

Profiles of For-Profit Educational Management Organizations

Tenth Annual Report

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Table of Contents

Summary.....	1
Introduction and Background.....	2
Findings for 2007-2008.....	5
Large Company Profiles.....	14
Medium Company Profiles.....	126
Small Company Profiles.....	137
Virtual Schools.....	166
Appendix A: Reader's Guide.....	172
Appendix B: Company Response Table.....	173
Appendix C: Special Notes on Company Profiles.....	175
Appendix D: No Longer Profiled Companies.....	182
Appendix E: Methods.....	185

Profiles of For-Profit Education Management Organizations: 2007-2008*

Summary

In 2007-2008 the for-profit education management industry continued to grow slowly. The number of schools managed by for-profit Education Management Organizations (EMOs) remains relatively constant. Some large and medium-size EMOs are expanding their businesses to include, in addition to school management, other education-related products and services.

National Landscape

- The number of states in which for-profit EMOs operated declined from 31 in 2006-2007 to 28 in 2007-2008.

Companies

- Since the first *Profiles* report was produced for the 1997-1998 school year, the number of for-profit EMOs profiled has increased from 14 to 50, and the number of states in which EMOs are operating increased from 16 to 28. In the past year, however, the number of EMOs profiled has a net increase of only 2 companies.
- While the number of companies has remained relatively stable over the past few years, many of the large and medium size EMOs are expanding into new service areas, such as supplemental education services.
- Edison Schools experienced the largest net decrease in the number of schools it reported to managed, from 97 to 80 schools. It should be noted that in July 2008, Edison announced a name change. The new company is called Edison Learning, Inc. At the time of publication, the company's new Web site did not mention the management of public schools.
- Ohio-based White Hat Management experienced the largest net increase in the number of schools managed, from 38 to 54 schools.

* The authors would like to recognize and thank Stephanie Evergreen for assistance with data collection, Sally Veeder for editing work, and Joe Fee and Shannon Berry for addressing technical problems that arose with the project data base.

Schools

- Since the first *Profiles* report was produced for the 1997-1998 school year, the number of schools managed by for-profit EMOs has increased from 131 to 553. In the past few year, however, the number of schools operated by EMOs has leveled off.
- Eighty-four percent of the 533 schools profiled are operated by large EMOs.
- Eighty-five percent of EMO-managed schools are charter schools, and 15 percent are district schools. The number of district schools operated by EMOs declined slightly between 2006-2007 and 2007-2008.
- The majority (60%) of EMO-managed schools profiled are primary schools.
- The number of virtual schools operated by EMOs increased to 40 in 2007-2008, which is equivalent to 8 percent of all EMO-managed schools.

Students

- The number of students in EMO-managed schools increased by 16,444 over the last 2 years (i.e., since the 2005-2006 school year). This means that even while the numbers of companies and the numbers of schools they operate has been leveling off, the number of students in their schools continue to grow as the average school size continues to grow.
- Large EMOs enroll 89 percent of all students in EMO-managed schools.
- Large EMOs tend to have a larger than average school enrollment than the medium- and small-size EMOs.

Introduction and Background

The EMO Industry: Background and Rationale

Education management organizations, or EMOs, emerged in the early 1990s in the context of widespread interest in so-called market-based school reform proposals. Wall Street analysts coined the term *EMO* as an analogue to health maintenance organizations (HMOs). Proponents of EMOs claim that they will bring a much needed dose of entrepreneurial spirit and a competitive ethos to public education. Opponents worry that outsourcing to EMOs will result in already limited school resources being redirected for service fees and/or profits for another layer of administration. Opponents also have expressed concerns about public bodies relinquishing control or ownership of schools.

The theory behind market-based school reform proposals is that, by being forced to compete with other schools, existing public schools will necessarily improve or cease operating. Competition under this theory generally comes in two forms: private schools, with taxpayer-funded tuition vouchers, or charter schools, which operate largely independent of the school district but have been chartered by a public entity or publicly appointed entity so that they qualify for local and state taxpayer funds in the same way as conventional district schools. In practice, voucher schools have remained a small part of

the market-reform arena, while charter schools now account for the lion's share of alternatives to traditional public schools.

While faith in market competition as an effective engine of reform provides a general theoretical basis for both EMO-run district and charter public schools, the specifics of the competition are somewhat different in each instance. Adherents of market-based school reform favor charter schools in the belief that they provide competition that will force existing public schools to improve their outcomes or be put out of operation. Support for for-profit management of district schools, meanwhile, arises essentially from a belief that private business models are more efficient and effective than nonprofit, government-operated institutions. A for-profit company contracted to manage district public schools, it is reasoned, will have incentives (making a profit in the short term and retaining a profitable contract in the long term) to seek efficiencies and improve student outcomes and achievement. The competition, in this context, takes place not among schools or districts themselves, but among current or potential managers of schools.

Defining Education Management Organizations

We define an education management organization, or EMO, as an organization or firm that manages schools that receive public funds, including district and charter public schools. A contract details the terms under which executive authority to run one or more schools is given to an EMO in return for a commitment to produce measurable outcomes within a given time frame.

The EMOs profiled in this report operate under the same admissions rules as regular public schools and are operated for profit. The term “education management organization” and the acronym “EMO” are most commonly used to describe these private organizations that manage public schools under contract. However, other names or labels such as “education service providers” are sometimes used to describe these companies. An important distinction should be made between EMOs that have executive authority over a school and service contractors that are often referred to as “vendors.” Vendors provide specific services for fee, such as accounting, payroll and benefits, transportation, financial and legal advice, personnel recruitment, professional development, and special education.

EMOs vary on a number of dimensions, such as whether they have for-profit or nonprofit status, whether they work with charter schools or district schools or both, or whether they are a large regional or national franchise or a single-site operator. Historically, only a small portion of EMOs have been nonprofits. In recent years, however, nonprofit EMOs (sometimes referred to as CMOs—charter management organizations) have expanded rapidly. The *Profiles* report does not track nonprofit EMOs. Also not tracked are EMOs that operate for-profit private schools, including those that may receive public funds under tuition voucher programs such as those that operate in Milwaukee, Cleveland, or the District of Columbia. (See Appendix A for definitions.)

The number of schools under EMO management, school enrollment, and other data included in this report primarily are derived from company self-reports. In instances in

which a company failed to provide information, we attempted to gather the necessary data from public sources. In these cases our data are approximations. Nearly all the EMOs are privately held companies; thus, there is no way to compel them to share information about their operations (see Appendix B for details and notes regarding the responses we received from the EMOs).

Description of Data Collection and Sources of Information

This 10th annual *Profiles* report covers data for the 2007-2008 school year. An effort is made to provide complete and current data on the numbers of EMOs, EMO-managed schools, and enrollments in the EMO-managed schools. In addition to data on the 2007-2008 year, the report also contains longitudinal data. Therefore, where possible and appropriate, we also have been correcting and updating past data that may have been missing or based on estimates.

The nature of the industry and the lack of public information make the process of collecting and updating the data for the *Profiles* report difficult. Essentially, each identified for-profit EMO is sent a document with descriptive information collected about the company and its schools. Representatives of the EMO are asked to confirm and correct this information. These requests to the EMOs arrive initially by e-mail and later by fax or regular mail. Telephone calls also are used to ensure that we are identifying the correct contact person and to leave reminders to respond to requests sent by e-mail.

In most cases, five contacts were attempted to solicit a response from each large and medium-size EMO. We were very pleased and grateful for the responses we received from many of the EMOs. In some cases, we received complete details regarding schools and enrollments. In other cases, the data we received from the EMOs contained only information on schools, but not enrollments.

Following our efforts to collect data from the EMOs themselves, we turned to other sources to verify or fill in missing data. For data on schools and enrollments, we often used web-based sources that included state data on the status of schools (i.e., whether they are still in operation) as well as enrollments. In several states, we were able to secure enrollment data from the autumn of 2007. In a few instances, we had to rely on enrollment estimates from the previous year. Google and Lexus Nexus searches were also used to find or verify changes in the contractual status of schools operated by EMOs. Web-based searches were largely focused on those EMOs that had not responded to our requests for information. If questions remained we attempted to contact individual schools directly. Appendix E details the data collection process.

The 2006-2007 *Profiles* report omitted data about small EMOs and the schools they operate. However, this year the *Profiles* report once again includes small EMOs. Small EMOs were excluded last year because they are a minor segment of the industry (5% of total enrollment) and because of the difficulty of insuring the comprehensiveness and accuracy of the information obtained.

We recognize that the small EMOs profiled in this year’s report is not an exhaustive list of organizations managing 3 or fewer schools. However, it is a new starting point. Later this year we will make a focused effort to gather data on small EMOs. The results of this effort will help us decide whether or not we will include small EMOs in the 2008-2009 *Profiles* report.

Purpose of this Report

Profiles reports are comprehensive digests of data on education management organizations. Analysis and interpretation of the data in this report are, for the most part, limited to describing general trends over time. The report is intended for a broad audience. Policymakers, educators, school district officials, and school board members may use this information to learn more about current or potential contractors. Investors, persons involved in the education industry, and employees of EMOs may find it useful in tracking changes, strategizing for growth, and planning investments. Journalists and researchers who study and seek to learn more about education management organizations may also find much here to interest them.

Findings for 2007-2008

The *Profiles of For-Profit Education Management Organizations: 2007-2008* is the tenth annual *Profiles* report. Profiled EMOs are categorized by size. Small EMOs are those operating three or fewer schools. Medium EMOs are those operating four to nine schools. Large EMOs are those operating ten or more schools.

Number of Education Management Organizations Profiled

Table 1 presents growth trend data for large-, medium- and small-size EMOs. Since the first *Profiles* report in 1999 the number of EMOs profiled has increased from 14 to 50. The number of states in which EMOs operate has grown from 16 to 28.

Table 1. Number of EMOs Profiled by Size and Year

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<i>Large EMOs</i>	5	7	8	9	10	13	16	14	14	15
<i>Medium EMOs</i>	5	8	10	9	8	8	8	9	9	7
<i>Small EMOs</i>	4	4	3	18	29	30	35	28	25	28
<i>Total number of EMOs</i>	14	19	21	36	47	51	59	51	48	50
<i>Number of states with EMOs</i>	16	21	22	24	25	29	25	29	31	28

Figure 1 illustrates the trends in the number of EMOs profiled over the past decade. The total number of EMO profiles in each annual report is illustrated with the solid dark line. *Profiles* reports have never fully captured the number of small EMOs. Small EMOs (i.e., companies that operate three or fewer schools) are more difficult to identify, and—as we have learned over the years—they are more difficult to obtain information from.

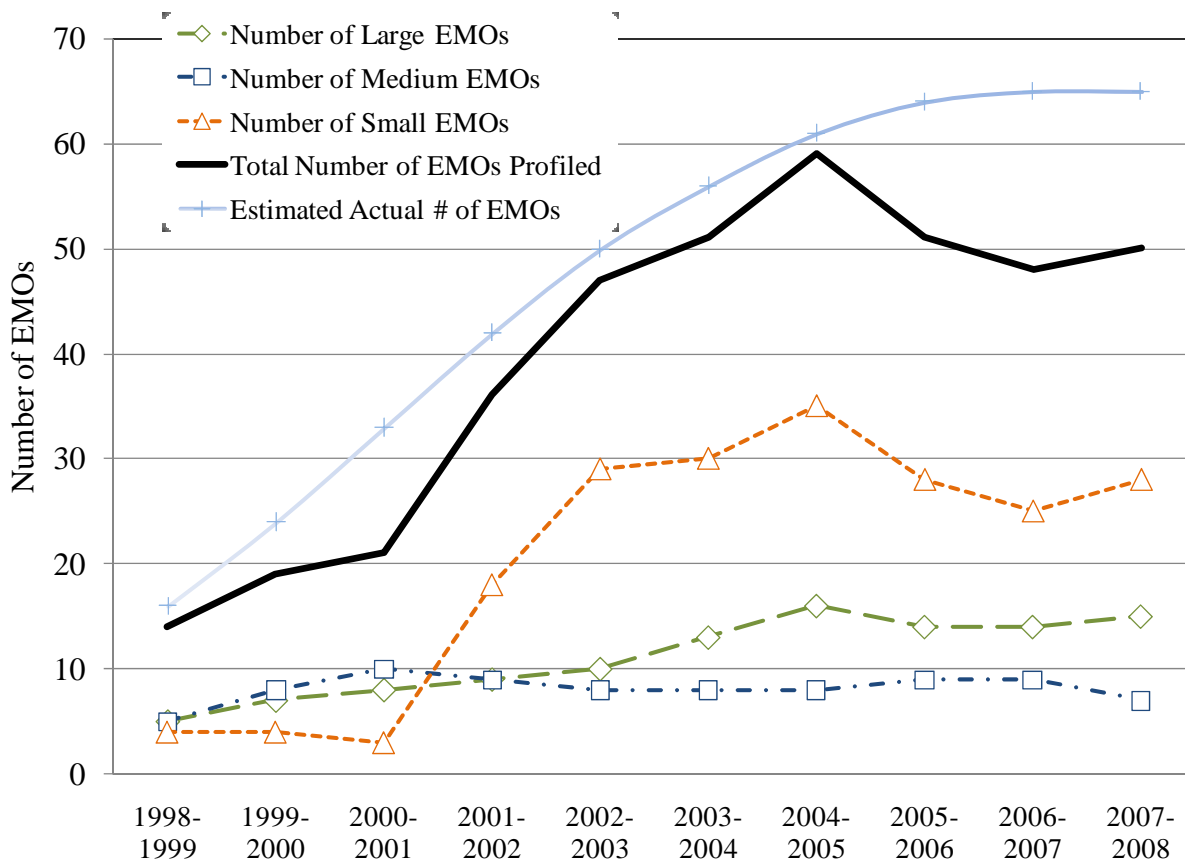


Figure 1. Illustration of the Actual Number of Profiled EMOs by Size and the Estimated Total Number of EMOs

Profiles reports from 2005-2006 and 2006-2007 did not include new small EMOs. The 2007-2008 report once again includes and updates the information about those small EMOs included in past reports and adds small EMOs identified in the course of this year’s research. We did not, however, engage in an exhaustive search for new small EMOs.

After the 2004-2005 school year, the number of large and medium-size EMOs leveled off. It is possible that the number of small EMOs exceeds the combined total of large and medium size EMOs. Based on what we know from states like Michigan and Arizona, where most of the small-size EMOs are located, this category of company continues to increase.

Our data suggest that the growth in the number of for-profit EMOs has slowed. It is important to note, however, that many of the medium and large-size EMOs have been diversifying and expanding into new service areas, such as the provision of supplemental

education services that is less regulated and shows growth potential. Some EMOs, such as Edison, also have packaged and sold or leased their curricula, accountability, and in-service training systems.

Number of Schools Managed by Education Management Organizations

Table 2 displays the number of schools managed by EMOs that were profiled from the period 1998-1999 to 2007-2008. In 2007-2008, medium- and large-size EMOs managed a total of 494 schools, up from 465 in 2006-2007. However, if an estimate of Imagine-managed schools (38) is added to the 2006-2007 total, the number of schools managed by large- and medium-size EMOs has decreased from 503 in 2006-2007 to 494 in 2007-2008. Edison Schools is largely responsible for this change, experiencing a 17 school net decrease in schools under management from 97 to 80. The biggest net increase in managed schools from 2006-2007 was for White Hat Management, which managed 38 schools in 2006-2007 and reported managing 54 schools in 2007-2008.

Table 2. Number of Schools Managed by Profiled EMOs, By EMO Size

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<i>Large EMOs</i>	94	177	223	281	325	373	434	424	409	450
<i>Medium EMOs</i>	32	48	58	52	50	51	49	56	56	44
<i>Small EMOs</i>	5	5	4	35	42	39	51	41	36	39
<i>Total number of EMO schools</i>	131	230	285	368	417	463	534	521	501	533

To accurately interpret these numbers it is important to note that in 2006-2007 Imagine Schools Inc., the nation’s second largest EMO, reported that it had changed from a for-profit to a nonprofit organization. As a result the company and the estimated 38 schools it managed last year were not included in the 2006-2007 *Profiles* report. In researching the 2007-2008 report we learned that Imagine Schools Inc. was still operating as a for-profit company because it has not yet received IRS approval to operate as a nonprofit. Imagine Schools is, therefore, profiled in this year’s report. The inclusion of Imagine’s 43 schools in 2007-2008 bumped the total number of EMO-managed schools profiled to a new high of 533 schools. If Image Schools is excluded, the total number of schools managed by EMOs actually declined by 11 in 2007-2008. At the same time the number of students enrolled in schools managed by EMOs continues to increase, albeit more slowly as the average school size increases.

Figure 2 illustrates the growth trends associated with the schools-under-management data in Table 2. Note that large EMOs predominate. Although they have added relatively few schools over the past several years, over the past decade, large EMOs have increased the number of schools under management while the aggregate number of schools managed by medium- and small-size EMOs has been relatively level.

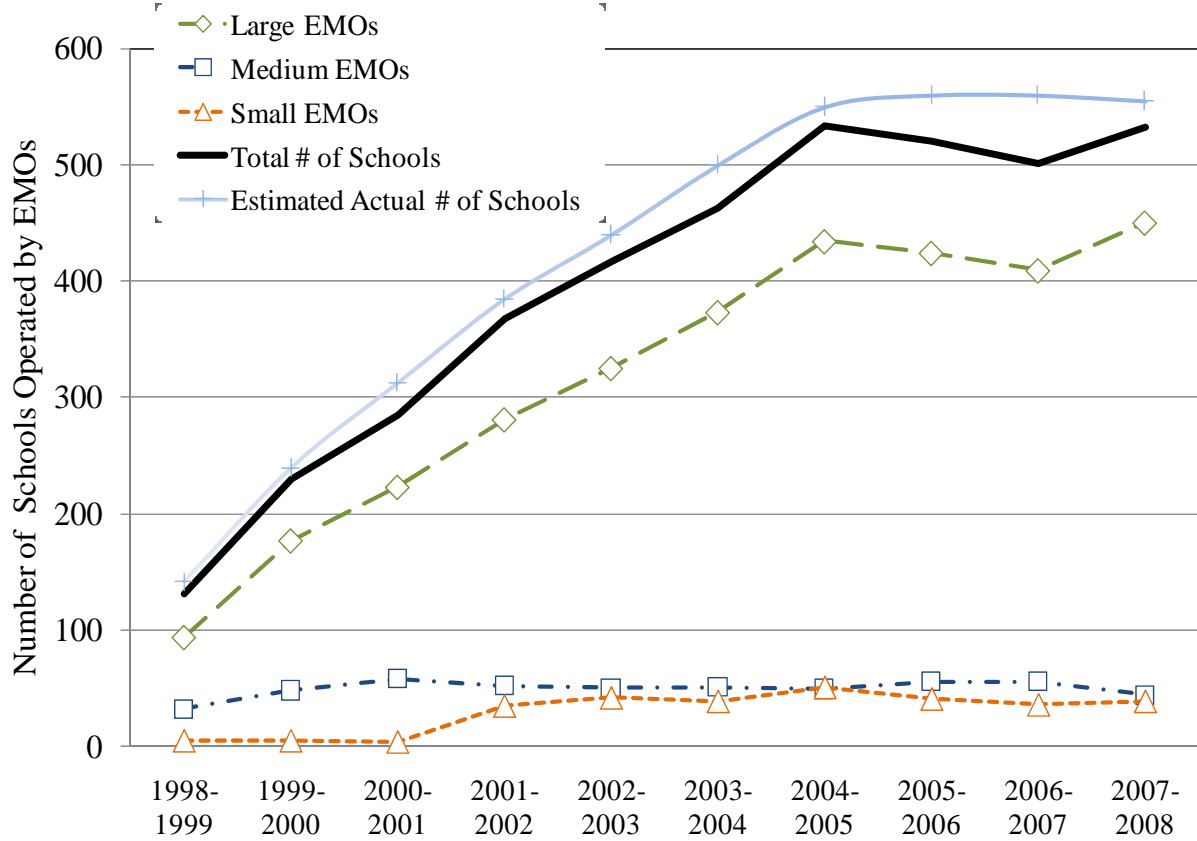


Figure 2. Illustration of the Growth of EMOs in Terms of the Number of Schools They Operate

Large EMOs (i.e., those that manage 10 or more schools) now account for 84.4 percent of all EMO-managed schools, medium size EMOs account for 8.3 percent of all EMO-operated schools and small EMOs account for an additional 7.3 percent.

With regard to the numbers of schools in operation by school type, Figure 3 illustrates that charter schools continue to account for approximately 85 percent of all EMO-managed schools. Since 2003-2004, the number of district schools managed by EMOs has trended downward.

Figure 4 contrasts the number of EMO-managed “brick and mortar” schools to the number of virtual

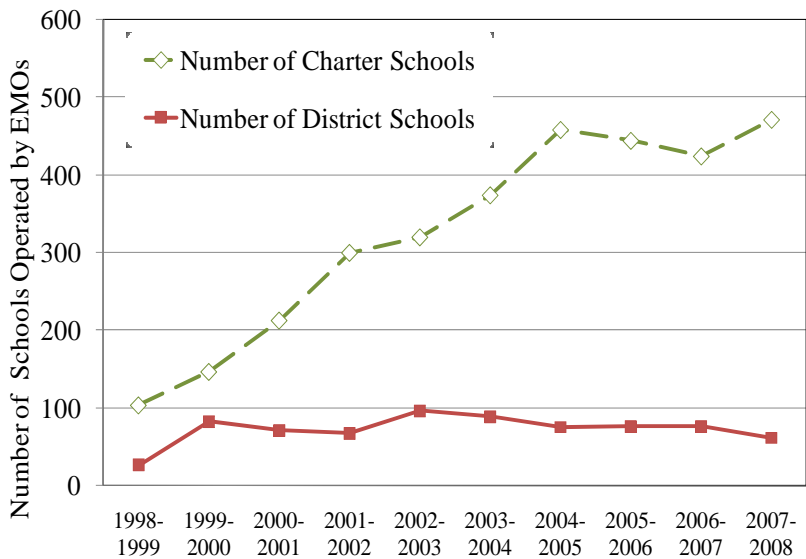


Figure 3. Number of Charter Schools and District Schools Operated by EMOs

schools managed by EMOs. A virtual school delivers its curriculum and provides instruction via the Internet and electronic communication (see Appendix A for definitions). We have only collected data on virtual schools since the 2003-2004 school year. In that time, the number of virtual schools included in the *Profiles* reports has grown from 17 to 40, virtual schools accounted for only 4 percent of the EMO-managed schools in 2003-2004. This year they accounted for 8 percent of EMO-managed schools. Because the virtual schools tend to have much larger enrollments than traditional bricks and mortar schools, the number of students they enroll—as a proportion of all students in EMO-managed schools—accounts for 17.4 percent of all students in EMO-operated schools.

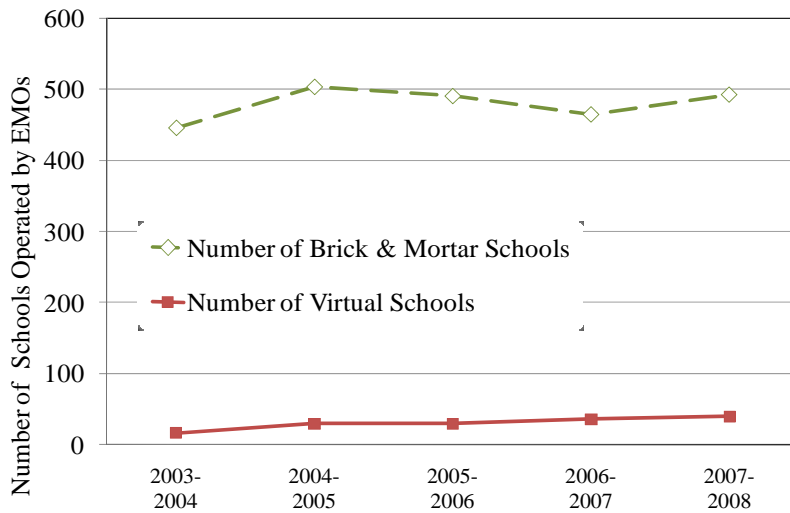


Figure 4. Number of Brick and Mortar Schools and Virtual Schools Operated by EMOs

With only one exception, all of the virtual schools profiled are managed by large EMOs. The exception is Pinnacle Education Inc., a medium-size EMO managing eight schools. Pinnacle was classified as a large EMO in 2006-2007.

Two firms continue to dominate the virtual school industry: Connections Academy and K12 Inc. Virtual schools operate under two different governing frameworks, usually varying by state. Most are established under state charter school laws. K12’s 24 schools include 22 established under charter regulations and 2 that are not. Connections Academy’s 12 schools include 10 charter schools and 2 noncharter public schools. A small number of virtual schools are operated under other arrangements—either directly under control of a school district or provided for under state enabling legislation that is separate from charter school laws. Table 3 displays a summary of current virtual school operations.

Table 3. Number of Managed Schools by School Type

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<i>Number of Brick & Mortar Schools</i>	446	504	491	465	493
<i>Number of Virtual Schools</i>	17	30	30	36	40

Number of Students in Schools Managed by Profiled EMOs

In this section we describe current figures and overall trends in student enrollments. Large EMOs tend to have larger average school enrollments than medium or small EMOs (see Table 6). As a result, although large EMOs account for 85 percent of all EMO-managed schools, they enroll 89 percent of all students in EMO-managed schools (see Table 4).

Table 4. Number of Students in Schools Managed by EMOs, By EMO Size

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Large EMOs	135,000	166,464	178,670	214,205	209,495	198,583	225,050
Medium EMOs	15,057	14,168	11,665	13,535	15,971	20,092	15,758
Small EMOs	6,960	8,567	10,068	14,688	12,503	10,823	13,605
Total number of EMO students	157,017	189,199	200,403	242,428	237,969	229,498	254,413

Prior to 2001-2002, student enrollment data were not collected for *Profiles* reports. Figure 5 displays enrollment data for companies profiled for the period 2001-2002 to

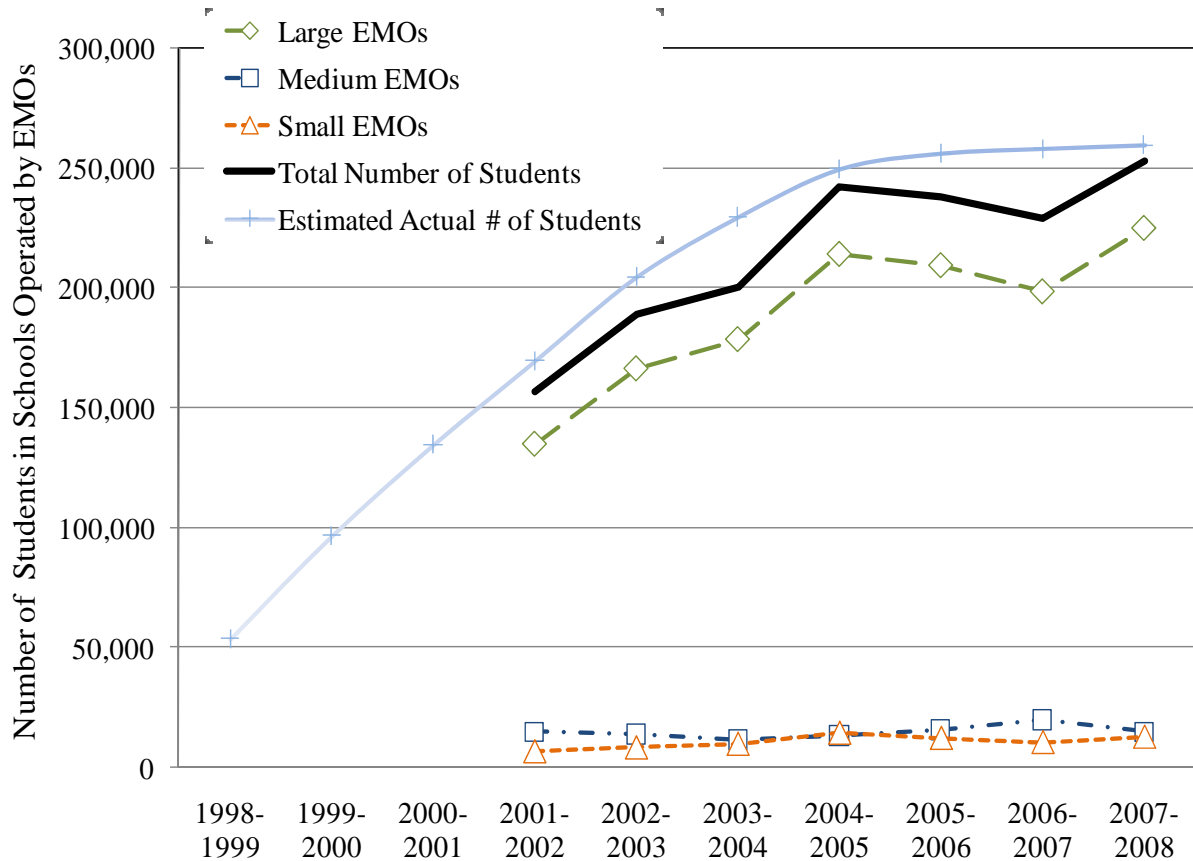


Figure 5. Number of Students Enrolled in Schools Managed by For-Profit EMOs

2007-2008. Also displayed is the calculated student enrollment trend estimate. The estimated enrollment for the first three years is based on the number of schools and the mean enrollment in schools for 2001-2002 and 2002-2003.

Each year since 2001-2002 the average school size for EMO-managed schools has increased. This fact also is taken into account when we calculate our estimated enrollments. The dip in overall enrollment in 2006-2007 is due to the exclusion of Imagine Schools Inc., which was included again in 2007-2008.

The data in Table 5 display the number of EMO-managed schools and total enrollment of those schools by school type the Common Core of Data definitions were used to classify schools as either “primary,” “middle,” “high,” or “other” (see definitions in Appendix A). Sixty percent of all EMO-managed schools are at the primary level in 2007-2008 compared with 58 percent in the previous year.

Table 5. Number of Schools and Students Enrolled in Schools Operated by Profiled EMOs, By School Level (2006-2007 and 2007-2008)

	<i>2006-2007 Schools</i>	<i>2006-2007 Enrollment</i>	<i>2007-2008 Schools</i>	<i>2007-2008 Enrollment</i>
<i>Primary</i>	292	133,886	324	161,256
<i>Middle</i>	27	12,434	33	13,917
<i>High</i>	94	28,352	100	48,745
<i>Other</i>	88	54,826	76	30,495

Table 6 displays the 2007-2008 average and median enrollments for EMO-operated schools, in terms of EMO size and instruction level. The data illustrate that schools run by large EMOs have a larger median enrollments than do schools operated by medium or small-sized EMOs. The data in Table 6 illustrate the predominance of the large size EMOs both in terms of the number of schools they manage and the total number of students enrolled in their schools. It also illustrates the extent to which large EMOs focus on primary schools with relatively large enrollments.

Table 6. Numbers of Schools and Students Enrolled, by EMO Size and School Level, 2007-2008

		<i>Number of Schools</i>	<i>Total Enrollment</i>	<i>Average Enrollment</i>	<i>Median enrollment</i>
<i>Large EMOs</i>	<i>Primary</i>	270	140,966	522	439
	<i>Middle</i>	30	12,711	424	413
	<i>High</i>	86	45,672	531	402
	<i>Other</i>	66	26,275	398	376
<i>Medium EMOs</i>	<i>Primary</i>	27	10,096	374	400
	<i>Middle</i>	2	948	474	474
	<i>High</i>	11	2,599	236	97
	<i>Other</i>	4	2,115	529	417
<i>Small EMOs</i>	<i>Primary</i>	27	10,194	378	327
	<i>Middle</i>	1	258	258	258
	<i>High</i>	3	474	158	104
	<i>Other</i>	6	2,105	351	319

Using the 2007-2008 Profiles Report

The data in the annual *Profiles of For-Profit Education Management Organizations* reports describe general trends in the for-profit EMO industry over time. They are intended for a broad audience including policymakers, educators, school district officials, and school board members who may use this information to learn more about current or potential contractors. Investors, persons involved in the education industry, and employees of EMOs may use *Profiles* reports to track changes, strategize for growth, and plan investments. Finally, *Profiles* reports are important resources for journalists, researchers, and anyone who seeks to study and learn about education management organizations.

The appendices contain important information that will be helpful in using the *Profiles* report. Below is a list of appendices and a brief description of each:

- **Appendix A** contains definitions of terms and notes that will be helpful in understanding the company summaries and profiles.
- **Appendix B** contains notes on companies that failed to respond to requests for information.
- **Appendix C** contains specific notes and details regarding data sources for the company profiles.
- **Appendix D** contains a list of companies that no longer are profiled and the reason(s) why.
- **Appendix E** contains the methods for calculating national average enrollments.

SUMMARY OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Large Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Charter School Administrative Services	Southfield, MI	0	14	14	7,096	4	19
Charter Schools USA	Fort Lauderdale, FL	0	14	14	13,042	1	25
Choice Schools Associates, LLC	Grand Rapids, MI	0	10	10	2,305	1	29
Connections Academy	Baltimore, MD	2	10	12	8,615	11	35
CS Partners, LLC	Hartland, MI	0	10	10	3,024	1	41
Edison Schools	New York, NY	49	31	80	48,609	17	46
Helicon Associates	Trenton, MI	0	12	12	3,627	1	61
Imagine Schools, Inc.	Arlington, VA	0	43	43	19,045	11	67
K12 Inc.	Herndon, VA	2	22	24	31,355	15	74
Leona Group, LLC, The	Phoenix, AZ	0	54	54	16,648	5	82
Mosaica Education, Inc.	New York, NY	0	36	36	12,505	8	90
National Heritage Academies	Grand Rapids, MI	0	55	55	33,172	6	99
Non-Public Educational Services, Inc.	Salem, MA	3	14	17	3,313	5	106
Victory Schools, Inc.	New York, NY	6	9	15	6,290	3	112
White Hat Management	Akron, OH	0	54	54	16,404	6	119
Large Company Totals:		62	388	450	225,050	27	
# of Large Companies = 15							

Notes: Washington, DC is counted as a state.

Medium Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
AmeriSchools	Tucson, AZ	0	4	4	727	1	127
Benjamin Franklin Charter School	Gilbert, AZ	0	4	4	1,986	1	128
Educational Services of America, Inc.	Liberty, IL	0	7	7	583	1	129
Global Educational Excellence	Ann Arbor, MI	0	9	9	2,589	2	130
Pinnacle Education, Inc.	Tempe, AZ	0	8	8	2,473	1	131
Romine Group, LLC, The	Utica, MI	0	5	5	2,665	1	133
SABIS Educational Systems	Eden Prairie, MN	0	7	7	4,735	5	135
Medium Company Totals: # of Medium Companies = 7		0	44	44	15,758	5	

Notes: Washington, DC is counted as a state.

Small Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Accelerated Learning Center, Inc.	Phoenix, AZ	0	1	1	258	1	138
Allen-Cochran Enterprises	Chandler, AZ	0	1	1	331	1	139
Allsport Enterprises, Inc	Tucson, AZ	0	1	1	102	1	140
American Basic Schools, LLC	Mesa, AZ	0	1	1	702	1	141
Black Star Educational Management	Detroit, MI	0	1	1	244	1	142
Bright Beginnings School, Inc.	Chandler, AZ	0	1	1	435	1	143
Champion Schools, Inc.	Phoenix, AZ	0	1	1	187	1	144
Compass High School, Inc.	Tucson, AZ	0	1	1	350	1	145
Cornerstone Charter School, Inc.	Phoenix, AZ	0	1	1	233	1	146
Country Gardens Educational Services, LLC	Laveen, AZ	0	1	1	327	1	147
Desert Springs Academy	Tucson, AZ	0	1	1	146	1	148
Eastpointe High School, Inc.	Tucson, AZ	0	1	1	212	1	149
EdFutures, Inc.	Carlsbad, CA	0	2	2	574	2	150
Educational Impact, Inc.	Tucson, AZ	0	1	1	104	1	151
GAR, LLC	Tempe, AZ	0	1	1	113	1	152
Hamadeh Educational Services, Inc.	Dearborn, MI	0	3	3	2,024	1	153
Heritage Academy, Inc.	Mesa, AZ	0	1	1	418	1	154
Innovative Teaching Solutions	Southfield, MI	0	3	3	1,603	1	155
Montessori Charter School of Flagstaff, Inc.	Flagstaff, AZ	0	1	1	268	1	156
Nobel Learning Communities, Inc.	West Chester, PA	0	1	1	700	1	157
Rose Management Group	Tucson, AZ	0	3	3	825	1	158
Schoolhouse Services and Staffing, Inc.	Detroit, MI	0	3	3	1,338	1	159

Small Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Self Development Charter School	Mesa, AZ	0	1	1	278	1	160
Smart Schools Management	Traverse City, MI	0	1	1	920	1	161
Southern Arizona Community Academy, Inc.	Tucson, AZ	0	1	1	187	1	162
Synergy Training Solutions	St.Clair Shores, MI	0	2	2	409	1	163
TAG Elementary, Inc.	Tucson, AZ	0	1	1	214	1	164
The Montessori Schoolhouse of Tucson	Tucson, AZ	0	2	2	103	1	165
Small Company Totals: # of Small Companies = 28		0	39	39	13,605	5	

Notes: Washington, DC is counted as a state.

REPORT TOTALS FOR ALL COMPANIES

Total # of Companies	Total Public Schools Managed			Total Enrollment	Total # of States Where Schools Are Managed
	District	Charter	Total		
50	62	471	533	254,413	28

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Large Companies: Managing 10 or More Schools

Charter School Administrative Services

Large Company: Managing 10 or More Schools

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

Company Schools by State

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Lithonia	Lithonia, GA	Unknown	K-7	492	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Detroit West	Detroit, MI	1995	K-6	358	Yes	No
Academy of Flint	Flint, MI	1999	K-8	515	Yes	No
Academy of Inkster	Inkster, MI	1999	9-12	198	Yes	No
Academy of Lathrup Village	Lathrup Village, MI	1995	K-8	449	Yes	No
Academy of Oak Park	Ferndale, MI	1995	K-12	1371	Yes	No
Academy of Southfield	Southfield, MI	1995	K-8	420	Yes	No
Academy of Waterford	Waterford, MI	2003	K-8	349	Yes	No
Academy of Westland	Westland, MI	1996	K-8	359	Yes	No
Cherry Hill School of Performing Arts	Inkster, MI	1999	K-12	928	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Charter School Administrative Services

Large Company: Managing 10 or More Schools

Academy of Kansas City	Kansas City, MO	1999	K-8	322	Yes	No
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Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Beaumont	Beaumont, TX	1998	K-8	321	Yes	No
Academy of Dallas	Dallas, TX	1998	K-8	510	Yes	No
Bexar County Academy	San Antonio, TX	1998	K-8	504	Yes	No

Total Number of Schools: 14

Total Enrollment: 7,096

States Operated in: GA, MI, MO, TX

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	1
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0
2006-07	0

Charter School Administrative Services

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

Florida

School Name	School Location	Reason No Longer Profiled
Tampa United Methodist School	Tampa, FL	According to the St. Petersburg Times, the school earned a D, did not meet state standards, and closed after the 2004-2005 school year.

Michigan

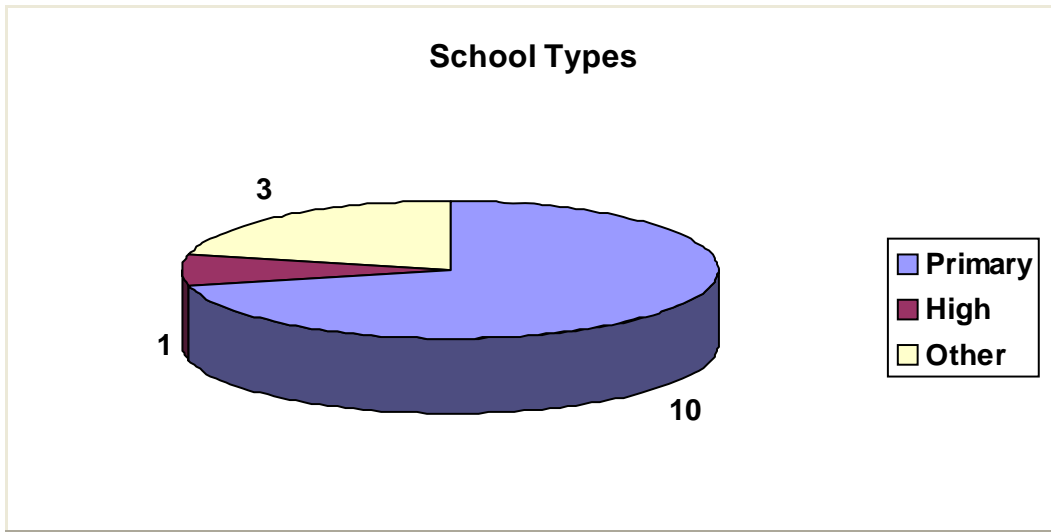
School Name	School Location	Reason No Longer Profiled
Academy of Michigan	Oak Park, MI	School is not listed on Central Michigan University charter site, Michigan Department of Education enrollments, or MAPSA website.

Texas

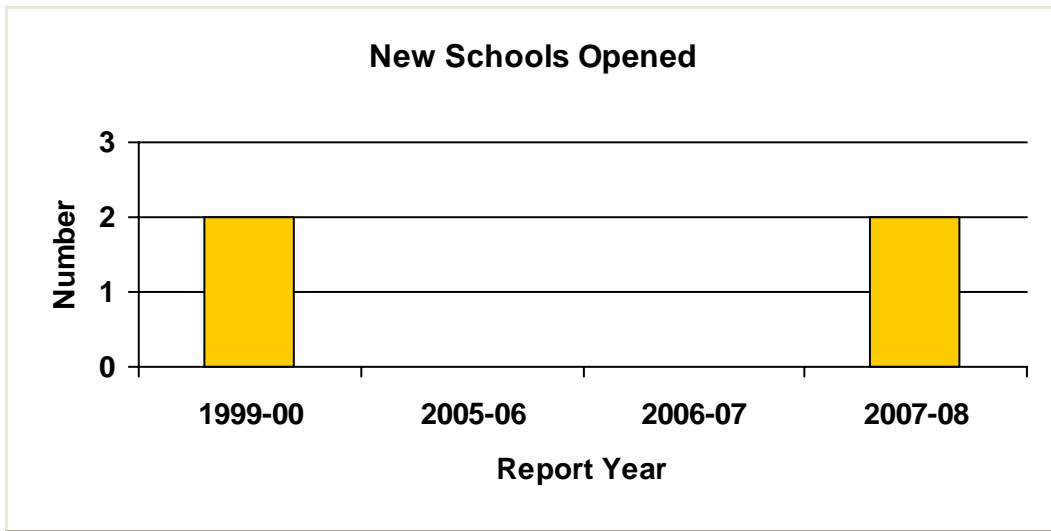
School Name	School Location	Reason No Longer Profiled
Academy of Houston	Houston, TX	"Former Texas Education Commissioner Felipe Alanis closed the Academy of Houston, run by CSAS, at the end of the 2002-03 school year after a consistent showing of poor academic performance." (http://www.mysanantonio.com/news/education/stories/MYSA110207.01B.CharterProbe.335559f.html)

Charter School Administrative Services

Large Company: Managing 10 or More Schools



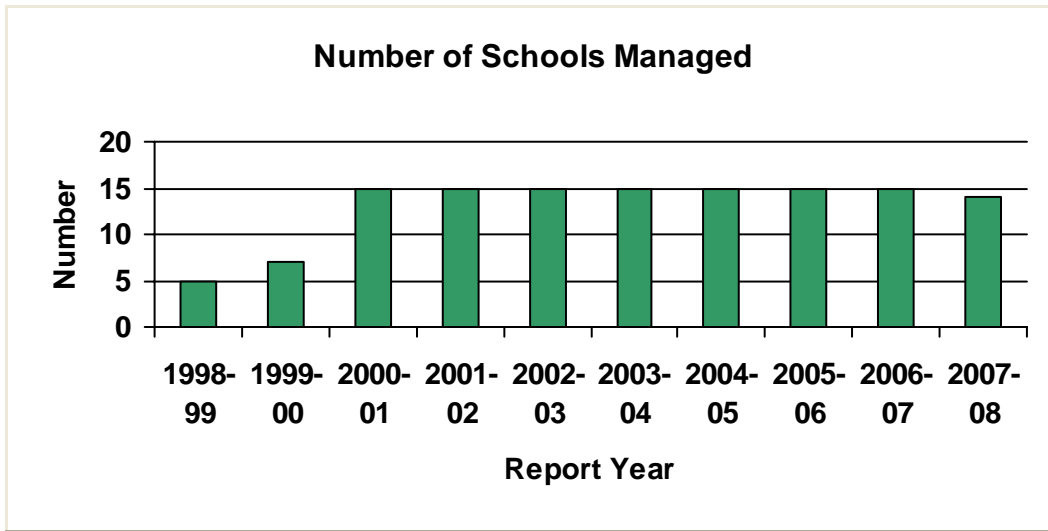
CCD Level	# of Schools
Primary	10
Middle	0
High	1
Other	3
Unknown	0



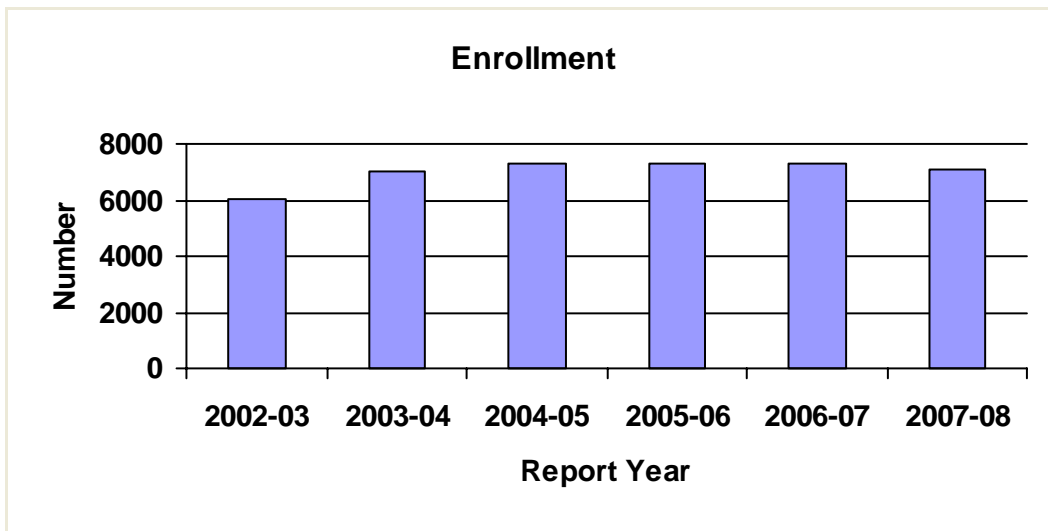
Report Year	New Schools
1998-99	Unknown
1999-00	2
2000-01	Unknown
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	Unknown
2005-06	0
2006-07	0
2007-08	2

Charter School Administrative Services

Large Company: Managing 10 or More Schools



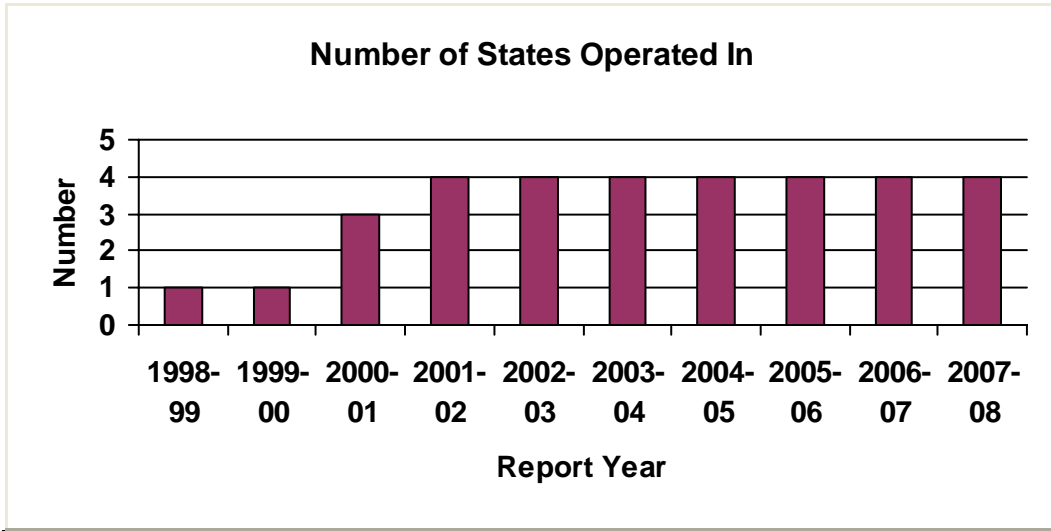
Report Year	# of Schools
1998-99	5
1999-00	7
2000-01	15
2001-02	15
2002-03	15
2003-04	15
2004-05	15
2005-06	15
2006-07	15
2007-08	14



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	6031
2003-04	7046
2004-05	7295
2005-06	7295
2006-07	7295
2007-08	7096

Charter School Administrative Services

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	1
1999-00	1
2000-01	3
2001-02	4
2002-03	4
2003-04	4
2004-05	4
2005-06	4
2006-07	4
2007-08	4

Charter Schools USA

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
6245 N. Federal Hwy, 5th Fl Fort Lauderdale, FL 33308	954-202-3500 954-202-3512	www.charterschoolsusa.com	1997	Private	Not Profitable

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Aventura Charter Elementary	Aventura, FL	2003	K-8	900	Yes	No
Bonita Springs Charter School	Bonita Springs, FL	2002	K-8	1240	Yes	No
Cape Coral Charter School	Cape Coral, FL	2004	K-8	540	Yes	No
City of Coral Springs Charter School	Coral Springs, FL	1999	6-12	1611	Yes	No
Downtown Miami Charter School	Miami, FL	2002	K-6	620	Yes	No
Four Corners Charter School	Davenport, FL	2001	K-8	929	Yes	No
Gateway Charter High School	Fort Myers, FL	2004	9-12	727	Yes	No
Gateway Charter School	Fort Myers, FL	2003	K-8	1543	Yes	No
Hollywood Academy of Arts and Science	Hollywood, FL	2004	K-8	676	Yes	No
Keys Gate Charter School	Homestead, FL	2001	K-8	1150	Yes	No
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-8	618	Yes	No
Palm Bay Community Charter School	Palm Bay, FL	2007	K-8	910	Yes	No
Renaissance Charter Schools	Miami, FL	1999	K-8	621	Yes	No
Six Mile Charter Academy	Fort Myers, FL	2005	K-8	957	Yes	No

Total Number of Schools: 14

Charter Schools USA

Large Company: Managing 10 or More Schools

Total Enrollment: 13,042

States Operated in: FL

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	1
2002-03	4
2003-04	1
2004-05	0
2005-06	0
2006-07	6

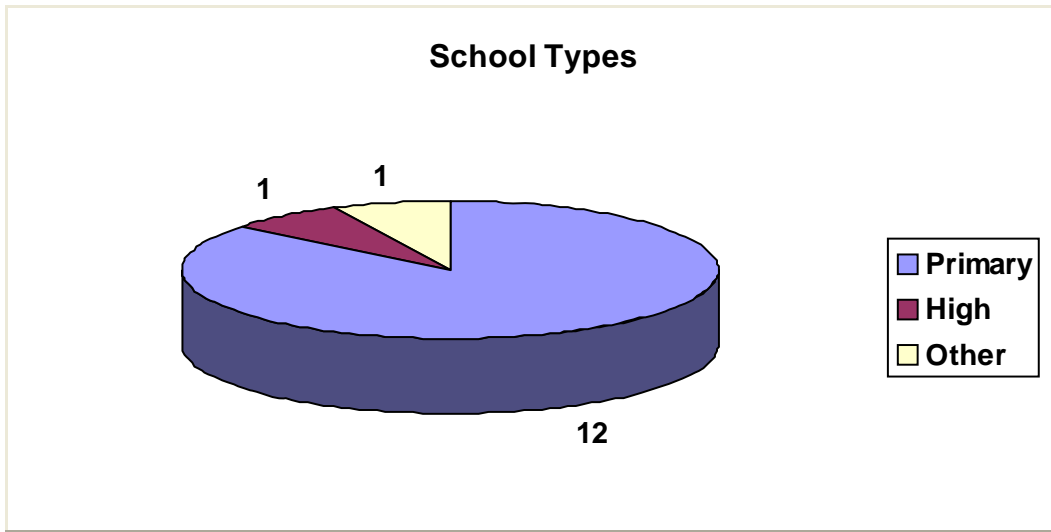
Schools No Longer Profiled for this Reporting Period

Florida

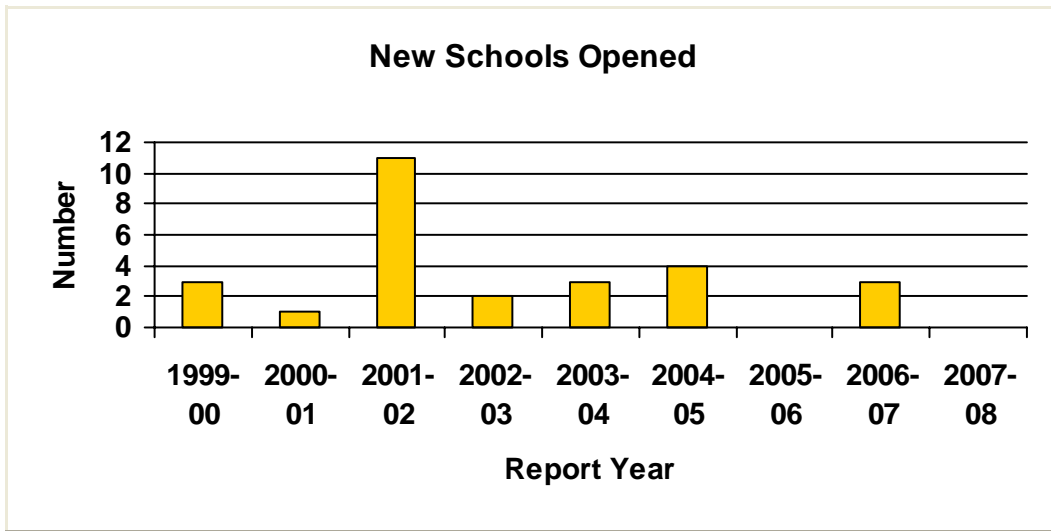
School Name	School Location	Reason No Longer Profiled
Bay Haven Charter Academy	Panama City, FL	Returned profile from Charter Schools USA indicated this school is discontinued

Charter Schools USA

Large Company: Managing 10 or More Schools



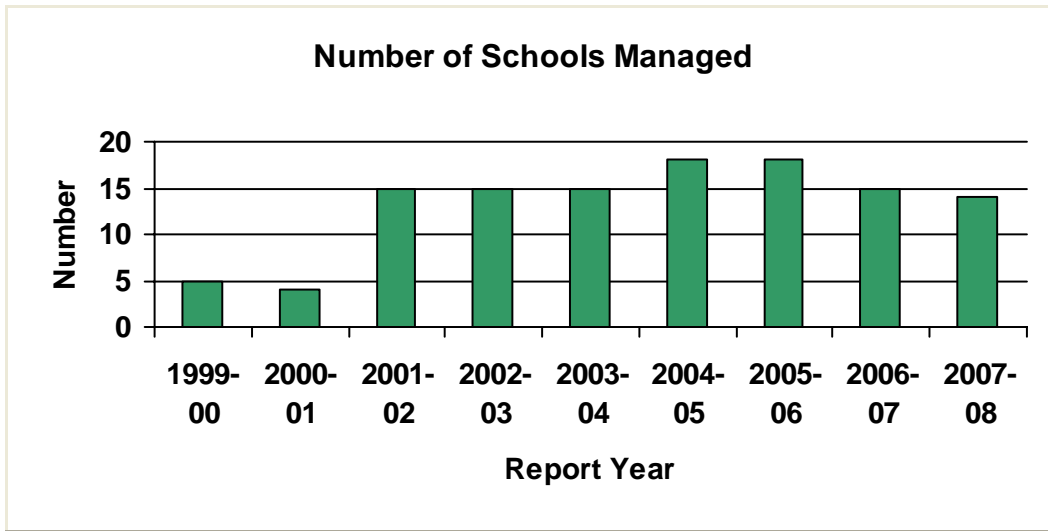
CCD Level	# of Schools
Primary	12
Middle	0
High	1
Other	1
Unknown	0



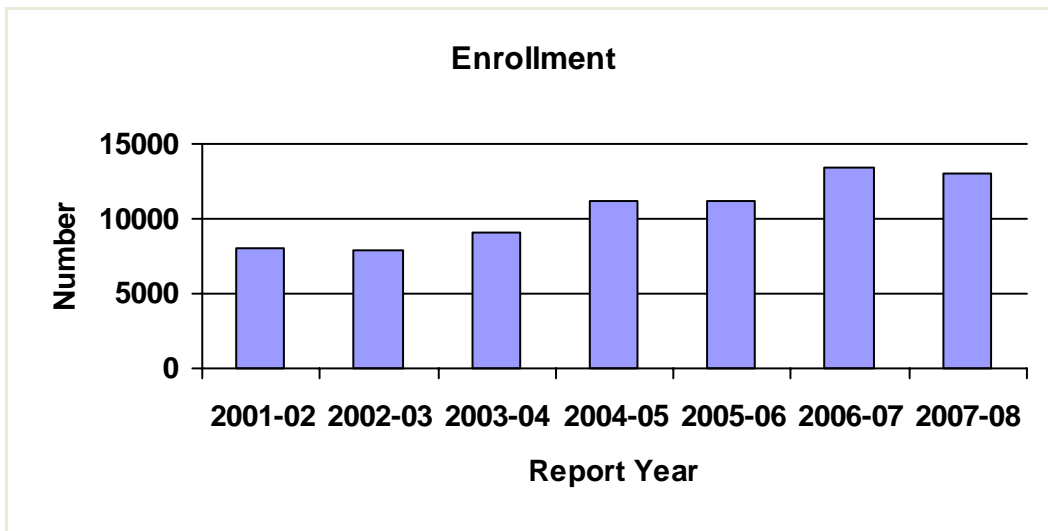
Report Year	New Schools
1998-99	N/A
1999-00	3
2000-01	1
2001-02	11
2002-03	2
2003-04	3
2004-05	4
2005-06	0
2006-07	3
2007-08	0

Charter Schools USA

Large Company: Managing 10 or More Schools



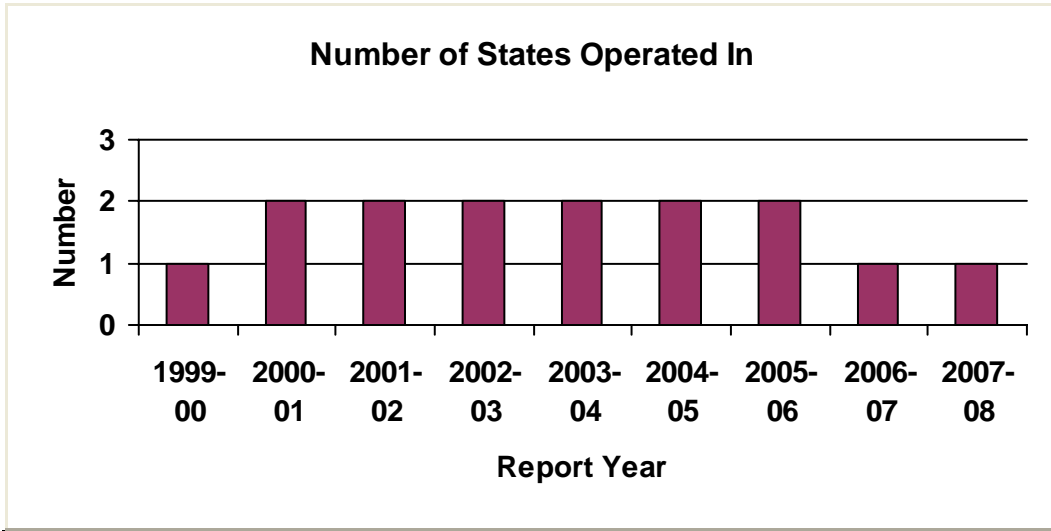
Report Year	# of Schools
1998-99	N/A
1999-00	5
2000-01	4
2001-02	15
2002-03	15
2003-04	15
2004-05	18
2005-06	18
2006-07	15
2007-08	14



Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	8005
2002-03	7932
2003-04	9093
2004-05	11205
2005-06	11197
2006-07	13360
2007-08	13042

Charter Schools USA

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	1
2000-01	2
2001-02	2
2002-03	2
2003-04	2
2004-05	2
2005-06	2
2006-07	1
2007-08	1

Choice Schools Associates, LLC

Large Company: Managing 10 or More Schools

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

Company Schools by State

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Benton Harbor Charter School	Benton Harbor, MI	1999	K-6	481	Yes	No
Creative Learning Academy of Science, Mathematics and	Beaverton, MI	1996	K-8	73	Yes	No
Creative Montessori Academy	Southgate, MI	2001	K-8	530	Yes	No
Grattan Academic High School	Greenville, MI	2003	6-12	112	Yes	No
Grattan Academy	Belding, MI	1996	K-5	88	Yes	No
Hillsdale Preparatory School	Hillsdale, MI	2005	K-8	63	Yes	No
Morey Public School	Shepherd, MI	1997	K-12	255	Yes	No
Three Oaks Public School Academy	Muskegon, MI	2003	K-9	115	Yes	No
Tri Valley Academy of Arts and Education	Muskegon, MI	1996	K-8	200	Yes	No
West Michigan Academy of Environmental Science	Grand Rapids, MI	1996	K-12	388	Yes	No

Total Number of Schools: 10

Total Enrollment: 2,305

States Operated in: MI

Choice Schools Associates, LLC

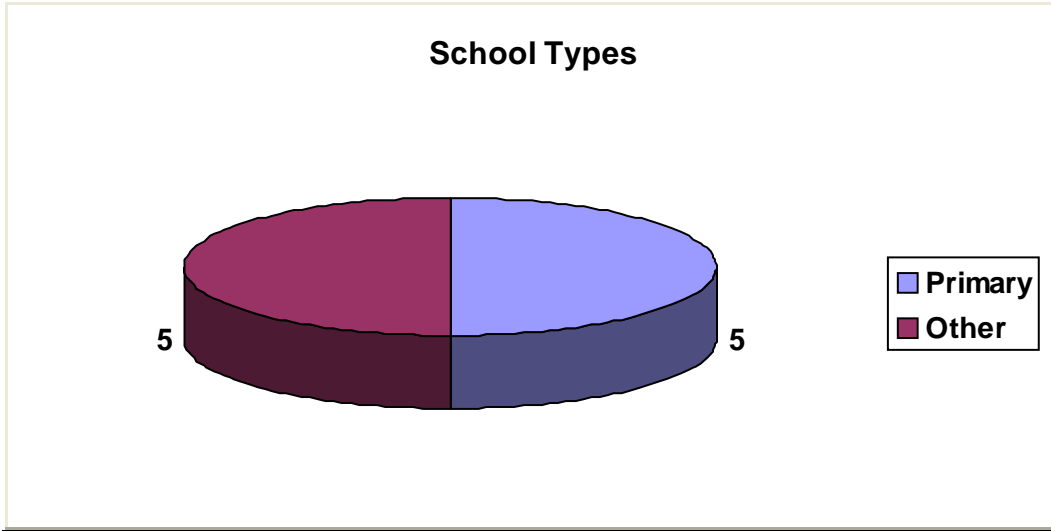
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

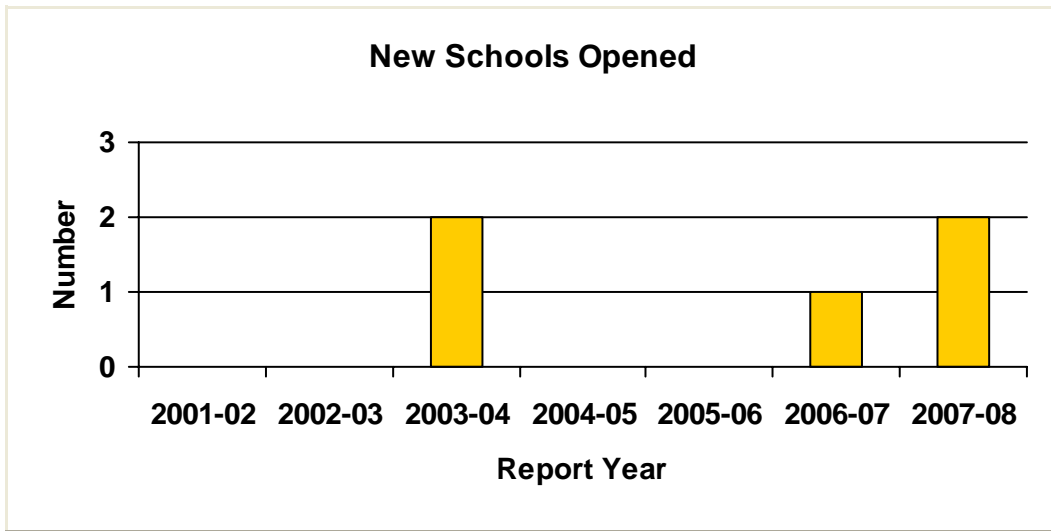
Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0
2006-07	1

Choice Schools Associates, LLC

Large Company: Managing 10 or More Schools



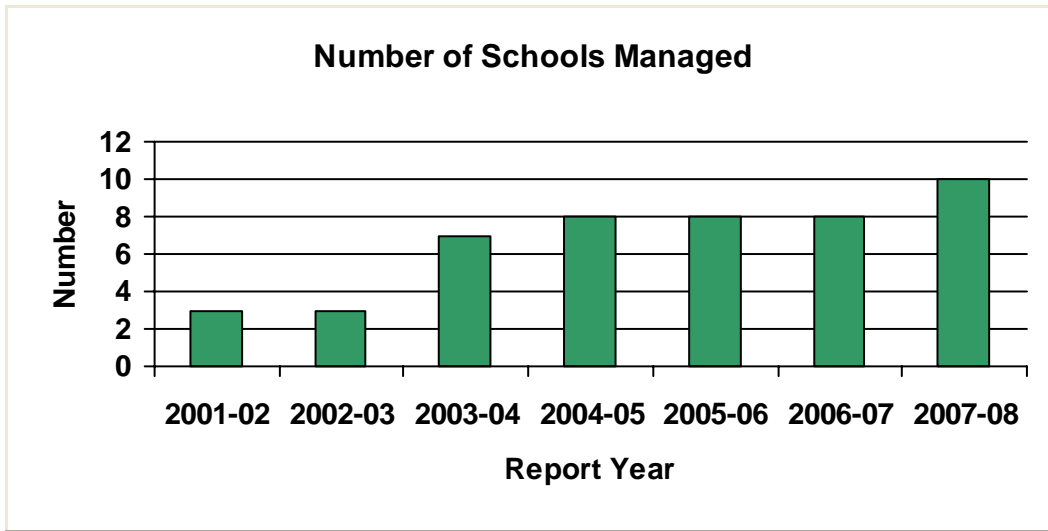
CCD Level	# of Schools
Primary	5
Middle	0
High	0
Other	5
Unknown	0



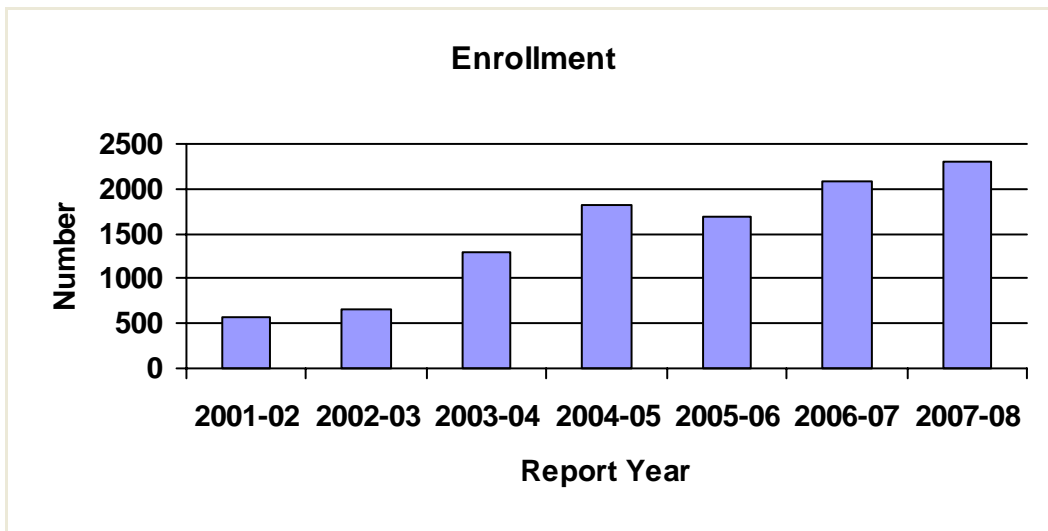
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	0
2002-03	0
2003-04	2
2004-05	0
2005-06	0
2006-07	1
2007-08	2

Choice Schools Associates, LLC

Large Company: Managing 10 or More Schools



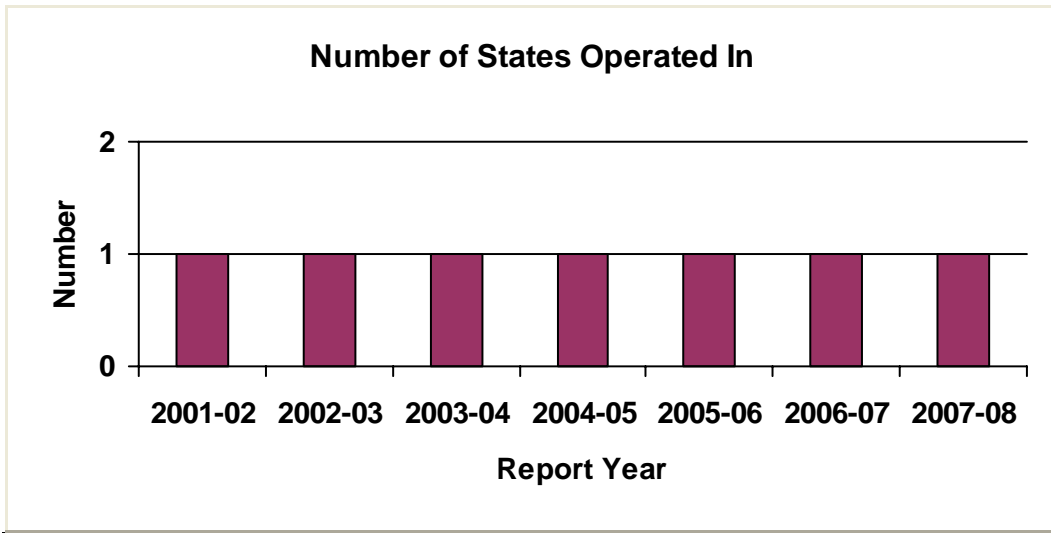
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	3
2002-03	3
2003-04	7
2004-05	8
2005-06	8
2006-07	8
2007-08	10



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	577
2002-03	650
2003-04	1291
2004-05	1825
2005-06	1682
2006-07	2090
2007-08	2305

Choice Schools Associates, LLC

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	1
2003-04	1
2004-05	1
2005-06	1
2006-07	1
2007-08	1

Connections Academy

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1001 Fleet St, 5th Floor Baltimore, MD 21202	410-843-6010 410-843-6262	www.connectionsacademy.com	2001	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Connections Academy	Mesa, AZ	2005	K-11	600	Yes	Yes

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Capistrano Connections Academy	San Clemente, CA	2004	K-11	700	Yes	Yes
Central California Connections Academy	Visalia, CA	2006	K-11	75	Yes	Yes

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Colorado Connections Academy	Littleton, CO	2002	K-9	400	No	Yes

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Florida Connections Academy	Orlando, FL	2003	K-8	940	No	Yes

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Connections Academy

Large Company: Managing 10 or More Schools

INSPIRE	Boise, ID	2005	K-11	250	Yes	Yes
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Minnesota

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
MTS Minnesota Connections Academy	Minneapolis, MN	2005	K-11	600	Yes	Yes

Nevada

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Nevada Connections Academy	Reno, NV	2007	K-11	500	Yes	Yes

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Connections Academy	Cincinnati, OH	2003	K-11	1150	Yes	Yes

Oregon

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Oregon Connections Academy	Scio, OR	2005	K-12	800	Yes	Yes

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Commonwealth Connections Academy	Mechanicsburg, PA	2003	K-11	2100	Yes	Yes

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Connections Academy

Large Company: Managing 10 or More Schools

Wisconsin Connections Academy	Appleton, WI	2002	K-8	500	Yes	Yes
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Total Number of Schools: 12

Total Enrollment: 8,615

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

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	0
2004-05	0
2005-06	2
2006-07	1

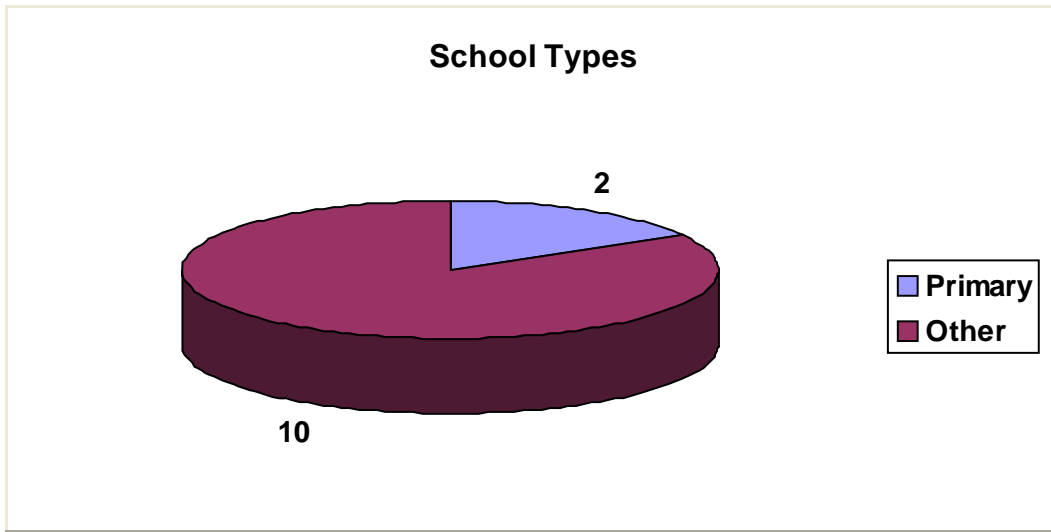
Schools No Longer Profiled for this Reporting Period

Colorado

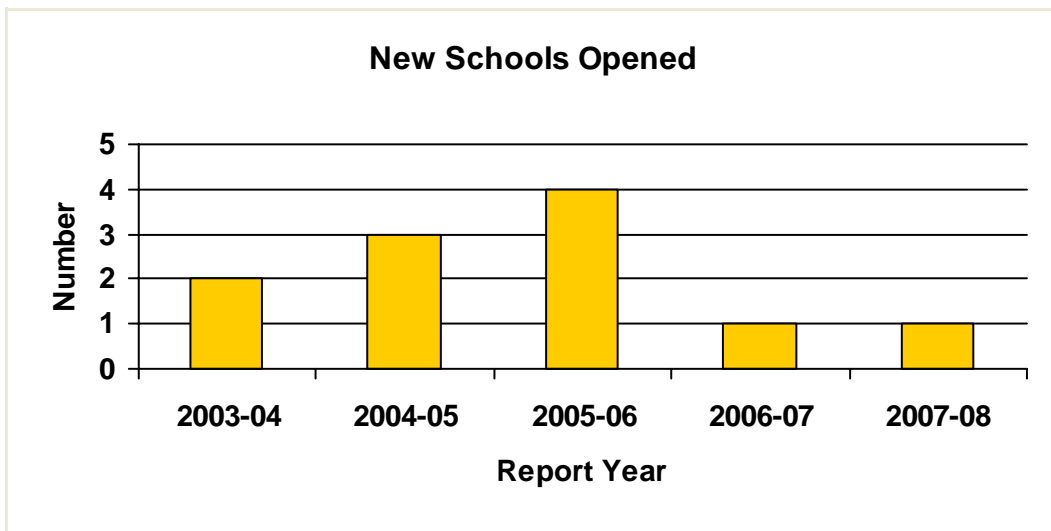
School Name	School Location	Reason No Longer Profiled
Littleton Connections Academy Part-Time	Littleton, CO	Littleton Connections Academy Part-time is actually a part-time program.

Connections Academy

Large Company: Managing 10 or More Schools



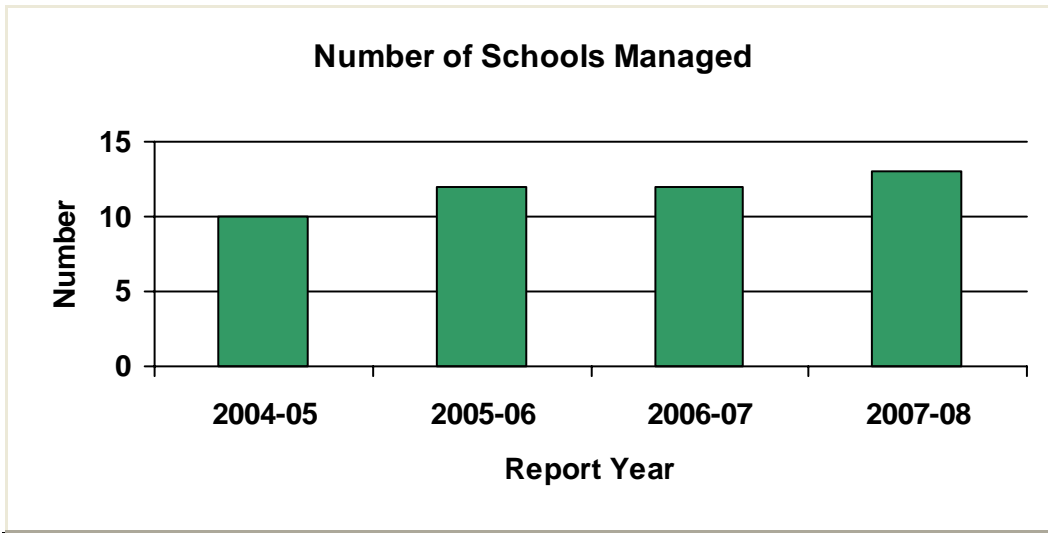
CCD Level	# of Schools
Primary	2
Middle	0
High	0
Other	10
Unknown	0



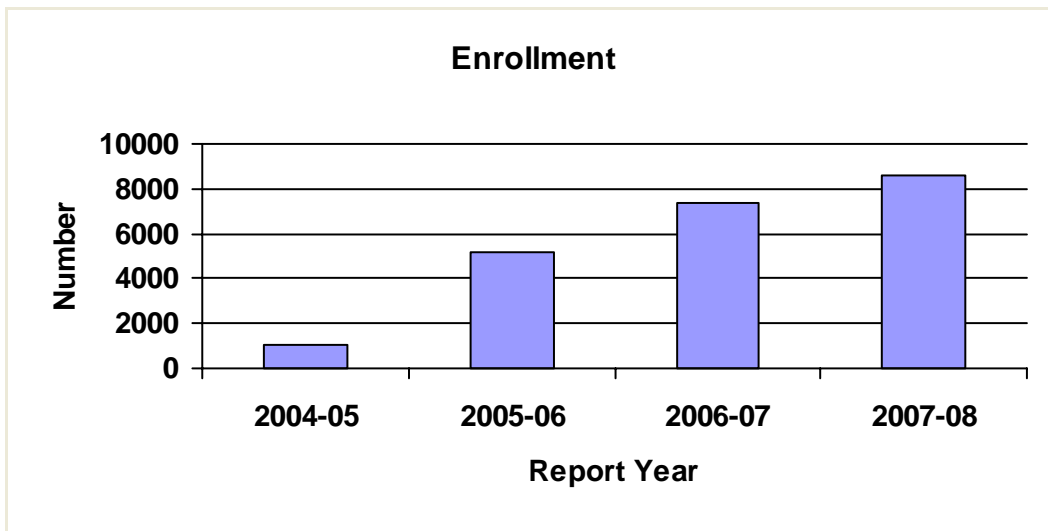
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	2
2004-05	3
2005-06	4
2006-07	1
2007-08	1

Connections Academy

Large Company: Managing 10 or More Schools



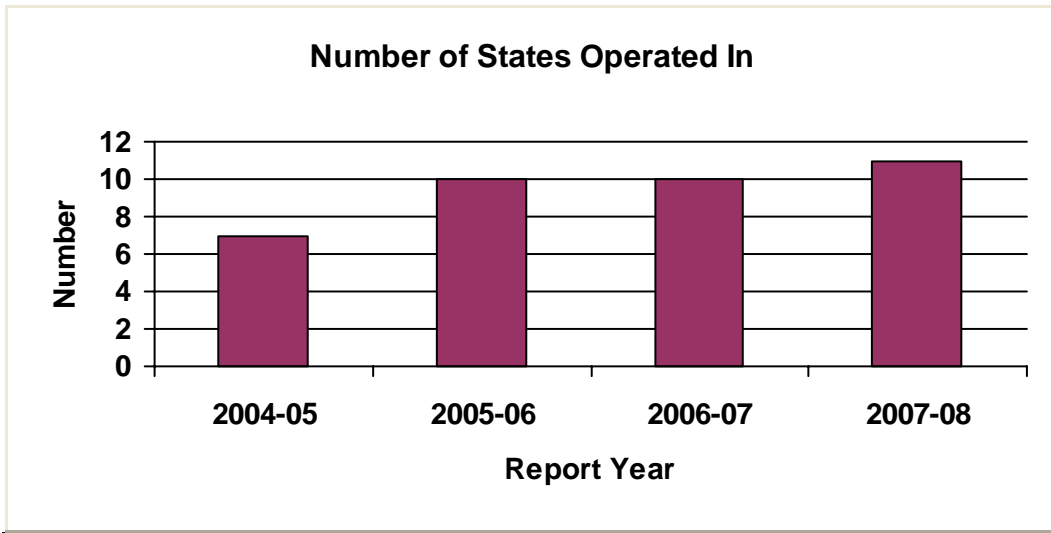
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	10
2005-06	12
2006-07	12
2007-08	13



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	1081
2005-06	5210
2006-07	7335
2007-08	8625

Connections Academy

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	7
2005-06	10
2006-07	10
2007-08	11

CS Partners, LLC

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
2120 Progressive Drive Hartland, MI 48353	810-632-6863 810-632-7548	www.charterschoolpartners.com	2004	Private	Unknown

Company Schools by State

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
American Montessori Academy	Livonia, MI	2004	K-6	297	Yes	No
Ann Arbor Learning Community	Ann Arbor, MI	2006	K-8	182	Yes	No
Charyl Stockwell Academy	Howell, MI	1996	K-8	672	Yes	No
Conner Creek Academy East - Elementary	Roseville, MI	1999	K-6	504	Yes	No
Conner Creek Academy East - High School	Roseville, MI	1999	9-12	128	Yes	No
Conner Creek Academy East - Middle School	Roseville, MI	1999	7-8	143	Yes	No
Crescent Academy	Southfield, MI	2004	K-8	290	Yes	No
Huron Academy	Sterling Heights, MI	1999	K-6	485	Yes	No
Kensington Woods High School	Howell, MI	1995	9-12	252	Yes	No
Sunrise Education Center	East Tawas, MI	1996	K-8	71	Yes	No

Total Number of Schools: 10

Total Enrollment: 3,024

States Operated in: MI

CS Partners, LLC

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	0
2004-05	0
2005-06	0
2006-07	0

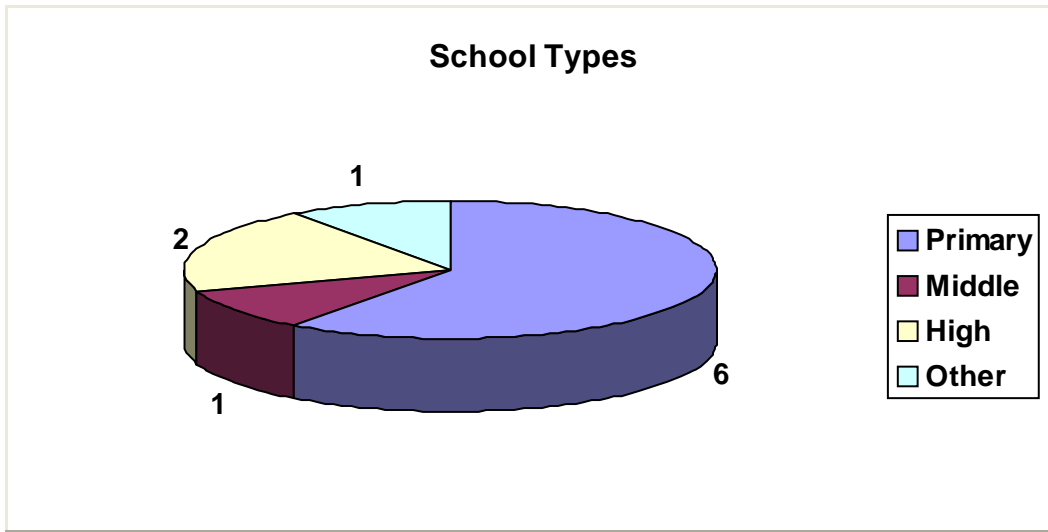
Schools No Longer Profiled for this Reporting Period

Michigan

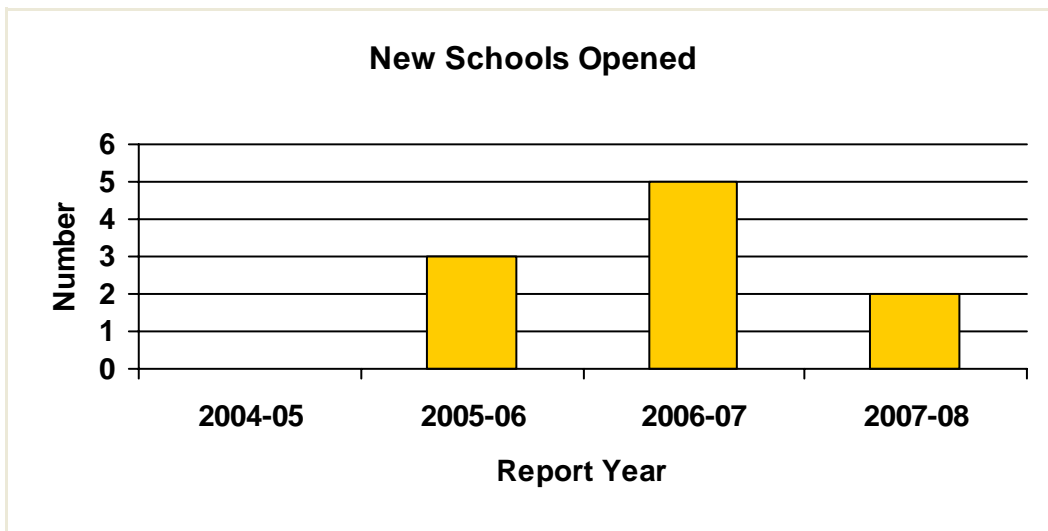
School Name	School Location	Reason No Longer Profiled
Hillsdale Preparatory School	Hillsdale, MI	According to the school website, Hillsdale Preparatory School is now managed by Choice Schools Associates.

CS Partners, LLC

Large Company: Managing 10 or More Schools



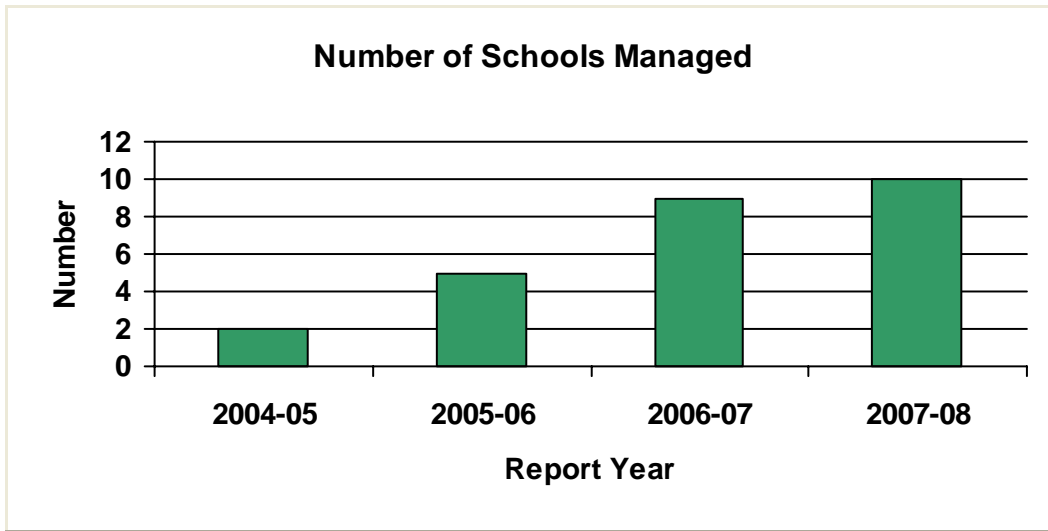
CCD Level	# of Schools
Primary	6
Middle	1
High	2
Other	1
Unknown	0



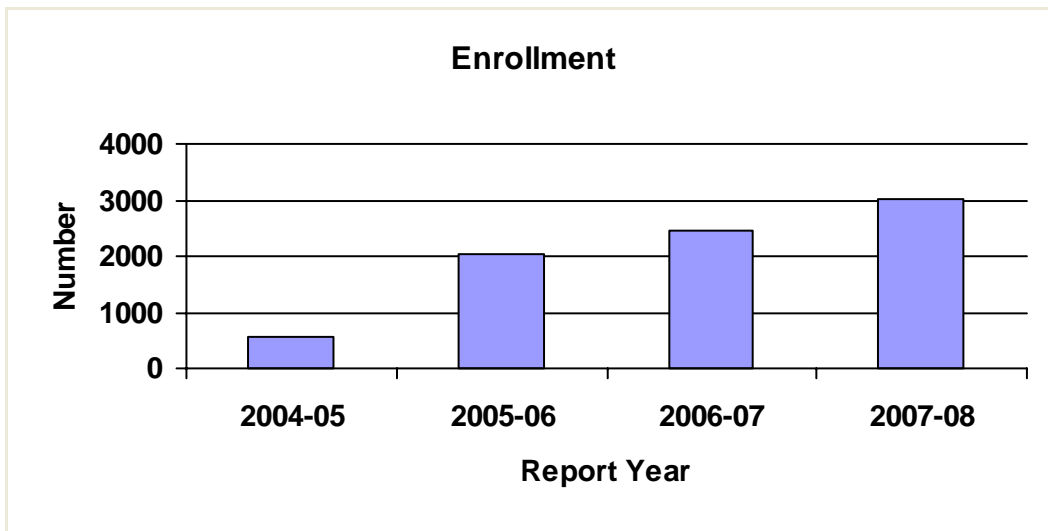
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	0
2005-06	3
2006-07	5
2007-08	2

CS Partners, LLC

Large Company: Managing 10 or More Schools



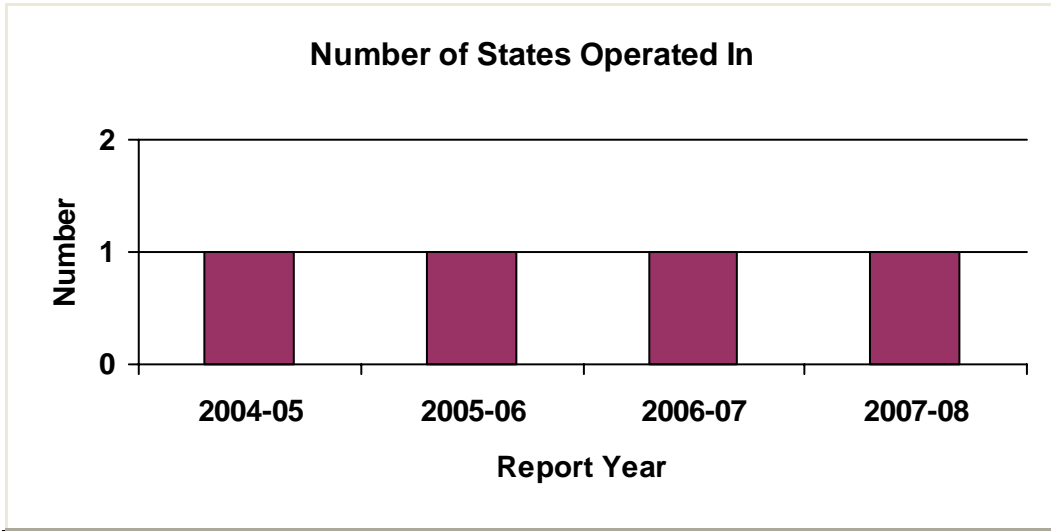
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	2
2005-06	5
2006-07	9
2007-08	10



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	556
2005-06	2035
2006-07	2443
2007-08	3024

CS Partners, LLC

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	1
2005-06	1
2006-07	1
2007-08	1

Edison Schools

Large Company: Managing 10 or More Schools

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

Company Schools by State

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Edison - Bethune Charter Academy	Fresno, CA	1999	K-6	526	Yes	No
Edison Brentwood Academy	East Palo Alto, CA	1998	K-4	536	Yes	No
Edison Charter Academy	San Francisco, CA	1998	K-8	438	Yes	No
Edison McNair Academy	East Palo Alto, CA	1998	5-8	399	Yes	No
Phillips - Edison Partnership School	Napa, CA	1998	K-6	573	Yes	No
San Jose - Edison Academy	West Covina, CA	1998	K-8	1158	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Emerson - Edison Partnership School	Colorado Springs, CO	1997	6-8	410	Yes	No
Omar D. Blair School	Denver, CO	2004	K-8	782	Yes	No
Roosevelt - Edison Charter School	Colorado Springs, CO	1996	K-5	659	Yes	No
Wyatt - Edison Charter School	Denver, CO	1998	K-8	636	Yes	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Edison Schools

Large Company: Managing 10 or More Schools

Charles R. Drew Charter School	Atlanta, GA	2000	K-8	771	Yes	No
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Hawaii

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Aiea Elementary School	Aiea, HI	2005	K-6	347	No	No
Central Middle School	Honolulu, HI	2005	6-8	457	No	No
Ilima Intermediate School	Ewa Beach, HI	2006	7-8	1302	No	No
Kaala Elementary School	Wahiawa, HI	2006	K-5	411	No	No
Kahului Elementary School	Kahului, HI	2006	K-5	857	No	No
Kalihi Elementary School	Honolulu, HI	2006	K-5	245	No	No
Lihikai Elementary School	Kahului, HI	2006	K-5	1006	No	No
Paia Elementary School	Paia, HI	2005	K-5	208	No	No
Palolo Elementary School	Honolulu, HI	2005	K-5	240	No	No
Sanford B Dole International School	Honolulu, HI	2005	6-8	854	No	No
Waimanalo Elementary and Intermediate School	Waimanalo, HI	2006	K-8	519	No	No
William Paul Jarrett Middle School	Honolulu, HI	2005	6-8	285	No	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago International Charter School (Longwood Campus)	Chicago, IL	1999	K-12	1451	Yes	No
Franklin - Edison School	Peoria, IL	1999	K-4	420	No	No
Loucks Edison Junior Academy	Peoria, IL	2000	5-8	320	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Northmoor - Edison Primary School	Peoria, IL	1999	K-4	461	No	No
Rolling Acres Edison Junior Academy	Peoria, IL	2001	5-8	317	No	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Jeremiah Gray - Edison Elementary School	Indianapolis, IN	2002	K-5	695	No	No
Rosa Parks - Edison Elementary School	Indianapolis, IN	2003	K-5	734	No	No

Iowa

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Jefferson - Edison Elementary School	Davenport, IA	1999	K-5	465	No	No

Louisiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Andrew H. Wilson Charter School	New Orleans, LA	2007	K-5	552	Yes	No

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Furman Templeton Elementary	Baltimore, MD	2000	K-6	563	No	No
Gilmor Elementary	Baltimore, MD	2000	K-6	520	No	No
Montebello Elementary	Baltimore, MD	2000	K-6	929	No	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Edison Schools

Large Company: Managing 10 or More Schools

Ben Ross Public School Academy	Warren, MI	2004	K-8	902	Yes	No
Edison - Oakland Public School Academy	Ferndale, MI	1999	K-6	850	Yes	No

Minnesota

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kenwood - Edison Charter School	Duluth, MN	1997	K-5	389	Yes	No
Raleigh - Edison Academy	Duluth, MN	1997	K-5	211	Yes	No
Washburn - Edison Junior Academy	Duluth, MN	1997	6-8	213	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Allen - Edison Village School	Kansas City, MO	1999	K-5	420	Yes	No
Confluence Academy - Old North Campus	St. Louis, MO	2003	K-8	811	Yes	No
Confluence Academy - South City Campus	St. Louis, MO	2006	K-6	368	Yes	No
Confluence Academy - Walnut Park Campus	St. Louis, MO	2004	K-8	780	Yes	No
Derrick Thomas Academy	Kansas City, MO	2002	K-6	820	Yes	No

Nevada

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ann T. Lynch - Edison Elementary	Las Vegas, NV	2001	K-5	955	No	No
C.C.Ronnow - Edison Elementary	Las Vegas, NV	2001	K-5	1018	No	No
Cahlan - Edison Elementary	North Las Vegas, NV	2001	K-5	834	No	No
Crestwood - Edison Elementary	Las Vegas, NV	2001	K-5	725	No	No

Edison Schools

Large Company: Managing 10 or More Schools

John S. Park - Edison Elementary	Las Vegas, NV	2001	K-5	809	No	No
Lincoln - Edison Elementary	North Las Vegas, NV	2001	K-5	769	No	No
West Preparatory Academy	Las Vegas, NV	2001	K-12	1420	No	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Harriet Tubman Charter School	Bronx, NY	2001	K-8	399	Yes	No
Riverhead Charter School	Calverton, NY	2001	K-6	200	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Dayton View Academy	Dayton, OH	2000	K-8	661	Yes	No
The Dayton Academy	Dayton, OH	1999	K-8	794	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Add B Anderson Elementary School	Philadelphia, PA	2002	K-6	468	No	No
Alain Locke Elementary	Philadelphia, PA	2002	K-6	450	No	No
B.B. Comegys School	Philadelphia, PA	2002	K-6	534	No	No
Barratt Middle School	Philadelphia, PA	2002	5-8	424	No	No
Gillespie Middle School	Philadelphia, PA	2002	7-8	328	No	No
Harrity School	Philadelphia, PA	2002	K-6	632	No	No
James Alcorn Elementary School	Philadelphia, PA	2002	K-8	649	No	No

Edison Schools

Large Company: Managing 10 or More Schools

James R. Ludlow Elementary School	Philadelphia, PA	2002	K-8	275	No	No
John F. Hartranft Elementary School	Philadelphia, PA	2005	K-8	427	No	No
Kenderton Elementary School	Philadelphia, PA	2002	K-8	415	No	No
Laura W. Waring Elementary School	Philadelphia, PA	2002	K-6	255	No	No
Lincoln - Edison Charter School	York, PA	2000	K-5	706	Yes	No
Morton - McMichael Elementary	Philadelphia, PA	2002	K-8	420	No	No
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	709	No	No
Potter - Thomas Elementary School	Philadelphia, PA	2002	K-7	590	No	No
Renaissance Academy	Phoenixville, PA	2000	K-12	916	Yes	No
Renaissance Advantage Charter School	Philadelphia, PA	2004	K-8	851	Yes	No
Samuel B. Huey School	Philadelphia, PA	2005	K-8	750	No	No
Shaw Middle School	Philadelphia, PA	2002	5-8	428	No	No
Stetson Middle School	Philadelphia, PA	2002	5-8	816	No	No
Sulzberger Middle School	Philadelphia, PA	2002	5-8	586	No	No
Tilden Middle School	Philadelphia, PA	2002	6-8	566	No	No
William D. Kelley Elementary School	Philadelphia, PA	2002	K-8	337	No	No

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Business and Economics Academy of Milwaukee	Milwaukee, WI	2001	K-8	683	Yes	No

Total Number of Schools: 80

Total Enrollment: 48,609

Edison Schools

Large Company: Managing 10 or More Schools

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

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	2
2000-01	2
2001-02	12
2002-03	25
2003-04	3
2004-05	1
2005-06	21
2006-07	10

Schools No Longer Profiled for this Reporting Period

California

School Name	School Location	Reason No Longer Profiled
Feaster - Edison Charter School	Chula Vista, CA	Verbal confirmation from school, 4/25/08.

Edison Schools

Large Company: Managing 10 or More Schools

District Of Columbia

School Name	School Location	Reason No Longer Profiled
Friendship Public Charter School (Blow Pierce Campus)	Washington, DC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.

Friendship Public Charter School (Chamberlain Campus)	Washington, DC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
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Friendship Public Charter School (Woodridge Campus)	Washington, DC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
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Friendship Senior Academy (Carter G. Woodson Campus)	Washington, DC	Confirmed as discontinued by Edison Schools, 5/6/08. This school was discontinued in 2006.
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Michigan

School Name	School Location	Reason No Longer Profiled
YMCA Service Learning Academy	Detroit, MI	Confirmed as discontinued by Edison Schools, 5/6/08. School was discontinued in 2006.

Note: "After a ten year partnership with four Friendship Charter Schools in Washington, D.C., it was mutually determined that the schools' organization had developed the capacity to proceed into the future on their own." M. Serpe (personal communication, May 6, 2008)

Edison Schools

Large Company: Managing 10 or More Schools

Pennsylvania

School Name	School Location	Reason No Longer Profiled
Renaissance Academy of Pittsburgh Alternative of Hope	Pittsburgh, PA	Confirmed as discontinued by Edison Schools, 5/6/08.

Note: "The Renaissance Academy of Pittsburgh Alternative of Hope was closed at the end of the 2007 school year." M. Serpe (personal communication, May 6, 2008)

Edison Schools

Large Company: Managing 10 or More Schools

South Carolina

School Name	School Location	Reason No Longer Profiled
Allendale - Fairfax Middle School	Fairfax, SC	Verbal confirmation from Allendale County schools, 4/25/08. Confirmed as discontinued by Edison Schools, 5/6/08.
Allendale County High School	Fairfax, SC	Verbal confirmation from Allendale County schools, 4/25/08. Confirmed as discontinued by Edison Schools, 5/6/08.
Allendale Elementary	Allendale, SC	Verbal confirmation from Allendale County schools, 4/25/08. Confirmed as discontinued by Edison Schools, 5/6/08.
Baptist Hill High	Yonges Island, SC	Verbal confirmation from school employee, 4/25/08. Confirmed as discontinued by Edison Schools, 5/6/08.
Brentwood Middle School	Charleston Heights, SC	"The Charleston County School District is getting out early from its contract with Edison Schools because the company didn't produce the academic gains it promised." Post and Courier, "Private education company didn't make the grade," 6/23/07; Confirmed as discontinued by Edison Schools, 5/6/08.

Note: Edison Schools had a three year relationship with the 13 schools listed from South Carolina as part of the Edison Alliance Model. According to Edison, the relationship resulted in significant impact in student achievement, but the relationship was terminated due to a change in leadership. M. Serpe (personal communication, May 6, 2008)

Edison Schools

Large Company: Managing 10 or More Schools

C.C. Blaney Elementary	Hollywood, SC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
E.B. Ellington Elementary School	Ravenel, SC	"The Charleston County School District is getting out early from its contract with Edison Schools because the company didn't produce the academic gains it promised." Post and Courier, "Private education company didn't make the grade," 6/23/07; Verbal confirmation from school, 4/25/08; Confirmed as
Fairfax Elementary	Fairfax, SC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
Jane Edwards Elementary	Edisto Island, SC	Verbal confirmation with district, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
Minnie Hughes Elementary	Yonges Island, SC	This is the second year without Edison. Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
R.D. Schroder Middle School	Hollywood, SC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.

Note: Edison Schools had a three year relationship with the 13 schools listed from South Carolina as part of the Edison Alliance Model. According to Edison, the relationship resulted in significant impact in student achievement, but the relationship was terminated due to a change in leadership.

M. Serpe (personal communication, May 6, 2008)

Edison Schools

Large Company: Managing 10 or More Schools

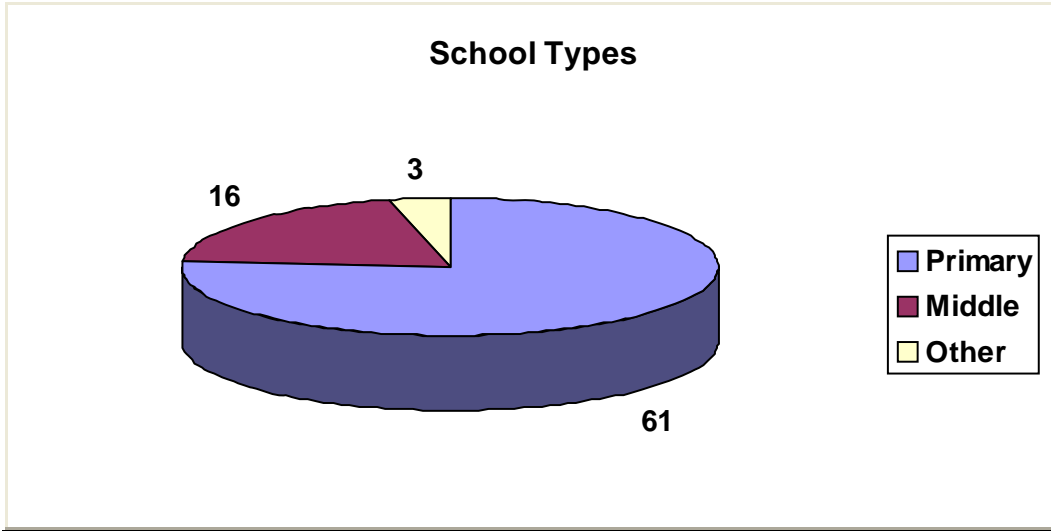
Sanders-Clyde Elementary Middle School	Charleston, SC	Verbal confirmation from school, 4/25/08; Confirmed as discontinued by Edison Schools, 5/6/08.
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Note: Edison Schools had a three year relationship with the 13 schools listed from South Carolina as part of the Edison Alliance Model. According to Edison, the relationship resulted in significant impact in student achievement, but the relationship was terminated due to a change in leadership.

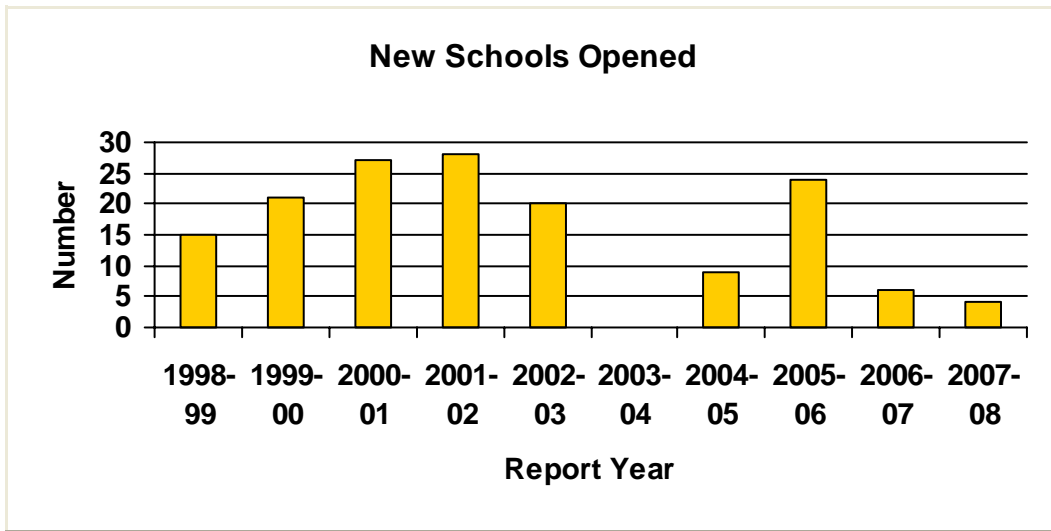
M. Serpe (personal communication, May 6, 2008)

Edison Schools

Large Company: Managing 10 or More Schools



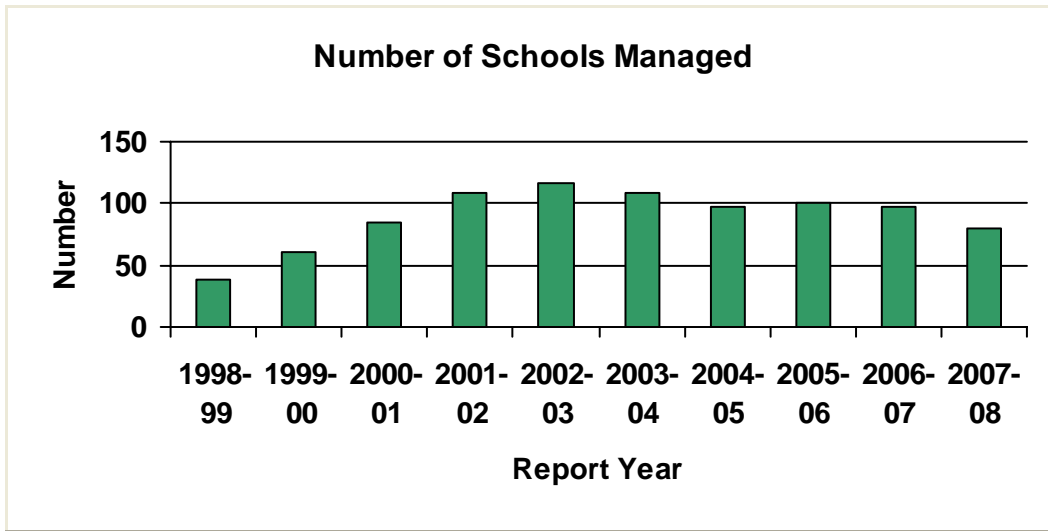
CCD Level	# of Schools
Primary	61
Middle	16
High	0
Other	3
Unknown	0



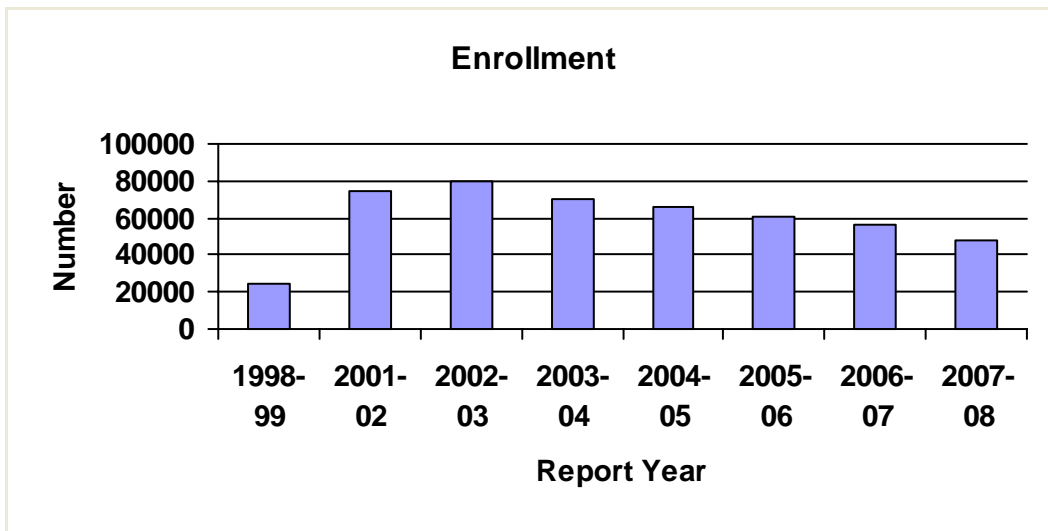
Report Year	New Schools
1998-99	15
1999-00	21
2000-01	27
2001-02	28
2002-03	20
2003-04	0
2004-05	9
2005-06	24
2006-07	6
2007-08	4

Edison Schools

Large Company: Managing 10 or More Schools



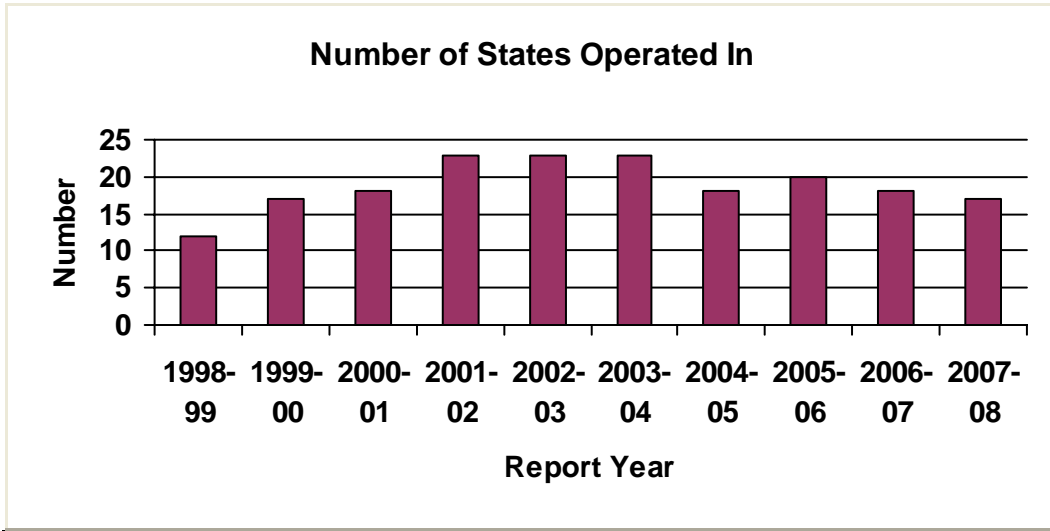
Report Year	# of Schools
1998-99	38
1999-00	60
2000-01	84
2001-02	109
2002-03	116
2003-04	109
2004-05	98
2005-06	101
2006-07	97
2007-08	80



Report Year	# of Students
1998-99	24000
1999-00	Unknown
2000-01	Unknown
2001-02	75000
2002-03	80000
2003-04	70441
2004-05	66482
2005-06	60491
2006-07	56383
2007-08	47927

Edison Schools

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	12
1999-00	17
2000-01	18
2001-02	23
2002-03	23
2003-04	23
2004-05	18
2005-06	20
2006-07	18
2007-08	17

Helicon Associates

Large Company: Managing 10 or More Schools

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

Company Schools by State

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eastern Washtenaw Multicultural Academy	Ann Arbor, MI	2004	K-10	183	Yes	No
Marshall Academy	Marshall, MI	2000	K-9	214	Yes	No
Mt. Clemens Montessori Academy	Mt. Clemens, MI	2003	K-5	261	Yes	No
New Bedford Academy	Lambertville, MI	1998	K-8	162	Yes	No
Pansophia Academy	Coldwater, MI	1995	K-12	207	Yes	No
Summit Academy	Flat Rock, MI	1996	K-8	423	Yes	No
Summit Academy North Elementary	Romulus, MI	1998	K-5	490	Yes	No
Summit Academy North Middle School	Romulus, MI	Unknown	6-8	350	Yes	No
Summit Academy North-High School	Romulus, MI	Unknown	9-12	509	Yes	No
Thomas Gist Academy North	Inkster, MI	1995	5-8	385	Yes	No
Thomas Gist Academy South	Westland, MI	Unknown	K-4	216	Yes	No
Will Carleton Academy	Hillsdale, MI	1998	K-12	227	Yes	No

Total Number of Schools: 12

Total Enrollment: 3,627

States Operated in: MI

Helicon Associates

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0
2006-07	0

Schools No Longer Profiled for this Reporting Period

Michigan

School Name	School Location	Reason No Longer Profiled
American Montessori Academy	Livonia, MI	Now managed by CS Partners, LLC

Crescent Academy	Southfield, MI	Now managed by CS Partners, LLC
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Helicon Associates

Large Company: Managing 10 or More Schools

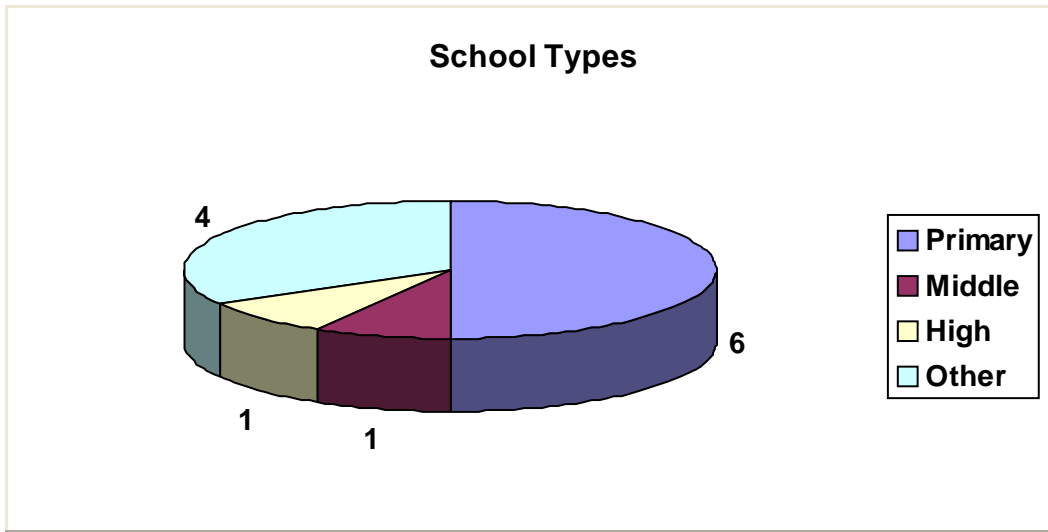
George Washington Carver Academy	Highland Park, MI	Carver Academy Board of Directors decided not to renew contract between Carver Academy and Central Michigan University in 2006 (http://www.clickondetroit.com/news/9624207/detail.html)
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Michigan Automotive Academy	Romulus, MI	No longer listed on Helicon website, on the National Center for Education Statistics website or on MAPSA
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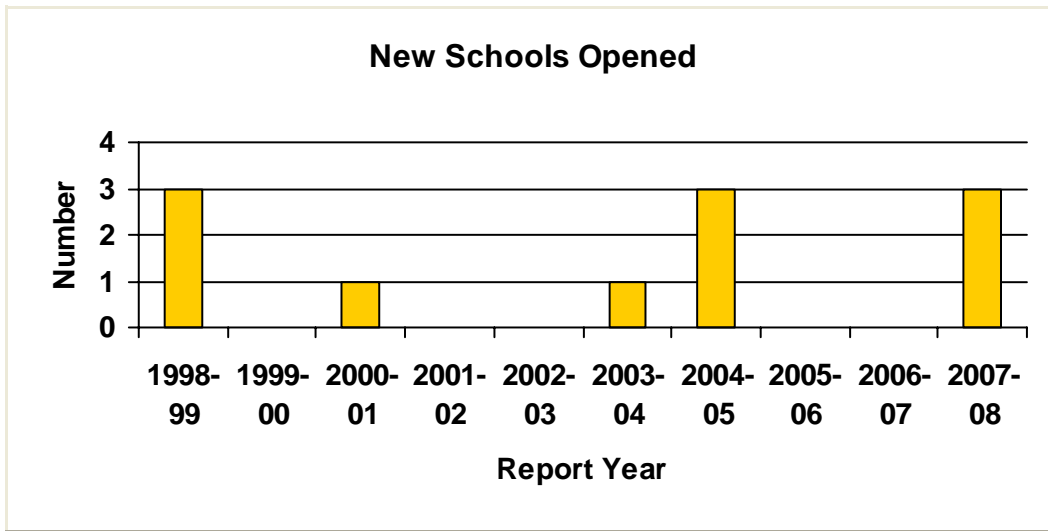
Sauk Trail Academy	Hillsdale, MI	Now managed by Choice School Associates
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Helicon Associates

Large Company: Managing 10 or More Schools



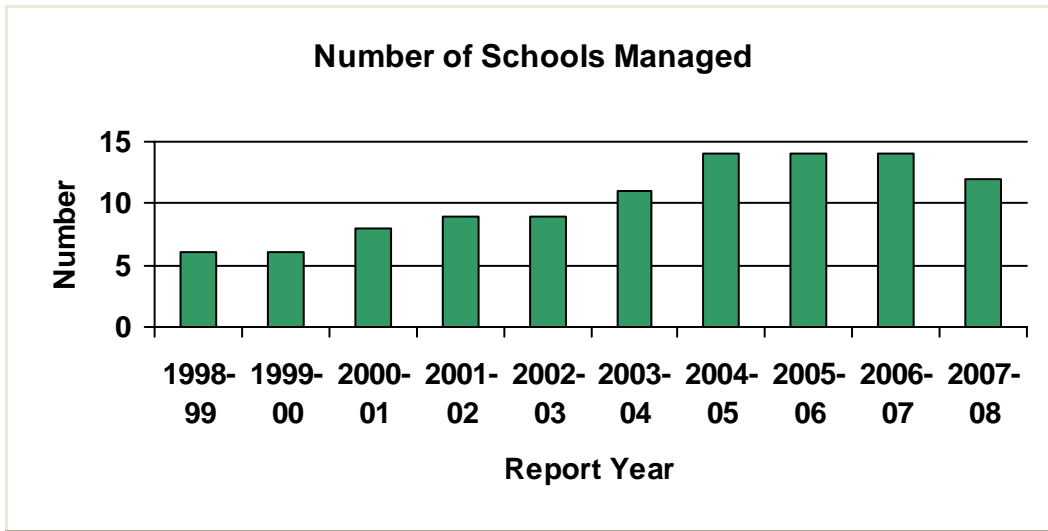
CCD Level	# of Schools
Primary	6
Middle	1
High	1
Other	4
Unknown	0



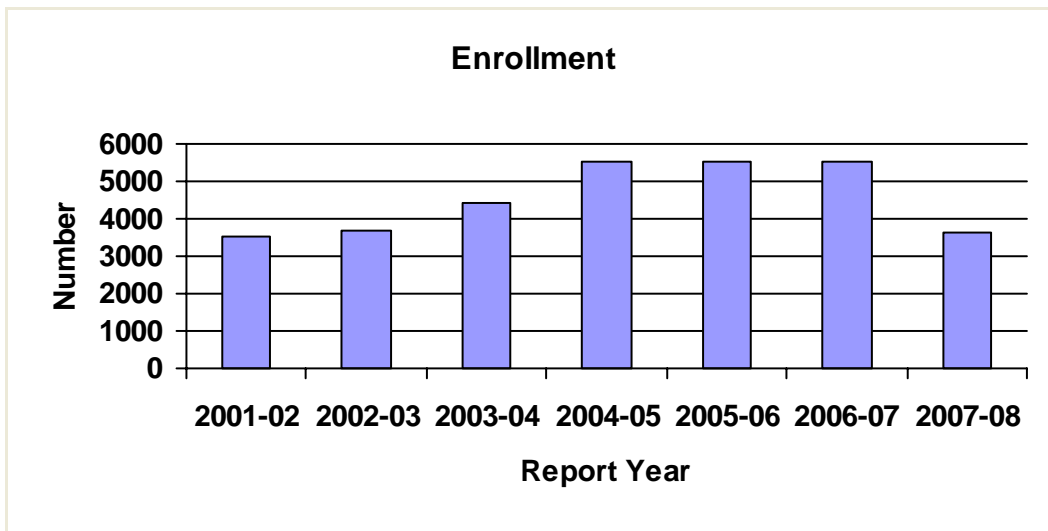
Report Year	New Schools
1998-99	3
1999-00	0
2000-01	1
2001-02	0
2002-03	0
2003-04	1
2004-05	3
2005-06	0
2006-07	0
2007-08	3

Helicon Associates

Large Company: Managing 10 or More Schools



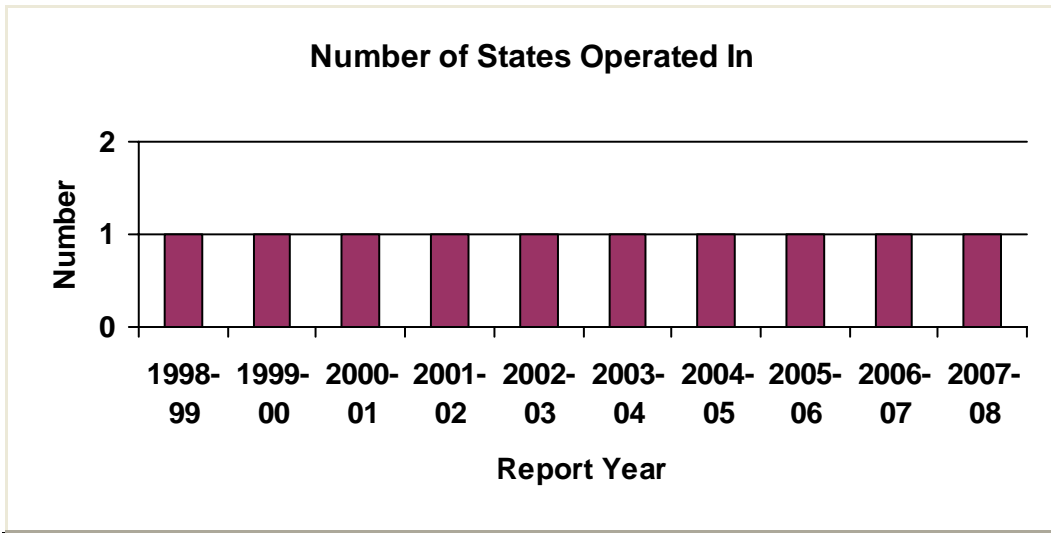
Report Year	# of Schools
1998-99	6
1999-00	6
2000-01	8
2001-02	9
2002-03	9
2003-04	11
2004-05	14
2005-06	14
2006-07	14
2007-08	12



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	3529
2002-03	3663
2003-04	4440
2004-05	5522
2005-06	5522
2006-07	5522
2007-08	3627

Helicon Associates

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	1
1999-00	1
2000-01	1
2001-02	1
2002-03	1
2003-04	1
2004-05	1
2005-06	1
2006-07	1
2007-08	1

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1005 N. Glene Rd, Ste 610 Arlington, VA 22201	703-527-2600 703-527-2600	www.imagineschools.com	1999	Private	Not Profitable

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Charter Elementary at East Mesa	Mesa, AZ	2005	K-8	47	Yes	No
Imagine Charter Elementary at Camelback	Phoenix, AZ	2006	K-5	292	Yes	No
Imagine Charter Elementary at Desert West	Phoenix, AZ	Unknown	K-5	519	Yes	No
Imagine Charter Elementary School at Rosefield	Surprise, AZ	2005	K-8	790	Yes	No
Imagine Charter Middle at Camelback	Phoenix, AZ	2007	6-8	120	Yes	No
Imagine Charter Middle at Desert West	Phoenix, AZ	2006	6-7	120	Yes	No
Imagine Charter School at Bell Canyon	Phoenix, AZ	2001	K-7	359	Yes	No
Imagine Charter School at Cortez Park	Phoenix, AZ	2001	K-8	535	Yes	No
Imagine Charter School at Sierra Vista	Sierra Vista, AZ	2002	K-8	435	Yes	No
Imagine Charter School at Tempe	Tempe, AZ	2006	K-6	250	Yes	No
Imagine Charter School at West Gilbert	Gilbert, AZ	2001	K-8	562	Yes	No

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Hope Community Charter School Lamond Campus	Washington, DC	2007	K-3	80	Yes	No
Imagine Hope Community Charter School Tolson Campus	Washington, DC	2005	K-7	300	Yes	No

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Canoe Creek Charter Academy	St. Cloud, FL	2003	K-8	600	Yes	No
Chancellor Charter School at Lantana	Lantana, FL	2001	K-5	519	Yes	No
Imagine Charter School at North Lauderdale	North Lauderdale, FL	2001	K-8	750	Yes	No
Imagine Charter School at North Manatee	Ellenton, FL	2006	K-5	220	Yes	No
Imagine Charter School at Weston	Weston, FL	2001	K-5	1050	Yes	No
Imagine Schools at Rivers Edge Charter Academy	Palm Bay, FL	2001	K-8	522	Yes	No
Imagine South Lake Charter School	Clermont, FL	2005	K-8	640	Yes	No
Kissimmee Charter Academy	Kissimmee, FL	2000	K-8	750	Yes	No
P.M. Wells Charter Elementary and Foundation Middle	Kissimmee, FL	2001	K-8	750	Yes	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine International Academy of Mableton	Mableton, GA	Unknown	K-8	583	Yes	No
Imagine International Academy of Smyrna	Smyrna, GA	2007	K-7	437	Yes	No
Imagine Wesley International Academy	Atlanta, GA	2007	K-7	256	Yes	No
Kennesaw Charter School	Kennesaw, GA	2003	K-5	503	Yes	No
Marietta Charter School	Marietta, GA	2006	K-5	166	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

Imagine MASTer Academy	Fort Wayne, IN	2007	K-6	476	Yes	No
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Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Lincoln Public Charter School	Marlow Heights, MD	2007	K-4	226	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Conner Creek Academy	Warren, MI	1995	K-12	872	Yes	No
Imagine Renaissance Public School Academy	Mt. Pleasant, MI	1996	K-8	295	Yes	No
Imagine White Pine Academy	Leslie, MI	1999	K-8	204	Yes	No
Imagine Woodmont Academy	Southfield, MI	2004	K-6	375	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Ethel Hedgeman Lyle Academy	St. Louis, MO	2000	K-5	565	Yes	No
Imagine Ethel Hedgeman Lyle Middle and High College Prep	St. Louis, MO	2005	6-10	950	Yes	No
Imagine Renaissance Academy for Environmental Science and Math-	Kansas City, MO	2005	K-5	272	Yes	No
Imagine Renaissance Academy for Environmental Science and Math-	Kansas City, MO	1999	6-12	347	Yes	No

Nevada

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
One Hundred Academy of Excellence	North Las Vegas, NV	Unknown	K-5	634	Yes	No

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kestrel Heights School	Durham, NC	1997	6-12	400	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Imagine Academy of Columbus	Columbus, OH	2005	K-8	200	Yes	No
Imagine Great Western Academy	Columbus, OH	2002	K-5	535	Yes	No
Imagine Groveport Community School	Groveport, OH	2006	K-4	229	Yes	No
Imagine Harvard Avenue Charter School	Cleveland, OH	2006	K-5	310	Yes	No

Total Number of Schools: 43

Total Enrollment: 19,045

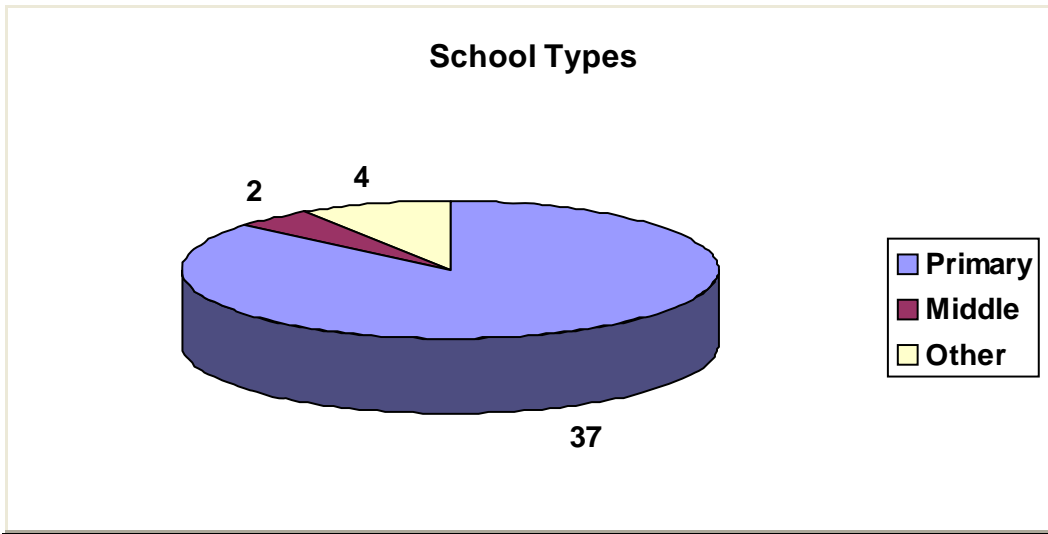
States Operated in: AZ, DC, FL, GA, IN, MD, MI, MO, NC, NV, OH

Number of Schools No Longer Profiled

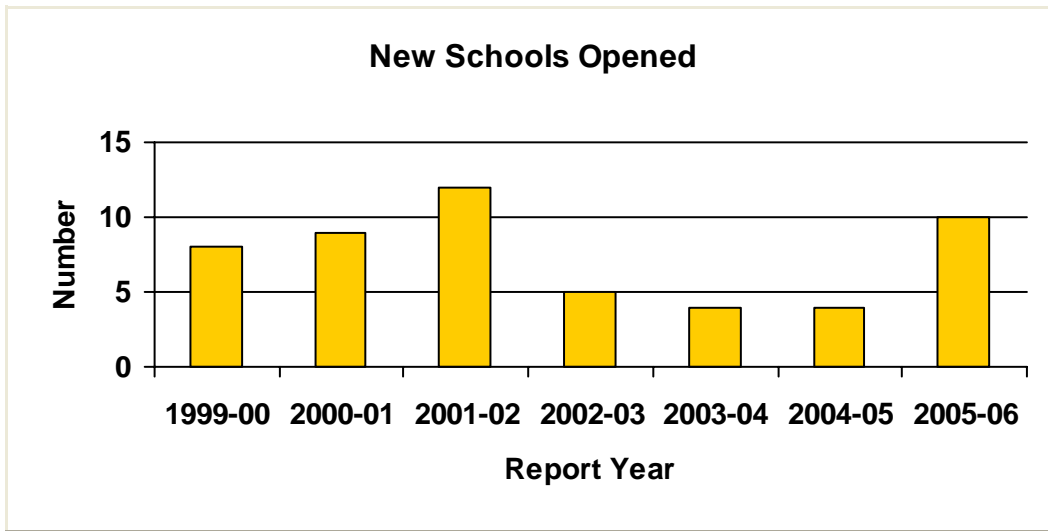
Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	N/A
2005-06	N/A
2006-07	0

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	37
Middle	2
High	0
Other	4
Unknown	0

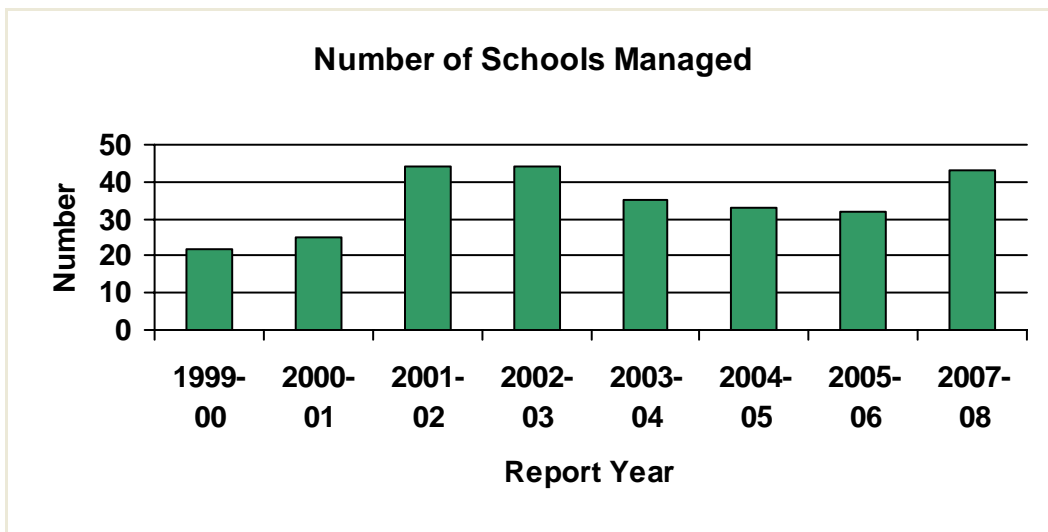


Report Year	New Schools
1998-99	N/A
1999-00	8
2000-01	9
2001-02	12
2002-03	5
2003-04	4
2004-05	4
2005-06	10
2006-07	7*
2007-08	6*

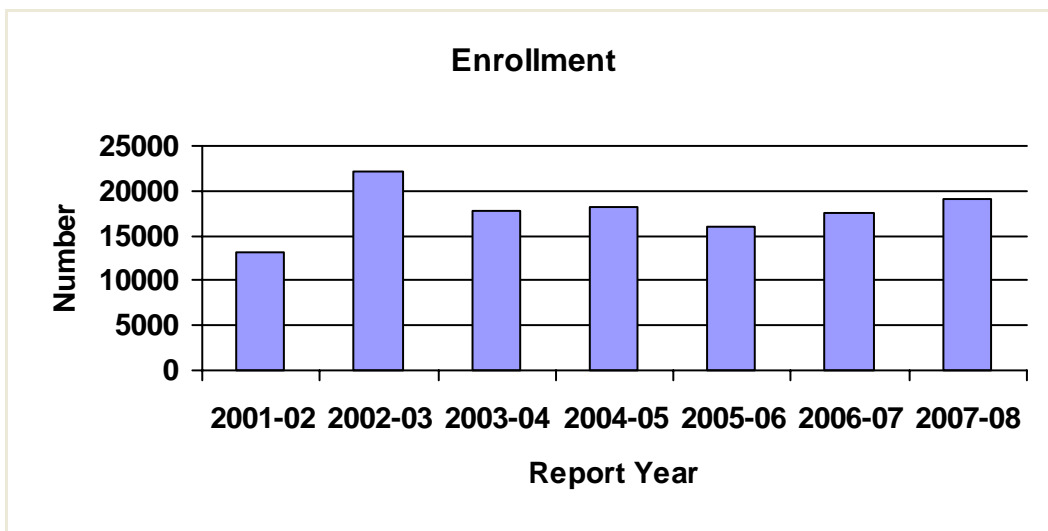
Note: Because Imagine Schools, Inc. was not profiled last year and because the company did not respond to our inquiries, these figures are estimates based on information from Imagine Schools' annual report, retrieved April 23, 2008, from <http://www.imagineschools.com>

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Schools
1998-99	N/A
1999-00	22
2000-01	25
2001-02	44
2002-03	44
2003-04	35
2004-05	33
2005-06	32
2006-07	38*
2007-08	43

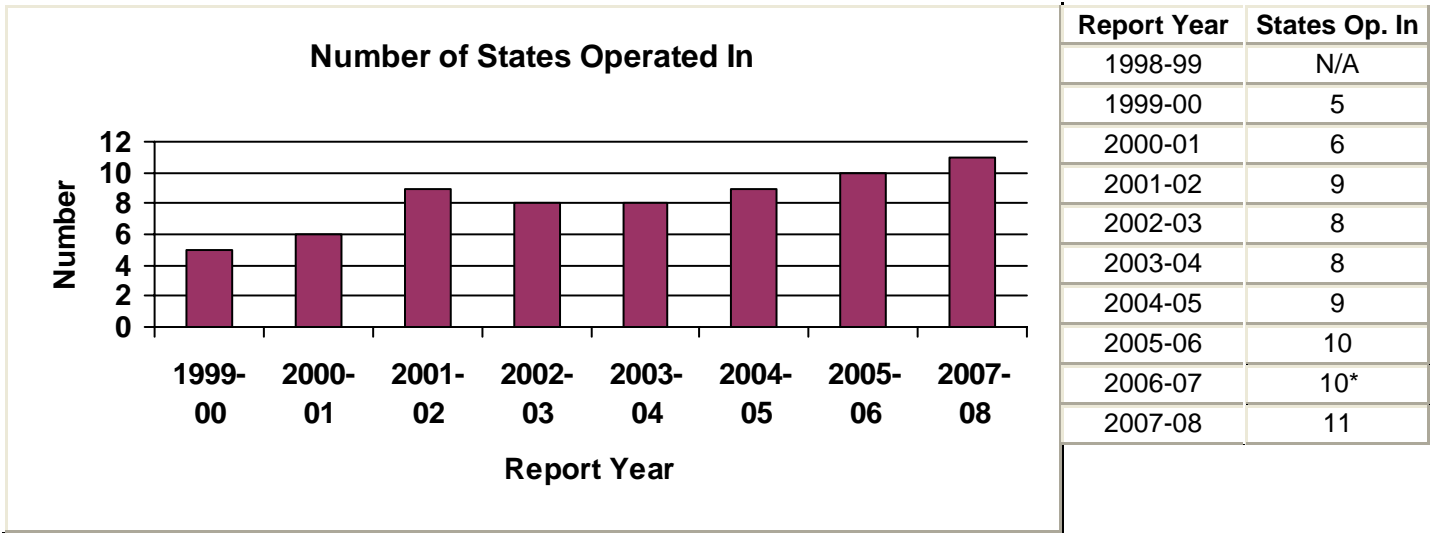


Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	13228
2002-03	22198
2003-04	17765
2004-05	18194
2005-06	16097
2006-07	17571*
2007-08	19045

*Because Imagine Schools, Inc. was not profiled last year and because the company did not respond to our inquiries, these figures are estimates based on information from Imagine Schools' annual report, retrieved April 23, 2008, from <http://www.imagineschools.com>, and from the 2005-2006 profiles report.

Imagine Schools, Inc.

Large Company: Managing 10 or More Schools



*Because Imagine Schools, Inc. was not profiled last year and because the company did not respond to our inquiries, these figures are estimates based on information from the 2005-2006 and 2007-2008 profiles reports.

K12 Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
2300 Corporate Park Dr. Herndon, VA 20171	866-283-0300 703-483-7330	www.k12.com	1999	Public	Profitable

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Virtual Academy	Tucson, AZ	2003	K-12	3700	Yes	Yes

Arkansas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arkansas Virtual Academy	Little Rock, AR	2002	K-8	500	Yes	Yes

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
California Virtual Academy at Jamestown	Simi Valley, CA	2002	K-12	155	Yes	Yes
California Virtual Academy at Kern	Simi Valley, CA	2002	K-12	430	Yes	Yes
California Virtual Academy at Kings	Simi Valley, CA	2002	K-12	500	Yes	Yes
California Virtual Academy at Los Angeles	Simi Valley, CA	2006	K-12	3000	Yes	Yes
California Virtual Academy at San Diego	Simi Valley, CA	2002	K-12	1470	Yes	Yes
California Virtual Academy at San Joaquin	Simi Valley, CA	Unknown	K-12	185	Yes	Yes
California Virtual Academy at San Mateo	Simi Valley, CA	2004	K-12	635	Yes	Yes
California Virtual Academy at Sonoma	Simi Valley, CA	2004	K-12	710	Yes	Yes

K12 Inc.**Large Company: Managing 10 or More Schools**

California Virtual Academy at Sutter	Simi Valley, CA	2006	K-12	330	Yes	Yes
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Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Colorado Virtual Academy	Northglenn, CO	2001	K-12	2850	Yes	Yes

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Community Academy Public Charter School Online	Washington, DC	2004	K-8	100	Yes	Yes

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Florida Virtual Academy	Jacksonville, FL	2003	K-8	940	No	Yes

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Idaho Virtual Academy	Meridian, ID	2002	K-12	2100	Yes	Yes

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago Virtual Charter School	Chicago, IL	2006	K-9	400	Yes	Yes

Nevada

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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K12 Inc.

Large Company: Managing 10 or More Schools

Nevada Virtual Academy	Las Vegas, NV	2007	4-8	300	Yes	Yes
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Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Virtual Academy	Maumee, OH	2002	K-12	5700	Yes	Yes

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Agora Cyber Charter School	Philadelphia, PA	2005	K-12	3300	Yes	Yes

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Texas Virtual Academy at Southwest	Sugar Land, TX	2006	3-8	720	Yes	Yes

Virginia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Georgia Virtual Academy	Hendon, VA	2007	K-8	2400	Yes	Yes

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Honors High Online of Wisconsin	Fredonia, WI	2006	9-11	80	Yes	Yes
Wisconsin Virtual Academy	Fredonia, WI	2003	K-8	800	Yes	Yes

K12 Inc.

Large Company: Managing 10 or More Schools

Wyoming

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Wyoming Virtual School	Gillette, WY	2006	K-8	50	No	Yes

Total Number of Schools: 24

Total Enrollment: 31,355

States Operated in: AR, AZ, CA, CO, DC, FL, ID, IL, NV, OH, PA, TX, VA, WI, WY

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	0
2003-04	2
2004-05	0
2005-06	0
2006-07	1

Schools No Longer Profiled for this Reporting Period

Pennsylvania

School Name	School Location	Reason No Longer Profiled
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K12 Inc.

Large Company: Managing 10 or More Schools

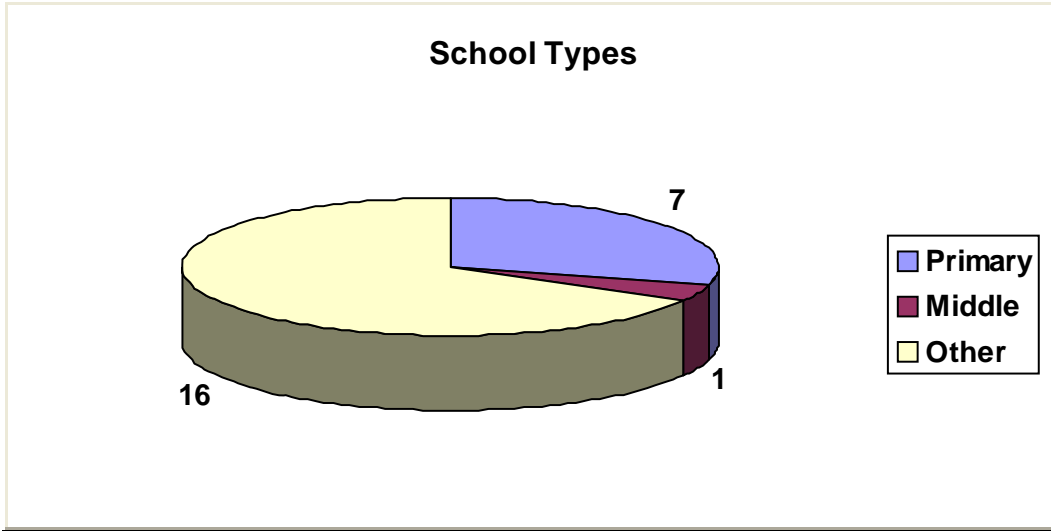
Pennsylvania Virtual Charter School	Norristown, PA	This school is no longer managed by K12, but curriculum, materials, technology and some school services are still provided by K12, Inc.
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Washington

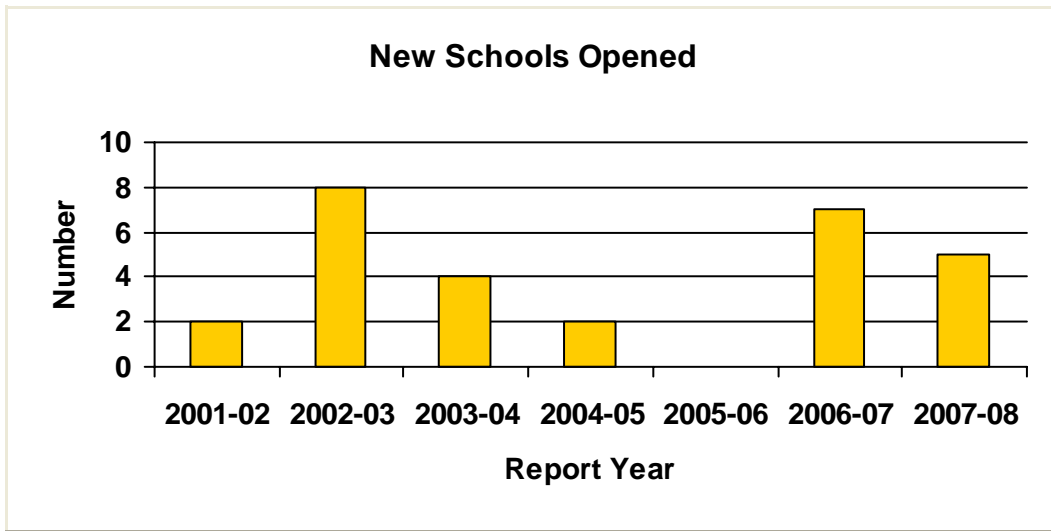
School Name	School Location	Reason No Longer Profiled
Washington Virtual Academies	DuPont, WA	Washington Virtual Academies is not a school, but works in conjunction with two school districts.

K12 Inc.

Large Company: Managing 10 or More Schools



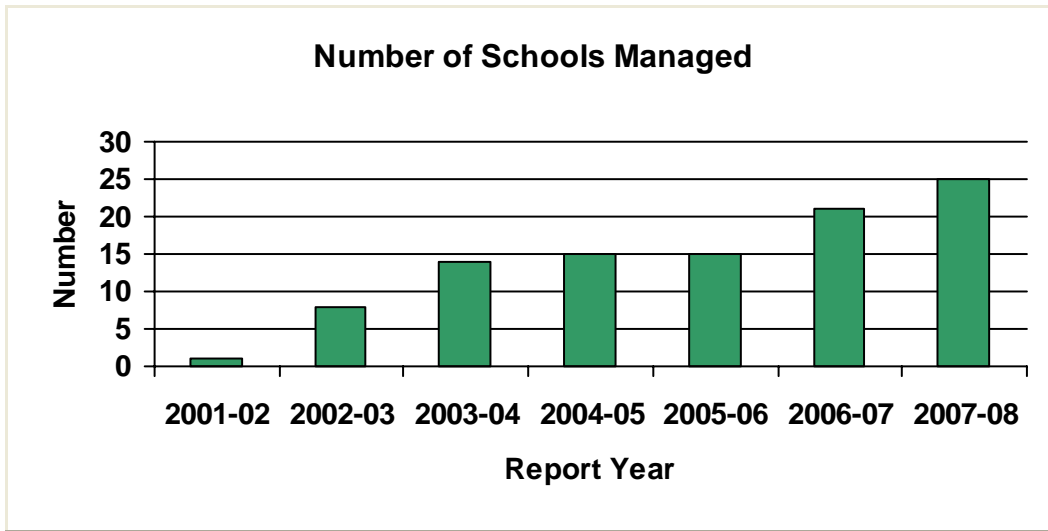
CCD Level	# of Schools
Primary	7
Middle	1
High	0
Other	16
Unknown	0



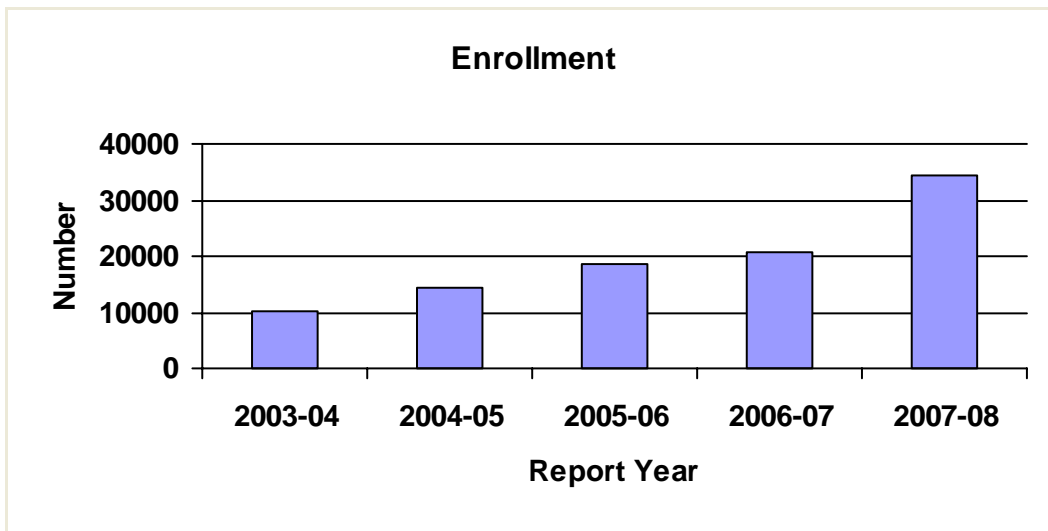
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	2
2002-03	8
2003-04	4
2004-05	2
2005-06	0
2006-07	7
2007-08	5

K12 Inc.

Large Company: Managing 10 or More Schools



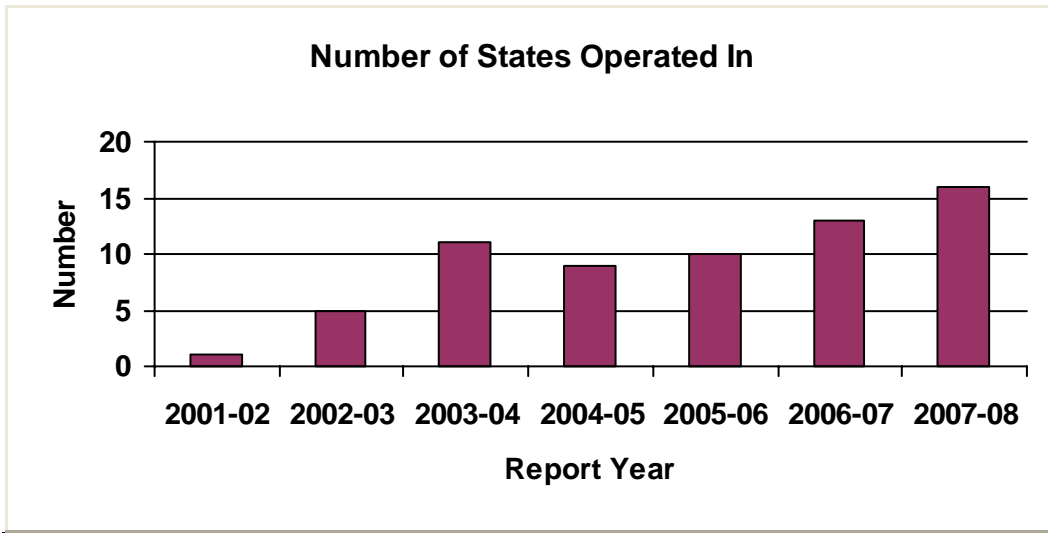
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	8
2003-04	14
2004-05	15
2005-06	15
2006-07	21
2007-08	25



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	10325
2004-05	14460
2005-06	18522
2006-07	20865
2007-08	34255

K12 Inc.

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	5
2003-04	11
2004-05	9
2005-06	10
2006-07	13
2007-08	16

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
7878 N. 16th St Ste 150 Phoenix, AZ 85020	602-953-2933 602-953-0831	www.leonagroup.com	1996	Private	Profitable

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alta Vista High School	Tucson, AZ	2003	9-12	479	Yes	No
Apache Trail High School	Apache Junction, AZ	1997	9-12	155	Yes	No
APEX Academy	Apache Junction, AZ	2001	7-8	40	Yes	No
Desert Hills High School	Gilbert, AZ	1999	9-12	545	Yes	No
El Dorado High School	Chandler, AZ	1999	9-12	206	Yes	No
Estrella High School	Avondale, AZ	1999	9-12	424	Yes	No
Maya High School	Phoenix, AZ	1998	9-12	462	Yes	No
Montezuma Middle School	Tempe, AZ	2003	7-8	30	Yes	No
Ocotillo High School	Phoenix, AZ	1999	9-12	227	Yes	No
Peoria Accelerated High School	Peoria, AZ	1999	9-12	472	Yes	No
SEES High School	Tempe, AZ	2006	11-12	54	Yes	No
South Pointe High School	Phoenix, AZ	2003	9-12	634	Yes	No
South Pointe Middle School	Phoenix, AZ	Unknown	6-8	53	Yes	No
South Ridge High School	Phoenix, AZ	2007	9-12	329	Yes	No
Summit High School	Phoenix, AZ	1998	9-12	378	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Sun Valley High School	Mesa, AZ	1997	9-12	627	Yes	No
Tempe Accelerated High School	Tempe, AZ	1997	9-12	334	Yes	No
Tucson Accelerated High School	Tucson, AZ	1997	9-12	254	Yes	No
West Phoenix High School	Phoenix, AZ	1997	9-12	610	Yes	No

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Athenian Academy of Pasco	New Port Richey, FL	Unknown	K-6	200	Yes	No
Athenian Academy of Pinellas	Dunedin, FL	Unknown	K-6	136	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Timothy L. Johnson Academy	Fort Wayne, IN	2002	K-5	197	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
ABT Elementary	Dearborn, MI	2003	K-5	342	Yes	No
Academy for Business and Technology High School	Melvindale, MI	1997	6-12	427	Yes	No
Allen Academy	Detroit, MI	1999	K-12	942	Yes	No
Cesar Chavez Academy Elementary	Detroit, MI	1995	K-5	476	Yes	No
Cesar Chavez Academy High	Detroit, MI	2001	9-12	517	Yes	No
Cesar Chavez Academy Middle	Detroit, MI	1997	6-8	490	Yes	No
Charlotte Forten Academy	Detroit, MI	1998	7-12	363	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Consortium College Preparatory High School	Detroit, MI	2002	9-12	471	Yes	No
Francis Reh Academy	Saginaw, MI	1998	K-8	258	Yes	No
George Crockett Academy	Detroit, MI	1998	K-12	397	Yes	No
Hope of Detroit Academy	Detroit, MI	1999	K-8	463	Yes	No
Joy Preparatory Academy - Dexter Campus	Detroit, MI	1999	3-8	275	Yes	No
Joy Preparatory Academy - Oakman Campus	Detroit, MI	1999	K-2	180	Yes	No
Mildred C Wells Academy	Benton Harbor, MI	2005	K-6	196	Yes	No
New City Academy	Lansing, MI	1999	K-8	168	Yes	No
Northridge Academy	Flint, MI	1999	K-8	267	Yes	No
Pierre Toussaint Academy	Detroit, MI	1998	K-8	353	Yes	No
Saginaw Preparatory Academy	Saginaw, MI	1997	K-7	186	Yes	No
Traverse City College Preparatory Academy	Traverse City, MI	2007	9-12	50	Yes	No
Voyageur Academy	Detroit, MI	1998	K-12	900	Yes	No
William C. Abney Academy	Grand Rapids, MI	1998	K-5	398	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alliance Academy	Toledo, OH	Unknown	K-12	363	Yes	No
Cincinnati Leadership Academy	Cincinnati, OH	2007	K-4	50	Yes	No
Eagle Academy	Toledo, OH	2001	K-7	159	Yes	No
George A. Phillips Academy	Toledo, OH	2003	K-8	278	Yes	No
Great Lakes Environmental Academy	Toledo, OH	2007	6-9	70	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Lake Erie Academy	Toledo, OH	2002	1-8	259	Yes	No
Lakeside College Preparatory Academy	Cleveland, OH	2007	K-4	54	Yes	No
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-7	130	Yes	No
South Scioto Academy	Columbus, OH	2006	K-5	22	Yes	No
Toledo Preparatory Academy	Toledo, OH	2002	8-12	135	Yes	No
Wildwood Environmental Academy	Maumee, OH	2004	K-6	163	Yes	No

Total Number of Schools: 54

Total Enrollment: 16,648

States Operated in: AZ, FL, IN, MI, OH

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	1
2000-01	1
2001-02	1
2002-03	1
2003-04	0
2004-05	0
2005-06	1
2006-07	0

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

Arizona

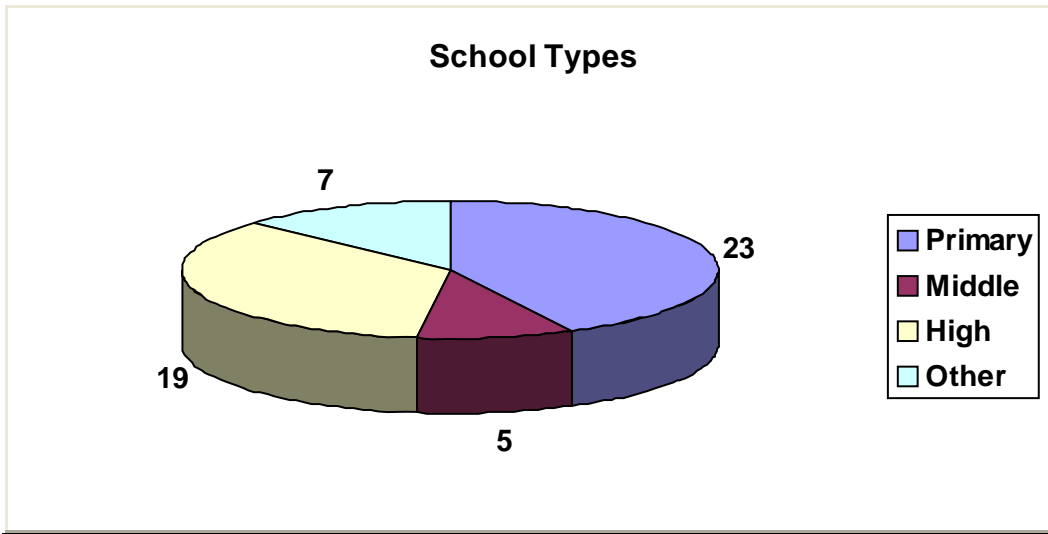
School Name	School Location	Reason No Longer Profiled
Sun Valley Middle School	Mesa, AZ	Returned profile from Leona Group indicated this school is discontinued

Michigan

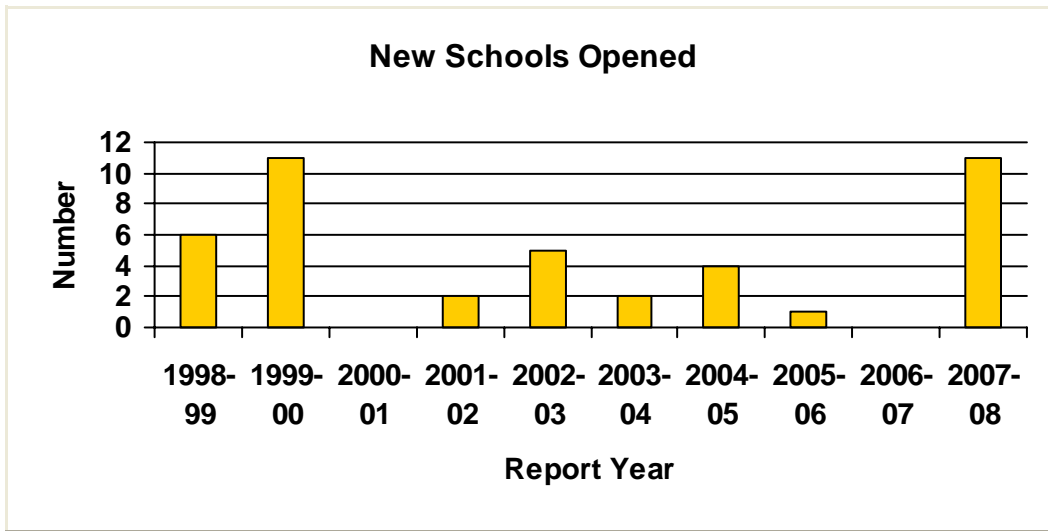
School Name	School Location	Reason No Longer Profiled
Tri-Valley Academy of Arts and Academics	Muskegon, MI	Now managed by Choice School Associates

Leona Group, LLC, The

Large Company: Managing 10 or More Schools



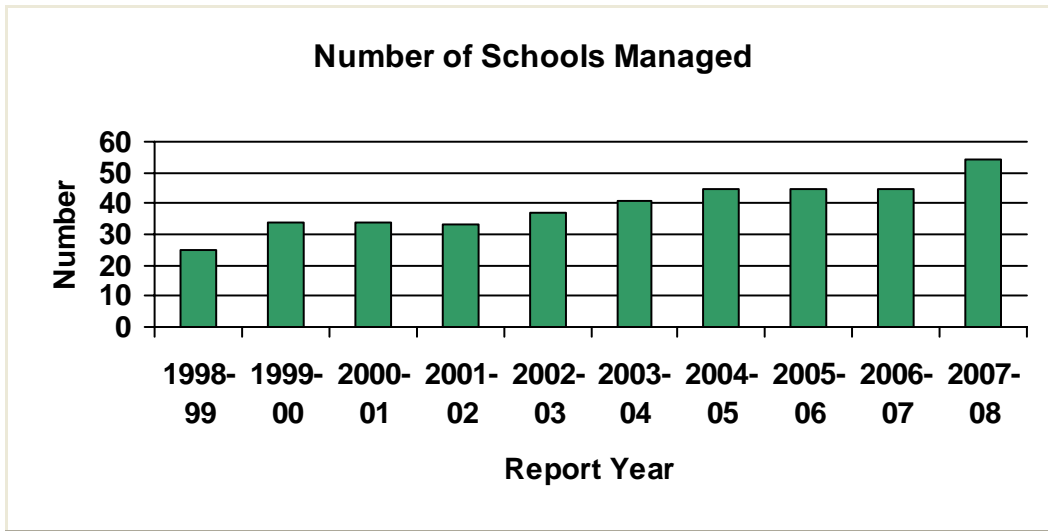
CCD Level	# of Schools
Primary	23
Middle	5
High	19
Other	7
Unknown	0



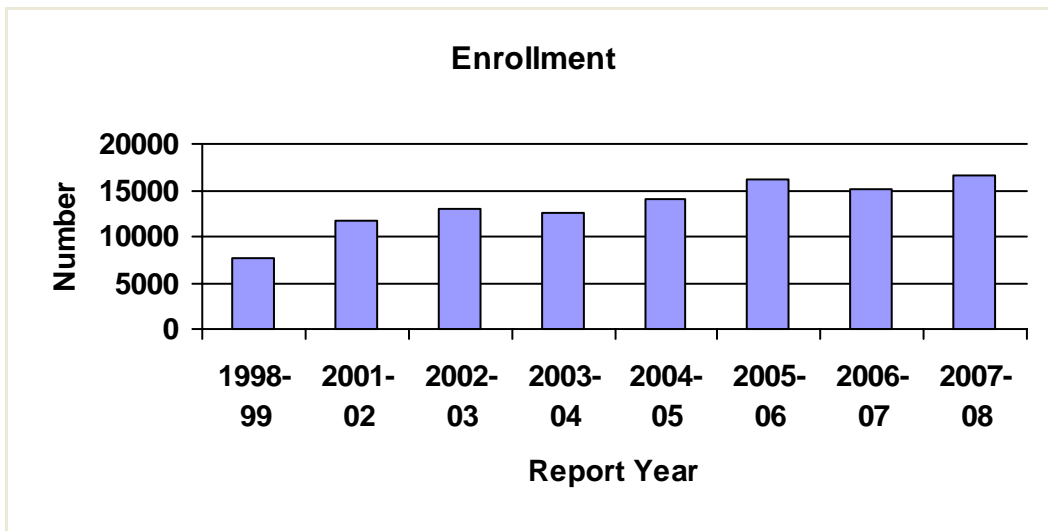
Report Year	New Schools
1998-99	6
1999-00	11
2000-01	0
2001-02	2
2002-03	5
2003-04	2
2004-05	4
2005-06	1
2006-07	0
2007-08	11

Leona Group, LLC, The

Large Company: Managing 10 or More Schools



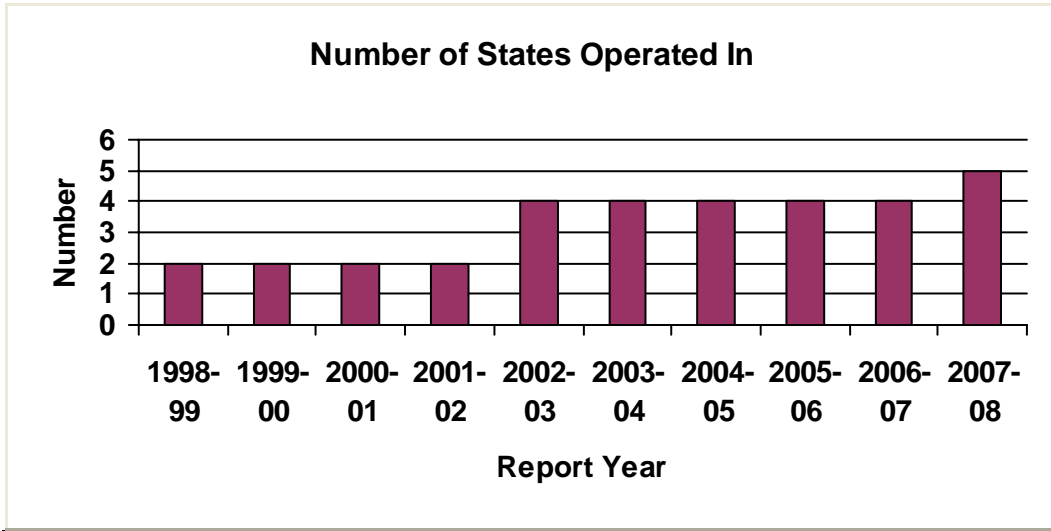
Report Year	# of Schools
1998-99	25
1999-00	34
2000-01	34
2001-02	33
2002-03	37
2003-04	41
2004-05	45
2005-06	45
2006-07	45
2007-08	54



Report Year	# of Students
1998-99	7585
1999-00	Unknown
2000-01	Unknown
2001-02	11683
2002-03	12917
2003-04	12617
2004-05	13990
2005-06	16090
2006-07	15142
2007-08	16648

Leona Group, LLC, The

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	2
1999-00	2
2000-01	2
2001-02	2
2002-03	4
2003-04	4
2004-05	4
2005-06	4
2006-07	4
2007-08	5

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
100 Wall St, Ninth Fl New York, NY 10005	212-232-0305 815-461-7059	www.mosaicaeducation.com	1997	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ahwatukee Foothills Prep	Phoenix, AZ	2004	K-6	309	Yes	No
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	700	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Banning Lewis Ranch Academy at Northtree	Colorado Springs, CO	2006	K-8	599	Yes	No
Denver Arts and Technology Academy	Denver, CO	2000	K-8	420	Yes	No
STAR Academy of Colorado Springs, Inc.	Colorado Springs, CO	2006	K-5	414	Yes	No
T.R. Paul Academy of Arts and Knowledge	Fort Collins, CO	2006	K-8	402	Yes	No

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arts and Technology Academy	Washington, DC	1998	K-6	615	Yes	No
Howard Road Academy	Washington, DC	2001	K-7	600	Yes	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Frazier Preparatory Academy	Chicago, IL	2007	K-5	300	Yes	No
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Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charter School of the Dunes	Gary, IN	2003	K-7	437	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arts and Technology Academy of Pontiac	Pontiac, MI	2001	K-8	365	Yes	No
Bay County Public School Academy	Bay City, MI	2001	K-8	242	Yes	No
Bingham Arts Academy	Alpena, MI	2004	K-5	115	Yes	No
Business Entrepreneurship Science and Technology Public School	Highland Park, MI	2004	K-8	500	Yes	No
Capital Area Academy	Lansing, MI	1999	K-8	200	Yes	No
Discovery Arts & Technology	Inkster, MI	2005	K-6	187	Yes	No
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	500	Yes	No
Jackson Arts and Technology Academy	Jackson, MI	2003	K-6	250	Yes	No
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	300	Yes	No
Richfield Public School Academy	Flint, MI	2003	K-8	467	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Arts & Humanities	Warren, OH	2005	3-7	150	Yes	No
Academy of Arts and Sciences	Lorain, OH	2005	K-3	163	Yes	No

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Arts and Sciences Academy	Warren, OH	2007	K-2	155	Yes	No
Arts and Sciences Preparatory Academy	Cleveland, OH	2006	K-7	120	Yes	No
Cleveland Arts & Social Sciences Academy	Cleveland, OH	2005	K-5	91	Yes	No
Columbus Arts and Technology Academy	Columbus, OH	2004	K-6	627	Yes	No
Columbus Humanities Arts and Technology Academy	Columbus, OH	2004	K-8	402	Yes	No
Columbus Preparatory Academy	Columbus, OH	2004	K-8	583	Yes	No
Cornerstone Academy	Westerville, OH	2005	K-5	61	Yes	No
Foundation Academy of Mansfield	Mansfield, OH	Unknown	K-5	150	Yes	No
Lorain Preparatory Academy	Lorain, OH	2005	4-7	129	Yes	No
Preparing Academic Leaders Academy	Maple Heights, OH	2005	K-6	237	Yes	No
Youngstown Academy of Excellence	Youngstown, OH	2005	K-7	240	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Fell Charter School	Simpson, PA	2002	K-11	250	Yes	No
Graystone Academy Charter School	Coatesville, PA	2002	K-10	500	Yes	No
Walter D. Palmer Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-8	725	Yes	No

Total Number of Schools: 36

Total Enrollment: 12,505

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

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	4
2002-03	2
2003-04	4
2004-05	0
2005-06	0
2006-07	0

Schools No Longer Profiled for this Reporting Period

Delaware

School Name	School Location	Reason No Longer Profiled
Academy of Dover	Dover, DE	According to Delaware Department of Education Charter School Accountability meeting minutes (http://delaware.gov/egov/calendar.nsf/*66F18DC1E12BA892852571BF0064434E/\$file/MinutesMtg%2012-14-06.doc?openelement), contract was "severed" in June 2006 due to financial issues

Louisiana

School Name	School Location	Reason No Longer Profiled
Lafayette Academy of New Orleans	New Orleans, LA	Changed management to Principal Landry, according to "New principal sparks turnaround at Lafayette Academy" article in the Times-Picayune, 1/18/2008.

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Michigan

School Name	School Location	Reason No Longer Profiled
Bay Mills Ojibwe Charter School	Brimley, MI	The sponsors website (Bay Mills Community College) says that Ojibwe Charter School is self-managed, but no information about when it was managed by Mosaica Education.

Center Academy	Flint, MI	Now managed by Visions Education Development Consortium, LLC, a single site for-profit EMO
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New York

School Name	School Location	Reason No Longer Profiled
Our World Neighborhood Charter School	Astoria, NY	Principal Brian Ferguson explains that the school's contract with Mosaica was not renewed after an initial start-up period, according to http://www.insideschools.org/fs/school_profile.php?id=1180

Mosaica Education, Inc.

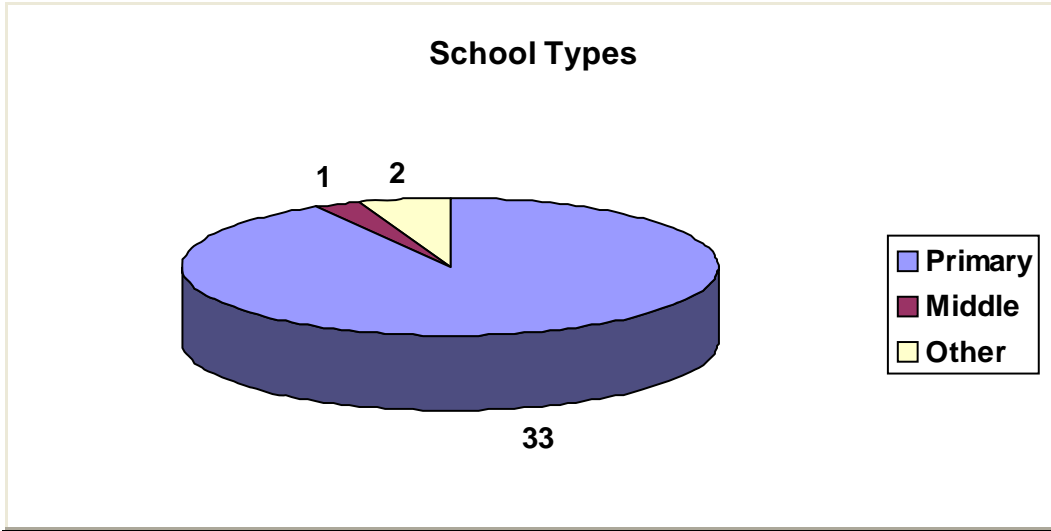
Large Company: Managing 10 or More Schools

Pennsylvania

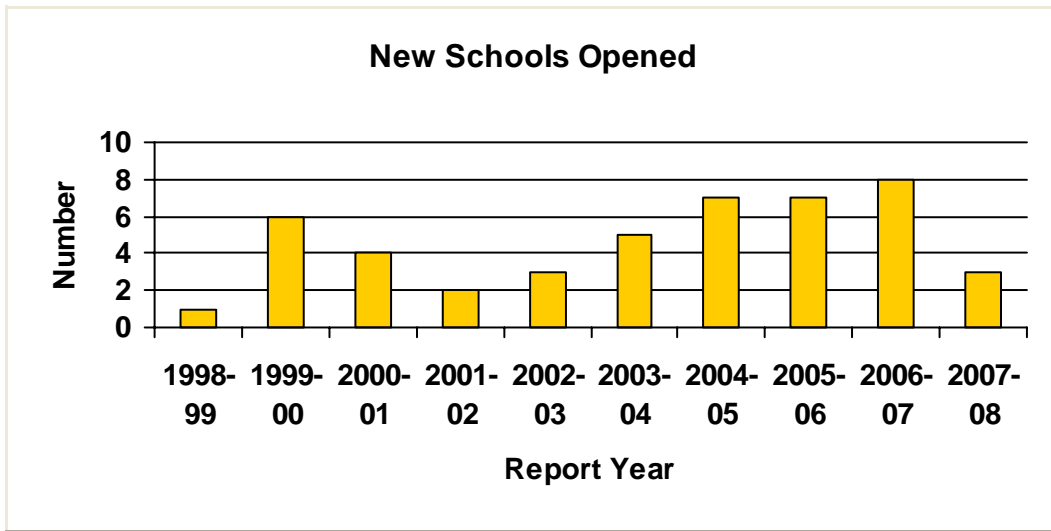
School Name	School Location	Reason No Longer Profiled
Ronald H. Brown Academy - Elementary	Harrisburg, PA	Harrisburg City School District revoked Ron H. Brown charter "based on its failure to comply with, among other violations, the financial and performance standard requirements pursuant to Section 1729-A(a)(1)-(4) of the Charter School Law, 24 P.S. §17-1729-A(a)(1)-(4)" (http://www.courts.state.pa.us/OpPosting/CWealth/out/1)
Ronald H. Brown Academy - Middle School	Harrisburg, PA	Harrisburg City School District revoked Ron H. Brown charter "based on its failure to comply with, among other violations, the financial and performance standard requirements pursuant to Section 1729-A(a)(1)-(4) of the Charter School Law, 24 P.S. §17-1729-A(a)(1)-(4)" (http://www.courts.state.pa.us/OpPosting/CWealth/out/1)

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools



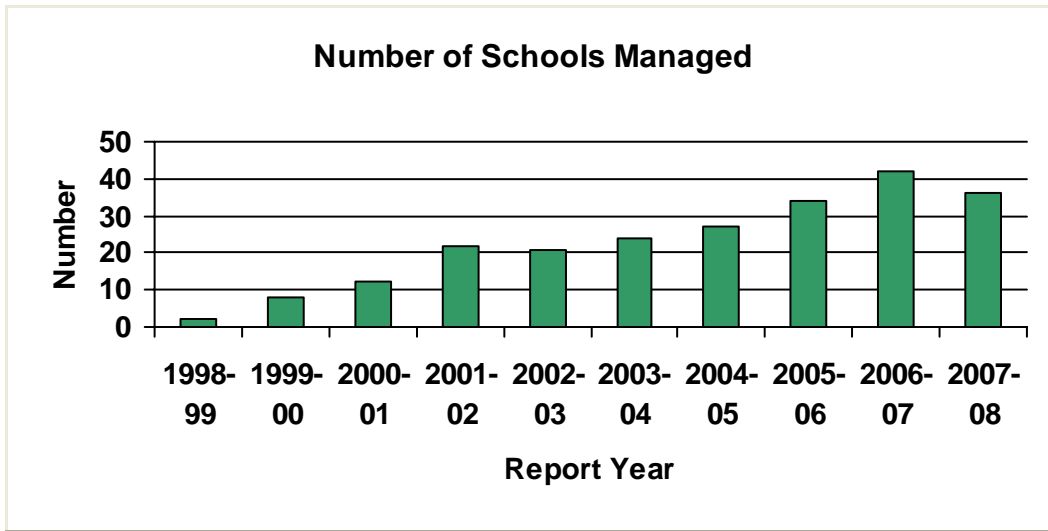
CCD Level	# of Schools
Primary	33
Middle	1
High	0
Other	2
Unknown	0



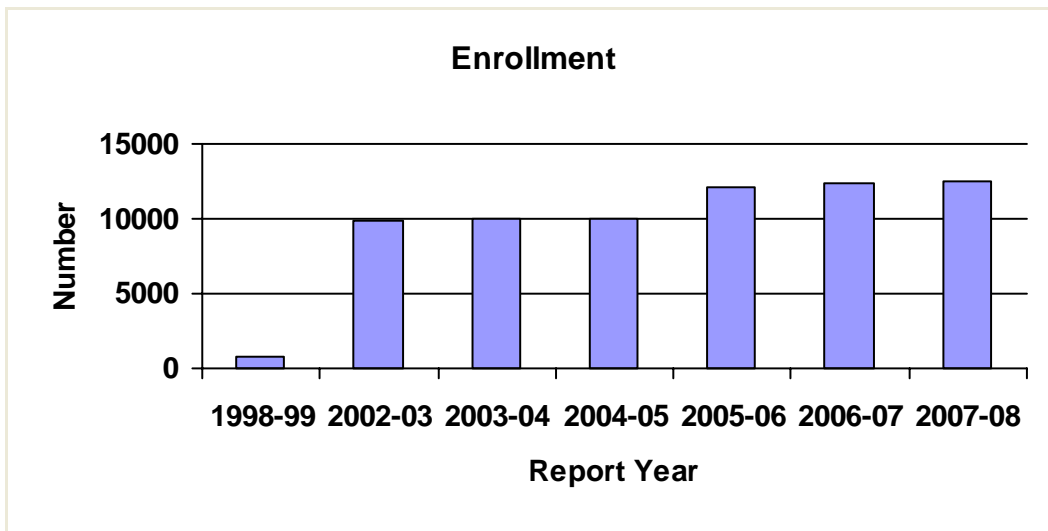
Report Year	New Schools
1998-99	1
1999-00	6
2000-01	4
2001-02	2
2002-03	3
2003-04	5
2004-05	7
2005-06	7
2006-07	8
2007-08	3

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools



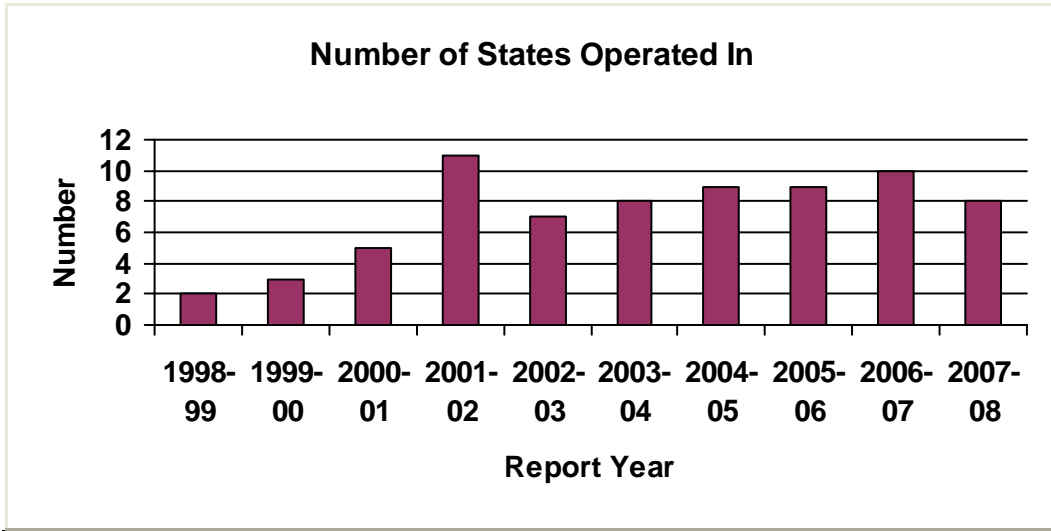
Report Year	# of Schools
1998-99	2
1999-00	8
2000-01	12
2001-02	22
2002-03	21
2003-04	24
2004-05	27
2005-06	34
2006-07	42
2007-08	36



Report Year	# of Students
1998-99	850
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	9807
2003-04	10061
2004-05	9995
2005-06	12157
2006-07	12339
2007-08	12505

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	2
1999-00	3
2000-01	5
2001-02	11
2002-03	7
2003-04	8
2004-05	9
2005-06	9
2006-07	10
2007-08	8

National Heritage Academies

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
3850 Broadmoor Ave SE, Ste 201 Grand Rapids, MI 49512	616-222-1700 616-575-6801	www.heritageacademies.com	1995	Private	Profitable

Company Schools by State

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Landmark Academy at Reunion	Commerce City, CO	2007	K-5	406	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Andrew J. Brown Academy	Indianapolis, IN	2003	K-8	624	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Burton Glen Charter Academy	Burton, MI	1999	K-8	713	Yes	No
Canton Charter Academy	Canton, MI	2000	K-8	687	Yes	No
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	656	Yes	No
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	713	Yes	No
Detroit Enterprise Academy	Detroit, MI	2004	K-8	599	Yes	No
Detroit Merit Charter Academy	Detroit, MI	2002	K-8	681	Yes	No
Detroit Premier Academy	Detroit, MI	2005	K-7	668	Yes	No
Eagle Crest Charter Academy	Holland, MI	1997	K-8	665	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Endeavor Charter Academy	Springfield, MI	1998	K-8	657	Yes	No
Excel Charter Academy	Grand Rapids, MI	1995	K-8	702	Yes	No
Flagship Charter Academy	Detroit, MI	2007	K-5	402	Yes	No
Fortis Academy	Ypsilanti, MI	2004	K-8	651	Yes	No
Great Oaks Academy	Warren, MI	2004	K-8	505	Yes	No
Hamtramck Academy	Hamtramck, MI	2003	K-8	427	Yes	No
Keystone Academy	Belleville, MI	2003	K-8	658	Yes	No
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	701	Yes	No
Laurus Academy	Southfield, MI	2004	K-8	543	Yes	No
Linden Charter Academy	Flint, MI	1999	K-8	694	Yes	No
Metro Charter Academy	Romulus, MI	2000	K-8	679	Yes	No
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	681	Yes	No
Paragon Charter Academy	Jackson, MI	1998	K-8	640	Yes	No
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	639	Yes	No
Prevail Academy	Mount Clemens, MI	2004	K-7	585	Yes	No
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	594	Yes	No
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	691	Yes	No
Taylor Exemplar Academy	Taylor, MI	2006	K-5	305	Yes	No
Timberland Charter Academy	Muskegon, MI	1998	K-8	560	Yes	No
Triumph Academy	Monroe, MI	2004	K-6	499	Yes	No
Vanderbilt Charter Academy	Holland, MI	1996	K-8	448	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Vanguard Charter Academy	Wyoming, MI	1996	K-8	712	Yes	No
Vista Charter Academy	Grand Rapids, MI	1996	K-8	609	Yes	No
Walker Charter Academy	Walker, MI	1997	K-8	654	Yes	No
Walton Charter Academy	Pontiac, MI	1999	K-8	701	Yes	No
Warrendale Charter Academy	Detroit, MI	2001	K-8	680	Yes	No
Windemere Park Charter Academy	Lansing, MI	1999	K-8	693	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Brooklyn Excelsior Charter School	Brooklyn, NY	2003	K-8	575	Yes	No
Buffalo United Charter School	Buffalo, NY	2003	K-8	558	Yes	No
Southside Charter School	Syracuse, NY	2002	K-8	506	Yes	No

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Forsyth Academies	Winston Salem, NC	1999	K-8	694	Yes	No
Greensboro Academy	Greensboro, NC	1999	K-8	719	Yes	No
PreEminent Charter School	Raleigh, NC	2000	K-8	552	Yes	No
Queens Grant Community School	Mint Hill, NC	2002	K-8	826	Yes	No
Research Triangle Charter Academy	Durham, NC	2000	K-8	641	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
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National Heritage Academies

Large Company: Managing 10 or More Schools

Alliance Academy of Cincinnati	Cincinnati, OH	2003	K-8	505	Yes	No
Apex Academy	Cleveland, OH	2004	K-7	616	Yes	No
Bennett Venture Academy	Toledo, OH	2005	K-6	519	Yes	No
Emerson Academy of Dayton	Dayton, OH	2004	K-7	388	Yes	No
North Dayton School of Science and Discovery	Dayton, OH	2002	K-8	662	Yes	No
Orion Academy	Cincinnati, OH	2004	K-7	558	Yes	No
Pathway School of Discovery	Dayton, OH	2003	K-8	679	Yes	No
Pinnacle Academy	Cleveland, OH	2004	K-7	641	Yes	No
Stambaugh Academy	Youngstown, OH	2006	K-5	235	Yes	No
Winterfield Venture Academy	Toledo, OH	2004	K-7	576	Yes	No

Total Number of Schools: 55

Total Enrollment: 33,172

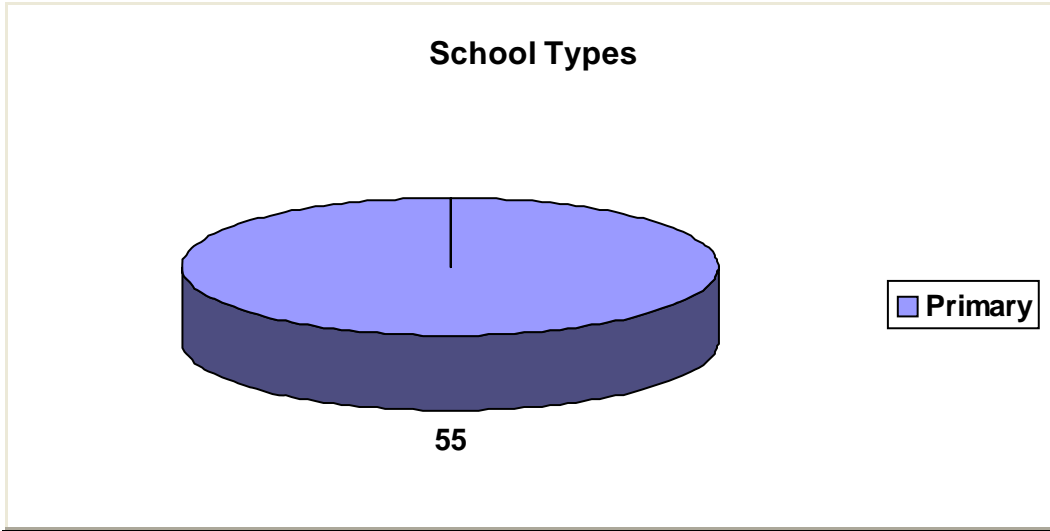
States Operated in: CO, IN, MI, NC, NY, OH

Number of Schools No Longer Profiled

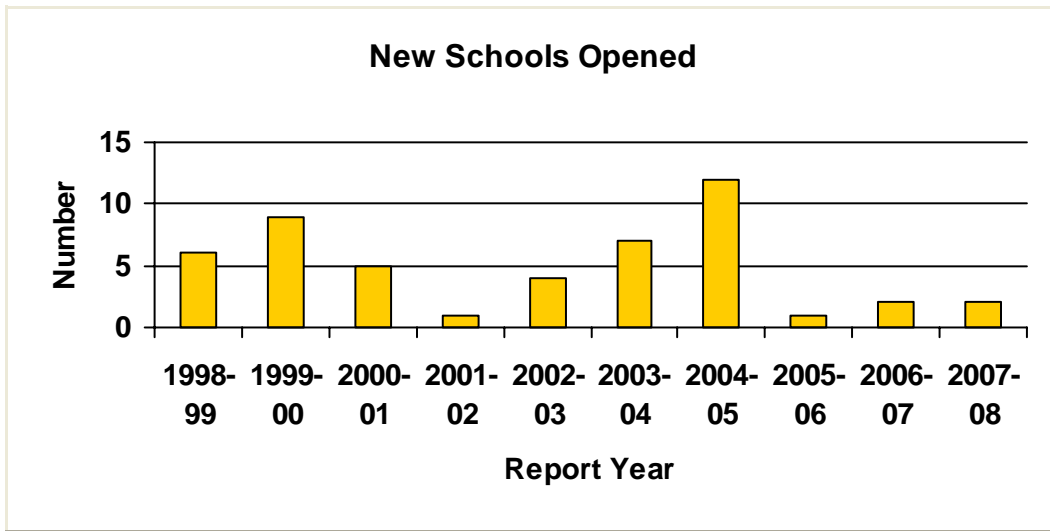
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	1
2006-07	0

National Heritage Academies

Large Company: Managing 10 or More Schools



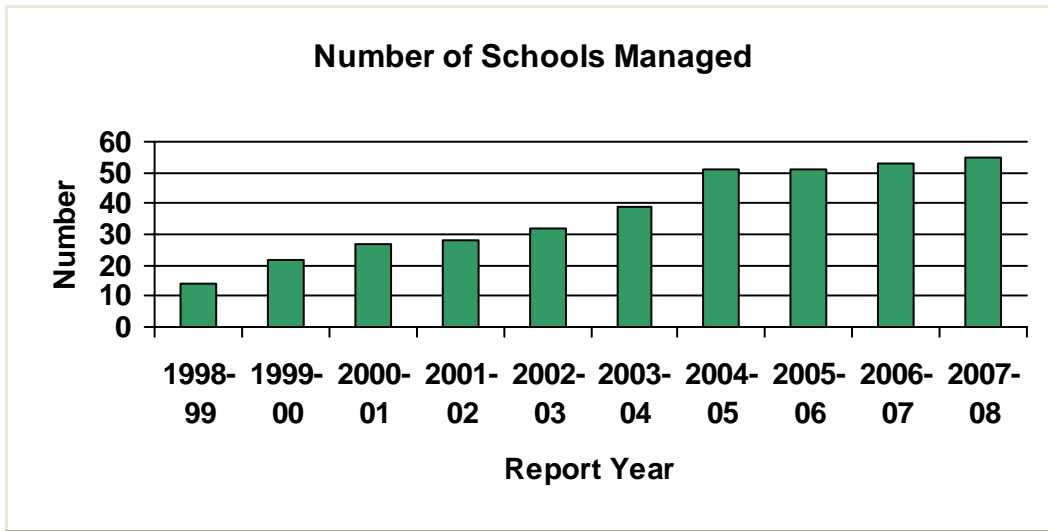
CCD Level	# of Schools
Primary	55
Middle	0
High	0
Other	0
Unknown	0



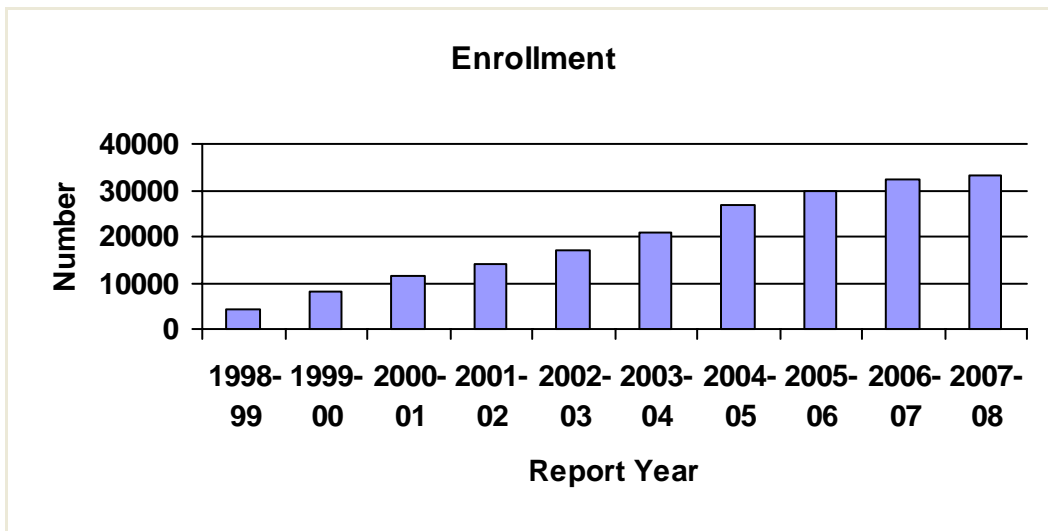
Report Year	New Schools
1998-99	6
1999-00	9
2000-01	5
2001-02	1
2002-03	4
2003-04	7
2004-05	12
2005-06	1
2006-07	2
2007-08	2

National Heritage Academies

Large Company: Managing 10 or More Schools



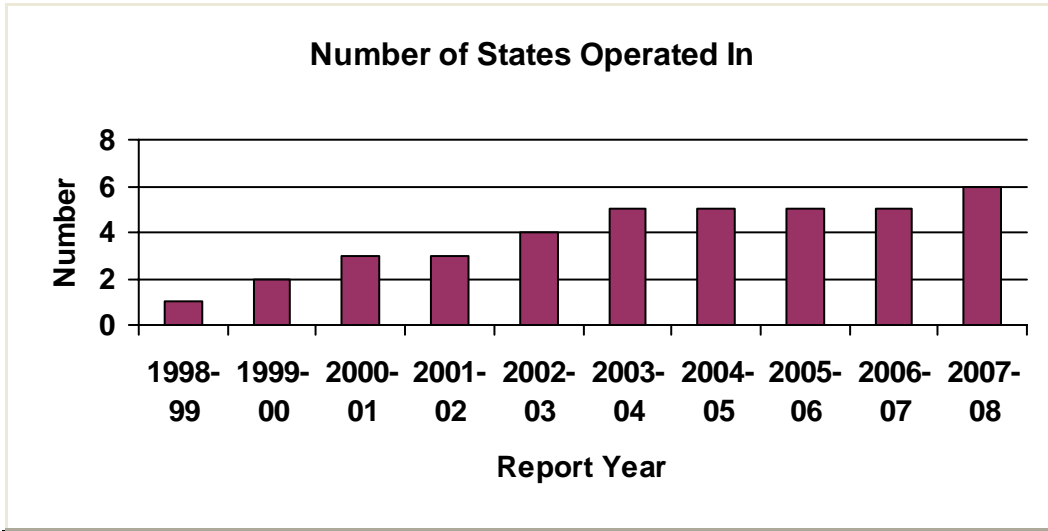
Report Year	# of Schools
1998-99	14
1999-00	22
2000-01	27
2001-02	28
2002-03	32
2003-04	39
2004-05	51
2005-06	51
2006-07	53
2007-08	55



Report Year	# of Students
1998-99	4385
1999-00	7920
2000-01	11396
2001-02	13917
2002-03	17043
2003-04	20929
2004-05	26674
2005-06	29848
2006-07	32158
2007-08	33172

National Heritage Academies

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	1
1999-00	2
2000-01	3
2001-02	3
2002-03	4
2003-04	5
2004-05	5
2005-06	5
2006-07	5
2007-08	6

Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
Congress Street, Shetland Park, # Salem, MA 01970	978-741-7161 978-741-0414	www.nesihq.org	1978	Private	Profitable

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMA - Bradenton	Bradenton, FL	2003	9-12	127	Yes	No
RMA - Daytona	S. Daytona, FL	2005	9-12	150	Yes	No
RMA - Fort Myers	Fort Myers, FL	2000	9-12	315	Yes	No
RMA - New Port Richey	New Port Richey, FL	2000	9-12	175	Yes	No
RMA-South Daytona	South Daytona, FL	2004	9-12	180	Yes	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Chicago	Chicago, IL	1997	9-12	150	No	No

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Wake County	Raleigh, NC	1996	6-12	250	No	No

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMA - Amarillo	Amarillo, TX	2001	9-12	173	Yes	No

Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

RMA - Beaumont	Beaumont, TX	2001	9-12	204	Yes	No
RMA - Corpus Christi	Corpus Christi, TX	1999	9-12	204	Yes	No
RMA - Fort Worth	Fort Worth, TX	2003	9-12	214	Yes	No
RMA - Houston	Houston, TX	2003	9-12	218	Yes	No
RMA - Killeen	Killeen, TX	1999	9-12	158	Yes	No
RMA - Lubbock	Lubbock, TX	1999	9-12	170	Yes	No
RMA - Midland	Midland, TX	1999	9-12	175	Yes	No
RMA - Odessa	Odessa, TX	2003	9-12	170	Yes	No

Virginia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMHS - Prince William County	Woodbridge, VA	1975	10-12	280	No	No

Total Number of Schools: 17

Total Enrollment: 3,313

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

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	0
2003-04	1
2004-05	0

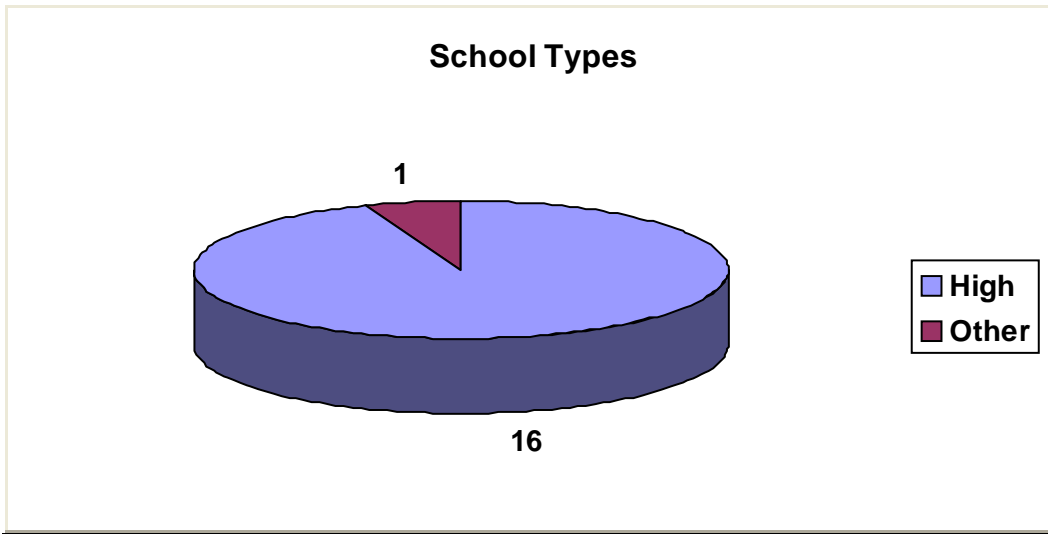
Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools

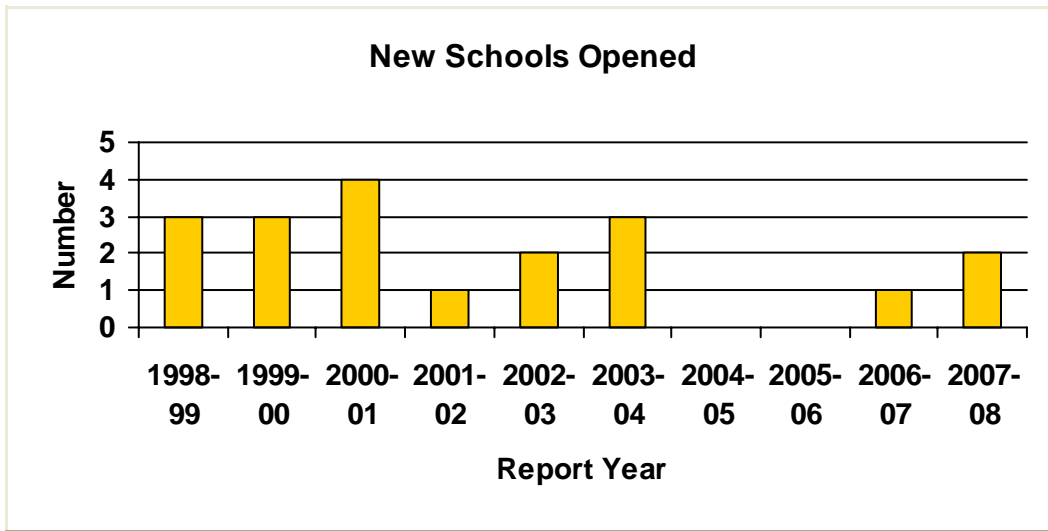
2005-06	2
2006-07	3

Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools



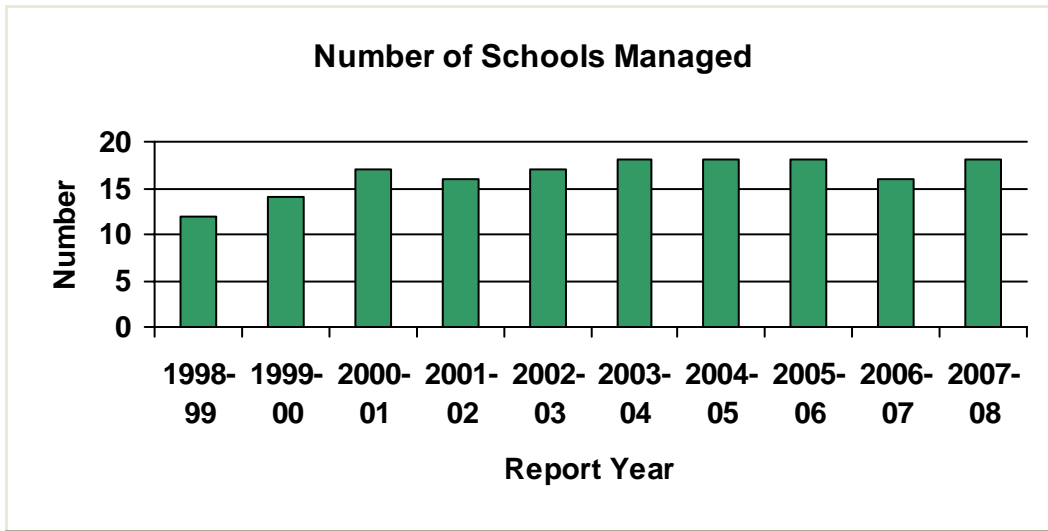
CCD Level	# of Schools
Primary	0
Middle	0
High	16
Other	1
Unknown	0



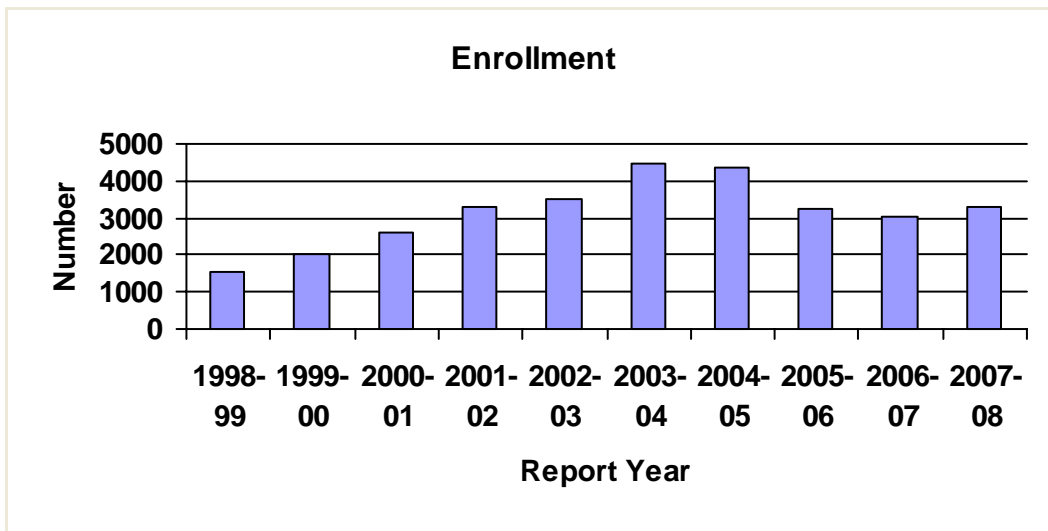
Report Year	New Schools
1998-99	3
1999-00	3
2000-01	4
2001-02	1
2002-03	2
2003-04	3
2004-05	0
2005-06	0
2006-07	1
2007-08	2

Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools



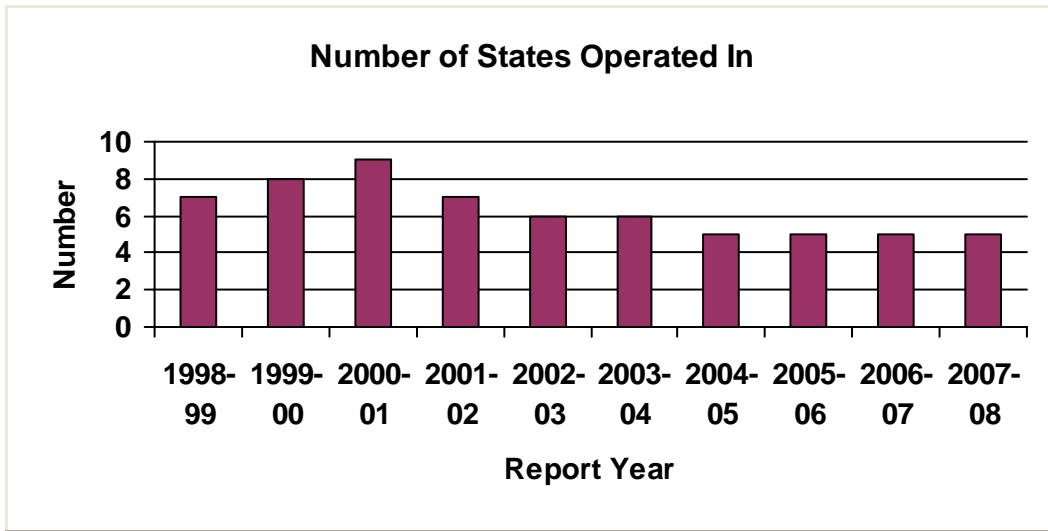
Report Year	# of Schools
1998-99	12
1999-00	14
2000-01	17
2001-02	16
2002-03	17
2003-04	18
2004-05	18
2005-06	18
2006-07	16
2007-08	18



Report Year	# of Students
1998-99	1560
1999-00	2024
2000-01	2602
2001-02	3294
2002-03	3485
2003-04	4485
2004-05	4339
2005-06	3234
2006-07	3020
2007-08	3313

Non-Public Educational Services, Inc.

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	7
1999-00	8
2000-01	9
2001-02	7
2002-03	6
2003-04	6
2004-05	5
2005-06	5
2006-07	5
2007-08	5

Victory Schools, Inc.

Large Company: Managing 10 or More Schools

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

Company Schools by State

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago International Charter School- Basil Campus	Chicago, IL	2007	K-8	680	Yes	No
Chicago International Charter School- Irving Park Campus	Chicago, IL	2007	K-8	220	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charter School of Educational Excellence	Yonkers, NY	2004	K-6	327	Yes	No
Grand Concourse Academy Charter School	Bronx, NY	2004	K-5	285	Yes	No
Merrick Academy	Queens Village, NY	2000	K-6	497	Yes	No
Peninsula Preparatory Academy	Far Rockaway, NY	2004	K-5	297	Yes	No
Sisulu-Walker Charter School of Harlem	New York, NY	1999	1-4	262	Yes	No
South Bronx Charter School for International Culture and the Arts	Bronx, NY	2004	K-3	300	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Anna B. Pratt Elementary School	Philadelphia, PA	2002	K-6	410	No	No
E.W.Rhodes High School	Philadelphia, PA	2003	6-11	565	No	No

Victory Schools, Inc.

Large Company: Managing 10 or More Schools

FitzSimons Thomas High School	Philadelphia, PA	2002	7-12	450	No	No
George W. Pepper Middle School	Philadelphia, PA	2002	5-8	707	No	No
Mary McLeod Bethune School	Philadelphia, PA	2002	K-7	672	No	No
Richard R. Wright School	Philadelphia, PA	2002	K-6	415	No	No
Southwest Leadership Academy Charter School	Philadelphia, PA	2007	K-3	203	Yes	No

Total Number of Schools: 15

Total Enrollment: 6,290

States Operated in: IL, NY, PA

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	1
2004-05	0
2005-06	1
2006-07	0

Schools No Longer Profiled for this Reporting Period

New York

School Name	School Location	Reason No Longer Profiled
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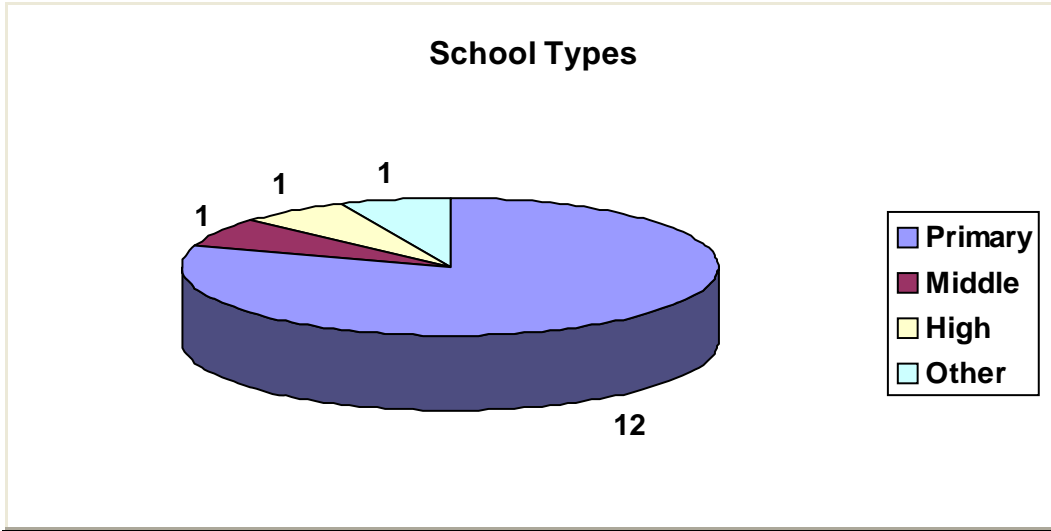
Victory Schools, Inc.

Large Company: Managing 10 or More Schools

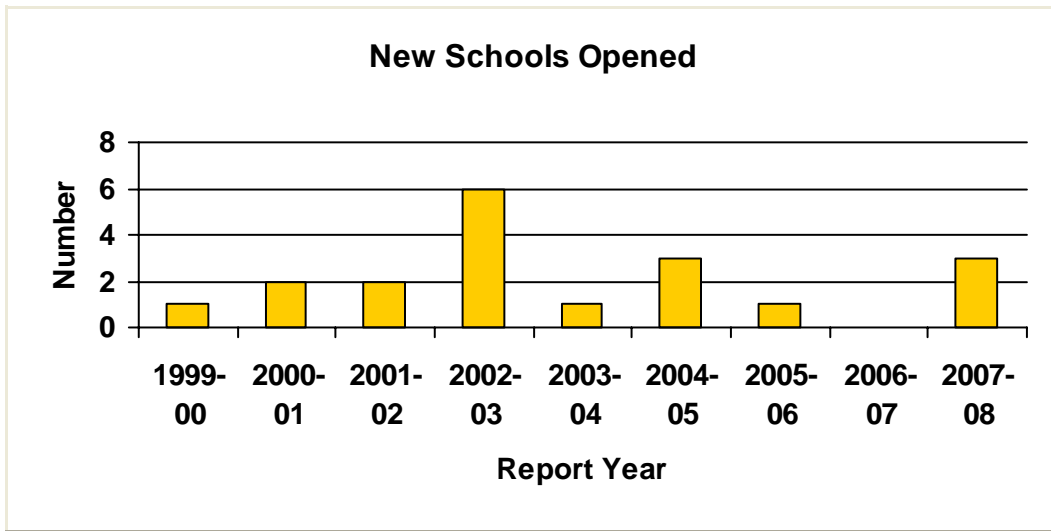
Roosevelt Childrens Academy	Roosevelt, NY	Verbal confirmation from Kathy Jaeger at Victory Schools that Roosevelt Children's Academy is no longer managed by Victory Schools, Inc.
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Victory Schools, Inc.

Large Company: Managing 10 or More Schools



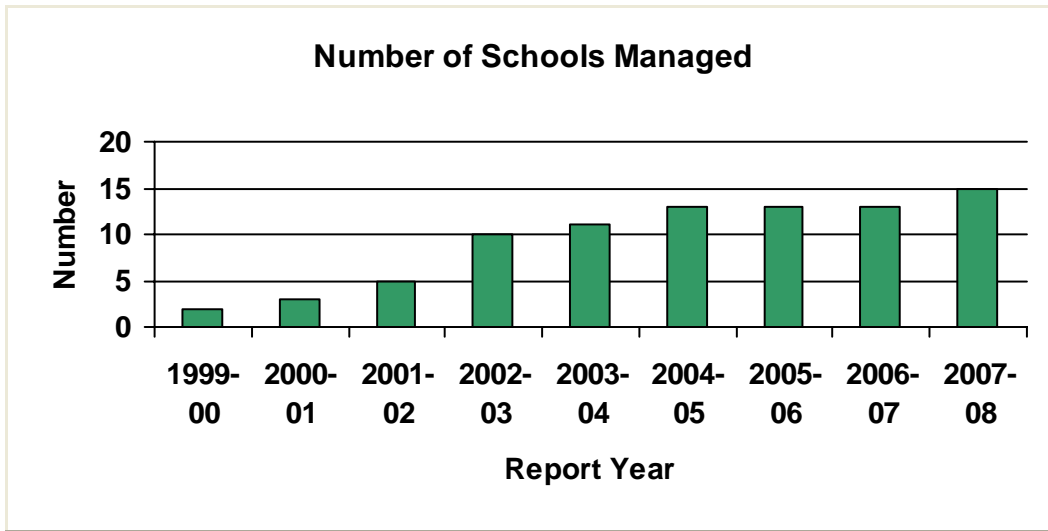
CCD Level	# of Schools
Primary	12
Middle	1
High	1
Other	1
Unknown	0



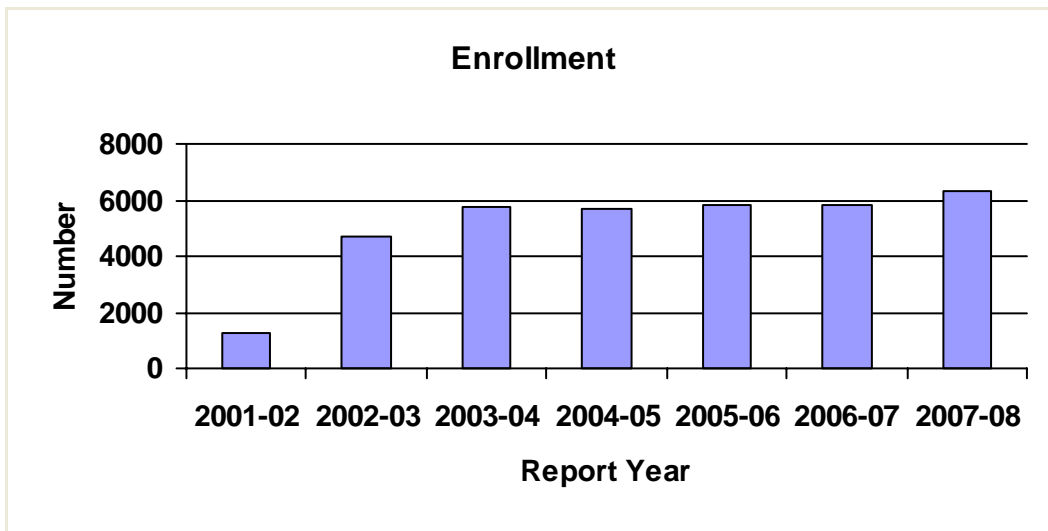
Report Year	New Schools
1998-99	N/A
1999-00	1
2000-01	2
2001-02	2
2002-03	6
2003-04	1
2004-05	3
2005-06	1
2006-07	0
2007-08	3

Victory Schools, Inc.

Large Company: Managing 10 or More Schools



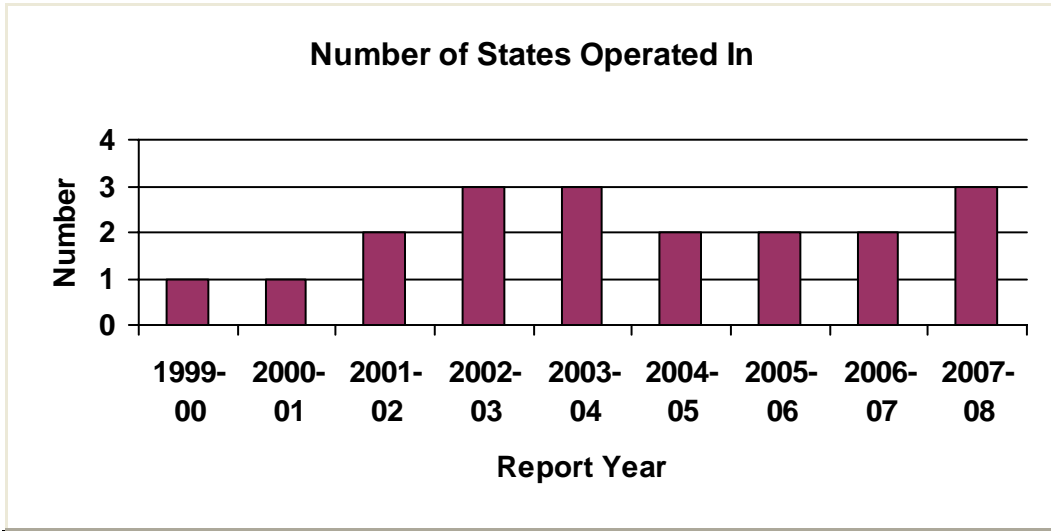
Report Year	# of Schools
1998-99	N/A
1999-00	2
2000-01	3
2001-02	5
2002-03	10
2003-04	11
2004-05	13
2005-06	13
2006-07	13
2007-08	15



Report Year	# of Students
1998-99	N/A
1999-00	Unknown
2000-01	Unknown
2001-02	1242
2002-03	4716
2003-04	5725
2004-05	5683
2005-06	5840
2006-07	5840
2007-08	6290

Victory Schools, Inc.

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	N/A
1999-00	1
2000-01	1
2001-02	2
2002-03	3
2003-04	3
2004-05	2
2005-06	2
2006-07	2
2007-08	3

White Hat Management

Large Company: Managing 10 or More Schools

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

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Life Skills Center of Arizona	Phoenix, AZ	2002	9-12	305	Yes	No

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
CDELA (Colorado Distance & Electronic Learning Academy)	Brighton, CO	2006	K-12	317	Yes	Yes
Life Skills Center of Colorado Springs	Colorado Springs, CO	2004	9-12	286	Yes	No
Life Skills Center of Denver	Denver, CO	2003	9-12	214	Yes	No

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Life Skills Center Broward County	Oakland Park, FL	2005	9-12	322	Yes	No
Life Skills Center Escambia County	Pensacola, FL	2006	9-12	184	Yes	No
Life Skills Center - Lee County	Ft. Myers, FL	2006	9-12	268	Yes	No
Life Skills Center - Leon County	Tallahassee, FL	2006	9-12	269	Yes	No
Life Skills Center - Miami-Dade County	Miami, FL	2005	9-12	213	Yes	No
Life Skills Center Opa-Locka	Opa Locka, FL	2006	9-12	262	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Life Skills Center - Orange County	Orlando, FL	2007	9-12	112	Yes	No
Life Skills Center Pinellas County	St. Petersburg, FL	2005	9-12	394	Yes	No
Life Skills Center Polk County East	Winter Haven, FL	2007	9-12	106	Yes	No
Life Skills Center of Palm Beach Couty	Delray Beach, FL	2005	9-12	343	Yes	No
Like Skills Center - Liberty City Area	Miami, FL	2007	9-12	12	Yes	No
Like Skills Center Polk County	Lakeland, FL	2005	9-12	335	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Covenant House Life Skills Center Central	Detroit, MI	2006	9-12	115	Yes	No
Covenant House Life Skills Center East	Detroit, MI	2005	9-12	338	Yes	No
Covenant House Life Skills Center West	Detroit, MI	2005	9-12	230	Yes	No
Life Skills Center of Metropolitan Detroit	Detroit, MI	2004	9-12	426	Yes	No
Life Skills Center of Pontiac	Pontiac, MI	2004	9-12	211	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Hope Academy - Chapelside	Cleveland, OH	1998	K-8	460	Yes	No
Hope Academy Canton Campus	Canton, OH	2002	K-8	376	Yes	No
Hope Academy Cathedral Campus	Cleveland, OH	1998	K-8	460	Yes	No
Hope Academy East Campus	Cleveland, OH	2003	K-8	440	Yes	No
Hope Academy High Cleveland Campus	Cleveland, OH	2004	9-12	356	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Hope Academy Lincoln Park Campus	Cleveland, OH	1999	K-6	176	Yes	No
Hope Academy North Coast Campus	Cleveland, OH	2002	K-8	273	Yes	No
Hope Academy Northwest Campus	Cleveland, OH	2004	K-8	352	Yes	No
Hope Academy of Broadway Campus	Cleveland, OH	1998	K-8	497	Yes	No
Hope Academy of Brown Street Campus	Akron, OH	1999	K-8	250	Yes	No
Hope Academy University Campus	Akron, OH	1998	K-8	354	Yes	No
Hope Academy West Campus	Cleveland, OH	2003	K-8	330	Yes	No
Life Skills Center of Akron	Akron, OH	1999	9-12	157	Yes	No
Life Skills Center of Canton	Canton, OH	2002	9-12	139	Yes	No
Life Skills Center of Cincinnati	Cincinnati, OH	2000	9-12	273	Yes	No
Life Skills Center of Cleveland	Cleveland, OH	1999	9-12	280	Yes	No
Life Skills Center of Columbus North	Columbus, OH	2006	9-12	173	Yes	No
Life Skills Center of Columbus Southeast	Columbus, OH	2006	9-12	243	Yes	No
Life Skills Center of Dayton	Dayton, OH	2005	9-12	207	Yes	No
Life Skills Center of Elyria	Elyria, OH	2002	9-12	214	Yes	No
Life Skills Center of Hamilton County	Cincinnati, OH	2003	9-12	192	Yes	No
Life Skills Center of Lake Erie	Cleveland, OH	2003	9-12	334	Yes	No
Life Skills Center of Middletown	Middletown, OH	2001	9-12	205	Yes	No
Life Skills Center of North Akron	Akron, OH	2005	9-12	148	Yes	No
Life Skills Center of Northeast Ohio	Cleveland, OH	2003	9-12	261	Yes	No
Life Skills Center of Springfield	Springfield, OH	2001	9-12	162	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Life Skills Center of Summit County	Akron, OH	2003	9-12	164	Yes	No
Life Skills Center of Toledo	Toledo, OH	2002	9-12	243	Yes	No
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	233	Yes	No
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	201	Yes	No
OHDELA (Ohio Distnce & Electronic Learning Academy)	Akron, OH	2002	K-12	1988	Yes	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	501	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
PDELA (Pennsylvania Distance Learning Charter School)	Sewickley, PA	2004	K-12	500	Yes	Yes

Total Number of Schools: 54

Total Enrollment: 16,404

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

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	2
2004-05	0
2005-06	0
2006-07	0

White Hat Management

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

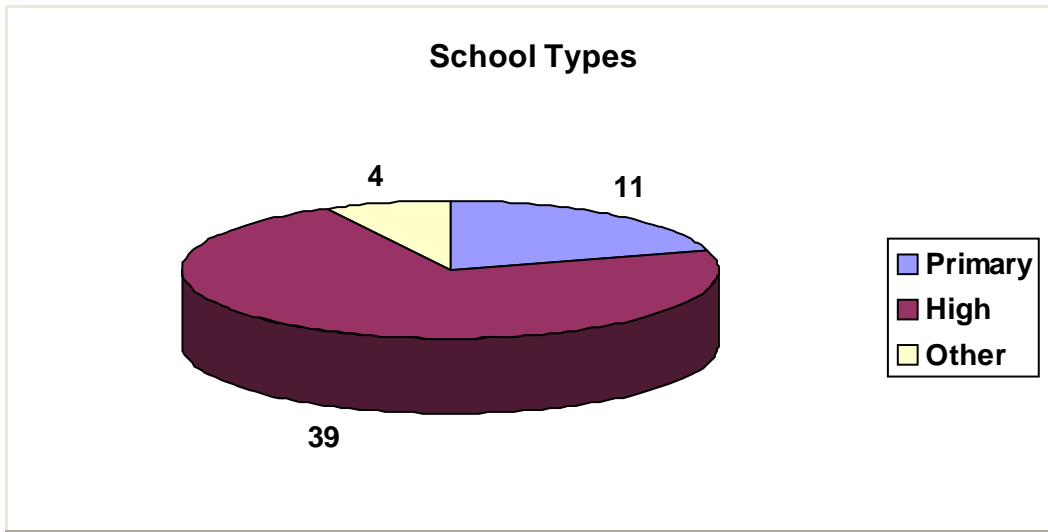
Ohio

School Name	School Location	Reason No Longer Profiled
Hope Academy-High School Campus	Cleveland, OH	Returned profile from company indicated this school is discontinued

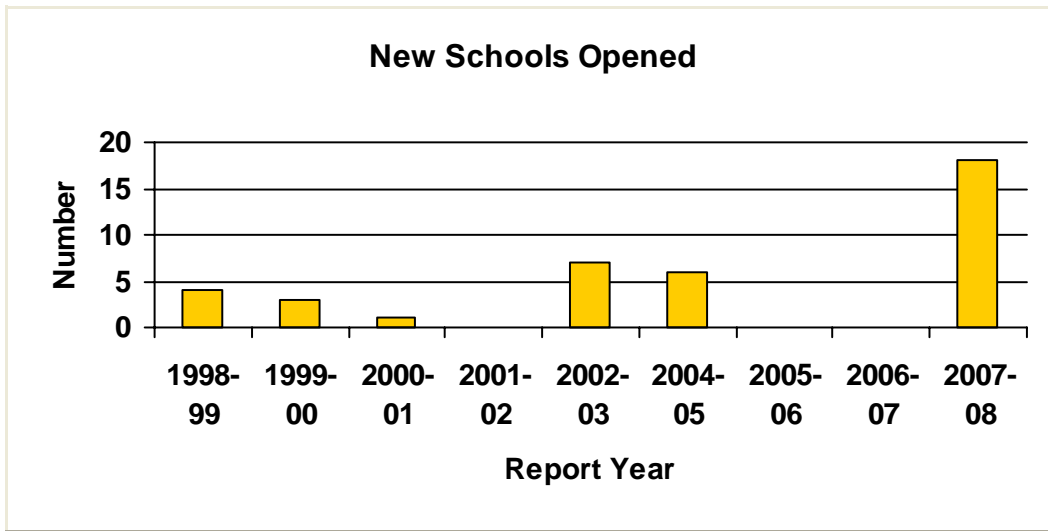
Life Skills Center - Southwestern Columbus	Grove City, OH	Returned profile from company indicated this school is discontinued
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White Hat Management

Large Company: Managing 10 or More Schools



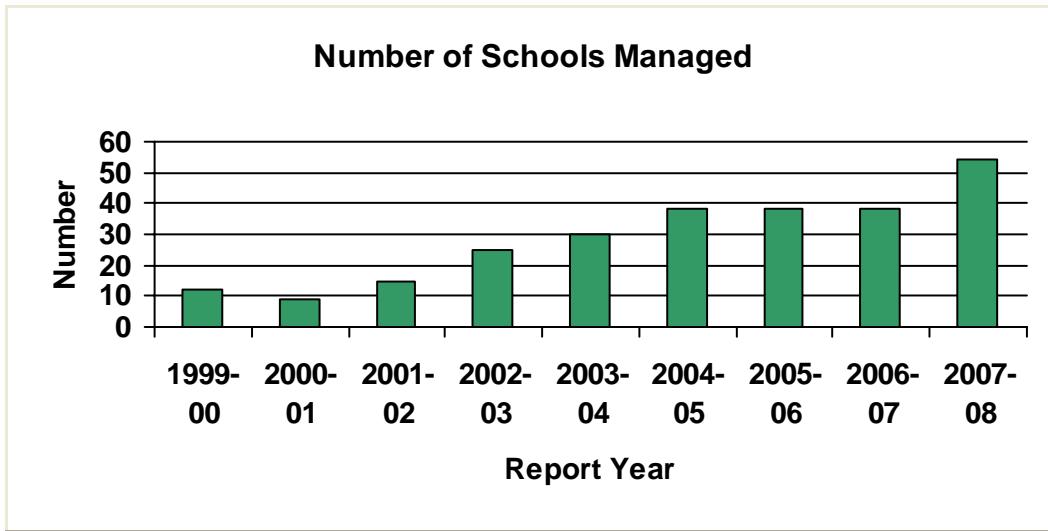
CCD Level	# of Schools
Primary	11
Middle	0
High	39
Other	4
Unknown	0



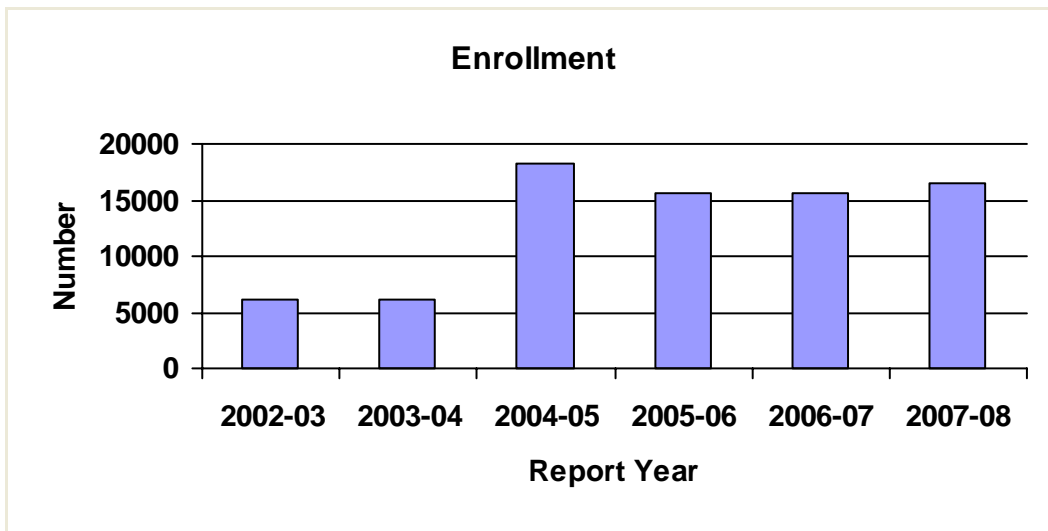
Report Year	New Schools
1998-99	4
1999-00	3
2000-01	1
2001-02	0
2002-03	7
2003-04	Unknown
2004-05	6
2005-06	0
2006-07	0
2007-08	18

White Hat Management

Large Company: Managing 10 or More Schools



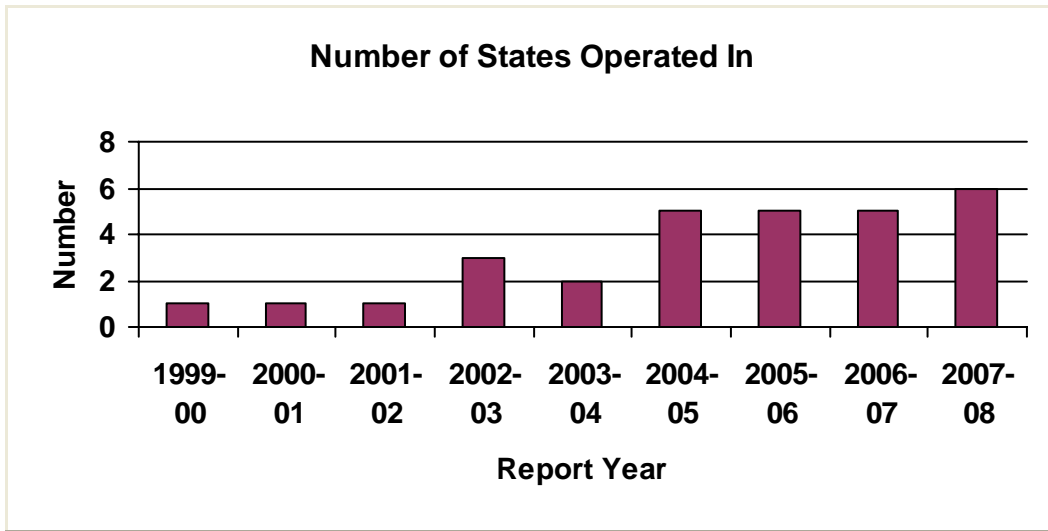
Report Year	# of Schools
1998-99	Unknown
1999-00	12
2000-01	9
2001-02	15
2002-03	25
2003-04	30
2004-05	38
2005-06	38
2006-07	38
2007-08	54



Report Year	# of Students
1998-99	Unknown
1999-00	Unknown
2000-01	Unknown
2001-02	Unknown
2002-03	6149
2003-04	6149
2004-05	18318
2005-06	15613
2006-07	15613
2007-08	16404

White Hat Management

Large Company: Managing 10 or More Schools



Report Year	States Op. In
1998-99	Unknown
1999-00	1
2000-01	1
2001-02	1
2002-03	3
2003-04	2
2004-05	5
2005-06	5
2006-07	5
2007-08	6

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Medium Companies: Managing 4 to 9 Schools

AmeriSchools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
50 N. Country Club Road, Suite 1 Tucson, AZ 85716	520-296-1100 520-296-1446	www.amerischools.org	1996	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
AmeriSchools - Camelback	Phoenix, AZ	1996	K-8	196	Yes	No
AmeriSchools - Country Club	Tucson, AZ	1996	K-8	209	Yes	No
AmeriSchools - Yuma	Yuma, AZ	1996	K-6	192	Yes	No
AmeriSchools College Preparatory - Tucson	Tucson, AZ	1996	9-12	130	Yes	No

Total # of Schools: 4

Total Enrollment: 727

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	N/A
2005-06	N/A
2006-07	N/A

Benjamin Franklin Charter School

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
320 E. Warner Rd. Gilbert, AZ 85296	480-632-0722 480-632-8716	www.benjaminfranklincharterschool.com	1995	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Benjamin Franklin Charter School - Crismon Campus	Queen Creek, AZ	1996	K-6	496	Yes	No
Benjamin Franklin Charter School - Gilbert	Gilbert, AZ	1997	K-6	467	Yes	No
Benjamin Franklin Charter School - Mesa	Mesa, AZ	1995	K-6	222	Yes	No
Benjamin Franklin Charter School - Power Campus	Queen Creek, AZ	2006	K-8	801	Yes	No

Total # of Schools: 4

Total Enrollment: 1,986

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	N/A
2005-06	0
2006-07	0

Educational Services of America, Inc.

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ombudsman Learning Center - East	Phoenix, AZ	1996	10-12	97	Yes	No
Ombudsman Learning Center - East II	Phoenix, AZ	2008	9-12	84	Yes	No
Ombudsman Learning Center - Metro	Phoenix, AZ	1999	10-12	84	Yes	No
Ombudsman Learning Center - Northeast	Phoenix, AZ	2000	8-12	82	Yes	No
Ombudsman Learning Center - Northwest	Phoenix, AZ	2002	8-12	111	Yes	No
Ombudsman Learning Center - Parker	Parker, AZ	2008	11-12	42	Yes	No
Ombudsman Learning Center - West	Glendale, AZ	1998	9-12	83	Yes	No

Total # of Schools: 7

Total Enrollment: 583

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	N/A
2004-05	0
2005-06	0
2006-07	0

Global Educational Excellence

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bridge Academy	Hamtramck, MI	2003	K-8	525	Yes	No
Bridge Academy of Ohio	Toledo, OH	2007	K-5	100	Yes	No
Central Academy	Ann Arbor, MI	1996	K-12	460	Yes	No
Central Academy of Ohio	Toledo, OH	2007	5-8	25	Yes	No
Frontier International Academy	Hamtramck, MI	2005	6-12	350	Yes	No
Riverside Academy Early Childhood Center	Dearborn Heights, MI	2007	Unknown	82	Yes	No
Riverside Academy East	Dearborn, MI	2003	K-5	550	Yes	No
Riverside Academy West Middle High School Campus	Dearborn, MI	2003	6-12	400	Yes	No
Victory Academy	Ypsilanti, MI	2006	K-6	97	Yes	No

Total # of Schools: 9

Total Enrollment: 2,589

States Operated in: MI, OH

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	0
2003-04	0
2004-05	0
2005-06	0

Pinnacle Education, Inc.

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Day Star Academy	Phoenix, AZ	2000	K-8	185	Yes	No
Pinnacle Charter High School - Nogales	Nogales, AZ	2001	9-12	103	Yes	No
Pinnacle Charter High School - Tempe East	Tempe, AZ	2000	9-12	175	Yes	No
Pinnacle Charter High School - Tempe West	Tempe, AZ	1995	9-12	125	Yes	No
Pinnacle High School - Casa Grande	Casa Grande, AZ	1999	9-12	160	Yes	No
Pinnacle High School - Chandler	Chandler, AZ	2001	9-12	78	Yes	No
Pinnacle High School - Mesa	Mesa, AZ	1996	9-12	147	Yes	No
Pinnacle Virtual High School	Tempe, AZ	2003	9-12	1500	Yes	Yes

Total # of Schools: 8

Total Enrollment: 2,473

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0
2006-07	1

Pinnacle Education, Inc.

Medium Company: Managing 4 to 9 Schools

Discontinued Schools for this Reporting Period

School Name	School Location	Reason Discontinued
Pinnacle Education	Tempe, AZ	Discontinued according to returned profile from Pinnacle Education, 4/9/08
Freedom Academy	Scottsdale, AZ	Discontinued according to returned profile from Pinnacle Education, 4/9/08

Romine Group, LLC, The

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bradford Academy	Southfield, MI	2003	K-8	1106	Yes	No
Hanley International Academy	Hamtramck, MI	2005	K-7	400	Yes	No
Madison Academy	Burton, MI	2004	K-8	267	Yes	No
Merritt Academy	New Haven, MI	2002	K-10	405	Yes	No
Trillium Academy	Taylor, MI	2002	K-11	487	Yes	No

Total # of Schools: 5

Total Enrollment: 2,665

States Operated in: MI

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	0
2004-05	0
2005-06	0
2006-07	0

Romine Group, LLC, The

Medium Company: Managing 4 to 9 Schools

Discontinued Schools for this Reporting Period

School Name	School Location	Reason Discontinued
Hanley International Academy - Hanley	Hamtramck, MI	According to the Michigan Department of Education enrollment figures, Hanley International Academy K-2 and Hanley International Academy are one school, Hanley International Academy.

SABIS Educational Systems

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Holyoke Community Charter School	Holyoke, MA	2000	K-8	700	Yes	No
International Academy of Flint	Flint, MI	1999	K-12	910	Yes	No
International Academy of Saginaw	Saginaw, MI	2007	K-4	80	Yes	No
Milestone SABIS Academy of New Orleans	New Orleans, LA	2002	K-8	400	Yes	No
SABIS International Charter School	Springfield, MA	1995	K-12	1520	Yes	No
SABIS International School	Phoenix, AZ	2001	K-8	625	Yes	No
The International College Preparatory Academy	Cincinnati, OH	2003	K-9	500	Yes	No

Total # of Schools: 7

Total Enrollment: 4,735

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

Number of Schools No Longer Profiled

Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	1
2003-04	1
2004-05	0
2005-06	0
2006-07	2

SABIS Educational Systems

Medium Company: Managing 4 to 9 Schools

Discontinued Schools for this Reporting Period

School Name	School Location	Reason Discontinued
The International Charter School of Schenectady	Schenectady, NY	Administrators took over management in 2007-2008 school year because of low scores; school will close completely at the end of the 2007-2008 school year.

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Small Companies: Managing 3 or Fewer Schools

Accelerated Learning Center, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
4105 E. Shea Blvd Phoenix, AZ 85028	602-485-0309 602-485-9356	www.canadyalc.com	1997	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Accelerated Learning Center	Phoenix, AZ	1997	10-12	258	Yes	No

Total # of Schools: 1

Total Enrollment: 258

States Operated in: AZ

Allen-Cochran Enterprises

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Center for Educational Excellence	Tempe, AZ	1997	K-8	331	Yes	No

Total # of Schools: 1

Total Enrollment: 331

States Operated in: AZ

Allsport Enterprises, Inc

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
8570 E. 22nd Street Tucson, AZ 85710	520-731-2150 520-731-2160	www.allsportacademy.com	2001	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Allsport Academy	Tucson, AZ	2001	5-9	102	Yes	No

Total # of Schools: 1

Total Enrollment: 102

States Operated in: AZ

American Basic Schools, LLC

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Burke Basic School	Mesa, AZ	1999	K-6	702	Yes	No

Total # of Schools: 1

Total Enrollment: 702

States Operated in: AZ

Black Star Educational Management

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
19410 Livernois Detroit, MI 48221	248-223-9290 248-223-9514	www.nsoroma.org	1997	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Nsoroma Institute	Oak Park, MI	1997	K-8	244	Yes	No

Total # of Schools: 1

Total Enrollment: 244

States Operated in: MI

Bright Beginnings School, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
400 N. Andersen Blvd Chandler, AZ 85224	480-821-1404 480-821-1463	www.brightbeginnings.k 12.az.us	1994	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bright Beginnings School	Chandler, AZ	1994	K-6	435	Yes	No

Total # of Schools: 1

Total Enrollment: 435

States Operated in: AZ

Champion Schools, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Summit Elementary	Phoenix, AZ	1999	K-6	187	Yes	No

Total # of Schools: 1

Total Enrollment: 187

States Operated in: AZ

Compass High School, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
8250 E. 22nd St, #124 Tucson, AZ 85710	520-296-4070 520-296-4103	www.compasshsgators.org	2001	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Compass High School	Tucson, AZ	2001	9-12	350	Yes	No

Total # of Schools: 1

Total Enrollment: 350

States Operated in: AZ

Cornerstone Charter School, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Cornerstone Charter School	Phoenix, AZ	2000	9-12	233	Yes	No

Total # of Schools: 1

Total Enrollment: 233

States Operated in: AZ

Country Gardens Educational Services, LLC

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Country Gardens Charter School	Laveen, AZ	2000	K-10	327	Yes	No

Total # of Schools: 1

Total Enrollment: 327

States Operated in: AZ

Desert Springs Academy

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
3833 E. 2nd St Tucson, AZ 85716	520-321-1709 520-321-9316	www.desertspringsacademy.com	1999	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Desert Springs Academy	Tucson, AZ	2000	K-8	146	Yes	No

Total # of Schools: 1

Total Enrollment: 146

States Operated in: AZ

Eastpointe High School, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eastpointe High School	Tucson, AZ	1999	9-12	212	Yes	No

Total # of Schools: 1

Total Enrollment: 212

States Operated in: AZ

EdFutures, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
7100 Arsenal Lane Carlsbad, CA 92009	760-804-9449 760-804-9709	www.edfuturesinc.com/ Home.html	2001	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Lee Charter Academy	Fort Myers, FL	2005	K-8	178	Yes	No
University Community Academy	Atlanta, GA	2002	K-8	396	Yes	No

Total # of Schools: 2

Total Enrollment: 574

States Operated in: FL, GA

Educational Impact, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
33902 N. Flowing Wells Rd Tucson, AZ 85705	520-407-1200 520-407-1201	www.academyadventur es.com	2003	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy Adventures Primary School	Tucson, AZ	2003	K-5	104	Yes	No

Total # of Schools: 1

Total Enrollment: 104

States Operated in: AZ

GAR, LLC

Small Company: Managing 3 or fewer Schools

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

Company Schools

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

Total # of Schools: 1

Total Enrollment: 113

States Operated in: AZ

Hamadeh Educational Services, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
PO Box 1440 Dearborn, MI 48121	313-565-0507 313-565-0718	www.hesedu.com	1998	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Universal Academy	Detroit, MI	1998	K-12	445	Yes	No
Star International Academy	Dearborn Heights, MI	1998	PK-12	1295	Yes	No
Universal Learning Academy	Dearborn Heights, MI	2004	K-4	284	Yes	No

Total # of Schools: 3

Total Enrollment: 2,024

States Operated in: MI

Heritage Academy, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Heritage Academy	Mesa, AZ	1995	7-12	418	Yes	No

Total # of Schools: 1

Total Enrollment: 418

States Operated in: AZ

Innovative Teaching Solutions

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Old Redford Academy Middle School	Detroit, MI	1999	6-8	307	Yes	No
Old Redford Academy Elementary School	Detroit, MI	1999	K-5	702	Yes	No
Old Redford Academy Preparatory High School	Detroit, MI	2004	9-12	594	Yes	No

Total # of Schools: 3

Total Enrollment: 1,603

States Operated in: MI

Montessori Charter School of Flagstaff, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Montessori Charter School of Flagstaff	Flagstaff, AZ	1995	K-8	268	Yes	No

Total # of Schools: 1

Total Enrollment: 268

States Operated in: AZ

Nobel Learning Communities, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
615 West Chester Pike, Suite 20 West Chester, PA 19382	484-947-2000 484-947-2072	www.nobellearning.com	1984	Public	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Philadelphia Maritime Academy Charter School	Philadelphia, PA	2003	5-12	700	Yes	No

Total # of Schools: 1

Total Enrollment: 700

States Operated in: PA

Rose Management Group

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
3686 W. Orange Grove Rd, #192 Tucson, AZ 85741	520-797-4884 520-797-8868	www.rosemanagement.com	1998	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Desert Rose Academy	Tucson, AZ	2001	9-12	164	Yes	No
Canyon Rose Academy	Tucson, AZ	2003	9-12	329	Yes	No
Mountain Rose Academy	Tucson, AZ	1999	9-12	332	Yes	No

Total # of Schools: 3

Total Enrollment: 825

States Operated in: AZ

Schoolhouse Services and Staffing, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Weston Technical Academy	Detroit, MI	1998	K-12	400	Yes	No
Eaton Academy	Detroit, MI	1996	6-12	475	Yes	No
Dove Academy	Detroit, MI	1997	K-6	463	Yes	No

Total # of Schools: 3

Total Enrollment: 1,338

States Operated in: MI

Self Development Charter School

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
1709 N. Greenfield Rd. Mesa, AZ 85205	480-641-2640 480-641-2678	www.selfdevelopmentc harterschool.com	2000	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Self Development Charter School	Mesa, AZ	2000	K-6	278	Yes	No

Total # of Schools: 1

Total Enrollment: 278

States Operated in: AZ

Smart Schools Management

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Grand Traverse Academy	Traverse City, MI	1999	K-12	920	Yes	No

Total # of Schools: 1

Total Enrollment: 920

States Operated in: MI

Southern Arizona Community Academy, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
2470 N. Tucson Blvd. Tucson, AZ 85716	520-319-6113 520-319-6115	www.sacademy.com	1999	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Southern Arizona Community Academy	Tucson, AZ	1999	9-12	187	Yes	No

Total # of Schools: 1

Total Enrollment: 187

States Operated in: AZ

Synergy Training Solutions

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Michigan Health Academy	Detroit, MI	1996	9-12	189	Yes	No
HEART Academy	Harper Woods, MI	1997	9-12	220	Yes	No

Total # of Schools: 2

Total Enrollment: 409

States Operated in: MI

TAG Elementary, Inc.

Small Company: Managing 3 or fewer Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
TAG Charter School	Tucson, AZ	1998	K-8	214	Yes	No

Total # of Schools: 1

Total Enrollment: 214

States Operated in: AZ

The Montessori Schoolhouse of Tucson

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly	Profitability
1301 E. Fort Lowell Rd Tucson, AZ 85719	520-319-8668 520-881-4096	www.themontessorischoolhouse.com	1974	Private	Profitable

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
The Montessori Schoolhouse	Tucson, AZ	1998	K	23	Yes	No
Montessori Schoolhouse	Tucson, AZ	1974	1-6	80	Yes	No

Total # of Schools: 2

Total Enrollment: 103

States Operated in: AZ

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Virtual Schools

For-Profit Virtual Schools Listed by State

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

Arizona

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Arizona Connections Academy	Connections Academy	480-782-5842	www.connectionacademy.com/aca	2005	600	Yes
Pinnacle Virtual High School	Pinnacle Education, Inc.	480-755-8222	pin-ed.com	2003	1500	Yes
Arizona Virtual Academy	K12 Inc.	866-339-4947	www.azva.org	2003	3700	Yes

Arkansas

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Arkansas Virtual Academy	K12 Inc.	866-339-4952	www.arva.org	2002	500	Yes

For-Profit Virtual Schools Listed by State

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

California

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
California Virtual Academy at Kings	K12 Inc.	866-839-6790	www.caliva.org	2002	500	Yes
Capistrano Connections Academy	Connections Academy	949-492-9131	www.connectionacademy.com/C APOCA	2004	700	Yes
Central California Connections Academy	Connections Academy	559-713-1324	www.connectionacademy.com/c enca	2006	75	Yes
California Virtual Academy at Jamestown	K12 Inc.	866-339-6790	www.caliva.org	2002	155	Yes
California Virtual Academy at Kern	K12 Inc.	866-339-6790	www.caliva.org	2002	430	Yes
California Virtual Academy at San Diego	K12 Inc.	866-839-6790	www.caliva.org	2002	1470	Yes
California Virtual Academy at San Mateo	K12 Inc.	866-339-6790	www.caliva.org	2004	635	Yes
California Virtual Academy at Sonoma	K12 Inc.	Unknown	www.caliva.org	2004	710	Yes
California Virtual Academy at Sutter	K12 Inc.	866-339-6787	www.caliva.org	2006	330	Yes
California Virtual Academy at San Joaquin	K12 Inc.	866-339-6790	www.caliva.org	Unknown	185	Yes
California Virtual Academy at Los Angeles	K12 Inc.	866-339-6790	www.caliva.org	2006	3000	Yes

Colorado

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Colorado Connections Academy	Connections Academy	303-794-2302	www.connectionacademy.com/c o/oca	2002	400	No
CDELA (Colorado Distance & Electronic Learning Academy)	White Hat Management	303-637-9234	www.cdela.com	2006	317	Yes
Colorado Virtual Academy	K12 Inc.	866-339-6816	www.covcs.org	2001	2850	Yes

For-Profit Virtual Schools Listed by State

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

District Of Columbia

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Community Academy Public Charter School Online	K12 Inc.	866-339-8744	www.k12.com/ca pcs	2004	100	Yes

Florida

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Florida Virtual Academy	K12 Inc.	866-339-8803	www.k12.com/flva	2003	940	No
Florida Connections Academy	Connections Academy	407-857-6588	www.connectionacademy.com/FCA	2003	940	No

Idaho

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
INSPIRE	Connections Academy	208-322-4012	www.connectionacademy.com/INSPIRE	2005	250	Yes
Idaho Virtual Academy	K12 Inc.	866-339-9066	www.k12.com/idva	2002	2100	Yes

Illinois

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Chicago Virtual Charter School	K12 Inc.	866-612-1450	www.k12.com/cvcs	2006	400	Yes

Minnesota

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
MTS Minnesota Connections Academy	Connections Academy	612-729-1090	www.connectionacademy.com/mtsmca	2005	600	Yes

Nevada

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Nevada Connections Academy	Connections Academy	775-826-4200	www.connectionacademy.com/nca	2007	500	Yes
Nevada Virtual Academy	K12 Inc.	866-912-3351	www.k12.com/nva	2007	300	Yes

For-Profit Virtual Schools Listed by State

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

Ohio

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Ohio Virtual Academy	K12 Inc.	866-339-9072	www.k12.com/ohva	2002	5700	Yes
OHDELA (Ohio Distance & Electronic Learning Academy)	White Hat Management	330-253-8680	www.ohdela.com	2002	1988	Yes
Ohio Connections Academy	Connections Academy	513-533-3230	www.connectionacademy.com/oca	2003	1150	Yes

Oregon

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Oregon Connections Academy	Connections Academy	503-394-4315	www.connectionacademy.com/orca	2005	800	Yes

Pennsylvania

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Agora Cyber Charter School	K12 Inc.	866-548-9452	www.agora.org	2005	3300	Yes
PDELA (Pennsylvania Distance Learning Charter School)	White Hat Management	724-933-7300	www.pdela.com	2004	500	Yes
Commonwealth Connections Academy	Connections Academy	717-605-8900	www.connectionacademy.com/ca	2003	2100	Yes

Texas

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Texas Virtual Academy at Southwest	K12 Inc.	866-360-0161	www.k12.com/txva	2006	720	Yes

Virginia

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Georgia Virtual Academy	K12 Inc.	866-523-3163	www.k12.com/ga	2007	2400	Yes

For-Profit Virtual Schools Listed by State

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

Wisconsin

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Wisconsin Virtual Academy	K12 Inc.	866-339-9913	www.wivcs.org	2003	800	Yes
Honors High Online of Wisconsin	K12 Inc.	866-339-9913	www.k12.com/h2owi	2006	80	Yes
Wisconsin Connections Academy	Connections Academy	920-993-7076	www.connectionacademy.com/wca	2002	500	Yes

Wyoming

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Wyoming Virtual School	K12 Inc.	307-685-3248	Unknown	2006	50	No

Appendix A

Reader's Guide

Key to Tables

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

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

0: Zero. None reported.

Definition of Terms

- **Charter School:** Charter schools provide free elementary/secondary education under a charter granted by a legislatively recognized public entity or publicly appointed entity so that they qualify for local and state taxpayer funds in the same way as conventional district schools.
- **Virtual School:** A virtual school (also known as cyber school) delivers its curriculum and provides instruction via the Internet and electronic communication. A virtual school meets the definition and requirements of schools as specified in state statutes.
- **Education Management Organization (EMO):** An EMO is an organization or firm that manages at least one school that receives public funds and operates the public school(s) it manages under the same admissions rules as regular public schools. EMOs can be for-profit or nonprofit organizations. They can manage traditional public schools or charter schools.
- **Instructional Levels:** Instructional levels are calculated from the lowest and highest grades for which students are enrolled in a school. According to the Common Core of Data:
 - *Primary schools* are those with a low grade of prekindergarten through grade 3 and an upper grade of up to 8.
 - *Middle schools* contain a low grade of 4-7 and an upper grade ranging from 4 to 9.
 - *High schools* have a low grade of 7 to 12 and must extend through grade 12.
 - *Other* includes all other grade configurations, including schools that are completely ungraded.

Appendix B: Company Responses

EMO	Response			Independent Verification Methods		
	Yes	No	Incomplete	State DOE	Schools contacted	Previous data
Large (10+ schools)						
Charter School Administrative Services		√		√		
Charter Schools USA	√					
Choice Schools Associates, LLC	√					
Connections Academy	√					
CS Partners, LLC			√	√		
Edison Schools			√	√	√	√
Helicon Associates		√		√		
Imagine Schools, Inc.*		√		√	√	
K12 Inc.	√					
Leona Group, LLC			√	√	√	
Mosaica Education, Inc.		√		√	√	√
National Heritage Academies		√		√		
Non-Public Educational Services, Inc.	√					
Victory Schools, Inc.			√		√	
White Hat Management			√	√	√	
Large EMO Response Rate***	67%					
Medium (4-9 schools)						
AmeriSchools	√					
Benjamin Franklin Charter School		√		√		
Educational Services of America, Inc.		√		√		
Global Educational Excellence	√					
Pinnacle Education, Inc.	√					
Romine Group, LLC, The		√		√		
SABIS Educational Systems	√					
Medium EMO Response Rate	57%					

*Some data gathered from Imagine Schools 2007 Annual Report

***Includes incomplete responses

EMO	Response			Independent Verification Methods		
	Yes	No	Incomplete	State DOE	Schools contacted	Previous data
Small (1-3 schools)						
Accelerated Learning Center, Inc.		√		√		
Allen-Cochran Enterprises		√		√		
Allsport Enterprises, Inc	√					
American Basic Schools, LLC		√		√		
Black Star Educational Management	√					
Bright Beginnings School, Inc.		√		√		
Champion Schools, Inc.		√		√		
Compass High School, Inc.	√					
Cornerstone Charter School, Inc.		√		√		
Country Gardens Educational Services, LLC		√		√		
Desert Springs Academy		√		√		
Eastpointe High School, Inc.		√		√		
EdFutures, Inc.	√			√		
Educational Impact, Inc.		√		√		
GAR, LLC	√					
Hamadeh Educational Services, Inc.	√					
Heritage Academy, Inc.		√		√		
Innovative Teaching Solutions		√		√		
Montessori Charter School of Flagstaff, Inc.		√		√		
Nobel Learning Communities, Inc.			√			√
Rose Management		√		√		
Schoolhouse Services and Staffing, Inc.**			√	√		
Self Development Charter School		√		√		
Smart Schools Management		√		√		
Southern Arizona Community Academy, Inc.		√		√		
Synergy Training Solutions	√					
TAG Elementary, Inc.		√		√		
The Montessori Schoolhouse of Tucson	√					
Small EMO Response Rate***	36%					
Overall Response Rate***	48%					

**Remaining questions were answered by a representative of the charter authorizer at Oakland University

***Includes incomplete responses

Appendix C

Notes on Company Profiles

Changes Since the 2006-2007 Profiles Report

Since the 2006-2007 *Profiles* report was released, there have been a number of changes. One EMO was added. Four EMOs were moved into different size categories. Two (Choice Schools Associates and CS Partners, LLC) shifted from the medium to the large category. Two EMOs lost schools, one (Pinnacle Education) went from the large to the medium size category, and one (Nobel Learning Communities) went from the medium to the small category. One EMO (Excel Education Centers Inc.) went out of business, and several small EMOs (noted below) either changed their name, divided into separate companies, or saw another company take over management of one or more of their schools. Further details about these changes are listed below.

Change in Nonprofit or For-Profit Status

- AmeriSchools, a former not-for-profit EMO, was identified as a for-profit EMO by the executive director and was added to the medium EMO category.

Change in Company Size Classification

- Choice Schools Associates added two schools, which moved it from the medium to large EMO category.
- CS Partners, LLC managed nine schools in the 2006-2007 school year. In 2007-2008 it managed ten schools and has been moved to the large EMO category.
- Pinnacle Education managed ten schools in 2006-2007, placing it in the large EMO category. In 2007-2008, the company managed eight schools and has been moved to the medium EMO category.
- Nobel Learning Communities, which previously managed four public schools, was included in the medium EMO category in the 2006-2007 profiles report. In 2007-2008 it managed only one public school and has been moved to the small EMO category in this year's report.

No Longer in Operation or No Longer Managing Schools

- Excel Education Centers, Inc., which managed eight schools in 2006-2007 and was classified as a medium EMO, is now out of business.
- The Planagement Group, a large company, no longer manages schools. The schools formerly managed by Planagement no longer work with management organizations.

Change of Company Name/Other

- 4 The EMO previously referred to as Richard Milburn High School is now referred to by its official name, Non-Public Educational Services, Inc.
- Allsport Enterprises, Inc. was added to the list of small EMOs this year. Eastpointe High School, Inc. and Allsport Enterprises, Inc. had been in a partnership but now are independent single-site EMOs.
- Champion Schools, Inc., a small EMO, was profiled under the name APEX Education Systems, Inc. in 2006-2007.

Appendix C: Notes on Company Profiles

Accelerated Learning Center, Inc.

Accelerated Learning Center, Inc. did not respond to repeated requests for information. The company was contacted 3/24, 4/2, 4/9, and 4/14/08.

Allen-Cochran Enterprises

Allen-Cochran Enterprises did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/14/08.

Allsport Enterprises, Inc.

All information was updated using returned profile from Allsport Academy.

American Basic Schools, LLC

American Basic Schools, LLC did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/15/08.

AmeriSchools

All information was updated using returned profile from AmeriSchools, except for enrollments, which were updated using Arizona Department of Education data.

Benjamin Franklin Charter School

Benjamin Franklin Charter School did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/15/08.

Black Star Educational Management

Black Star Educational Management verbally confirmed the information gathered through Internet searches, 4/10/08.

Bright Beginnings School, Inc.

Bright Beginnings School, Inc. did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/15/08.

Champion Schools, Inc.

Champion Schools, Inc. did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/15/08.

Charter School Administrative Services

Charter School Administrative Services did not respond to repeated requests for information. The company was contacted on 4/9, 4/14, 4/18, and 4/23/08.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix C: Notes on Company Profiles

Charter Schools USA

All information was updated using the profile returned by Charter Schools USA.

Choice Schools Associates, LLC

All information was updated using returned profile from Choice Schools Associates, LLC.

Compass High School, Inc.

All information was updated using returned profile from Compass High School, Inc.

Connections Academy

All information was updated using returned profile from Connections Academy.

Cornerstone Charter School, Inc.

Cornerstone Charter School did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/7, and 4/16/08.

Country Gardens Educational Services, LLC

Country Gardens Educational Services, LLC did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, and 4/9/08.

CS Partners, LLC

Most information was updated using returned profile from CS Partners, LLC. Enrollments and grade ranges were determined using Michigan's Fourth Friday enrollment counts for the 2007-2008 school year.

Desert Springs Academy

Desert Springs Academy did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, 4/9, and 4/14/08.

Eastpointe High School, Inc.

Eastpointe High School, Inc. did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, and 4/9/08.

EdFutures, Inc.

Information was updated using returned profile from EdFutures, Inc.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix C: Notes on Company Profiles

Edison Schools

Edison Schools provided updated information on 5/6/08, after independent verifications had been completed. All schools that were identified as discontinued through independent verification were confirmed by Edison. Edison provided a total enrollment figure for the 2007-2008 school year of 48,600, but did not update specific school enrollments. Using independent verification methods, a total enrollment of 48,609 was found.

Educational Impact, Inc.

Educational Impact, Inc. did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, and 4/7/08.

Educational Services of America, Inc.

Educational Services of America, Inc. did not respond to repeated requests for information. The company was contacted on 4/9, 4/14, 4/18, and 4/23/08.

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

GAR, LLC

All information was updated using returned profile from GAR, LLC.

Global Educational Excellence

All information was updated using returned profile from Global Educational Excellence.

Hamadeh Educational Services, Inc.

All information was updated using returned profile from Hamadeh Educational Services.

Helicon Associates

Helicon Associates did not respond to repeated requests for information. The company was contacted on 3/24, 4/2, and twice on 4/7/08.

Heritage Academy, Inc.

Heritage Academy, Inc. did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/9/08.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix C: Notes on Company Profiles

Imagine Schools, Inc.

Imagine Schools, Inc. did not respond to repeated requests for information. The company was contacted twice on 4/23 and 4/29/08.

Imagine Schools, Inc. was not profiled for the 2006-07 school year because the company reported it had become a nonprofit EMO. However, the company is waiting on a ruling from the IRS and still operating as a for-profit company. A total enrollment figure was estimated for the 2006-07 school year using the midpoint between the 2005-2006 figure and the 2007-2008 figure.

New schools were added using the Imagine Schools 2007 Annual Report, downloaded from www.imagineschools.com, and confirmed using state Department of Education Web sites.

Innovative Teaching Solutions

Innovative Teaching Solutions did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, 4/9, 4/10, and 4/16/08.

K12 Inc.

All information was updated using returned profile from K12 Inc.

Leona Group, LLC, The

The Leona Group, LLC provided a corrected report by mail, but did not update enrollment figures for any of its schools. Enrollments were found using state DOEs when available. If current enrollment figures were not available through state DOEs, schools were contacted. During these contacts, it was determined that some of the schools listed as managed by Leona in their corrected report were not managed by the company during the 2007-2008 school year. Accordingly, these schools were removed from the report.

Montessori Charter School of Flagstaff, Inc.

Montessori Schoolhouse of Flagstaff, Inc. did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/9/08.

Mosaica Education, Inc.

Mosaica Education, Inc. did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, 4/7, and 4/10/08.

National Heritage Academies

National Heritage Academies did not respond to repeated requests for information. The company was contacted on 3/26, 3/31, 4/7, and 4/24/08.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix C: Notes on Company Profiles

Nobel Learning Communities, Inc.

Received verbal confirmation that one public school is managed by Nobel.

Non-Public Educational Services, Inc.

All information was updated using profile returned from Non-Public Educational Services, Inc.

Pinnacle Education, Inc.

All information was updated using returned profile from Pinnacle Education, Inc.

Romine Group, LLC, The

The Romine Group, LLC did not respond to repeated requests for information. The company was contacted on 3/26, 4/7, and 4/10/08.

Rose Management Group

Rose Management Group did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/10/08.

SABIS Educational Systems

All information was updated using returned profile from SABIS Educational Systems.

Schoolhouse Services and Staffing, Inc.

Most information was updated using returned profile from Schoolhouse Services and Staffing, Inc. Remaining questions about which schools had been discontinued were answered by Susan Beale at Oakland University, the charter authorizer.

Self Development Charter School

Self Development Charter School did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/16/08.

Smart Schools Management

Smart Schools Management did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/16/08.

Southern Arizona Community Academy, Inc.

Southern Arizona Community Academy, Inc. did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/16/08.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix C: Notes on Company Profiles

Synergy Training Solutions

All information was updated using returned profile from Synergy Training Solutions.

TAG Elementary, Inc.

TAG Elementary, Inc. did not respond to repeated requests for information. The company was contacted on 3/26, 4/2, and 4/16/08.

The Montessori Schoolhouse of Tucson

All information was updated using returned profile from The Montessori Schoolhouse of Tucson.

Victory Schools, Inc.

In a telephone conversation on 4/14/08, Kathy Jaeger, Directory of Human Resources and Enrollment for Victory Schools, Inc., indicated that all information on the Victory Schools, Inc. Web site was current, except for Roosevelt Children's Academy, which had been discontinued.

White Hat Management

White Hat Management responded by e-mail and updated data on the number of schools it operated but it did not provide enrollment figures for its schools. Current enrollments from state DOEs were used when available. In a few cases, schools were contacted and provided verbal confirmation of current enrollment.

Notes: All notes refer to the 2007-2008 reporting period, unless otherwise stated.

Appendix D: No Longer Profiled Companies

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

Name of Company	Years Profiled	Reason for Exclusion
Accelerated Elementary and Secondary Schools	2004-2006	Non-profit as of 7/19/2005
Advantage Schools	1999-2001	Advantage Schools was acquired by Mosaica Schools in July 2001. Information attributed to the Advantage Schools website at www.advantage-schools.com/news/mosaica%20070201.htm on 07/02/01.
Cambridge Academy East, Inc.	2003-2005	Cambridge Academy East, Inc. representative reported on 01/20/06 it operates as a non-profit company.
Cesar Chavez Middle Schools	2003-2005	Cesar Chavez Learning Community, Inc representative reported on 01/19/06 it operates as a non-profit company.
Crawford First Education	2000-2002	Crawford First Education offers supplementary education by contracting with schools to educate at-risk students. It is not considered an EMO.
Designs for Learning, Inc.	2000-2005	Designs for Learning, Inc. representative reported on 01/09/06 that it provides professional services, customized training, and consulting. Therefore, it is not considered an EMO.
Educational Services, Inc.	2002-2005	Educational Services, Inc. reports that it transferred schools Pathways Charter High School and Pathways Preparatory Academy to a non-profit charter named Pathways Charter School, Inc on 07/01/05, per company profile response on 01/04/06.
Excel Education Centers, Inc.	1999-2007	Verbal confirmation from employee at Liberty Traditional School, a school which used to be managed by Excel under a different name.
Future Development Education and Performing Arts Academy	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) azfamily.com .
General Health Corp.- Arizona Youth Associates	2003-2005	General Health Corp.- Arizona Youth Associates became a non-profit on 11/01/05. As per profile response: "we moved the charter school over and under a non-profit sector of the parent company. This is in response to the federal DOEs interpretation that for-profit status precludes a school from being classified as a 'public school' for the purposes of receiving grant funding."

Name of Company	Years Profiled	Reason for Exclusion
Ideabanc, Inc.	2002-2005	Company reports it became a non-profit on 07/01/05 and changed name to Edventure, Inc., per company profile response on 12/06/05.
Innovative Educational Programs	2002	Innovative Educational Programs offers supplementary education by contracting with schools to educate special education students. It is not considered an EMO. Information received via telephone conversation with Innovative Educational Programs on 12/12/02.
Lake Havasu Charter School, Inc.	2002	Lake Havasu Charter School changed legal status from for-profit to non-profit on 1/4/2002. Information attributed to the Arizona Department of Education website at www.ade.state.as.us/charterschools/search/SiteList.asp on 06/06/02.
LearnNow	2001	Acquired by Edison Schools in July 2001. Information attributed to the Edison Schools website at www.edisonschools.com/news/news/cfm?ID=88 on 07/02/01.
Malone Management	1999-2001	Malone Management closed the only school they operated in 2000 and does not currently operate any schools.
Mountain Rose	2002	Mountain Rose Academy changed legal status from for-profit to non-profit in 2002. Information received via telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 09/26/02. Note: This company changed their name in 2004 to Rose Management, and has returned to operating as a for-profit entity.
Ombudsman Educational Services, Ltd.	2002-2005	Ombudsman reports it was acquired by Educational Services of America, Inc. effective 09/16/05.
ORBIS Management Group, LLC	2002-2006	In a telephone interview 2/23/2007, a spokeswoman at Orbis Management Group said the company's work with Walden Green Day School was limited to managing its payroll account and related services. It therefore does not meet EMO criteria.
Pitman Resources	2002	Pitman Resources' charter schools were bought by Sequoia Schools. Information received via telephone conversation with Pitman Resources on 12/03/02.
Planagement Group, L.P., The	2005-2007	Schools are now managed by Responsive Education Solutions, a non-profit company.
ReInventEd, Inc.	2003	Charter revoked by Charter School Board for failure to administer the AIMS HS writing test in February 2003 and failing to provide educational services. Information attributed to the Arizona State Board of Charter Schools website at http://www.asbcs.state.az.us/asbcs on 11/02/04.

Name of Company	Years Profiled	Reason for Exclusion
Sequoia Charter Schools	2002-2005	Sequoia Charter Schools reported it became a non-profit on 11/01/05.
Shadow Ridge	2003	No longer listed by the Arizona Department of Education as a charter school operator.
TessaraCT Group	1999-2001	Company went bankrupt. "Charter school company files for bankruptcy protection." (2000, Oct. 10) Business News.
Tucson Country Day School	2003	Indicated that they are a non-profit company. Information received via fax communication with Tucson Country Day School on 09/24/03.

Appendix E

Methods for Compiling School Profiles

Compiled each year since 1998-1999, *Profiles of For-Profit Education Management Organizations* documents the number of for-profit firms involved in managing publicly-funded schools, identifies the schools they manage, and records the number of students those schools enroll. The *Profiles* report was compiled using a combination of data sources. Each identified for-profit EMO was sent a document with descriptive information collected about the company and its schools. Representatives of the EMO were asked to confirm and, if necessary, correct this information. These requests to the EMOs are initially made by e-mail and later by fax or regular mail. Companies were also telephoned when it was necessary to confirm that we had identified the correct contact person and to help prompt responses to our email requests.

In most cases, five contacts were attempted to solicit a response from each large and medium-size EMO (see Appendices B & C). In some cases, we received all of the information we sought. In other instances the information returned was in some way complete. If it was not possible to obtain complete data from an EMOs, we turned to other sources to verify or to fill in any missing data. For data on schools and enrollments, we often used web-based sources that included state government data on the status of schools (i.e., whether they are still in operation) as well as enrollments. In several states, we were able to secure enrollment data from the autumn of 2007. States for which 2007-2008 enrollment data were available were: Arizona, Colorado, Florida, Georgia, Hawaii, Indiana, Michigan, Missouri, Nevada, North Carolina, Ohio, South Carolina (charter schools only), and Texas. In a few instances, we had to rely on enrollment estimates from the previous year. Google and Lexus Nexus searches also were used to find or verify changes in the contractual status of schools operated by EMOs. Web-based searches were largely focused on those EMOs that had not responded to our requests for information. If questions remained we attempted to contact individual schools directly.

The companies profiled represent only those Education Management Organizations which could be positively identified as for-profit management companies.