Graduate School Annual Report 2007-2008

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2007-2008

2007-2008 was a very productive year for the Graduate School at the University of South Florida. We exhibited growth in graduate enrollments at both the masters and doctoral level, graduated an outstanding cohort of graduate students, added new masters programs, and continued to build interdisciplinary graduate student engagement through the **$13M thrust initiatives**. Our most important endeavor has been the implementation of the **Quality Plan**, working with the faculty in the graduate programs to enhance the delivery of the highest quality curriculum, while engaging faculty and graduate students in a broad spectrum of scholarly activities. The reorganization of the Graduate School to focus on Graduate Academic Affairs and Graduate Student Success in 2006 better serves the faculty and students through **communications, training workshops, and cohort building activities**. The Deans and staff of the Graduate School continue to work closely with the Graduate Council to assure that policies, procedures, practices and curriculum align with our aspirations to become an **AAU institution**. Enrollment management, effective use of graduate support resources for tuition payments and stipends, and promoting best practices in retention and degree productivity have all been key issues for graduate education this year. The Graduate School continues to actively support the integration of **multidisciplinary graduate education** with research through four thrust areas across the university: Applied Life Sciences; Functional Multi-scale Materials by Design; Computation Tools for Discovery; and Sustainable Healthy Communities. Forty-seven Graduate Multidisciplinary Scholars supported through the Graduate School are pursuing their masters and doctorate degrees working on **multidisciplinary research projects**. This annual report provides some of the highlights reflecting these **diverse activities**.

Delcie R Durham

Delcie R. Durham, Associate Provost and Graduate Dean

Brent Weisman

Brent Weisman, Associate Dean

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Goals and Actions

- Enrollment Management - grow enrollment, build capacity
- Implement Quality Plan
- Review and evaluate tuition waiver practices, develop policies for effective use
- Review and evaluate graduate student support, provide reports to colleges, programs, and Provost's Office
- Review and evaluate effectiveness of Graduate School fellowships
- Establish and support a graduate student community
- Focus on USF's Strategic Initiatives

Sources: Infomart, FAST, OASIS, Student Data Course File, and Internal Graduate School Databases.

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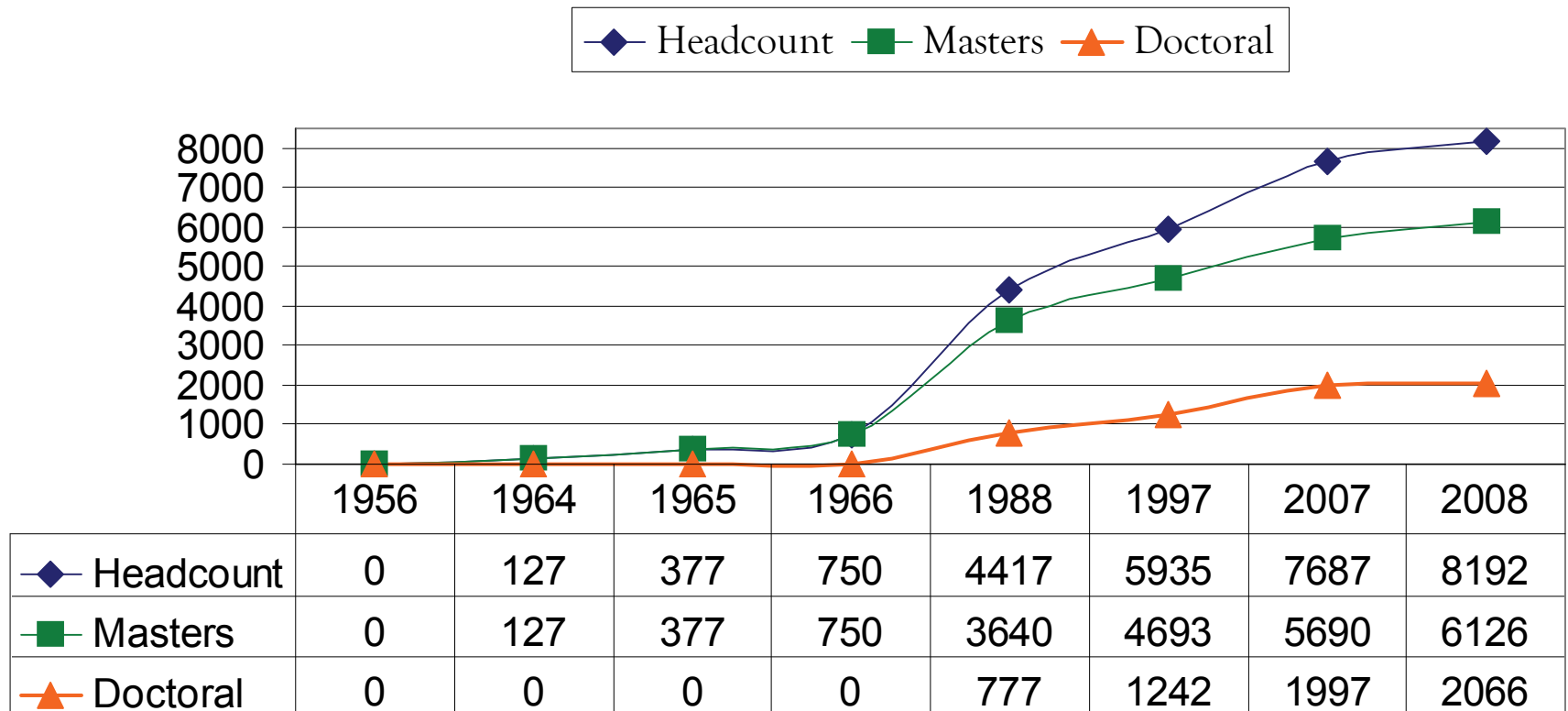# Enrollment Management

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Graduate Enrollment Trends

Graduate Student Headcount

International Graduate Student Headcount

Going from Enrollment to Graduation -
Degree Productivity

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Enrollment Management: Graduate Enrollment Trends

USF is rapidly transforming into a graduate institution. Hand-in-hand with its designation as a Carnegie Very High Research university, USF is supporting tremendous growth in its graduate programs. Doctoral enrollments have increased almost 4% in 2008 compared to 2007, 66% over the past ten years, and more than 250% in the two decades since 1988. Growth at the masters level has also been strong.

	1956	1964	1965	1966	1988	1997	2007	2008
Headcount	0	127	377	750	4417	5935	7687	8192
Masters	0	127	377	750	3640	4693	5690	6126
Doctoral	0	0	0	0	777	1242	1997	2066

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Enrollment Management: Graduate Student Headcount

Fall 2007

The majority of Ph.D. students (64%) are enrolled full-time. At the masters level 41% of the students are enrolled full-time. Ph.D. students comprise slightly more than the 25% of the total graduate student population.

	Masters	Ph.D.
Part-Time	3670	771
Full-Time	2601	1371
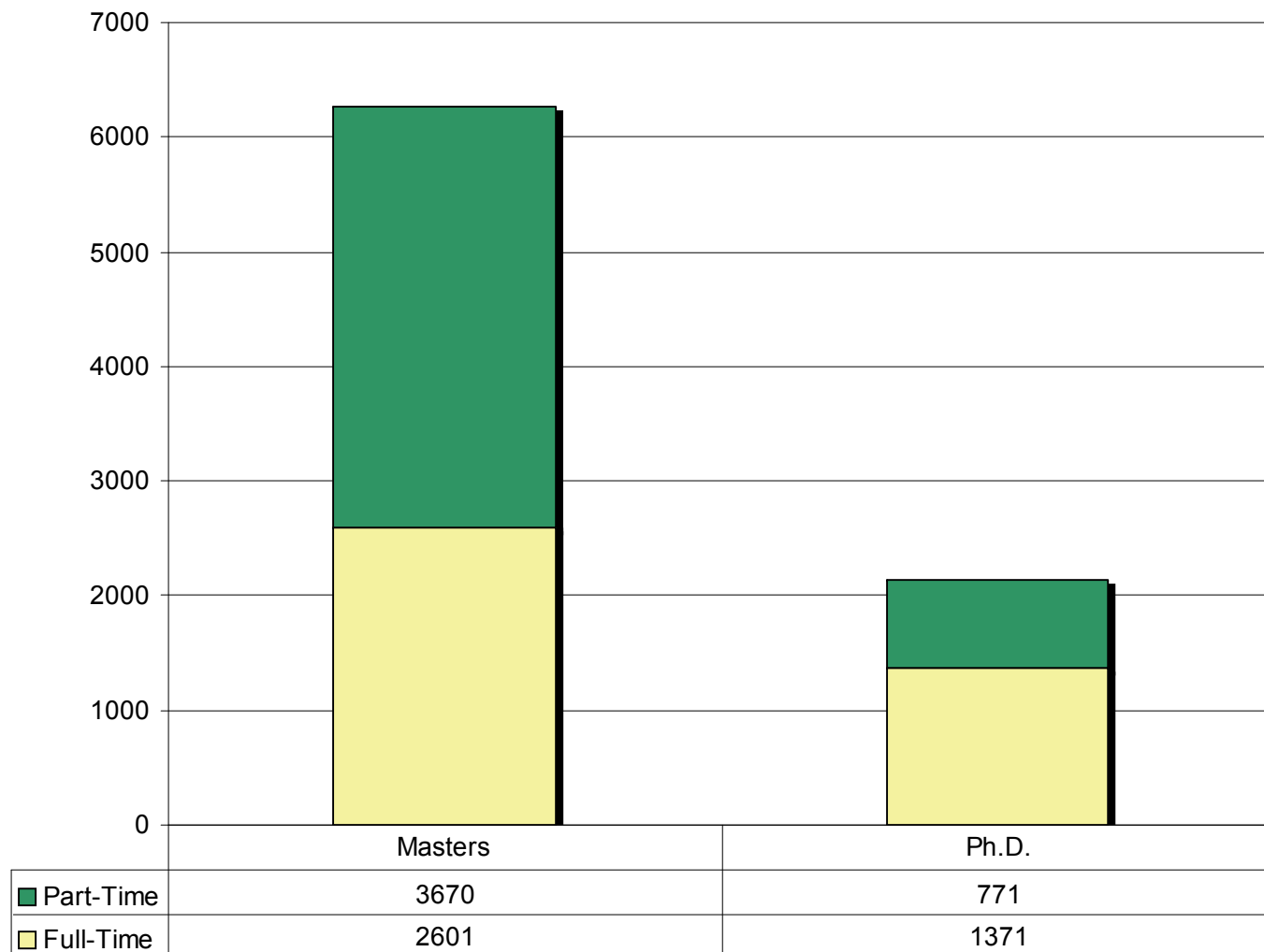
Headcount totals: Masters 6271, Ph.D. 2142
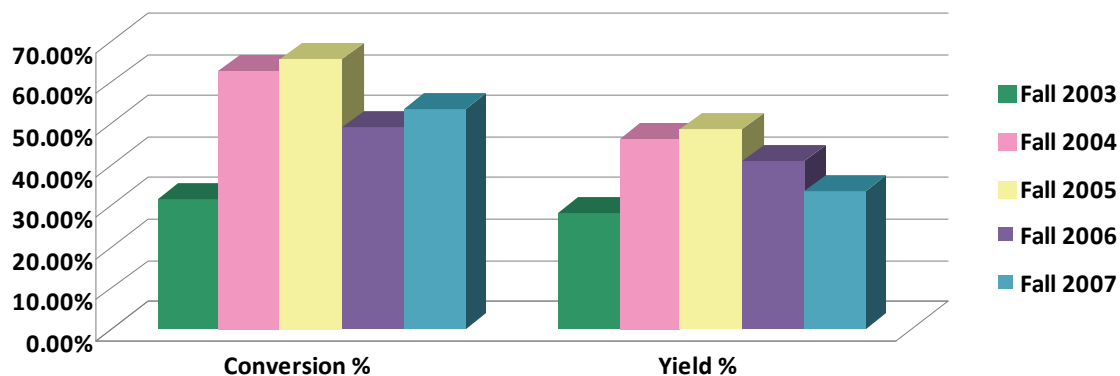
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Enrollment Management: International Graduate Student Headcount

International Graduate Students Applied, Accepted, Enrolled Fall 2003 - 2007

Legend:
- Fall 2003
- Fall 2004
- Fall 2005
- Fall 2006
- Fall 2007

Categories: Applied, Accepted, Enrolled
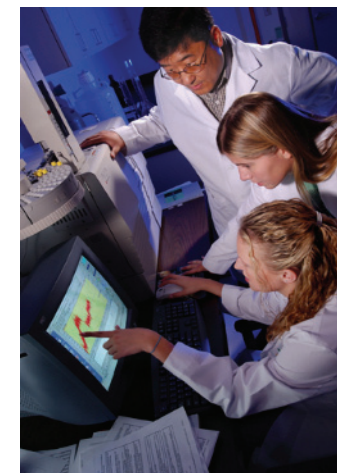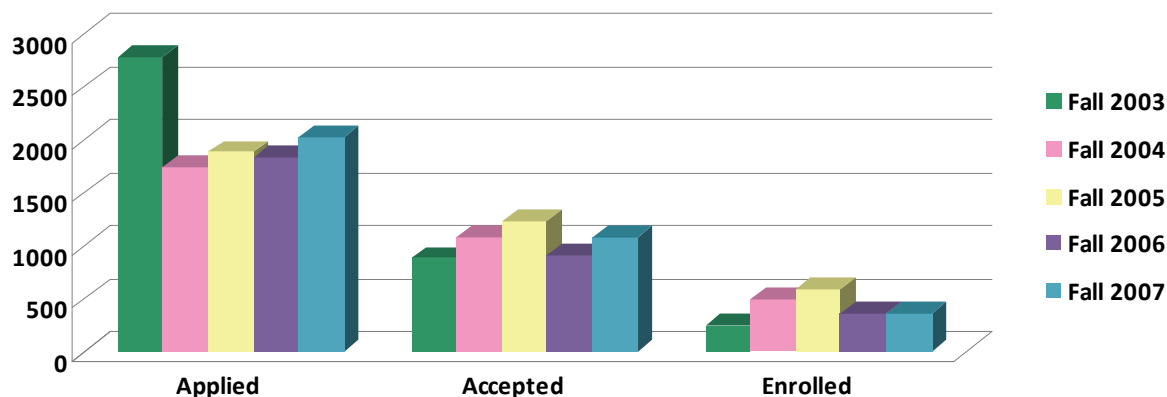
Conversion and Yield Fall 2003 - 2007

International Enrollment is 10% of total graduate student enrollment for Fall 2007.

Legend:
- Fall 2003
- Fall 2004
- Fall 2005
- Fall 2006
- Fall 2007

Categories: Conversion %, Yield %

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Enrollment Management:
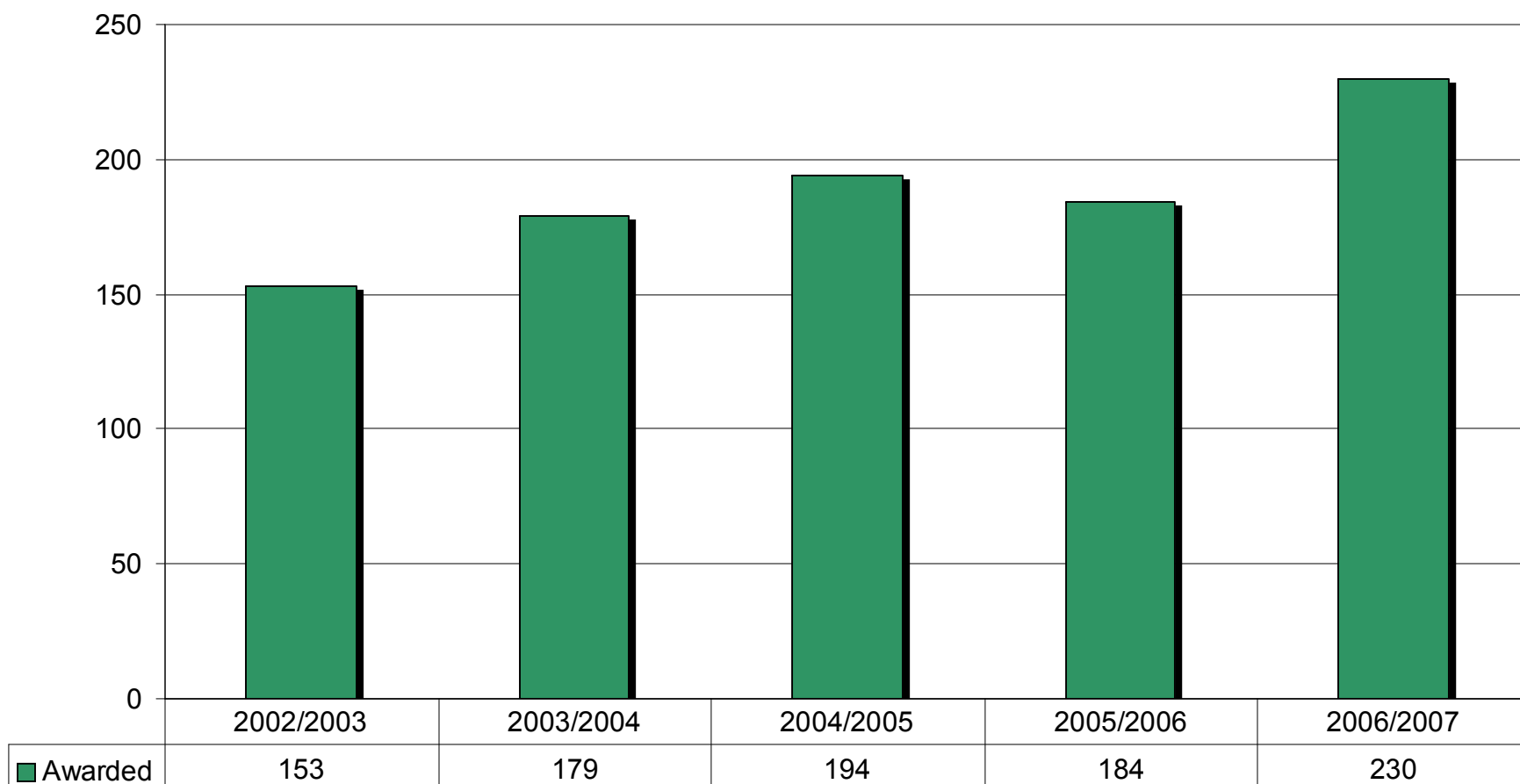# Going From Enrollment to Graduation

Getting graduate students to enroll in a degree program is only the first step. One of the goals of graduate education is to provide the opportunities and support for students to experience a quality graduate education and successfully complete their degrees. The fundamental behaviors that determine time-to-degree and degree productivity reside at the program level. These behaviors require diligent review and continued emphasis so that degree productivity matches trends in enrollment growth.

Enrollment Management: Going From Enrollment to Graduation - Degree Productivity
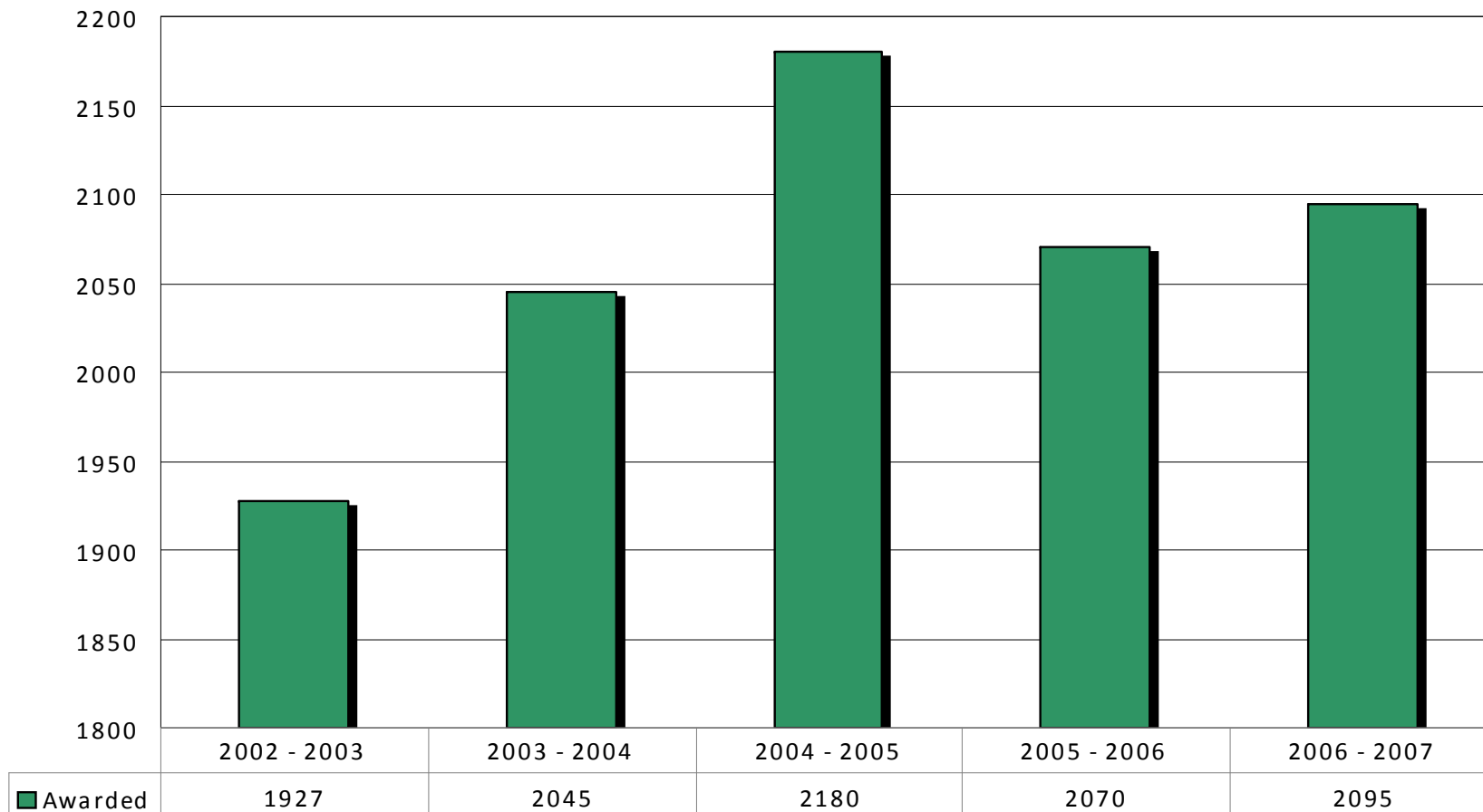
Five Year Trend Doctoral Degrees Awarded

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Awarded	153	179	194	184	230

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Enrollment Management: Going From Enrollment to Graduation - Degree Productivity

Five Year Trend Masters Degrees Awarded

	2002 - 2003	2003 - 2004	2004 - 2005	2005 - 2006	2006 - 2007
Awarded	1927	2045	2180	2070	2095

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Implement Quality Plan

Steps Toward Assuring Quality Education at USF

Partnering with Colleges and Programs to Build
Core Values

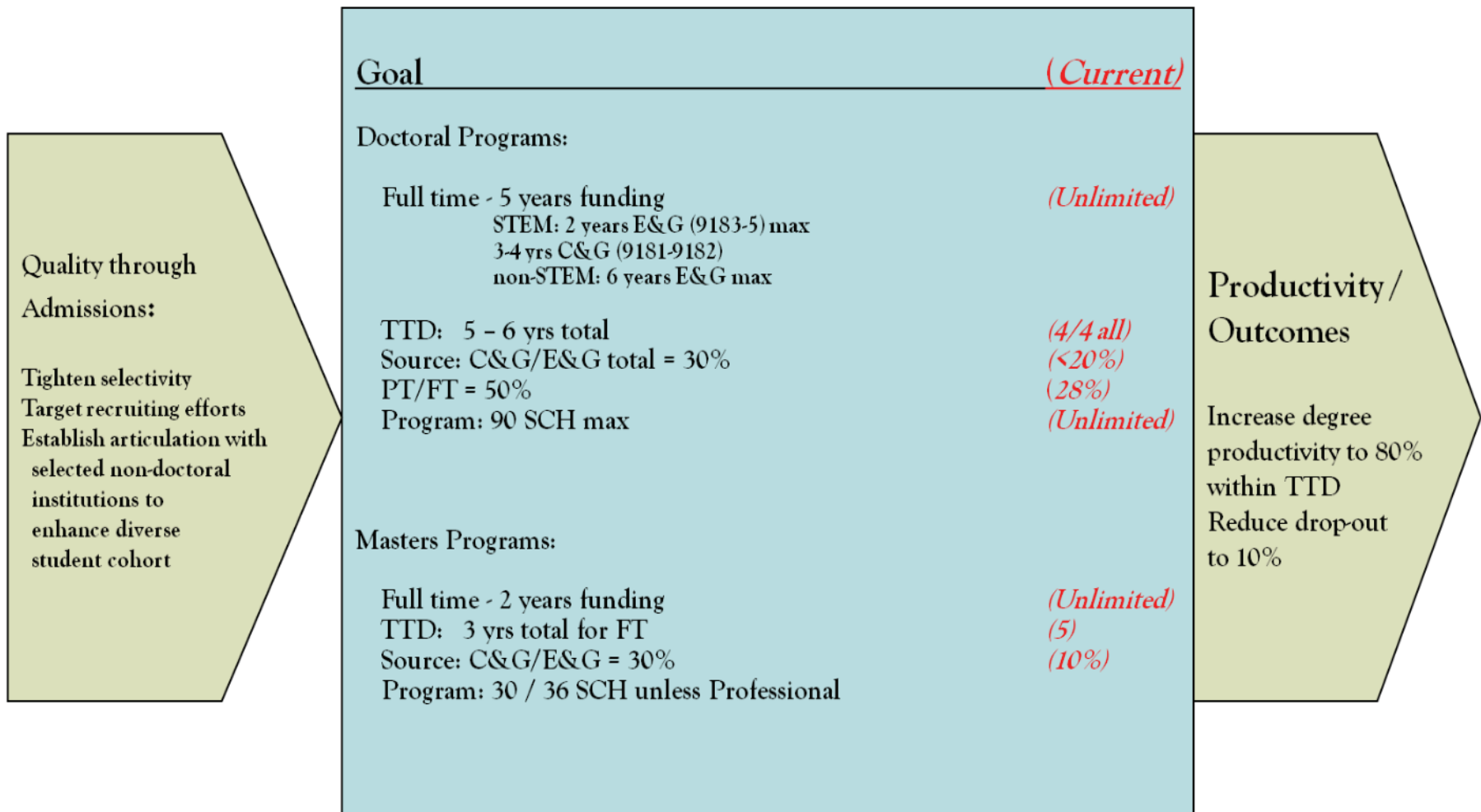Graduate School Initiatives to Improve Progress
Toward Degree

Graduate School Support of Selective Recruiting

Partnering with the Graduate Council to Develop
Quality Graduate Programs

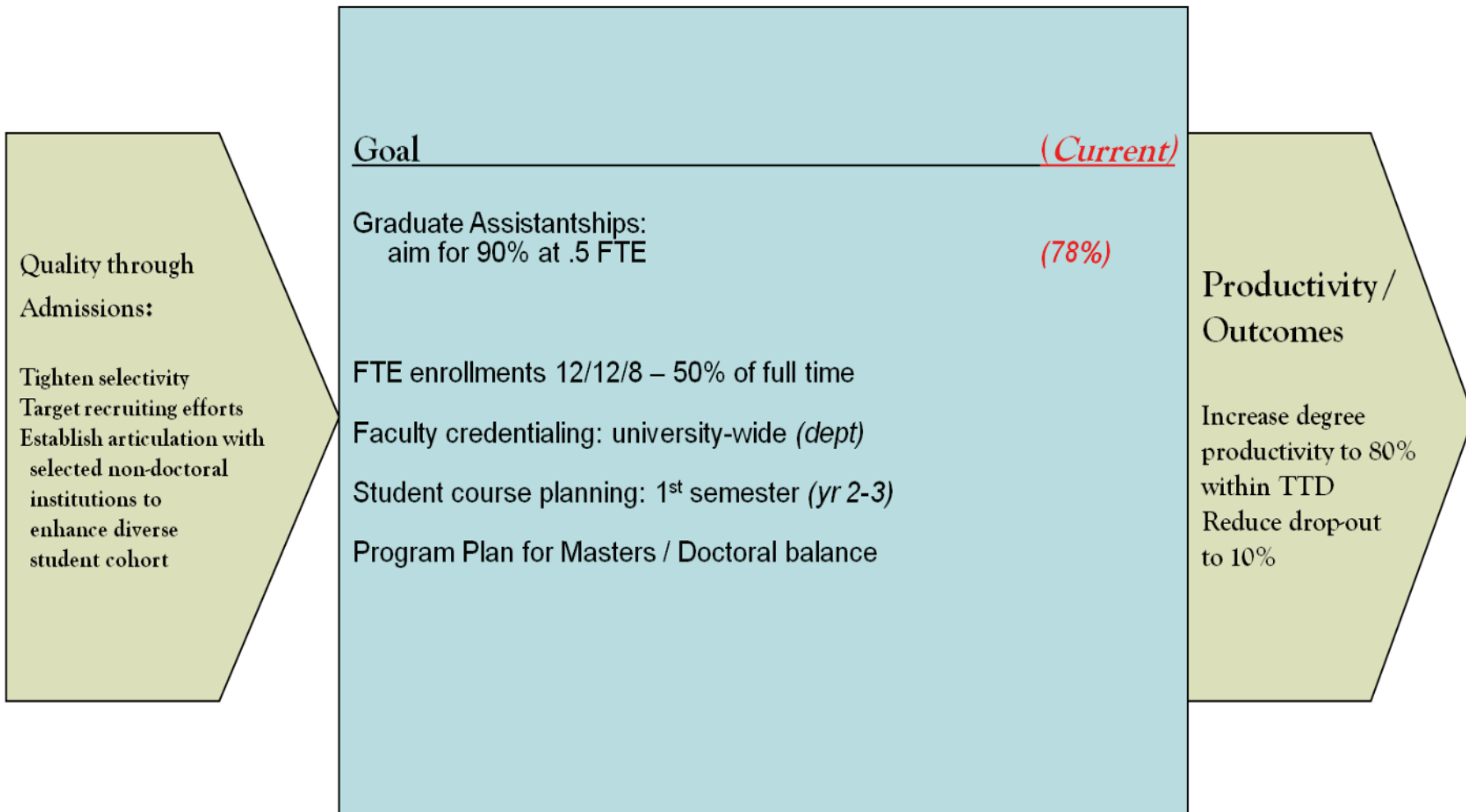Building Collaborative Futures

Efficient and Effective Policies to Promote Quality
and Growth

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The Quality Plan:
Steps Toward Assuring Quality Graduate Education at USF

Quality through Admissions:

Tighten selectivity
Target recruiting efforts
Establish articulation with selected non-doctoral institutions to enhance diverse student cohort

Goal	(Current)
Doctoral Programs:	
Full time - 5 years funding	(Unlimited)
STEM: 2 years E&G (9183-5) max	
3-4 yrs C&G (9181-9182)	
non-STEM: 6 years E&G max	
TTD: 5 – 6 yrs total	(4/4 all)
Source: C&G/E&G total = 30%	(<20%)
PT/FT = 50%	(28%)
Program: 90 SCH max	(Unlimited)
Masters Programs:	
Full time - 2 years funding	(Unlimited)
TTD: 3 yrs total for FT	(5)
Source: C&G/E&G = 30%	(10%)
Program: 30 / 36 SCH unless Professional	

Productivity / Outcomes

Increase degree productivity to 80% within TTD
Reduce drop-out to 10%

The Quality Plan:
Steps Toward Assuring Quality Graduate Education at USF

Quality through Admissions:

Tighten selectivity
Target recruiting efforts
Establish articulation with
  selected non-doctoral
  institutions to
  enhance diverse
  student cohort

Goal   (*Current*)

Graduate Assistantships:
  aim for 90% at .5 FTE   (78%)

FTE enrollments 12/12/8 – 50% of full time

Faculty credentialing: university-wide *(dept)*

Student course planning: 1st semester *(yr 2-3)*

Program Plan for Masters / Doctoral balance

Productivity / Outcomes

Increase degree
productivity to 80%
within TTD
Reduce drop-out
to 10%

The Quality Plan:
Partnering with Colleges and Programs to Build Core Values

The Graduate School convened faculty groups organized at program and college levels to discuss the characteristics of quality graduate programs. What is a **quality graduate program**? Faculty responded that a quality program demonstrates these attributes:

- Recruits the Students They Want
- Actively Builds a Diverse Student Body
- Is Central to USF's Mission
- Ensures Timely Progress Toward Degree
- Prepares Students for Careers

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The Quality Plan:
Partnering with Colleges and Programs to Build Core Values

With the goal of eliciting shared values about quality graduate education, the Graduate School hosted conversations using these questions as prompts:

- How effective or how able are you to get the students you want?
- How important is it that graduate students in your program reflect diverse cultural, ethnic, or national backgrounds?
- What is the preferred ratio for part-time to full-time students in your program?
- Is your selection process different for students seeking a master's degree versus those seeking a Ph.D.?
- Do you require that the funding source be identified for each doctoral student when they enter the program?
- What mechanisms are in place to assure that a doctoral student is funded for the duration of the degree program?
- How important is it to graduate students within specified periods of time, for example two years for the master's degree, and five years for the Ph.D.?
- Is your program nationally ranked? How important is it for your program to have national ranking, reputation, and visibility?
- To what extent do you prepare students for specific career paths such as academic, private sector, or governmental?
- How are expectations for effective faculty mentoring of graduate students defined, assessed, and rewarded?
- For each ten students admitted to the program, how many earn their degrees in 5 years, 6-8 years, never?

The Quality Plan:
Graduate School Initiatives to Improve Progress Toward Degree

Dean's Summer Institute for Excellence in Graduate Education
- 14 Graduate Assistants hired by the Graduate School
- Selection based on student's proposal for improving graduate education
- Graduate Assistants' goals for the semester:
    - Complete the individual proposed project
    - Complete an interdisciplinary small group project determined by the Graduate School
    - Attended weekly meetings with speakers from various university environments
    - Enrolled in 6 credit hours
- Outcomes:
    - One student graduating spring 2008
    - One interdisciplinary small group project being prepared for publication
    - Two individual projects presented to faculty

Summer Predoctoral Fellowship
- 14 doctoral candidates
- Selection based on dissertation abstract
- Enrolled in 6 dissertation credit hours
- Provided a stipend to allow continued work on their dissertations
- Outcomes:
    One student graduated fall 2007 and two students graduating in spring 2008

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The Quality Plan:
# Graduate School Support of Selective Recruiting

Graduate Student Recruitment Proposals 2007 - 2008

General Recruiting: Provided a maximum of $2,500.00
➢ Conference travel
➢ Prospective student travel
➢ Faculty/graduate student travel to feeder schools
➢ An open house, recruitment fair or recruitment weekend

Travel/Host a Student Grant:
Provided a maximum of
$500.00 per student toward
expenses for bringing students
for campus visit

Funding Awards:
$57,200 in total
32 Programs Participated

CVPA, $2,500.00

CMS, $3,000.00

COEDU,
$13,500.00

COB, $2,000.00

CAS, $36,200.00
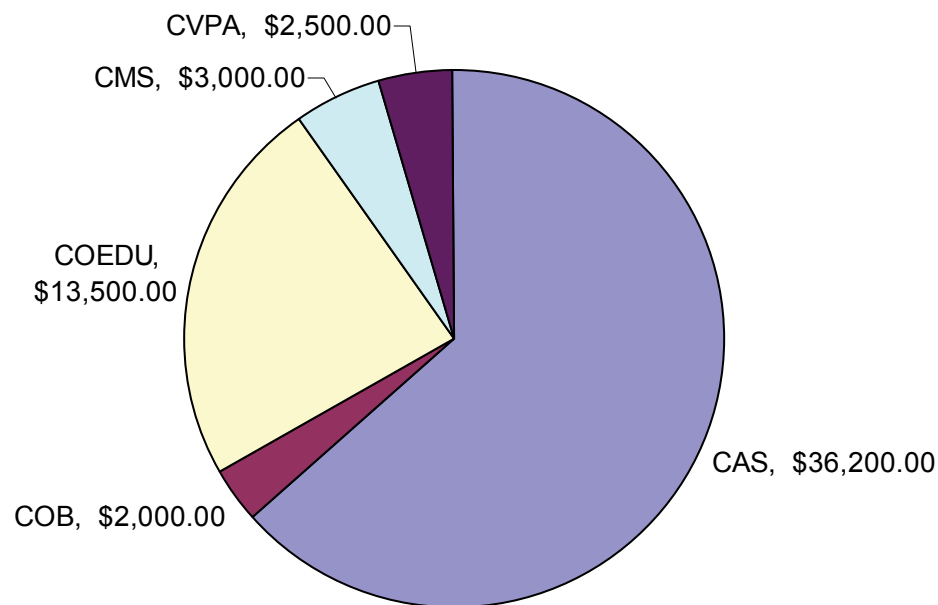
Quality Plan:
Partnering with the Graduate Council to Develop Quality Graduate Programs

Four new graduate degree programs were reviewed and approved by the Graduate Council this year. Prior to Graduate Council approval, these programs benefited from review by the Graduate Executive Coordinating Committee (GECC), convened by the Graduate School and consisting of representatives from the regional campuses, and the GECC sponsored Roundtable review in which all interested parties were invited to participate.

The four approved programs are:
- PharmD., a professional doctorate in the College of Medicine
- MUCD in Urban and Community Design in the College of Architecture
- MS in Materials Science, a joint degree between the College of Engineering and the College of Arts and Sciences – Physics
- MA in Real Estate Development from the School of Architecture

Two MS proposals were reviewed and tabled pending revised proposals:
- Hospitality Management – Sarasota
- Information Technology – Lakeland

One MS proposal was withdrawn:
- Healthcare Industry Management - Lakeland

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Quality Plan:
Building Collaborative Futures

Information Systems, Sciences, and Technology at USF (ISST) Forum Great Success

The Forum for Information Systems, Sciences, and Technology at USF, hosted by the Graduate School and the Graduate Executive Coordinating Committee (GECC) on March 13, 2008 in BEH318, is off to a great start in developing collaborative efforts with the various programs across the USF system offering graduate study in these disciplines. More than twenty faculty came together to discuss their academic programs and potential connections.

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Quality Plan:
Efficient and Effective Policies
to Promote Quality and Growth

The Graduate School and the Graduate Council worked together to revise and develop policies governing graduate education. Listed below are the Policy changes and the specific policies for the 2008-09 Graduate Catalog.

Graduate Faculty Definition: Affiliate Faculty. Approved 3/19/07
> Clarification of Graduate Faculty vs. Affiliate Graduate Faculty. Specific terms of appointment and duties of affiliate faculty defined.

Cross listing 4000/6000 courses. Approved 4/19/07
> Clarifies expectation for course work level variance between 4000 and 6000 level cross-listed courses.

Incomplete Grades. Approved 6/18/07
> Changes policy so that graduate students will not receive an "I- Incomplete" grade. Instead, the grade earned at the end of the semester (IC, IB, etc.) will be recorded in the system. The missing work will be noted on the student-faculty agreement before grades are posted. Once the missing work is submitted, a change of grade may be recorded. Eliminates possibility of IF grade, replaces with an earned grade.

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First day of class attendance policy. Approved 6/18/07
> Changes policy so that graduate students who do not attend the first class meeting and have not made arrangements with the instructor to miss the meeting, will be automatically dropped from the class.

Graduate Catalog. Approved 9/17/07
> Further clarifies policy for catalog choice and policy updates. Catalog choices as restricted to curricular issues. New policies replace the old and govern all students.

Graduate Certificate Policies. Approved 9/17/07
> Clarifies coursework that may be transferred in and point of admission deadlines. Makes the process of applying credits taken in non-degree seeking status to graduate degree more transparent.

Florida Residency (aka State Residency). Approved 9/17/07
> *For inclusion in the GA Handbook.* Limits out-of-state tuition waivers to first year non-residents (excluding International students).

Institutional Residency (aka Academic Residency). Approved 10/15/07
> Recognized separate accreditation for USF St. Petersburg. Complies with SACS requirement that students take a majority of credits at the campus granting the degree.

Admission To Doctoral Candidacy. Approved 12/17/07
> Clarification of policy to reflect USF requirements. Doctoral students who transfer in after achieving candidacy elsewhere must meet USF candidacy requirements.
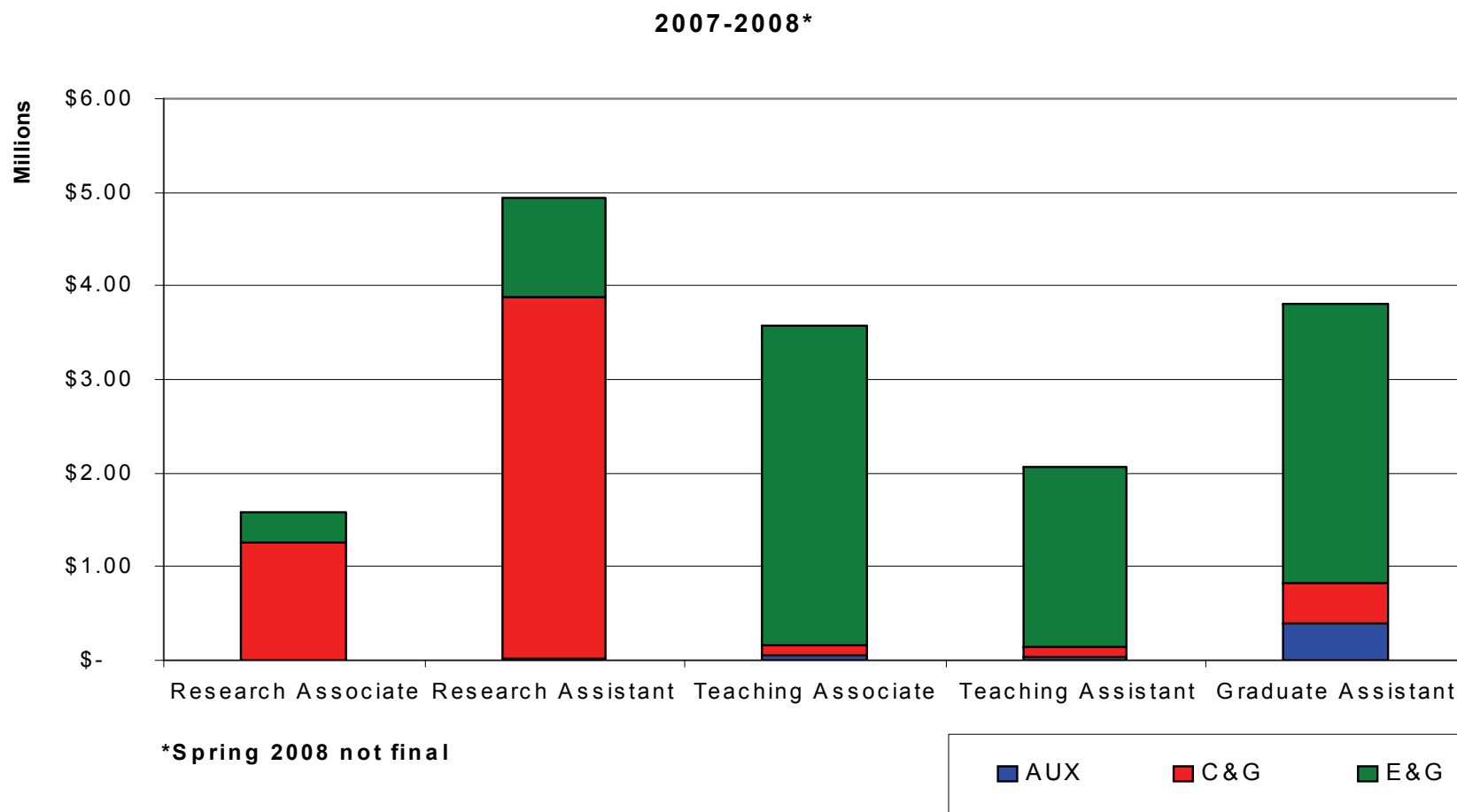
Graduate Student Support

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Stipends

Tuition Waivers

Graduate Student Support: Stipends

The sources of stipends that support graduate students by providing assistantships include E&G (Education and General, state funds), C&G (Contract and Grant, from funded research) and AUX (auxiliary, from various revenue producing activities).

2007-2008*

Spring 2008 not final

Legend: AUX, C&G, E&G

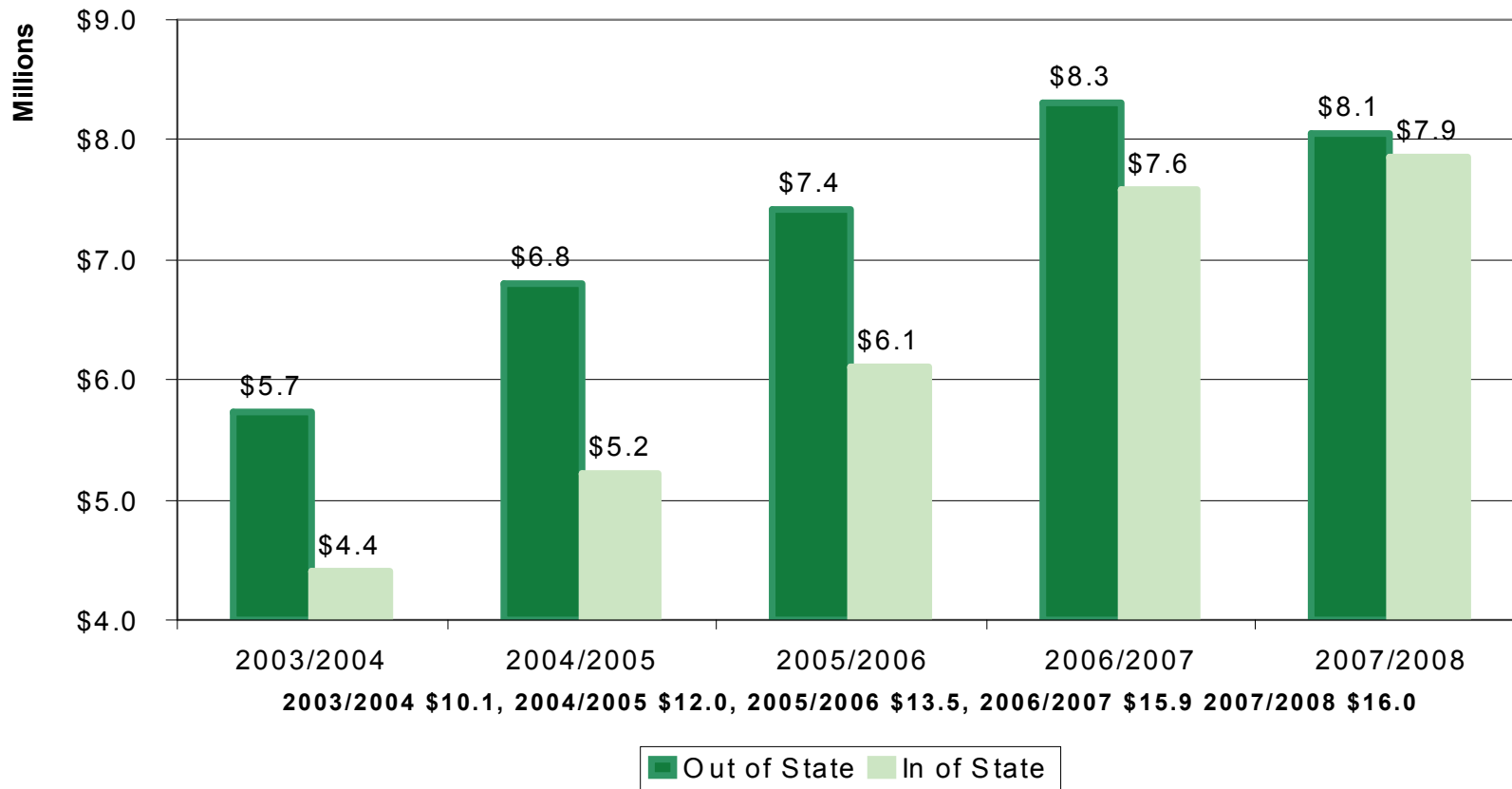USF UNIVERSITY OF SOUTH FLORIDA

Graduate Student Support: Tuition Waivers

Graduate students employed through assistantships qualify for tuition waivers. About 20% of all graduate students receive support through graduate assistantship. In 2008, The total waiver allocation was $16M. The nearly $6M increase since 2003/2004 reflects the support of graduate enrollment growth, research activity and globalization.
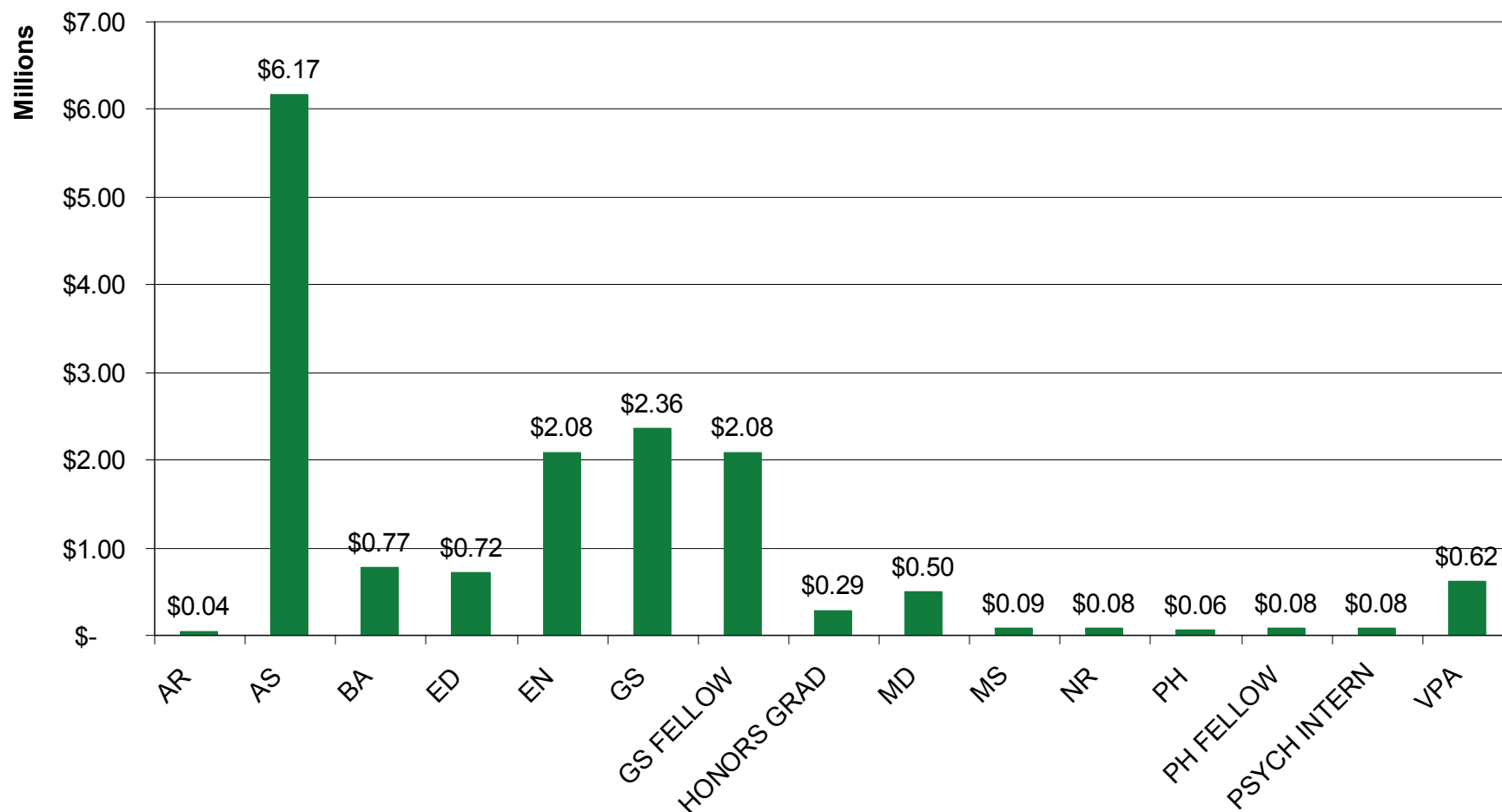
5 Year Trend

2003/2004 $10.1, 2004/2005 $12.0, 2005/2006 $13.5, 2006/2007 $15.9 2007/2008 $16.0

Legend: Out of State, In of State

Graduate Student Support: Tuition Waivers

Distribution of Waiver Expenditures Across Colleges 2007-2008

Chart (Millions):
- AR: $0.04
- AS: $6.17
- BA: $0.77
- ED: $0.72
- EN: $2.08
- GS: $2.36
- GS FELLOW: $2.08
- HONORS GRAD: $0.29
- MD: $0.50
- MS: $0.09
- NR: $0.08
- PH: $0.06
- PH FELLOW: $0.08
- PSYCH INTERN: $0.08
- VPA: $0.62

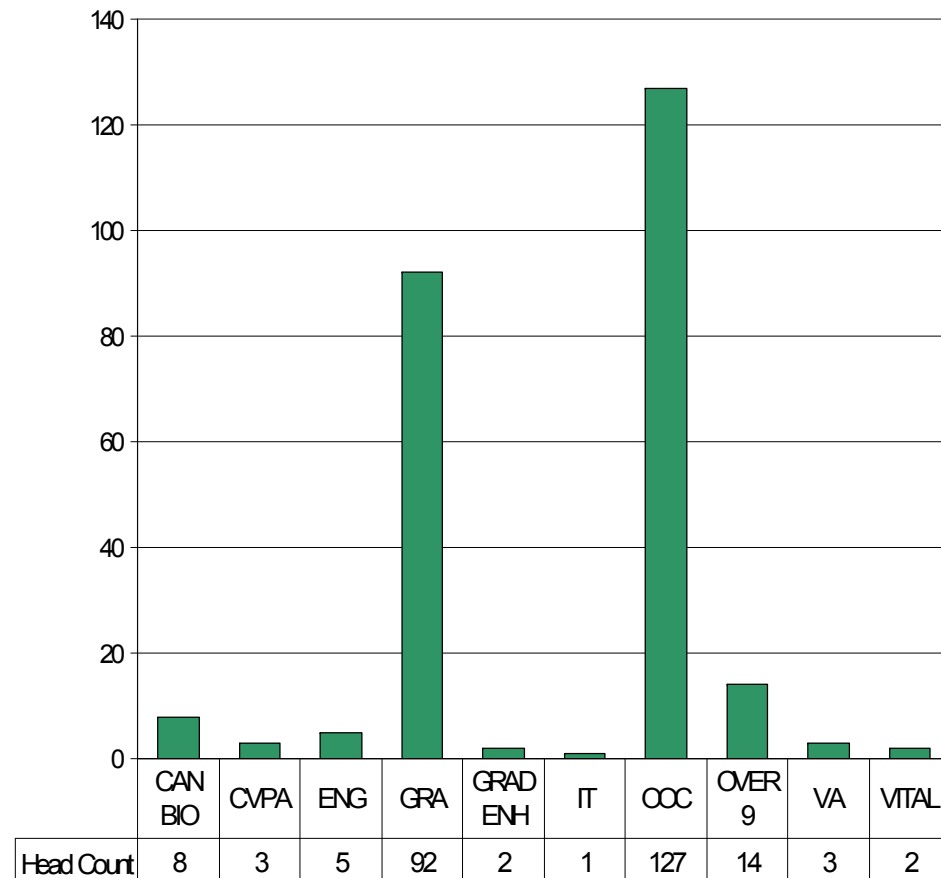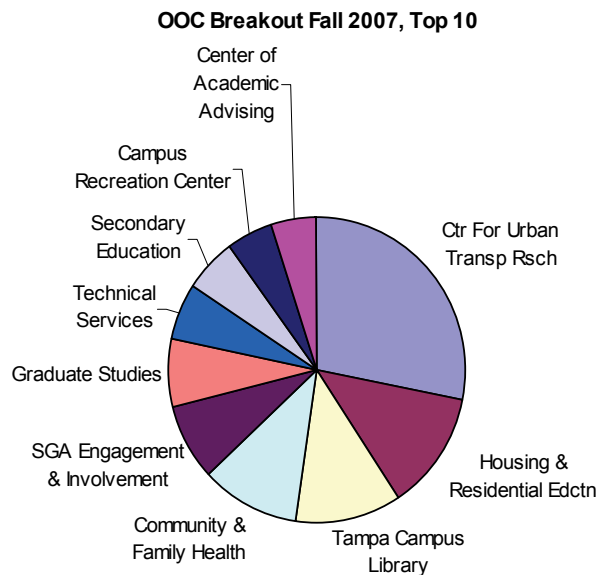UNIVERSITY OF SOUTH FLORIDA

Graduate Student Support: Tuition Waivers

Distribution of Waiver Expenditures Across GS

The Graduate School also provides tuition support for educational experiences beyond academic affairs.

OOC Breakout Fall 2007, Top 10

Pie chart labels:
- Center of Academic Advising
- Campus Recreation Center
- Secondary Education
- Technical Services
- Graduate Studies
- SGA Engagement & Involvement
- Community & Family Health
- Tampa Campus Library
- Housing & Residential Edctn
- Ctr For Urban Transp Rsch

	CAN BIO	CVPA	ENG	GRA	GRAD ENH	IT	OOC	OVER 9	VA	VITAL
Head Count	8	3	5	92	2	1	127	14	3	2

Graduate School Fellowships

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Presidential Doctoral Fellowship

Diverse Student Success Fellowships

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Graduate School Fellowships:
Presidential Doctoral Fellowship Program

Total Awards Past 3 Years
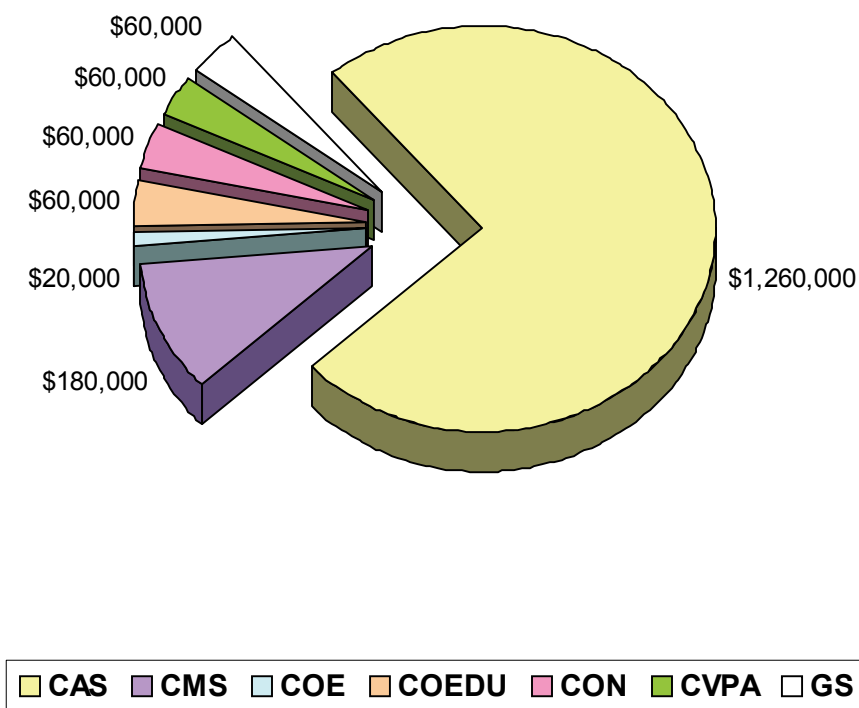
Presidential
Doctoral
Fellowships
2007 – 2008

31 Fellows
17 Programs
5 Colleges
$682,000 in
stipends
3 graduates

Legend: CAS CMS COE COEDU CON CVPA GS

Pie values: $60,000, $60,000, $60,000, $60,000, $20,000, $180,000, $1,260,000

Overall the Presidential Doctoral Fellowship has graduated eleven students, with three graduating in the 2007-2008 year. The selection process was evaluated by the Graduate Council. Improvements include: electronic processing, redesigned forms, program history review and a student evaluation procedure.

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Graduate School Fellowships:
Presidential Doctoral Fellowship

"The Presidential Fellowship has given me flexibility in choosing classes and exploring research areas, helping me bridge two very different disciplines."

HELEN ZAYAC
Presidential Fellow
Aging Studies

"I have received exposure on the international scene, and met world-renowned analysts who have expressed interest in my work. None of this would have been possible had I not received the Presidential Doctoral Fellowship."
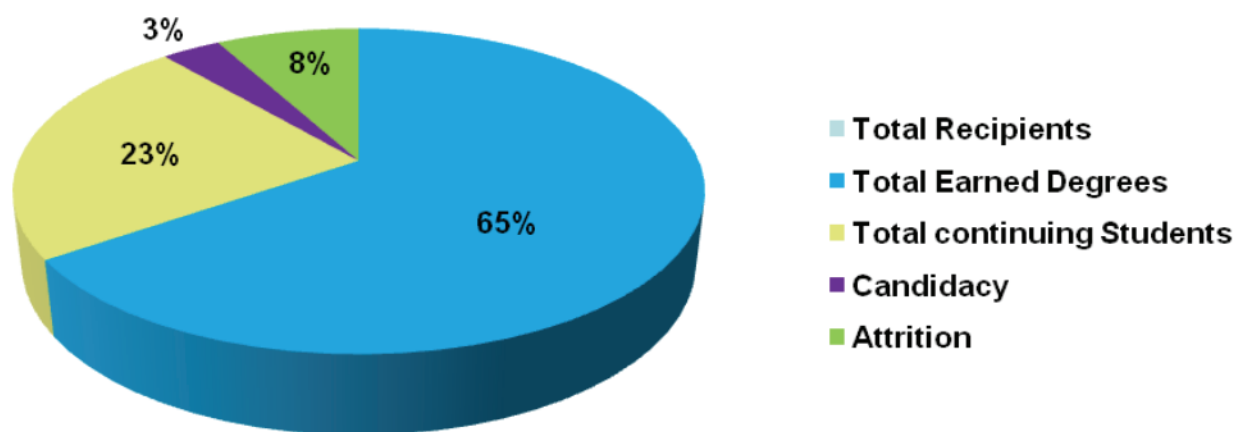
CECILE VAN DE VOORDE
Presidential Fellow
Criminology

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Graduate School Fellowships:
Diverse Student Success Fellowships

2007/2008 Academic Year Fellowship Budget:

➢	Delores Auzenne Fellowship	$ 65,000
➢	DSS Fellowships (Formerly Named LGF, GEOG)	$565,105
➢	GEOG Need-Based	$ 32,000
➢	McKnight Doctoral Fellowship	$237,667
➢	McKnight 4th/5th Year	$ 80,000
➢	Summer Program	$ 23,895

Outcomes: Diversity Fellowships 1998–2007 (percentage)

- 3%
- 8%
- 23%
- 65%

- Total Recipients
- Total Earned Degrees
- Total continuing Students
- Candidacy
- Attrition

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Graduate School Fellowships:
Diverse Student Success Fellowships

Fall 1998 - Fall 2007 Data on Graduate School Sponsored Fellowship Programs

	Auzenne	LGF	GEOG	GEOG Need-Based	McKnight Matching Fund	McKnight Doctoral Fellowship	4th/5th Year McKnight	SUS/USF Summer Program	Diverse Student Success
◼ Recipients	68	65	158	2	28	12	5	119	41
◻ Earned Degrees	60	49	114	2	21	4	5	62	8

Meeting USF's Strategic Initiatives

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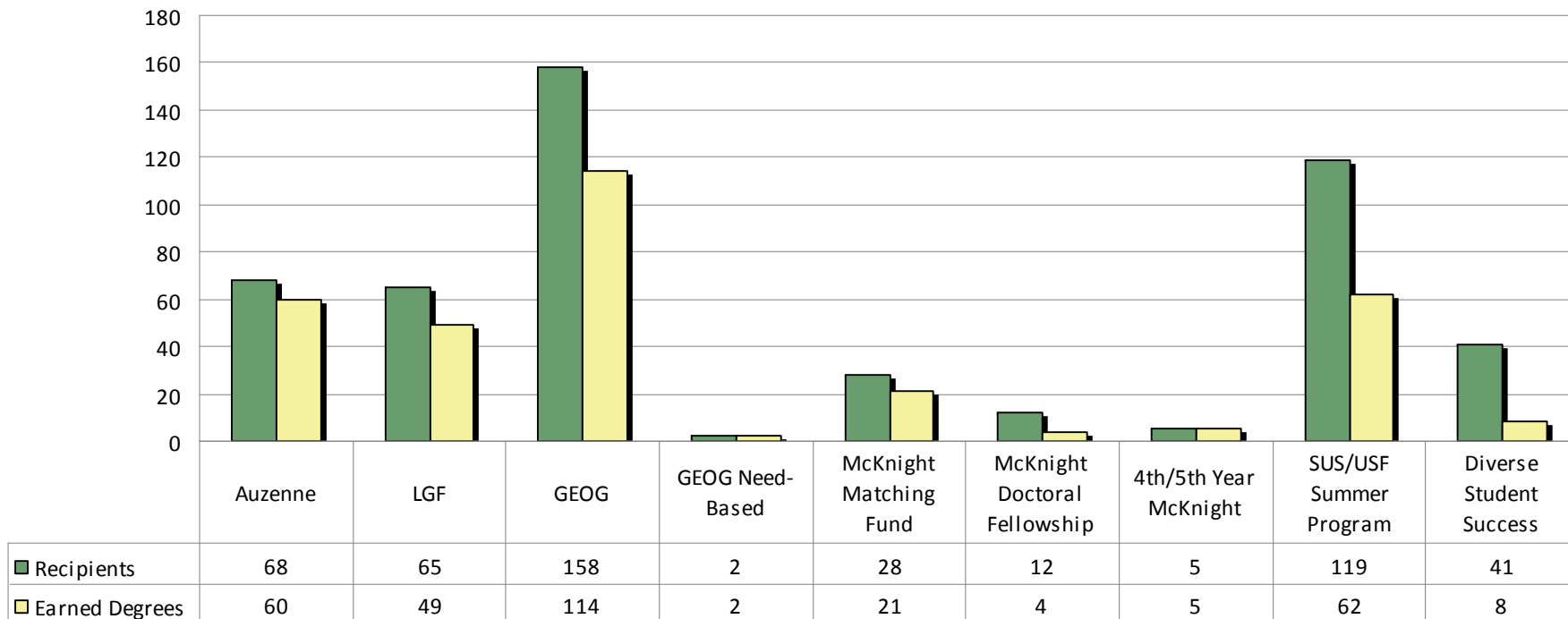
Graduate Multidisciplinary Scholars

Building a Diverse Graduate Community

Celebrating Student Accomplishments

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Meeting USF's Strategic Initiatives:
# Graduate Multidisciplinary Scholars

Overview

Over the past year, this $13 million multidisciplinary initiative has provided collaborative opportunities across 19 programs and six colleges involving 82 research faculty and 47 graduate students. The collaborative research efforts and outcomes address all five of USF's strategic priorities while simultaneously assisting to further advance the university toward AAU membership. Partnerships with local, state, national, and international community members and organizations were forged to explore solutions to issues that affect health, community sustainability, water quality, sanitation, materials, security, technological applications, and medicine.

Graduate Multidisciplinary Scholars (GMS) and Cohort Development

A total of 47 Graduate Multidisciplinary Scholars (GMS) were appointed to conduct multidisciplinary research under faculty supervision. The multidisciplinary research will serve as the basis for the completion of GMS theses and doctoral dissertations. In addition to the GMS and research faculty, 37 non-GMS graduate students, 11 undergraduate students, and two post-docs were involved in multidisciplinary research being conducted on "seed grants" within the five designated thrust areas. A GMS cohort group (i.e. learning community) was established and career development seminars were consistently offered to assist the GMS with knowledge and skill acquisition relevant to their future "world of work."

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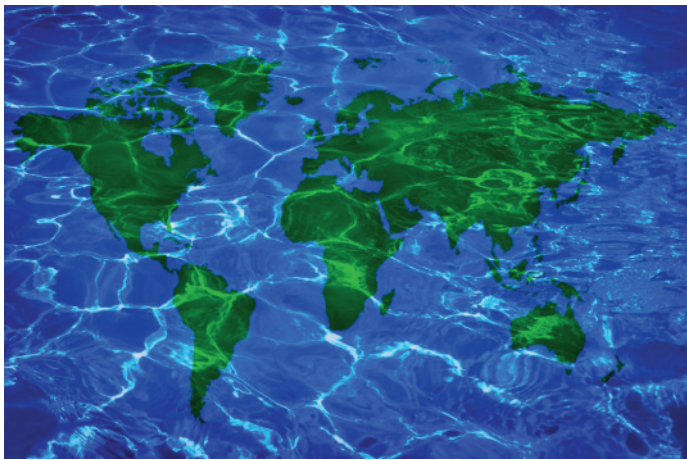
Publications and Patents

As a result of this initiative, eight graduate courses were developed with two conducted during Summer '07, two during Fall '07, and four during the Spring semester of '08. The faculty (including GMS students as co-authors) submitted 16 articles to major journals that are currently either published, under review, or under revision.

Conference and Symposium Presentations

Both faculty and GMS presented their collaborative research outcomes at a total of 40 separate conference/symposium presentations around the U.S. and in China, Spain, and Italy. Six GMS were actively involved in the development and delivery of these presentations and poster presentations at various locales were conducted by 12 GMS. Additionally, the Assistant Director of GMS presented a poster regarding this initiative at the annual meeting of the Council of Southern Graduate Schools in Austin, TX in February '08.

External Funding Opportunities

A total of 31 proposals were submitted by research faculty for funding consideration. Of those submitted, eight were awarded funding totaling nearly $4 million. Proposals submitted by affiliated faculty in the amount of almost $30 million are currently under review for funding consideration.

External Collaborative Efforts

Community collaboration and partnership building was extensive across the thrust areas with ongoing relationships established with individuals representing national and international universities, industries, governmental agencies, and public associations.

Meeting USF's Strategic Initiatives:
Graduate Multidisciplinary Scholars
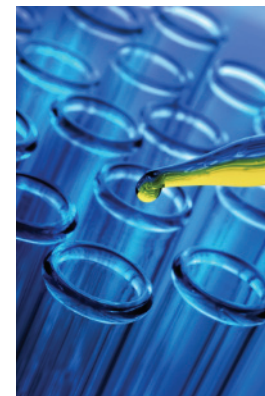
Marketing

An eight-panel brochure was developed and distributed in November '07 that highlighted the details of the nine research studies that make up the global sustainable healthy communities group which encompasses the research of two of the five designated thrust areas. Two eight-panel brochures for the Computational and Visual Representation (CVR) thrust and the Functional Multi-scale Materials Design (FMMD) thrust are currently in development with distribution estimated for the mid-May '08. The GMS website is under construction and is estimated to go live near the end of April '08. Upon completion of the website, postcards will be extensively distributed to announcement the website going "live."

The first issue of the GMS e-newsletter, created by the GMS Coordinator was distributed in January '08 with the upcoming summer issue currently being developed. Three GMS will be interviewed and highlighted in the Fall '08 issue of *USF Magazine*. An article mentioning the sustainable healthy communities research group and multidisciplinary research was published in *The Oracle* on March 27, 2008. Information pertaining to multidisciplinary research opportunities at the university was also included in the most recent revision to the *Graduate School Viewbook* which is estimated for completion near the conclusion of May '08.

A faculty member overseeing one of the water-related research projects has created a face book page which is used to share information on the project with the public. Another faculty member who is the PI for one of the sustainable healthy communities research projects has created a learning community consisting of USF faculty, local community members, students, and other interested individuals which meets regularly.

Honors and Awards

One faculty member has received the Jerome Krivanek Distinguished Teaching Award (2007) and another faculty member was awarded a Certificate of Appreciation for Outstanding Contribution to Women's Equality Day by the James A. Haley Veterans Administration in Tampa.

A faculty member was the symposium organizer and invited speaker at a National Biophysical Society meeting and another was invited to deliver a public lecture on the BCI project by the campus wide Neuroscience program at Florida Atlantic University.

Student Achievements

Four GMS passed qualifying exams and have achieved candidacy. One non-GMS student working on a multidisciplinary grant is expected to graduate in May '08 earning a Ph.D. in Physics and another non-GMS student is scheduled to graduate in May '08 earning an M.S. in Mechanical Engineering. One GMS, an international student from Colombia, is tentatively scheduled to graduate in August '08 earning his Ph.D. in Chemistry.

Patent Applications

Three patents have been applied for or are pending.

Meeting USF's Strategic Initiatives:
Building A Diverse Graduate Community

Diverse Student Success Retreat- "Getting You In and Getting You Out"- Fall 2007:

➢ A half day Diverse Graduate Student Success Retreat entitled "Getting You In and Getting You Out" was Conducted Fall 2006 and Fall 2007.
➢ More than 100 Graduate Students Participated in the Retreat

Special Graduate Fellowship Orientation
Graduate Retention Workshops and Seminars:
➢ "Graduate Decisions and Personal Relationships"
➢ "The Politics of Graduate School"
➢ "Women in Underrepresented Graduate Programs"
➢ "How to Fund Research"
➢ "So You Want to Get Published"
➢ "How to Strengthen Research Oral and Poster Presentations"

USF UNIVERSITY OF SOUTH FLORIDA

Meeting USF's Strategic Initiatives:
Building a Diverse Graduate Community

Diversity Recruiting Activities:

A pilot USF Campus Visitation was initiated during Spring Term 2008:
- ➢ 10 students participated and 5 graduate programs participated (biology, education, public health, physical therapy and psychology)
- ➢ As a result of the campus visit 7 (70%) students were admitted to those graduate programs

Targeted Off Campus Visitations for 2007-2008
- ➢ Barry University, Florida Atlantic University, University of Central Florida, Florida State University, and FAMU

There has been a significant increase in enrollment of traditionally underrepresented graduate students over the past 2 academic years:
- ➢ 40% increase of Black enrollment
- ➢ 22% increase of Asian enrollment
- ➢ 3% increase of Hispanic enrollment
- ➢ 22% increase of White enrollment

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Meeting USF's Strategic Initiatives:
Celebrating Student Accomplishments

Outstanding Thesis and Dissertation Awards

Karen J. Dalton, American Studies
"Kitsch and Southwest Hybridity in the Art of Ted De Grazia"

Ryan Mabry, Computer Engineering
"Gate Level Dynamic Energy Estimation in Asynchronous Circuits Using Petri Nets"

Daniel Rojas, Industrial Engineering
"Revenue Management Techniques Applied to the Parking Industry"

Andrea Satterfield, Art History
"The Assimilation of the Marvelous Other: Reading Cristoph Weiditz' 'Trachtenbuch' as an Ethnographic Document"

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Meeting USF's Strategic Initiatives:
Celebrating Student Accomplishments

Travis F. Doering, Ph.D., Anthropology
    "An Unexplored Realm in the Heartland of the Southern Gulf Olmec: Investigations at El Marquesillo, Veracruz, Mexico"

Tevfik Yucek, Ph.D., Electrical Engineering
    "Channel, Spectrum, and Waveform Awareness in OFDM-Based Cognitive Radio Systems "

USF UNIVERSITY OF SOUTH FLORIDA

Graduate School Annual Report 2007-2008

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