

Guiding Change: Strategic Realignment of District Structures

Governance Question: “How would realignment of district structures benefit the district?”

Context and Reality The “Why”	Acceptable Means The “How”	Results “The What”
<p>Despite impressive and thoughtful leadership efforts, the Duluth Public School District faces significant financial and human resource challenges that threaten the economic and workforce health of the district, and therefore the wellbeing of our students, staff and families.</p> <p>We are in a difficult, unsustainable financial situation that requires significant immediate and ongoing attention. Prior to the pandemic, we had a fund balance of approximately \$500,000. Most districts of our size should have a fund balance of at least \$7,000,000. Despite these challenges, we were on course to have a sustainable budget. Since that time, the pandemic has put us into further financial jeopardy with enrollment losses that could have multimillion dollar impacts.</p> <p>Additionally, the human resource challenges of recruiting, retaining and supporting a thriving workforce are challenging in normal times. There are systems improvements needed in diversifying our workforce, and in creating the support efficiencies that make us a nimble organization</p>	<p>Realignment of our district structures within Human Resources and Business Services should be done in the following manner that:</p> <ol style="list-style-type: none"> 1. Aligns district leadership to the achievement of our mission and accomplishing the district’s priorities,, as well as to develop, implement, and monitor our strategic plan with supportive accountability 2. Positions our district to make effective decisions given the current pandemic situation, as well as future decisions, by reflecting internal and external influences and trends 3. Ensures that the district obtains the highest quality of candidate with the expertise and skills needed to serve our district 	<p>Restructure our Human Resources Department by reinstating the Director of Human Resources position. This position will report directly to the Superintendent of Schools, elevating our financial needs as well as the needs of our workforce as key district priorities.</p> <p>By restructuring in this manner, our Chief Financial Officer will be able to focus even more support and leadership on the significant immediate and long-term operational and budgetary needs of the district as key district priorities.</p> <p>By prioritizing support for Business Services leadership with a focus on continuous improvement of systems and structures, we will:</p> <ol style="list-style-type: none"> 1. Have a sustainable budget beyond the year that we are in, encompassing a three year vision. 2. Conduct an internal audit to examine our programming through an equity lens.

focused on hiring and supporting the best staff possible for students and families. The pandemic has brought in so many additional challenges that require more support than are currently available.

Business Services, through our Chief Financial Officer, oversees the overall management of the district's \$110 million budget.

Contracting, purchasing, budget and finance, facilities management, transportation, child nutrition, and MARSS coordination are currently under the Business Services umbrella.

Additionally, Human Resources is supervised by our Chief Financial Officer.

This aspect of Duluth's organizational structure is not a common model in other districts. The vast majority of districts of our size have a different structure with a Director of Human Resources that reports to the superintendent. Duluth followed this standard model of having a Director of Human Resources that reported to the superintendent for many years prior to shifting to the current model of a Senior Human Resources Manager reporting to a Chief Financial Officer.

With the pending retirement of our current Senior Human Resources Manager it is imperative that we recruit and retain an experienced, highly skilled candidate to meet the complex needs of our workforce and the district as a whole. The position of Director of Human Resources would be more standardized and desirable, thus attracting the caliber of candidate needed for this work.

during a successful transition

4. Aligns with system needs that were identified during the superintendent's 100 Day Entry Plan conversations and needs analysis
5. Requires analysis for overall departmental needs as a "next step" by the departmental lead

Assess what is the core of what we need to fund and what is not. Prioritize what we can and cannot do and allocate resources accordingly.

3. Support buildings with financial needs so that things also are more systematized. This will allow leaders to focus more on instructional leadership of their buildings.
4. Build a base of knowledge for the community, board and leadership to better understand the financial needs of the district as well as financial needs overall.
5. Increase our resources to support students through solution finding, enrollment planning, advocacy at the state and local level, grant seeking, debt restructuring, and levy activities.
6. Ensure that our budgeting process is aligned with, and in support, of our strategic priorities through the budgeting and strategic planning processes.

By prioritizing support for Human Resources leadership with a focus on continuous improvement of systems and structures, we will:

1. Create a thriving workforce culture focused on continuous improvement of our human capital management systems
2. Develop and improve upon systems and

With the change in staffing, selecting the position and structure that is best aligned to our needs, especially in given our pandemic needs, is timely.

structures of our human resources department to increase efficiencies, timeliness and ability to serve the human resource needs of our district

3. Improve well being, safety and support for all employees, both in a time of pandemic needs and into the future
4. Operationalize the recruitment, hiring and onboarding processes for all employee groups
5. Continue to develop career ladder opportunities for employees
6. Focus on increasing the percentage of employees with culturally, linguistically and ethnically diverse backgrounds.