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**FY03-04 Accountability Report  
South Carolina Sea Grant Consortium**

***"Science Serving South Carolina's Coast"***

15 September 2004

South Carolina Sea Grant Consortium  
287 Meeting Street  
Charleston, SC 29401

**FY03-04 ACCOUNTABILITY REPORT**  
**SOUTH CAROLINA SEA GRANT CONSORTIUM**

**Section I:**

**EXECUTIVE SUMMARY**

**1. Mission and Values**

The S.C. Sea Grant Consortium, created in 1978 by the S.C. General Assembly, is charged with managing and administering the Sea Grant Program and related activities to support, improve, and share research, education, training, and advisory services in fields related to ocean and coastal resources. The Consortium's unique mission is to maximize the economic, social, and environmental potential of the coastal and marine resources of the state and region, and the agency does so by serving as a broker of information and funding. The agency's motto is *Science Serving South Carolina's Coast*.

The Consortium develops and supports a balanced and integrated research, education, and extension program for South Carolina which seeks to provide for future economic opportunities, improve the social well-being of its citizens, and ensure the wise use and development of its marine and coastal natural resources. It also administers an effective and efficient communications and extension network among academia, business, government, and the general public to ensure that Consortium activities are responsive to marine and coastal users and that information generated is delivered in a useful and timely fashion. The S.C. Sea Grant Consortium is part of a nationwide network of 30 Sea Grant Programs that report to the National Sea Grant College Program, NOAA, U.S. Department of Commerce; thus, Consortium activities are responsive to regional and national needs, as well as to those of South Carolina. It is unique among Sea Grant programs nationally in that it is an academically based state agency.

Institutions which hold membership in the Consortium include The Citadel, Clemson University, Coastal Carolina University, the College of Charleston, the Medical University of South Carolina, South Carolina State University, S.C. Department of Natural Resources, and the University of South Carolina. Consortium institutions provide the expertise of their respective faculty and professional staffs, as well as a wide range of facilities and equipment, necessary to carry out the diversity of programs supported by the Consortium.

In addition to the direct relationship with its member institutions, the Consortium interacts with numerous other local, state, and federal agencies, businesses, industries, and non-profit organizations to identify issues and opportunities and form partnerships to address the needs of its diverse constituencies.

**2. Major Achievements – FY03-04 (selected)**

The following provides only a sampling of the numerous accomplishments and achievements that have resulted from S.C. Sea Grant Consortium programs and support. Additional examples can be found on the agency's Web site at [www.scseagrant.org/insidesg.htm](http://www.scseagrant.org/insidesg.htm).

**Consortium Extramural Funding Reaches \$5.586 Million.** The Consortium secured more than \$5.586 million in extramural funding to support research, education, and extension program activities that benefit South Carolina and the region.

**Establishing the Southeast Regional Association for COOS.** The Consortium is serving as the lead organization, under a grant awarded by the NOAA Coastal Services Center, to initiate the establishment of a "Regional Association" for the coastal ocean observing system network in the southeastern U.S. coastal ocean region. The regional association will ultimately be responsible for administrative, operational, and budgetary aspects of the southeastern observing system network, and will be a member of the emerging National Federation of Regional Associations that will serve as the regional network for the OceanUS office.

**Linking Land Use and Coastal Ecosystem Condition.** Ten "state-of knowledge" reports on the interactions of land use change and marine ecosystem condition in the southeastern United States and, combined with results from a regional, multi-institutional research effort, will serve as the basis for publication by Springer Verlag of a new book titled *Implications of Land Use Change to Coastal Ecosystems: Challenges to Effective Resource Management*. LU-CES information has already been used by five municipalities in the inner South Atlantic Bight region in establishing growth policies and planning new development. The LU-CES Web site ([www.lu-ces.org](http://www.lu-ces.org)) is now being modified to include an Interactive management System which will allow viewers to directly query the LU-CES database.

**Science-based Rice Field Management and Policy Development.** A team of Sea Grant researchers is investigating the effects of water management on tidal freshwater wetlands and rice field impoundments along the Cooper River and have active roles in the current policy review meetings being conducted by SC DHEC/OCRM on how Cooper River rice former impoundments should be managed. Based on these studies, OCRM and Berkeley County (SC) have initiated Special Area Management Plan (SAMP) planning meetings involving stakeholders and regulatory agencies. OCRM and Sea Grant are also cooperating on a vegetative survey of all tidal rice fields in South Carolina, a state-of-knowledge review of impoundment ecology and management, and a test of the Cooper succession model on other river systems to see how policy recommendations resulting from the Cooper River studies might be applied coastwide.

**Providing Wind Data during Hurricane Isabel.** Sea Grant research pays off during Hurricane Isabel; Mobile wind tower data transmitted in real-time provided critical information to NOAA National Hurricane Center. Researchers with S.C. Sea Grant Consortium and Florida Sea Grant recently collaborated on the deployment of mobile wind towers at four locations near the projected path of Hurricane Isabel. The real-time data were available via a wireless Internet connection that performed flawlessly. NOAA hurricane researchers, forecasters, and emergency preparedness managers were able to access the data every 15 minutes, preparing the community as far in advance as possible. For the first time ever, detailed coastal wind tower data were transmitted in real-time from the field to the NOAA Hurricane Center in Miami, Florida.

**S.C. Shrimpers Association Support of Fisheries Extension.** In January 2003, the Consortium was asked to host a meeting of S.C. commercial shrimping interests to develop a strategy in response to the fishing industry crisis with a goal of building a sustainable S.C. shrimp industry. The U.S. Congress provided emergency funding nationwide to the industry for this purpose. In the meantime, the S.C. Shrimpers Association had written to support the Consortium's FY03 Fisheries Extension Enhancement (FFE) proposal (submitted to the National Sea Grant office in 2003). In the face of the industry crisis and the delay in Congressional funding for the FFE program, the S.C. Shrimpers Association offered to use a portion of its emergency assistance money to support a full-time Sea Grant Fisheries Extension Specialist for one year. It was soon thereafter that the Consortium received word that National Sea Grant funding for its FFE proposal was approved for funding in 2004.

**Beach Clean-up Saves South Carolina Taxpayers.** The annual Beach Sweep/River Sweep (BS/RS) litter cleanup program has saved taxpayers more than \$3 million over the last 15 years. BS/RS is funded entirely by private donations, and citizen volunteers do the actual work. Over the past 15 years, more than 80,000 volunteers have collected 750 tons of trash in South Carolina.

### **3. Key Strategic Goals**

The goal of the Consortium's strategic planning process is to maximize the ability of S.C. Sea Grant's research, education, and outreach programs to address the coastal resource needs of South Carolina. To this end, the Consortium's strategic planning process has identified three strategic goals that provide the foundation for future Sea Grant activities:

- To develop and maintain an integrated Sea Grant Program for South Carolina that seeks to provide for future economic opportunities, improve the social well being of its citizens, and ensure the sustainable use and development of its marine and coastal natural resources.
- To continue to build an effective and efficient research, education, communications and extension network among academia, business, government, and the general public to ensure that Consortium activities are responsive to marine and coastal users and that information generated is delivered in a timely fashion.
- To remain an integral component of the National Sea Grant College Program where Consortium activities are responsive to regional and national needs, as well as to those of South Carolina.

### **4. Opportunities and Barriers**

The S.C. General Assembly's commitment to and support of the S.C. Sea Grant Consortium over the last two decades has allowed the agency to be able to successfully compete for non-state funding. However, with less than 7% of its budget currently coming from state appropriations (due to a 33% state budget reduction from FY00-01 to FY03-04), the Consortium's state support has shrunk to a critically low level. While the varied constituencies of the S.C. Sea Grant Consortium have benefited from the agency's long-term non-state budgetary growth to support

relevant research, education, and extension programming, **the agency will require restoration of a significant amount of state funding lost through budget reductions.** This is critically important to the agency so that it can sustain a minimum required level of administrative effort to support its fiduciary responsibilities in program coordination, fiscal management, and administrative support and to handle the ever-increasing public demand for Consortium products, services, and activities. As noted in last year's report, coastal growth will continue to remain a primary natural resource management issue for the state into the foreseeable future. In fact, anecdotal information suggests that we have approached a point where research and outreach funding is not keeping pace with the needs to address critical issues resulting from the increasing pressures of population growth along the coast of South Carolina.

The Consortium's FY03-04 state appropriation (\$440,505) was actually lower than it was in FY91-92 (\$496,800). The Consortium's state appropriation is critical to the agency for two reasons. First, it supports the Consortium's management, operational, and administrative functions, and (2) it is used by the agency to meet the federal Sea Grant match requirement of \$1 in non-federal funds for every \$2 in federal Sea Grant funds.

## **5. Accountability Report and Improvement**

The State Accountability Report is but one of three major annual reports the Consortium is required to prepare each year (the others are required by our federal sponsors). Information presented in the State Reports is used to meet these other reporting requirements, and vice versa. However, due to the nature of the Consortium's mission and role, a number of the metrics that the State Report mandates cannot easily be addressed by the agency, primarily because it deals with the development and support of scientific research and discovery and the delivery of the resultant information to its constituencies. Successful outcomes of Consortium efforts cannot be measured like "widgets" from a factory, but can be tracked by documenting changes in policy, management, and behavior. Of course, these are more qualitative than quantitative. As a result, the Consortium tracks many of its "successes" through the use of testimonials and support that it receives from its constituencies.

## Section II:

### BUSINESS OVERVIEW

#### 1. Number of Consortium Employees

The S.C. Sea Grant Consortium currently has 14 FTEs; 6.63 state FTEs and 7.37 federal FTEs. The trend in number of FTEs essentially has remained constant over time (see Figure 7.4.A). Currently, of the Consortium's 14 FTE positions, four are now vacant due to state budget reductions. These vacancies represent a **29 percent reduction** in Consortium staff strength.

#### 2. Operation Locations

The Consortium's main office is located at 287 Meeting Street in Charleston, South Carolina. Specialists working for the S.C. Sea Grant Extension Program are located in offices in Beaufort, Charleston, Conway, and Georgetown, South Carolina.

#### 3. Expenditures/Appropriations Chart

##### Base Budget Expenditures and Appropriations

Major Budget Categories	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 633,719	\$ 215,370	\$ 642,358	\$ 251,887	\$ 707,000	\$ 257,000
Other Operating	\$ 483,861	\$ 114,618	\$ 530,769	\$ 118,351	\$ 473,809	\$ 23,809
State Aid	\$ 995	\$ 995	\$ 1,000	\$ 1,000	\$ 1,956	\$ 1,956
Allocations	\$ 4,547,235	\$ 0	\$ 3,927,298	\$ 0	\$ 5,905,000	\$ 0
Fringe Benefits	\$ 148,111	\$ 74,218	\$ 154,453	\$ 64,859	\$ 181,399	\$ 71,399
<b>Total</b>	<b>\$ 5,813,921</b>	<b>\$ 481,201</b>	<b>\$ 5,255,878</b>	<b>\$ 436,097</b>	<b>\$ 7,269,164</b>	<b>\$ 354,164</b>

##### Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures	03-04 Actual Expenditures
Information Technology	\$ 3,660	\$ 7,933	\$ 0

#### 4. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 02-03 Budget Expenditures	FY 03-04 Budget Expenditures	Key Cross References for Financial Results*
Administration	Manage and administer the Sea Grant Program and related activities to support, improve, and share research, education, training, and advisory services in fields related to ocean and coastal resources.	State: <b>\$ 481,201</b> Federal: <b>\$ 5,813,921</b> Other: Total: % of Total Budget: <b>100</b>	State: <b>\$ 436,097</b> Federal: <b>\$ 5,255,878</b> Other: Total: % of Total Budget: <b>100</b>	<b>Table 7.3.A;</b> <b>Figure 7.3.A;</b> <b>Figure 7.3.B;</b> <b>Figure 7.3.C;</b> <b>Figure 7.4.B</b>
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	

Below: List any programs not included above and show the remainder of expenditures by source of funds

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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\*Key Cross-References are a link to the Category 7- Business Results. These References provide a Chart number that is included in the 7th section of this document

## **5. Key Customers, Products and Services**

The Consortium serves many constituencies, through the provision of information and funding, including faculty, staff, and students of our eight member institutions; federal, state, and local natural resource and economic development agencies; institutions and individuals involved in the management of the state's coastal resources; state and local government officials and community leaders; K-12 teachers and students; non-governmental organizations; business and industry, citizen groups; and the general public. A more detailed breakout of the Consortium's constituencies can be found in Category 7.

The Consortium's major products and services fall into the following categories:

- Marine and coastal research that delivers applied and objective science-based information (1) to inform individuals, businesses, local and state government, and other organizations on the balanced use and conservation of coastal and ocean resources, (2) to provide economic opportunities through increased revenues and/or cost savings to business and industry, and (3) to enhance public safety and minimize structural and natural resources losses that occur as a result of natural (e.g., hurricanes) and anthropogenic (pollution) events.
- Extension, advisory services, and technical assistance activities (such as workshops, seminars, constituent meetings, etc.) focusing on coastal hazards, environmental and water quality issues, coastal business and economics, aquaculture, fisheries, and coastal community development.
- Community-based volunteerism, through marine litter and habitat restoration projects (e.g., Beach Sweep/River Sweep; Oyster Reef Restoration).
- Communications products (print, media, Web-based) that inform and educate citizens about the issues relevant to life, work, and along the coast of South Carolina (e.g., *Coastal Heritage* magazine).

## **6. Key Stakeholders**

The Consortium interacts with a number of stakeholders (= partners) in conducting its programs and activities. A listing of the agency's stakeholders can be found in Category 7.

## **7. Key Suppliers**

The Consortium depends on the expertise and knowledge of the faculty, staff, and students of its member institutions, as well as its own, to generate, translate, and deliver pertinent coastal and marine resource-related information to its constituents. It also depends on the success of the proposals it prepares and/or submits on behalf of its member institutions to secure the financial resources necessary to support the myriad of activities with which it is engaged. Ninety-three percent of the Consortium's budget is obtained from federal agencies such as the National Oceanic and Atmospheric Administration's National Ocean Service (including its Coastal Services Center and Coastal Ocean Program), Operations (for Ship Time), and National Marine Fisheries Service; the U.S. Geological Survey's Coastal and Marine Geology Program, the National Science Foundation, the Centers for Disease Control and Prevention, the Federal



Emergency Management Agency, the U.S. Environmental Protection Agency, from a number of State Agencies (including SCDHEC and SCDHEC-OCRM), and from private foundations and business and industry.

## **8. Organizational Structure**

The S.C. Sea Grant Consortium is structured to optimize communication and feedback linkages necessary for the proper development and implementation of its programs.

**Consortium Member Institutions.** Institutions that hold charter membership in the Consortium include The Citadel, Clemson University, Coastal Carolina University, the College of Charleston, the Medical University of South Carolina, S. C. State University, S. C. Department of Natural Resources, and the University of South Carolina. Consortium institutions provide the expertise of their respective faculty and professional staffs, as well as a wide range of facilities and equipment, necessary to carry out the diversity of programs supported by the S.C. Sea Grant program. *As an indication of their support and commitment to the Sea Grant program, each Consortium-member institution waives indirect costs on all Sea Grant-funded projects.*

**Consortium Board of Directors.** Activities of the Consortium are governed by authorizing committees of the S.C. General Assembly and a Board of Directors to which the Executive Director reports (see Appendix 1 for an organizational chart). The Board of Directors includes the chief executive officers of the Consortium's member institutions. The Board meets annually to review Consortium program policies and procedures. The Board also provides a direct line of communication between the Consortium Executive Director and the higher administrative levels of its eight member institutions.

**Consortium Executive Director.** The legislation creating the S.C. Sea Grant Consortium also established the position of Executive Director. The Executive Director is responsible for managing the Sea Grant program for South Carolina, including development and implementation of Sea Grant proposals, oversight of the proposal solicitation and review process, communication with the National Sea Grant College Program office, management and oversight of all Sea Grant projects and programs, and management of fiscal resources. The Consortium is also expected to seek funding from a variety of extramural sources, which represents an ever-increasing percentage (now over 90 percent) of total Consortium support.

## Category 1 – Leadership

### 1.1-1.8

#### 1.1 Two-way Communications

**Consortium Core Group.** The Consortium is lead by the Agency Head, but is managed and organized in a non-hierarchical fashion. One internal mechanism that has been established by the Consortium to facilitate a programmed team leadership approach is the Consortium's "Core Group." The Core Group facilitates communication and information exchange among the Consortium's internal program staff. Members of the Core Group are the Agency Head, the Assistant Director, the Extension Program Leader, the Director of Communications, and the Program Manager. Meetings are held on a monthly basis to ensure efficient and effective communications and program direction. Using this “team” approach, the Agency Head can ensure that Consortium policies, programs and activities are focused on the agency’s priority needs. The Core Group is responsible for setting the agency’s short- and long-term direction.

**Staff Meetings.** The Agency Head also mandates monthly staff meetings to which all Consortium staff attend. Staff meetings are used as a mechanism to ensure that the values and goals of the agency are understood. Monthly staff meetings also provide another forum for sharing information and discussing the Consortium’s progress toward strategic goals.

**Staff Retreats.** To ensure that all Consortium staff understand the agency's strategic plan and quality expectations, a Consortium-wide planning session (typically in a retreat setting; annually when feasible) is conducted in which information about the agency's mission, goals, and objectives is provided and discussed, and staff are encouraged to share their ideas about ways to improve the agency's performance.

#### 1.2. Focus on Customers

S.C. Sea Grant Consortium programs and activities are driven by input and guidance it receives from a variety of stakeholders throughout South Carolina and the southeast United States, and it establishes these relationships in a number of ways.

**Staff Leadership.** One critical way that Consortium staff demonstrates leadership and engage and are engaged with the agency’s diverse stakeholder community is through its involvement in leadership roles with a number of public, private, and non-governmental organizations. Consortium staff plays key leadership roles in organizations, professional societies, and activities that advance the mission of the Consortium and the visibility of Sea Grant in the state of South Carolina, and enable it to better serve the needs of its constituencies.

**Involvement of Users in Planning and Review.** The S.C. Sea Grant Consortium consistently seeks involvement and input from its constituencies to help shape Consortium priorities and programs (see Category 2). This ensures that our activities are responsive to the needs of the Consortium’s stakeholders and allows us to determine:

- Priority needs in South Carolina pertaining to coastal and ocean resources use and conservation;

- Current activities in South Carolina that are underway to address these needs;
- Priority needs that are not being adequately addressed by current activities; and
- Most importantly, specific potential actions that the Consortium can take to address these unmet needs.

The goal of the Consortium's strategic planning process is to provide a framework upon which to maximize the effectiveness of our research, education, and outreach programs to address the coastal and marine resource needs of South Carolina. In addition to its on-going strategic planning process, the Consortium utilizes other means to enhance its ability to identify constituent groups and their needs. It does this through interaction with members of the Consortium's Board of Directors, liaisons at the Consortium's member institutions, Blue Ribbon Committees, its Sea Grant Extension Program specialists, and its Communications and Information Services staff.

**S.C. Sea Grant Extension Program.** The S.C. Sea Grant Extension Program involves users in formal and informal ways in its program planning and evaluation process. It begins with S.C. Sea Grant Extension specialists, who live and work in coastal communities and interact daily with their program clientele. This informal daily interaction creates a special relationship of trust between the specialists and the communities they serve, and provides the specialist with a deep knowledge of the issues and concerns among members of the user community. In addition, each specialist establishes a formal program area advisory committee consisting of local and state government agency representatives, business owners, representatives of community organizations, individual citizens and the Program Leader, an *ex officio* member of each specialist's committee. The information, advice and guidance received through these informal and formal means is then fed into the formal Consortium strategic planning process through focus groups, in which members of the Extension advisory committees and others participate.

**Communications.** The Consortium's staff continues to enhance the Consortium Web site ([www.scseagrant.org](http://www.scseagrant.org)) by expanding its interactive features, making the site more assessable to people with disabilities, and keeping the information up-to-date and relevant. Nevertheless, traditional means of communication are still extremely important for information delivery; the Consortium's communications staff produced over 290 publications from 2000-2004, which informed our constituents about coastal issues and, where appropriate, facilitated the transfer and exchange of information.

### **1.3. Fiscal, Legal, and Regulatory Accountability**

**Internal Procedures.** The Consortium first produced its *Internal Procedures Handbook: A Staff Guide for Consortium Operations, Proposals, and Projects* in 1992. Last updated in 2004, this document details the Consortium's programmatic, staff, and administrative policies.

**Fiscal Procedures.** The Consortium has strong internal controls for the review and approval of project expenditures. Purchase requisitions are reviewed for allowability and availability of funds prior to approval. Receiving reports are reconciled against requisitions issued and approved. Payment is generated through central accounting in Columbia, SC.

**Recent Audits/Site Visits and Reviews.** The Inspector General for NOAA (Atlanta Region) conducted a limited transaction audit 7 years ago – the accuracy of test results precluded the need for a full program audit. The State recently completed personnel and purchasing audits as well as a legislative program review. Finally, the Sea Grant program was recently reviewed by the National Sea Grant College Program Office. All reviews and audits resulted in positive comments/ratings and revealed no deficiencies in programmatic or administrative aspects of the Consortium.

#### **1.4. Key Performance Measures**

As one of 30 Sea Grant College Programs that exist across the United States, the Consortium is subject to a rigorous Program Assessment process that is administered by the National Sea Grant College Program Office. Four major performance measures are evaluated by the National Office; within those four measures there are 14 specific metrics that are assessed. Associated with each metric is a set of detailed questions used to evaluate the level of performance in each category (see [http://www.nsgo.seagrant.org/other/Password\\_files/pat\\_manual\\_052604.pdf](http://www.nsgo.seagrant.org/other/Password_files/pat_manual_052604.pdf)). The Consortium has thus adopted these measures in its goal of becoming the top Sea Grant College program in the nation. The Consortium's key performance measures, and associated metrics, are:

1. Organizing and Managing the Program
  - a. Leadership of the program
  - b. Institutional setting and support
  - c. Project selection
  - d. Recruiting talent
  - e. Effective and integrated program components
2. Connecting with Users
  - a. Engagement with appropriate user communities
  - b. Partnerships
3. Effective and Long-Range Planning
  - a. Strategic planning process
  - b. Strategic plan quality
  - c. Implementation plan
4. Producing Significant Results
  - a. Contributions to science and technology
  - b. Contributions to extension, communications, and education
  - c. Impact on society, the economy, and the environment
  - d. Success in achieving planned program outcomes

#### **1.5. Use of Organizational Performance Review Findings**

The Consortium has recently be subjected to a National Sea Grant Performance Assessment process (in June 2004), the results of which have been provided to the Agency Head and the

Consortium Board of Directors. The Agency Head will be meeting with the Consortium Core Group to discuss the results of the review and options for addressing areas that have been identified as needing improvement.

The Agency Head will also convene “Blue Ribbon Panels” to evaluate all or part of the Consortium’s operations and programs. However, because the Consortium has received extremely positive feedback from its national assessments (the agency was rated as “excellent” by the NSG Program Assessment Team in the year 2000, with similar ratings earlier this year), there has not been a great need to convene panel reviews.

### **1.6. Current and Potential Impact of Products**

The Consortium generates two primary “products” for its constituencies – program funding and information. The agency has no management or regulatory responsibilities, nor does it produce or manufacture anything that would pose a risk to the public. All products, activities and services generated by the Consortium are at the request of the constituencies the agency serves.

### **1.7. Organizational Priorities for Improvement**

Again, the agency’s senior leadership uses the Consortium’s strategic planning process, program area advisory groups and feedback from internal and external reviews to set key organizational priorities for improvement, and communicates this information to staff through the Core Group and monthly staff meetings.

### **1.8. Community Support**

The Consortium’s leadership and staff play key leadership roles in organizations, professional societies, and activities that advance the mission of the Consortium and the visibility of the state of South Carolina, and enable it to better serve the needs of its constituencies and communities. Areas of emphasis are determined through the agency’s strategic and implementation planning process, and refined during meetings of the Consortium Core Group.

Selected examples of the many leadership roles the Agency Head and Consortium staff play in the community, the state, the region, and the nation are listed in the Consortium’s Program Assessment Briefing Book which can be found at [www.scseagrant.org/insidesg.htm](http://www.scseagrant.org/insidesg.htm).

## Category 2 – Strategic Planning

### 2.1-2.2

#### 2.1. Strategic Planning Process

The goal of the Consortium's strategic planning process is to maximize the ability of S.C. Sea Grant's research, education, and outreach programs to address the coastal resource needs of South Carolina. The Consortium's ability to anticipate and respond to constituent's needs is critical to its success in serving the state. The Consortium employs several planning tools to ensure that its programs are achieving the maximum possible benefits. These include both formal and informal mechanisms.

**Consortium Planning and Evaluation.** Because the need for information and assistance along the South Carolina coast is increasing, the Consortium has initiated efforts to improve the focus of its future programmatic activities. Periodically the Consortium invites representatives of its "coastal constituency" (those people whose professional or vocational interests are closely connected to the Consortium's mission) to discuss issues and trends of most pressing concern to them. In facilitated workshop settings, these constituents voice their concerns on issues and opportunities facing the citizens and visitors to coastal South Carolina. This information, along with guidance provided by NOAA, the National Sea Grant College Program, and other sources, is then incorporated into the S.C. Sea Grant Consortium's strategic plan. For instance,

- In 1988, the Consortium Board of Directors called for the establishment of a Blue Ribbon Committee to review and evaluate the progress and activities of the Consortium over the period 1983 to 1988, and to produce a blueprint for Consortium programs and activities through the 1990s. As part of its charge, the Blue Ribbon Committee addressed a number of issues unique to an academically based state agency with a consortial arrangement.
- In April 1992, the Consortium's Sea Grant Extension Program underwent a formal evaluation and review. This exercise involved three Sea Grant Extension Service leaders from east coast Sea Grant programs.
- In 1997, the Consortium convened a second Blue Ribbon Committee at the direction of the Consortium Board of Directors. This committee was charged with evaluating progress made by the Consortium during the 1990s, and assessing the strengths and weaknesses of Consortium administration, organization, programs, and staffing, given recent changes at both the national Sea Grant Office and the state in terms of accountability and program management.
- Over the last five years, the Consortium has incorporated findings from topical conferences and workshops held in South Carolina and the region into its planning process and RFP. For example, Consortium efforts have been shaped by the outcomes of a targeted planning workshop on marine education (April 2002), the SouthEast Coastal Ocean Science conference and workshop (January 2003), and the International Conferences on Shellfish Restoration (2002; 2004).
- Input received from the review of the Consortium by its National Sea Grant Program Assessment Team in June 1999 and June 2004 has also been extremely beneficial. The Consortium received an "Excellent" rating in 2000; preliminary results for 2004 are also extremely positive.

**Strategic Planning Workshops.** To determine how the Consortium's previous strategic plan (1997-2001) addressed the needs of the State, the Consortium's Core Group, in the fall of 1998, reviewed that plan and agreed to initiate an update. The Core Group felt that the major program areas identified in the existing plan remain relevant; however, suggestions of specific action steps were needed for how best to achieve the plan's goals. The Sea Grant strategic planning processes in Florida, Maryland, Rhode Island, Delaware, and Hawaii were reviewed to determine how best to receive input regarding our existing plan. Advice was received on how to maximize the effectiveness of the strategic planning process and successful techniques for soliciting stakeholder input were duplicated. The result was a series of focused workshops in six topics areas (K-12 Marine Science Education, Coastal Hazards, Coastal and Ocean Processes, Coastal Historical, Cultural, and Natural Tourism, Aquaculture, and Ecosystem Dynamics) that were held in 1999 and 2000.

**Workshop Process.** The Consortium invites academic and laboratory faculty and staff as well as policymakers, users, business and industry representatives, and other stakeholders. Significant effort is spent to include all possible categories of stakeholders in each topic area. Invitees are sent background materials related to the topic under discussion prior to the workshop, including descriptions of both National Sea Grant Program's objectives and recent and current Consortium objectives and activities.

Following each workshop, a summary of the discussions and presentations is produced. Summaries are mailed to all attendees as well as those who were invited but could not attend; comments are requested and incorporated into the agency's planning process. These summaries, and any subsequent comments received, serves as the basis for updating the Consortium's Strategic Plan.

**Strategic Planning 2000-2004 and Beyond.** During 2002, the Consortium's Core Group conducted an internal planning process to review its programmatic areas and update strategic goals. Previous program area designations were evaluated and reorganized into a performance-based set of nine strategic goals. These nine goals reflect the Consortium's desire that it address the relevant and pressing coastal and marine resource needs of South Carolina.

## **2.2. Key Strategic Objectives**

The Consortium's overarching goal of maximizing the potential of the state's coastal and marine resources is a broad one. To effectively direct its day-to-day activities toward this goal, the Consortium organizes its research, education, and extension activities in nine programmatic areas tied to nine strategic goals. Based on these goals, the Consortium staff developed a 2003 Work Plan designed to achieve them by focusing efforts on priority issues. All agency staff participate in developing the Work Plan, and each has responsibilities for completing tasks as identified in the annual plan, so that it is truly a team effort guided by one vision and mission for each individual's effort. This enables us to look at our results in a manner consistent with the Baldrige Excellence Criteria. The Consortium's strategic goals are listed in the Strategic Planning Chart. The Consortium's "Key Agency Action Plans/Initiatives" are not included in the chart (because they are too numerous) – they can be found in the Consortium's Strategic Plan which can be accessed at: [http://www.scseagrant.org/insidesg/insidesg\\_stratplan.htm](http://www.scseagrant.org/insidesg/insidesg_stratplan.htm).

## Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Administration	1. Maintain and enhance a management system and engaged administrative staff which supports the programmatic goals of the research, education and extension programs of the Consortium.	See Category 2.2 for explanation.	Tables 7.1.A-C; 7.3.A Figures 7.1.B; 7.3.A;
	2. Identify and understand the processes dominating the coastal ocean of the South Atlantic Bight as they affect coastal processes, pollution of the coastal zone, fisheries dynamics, and mineral resources management, and are influenced by global climate change.	See Category 2.2 for explanation.	
	3. Enhance the availability and quality of marine, estuarine, and freshwater resources that can support the economic and quality-of-life needs of South Carolina's public and private sectors.	See Category 2.2 for explanation.	
	4. Examine the forces of climate and hazards, and to provide information to the public and private sectors on the nature of hazards and how to plan for them.	See Category 2.2 for explanation.	
	5. Develop techniques, technologies, and new products based on marine systems for use in commercial and industrial applications, and to continue to apply low-cost technologies to coastal and marine resource problems.	See Category 2.2 for explanation.	
	6. Enhance the development of viable and sustainable aquaculture and fisheries in South Carolina and the region.	See Category 2.2 for explanation.	
	7. Develop and implement activities to assist coastal communities and small businesses with growth management and sustainable economic development strategies.	See Category 2.2 for explanation.	
	8. Design and implement educational programs that foster a more scientifically and environmentally informed citizenry.	See Category 2.2 for explanation.	
	9. Promote the development of a diverse and technically trained workforce.	See Category 2.2 for explanation.	

\*Key Cross-References are a link to the Category 7- Business Results. These References provide a Chart number that is included in the 7th section of this document.



### **2.3. Development and Tracking**

A formal internal strategic planning process encompassing all program areas was initiated during the fall and winter of FY02-03. The process helped shape the future directions, priorities and objectives of the Consortium. Out of this process, the Consortium develops a detailed work plan that specifies task to be completed during the subject year. At the end of the annual cycle, a report on each task included in the Work Plan is provided. The agency revised its strategic plan, which now covers the next four-year period (2004-2008). The results of the FY02-04 internal planning meetings are incorporated into this four-year plan. The Consortium views its Strategic Plan as a dynamic document; at all times there are planning activities occurring. Implementation of one element of the plan often leads to identification of a new need, which is then incorporated into the plan for implementation, and so on. Also, the input from this process is incorporated into the Consortium's biennial Request for Proposals (RFP) to ensure that program areas, objectives, and priorities continue to meet the changing needs of our stakeholders and enable the agency to successfully meet its mission goals.

The Consortium's long-term goal is to conduct a formal and thorough review of each of the Consortium's nine strategic program areas every four years, and again, involve stakeholders in this process through communications mechanisms like workshops and Web-base surveys that include feedback loops.

### **2.4. Key Action Plans/Initiatives**

See Consortium's Strategic Plan at Web site noted below.

### **2.5. Communication and Deployment**

The Consortium's 2000-2004 strategic plan, and its 2004-2008 revision, formed the basis for the agency's Sea Grant biennial Request for Proposals for FY02-04 and FY04-06.

The goal of the strategic planning process is to maximize the ability of S.C. Sea Grant's research, education, and outreach programs to address the coastal and marine resource needs of South Carolina. In addition to its on-going strategic planning process, the Consortium utilizes other means to enhance its ability to identify constituent groups and their needs. It does this through interaction with members of the Consortium's Board of Directors, liaisons at the Consortium's member institutions, Blue Ribbon Committees, its Sea Grant Extension Program specialists, and its Communications and Information Services staff.

### **2.6. Internet Access to Consortium Strategic Plan**

[http://www.scseagrant.org/insidesg/insidesg\\_stratplan.htm](http://www.scseagrant.org/insidesg/insidesg_stratplan.htm).

## Category 3 – Customer Focus

### 3.1-3.6

#### 3.1. Key Customers and Stakeholders

The Consortium's constituencies can be essentially divided into two categories: Internal and External. Internally, as mandated by state law, the Consortium's constituencies consist of the faculty, staff and students of the agency's eight member institutions. Externally, the Consortium is charged with serving the needs of an extremely diverse group of organizations, institutions and individuals representing universities, federal, state, and local natural resource and economic development agencies, business, industry, state and local governments, community groups, non-governmental organizations (NGOs), K-12 educational institutions, and others. Simply put, the Consortium's mission is to serve the coastal and marine resource needs of all who live, work, and play in South Carolina and throughout the southeastern United States. The Consortium's motto is: "*Science Serving South Carolina's Coast.*" The Consortium utilizes its strategic planning process in addition to its participation in meetings, conferences and workshops and on a large number of planning, professional, and organizational committees to determine their key needs.

The S.C. Sea Grant Consortium is structured to optimize communication and feedback linkages necessary for the proper development, implementation, and delivery of its programs. In addition to its Board of Directors, Institutional Liaisons provide a direct administrative link between the Consortium and each of its member institutions. Each Institutional Liaison provides a channel of communication on matters dealing with the proposal process, processing of grants and awards, and oversight of ongoing projects and programs. In addition, the Consortium's *External Procedures Handbook: A Faculty and Institutional Guide for Consortium Proposals and Projects* provides documentation on the administrative processes the Consortium employs in managing its extramural programs, and is made available to faculty and staff at the Consortium's member institutions. It was extensively revised during the latter part of this reporting period and will be available on the Consortium's Web site in October, 2004.

Program Area Advisory Groups are convened as needed to provide assistance in long-term planning, technical quality, and identification of available expertise in the Consortium's nine strategic program areas.

The S.C. Sea Grant Consortium maintains direct and frequent contact with coastal and marine user groups and the general public, and serves as a conduit between institutional knowledge-seekers and coastal and marine knowledge-users, through its S.C. Sea Grant Extension Program (SGEP) and Communications and Information Services (CIS) activities. These outreach programs assure that (1) problems and needs of those who live and work along the coast are accurately identified, (2) research projects and programs are effectively providing the necessary science-based information, and (3) this information is delivered to target audiences in a timely fashion and "user-friendly" format. Further, these users play an active role in the ongoing process of refining our strategic plan to meet the changing needs of our constituencies. The overarching goal of the strategic planning process is to maximize the ability of the Consortium's research, education, and outreach programs to address the coastal resource needs and opportunities of South Carolina and its citizens.

During the reporting period the Consortium worked with numerous individuals representing over 100 federal, state and local agencies, county and municipal governments, K-12 schools, universities, businesses, and industry (again, see [www.scseagrant.org/insidesg.htm](http://www.scseagrant.org/insidesg.htm) for details).

### **3.2. Listening and Learning**

Several internal mechanisms have been established by the Consortium to facilitate a programmed team approach to address coastal and marine resource issues and constituency needs.

**Consortium Core Group.** As previously mentioned, the Consortium's Core Group supports communication and information exchange among the Consortium's internal program components – staff members of the Core Group represent program policy, program development, program management, extension services, communications, and administration. Meetings, held on a monthly basis, help ensure efficient and effective program component interaction. Using a team approach, the Core Group develops and coordinates Consortium programs and activities.

**Consortium Web site.** The Consortium's staff continues to improve the Consortium Web site ([www.scseagrant.org](http://www.scseagrant.org)) by enhancing its interactive features, making the site more assessable to people with disabilities, and keeping the information up-to-date and relevant. Total hits for FY03-04 were 907,866; unique visits totaled 95,105. Traditional means of communication are still extremely important for information delivery; the Consortium's communications staff produced over 35 publications in FY03-04, which informed our constituents about coastal issues and, where appropriate, facilitated the transfer and exchange of information.

**Consortium Project Advisory Bodies.** Program Area Advisory Groups are convened as needed to provide assistance in programmatic matters. The Consortium also engages state and federal agencies, the user community, and the external scientific community in the review and evaluation of Sea Grant concept letters and full proposals. Representatives of state and federal agencies and user groups are convened to review and evaluate Sea Grant concept letters submitted to the Consortium in response to its biennial Request for Proposals, and provide input to the Consortium on the conceptual and timeliness on the efforts proposed. An external technical committee is formed each biennial cycle to conduct an intensive review and evaluation of full Sea Grant proposals.

In addition to its strategic planning process, the Consortium utilizes other means to better enable it to identify and communicate with constituent groups and their needs. It does this through interaction with members of the Board of Directors; liaisons at the Consortium's member institutions, Blue Ribbon Committees; its Sea Grant Extension Program specialists; and its Communications and Information Services staff.

### **3.3. Program Relevance and Improvement**

As previously mentioned, the Consortium consistently seeks involvement and input from its constituencies to help shape Consortium priorities and programs (see previous section on

Strategic Planning). This ensures that our activities are responsive to the needs of the Consortium's stakeholders and allows us to determine:

- Priority needs in South Carolina pertaining to coastal and ocean resources use and conservation;
- Current activities in South Carolina that are underway to address these needs;
- Priority needs that are not being adequately addressed by current activities; and
- Most importantly, specific potential actions that the Consortium can take to address these unmet needs.

The goal of the Consortium's strategic planning process is to provide a framework upon which to maximize the effectiveness of our research, education, and outreach programs to address the coastal and marine resource needs of South Carolina. In addition to its on-going strategic planning process, the Consortium utilizes other means to enhance its ability to identify constituent groups and their needs. It does this through interaction with members of the Consortium's Board of Directors, liaisons at the Consortium's member institutions, Blue Ribbon Committees, its Sea Grant Extension Program specialists, and its Communications and Information Services staff.

### **3.4. Measuring Customer Satisfaction**

The Consortium engages a number of techniques to measure constituent satisfaction, including the use of post-program participant surveys, advisory committee mechanisms and direct client feedback for short-term feedback, and Consortium focus groups and strategic planning workshops (see section on Strategic Planning) to gather longer term information on effectiveness of agency programs. Additionally, each year the Consortium distributes a survey card to all readers of *Coastal Heritage* magazine to solicit feedback and interest.

### **3.5. Positive Constituent Relationships**

In one phrase – building trust. The Consortium seeks to clearly identify constituents' needs, and develop programs to address those needs. We deliver the information once it is generated, or once we have found it, and we steer the constituents to the appropriate sources if we cannot provide it. We are (and must be) objective brokers of non-biased information. Trust is the key in all of our interactions.

**Category 4 – Information and Analysis**  
4.1-4.4

**4.1. Evaluation of Consortium Proposals and Programs**

The primary focus of the Consortium’s information and analysis process is the evaluation of how well research and outreach proposals address the mission, goals, and priorities of the agency, as laid out in the agency’s strategic plan and specified in its biennial Request for Proposals (available on the agency’s Web site and in hard copy format to all Consortium member faculty and staff).

**4.2. Key Measures**

Consortium proposals, programs and projects are evaluated using the following measures:

CONCEPTUAL MERIT	Excel	VGood	Good	Fair	Poor	No Info
Importance of proposed work in addressing a priority need.						
Clarity of objectives in addressing the stated need.						
Anticipated usefulness of proposed work to an identified audience.						
Originality of the proposed work in the investigator’s field of study.						
TECHNICAL MERIT	Excel	VGood	Good	Fair	Poor	No Info
Feasibility of the study approach (including methods).						
Prospect of stated objectives being realistically accomplished in the time period proposed.						
Adequacy of the budget given the scope of the proposed work.						
Investigator(s) knowledge of the field.						

**4.3. Data Integrity and Accuracy**

All research, education, and outreach proposals received by the Consortium go through a rigorous scientific review process. For instance, the FY04-06 RFP process was initiated on April 11, 2003 for our biennial “Program Plan to the National Sea Grant College Program Office.” The proposal process began with the submission of “concept letters” (preproposals) by Consortium institutional faculty and staff. Sixty-five concepts were submitted. A technical and management review panel was convened June 4, 2003, to assist Consortium staff in determining the relative merits of the concept letters and identifying which concept letters were worthy of further development into full-length proposals. Criteria used in this review are based on

priorities established within each of the nine strategic goals established in our 2002-2003 planning process. Thirty-three concepts were invited to full proposals.

**Full Proposal/Program Review.** On August 25-26, 2003, a technical review panel was convened to review and rate these full proposals. During this review, a panel of scientists, who in the aggregate have the expertise necessary to analyze all proposals submitted for funding consideration, discuss and rate the proposals based upon their technical and scientific merit and on Consortium priorities as identified in the Request for Proposals. The Consortium's National Sea Grant Office program monitor participates as an ex-officio member of the panel as well. Input from the panel, as well that provided in written peer reviews (see below), is then used to guide the final decision process, which is the responsibility of the Agency Head, with input provided by the Consortium's Core Group and in consultation with the National Sea Grant Office. The results of the selection process were completed in November, 2003, and twelve projects commenced March 1, 2004.

When full proposals are received, the Consortium distributes them to scientists and experts nationwide to seek *written peer reviews*. Agency staff maintains a database of experts in all scientific fields relevant to the diverse range of research and outreach projects the Consortium considers for funding. Those experts are called upon to evaluate proposals that fit within their areas of expertise. The objective of this review process is to obtain at least three detailed, written reviews of every proposal to guide the Core Group in making recommendations to the Agency Head. As an aside, development proposals (called "seed projects") are also evaluated by the Core Group with the aid of written peer reviews. On occasion, formal technical panels are convened to review major, multi-institutional research and outreach efforts, such as the agency's Land Use-Coastal Ecosystem Study (LU-CES) and the USGS Coastal Erosion Study.

**Conflict-of-Interest Policy.** Another important feature of the Consortium's review process is its Conflict of Interest Policy, which is designed to protect the integrity of all proposal writers and peer reviewers. The policy requires that potential reviewers recuse themselves if they have (1) a major professor/student relationship with the Principal Investigator (PI), (2) published with the PI in the last five years, (3) been a colleague of the PI in the same academic department or served directly or indirectly in a supervisory role over the PI in the last year, (4) grants, contracts, or any financial interest with a PI, and/or (5) a relationship (by blood or by marriage) to the PI. Each reviewer is required to read and agree to these provisions.

#### **4.4. Data/Information Analysis**

The Consortium's Management Information System (CMIS) is a Windows-based platform utilizing Microsoft Access as its database. CMIS addresses one of the Consortium's major management objectives – the evaluation of organizational performance against goals and standards. It is organized into ten database files (Sea Grant Projects, "Seed" Projects, Other Projects, Graduate Students, Fellows, Peer Reviewers, Reprints, Publications, Books, and Workshops); data are updated and revised regularly.

Ultimately, our efforts will permit the Consortium's Management Information System to become more fully Web-based and more accessible to Consortium-funded researchers and other

stakeholders. In the immediate future, the new Access database will be further refined to facilitate querying and generating actionable management reports.

During 2001-2002, the Consortium's Management Information System (CMIS), operational since 1987, was converted from the outdated database system running on Unisys equipment and a text-oriented database software package called TXBASE 2.0, to a Windows-based platform utilizing Microsoft Access as its database. CMIS addresses one of the Consortium's major management objectives – the evaluation of organizational performance against goals and standards. Ultimately, this will permit the Consortium's Management Information System to become more fully Web-based and interactive with Consortium-funded researchers and other stakeholders. In the immediate future, the new Access database will be further refined to facilitate querying as well as generating useful management reports.

#### **4.5. Comparative Data/Information Selection**

The selection and use of comparative data and information is determined primarily by the guidance the Consortium receives from the National Sea Grant College Program Office regarding performance evaluation and the metrics that are used in that assessment process (see Category 1.4).

#### **4.6. Managing Organizational Knowledge**

The Consortium primary knowledge management systems are the agency's Consortium Management Information System (see above) and the briefing materials the agency prepares for its national external Performance Assessment evaluation.

In addition, the Consortium is approaching its 25 year anniversary and has had only three Agency Heads (including the present one) during its existence. It is becoming critically important to the agency that organizational knowledge be identified, collected and passed on to future agency leaders and staff. Continuous interaction between the agency's leadership and staff – through monthly meetings and “managing by walking around” does provide a way in which information is transferred. The preparation and review - by agency leadership and all staff - of a detailed “briefing book” for use by the external review panelists serving on the National Sea Grant Program Assessment Teams every four years represents an accumulation of much of the agency's activities, programs and accomplishments during that time.

## **Category 5 – Human Resource Focus**

### **5.1-5.6**

#### **5.1. Employee Motivation**

Consortium managers formally meet with their staff on a monthly or quarterly basis. Employees are encouraged to participate in these meetings and to voice their opinions and ideas that may improve their efficiency and that of the agency. Employees are also strongly encouraged to join state, regional, and national organizations to enhance their professional development, further develop and sharpen their skills and knowledge, and build leadership capabilities. Each staff member is given the opportunity to, at least once a year and if funds are available, attend a workshop or conference of their choice to enhance his/her job performance and build professional skills.

#### **5.2. Development and Training Needs**

The S.C. Sea Grant Consortium is a small agency and many of its employees wear more than “one hat.” Therefore, in many instances, employees must be cross-trained to be able to perform job functions in more than one program division (administration, communications, education, program research, program development, and extension services) of the office. New employees are given an overview of the agency policies and procedures during the interview stage, and the agency’s personnel manual and *Internal Procedures Guide* are made available for their use. New employees are also oriented by the agency’s Assistant Director. Employees, as stated before, are informed of training and professional development opportunities to enhance their job skills and knowledge through training at the state, federal, and/or national levels. Consortium staff are encouraged and, in the case of the agency’s extension specialists, are required to engage in at least one professional development activity each year.

#### **5.3. Employee Evaluation**

Employees are not only rated annually through the Employee Performance Management System, but are assessed throughout the year to keep their performance level as high as possible. They are encouraged to talk to their manager any time they have questions, problems, or concerns. Employees are encouraged to bring their ideas and/or problems to their supervisor, whether it is within their division or agency wide. If their supervisor cannot help with their problems or are unable to give them adequate guidance, they are encouraged to talk to the Assistant Director or to the Agency Head, if necessary. The agency finds that these open line of communication foster enhanced performance and helps to promote idea-sharing, enhance teamwork, and problem-solving.

#### **5.4. Assessment Methods**

Monthly or quarterly meetings with and among employees within and across agency divisions are held regularly. In addition, the Agency Head chairs a monthly Consortium staff meeting in which employees share their accomplishments and needs, and inform agency staff of what is going on within their programs. These meetings help agency managers assess employee problems and successes. Additionally, the Agency Head and agency managers are in constant



communication and contact with all agency staff on a daily basis (“managing by walking around”), and use these opportunities to assess staff morale, provide “attaboys,” and encourage excellence. This provides direct and constant means by which agency managers can determine whether employees are motivated and satisfied with their work and working conditions.

### **5.5. Safe and Secure Workplace**

The Consortium office is located in the Washington Light Infantry building in downtown Charleston, a historic structure that has withstood the ravages of hurricanes, earthquakes, and other natural disasters. The office is equipped with working door alarms on each entrance, safety lights operate outside of each entranceway, and the office is equipped with a security alarm system. Employees are encouraged to leave in pairs/groups at the close of business during winter (dark) hours.

### **5.6. Community Involvement**

The Consortium and its staff are directly involved with the community. The agency is a member of the Trident and South Carolina Chambers of Commerce, and many other community-based organizations and institutions. The agency is an active participant in the state’s United Way campaign. Two (of many) Consortium programs that are representative of the agency’s involvement with the community are the Beach Sweep/River Sweep volunteer marine litter control program and the 113 Calhoun Street Sustainability project (see Category 7). A listing of the community groups, organizations, institutions, businesses, industries, and public interest groups with which the Consortium and its staff are engaged can be found in Category 3.

Initiated in 2000, each Christmas, individual staff members pool their money and contribute a donation, in the name of the S.C. Sea Grant Consortium, to the Charleston *Post & Courier* newspaper’s “Good Cheer Fund” for the needy. Last year employees contributed over \$200 to the fund.

## Category 6 – Process Management

### 6.1-6.4

#### 6.1. Key Processes to Enhance Product Value

**Communicating with External Constituencies.** While the Consortium has always made it a priority to focus its process management around the needs of its constituencies, there are always opportunities for improvement, particularly in the Internet Information Age. The Consortium's staff continues to upgrade the agency's Web site ([www.scseagrant.org](http://www.scseagrant.org)) by enhancing its interactive features, making the site more assessable to people with disabilities, and keeping the information current. The Web site features an array of information about coastal and marine issues for scientists, educators, students, business and industry, and the public.

The site offers Web pages about Sea Grant research, extension, and educational activities. It includes current and back issues of the periodicals *Coastal Heritage* and *Inside Sea Grant*, frequently updated information about ongoing projects such as Beach Sweep/River Sweep and 113 Calhoun Street: A Center for Sustainable Living, and links to other research and educational resources and institutions. The Flash software employed on the site allows the Consortium to create interactive educational activities for students, teachers and other users.

**Communicating with Internal Constituencies.** In addition to being well-received by the public and our various stakeholders, the Web site has made doing business with the Consortium more convenient for our institutional faculty and staff. The Consortium is transitioning both its research/outreach proposal application and review and project reporting processes from hard copy to electronic format.

The goal of the Consortium's communications department is to place information produced by the agency's research, education, and extension activities into the hands of those who manage and use South Carolina's coastal and marine resources. To facilitate that effort, a *S.C. Sea Grant Consortium Communication Support Guidelines* booklet is now in use. The guide advises Sea Grant-sponsored investigators, extension specialists, and others of the procedures and opportunities available for publication and dissemination of information derived from their work.

**Consortium Institutional Liaisons.** Institutional Liaisons provide a direct administrative link between the Consortium and each of its member institutions. There are two designated liaisons for each Consortium member institution: one from the sponsored program office to address program development and proposal preparation matters, and one from the budget office that fosters communication about post-award grants and contracts. The Consortium's *External Procedures Handbook: A Faculty and Institutional Guide for Consortium Proposals and Projects*, first prepared in 1985 and most recently revised in 2004, provides documentation on the administrative processes the Consortium employs in managing its extramural programs, and is made available to faculty and staff at the Consortium's member institutions.

**Identification of Constituencies' Needs.** Program Area Advisory Groups are convened as needed to provide assistance in programmatic matters, while Institutional Liaisons provide a direct administrative link between the Consortium and each of its member institutions. Each

Institutional Liaison provides a channel of communication on matters dealing with the proposal process, processing of grants and awards, and oversight of ongoing projects and programs.

As part of its multi-faceted role, the S.C. Sea Grant Extension Program (SCSGEP), a joint program of the Clemson University Extension Service and the S.C. Sea Grant Consortium, create linkages between university-based scientists and people who live and work on the coast by offering outreach education programs that provide information to solve problems and address coastal resource management issues. The SCSGEP has five specialists (with another expected to be hired in 2004) and a Program Leader located in offices in southern, central and northern coastal communities to provide local access. These specialists help Extension education programs take many forms, including workshops, videos, brochures, CDs, media interviews, posters, demonstrations, tours and individual user consultations.

## **6.2. Refining Process Design and Delivery**

The primary mechanisms the Consortium uses to incorporate improvements in agency functions and effectiveness and efficiency factors are our internal and external communications linkages. The Consortium Core Group meets monthly to review Consortium programs and activities and address needs related to product design and delivery. The Consortium utilizes its program advisory committees and convenes specialized program area advisory groups to solicit ideas and input that is used by the agency to improve its products and services. The National Sea Grant Performance Assessment Review is also instrumental in identifying the Consortium's "best practices" and areas of excellence and offering concrete suggestions to the agency for improving performance, service, and product delivery.

## **6.3. Meeting Key Performance Requirements**

**Administrative and Financial Performance.** The principal investigators of all Sea Grant projects, whether they be Consortium or University/ laboratory staff, are responsible for all technical reporting and, in conjunction with their institutional business office, all fiscal reporting to the Consortium. In turn, the Consortium is responsible for technical and fiscal reporting to its funding agencies. Consortium professional staff frequently visits with investigators on campus to discuss project progress and needs. The investigator must submit formal requests for budget changes, time extensions, and changes in project scope to the Agency Head for approval, through the institution's Office of Sponsored Programs, at least 60 days prior to the end of a grant period.

Start dates for Consortium-funded projects and programs vary throughout the year, but in all cases, the agency issues formal award announcements that are mailed to the investigator. Under separate notification, the respective institution's business office is provided with two copies of the Consortium Award Agreement, which includes all performance and reporting requirements. The institutional representatives must read, agree to, and endorse the Award Agreement. The institution must then forward one copy of the signed original back to the Consortium for its files and records.

Permanent equipment purchased under a Consortium project is and remains the property of the Consortium, but can remain with the investigator's institution. The Consortium does reserve the

right to transfer use of this equipment upon completion of the project. However, there are provisions for the investigator and/or institution to obtain title to equipment. Final disposition of the equipment will be determined under existing statutes.

In addition to the Agreement, fiscal reporting forms that reflect the approved budgets are mailed to investigators and their respective institutional fiscal officers. The “Federal and Match Expenditure Report” is used to reflect expenditures and is sent quarterly to the Consortium’s Assistant Director by the institutional business office, with the appropriate endorsement.

The policy and procedures set forth in the DOC regulations (37 CFR 401), “Rights to Inventions made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts, and Cooperative Agreements,” published in the Federal Register on March 18, 1987, apply to all grants and cooperative agreements made for which the purpose is experimental, developmental, or research work. The Consortium’s Assistant Director receives with the final expenditure report a completed “Final Invention Statement” if any patents were developed during the course of the project.

**Programmatic Performance.** There are three categories of **project** reports required by the Consortium:

1. *Progress Reports* are prepared by the Consortium staff (with input provided by the principal investigators) 90 days prior to the end of a project year, that briefly summarizes project progress for the current effort, and are submitted to the Consortium’s extramural funding agencies;
2. *Annual Reports* are prepared by all principal investigators; they summarize annual progress of a project which is proposed for continuation; and
3. *Final Reports* are prepared by principal investigators at the end of a project. These reports provide a detailed but concise summary of results of the entire project.

These reports are used by the Consortium staff to ensure that all projects are achieving their stated goals within the timeframes and budgets established for them. The Consortium may delay final reimbursements to the institutions for those projects if the Project Reports are not received or deemed not acceptable by the Consortium office. Reimbursement is made once the deficiencies are addressed.

In addition, the Consortium is responsible for assembling a number of agency-wide reports on a regular basis. Included in these are the State Accountability Report, the National Sea Grant College Program Office Annual Progress Report, the Clemson Faculty Activity System (FAS), the Clemson University Management Information System, Consortium Annual Progress Reports, Consortium Sea Grant Omnibus Program Plan, Consortium Program Area Fact Sheets, Consortium Annual Work Plan, and the Consortium’s Performance Assessment Review.

#### **6.4. Key Support Processes**

Our key support processes, each of which has been identified and defined earlier in this report, include:

- Project Management
- Administration and Management
- Consortium Management Information System
- Communications and Information Services
- Sea Grant Extension Program

The primary means of improving and updating these processes is by providing opportunities for staff to attend training and educational sessions that allow them to stay current on emerging developments in their areas of responsibility. These opportunities include sessions offered by the State of South Carolina, the Federal government, state universities, other Sea Grant College Programs and through private offerings that are relevant to the needs of the agency.

**Category 7 – Business Results**  
7.1-7.5

**7.1./7.2. Performance Levels and Trends – Customer Satisfaction, Mission Accomplishment, and Organizational Effectiveness**

**7.1.1. The Consortium’s External Performance Assessment Review**

**Background.** As previously mentioned, the Consortium undergoes an assessment of its performance every four years by the National Sea Grant College Program in accordance with the requirements of the National Sea Grant College Program Act of 1988 (PL105-160). An external Performance Assessment Team (PAT) comprised of internationally recognized leaders in academia and business and industry spend several days onsite with the agency evaluating its performance in four major categories:

1. Organizing and Managing the Program
2. Connecting with Sea Grant Users
3. Effective and Aggress Long Range Planning
4. Producing Significant Results.

There are fourteen sub-elements within these categories that are used as performance metrics for rating the agency. A detailed description of the factors that are included in determining the final ratings can be found at [www.nsgo.seagrant.org/other/Password\\_files/pat\\_manual\\_052604.pdf](http://www.nsgo.seagrant.org/other/Password_files/pat_manual_052604.pdf) The agency is rated using the following four-point value system:

- Needs Improvement
- Meets Benchmark
- Exceeds Benchmark
- Highest Performance.

The Consortium staff prepared a detailed “Briefing Book” for use by the Program Assessment Team that outlines Consortium organization, management, processes, achievements and programmatic outcomes. It can be found at [www.scseagrant.org/insidesg.htm](http://www.scseagrant.org/insidesg.htm).

**Performance Results.** During June 15-17, 2004, the Consortium underwent its most recent Performance Assessment. In the four major categories and fourteen sub-elements, the Consortium was rated as follows:

- |   |                     |
|---|---------------------|
| <b>1. Organizing and Managing the Program</b>   |                     |
| a. Leadership of the program                    | Highest performance |
| b. Institutional setting and support            | Highest performance |
| c. Project selection                            | Exceeds benchmark   |
| d. Recruiting talent                            | Exceeds benchmark   |
| e. Effective and integrated program components  | Highest performance |
| <b>2. Connecting with Users</b>                 |                     |
| a. Engagement with appropriate user communities | Highest performance |

b. Partnerships	Highest performance
<b>3. Effective and Long-Range Planning</b>	
a. Strategic planning process	Exceeds benchmark
b. Strategic plan quality	Exceeds benchmark
c. Implementation plan	Exceeds benchmark
<b>4. Producing Significant Results</b>	
a. Contributions to science and technology	Meets benchmark
b. Contributions to extension, communications, education	Highest performance
c. Impact on society, the economy, and the environment	Exceeds benchmark
d. Success in achieving planned program outcomes	Highest performance

A detailed “PAT” report, containing an assessment of the agency’s strengths and areas of improvement, was prepared by the Program Assessment Team and supplied on August 26, 2004 to the Consortium Agency Head and each member of the agency’s Board of Directors. This report will serve as the basis for identifying improvements in agency effectiveness and efficiency.

#### **7.1.2. Consortium Programmatic Performance**

**Extramural Grants Secured.** The Consortium received \$1,260,000 in Sea Grant core funding to support 12 research and education projects, its program management and development activities, its Communications and Information Services program, and the S.C. Sea Grant Extension Program (managed jointly by the Consortium and Clemson Cooperative Extension Service).

Of that total, the Consortium received \$125,000 from the National Sea Grant Office as merit funding as a result of its June 2000 National Sea Grant Program Assessment Team evaluation process, which rated the S.C. Sea Grant Consortium as “excellent.”

The Consortium continues to seek and receive funding from a number of non-state sources. For instance, funding was secured from the NOAA Coastal Ocean Program for the Land Use-Coastal Ecosystem Study (LU-CES; \$1.2 million) and the Urbanization and Southeastern Estuarine Systems program (USES; \$682,900), the NOAA National Ocean Service for FISHTEC (\$388,500), and the U.S. Geological Survey for the SC/GA Coastal Erosion Study (\$500,000). See Table 7.1.A for a detailed listing of grants secured by the Consortium over the past five years.

**National Sea Grant Research Competitions.** Over the last four years, the Consortium submitted a total of 30 full proposals to the Sea Grant National Strategic Investment (NSI) competitions. Ten proposals were funded; a 33% success rate (see Table 7.1.B). Proposals were funded in the areas of Marine Aquaculture, Oyster Disease, Gulf of Mexico Oyster Industry, Marine Biotechnology, Applied Marine Technology, and Minority Serving Institutions.

**Table 7.1.A. Grants Secured by the Consortium - 1999-2004**

<b>Source of Funds</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
Core Sea Grant	1,169,000	1,191,210	1,254,000	1,260,000	1,260,000
Sea Grant - Knauss Fellows	72,000	38,000	38,000	76,000	38,000
Sea Grant - Industrial Fellows			85,000		
Theme Team - Coastal Hazards		15,000	15,000	15,000	15,000
Sea Grant NSI - Coast Commun			50,000	50,000	50,000
Sea Grant - Fisheries Extension				56,938	
Sea Grant NSI - MSI		45,000	45,000	45,000	
Sea Grant NSI - Brune			208,200	70,010	30,000
Sea Grant NSI - Black Sea Bass	80,186	80,186	300,000	137,100	20,000
Sea Grant NSI - Cobia			60,459	28,531	10,300
Sea Grant NSI - Coral Reefs		125,000			
Sea Grant NSI - Oyster JOD			60,029	94,522	
Sea Grant Media Relations		189,828	195,014	195,044	
Sea Grant Abstracts	355,324	91,900	98,952	98,952	98,952
Sea Grant NSI, etc. - Combined				23,700	
Sea Grant GOIP					85,000
FISHTEC (NOAA/NOS)	388,500	388,500	388,500	388,500	388,500
USES (NOAA/NOS)	700,000	697,320	698,744	682,900	682,837
LU-CES (NOAA-NOS)	600,000	600,000	1,195,440	1,200,000	1,170,000
Coastal Erosion (USGS)	750,000	500,000	500,000	500,000	500,000
113 Calhoun Street (FEMA)					
113 Calhoun Street (NOAA)		30,000	30,000	30,000	
S.C. Aquarium (NOAA)	322,420	167,580			
NOAA Ship Time					22,800
HABs (CDC thru DHEC)		11,082	4,000	12,000	
HABs (NOAA thru SCDNR)	8,000	26,175	25,390	25,390	25,390
Pfiesteria and HABS (CDC)					523,890
NEMO (EPA thru DHEC)		57,237	57,237	57,237	
NEMO (EPA thru BCD-COG)			2,833	2,833	2,833
SECOSEE (NSF; NOAA)				294,136	370,000
SEA-COOS (ONR thru NC State)				29,500	110,000
SERA-COOS (NOAA CSC)					98,979
Council - Coastal Futures (OCRM)					5,000
Shrimpers Outreach (NMFS-CU)					64,000
Beach Sweep/River Sweep	12,000	20,000	15,000	12,000	15,000
<b>Total Sea Grant Funds</b>	<b>1,676,510</b>	<b>1,776,124</b>	<b>2,409,654</b>	<b>2,150,797</b>	<b>1,607,252</b>
<b>Total Other Funds</b>	<b>2,780,920</b>	<b>2,674,787</b>	<b>2,917,144</b>	<b>3,234,496</b>	<b>3,979,229</b>
<b>State Appropriation</b>	<b>591,536</b>	<b>650,757</b>	<b>524,638</b>	<b>499,873</b>	<b>440,505</b>
<b>TOTAL</b>	<b>5,048,966</b>	<b>5,101,668</b>	<b>5,851,436</b>	<b>5,885,166</b>	<b>6,026,986</b>



**Table 7.1.B. National Competition Funding – Proposals Submitted vs. Funded\***

	99-00	00-01	01-02	02-03	03-04	TOTALS
Marine Aquaculture			2/2			2/2
Aquatic Nuisance Species			2/0			2/0
Applied Technology			1/1		2/1	3/2
Marine/Environ. Biotechnology	6/2			4/0		10/2
Fisheries Extension Enhancement				1/1		1/1
Fisheries Habitat	5/0					5/0
Minority Serving Institutions		1/1				1/1
Oyster Disease			4/1	1/0		5/1
Gulf Oyster Industry Program					1/1	1/1

\*S.C. Sea Grant Consortium’s NSI funding success rate is 33% for the five years combined.

**Administration.** During the reporting period, the Consortium administered research, education, and extension projects involving 100 grant actions, continuing a trend of growth of this metric. This number does not include grant administration activity associated with ongoing research projects. It is important to point out that as the agency expands through increased extramural funding, the Consortium’s administrative resources are being stretched thin by state budget cuts, while its level of activities and community involvement continue to grow robustly.

**Public Awareness and Education.** Consortium support was provided to many faculty and staff, as well as post-secondary students, at our eight member institutions. Between July 1, 2003 and June 30, 2004, Consortium educational programs reached approximately 35 elementary teachers and approximately 875 elementary students – a 20% increase in the number of students reached since the last reporting period. Consortium communications produced 35 publications, ranging from extension manuals to technical reports. From July 1, 2003 through June 30, 2004, the Consortium responded to requests for 1,478 Sea Grant publications.

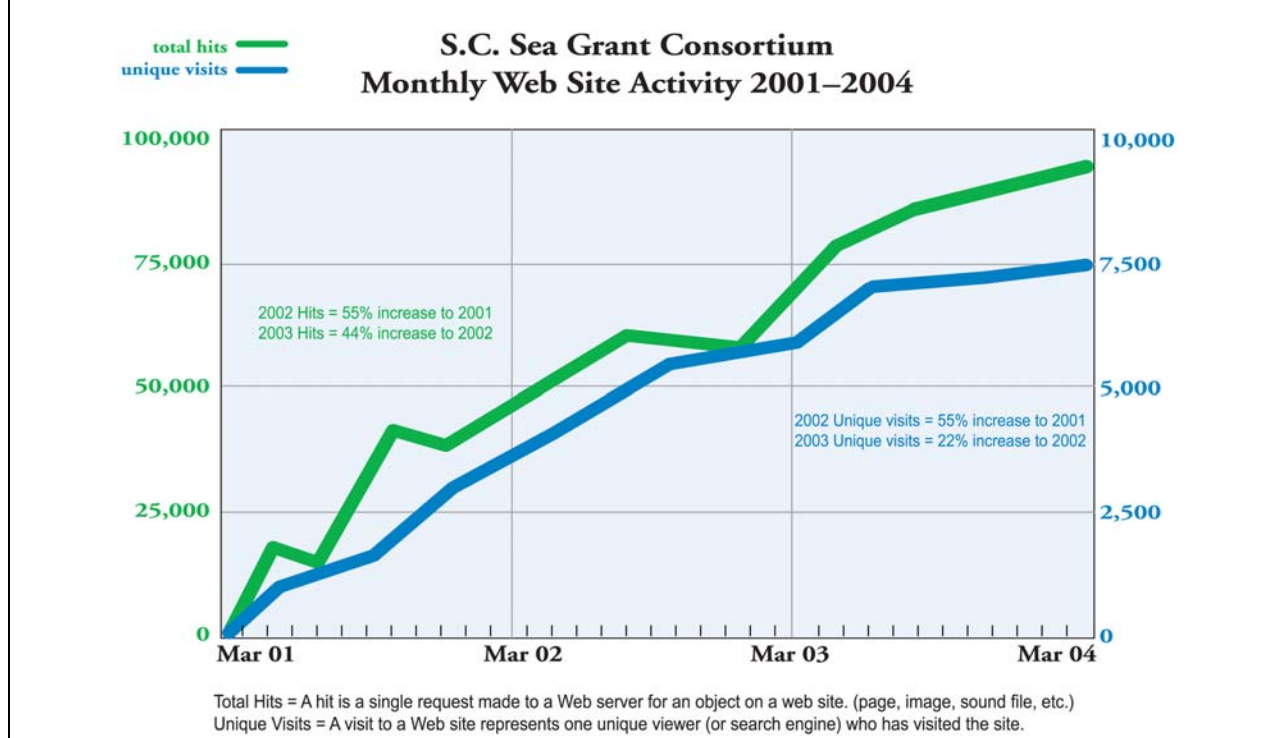
**7.1.3. Communications and Information Products**

During FY03-04, the Consortium’s Communications and Information Services group wrote and produced more than 35 publications, and had 175 media placements.

**Coastal Heritage Magazine.** Four issues of *Coastal Heritage*, the Consortium’s premier publication, were produced. Major topics included climate change, conservation, coastal erosion, and the Consortium’s program highlights.

**S.C. Sea Grant Consortium Web site.** The Consortium’s staff continues to enhance the SCSGC Web site ([www.scseagrant.org](http://www.scseagrant.org)) by expanding its interactive features, making the site more assessable to people with disabilities, and keeping the information current. The site features an array of information about coastal and marine issues for researchers, educators, students, and the public. The Consortium Web site played a more prominent role in the Consortium’s FY04-06 request for proposals, making it easier for researchers to do business with us. A chart depicting usage of the Consortium’s Web site can be found in Figure 7.1.B.

Figure 7.1.B. S.C. Sea Grant Consortium Monthly Web Site Activity – 2001-2004



**Beach Sweep/River Sweep.** Beach Sweep/River Sweep, South Carolina’s largest one-day clean-up, was held September 20, 2003, and celebrated its 15-year anniversary. Organized and coordinated by the Consortium and the S.C. Department of Natural Resources, Beach Sweep/River Sweep 2003 engaged over 3,000 coastal volunteers, who picked up over 12 tons of trash. Statewide, an estimated 6,000 people cleared trash and debris.

**Communications Awards and Recognition.** Each issue of the *Coastal Heritage* quarterly magazine focuses public attention on a coastal theme selected in accordance with the Consortium’s program areas and current events on a state or national level. In addition to its biennial mailing list purge, the Consortium receives regular feedback, both written and oral, on the magazine. Among those who have noted the valuable contribution *Coastal Heritage* makes toward raising public awareness and understanding are civic/business groups, the news media, educators, and other agencies involved in managing natural resources. The magazine has won numerous awards in past years. In FY03-04 the magazine received the following awards:

- 2003 CASE Region III Award for Special Merit
- 2004 APEX Award for Publication Excellence

#### 7.1.4. Student Fellowships

The S.C. Sea Grant Consortium provides high level, competitive fellowship opportunities for graduate students enrolled in marine-related curricula in South Carolina’s universities:

**Dean John A. Knauss Marine Policy Fellowship.** The National Sea Grant College Program sponsors the Dean John A. Knauss Marine Policy Fellowship Program to advance marine-related educational and career goals of participating students and to increase partnerships between universities and government. The fellowship provides a unique educational experience to students who have an interest in ocean, coastal, and Great Lakes resources in the national policy decisions affecting those resources. Each year, fellowships are awarded on a competitive basis at the national level. Selected Knauss Fellows are hosted by the legislative and executive branches of federal government.

For FY03-04, three of S.C. Sea Grant Consortium's graduate student applicants were awarded this prestigious fellowship, one in the Legislative Branch and the other two in the Executive branch, effective February 1, 2004.

**NOAA Coastal Management Fellowship.** The National Oceanic and Atmospheric Administration (NOAA) Coastal Management Fellowship provides on-the-job education and training opportunities for postgraduate students in coastal resource management policy and also provides specific technical assistance for state coastal resource management programs. The program matches highly qualified students with hosts around the United States in state coastal zone management (CZM) programs.

For FY03-04, the S.C. Sea Grant Consortium's applicant in a nationwide competition was selected and matched with a CZM program. She completed her Master of Science degree in the College of Charleston's Marine Biology program and will be working with New York State's Coastal Zone Management program on a project titled "Public Access to Coastal Environments (PACE)" to develop stream restoration guidelines for New York.

Table 7.1.C provides a listing of placement of South Carolina graduate students in each of these programs over the past 20 years.

### **7.3. Financial Performance**

**Consortium Funding Trends.** For the reporting period, the Consortium received \$5,586,481 in non-state funding, a \$201,181 increase from FY02-03. Overall, the Consortium's total annual budget for FY03-04 was \$6,026,986, a 2% increase over FY02-03.

State appropriations account for only 7% of the agency's total budget, down slightly from 9% in FY02-03. State budget reductions over the past two years resulted in a reduction of the Consortium's recurring state budget from \$650,800 in FY00-01 to \$440,505 in FY03-04. This cut represented a 32% decrease in the Consortium's recurring state budget, which has had a huge impact on the agency. The Consortium will experience difficulties in maintaining current productivity levels and providing excellent service to our constituents if cuts of this magnitude continue to be required.

The S.C. Sea Grant Consortium has been very effective in securing non-state funding in support of its strategic program areas around which it organizes its research, education, and extension activities. Budget trends covering the period 1988-2003 are found in Table 7.3.A and Figure

7.3.A. The sources of funding for the current fiscal year (03-04) are shown in Figure 7.3.B. Budget trends for the period 2001 through 2004 are shown in Figure 7.3.C.

**Table 7.1.C. Knauss Marine Policy, Coastal Management, and Industrial Fellows**

**Dean John A. Knauss Marine Policy Fellowship**

<b>Initiation Date</b>	<b>Name</b>	<b>Institution</b>	<b>Degree</b>
1984	David Pyoas	CofC	M.A. Public Administration
1986	Stephanie Sanzone	USC	M.S. Marine Science
1989	Grant Cunningham	Clemson	Ph.D. Parks, Recreation, and Tourism Mgmt.
	Paul Scholz	USC	M.S. Marine Science
1990	Frances Eargle	USC	M.S. Biology
1991	Edward Cyr	USC	Ph.D. Marine Science
1992	Wendy Whitlock	Clemson	M.S. Parks, Recreation, and Tourism Mgmt.
1993	Erik Zobrist	USC	Ph.D. Biology
	Jenny Plummer	Clemson	M.A. City and Regional Planning
1994	Ellen Hawes	CofC	M.A. Public Administration
1996	Lisa DiPinto	USC	Ph.D. Marine Science
1998	Mara Hogan	CofC/MUSC	M.S. Environmental Policy
1999	Elizabeth Day	USC	Ph.D. Marine Science
	Robyn Wingrove	CofC	M.S. Marine Biology
2000	Barbara Bach	USC	M.S. Earth and Environ. Resources
2001	Julianna Weir	USC	M.S. Marine Science
2002	Kathy Tedesco	USC	Ph.D. Geological Sciences
	Elizabeth Fairey	CofC	M.S. Marine Biology
2003	Jennifer Jefferies	CofC	M.S. Marine Biology
2004	Susannah Sheldon	CofC	M.S. Environmental Studies
	Rebecca Shuford	USC	Ph.D. Marine Biology
	Noel Turner	CofC	M.S. Marine Biology

**Coastal Management Fellowship**

<b>Initiation Date</b>	<b>Name</b>	<b>Institution</b>	<b>Degree</b>
1997	Doug Marcy	UNC-Wilmington	M.S. Geology
	Brian Voight	Clemson	M.A. City and Regional Planning
1998	Katherine Busse	Oregon State	M.S. Marine Resource Management
2001	Peter Slovinsky	USC	M.S. Geological Sciences
	Bonnie Willis	USC	M.S. Marine Science
	Kate Ardizone	Indiana University	M.A. Public Affairs
2002	Susan Fox	CofC	M.S. Environmental Policy
2004		CofC	M.S. Marine Biology

**Table 7.3.A.** Annual SCSGC budgets by funding source.

**South Carolina Sea Grant Consortium  
BUDGET TRENDS 1988-2004**

(As of June 2004)

<b>Year</b>	<b>State<sup>1</sup></b>	<b>Core Sea Grant</b>	<b>Other<sup>2</sup></b>	<b>Total</b>
1988-89	\$483,100	\$659,300	\$339,400	\$1,481,800
1989-90	510,400	705,000	310,300	1,525,700
1990-91	518,100	725,000	386,200	1,629,300
1991-92	492,100	705,000	497,000	1,694,100
1992-93	482,400	845,000	705,300	2,032,700
1993-94	490,900	845,000	1,123,400	2,459,300
1994-95	503,900	1,015,000	1,283,100	2,802,000
1995-96	487,400	1,015,000	2,033,000	3,535,400
1996-97	496,500	896,500 <sup>3</sup>	2,498,800	3,891,800
1997-98	528,300	1,169,000	2,654,500	4,351,800
1998-99	575,200	1,169,000	2,597,100	4,341,300
1999-00	591,500	1,169,000	3,252,400	5,012,900
2000-01	650,800	1,191,200	3,259,700	5,101,700
2001-02	524,638	1,254,000	4,072,798	5,851,436
2002-03	499,873	1,260,000	4,125,300	5,885,173
2003-04	440,505	1,260,000	4,326,481	6,026,986

**Note:** Figures do not include institutional cost shares.

<sup>1</sup> State appropriations include B&CB-mandated reductions and B&CB adjustments such as BPI, FB, bonus and annualizations.

<sup>2</sup> Other funds include support provided by local, state, federal (other than core Sea Grant) and private sources.

<sup>3</sup> Reduced Sea Grant core funding due to a six-month administrative budget as per National Office transition of grant start dates.

Figure 7.3.A. Year-to-year comparisons of Consortium funding by source of funds.

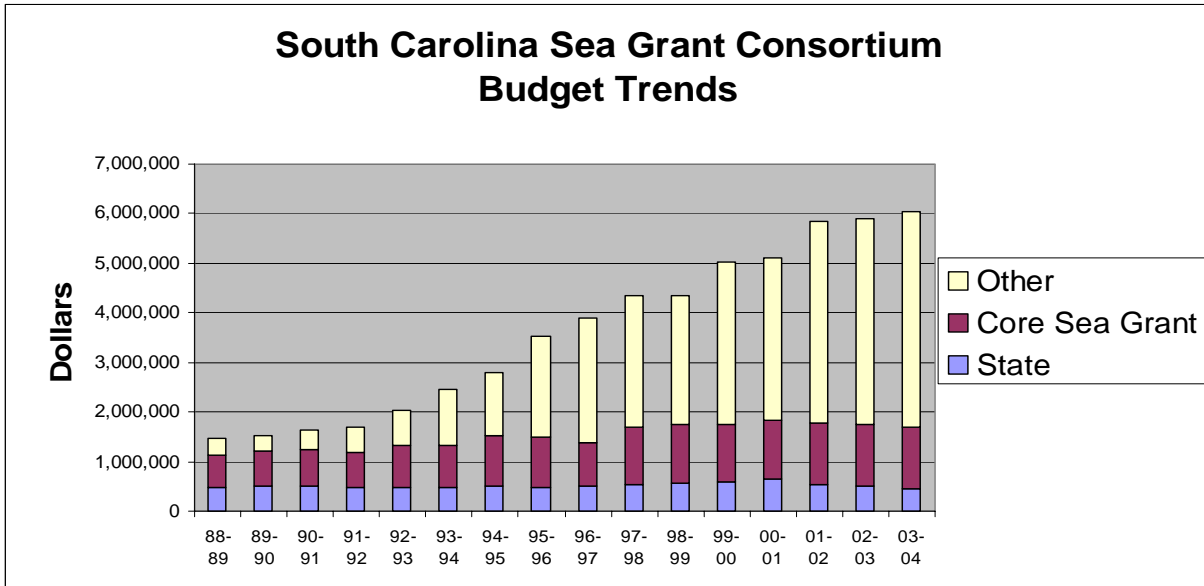


Figure 7.3.B. Breakout of Consortium 2003-04 budget.

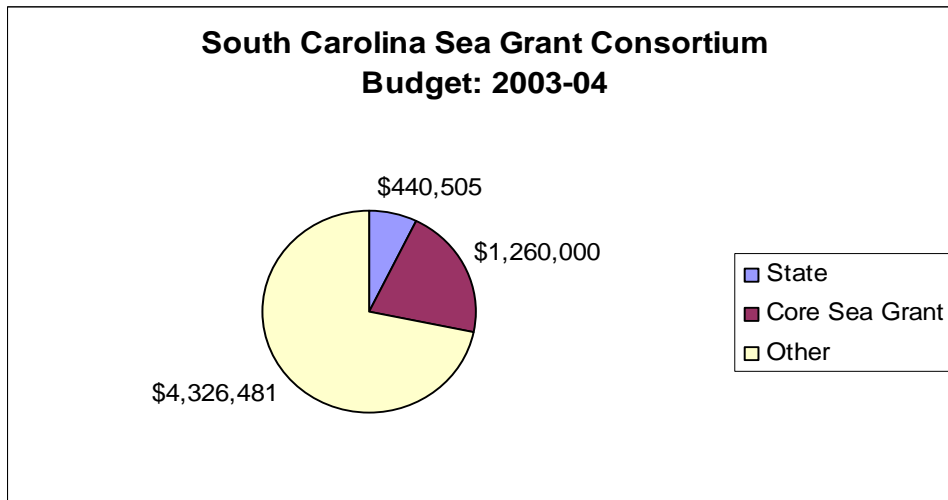
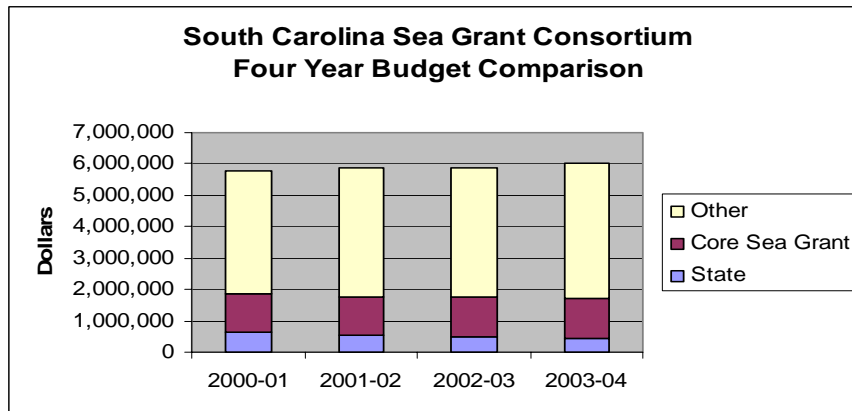


Figure 7.3.C. Four-year budget trends, FY01 through FY04.



**Consortium Funding - Coming Year.** The Consortium's state appropriation for FY04-05 was reduced from \$450,505 in FY03-04 to \$364,164 in FY04-05, an additional 19% reduction. This reduction consists of making permanent the reduction in travel and expenses as requested by the Governor, and reducing further the Consortium's budget by an additional 18%. This reduction has seriously impacted the agency; four staff positions had to be moved, either in whole or in part, from state recurring funds to federal grant funds. Given that federal grant funding is temporary, several agency staff positions are in serious jeopardy.

For non-state funding, the President's FY05 budget submitted to the U.S. Congress at the beginning of this year, proposes that the National Sea Grant College Program be funded at \$57.4 million. (The current FY04 budget for National Sea Grant is \$62.24 million.) The U.S. House of Representatives has allocated \$60 million for National Sea Grant; the U.S. Senate has, as of this report, yet to markup its version of the appropriations bill.

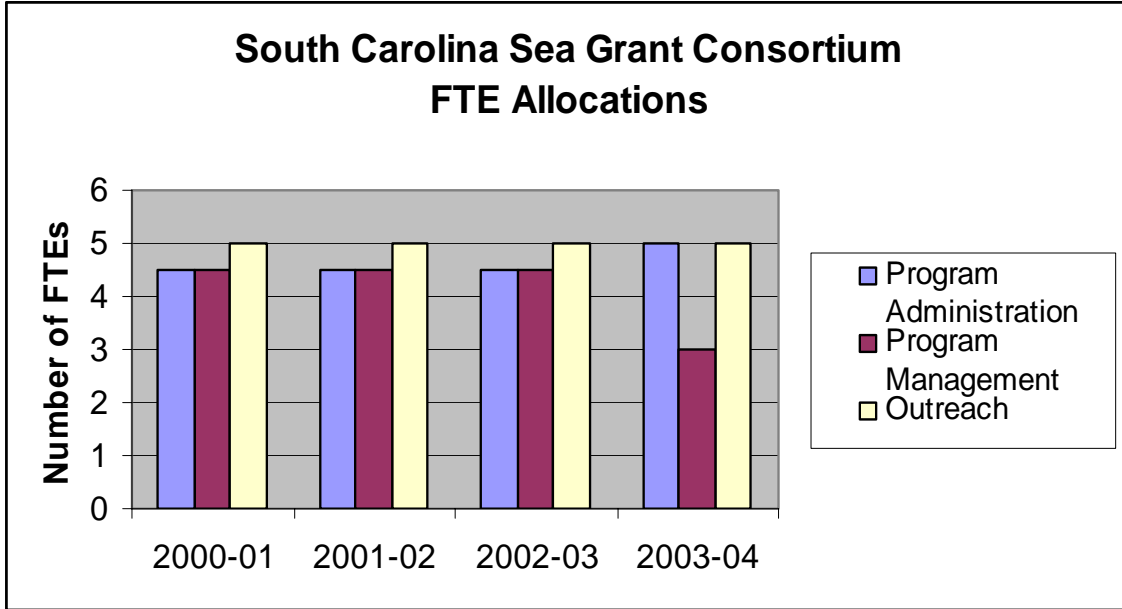
**Fiscal Analysis.** Finally, fiscal responsibility is the keystone of any state agency because of its fiduciary responsibility to the state's citizens and to the taxpayers it serves. The Office of the State Auditor has not yet scheduled the Consortium's accounting and procurement practice audit, for the fiscal year ending June 30, 2003. The agency's FY01 audit concluded that there were no exceptions to the Consortium's accounting procedures, and its procurement practices were found to be very satisfactory. The Consortium's Assistant Director is responsible for the financial well-being of the agency on a day-to-day basis.

#### **7.4. Personnel and Administration Overview**

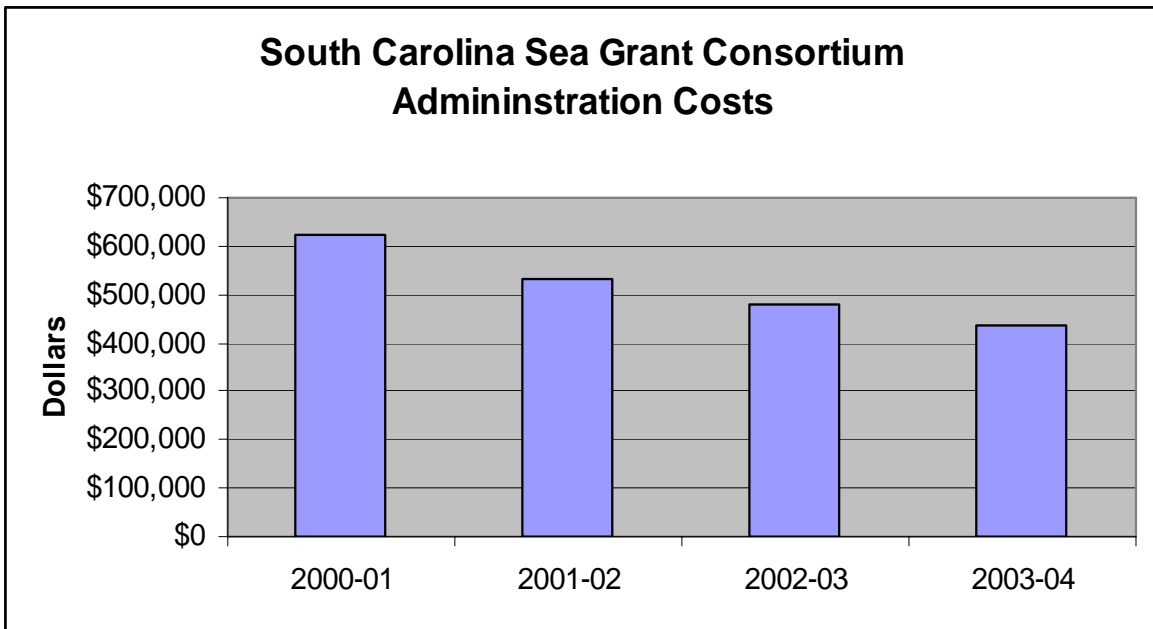
The Consortium's fourteen full-time equivalents are evenly divided among the Consortium's Outreach, Program Administration, and Program Management activities (Figure 7.4.A). Of these FTEs, 6.63 are state slots, and 7.37 are Federal slots. The total number of Consortium's FTEs has remained relatively constant over time, even though the Consortium's activities have significantly expanded.

While the Consortium's programmatic activities continue to increase, administration costs remained level over time until the present state fiscal difficulties and budget cuts. Since FY00-01, the Consortium has had to absorb severe budget reductions, thus, administration costs have decreased by almost 50 percent (Figure 7.4.B). This trend has already had adverse effects on our ability to serve South Carolina's coastal needs, particularly so at a time when the state is experiencing exponential growth and development in its coastal communities. The need has never been greater to apply science to coastal imperatives.

**Figure 7.4.A.** SCSGC full-time equivalents (FTEs) by function. Consortium FTEs have remained fairly constant over time over a four-year period, with the caveats presented in the accompanying text.



**Figure 7.4.B.** Comparison of current period administration costs to previous years. The severe downward trend is the result of state budget cuts.





## **7.5. Performance Levels and Trends – Regulatory/Legal Compliance**

The Consortium does not have any legal or regulatory mandates that require its attention. The agency, by definition, is non-regulatory and does not have resource management responsibilities.



**ADMINISTRATIVE ORGANIZATIONAL CHART**  
*S.C. Sea Grant Consortium*

