

Profiles of For-Profit Education Management Companies

2000-2001

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.

The 2000-01 Profiles report is CERAI’s third in an annual series, and the numbers of companies and schools profiled in each consecutive report have grown:

SCHOOL YEAR	Number of Companies Profiled	Number of Schools Managed by Profiled Companies	Number of States in which Profiled Companies Operate
1998-1999	13	135	15
1999-2000	20	230	21
2000-2001	21	285	22

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.

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. EMOs which have not provided information for at least two years of this study are Charter School Administrative Services and White Hat Management. The failure of these companies to respond to information requests raises an important policy question: Do private companies have to disclosed the same types of information that government entities do when they manage a public institution?

Some states are finding that question difficult to answer. For example:

In Michigan, a Booth Newspapers survey conducted in the spring of 2000 found that a majority of charters in the state failed to comply with information requests filed under the state Freedom of Information Act. After making requests for basic data such as teachers' names and salaries, the newspaper group received partial or no responses from 94 of 176 charter schools (53%, compared with 5% noncompliance rate for a sample of 87 traditional public schools). According to the Associated Press, most of the refusals to respond were based on the argument that as a private employer, an EMO does not have to disclose information about their employees to the public.ⁱ The Leona Group, one of Michigan's largest EMOs, filed a lawsuit on this point, but lost. Leona has, however, asked the Michigan Supreme Court to consider hearing an appeal. As of December 2000, the Court had not indicated whether it will take the case.ⁱⁱ

In Ohio, an audit released in March 2000 by the state's Legislative Office of Education Oversight reported that most of the state's first 15 charter schools failed to demonstrate that they met their educational goals for their first year, didn't explain how they evaluate student achievement, and didn't provide parents with the type of in-depth annual progress report required by law.ⁱⁱⁱ Five of those 15 charter schools were managed by White Hat.

The questions that CERAI researchers asked company representatives for this report were different from those posed in the Michigan and Ohio studies. However, the results of all of the studies suggest that the question of how much information a for-profit education management company must provide to the public will remain a point of contention for the foreseeable future.

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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ⁱ "Survey Finds Majority of Charter Schools Fail to Comply with FOIA Request." *Associated Press State and Local Wire*, 26 March 2000.

ⁱⁱ “Managers of Charter School Appealing Lawsuit on Failing to Comply with FOIA Request.” *Associated Press State and Local Wire*, 5 April 2000; “Charter School Fights Staff Names Disclosure.” *Detroit News*, 16 August 2000, Metro p. 8; and, Art Przybylowicz, General Counsel to the Michigan Education Association, telephone conversation with Jennifer Morales, CERAI, 7 December 2000.

ⁱⁱⁱ Welsh-Huggins, Andrew. “Report Finds Failures, Successes in Debut of ‘Community Schools’.” *Associated Press State and Local Wire*, 29 March 2000.

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	15	15	AZ, DC, GA, MA, MI, NC, NJ, NY, PA, TX
Beacon Education Management, Westborough, MA	25	25	IL, MA, MI, MO, NC, NY
Charter School Administrative Services, Southfield, MI	15	15	MI, MO, TX
Charter Schools USA, Fort Lauderdale, FL	4	4	FL, TX
Crawford First Education Portsmouth, VA	5	1	IL, MN, VA

* = See note on company profile.

Designs for Learning St. Paul, MN	6	6	MN
Edison Schools, New York, NY	84*	26	CA, CO, CT, DC, FL, GA, IL, IA, KS, MA, MI, MN, MO, NC, NJ, NY, OH, TX
Excel Education Centers, Prescott, AZ	6	6	AZ
Helicon Associates, Flat Rock, MI	8	8	MI
LearnNow, Inc., New York, NY.	5	5	DC, MN, PA
Leona Group, East Lansing, MI	34	28	AZ, MI
Malone Management, Grand Rapids, MI	0	0	MI
Montessori Charter School of Flagstaff, Flagstaff, AZ	1	1	AZ
Mosaica Education San Rafael, CA	12	12	CO, DE, MI, NJ, PA
National Heritage Academies, Grand Rapids, MI	27	26	MI, NC, NY

* = See note on company profile.

Nobel Learning Communities, Media, PA	5	5	AZ, PA
SABIS Educational Systems, Eden Prairie, MN	6	5	MA, MI, MN, OH
Smart Schools, Inc., Howell, MI	4	4	MI
Tesseract Group, Scottsdale, AZ	11*	9	AZ, MN
Victory Schools, Inc., New York, NY	3	3	NY
White Hat Management, Akron, OH	9*	9	OH
TOTALS in this report	285	213	AZ, CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MA, MD, MI, MN, MO, NC, NJ, NY, OH, PA, TX, VA, WI

* = See note on company profile.

**For-profit Education Management Company Profile
2000-2001 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	1996	Privately held	Not Profitable ¹

Schools²

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Phoenix Advantage School	Phoenix, AZ	1997	K-8	Yes
Arts and Technology Academy	Washington, DC	1999	K-6	Yes
Victory Charter School	Fairburn, GA	2000	K-5	Yes
Octavio Paz Charter School	Chicago, IL	1998	2000: Contract not renewed ³	Yes
Mystic Valley Advantage Regional Charter School	Malden, MA	1998	2000: Contract not renewed ⁴	Yes
Abby Kelley Foster Regional Charter School	Worcester, MA	1998	K-7	Yes
Benton Harbor Charter School	Benton Harbor, MI	2000	K-5	Yes
Detroit Advantage Academy	Detroit, MI	2000	K-5	Yes
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-6	Yes

¹ Elizabeth Colbert, "Unchartered Territory!" New Yorker, 9 October 2000, 34.

² E-mail communication with Patrick Gavin, Advantage Schools, on 30 October 2000.

³ Telephone communication with Octavio Paz Charter School, 8 December 2000.

⁴ "Manager pulls out of Malden charter school," Boston Globe, 10 February 2000, B7.

Sugar Creek Charter School	Charlotte, NC	1999	K-7	Yes
Rocky Mount Charter School	Rocky Mount, NC	1997	Lost Contract ⁵	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	Contract Not Renewed ⁶	Yes
Renaissance Advantage Charter School	Philadelphia, PA	1999	K-6	Yes
Oak Cliff Academy	Dallas, TX	1999	K-6	Yes
Houston Advantage Charter School	Houston, TX	1999	K-6	Yes
Midland Advantage Charter School	Midland, TX	1999	K-6	Yes
New Frontiers Charter School	San Antonio, TX	1998	K-7	Yes

⁵ Alison Gendar, "Many Woes for firm on Ed Bd. List," Daily News, 11 September 2000, News, 24.

⁶ Alison Gendar, "Many Woes for firm on Ed Bd. List," Daily News, 11 September 2000, News, 24.

**For-profit Education Management Company Profile
2000-2001 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	(508) 836-4461 FAX: (508) 836-2604	www.beaconedu.com e-mail: info@beaconedu.com	1992	Privately held	Not Profitable ⁷

Schools⁸

* Schools marked with an asterisk are run by Beacon Education Management-Michigan (Utica, MI), 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
Murdoch Middle Charter School	Chelmsford, MA	1996	5-8	Yes
Lowell Community Charter School	Lowell, MA	2000	K-3	Yes
Mystic Valley Regional Charter School	Malden, MA	1998	K-8	Yes
Rising Tide Charter School	Plymouth, MA	1998	5-8	Yes
The Learning Center*	Byron Center, MI	1996	K-10	Yes
Chandler Park Academy, Phillip*	Detroit, MI	1998	8	Yes
Chandler Park Academy, Greenfield*	Detroit, MI	1998	2,3,7	Yes
Chandler Park Academy, Haverhill*	Detroit, MI	1997	6	Yes
Landmark Academy*	Kimball, MI	1999	K-8	Yes
White Pine Academy*	Leslie, MI	1999	K-8	Yes
Renaissance Public School Academy*	Mt. Pleasant, MI	1995	K-8	Yes

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

⁸ Faxed communication with Carol Wing, Beacon Educational Management, on 5 October 2000.

Great Lakes Academy*	Pontiac, MI	1997	K-6	Yes
Pontiac Academy of Excellence*	Pontiac, MI	2000	K-5	Yes
Conner Creek Academy Roseville*	Roseville, MI	1999	K-6	Yes
West Michigan Academy of Arts & Academics*	Spring Lake, MI	1996	K-8	Yes
Huron Academy*	Sterling Heights, MI	1999	K-5	Yes
Conner Creek Academy Warren*	Warren, MI	1999	K-6	Yes
Southwest Charter School	Kansas City, MO	1999	6-9	Yes
Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	K-2	Yes
St. Louis Charter School	St. Louis, MO	2000	K-6	Yes
Thurgood Marshall Academy	St. Louis, MO	2000	K-8	Yes
Engelmann School of Arts & Sciences	Claremont, NC	1996	K-6	Yes
South Buffalo Charter School	South Buffalo, NY	2000	K-4	Yes
Central New York Charter School for Math and Science	Syracuse, NY	2000	K-6	Yes

**For-profit Education Management Company Profile
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Charter School Administrative 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

Schools⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
The Tampa United Methodist School	Tampa, FL	Unknown	Unknown	Yes
Academy of Michigan	Ferndale, MI	Unknown	9-10	Yes
Academy of Oak Park	Ferndale, MI	Unknown	K-12	Yes
Academy of Flint	Flint, MI	Unknown	K-7	Yes
Academy of Inkster	Inkster, MI	Unknown	9-12	Yes
Cherry Hill School of Performing Arts	Inkster, MI	Unknown	Unknown	Yes
Academy of Lanthrup Village	Lanthrup Village, MI	Unknown	K-4	Yes
Academy of Southfield	Southfield, MI	1995	K-6	Yes

⁹ An attempt was made to confirm this information with company representatives on October 2 and 30, 2000. However, CERAI did not receive a response to its inquiry. The information listed was compiled from the following: Michigan Association of Public School Academies website, www.charterschools.org; Brooks, Phillips, "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 say 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; "Kansas City Charter Schools List," www.lx.org/csp/kcack.html, cited on 7 December 2000.

Academy of Detroit West	Detroit, MI	Unknown	K-1	Yes
Academy of Westland	Westland, MI	1994	K-6	Yes
Academy of Kansas City	Kansas City, MO	1999	K-8	Yes
Academy of Austin	Austin, TX	1999	CLOSED December 1, 1999 due to “facility problems” ¹⁰	Yes
Unknown	Beaumont, TX	Unknown	Unknown	Yes
Unknown	Houston, TX	Unknown	Unknown	Yes
Academy of Dallas	Oak Cliff, TX	1999	Unknown	Yes
Unknown	San Antonio, TX	Unknown	Unknown	Yes

¹⁰ “Austin charter school clears out,” Austin American–Statesman 2 December 1999 News; A1.

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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

Schools¹¹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Coral Springs Charter School	Coral Springs, FL	1999	6-11	Yes
Ryder Elementary Charter School	Miami, FL	1999	K-4	Yes
North Lauderdale Academy High School	North Lauderdale, FL	1998	9-12	Yes
McCullough Academy of Excellence	Austin, TX	2000	K-3	Yes

¹¹ Faxed communication with Elaine Bryant, Charter Schools USA, on 2 October 2000.

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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/CFE.HTM e-mail: deborah.white@absfirst.com	1992	Privately Held	Unknown

Schools¹²

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

¹² An attempt was made to confirm this information with company representatives on October 3 and 30, and November 20, 2000. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: Faxed communication with Deborah White, Crawford First Education, on 12 January 2000.

**For-profit Education Management Company Profile
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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) 605-0200 FAX: (651) 645-0240	www.designlearn.com	1987	Privately Held	Unknown

Schools¹³

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Crosslake Community School	Crosslake, MN	2000	K-5	Yes
Concordia Creative Learning Academy	St. Paul, MN	1998	K-6	Yes
Family Learning Center	St. Paul, MN	1998	K-6	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 Recording Arts	St. Paul, MN	1998	9-12	Yes

¹³ Faxed communication with Andrew Adelmann, Designs for Learning, on 2 October 2000.

**For-profit Education Management Company Profile
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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.edisonschools.com	1991	Publicly Traded	Not profitable. ¹⁴

Schools*¹⁵

* 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 113. CERAI's count of 84 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-5	Yes
Edison Brentwood Academy	E. Palo Alto, CA	1998	K-3	Unknown
Edison-McNair Academy	E. Palo Alto, CA	1998	4-8	Unknown
Edison-Bethune Charter Academy	Fresno, CA	1999	K-5	Yes
Starr King-Edison Academy	Long Beach, CA	2000	K-5	Unknown
Phillips-Edison Partnership School	Napa, CA	1998	K-5	Yes
Edison Charter Academy	San Francisco, CA	1998	K-5	No

¹⁴“The Business of Education,” *Business Week Online*, 7 February 2000.

¹⁵ An attempt was made to confirm this information with company representatives on September 27, October 30, November 1 and 20, 2000. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: The Edison website, www.edisonschools.com and Michigan Association of Public School Academies website, www.charterschools.org.

San Jose-Edison Academy	West Covina, CA	1998	K-6	No
Roosevelt-Edison Charter School	Colorado Springs, CO	1996	K-5	Yes
Emerson-Edison Partnership School	Colorado Springs, CO	1997	6-8	No
Academy-Edison Elementary School	Colorado Springs, CO	1998	K-5	No
Timberview-Edison Academy	Colorado Springs, CO	1999	6-8	No
Wyatt-Edison Charter School	Denver, CO	1998	K-8	Yes
Wintergreen Interdistrict Magnet School	Hamden, CT	1998	K-8	No
Edison-Friendship Public Charter School (4 campuses)				
Chamberlain	Washington, DC	1998	K-5	Yes
Woodridge	Washington, DC	1998	K-5	Yes
Blow Pierce	Washington, DC	1999	6-8	Yes
Carter G. Woodson	Washington, DC	2000	9-10	Yes
Thomas A. Edison Charter School	Wilmington, DE	2000	K-8	Yes
Henry S. Reeves Elementary School	Miami, FL	1996	K-5	No
Charles R. Drew Charter School	Atlanta, GA	2000	K-5	Yes
M.L. King Jr.-Edison Elementary	Macon, GA	1999	3-5	No
Joseph B. Riley Edison Elementary	Macon, GA	1999	K-5	No
Chicago International Charter School	Chicago, IL	1999	K-12	Yes
Franklin-Edison School	Peoria, IL	1999	K-5	No
Loucks Edison Junior Academy	Peoria, IL	2000	6-8	Unknown
Northmoor-Edison School	Peoria, IL	1999	K-5	No
Feitshans-Edison Academy	Springfield, IL	2000	K-5	Unknown
Jefferson-Edison Elementary School	Davenport, IA	1999	K-5	No
Dodge-Edison Elementary School	Wichita, KS	1995	K-5	No
Jardine-Edison Junior Academy	Wichita, KS	1996	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
Furman L. Templeton Elementary	Baltimore, MD	2000	K-5	Unknown

School				
Gilmor Elementary School	Baltimore, MD	2000	K-5	Unknown
Montebello Elementary School	Baltimore, MD	2000	K-5	Unknown
Southwestern Edison Junior Academy	Battle Creek, MI	1999	6-8	No
Washington-Edison Partnership School	Battle Creek, MI	1998	K-5	No
Wilson-Edison Partnership School	Battle Creek, MI	1998	K-6	No
Detroit Academy of Arts and Sciences	Detroit, MI	1997	K-6	Yes
Detroit Edison Public School Academy	Detroit, MI	1998	K-8	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
Flint Northwestern Community High School	Flint, MI	1999	6-12	No
Williams-Edison Partnership School	Flint, MI	1997	K-5	No
Baylor Woodson Elementary School	Inkster, MI	2000	K-5	Unknown
Blanchett Middle School	Inkster, MI	2000	6-8	Unknown
Inkster High School	Inkster, MI	2000	9-12	Unknown
Meek-Milton Primary Academy	Inkster, MI	2000	K-3	Unknown
Mid-Michigan Public School Academy	Lansing, MI	1996	K-5	Yes
Dr. Martin Luther King, Jr., Academy	Mount Clemens, MI	1995	K-5	No
Mount Clemens 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	Yes
Raleigh-Edison Academy	Duluth, MN	1997	K-5	Unknown
Washburn Junior Academy	Duluth, MN	1997	6-8	No
Edison Project-PPL School	Minneapolis, MN	1998	K-7	No
Allen-Edison Village School	Kansas City, MO	1999	K-8	Yes
Westport Edison Academy	Kansas City, MO	1999	6-12	No
Woodland Edison Classical Academy	Kansas City, MO	1999	K-5	No

Carver Heights-Edison Elem. School	Goldsboro, NC	1998	K-5	No
Dillard-Edison Junior Academy	Goldsboro, NC	2000	6-8	Unknown
Swift Creek-Edison Elementary	Whitakers, NC	1999	K-5	No
Schomburg Charter School	Jersey City, NJ	2000	K-5	Yes
Granville Charter School	Trenton, NJ	1998	K-12	Yes
New Covenant Charter School	Albany, NY	1999	K-5	Yes
Charter School of Science and Technology	Rochester, NY	2000	K-8	Yes
The Dayton Academy	Dayton, OH	1999	K-5	Yes
Dayton View Academy	Dayton, OH	2000	K-5	Unknown
Renaissance Academy-Edison Charter School	Phoenixville, PA	2000	K-8	Yes
Lincoln-Edison Charter School	York, PA	2000	K-5	Yes
Edison-Blair Academy	Dallas, TX	2000	K-5	Unknown
Edison-Hernandez Academy	Dallas, TX	2000	K-5	Unknown
Edison- Henderson Academy	Dallas, TX	2000	K-5	Unknown
Edison-Maple Lawn Academy	Dallas, TX	2000	K-5	Unknown
Edison-Medrano Academy	Dallas, TX	2000	K-5	Unknown
Edison-Runyon Academy	Dallas, TX	2000	K-5	Unknown
Edison-Titche Academy	Dallas, TX	2000	K-5	Unknown
Elm Creek elementary School	San Antonio, TX	1997	K-5	No
McNair Edison Junior Academy	San Antonio, TX	1998	6-7	No
Kriewald Road Elementary School	San Antonio, TX	1998	K-5	No
Scobee-Edison Junior Academy	San Antonio, TX	1998	6-8	Unknown
Washington Elementary School ¹⁶	Sherman, TX	1995	2000: Contract not renewed	No
Dillingham Intermediate School ¹⁶	Sherman, TX	1996	2000: Contract not renewed	No
Stewart-Edison Junior Academy	Tyler, TX	1999	6-8	No
Milwaukee-Academy of Science	Milwaukee, WI	2000	K-8	Yes

¹⁶ Contract with Edison was not renewed in June 2000. Source: Jonathan Fox, "No Class," *Dallas Observer*, 27 January 2000.

**For-profit Education Management Company Profile
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Excel Education Centers, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1040 Whipple St. Ste. 324 Prescott, AZ 86305	800-417-9036 520-778-5764 FAX: (520) 445-2989	www.excel.apscc.k12.az.us	1995	Privately held	Unknown

Schools¹⁷

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Excel Education Center - ChinoValley	Chino Valley, AZ	1999	6-12	Yes
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	CLOSED	Yes

¹⁷ E-mail communication with Lois Schmittinger, Excel Education Centers, on 27 September 2000.
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**For-profit Education Management Company Profile
2000-2001 Survey**

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 FAX: (734) 379-9794	None	1993	Privately Held	Profitable ¹⁸

Schools¹⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Pansophia Academy	Coldwater, MI	1995	K-12	Yes
Summit Academy	Flat Rock, MI	1996	K-8	Yes
Sauk Trail Academy	Hillsdale, MI	1997	K-8	Yes
Will Carleton Academy	Hillsdale, MI	1998	K-8	Yes
New Bedford Academy	Lambertville, MI	1998	K-8	Yes
Marshall Academy	Marshall, MI	2000	K-6	Yes
Michigan Automotive Academy (2 Locations)	Romulus, MI	1996	9-12	Yes
	Detroit, MI	1996	K-8	Yes
Summit North Academy	Romulus, MI	1998	K-12	Yes

¹⁸ Information verified with Anne Gregory, Helicon Associates, on 9 October 2000.

¹⁹ E-mail communication with Anne Gregory, Helicon Associates, on 9 October 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
80 Broad St. 25 th Floor New York, NY 10004	(212) 209-1200 FAX: (212) 209-1205	www.lnschools.com e-mail: info@LNschools.com	1999	Privately held	Unknown

Schools²⁰

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Community Academy Public Charter School	Washington, DC	2000	PreK-8	Yes
Southeast Academy for Scholastic Excellence	Washington, DC	2000	K-7	Yes
Hope Community Academy	St. Paul, MN	2000	K-3	Yes
Minnesota Institute of Technology	St. Paul, MN	2000	K-5	Yes
Mariana Bracetti Academy Charter School	Philadelphia, PA	2000	6-7	Yes

²⁰An attempt was made to confirm this information with company representatives on September 27, October 3, October 30, and November 20, 2000. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: www.lnschools.com/apps/community/ca_plocation.cfm cited on 7 December 2000.

**For-profit Education Management Company Profile
2000-2001 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 1313 E. Osborn Rd. Suite 100 Phoenix, AZ 85014	(517) 333-9030 FAX: (517) 333-4559 (602) 953-2933 FAX: (602) 953-0831	www.leonagroup.com e-mail: INFO@LeonaGroup.com	1996	Privately held	Profitable ²¹

Schools²²

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Apache Trail High School	Apache Junction, AZ	1997	9-12	Yes
Estrella High School	Avondale, AZ	1999	9-12	Yes
El Dorado High School	Chandler, AZ	1999	9-12	Yes
Desert Hills High School	Gilbert, AZ	1999	9-12	Yes
Maya High School	Glendale, AZ	1998	9-12	Yes
Gold Mountain High School	Mesa, AZ	Unknown	9-12	Unknown

²¹ "The Business of Education," *Business Week Online*, 7 February 2000.

²² An attempt was made to confirm this information with company representatives on September 27, October 30, and November 20, 2000. 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, www.uscharterschools.org, and Michigan Association of Public School Academies website, www.charterschools.org.

Sun Valley High School	Mesa, AZ	1997	9-12	Yes
Peoria Accelerated High School	Peoria, AZ	1999	9-12	Yes
Ocotillo High School	Phoenix, AZ	1999	9-12	Yes
Summit High School	Phoenix, AZ	1998	9-12	Yes
West Phoenix High School	Phoenix, AZ	1997	9-12	Yes
Tempe Accelerated High School	Tempe, AZ	1997	9-12	Yes
Tucson Accelerated High School	Tucson, AZ	1997	9-12	Yes
Joy Preparatory Academy	Dearborn, MI	Unknown	K-4	Unknown
Academy for Business and International Studies	Dearborn Heights, MI	Unknown	7-12	Yes
Allen Academy	Detroit, MI	Unknown	K-8	Yes
Beacon International Academy	Detroit, MI	Unknown	K-5	Yes
Cesar Chavez Academy	Detroit, MI	1996	K-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	Unknown	K-8	Yes
Joy Preparatory Academy	Detroit, MI	Unknown	K-4	Yes
Pierre Toussaint Academy	Detroit, MI	Unknown	K-8	Yes
Voyageur Academy	Detroit, MI	Unknown	K-6	Yes
Woodward Academy	Detroit, MI	Unknown	K-8	Yes
Northridge Academy	Flint, MI	Unknown	K-6	Yes
William C. Abney Academy	Grand Rapids, MI	Unknown	K-6	Unknown
Thomas Gist Academy	Inkster, MI	Unknown	K-8	Yes
Northside Preparatory Academy	Kalamazoo, MI	Unknown	K-6	Yes
New City Academy	Lansing, MI	Unknown	K-5	Unknown
Walter French Academy of Business and Technology	Lansing, MI	1996	K-12	Yes
TriValley Academy	Muskegon, MI	1995	K-8	Yes
Francis Reh Academy	Saginaw, MI	Unknown	K-8	Unknown
West Michigan Academy of Environmental Sciences	Walker, MI	1995	K-9	Yes

**For-profit Education Management Company Profile
2000-2001 Survey**

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

Schools²³

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Academy of Health and Science	Grand Rapids, MI	1997	2000: CLOSED in September	Yes

²³ Faxed Communication with Julie, Malone Management, on 2 October 2000.

**For-profit Education Management Company Profile
2000-2001 Survey**

Montessori Charter School of Flagstaff

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1000 E. Appalachian Rd. Flagstaff, AZ 86004-1775	(520) 774-8685 FAX: (520) 774-7690	mcsf@safeaccess.com	1995	Privately held	Operated at breakeven ²⁴

Schools²⁵

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-8	Yes

²⁴ Information verified with Jim Spencer, Montessori Charter School of Flagstaff, on 2 October 2000.

²⁵ Faxed communication with Jim Spencer, Montessori Charter School of Flagstaff, on 2 October 2000.

**For-profit Education Management Company Profile
2000-2001 Survey**

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

Schools²⁶

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Denver Arts and Technology Academy	Denver, CO	2000	K-5	Yes
Marion T Academy	Wilmington, DE	2000	K-5	Yes
Mosaica Academy of Saginaw	Saginaw, MI	1997	K-8	Yes
Grand Blanc Academy	Grand Blanc, MI	1999	K-7	Yes
George Washington Carver Academy	Highland Park, MI	1999	K-6	Yes
Capital Area Academy	Lansing, MI	1999	K-7	Yes
Center Academy	Flint, MI	1999	K-7	Yes
Community Charter School (formerly Liberty Academy)	Jersey City, NJ	1999	K-8	Yes
Collegium Charter School	West Chester, PA	1999	K-7	Yes
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-5	Yes
Mosaica Academy Charter School	Bensalem, PA	1998	K-8	Yes

²⁶ Faxed communication with Gene Eidelman, Mosaica Education, on 30 September 2000.

Ronald H Brown Academy	Harrisburg, PA	2000	K-6	Yes
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**For-profit Education Management Company Profile
2000-2001 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 e-mail info@heritageacademies.com	1995	Privately Held	Unknown

Schools²⁷

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Chandler Woods Charter Academy	Belmont, MI	1999	K-6	Yes
Burton Glen Charter Academy	Burton, MI	1999	K-6	Yes
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	Yes
Canton Charter Academy	Canton, MI	2000	K-5	Yes
Linden Charter Academy	Flint, MI	1999	K-7	Yes
Excel Charter Academy	Grand Rapids, MI	1995	K-8	Yes
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	Yes
Ridge Park Charter Academy	Grand Rapids, MI	1998	K-6	Yes
Vista Charter Academy	Grand Rapids, MI	1996	K-8	Yes
Eagle Crest Charter Academy	Holland, MI	1998	K-7	Yes
Vanderbilt Charter Academy	Holland, MI	1996	K-8	Yes
Paragon Charter Academy	Jackson, MI	1999	K-8	Yes
Paramount Charter Academy	Kalamazoo, MI	1998	K-7	Yes

²⁷ Faxed communication with Kellie Hoerner, National Heritage Academies, on 3 October 2000.

Windemere Park Charter Academy	Lansing, MI	1999	K-6	Yes
Timberland Charter Academy (formerly Cardinal Charter Academy)	Muskegon, MI	1998	K-5	Yes
Walton Charter Academy	Pontiac, MI	1999	K-6	Yes
Metro Charter Academy	Romulus, MI	2000	K-5	Yes
North Saginaw Charter Academy	Saginaw, MI	1999	K-6	Yes
Endeavor Charter Academy	Springfield, MI	1998	K-7	Yes
Walker Charter Academy	Walker, MI	1997	K-8	Yes
Vanguard Charter Academy	Wyoming, MI	1996	K-8	Yes
South Arbor Charter Academy	Ypsilanti, MI	1999	K-6	Yes
Research Triangle Charter Academy	Durham, NC	2000	K-5	Yes
Greensboro Academy, Battleground	Greensboro, NC	1999	K-6	Yes
PreEminent Academy	Raleigh, NC	2000	K-2	Unknown
Forsyth Academy, Shattalon	Winston-Salem, NC	1999	K-6	Yes
Rochester Leadership Academy Charter	Rochester, NY	2000	K-8	Yes

**For-profit Education Management Company Profile
2000-2001 Survey**

Nobel Learning Communities

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
Rose Tree Corporate Center II 1400 N. Providence Rd. Media, PA 19063	(610) 891-8200 FAX: (610) 891-8222	www.nobellearning.com e-mail: Robin.Eglin@nlcinc.com	1982	Privately Held	Profitable ²⁸

Schools²⁹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Desert Heights School	Glendale, AZ	2000	K-8	Yes
Fletcher Heights Elementary School	Peoria, AZ	2000	K-8	Yes
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	Yes
People for People Charter School	Philadelphia, PA	2000	K-8	Yes
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	Yes

²⁸ Information verified with Ann Waiters, Nobel Learning Communities, on 18 October 2000.

²⁹ Faxed communication with Ann Waiters, Nobel Learning Communities, on 18 October 2000.

**For-profit Education Management Company Profile
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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	(952) 918-1850 FAX: (952) 918-1851	www.sabis.net e-mail: sabisusa@sabis.net	1886	Privately Held	Profitable ³⁰

Schools³¹

School Name	Location	Year Founded	Grade Levels Served	Charter School?
The Chicago International School North Campus	Chicago, IL	1997	1999: Transferred to non-profit American Quality Schools	Yes
The Chicago International School South Campus	Chicago, IL	1997	1999: CLOSED	Yes
SABIS Foxborough Regional Charter School	Foxborough, MA	1998	K-10	Yes
The Somerville Charter School	Somerville, MA	1996	K-12	Yes
SABIS International Charter School	Springfield, MA	1995	K-12	Yes
International Academy of Flint	Flint, MI	1999	K-9	Yes
International School of Minnesota	Eden Prairie, MN	1985	Pre K-12	No
SABIS International School of Cincinnati	Cincinnati, OH	2000	K-8	Yes

³⁰ Information verified with Udo Schultz, SABIS Educational Systems, on 29 September 2000

³¹ Faxed communication with Udo Schultz, SABIS Educational Systems, on 29 September 2000

**For-profit Education Management Company Profile
2000-2001 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	1996	Privately Held	Unknown

Schools³²

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Livingston Development Academy	Hartland, MI	1996	K-8	Yes
Livingston Technical Academy	Howell, MI	1995	11-12	Yes
New Land Arts Academy	Manistee, MI	Unknown	K-8	Yes
Grand Traverse Academy	Traverse City, MI	2000	K-6	Yes

³² Faxed communication with Carlie Lockwood, Smart Schools, on 16 October 2000; and www.smartschoolsinc.com cited on 8 December 2000.

**For-profit Education Management Company Profile
2000-2001 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) ³³	Filed for Chapter 11 bankruptcy on 6 October 2000 ³⁴

Schools³⁵

* 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

³³ Tesseract stock was removed from trading on Nasdaq on 4 February 2000 due to failure to meet minimum share value requirements.

³⁴ "Charter school company files for bankruptcy protection," The Associated Press State and Local Wire, 10 October 2000, Business News.

³⁵ 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 Pricewaterhouse Cooper 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 #109*	Chandler, AZ	Acquired by	K	Yes
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
2000-2001 Survey**

Victory Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
712 5 th Ave. 23 th Floor New York, NY 10019	(212) 720-0311 FAX: (212) 582-1816	None	1999	Privately Held	Unknown

Schools³⁶

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Sisulu Children's Academy	Harlem, NY	1999	K-3	Yes
Roosevelt Children's Academy	Roosevelt, NY	2000	K-2	Yes
Merrick Children's Academy	Springfield Gardens, NY	2000	K-2	Yes

³⁶ Faxed Communication with Eric Heyer, Victory Schools, on 4 October 2000.

**For-profit Education Management Company Profile
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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

Schools^{37 38}

School Name	Location	Year Founded	Grade Levels Served	Charter School?
Hope Academy-University Campus	Akron, OH	1998	K-6	Yes
Hope Academy-Brown Street Campus	Akron, OH	1998	K-8	Yes
Life Skills Center	Akron, OH	1999	Unknown	Yes
Hope Academy-Chapelside Campus	Cleveland, OH	1998	K-6	Yes
Hope Academy-Cathedral Campus	Cleveland, OH	1998	K-7	Yes
Life Skills Center	Cleveland, OH	1998	9-12	Yes
Riverside Academy	Sedamsville, OH	1999	K-6	Yes
Eagle Heights Academy	Youngstown, OH	1998	K-7	Yes
Life Skills Center	Youngstown, OH	1999	9-12	Yes

³⁷ Recent publications state that White Hat Management Company runs 11 schools. However, we were unable to find information about all 11 schools for this report.

³⁸ An attempt was made to confirm this information with company representatives on September 27, October 30, and November 1, 2000. However, CERAI did not receive a response to its inquiry. The information listed is drawn from the following sources: Faxed communication with Allison Allen from TPS Productions; France Griggs, "Buses lacking, but spirits high at Riverside Academy," *Cincinnati Post*, 6 September 1999; "Community Schools in Ohio: First -Year Implementation Report," www.loeo.state.oh.us/pdf/community_school.pdf; 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.

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
ABS School Services	830 S. Main St. Suite 21 Cottonwood, AZ 86326	1-800-639-1281
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

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

ⁱ “Survey Finds Majority of Charter Schools Fail to Comply with FOIA Request.” *Associated Press State and Local Wire*, 26 March 2000.

ⁱⁱ “Managers of Charter School Appealing Lawsuit on Failing to Comply with FOIA Request.” *Associated Press State and Local Wire*, 5 April 2000; “Charter School Fights Staff Names Disclosure.” *Detroit News*, 16 August 2000, Metro p. 8; and, Art Przybylowicz, General Counsel to the Michigan Education Association, telephone conversation with Jennifer Morales, CERAI, 7 December 2000.

ⁱⁱⁱ Welsh-Huggins, Andrew. “Report Finds Failures, Successes in Debut of ‘Community Schools’.” *Associated Press State and Local Wire*, 29 March 2000.