9-14-2009

Profiles of For-Profit Educational Management Organizations: 2008-2009

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Profiles of For-Profit Educational Management Organizations

Eleventh Annual Report

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September 2009

This document can be found online at http://epicpolicy.org/publication/profiles-profit-emos-2008-09
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Profiles of For-Profit Education Management Organizations: 2008-2009

Summary

In 2008-2009 the for-profit education management industry continued to grow slowly. However, new methods (See Appendix D) used for searching for and identifying EMOs resulted in a substantial number of for-profit EMOs being profiled for the first time in this year’s report. The greatest increase in profiled companies occurred in the category of small EMOs (managing three or fewer schools). Although this year’s report profiles more EMOs than do previous reports, all of the companies added were previously operating “under the radar” of our researchers. For this reason, we believe our key finding from the 2007-2008 report, i.e., that the growth of the EMO sector is slowing, still holds true for the 2008-2009 academic year. Numerical trends outlined in this report at times reflect actual growth in the industry and at other times reflect the increasing ability of this report’s researchers to identify and map the operations of EMOs across the country.

National Landscape

- The number of states in which for-profit EMOs operated increased from 28 in 2007-2008 to 31 in 2008-2009.

Companies

- Since the first Profiles report was published for the 1997-1998 school year, the number of for-profit EMOs profiled has increased from 14 to 95, and the number of states in which EMOs are operating from 16 to 31.
- In the past year, the number of EMOs profiled has a net increase of 45. The newly profiled EMOs were previously in operation and a change in methods allowed us to identify 31 additional small EMOs, 12 additional medium-sized EMOs, and two additional large EMOs.
- While the actual number of companies has remained relatively stable over the past few years, many of the large and medium-sized EMOs are expanding into new service areas, such as supplemental education services.
- Imagine Schools, Inc., is the largest for-profit EMO in terms of the number of schools it manages. This company experienced the largest net increase of schools profiled, from 43 in 2007-2008 to 76 in 2008-2009. Nineteen of these newly profiled schools were confirmed as new schools in 2008-2009.

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1 The authors would like to recognize and thank Tammy DeRoo for assistance with data collection, Erik Gunn for editing work, and Joe Fee for addressing technical problems that arose with the project data base. Additionally, the authors would like to thank the many university-based academics, representatives from state advocacy groups, teachers’ unions, and state education agencies that responded to our requests for information and provided feedback on the completeness and accuracy of our lists of companies and schools.
• Because of the large enrollments of its schools, EdisonLearning still has the largest number of students among the for-profit EMOs (37,574). The total enrollment of the 24 virtual schools operated by K12 Inc. (37,543) nearly matches EdisonLearning’s.

Schools
• Since the first Profiles report was produced for the 1997-1998 school year, the number of schools managed by for-profit EMOs has increased to 733 from 131. In the past year, the number of profiled schools has increased dramatically, to 733 from 533. However, we estimate that the actual number of EMO-managed public schools has leveled off over the past few years and attribute the dramatic increase only to a change in our methods.
• Of the 733 schools profiled in this report, 74% are operated by large EMOs.
• Fully 94% of EMO-managed schools are charter schools, and 6% are district schools. The number of district schools operated by EMOs continued to decline between 2007-2008 and 2008-2009.
• The majority (57%) of EMO-managed schools profiled are primary schools.
• The number of virtual schools operated by EMOs increased from 40 in 2007-2008 to 56 in 2008-2009. This is equivalent to 7.6% of all schools managed by for-profit EMOs.
• The five states with the highest numbers of schools managed by for-profit EMOs are Michigan (191), Florida (136), Arizona (103), Ohio (95), and Pennsylvania (39). Overall, schools managed by for-profit EMOs operate in 31 states.

Students
• The number of students in profiled EMO-managed schools increased by 84,809 in the last year. In total, the EMO-operated schools profiled in this report enrolled 339,222 students during the 2008-2009 school year.
• Even while our estimates of the numbers of companies and the numbers of schools they operate have been leveling off, the data suggest that the number of students in EMO schools continue to grow as average school enrollments continue to grow.
• Large EMOs account for 78.5% of all students enrolled in EMO-managed schools.
• Large EMOs tend to have a larger average and median school enrollment than medium- and small-size EMOs.

Introduction and Background

The EMO Industry: Background and Rationale

Education management organizations, or EMOs, emerged in the early 1990s in the context of widespread interest in so-called market-based school reform proposals. Wall
Street analysts coined the term *EMO* as an analogue to health maintenance organizations (HMOs). Proponents of EMOs claim that they bring a much needed dose of entrepreneurial spirit and a competitive ethos to public education. Opponents argue that outsourcing to EMOs results in already limited school resources being redirected for service fees, profits, or both while creating another layer of administration. Opponents also have expressed concerns about the implications of public bodies relinquishing control or ownership of schools.

The theory behind market-based school reform proposals is that, by being forced to compete with other schools, existing public schools will necessarily improve or cease operating. Competition under this theory generally comes in two forms: private schools, with taxpayer-funded tuition vouchers, or charter schools, which operate largely independent of the school district but have been chartered by a public entity or publicly appointed entity so that they qualify for local and state taxpayer funds in the same way as conventional district schools. In practice, voucher schools have remained a small part of the market-reform arena, while charter schools now account for the lion’s share of the alternatives to traditional public schools.

While faith in market competition as an effective engine of reform provides a general theoretical basis for EMO operation of both district and charter public schools, the competitors are different in each instance. Adherents of market-based school reform favor charter schools in the belief that they provide competition that will force existing public schools to improve their outcomes or be put out of operation. Support for for-profit management of district schools, meanwhile, arises essentially from a belief that private business models are more efficient and effective than nonprofit, government-operated institutions. A for-profit company contracted to manage district public schools, it is reasoned, will have incentives (making a profit in the short term and retaining a profitable contract in the long term) to seek efficiencies and improve student outcomes and achievement. The competition, in this context, takes place not among schools or districts themselves, but among current or potential managers of schools.

**Defining Education Management Organizations**

We define an education management organization, or EMO, as an organization or firm that manages schools receiving public funds, including district and charter public schools. For-profit EMOs are businesses that seek to return a profit to the investors who own them. A contract details the terms under which executive authority to run one or more schools is given to an EMO in return for a commitment to produce measurable outcomes within a given time frame.

Schools operated by the for-profit EMOs profiled in this report operate under the same admissions rules as regular public schools and are operated for profit. The term “education management organization” and the acronym “EMO” are most commonly used to describe these private organizations that manage public schools under contract. However, other names or labels such as “education service providers” are sometimes used to describe these companies. An important distinction should be made between EMOs that have executive authority over a school and service contractors, often referred to as “vendors.” Vendors provide specific services for fee, such as accounting, payroll and benefits, transportation, financial and legal advice, personnel recruitment, professional development, and special
education. We do not profile companies that work exclusively as vendors in this report, although it is important to note that some EMOs included in this report provide services to schools that are not “managed” by the company. In these instances we include data only on those schools that are fully managed by the company.

EMOs vary on a number of dimensions, such as whether they have for-profit or nonprofit status; whether they work with charter schools, district schools, or both; or whether they are a large regional or national franchise or a single-site operator. Historically, only a small portion of EMOs have been nonprofits. In recent years, however, nonprofit EMOs (sometimes referred to as CMOs—charter management organizations) have expanded rapidly. This Profiles report does not track nonprofit EMOs. Also not tracked are EMOs that operate for-profit private schools, including those that may receive public funds under tuition voucher programs such as those that operate in Milwaukee, Cleveland, or the District of Columbia. (See Appendix A for definitions.)

The number of schools under EMO management, school enrollment, and other data included in this report primarily are derived from official state Department of Education resources. This differs from past years’ reports in which the primary source of information was from the education management organizations themselves. After information was gathered from all state Departments of Education, company profiles were sent to the EMOs for review. The official state information helped to identify a large number of additional education management organizations not previously profiled. The authors were also able to avoid gaps in the data created when EMOs did not respond to requests for information. Because nearly all EMOs are privately held companies, there is no way to compel them to share information about their operations (see Appendix B for details and notes regarding the data sources and responses we received from states and from EMOs).

**Description of Data Collection and Sources of Information**

This 11th annual Profiles report covers data for the 2008-2009 school year. An effort is made to provide complete and current data on the numbers of EMOs, EMO-managed schools, and enrollments in EMO-managed schools. In addition to data on the 2008-2009 year, the report also contains longitudinal data. Therefore, where possible and appropriate, we have corrected or updated past data that was missing or based on estimates.

As previously stated, the nature of the industry and the lack of public information make the process of collecting and updating the data for the Profiles report difficult. In past years, EMOs were primary sources for the published information. This year we collected information on companies and EMO-managed schools from states that tracked such information. Official October 1, 2008 enrollments are reported for all states that had released this information or provided it to the authors by August 4, 2009. For states that did not track education management organizations and their managed schools, key informants, advocacy groups, and charter school sponsors were contacted with a list of known EMOs and EMO-managed schools and asked to provide additional information (for a complete list of state sources, see Appendix B).

After all state-level research was completed, representatives of the EMO were asked to confirm and, if necessary, correct company contact information and schools’ contact information. EMOs were also asked to provide updated information for schools in those states for which official enrollments had not been released. If the companies provided
enrollments or other information that did not match official state-level data, the official
government data was used. In such cases, the EMO was informed of the decision to use the
official data.

Two contacts were attempted to solicit a response from all large, medium, and small
EMOs. We were very pleased and grateful for the responses we received from EMOs. In
most cases, we received complete details regarding schools and enrollments. In other
cases, the data we received from the EMOs was missing enrollments or the years the EMO
or schools were founded. In these cases, an additional attempt was made to gather this
information. In a few cases in which official 2008 enrollments had not been released and
the EMO did not respond, we relied on official 2007-2008 enrollments (see Appendix D
for a complete explanation of data collection).

The 2005-2006 and 2006-2007 Profiles reports omitted data about small EMOs and
the schools they operate because of the difficulty ensuring the comprehensiveness and
accuracy of information. The 2007-2008 report once again profiled small EMOs, with the
caveat that the list of small EMOs profiled was not exhaustive. This year’s data collection
process identified an additional 31 small EMOs. While it is still possible that we have not
identified all small EMOs operating nationally, we are confident we are now profiling the
great majority of all EMOs.

Purpose of this Report

Profiles reports are comprehensive digests of data on education management
organizations. Analysis and interpretation of the data in this report are, for the most part,
limited to describing general trends over time. The report is intended for a broad audience.
Policymakers, educators, school district officials, and school board members may use this
information to learn more about current or potential contractors. Investors, persons
involved in the education industry, and employees of EMOs may find it useful in tracking
changes, strategizing for growth, and planning investments. Journalists and researchers
who study and seek to learn more about education management organizations may also
find much here to interest them.

Findings for 2008-2009

The Profiles of For-Profit Education Management Organizations: 2008-2009 is the
11th annual Profiles report. Profiled EMOs are categorized by size. Small EMOs are those
operating three or fewer schools. Medium EMOs are those operating four to nine schools.
Large EMOs are those operating 10 or more schools.

Number of Education Management Organizations Profiled

Table 1 presents growth trend data for large, medium, and small EMOs. Since the first
Profiles report in 1999, the number of EMOs profiled has increased from 14 to 95. The
number of states in which EMOs operate has grown from 16 to 31.
Table 1. Number of EMOs Profiled by Size and Year

<table>
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</thead>
<tbody>
<tr>
<td>Large EMOs</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>13</td>
<td>16</td>
<td>14</td>
<td>14</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Medium EMOs</td>
<td>5</td>
<td>8</td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>9</td>
<td>9</td>
<td>7</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Small EMOs</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>18</td>
<td>29</td>
<td>30</td>
<td>35</td>
<td>28</td>
<td>25</td>
<td>28</td>
<td>59</td>
</tr>
<tr>
<td>Total number of EMOs</td>
<td>14</td>
<td>19</td>
<td>21</td>
<td>36</td>
<td>47</td>
<td>51</td>
<td>59</td>
<td>51</td>
<td>48</td>
<td>50</td>
<td>95</td>
</tr>
<tr>
<td>Number of states with EMOs</td>
<td>16</td>
<td>21</td>
<td>22</td>
<td>24</td>
<td>25</td>
<td>29</td>
<td>25</td>
<td>29</td>
<td>31</td>
<td>28</td>
<td>31</td>
</tr>
</tbody>
</table>

Figure 1 illustrates the trends in the number of EMOs profiled over the past decade. The total number of EMO profiles in each annual report is illustrated with the solid dark line. Profiles reports have never fully captured the number of small EMOs. Small EMOs (i.e., companies operating three or fewer schools) are more difficult to identify, and—as we have learned over the years—are more difficult to obtain information from. However, the use of state resources and key informants reduced the severity of this problem and identified 31 additional small EMOs, 12 additional medium EMOs, and two additional large EMOs. Profiles reports from 2005-2006 and 2006-2007 did not include new small EMOs. The 2007-2008 report included and updated the information about those small EMOs included in past reports and added small EMOs identified in the course of last year’s research. The data in this report continue these methods. In last year’s report, the authors suggested that the number of small EMOs may exceed the total number of large and medium EMOs combined. This year’s data support our surmise. Based on what we know from states like Michigan and Arizona, where most of the small EMOs are located, this category of company continues to increase, while the number of large and medium-sized EMOs has leveled off over the past few years.

While the number of profiled EMOs dramatically increased this year, it is important to note our data suggest that the growth of the for-profit EMO sector has slowed in recent years. Although the growth in the total number of schools operated by EMOs is slowing, many of the medium-sized and large EMOs have been diversifying and expanding into new service areas, such as the provision of supplemental education services that are less regulated and show growth potential. Some EMOs, such as EdisonLearning, also have packaged and sold or leased their curricula, accountability, and in-service training systems.
Figure 1. Illustration of the Actual Number of Profiled EMOs by Size

Number of Schools Managed by Education Management Organizations

Table 2 displays the number of schools managed by EMOs that were profiled from the period 1998-1999 to 2007-2008. In 2008-2009, medium-sized and large EMOs managed a total of 733 schools, up from 533 in 2007-2008. The addition of two large EMOs, Academica and Insight Schools, added 64 schools to the large EMO category. The addition of 12 medium-sized EMOs was primarily responsible for a dramatic increase in medium-sized EMOs. The biggest net increase in profiled schools for an EMO from 2007-2008 was Imagine Schools, Inc., which managed 43 schools in 2007-2008 and 76 schools in 2008-2009. Nineteen of these schools were confirmed as opening in 2008-2009. The years that the remaining 14 schools began operation could not be confirmed.
Table 2. Number of Schools Managed by Profiled EMOs, By EMO Size

<table>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Large EMOs</strong></td>
<td>94</td>
<td>177</td>
<td>223</td>
<td>281</td>
<td>325</td>
<td>373</td>
<td>434</td>
<td>424</td>
<td>409</td>
<td>450</td>
<td>537</td>
</tr>
<tr>
<td><strong>Medium EMOs</strong></td>
<td>32</td>
<td>48</td>
<td>58</td>
<td>52</td>
<td>50</td>
<td>51</td>
<td>49</td>
<td>56</td>
<td>56</td>
<td>44</td>
<td>113</td>
</tr>
<tr>
<td><strong>Small EMOs</strong></td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>35</td>
<td>42</td>
<td>39</td>
<td>51</td>
<td>41</td>
<td>36</td>
<td>39</td>
<td>83</td>
</tr>
<tr>
<td><strong>Total number of EMO schools</strong></td>
<td>131</td>
<td>230</td>
<td>285</td>
<td>368</td>
<td>417</td>
<td>463</td>
<td>534</td>
<td>521</td>
<td>501</td>
<td>533</td>
<td>733</td>
</tr>
</tbody>
</table>

To accurately interpret these numbers it is important to note that in 2006-2007, Imagine Schools Inc., the nation’s second largest EMO, reported that it had changed from a for-profit to a nonprofit organization. As a result the company and the estimated 38 schools it managed that year were not included in the 2006-2007 Profiles report. In researching the 2007-2008 report we learned that Imagine Schools, Inc. was still operating as a for-profit company because it had not yet received IRS approval to operate as a
nonprofit. As of July 23, 2009, Imagine Schools, Inc. was still awaiting a ruling from the IRS; it is, therefore, profiled as a for-profit EMO in the current report. It should be noted that Imagine Schools, Inc. responded to our request stating, “We have always operated as a non-profit and many of our schools are non-profit entities, we therefore decline to participate in the study.”

Figure 2 illustrates the growth trends associated with the schools-under-management data in Table 2. Note that large EMOs predominate, even with the dramatic increase in the number of medium and small EMOs. Over the past decade, large EMOs have increased their share of the total number of schools under management. Medium-sized and small EMOs have only shown gradual growth in terms of the total number of schools they operate.

Large EMOs (i.e., those managing 10 or more schools) now account for 73.3% of all EMO-managed schools; medium-sized EMOs account for 15.4% of all EMO-operated schools; and small EMOs account for an additional 11.3%.

With regard to the numbers of schools in operation by school type, Figure 3 illustrates that charter schools account for approximately 94% of all EMO-managed schools. Since 2003-2004, the number of district schools managed by EMOs has trended downward. Even with the dramatic increase in the number of EMO-managed schools profiled, the number of EMO-managed district schools

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2 Email from Madeline Grossmann, Assistant to the President, Imagine Schools Arlington Office, July 23, 2009.
schools decreased to 44 from 62, making district schools a mere 6% of all EMO-managed schools.³

Figure 4 contrasts the number of EMO-managed “brick and mortar” schools to the number of virtual schools managed by EMOs. A virtual school delivers its curriculum and provides instruction via the Internet and electronic communication (see Appendix A for definitions). We have only collected data on virtual schools since the 2003-2004 school year. In that time, the number of virtual schools included in the Profiles reports has grown from 17 to 56. Virtual schools accounted for only 4% of the EMO-managed schools in 2003-2004; this year they accounted for 7.6% of EMO-managed schools. Because the virtual schools tend to have much larger enrollments than traditional brick-and-mortar schools, the number of students they enroll—as a proportion of all students in EMO-managed schools—accounts for 20.4% of all students in EMO-operated schools, up from 17.4% last year.

Fifty of the 56 virtual schools are run by large EMOs. Three medium EMOs, Pinnacle Education, Inc., Humanities and Sciences Academy of the United States, and eSchool Consultants, each manage one virtual school. The remaining three virtual schools are managed by small EMOs. KC Distance Learning, Inc. manages two schools, both of which are virtual. Altair Learning Management is a single-site EMO that manages a virtual school with the largest enrollment of any of the schools profiled (Electronic Classroom of Tomorrow, 8,476).

Two firms continue to dominate the virtual school industry: Connections Academy and K12 Inc. Virtual schools operate under two different governing frameworks. Most are established under state charter school laws. K12’s 24 schools include 22 established under charter regulations and two that are not. Connections Academy’s 13 schools include 11 charter schools and two noncharter public schools. An additional virtual school firm has been profiled this year. Insight Schools manages 10 virtual charter schools spread across nine states. A small number of virtual schools are operated under other arrangements—either directly under control of a school district or provided for under state enabling legislation that is separate from its charter school laws. Table 3 displays a summary of current virtual school operations.

<table>
<thead>
<tr>
<th>Table 3. Number of Managed Schools by School Type</th>
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<tr>
<td></td>
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<tr>
<td>Number of Brick &amp; Mortar Schools</td>
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<tr>
<td>446</td>
</tr>
<tr>
<td>Number of Virtual Schools</td>
</tr>
<tr>
<td>17</td>
</tr>
</tbody>
</table>

³ This doesn’t take into account the 12 Hawaii district schools that were profiled last year but were dropped this year. District schools actually decreased from 50 to 44 schools.
Number of Students in Schools Managed by Profiled EMOs

In this section we describe current figures and overall trends in student enrollments. Large EMOs tend to have larger average school enrollments than medium or small EMOs (see Table 6). As a result, although large EMOs account for 73.3% of all EMO-managed schools, they enroll 78.5% of all students in EMO-managed schools (see Table 4).

Table 4. Number of Students in Schools Managed by EMOs, By EMO Size

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</tr>
</thead>
<tbody>
<tr>
<td>Large EMOs</td>
<td>135,000</td>
<td>166,464</td>
<td>178,670</td>
<td>214,205</td>
<td>209,495</td>
<td>198,583</td>
<td>225,050</td>
<td>266,140</td>
</tr>
<tr>
<td>Medium EMOs</td>
<td>15,057</td>
<td>14,168</td>
<td>11,665</td>
<td>13,535</td>
<td>15,971</td>
<td>20,092</td>
<td>15,758</td>
<td>34,956</td>
</tr>
<tr>
<td>Small EMOs</td>
<td>6,960</td>
<td>8,567</td>
<td>10,068</td>
<td>14,688</td>
<td>12,503</td>
<td>10,823</td>
<td>13,605</td>
<td>38,126</td>
</tr>
<tr>
<td>Total number of EMO students</td>
<td>157,017</td>
<td>189,199</td>
<td>200,403</td>
<td>242,428</td>
<td>237,969</td>
<td>229,498</td>
<td>254,413</td>
<td>339,222</td>
</tr>
</tbody>
</table>

Figure 5. Number of Students Enrolled in Schools Managed by For-Profit EMOs
Prior to 2001-2002, student enrollment data were not collected for Profiles reports. Figure 5 displays enrollment data for companies profiled for the period 2001-2002 to 2008-2009. Also displayed is the calculated student enrollment trend estimate. The estimated enrollment for the first three years is based on the number of schools and the mean enrollment in schools for 2001-2002 and 2002-2003.

Each year since 2001-2002 the average and median enrollment for EMO-managed schools has increased. This fact also is taken into account when we calculate our estimated enrollments. The dip in overall enrollment in 2006-2007 is due to the exclusion of Imagine Schools Inc., which was included again in 2007-2008 and in the current report.

The data in Table 5 display the number of EMO-managed schools and total enrollment of those schools by school type. The Common Core of Data definitions were used to classify schools as either “primary,” “middle,” “high,” or “other” (see definitions in Appendix A). Fifty-seven percent of all EMO-managed schools are at the primary level in 2008-2009, compared with 60% in the previous year.

Table 5. Number of Schools and Students Enrolled in Schools Operated by Profiled EMOs, By School Level (2006-2007 to 2008-2009)

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<td></td>
<td>Schools</td>
<td>Enrollment</td>
<td>Schools</td>
<td>Enrollment</td>
<td>Schools</td>
<td>Enrollment</td>
</tr>
<tr>
<td>Primary</td>
<td>292</td>
<td>133,886</td>
<td>324</td>
<td>161,256</td>
<td>419</td>
<td>189,361</td>
</tr>
<tr>
<td>Middle</td>
<td>27</td>
<td>12,434</td>
<td>33</td>
<td>13,917</td>
<td>54</td>
<td>16,022</td>
</tr>
<tr>
<td>High</td>
<td>94</td>
<td>28,352</td>
<td>100</td>
<td>48,745</td>
<td>146</td>
<td>41,743</td>
</tr>
<tr>
<td>Other</td>
<td>88</td>
<td>54,826</td>
<td>76</td>
<td>30,495</td>
<td>114</td>
<td>92,096</td>
</tr>
</tbody>
</table>

Table 6 displays the 2008-2009 average and median enrollments for EMO-operated schools, in terms of EMO size and instruction level. The data illustrate that schools run by large EMOs have a larger median enrollment than do schools operated by medium or small-sized EMOs. The data in Table 6 illustrate the predominance of the large EMOs, both in terms of the number of schools they manage and the total number of students their schools enroll. It also illustrates the extent to which large EMOs focus on primary schools with relatively large enrollments.
Table 6. Numbers of Schools and Students Enrolled, by EMO Size and School Level, 2008-2009

<table>
<thead>
<tr>
<th>EMO Size</th>
<th>Primary Number of Schools</th>
<th>Total Enrollment</th>
<th>Average Enrollment</th>
<th>Median enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large EMOs</td>
<td>327</td>
<td>155,926</td>
<td>477</td>
<td>461</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>14,141</td>
<td>314</td>
<td>243</td>
</tr>
<tr>
<td></td>
<td>101</td>
<td>31,226</td>
<td>309</td>
<td>261</td>
</tr>
<tr>
<td></td>
<td>64</td>
<td>64,847</td>
<td>1,013</td>
<td>206</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong> 537</td>
<td><strong>266,140</strong></td>
<td><strong>496</strong></td>
<td><strong>408</strong></td>
</tr>
<tr>
<td>Medium EMOs</td>
<td>52</td>
<td>19,133</td>
<td>368</td>
<td>299</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>1,268</td>
<td>211</td>
<td>253</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>4,986</td>
<td>208</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>9,569</td>
<td>309</td>
<td>177</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong> 113</td>
<td><strong>34,956</strong></td>
<td><strong>309</strong></td>
<td><strong>206</strong></td>
</tr>
<tr>
<td>Small EMOs</td>
<td>40</td>
<td>14,302</td>
<td>358</td>
<td>254</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>613</td>
<td>204</td>
<td>142</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>5,531</td>
<td>263</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>17,680</td>
<td>931</td>
<td>450</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong> 83</td>
<td><strong>38,126</strong></td>
<td><strong>459</strong></td>
<td><strong>271</strong></td>
</tr>
</tbody>
</table>

Number of EMOs by State

Figure 6 illustrates the distribution of EMOs by state. Michigan has the most for-profit EMOs, with a total of 37 companies that operate 1 or more public charter schools. Arizona is close behind, with 36 for-profit EMOs. Florida, Ohio, and Pennsylvania also have a sizeable number of EMOs, each with between 11 and 19 companies. After these
states, the numbers of companies per state drop off considerably. The remaining 26 states with EMOs typically have between 1 and 5 for-profit EMOs operating within their borders.

While Figure 6 displays the number of companies in existence, Figure 7 displays the number of schools operated by for-profit EMOs per state. Michigan stands out as an exceptional case, with 191 schools operated by for-profit EMOs. Florida is a distant second, with 136 for-profit EMO operated schools. Arizona’s EMOs have fewer schools on average. Therefore, while Arizona had nearly as many companies as Michigan, the total number of schools operated by for-profit EMOs is only 103. Ohio, with 95 schools, and Pennsylvania, with 30 schools, also have large concentrations of for-profit-EMO-operated schools. In the case of Pennsylvania, many of its EMO-operated schools are Philadelphia district schools rather than charter schools. In the other states, the bulk of the EMO-operated schools are charter schools. California, Colorado and Texas, all with between 15 and 17 schools operated by for-profit EMOs, round out what one might consider the key states with for-profit EMOs.

![Figure 7. Number of Schools Operated by For-Profit EMOs by State](image)

**Description of the Appendices**

The appendices contain important information that will be helpful in using the Profiles report. Below is a list of appendices and a brief description of each:

- **Appendix A** contains definitions of terms and notes that will be helpful in understanding the company summaries and profiles.
- **Appendix B** contains notes on state-level resources and responses from states and EMOs.
- **Appendix C** contains a list of companies that are no longer profiled and the reason(s) why.
- **Appendix D** contains the methods for gathering and reporting all EMO-related data.
# LARGE COMPANY SUMMARY

**Summary of For-Profit EMOs Managing 10 or More Schools, Listed Alphabetically by Company Name**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Company Location</th>
<th>Public Schools Managed</th>
<th>Enrollment</th>
<th>States</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academica</td>
<td>Miami, Florida</td>
<td>54</td>
<td>20,105</td>
<td>3: FL, TX, UT</td>
<td>20</td>
</tr>
<tr>
<td>Charter School Administrative</td>
<td>Southfield, Michigan</td>
<td>19</td>
<td>7,253</td>
<td>5: GA, MI, MO, OH, TX</td>
<td>27</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charter Schools USA</td>
<td>Fort Lauderdale, Florida</td>
<td>18</td>
<td>13,630</td>
<td>12: AZ, CA, CO, FL, ID, MN, NV, OH, PA, SC, WI</td>
<td>33</td>
</tr>
<tr>
<td>Connections Academy</td>
<td>Baltimore, Maryland</td>
<td>11</td>
<td>13,278</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>CS Partners, LLC</td>
<td>Hartland, Michigan</td>
<td>10</td>
<td>3,285</td>
<td>1: MI</td>
<td>44</td>
</tr>
<tr>
<td>Edison Learning</td>
<td>New York, New York</td>
<td>31</td>
<td>37,574</td>
<td>16: CA, CO, GA, IA, IL, IN, LA, MD, MI, MN, MO, NV, NY, OH, PA, SC, WI</td>
<td>48</td>
</tr>
<tr>
<td>Helicon Associates</td>
<td>Trenton, Michigan</td>
<td>12</td>
<td>3,457</td>
<td>1: MI</td>
<td>64</td>
</tr>
<tr>
<td>Insight Schools</td>
<td>Portland, Oregon</td>
<td>10</td>
<td>4,548</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>K12 Inc.</td>
<td>Herndon, Virginia</td>
<td>22</td>
<td>37,542</td>
<td>15: AR, AZ, CA, CO, FL, ID, IL, IN, NV, OH, PA, SC, TX, WI, WY</td>
<td>85</td>
</tr>
<tr>
<td>Leona Group, LLC, The</td>
<td>Phoenix, Arizona</td>
<td>67</td>
<td>18,577</td>
<td>6: AZ, FL, IN, LA, MI, OH</td>
<td>93</td>
</tr>
<tr>
<td>Mosaica Education, Inc.</td>
<td>New York, New York</td>
<td>33</td>
<td>10,163</td>
<td>8: AZ, CO, DC, IL, IN, MI, OH, PA</td>
<td>102</td>
</tr>
<tr>
<td>National Heritage Academies</td>
<td>Grand Rapids, Michigan</td>
<td>57</td>
<td>36,737</td>
<td>6: CO, IN, MI, NC, NY, OH</td>
<td>110</td>
</tr>
<tr>
<td>Non-Public Educational Services,</td>
<td>Salem, Massachusetts</td>
<td>13</td>
<td>2,971</td>
<td>2: FL, TX</td>
<td>118</td>
</tr>
<tr>
<td>Inc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victory Schools, Inc.</td>
<td>New York, New York</td>
<td>12</td>
<td>8,378</td>
<td>3: IL, NY, PA</td>
<td>124</td>
</tr>
<tr>
<td>White Hat Management</td>
<td>Akron, Ohio</td>
<td>51</td>
<td>16,326</td>
<td>6: AZ, CO, FL, MI, OH, PA</td>
<td>130</td>
</tr>
</tbody>
</table>

**Large Company Totals:**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Large EMOs</td>
<td>496</td>
<td>41</td>
<td>537</td>
<td>266,140</td>
<td>29</td>
</tr>
</tbody>
</table>
## MEDIUM COMPANY SUMMARY

**Summary of For-Profit EMOs Managing 4 to 9 Schools, Listed Alphabetically by Company Name**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Company Location</th>
<th>Public Schools Managed</th>
<th>Enrollment</th>
<th>States</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACH of America, LLC</td>
<td>Altamonte Springs, Florida</td>
<td>4</td>
<td>4</td>
<td>452</td>
<td><strong>19</strong></td>
</tr>
<tr>
<td>Advance Educational Services</td>
<td>Lansing, Michigan</td>
<td>4</td>
<td>4</td>
<td>993</td>
<td><strong>133</strong></td>
</tr>
<tr>
<td>Benjamin Franklin Charter School</td>
<td>Gilbert, Arizona</td>
<td>4</td>
<td>4</td>
<td>2,091</td>
<td><strong>132</strong></td>
</tr>
<tr>
<td>Charter School Associates, Inc.</td>
<td>Sunrise, Florida</td>
<td>7</td>
<td>7</td>
<td>2,375</td>
<td><strong>133</strong></td>
</tr>
<tr>
<td>Choice Schools Associates, LLC</td>
<td>Grand Rapids, Michigan</td>
<td>9</td>
<td>9</td>
<td>2,446</td>
<td><strong>136</strong></td>
</tr>
<tr>
<td>Edtec Central, LLC</td>
<td>Ferndale, Michigan</td>
<td>4</td>
<td>4</td>
<td>373</td>
<td><strong>136</strong></td>
</tr>
<tr>
<td>Educational Services of America, Inc.</td>
<td>Liberty, Illinois</td>
<td>9</td>
<td>9</td>
<td>635</td>
<td><strong>145</strong></td>
</tr>
<tr>
<td>eSchool Consultants</td>
<td>Columbus, Ohio</td>
<td>4</td>
<td>4</td>
<td>2,232</td>
<td><strong>146</strong></td>
</tr>
<tr>
<td>Evans Solution Management Company</td>
<td>Detroit, Michigan</td>
<td>7</td>
<td>7</td>
<td>679</td>
<td><strong>149</strong></td>
</tr>
<tr>
<td>Global Educational Excellence</td>
<td>Ann Arbor, Michigan</td>
<td>8</td>
<td>8</td>
<td>2,609</td>
<td><strong>150</strong></td>
</tr>
<tr>
<td>Humanities and Sciences Academy of the United States, Inc.</td>
<td>Phoenix, Arizona</td>
<td>4</td>
<td>4</td>
<td>260</td>
<td><strong>151</strong></td>
</tr>
<tr>
<td>Ideabanc, Inc.</td>
<td>Tucson, Arizona</td>
<td>4</td>
<td>4</td>
<td>721</td>
<td><strong>154</strong></td>
</tr>
<tr>
<td>Institute of Charter School Management and Resources</td>
<td>Kettering, Ohio</td>
<td>6</td>
<td>6</td>
<td>1,306</td>
<td><strong>156</strong></td>
</tr>
<tr>
<td>Midwest Management Group Inc.</td>
<td>Michigan</td>
<td>5</td>
<td>5</td>
<td>1,789</td>
<td><strong>157</strong></td>
</tr>
<tr>
<td>OmniVest Properties Management, LLC</td>
<td>Newtown, Pennsylvania</td>
<td>6</td>
<td>6</td>
<td>2,770</td>
<td><strong>158</strong></td>
</tr>
<tr>
<td>Pinnacle Education, Inc.</td>
<td>Tempe, Arizona</td>
<td>6</td>
<td>6</td>
<td>1,616</td>
<td><strong>159</strong></td>
</tr>
<tr>
<td>Rader Group</td>
<td>Fort Walton Beach, Florida</td>
<td>5</td>
<td>5</td>
<td>886</td>
<td><strong>160</strong></td>
</tr>
<tr>
<td>Romine Group, LLC, The</td>
<td>Utica, Michigan</td>
<td>5</td>
<td>5</td>
<td>3,454</td>
<td><strong>161</strong></td>
</tr>
<tr>
<td>SABIS Educational Systems</td>
<td>Eden Prairie, Minnesota</td>
<td>7</td>
<td>7</td>
<td>4,712</td>
<td><strong>162</strong></td>
</tr>
<tr>
<td>Varner and Associates International LLC</td>
<td>Lathrup Village, Michigan</td>
<td>5</td>
<td>5</td>
<td>2,557</td>
<td><strong>163</strong></td>
</tr>
<tr>
<td><strong>Medium Company Totals:</strong></td>
<td></td>
<td><strong>113</strong></td>
<td><strong>113</strong></td>
<td><strong>34,956</strong></td>
<td><strong>164</strong></td>
</tr>
</tbody>
</table>
### SMALL COMPANY SUMMARY

**Summary of For-Profit EMOs Managing 3 or Fewer Schools, Listed Alphabetically by Company Name**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Company Location</th>
<th>Public Schools Managed</th>
<th>Total Enrollment</th>
<th>States</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>777 Educational Management Company</td>
<td>Detroit, Michigan</td>
<td>2 2</td>
<td>185</td>
<td>1: MI</td>
<td>213</td>
</tr>
<tr>
<td>A Childs View School Inc.</td>
<td>Tucson, Arizona</td>
<td>1 1</td>
<td>59</td>
<td>1: AZ</td>
<td>167</td>
</tr>
<tr>
<td>Academic Leadership Services, L.P.</td>
<td>Pittsburgh, Pennsylvania</td>
<td>1 1</td>
<td>259</td>
<td>1: PA</td>
<td>168</td>
</tr>
<tr>
<td>Accelerated Learning Center, Inc.</td>
<td>Phoenix, Arizona</td>
<td>1 1</td>
<td>240</td>
<td>1: AZ</td>
<td>169</td>
</tr>
<tr>
<td>Allen-Cochran Enterprises</td>
<td>Chandler, Arizona</td>
<td>1 1</td>
<td>309</td>
<td>1: AZ</td>
<td>170</td>
</tr>
<tr>
<td>Allsport Enterprises, Inc.</td>
<td>Tucson, Arizona</td>
<td>1 1</td>
<td>75</td>
<td>1: AZ</td>
<td>171</td>
</tr>
<tr>
<td>AlphaStaff</td>
<td>Fort Lauderdale, Florida</td>
<td>3 3</td>
<td>327</td>
<td>1: FL</td>
<td>172</td>
</tr>
<tr>
<td>Altair Learning Management</td>
<td>Columbus, Ohio</td>
<td>1 1</td>
<td>8,476</td>
<td>1: OH</td>
<td>173</td>
</tr>
<tr>
<td>American Basic Schools, LLC</td>
<td>Mesa, Arizona</td>
<td>1 1</td>
<td>720</td>
<td>1: AZ</td>
<td>174</td>
</tr>
<tr>
<td>American Institutional Management Services</td>
<td>Dearborn, Michigan</td>
<td>1 1</td>
<td>470</td>
<td>1: MI</td>
<td>175</td>
</tr>
<tr>
<td>Bardwell Group</td>
<td>Redford, Michigan</td>
<td>2 2</td>
<td>1,064</td>
<td>1: MI</td>
<td>176</td>
</tr>
<tr>
<td>Black Star Educational Management</td>
<td>Detroit, Michigan</td>
<td>1 1</td>
<td>194</td>
<td>1: MI</td>
<td>177</td>
</tr>
<tr>
<td>Bright Beginnings School, Inc.</td>
<td>Chandler, Arizona</td>
<td>1 1</td>
<td>415</td>
<td>1: AZ</td>
<td>178</td>
</tr>
<tr>
<td>Bright Horizons Family Solutions LLC</td>
<td>Watertown, Massachusetts</td>
<td>1 1</td>
<td>460</td>
<td>1: FL</td>
<td>179</td>
</tr>
<tr>
<td>Carter, Reddy and Associates</td>
<td>Gainesville, Florida</td>
<td>1 1</td>
<td>325</td>
<td>1: AR</td>
<td>180</td>
</tr>
<tr>
<td>Champion Schools, Inc.</td>
<td>Phoenix, Arizona</td>
<td>1 1</td>
<td>194</td>
<td>1: AZ</td>
<td>181</td>
</tr>
<tr>
<td>Charter for Excellence</td>
<td>Maricopa, Arizona</td>
<td>1 1</td>
<td>844</td>
<td>1: AZ</td>
<td>182</td>
</tr>
<tr>
<td>Charter School Management Inc.</td>
<td>Gladwyne, Pennsylvania</td>
<td>1 1</td>
<td>2,103</td>
<td>1: PA</td>
<td>183</td>
</tr>
<tr>
<td>Community Education Partners</td>
<td>Nashville, Tennessee</td>
<td>1 1</td>
<td>547</td>
<td>2: FL, VA</td>
<td>184</td>
</tr>
<tr>
<td>Compass High School, Inc.</td>
<td>Tucson, Arizona</td>
<td>1 1</td>
<td>331</td>
<td>1: AZ</td>
<td>185</td>
</tr>
<tr>
<td>Connections Between Cultures, Inc.</td>
<td>Wichita Falls, Texas</td>
<td>1 1</td>
<td>161</td>
<td>1: TX</td>
<td>186</td>
</tr>
<tr>
<td>Cornerstone Charter School, Inc.</td>
<td>Phoenix, Arizona</td>
<td>1 1</td>
<td>199</td>
<td>1: AZ</td>
<td>187</td>
</tr>
<tr>
<td>Country Gardens Educational Services, LLC</td>
<td>Laveen, Arizona</td>
<td>1 1</td>
<td>363</td>
<td>1: AZ</td>
<td>188</td>
</tr>
<tr>
<td>Desert Springs Academy</td>
<td>Tucson, Arizona</td>
<td>1 1</td>
<td>144</td>
<td>1: AZ</td>
<td>189</td>
</tr>
<tr>
<td>East Valley Academy</td>
<td>Scottsdale, Arizona</td>
<td>1 1</td>
<td>20</td>
<td>1: AZ</td>
<td>190</td>
</tr>
<tr>
<td>Eastpointe High School, Inc.</td>
<td>Tucson, Arizona</td>
<td>1 1</td>
<td>206</td>
<td>1: AZ</td>
<td>191</td>
</tr>
<tr>
<td>EdFutures, Inc.</td>
<td>Carlsbad, California</td>
<td>3 3</td>
<td>750</td>
<td>3: CA, GA, FL</td>
<td>192</td>
</tr>
<tr>
<td>Education Associates</td>
<td>Holland, Michigan</td>
<td>1 1</td>
<td>805</td>
<td>1: MI</td>
<td>193</td>
</tr>
<tr>
<td>Education Management and Networks</td>
<td>Warren, Michigan</td>
<td>3 3</td>
<td>539</td>
<td>1: MI</td>
<td>194</td>
</tr>
<tr>
<td>Educational Impact, Inc.</td>
<td>Tucson, Arizona</td>
<td>2 2</td>
<td>139</td>
<td>1: AZ</td>
<td>195</td>
</tr>
<tr>
<td>Educators Management Group</td>
<td>Palm Bay, Florida</td>
<td>1 1</td>
<td>185</td>
<td>1: FL</td>
<td>196</td>
</tr>
<tr>
<td>Eduprize Schools, LLC</td>
<td>Queen Creek, Arizona</td>
<td>1 1</td>
<td>1,305</td>
<td>1: AZ</td>
<td>197</td>
</tr>
<tr>
<td>GAR, LLC</td>
<td>Tempe, Arizona</td>
<td>1 1</td>
<td>106</td>
<td>1: AZ</td>
<td>198</td>
</tr>
<tr>
<td>Hamadeh Educational Services, Inc.</td>
<td>Dearborn, Michigan</td>
<td>3 3</td>
<td>2,020</td>
<td>1: MI</td>
<td>199</td>
</tr>
<tr>
<td>Heritage Academy, Inc.</td>
<td>Mesa, Arizona</td>
<td>1 1</td>
<td>449</td>
<td>1: AZ</td>
<td>200</td>
</tr>
<tr>
<td>Innovative Teaching Solutions</td>
<td>Southfield, Michigan</td>
<td>3 3</td>
<td>1,587</td>
<td>1: MI</td>
<td>201</td>
</tr>
<tr>
<td>KC Distance Learning Inc.</td>
<td>Bloomsburg, Pennsylvania</td>
<td>2 2</td>
<td>229</td>
<td>2: MN, WA</td>
<td>202</td>
</tr>
<tr>
<td>Lakeshore Educational Management, Inc.</td>
<td>Charlevoix, Michigan</td>
<td>3 3</td>
<td>657</td>
<td>1: MI</td>
<td>203</td>
</tr>
<tr>
<td>LLL Licensing Inc.</td>
<td>Pinellas Park, Florida</td>
<td>1 1</td>
<td>92</td>
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</tbody>
</table>
## SMALL COMPANY SUMMARY

Summary of For-Profit EMOs Managing 3 or Fewer Schools, Listed Alphabetically by Company Name

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Company Location</th>
<th>Public Schools Managed</th>
<th>Enrollment</th>
<th>States</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montessori Charter School of Flagstaff, Inc.</td>
<td>Flagstaff, Arizona</td>
<td>1</td>
<td>1</td>
<td>272</td>
<td>1: AZ 205</td>
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<td>Montessori Schoolhouse of Tucson, Inc.</td>
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<td>2</td>
<td>2</td>
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<tr>
<td>Nobel Learning Communities, Inc.</td>
<td>West Chester, Pennsylvania</td>
<td>1</td>
<td>1</td>
<td>700</td>
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<tr>
<td>Professional Contract Management Inc.</td>
<td>Portland, Michigan</td>
<td>1</td>
<td>1</td>
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<td>1: MI 208</td>
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<tr>
<td>Rose Management Group</td>
<td>Tucson, Arizona</td>
<td>3</td>
<td>3</td>
<td>990</td>
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<tr>
<td>Schoolhouse Services and Staffing, Inc.</td>
<td>Detroit, Michigan</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Select Management Inc.</td>
<td>Pontiac, Michigan</td>
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<td>Self Development Charter School</td>
<td>Mesa, Arizona</td>
<td>1</td>
<td>1</td>
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<td>Smart Schools Management</td>
<td>Traverse City, Michigan</td>
<td>1</td>
<td>1</td>
<td>1,037</td>
<td>1: MI 214</td>
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<tr>
<td>Solid Rock Management Company</td>
<td>Detroit, Michigan</td>
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<td>1</td>
<td>724</td>
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<td>Southern Arizona Community Academy, Inc.</td>
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<td>Summit Management Consulting</td>
<td>Kimball, Michigan</td>
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<td>813</td>
<td>1: MI 217</td>
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<td>Superior Management Corporation</td>
<td>Clearwater, Florida</td>
<td>1</td>
<td>1</td>
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<td>1: FL 218</td>
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<td>Synergy Training Solutions</td>
<td>St. Clair Shores, Michigan</td>
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<td>2</td>
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<td>Dearborn, Michigan</td>
<td>1</td>
<td>1</td>
<td>1,084</td>
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<tr>
<td>Three Cord Inc.</td>
<td>York, Pennsylvania</td>
<td>1</td>
<td>1</td>
<td>400</td>
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<td>Transitions Consultants LLC</td>
<td>Southfield, Michigan</td>
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<td>2</td>
<td>900</td>
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<tr>
<td>Visions Education Development Consortium LLC</td>
<td>Flint, Michigan</td>
<td>1</td>
<td>1</td>
<td>388</td>
<td>1: MI 224</td>
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<tr>
<td>Youth and Family Centered Services</td>
<td>Austin, Texas</td>
<td>1</td>
<td>1</td>
<td>192</td>
<td>1: FL 225</td>
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### Small Company Totals:###
| 59 Small EMOs | 80 | 3 | 83 | 38,126 | 12 |

### For-Profit EMO Totals:###
| 95 For-Profit EMOs | 689 | 44 | 733 | 339,222 | 31 |
PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2008-2009

Large Companies: Managing 10 or More Schools
## Academica

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>6361 Sunset Drive</td>
<td>305-669-2906, 305-669-4390</td>
<td><a href="http://www.academicaschools.com">www.academicaschools.com</a></td>
<td>1999</td>
<td>Unknown</td>
<td>Unknown</td>
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### Company Schools by State

#### Florida

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Archimedean Academy</td>
<td>Miami, FL</td>
<td>2002</td>
<td>K-5</td>
<td>426</td>
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<td>Archimedean Middle Conservatory</td>
<td>Miami, FL</td>
<td>2005</td>
<td>6-8</td>
<td>245</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Archimedean Upper Conservatory</td>
<td>Miami, FL</td>
<td>2008</td>
<td>9-12</td>
<td>65</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Ben Gamla Charter School</td>
<td>Hollywood, FL</td>
<td>2007</td>
<td>K-8</td>
<td>591</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>City of Hialeah Educational Academy</td>
<td>Hialeah, FL</td>
<td>2008</td>
<td>9</td>
<td>99</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Doral Academy Charter High School</td>
<td>Doral, FL</td>
<td>2001</td>
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<td>No</td>
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<td>6-8</td>
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<td>747</td>
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<tr>
<td>Doral Performing Arts and Entertainment Academy</td>
<td>Doral, FL</td>
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<td>No</td>
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<tr>
<td>International Studies Charter High School</td>
<td>Miami, FL</td>
<td>2004</td>
<td>9-12</td>
<td>255</td>
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<td>No</td>
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<tr>
<td>Mater Academy</td>
<td>Hialeah Gardens, FL</td>
<td>1997</td>
<td>K-5</td>
<td>697</td>
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<td>No</td>
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<td>Mater Academy Charter High</td>
<td>Hialeah Gardens, FL</td>
<td>2002</td>
<td>9-12</td>
<td>1457</td>
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<td>No</td>
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<td>Hialeah Gardens, FL</td>
<td>2003</td>
<td>6-8</td>
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# Academica

## Large Company: Managing 10 or More Schools

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<th>School Name</th>
<th>Location</th>
<th>Year</th>
<th>Grades</th>
<th>Students</th>
<th>STEM</th>
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<td>6-8</td>
<td>16</td>
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<tr>
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<td>No</td>
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<tr>
<td>Mater Gardens Academy Elementary</td>
<td>Hialeah, FL</td>
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<td>K-5</td>
<td>339</td>
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<td>No</td>
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<tr>
<td>Mater Gardens Academy Middle School</td>
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<tr>
<td>Mater Performing Arts &amp; Entertainment Academy</td>
<td>Hialeah Gardens, FL</td>
<td>2005</td>
<td>9-12</td>
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<td>Miami Childrens Museum Charter School</td>
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<td>Pinecrest Academy (South Campus)</td>
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<td>10</td>
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<td>Somerset Academy (Silver Palms)</td>
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<td>884</td>
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<td>539</td>
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<tr>
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<td>103</td>
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<td>Davie, FL</td>
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<td>K-5</td>
<td>138</td>
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## Academica

### Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>Somerset Academy Elementary</td>
<td>Pembroke Pines, FL</td>
<td>2000</td>
<td>K-5</td>
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<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Somerset Academy Elementary (Miramar Campus)</td>
<td>Miramar, FL</td>
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<td>K-5</td>
<td>592</td>
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<td>No</td>
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<tr>
<td>Somerset Academy Middle (Miramar Campus)</td>
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<td>Miami, FL</td>
<td>2008</td>
<td>6-8</td>
<td>12</td>
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<td>No</td>
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<td>Somerset Arts Conservatory</td>
<td>Pembroke Pines, FL</td>
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<td>Somerset City Arts Academy</td>
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<td>106</td>
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<td>Somerset Neighborhood School</td>
<td>Miramar, FL</td>
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<td>The Theodore R. and Thelma A. Gibson Charter School</td>
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<td>2003</td>
<td>6-8</td>
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### Texas

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooks Academy</td>
<td>San Antonio, TX</td>
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### Utah

<table>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>North David Preparatory Academy</td>
<td>Layton, UT</td>
<td>2004</td>
<td>K-9</td>
<td>934</td>
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<td>North Star Academy</td>
<td>Bluffdale, UT</td>
<td>2005</td>
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<td>500</td>
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<td>Ogden Preparatory</td>
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<tr>
<td>Quest Academy</td>
<td>West Haven, UT</td>
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<td>K-6</td>
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</table>
# Academica

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>Location</th>
<th>Year</th>
<th>Grade</th>
<th>Enrollment</th>
<th>Accredited</th>
<th>In-State</th>
<th>Out-State</th>
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<td>Syracuse Arts Academy</td>
<td>Syracuse, UT</td>
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<td>K-6</td>
<td>529</td>
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<td>Wasatch Peak Academy</td>
<td>North Salt Lake, UT</td>
<td>2005</td>
<td>K-6</td>
<td>363</td>
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**Total Number of Schools:** 54  
**Total Enrollment:** 20,105  
**States Operated in:** FL, TX, UT

### Number of Schools No Longer Profiled

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<tr>
<th>Year</th>
<th># of Schools</th>
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<td>2002-03</td>
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<td>2003-04</td>
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<td>2007-08</td>
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Academica
Large Company: Managing 10 or More Schools

School Types

- Primary: 21
- Middle: 14
- High: 13
- Other: 6
- Unknown: 0

New Schools Opened

- 2008-09: 47

Report Year | New Schools
--- | ---
1998-99 | N/A
1999-00 | N/A
2000-01 | N/A
2001-02 | N/A
2002-03 | N/A
2003-04 | N/A
2004-05 | N/A
2005-06 | N/A
2006-07 | N/A
2007-08 | N/A
2008-09 | 47
Academica

Large Company: Managing 10 or More Schools

Number of Schools Managed

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Enrollment

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Academica

Large Company: Managing 10 or More Schools

### Number of States Operated In

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2008-09
Report Year
# Charter School Administrative Services

Large Company: Managing 10 or More Schools

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## Company Schools by State

### Georgia

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# Charter School Administrative Services

## Large Company: Managing 10 or More Schools

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<th>Charter School?</th>
<th>Virtual School?</th>
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**Total Number of Schools: 19**

**Total Enrollment: 7,253**

**States Operated in:** GA, MI, MO, OH, TX

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## Number of Schools No Longer Profiled

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## Charter School Administrative Services

**Large Company: Managing 10 or More Schools**

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## Schools No Longer Profiled for this Reporting Period

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Charter School Administrative Services

Large Company: Managing 10 or More Schools

School Types

- Primary: 14
- Middle: 1
- High: 1
- Other: 3

New Schools Opened

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Charter School Administrative Services

Large Company: Managing 10 or More Schools

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Charter School Administrative Services

Large Company: Managing 10 or More Schools

Number of States Operated In

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### Charter Schools USA

**Large Company: Managing 10 or More Schools**

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### Company Schools by State

#### Florida

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Charter Schools USA

Large Company: Managing 10 or More Schools

<table>
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Total Number of Schools: 18
Total Enrollment: 13,630
States Operated in: FL

Number of Schools No Longer Profiled

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Charter Schools USA
Large Company: Managing 10 or More Schools

**School Types**

- **Primary**: 12
- **Middle**: 4
- **High**: 1
- **Other**: 1
- **Unknown**: 0

**New Schools Opened**

- 1999-00: 3
- 2000-01: 1
- 2001-02: 11
- 2002-03: 2
- 2003-04: 3
- 2004-05: 4
- 2005-06: 0
- 2006-07: 3
- 2007-08: 0
- 2008-09: 4
Charter Schools USA

Large Company: Managing 10 or More Schools

### Number of Schools Managed

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Charter Schools USA

Large Company: Managing 10 or More Schools

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# Connections Academy

Large Company: Managing 10 or More Schools

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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>1001 Fleet St, 5th Floor, Baltimore, MD 21202</td>
<td>443-529-1000 443-529-1200</td>
<td><a href="http://www.connectionsacademy.com">www.connectionsacademy.com</a></td>
<td>2001</td>
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## Company Schools by State

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<tr>
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### Florida

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## Connections Academy

**Large Company: Managing 10 or More Schools**

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Connections Academy
Large Company: Managing 10 or More Schools

| South Carolina Connections Academy | Columbia, SC | 2008 | K-12 | 659 | Yes | Yes |

Wisconsin

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<tr>
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Total Number of Schools: 13
Total Enrollment: 13,278
States Operated in: AZ, CA, CO, FL, ID, MN, NV, OH, OR, PA, SC, WI

Number of Schools No Longer Profiled

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Connections Academy

Large Company: Managing 10 or More Schools

School Types

- Primary: 2
- Other: 11

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CCD Level # of Schools

- Primary: 2
- Middle: 0
- High: 0
- Other: 11
- Unknown: 0
## Connections Academy

### Large Company: Managing 10 or More Schools

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### Number of States Operated In

![Number of States Operated In](image-url)
CS Partners, LLC

Large Company: Managing 10 or More Schools

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<td>2120 Progressive Drive</td>
<td>810-632-6863</td>
<td><a href="http://www.charterschoolpartners.com">www.charterschoolpartners.com</a></td>
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Company Schools by State

**Michigan**

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<td>American Montessori Academy</td>
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<td>Ann Arbor Learning Community</td>
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<td>Charyl Stockwell Academy</td>
<td>Howell, MI</td>
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Total Number of Schools: 10
Total Enrollment: 3,285
States Operated in: MI
CS Partners, LLC
Large Company: Managing 10 or More Schools

### Number of Schools No Longer Profiled

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### Schools No Longer Profiled for this Reporting Period

**Michigan**

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**CS Partners, LLC**

Large Company: Managing 10 or More Schools

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### School Types

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### New Schools Opened

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### CS Partners, LLC

**Large Company: Managing 10 or More Schools**

#### Number of Schools Managed

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#### Enrollment

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### CS Partners, LLC

**Large Company: Managing 10 or More Schools**

#### Number of States Operated In

![Bar chart showing states operated per year]

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Edison Learning
Large Company: Managing 10 or More Schools

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Company Schools by State

**California**

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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<td>East Palo Alto, CA</td>
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<td>San Jose - Edison Academy</td>
<td>West Covina, CA</td>
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**Colorado**

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<td>Omar D. Blair School</td>
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<td>Roosevelt - Edison Charter School</td>
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**Georgia**

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# Edison Learning

Large Company: Managing 10 or More Schools

## Illinois

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<th>Virtual School?</th>
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<td>Northmoor - Edison Primary School</td>
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<td>Rolling Acres Edison Junior Academy</td>
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## Indiana

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<td>Rosa Parks - Edison Elementary School</td>
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<td>K-5</td>
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## Louisiana

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<td>Andrew H. Wilson Charter School</td>
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<td>Intercultural Charter School</td>
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# Edison Learning

Large Company: Managing 10 or More Schools

## Maryland

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<td>Edison - Oakland Public School Academy</td>
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<td>Confluence Academy - Old North Campus</td>
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## Edison Learning

Large Company: Managing 10 or More Schools

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<td>Derrick Thomas Academy</td>
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### Nevada

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### Ohio

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## Edison Learning

### Large Company: Managing 10 or More Schools

#### Pennsylvania

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## Edison Learning

**Large Company: Managing 10 or More Schools**

### Wisconsin

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
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<tbody>
<tr>
<td>Business and Economics Academy of Milwaukee</td>
<td>Milwaukee, WI</td>
<td>2001</td>
<td>K-8</td>
<td>566</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

**Total Number of Schools:** 62  
**Total Enrollment:** 37,574  
**States Operated in:** CA, CO, GA, IA, IL, IN, LA, MD, MI, MN, MO, NV, NY, OH, PA, WI

### Number of Schools No Longer Profiled

<table>
<thead>
<tr>
<th>Year</th>
<th># of Schools</th>
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<tbody>
<tr>
<td>1998-99</td>
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<td>2000-01</td>
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<td>2001-02</td>
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<tr>
<td>2002-03</td>
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<tr>
<td>2003-04</td>
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<tr>
<td>2004-05</td>
<td>1</td>
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<tr>
<td>2005-06</td>
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<td>2007-08</td>
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<td>2007-08</td>
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### Schools No Longer Profiled for this Reporting Period

**California**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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</tr>
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54 of 240
# Edison Learning

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edison McNair Academy</td>
<td>East Palo Alto, CA</td>
<td>School is not listed on edisonlearning.com or in the California Charter School Locator.</td>
</tr>
<tr>
<td>Phillips - Edison Partnership School</td>
<td>Napa, CA</td>
<td>School is not listed on edisonlearning.com or in the California Charter School Locator.</td>
</tr>
</tbody>
</table>
# Edison Learning

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>Location</th>
<th>Details</th>
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<tbody>
<tr>
<td>Kalihi Elementary School</td>
<td>Honolulu, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services.&quot; However, after further research and conversations with school officials, the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered.</td>
</tr>
<tr>
<td>Lihikai Elementary School</td>
<td>Kahului, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. However, after further research and conversations with school officials, the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered.</td>
</tr>
<tr>
<td>Paia Elementary School</td>
<td>Paia, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services.&quot; However, after further research and conversations with school officials, the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered.</td>
</tr>
<tr>
<td>Palolo Elementary School</td>
<td>Honolulu, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services.&quot; After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Sanford B Dole International School</td>
<td>Honolulu, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting school officials the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Waimanalo Elementary and Intermediate School</td>
<td>Waimanalo, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting school officials the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
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Edison Learning

Large Company: Managing 10 or More Schools

<table>
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<tr>
<td>William Paul Jarrett Middle School</td>
<td>Honolulu, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting school officials the authors decided to exclude schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
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**Illinois**

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**New York**

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## Edison Learning

Large Company: Managing 10 or More Schools

### Pennsylvania

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<tbody>
<tr>
<td>Gillespie Middle School</td>
<td>Philadelphia, PA</td>
<td>This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was contacted on April 28, 2009 to confirm split, but messages were not returned.</td>
</tr>
<tr>
<td>Harrity School</td>
<td>Philadelphia, PA</td>
<td>This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was called on April 28, 2009, but messages were not returned.</td>
</tr>
<tr>
<td>Potter - Thomas Elementary School</td>
<td>Philadelphia, PA</td>
<td>This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was called on April 28, 2009, but messages were not returned.</td>
</tr>
<tr>
<td>Renaissance Advantage Charter School</td>
<td>Philadelphia, PA</td>
<td>This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was called on April 28, 2009, but messages were not returned.</td>
</tr>
<tr>
<td>Stetson Middle School</td>
<td>Philadelphia, PA</td>
<td>This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was called on April 28, 2009, but messages were not returned.</td>
</tr>
</tbody>
</table>
Edison Learning
Large Company: Managing 10 or More Schools

| Sulzberger Middle School | Philadelphia, PA | This school is no longer listed on the Edison website, edisonlearning.com. School District of Philadelphia Accountability and Assessment Office was called on April 28, 2009, but messages were not returned. |
# Edison Learning

**Large Company: Managing 10 or More Schools**

## Hawaii

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aiea Elementary School</td>
<td>Aiea, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Central Middle School</td>
<td>Honolulu, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Ilima Intermediate School</td>
<td>Ewa Beach, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Kaala Elementary School</td>
<td>Wahiawa, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
</tr>
<tr>
<td>Kahului Elementary School</td>
<td>Kahului, HI</td>
<td>EdisonLearning still partners with this school to provide &quot;Achievement Services&quot;. After consulting edisonlearning.com, the authors decided to discontinue schools at which &quot;Achievement Services&quot; are offered. Only comprehensive &quot;School Designs&quot; by Edison are profiled.</td>
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Edison Learning

Large Company: Managing 10 or More Schools

### CCD Level

<table>
<thead>
<tr>
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<td>High</td>
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<td>Other</td>
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<td>Unknown</td>
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### New Schools Opened

<table>
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<tr>
<th>Report Year</th>
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<td>1998-99</td>
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<td>28</td>
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<td>2002-03</td>
<td>20</td>
</tr>
<tr>
<td>2003-04</td>
<td>0</td>
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<tr>
<td>2004-05</td>
<td>9</td>
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<td>2005-06</td>
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### Edison Learning

Large Company: Managing 10 or More Schools

**Number of States Operated In**

<table>
<thead>
<tr>
<th>Report Year</th>
<th>States Op. In</th>
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<tbody>
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<td>1999-00</td>
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<td>2001-02</td>
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<td>2002-03</td>
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<td>20</td>
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<tr>
<td>2006-07</td>
<td>18</td>
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<tr>
<td>2007-08</td>
<td>17</td>
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<tr>
<td>2008-09</td>
<td>16</td>
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</table>

![Bar chart showing the number of states operated in each report year from 1998-99 to 2008-09.](chart.png)
Edison Learning

Large Company: Managing 10 or More Schools

Number of Schools Managed

<table>
<thead>
<tr>
<th>Report Year</th>
<th># of Schools</th>
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<tbody>
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<td>1998-99</td>
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<tr>
<td>1999-00</td>
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<td>2000-01</td>
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<td>109</td>
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<td>2002-03</td>
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<td>2003-04</td>
<td>109</td>
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<td>98</td>
</tr>
<tr>
<td>2005-06</td>
<td>101</td>
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<td>2006-07</td>
<td>97</td>
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<td>2007-08</td>
<td>80</td>
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<td>2008-09</td>
<td>62</td>
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Enrollment

<table>
<thead>
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<th># of Students</th>
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<tr>
<td>1998-99</td>
<td>24000</td>
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<td>1999-00</td>
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<td>2000-01</td>
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<td>70441</td>
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<td>2004-05</td>
<td>66482</td>
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<td>60491</td>
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<td>56383</td>
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<td>2007-08</td>
<td>47927</td>
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<td>2008-09</td>
<td>37574</td>
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# Helicon Associates

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
</table>

## Company Schools by State

### Michigan

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Washtenaw Multicultural Academy</td>
<td>Ann Arbor, MI</td>
<td>2004</td>
<td>K-10</td>
<td>202</td>
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<td>No</td>
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<tr>
<td>Marshall Academy</td>
<td>Marshall, MI</td>
<td>2000</td>
<td>K-9</td>
<td>226</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Mt. Clemens Montessori Academy</td>
<td>Mt. Clemens, MI</td>
<td>2003</td>
<td>K-5</td>
<td>312</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>New Bedford Academy</td>
<td>Lambertville, MI</td>
<td>1998</td>
<td>K-8</td>
<td>141</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Pansophia Academy</td>
<td>Coldwater, MI</td>
<td>1995</td>
<td>K-12</td>
<td>188</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Summit Academy</td>
<td>Flat Rock, MI</td>
<td>1996</td>
<td>K-8</td>
<td>403</td>
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<td>No</td>
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<tr>
<td>Summit Academy North Elementary</td>
<td>Romulus, MI</td>
<td>1998</td>
<td>K-5</td>
<td>517</td>
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<td>No</td>
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<tr>
<td>Summit Academy North Middle School</td>
<td>Romulus, MI</td>
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<tr>
<td>Summit Academy North-High School</td>
<td>Romulus, MI</td>
<td>Unknown</td>
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<td>525</td>
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<td>Thomas Gist Academy North</td>
<td>Inkster, MI</td>
<td>1995</td>
<td>5-8</td>
<td>167</td>
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<td>Thomas Gist Academy South</td>
<td>Westland, MI</td>
<td>Unknown</td>
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<tr>
<td>Will Carleton Academy</td>
<td>Hillsdale, MI</td>
<td>1998</td>
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<td>245</td>
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**Total Number of Schools:** 12  
**Total Enrollment:** 3,457  
**States Operated in:** MI
## Helicon Associates

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Year</th>
<th># of Schools</th>
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<tbody>
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<td>1998-99</td>
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Helicon Associates
Large Company: Managing 10 or More Schools

School Types

- Primary: 6
- Middle: 1
- High: 1
- Other: 4
- Unknown: 0

New Schools Opened

<table>
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<th>Report Year</th>
<th>New Schools</th>
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<td>2003-04</td>
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<td>2007-08</td>
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<td>2008-09</td>
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</table>
# Helicon Associates

Large Company: Managing 10 or More Schools

## Number of States Operated In

<table>
<thead>
<tr>
<th>Report Year</th>
<th>States Op. In</th>
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<tbody>
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<td>2007-08</td>
<td>1</td>
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<tr>
<td>2008-09</td>
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# Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</table>

## Company Schools by State

### Arizona

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Imagine Charter Elementary at East Mesa</td>
<td>Mesa, AZ</td>
<td>2005</td>
<td>K-6</td>
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<td>Imagine Charter Elementary at Camelback</td>
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<td>2006</td>
<td>K-5</td>
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<td>Imagine Charter Elementary at Desert West</td>
<td>Phoenix, AZ</td>
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<td>Imagine Charter Elementary School at Cortez Park</td>
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<td>Imagine Charter Elementary School at Rosefield</td>
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## Imagine Schools, Inc.

**Large Company: Managing 10 or More Schools**

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### District Of Columbia

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# Imagine Schools, Inc.

## Large Company: Managing 10 or More Schools

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## Georgia

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Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

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<th>School Name</th>
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Maryland

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Michigan

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Missouri

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## Imagine Schools, Inc.

**Large Company: Managing 10 or More Schools**

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**Total Number of Schools: 76**
Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

Total Enrollment: 32,316
States Operated in: AZ, DC, FL, GA, IN, MD, MI, MO, NV, OH

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Schools No Longer Profiled for this Reporting Period

**Florida**

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<tr>
<td>Imagine Schools at Rivers Edge Charter Academy</td>
<td>Palm Bay, FL</td>
<td>In 2008, this school changed names from Rivers Edge Charter Academy to Imagine Schools at West Melbourne.</td>
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</table>
Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
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<tbody>
<tr>
<td>Imagine Ethel Hedgeman Lyle Academy</td>
<td>St. Louis, MO</td>
<td>In 2008, Ethel Hedgeman Lyle Academy dissolved its relationship with the former management firm, Imagine Schools (<a href="http://www.stl-ehla.com/history.html">http://www.stl-ehla.com/history.html</a>)</td>
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<tr>
<td>Imagine Ethel Hedgeman Lyle Middle and High College Prep</td>
<td>St. Louis, MO</td>
<td>In 2008, Ethel Hedgeman Lyle Academy dissolved its relationship with the former management firm, Imagine Schools (<a href="http://www.stl-ehla.com/history.html">http://www.stl-ehla.com/history.html</a>)</td>
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</table>
Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

School Types

- Primary: 61
- Middle: 8
- High: 3
- Other: 4
- Unknown: 0

New Schools Opened

<table>
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<td>1999-00</td>
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Imagine Schools, Inc.
Large Company: Managing 10 or More Schools

### Number of Schools Managed

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### Enrollment

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<td>13228</td>
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<td>2002-03</td>
<td>22198</td>
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<td>2003-04</td>
<td>17765</td>
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<td>18194</td>
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<td>16097</td>
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Imagine Schools, Inc.
Large Company: Managing 10 or More Schools

Number of States Operated In

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<th>Report Year</th>
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<td>1998-99</td>
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Insight Schools
Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>309 SW 6th Ave, Ste. 820</td>
<td>503-414-5300</td>
<td><a href="http://www.insightschools.net">www.insightschools.net</a></td>
<td>Unknown</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Portland, OR 97204</td>
<td>503-414-5353</td>
<td></td>
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Company Schools by State

California

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of California - Los Angeles</td>
<td>Lancaster, CA</td>
<td>2007</td>
<td>9-10</td>
<td>122</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Insight School of California - North Bay</td>
<td>Windsor, CA</td>
<td>2007</td>
<td>9-12</td>
<td>202</td>
<td>Yes</td>
<td>Yes</td>
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Colorado

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Colorado</td>
<td>Westminster, CO</td>
<td>2008</td>
<td>9-12</td>
<td>528</td>
<td>Yes</td>
<td>Yes</td>
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Idaho

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<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>iSucceed Virtual High School</td>
<td>Boise, ID</td>
<td>2008</td>
<td>9-12</td>
<td>337</td>
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<td>Yes</td>
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Kansas

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Kansas</td>
<td>Olathe, KS</td>
<td>2008</td>
<td>9-12</td>
<td>576</td>
<td>Yes</td>
<td>Yes</td>
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Minnesota
# Insight Schools

**Large Company: Managing 10 or More Schools**

## Insight Schools of Minnesota

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Minnesota</td>
<td>Brooklyn Center, MN</td>
<td>2008</td>
<td>9-12</td>
<td>299</td>
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## Nevada

<table>
<thead>
<tr>
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<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Nevada</td>
<td>Las Vegas, NV</td>
<td>2008</td>
<td>9-12</td>
<td>340</td>
<td>Yes</td>
<td>Yes</td>
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## South Carolina

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of South Carolina</td>
<td>Columbia, SC</td>
<td>2008</td>
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<td>600</td>
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<td>Yes</td>
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## Washington

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Washington</td>
<td>Bellevue, WA</td>
<td>2006</td>
<td>9-12</td>
<td>1137</td>
<td>Yes</td>
<td>Yes</td>
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</table>

## Wisconsin

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<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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</thead>
<tbody>
<tr>
<td>Insight School of Wisconsin</td>
<td>Grantsburg, WI</td>
<td>2007</td>
<td>9-12</td>
<td>407</td>
<td>Yes</td>
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</table>

**Total Number of Schools: 10**

**Total Enrollment: 4,548**

**States Operated in:** CA, CO, ID, KS, MN, NV, SC, WA, WI

## Number of Schools No Longer Profiled

<table>
<thead>
<tr>
<th>Year</th>
<th># of Schools</th>
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<tr>
<td>1998-99</td>
<td>N/A</td>
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<td>1999-00</td>
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# Insight Schools

Large Company: Managing 10 or More Schools

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<tr>
<th>Year</th>
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<tr>
<td>2000-01</td>
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<td>2003-04</td>
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<td>2004-05</td>
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<tr>
<td>2005-06</td>
<td>N/A</td>
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<tr>
<td>2006-07</td>
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<tr>
<td>2007-08</td>
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## Schools No Longer Profiled for this Reporting Period

**Oregon**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<tbody>
<tr>
<td>Insight School of Oregon</td>
<td>Portland, OR</td>
<td>Robert Siegel of Oregon DOE indicates that this school became a private entity.</td>
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Insight Schools
Large Company: Managing 10 or More Schools

School Types

<table>
<thead>
<tr>
<th>CCD Level</th>
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<tr>
<td>Primary</td>
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<tr>
<td>Middle</td>
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New Schools Opened

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# Insight Schools

Large Company: Managing 10 or More Schools

## Number of Schools Managed

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## Enrollment

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### Insight Schools

**Large Company: Managing 10 or More Schools**

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**Number of States Operated In**

- **2008-09**: 9 states
# K12 Inc.

Large Company: Managing 10 or More Schools

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<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tr>
<td>2300 Corporate Park Dr.</td>
<td>866-283-0300</td>
<td><a href="http://www.k12.com">www.k12.com</a></td>
<td>1999</td>
<td>Public</td>
<td>Profitable</td>
</tr>
<tr>
<td>Herndon, VA 20171</td>
<td>703-483-7330</td>
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<td></td>
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## Company Schools by State

### Arizona

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Arizona Virtual Academy</td>
<td>Tucson, AZ</td>
<td>2003</td>
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### Arkansas

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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Arkansas Virtual Academy</td>
<td>Little Rock, AR</td>
<td>2002</td>
<td>K-8</td>
<td>501</td>
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### California

<table>
<thead>
<tr>
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<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Virtual Academy at Jamestown</td>
<td>Simi Valley, CA</td>
<td>2002</td>
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<td>160</td>
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<td>Simi Valley, CA</td>
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<td>California Virtual Academy at Kings</td>
<td>Simi Valley, CA</td>
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<td>K-12</td>
<td>575</td>
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<td>Yes</td>
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<tr>
<td>California Virtual Academy at Los Angeles</td>
<td>Simi Valley, CA</td>
<td>2006</td>
<td>K-12</td>
<td>3647</td>
<td>Yes</td>
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<td>California Virtual Academy at San Diego</td>
<td>Simi Valley, CA</td>
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<td>K-12</td>
<td>1839</td>
<td>Yes</td>
<td>Yes</td>
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<td>California Virtual Academy at San Joaquin</td>
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<td>K-12</td>
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<td>Yes</td>
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<tr>
<td>California Virtual Academy at Sonoma</td>
<td>Simi Valley, CA</td>
<td>2004</td>
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<td>California Virtual Academy at Sutter</td>
<td>Simi Valley, CA</td>
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<td>K-12</td>
<td>451</td>
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</table>
# K12 Inc.

## Large Company: Managing 10 or More Schools

### Colorado

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Virtual Academy</td>
<td>Northglenn, CO</td>
<td>2001</td>
<td>K-12</td>
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### Florida

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<th>School Name</th>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Florida Virtual Academy</td>
<td>Jacksonville, FL</td>
<td>2003</td>
<td>K-8</td>
<td>940</td>
<td>No</td>
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### Idaho

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<tr>
<th>School Name</th>
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<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idaho Virtual Academy</td>
<td>Meridian, ID</td>
<td>2004</td>
<td>K-12</td>
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### Illinois

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<tr>
<td>Chicago Virtual Charter School</td>
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### Indiana

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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Hoosier Academy - Indianapolis</td>
<td>Indianapolis, IN</td>
<td>2008</td>
<td>K-10</td>
<td>295</td>
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<td>Hoosier Academy - Muncie</td>
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### Nevada

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<th>Virtual School?</th>
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## K12 Inc.

**Large Company: Managing 10 or More Schools**

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<tr>
<th>School Name</th>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>Nevada Virtual Academy</td>
<td>Las Vegas, NV</td>
<td>2007</td>
<td>K-12</td>
<td>721</td>
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### Ohio

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<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Ohio Virtual Academy</td>
<td>Maumee, OH</td>
<td>2002</td>
<td>K-12</td>
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### Pennsylvania

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<th>Virtual School?</th>
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<tbody>
<tr>
<td>Agora Cyber Charter School</td>
<td>Philadelphia, PA</td>
<td>2005</td>
<td>K-12</td>
<td>4600</td>
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### South Carolina

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<th>Enrollment</th>
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<th>Virtual School?</th>
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<tbody>
<tr>
<td>South Carolina Virtual Charter School</td>
<td>Columbia, SC</td>
<td>2008</td>
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<td>1100</td>
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<td>Yes</td>
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### Texas

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<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Texas Virtual Academy at Southwest</td>
<td>Sugar Land, TX</td>
<td>2006</td>
<td>3-8</td>
<td>1400</td>
<td>Yes</td>
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### Wisconsin

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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Honors High Online of Wisconsin</td>
<td>Fredonia, WI</td>
<td>2006</td>
<td>9-11</td>
<td>162</td>
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<td>Wisconsin Virtual Academy</td>
<td>Fredonia, WI</td>
<td>2003</td>
<td>K-8</td>
<td>878</td>
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### K12 Inc.

Large Company: Managing 10 or More Schools

#### Wyoming

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyoming Virtual School</td>
<td>Gillette, WY</td>
<td>2006</td>
<td>K-6</td>
<td>86</td>
<td>No</td>
<td>Yes</td>
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</table>

Total Number of Schools: 24  
Total Enrollment: 37,542  
States Operated in: AR, AZ, CA, CO, FL, ID, IL, IN, NV, OH, PA, SC, TX, WI, WY

#### Number of Schools No Longer Profiled

<table>
<thead>
<tr>
<th>Year</th>
<th># of Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998-99</td>
<td>N/A</td>
</tr>
<tr>
<td>1999-00</td>
<td>N/A</td>
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<tr>
<td>2000-01</td>
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</tr>
<tr>
<td>2001-02</td>
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<tr>
<td>2002-03</td>
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<tr>
<td>2003-04</td>
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<tr>
<td>2004-05</td>
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<tr>
<td>2007-08</td>
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<tr>
<td>2007-08</td>
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**Schools No Longer Profiled for this Reporting Period**

**California**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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## K12 Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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</thead>
<tbody>
<tr>
<td>California Virtual Academy at San Mateo</td>
<td>Simi Valley, CA</td>
<td>School is no longer operational according to CA DOE website (4/27/2009)</td>
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## District Of Columbia

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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</thead>
<tbody>
<tr>
<td>Community Academy Public Charter School Online</td>
<td>Washington, DC</td>
<td>According to corrected profile from Jeff Kwitkowski, Vice President, Public Relations, K12 Inc., Community Academy Public Charter School Online is a program of an existing charter school.</td>
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</table>

## Pennsylvania

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania Virtual Charter School</td>
<td>Norristown, PA</td>
<td>According to corrected profile from Jeff Kwitkowski, Vice President, Public Relations, K12 Inc. simply provides curriculum and technology to this school, but does not fully manage this school.</td>
</tr>
</tbody>
</table>

## Virginia

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Virtual Academy</td>
<td>Hendon, VA</td>
<td>According to corrected profile from Jeff Kwitkowski, Vice President, Public Relations, K12 Inc., Georgia Virtual Academy is a program of a state authorized charter school.</td>
</tr>
</tbody>
</table>
K12 Inc.

Large Company: Managing 10 or More Schools

### School Types

- **Primary**: 5
- **Other**: 19

### New Schools Opened

<table>
<thead>
<tr>
<th>Report Year</th>
<th>New Schools</th>
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<td>2002-03</td>
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K12 Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Report Year</th>
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<td>2008-09</td>
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</table>
# Leona Group, LLC, The

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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## Company Schools by State

### Arizona

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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</thead>
<tbody>
<tr>
<td>Alta Vista High School</td>
<td>Tucson, AZ</td>
<td>2003</td>
<td>9-12</td>
<td>479</td>
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<tr>
<td>Apache Trail High School</td>
<td>Apache Junction, AZ</td>
<td>1997</td>
<td>9-12</td>
<td>174</td>
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<tr>
<td>APEX Academy</td>
<td>Apache Junction, AZ</td>
<td>2001</td>
<td>7-8</td>
<td>25</td>
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<tr>
<td>Desert Hills High School</td>
<td>Gilbert, AZ</td>
<td>1999</td>
<td>9-12</td>
<td>552</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>El Dorado High School</td>
<td>Chandler, AZ</td>
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<td>9-12</td>
<td>194</td>
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<tr>
<td>Estrella High School</td>
<td>Avondale, AZ</td>
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<td>9-12</td>
<td>464</td>
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<tr>
<td>Gilbert Arts Academy</td>
<td>Gilbert, AZ</td>
<td>Unknown</td>
<td>K-6</td>
<td>149</td>
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<td>Liberty Arts Academy</td>
<td>Mesa, AZ</td>
<td>Unknown</td>
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<td>Maya High School</td>
<td>Phoenix, AZ</td>
<td>1998</td>
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<td>462</td>
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<td>Mesa, AZ</td>
<td>Unknown</td>
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<td>218</td>
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<td>Montezuma Middle School</td>
<td>Tempe, AZ</td>
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<td>7-8</td>
<td>30</td>
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<td>Ocotillo High School</td>
<td>Phoenix, AZ</td>
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<td>227</td>
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<td>Peoria Accelerated High School</td>
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<td>472</td>
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<td>SEES High School</td>
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<td>11-12</td>
<td>54</td>
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<td>South Pointe High School</td>
<td>Phoenix, AZ</td>
<td>2003</td>
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</tbody>
</table>
# Leona Group, LLC, The

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
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<td>South Pointe Junior High School</td>
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<td>South Pointe Public Charter Elementary School</td>
<td>Phoenix, AZ</td>
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<td>K-6</td>
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<td>South Ridge High School</td>
<td>Phoenix, AZ</td>
<td>2007</td>
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<td>406</td>
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<td>Summit High School</td>
<td>Phoenix, AZ</td>
<td>1998</td>
<td>9-12</td>
<td>341</td>
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<td>Sun Valley High School</td>
<td>Mesa, AZ</td>
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<td>9-12</td>
<td>550</td>
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<td>Tempe Accelerated High School</td>
<td>Tempe, AZ</td>
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<td>Tucson Accelerated High School</td>
<td>Tucson, AZ</td>
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<td>223</td>
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<td>West Phoenix High School</td>
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<td>646</td>
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## Florida

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Athenian Academy of Pasco</td>
<td>New Port Richey, FL</td>
<td>Unknown</td>
<td>K-7</td>
<td>273</td>
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<td>Athenian Academy of Pinellas</td>
<td>Dunedin, FL</td>
<td>Unknown</td>
<td>K-6</td>
<td>179</td>
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<td>Broward Community Charter Middle School</td>
<td>Coral Springs, FL</td>
<td>Unknown</td>
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<td>Coral Springs, FL</td>
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<td>Broward Community Charter West</td>
<td>Coral Springs, FL</td>
<td>Unknown</td>
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<td>371</td>
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<td>Dayspring Elementary Charter School</td>
<td>Fort Lauderdale, FL</td>
<td>Unknown</td>
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<td>Paragon Academy of Technology</td>
<td>Hollywood, FL</td>
<td>Unknown</td>
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<td>Paragon Elementary Charter School</td>
<td>Pompano Beach, FL</td>
<td>Unknown</td>
<td>K-5</td>
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<td>Pompano Charter Middle School</td>
<td>Pompano Beach, FL</td>
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<td>No</td>
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<tr>
<td>Sunshine Elementary Charter School</td>
<td>Hollywood, FL</td>
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Leona Group, LLC, The
Large Company: Managing 10 or More Schools

## Indiana

<table>
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<tr>
<th>School Name</th>
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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Timothy L. Johnson Academy</td>
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## Louisiana

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<tr>
<td>McDonogh City Park Academy</td>
<td>New Orleans, LA</td>
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## Michigan

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<th>Virtual School?</th>
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<td>Academy for Business and Technology Elementary</td>
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<td>Academy for Business and Technology High School</td>
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<td>Allen Academy</td>
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<td>Cesar Chavez Academy Middle</td>
<td>Detroit, MI</td>
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<td>Francis Reh Academy</td>
<td>Saginaw, MI</td>
<td>1998</td>
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<td>George Crockett Academy</td>
<td>Detroit, MI</td>
<td>1998</td>
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<td>Hope of Detroit Academy</td>
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<td>Joy Preparatory Academy - Dexter Campus</td>
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<td>Joy Preparatory Academy - Oakman Campus</td>
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## Leona Group, LLC, The

###Large Company: Managing 10 or More Schools

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Mildred C Wells Academy</td>
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<td>186</td>
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<tr>
<td>Northridge Academy</td>
<td>Flint, MI</td>
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<td>Pierre Toussaint Academy</td>
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<td>Saginaw Preparatory Academy</td>
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<td>Traverse City College Preparatory Academy</td>
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<tr>
<td>William C. Abney Academy</td>
<td>Grand Rapids, MI</td>
<td>1998</td>
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<td>509</td>
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###Ohio

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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Alliance Academy</td>
<td>Toledo, OH</td>
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<td>C.M. Grant Leadership Academy</td>
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<td>George A. Phillips Academy</td>
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<td>Great Lakes Environmental Academy</td>
<td>Toledo, OH</td>
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<td>Lake Erie Academy</td>
<td>Toledo, OH</td>
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<td>Lakeside College Preparatory Academy</td>
<td>Cleveland, OH</td>
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<td>90</td>
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<td>Paul Laurence Dunbar Academy</td>
<td>Toledo, OH</td>
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<td>South Scioto Academy</td>
<td>Columbus, OH</td>
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Leona Group, LLC, The

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th># of Schools</th>
</tr>
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<tbody>
<tr>
<td>Wildwood Environmental Academy</td>
<td>Maumee, OH</td>
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Total Number of Schools: 67
Total Enrollment: 18,577
States Operated in: AZ, FL, IN, LA, MI, OH

Number of Schools No Longer Profiled

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<tr>
<th>Year</th>
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<tr>
<td>2001-02</td>
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<tr>
<td>2002-03</td>
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<td>2003-04</td>
<td>0</td>
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<tr>
<td>2004-05</td>
<td>0</td>
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<td>2005-06</td>
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<td>2007-08</td>
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<td>2007-08</td>
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Schools No Longer Profiled for this Reporting Period

Arizona

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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<tbody>
<tr>
<td>South Pointe Middle School</td>
<td>Phoenix, AZ</td>
<td>The school is not listed in Arizona Department of Education enrollment document for 2008.</td>
</tr>
</tbody>
</table>
### Leona Group, LLC, The

**Large Company: Managing 10 or More Schools**

#### Michigan

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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<tbody>
<tr>
<td>Charlotte Forten Academy</td>
<td>Detroit, MI</td>
<td>Contract with Leona was terminated on June 30, 2008. <a href="http://www.michigan.gov/documents/mde/New_PSA_School_Openings_2007_193242_7.pdf">Link</a></td>
</tr>
<tr>
<td>Consortium College Preparatory</td>
<td>Detroit, MI</td>
<td>Neither this school’s name or address is listed. Financial Status Update, enrollment document for 2007 provided by CEPI, or the 2008 CEPI document listing all EMOs and their schools.</td>
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<tr>
<td>High School</td>
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Leona Group, LLC, The

Large Company: Managing 10 or More Schools

School Types

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<tr>
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<td>Middle</td>
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<td>Other</td>
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New Schools Opened

Report Year | New Schools |
-------------|-------------|
1998-99      | 6           |
1999-00      | 11          |
2000-01      | 0           |
2001-02      | 2           |
2002-03      | 5           |
2003-04      | 2           |
2004-05      | 4           |
2005-06      | 1           |
2006-07      | 0           |
2007-08      | 11          |
2008-09      | 17          |
Leona Group, LLC, The

Large Company: Managing 10 or More Schools

### Number of Schools Managed

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<td>2001-02</td>
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<td>2005-06</td>
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### Enrollment

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Leona Group, LLC, The
Large Company: Managing 10 or More Schools

Number of States Operated In

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Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

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<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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Company Schools by State

Arizona

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Ahwatukee Foothills Prep</td>
<td>Phoenix, AZ</td>
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<td>Phoenix Advantage Charter School</td>
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<td>Riverbend Prep</td>
<td>Laveen, AZ</td>
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Colorado

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<th>Grade Levels Served</th>
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<th>Charter School?</th>
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<tr>
<td>Banning Lewis Ranch Academy at Northtree</td>
<td>Colorado Springs, CO</td>
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<td>601</td>
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<td>Denver Arts and Technology Academy</td>
<td>Denver, CO</td>
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<td>STAR Academy of Colorado Springs, Inc.</td>
<td>Colorado Springs, CO</td>
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<td>T.R. Paul Academy of Arts and Knowledge</td>
<td>Fort Collins, CO</td>
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District Of Columbia

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<th>Charter School?</th>
<th>Virtual School?</th>
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<td>Howard Road Academy G Street Campus</td>
<td>Washington, DC</td>
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## Mosaica Education, Inc.

**Large Company: Managing 10 or More Schools**

### Illinois

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Frazier Preparatory Academy</td>
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### Indiana

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Charter School of the Dunes</td>
<td>Gary, IN</td>
<td>2003</td>
<td>K-8</td>
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### Michigan

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Arts and Technology Academy of Pontiac</td>
<td>Pontiac, MI</td>
<td>2001</td>
<td>K-8</td>
<td>401</td>
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<tr>
<td>Bay County Public School Academy</td>
<td>Bay City, MI</td>
<td>2001</td>
<td>K-5</td>
<td>178</td>
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<td>No</td>
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<tr>
<td>Bingham Arts Academy</td>
<td>Alpena, MI</td>
<td>2004</td>
<td>K-6</td>
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<td>Business Entrepreneurship Science and Technology Public Academy</td>
<td>Highland Park, MI</td>
<td>2004</td>
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<td>501</td>
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<td>Capital Area Academy</td>
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<tr>
<td>Discovery Arts &amp; Technology</td>
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### Ohio

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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### Mosaica Education, Inc.

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Academy of Arts &amp; Humanities</td>
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<td>2005</td>
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<td>308</td>
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<td>Academy of Arts and Sciences</td>
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<td>K-3</td>
<td>153</td>
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<td>Arts and Sciences Preparatory Academy</td>
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<td>Foundation Academy of Mansfield</td>
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<td>Lorain Preparatory Academy</td>
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<td>Youngstown Academy of Excellence</td>
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#### Pennsylvania

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<th>School Name</th>
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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Fell Charter School</td>
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**Total Number of Schools:** 33  
**Total Enrollment:** 10,163  
**States Operated in:** AZ, CO, DC, IL, IN, MI, OH, PA

<table>
<thead>
<tr>
<th>Year</th>
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Mosaica Education, Inc.
Large Company: Managing 10 or More Schools

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<tr>
<td>2000-01</td>
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Schools No Longer Profiled for this Reporting Period

### District Of Columbia

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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</thead>
<tbody>
<tr>
<td>Arts and Technology Academy</td>
<td>Washington, DC</td>
<td>Corrected profile sent by Marilyn Bowman Director of Business Development, Mosaica Education, Inc. indicated this school has been discontinued.</td>
</tr>
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</table>

### Michigan

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalamazoo Advantage Academy</td>
<td>Kalamazoo, MI</td>
<td>Grand Valley State University has declined to renew its charter after a ten-year association.</td>
</tr>
</tbody>
</table>

Profiles Report: Large Company Profiles
# Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

## Ohio

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Sciences Academy</td>
<td>Warren, OH</td>
<td>Both OEA document and OHDOE document indicated the school was closed (in the case of the OH DOE, no enrollment listed). Emailed OH DOE 4/27/2009 for more available information on this closure but no response was received.</td>
</tr>
<tr>
<td>Lorain Preparatory Academy</td>
<td>Lorain, OH</td>
<td>Neither the OEA document nor the Oct. 2008 enrollment from the OHDOE lists this school. Email sent to OHDOE on 4/25/2009 requesting more information but no response was received.</td>
</tr>
<tr>
<td>Preparing Academic Leaders Academy</td>
<td>Maple Heights, OH</td>
<td>Not listed in OEA or OHDOE October 2008 enrollment document. Email sent to OHDOE 4/27/2009 requesting more information on this closure but no response was received.</td>
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## Pennsylvania

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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</thead>
<tbody>
<tr>
<td>Graystone Academy Charter School</td>
<td>Coatesville, PA</td>
<td>Mosaica is no longer mentioned on the schools website or in the 2008 Charter Annual Report for Graystone Academy Charter. Emails were sent to school board president and to the general school account to confirm that the school was no longer managed by Mosaica, but no response was received.</td>
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Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

School Types

- Primary: 32
- Other: 1

New Schools Opened

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<tr>
<th>Report Year</th>
<th>New Schools</th>
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<td>2001-02</td>
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<td>2002-03</td>
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<td>7</td>
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<td>2005-06</td>
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<td>2006-07</td>
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<td>2007-08</td>
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<td>2008-09</td>
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CCD Level | # of Schools
----------|----------------
Primary    | 32
Middle     | 0
High       | 0
Other      | 1
Unknown    | 0
Mosaica Education, Inc.
Large Company: Managing 10 or More Schools

Number of States Operated In

<table>
<thead>
<tr>
<th>Report Year</th>
<th>States Op. In</th>
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<td>1999-00</td>
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<td>2007-08</td>
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# National Heritage Academies

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Private Held / Publicly Traded</th>
<th>Profitability</th>
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## Company Schools by State

### Colorado

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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</thead>
<tbody>
<tr>
<td>Landmark Academy at Reunion</td>
<td>Commerce City, CO</td>
<td>2007</td>
<td>K-6</td>
<td>535</td>
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### Indiana

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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</thead>
<tbody>
<tr>
<td>Andrew J. Brown Academy</td>
<td>Indianapolis, IN</td>
<td>2003</td>
<td>K-8</td>
<td>663</td>
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<tr>
<td>Aspire Charter Academy</td>
<td>Gary, IN</td>
<td>2008</td>
<td>K-5</td>
<td>413</td>
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### Michigan

<table>
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<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Burton Glen Charter Academy</td>
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<td>725</td>
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<td>Canton Charter Academy</td>
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<td>2000</td>
<td>K-8</td>
<td>695</td>
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<td>Chandler Woods Charter Academy</td>
<td>Belmont, MI</td>
<td>1999</td>
<td>K-8</td>
<td>695</td>
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<td>No</td>
</tr>
<tr>
<td>Cross Creek Charter Academy</td>
<td>Byron Center, MI</td>
<td>1997</td>
<td>K-8</td>
<td>717</td>
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<tr>
<td>Detroit Enterprise Academy</td>
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<td>K-8</td>
<td>668</td>
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<tr>
<td>Detroit Merit Charter Academy</td>
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<td>706</td>
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<td>No</td>
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</table>
## National Heritage Academies

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>Academy Name</th>
<th>City, State</th>
<th>Year</th>
<th>Grade</th>
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<th>Site</th>
<th>Location</th>
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<tbody>
<tr>
<td>Eagle Crest Charter Academy</td>
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<td>704</td>
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<tr>
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<td>Excel Charter Academy</td>
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<tr>
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<td>Great Oaks Academy</td>
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<td>Timberland Charter Academy</td>
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</table>
# National Heritage Academies

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Triumph Academy</td>
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<td>Vanderbilt Charter Academy</td>
<td>Holland, MI</td>
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<td>Yes</td>
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<td>Vanguard Charter Academy</td>
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<td>723</td>
<td>Yes</td>
<td>No</td>
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<td>Vista Charter Academy</td>
<td>Grand Rapids, MI</td>
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<td>687</td>
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<td>Warrendale Charter Academy</td>
<td>Detroit, MI</td>
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<td>Windemere Park Charter Academy</td>
<td>Lansing, MI</td>
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## New York

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Brooklyn Excelsior Charter School</td>
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<td>655</td>
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<td>Buffalo United Charter School</td>
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<td>630</td>
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<td>Southside Charter School</td>
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## North Carolina

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<tr>
<th>School Name</th>
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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Forsyth Academies</td>
<td>Winston Salem, NC</td>
<td>1999</td>
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<td>672</td>
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<td>Queens Grant Community School</td>
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<td>936</td>
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<tr>
<td>Research Triangle Charter Academy</td>
<td>Durham, NC</td>
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</table>
# National Heritage Academies

## Large Company: Managing 10 or More Schools

### Ohio

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
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<th>Charter School?</th>
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<tbody>
<tr>
<td>Alliance Academy of Cincinnati</td>
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**Total Number of Schools: 57**

**Total Enrollment: 36,737**

**States Operated in:** CO, IN, MI, NC, NY, OH

### Number of Schools No Longer Profiled

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# National Heritage Academies

**Large Company: Managing 10 or More Schools**

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National Heritage Academies

Large Company: Managing 10 or More Schools

Number of Schools Managed

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Enrollment

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### New Schools Opened

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National Heritage Academies

Large Company: Managing 10 or More Schools

Number of States Operated In

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<td>2008-09</td>
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Non-Public Educational Services, Inc.
Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>Congress Street, Shetland Park</td>
<td>978-741-7161</td>
<td>nesieducation.org</td>
<td>1978</td>
<td>Private</td>
<td>Profitable</td>
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<tr>
<td>Salem, MA 01970</td>
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Company Schools by State

Florida

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee Alternative Charter High School</td>
<td>Lehigh Acres, FL</td>
<td>2008</td>
<td>9-12</td>
<td>217</td>
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<tr>
<td>RMA - Bradenton</td>
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<td>269</td>
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<td>RMA - Fort Myers</td>
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Texas

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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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</thead>
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<td>RMA - Amarillo</td>
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<td>231</td>
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<td>RMA - Beaumont</td>
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<td>RMA - Corpus Christi</td>
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<td>RMA - Fort Worth</td>
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<td>RMA - Odessa</td>
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</tr>
</tbody>
</table>
Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

Total Number of Schools: 13
Total Enrollment: 2,971
States Operated in: FL, TX

### Number of Schools No Longer Profiled

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<tr>
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<tr>
<td>2001-02</td>
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<tr>
<td>2002-03</td>
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<td>2003-04</td>
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<td>2004-05</td>
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<td>2006-07</td>
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<td>2007-08</td>
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### Schools No Longer Profiled for this Reporting Period

#### Florida

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Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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<tr>
<td>RMA - New Port Richey</td>
<td>New Port Richey, FL</td>
<td>There is no record of this school in the enrollment document provided by Kim Ward at FL DOE or in greatschools.net.</td>
</tr>
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**Illinois**

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMHS - Chicago</td>
<td>Chicago, IL</td>
<td>Email from Donna Eldridge, Vice President, High School Division of NESI, Inc. on April 28, 2009 states that RMHS is a private school.</td>
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**North Carolina**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMHS - Wake County</td>
<td>Raleigh, NC</td>
<td>This school is a private school. It was mistakenly profiled as a public school in past Profiles reports.</td>
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**Virginia**

<table>
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Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

School Types

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New Schools Opened

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Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

### Number of Schools Managed

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### Enrollment

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<td>2008-09</td>
<td>2971*</td>
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*Richard Milburn High Schools were mistakenly profiled as public schools in past Profiles reports. RMHS schools have been removed from this year's data.*
Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

<table>
<thead>
<tr>
<th>Report Year</th>
<th>States Op. In</th>
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<td>2008-09</td>
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</table>

Number of States Operated In

# Victory Schools, Inc.

Victory Schools, Inc. is a large company that manages 10 or more schools. The company's address is 111 W. 57th St, Ste 525, New York, NY 10019. The telephone number is 212-786-7900, and the fax number is 212-265-1742. The company's website is www.victoryschools.com, and it was founded in 1999. The company is privately held and profitable.

## Company Schools by State

### Illinois

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago International Charter School- Basil Campus</td>
<td>Chicago, IL</td>
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### New York

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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Bronx Global Learning Institute for Girls Charter School</td>
<td>Bronx, NY</td>
<td>2008</td>
<td>K-1</td>
<td>150</td>
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<td>Charter School of Educational Excellence</td>
<td>Yonkers, NY</td>
<td>2005</td>
<td>K-5</td>
<td>400</td>
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<td>Grand Concourse Academy Charter School</td>
<td>Bronx, NY</td>
<td>2004</td>
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<td>No</td>
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<td>Merrick Academy</td>
<td>Queens Village, NY</td>
<td>2000</td>
<td>K-6</td>
<td>500</td>
<td>Yes</td>
<td>No</td>
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<td>New Covenant Charter School</td>
<td>Albany, NY</td>
<td>1999</td>
<td>K-6</td>
<td>930</td>
<td>Yes</td>
<td>No</td>
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<td>Peninsula Preparatory Academy</td>
<td>Far Rockaway, NY</td>
<td>2004</td>
<td>K-5</td>
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<td>Roosevelts Childrens Academy Charter School</td>
<td>Roosevelt, NY</td>
<td>2000</td>
<td>K-8</td>
<td>621</td>
<td>Yes</td>
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<td>Sisulu-Walker Charter School of Harlem</td>
<td>New York, NY</td>
<td>1999</td>
<td>1-4</td>
<td>262</td>
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<td>South Bronx Charter School for International Culture and the Arts</td>
<td>Bronx, NY</td>
<td>2005</td>
<td>K-3</td>
<td>375</td>
<td>Yes</td>
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</table>
# Victory Schools, Inc.

## Large Company: Managing 10 or More Schools

### Pennsylvania

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<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Anna B. Pratt Elementary School</td>
<td>Philadelphia, PA</td>
<td>2002</td>
<td>K-6</td>
<td>456</td>
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<td>E. W. Rhodes High School</td>
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<td>6-11</td>
<td>556</td>
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<tr>
<td>FitzSimons Thomas High School</td>
<td>Philadelphia, PA</td>
<td>2002</td>
<td>7-12</td>
<td>537</td>
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<td>George W. Pepper Middle School</td>
<td>Philadelphia, PA</td>
<td>2002</td>
<td>5-8</td>
<td>790</td>
<td>No</td>
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<td>Mary McLeod Bethune School</td>
<td>Philadelphia, PA</td>
<td>2002</td>
<td>K-7</td>
<td>700</td>
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<td>Richard R. Wright School</td>
<td>Philadelphia, PA</td>
<td>2002</td>
<td>K-6</td>
<td>408</td>
<td>No</td>
<td>No</td>
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<td>Southwest Leadership Academy Charter School</td>
<td>Philadelphia, PA</td>
<td>2007</td>
<td>K-3</td>
<td>208</td>
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Total Number of Schools: 18
Total Enrollment: 8,378
States Operated in: IL, NY, PA

### Number of Schools No Longer Profiled

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Victory Schools, Inc.

Large Company: Managing 10 or More Schools

<table>
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<th>Year</th>
<th>Count</th>
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Victory Schools, Inc.

Large Company: Managing 10 or More Schools

**School Types**

- Primary: 15
- Middle: 1
- High: 1
- Other: 1
- Unknown: 0

**New Schools Opened**

- 1999-00: N/A
- 1999-00: 1
- 2000-01: 2
- 2001-02: 2
- 2002-03: 6
- 2003-04: 1
- 2004-05: 3
- 2005-06: 1
- 2006-07: 0
- 2007-08: 3
- 2008-09: 3
Victory Schools, Inc.
Large Company: Managing 10 or More Schools

Number of States Operated In

Report Year | States Op. In
--- | ---
1998-99 | N/A
1999-00 | 1
2000-01 | 1
2001-02 | 2
2002-03 | 3
2003-04 | 3
2004-05 | 2
2005-06 | 2
2006-07 | 2
2007-08 | 3
2008-09 | 3
White Hat Management

Large Company: Managing 10 or More Schools

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>159 S. Main St, Ste 600</td>
<td>330-535-6868</td>
<td><a href="http://www.whitehatmgmt.com">www.whitehatmgmt.com</a></td>
<td>1998</td>
<td>Private</td>
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<td>Akron, OH 44308</td>
<td>330-535-5055</td>
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Company Schools by State

Arizona

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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Life Skills Center of Arizona</td>
<td>Phoenix, AZ</td>
<td>2002</td>
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Colorado

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>CDELA (Colorado Distance &amp; Electronic Learning Academy)</td>
<td>Brighton, CO</td>
<td>2006</td>
<td>K-12</td>
<td>441</td>
<td>Yes</td>
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<td>Life Skills Center of Colorado Springs</td>
<td>Colorado Springs, CO</td>
<td>2004</td>
<td>9-12</td>
<td>285</td>
<td>Yes</td>
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<tr>
<td>Life Skills Center of Denver</td>
<td>Denver, CO</td>
<td>2003</td>
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<td>294</td>
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Florida

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
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<th>Virtual School?</th>
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<td>Life Skills Center - Broward County</td>
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<td>Life Skills Center - Lee County</td>
<td>Ft. Myers, FL</td>
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<td>294</td>
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<td>Life Skills Center - Leon County</td>
<td>Tallahassee, FL</td>
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<td>269</td>
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<td>Life Skills Center - Miami-Dade County</td>
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<td>Orlando, FL</td>
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## White Hat Management

**Large Company: Managing 10 or More Schools**

<table>
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<th>School Location</th>
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<th>Grade Levels Served</th>
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<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
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<td>Life Skills Center Pinellas County</td>
<td>St. Petersburg, FL</td>
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<td>452</td>
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<td>Life Skills Center Polk County East</td>
<td>Winter Haven, FL</td>
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<td>Life Skills Center North</td>
<td>Clearwater, FL</td>
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<td>Life Skills Center of Palm Beach County</td>
<td>Delray Beach, FL</td>
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### Michigan

<table>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<td>Covenant House Life Skills Center Central</td>
<td>Detroit, MI</td>
<td>2006</td>
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<td>331</td>
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<td>Covenant House Life Skills Center East</td>
<td>Detroit, MI</td>
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<td>9-12</td>
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<td>Covenant House Life Skills Center West</td>
<td>Detroit, MI</td>
<td>2005</td>
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<td>289</td>
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<td>Life Skills Center of Metropolitan Detroit</td>
<td>Detroit, MI</td>
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<td>Life Skills Center of Pontiac</td>
<td>Pontiac, MI</td>
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### Ohio

<table>
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<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
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<td>Cleveland, OH</td>
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<td>Hope Academy Lincoln Park Campus</td>
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<td>Hope Academy North Coast Campus</td>
<td>Cleveland, OH</td>
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### White Hat Management

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>City, State</th>
<th>Year</th>
<th>Grade</th>
<th>Students</th>
<th>Feasibility</th>
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<td>Hope Academy University Campus</td>
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<td>Life Skills Center of Canton</td>
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<td>Life Skills Center of Cincinnati</td>
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<td>113</td>
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<td>Life Skills Center of Columbus North</td>
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<td>Life Skills Center of Columbus Southeast</td>
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<td>Life Skills Center of Dayton</td>
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<td>Life Skills Center of Hamilton County</td>
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<td>Life Skills Center of Lake Erie</td>
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<td>Life Skills Center of Middletown</td>
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<td>Akron, OH</td>
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<td>9-12</td>
<td>122</td>
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<td>Life Skills Center of Northeast Ohio</td>
<td>Cleveland, OH</td>
<td>2003</td>
<td>9-12</td>
<td>244</td>
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<td>Life Skills Center of Springfield</td>
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<td>Life Skills Center of Summit County</td>
<td>Akron, OH</td>
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<td>Life Skills Center of Trumbull County</td>
<td>Warren, OH</td>
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### White Hat Management

**Large Company: Managing 10 or More Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Skills Center of Youngstown</td>
<td>Youngstown, OH</td>
<td>1999</td>
<td>9-12</td>
<td>227</td>
<td>Yes</td>
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<tr>
<td>OHDELA (Ohio Distance &amp; Electronic Learning Academy)</td>
<td>Akron, OH</td>
<td>2002</td>
<td>K-12</td>
<td>1621</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Riverside Academy</td>
<td>Cincinnati, OH</td>
<td>1999</td>
<td>K-8</td>
<td>594</td>
<td>Yes</td>
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### Pennsylvania

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>PDELA (Pennsylvania Distance Learning Charter School)</td>
<td>Sewickley, PA</td>
<td>2004</td>
<td>K-12</td>
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**Total Number of Schools: 51**

**Total Enrollment: 16,326**

**States Operated in: AZ, CO, FL, MI, OH, PA**

### Number of Schools No Longer Profiled

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<thead>
<tr>
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<td>2004-05</td>
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## Schools No Longer Profiled for this Reporting Period

### Florida

<table>
<thead>
<tr>
<th>School Name</th>
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<tbody>
<tr>
<td>Life Skills Center Escambia County</td>
<td>Pensacola, FL</td>
<td>Response from White Hat Management confirmed this school is no longer in operation.</td>
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<tr>
<td>Like Skills Center - Liberty City Area</td>
<td>Miami, FL</td>
<td>Response from White Hat Management confirmed this school is no longer in operation.</td>
</tr>
<tr>
<td>Like Skills Center - Polk County</td>
<td>Lakeland, FL</td>
<td>Response from White Hat Management confirmed this school is no longer in operation.</td>
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### Ohio

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason No Longer Profiled</th>
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</thead>
<tbody>
<tr>
<td>Hope Academy High Cleveland Campus</td>
<td>Cleveland, OH</td>
<td>According to Excel document sent April 27, 2009, from Data Manager Karlyn Geis, Hope Academy High - Cleveland Campus: Open FY08, Currently Closed</td>
</tr>
</tbody>
</table>
**White Hat Management**

**Large Company: Managing 10 or More Schools**

### School Types

- **Primary**: 11
- **High**: 36
- **Other**: 4
- **Unknown**: 0

### New Schools Opened

<table>
<thead>
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<td>2003-04</td>
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<td>2004-05</td>
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White Hat Management

Large Company: Managing 10 or More Schools

Number of Schools Managed

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Enrollment

<table>
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### White Hat Management

**Large Company: Managing 10 or More Schools**

#### Number of States Operated In

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PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2008-2009

Medium Companies: Managing 4 to 9 Schools
**ACH of America, LLC**

Medium Company: Managing 4 to 9 Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altamonte Springs, FL 32701</td>
<td>407-788-0180</td>
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**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>Discovery Middle Charter School</td>
<td>Coral Springs, FL</td>
<td>Unknown</td>
<td>6-7</td>
<td>89</td>
<td>Yes</td>
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<tr>
<td>Educational Horizons Charter School</td>
<td>West Melbourne, FL</td>
<td>Unknown</td>
<td>K-6</td>
<td>73</td>
<td>Yes</td>
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<tr>
<td>Literacy Leadership Technology Academy</td>
<td>Tampa, FL</td>
<td>Unknown</td>
<td>6-8</td>
<td>232</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>The Island School</td>
<td>Boca Grande, FL</td>
<td>Unknown</td>
<td>K-5</td>
<td>58</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 4  
Total Enrollment: 452  
States Operated in: FL

**Number of Schools No Longer Profiled**

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</table>
Advance Educational Services

Medium Company: Managing 4 to 9 Schools

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>4407 W. St. Joseph Hwy.</td>
<td>800-772-4125</td>
<td><a href="http://www.advanceteam.com">www.advanceteam.com</a></td>
<td>Unknown</td>
<td>Unknown</td>
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<tr>
<td>Lansing, MI 48917</td>
<td>517-687-3380</td>
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**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Island City Academy</td>
<td>Eaton Rapids, MI</td>
<td>1996</td>
<td>K-8</td>
<td>196</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Walden Green Montessori</td>
<td>Spring Lake, MI</td>
<td>1995</td>
<td>K-8</td>
<td>206</td>
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<td>No</td>
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<td>West Michigan Academy of Arts and Academics</td>
<td>Spring Lake, MI</td>
<td>1995</td>
<td>K-8</td>
<td>378</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Woodland School</td>
<td>Traverse City, MI</td>
<td>1996</td>
<td>K-8</td>
<td>213</td>
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<td>No</td>
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Total # of Schools: 4
Total Enrollment: 993
States Operated in: MI

**Number of Schools No Longer Profiled**

<table>
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# Benjamin Franklin Charter School

**Medium Company: Managing 4 to 9 Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>Gilbert, AZ 85296</td>
<td>480-632-8716</td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benjamin Franklin Charter School - Crismon Campus</td>
<td>Queen Creek, AZ</td>
<td>1996</td>
<td>K-8</td>
<td>589</td>
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<td>No</td>
</tr>
<tr>
<td>Benjamin Franklin Charter School - Gilbert</td>
<td>Gilbert, AZ</td>
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<td>K-6</td>
<td>463</td>
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<tr>
<td>Benjamin Franklin Charter School - Mesa</td>
<td>Mesa, AZ</td>
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<td>K-6</td>
<td>177</td>
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<td>No</td>
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<tr>
<td>Benjamin Franklin Charter School - Power Campus</td>
<td>Gilbert, AZ</td>
<td>2006</td>
<td>K-8</td>
<td>862</td>
<td>Yes</td>
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Total # of Schools: 4  
Total Enrollment: 2,091  
States Operated in: AZ

## Number of Schools No Longer Profiled

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</table>
Charter School Associates, Inc.

Medium Company: Managing 4 to 9 Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<tr>
<td>4300 N University Drive Suite C201 Sunrise, FL 33351</td>
<td>954-414-5767 954-748-5717</td>
<td><a href="http://www.charterschoolassociates.com">www.charterschoolassociates.com</a></td>
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Company Schools

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
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<th>Enrollment</th>
<th>Charter School?</th>
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<tr>
<td>Excelsior Charter of Broward</td>
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<td>Kidz Choice Charter School</td>
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<td>Life Institute for Education Academy</td>
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<td>Pemayetv Emahakv Our Way School</td>
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<td>Shiloh Elementary Charter School</td>
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Total # of Schools: 7
Total Enrollment: 2,375
States Operated in: FL

Number of Schools No Longer Profiled

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<td>2003-04</td>
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### Choice Schools Associates, LLC

**Medium Company: Managing 4 to 9 Schools**

<table>
<thead>
<tr>
<th>Address</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tr>
<td>P.O. Box 14149</td>
<td>616-785-8440 616-785-8455</td>
<td><a href="http://www.choiceschools.com">www.choiceschools.com</a></td>
<td>1998</td>
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<td>Grand Rapids, MI 49514</td>
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### Company Schools

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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Benton Harbor Charter School</td>
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<td>Creative Learning Academy of Science, Mathematics and Humanities</td>
<td>Beaverton, MI</td>
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<td>Creative Montessori Academy</td>
<td>Southgate, MI</td>
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<td>K-8</td>
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<td>Grattan Academic High School</td>
<td>Greenville, MI</td>
<td>2003</td>
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<td>Grattan Academy</td>
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<td>K-5</td>
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<td>Hillsdale Preparatory School</td>
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<td>2005</td>
<td>K-8</td>
<td>73</td>
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<td>Morey Public School Academy</td>
<td>Shepherd, MI</td>
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<td>Three Oaks Public School Academy</td>
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<td>West Michigan Academy of Environmental Science</td>
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Total # of Schools: 9

Total Enrollment: 2,446

States Operated in: MI

### Number of Schools No Longer Profiled

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Choice Schools Associates, LLC

Medium Company: Managing 4 to 9 Schools

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Discontinued Schools for this Reporting Period

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<tr>
<th>School Name</th>
<th>School Location</th>
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<tbody>
<tr>
<td>Tri Valley Academy of Arts and Education</td>
<td>Muskegon, MI</td>
<td>Contract was terminated on 6/30/08 and there was no renewal. (Michigan PSA Status Update)</td>
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Edtec Central, LLC

Medium Company: Managing 4 to 9 Schools

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>22620 Woodward Avenue, Suite C</td>
<td>248-582-8100</td>
<td><a href="http://www.edtec.net">www.edtec.net</a></td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
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<tr>
<td>Ferndale, MI 48220</td>
<td>248-582-8101</td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
<th>States Operated in: MI</th>
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<tr>
<td>Ace Academy - Calumet Center</td>
<td>Highland Park, MI</td>
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<td>Ace Academy - Lincoln Center</td>
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<td>Clara B. Ford Academy</td>
<td>Dearborn Heights, MI</td>
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<td>4-12</td>
<td>177</td>
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<td>Vista Meadows</td>
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<td>32</td>
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**Total # of Schools: 4**

**Total Enrollment: 373**

**Number of Schools No Longer Profiled**

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## Educational Services of America, Inc.

**Medium Company: Managing 4 to 9 Schools**

<table>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Ombudsman - Charter Central</td>
<td>Tucson, AZ</td>
<td>2008</td>
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<td>15</td>
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<tr>
<td>Ombudsman - Charter East</td>
<td>Phoenix, AZ</td>
<td>1996</td>
<td>9-12</td>
<td>98</td>
<td>Yes</td>
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<td>Ombudsman - Charter Metro</td>
<td>Phoenix, AZ</td>
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<td>82</td>
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<td>Ombudsman - Charter Northeast</td>
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<td>Ombudsman - Charter Northwest</td>
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<td>Ombudsman - Charter Valencia</td>
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<td>Ombudsman - Charter West</td>
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<td>Ombudsman - Charter East II</td>
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**Total # of Schools:** 9  
**Total Enrollment:** 635  
**States Operated in:** AZ

### Number of Schools No Longer Profiled

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Discontinued Schools for this Reporting Period

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<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<tbody>
<tr>
<td>Ombudsman Learning Center - Parker</td>
<td>Parker, AZ</td>
<td>Ombudsman Parker is no longer listed in Arizona Department of Education resources.</td>
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# eSchool Consultants

**Medium Company: Managing 4 to 9 Schools**

<table>
<thead>
<tr>
<th>Address</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>4480 Refugee Road Columbus, OH 43332</td>
<td>614-322-7996</td>
<td>eschoolconsultants.com</td>
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## Company Schools

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<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Focus Learning Academy Northern Columbus</td>
<td>Columbus, OH</td>
<td>2003</td>
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<td>265</td>
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<td>Focus Learning Academy of Southeastern Columbus</td>
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<td>308</td>
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<td>Focus Learning of Southwestern Columbus</td>
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<td>261</td>
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<td>Virtual Community School of Ohio</td>
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**Total # of Schools:** 4  
**Total Enrollment:** 2,232  
**States Operated in:** OH

## Number of Schools No Longer Profiled

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# Evans Solution Management Company

**Medium Company: Managing 4 to 9 Schools**

<table>
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<tr>
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<tr>
<td>5555 Conner St #2223</td>
<td>313-923-0000</td>
<td>None</td>
<td>Unknown</td>
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<tr>
<td>Detroit, MI 48213</td>
<td>313-924-0095</td>
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## Company Schools

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<th>School Name</th>
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<tbody>
<tr>
<td>Blanche Kelso Bruce Academy Conner</td>
<td>Detroit, MI</td>
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<td>5-12</td>
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<td>Blanche Kelso Bruce Academy Depaul</td>
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<td>6-11</td>
<td>26</td>
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<td>Blanche Kelso Bruce Academy St. Judes</td>
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<td>6-11</td>
<td>12</td>
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<td>Blanche Kelso Bruce Academy Victors</td>
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<td>Bruce Kelso Bruce Academy St. Antoine</td>
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<td>Northpointe Academy</td>
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**Total # of Schools:** 7  
**Total Enrollment:** 679  
**States Operated in:** MI

## Number of Schools No Longer Profiled

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<th>Year</th>
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# Ideabanc Inc.

**Medium Company:** Managing 4 to 9 Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>50 N. Country Club Road, Suite 1 11</td>
<td>520-296-1100 520-296-1446</td>
<td><a href="http://www.amerischools.org">www.amerischools.org</a></td>
<td>1996</td>
<td>Private</td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>AmeriSchools - Camelback</td>
<td>Phoenix, AZ</td>
<td>1998</td>
<td>K-8</td>
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<td>AmeriSchools - Country Club</td>
<td>Tucson, AZ</td>
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<td>AmeriSchools - Yuma</td>
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<td>AmeriSchools College Preparatory - Tucson</td>
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<td>1998</td>
<td>K-12</td>
<td>135</td>
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**Total # of Schools:** 4  
**Total Enrollment:** 721  
**States Operated in:** AZ

### Number of Schools No Longer Profiled

<table>
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<tr>
<th>Year</th>
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<td>2007-08</td>
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# Global Educational Excellence

## Medium Company: Managing 4 to 9 Schools

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>341 E. Huron St, Ann Arbor, MI 48104</td>
<td>734-662-7050, 734-662-7756</td>
<td>gee-edu.com</td>
<td>1996</td>
<td>Private</td>
<td>Profitable</td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Bridge Academy</td>
<td>Hamtramck, MI</td>
<td>2003</td>
<td>K-8</td>
<td>565</td>
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<td>Bridge Academy of Ohio</td>
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<td>Central Academy</td>
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<td>Frontier International Academy</td>
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<td>Riverside Academy East</td>
<td>Dearborn, MI</td>
<td>2003</td>
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<td>Riverside Academy West Middle High School Campus</td>
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<td>Victory Academy</td>
<td>Ypsilanti, MI</td>
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**Total # of Schools:** 8

**Total Enrollment:** 2,609

**States Operated in:** MI, OH

## Number of Schools No Longer Profiled

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Global Educational Excellence

Medium Company: Managing 4 to 9 Schools

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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason Discontinued</th>
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<tr>
<td>Riverside Academy Early Childhood Center</td>
<td>Dearborn Heights, MI</td>
<td>The school is not listed in 2008 reports from Center for Educational Performance and Improvement (CEPI).</td>
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### Humanities and Sciences Academy of the United States, Inc.

**Medium Company:** Managing 4 to 9 Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tr>
<td>5201 N. 7th Street</td>
<td>602-650-1116</td>
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<tr>
<td>Phoenix, AZ 85014</td>
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#### Company Schools

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<th>Grade Levels Served</th>
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<th>Charter School?</th>
<th>Virtual School?</th>
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<td>International Commerce Institute - Tempe</td>
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<td>178</td>
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<td>9-12</td>
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**Total # of Schools:** 4  
**Total Enrollment:** 260  
**States Operated in:** AZ

#### Number of Schools No Longer Profiled

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Ideabanc Inc.

Medium Company: Managing 4 to 9 Schools

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<tr>
<td>50 N. Country Club Road, Suite 10</td>
<td>10-296-1100</td>
<td><a href="http://www.amerischools.org">www.amerischools.org</a></td>
<td>1996</td>
<td>Private</td>
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<td>Tucson, AZ 85716</td>
<td>520-296-1446</td>
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Company Schools

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<tr>
<td>AmeriSchools - Camelback</td>
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<td>1998</td>
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<td>AmeriSchools - Country Club</td>
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<td>194</td>
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<td>AmeriSchools - Yuma</td>
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<td>AmeriSchools College Preparatory - Tucson</td>
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Total # of Schools: 4
Total Enrollment: 721
States Operated in: AZ

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Institute of Charter School Management and Resources

Medium Company: Managing 4 to 9 Schools

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<td>Kettering, OH 45409</td>
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Company Schools

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Dohn Community High School</td>
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<td>Montessori Renaissance Exp Elementary School</td>
<td>Columbus, OH</td>
<td>2001</td>
<td>K-6</td>
<td>58</td>
<td>Yes</td>
<td>No</td>
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<td>Richard Allen Academy Elementary</td>
<td>Dayton, OH</td>
<td>2000</td>
<td>1-8</td>
<td>199</td>
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<td>Richard Allen Academy II</td>
<td>Dayton, OH</td>
<td>2003</td>
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<td>481</td>
<td>Yes</td>
<td>No</td>
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<td>Richard Allen Academy III</td>
<td>Hamilton, OH</td>
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<td>K-7</td>
<td>238</td>
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<td>Scholarts Preparatory</td>
<td>Columbus, OH</td>
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Total # of Schools: 6

Total Enrollment: 1,306

States Operated in: OH

Number of Schools No Longer Profiled

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<td>2007-08</td>
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</table>
## Institute of Charter School Management and Resources

Medium Company: Managing 4 to 9 Schools

### Discontinued Schools for this Reporting Period

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason Discontinued</th>
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<tbody>
<tr>
<td>Richard Allen Preparatory</td>
<td>Dayton, OH</td>
<td>Excel document provided by Karlyn Geis, Data Manager, Office of Community Schools on April 27, 2009 outlining all changes in community schools in the 2008-2009 school year. Entry for Richard Preparatory states, “Open FY08, Currently Inactive”</td>
</tr>
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# Midwest Management Group Inc.

**Medium Company:** Managing 4 to 9 Schools

<table>
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<th>Address</th>
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<td>Unknown, MI 11111</td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
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<th>Virtual School?</th>
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<td>Michigan Technical Academy Elementary</td>
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<td>Michigan Technical Academy High School</td>
<td>Redford, MI</td>
<td>Unknown</td>
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<td>Michigan Technical Academy Middle</td>
<td>Detroit, MI</td>
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<td>Woodward Academy</td>
<td>Detroit, MI</td>
<td>Unknown</td>
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<td>649</td>
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**Total # of Schools:** 5  
**Total Enrollment:** 1,789  
**States Operated in:** MI

**Number of Schools No Longer Profiled**

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**Midwest Management Group Inc.**

Medium Company: Managing 4 to 9 Schools

### Discontinued Schools for this Reporting Period

<table>
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<th>School Location</th>
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<td>Great Lakes Academy</td>
<td>Pontiac, MI</td>
<td>Charter school authorizer stated that although the CEPI document stated Midwest Management Group was the EMO, this was an error and this had been corrected with CEPI.</td>
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</table>
OmniVest Management LLC
Medium Company: Managing 4 to 9 Schools

<table>
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<th>Address</th>
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Company Schools

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<th>School Name</th>
<th>School Location</th>
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<tr>
<td>Alliance for Progress Charter School</td>
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<td>1998</td>
<td>K-5</td>
<td>297</td>
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<td>Franklin Towne Charter High School</td>
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<td>Imani Education Circle Charter School</td>
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<td>People for People Charter School</td>
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Total # of Schools: 6
Total Enrollment: 2,770
States Operated in: PA

Number of Schools No Longer Profiled

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### Pinnacle Education, Inc.

Medium Company: Managing 4 to 9 Schools

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<tr>
<td>Tempe, AZ 85282</td>
<td>480-755-8111</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Pinnacle Charter High School - Nogales</td>
<td>Nogales, AZ</td>
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<td>Pinnacle Charter High School - Tempe East</td>
<td>Tempe, AZ</td>
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<td>10-12</td>
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<td>9-12</td>
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<td>Casa Grande, AZ</td>
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<td>Pinnacle High School - Mesa</td>
<td>Mesa, AZ</td>
<td>1996</td>
<td>9-12</td>
<td>88</td>
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<td>Pinnacle Virtual High School</td>
<td>Tempe, AZ</td>
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Total # of Schools: 6
Total Enrollment: 1,616
States Operated in: AZ

### Number of Schools No Longer Profiled

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### Pinnacle Education, Inc.

**Medium Company: Managing 4 to 9 Schools**

#### Discontinued Schools for this Reporting Period

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Reason Discontinued</th>
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<tbody>
<tr>
<td>Pinnacle High School - Chandler</td>
<td>Chandler, AZ</td>
<td>The school is not listed in Arizona Department of Education enrollment document for 2008.</td>
</tr>
<tr>
<td>Day Star Academy</td>
<td>Phoenix, AZ</td>
<td>School will be discontinued after 2007-2008 school year, according to fax from Michael Matwick, CEO 4/9/08</td>
</tr>
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</table>
# Rader Group

Medium Company: Managing 4 to 9 Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>1982 Lewis Turner Blvd</td>
<td>850-314-6571</td>
<td>None</td>
<td>1998</td>
<td>Private</td>
<td>Unknown</td>
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<tr>
<td>Fort Walton Beach, FL 32547</td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>Florida Intl Academy Charter</td>
<td>Miami, FL</td>
<td>Unknown</td>
<td>6-8</td>
<td>285</td>
<td>Yes</td>
<td>No</td>
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<td>Learning Academy of Santa Rosa</td>
<td>Milton, FL</td>
<td>Unknown</td>
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<td>80</td>
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<td>No</td>
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<tr>
<td>Milestones Community School</td>
<td>Leesburg, FL</td>
<td>Unknown</td>
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<td>211</td>
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<td>Okaloosa Academy</td>
<td>Fort Walton Beach, FL</td>
<td>Unknown</td>
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<td>220</td>
<td>Yes</td>
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<tr>
<td>Walton Academy</td>
<td>Defuniak Springs, FL</td>
<td>Unknown</td>
<td>6-12</td>
<td>90</td>
<td>Yes</td>
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Total # of Schools: 5
Total Enrollment: 886
States Operated in: FL

## Number of Schools No Longer Profiled

<table>
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# Romine Group, LLC, The

**Medium Company: Managing 4 to 9 Schools**

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<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>7877 Stead, Ste 100</td>
<td>586-731-5300 586-731-5307</td>
<td><a href="http://www.therominegroup.com">www.therominegroup.com</a></td>
<td>1994</td>
<td>Private</td>
<td>Profitable</td>
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## Company Schools

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<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>Bradford Academy</td>
<td>Southfield, MI</td>
<td>2003</td>
<td>K-8</td>
<td>1424</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Hanley International Academy</td>
<td>Hamtramck, MI</td>
<td>2005</td>
<td>K-7</td>
<td>545</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Madison Academy</td>
<td>Burton, MI</td>
<td>2004</td>
<td>K-8</td>
<td>400</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Merritt Academy</td>
<td>New Haven, MI</td>
<td>2002</td>
<td>K-10</td>
<td>396</td>
<td>Yes</td>
<td>No</td>
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<td>Trillium Academy</td>
<td>Taylor, MI</td>
<td>2002</td>
<td>K-11</td>
<td>689</td>
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**Total # of Schools: 5**  
**Total Enrollment: 3,454**  
**States Operated in: MI**

## Number of Schools No Longer Profiled

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# SABIS Educational Systems

Medium Company: Managing 4 to 9 Schools

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<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>6385 Beach Rd, Eden Prairie, MN 55344</td>
<td>952-918-1850, 952-918-1851</td>
<td><a href="http://www.sabis.net">www.sabis.net</a></td>
<td>1985</td>
<td>Private</td>
<td>Profitable</td>
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## Company Schools

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<thead>
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<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
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<tr>
<td>Holyoke Community Charter School</td>
<td>Holyoke, MA</td>
<td>2000</td>
<td>K-8</td>
<td>703</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>International Academy of Flint</td>
<td>Flint, MI</td>
<td>1999</td>
<td>K-12</td>
<td>1074</td>
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<td>No</td>
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<tr>
<td>International Academy of Saginaw</td>
<td>Saginaw, MI</td>
<td>2007</td>
<td>K-4</td>
<td>163</td>
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<tr>
<td>Milestone SABIS Academy of New Orleans</td>
<td>New Orleans, LA</td>
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<td>K-8</td>
<td>400</td>
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<tr>
<td>SABIS International Charter School</td>
<td>Springfield, MA</td>
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<td>K-12</td>
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<td>SABIS International School</td>
<td>Phoenix, AZ</td>
<td>2001</td>
<td>K-8</td>
<td>635</td>
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<td>The International College Preparatory Academy</td>
<td>Cincinnati, OH</td>
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<td>K-7</td>
<td>163</td>
<td>Yes</td>
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Total # of Schools: 7  
Total Enrollment: 4,712  
States Operated in: AZ, LA, MA, MI, OH

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## Number of Schools No Longer Profiled

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## Varner and Associates International LLC

Medium Company: Managing 4 to 9 Schools

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<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<td>19244 West 11 Mile Road</td>
<td>248-552-1345</td>
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<td>Lathrup Village, MI 48076</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tr>
<td>Academy of Flint</td>
<td>Flint, MI</td>
<td>1999</td>
<td>K-8</td>
<td>556</td>
<td>Yes</td>
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<tr>
<td>Chandler Park Academy Elementary</td>
<td>Harper Woods, MI</td>
<td>1997</td>
<td>K-5</td>
<td>965</td>
<td>Yes</td>
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<td>Chandler Park Academy High</td>
<td>Harper Woods, MI</td>
<td>Unknown</td>
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<td>316</td>
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<td>Chandler Park Academy Middle</td>
<td>Harper Woods, MI</td>
<td>Unknown</td>
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<td>324</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Dr. Charles Drew Academy</td>
<td>Ecorse, MI</td>
<td>2005</td>
<td>K-8</td>
<td>396</td>
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Total # of Schools: 5  
Total Enrollment: 2,557  
States Operated in: MI

### Number of Schools No Longer Profiled

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PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2008-2009

Small Companies: Managing 3 or Fewer Schools
# A Childs View School Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>2846 West Drexel Road, Suite 100</td>
<td>520-578-2075</td>
<td>None</td>
<td>2005</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Tucson, AZ 85746</td>
<td>520-578-2076</td>
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## Company Schools

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<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
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<tbody>
<tr>
<td>A Childs View School</td>
<td>Tucson, AZ</td>
<td>2005</td>
<td>K-5</td>
<td>59</td>
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Total # of Schools: 1  
Total Enrollment: 59  
States Operated in: AZ
### Academic Leadership Services, L.P.

**Small Company: Managing 3 or fewer Schools**

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<td>127 Crimson Drive</td>
<td>412-682-6559</td>
<td>None</td>
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#### Company Schools

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<th>Enrollment</th>
<th>Charter School?</th>
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<tbody>
<tr>
<td>Career Connections Charter High School</td>
<td>Pittsburgh, PA</td>
<td>1999</td>
<td>9-12</td>
<td>259</td>
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Total # of Schools: 1  
Total Enrollment: 259  
States Operated in: PA
### Accelerated Learning Center, Inc.

**Small Company: Managing 3 or fewer Schools**

<table>
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<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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<tbody>
<tr>
<td>Phoenix, AZ 85028</td>
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### Company Schools

<table>
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<th>Virtual School?</th>
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<tr>
<td>Accelerated Learning Center</td>
<td>Phoenix, AZ</td>
<td>1997</td>
<td>9-12</td>
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**Total # of Schools:** 1  
**Total Enrollment:** 240  
**States Operated in:** AZ
Allen-Cochran Enterprises
Small Company: Managing 3 or fewer Schools

<table>
<thead>
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<th>Address</th>
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<tbody>
<tr>
<td>1691 W. Grand Canyon Dr</td>
<td>480-632-1940</td>
<td>ceeeagles.com</td>
<td>1997</td>
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**Company Schools**

<table>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Educational Excellence</td>
<td>Tempe, AZ</td>
<td>1997</td>
<td>K-8</td>
<td>309</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 309
States Operated in: AZ
Allsport Enterprises, Inc
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>8570 E. 22nd Street, Tucson, AZ 85710</td>
<td>520-731-2150</td>
<td><a href="http://www.allsportacademy.com">www.allsportacademy.com</a></td>
<td>2001</td>
<td>Private</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allsport Academy</td>
<td>Tucson, AZ</td>
<td>2001</td>
<td>5-9</td>
<td>75</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 75
States Operated in: AZ
## AlphaStaff

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>800 Corporate Drive, Suite 600, Fort Lauderdale, FL 33334</td>
<td>888-335-9545</td>
<td><a href="http://www.alphastaff.com">www.alphastaff.com</a></td>
<td>1997</td>
<td>Private</td>
<td>Unknown</td>
</tr>
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</table>

### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasure Village Montessori Charter School</td>
<td>Islamorada, FL</td>
<td>1998</td>
<td>K-7</td>
<td>170</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Glades Academy Agri Ecolo Studies</td>
<td>Pahokee, FL</td>
<td>Unknown</td>
<td>K-5</td>
<td>48</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Everglades Preparatory Academy</td>
<td>Pahokee, FL</td>
<td>Unknown</td>
<td>9-12</td>
<td>109</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

**Total # of Schools: 3**

**Total Enrollment: 327**

**States Operated in: FL**
## Altair Learning Management

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 East Columbus St, Columbus, OH 43110</td>
<td>None</td>
<td>None</td>
<td>2000</td>
<td>Private</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Classroom of Tomorrow</td>
<td>Columbus, OH</td>
<td>2001</td>
<td>K-12</td>
<td>8476</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

- **Total # of Schools:** 1
- **Total Enrollment:** 8,476
- **States Operated in:** OH
# American Basic Schools, LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mesa, AZ 85204</td>
<td>480-655-7870</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burke Basic School</td>
<td>Mesa, AZ</td>
<td>2000</td>
<td>K-6</td>
<td>720</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 720
States Operated in: AZ
American Institutional Management Services

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
</table>

Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Dearborn Academy</td>
<td>Dearborn, MI</td>
<td>1997</td>
<td>K-8</td>
<td>470</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 470
States Operated in: MI
## Bardwell Group

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>19800 Beech Daly Rd Redford, MI 48240</td>
<td>313-450-0300</td>
<td>None</td>
<td>1998</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
</tbody>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Ellis Academy</td>
<td>Detroit, MI</td>
<td>1998</td>
<td>K-8</td>
<td>326</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>David Ellis Academy West</td>
<td>Redford, MI</td>
<td>2006</td>
<td>K-8</td>
<td>738</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

- **Total # of Schools:** 2
- **Total Enrollment:** 1,064
- **States Operated in:** MI
### Black Star Educational Management

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</table>

#### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nsoroma Institute</td>
<td>Detroit, MI</td>
<td>1997</td>
<td>K-8</td>
<td>194</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

**Total # of Schools:** 1  
**Total Enrollment:** 194  
**States Operated in:** MI
Bright Beginnings School, Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>400 N. Andersen Blvd Chandler, AZ 85224</td>
<td>480-821-1404 480-821-1463</td>
<td><a href="http://www.brightbeginnings.k12.az.us">www.brightbeginnings.k12.az.us</a></td>
<td>1994</td>
<td>Private</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bright Beginnings School</td>
<td>Chandler, AZ</td>
<td>1996</td>
<td>K-6</td>
<td>415</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 415
States Operated in: AZ
Bright Horizons Family Solutions LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 Talcott Avenue South</td>
<td>617-673-8000</td>
<td><a href="http://www.brighthorizons.com">www.brighthorizons.com</a></td>
<td>1986</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Watertown, MA 02472</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>JFK Medical Center Charter School</td>
<td>Lake Worth, FL</td>
<td>Unknown</td>
<td>K-5</td>
<td>460</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 460
States Operated in: FL
Carter, Reddy and Associates

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
</table>
| 6604 NW 9th Blvd, Suite A
| 352-333-0246          |                   |                              |              |                                  |               |

Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dreamland Academy of Performing and Communication Arts</td>
<td>Little Rock, AR</td>
<td>Unknown</td>
<td>K-5</td>
<td>325</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 325
States Operated in: AR
Champion Schools, Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1313 N. 2nd St, #17</td>
<td>602-252-7727</td>
<td><a href="http://www.championschools.org">www.championschools.org</a></td>
<td>1999</td>
<td>Private</td>
<td>Profitable</td>
</tr>
<tr>
<td>Phoenix, AZ 85004</td>
<td>602-252-7729</td>
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<td></td>
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Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summit Elementary</td>
<td>Phoenix, AZ</td>
<td>1999</td>
<td>K-6</td>
<td>194</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 194
States Operated in: AZ
# Charter for Excellence

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>P.O. Box 692 Maricopa, AZ 85239</td>
<td>520-423-9999</td>
<td>None</td>
<td>2006</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>520-423-9997</td>
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<td></td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy Traditional School</td>
<td>Maricopa, AZ</td>
<td>2007</td>
<td>K-8</td>
<td>844</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1  
Total Enrollment: 844  
States Operated in: AZ
# Charter School Management Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>841 Merion Square Road</td>
<td>610-447-0400</td>
<td>ghjk</td>
<td>2002</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chester Community Charter School</td>
<td>Chester, PA</td>
<td>1998</td>
<td>K-8</td>
<td>2103</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1  
Total Enrollment: 2,103  
States Operated in: PA
# Community Education Partners

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nashville, TN 37214</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richmond Alternative School</td>
<td>Richmond, VA</td>
<td>2004</td>
<td>K-11</td>
<td>298</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Emerald Bay Academy</td>
<td>Panama City, FL</td>
<td>Unknown</td>
<td>6-12</td>
<td>249</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

**Total # of Schools:** 2

**Total Enrollment:** 547

**States Operated in:** FL, VA
Compass High School, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>8250 E. 22nd St, #124 Tucson, AZ 85710</td>
<td>520-296-4070 520-296-4103</td>
<td><a href="http://www.compasshs-gators.org">www.compasshs-gators.org</a></td>
<td>2001</td>
<td>Private</td>
<td>Unknown</td>
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</table>

Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compass High School</td>
<td>Tucson, AZ</td>
<td>2001</td>
<td>9-12</td>
<td>331</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 331
States Operated in: AZ
## Connections Between Cultures, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>2507 Central Freeway E.</td>
<td>940-767-1561</td>
<td><a href="http://www.brightideasschool.com">www.brightideasschool.com</a></td>
<td>1997</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Wichita Falls, TX 76302</td>
<td>940-767-1239</td>
<td></td>
<td></td>
<td></td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bright Ideas Charter School</td>
<td>Wichita Falls, TX</td>
<td>1998</td>
<td>K-12</td>
<td>161</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1  
Total Enrollment: 161  
States Operated in: TX
Cornerstone Charter School, Inc.

Small Company: Managing 3 or fewer Schools

| Address                  | Telephone and Fax | Web Address | Year Founded | Privately Held / Publicly Traded | Profitability |
|--------------------------|-------------------|-------------|--------------|----------------------------------|---------------
| 7107 N. Black Canyon     | 602-595-2198      | None        | 2000         | Private                          | Unknown       |
| Phoenix, AZ 85021        | 602-242-2398      |             |              |                                  |               |

### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cornerstone Charter School</td>
<td>Phoenix, AZ</td>
<td>2000</td>
<td>9-12</td>
<td>199</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 1
Total Enrollment: 199
States Operated in: AZ
## Country Gardens Educational Services, LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
</table>
| 6313 W. Southern Rd.  
Laveen, AZ 85339   | 602-237-3741       | None        | 2000         | Private                          | Unknown       |
| 602-237-3892      |                   |             |              |                                  |               |

### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country Gardens Charter School</td>
<td>Laveen, AZ</td>
<td>2000</td>
<td>K-11</td>
<td>363</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 363
States Operated in: AZ
Desert Springs Academy
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>520-321-9316</td>
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Company Schools

<table>
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<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desert Springs Academy</td>
<td>Tucson, AZ</td>
<td>2000</td>
<td>K-8</td>
<td>144</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 144
States Operated in: AZ
### East Valley Academy

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>910 North 85th Place</td>
<td>480-610-1711</td>
<td>None</td>
<td>1999</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Scottsdale, AZ 85257</td>
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#### Company Schools

<table>
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<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley Academy</td>
<td>Mesa, AZ</td>
<td>1999</td>
<td>K-6</td>
<td>20</td>
<td>Yes</td>
<td>No</td>
</tr>
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- Total # of Schools: 1
- Total Enrollment: 20
- States Operated in: AZ
**Eastpointe High School, Inc.**

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>8495 E. Broadway</td>
<td>520-731-8180</td>
<td><a href="http://www.eastpointehs.com">www.eastpointehs.com</a></td>
<td>1999</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Tucson, AZ 85710</td>
<td>520-731-8179</td>
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<td></td>
<td></td>
<td></td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastpointe High School</td>
<td>Tucson, AZ</td>
<td>1999</td>
<td>9-12</td>
<td>206</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 206
States Operated in: AZ
EdFutures, Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>7100 Arsenal Lane</td>
<td>760-804-9449 760-804-9709</td>
<td><a href="http://www.edfuturesinc.com/Home.html">www.edfuturesinc.com/Home.html</a></td>
<td>2001</td>
<td>Private</td>
<td>Unknown</td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laverne Elementary Preparatory Academy</td>
<td>Hesperia, CA</td>
<td>2008</td>
<td>K-6</td>
<td>178</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>University Community Academy</td>
<td>Atlanta, GA</td>
<td>2002</td>
<td>K-8</td>
<td>395</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Lee Charter Academy</td>
<td>Fort Myers, FL</td>
<td>2005</td>
<td>K-8</td>
<td>177</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 3
Total Enrollment: 750
States Operated in: CA, FL, GA
### Education Associates

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>491 Columbia Avenue</td>
<td>616-355-0055</td>
<td>None</td>
<td>1996</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Holland, MI 49423</td>
<td>616-355-0057</td>
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### Company Schools

<table>
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<th>School Name</th>
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<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black River Public School</td>
<td>Holland, MI</td>
<td>1996</td>
<td>1-12</td>
<td>805</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 1  
Total Enrollment: 805  
States Operated in: MI
## Education Management and Networks

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>29205 Ryan Road, Warren, MI 48092</td>
<td>586-576-0886</td>
<td><a href="http://www.emaninc.com">www.emaninc.com</a></td>
<td>2003</td>
<td>Unknown</td>
<td>Unknown</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oakland International Academy High</td>
<td>Detroit, MI</td>
<td>Unknown</td>
<td>7-12</td>
<td>160</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Oakland International Academy Elementary</td>
<td>Detroit, MI</td>
<td>1999</td>
<td>K-3</td>
<td>237</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Oakland International Academy Intermediate</td>
<td>Detroit, MI</td>
<td>Unknown</td>
<td>4-6</td>
<td>142</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 3  
Total Enrollment: 539  
States Operated in: MI
Educational Impact, Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Tucson, AZ 85718</td>
<td>520-407-1201</td>
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Company Schools

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<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adventure School</td>
<td>Tucson, AZ</td>
<td>2005</td>
<td>K-3</td>
<td>55</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Academy Adventures Primary School</td>
<td>Tucson, AZ</td>
<td>2003</td>
<td>K-5</td>
<td>84</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 2
Total Enrollment: 139
States Operated in: AZ
### Educators Management Group

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>7105 Babcock St SE Palm Bay, FL 32909</td>
<td>321-723-6934</td>
<td>None</td>
<td>2006</td>
<td>Private</td>
<td>Unknown</td>
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</tbody>
</table>

**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Royal Palm Charter School</td>
<td>Palm Bay, FL</td>
<td>Unknown</td>
<td>K-6</td>
<td>185</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

- Total # of Schools: 1
- Total Enrollment: 185
- States Operated in: FL
## Eduprize Schools, LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>4567 W. Roberts, Queen Creek, AZ 85242</td>
<td>480-888-1610, 480-888-1655</td>
<td>None</td>
<td>2007</td>
<td>Unknown</td>
<td>Unknown</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eduprize School</td>
<td>Queen Creek, AZ</td>
<td>2007</td>
<td>K-8</td>
<td>1305</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 1  
Total Enrollment: 1,305  
States Operated in: AZ
# GAR, LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
</table>
| 1833 N. Scottsdale Rd  
Tempe, AZ 85281  
480-947-9511  
480-947-9624 | www.studentchoicehighschool.net | 2000 | Private | Unknown |

## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Choice High School</td>
<td>Tempe, AZ</td>
<td>2000</td>
<td>9-12</td>
<td>106</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 1  
Total Enrollment: 106  
States Operated in: AZ
Hamadeh Educational Services, Inc.

Small Company: Managing 3 or fewer Schools

<table>
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<tr>
<th>Address</th>
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<th>Privately Held / Publicly Traded</th>
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<tbody>
<tr>
<td>PO Box 1440</td>
<td>313-565-0507</td>
<td><a href="http://www.hesedu.com">www.hesedu.com</a></td>
<td>1998</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Dearborn, MI 48121</td>
<td>313-565-0718</td>
<td></td>
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Company Schools

<table>
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<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Star International Academy</td>
<td>Dearborn Heights, MI</td>
<td>1998</td>
<td>PK-12</td>
<td>1163</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Universal Academy</td>
<td>Detroit, MI</td>
<td>1998</td>
<td>K-12</td>
<td>450</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Universal Learning Academy</td>
<td>Dearborn Heights, MI</td>
<td>2004</td>
<td>K-4</td>
<td>407</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 3
Total Enrollment: 2,020
States Operated in: MI
Heritage Academy, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>32 S. Center</td>
<td>480-969-5641</td>
<td><a href="http://www.heritageacademyaz.com">www.heritageacademyaz.com</a></td>
<td>1995</td>
<td>Private</td>
<td>Profitable</td>
</tr>
<tr>
<td>Mesa, AZ 85210</td>
<td>480-969-6972</td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
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<tbody>
<tr>
<td>Heritage Academy</td>
<td>Mesa, AZ</td>
<td>1995</td>
<td>7-12</td>
<td>449</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1  
Total Enrollment: 449  
States Operated in: AZ
Innovative Teaching Solutions

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Redford Academy Elementary School</td>
<td>Detroit, MI</td>
<td>1999</td>
<td>K-5</td>
<td>566</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Old Redford Academy Middle School</td>
<td>Detroit, MI</td>
<td>1999</td>
<td>6-8</td>
<td>396</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Old Redford Academy Preparatory High School</td>
<td>Detroit, MI</td>
<td>2004</td>
<td>9-12</td>
<td>625</td>
<td>Yes</td>
<td>No</td>
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</table>

**Total # of Schools:** 3

**Total Enrollment:** 1,587

**States Operated in:** MI
## KC Distance Learning Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
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### Company Schools

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>iQ Academy Washington</td>
<td>Vancouver, WA</td>
<td>Unknown</td>
<td>6-12</td>
<td>75</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>iQ Academy Minnesota</td>
<td>Fergus Falls, MN</td>
<td>Unknown</td>
<td>6-12</td>
<td>154</td>
<td>No</td>
<td>Yes</td>
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</table>

Total # of Schools: 2
Total Enrollment: 229
States Operated in: MN, WA
## Company Overview

**Company Name:** Lakeshore Educational Management, Inc.  
**Description:** Small Company: Managing 3 or fewer Schools

### Company Details

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>12955 Robins Ridge Rd, Charlevoix, MI 49720</td>
<td>231-547-4264, 231-547-4264</td>
<td>None</td>
<td>2005</td>
<td>Private</td>
<td>Profitable</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concord Academy Boyne</td>
<td>Boyne City, MI</td>
<td>1998</td>
<td>K-12</td>
<td>177</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Concord Montessori and Community School</td>
<td>Mancelona, MI</td>
<td>1998</td>
<td>K-12</td>
<td>149</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Concord Academy Petoskey</td>
<td>Petoskey, MI</td>
<td>1994</td>
<td>K-12</td>
<td>331</td>
<td>Yes</td>
<td>No</td>
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- **Total # of Schools:** 3
- **Total Enrollment:** 657
- **States Operated in:** MI
## LLL Licensing Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>6710 86th Ave</td>
<td></td>
<td>None</td>
<td>2000</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Pinellas Park, FL 33782</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradenton Charter School</td>
<td>Bradenton, FL</td>
<td>2000</td>
<td>3-8</td>
<td>92</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1  
Total Enrollment: 92  
States Operated in: FL
Montessori Charter School of Flagstaff, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flagstaff, AZ 86004</td>
<td>928-774-7690</td>
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Company Schools

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<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montessori Charter School of Flagstaff</td>
<td>Flagstaff, AZ</td>
<td>1997</td>
<td>K-8</td>
<td>272</td>
<td>Yes</td>
<td>No</td>
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</tbody>
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Total # of Schools: 1
Total Enrollment: 272
States Operated in: AZ
Montessori Schoolhouse of Tucson, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1301 East Fort Lowell Road</td>
<td>520-319-8668</td>
<td>None</td>
<td>1997</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Tucson, AZ 85719</td>
<td>520-881-4096</td>
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Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montessori Schoolhouse</td>
<td>Tucson, AZ</td>
<td>1998</td>
<td>1-3</td>
<td>65</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Montessori Schoolhouse</td>
<td>Tucson, AZ</td>
<td>1997</td>
<td>K</td>
<td>20</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 2
Total Enrollment: 85
States Operated in: AZ
## Nobel Learning Communities, Inc.

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1615 West Chester Pike, Suite 200 West Chester, PA 19382</td>
<td>484-947-2000, 484-947-2072</td>
<td><a href="http://www.nobellearning.com">www.nobellearning.com</a></td>
<td>1984</td>
<td>Public</td>
<td>Profitable</td>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Maritime Academy Charter School</td>
<td>Philadelphia, PA</td>
<td>2003</td>
<td>5-12</td>
<td>700</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

**Total # of Schools:** 1  
**Total Enrollment:** 700  
**States Operated in:** PA
Professional Contract Management Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>140 Kent Street</td>
<td>517-647-7533</td>
<td><a href="http://www.pcmiservices.com">www.pcmiservices.com</a></td>
<td>1995</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Portland, MI 48875</td>
<td>517-647-7535</td>
<td></td>
<td></td>
<td></td>
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</tr>
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**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>YearFounded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casa Richard Academy</td>
<td>Detroit, MI</td>
<td>1995</td>
<td>9-12</td>
<td>135</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1

Total Enrollment: 135

States Operated in: MI
## Rose Management Group

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>3686 W. Orange Grove Rd, #192 Tucson, AZ 85741</td>
<td>520-797-4884 520-797-8868</td>
<td><a href="http://www.rosemanagement.com">www.rosemanagement.com</a></td>
<td>1998</td>
<td>Private</td>
<td>Unknown</td>
</tr>
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### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mountain Rose Academy</td>
<td>Tucson, AZ</td>
<td>1999</td>
<td>9-12</td>
<td>301</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Canyon Rose Academy</td>
<td>Tucson, AZ</td>
<td>2003</td>
<td>9-12</td>
<td>408</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Desert Rose Academy</td>
<td>Tucson, AZ</td>
<td>2001</td>
<td>9-12</td>
<td>281</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 3

Total Enrollment: 990

States Operated in: AZ
Schoolhouse Services and Staffing, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>22930 Chippewa</td>
<td>248-538-0072</td>
<td>None</td>
<td>1996</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Detroit, MI 48219</td>
<td>248-538-0073</td>
<td>None</td>
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<td></td>
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**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dove Academy</td>
<td>Detroit, MI</td>
<td>1997</td>
<td>K-6</td>
<td>404</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Weston Preparatory Academy</td>
<td>Detroit, MI</td>
<td>1998</td>
<td>K-12</td>
<td>471</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Eaton Academy</td>
<td>Detroit, MI</td>
<td>1996</td>
<td>6-12</td>
<td>454</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 3
Total Enrollment: 1,329
States Operated in: MI
Select Management Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>46312 Woodward Ave</td>
<td>248-334-6434</td>
<td><a href="http://www.greatlakesacademy.org">www.greatlakesacademy.org</a></td>
<td>1997</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Pontiac, MI 48342</td>
<td>248-334-6457</td>
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</table>

**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Lakes Academy</td>
<td>Pontiac, MI</td>
<td>1997</td>
<td>K-6</td>
<td>209</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

- Total # of Schools: 1
- Total Enrollment: 209
- States Operated in: MI
Self Development Charter School

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mesa, AZ 85205</td>
<td>480-641-2678</td>
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Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Development Charter School</td>
<td>Mesa, AZ</td>
<td>2000</td>
<td>K-7</td>
<td>271</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 271
States Operated in: AZ
# Educational Management Company

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>3100 Elmwood Street</td>
<td>313-875-2207</td>
<td>None</td>
<td>1998</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Detroit, MI 48207</td>
<td>313-875-2311</td>
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</table>

## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ross Hill Academy Middle High School</td>
<td>Detroit, MI</td>
<td>1998</td>
<td>9-12</td>
<td>78</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Ross Hill Academy Elementary</td>
<td>Detroit, MI</td>
<td>1998</td>
<td>K-8</td>
<td>107</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

**Total # of Schools:** 2  
**Total Enrollment:** 185  
**States Operated in:** MI
# Smart Schools Management

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1245 Hammond Rd East</td>
<td>231-932-6015</td>
<td><a href="http://www.smartschoolsinc.com">www.smartschoolsinc.com</a></td>
<td>1996</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Traverse City, MI 49686</td>
<td>231-922-9392</td>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Traverse Academy</td>
<td>Traverse City, MI</td>
<td>1999</td>
<td>K-12</td>
<td>1037</td>
<td>Yes</td>
<td>No</td>
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</table>

- **Total # of Schools:** 1
- **Total Enrollment:** 1,037
- **States Operated in:** MI
<table>
<thead>
<tr>
<th>Address</th>
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<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>3031 W Grand Blvd, Suite 524 Detroit, MI 48202</td>
<td>313-873-7625</td>
<td>None</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
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**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marvin L Winans Academy of Performing Arts</td>
<td>Detroit, MI</td>
<td>1997</td>
<td>K-12</td>
<td>724</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

Total # of Schools: 1  
Total Enrollment: 724  
States Operated in: MI
Southern Arizona Community Academy, Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>2470 N. Tucson Blvd.</td>
<td>520-319-6113</td>
<td><a href="http://www.sacademy.com">www.sacademy.com</a></td>
<td>1999</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Tucson, AZ 85716</td>
<td>520-319-6115</td>
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Company Schools

<table>
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<tr>
<th>School Name</th>
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<th>Grades Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Arizona Community Academy</td>
<td>Tucson, AZ</td>
<td>1999</td>
<td>9-12</td>
<td>187</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 187
States Operated in: AZ
# Summit Management Consulting

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>4864 Lapeer Road</td>
<td>810-434-3291</td>
<td>fromthesummit.com</td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
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## Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landmark Academy</td>
<td>Kimball, MI</td>
<td>1999</td>
<td>K-9</td>
<td>813</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

- **Total # of Schools:** 1
- **Total Enrollment:** 813
- **States Operated in:** MI
### Superior Management Corporation

**Small Company: Managing 3 or fewer Schools**

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>401 South Old Coachman Road</td>
<td>727-793-2400</td>
<td>None</td>
<td>2006</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>Clearwater, FL 33765</td>
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#### Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plato Academy Charter School</td>
<td>Clearwater, FL</td>
<td>2004</td>
<td>K-5</td>
<td>232</td>
<td>Yes</td>
<td>No</td>
</tr>
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</table>

Total # of Schools: 1  
Total Enrollment: 232  
States Operated in: FL
Synergy Training Solutions
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>24535 Jefferson</td>
<td>586-445-7069</td>
<td>None</td>
<td>1996</td>
<td>Private</td>
<td>Unknown</td>
</tr>
<tr>
<td>St.Clair Shores, MI 48080</td>
<td>586-445-9139</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
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</tbody>
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Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan Health Academy</td>
<td>Detroit, MI</td>
<td>1996</td>
<td>9-12</td>
<td>193</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>HEART Academy</td>
<td>Harper Woods, MI</td>
<td>1997</td>
<td>9-12</td>
<td>218</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Total # of Schools: 2
Total Enrollment: 411
States Operated in: MI
TAG Elementary, Inc.
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>10129 E. Speedway Blvd Tucson, AZ 85748</td>
<td>520-296-0006 520-296-0046</td>
<td>None</td>
<td>1998</td>
<td>Private</td>
<td>Profitable</td>
</tr>
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</table>

**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAG Charter School</td>
<td>Tucson, AZ</td>
<td>1998</td>
<td>K-8</td>
<td>214</td>
<td>Yes</td>
<td>No</td>
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</tbody>
</table>

Total # of Schools: 1
Total Enrollment: 214
States Operated in: AZ
## Technical Academy Group LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>4800 Oakman Blvd, Dearborn, MI 48126</td>
<td>313-582-4500</td>
<td><a href="http://www.atafordpas.org">www.atafordpas.org</a></td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
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<tr>
<td></td>
<td>313-582-9407</td>
<td></td>
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### Company Schools

<table>
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<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Technology Academy</td>
<td>Dearborn, MI</td>
<td>2000</td>
<td>K-12</td>
<td>1084</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1  
Total Enrollment: 1,084  
States Operated in: MI
Three Cord Inc.

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>459 West King Street</td>
<td>717-845-4046</td>
<td>None</td>
<td>2005</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>York, PA 17401</td>
<td>717-845-4057</td>
<td></td>
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</tbody>
</table>

**Company Schools**

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hope Academy Charter School</td>
<td>York, PA</td>
<td>2007</td>
<td>6-12</td>
<td>400</td>
<td>Yes</td>
<td>No</td>
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</table>

Total # of Schools: 1
Total Enrollment: 400
States Operated in: PA
Transitions Consultants LLC
Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>P.O. Box 673</td>
<td>313-865-6024</td>
<td>None</td>
<td>2007</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Southfield, MI 48037</td>
<td>313-865-6658</td>
<td>None</td>
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**Company Schools**

<table>
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<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Washington Carver Academy</td>
<td>Highland Park, MI</td>
<td>1999</td>
<td>K-8</td>
<td>542</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>West Village Academy</td>
<td>Dearborn, MI</td>
<td>1999</td>
<td>K-8</td>
<td>358</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 2
Total Enrollment: 900
States Operated in: MI
Visions Education Development Consortium LLC

Small Company: Managing 3 or fewer Schools

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
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<th>Year Founded</th>
<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>310 W. Oakley</td>
<td>810-341-6944</td>
<td><a href="http://www.k12-web.org/School/CenterA">www.k12-web.org/School/CenterA</a></td>
<td>Unknown</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Flint, MI 48503</td>
<td>810-341-6949</td>
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Company Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>School Location</th>
<th>Year Founded</th>
<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center Academy</td>
<td>Flint, MI</td>
<td>1999</td>
<td>K-8</td>
<td>388</td>
<td>Yes</td>
<td>No</td>
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Total # of Schools: 1
Total Enrollment: 388
States Operated in: MI
## Youth and Family Centered Services

*Small Company: Managing 3 or fewer Schools*

<table>
<thead>
<tr>
<th>Address</th>
<th>Telephone and Fax</th>
<th>Web Address</th>
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<th>Privately Held / Publicly Traded</th>
<th>Profitability</th>
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</thead>
<tbody>
<tr>
<td>512-327-4576</td>
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### Company Schools

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<tr>
<th>School Name</th>
<th>School Location</th>
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<th>Grade Levels Served</th>
<th>Enrollment</th>
<th>Charter School?</th>
<th>Virtual School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tampa Bay Academy</td>
<td>Riverview, FL</td>
<td>Unknown</td>
<td>9-12</td>
<td>192</td>
<td>Yes</td>
<td>No</td>
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**Total # of Schools:** 1  
**Total Enrollment:** 192  
**States Operated in:** FL
PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2008-2009

Virtual Schools
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

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities and Sciences Academy Arizona</td>
<td>Humanities and Sciences Academy of the United States, Inc.</td>
<td>800-762-0010</td>
<td>humsci.org</td>
<td>2003</td>
<td>32</td>
<td>Yes</td>
</tr>
<tr>
<td>Arizona Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-4947</td>
<td><a href="http://www.azva.org">www.azva.org</a></td>
<td>2003</td>
<td>4000</td>
<td>Yes</td>
</tr>
<tr>
<td>Arizona Connections Academy</td>
<td>Connections Academy</td>
<td>480-782-5842</td>
<td><a href="http://www.connectionacademy.com/arca">www.connectionacademy.com/arca</a></td>
<td>2005</td>
<td>600</td>
<td>Yes</td>
</tr>
<tr>
<td>Pinnacle Virtual High School</td>
<td>Pinnacle Education, Inc.</td>
<td>480-755-8222</td>
<td>pin-ed.com</td>
<td>2003</td>
<td>1001</td>
<td>Yes</td>
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### Arkansas

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arkansas Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-4952</td>
<td><a href="http://www.arva.org">www.arva.org</a></td>
<td>2002</td>
<td>501</td>
<td>Yes</td>
</tr>
</tbody>
</table>
For-Profit Virtual Schools Listed by State

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

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Virtual Academy at San Joaquin</td>
<td>K12 Inc.</td>
<td>866-339-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2007</td>
<td>280</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Sutter</td>
<td>K12 Inc.</td>
<td>866-339-6787</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2006</td>
<td>451</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Los Angeles</td>
<td>K12 Inc.</td>
<td>866-339-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2006</td>
<td>3647</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at San Diego</td>
<td>K12 Inc.</td>
<td>866-839-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2002</td>
<td>1839</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Kings</td>
<td>K12 Inc.</td>
<td>866-839-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2002</td>
<td>575</td>
<td>Yes</td>
</tr>
<tr>
<td>Insight School of California - North Bay</td>
<td>Insight Schools</td>
<td>800-670-5391</td>
<td>insightca.net/northbay/index.asp</td>
<td>2007</td>
<td>202</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Jamestown</td>
<td>K12 Inc.</td>
<td>866-339-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2002</td>
<td>160</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Sonoma</td>
<td>K12 Inc.</td>
<td>Unknown</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2004</td>
<td>789</td>
<td>Yes</td>
</tr>
<tr>
<td>California Virtual Academy at Kern</td>
<td>K12 Inc.</td>
<td>866-339-6790</td>
<td><a href="http://www.caliva.org">www.caliva.org</a></td>
<td>2002</td>
<td>438</td>
<td>Yes</td>
</tr>
<tr>
<td>Capistrano Connections Academy</td>
<td>Connections Academy</td>
<td>949-492-9131</td>
<td><a href="http://www.connectionacademy.com/CAPOCA">www.connectionacademy.com/CAPOCA</a></td>
<td>2004</td>
<td>762</td>
<td>Yes</td>
</tr>
<tr>
<td>Insight School of California - Los Angeles</td>
<td>Insight Schools</td>
<td>800-670-5391</td>
<td>insightca.net/losangeles/index.asp</td>
<td>2007</td>
<td>122</td>
<td>Yes</td>
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</tbody>
</table>
## 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

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Connections Academy</td>
<td>Connections Academy</td>
<td>303-794-2302</td>
<td><a href="http://www.connectionssacademy.com/colorado/oca">www.connectionssacademy.com/colorado/oca</a></td>
<td>2002</td>
<td>704</td>
<td>No</td>
</tr>
<tr>
<td>CDELA (Colorado Distance &amp; Electronic Learning Academy)</td>
<td>White Hat Management</td>
<td>303-637-9234</td>
<td><a href="http://www.c">www.c</a> dela.com</td>
<td>2006</td>
<td>441</td>
<td>Yes</td>
</tr>
<tr>
<td>Colorado Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-6816</td>
<td><a href="http://www.covcs.org">www.covcs.org</a></td>
<td>2001</td>
<td>4501</td>
<td>Yes</td>
</tr>
<tr>
<td>Insight School of Colorado</td>
<td>Insight Schools</td>
<td>800-705-1528</td>
<td><a href="http://www.insightcohs.net">www.insightcohs.net</a></td>
<td>2008</td>
<td>528</td>
<td>Yes</td>
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### Florida

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-8803</td>
<td><a href="http://www.k12.com/flva">www.k12.com/flva</a></td>
<td>2003</td>
<td>940</td>
<td>No</td>
</tr>
<tr>
<td>Florida Connections Academy</td>
<td>Connections Academy</td>
<td>407-857-6588</td>
<td><a href="http://www.connectionssacademy.com/FloridaCA">www.connectionssacademy.com/FloridaCA</a></td>
<td>2003</td>
<td>940</td>
<td>No</td>
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</table>

### Idaho

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>iSucceed Virtual High School</td>
<td>Insight Schools</td>
<td>800-211-1687</td>
<td><a href="http://www.isucceedvhs.net">www.isucceedvhs.net</a></td>
<td>2008</td>
<td>337</td>
<td>Yes</td>
</tr>
<tr>
<td>Inspire Virtual Academy</td>
<td>Connections Academy</td>
<td>208-322-4012</td>
<td><a href="http://www.connectionssacademy.com/NSPIRE">www.connectionssacademy.com/NSPIRE</a></td>
<td>2005</td>
<td>488</td>
<td>Yes</td>
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<tr>
<td>Idaho Virtual Academy</td>
<td>K12 Inc.</td>
<td>208-322-3559</td>
<td><a href="http://www.idahova.org">www.idahova.org</a></td>
<td>2004</td>
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### Illinois

<table>
<thead>
<tr>
<th>School Name</th>
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<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago Virtual Charter School</td>
<td>K12 Inc.</td>
<td>866-612-1450</td>
<td><a href="http://www.k12.com/cvcs">www.k12.com/cvcs</a></td>
<td>2006</td>
<td>400</td>
<td>Yes</td>
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</table>
For-Profit Virtual Schools Listed by State

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

### Indiana

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hoosier Academy - Indianapolis</td>
<td>K12 Inc.</td>
<td>317-805-4376</td>
<td><a href="http://www.k12.com/ha">www.k12.com/ha</a></td>
<td>2008</td>
<td>295</td>
<td>Yes</td>
</tr>
<tr>
<td>Hoosier Academy - Muncie</td>
<td>K12 Inc.</td>
<td>765-288-9633</td>
<td><a href="http://www.k12.com/ha">www.k12.com/ha</a></td>
<td>2008</td>
<td>77</td>
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### Kansas

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Kansas</td>
<td>Insight Schools</td>
<td>913-686-5600</td>
<td><a href="http://www.insightks.net">www.insightks.net</a></td>
<td>2008</td>
<td>576</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Minnesota

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight School of Minnesota</td>
<td>Insight Schools</td>
<td>800-711-5944</td>
<td><a href="http://www.insightmn.net">www.insightmn.net</a></td>
<td>2008</td>
<td>299</td>
<td>Yes</td>
</tr>
<tr>
<td>MTS Minnesota Connections Academy</td>
<td>Connections Academy</td>
<td>612-729-1090</td>
<td><a href="http://www.connectionacademy.com/mtsma">www.connectionacademy.com/mtsma</a></td>
<td>2005</td>
<td>772</td>
<td>Yes</td>
</tr>
<tr>
<td>iQ Academy Minnesota</td>
<td>KC Distance Learning Inc.</td>
<td>877-994-4766</td>
<td><a href="http://www.iqacademy">www.iqacademy</a> mn.org</td>
<td>Unknown</td>
<td>154</td>
<td>No</td>
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### Nevada

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
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</thead>
<tbody>
<tr>
<td>Insight School of Nevada</td>
<td>Insight Schools</td>
<td>800-208-1931</td>
<td><a href="http://www.insightnv.net">www.insightnv.net</a></td>
<td>2008</td>
<td>340</td>
<td>Yes</td>
</tr>
<tr>
<td>Nevada Virtual Academy</td>
<td>K12 Inc.</td>
<td>702-407-1825</td>
<td><a href="http://www.k12/com/nvva">www.k12/com/nvva</a></td>
<td>2007</td>
<td>721</td>
<td>Yes</td>
</tr>
<tr>
<td>Nevada Connections Academy</td>
<td>Connections Academy</td>
<td>775-826-4200</td>
<td><a href="http://www.connectionacademy.com">www.connectionacademy.com</a></td>
<td>2007</td>
<td>934</td>
<td>Yes</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Community School of Ohio</td>
<td>eSchool Consultants</td>
<td>614-501-9473</td>
<td><a href="http://www.vcslearn.org">www.vcslearn.org</a></td>
<td>2002</td>
<td>1398</td>
<td>Yes</td>
</tr>
<tr>
<td>Electronic Classroom of Tomorrow</td>
<td>Altair Learning Management</td>
<td>888-326-8395</td>
<td>Unknown</td>
<td>2001</td>
<td>8476</td>
<td>Yes</td>
</tr>
<tr>
<td>Ohio Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-9072</td>
<td><a href="http://www.k12.com/ohva">www.k12.com/ohva</a></td>
<td>2002</td>
<td>7277</td>
<td>Yes</td>
</tr>
<tr>
<td>OHDELA (Ohio Distance &amp; Electronic Learning Academy)</td>
<td>White Hat Management</td>
<td>330-253-8680</td>
<td><a href="http://www.ohdela.com">www.ohdela.com</a></td>
<td>2002</td>
<td>1621</td>
<td>Yes</td>
</tr>
<tr>
<td>Ohio Connections Academy</td>
<td>Connections Academy</td>
<td>513-533-3230</td>
<td><a href="http://www.connectionacademy.com/oca">www.connectionacademy.com/oca</a></td>
<td>2003</td>
<td>1532</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Oregon

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon Connections Academy</td>
<td>Connections Academy</td>
<td>503-394-4315</td>
<td><a href="http://www.connectionacademy.com/orca">www.connectionacademy.com/orca</a></td>
<td>2005</td>
<td>2506</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Pennsylvania

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Connections Academy</td>
<td>Connections Academy</td>
<td>717-605-8900</td>
<td><a href="http://www.connectionacademy.com/cc">www.connectionacademy.com/cc</a></td>
<td>2003</td>
<td>2875</td>
<td>Yes</td>
</tr>
<tr>
<td>Agora Cyber Charter School</td>
<td>K12 Inc.</td>
<td>866-548-9452</td>
<td><a href="http://www.agora.org">www.agora.org</a></td>
<td>2005</td>
<td>4600</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### South Carolina

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Carolina Connections Academy</td>
<td>Connections Academy</td>
<td>803-212-4712</td>
<td><a href="http://www.connectionacademy.com/south-carolina-">www.connectionacademy.com/south-carolina-</a></td>
<td>2008</td>
<td>659</td>
<td>Yes</td>
</tr>
<tr>
<td>South Carolina Virtual Charter School</td>
<td>K12 Inc.</td>
<td>803-253-6222</td>
<td><a href="http://www.k12.com">www.k12.com</a></td>
<td>2008</td>
<td>1100</td>
<td>Yes</td>
</tr>
<tr>
<td>Insight School of South Carolina</td>
<td>Insight Schools</td>
<td>800-260-5165</td>
<td>insightsc.net/index.asp</td>
<td>2008</td>
<td>600</td>
<td>Yes</td>
</tr>
</tbody>
</table>
## For-Profit Virtual Schools Listed by State

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

### Texas

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas Virtual Academy at Southwest</td>
<td>K12 Inc.</td>
<td>866-360-0161</td>
<td><a href="http://www.k12.com/txva">www.k12.com/txva</a></td>
<td>2006</td>
<td>1400</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Washington

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>iQ Academy Washington</td>
<td>KC Distance Learning Inc.</td>
<td>888-899-4792</td>
<td><a href="http://www.iqacademywa.com">www.iqacademywa.com</a></td>
<td>Unknown</td>
<td>75</td>
<td>No</td>
</tr>
<tr>
<td>Insight School of Washington</td>
<td>Insight Schools</td>
<td>866-800-0017</td>
<td><a href="http://www.insightwa.net">www.insightwa.net</a></td>
<td>2006</td>
<td>1137</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Wisconsin

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wisconsin Virtual Academy</td>
<td>K12 Inc.</td>
<td>866-339-9913</td>
<td><a href="http://www.wivcs.org">www.wivcs.org</a></td>
<td>2003</td>
<td>878</td>
<td>Yes</td>
</tr>
<tr>
<td>Honors High Online of Wisconsin</td>
<td>K12 Inc.</td>
<td>866-339-9913</td>
<td><a href="http://www.k12.com/h2owi">www.k12.com/h2owi</a></td>
<td>2006</td>
<td>162</td>
<td>Yes</td>
</tr>
<tr>
<td>Wisconsin Connections Academy</td>
<td>Connections Academy</td>
<td>920-993-7076</td>
<td><a href="http://www.connectionacademy.com/wca">www.connectionacademy.com/wca</a></td>
<td>2002</td>
<td>410</td>
<td>Yes</td>
</tr>
<tr>
<td>Insight School of Wisconsin</td>
<td>Insight Schools</td>
<td>866-800-0027</td>
<td><a href="http://www.insightwi.net">www.insightwi.net</a></td>
<td>2007</td>
<td>407</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Wyoming

<table>
<thead>
<tr>
<th>School Name</th>
<th>Parent Company</th>
<th>Telephone</th>
<th>Web Address</th>
<th>Year Founded</th>
<th>Enrollment</th>
<th>Charter School?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyoming Virtual School</td>
<td>K12 Inc.</td>
<td>307-685-3248</td>
<td>Unknown</td>
<td>2006</td>
<td>86</td>
<td>No</td>
</tr>
</tbody>
</table>
Appendix A

Reader’s Guide

Definition of Terms

• **Charter School**: Charter schools provide free elementary/secondary education under a charter granted by a legislatively recognized public entity or publicly appointed entity so that they qualify for local and state taxpayer funds in the same way as conventional district schools.

• **Virtual School**: A virtual school (also known as cyber school) delivers its curriculum and provides instruction via the Internet and electronic communication. A virtual school meets the definition and requirements of schools as specified in state statutes.

• **Education Management Organization (EMO)**: An EMO is an organization or firm that manages at least one school that receives public funds and operates the public school(s) it manages under the same admissions rules as regular public schools. EMOs can be for-profit or nonprofit organizations. They can manage traditional public schools or charter schools.

• **Instructional Levels**: Instructional levels are calculated from the lowest and highest grades for which students are enrolled in a school. According to the Common Core of Data:
  - *Primary schools* are those with a low grade of prekindergarten through grade 3 and an upper grade of up to 8.
  - *Middle schools* contain a low grade of 4-7 and an upper grade ranging from 4 to 9.
  - *High schools* have a low grade of 7 to 12 and must extend through grade 12.
  - *Other* includes all other grade configurations, including schools that are completely ungraded.
# Appendix B
## Data Sources by State

<table>
<thead>
<tr>
<th>State</th>
<th>Dates of DOE contact(s)</th>
<th>Relevant website(s)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>AZ</td>
<td>Not applicable</td>
<td><a href="http://www.ade.state.az.us/edd/">http://www.ade.state.az.us/edd/</a></td>
<td>All pertinent information was retrieved from Arizona Department of Education website.</td>
</tr>
<tr>
<td>FL</td>
<td>3/4/2009</td>
<td></td>
<td>School level enrollments and a list of operating EMOs and their schools sent via email by the Florida Department of Education.</td>
</tr>
<tr>
<td>GA</td>
<td>3/4/2009</td>
<td><a href="http://www.doe.k12.ga.us/ReportingFW.aspx?PageReq=211&amp;StateId=ALL&amp;PID=61&amp;PTID=67&amp;TCTID=215&amp;T=0">http://www.doe.k12.ga.us/ReportingFW.aspx?PageReq=211&amp;StateId=ALL&amp;PID=61&amp;PTID=67&amp;TCTID=215&amp;T=0</a></td>
<td>Complete with 2008 ENR from Georgia Department of Education website; charter schools profiles were searched to find additional EMOs and EMO-managed schools; state department does not track EMO information.</td>
</tr>
<tr>
<td>HI</td>
<td>3/4/2009</td>
<td><a href="http://www.cde.state.co.us/cdechart/download/2008Enrollment.pdf">http://www.cde.state.co.us/cdechart/download/2008Enrollment.pdf</a></td>
<td>EdisonLearning still partners with Hawaii schools to provide &quot;Achievement Services.&quot; However, after further research and conversations with officials and representatives of the schools in Hawaii, the authors decided to exclude schools at which only &quot;Achievement Services&quot; are offered. Therefore, only schools that Edison labels as comprehensive &quot;School Designs&quot; are profiled.</td>
</tr>
<tr>
<td>IA</td>
<td>3/21/2009</td>
<td></td>
<td>The Iowa Department of Education confirmed that Edison Learning was the only management organization operating in Iowa. The Iowa DOE also provided the 2008 enrollment for that school.</td>
</tr>
<tr>
<td>State</td>
<td>Dates of DOE contact(s)</td>
<td>Relevant website(s)</td>
<td>Notes</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------------</td>
<td>---------------------</td>
<td>-------</td>
</tr>
<tr>
<td>IN</td>
<td>3/21/2009</td>
<td><a href="http://mustang.doe.state.in.us/SEARCH/schletter.cfm?letter=P">http://mustang.doe.state.in.us/SEARCH/schletter.cfm?letter=P</a></td>
<td>Ball State University Office of Charter Schools provided EMO information on their sponsored schools; Mayor of Indianapolis Office of Charter Schools contacted but messages not returned. All schools’ enrollments were retrieved from 2008 figures on the Indiana Department of Education website.</td>
</tr>
<tr>
<td>LA</td>
<td>3/21/2009, 5/11/2009, 5/14/2009</td>
<td><a href="http://www.nolaparentsguide.org/">http://www.nolaparentsguide.org/</a></td>
<td>New Orleans Parents’ Guide to Public Schools (2009) was examined to discover any additional EMOs or EMO-operated schools. 2008 enrollments were reported from this document as well. A researcher from the American Federation of Teachers as well as university-based researchers provided additional information regarding EMOs and their schools operating in Louisiana.</td>
</tr>
<tr>
<td>MA</td>
<td>3/21/2009</td>
<td><a href="http://profiles.doe.mass.edu/search/search.aspx?leftNavId=11238">http://profiles.doe.mass.edu/search/search.aspx?leftNavId=11238</a></td>
<td>A known list of EMOs was confirmed by Massachusetts Department of Elementary &amp; Secondary Education via email on March 23, 2009. 2008 enrollments were retrieved from Massachusetts Department of Education website.</td>
</tr>
<tr>
<td>MD</td>
<td>3/22/2009, 5/13/2009</td>
<td><a href="http://www.mdreportcard.org/">http://www.mdreportcard.org/</a></td>
<td>The list of Maryland’s charter schools was examined in an attempt to discover any additional EMO-managed schools. Confirmation of EMO-operated schools and guidance regarding 2008 enrollments were provided by the Maryland Charter School Network. The Maryland Charter School Office confirmed schools in operation on 5/19/2009.</td>
</tr>
<tr>
<td>MI</td>
<td>3/6/2009</td>
<td><a href="http://mdoe.state.mi.us/statusreports/statusreports/PSA_07.pdf">http://mdoe.state.mi.us/statusreports/statusreports/PSA_07.pdf</a></td>
<td>A list of 2008-2009 &quot;education service providers&quot; and 2008 enrollments were available from the Center for Educational Performance and Information, a division of the State of Michigan. There were some inconsistencies in the data when it came to specific schools operated by EMOs.</td>
</tr>
<tr>
<td>MN</td>
<td>3/22/2009, 4/27/2009</td>
<td><a href="http://education.state.mn.us/MDE/Data/Data_Downloads/Student/Enrollment/School/index.html">http://education.state.mn.us/MDE/Data/Data_Downloads/Student/Enrollment/School/index.html</a></td>
<td>All Minnesota charter school sponsors were emailed in an attempt to discover additional EMOs or EMO-managed schools; 2008 enrollments were retrieved from Minnesota Department of Education.</td>
</tr>
<tr>
<td>MO</td>
<td>3/22/2009, 4/14/2009</td>
<td>A list of EMOs and EMO-managed schools and their 2008 enrollments were provided via email by Missouri Department of Education.</td>
<td></td>
</tr>
<tr>
<td>NV</td>
<td>3/22/2009, 4/21/2009</td>
<td>2008 enrollments were provided via email by Department of Education. Confirmation of Edison Learning schools and their enrollments were provided via email by Clark Country School District.</td>
<td></td>
</tr>
<tr>
<td>NY</td>
<td>3/22/2009</td>
<td><a href="http://www.emsc.nysed.gov/psc/cdirectory">http://www.emsc.nysed.gov/psc/cdirectory</a></td>
<td>Charter school profiles retrieved from <a href="http://www.emsc.nysed.gov/psc/cdirectory">www.emsc.nysed.gov/psc/cdirectory</a> were examined for additional management organizations and EMO-operated schools. 2008-2009 enrollments for charters were reported from these profiles.</td>
</tr>
<tr>
<td>OH</td>
<td>3/22/2009</td>
<td>The Ohio Department of Education does not track EMOs. Additional EMOs and schools were uncovered with the help of the Ohio Education Association (OEA). Enrollment data for 2008 were provided by the OEA, as they were not yet available in a readily usable format from the DOE. When EMOs provided updated enrollments for schools operating in Ohio, those updated enrollments are reported.</td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td>3/22/2009, 5/5/2009</td>
<td>2008 enrollment figures were provided via email by Oregon Department of Education. Key informants knew of no new EMOs or EMO-managed schools.</td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>Dates of DOE contact(s)</td>
<td>Relevant website(s)</td>
<td>Notes</td>
</tr>
<tr>
<td>-------</td>
<td>------------------------</td>
<td>---------------------</td>
<td>-------</td>
</tr>
<tr>
<td>PA</td>
<td>3/22/2009, 4/28/2009</td>
<td><a href="http://www.pde.state.pa.us/k12statistics/site/default.asp?g=0">http://www.pde.state.pa.us/k12statistics/site/default.asp?g=0</a></td>
<td>Each charter school’s 2008 Charter Annual Report was examined in order to discover additional EMOs; known EMO-operated charter schools were updated using information from these reports. Edison and Victory district schools reported enrollments’ are October 1, 2007 enrollments. As of August 4, 2009, 2008 enrollments were not yet available. Contacts at Propel Schools and the Pennsylvania Department of Education's Division of Nonpublic, Private &amp; Charter School Services were contacted for additional information on EMOs operating in the state. If EMOs have provided updated enrollments for schools operating in Pennsylvania, those updated enrollments are reported.</td>
</tr>
<tr>
<td>TN</td>
<td>4/22/2009</td>
<td></td>
<td>Tennessee Department of Education confirmed list of EMO-managed in the state and provided 2008 enrollments for these schools via email.</td>
</tr>
<tr>
<td>TX</td>
<td>3/27/2009, 5/15/2009</td>
<td></td>
<td>As of August 4, 2009, 2008 enrollments were not yet available. TEA Division of Charter Schools provided a list of for-profit EMOs and their managed schools via email.</td>
</tr>
<tr>
<td>UT</td>
<td>Not applicable</td>
<td></td>
<td>Academica provided data for all 6 EMO-operated schools in Utah. This is the only for-profit EMO that operates in the state.</td>
</tr>
<tr>
<td>VA</td>
<td>3/27/2009</td>
<td></td>
<td>Department of Education provided list of EMOs, EMO-managed schools, and 2008 enrollments via email.</td>
</tr>
<tr>
<td>WA</td>
<td>Not applicable</td>
<td><a href="http://reportcard.ospi.k12.wa.us/">http://reportcard.ospi.k12.wa.us/</a></td>
<td>Washington was identified as having an Insight School on August 5, 2009. Enrollment for this school was retrieved from the 2007-2008 school report card.</td>
</tr>
<tr>
<td>WI</td>
<td>3/27/2009, 5/5/2009</td>
<td><a href="http://data.dpi.state.wi.us/data/DataDownload/frm.SelectDataSet.asp">http://data.dpi.state.wi.us/data/DataDownload/frm.SelectDataSet.asp</a></td>
<td>Wisconsin Department of Public Instruction does not track EMOs; 2008 school enrollments were retrieved from WDPI website.</td>
</tr>
<tr>
<td>WY</td>
<td>3/27/2009, 5/5/2009</td>
<td></td>
<td>Wyoming Department of Education confirmed K12’s Wyoming Virtual School was the only EMO-managed school in the state. Principal of the school was contacted for current enrollment.</td>
</tr>
</tbody>
</table>
### Appendix C: No Longer Profiled Companies

These companies were once profiled but are no longer being tracked for the reason(s) listed.

<table>
<thead>
<tr>
<th>Name of Company</th>
<th>Years Profiled</th>
<th>Reason for Exclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge Academy East, Inc.</td>
<td>2003-2005</td>
<td>Cambridge Academy East, Inc. representative reported on 01/20/06 it operates as a non-profit company.</td>
</tr>
<tr>
<td>Cesar Chavez Middle Schools</td>
<td>2003-2005</td>
<td>Cesar Chavez Learning Community, Inc representative reported on 01/19/06 it operates as a non-profit company.</td>
</tr>
<tr>
<td>Crawford First Education</td>
<td>2000-2002</td>
<td>Crawford First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.</td>
</tr>
<tr>
<td>Designs for Learning, Inc.</td>
<td>2000-2005</td>
<td>Designs for Learning, Inc. representative reported on 01/09/06 that it provides professional services, customized training, and consulting. Therefore, it is not considered an EMO.</td>
</tr>
<tr>
<td>Educational Services, Inc.</td>
<td>2002-2005</td>
<td>Educational Services, Inc. reports that it transferred schools Pathways Charter High School and Pathways Preparatory Academy to a non-profit charter named Pathways Charter School, Inc on 07/01/05, per company profile response on 01/04/06.</td>
</tr>
<tr>
<td>Excel Education Centers, Inc.</td>
<td>1999-2007</td>
<td>Verbal confirmation from employee at Liberty Traditional School, a school which used to be managed by Excel under a different name.</td>
</tr>
<tr>
<td>General Health Corp.- Arizona Youth Associates</td>
<td>2003-2005</td>
<td>General Health Corp.- Arizona Youth Associates became a non-profit on 11/01/05. As per profile response: &quot;we moved the charter school over and under a non-profit sector of the parent company. This is in response to the federal DOE's interpretation that for-profit status precludes a school from being classified as a ‘public school’ for the purposes of receiving grant funding.”</td>
</tr>
<tr>
<td>Name of Company</td>
<td>Years Profiled</td>
<td>Reason for Exclusion</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Ideabanc, Inc.</td>
<td>2002-2005</td>
<td>Company reports it became a non-profit on 07/01/05 and changed name to Edventure, Inc., per company profile response on 12/06/05.</td>
</tr>
<tr>
<td>Innovative Educational Programs</td>
<td>2002</td>
<td>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 12/12/02.</td>
</tr>
<tr>
<td>Malone Management</td>
<td>1999-2001</td>
<td>Malone Management closed the only school they operated in 2000 and does not currently operate any schools.</td>
</tr>
<tr>
<td>Mountain Rose</td>
<td>2002</td>
<td>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 09/26/02. Note: This company changed their name in 2004 to Rose Management, and has returned to operating as a for-profit entity.</td>
</tr>
<tr>
<td>Ombudsman Educational Services, Ltd.</td>
<td>2002-2005</td>
<td>Ombudsman reports it was acquired by Educational Services of America, Inc. effective 09/16/05.</td>
</tr>
<tr>
<td>ORBIS Management Group, LLC</td>
<td>2002-2006</td>
<td>In a telephone interview 2/23/2007, a spokeswoman at Orbis Management Group said the company's work with Walden Green Day School was limited to managing its payroll account and related services. It therefore does not meet EMO criteria.</td>
</tr>
<tr>
<td>Pitman Resources</td>
<td>2002</td>
<td>Pitman Resources' charter schools were bought by Sequoia Schools. Information received via telephone conversation with Pitman Resources on 12/03/02.</td>
</tr>
<tr>
<td>Planagement Group, L.P., The</td>
<td>2005-2007</td>
<td>Schools are now managed by Responsive Education Solutions, a non-profit company.</td>
</tr>
<tr>
<td>ReInventEd, Inc.</td>
<td>2003</td>
<td>Charter revoked by Charter School Board for failure to administer the AIMS HS writing test in February 2003 and failing to provide educational services. Information attributed to 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 11/02/04.</td>
</tr>
<tr>
<td>Name of Company</td>
<td>Years Profiled</td>
<td>Reason for Exclusion</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sequoia Charter Schools</td>
<td>2002-2005</td>
<td>Sequoia Charter Schools reported it became a non-profit on 11/01/05.</td>
</tr>
<tr>
<td>Shadow Ridge</td>
<td>2003</td>
<td>No longer listed by the Arizona Department of Education as a charter school operator.</td>
</tr>
<tr>
<td>Tucson Country Day School</td>
<td>2003</td>
<td>Indicated that they are a non-profit company. Information received via fax communication with Tucson Country Day School on 09/24/03.</td>
</tr>
</tbody>
</table>
Appendix D

Methods for Compiling School Profiles

Compiled each year since 1998-1999, Profiles of For-Profit Education Management Organizations 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 was compiled using a combination of data sources. This year the research began with a focus on state departments of education. Each state known to have for-profit EMOs in operation was contacted to determine whether the state was tracking education management organizations and their schools. If a state tracked EMOs and had released current year enrollments, that information was used to update our data on the EMOs and the schools they operate in that state. Very few states are tracking EMOs or have information on the number and scope of EMO involvement. Therefore, after considering official state sources, we used one or more of the following methods to identify additional EMOs and EMO-managed schools: examination of state charter school directories; general Internet searches; and contacts made with advocacy groups, charter school sponsors, charter schools, or other key informants (see Appendix B for a complete list of methods used for each state).

After this round of state-level research was completed, each identified for-profit EMO was sent a document with descriptive information collected about the company and its schools. Representatives of the EMO were asked to confirm this information. Even though states did not have much data that identified EMOs, once we could determine which schools were operated by EMOs, we relied on the vast amount of information available from official state sources. Therefore, fewer attempts were made to solicit a response from EMOs for the current report than had been attempted in past years. In all cases, two contacts were attempted to solicit a response from each large, medium, and small EMO. Due to the more favorable response rate to faxes sent last year, the authors decided to focus on this medium of contact for the current report. In most cases, two faxes were sent to each EMO. If the EMO did not list a fax number, an email was sent to all contacts listed on the company website or through the company website contact form. If neither a company email nor fax number could be located, faxes were sent to the first school listed on the company profile.

As a reflection of the fewer attempts to contact EMOs, we also received a lower response rate than in 2007-2008. Forty-four percent of large EMOs responded to our requests this year, as compared to 67% in 2007-2008. We received responses from 20% of medium EMOs in 2008-2009 as compared to 57% in 2007-2008), and 24% of small EMOs, compared to 36% in 2007-2008.

In most cases in which we received a response, we received all of the information we sought. In a few instances, the returned company profile was still missing years founded or updated enrollments. In these cases, one additional contact was attempted via email to gather the omitted information. For schools in states in which official enrollments had been released, those numbers were reported regardless of the enrollments reported by EMOs. In states for which 2008 enrollments had not been released, updated enrollments sent by the companies were used. In some cases, the state had not yet released 2008 enrollments and the company did not respond. For these schools, official 2007-2008 enrollments have been reported.

The companies profiled represent those Education Management Organizations that the authors could positively identify as for-profit management companies and those classified as Education Management Organizations by state departments of education.