



Understanding the Board of Managers Process

FORT WORTH ISD



Steve Lecholop

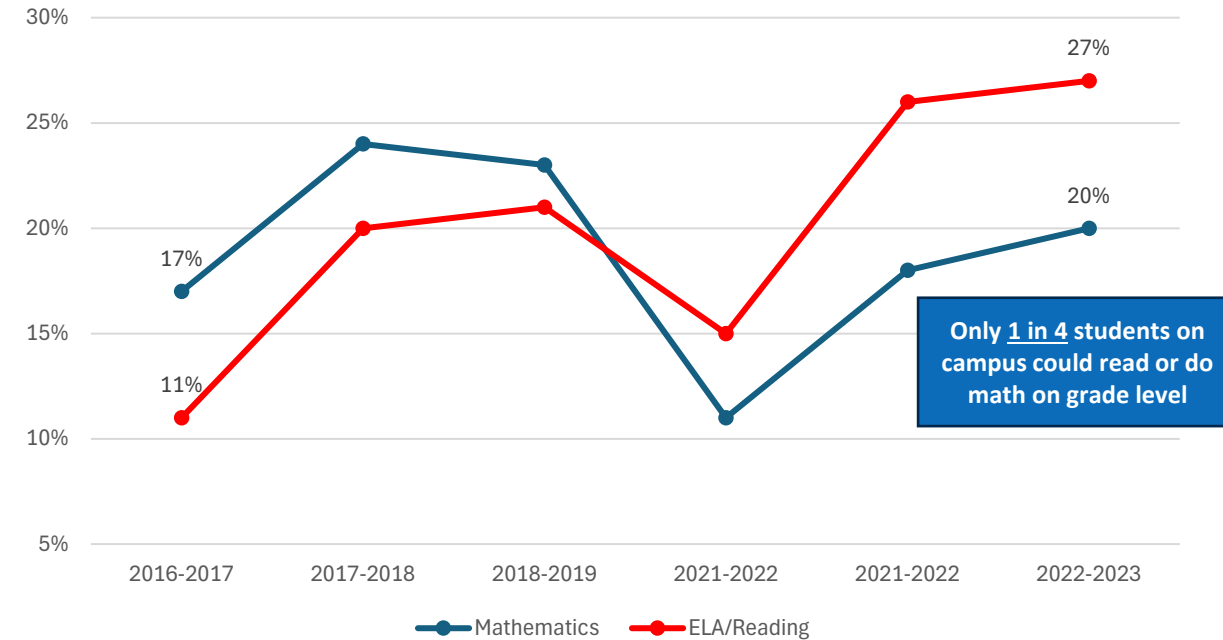
- TEA Deputy Commissioner of Governance
- Former San Antonio ISD Board of Trustee
- Father of two children in public education

Intervention required: Leadership Academy at Forest Oak 6th grade

TEC §39A.111: Continued Unacceptable Performance

If a campus receives an **unacceptable rating for five consecutive years**, the Commissioner must take action:

- **Option 1: Appoint a Board of Managers** to take over district governance
- **Option 2: Close the campus**

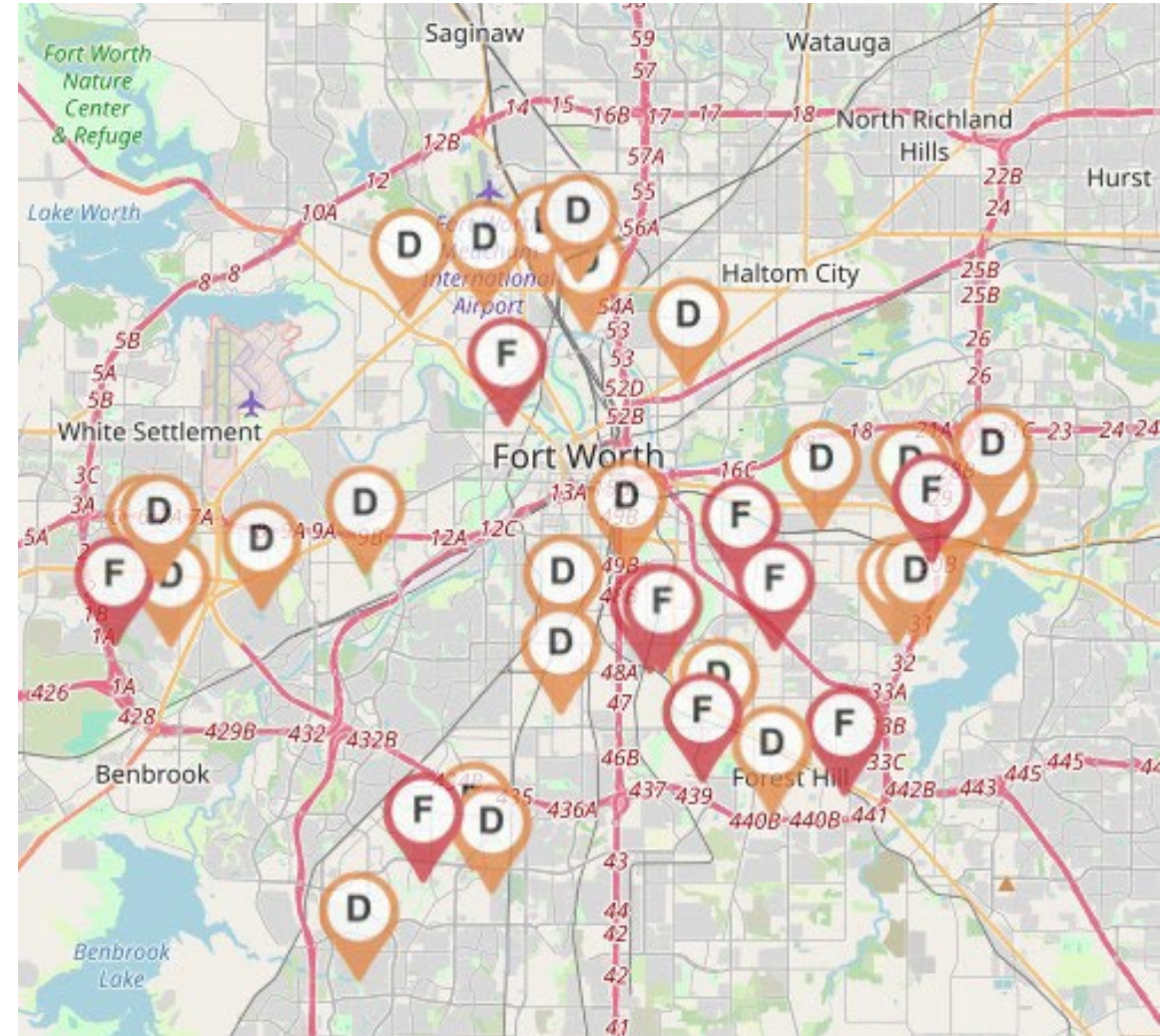


The chart represents the campus-level Meets grade level percentage in English Language Arts/Reading and Mathematics.

2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
F 5	Not Rated – SB 1365	Not Rated – Disaster	Not Rated – Disaster	F 4	IR 3	IR 2	IR 1	MS	IR	IR

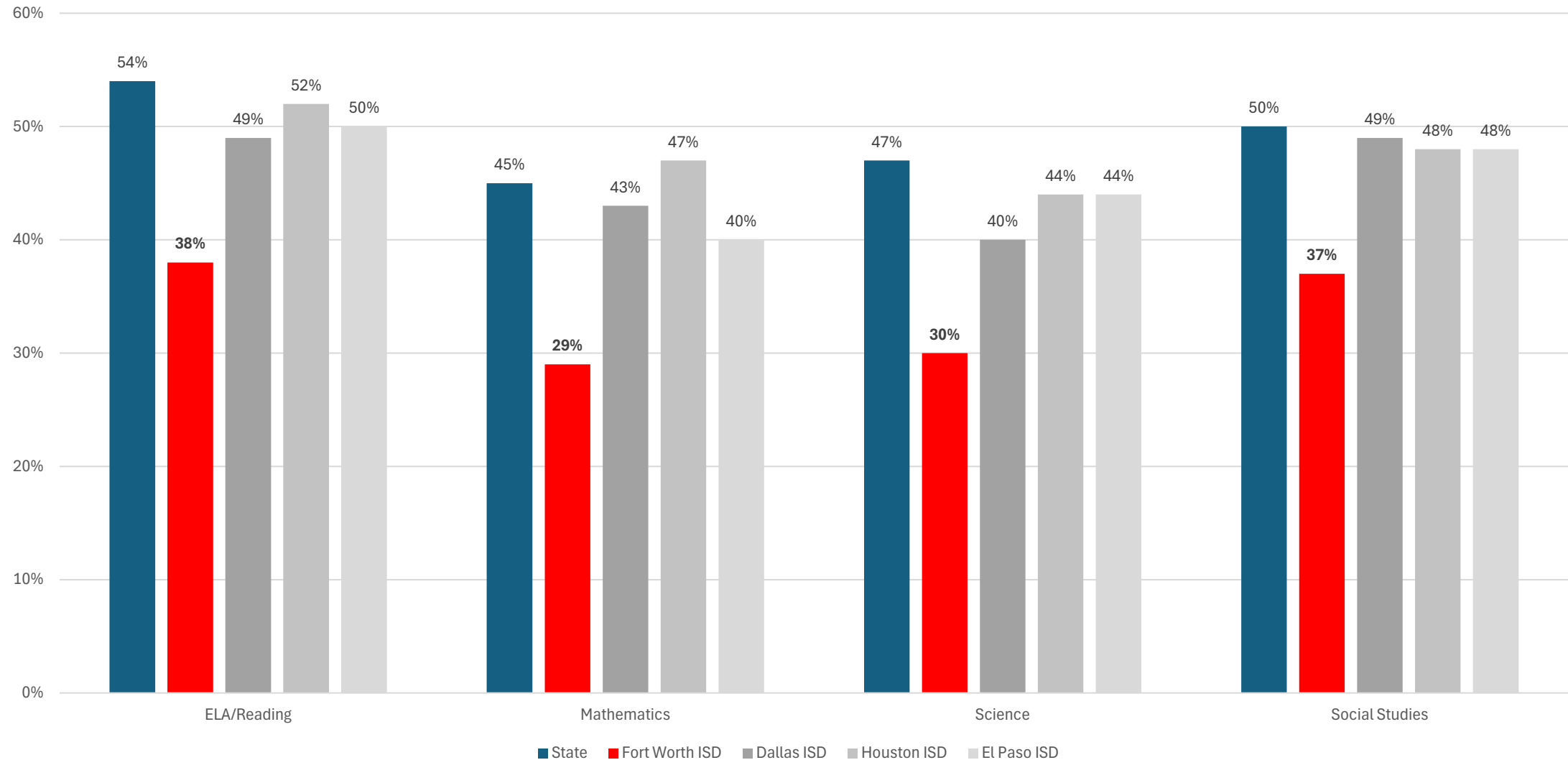
Fort Worth ISD: Failure to support all students

- **Reading and math proficiency are in crisis:** just 2 in 5 students (38%) read at grade level, and 1 in 3 (29%) are proficient in math.
- **Nearly 1 in 3 campuses in the district are rated D or F**—39 out of 125 schools are failing.
- Since the 2023 ratings triggered state intervention, **FWISD's number of multi-year unacceptable campuses has more than doubled**—jumping from 8 to 20.
- Among Texas' large urban districts*, **Fort Worth ISD trails by over 10% in student achievement in both Reading and Math**—a gap that puts thousands of students at risk of long-term academic setbacks.



*Houston, Dallas, Fort Worth, El Paso

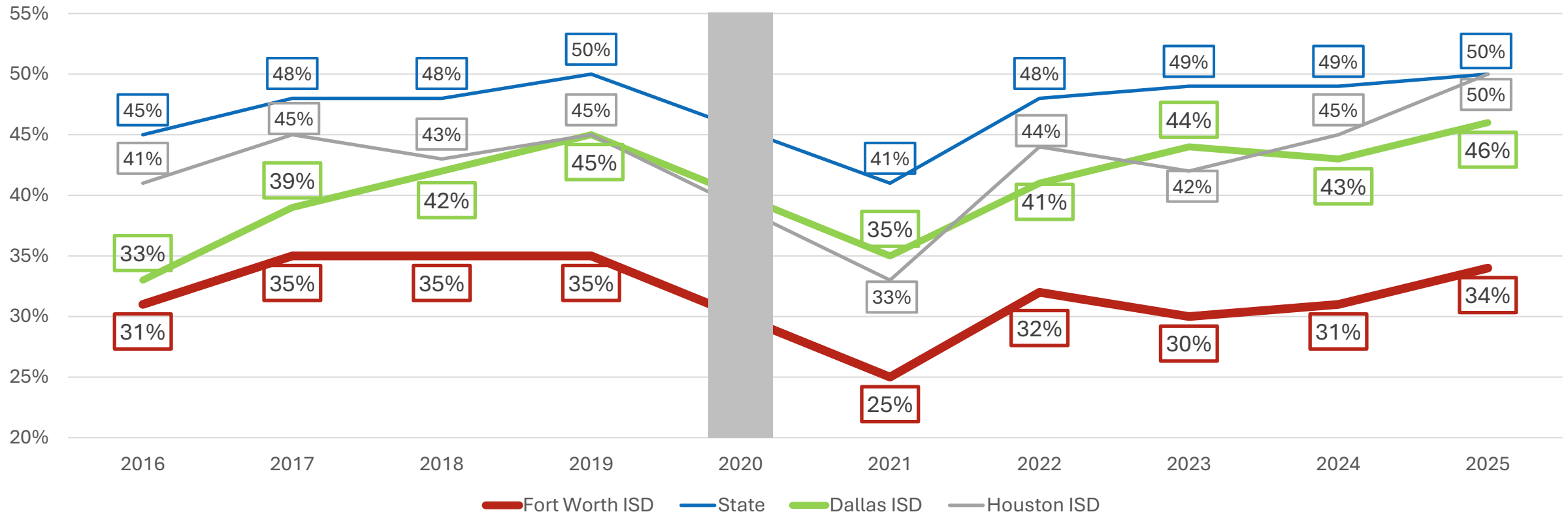
Fort Worth ISD's student achievement is significantly behind the state and other urban districts



The chart represents the 2025 Meets grade level percentage of STAAR tested students in English Language Arts/Reading, Mathematics, Science and Social Studies.

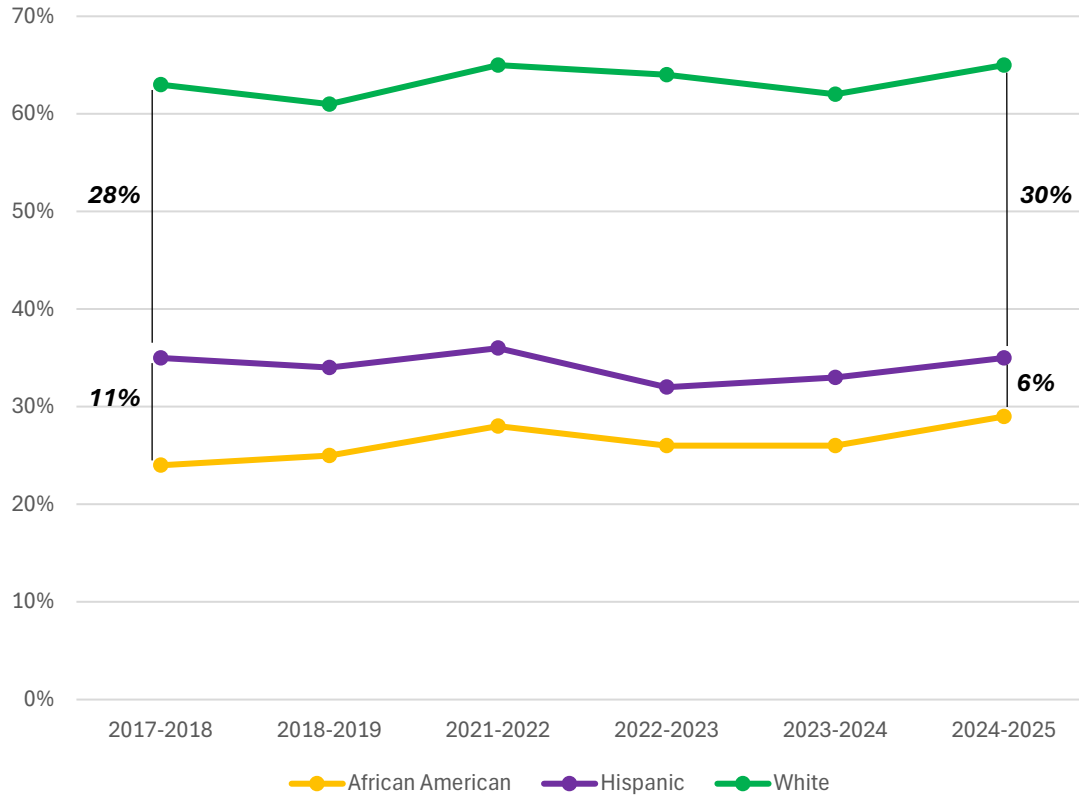
Fort Worth ISD has far lower achievement than other large urban school districts

% Meets Grade Level on STAAR Average of Reading and Math

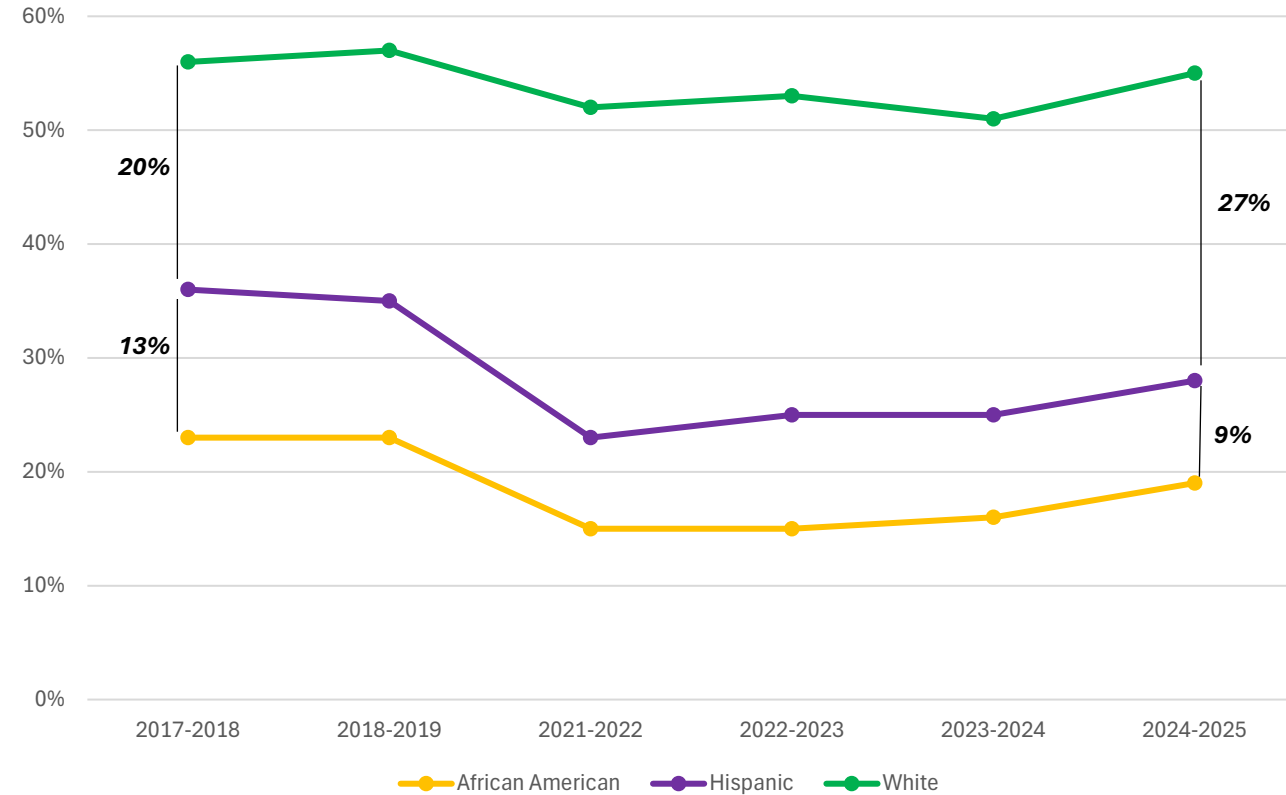


Achievement gaps are persisting

ENGLISH LANGUAGE ARTS/READING



MATHEMATICS



Status of the FWISD Board of Manager decision

October 23, 2025

Commissioner of Education announced a Board of Managers and Conservator

October 30, 2025

Commissioner held an Informal Review of intervention decision with FWISD

November 6, 2025

Commissioner issued FWISD Informal Review Determination letter

FWISD can file a State Office of Administrative Hearing (SOAH) appeal of the Commissioner's decision

If requested by FWISD, the SOAH holds an expedited review of the Commissioner's decision

The SOAH issues a final order

The Commissioner may appoint the Board of Managers and Superintendent at any time



Board of Managers Roles and Responsibilities

What is a board of managers?

Purpose

The board of managers is a temporary governance team appointed by the Commissioner of Education to stabilize district and improve student outcomes.

Responsibilities and Values

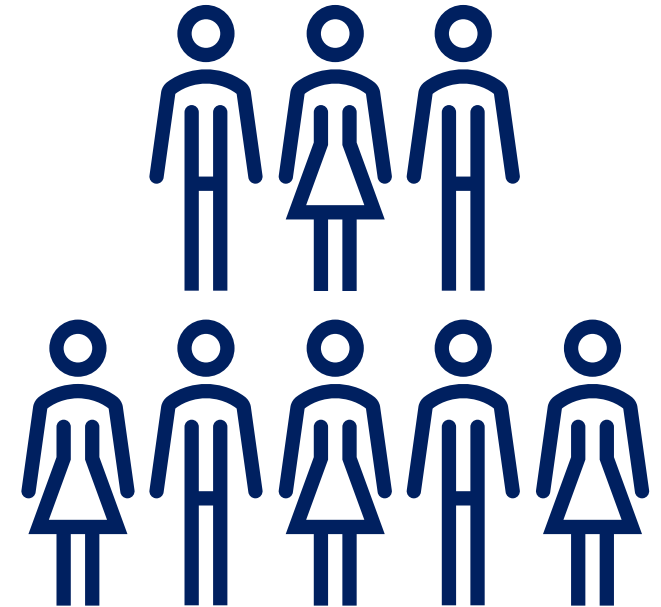
They prioritize student needs and promote transparency in all decisions.

Collaboration and Governance

The Board models best governance practices and engages in appropriate collaboration with the superintendent to strengthen academics, operations, and governance functions in the district.

Temporary Leadership and Transition

Once improvements are made, governance returns to elected trustees.



Boards of Managers have improved student outcomes

10 placements since 2000 for purposes of operating an ISD



	District	Reason for Intervention	Appointment Range		% Students Meet Grade Level* at Appointment	% Students Meet Grade Level* at Transition	Academic Change under BOM
Academic Interventions	Houston	Five consecutive unacceptable campus academic ratings	June 2023	Present	41%	49%	+ 8
	Shepherd	Five consecutive unacceptable campus academic ratings	Nov 2019	Present	28%	31%	+ 3
	Marlin	Four consecutive unacceptable district academic ratings	Sep 2016	Feb 2024 (transition began)	12%	27%	+ 15
	El Paso	Academic malfeasance	Dec 2012	May 2015	32%	38%	+ 6
Non-Academic Interventions	La Joya	Governance failures	Feb 2024	Present	45%	40%	- 5
	South San Antonio	Governance failures	Feb 2025	Present	29%	31%	+ 2
	Southside	Governance failures	Dec 2016	May 2022	28%	38%	+ 10
	Edgewood	Governance failures	Mar 2016	May 2020	24%	29%	+ 5
	Beaumont	Financial mismanagement	Apr 2014	Feb 2020	29%	30%	+ 1
	North Forest	Governance failures & financial mismanagement	Jul 2008	Nov 2010	50%	61%	+ 11

All Board of Managers placements in ISDs since 2000. Excludes temporary Board of Managers placements to facilitate consolidation in Wilmer Hutchins ISD (2006), Kendleton ISD (2010), North Forest ISD (2013), and La Marque ISD (2016). Excludes interventions that did not involve a final Board of Managers assignment.

*Source: Data from 2011 and earlier are from TAKS at the 'Met Standard' level for All Tests, which is closer to the current Approaches Grade Level standard; 2012–2013 are from STAAR at the 'Final Level II' standard for all subjects; 2013–2014 are from STAAR at the 'Postsecondary Readiness' standard in 'Two or More Subjects'; 2016 are from STAAR at the 'Meets Grade Level' standard in 'Two or More Subjects'; 2017 and later are from STAAR assessment data at the 'Meets Grade Level' standard for all subjects. At Appointment data taken from same accountability year as placement. At Transition data taken from last accountability data closest to end of placement.

Houston ISD A-F Ratings Trends (2023-2025)

Ratings

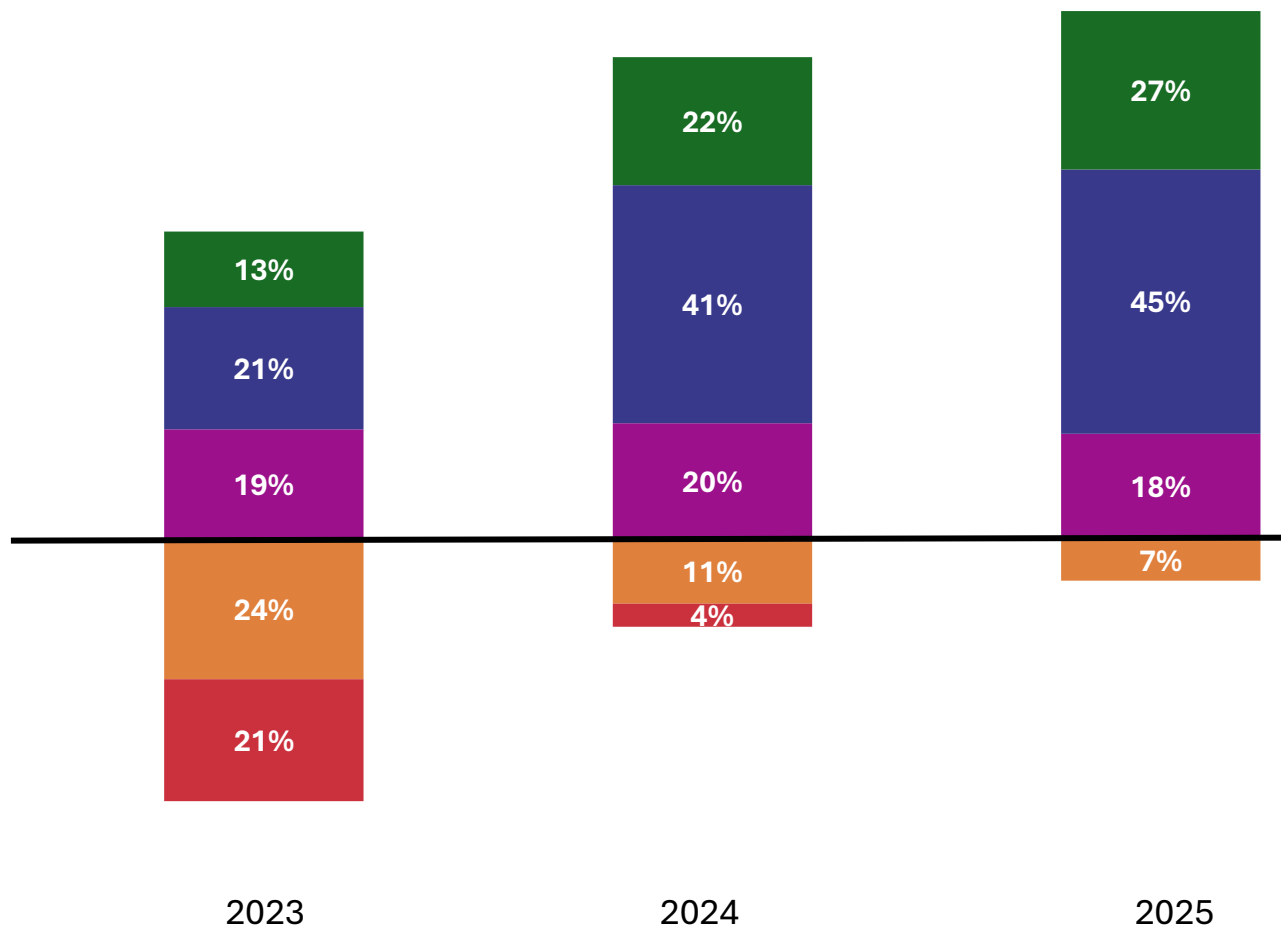
A 90-100

B 80-89

C 70-79

D 60-69

F ≤ 59

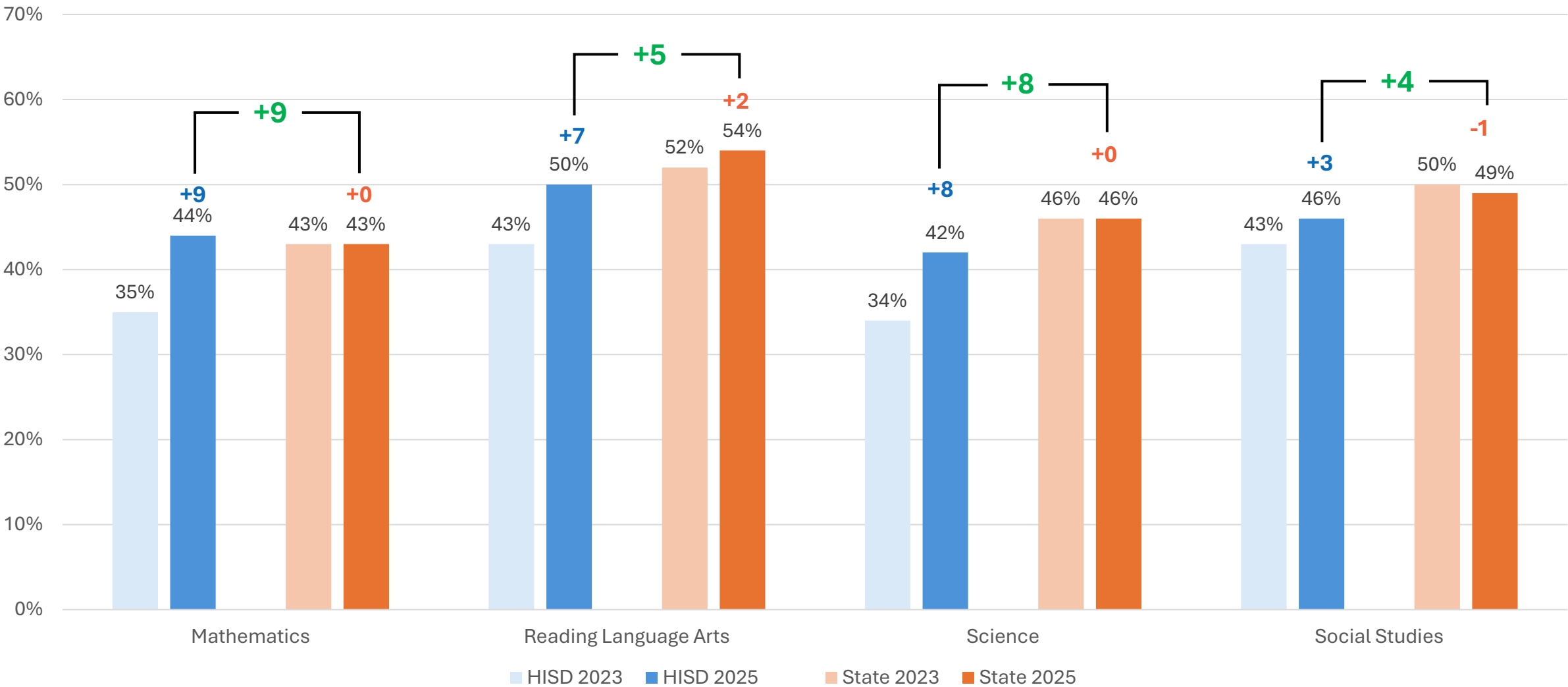


- In 2023, the year before the HISD intervention, there were 55 F and 65 D campuses, which equals 120 total D & F campuses.
- In 2025, this year, there are zero F campuses and 18 D campuses.
- In 2025, 90% of campuses earned A-C rating, compared to just 53% in 2023.

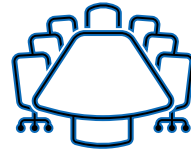
Houston ISD has been outperforming the State in growth since the intervention and is now outperforming in achievement in mathematics



Percent Meets for All Tests (EOC & 3-8)



Improving student academic outcomes



Good
governance

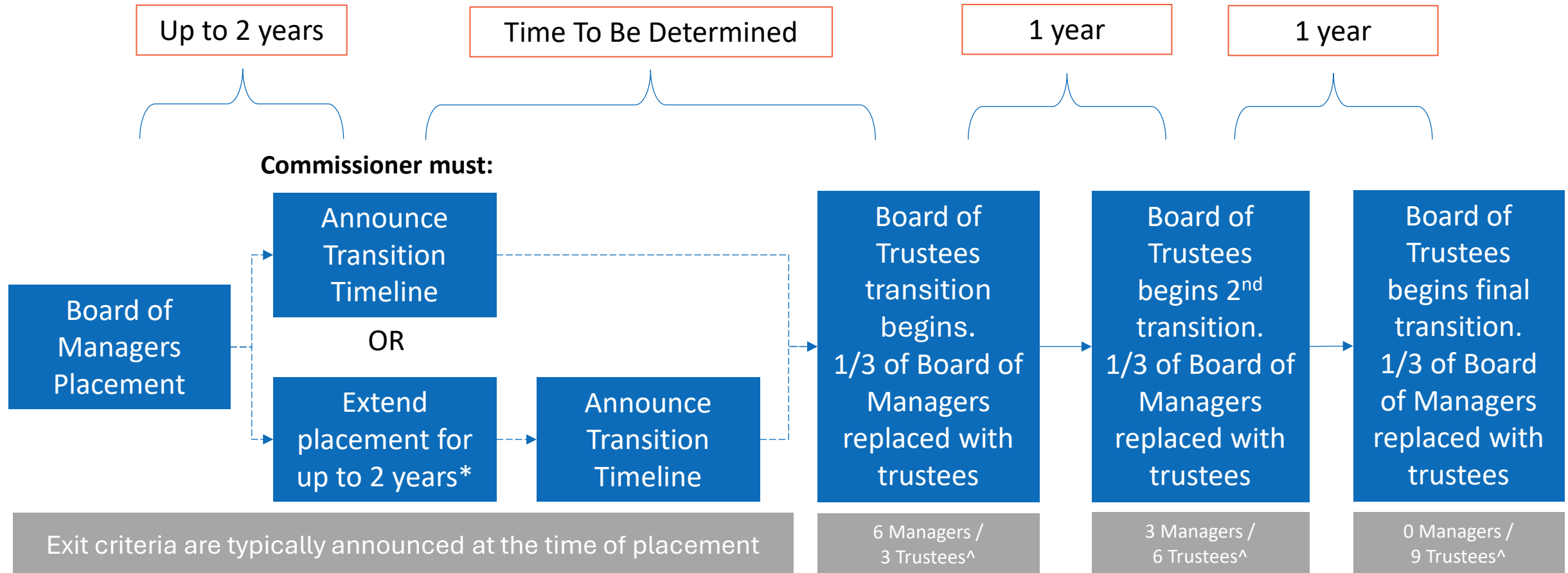


Superintendent
oversight



Goal setting
and monitoring

Timeline for return to elected trustee control



**Per Tex. Educ. Code § 39A.208(c), the Commissioner's decision to extend a placement depends on local feedback as to whether sufficient academic progress has been made.*

^ Transition structure assumes 9-member board of managers



Application and Selection Process

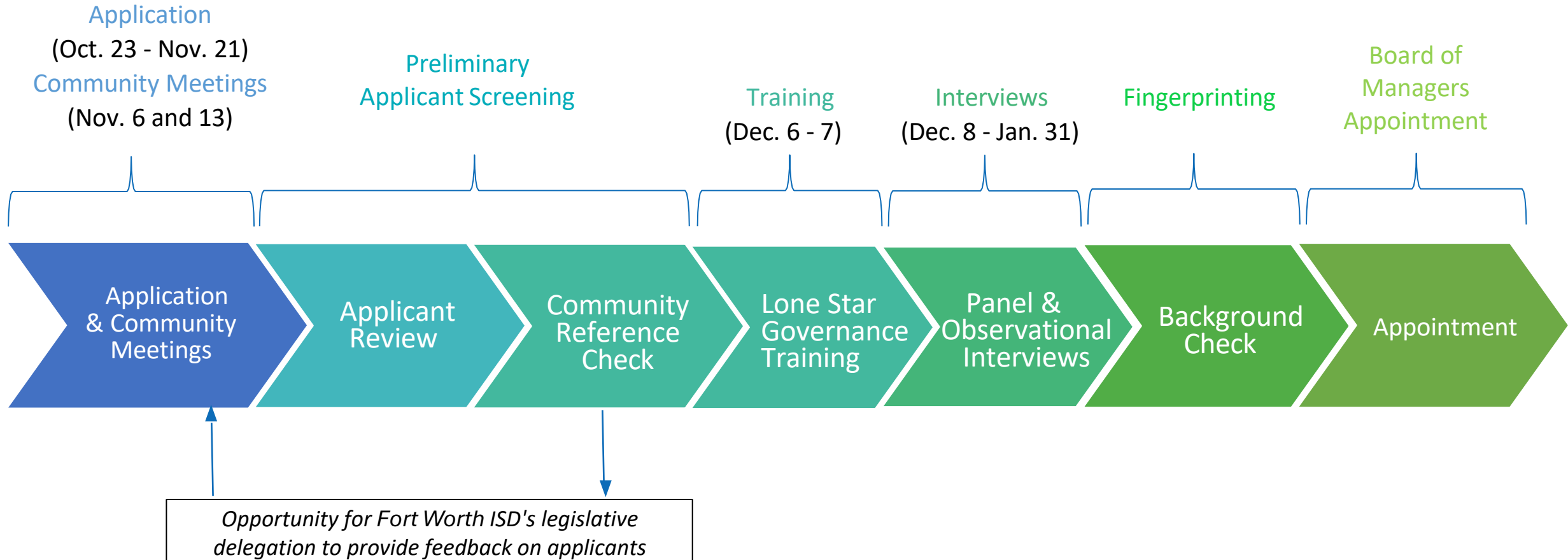
BoardofManagers@tea.texas.gov

The ideal board of managers will include a diverse group of community members with a wide range of skills and backgrounds



- Believe in the potential of all Fort Worth ISD students to succeed in college, career, or the military
- Are committed to improving student academic outcomes
- Can collaborate effectively in a results-oriented team environment
- Are open to learning and growth, especially in understanding school systems

Application and selection process



- Online application due Friday, November 21
- Estimated completion time: 1-2 hours
- Requires
 - Demographic information (needed for fingerprinting)
 - Educational background
 - Current occupation
 - Conflicts of interest
 - Resume
 - Three short answer responses



Lone Star Governance (LSG) Training



- A research-based framework that helps school boards and superintendents focus on one goal: improving student outcomes
- Provides tailored coaching aligned to five governance pillars and supports legal and fiscal responsibilities while promoting strong, student-centered leadership
- Advancing applicants are expected to attend LSG
 - **Date:** December 6 - 7
 - **Location:** To be provided to those advancing

Interviews for applicants advancing after LSG

Part 1: Panel

Interviews with agency staff
focused on leadership and
governance readiness



Part 2: Observations

Leadership training, allowing
TEA to observe leadership
behaviors in action





- Fingerprinting required for applicants advancing to the interview phase
- ~\$50 and is the responsibility of the applicant

Superintendent appointment

If the Commissioner appoints a Board of Managers, he also has the authority to appoint a Superintendent.

TEA will support the hiring process:

- Interviews
- Performance tasks
- Background/reference checks



Questions?

Contact us

BoardofManagers@tea.texas.gov



Board of managers application

