



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

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Profiles of For-Profit Education Management Companies 2001-2002

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

Introduction

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

The Structure of the Industry

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

For-Profit Schools: Pros and Cons

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

² According to Securities and Exchange Commission filing dated 17 July 2001.

³ Total number of students for 13 schools.

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

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

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

* = See note on company profile.

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

Edison Schools

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
521 5 th Ave., 11 th Floor New York, NY 10175	212-419-1600 FAX: 212-419-1604	www.edisonschools.com Email: geninfo@newyork.edisonschools.com	1992	Publicly Traded (EDSN on NASDAQ)	Not Profitable ⁴

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

Schools*⁵⁶

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

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

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

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

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

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

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

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

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

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

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

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

Discontinued Schools

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

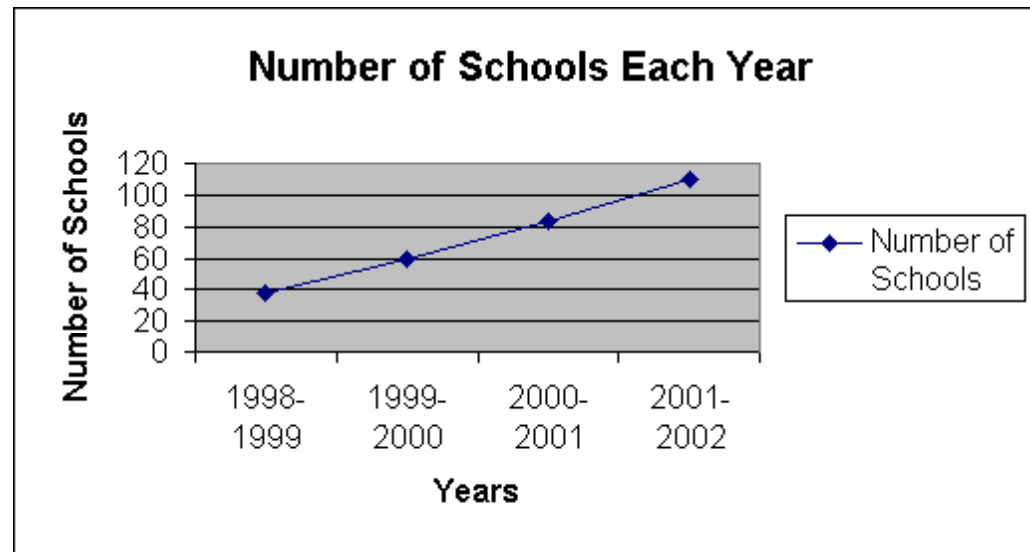
⁹ School closed at the end of the 2000-2001 academic year. Source: “Edison School to Close,” *Denver Rocky Mountain News*, 15 December 2000.

Washington Elementary School	Sherman, TX	1995	2000: Contract not renewed ¹⁰	Unknown	No
Dillingham Intermediate School	Sherman, TX	1996	2000: Contract not renewed	Unknown	No

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

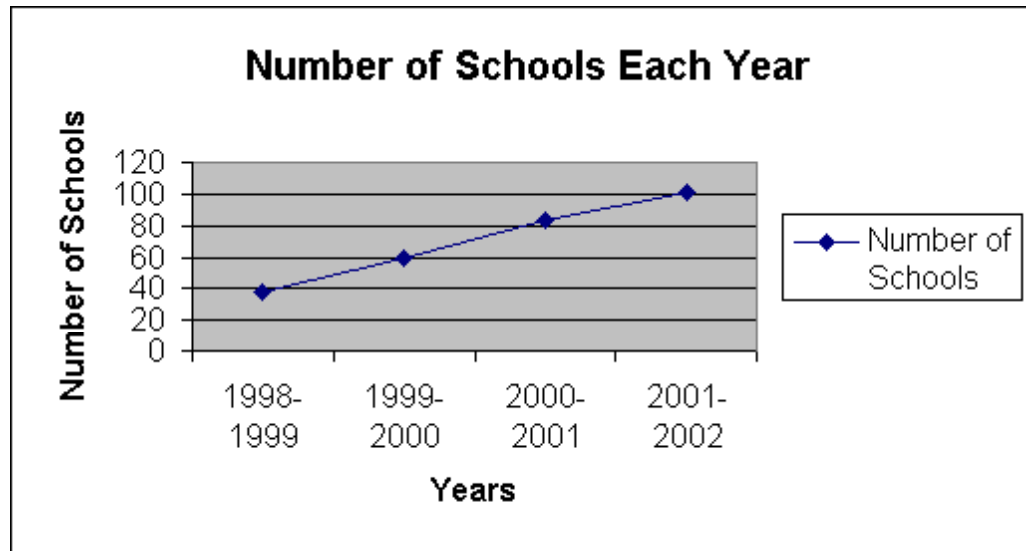
Edison Schools (after acquisition of LearnNow, Inc.)

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



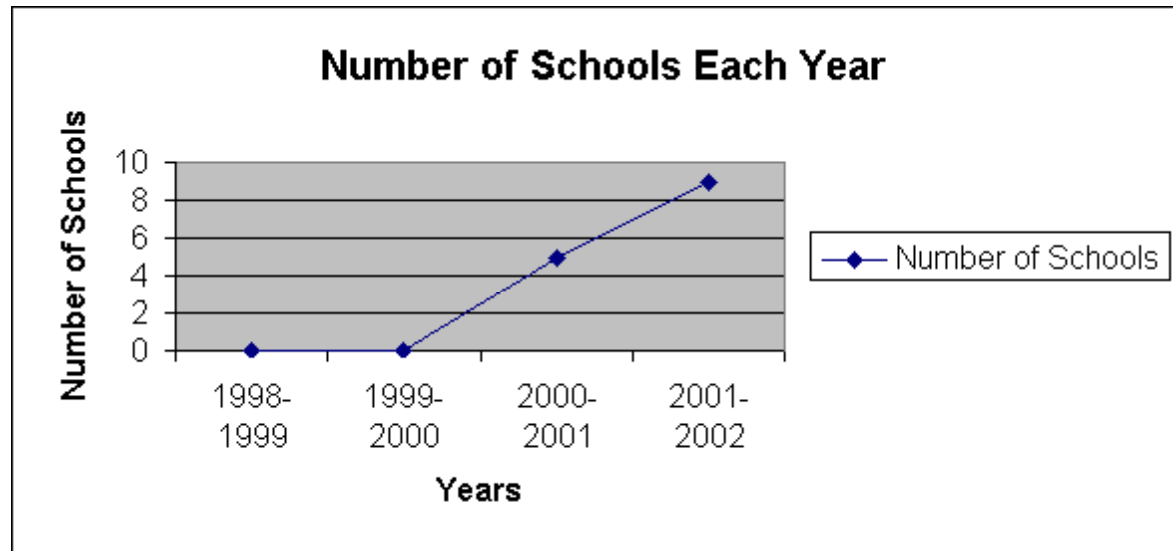
Edison Schools (had they not acquired LearnNow, Inc.)

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



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

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



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

The Leona Group

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

Schools¹²

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

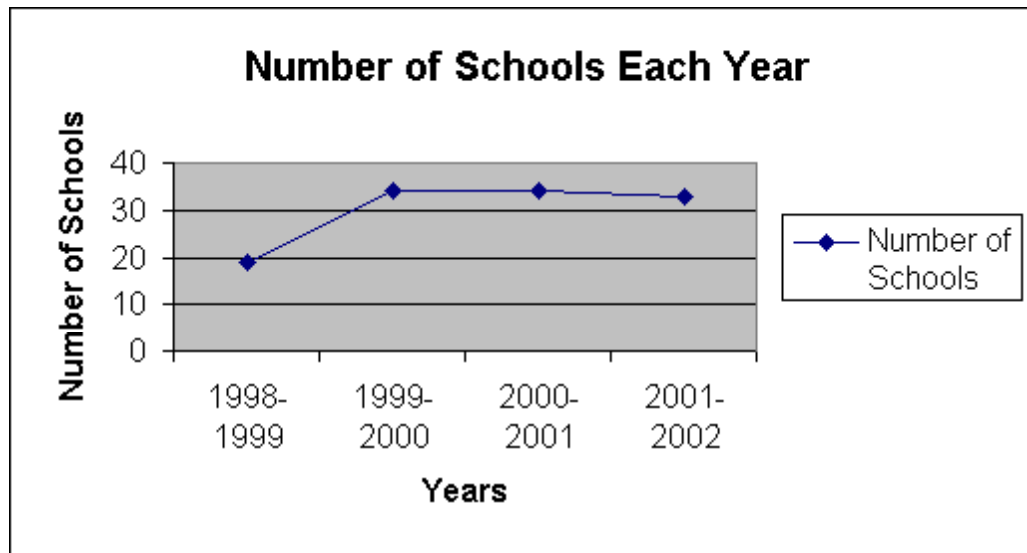
¹¹ "The Business of Education," *Business Week Online*, 7 February 2000. Information confirmed by Pat McMahon, Leona Group via a fax communication on 5 November 2001.

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

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

The Leona Group

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



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

Mosaica Education

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
880 Las Gallinas Ave. Ste. 1 San Rafael, CA 94903	415-491-1305 FAX: 415-491-1309	www.mosaicaeducation.com	1997	Privately Held	Unknown

Schools¹³¹⁴

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

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

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

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

Discontinued Schools

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

¹⁵ Telephone communication with Octavio Paz Charter School, 8 December 2000.

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

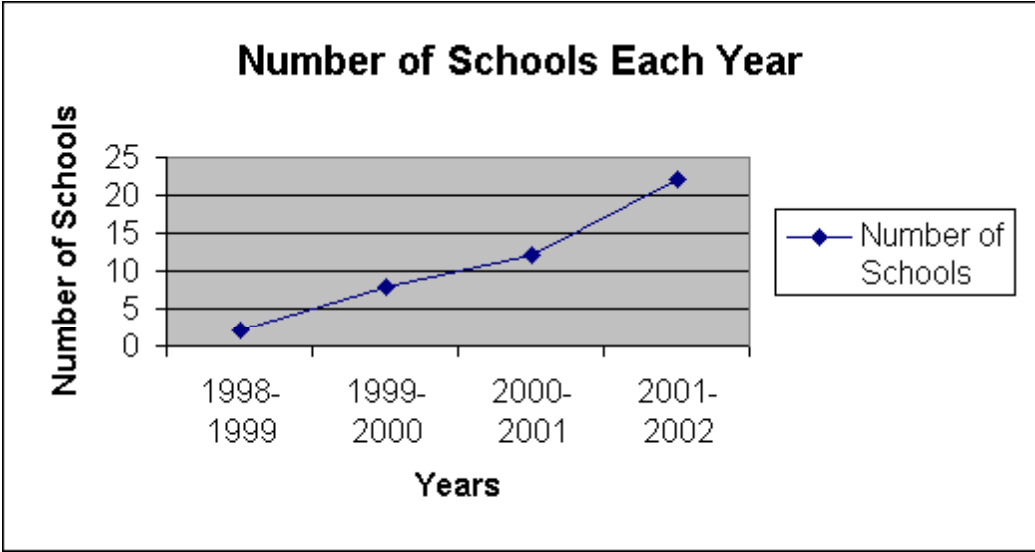
¹⁷ Alison Gendar, "Many Woes for firm on Ed Bd. List," Daily News, 11 September 2000, News, 24.

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

			Mosaica discontinued		
Oak Cliff Academy	Dallas, TX	1999	Contract with Advantage discontinued	Unknown	Yes
Houston Advantage Charter School	Houston, TX	1999	Contract with Advantage discontinued	Unknown	Yes
Midland Advantage Charter School	Midland, TX	1999	Contract with Advantage discontinued	Unknown	Yes
New Frontiers Charter School	San Antonio, TX	1998	Contract with Advantage discontinued	Unknown	Yes

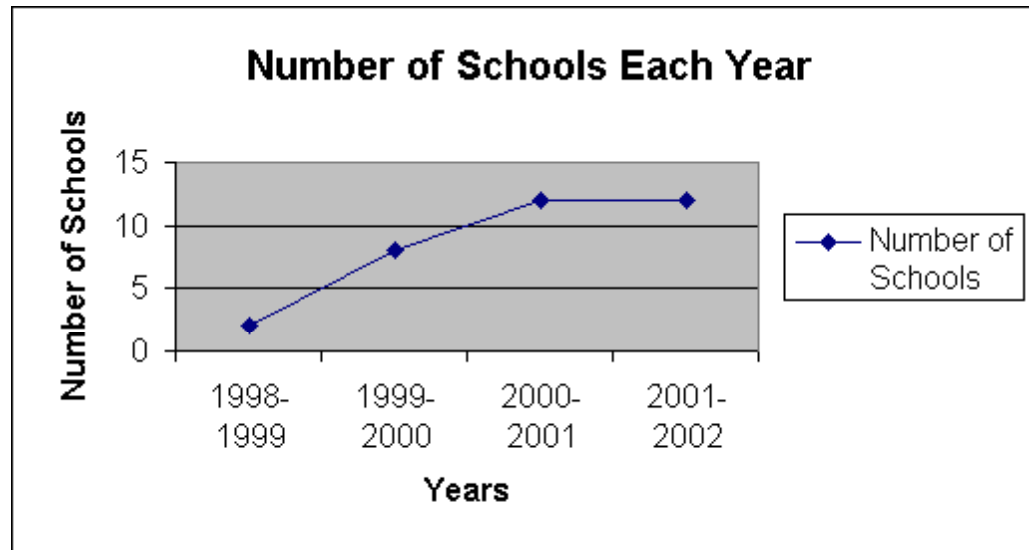
**Mosaica Education
(after acquisition of Advantage Schools, Inc.)**

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



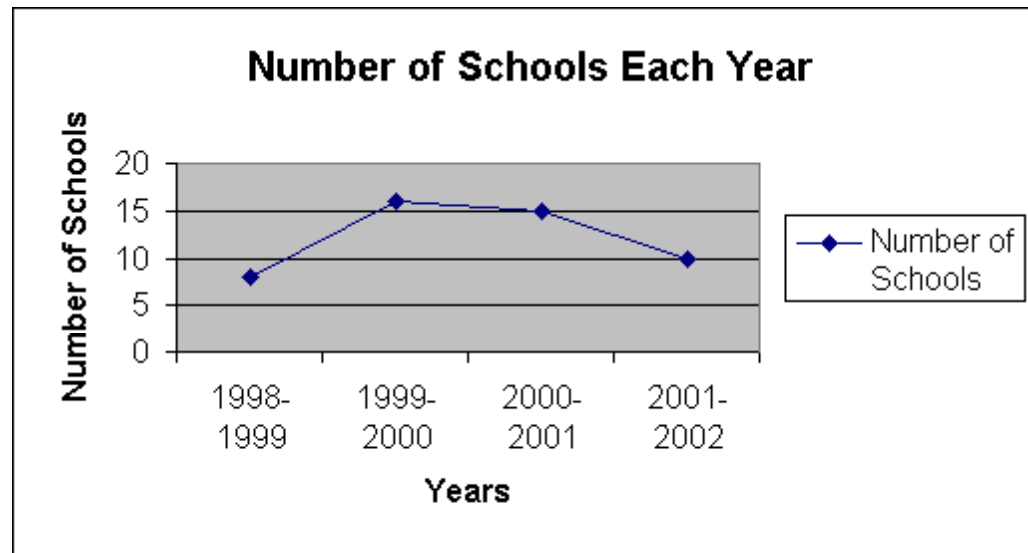
**Mosaica Education
(had they not acquired Advantage Schools, Inc.)**

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



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

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



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

National Heritage Academies (Formerly Educational Development Corporation)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
989 Spaulding Ave. S.E. Grand Rapids, MI 49546	616-222-1700 877-233-6402 FAX: 616-222-1701	www.heritageacademies.com Email info@heritageacademies.com	1995	Privately Held	Profitable ¹⁹

Schools²⁰

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

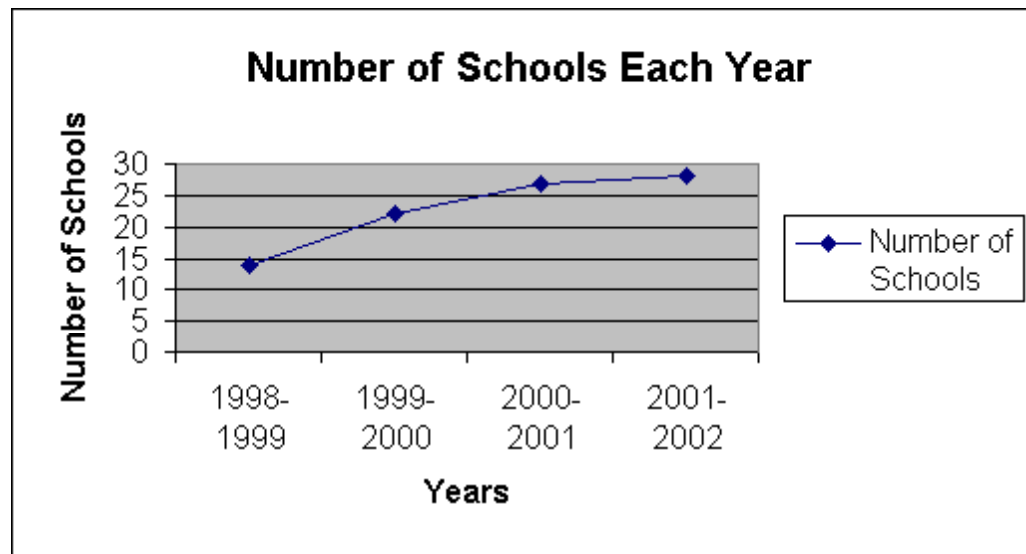
¹⁹ Greg Lambert, CFO, National Heritage Academies, declined to provide this information via an email communication on 30 November and 2 December 2001. Information on profitability was gathered from "Growing Charter School Firm Says It Learned To Turn A Profit" http://www.freep.com/news/education/skul3_20011203.htm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

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

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

National Heritage Academies

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



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

Beacon Education Management (formerly Alternative Public Schools)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
112 Turnpike Road Suite 107 Westborough, MA 01581	508-836-4461 FAX: 508-836-2604	www.beaconedu.com Email: info@beaconedu.com	1992	Privately held	Not Profitable ²¹

Schools²²

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

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

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

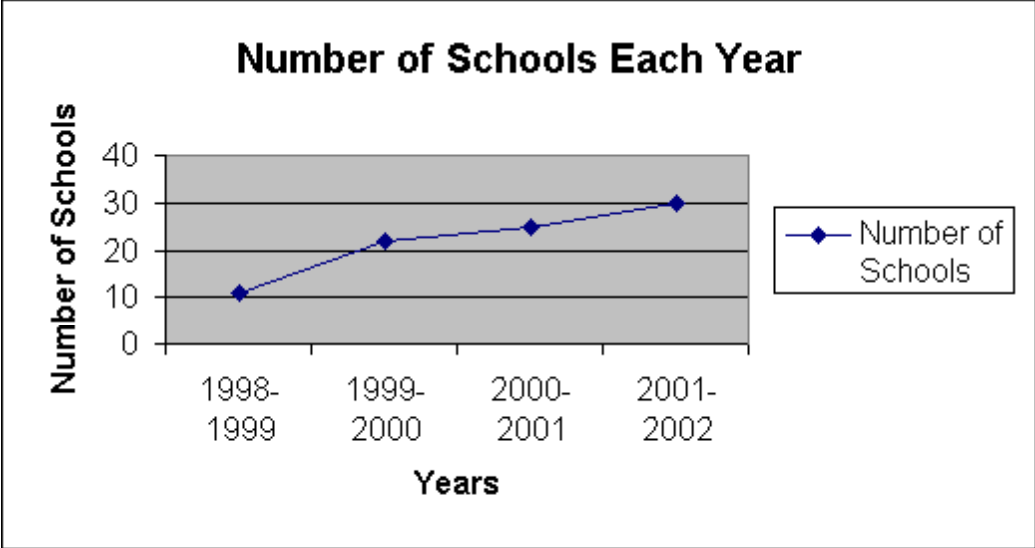
²² Information originally confirmed for last year's edition via a fax communication with Carol Wing, Beacon Educational Management, on 5 October 2000. Updated with information from Beacon Education Management's Amendment no. 2 to Form S-1, Securities and Exchange Commission filing dated 17 July 2001,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

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

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

Beacon Education Management

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



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

Charter School Administrative Services

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

Schools²³

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

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

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

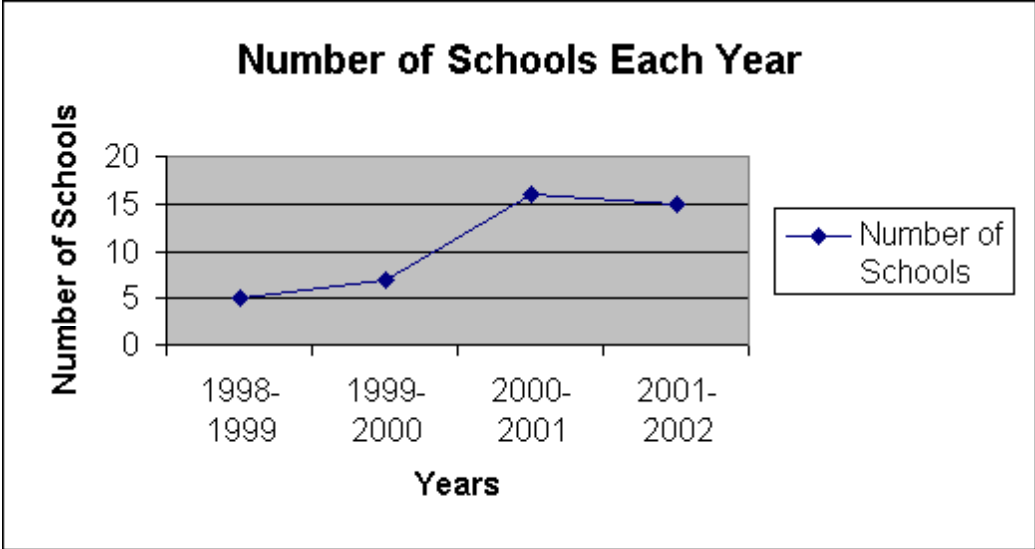
Discontinued Schools

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

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

Charter School Administrative Services

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



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

Charter Schools USA

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
6245 N. Federal Hwy 5 th Floor Fort Lauderdale, FL 33308	954-202-3500 FAX: 954-202-3512	www.charterschoolsusa.com	1998	Privately Held	Unknown ²⁵

Schools²⁶

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

²⁵ Faxed communication with Elaine Bryant, Charter Schools USA, on 5 October 2001.

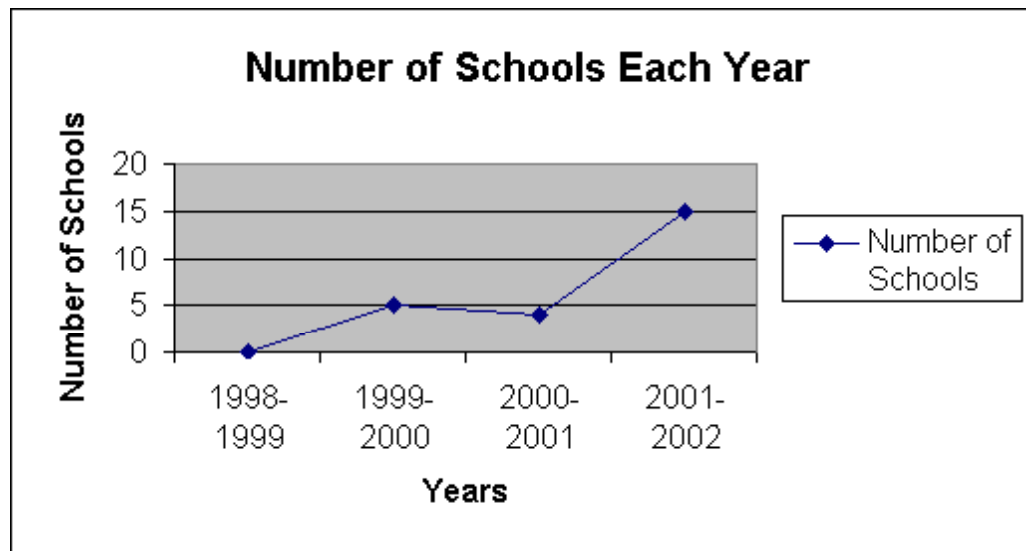
²⁶ Faxed communication with Elaine Bryant, Charter Schools USA, on 2 October 2000. Updated with information from www.charterschoolsusa.com accessed on 22 August 2001 and again via a fax communication with Elaine Bryant, Charter Schools USA, on 5 October 2001.

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

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

Charter Schools USA

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



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

White Hat Management

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
159 S. Main St. Ste. 210 Akron, OH 44308	330-535-6868 FAX: 330-535-5055	www.whitehatmgmt.com	1998	Privately Held	Profitable ²⁷

Schools²⁸

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

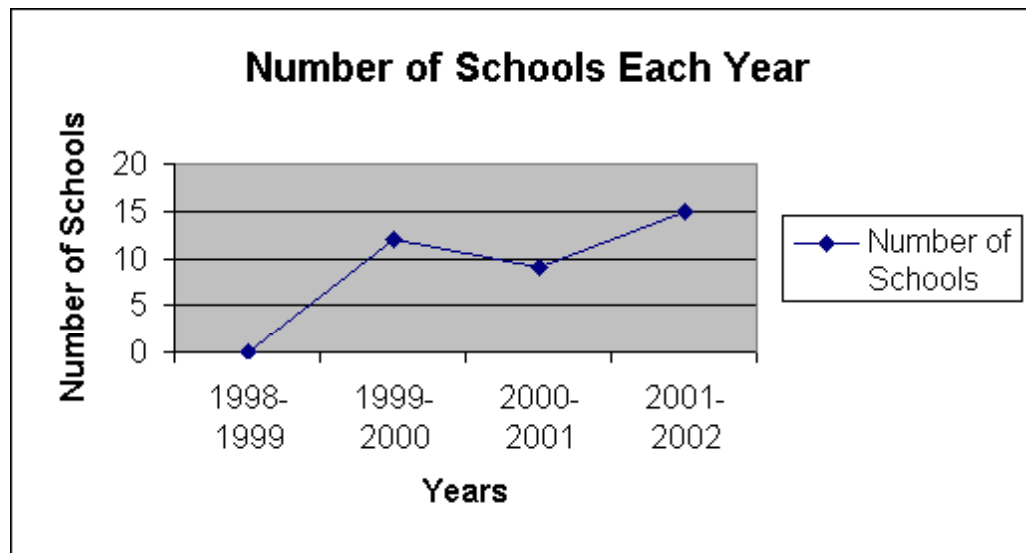
²⁷ Information confirmed by Paul Freeman, Director of Marketing Communications, White Hat Management, via an email communication on 8 November 2001.

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

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

White Hat Management

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



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

Chancellor Academies (formerly known as Cambridge Academies)

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
3250 Mary St. Suite 202 Coconut Grove, FL 33133	305-648-5950 FAX: 305-648-5951	www.chancelloracademies.com	1999	Privately Held	Unknown ²⁹

Schools³⁰

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

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

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

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

Chancellor Academies

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

*Total number of students for 13 schools

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

Helicon Associates

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

Schools³²

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

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

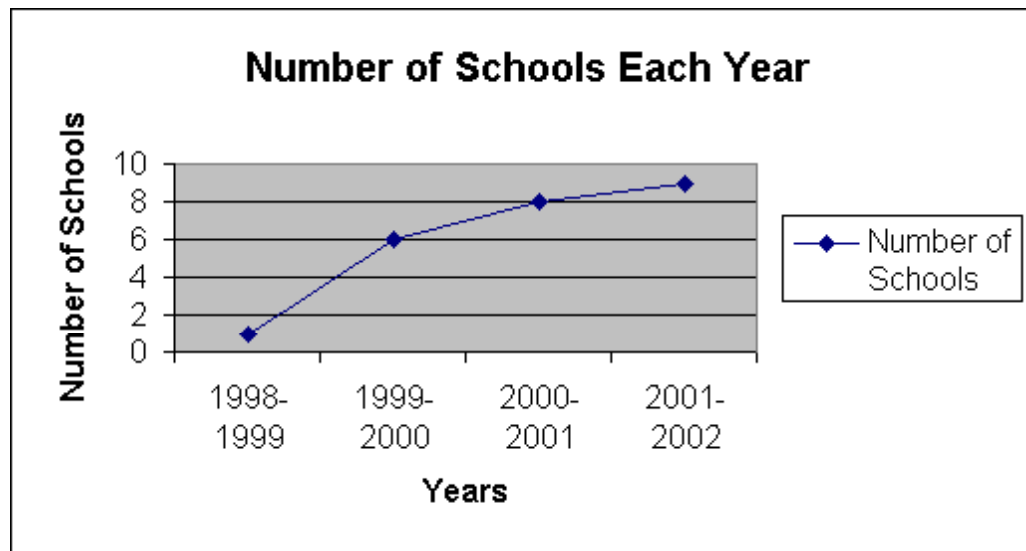
³² E-mail communication with Anne Gregory, Helicon Associates, on 9 October 2000. Updated using www.charterschools.org on 29 August 2001 and again verified with Anne Gregory, Helicon Associates, via fax on 1 October 2001.

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

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

Helicon Associates

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



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

Excel Education Centers, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1040 Whipple St. Ste. 324 Prescott, AZ 86305	800-417-9036 928-778-5764 FAX: 520-445-2989	www.excel.apsc.k12.az.us	1995	Privately held	Break Even ³⁴

Schools³⁵

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

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

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

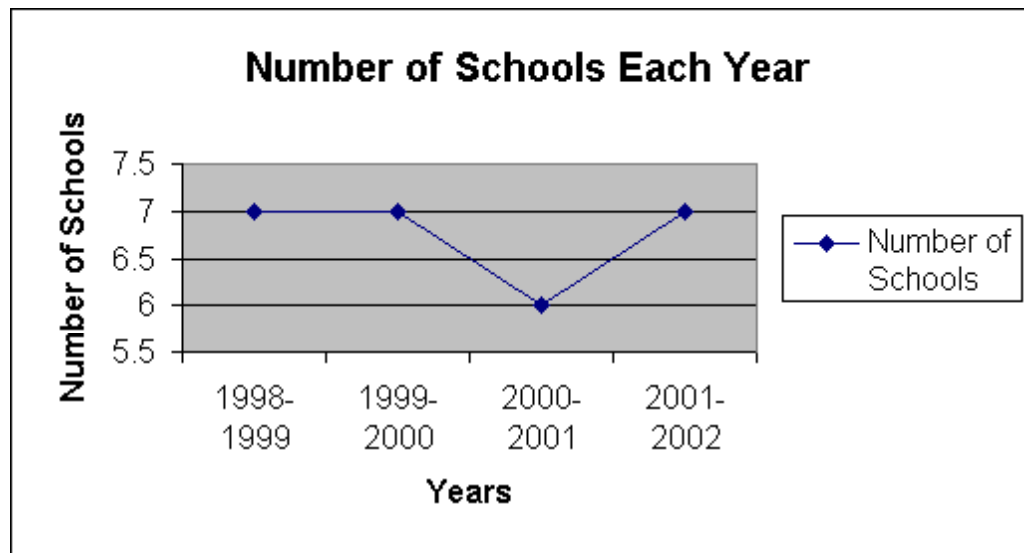
Excel Education Center – Prescott	Prescott, AZ	1995	6-12	200	Yes
Excel Education Center - Prescott Valley	Prescott Valley, AZ	1996	6-12	220	Yes
Excel Education Center – San Carlos	San Carlos, AZ	1996	6-12	120	Yes

Discontinued Schools

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

Excel Education Centers, Inc.

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



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

SABIS Educational Systems

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
6385 Beach Rd. Eden Prairie, MN 55344	952-918-1850 FAX: 952-918-1851	www.sabis.net Email: sabisusa@sabis.net	1886	Privately Held	Unknown ³⁶

Schools³⁷

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

³⁶ SABIS Educational Systems refused to provide this information.

³⁷ Faxed communication with Udo Schulz, SABIS Educational Systems, on 29 September 2000. Revised using info from website www.sabis.net accessed on 27 August 2001 and again verified and updated via an Email communication with SABIS Educational Systems on 2 October, 2001.

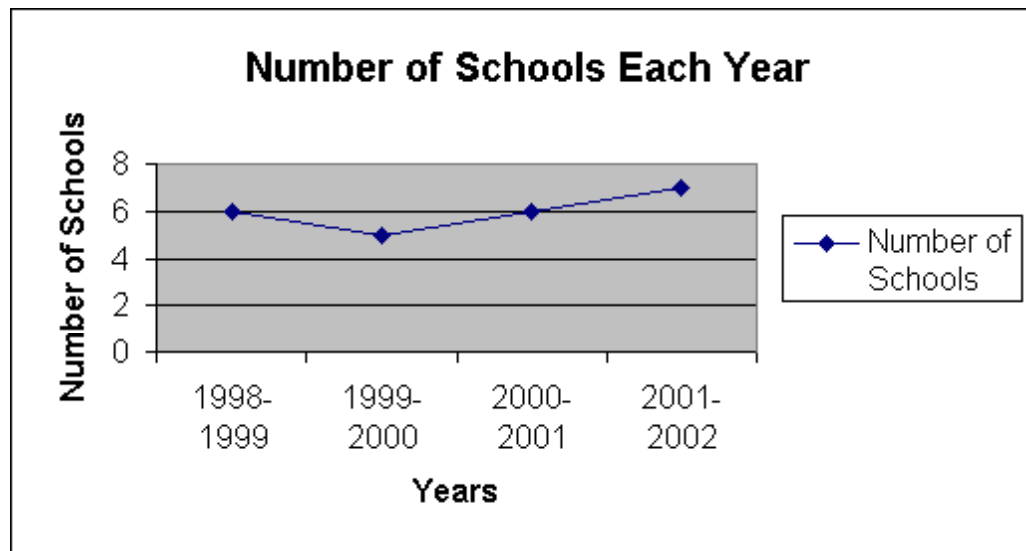
SABIS International School of Cincinnati	Cincinnati, OH	2000	K-7	694	Yes
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Discontinued Schools

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

SABIS Educational Systems

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



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

Designs for Learning, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1021 Bandana Blvd. Ste. 214 St. Paul, MN 55108	651-645-0200 FAX: 651-645-0240	www.designlearn.net	1987	Privately Held	Unknown ³⁸

Schools³⁹

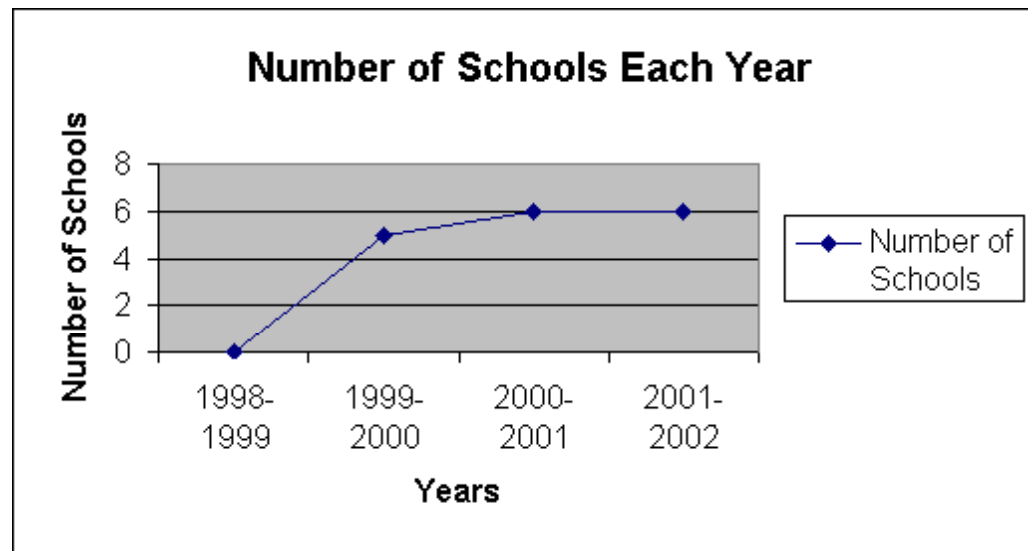
School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?
Concordia Creative Learning Academy	St. Paul, MN	1998	K-6	120	Yes
Family Learning Center	St. Paul, MN	1996	K-5	120	Yes
High School for Recording Arts	St. Paul, MN	1998	9-12	140	Yes
Minnesota International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

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

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

Designs for Learning, Inc.

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



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

Nobel Learning Communities, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
Rose Tree Corporate Center II 1400 N. Providence Rd. Media, PA 19063	610-891-8200 FAX: 610-891-8222	www.nobellearning.com Email: Daryl.Dixon@nlcinc.com	1982	Publicly traded (NLCI on NASDAQ)	Profitable ⁴⁰

Schools⁴¹

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

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

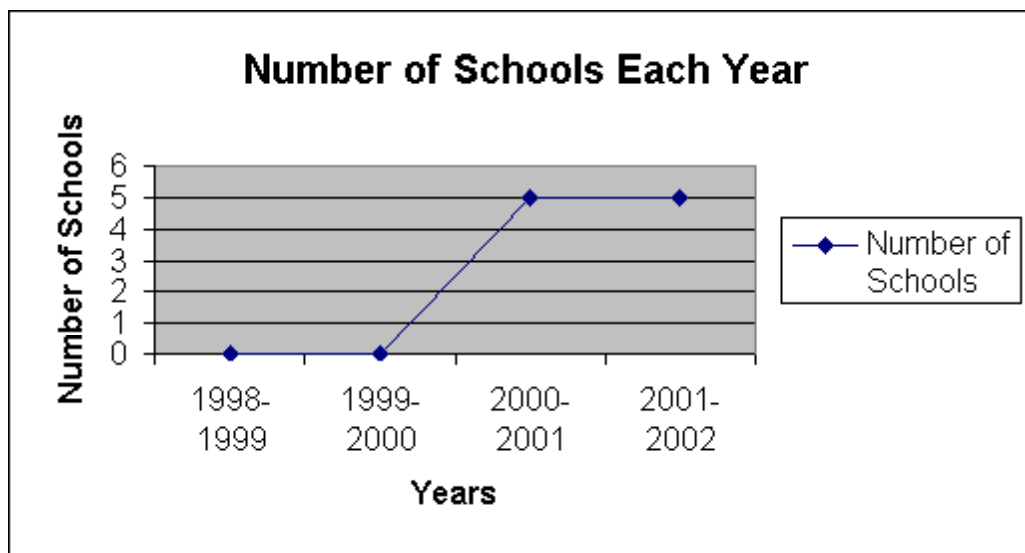
⁴⁰ Information verified with Ann Waiters, Nobel Learning Communities, on 18 October 2000. Verified by Robert Pursy, Nobel Learning Communities, via a fax communication on 9 November 2001.

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

Philadelphia Academy Charter School	Philadelphia, PA	1999	K-8	644	Yes
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Nobel Learning Communities, Inc.

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



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

Pinnacle Education, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
4700 S. McClintock 140 Tempe, AZ 85282	480-755-8222 FAX: 480-755-8111	www.pin-ed.com	2000	Privately Held	Profitable ⁴²

Schools⁴³

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

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

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

Pinnacle Education, Inc.

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

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

Victory Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
712 5 th Ave. 23 th Floor New York, NY 10019	212-720-0310 FAX: 212-582-1816	www.victoryschools.com	1999	Privately Held	Unknown ⁴⁴

Schools⁴⁵

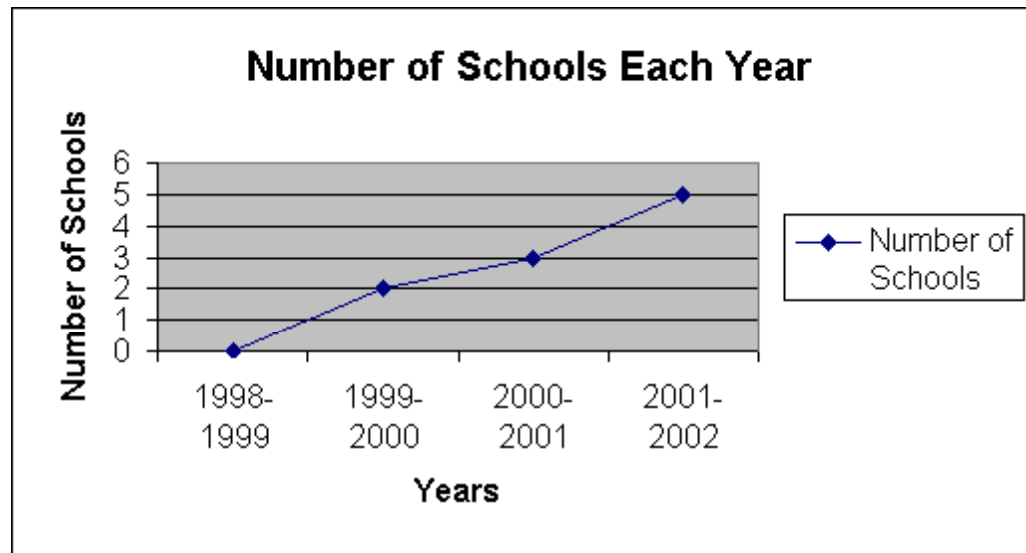
School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?
Westport Academy Elementary School	Baltimore, MD	2001	Pre-K-4	352	No
Westport Academy Middle School	Baltimore, MD	2001	5-8	198	No
Sisulu Children's Academy	Harlem, NY	1999	1-4	330	Yes
Roosevelt Children's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

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

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

Victory Schools, Inc.

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



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

Ideabanc, Inc.

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

Schools⁴⁷

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

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

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

Ideabanc, Inc.

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

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

Ombudsman Educational Services, Ltd.

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

Schools⁴⁹

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

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

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

Ombudsman Educational Services, Ltd.

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

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

Benjamin Franklin Charter School

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

Schools⁵⁰

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

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

Benjamin Franklin Charter Schools

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

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

Choice Schools Associates, LLC

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
2230 Breton Rd. SE Grand Rapids, MI 49546	Unknown	Unknown	Unknown	Privately Held	Unknown

Schools⁵¹

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

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

Choice Schools Associates, LLC

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

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

Educational Services, Inc.

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

Schools⁵²

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

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

Educational Services, Inc.

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

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

Innovative Educational Programs

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
287 Childs Road Basking Ridge, NJ 07920	888-882-1003 908-630-9600 FAX: 908-630-9348	www.ieponline.com Email : info@ieponline.com	1997	Privately Held	Profitable ⁵³

Schools⁵⁴

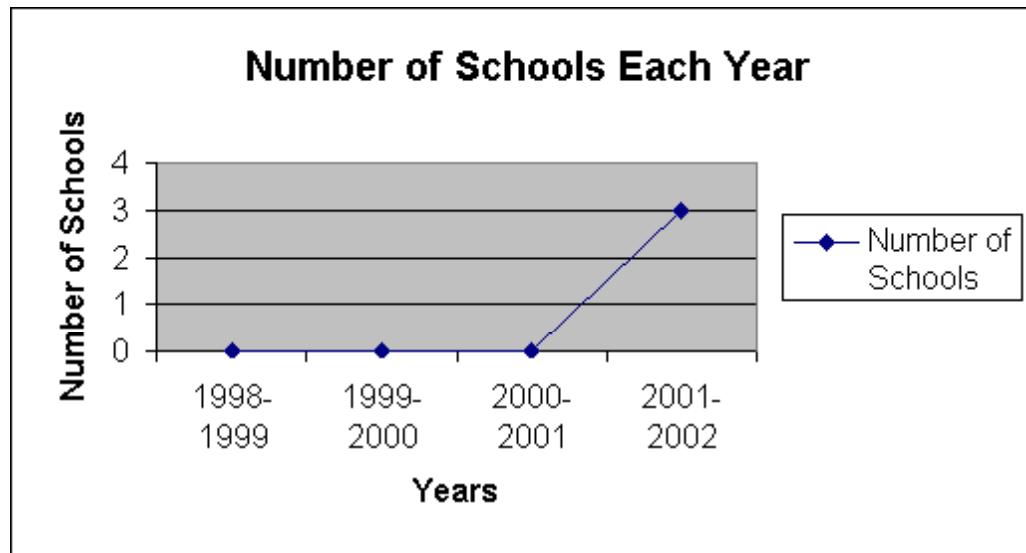
School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?
Benjamin Carson Academy	Detroit, MI	1999	4-12	135	Yes
Innovative Educational Programs at Hillside	Hillside, NJ	2001	K-5 Special Education	30	No
New Brunswick Health Sciences High School	New Brunswick, NJ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

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

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

Innovative Educational Programs

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



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

Smart Schools, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
10192 E. Grand River Ste. 113 Brighton, MI 48116	810-225-3292 FAX: 810-225-3306	www.smartschoolsinc.com	1996	Privately Held	Profitable ⁵⁵

Schools⁵⁶

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

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

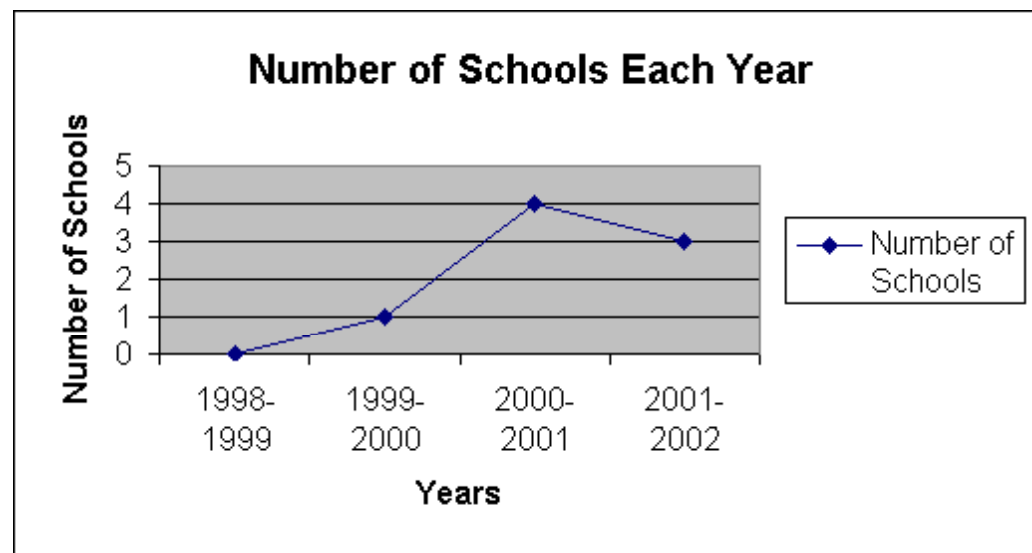
⁵⁶ Faxed communication with Carlie Lockwood, Smart Schools, on 16 October 2000; and www.smartschoolsinc.com cited on 8 December 2000 and 27 August 2001. Information updated from www.charterschools.org/schools.html (accessed on 29 August 2001) and verified via a fax communication with Carlie Lockwood,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

Discontinued Schools

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

Smart Schools, Inc.

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



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

Allen-Cochran Enterprises, Inc.

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

Schools⁵⁸

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

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

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

Allen-Cochran Enterprises, Inc.

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

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

Crawford First Education

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
825 Crawford Parkway Portsmouth, VA 23704	757-391-6675 FAX : 757-391-6651	www.absfirst.com/CFE.HTM Email: millie.davis@absfirst.com	1992	Privately Held	Unknown ⁵⁹

Schools⁶⁰

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

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

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

Crawford First Education

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

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

Desert Springs Academy

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
10355 E. 29 th St. Tucson, AZ 85748	520-546-9966 FAX: 520-546-9848	None Email: desertspringsacademy@email.msn.com	1999	Privately Held	Profitable ⁶¹

Schools⁶²

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

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

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

Desert Springs Academy

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

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

Montessori Schoolhouse of Tucson, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1301 E. Fort Lowell Rd Tucson, AZ 85719	520-319-8668 FAX: 520-881-4096	None Email: MONT1301@AOL.com	1974	Privately Held	Unknown ⁶³

Schools⁶⁴

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

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

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

Montessori Schoolhouse of Tucson, Inc.

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

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

Mountain Rose Academy, Inc.

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

Schools⁶⁶

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

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

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

Mountain Rose Academy, Inc.

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

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

Pitman Resources, LLC (formerly Baurau LLC)

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

Schools⁶⁸

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

⁶⁷ Faxed information from Sherrilyn Pitman, Pitman Resources, on 26 September 2001.

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

Pitman Resources, LLC

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

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

Schoolhouse Services and Staffing, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
Detroit, MI 48129	248-538-0072	Unknown	Unknown	Unknown	Unknown

Schools⁶⁹

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

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

Schoolhouse Services and Staffing, Inc.

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

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

APEX Education Systems, Inc.

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1313 N. 2 nd St. 77 Phoenix, AZ 85004	602-252-7727 FAX: 602-252-7729	www.summit elementary.com	1998	Privately Held	Not Profitable ⁷⁰

Schools⁷¹

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

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

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

APEX Educational Systems, Inc.

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

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

Heritage Academy, Inc.

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

Schools⁷²

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

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

Heritage Academy, Inc.

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

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

Lake Havasu Charter School, Inc.

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

Schools⁷³

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

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

Lake Havasu Charter School, Inc.

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

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

Montessori Charter School of Flagstaff

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1000 E. Appalachian Rd. Flagstaff, AZ 86004-1775	928-226-1212 FAX: 928-774-0337	mcsf@safeaccess.com	1995	Privately held	Profitable ⁷⁴

Schools⁷⁵

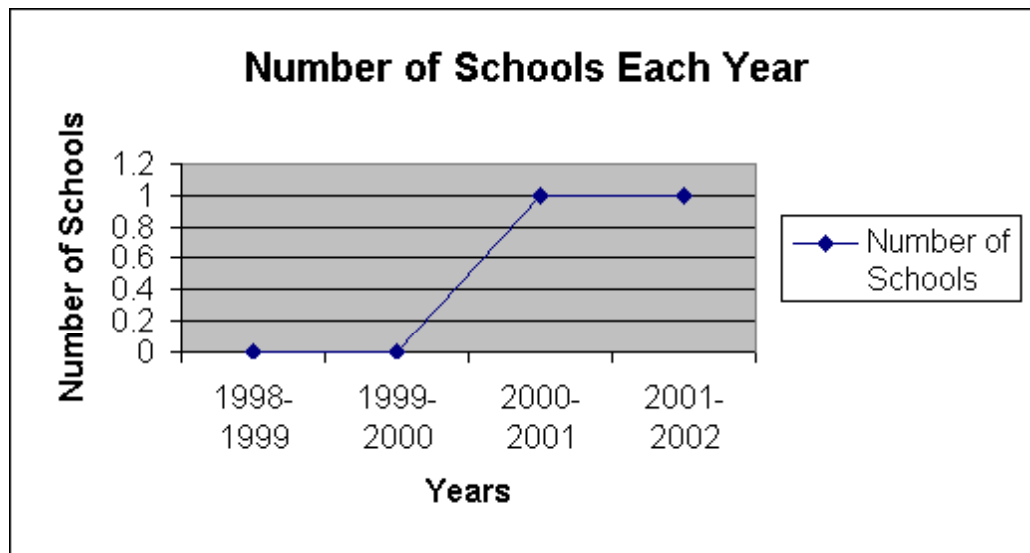
School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?
Montessori Charter School of Flagstaff (a single school located at four sites)	Flagstaff, AZ	1995	K-8	250	Yes

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

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

Montessori Charter School of Flagstaff

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



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

ORBIS Management Group, LLC

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
23885 Denton Clinton Township, MI 48036	810-738-9999 800-275-6152 FAX: 810-738-9998	www.orbisgroup.com	1994	Unknown	Unknown

Schools⁷⁶

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

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

ORBIS Management Group, LLC

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

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

Sequoia Charter Schools

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable
1460 S. Horne Mesa, AZ 85204	480-649-7737 ext 2037 FAX: 480-649-0747	www.Sequoia.net	1996	Unknown	Unknown ⁷⁷

Schools⁷⁸

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

⁷⁷ Sequoia Charter Schools refused to provide this information.

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

Sequoia Charter Schools

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

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

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

(Acquired by Mosaica Education on July 2001)⁷⁹

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable

Schools

School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?

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

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

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

(Acquired by Edison Schools on July 2001)⁸⁰

Address	Telephone	WWW Address	Year Founded	Privately Held or Publicly Traded	Profitable or Not Profitable

Schools⁸¹

School Name	Location	Year Founded	Grade Levels Served	Number of Students Enrolled	Charter School?

⁸⁰ <http://www.edisonschools.com/news/news.cfm?ID=88> and http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=edsn&script=410&layout=-6&item_id=188275.

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

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

Malone Management

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

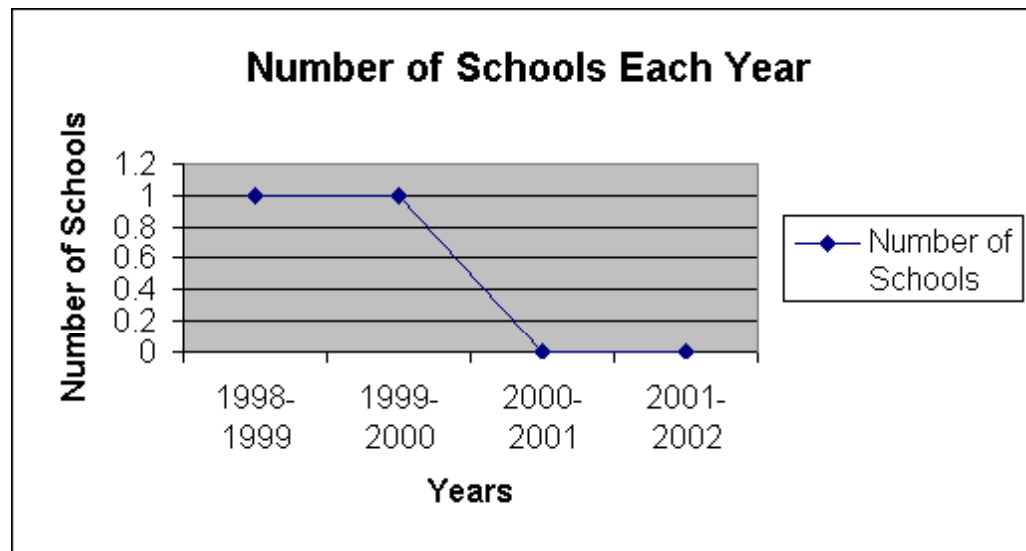
Schools⁸²

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

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

Malone Management

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



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

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

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

Schools⁸⁵

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

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

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

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

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

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

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

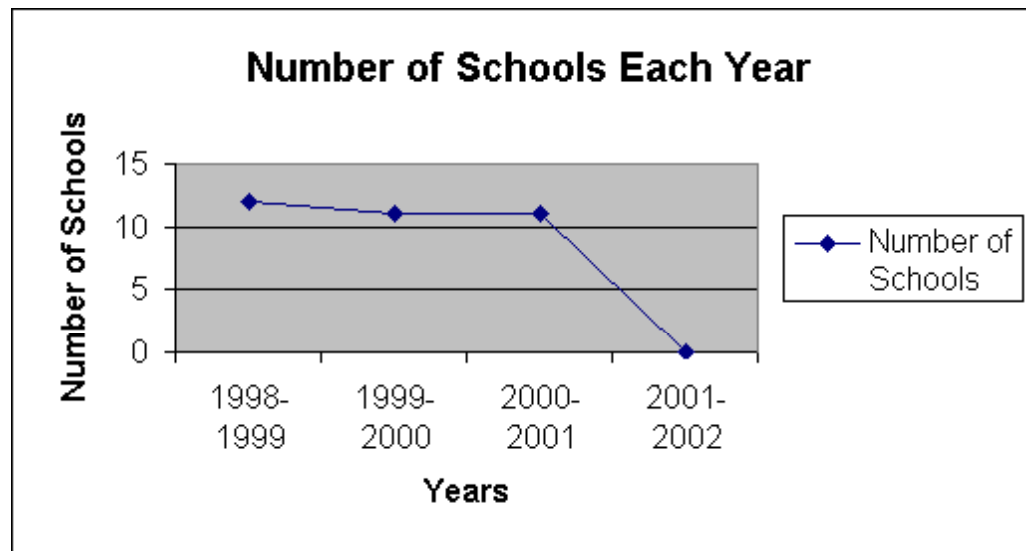
Tesseract Group press release, "The Tesseract Group Incorporated closes two underperforming private schools in New Jersey; Completes plan to close all unprofitable schools in its system," *Business Wire*, 24 June 1999.

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

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

The Tesseract Group, Inc.

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



Other For-profit Education Management Companies

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

Table 2
Other For-Profit Education Management Companies

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

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

Endnotes

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

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