

MEMORANDUM

November 11, 2016

TO: Gloria Cavazos
Chief of Human Resources

FROM: Carla Stevens
Assistant Superintendent, Research and Accountability

SUBJECT: **2015–2016 APOLLO 20 PAYOUT REPORT**

This report summarizes the incentives that were paid to the Apollo 20 Program fellows for the 2015–2016 school year. 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 and 2015–2016. Incentive programs were designed to support the efforts of the fellows, principals, School Support Officers, and Academic Program Managers of the Apollo campuses although only fellows received incentive awards in the 2015–2016 school year.

Key findings include:

- Attendance incentives totaled \$248,550.00 and were paid to 364 out of 424 fellows (86 percent).
- Student performance incentives totaled \$770,931.73 and were paid to 237 out of 288 fellows (82 percent).

Further distribution of this report is at your discretion. Should you have any further questions, please contact me at 713-556-6700.

 CJS

Attachment

cc: Samuel Sarabia
Grenita Lathan
Jeffrey McCanna
Audrey Gomez



RESEARCH

Educational Program Report

APOLLO 20 PAYOUT REPORT
2015-2016



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2015–2016 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 Apollo-like schools were added to the program. The same 28 schools that participated in 2013–2014 also participated in 2014–2015 and 2015–2016. Incentive programs were designed to support the efforts of the fellows, principals, Academic Program Managers, and School Support Officers of the Apollo campuses although in 2015–2016 incentive awards were only offered to fellows. The incentives in previous years for principals, Academic Program Managers, and School Support Officers were all based on campus-level performance indicators while 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.

Highlights

- In 2015–2016, 364 out of 424 fellows (86 percent) received an attendance incentive for a total attendance award payout of \$248,550.00. In 2014–2015, 350 out of 407 fellows (86 percent) received an attendance incentive for a total attendance award payout of \$238,650.00.
- In 2015–2016, 237 out of 288 fellows (82 percent) were eligible and paid for the student performance component of the incentive program. This percentage is slightly higher than in the 2014–2015 school year when 221 out of 277 fellows (80 percent) were eligible and paid for the student performance component of the incentive program.
- A total of \$770,931.73 in student performance incentives was awarded in 2015–2016, which is less than the \$978,672.08 awarded in 2014–2015.

Conclusion

For the 2015–2016 program year, the Apollo 20 Incentive Program awarded \$248,550.00 in attendance incentives and \$770,931.73 in student performance incentives for a grand total of \$1,019,481.73. While the percentage of fellows receiving the attendance incentive stayed the same as compared to the 2014–2015 school year, the total amount awarded increased by almost \$10,000. The number and percentage of fellows receiving the student performance incentive increased slightly, but the total amount awarded decreased by more than \$200,000. Some reasons for the decrease are that approximately 400 fewer students were linked to fellows in 2015–2016, and overall, they showed less growth than in 2014–2015.

Due to budget constraints, incentives were not paid to principals, School Support Officers, or Academic Program Managers for the 2015–2016 school year. In June 2016, the HISD Board also decided that the Apollo 20 program would conclude after the 2015–2016 school year.

Administrative Response

The administration will review the final cost and results of the Apollo Fellows Incentive Program 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 Apollo-like schools were added to the program, and these 28 schools remained in the program for the 2014–2015 and 2015–2016 school years. 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. In the 2015–2016 school year, incentive programs were only offered to fellows.

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 2015–2016 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/awards/about-2015-2016-apollo-program/2015-2016-appollo-program-resources>) and were approved by the Board in October 2015.

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) and the campus-administered diagnostic exam. The STAAR Math is the primary assessment. When two administrations of the STAAR 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.

Results

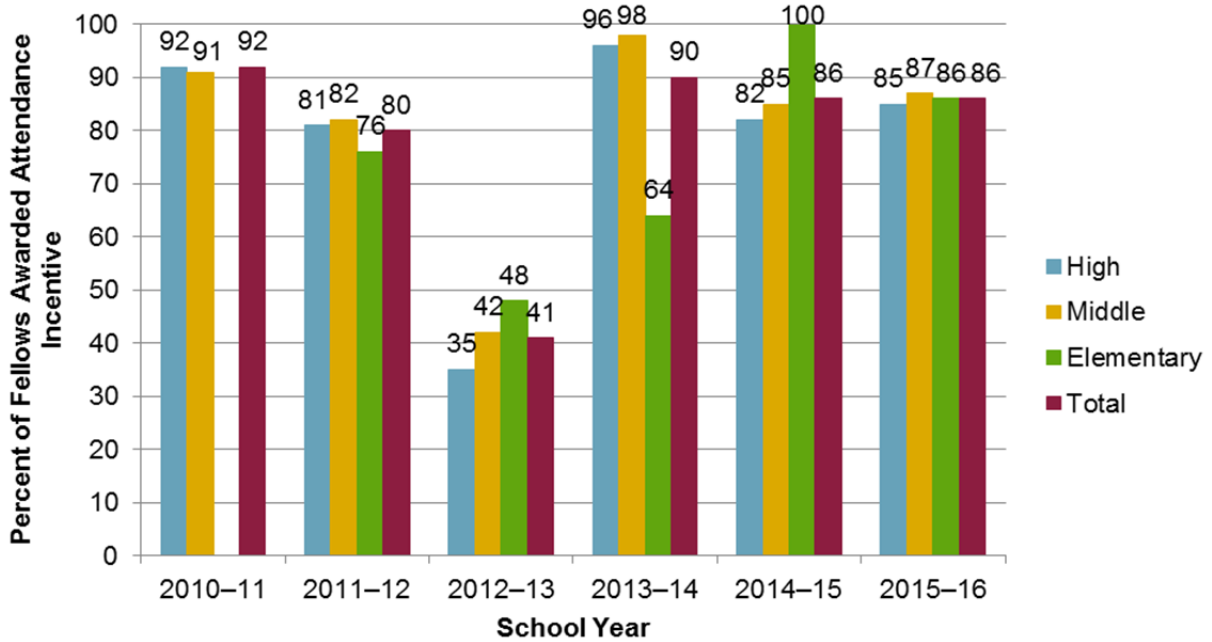
Apollo 20 Fellows Incentive Program

Table 1 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 through 2015–2016 to \$248,550.00. **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 and remained at 86 percent in 2015–2016. From 2014–2015 to 2015–2016, the percentage of middle school and high school fellows receiving an attendance incentive increased while the percentage of elementary fellows decreased. Attendance incentives by campus for the 2015–2016 program year are available in **Table 5** in **Appendix C-1**.

Table 1. Comparison of Apollo 20 Fellows' Attendance Incentives by School Level					
School Year	School Level	# Campuses	# Fellows Considered	# Fellows Awarded	Total Amount Awarded
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
2015–2016	High	9	208	177	\$123,450.00
	Middle	8	152	132	\$85,200.00
	Elementary	11	64	55	\$39,900.00
	Total	28	424	364	\$248,550.00

Source: HISD Budgeting & Financial Planning Department

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



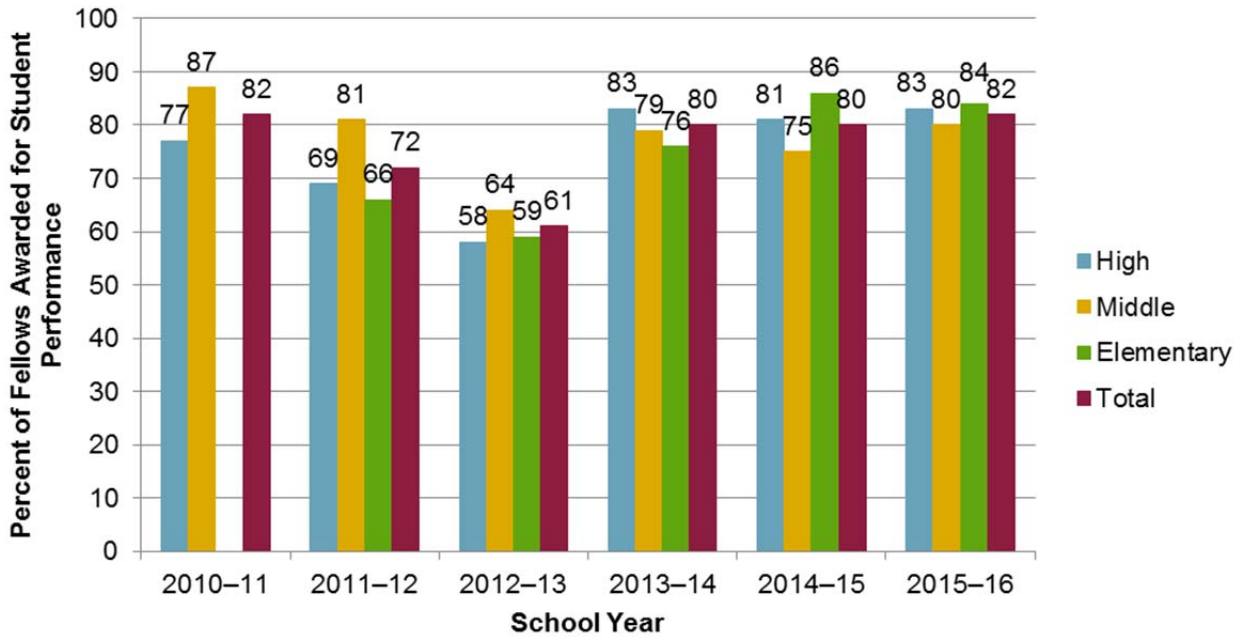
Source: HISD Budgeting & Financial Planning Department

Table 2 (page 6) shows the number of fellows awarded for their students’ performance and the total adjusted incentive amounts at each school level. In 2010–2011, 178 fellows from nine campuses were awarded a total of \$626,952.00. The total student performance incentive award amount peaked in 2013–2014 at \$1,021,426.82 and has since decreased to \$770,931.73 in 2015–2016. **Figure 2** (page 7) shows the percentage of fellows that received an award based on student performance. At the end of the 2015–2016 school year, 288 fellows had provided linkage information that tied them to the students they tutored during the year as of February 2016 and were considered for a student performance incentive award. Out of the 288 fellows considered for an incentive, 237 (82 percent) met all eligibility and payout requirements of the program. For campus level information by program year, see **Tables 6–11** in **Appendix C-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 Awarded
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
2015–2016	High	9	137	114	\$319,002.30
	Middle	8	107	86	\$316,817.83
	Elementary	11	44	37	\$135,111.60
	Total	28	288	237	\$770,931.73

Sources: Battelle for Kids – Final Eligibility data file, 2011–2016; HISD Research & Accountability Department – Final Payout data file, 2011–2016

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



Sources: Battelle for Kids – Final Eligibility data file, 2011–2016; HISD Research & Accountability Department – Final Payout data file, 2011–2016

Table 3 (page 8) shows the unadjusted award amounts by strand across six years. It shows that, had there not been award amount limits per campus, the student achievement award strand total would have increased for middle and elementary school fellows from 2014–2015 to 2015–2016.

Table 3. Comparison of Apollo 20 Fellows' Unadjusted Awards by Strand				
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
2015–2016	High	9	\$24,250.00	\$418,575.00
	Middle	8	\$18,600.00	\$408,150.00
	Elementary	11	\$11,250.00	\$143,475.00
	Total	28	\$54,100.00	\$970,200.00

Sources: Battelle for Kids – Final Eligibility data file, 2011–2016; HISD Research & Accountability Department – Final Payout data file, 2011–2016

Apollo 20 Principals Incentive Program

Due to budget constraints, no incentive program was offered to Apollo 20 principals for the 2015–2016 school year. Principal award amounts from 2010–2011 through 2014–2015 can be found in **Table 12** in **Appendix C-3**.

Apollo 20 School Support Officers and Academic Program Managers Incentive Program

Due to budget constraints, no incentive program was offered to Apollo 20 School Support Officers or Academic Program Managers for the 2015–2016 school year. Award amounts paid to School Support Officers and Academic Program Managers from 2011–2012 through 2014–2015 can be found in **Table 13** in **Appendix C-4**.

Total Award Amounts

For the 2015–2016 school year, a total of \$1,019,481.73 in attendance incentives and student performance incentives was awarded to fellows. **Table 4** shows the total amounts awarded from 2010–2011 through 2015–2016.

Table 4. Comparison of Total Apollo 20 Incentive Awards						
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
2015–2016	28	\$1,019,481.73	--	--	--	\$1,019,481.73

Sources: Battelle for Kids – Final Eligibility data file, 2011–2016; HISD Research & Accountability Department – Final Payout data file, 2011–2016

--Incentives were not awarded to School Support Officers or Academic Program Managers in 2010–2011 or to Principals, School Support Officers, or Academic Program Managers in 2015–2016.

Conclusion

For the 2015–2016 program year, the Apollo 20 Incentive Program awarded \$248,550.00 in attendance incentives and \$770,931.73 in student performance incentives for a grand total of \$1,019,481.73. While the percentage of fellows receiving the attendance incentive stayed the same as compared to the 2014–2015 school year, the total amount awarded increased by almost \$10,000. The number and percentage of fellows receiving the student performance incentive increased slightly, but the total amount awarded decreased by more than \$200,000. Some reasons for the decrease are that approximately 400 fewer students were linked to fellows in 2015–2016, and overall, they showed less growth than in 2014–2015.

Due to budget constraints, incentives were not paid to principals, School Support Officers, or Academic Program Managers for the 2015–2016 school year. In June 2016, the HISD Board also decided that the Apollo 20 program would conclude after the 2015–2016 school year.

Appendix A

Apollo 20 Fellows Incentive Program Model

There are two components to the 2015–2016 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 award amounts compiled. In the absence of two years of matching state data, awards will be calculated using diagnostic test scores from the beginning of the year (Fall 2015) and the end of the year (Spring 2016).

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) and the campus-administered diagnostic exam. The Math STAAR is the primary assessment. When two administrations of the STAAR 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 or diagnostic in 2015, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2016.

Middle Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of STAAR or diagnostic in 2015, \$300 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2016.

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 2015, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution for the same exam in 2016.

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 or diagnostic in 2015, \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2016.

Middle Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of STAAR or diagnostic in 2015, \$30 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2016.

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 2015, \$25 will be awarded for each percentile point increase on the HISD distribution for the same exam in 2016.

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 2015–2016 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 2015–2016 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 2015–2016 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 2015–2016 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, 2015 and ending with May 16, 2016) in order to receive the attendance incentive installment ascribed to that month. Incentive payment installments will be dispensed according to the HISD 2015–2016 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 2015–2016 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 14, 2015.
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 26, 2016.
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. An employee must verify student linkages through the ASPIRE portal at the time designated by the program. Employees who do not link students through the ASPIRE portal are not eligible to participate in the Student Performance Component of the incentive program.

5. 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-1

Apollo 20 Fellows Attendance Incentive Awards by Campus, 2015–2016

Table 5. Summary of Apollo 20 Fellows Attendance Incentives, 2015–2016							
School	# Fellows Allotted per Campus	# Fellows Receiving Attendance Incentives	Mean	Median	Minimum	Maximum	Total
Furr	10	22	\$940.91	\$1,050.00	\$150.00	\$1,500.00	\$20,700.00
Jones	10	9	\$650.00	\$600.00	\$150.00	\$1,350.00	\$5,850.00
Kashmere	12	12	\$612.50	\$600.00	\$300.00	\$900.00	\$7,350.00
Lee	13	32	\$567.19	\$600.00	\$150.00	\$1,200.00	\$18,150.00
North Forest	19	19	\$631.58	\$600.00	\$300.00	\$1,050.00	\$12,000.00
Sharpstown	17	28	\$653.57	\$675.00	\$150.00	\$1,200.00	\$18,300.00
Waltrip	21	30	\$970.00	\$1,050.00	\$150.00	\$1,350.00	\$29,100.00
Wheatley	20	9	\$466.67	\$300.00	\$150.00	\$1,200.00	\$4,200.00
Worthing	14	16	\$487.50	\$450.00	\$150.00	\$1,050.00	\$7,800.00
High	136	177	\$697.46	\$750.00	\$150.00	\$1,500.00	\$123,450.00
Attucks	7	9	\$633.33	\$450.00	\$150.00	\$1,350.00	\$5,700.00
Cullen	13	15	\$910.00	\$900.00	\$150.00	\$1,350.00	\$13,650.00
Deady	34	10	\$555.00	\$525.00	\$150.00	\$900.00	\$5,550.00
Dowling	15	22	\$702.27	\$750.00	\$150.00	\$1,200.00	\$15,450.00
Fondren	15	25	\$576.00	\$600.00	\$150.00	\$1,350.00	\$14,400.00
Forest Brook	19	23	\$469.57	\$450.00	\$150.00	\$1,050.00	\$10,800.00
Holland	32	13	\$669.23	\$600.00	\$150.00	\$1,200.00	\$8,700.00
Key	31	15	\$730.00	\$600.00	\$150.00	\$1,350.00	\$10,950.00
Middle	166	132	\$645.45	\$600.00	\$150.00	\$1,350.00	\$85,200.00
Blackshear	4	4	\$637.50	\$600.00	\$150.00	\$1,200.00	\$2,550.00
Davila	4	2	\$375.00	\$375.00	\$300.00	\$450.00	\$750.00
Frost	5	5	\$630.00	\$750.00	\$450.00	\$750.00	\$3,150.00
Highland Heights	3	5	\$360.00	\$300.00	\$150.00	\$600.00	\$1,800.00
Isaacs	6	2	\$1,050.00	\$1,050.00	\$750.00	\$1,350.00	\$2,100.00
Kelso	7	4	\$637.50	\$675.00	\$150.00	\$1,050.00	\$2,550.00
Robinson	5	6	\$675.00	\$450.00	\$150.00	\$1,350.00	\$4,050.00
Scarborough	4	6	\$625.00	\$525.00	\$150.00	\$1,350.00	\$3,750.00
Tinsley	9	9	\$1,216.67	\$1,200.00	\$1,050.00	\$1,500.00	\$10,950.00
Walnut Bend	7	8	\$637.50	\$600.00	\$150.00	\$1,050.00	\$5,100.00
Young	5	4	\$787.50	\$825.00	\$300.00	\$1,200.00	\$3,150.00
Elementary	59	55	\$725.45	\$600.00	\$150.00	\$1,500.00	\$39,900.00
TOTAL	361	364	\$682.83	\$600.00	\$150.00	\$1,500.00	\$248,550.00

Source: HISD Budgeting & Financial Planning Department

Appendix C-2

Apollo 20 Fellows Student Performance Incentive Awards by Campus, 2015–2016

Table 6. Summary of Apollo 20 Fellows Student Performance Adjusted Awards, 2015–2016							
School	# Fellows Considered	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total
Furr	14	13	\$2,692.31	\$2,199.28	\$1,445.24	\$5,639.59	\$35,000.00
Jones	6	4	\$7,981.82	\$7,801.14	\$6,775.00	\$9,550.00	\$31,927.27
Kashmere	9	8	\$4,937.50	\$5,087.50	\$1,825.00	\$7,675.00	\$39,500.00
Lee	25	22	\$2,068.18	\$1,911.98	\$699.76	\$4,952.18	\$45,500.00
North Forest	15	10	\$2,217.50	\$2,050.00	\$1,000.00	\$3,775.00	\$22,175.00
Sharpstown	29	25	\$2,380.00	\$2,188.27	\$764.16	\$4,168.13	\$59,500.02
Waltrip	25	25	\$2,940.00	\$2,720.58	\$774.15	\$6,547.10	\$73,500.01
Wheatley	6	2	\$3,537.50	\$3,537.50	\$3,150.00	\$3,925.00	\$7,075.00
Worthing	8	5	\$965.00	\$975.00	\$650.00	\$1,250.00	\$4,825.00
High	137	114	\$2,798.27	\$2,335.89	\$650.00	\$9,550.00	\$319,002.30
Attucks	10	6	\$4,083.33	\$3,425.29	\$1,490.39	\$7,112.06	\$24,499.99
Cullen	8	7	\$4,194.84	\$3,853.13	\$3,390.00	\$5,850.00	\$29,363.87
Deady	11	9	\$3,976.01	\$4,005.00	\$2,670.00	\$5,314.29	\$35,784.07
Dowling	20	17	\$3,088.24	\$3,056.91	\$1,577.76	\$6,488.54	\$52,500.00
Fondren	14	13	\$4,038.46	\$3,546.91	\$2,223.64	\$5,961.54	\$52,500.01
Forest Brook	19	13	\$3,055.38	\$3,510.00	\$360.00	\$5,820.00	\$39,720.00
Holland	13	10	\$3,342.00	\$3,450.00	\$2,130.00	\$5,430.00	\$33,420.00
Key	12	11	\$4,457.26	\$4,740.00	\$3,025.00	\$6,525.00	\$49,029.89
Middle	107	86	\$3,683.93	\$3,528.46	\$360.00	\$7,112.06	\$316,817.83
Blackshear	2	2	\$4,550.00	\$4,550.00	\$2,250.00	\$6,850.00	\$9,100.00
Davila	2	1	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00
Frost	4	3	\$5,833.33	\$5,510.46	\$4,800.12	\$7,189.42	\$17,500.00
Highland Heights	4	1	\$1,804.69	\$1,804.69	\$1,804.69	\$1,804.69	\$1,804.69
Isaacs	2	2	\$3,614.00	\$3,614.00	\$2,928.00	\$4,300.00	\$7,228.00
Kelso	3	3	\$3,117.80	\$2,887.50	\$1,840.91	\$4,625.00	\$9,353.41
Robinson	5	4	\$2,325.00	\$2,425.00	\$700.00	\$3,750.00	\$9,300.00
Scarborough	4	3	\$4,666.67	\$4,756.28	\$1,447.56	\$7,796.16	\$14,000.00
Tinsley	9	9	\$3,500.00	\$2,842.11	\$572.37	\$7,125.00	\$31,500.02
Walnut Bend	5	5	\$4,900.00	\$4,684.47	\$3,694.79	\$6,883.75	\$24,499.99
Young	4	4	\$2,493.87	\$1,487.75	\$1,175.00	\$5,825.00	\$9,975.49
Elementary	44	37	\$3,651.66	\$3,694.79	\$572.37	\$7,796.16	\$135,111.60
TOTAL	288	237	\$3,252.88	\$3,150.00	\$360.00	\$9,550.00	\$770,931.73

Sources: Battelle for Kids – Final Eligibility data file, 2016; HISD Research & Accountability Department – Final Payout data file, 2016

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

Appendix C-2 (continued)

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

Table 7. 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, 2015; HISD Research & Accountability Department – Final Payout data file, 2015

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

Appendix C-2 (continued)

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

Table 8. 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, 2014; HISD Research & Accountability Department – Final Payout data file, 2014
 Note: These amounts have been adjusted based on the number of students tutored and campus budgets.

Appendix C-2 (continued)

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

Table 9. 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, 2013; HISD Research & Accountability Department – Final Payout data file, 2013

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

Appendix C-2 (continued)

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

Table 10. 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, 2012; HISD Research & Accountability Department – Final Payout data file, 2012

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

Appendix C-2 (continued)

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

Table 11. 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, 2011; HISD Research & Accountability Department – Final Payout data file, 2011

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

Appendix C-3

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

Table 12. 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, 2011–2015; HISD Research & Accountability Department – Final Payout data file, 2011–2015

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

Appendix C-4

Apollo 20 School Support Officer and Academic Program Manager Incentive Awards by Strand, 2011–2012 to 2014–2015

Table 13. Summary of Apollo 20 School Support Officer (SSO) and Academic Program Manager (APM) Awards					
		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, 2011–2015; HISD Research & Accountability Department – Final Payout data file, 2011–2015