

Killeen Independent School District

Governance Internal Audit

Report Presentation to the Board of Trustees

Agenda

- Audit Objectives and Scope
- Findings and Recommendations
- Questions



Audit Objectives and Scope

Audit Objectives

- To evaluate the compliance, efficiency, and effectiveness of mechanisms that drive:
 - Board and Senior Leadership Decision-Making
 - Board Operations
 - Performance Measurement and Accountability
- To identify opportunities for improvement within each area.

Audit Scope

Board Governance

- The quality, frequency, timeliness, and format of information coming to the Board to support Board decisions (e.g., budget adoption, policy adoption).
- The efficiency, effectiveness, and compliance of Board meetings.
- Assessment of how legal and local policies are updated and communicated.
- Assessment of how the superintendent is held accountable by the Board for performance.

Audit Scope

District Administration

- Organizational analysis of the senior administration.
- Assessment of district short- and long-range planning processes.
- Assessment of the formal or informal decision-making framework guiding how decisions are made in the central office and schools.
- Assessment of Administrative Regulations in terms of their adequacy and usefulness in providing guidance to implement Board policies.

Recommendations

Twelve (12) recommendations:

- Ten (10) Board Governance
- Two (2) District Administration



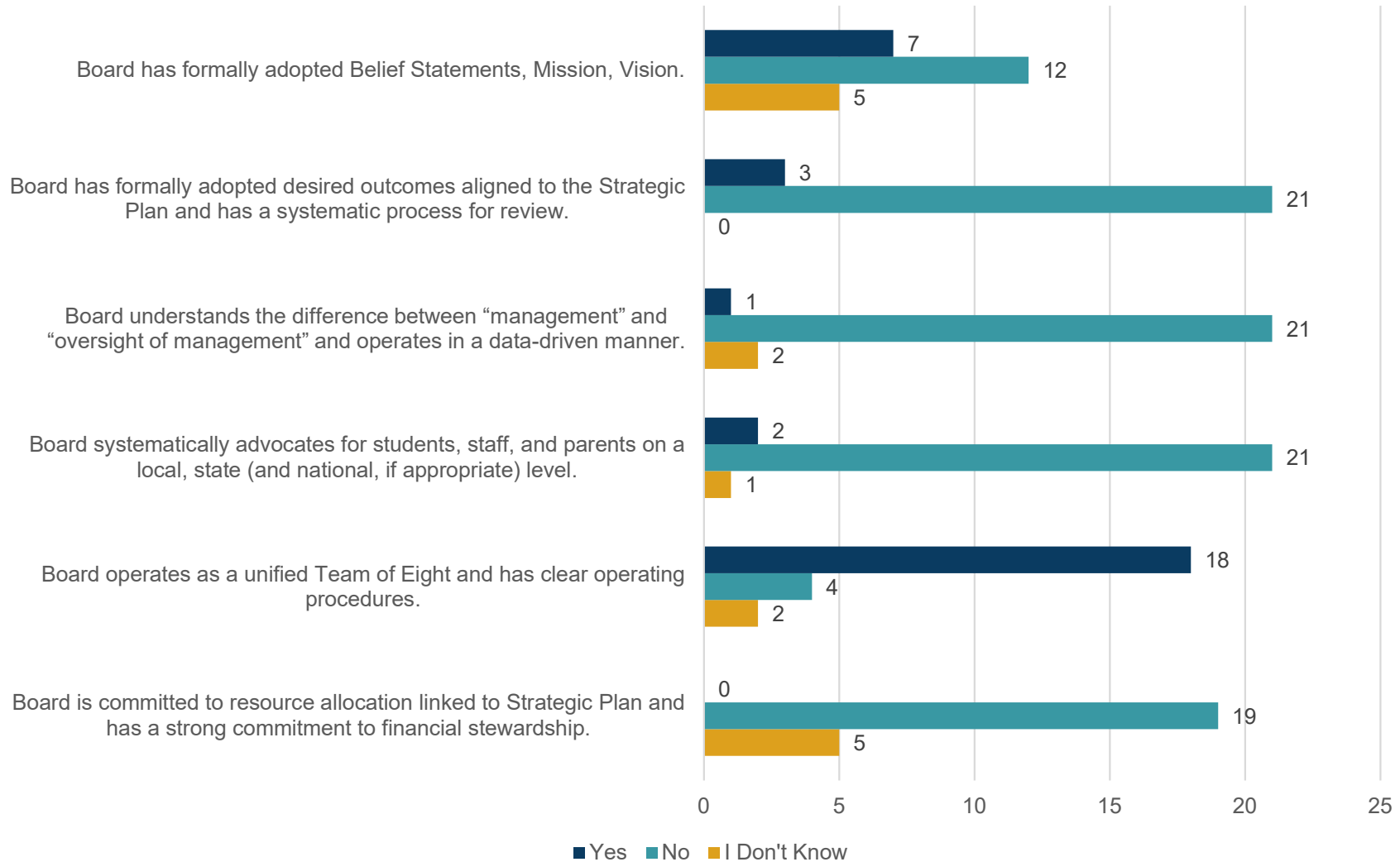
Board Governance

Self-Evaluation

Finding: The KISD Board does not conduct an annual self-evaluation.

- Allows the Board to identify areas of strength and opportunities for growth
- Provides a platform to have honest discussions about differing perspectives
- Models accountability, growth, and development for the rest of the district
- Moak Casey conducted Board self-evaluation survey in August 2023

Self-Evaluation



Source. Moak Casey, August 2023

Self-Evaluation

Recommendation: Adopt a local board policy to conduct an annual Board self-evaluation.

- Adds a layer of accountability for current and future Boards
- Include time to complete as well as time to debrief as a Team of 8
- Consider research-based characteristics of effective boards as a starting point for an evaluation instrument

Board Operating Procedures

Finding: KISD's BOPs do not provide effective guidance to trustees.

- Organized as a “Frequently Asked Questions” document
- Most trustees did not recognize the BOP document and did not recall its annual review and approval
- Contains insufficient guidance

District	BOP Total Page #
Killeen ISD	11
Houston ISD	122
Dallas ISD	39
Lewisville ISD	36
Garland ISD	55

Board Operating Procedures

Recommendation: Update KISD's Board Operating Procedures to include all major governance components.

- Review other district's BOPs for standard elements
 - Board Governance, Board Mission and Goals, Board Meetings, Board Committees, Board Relationships, Standards of Conduct, Officer Elections, Community Engagement, Communications, Training, Development and Advocacy
- Organize the BOP in a way that allows trustees to easily search the document

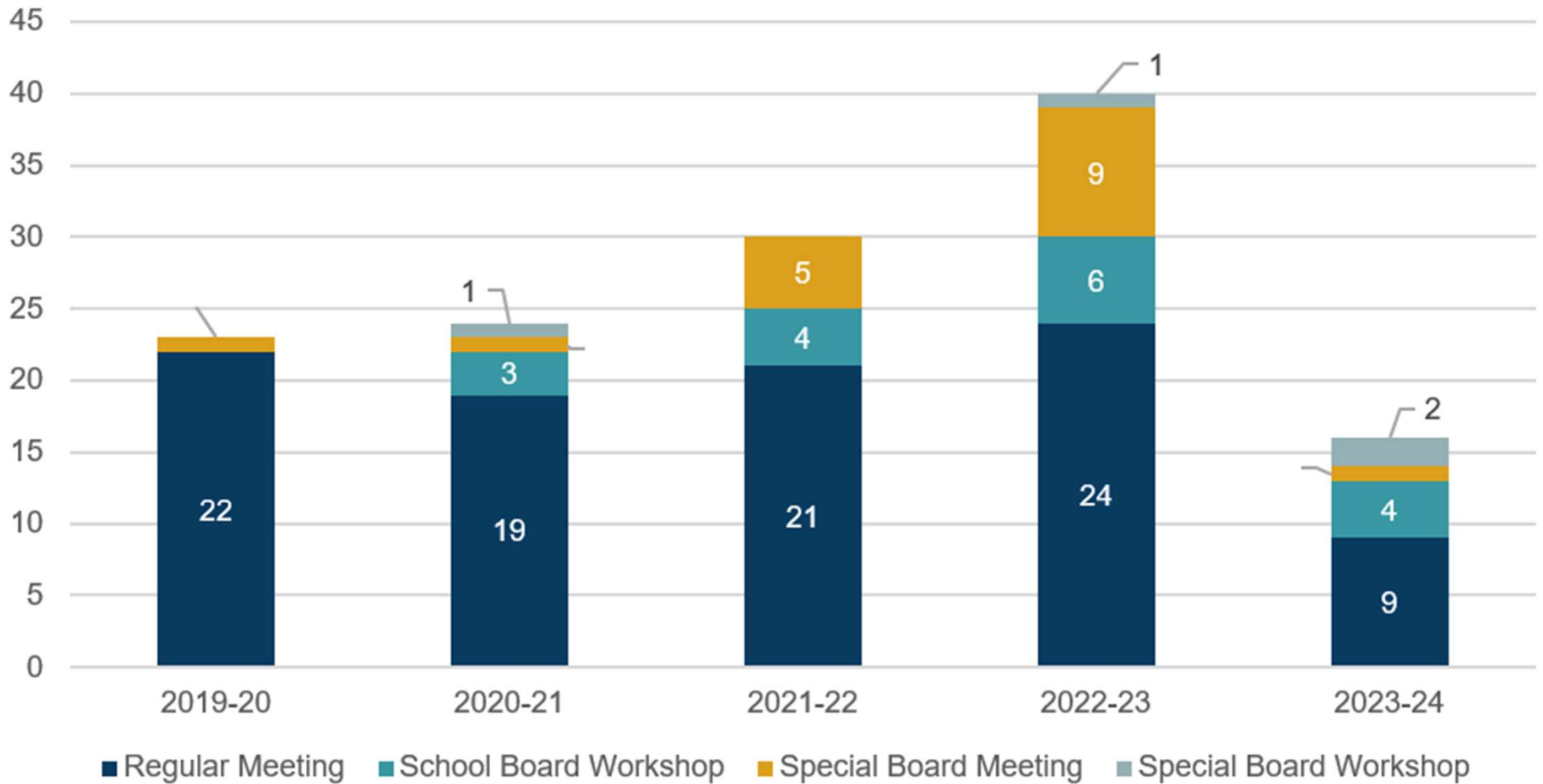
Board Meetings

KISD Board uses six types of meetings to conduct its governance responsibilities:

- Regular Board Meetings
- Special Board Meetings
- Board Workshops
- Special Board Workshops
- Emergency Meetings
- Executive/Closed Sessions

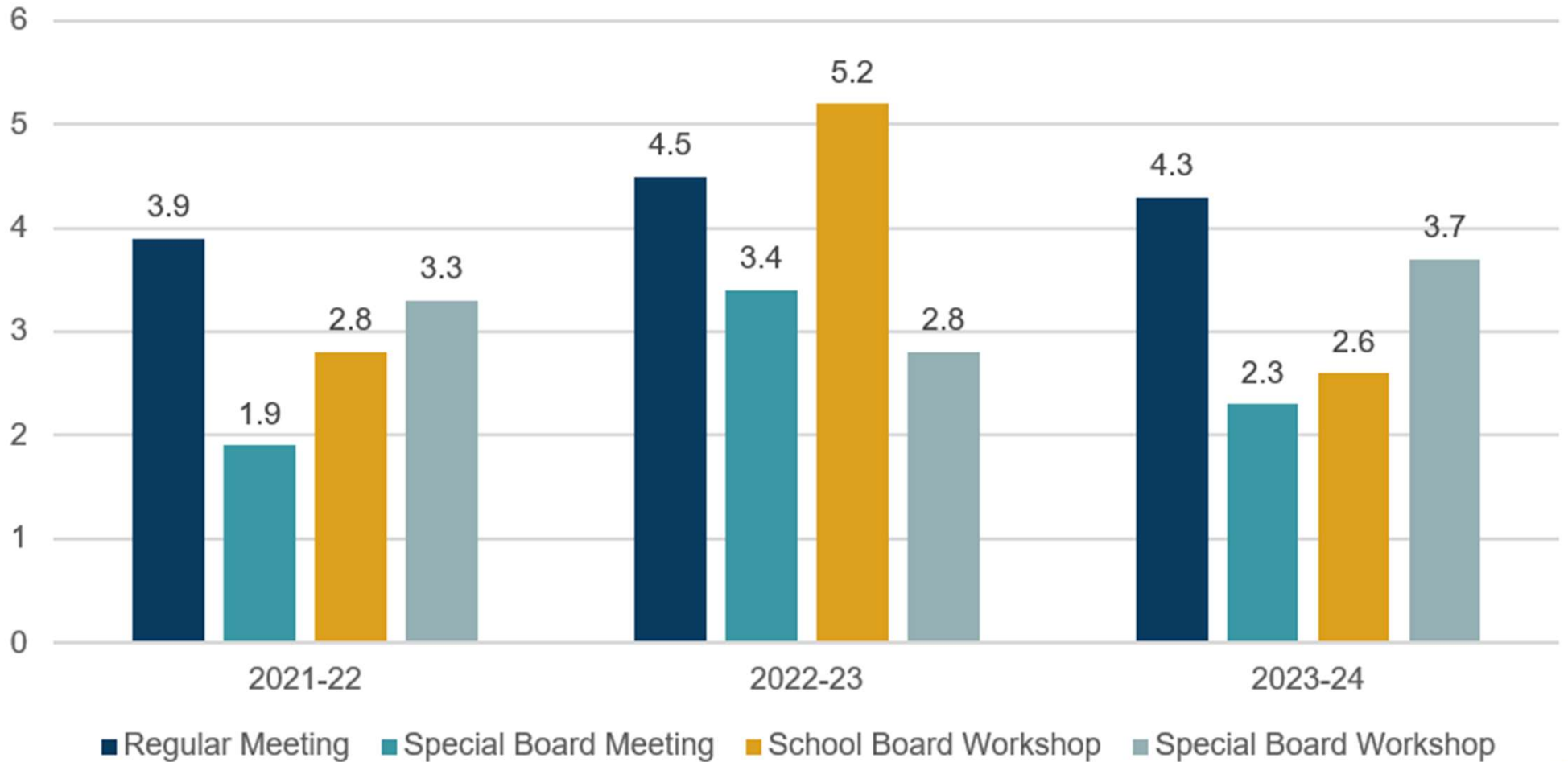
Board Meetings

Figure 5. KISD Board Meeting Counts, 2019-20 to February 2024



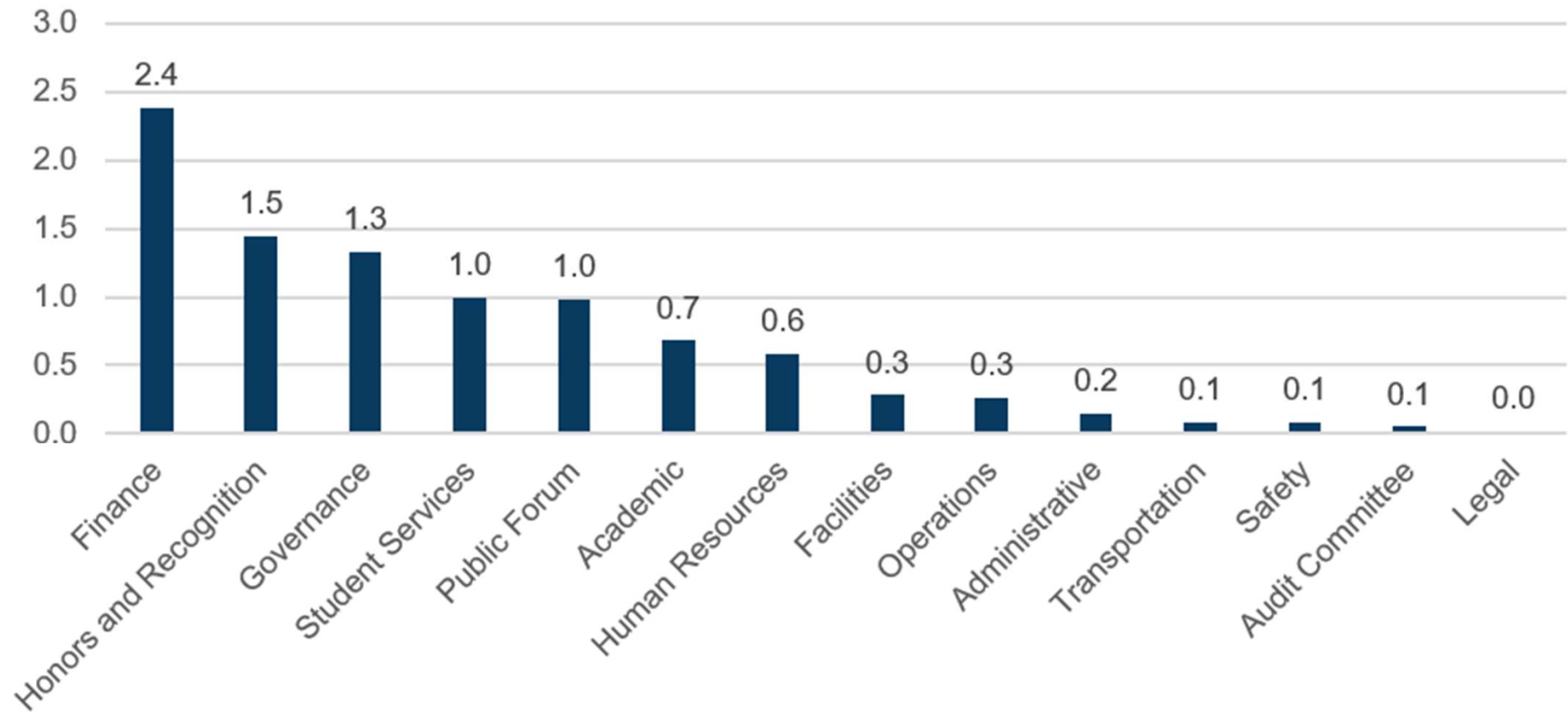
Board Meetings

Figure 6. Average Board Meeting Length by Meeting Type, 2021-22 to February 2024



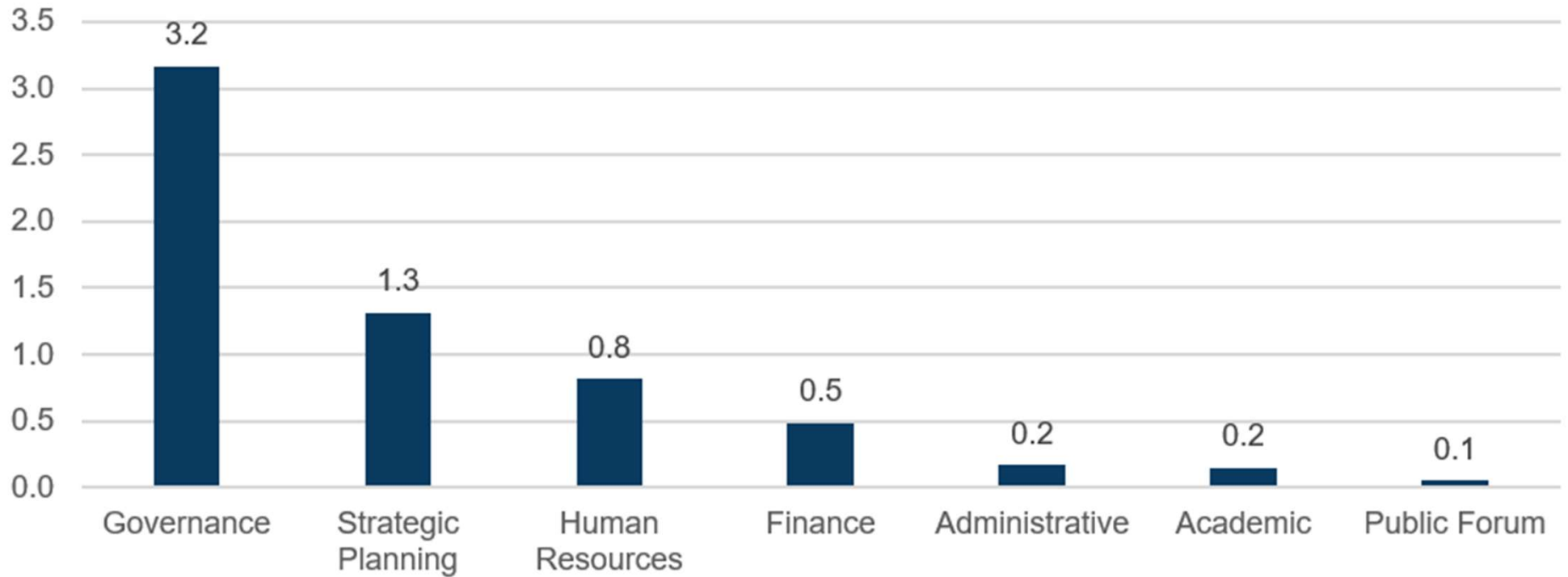
Board Meetings

Figure 7. Hours Spent on Topical Areas, KISD Regular Board Meetings, August 2023 to December 2023



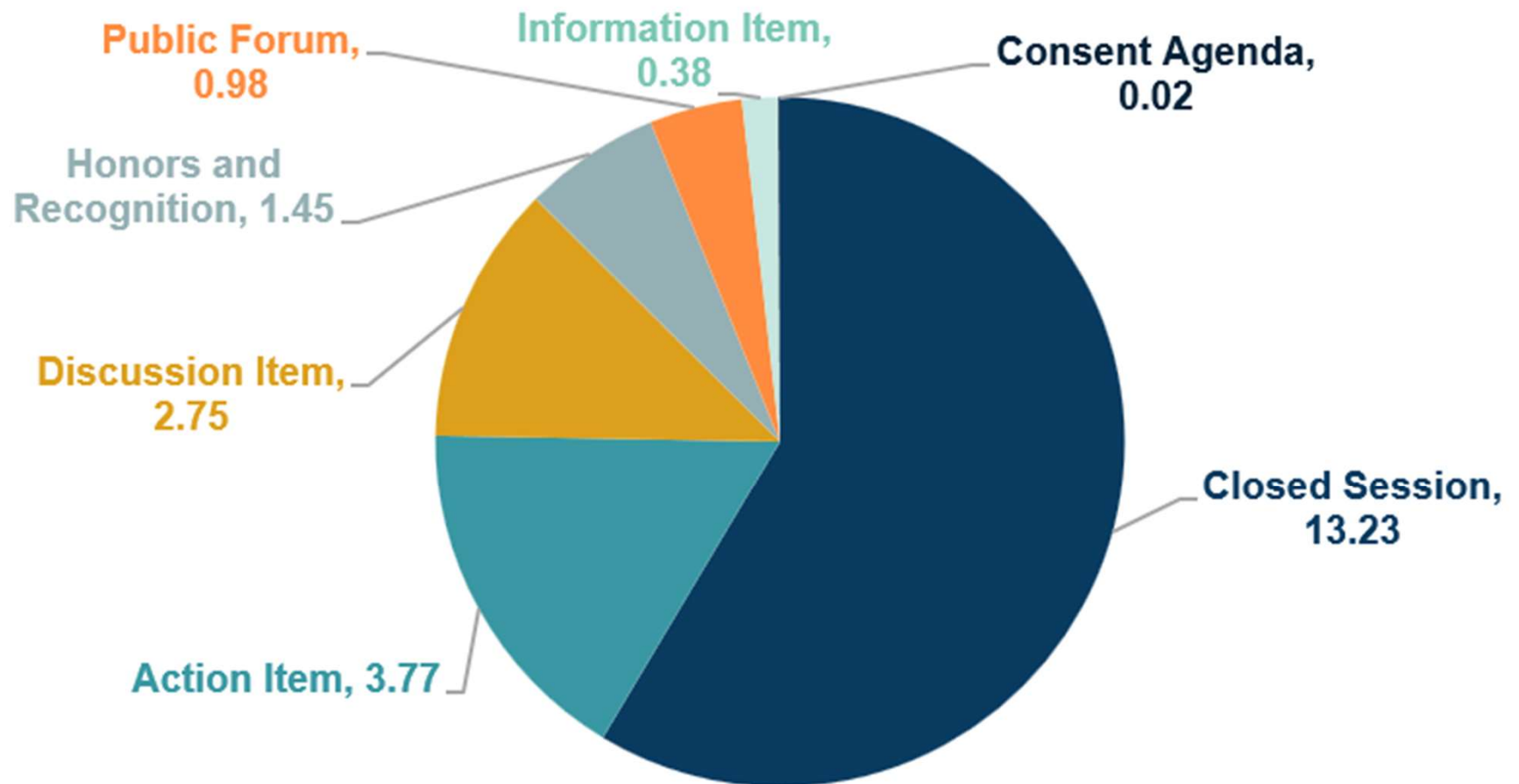
Board Meetings

Figure 8. Hours Spent on Topical Areas, KISD Board Workshops, August 2023 to December 2023



Board Meetings

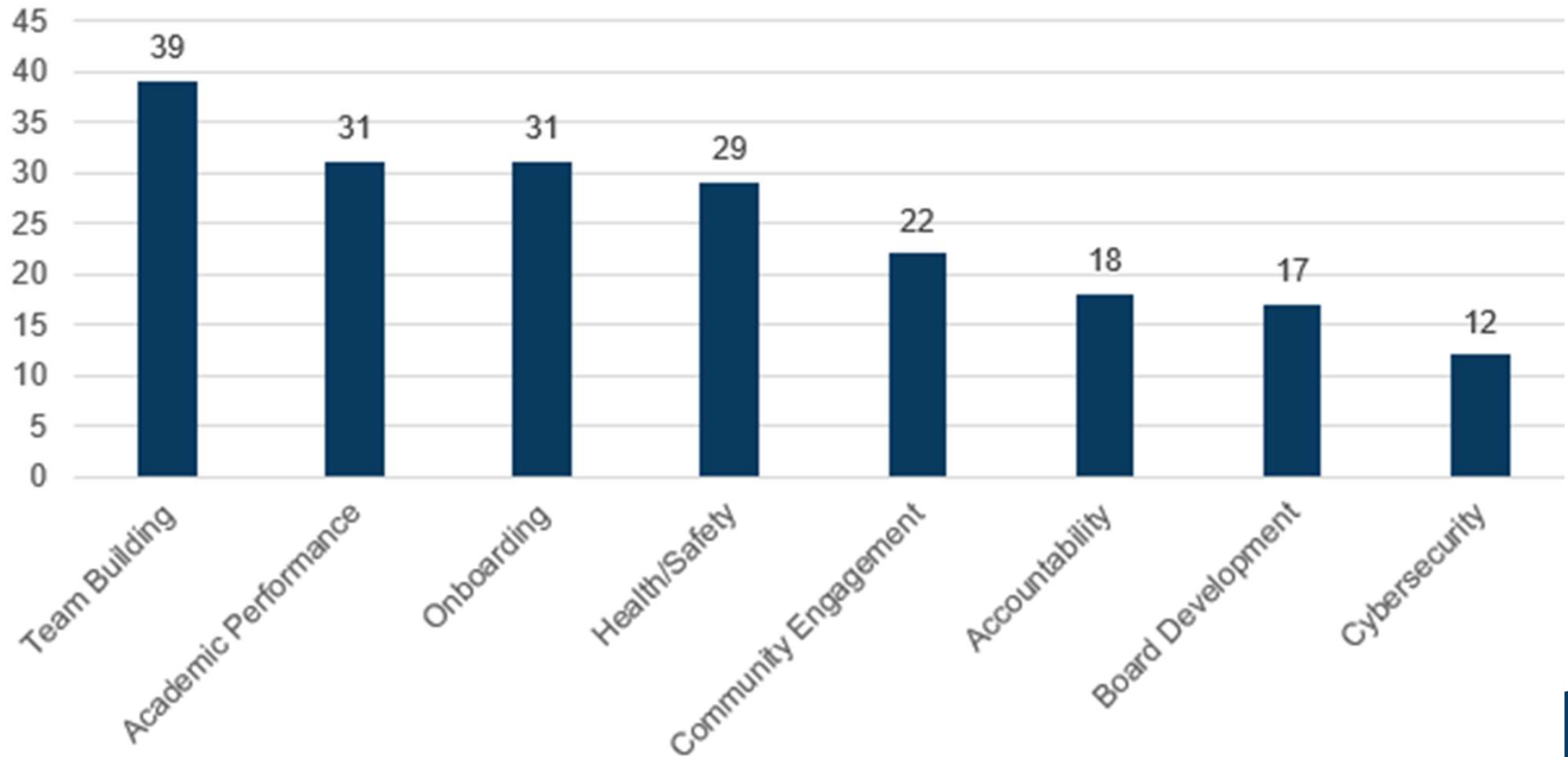
Figure 9. Hours Spent by Type of Agenda Item, KISD Regular Board Meetings, August 2023 to December 2023



Board Training

Commendation: The KISD Board and superintendent prioritize team-building training.

Figure 10. Board Training, Total Hours by Category, 2021-22 to June 2023



Board Training

Finding: New trustee orientation ineffectively prepares Board members for their role.

- Orientation binder not shared in advance, limiting time to internalize and ask informed questions
- Current Board members do not attend
- Insufficient time and ineffective medium

Board Training

Recommendation: Create an onboarding program for new KISD trustees.

- Differentiate “orientation” from “onboarding”
- New trustee onboarding could include:
 - Mentor program
 - Ambassador program
 - Listening tour

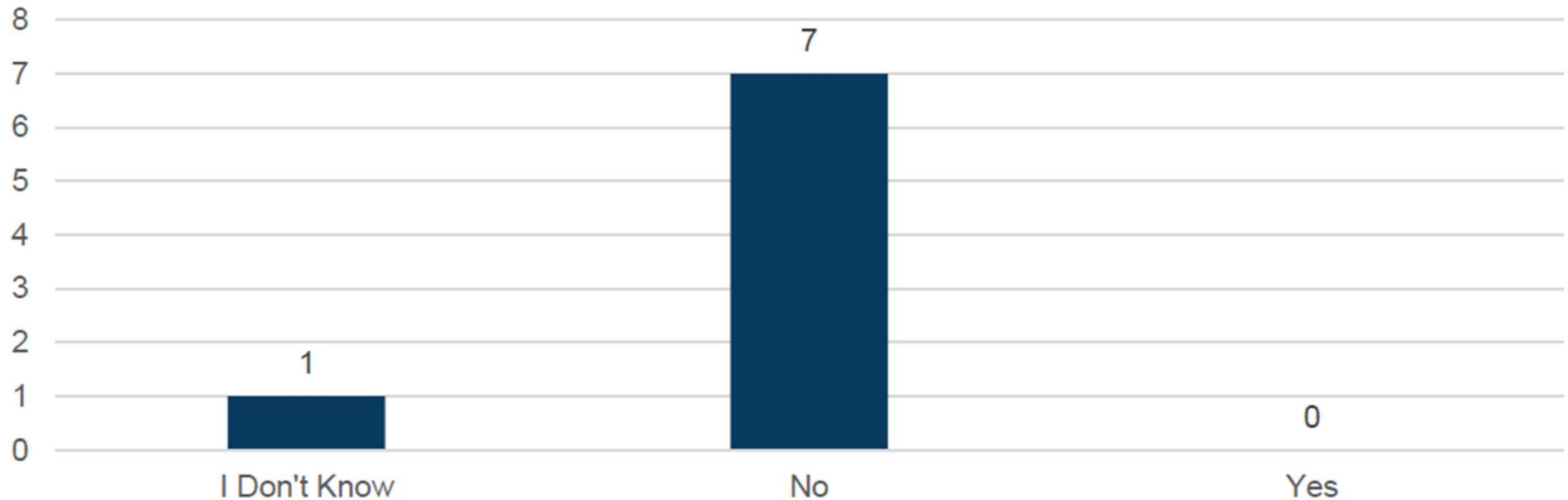
Superintendent Evaluation

Finding: The Board's evaluation instrument for KISD's superintendent does not promote accountability.

- Centered around anecdotal comments
- No data or district goals present

Superintendent Evaluation

Figure 12. Board Self-Evaluation Responses – “We are data-driven and use data to hold ourselves and senior leaders accountable to our stated expected outcomes.”



Source. Moak Casey, August 2023

Superintendent Evaluation

Recommendation: Overhaul the superintendent evaluation process and instrument.

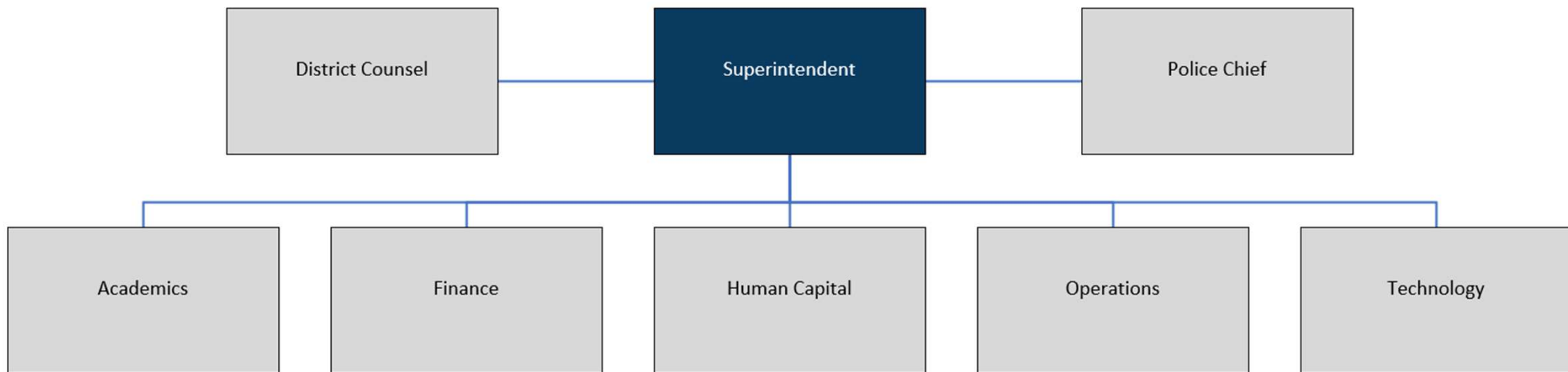
- Superintendent's performance should reflect the district's performance
- Make the evaluation a continual process



District Administration

Senior Organizational Structure

Commendation: The superintendent's proposed organizational structure reflects best practice in organizational theory and aligns with district priorities.



Planning and Strategy

Finding: KISD does not have an active strategic plan to guide the work of the district.

Figure 17. KISD Board Self-Evaluation Results, August 2023



Source. Moak Casey, August 2023

Planning and Strategy

Commendation: Continue the development and implementation of KISD's new system scorecard.

- Stakeholder involvement
- Organizational alignment
- Data-driven accountability



Questions