

Profiles of For-Profit Education Management Companies

1999-2000



Education Policy Project
Center for Education Research, Analysis, and Innovation
University of Wisconsin-Milwaukee

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Profiles of For-Profit Education Management Companies

INTRODUCTION

The 1990s were a period of rapid expansion for what is now called the “education industry.” One of the fastest growing sections of that industry is that of companies managing public schools, particularly charter schools, for profit. Companies have always profited from selling necessary supplies to schools, but the concept of making a profit from the administration and practice of K-12 public education itself is new. Industry watchers have coined the term “education management organization,” or EMO, to describe these companies, and the comparison to HMOs seems accurate to both proponents and critics of the phenomenon.

The charter school movement has been a boon to EMOs. The first charter school law was passed in Minnesota in 1991. Currently, most of the 37 states with charter school laws permit the charter holder to be a for-profit firm or allow the charter holder to subcontract with for-profit firms for management assistance or total school management. States having what are considered the strongest charter school laws (i.e., the most flexible), such as Arizona and Michigan, also have the most schools managed by for-profit companies.

In 1999, the Center for Education Research, Analysis, and Innovation published the first directory of companies managing public schools for profit, which included 13 firms managing 135 schools in 15 states. The 2000 edition of the Profiles includes 20 companies managing 230 schools in 21 states. The companies profiled represent only those that CERAI researchers could positively identify as for-profit management companies, and are likely to represent only the largest or most high-profile of the many firms that exist. A table that lists other companies for which limited information is available can be found at the end of the document.

CERAI has attempted to provide information that is accurate and complete. Company representatives are encouraged to send corrections and additions to the CERAI office for inclusion in the next edition of the Profiles.

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Summary of For-profit Education Management Companies

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

Company Name and Location	Total Number of Schools Operating	Number of Schools That Are Charter Schools	States in Which Company Is Operating
Advantage Schools, Boston, MA	16	16	AZ, DC, IL, MA, MI, NC, NJ, NY, PA, TX
Beacon Education Management, Westborough, MA	22	13	IL, MA, MI, MO, NC
Charter School Administration Services, Southfield, MI	7	6	MI
Charter Schools USA, Fort Lauderdale, FL	5	5	FL
Crawford First Education Portsmouth, VA	5	1	IL, MN, VA

* = See note on company profile.

Designs for Learning St. Paul, MN	5	5	MN
Edison Schools, New York, NY	60*	12	CA, CO, CT, DC, FL, GA, IL, IA, KS, MA, MI, MN, MO, NC, NJ, OH, TX
Excel Education Centers, Prescott, AZ	7	7	AZ
Helicon Associates, Flat Rock, MI	6	6	MI
LearnNow, Inc., New York, NY.	*	*	*
Leona Group, East Lansing, MI	34	16	AZ, MI
Malone Management, Grand Rapids, MI	1	1	MI
Montessori Charter School of Flagstaff, Flagstaff, AZ	1	1	AZ
Mosaica Education San Rafael, CA	8	8	MI, NJ, PA
National Heritage Academies, Dearborn, MI	22	22	MI, NC

* = See note on company profile.

SABIS Educational Systems, Eden Prairie, MN	5	4	MA, MI, MN
Smart Schools, Inc., Howell, MI	1	Unknown, information not available	MI
Tesseract Group, Scottsdale, AZ	11	9	AZ, IN, MN
Victory Schools, Inc., New York, NY	2	2	NY
White Hat Management, Akron, OH	12*	Unknown, information not available	OH

* = See note on company profile.

**For-profit Education Management Company Profile
1999-2000 Survey**

Advantage Schools

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
60 Canal St. Boston, MA 02114	(617) 523-2220 or (888) 292-2344 FAX: (617) 523-2221	www.advantage-schools.com/home	1996	Privately held	Not Profitable ¹

Schools²

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-7	Yes
Washington DC Arts and Technology Academy	Washington, DC	1999	K-5	Yes
Octavio Paz Charter School	Chicago, IL	1998	K-7	Yes
Mystic Valley Advantage Regional Charter School ³	Malden, MA	1998	K-6	Yes
Abby Kelley Foster Regional Charter School	Worcester, MA	1998	K-6	Yes
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-6	Yes
Sugar Creek Charter School	Charlotte, NC	1999	K-5	Yes

¹ "The Business of Education," *Business Week Online*, 7 February 2000.

² E-mail communication from Josh Solomon, Advantage Schools, on 7 December 1999.

³ Advantage Schools will not renew its contract for the 2000-2001 school year. Source: Associated Press, "Manager pulls out of Malden charter school," *Boston Globe*, 10 February 2000, B7.

Rocky Mount Charter School	Rocky Mount, NC	1997	K-7	Yes
New Horizons Community Charter School	Newark, NJ	1999	K-5	Yes
Jersey City Golden Door Charter School	Jersey City, NJ	1998	K-6	Yes
New Covenant Charter School	Albany, NY	1999	K-5	Yes
Philadelphia Renaissance Charter School	Philadelphia, PA	1999	K-5	Yes
Dallas Advantage Charter School	Dallas, TX	1999	K-5	Yes
Houston Advantage Charter School	Houston, TX	1999	K-5	Yes
Midland Advantage Charter School	Midland, TX	1999	K-5	Yes
New Frontiers Charter School	San Antonio, TX	1998	K-6	Yes

**For-profit Education Management Company Profile
1999-2000 Survey**

Beacon Education Management (formerly Alternative Public Schools)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
112 Turnpike Road Suite 107 Westborough, MA 01581	800-789-1258 ext. 14 (508) 836-4461 FAX: (508) 836-2604	www.beaconedu.com e-mail: info@beaconedu.com	1992	Privately held	Not Profitable ⁴

Schools⁵

* Schools marked with an asterisk are run by JCR & Associates, an affiliate of Beacon Education Management.

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Thomas Jefferson Charter School	Itasca, IL	1999	K-8	Yes
Chelmsford Public Charter School	Chelmsford, MA	1996	5-8	Yes
Rising Tide Charter School	Plymouth, MA	1998	5-8	Yes
Roxbury College Preparatory Charter School	Boston, MA	1999	6	Yes
Crossroads Charter Academy*	Big Rapids, MI	1998	K-8	Yes
The Learning Center*	Byron Center, MI	1996	K-10	Yes
Chandler Park Academy*	Detroit, MI	1997	8	Yes
Chandler Park Academy South*	Detroit, MI	1998	7	Yes
Chandler Park Academy III*	Detroit, MI	Unknown	5-6	Unknown
White Pine Academy*	Leslie, MI	Unknown	K-8	Unknown

⁴ "The Business of Education," *Business Week Online*, 7 February 2000.

⁵ Faxed communication from Michael B. Ronan, Beacon Educational Management, on 7 December 1999.

Huron Academy*	McComb County, MI	Unknown	K-8	Unknown
Renaissance Public School Academy*	Mt. Pleasant, MI	1995	K-8	Yes
Great Lakes Academy*	Pontiac, MI	1997	K-6	Yes
New Directions Academy*	Pontiac, MI	Unknown	K	Unknown
New Directions Institute*	Pontiac, MI	1997	9-12	Unknown
Landmark*	Port Huron, MI	Unknown	K-8	Unknown
Conner Creek Academy East	Roseville, MI	1998	K-6	Unknown
West Michigan Academy of Arts & Academics*	Spring Lake, MI	1996	K-8	Yes
Conner Creek Academy	Warren, MI	1998	K-6	Unknown
New Beginnings Academy	Ypsilanti, MI	Unknown	K-5	Unknown
Southwest Charter School	Kansas City, MO	Unknown	6-8	Yes
Engelmann School of Arts & Sciences	Claremont, NC	1996	K-6	Yes

**For-profit Education Management Company Profile
1999-2000 Survey**

Charter School Administration Services

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
20755 Greenfield Rd. Suite 300 Southfield MI 48075	(248) 569-7787 (248) 334-2814 FAX: (248) 569-6674	None	1995	Privately Held	Unknown

Schools⁶

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Academy of Detroit - Oak Park	Ferndale, MI	1995	6-12	Yes
Academy of Detroit - East	Inkster, MI	1995	K-5	Yes
Academy of Detroit - Southfield	Southfield, MI	1995	K-5	Yes
Academy of Detroit - West	Oak Park, MI	1995	K-5	Yes
Academy of Detroit - Westland	Westland, MI	1994	K-5	Yes
Academy of Kansas City	Kansas City, MO	1999	Unknown	Unknown
Academy of Austin	Austin, TX	1999	CLOSED	Yes

⁶ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from telephone communication with company representative Dr. Hall on 11 February 2000 and faxed communication from the American Federation of Teachers on 12 November 1998.

**For-profit Education Management Company Profile
1999-2000 Survey**

Charter Schools USA

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
2500 N. Federal Hwy 5 th Floor Fort Lauderdale, FL 33305	(954) 202-3500 (954) 791-9910 FAX: (954) 202-3512	www.charterschoolsusa.com e-mail: ChaterSchoolsUSA@Yahoo.com	1998	Privately Held	Unknown

Schools⁷

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Coral Springs Middle School	Coral Springs, FL	Unknown	Unknown	Yes
Coral Springs Charter High School	Coral Springs, FL	Unknown	Unknown	Yes
Ryder Elementary Charter School	Miami, FL	1999	K-3	Yes
North Lauderdale Academy High School	North Lauderdale, FL	Unknown	Unknown	Yes

⁷ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources:

Charter Schools USA website, www.charterschoolsusa.com on 16 December 1999.

June Kronholz, "Public schools getting private makeover," *The Wall Street Journal*, 18 August 1999, 1A.

David Pedreira, "Strait-out country; Bush pals vie for charters," *The Tampa Tribune*, 28 March 1999, Florida/Metro 1.

Ryder System Incorporated press release, "Ryder opens the nation's first charter school-in-the-workplace," *PR Newswire*, 19 November 1999.

Joanne Wojcik, "Ryder starts charter school; Labor recruitment a key goal," *Business Insurance*, 6 September 1999, News 1.

Palm Beach Maritime Academy	West Palm Beach, FL	1999	Unknown	Yes
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**For-profit Education Management Company Profile
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Crawford First Education

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
825 Crawford Parkway Portsmouth, VA 23704	(757) 391-6673 FAX: (757) 391-6651	www.absfirst.com e-mail: deborah.white@absfirst.com	1992	Privately Held	Unknown

Schools⁸

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Crawford Day school	Chicago, IL	2000	6-12	Yes
Crawford First High School	Chicago, IL	1997	9-12	No
Minneapolis Crawford School	Minneapolis, MN	1999	K-12	No
Crawford Day School	Portsmouth, VA	1989	K-12	No
Port Enterprise	Portsmouth, VA	1994	K-12	No

⁸ Faxed communication from Deborah White, Crawford First Education, on 12 January 2000.

**For-profit Education Management Company Profile
1999-2000 Survey**

Designs for Learning, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1745 University Ave. W St. Paul, MN 55104-3613	(651) 649-5400 FAX: (612) 649-5490	www.designlearn.com	1987	Privately Held	Unknown

Schools⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Concordia Early Learning Center	St. Paul, MN	1998	K-6	Yes
Family Learning Center	St. Paul, MN	1998	K-5	Yes
Learning Adventures Middle School	St. Paul, MN	1998	6-8	Yes
Minnesota Technology High School	St. Paul, MN	1998	9-12	Yes
High School for the Recording Arts	St. Paul, MN	1998	9-12	Yes

⁹ Faxed communication from Wayne Jennings, Designs for Learning, on 6 December 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

Edison Schools

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
521 5 th Ave., 15 th Floor New York, NY 10175	(212) 419-1600 FAX: (212) 309-1604	www.edisonschools.com e-mail: geninfo@newyork.edison schools.com	1991	Publicly Traded	Not profitable ^{10,11}

Schools*¹²

* Some of the school names below actually represent two or more "academies" serving different grade levels within the same school. Edison counts each academy as a separate school, giving the company a total school count of 79. CERAI's count of 60 total schools reflects the fact that these multiple academies are housed in the same building and served by the same school office.

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Feaster-Edison Charter School	Chula Vista, CA	1997	K-6	No
Edison Brentwood Academy	E. Palo Alto, CA	1998	K-3	No
McNair Academy	E. Palo Alto, CA	1998	4-8	No
Edison-Bethune Charter Academy	Fresno, CA	1999	K-6	No
Phillips-Edison Partnership School	Napa, CA	1998	K-6	No

¹⁰ In a 29 May 1998 Wichita (Kansas) Business Journal article, Edison executive vice president Chris Cerf said that the company would soon be at "static-state profitability," the point at which they will have a profit if they cease growth expenditures.

¹¹ "The Business of Education," *Business Week Online*, 7 February 2000.

¹² Faxed communication from Jessica Andre, Edison Schools, on 17 December 1999.

Edison Charter Academy	San Francisco, CA	1998	K-5	No
San Jose-Edison Academy	West Covina, CA	1998	K-6	No
Roosevelt-Edison Charter School	Colorado Springs, CO	1996	K-5	No
Emerson-Edison Junior School	Colorado Springs, CO	1997	6-8	No
Air Force Academy/Colorado Springs Academy-Edison Elementary School	Colorado Springs, CO	1998	K-5	No
Timberview-Edison Junior Academy	Colorado Springs, CO	1999	6-7	No
Wyatt-Edison Charter School	Denver, CO	1998	K-6	Yes
Wintergreen Interdistrict Magnet Sch.	Hamden, CT	1998	K-8	No
Edison-Friendship Public Charter School (3 campuses)				
Chamberlain	Washington, DC	1998	K-5	Yes
Woodridge	Washington, DC	1998	K-5	Yes
Blow Pierce	Washington, DC	1999	6-8	Yes
Henry S. Reeves Elementary School	Miami, FL	1996	K-5	No
M.L. King Jr.-Edison Elementary	Macon, GA	1999	3-6	No
Riley Edison Elementary	Macon, GA	1999	K-6	No
Chicago International Charter School-Longwood Campus	Chicago, IL	1999	K-12	No
Franklin-Edison School	Peoria, IL	1999	K-4	No
Northmoor-Edison School	Peoria, IL	1999	K-4	No
Jefferson-Edison Elementary School	Davenport, IA	1999	K-5	No
Dodge-Edison Elementary School	Wichita, KS	1994	K-5	No
Jardine-Edison Junior Academy	Wichita, KS	1995	6-8	No
Edison-Ingalls Partnership School	Wichita, KS	1997	K-5	No
Edison-Isely Partnership School	Wichita, KS	1997	K-5	No
Boston Renaissance Charter School	Boston, MA	1995	K-8	Yes
Seven Hills Charter School	Worcester, MA	1996	K-8	Yes
Southwestern Edison Junior Academy	Battle Creek, MI	1999	7	No
Washington-Edison Partnership School	Battle Creek, MI	1998	K-6	No

Wilson-Edison Partnership School	Battle Creek, MI	1998	K-6	No
Detroit Academy of Arts and Science	Detroit, MI	1997	K-6	Yes
Detroit-Edison Public School Academy	Detroit, MI	1998	K-5	Yes
YMCA Service Learning Academy	Detroit, MI	1999	K-5	Yes
Edison-Oakland Public School Academy	Ferndale, MI	1999	K-8	Yes
Garfield-Edison Partnership School	Flint, MI	1997	K-5	No
Northwest Community High School Edison Partnership School	Flint, MI	1999	6-10	No
Williams-Edison Partnership School	Flint, MI	1997	K-5	No
Mid-Michigan Public School Academy	Lansing, MI	1996	K-8	Yes
Dr. Martin Luther King, Jr., Academy	Mount Clemens, MI	1995	K-5	No
Mount Clemens Junior and Senior Academy	Mount Clemens, MI	1996	6-12	No
Edison-Perdue Academy	Pontiac, MI	1998	K-7	No
Kenwood-Edison Charter School	Duluth, MN	1997	K-5	No
Raleigh-Edison Charter School	Duluth, MN	1997	K-5	No
Washburn-Edison Charter School	Duluth, MN	1997	6-8	No
Edison Project-PPL School	Minneapolis, MN	1998	K-7	No
Allen-Edison Edison Elementary School	Kansas City, MO	1999	K-8	Yes
Edison Educational Village School	MO	1999	Unknown	Unknown
Westport Edison Senior Academy	Kansas City, MO	1999	9-12	No
Westport Edison Middle School	Kansas City, MO	1999	6-8	No
Woodland Edison Partnership School	Kansas City, MO	1999	K-5	No
Carver Heights-Edison Elem. School	Goldsboro, NC	1998	K-5	No
Swift Creek-Edison Elementary	Rocky Mount, NC	1999	K-5	No
Granville Charter School	Trenton, NJ	1998	K-8	Yes
The Dayton Academy	Dayton, OH	1999	K-5	Yes
Elm Creek-Edison Partnership School	San Antonio, TX	1997	K-5	No

McNair-Scobee Edison Junior Academy	San Antonio, TX	1998	6-7	No
Kriewald Road Elementary School	San Antonio, TX	1998	K-5	No
Washington Elementary School ¹³	Sherman, TX	1995	K-4	No
Dillingham Intermediate School	Sherman, TX	1996	5-6	No
Stewart-Edison Junior Academy	Tyler, TX	1999	6-8	No

¹³ Contract with Edison will not be renewed in June 2000. Source: Jonathan Fox, "No Class," *Dallas Observer*, 27 January 2000.

**For-profit Education Management Company Profile
1999-2000 Survey**

Excel Education Centers, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1040 Whipple St. Ste. 401 Prescott, AZ 86305	800-417-9036 520-778-5764 FAX: (520) 445-2989	www.excel.apscc.k12.az.us	1995	Privately held	Unknown

Schools¹⁴

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Excel Education Center - Cottonwood	Cottonwood, AZ	1995	6-12	Yes
Excel Education Center - Flagstaff	Flagstaff, AZ	1996	6-12	Yes
Excel Education Center - Prescott	Prescott, AZ	1995	6-12	Yes
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	6-12	Yes
Excel Education Center - San Carlos	San Carlos, AZ	1996	6-12	Yes
Excel Education Center - Williams	Williams, AZ	1995	6-12	Yes
Excel Education Center - ChinoValley	Chino Valley, AZ	1999	6-12	Yes

¹⁴ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from Excel Education Centers' website, www.excel.apscc.k12.az.us.

**For-profit Education Management Company Profile
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Helicon Associates

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
P.O. Box 1014 Flat Rock MI 48134	(734) 379-9795	None	1993	Privately Held	Unknown

Schools¹⁵

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Morey Charter School	Shepherd, MI	1997	K-7	Yes
Summit Academy	Flat Rock, MI	1996	K-10	Yes
Pansophia Academy	Cold Water, MI	1995	K-12	Yes
New Bedford Academy	Lambertville, MI	1998	K-8	Yes
Will Carleton Academy	Hillsdale, MI	1998	K-6	Yes
Summit Academy-North	New Boston, MI	1998	K-5	Yes

¹⁵ Michigan charter school Evaluation Center, www.umich.edu/evalctr/charter/schools/list.html. Cited on 4 February 2000.

**For-profit Education Management Company Profile
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LearnNow Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
44 Wall Street 12 th Floor New York, NY 10005	(212) 461-2155 FAX: (212) 461-2156	www.lnschools.com	1999	Privately held	Unknown

Schools¹⁶

Plans to open schools in the fall of 2000.

¹⁶ E-mail communication with Beth Sutkus, LearnNow, Inc., on 19 November 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

The Leona Group

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
4660 S. Hagadorn Rd. Suite 500 East Lansing, MI 48823-5376	(517) 333-9030 FAX: (517) 333-4559	www.leonagroup.com e-mail: INFO@LeonaGroup.com	1996	Privately held	Profitable ¹⁷

Schools¹⁸

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Apache Trail High School	Apache Junction, AZ	Unknown	9-12	Yes
Estrella High School	Avondale, AZ	Unknown	9-12	Unknown
El Dorado High School	Chandler, AZ	Unknown	9-12	Unknown
Desert Hills High School	Gilbert, AZ	Unknown	9-12	Unknown
Maya High School	Glendale, AZ	Unknown	9-12	Unknown
Gold Mountain High School	Mesa, AZ	Unknown	9-12	Unknown
Sun Valley High School	Mesa, AZ	Unknown	9-12	Yes
Peoria Accelerated High School	Peoria, AZ	Unknown	9-12	Unknown
Ocotillo High School	Phoenix, AZ	Unknown	9-12	Unknown

¹⁷ "The Business of Education," *Business Week Online*, 7 February 2000.

¹⁸ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: The Leona Group's website, www.leonagroup.com and faxed communication with the American Federation of Teachers on 12 November 1998.

Summit High School	Phoenix, AZ	Unknown	9-12	Unknown
West Phoenix High School	Phoenix, AZ	Unknown	9-12	Yes
Tempe Accelerated High School	Tempe, AZ	Unknown	9-12	Yes
Tucson Accelerated High School	Tucson, AZ	Unknown	9-12	Unknown
Allen Academy	Detroit, MI	Unknown	K-8	Unknown
Beacon International Academy	Detroit, MI	Unknown	K-5	Unknown
Cesar Chavez Academy Elem. School	Detroit, MI	1996	K-5	Yes
Cesar Chavez Academy Middle School	Detroit, MI	Unknown	6-8	Yes
Charlotte Forten Academy	Detroit, MI	Unknown	Ages 12-18	Unknown
George Crockett Academy	Detroit, MI	Unknown	K-8	Yes
Hope of Detroit Academy	Detroit, MI		K-8	
Pierre Toussiant Academy	Detroit, MI	Unknown	K-8	Yes
Voyageur Academy	Detroit, MI	Unknown	K-8	Yes
Woodward Academy	Detroit, MI	Unknown	2-8	Yes
Joy Preparatory Academy	Dearborn, MI	Unknown	K-4	Unknown
Academy for Business and Technology	Dearborn Heights, MI	Unknown	6-12	Yes
Northridge Academy	Flint, MI	Unknown	K-6	Yes
William C. Abney Academy for the Performing Arts	Grand Rapids, MI	Unknown	K-6	Unknown
Northside Preparatory Academy	Kalamazoo, MI	Unknown	K-5	Unknown
New City Academy	Lansing, MI	Unknown	K-12	Unknown
Walter French Academy	Lansing, MI	1996	K-12	Yes
Tri-Valley Academy	Muskegon, MI	1995	K-8	Yes
Francis Reh Public School Academy	Saginaw, MI	Unknown	K-8	Unknown
West Michigan Academy of Environmental Sciences	Walker, MI	1995	K-8	Yes
Thomas-Gist Academy	Westland/Inkster, MI	Unknown	K-8	Yes

**For-profit Education Management Company Profile
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Malone Management

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1750 Woodworth St. N.E. Grand Rapids, MI 49525	(616) 364-9464 FAX: (616) 364-6404	None	1983	Privately Held	Unknown

Schools¹⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Academy of Health and Science	Grand Rapids, MI	1997	7-9	Yes

¹⁹ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from a telephone conversation with a company representative in December 1998.

**For-profit Education Management Company Profile
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Montessori Charter School of Flagstaff

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1000 E. Appellation Flagstaff, AZ 86004	(520) 774-8685	None	1995	Privately held	Unknown

Schools²⁰

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Montessori Charter School of Flagstaff (a single school located at four sites)	Flagstaff, AZ	1995	K-5	Yes

²⁰ The information was based on faxed communication from the American Federation of Teachers on 12 November 1998.

**For-profit Education Management Company Profile
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Mosaica Education

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
880 Las Gallinas Ave. San Rafael, CA 94903	(415) 491-1305 FAX: (415) 491-1309	www.mosaicaeducation.com	1997	Privately Held	Unknown

Schools²¹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Mosaica Academy of Saginaw	Saginaw, MI	1997	K-7	Yes
Grand Blanc Academy	Grand Blanc, MI	1999	K-6	Yes
George Washington Carver Academy	Highland Park, MI	1999	K-5	Yes
Capital Area Academy	Lansing, MI	1999	K-6	Yes
Center Academy	Flint, MI	1999	K-6	Yes
Community Charter School	Jersey City, NJ	1999	K-7	Yes
Collegium Charter School	West Chester, PA	1999	K-6	Yes
Mosaica Academy Charter School	Bensalem, PA	1998	K-7	Yes

²¹ Faxed communication from Gene Eidelman, Mosaica Education, on 10 December 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

National Heritage Academies (Formerly Educational Development Corporation)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
989 Spaulding Ave. S.E. Grand Rapids, MI 49546	(616) 222-1700 (877) 233-6402 FAX: (616) 222-1701	www.heritageacademies.com www.edcschools.com e-mail info@heritageacademies.com	1995	Privately Held	Unprofitable ²²

Schools²³

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Chandler Woods Charter Academy	Belmont, MI	1999	K-5	Yes
Burton Glen Charter Academy	Burton, MI	1999	K-5	Yes
Cross Creek Charter Academy	Byron Center, MI	1997	K-7	Yes
Linden Charter Academy	Flint, MI	1999	K-6	Yes
Excel Charter Academy	Grand Rapids, MI	1995	K-8	Yes
Knapp Charter Academy	Grand Rapids, MI	1997	K-7	Yes
Ridge Park Charter Academy	Grand Rapids, MI	1998	K-5	Yes
Vista Charter Academy	Grand Rapids, MI	1996	K-8	Yes
Eagle Crest Charter Academy	Holland, MI	1997	K-7	Yes

²² "The Business of Education," *Business Week Online*, 7 February 2000.

²³ Faxed communication from Kellie Hoerner, National Heritage Academies, on 8 December 1999.

Vanderbilt Charter Academy	Holland, MI	1996	K-8	Yes
Paragon Charter Academy	Jackson, MI	1998	K-7	Yes
Paramount Charter Academy	Kalamazoo, MI	1998	K-6	Yes
Windemere Charter Academy	Lansing, MI	1999	K-5	Yes
Cardinal Charter Academy	Muskegon, MI	1998	K-4	Yes
Walton Charter Academy	Pontiac, MI	1999	K-5	Yes
North Saginaw Charter Academy	Saginaw, MI	1999	K-5	Yes
Endeavor Charter Academy	Springfield, MI	1998	K-6	Yes
Walker Charter Academy	Walker, MI	1997	K-7	Yes
Vanguard Charter Academy	Wyoming, MI	1996	K-7	Yes
South Arbor Charter Academy	Ypsilanti, MI	1999	K-5	Yes
Battleground Charter Academy	Greensboro, NC	1999	K-5	Yes
Shattalon Charter Academy	Winston-Salem, NC	1999	K-5	Yes

**For-profit Education Management Company Profile
1999-2000 Survey**

SABIS Educational Systems

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
6385 Beach Rd. Eden Prairie, MN 55344	(612)829-9352 FAX: (612) 941-4015	www.sabis.net e-mail: sabisusa@sabis.net	1886	Privately Held	Unknown

Schools²⁴

School Name	Location	Year Founded	Grade Levels Served	Charter School?
The Chicago International School North Campus	Chicago, IL	1997	Transferred to American Quality Schools, a non-profit org.	Yes
The Chicago International School South Campus	Chicago, IL	1997	CLOSED	Yes
SABIS Foxborough Regional Charter School	Foxborough, MA	1998	K-9	Yes
The Somerville Charter School	Somerville, MA	1996	K-10	Yes
SABIS International Charter School	Springfield, MA	1995	K-11	Yes
International Academy of Flint	Flint, MI	1999	K-8	Yes
International School of Minnesota	Eden Prairie, MN	1985	Pre K-12	No

²⁴ Faxed communication from Udo Schultz, SABIS Educational Systems, on 9 December 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

Smart Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
9758 E. Highland Rd. Howell, MI 48843	(810) 632-2208 FAX: (810) 632-2201	www.smartschoolsinc.com	Unknown	Privately Held	Unknown

Schools²⁵

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Livingston Development Academy	Hartland, MI	1996	K-8	Yes

²⁵ Smart Schools website, www.smartschoolsinc.com, cited on 17 December 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

The Tesseract Group, Inc. (formerly Education Alternatives, Inc.)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
9977 N. 90 th St. Suite 180 Scottsdale, AZ 85258	(480) 767-2300 FAX: (480) 860-4314	www.tesseractgroup.org	1986	Privately Held (Formerly traded on Nasdaq) ²⁶	Not Profitable ²⁷

Schools²⁸

* Schools marked with an asterisk are run by Sunrise Educational Services, Inc., a wholly owned subsidiary of the Tesseract Group, Inc.

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Tesseract School	Paradise Valley, AZ	1995	preK-8	No
Sunray Charter School #109*	Chandler, AZ	Acquired by	K	Yes

²⁶ Tesseract stock was removed from trading on Nasdaq on 4 February 2000 due to the stock being under the minimum that a stock can be worth.

²⁷ "The Business of Education," *Business Week Online*, 7 February 2000.

²⁸ Information was based on the following sources:

Arizona Republic, "Tesseract plans charter high for goodyear," *The Arizona Republic*, 6 August 1999, 1.

June Kronholz, "Public schools getting private makeover," *The Palm Beach Post*, 18 August 1999, 1A.

Tesseract Group press release, "Tesseract announces PricewaterhouseCooper as Independent Auditors," *Business Wire*, 30 July 1999.

Tesseract Group press release, "The Tesseract Group Incorporated closes two underperforming private schools in New Jersey; Completes plan to close all unprofitable schools in its system," *Business Wire*, 24 June 1999.

Tesseract Group press release, "The Tesseract Group Incorporated releases fiscal 2000 first quarter results and announces interim CEO," *Business Wire*, 2 November 1999.

Sunray Charter School #121*	Chandler, AZ	Tesseract	K-5	Yes
Sunray Charter School #124*	Glendale, AZ	Dec. 1997	K-5	Yes
Sunray Charter School #101*	Mesa, AZ		K	Yes
Sunray Charter School #104*	Mesa, AZ		K-5	Yes
Sunray Charter School #106*	Phoenix, AZ	▼	K	Yes
Sunray Charter School #114*	Phoenix, AZ		K-5	Yes
Sunray Charter School #127*	Phoenix, AZ		K-5	Yes
Sunray Charter School #118*	Tempe, AZ	▼	K-5	Yes
Tesseract School	South Bend, IN	1997	CLOSED 1998 for lack of enrollment	Unknown
Tesseract School	Eagan, MN	1987	preK-8	No
Tesseract School	Mays Landing, NJ	Unknown	CLOSED 1999 due to being unprofitable	Unknown
Tesseract School	Northfield, NJ	Unknown	CLOSED 1999 due to being unprofitable. Taken over by Nobel Learning Communities as a Chesterbrook Academy in September, 1999.	Unknown

**For-profit Education Management Company Profile
1999-2000 Survey**

Victory Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
666 5 th Ave. 37 th Floor New York, NY 10103	(212) 541-3976 FAX: (212) 541-3971	None	1999	Privately Held	Unknown

Schools²⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Sisulu Victory Academy	Harlem, NY	1999	K-2	Yes
Roosevelt Long Island Charter Public School (Opening Fall 2000)	Unknown	2000	K-2	Yes

²⁹ E-mail communication from Erik Heyer, Victory Schools, on 6 December 1999.

**For-profit Education Management Company Profile
1999-2000 Survey**

White Hat Management

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
159 S. Main St Suite 210 Akron, OH 44308	(330) 535-6868 FAX: (330) 535-5055	www.whitehatmgmt.com	Unknown	Privately Held	Profitable

Schools³⁰

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Hope Academies	Akron, OH	1998	K-8	Yes
Life Skills Center	Akron, OH	1999	Unknown	Yes
Hope Academies	Cleveland, OH	1998	K-8	Yes
Life Skills Center	Cleveland, OH	Unknown	Unknown	Yes
Hope Academies	Columbus, OH	Unknown	K-8 (Not currently in Operation)	Yes
Riverside Academy	Sedamsville, OH	1999	K-6	Yes
Eagle Heights Academy	Youngstown, OH	1998	Unknown	Yes
Life Skills Center	Youngstown, OH	1999	9-12	Yes

³⁰ An attempt was made to confirm this information with company representatives. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: Faxed communication from Allison Allen form TPS Productions, France Griggs, "Buses lacking, but spirits high at Riverside Academy," *Cincinnati Post*, 6 September 1999.; and Dennis Willard and Doug Oplinger, "Charter experiment goes awry, Schools fail to deliver: Education, safety left behind in Ohio's rush to open academies," *Akron Beacon Journal*, 12 December 1999. According to Willard and Oplinger, White Hat Management manages 11 schools in Ohio.

Other For-profit Education Management Companies

The following is a list of for-profit school management companies for which detailed information about their operations was not obtained at the time of publication. Details on these companies will be added as they become available to us.

Name of Company	Address	Phone
Advance Staff Leasing, Inc.	4407 W St., Joseph Hwy. Lansing MI 48917	(517) 321-5792
American Institutional Management Services, Inc.	5003 Schaefer Rd. Dearborn MI 48126	(313) 584-5000
Charter Foundation, Inc.	1346 N. Stone Ave. Tucson, AZ 85705	(520) 620-1100
Designed Administrative Resources Technologies, Inc.	2851 High Meadow Circle Auburn Hills MI 48326	(248) 649-2367
EDGE Learning Institute, Inc.	1501 W. Fountainhead Pkwy. Tempe, AZ 85282	(602) 968-7273
Education Development Corporation	Grand Rapids, MI	(616) 222-1700
Educational Enterprises, L.L.C.	3551 Packard Rd. Ann Arbor MI 48108	Unknown
EightCAP, Inc.	904 Oak Drive, Turk Lake Greenville MI 48838	(616) 754-9315
Haskell Educational Services	Miami, FL	Unknown
Ideabanc, Inc.	2950 E. 3 rd St. Tucson, AZ 85716	(520) 326-0976
Learning Facilitators, Inc.	MI	Unknown
Midland Charter Initiative	4653 Bailey Bridge Rd. Midland MI 48640	(517) 496-2404

Nobel Learning Communities, Inc.	Rose Tree Corporate Center II 1400 N. Providence Rd. Suite 3055 Media, PA 19063	(610) 891-8200
Northern Educational & Computer Services	MI	Unknown
Open Inn, Inc.	496 S. Convent Ave. Tucson, AZ 85701-2250	520-623-3330
Orbis Management Group, L.L.C.	7330 Tory Hudsonville MI 49426	616-662-6613
Schoolhouse Services and Staffing, Inc.	20131 Berg Rd. Detroit MI 48219	248-538-0072