

Profiles of Nonprofit Education Management Organizations: 2007-2008

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Profiles of Nonprofit Education Management Organizations: 2007-2008

Summary

This is the first *Profiles* report to examine nonprofit education management organizations (EMOs). This report is modeled after the 10 annual *Profiles* that cover for-profit EMOs.¹ While the number of for-profit EMOs has grown rapidly in the 1990s and is now leveling off, the number of nonprofit EMOs has been growing more steadily over time.

National Landscape

- Nonprofit EMOs operated public schools in 24 states during the 2007-2008 school year.
- Nonprofit EMOs are most prevalent in California, Texas, Arizona, and Ohio.
- Nonprofit EMOs are garnering more support and are growing steadily, while the growth of for-profit EMOs is slowing.

Organizations

- Eighty-three nonprofit EMOs were identified and profiled in this report, including 13 large nonprofit EMOs, 34 medium-sized, and 36 small nonprofit EMOs.
- The number of nonprofit EMOs that operated at least one charter school in 1995 is estimated to be 6. This number increased rapidly until 2004. Since then, only 3 new nonprofit EMOs have been established.
- KIPP, the Knowledge is Power Program, a national charter school network, experienced the largest net increase in schools during the past school year, from 47 to 57 schools.

Schools

- A total of 488 public schools were managed by nonprofit EMOs during 2007-2008.
- Of the schools profiled, 44% were managed by large nonprofit EMOs, which manage 10 or more schools.
- Medium-sized nonprofit EMOs, which manage between four and nine schools, accounted for 38% of the schools profiled.

¹ The annual *Profiles of For-Profit Education Management Organizations* is prepared by the Commercialism in Education Research Unit at Arizona State University. Dr. Alex Molnar has led this work since its inception in 1999. These reports can be viewed at and downloaded from <http://epicpolicy.org/by-topic/publications/732>

- Primary schools constitute 30% of managed schools. Middle schools, at 23%, high schools, at 21%, and schools classified as “other,” at 27%, also constitute significant percentages of the schools managed.
- Less than 1% schools managed by nonprofit EMOs are virtual schools.
- All of the schools—100%—managed by nonprofit EMOs are charter schools.

Students

- Large-size nonprofit EMOs enroll 41% of students in nonprofit EMO-managed schools.
- Medium-sized nonprofit EMOs enroll 38% of students in nonprofit EMO-managed schools.
- Small EMOs enroll 22% of students in nonprofit EMO-managed schools.
- Small nonprofit EMOs have a larger average school enrollment than the large- and medium-sized EMOs.

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

Introduction and Background

The EMO Industry: Background and Rationale

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

Until recently, most attention has been focused on the for-profit EMOs. In recent years, however, more interests and private funds have been devoted to nonprofit organizations that manage charter schools. While concerns about profit motives are not as apparent with nonprofit organizations, there are still concerns about how public governance of these schools is being affected by private, nonprofit EMOs.

Defining Education Management Organizations

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

Schools managed by the EMOs profiled in this report operate under the same admissions rules as regular public schools, even though they are privately operated. The term “education management organization” and the acronym “EMO” are most commonly used to describe these private entities that manage public schools under contract. However, other names or labels such as “education service providers” are sometimes used to describe these organizations. Additionally, it is important to distinguish between EMOs with considerable authority over a school and vendors or service contractors that fulfill a much more limited role. Such vendors provide specific services for a fee, such as accounting, payroll and benefits, transportation, financial and legal advice, personnel recruitment, professional development, and special education. These sorts of contractors are not within the scope of this report.

EMOs vary on a number of dimensions, such as whether they have for-profit or nonprofit status, whether they work with charter schools, district schools, or both, or whether they are a large regional or national franchise or a single-site operator. Historically, a smaller portion of EMOs have been nonprofits. In recent years, however, nonprofit EMOs (sometimes referred to as charter management organizations, or CMOs) have expanded more rapidly.

The boundaries that separate nonprofit EMOs from networks or community partnerships are rather blurred. During the course of our research for this report, we encountered a number of difficult examples that were not easy to classify. KIPP, for example, indicates that it is a network and not an EMO. At the same time, the New Schools Venture Fund identifies KIPP as a charter management organization since it was providing funds to two of KIPP's clusters of schools in order to help the organization expand the number of charter schools. For the purpose of this report, we have included KIPP as a nonprofit EMO, given that the organization plays a strong role in establishing and operating new schools. Over the next year, we will continue to study the differences between management organizations, networks of schools, and partnerships with community-based organizations. We expect that the next *Profiles* of nonprofit EMOs will have a more nuanced discussion of these definitions.

The number of schools under EMO management, school enrollment, and other data included in this report are primarily derived from official state data as well as company self-reports. When a company failed to provide information, our data are derived from the most recent available state Department of Education records. Nonprofit EMOs are private organizations that may be largely beyond the reach of state open-records laws or other public-disclosure requirements; thus, there is frequently no way to compel them to share detailed information about their operations (see Appendix C for details and notes regarding

the responses we received from the EMOs). Unlike for-profit EMOs, however, the nonprofit entities are required to file a 990 tax form, which is subject to public inspection. These records are made available to the public on the Guidestar website (www.guidestar.org) and offer a limited amount of financial information about nonprofit organizations, although no detailed information on individual schools or enrollments.

Description of Data Collection and Sources of Information

The first annual *Profiles of Nonprofit Education Management Organizations* documents the number of nonprofit firms managing publicly funded schools, identifies the schools they manage, and records the number of students those schools enroll. Nonprofit EMOs were identified through a variety of sources, including interviews with key informants, state Department of Education records, data from the New Schools Venture Fund, and general Internet searches. Nonprofit status was confirmed through the existence of 990 tax forms on Guidestar, and data were collected from state Department of Education records and other resources to create EMO profiles. The majority of the profiled EMOs were asked to confirm and, if necessary, correct information contained in the organization's profile. This updated information was then used to compile the *Profiles* report. (For more information on methods, see Appendix D).

Findings for 2007-2008

The *Profiles of Nonprofit Education Management Organizations: 2007-2008* is the first annual *Profiles* report of this particular subset of EMOs. Ten previous annual *Profiles* reports have covered for-profit EMOs. The EMOs profiled in this report are categorized by size: small EMOs operate three or fewer schools; medium-sized EMOs operate four to nine schools; and large EMOs are those operating 10 or more schools.

Number of Education Management Organizations Profiled

Table 1 presents the estimated growth trend data for large, medium-sized and small nonprofit EMOs. Our estimate is based on the founding date of charter schools currently managed by EMOs. Two schools established in the 1980s are currently operating as charter schools managed by nonprofit EMOs. For all practical purposes, these two schools are anomalies, and therefore, we start mapping the numbers in 1995, which marks the pronounced start of the growth trend. In 1995, a total of 6 nonprofit EMOs were operating charter schools. The number of nonprofit EMOs grew consistently up to its current total of 83 organizations. The number of states in which EMOs operate has grown from 6 in 1995 to 24 in 2007-2008.

Figure 1 illustrates the trends in the estimated number of nonprofit EMOs over the last dozen years. The total number of EMOs is represented by the solid dark line. While we believe that we captured nearly all medium-sized and large nonprofit EMOs, we are aware that there are likely more small EMOs that we have not yet discovered in our survey of the field. The small EMOs are more difficult to identify, and—as we have learned from the *Profiles* of for-profit EMOs—they are more difficult to obtain information from.

Table 1. Number of Nonprofit EMOs by Size and Year

	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<i>Large EMOs</i>	2	4	4	5	9	11	11	11	11	13	13	13	13
<i>Medium EMOs</i>	2	4	7	12	22	24	27	31	32	34	34	34	34
<i>Small EMOs</i>	2	5	8	16	19	22	23	26	32	33	34	35	36
<i>Total number of EMOs</i>	6	13	19	33	50	57	61	68	75	80	81	82	83
<i>Number of states with EMOs</i>	6	7	8	11	12	12	14	20	22	23	24	24	24

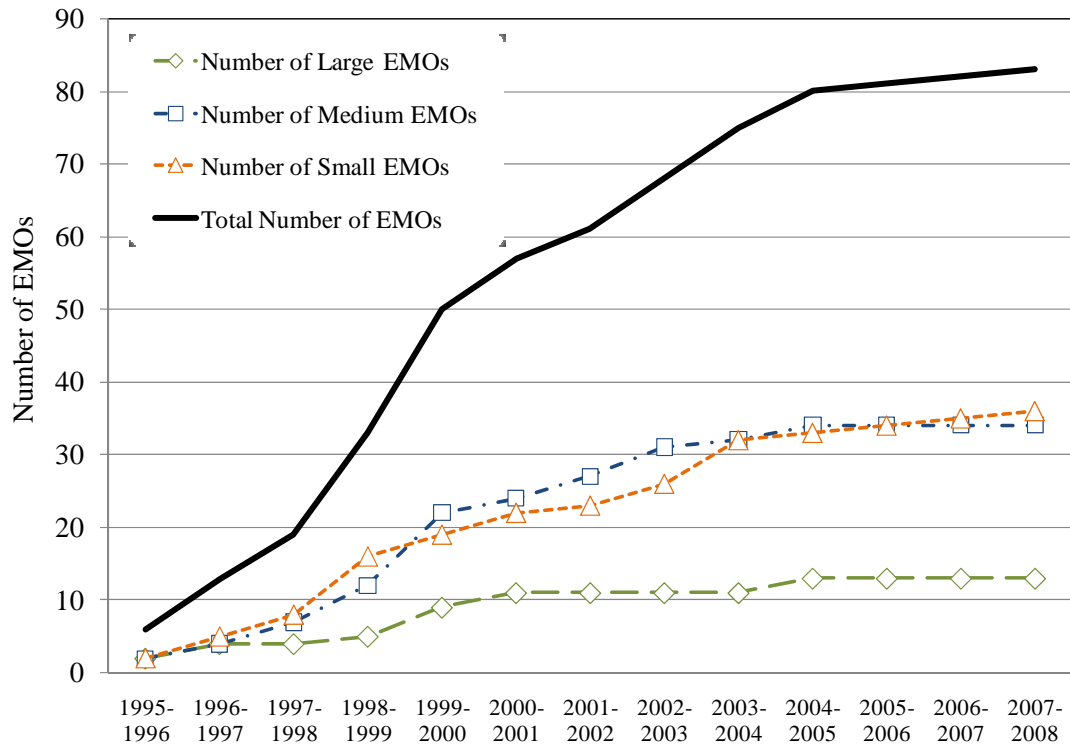


Figure 1 Estimated Number of Nonprofit EMOs by Size and Year

As Figure 1 clearly indicates, there has been consistent growth in the number of nonprofit organizations managing charter schools. Most of the growth in nonprofit EMOs, has been among the small and medium-sized operators. The number of large nonprofit EMOs has been growing more slowly, with minimal growth between 2000 and 2007.

Number of Schools Managed by Nonprofit Education Management Organizations

Table 2 displays the estimated number of schools managed by nonprofit EMOs between 1995-96 and 2007-2008. In total there were 488 public charter schools managed by nonprofit EMOs during 2007-2008. The large and medium-sized EMOs account for relatively similar numbers of schools. The total number of schools run by nonprofit EMOs schools is fast approaching the number run by for-profit EMOs (533 in 2007-2008).

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

	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<i>Large EMOs</i>	9	15	16	20	27	35	46	61	83	112	148	186	217
<i>Medium EMOs</i>	2	5	9	16	40	51	61	73	84	108	134	153	186
<i>Small EMOs</i>	2	6	11	22	25	28	33	41	54	59	66	78	85
<i>Total number of schools</i>	13	26	36	58	92	114	140	175	221	279	348	417	488

Figure 2 illustrates the growth trends associated with the schools-under-management data in Table 2. The solid line represents the estimated total number of schools operated by nonprofit EMOs by year.

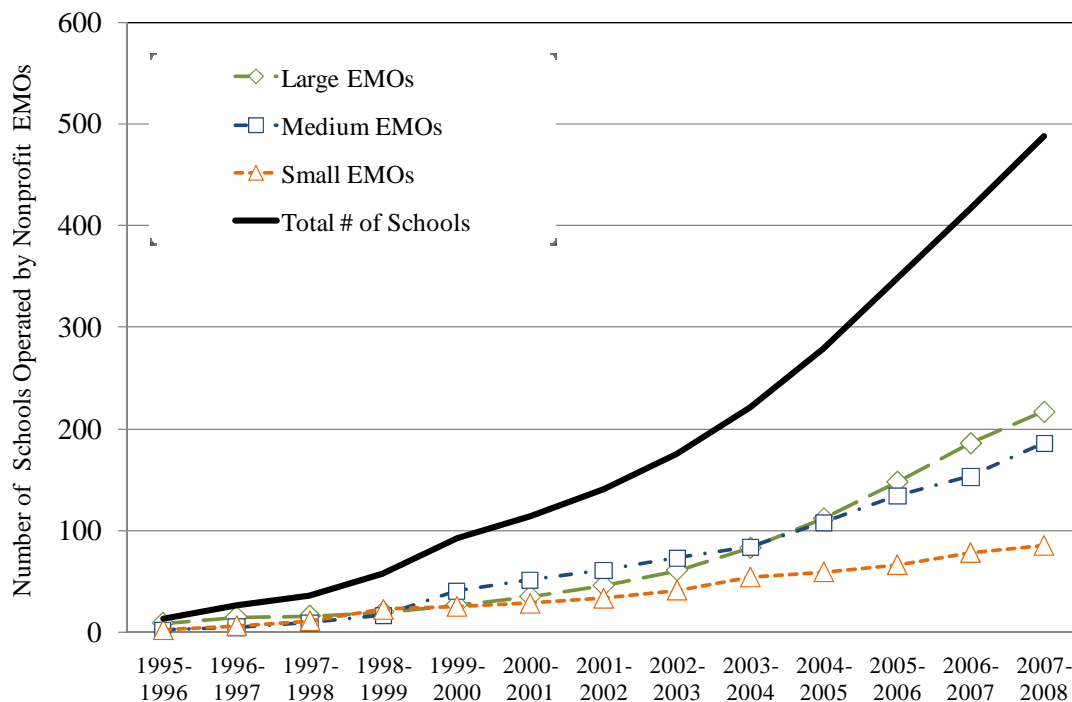


Figure 2. Illustration of the Growth of EMOs in Terms of the Number of Schools They Operate

Figure 3 illustrates the distribution of EMOs by the number of schools they operate. As one can see, KIPP accounts for a very large proportion of the schools operated by nonprofit EMOs. KIPP was operating 57 schools in 2007-2008, almost 3 times the size of the next largest nonprofit EMO, Summit Academy Schools.

Large EMOs account for 44.5% of all EMO-managed schools, medium-sized EMOs account for 38.1% of all EMO-operated schools and small EMOs account for 17.4%. This pattern contrasts sharply from that of for-profit EMOs. In the for-profit sector, large companies manage the lion's share of the schools (88.4%), while the medium-sized companies account for only 8.3% and small firms 7.3%.

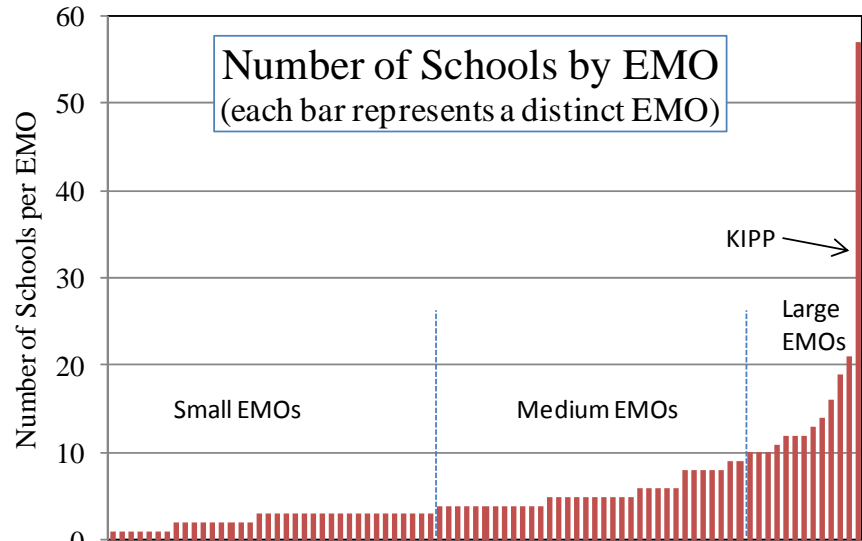


Figure 3. EMOs by Number of Schools They Operate

One hundred percent of the public schools operated by nonprofit EMOs are charter schools, while 85% of the public schools operated by for-profit EMOs were charter schools. A small but increasing portion of the for-profit EMO-operated schools are virtual schools (8% in 2007-2008). (A virtual school delivers its curriculum and provides instruction via the Internet and electronic communication; see Appendix A for definitions.) Among the nonprofit EMO-operated schools, only 4 are virtual schools—0.8% of all schools operated by nonprofit EMOs. Three of the virtual schools are located in Arizona; one is located in Ohio. While the for-profit virtual schools tended to be extremely large, the nonprofit virtual schools are only slightly larger than the mean size of the brick-and-mortar schools.

Number of Students in Schools Managed by Profiled EMOs

In this section we describe current student enrollment figures and offer estimates of overall trends. Schools operated by nonprofit EMOs enrolled 129,836 students in 2007-2008. In comparison, for-profit EMOs served 254,413 students in 2007-2008.

With 474 students per school, the for-profit EMOs operated much larger schools on average than the nonprofit EMOs, which enrolled an average of 266 students per school. Interestingly, the large for-profit EMOs had substantially larger average school sizes than the medium-sized and small for-profit EMOs. The pattern is reversed for the nonprofit EMOs, with the small EMOs having the largest average school size (328 students per

school), followed by medium-sized EMOs (264 students per school), and the large nonprofit EMOs having only 243 students per school (see Table 3).

Table 3. Number of Students Per School in 2007-2008

	<i>Number of Schools</i>	<i>Number of Students Per School</i>					
		<i>Sum</i>	<i>Mean</i>	<i>SD</i>	<i>Median</i>	<i>Minimum</i>	<i>Maximum</i>
Large EMOs	217	52,768	243.2	144.9	235	19	667
Medium EMOs	186	49,128	264.1	230.1	197	3	1,700
Small EMOs	85	27,940	328.7	266.0	261	32	1,379
All Nonprofit EMOs	488	129,836	266.1	206.3	222	3	1,700

Figure 4 illustrates the key data from Table 3 above. Note that the growth trend in the number of students rises more rapidly than did the growth trends for the number of EMOs or the number of schools. The average charter school’s size typically increases each year, since many schools are adding grades as students progress. Thus, the number of students increases due to the addition of new schools as well as the addition of new classes within existing schools.

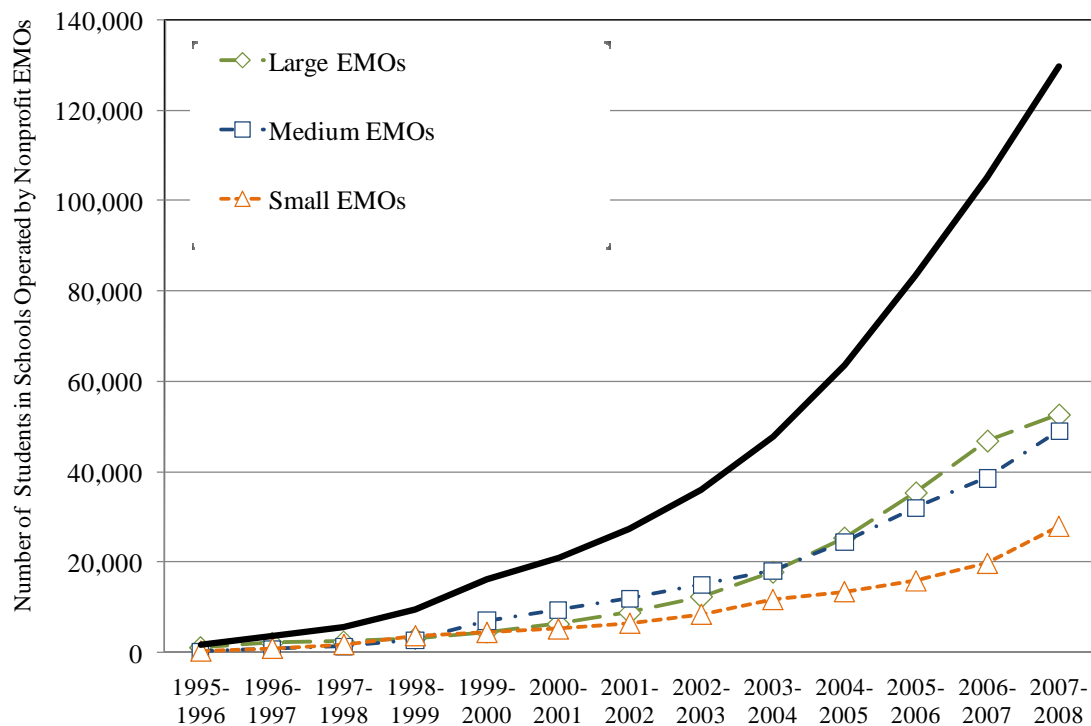


Figure 4. Estimated Number of Students Enrolled in Schools Managed by Nonprofit EMOs by Year

The average school size for the nonprofit EMOs are estimates derived by using data from 2007-2008, then calculating backward to estimate likely growth patterns. The average school size was estimated from year to year based on typical growth patterns for EMO-operated schools. The result was multiplied by the number of schools open each year.

The data in Table 4 display the number of EMO-managed schools and total enrollment of those schools by school type. The Common Core of Data definitions were used to classify schools as either “primary,” “middle,” “high,” or “other” (see definitions in Appendix A). Twenty-nine percent of all nonprofit EMO-managed schools are at the primary level in 2007-2008. By contrast, 60% of the schools managed by for-profit EMOs were primary schools. Because elementary schools costs less per pupil to operate than high schools, for-profit EMOs may have a financial incentive to focus on the lower-cost segment of the total K-12 school population.

Table 4. Numbers of Schools and Students Enrolled, by EMO Size and School Level, 2007-2008

	Primary			Middle			High			Other		
	Sch- ools	Students per school		Sch- ools	Students per school		Sch- ools	Students per school		Sch- ools	Students per school	
		Sum	Mean (SD)		Sum	Mean (SD)		Sum	Mean (SD)		Sum	Mean (SD)
Large	55	14,261	259 (123)	65	14,780	227 (98)	35	10,970	313 (177)	62	12,757	206 (169)
Medium	57	15,355	269 (187)	33	7,692	233 (154)	45	11,405	253 (228)	51	14,676	288 (307)
Small	32	9,859	308 (142)	15	3,346	223 (88)	21	6,093	290 (256)	17	8,642	508 (444)
All EMOs	144	39,475	274 (155)	113	25,818	228 (115)	101	28,468	282 (217)	130	36,075	278 (290)

Using the 2007-2008 Nonprofit Profiles Report

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

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

- *Appendix A* contains definitions of terms and notes that will be helpful in understanding the company summaries and profiles.
- *Appendix B* contains notes on companies that failed to respond to requests for information.
- *Appendix C* contains specific notes and details regarding data sources for the company profiles.

- *Appendix D* contains the methods for compiling school profiles and criteria for inclusion as a nonprofit EMO.

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The authors would like to recognize and thank Alex Molnar and his colleagues at Arizona State University (ASU). The database program that we used to store and organize the data is based on the database system developed by researchers at the Commercialism in Education Research Unit at ASU. Over the course of the project, advice and insights were shared by Alex Molnar at ASU, Nancy Van Meter and Amy Callner, both from AFT, and by a number of EPRU-EPIC Education Policy Fellows. Erik Gunn assisted us with editing, and Joe Fee and Shannon Berry were invaluable in addressing technical issues that arose with the database software. Finally, below we list persons at key organizations who generously provided time to speak with us at length during the course of data collection. For their time and insights, we are especially grateful.

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SUMMARY OF NONPROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007- 2008

Large Organization Summary

Summary of Organizations Managing 10 or More Schools, Listed Alphabetically by Organization Name

Organization Name	Location	Public Schools Managed			Total Enrollment	Number of States	Detail on Page #
		District	Charter	Total			
Achievement First	New Haven, CT	0	12	12	2,526	2	18
Alliance for College-Ready Public Schools	Los Angeles, CA	0	10	10	2,899	1	20
America CAN	Dallas, TX	0	10	10	4,218	1	22
Aspire	Oakland, CA	0	19	19	6,325	1	24
Choice Education and Development Corporation	Mesa, AZ	0	11	11	2,589	1	27
Concept Schools	Rosemont, IL	0	13	13	3,180	3	29
Constellation Schools	Parma, OH	0	16	16	2,370	1	32
Cosmos Foundation Inc.	Houston, TX	0	14	14	4,782	1	34
Green Dot Public Schools	Los Angeles, CA	0	12	12	4,099	1	36
KIPP	San Francisco, CA	0	57	57	14,048	18	38
Lighthouse Academies	Framingham, MA	0	10	10	3,042	5	44
PPEP and Affiliates	Tucson, AZ	0	12	12	1,107	1	47
Summit Academy Schools	Akron, OH	0	21	21	1,583	1	49
Large Company Totals:	13 large CMOs	0	217	217	52,768	21	

Note: Washington, DC is counted as a state.

Medium Organization Summary

Summary of Organizations Managing 4 to 9 Schools, Listed Alphabetically by Organization Name

Organization Name	Location	Public Schools Managed			Total Enrollment	Number of States	Detail on Page #
		District	Charter	Total			
American Quality Schools	Chicago, IL	0	8	8	3,314	2	53
Aspira, Inc. of Illinois	Chicago, IL	0	4	4	1,166	1	55
Calvin Nelms High School	Katy, TX	0	5	5	335	1	57
Career Success Schools	Phoenix, AZ	0	5	5	736	1	59
Casa Gracia	Austin, TX	0	4	4	218	1	61
Center for Academic Success, Inc.	Sierra Vista, AZ	0	5	5	594	1	63
Edvantages	Columbus, OH	0	8	8	1,458	1	65
Envision Schools	San Francisco, CA	0	4	4	956	1	67
Friendship Public Charter School	Washington, DC	0	5	5	4,046	1	69
High Tech High	San Diego, CA	0	8	8	2,457	1	71
Honors Academy	Dallas, TX	0	6	6	789	1	73
ICEF Public Schools	Los Angeles, CA	0	9	9	1,749	1	75
Innovative Education Management, Inc.	Placerville, CA	0	4	4	3,800	1	77
Kingman Academy Of Learning	Kingman, AZ	0	4	4	1,443	1	79
LEAD Charter Schools	Gilbert, AZ	0	4	4	535	1	81
Leadership Public Schools	San Francisco, CA	0	5	5	1,244	1	83
Learning Matters Educational Group	Glendale, AZ	0	4	4	919	1	85
Mastery Charter Schools	Philadelphia, PA	0	4	4	1,362	1	87
Mastery Learning Institute	Portland, OR	0	6	6	890	1	89
Noble Network of Charter Schools	Chicago, IL	0	5	5	1,340	1	91
Omega Schools	Glendale, AZ	0	6	6	623	1	93
Partnerships to Uplift Communities	Burbank, CA	0	8	8	1,916	1	95

Medium Organization Summary

Summary of Organizations Managing 4 to 9 Schools, Listed Alphabetically by Organization Name

Organization Name	Location	Public Schools Managed			Total Enrollment	Number of States	Detail on Page #
		District	Charter	Total			
Perspectives Charter Schools	Chicago, IL	0	4	4	1,210	1	97
Propel Schools	Pittsburgh, PA	0	4	4	1,239	1	99
Salvaging Teens at Risk, Inc.	Little Elm, TX	0	5	5	792	1	101
School of Excellence in Education	San Antonio, TX	0	6	6	2,536	1	103
See Forever Foundation	Washington, DC	0	4	4	478	2	105
Shekinah Learning Institute, Inc.	Converse, TX	0	9	9	1,348	1	107
Student Alternatives Program Inc.	San Antonio, TX	0	6	6	822	1	109
The EDGE School Inc.	Tucson, AZ	0	4	4	213	1	111
Uncommon Schools	New York, NY	0	8	8	1,759	2	113
UNO Charter School Network	Chicago, IL	0	5	5	2,275	1	115
Uplift Education	Dallas, TX	0	5	5	2,523	1	117
YES Prep Public Schools	Houston, TX	0	5	5	2,043	1	119
Medium Company Totals:	34 medium CMOs	0	186	186	49,128	12	

Note: Washington, DC is counted as a state.

Small Organization Summary

Summary of Organizations Managing 3 or Fewer Schools, Listed Alphabetically by Organization Name

Organization Name	Location	Public Schools Managed			Total Enrollment	Number of States	Detail on Page #
		District	Charter	Total			
Academy of Tucson, Inc.	Tucson, AZ	0	3	3	609	1	122
Albert Einstein Academy	San Diego, CA	0	2	2	700	1	123
Arizona Agribusiness and Equine Center, Inc.	Phoenix, AZ	0	3	3	733	1	124
Arizona Community Development Corporation	Tucson, AZ	0	3	3	1,292	1	125
Aspira of Florida, Inc.	Miami, FL	0	3	3	912	1	126
Beginning with Children Foundation	New York, NY	0	2	2	750	1	127
Betty Shabazz International Charter School	Chicago, IL	0	3	3	782	1	128
Bright Star Schools	Los Angeles, CA	0	2	2	437	1	129
Buckeye On-line School for Success	East Liverpool, OH	0	1	1	1,379	1	130
CAFA, Inc.	Gilbert, AZ	0	3	3	420	1	131
Calli Ollin Academy	Tucson, AZ	0	3	3	272	1	132
César Chávez Public Charter Schools	Washington, DC	0	3	3	1,214	1	133
Civitas Schools	Chicago, IL	0	3	3	1,680	1	134
DC Prep	Washington, DC	0	2	2	620	1	135
Education for Change	Oakland, CA	0	3	3	1,244	1	136
EightCAP Inc.	Greenville, MI	0	1	1	187	1	137
Espiritu Community Development Corporation	Phoenix, AZ	0	3	3	766	1	138
Foundation for Behavioral Resources	Augusta, MI	0	2	2	393	1	139
Galapagos Charter	Chicago, IL	0	1	1	282	1	140
Great Hearts Academies	Chandler, AZ	0	3	3	671	1	141
Hyde Leadership Schools	Washington, DC	0	2	2	1,010	2	142
IDEA Public Schools	Weslaco, TX	0	3	3	3,243	1	143

Small Organization Summary

Summary of Organizations Managing 3 or Fewer Schools, Listed Alphabetically by Organization Name

Organization Name	Location	Public Schools Managed			Total Enrollment	Number of States	Detail on Page #
		District	Charter	Total			
Midland Charter Initiative	Midland, MI	0	1	1	187	1	144
New City Public Schools	Long Beach, CA	0	2	2	578	1	145
New Visions Academy, Inc.	Cottonwood, AZ	0	3	3	124	1	146
Not Your Ordinary School	Austin, TX	0	2	2	581	1	147
Pointe Schools	Phoenix, AZ	0	3	3	1,193	1	148
Por Vida, Inc.	San Antonio, TX	0	3	3	372	1	149
Rocketship Education	Palo Alto, CA	0	1	1	160	1	150
South Texas Education Technologies, Inc.	Weslaco, TX	0	3	3	646	1	151
St. HOPE Public Schools	Sacramento, CA	0	2	2	1,372	1	152
Success Charter Network	New York, NY	0	1	1	280	1	153
TechEdventures	Lauderdale Lakes, FL	0	3	3	929	1	154
The SEED Foundation	Washington, DC	0	1	1	320	1	155
Village Academies	New York, NY	0	3	3	384	1	156
Woodbridge Group, Inc.	Big Rapids, MI	0	3	3	1,218	1	157
Small Company Totals:	36 Small CMOs	0	85	85	27,940	9	

Note: Washington, DC is counted as a state.

REPORT TOTALS FOR ALL COMPANIES

Total Number of Companies	Public Schools Managed			Total Enrollment	Number of States
	District	Charter	Total		
83	0	488	488	129,836	24

PROFILES OF NONPROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Large Companies: Managing 10 or More Schools

Achievement First

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
403 James Street New Haven, CT 06513	203-773-3223 203-773-3221	www.achievementfirst.org	2003

Company Schools by State

Connecticut

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Achievement First Bridgeport Academy	Bridgeport, CT	2007	5	84	Yes	No
Amistad Academy - Elementary	New Haven, CT	2006	K-1	171	Yes	No
Amistad Academy - Middle	New Haven, CT	1999	5-8	289	Yes	No
Amistad Academy High School	New Haven, CT	2006	9-10	96	Yes	No
Elm City College Prep Elementary	New Haven, CT	2004	K-4	268	Yes	No
Elm City College Prep Middle	New Haven, CT	2004	5-8	207	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Achievement First Bushwick Elementary	Brooklyn, NY	2006	K-2	251	Yes	No
Achievement First Bushwick Middle	Brooklyn, NY	2007	5	84	Yes	No
Achievement First Crown Heights Elementary	Brooklyn, NY	2005	K-3	337	Yes	No
Achievement First Crown Heights Middle	Brooklyn, NY	2005	5-7	249	Yes	No
Achievement First East New York Elementary	Brooklyn, NY	2005	K-3	330	Yes	No
Achievement First Endeavor Middle	Brooklyn, NY	2006	5-6	160	Yes	No

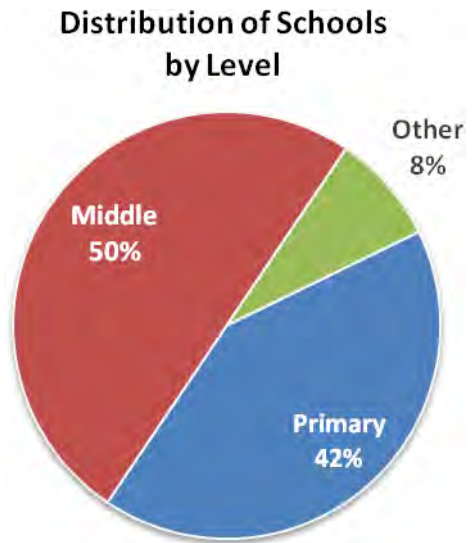
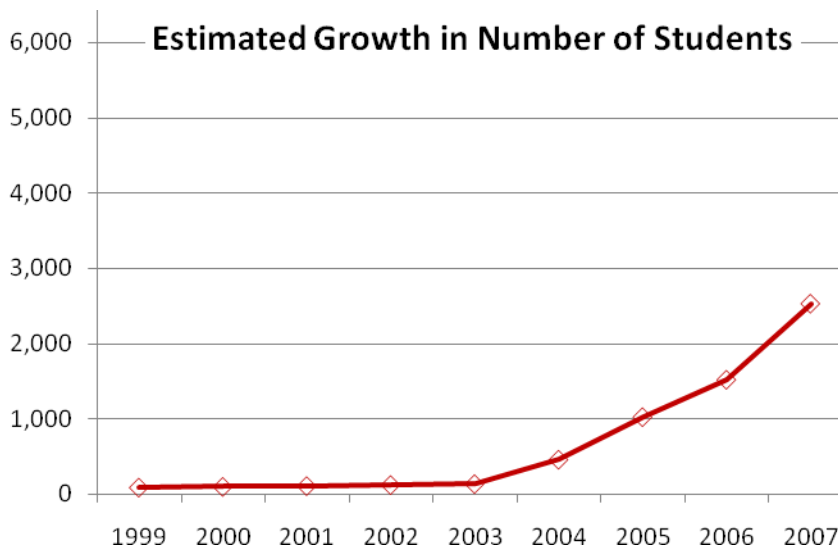
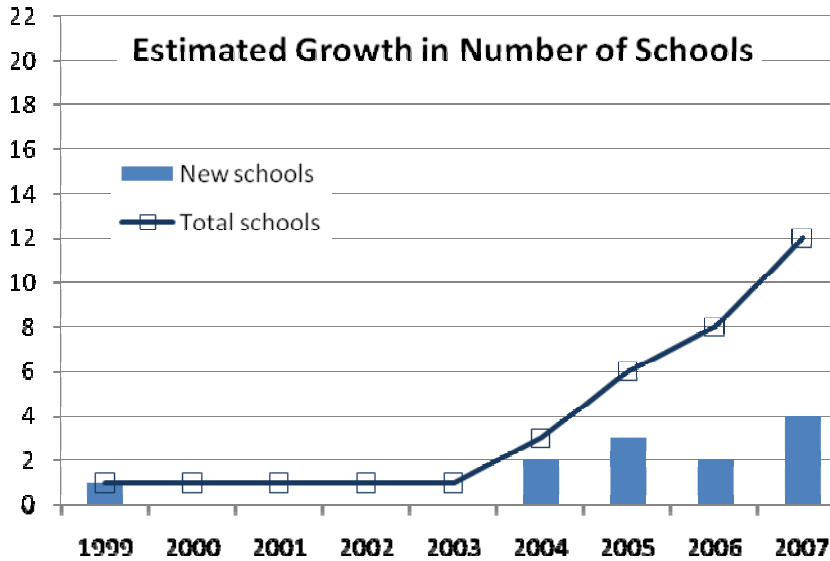
Achievement First

Large Company: Managing 10 or More Schools

Total Number of Schools: 12

Total Enrollment: 2,526

States Operated in: CT, NY



Alliance for College-Ready Public Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
2023 South Union Avenue Los Angeles, CA 90007	213-943-4930 213-943-4931	www.laalliance.org	1997

Company Schools by State

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
College-Ready Academy High School Five	Los Angeles, CA	2007	9	136	Yes	No
College-Ready Academy High School Four	Los Angeles, CA	2006	9-10	268	Yes	No
College-Ready Academy High School Seven	Los Angeles, CA	2007	9	122	Yes	No
College-Ready Academy High School Six	Los Angeles, CA	2006	9-10	252	Yes	No
Gertz-Ressler High School	Los Angeles, CA	2004	9-12	475	Yes	No
Heritage College-Ready Academy High School	Los Angeles, CA	2005	9-11	396	Yes	No
Huntington Park College-Ready Academy High School	Los Angeles, CA	2005	9-11	414	Yes	No
Jack H. Skirball Middle School	Los Angeles, CA	2007	6	132	Yes	No
Marc and Eva Stern Math and Science School	Los Angeles, CA	2006	9-10	300	Yes	No
Richard Merkin Middle School	Los Angeles, CA	2005	6-8	404	Yes	No

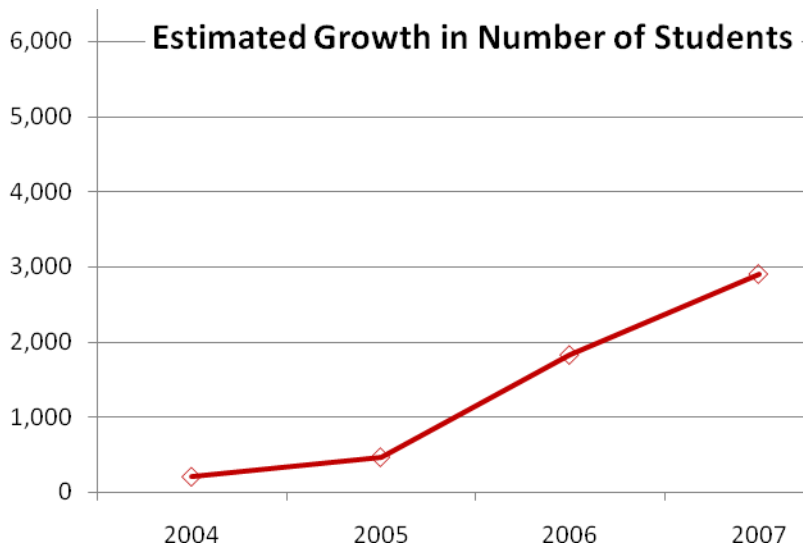
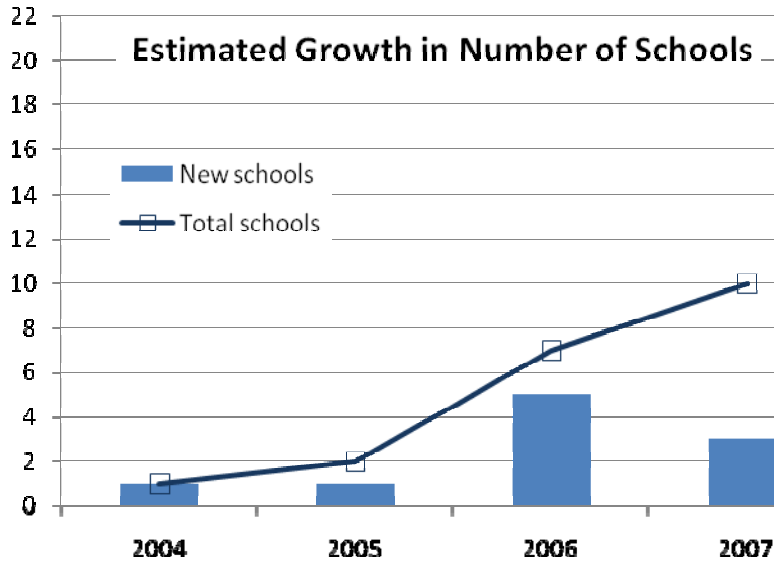
Total Number of Schools: 10

Total Enrollment: 2,899

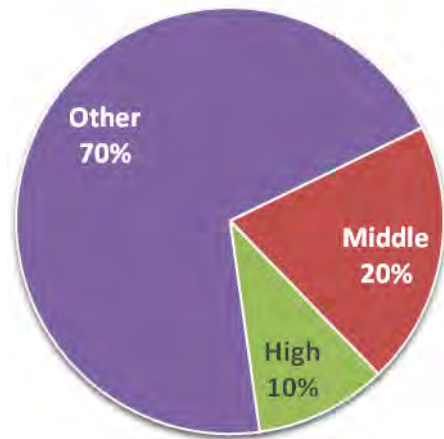
States Operated in: CA

Alliance for College-Ready Public Schools

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



America CAN

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
325 W. 12th Street Dallas, TX 75208	214-944-1985	www.americacan.org	1985

Company Schools by State

School Name	School Location	Texas				
		Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Austin Can Academy	Austin, TX	2002	9-12	301	Yes	No
Dallas Can Academy Oak Cliff	Dallas, TX	1998	9-12	528	Yes	No
Dallas Can Academy Ross Avenue	Dallas, TX	1996	9-12	384	Yes	No
Fort Worth Can Academy Campus Drive	Fort Worth, TX	2003	9-12	476	Yes	No
Fort Worth Can Academy River Oaks	Fort Worth, TX	2003	9-12	340	Yes	No
Houston Can Academy Hobby	Houston, TX	2001	9-12	388	Yes	No
Houston Can Academy Main	Houston, TX	1998	9-12	489	Yes	No
San Antonio Can High School	San Antonio, TX	2004	9-12	399	Yes	No
Texans Can Academy Dallas South Campus	Dallas, TX	2000	9-12	543	Yes	No
Texans Can at Carrollton-Farmers	Farmers Branch, TX	2001	9-12	370	Yes	No

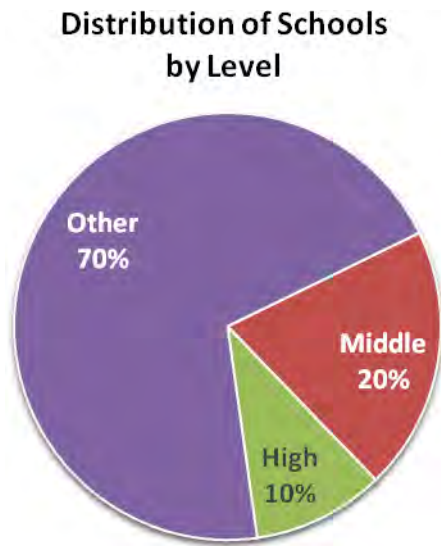
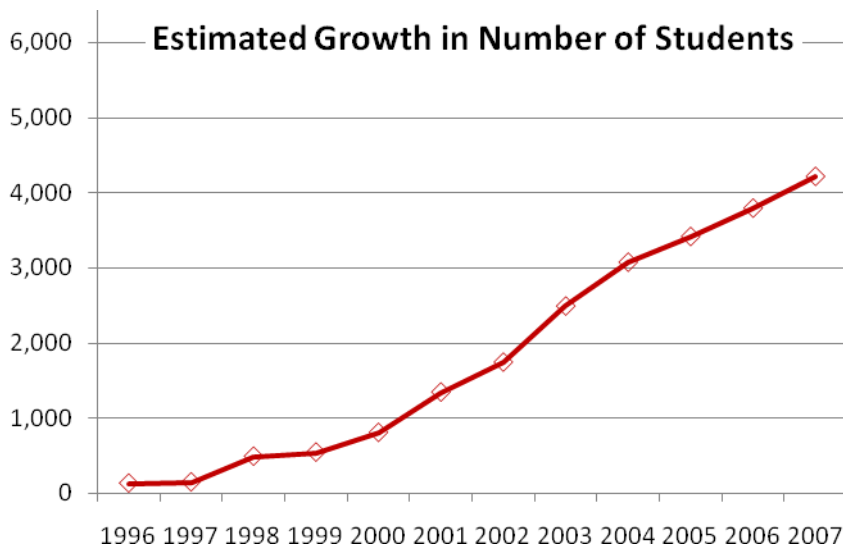
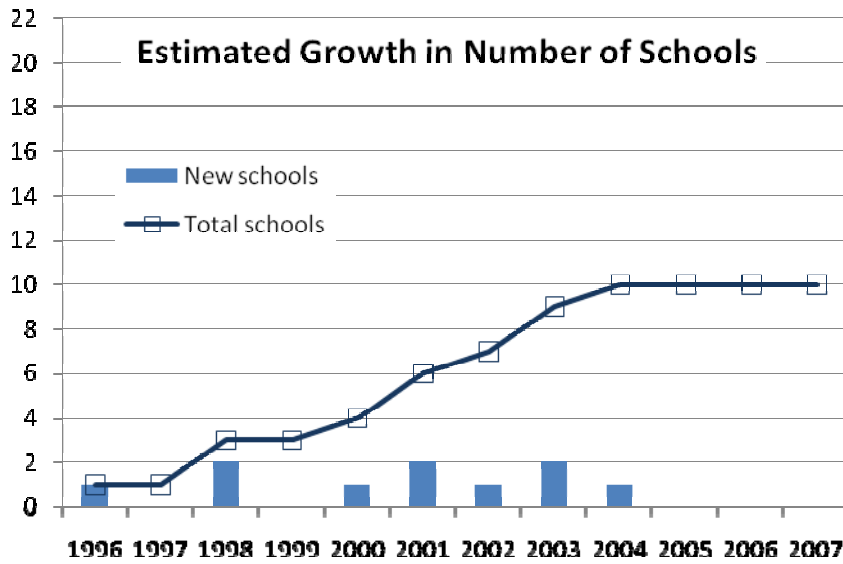
Total Number of Schools: 10

Total Enrollment: 4,218

States Operated in: TX

America CAN

Large Company: Managing 10 or More Schools



Aspire

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
1001 22nd Avenue, Suite 100 Oakland, CA 94606	510-434-5000 510-434-5010	www.aspirepublicschools.org	1998

Company Schools by State

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
AMLA - St. Marthas	Huntington Park, CA	2005	K-4	174	Yes	No
Antonio Maria Lugo Academy	Huntington Park, CA	2005	K-4	321	Yes	No
Aspire Clarendon Elementary	Huntington Park, CA	2007	K-4	167	Yes	No
Aspire Port City Academy	Stockton, CA	2007	K-5	197	Yes	No
Berkley Maynard Academy	Oakland, CA	2005	K-5	307	Yes	No
California College Preparatory Academy	Oakland, CA	2005	6-9	217	Yes	No
Capitol Heights Academy	Sacramento, CA	2003	K-8	211	Yes	No
Centennial College Preparatory Academy	Huntington Park, CA	2006	5-7	402	Yes	No
East Palo Alto Charter School (EPACS)	East Palo Alto, CA	2003	K-8	418	Yes	No
EPACS Secondary	East Palo Alto, CA	2006	9-10	60	Yes	No
Lionel Wilson College Preparatory Academy	Oakland, CA	2002	6-12	507	Yes	No
Millsmont Academy	Oakland, CA	2004	K-9	400	Yes	No
Monarch Academy	Oakland, CA	2000	K-5	355	Yes	No
River Oaks Charter Academy	Stockton, CA	2001	K-5	359	Yes	No
Rosa Parks Academy	Stockton, CA	2005	K-7	499	Yes	No

Aspire

Large Company: Managing 10 or More Schools

Summit Charter Academy	Modesto, CA	2006	K-8	456	Yes	No
The Benjamin Holt College Preparatory Academy	Stockton, CA	2003	6-12	535	Yes	No
University Charter School	Modesto, CA	2000	K-8	309	Yes	No
University Public School	Stockton, CA	1999	K-5	431	Yes	No

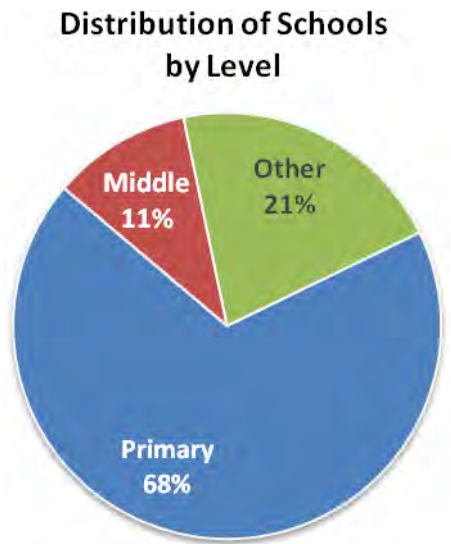
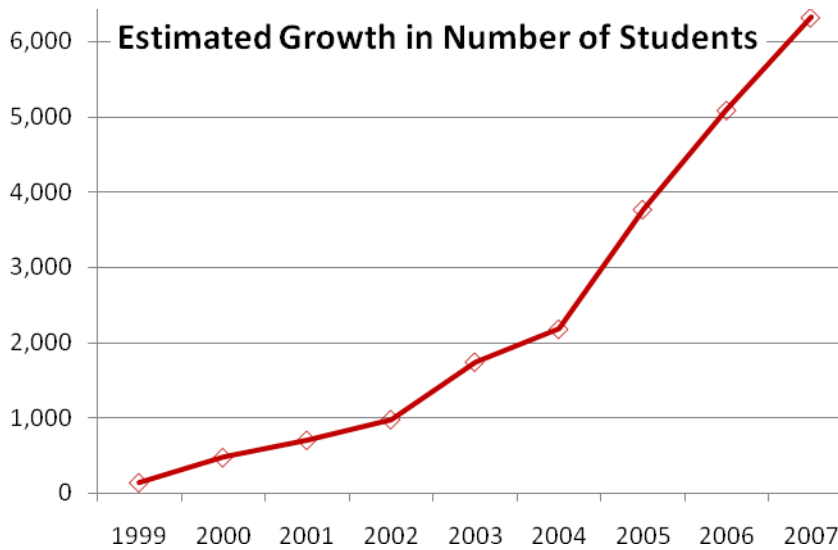
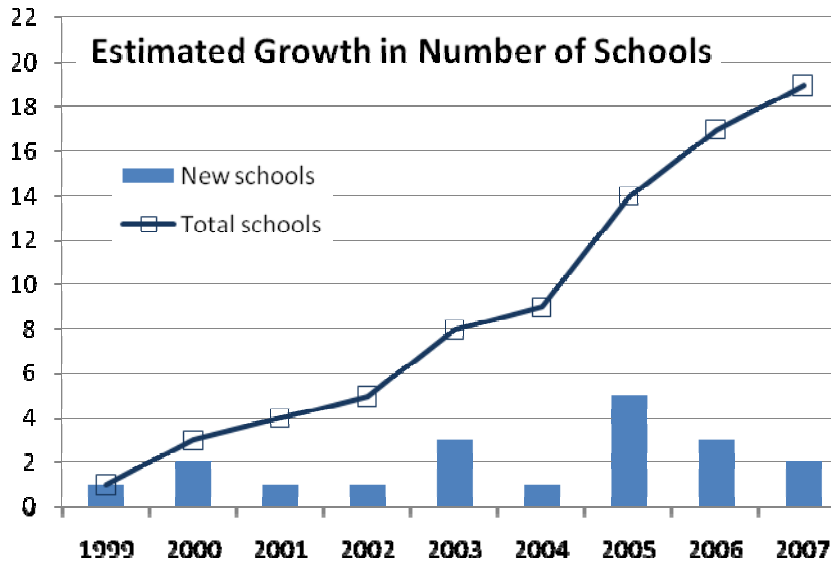
Total Number of Schools: 19

Total Enrollment: 6,325

States Operated in: CA

Aspire

Large Company: Managing 10 or More Schools



Choice Education and Development Corporation

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
1460 South Horne Mesa, AZ 85204	480-461-3200 480-649-0747	www.edkey.org	1996

Company Schools by State

School Name	Arizona					
	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Academy for Arts and Academics	North Phoenix, AZ	2003	6-12	314	Yes	No
Learning Crossroads Basic Adademy	Mesa, AZ	1999	K-10	194	Yes	No
Pathfinder Academy	Mesa, AZ	1998	K-8	66	Yes	No
Redwood Academy	Peoria, AZ	2000	K-8	89	Yes	No
Sequoia Charter Elementary School	Mesa, AZ	2001	K-6	348	Yes	No
Sequoia Charter School	Mesa, AZ	1996	7-12	372	Yes	No
Sequoia Choice Distance Learning	Mesa, AZ	1996	K-12	667	Yes	Yes
Sequoia Family Learning	Mesa, AZ	2003	K-12	156	Yes	No
Sequoia Ranch	Mayer, AZ	2002	K-12	112	Yes	No
Sequoia School for the Deaf and Hard of Hearing	Mesa, AZ	2000	K-12	67	Yes	No
Sequoia Village School	Showlow, AZ	1999	K-12	204	Yes	No

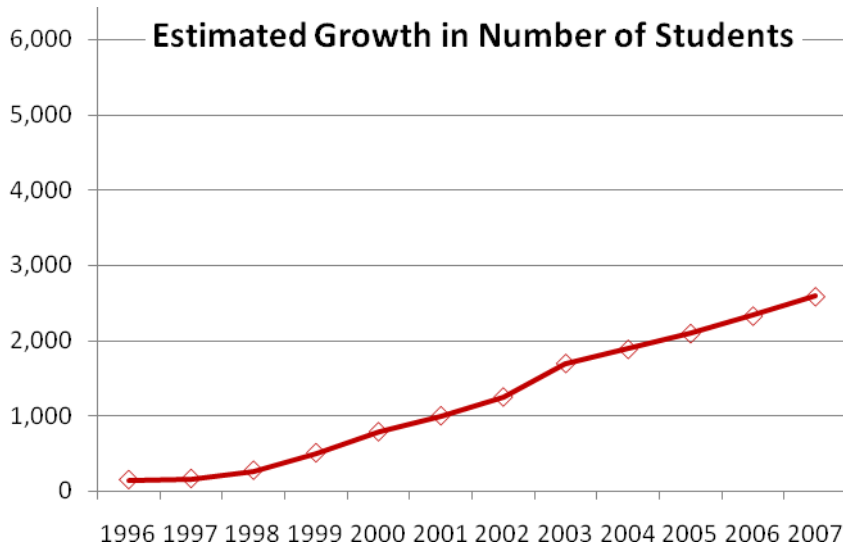
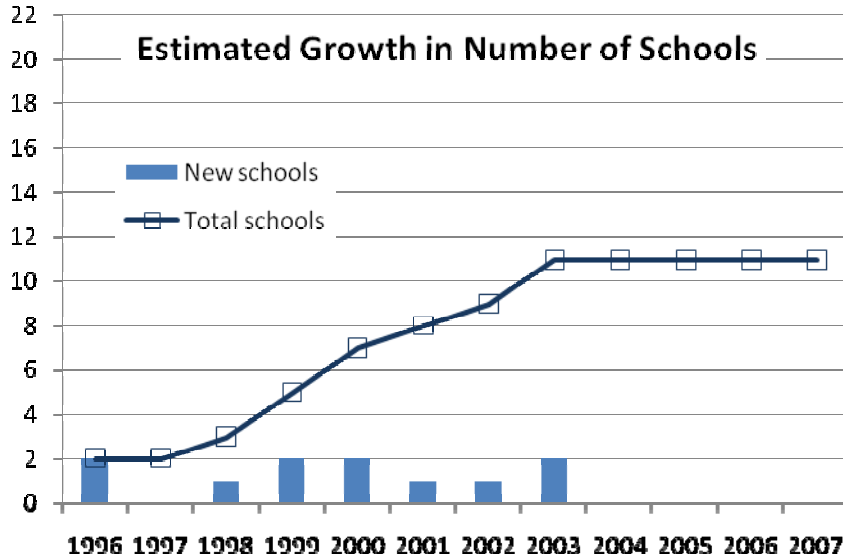
Total Number of Schools: 11

Total Enrollment: 2,589

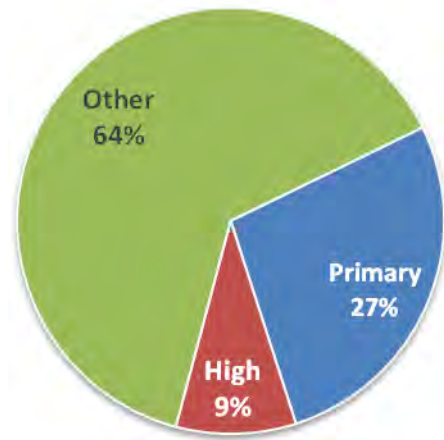
States Operated in: AZ

Choice Education and Development Corporation

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



Concept Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
9450 Bryn Mawr Avenue, Suite 250 Rosemont, IL 60018	847-671-2624 847-671-2612	www.conceptschoools.org	1999

Company Schools by State

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago Mathematics and Science Academy	Chicago, IL	2004	6-11	450	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Indiana Math and Science Academy - Indianapolis	Indianapolis, IN	2007	6-8	182	Yes	No

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Horizon Science Academy - Cincinnati	Cincinnati, OH	2005	5-10	177	Yes	No
Horizon Science Academy - Cleveland High School	Cleveland, OH	1999	9-12	428	Yes	No
Horizon Science Academy - Cleveland Middle School	Cleveland, OH	2005	K-8	240	Yes	No
Horizon Science Academy - Columbus High School	Columbus, OH	1999	9-12	300	Yes	No
Horizon Science Academy - Columbus Middle School	Columbus, OH	2007	6-8	185	Yes	No
Horizon Science Academy - Dayton	Dayton, OH	2005	5-10	220	Yes	No
Horizon Science Academy - Denison	Cleveland, OH	2005	4-8	321	Yes	No
Horizon Science Academy - Springfield	Toledo, OH	2005	5-8	134	Yes	No

Concept Schools

Large Company: Managing 10 or More Schools

Horizon Science Academy - Toledo	Toledo, OH	2004	8-12	283	Yes	No
Noble Academy - Cleveland	Euclid, OH	2006	K-7	180	Yes	No
Noble Academy - Columbus	Columbus, OH	2006	K-5	80	Yes	No

Total Number of Schools: 13

Total Enrollment: 3,180

States Operated in: IL, IN, OH

Concept Schools

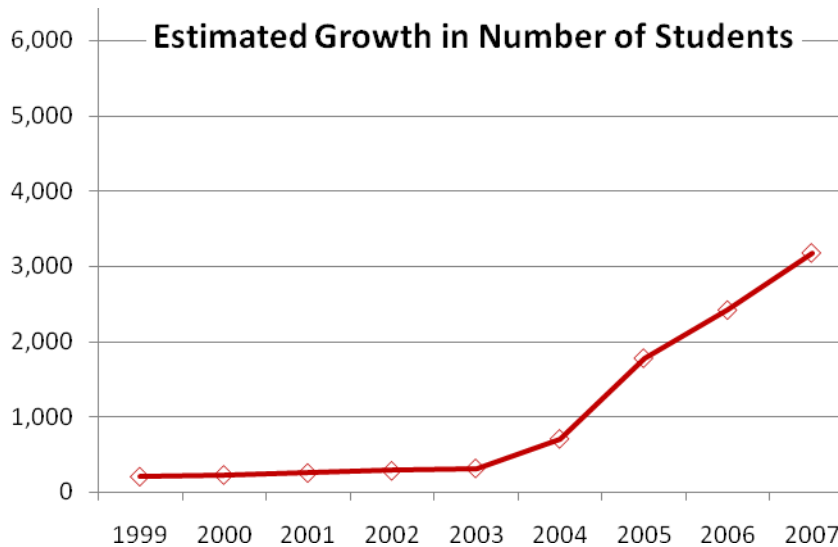
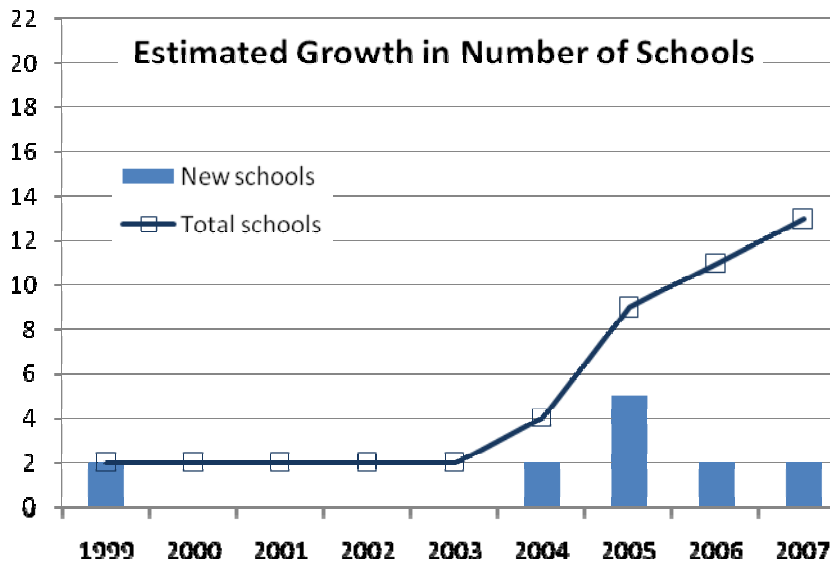
Large Company: Managing 10 or More Schools

Horizon Science Academy - Toledo	Toledo, OH	2004	8-12	283	Yes	No
Noble Academy - Cleveland	Euclid, OH	2006	K-7	180	Yes	No
Noble Academy - Columbus	Columbus, OH	2006	K-5	80	Yes	No

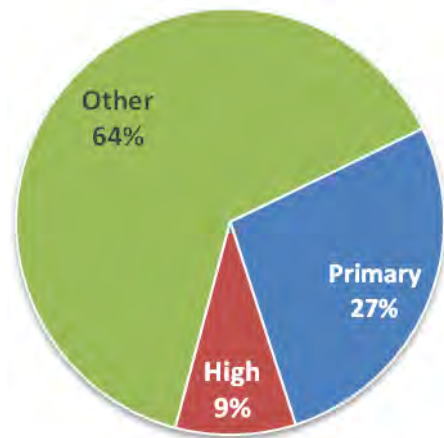
Total Number of Schools: 13

Total Enrollment: 3,180

States Operated in: IL, IN, OH



Distribution of Schools by Level



Constellation Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
5983 West 54th Street Parma, OH 44129	440-845-7688 440-845-7689	www.constellationschools.com	1999

Company Schools by State

School Name	School Location	Ohio				
		Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Elyria Community Elementary	Elyria, OH	2001	K-8	246	Yes	No
Lorain Community Elementary	Lorain, OH	2001	K-4	194	Yes	No
Lorain Gifted Academy	Lorain, OH	2004	1-7	61	Yes	No
Lorrain Community Middle	Lorain, OH	2006	5-8	97	Yes	No
Madison Community Elementary	Cleveland, OH	2004	K-6	153	Yes	No
Mansfield Community Elementary	Mansfield, OH	2002	K-6	135	Yes	No
Old Brooklyn Community Elementary	Cleveland, OH	1998	K-4	197	Yes	No
Old Brooklyn Community Middle	Cleveland, OH	2006	5-8	91	Yes	No
Outreach Academy for Students with Disabilities	Cleveland, OH	2006	1-12	48	Yes	No
Parma Community Elementary	Parma, OH	2000	K-9	361	Yes	No
Puritas Community Elementary	Cleveland, OH	2003	K-4	188	Yes	No
Puritas Community Middle	Cleveland, OH	2006	5-6	40	Yes	No
Stockyard Community Elementary	Cleveland, OH	2004	K-6	139	Yes	No
Westpark Community Elementary	Cleveland, OH	2001	K-4	241	Yes	No
Westpark Community Middle	Cleveland, OH	2006	5-8	95	Yes	No

Constellation Schools

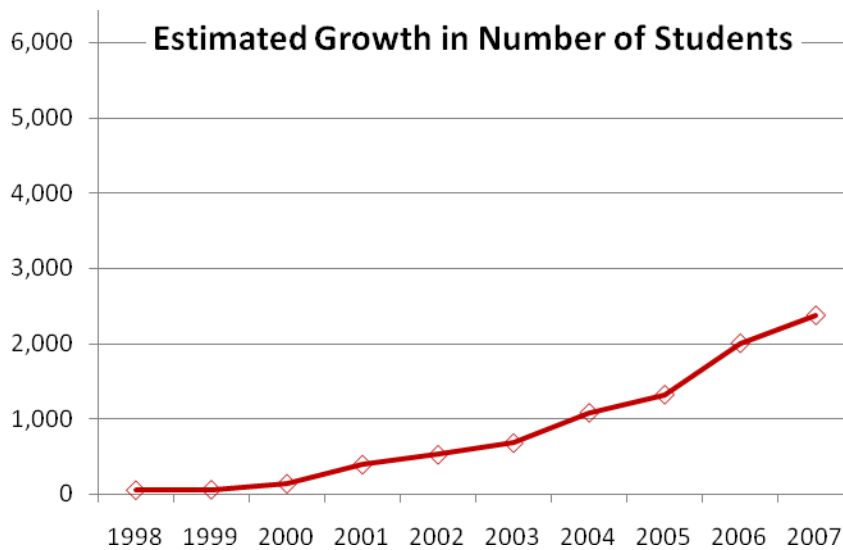
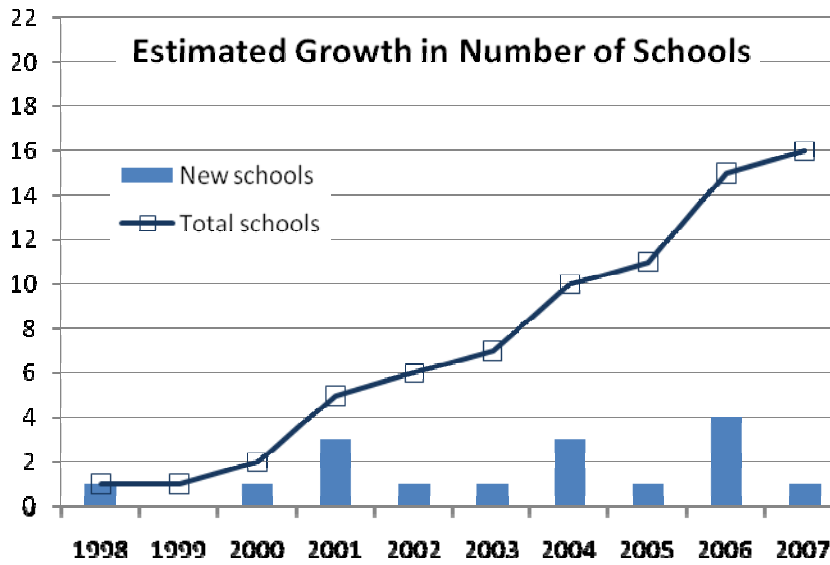
Large Company: Managing 10 or More Schools

Westside Community School of the Arts Cleveland, OH 2007 K-3 84 Yes No

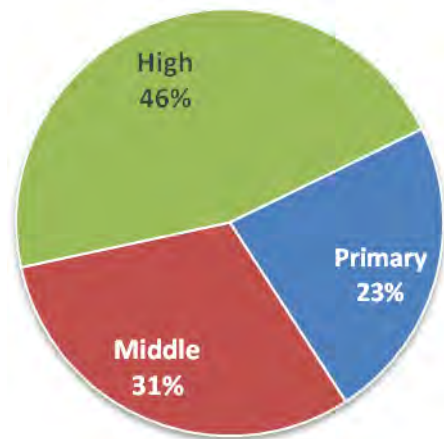
Total Number of Schools: 16

Total Enrollment: 2,370

States Operated in: OH



Distribution of Schools by Level



Cosmos Foundation Inc.

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
9431 W. Sam Houston Parkway Houston, TX 77099	713-343-3333 713-777-8555	www.harmonyschools.org	1999

Company Schools by State

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Harmony School of Excellence - Houston	Houston, TX	2006	K-12	463	Yes	No
Harmony School of Innovation - Houston	Houston, TX	2005	K-12	435	Yes	No
Harmony School of Science - Austin	Austin, TX	2006	K-12	275	Yes	No
Harmony Science Academy - Austin	Austin, TX	2002	6-12	289	Yes	No
Harmony Science Academy - Beaumont	Beaumont, TX	2007	K-12	227	Yes	No
Harmony Science Academy - Bryan College Station	Bryan, TX	2007	K-12	213	Yes	No
Harmony Science Academy - Dallas	Dallas, TX	2004	K-12	636	Yes	No
Harmony Science Academy - El Paso	El Paso, TX	2006	K-12	463	Yes	No
Harmony Science Academy - Fort Worth	Fort Worth, TX	2006	K-12	412	Yes	No
Harmony Science Academy - Houston	Houston, TX	2000	6-12	337	Yes	No
Harmony Science Academy - Houston NW	Houston, TX	2007	K-12	242	Yes	No
Harmony Science Academy - Lubbock	Lubbock, TX	2007	K-12	184	Yes	No
Harmony Science Academy - San Antonio	San Antonio, TX	2006	K-12	371	Yes	No
Harmony Science Academy - Waco	Waco, TX	2007	K-12	235	Yes	No

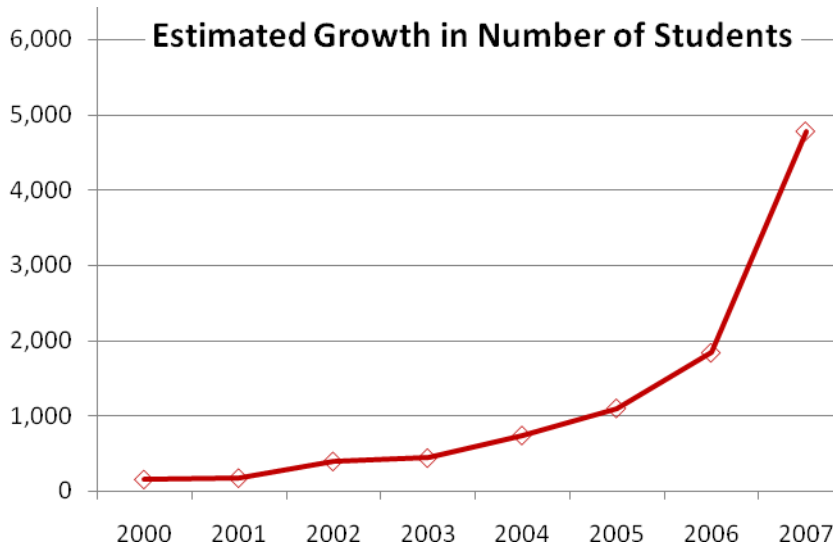
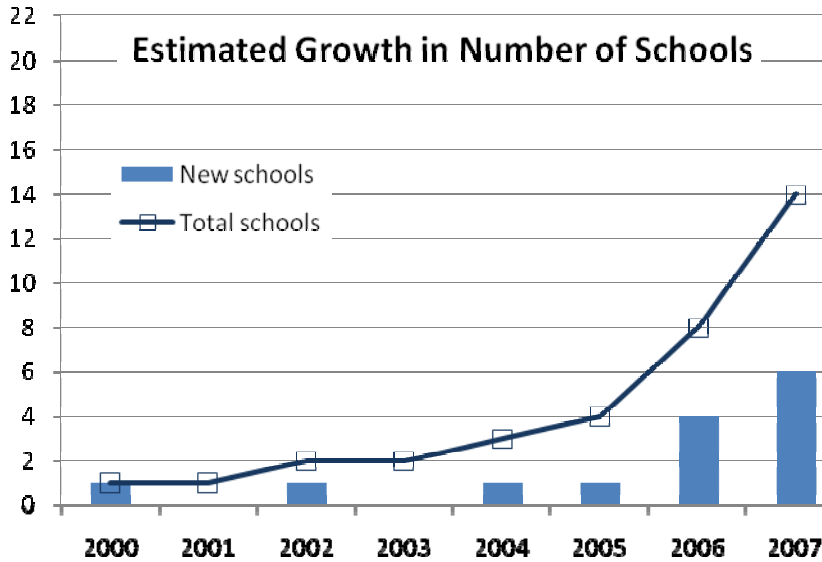
Total Number of Schools: 14

Cosmos Foundation Inc.

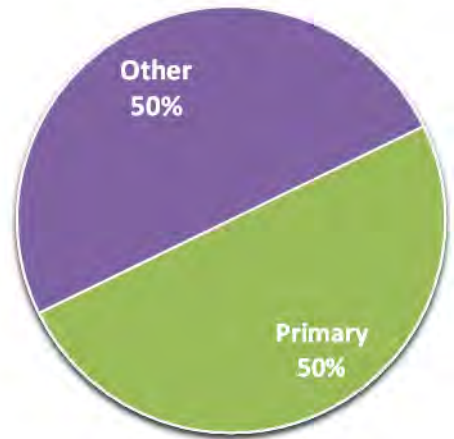
Large Company: Managing 10 or More Schools

Total Enrollment: 4,782

States Operated in: TX



Distribution of Schools by Level



Green Dot Public Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
350 South Figueroa Street, Suite Los Angeles, CA 90071	213-621-0276 213-621-4419	www.greendot.org	2000

Company Schools by State

School Name	School Location	California				
		Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Animo Film & Theatre Arts Charter High School	Los Angeles, CA	2006	9-11	111	Yes	No
Animo Inglewood Charter High School	Inglewood, CA	2002	9-12	525	Yes	No
Animo Jackie Robinson	Los Angeles, CA	2006	9-10	279	Yes	No
Animo Justice	Los Angeles, CA	2006	9-10	268	Yes	No
Animo Leadership Charter High School	Inglewood, CA	2000	9-12	523	Yes	No
Animo Locke Tech Charter High School	Los Angeles, CA	2007	9	140	Yes	No
Animo Pat Brown	Los Angeles, CA	2006	9-10	284	Yes	No
Animo Ralph Bunche Charter High School	Los Angeles, CA	2006	9-10	289	Yes	No
Animo South Los Angeles Charter High School	Los Angeles, CA	2004	9-12	519	Yes	No
Animo Venice	Los Angeles, CA	2004	9-12	502	Yes	No
Animo Watts Two Charter High School	Los Angeles, CA	2007	9	139	Yes	No
Oscar de la Hoya Animo Charter High School	Los Angeles, CA	2003	9-12	520	Yes	No

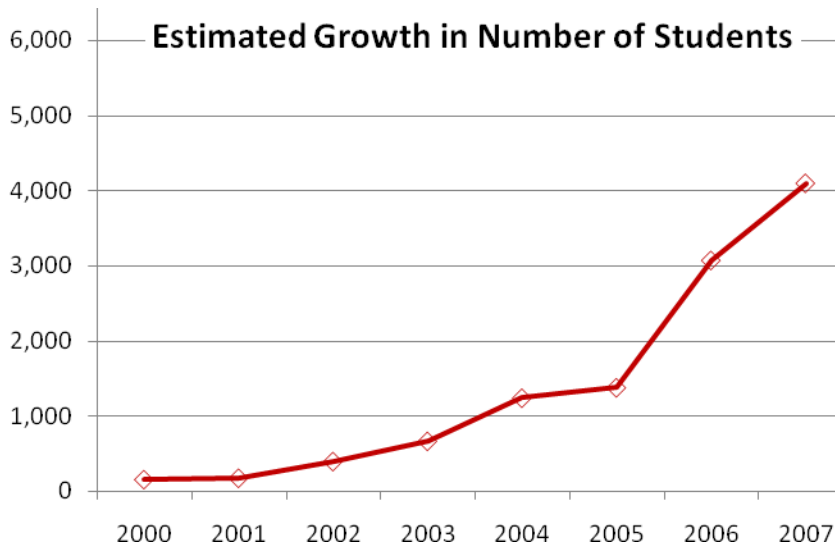
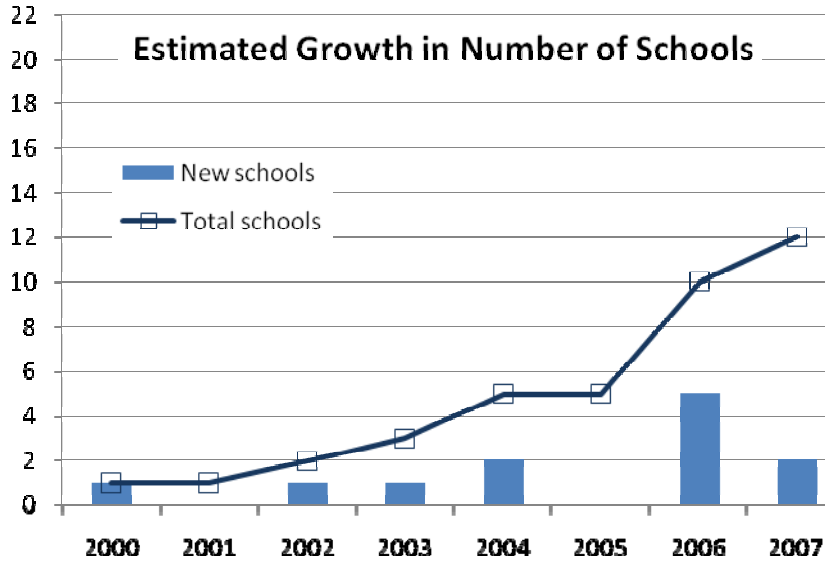
Total Number of Schools: 12

Total Enrollment: 4,099

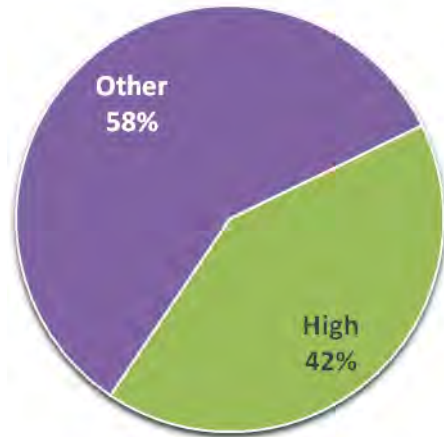
States Operated in: CA

Green Dot Public Schools

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



KIPP

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
345 Spear Street, Suite 510 San Francisco, CA 94105	866-345-5477 415-348-0588	www.kipp.org	2001

Company Schools by State

Arkansas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Delta College Preparatory School	Helena, AR	2002	5-8	207	Yes	No
KIPP Delta Collegiate	Helena, AR	2007	9-10	72	Yes	No

California

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy Fresno	Fresno, CA	2004	5-8	284	Yes	No
KIPP Academy of Opportunity	Los Angeles, CA	2003	5-8	346	Yes	No
KIPP Adelante Preparatory Academy	San Diego, CA	2003	5-8	341	Yes	No
KIPP Bayview Academy	San Francisco, CA	2003	5-8	222	Yes	No
KIPP Bridge Charter School	Oakland, CA	2007	5-8	251	Yes	No
KIPP Heartwood Academy	San Jose, CA	2004	5-8	355	Yes	No
KIPP King Collegiate High School	San Lorenzo, CA	2007	9	98	Yes	No
KIPP LA Prep	Los Angeles, CA	2003	5-8	336	Yes	No
KIPP San Francisco Bay Academy	San Francisco, CA	2003	5-8	284	Yes	No
KIPP Summit Academy	San Lorenzo, CA	2003	5-8	362	Yes	No

KIPP

Large Company: Managing 10 or More Schools

Colorado

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Sunshine Peak Academy	Denver, CO	2002	5-8	344	Yes	No

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP DC AIM Academy	Washington, DC	2005	5-7	240	Yes	No
KIPP DC KEY Academy	Washington, DC	2002	5-8	320	Yes	No
KIPP DC LEAP Academy	Washington, DC	2007	K	97	Yes	No
KIPP DC WILL Academy	Washington, DC	2006	5-6	170	Yes	No

Georgia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP South Fulton Academy	Atlanta, GA	2003	5-8	283	Yes	No
KIPP WAYS Academy	Atlanta, GA	2003	5-8	296	Yes	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Ascend Charter School	Chicago, IL	2003	5-8	308	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Indianapolis College Preparatory	Indianapolis, IN	2004	5-8	250	Yes	No

KIPP

Large Company: Managing 10 or More Schools

KIPP LEAD College Prep Charter School	Gary, IN	2006	5-6	148	Yes	No
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Louisiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Believe College Prep	New Orleans, LA	2006	5-6	169	Yes	No
KIPP Central City Academy	New Orleans, LA	2007	5	85	Yes	No
KIPP McDonogh Fifteen School for the Creative Arts	New Orleans, LA	2006	K-8	457	Yes	No

Maryland

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Ujima Village Academy	Baltimore, MD	2002	5-8	315	Yes	No

Massachusetts

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy Lynn	Lynn, MA	2004	5-8	305	Yes	No

Missouri

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Endeavor Academy	Kansas City, MO	2007	5	71	Yes	No

New Jersey

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Freedom Academy Charter School	Camden, NJ	2004	5-8	253	Yes	No
Newark Collegiate Academy	Newark, NJ	2007	9	71	Yes	No

KIPP

Large Company: Managing 10 or More Schools

Rise Academy	Newark, NJ	2006	5-6	187	Yes	No
TEAM Academy	Newark, NJ	2002	5-8	364	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy New York	Bronx, NY	1995	5-8	245	Yes	No
KIPP AMP Academy	Brooklyn, NY	2005	5-7	186	Yes	No
KIPP Infinity Charter School	New York, NY	2005	5-7	211	Yes	No
KIPP STAR College Prep Charter School	New York, NY	2003	5-8	279	Yes	No
KIPP Tech Valley	Albany, NY	2005	5-7	208	Yes	No

North Carolina

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy Charlotte	Charlotte, NC	2007	5	94	Yes	No
KIPP Gaston College Preparatory	Gaston, NC	2001	5-11	593	Yes	No
KIPP Pride High School	Gaston, NC	2005	9-11	231	Yes	No

Oklahoma

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Reach College Preparatory	Oklahoma City, OK	2006	5-8	235	Yes	No
KIPP Tulsa College Preparatory	Tulsa, OK	2005	5-7	238	Yes	No

KIPP

Large Company: Managing 10 or More Schools

Pennsylvania

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Philadelphia Charter School	Philadelphia, PA	2003	5-8	323	Yes	No

Tennessee

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy Nashville	Nashville, TN	2005	5-7	150	Yes	No
KIPP DIAMOND Academy	Memphis, TN	2002	5-8	295	Yes	No

Texas

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
KIPP Academy Middle School	Houston, TX	1995	5-8	261	Yes	No
KIPP Aspire Academy	San Antonio, TX	2003	5-8	353	Yes	No
KIPP Austin College Prep	Austin, TX	2002	5-8	365	Yes	No
KIPP DREAM Prep	Houston, TX	2006	K-5	217	Yes	No
KIPP Houston High School	Houston, TX	2004	9-12	370	Yes	No
KIPP Liberation College Prep	Houston, TX	2006	6	84	Yes	No
KIPP Polaris Academy	Houston, TX	2007	5	81	Yes	No
KIPP Sharpstown College Prep	Houston, TX	2007	5	89	Yes	No
KIPP SHINE Prep	Houston, TX	2004	K-5	435	Yes	No
KIPP Spirit College Prep	Houston, TX	2006	6	78	Yes	No
KIPP Three D Academy	Houston, TX	2001	5-8	339	Yes	No

Lighthouse Academies

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
1661 Worcester Road, Suite 207 Framingham, MA 01701	508-626-0901 508-626-0905	ww.lighthouse-academies.org	2004

Company Schools by State

District Of Columbia

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Potomac Lighthouse Public Charter School	Washington, DC	2005	K-5	105	Yes	No

Illinois

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bronzeville Lighthouse Charter School	Chicago, IL	2006	K-6	358	Yes	No

Indiana

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
East Chicago Lighthouse Charter School	Gary, IN	2006	K-5	210	Yes	No
Gary Lighthouse Charter School	Gary, IN	2005	K-7	557	Yes	No
Indianapolis Lighthouse Charter School	Indianapolis, IN	2005	K-7	398	Yes	No
Monument Lighthouse Charter School	Indianapolis, IN	2007	K-6	330	Yes	No
West Gary Lighthouse Charter School	Gary, IN	2006	K-6	433	Yes	No

New York

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bronx Lighthouse Charter School	Bronx, NY	2004	K-5	330	Yes	No

Lighthouse Academies

Large Company: Managing 10 or More Schools

School Name	School Location	Ohio		Enrollment	Charter School?	Virtual School?
		Year Founded	Grade Levels Served			
Cleveland Lighthouse Community School	Cleveland, OH	2005	K-2	68	Yes	No
Villaview Lighthouse Community School	Cleveland, OH	2006	K-5	253	Yes	No

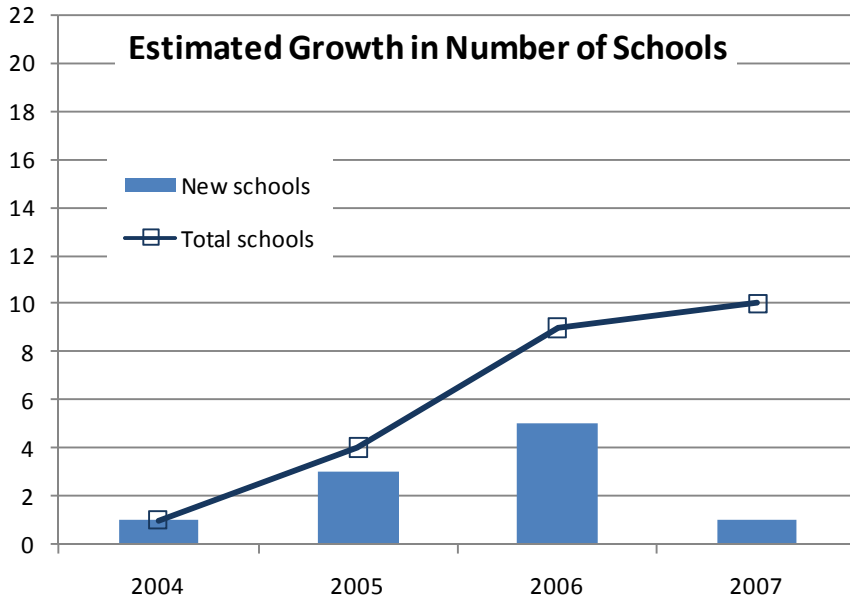
Total Number of Schools: 10

Total Enrollment: 3,042

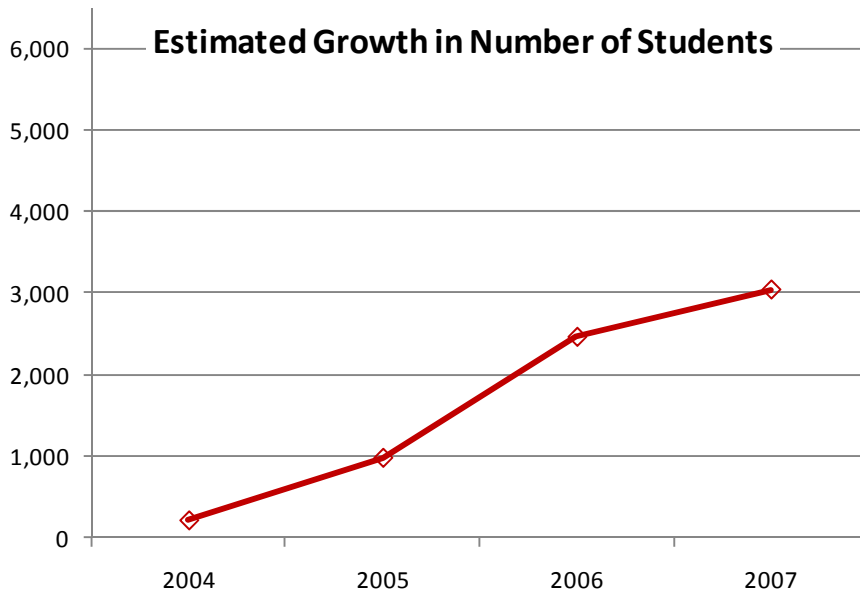
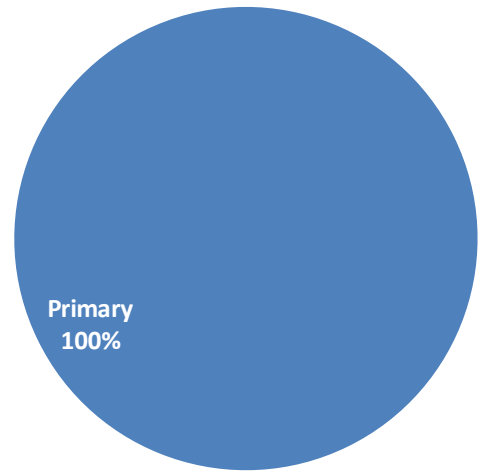
States Operated in: DC, IL, IN, NY, OH

Lighthouse Academies

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



PPEP and Affiliates

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
1840 E. Benson Hwy Tucson, AZ 85714	520-294-6997 520-294-7738	None	1995

Company Schools by State

School Name	School Location	Arizona				
		Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
PPEC Tec - Robles Junction Learning Center	Robles Junction, AZ	2005	9-12	55	Yes	No
PPEP TEC - Alice S. Paul Learning Center	Casa Grande, AZ	1996	10-12	28	Yes	No
PPEP TEC - Celestino Fernandez Learning Center	Tucson, AZ	1995	9-12	352	Yes	No
PPEP TEC - Cesar Chavez Learning Center	San Luis, AZ	1995	10-12	123	Yes	No
PPEP TEC - Colin L. Powell Learning Center	Tucson, AZ	1995	10-12	55	Yes	No
PPEP TEC - Eugene Lopez Learning Center	Willcox, AZ	1997	Unknown	19	Yes	No
PPEP TEC - John David Arnold Learning Center	Tucson, AZ	1996	10-12	88	Yes	No
PPEP TEC - Jose Yopez Learning Center	Somerton, AZ	1995	10-12	122	Yes	No
PPEP TEC - Lito Pena Learning Center	Acondale, AZ	1995	10-12	101	Yes	No
PPEP TEC - Manuel Borjorquez Learning Center	Bisbee, AZ	1996	10-12	36	Yes	No
PPEP TEC - Raul H. Castro Learning Center	Tucson, AZ	1995	12	43	Yes	No
PPEP TEC - Victor Soltero Learning Center	Tucson, AZ	1995	11-12	85	Yes	No

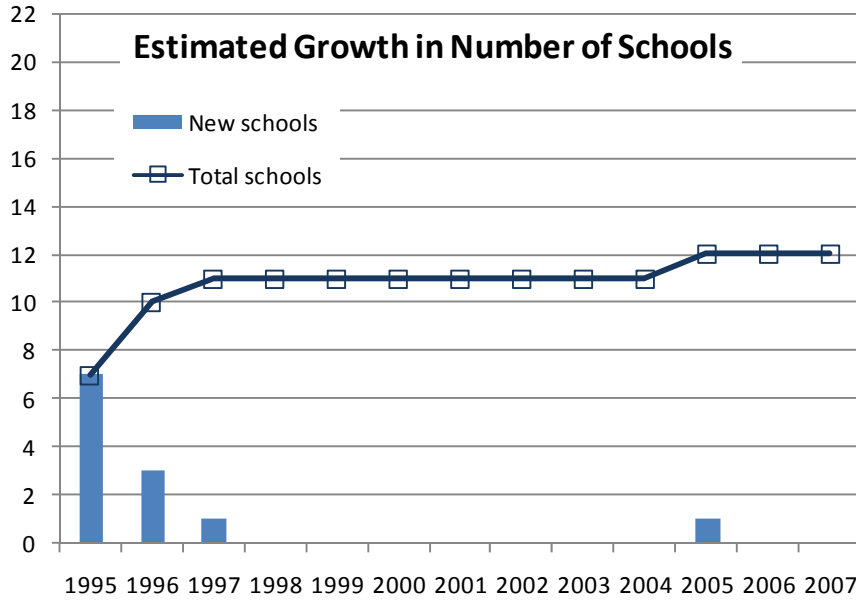
Total Number of Schools: 12

Total Enrollment: 1,107

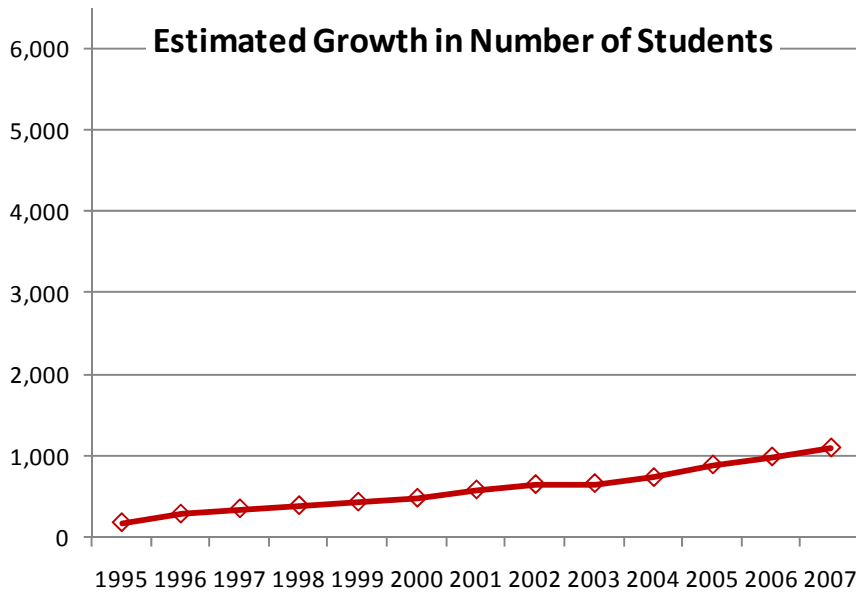
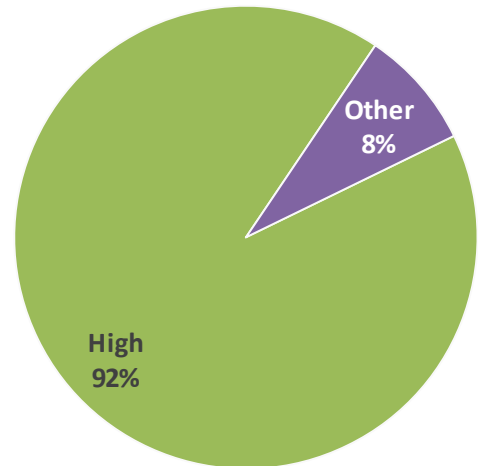
States Operated in: AZ

PPEP and Affiliates

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



Summit Academy Schools

Large Company: Managing 10 or More Schools

Address	Telephone and Fax	Web Address	Year Founded
1111 West Market Street Akron, OH 44313	330-836-6200 330-836-8216	www.summitacademies.com	Unknown

Company Schools by State

Ohio

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Akron Elementary and Middle School	Akron, OH	1999	Ungraded	73	Yes	No
Akron Secondary School	Akron, OH	2004	Ungraded	57	Yes	No
Canton Elementary School	Akron, OH	Unknown	Ungraded	33	Yes	No
Canton Secondary School	Canton, OH	2004	Ungraded	71	Yes	No
Cincinnati Community School and Transitional High School	Cincinnati, OH	2004	Ungraded	72	Yes	No
Columbus Elementary, Middle School & Transitional High School	Columbus, OH	2004	Ungraded	66	Yes	No
Dayton Community School & Transitional High School	Dayton, OH	2004	Ungraded	80	Yes	No
Lorain Elementary School	Lorain, OH	2005	Ungraded	95	Yes	No
Lorain Middle & Secondary School	Lorain, OH	2005	Ungraded	61	Yes	No
Middletown Elementary	Middletown, OH	2005	Ungraded	54	Yes	No
Middletown Secondary	Middletown, OH	2005	Ungraded	39	Yes	No
Painesville Elementary School	Painesville, OH	2005	Ungraded	41	Yes	No
Parma Community School	Parma, OH	2004	Ungraded	158	Yes	No
Toledo Elementary School	Toledo, OH	2004	Ungraded	131	Yes	No
Toledo Secondary School	Toledo, OH	2005	Ungraded	64	Yes	No

Summit Academy Schools

Large Company: Managing 10 or More Schools

Warren Elementary School	Warren, OH	2005	Ungraded	63	Yes	No
Warren Middle School	Warren, OH	2005	Ungraded	64	Yes	No
Xenia Elementary School	Xenia, OH	Unknown	Ungraded	40	Yes	No
Youngstown Elementary School	Youngstown, OH	Unknown	Ungraded	144	Yes	No
Youngstown Middle School	Youngstown, OH	Unknown	Ungraded	112	Yes	No
Youngstown Secondary School	Youngstown, OH	2005	Ungraded	65	Yes	No

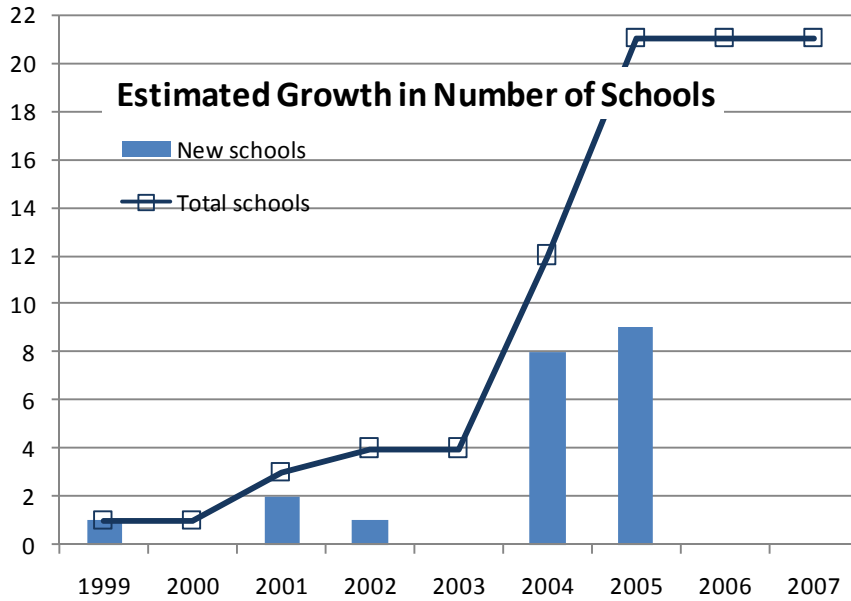
Total Number of Schools: 21

Total Enrollment: 1,583

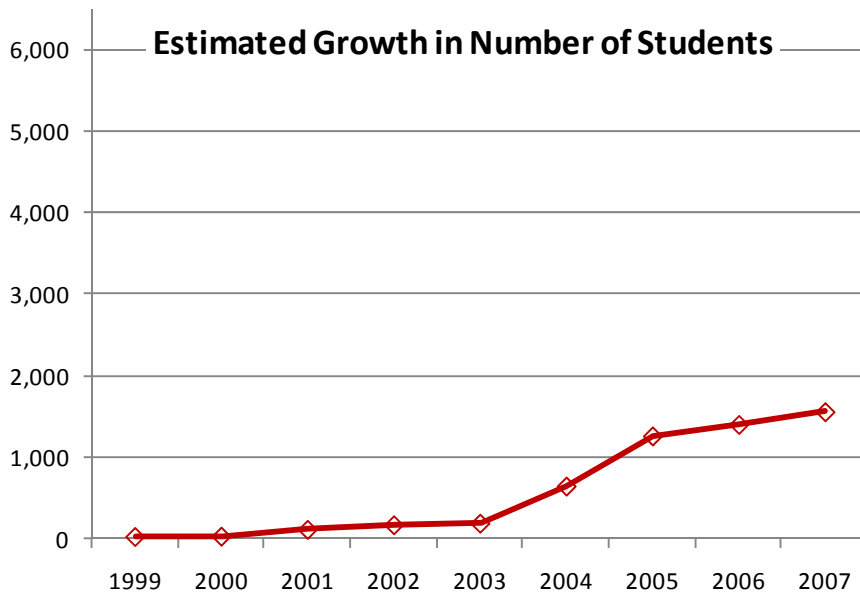
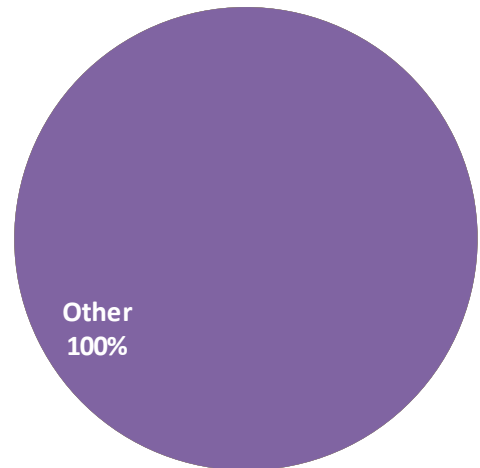
States Operated in: OH

Summit Academy Schools

Large Company: Managing 10 or More Schools



Distribution of Schools by Level



PROFILES OF NONPROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Medium Companies: Managing 4 to 9 Schools

American Quality Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
850 W. Jackson Blvd, Suite 275 Chicago, IL 60607	312-226-3355	www.aqs.org	1997

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Austin Business and Entrepreneurship Academy High School	Chicago, IL	2006	9-10	200	Yes	No
Chicago International Charter School - Avalon Campus	Chicago, IL	2005	K-6	325	Yes	No
Chicago International Charter School - Bucktown Campus	Chicago, IL	1999	K-8	650	Yes	No
Chicago International Charter School - Prairie Campus	Chicago, IL	1999	K-8	410	Yes	No
Chicago International Charter School - Washington Park Campus	Chicago, IL	2001	K-8	400	Yes	No
Chicago International Charter School - West Belden Campus	Chicago, IL	2002	K-8	504	Yes	No
East Chicago Urban Enterprise Academy Campus	East Chicago, IL	2005	K-6	325	Yes	No
Thea Bowman Leadership Academy	Gary, IN	2003	K-10	500	Yes	No

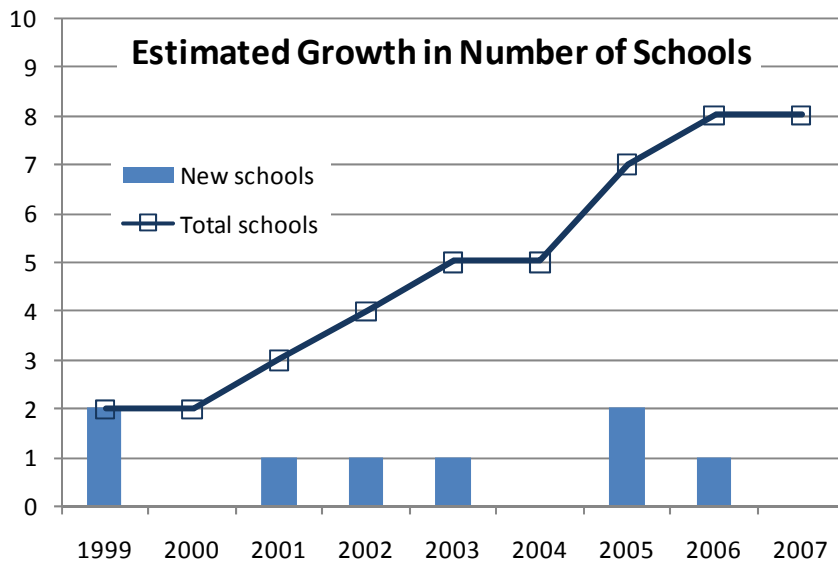
Total # of Schools: 8

Total Enrollment: 3,314

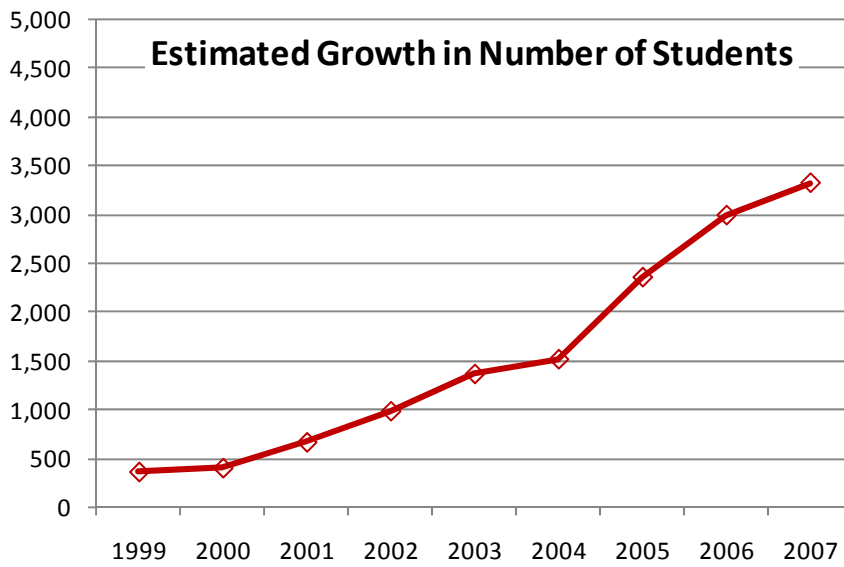
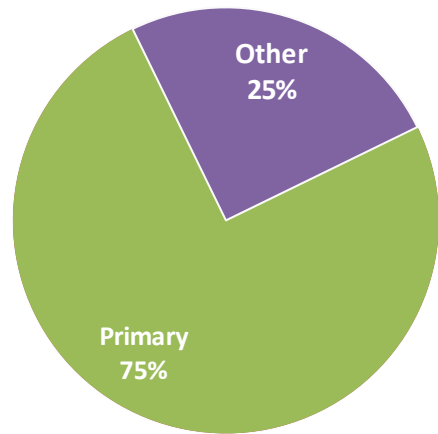
States Operated IL, IN

American Quality Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Aspira, Inc. of Illinois

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
2415 N. Milwaukee Avenue Chicago, IL 60647	773-252-0970 773-342-8615	www.aspirail.org	1968

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Aspira Antonia Pantoja High School Campus	Chicago, IL	1986	9-12	142	Yes	No
Aspira Early College High School	Chicago, IL	2007	9	214	Yes	No
Aspira Mirta Ramirez Computer Science School	Chicago, IL	2003	9-12	298	Yes	No
Aspira-Haugan Middle School	Chicago, IL	2005	6-8	512	Yes	No

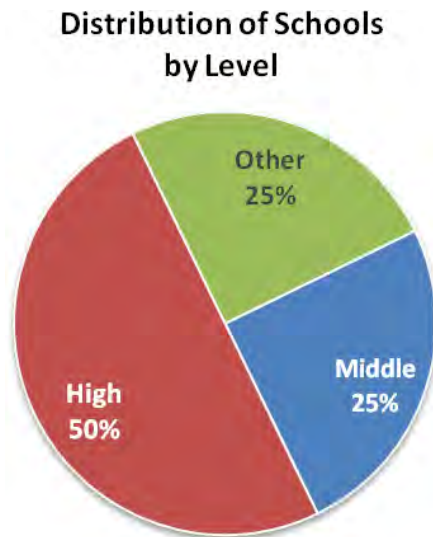
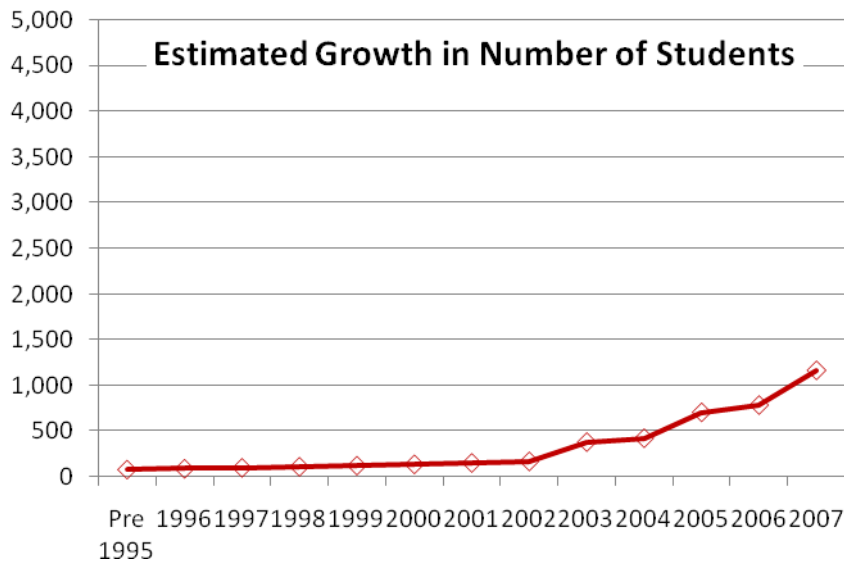
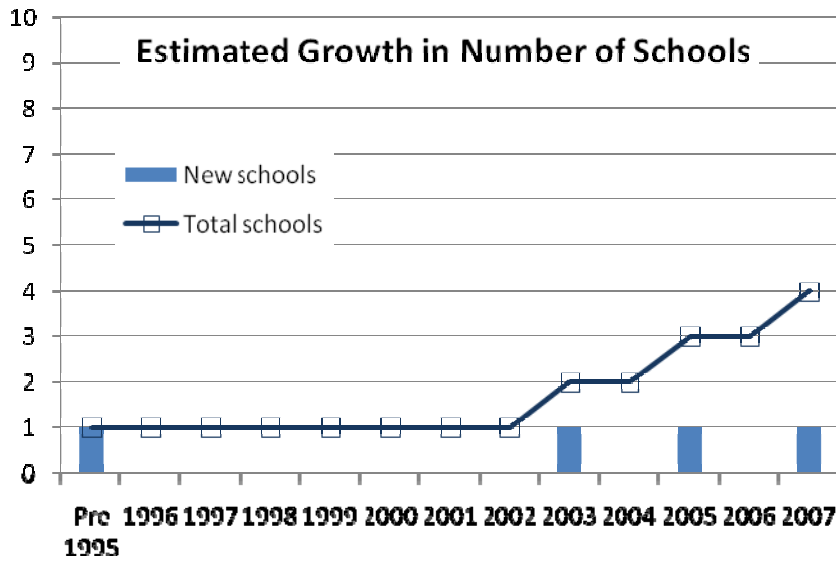
Total # of Schools: 4

Total Enrollment: 1,166

States Operated IL

Aspira, Inc. of Illinois

Medium Company: Managing 4 to 9 Schools



Calvin Nelms High School

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
20625 Clay Road Katy, TX 77449	281-398-8031 281-398-8032	www.cnchs.net	1988

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Calvin Nelms - Northwest	Katy, TX	2005	K-12	104	Yes	No
Calvin Nelms High School	Katy, TX	1999	9-12	168	Yes	No
Calvin Nelms Hosital Campus	Houston, TX	2004	1-11	27	Yes	No
Calvin Nelms Northeast Campus	Katy, TX	2007	10-12	3	Yes	No
Calvini Nelms Middle School	Katy, TX	2002	5-8	33	Yes	No

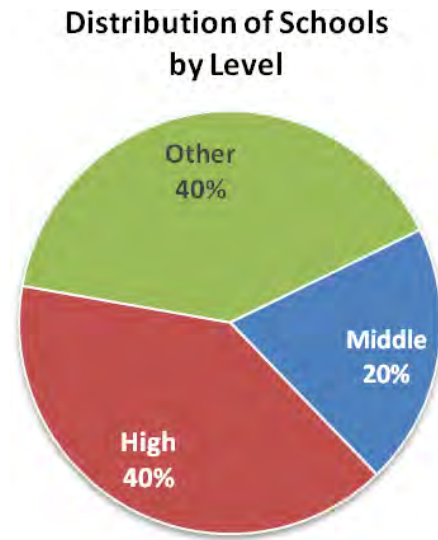
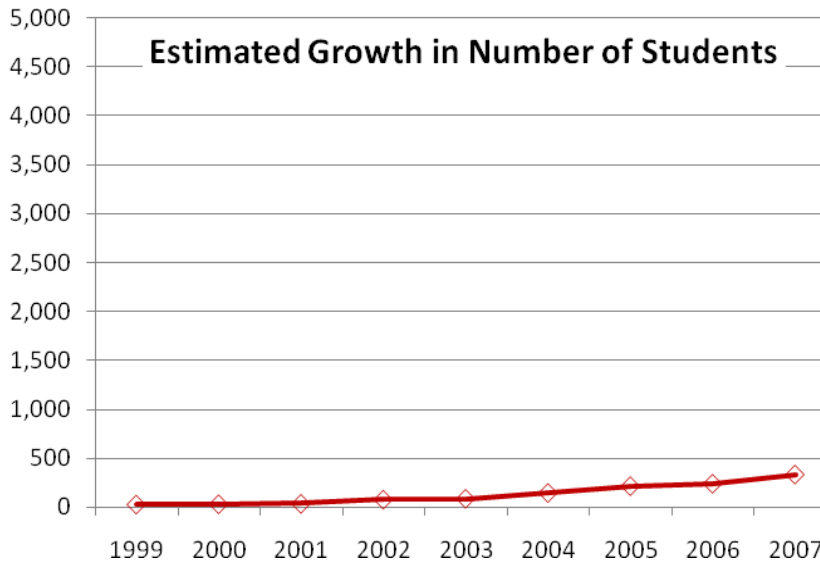
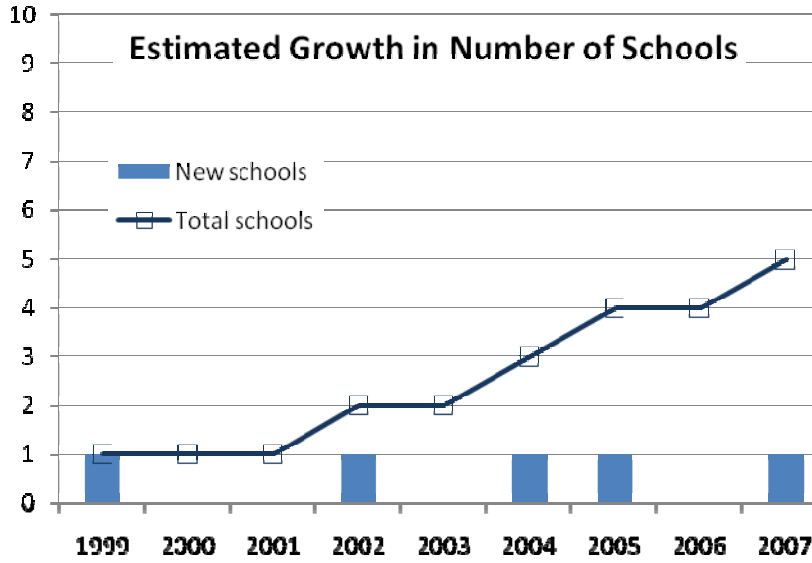
Total # of Schools: 5

Total Enrollment: 335

States Operated TX

Calvin Nelms High School

Medium Company: Managing 4 to 9 Schools



Career Success Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
16004 N. 36th Dr. Phoenix, AZ 85053	602-296-5552 602-296-5552	None	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Career Success High School - Cave Creek	Cave Creek, AZ	2002	11-12	62	Yes	No
Career Success High School - Copper Square	Phoenix, AZ	2003	9-12	119	Yes	No
Career Success High School - Glendale	Phoenix, AZ	2002	10-12	102	Yes	No
Career Success High School - Main Campus	Phoenix, AZ	2000	9-12	351	Yes	No
Career Success School -- Sage Campus	Phoenix, AZ	2002	K-5	102	Yes	No

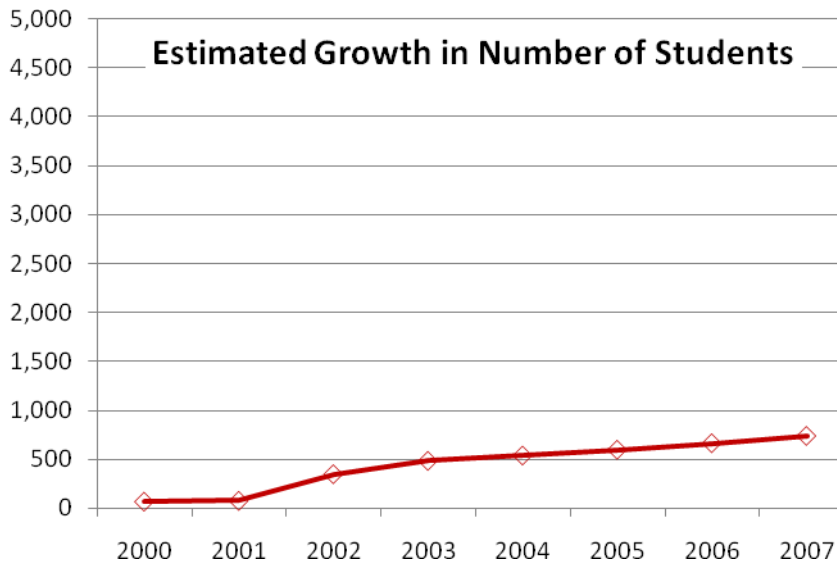
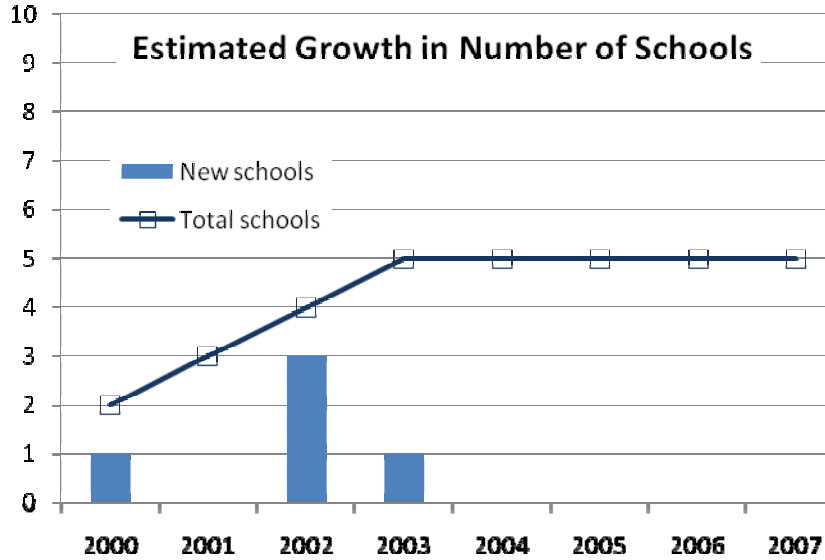
Total # of Schools: 5

Total Enrollment: 736

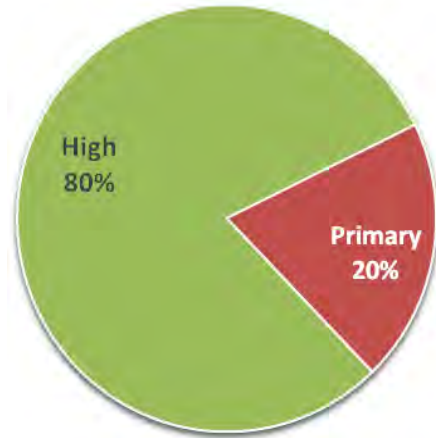
States Operated AZ

Career Success Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Casa Gracia

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
Unknown Austin, TX 11111		None	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Trinity Charter School - Austin	Austin, TX	2004	5-8	54	Yes	No
Trinity Charter School - Canyon Lake	Canyon Lake, TX	2004	6-12	54	Yes	No
Trinity Charter School - Denton	Denton, TX	2004	1-10	52	Yes	No
Trinity Charter School - Katy	Katy, TX	2004	6-11	58	Yes	No

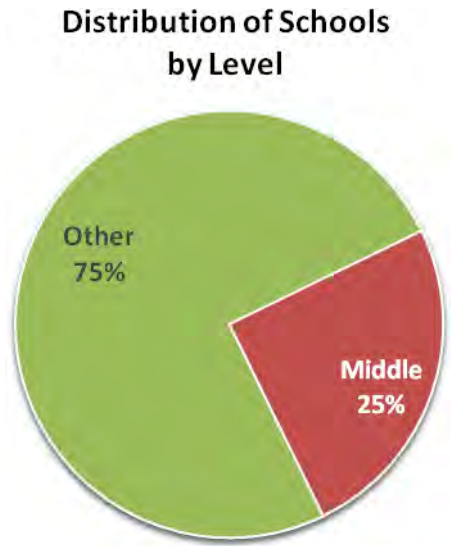
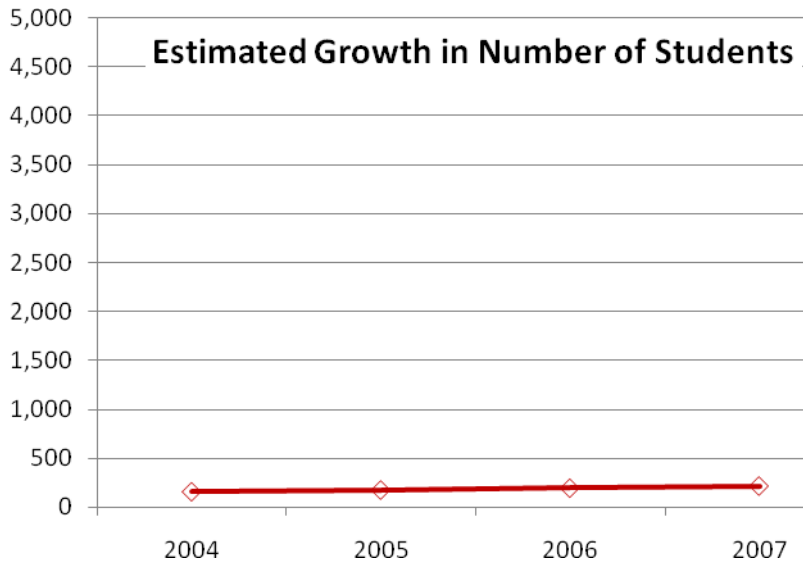
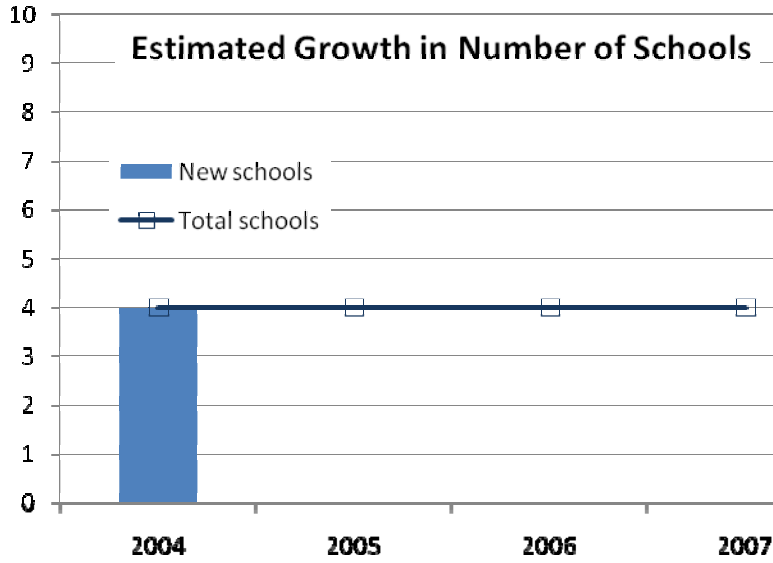
Total # of Schools: 4

Total Enrollment: 218

States Operated TX

Casa Gracia

Medium Company: Managing 4 to 9 Schools



Center for Academic Success, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1843 Paseo San Luis Sierra Vista, AZ 85635	520-458-9309 520-417-9910	None	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Center for Academic Success Five	Sierra Vista, AZ	1999	K-3	67	Yes	No
Center for Academic Success Four	Douglas, AZ	1999	5-8	122	Yes	No
Center for Academic Success, The No. One	Sierra Vista, AZ	1996	9-12	157	Yes	No
Center for Academic Success, The No. Three	Douglas, AZ	2000	K-4	133	Yes	No
Center for Academic Success, The No. Two	Douglas, AZ	1996	9-12	115	Yes	No

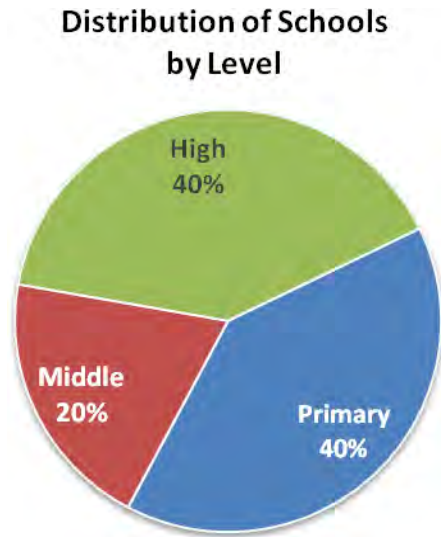
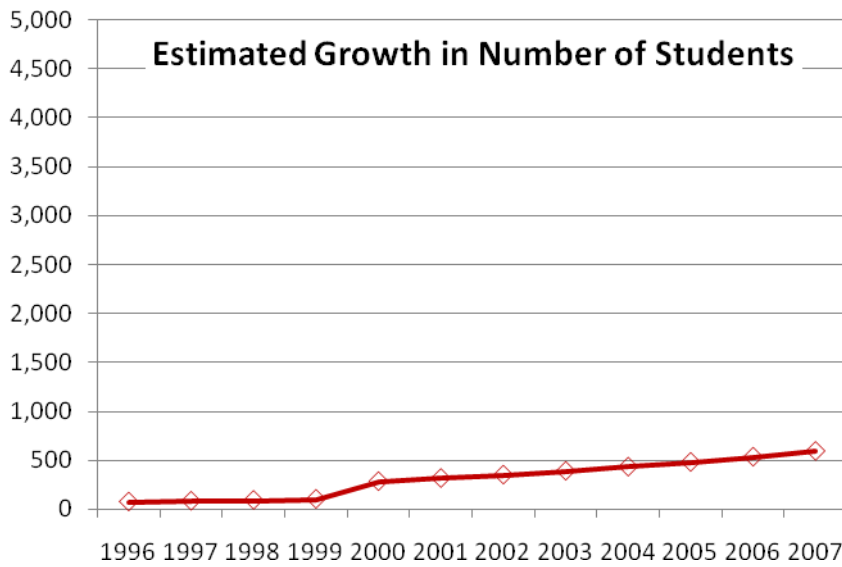
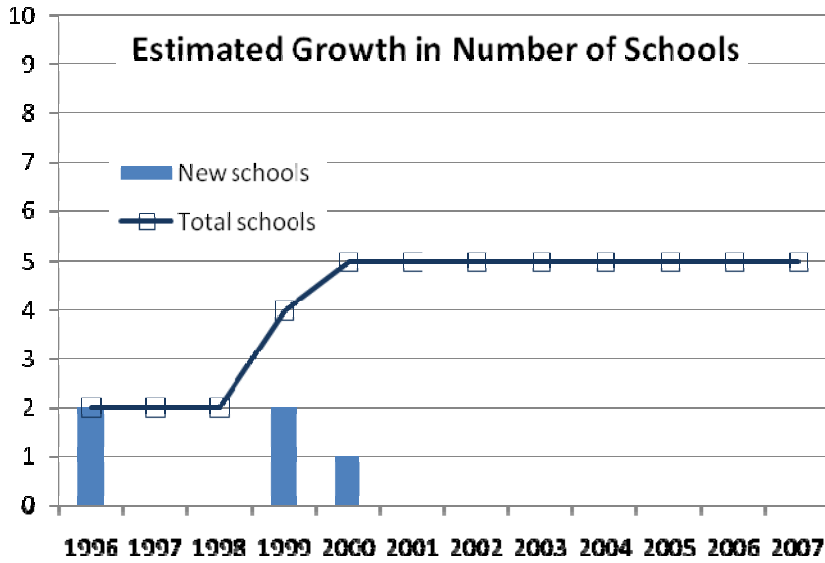
Total # of Schools: 5

Total Enrollment: 594

States Operated AZ

Center for Academic Success, Inc.

Medium Company: Managing 4 to 9 Schools



Edvantages

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
Two Easton Oval, Suite 440 Columbus, OH 43219	614-324-4580 614-478-9619	www.edvantages.com	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Cincinnati Preparatory and Fitness Academy	Cincinnati, OH	2005	K-6	79	Yes	No
Columbus Preparatory and Fitness Academy	Columbus, OH	2005	K-6	88	Yes	No
Middletown Preparatory and Fitness Academy	Middletown, OH	2002	K-8	323	Yes	No
Mount Healthy Preparatory and Fitness Academy	Cincinnati, OH	2005	K-6	54	Yes	No
Northland Preparatory and Fitness Academy	Columbus, OH	2004	K-7	172	Yes	No
Springfield Preparatory and Fitness Academy	Springfield, OH	2004	K-7	210	Yes	No
Trotwood Preparatory and Fitness Academy	Trotwood, OH	2002	K-8	328	Yes	No
Whitehall Preparatory and Fitness Academy	Columbus, OH	2004	K-7	204	Yes	No

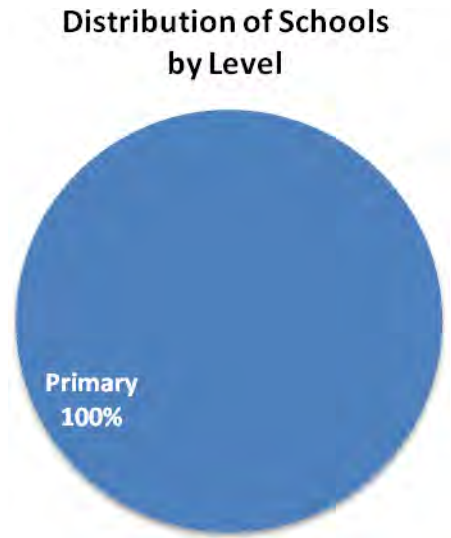
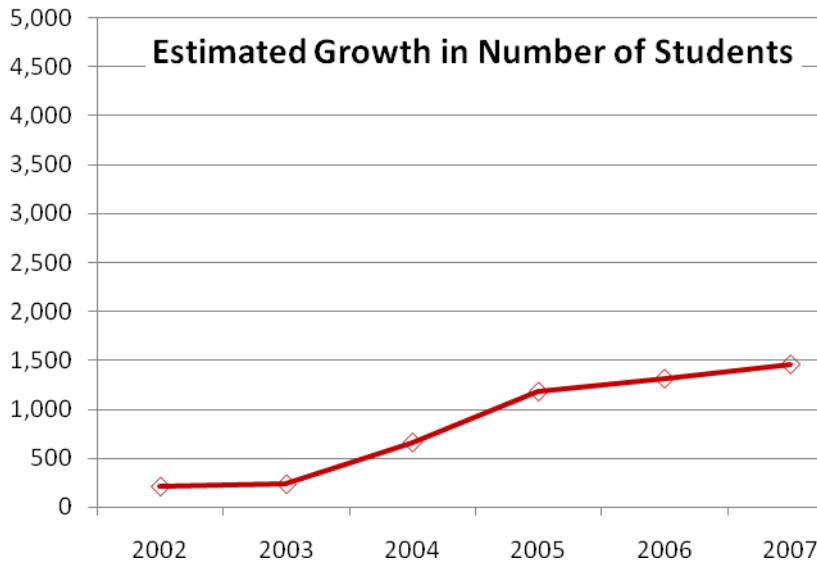
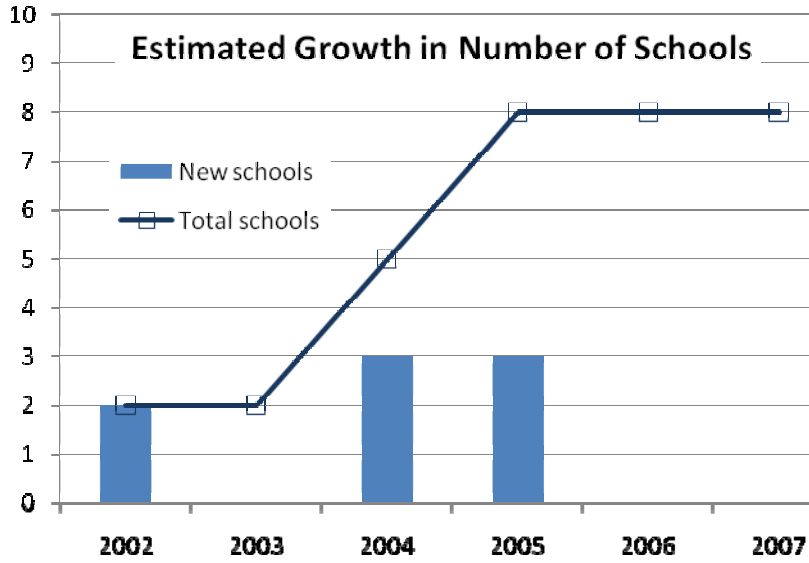
Total # of Schools: 8

Total Enrollment: 1,458

States Operated OH

Edvantages

Medium Company: Managing 4 to 9 Schools



Envision Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
185 Berry Street, Suite 220 San Francisco, CA 94107	415-348-9955 415-348-9855	www.envisionschools.org	2002

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
City Arts & Tech High School	San Francisco, CA	2004	9-12	371	Yes	No
Envision Academy of Arts and Technology	Oakland, CA	2006	9-10	113	Yes	No
Impact Academy of Arts & Technology	San Francisco, CA	2007	9	127	Yes	No
Metropolitan Arts and Technology High School	San Francisco, CA	2005	9-12	345	Yes	No

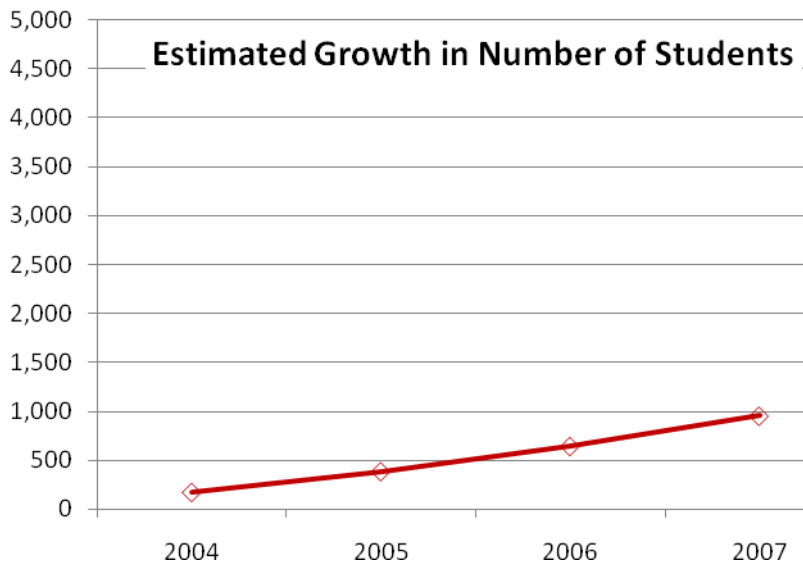
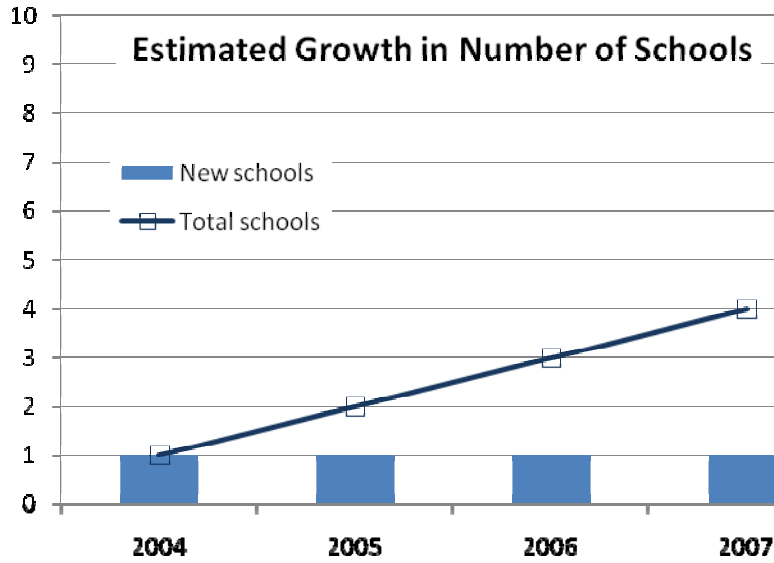
Total # of Schools: 4

Total Enrollment: 956

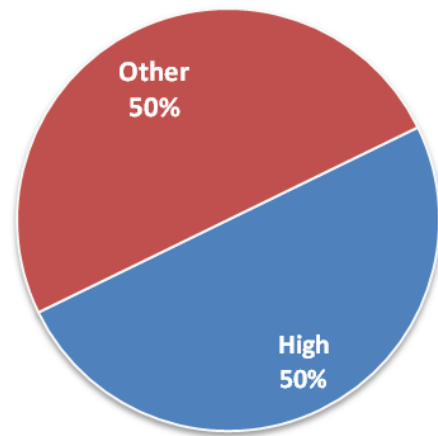
States Operated CA

Envision Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Friendship Public Charter School

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
120 Q Street Northeast, Suite Washington, DC 20002	202-281-1700 202-281-1799	www.friendshippedison.org	1997

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chamberlain Elementary	Washington, DC	1998	K-6	770	Yes	No
Collegiate Academy at Carter G. Woodson	Washington, DC	2000	9-12	1357	Yes	No
Junior Academy at Blow Pierce	Washington, DC	1999	6-8	749	Yes	No
Southeast Elementary Academy	Washington, DC	2005	K-6	514	Yes	No
Woodridge Elementary and Middle	Washington, DC	1998	K-8	656	Yes	No

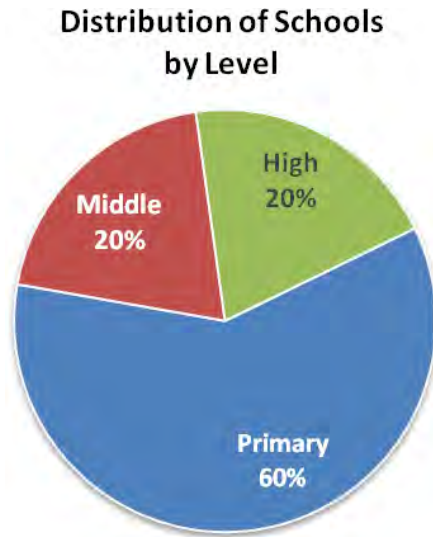
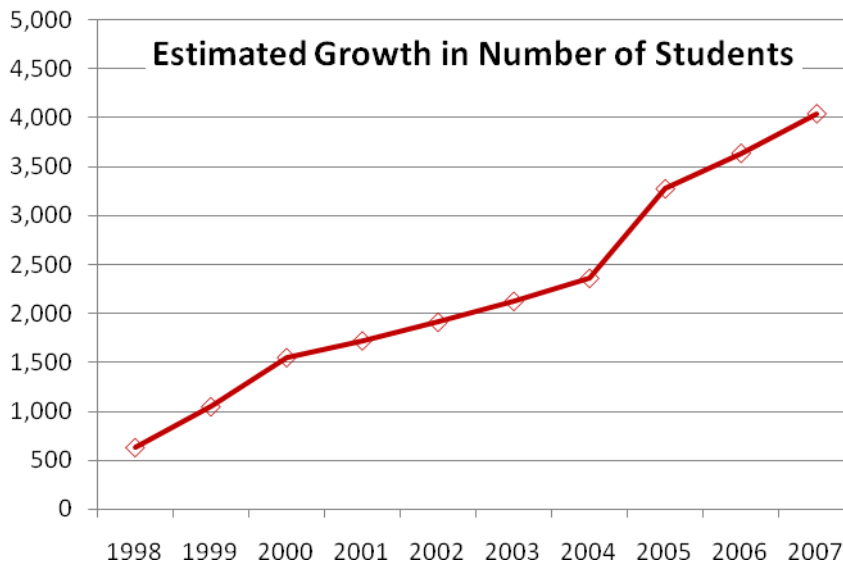
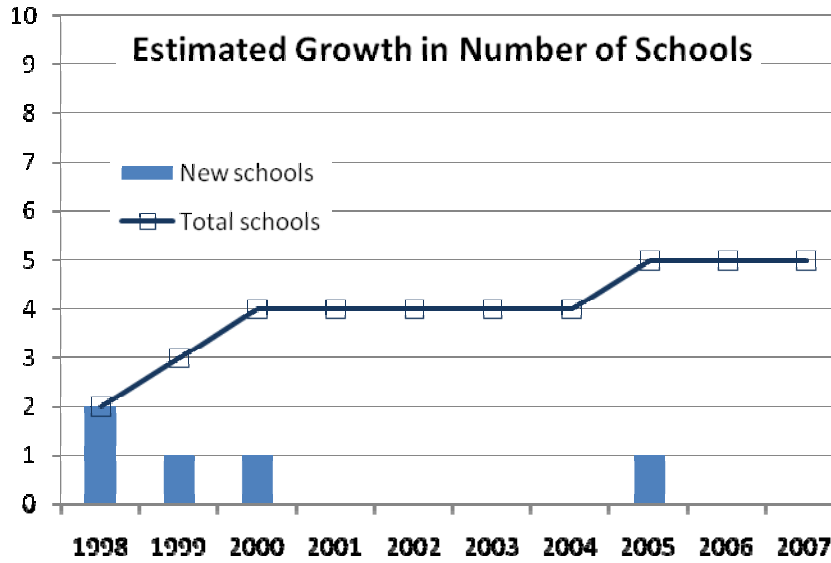
Total # of Schools: 5

Total Enrollment: 4,046

States Operated DC

Friendship Public Charter School

Medium Company: Managing 4 to 9 Schools



High Tech High

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
2861 Womble Rd. San Diego, CA 92106	619-243-5000 619-243-5050	www.hightechhigh.org	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Explorer Elementary Charter School	San Diego, CA	2000	K-5	317	Yes	No
Gary and Jerri-Ann Jacobs High Tech High	San Diego, CA	2000	9-12	490	Yes	No
High Tech High Chula Vista	Chula Vista, CA	2007	9	150	Yes	No
High Tech High International	San Diego, CA	2004	9-12	380	Yes	No
High Tech High Media Arts	San Diego, CA	2005	9-12	370	Yes	No
High Tech High North Country	San Marcos, CA	2007	9	150	Yes	No
High Tech Middle	San Diego, CA	2003	6-8	300	Yes	No
High Tech Middle Media Arts	San Diego, CA	2005	6-8	300	Yes	No

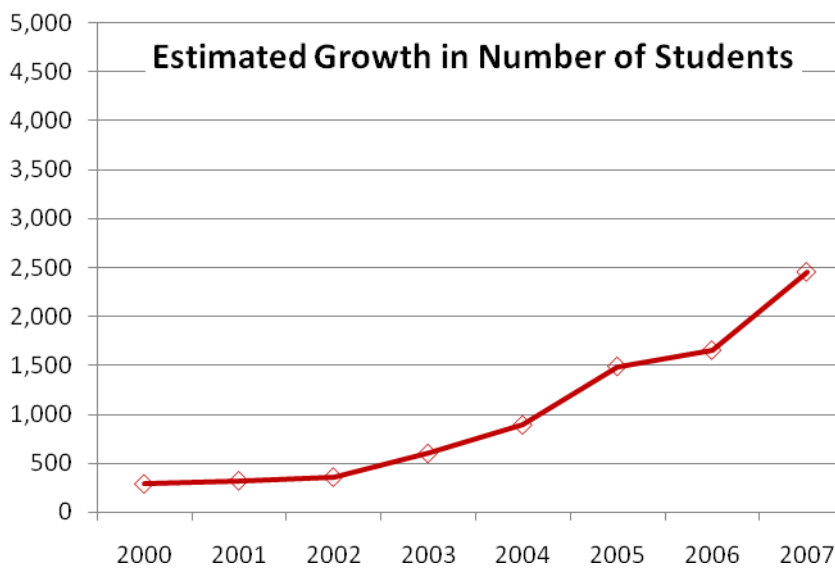
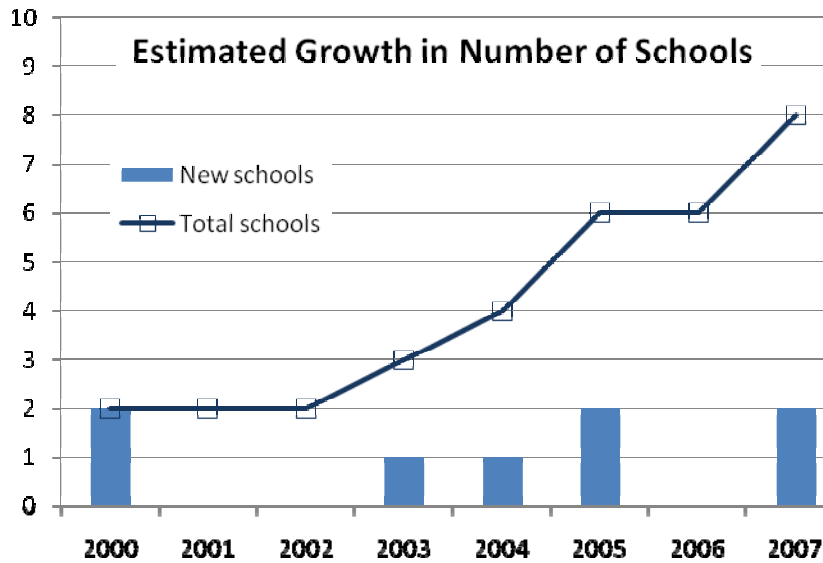
Total # of Schools: 8

Total Enrollment: 2,457

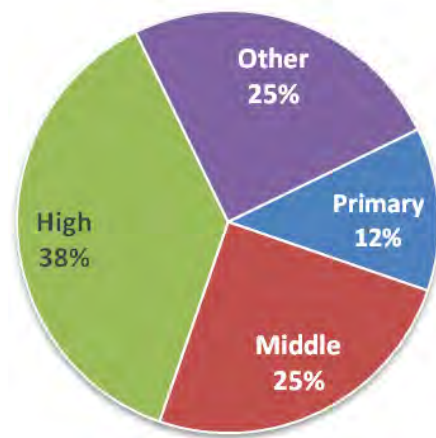
States Operated CA

High Tech High

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Honors Academy

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
4300 MacArthur Ave. Dallas, TX 75209	214-521-6365 214-526-3373	honorsacademy.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Destiny Honors Academy	Killeen, TX	2000	K-8	90	Yes	No
Landmark School	Palestine, TX	2001	6-12	105	Yes	No
Legacy High School	Kaufman, TX	2000	6-12	210	Yes	No
Pinnacle School	Fort Worth, TX	1999	K-8	126	Yes	No
Quest Academy	Dallas, TX	1999	6-12	151	Yes	No
University School	Irving, TX	2000	6-12	107	Yes	No

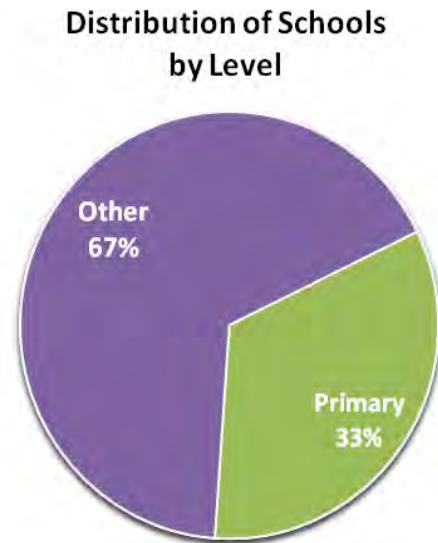
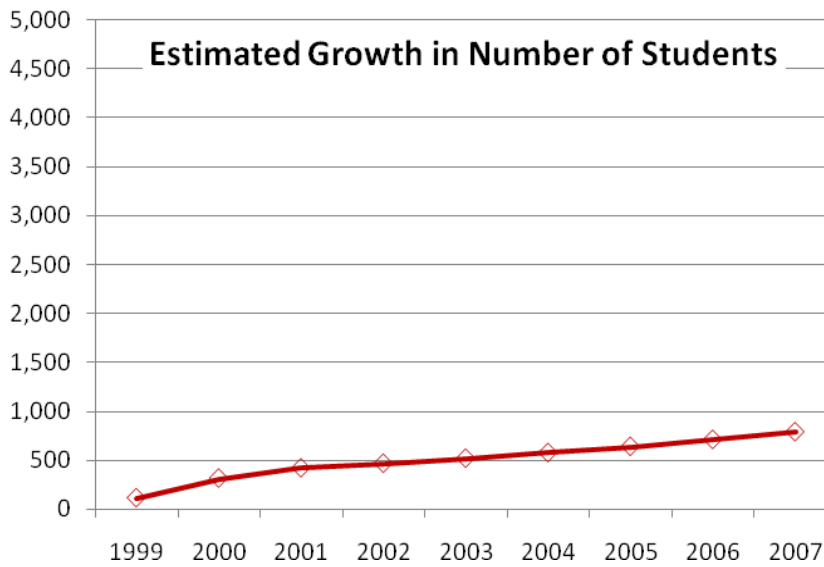
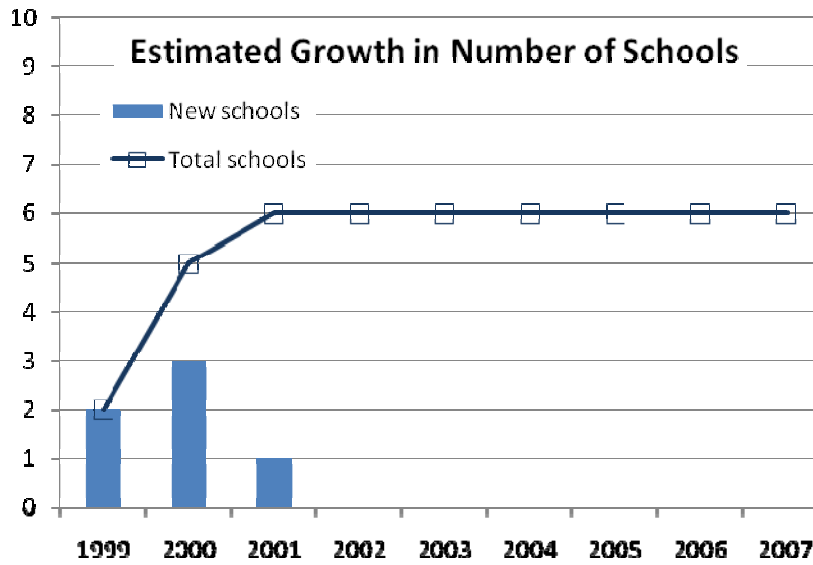
Total # of Schools: 6

Total Enrollment: 789

States Operated TX

Honors Academy

Medium Company: Managing 4 to 9 Schools



ICEF Public Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
5150 W. Goldleaf Circle, Suite 401 Los Angeles, CA 90056	323-290-6900 323-293-9092	www.icefla.org	1994

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Frederick Douglass Academy Charter High School	Los Angeles, CA	2006	9-10	175	Yes	No
Frederick Douglass Academy Charter Middle School	Los Angeles, CA	2006	6-7	184	Yes	No
Lou Dantzler Preparatory Charter High	Los Angeles, CA	2007	9	81	Yes	No
Lou Dantzler Preparatory Charter Middle	Los Angeles, CA	2007	6	86	Yes	No
Thurgood Marshall Charter High	Los Angeles, CA	2007	9	32	Yes	No
Thurgood Marshall Charter Middle	Los Angeles, CA	2007	6	70	Yes	No
View Park Preparatory Accelerate Charter High School	Los Angeles, CA	2003	9-12	391	Yes	No
View Park Preparatory Accelerated Charter Elementary	Los Angeles, CA	1999	K-5	414	Yes	No
View Park Preparatory Accelerated Charter Middle	Los Angeles, CA	2001	6-8	316	Yes	No

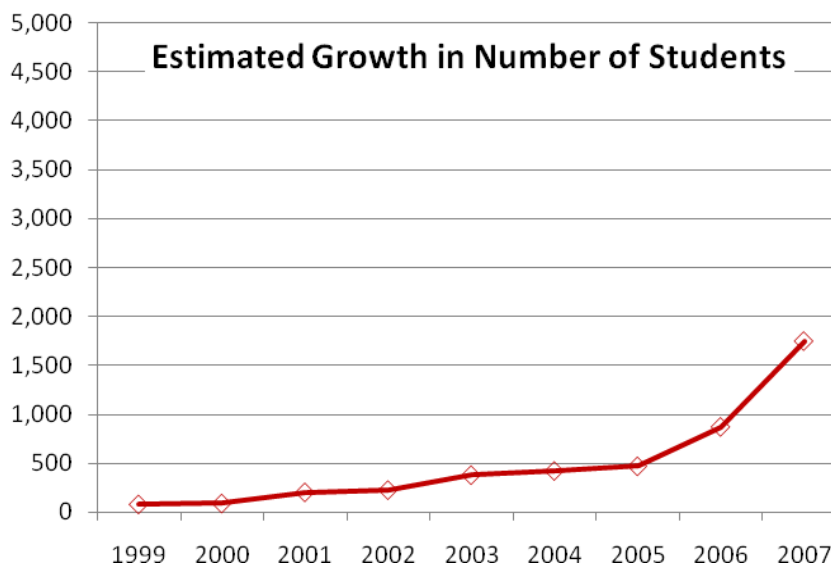
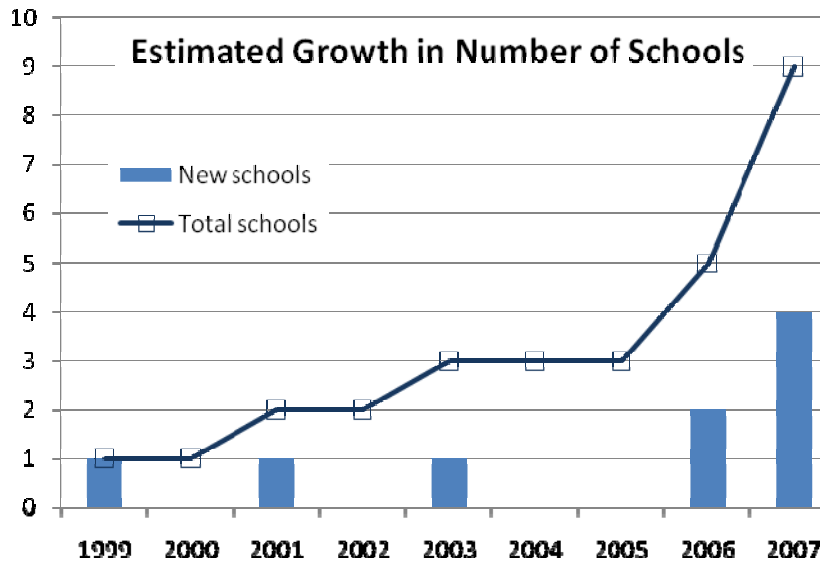
Total # of Schools: 9

Total Enrollment: 1,749

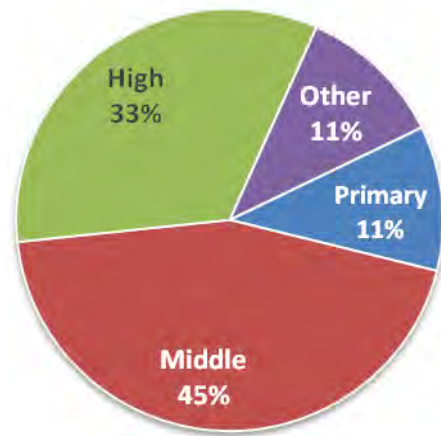
States Operated CA

ICEF Public Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Innovative Education Management, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1166 Broadway, Suite Q Placerville, CA 95667	800-979-4436 530-295-3583	www.ieminc.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Connecting Waters Charter School	Placerville, CA	2002	K-12	1700	Yes	No
Ocean Grove Charter School	Placerville, CA	2005	K-12	700	Yes	No
Sky Mountain Charter School	Placerville, CA	2007	K-12	500	Yes	No
South Sutter Charter School	Placerville, CA	2005	K-12	900	Yes	No

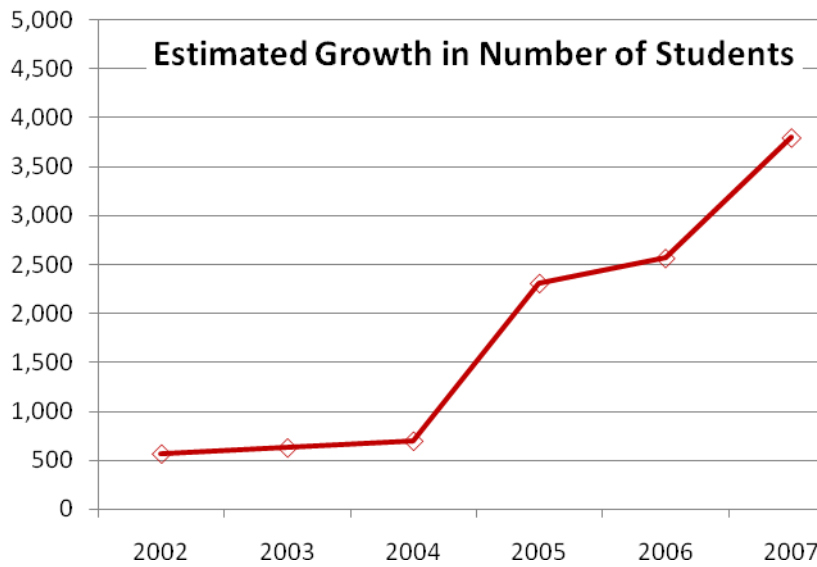
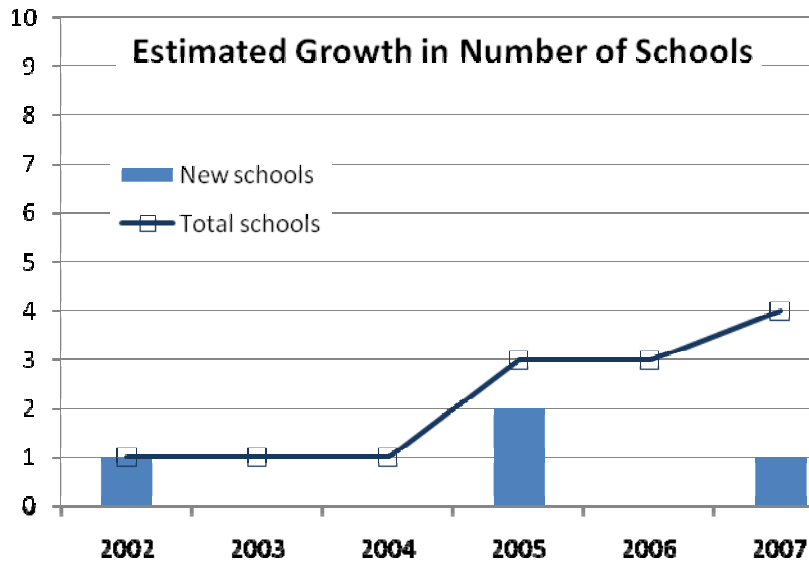
Total # of Schools: 4

Total Enrollment: 3,800

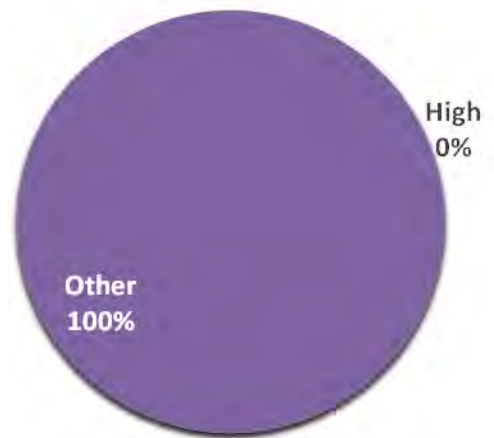
States Operated CA

Innovative Education Management, Inc.

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Kingman Academy Of Learning

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
3410 N. Burbank St. Kingman, AZ 86409	928-681-2400 928-681-2424	www.kaol.k12.az.us	1995

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Kingman Academy of Learning - High School	Kingman, AZ	2001	9-12	485	Yes	No
Kingman Academy of Learning - Intermediate School	Kingman, AZ	1997	3-5	324	Yes	No
Kingman Academy of Learning - Middle School	Kingman, AZ	1998	6-8	350	Yes	No
Kingman Academy of Learning - Primary School	Kingman, AZ	1997	K-2	284	Yes	No

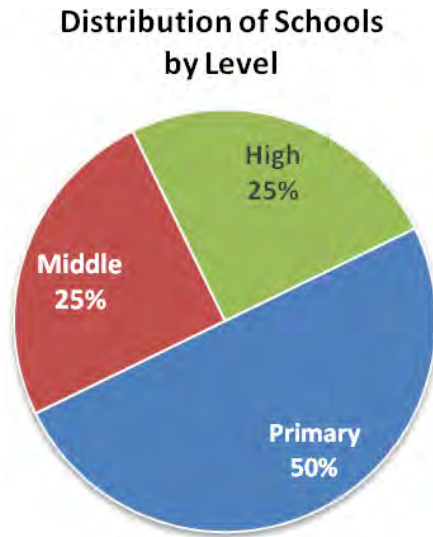
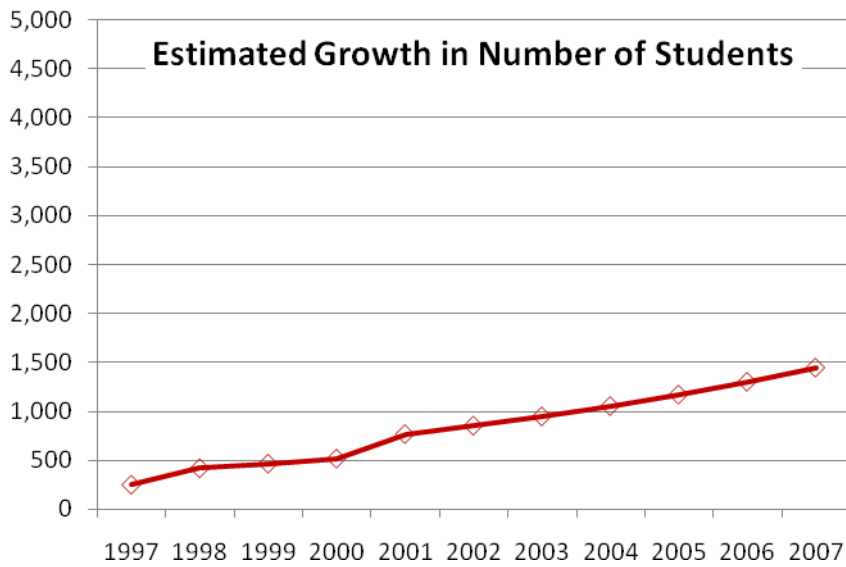
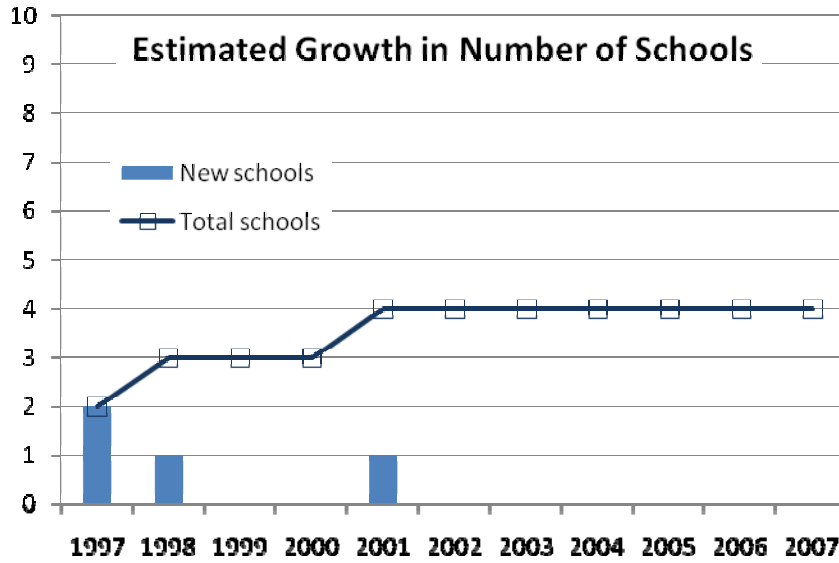
Total # of Schools: 4

Total Enrollment: 1,443

States Operated AZ

Kingman Academy Of Learning

Medium Company: Managing 4 to 9 Schools



LEAD Charter Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
415 N. Gilbert Road, Suite 102 Gilbert, AZ 85234	480-633-0414 480-558-7038	None	2002

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Leading Edge Academy	Gilbert, AZ	2002	K-6	119	Yes	No
Leading Edge Academy - Queen Creek	Queen Creek, AZ	2005	K-8	251	Yes	No
Leading Edge Academy at East Mesa	Mesa, AZ	2007	K-6	80	Yes	No
Leading Edge Academy High School	Gilbert, AZ	2005	7-12	85	Yes	No

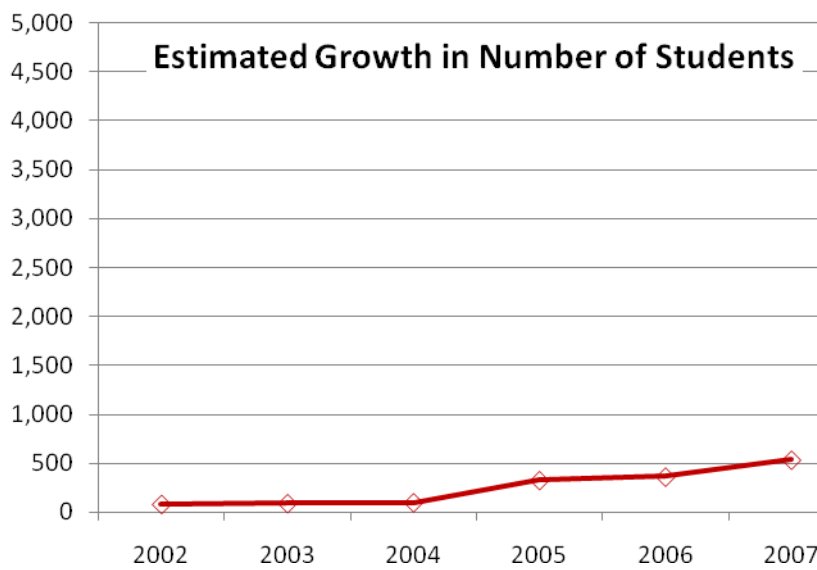
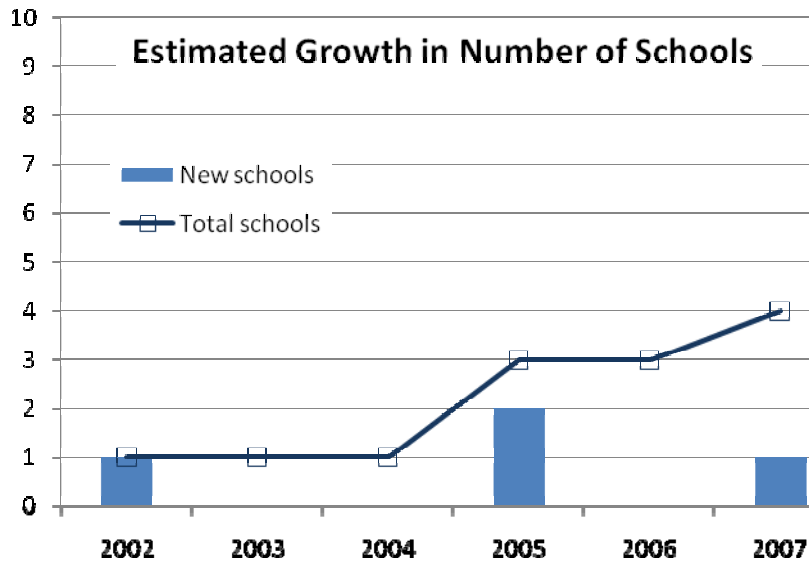
Total # of Schools: 4

Total Enrollment: 535

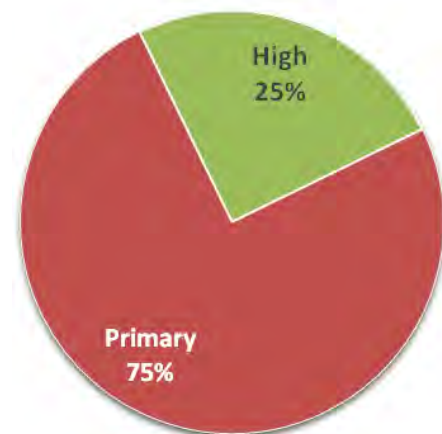
States Operated AZ

LEAD Charter Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Leadership Public Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
2601 Mission Street, 9th Floor San Francisco, CA 94110	415-695-0669 415-358-4513	www.leadps.org	2002

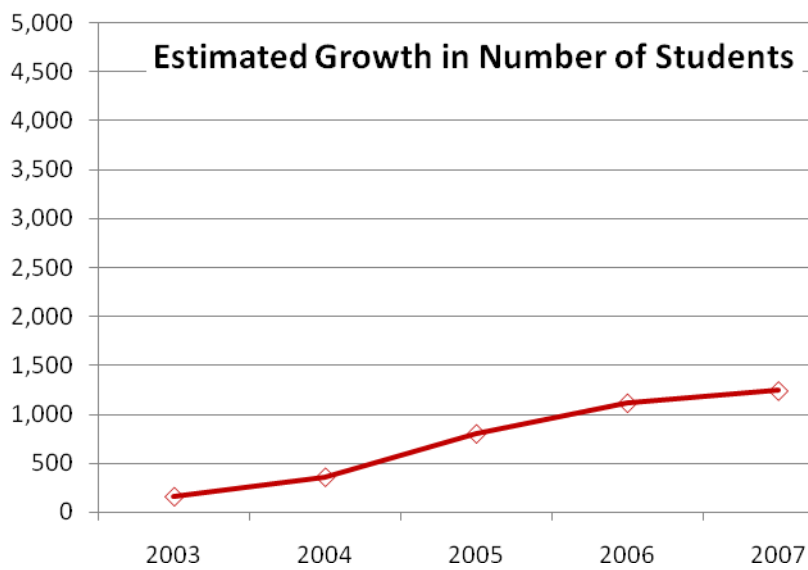
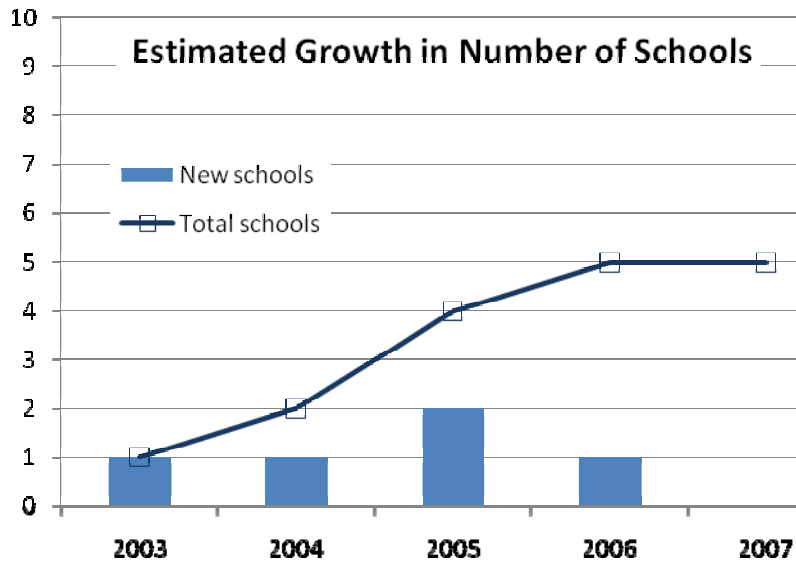
Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
LPS Campbell	Saratoga, CA	2006	9-10	114	Yes	No
LPS College Park	Oakland, CA	2005	9-12	261	Yes	No
LPS Hayward	Hayward, CA	2005	9-11	313	Yes	No
LPS Richmond	Richmond, CA	2003	9-12	304	Yes	No
LPS San Jose	San Jose, CA	2004	9-12	252	Yes	No

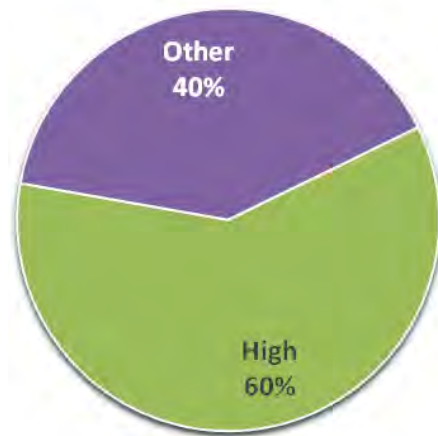
Total # of Schools: 5
Total Enrollment: 1,244
States Operated CA

Leadership Public Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Learning Matters Educational Group

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
4744 W. Grovers Ave Glendale, AZ 85308	602-439-5026 602-889-0351	www.learningmatters.org	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Carden Traditional School Glendale	Glendale, AZ	2005	K-7	147	Yes	No
Carden Traditional School Surprise	Surprise, AZ	2002	K-8	484	Yes	No
e-Institute Charter High School at Surprise	Surprise, AZ	2003	10-12	95	Yes	Yes
e-Institute Charter High School Glendale	Glendale, AZ	2001	10-12	193	Yes	Yes

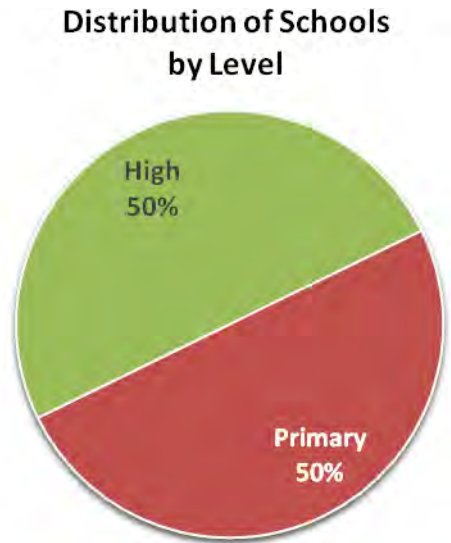
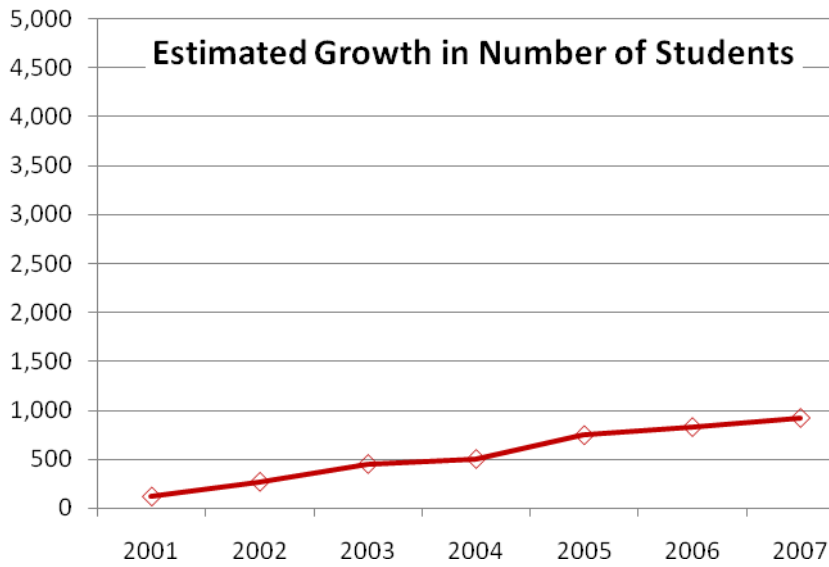
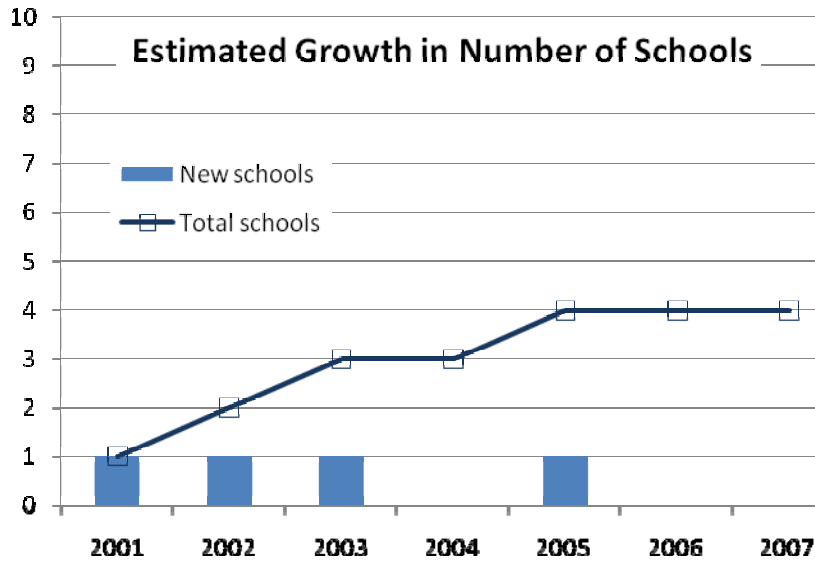
Total # of Schools: 4

Total Enrollment: 919

States Operated AZ

Learning Matters Educational Group

Medium Company: Managing 4 to 9 Schools



Mastery Charter Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
35 South 4th Street Philadelphia, PA 19106	215-922-1902	www.masterycharter.org	2001

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Mastery Charter Schools - Lenfest Campus	Philadelphia, PA	2001	9-12	425	Yes	No
Mastery Charter Schools - Pickett Campus	Philadelphia, PA	2007	7-8	210	Yes	No
Mastery Charter Schools - Shoemaker Campus	Philadelphia, PA	2006	7-9	325	Yes	No
Mastery Charter Schools - Thomas Campus	Philadelphia, PA	2005	7-10	402	Yes	No

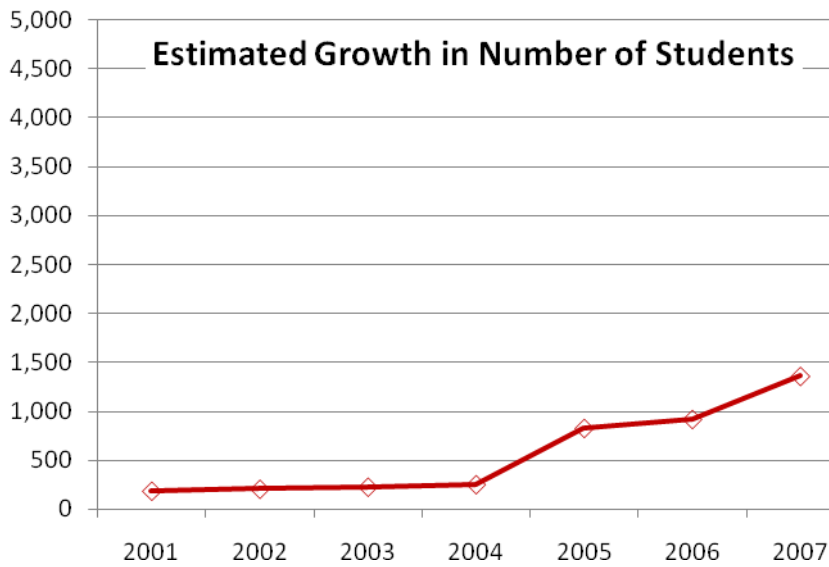
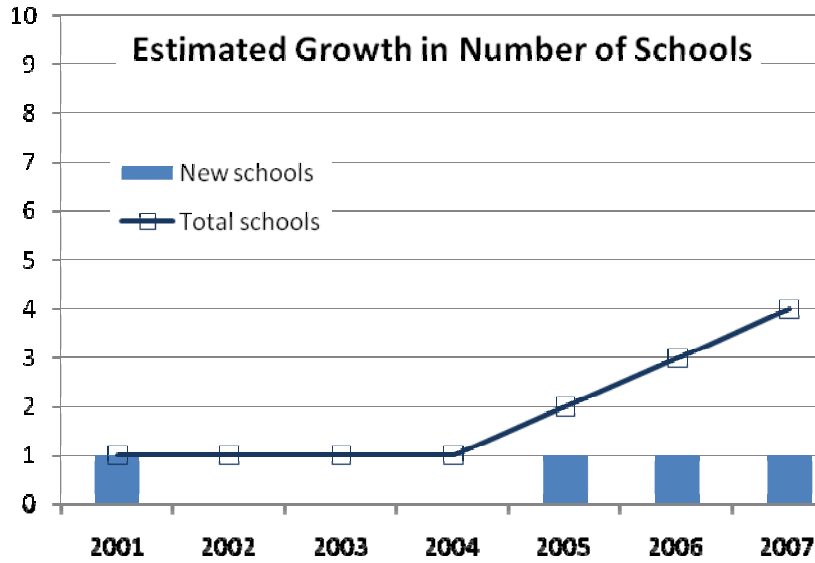
Total # of Schools: 4

Total Enrollment: 1,362

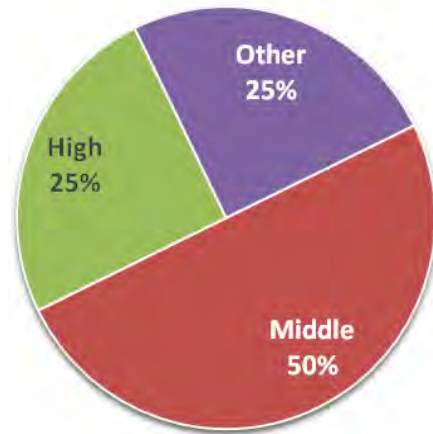
States Operated PA

Mastery Charter Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Mastery Learning Institute

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
3122 SE Main Street Portland, OR 97214	503-236-9326 503-236-9326	home.teleport.com	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
David Douglas Arthur Academy	Portland, OR	2002	K-5	150	Yes	No
Gresham Arthur Academy	Gresham, OR	2007	K-4	125	Yes	No
Portland Arthur Academy	Portland, OR	2005	K-5	125	Yes	No
Reynolds Arthur Academy	Troutdale, OR	2004	K-6	175	Yes	No
St. Helens Arthur Academy	St. Helens, OR	2007	K-6	175	Yes	No
Woodburn Arthur Academy	Woodburn, OR	2004	K-5	140	Yes	No

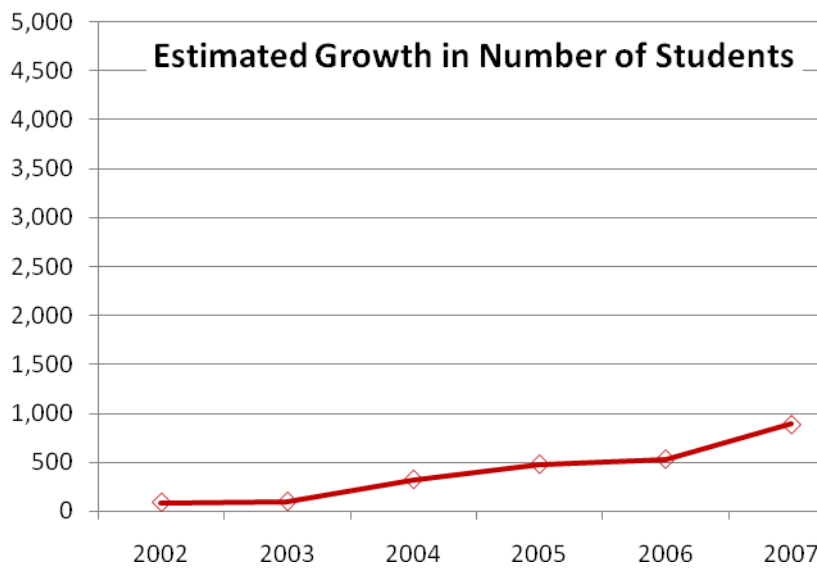
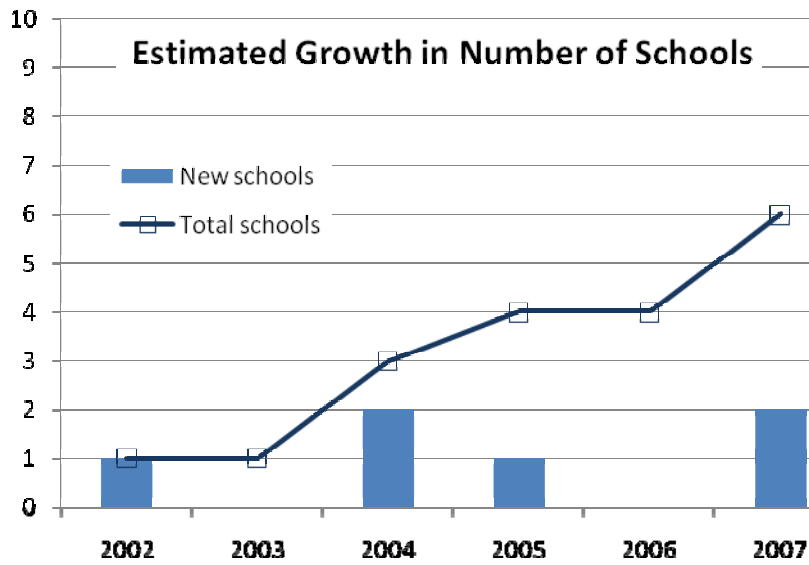
Total # of Schools: 6

Total Enrollment: 890

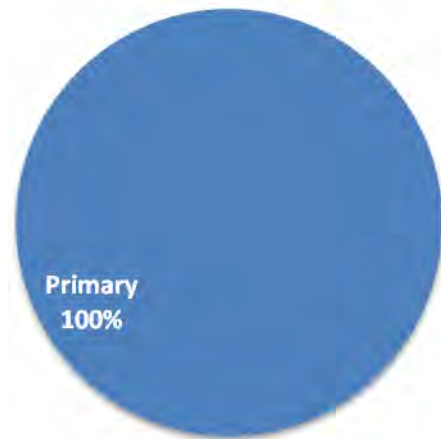
States Operated OR

Mastery Learning Institute

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Noble Network of Charter Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1010 N. Noble Street Chicago, IL 60622	773-278-6895	www.noblenetworkcmo.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Golder College Prep, A Campus of Noble Street Charter School	Chicago, IL	2007	9	150	Yes	No
Noble Street College Prep, A Campus of Noble Street Charter School	Chicago, IL	1999	9-12	490	Yes	No
Pritzker College Prep, A Campus of Noble Street Charter School	Chicago, IL	2006	9-10	275	Yes	No
Rauner College Prep, A Campus of Noble Street Charter School	Chicago, IL	2006	9-10	275	Yes	No
Rowe-Clark Math & Science Academy, The Exelon Campus of Noble Street	Chicago, IL	2007	9	150	Yes	No

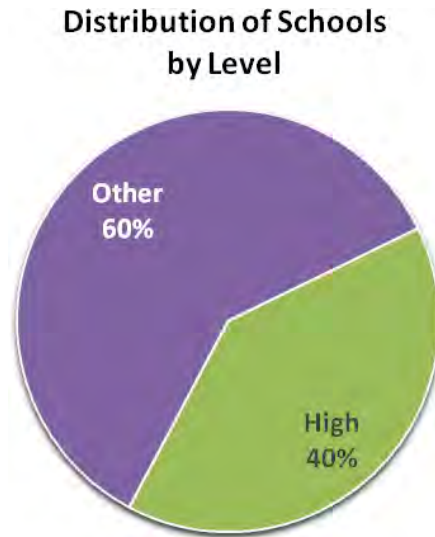
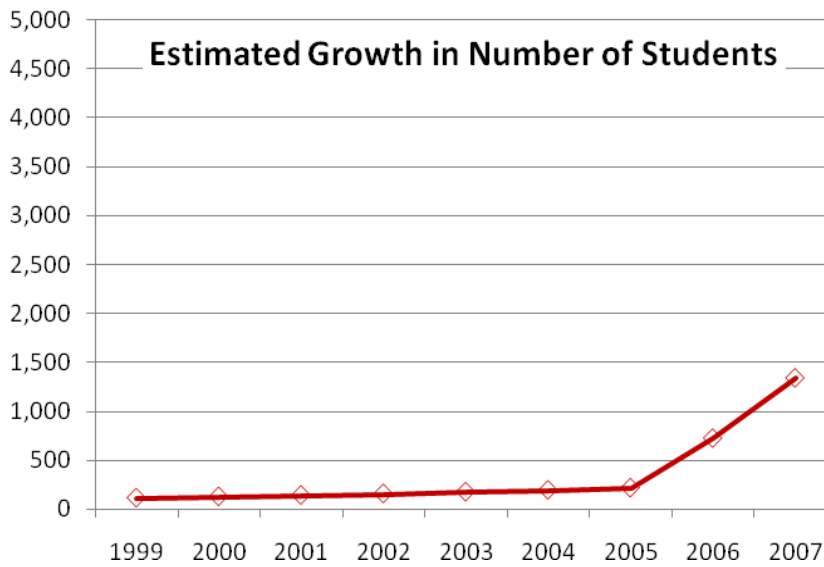
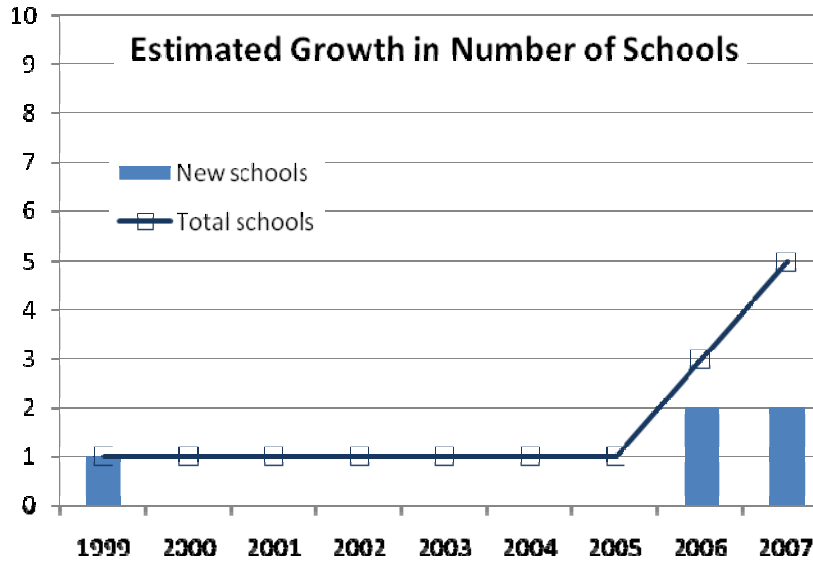
Total # of Schools: 5

Total Enrollment: 1,340

States Operated IL

Noble Network of Charter Schools

Medium Company: Managing 4 to 9 Schools



Omega Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
17505 N. 79th Ave., Suite 112 Glendale, AZ 85308	623-776-2069 623-878-4254	www.omegak12.com	1996

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
C. Doby Middle School	Glendale, AZ	1999	5-8	73	Yes	No
La Puerta High School	Phoenix, AZ	2003	9-12	100	Yes	No
Oasis High School	Glendale, AZ	1999	9-11	58	Yes	No
Omega Academy	Phoenix, AZ	1999	K-4	181	Yes	No
S. Sturgeon Middle School	Phoenix, AZ	1999	5-8	130	Yes	No
Stellar Prep	Glendale, AZ	1999	K-3	81	Yes	No

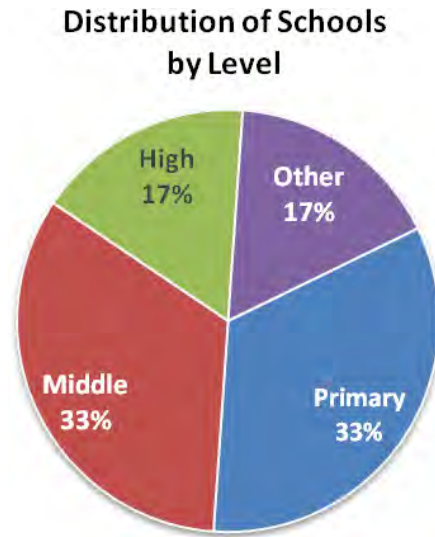
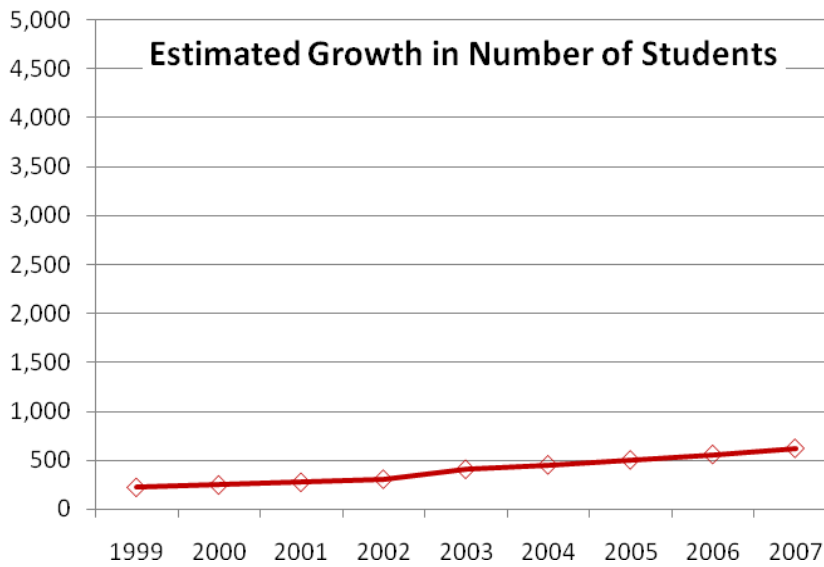
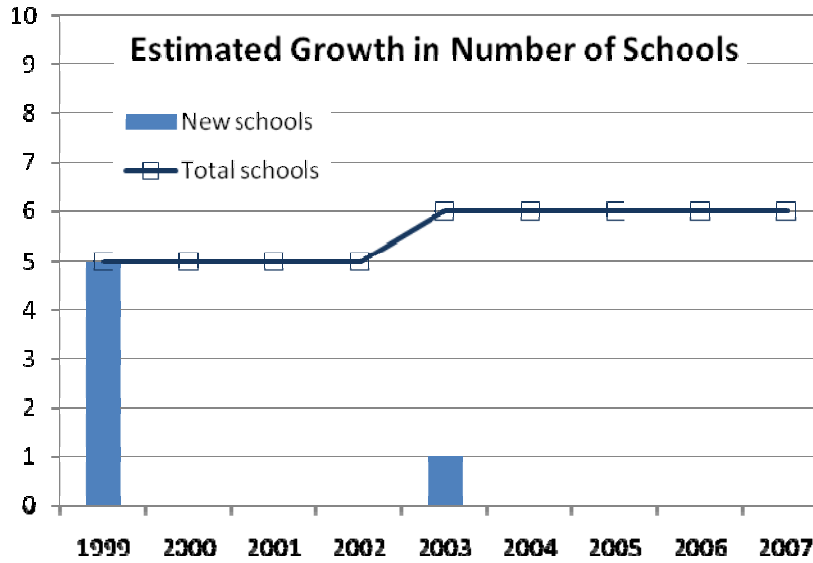
Total # of Schools: 6

Total Enrollment: 623

States Operated AZ

Omega Schools

Medium Company: Managing 4 to 9 Schools



Partnerships to Uplift Communities

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
111 North First Street, Suite 100 Burbank, CA 91502	818-559-7699 818-559-8641	www.pucschools.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
CALS Charter Middle School	Los Angeles, CA	2000	6-8	256	Yes	No
CALS Early College High School	Los Angeles, CA	2003	9-12	287	Yes	No
Community Charter Early College High School	Lakeview Terrace, CA	2004	9-12	354	Yes	No
Community Charter Middle School	Lakeview Terrace, CA	1999	6-8	305	Yes	No
Excel Charter Academy	Los Angeles, CA	2006	6-7	178	Yes	No
Lakeview Charter Academy	San Francisco, CA	2004	6	120	Yes	No
Milagro Charter School	Los Angeles, CA	2004	K-5	222	Yes	No
Triumph Charter Academy	San Fernando, CA	2007	6-7	194	Yes	No

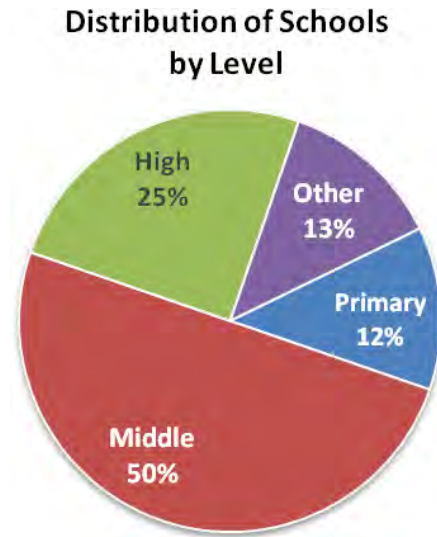
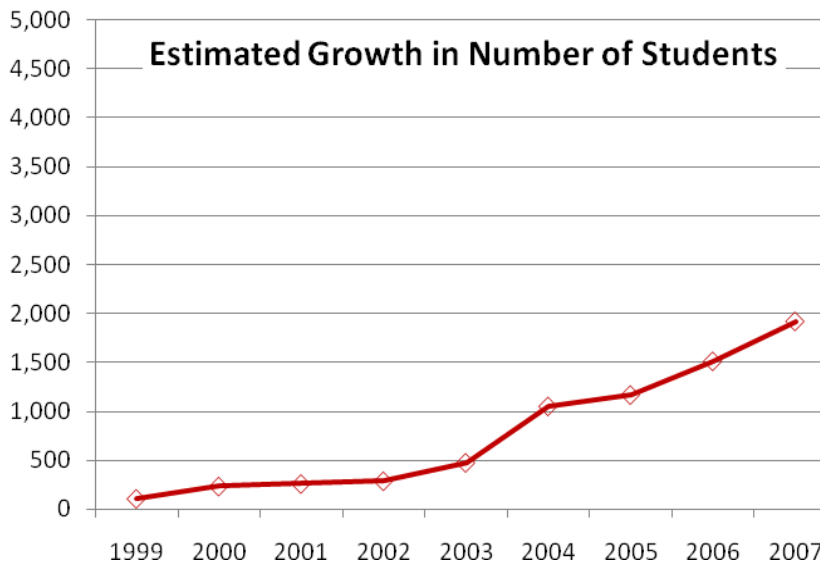
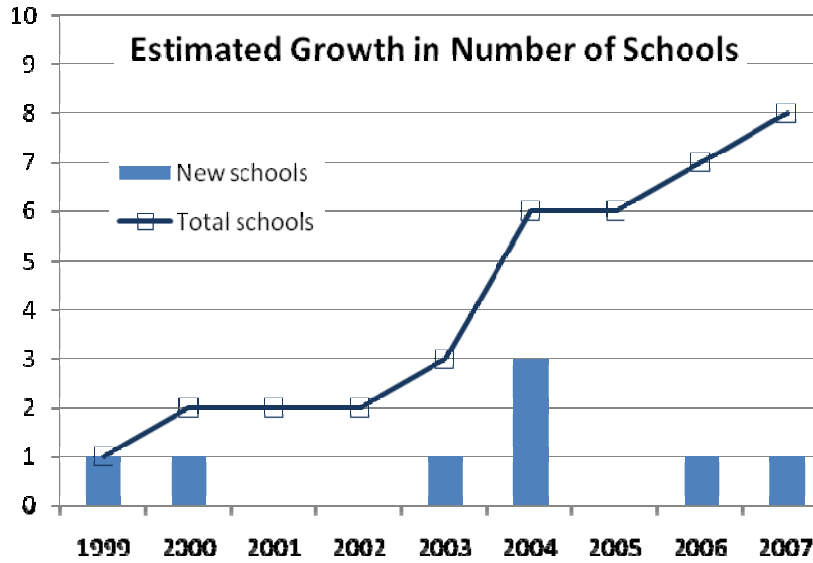
Total # of Schools: 8

Total Enrollment: 1,916

States Operated CA

Partnerships to Uplift Communities

Medium Company: Managing 4 to 9 Schools



Perspectives Charter Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
601 S. La Salle Street, Suite 700 Chicago, IL 60605	312-604-2200 312-604-2199	www.perspectivescs.org	1997

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Calumet High School	Chicago, IL	2006	9-10	250	Yes	No
Calumet High School of Technology	Chicago, IL	2007	9-10	210	Yes	No
Calumet Middle School	Chicago, IL	2007	7-8	400	Yes	No
Perspectives Charter School - South Loop Campus	Chicago, IL	1997	6-12	350	Yes	No

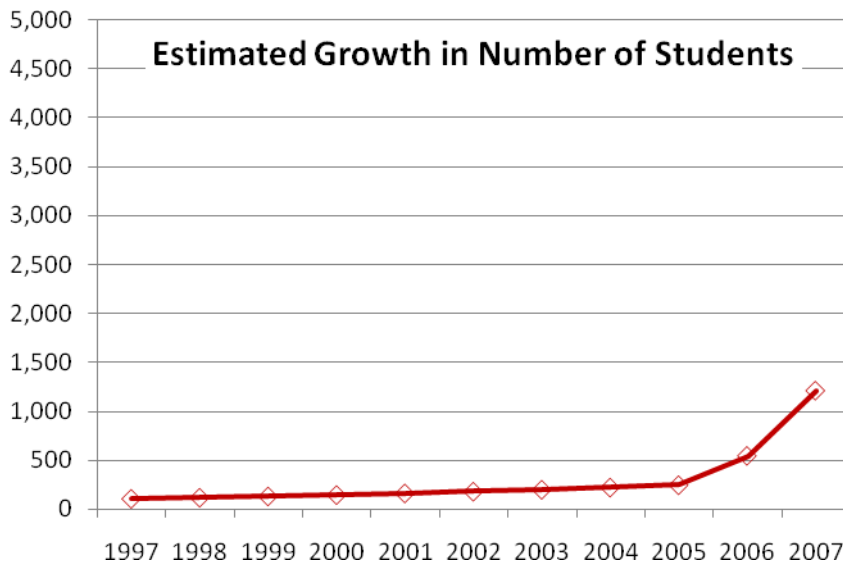
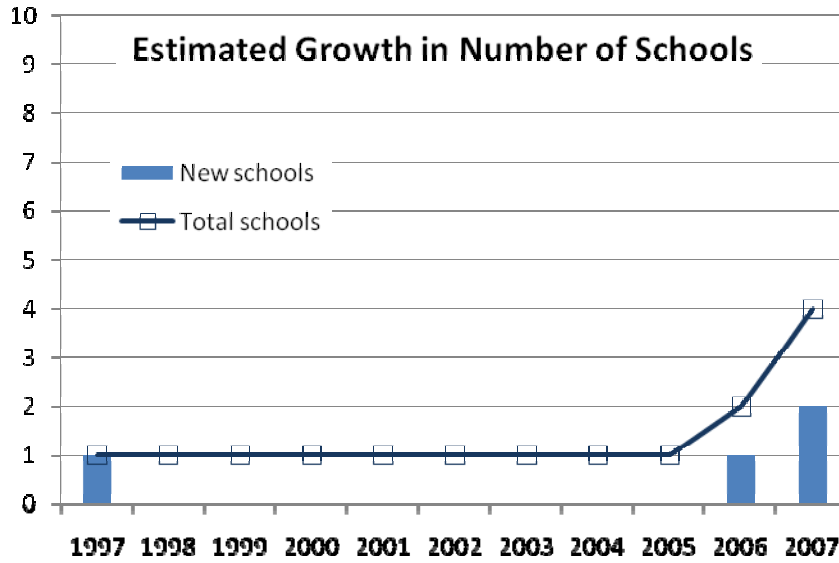
Total # of Schools: 4

Total Enrollment: 1,210

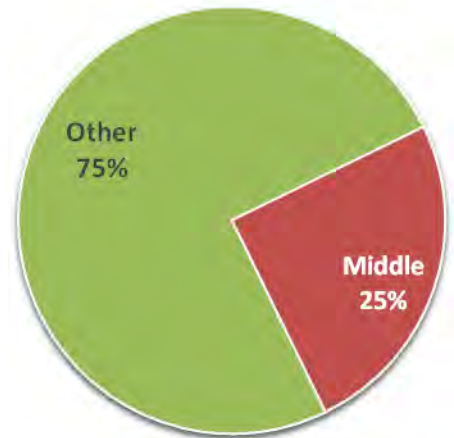
States Operated IL

Perspectives Charter Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Propel Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
24 S. 18th Street Pittsburgh, PA 15203	412-325-7305 412-325-7309	www.propelschools.org	2003

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Propel East	Turtle Creek, PA	2005	K-6	293	Yes	No
Propel Homestead	Homestead, PA	2003	K-8	380	Yes	No
Propel McKeesport	McKeesport, PA	2001	K-7	293	Yes	No
Propel Montour	Pittsburgh, PA	2007	K-7	273	Yes	No

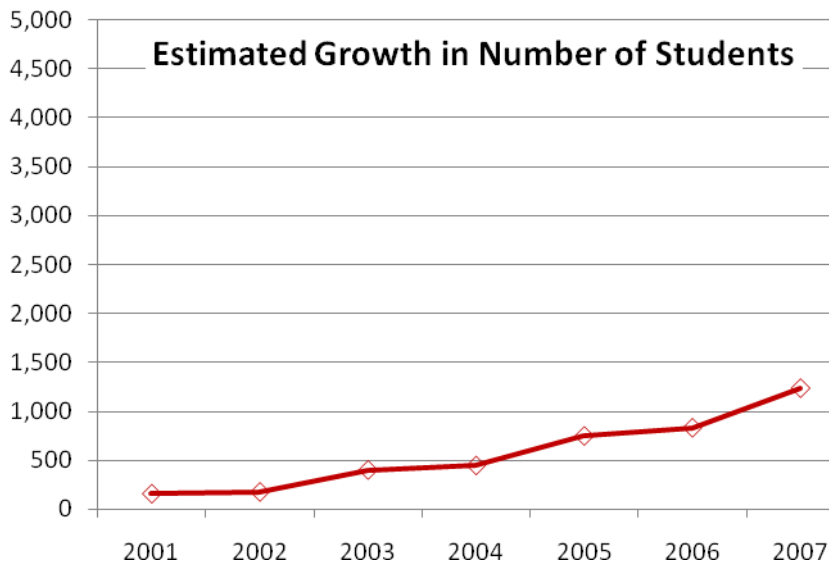
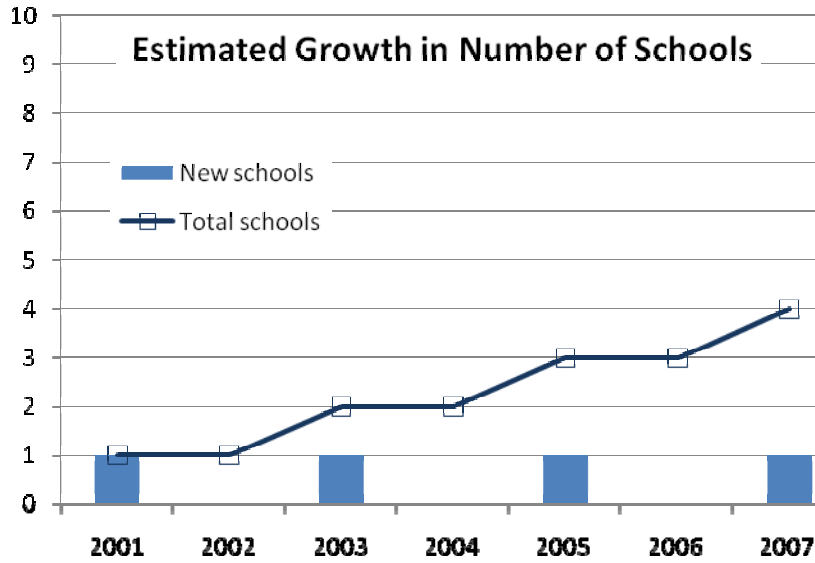
Total # of Schools: 4

Total Enrollment: 1,239

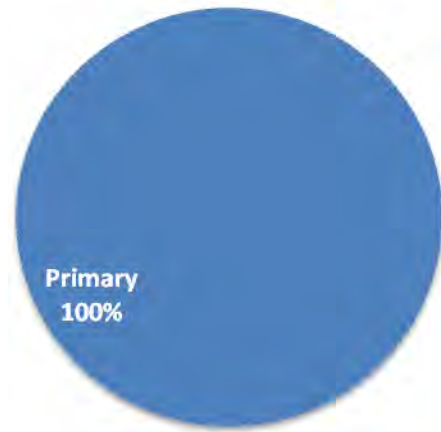
States Operated PA

Propel Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Salvaging Teens at Risk, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
5901 Crestwood Place Little Elm, TX 75068	972-292-2405	www.theeducenters.com	1997

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
The Education Center - Denton Campus	Denton, TX	2006	K-12	154	Yes	No
The Education Center - Lewisville Campus	Lewisville, TX	2006	K-11	163	Yes	No
The Education Center - Little Elm Campus	Little Elm, TX	2001	K-12	189	Yes	No
The Education Center - Temple Campus	Temple, TX	1999	K-12	142	Yes	No
The Education Center - The Colony Campus	The Colony, TX	2001	K-12	144	Yes	No

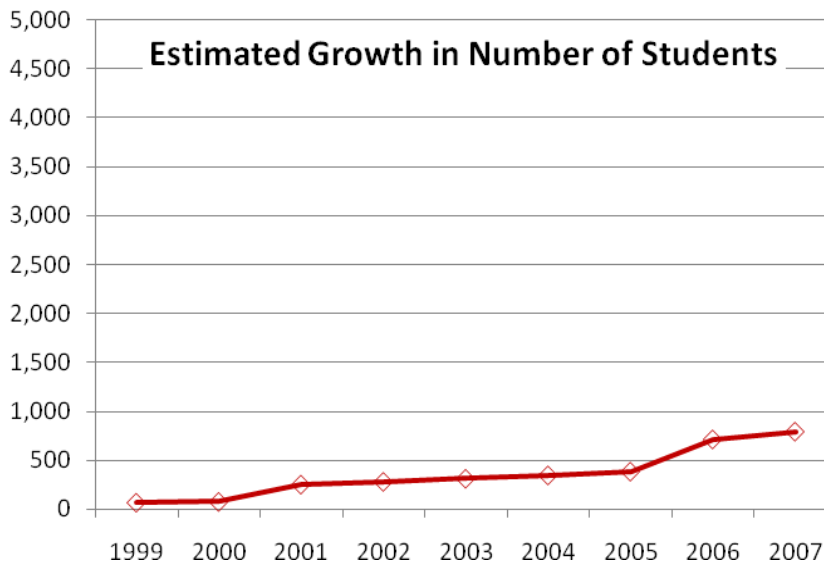
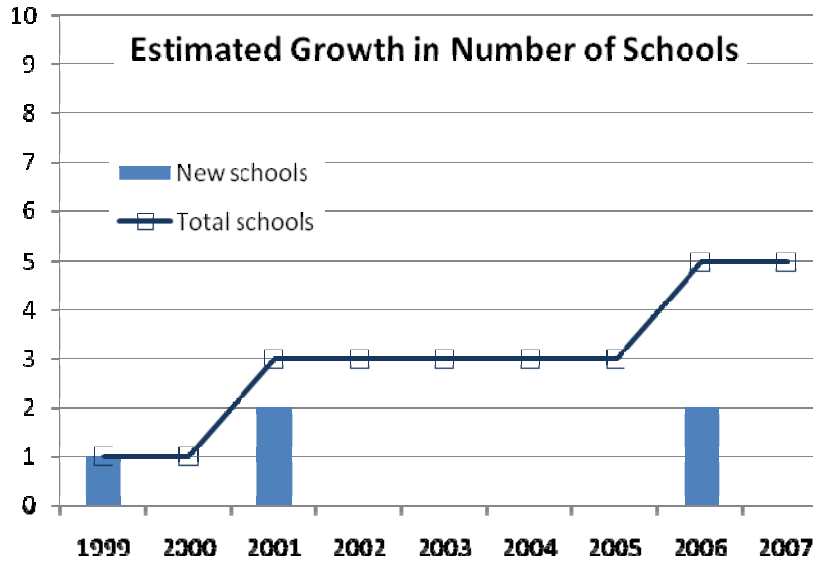
Total # of Schools: 5

Total Enrollment: 792

States Operated TX

Salvaging Teens at Risk, Inc.

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



School of Excellence in Education

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1826 Basse Road San Antonio, TX 78213	210-431-9881 210-432-8467	www.excellence-sa.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Dr. David C Walker Elementary	San Antonio, TX	2006	4-6	274	Yes	No
Dr. David M Copeland Elementary	San Antonio, TX	2007	K-3	425	Yes	No
Dr. Harmon W Kelley Elementary	San Antonio, TX	1998	K-3	521	Yes	No
Dr. James L Burch Elementary	San Antonio, TX	2000	4-6	379	Yes	No
Dr. Paul S Saenz Junior High	San Antonio, TX	2005	7-8	414	Yes	No
Rick Hawkins High School	San Antonio, TX	2004	9-12	523	Yes	No

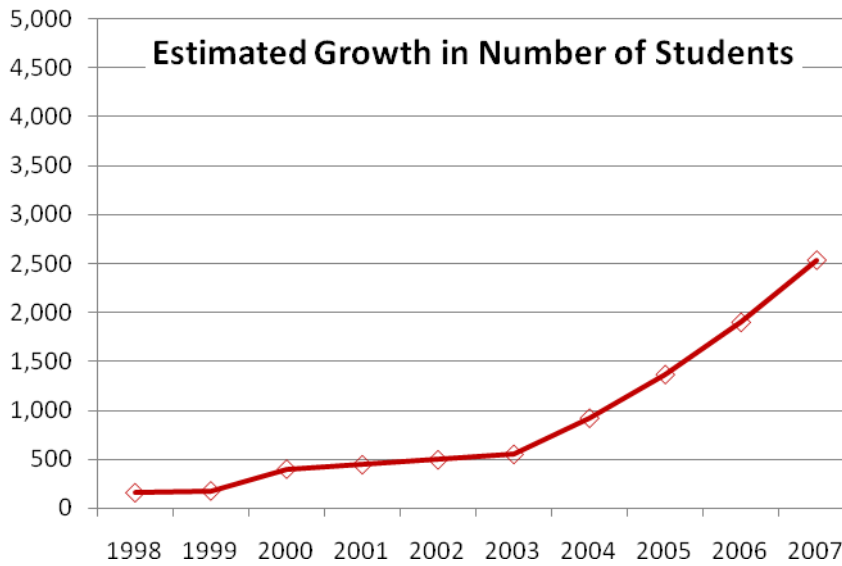
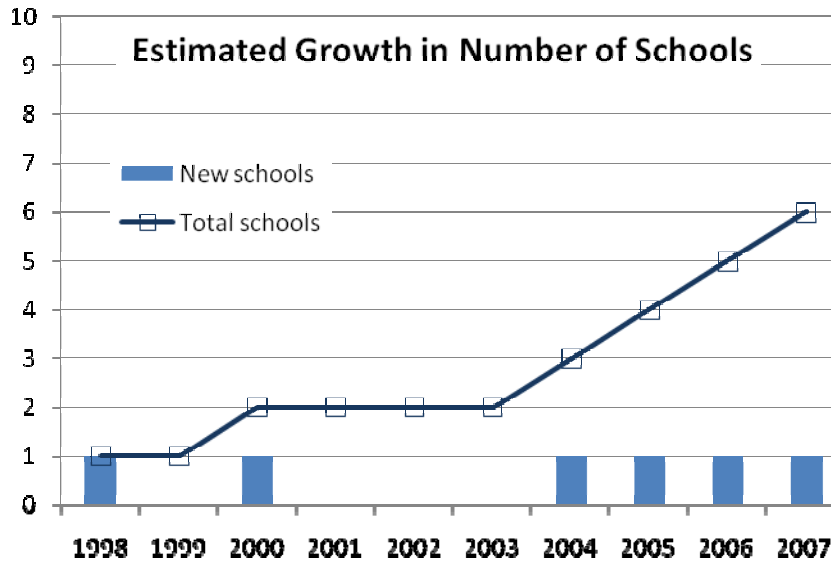
Total # of Schools: 6

Total Enrollment: 2,536

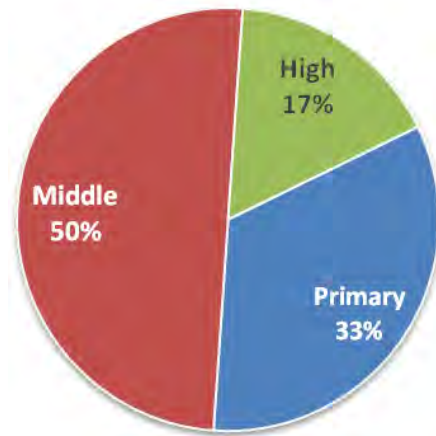
States Operated TX

School of Excellence in Education

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



See Forever Foundation

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1436 U Street, NW, Suite 203 Washington, DC 20009	202-797-8250 202-797-8284	www.seeforever.org	1995

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Maya Angelou Public Charter School Evans	Washington, DC	2004	9-12	189	Yes	No
Maya Angelou Public Charter School Middle School	Washington, DC	2007	6-7	75	Yes	No
Maya Angelou Public Charter School Shaw	Washington, DC	1998	9-12	119	Yes	No
Oak Hill Academy	Laurel, MD	2007	6-12	95	Yes	No

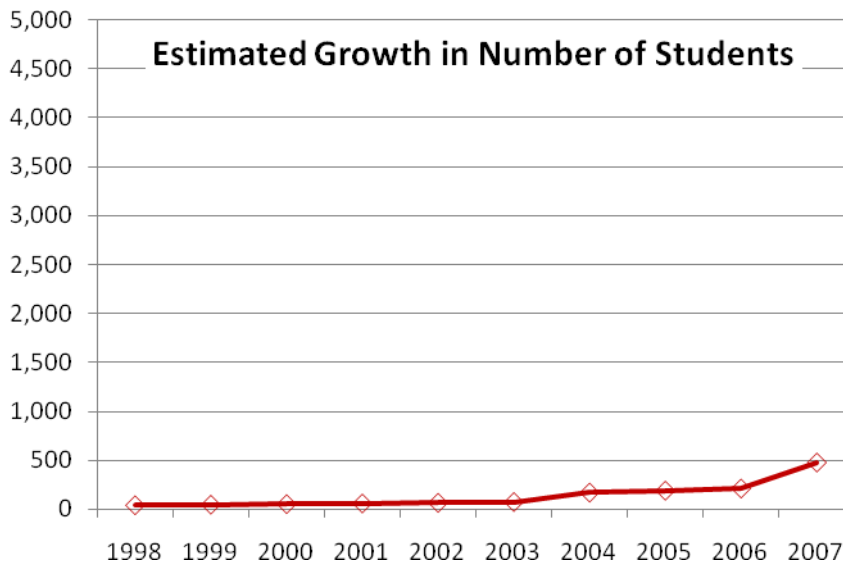
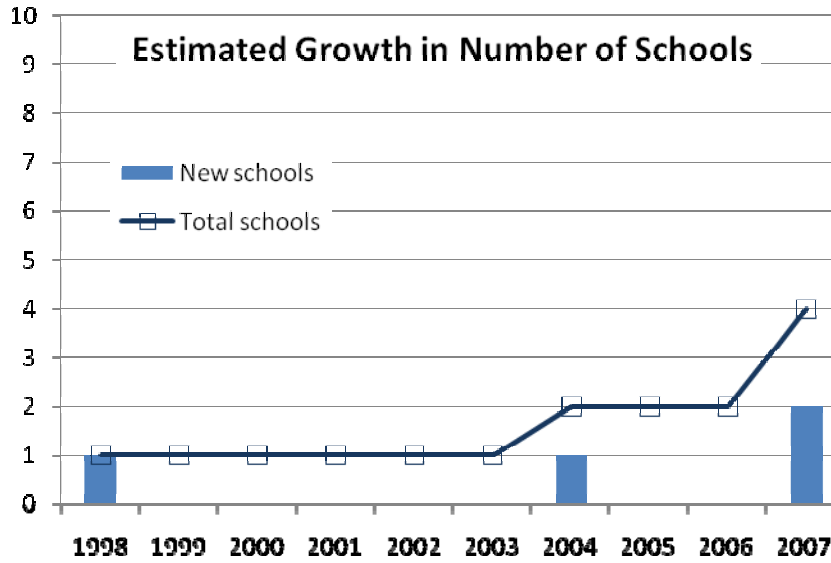
Total # of Schools: 4

Total Enrollment: 478

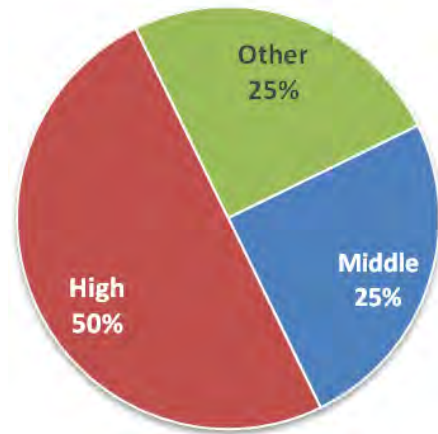
States Operated DC, MD

See Forever Foundation

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Shekinah Learning Institute, Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
9150 FM 78, Suite 7 Converse, TX 78109	210-658-6848 210-658-7820	www.shekinah-edu.com	1996

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Radiance Academy of Learning - Westlakes Campus	San Antonio, TX	1999	K-12	303	Yes	No
Radiance Academy of Learning- Daystar Campus	Universal City, TX	2007	1-2	4	Yes	No
Radiance Academy of Learning- Del Rio Campus	Del Rio, TX	2006	6-12	115	Yes	No
Radiance Academy of Learning- International Campus	San Antonio, TX	2007	K-8	65	Yes	No
Radiance Academy of Learning- Main Campus	San Antonio, TX	1999	K-12	122	Yes	No
Radiance Academy of Learning- Mission of Jordan Campus	San Antonio, TX	2007	K-2	23	Yes	No
Shekinah Radiance Academy - Abundant Life Campus	LaMarque, TX	2005	K-12	373	Yes	No
Shekinah Radiance Academy- Live Oak Campus	San Antonio, TX	1999	K-5	88	Yes	No
Shekinah Radiance Academy- Walzem Campus	San Antonio, TX	2001	K-12	255	Yes	No

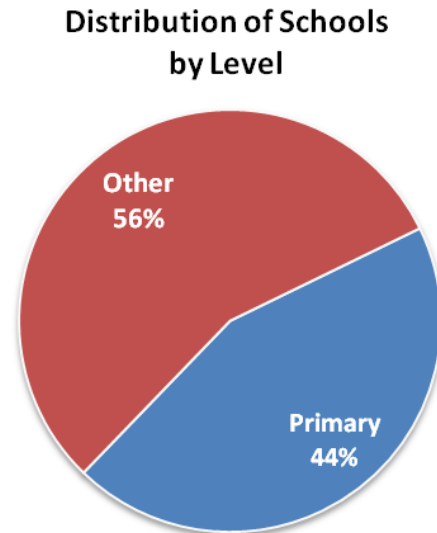
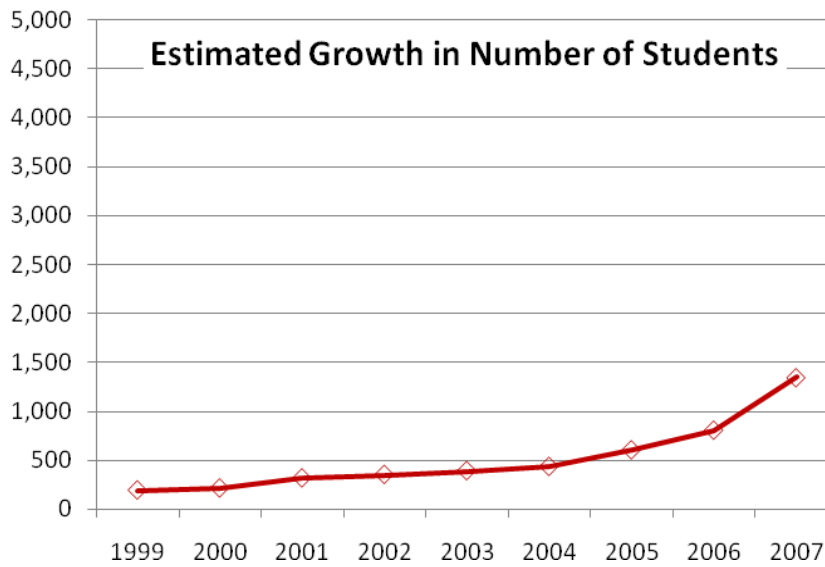
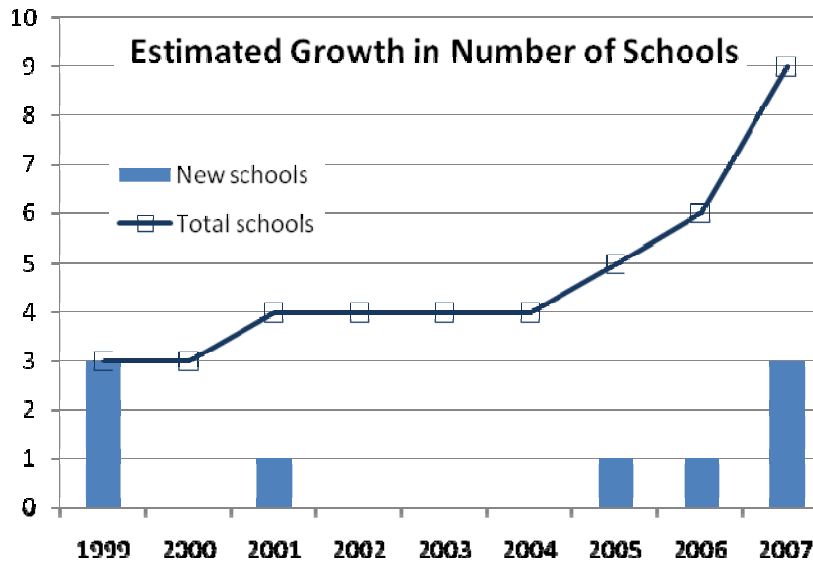
Total # of Schools: 9

Total Enrollment: 1,348

States Operated TX

Shekinah Learning Institute, Inc.

Medium Company: Managing 4 to 9 Schools



Student Alternatives Program Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1218 S. Presa St San Antonio, TX 78210	210-227-0295 210-227-7879	None	Unknown

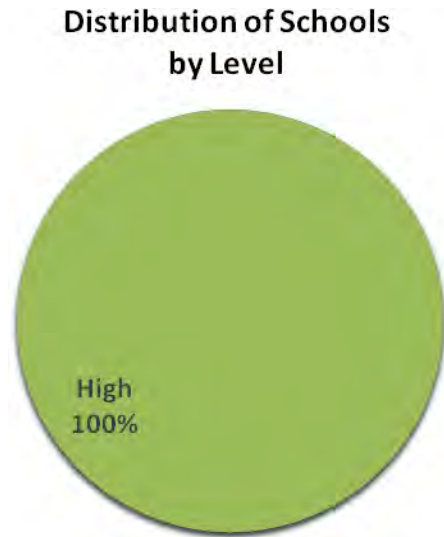
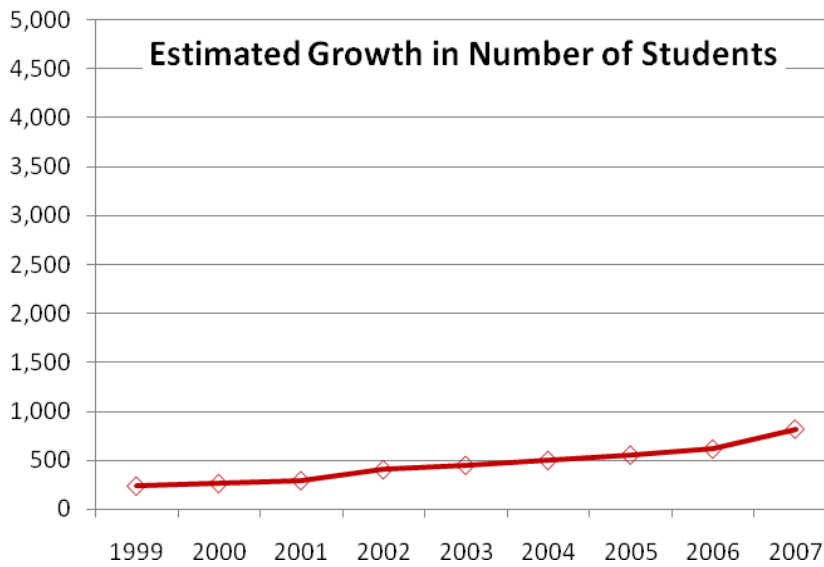
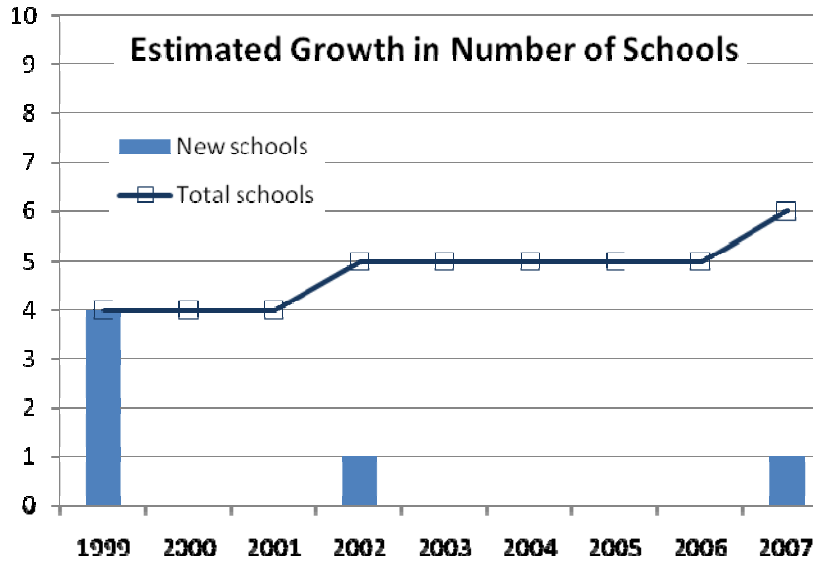
Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Gateway Academy	Laredo, TX	1999	9-12	318	Yes	No
Mid Valley McAllen	McAllen, TX	2002	9-12	70	Yes	No
Mid Valley Mercedes	Mercedes, TX	1999	9-12	58	Yes	No
Mid Valley San Benito	San Benito, TX	2007	9-12	64	Yes	No
Paso Del Norte	El Paso, TX	1999	9-12	179	Yes	No
South Plains Academy	Lubbock, TX	1999	9-12	133	Yes	No

Total # of Schools: 6
Total Enrollment: 822
States Operated TX

Student Alternatives Program Inc.

Medium Company: Managing 4 to 9 Schools



The EDGE School Inc.

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
2555 E First Street Tucson, AZ 85716	520-881-1389 520-881-0852	www.edgehighschool.org	1995

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Edge High School - Child and Family Resources	Tucson, AZ	1995	Unknown	16	Yes	No
Edge High School - Himmel Park	Tucson, AZ	2004	9-12	125	Yes	No
EDGE High School - Northwest	Tucson, AZ	2004	12	34	Yes	No
Edge High School - Sahuarita	Sahuarita, AZ	2004	11-12	38	Yes	No

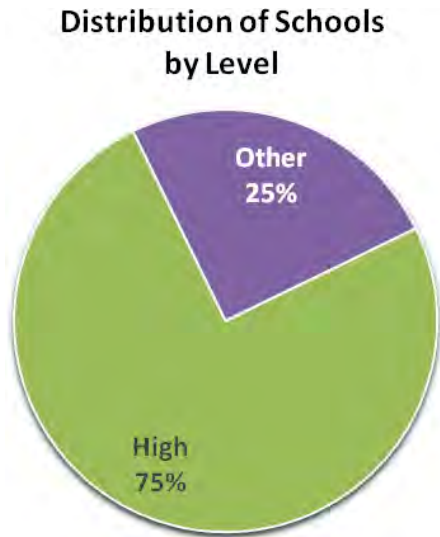
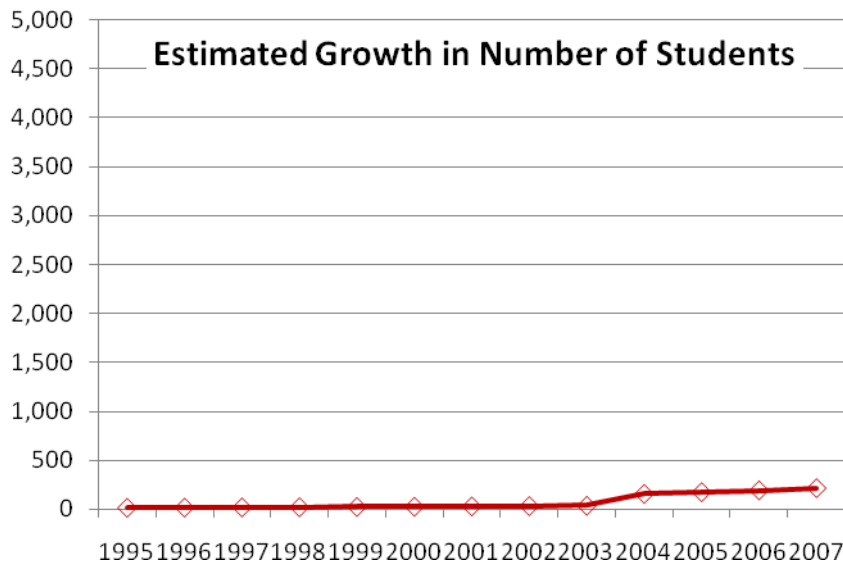
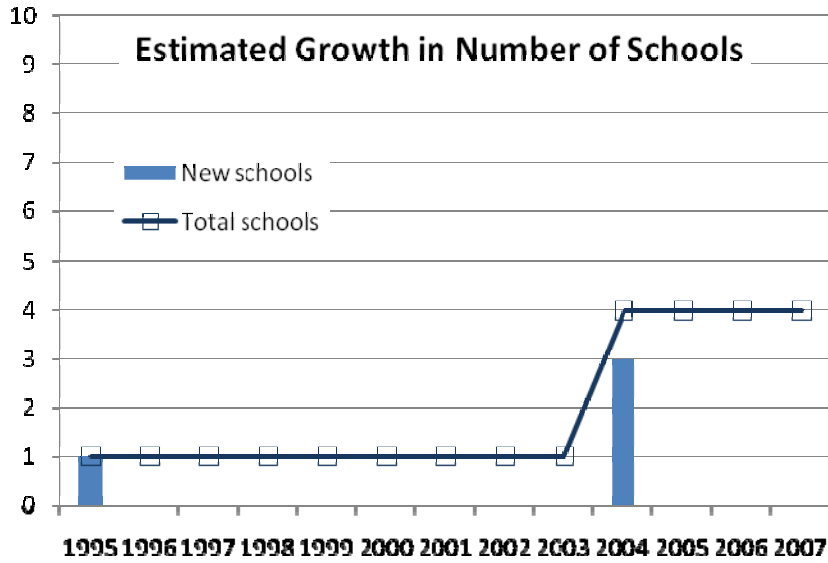
Total # of Schools: 4

Total Enrollment: 213

States Operated AZ

The EDGE School Inc.

Medium Company: Managing 4 to 9 Schools



Uncommon Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
826 Broadway, 7th Floor New York, NY 10003	212-844-3584 212-598-4076	www.uncommonschools.org	1997

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Excellence Charter School	Brooklyn, NY	2004	K-4	221	Yes	No
Kings Collegiate Charter School	Brooklyn, NY	2001	5	81	Yes	No
Leadership Prep Charter School	Brooklyn, NY	2006	K-2	170	Yes	No
North Star Academy - Downtown Campus High School	Newark, NJ	2000	9-12	597	Yes	No
North Star Academy - Downtown Campus Middle School	Newark, NJ	1997	5-8	177	Yes	No
North Star Academy - North Campus Middle School	Newark, NJ	2005	5-8	156	Yes	No
True North Rochester Preparatory Charter School	Rochester, NY	2006	5-6	157	Yes	No
Williamsburg Collegiate Charter School	Brooklyn, NY	2005	5-7	200	Yes	No

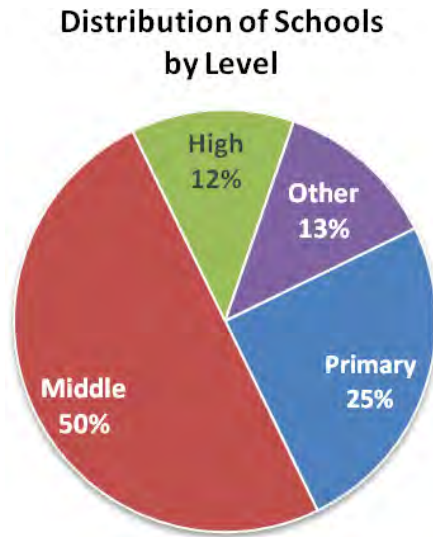
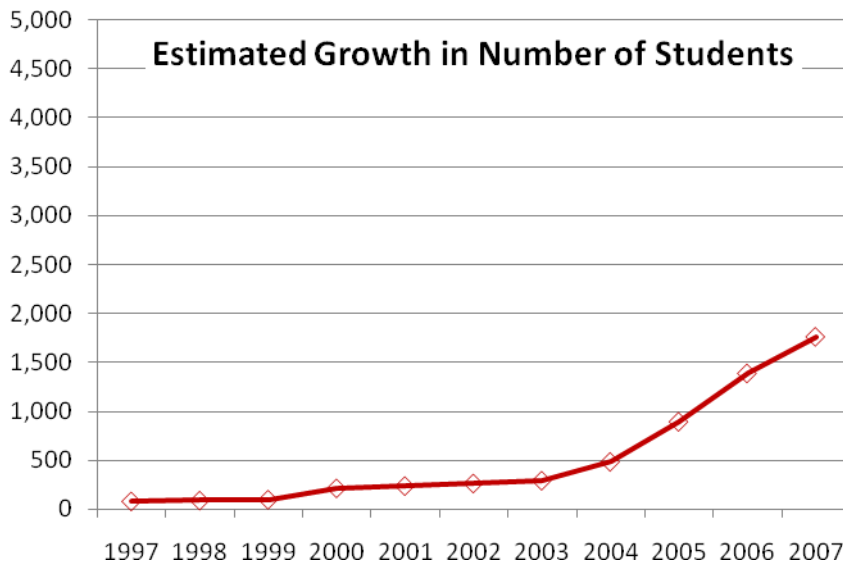
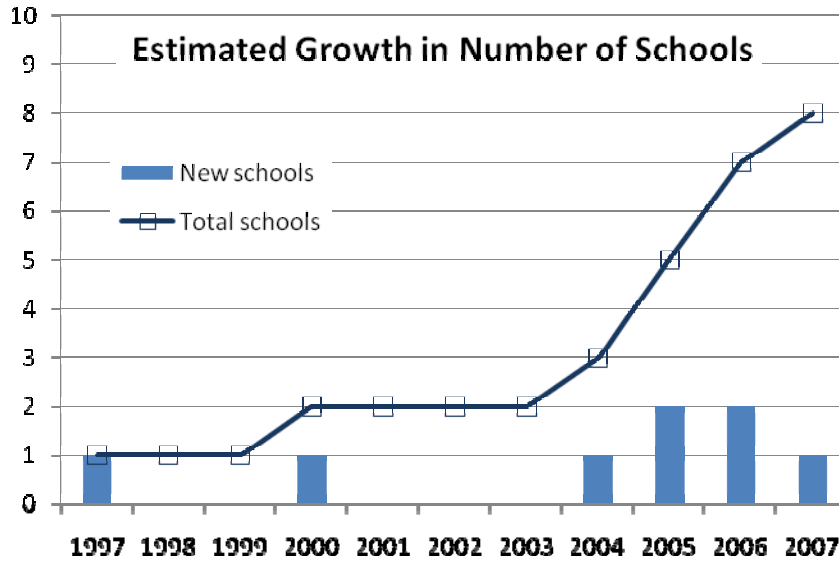
Total # of Schools: 8

Total Enrollment: 1,759

States Operated NJ, NY

Uncommon Schools

Medium Company: Managing 4 to 9 Schools



UNO Charter School Network

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
954 W. Washington Blvd, 3rd Chicago, IL 60607	312-432-6301 312-432-0077	www.unocharterschools.org	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bartolomé de Las Casas Elementary	Chicago, IL	2006	K-8	250	Yes	No
Carlos Fuentes Elementary	Chicago, IL	2006	K-8	450	Yes	No
Octavio Paz	Chicago, IL	1998	K-8	800	Yes	No
Officer Donald Marquez Charter	Chicago, IL	2007	K-8	525	Yes	No
Rufino Tamayo	Chicago, IL	2005	K-8	250	Yes	No

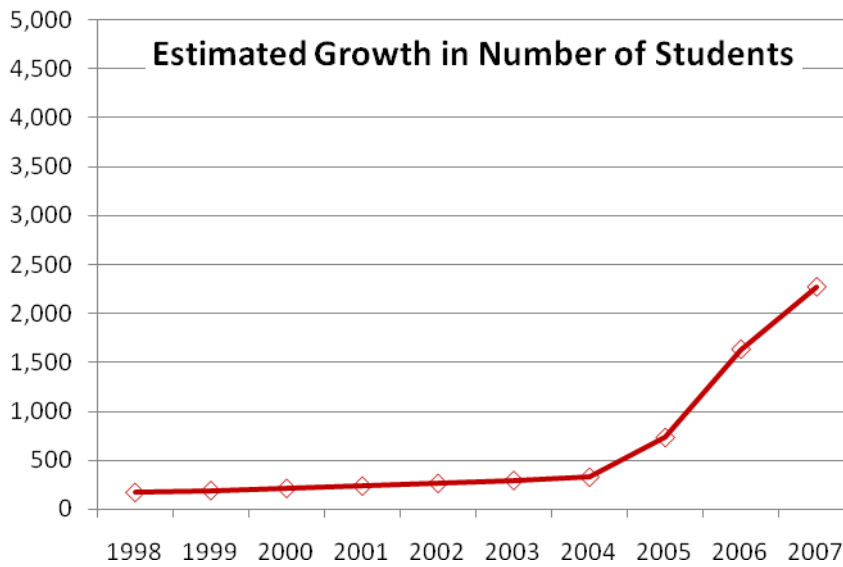
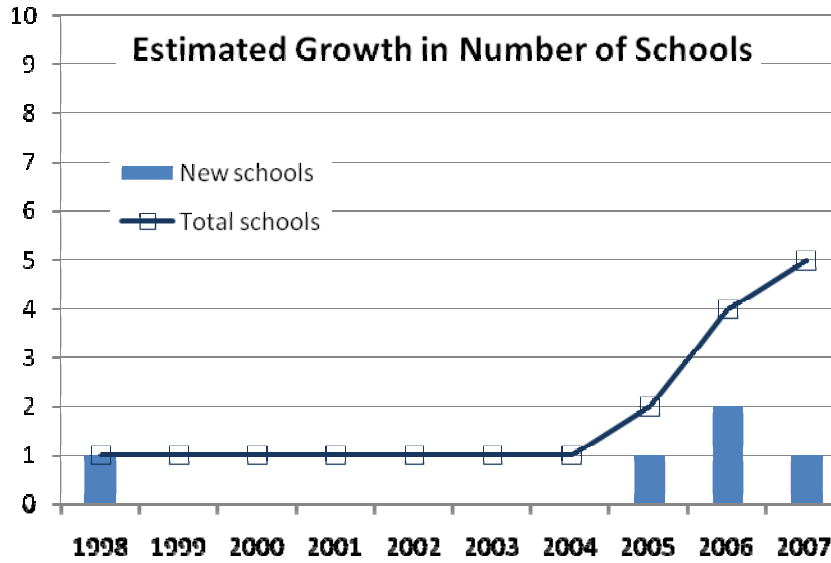
Total # of Schools: 5

Total Enrollment: 2,275

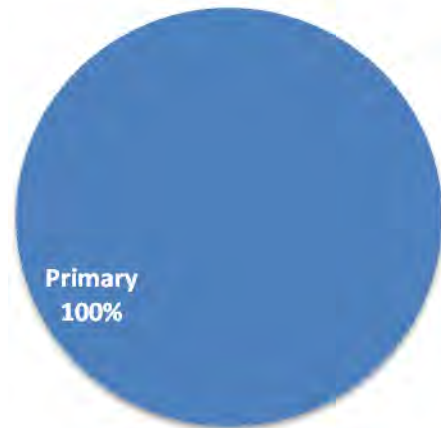
States Operated IL

UNO Charter School Network

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



Uplift Education

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
1750 Viceroy Drive Dallas, TX 75235	214-276-0352 214-276-0363	www.uplifteducation.org	1996

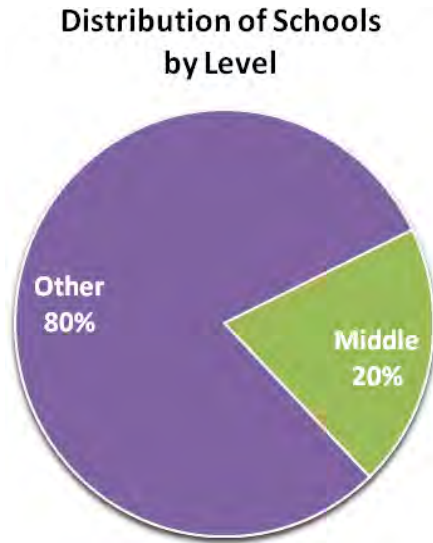
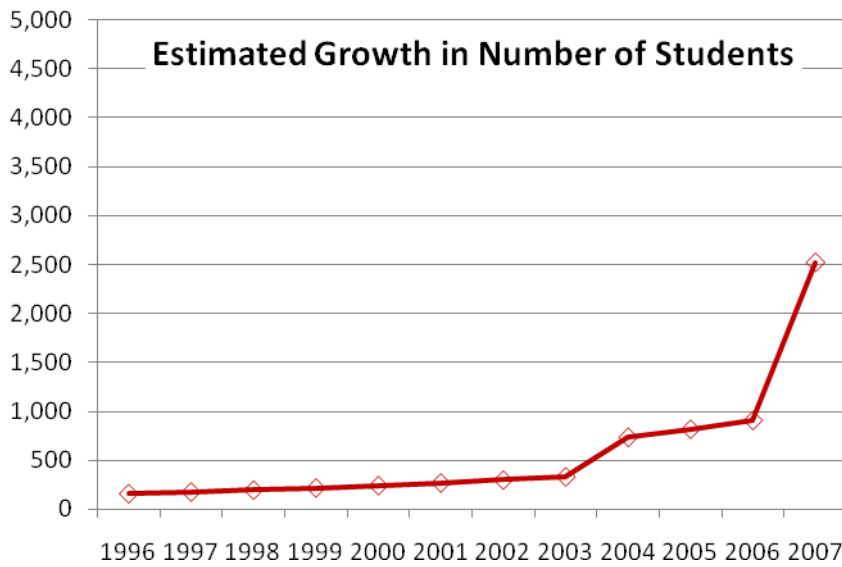
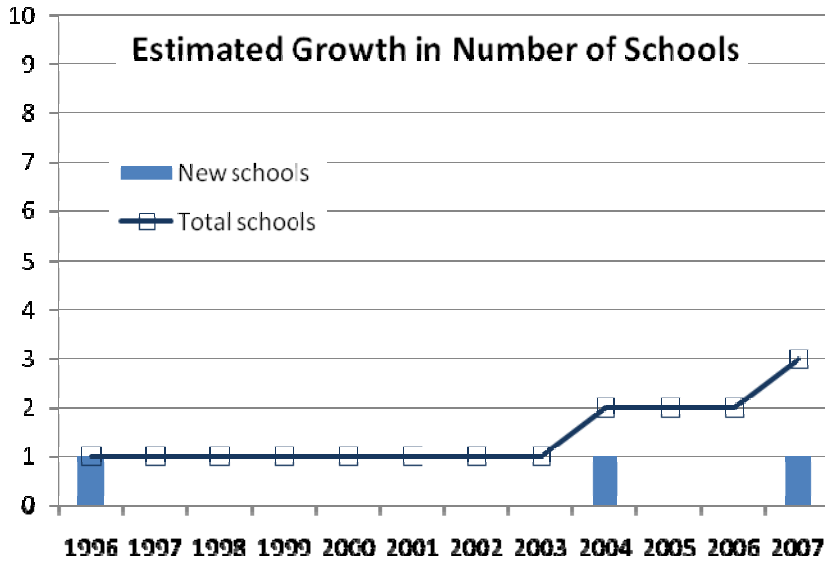
Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Hampton Preparatory	Dallas, TX	2007	5-9	182	Yes	No
North Hills Preparatory	Irving, TX	1996	K-12	1193	Yes	No
Peak Preparatory	Dallas, TX	2004	K-10	520	Yes	No
Summit International Preparatory	Arlington, TX	2007	K-9	421	Yes	No
Williams Preparatory	Dallas, TX	2007	K-9	207	Yes	No

Total # of Schools: 5
Total Enrollment: 2,523
States Operated TX

Uplift Education

Medium Company: Managing 4 to 9 Schools



YES Prep Public Schools

Medium Company: Managing 4 to 9 Schools

Address	Telephone and Fax	Web Address	Year Founded
6201 Bonhomme, Suite 168N Houston, TX 77036	713-574-7600 713-589-2502	www.yesprep.org	1998

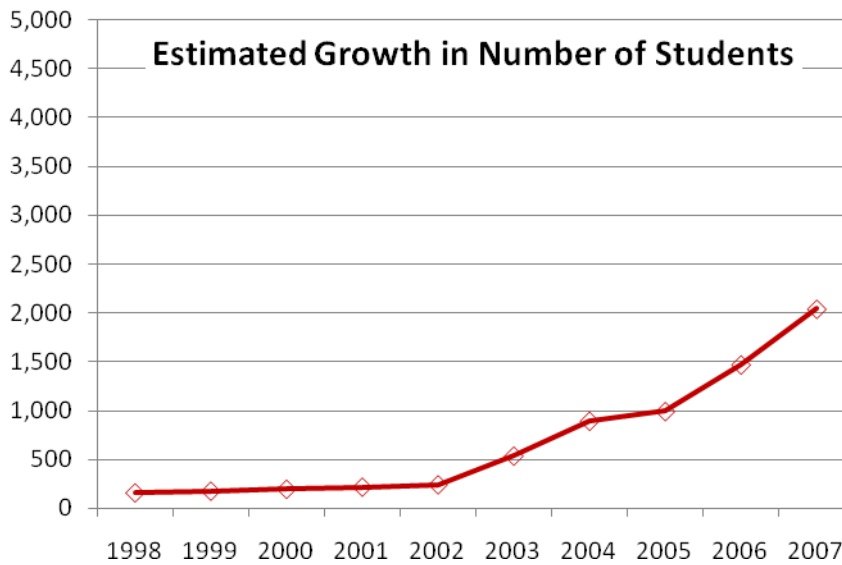
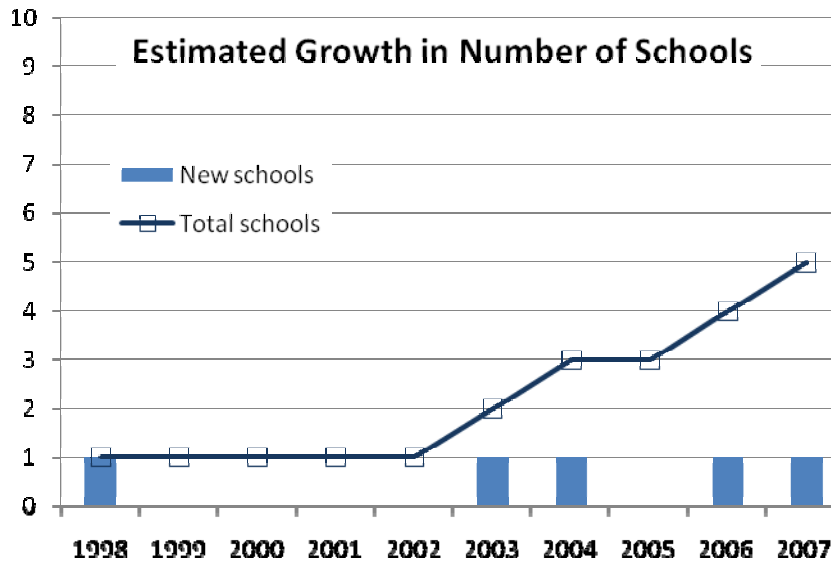
Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
YES Prep East End	Houston, TX	2006	6-7	261	Yes	No
YES Prep Lee	Houston, TX	2007	6	121	Yes	No
YES Prep North Central	Houston, TX	2003	6-10	551	Yes	No
YES Prep Southeast	Houston, TX	1998	6-12	729	Yes	No
YES Southwest	Houston, TX	2004	6-9	381	Yes	No

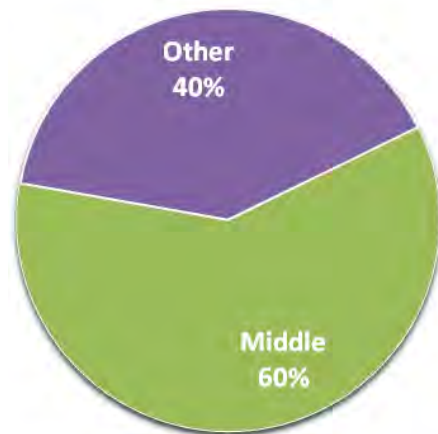
Total # of Schools: 5
Total Enrollment: 2,043
States Operated TX

YES Prep Public Schools

Medium Company: Managing 4 to 9 Schools



Distribution of Schools by Level



PROFILES OF NONPROFIT EDUCATION MANAGEMENT ORGANIZATIONS: 2007-2008

Small Companies: Managing 3 or Fewer Schools

Academy of Tucson, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
10720 E. 22nd Street Tucson, AZ 85748	520-733-0096 520-733-0097	None	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Academy of Tucson Elementary School	Tucson, AZ	2003	K-5	237	Yes	No
Academy of Tucson High School	Tucson, AZ	1999	9-12	174	Yes	No
Academy of Tucson Middle School	Tucson, AZ	2003	6-8	198	Yes	No

Total # of Schools: 3

Total Enrollment: 609

States Operated AZ

Albert Einstein Academy

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
3035 Ash St. San Diego, CA 92102	619-795-1190 619-795-1180	www.aeacs.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Albert Einstein Academy Charter Elementary School	San Diego, CA	2002	K-5	450	Yes	No
Albert Einstein Academy Charter Middle School	San Diego, CA	2006	6-8	250	Yes	No

Total # of Schools: 2

Total Enrollment: 700

States Operated CA

Arizona Agribusiness and Equine Center, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
3636 N. Central, Suite 850 Phoenix, AZ 85012	602-297-8500 602-297-8540	www.aaechighschools.com	2004

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Arizona Agribusiness & Equine Center - Red Mountain	Mesa, AZ	2005	9-12	141	Yes	No
AAEC Paradise Valley	Phoenix, AZ	1998	9-12	238	Yes	No
AAEC - SMCC Campus	Phoenix, AZ	1997	9-12	354	Yes	No

Total # of Schools: 3

Total Enrollment: 733

States Operated AZ

Arizona Community Development Corporation

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
2050 North Wilmot Road Tucson, AZ 85712	520-721-4205 520-721-4263	None	2002

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
La Paloma Academy Midtown	Tucson, AZ	2003	K-6	149	Yes	No
La Paloma Academy Lakeside	Tucson, AZ	2003	K-8	582	Yes	No
La Paloma Academy	Tucson, AZ	2002	K-8	561	Yes	No

Total # of Schools: 3
Total Enrollment: 1,292
States Operated AZ

Aspira of Florida, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
4100 NE 2nd Avenue, Suite 302 Miami, FL 33137	305-576-8494 305-576-6217	fl.aspira.org	1981

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
ASPIRA North Youth Leadership Charter School	North Miami, FL	1998	6-8	314	Yes	No
ASPIRA South Youth Leadership Charter School	Leisure City, FL	1999	6-8	202	Yes	No
ASPIRA - Eugenio Maria De Hostos Youth Leadership Charter School	Miami, FL	2001	6-8	396	Yes	No

Total # of Schools: 3

Total Enrollment: 912

States Operated FL

Beginning with Children Foundation

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
575 Lexington Ave New York, NY 10022	212-750-9320 212-753-5927	www.bwcf.org	1989

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Community Partnership Charter School	Brooklyn, NY	2000	K-5	300	Yes	No
Beginning with Children Charter School	Brooklyn, NY	2001	K-8	450	Yes	No

Total # of Schools: 2

Total Enrollment: 750

States Operated NY

Betty Shabazz International Charter School

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
7823 S. Ellis Ave Chicago, IL 60619	773-651-1221 773-651-0302	www.bsics.net	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
DuSable Leadership Academy of Betty Shabazz International Charter	Chicago, IL	2006	9-12	261	Yes	No
Barbara A. Sizemore Academy of Betty Shabazz International Charter	Chicago, IL	Unknown	K-8	260	Yes	No
Betty Shabazz International Charter School	Chicago, IL	1998	K-8	261	Yes	No

Total # of Schools: 3

Total Enrollment: 782

States Operated IL

Bright Star Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
2636 Mansfield Avenue Los Angeles, CA 90016	323-954-9957 323-954-6415	www.brightstarschools.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Bright Star Secondary Charter Academy	Los Angeles, CA	2006	9-11	110	Yes	No
Stella Middle Charter Academy	Los Angeles, CA	2003	5-8	327	Yes	No

Total # of Schools: 2

Total Enrollment: 437

States Operated CA

Buckeye On-line School for Success

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
119 East Fifth Street East Liverpool, OH 43920	866-642-9237 330-385-4535	buckeye.schoolfusion.us	2004

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Buckeye On-line School for Success	East Liverpool, OH	2004	K-12	1379	Yes	Yes

Total # of Schools: 1

Total Enrollment: 1,379

States Operated OH

CAFA, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
1120 S. Gilbert Road, Building Gilbert, AZ 85296	480-635-1900 480-635-1906	None	2002

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Learning Foundation and Performing Arts Gilbert	Gilbert, AZ	2006	K-10	203	Yes	No
Learning Foundation Performing Arts School	Mesa, AZ	2003	K-8	147	Yes	No
Learning Foundation and Performing Arts Alta Mesa	Mesa, AZ	2006	1-5	70	Yes	No

Total # of Schools: 3

Total Enrollment: 420

States Operated AZ

Calli Ollin Academy

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
200 North Stone Avenue, 3rd Tucson, AZ 85701	520-882-3029 520-882-3041	None	1996

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Calli Ollin Academy	Tucson, AZ	1997	9-12	57	Yes	No
Calli Ollin Academy	Tucson, AZ	2005	9-12	71	Yes	No
Toltecali Academy	Tucson, AZ	2002	9-12	144	Yes	No

Total # of Schools: 3

Total Enrollment: 272

States Operated AZ

César Chávez Public Charter Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
709 12th Street SE Washington, DC 20003	202-547-3975 202-547-3449	www.cesarchavezhs.org	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chavez Prep	Washington, DC	2007	6-7	61	Yes	No
Chavez Parkside Campus	Washington, DC	2004	6-12	726	Yes	No
Chavez Capitol Hill Campus	Washington, DC	1998	9-12	427	Yes	No

Total # of Schools: 3

Total Enrollment: 1,214

States Operated DC

Civitas Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
1033 W. Van Buren St, Suite 640 Chicago, IL 60607	312-733-6790 312-733-8470	www.civitasschools.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Chicago International Charter School - Ralph Ellison Campus	Chicago, IL	2006	9-10	300	Yes	No
Chicago International Charter School - North Academy Campus	Chicago, IL	2003	9-12	740	Yes	No
Chicago International Charter School - Wrightwood Campus	Chicago, IL	2005	K-7	640	Yes	No

Total # of Schools: 3

Total Enrollment: 1,680

States Operated IL

DC Prep

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
707 Edgewood Street, NE Washington, DC 20017	202-635-4590 202-635-4591	www.dcprep.org	2003

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
DC Prep Edgewood Middle Campus	Washington, DC	2003	4-8	270	Yes	No
DC Prep Edgewood Elementary Campus	Washington, DC	2007	K-3	350	Yes	No

Total # of Schools: 2

Total Enrollment: 620

States Operated DC

Education for Change

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
303 Hegenberger Rd. Suite 301 Oakland, CA 94621	510-568-7936	www.efcps.org	2005

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Education for Change World Academy	Oakland, CA	2005	K-3	470	Yes	No
Education for Change at Cox Elementary	Oakland, CA	1980	K-5	552	Yes	No
Education for Change Achieve Academy	Oakland, CA	2006	4-5	222	Yes	No

Total # of Schools: 3

Total Enrollment: 1,244

States Operated CA

EightCAP Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
904 Oak Dr Greenville, MI 48838	616-754-9315 616-754-9310	www.eightcap.org	1966

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Threshold Academy	Orleans, MI	1996	K-6	187	Yes	No

Total # of Schools: 1
Total Enrollment: 187
States Operated MI

Espiritu Community Development Corporation

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
4848 South 2nd Street Phoenix, AZ 85040	602-243-7788 602-243-7799	None	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Reyes Maria Ruiz Leadership Academy	Phoenix, AZ	2004	4-6	171	Yes	No
NFL YET College Prep Academy	Phoenix, AZ	1995	7-12	302	Yes	No
Esperanza Montessori Academy	Phoenix, AZ	2004	K-3	293	Yes	No

Total # of Schools: 3

Total Enrollment: 766

States Operated AZ

Foundation for Behavioral Resources

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
600 South Lincoln Street Augusta, MI 49012	269-731-5775 269-731-5246	None	1972

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Oakland Academy	Portage, MI	1998	K-6	186	Yes	No
Arbor Acaademy	Battle Creek, MI	1998	K-6	207	Yes	No

Total # of Schools: 2

Total Enrollment: 393

States Operated MI

Galapagos Charter

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
3814 W. Iowa Chicago, IL 60651	773-384-9400 773-384-4866	www.galapagoscharter.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Galapagos Charter School	Chicago, IL	2005	K-7	282	Yes	No

Total # of Schools: 1

Total Enrollment: 282

States Operated IL

Great Hearts Academies

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
2020 N. Arizona Ave., Suite G-62 Chandler, AZ 85225	480-899-9181 480-782-1115	www.greatheartsaz.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Mesa Preparatory Academy	Mesa, AZ	2007	7-8	92	Yes	No
Chandler Preparatory Academy	Chandler, AZ	2005	7-10	284	Yes	No
Veritas Preparatory Academy	Phoenix, AZ	2002	7-12	295	Yes	No

Total # of Schools: 3

Total Enrollment: 671

States Operated AZ

Hyde Leadership Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
101 T Street NE Washington, DC 20002	202-529-4400	www.hydedc.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Hyde Leadership charter School	Bronx, NY	2006	K-8	190	Yes	No
HYDE School	Washington, DC	1999	K-12	820	Yes	No

Total # of Schools: 2

Total Enrollment: 1,010

States Operated DC, NY

IDEA Public Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
505 Angelita Drive, Suite 9 Weslaco, TX 78596	956-377-8000	www.ideapublicschools.org	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Quest Academy and College Preparatory	Edinburg, TX	2006	K-10	1058	Yes	No
IDEA Academy and College Preparatory - Donna	Donna, TX	2000	K-12	1295	Yes	No
Frontier Academy and College Preparatory	Brownsville, TX	2006	K-10	890	Yes	No

Total # of Schools: 3

Total Enrollment: 3,243

States Operated TX

Midland Charter Initiative

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
4653 Bailey Bridge Road Midland, MI 48640	989-496-2404	www.midlandacademy.com	1995

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Midland Academy	Midland, MI	1997	K-12	187	Yes	No

Total # of Schools: 1

Total Enrollment: 187

States Operated MI

New City Public Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
1230 Pine Ave. Long Beach, CA 90813	562-436-0689 562-436-7475	www.thenewcityschool.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
The New City School - Long Beach Blvd	Long Beach, CA	2007	K-8	220	Yes	No
The New City School - Pine Avenue	Long Beach, CA	2000	K-8	358	Yes	No

Total # of Schools: 2

Total Enrollment: 578

States Operated CA

New Visions Academy, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
125 S. 6th St. Cottonwood, AZ 86326	928-634-7320 928-634-7494	None	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
New Visions Academy	Cottonwood, AZ	1997	10-11	46	Yes	No
New Visions Academy - Star Valley	Payson, AZ	2002	11-12	46	Yes	No
New Visions Academy - St. Johns Campus	St. Johns, AZ	2001	12	32	Yes	No

Total # of Schools: 3

Total Enrollment: 124

States Operated AZ

Not Your Ordinary School

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
12301 North Lamar Blvd Austin, TX 78753	512-583-6967 512-583-6973	www.nyos.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Yager Elementary	Austin, TX	1998	4-12	337	Yes	No
Magnolia McCullough Elementary	Austin, TX	2001	K-3	244	Yes	No

Total # of Schools: 2

Total Enrollment: 581

States Operated TX

Pointe Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
10215 North 43rd Ave Phoenix, AZ 85051	623-209-0094 623-209-0096	pointeschools.org	1999

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Canyon Pointe Academy	Glendale, AZ	2002	K-6	294	Yes	No
North Pointe Preparatory	Phoenix, AZ	2001	7-12	659	Yes	No
Pinnacle Pointe Academy	Glendale, AZ	2002	K-6	240	Yes	No

Total # of Schools: 3

Total Enrollment: 1,193

States Operated AZ

Por Vida, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
1135 Mission Road San Antonio, TX 78210	210-532-8816 210-534-0795	www.por-vida.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Por Vida Charter High School	San Antonio, TX	1996	9-12	193	Yes	No
Cesar E. Chavez Academy Charter School	Corpus Christi, TX	1997	9-12	121	Yes	No
Corpus Christi Academy Charter High School	Corpus Christi, TX	2002	9-12	58	Yes	No

Total # of Schools: 3

Total Enrollment: 372

States Operated TX

Rocketship Education

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
550 Kinglsey Avenue Palo Alto, CA 94301	408-286-3330 408-286-3331	www.rsed.org	Unknown

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Rocketship One Public School	San Jose, CA	2007	K-3	160	Yes	No

Total # of Schools: 1
Total Enrollment: 160
States Operated CA

South Texas Education Technologies, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
116 W. Fifth Street Weslaco, TX 78596	956-969-3092	None	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Technology Education Charter High School	Weslaco, TX	1998	K-12	129	Yes	No
Horizon Montessori	McAllen, TX	2004	K-6	357	Yes	No
Horizon Montessori II	Weslaco, TX	2006	K-6	160	Yes	No

Total # of Schools: 3

Total Enrollment: 646

States Operated TX

St. HOPE Public Schools

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
3400 3rd Ave. Sacramento, CA 95817	916-649-7900 916-455-6591	www.sthopepublicschools.org	2003

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Sacramento High School	Sacramento, CA	2003	9-12	1026	Yes	No
Public School Seven	Sacramento, CA	2003	K-8	346	Yes	No

Total # of Schools: 2

Total Enrollment: 1,372

States Operated CA

Success Charter Network

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
34 West 118th Street, 2nd Floor New York, NY 10026	646-747-6190 212-457-5659	www.harlemsuccess.org	2006

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Harlem Success Academy	New York, NY	2006	K-2	280	Yes	No

Total # of Schools: 1

Total Enrollment: 280

States Operated NY

TechEdventures

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
3020 NW 33rd Avenue Lauderdale Lakes, FL 33311	954-343-9965 954-343-9973	www.smartschool.net	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Smart School Charter Middle	Lauderhill, FL	1998	6-8	211	Yes	No
Smart School Institute of Technology and Commerce	Lauderdale Lakes, FL	2003	9-12	434	Yes	No
Eagle Charter Academy	Lauderdale Lakes, FL	2003	6-8	284	Yes	No

Total # of Schools: 3

Total Enrollment: 929

States Operated FL

The SEED Foundation

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
1776 Massachusetts Avenue, Washington, DC 20036	202-785-4123 202-785-4124	www.seedfoundation.com	1998

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
The SEED School of Washington, DC	Washington, DC	1998	7-12	320	Yes	No

Total # of Schools: 1

Total Enrollment: 320

States Operated DC

Village Academies

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
15 Penn Plaza #15 New York, NY 10001	212-502-8701 646-390-2390	www.villageacademies.org	2001

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Harlem Village Academy Middle School	New York, NY	2003	5-8	199	Yes	No
Leadership Village Academy Middle School	New York, NY	2005	5-7	149	Yes	No
Village Academy High School	New York, NY	2007	9	36	Yes	No

Total # of Schools: 3

Total Enrollment: 384

States Operated NY

Woodbridge Group, Inc.

Small Company: Managing 3 or fewer Schools

Address	Telephone and Fax	Web Address	Year Founded
211 Maple Street Big Rapids, MI 49307	231-527-1460 231-527-1564	www.woodbridgeinc.org	2000

Company Schools

School Name	School Location	Year Founded	Grade Levels Served	Enrollment	Charter School?	Virtual School?
Byron Center Charter School	Byron Center, MI	1996	K-12	193	Yes	No
Crossroads Charter Academy	Big Rapids, MI	1998	K-12	649	Yes	No
West Michigan Academy of Arts and Academics	Spring Lake, MI	1996	K-8	376	Yes	No

Total # of Schools: 3

Total Enrollment: 1,218

States Operated MI

Appendix A

Reader's Guide

Definition of Terms

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

Appendix B: Company Response Table

Nonprofit EMO	Response		Independent Verification Methods	
	Yes	No	State DOE	Schools contacted
Large (10+ schools)				
Achievement First	√			
Alliance for College-Ready Public Schools		√	√	
America CAN	√			
Aspire		√	√	
Choice Education and Development Corporation	√			
Concept Schools	√			
Constellation Schools	√			
Cosmos Foundation Inc.	√		√	
Green Dot Public Schools	√			
KIPP	√			
Lighthouse Academies	√			
PPEP and Affiliates			√	
Summit Academy Schools	√			
Medium (4-9 schools)				
American Quality Schools	√			
Aspira, Inc. of Illinois	√			
Calvin Nelms High School			√	
Career Success Schools			√	
Casa Gracia			√	
Center for Academic Success, Inc.			√	
Edvantages		√	√	
Envision Schools		√	√	
Friendship Public Charter School	√			
High Tech High	√		√	
Honors Academy			√	
ICEF Public Schools	√			
Innovative Education Management, Inc.	√			
Kingman Academy of Learning			√	
LEAD Charter Schools	√			
Leadership Public Schools		√	√	
Learning Matters Educational Group		√	√	
Mastery Charter Schools	√			
Mastery Learning Institute	√			
Noble Network of Charter Schools	√			
Omega Schools			√	
Partnerships to Uplift Communities		√	√	
Perspectives Charter Schools	√			
Propel Schools	√			
Salvaging Teens at Risk Inc.			√	
School of Excellence in Education			√	
See Forever Foundation	√			
Shekinah Learning Institute, Inc.			√	
Student Alternatives Program Inc.			√	
The EDGE School Inc.			√	
Uncommon Schools*		√	√	√
UNO Charter School Network	√			
Uplift Education	√			
YES Prep Public Schools	√			

*Some data provided by New Schools Venture Fund

EMO	Response		Independent Verification Methods	
	Yes	No	State DOE	Schools contacted
Academy of Tucson, Inc.		√	√	
Albert Einstein Academy	√			
Arizona Agribusiness and Equine Center, Inc.			√	
Arizona Community Development Corporation			√	
Aspira of Florida Inc.	√			
Beginning with Children Foundation	√			
Betty Shabazz International Charter School		√	√ (2006-2007)	
Bright Star Schools	√			
Buckeye On-line School for Success		√	√	
CAFA, Inc.			√	
Calli Ollin Academy			√	
César Chavez Public Charter Schools	√			
Civitas Schools	√			
DC Prep	√			
Education for Change	√			
EightCAP Inc.	√			
Espiritu Community Development Corporation			√	
Foundation for Behavioral Resources	√			
Galapagos Charter		√	√ (2006-2007)	
Great Hearts Academies	√			
Hyde Leadership Schools			√	
IDEA Public Schools	√			
Midland Charter Initiative		√	√	
New City Public Schools		√	√	
New Visions Academy, Inc.			√	
Not Your Ordinary School		√	√	
Pointe Schools		√	√	
Por Vida, Inc.			√	
Rocketship Education		√	√	
South Texas Education Technologies, Inc.			√	
St. HOPE Public Schools	√			
Success Charter Network	√			
TechEdventures	√			
The SEED Foundation		√	√	
Village Academies		√	√	
Woodbridge Group, Inc.	√			

- We received an overall response rate of 69 percent for all nonprofit EMOs that were sent complete profiles of schools they operate. The response rate for large EMOs in this category was 83 percent, medium 73 percent, and the response rate for small nonprofit EMOs sent a complete profile was 59 percent.
- We are reporting official data on schools and enrollments for 52 percent of the nonprofit EMOs that are profiled in this report.

Appendix C: Special Notes on Company Profiles

Academy of Tucson, Inc.

Academy of Tucson, Inc. did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, 6/13, and 7/3/08.

Achievement First

All information for Achievement First was updated according to the returned profile sent by Tutoring Coordinator and External Relations Associate Emily Ente on 5/20/08.

Albert Einstein Academy

All information for Albert Einstein Academy was updated according to the returned profile sent by Principal David Sciarretta on 7/8/08.

Alliance for College-Ready Public Schools

Alliance for College-Ready Public Schools did not respond to repeated requests for information. The organization was contacted on 5/20, 6/2, twice on 6/13, and 7/3/08.

America CAN

All information for America CAN was updated according to the returned profile sent by Assistant Superintendent Christine Ortiz on 5/30/08.

American Quality Schools

All information for American Quality Schools was updated according to the returned profile sent by Vice President Vito C. Blanco on 6/5/08.

Arizona Agribusiness and Equine Center, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Arizona Community Development Corporation

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Aspira of Florida, Inc.

All information for Aspira, Inc. of Florida was updated using the returned profile sent by Raul Martinez on 6/13/08.

Aspira, Inc. of Illinois

All information for Aspira Inc. of Illinois was updated using the returned profile sent by Christian Rivera on 6/3/08.

Aspire

Aspire Public Schools did not respond to repeated requests for information. The organization was contacted on 5/20, 6/2, 6/19, and 7/8/08.

Beginning with Children Foundation

All information for Beginning with Children Foundation was updated according to the returned profile from Carol Matthews on 7/3/08.

Betty Shabazz International Charter School

Betty Shabazz International Charter School did not respond to repeated requests for information. The organization was contacted on 6/16, 6/19, 7/3, and 7/8/08.

Bright Star Schools

All information for Bright Star Schools was updated according to the returned profile sent by Jeff Higer on 7/8/08.

Buckeye On-line School for Success

Buckeye On-line School for Success did not respond to requests for information. The organization was contacted twice on 8/20/08.

CAFA, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Calli Ollin Academy

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Calvin Nelms High School

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

Career Success Schools

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Casa Gracia

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

Center for Academic Success, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

César Chávez Public Charter Schools

Unknown information about Chavez Prep was supplied by Director of Academic Information Thomas Shonehart at César Chávez Public Charter Schools on 7/10/08. All other information was gathered from www.cesarchavezhs.org.

Choice Education and Development Corporation

All information for Choice Education and Development Corporation was updated according to the returned profile sent by Kathy Stacey on 6/9/08.

Civitas Schools

All information for Civitas Schools was updated according to the returned profile sent by Sharma Shackleford on 6/10/08.

Concept Schools

All information for Concept Schools was updated according to the returned profile sent by Chief Academic Officer Ali Uslu on 8/20/08.

Constellation Schools

All information for Constellation Schools was updated according to the returned profile sent by Executive Director Gerald Preseren on 6/2/08.

Cosmos Foundation Inc.

All information for Cosmos Foundation Inc. was updated according to the returned profile sent by Superintendent of Schools Dr. Soner Tarim on 8/5/08.

DC Prep

All information for DC Prep was updated according to the returned profile sent by Director of Resource Development Ibbey Jeppson on 6/2/08.

Education for Change

All information for Education for Change was updated according to the returned profile sent on 6/19/08.

Edvantages

Edvantages did not respond to repeated requests for information. The organization was contacted on 6/10, 6/13, twice on 6/19, and 7/2/08.

EightCAP Inc.

All information for EightCAP, Inc. was updated according to the returned profile sent by Vice President Tom Hazlewood on 6/2/08.

Envision Schools

Envision Schools did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, twice on 6/19, and 7/2/08.

Espiritu Community Development Corporation

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Foundation for Behavioral Resources

All information for Foundation for Behavioral Resources was updated according to the returned profile sent by Dr. Norm Peterson on 6/10/08.

Friendship Public Charter School

All information for Friendship Public Charter School was updated according to the returned profile sent by Administrative Assistant Alicea Placido on 7/9/08.

Galapagos Charter

Galapagos Charter did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, 6/19, and 7/8/08.

Great Hearts Academies

All information for Great Hearts Academies was updated according to the returned profile sent on 5/27/08.

Green Dot Public Schools

All information for Green Dot Public Schools was updated according to the returned profile sent by Development Associate Aviva Altmann on 5/27/08.

High Tech High

All information gathered for High Tech High was confirmed by Grace Lee on 5/28/08.

Honors Academy

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

ICEF Public Schools

All information for ICEF Public Schools was updated according to the returned profile sent by Data Manager Laura Townsend on 7/7/08.

IDEA Public Schools

All information for IDEA Public Schools was updated according to the returned profile sent by Danielle Reed on 6/3/08.

Innovative Education Management, Inc.

All information for Innovative Education Management, Inc. was updated according to returned profile sent by Oeration Coordinator Susan Clark on 7/22/08.

Kingman Academy Of Learning

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

KIPP

Enrollment figures that could not be found elsewhere were provided by Manager of Public Affairs Justin Barra on 6/16/08. All other information was gathered from www.kipp.org.

LEAD Charter Schools

All information for LEAD Charter Schools was updated according to the returned profile sent by Ron Body on 7/8/08.

Leadership Public Schools

Leadership Public Schools did not respond to repeated requests for information. The organization was contacted on 5/20, 6/2, 6/19, and 7/2/08.

Learning Matters Educational Group

Learning Matters Educational Group did not respond to repeated requests for information. The organization was contacted on 5/20, twice on 6/24, and 7/8/08.

Lighthouse Academies

All information for Lighthouse Academies was updated according to the returned profile sent by Lisa Clay on 5/21/08.

Mastery Charter Schools

All information for Mastery Charter Schools was updated according to the returned profile sent by Joni Bishop on 6/20/08.

Mastery Learning Institute

All information for Mastery Learning Institute was updated according to the returned profile sent on 7/8/08.

Midland Charter Initiative

Midland Charter Initiative did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, twice on 6/19, and 7/3/08.

New City Public Schools

New City Public Schools did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, twice on 6/19, and 7/3/08.

New Visions Academy, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Noble Network of Charter Schools

All information for Noble Network of Charter Schools was updated according to the returned profile sent by Rachel Kramer on 6/3/08.

Not Your Ordinary School

Not Your Ordinary School did not respond to repeated requests for information. The organization was contacted on 6/9, 6/16, 7/3, and 7/11/08.

Omega Schools

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Partnerships to Uplift Communities

Partnerships to Uplift Communities did not respond to repeated requests for information. The organization was contacted on 5/20, 6/2, twice on 6/19, and 7/8/08.

Perspectives Charter Schools

All information for Perspectives Charter Schools was updated according to the returned profile sent by John Hayner on 6/23/08.

Pointe Schools

Pointe Schools did not respond to repeated requests for information. The organization was contacted on 5/20, 6/2, twice on 6/19 and 7/8/08.

Por Vida, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

PPEP and Affiliates

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

Propel Schools

All information for Propel Schools was updated according to the returned profile sent by Jeremy Resnick on 6/3/08.

Rocketship Education

Rocketship Education did not respond to repeated requests for information. The organization was contacted on 6/9, 6/13, 6/19, 7/3, and 7/8/08.

Salvaging Teens at Risk, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

School of Excellence in Education

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

See Forever Foundation

All information for See Forever Foundation was updated according to the returned profile sent by Anne Schoolcraft on 6/9/08.

Shekinah Learning Institute, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

South Texas Education Technologies, Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

St. HOPE Public Schools

All information for St. HOPE Public Schools was updated according to the returned profile sent on 6/3/08.

Student Alternatives Program Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Texas Department of Education resources.

Success Charter Network

All information for Success Charter Network was updated according to the returned profile sent by External Affairs Associate Jenya Green on 6/24/08.

Summit Academy Schools

All information was updated according to the returned profile sent by Patrice Blanks on 9/9/08.

TechEdventures

All information for TechEdventures was updated using the returned profile sent by Edward Miller on 6/5/08.

The EDGE School Inc.

This organization was included as a nonprofit EMO based on the criteria set forth by the authors (see Appendix D). An initial inquiry was sent to this organization in August 2008 to gather information about its status as a management company. All information reported about this organization and its schools was gathered from the most recent Arizona Department of Education resources.

The SEED Foundation

The SEED Foundation did not respond to repeated requests for information. The organization was contacted on 5/29, 6/3, 6/19, and 7/8/08.

Uncommon Schools

Uncommon Schools did not respond to repeated requests for information. The organization was contacted on 5/20, 6/3, 6/19, and 7/8/08.

UNO Charter School Network

Unknown information about UNO Charter School Network was supplied verbally by the Recruitment Department at UNO Charter School Network on 7/9/08. All other information was gathered from www.unocharterschools.org.

Uplift Education

All information for Uplift Education was updated using the returned profile sent by Ashley Moses on 6/9/08.

Village Academies

Village Academies did not respond to repeated requests for information. The organization was contacted on 6/10, 6/13, 6/19, and 7/2/08.

Woodbridge Group, Inc.

All information for the Woodbridge Group, Inc. was updated using the returned profile sent by Executive Director Bruce Blevins on 6/3/08.

YES Prep Public Schools

All information gathered for YES Prep Public Schools was confirmed by Alana Parker on 5/30/08.

Appendix D

Methods for Compiling School Profiles

The first annual *Profiles of Nonprofit Education Management Organizations* documents the number of nonprofit firms involved in managing publicly funded schools, identifies the schools they manage, and records the number of students those schools enroll.

The following steps were used to compile the current *Profiles* report:

Identify nonprofit EMOs. Nonprofit education management organizations were identified through interviews with key state and national informants, state Department of Education resources, New Schools Venture Fund (NSVF) resources, and through general internet searches.¹

Confirmation of nonprofit EMO status. Nonprofit status for identified education management organizations was confirmed using www.guidestar.org, a website that gathers and publicizes information about nonprofit organizations. All federally tax-exempt nonprofits that have incomes of more than \$25,000 and all private 501(c)(3) private foundations, regardless of income, are required to file Form 990s. Thus the existence of a 990 on the Guidestar website was used to confirm nonprofit status for identified education management organizations.

Data collection for profiles. After nonprofit education management organizations were identified, independent searches were conducted in order to compile the nonprofit's 2007-08 profile. In many cases, the most recent state Department of Education resources were used to compile the nonprofit EMOs' profiles. For data on schools and enrollments, we often used web-based sources that included state government data on the status of schools (e.g., whether they are still in operation) as well as enrollments. In several states, we were able to secure enrollment data from the autumn of 2007. States for which 2007-08 enrollment data were available were: Arizona, Colorado, Florida, Georgia, Hawaii, Indiana, Michigan, Missouri, Nevada, North Carolina, Ohio, South Carolina (charter schools only), and Texas. In a few instances, we had to rely on enrollment estimates from the previous year (see Appendix B).

¹ In Arizona and Texas, there was a lack of consensus among entities, state Department of Education resources, the New School Venture Fund (NSVF), and other states' Departments of Education as to what constituted a management organization. Therefore, the authors set specific criteria for inclusion of the entities in Arizona and Texas (in these two states, unlike all others, private organizations can also be charter holders). Nonprofit, private foundation charter holders in Arizona and Texas (excluding 501(c)(3) organizations that are public charities within Texas) are profiled in this report if they meet any of the following three criteria: (1) they operate 3 or more schools, (2) they are designated as a CMO by NSVF, or (3) they are a self-proclaimed management company.

Confirmation of data in profiles. The majority of the EMOs were sent a complete report detailing the information gathered from the Internet searches and the most recent, available state Department of Education resources. Representatives of the EMO were asked to confirm and, if necessary, correct this information. These requests to the EMOs are initially made by e-mail and later by fax or regular mail. Companies were also telephoned when it was necessary to confirm that we had identified the correct contact person and to help prompt responses to our email requests. If company representatives indicated the EMO would be unwilling to provide the requested information, no further attempts to contact the EMO were made. Corrected information from EMO representatives and information from the most recent state Department of Education resources were used to compile the *2007-2008 Profiles* report.