

**A Comparison of Education Service Providers  
In Michigan Charter Schools  
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## Background

Unlike other states, the majority of Michigan’s charter schools are operated by for-profit, Educational Service Providers (ESPs). Michigan law permits charter school boards to contract with ESPs for various services, which may include facility management, personnel management, payroll and accounting, board support facilities, marketing, curriculum development, and professional development services for teachers. There is great diversity in how the state’s charter schools use ESPs. Some charter school boards contract for one or two services, such as human resources or payroll. Other charter school boards contract for a full roster of services similar to what a traditional school district might offer. Some service providers work with a single charter school, while others contract with multiple charter schools. The largest ESP in Michigan is the National Heritage Academies with 46 schools in Michigan and schools in eight other states. *For the purposes of this report if a charter school uses an ESP for any service, the data for that school will be included.*

This study uses multiple criteria to analyze the performance of the ESPs and self-managed charter schools in Michigan. Part I provides the demographics of the ESPs. Part II creates a Top to Bottom Ranking for ESPs using Michigan’s 2011-12 School Ranking Business Rules, i.e. the rules used for the state’s school Top to Bottom list. Part III examines the cumulative proficiency and growth rates of students in schools run by the ESPs using Michigan Education Assessment Program (MEAP) and Michigan Merit Examination (MME) data from 2009 to 2012. Part III includes a comparison of ESPs’ MEAP performance and improvement by demographic characteristics. A complete list of the schools, their demographics, Top to Bottom Ranking in 2011-12, and the managing ESPs in this study is included in Appendix A.

Data for this report comes from the Bureau of Assessment and Accountability (BAA) and Center for Educational Performance and Information (CEPI) and the Department of Licensing and Regulatory Affairs (LARA). The Top to Bottom rankings use the same criteria and data the state used for the 2011-12 rankings (MEAP 2011 and MME 2012). The rankings include Full Academic Year (FAY) student data on MEAP and MME assessments administered from 2008 to 2011. FAY students are defined as those who are identified within the *same district code for three consecutive student count days.*

Note that because the report uses FAY data, students in the districts with Emergency Managers, including the former Highland Park Community Schools and Muskegon Heights Public Schools are not counted as being part of the totals for their ESPs, Leona Group and Mosaica, respectively. It is also important to note that some schools included in this report were closed by their authorizers in June, 2012.

## Part I: Demographics

In 2011-12, 68 ESPs managed 252 Public School Academies (i.e., charter districts) and some of those districts included multiple schools. These 252 Public School Academies (PSAs) represent 89% of Michigan’s charter enrollment. Additionally, the remaining PSAs representing about 11% of the charter school enrollment are self-managed. According to Michigan’s Licensing and Regulatory Affairs, 78% of Michigan’s charter school students attend a school utilizing a for-profit company.

**Figure 1: Student Enrollment in For Profit, Nonprofit, or Self -Managed Schools, 2011-12**

	Charter Students	% of Charter School students
Total Students	119,950	100%
In For-Profit	93,215	78%
In Nonprofit	13,612	11%
In Self Managed	13,123	11%

*Source: Corporate Entity and Business Search Database, Michigan Dept of Licensing and Regulatory Affairs*

National Heritage Academies (NHA) is the state’s largest ESP with forty-three schools and 24% of the total charter school enrollment. C.S. Partners/MEP Services manages 18 schools with approximately 7% of the

total enrollment. The Leona Group is the third largest ESP with 14 schools accounting for another 7% of the total charter enrollment. These three ESPs account for more than 1/3 of charter school enrollment in 2011-12.

The following table shows the demographics of students enrolled in 2011-12 in schools that contract with the 28 ESPs with 1,000 or more students. These ESPs account for 87% of Michigan’s charter school enrollment.

**Figure 2: Demographic Information for Michigan’s Largest ESPs in 2011-12**

Education Service Provider Name	Enrollment	Black, Hispanic or Native American	Free/reduced price lunch	% Black, Hispanic or Native American	% Free/reduced price lunch
Grand Total	119,950	74,746	83,748	62%	70%
ESPS with 1,000 or more students	104,507	66,480	73,527	89%	88%
National Heritage Academies	29,123	14,666	17,526	50%	60%
Self-managed	13,123	8,455	8,891	64%	68%
C.S. Partners/MEP Services	8,199	3,687	4,449	45%	54%
Leona Group	7,997	7,665	7,474	96%	93%
Choice Schools Associates	4,299	2,909	3,009	68%	70%
Global Educational Excellence	3,843	1,049	3,646	27%	95%
Midwest Management Group, Inc.	3,422	3,269	3,177	96%	93%
Advance Educational Services	2,992	1,658	1,243	55%	42%
New Urban Learning	2,691	2,672	2,080	99%	77%
Hamadeh Educational Services, Inc.	2,561	155	2,179	6%	85%
Romine Group	2,461	807	1,627	33%	66%
Vamer & Associates	2,409	2,405	2,129	100%	88%
Mosaica Education	2,150	1,243	2,035	58%	95%
Innovative Teaching Solutions	2,041	2,025	1,632	99%	80%
Solid Rock Management Company	1,653	1,651	1,184	100%	72%
Charter School Administration Services	1,652	1,584	1,512	96%	92%
New Paradigm	1,566	1,548	993	99%	63%
Charter School Services of Michigan	1,498	1,384	1,222	92%	82%
SABIS Educational Management	1,436	1,231	1,281	86%	89%
Smart Schools, Inc.	1,358	111	425	8%	31%
Technical Academy Group	1,323	1,290	1,057	98%	80%
Schoolhouse Services & Staffing	1,234	1,223	1,080	99%	88%
Education Management & Networks (EMAN)	1,207	564	1,140	47%	94%
Employees Only	1,089	1,075	827	99%	76%
MJ Management Services/ Helicon	1,089	81	294	7%	27%
Bardwell Group	1,063	1,048	719	99%	68%
Comerstone Charter Schools	1,028	1,025	696	100%	68%

Source: CEPI Fall Headcount data and Free and Reduced Price Lunch data from 2011-12

Approximately 62% of students in all charter schools and 89% of students in the largest ESPs are Black, Hispanic or Native American. About 70% of students in all charter schools and 87% of students in the largest ESPs receive free or reduced price lunch. Five ESPs with small percentages of minority students serve a large number of limited English speaking students - Hamadeh Educational Services, American Institutional Management Services, Education Management and Networks (EMAN), Global Educational Excellence (GEE), and Universal Management LLC.

The racial/ethnic composition and the poverty rate of an ESP are primarily determined by where the companies choose to locate their schools, although when a school is considered to be higher quality suburban school, it is not unusual to see larger percentages of urban students in attendance. Every school in the United States has an “urban-centric” code which notes the location of the school based on the Census Bureau’s geocoding system. The urban-centric classification system, has four major locale categories—city, suburban, town, and rural which are further subdivided into three subcategories. These twelve categories are based on several key concepts that the Census Bureau uses to define an area’s urbanicity: principal city, urbanized area, and urban cluster. Cities have a major urban core while suburbs are defined as the urbanized area around the cities. Towns and rural areas 25 miles or more from a major urban core are classified as towns or rural areas. (See Appendix B for a complete description of the urban-centric codes.)

In most states, it would be possible to use the urban-centric codes to define a school community. However, Michigan parents have the freedom to choose schools. Throughout the state, parents choose to drive their children to charter schools or Schools of Choice outside of where they live. Figure 3 utilizes the CEPI Non-Resident Student Research Tool to amend the urban-centric codes to reflect the residency of students *who actually attend a charter school*. By combining the Non-Resident Student Research Tool with the urban-centric codes, we have developed a more accurate portrait of the home residence of students attending charter schools in Michigan. Two examples: if 70% or more of students in a charter school in Harper Woods or Highland Park actually live in Detroit, the primary student residency has been recoded as Detroit. If 50% or more of students in a school in Ypsilanti Township come from the city of Ypsilanti, the primary residency is coded as Small or Midsize Cities. Schools that draw students from rural communities and small towns outside of urban areas are coded as Non urban areas. Table 3 shows the residency of the ESPs with 2,000 or more students in 2012.

**Figure 3: Where Students in the Largest ESPs Live**

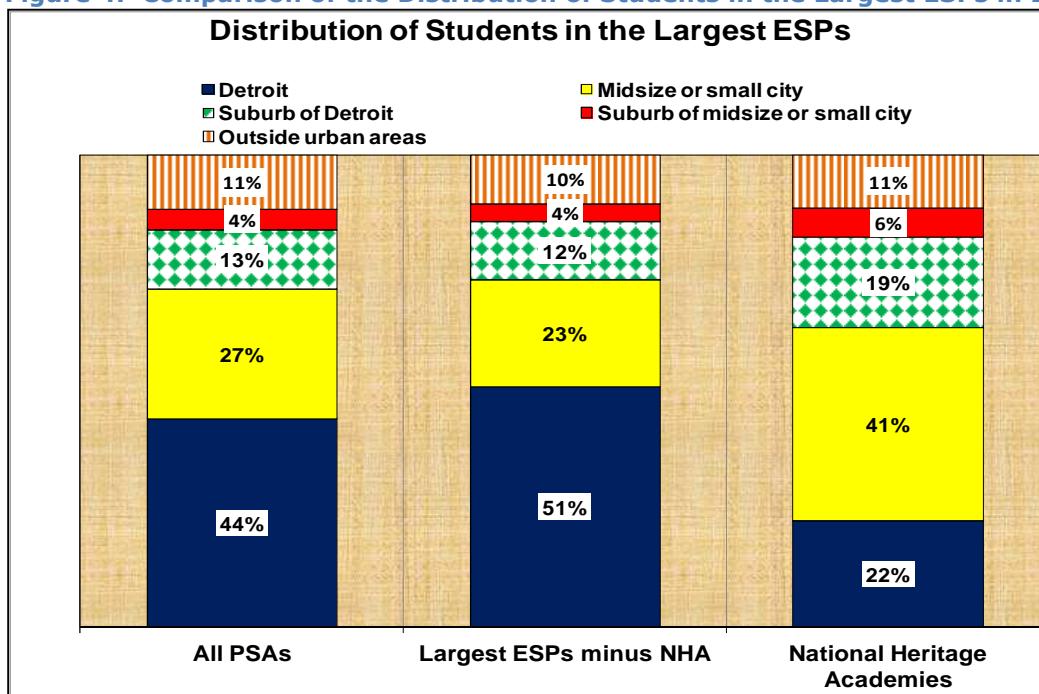
	Demographics		Primary Residence of Students				
	% Black, Hispanic or Native American	% Free/reduced price lunch	Detroit	Midsize or small cities	Suburbs of Detroit	Suburbs of midsize or small cities	Non urban areas
<b>PSA Total</b>	62%	70%	<b>44%</b>	<b>27%</b>	<b>13%</b>	<b>4%</b>	<b>11%</b>
National Heritage Academies	50%	60%	22%	41%	19%	6%	11%
Self-managed	64%	68%	45%	27%	4%	1%	23%
C.S. Partners/MEP Services	45%	54%	27%	9%	43%	17%	4%
Leona Group	96%	93%	80%	14%	0%	5%	1%
Choice Schools Associates	68%	70%	34%	30%	31%	0%	6%
Global Educational Excellence	27%	95%	24%	48%	28%	0%	0%
Midwest Management Group, Inc.	96%	93%	81%	19%	0%	0%	0%
Advance Educational Services	55%	42%	46%	14%	0%	22%	18%
New Urban Learning	99%	77%	100%	0%	0%	0%	0%
Hamadeh Educational Services, Inc.	6%	85%	22%	0%	78%	0%	0%
Romine Group	33%	66%	25%	54%	0%	2%	19%
Varner & Associates	100%	88%	100%	0%	0%	0%	0%
Mosaica Education	58%	95%	0%	80%	10%	0%	9%
Innovative Teaching Solutions	99%	80%	100%	0%	0%	0%	0%

Sources: 2011-12 Non-Resident Student Data, provided by CEPI on request; NCES urban-centric codes. Demographic data for all ESPs is shown in Appendix A.

Approximately 44% of all Michigan charter school students live in Detroit. Another 27% of Michigan’s charter school students live in mid-size/small cities, including Lansing, Flint, Grand Rapids, Benton Harbor, and Muskegon. About 13% of charter school students live in the suburbs of Detroit and another 4% live in the suburbs of midsize/small cities. Only about 11% of charter school students live in non-urban areas - in places such as DeTour (in the Upper Peninsula), Traverse City, Beaverton and Byron Center.

The distribution of students also differs by ESP. National Heritage Academies (NHA) is the largest ESP in Michigan - three times the number of students as its next largest competitor. Figure 4 compares the distribution of students from NHA and the next twenty-seven largest ESPs.

**Figure 4: Comparison of the Distribution of Students in the Largest ESPs in 2011-12**



Sources: Non-resident Data tool, CEPI, Urban-centric codes of NCES, Enrollment from CEPI

NHA has a lower percentage of students who live in Detroit than the next eight largest ESPs. In the largest ESPs (minus NHA), 51% of students live in Detroit, and a total of 74% live in cities. About 22% of students attending NHA schools live in Detroit and 65% live in cities. A larger percentage of students attending NHA schools live in Detroit suburbs or suburbs of other mid-size or small cities than their next largest competitors.

## Part II: Applying Michigan’s Top to Bottom Rules to ESPs

The second and third parts of this analysis take advantage of the MEAP 2012 to analyze change in proficiency and improvement over time. Again, only FAY data is used. The total number (N) for students tested is the total of FAY students tested from MEAP 2009-12. The total number of students included for the growth data is compiled by linking students from MEAP11 to MEAP12, MEAP10 to MEAP11, and MEAP09 to MEAP10. Then the three linked datasets are combined.

This analysis utilizes a top to bottom ranking for ESPs based on the MDE’s 2011-12 School Ranking Business Rules (see Appendix C). Ranking calculations for the “all students group” are based on MEAP or MME test and does not include students who took MEAP-Access or MI-Access. Only Full Academic Year (FAY) students were included. This report defines FAY as a student who stays in the same district for at least three consecutive count periods before taking the MEAP or MME test.

The ranking is based on student achievement, student growth over time, and achievement gaps across all five tested subjects (mathematics, reading, science, social studies, and writing), as well as graduation rate for ESPs with graduating students.

Specifically, ESPs were rank ordered using a proficiency index (weighted average of two years of achievement data), a progress index (two or four years of achievement data), and an achievement gap index (weighted average of two years of top/bottom 30 percent of students’ achievement data). ESPs with graduating students also had graduation rate and graduation rate improvement included in their ranking calculation. For a more detailed methodology of the Business Rules from the state’s website, see Appendix C.

Achievement is weighted more than improvement or achievement gaps. This is because the focus is on persistently low-achieving schools. Weighting achievement more heavily assures that the lowest performing schools, unless they are improving significantly over time, still receive the assistance and monitoring they

need to begin improvement and/or increase their improvement to a degree that will lead reasonably quickly to adequate achievement levels.

### Comparison of the ESPs Top to Bottom List with the State Average

It is possible to compare the state, traditional public schools (TPSs), and all charter schools (i.e. PSAs) by creating z-scores for TPSs and PSAs. The bracket chart in Appendix D shows how z-scores are derived for the state, ESPs and TPSs.

The state, TPS and PSA z-scores are shown in the following table. A positive number means better than the state average; a negative number means worse than the state average.

**Figure 5: Comparison of Average Student Scale (z) Score for Achievement for Grades 3-8**

Index		Math	Reading	Writing	Science	Social Studies
Two-Year Average Standardized Student Scale (Z) Score	State	0.00	0.00	0.00	0.00	0.00
	TPS	0.02	0.02	0.01	0.03	0.02
	PSA	-0.25	-0.23	-0.14	-0.33	-0.36

The PSA average is negative, indicating that the average scale score for students in PSAs is lower than the state average in all subjects.

The comparison of performance level change (i.e. improvement) for all subjects for the state, TPS, and PSA averages are shown in the following table. A positive number means students’ scale scores increased more than the state average over the recent four years; a negative number means students’ scale scores increased less than the state average.

**Figure 6: Comparison of Performance Level Change for Grades 3-8**

Index		Math	Reading	Writing	Science	Social Studies
Two-Year Average Performance Level Change for Math and Reading	State	0.10	0.22	0.00	0.00	0.00
	TPS	0.10	0.22	0.00	0.00	0.00
Four-Year Achievement Trend Slope for Writing, Science and Social Studies	PSA	0.12	0.24	0.02	0.02	0.01

For Reading and Math, the performance level change for the state is positive, suggesting that more students are showing improvement in math and reading statewide. The value for PSAs is slightly higher than the state, indicating more PSA students improved on math and reading than the state average. The positive numbers on Writing, Science, and Social Studies suggest the PSA students are showing more improvement on Writing, Science, and Social Studies than the state average over the recent four years.

The comparison of the achievement gap is based on the two year average of the bottom 30% minus the top 30% standardized scale score gap. The state, TPS, and PSA averages are shown in the following table. Because the average achievement for the top 30% is subtracted from the bottom 30%, the values in the table will always be negative.

**Figure 7: Comparison of the Achievement Gap**

Index		Math	Reading	Writing	Science	Social Studies
Two-Year Average Bottom 30% - Top 30% Z-Score Gap	State	-1.02	-1.03	-0.93	-1.11	-1.07
	TPS	-1.04	-1.01	-0.99	-1.08	-1.11
	PSA	-0.89	-1.03	-0.94	-1.02	-1.00

For math, science and social studies, the value for PSAs is larger than the state (i.e. -0.89 is larger than -1.02), suggesting the achievement gap in math, science and social studies for PSA students is smaller than the state average. For reading, the value for PSAs is the same as state, suggesting the achievement gap in

reading for PSA students is the same as the state average. For writing, the value for PSAs is smaller than the state average, suggesting the achievement gap in writing for PSA students is slightly larger than the state average.

## **Top to Bottom Ranking for ESPs**

A total of 46 ESPs are included in the Top to Bottom Rankings; there is insufficient FAY data for the remaining 22 ESPs. Table 5 shows the Top to Bottom Ranking for the included ESPs using the state's rules for 2011-12. The MEAP and MME subject areas show the z-scores for each content area and the graduation rate. The last column is the ESP Performance Index. The ESP Performance Index shows the rank order using a proficiency index (weighted average of two years of achievement data), a progress index (two or four years of achievement data), and an achievement gap index (weighted average of two years of top/bottom thirty percent of students' achievement data). ESPs with graduating students also had graduation rate and graduation rate improvement included in their ranking calculation. (Note, Top to Bottom Rankings for 2011-12 for all charter schools are shown in Appendix A)

**Figure 8: Top to Bottom Ranking for All ESPs**

ESPName	ESP Performance Index	MEAP z-scores					MME z-scores					Graduation Rate Index
		math	reading	writing	science	social studies	math	reading	writing	science	social studies	
Midland Charter Initiative	2.02	1.48	2.03	2.21	3.11	1.72						1.16
Education Associates	1.75	1.99	2.38	1.30	1.60	2.70	1.79	2.02	1.80	1.64	1.64	0.53
Chatfield Management Corporation	1.64	1.95	1.62	1.20	1.42	2.04						
National Heritage Academies	1.54	4.07	3.37	0.80	0.23	0.25	1.78	1.03	1.40	1.15	1.33	
Smart Schools, Inc.	1.20	1.31	1.34	0.84	1.19	0.70	1.24	1.46	1.42	1.80	2.15	-0.15
New Paradigm	1.12	0.75	0.94	2.07	1.26	0.58						
Foundation for Behavioral Resources	0.89	0.24	0.77	0.33	1.63	1.48						
Woodbridge Group	0.87	0.43	0.37	-0.83	1.26	0.61	1.24	1.20	0.88	1.19	1.24	1.90
Lakeshore Educational Management, Inc.	0.83	0.54	0.95	0.21	0.86	1.02	0.54	1.23	1.00	1.64	1.41	-0.18
SABIS Educational Management	0.38	0.34	0.14	0.55	0.32	0.41	0.74	0.34	0.41	0.56	0.40	-0.04
Helicon Associates/MJM Services	0.30	0.34	0.61	0.66	1.09	0.61	0.15	0.35	-0.04	0.09	-0.12	-0.38
Summit Management Consulting	0.23	-0.28	-0.02	-0.26	0.42	0.68						1.31
Hamadeh Educational Services, Inc.	0.21	0.67	0.08	0.44	0.46	0.45	0.42	-0.61	0.46	-0.03	-0.27	0.22
C.S. Partners/MEP Services	0.17	0.53	0.79	0.45	0.15	0.26	0.13	0.01	0.00	-0.15	-0.48	0.18
New Urban Learning	0.17	0.41	0.26	0.40	0.40	0.11	-0.25	-0.06	0.11	-0.11	-0.08	0.63
Bardwell Group	0.15	-0.01	-0.13	0.81	0.17	-0.06						
Advance Educational Services	0.14	0.21	0.83	0.83	0.12	0.52	-0.14	0.08	-0.36	-0.20	-0.46	
Concept Schools	0.12	0.29	0.34	-1.07	1.40	-0.35						
Imagine Schools	0.11	-0.13	-0.19	0.57	-0.01	0.28						0.18
Romine Group	-0.02	0.07	-0.05	0.37	0.24	0.20	-0.49	-0.06	-0.28	-0.42	-0.34	0.50
777 Management Company	-0.05	-0.07	-0.01	0.81	-2.33	1.42						-0.20
Nataki Talibah Schoolhouse	-0.09	-0.72	-0.35	0.22	-0.61	1.02						
Solid Rock Management Company	-0.12	-0.74	-0.27	0.40	-0.41	0.07						0.51
Schoolhouse Services & Staffing	-0.13	-0.50	-0.53	0.12	-0.42	0.25						0.60
Choice Schools Associates	-0.18	0.12	0.26	0.10	-0.17	-0.22	-0.49	-0.46	-0.54	-0.56	-0.18	0.07
Varner & Associates	-0.23	-1.04	-0.74	-0.28	-0.16	0.01	-0.74	-0.43	-0.01	-0.58	-0.39	1.61
Technical Academy Group	-0.25	-0.37	-0.85	-0.09	-0.30	-0.50	-0.14	-0.45	-0.17	-0.20	-0.19	0.39
self-managed	-0.28	-0.12	0.30	0.16	-0.14	-0.38	-0.30	-0.21	-0.41	-0.72	-0.81	-0.43
Innovative Teaching Solutions	-0.33	-0.46	-0.20	-0.02	-0.52	-0.50	-0.78	-0.23	-0.41	-0.31	-0.53	0.27
Leona Group	-0.43	-0.19	-0.40	-0.18	-0.57	-0.51	-0.55	-0.56	-0.77	-0.98	-0.40	0.33
Midwest Management Group, Inc.	-0.52	-0.80	-0.74	-0.42	-0.57	-0.68						0.63
Global Educational Excellence	-0.52	0.29	-0.45	-0.02	0.23	-0.33	-0.79	-2.16	-0.81	-1.15	-1.37	0.72
EMAN	-0.52	-0.26	-0.69	-0.85	-0.60	-0.79						0.53
Cornerstone Charter Schools	-0.55	-1.02	-0.44	-0.02	-0.26	-1.02						
American Institutional Management Services, Inc.	-0.59	-0.32	-1.00	0.07	-0.62	-1.07						
Mosaica Education	-0.65	-0.37	-0.77	-0.43	-0.81	-0.86						
Visions Education Development Consortium	-0.65	-0.66	-0.83	-0.58	-0.60	-0.60						
Charter School Administration Services	-0.67	-0.65	-0.91	-0.64	-0.86	-0.74						0.15
Universal Management LLC	-0.67	-0.62	-1.10	-0.37	-1.16	-0.12						
Charter School Services of Michigan	-0.70	-0.64	-0.73	-0.64	-0.94	-1.01	-0.95	-0.77	-0.90	-0.66	-1.11	0.49
Creative Urban Education, Inc.	-0.79	-0.93	-0.43	-1.37	0.13	-1.33						
edtec central, LLC	-0.82	-0.83	-1.01	0.18	-0.84	-0.85						-2.11
Black Star Educational Management	-1.08	-0.96	-0.79	-1.05	-0.96	-1.64						
Magnum	-1.64	-1.24	-1.37	-1.58	-1.59	-2.44						
Key Concepts Educational Management Company	-1.69	-1.92	-1.33	-3.83	-1.01	-1.40						0.18
White Hat Management	-2.10						-2.42	-1.71	-2.77	-2.01	-1.46	-2.37

Scores that are positive show those ESPs that rank above the average across the 46 ESPs. The six highest ranking ESPs are Midland Charter Initiatives, Education Associates, Chatfield Management, National Heritage Academies, Smart Schools, and New Paradigm. Scores that are negative show those ESPs below the average of all ESPs. Five management companies are significantly below the average: edtec central, LLC, Black Star, Magnum, Key Concepts, and White Hat. Note the schools formerly managed by White Hat Management chose a new management company in the fall of 2012. When comparing all 46 ESPs, 18 of the ESPs were above the ESP average and 28 were below, including the self-managed schools.

There is great variance between the math and reading z-scores and z-scores for science, writing, and social studies. Previously the state based the evaluation of Adequate Yearly Progress (AYP) solely on reading and math performance. It appears that many ESPs are concentrating on improving reading and math as opposed to proficiency in all five subjects. Midland Charter Initiatives, Education Associates, and Chatfield



Management (all based in rural areas of the state) consistently significantly outperform the other ESPs in all subjects. NHA significantly outperforms other ESPs in reading and math.

The state weighs equally the z-scores of MEAP and MME. In the K-12 charter schools in Michigan, there are significantly more students in the MEAP grades than in the high school programs. For most of the ESPs in Michigan, MEAP students show a higher percentage of proficiency and improvement than students taking the MME. For those schools with MME scores lower than MEAP scores, averaging the z-scores of MEAP and MME penalizes K-12 schools relative to K-8 schools. Of the top ranked ESPs, only three include high school grades and only a small number of students take the MME. NHA operates only one high school out of 43 schools.

### Part III: Comparison of ESPs by Proficiency and Growth

The Top to Bottom analysis in Parts I and II is based on MEAP 2011. With the release of MEAP 2012, it is possible to compare the most recent proficiency and growth of ESPs. Figures 9 and 10 utilize the four most recent years of FAY students taking MEAP math and MEAP reading for, 2009-2012. Tables with comparable data for all ESPs are in Appendix E. Because National Heritage Academies (NHA) account for 24% of total charter school enrollment, data for NHA is included separately.

**Figure 9: Cumulative Proficiency and Growth in Math, 2009 to 2012**

Math Cumulative Proficiency and Growth					
ESP Name	N_math	Percent Proficient	Percent Improving	Not/Partially Proficient but Improving	Not/Partially Proficient -> Proficient/Advanced
State	2,480,636	39%	34%	24%	9%
All PSAs	179,066	28%	36%	29%	9%
All PSAs minus National Heritage	124,284	23%	35%	30%	8%
National Heritage Academies	54,782	40%	37%	27%	9%

Statewide, over four years, 39% of students were proficient in math, compared to 28% in PSAs and 40% of NHA students. 34% of students statewide improved or significantly improved compared to 36% growth in all charter schools and 40% in NHA schools. A larger percentage of students in PSAs improved in the lowest categories than students statewide.

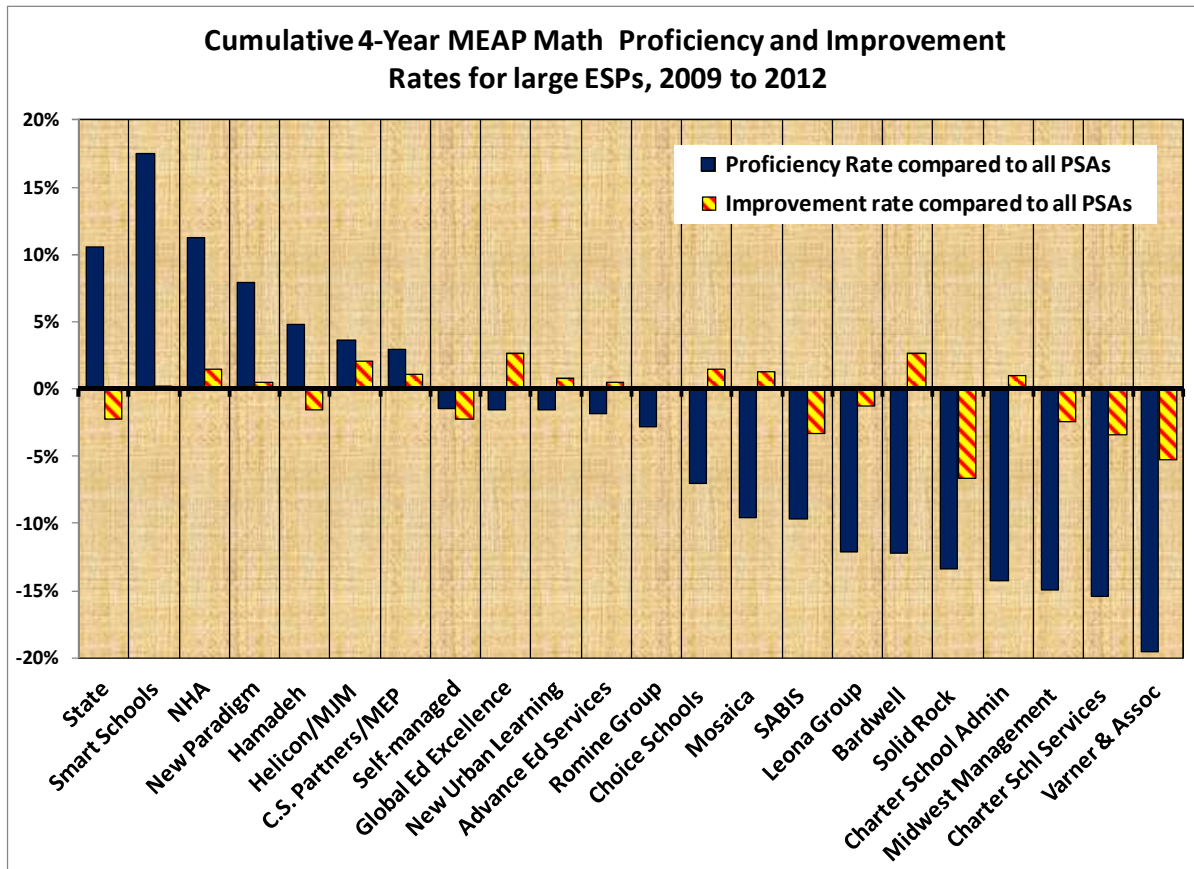
**Figure 10: Cumulative Proficiency and Growth in Reading, 2009 to 2012**

Reading Cumulative Proficiency and Growth					
ESP Name	N_reading	Percent Proficient	Percent Improving	Not/Partially Proficient but Improving	Not/Partially Proficient -> Proficient/Advanced
State	2,474,473	65%	36%	17%	9%
All PSAs	178,788	55%	39%	23%	11%
All PSAs minus National Heritage	124,109	50%	40%	26%	12%
National Heritage Academies	54,679	65%	37%	18%	10%

65% of students statewide were proficient on the MEAP reading, compared to 55% of students in PSAs, 65% in NHA schools, and 50% of students in non NHA charter schools. 36% of students statewide showed growth, compared to 39% in all PSAs, 37% in NHA schools, and 40% of students in non NHA schools. 17% of students statewide improved from Not proficient or Partially proficient, compared to 23% of students in all PSAs, 18% of students in NHA managed schools, and 26% of students in non NHA ESPs.

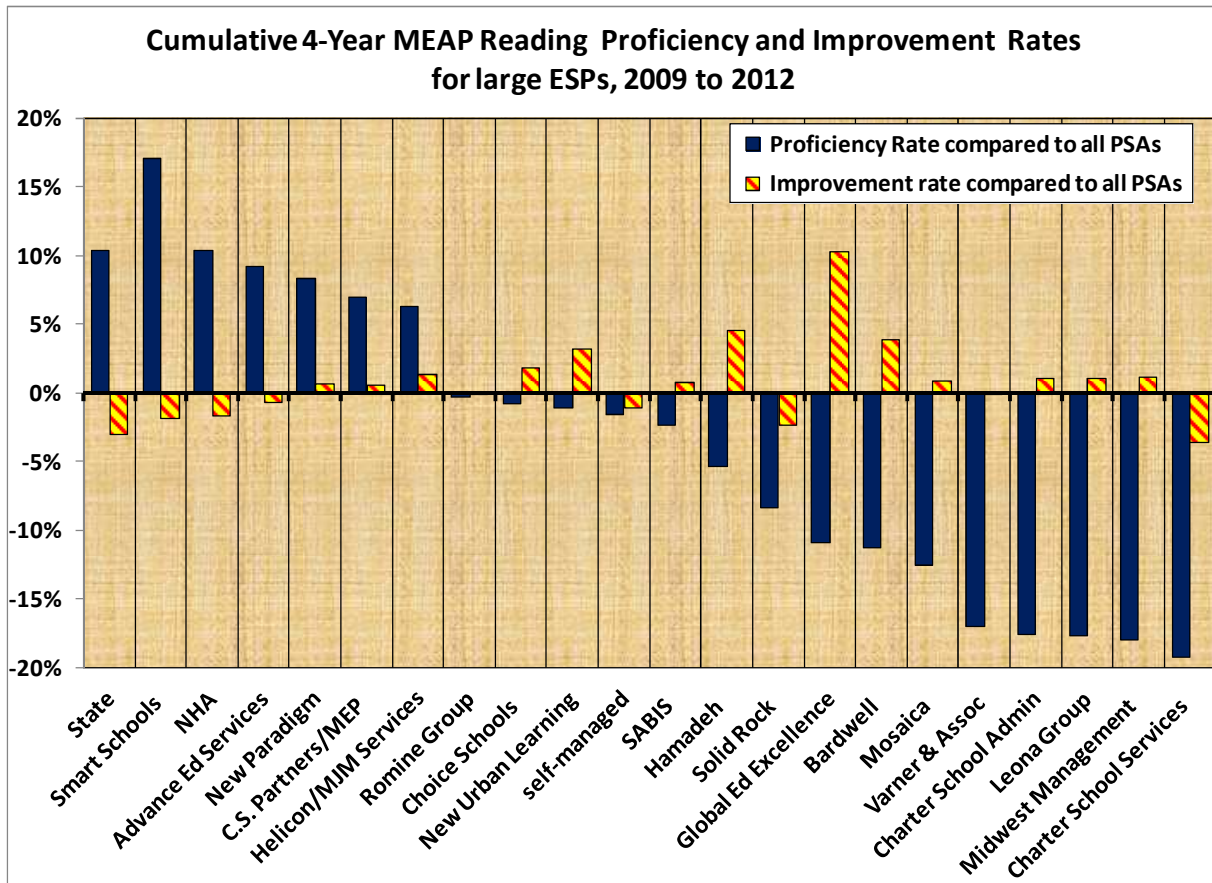
Figures 11 and 12 compare proficiency and improvement rates for math and reading among the larger ESPs and to the state.

**Figure 11: A Comparison of Cumulative 4-Year MEAP Math Proficiency and Improvement Rates for Large ESPs, 2009-12 to the PSA Proficiency and Growth Rate**



The math state proficiency rate is 11% greater than the PSA proficiency rate; the statewide growth rate is 2% less than the PSA rate. ESPs that show both cumulative proficiency and growth equal to or better than the PSA average in math are Smart Schools, NHA, New Paradigm, and Helicon/MJM Services, and C.S. Partners/MEP. ESPs that show both proficiency and growth rates lower than the PSA average are Solid Rock Management, Midwest Management Group, Charter School Services of Michigan, and Varner and Associates.

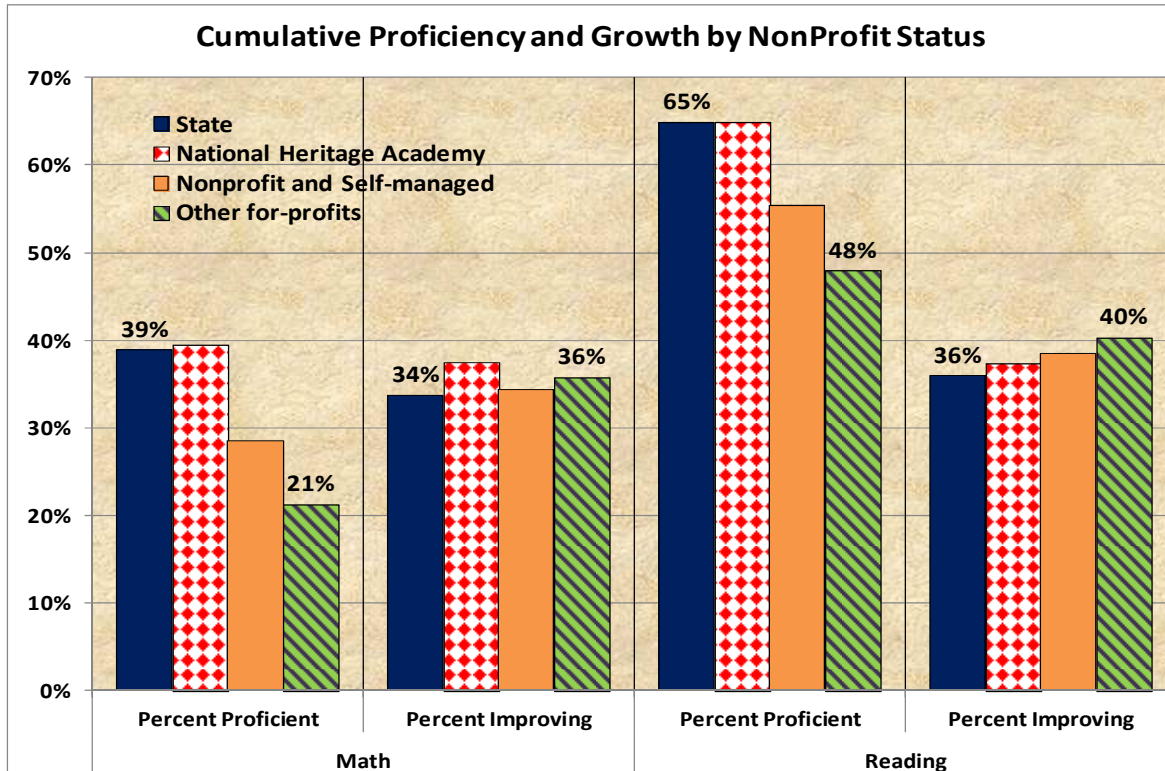
**Figure 12: A Comparison of Cumulative 4-Year MEAP Reading Proficiency and Improvement Rates for Large ESPs, 2009-12 to the PSA Proficiency and Growth Rate**



ESPs that show both cumulative proficiency and growth in reading equal to or better than the PSA average are New Paradigm, C.S. Partners/MEP Services, and Helicon/MJM Services. The ESPs with both proficiency and growth rates lower than the PSA average are Self-managed schools, Solid Rock, Varner and Associates and Charter School Services.

Figure 13 compares the cumulative proficiency and growth in math and reading for the state, For Profit and Not for Profit ESPs, breaking NHA out separately.

**Figure 13: Proficiency and Growth by For Profit and Nonprofit status**

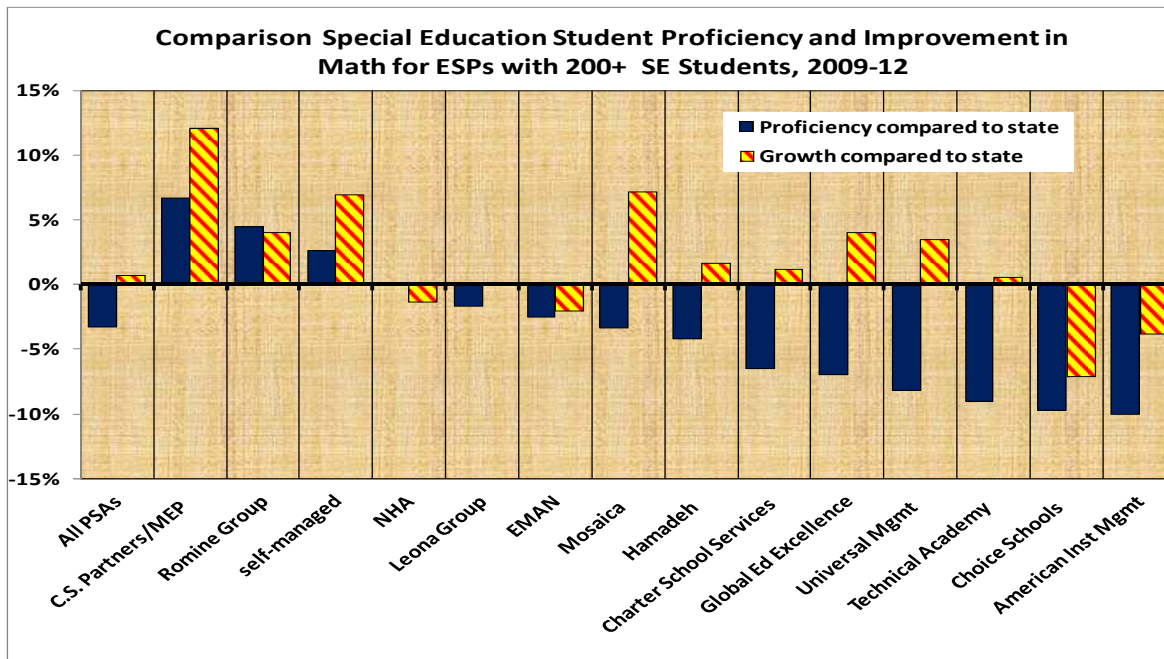


Source: Michigan Department of Licensing and Regulation Database, cumulative MEAP data

For Math and Reading, the percentage of students proficient in NHA schools is comparable to the state and slightly better than the state average for growth. The percentage of proficient students in the Nonprofit and self-managed schools is lower than the State or NHA and higher than the other For-Profit companies. Students in schools managed by the non-NHA for profit companies are less likely to be proficient, but show somewhat more growth in both subjects.

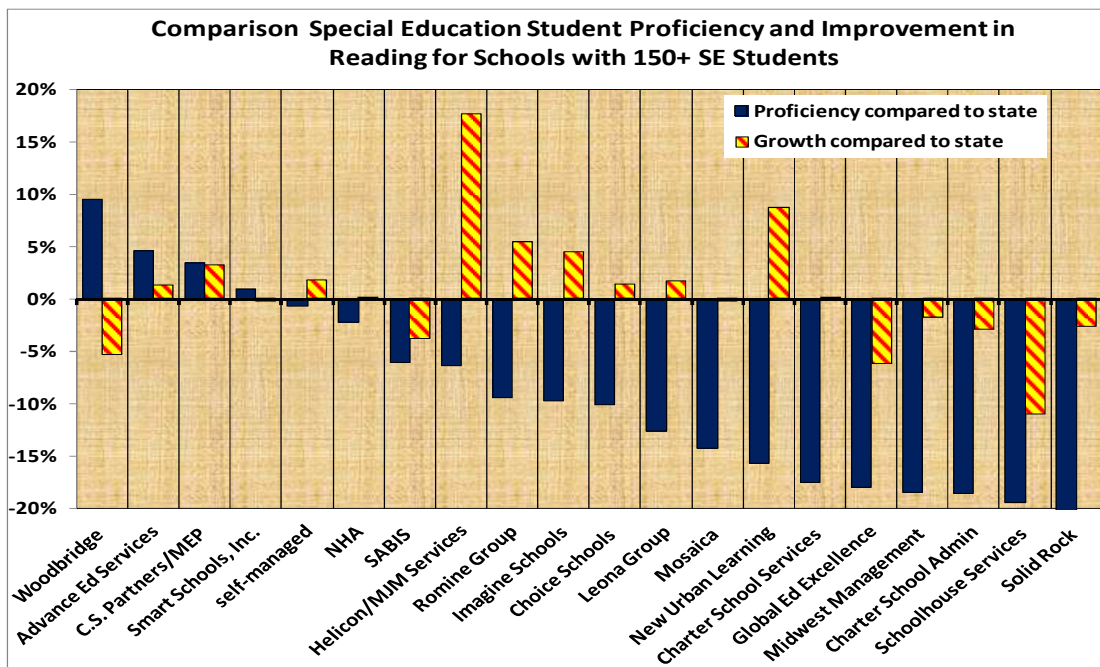
ESPs performance by proficiency and growth rates for demographic subgroups in reading and math can also be compared. Figure 14 compares the performance of special education students in math and Figure 15 compares their performance in reading. Cumulative performance and growth for all subgroups can be found in Appendices F and G. Comparison of ESPs to the State and total PSAs can be found in Appendices I, J and K.

**Figure 14: Comparison of Math Growth and Improvement in ESPs with 200 or more Special Education Students tested 2009-12**



ESPs with 200 or more special education students that performed better in math than the state proficiency and growth are C.S. Partners/MEP, Romine Group, Self-managed school. ESPs with 200 or more special education students that performed below the state are Choice Schools and American Institutional Management.

**Figure 15: Comparison of Reading Growth and Improvement in ESPs with 200 or more Special Education Students tested 2009-12**



Only Advance Education Services and C.S. Partners/MEP have higher proficiency and growth rates for special education students than the state average. GEE, Midwest Management, Charter School Administration

Services, Schoolhouse Services, and Solid Rock have lower growth and proficiency rates than the state average.

Figure 16 compares the growth/improvement rate for students by subgroup from 2009-12 in Math. Figure 17 compares the reading growth/improvement rate by subgroup from 2009-12. In these two tables, the first two rows show the percentage of FAY students improved or significantly improved in the state and all PSAs. The percent improvement of each individual ESP is then compared with the state percentage. ESPs are divided into five categories:

> 6% higher than state	Much better
3% - 5.99% higher than state	Better
2.99% lower - 2.99% higher than state	Same
3% - 5.99% lower than state	Worse
> 6% lower than state	Much worse

ESPs are listed in alphabetical order by number of students tested in the four most recent years.

**Figure 16: Comparison of Growth and Improvement by Subgroup for Math by Total Number of Students Tested 2009-12**

Math Improvement for Four Year							
ESP Name	All Student	White	Black	Hispanic	ED	LEP	SE
State	33.71%	33.96%	32.53%	33.65%	33.11%	36.52%	31.78%
All PSA	35.98%	37.19%	34.87%	35.21%	35.28%	37.19%	33.04%
NHA							
National Heritage Academies	Better	Better	Better	Same	Better	Same	Same
10,000 + students							
C.S. Partners/MEP Services	Better	Better	Same	Same	Same	Much Better	Better
Leona Group	Same	Much Worse	Better	Same	Same	Same	Same
self-managed	Same	Better	Same	Same	Same	Much Better	Same
1,000-9,999 Students							
Advance Educational Services	Same	Better	Same	Much Better	Same		Same
Bardwell Group	Better	Much Better	Better		Better		Much Worse
Charter School Administration Services	Better	Much Better	Better	Better	Better		Worse
Charter School Services of Michigan	Same	Worse	Same	Same	Same	Same	Better
Chatfield Management Corporation	Same	Same		Much Better	Same		
Choice Schools Associates	Better	Better	Better	Better	Better	Much Worse	Better
Education Associates	Better	Better		Same	Much Worse		Same
EMAN	Same	Same	Worse	Much Worse	Same	Same	Much Worse
Global Educational Excellence	Better	Better	Much Better	Same	Better	Better	Much Better
Hamadeh Educational Services, Inc.	Same	Same	Same	Better	Same	Same	Worse
Helicon Associates/MJM Services	Better	Better	Much Better	Much Better	Better	Much Better	Much Better
Imagine Schools	Better	Same	Much Better	Much Better	Better		Same
Innovative Teaching Solutions	Same		Same		Same		Much Worse
Midwest Management Group, Inc.	Same	Same	Same	Worse	Same		Same
Mosaica Education	Better	Same	Better	Much Better	Better	Much Better	Better
New Paradigm	Same		Better		Better		Much Better
New Urban Learning	Same		Better		Same		Worse
Romine Group	Same	Same	Same	Same	Same	Better	Better
SABIS Educational Management	Same	Same	Same	Same	Same		Much Worse
Schoolhouse Services & Staffing	Same		Better		Same		Much Worse
Smart Schools, Inc.	Same	Same	Much Worse	Better	Same		Same
Solid Rock Management Company	Worse		Worse		Worse		Same
Summit Management Consulting	Better	Better	Much Better	Same	Much Better		Much Better
Technical Academy Group	Better		Much Better	Much Better	Better	Same	Worse
Varnier & Associates	Same		Same		Same		Much Better
Visions Education Development Consortium	Same		Better		Better		Much Better
Woodbridge Group	Same	Same	Same	Much Worse	Better		Much Better
Less than 1,000 Students							
777 Management Company			Much Better		Much Better		Much Better
American Institutional Management Services, Inc.	Same	Same	Much Better	Much Worse	Same	Worse	Same
Black Star Educational Management	Same		Same		Same		Much Worse
Concept Schools	Same	Same	Worse		Same		Much Worse
Connections Academy	Much Better	Much Better	Much Worse		Better		Much Better
Cornerstone Charter Schools	Same		Same		Same		Worse
Creative Urban Education, Inc.	Much Worse		Much Worse		Much Worse		Better
edtec central, LLC	Same		Better		Better		Much Worse
EightCAP, Inc	Better	Much Better		Same	Better	Same	Much Better
Employees Only	Better	Same	Much Better		Better		Same
Foundation for Behavioral Resources	Same	Same	Worse	Much Worse	Same		Better
HR Charter Consulting LLC	Much Worse		Much Worse		Much Worse		Same
Integrity Education Services	Much Worse			Much Worse	Much Worse		
K12 Inc.	Same	Better	Much Worse		Same		
Key Concepts Educational Management Company	Same		Same		Worse		
Lakeshore Educational Management, Inc.	Better	Better			Better		Much Better
Magnum	Same		Better		Better		Much Worse
Midland Charter Initiative	Worse	Same			Much Worse		
Nataki Talibah Schoolhouse	Same		Same		Better		Much Worse
Northstar Educational	Same	Same			Better		Much Worse
O.P. Twelve Inc.	Much Better	Much Better	Much Better		Much Better		
Peak Performance	Much Worse		Much Worse		Much Worse		
The Hanley Harper Group, Inc.	Much Better		Much Better		Much Better		
Universal Management LLC	Much Better	Much Better	Much Better		Much Better	Better	
Y Educational Services	Much Worse		Worse		Much Worse		



**Figure 17: Comparison of Growth and Improvement by Subgroup for Reading by Total Number of Students Tested 2009-12**

Reading Improvement for Four Year							
ESP Name	All Student	White	Black	Hispanic	ED	LEP	SE
State	36%	35%	37%	38%	37%	43%	36%
All ESPs	39%	38%	39%	40%	40%	44%	37%
NHA							
National Heritage Academies	Same	Same	Same	Same	Same	Same	Same
10,000 + students							
C.S. Partners/MEP Services	Better	Better	Better	Same	Better	Much Better	Better
Leona Group	Better	Better	Same	Better	Same	Same	Same
self-managed	Same	Better	Same	Same	Same	Worse	Same
1,000-9,999 Students							
Advance Educational Services	Same	Better	Same	Same	Same		Same
Bardwell Group	Much Better	Better	Better		Much Better		Same
Charter School Administration Services	Better	Much Better	Same	Much Better	Better		Same
Charter School Services of Michigan	Same	Much Worse	Same	Same	Same	Same	Same
Chatfield Management Corporation	Worse	Same			Same		
Choice Schools Associates	Better	Same	Much Better	Better	Better	Worse	Same
Education Associates	Same	Same		Same	Same		Same
EMAN	Much Better	Much Better	Much Better	Better	Much Better	Same	Better
Global Educational Excellence	Much Better	Much Better	Much Better	Much Better	Much Better	Much Better	Much Worse
Hamadeh Educational Services, Inc.	Much Better	Much Better	Much Better	Much Better	Much Better	Better	Much Better
Helicon Associates/MJM Services	Better	Better	Much Better	Better	Better	Same	Much Better
Imagine Schools	Much Better	Much Better	Much Better	Worse	Much Better		Better
Innovative Teaching Solutions	Better		Better		Better		Same
Midwest Management Group, Inc.	Better	Much Better	Better	Worse	Better		Same
Mosaica Education	Better	Same	Better	Same	Same	Much Better	Same
New Paradigm	Better		Same		Better		Worse
New Urban Learning	Much Better		Better		Better		Much Better
Romine Group	Same	Better	Same	Same	Same	Same	Better
SABIS Educational Management	Better	Same	Same	Same	Same		Worse
Schoolhouse Services & Staffing	Same		Same		Same		Much Worse
Smart Schools, Inc.	Same	Same	Much Worse	Worse	Same		Same
Solid Rock Management Company	Same		Same		Same		Same
Summit Management Consulting	Better	Better	Much Better	Same	Same		Worse
Technical Academy Group	Better		Same	Much Worse	Same	Much Worse	Same
Varner & Associates	Same		Same		Same		Better
Visions Education Development Consortium	Same		Same		Same		Much Worse
Woodbridge Group	Same	Same	Much Worse	Same	Same		Worse
Less than 1,000 Students							
777 Management Company	Better		Same		Same		Better
American Institutional Management Services, Inc.	Much Better	Better	Much Better	Better	Better	Same	Much Worse
Black Star Educational Management	Much Better		Much Better		Much Better		Worse
Concept Schools	Worse	Much Worse	Same		Same		Worse
Connections Academy	Much Better	Better	Much Better		Much Better		Better
Cornerstone Charter Schools	Better		Better		Better		Much Better
Creative Urban Education, Inc.	Much Better		Better		Much Better		Much Better
edtec central, LLC	Better		Better		Better		Much Better
EightCAP, Inc	Worse	Same		Much Worse	Worse	Much Worse	
Employees Only	Much Better		Much Better		Much Better		Same
Foundation for Behavioral Resources	Better	Same	Much Worse	Much Better	Better		Better
HR Charter Consulting LLC	Same		Same		Same		Worse
Integrity Education Services	Much Better				Much Better		
K12 Inc.	Better	Much Better	Much Worse		Same		
Key Concepts Educational Management Company	Same		Same		Same		
Lakeshore Educational Management, Inc.	Same	Same			Better		Same
Magnum	Better		Same		Same		Same
Midland Charter Initiative	Same	Same			Same		
Nataki Talibah Schoolhouse	Better		Same		Better		Much Better
Northstar Educational	Worse	Much Worse	Much Better		Much Worse		
O.P. Twelve Inc.	Much Better	Same	Much Better		Much Better		
Peak Performance	Same		Much Worse		Same		
The Hanley Harper Group, Inc.	Better		Same		Same		
Universal Management LLC	Same	Same	Better		Same	Much Worse	
Y Educational Services	Much Better		Much Better		Much Better		



To explore factors affecting the performance of ESPs, a series of regression analyses were conducted. Details about the methodology used for the regression analysis are in Appendix H. Factors that were considered include:

1. Number of students--- FAY tested (in 1000's)
2. Black: percentage of Black students
3. Hispanic: percentage of Hispanic students
4. ED: percentage of students receiving free or reduced price lunch
5. LEP: percentage of Limited English Proficient students
6. Detroit: percentage of students living in Detroit
7. Suburbs: percentage of students living in suburban areas
8. Non-urban: percentage of students living in Non-urban areas
9. For profit (if school is for profit, variable is "1" and "0" for non profit or self managed
10. K12 or high school (coded "1" if there is one of more K-12 or high school in the ESPs, "0" otherwise)

**Regression 1:** What factors explain how well ESPs perform on the Performance Index (similar to the Top to Bottom Index)?

**Analysis:** 63% of the variance of ESP Performance Index can be explained by the percentage of poor students, i.e. those students receiving free/reduced price lunch.

**Regression 2:** What factors explain how well ESPs perform on Math Proficiency?

**Analysis:** 66% of the variance of math proficiency can be explained by the percentage of poor students and the percentage of Black students.

**Regression 3:** What factors explain how well ESPs perform on Reading Proficiency?

**Analysis:** 76% of the variance of reading proficiency can be explained by the percentage of poor students.

In summary, most of the variance between ESP performance on math and reading proficiency can be explained by the percentage of poor students in a school.

## Summary of Findings

ESPs (both for-profit and non-profit) serve over eighty percent (80%) of charter schools in Michigan. Currently, there is no mechanism to track the specific services provided by ESPs to their schools. Full service ESPs typically have much more connection to the education program in their contracted schools. Those ESPs providing only back office services such as personnel and business management tend to have less. Because there is no mechanism to track service level, this report makes no distinction between them. With that caveat, notable findings include:

- 78% of Michigan's charter school students are enrolled in a charter school managed by a for-profit entity. 11% are in schools operated by nonprofit ESPs, and 11% are enrolled in self-managed schools.
- ESP demographics vary widely with anywhere from 25% to 95% free and reduced lunch populations, and 7% to 100% populations of black, Hispanic or Native American students.
- Using the Top-to-Bottom ranking, when compared to traditional public schools, the PSA average for achievement is negative, indicating that the average scale score for students in PSAs is lower than TPS and the state average in all subjects.
- The two year average performance level change for PSA students is slightly higher than the state, indicating more PSA students have improved in math and reading than the state average.
- Using the Top-to-Bottom ranking, the achievement gap in math, science and social studies for PSA students is smaller than the state average. For reading, the achievement gap for PSA students is the same as the state average. For writing, the achievement gap for PSA students is slightly larger than the state average.
- The four year achievement trend slope for writing, science and social studies suggest PSA students show more improvement on the three subjects than the state average over the recent four years.
- Analysis of MEAP Math data from 2009 - 2012 shows 34% of students improved overall statewide, compared to 36% of students in all PSAs, 37% of students in NHA schools, and 35% of the remaining charter schools.
- Analysis of MEAP Reading data from 2009 - 2012 shows 36% of students statewide showed growth, compared to 39% in all PSAs, 37% in NHA schools, and 40% of students in non NHA schools.
- ESPs vary widely in their growth and proficiency rates for subgroups including Black and Hispanic students and those receiving special education services.
- Michigan's charter schools vary in the populations they serve and how well students in those schools perform on the state's MEAP and MME tests. Of the many variables examined by this study, the single factor that determines student proficiency on the statewide tests is poverty and on math proficiency, both poverty and the percentage of Black students.
- Of the 10 highest ranked ESPs, only one serves primarily students in Detroit. Six of the top ESPs serve schools in rural areas.
- There is great variance in performance of the self-managed charter schools, which could be explored in a separate report.

**More research needs to be done to understand the relationships between the ESPs and the charter schools in the state.**

# All Schools and Their Demographics Listed by ESP

## Appendix A

Education Service Provider Name	PSA Name	For Profit or Nonprofit	# of schools	Urban Centric Code of Majority of Students	Enrollment 11-12	% Black, Hispanic or Native American, 11-12	% Free/reduced price lunch, 11-12	Top to Bottom Percentile Ranking, 11-12	ESP Performance Index, 11-12
Grand Total					119,950	62%	70%		
777 Educational Management Company	Ross-Hill Academy			Detroit	205	100%	80%		
777 Educational Management Company Total		For Profit	1		205	100%	80%		-0.05
Advance Educational Services	Island City Academy			Rural	215	7%	32%	81	
	Plymouth Educational Center			Detroit	1,379	100%	53%	26	
	Walden Green Montessori			Suburbs Mid & small city	246	6%	29%	58	
	West MI Academy of Arts and Academics			Suburbs Mid & small city	407	9%	32%	92	
	White Pine Academy			Rural	113	3%	38%	31	
	Woodland Park Academy			Midsized and small city	424	47%	40%	31	
	Woodland School			Rural	208	4%	14%	71	
Advance Educational Services Total		For Profit	7		2,992	55%	42%		0.14
American Institutional Management Services, Inc. (AIMS, Inc.)	The Dearborn Academy			Detroit	519	34%	98%	14	
American Institutional Management Services, Inc. (AIMS, Inc.) Total		For Profit	1		519	34%	98%		-0.59
Bardwell Group	David Ellis Academy			Detroit	254	100%	70%	68	
	David Ellis Academy West			Detroit	809	98%	67%	31	
Bardwell Group Total		For Profit	2		1,063	99%	68%		0.15
Black Star Educational Management	Nsoroma Institute			Detroit	221	100%	90%	9	
Black Star Educational Management Total		For Profit	1		221	100%	90%		-1.08
C.S. Partners/MEP Services	American Montessori Academy			Midsized and small city	496	37%	33%	16	
	Ann Arbor Learning Community			Midsized and small city	254	12%	14%	47	
	Charyl Stockwell Academy			Suburbs Mid & small city	1,102	4%	13%	92	
	Clara B. Ford Academy (SDA)			Suburbs of Detroit	166	74%	100%		
	Conner Creek Academy East			Detroit	1,123	94%	84%	5,5,23	
	Crescent Academy			Detroit	618	99%	83%	78	
	Detroit West Preparatory Academy			Detroit	281	97%	91%	21	
	FlexTech High School			Suburbs Mid & small city	118	0%	29%		
	Gaudior Academy			Detroit	226	79%	89%	5	
	Huron Academy			Suburbs of Detroit	542	24%	51%	33	
	Kensington Woods High School			Suburbs Mid & small city	141	3%	13%		
	Leelanau Montessori Public School Academy			Rural	70	13%	27%		
	Mt. Clemens Montessori Academy			Suburbs of Detroit	319	23%	24%	91	
	Pansophia Academy			Rural	241	15%	78%	10	
	Summit Academy			Suburbs of Detroit	430	18%	60%	49	
	Summit Academy North			Suburbs of Detroit	1,769	39%	54%	46,54,56	
	Sunrise Education Center			Rural	29	3%	93%		
	Vista Meadows Academy			Suburbs of Detroit	123	97%	98%		
	West Michigan Aviation Academy			Suburbs of Detroit	151	28%	38%		
C.S. Partners/MEP Services Total		For Profit	19		8,269	45%	54%		0.17
Charter School Administration Services	Academy of Southfield			Detroit	400	99%	82%	32	
	Academy of Warren			Detroit	682	100%	99%	8	
	Academy of Waterford			Midsized and small city	221	75%	93%	29	
	Academy of Westland			Suburbs of Detroit	349	98%	88%	13	
Charter School Administration Services Total		For Profit	4		1,652	96%	92%		-0.67
Charter School Services of Michigan	Ojibwe Charter School			Rural	89	92%	78%	15	
	Pontiac Academy for Excellence			Midsized and small city	1,409	92%	82%		
Charter School Services of Michigan Total		Nonprofit	2		1,498	92%	82%		-0.70
Chatfield Management Corporation	Chatfield School			Rural	449	2%	20%	69	
Chatfield Management Corporation Total		Nonprofit	1		449	2%	20%		1.64
Choice Schools Associates	Benton Harbor Charter School			Midsized and small city	405	99%	100%	35	
	Bradford Academy			Detroit	1,286	99%	67%	21	
	Creative Learning Academy			Rural	43	9%	72%	14	
	Creative Montessori Academy			Suburbs of Detroit	634	35%	39%	65	
	Dr. Charles Drew Academy			Suburbs of Detroit	397	85%	99%	13	
	Four Corners Montessori Academy			Suburbs of Detroit	305	15%	40%	58	
	Global Preparatory Academy			Detroit	162	90%	99%	62	
	Hillsdale Preparatory School			Rural	99	3%	43%	81	
	Morey Public School Academy			Rural	104	9%	66%	33	
	Three Oaks Public School Academy			Midsized and small city	296	85%	95%	38	
	West MI Academy of Environmental Science			Midsized and small city	568	38%	70%	54	
Choice Schools Associates Total		For Profit	11		4,299	68%	70%		-0.18
Concept Schools	Michigan Mathematics and Science Academy			Suburbs of Detroit	240	72%	76%	25	
Concept Schools Total		For Profit	1		240	72%	76%		0.12
Connections Academy	Michigan Connections Academy			Virtual	663	33%	61%		
Connections Academy Total		For Profit	1		663	33%	61%		
Cornerstone Charter Schools	Lincoln-King Academy			Detroit	489	100%	75%	11	
	Washington-Parks Academy			Detroit	539	100%	61%	42	
Cornerstone Charter Schools Total		Nonprofit	2		1,028	100%	68%		-0.55
Creative Urban Education, Inc.	Henry Ford Academy: School for Creative Studies (PSAD)			Detroit	691	98%	69%	13	
Creative Urban Education, Inc. Total		Nonprofit	1		691	98%	69%		-0.79
Dynamic HR	Casa Richard Academy			Detroit	99	93%	83%		
Dynamic HR Total		For Profit	1		99	93%	83%		
edtec central, LLC	ACE Academy (SDA)			Detroit	147	87%	100%		
	Ben Ross Public School Academy			Detroit	231	98%	96%	20	
	Life Skills Center of Pontiac			Midsized and small city	172	81%	87%		
edtec central, LLC Total		For Profit	3		550	90%	94%		-0.82
Education & Training Connections	Academic and Career Education Academy			Rural	118	9%	75%		
	Windover High School			Rural	123	6%	74%		
Education & Training Connections Total		Nonprofit	2		241	7%	74%		
Education Associates	Black River Public School			Midsized and small city	854	14%	19%	86	
Education Associates Total		Nonprofit	1		854	14%	19%		1.75
Education Management & Networks (EMAN)	EMAN Hamilton Academy			Detroit	512	99%	91%		
	Oakland International Academy			Detroit	695	8%	97%	16,12,19	
Education Management & Networks (EMAN) Total		For Profit	2		1,207	47%	94%		-0.52
EightCAP, Inc	Threshold Academy			Rural	184	14%	93%	21	
EightCAP, Inc Total		Nonprofit	1		184	14%	93%		
Employees Only	Dr. Joseph F. Pollack Academic Center of Excellence			Detroit	835	100%	69%	12	
	Great Lakes Academy			Midsized and small city	254	95%	98%	22	

Education Service Provider Name	PSA Name	For Profit or Nonprofit	# of schools	Urban Centric Code of Majority of Students	Enrollment 11-12	% Black, Hispanic or Native American, 11-12	% Free/reduced price lunch, 11-12	Top to Bottom Percentile Ranking, 11-12	ESP Performance Index, 11-12
Employees Only Total			2		1,089	99%	76%		
Evans Solutions	Blanche Kelso Bruce Academy			Detroit	621	94%	100%		
Evans Solutions Total		For Profit	1		621	94%	100%		
Foundation for Behavioral Resources	Arbor Academy			Midsized and small city	212	31%	63%	19	
	Forest Academy			Suburbs Mid & small city	85	8%	45%		
	Oakland Academy			Midsized and small city	217	14%	33%	55	
Foundation for Behavioral Resources Total		Nonprofit	3		514	20%	47%		0.89
Global Educational Excellence	Bridge Academy			Suburbs of Detroit	737	4%	100%	12	
	Central Academy			Midsized and small city	539	17%	84%	72	
	Frontier International Academy			Suburbs of Detroit	329	8%	100%	4	
	GEE Edmonson Academy			Detroit	279	95%	100%		
	GEE White Academy			Detroit	488	59%	100%		
	Global Heights Academy			Detroit	155	50%	75%		
	Riverside Academy			Midsized and small city	1,089	6%	94%		
	Riverside Academy			Midsized and small city	1,089	6%	94%	39	
	Victory Academy Charter School			Midsized and small city	227	89%	98%	28	
Global Educational Excellence Total		For Profit	8		3,843	27%	95%		-0.52
Hamadeh Educational Services, Inc.	Noor International Academy			Suburbs of Detroit	66	3%	29%		
	Star International Academy			Suburbs of Detroit	1,405	4%	80%	79	
	Universal Academy			Detroit	560	10%	100%	21	
	Universal Learning Academy			Suburbs of Detroit	530	7%	90%	10	
Hamadeh Educational Services, Inc. Total		For Profit	4		2,561	6%	85%		0.21
HR Charter Consulting LLC	Academy of Flint			Midsized and small city	473	100%	86%	0	
HR Charter Consulting LLC Total		For Profit	1		473	100%	86%		
Imagine Schools	Renaissance Public School Academy			Rural	345	19%	68%	48	
Imagine Schools Total		Nonprofit	1		345	19%	68%		0.11
Innovative Teaching Solutions	Old Redford Academy			Detroit	2,041	99%	80%	22,24,46	
Innovative Teaching Solutions Total		For Profit	1		2,041	99%	80%		-0.33
Integrity Education Services	Hope Academy of West Michigan			Midsized and small city	295	93%	87%		
	Lighthouse Academy			Midsized and small city	210	65%	90%		
Integrity Education Services Total		Nonprofit	2		505	81%	88%		
K12 Inc.	Michigan Virtual Charter Academy			Virtual	683	27%	52%		
K12 Inc. Total		For Profit	1		683	27%	52%		
Key Concepts Educational Management Company	Aisha Shule/WEB Dubois Prep. Academy School			Detroit	218	100%	53%	3	
Key Concepts Educational Management Company Total		For Profit	1		218	100%	53%		-1.69
Lakeshore Educational Management, Inc.	Concord Academy - Petoskey			Rural	275	1%	34%	84	
	Concord Academy Boyne			Rural	197	6%	19%	58	
	Concord Montessori and Community School			Rural	180	0%	76%	12	
Lakeshore Educational Management, Inc. Total		For Profit	3		652	2%	41%		0.83
Leona Group	Academy for Business and Technology			Detroit	712	88%	91%	2,47	
	Allen Academy			Detroit	1,003	100%	90%	16	
	Cesar Chavez Academy			Detroit	2,189	95%	96%	14,17,30,32	
	Dream Academy			Midsized and small city	257	99%	97%		
	Francis Reh PSA			Midsized and small city	366	95%	95%	21	
	George Crockett Academy			Detroit	420	100%	96%	14	
	Hope of Detroit Academy			Detroit	523	98%	93%	39	
	Joy Preparatory Academy			Detroit	370	99%	92%	29	
	Joy Preparatory Academy			Detroit	370	99%	92%	14	
	Mildred C. Wells Preparatory Academy			Midsized and small city	204	99%	98%	18	
	Northridge Academy			Midsized and small city	276	100%	100%	14	
	Pierre Toussaint Academy			Detroit	370	100%	90%	25	
	Saginaw Preparatory Academy			Suburbs Mid & small city	412	97%	97%	27	
	Traverse City College Preparatory Academy			Rural	61	10%	41%		
	Voyageur Academy			Detroit	834	96%	90%	25	
Leona Group Total		For Profit	14		7,997	96%	93%		-0.43
Magnum	Timbuktu Academy of Science and Technology			Detroit	441	100%	96%	4	
Magnum Total		For Profit	1		441	100%	96%		-1.64
Michigan Japanese Bilingual Ed. Foundation	Japanese American School of South East Michigan			Midsized and small city	33	15%	15%		
Michigan Japanese Bilingual Ed. Foundation Total		Nonprofit	1		33	15%	15%		
Midland Charter Initiative	Midland Academy of Advanced and Creative Studies			Rural	239	3%	25%	80	
Midland Charter Initiative Total		Nonprofit	1		239	3%	25%		2.02
Midwest Management Group, Inc.	American International Academy			Detroit	113	88%	94%		
	Business Entrepreneurship, Science, Tech. Academy			Detroit	494	100%	99%	9	
	George Washington Carver Academy			Detroit	440	100%	97%	10	
	Michigan Technical Academy			Detroit	1,034	100%	93%	20,30	
	Mid-Michigan Leadership Academy			Midsized and small city	223	66%	96%	9	
	West Village Academy			Midsized and small city	413	86%	86%	56	
	Woodward Academy			Detroit	705	99%	88%	16	
Midwest Management Group, Inc. Total		For Profit	7		3,422	96%	93%		-0.52
MJ Management Services/ Helicon	Grattan Academy			Rural	302	6%	39%		
	Marshall Academy			Rural	273	14%	24%	29	
	New Bedford Academy			Suburbs of Detroit	168	7%	32%	64	
	Will Carleton Charter School Academy			Rural	346	4%	17%	52	
MJ Management Services/ Helicon Total		For Profit	4		1,089	7%	27%		0.30
Mosaica Education	Arts and Technology Academy of Pontiac			Midsized and small city	423	92%	100%	31	
	Bay County PSA			Midsized and small city	236	14%	99%	5	
	Bingham Arts Academy			Rural	200	3%	73%	13	
	Discovery Arts and Technology PSA			Suburbs of Detroit	221	98%	100%	5	
	Grand Blanc Academy			Midsized and small city	417	62%	100%	12	
	Richfield Public School Academy			Midsized and small city	653	53%	91%	29	
Mosaica Education Total		For Profit	6		2,150	58%	95%		-0.65
Nataki Talibah Schoolhouse	Nataki Talibah Schoolhouse of Detroit			Detroit	360	100%	75%	46	
Nataki Talibah Schoolhouse Total		Nonprofit	1		360	100%	75%		-0.09
National Heritage Academies	Achieve Charter Academy			Suburbs of Detroit	737	16%	12%	96	
	Burton Glen Charter Academy			Midsized and small city	672	59%	87%	16	
	Canton Charter Academy			Suburbs of Detroit	734	10%	9%	98	
	Chandler Woods Charter Academy			Rural	710	2%	26%	88	

Education Service Provider Name	PSA Name	For Profit or Nonprofit	# of schools	Urban Centric Code of Majority of Students	Enrollment 11-12	% Black, Hispanic or Native American, 11-12	% Free/reduced price lunch, 11-12	Top to Bottom Percentile Ranking, 11-12	ESP Performance Index, 11-12
	Cross Creek Charter Academy			Suburbs of Detroit	738	11%	29%	94	
	Detroit Enterprise Academy			Detroit	713	99%	91%	25	
	Detroit Merit Charter Academy			Detroit	733	99%	87%	60	
	Detroit Premier Academy			Detroit	742	99%	91%	52	
	Eagle Crest Charter Academy			Suburbs Mid & small city	720	22%	38%	93	
	East Arbor Charter Academy			Rural	483	35%	35%		
	Endeavor Charter Academy			Midsized and small city	707	16%	58%	20	
	Excel Charter Academy			Midsized and small city	1,207	37%	42%	76	
	Flagship Charter Academy			Detroit	694	99%	95%	21	
	Fortis Academy			Rural	678	54%	58%	38	
	Great Oaks Academy			Detroit	729	85%	82%	24	
	Hamtramck Academy			Detroit	494	36%	90%	46	
	Keystone Academy			Suburbs of Detroit	763	15%	26%	58	
	Knapp Charter Academy			Midsized and small city	752	26%	55%	55	
	Lansing Charter Academy			Midsized and small city	565	59%	72%	10	
	Laurus Academy			Detroit	728	97%	70%	26	
	Legacy Charter Academy			Detroit	521	98%	97%		
	Linden Charter Academy			Midsized and small city	739	96%	89%	28	
	Metro Charter Academy			Suburbs of Detroit	745	73%	57%	48	
	North Saginaw Charter Academy			Midsized and small city	425	69%	81%	15	
	Paragon Charter Academy			Suburbs Mid & small city	700	24%	56%	62	
	Paramount Charter Academy			Midsized and small city	683	20%	46%	32	
	Prevail Academy			Suburbs of Detroit	598	41%	63%	27	
	Quest Charter Academy			Midsized and small city	621	47%	69%	7	
	Reach Charter Academy			Suburbs of Detroit	701	45%	64%	19	
	Regent Park Scholars Charter Academy			Detroit	433	98%	93%		
	Ridge Park Charter Academy			Midsized and small city	687	68%	76%	30	
	South Arbor Charter Academy			Rural	766	21%	20%	92	
	South Canton Scholars Charter Academy			Suburbs of Detroit	587	19%	18%		
	Taylor Exemplar Academy			Midsized and small city	715	35%	59%	24	
	Timberland Academy			Suburbs Mid & small city	381	66%	89%	13	
	Triumph Academy			Rural	632	14%	47%	33	
	Vanderbilt Charter Academy			Midsized and small city	448	56%	74%	49	
	Vanguard Charter Academy			Midsized and small city	744	22%	49%	85	
	Vista Charter Academy			Midsized and small city	720	86%	84%	52	
	Walker Charter Academy			Midsized and small city	721	14%	38%	65	
	Walton Charter Academy			Midsized and small city	790	79%	83%	20	
	Warrendale Charter Academy			Detroit	748	99%	91%	49	
	Windemere Park Charter Academy			Midsized and small city	719	38%	54%	38	
National Heritage Academies Total		For Profit	43		29,123	50%	60%		1.54
New Paradigm	Edison Public School Academy			Detroit	1,201	99%	61%	72	
	New Paradigm Glazer Academy			Detroit	177	99%	77%		
	New Paradigm Loving Academy			Detroit	188	100%	69%		
New Paradigm Total		Nonprofit	3		1,566	99%	63%		1.12
New Urban Learning	University Preparatory Academy (PSAD)			Detroit	1,727	99%	80%	25,33,34,51	
	University Preparatory Science and Math (PSAD)			Detroit	695	99%	68%	57	
	University Yes Academy			Detroit	269	100%	83%		
New Urban Learning Total		Nonprofit	3		2,691	99%	77%		0.17
Northstar Educational	Northwest Academy			Rural	132	5%	42%		
Northstar Educational Total		For Profit	1		132	5%	42%		
O.P. Twelve Inc.	WayPoint Academy			Suburbs Mid & small city	253	60%	83%	31	
O.P. Twelve Inc. Total		For Profit	1		253	60%	83%		
Ombudsman	Youth Advancement Academy			Rural	38	82%	100%		
Ombudsman Total		For Profit	1		38	82%	100%		
Operation Graduation	Jalen Rose Leadership Academy			Detroit	120	100%	85%		
Operation Graduation Total		Nonprofit	1		120	100%	85%		
Peak Performance	Center for Literacy and Creativity			Detroit	98	100%	79%	0	
Peak Performance Total		For Profit	1		98	100%	79%		
PrepNet	Arbor Preparatory High School			Rural	163	39%	28%		
	Wellspring Preparatory High School			Midsized and small city	190	30%	46%		
PrepNet Total		For Profit	2		353	34%	37%		
Romine Group	Hanley International Academy			Detroit	611	51%	94%	19	
	Madison Academy			Midsized and small city	614	37%	70%	19	
	Merritt Academy			Rural	467	9%	40%	54	
	St. Clair County Intervention Academy			Suburbs Mid & small city	58	10%	100%		
	Trillium Academy			Midsized and small city	711	31%	53%	45	
Romine Group Total		For Profit	5		2,461	33%	66%		-0.02
SABIS Educational Management	International Academy of Flint			Midsized and small city	1,146	85%	92%	49	
	International Academy of Saginaw			Suburbs Mid & small city	290	90%	77%	46	
SABIS Educational Management Total		For Profit	2		1,436	86%	89%		0.38
Schoolhouse Services & Staffing	Dove Academy of Detroit			Detroit	465	99%	92%	24	
	Eaton Academy			Detroit	503	99%	81%	26	
	Weston Preparatory Academy			Detroit	266	100%	91%	12	
Schoolhouse Services & Staffing Total		For Profit	3		1,234	99%	88%		-0.13
Self-managed	AGBU Alex-Marie Manoogian School			Midsized and small city	393	7%	36%	36	
	Arts Academy in the Woods			Suburbs of Detroit	276	43%	35%	50	
	Battle Creek Area Learning Center			Midsized and small city	153	25%	60%		
	Bay-Arenac Community High School			Suburbs Mid & small city	157	21%	99%		
	Blue Water Learning Academy			Midsized and small city	33	6%	64%		
	Blue Water Middle College			Midsized and small city	85	6%	12%		
	Casman Alternative Academy			Rural	90	10%	76%		
	Cole Academy			Midsized and small city	182	56%	73%	43	
	Commonwealth Community Devel. Academy			Detroit	266	100%	99%	6	
	Countryside Academy			Midsized and small city	499	56%	83%	33,65	
	Creative Technologies Academy			Rural	322	3%	35%	20	
	Da Vinci Institute			Rural	295	13%	67%	46	
	DeTour Arts and Technology Academy			Rural	51	20%	65%		

Education Service Provider Name	PSA Name	For Profit or Nonprofit	# of schools	Urban Centric Code of Majority of Students	Enrollment 11-12	% Black, Hispanic or Native American, 11-12	% Free/reduced price lunch, 11-12	Top to Bottom Percentile Ranking, 11-12	ESP Performance Index, 11-12
	Detroit Academy of Arts and Sciences			Detroit	1,184	100%	74%	5	
	Detroit Community Schools			Detroit	1,040	100%	90%	11,11	
	Detroit MidRural Academy			Detroit	453	100%	94%		
	Detroit Service Learning Academy			Detroit	1,156	100%	79%	38	
	El-Hajj Malik El-Shabazz Academy			Midsize and small city	331	99%	100%	27	
	Grand Rapids Child Discovery Center			Midsize and small city	224	33%	57%	17	
	Henry Ford Academy			Detroit	517	80%	66%	33	
	Holly Academy			Rural	829	5%	14%	95	
	Honey Creek Community School			Rural	239	8%	13%	86	
	Hope Academy			Detroit	578	100%	99%	9	
	Joseph K. Lumsden Bahweting Anishnabe Academy			Rural	461	67%	56%	52	
	Martin Luther King, Jr. Education Center Academy			Detroit	354	100%	62%	89	
	Nah Tah Wahsh Public School Academy			Rural	177	53%	81%	1	
	New Beginnings Academy			Suburbs of Detroit	125	87%	80%	56	
	New Branches School			Midsize and small city	347	64%	69%	28	
	North Star Academy			Rural	257	7%	61%	36	
	Northpointe Academy			Detroit	331	100%	87%	16	
	Outlook Academy			Rural	44	16%	57%		
	Presque Isle Academy II			Rural	61	2%	85%		
	Relevant Academy of Eaton County			Suburbs of Detroit	137	16%	66%		
	St. Clair County Learning Academy			Suburbs Mid & small city	32	19%	78%		
	The Greenspire School			Rural	39	0%	15%		
	Three Lakes Academy			Rural	97	4%	68%	0	
	Virtual Learning Academy of St. Clair County			Midsize and small city	169	8%	70%		
	Washtenaw Technical Middle College			Midsize and small city	399	19%	10%	88	
	Wavecrest Career Academy			Midsize and small city	110	48%	65%		
	William C. Abney Academy			Midsize and small city	630	99%	93%	16	
Self-managed Total		Nonprofit	40		13,123	64%	68%		-0.28
Smart Schools, Inc.	Bay City Academy			Midsize and small city	154	20%	55%		
	Grand Traverse Academy			Rural	1,204	7%	28%	91	
Smart Schools, Inc. Total		For Profit	2		1,358	8%	31%		1.20
Solid Rock Management Company	Marvin L. Winans Academy of Performing Arts			Detroit	1,278	100%	71%	10,40	
	Woodmont Academy			Detroit	375	99%	75%	25	
Solid Rock Management Company Total		For Profit	2		1,653	100%	72%		-0.12
Summit Management Consulting	Landmark Academy			Midsize and small city	970	6%	44%	49	
Summit Management Consulting Total		For Profit	1		970	6%	44%		0.23
SVRC Industries	Saginaw County Transition Academy			Midsize and small city	132	92%	100%		
	Saginaw Learn to Earn Academy			Midsize and small city	121	85%	93%		
SVRC Industries Total		Nonprofit	2		253	89%	97%		
Synergy Training Solutions, Inc	HEART Academy			Detroit	226	100%	83%		
Synergy Training Solutions, Inc. Total		For Profit	1		226	100%	83%		
Technical Academy Group	Advanced Technology Academy			Detroit	1,323	98%	80%	34	
Technical Academy Group Total		For Profit	1		1,323	98%	80%		-0.25
The Hanley Harper Group, Inc.	Taylor International Academy			Midsize and small city	283	98%	65%		
The Hanley Harper Group, Inc. Total		For Profit	1		283	98%	65%		
Universal Management LLC	Eastern Washtenaw Multicultural Academy			Midsize and small city	280	59%	73%	12	
Universal Management LLC Total		For Profit	1		280	59%	73%		-0.67
Varner & Associates	Chandler Park Academy			Detroit	2,409	100%	88%	15.53	
Varner & Associates Total		For Profit	1		2,409	100%	88%		-0.23
Visions Education Development Consortium	Center Academy			Midsize and small city	396	91%	90%	14	
Visions Education Development Consortium Total		For Profit	1		396	91%	90%		-0.65
White Hat Management	Covenant House Academy Central			Detroit	300	100%	81%		
	Covenant House Academy East			Detroit	251	100%	70%		
	Covenant House Academy Southwest			Detroit	229	86%	79%		
White Hat Management Total		For Profit	3		780	96%	77%		-2.10
Woodbridge Group	Byron Center Charter School			Rural	246	7%	30%	55	
	Crossroads Charter Academy			Rural	710	12%	63%	28.58	
Woodbridge Group Total		Nonprofit	2		956	10%	54%		0.87
Y Educational Services	Detroit Leadership Academy			Detroit	305	99%	97%		
Y Educational Services Total		Nonprofit	1		305	99%	97%		

Locale	Definition
<b>City</b>	
Large	Territory inside an urbanized area and inside a principal city with population of 250,000 or more (i.e. Detroit)
Midsize	Territory inside an urbanized area and inside a principal city with population less than 250,000 and greater than or equal to 100,000 (i.e. Grand Rapids, Lansing, Flint)
Small	Territory inside an urbanized area and inside a principal city with population less than 100,000 (i.e. Ypsilanti, Benton Harbor)
<b>Suburb</b>	
Large	Territory outside a principal city and inside an urbanized area with population of 250,000 or more (i.e. Canton, Redford, Mt. Clemens)
Midsize	Territory outside a principal city and inside an urbanized area with population less than 250,000 and greater than or equal to 100,000 (i.e. Grand Ledge)
Small	Territory outside a principal city and inside an urbanized area with population less than 100,000
<b>Town</b>	
Fringe	Territory inside an urban cluster that is less than or equal to 10 miles from an urbanized area (i.e., Cedar Springs)
Distant	Territory inside an urban cluster that is more than 10 miles and less than or equal to 35 miles from an urbanized area (i.e. Lapeer, Beaverton)
Remote	Territory inside an urban cluster that is more than 35 miles from an urbanized area (i.e. Manistee, Traverse City)
<b>Rural</b>	
Fringe	Census-defined rural territory that is less than or equal to 5 miles from an urbanized area, as well as rural territory that is less than or equal to 2.5 miles from an urban cluster (i.e. Hillsdale, Belmont, Eaton Rapids)
Distant	Census-defined rural territory that is more than 5 miles but less than or equal to 25 miles from an urbanized area, as well as rural territory that is more than 2.5 miles but less than or equal to 10 miles from an urban cluster
Remote	Census-defined rural territory that is more than 25 miles from an urbanized area and is also more than 10 miles from an urban cluster (i.e. Mancelona, Onaway)

SOURCE: Office of Management and Budget (2000). Standards for Defining Metropolitan and Micropolitan Statistical Areas; Notice. Federal Register (65) No. 249.

From the website of the Bureau of Assessment and Accountability, [2011-2012 School Ranking Business Rules](http://www.michigan.gov/documents/mde/2011-12_School_Rankings_Business_Rules_393915_7.pdf), [http://www.michigan.gov/documents/mde/2011-12\\_School\\_Rankings\\_Business\\_Rules\\_393915\\_7.pdf](http://www.michigan.gov/documents/mde/2011-12_School_Rankings_Business_Rules_393915_7.pdf)

### ***Datasets to be included (if available)***

- Most recent four years (2009-2011) of published data from fall MEAP, grades 03-08
- Most recent four years (2008-2012) of published data from spring MME, grade 11
- Most recent four years (2008-2012) of the four-year graduation rate (2008-2012)

### ***Subjects to be included (if available)***

- Mathematics
- Reading
- Writing
- Science
- Social Studies

### ***Definitions***

- Elementary/middle school = a school housing any of grades K-8
- High school = a school housing any of grades 9-12
- Secondary school = a school housing any of grades 7-12
- A student with a performance level of 1 or 2 is considered proficient.

### ***ESP and Student criteria for inclusion***

- The 11 large ESPs with at least 30 students considered full academic year (FAY) over the two most recent years in at least two tested subjects will have the Top-to-Bottom ranking calculated.
- ESPs with fewer than 30 FAY tested students in any given subject will not have that subject included in their ranking.
- FAY tested rules are as follows:
  - A student stays in the same district for at least three count periods before taking the MEAP or MME test.
  - For example, a student took the MEAP test in 2011. This student is a FAY student only if this student stays in the same ESP in the 2011 Fall Count, the 2011 End-Of-Year count, and the 2011 Spring count.
- All students with valid math, reading, writing, science, and social studies scores in the assessments were included.
- Include fall scores in data for the current year's ESP and grade using feeder codes.
- Only public school students were included (no home schooled or private school students).

### ***Steps in Calculations***

1. For each test, grade, content area (including graduation rate where applicable), and year, calculate a z-score for each student based on their scale score, calculated as

$$Z_i = \frac{SS_i - \mu_{SS}}{\sigma_{SS}}$$

where  $SS_i$  indicates the scale score for student  $i$ ;  $\mu_{SS}$  indicates the mean of scale scores across all students for the test, grade, content area, and year;  $\sigma_{SS}$  indicates the standard deviation of scale scores across all students studying in a charter school for the test, grade, content area, and year; and  $Z_i$  indicates the z-score for student  $i$ .



2. [Repeat steps 3-7 separately for mathematics, reading, science, social studies, and writing; and each grade range (elementary/middle versus high school) for each ESP with students tested in the grade and content area in the year 2011 and 2010 for which data are available]
3. For each ESP, calculate an **achievement index** for the most recent two years in which data are available:
  - a. Calculate the within- ESP average (mean) z-scores for the most recent (year 3) and next most recent (year 2) years tested for each ESP  $j$  ( $\mu_{zj3}$  and  $\mu_{zj2}$ , respectively)
  - b. Obtain the number of FAY students tested in ESP  $j$  for the most recent year (year 3) and the next most recent year (year 2) ( $N_{zj3}$  and  $N_{zj2}$  for the most recent and previous year, respectively)
  - c. Calculated a weighted within- ESP average (mean) z-score over the most recent two years as

$$\mu_{zj} = \frac{N_{zj3}\mu_{zj3} + N_{zj2}\mu_{zj2}}{N_{zj3} + N_{zj2}}$$

- d. Calculate the achievement index for ESP  $j$  as
 
$$ach_j = \frac{\mu_{zj} - \mu_z}{\sigma_z}$$
- e. where  $\mu_z$  indicates the state wide mean of  $\mu_{zj}$  across all comparable ESPs,  $\sigma_z$  indicates the state wide standard deviation of  $\mu_{zj}$  across all comparable ESPs, and  $ach_j$  is a z-score delineating how many standard deviations above or below the mean of comparable ESPs ESP  $j$  lies.

4. For each ESP, calculate a **percent change index**:

- a. Where adjacent year testing occurs (e.g., reading & mathematics in elementary/middle school), obtain the numbers (in the table below) for the most recent year and for the previous year.

Previously Proficient	Performance Level Change									
	Most recent year					Previous year				
	SD	D	M	I	SI	SD	D	M	I	SI
No	SD <sub>3n</sub>	D <sub>3n</sub>	M <sub>3n</sub>	I <sub>3n</sub>	SI <sub>3n</sub>	SD <sub>2n</sub>	D <sub>2n</sub>	M <sub>2n</sub>	I <sub>2n</sub>	SI <sub>2n</sub>
Yes	SD <sub>3y</sub>	D <sub>3y</sub>	M <sub>3y</sub>	I <sub>3y</sub>	SI <sub>3y</sub>	SD <sub>2y</sub>	D <sub>2y</sub>	M <sub>2y</sub>	I <sub>2y</sub>	SI <sub>2y</sub>

Where "SD" indicates a significant decline in performance level from one year to the next, "D" indicates a decline in performance level, "M" indicates maintaining performance level, "I" indicates an improvement in performance level, and "SI" indicates a significant improvement in performance level. Previously proficient (yes/no) indicates whether the student was considered proficient on the test the year before.

- b. Calculate the total number of FAY students with performance level change scores for the most recent year and the next most recent year as:

$$N_{PLC3} = SD_{3n} + D_{3n} + M_{3n} + I_{3n} + SI_{3n} + SD_{3y} + D_{3y} + M_{3y} + I_{3y} + SI_{3y}, \text{ and}$$

$$N_{PLC2} = SD_{2n} + D_{2n} + M_{2n} + I_{2n} + SI_{2n} + SD_{2y} + D_{2y} + M_{2y} + I_{2y} + SI_{2y}.$$

- c. Calculate weighted improvement scores for each ESP using the weights given in the table below

Previously Proficient	Performance Level Change				
	SD	D	M	I	SI
No	-2	-1	0	1	2
Yes	-2	-1	1	1	2

Such that the two-year weighted performance level change for ESP  $j$  is calculated as the sum of the weighted improvement scores, divided by the weighted number of full academic year students with improvement scores.

- d. The improvement index for ESP  $j$  is calculated as

$$imp_j = \frac{PLC_j - \mu_{PLC}}{\sigma_{PLC}},$$

where  $\mu_{PLC}$  indicates the mean of  $PLC_j$  across all comparable ESPs,  $\sigma_{PLC}$  indicates the standard deviation of  $PLC_j$  across all comparable ESPs, and  $imp_j$  is a z-score delineating how many standard deviations above or below the statewide mean of comparable ESPs ESP  $j$  lies.

- e. Where adjacent grade testing does not occur (i.e., for all calculations in high school [including graduation rate] and in science, social studies, and writing):
- i. Obtain the ESP mean z-score for a total of four years, including the present year and previous year ( $\mu_{zj3}$  and  $\mu_{zj2}$ , respectively), as well as the years two years and three years ago ( $\mu_{zj1}$  and  $\mu_{zj0}$ , respectively).
  - ii. Obtain the number of FAY students tested in the ESP ( $j$ ) for the four most recent years ( $N_{zj3}$ ,  $N_{zj2}$ ,  $N_{zj1}$ , and  $N_{zj0}$ )
  - iii. Calculate the slope ( $\beta_j$ ) of the simple regression of ESP  $j$  mean z-scores on year (representing the annual change in ESP mean z-scores).
  - iv. Calculate the improvement index for each ESP  $j$  as

$$imp_j = \frac{\beta_j - \mu_\beta}{\sigma_\beta},$$

where  $\mu_\beta$  indicates the mean improvement slope across all comparable ESPs, and  $\sigma_\beta$  indicates the standard deviation of improvement slopes across all comparable ESPs.

- v. Special situations: when there are only three years of data available for a given content area, calculate  $\mu_\beta$  as the three year simple regression of school mean z-scores one year.
5. Calculate an **achievement gap index** for each ESP in each available subject using the following steps:
- a. Identify the top 30% and the bottom 30% of student z-scores in each ESP.
  - b. Calculate the average z-score of the top 30% of student z-scores, and the average z-score of the bottom 30% of student z-scores.
  - c. Calculate (combining across both the most recent and next most recent years) the average z-scores of the bottom 30% of z-scores in the ESP and subtracting from that the average of the top 30% of z-scores in the ESP. This gives a negative number which when compared to all ESPs in the state assures that ESPs with the highest achievement gap receive the lowest z-scores as intended.
  - d. Calculate the achievement gap index for ESP  $j$   $gap_j$  as the z-score of that gap as compared to the statewide distribution across all comparable ESPs, such that the following quantities are produced by

$$gap_j = \frac{z_j - \mu}{\sigma}.$$

- e. Compute average of achievement gap index for all ESPs - for all available content areas.
6. Calculate the ESP performance index for each content area as

$$Y_j = \frac{2ach_j + imp_j + gap_j}{4},$$

where  $Y_j$  represents a given content area. The calculation described is to be carried out in all cases except in the following special situations: when improvement indices are not available, calculate the overall school performance index for each content area as

$$Y_j = \frac{2ach_j + gap_j}{3}$$

7. Calculate the statewide ESP percentile rank on  $Y_j$  (for display purposes only), ranking within elementary/middle schools and within high schools at this point. This provides a content-area specific rank relative to other ESPs of the same level. This will be used only for display and will not figure into further calculations.
8. For each content area, compare the content index (or grad rate index) to other elementary/middle schools or to other high schools. This creates a z-score ( $Y_{jz}$ ) for each content/grad index that compares the ESP's index in that content area or grad index to other ESPs of the same level.
9. Calculate the overall ESP performance index ( $spl$ ) across all content areas (including graduation rate where applicable) in which the ESP received a ESP performance index z-score ( $spl$  is calculated as the average of from 2 to 11  $Y_{jz}$ 's depending upon the grade configuration and enrollment). For ESPs without a graduation rate index,  $spl$  is calculated as the straight average of all  $Y_{jz}$ 's calculated for the school. For ESPs with a graduation rate index, the ESP performance index on graduation rate must account for exactly 10 percent of the overall school performance index. This is accomplished by multiplying the straight average of all other  $Y_{jz}$ 's calculated for the school by the value 0.9, and adding to that result the quantity multiplied by the value 0.1.
10. Rank the 11 ESPs by the value of  $spl$ .

### ***Ranking Rules for Subgroup Proficiency***

Students were selected according to the following rules:

- All students with valid test scores in the assessments were included.
- A student with a performance level of 1 or 2 is considered proficient.
- All students with test scores who were present a full academic year (FAY) were included.
- Include fall scores in 2012, 2011, 2010 and 2009 MEAP data using feeder codes. Four years of data had to be used because some subgroups didn't have sufficient students in a single grade to be statistically reliable.
- Only public school students were included (no home schooled or private school students).
- 9<sup>th</sup> grade social studies reflects the feeder schools.

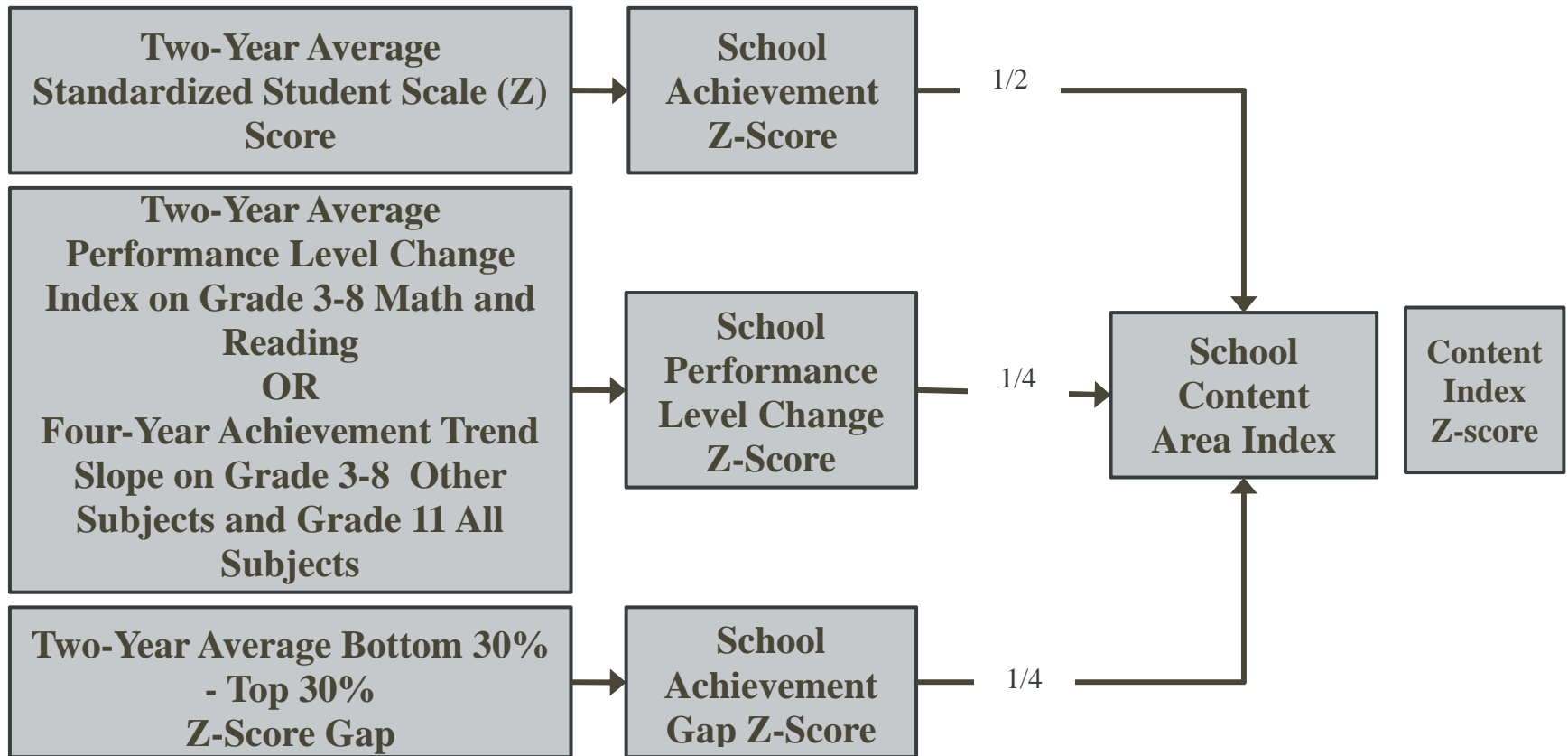
### ***Datasets included***

- Most recent four years (year 2009 to 2012) of data from fall MEAP received from BAA for individual students, grades 03-08
- The cut score for students on the MEAP 2009 and 2010 was recreated using the new college ready rule used in 2011

### ***Steps in Calculations***

1. Combined four year MEAP datasets

2. Repeat steps 3 separately for reading, mathematics, writing, science, and social studies for each grade level and each subject group for each ESP with FAY students tested in the grade and subject in the combined data
3. Calculate a percent proficiency and percent improvement in which data are available. The percent proficiency and percent improvement are reported if the number of FAY students is larger than 30.



# Cumulative Proficiency and Growth Rates in Math and Reading on MEAP 2009-12

## Appendix E

ESP Name	Math Cumulative Growth					Reading Cumulative Growth			
	N_math	Percent Proficient	Percent Improving	Not/Partially Proficient but Improving	Not/Partially Proficient -> Proficient/Advanced	Percent Proficient	Percent Improving	Not/Partially Proficient but Improving	Not/Partially Proficient -> Proficient/Advanced
State	2,480,636	39%	34%	24%	9%	65%	36%	17%	9%
All PSAs	179,066	28%	36%	29%	9%	55%	39%	23%	11%
All PSAs minus NHA	124,284	23%	35%	30%	8%	50%	40%	26%	12%
<b>NHA</b>									
National Heritage Academies	54,782	40%	37%	27%	9%	65%	37%	18%	10%
<b>10,000 or more students tested</b>									
C.S. Partners/MEP Services	10,091	31%	37%	29%	10%	62%	40%	20%	11%
Leona Group	11,218	16%	35%	32%	7%	37%	40%	31%	12%
Self-managed	17,059	27%	34%	28%	9%	53%	38%	23%	11%
<b>9,999-1,000 students tested</b>									
Advance Educational Services	4,945	26%	36%	30%	9%	64%	38%	19%	10%
Bardwell Group	2,107	15%	37%	35%	8%	47%	43%	30%	14%
Charter School Administration Services	4,510	14%	37%	33%	7%	37%	40%	32%	13%
Charter School Services of Michigan	2,181	13%	33%	31%	8%	35%	35%	29%	12%
Chatfield Management Corporation	1,075	58%	36%	20%	10%	77%	33%	14%	10%
Choice Schools Associates	6,781	21%	37%	33%	9%	54%	41%	24%	13%
Education Associates	1,368	57%	38%	21%	10%	84%	36%	9%	6%
EMAN	1,446	20%	34%	30%	10%	35%	44%	35%	16%
Global Educational Excellence	4,306	27%	39%	32%	9%	44%	49%	36%	16%
Hamadeh Educational Services, Inc.	3,948	33%	34%	27%	9%	49%	43%	30%	14%
Helicon Associates/MJM Services	2,229	32%	38%	30%	12%	61%	40%	21%	10%
Imagine Schools	1,153	23%	38%	33%	10%	55%	43%	25%	12%
Innovative Teaching Solutions	1,978	13%	33%	32%	5%	42%	41%	30%	13%
Midwest Management Group, Inc.	4,931	13%	34%	31%	7%	37%	40%	31%	13%
Mosaica Education	3,934	19%	37%	33%	9%	42%	40%	28%	11%
New Paradigm	2,528	36%	36%	28%	10%	63%	40%	21%	12%
New Urban Learning	3,587	27%	37%	31%	10%	53%	42%	27%	14%
Romine Group	3,787	25%	36%	30%	8%	54%	39%	24%	11%
SABIS Educational Management	2,347	19%	33%	29%	8%	52%	40%	25%	13%
Schoolhouse Services & Staffing	1,934	14%	36%	34%	7%	44%	38%	27%	13%
Smart Schools, Inc.	2,383	46%	36%	25%	10%	72%	37%	15%	10%
Solid Rock Management Company	2,788	15%	29%	28%	5%	46%	37%	25%	11%
Summit Management Consulting	1,670	19%	38%	35%	9%	58%	40%	21%	11%
Technical Academy Group	1,457	12%	39%	37%	7%	38%	39%	29%	13%
Varner & Associates	3,632	9%	31%	29%	4%	38%	39%	29%	11%
Visions Education Development Consortium	1,089	11%	36%	35%	5%	36%	38%	30%	10%
Woodbridge Group	1,444	39%	35%	26%	9%	66%	37%	18%	10%
<b>Less than 1,000 students tested</b>									
777 Management Company	226	36%	43%	37%	17%	56%	39%	28%	20%
American Institutional Management Services	990	17%	35%	32%	7%	35%	43%	36%	14%
Black Star Educational Management	365	7%	32%	31%	3%	40%	44%	35%	16%
Concept Schools	254	16%	32%	28%	7%	51%	33%	25%	10%
Connections Academy	213	37%	40%	29%	11%	76%	45%	17%	14%
Cornerstone Charter Schools	860	18%	34%	31%	7%	56%	42%	24%	11%
Creative Urban Education, Inc.	555	5%	25%	24%	3%	41%	43%	34%	13%
edtec central, LLC	630	13%	36%	34%	7%	34%	42%	34%	12%
EightCAP, Inc	283	14%	39%	37%	5%	32%	32%	28%	10%
Employees Only	557	22%	39%	33%	10%	47%	46%	33%	14%
Foundation for Behavioral Resources	794	35%	34%	26%	12%	68%	39%	18%	9%
HR Charter Consulting LLC	475	7%	25%	24%	4%	30%	38%	31%	9%
Integrity Education Services	98	5%	6%	6%	0%	25%	50%	44%	6%
K12 Inc.	189	32%	32%	22%	10%	58%	39%	20%	7%
Key Concepts Educational Management Com	186	3%	32%	32%	3%	32%	38%	35%	18%
Lakeshore Educational Management, Inc.	822	38%	38%	28%	11%	71%	37%	14%	7%
Magnum	554	7%	36%	36%	5%	30%	39%	32%	12%
Midland Charter Initiative	378	50%	30%	21%	10%	83%	37%	9%	5%
Nataki Talibah Schoolhouse	898	14%	35%	33%	7%	52%	40%	26%	12%
Northstar Educational	196	36%	33%	27%	11%	76%	31%	13%	8%
O.P. Twelve Inc.	138	33%	46%	39%	18%	45%	46%	40%	19%
Peak Performance	143	31%	24%	22%	11%	40%	33%	28%	17%
The Hanley Harper Group, Inc.	114	20%	60%	53%	9%	47%	40%	23%	6%
Universal Management LLC	308	18%	42%	39%	8%	38%	38%	26%	9%
Y Educational Services	144	7%	26%	26%	6%	34%	47%	37%	10%

# Cumulative MEAP Math Proficiency and Growth for Subgroups, 2009-2012

# Appendix F

	All FAY Students 2009-12			FAY White Students 2009-12			FAY Black Students 2009-12		
ESP Name	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
State	2,480,636	39%	34%	1,777,300	44%	34%	419,034	16%	33%
All PSAs	179,066	28%	36%	62,884	42%	37%	93,723	17%	35%
All PSAs minus NHA	124,284	23%	35%	39,797	37%	37%	71,896	15%	34%
<b>NHA</b>									
National Heritage Academies	54,782	40%	37%	23,087	51%	37%	21,827	25%	37%
<b>10,000 + students tested</b>									
C.S. Partners/MEP Services	10,091	31%	37%	5,400	41%	39%	3,689	15%	35%
Leona Group	11,218	16%	35%	339	31%	26%	7,081	12%	36%
Self-managed	17,059	27%	34%	4,687	46%	38%	10,646	18%	31%
<b>1,000-9,999 students tested</b>									
Advance Educational Services	4,945	26%	36%	2,393	39%	38%	2,272	13%	34%
Bardwell Group	2,107	15%	37%	26			2,065	15%	37%
Charter School Administration S	4,510	14%	37%	118	31%	46%	4,226	13%	37%
Charter School Services of Mich	2,181	13%	33%	114	27%	29%	1,458	13%	32%
Chatfield Management Corpora	1,075	58%	36%	1,048	59%	36%			100%
Choice Schools Associates	6,781	21%	37%	2,059	33%	38%	3,833	13%	36%
Education Associates	1,368	57%	38%	1,127	60%	39%	18		
EMAN	1,446	20%	34%	1,057	24%	35%	307	5%	28%
Global Educational Excellence	4,306	27%	39%	3,059	28%	37%	672	14%	43%
Hamadeh Educational Services,	3,948	33%	34%	3,617	33%	34%	183	20%	31%
Helicon Associates/MJM Service	2,229	32%	38%	1,625	34%	37%	395	22%	39%
Imagine Schools	1,153	23%	38%	666	27%	37%	341	16%	41%
Innovative Teaching Solutions	1,978	13%	33%	9			1,966	13%	33%
Midwest Management Group, I	4,931	13%	34%	111	32%	36%	4,648	13%	34%
Mosaica Education	3,934	19%	37%	1,497	26%	37%	1,775	11%	37%
New Paradigm	2,528	36%	36%	2			2,517	36%	37%
New Urban Learning	3,587	27%	37%	9			3,542	26%	36%
Romine Group	3,787	25%	36%	2,184	32%	37%	1,167	12%	35%
SABIS Educational Management	2,347	19%	33%	176	33%	33%	1,940	17%	32%
Schoolhouse Services & Staffing	1,934	14%	36%	26			1,897	13%	36%
Smart Schools, Inc.	2,383	46%	36%	2,160	47%	37%	40	28%	21%
Solid Rock Management Compa	2,788	15%	29%	3			2,779	15%	29%
Summit Management Consultin	1,670	19%	38%	1,541	19%	39%	43	2%	55%
Technical Academy Group	1,457	12%	39%	16			1,300	11%	39%
Varner & Associates	3,632	9%	31%	3			3,591	9%	31%
Visions Education Development	1,089	11%	36%	20			1,041	11%	36%
Woodbridge Group	1,444	39%	35%	1,302	40%	35%	67	22%	32%
<b>All FAY Students 2009-12</b>									
<b>FAY White Students 2009-12</b>									
<b>FAY Black Students 2009-12</b>									
ESP Name	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
<b>Less than 1,000 students tested</b>									
777 Management Company	226	36%	43%				226	36%	43%
American Institutional Manager	990	17%	35%	728	20%	35%	196	7%	40%
Black Star Educational Manager	365	7%	32%				365	7%	32%
Concept Schools	254	16%	32%	86	20%	34%	157	13%	29%
Connections Academy	213	37%	40%	143	38%	46%	41	20%	24%
Cornerstone Charter Schools	860	18%	34%	2			857	18%	35%
Creative Urban Education, Inc.	555	5%	25%	6			533	5%	25%
edtec central, LLC	630	13%	36%	3			618	14%	36%
EightCAP, Inc	283	14%	39%	222	17%	41%			
Employees Only	557	22%	39%	5			544	22%	39%
Evans Solutions									
Foundation for Behavioral Reso	794	35%	34%	551	42%	35%	105	14%	28%
HR Charter Consulting LLC	475	7%	25%	1			470	7%	25%
Integrity Education Services	98	5%	6%	16			22		
K12 Inc.	189	32%	32%	139	34%	38%	35	20%	13%
Key Concepts Educational Mana	186	3%	32%				185	3%	32%
Lakeshore Educational Manage	822	38%	38%	777	38%	38%	5		
Magnum	554	7%	36%				554	7%	36%
Midland Charter Initiative	378	50%	30%	346	51%	31%	3		
Nataki Talibah Schoolhouse	898	14%	35%				898	14%	35%
Northstar Educational	196	36%	33%	171	39%	32%	3		
O.P. Twelve Inc.	138	33%	46%	56	38%	46%	54	37%	59%
Peak Performance	143	31%	24%				141	31%	25%
SVRC Industries									
The Hanley Harper Group, Inc.	114	20%	60%			100%	111	20%	60%
Universal Management LLC	308	18%	42%	151	21%	41%	128	16%	45%
Y Educational Services	144	7%	26%				138	7%	27%

	FAY Hispanic Students 2009-12			FAY Economically Disadvantaged Students 2009-12			FAY Limited English Proficient Students 2009-12		
ESP Name	# tested	% Proficient	% Improvin	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
State	142,678	24%	34%	1,152,868	24%	33%	103,349	19%	37%
All PSAs	12,490	25%	35%	122,609	21%	35%	10,497	16%	37%
All PSAs minus NHA	7,831	22%	35%	91,061	18%	35%	8,093	15%	38%
<b>NHA</b>									
National Heritage Academies	4,659	29%	36%	31,548	28%	37%	2,404	19%	35%
<b>10,000 + students tested</b>									
C.S. Partners/MEP Services	432	31%	31%	5,053	21%	35%	212	26%	49%
Leona Group	3,729	23%	33%	10,599	16%	35%	1,927	18%	36%
Self-managed	429	29%	34%	11,810	20%	33%	206	22%	43%
<b>1,000-9,999 students test</b>									
Advance Educational Services	106	36%	44%	2,465	18%	33%			
Bardwell Group	5			1,536	14%	36%			
Charter School Administration S	108	20%	40%	4,189	14%	37%	15		
Charter School Services of Mich	457	12%	34%	1,928	13%	34%	338	13%	38%
Chatfield Management Corpora	13			186	41%	33%			
Choice Schools Associates	651	27%	39%	4,640	18%	37%	126	10%	29%
Education Associates	136	34%	31%	233	41%	27%	1		
EMAN	17			1,402	20%	34%	903	17%	34%
Global Educational Excellence	55	11%	32%	4,079	26%	39%	1,607	12%	40%
Hamadeh Educational Services,	55	25%	38%	3,504	31%	34%	1,644	15%	38%
Helicon Associates/MJM Service	131	24%	45%	824	22%	38%	47	17%	48%
Imagine Schools	33	12%	45%	773	19%	39%	1		
Innovative Teaching Solutions				1,758	12%	34%			
Midwest Management Group, I	129	13%	30%	4,546	13%	33%	6		
Mosaica Education	503	21%	41%	3,505	17%	37%	164	16%	44%
New Paradigm				1,715	32%	37%			
New Urban Learning	12			2,780	23%	36%			
Romine Group	109	21%	31%	2,394	20%	35%	232	24%	40%
SABIS Educational Management	113	27%	32%	2,025	18%	32%	4		
Schoolhouse Services & Staffing	4			1,674	14%	36%			
Smart Schools, Inc.	82	27%	37%	730	37%	35%	3		
Solid Rock Management Compa	1			2,266	14%	30%			
Summit Management Consultin	46	13%	33%	732	14%	40%	1		
Technical Academy Group	135	16%	40%	1,243	11%	39%	98	10%	37%
Varner & Associates	3			3,335	8%	31%			
Visions Education Development	10			975	10%	36%			
Woodbridge Group	24			750	33%	38%			
	FAY Hispanic Students 2009-12			FAY Economically Disadvantaged Students 2009-12			FAY Limited English Proficient Students 2009-12		
ESP Name	# tested	% Proficient	% Improvin	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
<b>Less than 1,000 students t</b>									
777 Management Company				215	37%	41%			
American Institutional Manager	58	9%	27%	951	17%	36%	391	9%	33%
Black Star Educational Manager				331	6%	30%	2		
Concept Schools	5			193	15%	34%			
Connections Academy	4			111	26%	39%	4		
Cornerstone Charter Schools				576	14%	34%			
Creative Urban Education, Inc.	6			390	3%	23%			
edtec central, LLC	2			571	13%	37%	8		
EightCAP, Inc	53	6%	32%	263	14%	39%	36	6%	35%
Employees Only	6			429	20%	38%	3		
Evans Solutions									
Foundation for Behavioral Reso	45	11%	27%	362	26%	33%	1		
HR Charter Consulting LLC				380	8%	26%			
Integrity Education Services	57	7%	13%	84	2%	7%	8		
K12 Inc.	3			115	23%	32%			
Key Concepts Educational Mana	1			158	3%	28%	2		
Lakeshore Educational Manage	5			285	29%	36%			
Magnum				542	7%	36%			
Midland Charter Initiative	11			93	41%	25%			
Nataki Talibah Schoolhouse				650	11%	36%	1		
Northstar Educational				53	34%	38%			
O.P. Twelve Inc.	24			118	31%	50%	2		
Peak Performance				69	16%	24%			
SVRC Industries									
The Hanley Harper Group, Inc.	2			91	15%	50%			
Universal Management LLC	19			239	16%	45%	100	11%	40%
Y Educational Services	2			138	7%	26%			



FAY Special Education Students 2009-12			
ESP Name	# tested	% Proficient	% Improving
State	258,541	14%	32%
All PSAs	15,462	11%	33%
All PSAs minus NHA	10,732	10%	33%
<b>NHA</b>			
National Heritage Academies	4,730	13%	33%
<b>10,000 + students tested</b>			
C.S. Partners/MEP Services	1,019	15%	36%
Leona Group	1,201	7%	30%
Self-managed	1,704	15%	34%
<b>1,000-9,999 students tested</b>			
Advance Educational Services	413	9%	32%
Bardwell Group	119	8%	25%
Charter School Administration S	338	4%	28%
Charter School Services of Mich	193	2%	37%
Chatfield Management Corpora	25		
Choice Schools Associates	667	7%	37%
Education Associates	149	37%	31%
EMAN	146	10%	24%
Global Educational Excellence	228	5%	45%
Hamadeh Educational Services,	143	13%	28%
Helicon Associates/MJM Service	169	10%	39%
Imagine Schools	173	8%	33%
Innovative Teaching Solutions	57	2%	24%
Midwest Management Group, I	407	3%	33%
Mosaica Education	529	6%	37%
New Paradigm	64	8%	38%
New Urban Learning	270	5%	29%
Romine Group	470	6%	36%
SABIS Educational Management	162	8%	21%
Schoolhouse Services & Staffing	207	4%	24%
Smart Schools, Inc.	202	19%	31%
Solid Rock Management Compa	179	1%	35%
Summit Management Consultin	153	9%	48%
Technical Academy Group	103	1%	28%
Varner & Associates	103	6%	40%
Visions Education Development	88	7%	43%
Woodbridge Group	198	22%	40%
FAY Special Education Students 2009-12			
ESP Name	# tested	% Proficient	% Improving
<b>Less than 1,000 students tested</b>			
777 Management Company	32	41%	47%
American Institutional Manager	95	6%	34%
Black Star Educational Manager	35	9%	22%
Concept Schools	21		
Connections Academy	23		
Cornerstone Charter Schools	40	8%	29%
Creative Urban Education, Inc.	60		36%
edtec central, LLC	58	2%	16%
EightCAP, Inc	39		42%
Employees Only	19		
Evans Solutions			
Foundation for Behavioral Reso	49	14%	36%
HR Charter Consulting LLC	38	5%	32%
Integrity Education Services	27		
K12 Inc.	15		
Key Concepts Educational Mana	17		
Lakeshore Educational Manage	66	15%	39%
Magnum	38	3%	19%
Midland Charter Initiative	29		
Nataki Talibah Schoolhouse	49		19%
Northstar Educational	26		
O.P. Twelve Inc.	13		
Peak Performance	23		
SVRC Industries			
The Hanley Harper Group, Inc.	6		
Universal Management LLC	18		
Y Educational Services	15		

# Cumulative MEAP Reading Proficiency and Growth for Subgroups, 2009-2012

## Appendix G

ESP Name	All FAY Students 2009-12			FAY White Students 2009-12			FAY Black Students 2009-12			FAY Hispanic Students 2009-12		
	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
State	2,474,473	65%	36%	1,772,289	71%	35%	419,025	42%	37%	142,211	51%	38%
All PSAs	178,788	55%	39%	62,727	68%	38%	93,648	44%	39%	12,451	49%	40%
All PSAs minus National Heritage	124,109	50%	40%	39,674	64%	40%	71,847	42%	40%	7,820	44%	40%
<b>NHA</b>												
National Heritage Academies	54,679	65%	37%	23,053	77%	36%	21,801	51%	38%	4,631	58%	39%
<b>10,000+ students tested</b>												
C.S. Partners/MEP Services	10,079	62%	40%	5,381	73%	39%	3,699	43%	41%	431	62%	36%
Leona Group	11,201	37%	40%	342	49%	40%	7,068	36%	39%	3,720	37%	41%
Self-managed	17,066	53%	38%	4,682	73%	39%	10,660	43%	38%	434	56%	36%
<b>1,000-9,999 students tested</b>												
Advance Educational Services	4,943	64%	38%	2,386	76%	38%	2,275	49%	38%	107	85%	39%
Bardwell Group	2,098	47%	43%	26			2,056	47%	43%	5		
Charter School Administration Serv	4,487	37%	40%	117	57%	50%	4,205	36%	39%	107	50%	46%
Charter School Services of Michigar	2,165	35%	35%	112	52%	29%	1,445	33%	35%	455	37%	39%
Chatfield Management Corporation	1,074	77%	33%	1,048	78%	33%				12		
Choice Schools Associates	6,781	54%	41%	2,057	71%	36%	3,836	44%	44%	650	52%	42%
Education Associates	1,369	84%	36%	1,127	86%	35%	19			136	67%	40%
EMAN	1,446	35%	44%	1,056	36%	44%	308	27%	51%	17		
Global Educational Excellence	4,290	44%	49%	3,052	41%	49%	667	44%	46%	55	47%	48%
Hamadeh Educational Services, Inc.	3,950	49%	43%	3,619	48%	43%	183	52%	48%	55	47%	50%
Helicon Associates/MJM Services	2,229	61%	40%	1,627	66%	40%	394	46%	47%	130	42%	42%
Imagine Schools	1,145	55%	43%	660	59%	43%	339	42%	47%	33	61%	35%
Innovative Teaching Solutions	1,979	42%	41%	9			1,967	42%	41%			
Midwest Management Group, Inc.	4,926	37%	40%	107	54%	42%	4,644	36%	40%	130	45%	33%
Mosaica Education	3,904	42%	40%	1,491	50%	37%	1,755	34%	42%	503	43%	40%
New Paradigm	2,535	63%	40%	2			2,525	63%	40%			
New Urban Learning	3,597	53%	42%				3,553	53%	42%	12		
Romine Group	3,783	54%	39%	2,178	63%	39%	1,167	40%	38%	111	36%	37%
SABIS Educational Management	2,355	52%	40%	178	66%	37%	1,946	50%	39%	113	56%	39%
Schoolhouse Services & Staffing	1,919	44%	38%	24			1,884	43%	38%	4		
Smart Schools, Inc.	2,380	72%	37%	2,159	73%	38%	37	54%	32%	83	59%	33%
Solid Rock Management Company	2,787	46%	37%	3		50%	2,778	46%	37%	1		
Summit Management Consulting	1,657	58%	40%	1,528	59%	40%	42	45%	45%	47	49%	41%
Technical Academy Group	1,457	38%	39%	16	69%	25%	1,300	38%	40%	135	36%	31%
Varner & Associates	3,634	38%	39%	3			3,593	37%	39%	3		
Visions Education Development Co	1,081	36%	38%	20	60%	71%	1,034	35%	38%	10		
Woodbridge Group	1,438	66%	37%	1,298	66%	37%	66	50%	32%	23		
<b>Less than 1,000 students tested</b>												
777 Management Company	226	56%	39%				226	56%	39%			
American Institutional Managemen	981	35%	43%	722	36%	41%	194	29%	48%	57	35%	43%
Black Star Educational Managemen	369	40%	44%				369	40%	44%			
Concept Schools	255	51%	33%	86	59%	23%	158	44%	39%			
Connections Academy	214	76%	45%	144	76%	40%	41	66%	48%	4		
Cornerstone Charter Schools	858	56%	42%				855	56%	42%			
Creative Urban Education, Inc.	556	41%	43%	6			534	39%	43%	6		
edtec central, LLC	630	34%	42%	3			617	34%	41%	3		
EightCAP, Inc	272	32%	32%	212	35%	33%				52	17%	32%
Employees Only	558	47%	46%	5			546	47%	46%	5		
Foundation for Behavioral Resource	793	68%	39%	550	73%	37%	105	48%	34%	46	57%	62%
HR Charter Consulting LLC	477	30%	38%				472	30%	39%			
Integrity Education Services	101	25%	50%	16			24			58	26%	63%
K12 Inc.	186	58%	39%	136	60%	44%	35	46%	25%	3		
Key Concepts Educational Managen	184	32%	38%				183	31%	38%			
Lakeshore Educational Managemen	815	71%	37%	770	71%	37%	5			5		
Magnum	554	30%	39%				554	30%	39%			
Midland Charter Initiative	377	83%	37%	345	83%	38%				11		
Nataki Talibah Schoolhouse	900	52%	40%				900	52%	40%			
Northstar Educational	191	76%	31%	165	81%	27%	3					
O.P. Twelve Inc.	142	45%	46%	57	54%	33%	56	41%	65%	25		
Peak Performance	142	40%	33%				140	41%	34%			
The Hanley Harper Group, Inc.	114	47%	40%				111	48%	38%	2		
Universal Management LLC	307	38%	38%	149	34%	38%	129	43%	41%	19		
Y Educational Services	145	34%	47%				138	35%	49%	2		
Evans Solutions							5					
SVRC Industries							2					

ESP Name	FAY Economically Disadvantaged Students 2009-12			FAY Limited English Proficient Students 2009-12			FAY Special Education Students 2009-12		
	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving	# tested	% Proficient	% Improving
State	1,148,757	51%	37%	102,019	33%	43%	251,056	29%	36%
All PSAs	122,400	46%	40%	10,440	29%	44%	15,061	23%	37%
All PSAs minus National Heritage	90,928	43%	40%	8,065	26%	44%	10,462	22%	38%
<b>NHA</b>									
National Heritage Academies	31,472	55%	38%	2,375	38%	41%	4,599	27%	36%
<b>10,000 + students tested</b>									
C.S. Partners/MEP Services	5,058	50%	40%	213	42%	51%	988	33%	39%
Leona Group	10,580	37%	40%	1,919	28%	41%	1,181	17%	38%
Self-managed	11,828	45%	38%	211	37%	39%	1,695	28%	38%
<b>1,000-9,999 students tested</b>									
Advance Educational Services	2,464	53%	37%				406	34%	38%
Bardwell Group	1,529	46%	43%				112	28%	38%
Charter School Administration Serv	4,166	36%	40%	15			311	11%	33%
Charter School Services of Michigar	1,911	35%	36%	338	33%	40%	172	12%	36%
Chatfield Management Corporation	187	68%	34%				24		
Choice Schools Associates	4,637	48%	41%	126	27%	38%	662	19%	38%
Education Associates	234	72%	35%			100%	149	62%	36%
EMAN	1,402	34%	44%	903	26%	44%	146	13%	40%
Global Educational Excellence	4,064	42%	49%	1,597	18%	50%	223	11%	30%
Hamadeh Educational Services, Inc.	3,507	47%	44%	1,644	26%	46%	143	20%	46%
Helicon Associates/MJM Services	822	48%	43%	46	30%	43%	167	23%	54%
Imagine Schools	764	48%	44%	1			165	19%	41%
Innovative Teaching Solutions	1,760	40%	40%				58	9%	36%
Midwest Management Group, Inc.	4,536	35%	40%	6			393	11%	34%
Mosaica Education	3,479	40%	40%	163	28%	49%	489	15%	36%
New Paradigm	1,720	58%	40%				69	14%	32%
New Urban Learning	2,791	50%	42%				267	13%	45%
Romine Group	2,389	47%	38%	228	34%	43%	471	20%	42%
SABIS Educational Management	2,033	51%	39%	4			160	23%	32%
Schoolhouse Services & Staffing	1,662	44%	38%				196	10%	25%
Smart Schools, Inc.	732	65%	37%	3			196	30%	36%
Solid Rock Management Company	2,262	44%	36%				175	7%	34%
Summit Management Consulting	724	52%	37%	1			143	24%	32%
Technical Academy Group	1,243	37%	39%	98	33%	28%	103	10%	34%
Varner & Associates	3,338	37%	39%				103	13%	40%
Visions Education Development Co	966	34%	38%				82	10%	26%
Woodbridge Group	743	59%	36%				189	39%	31%
<b>Less than 1,000 students tested</b>									
777 Management Company	215	56%	39%				32	69%	42%
American Institutional Managemen	942	35%	42%	385	21%	45%	85	9%	29%
Black Star Educational Managemen	336	40%	44%	2			38	21%	32%
Concept Schools	194	48%	38%				21		
Connections Academy	111	68%	49%	4			24		
Cornerstone Charter Schools	575	53%	41%				37	14%	47%
Creative Urban Education, Inc.	390	37%	44%				60	5%	52%
edtec central, LLC	572	34%	42%	8			59	5%	50%
EightCAP, Inc	252	33%	34%	35			29		
Employees Only	431	43%	46%	3			18		
Foundation for Behavioral Resource	364	59%	42%	2			47	28%	42%
HR Charter Consulting LLC	381	29%	36%				39	5%	31%
Integrity Education Services	86	24%	53%	8			29		
K12 Inc.	115	49%	39%				12		
Key Concepts Educational Managen	156	32%	36%	2			16		
Lakeshore Educational Managemen	283	61%	41%				61	31%	37%
Magnum	541	30%	39%				40	18%	35%
Midland Charter Initiative	93	75%	38%				29	55%	33%
Nataki Talibah Schoolhouse	650	50%	41%				51	10%	48%
Northstar Educational	51	75%	25%				21		
O.P. Twelve Inc.	120	43%	43%	2			14		
Peak Performance	68	31%	34%				22		
The Hanley Harper Group, Inc.	91	45%	39%				6		
Universal Management LLC	238	36%	39%	98	19%	34%	17		
Y Educational Services	139	34%	47%				15		
Evans Solutions	3						2		
SVRC Industries									

## Additional Information on Regression Analyses

## Appendix H

To explore factors affecting the performance of ESPs, a series of regression analyses were conducted. Factors that were considered include:

1. Number of students--- FAY tested (in 1000's)
2. Black: percentage of Black students
3. Hispanic: percentage of Hispanic students
4. ED: percentage of students receiving free or reduced price lunch
5. LEP: percentage of Limited English Proficient students
6. Detroit: percentage of students living in Detroit
7. Suburbs: percentage of students living in suburban areas
8. Non-urban: percentage of students living in Non-urban areas
9. For profit (if school is for profit, variable is "1" and "0" for non profit or self managed
10. K12 or high school (coded "1" if there is one of more K-12 or high school in the ESPs, "0" otherwise)

These ten factors are selected using the backward elimination method. Only significant factors are selected in the regression model. Because there is a high negative correlation between Suburbs and Detroit, Suburbs are not considered in the following regression model. Including highly correlated independent variables may cause collinearity issue, which result in problematic estimation.

**Regression 1:** What factors explain how well ESPs perform on the Performance Index (similar to the Top to Bottom Index)?

**Analysis:** 63% of the variance of ESP Performance Index can be explained by the percentage of poor students, ie those receiving free/reduced price lunch.

$$\text{ESP Performance Index} = 2.02 - 0.29 * \text{ED}$$

The slope value of -0.29 ( $t = -8.63^{**}$ ) suggests the ESP Performance Index will decrease 0.29 on average, if the percentage of students receiving free or reduced price lunch increases 10%.  $R^2$  of this regression model is 0.63, indicating that 63% variance of ESP Performance Index can be explained by the percentage of students receiving free or reduced price lunch.

**Regression 2:** What factors explain how well ESPs perform on Math Proficiency?

**Analysis:** 66% of the variance of math proficiency can be explained by the percentage of poor students and the percentage of Black students.

$$\text{Math Percent Proficient} = 0.54 - 0.36 * \text{ED} - 0.09 * \text{Black}$$

The slope value of -0.36 ( $t = -6.29^{**}$ ) suggests that, holding the percentage of Black student constant, the Math Percent Proficient will decrease 0.36% on average, if percentage of students receiving free or reduced lunch increase 1%.

The slope value of -0.09 ( $t = -2.91^{**}$ ) suggests that, holding the percent of students receiving free or reduced lunch constant, the Math Percent Proficient will decrease 0.09% on average, if percentage of Black student increase 1%.

$R^2$  of this regression model is 0.66, indicating that 66% variance of Math Percent Proficient can be explained by the percentage of students receiving free or reduced lunch and the percentage of Black student.

**Regression 3:** What factors explain how well ESPs perform on Reading Proficiency?

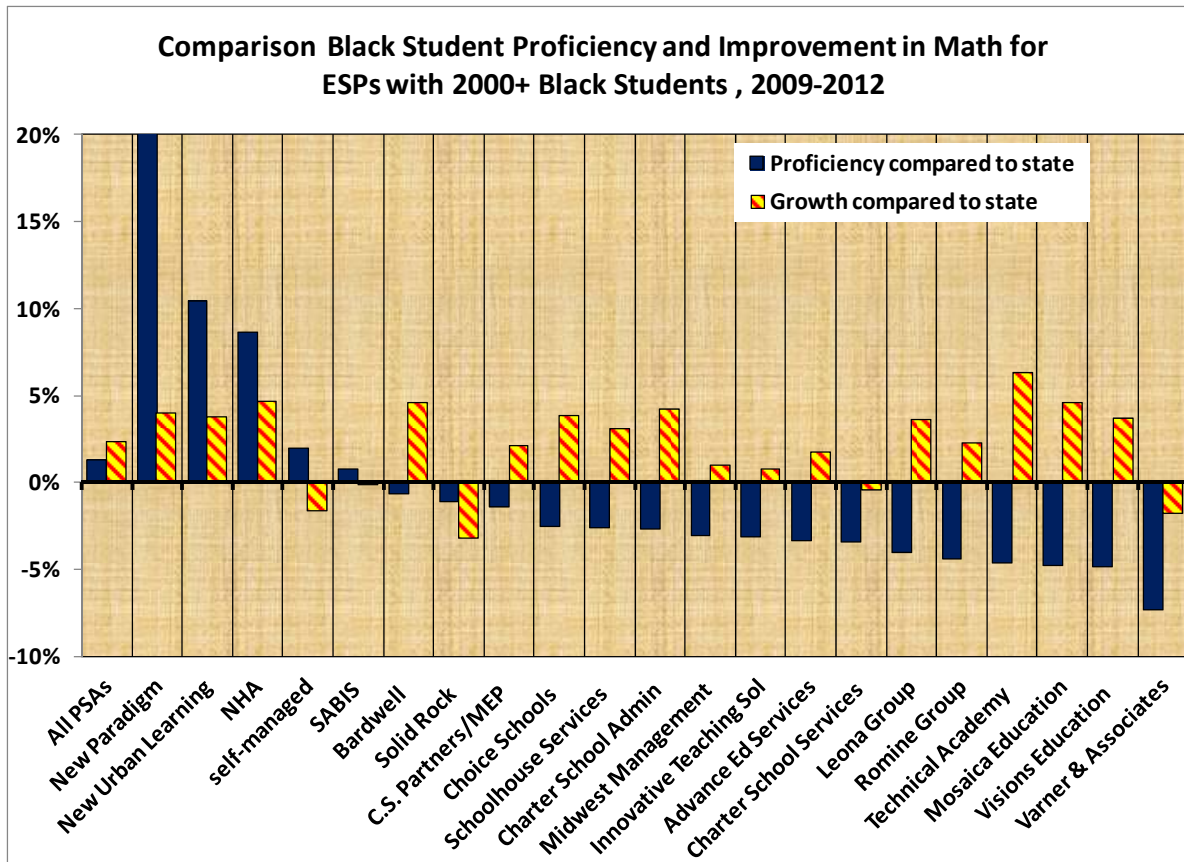
**Analysis:** 76% of the variance of reading proficiency can be explained by the percentage of poor students.

$$\text{Reading Percent Proficient} = 0.91 - 0.58 \cdot \text{ED}$$

The slope value of -0.58 ( $t = -13.18^{**}$ ) suggests the Reading Percent Proficient will decrease 0.58% on average, if percentage of students receiving free or reduced lunch increase 1%.  $R^2$  of this regression model is 0.76, indicating that 76% variance of Reading Percent Proficient can be explained by percentage of students receiving free or reduced lunch.

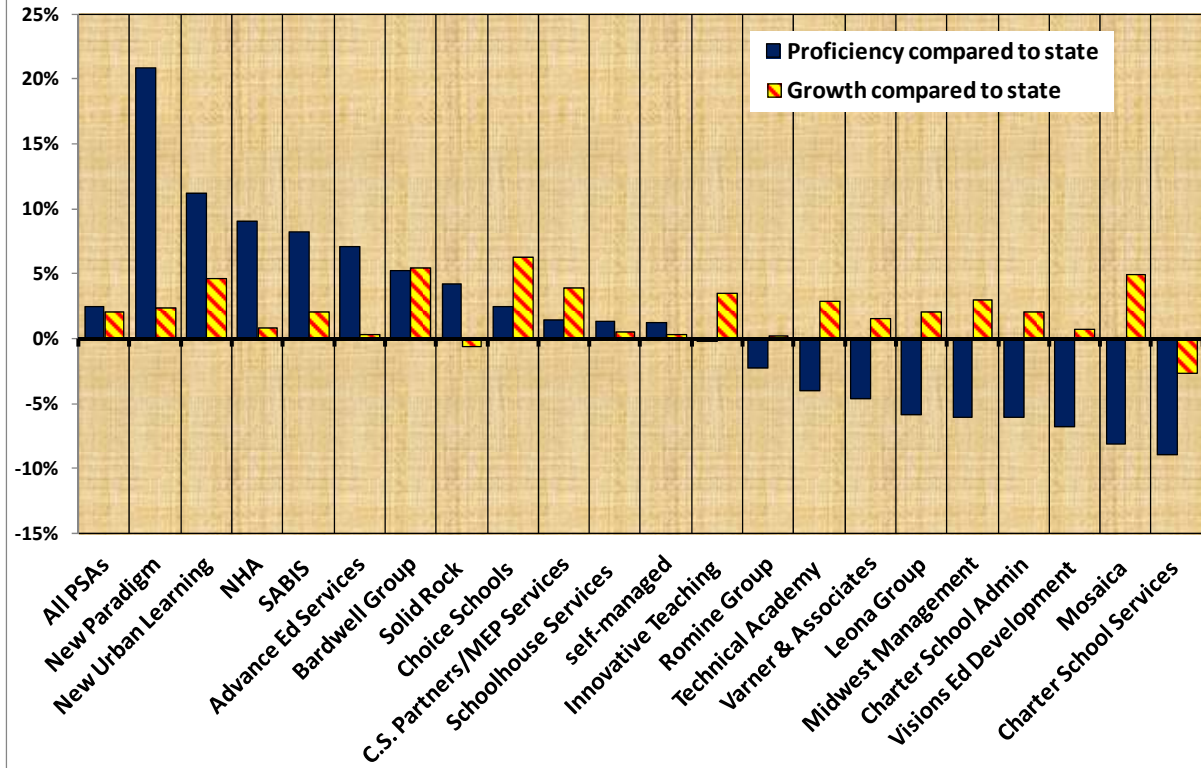
# Comparison - Black Student Proficiency and Improvement 2009-2012

## Appendix I



In math, most PSAs have higher growth rates compared to the state average for Black Students, while very few have higher proficiency rates compared to the state average for Black Students. New Paradigm, New Urban Learning and NHA show a significantly higher proficiency rate and growth rate compared to the state. Solid Rock, Charter School Services and Varner & Associates are the only ESPs with lower proficiency and growth rates for Black students than the state average.

### Comparison Black Student Proficiency and Improvement in Reading in EPSs with 1000+ Black Students , 2009-12

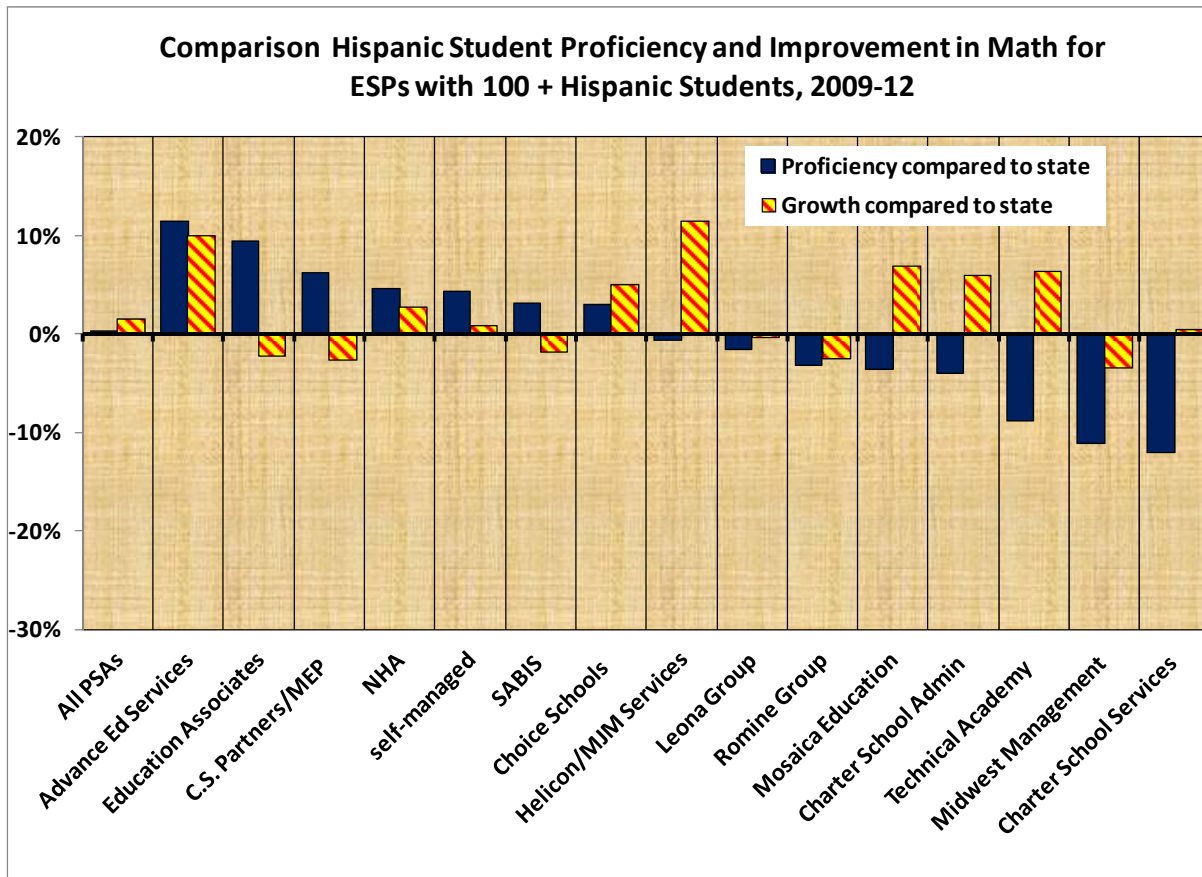


In reading, all PSAs have higher proficiency and growth rates compared to the state average for Black Students. New Paradigm, New Urban Learning and NHA show a significantly higher proficiency rate and growth rate compared to the state. SABIS, Advance Educational Services, Bardwell Group, Choice Schools, C.S. Partners/MEP Services, Schoolhouse Services, Self-managed schools, and Innovative Teaching all had proficiency and growth equivalent to the state. Charter School Services is the only ESP with a lower proficiency and growth rate for Black students than the state average.

All PSAs have higher proficiency and growth rates compared to the state for Black Students. New Paradigm, New Urban Learning and NHA show a significantly higher proficiency rate and growth rate compared to the state total. SABIS, Advance Educational Services, Bardwell Group, Choice Schools, C.S. Partners/MEP Services, Schoolhouse Services, Self-managed schools, and Innovative Teaching all had proficiency and growth equivalent to the state total. Charter School Services is the only ESP with a lower proficiency and growth rate for Black students than the state average.

# Comparison - Hispanic Student Proficiency and Improvement 2009-2012

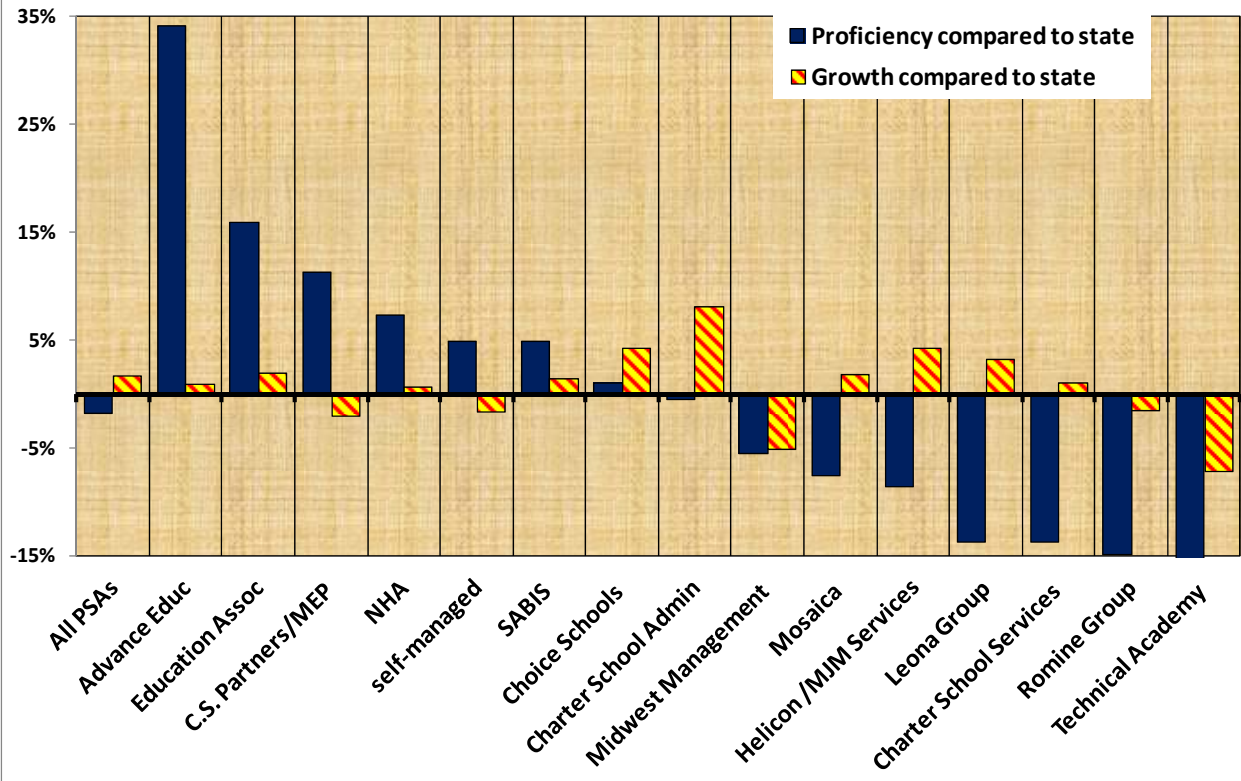
## Appendix J



The math proficiency rate for Hispanics in all charter schools is lower than the state average. For ESPs with 100 or more Hispanic students, Advance Education and Education Associates are significantly higher than the state proficiency rate, but showing little growth. ESPs with low proficiency and low growth are Romine Group and Midwest Management.



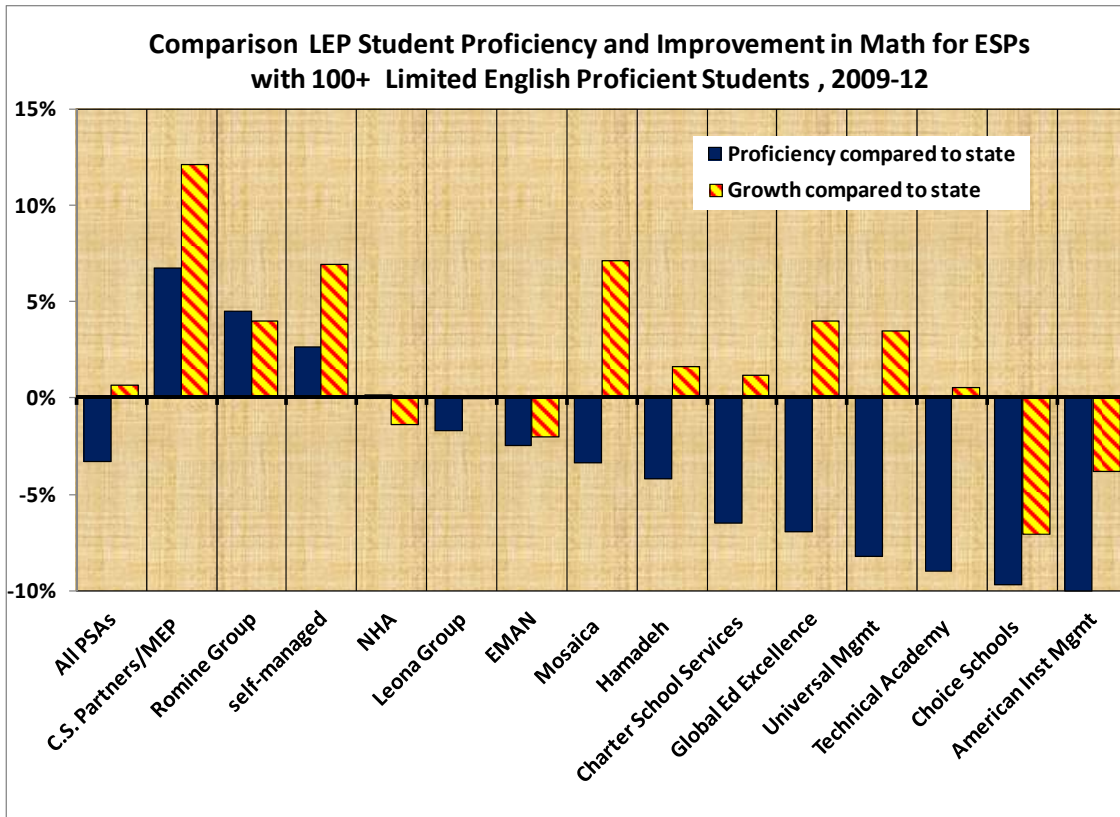
### Comparison Hispanic Student Proficiency and Improvement in Reading for ESPs with 100+ Hispanic Students, 2009-12



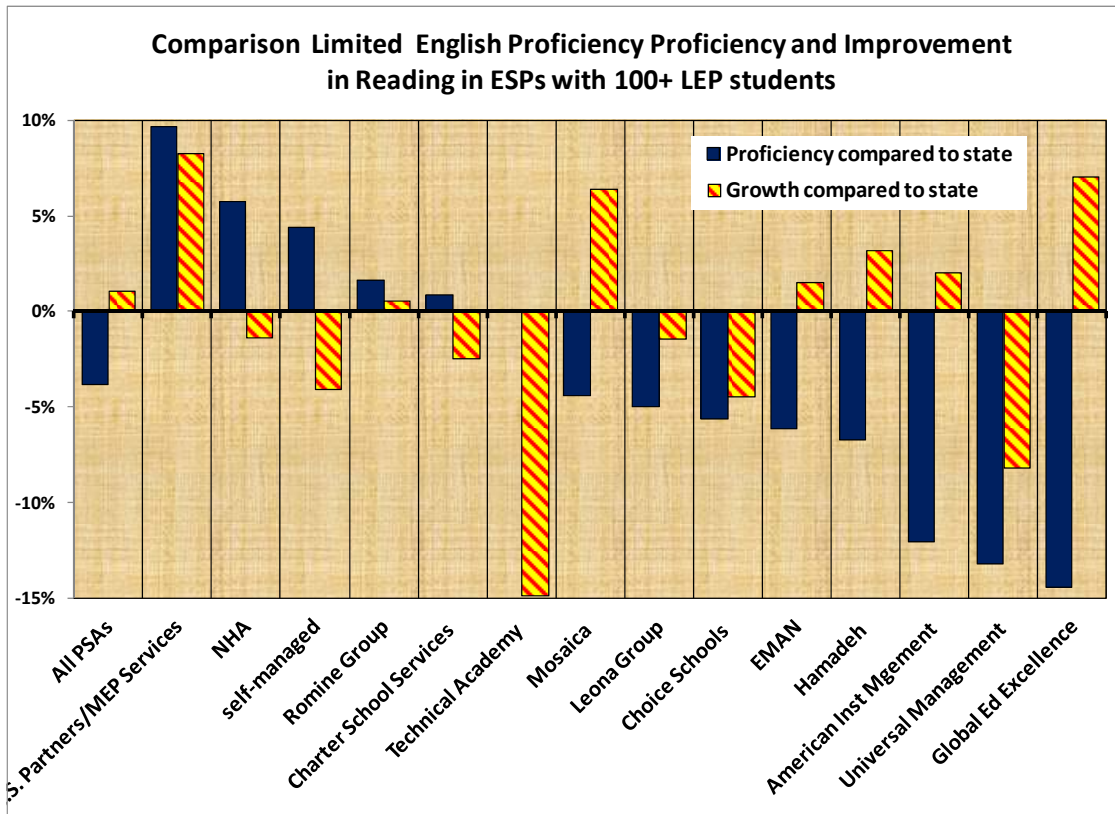
The reading proficiency rate for Hispanics in all charter schools is lower than the state average. For ESPs with 100 or more Hispanic students, Advance Education and Education Associates are significantly higher than the state proficiency rate, but showing little growth. ESPs with low proficiency and low growth are Romine Group and Technical Academy.

# Comparison - LEP Student Proficiency and Improvement 2009-2012

## Appendix K



C. S Partners/MEP Services, Romine Group, and Self managed schools are the ESPs showing both a better proficiency and growth rate in math than the state for Limited English Proficient schools. Choice Schools and American Institutional Management have significantly lower proficiency and growth rates in math than the state average.



C. S Partners/MEP Services is the only ESP showing both a significantly better proficiency and growth rate in reading than the state for Limited English Proficient schools. ESPs that show significant growth in reading include Mosaica and Global Education Excellence. Universal Management has significantly lower proficiency and growth rates than the state average.