

MEMORANDUM

December 20, 2013

TO: Board Members

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

SUBJECT: **2011–2012 Apollo 20 Payout Report**

CONTACT: Carla Stevens (713) 556-6700

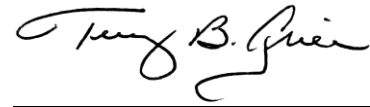
The Apollo 20 Program is a “turnaround” initiative with an emphasis on improving student performance in math. The key strategies of the turnaround initiative included having effective principals and effective teachers on the campus, more instructional time, using data to drive instruction, creating a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

- In 2011-2012, 229 out of 285 fellows (80%) received an attendance incentive for a total attendance award payout of \$163,650.00; a decrease from the previous year when 238 out of 260 fellows (92%) received \$207,600.00 in attendance incentives over the entire school year, across all campuses.
- For the 2011-2012 program year, 172 out of 238 fellows (72%) were eligible and paid for the student performance component of the incentive program; a decrease from the previous year when 178 out of 217 (82%) fellows considered were eligible and awarded. In terms of total award amounts, \$748,230.41 student performance incentives were awarded across all campuses in 2011-2012, an increase from the previous year’s total award amount of \$626,952.00, mainly due to the addition of the elementary schools.
- Slightly more principals were awarded incentives in 2011-2012 than in 2010-2011. Of the 20 campus principals, 18 (90%) were eligible and awarded in the principals’ incentive program in 2011-2012, for a total of \$93,169.58. From the previous year, eight out of nine (89%) principals were eligible to receive an incentive and were awarded a total of \$63,030.00.
- Incentive awards for academic program managers and school improvement officers began in the 2011-2012 program year. Academic program managers received a total of \$2,296.28, while school improvement officers received \$10,850.20.

Administrative Response

There were no changes in the eligibility requirements for the payout program. The 2011-2012 Apollo 20 payout amounts are aligned with the student performance results for each Apollo school. This year elementary school fellows, academic program managers and school improvement officer were added to the awards program.

With only two years of implementation, it is too early to tell whether or not the Apollo 20 Incentive Program has any impact on the Apollo 20 Program itself. In general, the total dollar amounts awarded to fellows and principals increased in the second year mostly due to the addition of the elementary campuses. When analysis is focused on the high school and middle school campuses, there appears to be a decrease in the total amounts awarded to fellows and principals.



TBG

Attachment

cc:	Superintendent's Direct Reports	Andrew Houlihan
	Chief Schools Officers	Audrey Gomez
	Xochitl Rodriguez-Davila	Lisa Ratcliff
	Julia Dimmitt	Roberta Grace



RESEARCH

Educational Program Report

2011-2012 APOLLO 20 INCENTIVE PROGRAM PAYOUT REPORT

DEPARTMENT OF RESEARCH AND ACCOUNTABILITY
HOUSTON INDEPENDENT SCHOOL DISTRICT



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2011-2012 Apollo 20 Incentive Program Payout Report

Executive Summary

Program Description

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

In 2011, the program expanded to 11 elementary schools and added a reading component in one of the middle schools. Incentive programs were designed to support the efforts of the fellows, principals, academic program managers, and school improvement officers of the Apollo 20 campuses. The program for fellows had an incentive for monthly perfect attendance and a separate incentive for student performance. The incentives for principals, academic program managers, and school improvement officers were all based on campus-level performance indicators.

Highlights

- For the 2011-2012 program year, 229 out of 285 fellows (80%) received an attendance incentive; a decrease from the previous year when 238 out of 260 fellows (92%) received the incentive. Total amount of attendance awards decreased from \$207,600.00 to \$163,650.00 over the entire school year, across all campuses.
- For the 2011-2012 program year, 172 out of 238 fellows (72%) were eligible and paid for the student performance component of the incentive program; a decrease from the previous year when 178 out of 217 (82%) fellows considered were eligible and received an award for student performance. A total of \$748,230.41 student performance was awarded across all campuses in 2011-2012, an increase from the previous year when \$626,952.00 was awarded.
- Of the 20 campus principals, 18 (90%) were eligible to participate in the principals' incentive program, for a total of \$93,169.58 awarded in 2011-2012. From the previous year, eight out of nine (89%) principals were eligible to receive an incentive and were awarded a total of \$63,030.00.
- Incentive awards for academic program managers and school improvement officers began in the 2011-2012 program year. Academic program managers received a total of \$2,296.28, while school improvement officers received \$10,850.20.

Conclusion

With only two years of implementation, it is too early to tell whether or not the Apollo 20 Incentive Program has any impact on the Apollo 20 Program itself. In general, the total dollar amounts awarded to fellows and principals increased in the second year mostly due to the addition of the elementary campuses. When analysis is focused on the high school and middle school campuses, there appears to be a decrease in the total amounts awarded to fellows and principals.

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. The key turnaround strategies implemented in the schools to improve student performance were: having an effective principal and effective teachers on the campus, providing more instructional time, using data to drive instruction, providing in-school tutoring, and creating a campus culture of high expectations. Senior academic tutors (“Apollo Fellows”) were hired for tutoring students in math and reading; all Apollo 20 campuses offered math tutoring while Dowling Middle School offered tutoring in reading as well as in math as of the second year of implementation. To support the efforts of the Apollo 20 campuses, incentive programs were created for fellows, principals, academic program managers, and school improvement officers from the campuses participating in the Apollo 20 Program.

Apollo 20 Fellows Incentive Program

The Apollo 20 Fellows Incentive Program offers incentives to fellows who meet program eligibility requirements and whose students achieve student performance indicators during the school year. The program has two components: the Employee Attendance component and the Student Performance component. The Employee Attendance component pays an incentive to Apollo 20 fellows for each month of perfect attendance during the 10-month commitment, for a maximum of \$1,500. Under the Student Performance component, Apollo 20 fellows are eligible to receive an incentive based on the performance of the students to whom they were linked, at the campus where they were assigned. This component has two strands, one for maintaining students already at a high level of achievement and one for raising students’ achievement. Fellows were awarded for each student’s performance. Each Apollo 20 campus has an established budget for the Student Performance component of the Apollo 20 Fellows Incentive Program, which is \$3,500 per fellow times the number of fellows assigned to that campus. When the total amount calculated for all fellows at a campus exceeds the campus budget, each tutor’s incentive payment is pro-rated according to an agreed-upon formula. See Appendix A for the 2011-2012 model and Appendix B for the eligibility criteria.

Apollo 20 Principals Incentive Program

The Apollo 20 Principals Incentive Program offers incentives to principals of Apollo 20 campuses who meet program eligibility requirements, based on their campus’ performance in select indicators. There are three components of the Apollo 20 Principals Incentive Program, with each component accounting for one-third of the total incentive payment. Awards for each component are calculated separately. The maximum incentive payment is \$30,000 for high school principals, \$20,000 for middle school principals, and \$10,000 for elementary school principals. For each campus, a specific goal was set for each component prior to the start of the program year, based on a review of baseline data and a long-term target level. If the target goal is met or exceeded, the principal has the potential to receive the maximum amount for that component. Principals are able to receive pro-rated amounts for achieving progress towards the goal based on an agreed-upon formula.

The Student Attendance component awards principals whose campuses progress towards or reach campus attendance goals. Targets were set so that schools would raise their actual attendance rates in 2011-2012 half-way to the long-term goal for 2012-2013. These long-term goals are 95.0% for high schools, 97.0% for middle schools, and 98.0% for elementary schools.

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

Under the Student Grade Level Performance component, high school principals are awarded if their campuses progress towards or reach target goals in student graduation and promotion rates. For elementary schools and middle schools, their target goals are based on the percent of students at or above 50th National Percentile Rank on the Stanford/Aprena in reading and math. Across all school levels, targets were set so that schools would raise their rates in 2011-2012 half-way to the long-term goal for 2012-2013. For a detailed description of the indicators and formula used in calculating awards, the 2011-2012 Apollo 20 Incentive Program Model for principals, academic program managers, and school improvement officers can be found in Appendix C.

Apollo 20 School Improvement Officers and Academic Program Managers Incentive Program

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

Results

Apollo 20 Fellows Incentive Program

Table 1a shows the number of math fellows and the total amount of awarded attendance incentives at each school level. In 2011-2012, 229 out of 285 fellows (80%) received an attendance incentive compared to 238 out of 260 fellows (92%) in the 2010-2011 program year. The total amount of attendance incentives paid for the 2011-2012 program year was \$163,650.00, which was less than \$207,600.00, the total amount paid for the 2010-2011 program year, despite the fact that there were more campuses and more fellows in the 2011-2012 program year. Table 1b (see Appendix D) shows campus-level attendance incentives information for the 2011-2012 program year.

School	# Fellows Allotted 10-11	# Fellows Awarded Attendance Incentives 10-11	% Fellows Awarded 10-11	Total Awarded Amount 10-11	# Fellows Allotted 11-12	# Fellows Awarded Attendance Incentives 11-12	% Fellows Awarded 11-12	Total Awarded Amount 11-12
High School	134	123	92%	\$104,850.00	117	95	81%	\$71,850.00
Middle School	126	115	91%	\$102,750.00	110	90	82%	\$60,150.00
Elementary School					58	44	76%	\$31,650.00
All Apollo Campuses	260	238	92%	\$207,600.00	285	229	80%	\$163,650.00

Table 2a shows the number of fellows awarded for their students' performance and the total incentive amounts at each school level. At the end of the 2011-2012 school year, 238 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 2012. Out of the 238 fellows considered for an incentive, 172 (72%) met all eligibility and payout requirements of the program, a decrease from the previous program year when 82% of fellows were eligible and awarded for this strand. In terms of the total

amount paid, there was an increase in total amount awarded to \$748,230.41 compared to the previous year's total award amount of \$626,952.00. However, this comparison on total amounts awarded is somewhat skewed because in 2010-2011 there were only nine Apollo campuses compared to 20 campuses in 2011-2012. If comparisons were made just between the middle and high school campuses for both years, there was an increase in the total amount paid at the high school level and a decrease at the middle school level. For campus level information for both program years, see Tables 2b and 2c in Appendix D.

Table 2a. Comparison of Apollo 20 Fellow Adjusted Awards for Student Performance by School Level								
School	# Fellows Linked 10-11	# Fellows Awarded 10-11	% Fellows Awarded 10-11	Total per Campus 10-11	# Fellows Linked 11-12	# Fellows Awarded 11-12	% Fellows Awarded 11-12	Total per Campus 11-12
High School	108	83	77%	\$286,139.00	99	68	69%	\$321,170.00
Middle School	109	95	87%	\$340,813.00	83	67	81%	\$277,767.76
Elementary School					56	37	66%	\$149,292.65
All Apollo Campuses	217	178	82%	\$626,952.00	238	172	72%	\$748,230.41

* Since Reading fellows were not hired until the 2011-2012 program year, Table 2a shows the award amounts for Math fellows only.

It is important to note that the amounts shown on Table 2a were the awards calculated with adjustments made for campus budgets. Table 3 shows the unadjusted award amounts by strand across two years. It shows that, had there not been award amount limits per campus, the total award amounts increased only in the Student Improvement strand at the high school level.

Table 3. Comparison of Apollo 20 Fellow Unadjusted Awards by Strand Between 2010-2011 and 2011-2012				
School Level	Student Achievement Awards 10-11	Student Improvement Awards 10-11	Student Achievement Awards 11-12	Student Improvement Awards 11-12
High School	\$12,750.00	\$348,132.00	\$11,500.00	\$496,500.00
Middle School	\$11,700.00	\$400,080.00	\$8,100.00	\$342,690.00
Elementary School			\$3,250.00	\$318,225.00
All Apollo Campuses	\$24,450.00	\$748,212.00	\$22,850.00	\$839,190.00

Apollo 20 Principals Incentive Program

For the Principals Incentive Program, Table 4a shows the award amounts for each strand given to principals from each of the Apollo 20 campuses for the 2011-2012 program year. Award amounts at the campus level are available in Table 4b in Appendix D. The total award amount from 2011-2012, \$93,169.58, is an increase from the previous year's amount of \$63,030.00. However, when taking into account that elementary campuses were not part of the program last year, the total amount for high school and middle school awards of \$61,195.06 is lower compared to last year's awards for principals, mostly due to lower award amounts for the middle school principals (see Table 5a). Principal total award amount two-year comparisons by campus can be found in Table 5b in Appendix D.

Table 4a. Summary of Apollo 20 Principal Incentives 2011-2012

School	Student Attendance Strand 11-12	Student Achievement Strand 11-12	Student Grade Level Performance Strand 11-12	Total Principal Award Amount 11-12
High School	\$15,444.30	\$9,313.21	\$23,606.58	\$48,364.09
Middle School	\$3,333.50	\$9,412.00	\$85.47	\$12,830.97
Elementary School	\$8,027.00	\$19,397.00	\$4,550.52	\$31,974.52
All Apollo Campuses	\$26,804.80	\$38,122.21	\$28,242.57	\$93,169.58

Table 5a. Comparison of Apollo 20 Principal Awards between 2010-2011 and 2011-2012

School	Minimum Principal Award Amount 10-11	Maximum Principal Award Amount 10-11	Total Principal Award Amount 10-11	Minimum Principal Award Amount 11-12	Maximum Principal Award Amount 11-12	Total Principal Award Amount 11-12
High School	\$455.00	\$13,706.00	\$31,212.00	\$8,057.07	\$17,168.17	\$48,364.09
Middle School	\$0.00	\$10,433.00	\$31,818.00	\$0.00	\$5,738.50	\$12,830.97
Elementary School				\$0.00	\$9,291.57	\$31,974.52
All Apollo Campuses	\$0.00	\$13,706.00	\$63,030.00	\$0.00	\$17,168.17	\$93,169.58

Apollo 20 School Improvement Officers and Academic Program Managers Incentive Program

For the School Improvement Officers (SIOs) and Academic Program Managers (APMs), Table 6 shows the award amounts for each strand given to the administrators over the Apollo 20 campuses. SIOs can each earn up to \$15,000 while APMs can each earn up to \$4,500.00. The awards for SIOs for the 2011-2012 program year totaled \$10,850.20, while the APMs awards totaled \$2,296.28.

Table 6. Summary of Apollo 20 SIO and APM awards 2011-2012

School Level	Student Attendance Strand	Student Achievement Strand	Student Grade Level Performance Strand	Total Award Amount
SIO				
High School	\$1,666.67	\$0.00	\$3,618.06	\$5,284.73
Middle School	\$357.14	\$1,000.00	\$0.00	\$1,357.14
Elementary School	\$833.33	\$3,375.00	\$0.00	\$4,208.33
Total SIO Award	\$2,857.14	\$4,375.00	\$3,618.06	\$10,850.20
APM				
Secondary	\$303.57	\$271.25	\$421.46	\$996.28
Elementary*	\$250.00	\$1,050.00	\$0.00	\$1,300.00
Total APM Award	\$553.57	\$1,321.25	\$421.46	\$2,296.28

*This amount was split in half for each of the two Elementary Academic Program Managers.

Conclusion

For the 2011-2012 program year, the Apollo 20 Incentive Program awarded over \$1.18 million to fellows, principals, academic program managers and school improvement officers. A minimal increase from the previous year's total award amount of \$900 thousand, given the 11 additional elementary campuses added to the program in the second year and the expansion of the incentive program to include school improvement officers and academic program managers.

In terms of attendance, the total number of fellows receiving an award and the total award amount for attendance incentives for Apollo 20 fellows decreased in 2011-2012. These were unexpected results given that there were more campuses in the second year of the incentive program.

Total award amounts for the student performance strands of the Apollo 20 fellows' incentive program increased in the second year, mostly because of the addition of the elementary schools into the program. Reviewing the high school campuses that were in the program for two consecutive years, there was a decrease in the total award amount for the Student Achievement strand and an increase in the total award amount for the Student Improvement strand. Among middle school campuses, there was a decrease in total award amounts across both strands.

Principal total award amounts decreased in the second year of the program. However, caution should be taken when attempting to associate principal award amounts to Apollo 20 initiative results since awards at the principal, SIO, and APM level are based on campus-wide indicators and not specifically tied to Apollo 20 student performance indicators.

Appendix A

Apollo 20 Fellows Incentive Program Model

2011-2012 Apollo 20 Fellows Incentive Program Student Performance Incentive Payment Model

There are two components to the 2011–2012 Apollo 20 Fellows Incentive Program – an incentive for employee attendance and an incentive for student performance. This describes the Student Performance Component.

Student Performance Component

Apollo 20 Fellows are eligible to receive an incentive, determined by student performance of students they are linked to, at the campus they are assigned to. The Student Performance Component of the award will be paid out after the start of the following school year, once final corrected STAAR and Stanford/Aprenda data have been received and award amounts compiled. In the absence of two years of matching state or national assessment data, awards will be calculated using diagnostic test scores from the beginning of the year (Fall 2011) and the end of the year (Spring 2012).

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

Strand One: Student Achievement

Elementary Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of TAKS, Stanford/Aprenda (or diagnostic) in 2011, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012. Ranks for students in grades 2 and 3 in 2012 will use Stanford/Aprenda as the primary assessment. Ranks for students in grades 4 and 5 in 2012 will use TAKS-STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

Middle Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of TAKS, Stanford/Aprenda (or diagnostic) in 2011, \$300 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012. Ranks for students in grades 6, 7 and 8 in 2012 will use TAKS-STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

High Schools

For all students linked to the Fellow who ranked at the 80th percentile or higher on the HISD distribution of TAKS (or diagnostic) in 2011, \$250 will be awarded for each student who ranks at the 80th percentile or higher on the HISD distribution of TAKS for grades 10 and 11 (or diagnostic) in 2012 and for each student who ranks at the 80th percentile rank on the HISD distribution of STAAR-EOC for grade 9 (or diagnostic) in 2012.

Strand Two: Student Improvement

Elementary Schools

For all students linked to the Fellow who ranked below the 80th percentile or higher on the HISD distribution of TAKS, Stanford/Aprenda (or diagnostic) in 2011, \$25 will be awarded for each percentile point increase on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012. Ranks for students in grades 2 and 3 in 2012 will use Stanford/Aprenda as the primary assessment. Ranks for students in grades 4 and 5 in 2012 will use TAKS-STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

Middle Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of TAKS, Stanford/Aprenda (or diagnostic) in 2011, \$30 will be awarded for each percentile point increase on the HISD distribution of STAAR, Stanford/Aprenda (or diagnostic) in 2012. Ranks for students in grades 6, 7 and 8 in 2012 will use TAKS-STAAR as the primary assessment and Stanford/Aprenda as the main alternative followed by the diagnostic test.

High Schools

For all students linked to the Fellow who ranked below the 80th percentile on the HISD distribution of TAKS (or diagnostic) in 2011, \$25 will be awarded for each percentile point increase on the HISD distribution of TAKS for grades 10 and 11 (or diagnostic) in 2012 and for each percentile point increase on the HISD distribution of TAKS to STAAR-EOC for grade 9 (or diagnostic) in 2012.

Adjustments for Number of Students

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

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

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

Where:

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

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

T = Total number of student linkages

M = Maximum number of student linkages possible in 2-to-1 ratio for middle school and high school and a 3-to-1 ratio for elementary school, as defined by the Apollo 20 program

Adjustments for Campus Budget

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

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

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

Where:

IP = Fellow Incentive Payment

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

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

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

Appendix B

Apollo 20 Fellows Incentive Program Eligibility Document

2011-2012 Apollo 20 Fellows Incentive Program

Program and Eligibility Requirements

There are two components to the 2011–2012 Apollo 20 Fellows Incentive Program – an incentive for employee attendance and an incentive for student performance. To be eligible for the program, an HISD employee must meet General Eligibility Requirements, and separate requirements pertaining to each of the two components.

General Eligibility Requirements

To be eligible to participate in the 2011–2012 Apollo 20 Fellows Incentive Program, an HISD employee must meet all of the following general eligibility requirements.

1. Employee must have a job/record position assigned to one of campuses participating in the Apollo 20 Program during the 2011–2012 school year.
2. Employee must have a job classification as a Sr. Academic Tutor Apollo ES, Sr. Academic Tutor Apollo MS, or Sr. Academic Tutor Apollo HS.

Eligibility Requirements: Employee Attendance Component

To be eligible to participate in the Employee Attendance Component of the 2011–2012 Apollo 20 Fellows Incentive Program, an HISD employee must meet the following additional requirement.

1. Employee must be employed as of the 16th day of a given month (starting with August 16, 2011 and ending with May 16, 2012) in order to receive the attendance incentive installment ascribed to that month. Incentive payment installments will be dispensed according to the HISD 2011–2012 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 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 are considered absences. Family medical leave, military leave and assault leave must be authorized through Human Resources.

Eligibility Requirements: Student Performance Component

To be eligible to participate in the Student Performance Component of the 2011–2012 Apollo 20 Fellows Incentive Program, an HISD employee must meet all of the following additional requirements.

1. The employee's first day of employment as a Sr. Academic Tutor Apollo ES, MS or HS must be no later than October 14, 2011.
2. Employee must be continuously employed as a Sr. Academic Tutor – Apollo ES, MS or HS through the last day of the duty schedule, June 1, 2012.
3. An employee who takes a leave of absence during the eligibility period (e.g., temporary disability, but not family medical leave) is not eligible to participate.
4. Employee cannot be absent for more than 10 instructional days (80.00 hours) during the "instructional school year", starting with the first day of employment. The following types of leave will be held harmless and not count as days absent: funeral leave 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 are considered absences. Family medical leave, military leave and assault leave must be authorized through Human Resources.

Additional Student Performance Component Payout Rules

The Student Performance Component of the Apollo 20 Fellows Incentive Program will be calculated on the basis of the HISD board-approved model. Certain situations require the adoption of the following award calculation rules in order to apply this incentive program model appropriately.

1. In the event that an Apollo Fellow transfers from one Apollo 20 campus to another Apollo 20 campus during the eligibility period, and remains in that job classification, their student performance incentive component will be determined by employee's location at the date designated for student-tutor linkage. If a transfer is made to a non-Apollo 20 campus, the employee is no longer eligible.
2. If an employee meets all of the eligibility requirements for an incentive payment and then resigns or retires from the district after the end of the duty schedule but prior to the payout of the incentive, the employee is still eligible for the award. It is incumbent upon the employee to provide the district with correct forwarding information so that the incentive payment can be processed.
3. An employee who remains with the district after the duty schedule end date must be in good standing at the time of payment. Therefore, an employee under investigation or reassigned pending investigation is not eligible for an Apollo 20 Fellows Incentive Program payment until he or she is cleared of any allegation. If the investigation is concluded with a confirmation of inappropriate employee behavior, the employee is not eligible to receive an Apollo 20 Fellows Incentive Program payment. Additionally, employees who retire in lieu of termination or resign in lieu of termination are not eligible to receive an Apollo 20 Fellows Incentive Program payment.

Appendix C

Apollo 20 Principals, School Improvement Officers and Academic Program Managers Incentive Program Model

2011-2012 Apollo 20 Principals, School Improvement Officers and Academic Program Managers Performance Pay Model

There are three strands of the 2011-2012 Apollo 20 Principals, School Improvement Officers and Academic Program Managers Performance Pay 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 improvement officers and \$4,500 for academic program managers. There is an additional component of the model awarding bonuses to principals who are retained at their campus for the following school year, providing \$10,000 to high school principals, \$5,000 to middle school principals and \$3,000 to elementary school principals.

For each campus, a specific target level is established in each strand metric for the 2011-2012 school year, based on the 2010-2011 actual level and the program's desired long-term goal in 2012-2013. If the 2011-2012 target level is met or exceeded, the principal has the potential to receive the maximum amount for that strand.

For every strand, principals are able to receive pro-rated amounts for achieving progress towards the goal, based on a linear calculation method according to the following formula:

$$PP = M * ((A1112 - A1011) / (T1112 - A1011))$$

Where:

PP = Performance Pay for Strand or Strand Component

M = Maximum Performance Pay Amount for Strand or Strand Component

A1112 = Actual Level for 2011-2012 at Campus X

A1011 = Actual Level for 2010-2009 at Campus X

T1112 = Target Level for 2011-2012 at Campus X

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

If $A1112 \geq T1112$, the principal receives the maximum amount for that strand or strand component.

Strand One: Student Attendance

Maximum Performance Pay Amounts

High School Principals = \$10,000

Middle School Principals = \$6,667

Elementary School Principals = \$3,333

School Improvement 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 (A1112 – A1011) divided by the expected change in performance (T1112 – A1011).

Common Criterion

2011-2012 Attendance Rate (PEIMS)

Targets were set for 2011-2012 so high schools, middle schools and elementary schools would raise their actual attendance rates in 2010-2011 half-way to the long-term 2012-2013 goal for their school level. These goals are 95.0% for high school, 97.0% for middle school and 98.0% for elementary school.

Strand Two: Student Achievement

Maximum Performance Pay Amounts

High School Principals = \$10,000

Middle School Principals = \$6,667

Elementary School Principals = \$3,333

School Improvement 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 performance pay. For this strand, high schools have different criteria than middle schools and elementary schools, based on subjects and grades in which specific assessments are given. High school principals will earn \$1,000 (\$10,000 / 10) for every target met. Middle school principals will earn \$1,333 (\$6,667 / 5) for every target met. Elementary school principals will earn \$833 (\$3,333/4) for every target met. In determining these awards, performance calculated to the tenths will be rounded to the nearest whole number.

Values for school 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 (A1112 – A1011) divided by the expected change in performance (T1112 – A1011), subject by subject. Awards will be determined separately for each subject and summed, with maximum amounts for each subject calculated as the overall maximum divided by the number of subjects within the school level that applies.

High Schools

Common Criteria

HISD TAKS and STAAR Performance

For grades 10 and 11, the target is 100 percent passing the TAKS for each subject test: English language arts, math, science, and social studies. For grade 9 with 2011-2012 being the first year for the STAAR EOCs, the target is an improved HISD percentile rank in 2011-2012 in the subject areas of math and reading/ELA. The percentile rank of the average raw score for the campus on the 2010-2011 TAKS test will be compared to the percentile rank of the average raw score for the campus on the 2011-2012 STAAR EOC exams. Algebra I and Geometry will be aggregated to compare to TAKS math and English I reading and writing will be aggregated to compare to TAKS reading. Improvement in percentile rank will be awarded at \$50 per improvement in percentile rank up to the maximum for the indicator (\$1,000 per subject). The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

Middle and Elementary Schools

Common Criteria

HISD STAAR Performance

With 2011-2012 being the first year for the STAAR EOCs, the target is an improved HISD percentile rank in 2011-2012 by subject. The percentile rank of the average raw score for the campus on the 2010-2011 TAKS test will be compared to the percentile rank of the average raw score for the campus on the 2011-2012 STAAR exams by subject. Improvement in percentile rank will be awarded at \$67 per improvement in percentile rank for middle schools up to the maximum for the indicator (\$1,333 per subject) and at \$42 per improvement in percentile rank for elementary schools up to the maximum for the indicator (\$833 per subject). The subjects included are math, reading, science, social studies and writing for middle schools and math, reading, science and writing for elementary schools. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

Strand Three: Student Grade Level Performance or Graduation/Promotion

Maximum Performance Pay Amounts

High School Principals = \$10,000

Middle School Principals = \$6,667

Elementary School Principals = \$3,333

School Improvement 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 (A1112 – A1011) divided by the expected change in performance (T1112 – A1011), 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

2011-2012 12th Grade Graduation Rate

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

2011-2012 9th-11th Grade Promotion Rate

Percent of students promoted from grades 9, 10 and 11 combined in fall 2012 divided by enrollment for grades 9, 10 and 11 combined during the 2011-2012 school year

For each criterion, the target for 2011-2012 is set at the half-way point between the 2010-2011 actual value and a goal of 100% for 2012-2013.

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 2012 Stanford Reading for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

Student Grade Level Performance: Math

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2012 Stanford Math for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

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

For each criterion, the target for 2011-2012 is set at the half-way point between the 2010-2011 actual value and a goal of 100% for 2012-2013.

Elementary Schools**Common Criteria****Student Grade Level Performance: Reading**

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2012 Stanford/Aprenda Reading for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

Student Grade Level Performance: Math

Grade level performance is defined as the percent of students at or above the 50th National Percentile Rank (NPR) on 2012 Stanford/Aprenda Math for all grades combined. The accountability subset of students based on the fall PEIMS snapshot will be used in the calculations.

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

For each criterion, the target for 2011-2012 is set at the half-way point between the 2010-2011 actual value and a goal of 100% for 2012-2013.

Retention Bonus**Maximum Amounts**

High School Principals = \$10,000

Middle School Principals = \$5,000

Elementary School Principals = \$3,000

This bonus only applies to principals. Principals who return to their campus as a principal for the following school year will receive a retention bonus, provided they meet all of the eligibility criteria for the Apollo 20 principal performance pay model and are not on an individual improvement plan.

Appendix D

Apollo 20 Payout Report Tables

Table 1b. Summary of Attendance Incentives of Apollo 20 Fellows 2011-2012							
School	# Fellows Allotted per Campus	# Fellows Receiving Attendance Incentives	Mean	Median	Minimum	Maximum	Total Awarded Amount per Campus
Jones	16	13	\$1,061.54	\$1,050.00	\$750.00	\$1,500.00	\$13,800.00
Kashmere	15	13	\$773.08	\$750.00	\$150.00	\$1,500.00	\$10,050.00
Lee	48	39	\$630.77	\$450.00	\$150.00	\$1,350.00	\$24,600.00
Sharpstown	38	30	\$780.00	\$750.00	\$150.00	\$1,500.00	\$23,400.00
High School	117	95	\$3,245.39	\$750.00	\$150.00	\$1,500.00	\$71,850.00
Attucks	15	16	\$787.50	\$750.00	\$150.00	\$1,500.00	\$12,600.00
Ryan	10	12	\$462.50	\$600.00	\$150.00	\$750.00	\$5,550.00
Fondren	25	16	\$815.63	\$975.00	\$150.00	\$1,500.00	\$13,050.00
Dowling	44	39	\$665.38	\$600.00	\$150.00	\$1,350.00	\$25,950.00
Key	16	7	\$428.57	\$450.00	\$150.00	\$600.00	\$3,000.00
Middle School	110	90	\$631.92	\$750.00	\$150.00	\$1,500.00	\$60,150.00
Blackshear	3	4	\$712.50	\$675.00	\$300.00	\$1,200.00	\$2,850.00
Davila	4	2	\$225.00	\$225.00	\$150.00	\$300.00	\$450.00
Frost	3	1	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00
Highland Heights	7	4	\$637.50	\$525.00	\$150.00	\$1,350.00	\$2,550.00
Isaacs	4	3	\$900.00	\$900.00	\$750.00	\$1,050.00	\$2,700.00
Kelso	6	7	\$450.00	\$450.00	\$150.00	\$900.00	\$3,150.00
Robinson	8	8	\$975.00	\$975.00	\$450.00	\$1,500.00	\$7,800.00
Scarborough	7	4	\$675.00	\$525.00	\$300.00	\$1,350.00	\$2,700.00
Tinsley	7	5	\$450.00	\$450.00	\$150.00	\$1,050.00	\$2,250.00
Walnut Bend	5	4	\$1,312.50	\$1,350.00	\$1,200.00	\$1,350.00	\$5,250.00
Young	4	2	\$525.00	\$525.00	\$450.00	\$600.00	\$1,050.00
Elementary School	58	44	\$705.68	\$525.00	\$150.00	\$1,500.00	\$31,650.00
All Apollo 20	285	229	\$708.37	\$637.50	\$150.00	\$1,500.00	\$163,650.00

Table 2b. Summary of Apollo 20 Fellows Student Performance Adjusted Awards 2011-2012

School	# Fellows with Linked Students	# Fellows Awarded	Mean	Median	Minimum	Maximum	Total Awarded Amount per Campus*
Jones	15	11	\$3,500.00	\$3,514.06	\$0.00	\$8,972.56	\$52,500.00
Kashmere	14	10	\$3,717.86	\$3,862.50	\$0.00	\$10,950.00	\$52,050.00
Lee	35	22	\$2,689.14	\$2,125.00	\$0.00	\$9,500.00	\$94,120.00
Sharpstown	35	25	\$3,500.00	\$3,058.33	\$0.00	\$9,856.90	\$122,500.00
High Schools	99	68	\$3,351.75	\$3,286.20	\$0.00	\$10,950.00	\$321,170.00
Attucks	12	11	\$3,580.00	\$3,150.00	\$0.00	\$6,300.00	\$42,960.00
Ryan	8	3	\$1,211.93	\$0.00	\$0.00	\$3,425.00	\$9,695.45
Fondren	17	15	\$3,771.31	\$3,750.00	\$0.00	\$7,860.00	\$64,112.31
Dowling	33	29	\$3,500.00	\$3,635.96	\$0.00	\$7,331.45	\$115,500.00
Key	13	9	\$3,500.00	\$4,045.43	\$0.00	\$7,157.30	\$45,500.00
Middle Schools	83	67	\$3,112.65	\$3,635.96	\$0.00	\$7,860.00	\$277,767.76
Blackshear	3	2	\$2,450.00	\$3,575.00	\$0.00	\$3,775.00	\$7,350.00
Davila	4	1	\$904.41	\$0.00	\$0.00	\$3,617.65	\$3,617.65
Frost	3	3	\$3,500.00	\$3,419.49	\$2,668.72	\$4,411.79	\$10,500.00
Highland Heights	7	5	\$2,057.14	\$2,625.00	\$0.00	\$4,450.00	\$14,400.00
Isaacs	4	2	\$1,675.00	\$1,625.00	\$0.00	\$3,450.00	\$6,700.00
Kelso	4	3	\$3,500.00	\$4,074.84	\$0.00	\$5,850.32	\$14,000.00
Robinson	8	6	\$3,278.13	\$3,987.50	\$0.00	\$7,000.00	\$26,225.00
Scarborough	7	6	\$3,500.00	\$3,668.45	\$0.00	\$6,981.28	\$24,500.00
Tinsley	7	4	\$3,500.00	\$5,190.87	\$0.00	\$7,109.84	\$24,500.00
Walnut Bend	5	5	\$3,500.00	\$3,201.98	\$3,020.34	\$4,528.69	\$17,500.00
Young	4	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Elementary Schools	56	37	\$2,533.15	\$3,419.49	\$0.00	\$7,109.84	\$149,292.65
All Apollo 20	238	172	\$3,143.83	\$3,258.00	\$0.00	\$10,950.00	\$748,230.41

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

Table 2c. Summary of Apollo 20 Fellows Student Performance Adjusted Awards 2010-2011

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

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

Table 4b. Apollo 20 Principal Incentives by Strand 2011-2012				
School	Student Attendance Strand	Student Achievement Strand	Student Grade Level Performance Strand	Total Principal Award Amount**
Jones HS	\$4,242.40	\$3,429.48	\$5,000.00	\$12,671.88
Kashmere HS	\$3,076.90	\$2,390.07	\$5,000.00	\$10,466.97
Lee HS	\$8,125.00	\$1,255.56	\$7,787.61	\$17,168.17
Sharpstown HS	\$0.00	\$2,238.10	\$5,818.97	\$8,057.07
Attucks MS	\$3,333.50	\$2,405.00	\$0.00	\$5,738.50
Ryan MS*	\$0.00	\$0.00	\$0.00	\$0.00
Fondren MS	\$0.00	\$1,333.00	\$85.47	\$1,418.47
Dowling MS	\$0.00	\$1,407.00	\$0.00	\$1,407.00
Key MS	\$0.00	\$4,267.00	\$0.00	\$4,267.00
Blackshear ES	\$0.00	\$252.00	\$416.63	\$668.63
Davila ES	\$3,333.00	\$546.00	\$0.00	\$3,879.00
Frost ES	\$2,916.40	\$3,332.00	\$3,043.17	\$9,291.57
Highland Heights ES	\$555.50	\$420.00	\$0.00	\$975.50
Isaacs ES	\$0.00	\$546.00	\$0.00	\$546.00
Kelso ES	\$0.00	\$3,213.00	\$717.52	\$3,930.52
Robinson ES	\$666.60	\$2,044.00	\$0.00	\$2,710.60
Scarborough ES	\$0.00	\$3,332.00	\$373.20	\$3,705.20
Tinsley ES	\$555.50	\$2,380.00	\$0.00	\$2,935.50
Walnut Bend ES	\$0.00	\$3,332.00	\$0.00	\$3,332.00
Young ES*	\$0.00	\$0.00	\$0.00	\$0.00
All Apollo 20	\$26,804.80	\$38,122.21	\$28,242.57	\$93,169.58

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

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

Table 5b. Comparison of Apollo 20 Principal Awards between 2010-2011 and 2011-2012		
School	Total Principal Award Amount 2010-2011	Total Principal Award Amount 2011-2012
Jones	\$9,423.00	\$12,671.88
Kashmere	\$455.00	\$10,466.97
Lee	\$13,706.00	\$17,168.17
Sharpstown	\$7,628.00	\$8,057.07
High Schools	\$31,212.00	\$48,364.09
Attucks*	\$0.00	\$5,738.50
Ryan*	\$6,507.00	\$0.00
Fondren	\$6,670.00	\$1,418.47
Dowling	\$8,208.00	\$1,407.00
Key	\$10,433.00	\$4,267.00
Middle Schools	\$31,818.00	\$12,830.97
Total	\$63,030.00	\$61,195.06

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