

**MEMORANDUM**

November 7, 2014

TO: Board Members

FROM: Terry B. Grier, Ed.D.  
Superintendent of Schools

SUBJECT: **2013–2014 Apollo 20 Payout Report**

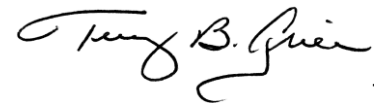
CONTACT: Carla Stevens (713) 556–6700

The Apollo 20 Program is a “turnaround” initiative with an emphasis on improving student performance in math. The key strategies of the turnaround initiative included having effective principals and effective teachers on the campus, more instructional time, using data to drive instruction, creating a campus culture of high expectations, and providing in-school tutoring. The tutoring was implemented using “fellows” with a ratio of two to three students per fellow. The initiative began in four high schools and five middle schools in 2010, expanding to 11 elementary schools in 2011. In 2013, one school closed but nine additional schools were added to the program. Incentive programs were designed to support the efforts of the fellows, principals, academic program managers, and school support officers of the Apollo 20 campuses.

- In 2013–2014, 324 out of 359 fellows (90%) received an attendance incentive for a total attendance award payout of \$204,367.50.
- In 2013–2014, 194 out of 242 fellows (80%) were eligible and received a student performance incentive for a total of \$1,021,426.82.
- In 2013–2014, 23 out of 28 principals (82%) were eligible and awarded the principals’ incentive for a total of \$86,933.84.
- Incentive awards for academic program managers and school support officers began in the 2011–2012 program year, and in 2013–2014, the school support officers received a total of \$16,148.87, and the academic program managers received a total of \$991.63.

**Administrative Response**

The administration will closely review these results and the impact of the pay program when making decisions for future school years.



TBG

Attachment

cc: Superintendent’s Direct Reports    Andrew Houlihan  
Chief Schools Officers                    Audrey Gomez  
Julia Dimmitt                                 Lisa Ratcliff  
Nicole Moore                                 Roberta Grace  
Kenneth Davis                                Ayanna Baker



# RESEARCH

Educational Program Report

2013–2014 Apollo 20 Incentive Program  
Payout Report



## 2014 Board of Education

**Juliet Stipeche**

President

**Rhonda Skillern-Jones**

First Vice President

**Manuel Rodriguez, Jr.**

Second Vice President

**Anna Eastman**

Secretary

**Wanda Adams**

Assistant Secretary

**Michael L. Lunceford**

**Paula Harris**

**Greg Meyers**

**Harvin C. Moore**

**Terry B. Grier, Ed.D.**

Superintendent of Schools

**Carla Stevens**

Assistant Superintendent

Department of Research and Accountability

**Elaine Hui**

Senior Research Specialist

**Houston Independent School District**  
Hattie Mae White Educational Support Center  
4400 West 18th Street Houston, Texas 77092-8501

[www.HoustonISD.org](http://www.HoustonISD.org)

It is the policy of the Houston Independent School District not to discriminate on the basis of age, color, handicap or disability, ancestry, national origin, marital status, race, religion, sex, veteran status, or political affiliation in its educational or employment programs and activities.

# 2013–2014 Apollo 20 Incentive Program Payout Report

## Executive Summary

### Program Description

In 2010–2011, HISD launched the Apollo 20 Program in four high schools and five middle schools in the district as a “turnaround” initiative with an emphasis on improving student performance in math. The key strategies of the turnaround initiative included having effective principals and effective teachers on the campus, more instructional time, using data to drive instruction, creating a campus culture of high expectations, and providing in-school tutoring. The tutoring was implemented using “fellows” with a ratio of approximately two students to one fellow.

In 2011–2012, the program expanded to 11 elementary schools and added a reading component in one of the middle schools. In 2012–2013, there were no changes to the 20 schools that were participating, but in 2013–2014 one school closed but nine additional schools were added to the program. Incentive programs were designed to support the efforts of the fellows, principals, academic program managers, and school support officers of the Apollo 20 campuses. The program for fellows had an incentive for monthly perfect attendance and a separate incentive for student performance. The incentives for principals, academic program managers, and school support officers were all based on campus-level performance indicators.

### Highlights

- In 2013–2014, 324 out of 359 fellows (90%) received an attendance incentive for a total attendance award payout of \$204,367.50. Last year in 2012–2013, only 109 out of 268 fellows (41%) received an attendance incentive for a total attendance award payout of \$82,650.00.
- In 2013–2014, 194 out of 242 fellows (80%) were eligible and paid for the student performance component of the incentive program. This is an increase from 2012–2013 when 193 out of 318 fellows (61%) were eligible and paid for the student performance component of the incentive program.
- In terms of student performance incentives paid to fellows, \$1,021,426.82 was awarded in 2013–2014, which is an increase from \$739,994.00 in 2012–2013. The increase in the total amount awarded from 2012–2013 to 2013–2014 was mainly due to the addition of more schools to the program.
- In 2013–2014, 23 out of 28 principals (82%) were eligible and awarded the principals’ incentive for a total of \$86,933.84. The percentage of principals receiving an incentive award decreased from 2012–2013 (90%) while the total amount awarded increased. In 2012–2013, the principal incentive awards paid out totaled \$54,145.68. The increase in the total incentive amount was mainly due to the addition of more schools to the program.
- Incentive awards for academic program managers and school support officers began in the 2011–2012 program year, and school support officers received \$10,850.20 while academic program managers received a total of \$2,296.28. In 2012–2013, the incentive awards totaled \$5,224.05 for school support officers and \$1,139.32 for academic program managers. In 2013–2014, the school support officers received a total of \$16,148.87, and the academic program managers received a total of \$991.63.

## Conclusion

After four years of implementation, the results are mixed as to whether or not the Apollo 20 Incentive Program has any impact on the Apollo 20 Program itself. In general, the total dollar amounts awarded to fellows and principals increased in the second year mostly due to the addition of the elementary campuses. However, the total dollar amounts awarded to fellows and principals decreased in the third year. In 2013–2014, the incentive awards paid increased again with the addition of more schools.

## Introduction

In 2010, the Houston Independent School District (HISD) launched the Apollo 20 Program as a school “turnaround” initiative for chronic underperforming schools. The program started with four high schools and five middle schools during the 2010–2011 school year and expanded to include 11 elementary schools in the 2011–2012 school year, which continued into the 2012–2013 school year. In 2013–2014, one school closed but nine additional schools were added to the program. The key turnaround strategies implemented in the schools to improve student performance were: having an effective principal and effective teachers on the campus, providing more instructional time, using data to drive instruction, providing in-school tutoring, and creating a campus culture of high expectations. Senior academic tutors (“Apollo Fellows”) were hired for tutoring students in math and reading; all Apollo 20 campuses offered math tutoring while Dowling Middle School offered tutoring in reading as well as in math during the 2011–2012 and 2012–2013 school years. To support the efforts of the Apollo 20 campuses, incentive programs were created for fellows, principals, academic program managers, and school support officers from the campuses participating in the Apollo 20 Program.

### Apollo 20 Fellows Incentive Program

The Apollo 20 Fellows Incentive Program offers incentives to fellows who meet program eligibility requirements and whose students achieve student performance indicators during the school year. The program has two components: the Employee Attendance component and the Student Performance component. The Employee Attendance component pays an incentive to Apollo 20 fellows for each month of perfect attendance during the 10-month commitment, for a maximum of \$1,500. Under the Student Performance component, Apollo 20 fellows are eligible to receive an incentive based on the performance of the students to whom they were linked, at the campus where they were assigned. This component has two strands, one for maintaining students already at a high level of achievement and one for raising students’ achievement. Fellows were awarded for each student’s performance. Each Apollo 20 campus has an established budget for the Student Performance component of the Apollo 20 Fellows Incentive Program, which is \$3,500 per fellow times the number of fellows assigned to that campus. When the total amount calculated for all fellows at a campus exceeds the campus budget, each tutor’s incentive payment is pro-rated according to an agreed-upon formula. See **Appendix A** for the 2013–2014 model and **Appendix B** for the eligibility criteria.

### Apollo 20 Principals Incentive Program

The Apollo 20 Principals Incentive Program offers incentives to principals of Apollo 20 campuses who meet program eligibility requirements, based on their campus’ performance on select indicators. There are three components of the Apollo 20 Principals Incentive Program, with each component accounting for one-third of the total incentive payment. An exception was made for Forest Brook Middle School and North Forest High School who were part of the North Forest Independent School District prior to the 2013–2014 school year. Because data from school districts outside of Houston ISD were not made available, the principal incentives for Forest Brook and North Forest Awards were based on two components only. The maximum incentive payment is \$30,000 for high school principals, \$20,000 for middle school principals, and \$10,000 for elementary school principals. For each campus, a specific goal was set for each component prior to the start of the program year, based on a review of baseline data and a long-term target level. If the target goal is met or exceeded, the principal has the potential to receive the maximum amount for that component. Principals are able to receive pro-rated amounts for achieving progress towards the goal based on an agreed-upon formula.

The Student Attendance component awards principals whose campuses progress towards or reach campus attendance goals. These goals are 95.0% for high schools, 97.0% for middle schools, and 98.0% for elementary schools.

The Student Achievement component awards principals whose campuses progress towards or reach specific campus goals in state-administered assessments, STAAR–EOC for high schools and STAAR for middle and elementary schools.

Under the Student Grade-Level Performance component, high school principals are awarded if their campuses progress towards or reach target goals in student graduation and promotion rates. For elementary schools and middle schools, their target goals are based on the percent of students at or above 50th National Percentile Rank on the Stanford/Aprenda in reading and math. The goal was set at 100% for all school levels. For a detailed description of the indicators and formula used in calculating awards, the 2013–2014 Apollo 20 Incentive Program Model for principals, academic program managers, and school support officers can be found in **Appendix C**.

### Apollo 20 School Support Officers and Academic Program Managers Incentive Program

In 2011–2012, the incentive program was extended to include School Support Officers (SSO) and Academic Program Managers (APM) serving the Apollo 20 campuses. Similar to the Principal Incentive Program, there are also three strands of the SSO and APM Incentive Program, with each strand accounting for one-third of the total incentive payment. The average improvement across their campuses for each of the three strands, Student Attendance, Student Achievement, and Student Performance, is calculated separately and then summed to arrive at the total incentive payment. The maximum incentive payment is \$15,000 for SSOs and \$4,500 for APMs.

## Results

### Apollo 20 Fellows Incentive Program

**Table 1a** (page 5) shows the number of math fellows and the total amount of awarded attendance incentives at each school level. While the total amount paid for attendance incentives declined from 2010–2011 through 2012–2013, the amount increased in 2013–2014 to \$204,367.50. **Figure 1** (page 5) depicts the percentage of fellows that received an attendance bonus since program inception. The percentage of employees receiving an attendance bonus follows the same trend as the total amount paid where there was a decline from 2010–2011 through 2012–2013 and then an increase in 2013–2014. **Table 1b** (see **Appendix D**) shows campus-level attendance incentives information for the 2013–2014 program year.

Table 1a. Comparison of Apollo 20 Fellows' Attendance Incentives by School Level					
School Year	School Level	# Campuses	# Fellows	# Fellows Awarded	Total Amount Award
2010–2011	High	4	134	123	\$104,850.00
	Middle	5	126	115	\$102,750.00
	Elementary				
	<b>Total</b>	<b>9</b>	<b>260</b>	<b>238</b>	<b>\$207,600.00</b>
2011–2012	High	4	117	95	\$71,850.00
	Middle	5	110	90	\$60,150.00
	Elementary	11	58	44	\$31,650.00
	<b>Total</b>	<b>20</b>	<b>285</b>	<b>229</b>	<b>\$163,650.00</b>
2012–2013	High	4	98	34	\$26,550.00
	Middle	5	112	47	\$35,850.00
	Elementary	11	58	28	\$20,250.00
	<b>Total</b>	<b>20</b>	<b>268</b>	<b>109</b>	<b>\$82,650.00</b>
2013–2014	High	9	158	151	\$92,550.00
	Middle	8	129	127	\$84,817.50
	Elementary	11	72	46	\$27,000.00
	<b>Total</b>	<b>28</b>	<b>359</b>	<b>324</b>	<b>\$204,367.50</b>

Figure 1. Percentage of Apollo fellows awarded an attendance incentive by school level and year.

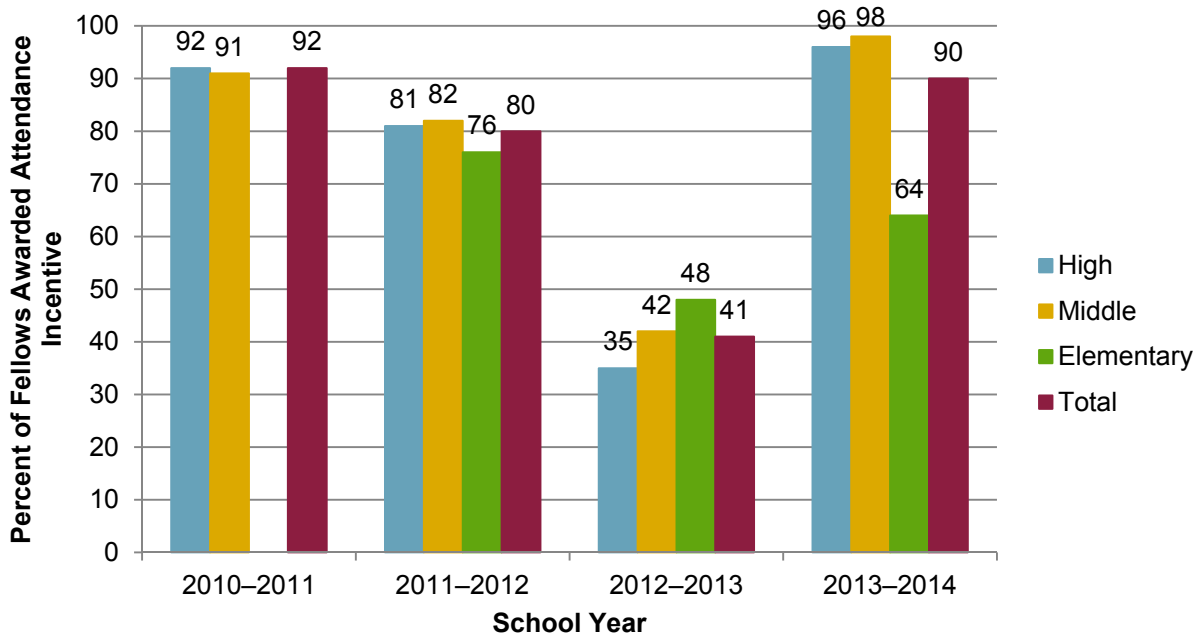


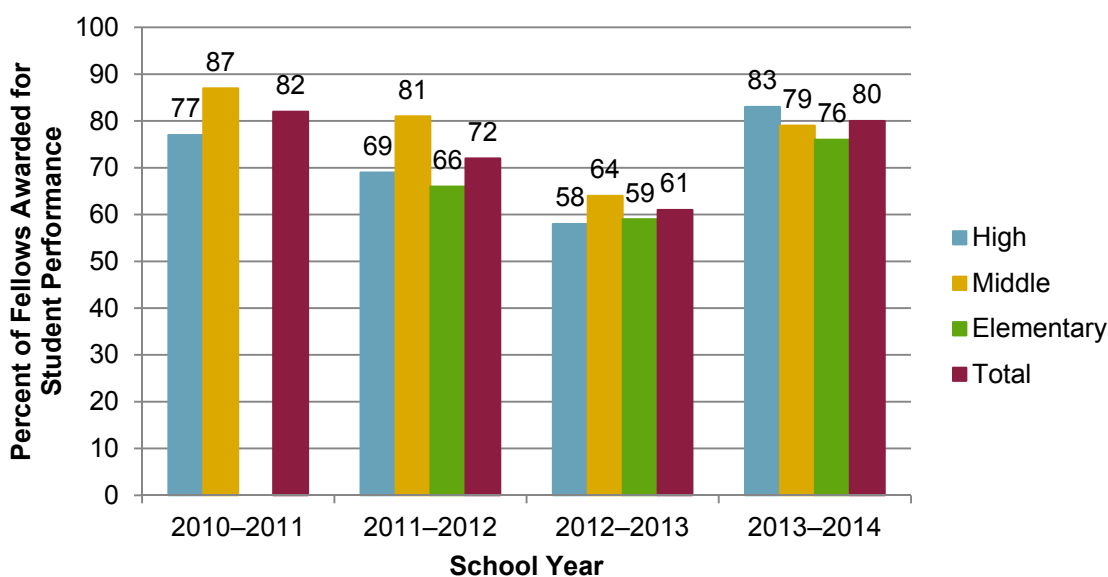
Table 2a (page 6) shows the number of fellows awarded for their students' performance and the total incentive amounts at each school level. In 2010–2011, 178 fellows from nine campuses were awarded a total of \$626,952.00. This has grown to 194 fellows from 28 campuses who were awarded a total of \$1,021,426.82 for the 2013–2014 school year. Figure 2 (page 6) depicts the percentage of fellows that



received an award based on student performance. At the end of the 2013–2014 school year, 242 fellows were considered for a student performance incentive; these fellows had provided linkage information that tied them to the students they tutored during the year as of February 2014. Out of the 242 fellows considered for an incentive, 194 (80%) met all eligibility and payout requirements of the program, an increase from 2011–2012 and 2012–2013 but a slight decrease from 2010–2011. For campus level information by program year, see **Tables 2b, 2c, 2d, and 2e** in **Appendix D**.

Table 2a. Comparison of Apollo 20 Fellows' Adjusted Awards for Student Performance by School Level					
School Year	School Level	# Campuses	# Fellows Linked	# Fellows Awarded	Total Amount Award
2010–2011	High	4	108	83	\$286,139.00
	Middle	5	109	95	\$340,813.00
	Elementary				
	<b>Total</b>	<b>9</b>	<b>217</b>	<b>178</b>	<b>\$626,952.00</b>
2011–2012	High	4	99	68	\$321,170.00
	Middle	5	83	67	\$277,767.00
	Elementary	11	56	37	\$149,293.00
	<b>Total</b>	<b>20</b>	<b>238</b>	<b>172</b>	<b>\$748,230.00</b>
2012–2013	High	4	122	71	\$282,951.00
	Middle	5	126	81	\$328,501.00
	Elementary	11	70	41	\$128,542.00
	<b>Total</b>	<b>20</b>	<b>318</b>	<b>193</b>	<b>\$739,994.00</b>
2013–2014	High	9	96	80	\$436,058.68
	Middle	8	100	79	\$423,493.14
	Elementary	11	46	35	\$161,875.00
	<b>Total</b>	<b>28</b>	<b>242</b>	<b>194</b>	<b>\$1,021,426.82</b>

Figure 2. Percentage of Apollo fellows awarded for student performance by school level and year.



It is important to note that the amounts shown on Table 2a were the awards calculated with adjustments made for campus budgets. **Table 3** shows the unadjusted award amounts by strand across four years. It shows that, had there not been award amount limits per campus, the amounts for each strand increased at the middle and high school levels but not at the elementary level when comparing the data from 2011–2012 through 2013–2014.

<b>Table 3. Comparison of Apollo 20 Fellows' Unadjusted Awards by Strand</b>				
<b>School Year</b>	<b>School Level</b>	<b># Campuses</b>	<b>Student Achievement Awards</b>	<b>Student Improvement Awards</b>
2010–2011	High	4	\$12,750.00	\$348,132.00
	Middle	5	\$11,700.00	\$400,080.00
	Elementary			
	<b>Total</b>	<b>9</b>	<b>\$24,450.00</b>	<b>\$748,212.00</b>
2011–2012	High	4	\$11,500.00	\$496,500.00
	Middle	5	\$8,100.00	\$342,690.00
	Elementary	11	\$3,250.00	\$318,225.00
	<b>Total</b>	<b>20</b>	<b>\$22,850.00</b>	<b>\$1,157,415.00</b>
2012–2013	High	4	\$16,250.00	\$418,425.00
	Middle	5	\$11,100.00	\$430,890.00
	Elementary	11	\$5,500.00	\$182,125.00
	<b>Total</b>	<b>20</b>	<b>\$32,850.00</b>	<b>\$1,031,440.00</b>
2013–2014	High	9	\$17,250.00	\$499,000.00
	Middle	8	\$24,900.00	\$447,960.00
	Elementary	11	\$4,250.00	\$164,650.00
	<b>Total</b>	<b>28</b>	<b>\$46,400.00</b>	<b>\$1,111,610.00</b>

### **Apollo 20 Principals Incentive Program**

For the Principals Incentive Program, **Table 4a** (page 8) shows the award amounts for each strand given to principals from the Apollo 20 campuses for the 2013–2014 program year. **Table 5a** (page 8) shows a comparison of Apollo 20 principal award amounts from 2010–2011 to 2013–2014. Award amounts at the campus level are available in **Table 4b** in Appendix D. The total award amount from 2013–2014 is \$86,933.84, reflecting an increase from 2012–2013, when awards totaled \$54,145.68. The increase is mainly due to the addition of more schools in 2013–2014. Principal total award amount three-year comparisons by campus can be found in **Table 5b** in Appendix D.

Table 4a. Summary of Apollo 20 Principal Incentives by Strand, 2013–2014				
School Level	Student Attendance	Student Achievement	Student Grade Level Performance	Total
High	\$27,647.06	\$22,148.15	\$13,046.87	\$62,842.08
Middle	\$1,754.47	\$4,889.13	\$972.24	\$7,615.84
Elementary	\$2,140.81	\$10,665.60	\$3,669.51	\$16,475.92
<b>Total</b>	<b>\$31,542.34</b>	<b>\$37,702.88</b>	<b>\$17,688.62</b>	<b>\$86,933.84</b>

Table 5a. Comparison of Apollo 20 Principal Awards					
School Year	School Level	# Campuses	Minimum Principal Award Amount	Maximum Principal Award Amount	Total Principal Award Amount
2010–2011	High	4	\$455.00	\$13,706.00	\$31,212.00
	Middle	5	\$0.00	\$10,433.00	\$31,818.00
	Elementary				
	<b>Total</b>	<b>9</b>	<b>\$0.00</b>	<b>\$13,706.00</b>	<b>\$63,030.00</b>
2011–2012	High	4	\$8,057.07	\$17,168.17	\$48,364.09
	Middle	5	\$0.00	\$5,738.50	\$12,830.97
	Elementary	11	\$0.00	\$9,291.57	\$31,974.52
	<b>Total</b>	<b>20</b>	<b>\$0.00</b>	<b>\$17,168.17</b>	<b>\$93,169.58</b>
2012–2013	High	4	\$3,914.58	\$10,584.19	\$28,432.97
	Middle	5	\$677.63	\$4,454.81	\$11,938.24
	Elementary	11	\$166.65	\$3,776.52	\$13,774.47
	<b>Total</b>	<b>20</b>	<b>\$166.65</b>	<b>\$10,584.19</b>	<b>\$54,145.68</b>
2013–2014	High	9	\$0.00	\$17,336.60	\$62,842.08
	Middle	8	\$0.00	\$3,367.69	\$7,615.84
	Elementary	11	\$0.00	\$4,767.26	\$16,475.92
	<b>Total</b>	<b>28</b>	<b>\$0.00</b>	<b>\$17,336.60</b>	<b>\$86,933.84</b>

### Apollo 20 School Support Officers and Academic Program Managers Incentive Program

For the School Support Officers (SSOs) and Academic Program Managers (APMs), **Table 6** (page 9) shows the award amounts for each strand given to the administrators over the Apollo 20 campuses. SSOs can each earn up to \$15,000 while APMs can each earn up to \$4,500.00. The awards for SSOs for the 2013–2014 program year totaled \$16,148.87 reflecting an increase from both prior years, while the APMs awards totaled \$991.63 for 2013–2014, reflecting a decrease from both prior years.

Table 6. Summary of Apollo 20 SSO and APM Awards				
		2011–2012	2012–2013	2013–2014
SSO	Student Attendance	\$2,857.14	\$2,948.72	\$2,894.54
	Student Achievement	\$4,375.00	\$1,691.66	\$9,500.00
	Student Grade Level Performance	\$3,618.06	\$583.67	\$3,754.33
	<b>Total SSO Award</b>	<b>\$10,850.20</b>	<b>\$5,224.05</b>	<b>\$16,148.87</b>
APM	Student Attendance	\$553.57	\$494.22	\$0.00
	Student Achievement	\$1,321.25	\$470.00	\$806.06
	Student Grade Level Performance	\$421.46	\$175.10	\$185.57
	<b>Total APM Award</b>	<b>\$2,296.28</b>	<b>\$1,139.32</b>	<b>\$991.63</b>

## Conclusion

For the 2013–2014 program year, the Apollo 20 Incentive Program awarded a grand total of \$1,329,868.66 to fellows, principals, academic program managers and school support officers, reflecting an increase from 2012–2013 when \$883,153.61 was awarded.

In terms of attendance, the total number and percentage of fellows receiving an award and the total award amount for attendance incentives for Apollo 20 fellows increased in 2013–2014 compared to the previous two school years. The total amount paid for attendance incentives in 2013–2014 was lower than the amount paid in 2010–2011 even though there were three times the number of campuses and almost 100 more fellows in 2013–2014.

Total award amounts for the student performance strands of the Apollo 20 fellows' incentive program increased in the second year, mostly because of the addition of the elementary schools into the program. The total award amount again increased in 2013–2014 due to the addition of more schools.

Principal total award amounts increased in the second year of the program, but decreased in the third year. The total award amount paid to principals increased again in 2013–2014 but did not exceed the amount paid for the 2011–2012 school year. However, caution should be taken when attempting to associate principal award amounts to Apollo 20 initiative results since awards at the principal, SSO, and APM level are based on campus-wide indicators, such as student attendance, promotion and graduation rates, and performance on reading and math standardized tests, and not specifically tied to Apollo 20 student performance indicators. The total amount paid to SSOs was higher in 2013–2014 compared to the previous two school years. The amount paid to APMs, however, has decreased each year since 2011–2012.

## Appendix A

### Apollo 20 Fellows Incentive Program Model

There are two components to the 2013–2014 Apollo 20 Fellows Incentive Program – an incentive for employee attendance and an incentive for student performance. This describes the Student Performance Component.

#### Student Performance Component

Apollo 20 Fellows are eligible to receive an incentive, determined by student performance of students they are linked to, at the campus they are assigned to. The Student Performance Component of the award will be paid out after the start of the following school year, once final corrected STAAR and Stanford/Aprenda data have been received and award amounts compiled. In the absence of two years of matching state or national assessment data, awards will be calculated using diagnostic test scores from the beginning of the year (Fall 2013) and the end of the year (Spring 2014).

Apollo 20 Fellows will be awarded in two strands, one for maintaining students already at a high level of achievement and one for raising all other students' achievement. The total incentive payment is the sum of the amount awarded for each strand, subject to adjustments for the number of students tutored and the campus budget.

Students will be rank-ordered across all HISD students who took the same version of the exam in the same language in the same year. For example, all 3<sup>rd</sup> grade Math STAAR version "S" (regular version) exams administered in English in 2014 will be ranked together; all 3<sup>rd</sup> grade Math STAAR version "M" (modified version) exams administered in English in 2014 will be ranked together; etc. Exams to be used include the Math STAAR (3-8 and End-of-Course), the Math Stanford, the Math Aprenda, and the campus-administered diagnostic exam. The Math STAAR is the primary assessment. When two administrations of the STAAR are not available, the Stanford/Aprenda rankings will be used. When two administrations of the Stanford/Aprenda are not available, the campus-administered diagnostic exam will be used. If two administrations of the same exam are not available, the student will not be used in the calculation of the award. Note that the exam must have been administered in HISD; testing data from outside the district is not used in rankings or award calculations.

#### **Strand One: Student Achievement**

##### Elementary Schools

For all students linked to the Fellow who ranked at the 80<sup>th</sup> percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda, or diagnostic in 2013, \$250 will be awarded for each student who ranks at the 80<sup>th</sup> percentile or higher on the HISD distribution for the same exam in 2014.

##### Middle Schools

For all students linked to the Fellow who ranked at the 80<sup>th</sup> percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda, or diagnostic in 2013, \$300 will be awarded for each student who ranks at the 80<sup>th</sup> percentile or higher on the HISD distribution for the same exam in 2014.

##### High Schools

For all students linked to the Fellow who ranked at the 80<sup>th</sup> percentile or higher on the HISD distribution of STAAR, STAAR-EOC or diagnostic in 2013, \$250 will be awarded for each student who ranks at the 80<sup>th</sup> percentile or higher on the HISD distribution for the same exam in 2014.

## **Strand Two: Student Improvement**

### Elementary Schools

For all students linked to the Fellow who ranked below the 80<sup>th</sup> percentile on the HISD distribution of STAAR, Stanford/Aprenda, or diagnostic in 2013, \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2014.

### Middle Schools

For all students linked to the Fellow who ranked below the 80<sup>th</sup> percentile on the HISD distribution of STAAR, Stanford/Aprenda, or diagnostic in 2013, \$30 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2014.

### High Schools

For all students linked to the Fellow who ranked below the 80<sup>th</sup> percentile on the HISD distribution of STAAR, STAAR-EOC, or diagnostic in 2013, \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2014.

## **Adjustments for Number of Students**

In the event that a Fellow has more students linked to him/her than is possible within a three-to-one ratio, an adjustment will be made to that Fellow's total incentive payment.

If the total number of students used for award calculation linked to a Fellow exceeds the maximum linkages for that school's schedule, then the Fellow's earned student performance incentive will be adjusted according to the following formula:

$$E_{adj} = (E/T) * M$$

Where:

$E_{adj}$  = Fellow Earned Student Performance Incentive adjusted for number of student linkages

E = Fellow Earned Student Performance Incentive (sum of Strands 1 and 2)

T = Total number of students used in award calculation

M = Maximum number of student linkages possible in a 3-to-1 ratio, as defined by the Apollo 20 program

## **Adjustments for Campus Budget**

Each Apollo 20 campus has an established budget for this component of the Apollo 20 Fellows Incentive Program, which is \$3,500 per Fellow multiplied by the number of Fellows assigned to that campus. The maximum amount that can be awarded to all Fellows at each campus is limited to this budgeted amount.

If the total amount awarded to all Fellows at a campus exceeds the campus budget, then each Fellow's incentive payments will be pro-rated according to the following formula:

$$IP = (E_{adj} / S) * (\text{Campus Budget})$$

Where:

IP = Fellow Incentive Payment

$E_{adj}$  = Fellow Earned Student Performance Incentive adjusted for number of students

S = sum of all Fellows' Earned Student Performance Incentives at Campus X

## Appendix B

### Apollo 20 Fellows Incentive Program Eligibility Document

There are two components to the 2013–2014 Apollo and Priority School Fellows Incentive Program – an incentive for employee attendance and an incentive for student performance. To be eligible for the program, an HISD employee must meet General Eligibility Requirements and separate requirements pertaining to each of the two components.

#### General Eligibility Requirements

To be eligible to participate in the 2013–2014 Apollo and Priority School Fellows Incentive Program, an HISD employee must meet all of the following general eligibility requirements.

1. Employee must have a job/record position assigned to one of campuses designated as an Apollo or Priority School during the 2013–2014 school year.
2. Employee must have a job classification as a Sr. Academic Tutor Apollo or Sr. Academic Tutor – Priority School.
3. Employee must be in a full-time position.

#### Eligibility Requirements: Employee Attendance Component

To be eligible to participate in the Employee Attendance Component of the 2013–2014 Apollo and Priority School Fellows Incentive Program, an HISD employee must meet the following additional requirements.

1. Employee must be employed as of the 16<sup>th</sup> day of a given month (starting with August 16, 2013 and ending with May 16, 2014) in order to receive the attendance incentive installment ascribed to that month. Incentive payment installments will be dispensed according to the HISD 2013–2014 Pay Day Schedule for Tutor Attendance Pay. If the 16<sup>th</sup> falls on a weekend or holiday, the next day of the duty schedule will be considered the 16<sup>th</sup>.
2. The following types of leave will be held harmless and not count as days absent: funeral leave (not charged to an employee's leave bank) as defined by policy, military leave, family medical leave, assault leave, jury duty, holidays/unscheduled duty days, religious holidays, compensatory time, and authorized off-campus duty. Sick days and personal leave taken for any reason are considered absences. Family medical leave, military leave and assault leave must be authorized through Human Resources during the school year in which the leave occurs.

#### Eligibility Requirements: Student Performance Component

To be eligible to participate in the Student Performance Component of the 2013–2014 Apollo and Priority School Fellows Incentive Program, an HISD employee must meet all of the following additional requirements.

1. The employee's first day of employment as a Sr. Academic Tutor Apollo or Sr. Academic Tutor – Priority School must be no later than October 25, 2013.
2. Employee must be continuously employed as a Sr. Academic Tutor Apollo or Sr. Academic Tutor – Priority School through the last day of the duty schedule, May 29, 2014.
3. An employee who takes a leave of absence during the eligibility period (e.g., temporary disability, but not family medical leave) is not eligible to participate.
4. Employee cannot be absent for more than 8 instructional days (64.00 hours) during the "instructional school year", starting with October 25, 2013. The following types of leave will be held harmless and not count as days absent: funeral leave (not charged to an employee's leave bank) as defined by policy, military leave, family medical leave, assault leave, jury duty, holidays/unscheduled duty days, religious holidays, compensatory time, and authorized off-campus duty. Sick days and personal leave taken for any reason are considered absences. Family medical leave, military leave and assault leave must be authorized through Human Resources during the school year in which the leave occurs.

### Additional Student Performance Component Payout Rules

The Student Performance Component of the Apollo and Priority School Fellows Incentive Program will be calculated on the basis of the HISD board-approved model. Certain situations require the adoption of the following award calculation rules in order to apply this incentive program model appropriately.

1. In the event that an Apollo or Priority School Fellow transfers from one Apollo or Priority School campus to another Apollo or Priority School campus during the eligibility period, and remains in that job classification, their student performance incentive component will be determined by employee's location at the date designated for student-tutor linkage. If a transfer is made to a non-Apollo or non-Priority School campus, the employee is no longer eligible.
2. If an employee meets all of the eligibility requirements for an incentive payment and then resigns or retires from the district after the end of the duty schedule but prior to the payout of the incentive, the employee is still eligible for the award. It is incumbent upon the employee to provide the district with correct forwarding information so that the incentive payment can be processed.
3. An employee who remains with the district after the duty schedule end date must be in good standing at the time of payment. Therefore, an employee under investigation or reassigned pending investigation is not eligible for an Apollo and Priority School Fellows Incentive Program payment until he or she is cleared of any allegation. If the investigation is concluded with a confirmation of inappropriate employee behavior, the employee is not eligible to receive an Apollo and Priority School Fellows Incentive Program payment. Additionally, employees who retire in lieu of termination or resign in lieu of termination are not eligible to receive an Apollo and Priority School Fellows Incentive Program payment.



## Appendix C

### 2012-2013 Apollo 20 Principals, School Support Officers and Academic Program Managers Incentive Payment Model

There are three strands of the 2013–2014 Apollo and Apollo-Like Principals, School Support Officers, and Academic Program Managers Incentive Payment Model, with each strand accounting for one-third of the total incentive payment.\*

For each campus, a specific target level is established in each strand metric for the 2013–2014 school year. Target levels for strands 1 and 3 for middle and high school are based on targets established when the program was first implemented in 2010–2011. Target levels for strand 2 for middle and high schools are based on recommendations from EdLabs. These target levels were a revision from the original targets for strand 2, prompted by the transition of state assessments from TAKS to STAAR. Target levels for elementary schools are based on the original targets set when the elementary program was first implemented in 2011–2012.

If the 2013–2014 target level is met or exceeded, the principal has the potential to receive the maximum amount for that strand. If the target is not met, for every strand, principals are able to receive pro-rated amounts for achieving progress towards the goal, based on a linear calculation method according to the following formula:

$$IP = M * ((A1314 - A1213) / (T1314 - A1213))$$

Where:

IP = Incentive Pay for Strand or Strand Component

M = Maximum Incentive Pay Amount for Strand or Strand Component

A1314 = Actual Level for 2013–2014 at Campus X

A1213 = Actual Level for 2012–2013 at Campus X

T1314 = Target Level for 2013–2014 at Campus X

All above calculations will be rounded to the nearest tenth prior to determining the award.

If  $A1314 \geq T1314$ , the principal receives the maximum amount for that strand or strand component.

\*An exception will be made for former North Forest campuses that do not have the data necessary for award calculations. Specifically, North Forest High School and Forest Brook Middle School's total award will be based on strands 1 and 2 only, with each strand accounting for one-half of the total incentive payment. These strands are calculated separately and summed to arrive at the total incentive payment. The maximum incentive payment is \$30,000 for high school principals, \$20,000 for middle school principals, \$10,000 for elementary school principals, \$15,000 for school support officers, and \$4,500 for academic program managers.

## Strand One: Student Attendance

### **Maximum Incentive Pay Amounts**

**High School Principals = \$10,000**

**Middle School Principals = \$6,667**

**Elementary School Principals = \$3,333**

**School Support Officers = \$5,000**

**Academic Program Managers = \$1,500**

For this strand, high schools, middle schools and elementary schools have the same criterion. Principals who meet or exceed their specific campus target level—based on a student attendance criterion common to all schools—are eligible to receive the maximum incentive. In determining these awards, performance calculated to the hundredths will be rounded to the nearest tenths.

Values for school improvement officers and academic program managers will be calculated as the straight average of each campus at their level of the actual change in performance (A1314–A1213) divided by the expected change in performance (T1314–A1213).

### **Common Criterion**

#### **2013–2014 Attendance Rate (PEIMS)**

Targets are set so all Apollo and Apollo-like schools would meet the goal set for their school level at the beginning of the program. These goals are 95% for high school, 97% for middle school, and 98% for elementary school.

## Strand Two: Student Achievement

### **Maximum Incentive Pay Amounts**

**High School Principals = \$10,000**

**Middle School Principals = \$6,667**

**Elementary School Principals = \$3,333**

**School Support Officers = \$5,000**

**Academic Program Managers = \$1,500**

Principals who meet or exceed their specific campus target—based on a standard student achievement criterion common to all schools of their level—are eligible to receive the maximum incentive pay. For this strand, high schools have different criteria than middle schools and elementary schools, based on subjects and grades in which specific assessments are given.

- High school principals will earn \$10,000 if their campus target is met.
- Middle school principals will earn \$6,667 if their campus target is met.
- Elementary school principals will earn \$3,333 if their target is met.

In determining these awards, performance calculated to the tenths will be rounded to the nearest whole number.

Values for school improvement officers and academic program managers will be calculated as the straight average of each campus at their level of the actual change in performance (A1213–A1112) divided by the expected change in performance (T1213–A1112), subject by subject. Awards will be determined separately for each subject and summed, with maximum amounts for each subject calculated as the overall maximum divided by the number of subjects within the school level that applies.

## **High Schools**

### **Common Criteria**

#### **HISD STAAR-EOC Percent Satisfactory**

For high schools, the target is an increase of 15 percentage points in percent satisfactory on the STAAR-EOCs for math (see Index I from accountability data table). For North Forest High School, data used for award calculation will be based only on the students currently enrolled on campus, where the baseline 2012–2013 data will be created using 2013–2014 students and 2012–2013 test data.

## **Middle and Elementary Schools**

### **Common Criteria**

#### **HISD STAAR Percent Satisfactory**

For all grades, the target is an increase of 15 percentage points in percent satisfactory on STAAR math. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations (see Index I from accountability data table). For Forest Brook Middle School, data used for award calculation will be based only on the students currently enrolled on campus, where the baseline 2012–2013 data will be created using 2013–2014 students and 2012–2013 test data.

## **Strand Three: Student Grade Level Performance or Graduation/Promotion**

### **Maximum Incentive Pay Amounts**

**High School Principals = \$10,000**

**Middle School Principals = \$6,667**

**Elementary School Principals = \$3,333**

**School Support Officers = \$5,000**

**Academic Program Managers = \$1,500**

Principals who meet or exceed their specific campus target goals—based on student grade level performance for middle schools and elementary schools and based on student graduation and promotion for high schools—are eligible to receive the incentive. For this strand, each criterion has two components. For all principals, one-half of their strand award will be based on meeting the target goal for each criteria. Their total payment for this strand will be the sum of their award for each component. In determining these awards, performance will be rounded to the nearest whole number (for on-grade level) and to the nearest whole tenths (for graduation and promotion rates).\*

Values for school improvement officers and academic program managers will be calculated as the straight average of each campus at their level of the actual change in performance (A1314–A1213) divided by the expected change in performance (T1314–A1213), separately for each criterion. One-half of their strand award will be based on meeting the target goal for each criterion. North Forest High School and Forest Brook Middle School will not be included in the award calculation (see below); the award for Strand 3 is based on those campuses with data only.

\*An exception will be made for North Forest High School and Forest Brook Middle School. Since there is no previous year data for these two former North Forest campuses, the award calculation for the principals from these 2 campuses will not include Strand 3; their award will be based on results from Strands 1 and 2 only with each strand accounting for 50% of their total award.

## **High Schools**

### **Common Criteria**

#### **2013–2014 12th Grade Graduation Rate**

Percent of total graduates including summer graduates, divided by 12th grade ADA cumulative enrollment.

#### **2013–2014 9th–11th Grade Promotion Rate**

Percent of students promoted from grades 9, 10 and 11 combined in fall 2014 divided by enrollment for grades 9, 10 and 11 combined during the 2013–2014 school year.

For each criterion, the target for 2013–2014 is set at the goal of 100%.

## **Middle Schools**

### **Common Criteria**

#### **Student Grade Level Performance: Reading**

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2014 Stanford Reading for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

#### **Student Grade Level Performance: Math**

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2014 Stanford Math for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

All students meeting credit and curriculum requirements applicable to students in general education will be included.

For each criterion, the target for 2013–2014 is set at the goal of 100%.

## **Elementary Schools**

### **Common Criteria**

#### **Student Grade Level Performance: Reading**

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2014 Stanford/Aprenda Reading for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

#### **Student Grade Level Performance: Math**

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2014 Stanford/Aprenda Math for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

All students meeting credit and curriculum requirements applicable to students in general education will be included.

For each criterion, the target for 2013–2014 is set at 100%.

## Appendix D

### Apollo 20 Payout Report Tables

Table 1b. Summary of Apollo 20 Fellows Attendance Incentives, 2013–2014							
School	# Fellows Allotted per Campus	# Fellows Receiving Attendance Incentives	Mean	Median	Minimum	Maximum	Total
Furr	16	18	\$791.67	\$750.00	\$150.00	\$1,200.00	\$14,250.00
Jones	9	8	\$712.50	\$600.00	\$150.00	\$1,350.00	\$5,700.00
Kashmere	9	9	\$733.33	\$750.00	\$150.00	\$1,050.00	\$6,600.00
Lee	23	23	\$554.35	\$450.00	\$150.00	\$1,500.00	\$12,750.00
North Forest	18	20	\$397.50	\$300.00	\$150.00	\$1,050.00	\$7,950.00
Sharpstown	25	26	\$634.62	\$600.00	\$150.00	\$1,500.00	\$16,500.00
Waltrip	27	27	\$516.67	\$450.00	\$150.00	\$1,350.00	\$13,950.00
Wheatley	12	7	\$407.14	\$450.00	\$150.00	\$750.00	\$2,850.00
Worthing	13	13	\$923.08	\$900.00	\$450.00	\$1,350.00	\$12,000.00
<b>High</b>	<b>152</b>	<b>151</b>	<b>\$612.91</b>	<b>\$600.00</b>	<b>\$150.00</b>	<b>\$1,500.00</b>	<b>\$92,550.00</b>
Attucks	9	9	\$550.00	\$450.00	\$150.00	\$1,050.00	\$4,950.00
Cullen	12	14	\$942.86	\$1,050.00	\$300.00	\$1,500.00	\$13,200.00
Deady	16	17	\$591.18	\$600.00	\$150.00	\$1,350.00	\$10,050.00
Dowling	19	23	\$554.35	\$450.00	\$150.00	\$1,350.00	\$12,750.00
Fondren	15	18	\$641.67	\$675.00	\$150.00	\$1,500.00	\$11,550.00
Forest Brook	20	18	\$645.42	\$750.00	\$73.50	\$1,200.00	\$11,617.50
Holland	13	13	\$692.31	\$600.00	\$150.00	\$1,350.00	\$9,000.00
Key	14	15	\$780.00	\$750.00	\$150.00	\$1,500.00	\$11,700.00
<b>Middle</b>	<b>118</b>	<b>127</b>	<b>\$667.85</b>	<b>\$600.00</b>	<b>\$73.50</b>	<b>\$1,500.00</b>	<b>\$84,817.50</b>
Blackshear	3	2	\$450.00	\$450.00	\$150.00	\$750.00	\$900.00
Davila	4	3	\$650.00	\$600.00	\$450.00	\$900.00	\$1,950.00
Highland Heights	5	5	\$360.00	\$300.00	\$150.00	\$600.00	\$1,800.00
Isaacs	3	4	\$337.50	\$300.00	\$150.00	\$600.00	\$1,350.00
Kelso	4	5	\$420.00	\$150.00	\$150.00	\$1,200.00	\$2,100.00
Robinson	5	5	\$960.00	\$1,200.00	\$150.00	\$1,500.00	\$4,800.00
Scarborough	7	7	\$771.43	\$750.00	\$150.00	\$1,200.00	\$5,400.00
Tinsley	8	8	\$450.00	\$450.00	\$150.00	\$1,050.00	\$3,600.00
Walnut Bend	8	5	\$840.00	\$900.00	\$150.00	\$1,200.00	\$4,200.00
Young	3	2	\$450.00	\$450.00	\$150.00	\$750.00	\$900.00
<b>Elementary</b>	<b>50</b>	<b>46</b>	<b>\$586.96</b>	<b>\$450.00</b>	<b>\$150.00</b>	<b>\$1,500.00</b>	<b>\$27,000.00</b>
<b>TOTAL</b>	<b>320</b>	<b>324</b>	<b>\$630.76</b>	<b>\$600.00</b>	<b>\$73.50</b>	<b>\$1,500.00</b>	<b>\$204,367.50</b>

## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 2b. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2013–2014							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total*
Furr	7	7	\$4,903.57	\$4,450.00	\$2,650.00	\$8,350.00	\$34,325.00
Jones	6	6	\$4,537.50	\$4,075.00	\$1,900.00	\$9,825.00	\$27,225.00
Kashmere	8	6	\$3,837.50	\$3,687.50	\$1,825.00	\$5,650.00	\$23,025.00
Lee	18	13	\$6,703.34	\$6,275.00	\$4,600.00	\$10,025.00	\$87,143.48
North Forest	5	3	\$6,766.67	\$6,925.00	\$2,850.00	\$10,525.00	\$20,300.00
Sharpstown	20	17	\$6,807.41	\$6,664.11	\$1,775.00	\$14,352.63	\$115,725.91
Waltrip	19	16	\$4,544.64	\$4,544.64	\$1,450.00	\$7,300.00	\$72,714.29
Wheatley	4	4	\$5,668.75	\$5,412.50	\$3,400.00	\$8,450.00	\$22,675.00
Worthing	9	8	\$4,115.63	\$4,237.50	\$2,375.00	\$6,175.00	\$32,925.00
<b>High</b>	<b>96</b>	<b>80</b>	<b>\$5,450.73</b>	<b>\$5,075.00</b>	<b>\$1,450.00</b>	<b>\$14,352.63</b>	<b>\$436,058.68</b>
Attucks	8	7	\$5,155.71	\$5,280.00	\$2,310.00	\$8,190.00	\$36,090.00
Cullen	9	8	\$5,760.00	\$5,280.00	\$2,280.00	\$10,140.00	\$46,080.00
Deady	13	12	\$6,666.67	\$6,748.50	\$4,611.03	\$9,856.08	\$80,000.00
Dowling	13	11	\$5,361.82	\$5,220.00	\$3,030.00	\$8,820.00	\$58,980.00
Fondren	15	7	\$3,518.57	\$3,000.00	\$1,560.00	\$6,720.00	\$24,630.00
Forest Brook	19	15	\$2,847.54	\$2,220.00	\$900.00	\$7,290.00	\$42,713.14
Holland	10	8	\$8,125.00	\$8,062.47	\$5,443.64	\$12,505.66	\$65,000.00
Key	13	11	\$6,363.64	\$6,483.97	\$3,115.67	\$8,645.29	\$70,000.00
<b>Middle</b>	<b>100</b>	<b>79</b>	<b>\$5,360.67</b>	<b>\$5,280.00</b>	<b>\$900.00</b>	<b>\$12,505.66</b>	<b>\$423,493.14</b>
Blackshear	3	3	\$2,708.33	\$2,450.00	\$1,775.00	\$3,900.00	\$8,125.00
Davila	3	2	\$650.00	\$650.00	\$225.00	\$1,075.00	\$1,300.00
Frost	4	2	\$10,000.00	\$10,000.00	\$9,753.36	\$10,246.64	\$20,000.00
Highland Heights	5	4	\$2,181.25	\$1,562.50	\$1,175.00	\$4,425.00	\$8,725.00
Isaacs	2	1	\$3,050.00	\$3,050.00	\$3,050.00	\$3,050.00	\$3,050.00
Kelso	5	4	\$5,000.00	\$5,294.12	\$2,909.09	\$6,502.67	\$20,000.00
Robinson	5	5	\$5,000.00	\$4,957.31	\$2,490.51	\$8,325.43	\$25,000.00
Scarborough	6	4	\$4,425.00	\$4,575.00	\$3,475.00	\$5,075.00	\$17,700.00
Tinsley	6	4	\$7,181.25	\$7,125.00	\$5,150.00	\$9,325.00	\$28,725.00
Walnut Bend	5	4	\$4,512.50	\$4,762.50	\$2,200.00	\$6,325.00	\$18,050.00
Young	2	2	\$5,600.00	\$5,600.00	\$5,200.00	\$6,000.00	\$11,200.00
<b>Elementary</b>	<b>46</b>	<b>35</b>	<b>\$4,625.00</b>	<b>\$4,957.31</b>	<b>\$225.00</b>	<b>\$10,246.64</b>	<b>\$161,875.00</b>
<b>TOTAL</b>	<b>242</b>	<b>194</b>	<b>\$5,265.09</b>	<b>\$5,075.00</b>	<b>\$225.00</b>	<b>\$14,352.63</b>	<b>\$1,021,426.82</b>

\*These amounts are the adjusted amounts; the final award amounts after the adjustments for each campus' budget for the incentive program was applied.

## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 2c. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2012–2013							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total*
Jones	14	10	\$3,875.00	\$3,162.50	\$725.00	\$9,800.00	\$38,750.00
Kashmere	18	10	\$2,695.00	\$2,912.50	\$1,025.00	\$3,975.00	\$26,950.00
Lee	52	27	\$4,171.00	\$4,125.00	\$425.00	\$8,500.00	\$104,275.00
Sharpstown	38	24	\$4,707.00	\$4,601.00	\$944.00	\$9,200.00	\$112,976.00
<b>High</b>	<b>122</b>	<b>71</b>	<b>\$3,985.00</b>	<b>\$3,750.00</b>	<b>\$725.00</b>	<b>\$9,800.00</b>	<b>\$282,951.00</b>
Attucks	17	8	\$4,404.00	\$4,508.00	\$1,320.00	\$6,984.00	\$35,233.00
Ryan	13	5	\$6,002.00	\$6,818.00	\$3,655.00	\$7,145.00	\$30,008.00
Fondren	28	18	\$2,570.00	\$2,685.00	\$420.00	\$4,650.00	\$46,260.00
Dowling Math	32	19	\$5,302.00	\$4,943.00	\$982.00	\$11,509.00	\$100,730.00
Dowling Reading	17	16	\$3,329.00	\$3,222.00	\$747.00	\$6,715.00	\$53,270.00
Key	19	15	\$4,200.00	\$4,080.00	\$2,040.00	\$6,332.00	\$63,000.00
<b>Middle</b>	<b>126</b>	<b>81</b>	<b>\$4,056.00</b>	<b>\$3,682.51</b>	<b>\$420.00</b>	<b>\$11,509.00</b>	<b>\$328,501.00</b>
Blackshear	5	4	\$2,155.00	\$2,420.00	\$880.00	\$2,900.00	\$8,620.00
Davila	4	2	\$6,188.00	\$6,188.00	\$5,600.00	\$6,775.00	\$12,375.00
Frost	4	3	\$3,500.00	\$4,253.00	\$1,901.00	\$4,346.00	\$10,500.00
Highland Heights	8	1	\$1,625.00	\$1,625.00	\$1,625.00	\$1,625.00	\$1,625.00
Isaacs	4	4	\$1,944.00	\$1,375.00	\$975.00	\$4,050.00	\$7,775.00
Kelso	9	3	\$586.00	\$600.00	\$300.00	\$857.00	\$1,757.00
Robinson	8	7	\$2,963.00	\$3,650.00	\$1,200.00	\$7,175.00	\$23,700.00
Scarborough	9	6	\$4,083.00	\$4,082.00	\$3,263.00	\$5,140.00	\$24,500.00
Tinsley	8	5	\$3,188.00	\$3,125.00	\$2,400.00	\$3,915.00	\$15,940.00
Walnut Bend	5	4	\$4,375.00	\$4,280.00	\$3,151.00	\$5,789.00	\$17,500.00
Young	6	2	\$2,125.00	\$2,125.00	\$1,750.00	\$2,500.00	\$4,250.00
<b>Elementary</b>	<b>70</b>	<b>41</b>	<b>\$3,135.00</b>	<b>\$3,151.00</b>	<b>\$300.00</b>	<b>\$7,175.00</b>	<b>\$128,542.00</b>
<b>Total</b>	<b>318</b>	<b>193</b>	<b>\$3,834.17</b>	<b>\$3,600.00</b>	<b>\$300.00</b>	<b>\$11,509.00</b>	<b>\$739,994.00</b>

\*These amounts are the adjusted amounts; the final award amounts after the adjustments for each campus' budget for the incentive program was applied.

## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 2d. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2011–2012							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total*
Jones	15	11	\$4,773.00	\$4,264.00	\$1,874.00	\$8,973.00	\$52,500.00
Kashmere	14	10	\$5,205.00	\$4,000.00	\$2,475.00	\$10,950.00	\$52,050.00
Lee	35	22	\$4,278.00	\$3,938.00	\$700.00	\$9,500.00	\$94,120.00
Sharpstown	35	25	\$4,900.00	\$4,464.00	\$868.00	\$9,857.00	\$122,500.00
<b>High</b>	<b>99</b>	<b>68</b>	<b>\$4,723.00</b>	<b>\$4,177.00</b>	<b>\$700.00</b>	<b>\$10,950.00</b>	<b>\$321,170.00</b>
Attucks	12	11	\$3,905.00	\$3,660.00	\$1,470.00	\$6,300.00	\$42,960.00
Ryan	8	3	\$3,232.00	\$3,245.00	\$3,025.00	\$3,425.00	\$9,695.00
Fondren	17	15	\$4,274.00	\$3,840.00	\$1,320.00	\$7,860.00	\$64,112.00
Dowling Math	18	16	\$4,182.00	\$3,974.00	\$2,885.00	\$7,331.00	\$66,910.00
Dowling Reading	15	13	\$3,738.00	\$3,636.00	\$1,708.00	\$6,614.00	\$48,590.00
Key	13	9	\$5,056.00	\$5,535.00	\$3,156.00	\$7,157.00	\$45,500.00
<b>Middle</b>	<b>83</b>	<b>67</b>	<b>\$4,146.00</b>	<b>\$3,750.00</b>	<b>\$1,320.00</b>	<b>\$7,860.00</b>	<b>\$277,767.00</b>
Blackshear	3	2	\$3,675.00	\$3,675.00	\$3,575.00	\$3,775.00	\$7,350.00
Davila	4	1	\$3,618.00	\$3,618.00	\$3,618.00	\$3,618.00	\$3,618.00
Frost	3	3	\$3,500.00	\$3,419.00	\$2,669.00	\$4,412.00	\$10,500.00
Highland Heights	7	5	\$2,880.00	\$2,675.00	\$1,350.00	\$4,450.00	\$14,400.00
Isaacs	4	2	\$3,350.00	\$3,350.00	\$3,250.00	\$3,450.00	\$6,700.00
Kelso	4	3	\$4,667.00	\$4,274.00	\$3,876.00	\$5,850.00	\$14,000.00
Robinson	8	6	\$4,371.00	\$4,150.00	\$2,275.00	\$7,000.00	\$26,225.00
Scarborough	7	6	\$4,083.00	\$3,725.00	\$2,302.00	\$6,981.00	\$24,500.00
Tinsley	7	4	\$6,125.00	\$6,100.00	\$5,191.00	\$7,110.00	\$24,500.00
Walnut Bend	5	5	\$3,500.00	\$3,202.00	\$3,020.00	\$4,529.00	\$17,500.00
Young	4	0	--	--	--	--	--
<b>Elementary</b>	<b>56</b>	<b>37</b>	<b>\$4,059.00</b>	<b>\$3,778.00</b>	<b>\$1,350.00</b>	<b>\$7,110.00</b>	<b>\$149,293.00</b>
<b>Total</b>	<b>238</b>	<b>172</b>	<b>\$4,535.00</b>	<b>\$3,875.00</b>	<b>\$700.00</b>	<b>\$10,950.00</b>	<b>\$748,230.00</b>

\*These amounts are the adjusted amounts; the final award amounts after the adjustments for each campus' budget for the incentive program was applied.



## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 2e. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2010–2011							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total*
Jones	15	14	\$1,895.00	\$1,638.00	\$700.00	\$3,925.00	\$26,525.00
Kashmere	13	13	\$3,763.00	\$3,525.00	\$2,275.00	\$7,075.00	\$48,925.00
Lee	49	31	\$3,140.00	\$3,150.00	\$700.00	\$7,100.00	\$97,350.00
Sharpstown	31	25	\$4,534.00	\$4,715.00	\$1,308.00	\$7,826.00	\$113,339.00
<b>High</b>	<b>108</b>	<b>83</b>	<b>\$3,333.00</b>	<b>\$3,337.50</b>	<b>\$700.00</b>	<b>\$7,826.00</b>	<b>\$286,139.00</b>
Attucks	16	12	\$3,348.00	\$3,585.00	\$1,710.00	\$4,800.00	\$40,170.00
Ryan	9	6	\$3,950.00	\$4,635.00	\$1,140.00	\$6,390.00	\$23,700.00
Fondren	22	22	\$3,376.00	\$3,105.00	\$810.00	\$6,870.00	\$74,280.00
Dowling	43	37	\$4,183.00	\$4,200.00	\$412.00	\$8,016.00	\$154,783.00
Key	19	18	\$2,660.00	\$2,235.00	\$900.00	\$5,550.00	\$47,880.00
<b>Middle</b>	<b>109</b>	<b>95</b>	<b>\$3,503.40</b>	<b>\$3,585.00</b>	<b>\$412.00</b>	<b>\$8,016.00</b>	<b>\$340,813.00</b>
<b>Total</b>	<b>217</b>	<b>178</b>	<b>\$3,427.67</b>	<b>\$3,525.00</b>	<b>\$412.00</b>	<b>\$8,016.00</b>	<b>\$626,952.00</b>

\*These amounts are the adjusted amounts; the final award amounts after the adjustments for each campus' budget for the incentive program was applied.

## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 4b. Apollo 20 Principal Incentives by Strand, 2013–2014				
School	Student Attendance	Student Achievement	Student Grade Level Performance	Total
Furr	\$10,000.00	\$0.00	\$3,961.04	\$13,961.04
Jones	\$0.00	\$0.00	\$5,059.20	\$5,059.20
Kashmere	\$588.24	\$0.00	\$1,222.53	\$1,810.77
Lee	\$10,000.00	\$0.00	\$526.32	\$10,526.32
North Forest	\$0.00	\$10,000.00	\$0.00	\$10,000.00
Sharpstown*	\$0.00	\$0.00	\$0.00	\$0.00
Waltrip	\$7,058.82	\$8,000.00	\$2,277.78	\$17,336.60
Wheatley*	\$0.00	\$0.00	\$0.00	\$0.00
Worthing	\$0.00	\$4,148.15	\$0.00	\$4,148.15
<b>High</b>	<b>\$27,647.06</b>	<b>\$22,148.15</b>	<b>\$13,046.87</b>	<b>\$62,842.08</b>
Attucks	\$0.00	\$888.93	\$191.58	\$1,080.51
Cullen	\$0.00	\$0.00	\$0.00	\$0.00
Deady	\$1,754.47	\$888.93	\$319.46	\$2,962.86
Dowling	\$0.00	\$0.00	\$164.62	\$164.62
Fondren	\$0.00	\$0.00	\$0.00	\$0.00
Forest Brook	\$0.00	\$0.00	\$0.00	\$0.00
Holland	\$0.00	\$3,111.27	\$256.42	\$3,367.69
Key	\$0.00	\$0.00	\$40.16	\$40.16
<b>Middle</b>	<b>\$1,754.47</b>	<b>\$4,889.13</b>	<b>\$972.24</b>	<b>\$7,615.84</b>
Blackshear	\$0.00	\$0.00	\$342.71	\$342.71
Davila	\$0.00	\$888.80	\$771.12	\$1,659.92
Frost	\$0.00	\$0.00	\$211.62	\$211.62
Highland Heights	\$0.00	\$0.00	\$0.00	\$0.00
Isaacs	\$1,499.85	\$1,999.80	\$197.35	\$3,697.00
Kelso	\$0.00	\$2,222.00	\$889.22	\$3,111.22
Robinson	\$0.00	\$1,555.40	\$239.21	\$1,794.61
Scarborough	\$0.00	\$0.00	\$38.76	\$38.76
Tinsley	\$0.00	\$0.00	\$34.72	\$34.72
Walnut Bend	\$0.00	\$666.60	\$151.50	\$818.10
Young	\$640.96	\$3,333.00	\$793.30	\$4,767.26
<b>Elementary</b>	<b>\$2,140.81</b>	<b>\$10,665.60</b>	<b>\$3,669.51</b>	<b>\$16,475.92</b>
<b>Total</b>	<b>\$31,542.34</b>	<b>\$37,702.88</b>	<b>\$17,688.62</b>	<b>\$86,933.84</b>

\*Principals in these campuses did not meet eligibility criteria and did not receive any Apollo 20 Principal Incentive.

\*\*Maximum payout is \$30,000 for high school principals, \$20,000 for middle school principals, and \$10,000 for elementary school principals.

## Appendix D (Continued)

### Apollo 20 Payout Report Tables

Table 5b. Comparison of Apollo 20 Principal Awards, 2010–2011 to 2013–2014				
School	Total 2010–2011	Total 2011–2012	Total 2012–2013	Total 2013–2014
Furr				\$13,961.04
Jones	\$9,423.00	\$12,671.88	\$10,584.19	\$5,059.20
Kashmere	\$455.00	\$10,466.97	\$3,914.58	\$1,810.77
Lee	\$13,706.00	\$17,168.17	\$7,795.74	\$10,526.32
North Forest				\$10,000.00
Sharpstown	\$7,628.00	\$8,057.07	\$6,138.46	\$0.00
Waltrip				\$17,336.60
Wheatley				Ineligible
Worthing				\$4,148.15
<b>High</b>	<b>\$31,212.00</b>	<b>\$48,364.09</b>	<b>\$28,432.97</b>	<b>\$62,842.08</b>
Attucks	\$0.00	\$5,738.50	\$2,467.72	\$1,080.51
Cullen				\$0.00
Deady				\$2,962.86
Dowling	\$8,208.00	\$1,407.00	\$2,827.27	\$164.62
Fondren	\$6,670.00	\$1,418.47	\$1,510.81	\$0.00
Forest Brook				\$0.00
Holland				\$3,367.69
Key	\$10,433.00	\$4,267.00	\$4,454.81	\$40.16
Ryan	\$6,507.00	\$0.00	\$677.63	
<b>Middle</b>	<b>\$31,818.00</b>	<b>\$12,830.97</b>	<b>\$11,938.24</b>	<b>\$7,615.84</b>
Blackshear		\$668.63	\$944.27	\$342.71
Davila		\$9,291.57	\$3,776.52	\$1,659.92
Frost		\$975.50	\$1,084.59	\$211.62
Highland Heights		\$546.00	\$666.40	\$0.00
Isaacs		\$2,710.60	\$0.00	\$3,697.00
Kelso		\$3,930.52	\$166.65	\$3,111.22
Robinson		\$3,705.20	\$388.73	\$1,794.61
Scarborough		\$0.00	\$3,165.73	\$38.76
Tinsley		\$3,332.00	\$0.00	\$34.72
Walnut Bend		\$3,879.00	\$610.87	\$818.10
Young		\$2,935.50	\$2,970.71	\$4,767.26
<b>Elementary</b>		<b>\$31,974.52</b>	<b>\$13,774.47</b>	<b>\$16,475.92</b>
<b>Total</b>	<b>\$63,030.00</b>	<b>\$93,169.58</b>	<b>\$54,145.68</b>	<b>\$86,933.84</b>