



**Profiles of For-Profit Education Management Companies  
Fourth Annual Report  
2001-2002**

Alex Molnar  
Glen Wilson  
Melissa Restori  
John Hutchison

**Commercialism in Education Research Unit (CERU)**

Education Policy Studies Laboratory  
College of Education  
Division of Educational Leadership and Policy Studies  
Box 872411  
Arizona State University  
Tempe, AZ 85287-2411

**January 2002**

**EPSL | Commercialism in Education Research Unit**

EPSL-0201-101-CERU

**EPSL | Education Policy Studies Laboratory**

Division of Educational Leadership and Policy Studies  
College of Education, Arizona State University  
P.O. Box 872411, Tempe, AZ 85287-2411  
Telephone: (480) 965-1886  
Fax: (480) 965-0303  
E-mail: [epsl@asu.edu](mailto:epsl@asu.edu)

# Profiles of For-Profit Education Management Companies 2001-2002

by Alex Molnar, Glen Wilson, Melissa Restori, and John Hutchison

## Introduction

Publicly funded schools run by education management companies on a for-profit basis are a controversial innovation intended to improve schools through the profit-seeking motive of the marketplace.<sup>1</sup> Supporters of this innovation argue that education management companies, in their pursuit of profits, will reduce administrative inefficiency, hire and retain effective administrators and teachers, introduce and refine new educational innovations, and produce gains in student achievement superior to those of regular public schools.<sup>2</sup> While private sector companies have always transacted business with, and profited from selling supplies and equipment to schools, the idea of managing and administering K-12 publicly funded schools with the intent of making profits is relatively new.<sup>3</sup> Seeing the similarities with health maintenance organizations (HMOs) that manage the health care process, Wall Street has used the term “EMO” or “education management organization,” to describe for-profit companies involved in the management and administration of public schools.<sup>4</sup>

## The Structure of the Industry

For-profit management of public schools generally takes two forms: local school districts contract with EMOs for the management of existing traditional K-12 public schools (termed “contract schools”) or the EMOs manage public charter schools either as the charter holder or under the terms of a contract with the charter holder.<sup>5</sup> In the early 90’s, EMOs tended to pursue the contract school approach. In recent years, many EMOs have taken the opportunity afforded by permissive charter school legislation and focused on the management of charter schools. It now appears that the increase in the number of charter schools is the main source of EMO growth.<sup>6</sup> Not surprisingly, states such as Michigan and Arizona with permissive charter school laws also have the most schools managed by for-profit companies. While it is estimated that nationwide approximately 10 percent of all charter schools are managed by for-profit EMOs, it is estimated that Arizona has some 25 percent of its charter schools operated by EMOs.<sup>7</sup>

## For-Profit Schools: Pros and Cons

Proponents claim that EMOs operating public schools in a more businesslike manner will create economies of scale and other efficiency gains large enough for for-profit companies to educate students and realize higher academic achievement at a cost structure lower than that of traditional public schools, thus resulting in profits to the EMO’s investors/shareholders.<sup>8</sup> Although the figure is disputed, Edison Schools executives claim, for example, that the average school district spends about 27 percent of its budget on administration.<sup>9</sup> Edison Schools’ stated business strategy is to gain a large number of schools and students and to standardize their operations so that they gain sufficient economies of scale to lower their administrative costs by a significant amount. The executives of Edison Schools, which currently enroll 75,000 students, state that when company schools enroll 250,000 students their administrative costs will drop from an estimated 21 percent in 2000 to 8 percent.<sup>10</sup>

A major concern about for-profit schools is the tension between delivering a quality educational program to all students versus the pressure to achieve profits for the company stockholders.<sup>11</sup> Critics point out that in business, a company is primarily concerned with their own business interests and not the best interests of their customers. They fear that EMOs will make decisions based on their profit and loss statement rather than the best interests of students just as HMOs have been seen to overrule their physicians' medical decisions when the course of treatment is judged too costly. Another concern of critics is that EMOs, in pursuit of economies of scale, will standardize managed schools to the extent that they ignore local concerns. Central to the concept of charter schools is that they will be responsive to the communities they serve. Opponents fear the emergence of "cookie cutter schools" that are responsive only to the EMO headquarters office will subvert the decentralization and diversity goals of charter school legislation.<sup>12</sup>

Profitability continues to be an elusive goal for EMOs. The consensus view of investors, researchers, and others is that the evidence thus far is insufficient to demonstrate that the quality of education is improved or that private management companies can profitably manage schools. According to quarterly Securities and Exchange Commission (SEC) filings, Edison Schools Inc., as of September 30, 2001, has lost approximately \$171.7 million since November 1996, when Edison changed from a private partnership to a publicly held corporation. Prior to November 1996, Edison Schools sustained losses of about \$61.8 million.<sup>13</sup> Continuing losses for EMOs suggest there will be increased pressure to show positive results. Critics worry that this pressure will lead to policies or actions that are not in the best interests of students. They warn that as profit-seeking businesses, EMOs are apt to consider any business strategy and behavior that is not expressly prohibited by law or regulation. For example, Charter Schools USA has contracted with Ryder System Inc., to have the company provide Charter Schools USA with a new elementary school building at a cost of about \$3.75 million.<sup>14</sup> In exchange, Ryder employees' children will receive special enrollment rights to enter the school. Thus, a private entity is purchasing preferential treatment for the children of its employees to attend a public school. Although the arrangement has been criticized as improper, it is permissible under Florida law.<sup>15</sup>

According to Eduventures.com, a research/consulting firm that specializes in following the education sector, venture capitalists, in 2000, invested approximately \$723 million in education companies that focus on K-12 education. However, by the second quarter of 2001, such funding for K-12 companies had dried up to virtually nothing.<sup>16</sup> According to analysts, the unavailability of venture capital funding may lead to increased pressures for consolidation within the K-12 for-profit sector. Several of the major companies within the for-profit K-12 sector have already been involved in merger and acquisition activities. Edison Schools Inc. announced on June 4, 2001 that they would acquire LearnNow, Inc. and on July 2, 2001 Mosaica Education Inc. announced that they would acquire Advantage Schools Inc.<sup>17</sup> On January 8, 2002, Chancellor Academies Inc. and Beacon Education Management said that they would merge to form Chancellor Beacon Academies, making it the second largest EMO in the country after Edison Schools Inc.<sup>18</sup>

Most of the EMOs described in this report have readily shared information about their companies and the public schools they run. However, a handful of companies failed to respond to repeated requests for information or for confirmation of information otherwise obtained. For example, Charter School Administrative Services has not provided information for this report since 1998-99. The failure of companies to respond to information requests raises an important policy question: should private companies managing public institutions and receiving public funds be required to disclose the same types of information to the public that government entities do?

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

The 2001-02 Profiles report is the fourth annual report on for-profit education management companies. Table 1 below indicates the growth in the number of education management companies profiled in each year's report.

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

| School Year | Number of Companies Profiled | Number of Schools Managed by Profiled Companies | Number of States in which Profiled Companies Operate |
|-------------|------------------------------|---|--|
| 1998-99     | 13                           | 135   | 15   |
| 1999-00     | 20                           | 230   | 21   |
| 2000-01     | 21                           | 285   | 22   |
| 2001-02     | 36                           | 368   | 24   |

It should be noted that counting for-profit schools is a complex issue because of the differing ways EMOs define what a school is. Some EMOs subdivide by range of grades within single facilities and list certain grade ranges as a separate schools. For example, Edison Schools' Granville Public Charter School is a K-11 charter school located in Trenton, New Jersey. Although Granville Public Charter School is listed as three schools, the Edison Schools website shows that all three schools have the same address, two of the three have the same phone number (K-5 and 9-11), and two of the three have the same principal (K-5 and 6-8).

The companies profiled represent only those that Education Policy Research Unit (EPRU) researchers could positively identify as for-profit management companies, and are likely to represent only the largest or most high-profile of the many firms that exist. A list of other companies for which limited information is available can be found at the end of the document in Table 2. In this year's report, for the first time, student enrollment figures for individual schools were requested from EMOs. An uppercase 'X' is used in tables to signify information that was not requested for that particular edition of the profiles.

EPRU has attempted to insure that the information contained in these profiles is accurate and complete. Company representatives are encouraged to send corrections and additions to the EPRU office for inclusion in the next edition of the for-profit school profiles.

Education Policy Research Unit  
Education Policy Studies Laboratory  
Division of Educational Leadership and Policy Studies  
College of Education  
Arizona State University  
P.O. Box 872411  
Tempe, AZ 85287-2411  
[eps1@asu.edu](mailto:eps1@asu.edu)

[www.asu.edu/educ/eps1](http://www.asu.edu/educ/eps1)

**Summary of For-profit Education Management Companies  
Listed in descending order of “total number of public schools operating”**

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

| <b>Company Name and Location</b>          | <b>Total Number of Public Schools Operating</b> | <b>Number of Public Schools That Are Charter Schools</b> | <b>Total Number of Students in Schools</b> | <b>States in Which Company Is Operating Public Schools</b>                                 |
|---|---|--|--|--|
| <b>Edison Schools</b> , New York, NY      | *109  | 47   | 75,000 est. <sup>1</sup>                   | CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MA, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, TX, WI |
| <b>The Leona Group</b> , East Lansing, MI | 33  | 33   | 11,683                                     | AZ, MI   |
| <b>Mosaica Education</b> , San Rafael, CA | 22  | 22   | Unknown                                    | AZ, CO, DC, DE, GA, MA, MI, NC, NJ, PA, TX   |

<sup>1</sup> According to quarterly Securities and Exchange Commission report for period ending 30 September 2001.

|  |    |    |                           |                        |
|--|----|----|---------------------------|------------------------|
| <b>National Heritage Academies</b> , Grand Rapids, MI          | 28 | 28 | 13,939                    | MI, NC, NY             |
| <b>Beacon Education Management</b> , Westborough, MA           | 30 | 30 | 7,500 approx <sup>2</sup> | DC, MA, MI, MO, NC, NY |
| <b>Charter School Administrative Services</b> , Southfield, MI | 15 | 15 | Unknown                   | FL, MI, MO, TX         |
| <b>Charter Schools USA</b> , Fort Lauderdale, FL               | 15 | 15 | 8,005                     | FL, TX                 |
| <b>White Hat Management</b> , Akron, OH                        | 15 | 15 | Unknown                   | OH                     |
| <b>Chancellor Academies</b> , Coconut Grove, FL                | 14 | 14 | 5,728 <sup>3</sup>        | AZ, DC, FL             |
| <b>Helicon Associates</b> , Flat Rock, MI                      | 9  | 9  | 3,529                     | MI                     |
| <b>Excel Education Centers</b> , Prescott, AZ                  | 7  | 7  | 1,040                     | AZ                     |
| <b>SABIS Educational Systems</b> , Eden Prairie, MN            | 7  | 7  | 4,711                     | AZ, MA, MI, NC, OH     |

<sup>2</sup> According to Securities and Exchange Commission filing dated 17 July 2001.

<sup>3</sup> Total number of students for 13 schools.

|   |   |   |         |        |
|---|---|---|---------|--------|
| <b>Designs for Learning,</b><br>St. Paul, MN                  | 6 | 6 | 645     | MN     |
| <b>Nobel Learning Communities,</b> Media, PA                  | 5 | 5 | 2,502   | AZ, PA |
| <b>Pinnacle Education, Inc.,</b> Tempe, AZ                    | 5 | 5 | 473     | AZ     |
| <b>Victory Schools, Inc.,</b><br>New York, NY                 | 5 | 3 | 1,242   | MD, NY |
| <b>Ideabanc, Inc.,</b> Tucson, AZ                             | 4 | 4 | 532     | AZ     |
| <b>Ombudsman Educational Services, Ltd.,</b> Libertyville, IL | 4 | 4 | 320     | AZ     |
| <b>Benjamin Franklin Charter School,</b><br>Chandler, AZ      | 3 | 3 | 1,316   | AZ     |
| <b>Choice Schools Associates, LLC,</b> Grand Rapids, MI       | 3 | 3 | 577     | MI     |
| <b>Educational Services, Inc.,</b> Cottonwood, AZ             | 3 | 3 | Unknown | AZ     |
| <b>Innovative Educational Programs,</b> Basking Ridge, NJ     | 3 | 1 | 285     | MI, NJ |
| <b>Smart Schools, Inc.,</b><br>Howell, MI                     | 3 | 3 | 832     | MI     |



|  |   |   |         |    |
|--|---|---|---------|----|
| <b>Allen-Cochran Enterprises, Inc.,</b><br>Tempe, AZ             | 2 | 2 | 270     | AZ |
| <b>Crawford First Education,</b> Portsmouth,<br>VA               | 2 | 0 | Unknown | VA |
| <b>Desert Springs Academy,</b> Tucson, AZ                        | 2 | 2 | 242     | AZ |
| <b>Montessori Schoolhouse of Tucson, Inc.,</b> Tucson, AZ        | 2 | 2 | 75      | AZ |
| <b>Mountain Rose Academy, Inc.,</b> Tucson,<br>AZ                | 2 | 2 | 360     | AZ |
| <b>Pitman Resources, LLC,</b> Mayer, AZ                          | 2 | 2 | 117     | AZ |
| <b>Schoolhouse Services and Staffing, Inc.,</b><br>Detroit, MI   | 2 | 2 | 717     | MI |
| <b>APEX Education Systems, Inc.,</b> Phoenix,<br>AZ              | 1 | 1 | 150     | AZ |
| <b>Heritage Academy, Inc.,</b> Mesa, AZ                          | 1 | 1 | 359     | AZ |
| <b>Lake Havasu Charter School, Inc.,</b> Lake<br>Havasu City, AZ | 1 | 1 | 80      | AZ |

|   |                              |     |         |  |
|---|------------------------------|-----|---------|--|
| <b>Montessori Charter School of Flagstaff,</b><br>Flagstaff, AZ               | 1                            | 1   | 250     | AZ   |
| <b>ORBIS Management Group, Llc,</b> Clinton Township, MI                      | 1                            | 1   | 105     | MI   |
| <b>Sequoia Charter Schools,</b> Mesa, AZ                                      | 1                            | 1   | 125     | AZ   |
| <b>Advantage Schools, Inc.,</b> Boston, MA<br>(Acquired by Mosaica Education) | <b>See Mosaica Education</b> |     |         |  |
| <b>LearnNow, Inc.,</b> New York, NY.<br>(Acquired by Edison Schools)          | <b>See Edison Schools</b>    |     |         |  |
| <b>Malone Management,</b><br>Grand Rapids, MI                                 | 0                            | 0   | 0       |  |
| <b>TesseracT Group,</b><br>Scottsdale, AZ                                     | 0                            | 0   | 0       |  |
| TOTALS in this report<br>(40 Companies, 36 active)                            | 368                          | 300 | 142,709 | AZ, CA, CO, CT, DC, DE, FL, GA, IA, IL, KS, MA, MD, MI, MN, MO, NC, NJ, NV, NY, OH, PA, TX, VA, WI |

\* = See note on company profile.

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Edison Schools**

| <b>Address</b>   | <b>Telephone</b>                      | <b>WWW Address</b>  | <b>Year<br/>Founded</b> | <b>Privately Held<br/>or Publicly<br/>Traded</b> | <b>Profitable or<br/>Not Profitable</b> |
|--|---------------------------------------|---|-------------------------|--|---|
| 521 5 <sup>th</sup> Ave., 11 <sup>th</sup> Floor<br>New York, NY 10175 | 212-419-1600<br><br>FAX: 212-419-1604 | <a href="http://www.edisonschools.com">www.edisonschools.com</a><br><b>Email:</b><br><a href="mailto:geninfo@newyork.edisonschools.com">geninfo@newyork.edisonschools.com</a> | 1992                    | Publicly Traded<br>(EDSN on<br>NASDAQ)           | Not Profitable <sup>4</sup>             |

---

<sup>4</sup> Edison Schools refused to provide EPSL with this information when it was requested (on 14 November 2001). Information gathered from SEC quarterly report for the period ended 30 September 2001: <http://www.sec.gov/Archives/edgar/data/1089567/000095012301508531/y54972e10-q.txt>.

## Schools\*<sup>56</sup>

\*Some of the school names below actually represent two or more “academies” serving different grade levels within the same school. Edison counts each academy as a separate school, giving the company a total school count of 136. EPSL’s count of 109 total schools reflects the fact that these multiple academies are served by the same building and school office.

| School Name  | Location             | Year Founded <sup>7</sup> | Grade Levels Served | Number <sup>8</sup> of Students Enrolled | Charter School? |
|--|----------------------|---------------------------|---------------------|--|-----------------|
| Feaster-Edison Charter School                            | Chula Vista, CA      | 1997                      | K-6                 | 1082                                     | Yes             |
| Edison Brentwood Academy                                 | E. Palo Alto, CA     | 1998                      | K-3                 | Unknown                                  | Yes             |
| Edison McNair Academy                                    | E. Palo Alto, CA     | 1998                      | 4-8                 | 585                                      | Yes             |
| Edison-Bethune Charter Academy                           | Fresno, CA           | 1999                      | K-6                 | 695                                      | Yes             |
| Starr King-Edison Academy                                | Long Beach, CA       | 2000                      | K-5                 | Unknown                                  | No              |
| Phillips-Edison Partnership School                       | Napa, CA             | 1998                      | K-6                 | 568                                      | Yes             |
| Edison Charter Academy                                   | San Francisco, CA    | 1998                      | K-5                 | 550                                      | Yes             |
| San Jose-Edison Academy (counted as 2 schools by Edison) | West Covina, CA      | 1998                      | K-6                 | 832                                      | Yes             |
| Academy-Edison Elementary School                         | Colorado Springs, CO | 1998                      | K-5                 | Unknown                                  | No              |
| Emerson-Edison Partnership                               | Colorado Springs, CO | 1997                      | 6-8                 | Unknown                                  | Yes             |

<sup>5</sup> The information listed is drawn from the following sources: The Edison website, [www.edisonschools.com](http://www.edisonschools.com) and Michigan Association of Public School Academies website, [www.charterschools.org](http://www.charterschools.org). It was updated from the website [www.edisonschools.com/schools/schools.asp](http://www.edisonschools.com/schools/schools.asp) accessed on 2 January 2002. Information was updated via a fax communication with Caryn Solly, Edison Schools, on 15 October 2001.

<sup>6</sup> In July 2001, Edison Schools acquired LearnNow, Inc. <http://www.edisonschools.com/news/news.cfm?ID=88> and [http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=edsn&script=410&layout=-6&item\\_id=188275](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=edsn&script=410&layout=-6&item_id=188275). The schools listed in bold face were LearnNow schools prior to acquisition.

<sup>7</sup> The year listed is not necessarily the year the school opened but the year that Edison took over management of the school.

<sup>8</sup> The number of students attending each school was obtained via a fax communication with Caryn Solly, Edison Schools, on 15 October 2001. The following numbers were given: “Approximately 75,000 students are enrolled in Edison’s 136 public schools in 53 cities and 22 states across the country.”

|   |                       |             |            |                |            |
|---|-----------------------|-------------|------------|----------------|------------|
| School  |                       |             |            |                |            |
| Roosevelt-Edison Charter School   | Colorado Springs, CO  | 1996        | K-5        | Unknown        | Yes        |
| Wyatt-Edison Charter School<br>(counted as 2 schools by Edison)                 | Denver, CO            | 1998        | K-7        | Unknown        | Yes        |
| Wintergreen Interdistrict Magnet School<br>(counted as 2 schools by Edison)     | Hamden, CT            | 1998        | K-8        | Unknown        | No         |
| <b>Community Academy Public Charter</b><br>(counted as 2 schools by Edison)     | <b>Washington, DC</b> | <b>2001</b> | <b>K-8</b> | <b>Unknown</b> | <b>Yes</b> |
| Edison-Friendship Public Charter School (4 campuses):<br>Blow Pierce            | Washington, DC        | 1999        | 6-8        | Unknown        | Yes        |
| Carter G. Woodson   | Washington, DC        | 2000        | 9-10       | Unknown        | Yes        |
| Chamberlain   | Washington, DC        | 1998        | K-5        | Unknown        | Yes        |
| Woodridge   | Washington, DC        | 1998        | K-5        | Unknown        | Yes        |
| <b>SE Academy for Scholastic Excellence</b><br>(counted as 2 schools by Edison) | <b>Washington, DC</b> | <b>2001</b> | <b>K-8</b> | <b>Unknown</b> | <b>Yes</b> |
| Thomas A. Edison Charter School<br>(counted as 2 schools by Edison)             | Wilmington, DE        | 2000        | K-7        | Unknown        | Yes        |
| Henry S. Reeves Elementary School   | Miami, FL             | 1996        | K-5        | Unknown        | No         |
| Charles R. Drew Charter School  | Atlanta, GA           | 2000        | K-5        | Unknown        | Yes        |
| M.L. King Jr.-Edison Elementary   | Macon, GA             | 1999        | 3-6        | Unknown        | No         |
| Riley-Edison Elementary School  | Macon, GA             | 1999        | K-6        | Unknown        | No         |
| Chicago International Charter School<br>(counted as 3 schools by Edison)        | Chicago, IL           | 1999        | K-12       | Unknown        | Yes        |

|   |                  |      |         |         |         |
|---|------------------|------|---------|---------|---------|
| Franklin-Edison School  | Peoria, IL       | 1999 | K-4     | Unknown | No      |
| Loucks Edison Junior Academy  | Peoria, IL       | 2000 | 5-8     | Unknown | No      |
| Northmoor-Edison School   | Peoria, IL       | 1999 | K-4     | Unknown | No      |
| Rolling Acres Junior Academy  | Peoria, IL       | 2001 | 5-8     | Unknown | No      |
| Feitshans-Edison Magnet School  | Springfield, IL  | 2000 | K-6     | Unknown | No      |
| Jefferson-Edison Elementary School                                    | Davenport, IA    | 1999 | K-5     | Unknown | No      |
| Dodge-Edison Elementary School  | Wichita, KS      | 1995 | K-5     | Unknown | No      |
| Jardine-Edison Junior Academy   | Wichita, KS      | 1996 | 6-8     | Unknown | No      |
| Edison-Ingalls Partnership School                                     | Wichita, KS      | 1997 | K-5     | Unknown | No      |
| Edison-Isely Partnership School                                       | Wichita, KS      | 1997 | K-5     | Unknown | No      |
| Boston Renaissance Charter School<br>(counted as 2 schools by Edison) | Boston, MA       | 1995 | K-8     | Unknown | Yes     |
| Seven Hills Charter School<br>(counted as 2 schools by Edison)        | Worcester, MA    | 1996 | K-8     | Unknown | Yes     |
| Furman L. Templeton Elementary School                                 | Baltimore, MD    | 2000 | Pre-K-6 | Unknown | Unknown |
| Gilmor Elementary School  | Baltimore, MD    | 2000 | Pre-K-6 | Unknown | Unknown |
| Montebello Elementary School  | Baltimore, MD    | 2000 | Pre-K-6 | Unknown | Unknown |
| Southwestern Edison Junior Academy                                    | Battle Creek, MI | 1999 | 7-8     | Unknown | No      |
| Washington-Edison Partnership School                                  | Battle Creek, MI | 1998 | K-6     | Unknown | No      |
| Wilson-Edison Partnership School                                      | Battle Creek, MI | 1998 | K-6     | Unknown | No      |

|  |                   |      |         |         |     |
|--|-------------------|------|---------|---------|-----|
| Detroit Academy of Arts and Sciences   | Detroit, MI       | 1997 | K-5     | 870     | Yes |
| Detroit Academy of Arts and Sciences, Medbury Campus<br>(counted as 2 schools by Edison) | Detroit, MI       | 2001 | 6-10    | Unknown | Yes |
| Detroit-Edison Public School Academy<br>(counted as 2 schools by Edison)                 | Detroit, MI       | 1998 | K-8     | 1107    | Yes |
| YMCA Service Learning Academy<br>(counted as 2 schools by Edison)                        | Detroit, MI       | 1999 | K-8     | 1086    | Yes |
| Edison-Oakland Public School Academy<br>(counted as 2 schools by Edison)                 | Ferndale, MI      | 1999 | K-8     | 840     | Yes |
| Flint Northwestern Community High School<br>(counted as 2 schools by Edison)             | Flint, MI         | 1999 | 6-10    | Unknown | No  |
| Garfield-Edison Partnership School   | Flint, MI         | 1997 | K-5     | Unknown | No  |
| Williams-Edison Partnership School   | Flint, MI         | 1997 | K-5     | Unknown | No  |
| Baylor Woodson Elementary School   | Inkster, MI       | 2000 | K-5     | Unknown | No  |
| Blanchett Middle School  | Inkster, MI       | 2000 | 6-8     | Unknown | No  |
| Inkster High School  | Inkster, MI       | 2000 | 9-12    | Unknown | No  |
| Meek-Milton Primary Academy  | Inkster, MI       | 2000 | Pre-K-2 | Unknown | No  |
| Dr. Martin Luther King, Jr., Academy   | Mount Clemens, MI | 1995 | K-2     | Unknown | No  |
| Dr. Martin Luther King, Jr., Academy   | Mount Clemens, MI | 1995 | 3-5     | Unknown | No  |
| Mount Clemens Junior & Senior  | Mount Clemens, MI | 1996 | 6-12    | Unknown | No  |

|  |                     |             |            |            |            |
|--|---------------------|-------------|------------|------------|------------|
| Academy<br>(counted as 2 schools by Edison)                              |                     |             |            |            |            |
| Edison-Perdue Academy<br>(counted as 2 schools by Edison)                | Pontiac, MI         | 1998        | K-7        | Unknown    | No         |
| Duluth-Edison Partnership<br>Schools<br>(counted as 3 schools by Edison) | Duluth, MN          | 1997        | K-9        | Unknown    | Yes        |
| Edison Project-PPL School<br>(counted as 2 schools by Edison)            | Minneapolis, MN     | 1998        | K-8        | Unknown    | No         |
| <b>HOPE Community Academy</b>  | <b>St. Paul, MN</b> | <b>2001</b> | <b>K-4</b> | <b>387</b> | <b>Yes</b> |
| <b>Minnesota Institute of<br/>Technology</b>                             | <b>St. Paul, MN</b> | <b>2001</b> | <b>K-6</b> | <b>281</b> | <b>Yes</b> |
| Allen-Edison Village School<br>(counted as 2 schools by Edison)          | Kansas City, MO     | 1999        | K-8        | Unknown    | No         |
| Westport Edison Middle<br>Academy  | Kansas City, MO     | 1999        | 6-8        | Unknown    | Yes        |
| Westport Edison Senior<br>Academy  | Kansas City, MO     | 1999        | 9-12       | Unknown    | Yes        |
| Woodland-Edison Classical<br>Academy                                     | Kansas City, MO     | 1999        | K-5        | Unknown    | Yes        |
| Swift Creek-Edison Elementary  | Whitakers, NC       | 1999        | K-5        | Unknown    | No         |
| Schomburg Charter School   | Jersey City, NJ     | 2000        | K-5        | 500        | Yes        |
| Granville Charter School<br>(counted as 3 schools by Edison)             | Trenton, NJ         | 1998        | K-11       | 1400       | Yes        |
| Charles I. West-Edison Junior<br>Academy                                 | Las Vegas, NV       | 2001        | 6-8        | Unknown    | Unknown    |
| Lincoln-Edison Elementary  | Las Vegas, NV       | 2001        | K-5        | Unknown    | Unknown    |
| Crestwood-Edison Elementary  | Las Vegas, NV       | 2001        | K-5        | Unknown    | Unknown    |
| Ann T. Lynch-Edison<br>Elementary  | Las Vegas, NV       | 2001        | K-5        | Unknown    | Unknown    |



|  |                           |             |             |                |            |
|--|---------------------------|-------------|-------------|----------------|------------|
| Cahlan-Edison Elementary   | Las Vegas, NV             | 2001        | K-5         | Unknown        | Unknown    |
| C.C. Ronnow-Edison Elementary  | Las Vegas, NV             | 2001        | K-5         | Unknown        | Unknown    |
| John S. Park-Edison Elementary   | Las Vegas, NV             | 2001        | K-5         | Unknown        | Unknown    |
| New Covenant Charter School  | Albany, NY                | 2000        | K-6         | Unknown        | Yes        |
| <b>Harriet Tubman Charter</b>  | <b>Bronx, NY</b>          | <b>2001</b> | <b>K-3</b>  | <b>Unknown</b> | <b>Yes</b> |
| Stepping Stone Academy Charter School  | Buffalo, NY               | 2001        | K-5         | Unknown        | Yes        |
| Riverhead Charter School   | Riverhead, NY             | 2001        | K-6         | Unknown        | Yes        |
| Charter School of Science and Technology<br>(counted as 2 schools by Edison) | Rochester, NY             | 2000        | K-8         | Unknown        | Yes        |
| Charter School for Applied Technologies                                      | Tonawanda, NY             | 2001        | K-6         | Unknown        | Yes        |
| The Dayton Academy   | Dayton, OH                | 1999        | K-6         | Unknown        | Yes        |
| Dayton View Academy<br>(counted as 2 schools by Edison)                      | Dayton, OH                | 2000        | K-6         | Unknown        | Yes        |
| <b>Chester High School</b>   | <b>Chester-Upland, PA</b> | <b>2001</b> | <b>9-12</b> | <b>Unknown</b> | <b>No</b>  |
| Columbus Edison Elementary   | Chester-Upland, PA        | 2001        | K-5         | Unknown        | No         |
| Main Street Edison Academy   | Chester-Upland, PA        | 2001        | K-8         | Unknown        | No         |
| Pulaski Edison Junior Academy  | Chester-Upland, PA        | 2001        | 5-8         | Unknown        | No         |
| Showalter Edison Junior Academy  | Chester-Upland, PA        | 2001        | 5-8         | Unknown        | No         |
| <b>Smedley Middle School</b>   | <b>Chester-Upland, PA</b> | <b>2001</b> | <b>6-8</b>  | <b>Unknown</b> | <b>No</b>  |
| <b>Stetser Elementary</b>  | <b>Chester-Upland, PA</b> | <b>2001</b> | <b>K-5</b>  | <b>Unknown</b> | <b>No</b>  |
| Wetherill Edison Elementary  | Chester-Upland, PA        | 2001        | K-5         | Unknown        | No         |
| William Penn Edison Elementary   | Chester-Upland, PA        | 2001        | K-4         | Unknown        | No         |
| <b>Mariana Bracetti Academy Charter</b>                                      | <b>Philadelphia, PA</b>   | <b>2001</b> | <b>6-9</b>  | <b>Unknown</b> | <b>Yes</b> |
| Renaissance Academy-Edison   | Phoenixville, PA          | 2000        | K-8         | 740            | Yes        |

|   |                 |      |         |         |         |
|---|-----------------|------|---------|---------|---------|
| Charter School<br>(counted as 2 schools by Edison)            |                 |      |         |         |         |
| Lincoln-Edison Charter School                                 | York, PA        | 2000 | K-5     | 741     | Yes     |
| Elm Creek Elementary School                                   | Atascosa, TX    | 1997 | K-5     | Unknown | Unknown |
| Blair-Edison Academy  | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Edison-Hernandez Academy                                      | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Edison- Henderson Academy                                     | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Edison-Maple Lawn Academy                                     | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Edison-Medrano Academy  | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Edison-Titche Academy   | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| John W. Runyon Academy  | Dallas, TX      | 2000 | Pre-K-6 | Unknown | No      |
| Kriewald Road Elementary School                               | San Antonio, TX | 1998 | K-5     | Unknown | No      |
| Stewart-Edison Junior Academy                                 | Tyler, TX       | 1999 | 6-8     | Unknown | No      |
| Milwaukee Science Academy<br>(counted as 2 schools by Edison) | Milwaukee, WI   | 2000 | Pre-K-7 | 1000    | Yes     |
| Milwaukee Urban League Academy of Business and Economics      | Milwaukee, WI   | 2001 | K-5     | Unknown | Yes     |

### Discontinued Schools

| School Name               | Location             | Year Founded | Grade Levels Served                                   | Number of Students Enrolled | Charter School? |
|---------------------------|----------------------|--------------|---|-----------------------------|-----------------|
| Timberview-Edison Academy | Colorado Springs, CO | 1999         | 2000: Closed due to “lack of enrollment” <sup>9</sup> | Unknown                     | No              |

<sup>9</sup> School closed at the end of the 2000-2001 academic year. Source: “Edison School to Close,” *Denver Rocky Mountain News*, 15 December 2000.

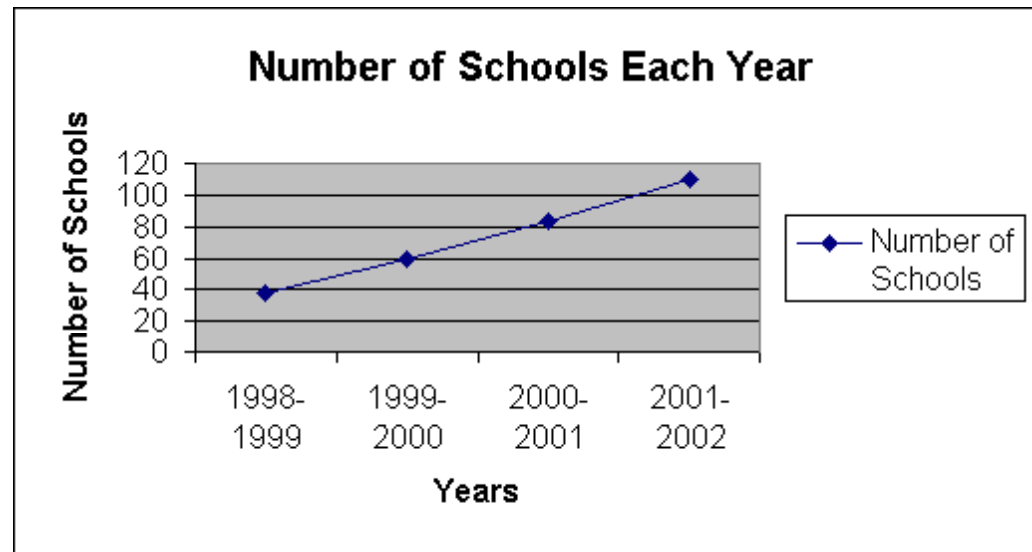
|                                |             |      |  |         |    |
|--------------------------------|-------------|------|--|---------|----|
| Washington Elementary School   | Sherman, TX | 1995 | 2000: Contract not renewed <sup>10</sup> | Unknown | No |
| Dillingham Intermediate School | Sherman, TX | 1996 | 2000: Contract not renewed               | Unknown | No |

---

<sup>10</sup> Contract with Edison was not renewed in June 2000. Source: Jonathan Fox, "No Class," *Dallas Observer*, 27 January 2000.

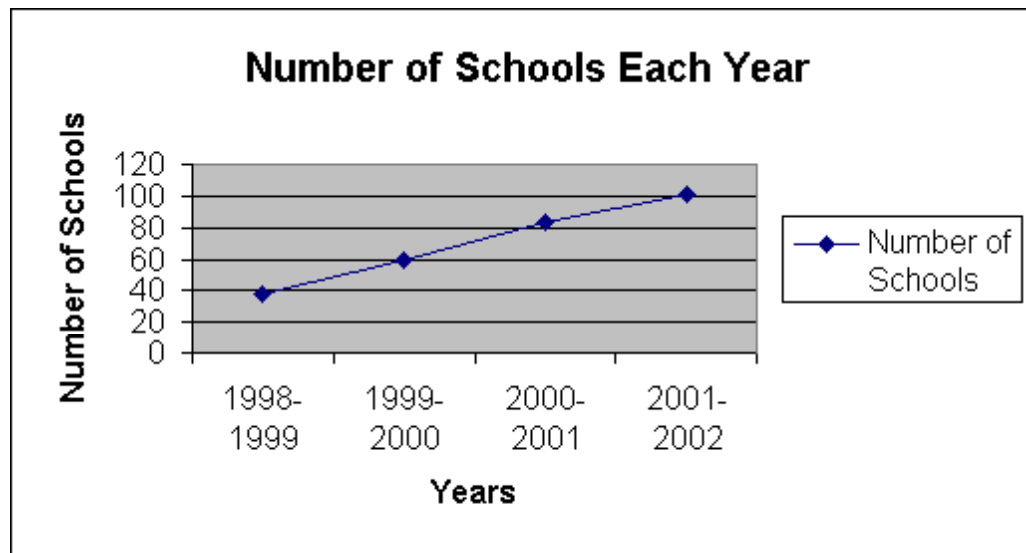
## Edison Schools (after acquisition of LearnNow, Inc.)

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 38        | 60        | 84        | 109       |
| Number of Students | X         | X         | X         | 75,000    |



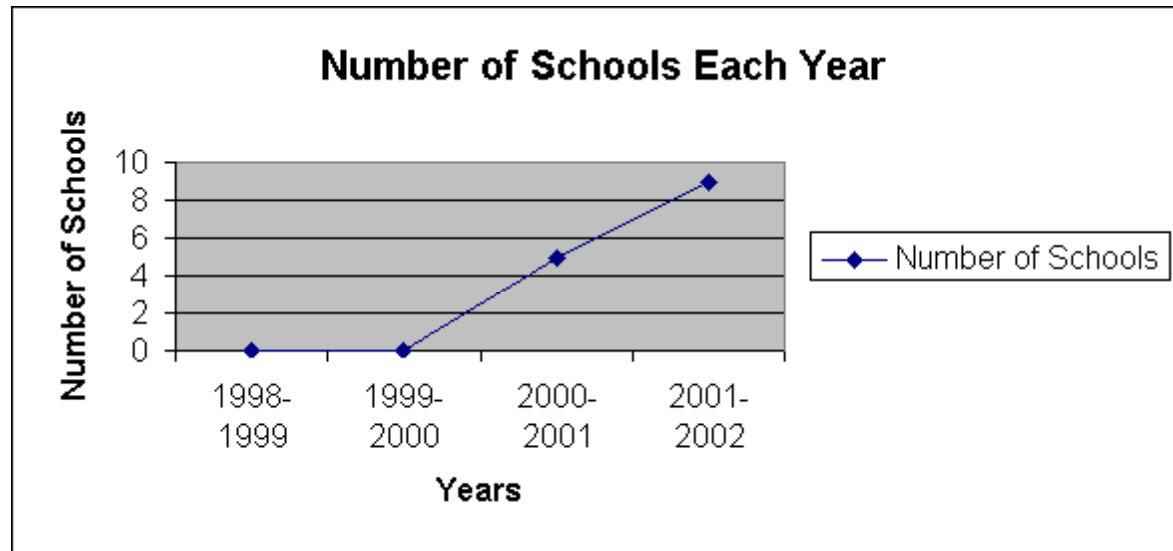
## Edison Schools (had they not acquired LearnNow, Inc.)

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 38        | 60        | 84        | 100       |
| Number of Students | X         | X         | X         | Unknown   |



**LearnNow, Inc.**  
**(had they not been acquired by Edison)**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 0         | 0         | 5         | 9         |
| Number of Students | X         | X         | X         | Unknown   |



**For-profit Education Management Company Profile**  
**2001-2002 Survey**

**The Leona Group**

| Address  | Telephone                             | WWW Address  | Year Founded | Privately Held or Publicly Traded | Profitable or Not Profitable |
|--|---------------------------------------|--|--------------|-----------------------------------|------------------------------|
| 4660 S. Hagadorn Rd.<br>Ste. 500<br>East Lansing, MI 48823 | 517-333-9030<br><br>FAX: 517-333-4559 | <a href="http://www.leonagroup.com">www.leonagroup.com</a><br><a href="http://www.leonagroupaz.com">www.leonagroupaz.com</a> | 1996         | Privately held                    | Profitable <sup>11</sup>     |
| 1313 E. Osborn Rd.<br>Ste. 100<br>Phoenix, AZ 85014        | 602-953-2933<br><br>FAX: 602-953-0831 |  |              |                                   |                              |

**Schools<sup>12</sup>**

| School Name              | Location            | Year Founded | Grade Levels Served | Number of Students Enrolled | Charter School? |
|--------------------------|---------------------|--------------|---------------------|-----------------------------|-----------------|
| Apache Trail High School | Apache Junction, AZ | 1997         | 9-12                | 163                         | Yes             |
| Apex Academy             | Apache Junction, AZ | 2001         | 7-8                 | 27                          | Yes             |
| Estrella High School     | Avondale, AZ        | 1999         | 9-12                | 380                         | Yes             |
| El Dorado High School    | Chandler, AZ        | 1999         | 9-12                | 271                         | Yes             |
| Desert Hills High School | Gilbert, AZ         | 1999         | 9-12                | 325                         | Yes             |

<sup>11</sup> "The Business of Education," *Business Week Online*, 7 February 2000. Information confirmed by Pat McMahon, Leona Group via a fax communication on 5 November 2001.

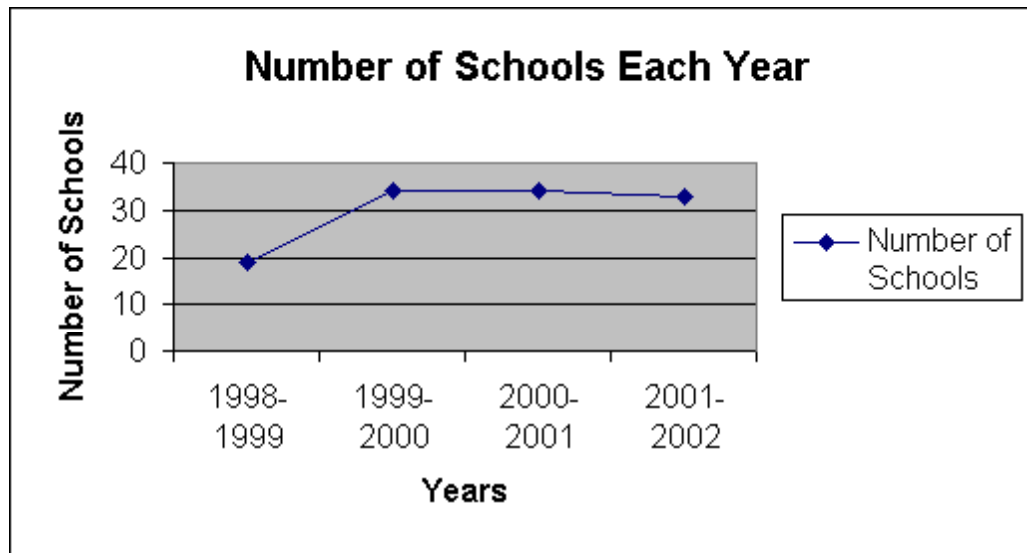
<sup>12</sup> Information was gathered from the following sources: [www.charterschools.org/schools.html](http://www.charterschools.org/schools.html) on 29 August 2001, the Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 31 August 2001, and [www.leonagroupaz.com](http://www.leonagroupaz.com). Information was updated and verified by Pat McMahon, Leona Group, via a fax communication on 5 November 2001.

|  |                      |      |            |     |     |
|--|----------------------|------|------------|-----|-----|
| Maya High School                                 | Glendale, AZ         | 1998 | 9-12       | 461 | Yes |
| Sun Valley High School                           | Mesa, AZ             | 1997 | 9-12       | 787 | Yes |
| Sun Valley Middle School                         | Mesa, AZ             | 2001 | 7-8        | 54  | Yes |
| Peoria Accelerated High School                   | Peoria, AZ           | 1999 | 9-12       | 434 | Yes |
| Ocotillo High School                             | Phoenix, AZ          | 1999 | 9-12       | 407 | Yes |
| Summit High School                               | Phoenix, AZ          | 1998 | 9-12       | 461 | Yes |
| West Phoenix High School                         | Phoenix, AZ          | 1997 | 9-12       | 651 | Yes |
| Tempe Accelerated High School                    | Tempe, AZ            | 1997 | 9-12       | 298 | Yes |
| Tucson Accelerated High School                   | Tucson, AZ           | 1997 | 9-12       | 488 | Yes |
| Academy for Business and Technology              | Dearborn Heights, MI | 1997 | 6-12       | 384 | Yes |
| Allen Academy                                    | Detroit, MI          | 1999 | K-8        | 474 | Yes |
| Beacon International Academy                     | Detroit, MI          | 1999 | K-5        | 250 | Yes |
| Cesar Chavez Academy                             | Detroit, MI          | 1996 | K-5        | 454 | Yes |
| Cesar Chavez Academy                             | Detroit, MI          | 1998 | 6-12       | 340 | Yes |
| Charlotte Forten Academy                         | Detroit, MI          | 1998 | Ages 12-18 | 190 | Yes |
| George Crockett Academy                          | Detroit, MI          | 1998 | K-8        | 350 | Yes |
| Hope of Detroit Academy                          | Detroit, MI          | 1999 | K-8        | 383 | Yes |
| Joy Preparatory Academy                          | Detroit, MI          | 1999 | K-3        | 165 | Yes |
| Pierre Toussaint Academy                         | Detroit, MI          | 1998 | K-8        | 400 | Yes |
| Voyageur Academy                                 | Detroit, MI          | 1998 | K-8        | 342 | Yes |
| Woodward Academy                                 | Detroit, MI          | 1995 | K-8        | 740 | Yes |
| Northridge Academy                               | Flint, MI            | 1999 | K-8        | 429 | Yes |
| William C. Abney Academy                         | Grand Rapids, MI     | 1998 | K-6        | 175 | Yes |
| Navigator Academy                                | Kalamazoo, MI        | 1996 | K-6        | 50  | Yes |
| New City Academy                                 | Lansing, MI          | 1999 | K-6        | 84  | Yes |
| Walter French Academy of Business and Technology | Lansing, MI          | 1996 | K-12       | 650 | Yes |
| TriValley Academy                                | Muskegon, MI         | 1995 | K-8        | 300 | Yes |
| Francis Reh Academy                              | Saginaw, MI          | 1998 | K-8        | 316 | Yes |



## The Leona Group

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 19        | 34        | 34        | 33        |
| Number of Students | X         | X         | X         | 11,683    |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Mosaica Education**

| <b>Address</b>  | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--|---------------------|--|-------------------------------------|
| 880 Las Gallinas Ave.<br>Ste. 1<br>San Rafael, CA 94903 | 415-491-1305<br>FAX: 415-491-1309 | <a href="http://www.mosaicaeducation.com">www.mosaicaeducation.com</a> | 1997                | Privately Held                           | Unknown                             |

**Schools<sup>1314</sup>**

| <b>School Name</b>                 | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| <b>Phoenix Advantage School</b>    | Phoenix, AZ     | 1997                | K-8                        | 950                                | Yes                    |
| Denver Arts and Technology Academy | Denver, CO      | 2000                | K-5                        | 250                                | Yes                    |
| <b>Arts and Technology Academy</b> | Washington, DC  | 1999                | K-6                        | 611                                | Yes                    |
| <b>Howard Road Academy</b>         | Washington, DC  | 1999                | K-5                        | 373                                | Yes                    |
| Marion T Academy                   | Wilmington, DE  | 2000                | K-5                        | 625                                | Yes                    |

<sup>13</sup> Faxed communication with Gene Eidelman, Mosaica Education, on 30 September 2000. The information listed was updated from the Arizona Department of Education's website and with information from Mosaica's website, <http://www.mosaicaeducation.com/where.html>, accessed on 27 August 2001, and verified by Irene Ford, executive assistant, Mosaica Education, on 27 December 2001.

<sup>14</sup> In July 2001, Mosaica Education acquired Advantage Schools, Inc. The schools listed in bold face were Advantage Schools prior to acquisition <http://www.advantage-schools.com/news/mosaica%20070201.htm>.

|  |                   |      |     |         |     |
|--|-------------------|------|-----|---------|-----|
| <b>Victory Charter School</b>                | Fairburn, GA      | 2000 | K-5 | Unknown | Yes |
| Bay County Public School Academy             | Bay City, MI      | 2001 | K-6 | 217     | Yes |
| <b>Benton Harbor Charter School</b>          | Benton Harbor, MI | 2000 | K-5 | 462     | Yes |
| <b>Detroit Advantage Academy</b>             | Detroit, MI       | 2000 | K-5 | 697     | Yes |
| Center Academy                               | Flint, MI         | 1999 | K-7 | 355     | Yes |
| Grand Blanc Academy                          | Grand Blanc, MI   | 1999 | K-6 | 490     | Yes |
| George Washington Carver Academy             | Highland Park, MI | 1999 | K-6 | 558     | Yes |
| <b>Kalamazoo Advantage Academy</b>           | Kalamazoo, MI     | 1998 | K-6 | 575     | Yes |
| Capital Area Academy                         | Lansing, MI       | 1999 | K-6 | 287     | Yes |
| Pontiac Public School Academy                | Pontiac, MI       | 2001 | K-5 | 385     | Yes |
| Mosaica Academy of Saginaw                   | Saginaw, MI       | 1997 | K-8 | 420     | Yes |
| <b>Sugar Creek Charter School</b>            | Charlotte, NC     | 1999 | K-7 | 595     | Yes |
| Liberty Academy Charter School               | Jersey City, NJ   | 1999 | K-7 | 206     | Yes |
| <b>New Horizons Community Charter School</b> | Newark, NJ        | 1999 | K-5 | 493     | Yes |
| Ronald H Brown Academy                       | Harrisburg, PA    | 2000 | K-6 | 478     | Yes |
| Leadership Learning Partners Charter School  | Philadelphia, PA  | 2000 | K-5 | 558     | Yes |
| <b>Renaissance Advantage Charter School</b>  | Philadelphia, PA  | 1999 | K-6 | 625     | Yes |

### Discontinued Schools

| School Name  | Location         | Year Founded | Grade Levels Served  | Number of Students Enrolled | Charter School? |
|--|------------------|--------------|--|-----------------------------|-----------------|
| <b>Octavio Paz Charter School</b>                      | Chicago, IL      | 1998         | 2000: Management contract with Advantage not renewed <sup>15</sup> | Unknown                     | Yes             |
| <b>Mystic Valley Advantage Regional Charter School</b> | Malden, MA       | 1998         | 2000: Management contract with Advantage not renewed <sup>16</sup> | Unknown                     | Yes             |
| <b>Abby Kelley Foster Regional Charter School</b>      | Worcester, MA    | 1998         | Contract with Advantage discontinued                               | Unknown                     | Yes             |
| <b>Rocky Mount Charter School</b>                      | Rocky Mount, NC  | 1997         | 2000: Lost Contract with Advantage <sup>17</sup>                   | Unknown                     | Yes             |
| <b>Jersey City Golden Door Charter School</b>          | Jersey City, NJ  | 1998         | Contract with Advantage discontinued                               | Unknown                     | Yes             |
| <b>New Covenant Charter School</b>                     | Albany, NY       | 1999         | 2000: Contract with Advantage not renewed <sup>18</sup>            | Unknown                     | Yes             |
| Mosaica Academy Charter School                         | Bensalem, PA     | 1998         | 2001: Contract with Mosaica lost                                   | Unknown                     | Yes             |
| Collegium Charter School                               | West Chester, PA | 1999         | Contract with  | 500                         | Yes             |

<sup>15</sup> Telephone communication with Octavio Paz Charter School, 8 December 2000.

<sup>16</sup> "Manager pulls out of Malden charter school," Boston Globe, 10 February 2000, B7.

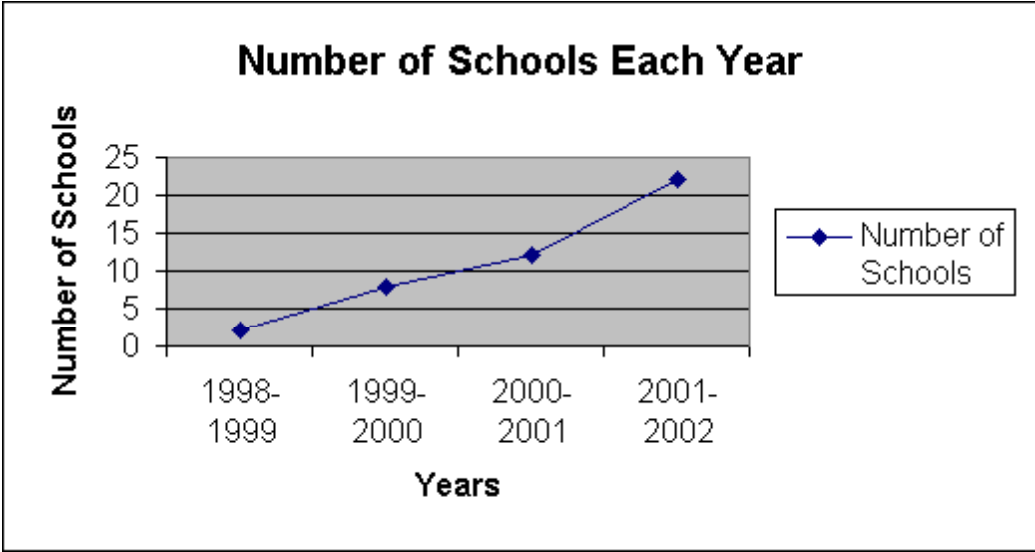
<sup>17</sup> Alison Gendar, "Many Woes for firm on Ed Bd. List," Daily News, 11 September 2000, News, 24.

<sup>18</sup> Alison Gendar, "Many Woes for firm on Ed Bd. List," Daily News, 11 September 2000, News, 24.

|   |                 |      |                                      |         |     |
|---|-----------------|------|--------------------------------------|---------|-----|
|   |                 |      | Mosaica discontinued                 |         |     |
| <b>Oak Cliff Academy</b>                | Dallas, TX      | 1999 | Contract with Advantage discontinued | Unknown | Yes |
| <b>Houston Advantage Charter School</b> | Houston, TX     | 1999 | Contract with Advantage discontinued | Unknown | Yes |
| <b>Midland Advantage Charter School</b> | Midland, TX     | 1999 | Contract with Advantage discontinued | Unknown | Yes |
| <b>New Frontiers Charter School</b>     | San Antonio, TX | 1998 | Contract with Advantage discontinued | Unknown | Yes |

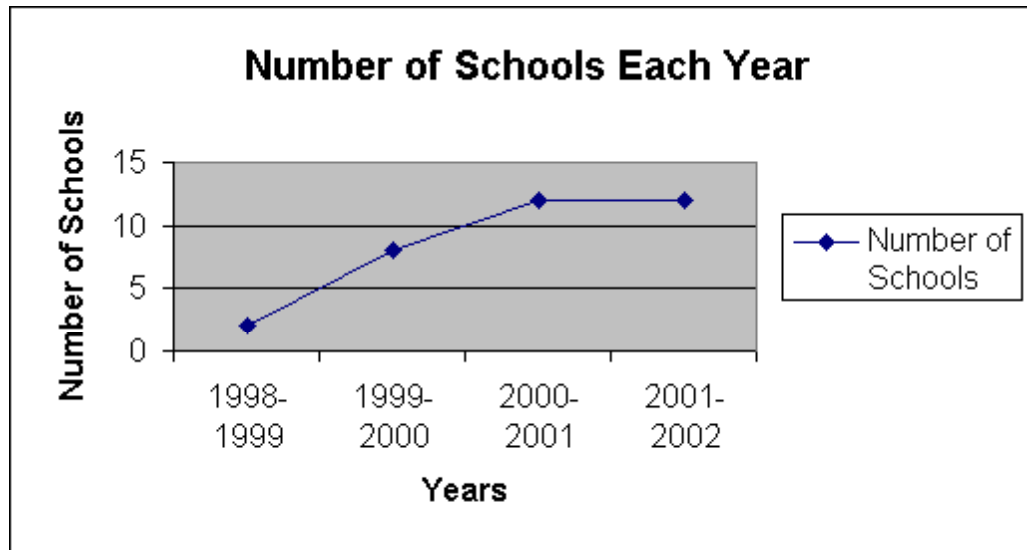
**Mosaica Education  
(after acquisition of Advantage Schools, Inc.)**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 2         | 8         | 12        | 22        |
| Number of Students | X         | X         | X         | Unknown   |



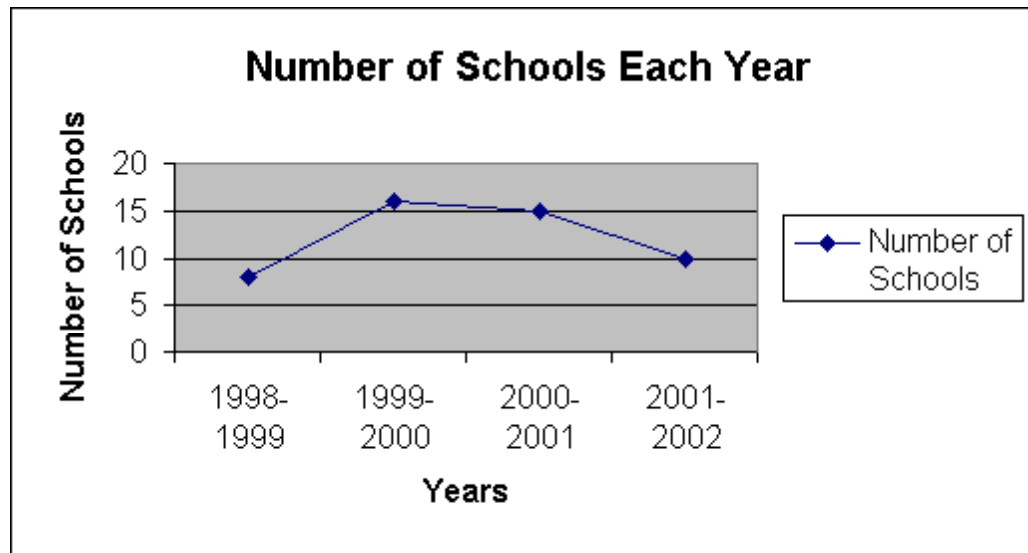
**Mosaica Education  
(had they not acquired Advantage Schools, Inc.)**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 2         | 8         | 12        | 12        |
| Number of Students | X         | X         | X         | Unknown   |



**Advantage Schools, Inc.**  
**(had they not been acquired by Mosaica Education)**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 8         | 16        | 15        | 10        |
| Number of Students | X         | X         | X         | Unknown   |





**For-profit Education Management Company Profile  
2001-2002 Survey**

**National Heritage Academies (Formerly Educational Development Corporation)**

| Address   | Telephone   | WWW Address  | Year Founded | Privately Held or Publicly Traded | Profitable or Not Profitable |
|---|---|--|--------------|-----------------------------------|------------------------------|
| 989 Spaulding Ave. S.E.<br>Grand Rapids, MI 49546 | 616-222-1700<br>877-233-6402<br><br>FAX: 616-222-1701 | <a href="http://www.heritageacademies.com">www.heritageacademies.com</a><br><b>Email</b><br><a href="mailto:info@heritageacademies.com">info@heritageacademies.com</a> | 1995         | Privately Held                    | Profitable <sup>19</sup>     |

**Schools<sup>20</sup>**

| School Name                    | Location         | Year Founded | Grade Levels Served | Number of Students Enrolled | Charter School? |
|--------------------------------|------------------|--------------|---------------------|-----------------------------|-----------------|
| Chandler Woods Charter Academy | Belmont, MI      | 1999         | K-7                 | 447                         | Yes             |
| Burton Glen Charter Academy    | Burton, MI       | 1999         | K-7                 | 513                         | Yes             |
| Cross Creek Charter Academy    | Byron Center, MI | 1997         | K-8                 | 498                         | Yes             |
| Canton Charter Academy         | Canton, MI       | 2000         | K-6                 | 533                         | Yes             |
| Linden Charter Academy         | Flint, MI        | 1999         | K-8                 | 602                         | Yes             |

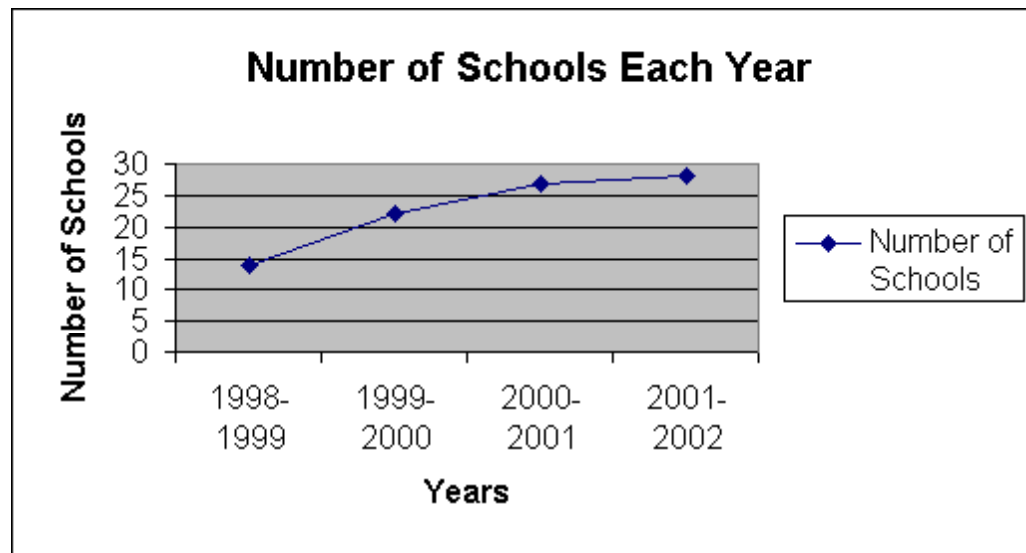
<sup>19</sup> Greg Lambert, CFO, National Heritage Academies, declined to provide this information via an email communication on 30 November and 2 December 2001. Information on profitability was gathered from "Growing Charter School Firm Says It Learned To Turn A Profit" [http://www.freep.com/news/education/skul3\\_20011203.htm](http://www.freep.com/news/education/skul3_20011203.htm) accessed on 6 December 2001.

<sup>20</sup> Faxed communication with Kellie Hoerner, National Heritage Academies, on 3 October 2000. Updated using webpage <http://www.heritageacademies.com/academies.htm> on 27 August 2001 and again verified with Kellie Hoerner, development coordinator, National Heritage Academies, on 1 October 2001.

|   |                   |      |     |     |     |
|---|-------------------|------|-----|-----|-----|
| Excel Charter Academy   | Grand Rapids, MI  | 1995 | K-8 | 655 | Yes |
| Knapp Charter Academy   | Grand Rapids, MI  | 1997 | K-8 | 659 | Yes |
| Ridge Park Charter Academy  | Grand Rapids, MI  | 1998 | K-7 | 382 | Yes |
| Vista Charter Academy   | Grand Rapids, MI  | 1996 | K-8 | 507 | Yes |
| Eagle Crest Charter Academy                                       | Holland, MI       | 1997 | K-8 | 551 | Yes |
| Vanderbilt Charter Academy  | Holland, MI       | 1996 | K-8 | 400 | Yes |
| Paragon Charter Academy   | Jackson, MI       | 1998 | K-8 | 456 | Yes |
| Paramount Charter Academy   | Kalamazoo, MI     | 1998 | K-8 | 561 | Yes |
| Windemere Park Charter Academy                                    | Lansing, MI       | 1999 | K-7 | 499 | Yes |
| Timberland Charter Academy<br>(formerly Cardinal Charter Academy) | Muskegon, MI      | 1998 | K-6 | 422 | Yes |
| Walton Charter Academy  | Pontiac, MI       | 1999 | K-7 | 606 | Yes |
| Metro Charter Academy   | Romulus, MI       | 2000 | K-6 | 495 | Yes |
| North Saginaw Charter Academy                                     | Saginaw, MI       | 1999 | K-7 | 532 | Yes |
| Endeavor Charter Academy  | Springfield, MI   | 1998 | K-8 | 598 | Yes |
| Walker Charter Academy  | Walker, MI        | 1997 | K-8 | 605 | Yes |
| Warrendale Charter Academy  | Warrendale, MI    | 2001 | K-5 | 418 | Yes |
| Vanguard Charter Academy  | Wyoming, MI       | 1996 | K-8 | 582 | Yes |
| South Arbor Charter Academy                                       | Ypsilanti, MI     | 1999 | K-7 | 572 | Yes |
| Research Triangle Charter Academy                                 | Durham, NC        | 2000 | K-6 | 122 | Yes |
| Greensboro Academy,<br>Battleground                               | Greensboro, NC    | 1999 | K-7 | 631 | Yes |
| PreEminent Charter School   | Raleigh, NC       | 2000 | K-5 | 164 | Yes |
| Forsyth Academy   | Winston-Salem, NC | 1999 | K-7 | 592 | Yes |
| Rochester Leadership Academy<br>Charter School                    | Rochester, NY     | 2000 | K-8 | 337 | Yes |

## National Heritage Academies

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 14        | 22        | 27        | 28        |
| Number of Students | X         | X         | X         | 13,939    |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Beacon Education Management (formerly Alternative Public Schools)**

| Address   | Telephone                             | WWW Address   | Year Founded | Privately Held or Publicly Traded | Profitable or Not Profitable |
|---|---------------------------------------|---|--------------|-----------------------------------|------------------------------|
| 112 Turnpike Road<br>Suite 107<br>Westborough, MA 01581 | 508-836-4461<br><br>FAX: 508-836-2604 | <a href="http://www.beaconedu.com">www.beaconedu.com</a><br><b>Email:</b><br><a href="mailto:info@beaconedu.com">info@beaconedu.com</a> | 1992         | Privately held                    | Not Profitable <sup>21</sup> |

**Schools<sup>22</sup>**

\* Schools marked with an asterisk are run by Beacon Education Management-Michigan (Utica, MI), an affiliate of Beacon

| School Name                           | Location       | Year Founded | Grade Levels Served | Number of Students Enrolled | Charter School? |
|---------------------------------------|----------------|--------------|---------------------|-----------------------------|-----------------|
| Meridian Public Charter School        | Washington, DC | 1999         | K-4                 | 243                         | Yes             |
| Thomas Jefferson Charter School**     | Itasca, IL     | 1999         | K-8                 | Unknown                     | Yes             |
| Murdoch Middle Charter School         | Chelmsford, MA | 1996         | 5-8                 | 199                         | Yes             |
| Lowell Community Charter              | Lowell, MA     | 2000         | K-3                 | 295                         | Yes             |
| Mystic Valley Regional Charter School | Malden, MA     | 1998         | K-8                 | 770                         | Yes             |
| Rising Tide Charter School            | Plymouth, MA   | 1998         | 5-8                 | 196                         | Yes             |

<sup>21</sup> Amendment no. 2 to Form S-1, Securities and Exchange Commission filing dated 17 July 2001.

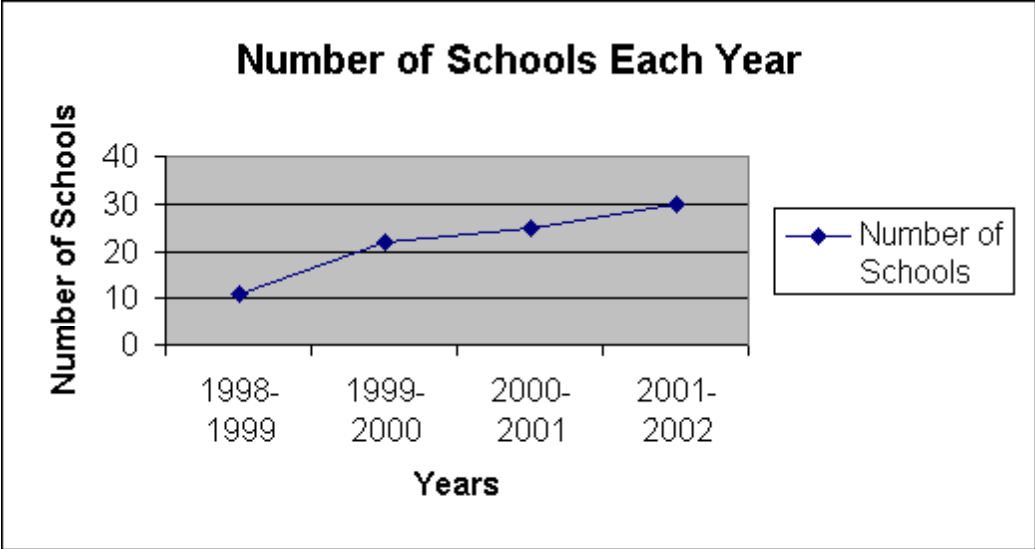
<sup>22</sup> Information originally confirmed for last year's edition via a fax communication with Carol Wing, Beacon Educational Management, on 5 October 2000. Updated with information from Beacon Education Management's Amendment no. 2 to Form S-1, Securities and Exchange Commission filing dated 17 July 2001, and updated again with information from [www.beaconedu.com](http://www.beaconedu.com) accessed on 22 August 2001. EPSL tried contacting Beacon Educational Management on several occasions for its input on confirming the data for this year's directory, but no one in the company responded to our inquiries.

|  |                      |      |       |         |     |
|--|----------------------|------|-------|---------|-----|
| The Learning Academy*                                | Byron Center, MI     | 1996 | K-10  | 157     | Yes |
| Chandler Park Academy* – Philip                      | Detroit, MI          | 1998 | 8     | 182     | Yes |
| Chandler Park Academy* – Greenfield                  | Detroit, MI          | 1998 | 2,3,7 | 125     | Yes |
| Chandler Park Academy* – Haverhill                   | Detroit, MI          | 1998 | 6     | 192     | Yes |
| Detroit Community High School*                       | Detroit, MI          | 1997 | 9-12  | 312     | Yes |
| Landmark Academy*                                    | Port Huron, MI       | 1999 | K-8   | 219     | Yes |
| White Pine Academy*                                  | Leslie, MI           | 1999 | K-8   | 128     | Yes |
| Renaissance Academy*                                 | Mt. Pleasant, MI     | 1995 | K-8   | 93      | Yes |
| Muskegon Technical Academy*                          | Muskegon, MI         | 2001 | 6-9   | Unknown | Yes |
| Great Lakes Academy*                                 | Pontiac, MI          | 1997 | K-6   | 389     | Yes |
| Pontiac Academy of Excellence*                       | Pontiac, MI          | 2000 | K-5   | 242     | Yes |
| Conner Creek Academy East*                           | Roseville, MI        | 1999 | K-6   | 397     | Yes |
| West Michigan Academy of Arts & Academics*           | Spring Lake, MI      | 1996 | K-8   | 289     | Yes |
| Huron Academy*                                       | Sterling Heights, MI | 1999 | K-5   | 264     | Yes |
| Conner Creek Academy*                                | Warren, MI           | 1999 | K-6   | 520     | Yes |
| Southwest Community Charter School                   | Kansas City, MO      | 1999 | 6-9   | 475     | Yes |
| Ethel Hedgeman Lyle Academy                          | St. Louis, MO        | 2000 | K-2   | 193     | Yes |
| St. Louis Community Charter School                   | St. Louis, MO        | 2000 | K-6   | 512     | Yes |
| Thurgood Marshall Academy                            | St. Louis, MO        | 2000 | K-8   | 581     | Yes |
| Engelmann Charter School                             | Claremont, NC        | 1996 | K-6   | 201     | Yes |
| South Buffalo Charter School                         | Buffalo, NY          | 2000 | K-4   | 232     | Yes |
| Central New York Charter School for Math and Science | Syracuse, NY         | 2000 | K-6   | 393     | Yes |

|                                   |                |         |     |     |                        |
|-----------------------------------|----------------|---------|-----|-----|------------------------|
| Roxbury Prep Charter School       | Roxbury, MA    | Unknown | 6-7 | 140 | Limited Service Client |
| Frederick Douglass Charter School | Dorchester, MA | Unknown | 5-6 | 102 | Limited Service Client |

# Beacon Education Management

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 11        | 22        | 25        | 30        |
| Number of Students | X         | X         | X         | Unknown   |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Charter School Administrative Services**

| <b>Address</b>  | <b>Telephone</b>                                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|---|--------------------|---------------------|--|-------------------------------------|
| 20755 Greenfield Rd.<br>Suite 300<br>Southfield, MI 48075 | 248-569-7787<br>248-334-2814<br>FAX: 248-569-6674 | None               | 1995                | Privately Held                           | Unknown                             |

**Schools<sup>23</sup>**

| <b>School Name</b>                | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-----------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| The Tampa United Methodist School | Tampa, FL       | Unknown             | Unknown                    | Unknown                            | Yes                    |
| Academy of Detroit West           | Detroit, MI     | 1995                | K-6                        | 569                                | Yes                    |
| Academy of Michigan               | Ferndale, MI    | 1997                | 9-12                       | 295                                | Yes                    |
| Academy of Oak Park               | Ferndale, MI    | 1995                | 6-12                       | 1504                               | Yes                    |
| Academy of Flint                  | Flint, MI       | 1999                | K-7                        | 426                                | Yes                    |

<sup>23</sup> Attempts were made to confirm this information with company representatives throughout 2000 and 2001, most recently, on 21 September, 10 October, and 7 November 2001. However, EPSL did not receive a response to any of its inquiries. The information listed was compiled from the following: Brooks, Phillips, "Austin charter school clears out," Austin American-Statesman, 2 December 1999, News A1; Brown, Marilyn, "Two charter schools struggle to survive," The Tampa Tribune, 22 November 1999, Florida/Metro, 1; Schiller, Dana, "Charter firm stands behind school; Company say Dallas campus will stay open" The Dallas Morning News, 9 January 2000, News, 23A; "Silence in the halls," Austin American-Statesman, 4 December 1999, Editorial, A14; "Kansas City Charter Schools List," [www.lx.org/csp/kcack.html](http://www.lx.org/csp/kcack.html), cited on 7 December 2000; Michigan Association of Public School Academies website, [www.charterschools.org](http://www.charterschools.org) accessed on 29 August 2001.



|                                       |                      |         |         |         |     |
|---------------------------------------|----------------------|---------|---------|---------|-----|
| Academy of Inkster                    | Inkster, MI          | 1999    | 9-12    | 94      | Yes |
| Cherry Hill School of Performing Arts | Inkster, MI          | 1999    | K-12    | 1257    | Yes |
| Academy of Lanthrup Village           | Lanthrup Village, MI | 1995    | K-8     | 588     | Yes |
| Academy of Southfield                 | Southfield, MI       | 1995    | K-6     | 482     | Yes |
| Academy of Westland                   | Westland, MI         | 1996    | K-6     | 343     | Yes |
| Academy of Kansas City                | Kansas City, MO      | 1999    | K-8     | Unknown | Yes |
| Unknown                               | Beaumont, TX         | Unknown | Unknown | Unknown | Yes |
| Unknown                               | Houston, TX          | Unknown | Unknown | Unknown | Yes |
| Academy of Dallas                     | Oak Cliff, TX        | 1999    | Unknown | Unknown | Yes |
| Bexar County Academy                  | San Antonio, TX      | Unknown | Unknown | Unknown | Yes |

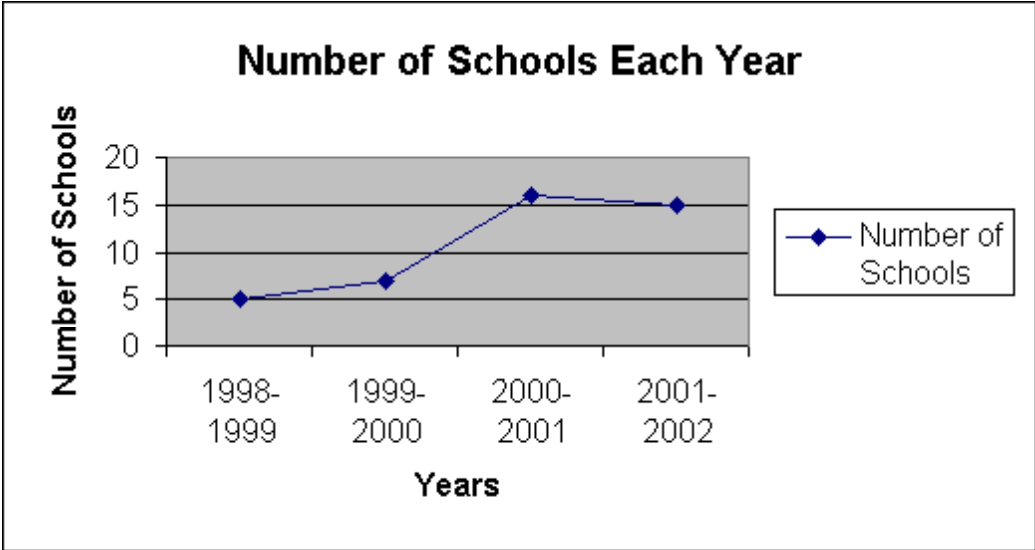
### Discontinued Schools

| School Name       | Location   | Year Founded | Grade Levels Served  | Number of Students Enrolled | Charter School? |
|-------------------|------------|--------------|--|-----------------------------|-----------------|
| Academy of Austin | Austin, TX | 1999         | CLOSED<br>December 1, 1999<br>due to “facility problems” <sup>24</sup> |                             | Yes             |

<sup>24</sup> “Austin charter school clears out,” Austin American –Statesman 2 December 1999 News; A1.

## Charter School Administrative Services

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 5         | 7         | 16        | 15        |
| Number of Students | X         | X         | X         | Unknown   |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Charter Schools USA**

| <b>Address</b>   | <b>Telephone</b>                      | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---------------------------------------|--|---------------------|--|-------------------------------------|
| 6245 N. Federal Hwy<br>5 <sup>th</sup> Floor<br>Fort Lauderdale, FL<br>33308 | 954-202-3500<br><br>FAX: 954-202-3512 | <a href="http://www.charterschoolsusa.com">www.charterschoolsusa.com</a> | 1998                | Privately Held                           | Unknown <sup>25</sup>               |

**Schools<sup>26</sup>**

| <b>School Name</b>                   | <b>Location</b>       | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--------------------------------------|-----------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Coral Springs Charter School         | Coral Springs, FL     | 1999                | 6-12                       | 1600                               | Yes                    |
| North Broward Academy of Excellence  | North Lauderdale, FL  | 2001                | K-3                        | 200                                | Yes                    |
| North Lauderdale Academy High School | North Lauderdale, FL  | 1998                | 9-12                       | 785                                | Yes                    |
| Northeast Academy                    | North Miami Beach, FL | 2001                | K-5                        | 250                                | Yes                    |
| Ryder Elementary Charter School      | Miami, FL             | 1999                | K-5                        | 480                                | Yes                    |
| Parkway Academy                      | Miramar, FL           | 2001                | 9-11                       | 400                                | Yes                    |

<sup>25</sup> Faxed communication with Elaine Bryant, Charter Schools USA, on 5 October 2001.

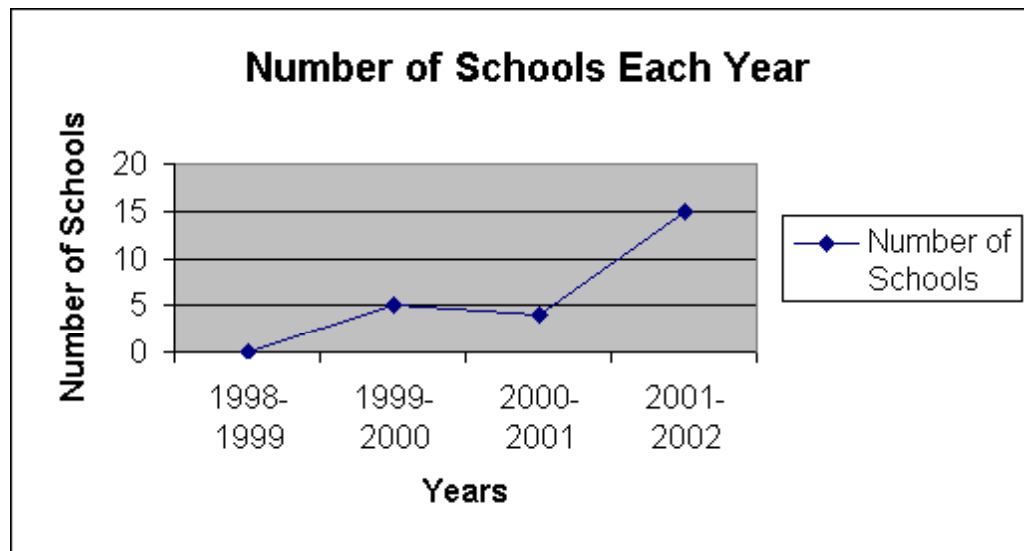
<sup>26</sup> Faxed communication with Elaine Bryant, Charter Schools USA, on 2 October 2000. Updated with information from [www.charterschoolsusa.com](http://www.charterschoolsusa.com) accessed on 22 August 2001 and again via a fax communication with Elaine Bryant, Charter Schools USA, on 5 October 2001.

|                                     |                 |       |     |     |     |
|-------------------------------------|-----------------|-------|-----|-----|-----|
| vanKara North County Charter School | Opa-Locka, FL   | 2001  | K-5 | 355 | Yes |
| Bay Haven Charter Academy           | Panama City, FL | 2001  | K-5 | 215 | Yes |
| McCullough Academy of Excellence    | Austin, TX      | 2000  | K-4 | 285 | Yes |
| Oak Cliff Academy                   | Dallas, TX      | 2001* | K-6 | 680 | Yes |
| Houston Gateway Academy             | Houston, TX     | 2001* | K-7 | 650 | Yes |
| Midland Academy Charter School      | Midland, TX     | 2001* | K-7 | 755 | Yes |
| New Frontiers Charter School        | San Antonio, TX | 2001* | K-8 | 790 | Yes |
| San Marcos Preparatory School       | San Marcos, TX  | 2001  | K-5 | 180 | Yes |
| The Academy of Skills & Knowledge   | Tyler, TX       | 2001* | K-8 | 380 | Yes |

\* - Schools marked with an asterisk were in existence prior to 2001 but were not managed by Charter Schools USA until 2001

## Charter Schools USA

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | 5         | 4         | 15        |
| Number of Students | X         | X         | X         | 8,005     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**White Hat Management**

| <b>Address</b>                                 | <b>Telephone</b>                      | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---------------------------------------|--|---------------------|--|-------------------------------------|
| 159 S. Main St.<br>Ste. 210<br>Akron, OH 44308 | 330-535-6868<br><br>FAX: 330-535-5055 | <a href="http://www.whitehatmgmt.com">www.whitehatmgmt.com</a> | 1998                | Privately Held                           | Profitable <sup>27</sup>            |

**Schools<sup>28</sup>**

| <b>School Name</b>                 | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Hope Academy - Brown Street Campus | Akron, OH       | 1998                | K-8                        | Unknown                            | Yes                    |
| Hope Academy - University Campus   | Akron, OH       | 1998                | K-6                        | Unknown                            | Yes                    |
| Life Skills Center - Akron         | Akron, OH       | 1999                | Ages 16-22                 | Unknown                            | Yes                    |
| Life Skills Center - Cincinnati    | Cincinnati, OH  | 1998                | Ages 16-22                 | Unknown                            | Yes                    |

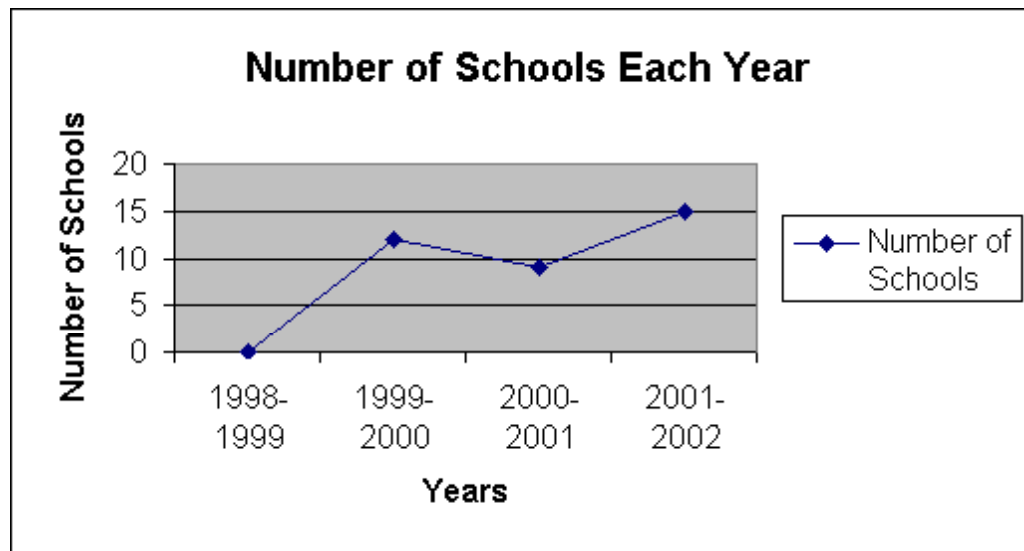
<sup>27</sup> Information confirmed by Paul Freeman, Director of Marketing Communications, White Hat Management, via an email communication on 8 November 2001.

<sup>28</sup> The information listed is drawn from the following sources: Faxed communication with Allison Allen from TPS Productions; France Griggs, "Buses lacking, but spirits high at Riverside Academy," *Cincinnati Post*, 6 September 1999; "Community Schools in Ohio: First -Year Implementation Report," [www.loeo.state.oh.us/pdf/community\\_school.pdf](http://www.loeo.state.oh.us/pdf/community_school.pdf); and Dennis Willard and Doug Oplinger, "Charter experiment goes awry, Schools fail to deliver: Education, safety left behind in Ohio's rush to open academies," *Akron Beacon Journal*, 12 December 1999. [www.whitehatmgmt.com](http://www.whitehatmgmt.com). Information was updated using White Hat's website [www.whitehatmgmt.com/school\\_locations.html](http://www.whitehatmgmt.com/school_locations.html) on 27 August 2001. All information was then updated and confirmed by Paul Freeman, Director of Marketing Communications, White Hat Management, via an email communication on 8 November 2001.

|                                    |                 |      |            |         |     |
|------------------------------------|-----------------|------|------------|---------|-----|
| Riverside Academy                  | Cincinnati, OH  | 1999 | K-8        | Unknown | Yes |
| Hope Academy - Broadway Campus     | Cleveland, OH   | 1999 | K-8        | Unknown | Yes |
| Hope Academy - Cathedral Campus    | Cleveland, OH   | 1998 | K-8        | Unknown | Yes |
| Hope Academy - Chapel Side Campus  | Cleveland, OH   | 1998 | K-8        | Unknown | Yes |
| Hope Academy - Lincoln Park Campus | Cleveland, OH   | 1999 | K-6        | Unknown | Yes |
| Hope Academy-West Campus           | Cleveland, OH   | 2001 | K-7        | Unknown | Yes |
| Life Skills Center - Cleveland     | Cleveland, OH   | 2000 | Ages 16-22 | Unknown | Yes |
| Life Skills Center - Middletown    | Middletown, OH  | 2001 | Ages 16-22 | Unknown | Yes |
| Life Skills Center - Springfield   | Springfield, OH | 2001 | Ages 16-22 | Unknown | Yes |
| Life Skills - Warren               | Warren, OH      | 2001 | Ages 16-22 | Unknown | Yes |
| Life Skills - Youngstown           | Youngstown, OH  | 1999 | Ages 16-22 | Unknown | Yes |

## White Hat Management

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | 12        | 9         | 15        |
| Number of Students | X         | X         | X         | Unknown   |





**For-profit Education Management Company Profile  
2001-2002 Survey**

**Chancellor Academies (formerly known as Cambridge Academies)**

| <b>Address</b>  | <b>Telephone</b>                      | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|---------------------------------------|--|---------------------|--|-------------------------------------|
| 3250 Mary St. Suite 202<br>Coconut Grove, FL<br>33133 | 305-648-5950<br><br>FAX: 305-648-5951 | <a href="http://www.chancelloracademies.com">www.chancelloracademies.com</a> | 1999                | Privately Held                           | Unknown <sup>29</sup>               |

**Schools<sup>30</sup>**

| <b>School Name</b>                                  | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---|------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Chancellor Charter School<br>Campus at West Gilbert | Gilbert, AZ      | 2001                | Pre-K-6                    | 515                                | Yes                    |
| Chancellor Charter School<br>Campus at Bell Canyon  | Phoenix, AZ      | 2001                | Pre-K-6                    | 520                                | Yes                    |
| Chancellor Charter School<br>Campus at Cortez Park  | Phoenix, AZ      | 2001                | K-6                        | 445                                | Yes                    |
| Chancellor Charter Campus at<br>Sierra Vista        | Sierra Vista, AZ | 2001                | K-8                        | 234                                | Yes                    |
| Options Public Charter School                       | Washington, DC   | 2001                | 5-8                        | 134                                | Yes                    |

<sup>29</sup> EPSL tried contacting Charles M. Andolsek, CFO, Chancellor Academies, on 7 December 2001 for this information but we did not receive a response.

<sup>30</sup> Information compiled from the Chancellor Academies website ([www.chancelloracademies.com](http://www.chancelloracademies.com)) and the Arizona Department of Education ([www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp)) on 31 August 2001. Information then updated via a fax communication with Laura Benoit, Chancellor Academies, on 23 October and 29 November 2001.

|  |                      |      |         |         |     |
|--|----------------------|------|---------|---------|-----|
| Chancellor Charter School of Weston                | Broward County, FL   | 2001 | Unknown | 648     | Yes |
| Four Corners Charter School                        | Davenport, FL        | 2000 | Pre-K-8 | 990     | Yes |
| Kissimmee Charter Elementary School                | Kissimmee, FL        | 2000 | Pre-K-5 | 634     | Yes |
| P.M. Wells Elementary, a Chancellor Charter School | Kissimmee, FL        | 2001 | K-5     | 290     | Yes |
| Chancellor Charter School at Lantana               | Lantana, FL          | 2001 | 5-11    | 460     | Yes |
| Chancellor Charter School at North Lauderdale      | North Lauderdale, FL | 2001 | K-5     | 450     | Yes |
| Milestones Community School                        | Palm Bay, FL         | 1998 | 5-11    | Unknown | Yes |
| Stepping Stones Community School                   | Palm Bay, FL         | 2001 | K-4     | 181     | Yes |
| North Tampa Alternative Charter School             | Tampa, FL            | 2001 | K-5     | 227     | Yes |

## Chancellor Academies

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 14        |
| Number of Students | X         | X         | X         | 5,728*    |

\*Total number of students for 13 schools

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Helicon Associates**

| <b>Address</b>                       | <b>Telephone</b>                      | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--------------------------------------|---------------------------------------|--------------------|---------------------|--|-------------------------------------|
| P.O. Box 1014<br>Flat Rock, MI 48134 | 734-379-9795<br><br>FAX: 734-379-9794 | None               | 1993                | Privately Held                           | Profitable <sup>31</sup>            |

**Schools<sup>32</sup>**

| <b>School Name</b>                   | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--------------------------------------|------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Pansophia Academy                    | Coldwater, MI    | 1995                | K-12                       | 225                                | Yes                    |
| Summit Academy                       | Flat Rock, MI    | 1996                | K-12                       | 673                                | Yes                    |
| Sauk Trail Academy <sup>33</sup>     | Hillsdale, MI    | 1997                | K-8                        | 180                                | Yes                    |
| Will Carleton Academy                | Hillsdale, MI    | 1998                | K-9                        | 188                                | Yes                    |
| Thomas-Gist Academy<br>(2 Locations) | Inkster, MI      | 1995                | 5-8                        | 350 Combined                       | Yes                    |
|                                      | Westland, MI     | 1995                | K-4                        |                                    | Yes                    |
| New Bedford Academy                  | Lambertville, MI | 1998                | K-8                        | 205                                | Yes                    |
| Marshall Academy                     | Marshall, MI     | 2000                | K-7                        | 240                                | Yes                    |
| Michigan Automotive Academy          | Romulus, MI      | 1996                | 9-12                       | 500 Combined                       | Yes                    |

<sup>31</sup> Information verified via fax with Anne Gregory, Helicon Associates, on 1 October 2001.

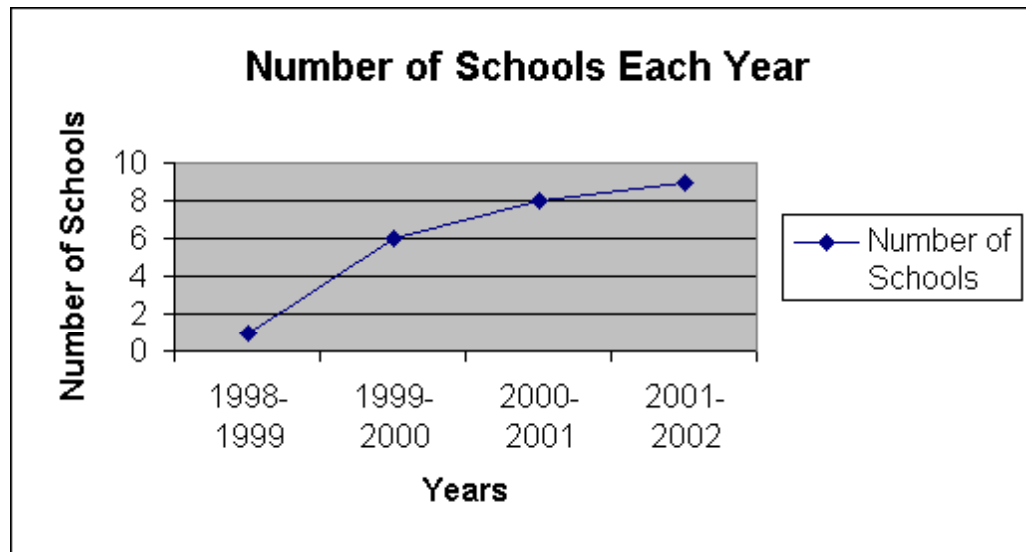
<sup>32</sup> E-mail communication with Anne Gregory, Helicon Associates, on 9 October 2000. Updated using [www.charterschools.org](http://www.charterschools.org) on 29 August 2001 and again verified with Anne Gregory, Helicon Associates, via fax on 1 October 2001.

<sup>33</sup> Sauk Trail Academy used to be managed by Educational Resources of Michigan, Helicon Associates replaced them at the start of the 2000-2001 school year.

|                      |             |      |      |     |     |
|----------------------|-------------|------|------|-----|-----|
| (2 Locations)        | Detroit, MI | 1996 | K-8  |     | Yes |
| Summit North Academy | Romulus, MI | 1998 | K-12 | 968 | Yes |

## Helicon Associates

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 1         | 6         | 8         | 9         |
| Number of Students | X         | X         | X         | 3,529     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Excel Education Centers, Inc.**

| <b>Address</b>                                     | <b>Telephone</b>                                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---|--|---------------------|--|-------------------------------------|
| 1040 Whipple St.<br>Ste. 324<br>Prescott, AZ 86305 | 800-417-9036<br>928-778-5764<br>FAX: 520-445-2989 | <a href="http://www.excel.apsc.k12.az.us">www.excel.apsc.k12.az.us</a> | 1995                | Privately held                           | Break Even <sup>34</sup>            |

**Schools<sup>35</sup>**

| <b>School Name</b>                    | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---------------------------------------|------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Excel Education Center – Chino Valley | Chino Valley, AZ | 1999                | 6-12                       | 100                                | Yes                    |
| Excel Education Center – Cottonwood   | Cottonwood, AZ   | 1995                | 9-12                       | 120                                | Yes                    |
| Excel Education Center – Flagstaff    | Flagstaff, AZ    | 1996                | 6-12                       | 220                                | Yes                    |
| Excel Education Center – Fort Mohave  | Fort Mohave, AZ  | 2001                | 9-12                       | 60                                 | Yes                    |

<sup>34</sup> E-mail communication with Lois Schmittinger, Excel Education Centers, on 5 December 2001.

<sup>35</sup> E-mail communication with Lois Schmittinger, Excel Education Centers, on 27 September 2000. Updated with information from website [www.excel.apsc.k12.az.us/products.htm](http://www.excel.apsc.k12.az.us/products.htm) accessed on 24 August, 2001. Information updated with Arizona Department of Education website ([www.ade.state.az.us/charterschools/search/SiteList.asp](http://www.ade.state.az.us/charterschools/search/SiteList.asp)) on 31 August 2001 and confirmed and updated via an Email communication with Lois Schmittinger, Executive Secretary, Excel Education Centers, Inc on 2 October 2001.

|  |                     |      |      |     |     |
|--|---------------------|------|------|-----|-----|
| Excel Education Center – Prescott        | Prescott, AZ        | 1995 | 6-12 | 200 | Yes |
| Excel Education Center - Prescott Valley | Prescott Valley, AZ | 1996 | 6-12 | 220 | Yes |
| Excel Education Center – San Carlos      | San Carlos, AZ      | 1996 | 6-12 | 120 | Yes |

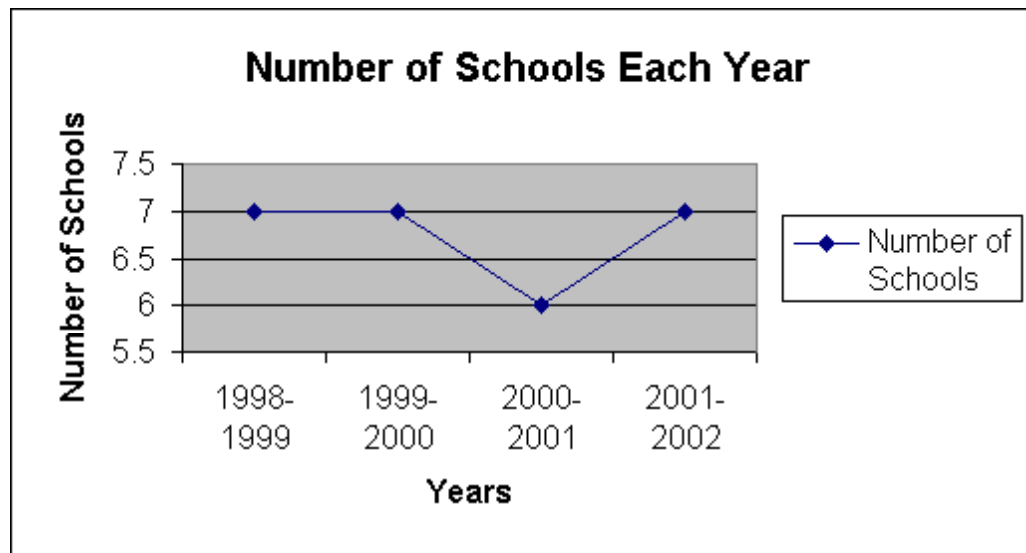
### Discontinued Schools

| School Name                       | Location     | Year Founded | Grade Levels Served | Number of Students Enrolled | Charter School? |
|-----------------------------------|--------------|--------------|---------------------|-----------------------------|-----------------|
| Excel Education Center – Williams | Williams, AZ | 1995         | CLOSED              | CLOSED                      | Yes             |



## Excel Education Centers, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 7         | 7         | 6         | 7         |
| Number of Students | X         | X         | X         | 1,040     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**SABIS Educational Systems**

| <b>Address</b>                           | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|--|---------------------|--|-------------------------------------|
| 6385 Beach Rd.<br>Eden Prairie, MN 55344 | 952-918-1850<br>FAX: 952-918-1851 | <a href="http://www.sabis.net">www.sabis.net</a><br>Email:<br><a href="mailto:sabisusa@sabis.net">sabisusa@sabis.net</a> | 1886                | Privately Held                           | Unknown <sup>36</sup>               |

**Schools<sup>37</sup>**

| <b>School Name</b>                       | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| SABIS International School               | Phoenix, AZ     | 2001                | K-6                        | 250                                | Yes                    |
| SABIS Foxborough Regional Charter School | Foxborough, MA  | 1998                | K-11                       | 699                                | Yes                    |
| The Somerville Charter School            | Somerville, MA  | 1996                | K-12                       | 639                                | Yes                    |
| SABIS International Charter School       | Springfield, MA | 1995                | K-12                       | 1225                               | Yes                    |
| International Academy of Flint           | Flint, MI       | 1999                | K-10                       | 754                                | Yes                    |
| Guilford-SABIS Charter School            | Greensboro, NC  | 2001                | K-8                        | 450                                | Yes                    |

<sup>36</sup> SABIS Educational Systems refused to provide this information.

<sup>37</sup> Faxed communication with Udo Schulz, SABIS Educational Systems, on 29 September 2000. Revised using info from website [www.sabis.net](http://www.sabis.net) accessed on 27 August 2001 and again verified and updated via an Email communication with SABIS Educational Systems on 2 October, 2001.

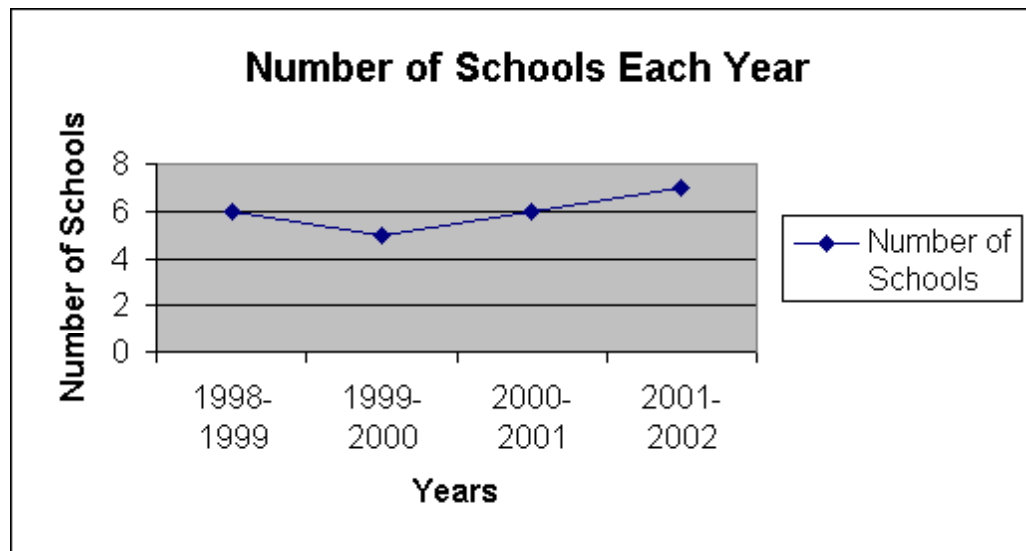
|  |                |      |     |     |     |
|--|----------------|------|-----|-----|-----|
| SABIS International School of Cincinnati | Cincinnati, OH | 2000 | K-7 | 694 | Yes |
|--|----------------|------|-----|-----|-----|

### Discontinued Schools

| School Name                                   | Location    | Year Founded | Grade Levels Served                                      | Number of Students Enrolled | Charter School? |
|---|-------------|--------------|--|-----------------------------|-----------------|
| The Chicago International School North Campus | Chicago, IL | 1997         | 1999: Transferred to non-profit American Quality Schools | Unknown                     | Yes             |
| The Chicago International School South Campus | Chicago, IL | 1997         | 1999: Transferred to Edison                              | Unknown                     | Yes             |

## SABIS Educational Systems

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 6         | 5         | 6         | 7         |
| Number of Students | X         | X         | X         | 4,711     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Designs for Learning, Inc.**

| <b>Address</b>                                    | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--|---------------------|--|-------------------------------------|
| 1021 Bandana Blvd. Ste. 214<br>St. Paul, MN 55108 | 651-645-0200<br>FAX: 651-645-0240 | <a href="http://www.designlearn.net">www.designlearn.net</a> | 1987                | Privately Held                           | Unknown <sup>38</sup>               |

**Schools<sup>39</sup>**

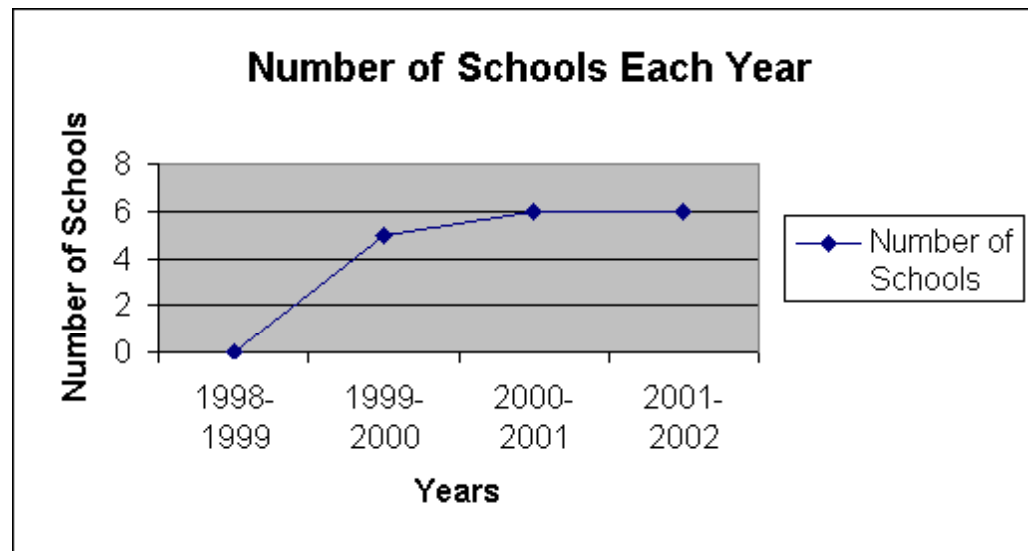
| <b>School Name</b>                          | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Concordia Creative Learning Academy         | St. Paul, MN    | 1998                | K-6                        | 120                                | Yes                    |
| Family Learning Center                      | St. Paul, MN    | 1996                | K-5                        | 120                                | Yes                    |
| High School for Recording Arts              | St. Paul, MN    | 1998                | 9-12                       | 140                                | Yes                    |
| Minnesota International Middle School       | St. Paul, MN    | 2001                | 5-8                        | 45                                 | Yes                    |
| Minnesota Technology High School            | St. Paul, MN    | 1998                | 9-12                       | 100                                | Yes                    |
| Twin Cities International Elementary School | St. Paul, MN    | 2001                | K-4                        | 120                                | Yes                    |

<sup>38</sup> Designs for Learning, Inc. refused to provide this information after a request on 30 November 2001

<sup>39</sup> Faxed communication with Andrew Adelman, Designs for Learning, on 2 October 2000. Updated with information from website [www.designlearn.com/clc-schools.html](http://www.designlearn.com/clc-schools.html) accessed on 22 August 2001 and again updated via email communications with Andrew Adelman on 4 and 10 October 2001.

## Designs for Learning, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | 5         | 6         | 6         |
| Number of Students | X         | X         | X         | 645       |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Nobel Learning Communities, Inc.**

| <b>Address</b>   | <b>Telephone</b>                      | <b>WWW Address</b>  | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---------------------------------------|---|---------------------|--|-------------------------------------|
| Rose Tree Corporate Center II<br>1400 N. Providence Rd.<br>Media, PA 19063 | 610-891-8200<br><br>FAX: 610-891-8222 | <a href="http://www.nobellearning.com">www.nobellearning.com</a><br><b>Email:</b><br><a href="mailto:Daryl.Dixon@nlcinc.com">Daryl.Dixon@nlcinc.com</a> | 1982                | Publicly traded<br>(NLCI on NASDAQ)      | Profitable <sup>40</sup>            |

**Schools<sup>41</sup>**

\* Schools started by Tesseract in 1999 but owned by Nobel Learning Communities, Inc. since 2000.

| <b>School Name</b>                  | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-------------------------------------|------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Desert Heights School*              | Glendale, AZ     | 1999                | K-8                        | 350                                | Yes                    |
| Fletcher Heights Elementary School* | Peoria, AZ       | 1999                | K-8                        | 462                                | Yes                    |
| Franklin Towne Charter School       | Philadelphia, PA | 2000                | 9-12                       | 686                                | Yes                    |
| People for People Charter School    | Philadelphia, PA | 2000                | K-5                        | 360                                | Yes                    |

<sup>40</sup> Information verified with Ann Waiters, Nobel Learning Communities, on 18 October 2000. Verified by Robert Pursy, Nobel Learning Communities, via a fax communication on 9 November 2001.

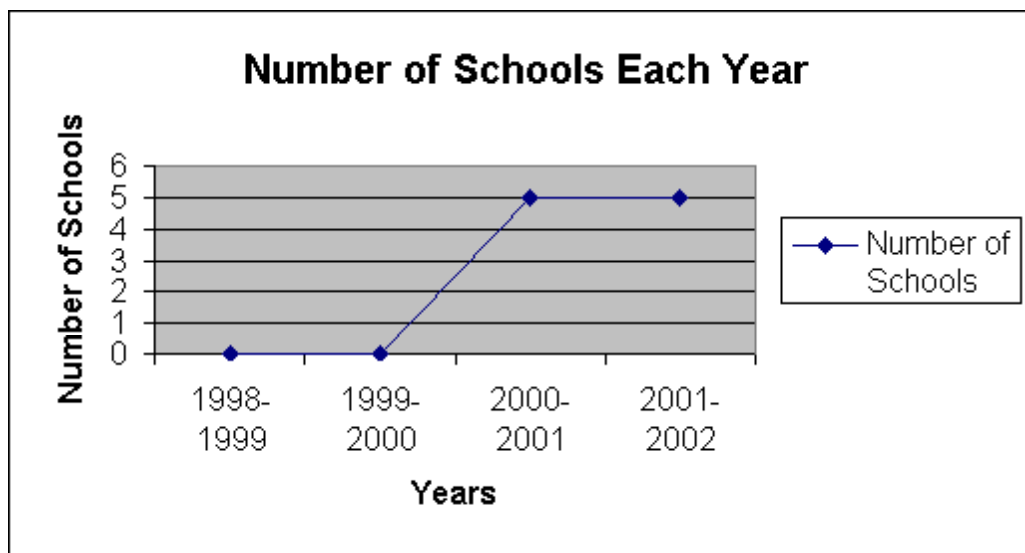
<sup>41</sup> Faxed communication with Ann Waiters, Nobel Learning Communities, on 18 October 2000. The information listed was updated with information from Nobel's website [www.nobellearning.com/charter.htm](http://www.nobellearning.com/charter.htm) accessed on 27 August 2001 and the Arizona Department of Education's website, <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, accessed on 31 August 2001. Information then updated via a fax communication with Robert Pursy, Nobel Learning Communities on 9 November 2001.

|                                     |                  |      |     |     |     |
|-------------------------------------|------------------|------|-----|-----|-----|
| Philadelphia Academy Charter School | Philadelphia, PA | 1999 | K-8 | 644 | Yes |
|-------------------------------------|------------------|------|-----|-----|-----|



## Nobel Learning Communities, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | 5         | 5         |
| Number of Students | X         | X         | X         | 2,502     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Pinnacle Education, Inc.**

| <b>Address</b>                            | <b>Telephone</b>                  | <b>WWW Address</b>                                 | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--|---------------------|--|-------------------------------------|
| 4700 S. McClintock 140<br>Tempe, AZ 85282 | 480-755-8222<br>FAX: 480-755-8111 | <a href="http://www.pin-ed.com">www.pin-ed.com</a> | 2000                | Privately Held                           | Profitable <sup>42</sup>            |

**Schools<sup>43</sup>**

| <b>School Name</b>                       | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| WestMark High School                     | Chandler, AZ    | 2001                | K-12                       | 50                                 | Yes                    |
| WestMark High School –<br>Chandler Blvd. | Chandler, AZ    | 2001                | K-12                       | 57                                 | Yes                    |
| Kino Academy                             | Nogales, AZ     | 2001                | K-12                       | 125                                | Yes                    |
| Day Star Academy                         | Phoenix, AZ     | 2001                | K-12                       | 116                                | Yes                    |
| South Mountain Academy                   | Phoenix, AZ     | 2001                | K-12                       | 125                                | Yes                    |

<sup>42</sup> Information confirmed via a fax communication with Pinnacle Education, Inc. on 30 November 2001.

<sup>43</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001. Information confirmed and updated via a fax communication with Pinnacle Education, Inc. on 2 October and 30 November 2001.

### **Pinnacle Education, Inc.**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 5         |
| Number of Students | X         | X         | X         | 473       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Victory Schools, Inc.**

| <b>Address</b>   | <b>Telephone</b>                      | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---------------------------------------|--|---------------------|--|-------------------------------------|
| 712 5 <sup>th</sup> Ave.<br>23 <sup>th</sup> Floor<br>New York, NY 10019 | 212-720-0310<br><br>FAX: 212-582-1816 | <a href="http://www.victoryschools.com">www.victoryschools.com</a> | 1999                | Privately Held                           | Unknown <sup>44</sup>               |

**Schools<sup>45</sup>**

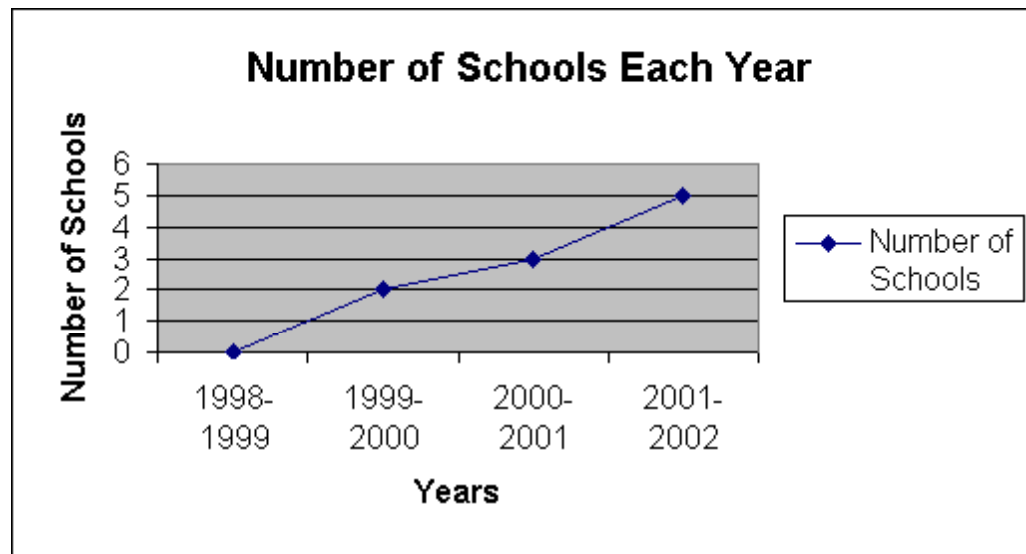
| <b>School Name</b>                 | <b>Location</b>    | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------------------|--------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Westport Academy Elementary School | Baltimore, MD      | 2001                | Pre-K-4                    | 352                                | No                     |
| Westport Academy Middle School     | Baltimore, MD      | 2001                | 5-8                        | 198                                | No                     |
| Sisulu Children's Academy          | Harlem, NY         | 1999                | 1-4                        | 330                                | Yes                    |
| Roosevelt Children's Academy       | Roosevelt, NY      | 2000                | K-3                        | 187                                | Yes                    |
| Merrick Academy                    | Queens Village, NY | 2000                | K-3                        | 175                                | Yes                    |

<sup>44</sup> Victory Schools, Inc. refused to provide this information after a request on 14 November 2001.

<sup>45</sup> Faxed Communication with Erik Heyer, Victory Schools, on 4 October 2000. Updated again with information from a fax communication with Erik Heyer, Victory Schools, on 5 October 2001.

## Victory Schools, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | 2         | 3         | 5         |
| Number of Students | X         | X         | X         | 1,242     |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Ideabanc, Inc.**

| <b>Address</b>                             | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|----------------------|---------------------|--|-------------------------------------|
| 7454 E. Broadway Blvd.<br>Tucson, AZ 85710 | 520-296-1100<br>FAX: 520-296-1446 | www.amerischools.com | 1998                | Privately Held                           | Profitable <sup>46</sup>            |

**Schools<sup>47</sup>**

| <b>School Name</b>           | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| AmeriSchools Academy         | Phoenix, AZ     | 1998                | K-12                       | 235                                | Yes                    |
| AmeriSchools Middle Academy  | Tucson, AZ      | 2000                | 6-8                        | 66                                 | Yes                    |
| AmeriSchools College Academy | Tucson, AZ      | 1998                | 9-12                       | 90                                 | Yes                    |
| AmeriSchools Academy         | Yuma, AZ        | 1999                | K-6                        | 141                                | Yes                    |

<sup>46</sup> Information confirmed via fax with Reginald Barr, Superintendent/CEO, Amerischools, on 24 September 2001.

<sup>47</sup> Information gathered from Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 31 August 2001 and updated with information from fax communication with Reginald Barr, Superintendent/CEO, Amerischools, on 24 September 2001.

### Ideabanc, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 4         |
| Number of Students | X         | X         | X         | 532       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Ombudsman Educational Services, Ltd.**

| <b>Address</b>                                   | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 1585 N. Milwaukee Ave.<br>Libertyville, IL 60048 | 847-367-6383<br>FAX: 847-367-0367 | None               | 1975                | Privately Held                           | Profitable <sup>48</sup>            |

**Schools<sup>49</sup>**

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

<sup>48</sup> Information confirmed via a fax communication with Brenda Walker, Ombudsman Educational Services, on 11 October and 20 November 2001.

<sup>49</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 31 August 2001 and updated via a fax communication with Brenda Walker, Ombudsman Educational Services, on 11 October 2001.



## Ombudsman Educational Services, Ltd.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 4         |
| Number of Students | X         | X         | X         | 320       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Benjamin Franklin Charter School**

| <b>Address</b>                       | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--------------------------------------|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 13732 E. Warner<br>Gilbert, AZ 85296 | 480-497-8822<br>FAX: 480-497-0444 | Unknown            | Unknown             | Privately Held                           | Unknown                             |

**Schools<sup>50</sup>**

| <b>School Name</b>               | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|----------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Benjamin Franklin Charter School | Gilbert, AZ     | 1997                | K-6                        | 497                                | Yes                    |
| Benjamin Franklin Charter School | Mesa, AZ        | 1995                | K-5                        | 311                                | Yes                    |
| Benjamin Franklin Charter School | Queen Creek, AZ | 1996                | K-8                        | 508                                | Yes                    |

<sup>50</sup> Attempts were made to confirm this information with company representatives on 24 September, 10 and 26 October, and 16 November 2001. However, EPSL did not receive a response to any of its inquiries. The information listed was compiled from the following: Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001.

## Benjamin Franklin Charter Schools

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 3         |
| Number of Students | X         | X         | X         | 1,316     |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Choice Schools Associates, LLC**

| <b>Address</b>                               | <b>Telephone</b> | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|------------------|--------------------|---------------------|--|-------------------------------------|
| 2230 Breton Rd. SE<br>Grand Rapids, MI 49546 | Unknown          | Unknown            | Unknown             | Privately Held                           | Unknown                             |

**Schools<sup>51</sup>**

| <b>School Name</b>   | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Creative Learning Academy of Science, Mathematics and Humanities | Beaverton, MI   | 1996                | K-8                        | 38                                 | Yes                    |
| Grattan Academy  | Belding, MI     | 1996                | K-8                        | 89                                 | Yes                    |
| West Michigan Academy of Environmental Science                   | Walker, MI      | 1994                | K-9                        | 450                                | Yes                    |

<sup>51</sup> EPSL was unable to contact Choice Schools Associates, LLC. Attempts were made to contact the schools on 31 October 2001. However, EPSL did not receive a response to its inquiries. The information listed was compiled from the following: Michigan Association of Public School Academies website, [www.charterschools.org/schools.html](http://www.charterschools.org/schools.html) accessed on 29 August 2001.

**Choice Schools Associates, LLC**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 3         |
| Number of Students | X         | X         | X         | 577       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Educational Services, Inc.**

| <b>Address</b>                                     | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held<br/>or Publicly<br/>Traded</b> | <b>Profitable or<br/>Not Profitable</b> |
|--|-----------------------------------|--------------------|---------------------|--|---|
| 715 N. 7 <sup>th</sup> St.<br>Cottonwood, AZ 86326 | 928-634-2878<br>FAX: 928-634-5195 | Unknown            | Unknown             | Unknown  | Unknown                                 |

**Schools<sup>52</sup>**

| <b>School Name</b>           | <b>Location</b> | <b>Year<br/>Founded</b> | <b>Grade Levels<br/>Served</b> | <b>Number of<br/>Students Enrolled</b> | <b>Charter<br/>School?</b> |
|------------------------------|-----------------|-------------------------|--------------------------------|--|----------------------------|
| Pathways Charter High        | Camp Verde, AZ  | 1999                    | 9-12                           | Unknown                                | Yes                        |
| Pathways Preparatory Academy | Camp Verde, AZ  | 2000                    | 6-8                            | Unknown                                | Yes                        |
| Pathways to College          | Safford, AZ     | 2000                    | 7-12                           | Unknown                                | Yes                        |

<sup>52</sup> Attempts were made to confirm this information with company representatives on 24 September, 10 October, 29 October, and 16 November 2001. However, EPSL did not receive a response to its inquiries. The information listed was compiled from the Arizona Department of Education's website, <http://www.ade.state.az.us/charterschools/search/SiteList.asp>, accessed on 5 September 2001.

**Educational Services, Inc.**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 3         |
| Number of Students | X         | X         | X         | Unknown   |

**For-Profit Education Management Company Profile  
2001-2002 Survey**

**Innovative Educational Programs**

| <b>Address</b>                             | <b>Telephone</b>                                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---|--|---------------------|--|-------------------------------------|
| 287 Childs Road<br>Basking Ridge, NJ 07920 | 888-882-1003<br>908-630-9600<br>FAX: 908-630-9348 | <a href="http://www.ieponline.com">www.ieponline.com</a><br><b>Email :</b><br><a href="mailto:info@ieponline.com">info@ieponline.com</a> | 1997                | Privately Held                           | Profitable <sup>53</sup>            |

**Schools<sup>54</sup>**

| <b>School Name</b>                          | <b>Location</b>   | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---|-------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Benjamin Carson Academy                     | Detroit, MI       | 1999                | 4-12                       | 135                                | Yes                    |
| Innovative Educational Programs at Hillside | Hillside, NJ      | 2001                | K-5<br>Special Education   | 30                                 | No                     |
| New Brunswick Health Sciences High School   | New Brunswick, NJ | 1999                | 9-12                       | 120                                | No                     |

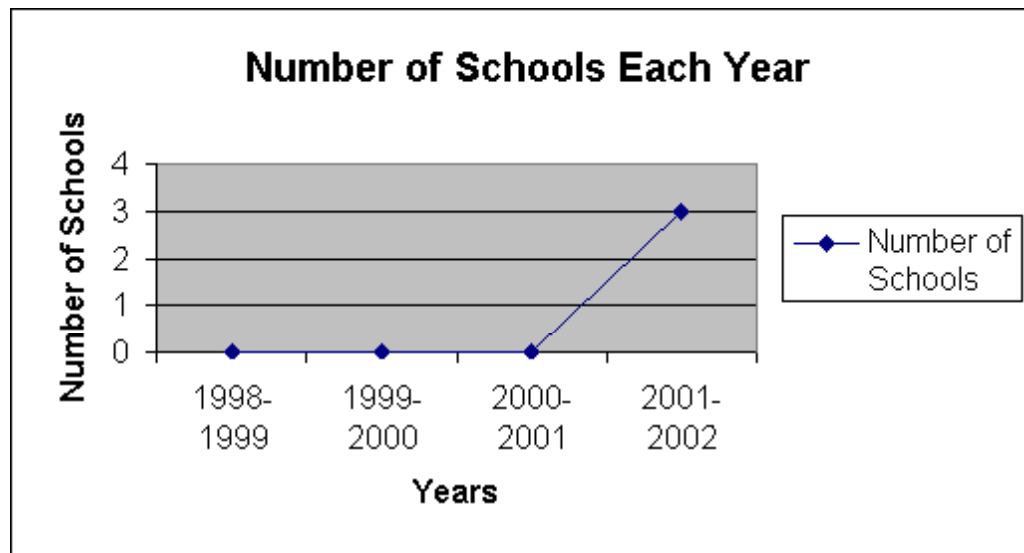
<sup>53</sup> Information confirmed in a fax communication with Dr. Elena Scambio, Innovative Educational Programs, on 9 April 2001.

<sup>54</sup> Information confirmed in fax communications with Dr. Elena Scambio, Innovative Educational Programs on 21 September and 15 November 2001.



## Innovative Educational Programs

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 3         |
| Number of Students | X         | X         | X         | 285       |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Smart Schools, Inc.**

| <b>Address</b>   | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|--|---------------------|--|-------------------------------------|
| 10192 E. Grand River<br>Ste. 113<br>Brighton, MI 48116 | 810-225-3292<br>FAX: 810-225-3306 | <a href="http://www.smartschoolsinc.com">www.smartschoolsinc.com</a> | 1996                | Privately Held                           | Profitable <sup>55</sup>            |

**Schools<sup>56</sup>**

| <b>School Name</b>               | <b>Location</b>   | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|----------------------------------|-------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Livingston Developmental Academy | Howell, MI        | 1996                | K-8                        | 400                                | Yes                    |
| Livingston Technical Academy     | Howell, MI        | 1995                | 9-12                       | 130                                | Yes                    |
| Grand Traverse Academy           | Traverse City, MI | 2000                | K-6                        | 302                                | Yes                    |

<sup>55</sup> Information from fax communication with Carlie Lockwood, Smart Schools, on 4 October 2001.

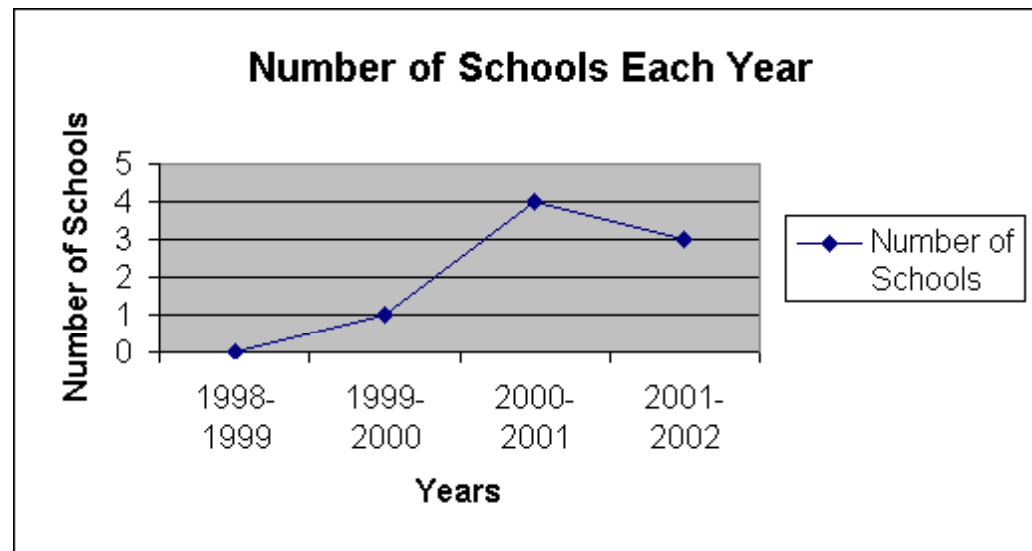
<sup>56</sup> Faxed communication with Carlie Lockwood, Smart Schools, on 16 October 2000; and [www.smartschoolsinc.com](http://www.smartschoolsinc.com) cited on 8 December 2000 and 27 August 2001. Information updated from [www.charterschools.org/schools.html](http://www.charterschools.org/schools.html) (accessed on 29 August 2001) and verified via a fax communication with Carlie Lockwood, Smart Schools, on 4 October 2001.

### Discontinued Schools

| School Name           | Location     | Year Founded | Grade Levels Served     | Number of Students Enrolled | Charter School? |
|-----------------------|--------------|--------------|-------------------------|-----------------------------|-----------------|
| New Land Arts Academy | Manistee, MI | 1996         | No longer their charter |                             |                 |

## Smart Schools, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | 1         | 4         | 3         |
| Number of Students | X         | X         | X         | 832       |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Allen-Cochran Enterprises, Inc.**

| <b>Address</b>                           | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 2147 E. Caroline Lane<br>Tempe, AZ 85284 | 480-632-1940<br>FAX: 480-632-1398 | None               | 1997                | Privately Held                           | N/A <sup>57</sup>                   |

**Schools<sup>58</sup>**

| <b>School Name</b>                | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-----------------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Center for Educational Excellence | Tempe, AZ       | 1997                | K-8                        | 230                                | Yes                    |
| Center for Educational Excellence | Tempe, AZ       | 1997                | Preschool                  | 40                                 | Yes                    |

<sup>57</sup> Faxed communication with Stacey Cochran, Allen-Cochran Enterprises, Inc., on 24 September 2001.

<sup>58</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001 and updated with faxed communication with Stacey Cochran, Allen-Cochran Enterprises, Inc., on 24 September 2001.

## Allen-Cochran Enterprises, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 270       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Crawford First Education**

| <b>Address</b>                               | <b>Telephone</b>                       | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|--|--|---------------------|--|-------------------------------------|
| 825 Crawford Parkway<br>Portsmouth, VA 23704 | 757-391-6675<br><br>FAX : 757-391-6651 | <a href="http://www.absfirst.com/CFE.HTM">www.absfirst.com/CFE.HTM</a><br><br>Email:<br><a href="mailto:millie.davis@absfirst.com">millie.davis@absfirst.com</a> | 1992                | Privately Held                           | Unknown <sup>59</sup>               |

**Schools<sup>60</sup>**

| <b>School Name</b>  | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Crawford Day School | Portsmouth, VA  | 1989                | K-12                       | Unknown                            | No                     |
| Port Enterprise     | Portsmouth, VA  | 1994                | K-12                       | Unknown                            | No                     |

<sup>59</sup> Crawford First Education refused to provide this information after a request on 30 November 2001.

<sup>60</sup> The information listed is drawn from the following sources: Fax communication with Deborah White, Crawford First Education, on 12 January 2000 and updated through a fax communication with Millie Davis, Crawford First Education, on October 17, 2001.

## Crawford First Education

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | Unknown   |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Desert Springs Academy**

| <b>Address</b>                                    | <b>Telephone</b>                  | <b>WWW Address</b>  | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|---|---------------------|--|-------------------------------------|
| 10355 E. 29 <sup>th</sup> St.<br>Tucson, AZ 85748 | 520-546-9966<br>FAX: 520-546-9848 | None<br><b>Email:</b><br><a href="mailto:desertspringsacademy@email.msn.com">desertspringsacademy@email.msn.com</a> | 1999                | Privately Held                           | Profitable <sup>61</sup>            |

**Schools<sup>62</sup>**

| <b>School Name</b>     | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Desert Springs Academy | Tucson, AZ      | 1999                | K-8                        | 92                                 | Yes                    |
| Desert Springs Academy | Tucson, AZ      | 2000                | K-8                        | 150                                | Yes                    |

<sup>61</sup> Information updated via a fax communication with Lydia Capara, Director, Desert Springs Academy, Inc., on 16 November 2001.

<sup>62</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001. Updated via a fax communication with Lydia Capara, Director, Desert Springs Academy, Inc., on 26 September 2001.

## Desert Springs Academy

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 242       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Montessori Schoolhouse of Tucson, Inc.**

| <b>Address</b>                             | <b>Telephone</b>                  | <b>WWW Address</b>  | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|---|---------------------|--|-------------------------------------|
| 1301 E. Fort Lowell Rd<br>Tucson, AZ 85719 | 520-319-8668<br>FAX: 520-881-4096 | None<br><b>Email:</b><br><a href="mailto:MONT1301@AOL.com">MONT1301@AOL.com</a> | 1974                | Privately Held                           | Unknown <sup>63</sup>               |

**Schools<sup>64</sup>**

| <b>School Name</b>     | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Montessori Schoolhouse | Tucson, AZ      | 1997                | K                          | 19                                 | Yes                    |
| Montessori Schoolhouse | Tucson, AZ      | 1997                | 1-6                        | 56                                 | Yes                    |

<sup>63</sup> Montessori Schoolhouse of Tucson, Inc. refused to provide this information after an email request on 30 November 2001.

<sup>64</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 7 September 2001 and confirmed via fax communications with Michael Ebner, Business Manager, Montessori Schoolhouse of Tucson, Inc, on 26 September and 14 November 2001.

**Montessori Schoolhouse of Tucson, Inc.**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 75        |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Mountain Rose Academy, Inc.**

| <b>Address</b>  | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 3686 W. Orange Grove Rd. Ste. 180<br>Tucson, AZ 85741 | 520-229-1777<br>FAX: 520-229-1985 | None               | 1999                | Privately Held                           | Unknown <sup>65</sup>               |

**Schools<sup>66</sup>**

| <b>School Name</b>    | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-----------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Desert Rose Academy   | Tucson, AZ      | 1999                | 9-12                       | 180                                | Yes                    |
| Mountain Rose Academy | Tucson, AZ      | 2000                | 9-12                       | 180                                | Yes                    |

<sup>65</sup> Mountain Rose Academy, Inc. refused to provide this information after an email request on 30 November 2001.

<sup>66</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 7 September 2001. Updated via a fax communication with Daisy Maldonado, Mountain Rose Academy Inc., on 29 October 2001.

## Mountain Rose Academy, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 360       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Pitman Resources, LLC (formerly Baurau LLC)**

| <b>Address</b>                        | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---------------------------------------|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 13190 Central Ave.<br>Mayer, AZ 86333 | 928-632-4983<br>FAX: 928-632-4993 | Unknown            | 1997                | Privately Held                           | Profitable <sup>67</sup>            |

**Schools<sup>68</sup>**

| <b>School Name</b>        | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Great American Academy II | Mayer, AZ       | 1997                | K-12                       | 50                                 | Yes                    |
| Great American Academy I  | Mesa, AZ        | 1998                | K-12                       | 67                                 | Yes                    |

<sup>67</sup> Faxed information from Sherrilyn Pitman, Pitman Resources, on 26 September 2001.

<sup>68</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001 and updated with a fax communication with Sherrilyn Pitman, Pitman Resources, on 26 September 2001.

## Pitman Resources, LLC

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 117       |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Schoolhouse Services and Staffing, Inc.**

| <b>Address</b>    | <b>Telephone</b> | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held<br/>or Publicly<br/>Traded</b> | <b>Profitable or<br/>Not Profitable</b> |
|-------------------|------------------|--------------------|---------------------|--|---|
| Detroit, MI 48129 | 248-538-0072     | Unknown            | Unknown             | Unknown  | Unknown                                 |

**Schools<sup>69</sup>**

| <b>School Name</b>       | <b>Location</b> | <b>Year<br/>Founded</b> | <b>Grade Levels<br/>Served</b> | <b>Number of<br/>Students Enrolled</b> | <b>Charter<br/>School?</b> |
|--------------------------|-----------------|-------------------------|--------------------------------|--|----------------------------|
| Dove Academy             | Detroit, MI     | 1997                    | K-5                            | 324                                    | Unknown                    |
| Weston Technical Academy | Detroit, MI     | 1998                    | 7-10                           | 393                                    | Unknown                    |

<sup>69</sup> EPSL was unable to contact the company. Attempts were made to confirm this information with both schools listed on 31 October 2001. However, EPSL did not receive a response to its inquiries. Schoolhouse Services and Staffing runs another school that is not for-profit (Detroit School of Industrial Arts). We could not establish if the two schools listed are also not-for-profit. Information from [www.charterschools.org/schools/region3.html](http://www.charterschools.org/schools/region3.html) accessed on 29 August 2001.

### Schoolhouse Services and Staffing, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 2         |
| Number of Students | X         | X         | X         | 717       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**APEX Education Systems, Inc.**

| <b>Address</b>                                      | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--|---------------------|--|-------------------------------------|
| 1313 N. 2 <sup>nd</sup> St. 77<br>Phoenix, AZ 85004 | 602-252-7727<br>FAX: 602-252-7729 | <a href="http://www.summit elementary.com">www.summit elementary.com</a> | 1998                | Privately Held                           | Not Profitable <sup>70</sup>        |

**Schools<sup>71</sup>**

| <b>School Name</b> | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Summit Elementary  | Phoenix, AZ     | 1999                | K-6                        | 150                                | Yes                    |

<sup>70</sup> Information verified via a fax communication with Carolyn Sawyer, APEX, on 29 October 2001.

<sup>71</sup> Information found in Arizona Department of Education's website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) on 5 September 2001. Updated via a fax communication with Carolyn Sawyer, APEX, on 29 October 2001.

## **APEX Educational Systems, Inc.**

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 1         |
| Number of Students | X         | X         | X         | 150       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Heritage Academy, Inc.**

| <b>Address</b>                 | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--------------------------------|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 32 S. Center<br>Mesa, AZ 85201 | 480-969-5641<br>FAX: 480-969-6972 | Unknown            | Unknown             | Unknown                                  | Unknown                             |

**Schools<sup>72</sup>**

| <b>School Name</b> | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Heritage Academy   | Mesa, AZ        | Unknown             | 7-12                       | 359                                | Yes                    |

<sup>72</sup> Attempts were made to confirm this information with Heritage Academy on 26 September and 16 November 2001. However, EPSL did not receive a response to its inquiries. The information listed was compiled from the Arizona Department of Education's website, <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 7 September and 26 November 2001.

## Heritage Academy, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 1         |
| Number of Students | X         | X         | X         | 359       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Lake Havasu Charter School, Inc.**

| <b>Address</b>                                   | <b>Telephone</b>                  | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|-----------------------------------|--------------------|---------------------|--|-------------------------------------|
| 1055 Empire Dr.<br>Lake Havasu City, AZ<br>86404 | 928-505-5427<br>FAX: 928-505-3533 | Unknown            | Unknown             | Unknown                                  | Unknown                             |

**Schools<sup>73</sup>**

| <b>School Name</b>         | <b>Location</b>      | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|----------------------------|----------------------|---------------------|----------------------------|------------------------------------|------------------------|
| Lake Havasu Charter School | Lake Havasu City, AZ | 1996                | 5-12                       | 80                                 | Yes                    |

<sup>73</sup> Attempts were made to confirm this information with company representatives on 26 September, 10 October, and 16 November 2001. However, EPSL did not receive a response to its inquiries. The information listed was compiled from the Arizona Department of Education's website, <http://www.ade.state.az.us/charterschools/search/SiteList.asp> accessed on 7 September 2001.

### Lake Havasu Charter School, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 1         |
| Number of Students | X         | X         | X         | 80        |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Montessori Charter School of Flagstaff**

| <b>Address</b>                                      | <b>Telephone</b>                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|-----------------------------------|--|---------------------|--|-------------------------------------|
| 1000 E. Appalachian Rd.<br>Flagstaff, AZ 86004-1775 | 928-226-1212<br>FAX: 928-774-0337 | <a href="mailto:mcsf@safeaccess.com">mcsf@safeaccess.com</a> | 1995                | Privately held                           | Profitable <sup>74</sup>            |

**Schools<sup>75</sup>**

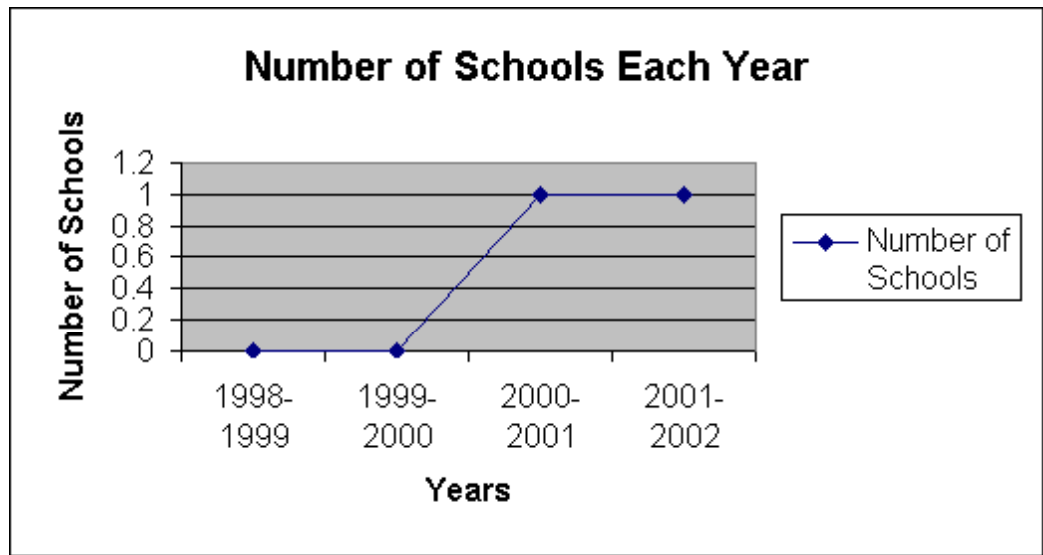
| <b>School Name</b>   | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|--|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Montessori Charter School of Flagstaff (a single school located at four sites) | Flagstaff, AZ   | 1995                | K-8                        | 250                                | Yes                    |

<sup>74</sup> Information verified with Jim Spencer, Montessori Charter School of Flagstaff, on 11 October 2001.

<sup>75</sup> Faxed communication with Jim Spencer, Montessori Charter School of Flagstaff, on 2 October 2000. Information updated using Arizona Department of Education website (<http://www.ade.state.az.us/charterschools/search/SiteList.asp>) accessed on 31 August 2001 and again confirmed via a fax communication with Jim Spencer, Montessori Charter School of Flagstaff, on 11 October 2001.

## Montessori Charter School of Flagstaff

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | 1         | 1         |
| Number of Students | X         | X         | X         | 250       |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**ORBIS Management Group, LLC**

| <b>Address</b>                                | <b>Telephone</b>                                  | <b>WWW Address</b>   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---|---|--|---------------------|--|-------------------------------------|
| 23885 Denton<br>Clinton Township, MI<br>48036 | 810-738-9999<br>800-275-6152<br>FAX: 810-738-9998 | <a href="http://www.orbisgroup.com">www.orbisgroup.com</a> | 1994                | Unknown                                  | Unknown                             |

**Schools<sup>76</sup>**

| <b>School Name</b>      | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-------------------------|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Walden Green Day School | Spring Lake, MI | 1994                | K-9                        | 105                                | Yes                    |

<sup>76</sup> Attempts were made to confirm this information with company representatives on 12 October, 31 October and 16 November 2001. However, EPSL did not receive a response to its inquiries. The information listed was compiled from Michigan Association of Public School Academies website, [www.charterschools.org](http://www.charterschools.org), accessed on 29 August 2001.

## ORBIS Management Group, LLC

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 1         |
| Number of Students | X         | X         | X         | 105       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Sequoia Charter Schools**

| <b>Address</b>                  | <b>Telephone</b>                           | <b>WWW Address</b>                                   | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|---------------------------------|--|--|---------------------|--|-------------------------------------|
| 1460 S. Horne<br>Mesa, AZ 85204 | 480-649-7737 ext 2037<br>FAX: 480-649-0747 | <a href="http://www.Sequoia.net">www.Sequoia.net</a> | 1996                | Unknown                                  | Unknown <sup>77</sup>               |

**Schools<sup>78</sup>**

| <b>School Name</b>                      | <b>Location</b> | <b>Year Founded</b> | <b>Grade Levels Served</b> | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|---|-----------------|---------------------|----------------------------|------------------------------------|------------------------|
| Sequoia Choice Distance Learning School | Mesa, AZ        | 1997                | K-12                       | 125                                | Yes                    |

<sup>77</sup> Sequoia Charter Schools refused to provide this information.

<sup>78</sup> Information gathered from Arizona Department of Education at <http://www.ade.state.az.us/charterschools/search/SiteList.asp> on 7 September 2001. Information was updated via a fax communication with Paula McCormick, Sequoia Charter Schools, on 31 October 2001.

## Sequoia Charter Schools

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | X         | X         | X         | 1         |
| Number of Students | X         | X         | X         | 125       |

**For-profit Education Management Company Profile  
2001-2002 Survey**

**Advantage Schools, Inc.  
(See Mosaica Education)**

(Acquired by Mosaica Education on July 2001)<sup>79</sup>

| <b>Address</b> | <b>Telephone</b> | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held<br/>or Publicly<br/>Traded</b> | <b>Profitable or<br/>Not Profitable</b> |
|----------------|------------------|--------------------|---------------------|--|---|
|                |                  |                    |                     |  |   |

**Schools**

| <b>School Name</b> | <b>Location</b> | <b>Year<br/>Founded</b> | <b>Grade Levels<br/>Served</b> | <b>Number of<br/>Students Enrolled</b> | <b>Charter<br/>School?</b> |
|--------------------|-----------------|-------------------------|--------------------------------|--|----------------------------|
|                    |                 |                         |                                |  |                            |

<sup>79</sup> <http://www.advantage-schools.com/news/mosaica%20070201.htm>

**For-profit Education Management Company Profile  
2001-2002 Survey**

**LearnNow Inc.  
(See Edison Schools)**

(Acquired by Edison Schools on July 2001)<sup>80</sup>

| Address | Telephone | WWW Address | Year Founded | Privately Held<br>or Publicly<br>Traded | Profitable or<br>Not Profitable |
|---------|-----------|-------------|--------------|---|---------------------------------|
|         |           |             |              |   |                                 |

**Schools<sup>81</sup>**

| School Name | Location | Year<br>Founded | Grade Levels<br>Served | Number of<br>Students Enrolled | Charter<br>School? |
|-------------|----------|-----------------|------------------------|--------------------------------|--------------------|
|             |          |                 |                        |                                |                    |

<sup>80</sup> <http://www.edisonschools.com/news/news.cfm?ID=88> and [http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=edsn&script=410&layout=-6&item\\_id=188275](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=edsn&script=410&layout=-6&item_id=188275).

<sup>81</sup> Attempts were made throughout 2000 and 2001 to confirm information with LearnNow, Inc. However, EPSL did not receive a response to its inquiries. The information listed is drawn from the following sources: [www.lnschools.com/apps/community/ca\\_plocation.cfm](http://www.lnschools.com/apps/community/ca_plocation.cfm) cited on 27 August 27, 2001.



**For-profit Education Management Company Profile  
2001-2002 Survey**

**Malone Management**

| <b>Address</b>                                       | <b>Telephone</b>                      | <b>WWW Address</b> | <b>Year Founded</b> | <b>Privately Held or Publicly Traded</b> | <b>Profitable or Not Profitable</b> |
|--|---------------------------------------|--------------------|---------------------|--|-------------------------------------|
| 1750 Woodworth St.<br>N.E.<br>Grand Rapids, MI 49525 | 616-364-9464<br><br>FAX: 616-364-6404 | None               | 1983                | Privately Held                           | Unknown                             |

**Schools<sup>82</sup>**

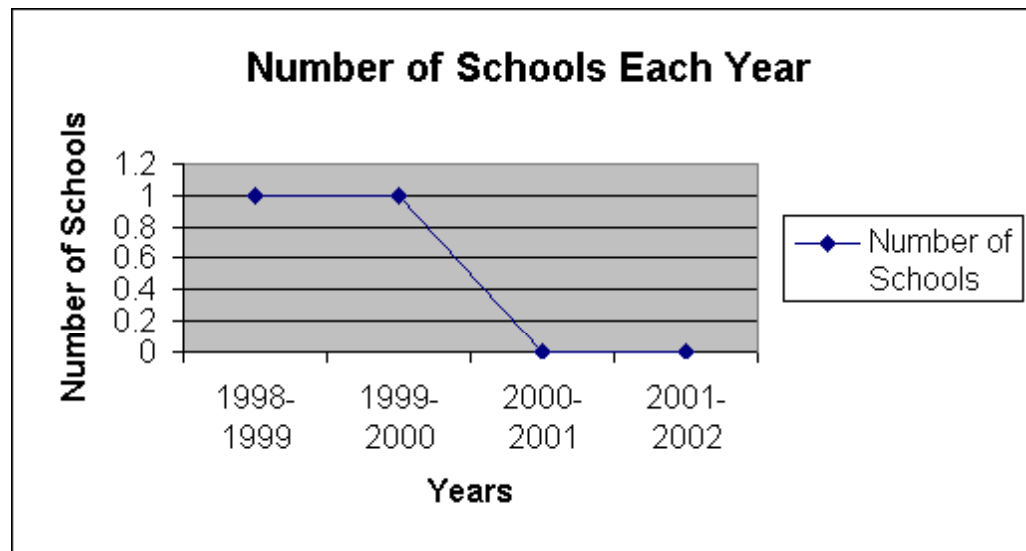
| <b>School Name</b>            | <b>Location</b>  | <b>Year Founded</b> | <b>Grade Levels Served</b>   | <b>Number of Students Enrolled</b> | <b>Charter School?</b> |
|-------------------------------|------------------|---------------------|------------------------------|------------------------------------|------------------------|
| Academy of Health and Science | Grand Rapids, MI | 1997                | 2000: CLOSED in<br>September | Unknown                            | Yes                    |

---

<sup>82</sup> Information originally confirmed for last year's edition via a fax communication with Julie, Malone Management, on 2 October 2000. EPSL tried contacting Malone Management on several occasions (26 September, 10 October and 16 November) for its input on confirming the data for this year's directory, but no one in the company responded to our inquiries.

## Malone Management

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 1         | 1         | 0         | 0         |
| Number of Students | X         | X         | X         | 0         |



**For-profit Education Management Company Profile  
2001-2002 Survey**

**The Tesseract Group, Inc. (formerly Education Alternatives, Inc.)  
OUT OF BUSINESS**

| Address   | Telephone                             | WWW Address  | Year Founded | Privately Held<br>or Publicly<br>Traded                        | Profitable or<br>Not Profitable                                       |
|---|---------------------------------------|--|--------------|--|---|
| 9977 N. 90 <sup>th</sup> St.<br>Suite 180<br>Scottsdale, AZ 85258 | 480-706-2500<br><br>FAX: 480-860-4314 | <a href="http://www.tesseractgroup.org">www.tesseractgroup.org</a> | 1986         | Privately Held<br>(Formerly traded on<br>NASDAQ) <sup>83</sup> | Filed for Chapter<br>11 bankruptcy on<br>6 October 2000 <sup>84</sup> |

**Schools<sup>85</sup>**

\* Schools marked with an asterisk are run by Sunrise Educational Services, Inc., a wholly owned subsidiary of the Tesseract Group, Inc.

<sup>83</sup> Tesseract stock was removed from trading on NASDAQ on 4 February 2000 due to failure to meet minimum share value requirements.

<sup>84</sup> "Charter school company files for bankruptcy protection," The Associated Press State and Local Wire, 10 October 2000, Business News.

<sup>85</sup> The Tesseract Group, Inc. no longer manages any schools, the entry presented here is the same as last year's which collected information from following sources:

Arizona Republic, "Tesseract plans charter high for goodyear," *The Arizona Republic*, 6 August 1999, 1.

June Kronholz, "Public schools getting private makeover," *The Palm Beach Post*, 18 August 1999, 1A.

Tesseract Group press release, "Tesseract announces Pricewaterhouse Cooper as Independent Auditors," *Business Wire*, 30 July 1999.

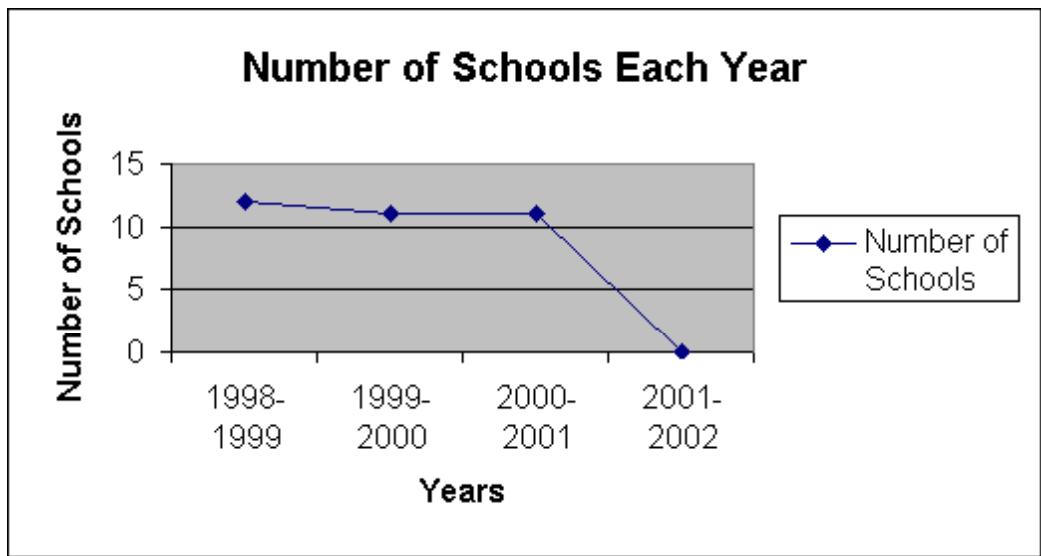
Tesseract Group press release, "The Tesseract Group Incorporated closes two underperforming private schools in New Jersey; Completes plan to close all unprofitable schools in its system," *Business Wire*, 24 June 1999.

Tesseract Group press release, "The Tesseract Group Incorporated releases fiscal 2000 first quarter results and announces interim CEO," *Business Wire*, 2 November 1999.

| School Name                 | Location            | Year Founded | Grade Levels Served   | Number of Students Enrolled | Charter School? |
|-----------------------------|---------------------|--------------|---|-----------------------------|-----------------|
| Tesseract School            | Paradise Valley, AZ | 1995         | Pre-K-8   | Unknown                     | No              |
| Sunray Charter School #109* | Chandler, AZ        | Acquired by  | K   | Unknown                     | Yes             |
| Sunray Charter School #121* | Chandler, AZ        | Tesseract    | K-5   | Unknown                     | Yes             |
| Sunray Charter School #124* | Glendale, AZ        | Dec. 1997    | K-5   | Unknown                     | Yes             |
| Sunray Charter School #101* | Mesa, AZ            |              | K   | Unknown                     | Yes             |
| Sunray Charter School #104* | Mesa, AZ            |              | K-5   | Unknown                     | Yes             |
| Sunray Charter School #106* | Phoenix, AZ         | ▼            | K   | Unknown                     | Yes             |
| Sunray Charter School #114* | Phoenix, AZ         |              | K-5   | Unknown                     | Yes             |
| Sunray Charter School #127* | Phoenix, AZ         |              | K-5   | Unknown                     | Yes             |
| Sunray Charter School #118* | Tempe, AZ           | ▼            | K-5   | Unknown                     | Yes             |
| Tesseract School            | South Bend, IN      | 1997         | CLOSED 1998 for lack of enrollment  | Unknown                     | Unknown         |
| Tesseract School            | Eagan, MN           | 1987         | Pre-K-8   | Unknown                     | No              |
| Tesseract School            | Mays Landing, NJ    | Unknown      | CLOSED 1999 due to being unprofitable   | Unknown                     | Unknown         |
| Tesseract School            | Northfield, NJ      | Unknown      | CLOSED 1999 due to being unprofitable. Taken over by Nobel Learning Communities as a Chesterbrook Academy in September, 1999. | Unknown                     | Unknown         |

## The Tesseract Group, Inc.

|                    | 1998-1999 | 1999-2000 | 2000-2001 | 2001-2002 |
|--------------------|-----------|-----------|-----------|-----------|
| Number of Schools  | 12        | 11        | 11        | 0         |
| Number of Students | X         | X         | X         | 0         |



## Other For-profit Education Management Companies

The following is a list of for-profit school management companies for which detailed information about their operations was not obtained at the time of publication. Details on these companies will be added as they become available.

Table 2  
Other For-Profit Education Management Companies

| Name of Company                                      | Address  | Phone          |
|--|--|----------------|
| ABS School Services                                  | 830 S. Main St. Suite 21<br>Cottonwood, AZ 86326                     | 1-800-639-1281 |
| Advance Staff Leasing, Inc.                          | 4407 W St., Joseph Hwy.<br>Lansing MI 48917                          | (517) 321-5792 |
| American Institutional Management Services, Inc.     | 5003 Schaefer Rd.<br>Dearborn MI 48126                               | (313) 584-5000 |
| Charter Foundation, Inc.                             | 1346 N. Stone Ave.<br>Tucson, AZ 85705                               | (520) 620-1100 |
| Designed Administrative Resources Technologies, Inc. | 2851 High Meadow Circle<br>Auburn Hills MI 48326                     | (248) 649-2367 |
| EDGE Learning Institute, Inc.                        | 1501 W. Fountainhead Pkwy.<br>Tempe, AZ 85282                        | (602) 968-7273 |
| Education Development Corporation                    | Grand Rapids, MI   | (616) 222-1700 |
| Educational Enterprises, L.L.C.                      | 3551 Packard Rd.<br>Ann Arbor MI 48108                               | Unknown        |
| Educational Resources                                | 2259 Sorbus Way or PO Box 190128<br>Anchorage, AK 99519              | (907) 245-3144 |
| EightCAP, Inc.                                       | 904 Oak Drive, Turk Lake<br>Greenville MI 48838                      | (616) 754-9315 |
| Haskell Educational Services                         | Miami, FL  | Unknown        |
| International Business Schools                       | 5734 Yonge St, 4 <sup>th</sup> Floor<br>Toronto, Ontario, Can M2M4E7 | (416) 733-4452 |
| Learning Facilitators, Inc.                          | MI   | Unknown        |

|  |  |                |
|--|--|----------------|
| Midland Charter Initiative               | 4653 Bailey Bridge Rd.<br>Midland MI 48640     | (517) 496-2404 |
| Northern Educational & Computer Services | MI   | Unknown        |
| Open Inn, Inc.                           | 496 S. Convent Ave.<br>Tucson, AZ 85701-2250   | 520-623-3330   |
| The Rader Group                          | 4726 Hale Haven Dr.<br>Ellicott City, MD 21043 | (410) 461-6709 |
| Success Academy                          | 1620 West Main St.<br>Uniontown, PA 15401      | (412) 439-3911 |
| Techworld Management Services            | Washington D.C.                                | Unknown        |

## Endnotes

- 
- <sup>1</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>2</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>3</sup> Molnar, A., Morales, J., & Vander Wyst, A. (2001, February 21). Profiles of for-profit education management companies 2000-2001. Center for Education Research, Analysis, and Innovation [On-line]. Available: <http://www.educationanalysis.org>
- <sup>4</sup> Toch, T. (1996, January 8). Do firms run schools well? U.S. News & World Report, p. 46.
- <sup>5</sup> Molnar, A. (2001, April 24). Calculating the benefits and costs of for-profit public education. Education Policy Analysis Archives [On-line]. Available: <http://epaa.asu.edu/epaa/v9n15.html>
- <sup>6</sup> Walsh, M. (1999, May 19). Two reports offer bright outlook for education industry. Edweek [On-line]. Available: <http://www.edweek.org/ew/vol-18/36biz.h18>
- <sup>7</sup> Maranto, R. (2001, Winter). Finishing Touches. Education Next [On-line]. Available: <http://www.educationnext.org/20014/7maranto.html>
- <sup>8</sup> Levin, H. M. (2001, Spring). Forum: For-profit schools. Education Matters More [On-line]. Available: <http://www.edmattersmore.org/2001spfor/levin.html>
- <sup>9</sup> Symonds, W. C. (2000, February 7). Edison's Chris Whittle: "Winners of this race are children." Businessweek [On-line]. Available: [http://www.businessweek.com/2000/00\\_06/b3667005.htm](http://www.businessweek.com/2000/00_06/b3667005.htm)
- <sup>10</sup> Symonds, W. C. (2000, February 7). Edison's Chris Whittle: "Winners of this race are children." Businessweek [On-line]. Available: [http://www.businessweek.com/2000/00\\_06/b3667005.htm](http://www.businessweek.com/2000/00_06/b3667005.htm)
- <sup>11</sup> Addonizio, M. F. (2001). New revenues for public schools: Blurring the line between public and private finance. In S. Chaikind & W. J. Fowler (eds.), Education Finance in the New Millennium. (pp. 165-167). Larchmont NY: Eye on Education.
- <sup>12</sup> Light, J. (1998, July 8). A local battle highlights the national debate over EMOs. Corpwatch [On-line]. Available: <http://www.corpwatch.org/issues/PRT.jsp?articleid=890>
- <sup>13</sup> Securities and Exchange Commission (2001). Edison Schools Inc. Quarterly Report for the period ended September 30, 2001 (Form 10-Q) [On-line]. Available: <http://www.sec.gov/Archives/edgar/data/1089567/00095012301508531/y54972e10-q.txt>



- 
- <sup>14</sup> Snell, L. (2001, May). Workplace charter schools: Florida blazes the trail. Reason Public Policy Institute [On-line]. Available: <http://www.rppi.org/ebrief114.pdf>
- <sup>15</sup> Snell, L. (2001, May). Workplace charter schools: Florida blazes the trail. Reason Public Policy Institute [On-line]. Available: <http://www.rppi.org/ebrief114.pdf>
- <sup>16</sup> Walsh, M. (2001, August 8). Seed money drying up for education-related businesses. Edweek [On-line]. Available: <http://www.edweek.org/ew/ewstory.cfm?slug=43venture.h20>
- <sup>17</sup> Walsh, M. (2001, August 8). Seed money drying up for education-related businesses. Edweek [On-line]. Available: <http://www.edweek.org/ew/ewstory.cfm?slug=43venture.h20>
- <sup>18</sup> Laker, B. (2002, January 9). Merger gives Edison Schools new competition. Philadelphia Daily News [On-line]. Available: [http://dailynews.philly.com/content/daily\\_news/2002/01/09/local/MERG09C.htm](http://dailynews.philly.com/content/daily_news/2002/01/09/local/MERG09C.htm)