



Profiles of For-Profit Education Management Organizations

Ninth Annual Report

2006-2007

by

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Profiles of For-Profit Education Management Organizations: 2006-2007

Summary

The for-profit education management industry has, based on the available data, entered a period of relative stability. The industry's actual condition, however, is more difficult to determine than ever. This is because companies that dominate the industry are privately held and do not have to provide information to the public that they choose not to share. As a result a large portion of the EMO industry is not subject to independent scrutiny of either financial results or academic performance.

An examination of enrollment patterns reported by large-size education management companies—those that run 10 or more schools—finds that the charter schools they manage typically have larger enrollments than the U.S. charter school average. This pattern is most prevalent among primary schools where large-size EMOs enroll the bulk of their students. These findings suggest a business model that relies on primary education and volume for profits.

The EMO Industry: Background

Education Management Organizations, or EMOs, emerged more than a decade ago 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), prepaid health insurance plans.

An Education Management Organization, or EMO, is a private firm that manages schools receiving public funds, including district public schools (also called non-charter schools in this report) and charter schools. The EMO-managed schools tracked in this report operate under the same admissions rules as regular public schools and are operated for-profit. Historically, only a small portion of EMOs have been nonprofits. Also not tracked are 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 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 (non-charter) and charter schools the specifics of the competition are somewhat different in each instance. Adherents of market-based school reform favor charter schools on the belief that they provide competition that will force existing public schools to improve their outcomes or else 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 non-profit, government-operated institutions. A for-profit company contracted to administer 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.

Few studies are available to assess the effectiveness of EMOs per se. Large-scale EMO management of district schools has been limited to a handful of companies in and a few urban centers, including Baltimore, Philadelphia, and most recently New Orleans. Studies such as those of the performance of Edison Schools have at best been inconclusive with several recent reports failing to find any improvement in student outcomes either from charter schools in general or from charter schools managed by EMOs in particular. (This issue is further discussed below.)

The number of schools under management, school enrollment and other data reported here are estimates. Several EMO's profiled failed to provide information for this report. As privately held companies, despite receiving millions of dollars in public funding, there is no way to compel them to share information about their operations (see Appendix B).

Findings for 2006-2007

The *Profiles of For-Profit Education Management Organizations: 2006-2007* is the ninth annual *Profiles* report. Profiled EMOs are categorized into three size categories: small (those operating three or fewer schools); medium (those operating four to nine schools); and large (those operating ten or more schools). The *2006-2007 Profiles* report identifies a total of 23 companies categorized as large- or medium-size, the same number as identified in the *2005-2006 Profiles*. EMOs now operate in 31 states, up two from last year, however. One firm was excluded from the current *Profiles* because it became a not-for-profit organization (see Appendix C).¹ Two firms changed size category in the *2006-2007 Profiles* report (see Large- and Medium-Size EMO section below).

In 2006-2007, large- and medium-size EMOs managed a total of 457² schools, down from 480 in the *2005-2006 Profiles*. Edison Schools lost the greatest net number of school contracts (four) among large- and medium-size EMOs.

The *2006-2007 Profiles* report omits data about and profiles of small-size EMOs and the corresponding lists of the schools they operate. This decision was made for two reasons. First, small companies as a group appear to represent a relatively minor segment of the industry. For instance, for this edition of the *Profiles* researchers counted 25 small-size companies managing a total of 36 schools that enroll a total of 10,823 students. Thus, although small-size EMOs represent more than half of the total number of companies surveyed for this year's report, schools run by small-size EMOs account for only 4.7% of the total enrollment in EMO-managed schools overall. Their apparently minimal footprint in the industry makes it unlikely that the omission of small EMOs from this year's analyses will materially affect the overall conclusions drawn. Second, as a consequence of smaller size and influence, the tracking of small EMOs over time is particularly difficult, with some new firms surfacing while other, formerly profiled firms could not be verified for the current *Profiles*. The volatility of the data available about small-size EMOs reduced our confidence in the completeness of data and thus the decision was made to eliminate from this report companies that manage fewer than four schools.

Large- and Medium-Size EMOs

The *2006-2007 Profiles* report profiles 23 EMOs (14 large- and 9 medium-size). Since last year, Pinnacle Education, formerly a medium-sized firm moved into the large category with the addition of one school and Benjamin Franklin Charter School moved from the small- to medium-size category also with the addition of one school. In total, the large- and medium-size EMOs manage a combination of charter, district, and "virtual" schools with a total enrollment of 218,675 students. Table 1 is the only table that includes virtual school data.

Table 1 presents trend data on the number of large- and medium-size EMOs, the number of schools they operate, and student enrollment.³

Table 1: Summary Data for Large- and Medium-Size EMOs, by Year

School Year	Number of Large- and Medium-Size Companies Profiled	Estimated Number of Schools Managed by Profiled Companies	Estimated Number of Students Enrolled by Profiled Companies*	Number of States in Which Profiled Companies Operate**
2002-2003	18	375	180,632	25
2003-2004	21	424	190,335	29
2004-2005	24	483	227,740	25
2005-2006	23	480	225,466	29
2006-2007	23	457***	218,675	31

Note: Numbers are estimated because some EMOs did not respond to requests for data (see Appendix B). Small firms, included in previous years’ versions of this table, have been excluded from the current report because the data associated with them are deemed less reliable. Years prior to 2002-2003 have been omitted because those *Profiles* reports did not include the “medium-size” category, and did not include complete enrollment data.

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

** Includes the District of Columbia.

*** This does not include eight Mosaica schools for which the company did not provide enrollment information.

EMOs and Charter Schools

The U.S. charter school data provided here are derived from the U.S. Department of Education’s Common Core of Data (CCD). EMO-managed charter school data are derived from company self-reports. The CCD data lag the EMO-reported data by two years. The most recent CCD data (and the data used in the report) are for the 2004-2005 school year. The EMO school and student enrollment counts are from 2006-2007.

In an effort to make “apples to apples” comparisons between EMO-managed charter schools and U.S. charter schools in general, the charter school universe is defined as charter schools classified in the CCD database as operating in large towns or larger population centers.⁴ As a result, the number of U.S. charter schools reported here is not the same as the total number reported in the CCD database.⁵ Excluding charter schools in lesser-populated areas creates conservative and more uniform comparisons between the average U.S. charter school enrollment estimates and the enrollments of EMO-managed charter schools. This is true for two reasons. Schools in less populated areas are generally smaller than schools in larger population centers and EMOs most often operate

in larger population centers. The exclusion of these smaller schools creates larger average U.S. charter school enrollment estimates than if the small schools were included. Schools in the CCD data base listed as “scheduled to open-not open yet” and those listed as “temporarily closed” are excluded from the analysis for obvious reasons.

According to the most recent complete Common Core of Data (CCD) data set (2004-2005) a total of 615,147 students are enrolled in 2,475 U.S. charter schools. Excluding so-called virtual schools, the *2006-2007 Profiles* report estimates that 151,471 students are enrolled in 352 charter schools managed by 12 large- and 9 medium-size companies. (Two of the 14 large-size companies profiled are not included in these calculations as they manage only virtual schools.) These 21 large- and medium-size companies, therefore, manage 14%, or almost 1 in 7, of the charter schools in the nation (Table 2).

The data in Table 2 suggest that the percentage of charter schools managed by large- and medium-size EMOs has declined slightly from 2005-2006. The apparent decline in the percentage of charter schools managed by EMOs is potentially important because it is possible that Charter Management Organizations (CMOs) are displacing for-profit EMOs as managers of charter schools. The recent growth of CMOs is in large measure due to the promotion and financial backing of foundations. CMO proponents characterize their efforts as an attempt to increase the number of charter schools and address concerns about charter school quality and the sustainability of the charter school reform.⁶ In order to systematically monitor this phenomenon, the *2007-2008 Profiles* report will include profiles of CMOs.

Although our data suggest that the growth of for-profit EMOs has slowed, one should also be aware that some of the large- and medium-size EMOs have been diversifying and expanding into new service areas such as the provision of supplemental education services. In addition, EMOs, such as Edison, have also packaged and sold or leased their curricula, accountability, and in-service training systems. Thus a slow down in EMO growth in schools under management may reflect a strategic change of direction for some EMOs.

Table 2: Number and Percentage of U.S. Charter Schools Managed by Large- and Medium-Size EMOs

	All School Levels	
	2005-2006	2006-2007
Number of U.S. Charter Schools*	2,319	2,475
<i>Large-Size EMOs</i>		
Estimated Number of EMO Managed U.S. Charter Schools	323	296**
Estimated Percentage of EMO Managed U.S. Charter Schools	14%	12%
<i>Medium-Size EMOs</i>		
Estimated Number of EMO Managed U.S. Charter Schools	55	56
Estimated Percentage of EMO Managed U.S. Charter Schools	2%	2%
<i>Combined Large- and Medium-Size EMOs</i>		
Estimated Combined Total Number of EMO Managed U.S. Charter Schools	378	352**
Estimated Combined Total Percentage of EMO Managed U.S. Charter Schools	16%	14%

Note: Virtual schools are not included in these data.

Percentages only reported in whole numbers.

Numbers and percentages are estimated because some EMOs did not respond to requests for data (see Appendix B)

*The number of U.S. charter schools was taken from the U.S. Department of Education’s Common Core of Data, which lag two years behind the year of their release. As set forth in this Introduction, the number of charter schools listed excludes virtual schools, non-operational schools, and schools in sparsely populated areas.⁷

** This does not include eight Mosaica schools for which the company did not provide enrollment information.

Table 3: Number and Percentage of U.S. Charter Schools Managed by Large- and Medium-Size EMOs, by School Level

	Primary		Middle		High		Other*	
	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007
Number of U.S Charter Schools**	1,054	1,145	221	240	542	579	502	511
<i>Large-Size EMOs</i>								
Estimated Number of EMO Managed U.S. Charter Schools	208	187	12	7	61	66	42	36
Estimated Percentage of EMO Managed U.S. Charter Schools	20%	16%	5%	3%	11%	11%	8%	7%
<i>Medium-Size EMOs</i>								
Estimated Number of EMO Managed U.S. Charter Schools	24	25	1	1	19	8	10	22
Estimated Percentage of EMO Managed U.S. Charter Schools	2%	2%	1%	0%	4%	1%	2%	4%
<i>Combined Large- and Medium-Size EMOs</i>								
Estimated Combined Total Number of EMO Managed U.S. Charter Schools	232	212	13	8	80	74	52	58
Estimated Combined Total Percentage of EMO Managed U.S. Charter Schools	22%	19%	6%	3%	15%	13%	10%	11%

Note: Virtual schools are not included in these data. Percentages only reported in whole numbers. Does not include eight Mosaica schools (see Endnote 2).

Numbers and percentages are estimated because some EMOs did not respond to requests for data (see Appendix B).

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

**The number of U.S. charter schools was taken from the U.S. Department of Education’s Common Core of Data, which lag two years behind the year of their release. As set forth in this Introduction, the number of charter schools listed excludes virtual schools, non-operational schools, and schools in sparsely populated areas (see Endnote 7). The numbers of charter schools managed by EMOs are derived from the research for this *Profiles* report.

Table 4: Enrollment in U.S. Charter Schools and Those Managed by Large- and Medium-Size EMOs, All Grades K-12

	2004-2005	2005-2006	2006-2007
Total Charter School Enrollment*	565,648	682,050	615,147
<i>Large-Size EMOs</i>			
Estimated EMO Managed U.S. Charter School Enrollment	148,031	143,407	131,379
Estimated Percentage of EMO Managed U.S. Charter School Enrollment	26%	21%	21%
<i>Combined Large- and Medium-Size EMOs</i>			
Estimated Combined Total EMO Managed U.S. Charter School Enrollment	162,719	159,377	151,471
Estimated Combined Total Percentage of EMO Managed U.S. Charter School Enrollment	29%	23%	25%

Note: Virtual schools are not included in these data. Percentages only reported in whole numbers. Numbers and percentages are estimated because some EMOs did not respond to requests for data (see Appendix B).

*The number of U.S. charter schools was taken from the U.S. Department of Education’s Common Core of Data, which lag two years behind the year of their release. As set forth in this Introduction, the U.S. charter schools counted excludes virtual schools, non-operational schools, and schools in sparsely populated areas (see Endnote 7). The numbers of charter schools managed by EMOs are derived from the research for this *Profiles* report.

The data in Table 4 indicate that charter schools run by large- and medium-size EMOs enrolled about 25 percent of the nation’s charter-school students, a slightly larger percentage than last year but smaller than 2003-2004.

The reduction in the 2006-2007 *Profiles* EMO enrollment figures in part reflects the elimination of one large-size company, Imagine Schools, from the list. Imagine, which accounted for 29 charter schools with an enrollment of 15,215 students, was converted to a not-for-profit organization in August 2005.⁸ The 2006-2007 enrollment figures also reflect the net loss of four charter school management contracts for another company, Edison Schools.

Enrollment Patterns and Average Charter School Size

Almost two-thirds of charter schools managed by large-size EMOs have enrollments greater than the U.S. charter school average enrollment. The data show that this trend is mostly concentrated at the Primary level, as shown in Table 5.

Table 5: Enrollment Comparisons by School Level: Charter Schools Managed by Large-Size EMOs vs. U.S. Charter Schools

School level	Comparison to Average Enrollment of U.S. Charter Schools	Estimated Number of EMO Charter Schools	Estimated Percentage of EMO Charter Schools	Estimated Percentage of EMO Charter Students
Primary	Less than	50 (of 187)	27%	11%
	Greater than*	137 (of 187)	73%	89%
Middle	Less than	3 (of 7)	43%	12%
	Greater than*	4 (of 7)	57%	88%
High	Less than	32 (of 66)	48%	24%
	Greater than*	34 (of 66)	52%	76%
Other**	Less than	25 (of 36)	69%	29%
	Greater than*	11 (of 36)	31%	71%
All	Less than	110 (296)	37%	15%
	Greater than*	186 (296)	63%	85%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers. Does not include eight Mosaica schools (see Endnote 2). Numbers and percentages are estimated because some EMOs did not respond to requests for data (see Appendix B).

* “Greater than” includes schools with enrollments exactly equal to the national average. Very few schools actually have enrollments equal to the national averages.

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

Large-size EMOs enroll 131,379 charter school students. 91,794 are primary, 2,316 are middle, 21,277, are high, and 15,992 are other. These numbers are driven by a relatively few large-size EMOs. Also, larger than average enrollments in large-size EMO-run charter schools are concentrated in the primary grades. Eighty-nine percent of primary students in schools run by large-size EMOs are in schools with enrollments above the national charter school average enrollment at the primary level. It appears that the business model suggested in the *2005-2006 Profiles* report⁹ seems to be holding: large-size EMOs are focused on relatively high enrollments at the primary level in order to deliver profits. It is important to further investigate the implications of large-size EMOs focusing on high enrollments at the primary school level.

Tables 6 and 7 display school enrollment comparisons by company.

Table 6: Overall School Size Comparisons by Company: Charter Schools Managed by Large-Size EMOs vs. U.S. Charter School Average Enrollment

EMO	Number of EMO Managed Charter Schools Exceeding U.S. Charter School Average Enrollment	Percentage of EMO Managed Charter Schools Exceeding U.S. Charter School Average Enrollment	Percentage of Students Enrolled in EMO Managed Charter Schools Exceeding U.S. Charter School Average Enrollment
Charter School Administrative Services*	10	67%	88%
Charter Schools USA	15	100%	100%
Edison Schools	33	89%	96%
Helicon Associates*	5	36%	71%
Leona Group, LLC, The	22	49%	67%
Mosaica Education, Inc.*	20	59%	79%
National Heritage Academies	52	98%	99%
Richard Milburn High School, Inc.	1	8%	12%
Victory Schools, Inc.*	5	71%	79%
White Hat Management*	23	64%	77%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers. Does not include eight Mosaica schools (see Endnote 2).

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

Table 7: School Size Comparisons by School Level and Company: Charter Schools Managed by Large-Size EMOs vs. U.S. Charter School Average Enrollment

School Level	EMO	Number of EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment	Percentage of EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment	Percentage of Students Enrolled in EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment
Primary	Charter School Administrative Services*	6	60%	79%
	Charter Schools USA	13	100%	100%
	Edison Schools	27	90%	96%
	Helicon Associates*	3	30%	55%
	Leona Group, LLC, The	5	26%	34%
	Mosaica Education, Inc.*	19	61%	81%
	National Heritage Academies	52	98%	99%
	Victory Schools, Inc.*	5	71%	79%
	White Hat Management*	7	58%	72%
Middle	Edison Schools	3	75%	88%
	Leona Group, LLC, The	1	33%	87%
High	Charter School Administrative Services*	1	50%	83%
	Charter Schools USA	1	100%	100%
	Edison Schools	1	100%	100%
	Leona Group, LLC, The	14	88%	96%
	Richard Milburn High School, Inc.	1	8%	12%
	White Hat Management*	16	67%	80%

Table 7 Continued: School Size Comparisons by School Level: Charter Schools Managed by Large-Size EMOs vs. U.S. Charter School Average Enrollment

School Level	EMO	Number of EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment	Percentage of EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment	Percentage of Students Enrolled in EMO Managed Charter Schools at This Level Exceeding U.S. Charter School Average Enrollment
Other**	Charter School Administrative Services*	3	100%	100%
	Charter Schools USA	1	100%	100%
	Edison Schools	2	100%	100%
	Helicon Associates*	2	50%	84%
	Leona Group, LLC, The	2	29%	44%
	Mosaica Education, Inc.*	1	33%	61%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers. Does not include eight Mosaica schools (see Endnote 2).

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

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

Factors shaping the industry

Taken together, the data collected on EMOs for 2006-2007 suggest that their growth may be leveling off and that the industry is relatively stable. With a few exceptions most reporting EMOs have neither added nor dropped schools. Enrollments similarly have remained relatively constant.

Edison Schools, the only company in the Profiles that manages more district schools than charter schools, is the most in flux, adding six schools and dropping 10. The greatest growth is found in the virtual-school segment, dominated by K12, Inc. and Connections Academy, both of which are discussed later in this report.

In one respect Edison is something of an anomaly in the industry because, as already noted, the bulk of its contracts are not with charter schools. Indeed, while Edison has often been seen as the archetypal EMO, that designation may no longer apply very well as the industry has shifted its focus to charter schools.

Among EMOs whose business largely or exclusively focuses on managing charter schools, the largest is National Heritage Academies, which enrolls more than 30,000 students in 53 schools. A privately held company based in Michigan, it was founded in 1995 and now operates schools in five states. Unlike Edison, it has never been publicly held, and, as a consequence, has never garnered the degree of public attention that Edison has.

Other large-size EMOs, in order of the number of charter schools they manage, are The Leona Group (45); Edison (37¹⁰); White Hat Management (36¹¹); and Mosaica Education with 34¹² charter schools. Together these five firms manage 205 charter schools – more than two-thirds of the 296 charter schools operated by the 12 large-size (10 or more schools) EMOs and more than half of the 352 charter schools managed by all 21 firms in this edition of the Profiles. These five firms enroll a total of 97,286 charter school students, almost two-thirds of the 151,471 students in all charter schools operated by the 21 large- and medium-size EMOs. (These numbers do not include any virtual schools or the two companies that only have virtual schools.)

Some EMO founders have operated in relative obscurity, but others have had relatively high profiles over the years. National Heritage Academies was founded by J.C. Huizenga, owner of a half-dozen manufacturing companies.¹³ White Hat Management was founded and is run by David Brennan, an Ohio industrialist. Edison Schools was founded by Christopher Whittle, a publishing and media entrepreneur who earlier created Channel One, which broadcasts news and advertising in schools under an arrangement that gives schools television equipment in return for required viewing of its broadcast material. Whittle later sold Channel One; its current owners, Primedia, announced the sale of the business in April of 2007.¹⁴ Whittle originally founded Edison to operate private schools, and after the failure of private school voucher plans to achieve significant traction nationally, redirected Edison to the management of public district schools and public charter schools.

All five firms are privately held and, therefore, as already noted, are largely free of any requirement to provide the public with financial or other information. Additionally, the companies' practices vary with regard to outside scrutiny. National Heritage, Leona, and Edison all responded to the authors of this report by providing updated information on the names, locations, and enrollments of the schools they operate, listing both new schools and schools they no longer operated. Mosaica and White Hat did not respond to repeated telephone and email inquiries.

Of the five firms, White Hat arguably has the most visible paper trail, owing to the outspokenness of its founder, David Brennan, his activism in Ohio politics, and media attention paid to the firm in its home state. White Hat has been the subject of repeated media scrutiny going back as far as 1999. In 2006, the *Cleveland Plain Dealer* spotlighted the company again in a group of articles that asked, in the words of its opening headline, "Who's profiting from Ohio's charter schools?"¹⁵ Citing state records, the lead article in the series asserted that White Hat's Hope Academy schools, targeted to high school dropouts, "have fared even worse" than the rest of the state's charter schools, where "with some notable exceptions, the results so far have been dismal."¹⁶ The reportedly poor performance of White Hat is particularly striking in light of the role the company and Brennan played in the 1990s in helping to formulate the Ohio charter school law. The *Cleveland Plain Dealer* article described Brennan as having "played a major role in pushing Ohio's school choice legislation through politically polarized Columbus in the mid-1990s with waves of campaign cash."¹⁷

The *Cleveland Plain Dealer* reported that in 2005 that White Hat garnered nearly \$109 million in state dollars and "millions more" in federal grants.¹⁸ The newspaper calculated that over the decade-long life of the state's charter school program, White Hat schools had collected \$350 million in Ohio State tax dollars, or 25% of what the state had spent on charter schools altogether.¹⁹

Notwithstanding its role as a recipient of public funds, White Hat appears to be extraordinarily secretive about aspects of its operations. Representatives of the company did not respond to four separate inquiries during the preparation of this edition of the Profiles seeking verification, and correction if necessary, of the information researchers for this report had collected on the company.

The company's financial data have only recently begun to be available in state records. Researchers for the *Columbus Dispatch* reviewed state audits of 17 of the company's Ohio schools in 2006 and concluded that "White Hat made \$15.4 million in combined profits and management fees" in 2005.²⁰ Additionally, White Hat was one of four organizations criticized by the Ohio Federation of Teachers for failing to provide information about teacher contracts in response to a public information request commissioned by the teachers union. (The others were National Heritage, Leona, and Summit Academy Management of Akron, a non-profit organization that is not included in this report.)²¹

Supporters of the role of for-profit EMOs as managers of charter schools have argued that such companies remain accountable to individual parents—who, it is reasoned, can choose to send or not send their children to particular schools—and to the board of the non-profit charter schools that hire the EMOs to operate them. Yet, once again in Ohio, even those assumptions are being called into question. Very late in 2006, outgoing Gov. Robert Taft signed into law a provision that gives EMOs the right to appeal terminations or non-renewals of their management contracts to run a charter school. If an EMO’s appeal is granted by the charter school’s sponsor agency, the law requires the sponsor to fire the board that sought to terminate the EMO’s contract, and requires the EMO to appoint a new board for the school. Board members at 19 schools managed by White Hat sued in early 2007 to overturn the new law, which could prevent them from ending their schools’ relationship with the company. A lawyer for the plaintiffs told the *Akron Beacon Journal* in early 2007 that under the new law, “my clients are losing their rights to run these schools.”²²

Virtual Schools

Virtual schools have continued to expand. Two firms dominate the industry: Connections Academy and K12, Inc. Both generally form partnerships with existing school districts to create on-line schools serving primarily students who learn from home.

Virtual schools, depending on the state, operate under two different governing frameworks. Most are established under state charter school laws. Some, however, are established under other arrangements—either directly under control of a school district, or else provided for under state enabling legislation that is separate from charter school laws. K12’s 21 schools include 17 established under charter regulations and 4 that are not. Connections Academy’s 12 schools include 8 charter schools and 4 non-charter schools.

K12 added seven new virtual schools for which it held management contracts in 2006. The company also discontinued providing management services to one school, the Pennsylvania Virtual Charter School, but reports that it continues to supply complete curriculum, materials and support to the school. Additionally the firm says it “provides curriculum, materials and support (but without management services) to many other schools and school districts across the country for virtual school programs that serve thousands of students.”²³

K12 was launched by Knowledge Universe, a holding company founded by Lowell and Michael Milken and Lawrence Ellison.²⁴ (Michael Milken was convicted of insider trading violations after pioneering the use of junk bonds to restructure corporations in the 1980s. Ellison is a founder of software manufacturer Oracle Inc.)²⁵ K12’s web site lists its founding year as 1999,²⁶ but the company did not publicly announce its plans until February 2001.²⁷ The current relationship between K12 and Knowledge Universe, which essentially is a capitol incubator, is not clear. K12’s founder and chairman, Ron Packard, is identified on the K12 web site as “previously a vice

president of Knowledge Universe,” but otherwise the K12 web site has no references to the company that launched it.²⁸ Meanwhile, even though Knowledge Universe has a web domain, it leads only to a completely blank page.²⁹

Connections Academy, meanwhile, added no new schools in 2006, based on the company’s response to its profile, while discontinuing three schools whose students, a company official said, were allowed to transfer to other Connections programs.³⁰

The EMO Record

While individual EMOs have offered accounts of their own success,³¹ little in the way of additional, independently collected and analyzed data on the academic performance of EMO-run schools appeared in 2006. A study for the U.S. Department of Education by Educational Testing Service found that when corrected for demographic factors such as race and socioeconomic status, fourth graders in charter schools did less well than their peers in conventional district schools in reading or math, but that study did not specifically examine differences if any among schools run by for-profit firms and other schools.³²

In early 2007, two separate studies attempted to gauge the impact of for-profit management of elementary and middle public schools in Philadelphia and produced conflicting findings. These studies examined math and reading test scores of students in restructured, low-achieving Philadelphia public schools, and included comparisons between students attending schools managed by one of several private providers, and students attending schools managed by the School District of Philadelphia. The first study, authored by researchers for the RAND Corporation, concluded that private management had no impact on math or reading achievement, while district management had a positive effect on math achievement but none on reading.³³ The second, by Paul Peterson of the Harvard University Program on Education Policy and Governance, found private management had a positive effect on the performance of lower-scoring students in math and reading, while district management had no measurable effect.³⁴ An independent review of both studies found each of them flawed and concluded that neither was adequate to draw definitive conclusions on the impact of private management of public schools.³⁵

Continued Policy Questions

Past editions of the Profiles report have raised questions about relationships between EMOs and school districts and between EMOs and public officials who potentially stand to regulate them. A more overarching issue, however, continues to be secrecy and accountability. States are not consistent one from another in what they require from such firms. Information regarding the operation and internal working of EMOs, however, remains proprietary with few requirements for disclosure. As already observed, particularly in the case of White Hat Management in Ohio, the continued lack

of transparency in private companies that receive public funds to operate public schools remains a matter of concern.

Data Sources

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

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

Using the Profiles

The companies profiled represent those that Commercialism in Education Research Unit and Education Policy Research Unit researchers could identify as for-profit management companies, and are likely to represent only the larger or higher-profile companies in operation. As explained above, small-size companies (those that manage three or fewer schools) are no longer included in the *Profiles* report. Therefore, a substantial number of EMOs that operate a small number of schools may exist that are not included in the *Profiles* report.

The appendices contain important information that will be helpful in using the *Profiles* report. Here is a list of the 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 a list of companies that are no longer profiled and the reason(s) why.
- **Appendix D** contains the methods for calculating national average enrollments.

- **Appendix E** contains national average enrollment counts by grade configuration, school level, and charter school status.
- **Appendix F** contains enrollment comparisons of EMO-managed district schools vs. national district school averages and comparison of EMO-managed charter schools vs. national district school averages.
- **Appendix G** contains a list of small-size companies.

Notes and References

- ¹ The excluded large-size EMO is Imagine Schools. The reason for exclusion is in Appendix C.
- ² This does not include eight Mosaica schools for which the company did not provide enrollment information.
- ³ The reader interested in comparing the school counts and enrollment trends of EMOs back to 1999-2000 should be aware of how the Profiles report has changed over the years. Since 1999-2000, Profiles reports have tracked the number of EMOs and the number of schools they manage. Since 2001-2002 Profiles reports have tracked overall enrollments in EMO-managed schools. Until 2002-2003 EMO's were classified as either large (operating 10 or more schools) or small (operating fewer than 10 schools). In 2002-2003 the medium-size (operating 5-9 schools) category was created.
- ⁴ This report only includes data from categories 1-5 of the 8 CCD locale categories. The categories are: **(1)** Large city: A principal city of a metropolitan core based statistical area (CBSA), with the city having a population greater than or equal to 250,000; **(2)** Midsize city: A principal city of a metropolitan CBSA, with the city having a population less than 250,000; **(3)** Urban fringe of a large city: Any incorporated place, census-designated place, or nonplace territory within a metropolitan CBSA of a large city and defined as urban by the Census Bureau; **(4)** Urban fringe of a midsize city: Any incorporated place, Census-designated place, or nonplace territory within a CBSA of a midsize city and defined as urban by the Census Bureau; **(5)** Large town: An incorporated place or census-designated place with a population greater than or equal to 25,000 and located outside a metropolitan CBSA or inside a micropolitan CBSA; **(6)** Small town: An incorporated place or census-designated place with a population less than 25,000 and greater than or equal to 2,500 and located outside a metropolitan CBSA or inside a micropolitan CBSA; **(7)** Rural, outside CBSA: Any incorporated place, census-designated place, or nonplace territory not within a metropolitan CBSA or within a micropolitan CBSA and defined as rural by the Census Bureau; and **(8)** Rural, inside CBSA: Any incorporated place, census-designated place, or nonplace territory within a metropolitan CBSA and defined as rural by the Census Bureau.
- ⁵ The National Alliance for Public Charter Schools reports 1,144,758 students enrolled in 4,046 charter schools. Meanwhile, the Center for Education Reform, which favors charter schools, opposes most government regulation of them, and regards the for-profit school-management industry favorably, reports 1,156,874 students in the US enrolled in 3,940 charter schools. Neither organization offers precise citations for its data in the documents reporting them. Todd Ziebarth, who assembled the data for the NAPCS, reported in an email communication with EPSL that his data came "directly from state departments of education in April 2007" and was collected through "e-mails, phone calls, and web sites." CER states its numbers were "compiled in part through state departments of education and charter school resource centers."
- National Alliance for Public Charter Schools (2007, May 4). "Growth and quality in the charter school movement." Retrieved June 18, 2007, from <http://www.publiccharters.org/content/article/detail/2147>
- Center for Education Reform (2007 May 10), "Number of charter schools up 11 percent nationally." Retrieved May 18, 2007, from <http://www.edreform.com/index.cfm?fuseAction=document&documentID=2632>
- Ziebarth, T. (2007, June 19). Personal email communication to Erik Gunn
- ⁶ NewSchools Venture Fund (2006). *Charter management organizations: Toward scale with quality*. San Francisco: Author.

- ⁷ By “sparsely populated” areas we refer to the 3 least populated urbanicity or locale ratings assigned to schools by the National Center for Education Statistics (categories 6-8). Essentially, this means rural areas or small towns or communities with less than 25,000 inhabitants. See Endnote 4 for a complete list.
- ⁸ Imagine Schools Inc. (2005, Sept. 7), “Imagine Schools initiates conversion to non-profit status.” (press release) Retrieved Sept. 28, 2006 from http://www.imagineschools.com/press_releases/ISNP_Press_Release.pdf
- See also: Bakke, D.W. (2006, September) “First Things.” *Imaginings 1* (2), p. 1. (organizational newsletter) Retrieved June 19, 2007 from <http://www.imagineschools.com/uploadedFiles/IS%20newsletter%20Sept%202006.pdf>
- ⁹ Molnar, A., Garcia, D., Bartlett, M., & O’Neill, A. (2006, May) *Profiles of For-Profit Education Management Organizations, Eighth Annual Report, 2005-2006*. Tempe: Education Policy Studies Laboratory
- ¹⁰ Edison Schools runs a total of 97 schools. Most of those schools (60) are district schools and have been removed from this discussion to provide a more accurate picture.
- ¹¹ White Hat Management runs a total of 38 schools. Two of those schools are virtual schools and have been removed from this discussion to provide a more accurate picture.
- ¹² This does not include eight Mosaica schools for which the company failed to provide enrollment information.
- ¹³ Clowes, G. (2005, April) “Bringing the profit motive and moral values to education—an exclusive interview with J.C. Huizenga.” *School Reform News*, The Heartland Institute. Retrieved May 17, 2007 from <http://www.heartland.org/Article.cfm?artID=16686>
- ¹⁴ Atkinson, C. (2007, April 23). “Kicked out of class: Primedia sheds in-school net Channel One.” *Advertising Age*, p. 8
- ¹⁵ Livingston, S., Stephens, S., and Paynter, B. (2006, March 19). “Who’s profiting from Ohio’s charter schools?” *The Plain Dealer* (Cleveland, Ohio). Retrieved March 29, 2007 from <http://www.cleveland.com/charter/plaindealer/index.ssf?/charter/more/1142760737120930.html>
- ¹⁶ Livingston, S., Stephens, S., and Paynter, B. (2006, March 19). “Who’s profiting from Ohio’s charter schools?” *The Plain Dealer* (Cleveland, Ohio). Retrieved March 29, 2007 from <http://www.cleveland.com/charter/plaindealer/index.ssf?/charter/more/1142760737120930.html>
- ¹⁷ Livingston, S., Stephens, S., and Paynter, B. (2006, March 19). “Who’s profiting from Ohio’s charter schools?” *The Plain Dealer* (Cleveland, Ohio). Retrieved March 29, 2007 from <http://www.cleveland.com/charter/plaindealer/index.ssf?/charter/more/1142760737120930.html>
- ¹⁸ Livingston, S., Stephens, S., and Paynter, B. (2006, March 19). “Who’s profiting from Ohio’s charter schools?” *The Plain Dealer* (Cleveland, Ohio). Retrieved March 29, 2007 from <http://www.cleveland.com/charter/plaindealer/index.ssf?/charter/more/1142760737120930.html>
- ¹⁹ Livingston, S., Stephens, S., and Paynter, B. (2006, March 19). “Who’s profiting from Ohio’s charter schools?” *The Plain Dealer* (Cleveland, Ohio). Retrieved March 29, 2007 from <http://www.cleveland.com/charter/plaindealer/index.ssf?/charter/more/1142760737120930.html>
- ²⁰ Candisky, C. (2006, March 24). “Charter patron realizing big profit,” *Columbus Dispatch*. Retrieved March 20, 2007 from http://www.dispatch.com/dispatch/contentbe/EPIC_shim.php?story=174711
- ²¹ Gwin, H. (2006, May 20). “Requests for information on charter school teacher contracts were denied.” *Youngstown Vindicator*

- Ohio Federation of Teachers (2006, May 19). "Research refutes charter school assertions made before the Ohio Supreme Court." Retrieved March 29, 2007 from <http://oh.aft.org/index.cfm?action=article&articleID=7a154ab9-2c28-4e11-bffe-ee5507271cc4>
- ²² Willard, D. J. (2007, Mar. 29). "Charter schools fight new law." *Akron Beacon Journal*. Retrieved April 2, 2007 from <http://www.ohio.com/mld/ohio/living/education/16991814.htm>.
- ²³ Personal communication from Jeff Kwitowski, spokesman for K12 Inc., via email Jan. 5, 2007, to Erik Gunn.
- ²⁴ "Knowledge Universe launches K12, an online school for kindergarten through high school." (2001, February) *Internet Strategies for Education Markets: The Heller Report*. Retrieved May 17, 2007 from http://findarticles.com/p/articles/mi_m0BTY/is_8_6/ai_70201704
- ²⁵ Pizzo, S. P. (2001, September 10). Master of the Knowledge Universe. *Forbes ASAP*. Retrieved March 26, 2004, from <http://www.forbes.com/asap/2001/0910/064.html>
- ²⁶ "Our Philosophy" (undated). K12 Inc. corporate web site. Retrieved May 17, 2007, from <http://www.k12.com/about/>
- ²⁷ "Knowledge Universe launches K12, an online school for kindergarten through high school." (2001, February) *Internet Strategies for Education Markets: The Heller Report*. Retrieved May 17, 2007 from http://findarticles.com/p/articles/mi_m0BTY/is_8_6/ai_70201704
- ²⁸ "Board of Directors" (undated). K12 Inc. corporate web site. Retrieved May 17, 2007, from <http://www.k12.com/about/board.html>
- ²⁹ www.knowledgeu.com Retrieved May 17, 2007
- ³⁰ Personal communication from Barbara Dreyer of Connections Academy via email Jan. 8, 2007 to Erik Gunn.
- ³¹ See, for example:
- Edison Schools Inc. (undated) . "Raising Student Achievement." Retrieved June 21, 2007, from <http://www.edisonschools.com/edison-schools/achievement-accountability>
- National Heritage Academies (undated), "Measurable Results." Retrieved June 21, 2007, from <http://www.heritageacademies.com/about-us/measurable-results/>
- ³² Braun, H., Jenkins, F., and Grigg, W. (2006). *A Closer Look at Charter Schools Using* (NCES 2006-460). U.S. Department of Education, National Center for Education Sciences. Washington, DC: U.S. Government Printing Office.
- Schemo D. (2006, Aug. 23). "Study of Test Scores Finds Charter Schools Lagging." *The New York Times*, A14.
- ³³ Gill, B., Zimmer, R., Christman, J. & Blanc, S. (2007) *State takeover, school restructuring, private management, and student achievement in Philadelphia*. Santa Monica, CA: The RAND Corporation.
- ³⁴ Peterson, P. (2007) *School reform in Philadelphia: A comparison of student achievement at privately managed schools with student achievement in other district schools*. Kennedy School of Government, Harvard University, Program on Education Policy and Governance.
- ³⁵ Briggs, D (2007, May 7). "Review of 'State Takeover, School Restructuring, Private Management, and Student Achievement in Philadelphia,' and of 'School Reform in Philadelphia: A Comparison of Student Achievement at Privately-Managed Schools with Student Achievement in Other District Schools.'" Tempe, AZ and Boulder, CO: Education Policy Research Unit/Education and the Public Interest Center, Think Tank Review Project.

SUMMARY OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2006-2007

Large Company Summary

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

Company Name	Company Location	Public Schools Managed			Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
		District	Charter	Total			
Charter School Administrative Services	Southfield, MI	0	15	15	7,295	4	28
Charter Schools USA	Fort Lauderdale, FL	0	15	15	13,360	1	32
Connections Academy	Baltimore, MD	4	8	12	7,335	10	37
Edison Schools	New York, NY	60	37	97	56,383	18	42
Helicon Associates	Trenton, MI	0	14	14	5,522	1	54
K12, Inc.	Herndon, VA	4	17	21	20,865	14	58
Leona Group, LLC, The	Phoenix, AZ	0	45	45	15,142	4	64
Mosaica Education, Inc.	New York, NY	0	42	42	12,339	10	70
National Heritage Academies	Grand Rapids, MI	0	53	53	32,158	5	77
Pinnacle Education, Inc.	Tempe, AZ	0	10	10	1,332	1	83
Planagement Group, L.P., The	Lewisville, TX	0	18	18	2,379	1	87
Richard Milburn High School, Inc.	Virginia Beach, VA	3	13	16	3,020	5	91
Victory Schools, Inc.	New York, NY	6	7	13	5,840	2	96
White Hat Management	Akron, OH	0	38	38	15,613	5	100
Large Company Totals:		77	332	409	198,583	30	
# of Large Companies = 14							

Notes: Washington, DC is counted as a state.

These numbers include eight Mosaica schools with zero enrollment numbers because the company failed to provide enrollment information.

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			
Benjamin Franklin Charter School	Gilbert, AZ	0	4	4	1,904	1	107
Choice Schools Associates	Grand Rapids, MI	0	8	8	2,090	1	108
CS Partners, LLC	Howell, MI	0	9	9	2,443	1	110
Educational Services of America, Inc.	Liberty, IL	0	5	5	448	1	111
Excel Education Centers, Inc.	Prescott, AZ	0	8	8	446	1	112
Global Educational Excellence	Ann Arbor, MI	0	6	6	2,052	1	113
Nobel Learning Communities, Inc.	West Chester, PA	0	4	4	2,870	1	114
Romine Group, LLC, The	Utica, MI	0	5	5	2,624	1	115
SABIS Educational Systems	Eden Prairie, MN	0	7	7	5,215	6	116
Medium Company Totals: # of Medium Companies = 9		0	56	56	20,092	7	

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		
23	77	388	465	218,675	31

Notes: These numbers include eight Mosaica schools with zero enrollment numbers because the company failed to provide enrollment information.

Virtual Company Summary

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

Company Name	Company Location	Public Schools Managed	Public Schools Managed That Are Virtual	Total Enrollment	# of States Where Schools Are Managed	Detail On Page #
Connections Academy	Baltimore, MD	12	12	7,335	10	37
K12, Inc.	Herndon, VA	21	21	20,865	14	58
Pinnacle Education, Inc.	Tempe, AZ	10	1	250	1	83
White Hat Management	Akron, OH	38	2	2,762	2	100
Virtual Company Totals: # of Virtual Companies = 4		81	36	31,212	16	

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

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2006-2007

Large Companies: Managing 10 or More Schools

Charter School Administrative Services

Large Company: Managing 10 or More Schools

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

Company Schools by State

Florida

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

Michigan

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

Charter School Administrative Services

Large Company: Managing 10 or More Schools

Missouri

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

Texas

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

Total Number of Schools: 15

Total Enrollment: 7,295

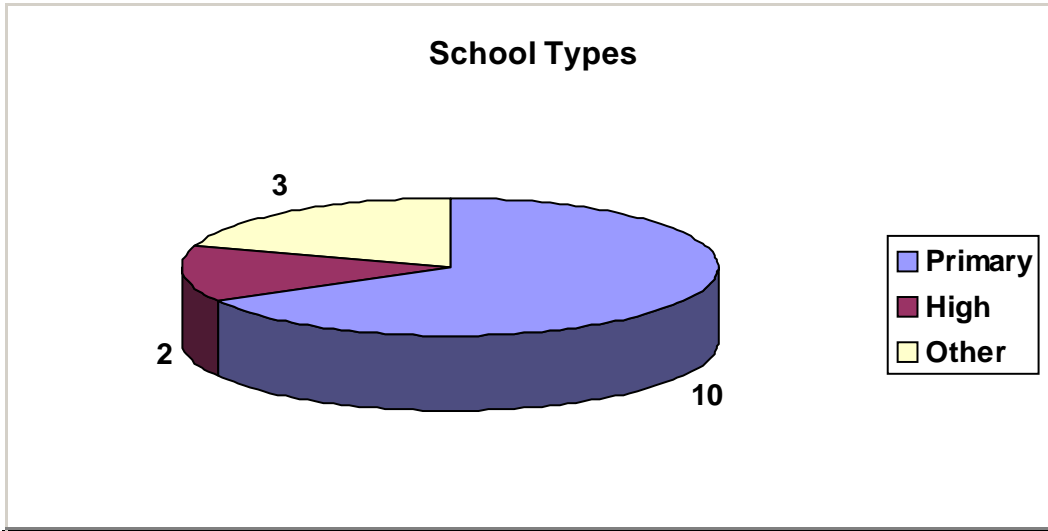
States Operated in: FL, MI, MO, TX

Number of Schools No Longer Profiled

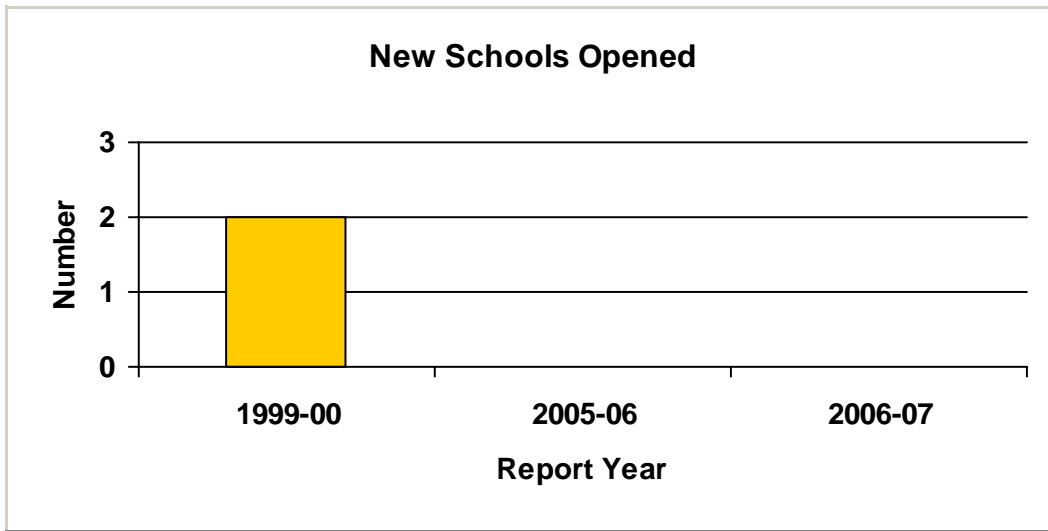
Year	# of Schools
1998-99	1
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0

Charter School Administrative Services

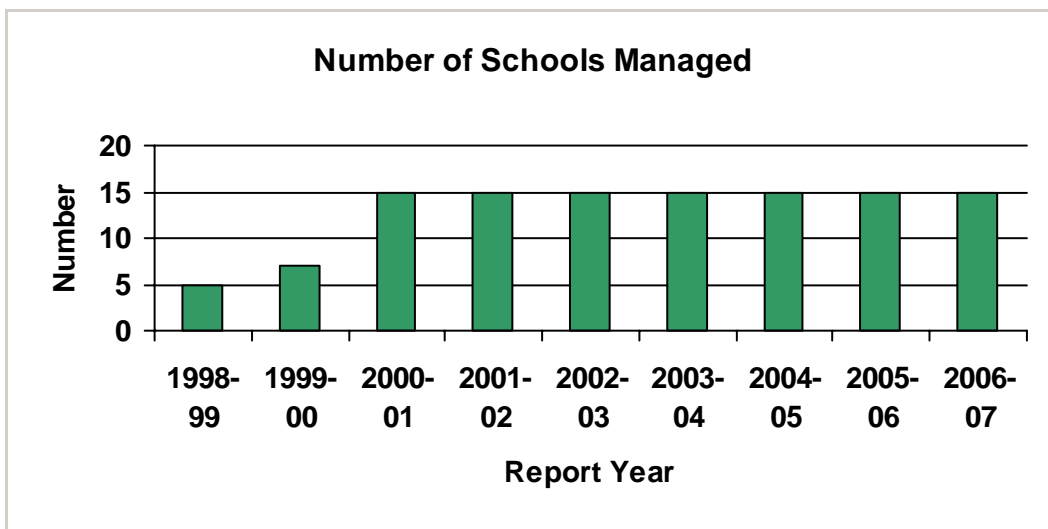
Large Company: Managing 10 or More Schools



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



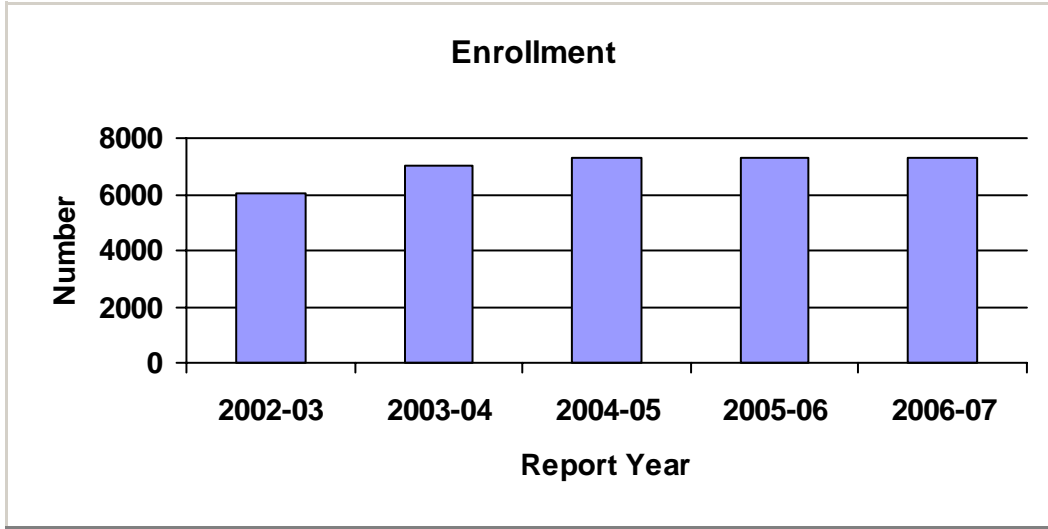
Report Year	New Schools
1998-99	Unknown
1999-00	2
2000-01	Unknown
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	Unknown
2005-06	0
2006-07	0



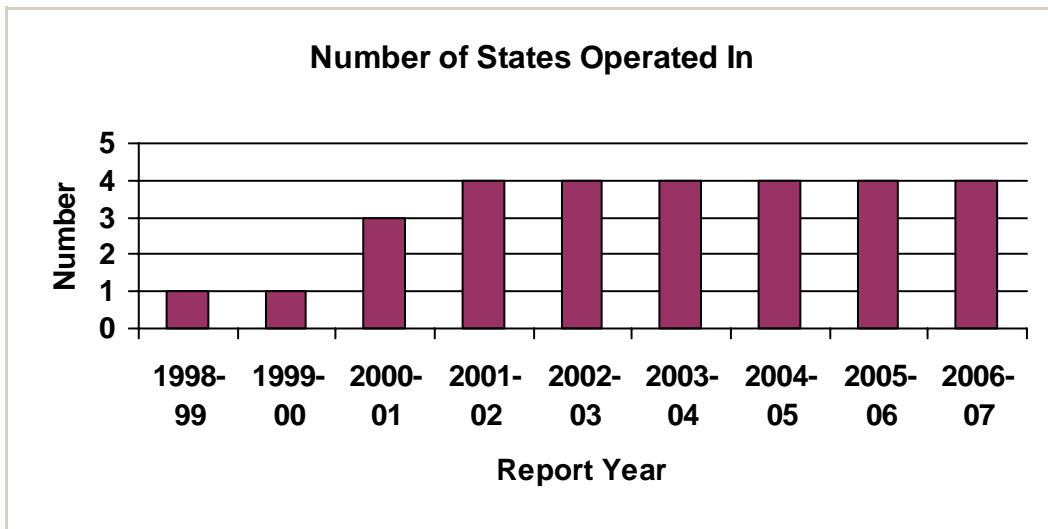
Report Year	# of Schools
1998-99	5
1999-00	7
2000-01	15
2001-02	15
2002-03	15
2003-04	15
2004-05	15
2005-06	15
2006-07	15

Charter School Administrative Services

Large Company: Managing 10 or More Schools



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



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

Charter Schools USA

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
6245 N. Federal Hwy, 5th Fl Fort Lauderdale, FL 33308	954-202-3500 954-202-3512	www.charterschoolsusa.com	1998	Private	Unknown

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-7	797	Yes	No
Bay Haven Charter Academy	Panama City, FL	2001	K-8	1037	Yes	No
Bonita Springs Charter School	Bonita Springs, FL	2002	K-8	1269	Yes	No
Cape Coral Charter School	Cape Coral, FL	2004	K-8	580	Yes	No
Coral Springs Charter School	Coral Springs, FL	1999	6-12	1596	Yes	No
Downtown Miami Charter School	Miami, FL	2002	K-6	632	Yes	No
Four Corners Charter School	Davenport, FL	2001	K-8	929	Yes	No
Gateway Charter High School	Fort Myers, FL	2004	9-12	614	Yes	No
Gateway Charter School	Fort Myers, FL	2003	K-8	1543	Yes	No
Hollywood Academy of Arts and Science	Hollywood, FL	2004	K-7	644	Yes	No
Keys Gate Charter School	Homestead, FL	2003	K-8	1146	Yes	No
North Broward Academy of Excellence	North Lauderdale, FL	2001	K-8	500	Yes	No
Palm Bay Community Charter School	Palm Bay, FL	2006	K-7	757	Yes	No
Renaissance Charter Schools	Miami, FL	1999	K-7	591	Yes	No
Six Mile Charter Academy	Fort Myers, FL	2005	K-7	725	Yes	No

Charter Schools USA

Large Company: Managing 10 or More Schools

Total Number of Schools: 15

Total Enrollment: 13,360

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

Schools No Longer Profiled for this Reporting Period

Florida

School Name	School Location	Reason No Longer Profiled
Academy of Arts and Minds	Coconut Grove, FL	Closed, per communication from Sharon Gerrard of CS USA 3/19/07.
Delray Youth Vocational Charter School	Delray Beach, FL	Closed, per communication from Sharon Gerrard of CS USA 3/19/07.
North County Charter School	Miami, FL	Closed summer 2004, per communication from Sharon Gerrard of CS USA 3/19/07.
Northeast Academy	North Miami Beach, FL	Closed summer 2004, per communication from Sharon Gerrard of CS USA 3/19/07.
Parkway Academy	Miramar, FL	No longer CS USA's as of January 2005, per message from Sharon Gerrard of CS USA 3/19/07.

Charter Schools USA

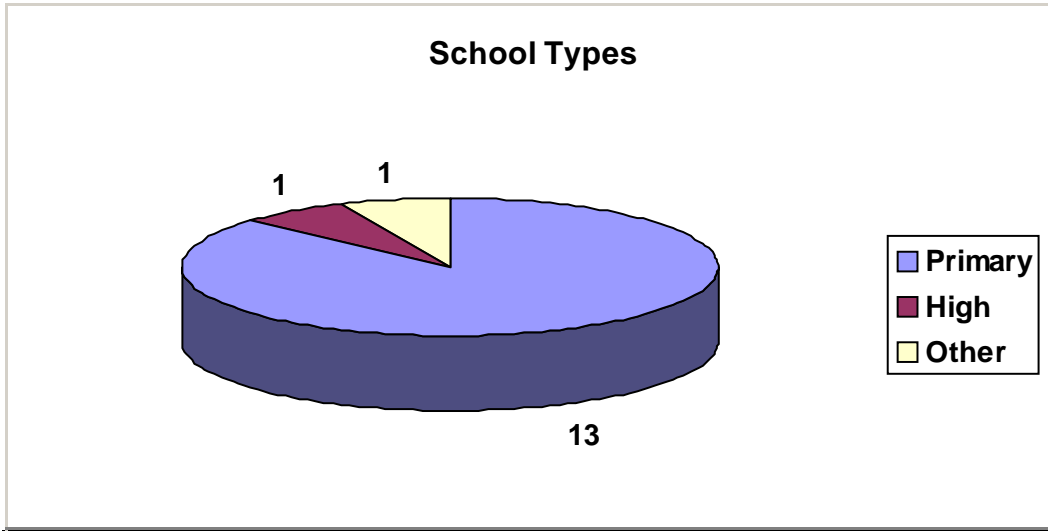
Large Company: Managing 10 or More Schools

Texas

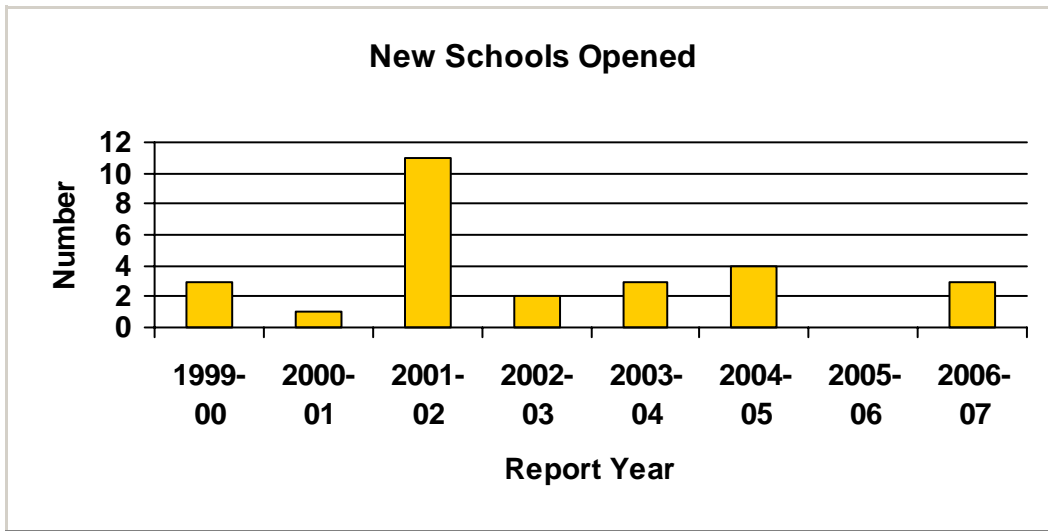
School Name	School Location	Reason No Longer Profiled
New Frontiers Charter School	San Antonio, TX	No longer CS USAs as of June 2004, per message from Sharon Gerrard of CS USA 3/19/07.

Charter Schools USA

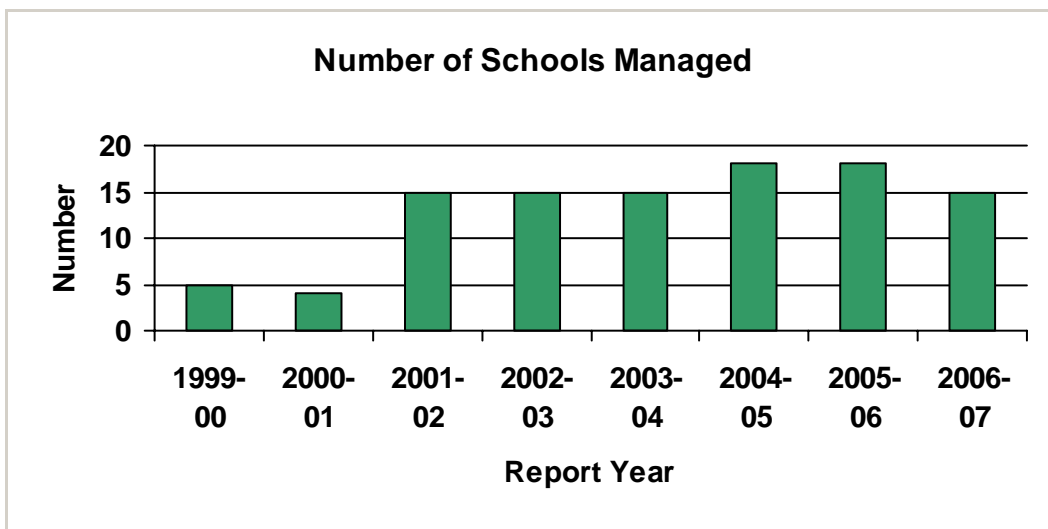
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	13
Middle	0
High	1
Other	1
Unknown	0



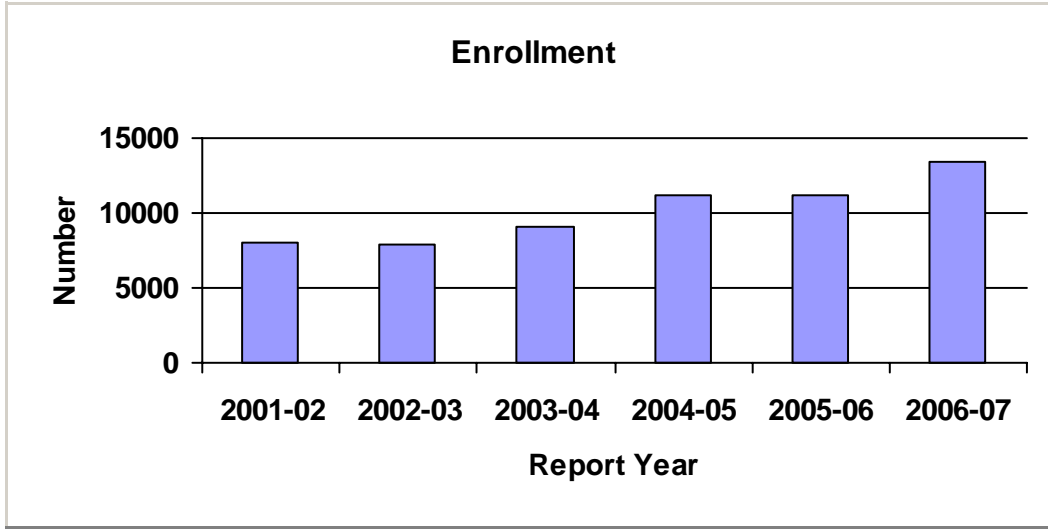
Report Year	New Schools
1998-99	N/A
1999-00	3
2000-01	1
2001-02	11
2002-03	2
2003-04	3
2004-05	4
2005-06	0
2006-07	3



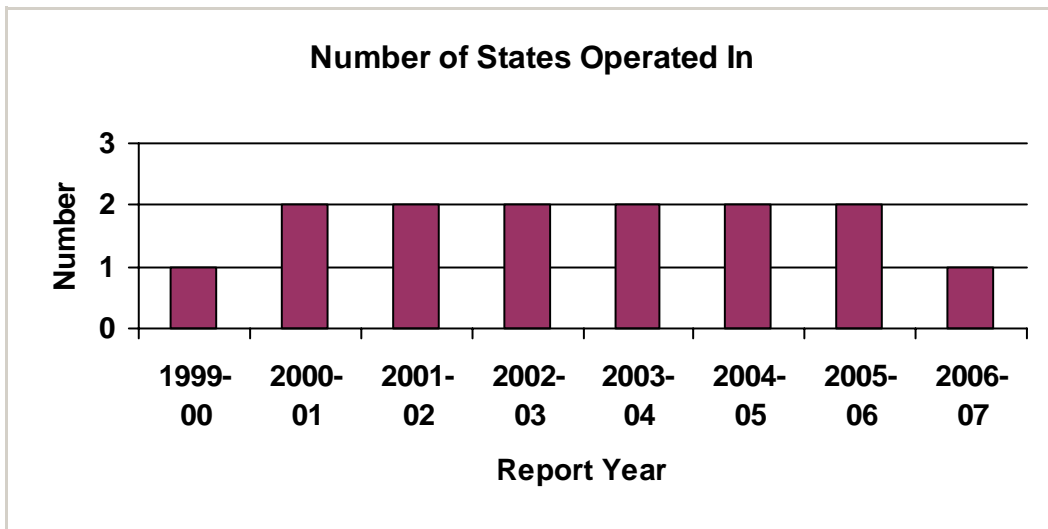
Report Year	# of Schools
1998-99	N/A
1999-00	5
2000-01	4
2001-02	15
2002-03	15
2003-04	15
2004-05	18
2005-06	18
2006-07	15

Charter Schools USA

Large Company: Managing 10 or More Schools



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



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

Connections Academy

Large Company: Managing 10 or More Schools

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

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Connections Academy	Mesa, AZ	2005	K-10	500	Yes	Yes

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Capistrano Connections Academy	Mission Viejo, CA	2004	K-10	600	Yes	Yes
Central California Connections Academy	Visalia, CA	2006	K-10	25	Yes	Yes

Colorado

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

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Florida Connections Academy	Orlando, FL	2003	K-8	700	No	Yes

Connections Academy

Large Company: Managing 10 or More Schools

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
INSPIRE	Boise, ID	2005	K-10	150	Yes	Yes

Minnesota

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
MTS Minnesota Connections Academy	Minneapolis, MN	2005	K-10	400	No	Yes

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Connections Academy	Cincinnati, OH	2003	K-10	1000	Yes	Yes

Oregon

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Oregon Connections Academy	Scio, OR	2005	K-10	1500	Yes	Yes

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Commonwealth Connections Academy	Mechanicsburg, PA	2003	K-10	1600	Yes	Yes

Wisconsin

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

Connections Academy

Large Company: Managing 10 or More Schools

Total Number of Schools: 12

Total Enrollment: 7,335

States Operated in: AZ, CA, CO, FL, ID, MN, 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

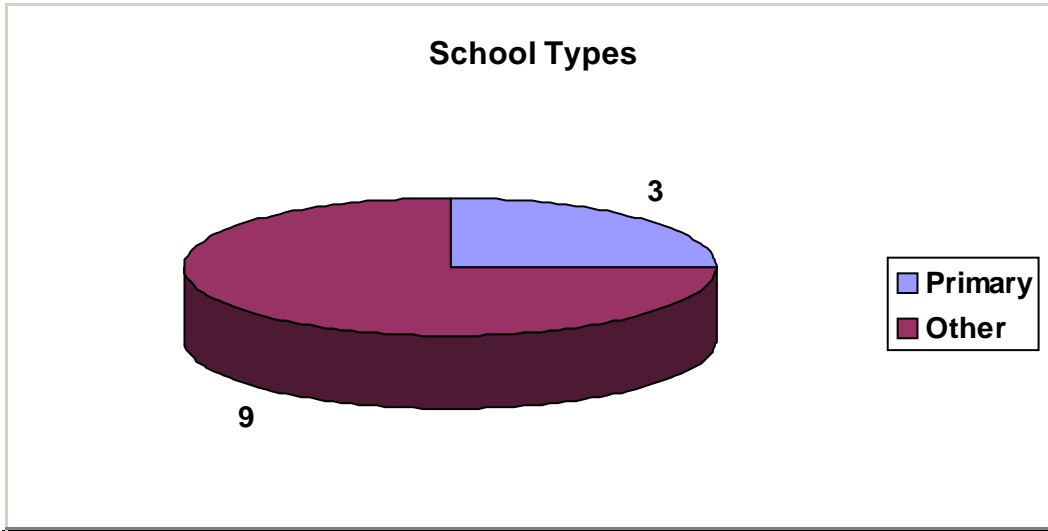
Schools No Longer Profiled for this Reporting Period

California

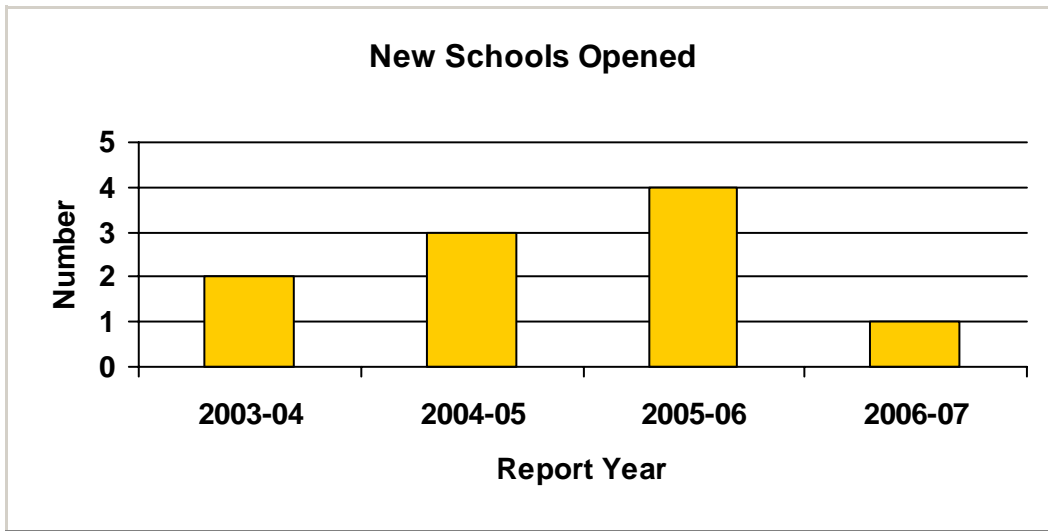
School Name	School Location	Reason No Longer Profiled
Southern California Connections Academy	Unknown, CA	Per email from B Dreyer at Connections: This school was discontinued in 2005-2006; students were eligible to transfer to Capistrano Connections Academy.

Connections Academy

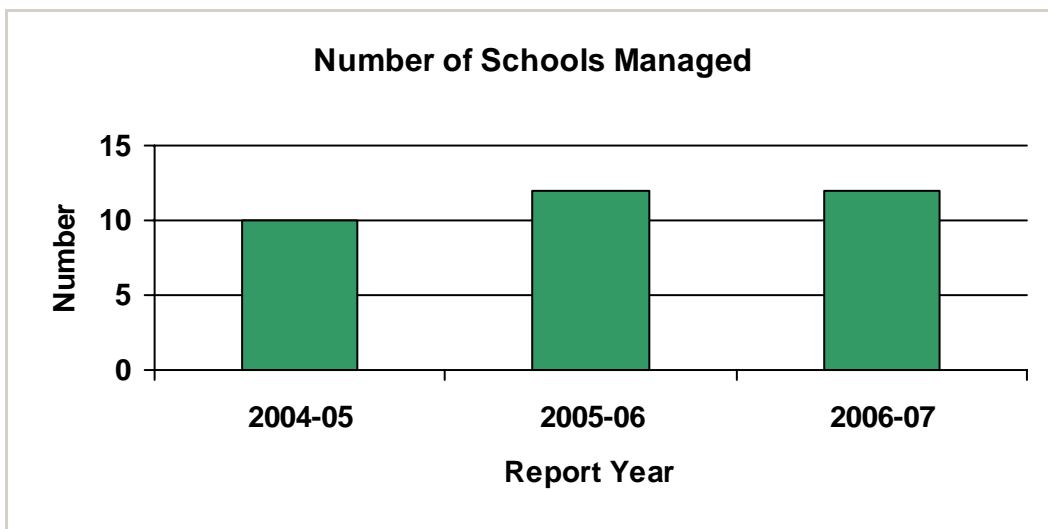
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	3
Middle	0
High	0
Other	9
Unknown	0



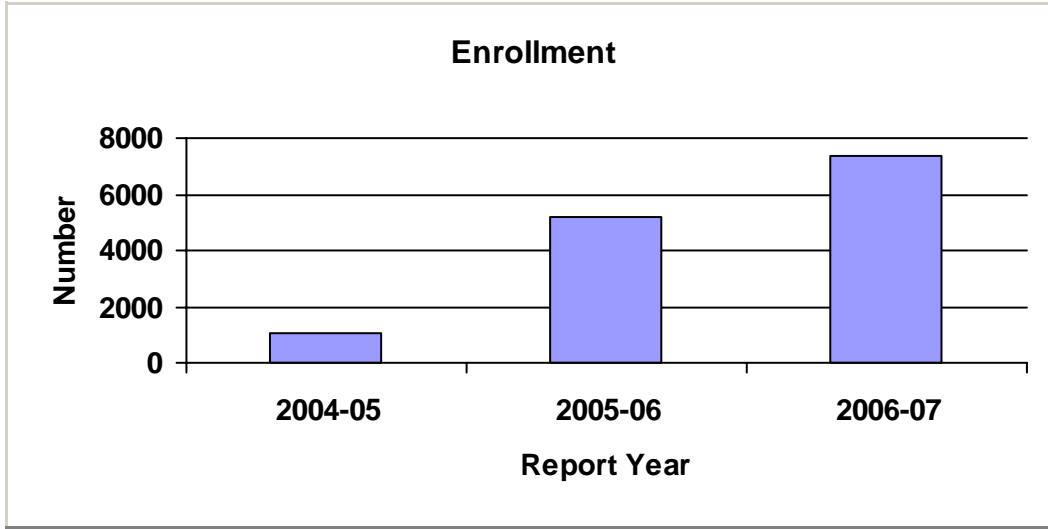
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	2
2004-05	3
2005-06	4
2006-07	1



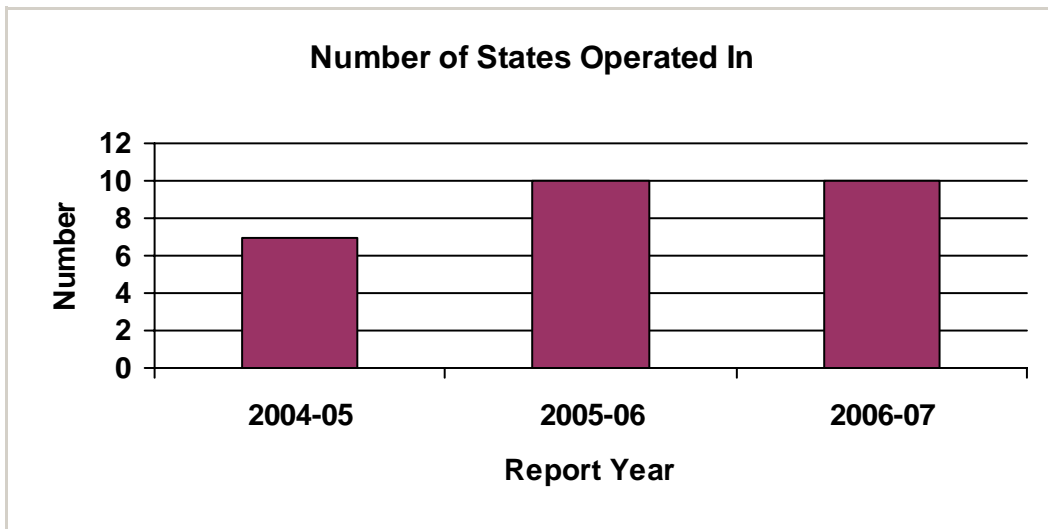
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	Unknown
2002-03	Unknown
2003-04	Unknown
2004-05	10
2005-06	12
2006-07	12

Connections Academy

Large Company: Managing 10 or More Schools



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



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

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	Unknown

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	534	Yes	No
Edison Brentwood Academy	East Palo Alto, CA	1998	K-4	498	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
Feaster - Edison Charter School	Chula Vista, CA	1997	K-6	1006	Yes	No
Phillips - Edison Partnership School	Napa, CA	1998	K-6	551	Yes	No
San Jose - Edison Academy	West Covina, CA	1998	K-8	1133	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	431	Yes	No
Omar D. Blair School	Denver, CO	2004	K-8	767	Yes	No
Roosevelt - Edison Charter School	Colorado Springs, CO	1996	K-5	628	Yes	No
Wyatt - Edison Charter School	Denver, CO	1998	K-8	644	Yes	No

Edison Schools

Large Company: Managing 10 or More Schools

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Friendship Public Charter School (Blow Pierce Campus)	Washington, DC	1999	6-8	751	Yes	No
Friendship Public Charter School (Chamberlain Campus)	Washington, DC	1998	K-5	806	Yes	No
Friendship Public Charter School (Woodridge Campus)	Washington, DC	1998	K-8	664	Yes	No
Friendship Senior Academy (Carter G. Woodson Campus)	Washington, DC	2000	9-12	1208	Yes	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Charles R. Drew Charter School	Atlanta, GA	2000	K-8	789	Yes	No

Hawaii

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Aiea Elementary School	Aiea, HI	2005	K-6	379	No	No
Central Middle School	Honolulu, HI	2005	6-8	459	No	No
Ilima Intermediate School	Ewa Beach, HI	2006	7-8	1225	No	No
Ka Hului Elementary School	Kahului, HI	2005	K-5	909	No	No
Kaala Elementary School	Wahaiawa, HI	2006	K-5	433	No	No
Kalihi Elementary School	Honolulu, HI	2006	K-6	259	No	No
Lihikai Elementary School	Kahului, HI	2006	K-5	1110	No	No
Paia Elementary School	Kahului, HI	2005	K-5	216	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Palolo Elementary School	Honolulu, HI	2005	K-5	256	No	No
Sanford B Dole International School	Honolulu, HI	2005	6-8	850	No	No
Waimanalo Elementary and Intermediate School	Waimanola, HI	2006	K-8	537	No	No
William Paul Jarrett Middle School	Honolulu, HI	2005	6-8	274	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	392	No	No
Loucks Edison Junior Academy	Peoria, IL	2000	5-8	381	No	No
Northmoor - Edison 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	654	No	No
Rosa Parks - Edison Elementary School	Indianapolis, IN	2003	K-5	689	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	468	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Furman Templeton Elementary	Baltimore, MD	2000	K-6	659	No	No
Gilmor Elementary	Baltimore, MD	2000	K-6	536	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?
Ben Ross Public School Academy	Warren, MI	2004	K-8	902	Yes	No
Edison - Oakland Public School Academy	Ferndale, MI	1999	K-6	826	Yes	No
YMCA Service Learning Academy	Detroit, MI	1999	K-8	1135	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	358	Yes	No
Raleigh - Edison Academy	Duluth, MN	1997	K-5	216	Yes	No
Washburn - Edison Junior Academy	Duluth, MN	1997	6-8	216	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	407	Yes	No
Confluence Academy - Old North Campus	St. Louis, MO	2003	K-3	686	Yes	No

Edison Schools

Large Company: Managing 10 or More Schools

Confluence Academy - South City Campus	St. Louis, MO	2006	K-4	369	Yes	No
Confluence Academy - Walnut Park Campus	St. Louis, MO	2004	K-5	705	Yes	No
Derrick Thomas Academy	Kansas City, MO	2002	K-6	760	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	909	No	No
C.C.Ronnow - Edison Elementary	Las Vegas, NV	2001	K-5	987	No	No
Cahlan - Edison Elementary	North Las Vegas, NV	2001	K-5	855	No	No
Crestwood - Edison Elementary	Las Vegas, NV	2001	K-5	743	No	No
John S. Park - Edison Elementary	Las Vegas, NV	2001	K-5	781	No	No
Lincoln - Edison Elementary	North Las Vegas, NV	2001	K-5	748	No	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Harriet Tubman Charter	Bronx, NY	2001	K-8	399	Yes	No
Riverhead Charter School	Calverton, NY	2001	K-6	300	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	646	Yes	No
The Dayton Academy	Dayton, OH	1999	K-8	787	Yes	No

Edison Schools

Large Company: Managing 10 or More Schools

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alcorn Elementary School	Philadelphia, PA	2002	K-8	649	No	No
Anderson Elementary School	Philadelphia, PA	2002	K-5	468	No	No
Barratt Middle School	Philadelphia, PA	2002	5-8	471	No	No
Comegys Elementary School	Philadelphia, PA	2002	K-5	577	No	No
Gillespie Middle School	Philadelphia, PA	2002	6-8	397	No	No
Harrity Elementary School	Philadelphia, PA	2002	K-5	632	No	No
Hartranft Elementary School	Philadelphia, PA	2005	K-8	495	No	No
Huey Elementary School	Philadelphia, PA	2005	K-8	797	No	No
Kelley Elementary School	Philadelphia, PA	2002	K-8	398	No	No
Kenderton Elementary School	Philadelphia, PA	2002	K-8	453	No	No
Lincoln - Edison Charter School	York, PA	2000	K-5	716	Yes	No
Locke Elementary School	Philadelphia, PA	2002	K-5	382	No	No
Ludlow Elementary School	Philadelphia, PA	2002	K-8	316	No	No
Morton - McMichael Elementary	Philadelphia, PA	2002	K-8	458	No	No
Penn Treaty Middle School	Philadelphia, PA	2002	5-8	709	No	No
Potter - Thomas Elementary School	Philadelphia, PA	2002	K-7	571	No	No
Renaissance Academy of Pittsburgh Alternative of Hope	Pittsburgh, PA	2003	K-5	220	Yes	No
Renaissance Advantage Charter School	Philadelphia, PA	2004	K-8	851	Yes	No
Shaw Middle School	Philadelphia, PA	2002	5-8	435	No	No

Edison Schools

Large Company: Managing 10 or More Schools

Stetson Middle School	Philadelphia, PA	2002	5-8	816	No	No
Sulzberger Middle School	Philadelphia, PA	2002	6-8	586	No	No
The Renaissance Academy	Phoenixville, PA	2000	K-12	916	Yes	No
Tilden Middle School	Philadelphia, PA	2002	5-8	566	No	No
Waring Elementary School	Philadelphia, PA	2002	K-7	255	No	No

South Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Allendale - Fairfax Middle School	Fairfax, SC	2004	6-8	405	No	No
Allendale County High School	Fairfax, SC	2004	9-12	415	No	No
Allendale Elementary	Allendale, SC	2004	K-5	465	No	No
Baptist Hill High	Hollywood, SC	2004	9-12	468	No	No
Brentwood Middle School	North Charleston, SC	2004	6-8	423	No	No
CC Blaney Elementary	Hollywood, SC	2004	K-5	201	No	No
E.B. Ellington Elementary School	Ravenel, SC	2004	K-5	210	No	No
Fairfax Elementary	Fairfax, SC	2004	K-5	302	No	No
Jane Edwards Elementary	Edisto Island, SC	2004	K-8	110	No	No
Minnie Hughes Elementary	Hollywood, SC	2004	K-6	158	No	No
R.D. Schrode Middle School	Hollywood, SC	2004	6-8	315	No	No
Sanders Clyde Elementary School	Charleston, SC	2004	K-7	268	No	No

Edison Schools

Large Company: Managing 10 or More Schools

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: 97

Total Enrollment: 56,383

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

Schools No Longer Profiled for this Reporting Period

Delaware

School Name	School Location	Reason No Longer Profiled
Thomas A. Edison Charter School	Wilmington, DE	School identified as "discontinued" by Edison upon review of profile 2/15/07.

Edison Schools

Large Company: Managing 10 or More Schools

Indiana

School Name	School Location	Reason No Longer Profiled
Christel House Academy	Indianapolis, IN	School identified as "discontinued" by Edison upon review of profile 2/15/07.

Massachusetts

School Name	School Location	Reason No Longer Profiled
Seven Hills Charter School	Worcester, MA	School identified as "discontinued" by Edison upon review of profile 2/15/07.

Nevada

School Name	School Location	Reason No Longer Profiled
Charles I. West - Edison Junior Academy	Las Vegas, NV	School identified as "discontinued" by Edison upon review of profile 2/15/07.

New York

School Name	School Location	Reason No Longer Profiled
Charter School for Applied Technologies	Buffalo, NY	School identified as "discontinued" by Edison upon review of profile 2/15/07.
New Covenant Charter School	Albany, NY	School identified as "discontinued" by Edison upon review of profile 2/15/07.
Stepping Stone Academy Charter School	Buffalo, NY	School identified as "discontinued" by Edison upon review of profile 2/15/07.

Edison Schools

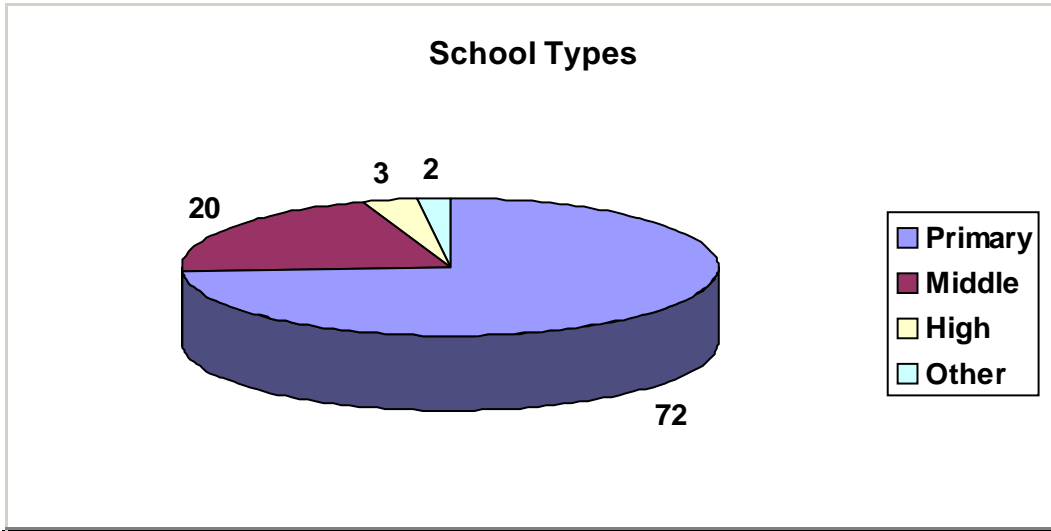
Large Company: Managing 10 or More Schools

Pennsylvania

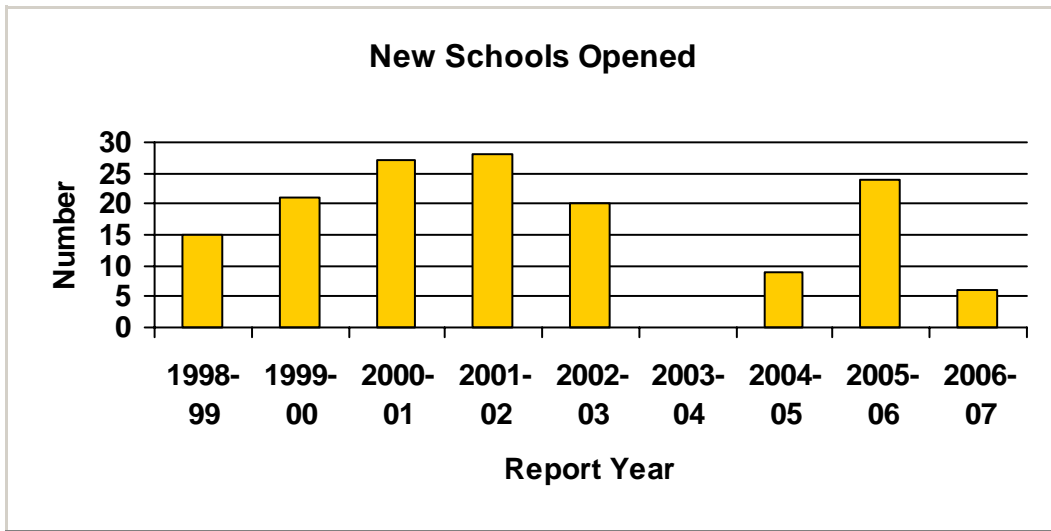
School Name	School Location	Reason No Longer Profiled
Mariana Bracetti Academy Charter	Philadelphia, PA	School identified as "discontinued" by Edison upon review of profile 2/15/07.
Munoz - Marin Elementary School	Philadelphia, PA	School identified as "discontinued", per communication from Edison 2/15/07.
Stoddart - Fleisher Middle School	Philadelphia, PA	School identified as "discontinued", per communication from Edison 2/15/07.

Edison Schools

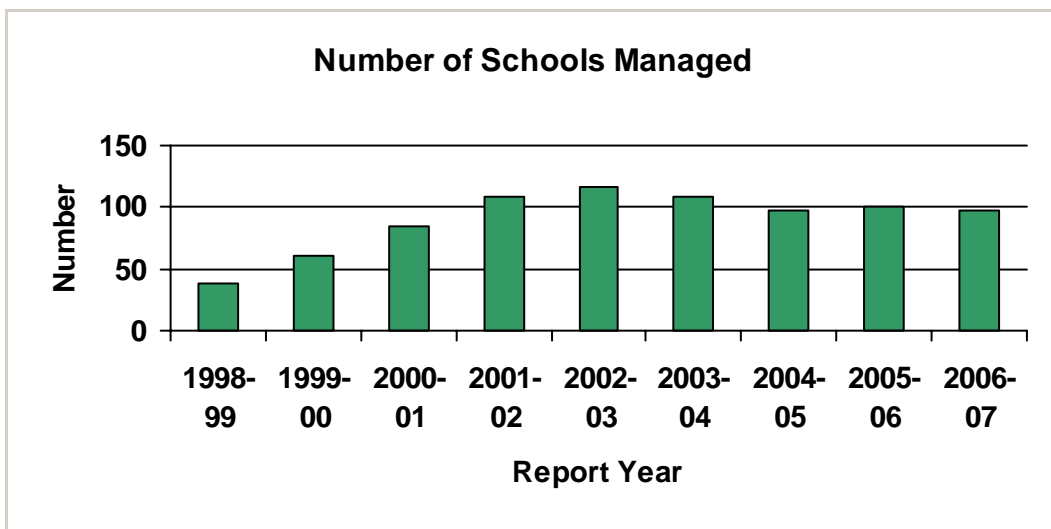
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	72
Middle	20
High	3
Other	2
Unknown	0



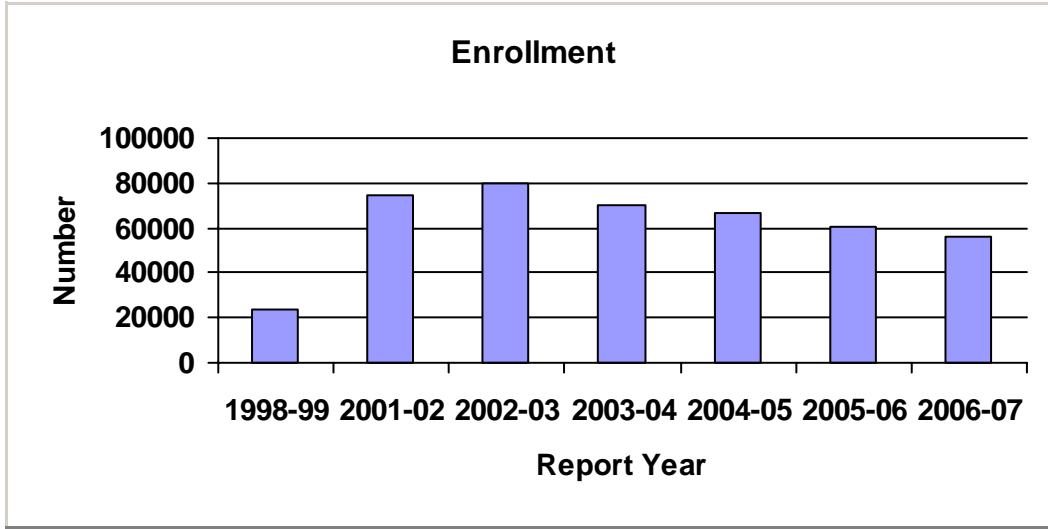
Report Year	New Schools
1998-99	15
1999-00	21
2000-01	27
2001-02	28
2002-03	20
2003-04	0
2004-05	9
2005-06	24
2006-07	6



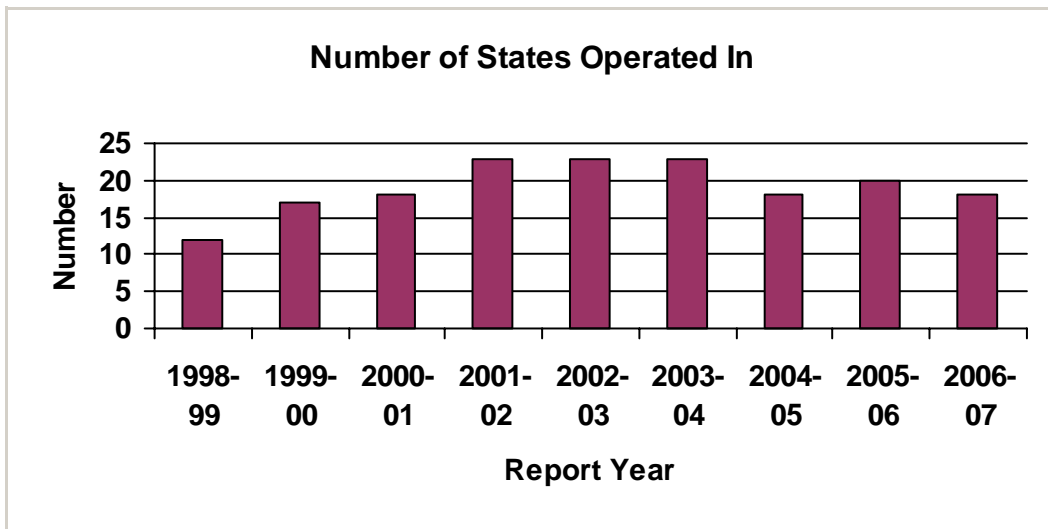
Report Year	# of Schools
1998-99	38
1999-00	60
2000-01	84
2001-02	109
2002-03	116
2003-04	109
2004-05	98
2005-06	101
2006-07	97

Edison Schools

Large Company: Managing 10 or More Schools



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



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

Helicon Associates

Large Company: Managing 10 or More Schools

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

Company Schools by State

Michigan

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

Helicon Associates

Large Company: Managing 10 or More Schools

Total Number of Schools: 14

Total Enrollment: 5,522

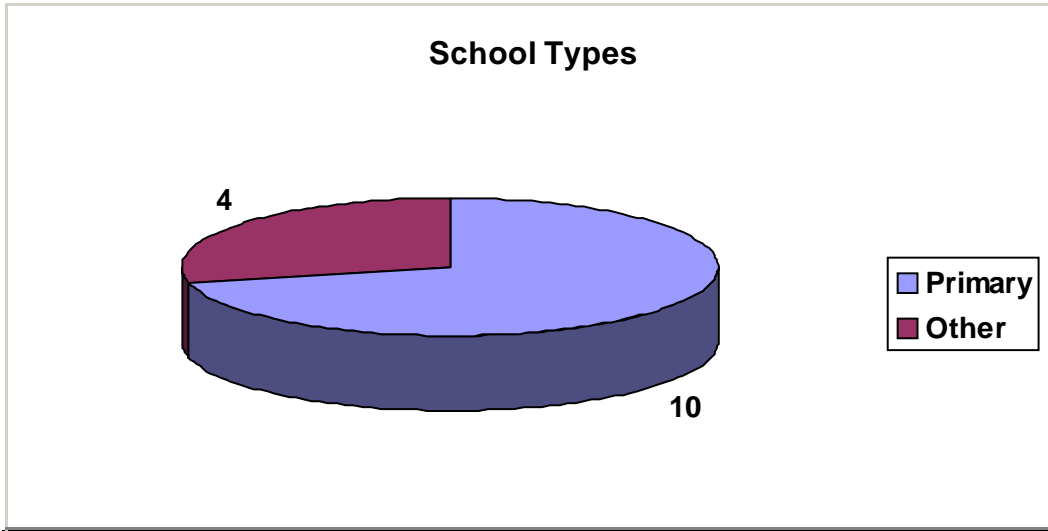
States Operated in: MI

Number of Schools No Longer Profiled

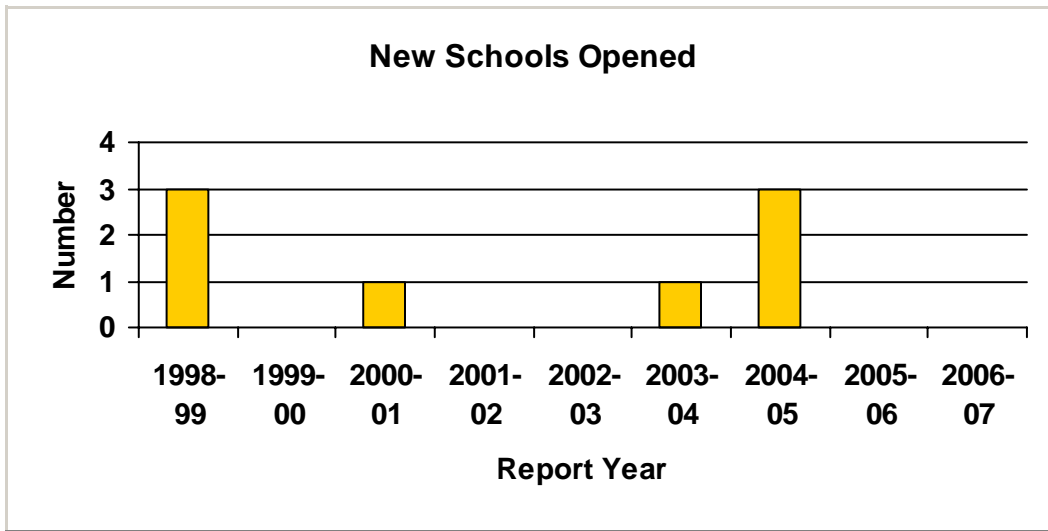
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	0

Helicon Associates

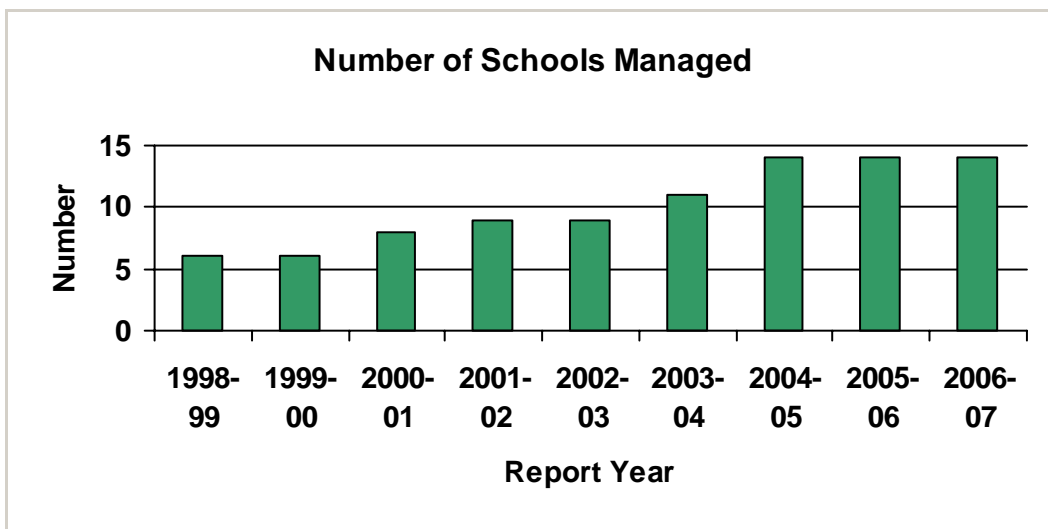
Large Company: Managing 10 or More Schools



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



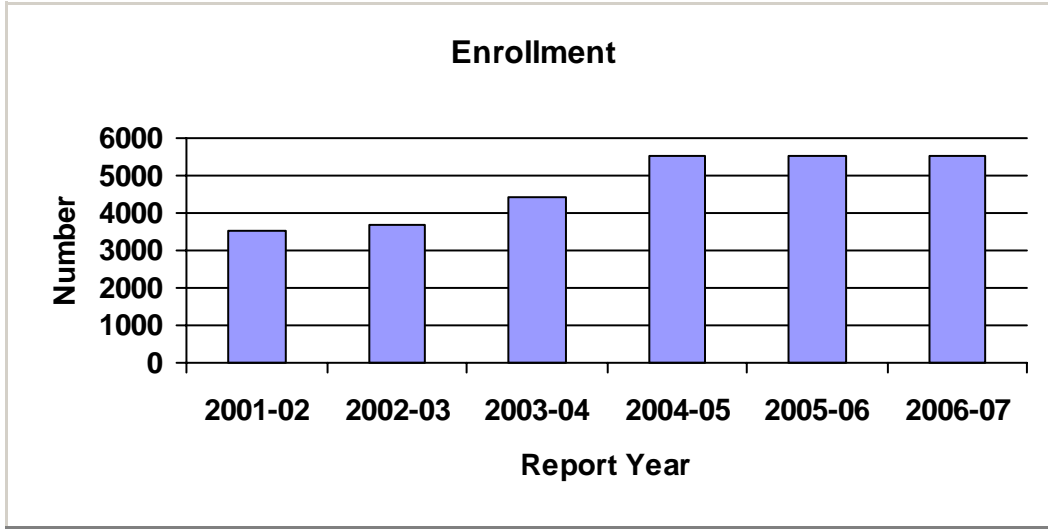
Report Year	New Schools
1998-99	3
1999-00	0
2000-01	1
2001-02	0
2002-03	0
2003-04	1
2004-05	3
2005-06	0
2006-07	0



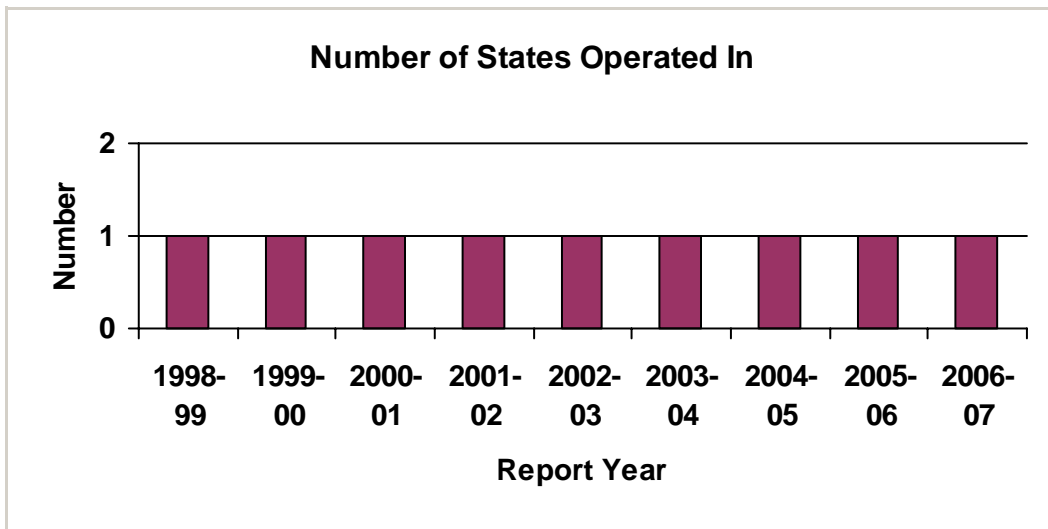
Report Year	# of Schools
1998-99	6
1999-00	6
2000-01	8
2001-02	9
2002-03	9
2003-04	11
2004-05	14
2005-06	14
2006-07	14

Helicon Associates

Large Company: Managing 10 or More Schools



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



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

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	866-626-6413 703-288-6740	www.k12.com	1999	Private	Unknown

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Virtual Academy	Tucson, AZ	2003	K-11	2560	Yes	Yes

Arkansas

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

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
California Virtual Academy at Jamestown	Simi Valley, CA	2002	K-10	170	Yes	Yes
California Virtual Academy at Kern	Simi Valley, CA	2002	K-10	490	Yes	Yes
California Virtual Academy at Kings	Simi Valley, CA	2002	K-10	330	Yes	Yes
California Virtual Academy at Los Angeles	Simi Valley, CA	2006	K-10	1770	Yes	Yes
California Virtual Academy at San Diego	Simi Valley, CA	2002	K-10	960	Yes	Yes
California Virtual Academy at San Mateo	Simi Valley, CA	2004	K-10	450	Yes	Yes
California Virtual Academy at Sonoma	Simi Valley, CA	2004	K-10	510	Yes	Yes
California Virtual Academy at Sutter	Simi Valley, CA	2006	K-8	140	Yes	Yes

K12, Inc.

Large Company: Managing 10 or More Schools

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Colorado Virtual Academy	Northglenn, CO	2001	K-10	2850	Yes	Yes

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Washington DC Community Academy Public Charter School	Washington, DC	2004	K-8	120	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	730	No	Yes

Idaho

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Idaho Virtual Academy	Boise, ID	2002	K-9	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-8	220	Yes	Yes

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ohio Virtual Academy	Maumee, OH	2002	K-11	3910	Yes	Yes

K12, Inc.

Large Company: Managing 10 or More Schools

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Agora Cyber Charter School	Philadelphia, PA	2005	K-11	1020	Yes	Yes

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Texas Virtual Academy at Southwest	Houston, TX	2006	3-6	200	Yes	Yes

Washington

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Washington Virtual Academy	Steilacoom, WA	2006	K-8	1240	No	Yes

Wisconsin

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Wisconsin Virtual Academy	Fredonia, WI	2003	K-8	680	Yes	Yes

Wyoming

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Wyoming Virtual School	Gillette, WY	2006	K-8	15	No	Yes

Total Number of Schools: 21

Total Enrollment: 20,865

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

K12, Inc.

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	0
2003-04	2
2004-05	0
2005-06	0

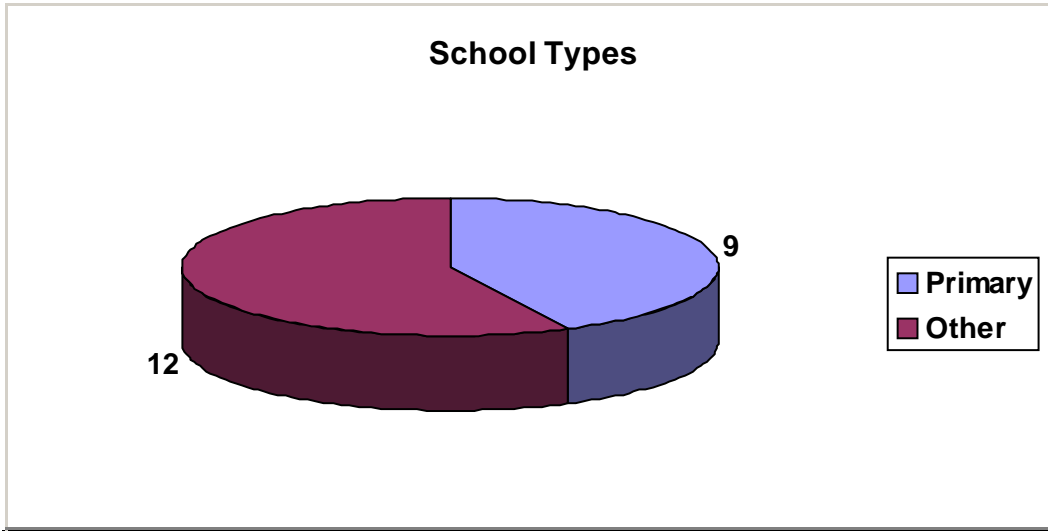
Schools No Longer Profiled for this Reporting Period

Pennsylvania

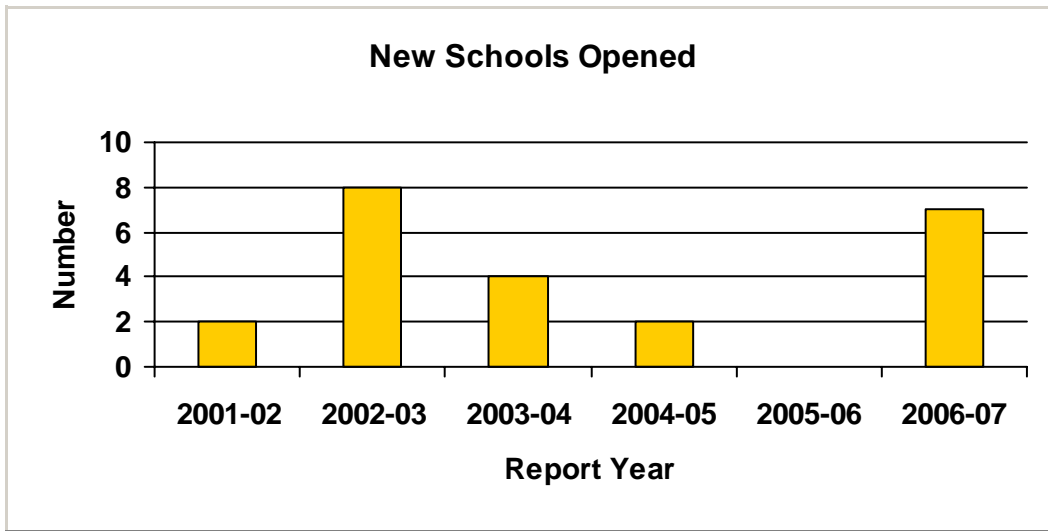
School Name	School Location	Reason No Longer Profiled
Pennsylvania Virtual Charter School	Norristown, PA	Per email communication from J Kwitkowski 1/5/07: K12 Inc. now provides curriculum, materials, but not management services to this school.

K12, Inc.

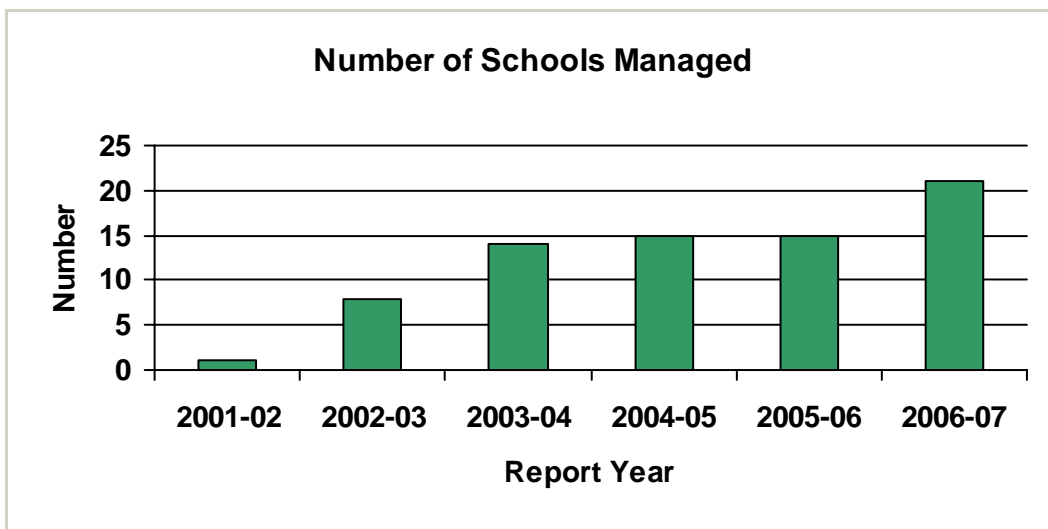
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	9
Middle	0
High	0
Other	12
Unknown	0



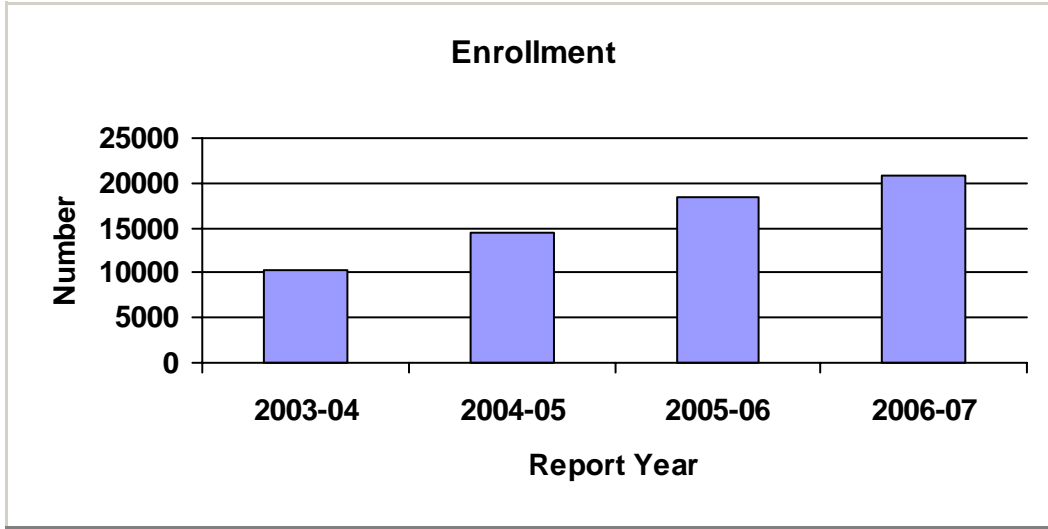
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	2
2002-03	8
2003-04	4
2004-05	2
2005-06	0
2006-07	7



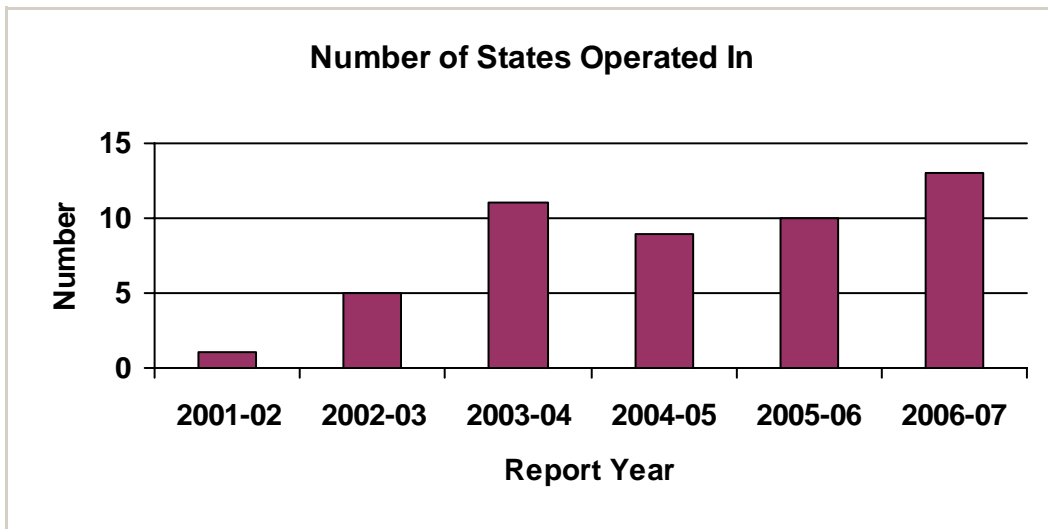
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	1
2002-03	8
2003-04	14
2004-05	15
2005-06	15
2006-07	21

K12, Inc.

Large Company: Managing 10 or More Schools



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



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	14

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

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

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	483	Yes	No
Apache Trail High School	Apache Junction, AZ	1997	9-12	149	Yes	No
APEX Academy	Apache Junction, AZ	2001	K-8	49	Yes	No
Desert Hills High School	Gilbert, AZ	1999	9-12	476	Yes	No
El Dorado High School	Chandler, AZ	1999	9-12	167	Yes	No
Estrella High School	Avondale, AZ	1999	9-12	498	Yes	No
Maya High School	Phoenix, AZ	1998	9-12	508	Yes	No
Montezuma Middle School	Tempe, AZ	2003	6-8	36	Yes	No
Ocotillo High School	Phoenix, AZ	1999	9-12	352	Yes	No
Peoria Accelerated High School	Peoria, AZ	1999	9-12	526	Yes	No
South Pointe High School	Phoenix, AZ	2003	9-12	671	Yes	No
Summit High School	Phoenix, AZ	1998	9-12	399	Yes	No
Sun Valley High School	Mesa, AZ	1997	9-12	649	Yes	No
Sun Valley Middle School	Mesa, AZ	2001	6-8	33	Yes	No
Tempe Accelerated High School	Tempe, AZ	1997	9-12	317	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Tucson Accelerated High School	Tucson, AZ	1997	9-12	339	Yes	No
West Phoenix High School	Phoenix, AZ	1997	9-12	709	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-8	224	Yes	No

Michigan

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
ABT Elementary	Dearborn, MI	2003	K-5	316	Yes	No
Academy for Business and Technology	Melvindale, MI	1998	6-12	390	Yes	No
Allen Academy	Detroit, MI	1999	K-11	827	Yes	No
Cesar Chavez Academy Elementary	Detroit, MI	1995	K-5	462	Yes	No
Cesar Chavez Academy High	Detroit, MI	2001	9-12	464	Yes	No
Cesar Chavez Academy Middle	Detroit, MI	1997	6-8	450	Yes	No
Charlotte Forten Academy	Detroit, MI	1998	6-12	261	Yes	No
Consortium College Preparatory High School	Detroit, MI	2002	7-12	494	Yes	No
Francis Reh Public School Academy	Saginaw, MI	1998	K-8	306	Yes	No
George Crockett Academy	Detroit, MI	1998	K-12	372	Yes	No
Hope of Detroit Academy	Detroit, MI	1999	K-12	425	Yes	No
Joy Preparatory Academy - Dexter Campus	Detroit, MI	2003	3-8	299	Yes	No
Joy Preparatory Academy - Oakman Campus	Detroit, MI	1999	K-2	157	Yes	No

Leona Group, LLC, The

Large Company: Managing 10 or More Schools

Mildred C Wells Academy	Benton Harbor, MI	2005	K-5	164	Yes	No
New City Academy	Lansing, MI	1999	K-8	149	Yes	No
Northridge Academy	Flint, MI	1999	K-8	348	Yes	No
Pierre Toussaint Academy	Detroit, MI	1998	K-8	362	Yes	No
Saginaw Preparatory Academy	Saginaw, MI	1997	K-6	172	Yes	No
Tri-Valley Academy of Arts and Academics	Muskegon, MI	1995	K-8	297	Yes	No
Voyageur Academy	Detroit, MI	1998	K-12	321	Yes	No
William C. Abney Academy	Grand Rapids, MI	1998	K-5	371	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Eagle Academy	Toledo, OH	2001	K-6	111	Yes	No
George A. Phillips Academy	Toledo, OH	2003	K-8	251	Yes	No
Lake Erie Academy	Toledo, OH	2002	K-8	259	Yes	No
Paul Laurence Dunbar Academy	Toledo, OH	2002	K-6	200	Yes	No
Toledo Accelerated Academy	Toledo, OH	2002	6-12	150	Yes	No
Wildwood Environmental Academy	Maumee, OH	2004	K-8	179	Yes	No

Total Number of Schools: 45

Total Enrollment: 15,142

States Operated in: AZ, IN, MI, OH

Leona Group, LLC, The

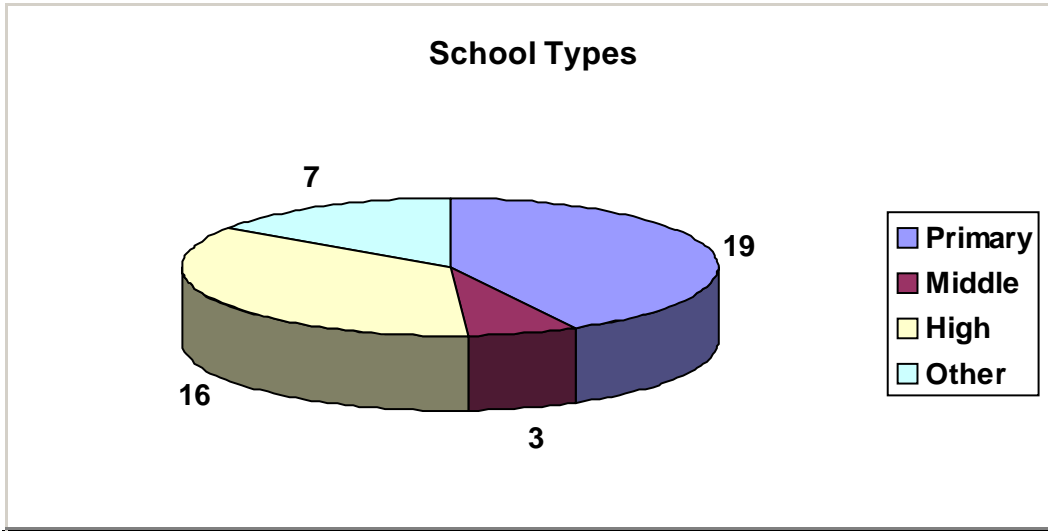
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

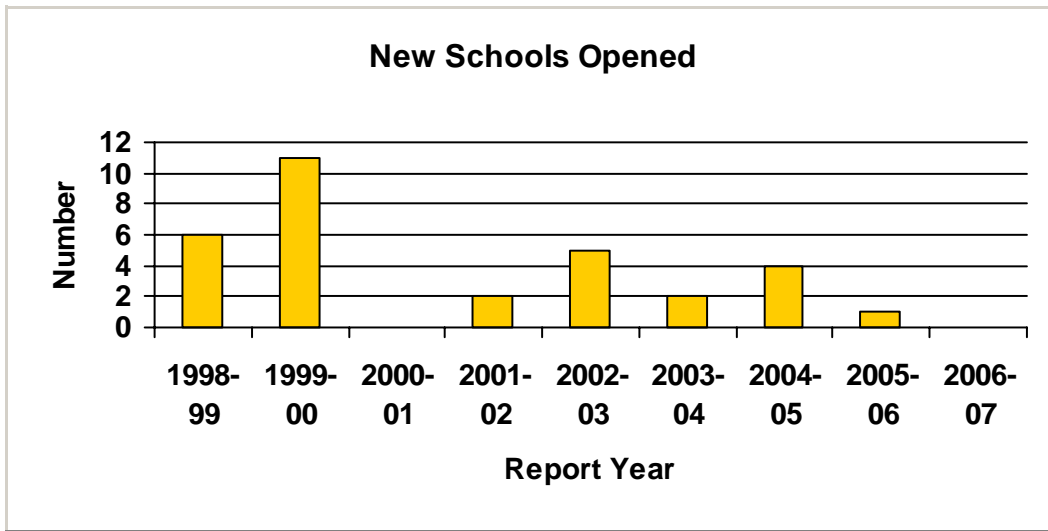
Year	# of Schools
1998-99	0
1999-00	1
2000-01	1
2001-02	1
2002-03	1
2003-04	0
2004-05	0
2005-06	1

Leona Group, LLC, The

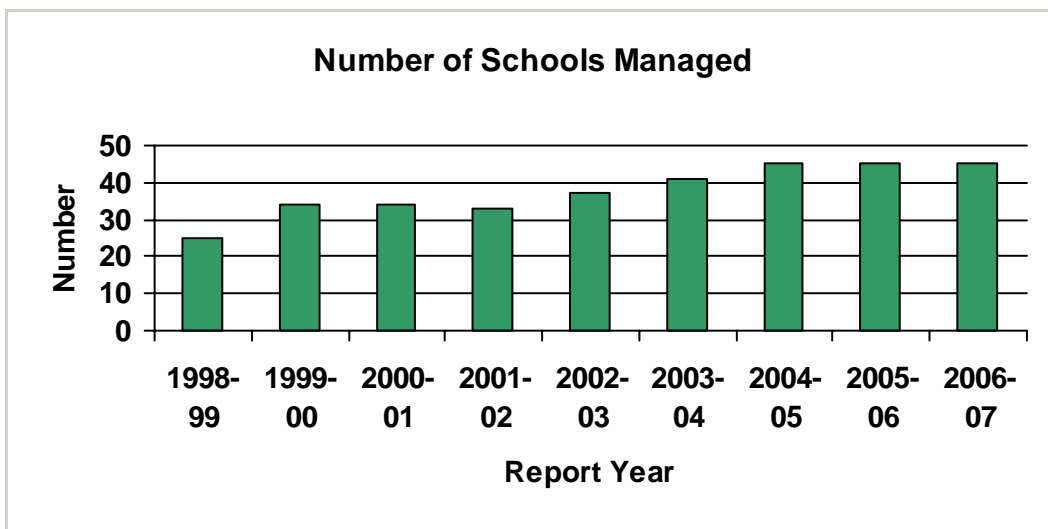
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	19
Middle	3
High	16
Other	7
Unknown	0



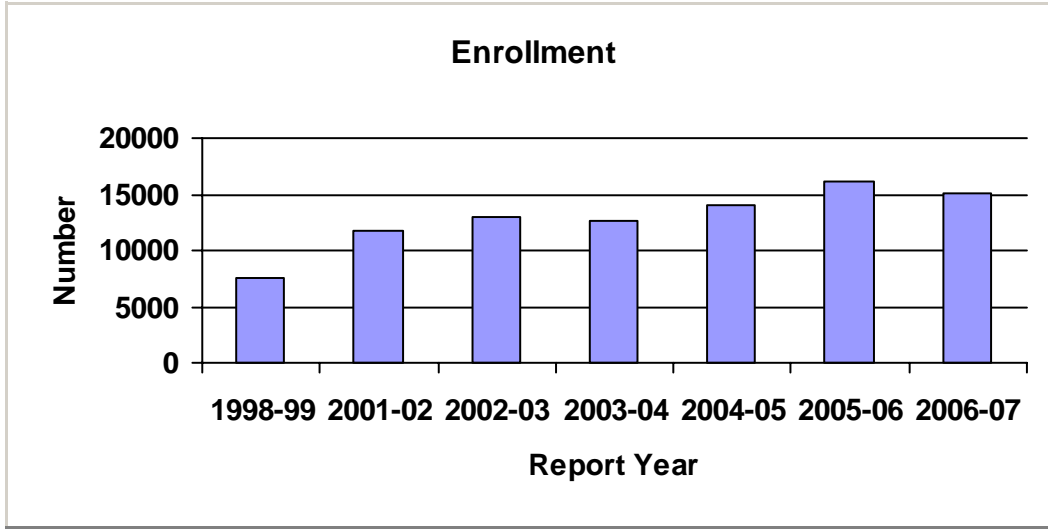
Report Year	New Schools
1998-99	6
1999-00	11
2000-01	0
2001-02	2
2002-03	5
2003-04	2
2004-05	4
2005-06	1
2006-07	0



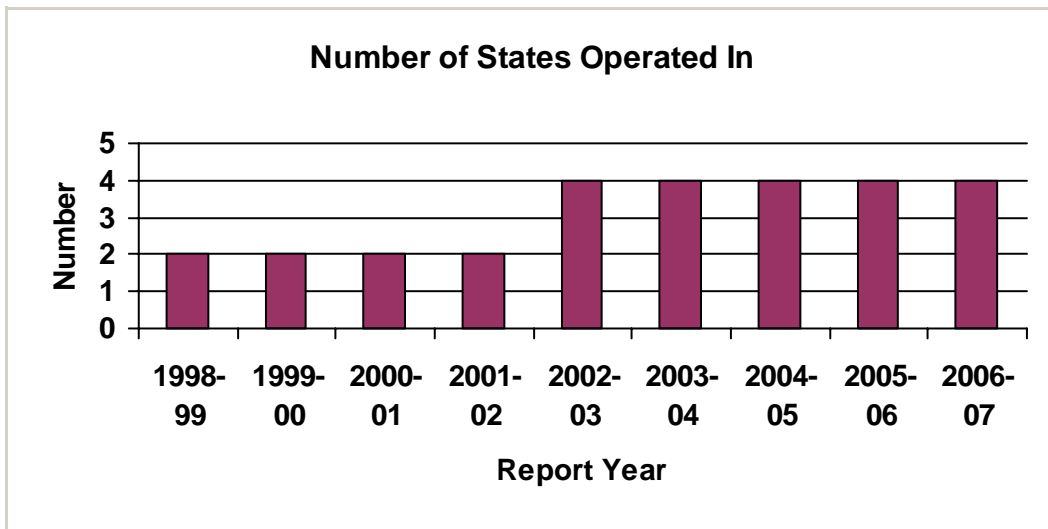
Report Year	# of Schools
1998-99	25
1999-00	34
2000-01	34
2001-02	33
2002-03	37
2003-04	41
2004-05	45
2005-06	45
2006-07	45

Leona Group, LLC, The

Large Company: Managing 10 or More Schools



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



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

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

This profile includes eight schools with zero enrollment numbers because the company failed to provide that information.

Company Schools by State

Arizona

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ahwatukee Foothills Prep	Phoenix, AZ	2004	K-6	223	Yes	No
Phoenix Advantage Charter School	Phoenix, AZ	1997	K-8	910	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	0	Yes	No
Denver Arts and Technology Academy	Denver, CO	2000	K-8	448	Yes	No
Northern Colorado Academy of Arts and Knowledge	Fort Collins, CO	2006	K-6	0	Yes	No
STAR Academy of Colorado Springs, Inc.	Colorado Springs, CO	2006	K-5	0	Yes	No

Delaware

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

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

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

Indiana

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

Louisiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Lafayette Academy of New Orleans	New Orleans, LA	2006	K-8	0	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	380	Yes	No
Bay County Public School Academy	Bay City, MI	2001	K-8	334	Yes	No
Bay Mills Ojibwe Charter School	Brimley, MI	2003	K-10	103	Yes	No
Bingham Arts Academy	Alpena, MI	2004	K-7	149	Yes	No
Business Entrepreneurship Science and Technology Public School	Highland Park, MI	2004	K-6	338	Yes	No

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Capital Area Academy	Lansing, MI	1999	K-8	192	Yes	No
Center Academy	Flint, MI	1999	K-8	430	Yes	No
Discovery Arts & Technology	Inkster, MI	2005	K-4	103	Yes	No
Grand Blanc Academy	Grand Blanc, MI	1999	K-8	452	Yes	No
Jackson Arts and Technology Academy	Jackson, MI	2003	K-6	214	Yes	No
Kalamazoo Advantage Academy	Kalamazoo, MI	1998	K-8	405	Yes	No
Richfield Arts and Technology Academy	Flint, MI	2003	K-7	450	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Our World Neighborhood Charter School	Astoria, NY	2002	K-8	675	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Arts & Humanities	Warren, OH	2005	3-5	101	Yes	No
Academy of Arts and Sciences	Lorain, OH	Unknown	K-5	0	Yes	No
Arts and Sciences Preparatory Academy	Cleveland, OH	2006	K-8	0	Yes	No
Cleveland Arts & Social Sciences Academy	Cleveland, OH	2005	K-5	295	Yes	No
Columbus Arts and Technology Academy	Columbus, OH	2004	K-6	537	Yes	No
Columbus Cornerstone Literacy & Technology Academy	Columbus, OH	2005	K-4	55	Yes	No
Columbus Humanities Arts and Technology Academy	Columbus, OH	2004	K-7	339	Yes	No

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools

Columbus Preparatory Academy	Columbus, OH	2004	K-7	359	Yes	No
Lorain Preparatory Academy	Lorain, OH	2005	K-5	129	Yes	No
Preparing Academic Leaders Academy	Maple Heights, OH	2005	K-6	237	Yes	No
Willard Preparatory Academy	Cleveland, OH	2006	K-5	0	Yes	No
Youngstown Academy of Excellence	Youngstown, OH	2005	K-5	107	Yes	No

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bear Creek Community Charter School	Wilkes-Barre, PA	2004	K-8	346	Yes	No
Fell Charter School	Simpson, PA	2002	K-9	263	Yes	No
Graystone Academy Charter School	Coatesville, PA	2002	K-9	581	Yes	No
Leadership Learning Partners Charter School	Philadelphia, PA	2000	K-8	725	Yes	No
Ronald H. Brown Academy - Elementary	Harrisburg, PA	2000	K-6	350	Yes	No
Ronald H. Brown Academy - Middle School	Harrisburg, PA	2000	7-8	0	Yes	No

Total Number of Schools: 42

Total Enrollment: 12,339

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

Mosaica Education, Inc.

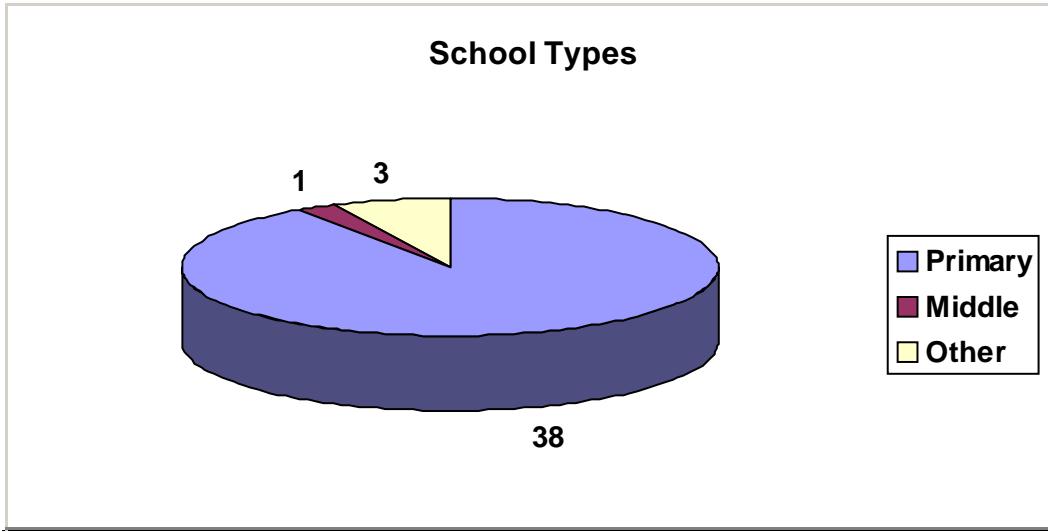
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

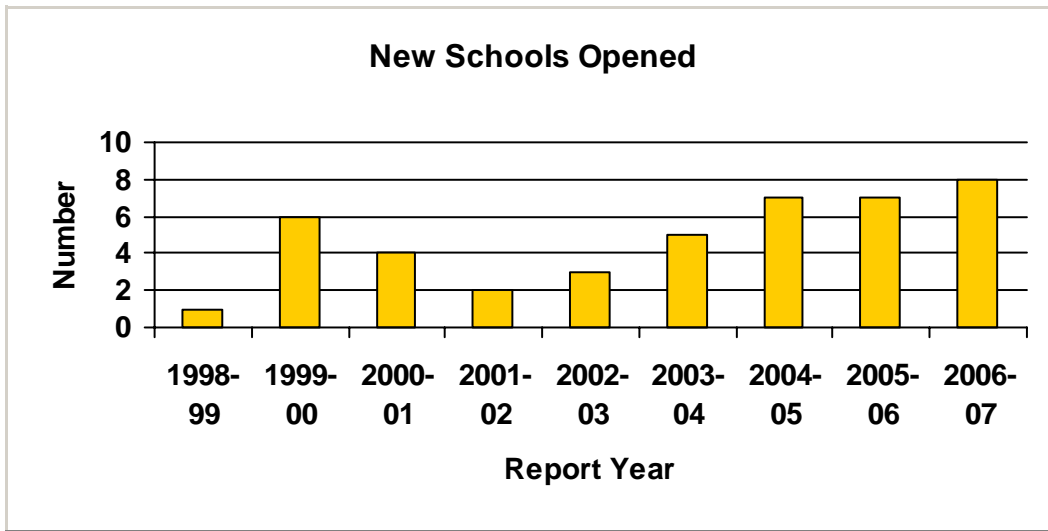
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	4
2002-03	2
2003-04	4
2004-05	0
2005-06	0

Mosaica Education, Inc.

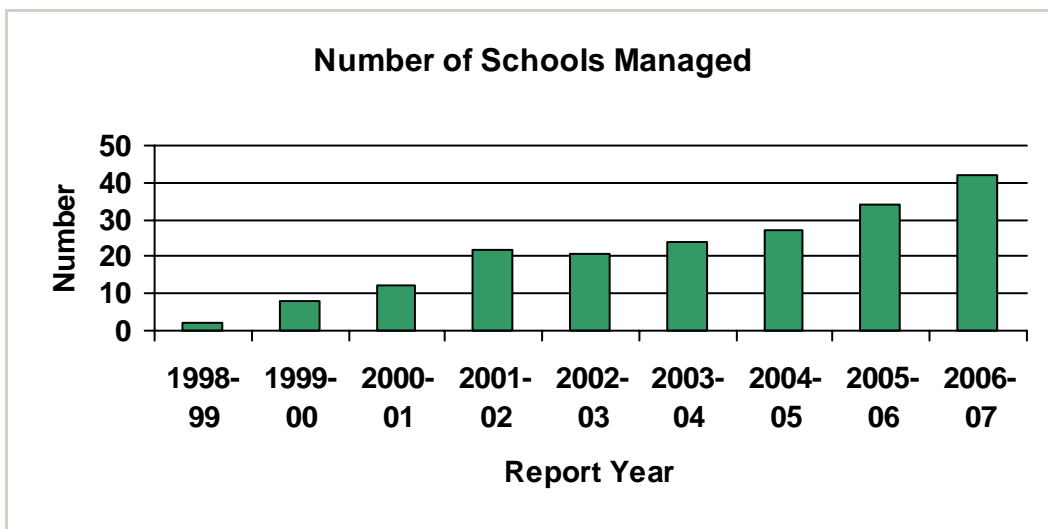
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	38
Middle	1
High	0
Other	3
Unknown	0



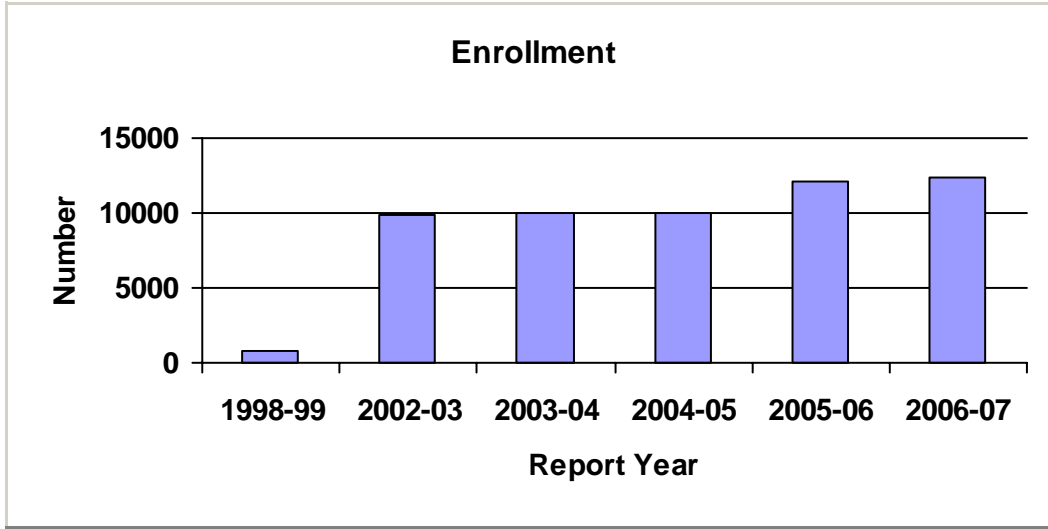
Report Year	New Schools
1998-99	1
1999-00	6
2000-01	4
2001-02	2
2002-03	3
2003-04	5
2004-05	7
2005-06	7
2006-07	8



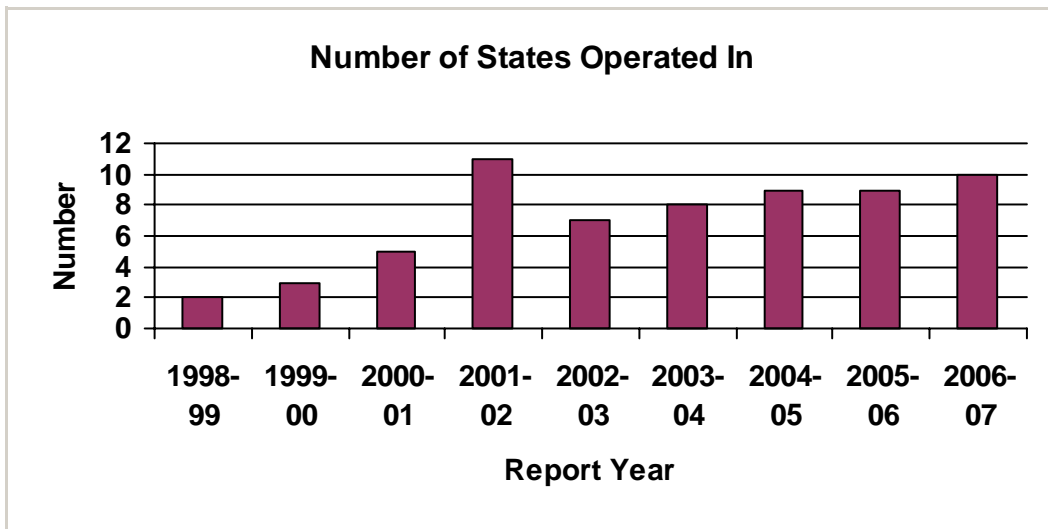
Report Year	# of Schools
1998-99	2
1999-00	8
2000-01	12
2001-02	22
2002-03	21
2003-04	24
2004-05	27
2005-06	34
2006-07	42

Mosaica Education, Inc.

Large Company: Managing 10 or More Schools



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



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

National Heritage Academies

Large Company: Managing 10 or More Schools

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

Company Schools by State

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Andrew J. Brown Academy	Indianapolis, IN	2003	K-8	613	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	707	Yes	No
Canton Charter Academy	Canton, MI	2000	K-8	687	Yes	No
Chandler Woods Charter Academy	Belmont, MI	1999	K-8	649	Yes	No
Cross Creek Charter Academy	Byron Center, MI	1997	K-8	712	Yes	No
Detroit Enterprise Academy	Detroit, MI	2004	K-7	599	Yes	No
Detroit Merit Charter Academy	Detroit, MI	2002	K-8	682	Yes	No
Detroit Premier Academy	Detroit, MI	2004	K-7	639	Yes	No
Eagle Crest Charter Academy	Holland, MI	1997	K-8	666	Yes	No
Endeavor Charter Academy	Springfield, MI	1998	K-8	657	Yes	No
Excel Charter Academy	Grand Rapids, MI	1995	K-8	702	Yes	No
Fortis Academy	Ypsilanti, MI	2004	K-7	651	Yes	No
Great Oaks Academy	Madison Heights, MI	2004	K-7	506	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Hamtramck Academy	Hamtramck, MI	2003	K-7	427	Yes	No
Keystone Academy	Belleville, MI	2003	K-8	659	Yes	No
Knapp Charter Academy	Grand Rapids, MI	1997	K-8	700	Yes	No
Laurus Academy	Southfield, MI	2004	K-7	543	Yes	No
Linden Charter Academy	Flint, MI	1999	K-8	694	Yes	No
Metro Charter Academy	Romulus, MI	2000	K-8	683	Yes	No
North Saginaw Charter Academy	Saginaw, MI	1999	K-8	682	Yes	No
Paragon Charter Academy	Jackson, MI	1998	K-8	643	Yes	No
Paramount Charter Academy	Kalamazoo, MI	1998	K-8	623	Yes	No
Prevail Academy	Mount Clemens, MI	2004	K-7	591	Yes	No
Ridge Park Charter Academy	Kentwood, MI	1998	K-8	547	Yes	No
South Arbor Charter Academy	Ypsilanti, MI	1999	K-8	690	Yes	No
Taylor Charter Academy	Taylor, MI	2006	K-5	308	Yes	No
Timberland Charter Academy	Muskegon, MI	1998	K-8	560	Yes	No
Triumph Academy	Monroe, MI	2004	K-7	499	Yes	No
Vanderbilt Charter Academy	Holland, MI	1996	K-8	449	Yes	No
Vanguard Charter Academy	Wyoming, MI	1996	K-8	712	Yes	No
Vista Charter Academy	Grand Rapids, MI	1996	K-8	613	Yes	No
Walker Charter Academy	Walker, MI	1997	K-8	654	Yes	No
Walton Charter Academy	Pontiac, MI	1999	K-8	703	Yes	No
Warrendale Charter Academy	Detroit, MI	2001	K-8	680	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Windemere Park Charter Academy	Lansing, MI	1999	K-8	693	Yes	No
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New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Brooklyn Excelsior Charter School	Brooklyn, NY	2003	K-7	649	Yes	No
Buffalo United Charter School	Buffalo, NY	2003	K-7	484	Yes	No
Southside Charter School	Syracuse, NY	2002	K-7	414	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	693	Yes	No
Greensboro Academy	Greensboro, NC	1999	K-8	712	Yes	No
PreEminent Charter School	Raleigh, NC	2000	K-8	525	Yes	No
Queens Grant Community School	Mint Hill, NC	2002	K-8	728	Yes	No
Research Triangle Charter Academy	Durham, NC	2000	K-8	710	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Alliance Academy of Cincinnati	Cincinnati, OH	2003	K-8	511	Yes	No
Apex Academy	Cleveland, OH	2004	K-7	617	Yes	No
Bennett Venture Academy	Toledo, OH	2005	K-6	515	Yes	No
Emerson Academy of Dayton	Dayton, OH	2004	K-7	395	Yes	No
North Dayton School of Discovery	Dayton, OH	2002	K-8	676	Yes	No

National Heritage Academies

Large Company: Managing 10 or More Schools

Orion Academy	Cincinnati, OH	2004	K-7	563	Yes	No
Pathway School of Discovery	Dayton, OH	2003	K-8	687	Yes	No
Pinnacle Academy	Euclid, OH	2004	K-7	642	Yes	No
Stambaugh	Youngstown, OH	2006	K-5	236	Yes	No
Winterfield Venture Academy	Toledo, OH	2004	K-8	578	Yes	No

Total Number of Schools: 53

Total Enrollment: 32,158

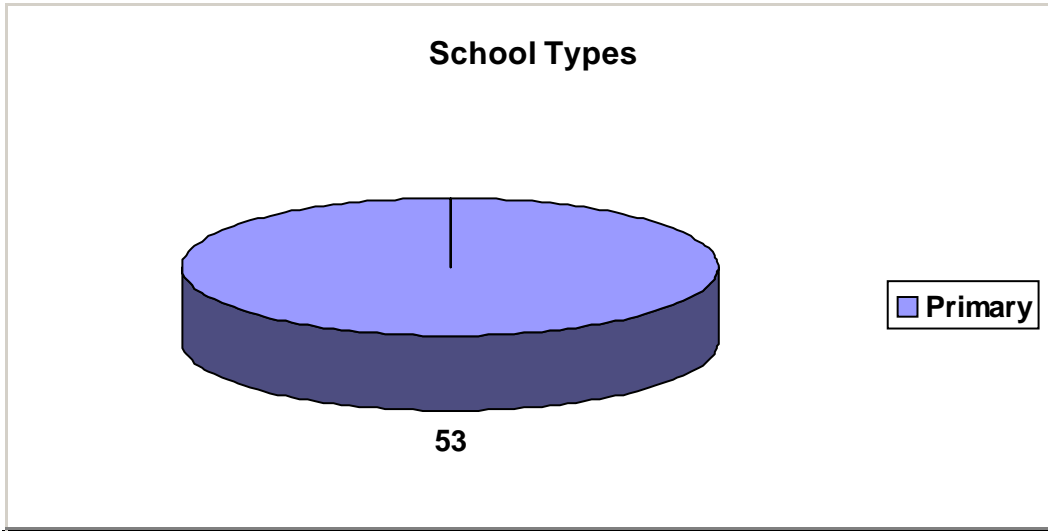
States Operated in: IN, MI, NC, NY, OH

Number of Schools No Longer Profiled

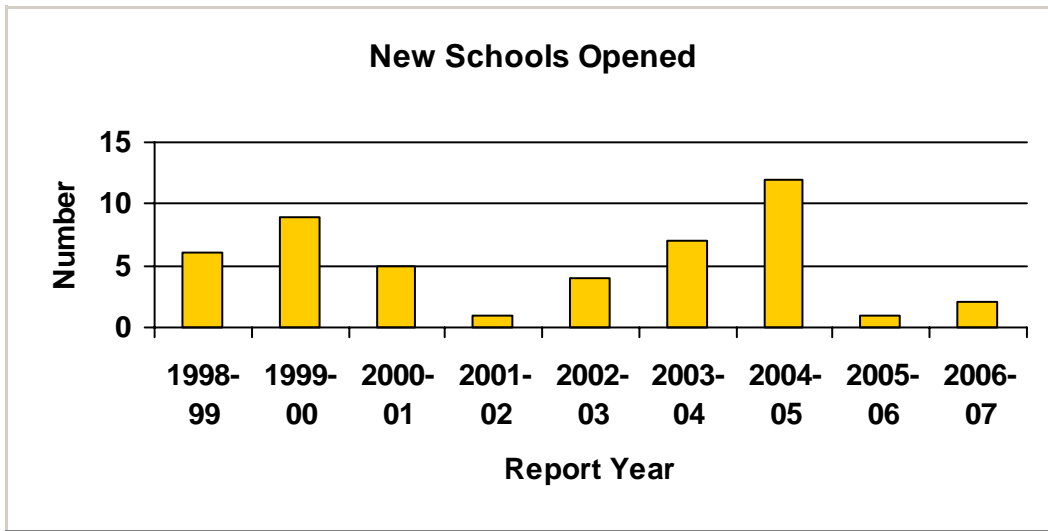
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	0
2004-05	0
2005-06	1

National Heritage Academies

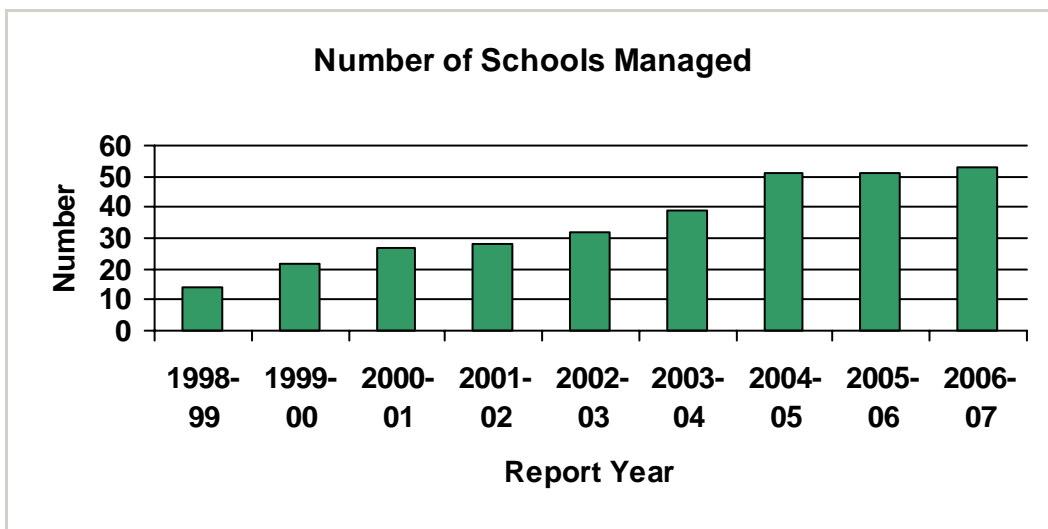
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	53
Middle	0
High	0
Other	0
Unknown	0



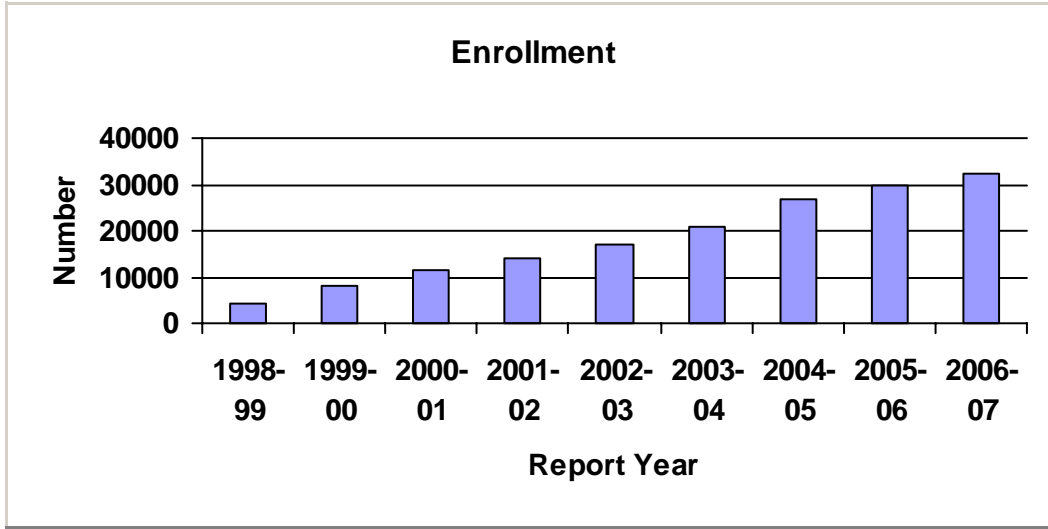
Report Year	New Schools
1998-99	6
1999-00	9
2000-01	5
2001-02	1
2002-03	4
2003-04	7
2004-05	12
2005-06	1
2006-07	2



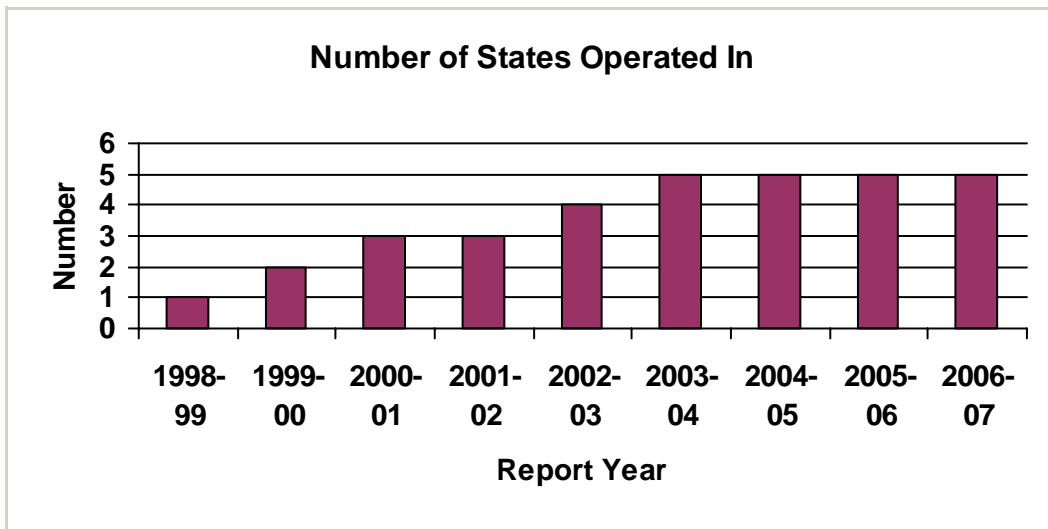
Report Year	# of Schools
1998-99	14
1999-00	22
2000-01	27
2001-02	28
2002-03	32
2003-04	39
2004-05	51
2005-06	51
2006-07	53

National Heritage Academies

Large Company: Managing 10 or More Schools



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



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

Pinnacle Education, Inc.

Large Company: Managing 10 or More 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	Unknown

Company Schools by State

Arizona

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
Freedom Academy	Scottsdale, AZ	2002	K-8	185	Yes	No
Pinnacle Charter High School - Guadalupe	Tempe, AZ	Unknown	9-12	48	Yes	No
Pinnacle Charter High School - Nogales	Nogales, AZ	2001	9-12	103	Yes	No
Pinnacle Education	Tempe, AZ	2001	9-12	90	Yes	No
Pinnacle High School - Casa Grande	Casa Grande, AZ	1999	9-12	121	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 High School - Tempe	Tempe, AZ	1995	9-12	125	Yes	No
Pinnacle Virtual High School	Tempe, AZ	2003	9-12	250	Yes	Yes

Total Number of Schools: 10

Total Enrollment: 1,332

States Operated in: AZ

Pinnacle Education, Inc.

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

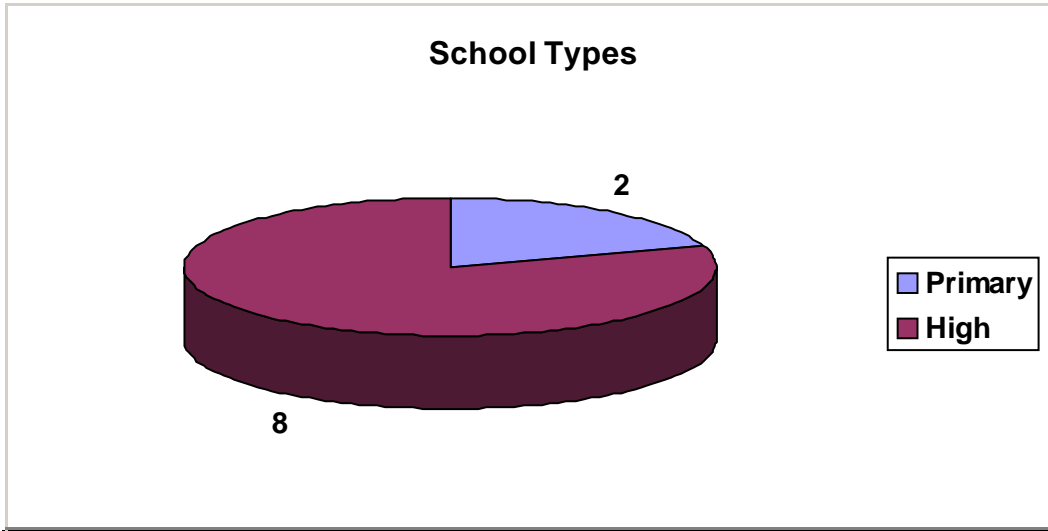
Schools No Longer Profiled for this Reporting Period

Arizona

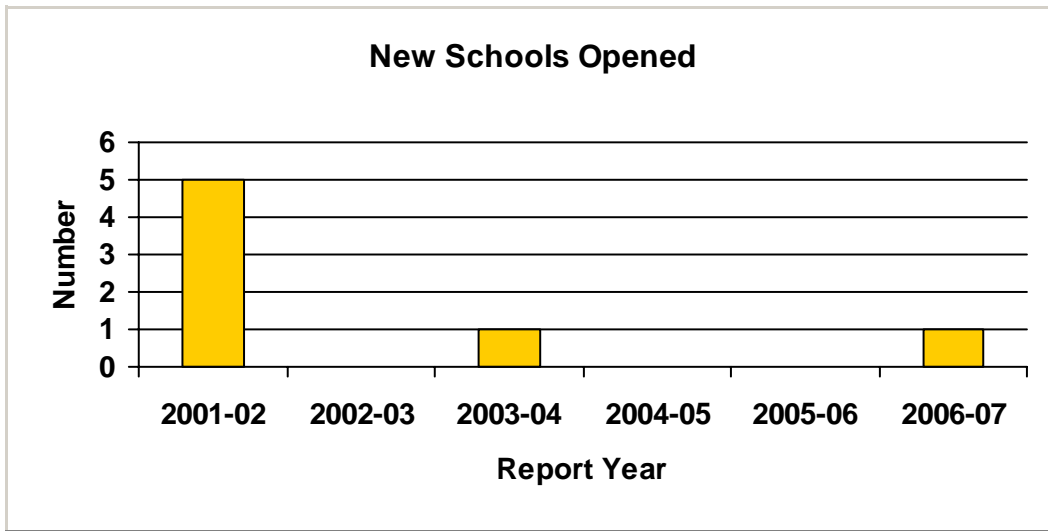
School Name	School Location	Reason No Longer Profiled
Pinnacle Point Academy	Glendale, AZ	Per communication from Carolyn Edmund of Pinnacle Education Inc. 1/31/07: Pinnacle Point Academy is not and has never been one of its schools.

Pinnacle Education, Inc.

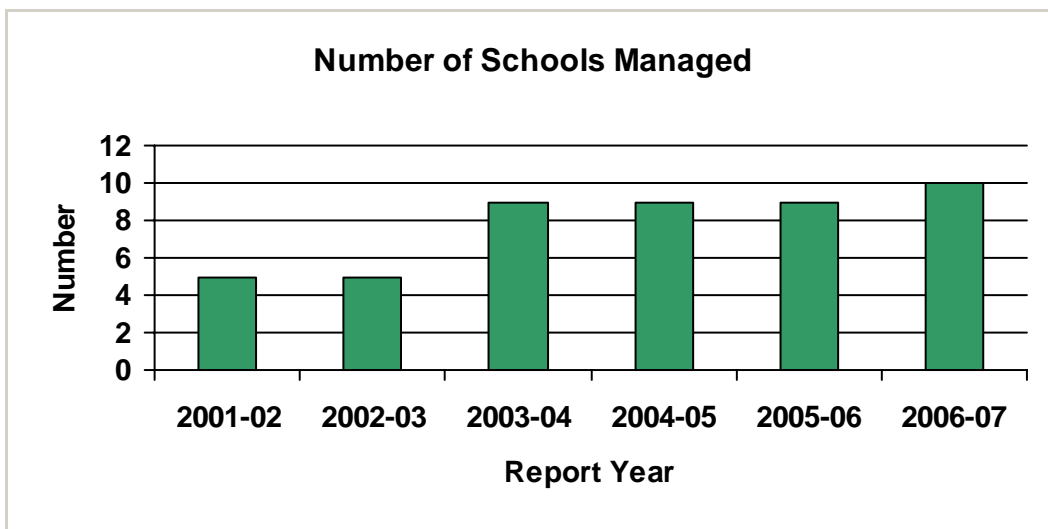
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	2
Middle	0
High	8
Other	0
Unknown	0



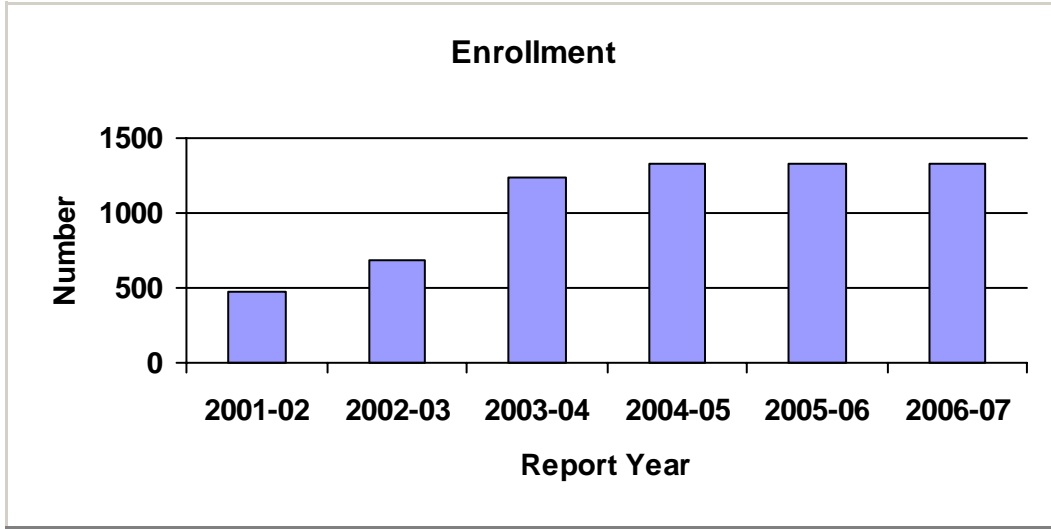
Report Year	New Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	5
2002-03	0
2003-04	1
2004-05	0
2005-06	0
2006-07	1



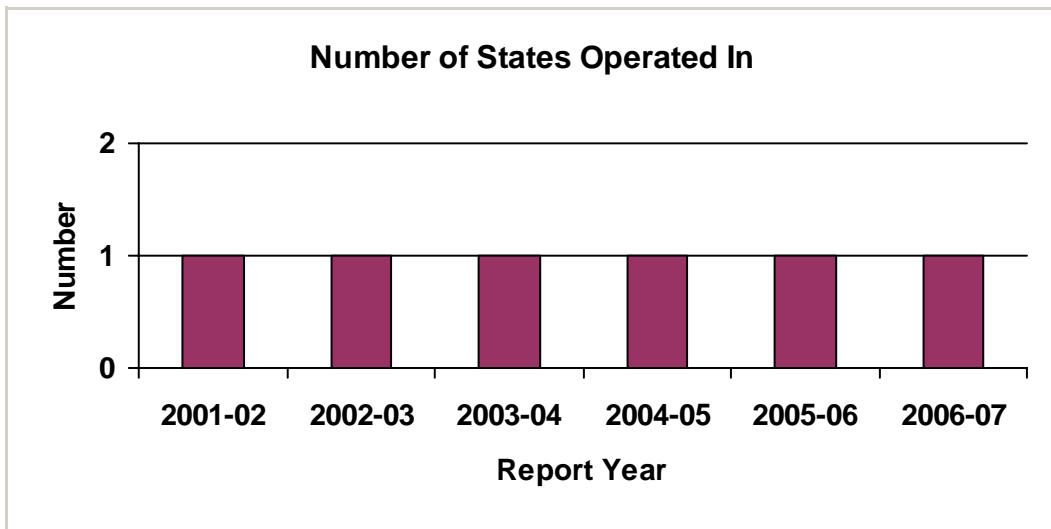
Report Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	5
2002-03	5
2003-04	9
2004-05	9
2005-06	9
2006-07	10

Pinnacle Education, Inc.

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	473
2002-03	679
2003-04	1235
2004-05	1327
2005-06	1327
2006-07	1332



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

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
05 SH 121 Bypass, Bldg D Ste 10 Lewisville, TX 75067	972-316-3663 972-315-9506	www.planagement.org	2001	Private	Unknown

Company Schools by State

Texas

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

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools

Eagle Academies of Texas - Tyler	Tyler, TX	1999	6-12	162	Yes	No
Eagle Academies of Texas - Waco	Waco, TX	1999	6-12	162	Yes	No
Eagle Academy of Lindale	Lindale, TX	2003	8-12	10	Yes	No

Total Number of Schools: 18

Total Enrollment: 2,379

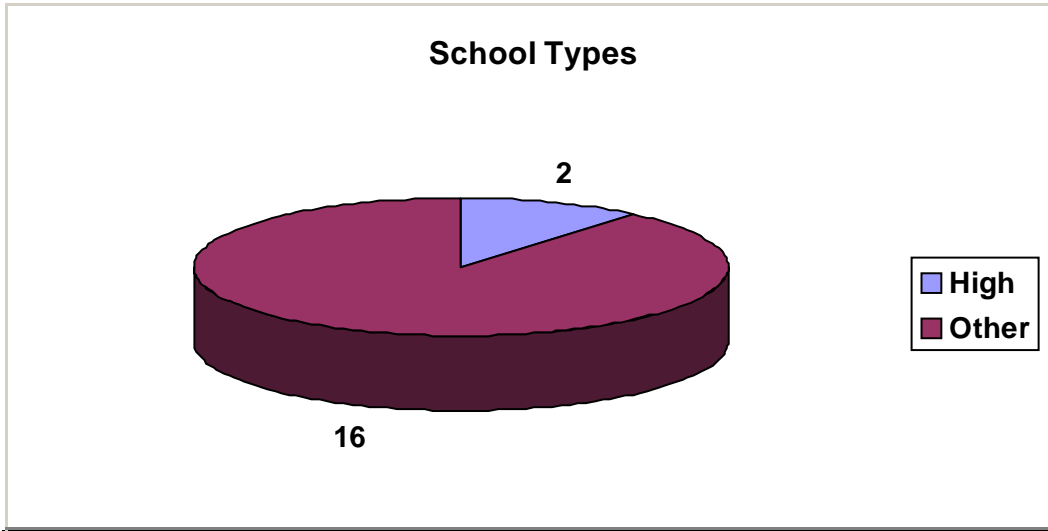
States Operated in: TX

Number of Schools No Longer Profiled

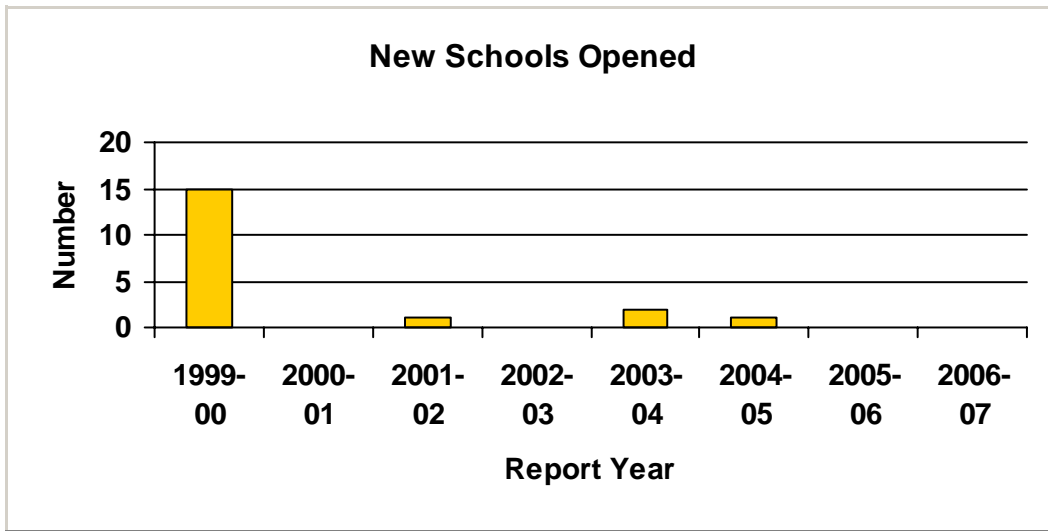
Year	# of Schools
1998-99	N/A
1999-00	N/A
2000-01	N/A
2001-02	N/A
2002-03	N/A
2003-04	0
2004-05	0
2005-06	0

Planagement Group, L.P., The

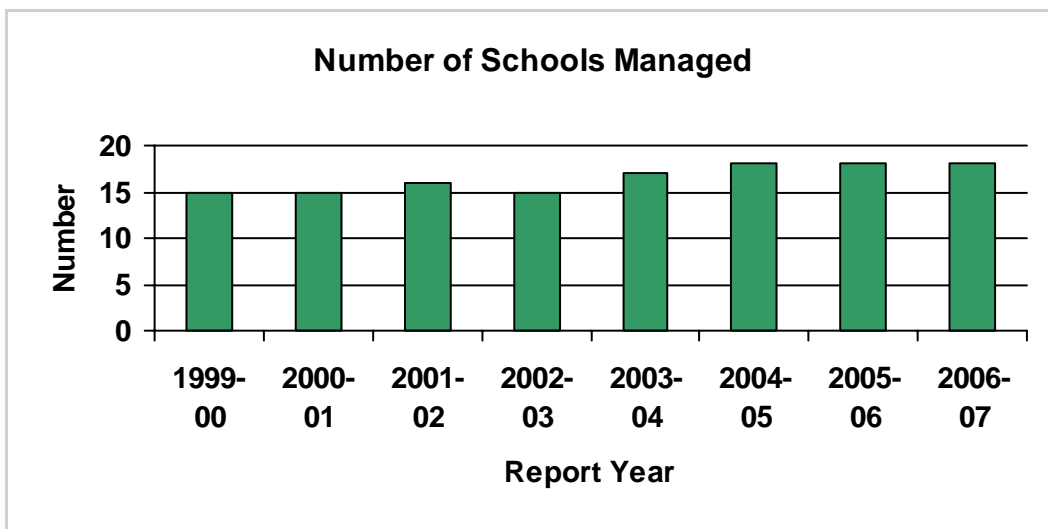
Large Company: Managing 10 or More Schools



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



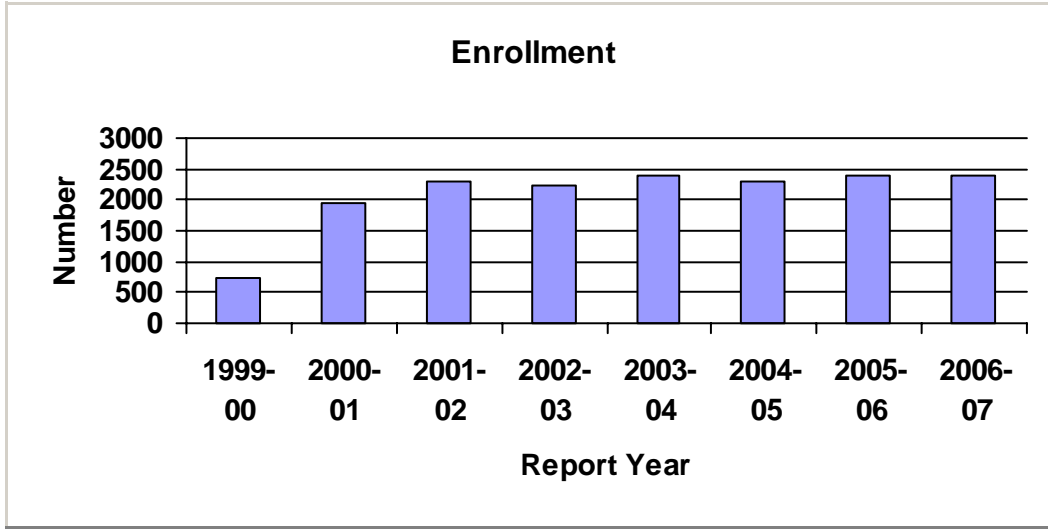
Report Year	New Schools
1998-99	N/A
1999-00	15
2000-01	0
2001-02	1
2002-03	0
2003-04	2
2004-05	1
2005-06	0
2006-07	0



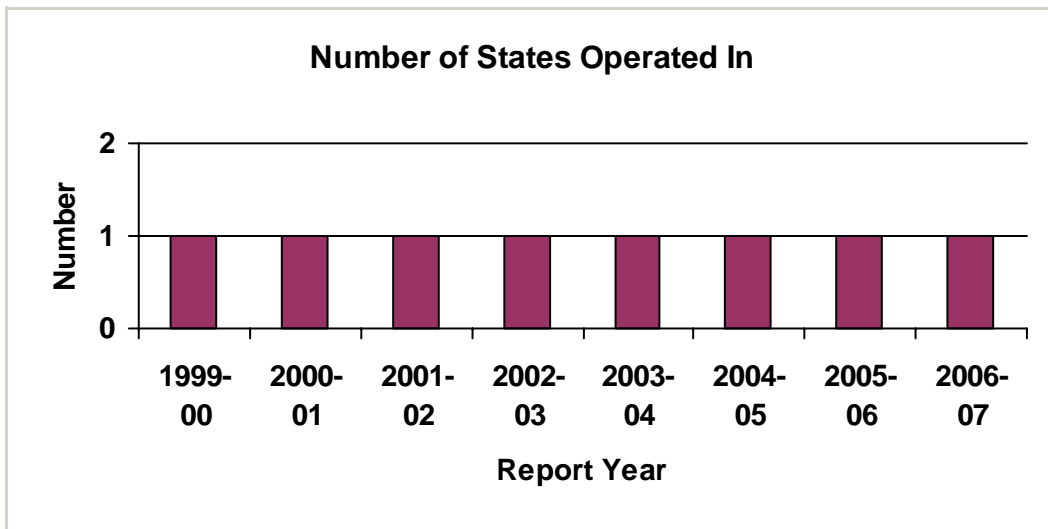
Report Year	# of Schools
1998-99	N/A
1999-00	15
2000-01	15
2001-02	16
2002-03	15
2003-04	17
2004-05	18
2005-06	18
2006-07	18

Planagement Group, L.P., The

Large Company: Managing 10 or More Schools



Report Year	# of Students
1998-99	N/A
1999-00	726
2000-01	1936
2001-02	2288
2002-03	2244
2003-04	2389
2004-05	2301
2005-06	2379
2006-07	2379



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

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
5265 Providence Rd., Suite 502 Virginia Beach, VA 23464	757-467-6800 757-467-0099	www.rmhs.org	1975	Private	Unknown

Company Schools by State

Florida

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
RMA - Bradenton	Bradenton, FL	2000	9-12	230	Yes	No
RMA - Daytona	Daytona, FL	2005	9-12	150	Yes	No
RMA - Fort Myers	Fort Myers, FL	2000	9-12	300	Yes	No
RMA - New Port Richey	New Port Richey, FL	2000	9-12	175	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	2000	9-12	150	Yes	No
RMA - Beaumont	Beaumont, TX	2000	9-12	235	Yes	No

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

RMA - Corpus Christi	Corpus Christi, TX	1998	9-12	180	Yes	No
RMA - Fort Worth	Fort Worth, TX	2003	9-12	175	Yes	No
RMA - Houston	Houston, TX	2003	9-12	225	Yes	No
RMA - Killeen	Killeen, TX	1998	9-12	185	Yes	No
RMA - Lubbock	Lubbock, TX	2000	9-12	170	Yes	No
RMA - Midland	Midland, TX	1998	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	Dumfries, VA	1975	7-12	100	No	No

Total Number of Schools: 16

Total Enrollment: 3,020

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
2005-06	2

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools

Schools No Longer Profiled for this Reporting Period

Florida

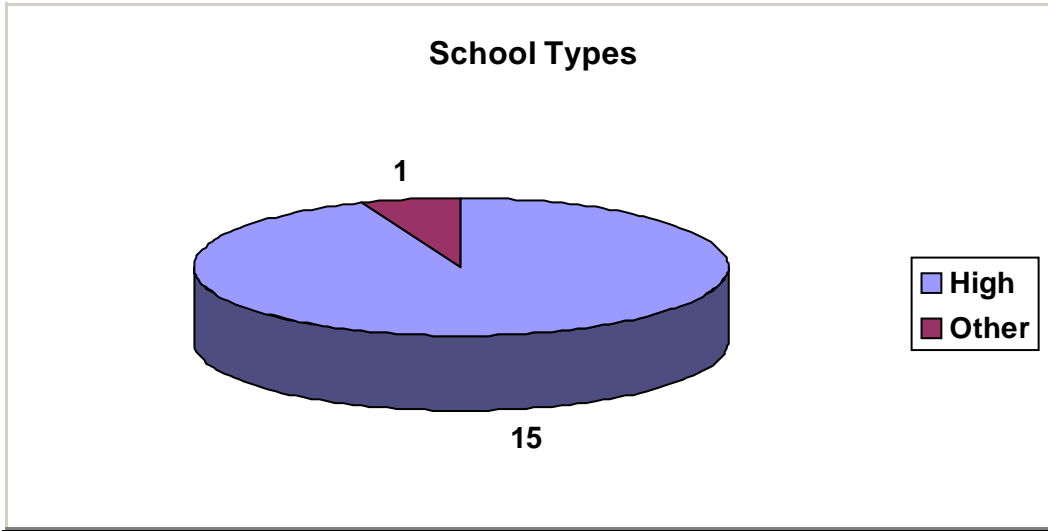
School Name	School Location	Reason No Longer Profiled
RMA - Sarasota	Sarasota, FL	Robert Crosby of RMHS says Sarasota closed in 2006.
RMA - Tampa	Tampa, FL	Robert Crosby of RMHS says Tampa closed in 2006.

Virginia

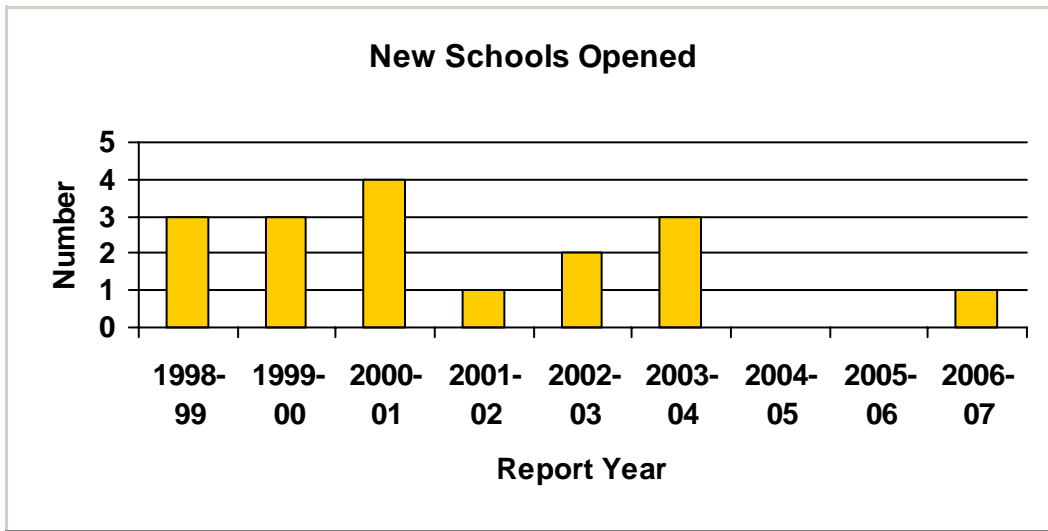
School Name	School Location	Reason No Longer Profiled
RMHS - Fairfax County	Dumfries, VA	Per email from Robert Crosby of RMHS 3/6/07: Fairfax is not a separate school but part of Prince William.

Richard Milburn High School, Inc.

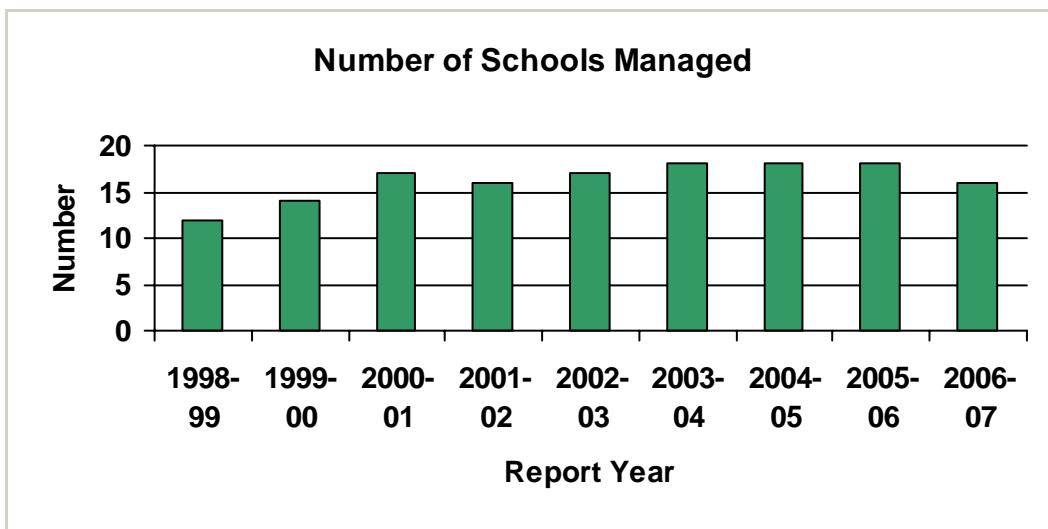
Large Company: Managing 10 or More Schools



CCD Level	# of Schools
Primary	0
Middle	0
High	15
Other	1
Unknown	0



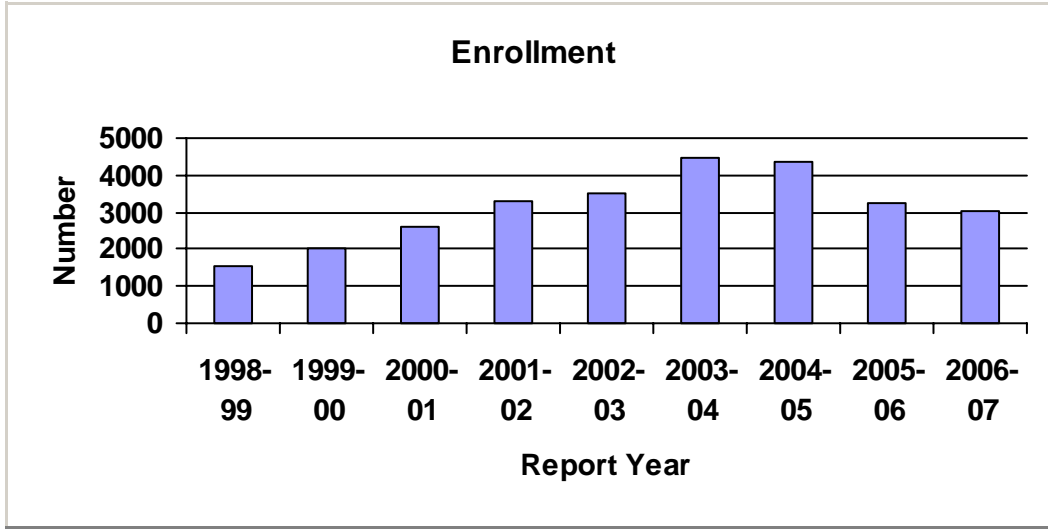
Report Year	New Schools
1998-99	3
1999-00	3
2000-01	4
2001-02	1
2002-03	2
2003-04	3
2004-05	0
2005-06	0
2006-07	1



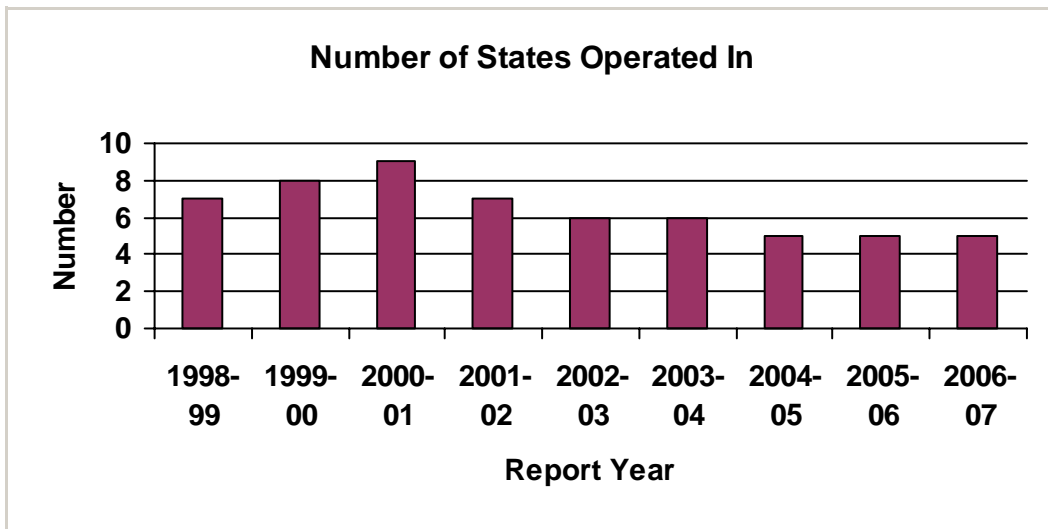
Report Year	# of Schools
1998-99	12
1999-00	14
2000-01	17
2001-02	16
2002-03	17
2003-04	18
2004-05	18
2005-06	18
2006-07	16

Richard Milburn High School, Inc.

Large Company: Managing 10 or More Schools



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



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

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	Unknown

Company Schools by State

New York

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

Pennsylvania

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

Victory Schools, Inc.

Large Company: Managing 10 or More Schools

Total Number of Schools: 13

Total Enrollment: 5,840

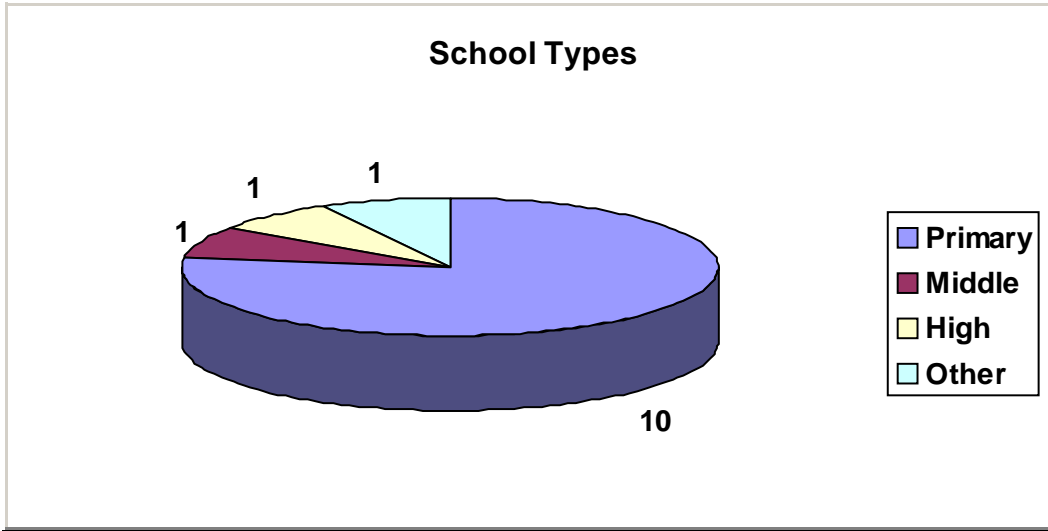
States Operated in: NY, PA

Number of Schools No Longer Profiled

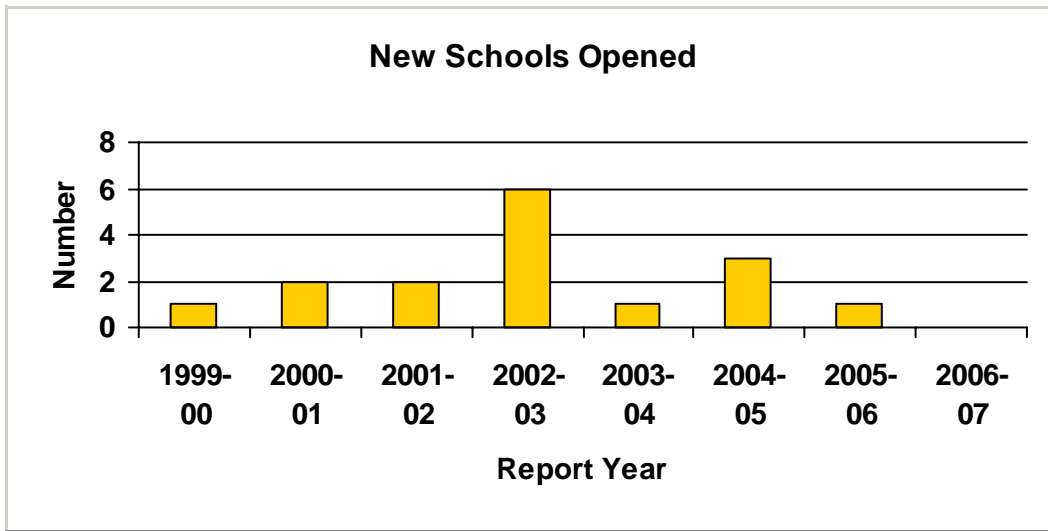
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	1
2004-05	0
2005-06	1

Victory Schools, Inc.

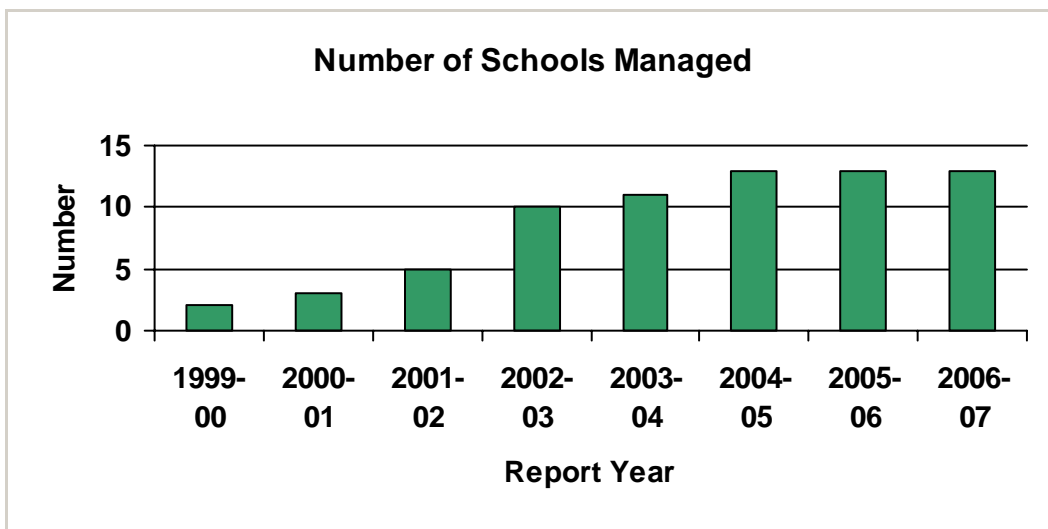
Large Company: Managing 10 or More Schools



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



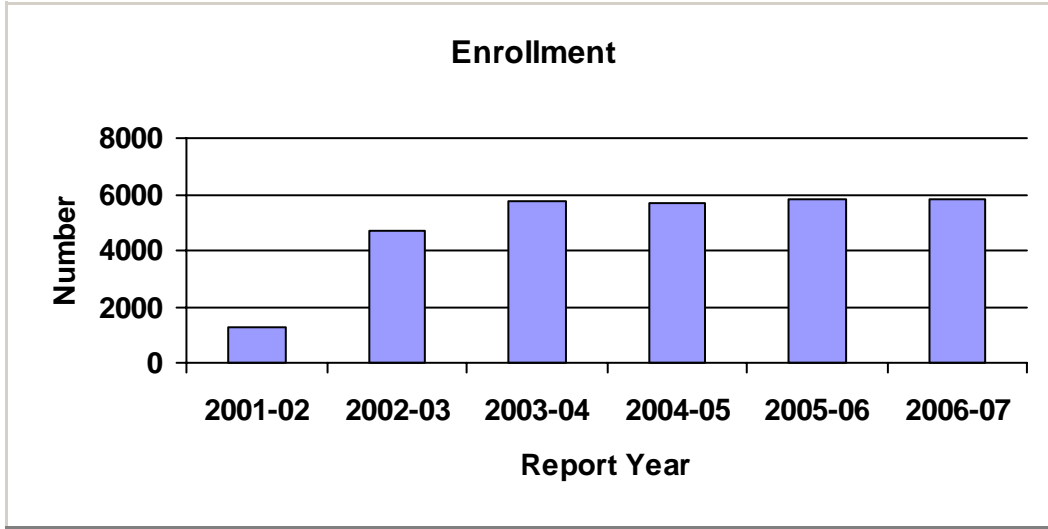
Report Year	New Schools
1998-99	N/A
1999-00	1
2000-01	2
2001-02	2
2002-03	6
2003-04	1
2004-05	3
2005-06	1
2006-07	0



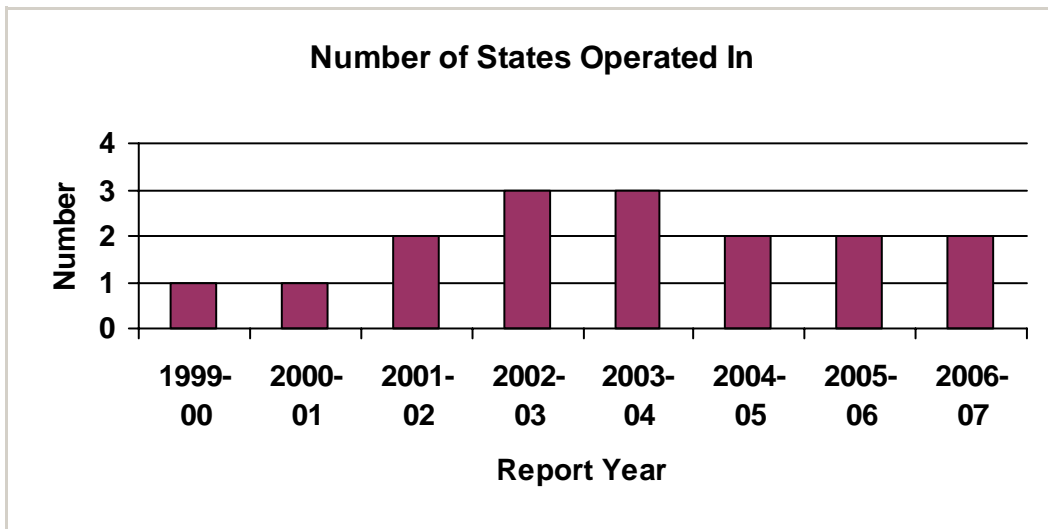
Report Year	# of Schools
1998-99	N/A
1999-00	2
2000-01	3
2001-02	5
2002-03	10
2003-04	11
2004-05	13
2005-06	13
2006-07	13

Victory Schools, Inc.

Large Company: Managing 10 or More Schools



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



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

White Hat Management

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
159 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	136	Yes	No

Colorado

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

Michigan

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

Ohio

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

White Hat Management

Large Company: Managing 10 or More Schools

Hope Academy - Chapelside	Cleveland, OH	1998	K-8	453	Yes	No
Hope Academy - Lincoln Park	Cleveland, OH	1999	K-8	182	Yes	No
Hope Academy - North Coast	Cleveland, OH	2002	K-8	278	Yes	No
Hope Academy - University	Akron, OH	1998	K-8	201	Yes	No
Hope Academy- West Cuyahoga Campus	Cleveland, OH	2001	K-8	390	Yes	No
Hope Academy-Canton	Canton, OH	2002	K-8	433	Yes	No
Hope Academy-East Campus	Cleveland, OH	2003	K-8	395	Yes	No
Hope Academy-High School Campus	Cleveland, OH	2003	9-12	224	Yes	No
Hope Academy-Northwest	Cleveland, OH	2004	K-8	323	Yes	No
Life Skills Center - Canton	Canton, OH	2002	9-12	316	Yes	No
Life Skills Center - Northern Columbus	Columbus, OH	2002	9-12	516	Yes	No
Life Skills Center - Southeastern Columbus	Columbus, OH	2002	9-12	447	Yes	No
Life Skills Center - Southwestern Columbus	Grove City, OH	2002	9-12	315	Yes	No
Life Skills Center of Akron	Akron, OH	1999	9-12	512	Yes	No
Life Skills Center of Cincinnati	Cincinnati, OH	1999	9-12	467	Yes	No
Life Skills Center of Cleveland (East)	Cleveland, OH	1999	9-12	456	Yes	No
Life Skills Center of Elyria	Elyria, OH	2003	9-12	420	Yes	No
Life Skills Center of Hamilton County (North)	Cincinnati, OH	2003	9-12	330	Yes	No
Life Skills Center of Lake Erie	Cleveland, OH	2003	9-12	466	Yes	No
Life Skills Center of Middletown	Middletown, OH	2001	9-12	227	Yes	No
Life Skills Center of Northeast Ohio	Cleveland, OH	2003	9-12	557	Yes	No

White Hat Management

Large Company: Managing 10 or More Schools

Life Skills Center of Springfield	Springfield, OH	2001	9-12	197	Yes	No
Life Skills Center of Summit County	Akron, OH	2003	9-12	250	Yes	No
Life Skills Center of Trumbull County	Warren, OH	2000	9-12	306	Yes	No
Life Skills Center of Youngstown	Youngstown, OH	1999	9-12	317	Yes	No
Life Skills Center-Toledo	Toledo, OH	2002	9-12	419	Yes	No
Life Skills Center of Metro Cleveland	Cleveland, OH	2004	9-12	196	Yes	No
ODELHA Academy	Akron, OH	2002	K-12	2455	Yes	Yes
Riverside Academy	Cincinnati, OH	1999	K-8	468	Yes	No

Pennsylvania

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

Total Number of Schools: 38

Total Enrollment: 15,613

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

White Hat Management

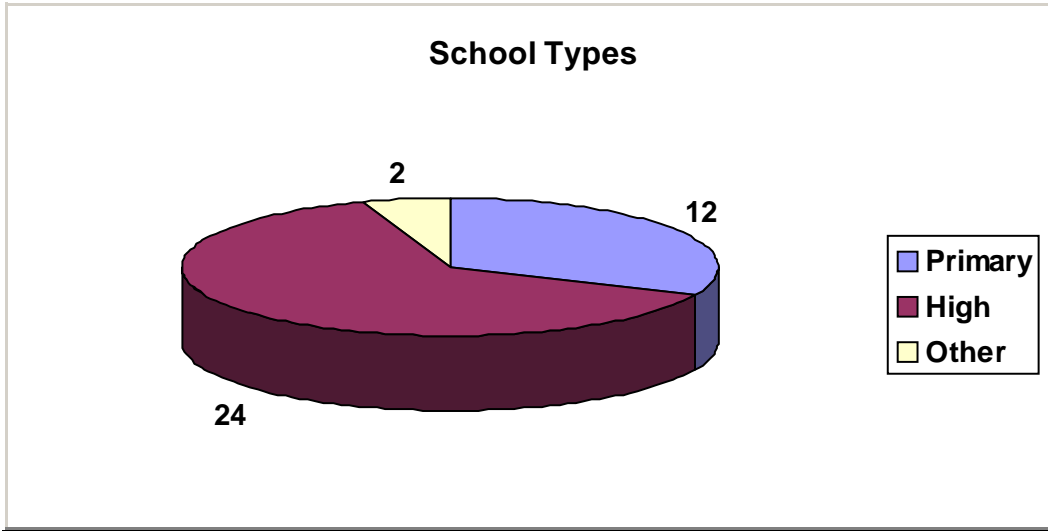
Large Company: Managing 10 or More Schools

Number of Schools No Longer Profiled

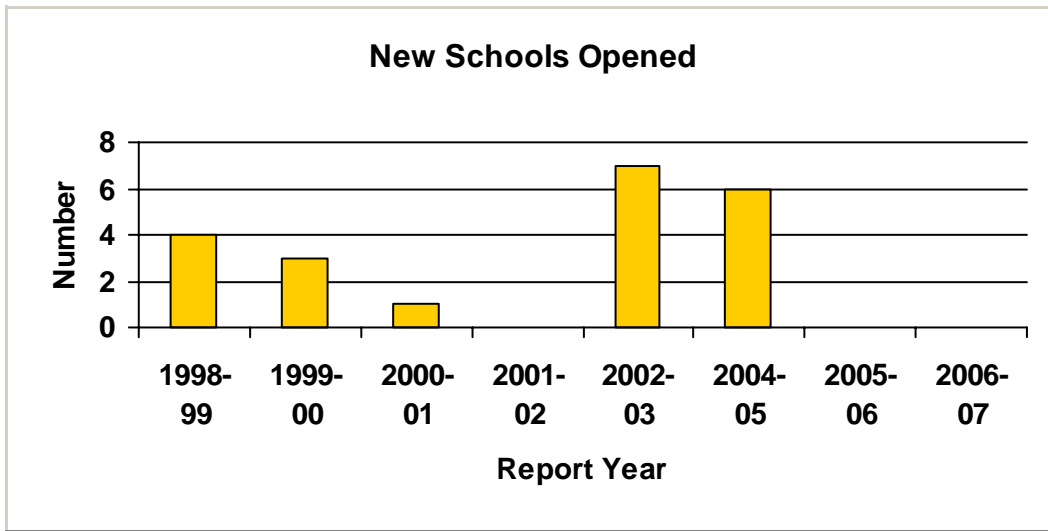
Year	# of Schools
1998-99	0
1999-00	0
2000-01	0
2001-02	0
2002-03	0
2003-04	2
2004-05	0
2005-06	0

White Hat Management

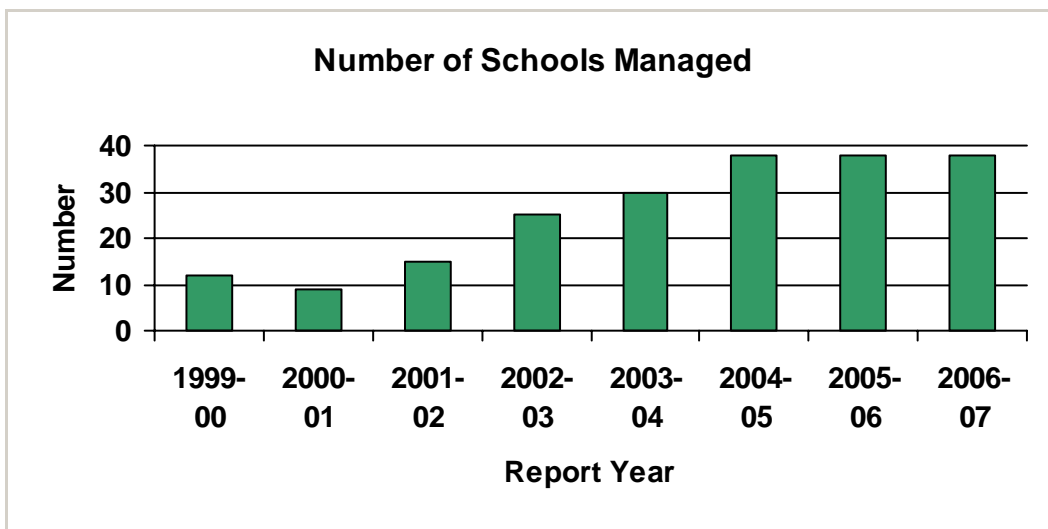
Large Company: Managing 10 or More Schools



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



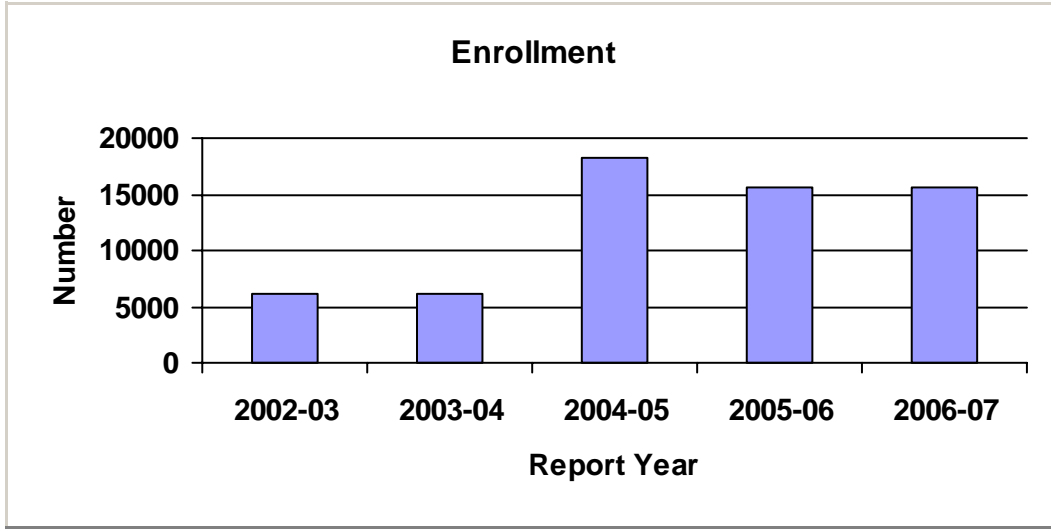
Report Year	New Schools
1998-99	4
1999-00	3
2000-01	1
2001-02	0
2002-03	7
2003-04	Unknown
2004-05	6
2005-06	0
2006-07	0



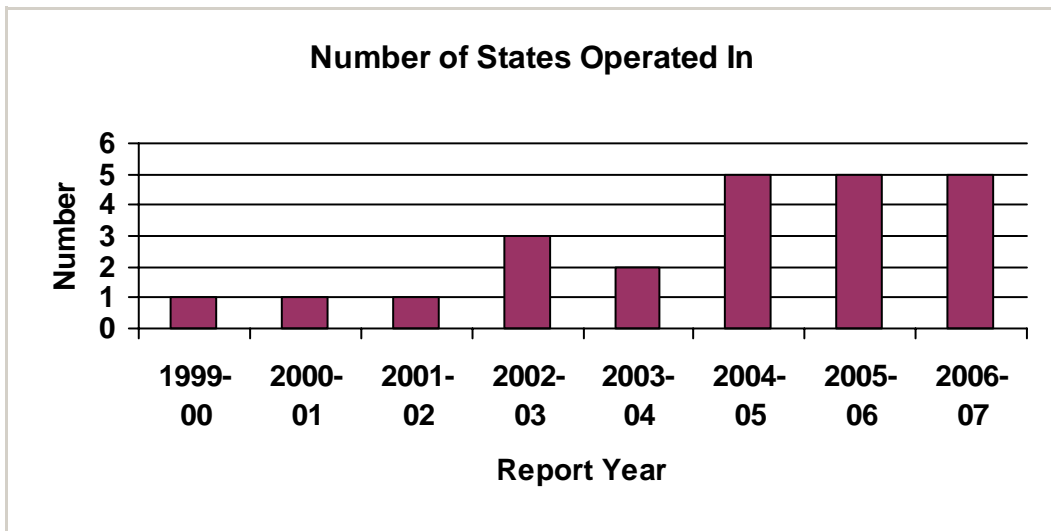
Report Year	# of Schools
1998-99	Unknown
1999-00	12
2000-01	9
2001-02	15
2002-03	25
2003-04	30
2004-05	38
2005-06	38
2006-07	38

White Hat Management

Large Company: Managing 10 or More Schools



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



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

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2006-2007

Medium Companies: Managing 4 to 9 Schools

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	475	Yes	No
Benjamin Franklin Charter School - Gilbert	Gilbert, AZ	1997	K-6	501	Yes	No
Benjamin Franklin Charter School - Mesa	Mesa, AZ	1995	K-5	278	Yes	No
Benjamin Franklin Charter School - Power Campus	Queen Creek, AZ	2006	K-8	650	Yes	No

Total # of Schools: 4

Total Enrollment: 1,904

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

Choice Schools Associates

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Benton Harbor Charter School	Benton Harbor, MI	1999	K-6	462	Yes	No
Creative Learning Academy of Science, Mathematics and Humanities	Beaverton, MI	1996	K-8	72	Yes	No
Creative Montessori Academy	Southgate, MI	2001	K-8	629	Yes	No
Grattan Academy Elementary School	Belding, MI	1996	K-8	80	Yes	No
Grattan Academy High School	Greenville, MI	2003	9-12	121	Yes	No
Three Oaks Academy	Muskegon, MI	2003	K-10	150	Yes	No
Tri Valley Academy	Muskegon, MI	1996	K-8	182	Yes	No
West Michigan Academy of Environmental Science	Walker, MI	1996	K-12	394	Yes	No

Total # of Schools: 8

Total Enrollment: 2,090

States Operated in: MI

Choice Schools Associates

Medium Company: Managing 4 to 9 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

Discontinued Schools for this Reporting Period

School Name	School Location	Reason Discontinued
Sunrise Education Center	Tawas City, MI	School now managed by CS Partners

CS Partners, LLC

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
10051 E. Highland Rd, Ste 29-360 Howell, MI 48843	810-714-3906 810-714-4248	www.charterschoolpartners.com	2004	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Ann Arbor Learning Community	Ann Arbor, MI	2006	K-8	174	Yes	No
Charyl Stockwell Academy	Howell, MI	1996	K-8	670	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
Hillsdale Preparatory School	Hillsdale, MI	1998	K-6	40	Yes	No
Huron Academy	Sterling Heights, MI	1999	K-8	465	Yes	No
Kensington Woods High School	Howell, MI	1995	9-12	250	Yes	No
Sunrise Education Center	East Tawas, MI	1996	K-8	69	Yes	No

Total # of Schools: 9

Total Enrollment: 2,443

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

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	Unknown

Company Schools

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

Total # of Schools: 5

Total Enrollment: 448

States Operated in: AZ

Number of Schools No Longer Profiled

Year	# of Schools
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

Excel Education Centers, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
1040 Whipple St. Ste. 324 Prescott, AZ 86305	928-778-5764 928-778-7645	www.exceleducationcent ers.org	1995	Private	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Excel Education Center - Chino Valley	Chino Valley, AZ	1999	6-12	50	Yes	No
Excel Education Center - Cottonwood	Cottonwood, AZ	1995	9-12	77	Yes	No
Excel Education Center - Flagstaff	Flagstaff, AZ	1996	6-12	74	Yes	No
Excel Education Center - Flagstaff Williams Campus	Williams, AZ	2003	9-12	28	Yes	No
Excel Education Center - Fort Mohave	Fort Mohave, AZ	2001	6-12	60	Yes	No
Excel Education Center - Prescott	Prescott, AZ	1995	6-12	60	Yes	No
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	6-12	55	Yes	No
Excel Education Center - San Carlos	Peridot, AZ	1996	6-12	42	Yes	No

Total # of Schools: 8

Total Enrollment: 446

States Operated in: AZ

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

Global Educational Excellence

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bridge Academy	Hamtramck, MI	2004	K-8	352	Yes	No
Central Academy	Ann Arbor, MI	1996	K-12	366	Yes	No
Central Academy (Pk-K)	Ann Arbor, MI	1996	K	39	Yes	No
Frontier International Academy	Hamtramck, MI	2005	6-11	299	Yes	No
Riverside Academy	Dearborne, MI	2003	K-11	899	Yes	No
Victory Academy	Ypsilanti, MI	2006	K-5	97	Yes	No

Total # of Schools: 6

Total Enrollment: 2,052

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	0
2003-04	0
2004-05	0
2005-06	0

Nobel Learning Communities, Inc.

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Franklin Towne Charter School	Philadelphia, PA	2000	9-12	930	Yes	No
People for People Charter School	Philadelphia, PA	2001	K-7	545	Yes	No
Philadelphia Academy Charter School	Philadelphia, PA	1999	K-11	946	Yes	No
Philadelphia Maritime Academy Charter School	Philadelphia, PA	2003	K-12	449	Yes	No

Total # of Schools: 4

Total Enrollment: 2,870

States Operated in: PA

Number of Schools No Longer Profiled

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

Romine Group, LLC, The

Medium Company: Managing 4 to 9 Schools

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

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bradford Academy	Southfield, MI	2003	K-8	1108	Yes	No
Hanley International Academy	Hamtramck, MI	2005	K-6	400	Yes	No
Madison Academy	Burton, MI	2004	K-6	240	Yes	No
Merritt Academy	New Haven, MI	2002	K-8	380	Yes	No
Trillium Academy	Taylor, MI	2002	K-9	496	Yes	No

Total # of Schools: 5

Total Enrollment: 2,624

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

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	Unknown

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	683	Yes	No
International Academy of Flint	Flint, MI	1999	K-12	852	Yes	No
Milestone SABIS Academy of New Orleans	New Orleans, LA	2002	K-8	380	Yes	No
SABIS International Charter School	Springfield, MA	1995	K-12	1374	Yes	No
SABIS International School	Phoenix, AZ	2001	K-12	651	Yes	No
The International Charter School of Schenectady	Schenectady, NY	2002	K-8	665	Yes	No
The International College Preparatory Academy	Cincinnati, OH	2003	K-9	610	Yes	No

Total # of Schools: 7

Total Enrollment: 5,215

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

SABIS Educational Systems

Medium Company: Managing 4 to 9 Schools

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

Discontinued Schools for this Reporting Period

School Name	School Location	Reason Discontinued
International Academy of Flint	Flint, MI	This was incorrectly listed as a second school. There was only one Flint School temporarily occupying two buildings. Per email from Udo Schultz 3/5/07.
The International School of Minnesota	Eden Prarie, MN	This is a private, tuition school not a public school.

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2006-2007

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?
Pinnacle Virtual High School	Pinnacle Education, Inc.	480-755-8222	pin-ed.com	2003	250	Yes
Arizona Virtual Academy	K12, Inc.	Unknown	www.azva.org	2003	2560	Yes
Arizona Connections Academy	Connections Academy	480-782-5842	Unknown	2005	500	Yes

Arkansas

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

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 Sutter	K12, Inc.	Unknown	Unknown	2006	140	Yes
California Virtual Academy at Jamestown	K12, Inc.	Unknown	www.caliva.org	2002	170	Yes
California Virtual Academy at Kern	K12, Inc.	Unknown	www.caliva.org	2002	490	Yes
California Virtual Academy at Kings	K12, Inc.	Unknown	www.caliva.org	2002	330	Yes
California Virtual Academy at San Diego	K12, Inc.	Unknown	www.caliva.org	2002	960	Yes
California Virtual Academy at San Mateo	K12, Inc.	Unknown	www.caliva.org	2004	450	Yes
California Virtual Academy at Sonoma	K12, Inc.	Unknown	www.caliva.org	2004	510	Yes
California Virtual Academy at Los Angeles	K12, Inc.	Unknown	Unknown	2006	1770	Yes
Central California Connections Academy	Connections Academy	Unknown	Unknown	2006	25	Yes
Capistrano Connections Academy	Connections Academy	949-249-2260	Unknown	2004	600	Yes

Colorado

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Colorado Virtual Academy	K12, Inc.	Unknown	www.covcs.org	2001	2850	Yes
Littleton Connections Academy Part-Time	Connections Academy	303-347-4725	Unknown	2004	10	No
Denver Connections Academy	Connections Academy	303-794-2312	Unknown	2002	400	No

For-Profit Virtual Schools Listed by State

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

District Of Columbia

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Washington DC Community Academy Public Charter School	K12, Inc.	866-339-8744	www.capconline.org	2004	120	Yes

Florida

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Florida Connections Academy	Connections Academy	407-353-5203	Unknown	2003	700	No
Florida Virtual Academy	K12, Inc.	Unknown	www.flva.org	2003	730	No

Idaho

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
INSPIRE	Connections Academy	208-433-3090	Unknown	2005	150	Yes
Idaho Virtual Academy	K12, Inc.	Unknown	www.idahova.org	2002	2100	Yes

Illinois

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Chicago Virtual Charter School	K12, Inc.	Unknown	Unknown	2006	220	Yes

Minnesota

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
MTS Minnesota Connections Academy	Connections Academy	617-729-1090	Unknown	2005	400	No

For-Profit Virtual Schools Listed by State

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

Ohio

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
ODELHA Academy	White Hat Management	Unknown	Unknown	2002	2455	Yes
Ohio Connections Academy	Connections Academy	513-533-3230	Unknown	2003	1000	Yes
Ohio Virtual Academy	K12, Inc.	Unknown	www.ohva.org	2002	3910	Yes

Oregon

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Oregon Connections Academy	Connections Academy	506-394-4315	Unknown	2005	1500	Yes

Pennsylvania

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
PDELA	White Hat Management	Unknown	Unknown	2004	307	Yes
Agora Cyber Charter School	K12, Inc.	Unknown	Unknown	2005	1020	Yes
Commonwealth Connections Academy	Connections Academy	717-605-8900	Unknown	2003	1600	Yes

Texas

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Texas Virtual Academy at Southwest	K12, Inc.	Unknown	www.txva.org	2006	200	Yes

Washington

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Washington Virtual Academy	K12, Inc.	Unknown	Unknown	2006	1240	No

For-Profit Virtual Schools Listed by State

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

Wisconsin

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Wisconsin Virtual Academy	K12, Inc.	Unknown	www.wivcs.org	2003	680	Yes
Wisconsin Connections Academy	Connections Academy	920-993-7076	Unknown	2002	450	Yes

Wyoming

School Name	Parent Company	Telephone	Web Address	Year Founded	Enrollment	Charter School?
Wyoming Virtual School	K12, Inc.	Unknown	Unknown	2006	15	No

PROFILES OF FOR-PROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2006-2007

Appendices

Appendix A: Reader's Guide

Key to Tables

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

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

0: Zero. None reported.

Miscellaneous Notes

Large company pie chart categories are based on Common Core of Data defined instructional levels.

Information for no-longer-profiled, small-EMOs schools was not tracked.

Notes in Appendix B indicate companies that did not respond to repeated requests for company and school data. If there are no notes for a specific company, assume that an updated company profile was returned as a part of this project.

Definition of Terms

- **Charter School:** Charter schools provide free elementary/secondary education under a charter granted by 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:** An internet-based curriculum outside of the conventional brick-and-mortar setting of traditional public and charter schools.
- **Education Management Organization (EMO):** An EMO is for-profit, manages at least one school that receives public funds, and operates the public school(s) it manages under the same admissions rules as regular public schools.
- **Instructional Levels:** Instructional levels are calculated from the lowest and highest grades for which students are enrolled in a school.
- **Primary:** schools with a low grade offered of prekindergarten through grade three (3) and a high grade of prekindergarten through grade eight (8). For the purposes of this study, pre-kindergarten enrollment counts are excluded from all analyses.
- **Middle:** schools with a low grade offered of four (4) to seven (7) and a high grade ranging from four (4) to nine (9).
- **High:** schools with a low grade offered of seven (7) to 12 and a higher grade of 12 only.
- **Other:** all other grade configurations, including ungraded schools.

Appendix B: Special Notes on Company Profiles

This year the following firms failed to respond to repeated requests for enrollment and other information.

Charter School Administrative Services

Charter School Administrative Services did not provide information about itself or its schools. The company was contacted on 1/3/07, 1/9/07, and 2/20/07.

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

Educational Services of America, Inc.

Educational Services of America did not provide information about itself or its schools. The company was contacted twice on 2/22/07.

Educational Services of America, Inc. was previously tracked under Ombudsman Educational Services, Ltd. Educational Services of America, Inc. acquired Ombudsman Educational Services, Ltd. on 9/16/05.

Excel Education Centers, Inc.

Excel Education Centers Inc. did not provide information about itself or its schools. The company was contacted on 2/22/07.

Previous profile data was compiled from the Great Schools website on 10/25/06.

Helicon Associates

Helicon did not provide information about itself or its schools. The company was contacted on 1/3/07 and 2/20/07.

Previous profile data was verified by Helicon, except for profitability status, on 12/7/05.

Mosaica Education, Inc.

Mosaica did not provide information about itself or its schools. The company was contacted on 1/25/07 and 2/21/07.

Previous profile data was verified by Mosaica, except for profitability status, on 12/23/05.

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

Nobel Learning Communities, Inc.

Nobel did not provide information about itself or its schools. The company was contacted twice on 2/22/07.

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

Planagement Group, L.P., The

Planagement did not provide information about itself or its schools. The company was contacted on 1/25/07 and 2/20/07.

Previous profile data was verified by Planagement on 12/19/05.

Victory Schools, Inc.

Victory Schools did not provide information about itself or its schools. The company was contacted on 1/25/07 and 2/20/07.

Previous profile data was verified by Victory Schools on 12/21/05.

White Hat Management

White Hat Management did not provide information about itself or its schools. The company was contacted on 1/25/07 and 2/20/07.

Previous profile data was verified by White Hat Management, except for profitability status, on 1/13/06.

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

Appendix C: No Longer Profiled Companies

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

Name of Company	Years Profiled	Reason for Exclusion
Accelerated Elementary and Secondary Schools	2004-2005 to 2005-2006	Accelerated Elementary and Secondary Schools became non-profit as of 7/19/2005.
Advantage Schools	1999-2000 to 2000-2001	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.	2003-2004 to 2004-2005	Cambridge Academy East, Inc. representative reported on 01/20/06 it operates as a non-profit company.
Cesar Chavez Middle Schools	2003-2004 to 2004-2005	Cesar Chavez Learning Community, Inc representative reported on 01/19/06 it operates as a non-profit company.
Crawford First Education	2000-2001 to 2001-2002	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.	2000-2001 to 2004-2005	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.	2002-2003 to 2004-2005	Educational Services, Inc. reports that it transferred schools Pathways Charter High School and Pathways Preparatory Academy to a non-profit charter named Pathways Charter School, Inc. on 07/01/05, per company profile response on 01/04/06.
Future Development Education and Performing Arts Academy	2003-2004	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	2003-2004 to 2004-2005	General Health Corp.- Arizona Youth Associates became a non-profit on 11/01/05. As per profile response: "we moved the charter school over and under a non-profit sector of the parent company. This is in response to the federal DOE's interpretation that for-profit status precludes a school from being classified as a 'public school' for the purposes of receiving grant funding."
Ideabanc, Inc.	2002-2003 to 2004-2005	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.

Name of Company	Years Profiled	Reason for Exclusion
Imagine Schools	2000-2001 to 2005-2006	Imagine Schools changed to a non-profit organization in September, 2005.
Innovative Educational Programs	2002-2003	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.	2002-2003	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	2001-2002	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	1999-2000 to 2000-2001	Malone Management closed the only school it operated in 2000 and does not currently operate any schools.
Mountain Rose	2002-2003	Mountain Rose Academy changed legal status from for-profit to non-profit in 2002. Information received via telephone communication with Daisy Maldonado of Mountain Rose Academy, Inc. on 09/26/02. Note: This company changed their name in 2004 to Rose Management, and has returned to operating as a for-profit entity.
New West Charter School, Inc.	2003-2004 to 2004-2005	"Now operates as non-profit starting July 1, 2005," per company profile response 12/06/05.
Ombudsman Educational Services, Ltd.	2002-2003 to 2004-2005	Ombudsman reports it was acquired by Educational Services of America, Inc. effective 09/16/05.
ORBIS Management Group, LLC	2002-2003 to 2005-2006	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	2002-2003	Pitman Resources' charter schools were bought by Sequoia Schools. Information received via telephone conversation with Pitman Resources on 12/03/02.
ReInventEd, Inc.	2003-2004	Charter revoked by Charter School Board for failure to administer the AIMS HS writing test in February 2003 and failing to provide educational services. Information attributed to the Arizona State Board of Charter Schools website at http://www.asbcs.state.az.us/asbcs on 11/02/04.

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Name of Company	Years Profiled	Reason for Exclusion
Sequoia Charter Schools	2002-2003 to 2004-2005	Sequoia Charter Schools reported it became non-profit on 11/01/05.
Shadow Ridge	2003-2004	No longer listed by the Arizona Department of Education as a charter school operator.
TessaracT Group	1999-2000 to 2000-2001	Company went bankrupt. "Charter school company files for bankruptcy protection." (2000, Oct. 10) Business News.
Tucson Country Day School	2003-2004	Indicated that they are a non-profit company. Information received via fax communication with Tucson Country Day School on 09/24/03.

Appendix D: Methods

Methods to Calculate the National Enrollment Averages

All schools are divided into four school level categories according to the variable “LEVEL04” in the 2004-2005 Common Core of Data (CCD). The school level categories are established according to the lowest and highest grades offered by school. The school level categories are defined as follows:

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

(Source: <http://nces.ed.gov/ccd/data/txt/psu041alay.txt>)

The national district and charter school enrollment averages are derived from schools in the 2004-2005 CCD, excluding non-operational schools, schools located in rural areas and small towns and schools with a total student count equal to zero. The national average enrollment for each grade is calculated uniquely for each combination of school level and charter school status. All valid student enrollment counts, including zeros, are included in the calculations. This method yields several national enrollment averages for each individual grade. The multiple grade averages captures the variability in student enrollment counts by school level and charter school status. For example, six national average enrollment counts are generated for fourth grade. The average fourth grade enrollment is calculated for primary schools, middle schools, and schools categorized as “other.” Each of the three aforementioned average fourth grade enrollments also is calculated separately for charter and non-charter schools.

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

The enrollment for each for-profit school is then compared to the respective national school level average enrollment corresponding to the grade configuration served by the respective for-profit school. For example, the enrollment for a for-profit charter school with a grade configuration of K-6 is compared to the sum of the national average

charter school enrollment for primary grades K-6. See Appendix E for the national average enrollment counts by grade configuration, school level, and charter school status.

Methods for Compiling School Profiles

Compiled each year since 1998-1999, *Profiles of For-Profit Education Management Companies* documents the number of for-profit firms involved in managing publicly-funded schools, identifies the schools they manage, and records the number of students those schools enroll. The *Profiles* report is compiled from a combination of sources. Internet searches are conducted on the name of each known EMO to identify schools with which the EMOs have contractual relationships. The resulting lists of schools are compared with previous years' lists. When a school previously listed as having a relationship with a particular EMO appears to have dropped off the list, researchers use Internet search engines and news media databases, primarily Lexis-Nexis, to attempt to ascertain the reasons for the change. Telephone contacts are made with each EMO and the information gathered is sent to representatives of each EMO to verify its accuracy. Company representatives are asked to send additions and corrections to the Education Policy Studies Laboratory for inclusions in the next edition of the *For-Profit Profiles Report*.

The companies profiled represent those that CERU/EPRU researchers could positively identify as for-profit management companies, and are likely to represent only the larger or high-profile companies that exist. Since it is not possible to independently verify profitability status, all companies are labeled as "Unknown". Unlike publicly traded companies that are required by law to make earnings statements public, privately held companies have no such requirement.

Appendix E: Average National Enrollments

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
K-1	97.99	165.18
K-2	142.30	246.83
K-3	184.96	328.89
K-4	226.37	410.82
K-5	265.55	491.45
K-6	300.97	558.23
K-7	334.90	611.03
K-8	365.50	676.24
1-6	250.51	476.83
3-7	192.61	364.19

Note: Averages were compiled using the 2004-2005 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
4-5	99.23	339.51
4-8	354.83	1142.14
5-8	314.65	984.60
6-8	255.60	802.63
7-9	208.65	680.53
7-8	176.08	553.18
9	74.66	330.44

Note: Averages were compiled using the 2004-2005 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
7-10	206.88	765.40
7-11	270.41	1046.18
7-12	328.05	1303.88
8-12	293.96	1233.40
9-10	139.22	637.82
9-12	260.39	1176.30
10-11	128.10	588.16

Note: Averages were compiled using the 2004-2005 Common Core of Data.

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

Grade-level Configuration	Average U.S. Charter School Enrollment	Average U.S. District School Enrollment
K-9	371.87	343.78
K-10	415.68	416.60
K-11	453.08	471.27
K-12	487.19	522.38
4-12	343.88	453.64
6-10	207.59	312.83
6-11	245.00	367.51
6-12	279.10	418.62

Note: Averages were compiled using the 2004-2005 Common Core of Data.

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

Appendix F: District School Comparisons

As shown in Table F-1, the average district school in the U.S. is larger than most schools run by large-size EMOs. Among district (non-charter) schools run by large EMOs, about 70 percent are smaller than the average U.S. district school.

Table F-1: Enrollment Comparisons by School Level: District Schools Managed by Large-Size EMOs vs. U.S. District Schools

School level	Comparison to Average Enrollment of U.S. District Schools	Estimated Number of EMO District Schools	Estimated Percentage of EMO District Schools	Estimated Percentage of EMO District Students
Primary	Less than	28 (of 45)	62%	45%
	Greater than*	17 (of 45)	38%	55%
Middle	Less than	14 (of 17)	82%	68%
	Greater than*	3 (of 17)	18%	32%
High	Less than	5 (of 5)	100%	100%
	Greater than*	0 (of 5)	0%	0%
Other**	Less than	1 (of 2)	50%	26%
	Greater than*	1 (of 2)	50%	74%
All	Less than	48 (of 69)	70%	53%
	Greater than*	21 (of 69)	30%	47%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

Numbers and percentages are estimated because some EMOs did not respond to requests for data (Appendix B).

* “Greater than” includes schools with enrollments exactly equal to the national average. Very few schools actually have enrollments equal to the national averages.

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

Table F-2: Overall School Size Comparisons by Company: District Schools Managed by Large-Size EMOs vs. U.S. District School Average Enrollment

EMO	Number of EMO Managed District Schools Exceeding U.S. District School Average Enrollment	Percentage of EMO Managed District Schools Exceeding U.S. District School Average Enrollment	Percentage of Students Enrolled in EMO Managed District Schools Exceeding U.S. District Average Enrollment
Edison Schools	18	30%	46%
Victory Schools, Inc.*	3	50%	60%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

Table F-3: School Size Comparisons by School Level and Company: District Schools Managed by Large-Size EMOs vs. U.S. District School Average Enrollment

School level	EMO	Number of EMO Managed District Schools at This Level Exceeding U.S. District School Average Enrollment	Percentage of EMO Managed District Schools at this Level Exceeding U.S. District School Average Enrollment	Percentage of Students Enrolled in EMO Managed District Schools at This Level Exceeding the Average U.S. District School
Primary	Edison Schools	16	38%	56%
	Victory Schools, Inc.*	1	33%	42%
Middle	Edison Schools	2	13%	24%
	Victory Schools, Inc.*	1	100%	100%
Other**	Victory Schools, Inc.*	1	100%	100%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

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

Table F-4: Enrollment Comparisons by School Level: Charter Schools Managed by Large-Size EMOs vs. U.S. District Schools

School level	Comparison to Average Enrollment of U.S. District Schools	Estimated Number of EMO Charter Schools	Estimated Percentage of EMO Charter Schools	Estimated Percentage of EMO Charter Students
Primary	Less than	131 (of 187)	70%	53%
	Greater than*	56 (of 187)	30%	47%
Middle	Less than	7 (of 7)	100%	100%
	Greater than*	0 (of 7)	0%	0%
High	Less than	65 (of 66)	98%	94%
	Greater than*	1 (of 66)	2%	6%
Other**	Less than	27 (of 36)	75%	34%
	Greater than*	9 (of 36)	25%	66%
All	Less than	230 (of 296)	78%	58%
	Greater than*	66 (of 296)	22%	42%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

Numbers and percentages are estimated because some EMOs did not respond to requests for data (Appendix B).

* “Greater than” includes schools with enrollments exactly equal to the national average. Very few schools actually have enrollments equal to the national averages.

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

Table F-5: Overall School Size Comparisons by Company: Charter Schools Managed by Large-Size EMOs vs. Average U.S. District School Enrollment

EMO	Number of EMO Managed Charter Schools Exceeding U.S. District School Average Enrollment	Percentage of EMO Managed Charter Schools Exceeding U.S. District School Average Enrollment	Percentage of Students Enrolled in EMO Managed Charter Schools Exceeding U.S. District School Average Enrollment
Charter School Administrative Services*	3	20%	45%
Charter Schools USA	11	73%	83%
Edison Schools	20	54%	70%
Helicon Associates*	3	21%	57%
Leona Group, LLC	1	2%	5%
Mosaica Education*	4	12%	23%
National Heritage Academies	24	45%	51%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

Table F-6: School Size Comparisons by School Level and Company: Charter Schools Managed by Large-Size EMOs vs. U.S. District School Average Enrollment

School Level	EMO	Number of EMO Managed Charter Schools at This Level Exceeding U.S. District School Average Enrollment	Percentage EMO Managed Charter Schools at this Level Exceeding U.S. District School Average Enrollment	Percentage of Students Enrolled in EMO Managed Charter Schools at This Level Exceeding Average U.S. District School Enrollment
Primary	Charter School Administrative Services*	1	10%	16%
	Charter Schools USA	10	77%	85%
	Edison Schools	17	57%	70%
	Helicon Associates*	1	10%	25%
	Mosaica Education, Inc.*	3	10%	20%
	National Heritage Academies	24	45%	51%
High	Edison Schools	1	100%	100%
Other**	Charter School Administrative Services*	2	67%	89%
	Charter Schools USA	1	100%	100%
	Edison Schools	2	100%	100%
	Helicon Associates*	2	50%	84%
	Leona Group, LLC, The	1	14%	30%
	Mosaica Education, Inc. *	1	33%	61%

Note: Virtual schools are not included in these data. Percentages only reported as whole numbers.

* Numbers and percentages are estimated because this EMO did not respond to requests for data (see Appendix B).

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

Appendix G: Small Companies - Managing 3 or Fewer Schools

Accelerated Learning Center, Inc.

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

Allen-Cochran Enterprises

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

American Basic Schools, LLC

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

APEX Education Systems, Inc.

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

Bright Beginnings School, Inc.

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
400 N. Andersen Blvd Chandler, AZ 85224	480-821-1404 480-821-1463	www.brightbeginnings.k12.az.us	1994	Private	Unknown

Compass High School, Inc.

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

Cornerstone Charter School, Inc.

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

Country Gardens Educational Services, LLC

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

Desert Springs Academy

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

Eastpointe High School, Inc.

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

Educational Impact, Inc.

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

GAR, LLC

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

Hamadeh Educational Services, LLC

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

Heritage Academy, Inc.

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

Innovative Teaching Solutions

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

Montessori Charter School of Flagstaff, Inc.

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

Montessori Schoolhouse of Tucson

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

Nsoroma Institute

Address	Telephone and Fax	Web Address	Year Founded	Privately Held / Publicly Traded	Profitability
22180 Parklawn Oak Park, MI 48237	248-541-2548 248-541-2594	www.nsoroma.org	1997	Private	Unknown

Rose Mangement Group

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

Schoolhouse Services and Staffing, Inc.

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

Self Development Charter School

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

Smart Schools Management

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

Southern Arizona Community Academy, Inc.

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

Synergy Training Solutions

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

Talented and Gifted Charter School, LLC

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