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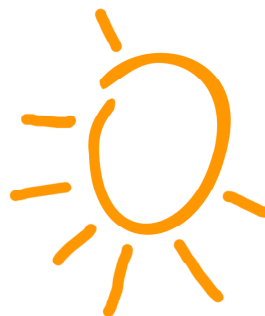


Today

CHARTER SCHOOLS:[^]

CHANGING THE FACE OF AMERICAN EDUCATION

PART 3: CHARTER SCHOOL CLOSURES
THE OPPORTUNITY FOR ACCOUNTABILITY



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The Center for Education Reform (CER) creates opportunities for and challenges obstacles to better education for America's communities. Founded in 1993 to translate ideas into action, CER combines education policy with grass roots advocacy to work deep within the nation's communities to foster positive and bold education reforms.

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CHARTER SCHOOL CLOSURES

THE OPPORTUNITY FOR ACCOUNTABILITY

Very few people like the idea of having to close a public school. But when the charter school concept was born in the days prior to the advent of The No Child Left Behind Act, the bargain was freedom in exchange for accountability. That accountability was the notion that a school would be required to perform according to its charter and the requirements of the law. In the case that it failed to do so, the school would be forced to close down, either by its authorizer, or by lack of ability to attract students.

In most cases of charter school closures, that is precisely what has occurred across the country, since the first charter school was closed down in 1995. Of the over 4,000 public charter schools ever opened, 436 have been closed for failing to perform on some level or failing to attract enough students to be financially stable. While reasons and causes vary, the majority are closed for financial or management deficiencies. That might sound like not enough charters are being closed for academic deficiencies, but what the data shows is that ineffective schools first demonstrate the inability to manage their operations well before it's apparent that their achievement is suffering. In other words, most schools exhibit operational challenges well before their charter is up for renewal or performance issues become apparent.

There are other reasons that have little to do with the quality of a charter school. In our research we have found repeated instances where school districts that approved charter schools begrudgingly, later did little to ensure their success. The reason cited as “district” represents nearly eleven percent of the closures and is used to label school closures which were not a result of any deficiency in the school, but rather by intentional district interference.

Business analysts offer that of all small businesses that open, nearly half close within the first year. After 16 years, only eleven percent of the nation's public charter schools have closed. This is a testament to the power of the idea, the demand, and the concept of quality control that is alive and well throughout the charter school arena.



There are two other categories of schools that are not operational or covered in this report; however they will be covered in subsequent publications. Many districts and charters themselves have consolidated schools into other public schools or merged campuses. These consolidations represent a group of approximately 175 schools that did not close for failure but were united with another school or as part of their school district. Finally, about 138 of schools that were approved to open never opened, and therefore, are not documented here.

Performance-based accountability is the hallmark of charter schools. The consequence of failing to perform is, and should be, closure. Understanding why charter schools close is a step to ensuring that someday all charter schools will be first-rate, successful institutions. This report is offered as a service to parents and policymakers, as well as proof that indeed, charter schools are held accountable to the public for their performance.

Jeanne Allen
President

February 2006

GLOSSARY OF TERMS



ACADEMIC: Applies to schools whose sponsors found them unable to meet the adequate goals of their charter or (as noted in some cases) failed to carry out an acceptable academic plan.

CONSOLIDATIONS: Charter schools are in this category for one of two reasons. First, these schools were originally part of the school district or sponsored by a district where one party decided that the charter did not provide any significant benefits as a stand-alone school. Therefore, they were reverted or consolidated into the larger system. Consolidations of this type appear to occur after a district tried to spin off of a program of the school only to determine that it would have better control if the program were still a part of the district. In some states, districts originally created the charter with a financial benefit in mind (since federal charter funds and some state funds are only available to actual charter schools), but the districts later concluded such an independent institution was not worth the trouble.

DISTRICT: Applies to schools that were closed not for performance, management or facilities issues, but because its school district sponsor had issues with the independence of the charter, chose to cut it from the budget or decided to close it as a cost saving measure. These schools were authorized by school districts and thus final control of their existence rested with the district, with no recourse to challenge the decision to close.

FACILITIES: Applies to schools that got started but because they were unable to contract for a viable facility, were closed or voluntarily gave up their charter. While it is the charter's obligation to find a facility, the roadblocks created by zoning boards, school districts and even community opposition make up the bulk of facilities problems that result in a school closing.

FINANCIAL: Applies to charters that had budgetary problems resulting from involuntary causes, such as a lack of enrollment, insufficient funds, costs which exceeded projected revenues, etc. In most cases, these schools tried for a long time to become healthier, but for a variety of reasons, they could not sustain the institution.

MISMANAGEMENT: Includes deliberate actions on the part of organizers or sponsors that led to the closure, such as misspending, failure to provide adequate programs, materials, etc., or an overall lack of accountability. Schools in this category would fall most likely into the "bad-apple" category.

SCHOOLS THAT NEVER OPENED: The organization that granted a charter was unable to or chose not to open the school, and thus the charter was returned or expired. The reasons schools do not open range from obstacles to personal tragedies, to changes in the circumstances in which the charter was first obtained. It is important to note that up until now, no institution or reporter has ever accounted for this separate category, and that as such, failure rates are often quoted to include charters that were granted but never opened.

Explanatory Note: Closure information reflects best data available at press time and includes most, but not all, closed schools.

CHARTER SCHOOL CLOSURES



School City	Opened	Closed	Reason	Explanation	Sponsor
ALASKA					
Horizon Charter School <i>Palmer</i>	2003	2004	District	Alleged non-compliance with charter contract.	Matanuska-Susitna Borough Schools
Takotna Training Center Charter School <i>Takotna</i>	1996	2001	Mismanagement	School lost charter due to health and safety issues, but remains open as district school.	Iditarod School District
Village Charter School <i>Anchorage</i>	1998	2005	Financial	Inadequate enrollment.	Anchorage School District
Walden Pond Charter School <i>Anchorage</i>	1997	2000	Financial	Inadequate enrollment.	Anchorage School District
Wiseman Charter School <i>Wiseman</i> Fayetteville Multicultural	1999	2001	District	District filed lawsuit against school alleging violations of charter contract, school could not afford to stay open and fight litigation.	Yukon-Koyukuk School District
ARKANSAS					
Charter School at Bates Elementary <i>Fayetteville</i>	2001	2001	District	District cut school from its budget.	State Board of Education
GATEWAY Charter School <i>Ponca</i>	2000	2001	Financial	Residential component of the program proved too costly and the school was experiencing low enrollment.	State Board of Education
West Woods Elementary <i>El Dorado</i>	2000	2004	District	District closed the facility.	El Dorado School District
ARIZONA					
Alternative Learning Charter School <i>Benson, Casabel, Mesa, Wilcox</i>	1996	1997	Financial	School grew too fast and became fiscally unstable, declared bankruptcy.	Window Rock School District
American Grade Schools <i>Apache Junction, Casa Grande, Peoria, Phoenix</i>	1996	2000	Financial	Inadequate enrollment.	State Board of Education
Ann Clare Learning Academy, Inc. <i>Prescott</i>	2001	2004	Facility	Lost lease and could not get new building, then attained new facility but school board would not allow it to open mid year.	State Board for Charter Schools

ARIZONA *continued*

Arete School <i>Phoenix</i>	1998	2001	Other	Choice of operator to close after the founder decided to move out of state.	State Board of Education
Arizona Agribusiness & Equine Center - Glendale <i>Glendale</i>	2001	2003	Mismanagement	Internal governance challenges.	State Board for Charter Schools
Arizona Southwest Preparatory Academy <i>Mesa</i>	2000	2001	Mismanagement	Operator accused of using school funds for personal use, misuse of federal grant funds and falsifying enrollment numbers.	Peach Springs Unified School District
ATOP <i>Tempe</i>	1997	2001	Mismanagement	Financial issues caused charter to be assumed by Right Step, then later revoked.	State Board for Charter Schools
Arizona Vocational Training <i>Mesa</i>	1997	1998	Mismanagement	Internal governance challenges.	Window Rock School District
Career Pathways Academy <i>Glendale</i>	1997	2001	Financial	School governance chose to close the school.	State Board for Charter Schools
C.I. Wilson Academy - Elementary <i>Phoenix</i>	1999	2004	Mismanagement	Non-compliance with special education laws and financial reporting requirements.	State Board for Charter Schools
C.I. Wilson Academy - Middle <i>Phoenix</i>	2002	2004	Mismanagement	Non-compliance with special education laws and financial reporting requirements.	State Board for Charter Schools
Capitol High School <i>Prescott</i>	2001	2003	Financial	Inadequate enrollment.	State Board for Charter Schools
Central City Academy <i>Phoenix</i>	1995	2000	Financial	Inadequate enrollment.	State Board for Charter Schools
Citizen 2000 <i>Phoenix</i>	1995	1996	Mismanagement	School inflated enrollment estimates. Filed for bankruptcy.	State Board of Education
Classical Kids Academy <i>Chandler</i>	1998	2003	Mismanagement	Failure to provide educational services including the minimum number of days required in their charter contract.	State Board of Education
Clearview Leadership Academy <i>Phoenix</i>	2001	2003	Mismanagement	Non-compliance with state financial reporting requirements, and cited with internal control deficiencies.	State Board for Charter Schools
Community High School <i>Lake Havasu City</i>	1999	2000	Academic	Program did not meet needs of students such as accreditation, vocational programs, athletics and other activities.	Lake Havasu Unified School District
Concorde Elementary Charter <i>Mesa</i>	2001	2001	Financial	Inadequate enrollment.	State Board for Charter Schools
Country Day Academy <i>Glendale</i>	2000	2002	Financial	Lack of enrollment and construction delays that persisted while school was in operation.	State Board for Charter Schools
Desert Hills Center for Youth & Families <i>Tucson</i>	1998	1999	Financial	Corporate entity that operated the residential facility and charter school went out of business.	State Board for Charter Schools

ARIZONA *continued*

Desert Springs Scholastic Institute <i>Higley</i>	1999	2001	Facility	School lost facility.	Higley Unified School District
Dimensions Academy <i>Glendale</i>	1998	2001	Facility	Facility problems caused loss of students. School could not remain fiscally viable.	State Board of Education
Discovery Academy <i>St. Johns</i>	1996	1999	Mismanagement	Turned over charter to the Leona group. Charter organizers walked away from school, citing level of work required was more than they were willing to expend.	State Board for Charter Schools
Edwards Hall Charter School <i>Cottonwood</i>	2000	2005	Unknown	Unknown.	Peach Springs Unified School District
Evergreen Charter School <i>Phoenix</i>	2000	2002	Financial	Teachers were not getting paid and/or checks were bouncing. Resulted in state DOE and federal investigation of misuse of federal grant money.	State Board for Charter Schools
Future Development Educational & Performing Arts Academy <i>Phoenix</i>	1997	2003	Mismanagement	Failed to submit audit in a timely manner, failed to follow statutory requirements for retirement and workers compensation, and failed to follow IRS regulations.	State Board of Education
Great American Academies I & II <i>Mesa, Mayer</i>	1997	2002	Financial	Inadequate enrollment. Charter holder surrendered charter for both sites voluntarily.	State Board for Charter Schools
Juniper Canyon Alternative High School <i>Sedona</i>	2000	2004	District	District didn't find that maintaining charter school was advantageous. School didn't receive enough money from the state.	State Board of Education
Jurisprudence Charter School at Carden Academy <i>Tucson</i>	1999	2002	Mismanagement	Inadequate enrollment and poor record keeping. School also failed to comply with special education regulations.	Higley Unified School District
JWJ Academy - Avondale <i>Avondale</i>	1999	2005	Mismanagement	Failure to properly administer the AIMS re-test as required by charter contract.	State Board for Charter Schools
Keystone Academy - Goldfield Prep Academy, Inc. <i>Phoenix</i>	1999	2003	Unknown	Surrendered charter.	Peach Springs Unified School District
Lake Powell Academy, Inc. <i>Page</i>	1995	2005	Unknown	Surrendered charter.	State Board for Charter Schools
Laurent Clerc Elementary School <i>Tucson</i>	1996	2002	Financial	Inadequate enrollment.	State Board for Charter Schools
McCray Academy <i>Coolidge</i>	1996	2002	Academic	Academic and administrative problems.	Coolidge Unified School District
Mesa Academy for Advanced Studies <i>Mesa</i>	2002	2002	Mismanagement	Lacked appropriately developed curriculum and clarification and separation of financial support within the budget.	State Board for Charter Schools

ARIZONA *continued*

Northern Arizona Academy for Career Development <i>Florence</i>	1999	2003	Facility	Lost lease on building.	State Board for Charter Schools
Palisades Academy <i>Fountain Hills</i>	2001	2002	Financial	Inadequate funding.	State Board for Charter Schools
Phoenix College Preparatory High School <i>Phoenix</i>	1999	2004	Mismanagement	Non-compliance with state rules.	State Board for Charter Schools
Phoenix Pointe of Light Academy <i>Scottsdale</i>	2002	2003	Financial	Inadequate enrollment.	Peach Springs Unified School District
Phoenix South Pointe <i>Scottsdale</i>	2002	2003	Mismanagement	Inadequate record keeping.	Peach Springs Unified School District
Primera Alta High School <i>Green Valley</i>	1997	2005	Other	Reorganized charter into different school which subsequently closed in 2005.	State Board for Charter Schools
RCB High School <i>Mesa</i>	2002	2005	Financial	Inadequate enrollment.	State Board for Charter Schools
Real Life Charter School <i>Campe Verde</i>	1999	2000	Mismanagement	Academic and administrative problems.	Peach Springs Unified School District
Richard Milburn Charter High School <i>Phoenix</i>	2000	2002	Financial	Inadequate enrollment.	State Board of Education
School for the Advancement of Gifted Education <i>Phoenix</i>	1998	2002	Mismanagement	Administrative failure.	State Board for Charter Schools
The School <i>Tucson</i>	1996	1997	Facility	School lost its lease and could not find another facility.	Cedar Unified School District
Schools That Work - 103 Cholla, 104 Mesa Adobe, 106 Greenway, 109 Warner, 114 Mercado, 115 Sierra Vista, 119 Tempe Price, 121 Chandler Ray, 126 Academy of Technology, 127 Cave Creek, 129 Goodyear, 131 Talavi, 132 Fletcher Heights, 150 Paradise Lane <i>multiple cites</i>	1997	2001	Financial	Surrendered charter due to financial constraints.	Snowflake Unified School District
Shadow Ridge Charter School <i>Phoenix</i>	1999	2003	Mismanagement	Failure to administer mandated state tests and submit complete audits.	State Board for Charter Schools
Sonita Charter School <i>Sonita</i>	1998	1997	Mismanagement	School understaffed and personnel quit.	State Board for Charter Schools
South Mountain College Preparatory High School <i>Phoenix</i>	2002	2004	Mismanagement	Non-compliance with state rules.	State Board for Charter Schools

ARIZONA *continued*

Star Academy Charter Schools, Inc. <i>Tucson</i>	1997	2000	Mismanagement	Director inflated enrollment numbers, misused funds for personal expenses, and accused of falsifying board minutes.	State Board for Charter Schools
Sterling Science & Math Academy <i>Sterling</i>	1998	2003	Mismanagement	Lacked proper fire and health inspection reports. Non-compliance with state financial regulations.	State Board for Charter Schools
Teen Choice Leadership Academy <i>Phoenix</i>	2000	2004	Unkown	Surrendered charter.	Peach Springs Unified School District
Terra Rosa Charter School <i>Sedona</i>	2000	2005	Unkown	Surrendered charter.	Peach Springs Unified School District
Theodore Roosevelt <i>Fort Apache</i>	1996	1997	District	Jurisdiction dispute. Resident district officials objected to outside district sponsor.	Window Rock School District
Touchstone Community Inc. <i>Glendale</i>	1995	2001	Financial	Taken over by new charter holder who surrendered the charter due to financial constraints.	State Board of Education
Village High School for Pregnant and Parenting Teens <i>Phoenix</i>	1997	2003	Financial	Internal fiscal conditions, lack of enrollment.	State Board for Charter Schools

CALIFORNIA

A Touch of Love Academy School <i>Tracy</i>	2002	2002	Financial	Inadequate enrollment.	West Fresno Elementary School District
Alternative Education Learning Center Charter School <i>El Cerrito</i>	2001	2003	District	Acquired large revolving loan with district as liable party. Charter revoked because school district feared liability.	West Contra Costa Unified School District
Advanced Instructional Model (AIM) Charter School <i>Elk Grove</i>	1999	2000	Mismanagement	Internal managerial challenges.	Elk Grove Unified School District
Art's Charter School <i>Redding</i>	1999	2001	Other	Director of charter school passed away and district did not want to take over sponsorship.	Shasta Union High School District
Aurora High School <i>Redwood City</i>	1999	2004	Financial	Lacked facility, poor academic performance, and high administrative turnover.	Redwood City Elementary School District
Black Oak Charter School <i>Ukiah</i>	2001	2004	Mismanagement	Board of trustees removed tribal members from trustee board and denied tribe access to the school. Tribe shut down school due to concerns about tribe's rights.	Ukiah Unified School District
Blue Mountain Wilderness School <i>Camp Connell</i>	2002	2004	Other	Charter expired, superintendent of schools left the area, charter school converted into a day school which eventually closed.	West Park Elementary School District

CALIFORNIA *continued*

Blue Oaks Charter School <i>Marysville</i>	2003	2004	Financial	Inadequate enrollment.	Marysville Joint Unified School District
California Charter Academy <i>Victorville</i>	1999	2004	Mismanagement	State investigation for a range of alleged financial irregularities, inflated attendance, and the funneling of money into a private management company shielded from state disclosure laws.	Snowline Joint Unified School District
California Hope Charter Academy <i>Corona</i>	2001	2001	District	Financial constraints caused when district would not certify ADA reports for state so that the school could get its funding.	Corona-Norco Unified School District
Carter-Walters Preparatory School of the Arts <i>San Dimas</i>	2002	2004	Financial	Inadequate funding.	Rialto Unified School District
Cato II <i>Victorville</i>	1997	1998	Mismanagement	Inadequate record keeping, suspect relations with private and sectarian schools.	Apple Valley Unified School District
CATO School of Reason <i>Victorville</i>	1994	1995	Mismanagement	Inadequate record keeping, suspect relations with private and sectarian schools.	Apple Valley Unified School District
Center for Excellence in Education of Big Bear Valley <i>Big Bear Lake</i>	2002	2004	Mismanagement	Violation of religious education, teaching credentials, accounting, business codes, and general conflicts of interest.	Bear Valley Unified School District
Challenge Home school <i>Mt. Shasta</i>	1998	2005	Financial	Inadequate enrollment.	Mt. Shasta Union Elementary School District
Charter Early Kindergarten <i>Nevada City</i>	1994	2002	Financial	Inadequate enrollment.	Nevada City Elementary School District
Charter Oak School <i>Visalia</i>	1994	2003	Financial	Inadequate management of funds, unable to guarantee assurances to the district of financial stability, and low enrollment.	Visalia Unified School District
Cornerstone Academy, Inc. <i>Fresno</i>	1999	2005	Other	School did not decide to renew charter because company wanted to put its efforts into programs in Los Angeles.	Fresno Unified School District
Cornerstone Charter School <i>Redding</i>	2002	2005	Unknown	Surrendered charter.	Gateway Unified School District
East Oakland Community Partnership School <i>San Diego</i>	2001	2004	Financial	Poor financial management.	Alameda School District
EduTrain <i>Los Angeles</i>	1993	1994	Mismanagement	Fiscal fraud, including inflated enrollment and funds used for personal expenses.	Los Angeles Unified School District
Fort Ross Charter School <i>Santa Rosa</i>	2000	2002	Financial	Inadequate funding.	Fort Ross Elementary School District

CALIFORNIA *continued*

Gateway Charter Academy School <i>Fresno</i>	1999	2002	Mismanagement	Violations including charging parents tuition, hiring convicted felons, and teaching religion.	Fresno Unified School District
Heritage Family Academy <i>Manteca</i>	1999	2002	Mismanagement	Improper documentation of special education students, convoluted audit report, non-compliance, and financial issues.	Manteca Unified School District
Home SmartKids of Knightsen <i>Antioch</i>	2000	2005	Other	Charter was not renewed.	Knightsen Elementary School District
Idyllwild Charter High School <i>Idyllwild</i>	1999	2000	Mismanagement	Administrative errors including opening without proper teacher credentials, staff fingerprints and supplemental insurance coverage.	Hemet Unified School District
Indio Charter School <i>Indio</i>	1999	2004	District	District withheld funding which resulted in financial problems.	Riverside County Office of Education
Johnson Urban Elementary <i>San Diego</i>	1995	1996	District	Dispute and power struggle between Urban League and district administration.	San Diego Unified School District
Jump Academy <i>San Francisco</i>	2002	2004	Mismanagement	Formidable fiscal struggles.	San Francisco Unified School District
Kenwood Charter School <i>Kenwood</i>	2000	2001	Facility	Financial challenges due to facility costs.	Santa Rosa Elementary School District
Kwachiiyao / Ixcalli Charter School <i>San Diego</i>	1999	2003	District	Operational and political discourse with district. District let charter expire despite school submission of appropriate documents.	San Diego City Unified School District
Language Acquisition Magnet Program <i>Temecula</i>	1998	2002	Academic	Poor academic performance.	Temecula Valley Unified School District
Las Banderas Academy of Colton, Inc. <i>Colton</i>	2003	2005	Unkown	Unknown.	Colton Joint Unified School District
Liberty Family Academy <i>Prunedale</i>	1998	2004	Mismanagement	Multiple violations including the use of religious materials and possible health and safety violations. School reopened under new charter and new name.	North Monterey County Unified School District
Lubeles Academy Charter <i>Redding</i>	1999	2002	Mismanagement	District investigation revealed fraudulent audits.	Gateway Unified School District
Marin City Charter School <i>Marin City</i>	2000	2001	Academic	Internal problems and low student achievement.	Sausalito Elementary School District
Meroe International Academy Charter School <i>Oakland</i>	2000	2001	Financial	Inadequate enrollment.	Oakland Unified School District

CALIFORNIA *continued*

Morro Hills Charter Academy for Learning <i>Bonsall</i>	2002	2004	Facility	Could not secure a permanent facility before the district-imposed deadline.	Bonsall Union Elementary School District
Mountain Community Charter School <i>Lebec</i>	2000	2002	Financial	Inadequate enrollment.	El Tejon Unified School District
New Hope Charter School <i>Lodi</i>	2000	2002	Mismanagement	Leadership poorly managed operations.	New Hope Elementary School District
New Village Public Charter School <i>Oakland</i>	1996	2001	Mismanagement	Lack of board governance led to high staff turnover, declining enrollment and financial problems.	Oakland Unified School District
Nexus Learning Community Charter School <i>Santa Rosa</i>	2001	2002	Financial	Inadequate enrollment.	Santa Rosa High School District
Northern Lights Charter School <i>Yreka</i>	2000	2001	District	Financial constraints caused by school not receiving its funding.	Forks of Salmon Elementary School District
Oak Tree Charter School <i>Oakland</i>	1996	2000	Mismanagement	Financial, administrative and academic problems.	Oakland Unified School District
Oak Tree Community School <i>North San Juan</i>	2000	2001	Financial	Inadequate enrollment.	Twin Ridges Elementary School District
One Step Up Charter Academy <i>Fresno</i>	2001	2005	Mismanagement	Did not meet acceptable accounting principals.	West Fresno Elementary School District
Pacific Learning Center <i>Long Beach</i>	2000	2005	Mismanagement	Fiscal mismanagement.	Long Beach Unified School District
Pasadena Community Prep School <i>Pasadena</i>	2001	2002	Financial	Inadequate enrollment.	Pasadena Unified School District
Pathway.com Charter School <i>Anderson</i>	2001	2003	Financial	School had financial problems and was on the verge of bankruptcy.	Redding Elementary School District
Premier Education Charter School <i>Long Beach</i>	2000	2004	Mismanagement	Fiscal mismanagement.	Long Beach Unified School District
Progressive Education Entrepreneurial Charter School <i>Inglewood, Los Angeles</i>	2003	2004	Mismanagement	Fiscal insolvency, fiscal mismanagement, and other material violations of the law and/or charter.	Los Angeles Unified School District
Promise Academy Charter School <i>Cerritos</i>	2001	2004	Mismanagement	Fiscal mismanagement.	Long Beach Unified School District
Prosser Creek Charter School <i>Truckee</i>	1998	2002	District	Undermined by school district hostility.	Tahoe-Truckee Joint Unified School District

CALIFORNIA *continued*

Renaissance Charter School <i>Fresno</i>	2000	2002	Mismanagement	Teachers were not paid for several months.	Fresno Unified School District
Rosalyn Charter School <i>Indio</i>	2002	2004	District	District withheld funding which resulted in financial problems.	West Park Elementary School District
San Leandro Charter Academy <i>San Leandro</i>	2002	2004	Financial	Inadequate enrollment.	San Leandro Unified School District
Santee Explorer Academy <i>El Cajon</i>	2000	2002	Facility	Lack of facility.	Santee Elementary School District
Sierra Summit Academy <i>Sierra City</i>	1997	2001	Mismanagement	Audit revealed over-reporting of enrollment and implications of fraud.	Sierra-Plamas Joint Unified School District
Silicon Valley Essential Charter High School <i>Los Altos</i>	2002	2002	Facility	Could not secure a permanent facility.	Mountain View-Los Altos Union High School District
Sojourn Charter Middle School <i>Santa Cruz</i>	1997	2004	Financial	Inadequate enrollment.	Santa Cruz City School District
Sojourner Truth Learning Academy <i>San Diego</i>	2000	2004	Mismanagement	Fiscal mismanagement revealed in audit.	San Diego City Unified School District
Sonoma County Charter School / Petaluma Cooperative <i>Petaluma</i>	2001	2001	Financial	Inadequate enrollment.	Petaluma City School District
South Bay Charter School <i>Imperial Beach</i>	1999	2002	Mismanagement	Audit issues related to student attendance accounting.	South Bay Union Elementary School District
Stanislaus Technical High School <i>Oakdale</i>	1999	2002	Financial	Governance and financial problems, including lack of funding.	Oakdale Joint Unified School District
Towers Preparatory School <i>Richmond</i>	2002	2002	Mismanagement	After three weeks of operation, district school failed to secure facility permits and licenses, to prove proper teaching credentials, and to present a balanced budget.	West Contra Costa Unified School District
Urban Pioneers Experiential Academy <i>San Bruno</i>	2002	2003	Mismanagement	School outing tragedy resulted in liability issues and depletion of funds. Some students were suspected of receiving diplomas that were not earned.	San Francisco Unified School District
Vista Literacy Academy Charter School <i>Oceanside</i>	2001	2004	District	Undermined by school district hostility.	Vista Unified School District
Wallstrom Gateway School <i>Santa Rosa</i>	1999	2000	Facility	Lost lease.	Twin Ridges Elementary School District

CALIFORNIA *continued*

West Sonoma Charter School 2000 <i>Santa Rosa</i>	2002	Financial	Inadequate funding and financial constraints.	West Sonoma County High School District	
Windows Charter School <i>San Diego</i>	1996	1996	Financial	Inadequate enrollment, fire code violations. School was restructured and taken over by another charter school.	San Diego Unified School District
Wonder to Wisdom Academy 2001 <i>Shingletown</i>	2004	Unknown	Surrendered charter.	Mineral Elementary School District	
Woodlands Charter School <i>Ukiah</i>	1999	2004	Financial	Undermined by funding inequalities.	Twin Ridges Elementary School District
Yokayo Valley Charter School 2002 <i>Red Valley</i>	2003	Financial	Inadequate enrollment.	Ukiah Unified School District	

COLORADO

Alpine Charter School <i>Dillon</i>	1996	1999	Academic	Poor academic performance. Mutual agreement between school and district to close.	Summit School District
Center for Discovery Learning <i>Lakewood</i>	1994	2005	Academic	Poor academic performance.	Jefferson County School District
Colorado Visionary Charter Academy <i>Parker</i>	1997	2000	Financial	School in debt due to problems with securing a new facility.	Douglas County School District
Community of Learners <i>Durango</i>	1994	2001	Financial	Special education programs became too expensive.	Durango 9-R School District
Sojourner School <i>Boulder</i>	1999	2003	Financial	Inadequate enrollment.	Boulder Valley School District
West End Learning Center <i>Naturita</i>	1999	2005	Financial	Inadequate enrollment.	West End School District

CONNECTICUT

Ancestors Community Charter High School <i>Waterbury</i>	1997	2001	Financial	Inadequate enrollment.	State Board of Education
Brooklawn Academy <i>Fairfield</i>	1998	2003	Academic	Poor academic performance.	State Board of Education
Charter Oak Preparatory Academy <i>Hartford</i>	1998	2001	Financial	Inadequate enrollment.	State Board of Education
Village Academy Charter School <i>New Haven</i>	1997	1999	Mismanagement	Financial and organizational mismanagement, poor recordkeeping and disgruntled staff.	State Board of Education

DISTRICT OF COLUMBIA

ARE Public Charter High School <i>Washington</i>	1999	2003	Academic	Low test scores and poor attendance.	DC Public Charter School Board
Marcus Garvey <i>Washington</i>	1996	1998	Mismanagement	Leadership troubles. Poor fiscal management and a principal who provoked high profile public conflicts forced the closure.	DC Board of Education
New Vistas Preparatory Public Charter School <i>Washington</i>	1999	2001	Mismanagement	Inadequate reporting and poor learning conditions.	DC Board of Education
Richard Milburn, Carver Charter HUB <i>Washington</i>	1999	2002	Mismanagement	Reporting irregularities and poor learning conditions.	DC Board of Education
Richard Milburn, Rabaut Charter HUB <i>Washington</i>	1998	2002	Mismanagement	Reporting irregularities and poor learning conditions.	DC Board of Education
SouthEast Academy of Scholastic Excellence Public Charter School <i>Washington</i>	1998	2005	Academic	Failed to meet its academic targets for five years and did not collect data needed to monitor student achievement. School has reopened under new management.	DC Public Charter School Board
Techworld Public Charter School <i>Washington</i>	1998	2002	Mismanagement	Financial mismanagement and poor learning conditions, including paying top officials bonuses while not paying some teachers.	DC Board of Education
Village Learning Center <i>Washington</i>	1998	2004	Mismanagement	Financial and operational problems found during audit that included deficits, fines, and penalties.	DC Board of Education
World Public Charter School of Washington <i>Washington</i>	1998	2002	Mismanagement	Fiscal challenges and poor learning conditions.	DC Board of Education
Young Technocrats Mathematics and Science Public Charter School <i>Washington</i>	1998	1999	Mismanagement	Significant financial and facility problems, failure to provide a sound education program, and mismanagement of budget.	DC Board of Education

DELAWARE

Georgetown Charter School <i>Laurel</i>	2000	2002	District	State made expansion of grades contingent on obtaining permanent facility, but when school expended funds to obtain facility, state declared it insolvent.	State Board of Education
Richard Milburn Academy <i>Wilmington</i>	1999	2000	Financial	Enrollment declined and the board was not meeting regularly.	State Board of Education

FLORIDA

Academic School for the Arts <i>Boca Raton</i>	2003	2004	Mismanagement	Deficiencies in curriculum, instruction and personnel.	Palm Beach County School Board
Academy for Applied Training <i>Sarasota</i>	1997	2001	Financial	School voted to close due to financial difficulties. No longer a viable enterprise.	Manatee and Sarasota County School Boards
Alpha Center, The <i>Port Charlotte</i>	1999	2001	Financial	Question of financial stability.	Charlotte-Desoto County School Board
Bartow Charter <i>Bartow</i>	2003	2005	Academic	Poor academic performance; school received two F's in past four years.	Polk County School Board
Bennett Christiansen Academy <i>Bartow</i>	2001	2004	Financial	Absence of stable acting school director and financial difficulties.	Polk County School Board
Chance Charter School <i>Gainesville</i>	1997	2000	District	District provided limited special education assistance, but would not provide the IDEA funds to meet the full needs of students.	Alachua County School Board
CYBER High <i>Sanford</i>	2000	2002	District	Financial difficulties created when district withheld part of school's operating and transportation funding.	Orange and Seminole County School Boards
Daniel Payne Academy <i>Jacksonville</i>	1997	2004	Academic	Poor academic performance. Labeled a double F school.	Duval County School Board
Deerwood Academy <i>Port Richey</i>	2001	2003	Mismanagement	School employee stole over \$80,000 from school operating funds.	Pasco County School Board
Destiny Educational Academy of Excellence <i>Jacksonville</i>	2000	2004	Academic	Poor academic performance. School accused of cheating on FCAT.	Duval County School Board
Devon Charter School <i>Lake Mary</i>	1998	2002	Financial	School operator withdrew charter due to financial constraints.	Seminole County School Board
Dizzy Gillespie School for the Arts <i>Stuart</i>	1998	2001	Financial	School voted to close due to financial difficulties.	Martin County School Board
Eastside Multicultural Community <i>Tampa</i>	1997	2004	Academic	Poor academic performance. Labeled a double F school.	Hillsborough County School Board
Empowering Young Minds Academy <i>Jacksonville</i>	1997	2001	Financial	Management problems led to financial hardship and closure. Other problems included low test scores.	Duval County School Board
Frank Sganga Charter <i>New Smyrna Beach</i>	1998	2001	Academic	Low student achievement due to poor implementation of curriculum and assessment.	Volusia County School Board
High Hopes Learning Center <i>Kissimmee</i>	2000	2001	Financial	Poor financing and inadequate enrollment.	Osceola County School Board
Horizon Academy <i>Tampa</i>	2000	2000	Financial	Inadequate enrollment.	Hillsborough County School Board

FLORIDA *continued*

Horizons Unlimited <i>Northside</i>	1999	2004	Financial	Lack of funding.	Duval County School Board
Impact Academy <i>Jacksonville</i>	1999	1999	Mismanagement	Severe management and financial problems.	Duval County School Board
Island Middle School <i>Holmes Beach</i>	2001	2003	Mismanagement	Unstable environment due to constant changes in leadership.	Manatee County School Board
Kreative Kids Academy <i>Jacksonville</i>	1998	2004	Financial	Financial inadequacies.	Duval County School Board
Love to Learn Educational Center <i>Gainesville</i>	1999	2005	Mismanagement	Accused of misuse of funds and failure to teach. Converted to a private school.	St. John's County School Board
MESTA Charter School <i>Orlando</i>		2004	Mismanagement	Financial mismanagement. Non-compliance with charter contract.	Orange County School Board
Northeast Academy <i>Miami</i>		2005	Facility	Could not secure a permanent facility.	Dade County School Board
Odyssey Charter School <i>Palm Bay</i>	1997	1998	Academic	Inadequate enrollment due to inadequate academic program.	Collier County School Board
Orange Avenue School <i>Ft. Pierce</i>	1997	1999	Academic	Poor performance on standardized tests.	St. Lucie County School Board
Phoenix Essential Charter School <i>Palm Bay</i>	1998	1998	Facility	School lost its facility in a lease dispute with the landlord.	Gadsden County School Board
Radar School <i>Jacksonville</i>	1998	2001	Other	School's charter was not renewed because school never received 501(C)(3) status.	Duval County School Board
Renaissance School, The <i>Lakeland</i>	1997	2001	Mismanagement	Health and safety concerns, management problems (high turmoil, parental complaints), and declining enrollment.	Polk County School Board
Rosa Parks Community School Overtown <i>Miami</i>	2000	2005	Unknown	Charter operator chose not to renew charter.	Dade County School Board
Roy McBean Charter School <i>Sarasota</i>	2001	2003	Financial	Poor financing and inadequate enrollment.	Sarasota County School Board
Specialkidz Charter School <i>Tampa</i>	2000	2001	Facility	Lost facility and had financial difficulties.	Hillsborough County School Board
Spiraltech Elementary <i>Miami</i>	1998	2002	Facility	Building inspectors closed school after finding electrical problems.	Dade County School Board
Stratford Education Institute <i>New Smyrna Beach</i>	1997	1997	Academic	School did not offer a full range of classes required for graduation.	Volusia County School Board
Summit Quest Academy <i>Melbourne</i>	2002	2003	Mismanagement	Excessive debt, questionable financial transactions and loans, unsafe health conditions, and poor leadership.	Brevard County School Board

FLORIDA *continued*

T.H.E. Academy <i>Lake Butler</i>	1999	2003	Facility	Lost facility and had financial difficulties.	Union County School Board
Tampa United Methodist Centers Academy <i>Tampa</i>	1998	2005	District	Mission of school board and of school conflicted.	Hillsborough County School Board
Techworld Public Charter <i>Miami</i>	1999	2001	Financial	Financial problems and inadequate enrollment.	Dade County School Board
Terranova Charter <i>Palm Beach</i>	2003	2004	Mismanagement	Deteriorating governing board.	Palm Beach County School Board
Toussaint Overture School of the Arts <i>Palm Beach</i>	2000	2001	Facility	Lost facility.	Pasco County School Board
Vankara Academy <i>Opa Locka</i>	2002	2005	Academic	Poor academic performance. Received an 'F' grade two years consecutively.	Dade County School Board
Whole Child at UPARC <i>Clearwater</i>	1999	2003	Financial	Lack of funding.	Pinellas County School Board
Wilbesan Charter School <i>Orlando</i>	2003	2005	Mismanagement	Poor academic performance, failure to report personnel data, and lack of cooperation by principal regarding a battered student.	Hillsborough County School Board
WINGS Academy <i>Sarasota</i>	2002	2005	Financial	High staff turnover and low enrollment. School did not receive federal start-up money.	Sarasota County School Board

GEORGIA

Fulton County Charter High School for Mathematics and Science <i>Roswell</i>	2001	2004	Financial	Inadequate enrollment and expensive building lease created substantial debt.	Fulton County School District
MARDS Charter School <i>Atlanta</i>	2001	2004	Mismanagement	Fiscal mismanagement.	Atlanta Public Schools
Mt. Bethel Elementary <i>Marietta</i>	1997	2001	Mismanagement	Collapsed under numerous administrative troubles.	Cobb County School Board
Stone Mountain Charter School <i>Stone Mountain</i>	1999	2002	District	New law and requirements were instituted; district refused to renew before new law went into effect.	DeKalb County School Board
Taylorville Elementary <i>Taylorville</i>	1997	2002	Financial	Inadequate enrollment.	Bartow County School Board
Victory Charter Elementary School <i>East Point</i>	2000	2004	Financial	Poor academic performance and bankruptcy.	Fulton County School District

IDAHO

Lost Rivers Charter School <i>Arco</i>	1998	2003	Facility	Financial constraints due to facility.	Butte County School District #111
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ILLINOIS

Chicago Preparatory Charter School <i>Chicago</i>	1997	1998	Mismanagement	Inadequate academic program. Disorganized management.	Chicago Board of Education
Global Villages (Choir Academy Campus) <i>Chicago</i>	2001	2003	Financial	Inadequate enrollment.	Chicago Board of Education
Governor's State University Charter School <i>Crete</i>	2000	2002	District	Local school district voted to revoke charter over governance/control issues, although admitting that the school was one of the top performing in the state and was wanted in the community.	Crete-Monee School District #201U
Nuestra America Charter High School <i>Chicago</i>	1997	2002	Mismanagement	Low student test scores, falling enrollment, a chronic deficit and a principal who had a physical altercation with a student.	Chicago Board of Education
Thomas Jefferson Charter School <i>Des Plaines</i>	1999	2003	District	Request for renewal denied stating that school's accountability plan and curriculum were not fully developed and concerns existed regarding special education.	State Board of Education
Triumphant Charter School <i>Chicago</i>	1997	2005	Mismanagement	Financial mismanagement, including misuse of funds on personal expenses.	Chicago Board of Education

INDIANA

Flanner House Higher Learning, Inc. <i>Indianapolis</i>	2003	2005	Mismanagement	Low attendance, poor curriculum, and misuse of school funds by faculty members.	Mayor's Office
Urban Brightest Community Academy <i>Ft. Wayne</i>	2003	2004	Financial	Financial difficulties, organizational problems, low student enrollment and student retention.	Ball State University

KANSAS

Baldwin Experiential Learning Program <i>Baldwin City</i>	1998	2001	District	School did not seek to renew charter due to lack of funding.	Baldwin City Unified School District 348
Cosmosphere Academy <i>Hutchinson</i>	1997	2001	District	Inadequate enrollment.	Hutchinson Unified School District 308
Dodge City Academy Public Charter School <i>Dodge City</i>	1998	2001	District	Lack of additional state funding for paperwork and accountability requirements.	Dodge City Unified School District 443

KANSAS *continued*

Knowledge Café Entrepreneurial Charter <i>Stockton</i>	2002	2005	District	State refused to fund school.	Stockton Unified School District #271
Mid-Kansas Independent Agency <i>Moundridge</i>	2001	2002	District	Lack of funding.	Moundridge Unified School District 423
Oakley Alternative School <i>Monument</i>	2001	2005	District	School was funded by a federal grant which ran out.	Oakley Unified School District 274
Pittsburg High School: School-to-Careers <i>Pittsburg</i>	1998	2000	District	School felt funding did not match the paperwork and accountability requirements.	Pittsburg Unified School District 250
Spring Hill Elementary Charter School <i>Spring Hill</i>	1998	2001	District	Poor district oversight led to closure.	Spring Hill Unified School District 230

LOUISIANA

Bayou Charter School <i>Houma</i>	1996	2001	Financial	Inadequate enrollment.	Terrebonne Parish School Board
Education 2000 <i>Hammond</i>	1999	2001	Mismanagement	School accused of falsifying enrollment records to get more funding.	State Board of Elementary and Secondary Education
Right Step Academy of Excellence <i>Shreveport</i>	1999	2002	Academic	Failed to document and provide proof of academic achievement.	State Board of Elementary and Secondary Education
School of Hope <i>New Roads</i>	1998	2000	District	District did not renew charter school because they felt it did not serve the purposes and goals of a charter school.	State Board of Elementary and Secondary Education
St. Landry Charter School <i>Opelousas</i>	1998	2002	Mismanagement	Significant board turnover and instability in management.	State Board of Elementary and Secondary Education
Street Academy Charter School <i>New Orleans</i>	1999	2003	Unknown	Unknown.	State Board of Elementary and Secondary Education
Tensas Charter School <i>Newellton</i>	2000	2003	Financial	Financial and academic difficulties. Inadequate enrollment.	State Board of Elementary and Secondary Education

MASSACHUSETTS

Boston University Residential Charter School <i>Granby</i>	1997	2000	District	School had not been reimbursed enough from state agencies to make financially viable.	State Board of Education
Frederick Douglas Charter School <i>Roslindale</i>	2000	2005	Academic	Poor academic performance.	State Board of Education

MASSACHUSETTS *continued*

Lynn Community Charter School <i>Lynn</i>	1997	2002	Academic	Poor academic performance.	State Board of Education
North Star Academy Charter School <i>Springfield</i>	1996	2001	Academic	Poor student achievement and declining enrollment.	State Board of Education
Roxbury Charter High School <i>Boston</i>	2003	2005	Mismanagement	Management and financial problems.	State Board of Education
Youthbuild <i>Boston</i>	1995	1997	Mismanagement	Management disorganization lead to an inadequate academic program.	State Board of Education

MICHIGAN

Academy of Health & Science <i>Grand Rapids</i>	1997	2001	Financial	Inadequate enrollment.	Grand Valley State University
Beacon International Academy <i>Detroit</i>	1999	2003	Mismanagement	Governance problems.	Ferris State University
Benito Juarez Academy <i>Saginaw</i>	1995	2002	Financial	Inadequate enrollment and governance problems.	Central Michigan University
Blue Water Learning Academy <i>Algonac</i>	2000	2003	Facility	Lost lease.	St. Claire Regional Educational Support
Detroit Advantage Academy <i>Detroit</i>	2000	2005	Academic	Poor academic performance, problems with governance, operations, and compliance reporting.	Grand Valley State University
Elbert T. Clark Academy <i>Detroit</i>	1996	2001	Mismanagement	Non-compliance with charter contract.	Oakland University
Family Institute Early Childhood Development Academy <i>Kalamazoo</i>	1999	2001	Other	Charter was not renewed.	Grand Valley State University
Kenquest <i>Grand Rapids</i>	1995	1996	Financial	Inadequate enrollment.	Central Michigan University
King Academy <i>Inkster</i>	1998	2005	Academic	Poor academic performance.	Inkster Public Schools
MI Institute for Construction Trades <i>Detroit</i>	1998	2002	Academic	Poor academic management.	Detroit Public Schools
Navigator Academy <i>Kalamazoo</i>	1996	2004	Financial	Inadequate enrollment.	Grand Valley State University

MICHIGAN *continued*

New Horizon Academy <i>Detroit</i>	1998	2000	Financial	Truancy problems led to budget shortfalls.	Detroit Public Schools
New School for Creative Learning <i>Grand Rapids</i>	1995	1997	Facility	Lost lease.	Central Michigan University
Newland Academy of Arts and Sciences <i>Mainstee</i>	1996	2001	Financial	Inadequate enrollment and lack of funding.	Saginaw Valley State University
Northland School for Math & Science <i>Detroit</i>	1995	1997	Financial	Inadequate enrollment.	Central Michigan University
Oasis Academy <i>Southfield</i>	1996	2001	Mismanagement	Poorly managed.	Central Michigan University
Questar Academy <i>Flint</i>	1996	2002	Academic	Failed to uphold academic standards.	Central Michigan University
Sankore Marine Immersion high school <i>Detroit</i>	1998	2002	Academic	Failed to meet educational goals.	Wayne County RESA
Sierra Leone Educational Outreach Academy <i>Detroit</i>	1995	1998	Mismanagement	Failed to provide financial information including an independent financial audit and financial statement. Also lost its lease.	Central Michigan University
Turtle Island <i>Detroit</i>	1997	1998	Academic	School failed to abide by or meet its educational goals.	Oakland University
Walter French Academy of Business and Technology <i>Lansing</i>	1996	2004	Mismanagement	Sponsor refused to extend school's contract saying the school lacked leadership, mishandled money and did not provide training for dealing with problem students.	Central Michigan University

MINNESOTA

Central Minnesota Deaf School <i>St. Cloud</i>	1993	2001	Financial	Inadequate enrollment.	St. Cloud School Board
Chiron Middle School <i>Minneapolis</i>	2002	2005	Mismanagement	Financial difficulties and management issues.	Minneapolis School Board
Colonel Charles Young Military Academy <i>St. Paul</i>	2004	2004	Financial	Excessive debt and no alternative funding sources.	St. Paul School Board
Dakota Open <i>Morton</i>	1994	1998	Mismanagement	Management disorganization led to inadequate academic program.	Morton School District
Fort Snelling Academy <i>Fort Snelling</i>	2000	2001	Financial	Financial mismanagement. Low enrollment coupled with high administrative salaries led to financial difficulties.	Normandale Community College

MINNESOTA *continued*

Frederick Douglass Math Science Technology Academy <i>Fort Snelling</i>	1994	1999	Facility	Lease agreement issues. Inadequate enrollment and facilities debt.	Minneapolis School District
Hanska Community School <i>Hanska</i>	1999	2004	Financial	Inadequate enrollment.	New Ulm School Board
Learning Adventures Middle School <i>St. Paul</i>	1998	2001	Financial	Multiple problems including low enrollment.	Central Lakes College of Brainerd
Martin Hughes Charter School <i>Buhl</i>	1998	2001	Mismanagement	Governance and management issues.	Mountain Iron School District
Mexica Multicultural Education Charter School <i>Rosemount</i>	2000	2002	Financial	Financial difficulties and inadequate enrollment.	St. Paul School Board
Minnesota Academy of Technology <i>St. Paul</i>	2003	2005	Financial	Financial difficulties and inadequate enrollment.	St. Paul Technical College
Minnesota Institute of Technology <i>St. Paul</i>	2000	2005	Financial	Financial difficulties and inadequate enrollment.	University of St. Thomas
Native American Arts High School <i>Minneapolis</i>	2000	2003	Facility	Lack of space and resources.	Augsburg College
PEAKS Charter School <i>Dundas</i>	1999	2001	Financial	Inadequate enrollment and financial management issues.	Central Lakes College
PEAKS Charter School <i>Pillager</i>	1999	2001	Financial	Inadequate enrollment and financial management issues.	Central Lakes College
PEAKS Charter School <i>Sartell</i>	2000	2001	Financial	Inadequate enrollment and financial management issues.	Central Lakes College
Right Step Academy Elementary School <i>Minneapolis</i>	1991	2000	Mismanagement	Violations of curriculum and special education programs.	St. Paul School Board
Right Step Academy High School <i>St. Paul</i>	1995	2000	Mismanagement	Financial and administrative management, but also some involving curriculum and special education programs.	St. Paul School Board
Skills for Tomorrow Junior High School <i>St. Paul</i>	2000	2001	Financial	Inadequate enrollment.	Rockford School Board
Success Academy <i>St. Paul</i>	1997	2000	Financial	Did not have enough funds to pay its teachers and staff. High financial debt.	St. Paul School District
Summit School for the Arts <i>Chisago City</i>	1997	2000	Mismanagement	Administrative, governance and curriculum problems.	Chisago Lakes School Board
Toivola-Meadowlands Charter School <i>Meadowlands</i>	1993	2000	Facility	Early incurred facility renovations costs forced limits on teacher salaries.	St. Louis County School District

MISSOURI

Kansas City Career Academy <i>Kansas City</i>	2000	2001	Financial	Significant financial difficulties and could not repay deficit to local district.	Central Missouri State University
Thurgood Marshall Academy <i>St. Louis</i>	2000	2005	Mismanagement	Alleged violations regarding teacher certification. Also concerns about test scores.	University of Missouri-St. Louis
Westport Edison Middle and Junior Academy <i>Kansas City</i>	1999	2004	Mismanagement	Financial difficulties and mismanagement by school board.	Kansas City School District

NEVADA

Clark County TEAM Academy <i>Las Vegas</i>	2003	2004	Mismanagement	Inability to establish an accurate master student registry.	Clark County School District
Gateways To Success <i>Fallon</i>	1999	2005	Financial	Lack of funding.	Churchill County School District
Nevada Leadership Academy <i>Sparks</i>	2000	2002	Financial	Inadequate enrollment.	Washoe County School District
Techworld Charter School <i>Las Vegas</i>	2000	2000	Facility	Could not secure a permanent facility.	Clark County School District

NEW HAMPSHIRE

Franklin Career Academy <i>Franklin</i>	2004	2005	District	District purposely held back funding.	State Board of Education
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NEW JERSEY

Alexander Hamilton Charter School <i>Paterson</i>	1999	2001	Mismanagement	High personnel turnover, fiscal and administrative problems.	State Commissioner of Education
CALLA Charter School <i>Plainfield</i>	1999	2002	Financial	Operated at deficit. State and school disputed continual financial problems.	State Commissioner of Education
College Preparatory Academy Charter School <i>Dover</i>	2000	2001	Mismanagement	Financial mismanagement led to academic and administrative difficulties.	State Commissioner of Education
Franklin Charter School <i>Somerset</i>	1999	2005	Financial	Fiscal issues.	State Commissioner of Education
Granville Charter School <i>Trenton</i>	1999	2004	Academic	Poor academic performance and management difficulties.	State Commissioner of Education
Greater Trenton Academic & Technology Charter School <i>Trenton</i>	1998	2001	Academic	Low student achievement.	State Commissioner of Education

NEW JERSEY *continued*

Greenville Community Charter School <i>Jersey City</i>	1999	2001	Mismanagement	Inability to provide necessary services, such as special education, and health and safety concerns.	State Commissioner of Education
Learning Center Charter School <i>East Brunswick</i>	2000	2003	Financial	Education management company withdrew, leaving fiscal sustainability concerns.	State Commissioner of Education
Paterson Charter School for Urban Leadership <i>Paterson</i>	2000	2003	Mismanagement	Issues related to fiscal operations, governance, and failure to comply with education laws.	State Commissioner of Education
Pleasantville Charter School Academic Excellence <i>Pleasantville</i>	1998	2005	District	Governing board member was causing problems for school and was involved in mismanagement issues.	State Commissioner of Education
Regional Experiential Academic Charter High School <i>Egg Harbor Township</i>	1999	2000	Financial	Fiscal and programmatic problems.	State Commissioner of Education
Right Path Charter School <i>Irvington</i>	2004	2005	Mismanagement	Governance issues and criminal allegations.	State Commissioner of Education
Russell Academy Charter School <i>East Orange</i>	2000	2001	Financial	Declining enrollment, lack of certified staff and problems with budgetary procedures.	State Commissioner of Education
Samuel DeWitt Proctor Academy Charter School <i>West Trenton</i>	1997	2000	Academic	Low student achievement on standardized tests.	State Commissioner of Education
Simon Bolivar Charter School <i>Newark</i>	1999	2000	Facility	Failure to secure permanent facility and had a significant budget deficit.	State Commissioner of Education

NEW MEXICO

Paseo Del Monte Middle School <i>Albuquerque</i>	2003	2004	Mismanagement	Failed to meet generally accepted standards of fiscal management and violated certain provisions of state and federal law.	Albuquerque Public School District
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NEW YORK

Charter School of Science and Technology <i>Rochester</i>	2000	2005	Academic	Poor academic performance.	State University of New York
Central New York Charter School for Math and Science <i>Rochester</i>	2000	2005	Academic	Poor academic performance	State University of New York
John A. Reisenbach Charter School <i>New York</i>	1999	2004	Academic	Poor academic performance and ineffective administration.	State University of New York

NEW YORK *continued*

Reach Charter School <i>New York</i>	2000	2002	Financial	Poor academic performance and financial difficulties.	New York City Schools Chancellor
Rochester Leadership Academy Charter School <i>Rochester</i>	2000	2005	Academic	Poor academic performance.	State University of New York
<h1>NORTH CAROLINA</h1>					
Arts & Basics Charter <i>Wilkes</i>	1998	1999	Financial	Inadequate enrollment.	Wilkes County Public Schools
Bear Grass Community Charter School <i>Bear Grass</i>	2000	2003	Facility	Facilities issue.	State Board of Education
Bonner Academy <i>Raleigh</i>	1997	1998	Mismanagement	Accused of failing to supply the district with requested documentation. Also had safety concerns and board issues.	State Board of Education
Bright Horizons <i>Raleigh</i>	1997	1999	Financial	Inadequate enrollment.	Wayne County Public Schools
Change for Youth <i>Raleigh</i>	1998	1999	Financial	Small program with operating costs higher than were sustainable.	Wayne County Public Schools
Chapel Hill Free Academy <i>Chapel Hill</i>	1997	2003	Financial	Inadequate enrollment and business issues.	State Board of Education
Developmental Day School <i>Statesville</i>	1999	2001	Financial	Inadequate financial support.	State Board of Education
East Winston Primary School <i>Winston-Salem</i>	1998	2003	Mismanagement	Business and governance issues, inadequate enrollment and massive debt.	State Board of Education
Elizabeth Grinton Academy <i>Wilkesboro</i>	1997	1999	Financial	Financial deficit.	Wilkes County Public Schools
Harnett Early Childhood <i>Dunn</i>	1998	2002	Financial	Low funding levels, low enrollment and high transportation costs.	State Board of Education
LIFT Academy <i>Winston-Salem</i>	1992	1999	Financial	IRS garnished payments for failing to pay withholding; Financial difficulties led to revocation. Legal challenge held for state.	State Board of Education
Nguzo Saba Charter School <i>Lenoir</i>	1997	1999	Financial	Inadequate enrollment.	Caldwell County Public Schools
Oma's Inc. Charter School <i>Fayetteville</i>	1999	2002	Financial	Inadequate enrollment and financial difficulties.	State Board of Education
Partnership Academy Charter School <i>Durham</i>	2000	2000	Mismanagement	Governance issues and incomplete planning on part of school.	Durham County Schools

NORTH CAROLINA *continued*

PHASE Academy of Jacksonville <i>Jacksonville</i>	1998	2001	Mismanagement	Financial mismanagement caused by poor board governance. Some employees left unpaid.	Onslow Public Schools
Right Step Academy <i>Greenville</i>	1997	2001	Mismanagement	Failed to withhold payroll taxes. Financial mismanagement led to low academic achievement.	State Board of Education
Sankore School, The <i>Raleigh</i>	1998	2001	Financial	Inadequate enrollment.	State Board of Education
School in the Community <i>Graham</i>	1997	1999	Financial	Inadequate enrollment.	Orange/CHCS
Stanly County Community Outreach Charter <i>Badin</i>	1999	2002	Financial	Inadequate enrollment.	State Board of Education
Success Academy <i>Durham</i>	1999	2001	Mismanagement	Financial mismanagement.	State Board of Education
Tarheel Charter High School <i>St. Pauls</i>	2001	2003	Facility	Could not secure a permanent facility.	State Board of Education
Turning Point Academy <i>Durham</i>	1998	2003	Financial	Accounting issues and disputes over teacher salaries.	State Board of Education
Wayne County Technical Academy <i>Goldsboro</i>	1999	2003	Mismanagement	Business issues, reporting discrepancies, bad governance, and low enrollment.	State Board of Education
Wilkes Technical High <i>Raleigh</i>	1998	1999	Financial	Inadequate enrollment.	Wilkes County Public Schools

OHIO

Cleveland Academy of Math, Science & Technology <i>Cleveland</i>	2002	2003	Financial	Lack of funding.	State Board of Education
Cleveland Alternative Learning Academy <i>Cleveland</i>	1999	2001	District	Conflict with district.	State Board of Education
Columbus Youth Entrepreneurship Academy <i>Columbus</i>	2003	2004	Financial	Inadequate enrollment.	State Board of Education
Coventry Digital Academy <i>Akron</i>	2004	2004	Financial	Inadequate enrollment.	Coventry Local School District
Dayton Urban Academy <i>Dayton</i>	1999	2002	Mismanagement	Financial trouble caused by over-reported enrollment.	State Board of Education
Excel Institute <i>Columbus</i>	2002	2004	Mismanagement	Fraud, mismanagement and debt.	State Board of Education

OHIO *continued*

Greenon Virtual School <i>Springfield</i>	2004	2005	Academic	High truancy rates among students.	Greenon Local School District
High Life Youth Education Center <i>Columbus</i>	1999	1999	Facility	Lack of facility funding resulted in school renovations not being completed in time for school year.	State Board of Education
ISUS Trade and Technology Preparatory <i>Cincinnati</i>	2001	2004	Unknown	Sponsor chose not to renew charter.	State Board of Education
JADES Academy <i>Toledo</i>	1998	2002	Financial	Board decided school wasn't fiscally viable.	Lucas County Education Service Center
Monroe Academy of Toledo <i>Toledo</i>	1999	2000	Mismanagement	Facility's owner was arrested and school lost its building. Alternative facility found, then closed due to mismanagement.	Lucas County Education Service Center
Northwest Ohio Building Trades Academy <i>Rossford</i>	1999	2001	Financial	Remote location made it difficult for target population to reach school.	Lucas County Education Service Center
P.A.S.S. <i>Toledo</i>	1999	2001	Financial	Inadequate enrollment. School chose not to apply for renewal.	Lucas County Education Service Center
Riser Military Academy <i>Columbus</i>	1999	2000	Mismanagement	Poor financial management, outdoor portable restrooms, lack of textbooks. Teacher's union filed unfair labor practices charges.	State Board of Education
SABIS International School of Cincinnati <i>Cincinnati</i>	2000	2003	Other	Conflict with management company.	State Board of Education
Teresa Dowd School <i>Columbus</i>	1999	2003	District	Conflict with district.	State Board of Education
Village Shule <i>Toledo</i>	1998	2002	District	Conflict with district.	Lucas County Education Service Center
W. C. Handy Community Middle School for the Performing Arts <i>Columbus</i>	2001	2004	Financial	Lack of funding.	State Board of Education

OKLAHOMA

W.E.B. Dubois Academy <i>Tulsa</i>	2000	2000	Mismanagement	Leadership instability, financial problems and curriculum concerns.	Tulsa School Board
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OREGON

Charter School, The (Tongue Point - Astoria Charter School) <i>Astoria</i>	2003	2005	Financial	Lack of funding.	Astoria School District
Crossroads Project <i>Salem</i>	2002	2003	District	Closed by the district because it did not meet state standards. Students were inadequately supervised.	Salem-Keizer School District
Detroit Lake Charter School <i>Detroit</i>	2000	2003	Facility	Could not secure a permanent facility.	Santiam Canyon School District
Garden Laboratory <i>Portland</i>	2004	2005	Mismanagement	Management and financial difficulties.	Portland Public Schools
Gold Beach Technology Charter School <i>Gold Beach</i>	2003	2005	Mismanagement	Board voted to close it because they felt it was not set up properly.	Central Curry School District
Molalla Alternative Options School <i>Beavercreek</i>	1999	2001	Financial	Principal and district board disputes caused financial difficulties for school.	Molalla School District
Willamette Valley Community School <i>Corvallis</i>	2000	2002	Financial	Inadequate enrollment.	Corvallis School District

PENNSYLVANIA

Advanced Enterprise Charter School <i>Mercer</i>	2003	2004	Financial	Inadequate enrollment.	Commodore Perry School District
Center for Economics and Law Charter School <i>Philadelphia</i>	1998	2002	Mismanagement	Building code violations, high staff turnover, and record-keeping errors.	School District of Philadelphia
Chester Charter School <i>Chester</i>	1998	2004	Mismanagement	Questionable spending practices, building violations, and poor academic performance.	Chester Upland School District
Creative Educational Concepts Charter School <i>Chester</i>	1998	1999	Academic	Failed to carry out academic plan.	Chester Upland School District
Einstein Academy Charter School <i>Morrisville</i>	2001	2002	District	Allegations by district of financial irregularities, mismanagement and numerous violations of state education guidelines.	Morrisville School District Board
Pennsylvania Global Academy Charter School <i>Erie</i>	2003	2005	District	School district agreed to dissolve the charter school after a legal battle by teachers' unions in 2003 to stop the charter from opening.	Erie County School District

PENNSYLVANIA *continued*

Pocono School of Excellence Charter School <i>Tobyhanna</i>	2002	2004	Mismanagement	School sponsors embezzled money from the school operating funds and left the area.	Pocono Mountain School District
Thurgood Marshall Academy Charter School <i>Wilkesburg</i>	1999	2003	Financial	Overspent budget and lost lease.	Wilkesburg School District

SOUTH CAROLINA

Bethune Charter School <i>Bethune</i>	1999	2002	Academic	Did not meet academic goals.	Kershaw School District
Charter Alternative School <i>Clio</i>	1997	2000	Mismanagement	Voluntarily surrendered charter due to financial problems and accountability issues.	Marlboro County School District
Education Redirection <i>Charleston</i>	1997	1999	Mismanagement	Financial troubles and accountability issues.	Charleston County School District
Elease Butler Ivy Academy Charter School <i>North Charleston</i>	2003	2005	Financial	Accused of misuse of funds. Board voted to revoke charter and rejected any appeals.	Charleston County School District
Harbor School for Arts & Sciences <i>Georgetown</i>	1998	2000	District	School not economically viable.	Georgetown School District
McCormick Challenge Academy <i>McCormick</i>	2001	2004	Financial	Inadequate enrollment and lack of funding.	McCormick School District
Palmetto Charter School <i>Greenville</i>	2004	2005	Mismanagement	School did not provide adequate student services.	Greenville County School Board

TEXAS

Academy of Austin <i>Austin</i>	1999	1999	Facility	Returned charter due to troubles with landlord.	State Board of Education
Academy of Houston <i>Houston</i>	1998	2003	Academic	Poor academic performance.	State Board of Education
All Saints Academy <i>Houston</i>	2000	2000	Facility	Lost lease on building 10 days after opening; owner sold it to another charter school operator who reopened it the next day.	State Board of Education
<i>Bolding Academy</i> <i>Marshall</i>	1999	2000	Financial	Inadequate enrollment.	State Board of Education
CASTLE Academy <i>Houston</i>	1998	2001	Mismanagement	Governance difficulties.	Houston Independent School District
Coastal Bend Youth City Charter School <i>Driscoll</i>	1997	2005	Financial	Financial difficulties.	State Board of Education

TEXAS *continued*

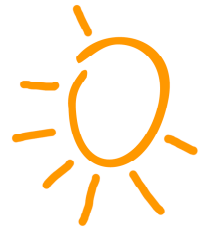
Eastpark Prep Charter Middle School <i>Missouri City</i>	2000	2001	Mismanagement	Financial mismanagement.	State Board of Education
Eighth Avenue Elementary School/Community for Learning/ACEM <i>Houston</i>	1998	2004	Financial	Inadequate enrollment.	Houston Independent School District
Emma L. Harrison Charter School <i>Waco</i>	1998	1999	Mismanagement	School violated laws covering non-profits, open-meetings, public information and federal child nutrition programs.	State Board of Education
Heritage Academy <i>Dallas</i>	1998	2000	Mismanagement	Financial mismanagement.	State Board of Education
Houston Accelerated Academy <i>Houston</i>	1998	2001	Academic	Poor student performance and management problems. Adopted a corrective action plan but failed to make substantial progress.	Houston Independent School District
Impact Charter <i>Houston</i>	1998	2005	Academic	Renewal denied because school deemed as academically unacceptable.	State Board of Education
Kenny Dorham School for the Performing Arts <i>Austin</i>	1999	2002	Mismanagement	Poor governance and operational management.	State Board of Education
L.O.V.E. Charter High School <i>Houston</i>	1998	1999	Mismanagement	Financial and programmatic issues.	State Board of Education
Northwest Mathematics, Science & Language Academy <i>Houston</i>	1999	2003	Academic	Poor academic performance.	State Board of Education
P.O.W.E.R. <i>Houston</i>	1998	1999	Mismanagement	Financial and programmatic issues.	State Board of Education
Prepared Table, Inc. <i>Houston</i>	1999	2002	Mismanagement	False enrollment reporting and academic deficiencies.	State Board of Education
Rameses School <i>San Antonio</i>	1998	2000	Financial	Inadequate enrollment.	State Board of Education
Renaissance Charter School <i>Irving</i>	1996	2000	Mismanagement	Financial mismanagement.	State Board of Education
SCAN Charter School <i>Laredo</i>	2000	2001	Other	Vision did not match the reality of running a school. Surrendered charter.	State Board of Education
Twenty-First Century Academy <i>Corpus Christi</i>	2000	2002	Financial	Inadequate enrollment.	State Board of Education
Valley High <i>Harlingen</i>	1999	2003	Academic	Poor academic performance.	State Board of Education
Wa-Set Preparatory Academy <i>Longview</i>	1999	2003	Mismanagement	In violation of TEA rule that schools must serve 75% or more students at-risk.	State Board of Education

VIRGINIA

Blue Ridge Technical Academy <i>Roanoke</i>	2001	2005	District	Lack of funding.	Roanoke City School District
New Opportunity for Winning (NOW) <i>Rocky Mount</i>	2001	2003	Financial	Lack of funding.	Franklin County School Board
Victory Academy <i>Hayes</i>	2000	2004	District	Lack of funding.	Gloucester County Public Schools

WISCONSIN

Charter Products <i>Fond du Lac</i>	1998	2000	Financial	Declining enrollment.	Fond du Lac School District
Chrysalis Family Charter School <i>Antigo</i>	1999	2002	District	The school board closed four schools including the only charter schools in its district in order to balance its budget.	Unified School District of Antigo
Door County Charter School <i>Sturgeon Bay</i>	2002	2005	Financial	District cut school's funding.	Sturgeon Bay School District
E*X*C*E*L Charter School <i>South Wayne</i>	2000	2003	Mismaanagement	Lack of staff.	School District of Black Hawk
Horizon Academy <i>St. Francis</i>	1998	2004	District	Charter changed mission and wasn't needed anymore.	St. Francis School District
Jackson Environmental Discovery Center <i>Stevens Point</i>	2003	2005	District	District had budget cuts and school did not receive money it needed.	Stevens Point Area School District
Khamit Institute, The <i>Milwaukee</i>	1998	2004	Academic	Lack of academic performance data as required by contract, fiscal management.	Milwaukee Public Schools
Kickapoo River Institute <i>Gays Mills</i>	1997	1998	District	Schools served multiple districts but administrators could not agree on location.	North Crawford School District
Knight's Academy <i>Beloit</i>	1997	2003	District	Budget cuts by the state board caused school to close. Lack of funding.	School District of Beloit
Leadership Academy Charter School <i>Lac du Flambeau</i>	1998	2003	Facility	Lost facility.	Lac du Flambeau School District No.1
Learning Enterprise Vocational & Training Institute <i>Milwaukee</i>	2001	2005	Financial	Management company withdrew from school citing financial difficulties.	Milwaukee Public Schools
Lily Community Charter School <i>Lily</i>	2000	2002	District	School board closed schools in order to balance its own budget.	Unified School District of Antigo
YWCA Global Career Academy <i>Milwaukee</i>	1999	2003	Financial	Lack of funding. Organizational challenges.	Milwaukee Public Schools



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