

MEMORANDUM

March 7, 2014

TO: Board Members

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

SUBJECT: **2012–2013 Apollo 20 Payout Report**

CONTACT: Carla Stevens (713) 556–6700

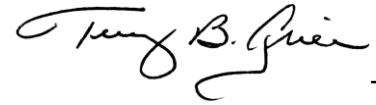
The Apollo 20 Program is a “turnaround” initiative with an emphasis on improving student performance in math. The key strategies of the turnaround initiative included having effective principals and effective teachers on the campus, more instructional time, using data to drive instruction, creating a campus culture of high expectations, and providing in-school tutoring. The tutoring was implemented using “fellows” with a ratio of approximately two students to one fellow. The initiative began in four high schools and five middle schools in 2010, expanding to 11 elementary schools along with a reading component at one of the middle schools in 2011. 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 2012–2013, 109 out of 268 fellows (41%) received an attendance incentive for a total attendance award payout of \$82,650.00; this reflects a decrease since the inception of the program when 238 out of 260 fellows (92%) received \$207,600.00 for 2010–2011 and 229 out of 285 fellows (80%) received \$163,650.00 for 2011–2012 in attendance incentives across all campuses.
- For the 2012–2013 program year, 193 out of 318 fellows (61%) were eligible and paid for the student performance component of the incentive program; this represents a decrease since the inception of the program when 178 out of 217 fellows (82%) and in 2011–2012 when 172 out of 238 fellows (72%) were eligible and paid for the student performance component of the incentive program.
- In terms of award amounts to fellows, \$739,994.56 student performance incentives were awarded in 2012–2013, \$748,230.41 student performance incentives were awarded across all campuses in 2011–2012, and \$626,952.00 student performance incentives were awarded in 2010–2011 to middle and high school fellows. The increase in the total amount awarded between 2010–2011 and 2011–2012 was mainly due to the addition of the elementary schools.
- When comparing the principals who were awarded incentives from 2011–2012 to 2012–2013, the same percentage of principals were awarded, but the amount awarded declined. Of the 20 campus principals, 18 (90%) were eligible and awarded in the principals’ incentive program in 2011–2012, for a total of \$93,169.58, which declined to \$54,145.68 in 2012–2013. From program inception, 2010–2011, eight out of nine (89%) principals were eligible to receive an incentive and were awarded a total of \$63,030.00.

- Incentive awards for academic program managers and school support officers began in the 2011–2012 program year. Academic program managers received a total of \$2,296.28, while school support officers received \$10,850.20. For 2012–2013, the incentive awards declined to \$5,224.05 for school support officers and \$1,139.32 for Academic program managers.

Administrative Response

There were no changes in the eligibility requirements for the programs. The administration will closely review the results and impact of the pay program prior to making decisions for the 2014–2015 school year.



TBG

Attachment

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



RESEARCH

Educational Program Report

2012-2013 APOLLO 20 INCENTIVE PROGRAM PAYOUT REPORT

DEPARTMENT OF RESEARCH AND ACCOUNTABILITY
HOUSTON INDEPENDENT SCHOOL DISTRICT



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2012–2013 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. 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 2012–2013, 109 out of 268 fellows (41%) received an attendance incentive for a total attendance award payout of \$82,650.00; this reflects a decrease since the inception of the program when 238 out of 260 fellows (92%) received \$207,600.00 for 2010–2011 and 229 out of 285 fellows (80%) received \$163,650.00 for 2011–2012 in attendance incentives across all campuses.
- For the 2012–2013 program year, 193 out of 318 fellows (61%) were eligible and paid for the student performance component of the incentive program, reflecting decreases in the percent of fellows that were eligible as well as the total awarded amount since program inception. Eligibility decreased from 82% in 2010–2011 to 72% in 2011–2012. A total of \$739,994.56 was awarded for the student performance component across all campuses in 2012–2013, reflecting a decline from \$748,230.41, which was awarded in 2011–2012.
- Of the 20 campus principals, 18 (90%) were eligible to participate in the principals’ incentive program, for a total of \$54,145.68 awarded in 2012–2013. From program inception, eight out of nine (89%) principals were eligible to receive an incentive and were awarded a total of \$63,030.00 for 2010–2011, and 18 out of 20 (90%) principals were eligible to receive an incentive award and were awarded a total of \$93,169.58 for 2011–2012.
- Incentive awards for academic program managers and school support officers began in the 2011–2012 program year. Academic program managers received a total of \$2,296.28, while school support officers received \$10,850.20. For 2012–2013, Academic program managers received \$1,139.32, and school support officers received \$5,224.05, reflecting a decline from the previous year.

Conclusion

With three 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. When analysis is focused on the high school and middle school campuses, there appears to be a decrease in the total amounts awarded to high school fellows and principals, but an increase in total amounts awarded to middle 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. A reading component was added in 2011–2012 at one of the middle schools, and this has continued into the 2012–2013 school year. 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 as of the second year of implementation. 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 2012–2013 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. Awards for each component are calculated separately. 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. Targets were set so high schools and middle schools and elementary schools would meet their long-term 2012–2013 goal for their school level and that elementary schools would raise

their actual attendance rates in 2012–2013 half-way to the long-term 2013–2014 goal for their school level. These goals are 95.0% for high school, 97.0% for middle school and 98.0% for elementary school.

The Student Achievement component awards principals whose campuses progress towards or reach specific campus goals in state-administered assessments, TAKS/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/Aprena in reading and math. For high schools and middle schools, the target set for 2012–2013 was 100% for each criterion. For elementary schools, targets were set so that schools would raise their rates in 2012–2013 half-way between the 2011–2012 actual value and a goal of 100% for 2012–2013. For a detailed description of the indicators and formula used in calculating awards, the 2012–2013 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. These strands are calculated separately and summed to arrive at the total incentive payment. The maximum incentive payment is \$15,000 for SSOs and \$4,500 for APMs. The average improvement across their campuses on each of the three components, Student Attendance, Student Achievement, and Student Performance, is used to determine their award amounts.

Results

Apollo 20 Fellows Incentive Program

Table 1a shows the number of math and reading fellows and the total amount of awarded attendance incentives at each school level. Reading fellows participated at only one middle school from 2011–2012 to 2012–2013, and the results are aggregated. **Figure 1** depicts the percentage of fellows that received an attendance bonus since program inception. In 2012–2013, 109 out of 268 fellows (41%) received an attendance incentive compared to 229 out of 285 fellows (80%) in 2011–2012 and 238 out of 260 fellows (92%) in 2010–2011. The total amount of attendance incentives paid for the 2012–2013 program year was \$82,650.00 which was less than the total amount paid in 2011–2012 (\$163,650.00) or 2010–2011 (\$207,600.00), despite the fact that there were more campuses participating in the 2012–2013 program year compared to the 2010–2011 program year. **Table 1b** (see **Appendix D**) shows campus-level attendance incentives information for the 2012–2013 program year.

Table 1a. Comparison of Apollo 20 Fellows' Attendance Incentives by School Level									
School	# Fellows Allotted 10-11	# Fellows Awarded Attendance Incentives 10-11	Total Awarded Amount 10-11	# Fellows Allotted 11-12	# Fellows Awarded Attendance Incentives 11-12	Total Awarded Amount 11-12	# Fellows Allotted 12-13	# Fellows Awarded Attendance Incentives 12-13	Total Awarded Amount 12-13
High School	134	123	\$104,850.00	117	95	\$71,850.00	98	34	\$26,550.00
Middle School	126	115	\$102,750.00	110	90	\$60,150.00	112	47	\$35,850.00
Elementary School				58	44	\$31,650.00	58	28	\$20,250.00
All Apollo Campuses	260	238	\$207,600.00	285	229	\$163,650.00	268	109	\$82,650.00

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

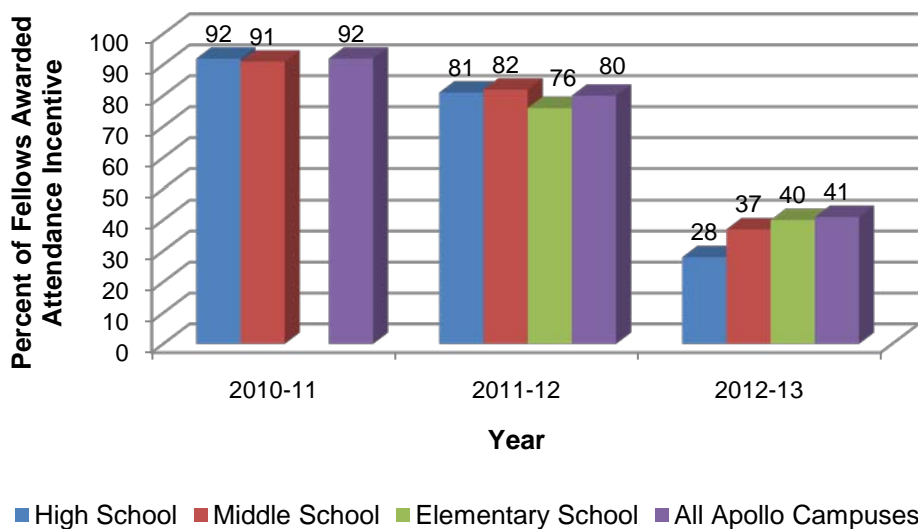
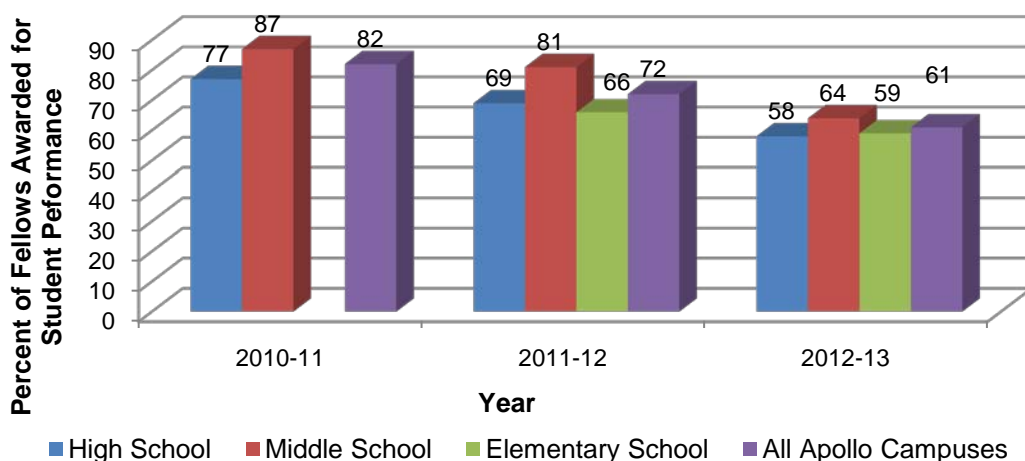


Table 2a shows the number of fellows awarded for their students' performance and the total incentive amounts at each school level. Figure 2 depicts the percentage of fellows that received an award based on student performance. At the end of the 2012–2013 school year, 318 fellows were considered for a student performance incentive; these fellows had provided linkage information that tied them to the students they tutored during the year, as of February 2013. Out of the 318 fellows considered for an incentive, 193 (61%) met all eligibility and payout requirements of the program, a decrease from the previous two program years when 72% in 2011–2012 and 82% in 2010–2011 of fellows were eligible and awarded for this strand. In terms of the total amount paid, there was a decrease in total amount awarded from \$748,230.41 in 2011–2012 to \$739,994.56 in 2012–2013. When the program started, the total amount awarded was \$626,952.00. However, this comparison on total amounts awarded is somewhat skewed because in 2010–2011 there were only nine Apollo campuses compared to 20 campuses in 2011–2012 and 2012–2013. If comparisons were made for 2011–2012 and 2012–2013, there was a decrease in the total amount paid at the high school and elementary school level and an increase at the middle school level. For campus level information by program year, see Tables 2b, 2c and 2d in Appendix D.

School	# Fellows Linked 10-11	# Fellows Awarded 10-11	Total Awarded Amount 10-11	# Fellows Linked 11-12	# Fellows Awarded 11-12	Total Awarded Amount 11-12	# Fellows Linked 12-13	# Fellows Awarded 12-13	Total Awarded Amount 12-13
High School	108	83	\$286,139.00	99	68	\$321,170.00	122	71	\$282,951.00
Middle School	109	95	\$340,813.00	83	67	\$277,767.76	126	81	\$328,501.42
Elementary School				56	37	\$149,292.65	70	41	\$128,542.14
All Apollo Campuses	217	178	\$626,952.00	238	172	\$748,230.41	318	193	\$739,994.56

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** (p. 8) shows the unadjusted award amounts by strand across three years. It shows that, had there not been award amount limits per campus, the total award amounts increased in the Student Achievement strand at the high school level, Student Achievement and Student Improvement strands at the middle school level, and Student Achievement strands at the elementary school level when comparing 2011–2012 to 2012–2013.

School Level	Student Achievement Awards 10-11	Student Improvement Awards 10-11	Student Achievement Awards 11-12	Student Improvement Awards 11-12	Student Achievement Awards 12-13	Student Improvement Awards 12-13
High School	\$12,750.00	\$348,132.00	\$11,500.00	\$496,500.00	\$16,250.00	\$418,425.00
Middle School	\$11,700.00	\$400,080.00	\$8,100.00	\$342,690.00	\$11,100.00	\$430,890.00
Elementary School			\$3,250.00	\$318,225.00	\$5,500.00	\$182,125.00
All Apollo Campuses	\$24,450.00	\$748,212.00	\$22,850.00	\$839,190.00	\$32,850.00	\$1,031,440.00

Apollo 20 Principals Incentive Program

For the Principals Incentive Program, **Table 4a** shows the award amounts for each strand given to principals from the Apollo 20 campuses for the 2012–2013 program year. **Table 5a** shows a comparison of Apollo 20 principal award amounts from 2010–2011 to 2012–2013. Award amounts at the campus level are available in **Table 4b** in Appendix D. The total award amount from 2012–2013 is \$54,145.68, reflecting a decrease from 2011–2012, where awards totaled \$93,169.58. However, the 2011–2012 award amount is an increase from the previous year’s amount of \$63,030.00, but the 2010–2011 amount does not take into account that elementary campuses were not part of the program. If comparisons are made between 2011–2012 and 2012–2013, total award amounts decrease at all levels. 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 2012–2013				
School	Student Attendance Strand 12–13	Student Achievement Strand 12–13	Student Grade Level Performance Strand 12–13	Total Principal Award Amount 12–13
High School	\$16,930.61	\$4,693.75	\$6,808.61	\$28,432.97
Middle School	\$457.17	\$10,575.14	\$905.93	\$11,938.24
Elementary School	\$1,886.37	\$9,884.93	\$2,599.50	\$13,774.47
All Apollo Campuses	\$19,274.15	\$25,153.82	\$10,314.04	\$54,145.68

Table 5a. Comparison of Apollo 20 Principal Awards between 2010–2011 to 2012–2013									
School	Minimum Principal Award Amount 10–11	Maximum Principal Award Amount 10–11	Total Principal Award Amount 10–11	Minimum Principal Award Amount 11–12	Maximum Principal Award Amount 11–12	Total Principal Award Amount 11–12	Minimum Principal Award Amount 12–13	Maximum Principal Award Amount 12–13	Total Principal Award Amount 12–13
High School	\$455.00	\$13,706.00	\$31,212.00	\$8,057.07	\$17,168.17	\$48,364.09	\$3,914.58	\$10,584.19	\$28,432.97
Middle School	\$0.00	\$10,433.00	\$31,818.00	\$0.00	\$5,738.50	\$12,830.97	\$677.63	\$4,454.81	\$11,938.24
Elementary School				\$0.00	\$9,291.57	\$31,974.52	\$166.65	\$3,776.52	\$13,774.47
All Apollo Campuses	\$0.00	\$13,706.00	\$63,030.00	\$0.00	\$17,168.17	\$93,169.58	\$166.65	\$10,584.19	\$54,145.68

Apollo 20 School Support Officers and Academic Program Managers Incentive Program

For the School Support Officers (SSOs) and Academic Program Managers (APMs), **Table 6** 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 2012–2013 program year totaled \$5,224.05 reflecting a decrease of \$5,626.15, while the APMs awards totaled \$1,139.32 for 2012–2013, reflecting a decrease of \$1,156.96 from the previous year.

Table 6. Summary of Apollo 20 SSO and APM awards 2011–2012 and 2012–2013

School Level	2011–2012				2012–2013			
	Student Attendance Strand	Student Achievement Strand	Student Grade Level Performance Strand	Total Award Amount	Student Attendance Strand	Student Achievement Strand	Student Grade Level Performance Strand	Total Award Amount
SSO								
High School	\$1,666.67	\$0.00	\$3,618.06	\$5,284.73	\$2,948.72	\$466.66	\$458.67	\$3,874.05
Middle School	\$357.14	\$1,000.00	\$0.00	\$1,357.14	\$0.00	\$1,100.00	\$125.00	\$1,225.00
Elementary School	\$833.33	\$3,375.00	\$0.00	\$4,208.33	\$0.00	\$125.00	\$0.00	\$125.00
Total SSO Award	\$2,857.14	\$4,375.00	\$3,618.06	\$10,850.20	\$2,948.72	\$1,691.66	\$583.67	\$5,224.05
APM								
Secondary	\$303.57	\$271.25	\$421.46	\$996.28	\$494.22	\$470.00	\$175.10	\$1,139.32
Elementary*	\$250.00	\$1,050.00	\$0.00	\$1,300.00	\$0.00	\$0.00	\$0.00	\$0.00
Total APM Award	\$553.57	\$1,321.25	\$421.46	\$2,296.28	\$494.22	\$470.00	\$175.10	\$1,139.32

*For 2011–2012, the amount was split in half for each of the two Elementary Academic Program Managers. For 2012–2013, the Elementary Academic Program Managers did not meet eligibility criteria and did not receive any Apollo 20 Incentive for the year showing \$0 award for each strand and the total.

Conclusion

For the 2012–2013 program year, the Apollo 20 Incentive Program awarded \$883,153.61 to fellows, principals, academic program managers and school support officers, reflecting a decrease from the previous year’s total award amount of over \$1.8 million, and the expansion of the incentive program to include school support officers and academic program managers.

In terms of attendance, the total number of fellows receiving an award and the total award amount for attendance incentives for Apollo 20 fellows decreased in 2012–2013 substantially from program inception. These were unexpected results given that there were more campuses in the second year of the incentive program, and the difference was \$124,950 in 2010–2011 and \$81,000 in 2011–2012.

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, but award amounts decreased for the third program year. Reviewing the elementary campuses, there was a decrease in total awards for both the Student Achievement and Student Improvement strands when comparing 2011–2012 to 2012–2013. Middle and high schools have a mixed pattern over the three-year period when looking at Student Achievement and Student Improvement strands.

Principal total award amounts increased in the second year of the program, but decreased in the third 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 and not specifically tied to Apollo 20 student performance indicators, and there were no elementary campuses participating during the inception year.

Appendix A

Apollo 20 Fellows Incentive Program Model

There are two components to the 2012–2013 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 2012) and the end of the year (Spring 2013).

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.

Strand One: Student Achievement

Elementary Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2013. Ranks for students in grades 2 and 3 in 2013 will use Stanford/Aprenda as the primary assessment followed by the diagnostic test. Ranks for students in grades 4 and 5 in 2013 will use STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

Middle Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012, \$300 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2013. Ranks for students in grades 6, 7 and 8 in 2013 will use STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

High Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of STAAR in grade 8, STAAR-EOC in grade 9 or TAKS in grade 10 (or diagnostic) in 2012, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of TAKS for grade 11 (or diagnostic) in 2013 and for each student who ranks at the 80th percentile rank on the HISD distribution of STAAR-EOC for grades 9 or 10 (or diagnostic) in 2012.

Strand Two: Student Improvement

Elementary Schools

For all students linked to the Fellow who ranked below the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012, \$25 will be awarded for each percentile point increase on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2013. Ranks for students in grades 2 and 3 in 2013 will use Stanford/Aprenda as the primary assessment followed by the diagnostic test. Ranks for students in grades 4 and 5 in 2013 will use STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

Appendix A

Apollo 20 Fellows Incentive Program Model

Middle Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012, \$30 will be awarded for each percentile point increase on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2013. Ranks for students in grades 6, 7 and 8 in 2013 will use STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

High Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of STAAR in grade 8, STAAR EOC in grade 9 or TAKS in grade 10 (or diagnostic) in 2012, \$25 will be awarded for each percentile point increase on the HISD distribution of TAKS for grade 11 (or diagnostic) in 2012 and for each percentile point increase on the HISD distribution of STAAR-EOC for grades 9 or 10 (or diagnostic) in 2013.

Adjustments for Number of Students

In the event that a Fellow has more students linked to them than is possible within a two-to-one ratio (for middle school and high school) and a three-to-one ratio (for elementary school), an adjustment will be made to that Fellow's total incentive payment.

If the total number of students 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 student linkages, for students with data used in the analysis

M = Maximum number of student linkages possible in 2-to-1 ratio for middle school and high school and a 3-to-1 ratio for elementary school, 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:

$$IP = (E_{adj} / S) * (N * \$3,500)$$

Where:

IP = Fellow Incentive Payment

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

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

N = number of Fellows at Campus X at the date designated for student-tutor linkage

Appendix B

Apollo 20 Fellows Incentive Program Eligibility Document

2012–2013 Apollo 20 Fellows Incentive Program

There are two components to the 2012–2013 Apollo 20 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 2012–2013 Apollo 20 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 participating in the Apollo 20 Program during the 2012–2013 school year.
2. Employee must have a job classification as a Sr. Academic Tutor Apollo ES, Sr. Academic Tutor Apollo MS, or Sr. Academic Tutor Apollo HS.

Eligibility Requirements: Employee Attendance Component

To be eligible to participate in the Employee Attendance Component of the 2012–2013 Apollo 20 Fellows Incentive Program, an HISD employee must meet the following additional requirement.

1. Employee must be employed as of the 16th day of a given month (starting with August 16, 2012 and ending with May 16, 2013) in order to receive the attendance incentive installment ascribed to that month. Incentive payment installments will be dispensed according to the HISD 2012–2013 Pay Day Schedule for Tutor Attendance Pay. If the 16th falls on a weekend or holiday, the next day of the duty schedule will be considered the 16th.
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 2012–2013 Apollo 20 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 ES, MS or HS must be no later than October 15, 2012.
2. Employee must be continuously employed as a Sr. Academic Tutor – Apollo ES, MS or HS through the last day of the duty schedule, June 7, 2013 for ES, or June 6, 2013 for MS and HS.
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 10 instructional days (80.00 hours) during the "instructional school year", starting with the first day of employment. 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.

Appendix B (Continued)

Apollo 20 Fellows Incentive Program Eligibility Document

Additional Student Performance Component Payout Rules

The Student Performance Component of the Apollo 20 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 Fellow transfers from one Apollo 20 campus to another Apollo 20 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 20 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 20 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 20 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 20 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 2012–2013 Apollo 20 Principals, School Support Officers and Academic Program Managers Incentive Payment Model, with each strand accounting for one-third 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.

For each campus, a specific target level is established in each strand metric for the 2012–2013 school year, based on the 2011–2012 actual level and for strands one and three, the program’s desired long-term goal in 2012–2013 (High School and Middle School) or 2013–2014 (Elementary School). If the 2012–2013 target level is met or exceeded, the principal has the potential to receive the maximum amount for that strand.

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:

$$IP = M * ((A1213 - A1112) / (T1213 - A1112))$$

Where:

IP = Incentive Pay for Strand or Strand Component

M = Maximum Incentive Pay Amount for Strand or Strand Component

A1213 = Actual Level for 2012–2013 at Campus X

A1112 = Actual Level for 2011–2012 at Campus X

T1213 = Target Level for 2012–2013 at Campus X

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

If $A1213 \geq T1213$, the principal receives the maximum amount for that strand or strand component.

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 support 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 ($T1213 - A1112$).

Appendix C (Continued)

2012-2013 Apollo 20

Principals, School Support Officers and Academic Program Managers

Incentive Payment Model

Common Criterion

2012–2013 Attendance Rate (PEIMS)

Targets are set for 2012–2013 so high schools and middle schools and elementary schools would meet their long-term 2012–2013 goal for their school level and that elementary schools would raise their actual attendance rates in 2012–2013 half-way to the long-term 2013–2014 goal for their school level. These goals are 95.0% for high school, 97.0% for middle school and 98.0% 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 \$1,000 (\$10,000 / 10) for every target met. Middle school principals will earn \$1,333 (\$6,667 / 5) for every target met. Elementary school principals will earn \$833 (\$3,333/4) for every target met. In determining these awards, performance calculated to the tenths will be rounded to the nearest whole number.

Values for school support 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 TAKS and STAAR-EOC Passing Rates

For grades 9 and 10, the target is 100 percent passing the STAAR-EOC in the subject areas of math and reading/ELA. Tests will include Algebra I, Geometry and Algebra II (which will be aggregated), English I Reading, English I Writing, English II Reading and English II Writing. For grade 11, the target is 100 percent passing the TAKS for each subject test: English language arts, math, science, and social studies. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

Appendix C (Continued)

2012–2013 Apollo 20

Principals, School Support Officers and Academic Program Managers

Incentive Payment Model

Middle and Elementary Schools

Common Criteria

HISD STAAR Passing Rate

For all grades, the target is 100 percent passing the STAAR. The subjects included are math, reading, science, social studies and writing for middle schools and math, reading, science and writing for elementary schools. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

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 support 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), separately for each criterion. One-half of their strand award will be based on meeting the target goal for each criterion.

High Schools

Common Criteria

2012–2013 12th Grade Graduation Rate

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

2012–2013 9th-11th Grade Promotion Rate

Percent of students promoted from grades 9, 10 and 11 combined in fall 2013 divided by enrollment for grades 9, 10 and 11 combined during the 2012–2013 school year

For each criterion, the target for 2012–2013 is set at the goal of 100% for 2012–2013.

Appendix C (Continued)

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

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 2013 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 2013 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 2012–2013 is set at the goal of 100% for 2012–2013.

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 2013 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 2013 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 2012–2013 is set at the half-way point between the 2011–2012 actual value and a goal of 100% for 2012–2013.

Appendix D

Apollo 20 Payout Report Tables

Table 1b. Summary of Attendance Incentives of Apollo 20 Fellows 2012–2013							
School	# Fellows Allotted per Campus	# Fellows Receiving Attendance Incentives	Mean	Median	Minimum	Maximum	Total Awarded Amount per Campus
Jones	13	4	\$1,200.00	\$1,275.00	\$900.00	\$1,350.00	\$4,800.00
Kashmere	13	8	\$600.00	\$600.00	\$150.00	\$1,050.00	\$4,800.00
Lee	39	14	\$792.86	\$900.00	\$150.00	\$1,200.00	\$11,100.00
Sharpstown	33	8	\$731.25	\$600.00	\$450.00	\$1,350.00	\$5,850.00
High School	98	34	\$780.88	\$900.00	\$150.00	\$1,350.00	\$26,550.00
Attucks	15	4	\$562.50	\$600.00	\$300.00	\$750.00	\$2,250.00
Ryan	10	3	\$450.00	\$450.00	\$150.00	\$750.00	\$1,350.00
Fondren	25	15	\$920.00	\$1,050.00	\$300.00	\$1,350.00	\$13,800.00
Dowling	44	17	\$679.41	\$600.00	\$150.00	\$1,200.00	\$11,550.00
Key	18	8	\$862.50	\$900.00	\$300.00	\$1,200.00	\$6,900.00
Middle School	112	47	\$762.77	\$750.00	\$150.00	\$1,350.00	\$35,850.00
Blackshear	5	4	\$787.50	\$825.00	\$450.00	\$1,050.00	\$3,150.00
Davila	4	2	\$750.00	\$750.00	\$750.00	\$750.00	\$1,500.00
Frost	3	2	\$525.00	\$525.00	\$300.00	\$750.00	\$1,050.00
Highland Heights	5	2	\$900.00	\$900.00	\$600.00	\$1,200.00	\$1,800.00
Isaacs	4	1	\$1,050.00	\$1,050.00	\$1,050.00	\$1,050.00	\$1,050.00
Kelso	6	4	\$562.50	\$525.00	\$150.00	\$1,050.00	\$2,250.00
Robinson	8	4	\$862.50	\$900.00	\$600.00	\$1,050.00	\$3,450.00
Scarborough	7	2	\$525.00	\$525.00	\$150.00	\$900.00	\$1,050.00
Tinsley	7	3	\$900.00	\$1,050.00	\$600.00	\$1,050.00	\$2,700.00
Walnut Bend	5	1	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Young	4	3	\$550.00	\$450.00	\$300.00	\$900.00	\$1,650.00
Elementary School	58	28	\$723.21	\$750.00	\$150.00	\$1,200.00	\$20,250.00
All Apollo 20	268	109	\$758.26	\$750.00	\$150.00	\$1,350.00	\$82,650.00

Appendix D (Continued)

Apollo 20 Payout Report Tables

Table 2b. Summary of Apollo 20 Fellows Student Performance Adjusted Awards 2012–2013							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total Awarded Amount per Campus*
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
High Schools	122	71	\$3,985.00	\$3,750.00	\$725.00	\$9,800.00	\$282,951.00
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
Middle Schools	126	81	\$4,056.00	\$3,682.51	\$420.00	\$11,509.00	\$328,501.00
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
Elementary Schools	70	41	\$3,135.00	\$3,151.00	\$300.00	\$7,175.00	\$128,542.00
All Apollo 20	318	193	\$3,834.17	\$3,600.00	\$300.00	\$11,509.00	\$739,994.00

Appendix D (Continued)

Apollo 20 Payout Report Tables

Table 2c. Summary of Apollo 20 Fellows Student Performance Adjusted Awards 2011–2012							
School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total Awarded Amount per Campus*
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
High Schools	99	68	\$4,723.00	\$4,177.00	\$700.00	\$10,950.00	\$321,170.00
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
Middle Schools	83	67	\$4,146.00	\$3,750.00	\$1,320.00	\$7,860.00	\$277,767.00
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	--	--	--	--	--
Elementary Schools	56	37	\$4,059.00	\$3,778.00	\$1,350.00	\$7,110.00	\$149,293.00
All Apollo 20	238	172	\$4,535.00	\$3,875.00	\$700.00	\$10,950.00	\$748,230.00

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

*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 2012–2013				
School	Student Attendance Strand	Student Achievement Strand	Student Grade Level Performance Strand	Total Principal Award Amount**
Jones HS	\$7,058.82	\$1,093.75	\$2,431.62	\$10,584.19
Kashmere HS	\$0.00	\$1,133.33	\$2,781.25	\$3,914.58
Lee HS	\$5,000.00	\$1,200.00	\$1,595.74	\$7,795.74
Sharpstown HS	\$4,871.79	\$1,266.67	\$0.00	\$6,138.46
Attucks MS	\$190.49	\$2,221.67	\$55.56	\$2,467.72
Dowling MS	\$0.00	\$2,488.27	\$339.00	\$2,827.27
Fondren MS	\$266.68	\$1,244.13	\$0.00	\$1,510.81
Key MS	\$0.00	\$3,999.00	\$455.81	\$4,454.81
Ryan MS	\$0.00	\$622.07	\$55.56	\$677.63
Blackshear ES	\$666.60	\$277.67	\$0.00	\$944.27
Davila ES	\$0.00	\$2,943.27	\$833.25	\$3,776.52
Frost ES	\$196.06	\$888.53	\$0.00	\$1,084.59
Highland Heights ES	\$0.00	\$666.40	\$0.00	\$666.40
Isaacs ES*	\$0.00	\$0.00	\$0.00	\$0.00
Kelso ES	\$166.65	\$0.00	\$0.00	\$166.65
Robinson ES	\$0.00	\$388.73	\$0.00	\$388.73
Scarborough ES	\$0.00	\$2,054.73	\$1,111.00	\$3,165.73
Tinsley ES*	\$0.00	\$0.00	\$0.00	\$0.00
Walnut Bend ES	\$0.00	\$610.87	\$0.00	\$610.87
Young ES	\$857.06	\$1,721.53	\$392.12	\$2,970.71
All Apollo 20	\$14,402.36	\$23,887.15	\$10,314.04	\$54,145.68

*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 between 2010–2011 and 2012–2013			
School	Total Principal Award Amount 2010–2011	Total Principal Award Amount 2011–2012	Total Principal Award Amount 2012–2013
Jones	\$9,423.00	\$12,671.88	\$10,584.19
Kashmere	\$455.00	\$10,466.97	\$3,914.58
Lee	\$13,706.00	\$17,168.17	\$7,795.74
Sharpstown	\$7,628.00	\$8,057.07	\$6,138.46
High Schools	\$31,212.00	\$48,364.09	\$28,432.97
Attucks*	\$0.00	\$5,738.50	\$2,467.72
Ryan*	\$6,507.00	\$0.00	\$677.63
Fondren	\$6,670.00	\$1,418.47	\$1,510.81
Dowling	\$8,208.00	\$1,407.00	\$2,827.27
Key	\$10,433.00	\$4,267.00	\$4,454.81
Middle Schools	\$31,818.00	\$12,830.97	\$11,938.24
Blackshear ES		\$668.63	\$944.27
Davila ES		\$9,291.57	\$3,776.52
Frost ES		\$975.50	\$1,084.59
Highland Heights ES		\$546.00	\$666.40
Isaacs ES*		\$2,710.60	\$0.00
Kelso ES		\$3,930.52	\$166.65
Robinson ES		\$3,705.20	\$388.73
Scarborough ES		\$0.00	\$3,165.73
Tinsley ES*		\$3,332.00	\$0.00
Walnut Bend ES		\$3,879.00	\$610.87
Young ES		\$2,935.50	\$2,970.71
Elementary Schools		\$31,974.52	\$13,774.47
All Apollo 20	\$63,030.00	\$93,169.58	\$54,145.68

*The principals in these campuses did not meet eligibility criteria and did not receive any Apollo 20 Principal Incentive for the year showing \$0 award.