

## MEMORANDUM

December 20, 2013

TO: Board Members

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

CONTACT: Carla Stevens, 713-556-6700

SUBJECT: **2011-2012 ASPIRE Award Inquiry Report and 2011-2012 ASPIRE Award Payout Report**

In January 2007, HISD inaugurated the Teacher Performance Pay Model, 2005-2006, becoming the first school district in the nation to implement a performance pay system of this magnitude based on individual teacher effectiveness. Improvements and enhancements of that model became the "Recognize" component of the district's comprehensive education-improvement model, "Accelerating Student Progress. Increasing Results and Expectations" (ASPIRE).

The 2011-2012 ASPIRE Award program, designed to award teachers and staff for students' progress and performance in the 2011-2012 school year, was paid out on January 23, 2013. Awards were calculated and award notices were posted live on the ASPIRE portal on November 19, 2012, at which time the formal inquiry process opened. All current staff were able to submit an inquiry via the ASPIRE portal from November 19 through December 10, 2012. Individuals who were no longer employed were mailed their award notice, eligibility documentation, an inquiry form, and directions for submitting inquiries, and were directed to submit any necessary inquiries via mail or fax with the inquiry form provided or via a secure online site.

Attached is the 2011-2012 ASPIRE Award Payout Report and the 2011-2012 ASPIRE Award Inquiry Report.

Some of the highlights are as follows:

### **Award Payout:**

- For the 2011–2012 ASPIRE Award year, a total of 17,522 campus-based employees were considered. Of those, 12,343 (70.4%) met eligibility requirements. This is as compared to the 2010-2011 ASPIRE Award year, where a total of 21,528 campus-based employees were considered, and 13,737 (63.8%) met eligibility requirements.
- The 2011–2012 ASPIRE Award was paid out on January 23, 2013. The final total payout was \$17,669,259.42 for 4,823 core teachers, 846 noncore teachers, 1,123 campus-based support staff, 243 assistant principals/deans, and 182 principals, reflecting 41.2 percent of considered staff receiving an award, compared to 57.9 percent for 2010-2011.
- In 2011-2012, among core foundation teachers who received some award, amounts ranged from \$250 to \$9,000, with an average award of \$3,055.48. Although the minimum paid amount was higher than in prior years, the average award was approximately \$700 less in 2011-2012 than in 2010-2011 for core foundation teachers.
- The total amount awarded for the 2011-2012 ASPIRE Award was \$17,669,259.42 – a decrease of approximately \$17.7 million from the prior year due to changes in the award model criteria.

## **Inquiry Results**

- A total of 17,522 employees were considered for the 2011-2012 ASPIRE Award, of which 515 (2.9%) submitted inquiries. Of these, 69% (353) were resolved with no changes.
- In comparison, a total of 21,528 employees were considered for the 2010-2011 ASPIRE Award, of which 856 (4%) submitted inquiries. Of these, 61% (521) were resolved with no changes.
- 2011-2012 inquiries were placed into one of six types of issues: Charter Issues (1%), Communication Issues (26%), Value-Added Issues (8%), Verification/Confirmation Issues (15%), Human Resources (HR) Issues (46%), and Not Applicable Issues (3%). HR Issues comprised 46% of all submitted inquiries.

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

### **Administrative Response:**

The program is meeting the goals that were identified by the working group to reward teachers who are performing at the highest levels. In addition, administration is working with outside consultants and internal cross-functional teams to make recommendations for future changes for the 2014-2015 school year.

  
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### Attachment

cc: Superintendent's Direct Reports  
Chief School Officers  
School Support Officers  
Principals



# RESEARCH

Educational Program Report

## 2011–2012 ASPIRE AWARD PAYOUT REPORT

DEPARTMENT OF RESEARCH AND ACCOUNTABILITY  
HOUSTON INDEPENDENT SCHOOL DISTRICT



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# 2011-2012 ASPIRE Award Payout Report

## Executive Summary

### Program Description

In January 2007, HISD inaugurated the Teacher Performance Pay Model, 2005-2006, becoming the first school district in the nation to implement a performance pay system of this magnitude based on individual teacher effectiveness. Improvements and enhancements of that model became the “Recognize” component of the district’s comprehensive education-improvement model, “Accelerating Student Progress. Increasing Results and Expectations” (ASPIRE). This report focuses on the 2011-2012 ASPIRE Award, which was paid out on January 23, 2013.

### Highlights

- For the 2011-2012 ASPIRE Award year, a total of 17,522 campus-based employees were considered. Of those, 12,343 (70.4%) met eligibility requirements. This is as compared to the 2010-2011 ASPIRE Award year, where a total of 21,528 campus-based employees were considered, and 13,737 (63.8%) met eligibility requirements.
- For the 2011-2012 ASPIRE Award year, 7,217 (41.2%) of the 17,522 considered employees were paid.
- In 2011-2012, among core foundation teachers who received some award, amounts ranged from \$250 to \$9,000, with an average award of \$3,055.48. Although the minimum paid amount was higher than in prior years, the average award was approximately \$700 less in 2011-2012 than in 2010-2011 for core foundation teachers.
- The total amount awarded for the 2011-2012 ASPIRE Award was \$17,669,259.42 – a decrease of approximately \$17.7 million from the prior year.

### Conclusions

1. This report informs a part of several other reports released through the HISD Research and Accountability department regarding the ASPIRE Award Teacher Performance Pay.
2. This report in part informs senior staff and the Award Program Advisory Committee in the development of future ASPIRE Award models.

## Introduction

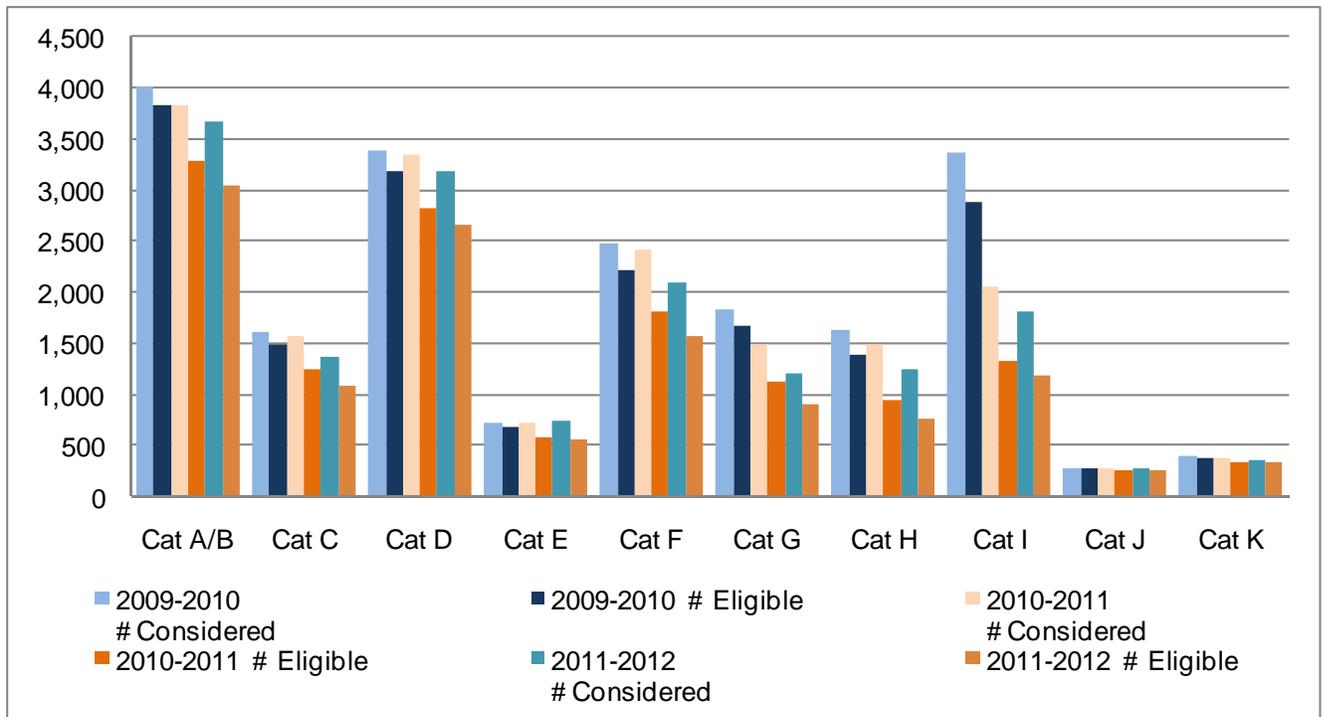
In January 2007, the Houston Independent School District (HISD) inaugurated the Teacher Performance-pay Model, 2005-2006, becoming the first school district in the nation to implement a performance-pay system of this magnitude based on individual teacher effectiveness. The experience gained in the first year and consultations with national experts and teachers provided the impetus for recommending the improvement and enhancement of the model, which became the “Recognize” component of the district’s comprehensive education-improvement model, “Accelerating Student Progress. Increasing Results and Expectations” (ASPIRE). The ASPIRE Award has been paid out each January for the prior school year since January of 2008. The most recent ASPIRE Award, for the 2011-2012 school year, was paid out on January 23, 2013. The 2011-2012 ASPIRE Award was organized into three strands (see **Appendix A**).

Teachers were given the opportunity to opt out of the ASPIRE Award program, and every HISD teacher meeting ASPIRE Award eligibility requirements had the opportunity to participate in the first and third strands of the performance award. Teachers of reading, English language arts, mathematics, science, and social studies (the five core foundation subjects) were additionally eligible for Strand II.

For the purposes of the 2011-2012 ASPIRE Award, employees were considered in one of 10 categories (see **Appendix B**).

## Results

For the 2011-2012 ASPIRE Award year, a total of 17,522 campus-based employees were considered. Of those, 12,343 (70.4%) met eligibility requirements. This is as compared to the 2010-2011 ASPIRE Award year, where a total of 21,528 campus-based employees were considered, and 13,737 (63.8%) met eligibility requirements. For this award year (2011-2012), the district continued the implementation of several eligibility requirements, which had the effect of lowering the total number of staff eligible to be awarded. The attendance eligibility criteria required that an employee be absent no more than 10 instructional school days during the 2011-2012 school year in order to be considered as eligible for the ASPIRE Award. In addition to requiring that employees be assigned to a campus, employees were required to have a campus ID as their department ID in order to be considered as eligible. Employees who were on a Growth Plan, Prescriptive Plan of Assistance (PPA), or Intervention Plan at any time during the 2011-2012 school year and whose performance goals were not met were not considered as eligible for the 2011-2012 ASPIRE Award. The continuation of these eligibility requirements account for the marked decrease in both the number of employees considered for awards and the number of eligible employees for the 2011-2012 and 2010-2011 award years as compared to prior award years (see **Figure 1**).



**Figure 1. 2009-2010 to 2011-2012 Comparison - Number Considered and Number Eligible**

Maximum award amounts were lowered for all categorizations for the 2011-2012 ASPIRE Award year. With this lowered maximum award amount, the average award earned decreased in 2011-2012 as compared to 2010-2011 in all award categorizations. In 2011-2012, among core foundation teachers who received some award, amounts ranged from \$500 to \$9,000 with an average award of \$3,055.48 (see **Table 1**). In 2010-2011, among core foundation teachers who received some award, amounts ranged from \$100 to \$10,300 with an average award of \$3,753.89 (see **Table 2**). In 2011-2012, among principals who received some award, amounts ranged from \$825 to \$13,500, with an average award of \$4,441.00, as compared to 2010-2011 where award amounts ranged from \$240 to \$15,530 with an average award of \$6,555.09.

**Table 1. Eligibility by Categorization, 2011-2012 ASPIRE Award**

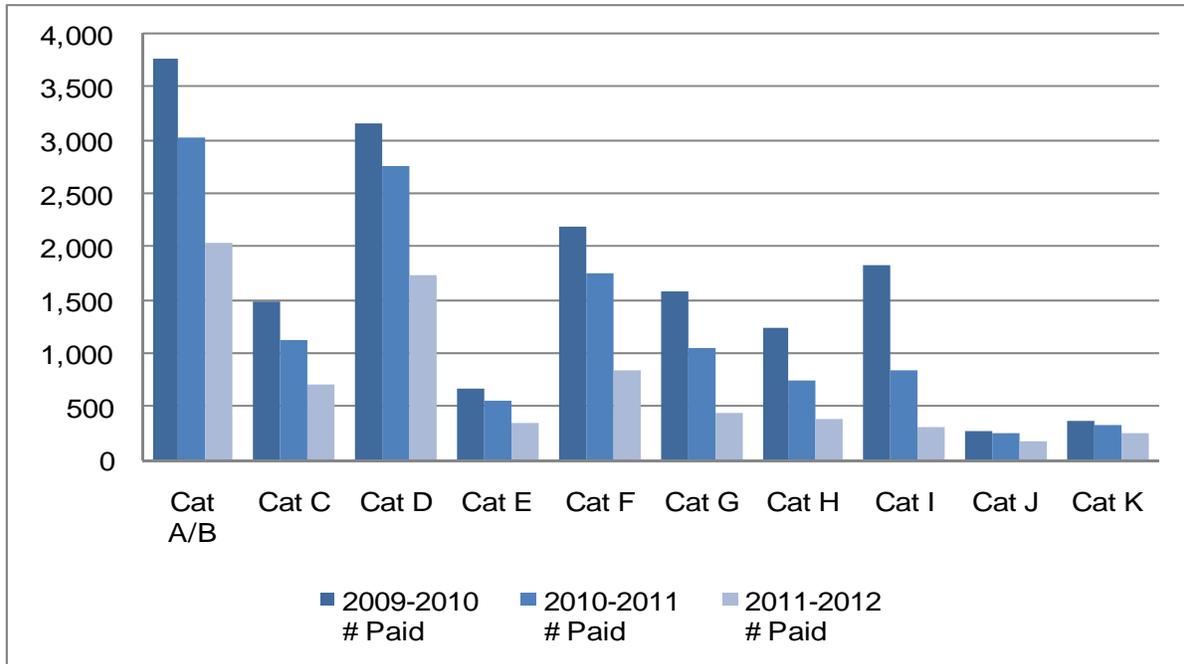
	Considered	Eligible	Not Eligible	Eligible Employees		Of Paid Employees		
				# Paid	# Not Paid	Minimum	Maximum	Mean
Category A/B	3,670	3,033	637	2,036	997	\$250.00	\$9,000.00	\$3,629.22
Category C	1,358	1,082	276	710	372	\$500.00	\$9,000.00	\$3,719.51
Category D	3,172	2,648	524	1,738	910	\$500.00	\$5,500.00	\$2,210.01
Category E	731	554	177	339	215	\$500.00	\$5,500.00	\$2,553.47
Category F	2,098	1,577	521	846	731	\$200.00	\$2,000.00	\$1,043.82
Category G	1,198	910	288	435	475	\$147.00	\$1,350.00	\$690.65
Category H	1,244	769	475	378	391	\$100.00	\$1,150.00	\$607.47
Category I	1,814	1,183	631	310	873	\$200.00	\$490.79	\$500.00
Category J	267	259	8	182	77	\$825.00	\$13,500.00	\$4,441.00
Category K	355	328	27	243	85	\$412.50	\$6,750.00	\$2,301.06
Ineligible Category	1,615	0	1,615	N/A	0	N/A	N/A	N/A
<b>Total</b>		<b>12,343</b>	<b>5,179</b>	<b>7,217</b>	<b>5,126</b>			
<b>Core Teachers" (Categories A-E)</b>								
	8,931	7,317	1,614	4,823	2,494	\$250.00	\$9,000.00	\$3,055.48
<b>"Teachers" (Categories A-F)</b>								
	11,029	8,894	2,135	5,669	3,225	\$200.00	\$9,000.00	\$2,755.27

**Table 2. Eligibility by Categorization, 2010-2011 ASPIRE Award**

	Considered	Eligible	Not Eligible	Eligible Employees		Of Paid Employees		
				# Paid	# Not Paid	Minimum	Maximum	Mean
Category A/B	3,825	3,292	533	3,019	273	\$100.00	\$10,300.00	\$4,402.93
Category C	1,574	1,247	327	1,123	124	\$200.00	\$10,100.00	\$4,557.09
Category D	3,335	2,818	517	2,767	51	\$100.00	\$6,600.00	\$2,846.13
Category E	728	573	155	559	14	\$100.00	\$6,600.00	\$2,733.06
Category F	2,415	1,809	606	1,759	50	\$100.00	\$3,100.00	\$1,536.75
Category G	1,489	1,129	360	1,056	73	\$25.00*	\$1,700.00	\$822.43
Category H	1,486	951	535	752	199	\$50.00	\$1,100.00	\$581.38
Category I	2,055	1,325	730	836	489	\$183.75	\$750.00	\$556.31
Category J	274	258	16	254	4	\$240.00	\$15,530.00	\$6,555.09
Category K	381	335	46	333	2	\$100.00	\$7,765.00	\$3,571.04
Ineligible Category	3,966	0	3,966	N/A	N/A	N/A	N/A	N/A
<b>Total</b>		<b>13,737</b>	<b>7,791</b>	<b>12,458</b>	<b>1,279</b>			
<b>Core Teachers" (Categories A-E)</b>								
	9,462	7,930	1,532	7,468	462	\$100.00	\$10,300.00	\$3,753.89
<b>"Teachers" (Categories A-F)</b>								
	11,877	9,739	2,138	9,227	512	\$100.00	\$10,300.00	\$3,331.22

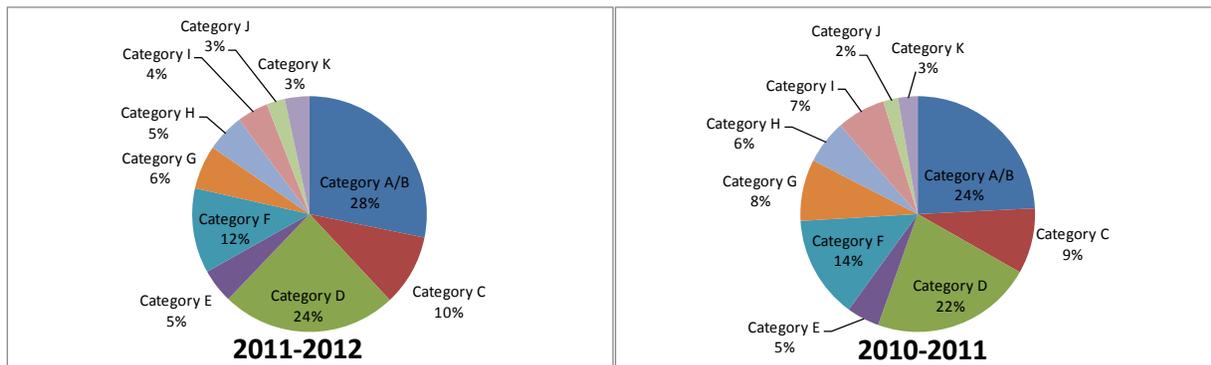
\*Only one employee was paid a total award of \$25. This employee was a 0.50 FTE librarian who was awarded Strand IIIB funds only. Strand IIIB for this campus was \$50 for Instructional Support Staff, as this campus was rated "AEA: Academically Acceptable."

**Figure 2** displays the number of employees paid by each award categorization across time from the 2009-2010 award year through the 2011-2012 award year. For 2009-2010, 16,544 (67.5%) of the 24,497 considered employees were paid. For 2010-2011, 12,458 (57.9%) of the 21,528 considered employees were paid. For 2011-2012, 7,217 (41.2%) of the 17,522 considered employees were paid.



**Figure 2. 2009-2010 to 2011-2012 Comparison - Number Paid**

In 2010-2011, a total of \$35,362,083.25 was paid in ASPIRE Awards, as compared to a total of \$17,669,259.42 for 2011-2012. There was a decrease in total awards of approximately \$17.7 million from 2010-2011 to 2011-2012 due to budget cuts and decreased grant funding. Although there was a decrease in the total amount awarded, the distribution of the total award across the different categories remained the same (see **Figure 3**).



**Figure 3. Total for All Paid Employees by Category**

All strands of the award showed a marked decrease in amount awarded. Amounts by strand are displayed in **Table 3** for the 2010-2011 and 2011-2012 ASPIRE Awards, along with the difference in total award amounts per strand.

	2010-2011 Total	2011-2012 Total	10-11 to 11-12 Difference
Strand I Total	\$8,561,767.50	\$3,027,709.75	-\$5,534,057.75
Strand II Total	\$18,485,521.11	\$12,165,894.17	-\$6,319,626.94
Strand III Total	\$8,314,794.64	\$2,475,655.50	-\$5,839,139.14
Total Award	\$35,362,083.25	\$17,669,259.42	-\$17,692,823.83

Core teachers were paid a total of \$14,736,566.67 in awards in 2011-2012, comprised of Strand I awards (\$1,910,100.00), Strand II awards (\$11,135,716.67), and Strand III awards (\$1,690,750.00) , as listed in **Table 4**.

Paid Categories	Number	Strand I	Strand II	Strand III	Total
Category A/B	2036	\$788,500.00	\$5,958,341.67	\$642,250.00	\$7,389,091.67
Category C	710	\$314,600.00	\$2,014,250.00	\$312,000.00	\$2,640,850.00
Category D	1738	\$648,000.00	\$2,583,000.00	\$610,000.00	\$3,841,000.00
Category E	339	\$159,000.00	\$580,125.00	\$126,500.00	\$865,625.00
Category F	846	\$463,880.00	\$0.00	\$419,190.00	\$883,070.00
Category G	435	\$167,925.00	\$0.00	\$132,507.00	\$300,432.00
Category H	378	\$155,625.00	\$0.00	\$74,000.00	\$229,625.00
Category I	310	\$152,145.00	\$0.00	\$0.00	\$152,145.00
Category J	182	\$104,525.00	\$603,500.00	\$100,237.50	\$808,262.50
Category K	243	\$73,509.75	\$426,677.50	\$58,971.00	\$559,158.25
<b>Total</b>	<b>7217</b>	<b>\$3,027,709.75</b>	<b>\$12,165,894.17</b>	<b>\$2,475,655.50</b>	<b>\$17,669,259.42</b>
<b>"Core Teachers" (Categories A-E)</b>					
	4823	\$1,910,100.00	\$11,135,716.67	\$1,690,750.00	\$14,736,566.67
<b>"Teachers" (Categories A-F)</b>					
	5669	\$2,373,980.00	\$11,135,716.67	\$2,109,940.00	\$15,619,636.67

As a comparison, in 2010-2011, core teachers were paid a total of \$28,034,028.62, comprised of Strand I awards (\$5,281,410.00), Strand II awards (\$16,720,021.11), and Strand III awards (\$6,032,597.52), as described in **Table 5**.

<b>Paid Category</b>	<b>Number</b>	<b>Strand I</b>	<b>Strand II</b>	<b>Strand III</b>	<b>Total</b>
Category A/B	3019	\$2,251,275.00	\$8,694,233.33	\$2,567,892.02	\$13,513,400.35
Category C	1123	\$920,085.00	\$3,391,873.34	\$805,656.50	\$5,117,614.84
Category D	2767	\$1,744,425.00	\$3,874,132.50	\$2,256,674.00	\$7,875,231.50
Category E	559	\$365,625.00	\$759,781.94	\$402,375.00	\$1,527,781.94
Category F	1759	\$1,333,503.75	\$0.00	\$1,369,640.37	\$2,703,144.12
Category G	1056	\$509,562.50	\$0.00	\$358,926.05	\$868,488.55
Category H	752	\$399,250.00	\$0.00	\$37,950.00	\$437,200.00
Category I	836	\$465,071.25	\$0.00	\$0.00	\$465,071.25
Category J	254	\$318,000.00	\$1,022,125.00	\$324,868.06	\$1,664,993.05
Category K	333	\$254,970.00	\$743,375.00	\$190,812.65	\$1,189,157.65
<b>Total</b>	<b>12458</b>	<b>\$8,561,767.50</b>	<b>\$18,485,521.11</b>	<b>\$8,314,794.65</b>	<b>\$35,362,083.25</b>
<b>"Core Teachers" (Categories A-E)</b>					
	7468	\$5,281,410.00	\$16,720,021.11	\$6,032,597.52	\$28,034,028.63
<b>"Teachers" (Categories A-F)</b>					
	9227	\$6,614,913.75	\$16,720,021.11	\$7,402,237.89	\$30,737,172.75

## Conclusions

The district has successfully awarded teachers through a performance pay program for the last seven consecutive years. Beginning in 2005-2006, the Teacher Performance Pay Model (TPPM) was awarded. The experience gained in the first year and consultations with national experts and teachers provided the impetus for recommending the improvement and enhancement of the model, which became the "Recognize" component of the district's comprehensive education-improvement model, "Accelerating Student Progress: Increasing Results and Expectations" (ASPIRE). While teacher performance awards have been paid for seven consecutive years, the ASPIRE Award has been paid out for the past six years. The original TPPM model and the calculations used to determine awards bear little resemblance to the model and calculations used in the ASPIRE Award; therefore, this award payout report discusses the ASPIRE Award only. For the 2006-2007 award year, a total of \$24,653,724.71 was paid; for the 2007-2008 award year, a total of \$31,581,703.46 was paid; for the 2008-2009 award year, a total of \$40,564,693.83 was paid; for the 2009-2010 award year, a total of \$42,467,370.00 was paid; for the 2010-2011 award year, a total of \$35,362,083.25 was paid; and for the 2011-2012 award year, a total of \$17,669,259.42 was paid.

This report informs a part of several other reports released through the HISD Research and Accountability department regarding the ASPIRE Award and Teacher Performance Pay. The "ASPIRE Award Inquiry Report: 2011-2012" provides a detailed description of the inquiries that were submitted for the 2011-2012 award year. Inquiries received and answered in 2011-2012 are compared to inquiries from 2010-2011 in this report. Improvements made to the originating data and the inquiry process are described. The "2006-2007 ASPIRE Award Program Evaluation," the "2007-2008 ASPIRE Award Program Evaluation," the "2008-2009 ASPIRE Award Program Evaluation," and the "2009-2010 ASPIRE Award Program Evaluation" assess the effectiveness of the 2005-2006, 2006-2007, 2007-2008, 2008-2009, and 2009-2010 ASPIRE Award programs in relation to the stated goals and the impact on the participants after two years and three years, respectively, of implementing a performance-pay program. The "2010-2011 ASPIRE Award Program Evaluation," due to be released in the summer of 2013, assesses the effectiveness of the award program through the sixth year of implementing a performance-pay program.

The 2011-2012 ASPIRE Award model retained most of the categorizations used for the 2010-2011 award year. Award amounts decreased, and significant methodological changes occurred. For all levels of campuses, Strand I awards were paid to staff at campuses in the top 20%, rather than to staff at campuses in the top 50% as in prior years. Strand III awards underwent changes, where staff at elementary and middle school campuses were awarded when the campus had 85% of students at or above the 50<sup>th</sup> NPR on the Stanford or Aprenda, or showed growth in the top 20% toward this standard. For high schools, campus level Advanced Placement (AP), International Baccalaureate (IB), and Dual Credit participation and achievement were again used to determine a portion of Strand III awards. In addition, the high school four-year longitudinal dropout rate was used to calculate the remaining Strand III awards.

Strand II awards underwent significant changes for the 2011-2012 award year. Teachers of grades 3-8 with value-added analyses were awarded for gain scores of 1.0 or higher, rather than being rank-ordered with other similar teachers. Teachers of grades 9-12 at campuses ranked in the top 30% among all high schools were awarded, rather than those at campuses ranked in the top 50%, as in prior years. Early childhood teachers of grades PK-2 were awarded based on campus-level second grade comparative growth analyses, with teachers at campuses ranked in the top 20% receiving an award. Special education teachers at campuses ranked in the top 25% were awarded, rather than the top 50% of campuses.

As in the 2010-2011 award year, for the 2011-2012 award year core foundation regular education teachers of grades 3-8 and administrators eligible for awards in Strand II were not awarded in any strand if all of the value-added (EVAAS) scores used to calculate their Strand II awards were -2.0 or less. This ensured that teachers and administrators who were not positively impacting student growth in core foundation subjects were also not awarded in the campus-level strands. Eligibility changes implemented in the 2010-2011 award year were continued into the 2011-2012 award year, and included the attendance requirement (a maximum of 10 days of absence in order to be eligible), the department code requirement (only staff whose department ID was a campus ID were eligible), and the PPA/Growth Plan requirement (employees who were on a PPA/Growth Plan, or Intervention Plan were not eligible for the award).

The 2012-2013 ASPIRE Award model is again significantly different from the 2011-2012 award model. While the majority of the eligibility criteria is the same, there is the final summative rating criteria, where employees who receive a rating of "Ineffective" or "Needs Improvement" are not eligible for the award. In addition, different award categorizations, or "groups," to identify the types of employees and awards for which they qualify. The award model itself has undergone considerable changes, most notably to what was formerly referred to as Strand II awards. For the 2012-2013 award year, teachers will be awarded based on their cumulative composite teacher gain index, rather than awarded for each subject s/he teaches. The processes of identifying appropriate employee award groupings, student linkages, and campus assignment began from the data perspective in February of 2013, and at the campus level in May of 2013. It is scheduled to be paid out in January of 2014.

## APPENDIX A

### ASPIRE AWARD STRANDS

The 2011-2012 ASPIRE Award was organized into three strands.

Strand I – Campus Progress Award: paid to all eligible campus-based staff at campuses with EVAAS value-added campus composite scores (cumulative gain index) ranked in the top 20%. Campuses were compared to other campuses of the same level (i.e., elementary campuses were compared to other elementary campuses).

Strand II – Teacher Progress Award: rewarded individual teachers who taught core subjects (reading, math, science, social studies, and language arts) on the basis of student progress when compared with teachers in similar instructional settings. EVAAS calculates value-added subject scores for reading, math, and language arts for grades 3 through 8, and science and social studies for grades 4 through 8.

- Core teachers of grades 3-8 (Strand II A/B): Teachers with a value-added cumulative gain index of 1.0 or greater were awarded for each subject.
- High school teachers (Strand IIC): Department-level value-added grade and subject scores were ranked comparing grade levels and subjects. Teachers in departments ranked in the top 30% were awarded.
- Early-childhood through second-grade teachers (Strand IID): Campus-level second grade reading and math comparative growth scores were ranked in quartiles comparing elementary campuses.
- Special Education teachers (Strand IIE): Those without value-added data were awarded on the basis of campus-level gain scores for core subjects with elementary-, middle-, and high-school campuses compared to other same-level campuses, respectively, for each subject.
- Special Education teachers with value-added data were awarded on the basis of their own value-added analysis.

Strand III – Campus Improvement and Achievement Awards: separated into three parts.

- Elementary and Middle School Award: rewarded all instructional and instructional support staff at campuses where at least 85 percent of students were at or above the 50<sup>th</sup> NPR for Stanford or Aprenda Reading and Math. Staff at campuses that did not meet this award standard could still qualify for Strand III awards if their campus ranked in the top 20% of the progress distribution of percentage of students who reached the readiness standard.
- Part A High School Campus College Credit Participation and Performance Award: rewarded all instructional and instructional support staff at campuses where 40% or more of students scoring a 3 (AP) or 4 (IB) or higher, or where improvement in the percentage of students was ranked in the top 20%. This award was calculated using an unduplicated count from PEIMS of students in grades 10-12.
- Part B High School Four-Year Longitudinal Dropout Rate: rewarded all instructional and instructional support staff at campuses that met the target of 3% or less, or where a decrease in the dropout rate was in the top 20%.



# 2011–2012 ASPIRE Awards

## School Leader Performance Pay Model



### STRAND I

#### Campus Progress Award

<b>INDICATOR</b>	Composite Cumulative Gain Index	
	Top quintile	
	<table border="1"> <tr> <td>Principals <b>\$1,850</b></td> </tr> <tr> <td>Assistant Principals/Deans of Instruction <b>\$925</b></td> </tr> </table>	Principals <b>\$1,850</b>
Principals <b>\$1,850</b>		
Assistant Principals/Deans of Instruction <b>\$925</b>		

### STRAND II

#### Classroom Progress Award

<b>METRIC</b>	Department Cumulative Gain Index <i>Generated by EVAAS® based on student progress across all grades within a subject.</i>				
	Math	Reading	Science	Social Studies	Language Arts <small>*Not used at high school</small>
	Top 15% within school level; each subject rank-ordered and awarded separately		Second 15% within school level; each subject rank-ordered and awarded separately		
<b>AWARD</b>	Principals <b>\$10,000</b>				
	Assistant Principals/Deans of Instruction <b>\$5,000</b>		Assistant Principals/Deans of Instruction <b>\$2,500</b>		

### STRAND III

#### Campus Achievement Awards

<b>INDICATOR</b>	Elementary and Middle School <b>OR</b> High School				<b>Maximum ASPIRE Award</b>
	Stanford/Aprena Math <small>(Percent of all students at/above 50th national percentile rank, across all grades)</small>	Stanford/Aprena Reading <small>(Percent of all students at/above 50th national percentile rank, across all grades)</small>	AP/IB Participation and Performance <small>(Students scoring 3+/4+ divided by grades 10–12 PEIMS enrollment — unduplicated count)</small>	Four-Year Longitudinal Dropout Rate	
	Meets threshold of 85% or top quintile growth		Meets threshold of 40% or top quintile growth	Meets target of <= 3% or top quintile growth	
<b>AWARD</b>	Math Principals <b>\$825</b>	Reading Principals <b>\$825</b>	AP/IB Principals <b>\$825</b>	Dropout Rate Principals <b>\$825</b>	Principals <b>MAXIMUM AWARD \$13,500</b>
	Math Assistant Principals/Deans of Instruction <b>\$412.50</b>	Reading Assistant Principals/Deans of Instruction <b>\$412.50</b>	AP/IB Assistant Principals/Deans of Instruction <b>\$412.50</b>	Dropout Rate Assistant Principals/Deans of Instruction <b>\$412.50</b>	
	Assistant Principals/Deans of Instruction <b>MAXIMUM AWARD \$6,750</b>				

## APPENDIX B

### ASPIRE AWARD CATEGORIZATIONS

For the purposes of the 2011-2012 ASPIRE Award, employees were considered in one of 10 categories:

- Category A/B: Core Foundation Teachers, grades 3-8.
- Category C: Core Foundation Teachers, grades 9-12.
- Category D: Core Foundation Teachers, grades PK-2.
- Category E: Special Education Core Foundation Teachers, grades 3-12.
- Category F: Elective/Ancillary Teachers.
- Category G: Instructional Support Staff.
- Category H: Teaching Assistants.
- Category I: Operational Support Staff.
- Category J: Principals.
- Category K: Assistant Principals.