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## SCHOOL IMPROVEMENT OFFICE

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Joan M. Palmer, Ed.D., *Assistant Deputy State  
Superintendent for School Improvement*  
(410) 333-2489

The School Improvement Office originated in 1988 when the Bureau of Educational Development was formed. The Bureau was reorganized as the School Improvement Services Office in 1992 and as the School Improvement Office in 1993. The Office oversees four divisions formerly administered by the Bureau of Educational Development: Instruction; Compensatory Education and Support Services; Special Education; and Career Technology and Adult Learning.

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## DIVISION OF INSTRUCTION

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Lorraine Costella, Ph.D., *Assistant State  
Superintendent for Instruction*

200 West Baltimore St.  
Baltimore, MD 21201 (410) 333-2328

The Division of Instruction was formed in 1945, although its earliest duties have been carried out by the State Department of Education since 1920. The Division formulates instructional guidelines for elementary and secondary schools and recommends these guidelines to the State Superintendent of Schools. Guidelines cover curriculum and adult continuing education in public schools and educational programs of State agencies. The Division evaluates education programs for compliance with the accountability program; trains staff; audits programs; and sponsors conferences on curriculum for county school personnel. With the Department of Health and Mental Hygiene, the Division also sets standards and guidelines for school health programs. In addition, the Division oversees two innovative educational programs: Competency-Based Education, and the Baltimore Chesapeake Outward Bound Program.

### LANGUAGE DEVELOPMENT & EARLY LEARNING BRANCH

JoAnne L. Carter, *Chief*  
(410) 333-2336

The Language Development and Early Learning Branch was created in 1989. The Branch designs, develops, and conducts programs for effective teaching to promote early learning and language development in children ages four through nine. Branch responsibilities include English/language arts programs, foreign languages, bilingual education, and prekindergarten programs.

### ARTS & SCIENCES BRANCH

Kay A. Birukoff, *Chief*  
(410) 333-2307

Formed in 1989, the Arts and Sciences Branch designs, develops, tests, disseminates, and conducts programs for teaching the fine arts, health and safety, mathematics, physical education, environmental education, science, and social studies.

### STUDENT ACHIEVEMENT & PROGRAM ENRICHMENT BRANCH

Antoinette Favazza-Wiegand, *Chief*  
(410) 333-2357

The Student Achievement and Program Enrichment Branch originated as the Learning Improvement and Program Enrichment Branch in 1989. It was reorganized as the School Improvement and Program Enrichment Branch in 1990 and received its present name in 1992.

The Branch works with local boards of education to develop programs to improve school performance. Current programs concern early learning years, technology training, development of new assessment measures, instructional strategies to improve student learning, improvement plans for middle schools, and programs for high schools. The Branch coordinates, develops, field tests, implements, and evaluates school improvement models.

The Branch operates twelve Maryland Summer Centers for Gifted and Talented Students in grades four through twelve; helps local boards of education develop programs for gifted students; and oversees a grant program for local gifted and talented programs (Code Education Article, secs. 8-201 through 8-204). The Governor's Gifted and Talented Science and Math School Improvement Project is coordinated by the Branch.

Through the Maryland Public Secondary Schools Athletic Association, the Branch oversees athletic rules and regulations, officials, and State tournaments.

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## DIVISION OF COMPENSATORY EDUCATION & SUPPORT SERVICES

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Ellen D. Gonzales, *Assistant State Superintendent  
for Compensatory Education & Support Services*

200 West Baltimore St.  
Baltimore, MD 21201 (410) 333-2400

The Division of Compensatory Education and Support Services was created in 1988. It administers and supervises federal and State programs for economically and socially deprived children. The Division works with local school systems and other agencies to develop, implement, and evaluate educational programs for educationally disadvantaged children as authorized by federal law (P.L. 100-