Department of Implementation

1973 - 2002; bulk: 1975 - 2000

Boston Public Schools: Desegregation-era Records Collection

Project funded by a grant from the National Historic Publications and Records Commission (NHPRC)

Collection Summary

Creator:	Department of Implementation
Title:	Department of Implementation Records II
Physical Description:	63 cubic feet
Language:	English
Repository:	City of Boston, Office of the City Clerk, Archives and Records Management Division 201 Rivermoor St. West Roxbury, MA 02132 archives@cityofboston.gov

Abstract:

The Department of Implementation was established as a result of Judge W. Arthur Garrity's June 21, 1974 decision in the civil case of Morgan vs. Hennigan (US District Court of Massachusetts). The department's mission was to carry out the court's orders to desegregate Boston Public Schools. Its specific duties were to facilitate, monitor, coordinate, develop and provide accurate information on all matters pertaining to the court ordered desegregation. The Department of Implementation II Desegregation-era records spanning from 1975 - 2000 (bulk), document the final decade and an half of the department and the work of several divisions including the Executive Director; the Transportation Unit; the External Liaison Unit; the Student Services Unit; and the Records Management Unit.

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Agency History

The Department of Implementation evolved from Implementation Team, into the Office of Implementation, to its final department status. From July 1974 to August 1975, it was the "Implementation Team", comprised of teachers and administrators already employed within the Boston Public Schools. They worked as a committee to plan ways to ensure compliance with Judge W. Arthur Garrity's court orders in the Tallulah Morgan vs. James Hennigan case. The decision, ruled June 21, 1974 in the United States District Court of Massachusetts, required the Boston Public Schools to take action to eliminate racial segregation within its schools. This team quickly learned that the work required of them was more than could be delivered on a part-time basis. Desegregating the Boston schools would take planning, funding and

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dedication of a full time staff.

The "Office of Implementation" existed from September 1975 to May 1977. The Masters' Plan of May 10, 1975 recognized the need for an agency dedicated to implementing the court's orders. This plan officially established the Office of Implementation. In a response to the Masters' plan, filed by the School Committee, members asserted that the Office would be "the actual mechanism for school system implementation, supervision and coordination..." (p.1, Implementation Process and Schedule for Student Desegregation). On May 6, 1977, the court issued its annual Memorandum and Orders Modifying the Desegregation Plan, which established the Department of Implementation as a permanent unit with four divisions, under the supervision of the Associate Superintendent for Support Services. The divisions were as follows: Senior Officer of Desegregation; Executive Director; External Liaison Unit; Records Management Unit; Student Services Unit; Transportation Unit. The Senior Officer of Desegregation was responsible for implementing court orders, policies and decisions. This position was filled by John Coakley, 1977 to 1986, by Catherine Ellison, 1986 – 1997 and finally by Jack Halloran until 2003. The Senior Officer planned and monitored desegregation activities. The officer served as a link between the BPS Office of General Counsel and the Court appointed experts. The Executive Director was in charge of coordinating daily operational activities and the personnel of all four units of the Department of Implementation. This division had to ensure efficiency of each unit within the department. Catherine Ellison filled this position from 1977 to 1986.

The four units within the department each had their own function. Records Management Unit provided computerized, statistical and analytical services necessary for the assignment, transfer, admission and discharge of students in the school system. This unit created student assignment and enrollment reports as well as state reports to the Department of Education. The Student Services Unit served as the planning and operational sector, concerned with issues related to student assignments, transfers, and the programmatic use of the schools. This unit collected student applications for assignment and transfers. The Transportation Unit dealt with matters pertaining to transportation of students, as well as monitoring bus companies. This included planning, operations, fiscal and monitoring responsibilities. The External Liaison Unit (E.L.U.) served to facilitate the informational needs (related to desegregation) of parents, students, school personnel, and the general public. The E.L.U. was responsible for creating student information booklets annually and monitoring school progress towards desegregation.

Beginning in 1982 the federal court began the process of disengagement. The process culminated in Judge Garrity issuing Final Orders in 1985. The Final Orders removed the federal courts from the majority of desegregation issues and placed the responsibility for developing Student Assignment Plans back into the hands of the School Committee. With this new responsibility the School Committee passed the Controlled Choice Student Assignment Plan in 1988 decreasing the importance of race and prioritizing walk zones and siblings in assignments. The late 1990's were marked by legal challenges to any use of race in assignments. In 1996 McLaughlin v. Boston School Committee challenged the use of race in Exam School assignments causing the School Committee to change the assignment policy and the following year the new policy was struck down in Wessman v. Boston School Committee. Finally due to a legal challenge by Boston's Children First race was removed from consideration in Student Assignments.

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Scope and Content

The Department of Implementation records date from 1967-2002, bulk 1985-2000 and are arranged into 4 series: Administrative, External Liaison Unit, Student Services Unit, and Transportation Unit.

The Administrative series is made up of three sub-series: Ellison, Catherine Executive Director; Halloran, Jack Executive Director; and Foster, Lydia Senior Administrative Assistant. These folders are arranged alphabetically by subject. The Ellison sub-series is approximately 16 cubic feet and includes the papers of the executive director including papers pertaining to the Controlled Choice student Assignment plan; McLaughlin v. Boston School Committee; the Exam Schools; the Original Desegregation Plans from 1974 and 1975; as well as Massachusetts Department of Education's Reports to the United States District Court, District of Massachusetts on Boston School Desegregation. The Halloran sub-series is approximately 9 cubic

feet includes papers from of the executive director including papers pertaining to the Boston's Children First's lawsuit, large numbers of data reports, and the Controlled Choice Student Assignment Plan. The Foster sub-series extends approximately 5 cubic feet and as the papers of the Senior Administrative Assistant includes documents pertaining to each of the units within Department of Implementation as well as both Executive Directors, Ellison and Halloran.

The External Liaison Unit (ELU) series is comprised of two sub-series, Unit Files and Morgan v. Boston School Committee et al. Master File; is approximately 17 cubic feet; and contains documents dating from 1973-1996. The Unit Files sub-series is approximately 9 cubic feet and contains documents produced by the ELU from 1975 to 1996, bulk 1989-1994. The Unit files contains each school's annual report from the 1988-89 school year, the papers of Joseph Burnieika, and large numbers of papers pertaining to the Exam Schools. The Unit files folders are arranged alphabetically by subject. The Morgan v. Boston School Committee et al. Master File sub-series is the master file for the court orders, hearing summaries and other materials relating to the court case. These folders are arranged in two sections the General folders contain the case documents arranged chronologically by year and the rest of the files are arranged alphabetically by subject and also include the documents pertaining to appeals.

The Student Services Unit (SSU) series is comprised of four sub-series that totals approximately 13 cubic feet; Canty, John Director; Cunningham, Roger Director; Burrell, Jerry Director; and Leahy-Casagrande, Susan Student Assignment Specialist. The SSU's paper date from 1967-2002 and are arranged alphabetically by subject. The Canty sub-series is approximately 1 cubic foot and contains bulk dates of 1978-1982. The Cunningham sub-series is approximately 10 cubic feet and contains documents dating from 1975-2000 including those documenting the assignment process from 1987-1998. The Burrell sub-series is approximately 2 cubic feet and dates primarily from 1996-2001.

The Transportation Unit (TU) series is approximately .25 cubic feet. The document's dates range from 1975-2000 and are primarily the transportation plans for the 1975-76 and 1976-77 school years. The Folders are arranged alphabetically by subject.

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Related Material

Citywide Parents Council Records Collection

Desegregation-era Records Collection

Department of Implementation Records finding aid

Office of General Council Records finding aid

Citywide Parents Council Records Collection II

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Acquisition Information

The Department of Implementation II records were accessioned Feb. 15, 2006

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Access Restrictions

Some records within this collection are restricted as mandated by FERPA guidelines and the Public Records Law (MGL C.4, s. 7, cl.26). Contact archivist for further information.

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Appraisal Information

The collection was reduced from approximately 111 cubic feet. Duplicate materials, carbon copies, blank forms, personnel and personal papers were disposed of during processing.

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Container List

Box	Folder Title
	I. Administration, 1975-2002
	A. Ellison, Catherine, Senior Officer
1	Advanced Work Class (16 folders) n.d., 1986-1997
1	Advisory Opinions 1995-1997
1	Alternative Education 1993-1994
1	American Association of School Administrators 1997
1	Arroyo, Felix 1991-1992
1	Articles n.d., 1986-1994
	Assignment Process
1	Controlled Choice 1988-1993
1	Procedural Manual n.d., 1989-1994
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1-2, 62	School Year 1987-1997 (21 folders) 1978-1998
2	Bilingual Education (9 folders) n.d., 1982-1997
2	Boston Association of School Administrators and Supervisors n.d.
2	Boston's Children First: Walsh, Ann 1997
2	Boston High School 1987-1988
2	Boston Housing Authority 1995
2	Boston Latin Academy 1990
2	Boston Management Consortium 1997
2	Boston Preparatory School 1993
2	Boston Public Schools-District III/Boston College Collaborative Consortium 1976
2	Boston Public Schools Fact Sheet 1993
2	Boston Public Schools Information Guide for Parents and Students n.d.
2	Boston Public Schools Policy Manual (4 folders) n.d., 1984
	Boston Public Schools Reorganization
2	Clusters 1995-1996
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	Decentralization n.d., 1990
2	Boston Public Schools Scholarship Manual 1991
2	Boston Public Schools Space Program 1992
2	Boston Teacher's Union n.d., 1988-1997
2	Boston Technical High School n.d., 1990-1991
2-3	Budget (24 folders) n.d., 1987-1997
3	Cambridge Forum 1995-1997
3	Center on Families Communities Schools and Children's Learning 1995
3	Chapter 636 1990-1991
3	Charter Schools 1994-1995
3	City Council 1994
3	Citywide Educational Coalition 1994
3	Citywide Parents Council n.d., 1992-1994
4	Class Size 1992-1994
4	Community Learning Centers Blue Ribbon Commission n.d., 1995
4	Community Relations 1983, 1997

4	Community Schools 1989-1992
4	Comprehensive Technology Plan 1996
4	Conference on Structures and Strategies for Leadership 1993
	Consultants
4	Alves and Willie (10 folders) 1992-1995
4	Bain and Co. (5 folders) n.d., 1994-1997
4	Deloitte and Touche Consulting Group 1995
4-5	Controlled Choice Student Assignment (16 folders) n.d., 1986-1998
5	Correspondence (2 folders) 1988-1996
5	Daily Organizer 1990-1991
5	Data: Attendance 1992
5	Dentler, Dr. Robert 1993
5	Did Not Report (3 folders) 1990-1996
5	Early Education Center Task Force 1997
5	Early Learning Center (3 folders) 1990-1991
5	Education Daily 1991-1992

5	Educational Excellence and Accountability Act 1991
5	Education Policy Institute on School Choice 1993
5	Enrollment (3 folders) 1992-1997
5	Enrollment Projections (4 folders) 1993-1994
5-6, 62	Exam Schools (55 folders) 1977-1998
6	External Liaison Unit (5 folders) 1991-1996
7	Expulsions 1992, 1994
7	Facilities 1988-1994
7	Faculty and Administration Desegregation
7	n.d., 1979-1980 Flynn, Raymond Mayor: Education Reform, Accepting Responsibility
62	1992 Forms and Applications (4 folders)
7	n.d., 1993-1996 Free and Reduced Meals
7	1994 High School Planning and Improvement Council
7	n.d., 1994 High School Restructuring and Improvement Plan
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7	Holland/Hernandez Transition Steering Committee 1985
	Home School Proximity Plan 1991-1992

7	Homeless Students 1988-1994
7	"I Have a Dream" Program 1991
	Immigrants
7	I-20 Forms 1986-1997
7	Migrant Education Program 1991
7	Immunization 1994-1995
7	Information Requests (14 folders) 1988-1997
7	Introducing the Boston Public Schools (3 folders) 1996-1997
7	Johnson, Douglas (2 folders) 1991-1994
7	Kindergarten (5 folders) 1987-1998
8	Kindergarten Task Force (2 folders) 1994
8	Legal Opinions 1984-1989
8	Lyndon Elementary School 1992-1996
8	Madison Park Technical Vocational High School 1985-1994
8	Magnet Schools 1991
8	Management Services Manual 1991

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	Procedural Manual for Monitoring Dispute Resolution and Modification of Federal Desegregation Court Orders in the BPS 1983
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	Report to the United States District Court, District of Massachusetts on Boston School Desegregation (9 volumes, 1 folder) 1983-1985
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10	Farren v. Boston School Committee 1981-1982
10	High School Student Assignment Plan Sub-Committee 1989-1990
10	Media 1995-1997
10	Meeting 1990, 1995
10	Notes (4 folders) 1995-1996
10	Office for Civil Rights 1993-1995
10	School Committee Orders 1990-1994
10	Student Assignment Issues Prior Precedent 1987-1994
10	Willie, Charles 1995
10	Mission Hill School 1997-1998
10	Municipal Research Bureau 1994
10	New England Association of Schools and Colleges Inc. 1993
10	North Zone Early Learning Center 1993
10	Northeastern University Study 1991
10	Office of Curriculum and Instruction: RECAP Sub-Committee 1990-1991

10	Office of Technology and Information Services 1994
10	Operations Meeting 1994
10	Operations Support Services Team 1996-1997
10	Over Chosen/Under Chosen Schools n.d., 1992-1994
10	Parents Guide to the Boston Public Schools n.d.
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10 and 62	General (2 folders) 1989-1996
10	Handbook n.d.
10	Internal Evaluation Report 1990
10	Training 1992
10	Workshop 1992-1994
10	Parents United 1991
10	Parents United for Child Care 1993
10	Personnel (2 folders) n.d., 1986-1994
10	Pilot Schools (3 folders) n.d., 1991-1997
10	Pioneer Institute n.d., 1991-1992

10-11	Predictive Validity Study (5 folders) 1977-1997
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11	Private/Parochial Schools 1992
11	Program Accelerated Learning 1992
11	Programmatic Changes (10 folders) 1990-1997
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11	Attrition from Examination Schools 1987
11	Auditor's Report on Internal Control for the City of Boston 1991
11	BPS Annual Report of High School Graduates 1991
11	Capacity and Projections 1993-1994
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11	Citywide Bilingual Program Students in Academically Talented Programs 1992
11	Citywide Bilingual Program Students in Chapter 1 1992
11-12	Citywide Bilingual Programs Summative Reports (5 folders) 1992
12	Controlled Choice Assignments Analysis (2 folders) 1993, 1997-1998
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12	Exam Schools 1994
12	Grade 8 Promotions 1994
12	Morgan v. Boston School Committee 1993
12	Reports on Teaching and Learning 1995
12	Simulations (2 folders) 1993-1996
12	Student Assignments (6 folders) 1989-1996
12	Student Assignments/Transportation Options, Reduction in Transportation Costs and Early Parental Notification n.d.
12	Residency 1982-1997
12	Room Space Utilization Task Force 1992-1994
12	"A Safe Secure School and Community"

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12	St. Louis Dispatch: Compliance Report 1993
12	Scholarships 1994
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12	School Calendar 1991
12	School Choice Legislation 1992-1994
12	School Closings and Consolidations n.d., 1989
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12	Snowden International High School n.d., 1995
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13	Steller, Arthur Deputy Superintendent 1994-1995
13	Student Assignment Information Book (6 folders) 1991-1997
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13	Flyer 1989
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13	Student Assignment Task Force (5 folders) 1993-1997
13	Student Desegregation Plan of the City of Boston, Dec. 16, 1974 1974
13	Student Desegregation Plan Submitted by the School Committee of the City of Boston 1975
13	Student Information Verification 1988-1992
13	Student Orientation 1996
13	Student Services Unit (3 folders) 1990-1995
13	Student Transportation Task Force 1992
14	Sub-Committee on Curriculum and Operations 1992
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14	Circulars (2 folders) 1991, 1997
14	Harrison-Jones, Lois (5 folders) 1992-1994
14	McDonough, John 1989-1992
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14	Spillane, Robert

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14	Town Meeting 1991
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16	Warikoo, Natasha: Information Request: Dissertation (30 folders) n.d., 1993-1998
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17	West Zone Planning Committee 1992-1994
17	Wheatley Middle School 1995-1996
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17-18	Advanced Work Class (14 folders) n.d., 1984-2002

18	Allen v. Parks et al. n.d.
18	Alternative Education 1997-1999
18	Articles n.d., 1998-2002
18	Assignment Appeals 1989
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18	Applications 1999-2002
18	Controlled Choice Application Rules
18	Online Application 2000
18	Presentation n.d.
18	Procedural Manual n.d., 1989-1992
18	School Year (3 folders) 2001-2003
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18	Bilingual Education (6 folders) n.d., 1985-2002
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18	Boston Community Leadership Academy 2000
18	Boston Latin School 2001

18	Boston Plan for Excellence (3 folders) 1992-2001
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18	Boston Public Schools Staff Newsletter 2001
10	Boston's Children First v. Boston School Committee
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20	Neighborhood Tally by Race by Grade of Stanford 9 Level 1 (Reading and Math) 1999
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22	Bilingual Education 2001-2002
22	Bilingual Schools by Geocode n.d.
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22	East Boston (3 folders) 2001
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23	Exam Schools (3 folders) 1999-2002
23	"Facts About Boston's Neighborhoods" 1995
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23	Stanford 9 Test Scores by Grade by School 1999
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24	Family Resource Center 2002
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	Massachusetts Department of Education
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30	High School Student Assignment Round 1 1991
30	Report of the Task Force on the Assignment Process to the Exam Schools 1996
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