



Board of Managers Frequently Asked Questions

What is a Board of Managers?

A Board of Managers is a temporary governance team appointed by the Texas Education Agency (TEA) to help a school district navigate systemic, academic, financial, or governance challenges. These local community members take over the responsibilities of the elected Board of Trustees and work closely with the appointed superintendent to improve student outcomes, strengthen operations, and restore public trust.

Their role includes:

- Making decisions that prioritize students
- Promoting transparency and accountability
- Restoring the community's confidence in the district.

Once key improvements are made and the district is on a stable path, leadership returns to the elected Board of Trustees. [Learn more about the process for returning to elected control.](#)

Key Legal References

- [Appointment of Monitor, Conservator, or Board of Managers \(TAC §97.1073\)](#)
- [Appointment of Board of Managers \(TEC §39A.004\)](#)
- [Board of Managers for School District Managed by Conservator or Management Team \(TEC §39A.006\)](#)
- [General Powers and Duties of Board of Managers \(TEC §39A.201\)](#)
- [Board of Managers School District \(TEC §39A.202\)](#)
- [Role of the Board of Trustees \(TEC §39A.202\)](#)
- [Expiration of Appointment \(TEC §39A.208\)](#)

When is a Board of Managers appointed?

The Commissioner may appoint a Board of Managers following a special investigation or if a school district or charter school fails to meet one or more following:

- Accreditation criteria
- Academic performance standards
- Financial accountability standards

A Board of Managers may also be appointed if the district has been under the management of a conservator for two consecutive school years.

What authority does a Board of Managers have?

A Board of Managers holds all the powers and responsibilities of an elected Board of Trustees.

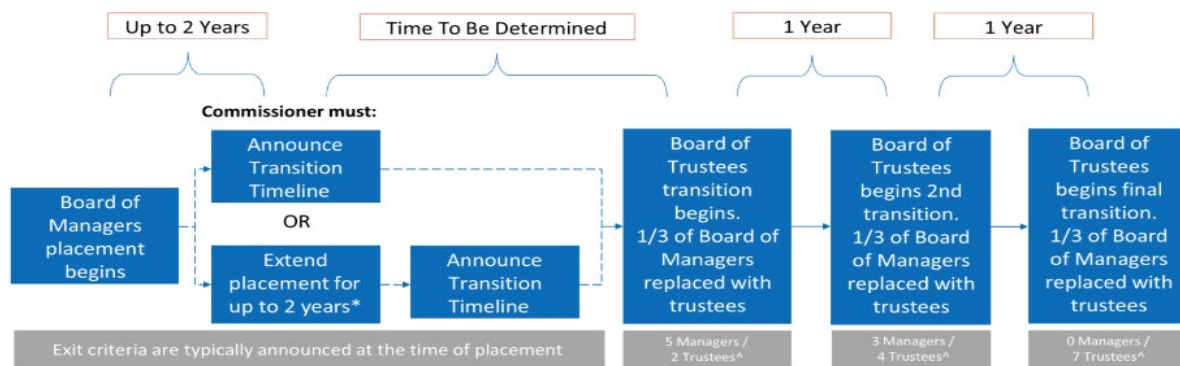
What happens to the elected Board of Trustees if a Board of Managers is appointed?

If appointed, the Board of Managers temporarily assume all governing authority. The elected Board of Trustees remains in office but without decision-making power during the appointment period. Elections continue as scheduled, and once the Board of Managers is removed, authority returns to the elected trustees.

How long will the Board of Managers remain in place?

The Commissioner sets exit criteria for the Board of Managers. Once those criteria are met, the Commissioner will announce the end of the appointment and transition governance back to the elected Board of Trustees.

Timeline for Return to Elected Trustee Control



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

[^] Transition structure assumes 7-member Board of Managers

What is the process for appointing a Board of Managers?

When TEA identifies a potential need for a Board of Managers in a school district, the agency begins a structured process to ensure transparency and community involvement.

First, TEA issues a call for applications within the affected community. Informational meetings are held to explain:

- The role and responsibilities of a Board of Managers
- The application process and requirements
- Projected timelines for a possible appointment

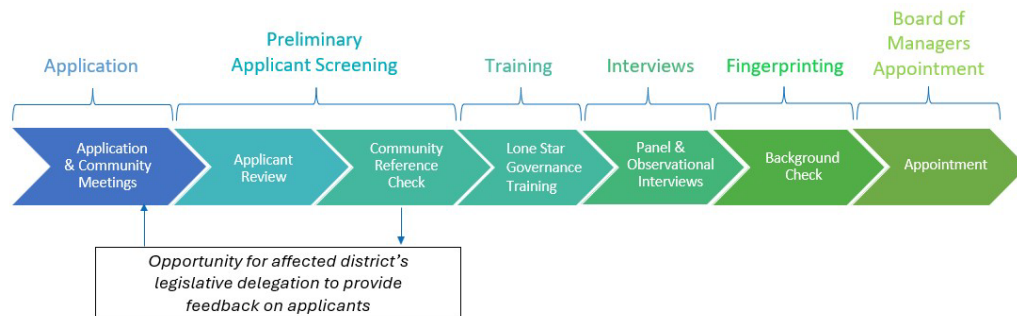
These meetings also provide an opportunity for community members to ask questions and learn how to get involved.

After the application window closes:

- TEA reviews submitted applications
- Selected candidates participate in Lone Star Governance training
- Interviews are conducted with qualified applicants

Once finalists are identified, they are presented to the Commissioner of Education for final approval. The Commissioner then conducts a final review and approves the appointments.

Board of Managers Application and Selection Process



Have Boards of Managers been successful when appointed in Texas?

Yes. In every instance where a Board of Managers has been appointed in Texas, the intervention has met its intended goals. Student achievement improved across nearly all placements, and governance practices were strengthened to support long-term success.

Board of Manager Placements Since 2000

	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), Kenedy 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 A. approaches Grade Level standard; 2012–2013 are from STAAR at the "Met Standard" level 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.