

MEMORANDUM

December 11, 2015

TO: Board Members

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

SUBJECT: **2014–2015 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 include 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 include 11 elementary schools in 2011. In 2013, one school closed and nine additional schools were added to the program. The same 28 schools that participated in 2013–2014 also participated in 2014–2015. Incentive programs were designed to support the efforts of the fellows, principals, School Support Officers, and Academic Program Managers of the Apollo campuses. Awards paid to each group for the 2014–2015 school year are as follows:

Key findings include:

- Attendance incentives totaled \$238,650.00 and were paid to 350 out of 407 fellows (86%).
- Student performance incentives totaled \$978,672.08 and were paid to 221 out of 277 fellows (80%).
- Twenty-two out of 28 principals (79%) were eligible for the principals’ incentive, and 20 of them were awarded a total of \$103,353.21.
- The School Support Officer incentives totaled \$15,015.85, and the Academic Program Manager incentives totaled \$868.89.

Should you have any further questions, please contact Carla Stevens in Research and Accountability at 713-556-6700.



TBG

Attachment

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



RESEARCH

Educational Program Report

2014-2015 APOLLO 20 INCENTIVE PROGRAM PAYOUT REPORT

DEPARTMENT OF RESEARCH AND ACCOUNTABILITY
HOUSTON INDEPENDENT SCHOOL DISTRICT



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RESEARCH MANAGER

Houston Independent School District

Hattie Mae White Educational Support Center

4400 West 18th Street

Houston, Texas 77092-8501

www.houstonisd.org

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2014–2015 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 include 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 or three students to one fellow.

In 2011–2012, the program expanded to include 11 elementary schools and added a reading component in one of the middle schools for just this school year. In 2012–2013, there were no changes to the 20 schools that were participating, but in 2013–2014 one school closed and nine additional schools were added to the program. The same 28 schools that participated in 2013–2014 also participated in 2014–2015. Incentive programs were designed to support the efforts of the fellows, principals, Academic Program Managers, and School Support Officers of the Apollo campuses. The program for fellows had an incentive for monthly perfect attendance and a separate incentive for student performance calculated at the end of the school year. The incentives for principals, Academic Program Managers, and School Support Officers were all based on campus-level performance indicators.

Highlights

- In 2014–2015, 350 out of 407 fellows (86%) received an attendance incentive for a total attendance award payout of \$238,650.00. In 2013–2014, 324 out of 359 fellows (90%) received an attendance incentive for a total attendance award payout of \$204,367.50.
- In 2014–2015, 221 out of 277 fellows (80%) were eligible and were paid for the student performance component of the incentive program. This percentage is on par with the 2013–2014 school year when 194 out of 242 fellows (80%) were eligible and paid the student performance incentive.
- A total of \$978,672.08 in student performance incentives was awarded in 2014–2015, which is less than the \$1,021,426.82 awarded in 2013–2014. Although a greater number of fellows received a student performance incentive for the 2014–2015 school year, the total amount awarded decreased due to lowering the campus budgets from \$5,000 per allotted tutor to \$3,500 per tutor.
- In 2014–2015, 22 out of 28 principals (79%) were eligible and 20 of them were awarded the principals’ incentive for a total of \$103,353.21. In 2013–2014, 27 out of 28 principals (96%) were eligible and 22 of them were awarded the principals’ incentive for a total of \$86,933.84. Although the number of principals who were eligible and awarded decreased in 2014–2015, the total amount awarded increased.
- In 2014–2015, School Support Officers were awarded a total of \$15,015.85, and the Academic Program Managers were awarded a total of \$868.89. Both amounts are slightly less than what was awarded in 2013–2014: \$16,148.87 for the School Support Officers and \$991.63 for the Academic Program Managers.

Conclusion

For the 2014–2015 program year, the Apollo 20 Incentive Program awarded a grand total of \$1,336,560.03 to fellows, principals, School Support Officers, and Academic Program Managers. The percentage of fellows receiving an attendance incentive decreased slightly while the total attendance incentive amount increased. The number of fellows receiving a student performance award increased, but the total amount decreased slightly because of corrections made to the campus budgets.

Total principal award amounts increased in 2014–2015 compared to 2013–2014. The total amount paid to the School Support Officers decreased slightly from 2013–2014 to 2014–2015, and the amount paid to Academic Program Managers has decreased each year since 2011–2012. Caution should be taken when attempting to associate award amounts paid to principals, School Support Officers, and Academic Program Managers to Apollo 20 initiative results since awards at these levels 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.

Administrative Response

The administration will closely review these results and will take them into consideration when making decisions on future incentive programs.

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 and nine additional schools were added to the program, and these 28 schools remained in the program for the 2014–2015 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 campuses offered math tutoring, and 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 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: Employee Attendance and Student Performance. Each Apollo campus has an established budget for both components. The Employee Attendance component pays an incentive to Apollo fellows for each month of perfect attendance during the 10-month commitment, for a maximum of \$1,500. The Student Performance component budget for each campus is \$3,500 per fellow times the number of fellows assigned to that campus. If 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 2014–2015 model and **Appendix B** for the eligibility criteria. Both the award model and the eligibility criteria documents are posted on the ASPIRE portal (<http://portal.battelleforkids.org/Aspire/Recognize/fellows-award-program/fellows-award-program-2014-2015>) and were approved by the Board in October 2014.

Under the Student Performance component, Apollo 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. Students are rank-ordered across all HISD students who took the same version of the exam in the same language in the same year. Exams used in the analysis include the STAAR Math (Grades 3-8 and End-of-Course), the Iowa or Logramos Math Total, and the campus-administered diagnostic exam. The STAAR Math is the primary assessment. When two administrations of the STAAR are not available, the Stanford/Aprenda and Iowa/Logramos rankings are used. When two administrations of the Stanford/Aprenda and Iowa/Logramos are not available, the campus-administered diagnostic exam is used. If two administrations of the same exam are not available, the student will not be used in the calculation of the award. In the event that a fellow has more students linked to him/her than is possible within a three-to-one ratio, a pro-rated adjustment is made to that fellow’s total incentive payment.

Apollo 20 Principals Incentive Program

The Apollo 20 Principals Incentive Program offers incentives to principals of Apollo campuses who meet program eligibility requirements based on their campus' performance on select indicators. For a detailed description of the indicators and methodology used in calculating awards, the 2014–2015 Apollo 20 Incentive Program Model for principals can be found in **Appendix C**.

There are three components of the Apollo Principals Incentive Program (Student Attendance, Student Achievement, and Student Grade-Level Performance), with each component accounting for one-third of the total incentive payment. 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 award criterion prior to the start of the program year, based on a review of baseline data and a long-term target. 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 campus progresses toward or reaches 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 campus progresses toward or reaches specific campus goals in state-administered assessments (STAAR).

Under the **Student Grade-Level Performance** component, high school principals are awarded if their campus progresses toward or reaches 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 Iowa/Logramos in reading and math. The goal was set at 100% for all school levels.

Apollo 20 School Support Officers and Academic Program Managers Incentive Program

In 2011–2012, the incentive program was extended to include School Support Officers and Academic Program Managers serving the Apollo campuses. Similar to the Principal Incentive Program, there are also three strands of the School Support Officer and Academic Program Manager 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 School Support Officers and \$4,500 for Academic Program Managers. For a detailed description of the indicators and methodology used in calculating awards, the 2014–2015 Apollo 20 Incentive Program Model for School Support Officers and Academic Program Managers can be found in **Appendix C**.

Results

Apollo 20 Fellows Incentive Program

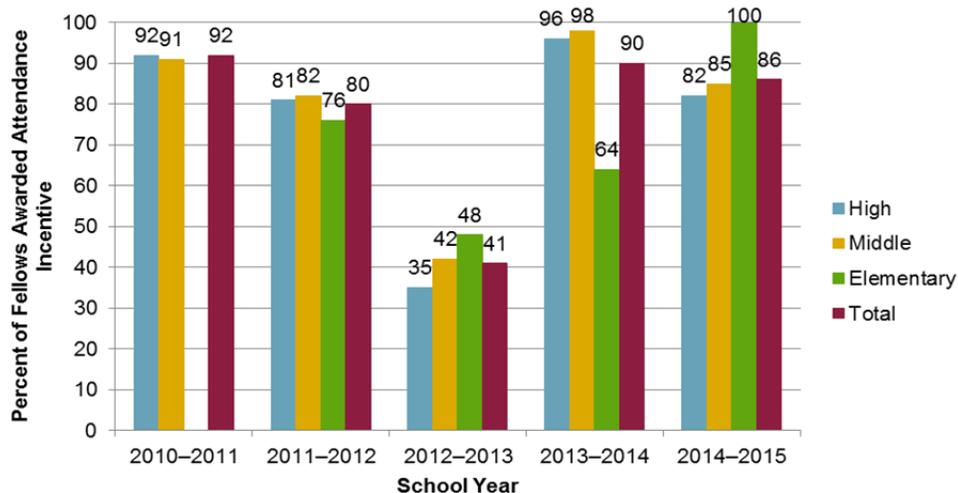
Table 1 (page 5) shows the number of math fellows and the total amount of awarded attendance incentives at each school level. While the total amount paid for attendance incentives declined from 2010–2011 through 2012–2013, the amount increased in 2013–2014 to \$204,367.50 and again in 2014–2015 to \$238,650.00. **Figure 1** (page 5) shows the percentage of fellows that received an attendance bonus since program inception. The percentage of employees receiving an attendance bonus declined

from 2010–2011 through 2012–2013, increased in 2013–2014 and then declined slightly in 2014–2015. From 2013–2014 to 2014–2015, the percentage of elementary fellows receiving an attendance award increased to 100 percent, but the percentage of middle and high fellows declined. Attendance incentives by campus for the 2014–2015 program year are available in **Table 8** in **Appendix D-1**.

Table 1. 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				
	Total	9	260	238	\$207,600.00
2011–2012	High	4	117	95	\$71,850.00
	Middle	5	110	90	\$60,150.00
	Elementary	11	58	44	\$31,650.00
	Total	20	285	229	\$163,650.00
2012–2013	High	4	98	34	\$26,550.00
	Middle	5	112	47	\$35,850.00
	Elementary	11	58	28	\$20,250.00
	Total	20	268	109	\$82,650.00
2013–2014	High	9	158	151	\$92,550.00
	Middle	8	129	127	\$84,817.50
	Elementary	11	72	46	\$27,000.00
	Total	28	359	324	\$204,367.50
2014–2015	High	9	211	174	\$108,750.00
	Middle	8	134	114	\$81,750.00
	Elementary	11	62	62	\$48,150.00
	Total	28	407	350	\$238,650.00

Source: HISD Budgeting & Financial Planning Department

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



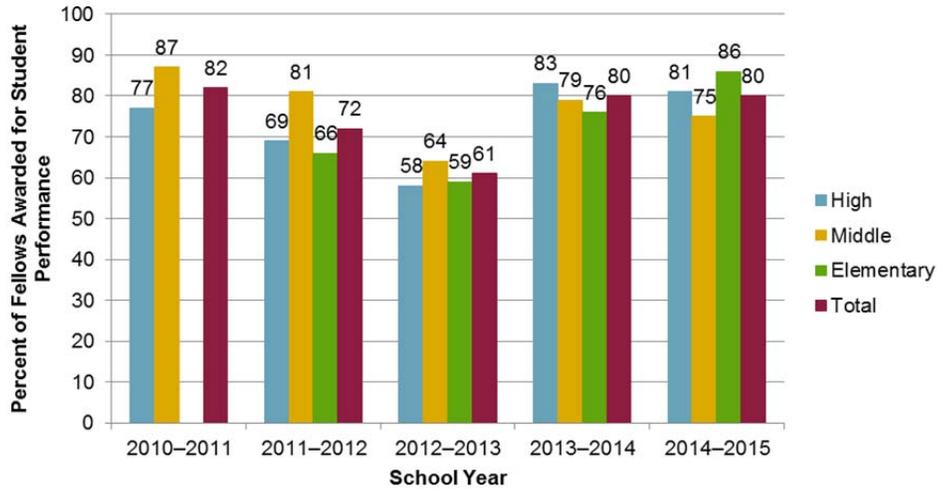
Source: HISD Budgeting & Financial Planning Department

Table 2 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 221 fellows from 28 campuses who were awarded a total of \$978,672.08 for the 2014–2015 school year. **Figure 2** (page 7) shows the percentage of fellows that received an award based on student performance. At the end of the 2014–2015 school year, 277 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 2015. Out of the 277 fellows considered for an incentive, 221 (80%) met all eligibility and payout requirements of the program. It is important to note that the amounts shown on **Table 2** were the awards calculated with adjustments made for campus budgets. For campus level information by program year, see **Tables 9-13** in **Appendix D-2**.

Table 2. Comparison of Apollo 20 Fellows' Adjusted Awards for Student Performance by School Level					
School Year	School Level	# Campuses	# Fellows Considered	# Fellows Awarded	Total Amount Award
2010–2011	High	4	108	83	\$286,139.00
	Middle	5	109	95	\$340,813.00
	Elementary				
	Total	9	217	178	\$626,952.00
2011–2012	High	4	99	68	\$321,170.00
	Middle	5	83	67	\$277,767.00
	Elementary	11	56	37	\$149,293.00
	Total	20	238	172	\$748,230.00
2012–2013	High	4	122	71	\$282,951.00
	Middle	5	126	81	\$328,501.00
	Elementary	11	70	41	\$128,542.00
	Total	20	318	193	\$739,994.00
2013–2014	High	9	96	80	\$436,058.68
	Middle	8	100	79	\$423,493.14
	Elementary	11	46	35	\$161,875.00
	Total	28	242	194	\$1,021,426.82
2014–2015	High	9	120	97	\$424,204.13
	Middle	8	106	80	\$368,655.97
	Elementary	11	51	44	\$185,811.98
	Total	28	277	221	\$978,672.08

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

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



Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

Table 3 shows the unadjusted award amounts by strand across five years. It shows that, had there not been award amount limits per campus, the award amounts for each strand and grade level would have increased from 2013–2014 to 2014–2015 with the exception of student achievement awards for the middle schools.

School Year	School Level	# Campuses	Student Achievement Awards	Student Improvement Awards
2010–2011	High	4	\$12,750.00	\$348,132.00
	Middle	5	\$11,700.00	\$400,080.00
	Elementary			
	Total	9	\$24,450.00	\$748,212.00
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
	Total	20	\$22,850.00	\$1,157,415.00
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
	Total	20	\$32,850.00	\$1,031,440.00
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
	Total	28	\$46,400.00	\$1,111,610.00
2014–2015	High	9	\$27,500.00	\$504,200.00
	Middle	8	\$15,300.00	\$508,470.00
	Elementary	11	\$8,750.00	\$218,375.00
	Total	28	\$51,550.00	\$1,231,045.00

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

Apollo 20 Principals Incentive Program

For the Principals Incentive Program, **Table 4** shows the award amounts for each strand awarded to principals from the Apollo campuses for the 2014–2015 program year. **Table 5** shows a comparison of Apollo principal award amounts from 2010–2011 to 2014–2015. Award amounts at the campus level are available in **Table 14** in **Appendix D-3**. The total award amount from 2014–2015 is \$103,353.21, reflecting an increase from 2013–2014, when awards totaled \$86,933.84. The increase is mainly due to student performance improvements at a few schools. Principal total award amount five-year comparisons by campus can be found in **Table 15** in **Appendix D-4**.

School Level	Student Attendance	Student Achievement	Student Grade Level Performance	Total
High	\$24,163.44	\$26,333.40	\$21,632.61	\$72,129.45
Middle	\$4,771.71	\$6,222.53	\$52.09	\$11,046.33
Elementary	\$3,593.25	\$15,331.80	\$1,252.38	\$20,177.43
Total	\$32,528.40	\$47,887.73	\$22,937.08	\$103,353.21

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2014–2015

School Year	School Level	# Campuses	# Principals Eligible	Minimum Principal Award Amount	Maximum Principal Award Amount	Total Principal Award Amount
2010–2011	High	4	4	\$455.00	\$13,706.00	\$31,212.00
	Middle	5	4	\$6,507.00	\$10,433.00	\$31,818.00
	Elementary					
	Total	9	8	\$455.00	\$13,706.00	\$63,030.00
2011–2012	High	4	4	\$8,057.07	\$17,168.17	\$48,364.09
	Middle	5	4	\$1,407.00	\$5,738.50	\$12,830.97
	Elementary	11	10	\$546.00	\$9,291.57	\$31,974.52
	Total	20	18	\$546.00	\$17,168.17	\$93,169.58
2012–2013	High	4	4	\$3,914.58	\$10,584.19	\$28,432.97
	Middle	5	5	\$677.63	\$4,454.81	\$11,938.24
	Elementary	11	9	\$166.65	\$3,776.52	\$13,774.47
	Total	20	18	\$166.65	\$10,584.19	\$54,145.68
2013–2014	High	9	8	\$0.00	\$17,336.60	\$62,842.08
	Middle	8	8	\$0.00	\$3,367.69	\$7,615.84
	Elementary	11	11	\$0.00	\$4,767.26	\$16,475.92
	Total	28	27	\$0.00	\$17,336.60	\$86,933.84
2014–2015	High	9	8	\$1,586.72	\$28,495.58	\$72,129.45
	Middle	8	5	\$0.00	\$6,570.93	\$11,046.33
	Elementary	11	9	\$0.00	\$4,196.93	\$20,177.43
	Total	28	22	\$0.00	\$28,495.58	\$103,353.21

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

Apollo 20 School Support Officers and Academic Program Managers Incentive Program

For the School Support Officers and Academic Program Managers, **Table 6** shows the award amounts for each strand awarded to the administrators over the Apollo campuses. School Support Officers can each earn up to \$15,000 while Academic Program Managers can each earn up to \$4,500.00. In the 2014–2015 school year, the awards for School Support Officers totaled \$15,015.85 and the awards for Academic Program Managers totaled \$868.89, reflecting slight decreases from 2013–2014.

		2011–2012	2012–2013	2013–2014	2014–2015
SSO	Student Attendance	\$2,857.14	\$2,948.72	\$2,894.54	\$4,828.88
	Student Achievement	\$4,375.00	\$1,691.66	\$9,500.00	\$8,633.34
	Student Grade Level Performance	\$3,618.06	\$583.67	\$3,754.33	\$1,553.63
	Total SSO Award	\$10,850.20	\$5,224.05	\$16,148.87	\$15,015.85
APM	Student Attendance	\$553.57	\$494.22	\$0.00	\$508.48
	Student Achievement	\$1,321.25	\$470.00	\$806.06	\$340.00
	Student Grade Level Performance	\$421.46	\$175.10	\$185.57	\$20.41
	Total APM Award	\$2,296.28	\$1,139.32	\$991.63	\$868.89

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

Total Award Amounts

For the 2014–2015 school year, a total of \$1,336,560.03 in attendance incentives and student performance incentives was awarded to fellows, principals, School Support Officers, and Academic Program Managers. This is an increase from 2013–2014 when \$1,329,868.66 was awarded. The main cause of the overall increase is an increase in incentives awarded to principals. **Table 7** shows the total amounts awarded from 2010–2011 through 2014–2015.

School Year	# Campuses	Total Fellow Incentive (Attendance and Student Performance)	Total Principal Incentive	Total School Support Officer Incentive	Total Academic Program Manager Incentive	Grand Total
2010–2011	9	\$834,552.00	\$63,030.00	--	--	\$897,582.00
2011–2012	20	\$911,880.00	\$93,169.58	\$10,850.20	\$2,296.28	\$1,018,196.06
2012–2013	20	\$822,644.00	\$54,145.68	\$5,224.05	\$1,139.32	\$883,153.05
2013–2014	28	\$1,225,794.32	\$86,933.84	\$16,148.87	\$991.63	\$1,329,868.66
2014–2015	28	\$1,217,322.08	\$103,353.21	\$15,015.85	\$868.89	\$1,336,560.03

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

--Incentives were not awarded to School Support Officers or Academic Program Managers in 2010–2011.

Conclusion

For the 2014–2015 program year, the Apollo 20 Incentive Program awarded a grand total of \$1,336,560.03 to fellows, principals, Academic Program Managers and School Support Officers, reflecting an increase from 2013–2014 when \$1,329,868.66 was awarded.

In terms of attendance, the total number of fellows receiving an award and the total award amount for attendance incentives for the Apollo fellows increased in 2014–2015 compared to 2013–2014, but the overall percentage of fellows receiving an attendance award decreased slightly.

Total award amounts for the student performance strands of the Apollo fellows' incentive program increased in 2011–2012, 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. In 2014–2015, the number of fellows receiving a student performance award increased, but the total amount decreased slightly because of corrections made to the campus budgets.

Total principal 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 and in 2014–2015. However, caution should be taken when attempting to associate principal award amounts to Apollo 20 initiative results since awards at the principal, School Support Officer, and Academic Program Manager 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 School Support Officers was higher in 2013–2014 compared to the previous two school years due to the addition of more schools to the Apollo incentive program. The total amount paid to School Support Officers decreased slightly from 2013–2014 to 2014–2015. The amount paid to Academic Program Managers has decreased each year since 2011–2012.

Appendix A

Apollo 20 Fellows Incentive Program Model

There are two components to the 2014–2015 Apollo and Apollo-like Math Fellows Incentive Program – an incentive for employee attendance and an incentive for student performance. This describes the Student Performance Component.

Student Performance Component

Math 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 Iowa/Logramos 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 2014) and the end of the year (Spring 2015).

Math 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 3rd grade Math STAAR version "S" (regular version) exams administered in English in 2015 will be ranked together; all 3rd grade Math STAAR version "M" (modified version) exams administered in English in 2015 will be ranked together; etc. Exams to be used include the Math STAAR (3-8 and End-of-Course), the Math Iowa, the Math Logramos, 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 and Iowa/Logramos rankings will be used. When two administrations of the Stanford/Aprenda and Iowa/Logramos 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 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda, or diagnostic in 2014, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2015; an exception for this year, the Stanford/Aprenda 2014 distribution will be compared with the Iowa/Logramos 2015 distribution.

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 2014, \$300 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2015; an exception for this year, the Stanford/Aprenda 2014 distribution will be compared with the Iowa/Logramos 2015 distribution.

High Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of STAAR, STAAR-EOC or diagnostic in 2014, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2015.

Strand Two: Student Improvement

Elementary 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 2014, \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2015; an exception for this year, the Stanford/Aprenda 2014 distribution will be compared with the Iowa/Logramos 2015 distribution.

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 2014, \$30 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2015; an exception for this year, the Stanford/Aprenda 2014 distribution will be compared with the Iowa/Logramos 2015 distribution.

High Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of STAAR, STAAR-EOC, or diagnostic in 2014 \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2015.

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 original Apollo 20 program

Adjustments for Campus Budget

Each Apollo or Apollo-like campus has an established budget for this component of the Math 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 2014–2015 Apollo and Apollo-like 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 2014–2015 Apollo and Apollo-like 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 Apollo-like school during the 2014–2015 school year.
2. Employee must have a job classification as a Sr. Academic Tutor Apollo or Sr. Academic Tutor Priority Schools.
3. Employee must be a full-time employee.

Eligibility Requirements: Employee Attendance Component

To be eligible to participate in the Employee Attendance Component of the 2014–2015 Apollo and Apollo-like Fellows Incentive Program, an HISD employee must meet the following additional requirements.

1. Employee must be employed as of the 16th day of a given month (starting with August 16, 2014 and ending with May 16, 2015) in order to receive the attendance incentive installment ascribed to that month. Incentive payment installments will be dispensed according to the HISD 2014–2015 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 2014–2015 Apollo and Apollo-like 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 Schools must be no later than October 15, 2014.
2. Employee must be continuously employed as a Sr. Academic Tutor Apollo or Sr. Academic Tutor Priority Schools through the last day of the duty schedule, May 28, 2015.
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 ten instructional days (80 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.

Additional Student Performance Component Payout Rules

The Student Performance Component of the Apollo and Apollo-like 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 Apollo-like Fellow transfers from one Apollo or Apollo-like campus to another Apollo or Apollo-like 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 Apollo-like 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 Apollo-like 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 Apollo-like 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 Apollo-like Fellows Incentive Program payment.

Appendix C

2014-2015 Apollo 20 Principals, School Support Officers and Academic Program Managers Incentive Payment Model

There are three strands of the 2014–2015 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. 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 2014–2015 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 2014-2015 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:

$$IP = M * ((A1415 - A1314) / (T1415 - A1314))$$

Where:

IP = Incentive Pay for Strand or Strand Component

M = Maximum Incentive Pay Amount for Strand or Strand Component

A1415 = Actual Level for 2014–2015 at Campus X

A1314 = Actual Level for 2013–2014 at Campus X

T1415 = Target Level for 2014–2015 at Campus X

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

If $A1415 \geq T1415$, 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 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 (A1415 - A1314) divided by the expected change in performance (T1415-A1314).

Common Criterion

2014–2015 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 95.0% 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 \$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 (A1415 - A1314) divided by the expected change in performance (T1415-A1314). 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).

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).

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 (A1415 - A1314) divided by the expected change in performance (T1415-A1314), 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****2014–2015 12th Grade Graduation Rate**

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

2014–2015 9th-11th Grade Promotion Rate

Percent of students promoted from grades 9, 10 and 11 combined in fall 2015 divided by enrollment for grades 9, 10 and 11 combined during the 2014–2015 school year.

For each criterion, the target for 2014–2015 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 2015 Iowa 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 2015 Iowa 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 2014–2015 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 2015 Iowa/Logramos 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 2015 Iowa/Logramos 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 2014–2015 is set at 100%.

Appendix D-1

Apollo 20 Fellows Attendance Incentive Awards by Campus, 2014–2015

Table 8. Summary of Apollo 20 Fellows Attendance Incentives, 2014–2015							
School	# Fellows Allotted per Campus	# Fellows Receiving Attendance Incentives	Mean	Median	Minimum	Maximum	Total
Furr	21	22	\$872.73	\$1,050.00	\$150.00	\$1,350.00	\$19,200.00
Jones	8	10	\$810.00	\$900.00	\$150.00	\$1,500.00	\$8,100.00
Kashmere	10	11	\$668.18	\$750.00	\$150.00	\$1,200.00	\$7,350.00
Lee	32	31	\$595.16	\$450.00	\$150.00	\$1,500.00	\$18,450.00
North Forest	19	19	\$347.37	\$300.00	\$150.00	\$900.00	\$6,600.00
Sharpstown	34	34	\$555.88	\$450.00	\$150.00	\$1,500.00	\$18,900.00
Waltrip	27	27	\$722.22	\$750.00	\$150.00	\$1,500.00	\$19,500.00
Wheatley	14	5	\$180.00	\$150.00	\$150.00	\$300.00	\$900.00
Worthing	15	15	\$650.00	\$600.00	\$150.00	\$1,500.00	\$9,750.00
High	180	174	\$625.00	\$600.00	\$1,500.00	\$1,500.00	\$108,750.00
Attucks	10	8	\$506.25	\$450.00	\$150.00	\$1,050.00	\$4,050.00
Cullen	11	11	\$1,213.64	\$1,350.00	\$600.00	\$1,500.00	\$13,350.00
Deady	13	13	\$357.69	\$300.00	\$150.00	\$1,050.00	\$4,650.00
Dowling	24	25	\$618.00	\$600.00	\$150.00	\$1,200.00	\$15,450.00
Fondren	15	16	\$787.50	\$825.00	\$300.00	\$1,350.00	\$12,600.00
Forest Brook	17	14	\$750.00	\$750.00	\$150.00	\$1,350.00	\$10,500.00
Holland	13	13	\$703.85	\$750.00	\$150.00	\$1,500.00	\$9,150.00
Key	15	14	\$857.14	\$900.00	\$150.00	\$1,200.00	\$12,000.00
Middle	118	114	\$717.11	\$750.00	\$150.00	\$1,500.00	\$81,750.00
Blackshear	5	5	\$630.00	\$600.00	\$150.00	\$1,500.00	\$3,150.00
Davila	4	5	\$690.00	\$450.00	\$150.00	\$1,500.00	\$3,450.00
Frost	6	4	\$712.50	\$675.00	\$450.00	\$1,050.00	\$2,850.00
Highland Heights	6	5	\$420.00	\$300.00	\$300.00	\$600.00	\$2,100.00
Isaacs	3	2	\$600.00	\$600.00	\$450.00	\$750.00	\$1,200.00
Kelso	4	6	\$825.00	\$900.00	\$150.00	\$1,500.00	\$4,950.00
Robinson	6	6	\$925.00	\$825.00	\$600.00	\$1,500.00	\$5,550.00
Scarborough	7	7	\$664.29	\$600.00	\$150.00	\$1,350.00	\$4,650.00
Tinsley	9	10	\$930.00	\$975.00	\$150.00	\$1,500.00	\$9,300.00
Walnut Bend	6	8	\$1,087.50	\$1,275.00	\$300.00	\$1,500.00	\$8,700.00
Young	4	4	\$562.50	\$450.00	\$150.00	\$1,200.00	\$2,250.00
Elementary	60	62	\$776.61	\$675.00	\$150.00	\$1,500.00	\$48,150.00
Total	358	350	\$681.86	\$600.00	\$150.00	\$1,500.00	\$238,650.00

Source: HISD Budgeting & Financial Planning Department

Appendix D-2

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2014–2015

Table 9. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2014–2015							
School	# Fellows Considered	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total
Furr	15	13	\$5,653.85	\$4,364.61	\$1,898.60	\$15,690.77	\$73,500.00
Jones	6	6	\$4,229.17	\$3,925.00	\$2,850.00	\$5,600.00	\$25,375.00
Kashmere	9	8	\$2,656.25	\$1,600.00	\$800.00	\$7,175.00	\$21,250.00
Lee	22	16	\$4,535.94	\$3,762.50	\$1,350.00	\$13,375.00	\$72,575.00
North Forest	4	2	\$7,634.87	\$7,634.87	\$7,294.74	\$7,975.00	\$15,269.74
Sharpstown	24	23	\$5,173.91	\$4,982.86	\$3,037.17	\$9,442.92	\$119,000.01
Waltrip	23	19	\$4,143.42	\$4,300.00	\$1,175.00	\$7,600.00	\$78,725.00
Wheatley	7	2	\$1,154.69	\$1,154.69	\$650.00	\$1,659.38	\$2,309.38
Worthing	10	8	\$2,025.00	\$1,712.50	\$800.00	\$4,125.00	\$16,200.00
High	120	97	\$4,373.24	\$4,125.00	\$650.00	\$15,690.77	\$424,204.13
Attucks	9	3	\$3,550.00	\$3,300.00	\$2,400.00	\$4,950.00	\$10,650.00
Cullen	11	11	\$3,500.00	\$3,562.33	\$1,695.31	\$5,571.86	\$38,500.00
Deady	10	6	\$7,583.33	\$7,586.43	\$4,723.65	\$10,979.70	\$45,499.99
Dowling	21	16	\$4,053.75	\$4,215.00	\$1,830.00	\$6,810.00	\$64,860.00
Fondren	14	9	\$5,833.33	\$5,811.65	\$4,202.64	\$7,594.77	\$52,500.00
Forest Brook	18	14	\$4,250.00	\$4,521.33	\$1,076.81	\$7,173.97	\$59,500.00
Holland	12	11	\$4,136.36	\$4,143.75	\$2,498.44	\$7,312.50	\$45,500.01
Key	11	10	\$5,164.60	\$5,190.00	\$2,760.00	\$7,133.68	\$51,645.97
Middle	106	80	\$4,608.20	\$4,405.50	\$1,076.81	\$10,979.70	\$368,655.97
Blackshear	5	3	\$4,116.67	\$4,725.00	\$2,825.00	\$4,800.00	\$12,350.00
Davila	3	3	\$4,379.92	\$3,375.00	\$2,200.00	\$7,564.77	\$13,139.77
Frost	4	4	\$5,250.00	\$4,985.97	\$4,298.25	\$6,729.82	\$21,000.00
Highland Heights	4	3	\$5,735.87	\$4,293.75	\$1,781.25	\$11,132.61	\$17,207.61
Isaacs	2	2	\$5,250.00	\$5,250.00	\$4,266.29	\$6,233.71	\$10,500.00
Kelso	3	3	\$3,444.45	\$3,104.17	\$2,604.17	\$4,625.00	\$10,333.34
Robinson	6	5	\$4,060.00	\$4,075.00	\$2,375.00	\$5,825.00	\$20,300.00
Scarborough	6	5	\$4,090.00	\$3,750.00	\$2,350.00	\$5,800.00	\$20,450.00
Tinsley	8	8	\$3,937.50	\$3,701.56	\$2,721.01	\$5,466.54	\$31,499.99
Walnut Bend	6	6	\$3,500.00	\$3,386.40	\$2,049.79	\$5,069.89	\$21,000.02
Young	4	2	\$4,015.63	\$4,015.63	\$3,281.25	\$4,750.00	\$8,031.25
Elementary	51	44	\$4,223.00	\$4,170.65	\$1,781.25	\$11,132.61	\$185,811.98
Total	277	221	\$4,428.38	\$4,294.29	\$650.00	\$15,690.77	\$978,672.08

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2014–2015

Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix D-2 (continued)

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2013–2014

Table 10. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2013–2014							
School	# Fellows Considered	# 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
High	96	80	\$5,450.73	\$5,075.00	\$1,450.00	\$14,352.63	\$436,058.68
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
Middle	100	79	\$5,360.67	\$5,280.00	\$900.00	\$12,505.66	\$423,493.14
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
Elementary	46	35	\$4,625.00	\$4,957.31	\$225.00	\$10,246.64	\$161,875.00
Total	242	194	\$5,265.09	\$5,075.00	\$225.00	\$14,352.63	\$1,021,426.82

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2013–2014

Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix D-2 (continued)

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2012–2013

Table 11. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2012–2013							
School	# Fellows Considered	# 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
High	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	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	70	41	\$3,135.00	\$3,151.00	\$300.00	\$7,175.00	\$128,542.00
Total	318	193	\$3,834.17	\$3,600.00	\$300.00	\$11,509.00	\$739,994.00

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2012–2013

Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix D-2 (continued)

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2011–2012

Table 12. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2011–2012							
School	# Fellows Considered	# 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
High	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	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	56	37	\$4,059.00	\$3,778.00	\$1,350.00	\$7,110.00	\$149,293.00
Total	238	172	\$4,535.00	\$3,875.00	\$700.00	\$10,950.00	\$748,230.00

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2011–2012

Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix D-2 (continued)

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2010–2011

Table 13. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2010–2011							
School	# Fellows Considered	# 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
High	108	83	\$3,333.00	\$3,337.50	\$700.00	\$7,826.00	\$286,139.00
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
Middle	109	95	\$3,503.40	\$3,585.00	\$412.00	\$8,016.00	\$340,813.00
Total	217	178	\$3,427.67	\$3,525.00	\$412.00	\$8,016.00	\$626,952.00

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2010–2011

Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix D-3

Apollo 20 Principal Incentive Awards by Campus, 2014–2015

Table 14. Apollo 20 Principal Incentives by Strand, 2014–2015				
School	Student Attendance	Student Achievement	Student Grade Level Performance	Total
Furr	\$0.00	\$0.00	\$1,810.34	\$1,810.34
Jones	\$10,000.00	\$10,000.00	\$8,495.58	\$28,495.58
Kashmere	\$0.00	\$0.00	\$3,808.40	\$3,808.40
Lee	\$10,000.00	\$2,000.00	\$0.00	\$12,000.00
North Forest	\$2,681.96	\$6,333.40	\$2,458.67	\$11,474.03
Sharpstown	\$0.00	\$8,000.00	\$2,025.09	\$10,025.09
Waltrip	\$0.00	\$0.00	\$1,586.72	\$1,586.72
Wheatley	\$1,481.48	\$0.00	\$1,447.81	\$2,929.29
Worthing*	\$0.00	\$0.00	\$0.00	\$0.00
High	\$24,163.44	\$26,333.40	\$21,632.61	\$72,129.45
Attucks*	\$0.00	\$0.00	\$0.00	\$0.00
Cullen	\$141.85	\$0.00	\$0.00	\$141.85
Deady*	\$0.00	\$0.00	\$0.00	\$0.00
Dowling	\$2,666.80	\$0.00	\$0.00	\$2,666.80
Fondren	\$296.31	\$6,222.53	\$52.09	\$6,570.93
Forest Brook*	\$0.00	\$0.00	\$0.00	\$0.00
Holland	\$1,666.75	\$0.00	\$0.00	\$1,666.75
Key	\$0.00	\$0.00	\$0.00	\$0.00
Middle	\$4,771.71	\$6,222.53	\$52.09	\$11,046.33
Blackshear*	\$0.00	\$0.00	\$0.00	\$0.00
Davila	\$208.31	\$2,666.40	\$0.00	\$2,874.71
Frost	\$1,111.00	\$0.00	\$662.72	\$1,773.72
Highland Heights	\$606.00	\$1,111.00	\$28.73	\$1,745.73
Isaacs	\$303.00	\$3,333.00	\$560.93	\$4,196.93
Kelso	\$0.00	\$3,333.00	\$0.00	\$3,333.00
Robinson	\$0.00	\$2,666.40	\$0.00	\$2,666.40
Scarborough	\$888.80	\$0.00	\$0.00	\$888.80
Tinsley*	\$0.00	\$0.00	\$0.00	\$0.00
Walnut Bend	\$476.14	\$2,222.00	\$0.00	\$2,698.14
Young	\$0.00	\$0.00	\$0.00	\$0.00
Elementary	\$3,593.25	\$15,331.80	\$1,252.38	\$20,177.43
Total	\$32,528.40	\$47,887.73	\$22,937.08	\$103,353.21

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; 2014–2015

*Principals in these campuses did not meet eligibility criteria and did not receive any Apollo Principal Incentive for 2014–2015.

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

Appendix D-4

Apollo 20 Principal Incentive Awards by Campus, 2010–2011 to 2014–2015

Table 15. Comparison of Apollo 20 Principal Awards, 2010–2011 to 2014–2015					
School	Total 2010–2011	Total 2011–2012	Total 2012–2013	Total 2013–2014	Total 2014–2015
Furr	--	--	--	\$13,961.04	\$1,810.34
Jones	\$9,423.00	\$12,671.88	\$10,584.19	\$5,059.20	\$28,495.58
Kashmere	\$455.00	\$10,466.97	\$3,914.58	\$1,810.77	\$3,808.40
Lee	\$13,706.00	\$17,168.17	\$7,795.74	\$10,526.32	\$12,000.00
North Forest	--	--	--	\$10,000.00	\$11,474.03
Sharpstown	\$7,628.00	\$8,057.07	\$6,138.46	\$0.00	\$10,025.09
Waltrip	--	--	--	\$17,336.60	\$1,586.72
Wheatley	--	--	--	\$0.00	\$2,929.29
Worthing	--	--	--	\$4,148.15	\$0.00
High	\$31,212.00	\$48,364.09	\$28,432.97	\$62,842.08	\$72,129.45
Attucks	\$0.00	\$5,738.50	\$2,467.72	\$1,080.51	\$0.00
Cullen	--	--	--	\$0.00	\$141.85
Deady	--	--	--	\$2,962.86	\$0.00
Dowling	\$8,208.00	\$1,407.00	\$2,827.27	\$164.62	\$2,666.80
Fondren	\$6,670.00	\$1,418.47	\$1,510.81	\$0.00	\$6,570.93
Forest Brook	--	--	--	\$0.00	\$0.00
Holland	--	--	--	\$3,367.69	\$1,666.75
Key	\$10,433.00	\$4,267.00	\$4,454.81	\$40.16	\$0.00
Ryan	\$6,507.00	\$0.00	\$677.63	--	--
Middle	\$31,818.00	\$12,830.97	\$11,938.24	\$7,615.84	\$11,046.33
Blackshear	--	\$668.63	\$944.27	\$342.71	\$0.00
Davila	--	\$9,291.57	\$3,776.52	\$1,659.92	\$2,874.71
Frost	--	\$975.50	\$1,084.59	\$211.62	\$1,773.72
Highland Heights	--	\$546.00	\$666.40	\$0.00	\$1,745.73
Isaacs	--	\$2,710.60	\$0.00	\$3,697.00	\$4,196.93
Kelso	--	\$3,930.52	\$166.65	\$3,111.22	\$3,333.00
Robinson	--	\$3,705.20	\$388.73	\$1,794.61	\$2,666.40
Scarborough	--	\$0.00	\$3,165.73	\$38.76	\$888.80
Tinsley	--	\$3,332.00	\$0.00	\$34.72	\$0.00
Walnut Bend	--	\$3,879.00	\$610.87	\$818.10	\$2,698.14
Young	--	\$2,935.50	\$2,970.71	\$4,767.26	\$0.00
Elementary		\$31,974.52	\$13,774.47	\$16,475.92	\$20,177.43
Total	\$63,030.00	\$93,169.58	\$54,145.68	\$86,933.84	\$103,353.21

Sources: Battelle for Kids – Final Eligibility data file; HISD Research & Accountability Department – Final Payout data file; various years

--These schools did not participate in the Apollo program for specific school years.