024	2,602	3,294	3,485	4,485	4,339



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## Sequoia Charter Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1460 S. Horne Mesa, AZ 85204	Voice - 480-461-3200 Fax - 480-649-0747	<a href="http://www.sequoia.net">www.sequoia.net</a>	1996	Private	Unknown

**NOTES:**

- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 11 June and 12-13 September 2002 and 23 September 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 12 September 2002, and the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.
- Information updated and confirmed by Pat Greer of Sequoia Schools via fax communication on 9 November 2004.
- Sequoia Schools refused to provide profitability information.

## Sequoia Charter Schools listed by state

### Sequoia Charter Schools - Arizona

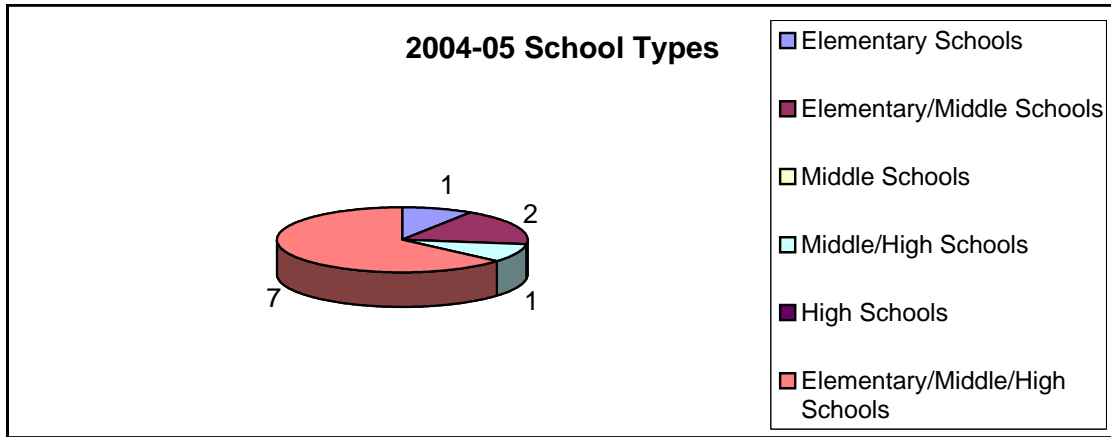
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sequoia Charter School	Mesa, AZ	1996	7-12	370	Yes
Sequoia Choice Distance Learning School (virtual school)	Mesa, AZ	1998	K-12	160	Yes
Pathfinder Academy	Mesa, AZ	1998	K-12	70	Yes
Learning Crossroads Basic Academy	Tempe, AZ	1999	K-12	128	Yes
Sequoia Village School	Show Low, AZ	1999	K-12	139	Yes
Sequoia School for the Deaf and Hard of Hearing	Mesa, AZ	2000	K-12	30	Yes

**Sequoia Charter Schools - Arizona (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Redwood Elementary School	Peoria, AZ	2000	K-8	140	Yes
Sequoia Charter Elementary School	Mesa, AZ	2001	K-6	390	Yes
Mountaineer Academy	St. Johns, AZ	2000	K-12	50	Yes
Sequoia Ranch	Mayer, AZ	2002	K-12	45	Yes
Sequoia Family Learning School	Mesa, AZ	2003	K-8	30	Yes

## Sequoia Charter Schools

	2004-05
Elementary Schools	1
Elementary/Middle Schools	2
Middle Schools	0
Middle/High Schools	1
High Schools	0
Elementary/Middle/High Schools	7

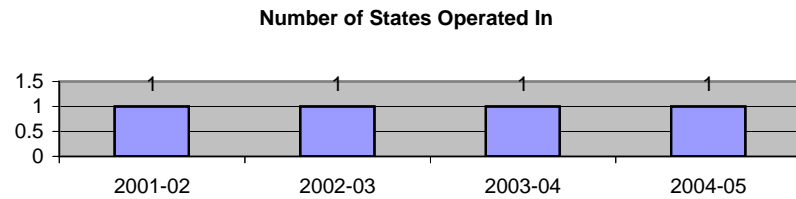
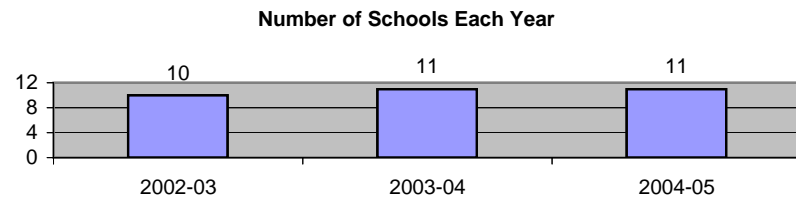


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	U	U	U	U	10	11	11

"U" here indicates "unknown"

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	U	U	U	1	1	1	1

"U" here indicates "unknown"

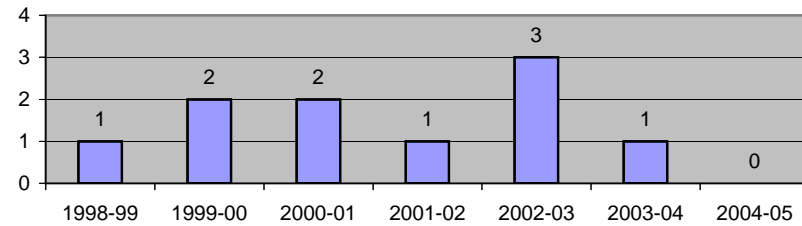


## Sequoia Charter Schools

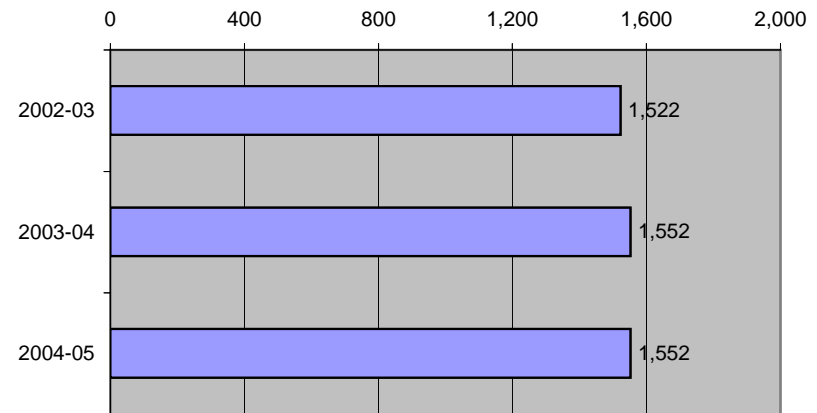
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	1	2	2	1	3	1	0

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	1,522	1,552	1,552

New Schools Opened Each Year



Number of Students



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing more than 10 schools

## Victory Schools, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
111 W. 57th St. Ste. 525 New York, NY 10019	Voice - 212-786-7900 Fax - 212-265-1742	<a href="http://www.victoryschools.com">www.victoryschools.com</a>	1999	Private	Profitable

**NOTES:**

- Information for this profile was gathered from the New York Charter Schools directory website at [www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html](http://www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html) on 4 June 2002 and 1 November 2004, the Baltimore City Public School System website at <http://www.bcps.k12.md.us/> on 4 June 2002, the Victory Schools website at [www.victoryschools.com](http://www.victoryschools.com) on 31 June 2002 and 26 September 2004, the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 22 October 2002, 6 August 2003, and 26 September 2004.
- Information confirmed by Kim Delise of Victory Charter Schools via e-mail communication on 1 November and 3 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## Victory Schools listed by state

### Victory Schools - New York

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sisulu Children's Charter School	New York, NY	1999	K-1, 4-5	225	Yes
Merrick Academy	Queens Village, NY	2000	K-6	450	Yes
Roosevelt Children's Academy	Roosevelt, NY	2000	1-6	300	Yes
Peninsula Preparatory Academy	Far Rockaway, NY	2004	K-2	150	Yes
Grand Concourse Academy Charter School	Bronx, NY	2004	K-2	175	Yes
Charter School of Educational Excellence	Yonkers, NY	2004	K-2	225	Yes

### Victory Schools - Pennsylvania

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
George W. Pepper Middle School	Philadelphia, PA	2002	5-8	1,190	No
Mary McLeod Bethune Elementary	Philadelphia, PA	2002	K-6	729	No
Thomas FitzSimon's Men's Leadership Academy	Philadelphia, PA	2002	7-10	294	No
Thomas FitzSimon's Women's Leadership	Philadelphia, PA	2002	7-10	255	No
Anna B. Pratt Elementary	Philadelphia, PA	2002	K-6	385	No
Richard Wright Elementary	Philadelphia, PA	2002	K-6	455	No
E. Washington Rhodes Middle School	Philadelphia, PA	2003	6-10	850	No

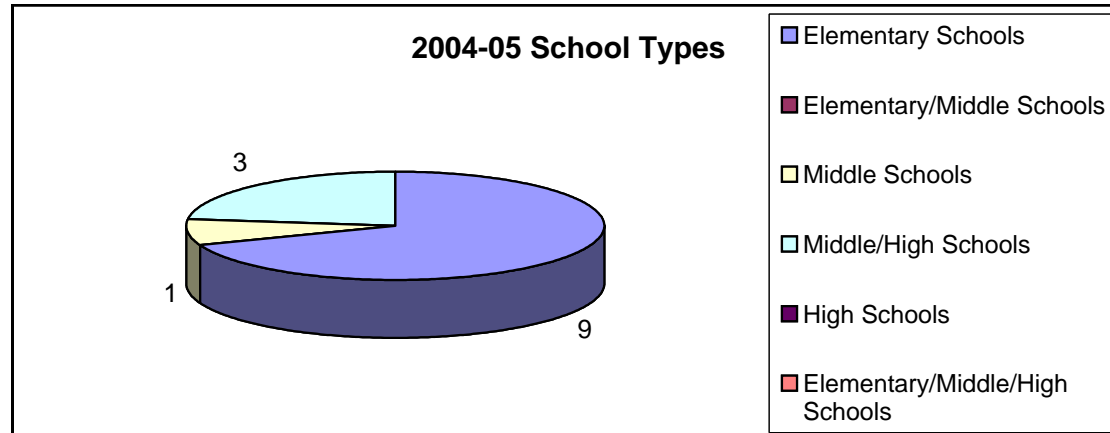
### Discontinued Victory Schools listed by state

#### Discontinued Victory Schools - Maryland

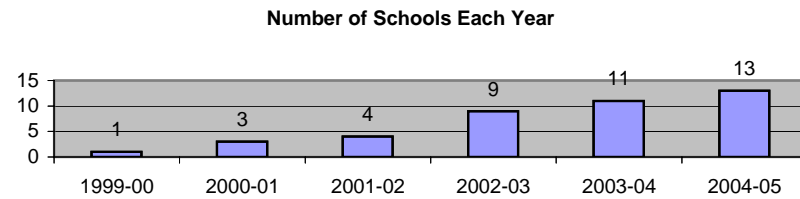
School Name	Location	Year	Reason Discontinued
Westport Academy Elementary/Middle School	Baltimore, MD	2004	School data improved leading to end of contract. Information provided by Kim Delise of Victory Schools via fax communication on 2 December 2004.

## Victory Schools, Inc.

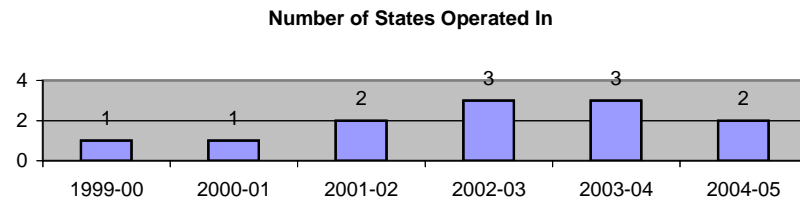
	2003-04
Elementary Schools	9
Elementary/Middle Schools	0
Middle Schools	1
Middle/High Schools	3
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	1	3	4	9	11	13



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	1	1	2	3	3	2

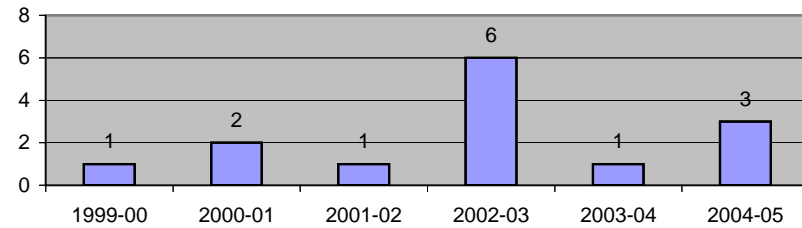


## Victory Schools, Inc.

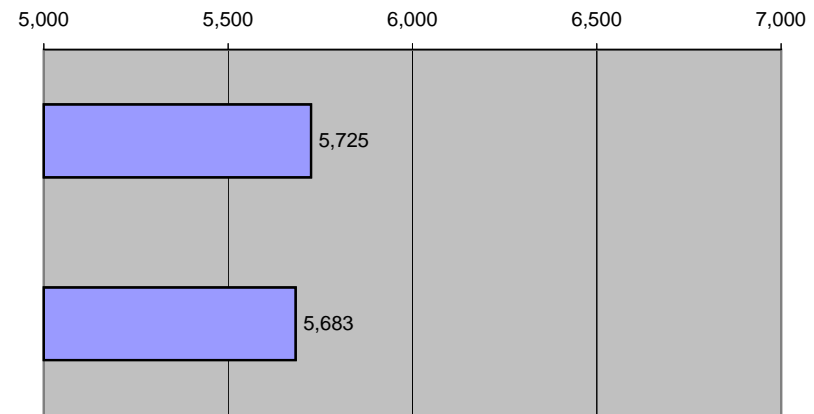
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	NA	1	2	1	6	1	3

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	NA	Unknown	Unknown	Unknown	Unknown	5,725	5,683

New Schools Opened Each Year



Number of Students



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 10 or more schools

## White Hat Management

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
159 South Main St. Akron, OH 44308	Voice - 330-535-6868 or 1-800-525-7967 Fax - 330-535-5055	<a href="http://www.whitehatmgmt.com">www.whitehatmgmt.com</a>	1998	Private	Unknown

**NOTES:**

- Information for this profile was gathered from the White Hat Management website at <http://www.whitehatmgmt.com> on 30-31 May 2002, 8 October 2002 and 22 September 2004, and the Ohio Department of Education website at [www.ode.state.oh.us/community\\_schools/](http://www.ode.state.oh.us/community_schools/) on 31 May and 11 October 2002, and 22 September 2004.
- Information confirmed and updated by Markila Brown, Public Relations Specialist of White Hat Management via email communication on 10 November 2004.
- White Hat Management refused to provide profitability information.

### White Hat Management schools listed by state

#### White Hat Management - Arizona

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center of Arizona	Phoenix, AZ	2002	9-12	392	Yes

#### White Hat Management - Colorado

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center of Denver	Denver, CO	2003	9-12	410	Yes
Life Skills Center of Colorado Springs	Colorado Springs, CO	2004	9-12	280	Yes

### White Hat Management - Ohio

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Hope Academy - Brown Street	Akron, OH	1998	K-8	267	Yes
Hope Academy - University	Akron, OH	1998	K-8	199	Yes
Hope Academy - Cathedral	Cleveland, OH	1998	K-8	554	Yes
Hope Academy - Chapelside	Cleveland, OH	1998	K-8	456	Yes
Life Skills Center of Cincinnati	Cincinnati, OH	1999	9-12	670	Yes
Hope Academy - Broadway	Cleveland, OH	1999	K-8	511	Yes
Life Skills Center of Akron	Akron, OH	1999	9-12	597	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	468	Yes
Hope Academy - Lincoln Park	Cleveland, OH	1999	K-8	186	Yes
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	379	Yes
Life Skills Center of Cleveland (East)	Cleveland, OH	1999	9-12	736	Yes
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	389	Yes
Hope Academy - West/Cuyahoga Campus	Cleveland, OH	2001	K-8	387	Yes
Life Skills Center of Springfield	Springfield, OH	2001	9-12	267	Yes
Life Skills Center of Middletown	Middletown, OH	2001	9-12	324	Yes
ODELHA Academy (virtual school)	Ohio	2002	K-12	3228	Yes
Life Skills Center - Canton	Canton, OH	2002	9-12	355	Yes

**White Hat Management - Ohio (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Life Skills Center - Southwestern Columbus	Grove City, OH	2002	9-12	307	Yes
Life Skills Center - Southeastern Columbus	Columbus, OH	2002	9-12	465	Yes
Life Skills Center - Northern Columbus	Columbus, OH	2002	9-12	560	Yes
Hope Academy Canton	Canton, OH	2002	K-8	424	Yes
Hope Academy North Coast	Cleveland, OH	2002	K-8	286	Yes
Life Skills Center-Toledo	Toledo, OH	2002	9-12	530	Yes
Life Skills Center of Elyria	Elyria, OH	2003	9-12	454	Yes
Life Skills Center of Lake Erie	Cleveland, OH	2003	9-12	737	Yes
Life Skills Center of Hamilton County (North)	Cincinnati, OH	2003	9-12	400	Yes
Life Skills Center of Summit County	Akron, OH	2003	9-12	280	Yes
Life Skills Center of Northeast Ohio	Cleveland, OH	2003	9-12	520	Yes
Hope Academy East Campus	Cleveland, OH	2003	K-12	446	Yes
Hope Academy High School Campus	Cleveland, OH	2003	9-10	248	Yes
Life Skills Center of Metro Cleveland	Cleveland, OH	2004	9-12	148	Yes
Hope Academy Northwest	Cleveland, OH	2004	K-8	337	Yes

### White Hat Management - Michigan

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center of Metropolitan Detroit	Detroit, MI	2004	9-12	615	Yes
Life Skills Center of Pontiac	Pontiac, MI	2004	9-12	226	Yes

### White Hat Management - Pennsylvania

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
PDELA (virtual school)	Pennsylvania	2004	K-12	280	Yes

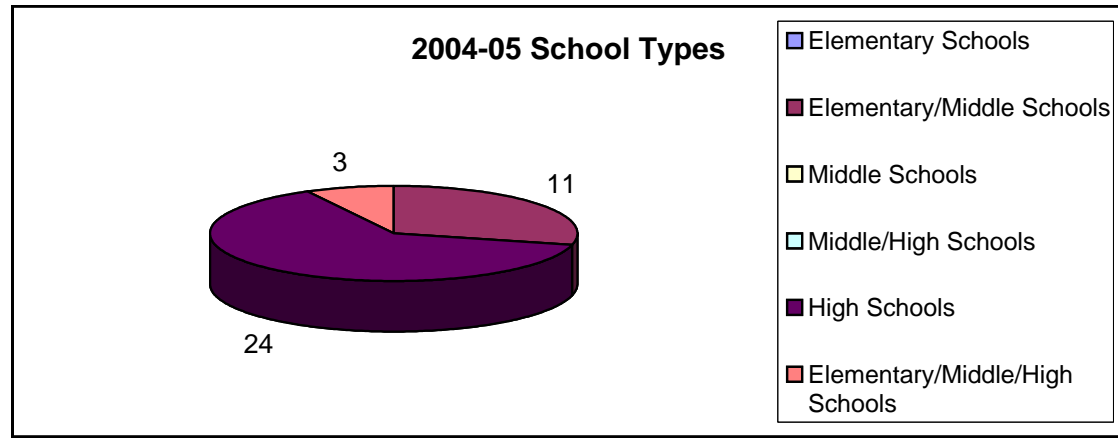
### Discontinued White Hat Management schools listed by state

#### Discontinued White Hat Management Schools - Ohio

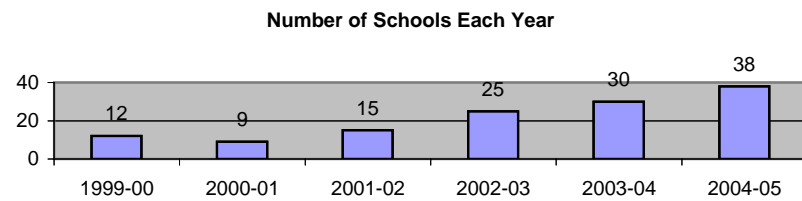
School Name	Location	Year	Reason Discontinued
Hope Academy Cleveland Northeast	Ohio	2004	Unknown (media searches conducted 3 and 18 November 2004)
Life Skills Center - Akron North	Ohio	2004	Unknown (media searches conducted 3 and 18 November 2004)

## White Hat Management

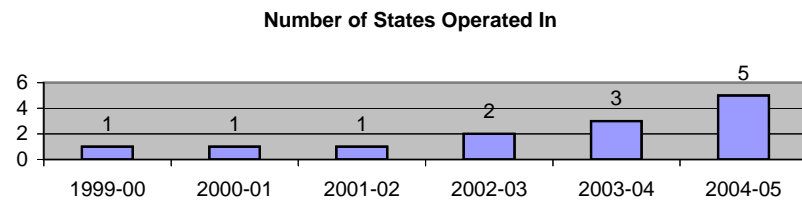
	2004-05
Elementary Schools	0
Elementary/Middle Schools	11
Middle Schools	0
Middle/High Schools	0
High Schools	24
Elementary/Middle/High Schools	3



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Schools	NA	12	9	15	25	30	38



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of States	NA	1	1	1	2	3	5



## White Hat Management

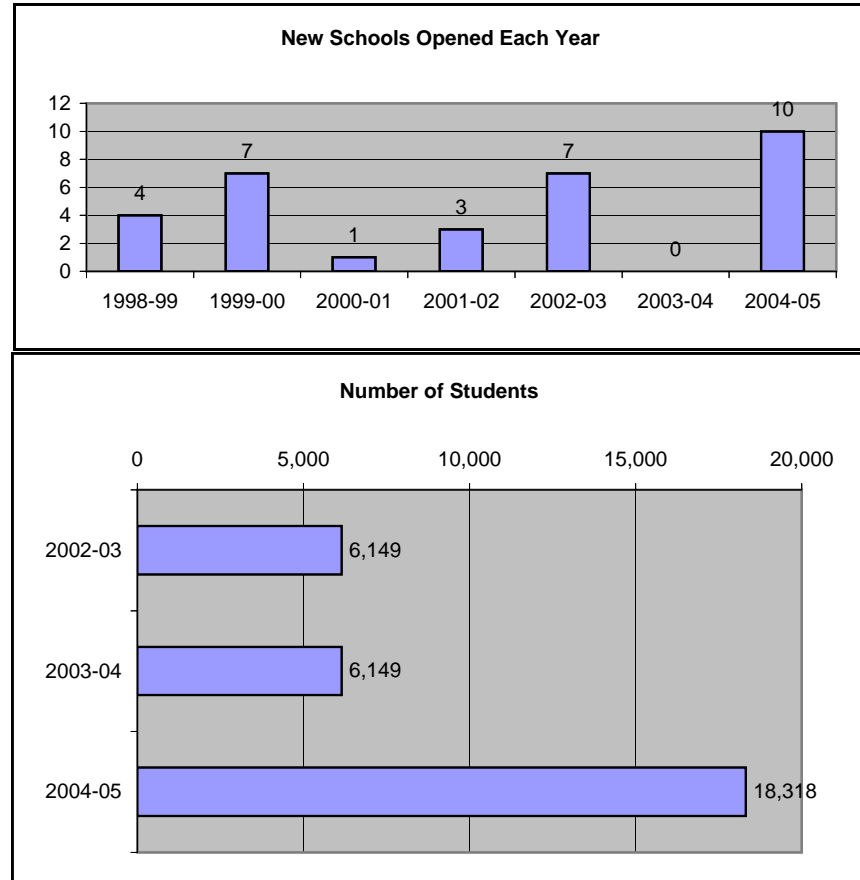
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
New Schools Opened	4	7	1	3	7	U	10

"U" here indicates Unknown

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of Students	Unknown	Unknown	Unknown	Unknown	6,149	6,149	18,318

6,149 in 2002-03 represents enrollment in 20 of 25 schools.

6,149 in 2003-04 represents enrollment in 20 of 30 schools.



**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Choice Schools Associates

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
P.O. Box 141493 Grand Rapids, MI 49514	Voice - 616-785-8440 Fax - 616-785-8455	www.choiceschools.com	1998	Private	Profitable

**NOTES:**

- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 5 June 2002 and 25 August 2004, as well as the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information updated and confirmed by Sarah Faucette of Choice Schools Associates via fax communication on 19 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## Choice Schools Associates schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
West Michigan Academy of Environmental Science	Walker, MI	1996	K-12	338	Yes
Creative Learning Academy of Science, Mathematics and Humanities	Beaverton, MI	1996	K-8	57	Yes
Grattan Academy Elementary School	Belding, MI	1996	K-8	109	Yes
Sunrise Educational Center	Tawas City, MI	1996	K-6	71	Yes
Benton Harbor Charter School	Benton Harbor, MI	1999	K-6	462	Yes
Creative Montessori Academy	Southgate, MI	2001	K-8	529	Yes
Grattan Academy High School	Greenville, MI	2003	8-12	109	Yes
Three Oaks Academy	Muskegon, MI	2003	K-8	150	Yes

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Excel Education Centers, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1040 Whipple St. Ste. 324 Prescott, AZ 86305	Voice - 928-778-5764 Fax - 928-445-2989	www.exceleducation centers.org	1995	Private	Break-even

**NOTES:**

- Information gathered from the Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 31 May and 27 June 2002 and 8 September 2004, and the Excel Education Centers, Inc. website at [www.exceleducationcenters.org](http://www.exceleducationcenters.org) on 31 May and 27 June 2002.
- Information updated and confirmed by Lois Schmittinger of Excel Education Centers, Inc. via e-mail communication on 24 September 2003 and 2 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Excel Education Centers, Inc. schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Excel Education Center - Prescott	Prescott, AZ	1995	6-12	82	Yes
Excel Education Center - Cottonwood	Cottonwood, AZ	1995	6-12	49	Yes
Excel Education Center - Flagstaff	Flagstaff, AZ	1996	6-12	144	Yes
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	9-12	123	Yes
Excel Education Center - San Carlos	Peridot, AZ	1996	6-12	65	Yes
Excel Education Center - Chino Valley	Chino Valley, AZ	1999	6-12	84	Yes
Excel Education Center - Fort Mohave	Fort Mohave, AZ	2001	9-12	100	Yes
Excel Education Center - Flagstaff (Williams Campus)	Williams, AZ	2003	9-12	40	Yes

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Ideabanc, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
2950 E. Third St. Tucson, AZ 85716	Voice - 520-326-0976 Fax - 520-326-7452	www.amerischools.org	1998	Private	Profitable

**NOTES:**

- Information gathered from the Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002 and 10 September 2004, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 15 October 2002.
- Information confirmed by Carol Towner, Office Assistant of Ideabanc, Inc. via fax communication on 5 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Ideabanc, Inc. schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
AmeriSchools Academy - Camelback	Phoenix, AZ	1998	K-12	195	Yes
AmeriSchools College Preparatory Academy - Tucson	Tucson, AZ	1998	K-12	104	Yes
AmeriSchools Academy - Yuma	Yuma, AZ	1999	K-8	193	Yes
AmeriSchools Academy - Country Club	Tucson, AZ	2000	K-12	200	Yes

**Discontinued Ideabanc, Inc. schools**

<b>School Name</b>	<b>Location</b>	<b>Year</b>	<b>Reason Discontinued</b>
AmeriSchools Children's Academy - Phoenix	Phoenix, AZ	2004	Unknown (media searches conducted 5 and 18 November 2004)
AmeriSchools Children's Academy - Tucson	Tucson, AZ	2003	Unknown (media searches conducted 15 December 2003)

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Nobel Learning Communities, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1615 West Chester Pike West Chester, PA 19382	Voice - 484-947-2000 Fax - 484-947-2003	<a href="http://www.nobellearning.com">www.nobellearning.com</a>	1984	Public	Profitable

**NOTES:**

- Information gathered from the Nobel Learning Communities website at [www.nobellearning.com](http://www.nobellearning.com) on 3, 21, and 25 June 2002, and 14 October 2004, the Pennsylvania Department of Education website at [www.pde.state.pa.us/charter\\_schools/site/default.asp](http://www.pde.state.pa.us/charter_schools/site/default.asp) on 3 June 2002, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 22 October 2002, and the US Security and Exchange Commission website at [www.sec.gov/edgar/searchedgar/companysearch.html](http://www.sec.gov/edgar/searchedgar/companysearch.html) on 21 June 2002.
- Information confirmed by Osborne Abbey, Vice President of Education at Nobel Learning Communities, Inc. via telephone communication on 2 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Nobel Learning Communities, Inc. schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	764	Yes
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	685	Yes
People for People Charter School	Philadelphia, PA	2001	K-5	360	Yes
Philadelphia Maritime Academy Charter School	Philadelphia, PA	2003	5-8	300	Yes

### Discontinued Nobel Learning Communities, Inc. schools

School Name	Location	Year	Reason Discontinued
Fletcher Heights Elementary School	Peoria, AZ	2003	School sold by company to local school district. "Nobel Learning Sells Two Ariz. Charter Schools." (2003, May 5) <i>Associated Press</i> .
Desert Heights Elementary School	Glendale, AZ	2003	School sold by company to another organization. "Nobel Learning Sells Two Ariz. Charter Schools." (2003, May 5) <i>Associated Press</i> .

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Ombudsman Educational Services, Ltd.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1585 N. Milwaukee Liberty, IL 60048	Voice - 847-367-6383 Fax - 847-367-0367	www.ombudsman.com	1975	Private	Profitable

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002 and 28 September 2004, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 28 September 2004.
- Information confirmed and updated by Jim Bryant, Director of District Partnerships at Ombudsman Educational Services, Ltd. via email communication on 13 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

### Ombudsman Educational Services, Ltd. Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ombudsman Learning Center - East	Phoenix, AZ	1996	6-12	89	Yes
Ombudsman Learning Center - West	Glendale, AZ	1998	9-12	75	Yes
Ombudsman Learning Center - Metro	Phoenix, AZ	1999	9-12	100	Yes
Ombudsman Learning Center - Northeast	Phoenix, AZ	2000	6-12	98	Yes
Ombudsman Learning Center - Northwest	Peoria, AZ	2002	6-12	86	Yes

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## Pinnacle Education, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
2224 W. Southern Ste. 1 Tempe, AZ 85282	Voice - 480-755-8222 Fax - 480-755-8111	<a href="http://www.pin-ed.com">www.pin-ed.com</a>	1995	Private	Profitable

**NOTES:**

- Information for this profile was gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002 and 29 September 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 1 October 2002, and the Pinnacle Education website at [www.pin-ed.com](http://www.pin-ed.com) on 29 September 2004.
- Information updated and confirmed by Pinnacle Education, Inc. via fax communication on 5 November 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## Pinnacle Education, Inc schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pinnacle High School - Tempe	Tempe, AZ	1995	9-12	145	Yes
Pinnacle High School - Casa Grande	Casa Grande, AZ	1999	9-12	145	Yes
Pinnacle High School - Mesa	Mesa, AZ	1999	9-12	180	Yes
Westmark High School	Chandler, AZ	2001	9-12	80	Yes
Westmark High School - Chandler Blvd.	Chandler, AZ	2001	9-12	90	Yes
Kino Academy	Nogales, AZ	2001	9-12	140	Yes

**Pinnacle Education, Inc schools (continued)**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Day Star Academy	Phoenix, AZ	2001	K-8	185	Yes
Freedom Academy	Scottsdale, AZ	2002	K-8	150	Yes
Pinnacle Virtual High School (virtual school)	Tempe, AZ	2003	9-12	212	Yes

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## The Romine Group, Inc

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
414 East St. Rochester, MI 48307	Voice - 810-359-7422 Fax - 810-359-2822	None	1994	Private	Profitable

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 4 October 2004, and the US Securities and Exchange Commission website at [www.sec.gov/edgar/searchedgar/companysearch.html](http://www.sec.gov/edgar/searchedgar/companysearch.html) on 4 October 2004.
- Information updated and confirmed by John Romine, President of The Romine Group, Inc. via fax communication on 1 November and 3 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## The Romine Group, Inc schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Trillium Academy	Taylor, MI	2002	K-8	270	Yes
Merritt Academy	New Haven, MI	2002	K-7	260	Yes
Madison Academy	Burton, MI	2004	K-5	125	Yes
Bradford Academy	Southfield, MI	2003	K-5	440	Yes

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing 4-9 schools

## SABIS Educational Systems, Inc.

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
6385 Beach Rd. Eden Prairie, MN 55344	Voice - 952-918-1850 Fax - 952-918-1851	<a href="http://www.sabis.net">www.sabis.net</a>	1886	Private	Profitable

**NOTES:**

- Information for this profile was gathered from the SABIS website at [www.sabis.net](http://www.sabis.net) on 3, 4, and 20 June 2002 and 28 September 2004, the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 3 June 2002 and 28 September 2004, and the department of education websites for the following states: AZ, OH, MA, and NC on 3, 4, and 20 June 2002 and 28 September 2004.
- Information confirmed and updated via fax communication with Nancy Reinitz of SABIS Educational Systems, Inc. on 2 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## SABIS Educational Systems, Inc. schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
SABIS International School	Phoenix, AZ	2001	7-9	680	Yes
SABIS Milestone Academy of New Orleans	New Orleans, LA	2002	K-7	385	Yes
SABIS International Charter School	Springfield, MA	1995	K-12	1,343	Yes
International Academy of Flint	Flint, MI	1999	K-11	715	Yes
The International School of Minnesota	Eden Prairie, MN	1985	K-12	538	Yes
The International Charter School of Schenectady	Schenectady, NY	2002	K-5	416	Yes
The International College Preparatory Academy of	Cincinnati, OH	2003	K-6	583	Yes

### Discontinued SABIS Educational Systems, Inc. schools

School Name	Location	Year	Reason Discontinued
SABIS Foxborough Regional Charter School	Foxborough, MA	2003	Unknown (media searches conducted 15 December 2003)
Guilford - SABIS Charter School	Greensboro, NC	2004	Unknown (media searches conducted 2 December 2004)

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing fewer than 4 schools

<b>Accelerated Learning Center</b>	
<b>Address</b>	4105 E. Shea Blvd. Phoenix, AZ 85028
<b>Telephone</b>	Voice - 602-485-0309 Fax - 602-485-9356
<b>Web Address</b>	None
<b>Year Founded</b>	1997
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Accelerated Learning Center	Phoenix, AZ	1997	9-12	220	Yes

**NOTES:**

- Information for this profile was gathered from the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 December 2003, and the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 28 June 2004.
- Information confirmed via fax communication from Accelerated Learning Center on 20 October 2004.
- Accelerated Learning Center refused to provide profitability information.

<b>Accelerated Learning Laboratory</b>	
<b>Address</b>	5245 N. Camino de Oeste Tucson, AZ 85745
<b>Telephone</b>	Voice - 520-743-1113 Fax - 520-743-1114
<b>Web Address</b>	None
<b>Year Founded</b>	1998
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Accelerated Learning Laboratory	Tucson, AZ	1998	K-8	320	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, 30 June 2003 and 28 June 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Accelerated Learning Laboratory did not respond to these requests.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing fewer than 4 schools

<b>Allen-Cochran Enterprises</b>	
<b>Address</b>	1691 W. Grand Canyon Dr. Chandler, AZ 85248
<b>Telephone</b>	Voice - 480-632-1940 Fax - 480-632-1398
<b>Web Address</b>	None
<b>Year Founded</b>	1997
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Center for Educational Excellence	Tempe, AZ	1997	K-8	325	Yes

**NOTES:**

- Information for this profile gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June 2002 and 29 June 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 24 October 2002.
- Information confirmed by Allen-Cochran Enterprises via fax communication on 3 November 2004.
- Profitability status was reported by the company to EPSSL researchers and could not be verified with an objective source.

<b>American Basic Schools, LLC.</b>	
<b>Address</b>	827 E. 6th Ave. Mesa, AZ 85204
<b>Telephone</b>	Voice - 480-964-4602 Fax - 480-655-7870
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Burke Basic School	Mesa, AZ	1999	K-6	640	Yes

**NOTES:**

- Information for this profile gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 29 June 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 29 June 2004.
- Information confirmed by American Basic Schools, LLC. via fax communication on 20 October 2004
- Profitability status was reported by the company to EPSSL researchers and could not be verified with an objective source.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>APEX Education Systems, Inc.</b>	
<b>Address</b>	1313 N. 2nd St. #17 Phoenix, AZ 85004
<b>Telephone</b>	Voice - 602-252-7727 Fax - 602-252-7729
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Summit Elementary	Phoenix, AZ	1999	K-6	200	Yes

**NOTES:**

- Information for this profile gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June 2002 and 29 September 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 5 June 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information confirmed via fax communication from APEX Education Systems, Inc. on 1 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

<b>Benjamin Franklin Charter School</b>	
<b>Address</b>	13732 E. Warner Gilbert, AZ 85296
<b>Telephone</b>	Voice - 480-632-0722 Fax - 480-632-8716
<b>Web Address</b>	None
<b>Year Founded</b>	1995
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Benjamin Franklin Charter School - Mesa	Mesa, AZ	1995	K-5	278	Yes
Benjamin Franklin Charter School - Queen Creek	Queen Creek, AZ	1996	K-8	475	Yes
Benjamin Franklin Charter School - Gilbert	Gilbert, AZ	1997	K-6	501	Yes

**NOTES:**

- Information for this profile gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June 2003 and 29 June 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 24 October 2002 and 24 November 2004.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Benjamin Franklin Charter School did not respond to these multiple requests.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Black Star Educational Management</b>	
<b>Address</b>	19410 Liver Nois Ave. Detroit, MI 48221
<b>Telephone</b>	Voice - 248-541-2548 Fax - 248-541-2594
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Nsoroma Institute	Oak Park, MI	1996	K-8	249	Yes

**NOTES:**

- Information for this profile gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 6 November 2003 and 30 August 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003.
- Information confirmed by Black Star Educational Management via fax communication on 24 November 2004.
- Black Star Educational Management refused to provide profitability information.

<b>Bright Beginnings School, Inc.</b>	
<b>Address</b>	400 N. Andersen Blvd. Chandler, AZ 85224
<b>Telephone</b>	Voice - 480-821-1404 Fax - 480-821-1463
<b>Web Address</b>	<a href="http://www.brightbeginnings.k12.az.us">www.brightbeginnings.k12.az.us</a>
<b>Year Founded</b>	1994
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Bright Beginnings School #1	Chandler, AZ	1994	K-6	413	Yes

**NOTES:**

- Information for this profile gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 29 June 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 20 October 2004.
- Information confirmed by Bright Beginnings School, Inc. via fax communication on 20 October 2004.
- Bright Beginnings School, Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Cambridge Academy East, Inc.</b>	
<b>Address</b>	8412 E. Brown Rd. Mesa, AZ 85207
<b>Telephone</b>	Voice - 480-641-2828 Fax - 480-325-2365
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Cambridge Academy East	Mesa, AZ	1999	K-6	95	Yes

**NOTES:**

•Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, 30 June 2003 and 29 June 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 September 2002 and 24 November 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

•Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Cambridge Academy East, Inc. did not respond to these requests.

<b>Cesar Chavez Middle Schools, Inc.</b>	
<b>Address</b>	3376 South 6th Ave. Tucson, AZ 85713
<b>Telephone</b>	Voice - 520-573-1500 Fax - 520-573-1600
<b>Web Address</b>	<a href="http://www.cesarchavezmiddle.school.org">www.cesarchavezmiddle.school.org</a>
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Cesar Chavez Middle School	Tucson, AZ	1999	6-8	100	Yes

**NOTES:**

•Information for this profile gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, 30 June 2003 and 28 June 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 September 2002 and 24 November 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

•Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Cesar Chavez Middle Schools, Inc. did not respond to these requests.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Charter School Partners</b>	
<b>Address</b>	10051 E. Highland Rd. Ste 29-360 Howell, MI 48843
<b>Telephone</b>	Voice - 810-632-5113 Fax - 810-632-6074
<b>Web Address</b>	www.charterschoolpartners.com
<b>Year Founded</b>	2004
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>Compass High School, Inc.</b>	
<b>Address</b>	8250 East 22nd St, 128 Tucson, AZ 85710
<b>Telephone</b>	Voice - 520-296-4070 Fax - 520-296-4103
<b>Web Address</b>	www.compasshsgators.org
<b>Year Founded</b>	2001
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Charyl Stockwell Academy	Howell, MI	1996	K-8	386	Yes
Livingston Technical Academy	Howell, MI	1995	9-12	170	Yes

**NOTES:**

- Information for this profile gathered from the Charter School Partners website at [www.charterschoolpartners.com](http://www.charterschoolpartners.com) on 2 December 2004.
- Information verified by Chuck Stockwell, CEO of Charter School Partners via email communication on 10 December 2004.
- Charter School Partners refused to provide profitability information.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Compass High School	Tucson, AZ	2001	9-12	184	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 26 August 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 28 September 2004.
- Information updated and confirmed by Compass High School, Inc via fax communication on 5 November 2004.
- Compass High School, Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
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Companies managing fewer than 4 schools

<b>Cornerstone Charter School, Inc.</b>	
<b>Address</b>	6501 N. 27th Ave. Phoenix, AZ 85017
<b>Telephone</b>	Voice - 602-653-6652 Fax - 602-242-2398
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Cornerstone Charter School	Phoenix, AZ	2000	9-12	67	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, 30 June 2003 and 26 August 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Cornerstone Charter School, Inc. did not respond to these requests.

<b>Country Gardens Educational Services, LLC.</b>	
<b>Address</b>	6313 W. Southern Laveen, AZ 85339
<b>Telephone</b>	Voice - 602-237-3741 Fax - 602-237-3892
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Country Gardens Charter School	Laveen, AZ	2000	K-12	370	Yes

**NOTES:**

- Information for this profile was gathered from the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 10 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 30 August 2004.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October, 3 November and 1 December 2004. Country Gardens Educational Services, LLC did not respond to these requests.

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<b>Desert Springs Academy</b>	
<b>Address</b>	10355 E. 29th St. Tucson, AZ 85748
<b>Telephone</b>	Voice - 520-546-9966 Fax - 520-546-9848
<b>Web Address</b>	www.dsahawks.com
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>Eastpointe High School, Inc.</b>	
<b>Address</b>	8495 East Broadway Tucson, AZ 85710
<b>Telephone</b>	Voice - 520-731-8180 Fax - 520-731-8179
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Desert Springs Academy	Tucson, AZ	1999	K-8	182	Yes
Desert Springs Academy	Tucson, AZ	2000	K-6	116	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 24 October 2002.
- Information confirmed and updated via fax communication with Lydia Capara, Director of Desert Springs Academy on 2 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Eastpointe High School,	Tucson, AZ	1999	9-12	325	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002, 30 June 2003, and 1 September 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information confirmed and updated by Todd Brown of Eastpointe High School, Inc. via email communication on 20 October 2004.
- Eastpointe High School, Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
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**Companies managing fewer than 4 schools**

<b>Educational Impact, Inc.</b>	
<b>Address</b>	3327 E. Colter St. Phoenix, AZ 85018
<b>Telephone</b>	Voice - 602-821-6900 Fax - 602-667-0555
<b>Web Address</b>	None
<b>Year Founded</b>	2003
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>Educational Services, Inc.</b>	
<b>Address</b>	715 North 7th St. Cottonwood, AZ 86326
<b>Telephone</b>	Voice - 928-634-7639 Fax - 928-634-5639
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Academy Adventures Primary School	Tucson, AZ	2003	K-3	65	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 1 September 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 1 September 2004.
- Information confirmed and updated by Mary Ann Penczar of Educational Impact, Inc. via email communication on 14 December 2004.
- Educational Impact, Inc. refused to provide profitability information.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Pathways Charter High School	Camp Verde, AZ	1999	9-12	62	Yes
Pathways Preparatory Academy	Camp Verde, AZ	2000	6-8	24	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 6 June 2002, 6 November 2003, and 8 September 2004, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 6 November 2003 and 8 September 2004.
- Information confirmed and updated by John Tavasci of Educational Services, Inc. via telephone communication on 10 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

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**Companies managing fewer than 4 schools**

<b>GAR, LLC.</b>	
<b>Address</b>	1833 N. Scottsdale Rd. Tempe, AZ 85281
<b>Telephone</b>	Voice - 480-947-9511 Fax - 480-947-9624
<b>Web Address</b>	www.studentchoice highschool.net
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Student Choice High School	Tempe, AZ	2000	9-12	113	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002, 30 June 2003 and 8 September 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information confirmed and updated by Peggy Lyman of GAR, LLC on 3 November 2004.
- GAR, LLC. refused to provide profitability information.

<b>General Health Corp.- Arizona Youth Associates</b>	
<b>Address</b>	4242 N. 19th Ave. 100 Phoenix, AZ 85015
<b>Telephone</b>	Voice - 602-861-0625 Fax - 602-331-0990
<b>Web Address</b>	None
<b>Year Founded</b>	1985
<b>Publicly/ Privately Held</b>	Public
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Copper Canyon Academy	Peoria, AZ	1995	K-6	159	Yes
Desert Pointe Academy	Peoria, AZ	1999	7-12	148	Yes

**NOTES:**

- Information for this profile gathered from the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 12 September 2002 and 8 September 2004, and the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 8 September 2004.
- Information confirmed and updated by Jinny Ludwig, Executive Director of General Health Corp. Arizona Youth Associates via email communication on 10 December 2004.
- Arizona Youth Associates describes itself as "minimally" profitable. Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Global Educational Excellence</b>	
<b>Address</b>	341 E. Huron Ann Arbor, MI 48104
<b>Telephone</b>	Voice - 734-662-7050 Fax - 734-662-7756
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Central Academy	Ann Arbor, MI	1996	K-12	329	Yes
Riverside Academy	Dearborn, MI	2003	K-5	250	Yes
Bridge Academy	Hamtramck, MI	2004	K-8	309	Yes

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 9 October 2003 and 8 September and 4 October 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003.
- Information updated and confirmed by Shannon Marz of Global Educational Excellence via e-mail communication on 17 November and 15 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

<b>Hamadeh Educational Services, LLC.</b>	
<b>Address</b>	P.O. Box 1440 Dearborn, MI 48121
<b>Telephone</b>	Voice - 313-724-8990 Fax - 313-724-8994
<b>Web Address</b>	Unknown
<b>Year Founded</b>	1998
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Star International Academy	Dearborn Heights, MI	1998	K-12	1,075	Yes
Universal Academy	Detroit, MI	1998	K-10	270	Yes
Universal Learning Academy	Dearborn Heights, MI	2004	K-2	162	Yes

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 4 October 2004, and the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar.htm> on 4 October 2004.
- Information confirmed and updated by Hamadeh Educational Services, LLC. via fax communication on 2 December 2004.
- Hamadeh Educational Services, LLC. refused to provide profitability information.

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**Companies managing fewer than 4 schools**

<b>Heritage Academy, Inc.</b>	
<b>Address</b>	32 S. Center Mesa, AZ 85210
<b>Telephone</b>	Voice - 480-969-5641 Fax - 480-969-6972
<b>Web Address</b>	www.heritageacademy az.com
<b>Year Founded</b>	1995
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>Innovative Teaching Solutions</b>	
<b>Address</b>	17184 Redford Ave. Detroit, MI 48219
<b>Telephone</b>	Voice - 313-543-2790 Fax - 313-541-3560
<b>Web Address</b>	www.oldredford.com
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Heritage Academy	Mesa, AZ	1995	7-12	392	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, 10 December 2003, and 8 September 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, as well as the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 24 October 2002 and 8 September 2004.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October and 3 November 2004. Heritage Academy, Inc. did not respond to these requests.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Old Redford Academy	Detroit, MI	1999	K-8	475	Yes
Old Redford Academy Preparatory High School	Detroit, MI	2004	K-11	1100	Yes

**NOTES:**

- Information for this profile was gathered from the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003, the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 10 September 2004, and the Old Redford Website at [www.oldredford.com](http://www.oldredford.com) on 10 September 2004.
- Information confirmed and updated by Innovative Teaching Solutions via fax communication on 21 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

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**Companies managing fewer than 4 schools**

<b>Montessori Charter School of Flagstaff, Inc.</b>	
<b>Address</b>	850 N. Locust St. Flagstaff, AZ 86001
<b>Telephone</b>	Voice - 928-226-1212 Fax - 928-774-0337
<b>Web Address</b>	www.flagmontessori.com
<b>Year Founded</b>	1995
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Montessori Charter School of Flagstaff	Flagstaff, AZ	1995	K-8	250	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, 4 August 2003, and 15 September 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information confirmed and updated by Montessori Charter School of Flagstaff, Inc. via fax communication on 20 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

<b>Montessori Schoolhouse of Tucson</b>	
<b>Address</b>	1301 East Fort Lowell Rd Tucson, AZ 85719
<b>Telephone</b>	Voice - 520-319-8668 Fax - 520-881-4096
<b>Web Address</b>	None
<b>Year Founded</b>	1974
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Montessori Schoolhouse	Tucson, AZ	1997	K-6	105	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002 and September 15 2004, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 24 October 2002.
- Information confirmed and updated by Montessori Schoolhouse of Tucson via fax communication on 20 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

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<b>New West Charter School, Inc.</b>	
<b>Address</b>	16345 S. Sycamore Ridge Tr. Vail, AZ 85641
<b>Telephone</b>	Voice - 520-574-3033 Fax - 520-663-1363
<b>Web Address</b>	None
<b>Year Founded</b>	1998
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

<b>ORBIS Management Group, LLC</b>	
<b>Address</b>	23885 Denton St. Clinton Township, MI 48036
<b>Telephone</b>	Voice - 586-738-9999 Fax - 586-738-9998
<b>Web Address</b>	www.orbisgroup.com
<b>Year Founded</b>	1994
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
New West Schools	Benson, AZ	1998	K-3	30	Yes
New West School	Benson, AZ	1999	4-12	90	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 June 2002 and 20 September 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Information confirmed and updated by New West Charter School, Inc. via fax communication on 20 October 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Walden Green Day School	Spring Lake, MI	1994	K-9	106	Yes

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 6 June 2002 and 30 September 2004, and updated with information from ORBIS Management Group, LLC via fax communication on 16 September 2002.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October, 3 November and 1 December 2004. ORBIS Management Group, LLC did not respond to these multiple requests.

**For-Profit Education Management Organization Profiles**  
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Companies managing fewer than 4 schools

<b>Rose Management</b>	
<b>Address</b>	3686 W. Orange Grove Rd. #192 Tucson, AZ 85741
<b>Telephone</b>	Voice - 520-696-0819 Fax - 520-797-8868
<b>Web Address</b>	www.rosemanagement.com
<b>Year Founded</b>	1999
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Canyon Rose Academy	Tucson, AZ	2003	9-12	250	Yes
Desert Rose Academy	Tucson, AZ	2001	9-12	160	Yes
Mountain Rose Academy	Tucson, AZ	1999	9-12	265	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 27 July 2004 and the Rose Management website at <http://www.rosemanagement.com/> on 27 July 2004.
- Information confirmed via email by Dr. Eugene Kinghorn, Superintendent of Rose Management on 20 October 2004.
- Rose Management refused to provide profitability information.

<b>Schoolhouse Services and Staffing, Inc.</b>	
<b>Address</b>	22930 Chippewa Detroit, MI 48219
<b>Telephone</b>	Voice - 248-538-0072 Fax - 248-538-0073
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Detroit School of Industrial Arts	Detroit, MI	1996	9-12	278	Yes
Dove Academy	Detroit, MI	1997	K-6	402	Yes
Weston Technical Academy	Detroit, MI	1998	6-12	427	Yes

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/schools.cfm](http://www.charterschools.org/pages/schools.cfm) on 11 and 31 June 2002, 5 September 2002, 4 August 2003, and 1 October 2004.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October, 3 November and 1 December 2004. Schoolhouse Services and Staffing Inc. did not respond to these requests.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Self Development Charter School</b>	
<b>Address</b>	1709 N. Greenfield Rd. Mesa, AZ 85205
<b>Telephone</b>	Voice - 480-641-2640 Fax - 480-641-2678
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Self Development Charter School	Mesa, AZ	2000	K-6	200	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002, 4 August 2003, and 1 October 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.
- Information confirmed and updated via phone conversation with Johanne Novak of Self Development Charter School on 2 December 2004.
- Self Development Charter School refused to provide profitability information.

<b>Smart Schools</b>	
<b>Address</b>	1245 Hammond Rd E Traverse City, MI 49686
<b>Telephone</b>	Voice - 810-343-2899 Fax - 231-922-9392
<b>Web Address</b>	<a href="http://www.smartschoolsinc.com">www.smartschoolsinc.com</a>
<b>Year Founded</b>	1996
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Grand Traverse Academy	Traverse City, MI	2000	K-10	630	Yes

**NOTES:**

- Information for this profile was gathered from Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 11 June 2002, 4 August 2003, and 4 October 2004 and updated with information from Smart Schools via fax communication on 20 September 2002.
- Information confirmed and updated via fax communication with Smart Schools, Inc on 2 December 2004.
- Smart Schools refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
**Companies managing fewer than 4 schools**

<b>Southern Arizona Community Academy, Inc.</b>	
<b>Address</b>	2470 N. Tucson Blvd. Tucson, AZ 85716
<b>Telephone</b>	Voice - 520-319-6113 Fax - 520-319-6115
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Southern Arizona Community High School	Tucson, AZ	2000	9-12	238	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 13 September 2002 and 4 October 2004, the Great Schools website at [www.greatschools.net/modperl/go/AZ](http://www.greatschools.net/modperl/go/AZ) on 13 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Attempts were made to confirm this information via fax communication with company representatives on 19 October, 3 November and 1 December 2004. Southern Arizona Community Academy, Inc. did not respond to these requests.

<b>Synergy Training Solutions</b>	
<b>Address</b>	24535 Jefferson St.Clair Shores, MI 48080
<b>Telephone</b>	Voice - 586-445-7069 Fax - 586-445-9139
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly /Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
HEART Academy	Harper Woods, MI	1997	9-12	250	Yes
Michigan Health Academy	Detroit, MI	1996	9-12	128	Yes

**NOTES:**

- Information for this profile was gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 12 November 2003 and 4 October 2004, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003.
- Information updated and confirmed by Cheryl Herba, President and CEO of Synergy Training Solutions via fax communication on 2 December 2004.
- Synergy Training Solutions refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2004-2005 Directory**  
Companies managing fewer than 4 schools

Talented and Gifted Charter School, LLC.	
<b>Address</b>	10129 East Speedway Blvd Tucson, AZ 85748
<b>Telephone</b>	Voice - 520-296-0006 Fax - 520-296-0046
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/ Privately Held</b>	Private
<b>Profitability</b>	Profitable

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
TAG Charter School	Tucson, AZ	1998	K-7	330	Yes

**NOTES:**

- Information for this profile was gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 1 October 2004.
- Information updated and confirmed by Robert Abshire, Financial Manager of Talented and Gifted Charter School via fax communication on 8 November and 5 December 2004.
- Profitability status was reported by the company to EPSL researchers and could not be verified with an objective source.

## APPENDIX A - Companies Previously Profiled Not Included in This Report

The following is a list of school management companies excluded in this year's report which have been profiled in past reports. Company name, years profiled, and reason for exclusion from report are all included in this list.

Name of Company	Years Profiled	Reason for Exclusion
ReInventEd, Inc	2002-2004	Charter revoked by Charter School Board for failure to administer the AIMS HS writing test in February 2003 and failing to provide educational services. Data retrieved from the Arizona State Board of Charter Schools website at <a href="http://www.asbcs.state.az.us/asbcs">http://www.asbcs.state.az.us/asbcs</a> on 2 November 2004.
Future Development Education and Performing Arts Academy	2002-2003	Charter revoked by Charter School Board for failure to pay into Arizona state retirement system. School closed mid-year. "Phoenix school closes doors, students stranded." (2003, Oct. 16) <i>azfamily.com</i> .
Shadow Ridge	2002-2003	No longer listed by the Arizona Department of Education as a charter school operator.
Tucson Country Day School	2002-2003	Indicated that they are a not-for-profit company. Information received via fax communication with Tucson Country Day School on 24 September 2003.
Cambridge First Education	1999-2002	Cambridge First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.
Pitman Resources	2001-2002	Pitman Resources' charter schools were bought by Sequoia Schools and does not currently operate any schools. Information received via telephone conversation with Pitman Resources on 3 December 2002.
Lake Havasu Charter School	2001-2002	Lake Havasu Charter School changed legal status from for-profit to non-profit on 4 January 2002. Information attributed to the Arizona Department of Education website at <a href="http://www.ade.state.as.us/charterschools/search/SiteList.asp">www.ade.state.as.us/charterschools/search/SiteList.asp</a> on 6 June 2002.
Innovative Educational Programs	2001-2002	Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO. Information received via telephone conversation with Innovative Educational Programs on 12 December 2002.
Mountain Rose	2001-2002	Mountain Rose Academy changed legal status from for-profit to non-profit in 2002. Information received via telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 26 September 2002. <b>Note:</b> This company changed their name in 2004 to Rose Management, and has returned to operating as a for-profit entity. Their profile can be found in this year's profiles under the "Companies managing fewer than 4 schools" section.

## APPENDIX A - Companies Previously Profiled Not Included in This Report

The following is a list of school management companies excluded in this year's report which have been profiled in past reports.

Company name, years profiled, and reason for exclusion from report are all included in this list.

Name of Company	Years Profiled	Reason for Exclusion
Tessarac Group	1998-2001	Company went bankrupt. "Charter school company files for bankruptcy protection." (2000, Oct. 10) <i>Business News</i> .
Advantage Schools	1998-2001	Acquired by Mosaica Schools in July 2001. Information attributed to the Advantage Schools website at <a href="http://www.advantage-schools.com/news/mosaica%20070201.htm">www.advantage-schools.com/news/mosaica%20070201.htm</a> on 2 July 2001.
Malone Management	1998-2001	Malone Management closed the only school they operated in 2000 and do not currently operate any schools.
LearnNow	1999-2001	Acquired by Edison Schools in July 2001. Information attributed to the Edison Schools website at <a href="http://www.edisonschools.com/news/news/cfm?ID=88">www.edisonschools.com/news/news/cfm?ID=88</a> on 2 July 2001.
EduCare	1998-1999	EduCare is a non-profit organization which operates 4 charter schools in Michigan. Information received via telephone communication with EduCare on 3 September 2002.

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Arizona Virtual Schools

Arizona Virtual Academy	
Parent Company	K12 Education
Telephone	Voice - 520-623-1483 Fax - 520-623-1803
WWW Address	<a href="http://www.azva.org">www.azva.org</a>

**NOTES:**

- Information gathered from the Arizona Virtual Academy website at [www.azva.org](http://www.azva.org) on 6 December 2004.

Year Founded	2003
Number of Students	750
Charter School?	Yes
Description	
AZVA is a part of Arizona's Technology Assisted Project Based Instructional Program, which offers instruction in grades K-8.	

Chancellor Arizona Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 602-547-7961 Fax - 602-547-7922
WWW Address	<a href="http://www.connectionsacademy.com">www.connectionsacademy.com</a>

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=az> on 6 December 2004.

Year Founded	2003
Number of Students	299
Charter School?	No
Description	
Chancellor Arizona Connections Academy (CA2) is a pilot program in virtual education that was approved by the Arizona State Board for Charter Schools, offering instruction to students in grades K-8.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Arizona Virtual Schools (continued)

Pinnacle Virtual High School	
Parent Company	Pinnacle Education, Inc
Telephone	Voice - 420-755-8222
WWW Address	www.pin-ed.com/virtual.asp

**NOTES:**

- Information gathered from the Pinnacle Education website at [www.pin-ed.com/virtual.asp](http://www.pin-ed.com/virtual.asp) on 6 December 2004.

Year Founded	2003
Number of Students	212
Charter School?	Yes
Description	
Pinnacle Education was authorized by the Arizona State Board for Charter Schools to be a provider of distance learning opportunities for Arizona students. The Pinnacle Virtual High School serves students in grades 7 - 12.	

Sequoia Choice Distance Learning	
Parent Company	Sequoia Charter Schools
Telephone	Voice - 480-649-7737 Fax - 480-649-0747
WWW Address	www.scazdl.org/sc

**NOTES:**

- Information gathered from the Sequoia Choice Distance Learning website at [www.scazdl.org/sc](http://www.scazdl.org/sc) on 6 December 2004.

Year Founded	1998
Number of Students	160
Charter School?	Yes
Description	
Arizona Distance Learning (AzDL) provides technology-assisted education to children in grades K-12.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Arkansas Virtual Schools

Arkansas Virtual School	
Parent Company	K12 Education
Telephone	Voice - 501-664-4225 Fax - 501-664-4226
WWW Address	www.arvs.org

**NOTES:**

- Information gathered from the Arkansas Virtual School website at [www.arvs.org](http://www.arvs.org) on 6 December 2004.

Year Founded	2002
Number of Students	430
Charter School?	No
Description	
The Arkansas Virtual School (ARVS) is a public virtual school program, sponsored by the Arkansas Department of Education through a federal grant under the Voluntary Public School Choice program, serving students in grades K–8.	

### California Virtual Schools

California Virtual Academies	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273 Fax- 703-748-1273
WWW Address	www.caliva.org

**NOTES:**

- Information gathered from the California Virtual Academies website at [www.caliva.org](http://www.caliva.org) on 6 December 2004.

Year Founded	2002
Number of Students	1000
Charter School?	Yes
Description	
California Virtual Academies is a partnership between six "independent, home-based charter schools" which offers instruction in grades K-5 in specific regions of California.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### California Virtual Schools (continued)

Capistrano Connections Academy	
Parent Company	Connections Academy
Telephone	Unknown
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/about.asp?sid=ca> on 6 December 2004.

Year Founded	2004
Number of Students	Unknown
Charter School?	No
Description	
CapoCA was authorized by the Capistrano Unified School District as a charter school serving Orange County and contiguous counties. Serves grades K-8.	

Southern California Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 949-489-1219 Fax - 949-306-8498
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/about.asp?sid=ca> on 6 December 2004.

Year Founded	2004
Number of Students	Unknown
Charter School?	No
Description	
SoCCA was approved as a charter school of the San Diego Unified School District and will be governed by an independent board of directors. Serves grades K-8.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Colorado Virtual Schools

Colorado Virtual Academy	
Parent Company	K12 Education
Telephone	Voice - 303-255-4650 Fax - 303-255-7044
WWW Address	www.covcs.org

**NOTES:**

- Information gathered from the Colorado Virtual Academy website at [www.covcs.org](http://www.covcs.org) on 6 December 2004.

Year Founded	2001
Number of Students	1,900
Charter School?	Yes
Description	
Colorado Virtual Academy is a charter school in a partnership with the Academy of Charter Schools and offers instruction in grades K-8. Any student in Colorado is eligible to enroll.	

Denver Connections Academy	
Parent Company	Connections Academy
Telephone	Unknown
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=co> on 6 December 2004.

Year Founded	2002
Number of Students	300
Charter School?	No
Description	
Connections Academy operates full-time public virtual schools in Colorado under contract with sponsoring school districts such as the Denver Public Schools and Pueblo School District 60. Serves students in grades K-8.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Colorado Virtual Schools (continued)

Littleton Connections Academy Part-Time	
Parent Company	Connections Academy
Telephone	Unknown
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=co> on 6 December 2004.

Year Founded	2004
Number of Students	Unknown
Charter School?	No
Description	
Connections Academy operates full-time public virtual schools in Colorado under contract with sponsoring school districts such as the Denver Public Schools and Pueblo School District 60. Serves students in grades K-8.	

Southern Colorado Connections Academy	
Parent Company	Connections Academy
Telephone	Unknown
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=co> on 6 December 2004.

Year Founded	2002
Number of Students	32
Charter School?	Yes
Description	
Connections Academy operates full-time public virtual schools in Colorado under contract with sponsoring school districts such as the Denver Public Schools and Pueblo School District 60. Serves students in grades K-8.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### District of Columbia Virtual Schools

Community Academy Public Charter School	
Parent Company	K12
Telephone	Voice - 866-512-2273 Fax - 410-247-8823
WWW Address	www.capcsonline.org

**NOTES:**

- Information gathered from the Community Academy Public Charter School Online website at [www.capcsonline.org](http://www.capcsonline.org) on 6 December 2004.

Year Founded	2004
Number of Students	50
Charter School?	Yes
Description	
The Washington D.C. Community Academy Public Charter School Online (CAPCS Online) offers an innovative model for public education in Washington, D.C. serving students in grades K-8.	

### Florida Virtual Schools

Florida Virtual Academy	
Parent Company	K12
Telephone	Unknown
WWW Address	www.flva.org

**NOTES:**

- Information gathered from the Florida Virtual Academy website at [www.flva.org](http://www.flva.org) on 6 December 2004.

Year Founded	2003
Number of Students	300
Charter School?	Yes
Description	
In 2003 the Florida Department of Education established a virtual school pilot program creating two K-8 virtual public schools for 1,000 students.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Florida Virtual Schools (continued)

Florida Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 407-352-5286 Fax - 407-351-1901
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=fl> on 6 December 2004.

Year Founded	2003
Number of Students	Unknown
Charter School?	No
Description	
Connections Academy operates one school in Florida under contract to the Florida Department of Education. The Florida Connections Academy (FCA) is a pilot program in virtual education that is being evaluated by the Department and the legislature, and currently serves students K-8 all over the state.	

### Idaho Virtual Schools

Idaho Virtual Academy	
Parent Company	K12 Education
Telephone	Voice- 866-512-2273
WWW Address	www.idahova.org

**NOTES:**

- Information gathered from the Idaho Virtual Academy website at [www.idahova.org](http://www.idahova.org) on 6 December 2004.

Year Founded	2002
Number of Students	1,800
Charter School?	Yes
Description	
Idaho Virtual Academy is a charter school and offers instruction in grades K-8. Any student in Idaho is eligible to enroll.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Minnesota Virtual Schools

BlueSky Charter School	
Parent Company	Designs for Learning, Inc.
Telephone	Voice - 651-642-0888
WWW Address	www.blueskyschool.org

**NOTES:**

- Information gathered from the BlueSky Charter School website at [www.blueskyschool.org](http://www.blueskyschool.org) on 14 December 2004.

Year Founded	2002
Number of Students	50
Charter School?	Yes
Description	
BlueSky, a Minnesota public charter school, serves students in grades 7 through 12 with a state-approved online middle school and high school diploma program.	

### Ohio Virtual Schools

OHDELA Academy	
Parent Company	White Hat Management
Telephone	Voice- 866-864-3352 Fax- 330-253-8250
WWW Address	www.ohdela.com

**NOTES:**

- Information gathered from the OHDELA website at [www.ohdela.com](http://www.ohdela.com) on 12 December 2002

Year Founded	2002
Number of Students	3,228
Charter School?	Yes
Description	
OHDELA Academy is a charter school which offers instruction in grades K-12. Any student in Ohio is eligible to enroll.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Ohio Virtual Schools (continued)

Ohio Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 614-840-9401
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Ohio Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=oh> on 20 December 2002.

Year Founded	2003
Number of Students	Unknown
Charter School?	Yes
Description	
Connections Academy operates one school in Ohio under contract to the Ohio Connections Academy (OCA). OCA is a community school sponsored by the Ohio Council of Community Schools. The school is able to accept students from anywhere in the state.	

Ohio Virtual Academy	
Parent Company	K12 Education
Telephone	Voice- 419-482-0948 Fax- 419-482-0954
WWW Address	www.ohva.org

**NOTES:**

- Information gathered from the Ohio Virtual Academy website at [www.ohva.org](http://www.ohva.org) on 6 December 2004.

Year Founded	2002
Number of Students	2,600
Charter School?	Yes
Description	
Currently serving students in kindergarten through eighth grade, OHVA is committed to putting a top-quality education within reach of thousands of students in Ohio.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Pennsylvania Virtual Schools

Commonwealth Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 717-236-9840
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=pa> on 6 December 2004.

Year Founded	2003
Number of Students	Unknown
Charter School?	No
Description	
Commonwealth Connections Academy (CCA) is the first virtual school to be approved under Pennsylvania's stringent new cyber-charter law. CCA serves students in grades K-8 across Pennsylvania.	

PDELA	
Parent Company	White Hat Management
Telephone	Voice - 877-264-9793
WWW Address	www.pdela.com

**NOTES:**

- Information gathered from the PDELA website at [www.pdela.com](http://www.pdela.com) on 6 December 2004.

Year Founded	2004
Number of Students	280
Charter School?	Yes
Description	
PDELA is a home-based public charter school that combines direct parent involvement, certified teachers, and state-of-the-art computer technology and delivery. PDELA is designed to furnish an individualized distance learning program for children in grades K-12.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Pennsylvania Virtual Schools

Pennsylvania Virtual Charter School	
Parent Company	K12 Education
Telephone	Voice- 610-275-8500 Fax- 610-275-1719
WWW Address	www.pavcs.org

**NOTES:**

- Information gathered from the Pennsylvania Virtual Charter School website at [www.pavcs.org](http://www.pavcs.org) on 6 December 2004.

Year Founded	2001
Number of Students	4,000
Charter School?	Yes
Description	
Pennsylvania Virtual Charter School offers instruction in grades K-8. Any student in Pennsylvania is eligible to enroll.	

### Wisconsin Virtual Schools

Wisconsin Virtual Academy	
Parent Company	K12 Education
Telephone	Voice - 262-692-3988 Fax - 262-692-3952
WWW Address	

[www.wivcs.org](http://www.wivcs.org)

**NOTES:**

- Information gathered from the Wisconsin Virtual Academy website at [www.wivcs.org](http://www.wivcs.org) on 6 December 2004.

Year Founded	2003
Number of Students	630
Charter School?	Yes
Description	
Wisconsin Virtual Academy is a public virtual school program that blends innovative new instructional technology with a traditional curriculum for students in grades K-8 all across Wisconsin.	

## APPENDIX B - For-Profit Virtual Schools Listed by State

The following is a list of virtual schools which are managed by for-profit education management organizations.

### Wisconsin Virtual Schools (continued)

Wisconsin Connections Academy	
Parent Company	Connections Academy
Telephone	Voice - 920-993-7076 Fax - 920-832-6284
WWW Address	www.connectionsacademy.com

**NOTES:**

- Information gathered from the Connections Academy website at <http://www.connectionsacademy.com/state/home.asp?sid=wj> on 6 December 2004.

Year Founded	2003
Number of Students	450
Charter School?	Yes
Description	
WCA is a charter school authorized by the Appleton area school district (AASD). The school is able to accept students K-8 from anywhere in the state.	

## **APPENDIX C - Methods**

### **Methods Related to Common Core of Data Calculations**

All schools are divided into four categories according to the National Center for Education Statistics report ‘Overview of Public Elementary and Secondary Schools and Districts: School Year 2001-2002.’ The categories are established based on the instructional levels, lowest and highest grades, served per individual schools. The categories and instructional levels are as follows:

- Primary - schools with a low grade of prekindergarten through grade 3 and a high grade of up to 8 (For the purposes of this study, pre-kindergarten enrollment counts are excluded from all analyses).
- Middle – schools with a low grade of 4 to 7 and a high grade ranging from 4 to 9.
- High – schools with a low grade of 7 to 12 and extends to grade 12.
- Other - all other grade configurations, including ungraded schools.

(Source: <http://nces.ed.gov/pubs2003/2003411.pdf>)

The national district and charter school enrollment averages are derived from schools in the 2002-2003 Common Core of Data, excluding non-operational schools, schools located in rural areas and small towns and schools with a zero student count in grades K-

12. The average enrollment per grade is calculated by school category. This method yields several national averages to account for differential enrollment counts by school category. For example, this method produces six national average enrollment counts for fourth grade, one separate average enrollment count per school category. The average enrollment is calculated for primary schools which serve students in fourth grade, for middle schools serving fourth grade students, and schools categorized as other that serve students in fourth grade. The average enrollment counts are calculated separately for charter and non-charter schools.

The individual grade-level national average enrollments are combined to match every unique instructional level in for-profit schools. The enrollment for each for-profit school is compared to the sum of the national averages for each grade level combined by the appropriate grade levels served. For example, the enrollment for a for-profit charter school serving elementary grades 1-6 is compared to the sum of the average charter school enrollment for each separate grade level (1-6). See Appendix D for the national average grade-level enrollments by school category and charter school status.

### **Methods for Compiling School Profiles**

Compiled each year since 1998-1999, *Profiles of For-Profit Education Management Companies* documents the number of for-profit firms involved in managing publicly funded schools, identifies the schools they manage, and records the number of students those schools enroll. The *Profiles* report is compiled from a combination of sources. Internet searches are conducted on the name of

each known EMO to identify schools with which the EMOs have contractual relationships. The resulting lists of schools are compared with previous years' lists. When a school previously listed as having a relationship with a particular EMO appears to have dropped off the list, researchers use Internet search engines and news media databases, primarily Lexis-Nexis, to attempt to ascertain the reasons for the change. The information gathered is sent to each EMO to verify its accuracy. Company representatives are encouraged to send additions and corrections to the Education Policy Studies Laboratory for inclusions in the next edition of the *For-Profit Profiles Report*.

The companies profiled represent those that CERU/EPRU researchers could positively identify as for-profit management companies, and are likely to represent only the larger or high-profile companies that exist. It is important to note that while this report labels education management companies as "profitable" and "not profitable," in the case of privately held companies, the designation is based on the companies' self-reports. Unlike publicly traded companies that are required by law to make earnings statements public, privately held companies have no such requirement.

## APPENDIX D—National Average Enrollments by Grade Levels

**Table 1: Average Enrollments for Average U.S. Charter and District Primary Schools by Grade-Level Configuration**

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
<b>K-2</b>	137.35	246.20
<b>K-3</b>	179.48	330.30
<b>K-4</b>	222.06	414.39
<b>K-5</b>	262.59	497.89
<b>K-6</b>	297.71	572.56
<b>K-7</b>	330.91	641.29
<b>K-8</b>	360.79	708.28
<b>1-6</b>	250.15	492.48
<b>3-7</b>	193.56	395.09
<b>4-5</b>	83.11	167.60

Note: Averages were compiled using the 2002-2003 Common Core of Data.

## APPENDIX D—National Average Enrollments by Grade Levels

**Table 2: Average Enrollments for Average U.S. Charter and District Middle Schools by Grade-Level Configuration**

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
4-8	181.30	377.98
5-8	310.56	961.14
6-8	250.14	780.62
7-9	196.85	607.89
9	31.94	84.26

Note: Averages were compiled using the 2002-2003 Common Core of Data.

**Table 3: Average Enrollments for Average U.S. Charter and District High Schools by Grade-Level Configuration**

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
7-10	243.12	1,154.62
7-11	298.81	1,420.70
7-12	349.37	1,665.66
8-12	298.10	1,391.17
9-10	141.41	638.00
9-12	247.65	1,149.05
10-11	122.94	564.82

Note: Averages were compiled using the 2002-2003 Common Core of Data.

## APPENDIX D—National Average Enrollments by Grade Levels

**Table 4: Average Enrollments for Average U.S. Charter and District Other\* Schools by Grade-Level Configuration**

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
<b>K-1, 4-5</b>	176.61	330.94
<b>K-9</b>	409.69	275.68
<b>K-10</b>	456.68	318.76
<b>K-11</b>	498.46	356.43
<b>K-12</b>	542.32	397.59
<b>4-12</b>	385.50	314.02
<b>6-10</b>	226.19	194.76
<b>6-11</b>	267.96	232.43
<b>6-12</b>	311.83	273.59

Note: Averages were compiled using the 2002-2003 Common Core of Data.

\*The U.S. Department of Education defines “other” schools as schools that do not fall within the grade-level configurations of primary school, middle school, or high school. For definitions of school levels, see Appendix C.