



**Profiles of For-Profit Education Management Companies  
Sixth Annual Report  
2003-2004**

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# **Profiles of For-Profit Education Management Companies 2003-2004**

by Alex Molnar, Glen Wilson, and Daniel Allen

## Introduction

The for-profit management of public schools by for-profit corporations continues to be a controversial innovation. Proponents argue for-profit schools will result in educational improvement by harnessing the profit seeking motive of the marketplace.<sup>1</sup> Competition, they maintain, forces companies to earn their profits by reducing administrative inefficiency, hiring and retaining effective administrators and teachers, introducing and refining educational innovations, and thus producing gains in student achievement superior to those of regular public schools.<sup>2</sup> While private sector companies have always transacted business with, and profited from selling supplies and equipment to schools, the idea of managing and administering K-12 publicly funded schools with the intent of making profits is relatively new.<sup>3</sup> Seeing the similarities with health maintenance organizations (HMOs) that manage the health care process, Wall Street has used the term “EMO” or “education management organization,” to describe for-profit companies involved in the management and administration of public schools.<sup>4</sup>

## The Structure of the Industry

The for-profit management of public schools generally takes two major forms: local school districts contracting with an EMO for the management of existing traditional K-12 public schools (termed “contract schools”) or EMOs managing public charter schools either as the charter holder or under the terms of a contract with the charter holder.

In the early 1990s, EMOs tended to pursue the contract school approach. In the latter half of the 1990s, EMOs have taken the opportunity afforded by permissive charter school legislation and focused on the management of publicly funded charter schools. Charter schools, because they receive public funds but operate outside of the normal regulatory and accountability structures that govern the operation of traditional public schools, offer operators considerably more latitude in how money received from the state is spent. It appears that the combination of stable public funding and reduced accountability make charter schools attractive to EMO operators. The Education Policy Research Unit (EPRU) and the Commercialism in Education Research Unit (CERU) collaborated to produce the 2003-04 Profiles of For-Profit Education Management Companies, which indicate that more than 81 percent of all privately managed public schools profiled are charter schools.<sup>5</sup> This number is up from 74 percent in 2002-03.<sup>6</sup> Not surprisingly, states such as Michigan and Arizona with relatively permissive charter school laws tend to have the most schools managed by for-profit companies. Michigan and Arizona together account for 54 percent of all profiled EMO managed charter schools in 2003-04.<sup>7</sup>

## Profit and Profitability

A major concern about for-profit schools is the tension between delivering a quality educational program to all students versus the pressure to achieve profits for the company stockholders. Critics point out that in business the company is primarily concerned with their own business interests and not the best interests of their customers. They fear that EMOs will make decisions based on their profit and loss statement rather than according to the best interests of their students.

Profitability and a positive return on investment (ROI) to shareholders continue to be elusive goals for the EMO industry. Edison Schools stock, for example, opened 2002 at about \$30 per share, but by the second half of April 2002 experienced a heavy loss of investor confidence and dropped precipitously. From April 1 to April 30, 2002, Edison Schools' shares lost more than 60 percent of their value, closing at \$5.13 at the end of the month. In May 2002, the US Securities and Exchange Commission (SEC) announced Edison Schools was settling a complaint charging that about half of the company's fast-growing revenue "consisted of money that its client school districts paid to others – teachers, bus companies and cafeteria vendors, for example – on Edison's behalf."<sup>8</sup> This revelation prompted 10 class action lawsuits claiming Edison Schools' financial disclosures and stock prospectuses were materially false and misleading and contained untrue statements of material fact or omissions of material fact.<sup>9</sup> The SEC disclosure also triggered further declines in the company's share price. By September 30, 2002, Edison Schools shares had lost more than 98 percent of their value and dropped below one dollar. The loss of share value also prompted a strategic response that appeared to be a sharp

turn away from Edison Schools' historic strategy of building economies of scale based on sharp growth. Edison Schools lowered its growth targets substantially – to about 30 percent a year from its previous goal of 60 percent – “so that it could both reduce the amount of cash it consumes and move toward making a profit.”<sup>10</sup> Edison Schools' spokesman, Adam Tucker, said “Edison is moving into new phase of its development as an organization...it is not about launching schools. It is not about growth and building economies of scale. It is about sustainability.”<sup>11</sup> The abrupt change of course and the abandonment of the pursuit of high growth was a significant change in Edison Schools' business model and offered hints that substantial economy of scale savings that Edison Schools' business model depended on are unlikely to materialize.

Edison Schools reported a 2003 third-quarter profit (before interest, taxes, depreciation, and amortization) of \$5.8 million and stood by predictions of a fourth-quarter profit. A day after reporting “a dramatic financial turnaround,” the company quietly revealed in an SEC filing that it was in default on loans totaling \$59.5 million.<sup>12</sup> In July 2003, Edison schools accepted Christopher Whittle's offer to take the company private for \$174 million. It appears that the immediate beneficiaries of this deal are primarily the executive management team of Edison Schools. In the aftermath of the deal, Whittle's salary rose from a token one dollar a year to a \$345,000 annual salary. Whittle was also expected to receive \$4.2 million immediately for his shares as well as a new \$1.69 million loan while Edison's chairman Benno Schmidt, Jr., was expected to receive \$657,100 for his Edison shares.<sup>13</sup>

Losses create pressure for EMOs to show positive financial results. Critics worry that this pressure will lead to policies and actions that are not in the best interests of students. They warn that as profit-seeking businesses, EMOs are apt to consider any business strategy and behavior that is not expressly prohibited by law or regulation. For example, Charter Schools USA has contracted with Ryder system Inc., to have the company provide Charter Schools USA with a new elementary school building at a cost of about \$3.75 million. In exchange, Ryder employees' children will receive special enrollment rights to enter the school. Thus, a private entity is purchasing preferential treatment for the children of its employees to attend a public school. Although the arrangement has been criticized as improper, it is permissible under Florida law.

The 2003-04 profiles confirm the closure of 63 schools over the past five years. Edison Schools and Chancellor-Beacon accounted for 43 of the closures. For many of the closures, the major reasons given were that school officials believed the arrangement with the EMO was too costly or that the EMO had not performed up to academic expectations.<sup>14</sup>

### Virtual Schools

A new form of privatized schooling has recently emerged: for-profit virtual charter schools. The 2003-04 profiles report lists four profit seeking companies operating 17 virtual schools that enroll at least 10,530 students in 11 states.<sup>15</sup> Many policymakers and education officials have expressed concern about providing public money to support "schools" in which students access lessons at-home via the Internet with minimal contact with certified teachers. In Pennsylvania, for example, it was reported that 22 public school

districts were billed \$1.8 million for services provided to 303 students by virtual charter schools. As up to 60 percent of the students enrolled in Pennsylvania’s virtual charter schools were previously home-schooled, the billings from virtual charter schools represented new financial demands on local school districts.<sup>16</sup>

At a minimum, it appears that state officials should devise accountability criteria for virtual charter schools that would include:

- ensuring the quality of educational programs offered,
- accurately measuring student achievement,
- certifying that pupil enrollment counts are accurate,
- verifying that students are putting in at least the statutorily required number of hours “in class,”
- determining from whose budget the virtual charter school is to be paid, and
- choosing a level of funding that is fair for schools with a greatly reduced need for teacher salary and benefits and without physical facilities (“bricks and mortar”).

#### Gaps in Available Information

Most of the EMOs described in the profiles have readily shared information about their companies and the public schools they run.

However, a handful of companies failed to respond to repeated requests for information or for confirmation of information otherwise obtained. For example, Charter School Administrative Services never provided information for any edition of the profiles. The failure of companies to respond to information requests raises an important policy question: should private companies managing public

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

It should also be noted that tracking for-profit schools is a complex issue because of the differing ways EMOs define what a school is. Some EMOs subdivide by range of grades within single facilities and list certain grade ranges as a separate schools. For example, Edison Schools' Granville Public Charter School was a K-11 charter school located in Trenton, New Jersey (closed in 2000 "because of low academic performance"). Although Granville Public Charter School was listed as three schools, the Edison Schools website at the time showed that all three schools had the same address, with two of the three having the same phone number (K-5 and 9-11), and two of the three having the same principal (K-5 and 6-8). In this report a school is defined as being supervised by one principal. For example, if a company counts an elementary and middle school at the same location as two schools, they will be counted as two schools in this report if each school has its own principal, otherwise, it is counted as one school.

The companies profiled represent only those that EPRU/CERU researchers could positively identify as for-profit management companies, and are likely to represent only the larger or more high profile of the many firms that exist. Appendix A contains a list of

companies that were profiled in previous years but were not included in this year’s edition. An uppercase ‘X’ is used in tables to signify information that was not requested for that particular edition of the profiles.

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

The 2003-04 Profiles report is the sixth annual report on for-profit education management companies. Table 1 on the next page indicates the growth in the number of education management companies profiled in each year’s report.

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

School Year	Number of Companies Profiled	Number of Schools Managed by Profiled Companies	Number of States in which Profiled Companies Operate
1998-99	13	135	15
1999-00	20	230	21
2000-01	21	285	22
2001-02	36	368	24*
2002-03	54	406	25**
2003-04	51	463	28***

\*24 states and the District of Columbia

\*\*25 states and the District of Columbia

\*\*\*28 states and the District of Columbia

EPRU/CERU researchers have attempted to insure that the information contained in these profiles is accurate and complete.

Company representatives are encouraged to send corrections and additions to the Education Policy Studies office for inclusion in the next edition of the for-profit school profiles.

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- <sup>8</sup> Henriques, D., & Steinberg, J. (2002, May 15). Operator of public schools in settlement with S.E.C. *The New York Times*.
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<sup>14</sup> Molnar, A., Wilson, G., & Allen, D. (2004, February). Profiles of for-profit education management companies 2003-2004. Education Policy Research Unit [On-line]. Available: <http://www.educationanalysis.org>

<sup>15</sup> Molnar, A., Wilson, G., & Allen, D. (2004, February). Profiles of for-profit education management companies 2003-2004. Education Policy Research Unit [On-line]. Available: <http://www.educationanalysis.org>

<sup>16</sup> Huerta, L. & Gonzales, M. (2004, January 8). Cyber and Home School Charter Schools: How States are Defining New Forms of Public Schooling. National Center for the Study of Privatization in Education. [On-line]. Available: [http://www.ncspe.org/publications\\_files/Paper87.pdf](http://www.ncspe.org/publications_files/Paper87.pdf)

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

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
Chancellor Beacon Academies	Coconut Grove, FL	35	35	17,765	AZ, DC, FL, GA, MA, MI, MO, NY
Charter School Administrative Services	Southfield, MI	15	14	7,046	FL, MI, MO, TX
Charter Schools USA	Fort Lauderdale, FL	15	15	9,093	FL, TX
Edison Schools	New York, NY	109	43	70,441	CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, WI
Helicon Associates	Flat Rock, MI	11	11	4,440	MI
K12, Inc.	McLean, VA	14	10	10,325	AK, AZ, CA, CO, FL, IA, ID, MN, OH, PA, WI
The Leona Group	Phoenix, AZ	41	41	12,617	AZ, IN, MI, OH

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Mosaica Schools	New York, NY	24	21	10,061	AZ, CO, DC, DE, MI, NY, PA
National Heritage Academies	Grand Rapids, MI	39	39	20,936	IN, MI, NC, NY, OH
Richard Milburn High School, Inc.	Salem, MA	18	13	2,520	FL, IL, IN, NC, TX, VA
Sequoia Charter Schools	Mesa, AZ	11	11	1,552	AZ
Victory Schools, Inc.	New York, NY	11	3	5,725	MD, NY, PA
White Hat Management	Akron, OH	30	30	6,149	AZ, OH
<b>Totals: Companies operating 10 or more schools</b>	<b>Total Companies: 13</b>	<b>373</b>	<b>286</b>	<b>178,670</b>	<b>AK, AZ, CA, CO, CT, DC, DE, FL, GA, IA, ID, IL, IN, KS, MA, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, TX, VA, WI</b>

Charter School Administrative Services' student number of 7,046 includes students in 14 of 15 total schools. Edison Schools' student number of 70,441 includes students in 98 of 109 total schools. K12, Inc.'s student number of 10,325 includes students in 10 of 14 total schools. The Leona Groups' student number of 12,617 includes students in 37 of 41 total schools. White Hat Management's student number of 6,149 includes students in 20 of 30 total schools.

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

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
Choice Schools Associates	Grand Rapids, MI	7	7	1,291	MI
Designs for Learning, Inc.	St. Paul, MN	6	6	662	CA, MN
Excel Education Centers, Inc.	Prescott, AZ	8	8	880	AZ
Ideabanc, Inc.	Tucson, AZ	5	5	857	AZ
Nobel Learning Communities	West Chester, PA	4	4	2,002	PA
Ombudsman Educational Service, Ltd.	Liberty, IL	5	5	455	AZ
Pinnacle Education, Inc.	Tempe, AZ	9	9	1,235	AZ

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
SABIS Educational Systems	Eden Prairie, MN	7	7	4,283	AZ, LA, MA, MI, NC, NY, OH
<b>Totals: Companies operating between 4 and 9 schools</b>	Total Companies: 8	51	51	11,665	AZ, CA, LA, MA, MI, MN, NC, NY, OH, PA

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

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
Accelerated Learning Center	Phoenix, AZ	1	1	199	AZ
Accelerated Learning Laboratory	Tucson, AZ	1	1	320	AZ
Allen-Cochran Enterprises	Tempe, AZ	1	1	325	AZ
American Basic Schools, LLC	Mesa, AZ	1	1	480	AZ
APEX Education Systems, Inc.	Phoenix, AZ	1	1	200	AZ
Benjamin Franklin Charter School	Gilbert, AZ	3	3	1,349	AZ
Black Star Educational Management	Oak Park, MI	1	1	229	MI
Bright Beginnings School, Inc.	Chandler, AZ	1	1	400	AZ
Cambridge Academy East, Inc.	Mesa, AZ	1	1	69	AZ
Cesar Chavez Middle Schools, Inc.	Tucson, AZ	1	1	86	AZ
Cornerstone Charter School, Inc.	Phoenix, AZ	1	1	49	AZ

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
Country Gardens Educational Services, LLC	Laveen, AZ	1	1	370	AZ
Desert Springs Academy	Tucson, AZ	2	2	300	AZ
Eastpointe High School, Inc.	Tucson, AZ	2	2	430	AZ
Educational Services, Inc.	Cottonwood, AZ	2	2	103	AZ
GAR, LLC	Tempe, AZ	1	1	43	AZ
General Health Corp.- Arizona Youth Associates	Phoenix, AZ	2	2	310	AZ
Global Education Excellence	Ann Arbor, MI	2	2	551	MI
Heritage Academy, Inc.	Mesa, AZ	1	1	368	AZ
Innovative Teaching Solutions	Detroit, MI	1	1	660	MI
Montessori Charter School of Flagstaff, Inc.	Flagstaff, AZ	1	1	250	AZ
Montessori Schoolhouse of Tucson	Tucson, AZ	1	1	110	AZ

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>States in Which Company Is Operating Public Schools</b>
New West Charter School, Inc.	Tucson, AZ	2	2	105	AZ
ORBIS Management Group, LLC	Clinton Township, MI	1	1	106	MI
ReInventEd, Inc.	Scottsdale, AZ	1	1	47	AZ
Schoolhouse Services and Staffing, Inc.	Detroit, MI	3	3	1,107	MI
Self Development Charter School	Mesa, AZ	1	1	Unknown	AZ
Smart Schools	Brighton, MI	3	3	1,066	MI
Southern Arizona Community Academy, Inc.	Tucson, AZ	1	1	99	AZ
Synergy Training Solutions	Detroit, MI	2	2	337	MI
<b>Totals: Companies operating fewer than 4 schools</b>	Total Companies: 30	39	39	10,068	AZ, MI

10,068 includes students enrolled in schools operated by 29 of 30 total companies.

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**

<b>Totals in This Report</b>	<b>Total Companies</b>	<b>Total Number of Public Schools Operating</b>	<b>Number of Public Schools That Are Charter Schools</b>	<b>Total Number of Students in Schools.</b>	<b>Number of States in which Profiled Companies Operate</b>
	<b>51</b>	<b>463</b>	<b>376</b>	<b>200,403</b>	<b>28 states and the District of Columbia</b>

376 charter schools are only those which have been positively identified as charter schools. It is therefore possible (and likely) that other schools EPSSL was unable to identify are also charter schools, but are not included in that number.  
200,403 students includes students in 433 of 463 total schools.

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

<b>Company Name</b>	<b>Company Location</b>	<b>Total Number of Schools Operating</b>	<b>Number of Schools That Are Virtual Schools</b>	<b>Total Number of Students in Virtual Schools.</b>	<b>States in Which Company Is Operating Virtual Schools</b>
K12, Inc.	McLean, VA	14	14	10,325	AK, AZ, CA, CO, FL, IA, ID, MN, OH, PA, WI
Pinnacle Education, Inc.	Tempe, AZ	9	1	45	AZ
Sequoia Charter Schools	Mesa, AZ	11	1	160	AZ
White Hat Management	Akron, OH	30	1	Unknown	OH

**Note:** Individual information for each virtual school can be found in the operating company's profile. Virtual schools are indicated by the words "virtual school" in parenthesis in the field containing the school name.

<b>Totals: Companies operating virtual schools</b>	Total Companies: 4	64	17	10,530	AK, AZ, CA, CO, FL, IA, ID, MN, OH, PA, WI
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10,530 students includes students in 12 of 17 total schools.

**For-Profit Education Management Organization Profiles  
2003-2004 Directory  
Companies operating 10 or more schools**

## Chancellor Beacon Academies

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

**NOTES:**

- Information updated and confirmed by Fernando Porras of Chancellor Beacon Academies via fax communication on 22 September 2003 and via phone conversation on 4 December 2003.
- Information gathered from Chancellor Beacon Academies websites at [www.beaconedu.com/schools](http://www.beaconedu.com/schools) and at [www.chancelloracademies.com/publicCharter](http://www.chancelloracademies.com/publicCharter) on 23 May 2002, 17-19 June 2002, and 19 June 2003, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 17 June 2002, the Great Schools website at [http://www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 18 October 2002, and the Department of Education websites for the following states: AZ, FL, NC, NY, MI and the District of Columbia.

### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Chancellor Charter School at Bell Canyon	Phoenix, AZ	2001	K-6	590	Yes
Chancellor Charter School at Cortez Park	Phoenix, AZ	2001	K-8	770	Yes
Chancellor Charter School at Sierra Vista	Sierra Vista, AZ	2001	K-8	100	Yes
Chancellor Charter School at West Gilbert	Gilbert, AZ	2001	Pre, K-8	560	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Meridian Public Charter School	Washington, DC	1999	Pre, K-7	550	Yes
Milestones Community School	Palm Bay, FL	1998	5-8	150	Yes
Four Corners Charter School	Davenport, FL	2000	Pre, K-8	1,100	Yes
Kissimmee Charter Elementary School	Kissimmee, FL	2000	Pre, K-5	650	Yes
Chancellor Charter School at Lantana	Lantana, FL	2001	Pre, K-5	480	Yes
Chancellor Charter School at North Lauderdale	North Lauderdale, FL	2001	K-7	650	Yes
Chancellor Charter School at Weston	Weston, FL	2001	Pre, K-5	950	Yes
P.M. Wells Elementary	Kissimmee, FL	2001	Pre, K-8	680	Yes
Stepping Stones Community School	Palm Bay, FL	2001	K-4	200	Yes
Canoe Creek Charter Elementary	St. Cloud, FL	2003	K-7	590	Yes
West Orange Charter Elementary	Oakland, FL	2003	K-5	670	Yes
Chancellor Charter School at Kennesaw	Kennesaw, GA	2003	K-5	390	Yes
Lowell Community Charter School	Lowell, MA	2000	K-8	560	Yes
Pontiac Academy of Excellence	Pontiac, MI	1996	K-8	780	Yes
Renaissance Public School Academy	Mt. Pleasant, MI	1996	K-6	190	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Great Lakes Academy	Pontiac, MI	1997	K-6	340	Yes
Chandler Park Academy - Haverhill	Detroit, MI	1997	8	193	Yes
Chandler Park Academy - Philip	Detroit, MI	1998	7	161	Yes
Chandler Park Academy - Greenfield	Detroit, MI	1999	3-6	140	Yes
White Pine Academy	Leslie, MI	1999	K-8	167	Yes
Conner Creek Academy East	Roseville, MI	1999	K-10	690	Yes
Huron Academy	Sterling Heights, MI	1999	K-9	480	Yes
Conner Creek Academy	Warren, MI	1999	K-10	664	Yes
Chandler Park Academy - Oak Park	Oak Park, MI	2001	Pre, K-2	190	Yes
Southwest Charter School	Kansas City, MO	1999	6-12	570	Yes
Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	Pre, K-4	230	Yes
St. Louis Charter School	St. Louis, MO	2000	K-8	940	Yes
Thurgood Marshall Academy	St. Louis, MO	2000	K-8	1,100	Yes
South Buffalo Charter School	Buffalo, NY	2000	K-7	460	Yes
Central New York Charter School	Syracuse, NY	2000	K-6	590	Yes
COMMUNITY Charter School	Buffalo, NY	2003	K-4	240	Yes

### Discontinued Schools - Chancellor Beacon Academies

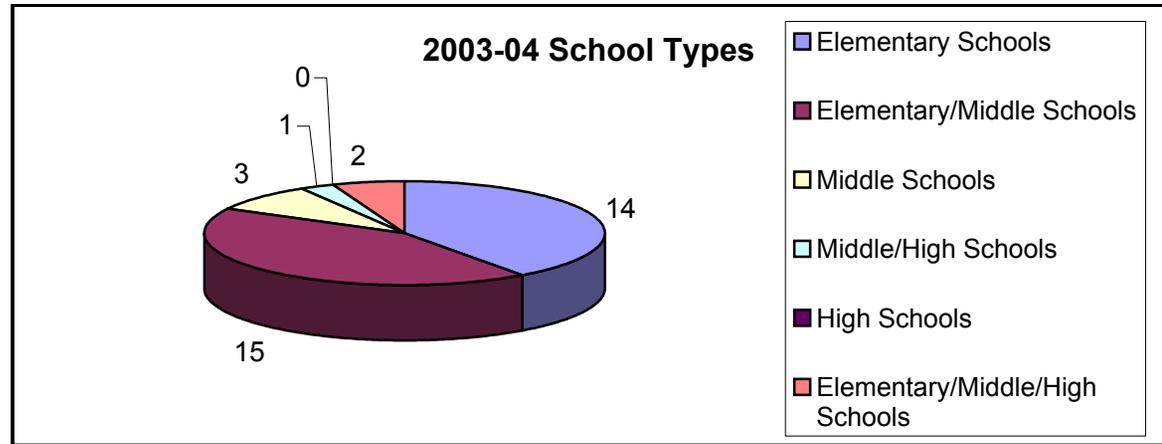
School Name	Location	Year	Reason Discontinued
Options Public Charter School	Washington, DC	2003	School officials terminated management contract with Chancellor Beacon after learning the principal was a felon on probation when the company hired him. Bhatti, J. (2003, May 29). <i>Washington Times</i> .
North Tampa Alternative Charter School	Tampa, FL	2003	Chancellor Beacon asked to be relieved of charter after revealing that they would not be able to make a profit on the school given the current level of funding. Mabe, L. (2003, May 29). <i>St. Petersburg Times</i> .
Murdoch Middle School	Chelmsford, MA	2002	School officials terminated management contract with Chancellor Beacon "citing a desire to save money by operating independently." Vaishnav, A. (2002, Aug. 2). <i>Boston Globe</i> .
Roxbury Prep Charter School	Roxbury, MA	2002	Unknown (media searches conducted 15 December 2003)
Frederick Douglass Charter School	Hyde Park, MA	2002	Unknown (media searches conducted 15 December 2003)
Rising Tide Charter School	Plymouth, MA	2003	School and company came to mutual decision to "split amicably." Hayward, E. (2002, June 16). <i>Boston Herald</i> .
Mystic Valley Regional Charter School	Malden, MA	2003	Unknown (media searches conducted 15 December 2003)
West Michigan Academy of Arts & Academics	Spring Lake, MI	2002	Unknown (media searches conducted 15 December 2003)
Detroit Community High School	Detroit, MI	2002	Unknown (media searches conducted 15 December 2003)
The Learning Center	Byron Center, MI	2003	Unknown (media searches conducted 15 December 2003)
Island City Academy	Eaton Rapids, MI	2003	Unknown (media searches conducted 15 December 2003)
Landmark Academy	Kimball, MI	2003	Unknown (media searches conducted 15 December 2003)
Muskegon Technical Academy	Muskegon, MI	2003	Unknown (media searches conducted 15 December 2003)
Engelmann School of the Arts and Sciences	Claremont, NC	2002	Unknown (media searches conducted 15 December 2003)

### Discontinued Schools - Chancellor Beacon Academies

School Name	Location	Year	Reason Discontinued
Guion S. Bluford Elementary School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Roberto Clemente Middle School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Samuel H. Daroff Elementary	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Philip H. Sheridan School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .
Shoemaker Middle School	Philadelphia, PA	2003	Philadelphia school systems chief executive, Paul Vallas, dismissed Chancellor contract, noting that "the company had not performed up to expectations." AP (2003, June 20). <i>CNN.com</i> .

# Chancellor Beacon Academies

	2003-04
Elementary Schools	14
Elementary/Middle Schools	15
Middle Schools	3
Middle/High Schools	1
High Schools	0
Elementary/Middle/High Schools	2

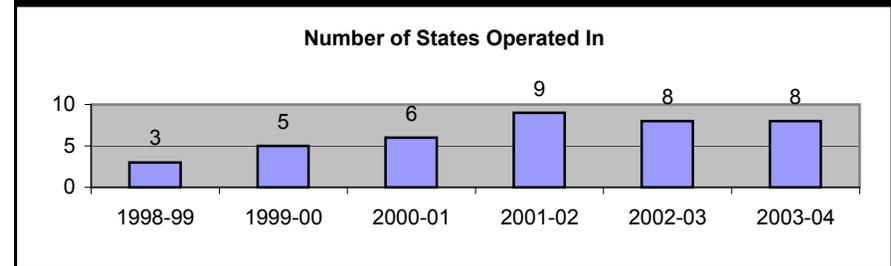
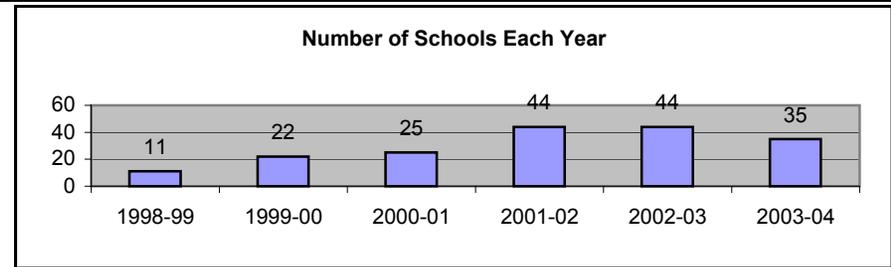


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	11	22	25	44	44	35

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

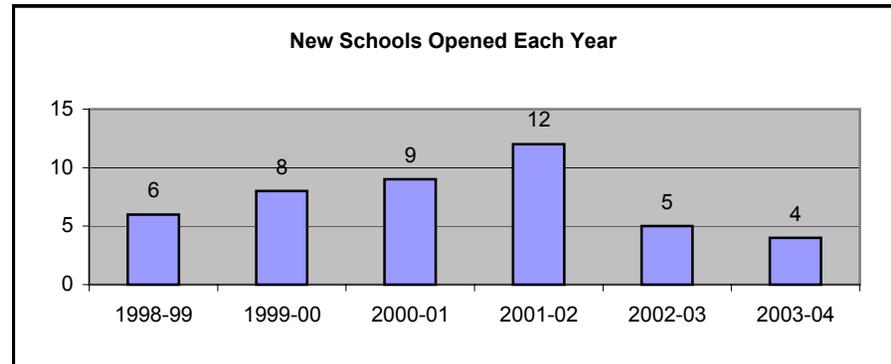
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	3	5	6	9	8	8

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

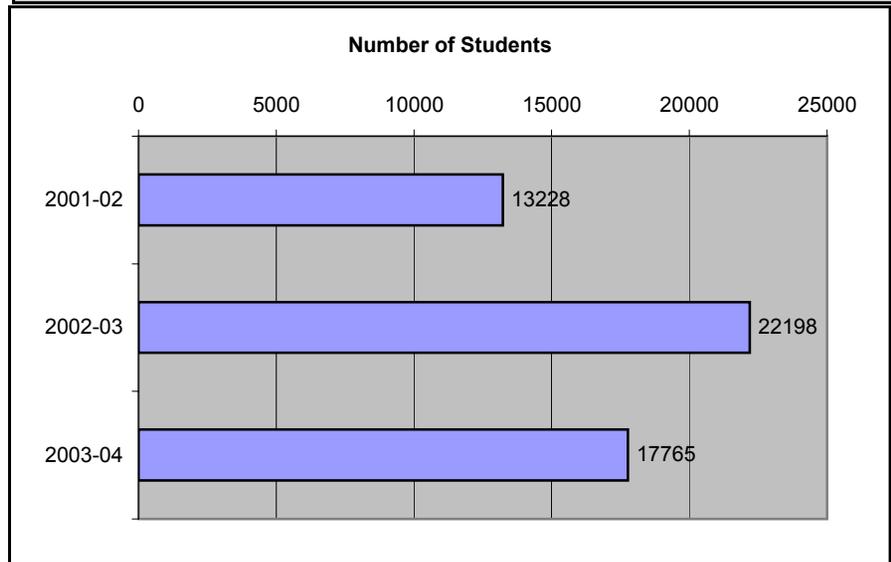


## Chancellor Beacon Academies

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	6	8	9	12	5	4



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	13,228	22,198	17,765



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

**Charter School Administrative Services**

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Charter School Administrative Services did not respond to these multiple requests.
- Information gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 29 May 2002 and 5 August 2003, the Texas Department of Education website at <http://askted.tea.state.tx.us/tsd2002/tsd/all.pdf> on 29 May 2002 and 6 August 2003, the Missouri Department of Education website at [www.lx.org/csp/kcacc.html](http://www.lx.org/csp/kcacc.html) on 29 May 2002, as well as the U.S. Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 18 October 2002.
- Additional information listed was compiled from the following: Brooks, P. (1999, Dec. 2). "Austin charter school clears out," *Austin American-Statesman*; Brown, M. (1999, Nov. 2). "Two charter schools struggle to survive," *The Tampa Tribune*; Schiller, D. (2000, Jan. 9). "Charter firm stands behind school; Company says Dallas campus will stay open," *The Dallas Morning News*; "Silence in the halls." (1999, Dec. 4). *Austin-American-Statesman*.

**Schools**

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

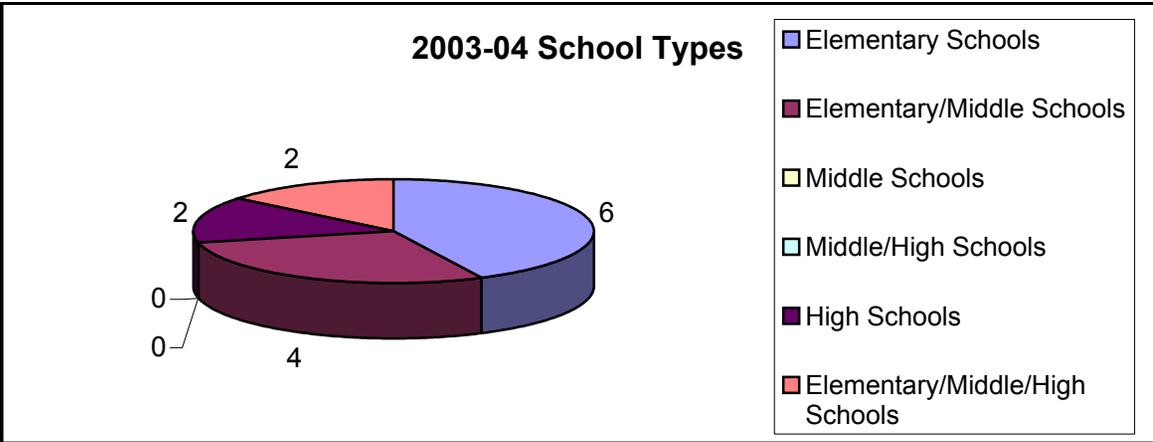
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Academy of Oak Park	Ferndale, MI	1995	K-12	1,459	Yes
Academy of Southfield	Southfield, MI	1995	K-6	500	Yes
Academy of Westland	Westland, MI	1996	K-6	348	Yes
Academy of Michigan	Oak Park, MI	1997	9-12	397	Yes
Cherry Hill School of Performing Arts	Inkster, MI	1999	K-12	1,250	Yes
Academy of Inkster	Inkster, MI	1999	9-12	80	Yes
Academy of Flint	Flint, MI	1999	K-8	504	Yes
Academy of Kansas City	Kansas City, MO	Unknown	K-8	342	Yes
Academy of Dallas	Dallas, TX	1998	K-7	249	Yes
Bexar County Academy	San Antonio, TX	1998	K-6	115	Yes
Academy of Beaumont	Beaumont, TX	1998	K-6	183	Yes
Academy of Houston	Houston, TX	1997	K-6	589	Yes

### Discontinued Schools - Charter School Administrative Services

School Name	Location	Year	Reason Discontinued
Academy of Austin	Austin, TX	1999	Closed due to "Facility Problems." Brooks, P. (1999, Dec. 2). "Austin charter school clears out," <i>Austin American-Statesman</i> .

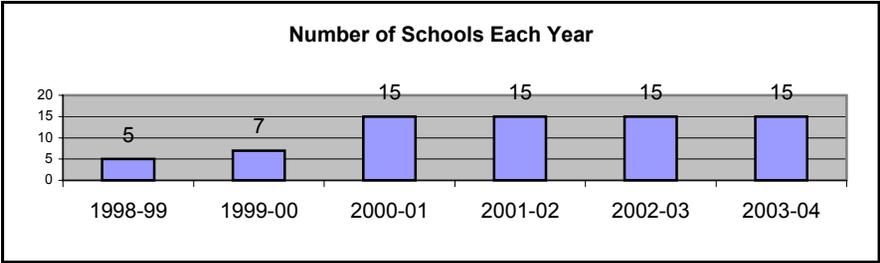
# Charter School Administrative Services

	2003-04
Elementary Schools	6
Elementary/Middle Schools	4
Middle Schools	0
Middle/High Schools	0
High Schools	2
Elementary/Middle/High Schools	2

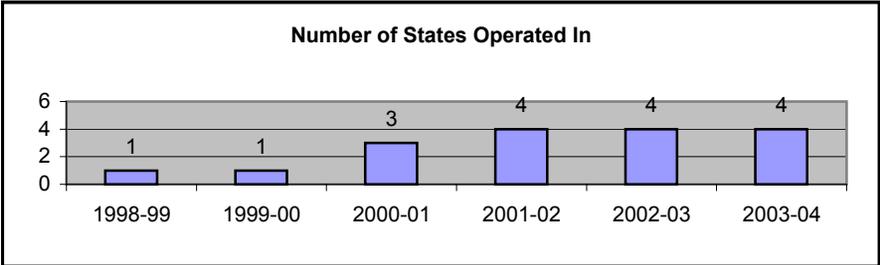


This graph includes information for 14 of 15 schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	5	7	15	15	15	15



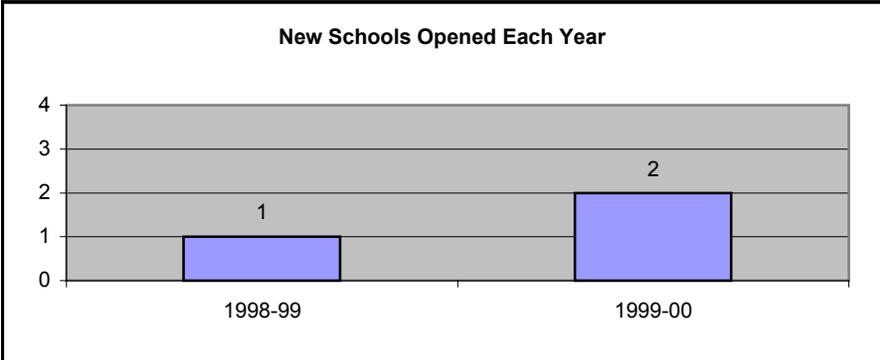
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	1	1	3	4	4	4



# Charter School Administrative Services

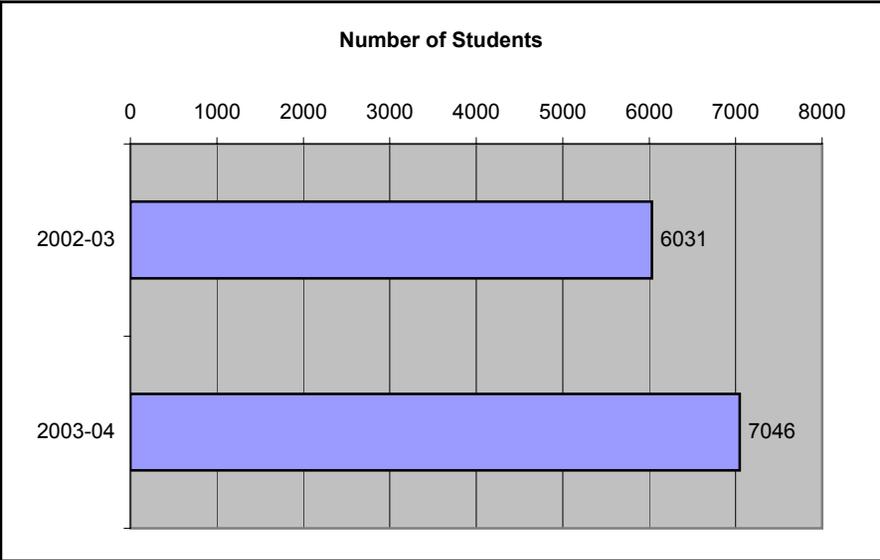
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	1	2	U	U	U	U

"U" here indicates Unknown



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	Unknown	6,031	7,046

6,031 in 2002-03 includes students in 11 of 15 schools. 7,046 in 2003-04 includes students in 14 of 15 schools



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## Charter Schools USA

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

**NOTES:**

- Information confirmed by Karen Korb of Charter Schools USA via e-mail communication on 25 November 2003.
- Information gathered from the Charter Schools USA website at [www.charterschoolsusa.com](http://www.charterschoolsusa.com) on 24 May 2002 and 19 June 2003, the Florida Department of Education Website at [www.firn.edu/doe/choice/list.pdf](http://www.firn.edu/doe/choice/list.pdf) on 28 June 2002, the US Securities and Exchange Commission website at [www.sec.gov/edgar/searchedgar/companysearch.html](http://www.sec.gov/edgar/searchedgar/companysearch.html) on 19 July 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 18 October 2002, and updated with information from Charter Schools USA via fax communication on 16 December 2002.

### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Ryder Elementary Charter School	Miami, FL	1999	K-5	500	Yes
Coral Springs Charter School	Coral Springs, FL	1999	6-12	1,600	Yes
vanKara North County Charter School	Opa-Locka, FL	2001	K-5	290	Yes
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-4	200	Yes

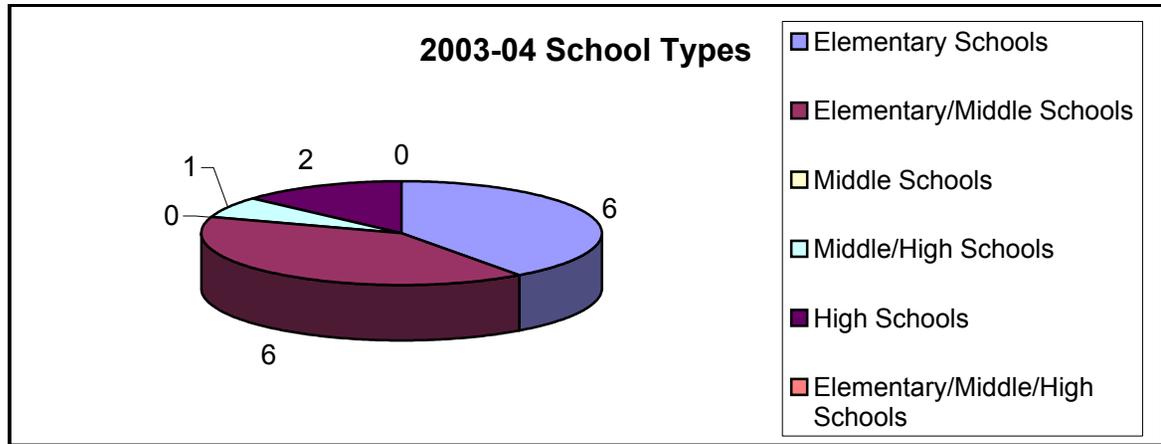
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Bay Haven Charter Academy	Panama City, FL	2001	K-8	805	Yes
Northeast Academy	North Miami Beach, FL	2001	K-5	210	Yes
Parkway Academy	Miramar, FL	2001	9-12	464	Yes
Downtown Miami Charter School	Miami, FL	2002	K-5	500	Yes
Bonita Springs Charter School	Bonita Springs, FL	2002	K-8	900	Yes
Delray Youth Vocational Charter School	Delray Beach, FL	2002	9-12	25	Yes
Lehigh Charter School	Fort Myers, FL	2003	K-8	975	Yes
Keys Gate Charter School	Homestead, FL	2003	K-8	1,100	Yes
Aventure Charter Elementary	Aventura, FL	2003	K-5	500	Yes
Midland Academy Charter School	Midland, TX	2001	K-8	388	Yes
New Frontiers Charter School	San Antonio, TX	2001	K-9	636	Yes

### Discontinued Schools - Charter Schools USA

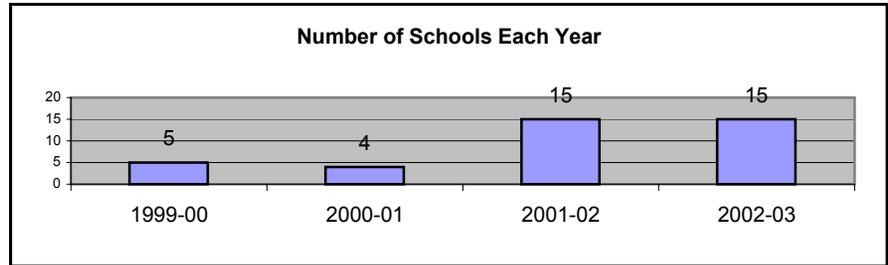
School Name	Location	Year	Reason Discontinued
North Lauderdale Academy High School	North Lauderdale, FL	2003	Unknown (media searches conducted 15 December 2003)
McCullough Academy of Excellence	Austin, TX	2002	Unknown (media searches conducted 15 December 2003)
Oak Cliff Academy	Dallas, TX	2003	Unknown (media searches conducted 15 December 2003)
Houston Gateway Academy	Houston, TX	2003	Unknown (media searches conducted 15 December 2003)
Cumberland Academy	Tyler, TX	2003	Unknown (media searches conducted 15 December 2003)

# Charter Schools USA

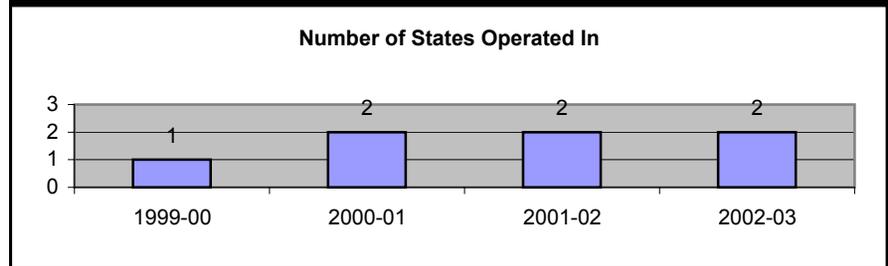
	2003-04
Elementary Schools	6
Elementary/Middle Schools	6
Middle Schools	0
Middle/High Schools	1
High Schools	2
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	NA	5	4	15	15	15

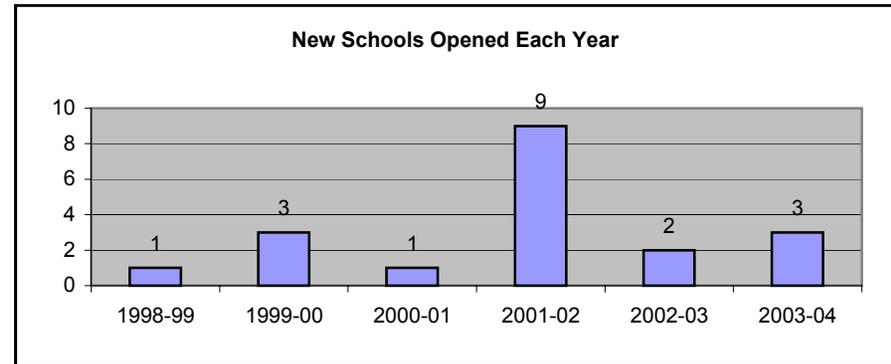


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	NA	1	2	2	2	2

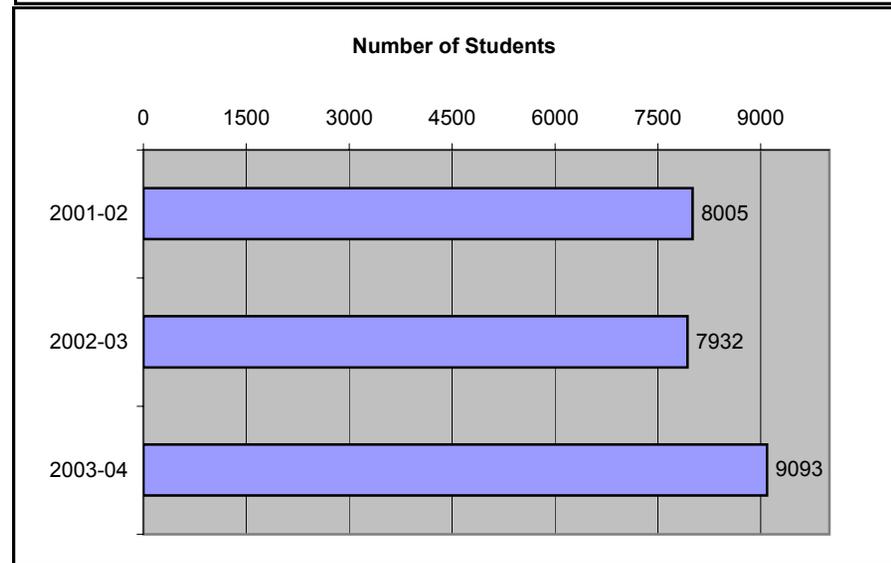


# Charter Schools USA

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	1	3	1	9	2	3



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	8,005	7,932	9,093



**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 10 or more schools

## Edison Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
521 5th Ave. 15th Fl. New York, NY 10175	Voice- 212-419-1600 Fax- 212-419-1604	www.edisonschools.com	1992	Private	Profitable

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Edison Schools did not respond to these multiple requests.
- Information gathered from the Edison Schools website at [www.edisonschools.com/schools/schools.asp](http://www.edisonschools.com/schools/schools.asp) on 21-23 May 2002, 5 September 2002, and 18-19 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1, 3, 18, and 22 October 2002 and 16 December 2003, the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 19 December 2002, and the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 15 August 2002.

## Schools

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

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Edison McNair Academy	East Palo Alto, CA	1998	4-8	552	Yes
Edison Brentwood Academy	East Palo Alto, CA	1998	K-3	597	Yes
Edison - Bethune Charter Academy	Fresno, CA	1999	K-6	622	Yes
Starr King - Edison Academy	Long Beach, CA	2000	K-5	1,174	No
Roosevelt - Edison Charter School	Colorado Springs, CO	1996	K-5	717	Yes
Academy - Edison Elementary School	Colorado Springs, CO	1998	K-5	645	No
Emerson - Edison Partnership School	Colorado Springs, CO	1997	6-8	722	Yes
Wyatt - Edison Charter School	Denver, CO	1998	K-7	665	Yes
Wintergreen Interdistrict Magnet School	Hamden, CT	1998	K-8	594	No
Edison - Friendship Public Charter School (Chamberlain Campus)	Washington, DC	1998	K-5	2,069	Yes
Edison - Friendship Public Charter School (Woodridge Campus)	Washington, DC	1998	K-5	Unknown	Yes
Edison - Friendship Public Charter School (Blow Pierce Campus)	Washington, DC	1999	6-8	Unknown	Yes
Edison Friendship Senior Acad.- Carter G. Woodson Campus	Washington, DC	2000	9-12	Unknown	Unknown
SE Academy for Scholastic Excellence (LearnNow Division)	Washington, DC	2001	K-8	623	Yes
Thomas A. Edison Charter School	Wilmington, DE	2000	K-8	834	Yes
Henry S. Reeves Elementary School	Miami, FL	1996	K-5	1,175	No

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Charles R. Drew Charter School	Atlanta, GA	2000	K-8	240	Yes
Jefferson - Edison Elementary School	Davenport, IA	1999	K-5	495	No
Franklin - Edison School	Peoria, IL	1999	K-4	696	No
Northmoor-Edison School	Peoria, IL	1999	K-4	502	No
Chicago International Charter School - Longwood Campus	Chicago, IL	1999	K-12	149	Yes
Loucks Edison Junior Academy	Peoria, IL	2000	5-8	508	No
Feitshans - Edison	Springfield, IL	2000	K-6	612	No
Rolling Acres Junior Academy	Peoria, IL	2001	5-8	291	No
Jeremiah Gray - Edison Elementary School	Indianapolis, IN	2002	K-5	Unknown	Unknown
Dodge - Edison Elementary School	Wichita, KS	1995	K-5	630	No
Jardine - Edison Junior Academy	Wichita, KS	1996	6-8	838	No
Seven Hills Charter School	Worcester, MA	1996	K-8	664	Yes
Montebello Elementary	Baltimore, MD	2000	Pre, K-6	699	No
Gilmor Elementary	Baltimore, MD	2000	Pre, K-6	486	No
Furman Templeton Elementary	Baltimore, MD	2000	Pre, K-6	448	No
Williams - Edison Partnership School	Flint, MI	1997	K-5	549	No

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Garfield - Edison Partnership School	Flint, MI	1997	K-5	507	Yes
Detroit Academy of Arts and Sciences	Detroit, MI	1997	K-5	2,200	Yes
Detroit - Edison Public School Academy	Detroit, MI	1998	K-8	1,097	Yes
Washington - Edison Partnership School	Battle Creek, MI	1998	K-6	356	No
Wilson - Edison Partnership School	Battle Creek, MI	1998	K-6	259	No
Edison - Perdue Academy	Pontiac, MI	1998	K-7	1,144	No
Southwestern Edison Junior Academy	Battle Creek, MI	1999	7-8	277	No
YMCA Service Learning Academy	Detroit, MI	1999	K-5	1,057	Yes
Edison-Oakland Public School Academy	Ferndale, MI	1999	K-8	840	Yes
Flint Northwestern Comm. High School Edison Partnership	Flint, MI	1999	6-10	1,016	No
Blanchett Middle School	Inkster, MI	2000	6-8	386	No
Meek - Milton Primary Academy	Inkster, MI	2000	Pre, K-2	315	No
Baylor Woodson	Inkster, MI	2000	K-5	756	No
Inkster High School	Inkster, MI	2000	9-12	358	No
Detroit Academy of Arts and Sciences, Medbury Campus	Detroit, MI	2001	6-10	1,156	Yes
Duluth - Edison Partnership Schools	Duluth, MN	1997	K-8	217	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
HOPE Community Academy (LearnNow Division)	St. Paul, MN	2001	K-4	455	Yes
Woodland - Edison Classical Academy	Kansas City, MO	1999	K-5	444	No
Allen - Edison Village School	Kansas City, MO	1999	K-8	452	Yes
Westport Edison Middle Academy	Kansas City, MO	1999	6-8	938	Yes
Westport Edison Senior Academy	Kansas City, MO	1999	9-12	938	Yes
Derrick Thomas Academy	Kansas City, MO	2002	K-5	Unknown	Unknown
Swift Creek - Edison Elementary	Whitakers, NC	1999	K-5	435	No
Schomburg Charter School	Jersey City, NJ	2000	K-5	433	Yes
Charles I. West - Edison Junior Academy	Las Vegas, NV	2001	6-8	1,603	No
Lincoln - Edison Elementary	Las Vegas, NV	2001	K-5	770	No
Crestwood - Edison Elementary	Las Vegas, NV	2001	K-5	904	No
Ann T. Lynch - Edison Elementary	Las Vegas, NV	2001	K-5	978	No
Cahlan - Edison Elementary	Las Vegas, NV	2001	K-5	908	No
C.C.Ronnow - Edison Elementary	Las Vegas, NV	2001	K-5	1,081	No
John S. Park - Edison Elementary	Las Vegas, NV	2001	K-5	899	No
The Charter School of Science & Technology	Rochester, NY	2000	K-9	Unknown	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
New Covenant Charter School	Albany, NY	2000	K-6	Unknown	Yes
Harriet Tubman Charter (LearnNow Division)	Bronx, NY	2001	K-3	Unknown	Yes
Charter School for Applied Technologies	Buffalo, NY	2001	K-6	Unknown	Yes
Stepping Stone Academy Charter School	Buffalo, NY	2001	K-5	Unknown	Yes
Riverhead Charter School	Riverhead, NY	2001	K-6	Unknown	Yes
The Dayton Academy	Dayton, OH	1999	K-5	973	Yes
Dayton View Academy	Dayton, OH	2000	K-5	624	Yes
The Renaissance Academy	Phoenixville, PA	2000	K-11	731	Yes
Lincoln - Edison Charter School	York, PA	2000	K-5	726	Yes
Chester High School (LearnNow Division)	Chester, PA	2001	9-12	1,621	No
Smedley Middle School (LearnNow Division)	Chester, PA	2001	6-8	523	No
Stetser Elementary (LearnNow Division)	Chester, PA	2001	K-5	284	No
Showalter Edison Junior Academy	Chester, PA	2001	5-8	448	No
Pulaski Edison Junior Academy	Chester, PA	2001	5-8	560	No
Wetherill Edison Elementary	Chester, PA	2001	K-5	337	No
Main Street Edison Academy	Upland, PA	2001	K-8	460	No

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
William Penn Edison Elementary	Chester, PA	2001	K-4	467	No
Columbus Edison Elementary	Chester, PA	2001	K-5	1,022	No
Mariana Bracetti Academy Charter (LearnNow Division)	Philadelphia, PA	2001	6-11	601	Yes
Stoddart - Fleisher Middle School	Philadelphia, PA	2002	6-8	372	No
Ludlow Elementary School	Philadelphia, PA	2002	K-8	507	No
Sulzberger Middle School	Philadelphia, PA	2002	6-8	923	No
Barratt Middle School	Philadelphia, PA	2002	5-8	812	No
Locke Elementary School	Philadelphia, PA	2002	K-5	508	No
Tilden Middle School	Philadelphia, PA	2002	5-8	1,341	No
Shaw Middle School	Philadelphia, PA	2002	5-8	797	No
Munoz - Marin Elementary School	Philadelphia, PA	2002	K-8	759	No
Kelley Elementary School	Philadelphia, PA	2002	K-6	427	No
Morton - McMichael Elementary	Philadelphia, PA	2002	K-8	607	No
Harrity Elementary School	Philadelphia, PA	2002	K-5	696	No
Waring Elementary School	Philadelphia, PA	2002	K-5	291	No
Anderson Elementary School	Philadelphia, PA	2002	K-5	545	No

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	854	No
Alcorn Elementary School	Philadelphia, PA	2002	K-8	1,152	No
Kenderton Elementary School	Philadelphia, PA	2002	K-8	761	No
Gillespie Middle School	Philadelphia, PA	2002	6-8	896	No
Stetson Middle School	Philadelphia, PA	2002	5-8	1,094	No
Potter - Thomas Elementary School	Philadelphia, PA	2002	K-7	708	No
Comegys Elementary School	Philadelphia, PA	2002	K-5	532	No
Milwaukee Science Academy	Milwaukee, WI	2000	Pre, K-8	917	Yes
Milwaukee Urban League Academy of Business and Economics	Milwaukee, WI	2001	K-5	566	Yes

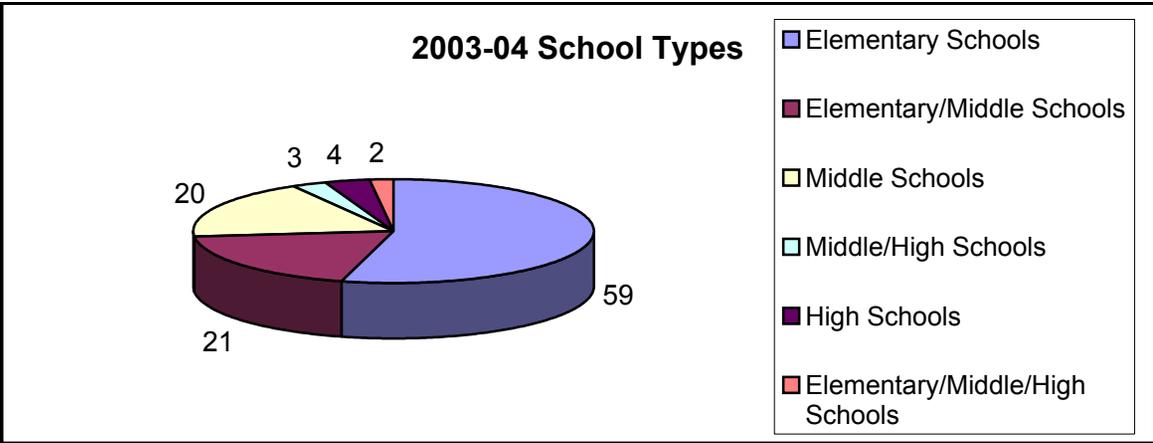
### Discontinued Schools - Edison Schools

School Name	Location	Year Discont.	Reason Discontinued
Timberview-Edison Elementary	Colorado Springs, CO	2000	Lack of enrollment. "Edison School to Close." (2000, Dec. 15). <i>Denver Rocky Mountain News</i> .
Community Academy Public Charter (LearnNow Division)	Washington, DC	2003	Unknown (media searches conducted 16 December 2003)
Martin Luther King Jr.-Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools. "Edison's Future in Bibb Unclear." (2002, July 24). <i>The Macon Telegraph</i> .
Riley - Edison	Macon, GA	2002	Contract ties severed by Bibb County Public Schools. "Edison's Future in Bibb Unclear." (2002, July 24). <i>The Macon Telegraph</i> .
Edison - Isley Partnership School	Wichita, KS	2002	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned."(2002, Feb. 3). <i>Wichita Eagle</i> .
Edison - Ingalls Partnership School	Wichita, KS	2002	Declining enrollment, high teacher turnover, and unimpressive test scores led Wichita School Board to take school back over. "Teachers: Edison Was Warned."(2002, Feb. 3). <i>Wichita Eagle</i> .
Boston Renaissance Charter School	Boston, MA	2002	School officials ended their contract after their expectations for student achievement improvement were not met. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Unknown (media searches conducted 16 December 2003)
Mount Clemens Junior & Senior Academy	Mt. Clemens, MI	2002	Unknown (media searches conducted 16 December 2003)
Dr. Martin Luther King Jr. Academy	Mt. Clemens, MI	2002	Unknown (media searches conducted 16 December 2003)
The Edison Project - PPL School	Minneapolis, MN	2002	Unknown (media searches conducted 16 December 2003)
Minnesota Institute of Technology (LearnNow Division)	St. Paul, MN	2002	Unknown (media searches conducted 16 December 2003)
Granville Charter High School	Trenton, NJ	2002	Contract not renewed because of low academic performance. "Edison's Role in City Gets Murky." (2001, Dec. 24). <i>Philadelphia Inquirer</i> .
Washington Elementary School	Sherman, TX	2000	Unable to fulfill contract promises. "No Class." (2000, Jan. 27). <i>Dallas Observer</i> .

School Name	Location	Year	Reason Discontinued
Dillingham Intermediate School	Sherman, TX	2000	Unable to fulfill contract promises. "No Class." (2000, Jan. 27). <i>Dallas Observer</i> .
Elm Creek Elementary School	Atascosa, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." (2001, May/June). <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001.
Kriewald Road Elementary School	San Antonio, TX	2002	Too expensive to maintain contract with Edison. "Reading, Writing, and Revenue." (2001, May/June). <a href="http://www.motherjones.com/magazine/MJ01/edison.html">www.motherjones.com/magazine/MJ01/edison.html</a> May/June 2001.
Stewart - Edison Junior Academy	Tyler, TX	2003	Unknown (media searches conducted 16 December 2003)
Blair - Edison	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Edward Titche Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Henderson Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Maple Lawn Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Hernandez Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
Medrano Elementary	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .
John W. Runyon	Dallas, TX	2003	Student achievement gains at Edison run schools in Dallas did not pace gains made by students in surrounding schools. O'Reilly, B. (2002, Dec. 9). <i>Fortune</i> .

# Edison Schools

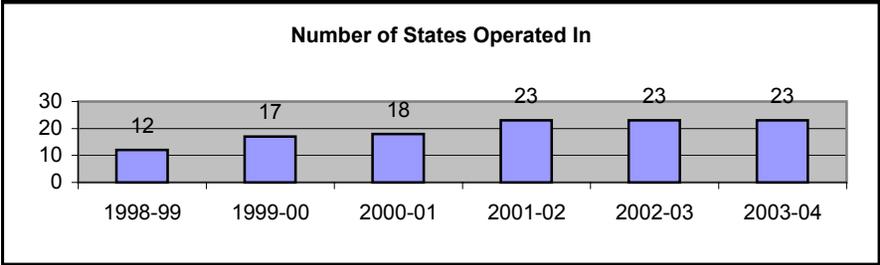
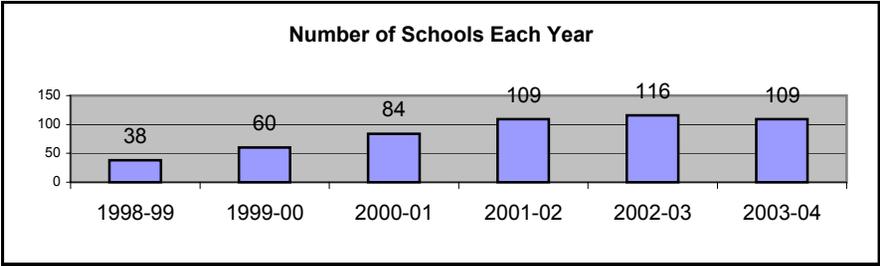
	2003-04
Elementary Schools	59
Elementary/Middle Schools	21
Middle Schools	20
Middle/High Schools	3
High Schools	4
Elementary/Middle/High Schools	2



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	38	60	84	109	116	109

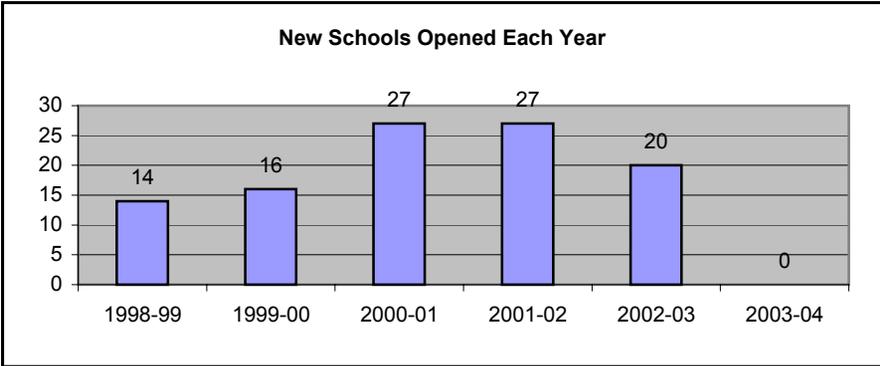
According to EPSL counting techniques, Edison Schools currently operates 109 schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	12	17	18	23	23	23

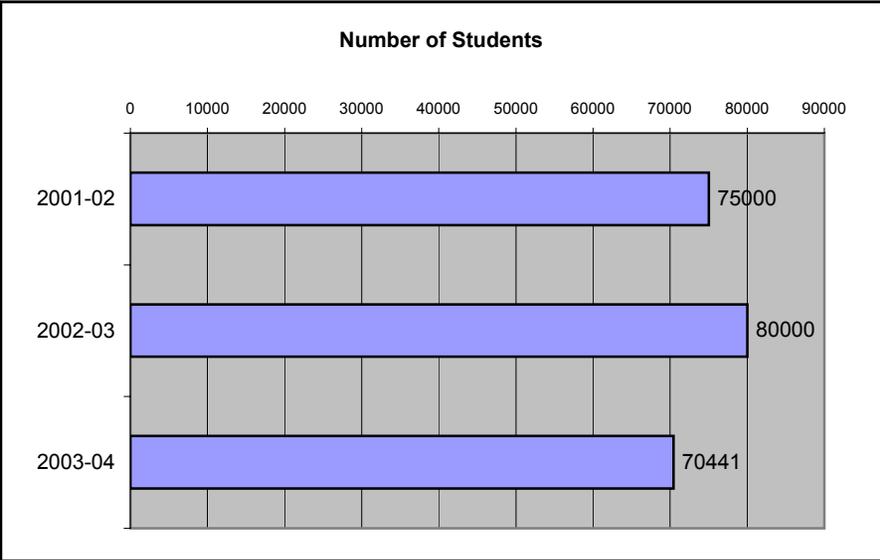


# Edison Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	14	16	27	27	20	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	75,000	80,000	70,441



70,441 includes students in 98 of 109 schools.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

## Helicon Associates

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

**NOTES:**

- Information updated and confirmed by Anne Gregory of Helicon Associates via e-mail communication on 25 September 2003.
- Information gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 3 and 17 June 2002.

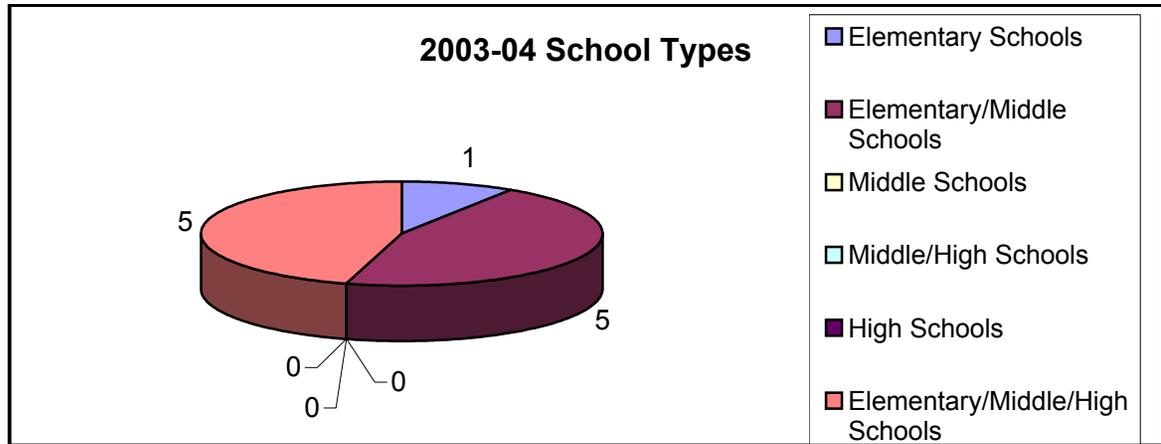
### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Pansophia Academy	Coldwater, MI	1995	K-12	210	Yes
Thomas Gist Academy	Inkster, MI	1995	K-8	400	Yes
Michigan Automotive Academy	Romulus, MI	1995	K-12	725	Yes
Summit Academy	Flat Rock, MI	1996	K-12	465	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sauk Trail Academy	Hillsdale, MI	1997	K-8	95	Yes
New Bedford Academy	Lambertville, MI	1998	K-8	140	Yes
Summit Academy North	Romulus, MI	1998	K-12	1,100	Yes
Will Carleton Public School Academy	Hillsdale, MI	1998	K-11	210	Yes
George Washington Carver Academy	Highland Park, MI	1999	K-7	640	Yes
Marshall Academy	Marshall, MI	2000	K-9	300	Yes
Mt. Clemens Montessori Academy	Mt. Clemens, MI	2003	K-5	155	Yes

# Helicon Associates

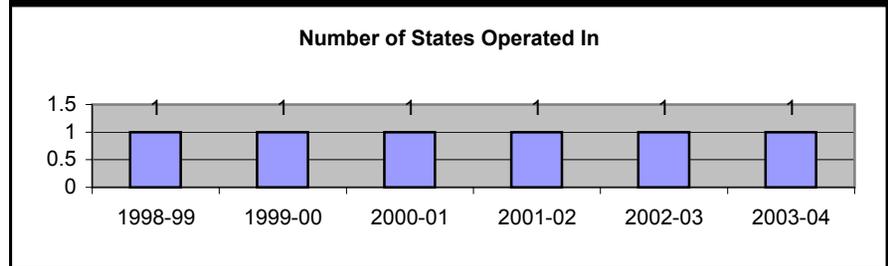
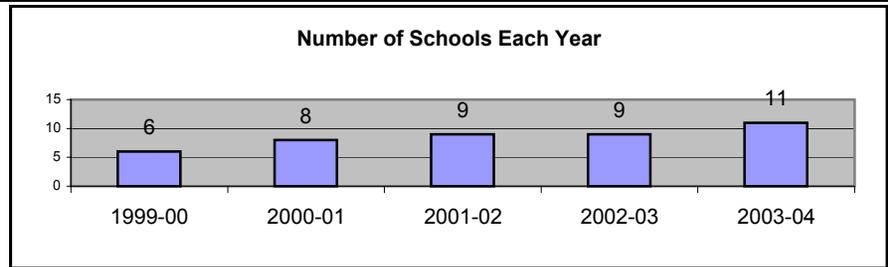
	2003-04
Elementary Schools	1
Elementary/Middle Schools	5
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	5



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	U	6	8	9	9	11

"U" here indicates Unknown

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	1	1	1	1	1	1

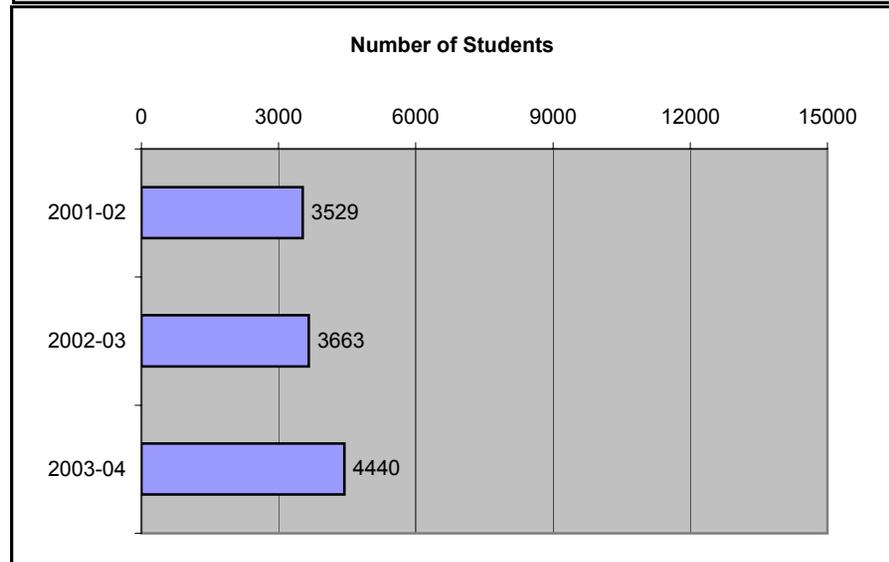
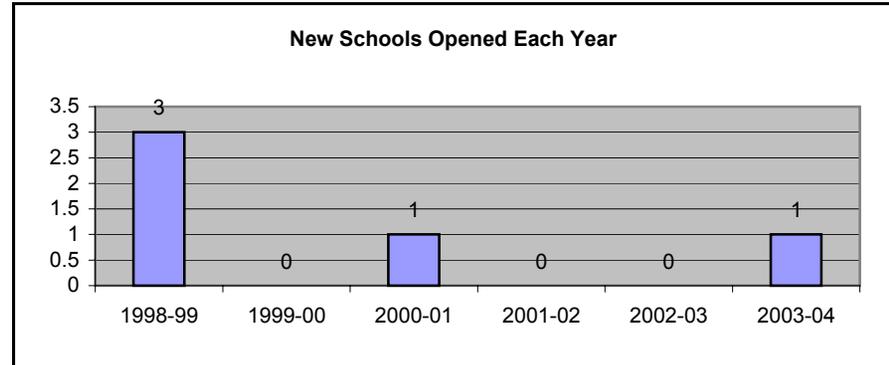


# Helicon Associates

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	3	0	1	0	0	1

Number of new schools opened does not match increase in total number of school in cases where EPSL discovers schools after year opened

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	3,529	3,663	4,440



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

**K12, Inc.**

<b>Address</b>	<b>Telephone</b>	<b>Web Address</b>	<b>Year Founded</b>	<b>Privately Held/Publicly Traded</b>	<b>Profitability</b>
8000 Westpark Dr. Suite 500 McLean, VA 22102	Voice- 703-748-4005 Fax- 703-748-1273	<a href="http://www.k12.com">www.k12.com</a>	1999	Private	Unknown

**NOTES:**

- Information updated and confirmed by Gregg Vanourek of K12, Inc. via e-mail communication on 12 December 2003.
- Information gathered from the K12, Inc. website at [http://www.k12.com/virtual\\_academy/participating\\_schools.html](http://www.k12.com/virtual_academy/participating_schools.html) on 14 October 2003.

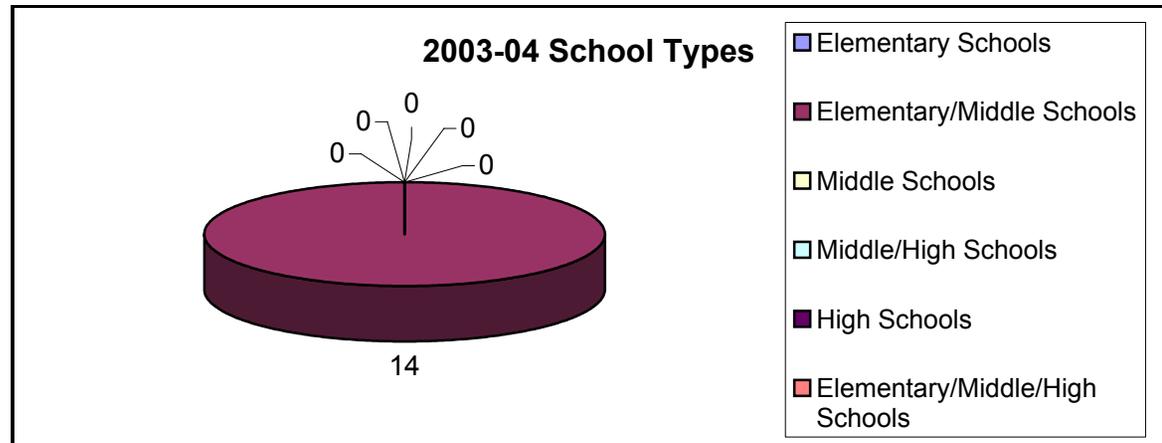
**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Arizona Virtual Academy (virtual school)	Arizona	2003	K-7	300	Yes
Arkansas Virtual School (virtual school)	Arkansas	2002	K-7	400	No
California Virtual Academy at Kern (virtual school)	Kern, CA	2002	K-7	Unknown	Yes
California Virtual Academy at Kings (virtual school)	Kings, CA	2002	K-7	Unknown	Yes
California Virtual Academy at San Diego (virtual school)	San Diego, CA	2002	K-7	Unknown	Yes

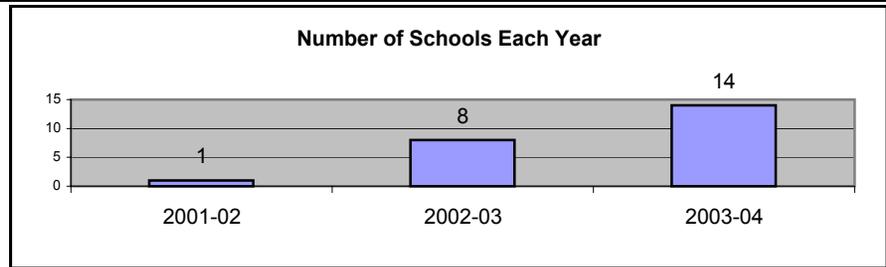
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
California Virtual Academy at Jamestown (virtual school)	Jamestown, CA	2002	K-7	Unknown	Yes
Colorado Virtual Academy (virtual school)	Colorado	2001	K-7	1,600	Yes
Florida Virtual Academy (virtual school)	Florida	2003	K-8	350	No
Idaho Virtual Academy (virtual school)	Idaho	2002	K-7	1,800	Yes
Iowa Virtual School Program (virtual school)	Iowa	2003	K-7	25	No
Minnesota Virtual Academy (virtual school)	Minnesota	2002	K-7	250	No
Ohio Virtual Academy (virtual school)	Ohio	2002	K-7	2,000	Yes
Pennsylvania Virtual Charter School (virtual school)	Pennsylvania	2001	K-7	3,200	Yes
Wisconsin Virtual Academy (virtual school)	Wisconsin	2003	K-7	400	Yes

# K12, Inc.

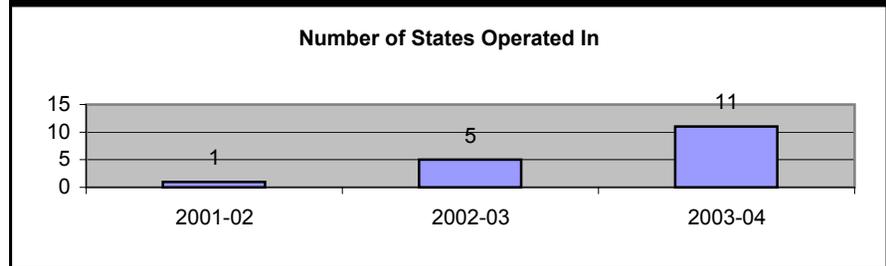
	2003-04
Elementary Schools	0
Elementary/Middle Schools	14
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	NA	NA	NA	1	8	14

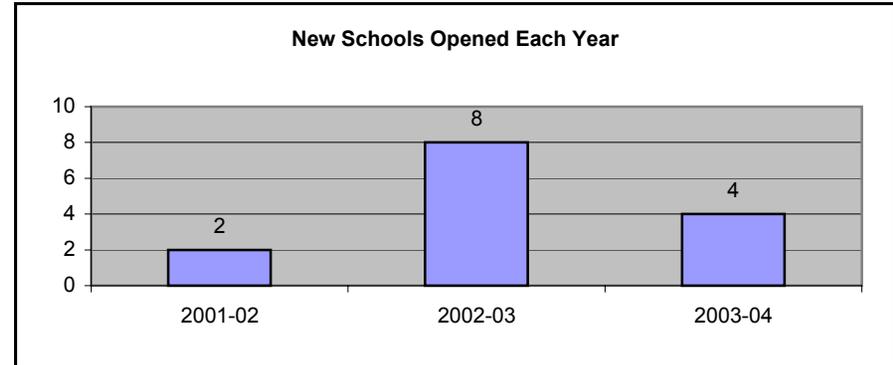


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	NA	NA	NA	1	5	11

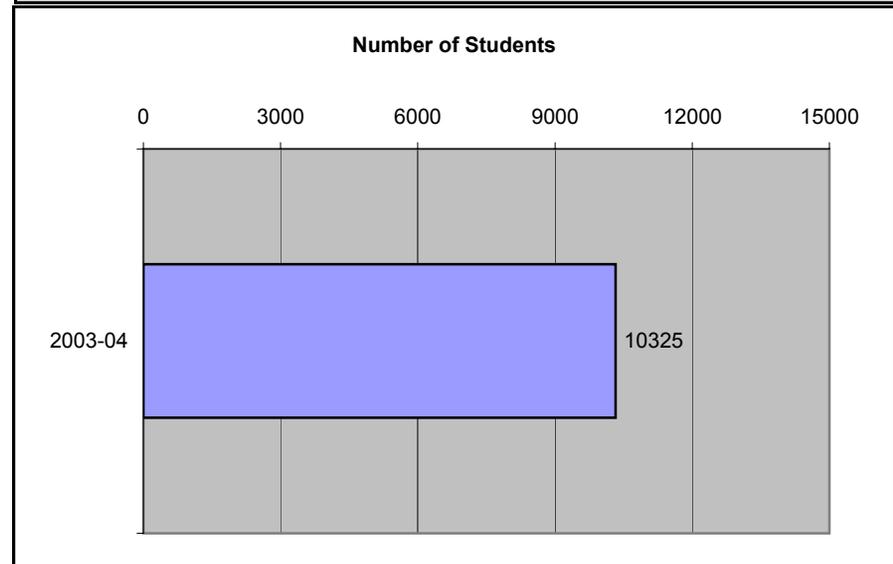


# K12, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	NA	NA	NA	2	8	4



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	NA	NA	NA	Unknown	Unknown	10,325



10,325 includes students in 10 of 14 schools.

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## The Leona Group

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
1313 E. Osborn Rd. Suite 100 Phoenix, AZ 85014	<b>Voice- 602-953-2933</b> <b>Fax- 602-953-0831</b>	<a href="http://www.leonagroup.com">www.leonagroup.com</a>	<b>1996</b>	<b>Private</b>	<b>Profitable</b>

**NOTES:**

- Information updated and confirmed by Paul Wright of Leona Group via telephone communication on 26 September 2003.
- Information gathered from Leona Group, LLC website at [www.leonagroupaz.com/schools.html](http://www.leonagroupaz.com/schools.html), the Arizona Department of Education website at [www.ade.state.az.us/CharterSchools/Search/SiteList.asp](http://www.ade.state.az.us/CharterSchools/Search/SiteList.asp), and the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 28 May 2002, and the Great Schools website at [www.greatschools.net](http://www.greatschools.net) on 1 November 2002.

### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Sun Valley High School	Mesa, AZ	1997	9-12	973	Yes
Tucson Accelerated High School	Tucson, AZ	1997	9-12	480	Yes
Apache Trail High School	Apache Junction, AZ	1997	9-12	205	Yes
West Phoenix High School	Phoenix, AZ	1997	9-12	900	Yes
Tempe Accelerated High School	Tempe, AZ	1997	9-12	430	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Summit High School	Phoenix, AZ	1998	9-12	515	Yes
Maya High School	Phoenix, AZ	1998	9-12	480	Yes
Estrella High School	Avondale, AZ	1999	9-12	460	Yes
Peoria Accelerated High School	Peoria, AZ	1999	9-12	421	Yes
Ocotillo High School	Phoenix, AZ	1999	9-12	360	Yes
El Dorado High School	Chandler, AZ	1999	9-12	217	Yes
Desert Hills High School	Gilbert, AZ	1999	9-12	400	Yes
APEX Academy	Apache Junction, AZ	2001	6-8	30	Yes
Sun Valley Middle School	Mesa, AZ	2001	6-8	40	Yes
Alta Vista High School	Tucson, AZ	2003	9-12	425	Yes
Southpointe High School	Phoenix, AZ	2003	9-12	400	Yes
Timothy L. Johnson Academy	Fort Wayne, IN	2002	K-5	215	Yes
TriValley Academy of Arts and Education	Muskegon, MI	1995	K-8	292	Yes
Navigator Academy	Kalamazoo, MI	1996	K-6	50	Yes
Cesar Chavez Academy Elementary	Detroit, MI	Unknown	K-5	Unknown	Yes
Cesar Chavez Academy Middle	Detroit, MI	Unknown	6-8	Unknown	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Cesar Chavez Academy High	Detroit, MI	Unknown	9-10	Unknown	Yes
Walter French Academy	Lansing, MI	1996	Pre, K-12	670	Yes
Academy for Business and Technology	Dearborn Heights, MI	1997	6-12	394	Yes
William C. Abney Academy	Grand Rapids, MI	1998	K-6	175	Yes
Francis Reh Academy	Saginaw, MI	1998	K-8	342	Yes
Pierre Toussaint Academy	Detroit, MI	1998	K-8	398	Yes
Voyageur Academy	Detroit, MI	1998	K-8	345	Yes
Charlotte Forten Academy	Detroit, MI	1998	Ages 12-18	170	Yes
George Crockett Academy	Detroit, MI	1998	K-8	348	Yes
New City Academy	Lansing, MI	1999	K-6	82	Yes
Northridge Academy	Flint, MI	1999	K-8	431	Yes
Hope of Detroit Academy	Detroit, MI	1999	K-8	353	Yes
Joy Preparatory Academy	Detroit, MI	1999	K-4	174	Yes
Allen Academy	Detroit, MI	1999	K-8	475	Yes
Beacon International Academy	Detroit, MI	1999	K-5	279	Yes
Consortium College Preparatory Academy	Detroit, MI	Unknown	7-9	Unknown	Yes

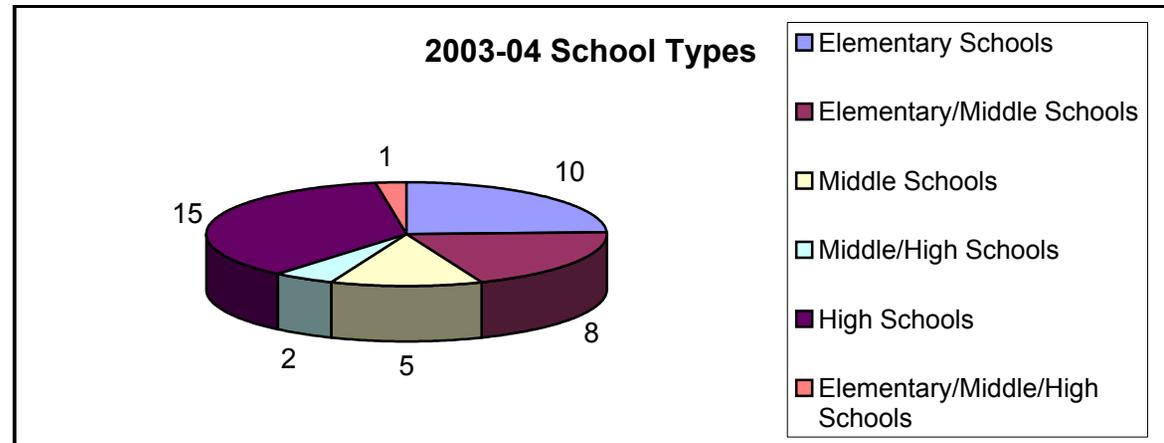
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-6	150	Yes
Eagle Academy	Toledo, OH	2002	K-5	280	Yes
Lake Erie Academy	Toledo, OH	2002	K-3	98	Yes
Toledo Accelerated Academy	Toledo, OH	2002	6-9	160	Yes

### Discontinued Schools - The Leona Group

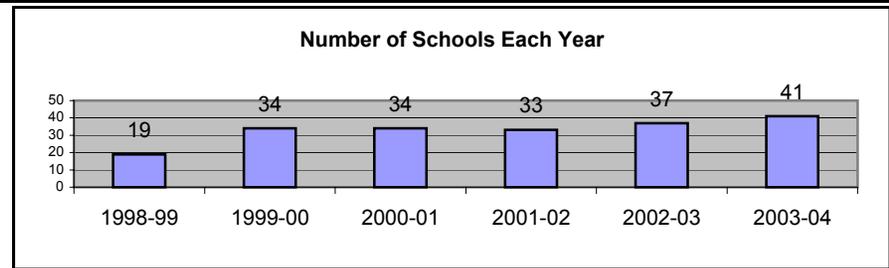
School Name	Location	Year	Reason Discontinued
Woodward Academy	Detroit, MI	2003	Unknown (media searches conducted 15 December 2003)

# The Leona Group

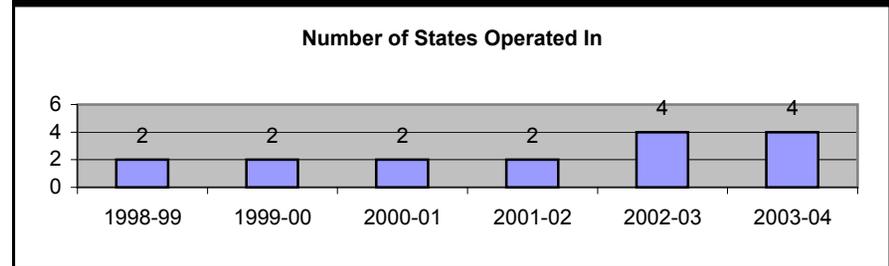
	2003-04
Elementary Schools	10
Elementary/Middle Schools	8
Middle Schools	5
Middle/High Schools	2
High Schools	15
Elementary/Middle/High Schools	1



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	19	34	34	33	37	41

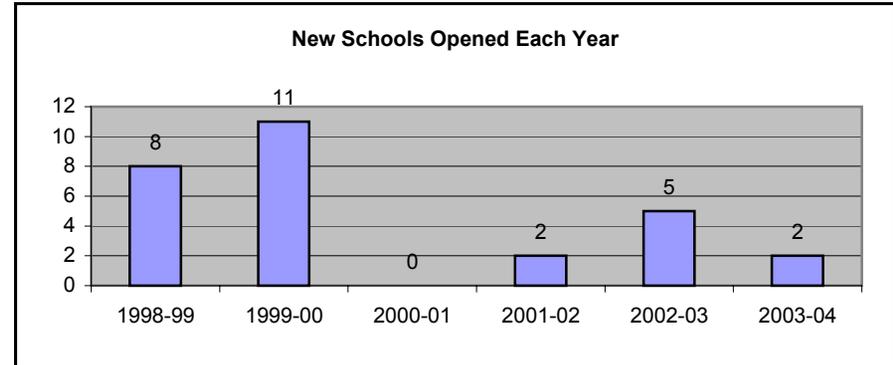


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	2	2	2	2	4	4

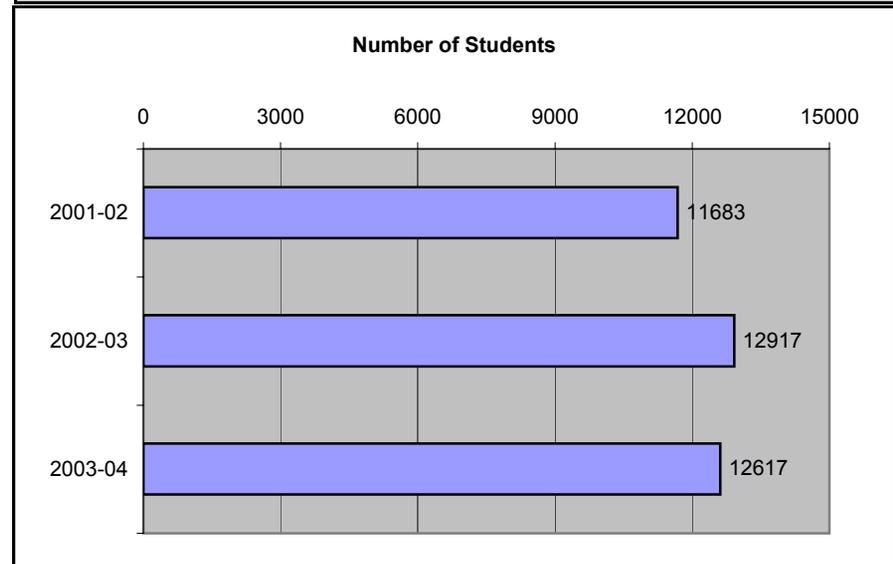


# The Leona Group

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	8	11	0	2	5	2



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	11,683	12,917	12,617



12,617 in 2003-04 includes students in 37 of 41 schools

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## Mosaica Schools

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
61 Broadway Suite 2924 New York, NY 10006	Voice- 212-232-0305 Fax- 212-232-0309	www.mosaica education.com	1997	Private	Unknown

**NOTES:**

- Information confirmed by Irene Cooper of Mosaica Schools via fax communication on 22 October 2003.
- Information gathered from the Mosaica Schools website at www.mosaicaeducation.com on 30 May, and 14 June 2002, the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 30 May 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 8 October 2002, the Department of Education websites from the following states: AZ, CO, DE, GA, NC, NJ, PA, and the District of Columbia, and updated with information from Mosaica Schools via fax communication on 9 December 2002.
- Mosaica Schools refused to provide profitability information.

### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	875	Yes
Denver Arts & Technology Academy	Denver, CO	2000	K-7	342	Yes
Arts & Technology Academy	Washington, DC	1999	K-6	615	Yes
Howard Road Academy	Washington, DC	1999	K-6	599	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Marion T. Academy	Wilmington, DE	2000	K-8	612	Yes
Academy of Dover	Dover, DE	2003	Unknown	411	Yes
Charter School of the Dunes	Gary, IN	2003	K-5	421	Yes
Mosaica Academy of Saginaw	Saginaw, MI	1997	K-8	296	Yes
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	389	Yes
Capital Area Academy	Lansing, MI	1999	K-8	209	Yes
Center Academy	Flint, MI	1999	K-8	363	Yes
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	457	Yes
Benton Harbor Charter School	Benton Harbor, MI	2000	K-7	510	Yes
Pontiac Public School Academy	Pontiac, MI	2001	K-6	382	Yes
Ojibway Public Charter School	Brimley, MI	2003	Unknown	81	Unknown
Jackson Arts & Technology Academy	Jackson, MI	2003	Unknown	122	Unknown
Richfield Public School Academy	Flint, MI	2003	Unknown	247	Unknown
Bay County Public School Academy	Bay City, MI	2001	K-6	354	Yes
Our World Neighborhood Charter School	Astoria, NY	2002	K-5	502	Yes
Renaissance Advantage Charter School	Philadelphia, PA	1999	K-7	615	Yes

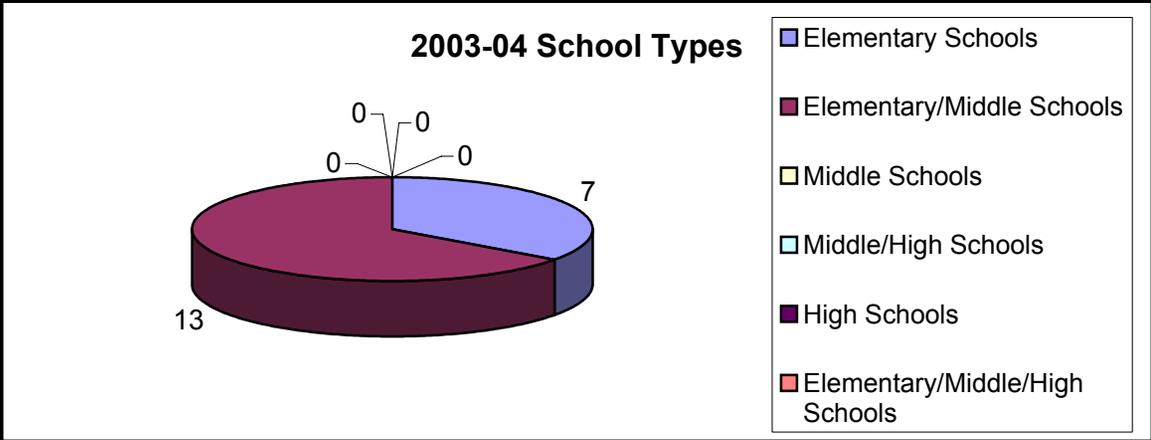
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Ronald H. Brown Charter School	Harrisburg, PA	2000	K-8	358	Yes
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-7	600	Yes
Graystone Academy	South Coatesville, PA	2002	K-6	507	Yes
Fell Charter School	Simpson, PA	2002	K-7	194	Yes

### Discontinued Schools - Mosaica Schools

School Name	Location	Year	Reason Discontinued
Victory Charter School	East Point, GA	2002	Unknown (media searches conducted 15 December 2003)
Sugar Creek Charter School	Charlotte, NC	2002	Unknown (media searches conducted 15 December 2003)
Liberty Academy Charter School	Jersey City, NJ	2002	Unknown (media searches conducted 15 December 2003)
New Horizons Community Charter School	Newark, NJ	2002	Unknown (media searches conducted 15 December 2003)
George Washington Carver Academy	Highland Park, MI	2003	Unknown (media searches conducted 15 December 2003)
Detroit Advantage Academy	Detroit, MI	2003	Mosaica was fired after board members complained that the company "wasn't making promised improvements." "Substandard Charters Fail 17,000 Pupils." (2003, Oct. 26). WZZM13.

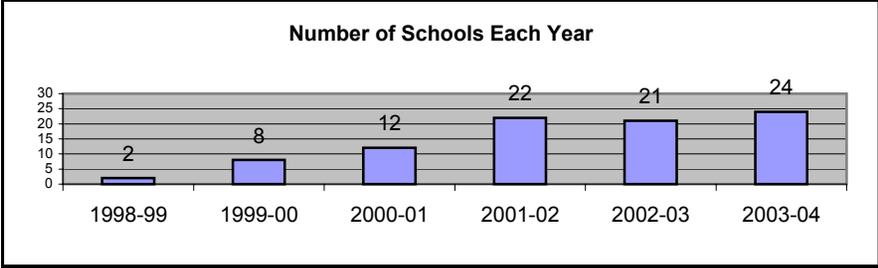
# Mosaica Schools

	2003-04
Elementary Schools	7
Elementary/Middle Schools	13
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0

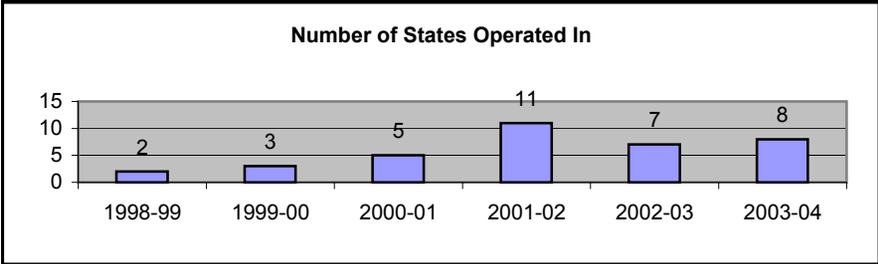


This graph includes information for 20 of 24 schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	2	8	12	22	21	24

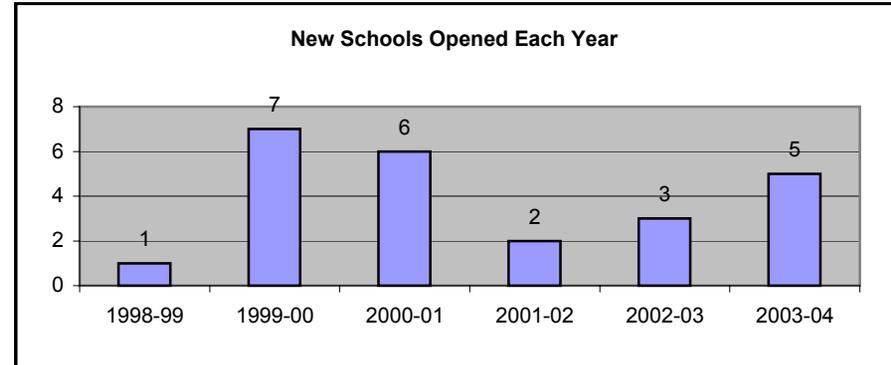


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	2	3	5	11	7	8

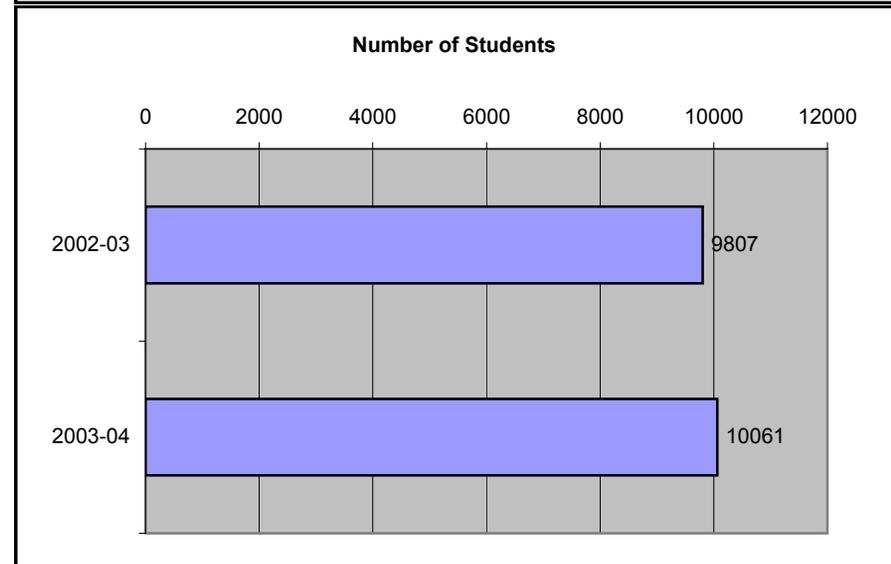


# Mosaica Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	1	7	6	2	3	5



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	Unknown	9,807	10,061



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## National Heritage Academies

Address	Telephone	Web Address	Year Founded	Privately Held/Publicly Traded	Profitability
989 Spaulding Ave. SE Grand Rapids, MI 49546	Voice- 616-222-1700 Fax- 616-222-1701	www.heritage academies.com	1995	Private	Profitable

**NOTES:**

- Information updated and confirmed by Kellie Hoerner of National Heritage Academies via e-mail communication on 30 September 2003.
- Information gathered from National Heritage Academies website at <http://www.heritageacademies.com/academies.htm> on 29 May 2002 and 25 June 2003, as well as the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> on 29 May 2002.

### Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Andrew J. Brown Academy	Indianapolis, IN	2003	K-6	385	Yes
Excel Charter Academy	Grand Rapids, MI	1995	K-8	652	Yes
Vanderbilt Charter Academy	Holland, MI	1996	K-8	445	Yes
Vanguard Charter Academy	Wyoming, MI	1996	K-8	624	Yes
Vista Charter Academy	Grand Rapids, MI	1996	K-8	589	Yes

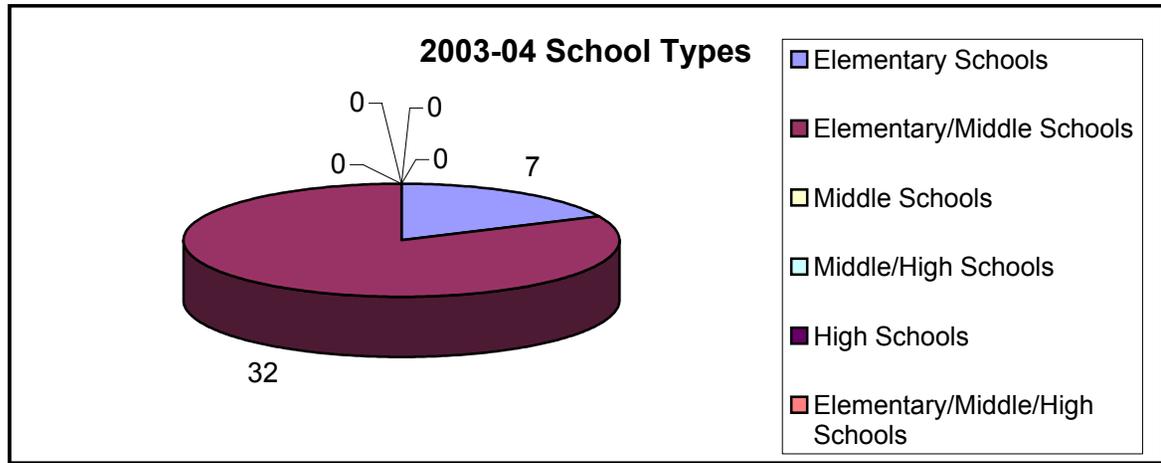
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	675	Yes
Walker Charter Academy	Walker, MI	1997	K-8	627	Yes
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	575	Yes
Eagle Crest Charter Academy	Holland, MI	1997	K-8	596	Yes
Endeavor Charter Academy	Springfield, MI	1998	K-8	638	Yes
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	548	Yes
Paragon Charter Academy	Jackson, MI	1998	K-8	515	Yes
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	578	Yes
Timberland Charter Academy	Muskegon, MI	1998	K-8	596	Yes
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	684	Yes
Walton Charter Academy	Pontiac, MI	1999	K-8	679	Yes
Burton Glen Charter Academy	Burton, MI	1999	K-8	631	Yes
Linden Charter Academy	Flint, MI	1999	K-8	679	Yes
Windemere Park Charter Academy	Lansing, MI	1999	K-8	624	Yes
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	570	Yes
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	567	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Canton Charter Academy	Canton, MI	2000	K-8	680	Yes
Metro Charter Academy	Romulus, MI	2000	K-8	628	Yes
Warrendale Charter Academy	Detroit, MI	2001	K-8	571	Yes
Detroit Merit Charter Academy	Detroit, MI	2002	K-7	518	Yes
Hamtramck Academy	Hamtramck, MI	2003	K-5	283	Yes
Keystone Academy	Belleville, MI	2003	K-6	339	Yes
Forsyth Academies	Winston-Salem, NC	1999	K-8	610	Yes
Greensboro Academy	Greensboro, NC	1999	K-8	721	Yes
Research Triangle Charter Academy	Durham, NC	2000	K-8	678	Yes
PreEminent Charter School	Raleigh, NC	2000	K-7	507	Yes
Queen's Grant Community School	Charlotte, NC	2002	K-7	554	Yes
Rochester Leadership Academy Charter School	Rochester, NY	2000	K-8	567	Yes
Southside Charter School	Syracuse, NY	2002	K-7	252	Yes
Brooklyn Excelsior Charter School	Brooklyn, NY	2003	K-5	212	Yes
Buffalo United Charter School	Buffalo, NY	2003	K-5	237	Yes
North Dayton School of Discovery	Dayton, OH	2002	K-7	487	Yes

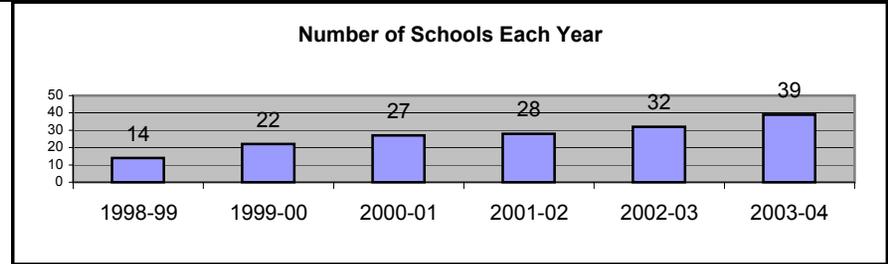
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Pathway School of Discovery	Dayton, OH	2003	K-6	267	Yes
Alliance Academy of Cincinnati	Cincinnati, OH	2003	K-6	348	Yes

# National Heritage Academies

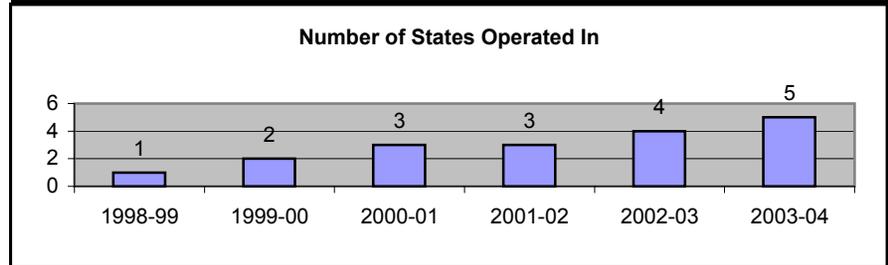
	2003-04
Elementary Schools	7
Elementary/Middle Schools	32
Middle Schools	0
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	14	22	27	28	32	39

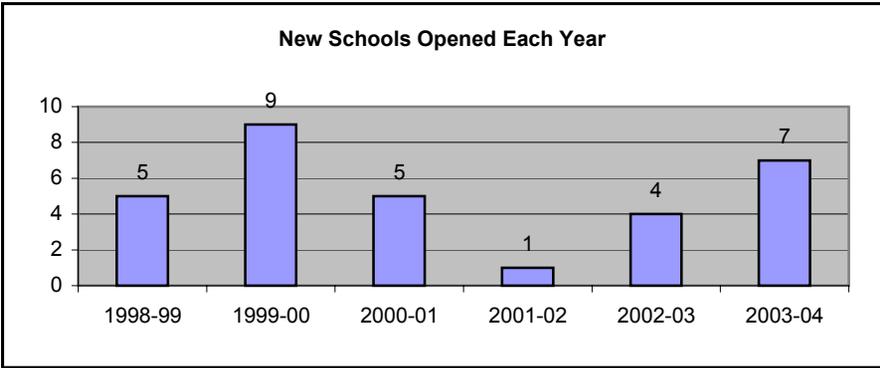


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	1	2	3	3	4	5

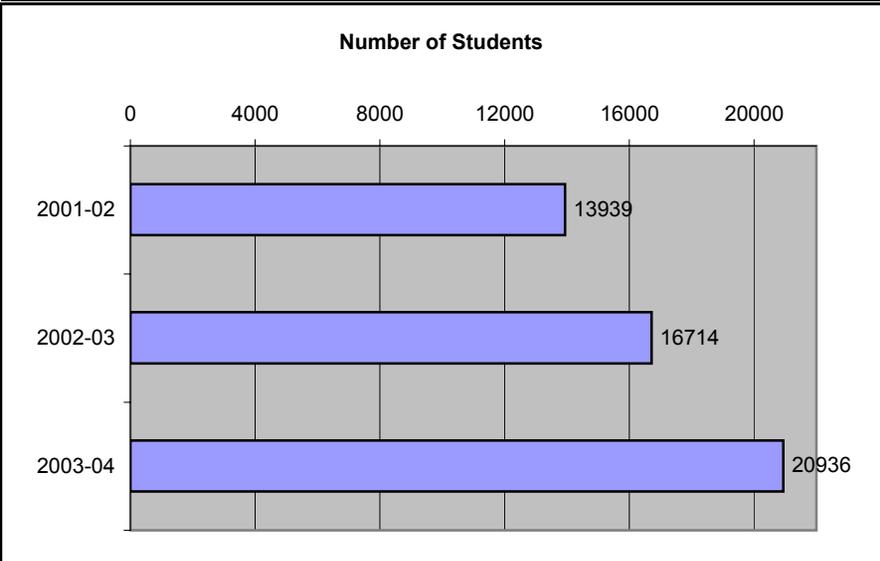


## National Heritage Academies

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	5	9	5	1	4	7



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	NA	NA	NA	13,939	16,714	20,936



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

**Richard Milburn High School, Inc.**

<b>Address</b>	<b>Telephone</b>	<b>Web Address</b>	<b>Year Founded</b>	<b>Privately Held/Publicly Traded</b>	<b>Profitability</b>
27 Congress St. Suite 204 Salem, MA 01970	Voice- 978-741-7161 Fax- 978-741-0414	www.rmhs.org	1975	Private	Profitable

**NOTES:**

- Information updated and confirmed by Robert Crosby of Richard Milburn High School, Inc. via postal letter on 15 October 2003.
- Information provided by Robert Crosby of Richard Milburn High School, Inc. via postal letter on 15 October 2003.

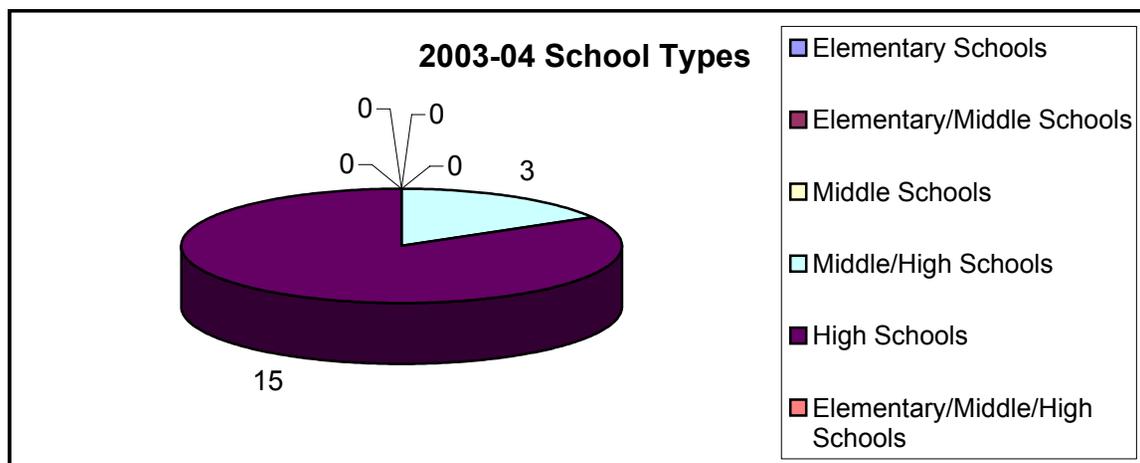
**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
RMA - Bradenton	Bradenton, FL	2000	9-12	275	Yes
RMA - Fort Myers	Fort Myers, FL	2000	9-12	125	Yes
RMA - New Port Richey	New Port Richey, FL	2000	9-12	100	Yes
RMA - Sarasota	Sarasota, FL	2000	9-12	100	Yes

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
RMHS - Chicago	Chicago, IL	1997	9-12	80	No
RMHS - Fort Wayne	Fort Wayne, IN	1996	9-12	110	No
RMHS - Wake County	Raleigh, NC	1996	6-12	130	No
RMA - Corpus Christi	Corpus Christi, TX	1998	9-12	150	Yes
RMA - Killeen	Killeen, TX	1998	9-12	180	Yes
RMA - Midland	Midland, TX	1998	9-12	170	Yes
RMA - Amarillo	Amarillo, TX	2000	9-12	125	Yes
RMA - Beaumont	Beaumont, TX	2000	9-12	150	Yes
RMA - Lubbock	Lubbock, TX	2000	9-12	125	Yes
RMA - Fort Worth	Fort Worth, TX	2003	9-12	100	Yes
RMA - Houston	Houston, TX	2003	9-12	100	Yes
RMA - Odessa	Odessa, TX	2003	9-12	150	Yes
RMHS - Fairfax County	Alexandria, VA	1994	7-12	150	No
RMHS - Prince William County	Alexandria, VA	1989	7-12	200	No

# Richard Milburn High School, Inc.

	2003-04
Elementary Schools	0
Elementary/Middle Schools	0
Middle Schools	0
Middle/High Schools	3
High Schools	15
Elementary/Middle/High Schools	0

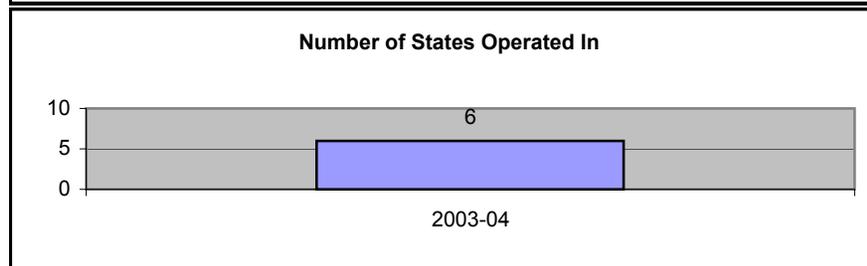
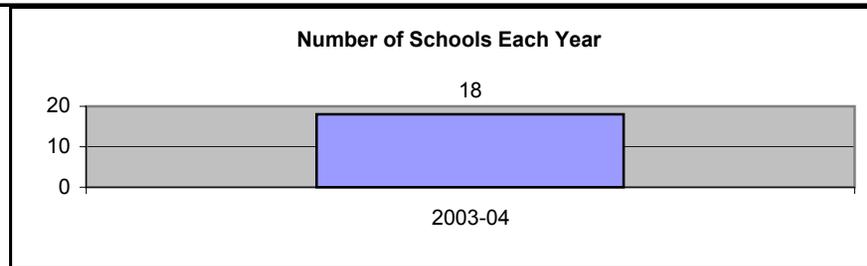


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	U	U	U	U	U	18

"U" here indicates Unknown

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	U	U	U	U	U	6

"U" here indicates Unknown

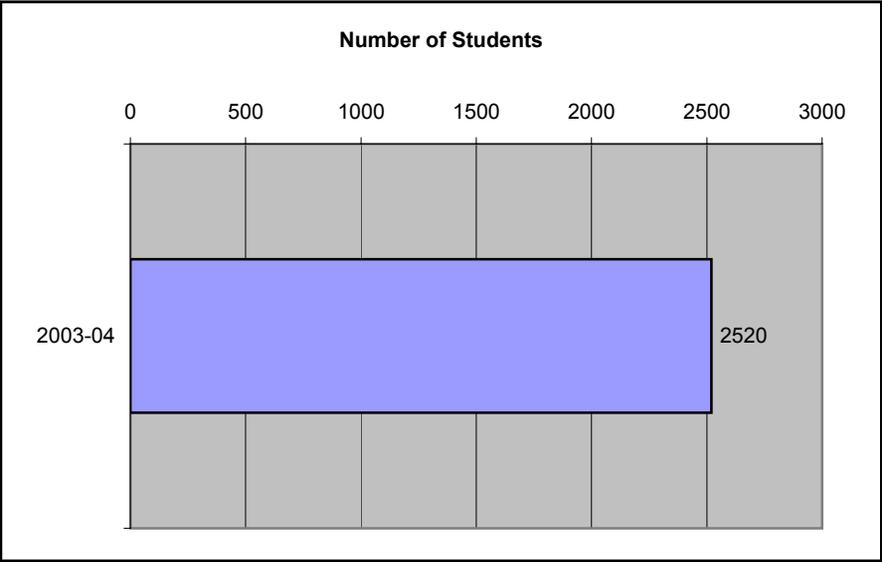
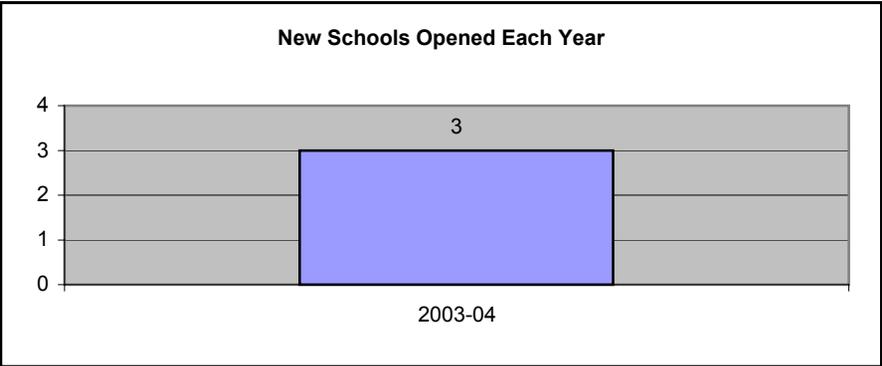


# Richard Milburn High School, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	U	U	U	U	U	3

"U" here indicates Unknown

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	Unknown	Unknown	2,520



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## Sequoia Charter Schools

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

**NOTES:**

- Information updated and confirmed by Pat Greer of Sequoia Schools via fax communication on 2 October 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 11 June and 12-13 September 2002 , the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 12 September 2002, and the US Securities and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.
- Sequoia Schools refused to provide profitability information.

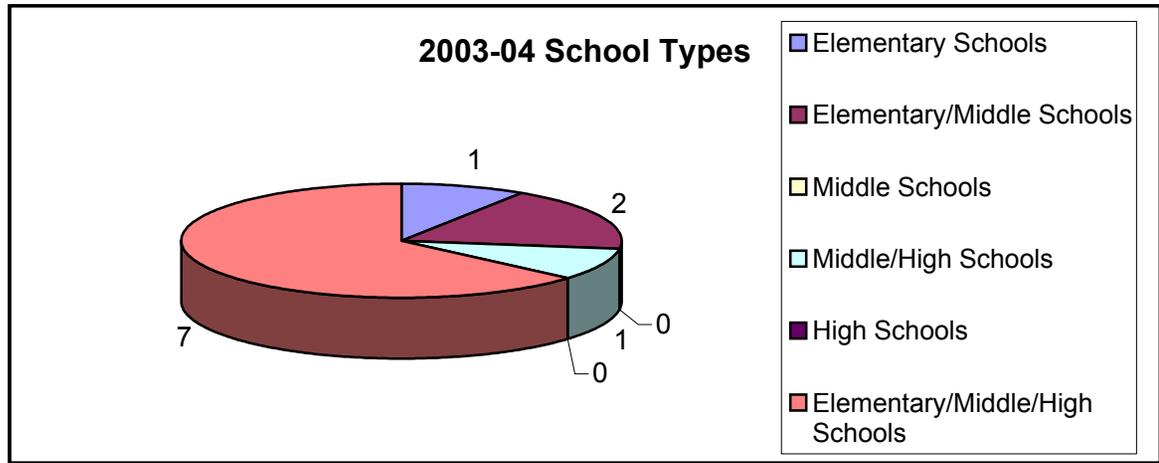
### Schools

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

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Sequoia School for the Deaf and Hard of Hearing	Mesa, AZ	2000	K-12	30	Yes
Redwood Elementary School	Peoria, AZ	2000	K-8	140	Yes
Sequoia Charter Elementary School	Mesa, AZ	2001	K-6	390	Yes
Mountaineer Academy	St. Johns, AZ	2002	K-12	50	Yes
Pathfinder Academy	Mesa, AZ	2002	K-12	70	Yes
Sequoia Ranch	Mayer, AZ	2002	K-12	45	Yes
Sequoia Family Learning School	Mesa, AZ	2003	K-12	30	Yes

# Sequoia Charter Schools

	2003-04
Elementary Schools	1
Elementary/Middle Schools	2
Middle Schools	0
Middle/High Schools	1
High Schools	0
Elementary/Middle/High Schools	7

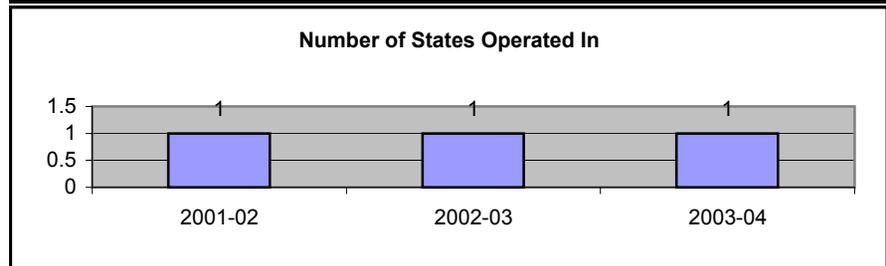
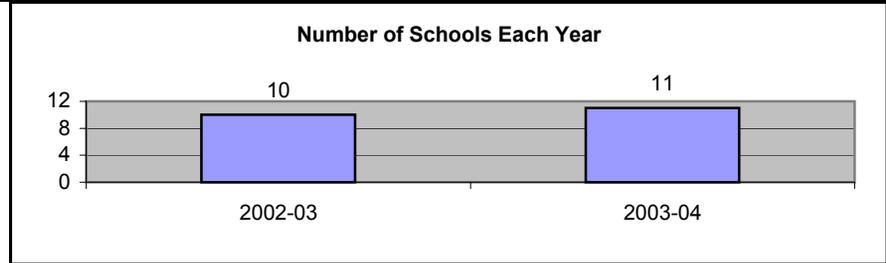


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	U	U	U	U	10	11

"U" here indicates Unknown

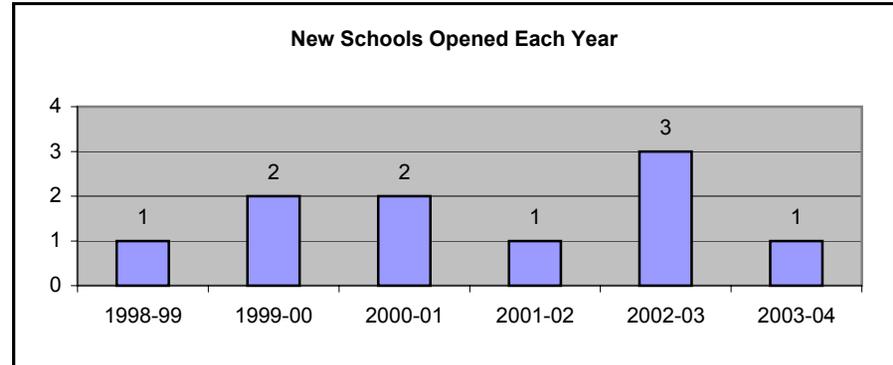
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	U	U	U	1	1	1

"U" here indicates Unknown

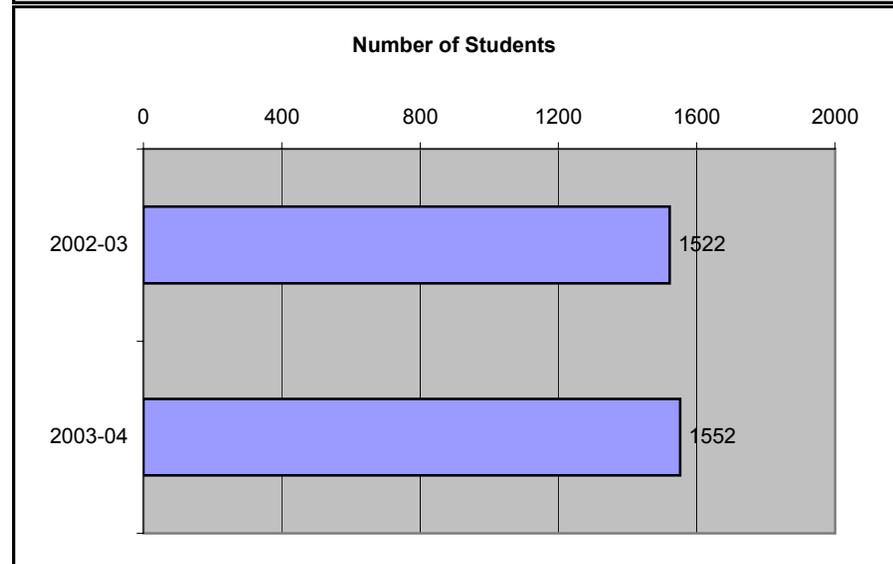


# Sequoia Charter Schools

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	1	2	2	1	3	1



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	Unknown	1,522	1,552



**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

**Victory Schools, Inc.**

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

**NOTES:**

- Information confirmed by Kim Delise of Victory Charter Schools via e-mail communication on 17 November 2003.
- Information gathered from the New York Charter Schools directory website at [www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html](http://www.emsc.nysed.gov/rscs/charter/charterschoolsdirectory.html) on 4 June 2002, the Baltimore City Public School System website at <http://www.bcps.k12.md.us/> on 4 June 2002, the Victory Schools website at [www.victoryschools.com](http://www.victoryschools.com) on 31 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 22 October 2002 and 6 August 2003, and updated with information from Kim Delise of Victory Charter Schools via e-mail communication on 6 November 2002.

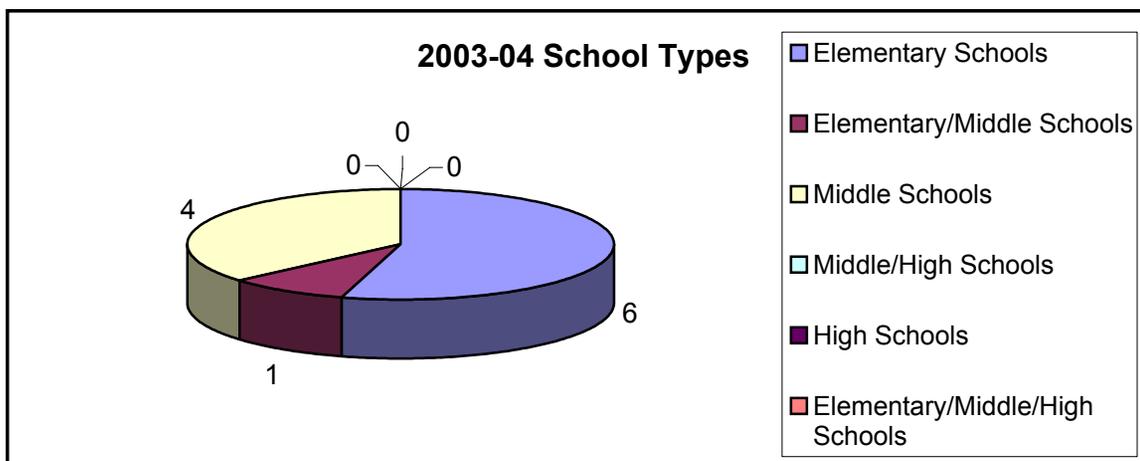
**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Westport Academy Elementary/Middle School	Baltimore, MD	2001	Pre, K-8	600	No
Sisulu Children's Charter School	New York, NY	1999	2-5	300	Yes
Merrick Academy	Queens Village, NY	2000	K-4	350	Yes
Roosevelt Children's Academy	Roosevelt, NY	2000	K-4	250	Yes
George W. Pepper Middle School	Philadelphia, PA	2002	5-8	1,175	No

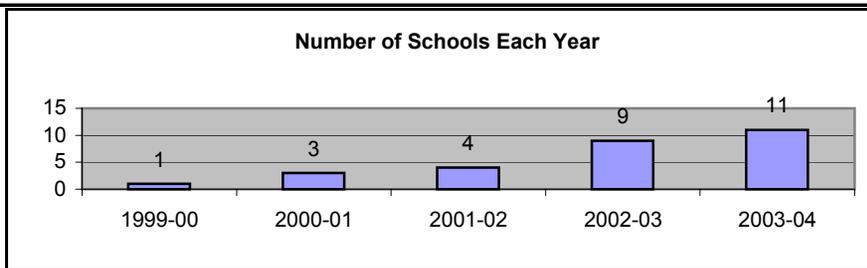
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Mary McLeod Bethune Elementary	Philadelphia, PA	2002	Pre, K-6	747	No
Thomas FitzSimon's Men's Leadership Academy	Philadelphia, PA	2002	6-9	332	No
Thomas FitzSimon's Women's Leadership Academy	Philadelphia, PA	2002	6-9	318	No
Anna B. Pratt Elementary	Philadelphia, PA	2002	K-5	364	No
Richard Wright Elementary	Philadelphia, PA	2002	K-5	409	No
Rhodes Middle School	Philadelphia, PA	2003	6-9	880	No

## Victory Schools, Inc.

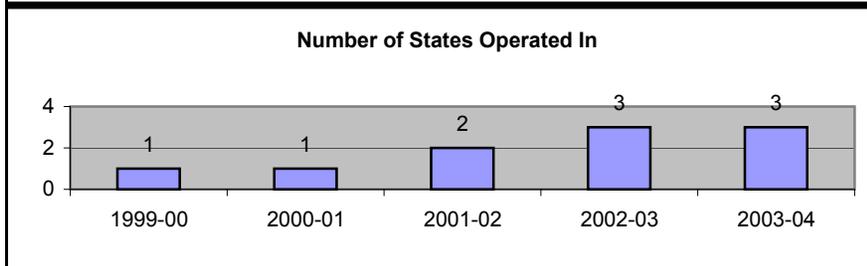
	2003-04
Elementary Schools	6
Elementary/Middle Schools	1
Middle Schools	4
Middle/High Schools	0
High Schools	0
Elementary/Middle/High Schools	0



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	NA	1	3	4	9	11

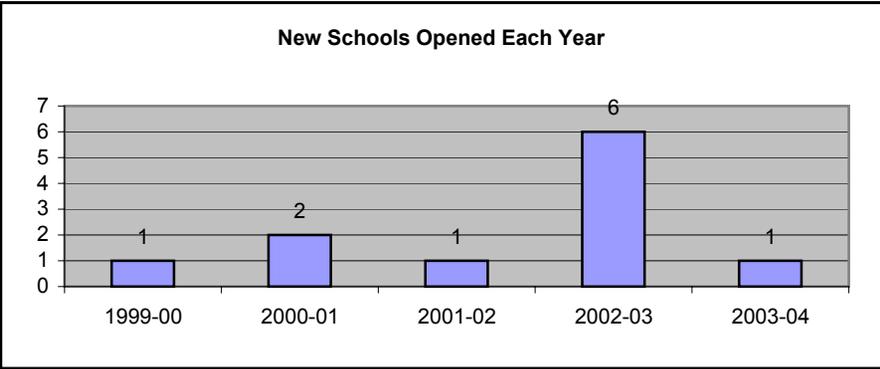


	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	NA	1	1	2	3	3

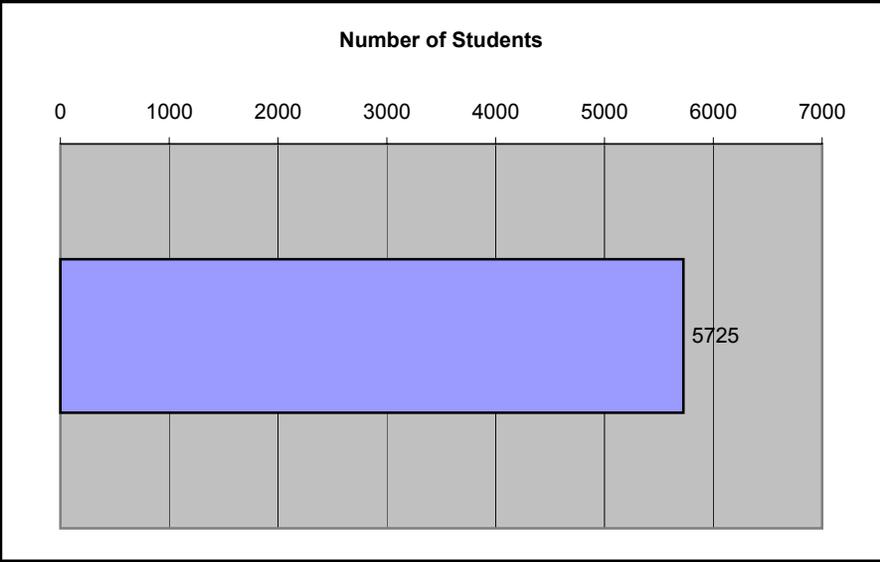


# Victory Schools, Inc.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	NA	1	2	1	6	1



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	NA	Unknown	Unknown	Unknown	Unknown	5,725



**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 10 or more schools

## White Hat Management

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 9 September, 16 October, and 12 November 2003. White Hat Management did not respond to these multiple requests.
- Information gathered from White Hat Management Website at <http://www.whitehatmgmt.com> on 30-31 May, and 8 October 2002, and the Ohio Department of Education website at [www.ode.state.oh.us/community\\_schools/community\\_school\\_directory/default.asp](http://www.ode.state.oh.us/community_schools/community_school_directory/default.asp) on 31 May, and 11 October 2002, and updated with information from Paul Freeman of White Hat Management via fax communication with on 4 October 2002.

### Schools

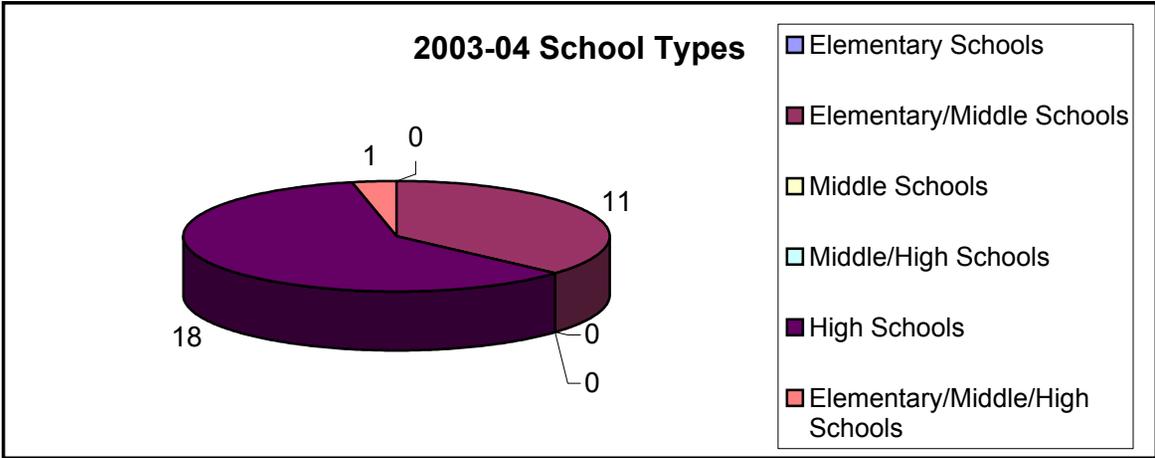
School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Life Skills Center of Arizona	Phoenix, AZ	2002	9-12	180	Yes
Life Skills Center of Denver	Denver, CO	Unknown	9-12	Unknown	Yes
Hope Academy - Brown Street	Akron, OH	1998	K-8	262	Yes
Hope Academy - University	Akron,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

School Name	Location	Year Founded	Grade Levels Served	Number of Students	Charter School?
Hope Academy - Cathedral	Cleveland, OH	1998	K-8	374	Yes
Hope Academy - Chapelside	Cleveland, OH	1998	K-8	436	Yes
Life Skills Center of Cincinnati	Cincinnati, OH	1999	9-12	357	Yes
Hope Academy - Broadway	Cleveland, OH	1999	K-8	410	Yes
Life Skills Center of Akron	Akron, OH	1999	9-12	573	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	324	Yes
Hope Academy - Lincoln Park	Cleveland, OH	1999	K-8	183	Yes
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	234	Yes
Life Skills Center of Cleveland (East)	Cleveland, OH	1999	9-12	612	Yes
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	308	Yes
Hope Academy - West Campus	Cleveland, OH	2001	K-8	239	Yes
Life Skills Center of Clark County	Springfield, OH	2001	9-12	227	Yes
Life Skills Center of Butler County	Middletown, OH	2001	9-12	298	Yes
ODELHA Academy (virtual school)	Ohio	Unknown	K-12	Unknown	Yes
Life Skills Center - Canton	Canton, OH	2002	9-12	176	Yes
Life Skills Center - Southwestern Columbus	Grove City, OH	2002	9-12	Unknown	Yes

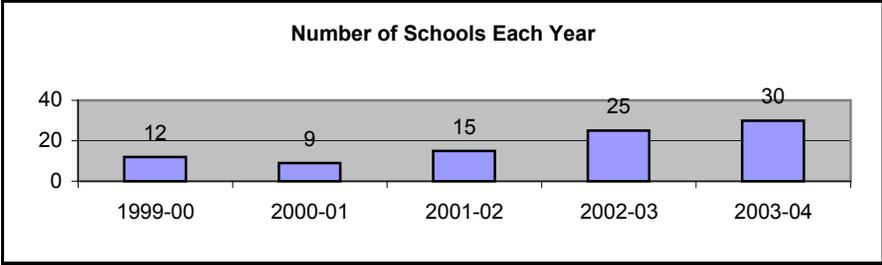
<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Life Skills Center - Southeastern Columbus	Columbus, OH	2002	9-12	Unknown	Yes
Life Skills Center - Northern Columbus	Columbus, OH	2002	9-12	Unknown	Yes
Hope Academy Canton	Canton, OH	2002	K-8	281	Yes
Hope Academy North Coast	Cleveland, OH	2002	K-8	295	Yes
Life Skills Center-Toledo	Toledo, OH	Unknown	9-12	Unknown	Yes
Life Skills Center of Greater Cleveland (Elyria)	Elyria, OH	Unknown	9-12	189	Yes
Hope Academy Cleveland Northeast	Ohio	Unknown	K-8	Unknown	Yes
Life Skills Center - Akron North	Ohio	Unknown	9-12	Unknown	Yes
Life Skills Center of Lake Erie (Cleveland West)	Cleveland, OH	Unknown	9-12	Unknown	Yes
Life Skills Center of Hamilton County (North)	Cincinnati, OH	Unknown	9-12	Unknown	Yes

# White Hat Management

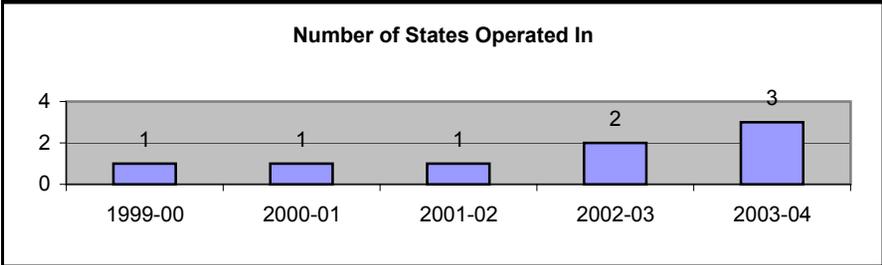
	2003-04
Elementary Schools	0
Elementary/Middle Schools	11
Middle Schools	0
Middle/High Schools	0
High Schools	18
Elementary/Middle/High Schools	1



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Schools	NA	12	9	15	25	30



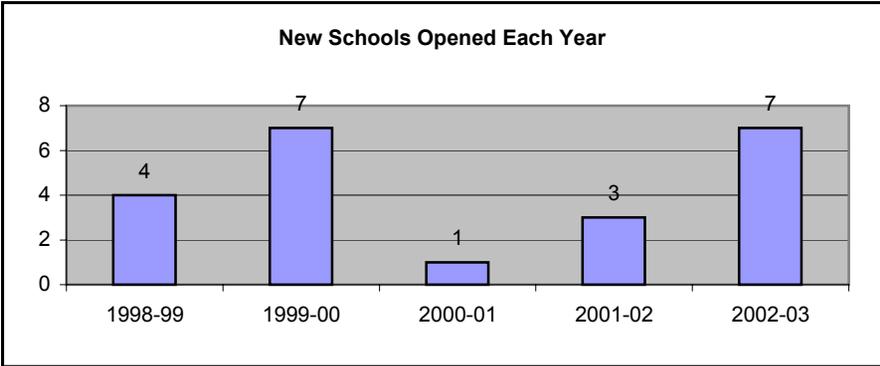
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of States	NA	1	1	1	2	3



# White Hat Management

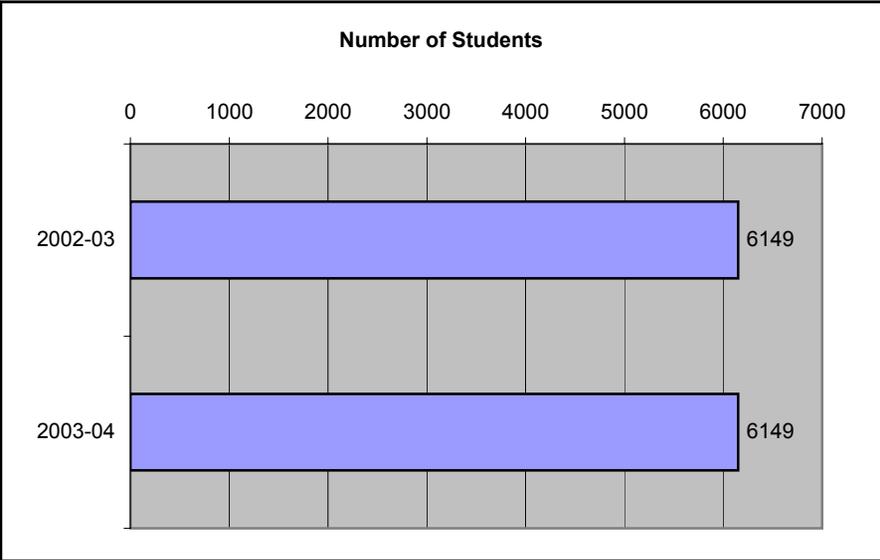
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
New Schools Opened	4	7	1	3	7	U

"U" here indicates Unknown



	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Number of Students	Unknown	Unknown	Unknown	Unknown	6,149	6,149

6,149 in 2002-03 includes students in 20 of 25 schools. 6,149 in 2003-04 includes students in 20 of 30 schools.



**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

**Choice Schools Associates**

<b>Address</b>	<b>Telephone</b>	<b>Web Address</b>	<b>Year Founded</b>	<b>Privately Held/Publicly Traded</b>	<b>Profitability</b>
P.O. Box 141493 Grand Rapids, MI 49514	Voice- 616-785-8440 Fax- 616-785-8455	www.choiceschools.com	1998	Private	Profitable

**NOTES:**

- Information updated and confirmed by Sarah Faucette of Choice Schools Associates via fax communication on 23 September 2003.
- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/schools.html](http://www.charterschools.org/schools.html) on 5 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Sarah Faucette of Choice Schools Associates via fax communication on 4 December 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
West Michigan Academy of Environmental Science	Walker, MI	1994	K-12	340	Yes
Creative Learning Academy of Science, Mathematics and Humanities	Beaverton, MI	1996	K-8	50	Yes
Grattan Academy Elementary School	Belding, MI	1996	K-8	123	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Sunrise Educational Center	Tawas City, MI	1996	K-6	54	Yes
Creative Montessori Academy	Southgate, MI	2000	K-8	586	Yes
Grattan Academy High School	Greenville, MI	2003	9-12	48	Yes
Three Oaks Academy	Muskegon, MI	2003	K-8	90	Yes

**For-Profit Education Management Organization Profiles  
2003-2004 Directory  
Companies operating 4-9 schools**

**Designs for Learning, Inc.**

<b>Address</b>	<b>Telephone</b>	<b>Web Address</b>	<b>Year Founded</b>	<b>Privately Held/Publicly Traded</b>	<b>Profitability</b>
1000 Hamline Avenue N. Suite 100 St. Paul, MN 55104	Voice- 651-645-0200 Fax- 651-645-0240	www.designlearn.net	1987	Private	Profitable

**NOTES:**

- Information confirmed by Shane Weinand of Designs for Learning, Inc. via e-mail communication on 2 October 2003.
- Information gathered from the Designs for Learning, Inc. website at www.designlearn.net on 31 May 2002, the Minnesota Department of Education website at www.educ.state.mn.us/cfldirectory/report\_c11.cgi on 31 May 2002, the Minnesota department of Children, Families and Learning website at http://cfl.state.mn.us/charter/schooldetail on 31 July 2002, the Minnesota Association of Charter Schools website at http://www.mncharterschools.org/csp.html on 31 July 2002, the Great Schools website at www.greatschools.net/modperl/browse\_school on 22 October 2002, and updated with information from Andrew Adelman of Designs for Learning, Inc. via e-mail communication on 1 November 2002.
- Minnesota Technology High School was renamed as Jennings Experiential High School.

**Schools**

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

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

### Discontinued Schools - Designs For Learning

School Name	Location	Year	Reason Discontinued
Twin Cities International Elementary School	Minneapolis, MN	2002	Unknown (media searches conducted 15 December 2003)
Minnesota International Middle School	Minneapolis, MN	2002	Unknown (media searches conducted 15 December 2003)

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

**Excel Education Centers, Inc.**

<b>Address</b>	<b>Telephone</b>	<b>Web Address</b>	<b>Year Founded</b>	<b>Privately Held/Publicly Traded</b>	<b>Profitability</b>
1040 Whipple Street Suite 324 Prescott, AZ 86305	Voice-928-778-5764 Fax- 928-445-2989	www.exceleducation centers.org	1995	Private	Break-even

**NOTES:**

- Information updated and confirmed by Lois Schmittinger of Excel Education Centers, Inc. via e-mail communication on 24 September 2003.
- Information gathered from the Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 31 May and 27 June 2002, and the Excel Education Centers, Inc. website at [www.excel.apsc.k12.az.us](http://www.excel.apsc.k12.az.us) on 31 May and 27 June 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Excel Education Center - Prescott	Prescott, AZ	1995	7-12	100	Yes
Excel Education Center - Cottonwood	Cottonwood, AZ	1995	9-12	80	Yes
Excel Education Center - Flagstaff	Flagstaff, AZ	1996	6-12	180	Yes
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	6-12	160	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Excel Education Center - San Carlos	Peridot, AZ	1996	6-12	80	Yes
Excel Education Center - Chino Valley	Chino Valley, AZ	1999	6-12	100	Yes
Excel Education Center - Fort Mohave	Fort Mohave, AZ	2001	9-12	140	Yes
Excel Education Center - Flagstaff (Williams Campus)	Williams, AZ	2003	9-12	40	Yes

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 4-9 schools

**Ideabanc, Inc.**

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

**NOTES:**

- Information confirmed by Carol Towner of Ideabanc, Inc. via e-mail communication on 21 October 2003.
- Information gathered from the Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 15 October 2002, and updated with information from Carol Towner of Ideabanc, Inc. via fax communication on 19 September and 29 October 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
AmeriSchools Academy - Camelback	Phoenix, AZ	1998	K-8	195	Yes
AmeriSchools College Preparatory Academy -	Tucson, AZ	1998	9-12	104	Yes
AmeriSchools Academy - Yuma	Yuma, AZ	1999	K-8	193	Yes
AmeriSchools Academy - Country Club	Tucson, AZ	2000	K-8	200	Yes
AmeriSchools Children's Academy - Phoenix	Phoenix, AZ	1997	K-6	165	Yes

**Discontinued Schools - Ideabanc, Inc.**

<b>School Name</b>	<b>Location</b>	<b>Year</b>	<b>Reason Discontinued</b>
AmeriSchools Children's Academy - Tucson	Tucson, AZ	2003	Unknown (media searches conducted 15 December 2003)

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 4-9 schools

**Nobel Learning Communities, Inc.**

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

**NOTES:**

- Information updated and confirmed by George H. Bernstein, Jr. of Nobel Learning Communities via fax communication on 24 September 2003.
- Information gathered from the Nobel Learning Communities website at www.nobellearning.com on 3, 21, and 25 June 2002, the Pennsylvania Department of Education website at www.pde.state.pa.us/charter\_schools/lib/charter\_schools on 3 June 2002, the Great Schools website at www.greatschools.net/modperl/browse\_school on 22 October 2002, as well as the US Security and Exchange Commission website at www.sec.gov/Archives/edgar/data/721237/000102140802007171/d10q.txt on 21 June 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	657	Yes
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	685	Yes
People for People Charter School	Philadelphia, PA	2001	K-5	360	Yes
Philadelphia Maritime Academy Charter School	Philadelphia, PA	2003	5-8	300	Yes

**Discontinued Schools - Nobel Learning Communities, Inc.**

<b>School Name</b>	<b>Location</b>	<b>Year</b>	<b>Reason Discontinued</b>
Fletcher Heights Elementary School	Peoria, AZ	2003	School sold by company to local school district. "Nobel Learning sells two Ariz. Charter Schools." (2003, May 5) <i>Associated Press</i> .
Desert Heights Elementary School	Glendale, AZ	2003	School sold by company to another organization. "Nobel Learning sells two Ariz. Charter Schools." (2003, May 5) <i>Associated Press</i> .

**For-Profit Education Management Organization Profiles  
2003-2004 Directory**  
Companies operating 4-9 schools

**Ombudsman Educational Services, Ltd.**

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

**NOTES:**

- Information updated and confirmed by Brenda Walker of Ombudsman Education Services, Ltd. via fax communication on 19 September 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1 October 2002.
- Ombudsman Educational Services, Ltd. refused to provide profitability information.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Ombudsman Learning Center - East	Phoenix, AZ	1996	7-12	95	Yes
Ombudsman Learning Center - West	Glendale, AZ	1998	6-12	80	Yes
Ombudsman Learning Center - Metro	Phoenix, AZ	1999	6-12	85	Yes
Ombudsman Learning Center - Northeast	Phoenix, AZ	2000	6-12	100	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Ombudsman Learning Center - Northwest	Peoria, AZ	2002	6-12	95	Yes

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

**Pinnacle Education, Inc.**

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

**NOTES:**

- Information updated and confirmed by Mike Reimann of Pinnacle Education, Inc. via fax communication on 19 September and 22 October 2003.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 3 June 2002, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school](http://www.greatschools.net/modperl/browse_school) on 1 October 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Pinnacle High School - Tempe	Tempe, AZ	1995	9-12	145	Yes
Pinnacle High School - Casa Grande	Casa Grande, AZ	1999	9-12	145	Yes
Pinnacle High School - Mesa	Mesa, AZ	1999	9-12	180	Yes
Westmark High School	Chandler, AZ	2001	9-12	100	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
Westmark High School - Chandler Blvd.	Chandler, AZ	2001	9-12	135	Yes
Kino Academy	Nogales, AZ	2001	9-12	160	Yes
Day Star Academy	Phoenix, AZ	2001	K-8	175	Yes
Freedom Academy	Scottsdale, AZ	2002	K-8	150	Yes
Pinnacle Virtual High School (virtual school)	Tempe, AZ	2003	9-12	45	Yes

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating 4-9 schools

**SABIS Educational Systems, Inc.**

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

**NOTES:**

- Information updated and confirmed by Udo Schulz of SABIS Educational Systems, Inc. via fax communication on 1 October 2003.
- Information gathered from the SABIS website at www.sabis.net on 3-4, and 20 June 2002, the Michigan Association of Public School Academies website at www.charterschools.org/schools on 3 June 2002, as well as the Department of Education websites for the following states: AZ, OH, MA, and NC on 3-4, and 20 June 2002.

**Schools**

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
SABIS International School	Phoenix, AZ	2001	K-10	680	Yes
SABIS Milestone Academy of New Orleans	New Orleans, LA	2002	K-7	385	Yes
SABIS International Charter School	Springfield, MA	1995	K-12	1,344	Yes
International Academy of Flint	Flint, MI	1999	K-12	638	Yes
Guilford-SABIS Charter School	Greensboro, NC	2001	K-8	237	Yes

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Grade Levels Served</b>	<b>Number of Students</b>	<b>Charter School?</b>
The International Charter School of Schenectady	Schenectady, NY	2002	K-5	416	Yes
The International College Preparatory Academy of Cincinnati	Cincinnati, OH	2003	K-6	583	Yes

**Discontinued Schools - SABIS Educational Systems, Inc.**

<b>School Name</b>	<b>Location</b>	<b>Year</b>	<b>Reason Discontinued</b>
SABIS Foxborough Regional Charter School	Foxborough, MA	2003	Unknown (media searches conducted 15 December 2003)

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

<b>Accelerated Learning Center</b>	
<b>Address</b>	4105 E. Shea Blvd. Phoenix, AZ 85028
<b>Telephone</b>	Voice- 602-485-0309 Fax- 602-485-9356
<b>Web Address</b>	None
<b>Year Founded</b>	1997
<b>Publicly/Private Held</b>	Private
<b>Profitability</b>	Unknown

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Accelerated Learning Center	Phoenix, AZ	1997	9-12	199	Yes

**NOTES:**

- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 December 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003, as well as the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 December 2003.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Accelerated Learning Laboratory	Tucson, AZ	1998	K-8	320	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 3 December 2003. Accelerated Learning Laboratory did not respond to these multiple requests
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002 and 30 June 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, as well as the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
**Companies operating fewer than 4 schools**

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

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

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Center for Educational Excellence	Tempe, AZ	1997	K-8	325	Yes

**NOTES:**

- Information confirmed by Allen-Cochran Enterprises via fax communication on 17 October 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated with information from Allen-Cochran Enterprises via fax communication on 29 October 2002.

<b>School Name</b>	<b>Location</b>	<b>Year Founded</b>	<b>Levels Served</b>	<b>Number of Students</b>	<b>Charter School</b>
Burke Basic School	Mesa, AZ	2000	K-8	570	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. American Basic Schools, LLC. did not respond to these multiple requests
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/472](http://www.greatschools.net/modperl/browse_school/az/472) on 10 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Glen Gaddy of American Basic Schools, LLC. via fax communication on 24 September and 29 October 2002.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating fewer than 4 schools

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Summit Elementary	Phoenix, AZ	1999	K-6	200	Yes

**NOTES:**

- Information updated and confirmed by APEX Education Systems, Inc. via fax communication on 24 September 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/472](http://www.greatschools.net/modperl/browse_school/az/472) on 5 June 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

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

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Benjamin Franklin Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 5 June, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated by Benjamin Franklin Charter School via fax communication on 30 October 2002

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
**Companies operating fewer than 4 schools**

<b>Black Star Educational Management</b>	
<b>Address</b>	Unknown
<b>Telephone</b>	Voice- 248-541-2548 Fax- 248-541-2594
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/Privately Held</b>	Private
<b>Profitability</b>	Unknown

<b>Bright Beginnings School, Inc.</b>	
<b>Address</b>	400 N. Andersen Blvd. Chandler, AZ 85224
<b>Telephone</b>	Voice- 480-821-1404 Fax- 480-821-1463
<b>Web Address</b>	None
<b>Year Founded</b>	1994
<b>Publicly/Privately Held</b>	Private
<b>Profitability</b>	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Nsoroma Institute	Oak Park, MI	1996	K-8	229	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 6 November and 3 December 2003. Black Star Educational Management did not respond to these multiple requests.
- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/schools](http://www.charterschools.org/schools) on 6 November 2003, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Bright Beginnings School #1	Chandler, AZ	1994	K-8	400	Yes

**NOTES:**

- Information confirmed by Bright Beginnings School, Inc. via fax communication on 14 November 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Bright Beginnings School, Inc. via fax communication on 29 October 2002.
- Bright Beginnings School, Inc. refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
**Companies operating fewer than 4 schools**

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Cambridge Academy East	Mesa, AZ	1999	K-6	69	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Cambridge Academy East, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

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

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Cesar Chavez Middle Schools, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Cornerstone Charter School	Phoenix, AZ	2000	7-12	49	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Cornerstone Charter School, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 10 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Country Gardens Charter School	Laveen, AZ	2000	K-12	370	Yes

**NOTES:**

- Information updated and confirmed by Country Gardens Educational Services, LLC via fax communication on 19 September 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 10 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Country Gardens Education Services, LLC refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating fewer than 4 schools

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

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

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

**NOTES:**

- Information updated and confirmed by Lydia Capara of Desert Springs Academy via fax communication on 20 October 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002, and updated with information from Desert Springs Academy via telephone conversation on 4 December 2002.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Eastpointe High School	Tucson, AZ	1999	9-12	300	Yes
Allsport Academy	Tucson, AZ	2001	5-9	130	Yes

**NOTES:**

- Information confirmed by Todd Brown of Eastpointe High School, Inc. via fax communication on 19 September 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.
- Eastpointe High School, Inc. refused to provide profitability information.

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

<b>Educational Services, Inc.</b>	
<b>Address</b>	715 North 7th Street Cottonwood, AZ 86326
<b>Telephone</b>	Voice- 928-634-7639 Fax- 928-634-5639
<b>Web Address</b>	None
<b>Year Founded</b>	1999
<b>Publicly/Private Held</b>	Private
<b>Profitability</b>	Unknown

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Pathways Charter High School	Camp Verde, AZ	1999	9-12	71	Yes
Pathways Preparatory Academy	Camp Verde, AZ	2000	6-8	32	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 6 November and 3 December 2003. Educational Services, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at [www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp) on 6 June 2002 and 6 November 2003, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/1077/](http://www.greatschools.net/modperl/browse_school/az/1077/) on 6 November 2003.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Student Choice High School	Tempe, AZ	2000	9-12	43	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. GAR, LLC. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002 and 30 June 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

**For-Profit Education Management Organization Profiles  
2003-2004 Directory  
Companies operating fewer than 4 schools**

<b>General Health Corp.- Arizona Youth Associates</b>	
<b>Address</b>	4242 N. 19th Ave. 100 Phoenix, AZ 85015
<b>Telephone</b>	Voice- 602-861-0625 Fax- 602-331-0990
<b>Web Address</b>	None
<b>Year Founded</b>	1985
<b>Publicly/Privately Held</b>	Public
<b>Profitability</b>	Profitable

<b>Global Education Excellence</b>	
<b>Address</b>	341 E. Huron Ann Arbor, MI 48104
<b>Telephone</b>	Voice- 734-662-7050 Fax- 734-662-7756
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/Privately Held</b>	Private
<b>Profitability</b>	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Copper Canyon Academy	Peoria, AZ	1998	K-6	184	Yes
Desert Pointe Academy	Peoria, AZ	1999	7-12	126	Yes

**NOTES:**

- Information updated and confirmed by Jinny Ludwig of Arizona Youth Associates via fax communication on 24 September and 27 October 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002.
- Arizona Youth Associates describes itself as "minimally" profitable.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Central Academy - Ann Arbor	Ann Arbor, MI	1996	K-12	301	Yes
Riverside Academy	Dearborn, MI	1993	K-5	250	Yes

**NOTES:**

- Information updated and confirmed by Shannon Marz of Global Educational Excellence via e-mail communication on 4 December 2003.
- Information gathered from the Michigan Association of Public School Academies website on 9 October 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003, and updated with information from Global Education Excellence via telephone conversation on 11 September 2003.
- Global Education Excellence refused to provide profitability information.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
 Companies operating fewer than 4 schools

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Heritage Academy	Mesa, AZ	1995	7-12	368	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Heritage Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002 and 10 December 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 23 October 2002, as well as the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002.

<b>Innovative Teaching Solutions</b>	
<b>Address</b>	17184 Redford Ave. Detroit, MI 48219
<b>Telephone</b>	Voice- 313-543-2790 Fax- 313-541-3560
<b>Web Address</b>	<a href="http://www.oldredford.com">www.oldredford.com</a>
<b>Year Founded</b>	1999
<b>Publicly/Private Held</b>	Private
<b>Profitability</b>	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Old Redford Academy	Detroit, MI	1999	K-8	660	Yes

**NOTES:**

- Information confirmed by Innovative Teaching Solutions via fax communication on 13 November 2003.
- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/pages/region3.cfm](http://www.charterschools.org/pages/region3.cfm) on 9 October 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003, and from the Old Redford Website at [www.oldredford.com/ORA/its.htm](http://www.oldredford.com/ORA/its.htm) on 9 October 2003.
- Innovative Teaching Solutions refused to provide profitability information.

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

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

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

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Montessori Charter School of Flagstaff	Flagstaff, AZ	1997	K-8	250	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Montessori Charter School of Flagstaff, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002 and 4 August 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from Montessori Charter School of Flagstaff, Inc. via fax communication on 12 September 2002.

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

**NOTES:**

- Information confirmed by Michael Ebner of Montessori Schoolhouse of Tucson via fax communication on 21 September 2003.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 6 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az/512](http://www.greatschools.net/modperl/browse_school/az/512) on 24 October 2002.

**For-Profit Education Management Organization Profiles**  
**2003-2004 Directory**  
**Companies operating fewer than 4 schools**

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

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

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

**NOTES:**

- Information confirmed by Donna Payton of New West Charter School, Inc. via fax communication on 20 October 2003.
- Information gathered from Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 June 2002, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002, and updated with information from New West Charter School, Inc. via fax communication on 20 September 2002.

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. ORBIS Management Group, LLC. did not respond to these multiple requests.
- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/schools/region7.html](http://www.charterschools.org/schools/region7.html) on 6 June 2002, and updated with information from ORBIS Management Group, LLC via fax communication on 16 September 2002.

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**2003-2004 Directory**  
**Companies operating fewer than 4 schools**

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

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. ReInventEd, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002 and 4 August 2003, the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002, and updated with information from ReInventEd, Inc. via telephone communication on 6 December 2002.

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

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 19 September, 16 October, and 12 November 2003. Schoolhouse Services and Staffing Inc. did not respond to these multiple requests.
- Information gathered from the Michigan Association of Public School Academies website at [www.charterschools.org/schools/region3.html](http://www.charterschools.org/schools/region3.html) on 11 and 31 June 2002, 5 September 2002, and 4 August 2003, and updated with information from Tyla Wells of Schoolhouse Services and Staffing Inc. via fax communication on 24 September 2002.

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

<b>Self Development Charter School</b>	
<b>Address</b>	1709 N. Greenfield Rd. Mesa, AZ 85205
<b>Telephone</b>	Voice- 480-641-2640 Fax- 480-641-2678
<b>Web Address</b>	None
<b>Year Founded</b>	2000
<b>Publicly/Privatey Held</b>	Private
<b>Profitability</b>	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Self Development Charter School	Mesa, AZ	2000	K-8	Unknown	Yes

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 6 November and 3 December 2003. Self Development Charter School did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 12 September 2002 and 4 August 2003, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 12 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 25 October 2002.

<b>Smart Schools</b>	
<b>Address</b>	10192 E. Grand River Suite 113 Brighton, MI 48116
<b>Telephone</b>	Voice- 810-225-3292 Fax- 810-225-3306
<b>Web Address</b>	<a href="http://www.smartschoolsinc.com">www.smartschoolsinc.com</a>
<b>Year Founded</b>	1996
<b>Publicly/Privatey Held</b>	Private
<b>Profitability</b>	Unknown

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
LDA - Charyl Stockwell Academy	Howell, MI	1996	K-8	386	Yes
Livingston Technical Academy	Howell, MI	1995	9-12	165	Yes
Grand Traverse Academy	Traverse City, MI	2000	K-9	515	Yes

**NOTES:**

- Information updated and confirmed by Carlie Lockwood of Smart Schools via fax communication on 23 September 2003.
- Information gathered from Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> 11 June 2002 and 4 August 2003, and updated with information from Smart Schools via fax communication on 20 September 2002.
- Smart Schools refused to provide profitability information.
- "LDA - Cheryl Stockwell Academy" was formerly "Livingston Developmental Academy."

## For-Profit Education Management Organization Profiles 2003-2004 Directory

Companies operating fewer than 4 schools

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

<b>Synergy Training Solutions</b>	
<b>Address</b>	Unknown
<b>Telephone</b>	Voice- 313-982-9422 Fax- 313-982-9415
<b>Web Address</b>	None
<b>Year Founded</b>	1996
<b>Publicly/Privatey Held</b>	Private
<b>Profitability</b>	Unknown

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

**NOTES:**

- Attempts were made to confirm this information via fax communication with company representatives on 6 November and 3 December 2003. Southern Arizona Community Academy, Inc. did not respond to these multiple requests.
- Information gathered from the Arizona Department of Education website at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 13 September 2002, the Great Schools website at [www.greatschools.net/modperl/browse\\_school/az](http://www.greatschools.net/modperl/browse_school/az) on 13 September 2002, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 24 October 2002.

School Name	Location	Year Founded	Levels Served	Number of Students	Charter School
Heart Academy	Harper Woods, MI	1997	9-12	240	Yes
Michigan Health Academy	Detroit, MI	1996	9-12	97	Yes

**NOTES:**

- Information updated and confirmed by Synergy Training Solutions via fax communication on 18 November 2003.
- Information gathered from the Michigan Association of Public School Academies website at <http://www.charterschools.org/pages/schools.cfm> 12 November 2003, and the US Security and Exchange Commission website at <http://www.sec.gov/edgar/searchedgar/companysearch.html> on 10 December 2003.
- Synergy Training Solutions refused to provide profitability information.

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

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

Name of Company	Years Profiled	Reason for Exclusion
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). <a href="http://azfamily.com">azfamily.com</a> .
Shadow Ridge	2002-2003	No longer listed by the Arizona Department of Education as a charter school operator.
Tucson Country Day School	2002-2003	Indicated that they are a not-for-profit company - Fax communication with Tucson Country Day School on 24 September 2003.
Cambridge First Education	1999-2002	Cambridge First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.
Pitman Resources	2001-2002	Pitman Resources' charter schools were bought by Sequoia Schools and does not currently operate any schools - Telephone conversation with Pitman Resources on 3 December 2002.
Lake Havasu Charter School	2001-2002	Lake Havasu Charter School changed legal status from for-profit to non-profit on 1-4-02 - Arizona Department of Education website at <a href="http://www.ade.state.as.us/charterschools/search/SiteList.asp">www.ade.state.as.us/charterschools/search/SiteList.asp</a> on 6 June 2002
Innovative Educational Programs	2001-2002	Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO - Telephone conversation with Innovative Educational Programs on 12 December 2002.
Mountain Rose	2001-2002	Mountain Rose Academy changed legal status from for-profit to non-profit in 2002 - Telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 26 September 2002.

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

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

Name of Company	Years Profiled	Reason for Exclusion
Tessarac Group	1998-2001	Company went bankrupt. "Charter school company files for bankruptcy protection." (2000, Oct. 10). <i>Business News.</i>
Advantage Schools	1998-2001	Acquired by Mosaica Schools in July 2001 - Advantage Schools website at <a href="http://www.advantage-schools.com/news/mosaica%20070201.htm">www.advantage-schools.com/news/mosaica%20070201.htm</a>
Malone Management	1998-2001	Malone Management closed the only school they operated in 2000 and do not currently operate any schools.
LearnNow	1999-2001	Acquired by Edison Schools in July 2001 - Edison Schools website at <a href="http://www.edisonschools.com/news/news/cfm?ID=88">www.edisonschools.com/news/news/cfm?ID=88</a> .
EduCare	1998-1999	EduCare is a non-profit organization which operates 4 charter schools in Michigan - Telephone communication with EduCare on 3 September 2002.