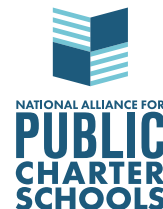


NATIONAL CHARTER SCHOOL MANAGEMENT OVERVIEW

2016-17 SCHOOL YEAR



REBECCA DAVID

NATIONAL ALLIANCE FOR PUBLIC
CHARTER SCHOOLS



NATIONAL CHARTER SCHOOL MANAGEMENT OVERVIEW, 2016-17

Public charter schools can have a variety of different management structures. Nearly two-thirds of them (65 percent) are freestanding and operate independently and apart from any management organization. The remaining 35 percent of charter schools belong to some type of management organization, but the structure and mission of these management organizations often vary significantly. Some management organizations are directly involved with the day-to-day operations of schools, while others provide only back-office support. The National Alliance for Public Charter Schools (National Alliance) considers an organization to be a management organization if it manages at least three schools, serves a minimum of 300 students, and is a separate business entity from the schools it manages.

Overall, there are two different types of management organizations. Charter Management Organizations (CMOs) are management organizations with a nonprofit tax status. Widely recognized CMOs include KIPP, IDEA, and Harmony Public Schools, but there are many more. Education Management Organizations (EMOs) are management organizations with a for-profit tax status. Widely recognized EMOs include K12 Inc., Connections Academy, and National Heritage Academies. CMOs are generally thought of as being more involved in the day-to-day operations of the schools they manage, while EMOs are generally thought to provide back-office support. However, these generalizations ultimately do not define CMOs and EMOs, and it can often be difficult to discern the differences between CMOs and EMOs in regard to their level of interaction with their member schools. CMOs and EMOs differ from vendors that simply provide services to schools, as they have considerable influence over the instructional design and/or the general operations of their member schools.

Note: Not all percentages will add to 100 due to rounding.

**TABLE 1: TOTAL SCHOOLS AND ENROLLMENT,
BY MANAGEMENT TYPE, 2016-17**

MANAGEMENT TYPE	SCHOOLS	STUDENT ENROLLMENT	PERCENT OF SCHOOLS	PERCENT OF ENROLLMENT
CMO	1,607	733,555	23%	24%
EMO	869	550,015	12%	18%
Independent	4,518	1,724,536	65%	57%
Total	6,994	3,008,106	100%	100%

In 2016-17, the majority of charter schools (65 percent) were independent, freestanding organizations. Of the charter schools that were part of a management organization, nearly twice as many were associated with a CMO (23 percent) than with an EMO (12 percent).



In 2016-17, the ten largest EMOs, in terms of total enrollment, served 78 percent of all EMO students across the country. In comparison, the ten largest CMOs, in terms of total enrollment, served only 36 percent of all CMO students across the country. Thus, the vast majority of students who attend an EMO attend a school affiliated with one of the largest EMOs, while students enrolled in schools affiliated with a CMO are spread across a much larger number of management organizations.

**TABLE 2: TOP CMOs
BY ENROLLMENT, 2016-17**

RANK	CMO	ENROLLMENT
1	KIPP Foundation	79,040
2	Imagine Schools	33,745
3	Harmony Public Schools	32,084
4	IDEA Public Schools	29,335
5	Uncommon Schools	15,995
6	Aspire Public Schools	15,867
7	Responsive Education Solutions	15,823
8	Uplift Education	15,336
9	BASIS Charter Schools	14,690
10	Concept Schools	14,160

**TABLE 3: TOP EMOs
BY ENROLLMENT, 2016-17**

RANK	EMO	ENROLLMENT
1	K12 Inc.	93,561
2	Academica	75,586
3	Charter Schools USA	72,950
4	Connections Academy	60,569
5	National Heritage Academies	56,262
6	The Leona Group, L.L.C.	17,525
7	EdisonLearning	14,680
8	Learn4Life Charter Concept Schools*	13,985
9	CS Partners	12,457
10	ACCEL Schools	10,971

**Formerly known as Desert Sands.*

**TABLE 4: TOP CMOs
BY NUMBER OF SCHOOLS, 2016-17**

RANK	CMO	SCHOOLS
1	KIPP Foundation	169
2	Responsive Education Solutions	73
3	Imagine Schools	67
4	IDEA Public Schools	51
5	Harmony Public Schools	48
6	Aspire Public Schools	39
7	Uplift Education	34
8	Concept Schools	34
9	Summit Academy Schools	29
10	Success Academy Charter Schools	27

**TABLE 5: TOP EMOs
BY NUMBER OF SCHOOLS, 2016-17**

RANK	EMO	SCHOOLS
1	Academica	130
2	National Heritage Academies	83
3	Charter Schools USA	77
4	K12 Inc.	71
5	The Leona Group, L.L.C.	50
6	Connections Academy	34
7	ACCEL Schools	34
8	Charter School Associates, Inc.	24
9	EdisonLearning	23
10	Victory Education Partners	23

TABLE 6: PORTFOLIO SIZE BY MANAGEMENT TYPE, 2016-17

MANAGEMENT TYPE	3-5 SCHOOLS	6-15 SCHOOLS	16-25 SCHOOLS	26+ SCHOOLS
CMO	62%	25%	7%	6%
EMO	41%	37%	9%	13%

The largest CMOs and EMOs often dominate the narrative surrounding management organizations; however, very few management organizations have portfolios that include more than 15 schools.

- ▶ In 2016-17, 62 percent of CMOs and 41 percent of EMOs managed a portfolio that included only three to five charter schools.
- ▶ In addition, 87 percent of CMOs and 78 percent of EMOs managed a portfolio that included 15 or fewer schools in 2016-17.

TABLE 7: STUDENT DEMOGRAPHICS BY MANAGEMENT TYPE, 2015-16

MANAGEMENT TYPE	WHITE	HISPANIC	BLACK	ASIAN	AMERICAN INDIAN	PACIFIC ISLANDER	OTHER
CMO	16.2%	42.7%	34.2%	3.7%	0.5%	0.2%	2.5%
EMO	36.9%	26.4%	29.4%	2.6%	0.7%	0.3%	3.7%
Independent	38.8%	28.7%	23.0%	4.4%	0.9%	0.5%	3.7%
Total	33.1%	31.6%	26.9%	3.9%	0.8%	0.4%	3.4%

On average, CMOs serve populations with a greater proportion of students of color than EMOs and independent schools. EMOs and independent schools serve similar proportions of students of color.

TABLE 8: NEW 2016-17 SCHOOLS BY MANAGEMENT TYPE

MANAGEMENT TYPE	SCHOOLS	PERCENT OF SCHOOLS	AVERAGE ENROLLMENT
CMO	82	23%	254
EMO	34	10%	210
Independent	233	67%	197
Total	349	100%	211

Recently, some stakeholders and funders have signaled a commitment to back only the replication and expansion of successful charter school networks; however, the majority of new charter schools in 2016-17 (67 percent) were still independent schools. On average, new independent and EMO schools are somewhat smaller than new CMO schools.

At the state level, there is tremendous variety in the prevalence of different management structures.

In 2016-17, of the states that had at least 20 operating charter schools, Texas was the only state where only 40 percent of charter schools were independently run. Texas is home to a number of large management organizations, including three former winners of the Broad Prize for Public Charter Schools (IDEA, KIPP, and YES Prep).

In more than 60 percent of states with operating charter schools in 2016-17 (26 of 42), at least 75 percent of charter schools were independently managed.

Methodology

Data for this report was collected through management organization and school websites. If a known management organization listed a portfolio on their website, that portfolio list was checked against the National Alliance's Directory & Enrollment Database to ensure that each school in the portfolio was accounted for.

For the schools whose management organization does not list its portfolio of schools, each school website was visited to determine if the school was in fact associated with a management organization. If a new management organization was identified, the database was updated to correctly account for all associated schools. A school with no association to a management organization was coded as independent. In addition, charter schools associated with management organizations that had fewer than three schools and/or fewer than 300 hundred total students in 2016-17 were also coded as independent.

The determination of whether a management organization is a CMO or an EMO is based on the organization's tax status. If the organization is a registered nonprofit, it is coded as a CMO. If the organization is registered as any type of organization other than nonprofit, it is coded as an EMO. There are cases in which multiple business entities comprise a larger management organization. In these cases, the business entity that is determined to have the closest relationship with the schools is considered to be the primary management organization and is used for the purposes of coding the management type. For example, BASIS has multiple business entities. While BASIS.ed is a for-profit corporation, BASIS Charter Schools, Inc., is a registered nonprofit. BASIS Charter Schools, Inc., has a closer day-to-day relationship with the schools; therefore, BASIS is considered a CMO for the purpose of this analysis.

TABLE 9: MANAGEMENT STRUCTURE BY STATE, 2016-17

STATE	SCHOOLS	CMO	EMO	INDEPENDENT
AK	29	0%	0%	100%
AR	74	39%	5%	55%
AZ	557	31%	12%	58%
CA	1,258	24%	4%	72%
CO	238	15%	3%	82%
CT	24	25%	0%	75%
DC	120	41%	1%	58%
DE	25	20%	0%	80%
FL	657	5%	41%	55%
GA	81	11%	12%	77%
GU	2	0%	0%	100%
HI	34	0%	3%	97%
IA	3	0%	0%	100%
ID	52	0%	8%	92%
IL	147	46%	5%	48%
IN	100	22%	10%	68%
KS	10	0%	20%	80%
LA	150	31%	20%	49%
MA	85	8%	4%	88%
MD	48	23%	0%	77%
ME	9	0%	22%	78%
MI	308	6%	52%	42%
MN	169	4%	2%	95%
MO	64	17%	11%	72%
MS	3	67%	0%	33%
NC	170	5%	12%	83%
NH	26	0%	0%	100%
NJ	88	5%	3%	92%
NM	99	0%	2%	98%
NV	40	8%	18%	75%
NY	269	40%	9%	51%
OH	365	26%	28%	46%
OK	37	11%	8%	81%
OR	129	5%	4%	91%
PA	183	23%	12%	64%
RI	31	6%	0%	94%
SC	70	1%	6%	93%
TN	107	46%	0%	54%
TX	750	57%	3%	40%
UT	124	2%	12%	86%
VA	9	0%	0%	100%
WA	8	38%	0%	63%
WI	238	5%	4%	91%
WY	4	0%	0%	100%
Total	6,994	23%	12%	65%

Notes: There were 42 states with operating charter schools in 2016-17. In addition, Washington, D.C. and Guam also had operating charter schools in 2016-17. Not all percentages will add to 100 due to rounding.

APPENDIX: MANAGEMENT ORGANIZATIONS, 2016-17

TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
KIPP Foundation	79,040	169	AR, CA, CO, DC, FL, GA, IL, IN, LA, MA, MD, MI, MN, MO, NC, NJ, NY, OH, OK, PA, TN, TX
Responsive Education Solutions	15,823	73	AR, TX
Imagine Schools	33,745	67	AZ, CA, CO, DC, FL, MD, NV, OH, PA, SC, TX
IDEA Public Schools	29,335	51	TX
Harmony Public Schools	32,084	48	DC, TX
Aspire Public Schools	15,867	39	CA, TN
Uplift Education	15,336	34	TX
Concept Schools	14,160	34	IL, IN, MI, MN, MO, OH, WI
Summit Academy Schools	4,409	29	OH, UT
Success Charter Network	13,177	27	NY
Great Hearts Academies	13,910	26	AZ, TX
Alliance College-Ready Public Schools	12,205	25	CA
Green Dot Public Schools	13,012	23	CA, TN, WA
BASIS Charter Schools	14,690	21	AZ, DC, TX
Uncommon Schools	15,995	19	MA, NJ, NY
EdKey	5,463	18	AZ
Constellation Schools	5,347	18	OH
Noble Network of Charter Schools	12,030	17	IL
International Leadership of Texas	10,239	17	TX
Lighthouse Academies	7,325	17	AR, IL, IN, MI, NY, OK
Achievement First	11,438	16	CT, NY, RI
Rocketship Education	7,924	16	CA, DC, TN, WI
Texans Can Academies	6,182	16	TX



TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Acero Charter School Network	7,842	15	IL
Mastery Charter Schools	10,932	13	PA
Partnerships to Uplift Communities	5,468	13	CA, NY
High Tech High	5,246	13	CA
Performance Academies	4,142	13	MI, OH
YES Prep Public Schools	10,258	12	TX
DSST Public Schools	4,792	12	CO
Friendship Public Charter Schools	4,216	12	DC
STRIVE Prep	3,499	11	CO
Legacy Traditional Schools	9,868	10	AZ
Lawndale Educational and Regional Network	4,094	10	IL
Magnolia Educational & Research Foundation	3,877	10	CA
Summit Public Schools	3,102	10	CA, WA
Richard Milburn Academy/ Texas, Inc.	2,219	10	TX
Democracy Prep Public Schools	6,616	9	DC, LA, NJ, NV, NY
Gateway Community Charter Schools	5,050	9	CA
ICEF Public Schools	3,432	9	CA
The W.E.B. Du Bois Consortium of Charter Schools, Inc.	1,896	9	GA, TN
Student Alternatives Program, Inc.	1,230	9	TX
Jubilee Academic Center, Inc.	4,246	8	TX
Propel Schools	3,623	8	PA
TeamCFA	1,878	8	AZ, IN, NC
American Leadership Academy	6,033	7	AZ
Life School of Dallas	5,668	7	TX



TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Universal Companies	4,073	7	PA
Celerity Educational Group	3,579	7	CA
New Visions for Public Schools	3,135	7	NY
Scholar Academies	2,500	7	NJ, PA, TN
Icahn Charter Schools	2,053	7	NY
Open Sky Education	1,998	7	AZ, MO
Breakthrough Charter Schools	1,687	7	OH
Ascend Learning, Inc.	3,986	6	NY
ReNew Schools	3,950	6	LA
New Urban Learning	3,862	6	MI
Algiers Charter Schools Association	3,833	6	LA
Camino Nuevo Charter Academy	3,432	6	CA
Education for Change Public Schools	3,084	6	CA
Bright Star Schools	2,484	6	CA
Citizens of the World Charter Schools	2,330	6	CA, MO, NY
King-Chavez Neighborhood of Schools	1,975	6	CA
Center City Public Charter School	1,442	6	DC
Winfrey Academy Charter School	1,429	6	TX
Skyline Schools	1,179	6	AZ
Mastery Learning Institute	1,089	6	OR
PPEP and Affiliates	714	6	AZ
ASPIRA of PA	4,163	5	PA
LEAD Public Schools	2,098	5	TN
American Quality Schools	2,048	5	IL, IN
BakerRipley	1,940	5	TX

TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Daisy Education Corporation	1,900	5	AZ
DC Prep	1,710	5	DC
Perspectives Charter Schools	1,707	5	IL
Tindley Accelerated Schools	1,522	5	IN
Golden Rule Schools, Inc.	1,476	5	TX
Republic Schools	1,449	5	MS, TN
Center for Academic Success	1,180	5	AZ
NEWCorp	1,059	5	FL
AmeriSchools	956	5	AZ
Big Picture Learning	939	5	CA, DE
Southwest Winners Foundation, Inc.	815	5	TX
Foundation for Behavioral Resources	679	5	MI
Tucson International Academy	678	5	AZ
Distinctive Schools	504	5	IL
Educational Resource Center, Inc.	428	5	TX
Innovative Education Management	8611	4	CA
Springs Charter Schools (SCS)	7778	4	CA
Options for Youth	4,647	4	CA
Benjamin Franklin Charter School	3,084	4	AZ
Harlem Children's Zone	3,076	4	NY
TLC Academy	2,656	4	TX
California Montessori Project	2,536	4	CA
Inspire NOLA	2,471	4	LA
Riverwalk Education Foundation, Inc.	2,184	4	TX

TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
FirstLine Schools, Inc.	2,171	4	LA
New Beginnings Schools Foundation	2,109	4	LA
Explore Schools	2,041	4	NY
Milwaukee College Prep	2,004	4	WI
Wayside Schools	1,991	4	TX
Da Vinci Charter Schools	1,769	4	CA
Tri-Valley Learning Corporation	1,569	4	CA
South Texas Educational Technologies, Inc.	1,350	4	TX
Kingman Academy of Learning	1,347	4	AZ
CAFA, Inc.	1,305	4	AZ
ASPIRA Inc. of Illinois	1,291	4	IL
Celerity Schools Louisiana, Inc.	1,280	4	LA
Cesar Chavez Public Charter Schools	1,275	4	DC
Ingenium Schools	1,237	4	CA
Rose Academies Public High Schools	1,141	4	AZ
Seeds of Health, Inc.	1,090	4	WI
Gestalt Community Schools	1,006	4	TN
School of Excellence in Education	830	4	TX
Priority Charter Schools	816	4	TX
Democratic Schools Research, Inc.	777	4	TX
Tekoa Charter School, Inc.	524	4	TX
Influence1 Foundation	488	4	TN
Shekinah Learning Institute	467	4	TX
Five Keys Public Schools	3217	3	CA
Cornerstone Charter Schools	2491	3	MI
Vanguard Academy, Inc.	2,423	3	TX

TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Inspire Charter Schools	2,419	3	CA
Houston Gateway Academy, Inc.	2,218	3	TX
A+ Charter Schools, Inc.	2,197	3	TX
Arizona Community Development Corporation	1,999	3	AZ
Baltimore Curriculum Project	1,753	3	MD
Crescent City Schools	1,748	3	LA
Public Prep	1,617	3	NY
Varnett Schools, Inc.	1,607	3	TX
St. HOPE Public Schools	1,605	3	CA
Downtown College Prep Charter Schools	1,528	3	CA
Academy of Mathematics and Science, Inc.	1,509	3	AZ
Arlington Classics Academy	1,486	3	TX
Leadership Public Schools	1,479	3	CA
eStem Public Charter Schools	1,462	3	AR
New Orleans College Preparatory Academies	1,387	3	LA
GEO Foundation	1,371	3	IN, LA
Synergy Academies	1,371	3	CA
Capstone Education Group	1,364	3	TN
Aspira of Florida, Inc.	1,358	3	FL
Envision Schools	1,325	3	CA
Rocklin Academies	1,310	3	CA
Tracy Learning Center	1,269	3	CA
REAL Journey Academies	1,228	3	CA
UP Education Network	1,216	3	MA
Value Schools	1,167	3	CA
Pointe Educational Service	1,162	3	AZ
Carmen Schools of Science & Technology	1,161	3	WI

TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Innovative Schools	1,132	3	DE
Excellence Community Schools	1,130	3	CT, NY
Environmental Charter Schools	1,114	3	CA
SER-NINOS, INC.	1,108	3	TX
Academics Plus Charter School, Inc.	1,099	3	AR
Para Los Ninos	1,058	3	CA
Alta Public Schools	1,008	3	CA
AAEC	972	3	AZ
FLACS	958	3	NY
Tejano Center for Community Concerns, Inc.	956	3	TX
ACE Public Charter Schools	939	3	CA
James Irwin Charter Schools	920	3	CO
Amethod Public Schools, Inc.	916	3	CA
Espiritu Community Development Corporation	907	3	AZ
Exalt Education	881	3	AR, OR
Great Oaks Foundation	876	3	CT, DE, NY
City Neighbors, Inc.	872	3	MD
Ednovate	848	3	CA
Altus Institute Network of Charter Schools	820	3	CA
East Waco Innovative School Department, Inc.	818	3	TX
Rocky Mountain Prep	812	3	CO
The Harvest Network of Schools	804	3	MN
Preparatory Academies	790	3	FL
El Paso Academy, Inc.	737	3	TX
Academy of Tucson, Inc.	699	3	AZ
California Academies of Arts & Sciences	566	3	CA



TABLE 10: CHARTER MANAGEMENT ORGANIZATIONS, 2016-17

CMO	ENROLLMENT	SCHOOLS	STATES
Two Dimensions Preparatory Academy, Inc.	534	3	TX
Global Education Collaborative	488	3	CA
North Texas Collegiate Academy	337	3	TX
CMO Total	733,555	1,607	—

TABLE 11: EDUCATION MANAGEMENT ORGANIZATIONS, 2016-17

EMO	ENROLLMENT	SCHOOLS	STATES
Academica	75,586	130	CA, DC, FL, NV, TX, UT
National Heritage Academies	56,262	83	CO, GA, IN, LA, MI, NC, NY, OH, WI
Charter Schools USA	72,950	77	FL, GA, IL, LA, NC
K12 Inc.	93,561	71	AR, AZ, CA, CO, FL, GA, HI, ID, IL, IN, KS, LA, ME, MI, MN, NC, NV, OH, OK, OR, PA, SC, TX, UT, WI
The Leona Group, LLC	17,525	50	AZ, FL, IN, MI, OH
Connections Academy	60,569	34	AR, AZ, CA, GA, ID, IN, LA, ME, MI, NC, NM, NV, OH, OK, OR, PA, SC, TX, UT, WI
ACCEL Schools	10,971	34	CO, IL, MI, MN, OH
Charter School Associates, Inc.	10,559	24	FL
EdisonLearning	14,680	23	CO, GA, MN, MO, NY, OH, PA, SC, WI
Victory Education Partners	9,855	23	IL, NJ, NY, PA
CS Partners	12,457	22	MI
Accelerated Learning Solutions	6,425	21	FL
Learn4Life Charter Concept Schools*	13,985	15	CA

TABLE 11: EDUCATION MANAGEMENT ORGANIZATIONS, 2016-17

EMO	ENROLLMENT	SCHOOLS	STATES
OmniVest Properties Management, LLC	8,056	15	OH, PA
Cambridge Education Group, LLC	1,233	13	OH
SABIS Educational Systems, Inc.	7,563	12	AZ, LA, MA, MI, NJ, OH
Life Skills High Schools	1,253	11	AZ, OH
Global Educational Excellence	4,179	10	MI, OH
Superior Schools Corporation	3,186	10	FL
Newpoint Education Partners, LLC	2,333	10	FL, OH
Learning Matters Educational Group	1,801	10	AZ, CA
Romine Group	3,522	9	MI, NC
Educational Leadership, Inc.	3,510	8	TX
S.M.A.R.T. Management	3,235	8	FL
Advance Educational Services	2,240	8	MI
Mavericks in Education, LLC	2,329	7	FL
Leading Edge Academy	1,727	7	AZ
Educational Services of America	1,233	7	AZ
Pivot Charter Schools	1,146	7	CA, FL
Choice Schools Associates, LLC	3,422	6	MI
Pinnacle Education, Inc.	1,017	6	AZ
Opportunities for Learning	4,518	5	CA
Hamadeh Educational Services, Inc.	3,121	5	MI
Lincoln-Marti Management Services, LLC	1,592	5	FL
The Rader Group	1,116	5	FL
Midwest Management Group, Inc.	2,326	4	MI
PrepNet, LLC	1,755	4	MI
Hanley-Harper Group, Inc.	872	4	MI
MJ Management Services/ Helicon	853	4	MI
Career Success Schools	797	4	AZ

TABLE 11: EDUCATION MANAGEMENT ORGANIZATIONS, 2016-17

EMO	ENROLLMENT	SCHOOLS	STATES
AlphaStaff	648	4	FL
The Educational Empowerment Group, LLC	632	4	OH
The Institute of Charter School Management & Resources	617	4	OH
Arrow Academy	491	4	TX
Insight Schools	1,675	3	ID, IN, WI
Education Management & Networks	1,575	3	MI
Heritage Academy	1,571	3	AZ
Academy Of Skills And Knowledge	1,466	3	TX
New Paradigm	1,230	3	MI
eSchool Consultants	872	3	OH
ACH of America	774	3	FL
WAY Academy	708	3	MI
Edtec Central, LLC	596	3	MI
EMO Total	550,015	869	—

**Formerly known as Desert Sands.*





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