

Profiles of For-Profit Education Management Organizations

Eighth Annual Report

2005-2006

by

Alex Molnar

David R. Garcia

Margaret Bartlett

Adrienne O'Neill

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

May 2006

EPSL | **EDUCATION POLICY STUDIES LABORATORY**
Commercialism in Education Research Unit

EPSL-0605-104-CERU

<http://edpolicylab.org>

Table of Contents

Introduction.....	1
Summary.....	28
Large Company Profiles.....	34
Medium Company Profiles.....	110
Small Company Profiles.....	120
Virtual Schools.....	149
Appendix A: Reader’s Guide.....	154
Appendix B: Special Notes on Company Profiles.....	156
Appendix C: No Longer Profiled Companies.....	161
Appendix D: Methods.....	163
Appendix E: National Average Enrollments.....	166

Profiles of For-Profit Education Management Organizations: 2005-2006

Introduction

The principal conclusion to be drawn from data in the *Profiles of For-Profit Education Management Organizations: 2005-2006* is that after several years of growth, the EMO industry appears to be entering a period of reconfiguration. In this year's *Profiles*, the number of companies listed and the number of schools they manage are down slightly; student enrollment in EMO-managed schools remains steady. These data, however, are primarily driven by what is happening to smaller firms, particularly in Arizona. Thus, despite slight declines in numbers, this is not an industry in decline so much as one in transition.

An EMO, or Education Management Organization, is a for-profit firm that manages a school receiving public funds, including a conventional district public school or a publicly-funded charter school. Schools managed by the EMOs tracked in this report operate under the same admissions rules as regular public schools. The *Profiles* do not cover for-profit private schools, including those that may receive public funds under tuition voucher programs such as those that operate in Milwaukee, Cleveland, the District of Columbia, or until recently in the state of Florida.

Findings for 2005-2006

The *Profiles of For-Profit Education Management Organizations: 2005-2006* is the eighth edition of this report. It identifies a total of 51 companies, down 13 percent

from the 2004-2005 *Profiles*, which identified 59. The number of schools managed by these firms is down 2.6 percent, to 521, from the 535 in the 2004-2005 edition. Although the number of companies is down 13 percent and the number of managed schools is down 2.6 percent, the enrollments in EMO-managed schools remain steady.¹ The number of states in which the companies operate, however, is up: 29, compared with 25 in 2004-2005.

Since 1999, the *Profiles* report has tracked the number of EMOs and the number of schools they manage; it started tracking the annual total enrollments in EMO-managed schools in 2001 (Table 1).

Table 1: Number of Companies, Schools, and States, and Annual Enrollment Totals Profiled by Year

School Year	Number of Companies Profiled	Number of Schools Managed by Profiled Companies	Number of Students Enrolled by Profiled Companies	Number of States in Which Profiled Companies Operate
1998-1999	13	135	N/A*	15
1999-2000	20	230	N/A*	21
2000-2001	21	285	N/A*	22
2001-2002	36	368	142,709	25***
2002-2003	54	406	189,199	26***
2003-2004	51	463	200,403	29***
2004-2005	59	535	239,766**	25***
2005-2006	51	521	237,179	29***

*Enrollment data was not tracked in the first three years of the *Profiles* report.

**The 2004-2005 total annual enrollment was an estimated figure.

***This includes the District of Columbia.

The steady annual enrollment data along with the declines in number of EMO firms and in number of schools they manage reflect three possible developments, none of which are mutually exclusive. One source of decline may be consolidation in the EMO industry. The report documents a merger between two firms and an acquisition that resulted in the name change of a third. A second source arises from specific circumstances in Arizona. The U.S. Department of Education Office of the Inspector General's 2003 audit concluded that for-profit charter schools in Arizona did not qualify as public schools eligible for federal special education or Title I funds.² While the state's Department of Education filed suit in 2005 seeking restoration of the funding,³ a number of charter-school firms apparently responded by restructuring themselves as not-for-profits or establishing nonprofit boards.⁴ In October 2005 a federal judge upheld the U.S. Department of Education's position denying federal aid to for-profit charters in Arizona.⁵

A third factor may be that firms are shifting business models. The growth in demand for supplemental services such as operating summer schools, providing after-school tutoring, and advising schools and districts on ways to ensure compliance with the requirements for "Adequate Yearly Progress" required by the No Child Left Behind Act may be leading some firms to move into these fields and away from school management. This is the case with Edison Schools, an EMO-industry leader discussed later in this introduction.

The Definition and Scope of EMOs

EMOs typically operate schools under contracts issued either by school districts or by other groups authorized to hold charters. For more than a decade public school systems around the country, often under pressure from legislators, governors, or business

leaders, have been experimenting with contracting out certain school management functions to private companies. While this practice has created a market for EMOs, the larger engine of EMO growth has been state charter school laws. Although charter schools are public schools operated with public funds, they are generally established by organizations independent of a school district and are given greater freedom in their day-to-day operations in return for achieving certain specified outcomes. Charter holders may include groups of parents, teachers, or both; academic institutions; and nonprofit or other organizations. Although not foreseen by early charter school advocates, it has become common for charter holders to hire EMOs to manage charter schools on their behalf. Charter schools continue to account for the bulk of EMO contracts. Of the 521 public schools managed by EMOs in this edition of the *Profiles* report, 438 (84%) are charter schools. This is down slightly from the 86 percent recorded in the 2004-2005 edition.

Table 2: Breakdown of U.S. Charter Schools and Those Managed by EMOs

	All School Levels	
	2004-2005	2005-2006
Number of Charter Schools**	2,010	2,319
Number of Charter Schools Managed by EMOs	436	438
Percentage of Charter Schools Managed by EMOs	21.7%	18.8%
Number of Charter Schools Managed by Large EMOs	336	347
Percentage of Charter Schools Managed by Large EMOs	16.7%	15.0%

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

**The number of U.S. charter schools was taken from the U.S. Department of Education's Common Core of Data.

Table 3: U.S. Charter Schools by School Level

	Primary		Middle		High		Other*	
	2004-2005	2005-2006	2004-2005	2005-2006	2004-2005	2005-2006	2004-2005	2005-2006
Number of Charter Schools**	965	1,054	177	221	558	542	310	502
Number of Charter Schools Managed by EMOs	257	256	12	9	96	96	71	77
Percentage of Charter Schools Managed by EMOs	26.7%	24.3%	6.8%	4.1%	17.2%	17.7%	22.9%	15.3%
Number of Charter Schools Managed by Large EMOs	214	213	8	7	67	62	47	60
Percentage of Charter Schools Managed by Large EMOs	22.2%	20.2%	4.5%	3.2%	12.0%	11.4%	15.2%	12.0%

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

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

**The number of U.S. charter schools was taken from the U.S. Department of Education’s Common Core of Data.

As Table 2 indicates, there are 309 more charter schools at all levels in 2005-2006 than in 2004-2005. Two more charter schools, however, are managed by EMOs in the current year compared with the previous year. Additionally, the EMOs' "market share" of charters schools has declined. While they managed more than 21 percent of schools in 2004-2005, they manage slightly less than 19 percent in 2005-2006. In short, the EMO industry has not kept pace with the overall growth of charter schools. Finally, Table 3 shows that both EMOs in general and large EMOs (those that manage 10 or more schools) in particular are more heavily represented in the management of primary schools. EMOs manage one in four charter schools, and large EMOs manage one in five.

For some EMOs, however, managing schools actually is a shrinking segment of their business. This is clearly seen in the case of Edison Schools. The company's website includes the statement, "Edison Schools Inc. estimates that in the 2005-06 school year it will serve more than 330,000 public school students in 25 states, the District of Columbia, and the UK."⁶ The company, however, includes in that number its entire range of business lines: "whole school management partnerships with districts and charter schools, summer and after-school programs, and achievement management solutions for school systems."⁷ Meanwhile, the data collected for this report show Edison-managed schools enroll 59,701 students, less than one-fifth of the number of students they report to "serve." It is also worth noting that Edison is one of the few EMOs for which charter schools represent less than half of its public-school-management business—43 charters out of a total of 101, or just over 42 percent.

Factors Shaping the Industry

Federal and state school accountability measures continue to help promote the growth of charter schools of all kinds. The growth of charter schools in turn sustains a market for the services of EMOs that manage them. At the federal level, the No Child Left Behind Act (NCLB) mandates that public schools failing to reach prescribed levels of achievement overall and for sub-populations of students may be subject to a variety of sanctions, including but not limited to orders to reorganize as charter schools or to turn management functions over to outside contractors. Many state laws also encourage the creation of charter schools. The Center for Education Reform reported in November 2005 that there were more than 3,600 charter schools in 40 states and the District of Columbia.⁸

A belief in the benefit of market competition as a means of enforcing accountability underlies the promotion of EMOs both as charter school managers and as managers of District Schools. Charter-school advocates see their proffered solution as prodding district public schools to improve, or risk losing students. Supporters of EMOs as school managers suggest that when hiring outside contractors that can be fired for poor performance, school management can be held more directly accountable for results.

The EMO Record

Reports on charter school effectiveness have been mixed and do not always clearly differentiate charters run by local or national nonprofits from those run by for-profit companies. A recent RAND Corp. brief on California charter schools found that in that state, “charter schools generally perform on par with traditional public schools, but

they have not closed the achievement gap for minorities and have not had the expected competitive effects on traditional public schools.”⁹ Another RAND Corp. report in October 2005 concluded that charter schools may help prompt “positive and significant” effects on student scores in reading and math at nearby public schools. The RAND study, in cooperation with researchers at the University of Tennessee and Texas A&M University, examined eight years of test-score data of individual Texas students, and tracked changes in scores following the introduction of charter schools.¹⁰ Neither report, however, offered specific performance data on charters affiliated with for-profit firms.

A variety of press reports continue to call into question the idea that charter schools, particularly those managed by for-profit EMOs, are more accountable and therefore can produce better results. Additionally, while EMO firms continue to sign new management contracts with charters, other schools are, for a variety of reasons, canceling their contracts. For example, the board of trustees at Seven Hills Charter School in Worcester, MA, decided in April 2005 to sever their contract with Edison Schools, opting instead for what the trustees’ chairman Carlton Watson called “an independent, community-based management structure.”¹¹ An Edison-run charter school in Washington, D.C., the Southeast Academy of Scholastic Excellence, had its charter revoked by the D.C. Public Charter School Board for failure to improve student academic performance.¹² In Rochester, NY, the mayor sought a state investigation and audit of the Edison-managed Charter School of Science and Technology. Mayor William A. Johnson Jr. said the school, which had received more than \$50 million in state funds over five years, had spent “hundreds of thousands of dollars” that were not accounted for. Moreover, the mayor said, the school’s 2005 closing—after Edison only two years earlier

named it as “one of its top 16 exemplary performing schools”—raised serious questions about oversight of the school.¹³

Against this backdrop of continued controversy over Edison, RAND released in October 2005 a report Edison commissioned more than two years previously. The report, although couched in phrases favorable to Edison, reported uncertainty about whether Edison Schools’ performance was comparable or superior to matched comparison schools.¹⁴

Reports of financial troubles and losses at various schools managed by EMOs suggest that some for-profit EMOs are struggling to live up to the expectations of delivering better achievement results at lower costs. Charter Schools USA, for example, reported in February 2005 that it had lost \$1.4 million managing four schools in Lee County, FL. The shortfalls led the company to hold back payment of \$24,349 in food service bills and another \$5,662 for utilities on four schools it managed. The county school district deducted unpaid bills from state funds that it passed through to the charters.¹⁵ One outcome of this sort of difficulty has been a new theme in charter school policy discussion: the assertion that charter schools are inadequately funded compared with district schools. Charter school advocate John Danner of Florida State University argues, for instance, that “Charters are under-funded by current legislation,” producing as a consequence “inequities for the charter students relative to students in other public schools.”¹⁶

“Virtual Schools”: The Growing Edge

So-called “virtual schools” that teach children online continue to expand. Various models for such arrangements exist, but the ones that appear to be growing currently rely on partnerships between for-profit firms and the local school districts with which they contract. A Center for Education Reform representative stated that 147 online schools operate in 18 states and enroll more than 65,000 students.¹⁷

Political support for virtual schools has been uneven. A virtual school proposal was approved in Oregon in early 2005.¹⁸ Under a relationship between Connections Academy and the Scio School Board near Salem, OR, the program employs both online materials and textbooks and other printed materials sent to the students’ homes. Teaching is delivered by parents, who are in contact with district teachers for feedback and guidance, according to the program’s organizers. The school has a student-teacher ratio of about 50 to 1.¹⁹

As with a number of other virtual schools around the country, including Wisconsin, Ohio, and Pennsylvania, the Oregon Connections Academy is headquartered at a rural school. The common practice suggests that such schools may be turning to this kind of arrangement at least in part to raise revenues as demographic changes otherwise drain their traditional student populations. Connections Academy filed applications in Indiana to establish two virtual schools in 2005,²⁰ but proposals were delayed by regulatory concerns, primarily over how such schools would track attendance as required by state law.²¹ In Arkansas, a second attempt to permit state funding of online charter schools was defeated in April 2005.²²

Virtual school firms at times have run afoul of state laws governing them. In

Ohio, for example, the state Department of Education reported in June 2005 that an undisclosed number of students enrolled in Internet-based charter schools had not taken required state achievement tests. An official of one school told the *Akron Beacon Journal* that as many as 82 percent of his school's students had not taken the tests in the 2003-2004 school year.²³

Questionable Relationships

At times, the propriety of relationships between for-profit firms and the government agencies that fund and oversee them have raised questions. Historically the EMO industry has enjoyed a significant amount of influence in the writing of state charter school legislation that in turn sets the terms under which EMOs may operate in the state. A similar development has occurred in the area of virtual schools. The for-profit virtual EMOs K12 Inc. and Connections Academy worked with the American Legislative Exchange Council, a national organization of state legislators that seeks to advance conservative public policy programs, to draft model legislation governing virtual charter schools.²⁴

At individual firms, stories of mismanagement and financial troubles continue to emerge. For instance, management turmoil at Imagine Schools, Inc.—the firm changed ownership three times in four years—was blamed for the failure in 2005 of the Central New York Charter School for Math and Science, according to former staff members.²⁵ While promising curriculum assistance, staff development, marketing, and other services in its contract with the school, Imagine's actual work diminished, a school official told the Syracuse (N.Y.) *Post-Standard*. At the same time, however, Imagine Schools' contracted fees rose to \$475,616 for the 2004-2005 academic year. The school stopped

paying fees as of March 30, cutting the company off at \$356,715 for the year.²⁶

The problematic nature of involving a for-profit, private corporation in the delivery of public services is evident in another respect. Charter Schools USA in June 2005 threatened parents of children attending one of its charter schools with a lawsuit for libel and defamation because of complaints the parents posted on an Internet discussion board about the school.²⁷ Supreme Court rulings give public officials very narrow grounds to sue for libel, but this threat succeeded in one respect; the discussion forum where the critical comments originated was shut down.²⁸

EMOs, School Levels and School Size

The data on EMOs present a picture of an industry that increasingly is focused on the primary grades. As Tables 4 and 5 indicate, primary-level students account for 310,826 out of a total of 682,050 charter school enrollees, or 45.6 percent of all charter school enrollees. Of the 171,168 students attending EMO-managed charter schools, however, primary-level children account for 112,746 enrollees, or 65.8 percent of the total enrollment in EMO-managed charter schools. Of charter students in general, 36.3 percent at the primary level are enrolled in EMO-managed primary schools, compared with 5.7 percent in EMO-managed middle schools, 21.1 percent in EMO-managed high schools and 25.1 percent in EMO-managed schools that do not conform to traditional grade-level configurations.

Table 4: Enrollment in U.S. Charter Schools and Those Managed by EMOs

	All School Levels	
	2004-2005	2005-2006
Number of Students Enrolled in All Charter Schools*	565,648	682,050
Number of Students Enrolled in Charter Schools Managed by EMOs	175,350	171,169
Percentage of Students Enrolled in Charter Schools Managed by EMOs	31.0%	25.1%
Number of Students Enrolled in Charter Schools Managed by Large EMOs	148,031	143,407
Percentage of Students Enrolled in Charter Schools Managed by Large EMOs	26.2%	21.0%

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

*The enrollment for U.S. charter schools was taken from the U.S. Department of Education's Common Core of Data.

Table 5: U.S. Charter School Enrollment by School Level

	Primary		Middle		High		Other*	
	2004-2005	2005-2006	2004-2005	2005-2006	2004-2005	2005-2006	2004-2005	2005-2006
Number of Students Enrolled in All Charter Schools**	277,240	310,826	43,768	53,338	119,999	132,676	124,641	185,210
Number of Students Enrolled in Charter Schools Managed by EMOs	114,591	112,746	3,215	3,037	30,309	28,005	27,235	27,381
Percentage of Students Enrolled in Charter Schools Managed by EMOs	41.3%	36.3%	7.3%	5.7%	25.3%	21.1%	21.9%	14.8%
Number of Students Enrolled in Charter Schools Managed by Large EMOs	102,165	99,865	2,111	2,391	25,047	22,198	18,708	18,953
Percentage of Students Enrolled in Charter Schools Managed by Large EMOs	36.9%	32.1%	4.8%	4.5%	20.9%	16.7%	15.0%	10.2%

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

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

**The number of U.S. charter schools was taken from the U.S. Department of Education’s Common Core of Data.

Comparisons of these data with the statistics previously reported in Tables 2 and 3 show that schools managed by EMOs are collectively larger than other charter schools. EMOs manage slightly less than one in five schools (18.8%, Table 2), yet the schools they manage enroll one in four students (25.1%, Table 4)—a mathematical impossibility unless the EMO-managed charter schools are larger than the charter schools they do not manage. The concentration of enrollment in EMO-managed primary schools is even greater. While nearly one in four charter primary schools are under EMO management, more than one in three charter primary school students are enrolled in an EMO-managed school (24.3%, Table 3). This is possible only if the schools themselves are larger (36.3%, Table 5). Finally, the same trends show themselves in the case of large EMOs. Large EMOs manage one in five charter primary schools (20.2%, Table 3), but their schools enroll nearly one in three primary students (32.1%, Table 5).

Large EMOs tend to manage larger than average charter and district schools. As indicated in Table 6, which focuses on all charter schools, students enrolled in charter schools operated by eight of the 12 large EMOs have better than a 50-percent chance of being enrolled in a larger-than-average charter school. For students enrolled in a National Heritage Academies charter school, the chance of being enrolled in an above-average-sized school is 100 percent; for those enrolled in charter schools managed Charter Schools USA and for Imagine Schools, the chance is 94.6 percent.

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
National Heritage Academies	96.5*	100
Charter Schools USA	94.5	94.6
Imagine Schools	92.4	94.6
Charter School Administrative Services	83.3	88.0
White Hat Management	87.0	79.5
Mosaica Schools	85.0	76.8
The Leona Group	78.1	74.0
Helicon Associates	63.9	70.8
Edison Schools	45.9	46.1
Victory Schools	26.8	26.3
Richard Milburn High Schools, Inc.	56.2	17.8
The Planagement Group	0	0

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

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

Table 7 indicates similar patterns in the case of large EMOs operating charter primary schools. Primary school students enrolled in charter schools managed by four out of the 12 large EMOs have greater than a 50-percent chance of being enrolled in a larger-than-average school. Primary school students enrolled in National Heritage Academies have a 100-percent chance of being enrolled in a larger-than-average school; in Imagine Schools, an 86.8 percent chance, and in Mosaica and Charter Schools USA a 72 percent and 71 percent chance, respectively.

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
National Heritage Academies	96.5*	100
Imagine Schools	76.8	86.8
Mosaica Schools	85.0	72.0
Charter Schools USA	71.0	71.0
Charter School Administrative Services	40.7	40.7
Edison Schools	38.0	33.9
Victory Schools	26.8	26.3
Helicon Associates	18.2	25.1
White Hat Management	15.3	20.3
The Leona Group	13.0	14.6
Richard Milburn HS, Inc.	0	0
The Planagement Group	0	0

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

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

Tables 6 and 7 show that since the 2004-2005 school year some large EMOs have shifted their enrollment patterns, and, in doing so, shuffled the rankings. Where all charter schools are considered (Table 6), four EMOs increased their percentage of students enrolled in larger-than-average charter schools, four stayed essentially even, and four decreased their percentage. Considering only primary charter schools (Table 7), the trend is slightly more pronounced: Five EMOs increased their percentage of students enrolled in larger-than-average charter primary schools, five stayed even, and three decreased their percentage.

Rankings shifted slightly as well. Where all charter schools are considered (Table 6), National Heritage Academies ranked No. 1 in both 2004-2005 and 2005-2006 for the percentage of students under the EMO's management who attended larger-than-average

charter schools. Additionally, No. 4-ranked Charter School Administrative Services moved up from No. 6 in 2004-2005; No. 5-ranked White Hat Management dropped from No. 4 in 2004-2005; and No. 6-ranked Mosaica Schools moved down from No. 5 in 2004-2005. Where only primary charter schools are considered (Table 7), National Heritage Academies again ranked No. 1 and Charter Schools USA No. 4 in both time periods, while Imagine Schools and Mosaica Schools traded No. 2 and No. 3 rankings from 2004-2005 to 2005-2006.

As Table 8 indicates, some students enrolled in charter schools managed by large EMOs attend schools larger than the average district school as well. Again, rankings have shifted and indeed the pattern itself has moderated. In 2004-2005, as Table 8 shows, Imagine Schools ranked first with 63 percent of its charter students attending schools that enrolled more than the average U.S. district schools. In 2005-2006, Imagine Schools has fallen to fifth with 49.8 percent of its charter school students in schools with enrollments above the average for U.S. district schools. The highest-ranking firm in 2005-2006, Charter Schools USA, has increased the percentage of its charter students who are enrolled in schools larger than the average district school, and is the only EMO to have done so.

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
Charter Schools USA	62.9	68.4
Imagine Schools	63.0	49.8
Helicon Associates	45.8	45.8
Charter School Administrative Services	45.2	45.2
Edison Schools	35.5	35.0
Mosaica Schools	33.5	22.9
White Hat Management	17.6	15.7
National Heritage Academies	15.1*	11.6
The Leona Group	12.5	7.6
Victory Schools	0	0
Richard Milburn HS, Inc.	0	0
The Planagement Group	0	0

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

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

Similar patterns persist when only primary schools are considered, as shown in Table 9. Charter Schools USA ranked No. 1 in both 2005-2006 and 2004-2005, and the percentage of its primary charter school students enrolled in schools that were larger than the average U.S. district school rose to 54 percent. Imagine Schools, moved from No. 3 to No. 2 ranking, although its percentage declined slightly, to 44.8 percent, for 2005-2006. Edison Schools' rank rose from No. 4 to No. 3, as did its percentage from 15.1 percent to 25.5 percent, while Mosaica Schools fell from No. 2 to No. 4 and its percentage declined sharply, from 48.1 percent to 18.1 percent.

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
Charter Schools USA	48.5	54.0
Imagine Schools	47.5	44.8
Edison Schools	15.1	25.5
Mosaica Schools	48.5	18.1
National Heritage Academies	15.1*	11.6
Charter School Administrative Services	8.1	8.1
White Hat Management	0	0
The Leona Group	0	0
Helicon Associates	0	0
Richard Milburn HS, Inc.	0	0
The Planagement Group	0	0

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

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

Finally, Tables 10 and 11 indicate these patterns do not extend to the small number of Large EMOs that operate district schools. This may reflect the fact that so few district schools are under EMO management. Moreover, both tables reflect a declining percentage on the part of both firms. It is not possible to meaningfully interpret with confidence the meaning of these declines without at least another year's worth of data. The decline of Edison's position on these various lists may further reflect its continuing shift, already noted, away from school management to the provision of supplemental services such as tutoring, summer schools, and the like. Finally, the growth of virtual schools and their enrollment may further complicate these trends.

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
Edison Schools	31.1	21.7
Victory Schools	48.7	22.8

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

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

Large EMOs	2004-2005 Percentage	2005-2006 Percentage
Edison Schools	23.9	21.7
Victory Schools	12.8	10.3

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

While the school size data are much less dramatic than they have been in the past, there continues to be a likely financial basis for the focus on primary education. Primary education is less expensive than middle- and high-school education. It is not, therefore, unreasonable to suggest that where large EMOs continue to display larger enrollments of primary schools it is the result of a strategic business decision to increase profits. Further, Sharon Nichols, Gene Glass, and David Berliner have observed that at the primary-school level, achievement outcomes are most readily influenced by standardized curriculum using drill-and-practice-oriented instruction.²⁹ Such methods tend to require less training and talent among staff and can produce short-term test improvement regardless of long-term achievement. The resulting combination of cost-savings and the appearance of quick results may render such strategies appealing to EMOs, regardless of whether they produce long-term benefits for students.

Sources of Data

Compiled each year since 1998-1999, *Profiles of For-Profit Education Management Organizations* documents the number of for-profit firms involved in managing publicly funded schools, identifies the schools they manage, and records the number of students those schools enroll.

The *Profiles* report is compiled from a combination of sources. Internet searches are conducted on the name of each known EMO to identify schools with which the EMOs have contractual relationships. The resulting lists of schools are compared with previous years' lists. When a school previously listed as having a relationship with a particular EMO appears to have dropped off the list, researchers use Internet search engines and news media databases, primarily Lexis-Nexis, to ascertain the reasons for the change. Information is sent to each EMO to verify accuracy, and each EMO is provided with the information that has been compiled and is given an opportunity to correct any errors in the record.

Using the Profiles

The companies profiled represent those that Commercialism in Research Unit and Education Policy Research Unit researchers could identify as for-profit management companies, and are likely to represent only the larger or higher-profile companies in operation. A substantial number of EMOs that operate a small number of schools may not be included in the *Profiles*.

Important changes in the 2006 report:

- A new column has been added to the company summaries. This column references the page number of the company's detailed profile.
- The historical data regarding schools no longer profiled for each company has been summarized as a table in the company profile. Schools that are no longer profiled in this reporting period are listed in detail.
- **Appendix A** contains definitions of terms and notes that will be helpful in understanding the company summaries and profiles.
- **Appendix B** contains detailed notes for each profiled company for the current reporting period and prior reports if applicable. These notes were previously included in the individual company profiles.

It is important to note that while this report labels education management organizations as “profitable” and “not profitable,” the designation in the case of privately held companies is based on the companies’ self-reports. Unlike publicly traded companies that are required by law to make earnings statements public, privately held companies have no such requirement. Fifty of the 51 companies profiled are privately held.

Notes & References

- ¹ The 2005-2006 *Profiles* counts a total of 237,179 students enrolled in schools managed by for-profit firms, compared to 239,766 in the 2004-2005 edition, which was an estimated total.
- ² Ryman, Anne (2005, June 16). Arizona wants charter-school funds restored. *Arizona Republic*. Retrieved February 27, 2006, from <http://www.azcentral.com/arizonarepublic/local/articles/061chartersuit16.html>
- ³ Ryman, Anne (2005, June 16). Arizona wants charter-school funds restored. *Arizona Republic*. Retrieved February 27, 2006, from <http://www.azcentral.com/arizonarepublic/local/articles/061chartersuit16.html>
- ⁴ Ryman, Anne (2005, June 16). Arizona wants charter-school funds restored. *Arizona Republic*. Retrieved February 27, 2006, from <http://www.azcentral.com/arizonarepublic/local/articles/061chartersuit16.html>
- Also: responses of individual charter firms to questionnaires distributed for this report
- ⁵ Fischer, Howard (2005, Oct. 13). Federal judge rules against for-profit charter schools. *East Valley Tribune*. Retrieved February 27, 2006, from <http://www.eastvalleytribune.com/index.php?sty=50438>
- ⁶ Edison Schools (n.d.) *Frequently Asked Questions*. Retrieved February 20, 2006, from http://www.edisonschools.com/contact/con_faqs.html
- ⁷ Edison Schools (n.d.) *Frequently Asked Questions*. Retrieved February 20, 2006, from http://www.edisonschools.com/contact/con_faqs.html
- ⁸ The numbers in the *Profiles* report are different because CERU researchers used the U.S. Department of Education's 2003-2004 Common Core of Data to compile charter school totals.
- For the Center for Education Reform data, see:
- Center for Education Reform. (2005, Nov. 1) *All about charter schools*. Author. Retrieved May 11, 2006, from <http://www.edreform.com/index.cfm?fuseAction=document&documentID=1964>
- ⁹ Zimmer, Ron & Buddin, Richard (2006) *Making sense of charter schools: Evidence from California*. Santa Monica, CA: RAND Corp. Retrieved February 28, 2006, from http://www.rand.org/pubs/occasional_papers/2006/RAND_OP157.pdf
- ¹⁰ Bushweiler, Kevin (2005, October 6). Charter growth seen to have positive effect on traditional schools. *Education Week*.
- ¹¹ McFarlane, Clive (2005, April 7). Charter school will sever ties with Edison. *Telegram & Gazette* (Worcester, Mass.), A1.
- ¹² Brinson, Stephanie (2005, April 19). Board votes to revoke charter at SE school. *The Common Denominator*. Retrieved April 19, 2005, from http://www.thecommondenominator.com/041905_update1.html
- ¹³ McKlendon, Gary (2005, April 22). "Charter school faces inquiry." *Democrat and Chronicle* (Rochester, N.Y.). Retrieved April 22, 2005, from <http://www.democratandchronicle.com/apps/pbcs.dll/article?AID=/20050422/NEWS01/504220416/1002/NEWS>
- ¹⁴ RAND Corp. (2005, October) A decade of entrepreneurship in education [Research brief]. Santa Monica, CA: Author, p. 3 Retrieved October 11, 2005, from <http://www.rand.org/publications/RB/RB9149/>

See also,

- Gill, B.P., Hamilton, L.S., Lockwood, J.R., Marsh, J.A., Zimmer, R.W., & Hill, D. (2005, October). *Inspiration, Perspiration and Time: Operations and Achievement in Edison Schools* (MG-351-EDU). Santa Monica, CA: Rand Corp. Retrieved October 11, 2005, from <http://www.rand.org/publications/MG/MG351/>
- ¹⁵ Breitenstein, D. (2005, February 7). Charter USA loses money in Lee County. *News-Press* (Fort Myers, Fla.). Retrieved February 7, 2005, from <http://www.news-press.com/apps/pbcs.dll/article?AID=/20050207/NEWS0104/502070403/1075>
- ¹⁶ Danner, J. & Bowman, J.C. (2003, December 12). The promise & peril of charter schools. In *Policy In Action*. Jacksonville, FL: Center for Education Innovation, Florida State University College of Education, Center for Educational Research & Policy Studies, p. 12.
- ¹⁷ Center for Education Reform's various publicly available lists and charts on charter schools do not appear to break out specific data on the number of online schools. CER representatives, however, were quoted on the subject in this op-ed article:
- Rotherham, A.J. (2006, April 7). Virtual schools, real innovation. *The New York Times*, A25.
- ¹⁸ McLain, T. (2005, February 7). Online charter school will be open to all students in state. *The Statesman Journal* (Salem, Ore.). Retrieved January 20, 2006, from <http://159.54.226.83/apps/pbcs.dll/article?AID=/20050207/ITK/502070306/1016>
- ¹⁹ Carter, S. (2005, February 6). Charter school a click away. *The Oregonian* (Portland). Retrieved March 7, 2005, from <http://www.oregonlive.com/news/Oregonian/index.ssf?base/news/1107608696300720.xml>
- ²⁰ Hupp, S. (2005, July 25). Internet-based charter schools may be on way. *Indianapolis Star*. Retrieved July 27, 2005, from <http://www.indystar.com/apps/pbcs.dll/article?AID=/20050725/NEWS01/507250349/1006/NEWS01>
- ²¹ Stockman, Krista J. (2006, February 24). Net-based school still awaits charter approval. *Fort Wayne Journal Gazette* (Indiana). Retrieved March 3, 2006, from <http://www.fortwayne.com/mld/journalgazette/news/local/13951310.htm>
- ²² Blomely, S. (2005, April 7). School-funding bill raises biting rebukes. *Arkansas Democrat-Gazette* (Little Rock). Retrieved April 7, 2005, from <http://epaper.ardemgaz.com/WebChannel/ShowStory.asp?Path=ArDemocrat/2005/04/07&ID=Ar00104>
- ²³ Oplinger, D., and Willard, D. (2005, June 3). Online students missing exams. *Akron Beacon Journal*, A1. Retrieved June 3, 2005, from <http://www.ohio.com/mld/ohio/living/education/11804765.htm>
- ²⁴ Revenaugh, Mickey (2004). Toward rational state policies for virtual learning. *Virtual School Report*. Baltimore, MD: Connections Academy, pp. 1, 4. Retrieved March 3, 2006, from <http://www.connectionsacademy.com/pdfs/VirtualNewsWinter2004.pdf>
- American Legislative Exchange Council (n.d.). Task force meeting, December 4, 2004. *Education Task Force*. Washington, DC: Author. Retrieved March 3, 2006, from <http://www.alec.org/task-forces/education>
- ²⁵ Pierce, F. (2005, August 28) How Syracuse school's bill grew, but help decreased. *The Post-Standard* (Syracuse, N.Y.). Retrieved August 29, 2005, from <http://www.syracuse.com/search/index.ssf?base/news-1/112521830644651.xml?syneocit>
- ²⁶ Pierce, F. (2005, August 28) How Syracuse school's bill grew, but help decreased. *The Post-Standard* (Syracuse, N.Y.). Retrieved August 29, 2005, from <http://www.syracuse.com/search/index.ssf?base/news-1/112521830644651.xml?syneocit>

- ²⁷ Breitenstein, D. & Ramirez-Johnson, L. (2005, May 6). Charter threatens parents with lawsuit. *News-Press* (Fort Myers, Fla.). Retrieved June 14, 2005, from <http://www.news-press.com/apps/pbcs.dll/article?AID=/20050506/NEWS0104/505060461/1075>
- ²⁸ Breitenstein, D. (2005, May 10), "Parent shuts down forum critical of school; lawsuit was threatened," *News-Press* (Fort Myers, Fla.). Retrieved February 23, 2006, from <http://www.news-press.com/apps/pbcs.dll/article?AID=/20050510/NEWS01/50510013/1075>
- ²⁹ Nichols, S., Glass, G.V. & Berliner, D.C. (2005, September). *High-stakes testing and student achievement: Problems for the No Child Left Behind Act* (EPSL-0504-105-EPRU) [Executive Summary]. Tempe, AZ: Education Policy Research Unit, Education Policy Studies Laboratory, Arizona State University, p. ii. Retrieved May 10, 2006, from <http://www.asu.edu/educ/eps/EPUR/documents/EPSL-0509-105-EPRU.pdf>

**PROFILES OF FOR-PROFIT EDUCATION
MANAGEMENT ORGANIZATIONS: 2005-2006**

Company Summaries

Large Company Summary

Summary of For-Profit Education Management Organizations Managing 10 or More Schools, Listed Alphabetically by Company Name

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Charter School Administrative Services	Southfield, MI	0	15	15	7,295	4	35
Charter Schools USA	Fort Lauderdale, FL	0	18	18	11,197	2	39
Connections Academy	Baltimore, MD	4	8	12	5,210	10	43
Edison Schools	New York, NY	58	43	101	60,491	20	48
Helicon Associates	Trenton, MI	0	14	14	5,522	1	59
Imagine Schools	Arlington, VA	1	29	32	16,097	10	63
K12, Inc.	McLean, VA	2	13	15	18,522	10	70
Leona Group, LLC, The	Phoenix, AZ	0	45	45	16,090	4	75
Mosaica Education, Inc.	New York, NY	0	34	34	12,157	9	81
National Heritage Academies	Grand Rapids, MI	0	51	51	29,848	5	86
Planagement Group, L.P., The	Lewisville, TX	0	18	18	2,379	1	92
Richard Milburn High School, Inc.	Salem, MA	4	14	18	3,234	5	96
Victory Schools, Inc.	New York, NY	6	7	13	5,840	2	101
White Hat Management	Akron, OH	0	38	38	15,613	5	105
Large Company Totals:		75	347	424	209,495	28	
# of Large Companies = 14							

Notes: Washington, DC is counted as a state.

The Public Schools Managed totals for Large EMOs are not equal to the sum of District and Charter schools profiled because researchers were unable to determine the Charter/District status for two schools managed by Imagine Schools.

Medium Company Summary

Summary of For-Profit Education Management Organizations Managing 4 to 9 Schools, Listed Alphabetically by Company Name

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Choice Schools Associates	Grand Rapids, MI	0	8	8	1,682	1	111
CS Partners, LLC	Howell, MI	0	5	5	2,035	1	112
Educational Services of America, Inc.	Liberty, IL	0	5	5	448	1	113
Excel Education Centers, Inc.	Prescott, AZ	0	8	8	687	1	114
Global Educational Excellence	Ann Arbor, MI	0	4	4	1,218	1	115
Nobel Learning Communities, Inc.	West Chester, PA	0	4	4	2,109	1	116
Pinnacle Education, Inc.	Tempe, AZ	0	9	9	1,327	1	117
Romine Group, LLC, The	Utica, MI	0	5	5	1,295	1	118
SABIS Educational Systems	Eden Prairie, MN	1	7	8	5,170	7	119
Medium Company Totals:		1	55	56	15,971	8	
# of Medium Companies = 9							

Notes: Washington, DC is counted as a state.

Small Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Accelerated Elementary and Secondary Schools	Tucson, AZ	0	1	1	320	1	121
Accelerated Learning Center, Inc.	Phoenix, AZ	0	1	1	220	1	122
Allen-Cochran Enterprises	Chandler, AZ	0	1	1	266	1	123
American Basic Schools, LLC	Mesa, AZ	0	1	1	650	1	124
APEX Education Systems, Inc.	Phoenix, AZ	0	1	1	176	1	125
Benjamin Franklin Charter School	Gilbert, AZ	0	3	3	1,254	1	126
Black Star Educational Management	Oak Park, MI	0	1	1	267	1	127
Bright Beginnings School, Inc.	Chandler, AZ	0	1	1	413	1	128
Compass High School, Inc.	Tucson, AZ	0	1	1	184	1	129
Cornerstone Charter School, Inc.	Phoenix, AZ	0	1	1	81	1	130
Country Gardens Educational Services, LLC	Laveen, AZ	0	1	1	348	1	131
Desert Springs Academy	Tucson, AZ	0	2	2	298	1	132
Eastpointe High School, Inc.	Tucson, AZ	0	1	1	245	1	133
Educational Impact, Inc.	Tucson, AZ	0	2	2	105	1	134
GAR, LLC	Tempe, AZ	0	1	1	113	1	135
Hamadeh Educational Services, LLC	Dearborn, MI	0	3	3	1,714	1	136
Heritage Academy, Inc.	Mesa, AZ	0	1	1	392	1	137
Innovative Teaching Solutions	Southfield, MI	0	3	3	1,248	1	138
Montessori Charter School of Flagstaff, Inc.	Flagstaff, AZ	0	1	1	254	1	139
Montessori Schoolhouse of Tucson	Tucson, AZ	0	1	1	70	1	140
ORBIS Management Group, LLC	Clinton Township, MI	0	1	1	106	1	141
Rose Mangement Group	Tucson, AZ	0	3	3	675	1	142

Small Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Schoolhouse Services and Staffing, Inc.	Detroit, MI	0	3	3	1,164	1	143
Self Development Charter School	Mesa, AZ	0	1	1	160	1	144
Smart Schools Management	Traverse City, MI	0	1	1	800	1	145
Southern Arizona Community Academy, Inc.	Tucson, AZ	0	1	1	238	1	146
Synergy Training Solutions	St.Clair Shores, MI	0	2	2	382	1	147
Talented and Gifted Charter School, LLC	Tucson, AZ	0	1	1	360	1	148
Small Company Totals: # of Small Companies = 28		0	41	41	12,503	2	

Notes: Washington, DC is counted as a state.

REPORT TOTALS FOR ALL COMPANIES

Total # of Companies	Total Public Schools Managed			Total Enrollment	Total # of States Where Schools Are Managed
	District	Charter	Total		
51	76	443	521	237,969	29

Notes: The Public Schools Managed totals for all EMOs are not equal to the sum of District and Charter schools profiled because researchers were unable to determine the Charter/District status for two schools managed by Imagine Schools.

Virtual Company Summary

Summary of For-Profit Education Management Organizations Managing Virtual Schools, Listed Alphabetically by Company Name

Company Name	Company Location	Public Schools Managed	Public Schools Managed That Are Virtual	Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
Connections Academy	Baltimore, MD	12	12	5,210	10	43
K12, Inc.	McLean, VA	15	15	18,522	10	70
Pinnacle Education, Inc.	Tempe, AZ	9	1	212	1	117
White Hat Management	Akron, OH	38	2	2,762	2	105
Virtual Company Totals:		74	30	26,706	12	
# of Virtual Companies = 4						

Note: These companies and related data are also listed in the Summary of Companies by Size.

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2005-2006

Large Companies: Managing 10 or More Schools

Charter School Administrative Services

Large Company: Managing 10 or More Schools

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

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Tampa United Methodist School	Tampa, FL	1998	K-5	249	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Detroit West	Detroit, MI	1995	K-6	475	Yes	No
Academy of Flint	Flint, MI	1999	K-8	504	Yes	No
Academy of Inkster	Inkster, MI	1999	9-12	80	Yes	No
Academy of Lathrup Village	Lathrup Village, MI	1995	K-8	555	Yes	No
Academy of Michigan	Oak Park, MI	1997	9-12	397	Yes	No
Academy of Oak Park	Ferndale, MI	1995	K-12	1459	Yes	No
Academy of Southfield	Southfield, MI	1995	K-6	500	Yes	No
Academy of Westland	Westland, MI	1996	K-6	348	Yes	No
Cherry Hill School of Performing Arts	Inkster, MI	1999	K-12	1250	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Kansas City	Kansas City, MO	1999	6-12	342	Yes	No

Charter School Administrative Services

Large Company: Managing 10 or More Schools

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Beaumont	Beaumont, TX	1998	K-6	183	Yes	No
Academy of Dallas	Dallas, TX	1998	K-7	249	Yes	No
Academy of Houston	Houston, TX	1997	K-6	589	Yes	No
Bexar County Academy	San Antonio, TX	1998	K-6	115	Yes	No

Total Number of Schools: 15

Total Enrollment: 7,295

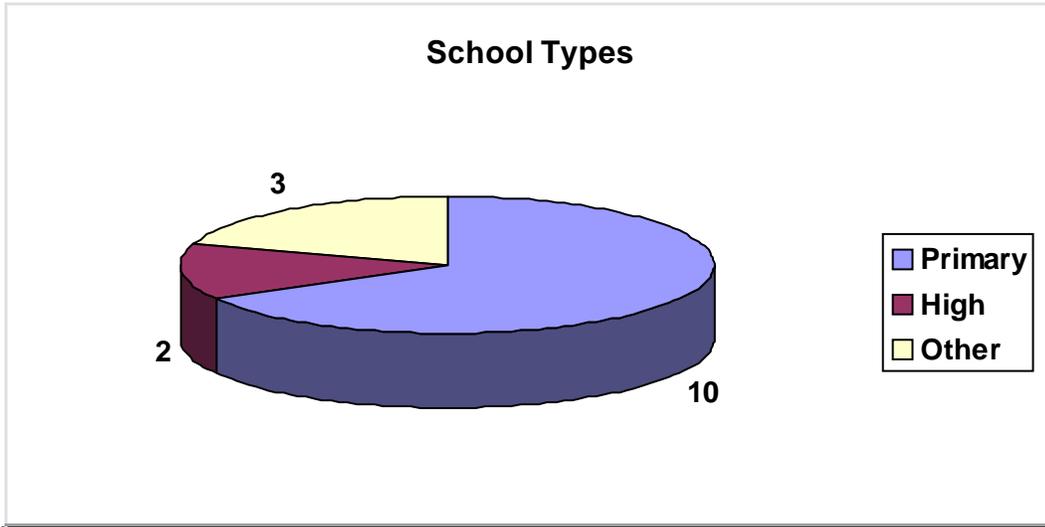
States Operated in: FL, MI, MO, TX

Number of Schools No Longer Profiled

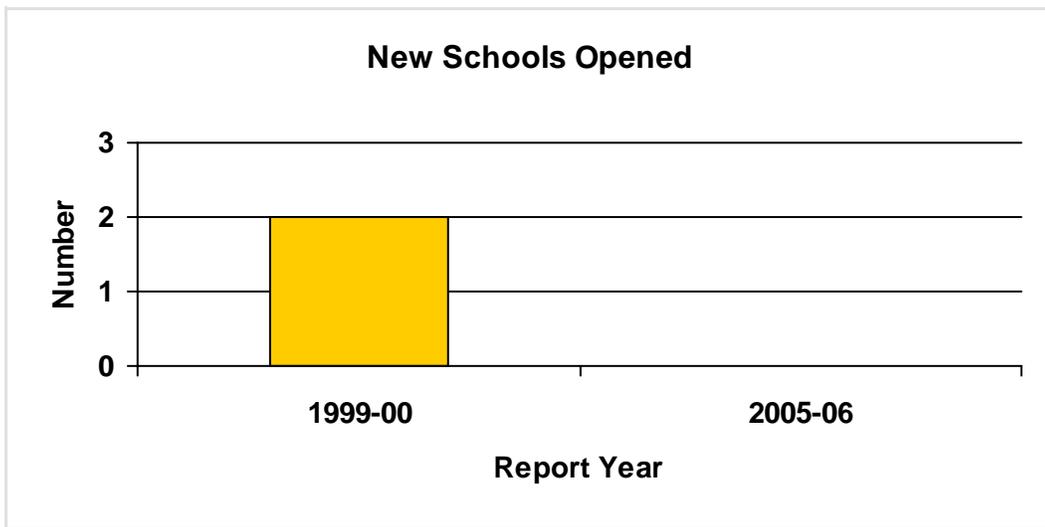
Year	# of Schools
1999	1
2000	0
2001	0
2002	0
2003	0
2004	0
2005	0

Charter School Administrative Services

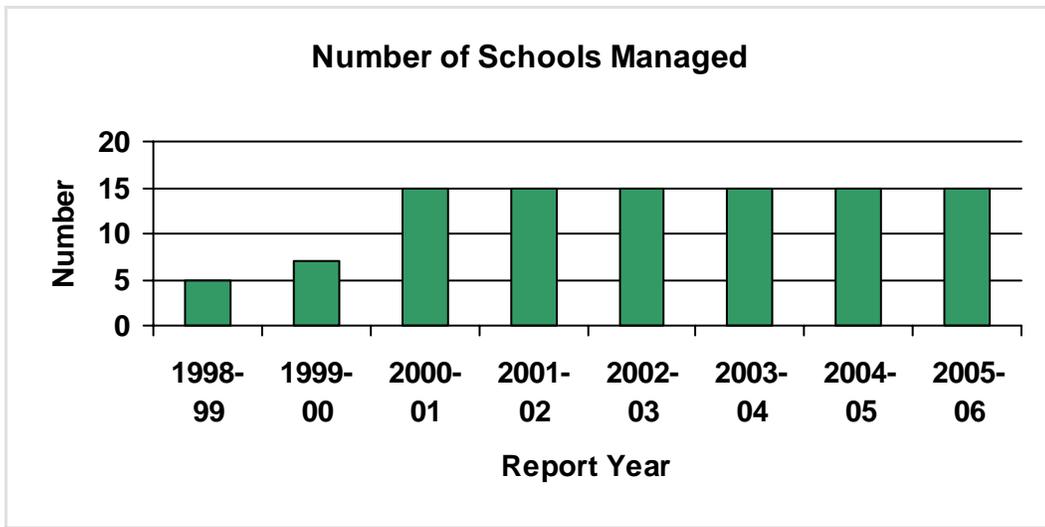
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	10
Middle	0
High	2
Other	3
Unknown	0



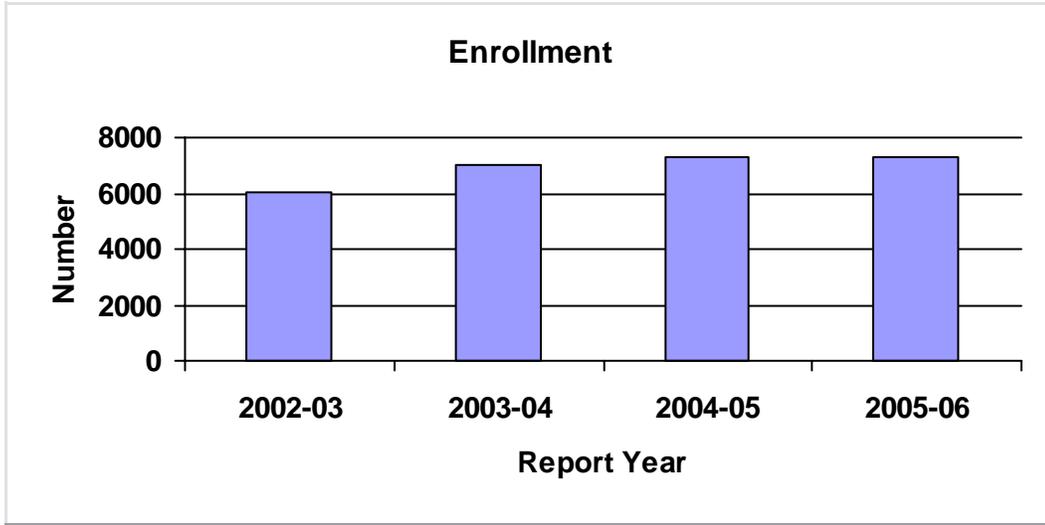
Report Year	New Schools
1998-99	Unknown
1999-00	2
2000-01	Unknown
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	Unknown
2005-06	0



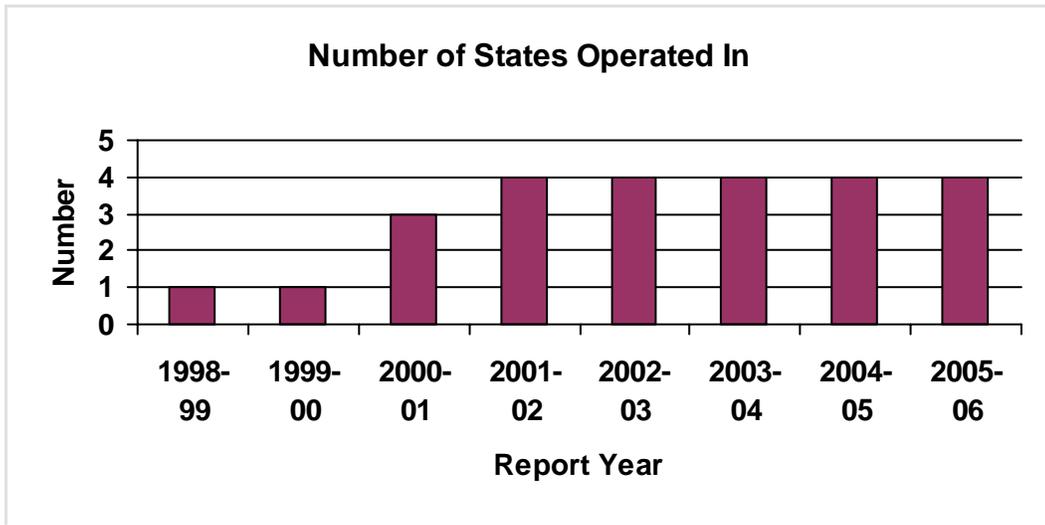
Report Year	# of Schools
1998-99	5
1999-00	7
2000-01	15
2001-02	15
2002-03	15
2003-04	15
2004-05	15
2005-06	15

Charter School Administrative Services

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	6031
2003-04	7046
2004-05	7295
2005-06	7295



Report Year	States Op. In
1998-99	1
1999-00	1
2000-01	3
2001-02	4
2002-03	4
2003-04	4
2004-05	4
2005-06	4

Charter Schools USA

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
6245 N Federal Hwy, 5th Fl Fort Lauderdale, FL 33308	954-202-3500 954-202-3512	www.charterschoolsusa.com	1998	Private	Not Profitable

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Arts and Minds	Coconut Grove, FL	2004	9	76	Yes	No
Aventura Charter Elementary	Aventura, FL	2003	K-5	602	Yes	No
Bay Haven Charter Academy	Panama City, FL	2001	K-8	946	Yes	No
Bonita Springs Charter School	Bonita Springs, FL	2002	K-8	1269	Yes	No
Cape Coral Charter School	Cape Coral, FL	2004	K-6	361	Yes	No
Coral Springs Charter School	Coral Springs, FL	1999	6-12	1611	Yes	No
Delray Youth Vocational Charter School	Delray Beach, FL	2002	10-11	24	Yes	No
Downtown Miami Charter School	Miami, FL	2002	K-5	605	Yes	No
Gateway Charter High School	Fort Myers, FL	2004	9-12	411	Yes	No
Gateway Charter School	Fort Myers, FL	2003	K-8	1480	Yes	No
Hollywood Academy of Arts and Science	Hollywood, FL	2004	K-5	433	Yes	No
Keys Gate Charter School	Homestead, FL	2003	K-8	1146	Yes	No
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-5	206	Yes	No
North County Charter School	Miami, FL	2001	K-5	189	Yes	No
Northeast Academy	North Miami Beach, FL	2001	K-5	189	Yes	No
Parkway Academy	Miramar, FL	2001	9-12	539	Yes	No
Renaissance Elementary Charter School	Miami, FL	1999	K-5	488	Yes	No

Charter Schools USA

Large Company: Managing 10 or More Schools

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
New Frontiers Charter School	San Antonio, TX	2001	K-8	622	Yes	No

Total Number of Schools: 18

Total Enrollment: 11,197

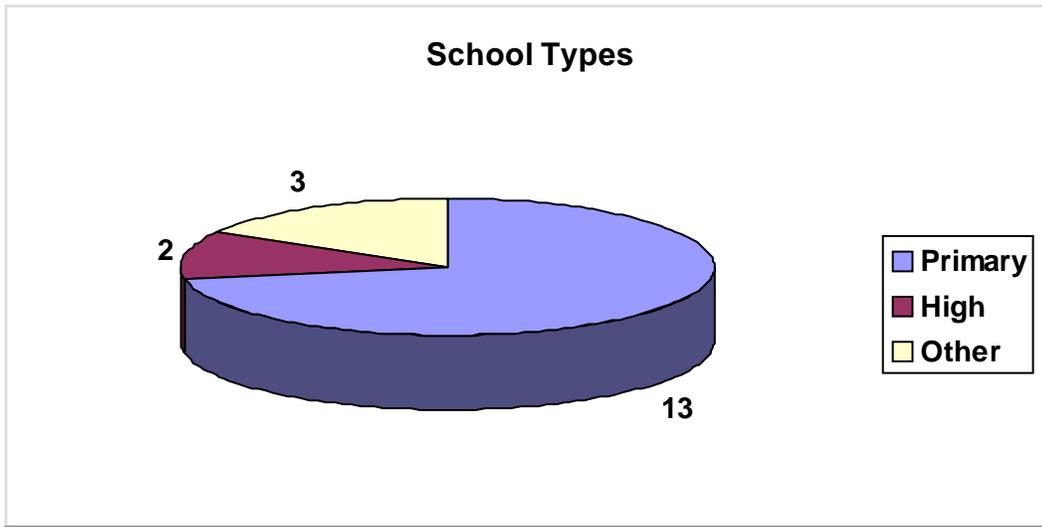
States Operated in: FL, TX

Number of Schools No Longer Profiled

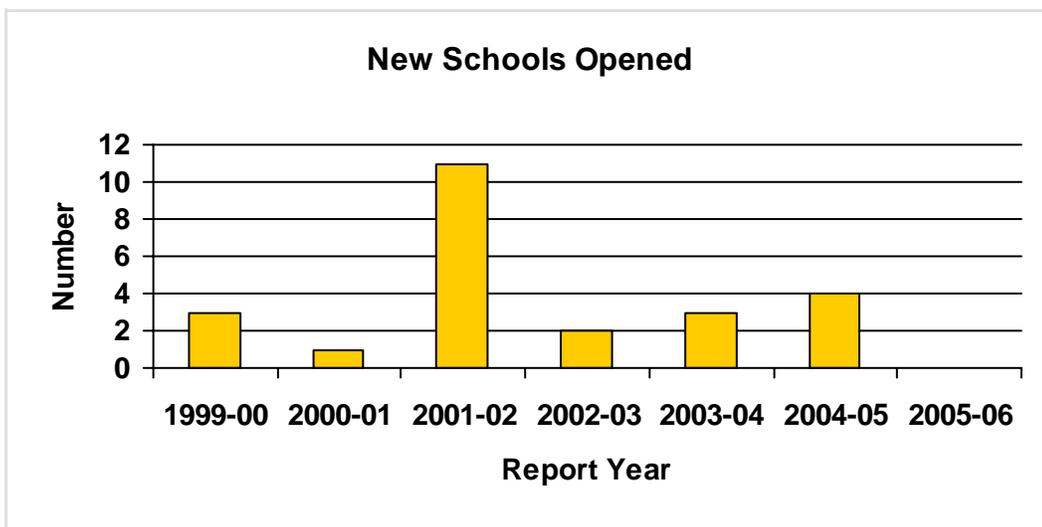
Year	# of Schools
1999	0
2000	0
2001	0
2002	1
2003	4
2004	1
2005	0

Charter Schools USA

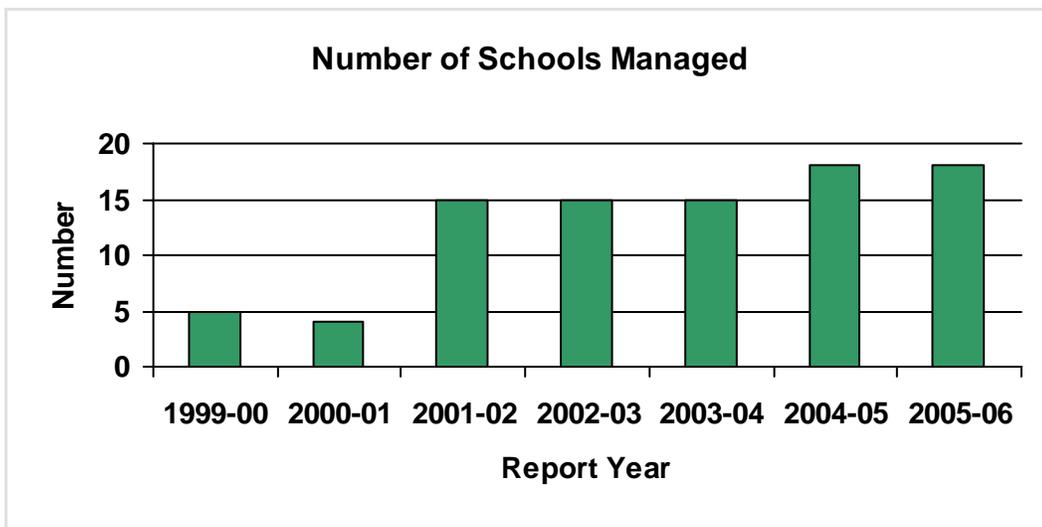
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	13
Middle	0
High	2
Other	3
Unknown	0



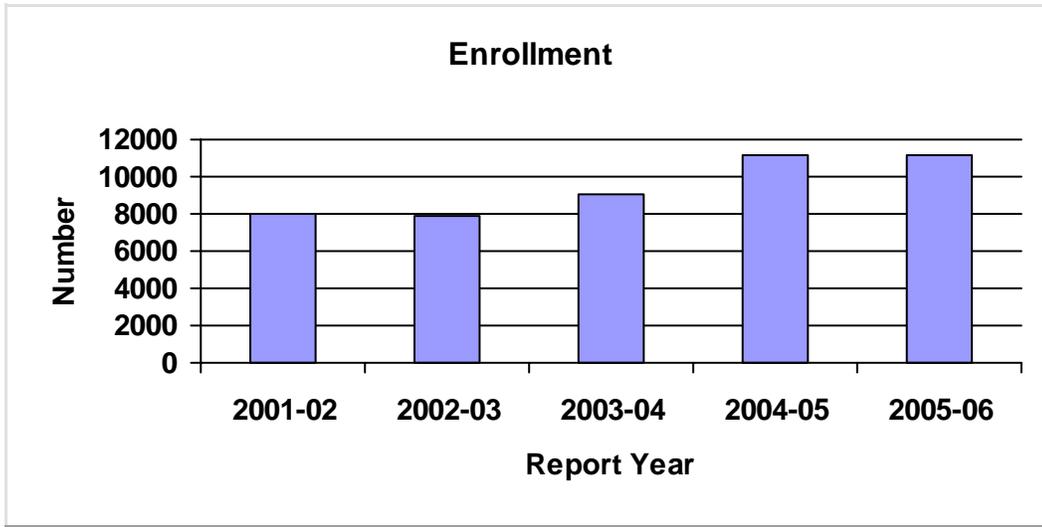
Report Year	New Schools
1998-99	N/A
1999-00	3
2000-01	1
2001-02	11
2002-03	2
2003-04	3
2004-05	4
2005-06	0



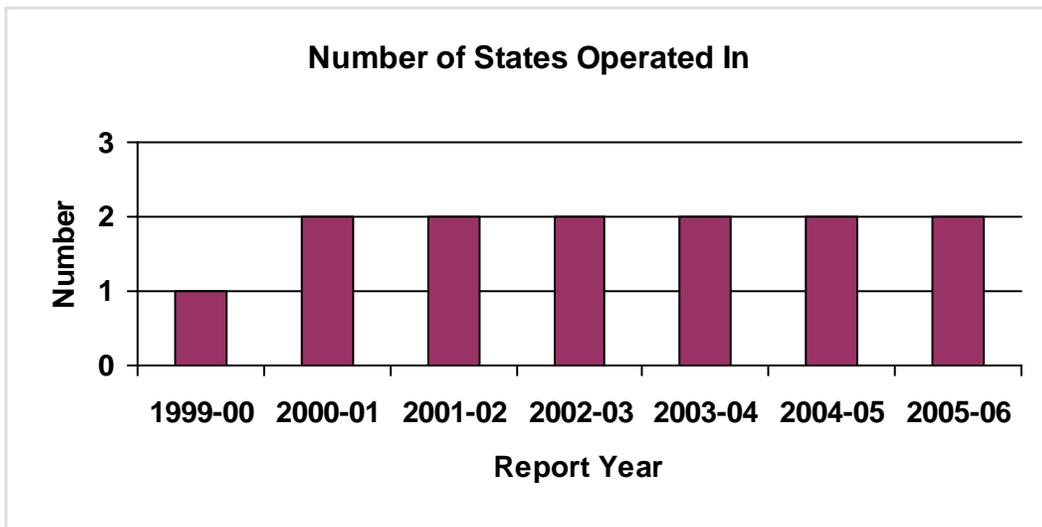
Report Year	# of Schools
1998-99	N/A
1999-00	5
2000-01	4
2001-02	15
2002-03	15
2003-04	15
2004-05	18
2005-06	18

Charter Schools USA

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	8005
2002-03	7932
2003-04	9093
2004-05	11205
2005-06	11197



Report Year	States Op. In
1998-99	N/A
1999-00	1
2000-01	2
2001-02	2
2002-03	2
2003-04	2
2004-05	2
2005-06	2

Connections Academy

Large Company: Managing 10 or More Schools

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

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Connections Academy	Mesa, AZ	2005	K-9	400	Yes	Yes

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Capistrano Connections Academy	Mission Viejo, CA	2004	K-9	400	Yes	Yes
Southern California Connections Academy	CA	2004	K-8	0	Yes	Yes

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Denver Connections Academy	Littleton, CO	2002	K-9	400	No	Yes
Littleton Connections Academy Part-Time	Littleton, CO	2004	K-8	10	No	Yes

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Florida Connections Academy	Orlando, FL	2003	K-8	500	No	Yes

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
INSPIRE	Boise, ID	2005	K-9	150	Yes	Yes

Connections Academy

Large Company: Managing 10 or More Schools

Minnesota

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
MTS Minnesota Connections Academy	Minneapolis, MN	2005	K-9	200	No	Yes

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Connections Academy	Cincinnati, OH	2003	K-9	900	Yes	Yes

Oregon

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Oregon Connections Academy	Scio, OR	2005	K-9	700	Yes	Yes

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Commonwealth Connections Academy	Mechanicsburg, PA	2003	K-9	1100	Yes	Yes

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Wisconsin Connections Academy	Appleton, WI	2002	K-8	450	Yes	Yes

Total Number of Schools: 12

Total Enrollment: 5,210

States Operated in: AZ, CA, CO, FL, ID, MN, OH, OR, PA, WI

Connections Academy

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	0
2005	0

Schools No Longer Profiled for this Reporting Period

Arizona

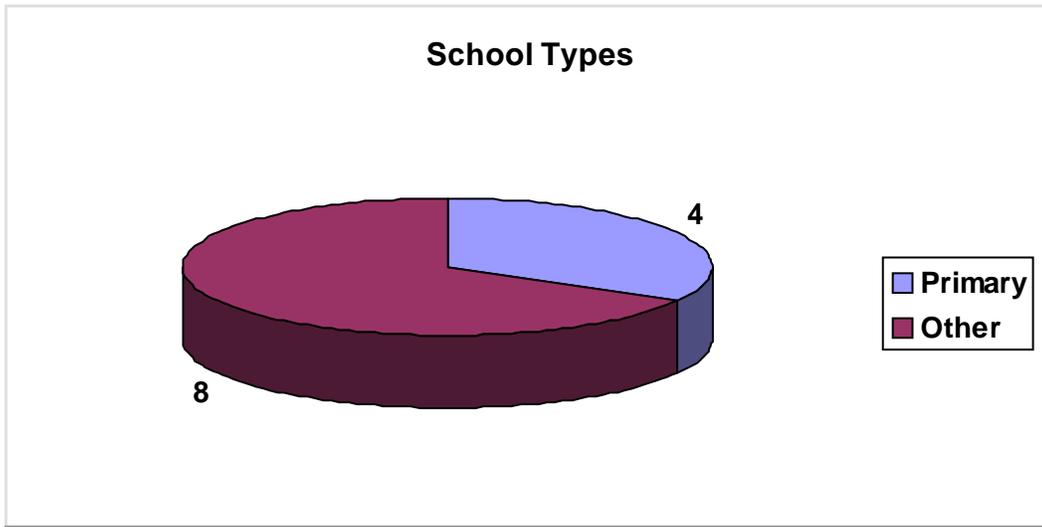
School Name	School Location	Reason No Longer Profiled
Chancellor Arizona Connections Academy	Phoenix, AZ	Profile response states school is no longer operational as "the state approved the transfer of an approved pilot to Arizona Connections Academy instead." (12/15/05)

Unknown

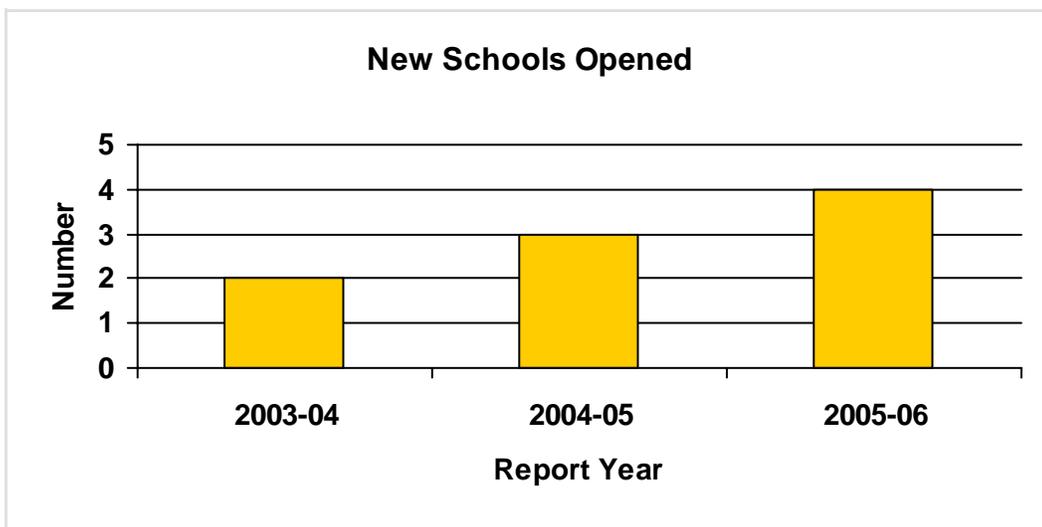
School Name	School Location	Reason No Longer Profiled
Southern Colorado Connections Academy	Unknown, XX	Profile response on 12/15/05 reports that the school was "discontinued" 6/05.

Connections Academy

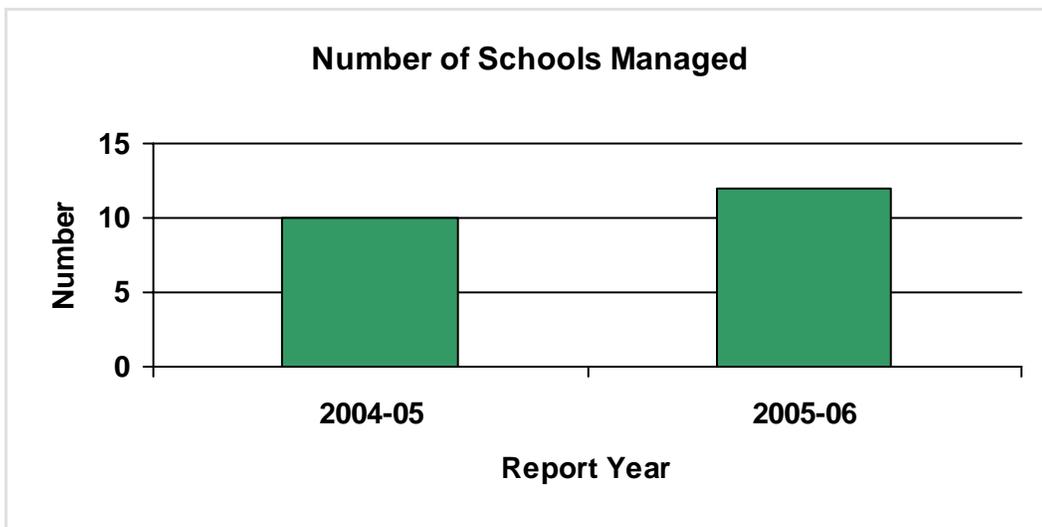
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	4
Middle	0
High	0
Other	8
Unknown	0



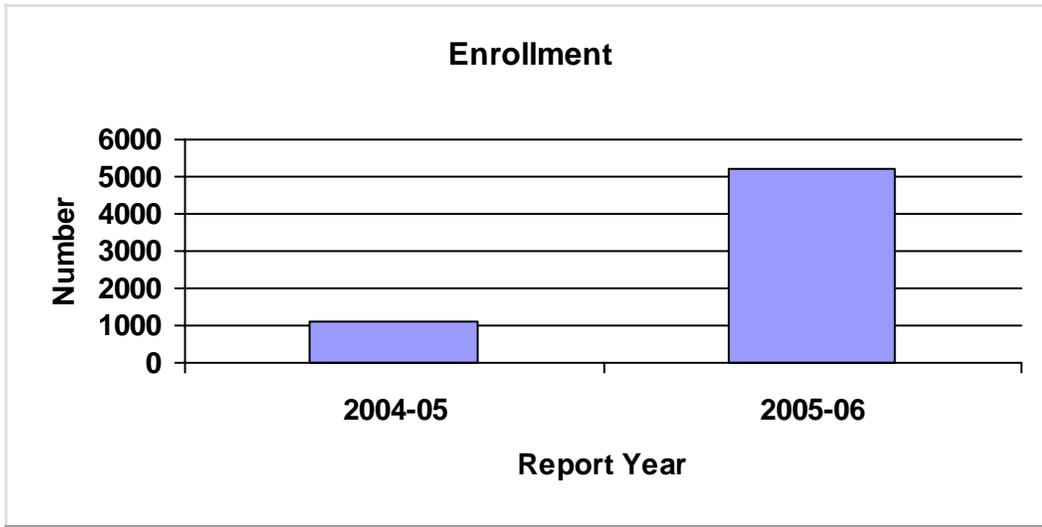
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	2
2004-05	3
2005-06	4



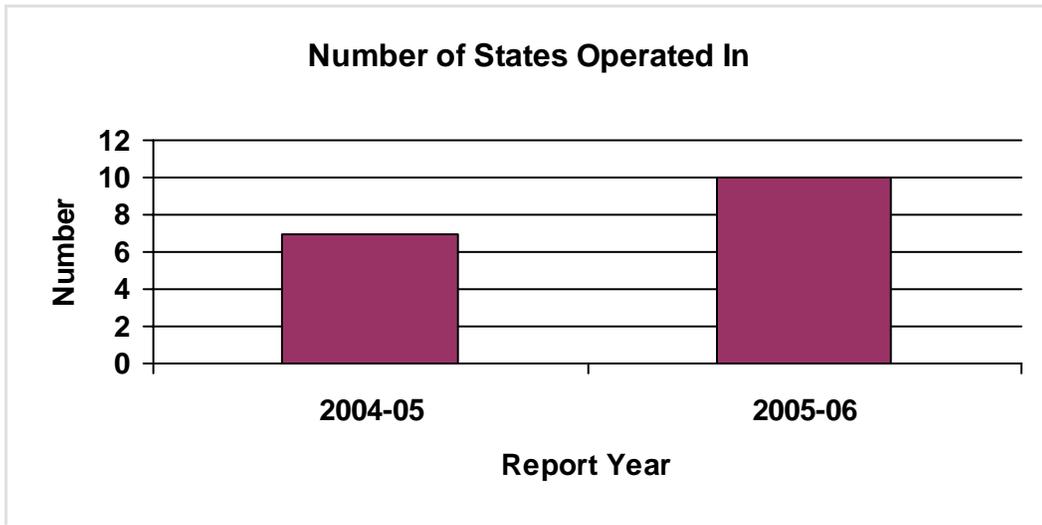
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	10
2005-06	12

Connections Academy

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	1081
2005-06	5210



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	7
2005-06	10

Edison Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
521 5th Ave, 11th Floor New York, NY 10175	212-419-1600 212-419-1604	www.edisonschools.com	1992	Private	Profitable

Company Schools by State

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Edison - Bethune Charter Academy	Fresno, CA	1999	K-6	631	Yes	No
Edison Brentwood Academy	East Palo Alto, CA	1998	K-3	435	Yes	No
Edison Charter Academy	San Francisco, CA	1998	K-7	430	Yes	No
Edison McNair Academy	East Palo Alto, CA	1998	4-8	514	Yes	No
Feaster - Edison Charter School	Chula Vista, CA	1997	K-6	1080	Yes	No
Phillips - Edison Partnership School	Napa, CA	1998	K-6	567	Yes	No
San Jose - Edison Academy	West Covina, CA	1998	K-8	1159	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Emerson - Edison Partnership School	Colorado Springs, CO	1997	6-8	423	Yes	No
Omar D. Blair School	Denver, CO	2004	K-8	793	Yes	No
Roosevelt - Edison Charter School	Colorado Springs, CO	1996	K-5	616	Yes	No
Wyatt - Edison Charter School	Denver, CO	1998	K-8	672	Yes	No

Delaware

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Thomas A. Edison Charter School	Wilmington, DE	2000	K-8	783	Yes	No

Edison Schools

Large Company: Managing 10 or More Schools

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Friendship Public Charter School (Blow Pierce Campus)	Washington, DC	1999	6-8	705	Yes	No
Friendship Public Charter School (Chamberlain Campus)	Washington, DC	1998	K-5	725	Yes	No
Friendship Public Charter School (Woodridge Campus)	Washington, DC	1998	K-7	551	Yes	No
Friendship Senior Academy (Carter G. Woodson Campus)	Washington, DC	2000	9-12	1213	Yes	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charles R. Drew Charter School	Atlanta, GA	2000	K-8	793	Yes	No

Hawaii

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Aiea Elementary School	Honolulu, HI	2005	K-6	390	No	No
Central Middle School	Honolulu, HI	2005	6-8	489	No	No
Ka Hului Elementary School	Kahului, HI	2005	K-5	865	No	No
Paia Elementary School	Kahului, HI	2005	K-6	195	No	No
Palolo Elementary School	Honolulu, HI	2005	K-5	262	No	No
Sanford B Dole International School	Honolulu, HI	2005	6-8	769	No	No
William Paul Jarrett Middle School	Honolulu, HI	2005	6-8	314	No	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago International Charter School (Longwood Campus)	Chicago, IL	1999	K-12	1436	Yes	No
Franklin - Edison School	Peoria, IL	1999	K-4	397	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Loucks Edison Junior Academy	Peoria, IL	2000	5-8	412	No	No
Northmoor - Edison School	Peoria, IL	1999	K-4	458	No	No
Rolling Acres Junior Academy	Peoria, IL	2001	5-8	326	No	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Christel House Academy	Indianapolis, IN	2004	K-7	360	Yes	No
Jeremiah Gray - Edison Elementary School	Indianapolis, IN	2002	K-5	653	No	No
Rosa Parks - Edison Elementary School	Indianapolis, IN	2003	K-5	688	No	No

Iowa

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Jefferson - Edison Elementary School	Davenport, IA	1999	K-5	461	No	No

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Furman Templeton Elementary	Baltimore, MD	2000	K-6	684	No	No
Gilmor Elementary	Baltimore, MD	2000	K-6	548	No	No
Montebello Elementary	Baltimore, MD	2000	K-6	944	No	No

Massachusetts

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Seven Hills Charter School	Worcester, MA	1996	K-8	649	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ben Ross Public School Academy	Warren, MI	2004	K-8	817	Yes	No

Edison Schools

Large Company: Managing 10 or More Schools

Edison - Oakland Public School Academy	Ferndale, MI	1999	K-6	837	Yes	No
YMCA Service Learning Academy	Detroit, MI	1999	K-8	1138	Yes	No

Minnesota

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kenwood - Edison Charter School	Duluth, MN	1997	K-5	366	Yes	No
Raleigh - Edison Academy	Duluth, MN	1997	K-5	193	Yes	No
Washburn - Edison Junior Academy	Duluth, MN	1997	6-8	217	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Allen - Edison Village School	Kansas City, MO	1999	K-8	445	Yes	No
Confluence Academy - Old North Campus	St. Louis, MO	2003	K-5	712	Yes	No
Confluence Academy - Walnut Park Campus	St. Louis, MO	2004	K-5	749	Yes	No
Derrick Thomas Academy	Kansas City, MO	2002	K-8	790	Yes	No

Nevada

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ann T. Lynch - Edison Elementary	Las Vegas, NV	2001	K-5	937	No	No
C.C.Ronnow - Edison Elementary	Las Vegas, NV	2001	K-5	1009	No	No
Cahlan - Edison Elementary	North Las Vegas, NV	2001	K-5	774	No	No
Charles I. West - Edison Junior Academy	Las Vegas, NV	2001	6-8	723	No	No
Crestwood - Edison Elementary	Las Vegas, NV	2001	K-5	762	No	No
John S. Park - Edison Elementary	Las Vegas, NV	2001	K-5	822	No	No
Lincoln - Edison Elementary	North Las Vegas, NV	2001	K-5	843	No	No

Edison Schools

Large Company: Managing 10 or More Schools

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charter School for Applied Technologies	Buffalo, NY	2001	K-10	1034	Yes	No
Harriet Tubman Charter	Bronx, NY	2001	K-7	335	Yes	No
New Covenant Charter School	Albany, NY	2000	K-6	781	Yes	No
Riverhead Charter School	Riverhead, NY	2001	K-5	221	Yes	No
Stepping Stone Academy Charter School	Buffalo, NY	2001	K-8	614	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Dayton View Academy	Dayton, OH	2000	K-8	722	Yes	No
The Dayton Academy	Dayton, OH	1999	K-8	803	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alcorn Elementary School	Philadelphia, PA	2002	K-8	728	No	No
Anderson Elementary School	Philadelphia, PA	2002	K-5	415	No	No
Barratt Middle School	Philadelphia, PA	2002	5-8	530	No	No
Comegys Elementary School	Philadelphia, PA	2002	K-5	418	No	No
Gillespie Middle School	Philadelphia, PA	2002	6-8	452	No	No
Harrity Elementary School	Philadelphia, PA	2002	K-5	544	No	No
Hartranft Elementary School	Philadelphia, PA	2005	K-8	774	No	No
Huey Elementary School	Philadelphia, PA	2005	K-8	584	No	No
Kelley Elementary School	Philadelphia, PA	2002	K-8	419	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Kenderton Elementary School	Philadelphia, PA	2002	K-8	572	No	No
Lincoln - Edison Charter School	York, PA	2000	K-5	105	Yes	No
Locke Elementary School	Philadelphia, PA	2002	K-5	343	No	No
Ludlow Elementary School	Philadelphia, PA	2002	K-8	323	No	No
Mariana Bracetti Academy Charter	Philadelphia, PA	2001	6-12	1125	Yes	No
Morton - McMichael Elementary	Philadelphia, PA	2002	K-8	502	No	No
Munoz - Marin Elementary School	Philadelphia, PA	2002	K-8	897	No	No
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	699	No	No
Potter - Thomas Elementary School	Philadelphia, PA	2002	K-7	615	No	No
Renaissance Academy of Pittsburgh Alternative of Hope	Pittsburgh, PA	2003	K-5	245	Yes	No
Renaissance Advantage Charter School	Philadelphia, PA	2004	K-8	865	Yes	No
Shaw Middle School	Philadelphia, PA	2002	5-8	578	No	No
Stetson Middle School	Philadelphia, PA	2002	5-8	879	No	No
Stoddart - Fleisher Middle School	Philadelphia, PA	2002	6-8	169	No	No
Sulzberger Middle School	Philadelphia, PA	2002	6-8	555	No	No
The Renaissance Academy	Phoenixville, PA	2000	K-12	873	Yes	No
Tilden Middle School	Philadelphia, PA	2002	5-8	919	No	No
Waring Elementary School	Philadelphia, PA	2002	K-7	226	No	No

South Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Allendale - Fairfax Middle School	Fairfax, SC	2004	6-8	400	No	No
Allendale County High School	Fairfax, SC	2004	9-12	450	No	No
Allendale Elementary	Allendale, SC	2004	K-5	550	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Baptist Hill High	Hollywood, SC	2004	9-12	455	No	No
Brentwood Middle School	North Charleston, SC	2004	6-8	780	No	No
CC Blaney Elementary	Hollywood, SC	2004	K-5	189	No	No
E.B. Ellington Elementary School	Ravenel, SC	2004	K-5	310	No	No
Fairfax Elementary	Fairfax, SC	2004	K-6	300	No	No
Jane Edwards Elementary	Edisto Island, SC	2004	K-8	151	No	No
Minnie Hughes Elementary	Hollywood, SC	2004	K-5	175	No	No
R.D. Schrode Middle School	Hollywood, SC	2004	6-8	365	No	No
Sanders Clyde Elementary School	Charleston, SC	2004	K-6	192	No	No

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Milwaukee Urban League Academy of Business and	Milwaukee, WI	2001	K-7	786	Yes	No

Total Number of Schools: 101

Total Enrollment: 60,491

States Operated in: CA, CO, DC, DE, GA, HI, IA, IL, IN, MA, MD, MI, MN, MO, NV, NY, OH, PA, SC, WI

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	2
2001	2
2002	12
2003	25
2004	3
2005	1

Edison Schools

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

California

School Name	School Location	Reason No Longer Profiled
Starr King - Edison Academy	Long Beach, CA	School "discontinued" per Edison Company profile response, 1/12/06.

District Of Columbia

School Name	School Location	Reason No Longer Profiled
SE Academy for Scholastic Excellence (LearnNow Division)	Washington, DC	School "discontinued" per Edison Company profile response, 1/12/06.

Illinois

School Name	School Location	Reason No Longer Profiled
Feitshans	Springfield, IL	School "discontinued" per Edison Company profile response, 1/12/06.

Michigan

School Name	School Location	Reason No Longer Profiled
Baylor Woodson	Inkster, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Blanchette Middle School	Inkster, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Flint Northwestern Comm. High School Edison Partnership	Flint, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Garfield - Edison Partnership School	Flint, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Inkster High School	Inkster, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Meek - Milton Primary Academy	Inkster, MI	School "discontinued" per Edison Company profile response, 1/12/06.
Williams - Edison Partnership School	Flint, MI	School "discontinued" per Edison Company profile response, 1/12/06.

Edison Schools

Large Company: Managing 10 or More Schools

Minnesota

School Name	School Location	Reason No Longer Profiled
Duluth - Edison Partnership Schools	Duluth, MN	Edison reports that this school is now three separate schools that are now tracked as such, per company profile response, 1/12/06.

New York

School Name	School Location	Reason No Longer Profiled
The Charter School of Science & Technology	Rochester, NY	School "discontinued" per Edison Company profile response, 1/12/06.

Pennsylvania

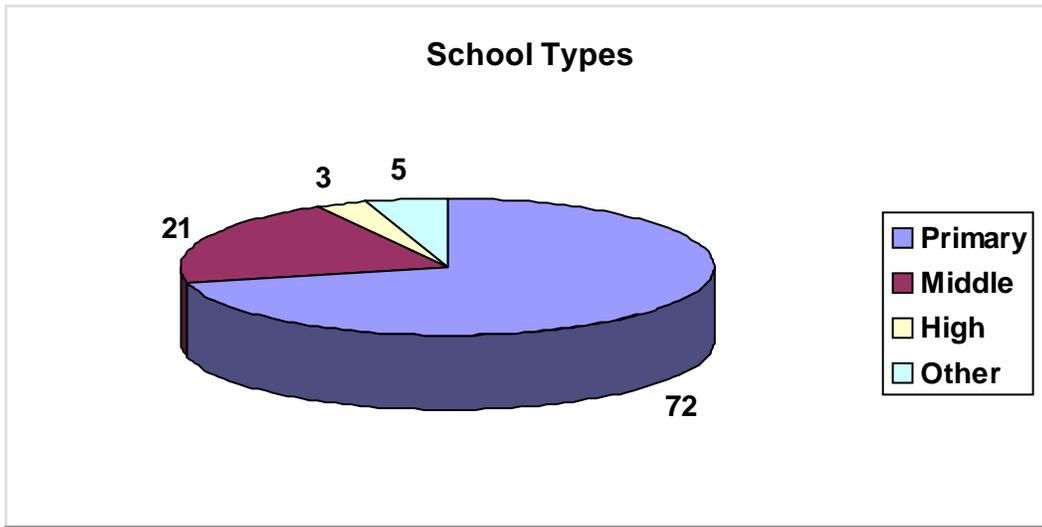
School Name	School Location	Reason No Longer Profiled
Chester High School LearnNow Division	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Columbus Edison Elementary	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Main Street Edison Academy	Brookhaven, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Pulaski Middle School	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Showalter Edison Junior Academy	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Smedley Middle School (LearnNow Division)	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
Stetser Elementary (LearnNow Division)	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.
William Penn Edison Elementary	Chester, PA	School "discontinued" per Edison Company profile response, 1/12/06.

Wisconsin

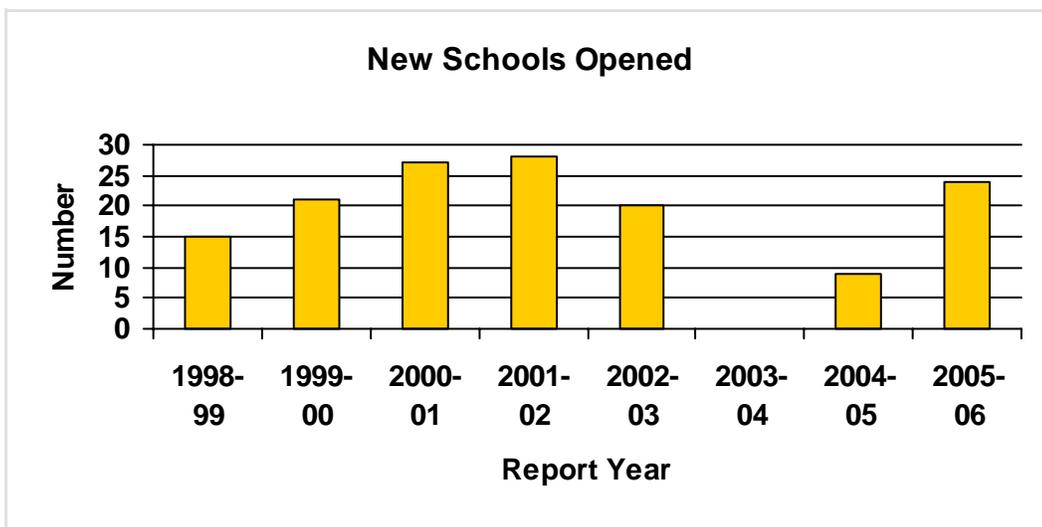
School Name	School Location	Reason No Longer Profiled
Milwaukee Science Academy	Milwaukee, WI	School "discontinued" per Edison Company profile response, 1/12/06.

Edison Schools

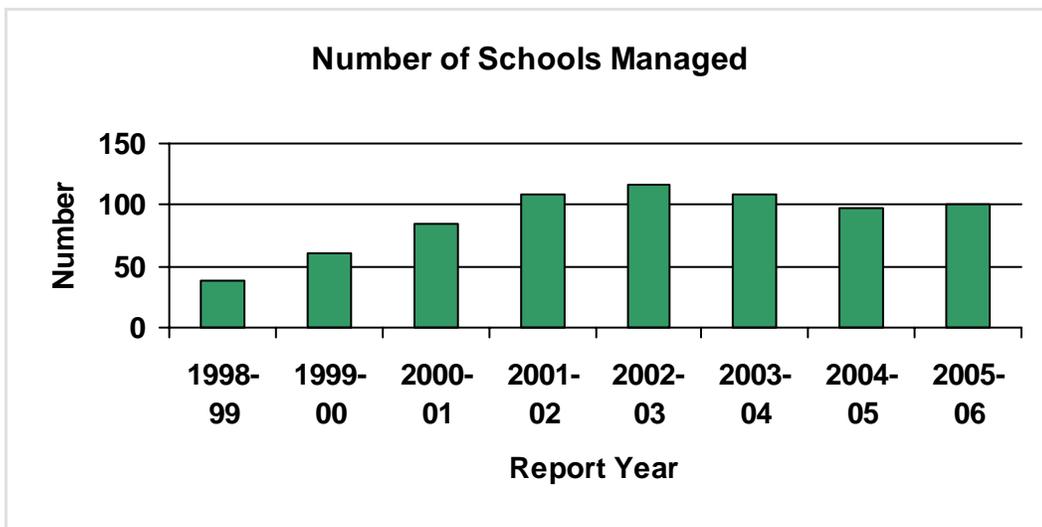
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	72
Middle	21
High	3
Other	5
Unknown	0



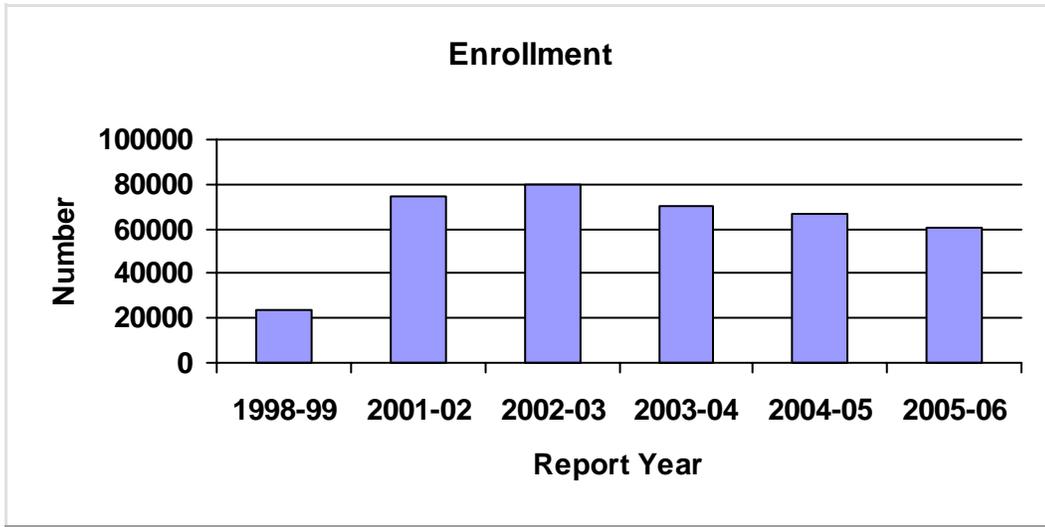
Report Year	New Schools
1998-99	15
1999-00	21
2000-01	27
2001-02	28
2002-03	20
2003-04	0
2004-05	9
2005-06	24



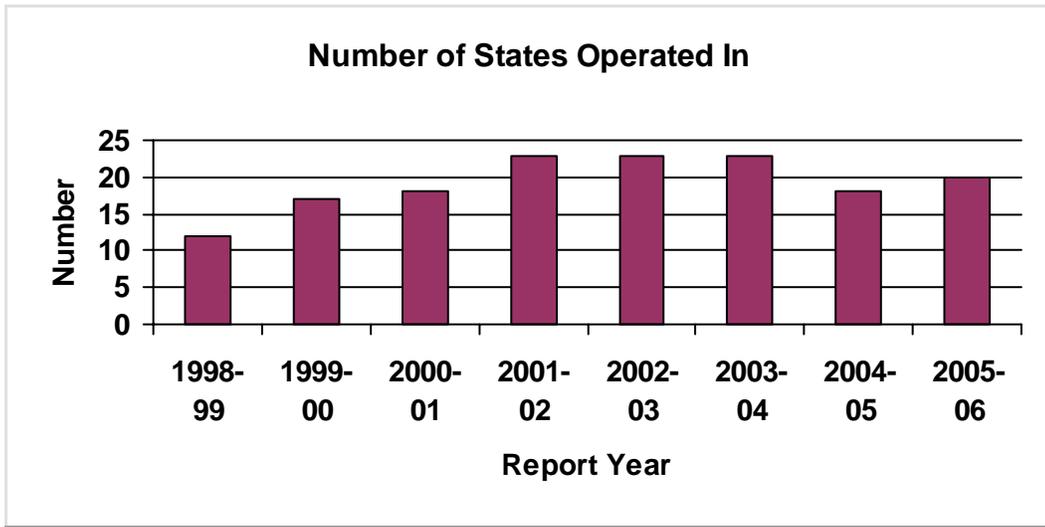
Report Year	# of Schools
1998-99	38
1999-00	60
2000-01	84
2001-02	109
2002-03	116
2003-04	109
2004-05	98
2005-06	101

Edison Schools

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	24000
1999-00	Unknown
2000-01	Unknown
2001-02	75000
2002-03	80000
2003-04	70441
2004-05	66482
2005-06	60491



Report Year	States Op. In
1998-99	12
1999-00	17
2000-01	18
2001-02	23
2002-03	23
2003-04	23
2004-05	18
2005-06	20

Helicon Associates

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
2525 W Jefferson ST Trenton, MI 48183	734-675-5505 734-675-6553	www.heliconassociates.com	1993	Private	Unknown

Company Schools by State

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
American Montessori Academy	Livonia, MI	2004	K-3	165	Yes	No
Crescent Academy	Southfield, MI	2004	K-6	246	Yes	No
Eastern Washtenaw Multicultural Academy	Ann Arbor, MI	2004	K-8	81	Yes	No
George Washington Carver Academy	Highland Park, MI	1999	K-7	628	Yes	No
Marshall Academy	Marshall, MI	2000	K-8	215	Yes	No
Michigan Automotive Academy	Romulus, MI	1995	K-12	1223	Yes	No
Mt. Clemens Montessori Academy	Mt. Clemens, MI	2003	K-5	217	Yes	No
New Bedford Academy	Lambertville, MI	1998	K-8	105	Yes	No
Pansophia Academy	Coldwater, MI	1995	K-12	242	Yes	No
Sauk Trail Academy	Hillsdale, MI	1997	K-8	105	Yes	No
Summit Academy	Flat Rock, MI	1996	K-7	381	Yes	No
Summit Academy North	Romulus, MI	1998	K-12	1304	Yes	No
Thomas - Gist Academy	Inkster, MI	1995	K-8	375	Yes	No
Will Carleton Academy	Hillsdale, MI	1998	K-12	235	Yes	No

Total Number of Schools: 14

Total Enrollment: 5,522

States Operated in: MI

Helicon Associates

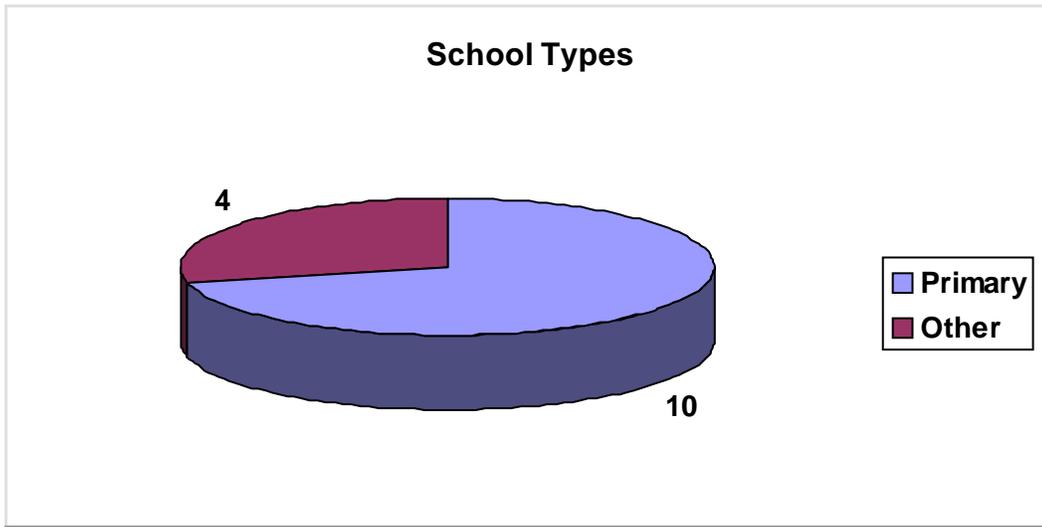
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

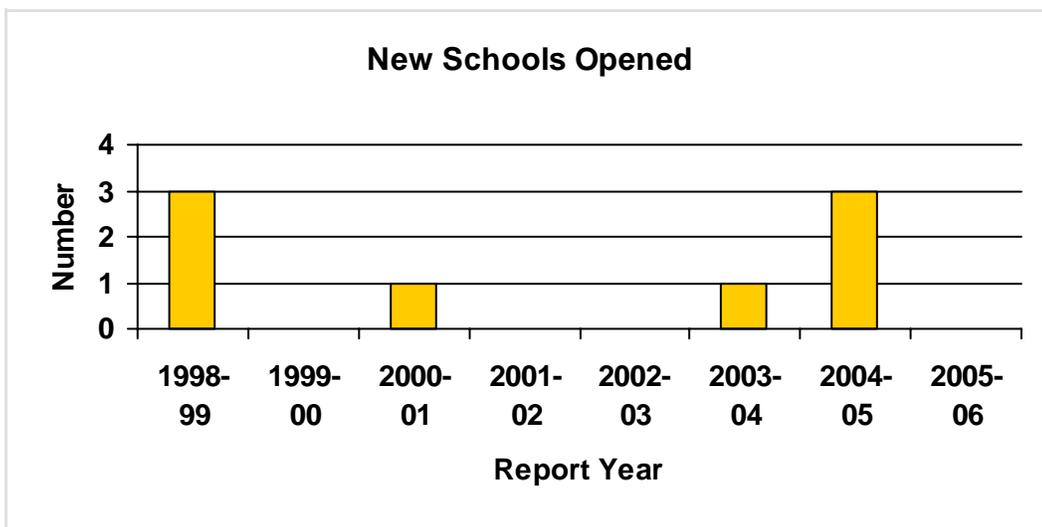
Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	0
2004	0
2005	0

Helicon Associates

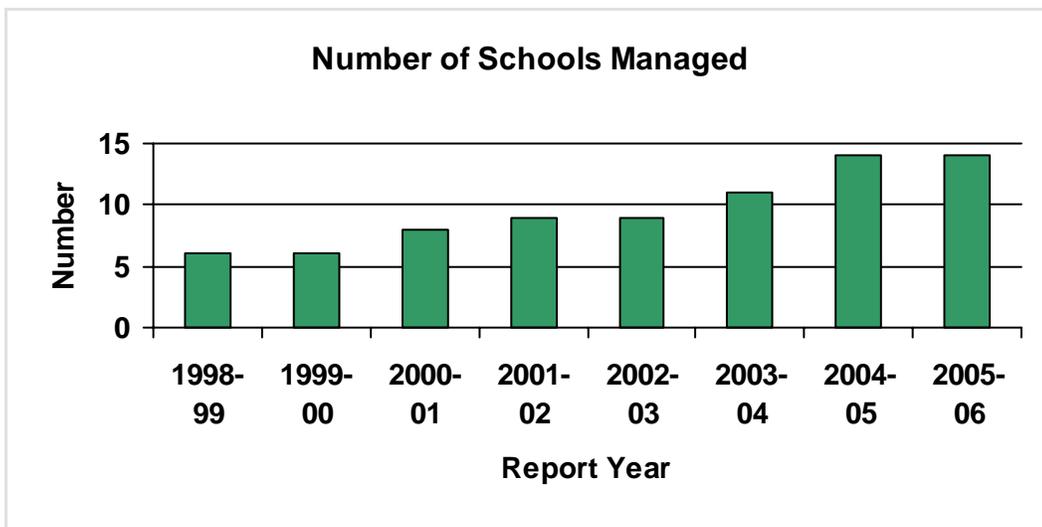
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	10
Middle	0
High	0
Other	4
Unknown	0



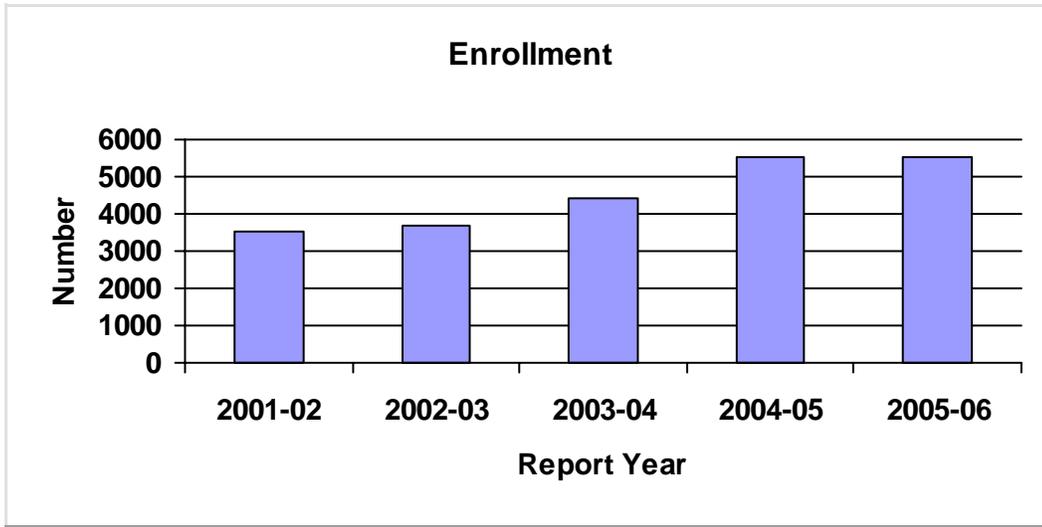
Report Year	New Schools
1998-99	3
1999-00	0
2000-01	1
2001-02	0
2002-03	0
2003-04	1
2004-05	3
2005-06	0



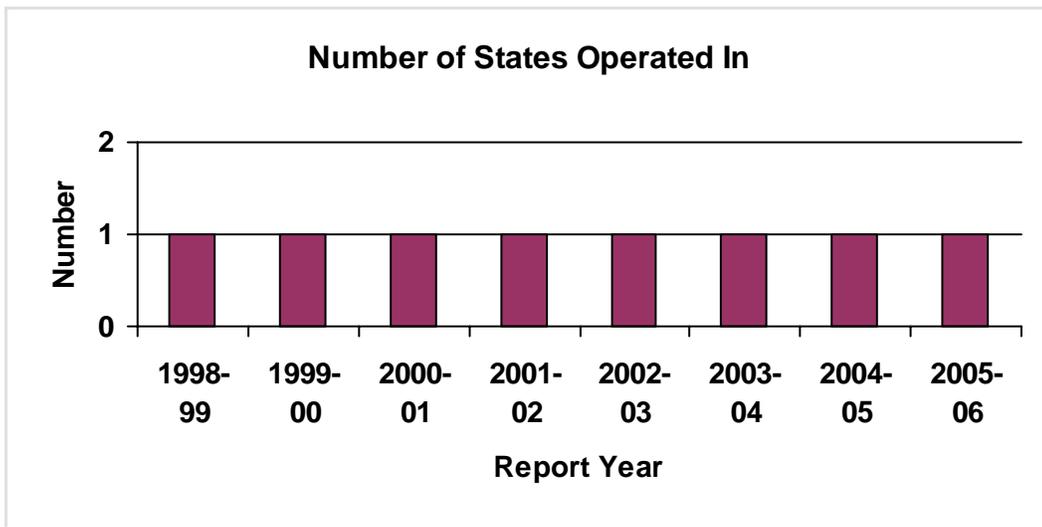
Report Year	# of Schools
1998-99	6
1999-00	6
2000-01	8
2001-02	9
2002-03	9
2003-04	11
2004-05	14
2005-06	14

Helicon Associates

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	3529
2002-03	3663
2003-04	4440
2004-05	5522
2005-06	5522



Report Year	States Op. In
1998-99	1
1999-00	1
2000-01	1
2001-02	1
2002-03	1
2003-04	1
2004-05	1
2005-06	1

Imagine Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1005 N Glebe Rd, Ste 610 Arlington, VA 22201	703-527-2600 703-527-0038	www.imagineschools.com	1999	Private	Profitable

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Charter Elementary and Middle School at Cortez Park	Phoenix, AZ	2001	K-8	701	Yes	No
Imagine Charter Elementary and Middle School at West Gilbert	Gilbert, AZ	2001	K-8	658	Yes	No
Imagine Charter Elementary School at East Mesa	Mesa, AZ	2005	Unknown	390	Yes	No
Imagine Charter Elementary School at Rosefield	Surprise, AZ	2005	Unknown	417	Yes	No
Imagine Charter School at Bell Canyon	Phoenix, AZ	2001	K-6	309	Yes	No
Imagine Charter School at Sierra Vista	Sierra Vista, AZ	1998	K-8	450	Yes	No

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Hope Community Charter School	Washington, DC	2005	K-5	110	Yes	No

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Canoe Creek Charter Elementary and Middle School	St. Cloud, FL	2003	K-8	519	Yes	No
Chancellor Charter School at Lantana	Lantana, FL	2001	K-5	519	Yes	No
Chancellor Charter School at North Lauderdale	North Lauderdale, FL	2001	K-8	698	Yes	No
Chancellor Charter School at Weston	Weston, FL	2001	K-5	1022	Yes	No
Four Corners Charter Elementary and Middle Schools	Davenport, FL	2000	K-8	1108	Yes	No
Kissimmee Charter Elementary School	Kissimmee, FL	2000	K-5	763	Yes	No

Imagine Schools

Large Company: Managing 10 or More Schools

Oakland Avenue Charter School	Oakland, FL	2003	K-5	685	Yes	No
P.M. Wells Elementary and Foundation Middle School	Kissimmee, FL	2001	K-8	756	Yes	No
Rivers Edge Charter Academy	Palm Bay, FL	2001	K-8	522	Yes	No
South Lake Charter School	Clermont, FL	2005	Unknown	551	Yes	No
The Day School at Coral Springs	Coral Springs, FL	Unknown	Unknown	410	No	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kennesaw Charter School	Kennesaw, GA	2003	K-5	459	Yes	No

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Patterson Park Public Charter School	Baltimore, MD	2005	Unknown	309	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Conner Creek Academy	Warren, MI	1999	K-10	649	Yes	No
Renaissance Public School Academy	Mt. Pleasant, MI	1996	K-6	248	Yes	No
White Pine Academy	Leslie, MI	1999	K-8	185	Yes	No
Woodmont Academy	Southfield, MI	2004	K-5	309	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	K-6	565	Yes	No
Ethel Hedgeman Lyle Middle and High College Prep	St. Louis, MO	2005	Unknown	634	Yes	No
Southwest Charter School-Kensington Campus	Kansas City, MO	2005	Unknown	272	Unknown	No

Imagine Schools

Large Company: Managing 10 or More Schools

Southwest Charter School-Wallace Campus	Kansas City, MO	1999	6-12	347	Yes	No
St. Louis Charter School	St. Louis, MO	2000	K-8	927	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
COMMUNITY Charter School	Buffalo, NY	2003	K-4	245	Yes	No

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kestrel Heights School	Durham, NC	Unknown	6-10	160	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Columbus	Columbus, OH	2005	Unknown	200	Unknown	No

Total Number of Schools: 32

Total Enrollment: 16,097

States Operated in: AZ, DC, FL, GA, MD, MI, MO, NC, NY, OH

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	5
2005	0

Imagine Schools

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

Arizona

School Name	School Location	Reason No Longer Profiled
Chancellor Charter School at Sierra Vista	Sierra Vista, AZ	Imagine Schools reports name change to Imagine Early Learning Center, per company profile response, 1/5/06.

District Of Columbia

School Name	School Location	Reason No Longer Profiled
Meridian Public Charter School	Washington, DC	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

Massachusetts

School Name	School Location	Reason No Longer Profiled
Lowell Community Charter School	Lowell, MA	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

Michigan

School Name	School Location	Reason No Longer Profiled
Great Lakes Academy	Pontiac, MI	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.
Huron Academy	Sterling Heights, MI	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.
Pontiac Academy of Excellence	Pontiac, MI	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

Missouri

School Name	School Location	Reason No Longer Profiled
Thurgood Marshall Academy	St. Louis, MO	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

Imagine Schools

Large Company: Managing 10 or More Schools

New York

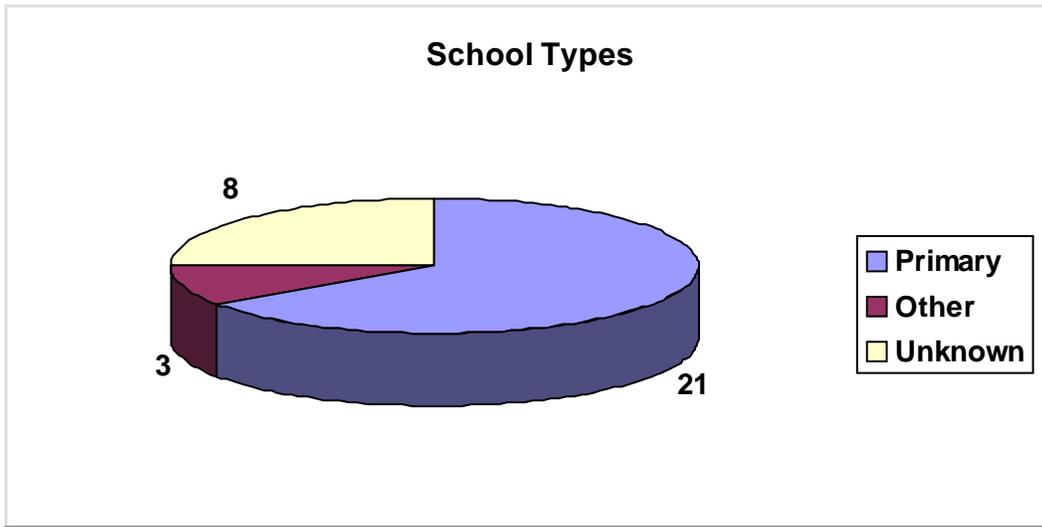
School Name	School Location	Reason No Longer Profiled
Central New York Charter School for Math and Science	Syracuse, NY	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.
South Buffalo Charter School	Buffalo, NY	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

North Carolina

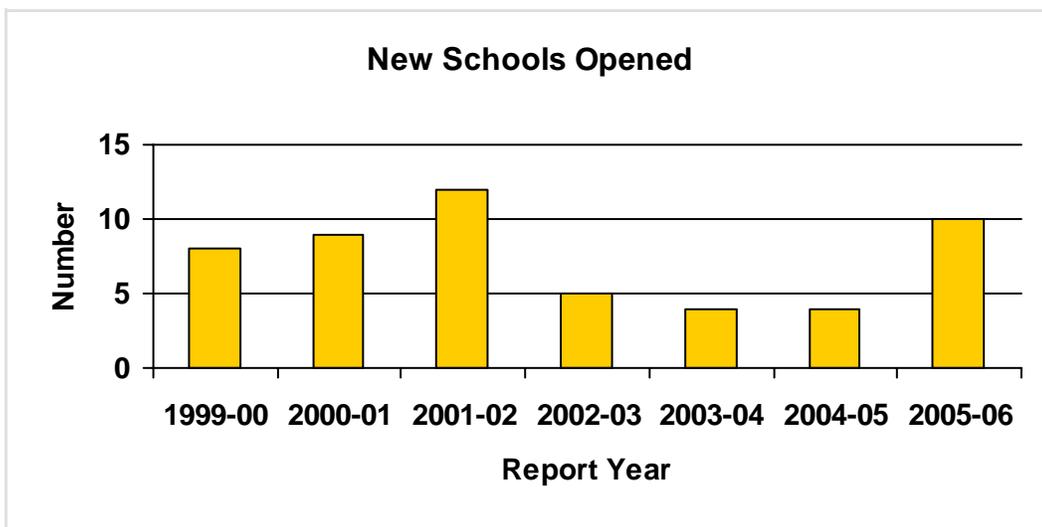
School Name	School Location	Reason No Longer Profiled
Alpha Academy	Fayetteville, NC	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.
Guilford Preparatory Academy	Greensboro, NC	Imagine Schools reports that this school is 'deleted,' per company profile response, 1/5/06.

Imagine Schools

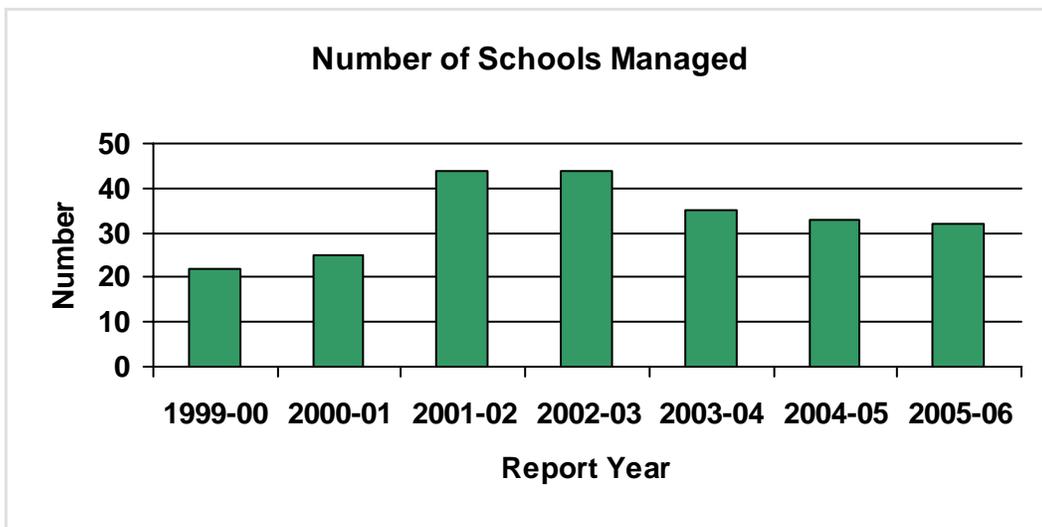
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	21
Middle	0
High	0
Other	3
Unknown	8



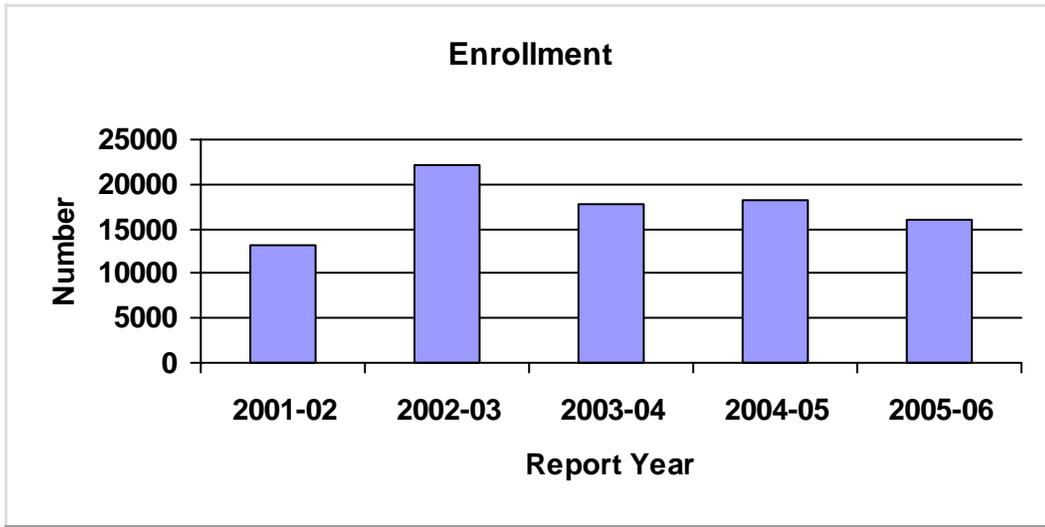
Report Year	New Schools
1998-99	N/A
1999-00	8
2000-01	9
2001-02	12
2002-03	5
2003-04	4
2004-05	4
2005-06	10



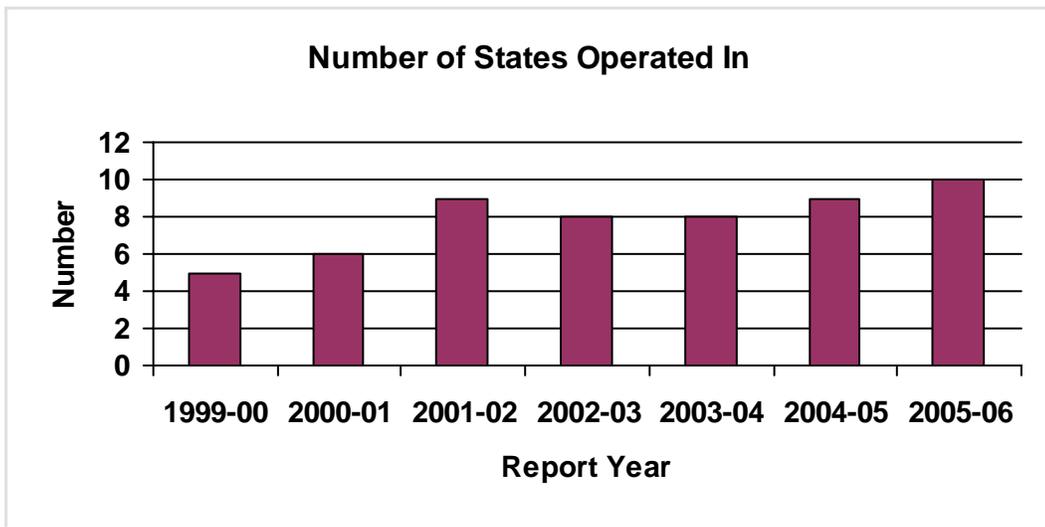
Report Year	# of Schools
1998-99	N/A
1999-00	22
2000-01	25
2001-02	44
2002-03	44
2003-04	35
2004-05	33
2005-06	32

Imagine Schools

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	13228
2002-03	22198
2003-04	17765
2004-05	18194
2005-06	16097



Report Year	States Op. In
1998-99	N/A
1999-00	5
2000-01	6
2001-02	9
2002-03	8
2003-04	8
2004-05	9
2005-06	10

K12, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
8000 Westpark Dr. Ste. 500 McLean, VA 22102	703-970-8000 703-288-6740	www.k12.com	1999	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Virtual Academy	Tucson, AZ	2003	K-9	1540	Yes	Yes

Arkansas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arkansas Virtual School	Little Rock, AR	2002	K-8	400	No	Yes

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
California Virtual Academy at Jamestown	Simi Valley, CA	2002	K-9	580	Yes	Yes
California Virtual Academy at Kern	Simi Valley, CA	2002	K-9	580	Yes	Yes
California Virtual Academy at Kings	Simi Valley, CA	2002	K-9	580	Yes	Yes
California Virtual Academy at San Diego	Simi Valley, CA	2002	K-9	582	Yes	Yes
California Virtual Academy at San Mateo	Simi Valley, CA	2004	K-9	580	Yes	Yes
California Virtual Academy at Sonoma	Simi Valley, CA	2004	K-9	580	Yes	Yes

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Colorado Virtual Academy	Northglenn, CO	2001	K-9	2350	Yes	Yes

K12, Inc.

Large Company: Managing 10 or More Schools

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Florida Virtual Academy	Jacksonville, FL	2003	K-8	500	No	Yes

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Idaho Virtual Academy	Boise, ID	2002	K-9	1800	Yes	Yes

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Community Academy Public Charter School	Baltimore, MD	2004	K-8	20	Yes	Yes

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Virtual Academy	Maumee, OH	2002	K-9	3300	Yes	Yes

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Pennsylvania Virtual Charter School	Norristown, PA	2001	K-9	4500	Yes	Yes

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Wisconsin Virtual Academy	Fredonia, WI	2003	K-8	630	Yes	Yes

Total Number of Schools: 15

Total Enrollment: 18,522

States Operated in: AR, AZ, CA, CO, FL, ID, MD, OH, PA, WI

K12, Inc.

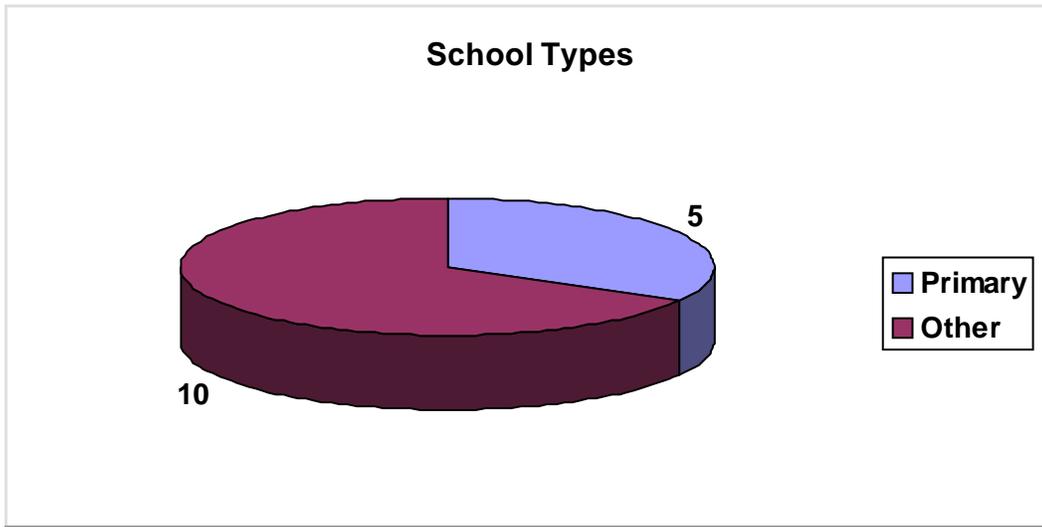
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

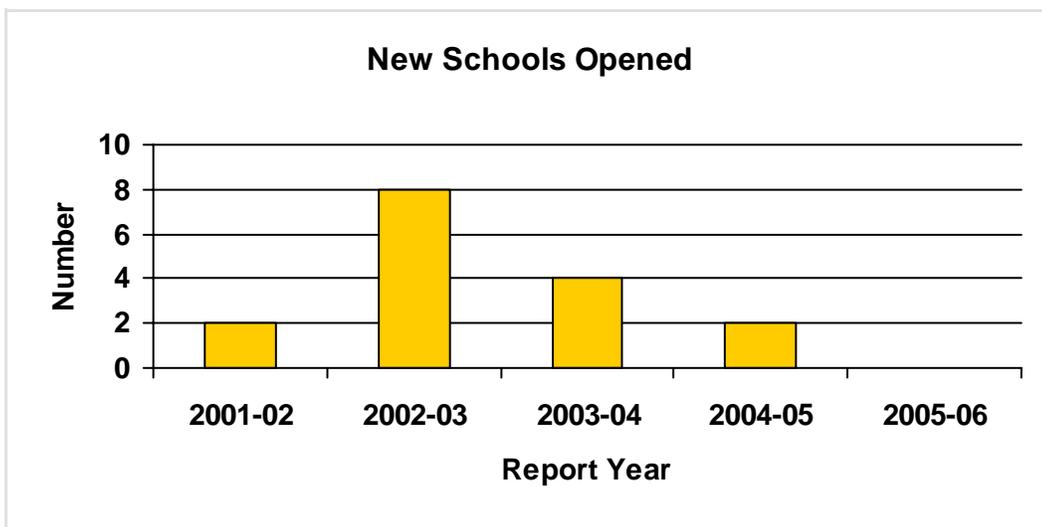
Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	0
2004	2
2005	0

K12, Inc.

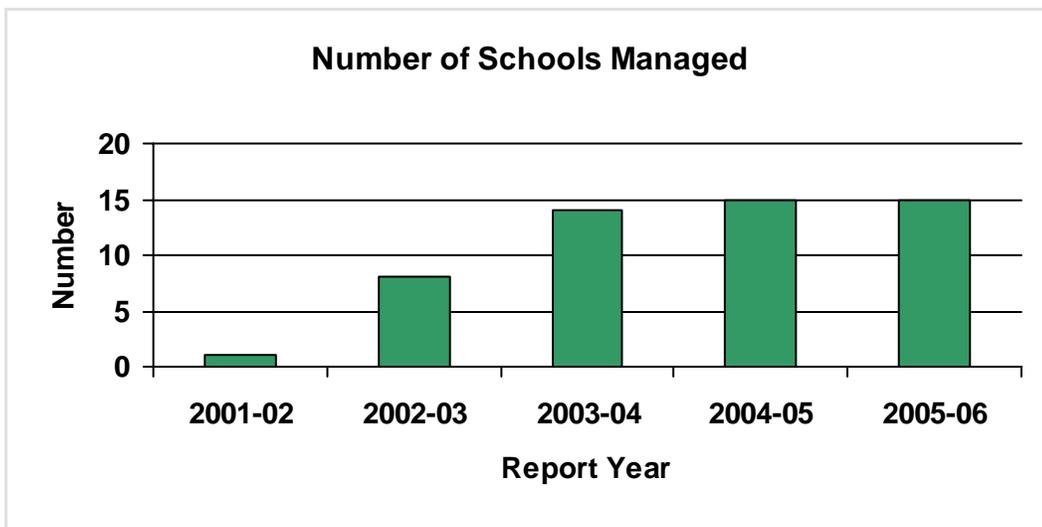
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	5
Middle	0
High	0
Other	10
Unknown	0



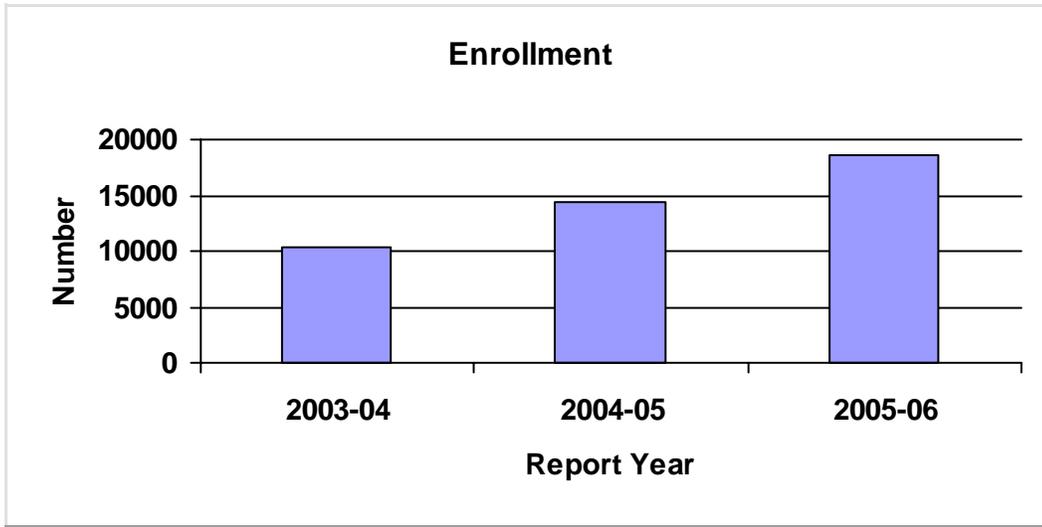
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	2
2002-03	8
2003-04	4
2004-05	2
2005-06	0



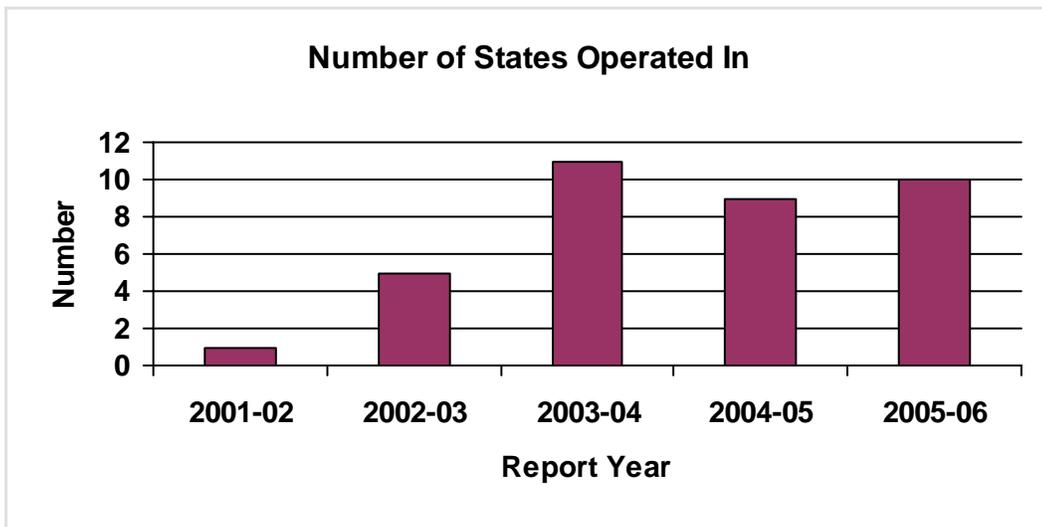
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	8
2003-04	14
2004-05	15
2005-06	15

K12, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	10325
2004-05	14460
2005-06	18522



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	5
2003-04	11
2004-05	9
2005-06	10

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1313 E Osborn Rd Ste 100 Phoenix, AZ 85014	602-953-2933 602-953-0831	www.leonagroup.com	1996	Private	Profitable

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alta Vista High School	Tucson, AZ	2003	9-12	425	Yes	No
Apache Trail High School	Apache Junction, AZ	1997	9-12	147	Yes	No
APEX Academy	Apache Junction, AZ	2001	K-8	39	Yes	No
Desert Hills High School	Gilbert, AZ	1999	9-12	475	Yes	No
El Dorado High School	Chandler, AZ	1999	9-12	260	Yes	No
Estrella High School	Avondale, AZ	1999	9-12	577	Yes	No
Maya High School	Phoenix, AZ	1998	9-12	517	Yes	No
Montezuma Middle School	Tempe, AZ	2003	6-8	30	Yes	No
Ocotillo High School	Phoenix, AZ	1999	9-12	446	Yes	No
Peoria Accelerated High School	Peoria, AZ	1999	9-12	551	Yes	No
South Pointe High School	Phoenix, AZ	2003	9-12	620	Yes	No
Summit High School	Phoenix, AZ	1998	9-12	498	Yes	No
Sun Valley High School	Mesa, AZ	1997	9-12	977	Yes	No
Sun Valley Middle School	Mesa, AZ	2001	6-8	52	Yes	No
Tempe Accelerated High School	Tempe, AZ	1997	9-12	385	Yes	No
Tucson Accelerated High School	Tucson, AZ	1997	9-12	539	Yes	No
West Phoenix High School	Phoenix, AZ	1997	9-12	676	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Timothy L. Johnson Academy	Fort Wayne, IN	2002	K-8	225	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
ABT Elementary	Dearborn, MI	2003	K-5	316	Yes	No
Academy for Business and Technology	Melvindale, MI	1998	6-12	390	Yes	No
Allen Academy	Detroit, MI	1999	K-11	827	Yes	No
Cesar Chavez Academy Elementary	Detroit, MI	1995	K-5	465	Yes	No
Cesar Chavez Academy High	Detroit, MI	2001	9-12	464	Yes	No
Cesar Chavez Academy Middle	Detroit, MI	1997	6-8	450	Yes	No
Charlotte Forten Academy	Detroit, MI	1998	7-12	261	Yes	No
Consortium College Preparatory High School	Detroit, MI	2002	7-12	494	Yes	No
Francis Reh Public School Academy	Saginaw, MI	1998	K-8	306	Yes	No
George Crockett Academy	Detroit, MI	1998	K-8	372	Yes	No
Hope of Detroit Academy	Detroit, MI	1999	K-12	425	Yes	No
Joy Preparatory Academy - Dexter Campus	Detroit, MI	2003	3-8	299	Yes	No
Joy Preparatory Academy - Oakman Campus	Detroit, MI	1999	K-2	157	Yes	No
Mildred C Wells Academy	Benton Harbor, MI	2005	K-5	164	Yes	No
New City Academy	Lansing, MI	1999	K-8	149	Yes	No
Northridge Academy	Flint, MI	1999	K-8	348	Yes	No
Pierre Toussaint Academy	Detroit, MI	1998	K-8	362	Yes	No
Saginaw Preparatory Academy	Saginaw, MI	1997	K-6	172	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Tri-Valley Academy of Arts and Academics	Muskegon, MI	1995	K-8	296	Yes	No
Voyageur Academy	Detroit, MI	1998	K-12	321	Yes	No
William C. Abney Academy	Grand Rapids, MI	1998	K-5	371	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eagle Academy	Toledo, OH	2001	K-6	115	Yes	No
George A. Phillips Academy	Toledo, OH	2003	K-8	263	Yes	No
Lake Erie Academy	Toledo, OH	2002	K-8	333	Yes	No
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-6	200	Yes	No
Toledo Accelerated Academy	Toledo, OH	2002	6-12	151	Yes	No
Wildwood Environmental Academy	Maumee, OH	2004	K-8	180	Yes	No

Total Number of Schools: 45

Total Enrollment: 16,090

States Operated in: AZ, IN, MI, OH

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	1
2001	1
2002	1
2003	1
2004	0
2005	0

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

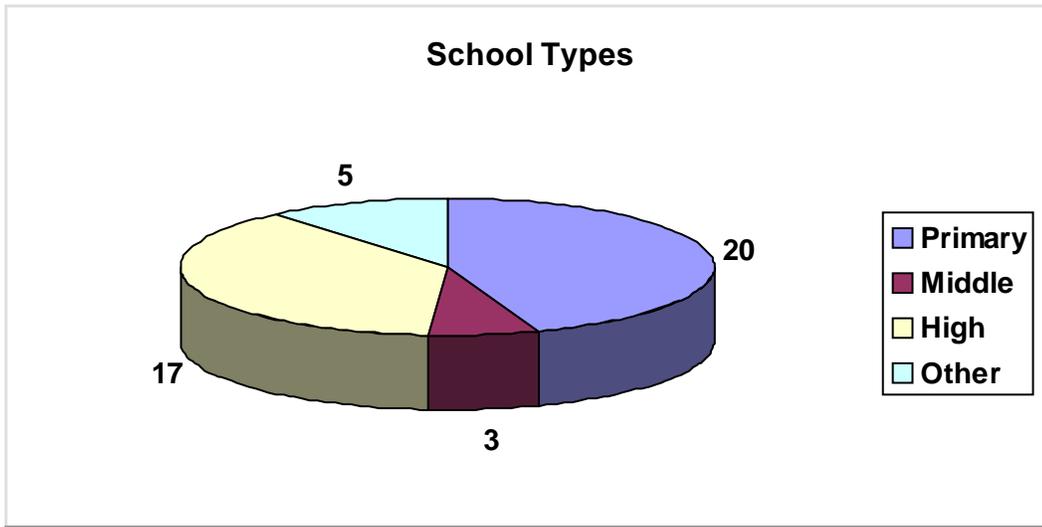
Schools No Longer Profiled for this Reporting Period

Ohio

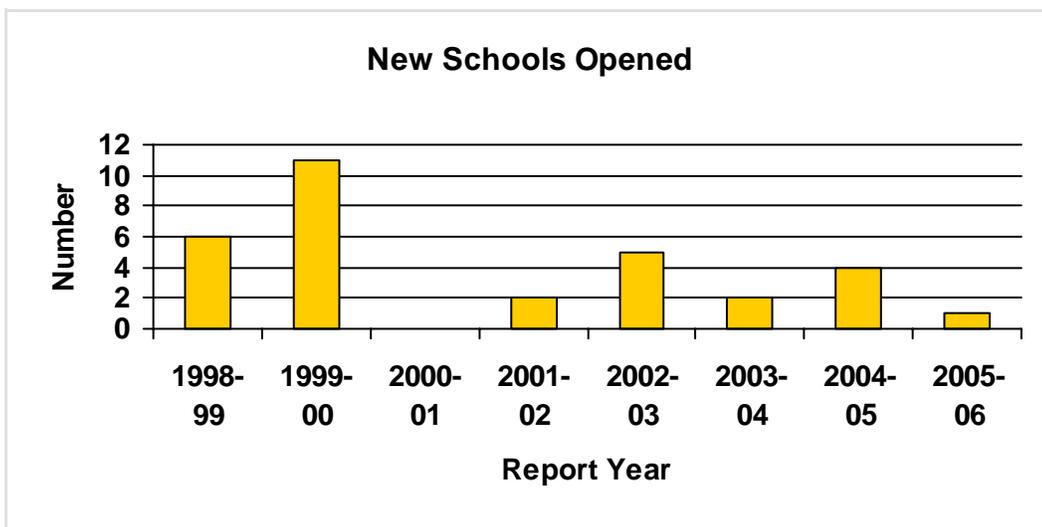
School Name	School Location	Reason No Longer Profiled
Maumee Bay Academy	Toledo, OH	School never opened, per Leona Group company profile response, 1/12/06.

Leona Group, LLC, The

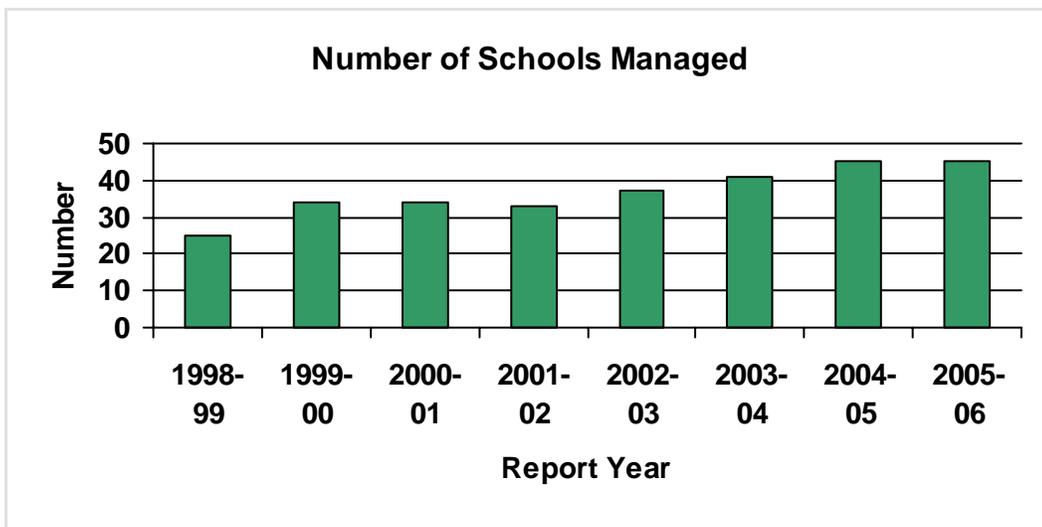
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	20
Middle	3
High	17
Other	5
Unknown	0



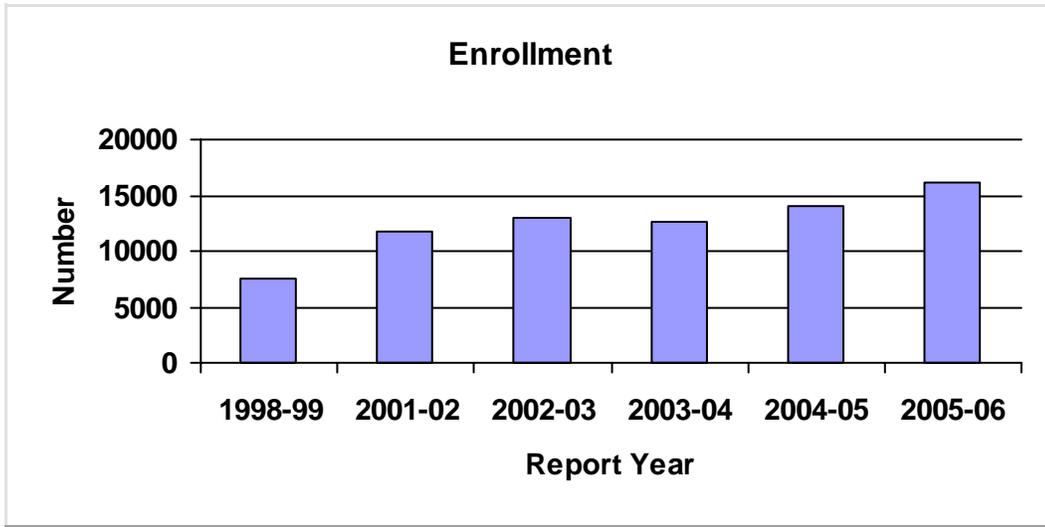
Report Year	New Schools
1998-99	6
1999-00	11
2000-01	0
2001-02	2
2002-03	5
2003-04	2
2004-05	4
2005-06	1



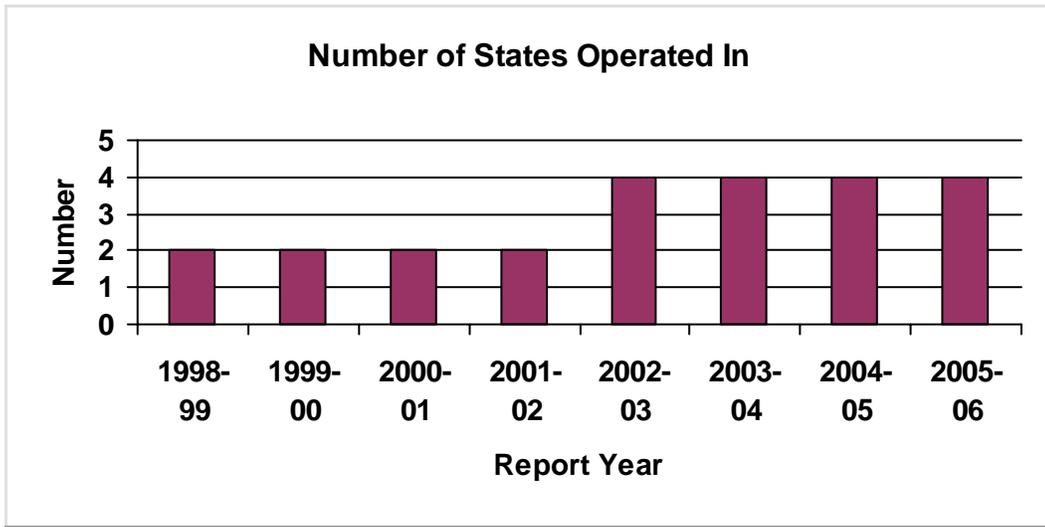
Report Year	# of Schools
1998-99	25
1999-00	34
2000-01	34
2001-02	33
2002-03	37
2003-04	41
2004-05	45
2005-06	45

Leona Group, LLC, The

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	7585
1999-00	Unknown
2000-01	Unknown
2001-02	11683
2002-03	12917
2003-04	12617
2004-05	13990
2005-06	16090



Report Year	States Op. In
1998-99	2
1999-00	2
2000-01	2
2001-02	2
2002-03	4
2003-04	4
2004-05	4
2005-06	4

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
100 Wall St, Ninth Fl New York, NY 10005	212-232-0305 212-232-0309	www.mosaicaeducation.com	1997	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ahwatukee Foothills Prep	Phoenix, AZ	2004	K-6	223	Yes	No
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	867	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Denver Arts and Technology Academy	Denver, CO	2000	K-8	448	Yes	No

Delaware

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Dover	Dover, DE	2003	K-6	383	Yes	No

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arts and Technology Academy	Washington, DC	1999	K-6	606	Yes	No
Howard Road Academy	Washington, DC	2001	K-7	573	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charter School of the Dunes	Gary, IN	2003	K-7	511	Yes	No

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arts and Technology Academy of Pontiac	Pontiac, MI	2001	K-8	385	Yes	No
Bay County Public School Academy	Bay City, MI	2001	K-8	334	Yes	No
Bingham Arts Academy	Alpena, MI	2004	K-6	149	Yes	No
Business Entrepreneurship Science and Technology Public	Highland Park, MI	2004	K-6	338	Yes	No
Capital Area Academy	Lansing, MI	1999	K-8	192	Yes	No
Center Academy	Flint, MI	1999	K-8	430	Yes	No
Discovery Arts & Technology	Inkster, MI	2005	K-4	103	Yes	No
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	452	Yes	No
Jackson Arts and Technology Academy	Jackson, MI	2003	K-6	214	Yes	No
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	405	Yes	No
Ojibwe Charter School	Brimley, MI	2003	K-10	103	Yes	No
Richfield Public School Academy	Flint, MI	2003	K-7	450	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Our World Neighborhood Charter School	Astoria, NY	2002	K-8	650	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Arts & Humanities	Warren, OH	2005	K-5	101	Yes	No
Cleveland Arts & Social Sciences Academy	Cleveland, OH	2005	K-5	295	Yes	No
Columbus Arts and Technology Academy	Columbus, OH	2004	K-6	537	Yes	No

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Columbus Cornerstone Literacy & Technology	Columbus, OH	2005	K-4	55	Yes	No
Columbus Humanities Arts and Technology Academy	Columbus, OH	2004	K-6	339	Yes	No
Columbus Preparatory Academy	Columbus, OH	2004	K-6	359	Yes	No
Lorain Preparatory Academy	Lorain, OH	2005	K-5	129	Yes	No
Preparing Academic Leaders Academy	Maple Heights, OH	2005	K-5	237	Yes	No
Youngstown Academy of Excellence	Youngstown, OH	2005	K-5	107	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bear Creek Community Charter School	Wilkes Barre, PA	2004	K-7	263	Yes	No
Fell Charter School	Simpson, PA	2002	K-9	263	Yes	No
Graystone Academy Charter School	Coatesville, PA	2002	K-9	581	Yes	No
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-8	725	Yes	No
Ronald H. Brown Academy	Harrisburg, PA	2000	K-8	350	Yes	No

Total Number of Schools: 34

Total Enrollment: 12,157

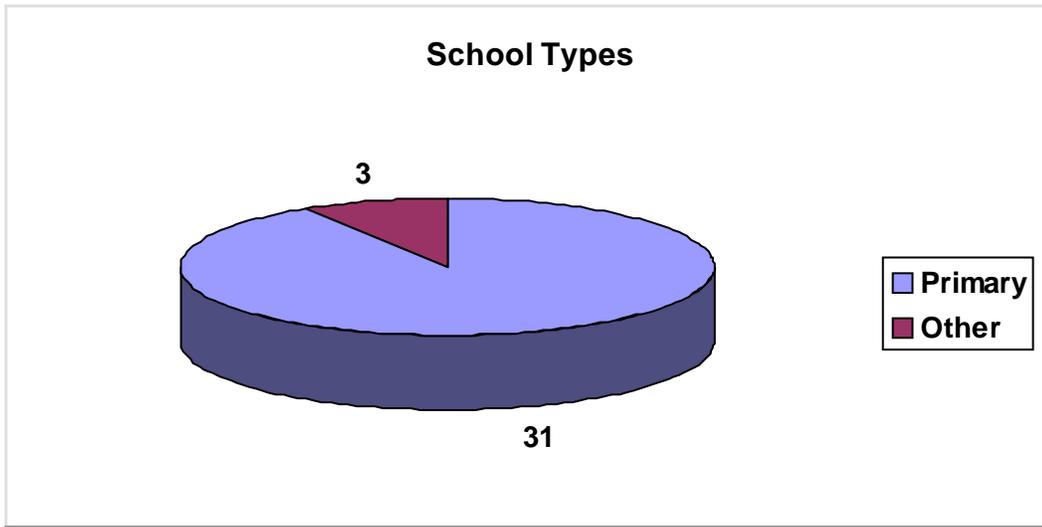
States Operated in: AZ, CO, DC, DE, IN, MI, NY, OH, PA

Number of Schools No Longer Profiled

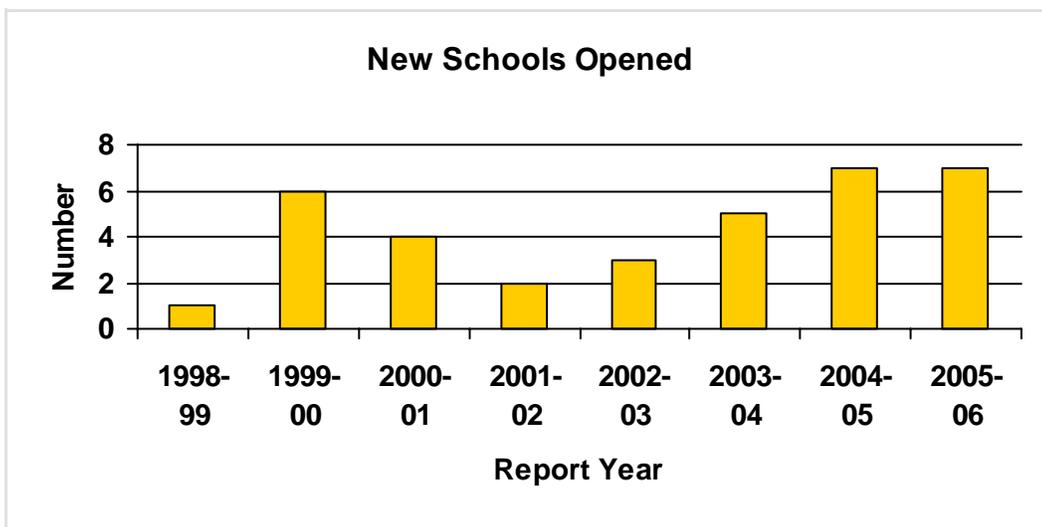
Year	# of Schools
1999	0
2000	0
2001	0
2002	4
2003	2
2004	4
2005	0

Mosaica Education, Inc.

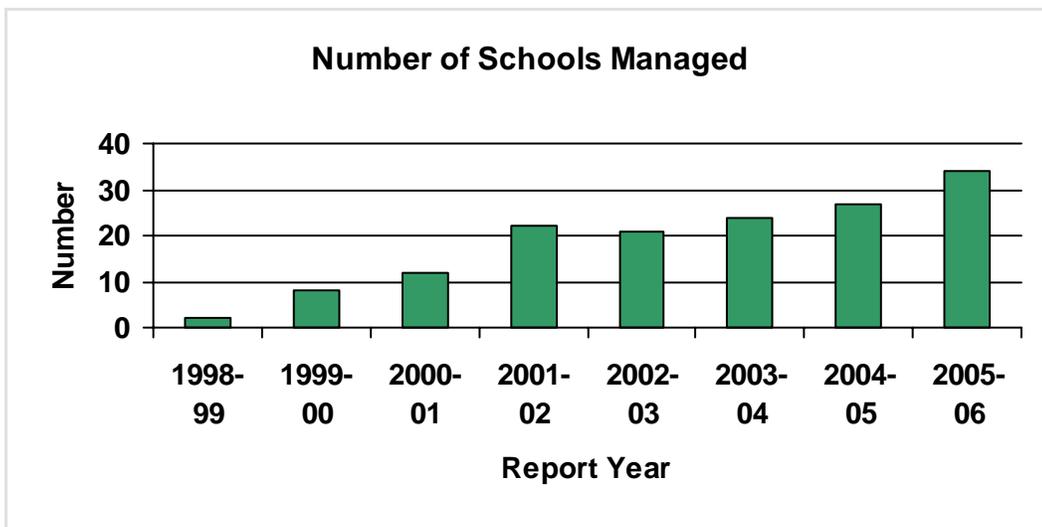
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	31
Middle	0
High	0
Other	3
Unknown	0



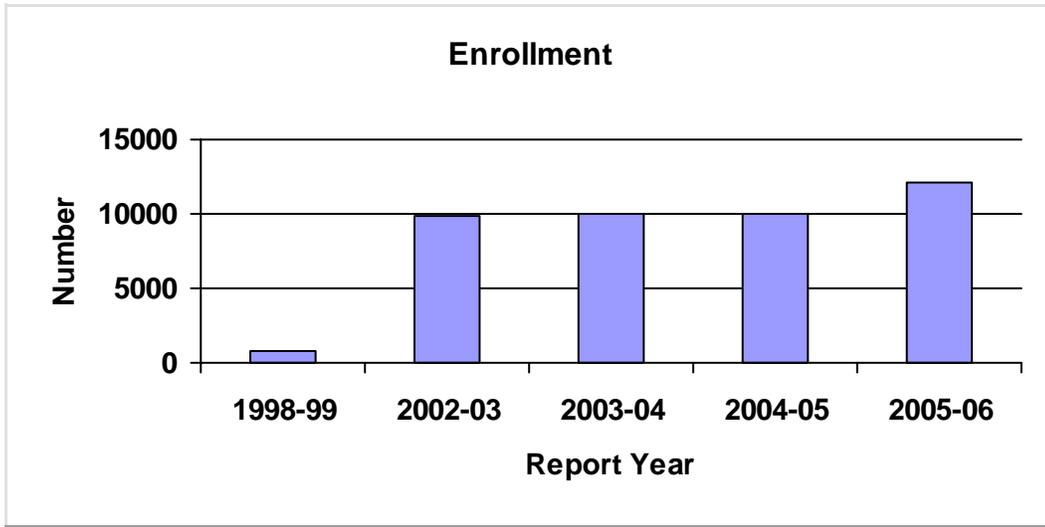
Report Year	New Schools
1998-99	1
1999-00	6
2000-01	4
2001-02	2
2002-03	3
2003-04	5
2004-05	7
2005-06	7



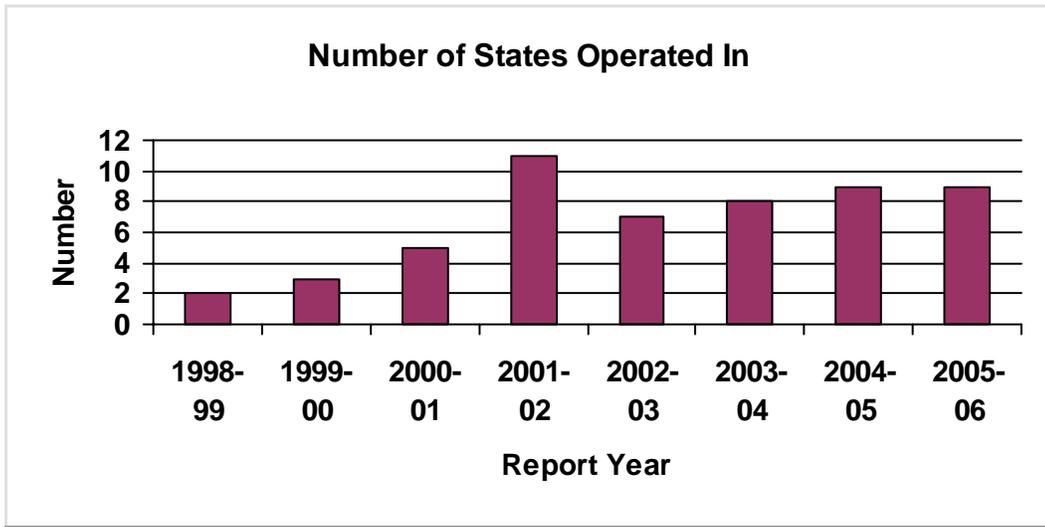
Report Year	# of Schools
1998-99	2
1999-00	8
2000-01	12
2001-02	22
2002-03	21
2003-04	24
2004-05	27
2005-06	34

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	850
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	9807
2003-04	10061
2004-05	9995
2005-06	12157



Report Year	States Op. In
1998-99	2
1999-00	3
2000-01	5
2001-02	11
2002-03	7
2003-04	8
2004-05	9
2005-06	9

National Heritage Academies

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
3850 Broadmoor Ave SE, Ste 201 Grand Rapids, MI 49512	616-575-6800 616-575-6801	www.heritageacademies.com	1995	Private	Profitable

Company Schools by State

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Andrew J. Brown Academy	Indianapolis, IN	2003	K-7	580	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Burton Glen Charter Academy	Burton, MI	1999	K-8	715	Yes	No
Canton Charter Academy	Canton, MI	2000	K-8	687	Yes	No
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	618	Yes	No
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	702	Yes	No
Detroit Enterprise Academy	Detroit, MI	2004	K-6	554	Yes	No
Detroit Merit Charter Academy	Detroit, MI	2002	K-8	681	Yes	No
Detroit Valor Academy	Detroit, MI	2004	K-6	520	Yes	No
Eagle Crest Charter Academy	Holland, MI	1997	K-8	648	Yes	No
Endeavor Charter Academy	Springfield, MI	1998	K-8	603	Yes	No
Excel Charter Academy	Grand Rapids, MI	1995	K-8	701	Yes	No
Fortis Academy	Ypsilanti, MI	2004	K-6	559	Yes	No
Great Oaks Academy	Madison Heights, MI	2004	K-6	296	Yes	No
Hamtramck Academy	Hamtramck, MI	2003	K-6	393	Yes	No
Keystone Academy	Belleville, MI	2003	K-7	567	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Knapp Charter Academy	Grand Rapids, MI	1997	K-8	681	Yes	No
Laurus Academy	Southfield, MI	2004	K-6	515	Yes	No
Linden Charter Academy	Flint, MI	1999	K-8	638	Yes	No
Metro Charter Academy	Romulus, MI	2000	K-8	653	Yes	No
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	578	Yes	No
Paragon Charter Academy	Jackson, MI	1998	K-8	634	Yes	No
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	622	Yes	No
Prevail Academy	Mount Clemens, MI	2004	K-6	438	Yes	No
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	568	Yes	No
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	678	Yes	No
Timberland Charter Academy	Muskegon, MI	1998	K-8	593	Yes	No
Triumph Academy	Monroe, MI	2004	K-6	381	Yes	No
Vanderbilt Charter Academy	Holland, MI	1996	K-8	438	Yes	No
Vanguard Charter Academy	Wyoming, MI	1996	K-8	659	Yes	No
Vista Charter Academy	Grand Rapids, MI	1996	K-8	660	Yes	No
Walker Charter Academy	Walker, MI	1997	K-8	662	Yes	No
Walton Charter Academy	Pontiac, MI	1999	K-8	689	Yes	No
Warrendale Charter Academy	Detroit, MI	2001	K-8	684	Yes	No
Windemere Park Charter Academy	Lansing, MI	1999	K-8	704	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Brooklyn Excelsior Charter School	Brooklyn, NY	2003	K-6	564	Yes	No
Buffalo United Charter School	Buffalo, NY	2003	K-6	439	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Southside Charter School	Syracuse, NY	2002	K-6	380	Yes	No
--------------------------	--------------	------	-----	-----	-----	----

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Forsyth Academies	Winston Salem, NC	1999	K-8	683	Yes	No
Greensboro Academy	Greensboro, NC	1999	K-8	723	Yes	No
PreEminent Charter School	Raleigh, NC	2000	K-8	617	Yes	No
Queens Grant Community School	Mint Hill, NC	2002	K-8	721	Yes	No
Research Triangle Charter Academy	Durham, NC	2000	K-8	721	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alliance Academy of Cincinnati	Cincinnati, OH	2003	K-7	501	Yes	No
Apex Academy	Cleveland, OH	2004	K-6	504	Yes	No
Bennett Venture Academy	Toledo, OH	2005	K-5	414	Yes	No
Emerson Academy of Dayton	Dayton, OH	2004	K-6	371	Yes	No
North Dayton School of Discovery	Dayton, OH	2002	K-8	688	Yes	No
Orion Academy	Cincinnati, OH	2004	K-6	482	Yes	No
Pathway School of Discovery	Dayton, OH	2003	K-7	637	Yes	No
Pinnacle Academy	Euclid, OH	2004	K-6	570	Yes	No
Winterfield Venture Academy	Toledo, OH	2004	K-6	534	Yes	No

Total Number of Schools: 51

Total Enrollment: 29,848

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

National Heritage Academies

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	0
2004	0
2005	0

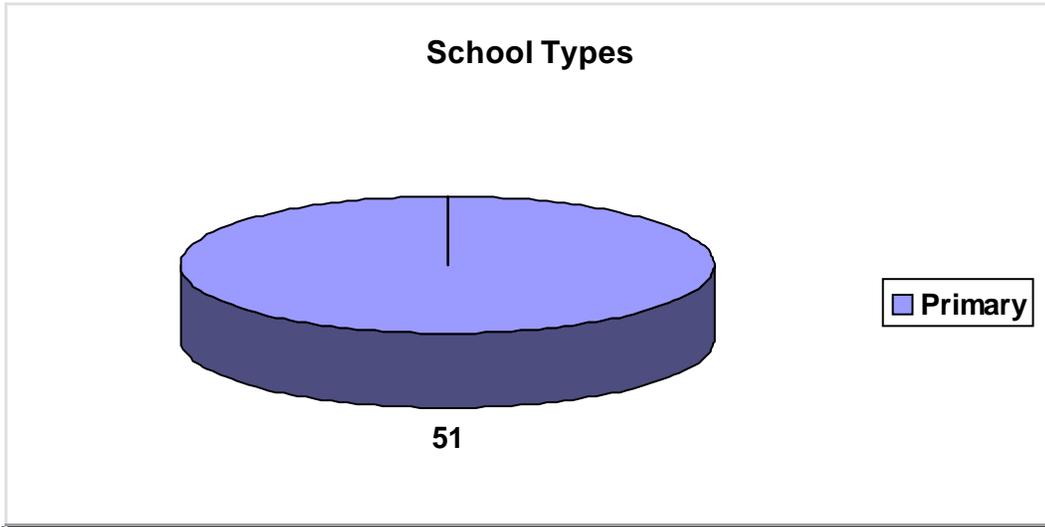
Schools No Longer Profiled for this Reporting Period

New York

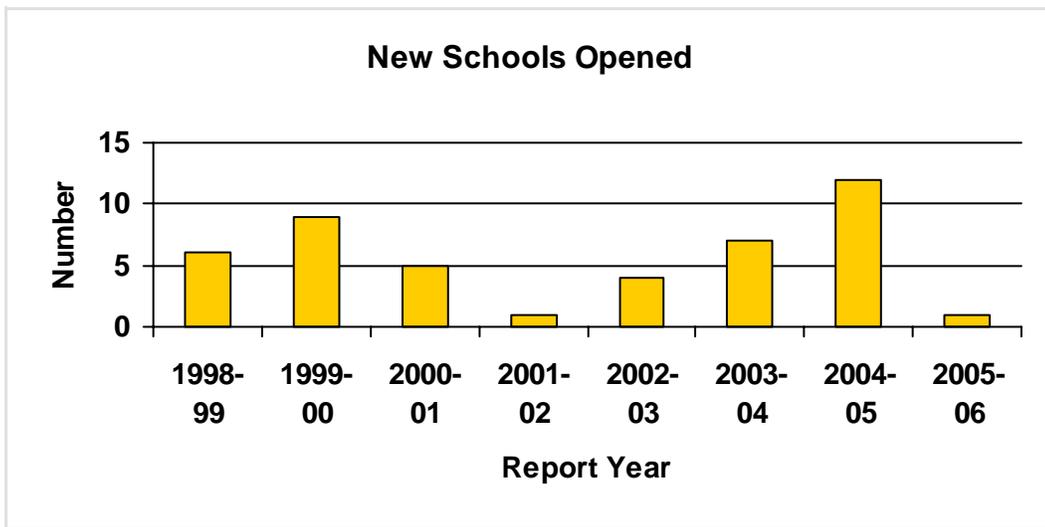
School Name	School Location	Reason No Longer Profiled
Rochester Leadership Academy Charter School	Rochester, NY	National Heritage Academies reports "Rochester Leadership closed in June 2005 due to non-renewal by authorizer," per company profile response, 12/22/05.

National Heritage Academies

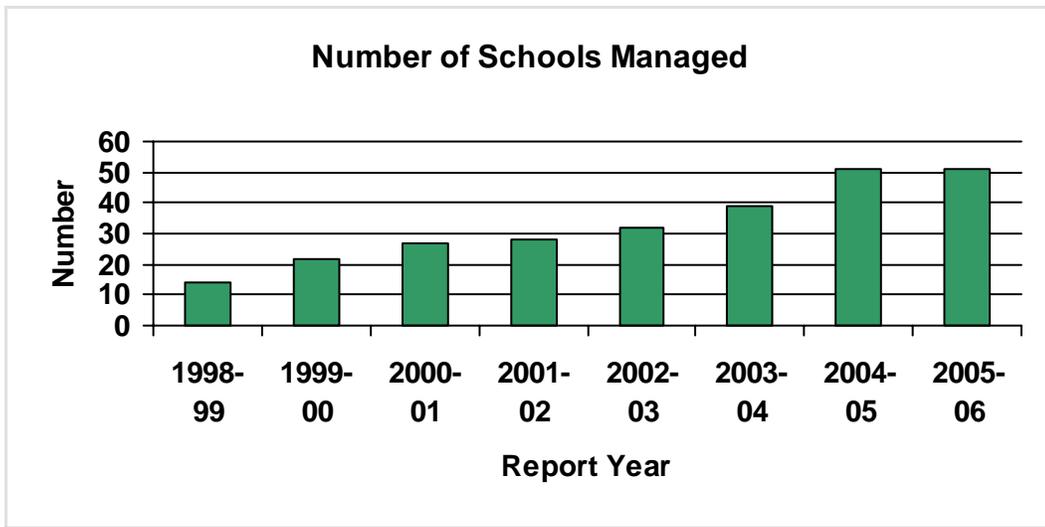
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	51
Middle	0
High	0
Other	0
Unknown	0



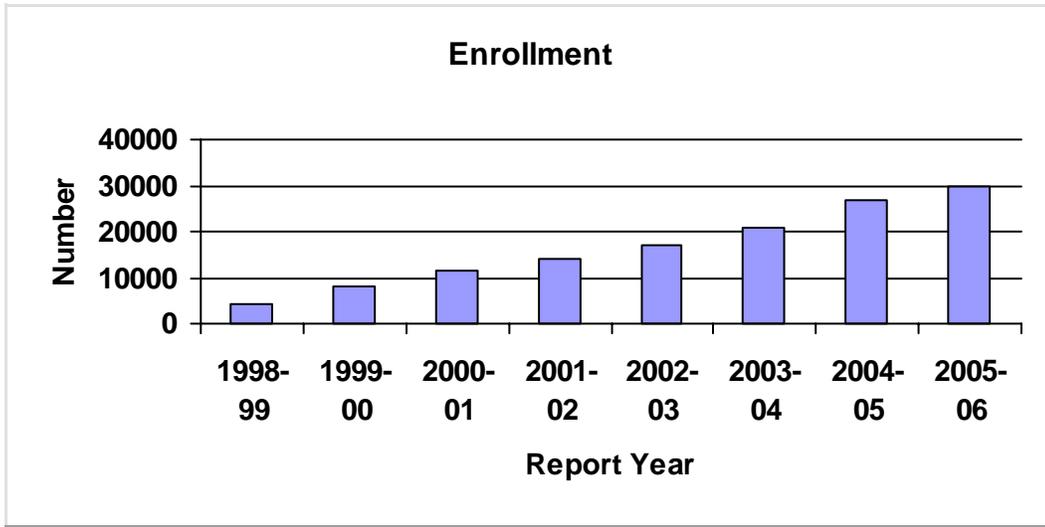
Report Year	New Schools
1998-99	6
1999-00	9
2000-01	5
2001-02	1
2002-03	4
2003-04	7
2004-05	12
2005-06	1



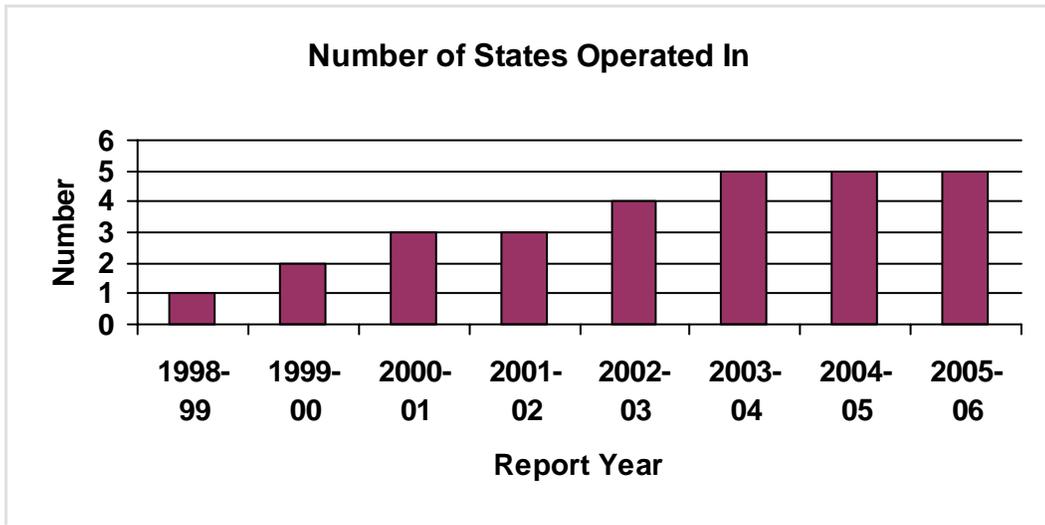
Report Year	# of Schools
1998-99	14
1999-00	22
2000-01	27
2001-02	28
2002-03	32
2003-04	39
2004-05	51
2005-06	51

National Heritage Academies

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	4385
1999-00	7920
2000-01	11396
2001-02	13917
2002-03	17043
2003-04	20929
2004-05	26674
2005-06	29848



Report Year	States Op. In
1998-99	1
1999-00	2
2000-01	3
2001-02	3
2002-03	4
2003-04	5
2004-05	5
2005-06	5

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
05 SH 121 Bypass, Bldg D Ste 10 Lewisville, TX 75067	972-316-3663 972-315-9506	www.planagement.org	2001	Private	Not Profitable

Company Schools by State

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eagle Academies of Texas - Abilene	Abilene, TX	1999	6-12	206	Yes	No
Eagle Academies of Texas - Austin	Austin, TX	2001	6-12	217	Yes	No
Eagle Academies of Texas - Beaumont	Beaumont, TX	1999	6-12	194	Yes	No
Eagle Academies of Texas - Brownsville	Brownsville, TX	1999	6-12	155	Yes	No
Eagle Academies of Texas - Bryan	Bryan, TX	1999	6-12	95	Yes	No
Eagle Academies of Texas - Dallas	Dallas, TX	1999	6-12	115	Yes	No
Eagle Academies of Texas - Del Rio	Del Rio, TX	1999	6-12	92	Yes	No
Eagle Academies of Texas - Fort Worth	Fort Worth, TX	1999	6-12	143	Yes	No
Eagle Academies of Texas - Laredo	Laredo, TX	1999	6-12	88	Yes	No
Eagle Academies of Texas - Lubbock	Lubbock, TX	1999	6-12	112	Yes	No
Eagle Academies of Texas - Midland	Midland, TX	1999	6-12	172	Yes	No
Eagle Academies of Texas - Mission	Mission, TX	2004	7-12	88	Yes	No
Eagle Academies of Texas - Pharr	Pharr, TX	1998	6-12	153	Yes	No
Eagle Academies of Texas - San Antonio	San Antonio, TX	1999	6-12	125	Yes	No
Eagle Academies of Texas - Trinity	Trinity, TX	2003	6-12	90	Yes	No
Eagle Academies of Texas - Tyler	Tyler, TX	1999	6-12	162	Yes	No
Eagle Academies of Texas - Waco	Waco, TX	1999	6-12	162	Yes	No
Eagle Academy of Lindale	Lindale, TX	2003	8-12	10	Yes	No

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools

Total Number of Schools: 18

Total Enrollment: 2,379

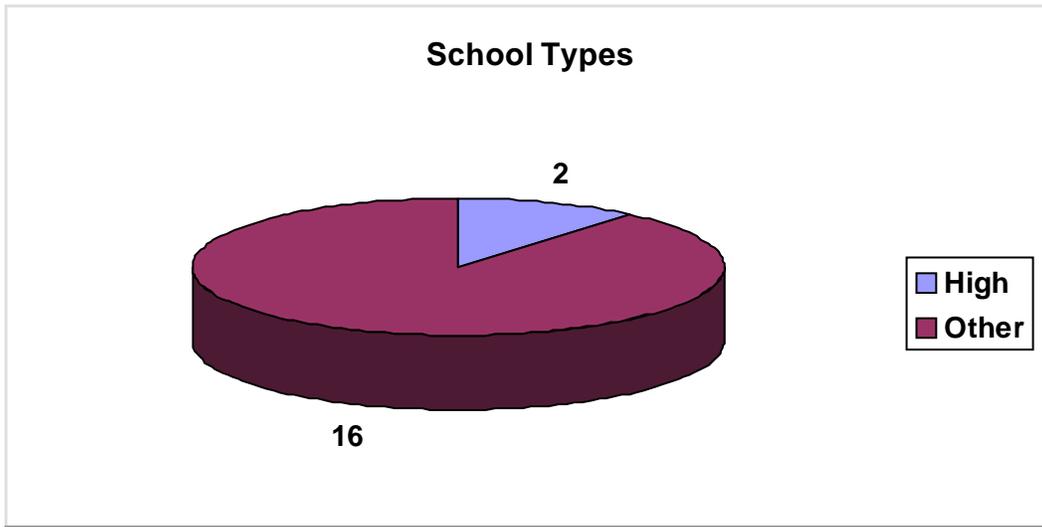
States Operated in: TX

Number of Schools No Longer Profiled

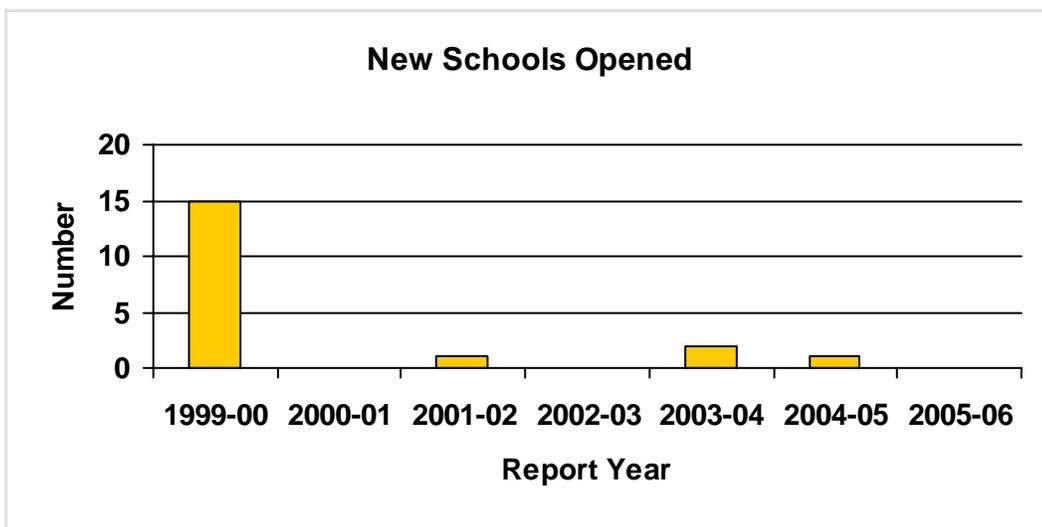
Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	0
2005	0

Planagement Group, L.P., The

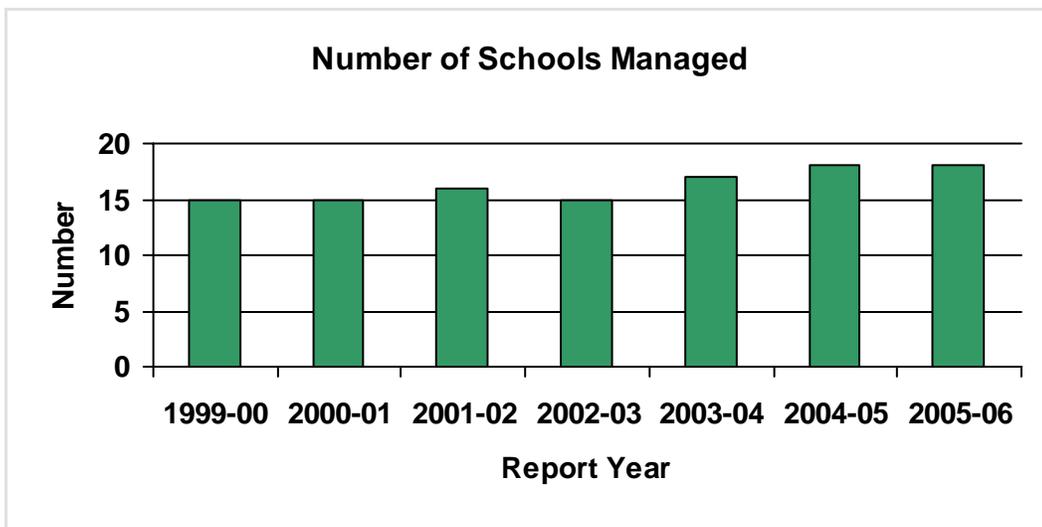
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	0
Middle	0
High	2
Other	16
Unknown	0



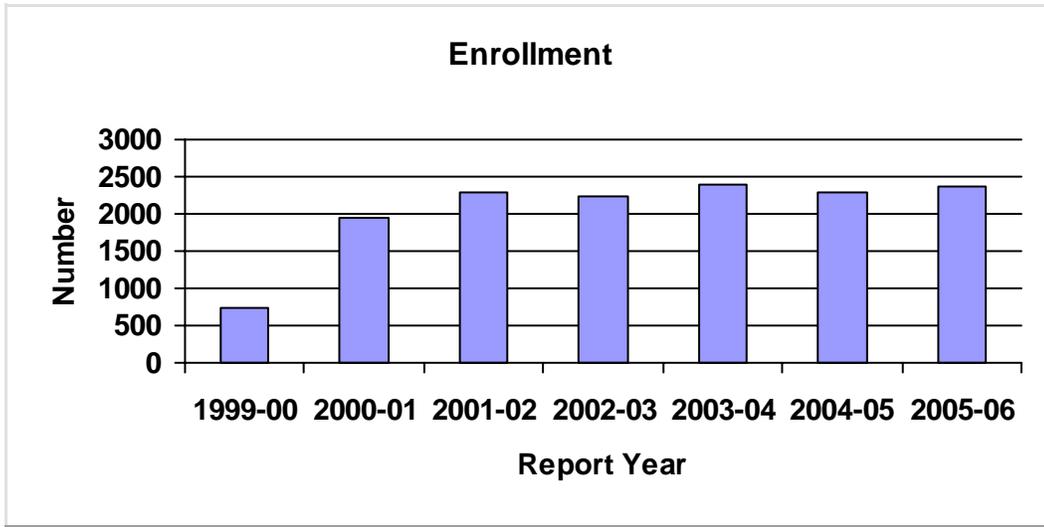
Report Year	New Schools
1998-99	N/A
1999-00	15
2000-01	0
2001-02	1
2002-03	0
2003-04	2
2004-05	1
2005-06	0



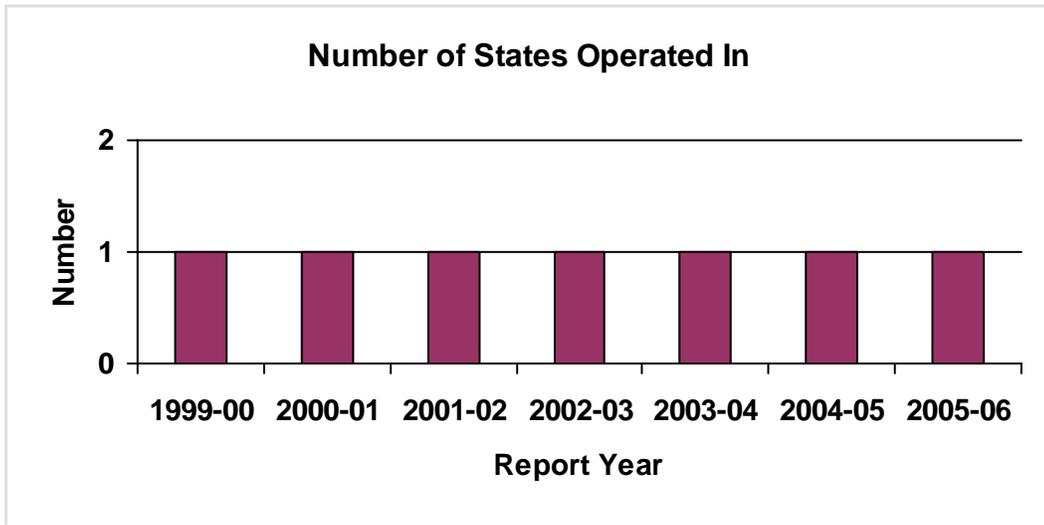
Report Year	# of Schools
1998-99	N/A
1999-00	15
2000-01	15
2001-02	16
2002-03	15
2003-04	17
2004-05	18
2005-06	18

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	726
2000-01	1936
2001-02	2288
2002-03	2244
2003-04	2389
2004-05	2301
2005-06	2379



Report Year	States Op. In
1998-99	N/A
1999-00	1
2000-01	1
2001-02	1
2002-03	1
2003-04	1
2004-05	1
2005-06	1

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
27 Congress St, Ste 204 Salem, MA 09170	978-741-7161 978-741-0414	www.nesihq.org	1975	Private	Profitable

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMA - Bradenton	Bradenton, FL	2000	9-12	230	Yes	No
RMA - Fort Myers	Fort Myers, FL	2000	9-12	299	Yes	No
RMA - New Port Richey	New Port Richey, FL	2000	9-12	174	Yes	No
RMA - Sarasota	Sarasota, FL	2000	9-12	107	Yes	No
RMA - Tampa	Tampa, FL	2000	9-12	278	Yes	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Chicago	Chicago, IL	1997	9-12	79	No	No

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Wake County	Raleigh, NC	1996	6-12	277	No	No

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMA - Amarillo	Amarillo, TX	2000	9-12	150	Yes	No
RMA - Beaumont	Beaumont, TX	2000	9-12	235	Yes	No
RMA - Corpus Christi	Corpus Christi, TX	1998	9-12	182	Yes	No

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

RMA - Fort Worth	Fort Worth, TX	2003	9-12	159	Yes	No
RMA - Houston	Houston, TX	2003	9-12	185	Yes	No
RMA - Killeen	Killeen, TX	1998	9-12	185	Yes	No
RMA - Lubbock	Lubbock, TX	2000	9-12	155	Yes	No
RMA - Midland	Midland, TX	1998	9-12	194	Yes	No
RMA -Odessa	Odessa, TX	2003	9-12	168	Yes	No

Virginia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Fairfax County	Dumfries, VA	1994	7-12	29	No	No
RMHS - Prince William County	Dumfries, VA	1989	7-12	148	No	No

Total Number of Schools: 18

Total Enrollment: 3,234

States Operated in: FL, IL, NC, TX, VA

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	0
2004	1
2005	0

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

Delaware

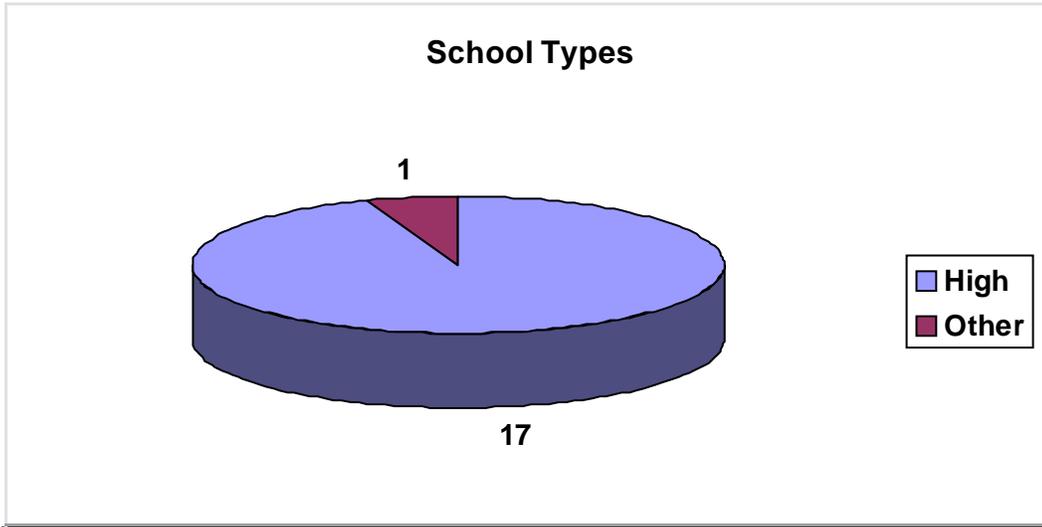
School Name	School Location	Reason No Longer Profiled
RMA - Delaware	Wilmington, DE	Richard Milburn High School, Inc. representative Robert H. Crosby reports that the "internal Charter Board decided to close its school," 10/7/05.

District Of Columbia

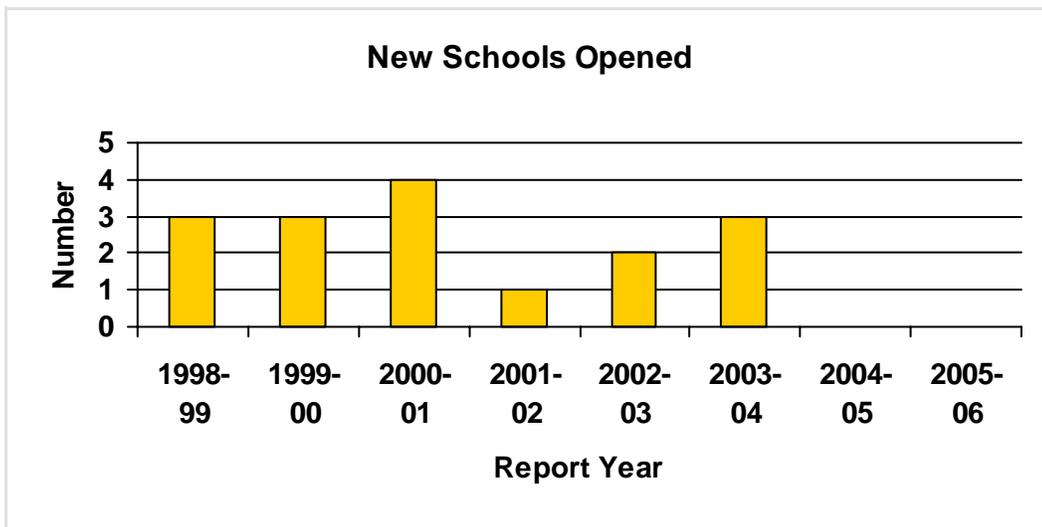
School Name	School Location	Reason No Longer Profiled
Richard Milburn Public Charter Alternative High School	Washington D.C., DC	Richard Milburn High School, Inc. representative Robert H. Crosby reports that the "internal Charter Board decided to close its school," 10/7/05.

Richard Milburn High School, Inc.

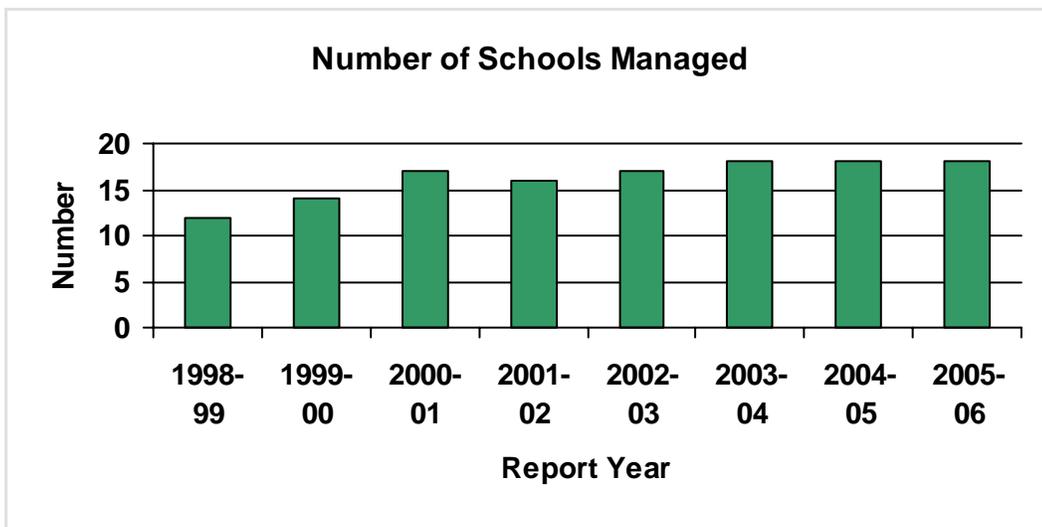
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	0
Middle	0
High	17
Other	1
Unknown	0



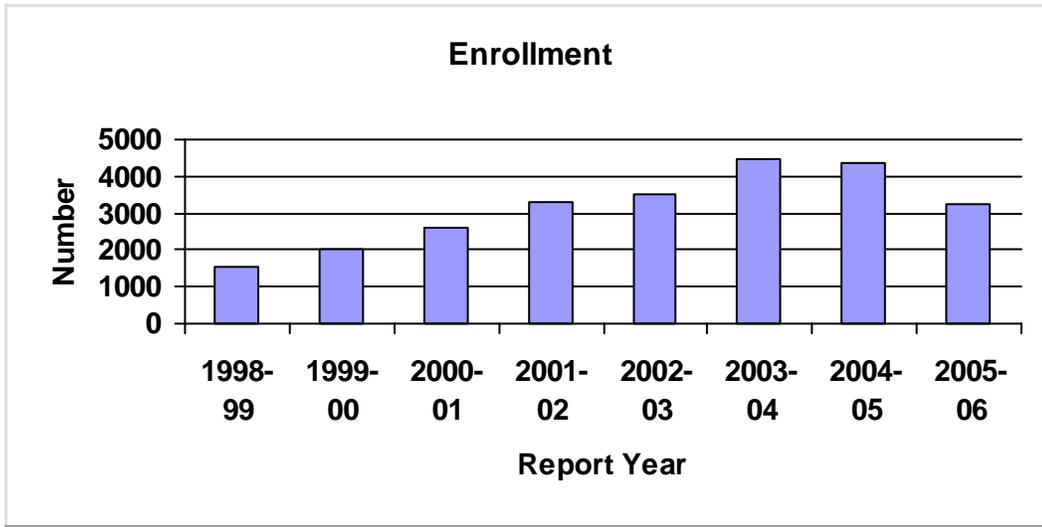
Report Year	New Schools
1998-99	3
1999-00	3
2000-01	4
2001-02	1
2002-03	2
2003-04	3
2004-05	0
2005-06	0



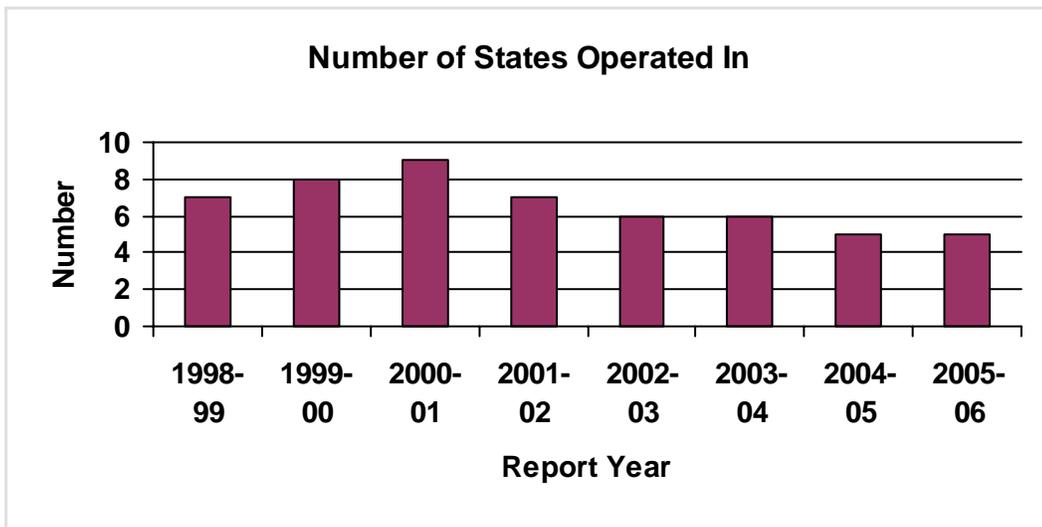
Report Year	# of Schools
1998-99	12
1999-00	14
2000-01	17
2001-02	16
2002-03	17
2003-04	18
2004-05	18
2005-06	18

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	1560
1999-00	2024
2000-01	2602
2001-02	3294
2002-03	3485
2003-04	4485
2004-05	4339
2005-06	3234



Report Year	States Op. In
1998-99	7
1999-00	8
2000-01	9
2001-02	7
2002-03	6
2003-04	6
2004-05	5
2005-06	5

Victory Schools, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
111 W 57th St, Ste 525 New York, NY 10019	212-786-7900 212-265-1742	www.victoryschools.com	1999	Private	Profitable

Company Schools by State

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charter School of Educational Excellence	Yonkers, NY	2004	K-4	175	Yes	No
Grand Concourse Academy Charter School	Bronx, NY	2004	K-3	235	Yes	No
Merrick Academy	Queens Village, NY	2000	K-6	500	Yes	No
Peninsula Preparatory Academy	Far Rockaway, NY	2004	K-3	200	Yes	No
Roosevelt Childrens Academy	Roosevelt, NY	2000	K-7	450	Yes	No
Sisulu-Walker Charter School of Harlem	New York, NY	1999	K-5	225	Yes	No
South Bronx Charter School for International Culture and the Arts	Bronx, NY	2004	K-1	150	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Anna B. Pratt Elementary	Philadelphia, PA	2002	K-6	410	No	No
E.W. Washington Rhodes Middle School	Philadelphia, PA	2003	6-11	730	No	No
George W. Pepper Middle School	Philadelphia, PA	2002	5-8	1000	No	No
Mary McLeod Bethune Academy	Philadelphia, PA	2002	K-6	600	No	No
Richard R. Wright Academy	Philadelphia, PA	2002	K-6	415	No	No
Thomas FitzSimons Mens Leadership Academy	Philadelphia, PA	2002	7-11	750	No	No

Total Number of Schools: 13

Total Enrollment: 5,840

States Operated in: NY, PA

Victory Schools, Inc.

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	0
2004	1
2005	0

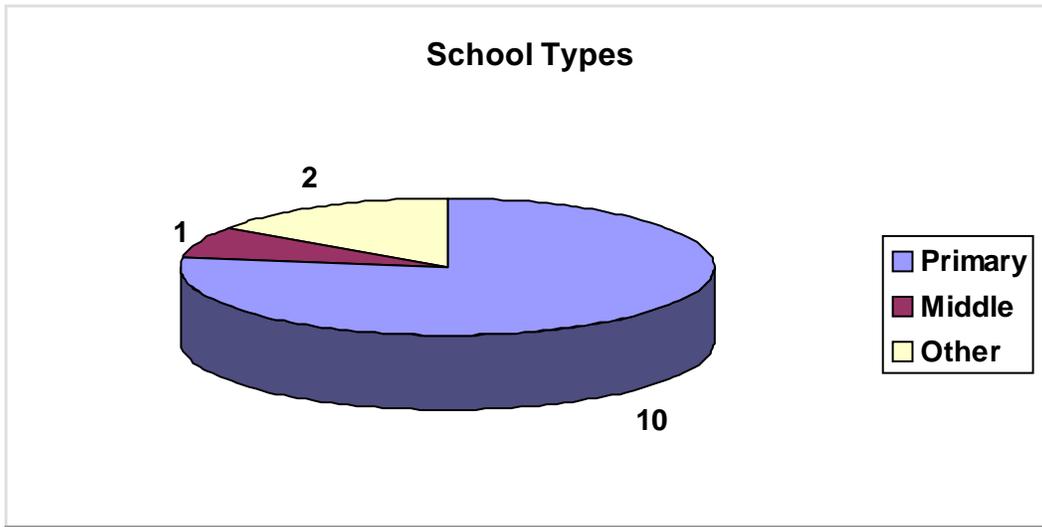
Schools No Longer Profiled for this Reporting Period

Pennsylvania

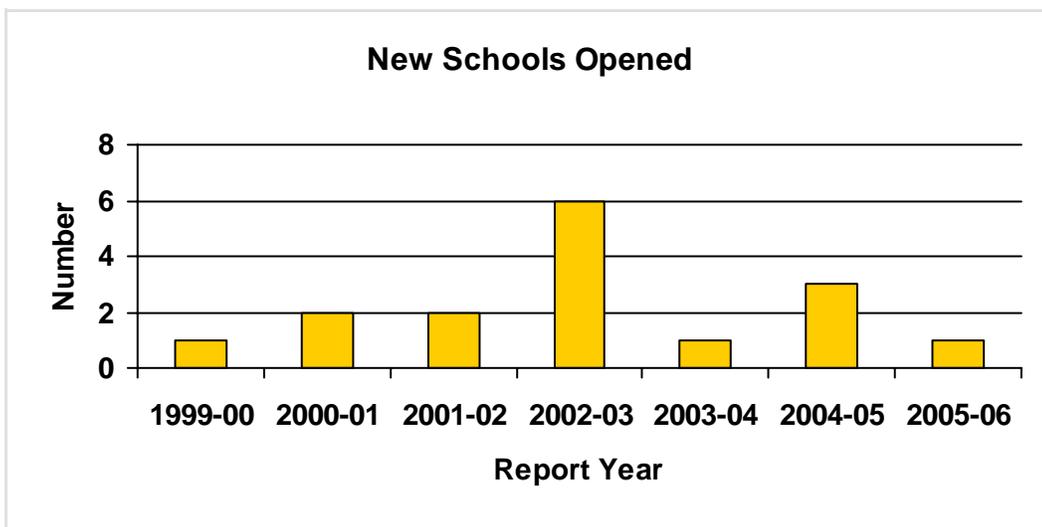
School Name	School Location	Reason No Longer Profiled
Thomas FitzSimon's Women's Leadership Academy	Philadelphia, PA	Victory Schools, Inc. reports that school no longer in operation per company profile response, 12/21/05.

Victory Schools, Inc.

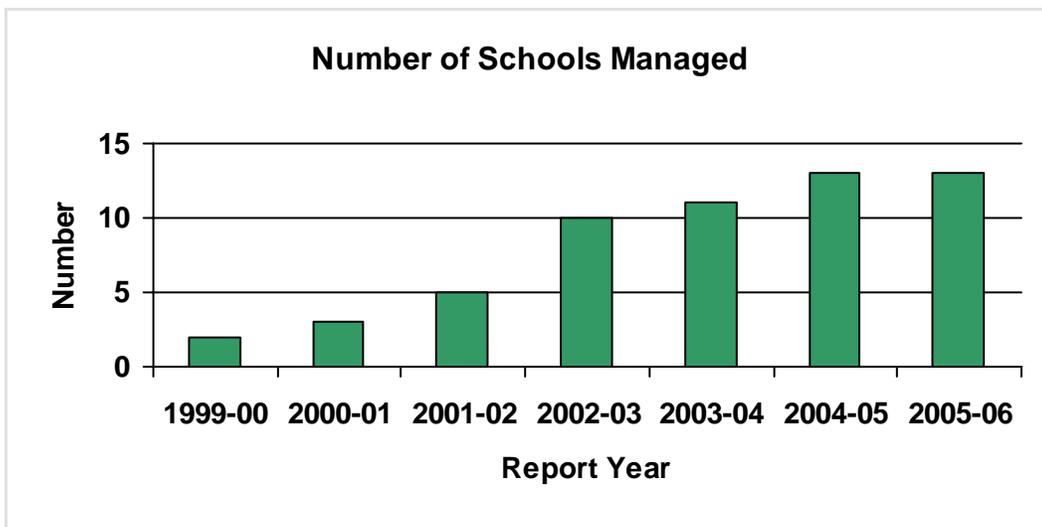
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	10
Middle	1
High	0
Other	2
Unknown	0



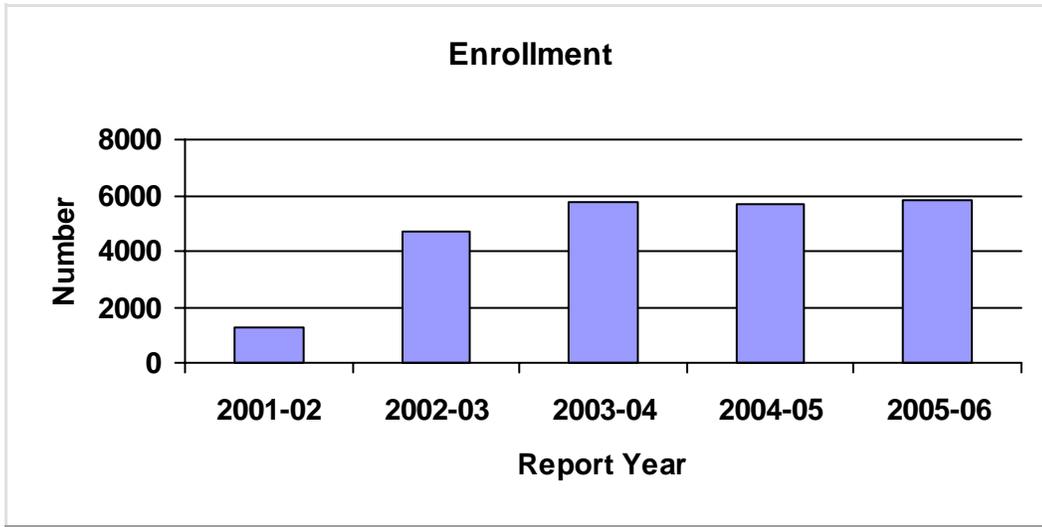
Report Year	New Schools
1998-99	N/A
1999-00	1
2000-01	2
2001-02	2
2002-03	6
2003-04	1
2004-05	3
2005-06	1



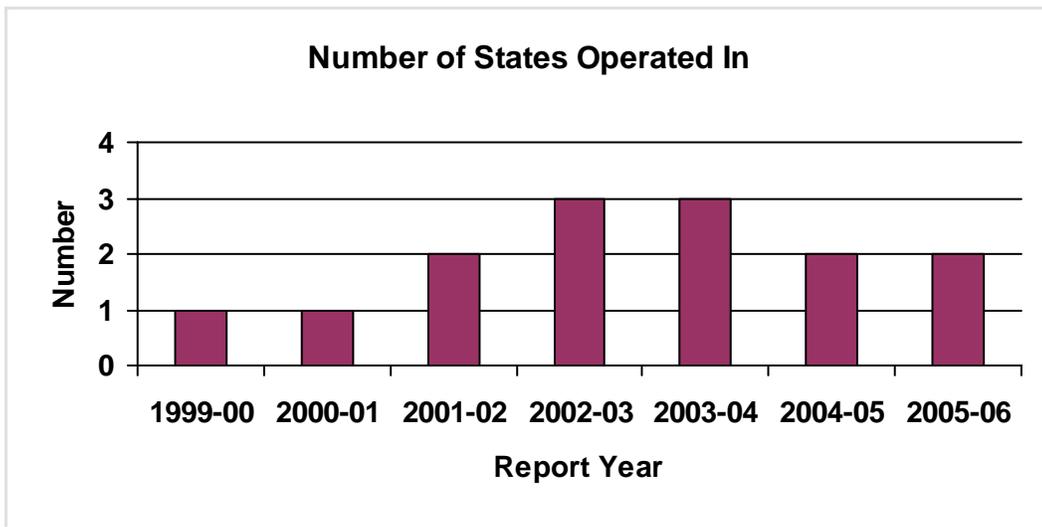
Report Year	# of Schools
1998-99	N/A
1999-00	2
2000-01	3
2001-02	5
2002-03	10
2003-04	11
2004-05	13
2005-06	13

Victory Schools, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	1242
2002-03	4716
2003-04	5725
2004-05	5683
2005-06	5840



Report Year	States Op. In
1998-99	N/A
1999-00	1
2000-01	1
2001-02	2
2002-03	3
2003-04	3
2004-05	2
2005-06	2

White Hat Management

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
159 South Main St, Ste 600 Akron, OH 44308	330-535-6868 330-535-5055	www.whitehatmgmt.com	1998	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Life Skills Center of Arizona	Phoenix, AZ	2002	9-12	136	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Life Skills Center of Colorado Springs	Colorado Springs, CO	2004	9-12	180	Yes	No
Life Skills Center of Denver	Denver, CO	2003	9-12	383	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Life Skills Center of Metropolitan Detroit	Detroit, MI	2004	9-12	567	Yes	No
Life Skills Center of Pontiac	Burton, MI	2004	9-12	243	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Hope Academy - Broadway	Cleveland, OH	1998	K-8	488	Yes	No
Hope Academy - Brown Street	Akron, OH	1998	K-8	256	Yes	No
Hope Academy - Cathedral	Cleveland, OH	1998	K-8	537	Yes	No
Hope Academy - Chapelside	Cleveland, OH	1998	K-8	453	Yes	No
Hope Academy - Lincoln Park	Cleveland, OH	1999	K-8	182	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Hope Academy - North Coast	Cleveland, OH	2002	K-8	278	Yes	No
Hope Academy - University	Akron, OH	1998	K-8	201	Yes	No
Hope Academy- West Cuyahoga Campus	Cleveland, OH	2001	K-8	390	Yes	No
Hope Academy-Canton	Canton, OH	2002	K-8	433	Yes	No
Hope Academy-East Campus	Cleveland, OH	2003	K-8	395	Yes	No
Hope Academy-High School Campus	Cleveland, OH	2003	9-12	224	Yes	No
Hope Academy-Northwest	Cleveland, OH	2004	K-8	323	Yes	No
Life Skills Center - Canton	Canton, OH	2002	9-12	316	Yes	No
Life Skills Center - Northern Columbus	Columbus, OH	2002	9-12	516	Yes	No
Life Skills Center - Southeastern Columbus	Columbus, OH	2002	9-12	447	Yes	No
Life Skills Center - Southwestern Columbus	Grove City, OH	2002	9-12	315	Yes	No
Life Skills Center of Akron	Akron, OH	1999	9-12	512	Yes	No
Life Skills Center of Cincinnati	Cincinnati, OH	1999	9-12	467	Yes	No
Life Skills Center of Cleveland (East)	Cleveland, OH	1999	9-12	456	Yes	No
Life Skills Center of Elyria	Elyria, OH	2003	9-12	420	Yes	No
Life Skills Center of Hamilton County (North)	Cincinnati, OH	2003	9-12	330	Yes	No
Life Skills Center of Lake Erie	Cleveland, OH	2003	9-12	466	Yes	No
Life Skills Center of Middletown	Middletown, OH	2001	9-12	227	Yes	No
Life Skills Center of Northeast Ohio	Cleveland, OH	2003	9-12	557	Yes	No
Life Skills Center of Springfield	Springfield, OH	2001	9-12	197	Yes	No
Life Skills Center of Summit County	Akron, OH	2003	9-12	250	Yes	No
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	306	Yes	No
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	317	Yes	No
Life Skills Center-Toledo	Toledo, OH	2002	9-12	419	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Life Skills Center of Metro Cleveland	Cleveland, OH	2004	9-12	196	Yes	No
ODELHA Academy	Akron, OH	2002	K-12	2455	Yes	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	468	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
PDELA	Swickley, PA	2004	K-12	307	Yes	Yes

Total Number of Schools: 38

Total Enrollment: 15,613

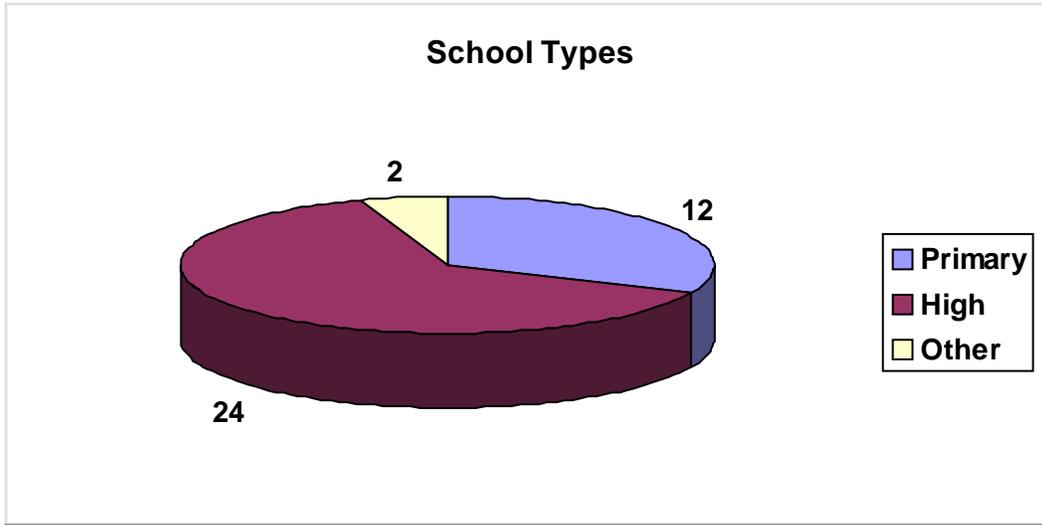
States Operated in: AZ, CO, MI, OH, PA

Number of Schools No Longer Profiled

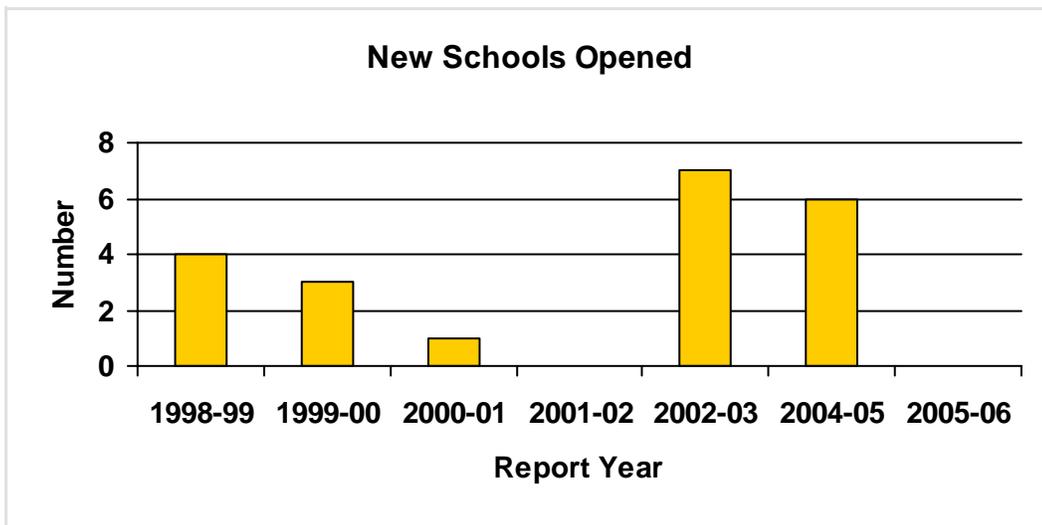
Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	0
2004	2
2005	0

White Hat Management

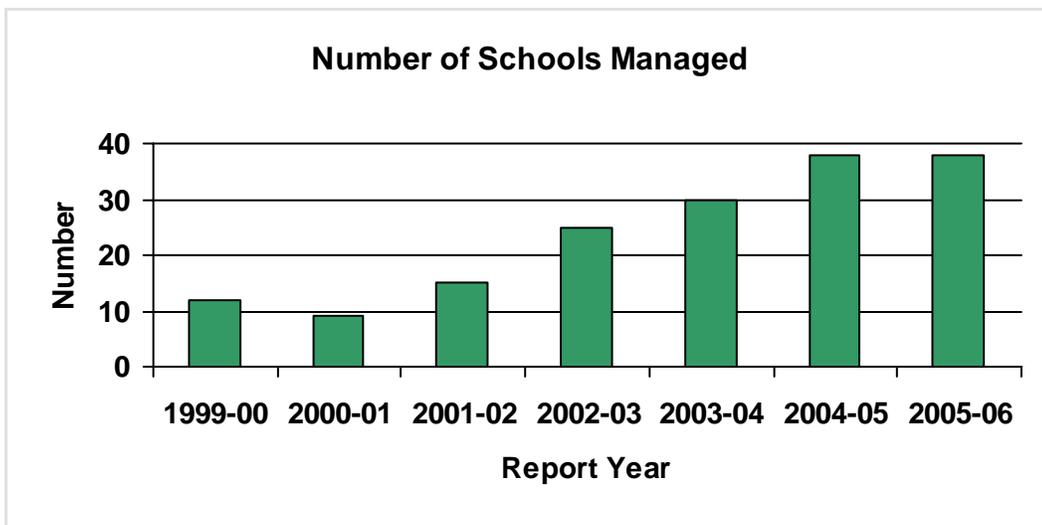
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	12
Middle	0
High	24
Other	2
Unknown	0



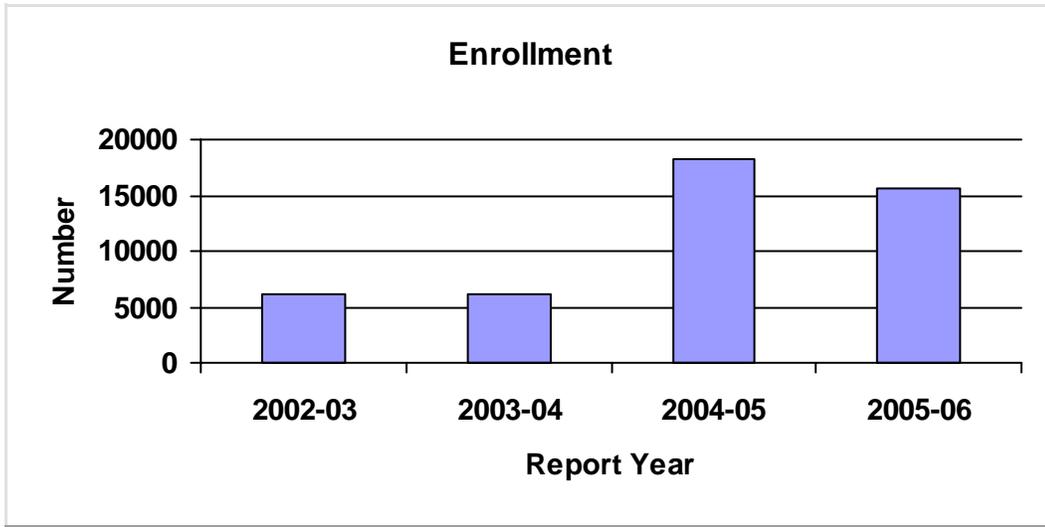
Report Year	New Schools
1998-99	4
1999-00	3
2000-01	1
2001-02	0
2002-03	7
2003-04	Unknown
2004-05	6
2005-06	0



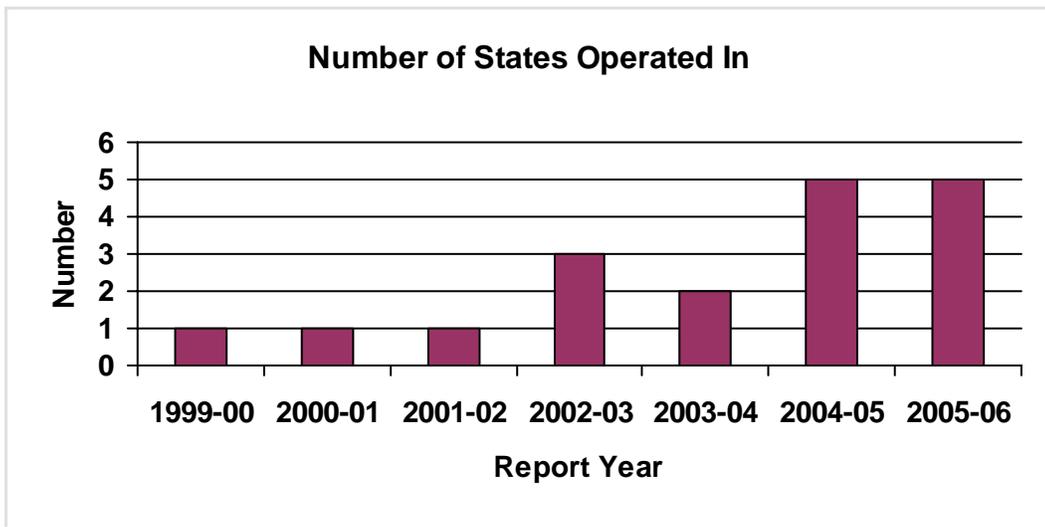
Report Year	# of Schools
1998-99	Unknown
1999-00	12
2000-01	9
2001-02	15
2002-03	25
2003-04	30
2004-05	38
2005-06	38

White Hat Management

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	6149
2003-04	6149
2004-05	18318
2005-06	15613



Report Year	States Op. In
1998-99	Unknown
1999-00	1
2000-01	1
2001-02	1
2002-03	3
2003-04	2
2004-05	5
2005-06	5

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2005-2006

Medium Companies: Managing 4 to 9 Schools

Choice Schools Associates

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Benton Harbor Charter School	Benton Harbor, MI	1999	K-6	462	Yes	No
Creative Learning Academy of Science, Mathematics and Humanities	Beaverton, MI	1996	K-8	57	Yes	No
Creative Montessori Academy	Southgate, MI	2001	K-8	529	Yes	No
Grattan Academy Elementary School	Belding, MI	1996	K-8	125	Yes	No
Grattan Academy High School	Greenville, MI	2003	9-12	37	Yes	No
Sunrise Education Center	Tawas City, MI	1996	K-6	46	Yes	No
Three Oaks Academy	Muskegon, MI	2003	K-8	88	Yes	No
West Michigan Academy of Environmental Science	Walker, MI	1996	K-12	338	Yes	No

Total # of Schools: 8

Total Enrollment: 1,682

States Operated in: MI

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	0
2002	0
2003	0
2004	0
2005	0

CS Partners, LLC

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
10051 E. Highland Rd, Ste 29-360 Howell, MI 48843	810-632-5113 810-632-6074	www.charterschoolpartners.com	2004	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charyl Stockwell Academy	Howell, MI	1996	K-8	611	Yes	No
Conner Creek Academy East	Roseville, MI	1996	K-12	720	Yes	No
Hillsdale Preparatory School	Hillsdale, MI	1998	K-6	39	Yes	No
Huron Academy	Sterling Heights, MI	1999	K-8	455	Yes	No
Kinsington Woods High School	Howell, MI	1995	9-12	210	Yes	No

Total # of Schools: 5

Total Enrollment: 2,035

States Operated in: MI

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	0
2005	0

Educational Services of America, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1585 N. Milwaukee Ave Liberty, IL 60048	847-367-6383 847-367-0367	www.ombudsman.com	2005	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ombudsman Learning Center - East	Phoenix, AZ	1996	6-12	89	Yes	No
Ombudsman Learning Center - Metro	Phoenix, AZ	1999	9-12	100	Yes	No
Ombudsman Learning Center - Northeast	Phoenix, AZ	2000	6-12	98	Yes	No
Ombudsman Learning Center - Northwest	Phoenix, AZ	2002	6-12	86	Yes	No
Ombudsman Learning Center - West	Glendale, AZ	1998	9-12	75	Yes	No

Total # of Schools: 5

Total Enrollment: 448

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	N/A
2005	0

Excel Education Centers, Inc.

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Excel Education Center - Chino Valley	Chino Valley, AZ	1999	9-12	84	Yes	No
Excel Education Center - Cottonwood	Cottonwood, AZ	1995	9-12	49	Yes	No
Excel Education Center - Flagstaff	Flagstaff, AZ	1996	9-12	144	Yes	No
Excel Education Center - Flagstaff Williams Campus	Williams, AZ	2003	9-12	40	Yes	No
Excel Education Center - Fort Mohave	Fort Mohave, AZ	2001	9-12	100	Yes	No
Excel Education Center - Prescott	Prescott, AZ	1995	9-12	82	Yes	No
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	9-12	123	Yes	No
Excel Education Center - San Carlos	Peridot, AZ	1996	9-12	65	Yes	No

Total # of Schools: 8

Total Enrollment: 687

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	0
2004	0
2005	0

Global Educational Excellence

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
341 E. Huron Ann Arbor, MI 48104	734-662-7050 734-662-7756	gee-edu.com	1996	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bridge Academy	Hamtramck, MI	2004	K-8	309	Yes	No
Central Academy	Ann Arbor, MI	1996	K-12	368	Yes	No
Frontier International Academy	Hamtramck, MI	2005	6-11	320	Yes	No
Riverside Academy	Dearborne, MI	2003	K-5	221	Yes	No

Total # of Schools: 4

Total Enrollment: 1,218

States Operated in: MI

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	0
2004	0
2005	0

Nobel Learning Communities, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1615 West Chester Pike West Chester, PA 19382	484-947-2000 484-947-2003	www.nobellearning.com	1984	Public	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	685	Yes	No
People for People Charter School	Philadelphia, PA	2001	K-5	360	Yes	No
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	764	Yes	No
Philadelphia Maritime Academy Charter School	Philadelphia, PA	2003	5-8	300	Yes	No

Total # of Schools: 4

Total Enrollment: 2,109

States Operated in: PA

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	0
2001	0
2002	0
2003	2
2004	0
2005	0

Pinnacle Education, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
2224 W. Southern, Ste 1 Tempe, AZ 85282	480-755-8222 480-755-8111	www.pin-ed.com	1995	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Day Star Academy	Phoenix, AZ	2001	K-8	185	Yes	No
Freedom Academy	Scottsdale, AZ	2002	K-8	150	Yes	No
Kino Academy	Nogales, AZ	2001	9-12	140	Yes	No
Pinnacle Education	Tempe, AZ	2001	9-12	90	Yes	No
Pinnacle High School - Casa Grande	Casa Grande, AZ	1999	9-12	145	Yes	No
Pinnacle High School - Mesa	Mesa, AZ	1999	9-12	180	Yes	No
Pinnacle High School - Tempe	Tempe, AZ	1995	9-12	145	Yes	No
Pinnacle Virtual High School	Tempe, AZ	2003	9-12	212	Yes	Yes
Westmark High School	Chandler, AZ	2001	9-12	80	Yes	No

Total # of Schools: 9

Total Enrollment: 1,327

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	0
2002	0
2003	0
2004	0
2005	0

Romine Group, LLC, The

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
7877 Stead, Ste 100 Utica, MI 48317	586-731-5300 586-731-5307	www.therominegroup.com	1994	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bradford Academy	Southfield, MI	2003	K-5	440	Yes	No
Hanley International Academy	Hamtramck, MI	2005	K-5	200	Yes	No
Madison Academy	Burton, MI	2004	K-5	125	Yes	No
Merritt Academy	New Haven, MI	2002	K-7	260	Yes	No
Trillium Academy	Taylor, MI	2002	K-8	270	Yes	No

Total # of Schools: 5

Total Enrollment: 1,295

States Operated in: MI

Number of Schools No Longer Profiled

Year	# of Schools
1999	N/A
2000	N/A
2001	N/A
2002	N/A
2003	N/A
2004	0
2005	0

SABIS Educational Systems

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
6385 Beach Rd Eden Prairie, MN 55344	952-918-1850 952-918-1851	www.sabis.net	1985	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Holyoke Community Charter School	Holyoke, MA	2005	K-7	600	Yes	No
International Academy of Flint	Flint, MI	1999	K-11	735	Yes	No
SABIS International Charter School	Springfield, MA	1995	K-12	1375	Yes	No
SABIS International School	Phoenix, AZ	2001	K-12	680	Yes	No
SABIS Milestone Academy of New Orleans	New Orleans, LA	2002	K-8	200	Yes	No
The International Charter School of Schenectady	Schenectady, NY	2002	K-7	580	Yes	No
The International College Preparatory Academy of Cincinnati	Cincinnati, OH	2003	K-8	500	Yes	No
The International School of Minnesota	Eden Prairie, MN	1985	K-12	500	No	No

Total # of Schools: 8

Total Enrollment: 5,170

States Operated in: AZ, LA, MA, MI, MN, NY, OH

Number of Schools No Longer Profiled

Year	# of Schools
1999	0
2000	0
2001	0
2002	0
2003	1
2004	1
2005	0

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2005-2006

Small Companies: Managing 3 or Fewer Schools

Accelerated Elementary and Secondary Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
5245 N Camino de Oeste Tucson, AZ 85745	520-743-1113 520-743-2417	allgrades.com	1998	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Accelerated Elementary and Secondary Schools	Tucson, AZ	1998	K-12	320	Yes	No

Total # of Schools: 1

Total Enrollment: 320

States Operated in: AZ

Accelerated Learning Center, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
4105 E Shea Blvd Phoenix, AZ 85028	602-485-0309 602-485-9356	None	1997	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Accelerated Learning Center	Phoenix, AZ	1997	9-12	220	Yes	No

Total # of Schools: 1

Total Enrollment: 220

States Operated in: AZ

Allen-Cochran Enterprises

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1691 W Grand Canyon Dr Chandler, AZ 85248	480-632-1940 480-632-1398	None	1997	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Center for Educational Excellence	Tempe, AZ	1997	K-8	266	Yes	No

Total # of Schools: 1

Total Enrollment: 266

States Operated in: AZ

American Basic Schools, LLC

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
827 E 6th Ave Mesa, AZ 85204	480-964-4602 480-655-7870	www.burkebasicschool.com	1999	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Burke Basic School	Mesa, AZ	1999	K-6	650	Yes	No

Total # of Schools: 1

Total Enrollment: 650

States Operated in: AZ

APEX Education Systems, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1313 N 2nd St, #17 Phoenix, AZ 85004	602-252-7727 602-252-7729	www.summitelementary.com	1999	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Summit Elementary	Phoenix, AZ	1999	K-6	176	Yes	No

Total # of Schools: 1

Total Enrollment: 176

States Operated in: AZ

Benjamin Franklin Charter School

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
13732 E. Warner Rd. Gilbert, AZ 85296	480-632-0722 480-632-8716	None	1995	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Benjamin Franklin Charter School - Queen Creek	Queen Creek, AZ	1996	K-8	475	Yes	No
Benjamin Franklin Charter School - Gilbert	Gilbert, AZ	1997	K-6	501	Yes	No
Benjamin Franklin Charter School - Mesa	Mesa, AZ	1995	K-5	278	Yes	No

Total # of Schools: 3

Total Enrollment: 1,254

States Operated in: AZ

Black Star Educational Management

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
22180 Parklawn Oak Park, MI 48237	248-541-2548 248-541-2594	None	1996	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Nsoroma Institute	Oak Park, MI	1997	K-8	267	Yes	No

Total # of Schools: 1

Total Enrollment: 267

States Operated in: MI

Bright Beginnings School, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
400 N Andersen Blvd Chandler, AZ 85224	480-821-1404 480-821-1463	www.brightbeginnings.k1 2.az.us	1994	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bright Beginnings School	Chandler, AZ	1994	K-6	413	Yes	No

Total # of Schools: 1

Total Enrollment: 413

States Operated in: AZ

Compass High School, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
8250 E 22nd St, #128 Tucson, AZ 85710	520-296-4070 520-296-4103	www.compasshsgators.org	2001	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Compass High School	Tucson, AZ	2001	9-12	184	Yes	No

Total # of Schools: 1

Total Enrollment: 184

States Operated in: AZ

Cornerstone Charter School, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Cornerstone Charter School	Phoenix, AZ	2000	9-12	81	Yes	No

Total # of Schools: 1

Total Enrollment: 81

States Operated in: AZ

Country Gardens Educational Services, LLC

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Country Gardens Charter School	Laveen, AZ	2000	K-12	348	Yes	No

Total # of Schools: 1

Total Enrollment: 348

States Operated in: AZ

Desert Springs Academy

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
3833 E 2nd St Tucson, AZ 85716	520-321-9233 520-321-9316	www.desertspringsacademy.com	1999	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Desert Springs Academy	Tucson, AZ	2000	K-6	116	Yes	No
Desert Springs Academy	Tucson, AZ	1999	K-8	182	Yes	No

Total # of Schools: 2

Total Enrollment: 298

States Operated in: AZ

Eastpointe High School, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
8495 E Broadway Tucson, AZ 85710	520-731-8180 520-731-8179	www.eastpointehs.com	1999	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eastpointe High School	Tucson, AZ	1999	9-12	245	Yes	No

Total # of Schools: 1

Total Enrollment: 245

States Operated in: AZ

Educational Impact, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
33902 N Flowing Wells Rd Tucson, AZ 85705	502-407-1200 520-407-1201	None	2003	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy Adventures Primary School	Tucson, AZ	2003	K-4	90	Yes	No
Adventure School	Tucson, AZ	2003	K	15	Yes	No

Total # of Schools: 2

Total Enrollment: 105

States Operated in: AZ

GAR, LLC

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1833 N Scottsdale Rd Tempe, AZ 85281	480-947-9511 480-947-9624	www.studentchoicehighschool.net	2000	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Student Choice High School	Tempe, AZ	2000	9-12	113	Yes	No

Total # of Schools: 1

Total Enrollment: 113

States Operated in: AZ

Hamadeh Educational Services, LLC

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
PO Box 1440 Dearborn, MI 48121	313-724-8990 313-724-8995	None	1998	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Universal Learning Academy	Dearborn Heights, MI	2004	K-2	162	Yes	No
Universal Academy	Detroit, MI	1998	K-11	347	Yes	No
Star International Academy	Dearborn Heights, MI	1998	K-12	1205	Yes	No

Total # of Schools: 3

Total Enrollment: 1,714

States Operated in: MI

Heritage Academy, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
32 S Center Mesa, AZ 85210	480-969-5641 480-969-6972	www.heritageacademyaz.com	1995	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Heritage Academy	Mesa, AZ	1995	7-12	392	Yes	No

Total # of Schools: 1

Total Enrollment: 392

States Operated in: AZ

Innovative Teaching Solutions

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
26211 Central Pk Blvd, Ste 300 Southfield, MI 48076	248-799-2780 248-799-2317	www.oldredford.com	1999	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Old Redford Academy Elementary School	Detroit, MI	1999	K-5	468	Yes	No
Old Redford Academy Preparatory High School	Detroit, MI	2004	9-12	434	Yes	No
Old Redford Academy Middle School	Detroit, MI	1999	6-8	346	Yes	No

Total # of Schools: 3

Total Enrollment: 1,248

States Operated in: MI

Montessori Charter School of Flagstaff, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1000 E Appalachian Rd Flagstaff, AZ 86004	928-774-8685 928-774-7690	www.flagmontessori.com	1995	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Montessori Charter School of Flagstaff	Flagstaff, AZ	1995	K-8	254	Yes	No

Total # of Schools: 1

Total Enrollment: 254

States Operated in: AZ

Montessori Schoolhouse of Tucson

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1301 E Fort Lowell Rd Tucson, AZ 85719	520-319-8668 520-881-4096	None	1997	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Montessori Schoolhouse	Tucson, AZ	1997	K-6	70	Yes	No

Total # of Schools: 1

Total Enrollment: 70

States Operated in: AZ

ORBIS Management Group, LLC

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
23885 Denton St Clinton Township, MI 48036	586-738-9999 586-738-9998	www.orbisgroup.com	1994	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Walden Green Day School	Spring Lake, MI	1994	K-9	106	Yes	No

Total # of Schools: 1

Total Enrollment: 106

States Operated in: MI

Rose Mangement Group

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
3686 W Orange Grove Rd, #192 Tucson, AZ 85741	520-229-1777 520-797-8868	www.rosemanagement.com	1998	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Desert Rose Academy	Tucson, AZ	2001	9-12	160	Yes	No
Canyon Rose Academy	Tucson, AZ	2003	9-12	250	Yes	No
Mountain Rose Academy	Tucson, AZ	1999	9-12	265	Yes	No

Total # of Schools: 3

Total Enrollment: 675

States Operated in: AZ

Schoolhouse Services and Staffing, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
22930 Chippewa Detroit, MI 48219	248-538-0072 248-538-0073	None	1996	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Dove Academy	Detroit, MI	1997	K-6	402	Yes	No
Weston Technical Academy	Detroit, MI	1998	6-12	493	Yes	No
Detroit School of Industrial Arts	Detroit, MI	1996	9-12	269	Yes	No

Total # of Schools: 3

Total Enrollment: 1,164

States Operated in: MI

Self Development Charter School

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1709 N. Greenfield Rd. Mesa, AZ 85205	480-641-2640 480-641-2678	None	2000	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Self Development Charter School	Mesa, AZ	2000	K-6	160	Yes	No

Total # of Schools: 1

Total Enrollment: 160

States Operated in: AZ

Smart Schools Management

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1245 E Hammond Rd Traverse City, MI 49686	231-932-6015 231-922-9392	www.smartschoolsinc.com	1996	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Grand Traverse Academy	Traverse City, MI	2000	K-11	800	Yes	No

Total # of Schools: 1

Total Enrollment: 800

States Operated in: MI

Southern Arizona Community Academy, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
2470 N. Tucson Blvd. Tucson, AZ 85716	520-319-6113 520-319-6115	None	2000	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Southern Arizona Community High School	Tucson, AZ	2000	9-12	238	Yes	No

Total # of Schools: 1

Total Enrollment: 238

States Operated in: AZ

Synergy Training Solutions

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
24535 Jefferson St.Clair Shores, MI 48080	586-445-7069 586-445-9139	None	1996	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Michigan Health Academy	Detroit, MI	1996	9-12	128	Yes	No
HEART Academy	Harper Woods, MI	1997	9-12	254	Yes	No

Total # of Schools: 2

Total Enrollment: 382

States Operated in: MI

Talented and Gifted Charter School, LLC

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
10129 E Speedway Blvd Tucson, AZ 85748	520-296-0006 520-296-0046	None	1998	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
TAG Charter School	Tucson, AZ	1998	K-8	360	Yes	No

Total # of Schools: 1

Total Enrollment: 360

States Operated in: AZ

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2005-2006

Virtual Schools

For-Profit Virtual Schools Listed by State

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

Arizona

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Arizona Virtual Academy	K12, Inc.	Unknown	www.azva.org	2003	1540	Yes
Pinnacle Virtual High School	Pinnacle Education, Inc.	602-414-0950	pin-ed.com	2003	212	Yes
Arizona Connections Academy	Connections Academy	480-782-5842	Unknown	2005	400	Yes

Arkansas

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Arkansas Virtual School	K12, Inc.	Unknown	www.arvs.org	2002	400	No

California

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Capistrano Connections Academy	Connections Academy	949-249-2260	Unknown	2004	400	Yes
Southern California Connections Academy	Connections Academy	Unknown	Unknown	2004	0	Yes
California Virtual Academy at Jamestown	K12, Inc.	Unknown	www.caliva.org	2002	580	Yes
California Virtual Academy at Kern	K12, Inc.	Unknown	www.caliva.org	2002	580	Yes
California Virtual Academy at San Diego	K12, Inc.	Unknown	www.caliva.org	2002	582	Yes
California Virtual Academy at San Mateo	K12, Inc.	Unknown	www.caliva.org	2004	580	Yes
California Virtual Academy at Sonoma	K12, Inc.	Unknown	www.caliva.org	2004	580	Yes
California Virtual Academy at Kings	K12, Inc.	Unknown	www.caliva.org	2002	580	Yes

For-Profit Virtual Schools Listed by State

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

Colorado

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Denver Connections Academy	Connections Academy	303-794-2312	Unknown	2002	400	No
Littleton Connections Academy Part-Time	Connections Academy	303-347-4725	Unknown	2004	10	No
Colorado Virtual Academy	K12, Inc.	Unknown	www.covcs.org	2001	2350	Yes

Florida

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Florida Connections Academy	Connections Academy	407-353-5203	Unknown	2003	500	No
Florida Virtual Academy	K12, Inc.	Unknown	www.flva.org	2003	500	No

Idaho

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
INSPIRE	Connections Academy	208-433-3090	Unknown	2005	150	Yes
Idaho Virtual Academy	K12, Inc.	Unknown	www.idahova.org	2002	1800	Yes

Maryland

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Community Academy Public Charter School	K12, Inc.	Unknown	www.capcsonline.org	2004	20	Yes

Minnesota

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
MTS Minnesota Connections Academy	Connections Academy	617-729-1090	Unknown	2005	200	No

For-Profit Virtual Schools Listed by State

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

Ohio

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Ohio Virtual Academy	K12, Inc.	Unknown	www.ohva.org	2002	3300	Yes
ODELHA Academy	White Hat Management	Unknown	Unknown	2002	2455	Yes
Ohio Connections Academy	Connections Academy	513-533-3230	Unknown	2003	900	Yes

Oregon

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Oregon Connections Academy	Connections Academy	506-394-4315	Unknown	2005	700	Yes

Pennsylvania

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
PDELA	White Hat Management	Unknown	Unknown	2004	307	Yes
Pennsylvania Virtual Charter School	K12, Inc.	Unknown	www.pavcs.org	2001	4500	Yes
Commonwealth Connections Academy	Connections Academy	717-605-8900	Unknown	2003	1100	Yes

Wisconsin

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Wisconsin Connections Academy	Connections Academy	920-993-7076	Unknown	2002	450	Yes
Wisconsin Virtual Academy	K12, Inc.	Unknown	www.wivcs.org	2003	630	Yes

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2005-2006

Appendices

Appendix A: Reader's Guide

Key to Tables

N/A: Not applicable. Company was not tracked during this reporting period.

U: Unknown. Company was tracked but data were not available or were unreported.

0: Zero. None reported.

Miscellaneous Notes

- Large company pie chart categories are based on Common Core of Data defined instructional levels.
- Information for no-longer-profiled, small-EMOs schools was not tracked.
- Notes in Appendix B indicate companies that did not respond to repeated requests for company and school data. If there are no notes for a specific company, assume that an updated company profile was returned as a part of this project.

Definition of Terms

- **Charter School:** Charter schools provide free elementary/secondary education under a charter granted by the state legislature or other appropriate authority.
- **Virtual School:** An internet-based curriculum outside of the conventional brick-and-mortar setting of traditional public and charter schools.
- **Education Management Organization (EMO):** An EMO is for-profit, manages at least one school that receives public funds, and operates the public school(s) it manages under the same admissions rules as regular public schools.
- **Instructional Levels:** Instructional levels are calculated from the lowest and highest grades for which students are enrolled in a school.
 - *Primary schools* are those with a low grade of pre-kindergarten through grade 3 and a high grade of up to 8.
 - *Middle schools* contain a low grade of 4-7 and a high grade ranging from 4-9.
 - *High schools* have a low grade of 7 to 12 and must extend through grade 12.
 - *Other* includes all other grade configurations, including schools that are completely ungraded.

Source: CCD Data File: Public Elementary/Secondary school Universe Survey:
School Year 2003-2004.

<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2005369>

- **Site:** For our purposes, school and site are different as follows:
 - *Counted as one school:* Separate location/different principal; same location/same principal
 - *Counted as two schools:* Same location/different principal

Appendix B: Special Notes on Company Profiles

Accelerated Elementary and Secondary Schools (p. 121)

Accelerated Elementary and Secondary Schools use to be named and tracked under Accelerated Learning Laboratory.

Accelerated Elementary and Secondary Schools did respond to our request for information but did not provide information regarding the profitability of the company.

Accelerated Learning Center, Inc. (p. 122)

Accelerated Learning Center, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from Arizona Department of Education website on 6/21/05 and the National Center for Education Statistics (Common Core of Data) website on 10/28/05.

Benjamin Franklin Charter School (p. 126)

Benjamin Franklin Charter School refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 10/28/05, Arizona Department of Education website on 7/7/05, and Greatschools.net on 7/7/05.

Black Star Educational Management (p. 127)

Black Star Educational Management did respond to our request for information but did not provide information regarding the profitability of the company.

Bright Beginnings School, Inc. (p. 128)

Bright Beginnings School, Inc. did respond to our request for information but did not provide information regarding the profitability of the company.

Charter School Administrative Services (p. 35)

Charter School Administrative Services refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the Texas Education Agency and the Michigan Department of Education websites on 7/26/05.

Charter Schools USA (p. 39)

Profile data was compiled from three separate profile responses returned by Charter Schools USA.

Notes: All Notes refer to this reporting period, unless otherwise stated.
Some companies have no associated notes.

Compass High School, Inc. (p. 129)

Compass High School, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 10/28/05 and the Arizona Department of Education website on 9/17/05.

Connections Academy (p. 43)

Connections Academy did respond to our request for information but did not provide information regarding the profitability of the company.

Cornerstone Charter School, Inc. (p. 130)

Cornerstone Charter School, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 10/28/05 and the Arizona Department of Education website on 9/17/05.

Country Gardens Educational Services, LLC (p. 131)

Country Gardens Educational Services, LLC refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from GreatSchools.net and the Arizona Department of Education website on 9/17/05.

CS Partners, LLC (p. 112)

CS Partners, LLC did respond to our request for information but did not provide information regarding the profitability of the company.

Eastpointe High School, Inc. (p. 133)

Eastpointe High School, Inc. did respond to our request for information but did not provide information regarding the profitability of the company.

Educational Impact, Inc. (p. 134)

Educational Impact, Inc. did respond to our request for information but did not provide information regarding the profitability of the company.

Notes: All Notes refer to this reporting period, unless otherwise stated.
Some companies have no associated notes.

Educational Services of America, Inc. (p. 113)

Educational Services of America, Inc. was previously tracked under Ombudsman Educational Services, Ltd.

Educational Services of America, Inc. acquired Ombudsman Educational Services, Ltd. on 9/16/05.

GAR, LLC (p. 135)

GAR, LLC did respond to our request for information but did not provide information regarding the profitability of the company.

Hamadeh Educational Services, LLC (p. 136)

Hamadeh Educational Services, LLC did respond to our request for information but did not provide information regarding the profitability of the company.

Helicon Associates (p. 59)

Helicon Associates did respond to our request for information but did not provide information regarding the profitability of the company.

Heritage Academy, Inc. (p. 137)

Heritage Academy, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 11/1/05, Public School Review website on 9/22/05, and the company website on 9/22/05.

Imagine Schools (p. 63)

Imagine Schools merged with Chancellor Beacon Academies in 6/04. Prior to that Chancellor Beacon Academies formed as a result of a merger of Beacon Education Management and Chancellor Academies in 12/01. This report has tracked these companies under their respective names since 1998.

K12, Inc. (p. 70)

K12, Inc. did respond to our request for information but did not provide information regarding the profitability of the company.

Mosaica Education, Inc. (p. 81)

Mosaica Education, Inc. did respond to our request for information but did not provide information regarding the profitability of the company.

Notes: All Notes refer to this reporting period, unless otherwise stated.
Some companies have no associated notes.

Nobel Learning Communities, Inc. (p. 116)

Nobel Learning Communities, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the School District of Philadelphia website on 10/17/05, Greatschools.net on 10/17/05, and National Center for Education Statistics (Common Core of Data) website on 11/3/05.

ORBIS Management Group, LLC (p. 141)

ORBIS Management Group, LLC refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from Michigan Association of Public School Academies website on 10/7/05 and the National Center for Education Statistics (Common Core of Data) website on 10/31/05.

Rose Mangement Group (p. 142)

Rose Mangement Group refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 11/3/05, the Arizona Department of Education website on 11/1/05, and company/school websites on 11/7/05.

Schoolhouse Services and Staffing, Inc. (p. 143)

Schoolhouse Services and Staffing, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from Michigan Association of Public School Academies website on 10/7/05, Greatschools.net on 10/6/05, and the National Center for Education Statistics (Common Core of Data) website on 11/3/05.

Self Development Charter School (p. 144)

Self Development Charter School refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 11/4/05, Arizona Department of Education website on 11/1/05, and Greatschools.net on 10/6/05.

Smart Schools Management (p. 145)

Smart Schools Management did respond to our request for information but did not provide information regarding the profitability of the company.

Notes: All Notes refer to this reporting period, unless otherwise stated.

Some companies have no associated notes.

Southern Arizona Community Academy, Inc. (p. 146)

Southern Arizona Community Academy, Inc. refused to respond to repeated requests for information regarding profitability status and profile data.

Profile data was compiled from the National Center for Education Statistics (Common Core of Data) website on 11/3/05, Arizona Department of Education website on 11/1/05, Greatschools.net on 10/6/05, and its company webpage on 10/7/05.

Synergy Training Solutions (p. 147)

Synergy Training Solutions did respond to our request for information but did not provide information regarding the profitability of the company.

White Hat Management (p. 105)

White Hat Management did respond to our request for information but did not provide information regarding the profitability of the company.

Notes: All Notes refer to this reporting period, unless otherwise stated.
Some companies have no associated notes.

Appendix C: No Longer Profiled Companies

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

Name of Company	Years Profiled	Reason for Exclusion
Advantage Schools	1998-2001	Advantage Schools was acquired by Mosaica Schools in July 2001. Information attributed to the Advantage Schools website at www.advantage-schools.com/news/mosaica%20070201.htm on 07/02/01.
Cambridge Academy East, Inc.	2003-2005	Cambridge Academy East, Inc. representative reported on 01/20/06 it operates as a non-profit company.
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.
Cesar Chavez Learning Community, Inc.	2003-2005	Cesar Chavez Learning Community, Inc representative reported on 01/19/06 operates as a non-profit company.
Designs for Learning, Inc.	2000-2005	Designs for Learning, Inc. representative reports on 01/09/06 that it provides professional services, customized training, and consulting. Therefore, it is not considered an EMO.
EduCare	1998-1999	EduCare is a non-profit organization which operates four charter schools in Michigan. Information received via telephone communication with EduCare on 09/03/02.
Educational Services, Inc.	2002-2005	Educational Services, Inc. reports that it transferred schools Pathways Charter High School and Pathways Preparatory Academy to a non-profit charter named Pathways Charter School, Inc on 07/01/05, per company profile response on 01/04/06.
Future Development Education and Performing Arts Academy	2002-2003	Charter revoked by Charter School Board for failure to pay into Arizona state retirement system. School closed mid-year. "Phoenix school closes doors, students stranded." (2003, Oct. 16) <i>azfamily.com</i> .
General Health Corp.- Arizona Youth Associates	2003-2005	General Health Corp.- Arizona Youth Associates became a non-profit on 11/01/05. As per profile response: "we moved the charter school over and under a non-profit sector of the parent company. This is in response to the federal DOE's interpretation that for-profit status precludes a school from being classified as a 'public school' for the purposes of receiving grant funding."
Ideabanc, Inc.	2002-2005	Company reports it became a non-profit 07/01/05 and changed name to Edventure, Inc., per company profile response on 12/06/05.

Innovative Educational Programs	2001-2002	Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO. Information received via telephone conversation with Innovative Educational Programs on 12/12/02.
Lake Havasu Charter School	2001-2002	Lake Havasu Charter School changed legal status from for-profit to non-profit on 4 January 2002. Information attributed to the Arizona Department of Education website at www.ade.state.as.us/charterschools/search/SiteList.asp on 06/06/02.
LearnNow	1999-2001	Acquired by Edison Schools in July 2001. Information attributed to the Edison Schools website at www.edisonschools.com/news/news/cfm?ID=88 on 07/02/01.
Malone Management	1998-2001	Malone Management closed the only school they operated in 2000 and do not currently operate any schools.
Mountain Rose	2001-2002	Mountain Rose Academy changed legal status from for-profit to non-profit in 2002. Information received via telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 09/26/02. Note: This company changed their name in 2004 to Rose Management, and has returned to operating as a for-profit entity.
New West Charter School, Inc.	2003-2005	"Now operates as non-profit starting July 1, 2005," per company profile response 12/06/05.
Ombudsman Educational Services, Ltd.	2002-2005	Ombudsman reports it was acquired by Educational Services of America, Inc. effective 09/16/05.
Pitman Resources	2001-2002	Pitman Resources' charter schools were bought by Sequoia Schools. Information received via telephone conversation with Pitman Resources on 12/03/02.
ReInventEd, Inc	2002-2004	Charter revoked by Charter School Board for failure to administer the AIMS HS writing test in February 2003 and failing to provide educational services. Information attributed to the Arizona State Board of Charter Schools website at http://www.asbcs.state.az.us/asbcs on 11/02/04.
Sequoia Charter Schools	2002-2005	Sequoia Charter Schools reported it became a non-profit on 11/01/05.
Shadow Ridge	2002-2003	No longer listed by the Arizona Department of Education as a charter school operator.
TessaracT Group	1998-2001	Company went bankrupt. "Charter school company files for bankruptcy protection." (2000, Oct. 10) <i>Business News</i> .
Tucson Country Day School	2002-2003	Indicated that they are a non-profit company. Information received via fax communication with Tucson Country Day School on 09/24/03.

Appendix D: Methods

Methods to Calculate the National Enrollment Averages

All schools are divided into four school level categories according to the variable “LEVEL03” in the 2003-2004 Common Core of Data (CCD). The school level categories are established according to the lowest and highest grades offered by school. The school level categories are defined as follows:

- Primary: schools with a low grade offered of prekindergarten through grade three (3) and a high grade of prekindergarten through grade eight (8). For the purposes of this study, pre-kindergarten enrollment counts are excluded from all analyses.
- Middle: schools with a low grade offered of four (4) to seven (7) and a high grade ranging from four (4) to nine (9).
- High: schools with a low grade offered of seven (7) to 12 and a higher grade of 12 only.
- Other: all other grade configurations, including ungraded schools.

(Source: <http://nces.ed.gov/ccd/data/txt/psu031alay.txt>)

The national district and charter school enrollment averages are derived from schools in the 2003-2004 CCD, excluding non-operational schools, schools located in rural areas and small towns and schools with a total student count equal to zero. The national average enrollment for each grade is calculated uniquely by school level and

charter school status. All valid student enrollment counts, including zeros, are included in the calculations. This method yields several national enrollment averages for each grade. The multiple grade averages account for variability in student enrollment counts by school level and charter school status. For example, six national average enrollment counts are generated for fourth grade. The average fourth grade enrollment is calculated for primary schools, middle schools, and schools categorized as “other.” Each of the three aforementioned average fourth grade enrollments also is calculated separately for charter and non-charter schools.

The individual national average enrollments for each grade are combined to create unique school level national enrollment averages by grade configuration and charter school status. For example, the national average school level enrollment count for charter schools that serve a K-6 grade configuration is the sum of the individual grade enrollment averages for primary grades Kindergarten through sixth grade in charter schools. The enrollment for each for-profit school is then compared to the respective national school level average enrollment corresponding to the grade configuration served by the respective for-profit school. For example, the enrollment for a for-profit charter school with a grade configuration of K-6 is compared to the sum of the national average charter school enrollment for primary grades K-6. See Appendix D for the national average enrollment counts by grade configuration, school level and charter school status.

Methods for Compiling School Profiles

Compiled each year since 1998-1999, *Profiles of For-Profit Education Management Companies* documents the number of for-profit firms involved in managing publicly-funded schools, identifies the schools they manage, and records the number of

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

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

Appendix E: National Average Enrollments

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
K-2	137.81	246.20
K-3	179.84	330.30
K-4	220.42	414.39
K-5	259.88	497.89
K-6	294.31	572.56
K-7	326.47	641.29
K-8	353.56	708.28
1-6	245.59	492.48
3-7	188.66	395.09

Note: Averages were compiled using the 2003-2004 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
4-5	115.09	324.84
4-8	372.10	1147.33
5-8	322.10	1000.94
6-8	257.01	822.49
7-9	229.30	781.85
9	55.45	220.88

Note: Averages were compiled using the 2003-2004 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
7-10	207.09	795.38
7-11	266.17	1072.51
7-12	322.95	1326.97
8-12	287.50	1254.88
9-10	138.20	663.82
9-12	254.06	1149.05
10-11	124.98	564.82

Note: Averages were compiled using the 2003-2004 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
K-9	378.68	311.38
K-10	423.70	374.71
K-11	462.99	418.77
K-12	495.05	461.57
4-12	352.92	403.04
6-10	216.04	284.77
6-11	254.33	328.83
6-12	287.39	371.63

Note: Averages were compiled using the 2003-2004 Common Core of Data.

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