

1-1-2003

# Profiles of For-Profit Education Management Organizations: 2002-2003

Alex Molnar

University of Colorado Boulder, [nepc.molnar@gmail.com](mailto:nepc.molnar@gmail.com)

Glen Wilson

Daniel Allen

Follow this and additional works at: <https://scholar.colorado.edu/nepc>

 Part of the [Education Commons](#)

---

## Recommended Citation

Molnar, A., Wilson, G., & Allen, D. (2003). *Profiles of For-Profit Education Management Organizations: 2002-2003*. Boulder, CO: National Education Policy Center. Retrieved [date] from <https://scholar.colorado.edu/nepc/377>

This Research Brief is brought to you for free and open access by Centers and Research Institutes at CU Scholar. It has been accepted for inclusion in National Education Policy Center by an authorized administrator of CU Scholar. For more information, please contact [cuscholaradmin@colorado.edu](mailto:cuscholaradmin@colorado.edu).



# **Profiles of For-Profit Education Management Companies Fifth Annual Report 2002-2003**

**Alex Molnar  
Glen Wilson  
Daniel Allen**

## **Commercialism in Education Research Unit (CERU)**

Education Policy Studies Laboratory  
College of Education  
Division of Educational Leadership and Policy Studies  
Box 872411  
Arizona State University  
Tempe, AZ 85287-2411

**January 2003**

**EPSL | Commercialism in Education Research Unit**

EPSL-0301-102-CERU

**Education Policy Studies Laboratory**  
Division of Educational Leadership and Policy Studies  
College of Education, Arizona State University  
P.O. Box 872411, Tempe, AZ 85287-2411  
Telephone: (480) 965-1886  
Fax: (480) 965-0303  
E-mail: [epsl@asu.edu](mailto:epsl@asu.edu)

# **Profiles of For-Profit Education Management Companies 2002-2003**

**by Alex Molnar, Glen Wilson, and Daniel Allen  
Arizona State University**

## **Introduction**

Publicly funded schools run by education management companies on a for-profit basis are a controversial innovation intended to improve schools through the profit-seeking motive of the marketplace.<sup>1</sup> Supporters of this innovation argue that education management companies, in their pursuit of profits, will reduce administrative inefficiency, hire and retain effective administrators and teachers, introduce and refine new educational innovations, and produce gains in student achievement superior to those of regular public schools.<sup>2</sup> While private sector companies have always transacted business with, and profited from selling supplies and equipment to schools, the idea of managing and administering K-12 publicly funded schools with the intent of making profits is relatively new.<sup>3</sup> Seeing the similarities with health maintenance organizations (HMOs) that manage the health care process, Wall Street has used the term “EMO” or “education management organization,” to describe for-profit companies involved in the management and administration of public schools.<sup>4</sup>

## **The Structure of the Industry**

For-profit management of public schools generally takes two forms: local school districts contract with EMOs for the management of existing traditional K-12 public schools (termed “contract schools”) or the EMOs manage public charter schools either as the

charter holder or under the terms of a contract with the charter holder.<sup>5</sup> In the early 90's, EMOs tended to pursue the contract school approach. In recent years, many EMOs have taken the opportunity afforded by permissive charter school legislation and focused on the management of charter schools. It now appears that the increase in the number of charter schools is the main source of EMO growth.<sup>6</sup> That charter schools are important to EMO growth is evidenced by the fact that more than 74 percent of all privately managed public schools profiled were charter schools. Not surprisingly, states such as Michigan and Arizona with permissive charter school laws also have the most schools managed by for-profit companies, with those two states alone counting for 48 percent of all profiled EMO-managed schools. A third, and highly controversial, form has recently emerged: for-profit virtual charter schools. Many policymakers and education officials are asking whether virtual charter schools, schools in which students access lessons at home via the internet with minimal contact with certified teachers, should be supported with public funds.<sup>7</sup> At the least, state officials must decide matters such as how to ensure enrollment counts are accurate; that students are putting in at least the statutorily required number of hours "in class;" and the level of funding that is fair for a school without the physical facilities ("bricks and mortar") that traditional public schools and traditional charter schools must have and maintain.

#### For-Profit Schools: Pros and Cons

Proponents claim that EMOs operating public schools in a more businesslike manner will create economies of scale and other efficiency gains large enough for for-profit companies to educate students and realize higher academic achievement at a cost structure lower than that of traditional public schools, thus resulting in profits to the EMO's investors/shareholders.<sup>8</sup> Although the

figure is disputed, Edison Schools executives have claimed, for example, that the average school district spends about 27 percent of its budget on administration.<sup>9</sup> Edison Schools' long-time business model was to gain a large number of schools and students and to standardize their operations so that they could gain sufficient economies of scale to lower their administrative costs by a significant amount. By August 2002, however, the company has decided to sharply curtail its growth plans. Edison Schools' spokesman, Adam Tucker, said "Edison is moving into a new phase of its development as an organization...it is not about launching schools. It is not about growth and building economies of scale. It is about sustainability."<sup>10</sup>

A major concern about for-profit schools is the tension between delivering a quality educational program to all students versus the pressure to achieve profits for the company stockholders.<sup>11</sup> Critics point out that in business, a company is primarily concerned with their own business interests and not the best interests of their customers. They fear that EMOs will make decisions based on their profit and loss statement rather than the best interests of students just as HMOs have been seen to overrule their physicians' medical decisions when the course of treatment is judged too costly. For example, strong anecdotal evidence exists that one prominent EMO tried to discourage the enrollment of students judged difficult- or costly-to-educate and encouraged such students already enrolled to leave.<sup>12</sup> Another concern of critics is that EMOs, in pursuit of large economies of scale, will standardize managed schools to the extent that they ignore local concerns. Central to the concept of charter schools is that they will be responsive to the communities they serve. Opponents fear the emergence of highly standardized chains of schools (dubbed "McSchools") that are primarily responsive to their corporate headquarters will subvert the decentralization and diversity goals that are important elements of charter school legislation.<sup>13</sup>

Profitability continues to be an elusive goal for EMOs. The consensus view of investors, researchers, and others is that the evidence thus far is insufficient to demonstrate that either the quality of education is improved or that private management companies can profitably manage schools under the “increased economies of scale” business model. Edison Schools, the prime example of the “economies of scale” approach has, according to Securities and Exchange Commission (SEC) filings, has for the quarter ending September 30, 2002, sustained a net loss of \$19.7 million. Edison Schools has, as of September 30, 2002, lost approximately \$276.3 million since November 1996, when Edison changed from a private partnership to a publicly held corporation. Prior to November 1996, Edison Schools sustained losses of about \$61.8 million.<sup>14</sup> Continuing losses for EMOs suggest there will be increased pressure to show positive results. Critics worry that this pressure will lead to policies or actions that are not in the best interests of students. They warn that as profit-seeking businesses, EMOs are apt to consider any business strategy and behavior that is not expressly prohibited by law or regulation. For example, Charter Schools USA has contracted with Ryder System Inc., to have the company provide Charter Schools USA with a new elementary school building at a cost of about \$3.75 million.<sup>15</sup> In exchange, Ryder employees’ children will receive special enrollment rights to enter the school. Thus, a private entity is purchasing preferential treatment for the children of its employees to attend a public school. Although the arrangement has been criticized as improper, it is permissible under Florida law.<sup>16</sup>



According to Eduventures.com, a research/consulting firm that specializes in following the education sector, venture capitalists, in 2000, invested approximately \$723 million in education companies that focus on K-12 education. However, at the end of the first

quarter of 2001, such funding for K-12 companies had fallen to \$134 million.<sup>17</sup> According to analysts, the unavailability of venture capital funding may lead to increased pressures for consolidation within the K-12 for-profit sector. By the end of the second quarter of 2001, merger and acquisition activity began between for-profit operators. Edison Schools Inc. announced in June 2001 that they would acquire the 11-school LearnNow, Inc.<sup>18</sup> and in July 2001 Mosaica Education Inc. announced that they would acquire Advantage Schools Inc.<sup>19</sup> On January 8, 2002, Chancellor Academies Inc. and Beacon Education Management said that they would merge to form Chancellor Beacon Academies, making it the second largest EMO in the country after Edison Schools Inc.<sup>20, 21</sup>

### **2002-2003 Profiles**

This year's report divides EMOs according to three classifications: large (operating ten or more schools), medium (operating 4 to 9 schools), and small (operating 3 schools or less). In past years EPRU used two categories that divided companies into large (operating more than 10 schools) and small (operating less than 10 schools) groups. These changes have been made to more accurately depict the structure of the for-profit education management industry. Other changes in the 2002-2003 report include the addition of a series of graphs and tables following each large company's profile, which track changes in size and growth for each company over the past five years.

The 2002-03 Profiles report is the fifth annual report on for-profit education management companies. Table 1 on the next page indicates the growth in the number of education management companies profiled in each year's report.

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

| School Year | Number of Companies Profiled | Number of Schools Managed by Profiled Companies | Number of States in which Profiled Companies Operate |
|-------------|------------------------------|---|--|
| 1998-99     | 13                           | 135   | 15   |
| 1999-00     | 20                           | 230   | 21   |
| 2000-01     | 21                           | 285   | 22   |
| 2001-02     | 36                           | 368   | 24*  |
| 2002-03     | 47                           | 417   | 24*  |

\*24 states and the District of Columbia

Most of the EMOs described in this report have readily shared information about their companies and the public schools they run. However, a handful of companies failed to respond to repeated requests for information or for confirmation of information otherwise obtained. For example, Charter School Administrative Services has not provided information for this report since 1998-99. Edison Schools, the nation's largest EMO operator, while verifying some items for last year's report, failed to respond to three separate requests that they confirm or correct information that CERU had gathered for this year's report. For this year's report, of the 47 EMOs profiled, 17 EMOs (36%) fully confirmed their information, 13 (28%) confirmed part of their information, and 17 firms (36%) failed to respond at all to our communications. The failure of companies to respond to information requests raises an



important policy question: should private companies managing public institutions and receiving public funds be required to disclose the same types of information to the public that government entities do?

It should also be noted that counting for-profit schools is often a complex issue because of the differing ways EMOs define what a school is. Some EMOs subdivide by range of grades within single physical facilities and list certain grade ranges as separate schools. When variations in counting are added to the difficulties of conflicting information and companies' failure to confirm information, it becomes very difficult to understand what the true numbers are. For example, Edison Schools, in its quarterly SEC filing ending on September 30, 2002, states that it is currently serving approximately 80,000 students in 150 schools. As of January 13, 2003, Edison Schools repeated these same numbers on the home page of their company website<sup>22</sup> At the same time, however, a different page on the website claimed 150 schools serving 84,000 students.<sup>23</sup> An examination of the entire listing of schools on Edison Schools' website indicates the company operating a total of 117 schools.<sup>24</sup> In this report a school is defined as being supervised by one principal. For example, if a company counts an elementary and middle school at the same location as two schools, they will be counted as two schools in this report if each school has its own principal. If one principal oversees both the elementary and middle school, it is counted as one school in this report.

Public policy governing the for-profit operation of publicly funded schools will have profound effects on the character of public schooling. For this reason, policy making in relation to the for-profit sector will be among the most important challenges education policy makers face in the years ahead.

To insure the accuracy and reliability of the information contained in this report, between June to August 2002, CERU researchers completed a comprehensive search to update profiled companies information and to find companies that were not included in previous editions. The searches included company websites, state department of education websites, newspaper articles, company press releases, government publications, as well as other miscellaneous sources. From September 15, to December 15, 2002, researchers sent the information gathered to each company for verification. Each company was given at least three opportunities to review the information and confirm its accuracy and/or provide corrections. The companies profiled represent only those that could positively be identified as for-profit management companies, and are likely to represent only the larger or more high-profile of the many firms that exist.

The growth in the number of companies and schools profiled in this year's report stems from several reasons. It was possible to identify smaller companies in the industry which in years past were difficult to positively identify as for-profit education management organizations. Among the larger EMOs, the amount of growth varied widely. Sequoia Schools and Victory Schools grew a great deal over the past year, both jumping from small company status to large company status. Other companies, such as The Leona Group, and White Hat Management also experienced growth during the 2002-2003 school year. Most medium and large sized companies maintained the same number of schools they operated over the last year, while a few, such as Mosaica Schools, reduced the number of schools they operate.

Firms profiled in previous years that no longer manage public K-12 schools are listed in Appendix A. Appendix B lists those companies operating for-profit virtual charter schools.

Every effort has been taken to insure that the information contained in these profiles is accurate and complete. Company representatives are encouraged to send corrections and additions to the EPSL office for inclusion in the next edition of the for-profit school profiles.

Education Policy Studies Laboratory  
Division of Educational Leadership and Policy Studies  
College of Education  
Arizona State University  
P.O. Box 872411  
Tempe, AZ 85287-2411  
[epsl@asu.edu](mailto:epsl@asu.edu)  
[www.asu.edu/educ/epsl](http://www.asu.edu/educ/epsl)

- 
- <sup>1</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>2</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>3</sup> Molnar, A., Morales, J., & Vander Wyst, A. (2001, February 21). Profiles of for-profit education management companies 2000-2001. Center for Education Research, Analysis, and Innovation [On-line]. Available: <http://www.educationanalysis.org>
- <sup>4</sup> Toch, T. (1996, January 8). Do firms run schools well? U.S. News & World Report, p. 46.
- <sup>5</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>6</sup> Walsh, M. (1999, May 19). Two reports offer bright outlook for education industry. Edweek [On-line]. Available: <http://www.edweek.org/ew/vol-18/36biz.h18>
- <sup>7</sup> Trotter, A. (2001, October 24). Cyber Schools Carving Out Charter Niche. Edweek [On-line]. Available: <http://www.edweek.org/ew/newstory.cfm?slug=08cyber.h21>
- <sup>8</sup> Levin, H. M. (2001, Spring). Forum: For-profit schools. Education Matters More [On-line]. Available: <http://www.edmattersmore.org/2001spfor/levin.html>
- <sup>9</sup> Symonds, W. C. (2000, February 7). Edison's Chris Whittle: "Winners of this race are children." Businessweek [On-line]. Available: [http://www.businessweek.com/2000/00\\_06/b3667005.htm](http://www.businessweek.com/2000/00_06/b3667005.htm)
- <sup>10</sup> AP Online via COMTEX. (2002, August 20). Edison Schools Demand Steeper Fees. CBS Marketwatch. [On-line]. Available: <http://cbs.marketwatch.com/tools/quotes/newsarticle.asp?siteid=mktw&sid=160218&guid=%7B7A931103%2D167E%2D4C02%2D9C91%2DBA4C375BE2A2%7D>
- <sup>11</sup> Addonizio, M. F. (2001). New revenues for public schools: Blurring the line between public and private finance. In S. Chaikind & W. J. Fowler (eds.), Education Finance in the New Millennium. (pp. 165-167). Larchmont NY: Eye on Education.
- <sup>12</sup> Farber, P. (1998, July 1-August 1). Boston Renaissance Charter School. The American Prospect [On-line]. Available: <http://www.prospect.org/print-friendly/print/V9/39farber-p.html>
- <sup>13</sup> Light, J. (1998, July 8). A local battle highlights the national debate over EMOs. Corpwatch [On-line]. Available: <http://www.corpwatch.org/issues/PRT.jsp?articleid=890>

- <sup>14</sup> Securities and Exchange Commission (2001). Edison Schools Inc. Quarterly Report for the period ended September 30,2001. (Form10-Q)[On-line]. Available: <http://www.sec.gov/Archives/edgar/data/1089567/00095012301508531/y54972e10-q.txt>
- <sup>15</sup> Snell, L. (2001, May). Workplace charter schools: Florida blazes the trail. Reason Public Policy Institute [On-line]. Available: <http://www.rppi.org/ebrief114.pdf>
- <sup>16</sup> Snell, L. (2001, May). Workplace charter schools: Florida blazes the trail. Reason Public Policy Institute [On-line]. Available: <http://www.rppi.org/ebrief114.pdf>
- <sup>17</sup> Walsh, M. (2001, August 8). Seed money drying up for education-related businesses. Edweek [On-line]. Available: <http://www.edweek.org/ew/ewstory.cfm?slug=43venture.h20>
- <sup>18</sup> Baron, M. (2001, June 4). Edison Schools up after acquisition. CBS MarketWatch. [On-line]. Available: <http://cbs.marketwatch.com/news/newsfinder/pulseone.asp?siteid=mktw&dateid=37046.5555555556-780179898&>
- <sup>19</sup> Walsh, M. (2001, August 8). Seed money drying up for education-related businesses. Edweek [On-line]. Available: <http://www.edweek.org/ew/ewstory.cfm?slug=43venture.h20>
- <sup>20</sup> Laker, B. (2002, January 9). Merger gives Edison Schools new competition. Philadelphia Daily News [On-line]. Available: [http://dailynews.philly.com/content/daily\\_news/2002/01/09/local/MERG09C.htm](http://dailynews.philly.com/content/daily_news/2002/01/09/local/MERG09C.htm)
- <sup>21</sup> Walsh, M. (2002, January 16) School Managers Chancellor and Beacon Merge. Edweek [On-line]. Available: <http://www.edweek.org/ew/newsstory.cfm?slug+18merge.h21>
- <sup>22</sup> Edison Schools website (2003, January 13). [On-line]. Available: <http://www.edisonschools.com/home/home.cfm>
- <sup>23</sup> Edison Schools website (2003, January 13). [On-line]. Available: <http://www.edisonschools.com/schools/s0.html>
- <sup>24</sup> Edison Schools website (2003, January 13). [On-line]. Available: <http://www.edisonschools.com/schools/schools.asp>

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

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

| <b>Company Name</b>                    | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b>                             |
|--|-------------------------|---|--|---|--|
| Chancellor Beacon Academies            | Coconut Grove, FL       | 44  | 39   | 22,198                                      | AZ, DC, FL, MA, MI, MO, NY, PA   |
| Charter School Administrative Services | Southfield, MI          | 15  | 11   | 6,031                                       | FL, MI, MO, TX   |
| Charter Schools USA                    | Fort Lauderdale, FL     | 15  | 15   | 7,932                                       | FL, TX   |
| Edison Schools                         | New York, NY            | 116   | 35   | 80,000                                      | CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, TX, WI |
| The Leona Group                        | Phoenix, AZ             | 37  | 37   | 12,917                                      | AZ, IN, MI, OH   |
| Mosaica Schools                        | New York, NY            | 21  | 21   | 9,807                                       | AZ, CO, DC, DE, MI, NY, PA   |
| National Heritage Academies            | Grand Rapids, MI        | 32  | 32   | 16,714                                      | MI, NC, NY   |

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

| <b>Company Name</b>     | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b> |
|-------------------------|-------------------------|---|--|---|--|
| Sequoia Charter Schools | Mesa, AZ                | 10  | 10   | 1,522                                       | AZ   |
| Victory Schools, Inc.   | New York, NY            | 10  | 3  | 4,716                                       | MD, NY, PA   |
| White Hat Management    | Akron, OH               | 25  | 25   | 6,149                                       | OH, AZ   |

|   |                     |     |     |         |  |
|---|---------------------|-----|-----|---------|--|
| <b>Totals: Companies Operating 10 or more schools</b> | Total Companies: 10 | 325 | 228 | 166,464 | AZ, CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MA, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, TX, WI |
|---|---------------------|-----|-----|---------|--|

Charter School Administrative Services' student number of 6,031 includes students in 11 of 15 total schools. White Hat Management's student number of 6,149 includes students in 20 of 25 total schools.

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

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

| <b>Company Name</b>                 | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b> |
|-------------------------------------|-------------------------|---|--|---|--|
| Designs for Learning Inc.           | St. Paul, MN            | 6   | 6  | 662   | CA, MN   |
| Excel Education Centers, Inc.       | Prescott, AZ            | 7   | 7  | 1,020                                       | AZ   |
| Helicon Associates                  | Flat Rock, MI           | 9   | 9  | 3,663                                       | MI   |
| Ideabanc, Inc.                      | Tucson, AZ              | 6   | 6  | 1,018                                       | AZ   |
| Nobel Learning Communities          | West Chester, PA        | 5   | 5  | 2,408                                       | AZ, PA   |
| Ombudsman Educational Service, Ltd. | Liberty, IL             | 5   | 5  | 399   | AZ   |
| Pinnacle Education, Inc.            | Tempe, AZ               | 5   | 5  | 679   | AZ   |



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

| <b>Company Name</b>       | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b> |
|---------------------------|-------------------------|---|--|---|--|
| SABIS Educational Systems | Eden Prairie, MN        | 7   | 7  | 4,319                                       | AZ, MA, MI, NC, NY, LA                                     |

|  |                    |    |    |        |                                    |
|--|--------------------|----|----|--------|------------------------------------|
| <b>Totals: Companies operating between 4 and 9 schools</b> | Total Companies: 8 | 50 | 50 | 14,168 | AZ, CA, LA, MA, MI, MN, NC, NY, PA |
|--|--------------------|----|----|--------|------------------------------------|

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

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

| <b>Company Name</b>               | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b> |
|-----------------------------------|-------------------------|---|--|---|--|
| Accelerated Learning Center       | Tucson, AZ              | 1   | 1  | 270   | AZ   |
| Allen-Cochran Enterprises         | Tempe, AZ               | 1   | 1  | 280   | AZ   |
| American Basic Schools, LLC       | Mesa, AZ                | 1   | 1  | 480   | AZ   |
| APEX Education Systems, Inc.      | Phoenix, AZ             | 1   | 1  | 150   | AZ   |
| Benjamin Franklin Charter School  | Gilbert, AZ             | 3   | 3  | 1,349                                       | AZ   |
| Bright Beginnings School, Inc.    | Chandler, AZ            | 1   | 1  | 400   | AZ   |
| Cambridge Academy East, Inc.      | Mesa, AZ                | 1   | 1  | 69  | AZ   |
| Cesar Chavez Middle Schools, Inc. | Tucson, AZ              | 1   | 1  | 86  | AZ   |
| Choice Schools Associates         | Grand Rapids, MI        | 3   | 3  | 650   | MI   |
| Cornerstone Charter School, Inc.  | Phoenix, AZ             | 1   | 1  | 49  | AZ   |

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

| <b>Company Name</b>                               | <b>Company Location</b> | <b>Total<br/>Number of<br/>Public<br/>Schools<br/>Operating</b> | <b>Number of<br/>Public<br/>Schools<br/>That Are<br/>Charter<br/>Schools</b> | <b>Total<br/>Number of<br/>Students in<br/>Schools.</b> | <b>States in Which<br/>Company Is<br/>Operating Public<br/>Schools</b> |
|---|-------------------------|---|--|---|--|
| Country Gardens<br>Educational Services, LLC      | Laveen, AZ              | 1   | 1  | 321   | AZ   |
| Desert Springs Academy                            | Tucson, AZ              | 2   | 2  | 300   | AZ   |
| Eastpointe High School, Inc.                      | Tucson, AZ              | 2   | 2  | 360   | AZ   |
| Educational Services, Inc.                        | Cottonwood, AZ          | 2   | 2  | Unknown   | AZ   |
| Future Development<br>Education and Performing    | Phoenix, AZ             | 1   | 1  | 224   | AZ   |
| GAR, LLC  | Tempe, AZ               | 1   | 1  | 43  | AZ   |
| General Health Corp.-<br>Arizona Youth Associates | Phoenix, AZ             | 2   | 2  | 249   | AZ   |
| Heritage Academy, Inc.                            | Mesa, AZ                | 1   | 1  | 368   | AZ   |
| Montessori Charter School<br>of Flagstaff, Inc.   | Flagstaff, AZ           | 1   | 1  | 250   | AZ   |
| Montessori Schoolhouse of<br>Tucson               | Tucson, AZ              | 1   | 1  | 110   | AZ   |
| New West Charter School,<br>Inc.                  | Tucson, AZ              | 2   | 2  | 105   | AZ   |

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

| <b>Company Name</b>                                     | <b>Company Location</b> | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools.</b> | <b>States in Which Company Is Operating Public Schools</b> |
|---|-------------------------|---|--|---|--|
| ORBIS Management Group, LLC                             | Clinton Township, MI    | 1   | 1  | 106   | MI   |
| ReInventEd, Inc.  | Scottsdale, AZ          | 1   | 1  | 47  | AZ   |
| Schoolhouse Services and Staffing, Inc.                 | Detroit, MI             | 3   | 3  | 1,107                                       | MI   |
| Self Development Charter School                         | Mesa, AZ                | 1   | 1  | Unknown                                     | AZ   |
| Shadow Ridge  | Phoenix, AZ             | 1   | 1  | 178   | AZ   |
| Smart Schools   | Brighton, MI            | 3   | 3  | 874   | MI   |
| Southern Arizona Community Academy, Inc.                | Tucson, AZ              | 1   | 1  | 99  | AZ   |
| Tucson Country Day School, Inc.                         | Tucson, AZ              | 1   | 1  | 43  | AZ   |
| <b>Totals: Companies operating fewer than 4 schools</b> | Total Companies: 29     | 42  | 42   | 8,567                                       | AZ, MI   |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**

| <b>Totals In<br/>This<br/>Report</b> | <b>Total Companies</b> | <b>Total<br/>Number of<br/>Public<br/>Schools<br/>Operating</b> | <b>Number of<br/>Public<br/>Schools<br/>That Are<br/>Charter<br/>Schools</b> | <b>Total<br/>Number of<br/>Students in<br/>Schools.</b> | <b>Number of States in<br/>which Profiled<br/>Companies Operate</b> |
|--------------------------------------|------------------------|---|--|---|---|
|                                      | <b>47</b>              | <b>417</b>  | <b>320</b>   | <b>189,199</b>  | <b>24 states and the<br/>District of Columbia</b>                   |

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

189,199 students includes students in 405 of 417 total schools

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating 10 or more schools

## Chancellor Beacon Academies

| Address   | Telephone  | WWW Address              | Year Founded | Privately Held/Publicly Traded | Profitability |
|---|--|--------------------------|--------------|--------------------------------|---------------|
| 3250 Mary Street Suite 202<br>Coconut Grove, FL 33133 | Voice- 305-648-5950<br>1-800-239-7510<br>Fax- 305-648-5951 | www.chancellorbeacon.com | 1999         | Private                        | Profitable    |

**NOTES:**

- Information confirmed via fax communication with Fernando Purlas of Chancellor Beacon Academies on 4 December 2002.
- Information gathered from Chancellor Beacon Academies websites at www.beaconedu.com/schools and at www.chancelloracademies.com/publicCharter on 23 May 2002 and 17-19 June 2002, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 17 June 2002, the Great Schools website at [http://www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 18 October 2002, the Department of Education websites for the following states:AZ, FL, NC, NY, MI and the District of Columbia, and updated with information from Fernando Purlas of Chancellor Beacon Academies via fax communication on 4 December 2002
- Beacon Education Management merged with Chancellor Academies in January 2002, "School Managers Chancellor and Beacon Merge." Education Week. 16 January 2002

### Schools

| School Name                               | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|------------------|--------------|---------------------|--------------------|-----------------|
| Chancellor Charter School at Bell Canyon  | Phoenix, AZ      | 2001         | Pre, K-6            | 580                | Yes             |
| Chancellor Charter School at Cortez Park  | Phoenix, AZ      | 2001         | K-6                 | 615                | Yes             |
| Chancellor Charter School at Sierra Vista | Sierra Vista, AZ | 2001         | K-8                 | 100                | Yes             |
| Chancellor Charter School at West Gilbert | Gilbert, AZ      | 2001         | Pre, K-6            | 500                | Yes             |

| <b>School Name</b>                            | <b>Location</b>      | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---|----------------------|---------------------|----------------------------|---------------------------|------------------------|
| Meridian Public Charter School                | Washington, DC       | 1999                | Pre, K-5                   | 460                       | Yes                    |
| Options Public Charter School                 | Washington, DC       | 2001                | 5-8                        | 150                       | Yes                    |
| Milestones Community School                   | Palm Bay, FL         | 1998                | 5-12                       | 150                       | Yes                    |
| Four Corners Charter School                   | Davenport, FL        | 2000                | Pre, K-8                   | 1,122                     | Yes                    |
| Kissimmee Charter Elementary School           | Kissimmee, FL        | 2000                | Pre, K-5                   | 660                       | Yes                    |
| Chancellor Charter School at Lantana          | Lantana, FL          | 2001                | Pre, K-5                   | 530                       | Yes                    |
| Chancellor Charter School at North Lauderdale | North Lauderdale, FL | 2001                | K-5                        | 520                       | Yes                    |
| Chancellor Charter School at Weston           | Weston, FL           | 2001                | Pre, K-5                   | 950                       | Yes                    |
| North Tampa Alternative Charter School        | Tampa, FL            | 2001                | 4-11                       | 150                       | Yes                    |
| P.M. Wells Elementary                         | Kissimmee, FL        | 2001                | K-5                        | 530                       | Yes                    |
| Stepping Stones Community School              | Palm Bay, FL         | 2001                | K-4                        | 200                       | Yes                    |
| Rising Tide Charter School                    | Plymouth, MA         | 1998                | K-9                        | 925                       | Yes                    |
| Mystic Valley Regional Charter School         | Malden, MA           | 1998                | K-8                        | 925                       | Yes                    |
| Lowell Community Charter School               | Lowell, MA           | 2000                | K-5                        | 523                       | Yes                    |
| The Learning Center                           | Byron Center, MI     | 1996                | Pre, K-12                  | 175                       | Yes                    |

| <b>School Name</b>                | <b>Location</b>      | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-----------------------------------|----------------------|---------------------|----------------------------|---------------------------|------------------------|
| Pontiac Academy of Excellence     | Pontiac, MI          | 1996                | K-8                        | 662                       | Yes                    |
| Renaissance Public School Academy | Mt. Pleasant, MI     | 1996                | K-6                        | 150                       | Yes                    |
| Island City Academy               | Eaton Rapids, MI     | 1996                | K-8                        | 175                       | Yes                    |
| Great Lakes Academy               | Pontiac, MI          | 1997                | K-7                        | 320                       | Yes                    |
| Chandler Park Academy-Haverhill   | Detroit, MI          | 1997                | 8                          | 193                       | Yes                    |
| Chandler Park Academy-Philip      | Detroit, MI          | 1998                | 7                          | 161                       | Yes                    |
| Chandler Park Academy-Greenfield  | Detroit, MI          | 1999                | 2-5, 8                     | 140                       | Yes                    |
| Landmark Academy                  | Kimball, MI          | 1999                | K-8                        | 360                       | Yes                    |
| White Pine Academy                | Leslie, MI           | 1999                | K-8                        | 167                       | Yes                    |
| Conner Creek Academy East         | Roseville, MI        | 1999                | K-6                        | 516                       | Yes                    |
| Huron Academy                     | Sterling Heights, MI | 1999                | K-8                        | 440                       | Yes                    |
| Conner Creek Academy              | Warren, MI           | 1999                | K-8                        | 664                       | Yes                    |
| Chandler Park Academy-Oak Park    | Oak Park, MI         | 2001                | Pre, K-2                   | 190                       | Yes                    |
| Muskegon Technical Academy        | Muskegon, MI         | 2001                | 6-10                       | 180                       | Yes                    |
| Southwest Charter School          | Kansas City, MO      | 1999                | 6-11                       | 550                       | Yes                    |



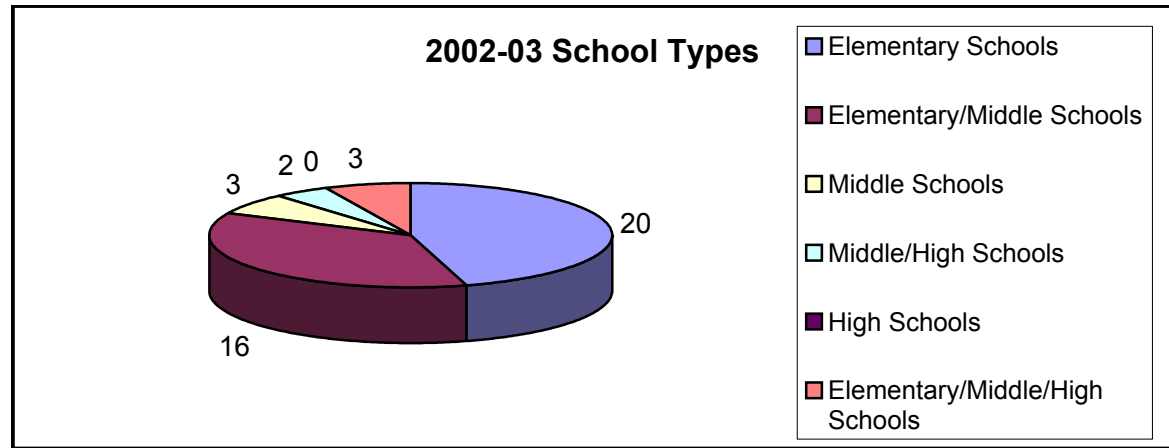
| School Name                        | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|------------------------------------|------------------|--------------|---------------------|--------------------|-----------------|
| Ethel Hedgeman Lyle Academy        | St. Louis, MO    | 2000         | Pre, K-6            | 260                | Yes             |
| St. Louis Charter School           | St. Louis, MO    | 2000         | K-8                 | 900                | Yes             |
| Thurgood Marshall Academy          | St. Louis, MO    | 2000         | K-8                 | 770                | Yes             |
| South Buffalo Charter School       | Buffalo, NY      | 2000         | K-6                 | 386                | Yes             |
| Central New York Charter School    | Syracuse, NY     | 2000         | K-6                 | 523                | Yes             |
| Guion S. Bluford Elementary School | Philadelphia, PA | 2002         | K-5                 | 783                | No              |
| Roberto Clemente Middle School     | Philadelphia, PA | 2002         | 5-9                 | 1,403              | No              |
| Samuel H. Daroff Elementary        | Philadelphia, PA | 2002         | K-5                 | 689                | No              |
| Philip H. Sheridan School          | Philadelphia, PA | 2002         | K-5                 | 1,084              | No              |
| Shoemaker Middle School            | Philadelphia, PA | 2002         | 6-8                 | 767                | No              |

### Discontinued Schools - Chancellor Beacon Academies

| School Name                               | Location        | Year | Reason Discontinued  |
|---|-----------------|------|--|
| Murdoch Middle School                     | Chelmsford, MA  | 2002 | Considered more efficient without Chancellor Beacon Involvement. "Another Charter School Cuts Its Ties." <i>Boston Globe</i> , 8 February 2002 |
| Roxbury Prep Charter School               | Roxbury, MA     | 2002 | Unknown-this school was a limited service client of Beacon Education Management  |
| Frederick Douglass Charter School         | Hyde Park, MA   | 2002 | Unknown-this school was a limited service client of Beacon Education Management  |
| West Michigan Academy of Arts & Academics | Spring Lake, MI | 2002 | Unknown  |
| Detroit Community High School             | Detroit, MI     | 2002 | Unknown  |
| Engelmann School of the Arts and Sciences | Claremont, NC   | 2002 | Unknown  |

# Chancellor Beacon Academies

|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 20      |
| Elementary/Middle Schools      | 16      |
| Middle Schools                 | 3       |
| Middle/High Schools            | 2       |
| High Schools                   | 0       |
| Elementary/Middle/High Schools | 3       |

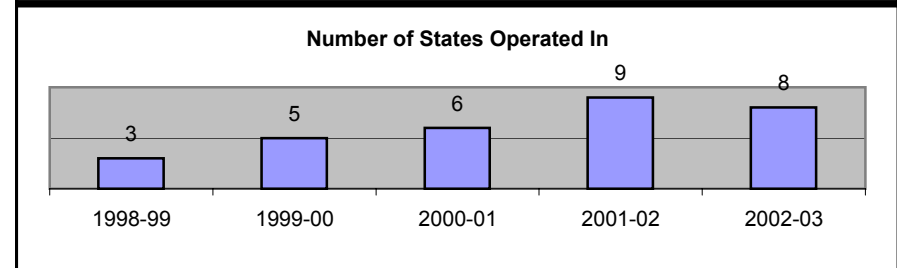
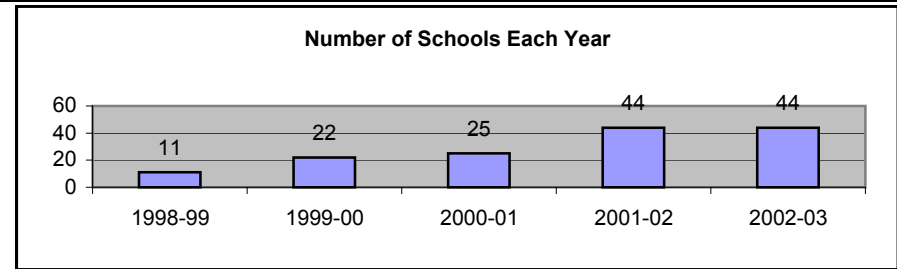


|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 11      | 22      | 25      | 44      | 44      |

Figures before 2001-02 include Beacon Education Management only, 2001-02 is the sum of Beacon and Chancellor Academies.

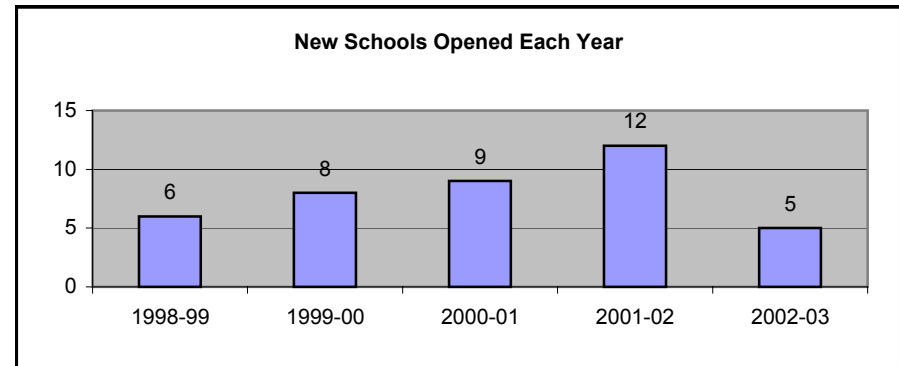
|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 3       | 5       | 6       | 9       | 8       |

Figures before 2001-02 include Beacon Education Management only, 2001-02 is the sum of Beacon and Chancellor Academies.

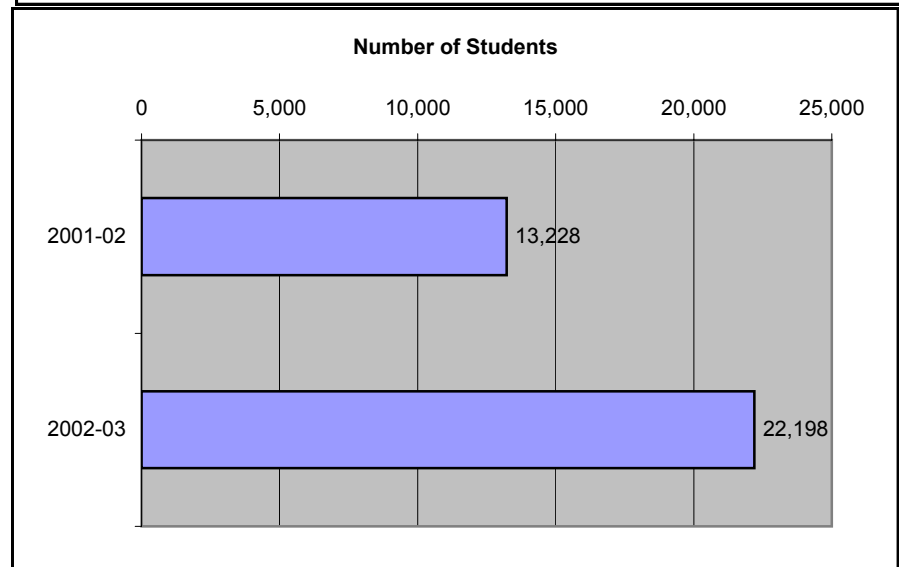


## Chancellor Beacon Academies

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 6       | 8       | 9       | 12      | 5       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | 13,228  | 22,198  |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

**Charter School Administrative Services**

| <b>Address</b>   | <b>Telephone</b>                         | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|--------------------|---------------------|---------------------------------------|----------------------|
| 20755 Greenfield Road<br>Suite. 30<br>Southfield, MI 48075 | Voice- 248-567-7787<br>Fax- 248-569-6674 | None               | 1995                | Private                               | Unknown              |

**NOTES:**

•Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Charter School Administrative Services did not respond to these multiple requests.

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

•Additional information listed was compiled from the following: Brooks, Philips, "Austin charter school clears out," Austin American-Statesman, 2 December 1999, News A1; Brown, Marilyn, "Two charter schools struggle to survive," The Tampa Tribune, 22 November 1999, Florida/Metro, 1; Schiller, Dana, "Charter firm stands behind school; Company says Dallas campus will stay open," The Dallas Morning News, 9 January 2000, News, 23A; "Silence in the halls," Austin-American-Statesman, 4 December 1999, Editorial, A14

**Schools**

| <b>School Name</b>                | <b>Location</b>     | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-----------------------------------|---------------------|---------------------|----------------------------|---------------------------|------------------------|
| The Tampa United Methodist School | Tampa, FL           | Unknown             | Unknown                    | Unknown                   | Unknown                |
| Academy of Detroit West           | Detroit, MI         | 1995                | K-6                        | 475                       | Yes                    |
| Academy of Lathrup Village        | Lathrup Village, MI | 1995                | K-8                        | 555                       | Yes                    |

| School Name                           | Location        | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---------------------------------------|-----------------|--------------|---------------------|--------------------|-----------------|
| Academy of Oak Park                   | Ferndale, MI    | 1995         | K-12                | 1,459              | Yes             |
| Academy of Southfield                 | Southfield, MI  | 1995         | K-6                 | 500                | Yes             |
| Academy of Westland                   | Westland, MI    | 1996         | K-6                 | 348                | Yes             |
| Academy of Michigan                   | Ferndale, MI    | 1997         | 9-12                | 397                | Yes             |
| Cherry Hill School of Performing Arts | Inkster, MI     | 1998         | K-12                | 1,250              | Yes             |
| Academy of Inkster                    | Inkster, MI     | 1999         | 9-12                | 80                 | Yes             |
| Academy of Flint                      | Flint, MI       | 1999         | K-8                 | 504                | Yes             |
| Academy of Kansas City                | Kansas City, MO | Unknown      | K-8                 | 214                | Yes             |
| Academy of Dallas                     | Dallas, TX      | Unknown      | K-7                 | 249                | Yes             |
| Bexar County Academy                  | San Antonio, TX | Unknown      | Unknown             | Unknown            | Unknown         |
| Unknown                               | Beaumont, TX    | Unknown      | Unknown             | Unknown            | Unknown         |
| Unknown                               | Houston, TX     | Unknown      | Unknown             | Unknown            | Unknown         |

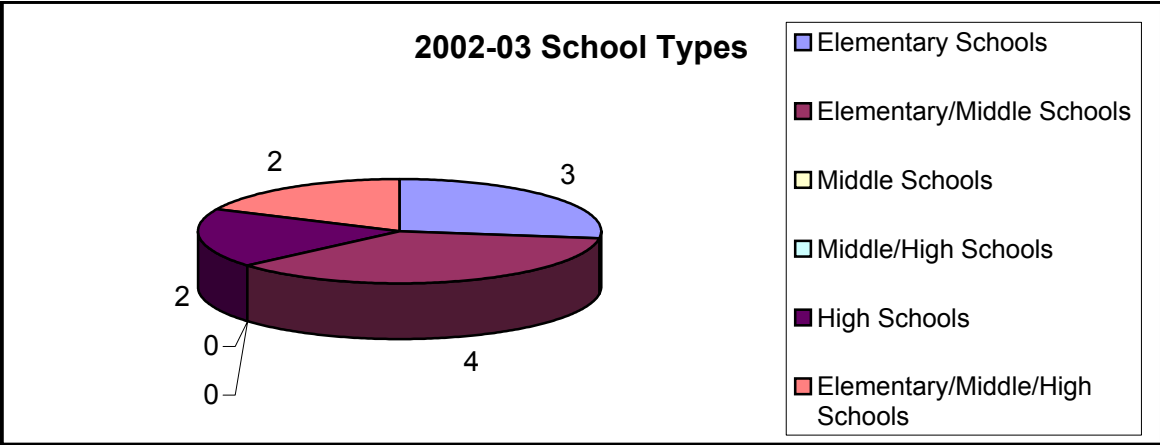
### Discontinued Schools - Charter School Administrative Services

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

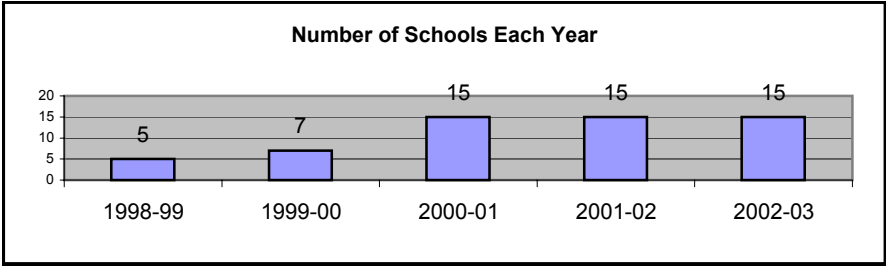
# Charter School Administrative Services

|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 3       |
| Elementary/Middle Schools      | 4       |
| Middle Schools                 | 0       |
| Middle/High Schools            | 0       |
| High Schools                   | 2       |
| Elementary/Middle/High Schools | 2       |

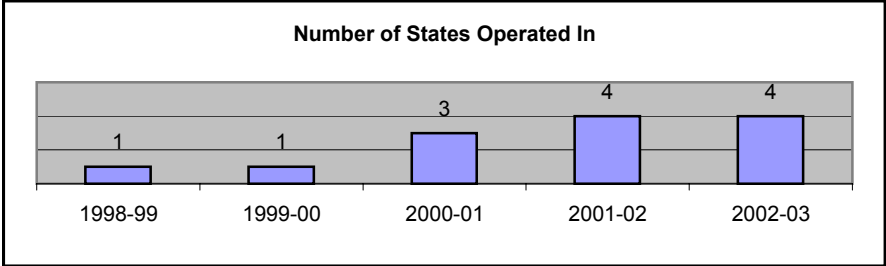
This graph includes information for 11 of 15 schools



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 5       | 7       | 15      | 15      | 15      |



|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 1       | 1       | 3       | 4       | 4       |

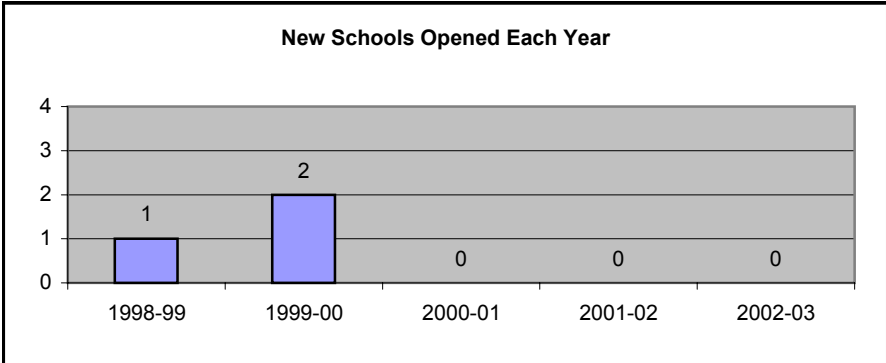




# Charter School Administrative Services

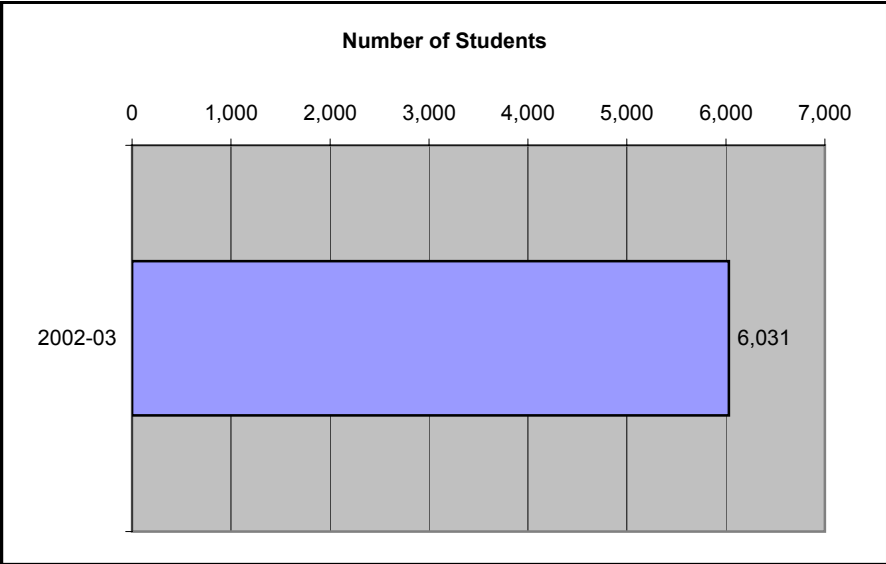
|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 1       | 2       | U       | U       | U       |

"U" here indicates Unknown



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | Unknown | 6,031   |

6,031 includes students in 11 of 15 schools



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## Charter Schools USA

| Address  | Telephone                                | WWW Address               | Year Founded | Privately Held/Publicly Traded | Profitability  |
|--|--|---------------------------|--------------|--------------------------------|----------------|
| 6245 N. Federal Hwy. 5th Floor Fort Lauderdale, FL 33308 | Voice- 954-202-3500<br>Fax- 954-202-3512 | www.charterschoolsusa.com | 1998         | Private                        | Not Profitable |

**NOTES:**

- Information confirmed by Charter Schools USA via fax communication on 16 December 2002.
- Information gathered from the Charter Schools USA website at [www.charterschoolsusa.com](http://www.charterschoolsusa.com) on 24 May 2002, the Florida Department of Education Website at [www.firn.edu/doe/choice/list.pdf](http://www.firn.edu/doe/choice/list.pdf) or 28 June 2002, the US Securities and Exchange Commission website at [www.sec.gov/edgar/searchedgar/companysearch.html](http://www.sec.gov/edgar/searchedgar/companysearch.html) on 19 July 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 18 October 2002, and updated with information Charter Schools USA via fax communication on 16 December 2002.
- "The Academy of Skills and Knowledge" appears to have been renamed "Cumberland Academy."

### Schools

| School Name                          | Location             | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--------------------------------------|----------------------|--------------|---------------------|--------------------|-----------------|
| North Lauderdale Academy High School | North Lauderdale, FL | 1998         | 9-12                | 929                | Yes             |
| Ryder Elementary Charter School      | Miami, FL            | 1999         | K-5                 | 397                | Yes             |
| Coral Springs Charter School         | Coral Springs, FL    | 1999         | 6-12                | 1,594              | Yes             |
| vanKara North County Charter School  | Opa-Locka, FL        | 2001         | K-5                 | 293                | Yes             |

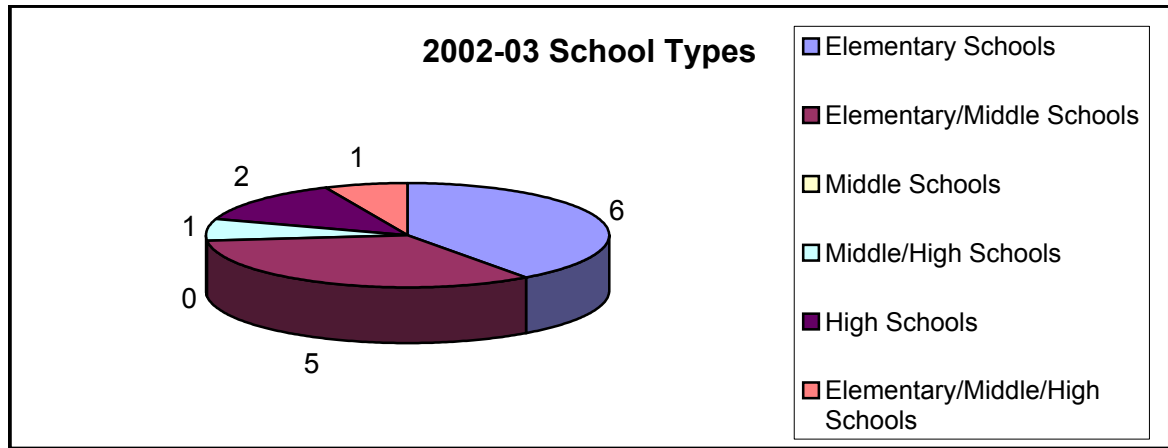
| <b>School Name</b>                  | <b>Location</b>       | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-------------------------------------|-----------------------|---------------------|----------------------------|---------------------------|------------------------|
| North Broward Academy of Excellence | North Lauderdale, FL  | 2001                | K-4                        | 181                       | Yes                    |
| Bay Haven Charter Academy           | Panama City, FL       | 2001                | K-8                        | 225                       | Yes                    |
| Northeast Academy                   | North Miami Beach, FL | 2001                | K-5                        | 240                       | Yes                    |
| Parkway Academy                     | Miramar, FL           | 2001                | 9-12                       | 454                       | Yes                    |
| Downtown Miami Charter School       | Miami, FL             | 2002                | K-5                        | 313                       | Yes                    |
| Bonita Springs Charter School       | Bonita Springs, FL    | 2002                | K-5                        | 276                       | Yes                    |
| Oak Cliff Academy                   | Dallas, TX            | 1999                | K-8                        | 613                       | Yes                    |
| Houston Gateway Academy             | Houston, TX           | 2001                | K-8                        | 700                       | Yes                    |
| Midland Academy Charter School      | Midland, TX           | 2001                | K-8                        | 702                       | Yes                    |
| Cumberland Academy                  | Tyler, TX             | 2001                | K-8                        | 261                       | Yes                    |
| New Frontiers Charter School        | San Antonio, TX       | 2001                | K-9                        | 784                       | Yes                    |

### Discontinued Schools - Charter Schools USA

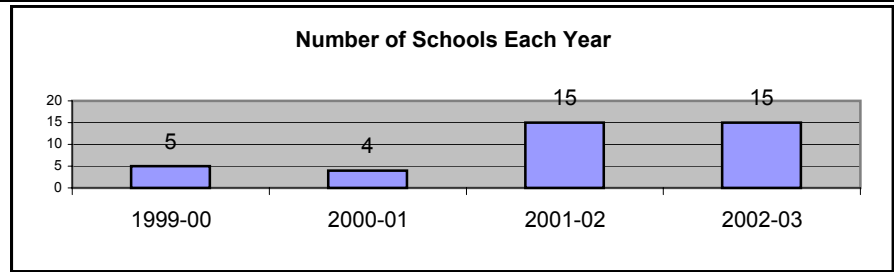
| School Name                      | Location   | Year | Reason Discontinued  |
|----------------------------------|------------|------|--|
| McCullough Academy of Excellence | Austin, TX | 2002 | Unknown-fax communication with Charter Schools USA on 16 December 2002 |

# Charter Schools USA

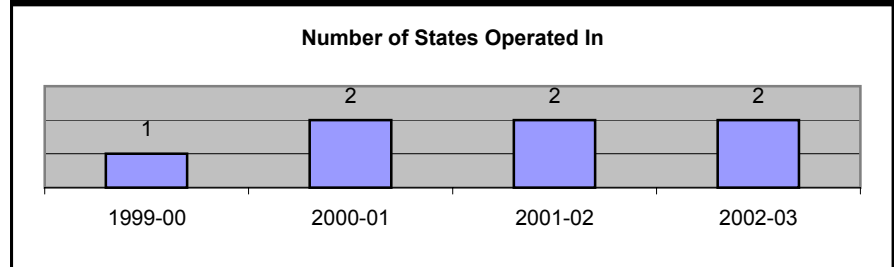
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 6       |
| Elementary/Middle Schools      | 5       |
| Middle Schools                 | 0       |
| Middle/High Schools            | 1       |
| High Schools                   | 2       |
| Elementary/Middle/High Schools | 1       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | NA      | 5       | 4       | 15      | 15      |

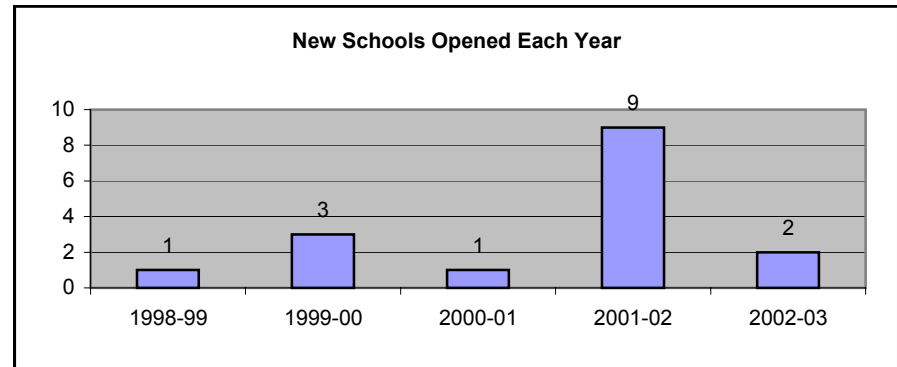


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | NA      | 1       | 2       | 2       | 2       |

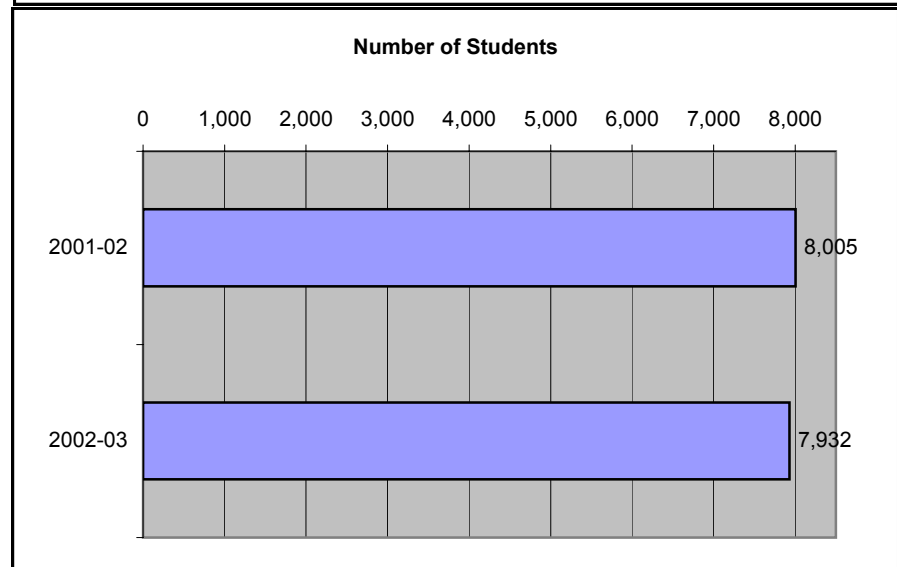


# Charter Schools USA

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 1       | 3       | 1       | 9       | 2       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | 8,005   | 7,932   |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## Edison Schools

| Address                                     | Telephone                                | WWW Address           | Year Founded | Privately Held/Publicly Traded | Profitability  |
|---|--|-----------------------|--------------|--------------------------------|----------------|
| 521 5th Ave. 15th Fl.<br>New York, NY 10175 | Voice- 212-419-1600<br>Fax- 212-419-1604 | www.edisonschools.com | 1992         | Public                         | Not Profitable |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Edison Schools did not respond to these multiple requests.
- Information gathered from the Edison Schools website at [www.edisonschools.com/schools/schools.asp](http://www.edisonschools.com/schools/schools.asp) on 21-23 May 2002, and 5 September 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1, 3, 18, and 22 October 2002, the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 19 December 2002, and the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 15 August 2002.

### Schools

| School Name                        | Location          | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|------------------------------------|-------------------|--------------|---------------------|--------------------|-----------------|
| Feaster-Edison Charter School      | Chula Vista, CA   | 1997         | K-6                 | 1,141              | Yes             |
| Phillips-Edison Partnership School | Napa, CA          | 1998         | K-6                 | 582                | Yes             |
| Edison Charter Academy             | San Francisco, CA | 1998         | K-5                 | 473                | Yes             |
| San Jose-Edison Academy            | West Covina, CA   | 1998         | K-6                 | 1,098              | Yes             |

| School Name  | Location             | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|----------------------|--------------|---------------------|--------------------|-----------------|
| Edison McNair Academy                                      | East Palo Alto, CA   | 1998         | 4-8                 | 552                | Yes             |
| Edison Brentwood Academy                                   | East Palo Alto, CA   | 1998         | K-3                 | 597                | Yes             |
| Edison-Bethune Charter Academy                             | Fresno, CA           | 1999         | K-6                 | Unknown            | Yes             |
| Starr King-Edison Academy                                  | Long Beach, CA       | 2000         | K-5                 | Unknown            | Unknown         |
| Roosevelt-Edison Charter School                            | Colorado Springs, CO | 1996         | K-5                 | 717                | Yes             |
| Academy-Edison Elementary School                           | Colorado Springs, CO | 1998         | K-5                 | 645                | No              |
| Emerson-Edison Partnership School                          | Colorado Springs, CO | 1997         | 6-8                 | 722                | Yes             |
| Wyatt-Edison Charter School                                | Denver, CO           | 1998         | K-7                 | 665                | Yes             |
| Wintergreen Interdistrict Magnet School                    | Hamden, CT           | 1998         | K-8                 | Unknown            | Unknown         |
| Edison-Friendship Public Charter School-Chamberlain Campus | Washington, DC       | 1998         | K-5                 | Unknown            | Yes             |
| Edison-Friendship Public Charter School-Woodridge Campus   | Washington, DC       | 1998         | K-5                 | Unknown            | Yes             |
| Edison-Friendship Public Charter School-Blow Pierce Campus | Washington, DC       | 1999         | 6-8                 | Unknown            | Yes             |
| Edison Friendship Senior Academy-Carter G. Woodson Campus  | Washington, DC       | 2000         | 9-10                | Unknown            | Unknown         |
| SE Academy for Scholastic Excellence (Learn Now Division)  | Washington, DC       | 2001         | K-8                 | Unknown            | Unknown         |
| Community Academy Public Charter (Learn Now Division)      | Washington, DC       | 2001         | K-8                 | Unknown            | Yes             |
| Thomas A. Edison Charter School                            | Wilmington, DE       | 2000         | K-7                 | 834                | Yes             |



| School Name   | Location        | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|-----------------|--------------|---------------------|--------------------|-----------------|
| Henry S. Reeves Elementary School                     | Miami, FL       | 1996         | K-5                 | 1,175              | No              |
| Charles R. Drew Charter School                        | Atlanta, GA     | 2000         | K-5                 | 240                | Yes             |
| Jefferson-Edison Elementary School                    | Davenport, IA   | 1999         | K-5                 | 495                | No              |
| Franklin-Edison School                                | Peoria, IL      | 1993         | K-4                 | 696                | No              |
| Northmoor-Edison School                               | Peoria, IL      | 1999         | K-4                 | 502                | No              |
| Chicago International Charter School- Longwood Campus | Chicago, IL     | 1999         | K-12                | Unknown            | Yes             |
| Loucks Edison Junior Academy                          | Peoria, IL      | 2000         | 5-8                 | 508                | No              |
| Feitshans-Edison                                      | Springfield, IL | 2000         | K-6                 | 612                | No              |
| Rolling Acres Junior Academy                          | Peoria, IL      | 2001         | 5-8                 | Unknown            | Unknown         |
| Dodge-Edison Elementary School                        | Wichita, KS     | 1995         | K-5                 | 630                | No              |
| Jardine-Edison Junior Academy                         | Wichita, KS     | 1996         | 6-8                 | 838                | No              |
| Seven Hills Charter School                            | Worcester, MA   | 1996         | K-8                 | 664                | Yes             |
| Montebello Elementary                                 | Baltimore, MD   | 2000         | Pre, K-6            | 699                | No              |
| Gilmor Elementary                                     | Baltimore, MD   | 2000         | Pre, K-6            | 486                | No              |
| Furman Templeton Elementary                           | Baltimore, MD   | 2000         | Pre, K-6            | 448                | No              |
| Williams-Edison Partnership School                    | Flint, MI       | 1997         | K-5                 | 549                | No              |

| School Name   | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|------------------|--------------|---------------------|--------------------|-----------------|
| Garfield-Edison Partnership School                      | Flint, MI        | 1997         | K-5                 | 507                | Yes             |
| Detroit Academy of Arts and Sciences                    | Detroit, MI      | 1997         | K-5                 | 2,200              | Yes             |
| Detroit-Edison Public School Academy                    | Detroit, MI      | 1998         | K-8                 | 1,097              | Yes             |
| Washington-Edison Partnership School                    | Battle Creek, MI | 1998         | K-6                 | 356                | No              |
| Wilson-Edison Partnership School                        | Battle Creek, MI | 1998         | K-6                 | 259                | No              |
| Edison- Perdue Academy                                  | Pontiac, MI      | 1998         | K-7                 | 1,144              | No              |
| Southwestern Edison Jr. Academy                         | Battle Creek, MI | 1999         | 7-8                 | 277                | No              |
| YMCA Service Learning Academy                           | Detroit, MI      | 1999         | K-5                 | 1,057              | Yes             |
| Edison-Oakland Public School Academy                    | Ferndale, MI     | 1999         | K-8                 | 840                | Yes             |
| Flint Northwestern Comm. High School Edison Partnership | Flint, MI        | 1999         | 6-10                | Unknown            | Unknown         |
| Blanchett Middle School                                 | Inkster, MI      | 2000         | 6-8                 | 386                | No              |
| Meek-Milton Primary Academy                             | Inkster, MI      | 2000         | Pre, K-2            | 315                | No              |
| Baylor Woodson  | Inkster, MI      | 2000         | K-5                 | 756                | No              |
| Inkster High School                                     | Inkster, MI      | 2000         | 9-12                | 358                | No              |
| Detroit Academy of Arts and Sciences, Medbury Campus    | Detroit, MI      | 2001         | 6-10                | Unknown            | Yes             |
| Duluth-Edison Partnership Schools                       | Duluth, MN       | 1997         | K-8                 | 217                | Unknown         |

| School Name                                   | Location        | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|-----------------|--------------|---------------------|--------------------|-----------------|
| HOPE Community Academy<br>(LearnNow Division) | St. Paul, MN    | 2001         | K-4                 | Unknown            | Unknown         |
| Woodland-Edison Classical Academy             | Kansas City, MO | 1999         | K-5                 | Unknown            | Unknown         |
| Allen-Edison Village School                   | Kansas City, MO | 1999         | K-8                 | 452                | Yes             |
| Westport Edison Middle Academy                | Kansas City, MO | 1999         | 6-8                 | Unknown            | Unknown         |
| Westport Edison Senior Academy                | Kansas City, MO | 1999         | 9-12                | Unknown            | Unknown         |
| Swift Creek-Edison Elementary                 | Whitakers, NC   | 1999         | K-5                 | 435                | No              |
| Schomburg Charter School                      | Jersey City, NJ | 2000         | K-5                 | Unknown            | Yes             |
| Charles I. West-Edison Junior Academy         | Las Vegas, NV   | 2001         | 6-8                 | 1,603              | No              |
| Lincoln-Edison Elementary                     | Las Vegas, NV   | 2001         | K-5                 | 770                | No              |
| Crestwood-Edison Elementary                   | Las Vegas, NV   | 2001         | K-5                 | 904                | No              |
| Ann T. Lynch-Edison Elementary                | Las Vegas, NV   | 2001         | K-5                 | 978                | No              |
| Cahlan-Edison Elementary                      | Las Vegas, NV   | 2001         | K-5                 | 908                | No              |
| C.C.Ronnow-Edison Elementary                  | Las Vegas, NV   | 2001         | K-5                 | 1,081              | No              |
| John S. Park-Edison Elementary                | Las Vegas, NV   | 2001         | K-5                 | 899                | No              |
| The Charter School of Science & Technology    | Rochester, NY   | 2000         | K-9                 | Unknown            | Yes             |
| New Covenant Charter School                   | Albany, NY      | 2000         | K-6                 | Unknown            | Yes             |

| School Name                                | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|------------------|--------------|---------------------|--------------------|-----------------|
| Harriet Tubman Charter (LearnNow Division) | Bronx, NY        | 2001         | K-3                 | Unknown            | Yes             |
| Charter School for Applied Technologies    | Buffalo, NY      | 2001         | K-6                 | Unknown            | Yes             |
| Stepping Stone Academy Charter School      | Buffalo, NY      | 2001         | K-5                 | Unknown            | Yes             |
| Riverhead Charter School                   | Riverhead, NY    | 2001         | K-6                 | Unknown            | Yes             |
| The Dayton Academy                         | Dayton, OH       | 1999         | K-5                 | Unknown            | Unknown         |
| Dayton View Academy                        | Dayton, OH       | 2000         | K-5                 | 624                | Yes             |
| The Renaissance Academy                    | Phoenixville, PA | 2000         | K-9                 | Unknown            | Unknown         |
| Lincoln-Edison Charter School              | York, PA         | 2000         | K-5                 | Unknown            | Unknown         |
| Chester High School (LearnNow Division)    | Chester, PA      | 2001         | 9-12                | 1,621              | No              |
| Smedley Middle School (LearnNow Division)  | Chester, PA      | 2001         | 6-8                 | 523                | No              |
| Stetser Elementary (LearnNow Division)     | Chester, PA      | 2001         | K-5                 | 284                | No              |
| Showalter Edison Junior Academy            | Chester, PA      | 2001         | 5-8                 | 448                | No              |
| Pulaski Edison Junior Academy              | Chester, PA      | 2001         | 5-8                 | 560                | No              |
| Wetherill Edison Elementary                | Chester, PA      | 2001         | K-5                 | 337                | No              |
| Main Street Edison Academy                 | Upland, PA       | 2001         | K-8                 | Unknown            | Unknown         |
| William Penn Edison Elementary             | Chester, PA      | 2001         | K-4                 | Unknown            | Unknown         |

| School Name  | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|------------------|--------------|---------------------|--------------------|-----------------|
| Columbus Edison Elementary                           | Chester, PA      | 2001         | K-5                 | 1,022              | No              |
| Mariana Bracetti Academy Charter (LearnNow Division) | Philadelphia, PA | 2001         | 6-9                 | Unknown            | Yes             |
| Stoddart-Fleisher Middle School                      | Philadelphia, PA | 2002         | 6-8                 | 372                | No              |
| Ludlow Elementary School                             | Philadelphia, PA | 2002         | K-8                 | 507                | No              |
| Sulzberger Middle School                             | Philadelphia, PA | 2002         | 6-8                 | 923                | No              |
| Barratt Middle School                                | Philadelphia, PA | 2002         | 5-8                 | 812                | No              |
| Locke Elementary School                              | Philadelphia, PA | 2002         | K-5                 | 508                | No              |
| Tilden Middle School                                 | Philadelphia, PA | 2002         | 5-8                 | 1,341              | No              |
| Shaw Middle School                                   | Philadelphia, PA | 2002         | 5-8                 | 797                | No              |
| Munoz-Marin Elementary School                        | Philadelphia, PA | 2002         | K-8                 | 759                | No              |
| Kelley Elementary School                             | Philadelphia, PA | 2002         | K-6                 | 427                | No              |
| Morton-McMichael Elementary                          | Philadelphia, PA | 2002         | K-8                 | 607                | No              |
| Harrity Elementary School                            | Philadelphia, PA | 2002         | K-5                 | 696                | No              |
| Waring Elementary School                             | Philadelphia, PA | 2002         | K-5                 | 291                | No              |
| Anderson Elementary School                           | Philadelphia, PA | 2002         | K-5                 | 545                | No              |
| Penn Treaty Middle School                            | Philadelphia, PA | 2002         | 5-8                 | 854                | No              |

| School Name  | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|------------------|--------------|---------------------|--------------------|-----------------|
| Alcorn Elementary School                                 | Philadelphia, PA | 2002         | K-8                 | 1,152              | No              |
| Kenderton Elementary School                              | Philadelphia, PA | 2002         | K-8                 | 761                | No              |
| Gillespie Middle School                                  | Philadelphia, PA | 2002         | 6-8                 | 896                | No              |
| Stetson Middle School                                    | Philadelphia, PA | 2002         | 5-8                 | 1,094              | No              |
| Potter-Thomas Elementary School                          | Philadelphia, PA | 2002         | K-7                 | 708                | No              |
| Comegys Elementary School                                | Philadelphia, PA | 2002         | K-5                 | 532                | No              |
| Stewart-Edison Junior Academy                            | Tyler, TX        | 1999         | 6-8                 | 569                | No              |
| Blair-Edison   | Dallas, TX       | 2000         | Pre, K-6            | 745                | No              |
| Edward Titche Elementary                                 | Dallas, TX       | 2000         | Pre, K-6            | 1,405              | No              |
| Henderson Elementary                                     | Dallas, TX       | 2000         | Pre, K-6            | 924                | No              |
| Maple Lawn Elementary                                    | Dallas, TX       | 2000         | Pre, K-6            | 914                | No              |
| Hernandez Elementary                                     | Dallas, TX       | 2000         | Pre, K-6            | 841                | No              |
| Medrano Elementary                                       | Dallas, TX       | 2000         | Pre, K-6            | 750                | No              |
| John W. Runyon   | Dallas, TX       | 2000         | Pre, K-6            | 978                | No              |
| Milwaukee Science Academy                                | Milwaukee, WI    | 2000         | Pre, K-7            | 917                | Yes             |
| Milwaukee Urban League Academy of Business and Economics | Milwaukee, WI    | 2001         | K-5                 | Unknown            | Unknown         |

### Discontinued Schools - Edison Schools

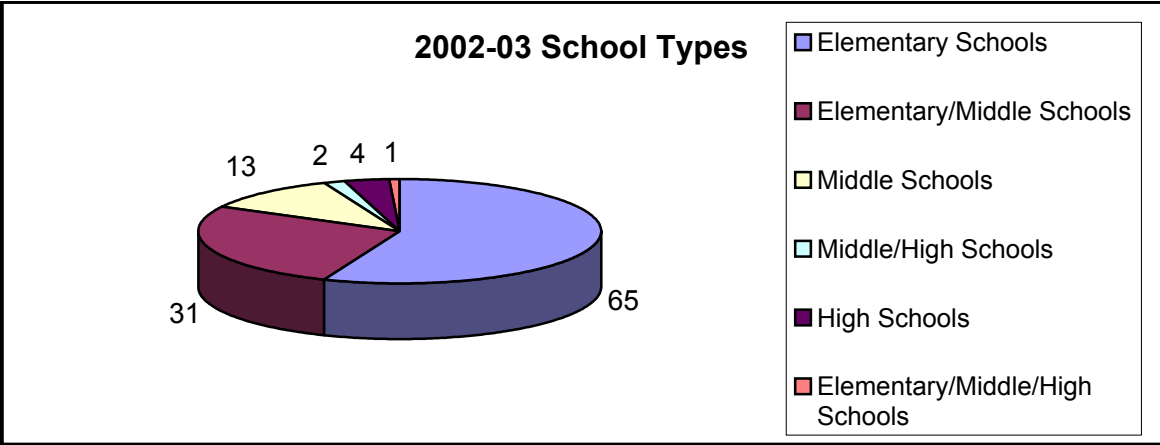
| School Name   | Location             | Year | Reason Discontinued  |
|---|----------------------|------|--|
| Timberview-Edison Elementary                          | Colorado Springs, CO | 2000 | Lack of enrollment. "Edison School to Close" <i>Denver Rocky Mountain News</i> , 15 December 2000  |
| Washington Elementary School                          | Sherman, TX          | 2000 | Unable to fulfill contract promises. "No Class." <i>Dallas Observer</i> . 27 January 2000  |
| Dillingham Intermediate School                        | Sherman, TX          | 2000 | Unable to fulfill contract promises. "No Class." <i>Dallas Observer</i> . 27 January 2000  |
| Martin Luther King Jr.-Edison                         | Macon, GA            | 2002 | Contract ties severed by Bibb County Public Schools- "Edison's Future in Bibb Unclear." <i>The Macon Telegraph</i> . 24 July 2002  |
| Riley-Edison  | Macon, GA            | 2002 | Contract ties severed by Bibb County Public Schools- "Edison's Future in Bibb Unclear." <i>The Macon Telegraph</i> . 24 July 2002  |
| Edison-Isley Partnership School                       | Wichita, KS          | 2002 | Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned." <i>Wichita Eagle</i> 3 February 2002 |
| Edison-Ingalls Partnership School                     | Wichita, KS          | 2002 | Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned." <i>Wichita Eagle</i> 3 February 2002 |
| Boston Renaissance Charter School                     | Boston, MA           | 2002 | Desire for more school independence as well as to try to increase mediocre test scores. "Charter School Cuts Ties With Edison." <i>CBS Marketwatch</i>   |
| Dr. Martin Luther King Jr. Academy                    | Mt. Clemens, MI      | 2002 | Unknown-Delisted from Edison Website   |
| Mount Clemens Junior & Senior Academy                 | Mt. Clemens, MI      | 2002 | Unknown-Delisted from Edison Website   |
| Dr. Martin Luther King Jr. Academy                    | Mt. Clemens, MI      | 2002 | Unknown-Delisted from Edison Website   |
| The Edison Project-PPL School                         | Minneapolis, MN      | 2002 | Unknown-Delisted from Edison Website   |
| Minnesota Institute of Technology (LearnNow Division) | St. Paul, MN         | 2002 | Unknown-Delisted from Edison Website   |
| Granville Charter High School                         | Trenton, NJ          | 2002 | Contract not renewed because of low academic performance. "Edison's Role in City Gets Murky." <i>Philadelphia Inquirer</i> . 24 December 2001  |

| School Name                     | Location        | Year | Reason Discontinued   |
|---------------------------------|-----------------|------|---|
| Elm Creek Elementary School     | Atascosa, TX    | 2002 | Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001 |
| Kriewald Road Elementary School | San Antonio, TX | 2002 | Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001 |



# Edison Schools

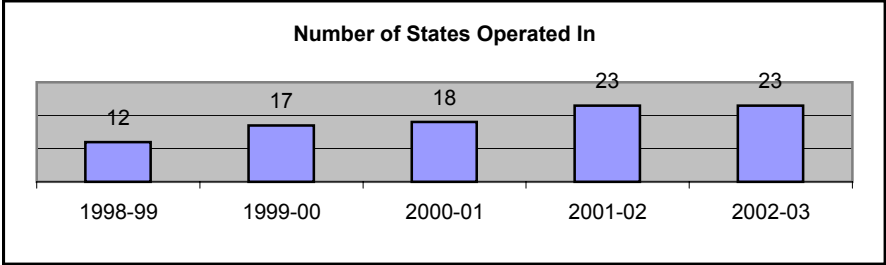
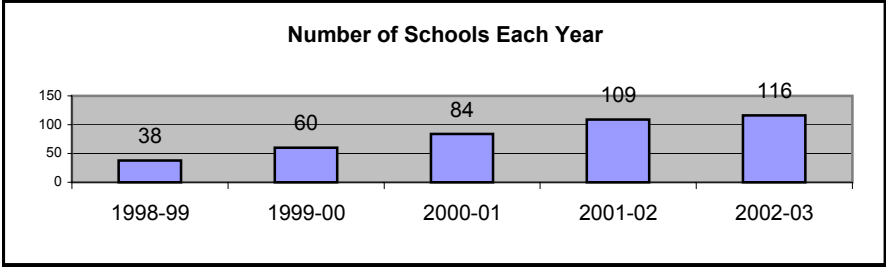
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 65      |
| Elementary/Middle Schools      | 31      |
| Middle Schools                 | 13      |
| Middle/High Schools            | 2       |
| High Schools                   | 4       |
| Elementary/Middle/High Schools | 1       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 38      | 60      | 84      | 109     | 116     |

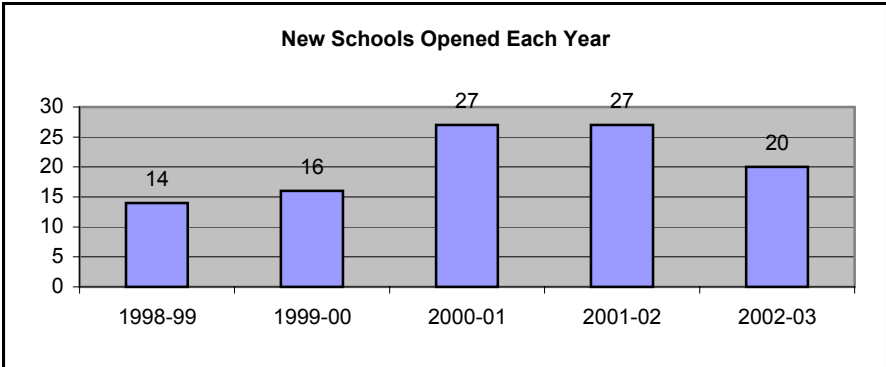
According to EPSL counting techniques, Edison Schools currently operates 116 schools

|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 12      | 17      | 18      | 23      | 23      |

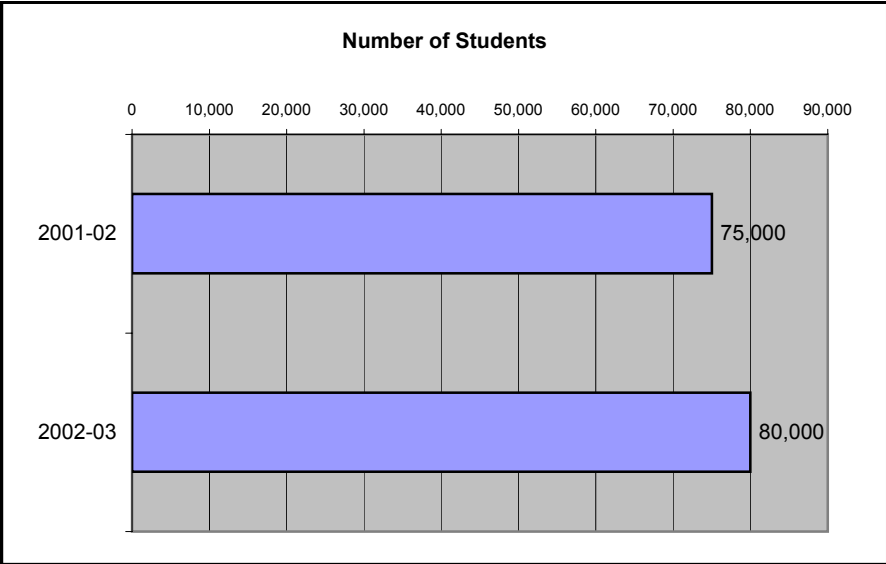


# Edison Schools

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 14      | 16      | 27      | 27      | 20      |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | 75,000  | 80,000  |



Edison currently enrolls approximately 80,000 students according to latest company filings with the US Securities and Exchange Commission.

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## The Leona Group

| Address   | Telephone                                | WWW Address        | Year Founded | Privately Held/Publicly Traded | Profitability |
|---|--|--------------------|--------------|--------------------------------|---------------|
| 1313 E. Osborn Rd. Suite 100<br>Phoenix, AZ 85014 | Voice- 602-953-2933<br>Fax- 602-953-0831 | www.leonagroup.com | 1996         | Private                        | Profitable    |

**NOTES:**

- Information confirmed by Paul Wright and Kelly Updike of Leona Group via phone communications on 3 December 2002, and 17 December 2002.
- Information gathered from Leona Group LLC website at [www.leonagroupaz.com/schools.html](http://www.leonagroupaz.com/schools.html), the Arizona Department of Education website at [www.ade.state.az.us/CharterSchools/Search/SiteList.asp](http://www.ade.state.az.us/CharterSchools/Search/SiteList.asp), and the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 28 May 2002, the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 1 November 2002, and updated with information from Paul Wright of Leona Group via phone communication on 3 December 2002 and from Kelly Updike of Leona Group via phone communication on 17 December 2002.

### Schools

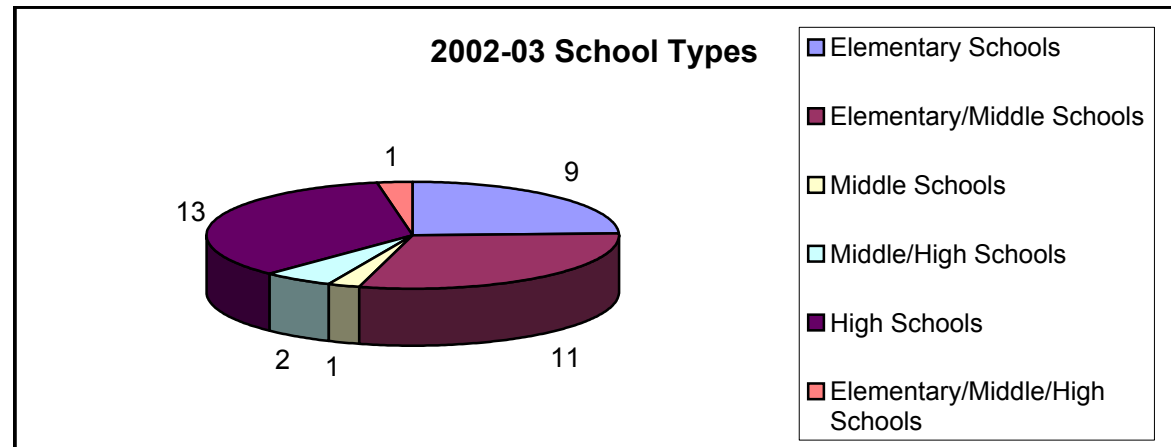
| School Name                    | Location            | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--------------------------------|---------------------|--------------|---------------------|--------------------|-----------------|
| Sun Valley High School         | Mesa, AZ            | 1997         | 9-12                | 973                | Yes             |
| Tucson Accelerated High School | Tucson, AZ          | 1997         | 9-12                | 480                | Yes             |
| Apache Trail High School       | Apache Junction, AZ | 1997         | 9-12                | 205                | Yes             |
| West Phoenix High School       | Phoenix, AZ         | 1997         | 9-12                | 640                | Yes             |
| Tempe Accelerated High School  | Tempe, AZ           | 1997         | 9-12                | 380                | Yes             |

| School Name                             | Location             | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|----------------------|--------------|---------------------|--------------------|-----------------|
| Summit High School                      | Phoenix, AZ          | 1998         | 9-12                | 515                | Yes             |
| Maya High School                        | Phoenix, AZ          | 1998         | 9-12                | 480                | Yes             |
| Estrella High School                    | Avondale, AZ         | 1999         | 9-12                | 460                | Yes             |
| Peoria Accelerated High School          | Peoria, AZ           | 1999         | 9-12                | 421                | Yes             |
| Ocotillo High School                    | Phoenix, AZ          | 1999         | 9-12                | 360                | Yes             |
| El Dorado High School                   | Chandler, AZ         | 1999         | 9-12                | 217                | Yes             |
| Desert Hills High School                | Gilbert, AZ          | 1999         | 9-12                | 320                | Yes             |
| APEX Academy                            | Apache Junction, AZ  | 2001         | K-8                 | 45                 | Yes             |
| Sun Valley Middle School                | Mesa, AZ             | 2001         | 9-12                | 40                 | Yes             |
| Timothy L. Johnson Academy              | Fort Wayne, IN       | 2002         | K-5                 | 215                | Yes             |
| TriValley Academy of Arts and Education | Muskegon, MI         | 1995         | K-8                 | 292                | Yes             |
| Woodward Academy                        | Detroit, MI          | 1996         | K-8                 | 705                | Yes             |
| Navigator Academy                       | Kalamazoo, MI        | 1996         | K-6                 | 50                 | Yes             |
| Cesar Chavez Academy                    | Detroit, MI          | 1996         | K-8                 | 795                | Yes             |
| Walter French Academy                   | Lansing, MI          | 1996         | K-12                | 670                | Yes             |
| Academy for Business and Technology     | Dearborn Heights, MI | 1997         | 6-12                | 394                | Yes             |

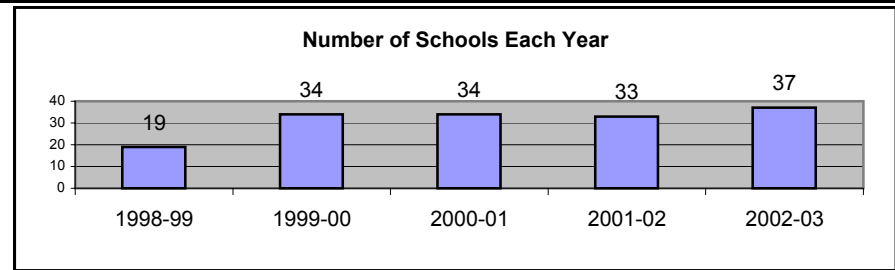
| School Name                  | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|------------------------------|------------------|--------------|---------------------|--------------------|-----------------|
| William C. Abney Academy     | Grand Rapids, MI | 1998         | K-6                 | 175                | Yes             |
| Francis Reh Academy          | Saginaw, MI      | 1998         | K-8                 | 342                | Yes             |
| Pierre Toussaint Academy     | Detroit, MI      | 1998         | K-8                 | 398                | Yes             |
| Voyageur Academy             | Detroit, MI      | 1998         | K-7                 | 345                | Yes             |
| Charlotte Forten Academy     | Detroit, MI      | 1998         | Ages 12-18          | 170                | Yes             |
| George Crockett Academy      | Detroit, MI      | 1998         | K-8                 | 348                | Yes             |
| New City Academy             | Lansing, MI      | 1999         | K-5                 | 82                 | Yes             |
| Northridge Academy           | Flint, MI        | 1999         | K-8                 | 431                | Yes             |
| Hope of Detroit Academy      | Detroit, MI      | 1999         | K-8                 | 353                | Yes             |
| Joy Preparatory Academy      | Detroit, MI      | 1999         | K-3                 | 174                | Yes             |
| Allen Academy                | Detroit, MI      | 1999         | K-8                 | 475                | Yes             |
| Beacon International Academy | Detroit, MI      | 1999         | K-5                 | 279                | Yes             |
| Paul Laurence Dunbar Academy | Toledo, OH       | 2002         | K-6                 | 150                | Yes             |
| Eagle Academy                | Toledo, OH       | 2002         | K-5                 | 280                | Yes             |
| Lake Erie Academy            | Toledo, OH       | 2002         | K-6                 | 98                 | Yes             |
| Toledo Accelerated Academy   | Toledo, OH       | 2002         | 6-9                 | 160                | Yes             |

# The Leona Group

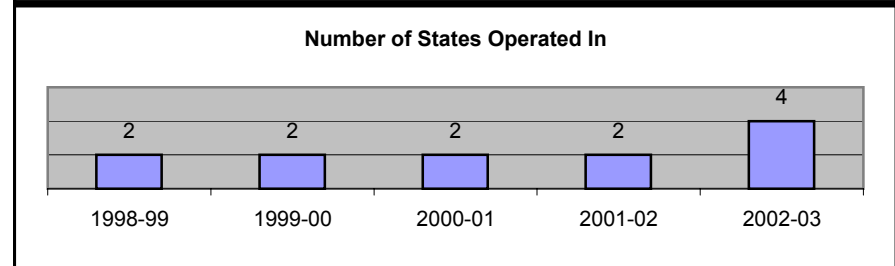
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 9       |
| Elementary/Middle Schools      | 11      |
| Middle Schools                 | 1       |
| Middle/High Schools            | 2       |
| High Schools                   | 13      |
| Elementary/Middle/High Schools | 1       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 19      | 34      | 34      | 33      | 37      |

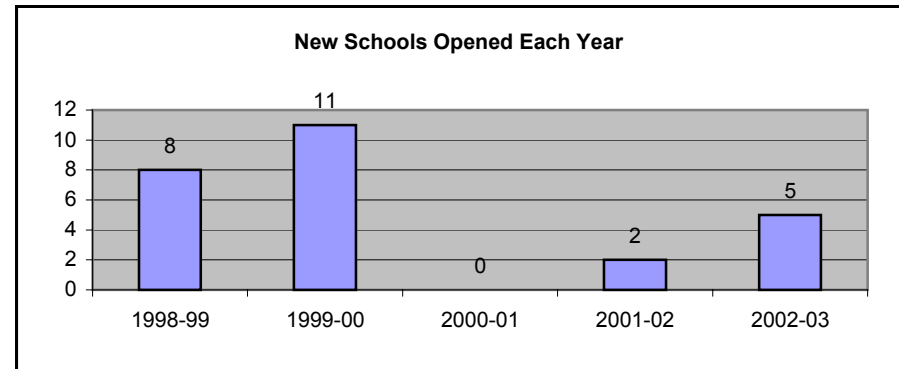


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 2       | 2       | 2       | 2       | 4       |

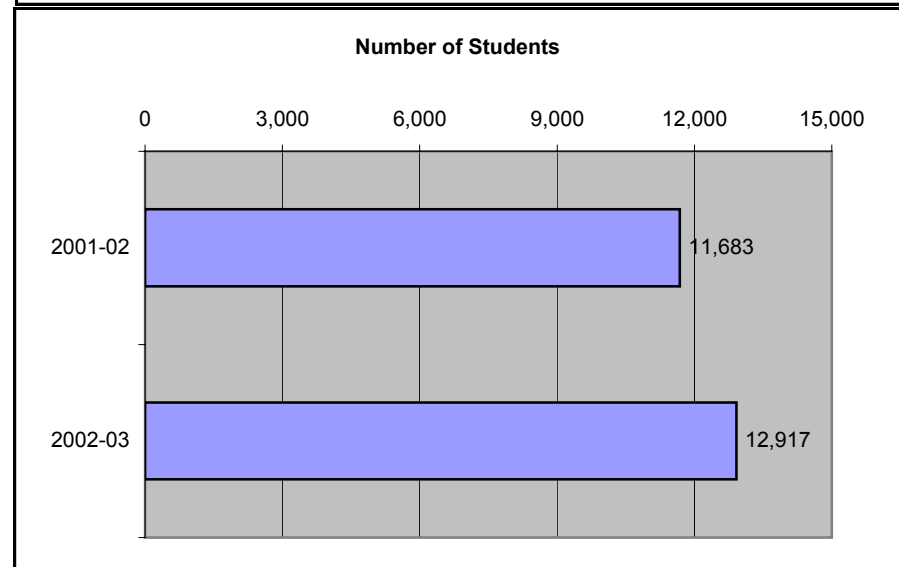


# The Leona Group

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 8       | 11      | 0       | 2       | 5       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | 11,683  | 12,917  |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## Mosaica Schools

| Address                                      | Telephone                                | WWW Address              | Year Founded | Privately Held/Publicly Traded | Profitability |
|--|--|--------------------------|--------------|--------------------------------|---------------|
| 61 Broadway Suite 2924<br>New York, NY 10006 | Voice- 212-232-0305<br>Fax- 212-232-0309 | www.mosaicaeducation.com | 1997         | Private                        | Unknown       |

**NOTES:**

- Information confirmed by Mosaica Schools via fax communication on 9 December 2002
- Information gathered from the Mosaica schools website at [www.mosaicaeducation.com](http://www.mosaicaeducation.com) on 30 May, and 14 June 2002, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 30 May 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 8 October 2002, the Department of Education websites from the following states: AZ, CO, DE, GA, NC, NJ, PA, and the District of Columbia and updated with information from Mosaica Schools via fax communication on 9 December 2002.
- Mosaica Schools refused to provide profitability information

### Schools

| School Name                      | Location       | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|----------------------------------|----------------|--------------|---------------------|--------------------|-----------------|
| Phoenix Advantage Charter School | Phoenix, AZ    | 1997         | K-8                 | 947                | Yes             |
| Denver Arts & Technology Academy | Denver, CO     | 2000         | K-7                 | 301                | Yes             |
| Arts & Technology Academy        | Washington, DC | 1999         | K-7                 | 625                | Yes             |
| Howard Road Academy              | Washington, DC | 1999         | K-6                 | 527                | Yes             |



| School Name                                 | Location              | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|-----------------------|--------------|---------------------|--------------------|-----------------|
| Marion T. Academy                           | Wilmington, DE        | 2000         | K-8                 | 568                | Yes             |
| Mosaica Academy of Saginaw                  | Saginaw, MI           | 1997         | K-8                 | 337                | Yes             |
| Kalamazoo Advantage Academy                 | Kalamazoo, MI         | 1998         | K-8                 | 457                | Yes             |
| George Washington Carver Academy            | Highland Park, MI     | 1999         | K-7                 | 586                | Yes             |
| Capital Area Academy                        | Lansing, MI           | 1999         | K-8                 | 236                | Yes             |
| Center Academy                              | Flint, MI             | 1999         | K-8                 | 358                | Yes             |
| Grand Blanc Academy                         | Grand Blanc, MI       | 1999         | K-8                 | 495                | Yes             |
| Benton Harbor Charter School                | Benton Harbor, MI     | 2000         | K-7                 | 448                | Yes             |
| Detroit Advantage Academy                   | Detroit, MI           | 2000         | K-8                 | 720                | Yes             |
| Pontiac Public School Academy               | Pontiac, MI           | 2001         | K-6                 | 420                | Yes             |
| Bay County Public School Academy            | Bay City, MI          | 2001         | K-6                 | 291                | Yes             |
| Our World Neighborhood Charter School       | Astoria, NY           | 2002         | K-5                 | 379                | Yes             |
| Renaissance Advantage Charter School        | Philadelphia, PA      | 1999         | K-7                 | 558                | Yes             |
| Ronald H. Brown Charter School              | Harrisburg, PA        | 2000         | K-8                 | 458                | Yes             |
| Leadership Learning Partners Charter School | Philadelphia, PA      | 2000         | K-7                 | 577                | Yes             |
| Graystone Academy                           | South Coatesville, PA | 2002         | K-5                 | 427                | Yes             |

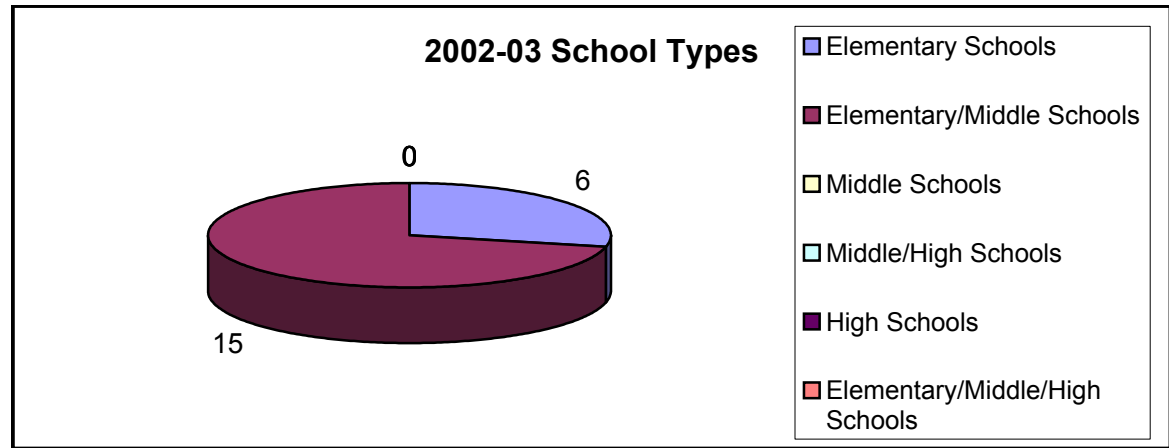
| <b>School Name</b>  | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Fell Charter School | Simpson, PA     | 2002                | K-5                        | 92                        | Yes                    |

### Discontinued Schools - Mosaica Schools

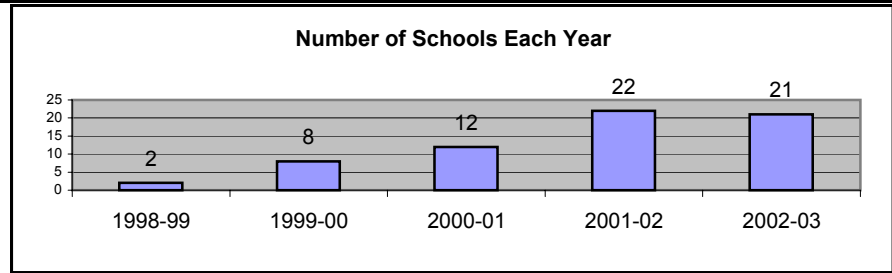
| School Name                           | Location        | Year | Reason Discontinued  |
|---------------------------------------|-----------------|------|--|
| Victory Charter School                | East Point, GA  | 2002 | Unknown- Fax communication with Mosaica Schools on 9 December 2002 |
| Sugar Creek Charter School            | Charlotte, NC   | 2002 | Unknown- Fax communication with Mosaica Schools on 9 December 2002 |
| Liberty Academy Charter School        | Jersey City, NJ | 2002 | Unknown- Fax communication with Mosaica Schools on 9 December 2002 |
| New Horizons Community Charter School | Newark, NJ      | 2002 | Unknown- Fax communication with Mosaica Schools on 9 December 2002 |

# Mosaica Schools

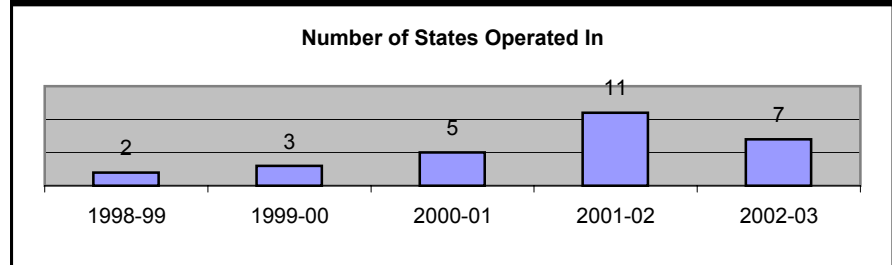
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 6       |
| Elementary/Middle Schools      | 15      |
| Middle Schools                 | 0       |
| Middle/High Schools            | 0       |
| High Schools                   | 0       |
| Elementary/Middle/High Schools | 0       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 2       | 8       | 12      | 22      | 21      |

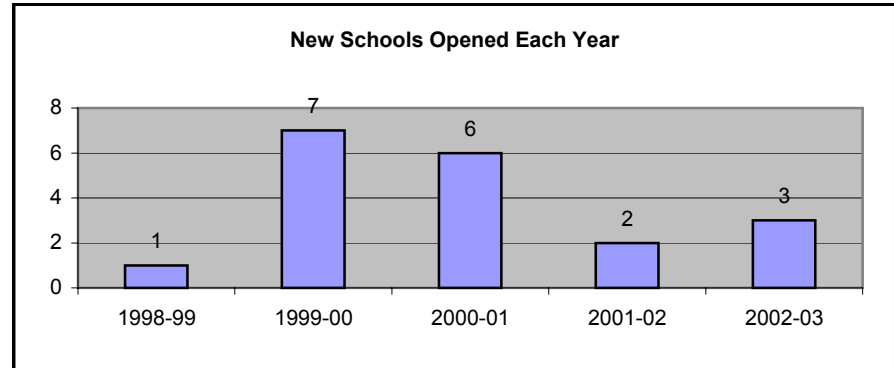


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 2       | 3       | 5       | 11      | 7       |

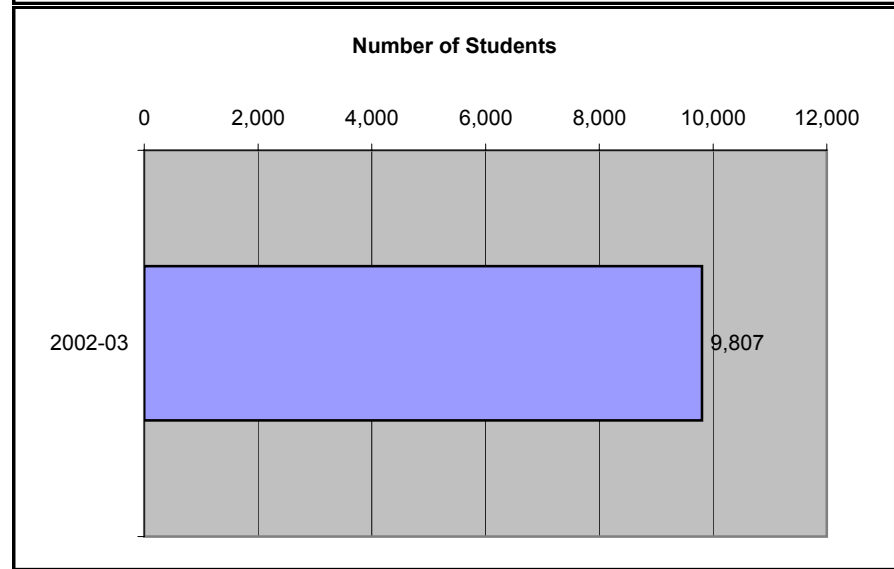


# Mosaica Schools

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 1       | 7       | 6       | 2       | 3       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | Unknown | 9,807   |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## National Heritage Academies

| Address   | Telephone             | WWW Address               | Year Founded | Privately Held/Publicly Traded | Profitability |
|---|-----------------------|---------------------------|--------------|--------------------------------|---------------|
| 989 Spaulding Ave. SE<br>Grand Rapids, MI 49546 | Voice- 1-800-699-9235 | www.heritageacademies.com | 1995         | Private                        | Profitable    |

**NOTES:**

- Information confirmed by Kellie Hoerner of National Heritage Academies via fax communication on 16 September 2002 and via phone communication on 4 November 2002.
- Information gathered from Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 29 May 2002 and updated with information from Kellie Hoerner of National Heritage Academies via fax communication on 16 September 2002, and via phone communication on 4 November 2002.

### Schools

| School Name                | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|----------------------------|------------------|--------------|---------------------|--------------------|-----------------|
| Excel Charter Academy      | Grand Rapids, MI | 1995         | K-8                 | 655                | Yes             |
| Vanderbilt Charter Academy | Holland, MI      | 1996         | K-8                 | 392                | Yes             |
| Vanguard Charter Academy   | Wyoming, MI      | 1996         | K-8                 | 593                | Yes             |
| Vista Charter Academy      | Grand Rapids, MI | 1996         | K-8                 | 491                | Yes             |
| Knapp Charter Academy      | Grand Rapids, MI | 1997         | K-8                 | 646                | Yes             |

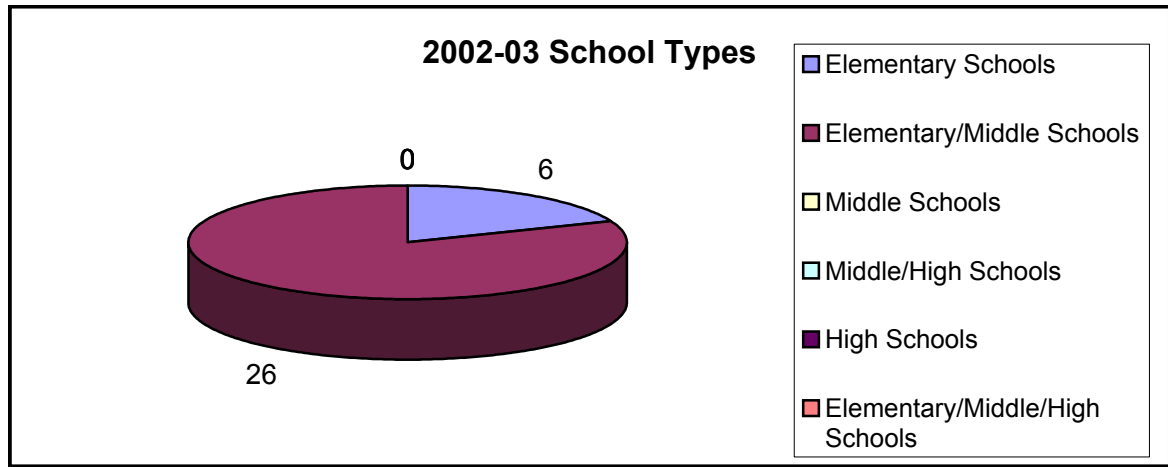
| <b>School Name</b>             | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--------------------------------|------------------|---------------------|----------------------------|---------------------------|------------------------|
| Walker Charter Academy         | Walker, MI       | 1997                | K-8                        | 617                       | Yes                    |
| Cross Creek Charter Academy    | Byron Center, MI | 1997                | K-8                        | 550                       | Yes                    |
| Eagle Crest Charter Academy    | Holland, MI      | 1997                | K-8                        | 544                       | Yes                    |
| Endeavor Charter Academy       | Springfield, MI  | 1998                | K-8                        | 626                       | Yes                    |
| Paramount Charter Academy      | Kalamazoo, MI    | 1998                | K-8                        | 523                       | Yes                    |
| Paragon Charter Academy        | Jackson, MI      | 1998                | K-8                        | 555                       | Yes                    |
| Ridge Park Charter Academy     | Kentwood, MI     | 1998                | K-8                        | 488                       | Yes                    |
| Timberland Charter Academy     | Muskegon, MI     | 1998                | K-7                        | 492                       | Yes                    |
| South Arbor Charter Academy    | Ypsilanti, MI    | 1999                | K-8                        | 653                       | Yes                    |
| Walton Charter Academy         | Pontiac, MI      | 1999                | K-8                        | 676                       | Yes                    |
| Burton Glen Charter Academy    | Burton, MI       | 1999                | K-8                        | 600                       | Yes                    |
| Linden Charter Academy         | Flint, MI        | 1999                | K-8                        | 704                       | Yes                    |
| Windemere Park Charter Academy | Lansing, MI      | 1999                | K-8                        | 601                       | Yes                    |
| Chandler Woods Charter Academy | Belmont, MI      | 1999                | K-8                        | 514                       | Yes                    |
| North Saginaw Charter Academy  | Saginaw, MI      | 1999                | K-8                        | 550                       | Yes                    |
| Canton Charter Academy         | Canton, MI       | 2000                | K-7                        | 608                       | Yes                    |

| School Name                                 | Location          | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|---|-------------------|--------------|---------------------|--------------------|-----------------|
| Metro Charter Academy                       | Romulus, MI       | 2000         | K-7                 | 575                | Yes             |
| Warrendale Charter Academy                  | Detroit, MI       | 2001         | K-6                 | 455                | Yes             |
| Detroit Merit Charter Academy               | Detroit, MI       | 2002         | K-5                 | 297                | Yes             |
| Forsyth Academies                           | Winston-Salem, NC | 1999         | K-8                 | 596                | Yes             |
| Greensboro Academy                          | Greensboro, NC    | 1999         | K-8                 | 712                | Yes             |
| Research Triangle Charter Academy           | Durham, NC        | 2000         | K-7                 | 472                | Yes             |
| PreEminent Charter School                   | Raleigh, NC       | 2000         | K-5                 | 164                | Yes             |
| Queen's Grant Community School              | Charlotte, NC     | 2002         | K-5                 | 469                | Yes             |
| Rochester Leadership Academy Charter School | Rochester, NY     | 2000         | K-8                 | 419                | Yes             |
| Southside Charter School                    | Syracuse, NY      | 2002         | K-5                 | 141                | Yes             |
| North Dayton School of Discovery            | Dayton, OH        | 2002         | K-5                 | 336                | Yes             |

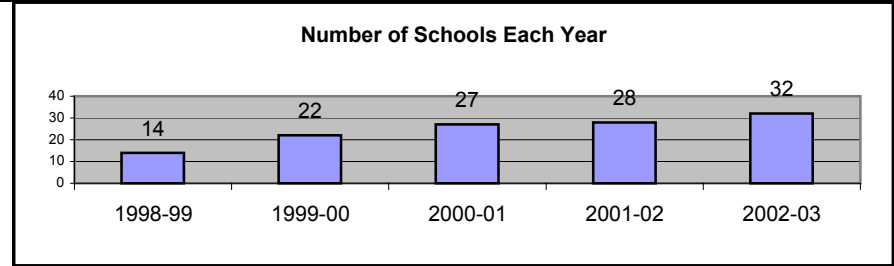


# National Heritage Academies

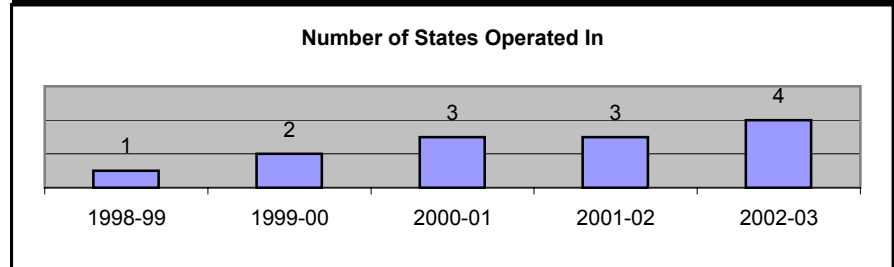
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 6       |
| Elementary/Middle Schools      | 26      |
| Middle Schools                 | 0       |
| Middle/High Schools            | 0       |
| High Schools                   | 0       |
| Elementary/Middle/High Schools | 0       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | 14      | 22      | 27      | 28      | 32      |

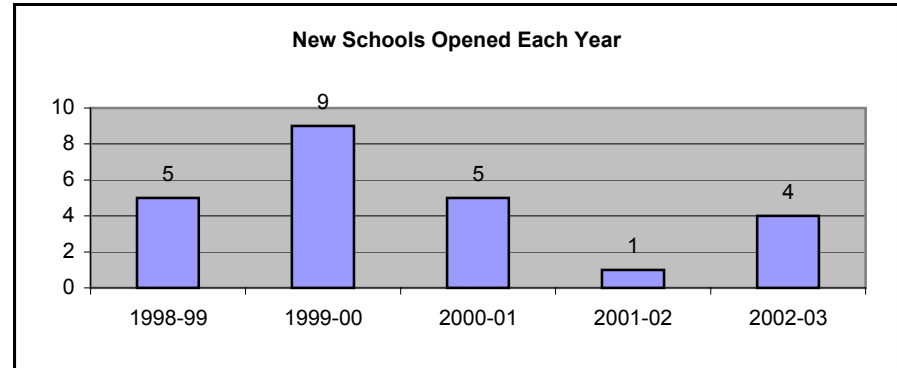


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | 1       | 2       | 3       | 3       | 4       |

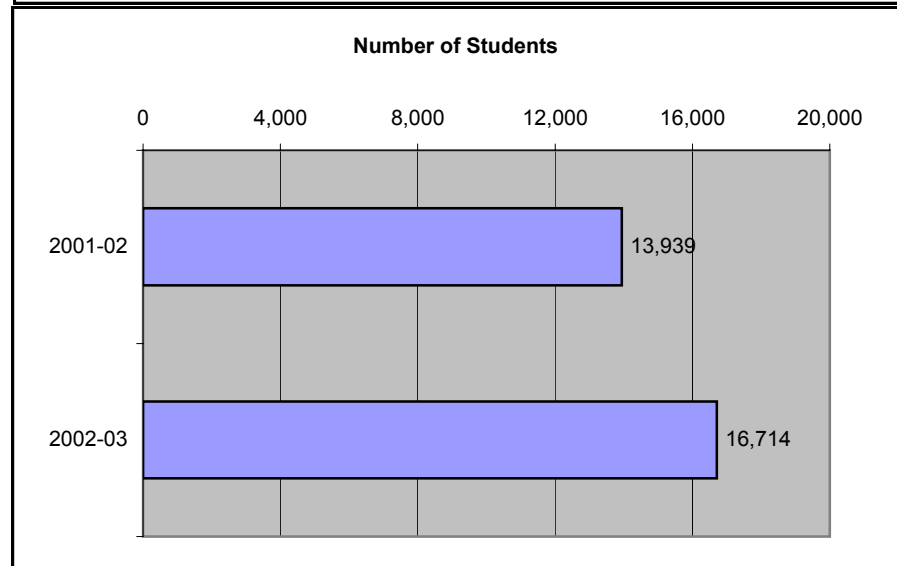


## National Heritage Academies

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 5       | 9       | 5       | 1       | 4       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | NA      | NA      | NA      | 13,939  | 16,714  |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## Sequoia Charter Schools

| Address                         | Telephone                                | WWW Address     | Year Founded | Privately Held/Publicly Traded | Profitability |
|---------------------------------|--|-----------------|--------------|--------------------------------|---------------|
| 1460 S. Horne<br>Mesa, AZ 85204 | Voice- 480-649-7737<br>Fax- 480-649-0747 | www.sequoia.net | 1996         | Private                        | Unknown       |

**NOTES:**

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

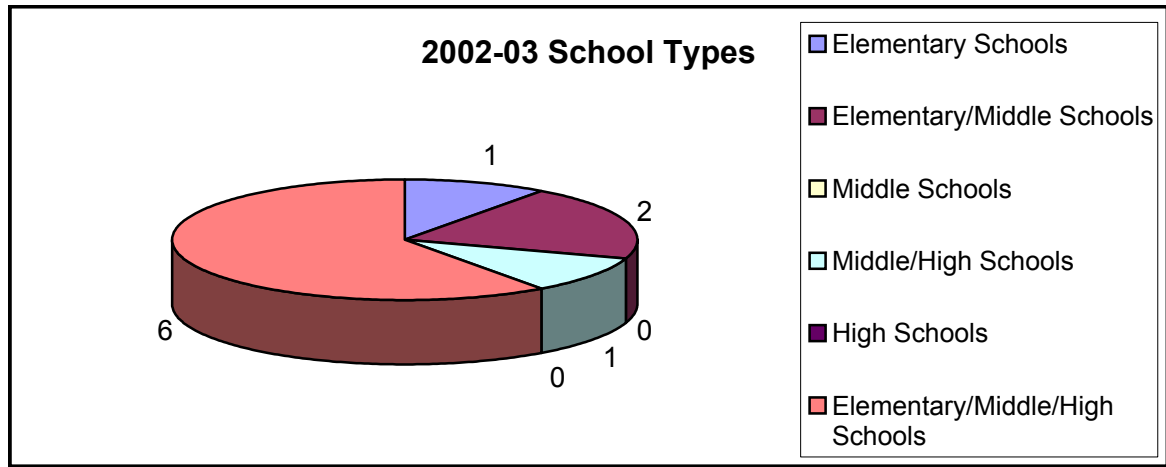
### Schools

| School Name  | Location     | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|--------------|--------------|---------------------|--------------------|-----------------|
| Sequoia Charter School                                   | Mesa, AZ     | 1996         | 7-12                | 370                | Yes             |
| Sequoia Choice Distance Learning School (virtual school) | Mesa, AZ     | 1998         | K-12                | 160                | Yes             |
| Learning Crossroads Basic Academy                        | Tempe, AZ    | 1999         | K-9                 | 128                | Yes             |
| Sequoia Village School                                   | Show Low, AZ | 1999         | K-12                | 139                | Yes             |

| <b>School Name</b>                              | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Sequoia School for the Deaf and Hard of Hearing | Mesa, AZ        | 2000                | K-12                       | 30                        | Yes                    |
| Redwood Elementary School                       | Peoria, AZ      | 2000                | K-8                        | 140                       | Yes                    |
| Sequoia Charter Elementary School               | Mesa, AZ        | 2001                | K-6                        | 390                       | Yes                    |
| Mountaineer Academy                             | St. Johns, AZ   | 2002                | K-12                       | 50                        | Yes                    |
| Pathfinder Academy                              | Mesa, AZ        | 2002                | K-12                       | 70                        | Yes                    |
| Sequoia Ranch                                   | Mayer, AZ       | 2002                | K-12                       | 45                        | Yes                    |

# Sequoia Charter Schools

|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 1       |
| Elementary/Middle Schools      | 2       |
| Middle Schools                 | 0       |
| Middle/High Schools            | 1       |
| High Schools                   | 0       |
| Elementary/Middle/High Schools | 6       |

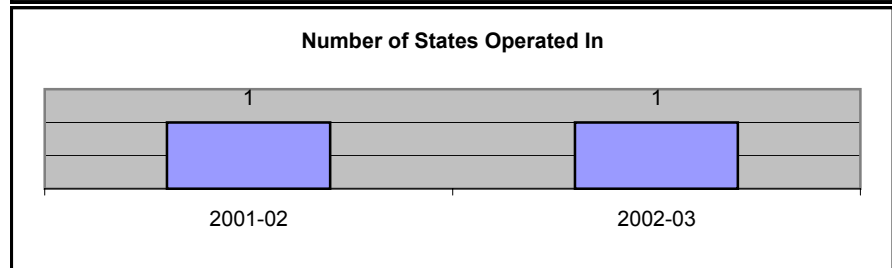
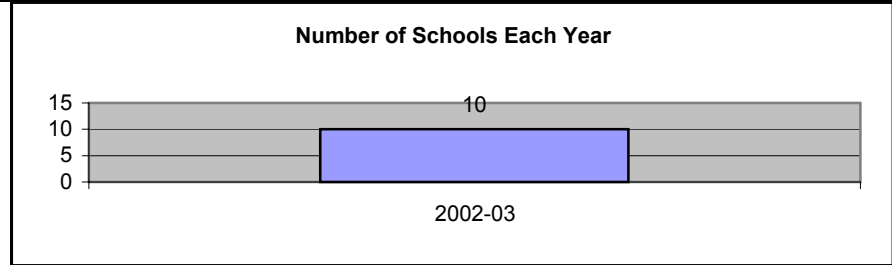


|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | U       | U       | U       | U       | 10      |

"U" here indicates Unknown

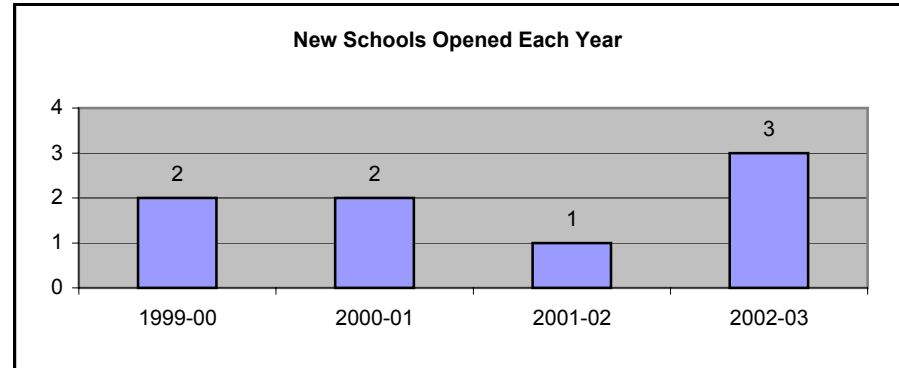
|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | U       | U       | U       | 1       | 1       |

"U" here indicates Unknown

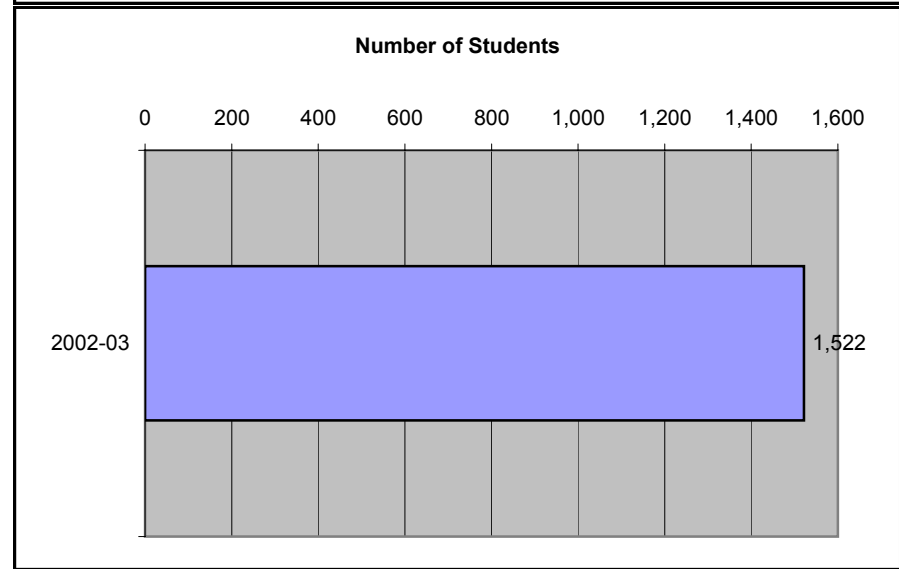


# Sequoia Charter Schools

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 1       | 2       | 2       | 1       | 3       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | Unknown | 1,522   |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

**Victory Schools, Inc.**

| <b>Address</b>                                   | <b>Telephone</b>                         | <b>WWW Address</b>     | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|------------------------|---------------------|---------------------------------------|----------------------|
| 720 Fifth Avenue 3rd Floor<br>New York, NY 10019 | Voice- 212-720-0310<br>Fax- 212-582-1816 | www.victoryschools.com | 1999                | Private                               | Profitable           |

**NOTES:**

- Information confirmed by Kim Delise of Victory Charter Schools via e-mail communication on 6 November 2002
- Information gathered from the New York Charter Schools directory website at [www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html](http://www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html) on 4 June 2002, the Baltimore City Public School System website at <http://www.bcps.k12.md.us/> on 4 June 2002, the Victory Schools website at [www.victoryschools.com](http://www.victoryschools.com) on 31 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 22 October 2002, and updated with information from Kim Delise of Victory Charter Schools via e-mail communication on 6 November 2002.

**Schools**

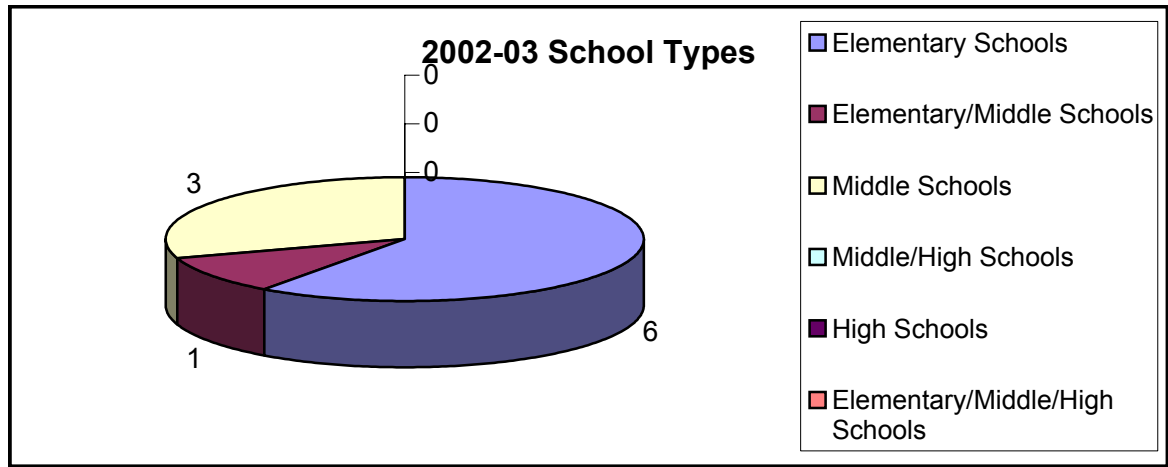
| <b>School Name</b>                           | <b>Location</b>    | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--|--------------------|---------------------|----------------------------|---------------------------|------------------------|
| Westport Academy<br>Elementary/Middle School | Baltimore, MD      | 2001                | Pre-K-8                    | 600                       | No                     |
| Sisulu Children's Charter<br>School          | New York, NY       | 1999                | 2-5                        | 300                       | Yes                    |
| Merrick Academy                              | Queens Village, NY | 2000                | K-4                        | 350                       | Yes                    |
| Roosevelt Children's<br>Academy              | Roosevelt, NY      | 2000                | K-4                        | 250                       | Yes                    |
| George W. Pepper Middle<br>School            | Philadelphia, PA   | 2002                | 6-8                        | 1,093                     | No                     |

| <b>School Name</b>                           | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--|------------------|---------------------|----------------------------|---------------------------|------------------------|
| Mary McLeod Bethune Elementary               | Philadelphia, PA | 2002                | Pre, K-5                   | 758                       | No                     |
| FitzSimon's Young Men's Leadership Academy   | Philadelphia, PA | 2002                | 6-8                        | 317                       | No                     |
| FitzSimon's Young Women's Leadership Academy | Philadelphia, PA | 2002                | 6-8                        | 309                       | No                     |
| Anna B. Pratt Elementary                     | Philadelphia, PA | 2002                | K-5                        | 399                       | No                     |
| Richard Wright Elementary                    | Philadelphia, PA | 2002                | K-5                        | 340                       | No                     |

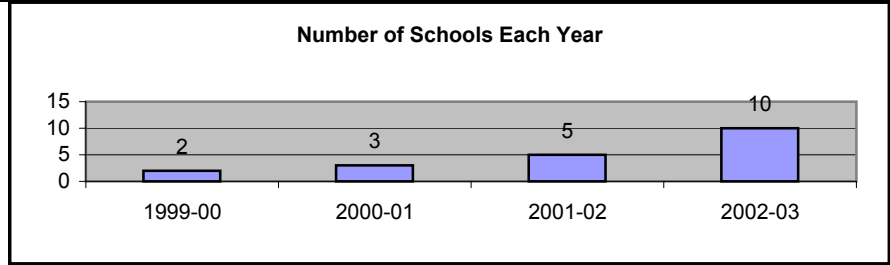


# Victory Schools, Inc.

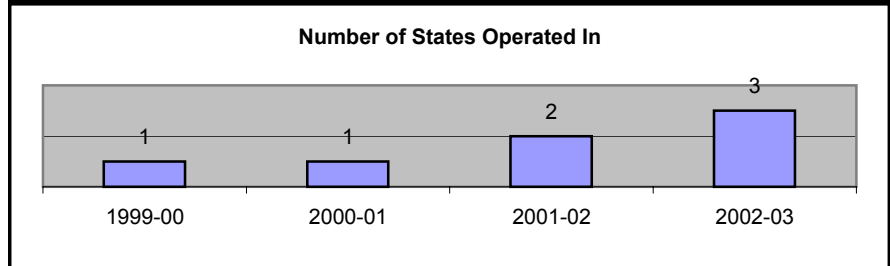
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 6       |
| Elementary/Middle Schools      | 1       |
| Middle Schools                 | 3       |
| Middle/High Schools            | 0       |
| High Schools                   | 0       |
| Elementary/Middle/High Schools | 0       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | NA      | 2       | 3       | 5       | 10      |

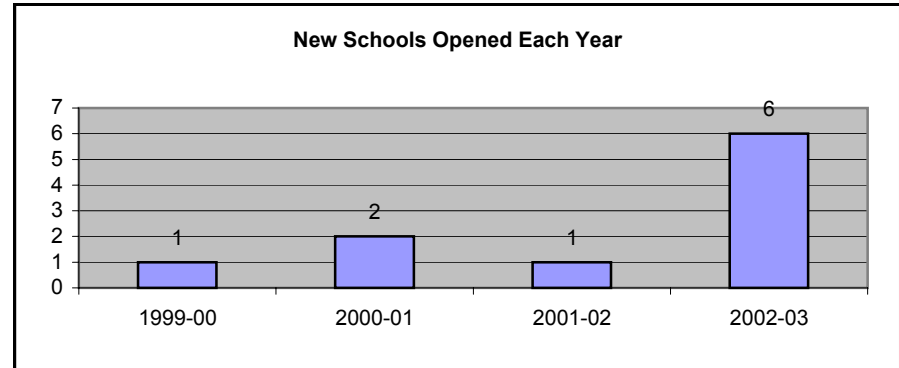


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | NA      | 1       | 1       | 2       | 3       |

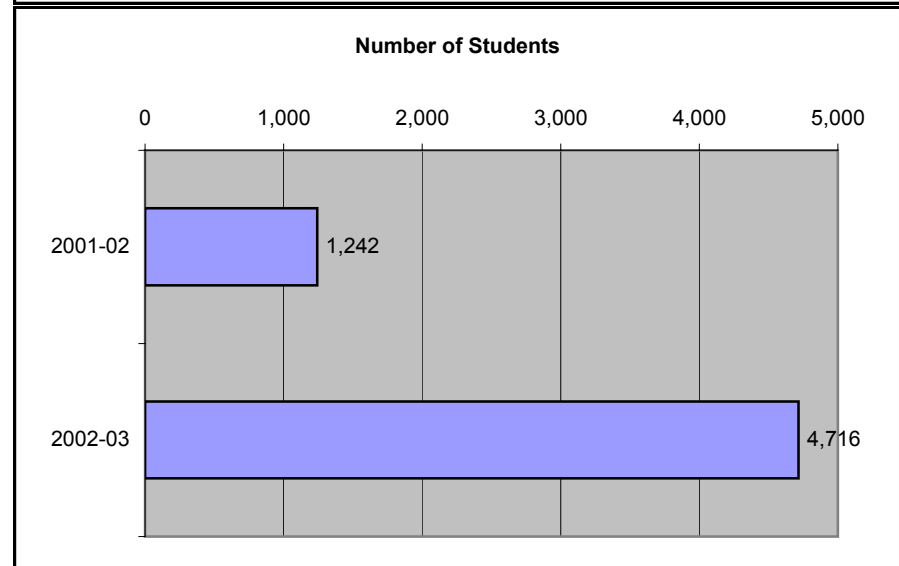


# Victory Schools, Inc.

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | NA      | 1       | 2       | 1       | 6       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | NA      | NA      | NA      | 1,242   | 4,716   |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 10 or more schools

## White Hat Management

| Address                                  | Telephone   | WWW Address          | Year Founded | Privately Held/Publicly Traded | Profitability |
|--|---|----------------------|--------------|--------------------------------|---------------|
| 159 South Main Street<br>Akron, OH 44308 | Voice- 330-535-6868 or<br>1-800-525-7967<br>Fax- 330-535-7022 | www.whitehatmgmt.com | 1998         | Private                        | Unknown       |

**NOTES:**

- Information confirmed by Paul Freeman of White Hat Management via fax communication on 4 October 2002.
- Information gathered from White Hat Management Website at <http://www.whitehatmgmt.com> on 30-31 May, and 8 October 2002, and Ohio Department of Education website at [www.ode.state.oh.us/community\\_schools/community\\_school\\_directory/default.asp](http://www.ode.state.oh.us/community_schools/community_school_directory/default.asp) on 31 May, and 11 October 2002 and updated with information from Paul Freeman of White Hat Management via fax communication with on 4 October 2002.
- White Hat Management refused to provide profitability information.

### Schools

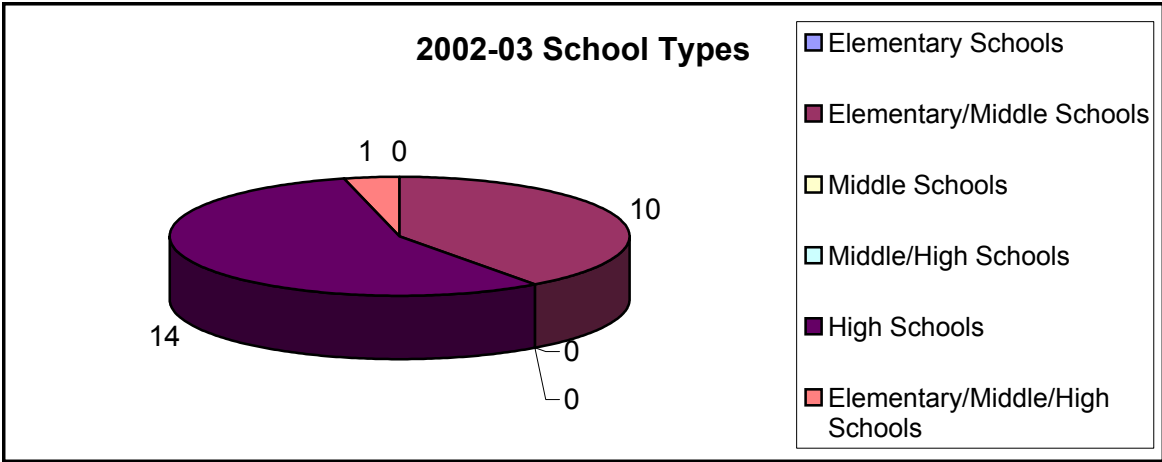
| School Name                   | Location      | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|-------------------------------|---------------|--------------|---------------------|--------------------|-----------------|
| Life Skills Center of Arizona | Phoenix, AZ   | 2002         | 9-12                | 180                | Yes             |
| Hope Academy-Brown Street     | Akron, OH     | 1998         | K-8                 | 262                | Yes             |
| Hope Academy-University       | Akron, OH     | 1998         | K-8                 | 191                | Yes             |
| Hope Academy-Cathedral        | Cleveland, OH | 1998         | K-8                 | 374                | Yes             |

| School Name                              | Location        | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|--|-----------------|--------------|---------------------|--------------------|-----------------|
| Hope Academy-Chapelside                  | Cleveland, OH   | 1998         | K-8                 | 436                | Yes             |
| Life Skills Center of Cincinnati         | Cincinnati, OH  | 1999         | 9-12                | 357                | Yes             |
| Hope Academy-Broadway                    | Cleveland, OH   | 1999         | K-8                 | 410                | Yes             |
| Life Skills Center of Akron              | Akron, OH       | 1999         | 9-12                | 573                | Yes             |
| Riverside Academy                        | Cincinnati, OH  | 1999         | K-8                 | 324                | Yes             |
| Hope Academy-Lincoln Park                | Cleveland, OH   | 1999         | K-8                 | 183                | Yes             |
| Life Skills Center of Youngstown         | Youngstown, OH  | 1999         | 9-12                | 234                | Yes             |
| Life Skills Center of Cleveland          | Cleveland, OH   | 1999         | 9-12                | 612                | Yes             |
| Life Skills Center of Trumbull County    | Warren, OH      | 2000         | 9-12                | 308                | Yes             |
| Hope Academy-West Campus                 | Cleveland, OH   | 2001         | K-8                 | 239                | Yes             |
| Life Skills Center of Clark County       | Springfield, OH | 2001         | 9-12                | 227                | Yes             |
| Life Skills Center of Butler County      | Middletown, OH  | 2001         | 9-12                | 298                | Yes             |
| ODELHA Academy (Virtual School)          | Ohio            | Unknown      | K-12                | Unknown            | Yes             |
| Life Skills Center-Canton                | Canton, OH      | 2002         | 9-12                | 176                | Yes             |
| Life Skills Center-Southwestern Columbus | Grove City, OH  | 2002         | 9-12                | Unknown            | Yes             |
| Life Skills Center-Southeastern Columbus | Columbus, OH    | 2002         | 9-12                | Unknown            | Yes             |

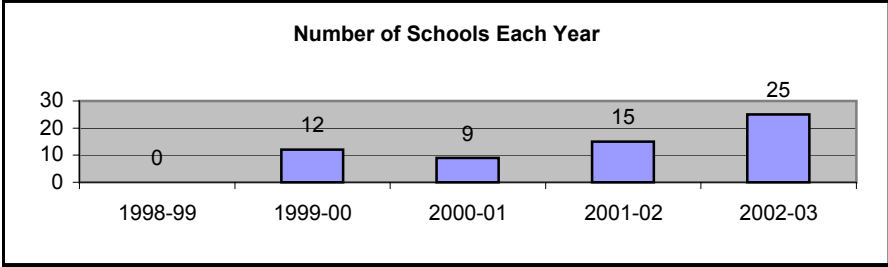
| <b>School Name</b>                   | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--------------------------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Life Skills Center-Northern Columbus | Columbus, OH    | 2002                | 9-12                       | Unknown                   | Yes                    |
| Hope Academy Canton                  | Canton, OH      | 2002                | K-8                        | 281                       | Yes                    |
| Hope Academy North Coast             | Cleveland, OH   | 2002                | K-8                        | 295                       | Yes                    |
| Life Skills Center-Toledo            | Toledo, OH      | Unknown             | 9-12                       | Unknown                   | Yes                    |
| Life Skills Center- Elyria           | Elyria, OH      | Unknown             | 9-12                       | 189                       | Yes                    |

# White Hat Management

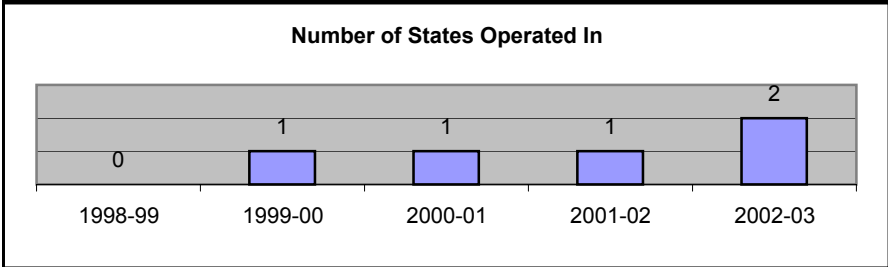
|                                |         |
|--------------------------------|---------|
|                                | 2002-03 |
| Elementary Schools             | 0       |
| Elementary/Middle Schools      | 10      |
| Middle Schools                 | 0       |
| Middle/High Schools            | 0       |
| High Schools                   | 14      |
| Elementary/Middle/High Schools | 1       |



|                   |         |         |         |         |         |
|-------------------|---------|---------|---------|---------|---------|
|                   | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of Schools | NA      | 12      | 9       | 15      | 25      |

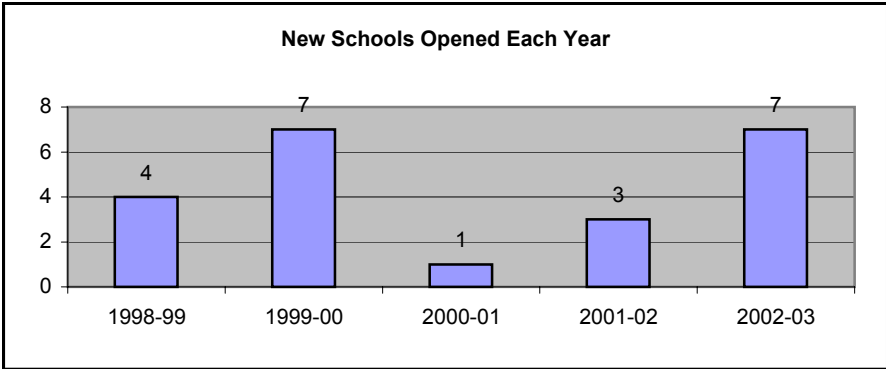


|                  |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|
|                  | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
| Number of States | NA      | 1       | 1       | 1       | 2       |

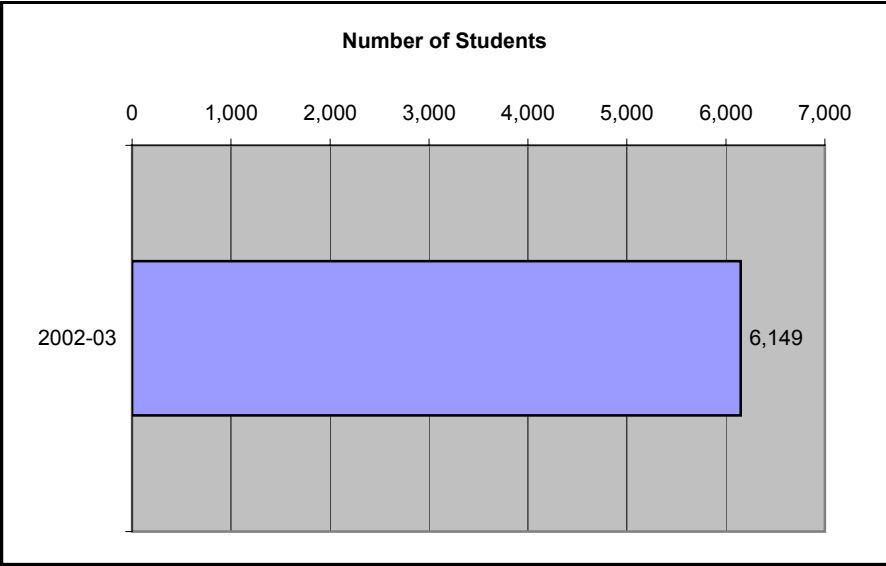


# White Hat Management

|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| New Schools Opened | 4       | 7       | 1       | 3       | 7       |



|                    | 1998-99 | 1999-00 | 2000-01 | 2001-02 | 2002-03 |
|--------------------|---------|---------|---------|---------|---------|
| Number of Students | Unknown | Unknown | Unknown | Unknown | 6,149   |



6,149 Includes students in 20 of 25 schools

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

## Designs for Learning, Inc.

| Address  | Telephone                                | WWW Address         | Year Founded | Privately Held/Publicly Traded | Profitability |
|--|--|---------------------|--------------|--------------------------------|---------------|
| 1021 Bandana Blvd. East<br>Suite 214<br>St. Paul, MN 55108 | Voice- 651-645-0200<br>Fax- 651-645-0240 | www.designlearn.net | 1987         | Private                        | Profitable    |

**NOTES:**

- Information confirmed by Andrew Adelman of Designs for Learning via e-mail communication on 1 November 2002.
- Information gathered from the Designs for Learning Inc. website at [www.designlearn.net](http://www.designlearn.net) on 31 May 2002, the Minnesota Department of Education website at [www.educ.state.mn.us/cfdirectory/report\\_c11.cgi](http://www.educ.state.mn.us/cfdirectory/report_c11.cgi) on 31 May 2002, the Minnesota department of Children, Families and Learning website at <http://cfl.state.mn.us/charter/schooldetail> on 31 July 2002, the Minnesota Association of Charter Schools website at <http://www.mncharterschools.org/csp.html> on 31 July 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 22 October 2002, and updated with information from Andrew Adelman of Designs for Learning, Inc. via e-mail communication on 1 November 2002.
- Minnesota Technology High School was renamed as Jennings Experiential High School.

### Schools

| School Name                       | Location      | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|-----------------------------------|---------------|--------------|---------------------|--------------------|-----------------|
| The Museum School of San Diego    | San Diego, CA | 1996         | 3-5                 | 47                 | Yes             |
| St. Paul Family Learning Center   | St. Paul, MN  | 1996         | K-6                 | 100                | Yes             |
| Jennings Experiential High School | St. Paul, MN  | 1998         | 9-12                | 95                 | Yes             |
| High School for Recording Arts    | St. Paul, MN  | 1998         | 9-12                | 150                | Yes             |



| <b>School Name</b>                  | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-------------------------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Concordia Creative Learning Academy | St. Paul, MN    | 1998                | K-6                        | 110                       | Yes                    |
| Chiron Middle School                | Minneapolis, MN | 2002                | 6-8                        | 160                       | Yes                    |

### Discontinued Schools - Designs For Learning

| <b>School Name</b>                          | <b>Location</b> | <b>Year</b> | <b>Reason Discontinued</b>  |
|---|-----------------|-------------|---|
| Twin Cities International Elementary School | Minneapolis, MN | 2002        | Unknown-E-Mail Communication from Designs For Learning, 1 November 2002 |
| Minnesota International Middle School       | Minneapolis, MN | 2002        | Unknown-E-Mail Communication from Designs For Learning, 1 November 2002 |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

**Excel Education Centers, Inc.**

| <b>Address</b>                                     | <b>Telephone</b>                        | <b>WWW Address</b>            | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|---|-------------------------------|---------------------|---------------------------------------|----------------------|
| 1040 Whipple Street, Ste 324<br>Prescott, AZ 86305 | Voice-928-778-5764<br>Fax- 928-445-2989 | www.exceleducationcenters.org | 1995                | Private                               | Unknown              |

**NOTES:**

- Information confirmed by Lois Schmittinger of Excel Education Centers, Inc via e-mail communication on 25 September 2002.
- Information gathered from Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 31 May and 27 June 2002, the Excel Education Centers, Inc. website at [www.excel.apscc.k12.az.us](http://www.excel.apscc.k12.az.us) on 31 May and 27 June 2002 and updated with information from Lois Schmittinger of Excel Education Centers via e-mail communication on 25 September 2002
- Excel Education Centers, Inc. refused to provide profitability information.

**Schools**

| <b>School Name</b>                         | <b>Location</b>     | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--|---------------------|---------------------|----------------------------|---------------------------|------------------------|
| Excel Education Center-<br>Prescott        | Prescott, AZ        | 1995                | 6-12                       | 160                       | Yes                    |
| Excel Education Center-<br>Cottonwood      | Cottonwood, AZ      | 1995                | 9-12                       | 100                       | Yes                    |
| Excel Education Center-<br>Flagstaff       | Flagstaff, AZ       | 1996                | 6-12                       | 220                       | Yes                    |
| Excel Education Center-<br>Prescott Valley | Prescott Valley, AZ | 1996                | 6-12                       | 220                       | Yes                    |

| <b>School Name</b>                  | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-------------------------------------|------------------|---------------------|----------------------------|---------------------------|------------------------|
| Excel Education Center-San Carlos   | San Carlos, AZ   | 1996                | 6-12                       | 120                       | Yes                    |
| Excel Education Center-Chino Valley | Chino Valley, AZ | 1999                | 6-12                       | 100                       | Yes                    |
| Excel Education Center-Fort Mohave  | Fort Mohave, AZ  | 2001                | 9-12                       | 100                       | Yes                    |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

## Helicon Associates

| Address                             | Telephone                                | WWW Address | Year Founded | Privately Held/Publicly Traded | Profitability |
|-------------------------------------|--|-------------|--------------|--------------------------------|---------------|
| P.O.Box 1014<br>Flat Rock, MI 48134 | Voice- 734-675-5505<br>Fax- 734-675-6553 | None        | 1993         | Private                        | Unknown       |

**NOTES:**

- Information confirmed by Lois Schmittinger of Excel Education Centers, Inc via e-mail communication on 25 September 2002.
- Information gathered from Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 31 May and 27 June 2002, the Excel Education Centers, Inc. website at [www.excel.apsc.k12.az.us](http://www.excel.apsc.k12.az.us) on 31 May and 27 June 2002 and updated with information from Lois Schmittinger of Excel Education Centers via e-mail communication on 25 September 2002
- Excel Education Centers, Inc. refused to provide profitability information.

### Schools

| School Name                 | Location      | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|-----------------------------|---------------|--------------|---------------------|--------------------|-----------------|
| Pansophia Academy           | Coldwater, MI | 1995         | K-12                | 214                | Yes             |
| Thomas Gist Academy         | Inkster, MI   | 1995         | K-8                 | 402                | Yes             |
| Michigan Automotive Academy | Romulus, MI   | 1995         | K-12                | 718                | Yes             |
| Summit Academy              | Flat Rock, MI | 1996         | K-12                | 456                | Yes             |

| School Name                         | Location         | Year Founded | Grade Levels Served | Number of Students | Charter School? |
|-------------------------------------|------------------|--------------|---------------------|--------------------|-----------------|
| Sauk Trail Academy                  | Hillsdale, MI    | 1997         | K-8                 | 107                | Yes             |
| New Bedford Academy                 | Lambertville, MI | 1998         | K-8                 | 161                | Yes             |
| Summit Academy North                | Romulus, MI      | 1998         | K-12                | 1,102              | Yes             |
| Will Carleton Public School Academy | Hillsdale, MI    | 1998         | K-10                | 211                | Yes             |
| Marshall Academy                    | Marshall, MI     | 2000         | K-8                 | 292                | Yes             |

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating 4-9 schools

**Ideabanc, Inc.**

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

**NOTES:**

- Information confirmed by Carol Towner of Ideabanc, Inc. via fax communication on 29 October 2002.
- Information gathered from Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 15 October 2002 and updated with information from Carol Towner of Ideabanc, Inc. via fax communication on 19 September and 29 October 2002.

**Schools**

| <b>School Name</b>                       | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| AmeriSchools Academy                     | Phoenix, AZ     | 1998                | K-8                        | 267                       | Yes                    |
| AmeriSchools College Preparatory Academy | Tucson, AZ      | 1998                | 9-12                       | 93                        | Yes                    |
| AmeriSchools Academy                     | Yuma, AZ        | 1999                | K-8                        | 189                       | Yes                    |
| AmeriSchools Middle Academy              | Tucson, AZ      | 2000                | 6-8                        | 81                        | Yes                    |

| <b>School Name</b>              | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---------------------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| AmeriSchools Children's Academy | Tucson, AZ      | 2002                | K-6                        | 186                       | Yes                    |
| AmeriSchools Children's Academy | Phoenix, AZ     | 2002                | K-6                        | 202                       | Yes                    |



**For-Profit Education Management Organization Profiles  
2002-2003 Directory  
Companies operating 4-9 schools**

**Nobel Learning Communities, Inc.**

| <b>Address</b>                                   | <b>Telephone</b>                         | <b>WWW Address</b>    | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|-----------------------|---------------------|---------------------------------------|----------------------|
| 1615 West Chester Pike<br>West Chester, PA 19382 | Voice- 484-947-2000<br>Fax- 484-947-2003 | www.nobellearning.com | 1984                | Public                                | Profitable           |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Nobel Learning Communities, Inc. did not respond to these multiple requests.
- Information gathered from the Nobel Learning Communities website at www.nobellearning.com on 3, 21, and 25 June 2002, the Pennsylvania Department of Education website at www.pde.state.pa.us/charter\_schools/lib/charter\_schools on 3 June 2002, the Great Schools website at www.greatschools.net/modperl/browse\_school on 22 October 2002, as well as the US Security and Exchange Commission website at www.sec.gov/Archives/edgar/data/721237/000102140802007171/d10q.txt on 21 June 2002.

**Schools**

| <b>School Name</b>                  | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|-------------------------------------|------------------|---------------------|----------------------------|---------------------------|------------------------|
| Fletcher Heights Elementary School  | Peoria, AZ       | 1999                | K-8                        | 405                       | Yes                    |
| Desert Heights Elementary School    | Glendale, AZ     | 1999                | K-8                        | 301                       | Yes                    |
| Philadelphia Academy Charter School | Philadelphia, PA | 1999                | K-8                        | 657                       | Yes                    |
| Franklin Towne Charter School       | Philadelphia, PA | 2000                | 9-12                       | 685                       | Yes                    |
| People for People Charter School    | Philadelphia, PA | 2001                | K-5                        | 360                       | Yes                    |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

**Ombudsman Educational Services, Ltd.**

| <b>Address</b>                         | <b>Telephone</b>                         | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|--------------------|---------------------|---------------------------------------|----------------------|
| 1585 N. Milwaukee<br>Liberty, IL 60048 | Voice- 847-367-6383<br>Fax- 847-367-0367 | www.ombudsman.com  | 1975                | Private                               | Unknown              |

**NOTES:**

- Information confirmed by Ombudsman Education Services, Ltd. via fax communication on 30 October 2002.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1 October 2002 and updated with information from Ombudsman Education Services, Ltd via fax communication on 12 September and 30 October 2002.
- Ombudsman Educational Services, Ltd. refused to provide profitability information.

**Schools**

| <b>School Name</b>                   | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--------------------------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Ombudsman Learning Center- East      | Phoenix, AZ     | 1996                | 7-12                       | 73                        | Yes                    |
| Ombudsman Learning Center- West      | Glendale, AZ    | 1998                | 6-12                       | 80                        | Yes                    |
| Ombudsman Learning Center- Metro     | Phoenix, AZ     | 1999                | 6-12                       | 78                        | Yes                    |
| Ombudsman Learning Center- Northeast | Phoenix, AZ     | 2000                | 6-12                       | 92                        | Yes                    |

| <b>School Name</b>                   | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--------------------------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Ombudsman Learning Center- Northwest | Peoria, AZ      | 2002                | 6-12                       | 76                        | Yes                    |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

**Pinnacle Education, Inc.**

| <b>Address</b>   | <b>Telephone</b>                         | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|--------------------|---------------------|---------------------------------------|----------------------|
| 4700 S. McClintock Dr.<br>Suite.140<br>Tempe, AZ 85282 | Voice- 480-755-8222<br>Fax- 480-755-8111 | www.pin-ed.com     | 2000                | Private                               | Unknown              |

**NOTES:**

- Information confirmed by Ombudsman Education Services, Ltd. via fax communication on 30 October 2002.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1 October 2002 and updated with information from Ombudsman Education Services, Ltd via fax communication on 12 September and 30 October 2002.
- Ombudsman Educational Services, Ltd. refused to provide profitability information.

**Schools**

| <b>School Name</b>                      | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Westmark High School                    | Chandler, AZ    | 2001                | 9-12                       | 95                        | Yes                    |
| Westmark High School-<br>Chandler Blvd. | Chandler, AZ    | 2001                | 9-12                       | 120                       | Yes                    |
| Kino Academy                            | Nogales, AZ     | 2001                | 9-12                       | 145                       | Yes                    |
| Day Star Academy                        | Phoenix, AZ     | 2001                | K-8                        | 175                       | Yes                    |

| <b>School Name</b> | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--------------------|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Freedom Academy    | Phoenix, AZ     | 2001                | K-8                        | 144                       | Yes                    |

**For-Profit Education Management Organization Profiles  
2002-2003 Directory**  
Companies operating 4-9 schools

**SABIS Educational Systems, Inc.**

| <b>Address</b>                           | <b>Telephone</b>                         | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held/Publicly Traded</b> | <b>Profitability</b> |
|--|--|--------------------|---------------------|---------------------------------------|----------------------|
| 6385 Beach Rd.<br>Eden Prairie, MN 55344 | Voice- 952-918-1850<br>Fax- 952-918-1851 | www.sabis.net      | 1886                | Private                               | Profitable           |

**NOTES:**

- Information confirmed by Udo Schulz of SABIS Educational Systems, Inc. via e-mail communication on 29 October 2002.
- Information gathered from the SABIS website at www.sabis.net on 3-4, and 20 June 2002, the Michigan Association of Public School Academies website at www.charterschools.org/schools on 3 June 2002, as well as the Department of Education websites for the following states: AZ, OH, MA, and NC on 3-4, and 20 June 2002 and updated with information from Udo Schulz of SABIS Educational Systems, Inc. via fax communication on 23 October 2002.

**Schools**

| <b>School Name</b>                       | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| SABIS International School               | Phoenix, AZ     | 2001                | K-9                        | 715                       | Yes                    |
| SABIS Charter School of New Orleans      | New Orleans, LA | 2002                | K-5                        | 300                       | Yes                    |
| SABIS International Charter School       | Springfield, MA | 1995                | K-12                       | 1,314                     | Yes                    |
| SABIS Foxborough Regional Charter School | Foxborough, MA  | 1998                | K-12                       | 740                       | Yes                    |
| International Academy of Flint           | Flint, MI       | 1999                | K-11                       | 600                       | Yes                    |

| <b>School Name</b>                              | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students</b> | <b>Charter School?</b> |
|---|-----------------|---------------------|----------------------------|---------------------------|------------------------|
| Guilford-SABIS Charter School                   | Greensboro, NC  | 2001                | K-9                        | 375                       | Yes                    |
| The International Charter School of Schenectady | Schenectady, NY | 2002                | K-4                        | 300                       | Yes                    |

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
**Companies operating fewer than 4 schools**

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

| <b>Allen-Cochran Enterprises</b> |  |
|----------------------------------|--|
| <b>Address</b>                   | 1700 East Elliot, 9<br>Tempe, AZ 85284   |
| <b>Telephone</b>                 | Voice- 480-632-1940<br>Fax- 480-632-1398 |
| <b>WWW Address</b>               | None                                     |
| <b>Year Founded</b>              | 1997                                     |
| <b>Publicly/Privatey Held</b>    | Private                                  |
| <b>Profitability</b>             | Profitable                               |

| <b>School Name</b>              | <b>Location</b> | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|---------------------------------|-----------------|---------------------|----------------------|---------------------------|-----------------------|
| Accelerated Learning Laboratory | Tucson, AZ      | 1998                | K-8                  | 270                       | Yes                   |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Accelerated Learning Center did not respond to these multiple requests
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, as well as the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002.

| <b>School Name</b>                | <b>Location</b> | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|-----------------------------------|-----------------|---------------------|----------------------|---------------------------|-----------------------|
| Center for Educational Excellence | Tempe, AZ       | 1997                | K-8                  | 280                       | Yes                   |

**NOTES:**

- Information confirmed by Allen-Cochran Enterprises via fax communication on 29 October 2002
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated with information from Allen-Cochran Enterprises via fax communication on 29 October 2002
- Allen-Cochran Enterprises refused to provide profitability information



**For-Profit Education Management Organization Profiles  
2002-2003 Directory  
Companies operating fewer than 4 schools**

|                                    |  |
|------------------------------------|--|
| <b>American Basic Schools, LLC</b> |  |
| <b>Address</b>                     | 131 E. Southern Ave.<br>Mesa, AZ 85210   |
| <b>Telephone</b>                   | Voice- 480-964-4602<br>Fax- 480-655-7870 |
| <b>WWW Address</b>                 | None                                     |
| <b>Year Founded</b>                | 1999                                     |
| <b>Publicly/Privatey Held</b>      | Private                                  |
| <b>Profitability</b>               | Profitable                               |

| School Name        | Location | Year Founded | Levels Served | Number of Students | Charter School |
|--------------------|----------|--------------|---------------|--------------------|----------------|
| Burke Basic School | Mesa, AZ | 1999         | K-8           | 570                | Yes            |

**NOTES:**

- Information confirmed by Glen Gaddy of American Basic Schools, LLC via telephone communication on 1 October 2002 and via fax communication on 29 October 2002.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/472](http://www.greatschools.net/modperl/browse_school/az/472) on 10 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002 and updated with information from Glen Gaddy of American Basic Schools, LLC. via fax communication 24 September and 29 October 2002.

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

| School Name       | Location    | Year Founded | Levels Served | Number of Students | Charter School |
|-------------------|-------------|--------------|---------------|--------------------|----------------|
| Summit Elementary | Phoenix, AZ | 1999         | K-6           | 150                | Yes            |

**NOTES:**

- Information confirmed by APEX Education Systems, Inc. via fax communication on 18 September 2002.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> & [www.greatschools.net/modperl/browse\\_school/az/472](http://www.greatschools.net/modperl/browse_school/az/472) on 5 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from APEX Education Systems, Inc. via fax communication on 18 September 2002.
- APEX Education Systems, Inc. declined to refused enrollment information.

## For-Profit Education Management Organization Profiles 2002-2003 Directory

Companies operating fewer than 4 schools

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

|                                       |   |
|---------------------------------------|---|
| <b>Bright Beginnings School, Inc.</b> |   |
| <b>Address</b>                        | 400 N. Andersen Blvd.<br>Chandler, AZ 85224 |
| <b>Telephone</b>                      | Voice- 480-821-1404<br>Fax- 480-821-1463    |
| <b>WWW Address</b>                    | None  |
| <b>Year Founded</b>                   | 1996  |
| <b>Publicly/Privatey Held</b>         | Private                                     |
| <b>Profitability</b>                  | Unknown                                     |

| School Name                                    | Location        | Year Founded | Levels Served | Number of Students | Charter School |
|--|-----------------|--------------|---------------|--------------------|----------------|
| Benjamin Franklin Charter School - Mesa        | Mesa, AZ        | 1995         | K-5           | 296                | Yes            |
| Benjamin Franklin Charter School - Queen Creek | Queen Creek, AZ | 1996         | K-8           | 527                | Yes            |
| Benjamin Franklin Charter School - Gilbert     | Gilbert, AZ     | 1997         | K-6           | 518                | Yes            |

**NOTES:**

- Information confirmed by Benjamin Franklin Charter School via fax communication on 30 October 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated by Benjamin Franklin Charter School via fax communication on 30 October 2002
- Benjamin Franklin Charter School refused to provide profitability information

| School Name                 | Location     | Year Founded | Levels Served | Number of Students | Charter School |
|-----------------------------|--------------|--------------|---------------|--------------------|----------------|
| Bright Beginnings School #1 | Chandler, AZ | 1996         | Pre, K-8      | 400                | Yes            |

**NOTES:**

- Information confirmed by Bright Beginnings School, Inc. via fax communication on 29 October 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002 June, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Bright Beginnings School, Inc. via fax communication on 29 October 2002.
- Bright Beginnings School, Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles  
2002-2003 Directory  
Companies operating fewer than 4 schools**

|                                     |  |
|-------------------------------------|--|
| <b>Cambridge Academy East, Inc.</b> |  |
| <b>Address</b>                      | 1201 N. 66th St.<br>Mesa, AZ 85205       |
| <b>Telephone</b>                    | Voice- 480-641-2828<br>Fax- 480-325-2365 |
| <b>WWW Address</b>                  | None                                     |
| <b>Year Founded</b>                 | 1999                                     |
| <b>Publicly/Privatey Held</b>       | Private                                  |
| <b>Profitability</b>                | Unknown                                  |

| School Name            | Location | Year Founded | Levels Served | Number of Students | Charter School |
|------------------------|----------|--------------|---------------|--------------------|----------------|
| Cambridge Academy East | Mesa, AZ | 1999         | K-4           | 69                 | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cambridge Academy East, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

|  |  |
|--|--|
| <b>Cesar Chavez Middle Schools, Inc.</b> |  |
| <b>Address</b>                           | 4700 S. Park Ave.<br>Tucson, AZ 85714    |
| <b>Telephone</b>                         | Voice- 520-573-1500<br>Fax- 520-573-1600 |
| <b>WWW Address</b>                       | None                                     |
| <b>Year Founded</b>                      | 2000                                     |
| <b>Publicly/Privatey Held</b>            | Private                                  |
| <b>Profitability</b>                     | Unknown                                  |

| School Name                | Location         | Year Founded | Levels Served | Number of Students | Charter School |
|----------------------------|------------------|--------------|---------------|--------------------|----------------|
| Cesar Chavez Middle School | South Tucson, AZ | 1999         | 6-8           | 86                 | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cesar Chavez Middle Schools, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

## For-Profit Education Management Organization Profiles 2002-2003 Directory

Companies operating fewer than 4 schools

| <b>Choice Schools Associates</b> |  |
|----------------------------------|--|
| <b>Address</b>                   | P.O. Box 141493<br>Grand Rapids, MI 49514  |
| <b>Telephone</b>                 | Voice- 616-735-9630<br>Voice- 616-735-9631 |
| <b>WWW Address</b>               | None                                       |
| <b>Year Founded</b>              | 1998                                       |
| <b>Publicly/Private<br/>Held</b> | Private                                    |
| <b>Profitability</b>             | Profitable                                 |

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

| School Name   | Location      | Year<br>Founded | Levels<br>Served | Number of<br>Students | Charter<br>School |
|---|---------------|-----------------|------------------|-----------------------|-------------------|
| West Michigan Academy of<br>Environmental Science                   | Walker, MI    | 1994            | K-11             | 479                   | Yes               |
| Creative Learning Academy of Science,<br>Mathematics and Humanities | Beaverton, MI | 1996            | K-8              | 62                    | Yes               |
| Grattan Academy   | Belding, MI   | 1996            | K-8              | 109                   | Yes               |

**NOTES:**

- Information confirmed by Sarah Faucette of Choice Schools Associates via fax communication on 4 December 2002.
- Information gathered from Michigan Association of Public School Academies website at [www.charterschools.org/schools.html](http://www.charterschools.org/schools.html) on 5 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Sarah Faucette of Choice Schools Associates via fax communication on 4 December 2002.

| School Name                | Location    | Year<br>Founded | Levels<br>Served | Number of<br>Students | Charter<br>School |
|----------------------------|-------------|-----------------|------------------|-----------------------|-------------------|
| Cornerstone Charter School | Phoenix, AZ | 2000            | 9-12             | 49                    | Yes               |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Cornerstone Charter School, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
**Companies operating fewer than 4 schools**

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

| <b>Desert Springs Academy</b> |  |
|-------------------------------|--|
| <b>Address</b>                | 10355 E. 29th St. Tucson, AZ 85748       |
| <b>Telephone</b>              | Voice- 520-546-9966<br>Fax- 520-546-9848 |
| <b>WWW Address</b>            | None                                     |
| <b>Year Founded</b>           | 1999                                     |
| <b>Publicly/Privatey Held</b> | Private                                  |
| <b>Profitability</b>          | Profitable                               |

| School Name                    | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|--------------------------------|------------|--------------|---------------|--------------------|----------------|
| Country Gardens Charter School | Laveen, AZ | 2000         | K-12          | 321                | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Country Gardens Educational Services, LLC. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

| School Name            | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|------------------------|------------|--------------|---------------|--------------------|----------------|
| Desert Springs Academy | Tucson, AZ | 1999         | K-8           | 185                | Yes            |
| Desert Springs Academy | Tucson, AZ | 2000         | K-6           | 115                | Yes            |

**NOTES:**

- Information confirmed by Desert Springs Academy via phone conversation on 4 December 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated with information from Desert Springs Academy via phone conversation on 4 December 2002.

**For-Profit Education Management Organization Profiles  
2002-2003 Directory  
Companies operating fewer than 4 schools**

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

|                                   |  |
|-----------------------------------|--|
| <b>Educational Services, Inc.</b> |  |
| <b>Address</b>                    | 715 North 7th Street<br>Cottonwood, AZ 86326 |
| <b>Telephone</b>                  | Unknown                                      |
| <b>WWW Address</b>                | None   |
| <b>Year Founded</b>               | 1999   |
| <b>Publicly/Privatey Held</b>     | Private                                      |
| <b>Profitability</b>              | Unknown                                      |

| School Name            | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|------------------------|------------|--------------|---------------|--------------------|----------------|
| Eastpointe High School | Tucson, AZ | 1999         | 9-12          | 240                | Yes            |
| Allsport Academy       | Tucson, AZ | 2001         | 6-8           | 120                | Yes            |

**NOTES:**

- Information confirmed by Eastpointe High School, Inc. via fax communication on 29 October 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512on](http://www.greatschools.net/modperl/browse_school/az/512on) 12 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Eastpointe High School, Inc. via fax communication on 29 October 2002
- Eastpointe High School, Inc. refused to provide profitability information

| School Name                  | Location       | Year Founded | Levels Served | Number of Students | Charter School |
|------------------------------|----------------|--------------|---------------|--------------------|----------------|
| Pathways Charter High        | Camp Verde, AZ | 1999         | 9-12          | Unknown            | Yes            |
| Pathways Preparatory Academy | Camp Verde, AZ | 2000         | 6-8           | Unknown            | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Educational Services, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 6 June 2002, and updated with information with Steve King of Educational Services, Inc. via telephone communication on 10 December 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating fewer than 4 schools

|   |  |
|---|--|
| <b>Future Development Education and Performing Arts Academy</b> |  |
| <b>Address</b>  | 1522 E. Southern Ave.<br>Phoenix, AZ 85040 |
| <b>Telephone</b>  | Voice- 602-276-1223<br>Fax- 602-276-1712   |
| <b>WWW Address</b>  | None                                       |
| <b>Year Founded</b>   | 1996                                       |
| <b>Publicly/Privatey Held</b>                                   | Private                                    |
| <b>Profitability</b>  | Unknown                                    |

| School Name  | Location    | Year Founded | Levels Served | Number of Students | Charter School |
|--|-------------|--------------|---------------|--------------------|----------------|
| Future Development Education & Performing Arts Academy | Phoenix, AZ | 1996         | K-8           | 224                | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Future Development Education and Performing Arts Academy did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/707](http://www.greatschools.net/modperl/browse_school/az/707) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

|                               |   |
|-------------------------------|---|
| <b>GAR, LLC</b>               |   |
| <b>Address</b>                | 1833 N. Scottsdale Rd.<br>Tempe, AZ 85281 |
| <b>Telephone</b>              | Voice- 480-947-9511<br>Fax- 480-947-9624  |
| <b>WWW Address</b>            | None                                      |
| <b>Year Founded</b>           | 2000                                      |
| <b>Publicly/Privatey Held</b> | Private                                   |
| <b>Profitability</b>          | Unknown                                   |

| School Name                | Location  | Year Founded | Levels Served | Number of Students | Charter School |
|----------------------------|-----------|--------------|---------------|--------------------|----------------|
| Student Choice High School | Tempe, AZ | Unknown      | 9-12          | 43                 | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. GAR, LLC. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating fewer than 4 schools

|   |  |
|---|--|
| <b>General Health Corp.- Arizona Youth Associates</b> |  |
| <b>Address</b>  | 4242 N. 19th Ave. 100<br>Phoenix, AZ 85015 |
| <b>Telephone</b>                                      | Voice- 602-861-0625<br>Fax- 602-331-0990   |
| <b>WWW Address</b>                                    | None                                       |
| <b>Year Founded</b>                                   | 1998                                       |
| <b>Publicly/Privatey Held</b>                         | Unknown                                    |
| <b>Profitability</b>                                  | Unknown                                    |

|                               |  |
|-------------------------------|--|
| <b>Heritage Academy, Inc.</b> |  |
| <b>Address</b>                | 32 S. Center<br>Mesa, AZ 85210           |
| <b>Telephone</b>              | Voice- 480-969-5641<br>Fax- 480-969-6972 |
| <b>WWW Address</b>            | None                                     |
| <b>Year Founded</b>           | 1995                                     |
| <b>Publicly/Privatey Held</b> | Private                                  |
| <b>Profitability</b>          | Unknown                                  |

| School Name           | Location     | Year Founded | Levels Served | Number of Students | Charter School |
|-----------------------|--------------|--------------|---------------|--------------------|----------------|
| Copper Canyon Academy | Glendale, AZ | 1995         | K-6           | 155                | Yes            |
| Desert Pointe Academy | Glendale, AZ | 1999         | 7-12          | 94                 | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. General Health Corp.- Arizona Youth Associates did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002 June.

| School Name      | Location | Year Founded | Levels Served | Number of Students | Charter School |
|------------------|----------|--------------|---------------|--------------------|----------------|
| Heritage Academy | Mesa, AZ | Unknown      | 7-12          | 368                | Yes            |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 12 September, 29 October, and 3 December 2002. Heritage Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, as well as the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002.



**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating fewer than 4 schools

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

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

**NOTES:**

- Information confirmed by Montessori Charter School of Flagstaff Inc. via fax communication on 29 October 2002.
- Information gathered from Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Montessori Charter School of Flagstaff, Inc. via fax communication on 12 September 2002.

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

| School Name            | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|------------------------|------------|--------------|---------------|--------------------|----------------|
| Montessori Schoolhouse | Tucson, AZ | 1998         | K-6           | 110                | Yes            |

**NOTES:**

- Information confirmed by Regina Ebner of Montessori Schoolhouse of Tucson via telephone conversation on 10 December 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated with information from Regina Ebner o Montessori Schoolhouse of Tucson via telephone conversation on 10 December 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating fewer than 4 schools

|                                      |  |
|--------------------------------------|--|
| <b>New West Charter School, Inc.</b> |  |
| <b>Address</b>                       | 98 N. Oak Dr.<br>Benson, AZ 85602        |
| <b>Telephone</b>                     | Voice- 520-586-1976<br>Fax- 520-586-1655 |
| <b>WWW Address</b>                   | None                                     |
| <b>Year Founded</b>                  | 1998                                     |
| <b>Publicly/Privatey Held</b>        | Private                                  |
| <b>Profitability</b>                 | Profitable                               |

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

| School Name      | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|------------------|------------|--------------|---------------|--------------------|----------------|
| New West Schools | Benson, AZ | 1998         | K-3           | 30                 | Yes            |
| New West School  | Benson, AZ | 1999         | 4-12          | 75                 | Yes            |

**NOTES:**

- Information confirmed by New West Charter School, Inc. via fax communication on 20 September 2002.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from New West Charter School, Inc. via fax communication on 20 September 2002.

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

**NOTES:**

- Information confirmed by ORBIS Management Group, LLC via fax communication on 16 September 2002.
- Information gathered from Michigan Association of Public School Academies at [www.charterschools.org/schools/region7.html](http://www.charterschools.org/schools/region7.html) on 6 June 2002, and updated with information from ORBIS Management Group, LLC via fax communication on 16 September 2002.
- ORBIS Management Group, LLC. refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
**Companies operating fewer than 4 schools**

|                               |  |
|-------------------------------|--|
| <b>ReInventEd, Inc.</b>       |  |
| <b>Address</b>                | 22504 North 76th Place<br>Scottsdale, AZ 85255 |
| <b>Telephone</b>              | Voice- 480-968-6551<br>Fax- 480-513-0816       |
| <b>WWW Address</b>            | None   |
| <b>Year Founded</b>           | 2002   |
| <b>Publicly/Privatey Held</b> | Private  |
| <b>Profitability</b>          | Profitable                                     |

| School Name                    | Location  | Year Founded | Levels Served | Number of Students | Charter School |
|--------------------------------|-----------|--------------|---------------|--------------------|----------------|
| ReInventEd Charter High School | Tempe, AZ | 2002         | 9-12          | 47                 | Yes            |

**NOTES:**

- Information confirmed by ReInventEd, Inc. via telephone communication on 6 December 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002, and updated with information from ReInventEd, Inc. via telephone communication on 6 December 2002.

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

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

**NOTES:**

- Information confirmed by Tyla Wells of Schoolhouse Services and Staffing Inc. via fax communication on 24 September 2002.
- Information gathered from Michigan Association of Public School Academies website at [www.charterschools.org/schools/region3.html](http://www.charterschools.org/schools/region3.html) on 11, and 31 June, and 5 September 2002, and updated with information from Tyla Wells of Schoolhouse Services and Staffing Inc. via fax communication with on 24 September 2002.
- Schoolhouse Services and Staffing Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles  
2002-2003 Directory  
Companies operating fewer than 4 schools**

| <b>Self Development Charter School</b> |  |
|--|--|
| <b>Address</b>                         | 1709 N. Greenfield Rd.<br>Mesa, AZ 85205 |
| <b>Telephone</b>                       | Voice- 480-647-2640<br>Fax- 480-926-1572 |
| <b>WWW Address</b>                     | None                                     |
| <b>Year Founded</b>                    | 2000                                     |
| <b>Publicly/Privatey Held</b>          | Private                                  |
| <b>Profitability</b>                   | Unknown                                  |

| <b>School Name</b>              | <b>Location</b> | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|---------------------------------|-----------------|---------------------|----------------------|---------------------------|-----------------------|
| Self Development Charter School | Mesa, AZ        | 2000                | K-4                  | Unknown                   | Yes                   |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Self Development Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.

| <b>Shadow Ridge</b>           |   |
|-------------------------------|---|
| <b>Address</b>                | 1145 E. Washington St.<br>Phoenix, AZ 85014 |
| <b>Telephone</b>              | Voice- 602-243-1400<br>Fax- 602-252-2986    |
| <b>WWW Address</b>            | None  |
| <b>Year Founded</b>           | Unknown                                     |
| <b>Publicly/Privatey Held</b> | Private                                     |
| <b>Profitability</b>          | Unknown                                     |

| <b>School Name</b>          | <b>Location</b> | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|-----------------------------|-----------------|---------------------|----------------------|---------------------------|-----------------------|
| Shadow Ridge Charter School | Phoenix, AZ     | 1999                | K-12                 | 178                       | Yes                   |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Self Development Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 13 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
**Companies operating fewer than 4 schools**

| <b>Smart Schools</b>          |  |
|-------------------------------|--|
| <b>Address</b>                | 10192 E. Grand River Suite 113<br>Brighton, MI 48116 |
| <b>Telephone</b>              | Voice- 810-225-3292<br>Fax- 810-225-3306             |
| <b>WWW Address</b>            | www.smartschoolsinc.com                              |
| <b>Year Founded</b>           | 1996   |
| <b>Publicly/Privatey Held</b> | Private  |
| <b>Profitability</b>          | Unknown  |

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

| <b>School Name</b>   | <b>Location</b>   | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|--|-------------------|---------------------|----------------------|---------------------------|-----------------------|
| LDA-Charyl Stockwell Academy (formerly Livingston Developmental Academy) | Howell, MI        | 1996                | K-8                  | 427                       | Yes                   |
| Livingston Technical Academy   | Howell, MI        | 1995                | 9-12                 | 150                       | Yes                   |
| Grand Traverse Academy   | Traverse City, MI | 2000                | K-7                  | 297                       | Yes                   |

**NOTES:**

- Information confirmed by Smart Schools via fax communication on 20 September 2002.
- Information gathered from Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> 11 June 2002 and updated with information from Smart Schools via fax communication on 20 September 2002.
- Smart Schools refused to provide profitability information.

| <b>School Name</b>                     | <b>Location</b> | <b>Year Founded</b> | <b>Levels Served</b> | <b>Number of Students</b> | <b>Charter School</b> |
|--|-----------------|---------------------|----------------------|---------------------------|-----------------------|
| Southern Arizona Community High School | Tucson, AZ      | 2000                | 9-12                 | 99                        | Yes                   |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Southern Arizona Community Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 13 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

**For-Profit Education Management Organization Profiles**  
**2002-2003 Directory**  
 Companies operating fewer than 4 schools

|  |   |
|--|---|
| <b>Tucson Country Day School, Inc.</b> |   |
| <b>Address</b>                         | 9239 E. Wrightstown Rd.<br>Tucson, AZ 85715 |
| <b>Telephone</b>                       | Voice- 520-296-0883<br>Fax- 520-290-1521    |
| <b>WWW Address</b>                     | None  |
| <b>Year Founded</b>                    | 2000  |
| <b>Publicly/Privatey Held</b>          | Private                                     |
| <b>Profitability</b>                   | Unknown                                     |

| School Name               | Location   | Year Founded | Levels Served | Number of Students | Charter School |
|---------------------------|------------|--------------|---------------|--------------------|----------------|
| Tucson Country Day School | Tucson, AZ | 2000         | K-4           | 43                 | 3              |

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 29 October, and 3 December 2002. Tucson Country Day School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 13 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

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

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

| Name of Company                 | Years Profiled | Reason for Exclusion   |
|---------------------------------|----------------|--|
| Cambridge First Education       | 1999-2002      | Cambridge First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.   |
| Pitman Resources                | 2001-2002      | Pitman Resources' Charters were bought by Sequoia Schools and does not currently operate any schools - Telephone conversation with Pitman Resources on 3 December 2002   |
| Lake Havasu Charter School      | 2001-2002      | Lake Havasu Charter School changed legal status from For-profit to Non-profit on 1-4-02 - Arizona Department of Education website at <a href="http://www.ade.state.as.us/charterschools/search/SiteList.asp">www.ade.state.as.us/charterschools/search/SiteList.asp</a> on 6 June 2002 |
| Innovative Educational Programs | 2001-2002      | Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO - Telephone conversation with Innovative Educational Programs on 12 December 2002  |
| Mountain Rose                   | 2001-2002      | Mountain Rose Academy changed legal status from For-profit to Non-profit in 2002 - Telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 26 September 2002  |
| Tessarac Group                  | 1998-2001      | Bankruptcy - The Associated Press State and Local Wire "Charter school company files for bankruptcy protection," <i>Business News</i> , 10 October 2000.   |
| Advantage Schools               | 1998-2001      | Acquired by Mosaica Schools in July 2001 - Advantage Schools website at <a href="http://www.advantage-schools.com/news/mosaica%20070201.htm">www.advantage-schools.com/news/mosaica%20070201.htm</a>   |
| Malone Management               | 1998-2001      | Malone Management closed the only school they operated in 2000 and do not currently operate any schools  |

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

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

| Name of Company | Years Profiled | Reason for Exclusion   |
|-----------------|----------------|--|
| LearnNow        | 1999-2001      | Acquired by Edison Schools in July 2001 - Edison Schools website at <a href="http://www.edisonschools.com/news/news/cfm?ID=88">www.edisonschools.com/news/news/cfm?ID=88</a> |
| EduCare         | 1998-1999      | EduCare is a non-profit organization which operates 4 charter schools in Michigan - Telephone communication with EduCare on 3 September 2002                                 |



## Appendix B- For-Profit Virtual Schools

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

| <b>California Virtual Academies</b> |  |
|-------------------------------------|--|
| <b>Parent Company</b>               | K12 Education                            |
| <b>Telephone</b>                    | Voice- 866-512-2273<br>Fax- 703-748-1273 |
| <b>WWW Address</b>                  | www.caliva.org                           |

**NOTES:**

- Information gathered from the California Virtual Academies website at www.caliva.org on 20 December 2002.

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

| <b>Colorado Virtual Academy</b> |                     |
|---------------------------------|---------------------|
| <b>Parent Company</b>           | K12 Education       |
| <b>Telephone</b>                | Voice- 866-512-2273 |
| <b>WWW Address</b>              | www.covs.org        |

**NOTES:**

- Information gathered from the Colorado Virtual Academy website at www.covs.org on 20 December 2002.

| <b>Year Founded</b>  | Unknown |
|--|---------|
| <b>Number of Students</b>  | Unknown |
| <b>Charter School?</b>   | Yes     |
| <b>Description</b>   |         |
| Colorado Virtual Academy is a charter school in a partnership with the Academy of Charter Schools and offers instruction in grades K-5. Any student in Colorado is eligible to enroll. |         |

## Appendix B- For-Profit Virtual Schools

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

|                              |                     |
|------------------------------|---------------------|
| <b>Idaho Virtual Academy</b> |                     |
| <b>Parent Company</b>        | K12 Education       |
| <b>Telephone</b>             | Voice- 866-512-2273 |
| <b>WWW Address</b>           | www.idahova.org     |

**NOTES:**

- Information gathered from the Idaho Virtual Academy website at www.idahova.org on 20 December 2002.

|   |         |
|---|---------|
| <b>Year Founded</b>   | 2002    |
| <b>Number of Students</b>   | Unknown |
| <b>Charter School?</b>  | Yes     |
| <b>Description</b>  |         |
| Idaho Virtual Academy is a charter school and offers instruction in grades K-5. Any student in Idaho is eligible to enroll. |         |

|                                 |  |
|---------------------------------|--|
| <b>Minnesota Virtual School</b> |  |
| <b>Parent Company</b>           | K12 Education                            |
| <b>Telephone</b>                | Voice- 866-512-2273<br>Fax- 507-896-3452 |
| <b>WWW Address</b>              | www.mnva.org                             |

**NOTES:**

- Information gathered from the Minnesota Virtual School website at www.mnva.org on 20 December 2002.

|  |         |
|--|---------|
| <b>Year Founded</b>  | 2002    |
| <b>Number of Students</b>  | Unknown |
| <b>Charter School?</b>   | No      |
| <b>Description</b>   |         |
| Minnesota Virtual School works in partnership with Houston Public Schools and offers instruction in grades K-5. Students will be required to spend at least 20% of their instructional time on a public school campus for additional activities. Any student in Minnesota is eligible to enroll. |         |

## Appendix B- For-Profit Virtual Schools

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

| <b>OHDELA Academy</b> |  |
|-----------------------|--|
| <b>Parent Company</b> | White Hat Management                     |
| <b>Telephone</b>      | Voice- 866-864-3352<br>Fax- 330-253-8250 |
| <b>WWW Address</b>    | www.odelha.com                           |

**NOTES:**

- Information gathered from the OHDELA website at www.ohdela.com on 12 December 2002

| <b>Year Founded</b>  | Unknown |
|--|---------|
| <b>Number of Students</b>  | Unknown |
| <b>Charter School?</b>   | Yes     |
| <b>Description</b>   |         |
| OHDELA Academy is a charter school which offers instruction in grades K-12. Any student in Ohio is eligible to enroll. |         |

| <b>Ohio Virtual Academy</b> |                     |
|-----------------------------|---------------------|
| <b>Parent Company</b>       | K12 Education       |
| <b>Telephone</b>            | Voice- 866-512-2273 |
| <b>WWW Address</b>          | www.ohva.org        |

**NOTES:**

- Information gathered from the Ohio Virtual Academy website at www.ohva.org on 20 December 2002.

| <b>Year Founded</b>  | 2002    |
|--|---------|
| <b>Number of Students</b>  | Unknown |
| <b>Charter School?</b>   | Yes     |
| <b>Description</b>   |         |
| Ohio Virtual Academy is a charter school and offers instruction in grades K-5. |         |

## Appendix B- For-Profit Virtual Schools

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

|  |  |
|--|--|
| <b>Pennsylvania Virtual Charter School</b> |  |
| <b>Parent Company</b>                      | K12 Education                            |
| <b>Telephone</b>                           | Voice- 866-512-2273<br>Fax- 610-275-1719 |
| <b>WWW Address</b>                         | www.pavcs.org                            |

**NOTES:**

- Information gathered from the Pennsylvania Virtual Charter School website at www.pavcs.org on 20 December 2002.

|  |         |
|--|---------|
| <b>Year Founded</b>  | 2001    |
| <b>Number of Students</b>  | Unknown |
| <b>Charter School?</b>   | Yes     |
| <b>Description</b>   |         |
| Pennsylvania Virtual Charter School offers instruction in grades K-5. Any student in Pennsylvania is eligible to enroll. |         |

|   |  |
|---|--|
| <b>Sequoia Choice School Arizona Distance Learning School</b> |  |
| <b>Parent Company</b>   | Sequoia Charter Schools                  |
| <b>Telephone</b>  | Voice- 480-655-7005<br>Fax- 480-655-7911 |
| <b>WWW Address</b>  | www.scazdl.org                           |

**NOTES:**

- Information confirmed by Pat Greer of Sequoia Schools via fax communication on 12 December 2002.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 11 June 2002 and updated with information from Pat Greer of Sequoia Schools via fax communication on 12 December 2002.

|   |      |
|---|------|
| <b>Year Founded</b>   | 1998 |
| <b>Number of Students</b>   | 160  |
| <b>Charter School?</b>  | Yes  |
| <b>Description</b>  |      |
| Sequoia Choice School Arizona Distance Learning School offers instruction in grades K-12. Any student in Arizona is eligible to enroll. |      |