



**FY04-05 Accountability Report
South Carolina Sea Grant Consortium**

"Science Serving South Carolina's Coast"

15 September 2005



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



FY04-05 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 outreach 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. The Consortium 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 – FY04-05 (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.

Consortium Extramural Funding Surpasses \$6 Million. The Consortium secured more than \$6 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 United States is embarking on a nationwide initiative, implemented on a regional basis, through the Integrated Ocean Observations System (IOOS) to improve understanding and predictive capabilities in its coastal and ocean environments; the current administration has made this a main priority in its recently released "U.S. Ocean Action Plan." The Consortium was selected by NOAA (National Oceanic and Atmospheric Administration, USDOC), through a competitive proposal process, to develop and manage the regional effort to develop a stakeholder-driven coastal ocean observing system for the southeastern United States. Dubbed SECOORA (SouthEast Coastal Ocean Observations Regional Association), this system is being designed to provide real-time and archived oceanographic data, information and products on marine and estuarine systems. The purpose of SECOORA is to collectively represent the interests of those that use, depend on, study and manage coastal ocean environments and the living and non-living marine resources found therein. By establishing partnerships of data providers and users from state and federal agencies, private industry and academia, SECOORA will ensure continued and routine flow of coastal ocean data and information to the wide range of coastal ocean interests. The Web site for SECOORA is www.secoora.org.

Improving the Red Drum Recreational Fishery. This project utilizes a multi-disciplinary approach (e.g., culturists, stock enhancement scientists, geneticists, extension specialists, resource economists) to address a research issue of considerable importance: "How to restore declining recreational fisheries and maintain coastal community health?" During 2004-2005, between 500,000 to 700,000 "marked" juvenile red drum were stocked in Murrells Inlet as part of the fourth year of this six-year study. Research to-date indicates that the stocking program is having a significant positive effect on the red drum population in the Murrells Inlet area. Based in part on the results of this program, the states of Mississippi and Georgia are both in the process of developing similar stocking experiments to test the utility of stocking in their own areas.

Expanding the Center for Ocean Sciences Education Excellence SouthEast (COSEE SouthEast). COSEE SouthEast, which serves South Carolina, North Carolina and Georgia and is based at the South Carolina Sea Grant Consortium, is completing its third year of operation. The Consortium was notified by the National Science Foundation in September 2005 that the Center will be funded for an additional five years at a 20% higher funding level. COSEE SouthEast, together with the Consortium and the USC Belle W. Baruch Marine Institute, hosted its third Ocean Sciences Education Leadership Institute June 19-25 at Georgetown. Twenty-six teachers from SC, NC and GA got first hand experience with South Carolina's salt marshes,

estuaries and coastal waters, and they spent time interacting with scientists from the University of South Carolina, Coastal Carolina University, and SCDHEC-Ocean and Coastal Resources Management.

Mercury Accumulation in Terrapins: A Measuring Stick of Estuarine Health. Diamondback terrapins have been declining in population in the U.S. Southeast due to habitat alteration and unintentional catches by commercial crab fishermen. But another potential cause for this decline could be environmental contaminants such as mercury, which is an issue of importance in South Carolina. A College of Charleston Sea Grant researcher and his colleagues are developing techniques to accurately estimate the bioaccumulation levels of mercury in terrapins. The research team is studying diamondback terrapins because they have a long life span reflecting possible bioaccumulation over an extended period. During this period, mercury can be converted to the more deadly methyl mercury form. Consequently, terrapins could be an “indicator species” for future studies on environmental contaminants in estuaries. To date, the project has received local, regional and national media coverage and generated interest among scientists concerned with the issues of bioaccumulation and mercury poisoning.

Managing the Blue Crab Fishery in South Carolina. Carolina’s blue crab, which supports a \$5-million-dollar commercial fishery, can be one of the most difficult species to manage. Now, Sea Grant researchers at Clemson University and the S.C. Department of Natural Resources are completing development of an innovative computer model to help manage the blue crab fishery in South Carolina. Their computer model is a new tool that uses a scenario-planning framework to evaluate risks to blue crab populations and make recommendations to fishery managers. Interest in this initiative has been expressed by a number of Mid-Atlantic States; and together we are exploring the development of a regional research and outreach initiative on blue crab recruitment dynamics and fisheries management. More about South Carolina Blue Crab Regional Abundance Biotic Simulation (SCBCRABS) project and the model itself can be viewed at www.clemson.edu/SCBCRABS/.

Beach Clean-up Saving South Carolina Taxpayers Money. The annual Beach Sweep/River Sweep (BS/RS) litter cleanup program has saved taxpayers more than \$3 million over the last 16 years. BS/RS is funded entirely by private donations, and citizen volunteers do the actual work. Over the past 16 years, more than 82,000 volunteers have collected 760 tons of trash in South Carolina’s diverse waterways.

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 6% of its budget currently coming from state appropriations (due to a 45% state budget reduction from FY00-01 to FY04-05), 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 previous reports, coastal growth will continue to remain a primary natural resource management issue for the state into the foreseeable future.

The Consortium's FY04-05 state appropriation (\$354,350) was actually lower than it was in FY91-92 (\$496,800); and \$86,155 less than its FY03-04 appropriation. 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

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 642,358	\$ 251,887	\$ 739,255	\$ 196,295	\$ 739,549	\$ 247,949
Other Operating	\$ 530,769	\$ 118,351	\$ 531,874	\$ 99,105	\$ 660,698	\$ 110,698
State Aid	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 0	\$ 0
Allocations	\$ 3,927,298	\$ 0	\$ 4,633,243	\$ 0	\$ 6,365,830	\$ 0
Fringe Benefits	\$ 154,453	\$ 64,859	\$ 171,854	\$ 50,300	\$ 193,543	\$ 79,473
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$ 5,255,878	\$ 436,097	\$ 6,077,226	\$ 346,700	\$ 7,959,620	\$ 438,120

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

4. Major Program Areas				
Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	FY 04-05 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: \$ 436,097 Federal: \$ 4,795,509 Other: \$ 24,274 Total: % of Total Budget: 100	State: \$ 346,700 Federal: \$ 5,652,648 Other: \$ 77,878 Total: % of Total Budget: 100	Table 7.3.A; Figure 7.3.A; Figure 7.3.B; Figure 7.3.C; Figure 7.4.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.

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 how the state's coastal, marine, and ocean resources and cultural heritage affect the quality of life of all South Carolinians (e.g., *Coastal Heritage* magazine).

6. Key Stakeholders

The Consortium interacts with a number of stakeholders (= partners) in conducting its programs and activities. A description of the agency's stakeholders can be found in Category 3.

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, and from a

number of state agencies (including SCDHEC and SCDHEC-OCRM) and 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 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 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 93 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, 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 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. Another informal mechanism by which the SCSGEP specialists gain a knowledge and understanding of stakeholder interests and concerns is through participation on a variety of program-related, community-based, committees and task forces. These focused, topical interactions bring the specialists into regular contact with state agency representatives, representatives of local government, community interest groups, the business community and individual citizens. 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, who serves as 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 communications program supports the agency's mission by identifying general users of coastal and marine resource information, assessing their needs, and providing them with information to address problems, enhance opportunities, and increase their understanding of coastal issues and our impact upon the marine environment. The communications program sets its objectives in accordance with the agency's strategic plan, and builds visibility and support for Consortium programs and activities and those of the national Sea Grant network. In support of Consortium goals, Communications employs various means to communicate with the public, including regular publications (e.g., the quarterly magazine *Coastal Heritage*, the Harmful Algal Bloom newsletter, and *Inside Sea Grant*); media relations (e.g., press releases and feature stories); and the agency's main Web site (www.scseagrant.org) as well as topic-specific sites (e.g., www.HazNet.org and www.113Calhoun.org), which are regularly updated. Communications also organizes and spearheads special events such as the annual Beach Sweep/River Sweep (see Category 7) in partnership with the SCDNR, the biennial International Conference on Shellfish Restoration, and SCORE – the South Carolina Oyster

Restoration and Enhancement program (also in partnership with SCDNR). The Consortium's communications efforts ensure that information is delivered to target audiences in a timely fashion and "user-friendly" format.

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. The handbook is presently undergoing revision to reflect recent changes in the Consortium's operations.

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

Recent Audits/Site Visits and Reviews. The Inspector General for NOAA (Atlanta Region) conducted a limited transaction audit eight years ago – the accuracy of test results precluded the need for a full program audit. The State Auditor's office recently completed an audit of FY04 Consortium records, the final results of which have yet to be provided to the agency. Finally, the Consortium was externally reviewed by a NOAA National Sea Grant College Program Office Program Assessment Team in June 2004. 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. 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.

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). The Consortium has thus adopted these measures in its goal of becoming the top Sea Grant College program in the nation. The key performance measures are:

1. Organizing and Managing the Program
2. Connecting with Sea Grant Users
3. Effective and Aggressive 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. The agency is rated by the assessment team using the following four-point value system:

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

1.5. Use of Organizational Performance Review Findings

The Consortium has recently been 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, and are presented in Category 7. The Agency Head met with the Consortium Core Group to discuss the results of the review and address areas that have been identified as needing improvement.

The Agency Head will also convene special panels as needed 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 in 2004), 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.

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.

The Consortium’s Program Advisory Board. The S.C. Sea Grant Consortium continues to explore ways to ensure that its research, education, and outreach programs address critical coastal and marine resource needs as identified by the broad constituencies it serves. At the same time, the Consortium must make difficult decisions when allocating its limited resources on the many and diverse coastal and marine resource needs facing the state and region. This issue was recently highlighted by the external National Sea Grant Program Assessment Team evaluation of the Consortium in June 2004, which suggested that the addition of “strong program-wide policy and scientific guidance” would benefit the Consortium.

Therefore, the Consortium Board of Directors endorsed the creation of a formal standing Program Advisory Board (PAB) at its meeting on January 11, 2005. Membership on the Consortium PAB includes representatives from a mix of academic, agency, business and public interest organizations from South Carolina and adjacent coastal states.

The purpose of the Consortium PAB is to:

- Provide the Consortium with a broad perspective on South Carolina’s critical coastal and marine resource issues, needs and opportunities.
- Review and evaluate input received from Consortium stakeholders for use in revising and focusing the agency’s strategic and implementation plans.
- Offer strategic guidance and advice to the Consortium as it develops and implements research, education, and outreach programs and projects.
- Advise the Consortium Executive Director regarding emerging trends in coastal and marine resource policy and management.
- Identify potential opportunities for funding support, new partnerships, and innovative ways of “doing business.”

The Program Advisory Board convened for the first time on August 30, 2005, in Charleston, South Carolina.

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 2000-2005 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.

As noted at the beginning of Section 2.1, the Consortium's Program Advisory Board is currently engaged with the Consortium Board and staff in a process to refine the agency's four-year strategic plan.

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 defined 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.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 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 is in the process of revising its strategic plan, which will cover the next four-year period (2005-2008). The results of the FY02-04 internal planning meetings will also be 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 2005-2008 revision, formed the basis for the agency's Sea Grant biennial Request for Proposals for FY02-04, FY04-06 and FY06-08.

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, the newly established Program Advisory Board (see Category 2.1), 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.

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 twice during the previous two reporting periods and will be available on the Consortium's Web site in first quarter of 2006.

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 (Appendix 2).

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) 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 FY04-05 were 1,328,578; unique visits totaled 142,387. Traditional means of communication are still extremely important for information delivery; the Consortium's communications staff produced over 32 publications in FY04-05, 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; the Program Advisory Board (see Category 2.1) 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, the newly established Program Advisory Board, liaisons at the Consortium's member institutions, 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.

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:

A. Rationale – The degree to which the proposed project addresses an important state and/or regional issue, problem, or opportunity in the development, use, and/or conservation of marine or coastal resources.

<input type="checkbox"/> Excellent (15)	<input type="checkbox"/> Very Good (12)	<input type="checkbox"/> Good (9)	<input type="checkbox"/> Fair (6)	<input type="checkbox"/> Poor (3)
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B. Programmatic Justification – The degree to which the proposed project addresses the priorities outlined in the guidance provided by the S.C. Sea Grant Consortium in its Request for Proposals, Strategic Plan, and other program information, and the needs of important state, regional, or national constituencies.

<input type="checkbox"/> Excellent (15)	<input type="checkbox"/> Very Good (12)	<input type="checkbox"/> Good (9)	<input type="checkbox"/> Fair (6)	<input type="checkbox"/> Poor (3)
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C. Clarity of Objectives – The degree to which the proposed objectives address the problem or opportunity identified in the Rationale and Programmatic Justification sections and, in the case of research proposals, the relevance of the hypotheses upon which the objectives are based.

<input type="checkbox"/> Excellent (10)	<input type="checkbox"/> Very Good (8)	<input type="checkbox"/> Good (6)	<input type="checkbox"/> Fair (4)	<input type="checkbox"/> Poor (2)
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D. Scientific/Outreach Methods – The degree to which the feasibility of the proposed methods and design of the proposed project will address the stated objectives, as well as the degree to which the use and extension of innovative, state-of-the-art methods to be used in the proposed project will advance the scientific or outreach discipline.

<input type="checkbox"/> Excellent (15)	<input type="checkbox"/> Very Good (12)	<input type="checkbox"/> Good (9)	<input type="checkbox"/> Fair (6)	<input type="checkbox"/> Poor (3)
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E. Expected Outcomes – The degree to which the planned outcomes are clearly defined, in terms of interim and final measurable results and products, and with a reasonable timeframe for completion and delivery. (Outcomes should be identified for each year, be measurable, and have a positive impact on the systems, technology, or management practices under study. An example outcome is “Appropriate success metrics for assessing restored oyster reef ecological function and sustainability for intertidal and subtidal habitats will be developed and refined.”)

<input type="checkbox"/> Excellent (15)	<input type="checkbox"/> Very Good (12)	<input type="checkbox"/> Good (9)	<input type="checkbox"/> Fair (6)	<input type="checkbox"/> Poor (3)
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F. User Engagement – The degree to which targeted users of the results of the proposed activity have been brought into the planning of the activity, will be brought into the execution of the activity, and will be kept apprised of progress and results, and the adequacy of the methods to be used to engage the users.

<input type="checkbox"/> Excellent (10)	<input type="checkbox"/> Very Good (8)	<input type="checkbox"/> Good (6)	<input type="checkbox"/> Fair (4)	<input type="checkbox"/> Poor (2)
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G. Dissemination of Results – The degree to which the proposed project includes specific strategies for information delivery to and product development for identified targeted users (e.g., through the scientific literature, Sea Grant Extension and communications products, educational efforts, etc.).

<input type="checkbox"/> Excellent (10)	<input type="checkbox"/> Very Good (8)	<input type="checkbox"/> Good (6)	<input type="checkbox"/> Fair (4)	<input type="checkbox"/> Poor (2)
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H. Investigator’s Knowledge of Field – The degree to which the investigator(s) is (are) experienced, proficient, and recognized in their respective fields.

<input type="checkbox"/> Excellent (5)	<input type="checkbox"/> Very Good (4)	<input type="checkbox"/> Good (3)	<input type="checkbox"/> Fair (2)	<input type="checkbox"/> Poor (1)
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I. Adequacy of Budget – The degree to which the proposed budget will adequately support the proposed work and provide the necessary and appropriate amount and distribution of funding across budget categories.

<input type="checkbox"/> Excellent (5)	<input type="checkbox"/> Very Good (4)	<input type="checkbox"/> Good (3)	<input type="checkbox"/> Fair (2)	<input type="checkbox"/> Poor (1)
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Total Score:	
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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.

During the reporting period the Consortium issued its FY06-08 Request for Proposals. Sixty-six concept letters were received, and 28 full proposals were submitted. The Consortium is in the process of finalizing which of those proposals will be funded. A technical panel was convened August 25-26, 2005 in Charleston to assist in that process.

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. The Consortium has submitted a FY05-06 budget request for filling an existing FTE position with an IT/database management specialist.

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 will celebrate its 25-year anniversary in September, 2005. The Consortium 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). In the future, the 113 Calhoun Street Sustainability project will serve the public mostly via its Web site rather than individual group tours. This change brings important sustainability issues to a much wider audience. 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. Employees typically contribute over \$200 to the fund each year.

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) 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, the S.C. Sea Grant Consortium and its other member institutions, creates linkages between university-based scientists and South Carolinians who live and work on the coast and coastal waters by offering science-based education programs that solve problems and address coastal resource management issues. The SCSGEP has seven specialists, including a Program Leader. These individuals are located in offices in Conway, Georgetown, Charleston and Beaufort, in partnership with Coastal Carolina University, the Belle Baruch Institute, and the Clemson Extension Service. The Sea Grant presence all along the S.C. coast ensures public access to its programs and resources as well as helping the Consortium stay in-touch with issues of importance to its customers in many coastal communities.. These specialists develop and implement science-based, informal education programs in a number of topic areas, including commercial and recreational marine fisheries, marine aquaculture, coastal and marine water quality, coastal land-use and conservation, coastal economics, and coastal natural hazards. These programs are delivered using many traditional and innovative Extension methods, including face-to-face customer consultations, topical workshops, educational videos, brochures and CDs, media interviews, web sites, technical demonstrations, on-site tours and formal classes in conjunction with Consortium member institutions.

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 organizations that are relevant to the needs of the agency.

6.5 Managing Suppliers

In all the Consortium's dealings with suppliers (e.g., computer consulting services, printing, office equipment) we look for the optimum *combination* of quality goods, at competitive prices (asking for bids when appropriate), supported by excellent, timely service. For example, the Consortium contracts with a computer-consulting firm that is capable of onsite assistance within four hours. In today's work environment, keeping management information systems up and running is critical to doing business. All interactions with suppliers are conducted according to the state's current contract and bid solicitation process.

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). As noted in last year’s (FY03-04) Accountability Report, an external Performance Assessment Team (PAT) comprised of internationally recognized leaders in academia and business and industry spent several days onsite with the agency (June 15-17, 2004) evaluating its performance in four major categories.

Updated Performance Results. The Consortium’s results were reported in last year’s accountability document. For the fourteen sub-elements, the Consortium scored ratings of ‘Highest Performance’ for seven sub-elements; ‘Exceeds Benchmark’ for six sub-elements; and one ‘Meets Benchmark.’ In the major category of “Producing Significant Results,” the assessment team rated the Consortium’s “Contributions to Science and Technology” as ‘Meets Benchmark.’ The Consortium challenged the rating and successfully documented that it has indeed made significant contributions to science and technology. Upon further consideration, the National Sea Grant office upgraded the Consortium’s score in this sub-element to ‘Exceeds Benchmark.’

7.1.2. Consortium Programmatic Performance

Extramural Grants Secured. The Consortium received \$1,261,670 in Sea Grant core funding to support 13 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; \$1.1 million) and the Urbanization and Southeastern Estuarine Systems program (USES; \$832,000), the NOAA National Ocean Service for FISHTEC (\$388,500), the U.S. Geological Survey for the SC/GA Coastal Erosion Study (\$450,000), and the Centers for Disease Control for a harmful algae bloom study (\$523,800). 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 five years, the Consortium submitted a total of 36 full proposals to the Sea Grant National Strategic Investment (NSI)

Table 7.1.A. Grants Secured by the Consortium - 2000-2005

Source of Funds	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Core Sea Grant	1,191,210	1,254,000	1,260,000	1,260,000	1,261,670
Sea Grant - Knauss Fellows	38,000	38,000	76,000	38,000	114,000
Sea Grant - Industrial Fellows		85,000			
Theme Team - Coastal Hazards	15,000	15,000	15,000	15,000	15,000
Sea Grant NSI - Coast Commun		50,000	50,000	50,000	50,000
Sea Grant - Fisheries Extension			56,938		78,254
Sea Grant NSI - Minority Serving	45,000	45,000	45,000		
Sea Grant NSI - Shrimp Culture		208,200	70,010	30,000	162,800
Sea Grant NSI - Black Sea Bass	80,186	300,000	137,100	20,000	
Sea Grant NSI - Cobia Culture		60,459	28,531	10,300	
Sea Grant NSI - Coral Reefs	125,000				
Sea Grant NSI - Oyster Disease		60,029	94,522		
Sea Grant Media Relations	189,828	195,014	195,044		
Sea Grant Abstracts	91,900	98,952	98,952	98,952	95,000
Sea Grant NSI, etc. - Combined			23,700		
Sea Grant NSI - Gulf Oyster Indust.				85,000	105,000
FISHTEC (NOAA/NOS)	388,500	388,500	388,500	388,500	380,700
USES (NOAA/NOS)	697,320	698,744	682,900	682,837	831,829
LU-CES (NOAA-NOS)	600,000	1,195,440	1,200,000	1,170,000	1,097,652
Coastal Erosion (USGS)	500,000	500,000	500,000	500,000	450,000
113 Calhoun Street (NOAA)	30,000	30,000	30,000		
S.C. Aquarium (NOAA)	167,580				
NOAA Ship Time				22,800	
HABs (CDC thru DHEC)	11,082	4,000	12,000		
HABs (NOAA thru SCDNR)	26,175	25,390	25,390	25,390	
<i>Pfiesteria</i> and HABs (CDC)				523,890	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	300,000
SEACOOS (ONR thru NC State)			29,500	110,000	149,000
SECOORA (NOAA CSC)				98,979	93,979
SCOOP Demo (ONR thru SURA)					220,000
Rice Field Studies (OCRM)					61,242
Council - Coastal Futures (OCRM)				5,000	
Shrimpers Outreach (NMFS-CU)				64,000	
Beach Sweep/River Sweep (Priv.)	20,000	15,000	12,000	15,000	20,000
Total Sea Grant Funds	1,776,124	2,409,654	2,150,797	1,607,252	1,881,724
Total Other Funds	2,674,787	2,917,144	3,234,496	3,979,229	4,128,292
State Appropriation	650,757	524,638	499,873	440,505	354,164
TOTAL	5,101,668	5,851,436	5,885,166	6,026,986	6,364,180

competitions. Twelve 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.B. National Competition Funding – Proposals Submitted vs. Funded*

	99-00	00-01	01-02	02-03	03-04	04-05	TOTALS
Marine Aquaculture			2/2				2/2
Aquatic Nuisance Species			2/0			2/0	4/0
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		1/0	6/1
Gulf Oyster Industry Program					1/1	3/2	4/3

*S.C. Sea Grant Consortium’s NSI funding success rate is 33% for the six 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 have been 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, 2004 and June 30, 2005, Consortium COASTeam educational programs reached approximately 15 middle school teachers, 13 informal educators, and more than 380 middle school students. Consortium communications produced 32 publications, ranging from extension manuals to technical reports. From July 1, 2004 through June 30, 2005, the Consortium responded to requests for 4,200 Sea Grant publications, almost a three-fold increase over the previous reporting period.

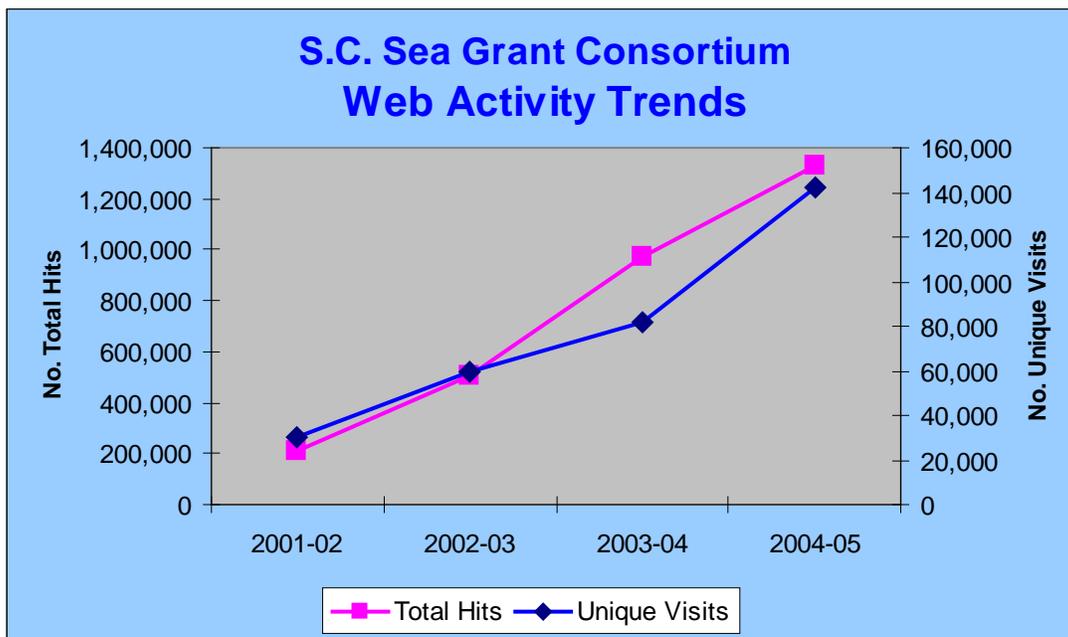
7.1.3. Communications and Information Products

During FY04-05, the Consortium’s Communications and Information Services group wrote and produced more than 32 publications, and had 249 media placements.

S.C. Sea Grant Consortium Web site. The Consortium’s staff continues to enhance the SCSGC Web site (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. From July 1, 2001 through the reporting period, the Consortium’s total hits have increased more than five-fold. During the same period, unique visits have increased approximately 4-fold. A chart depicting usage of the Consortium’s Web site can be found in Figure 7.1.C.

Figure 7.1.C. S.C. Sea Grant Consortium Monthly Web Activity – 2001-2005



Total Hits = a hit is a single request made to a web server for an object on a web site (e.g., image, page).
 Unique Visits = a visit to a web site represents one unique viewer who has visited the site.

Beach Sweep/River Sweep. Beach Sweep/River Sweep, South Carolina’s largest one-day clean-up, was held September 18, 2004, and celebrated its 16-year anniversary. Organized and coordinated by the Consortium and the S.C. Department of Natural Resources, Beach Sweep/River Sweep 2004 engaged over 2,500 coastal volunteers, who picked up over 10 tons of trash.

Beach Sweep/River Sweep, part of The Ocean Conservancy’s International Coastal Cleanup, is organized by the S.C. Sea Grant Consortium and S.C. Department of Natural Resources. Major sponsors for 2004 included BP Cooper River Plant, Ben & Jerry’s of Charleston, Carolina Ice Palace, Cisco’s Café, Coastal Expeditions, Drayton Hall, Duke Power, Hilex Poly Co., Magnolia Plantation and Gardens, Marine Terminals of S.C., Middleton Place Plantation, Piggly Wiggly Carolina Company, S.C. State Ports Authority, Santee Cooper, Sunfire Grill & Bistro, The Ocean Conservancy, and Universal Data Solutions.

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. 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.

Coastal Heritage Magazine. Four issues of *Coastal Heritage*, the Consortium's premier publication, were produced. Major topics included America's fishing industry, coastal growth, Gullah heritage, and ancient Americans.

The magazine has won numerous awards in past years. In FY04-05 the magazine received the following awards:

- 2004 APEX Awards for Publication Excellence, Award of Excellence for Technical Writing, "Nature or Nurture," John H. Tibbetts, for *Coastal Heritage*
- *Coastal Heritage* won a Distinguished Award from the SCT Carolina Chapter Technical Publications.
- *Coastal Heritage*, Vol. 18, No. 4, Spring 2004, "Science Serving South Carolina's Coast: Program Highlights 2000-2004" won a Grand Award in the CASE District III Advancement Awards Program in the Annual Reports 1 program category.
- *Coastal Heritage* won a "Distinguished" and "Best of Show" in the Technical Publications category for the North and South Carolina chapter of the Society for Technical Communications.

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 FY04-05, the S.C. Sea Grant Consortium submitted one qualified graduate student, but she was not selected as a finalist. For the FY05-06 period, the Consortium will report on three students who were selected as Knauss Fellows for the class of 2006.

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 FY04-05, the S.C. Sea Grant Consortium's applicant in

a nationwide competition was selected as a finalist, but was not successfully matched with a CZM program.

Table 7.1.D provides a listing of placement of South Carolina graduate students in each of these programs over the past 21 years.

Table 7.1.D. Knauss Marine Policy and Coastal Management Fellows

Dean John A. Knauss Marine Policy Fellowship

Initiation Date	Name	Institution	Degree
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

Initiation Date	Name	Institution	Degree
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	Amy Filipowicz	CofC	M.S. Marine Biology

7.3. Financial Performance

Consortium Funding Trends. For the reporting period, the Consortium received \$6,009,830 in non-state funding, a \$423,349 increase from FY03-04. Overall, the Consortium's total annual budget for FY04-05 was \$6,364,180 a 6% increase over FY03-04.

State appropriations account for only 5.5% of the agency's total budget, down from 7% in FY03-04. State budget reductions over the past three years resulted in a reduction of the Consortium's recurring state budget from \$650,800 in FY00-01 to \$354,350 in FY04-05. This cut represented a **45% 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 1988-2005 are found in Table 7.3.A and Figure 7.3.A. The sources of funding for the current fiscal year (04-05) are shown in Figure 7.3.B. Budget trends for the period 2001 through 2005 are shown in Figure 7.3.C.

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

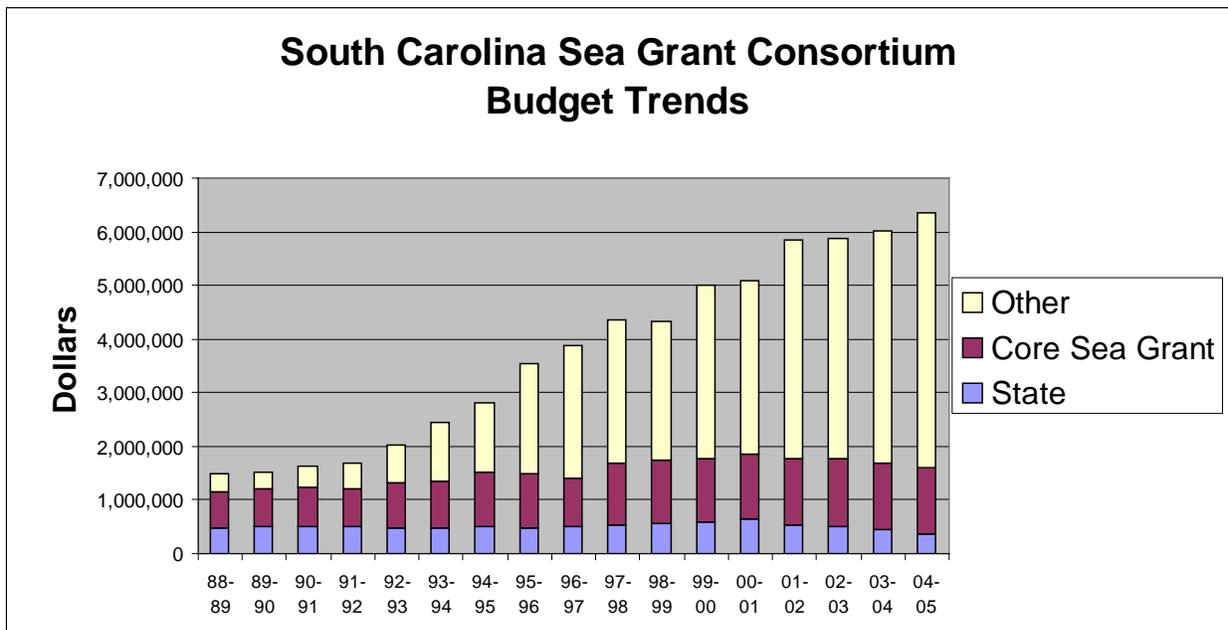


Table 7.3.A. Annual SCSGC budgets by funding source.

**South Carolina Sea Grant Consortium
BUDGET TRENDS 1988-2005**

(As of June 2005)

Year	State¹	Core Sea Grant	Other²	Total
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 ³	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
2004-05	354,350	1,261,670	4,748,159	6,634,180

Note: Figures do not include institutional cost shares.

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

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

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

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

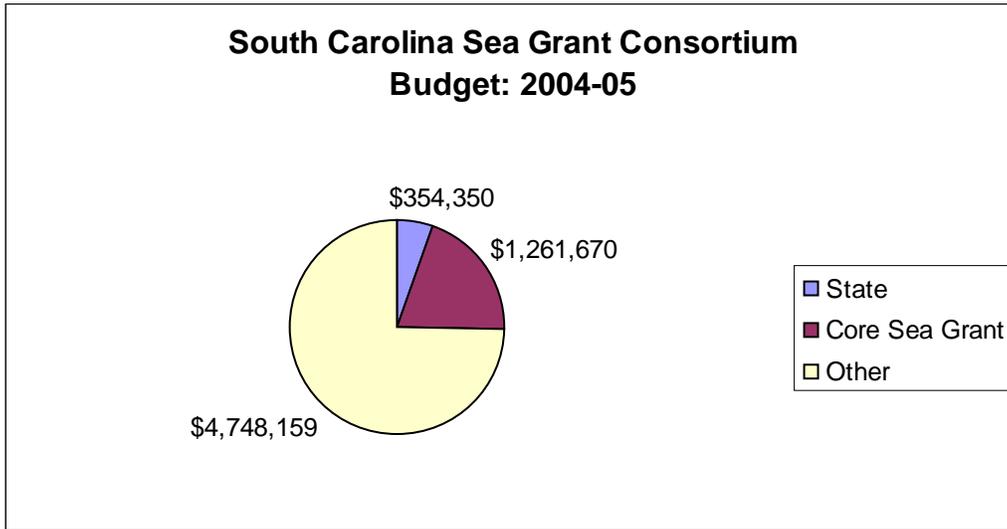
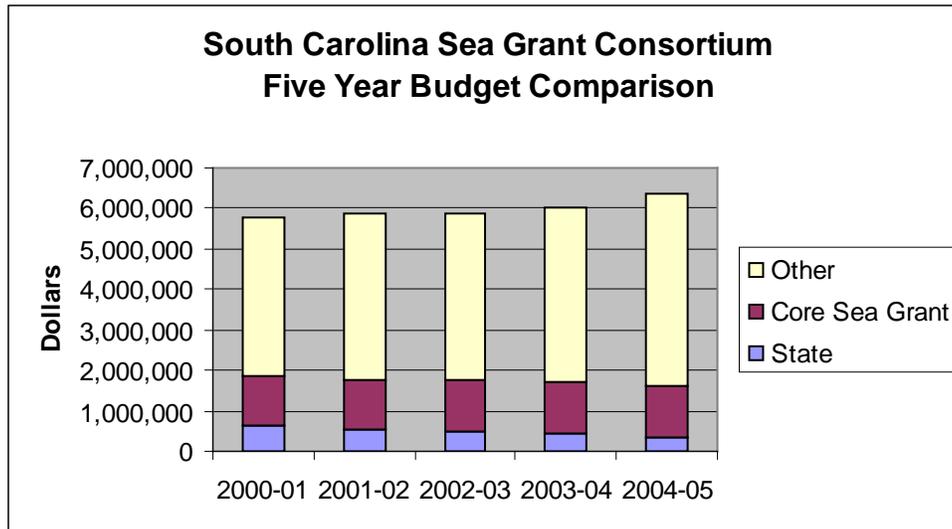


Figure 7.3.C. Five-year budget trends, FY01 through FY05.



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 FY06 budget submitted to the U.S. Congress at the beginning of this year, proposes that the National Sea Grant College Program be funded at \$61.2 million. (The current FY05 budget for National Sea Grant is \$6.24 million.) The U.S. House of Representatives has allocated \$60 million for National Sea Grant; the U.S. Senate has provided \$71.175 million. A conference committee has yet to appointed to resolve the differences in the two marks.

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 performed an FY04 audit in June 2005. Results are still pending receipt of the final audit report. 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 affects 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 five-year period (no changes between FY04 and 05), with the caveats presented in the accompanying text.

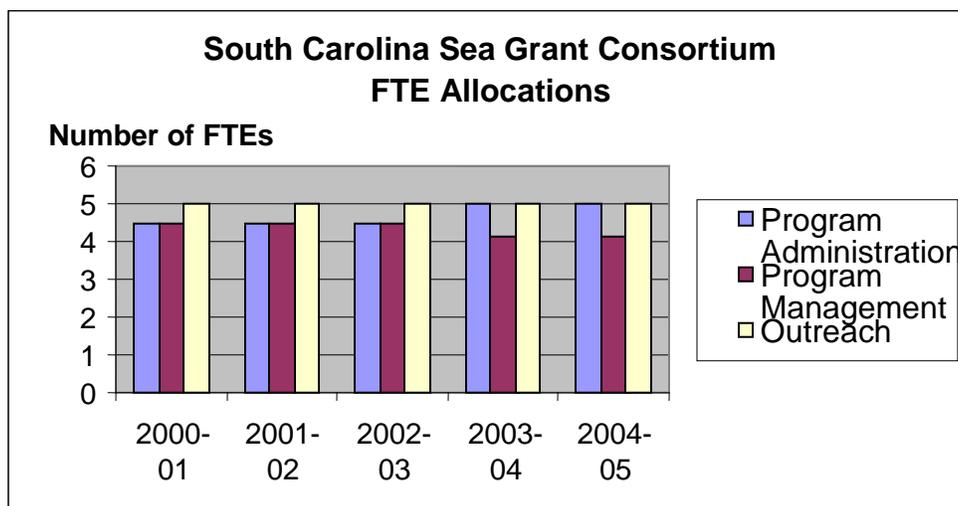
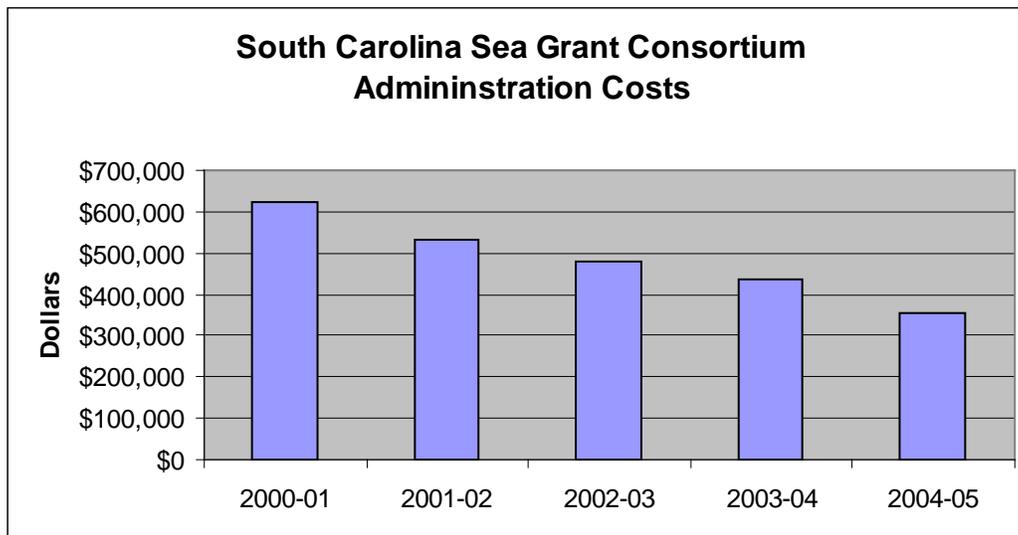


Figure 7.4.B. Comparison of current period state administration costs to previous years. The severe downward trend is the result of state budget cuts.



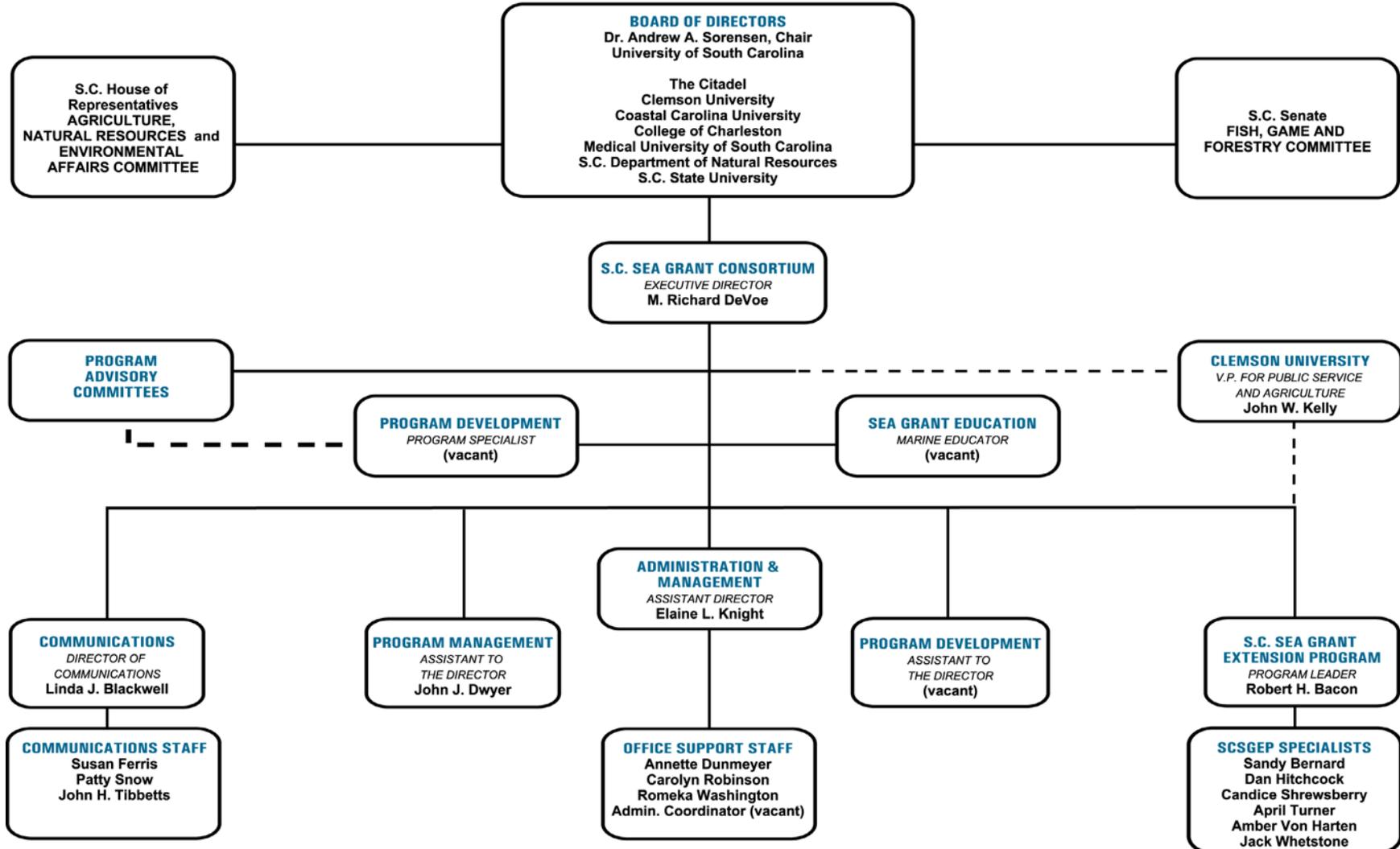
7.5. Performance Levels and Trends – Regulatory/Legal Compliance

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.

Appendix 1.

Sea Grant
S.C. Sea Grant Consortium

ADMINISTRATIVE ORGANIZATIONAL CHART
S.C. Sea Grant Consortium



Appendix 2. South Carolina Sea Grant Consortium Partners

(Selected current and recent partners)

National/Regional

NOAA/OAR National Sea Grant College Program
NOAA National Ocean Service
NOAA/NOS Coastal Ocean Program
NOAA/NOS Coastal Services Center
NOAA/NOS Hollings Marine Laboratory
U.S. Army Corps of Engineers
U.S. Coast Guard
Federal Emergency Management Agency
U.S. Geological Survey
U.S. Fish and Wildlife Service
Centers for Disease Control
US Environmental Protection Agency
Atlantic States Marine Fisheries Commission
South Atlantic Fisheries Management Council

Universities

University of South Carolina
Medical University of South Carolina
Clemson University
South Carolina State University
College of Charleston
Coastal Carolina University
The Citadel
Skidaway Institute of Oceanography
SUNY - Albany
University of Georgia
University of Massachusetts - Dartmouth
Georgia Institute of Technology
University of Texas - El Paso
University of North Carolina - Wilmington
University of New Hampshire
Texas A&M University
North Carolina State University
29 Sea Grant College Programs
NASULGC
CORE

State

SC Department of Natural Resources
SC Department of Health & Environmental Control
SCDHEC - Ocean & Coastal Resources Mgmt.
SC Department of Parks, Recreation & Tourism
SC Emergency Preparedness Division
SC Higher Education Commission
SC Ports Authority
SC Office of the Governor
SC General Assembly - House and Senate
North Inlet/Winyah Bay NERR
ACE Basin NERR
SC Task Force on Harmful Algae
SC Information Resources Council
SC Government Webmasters Association
Water Resources Division - USGS (Columbia)

Private

Donlar Corporation
Wyeth-Ayerst
Lockheed Corporation
Swimming Rock Fish & Shrimp Farm
Island Fresh Seafood
Lowcountry Seafood, Inc.
Mayo Clinic, Rochester
South Carolina Aquarium
Duke Power Company
Springs Industries
BMW Manufacturing Corp.
Sunoco Products, Inc.
BP Amoco Chemicals
Great Bay Farms (NH)

Local

Eight (8) Coastal County Governments
Waccamaw Council of Governments
Berkeley-Charleston-Dorchester Council of Govts.
Lowcountry Council of Governments
City of Charleston
Town of Kiawah Island
Town of Hilton Head Island
Beaufort County Planning Commission
Hilton Head Island Planning Commission
Town of Bluffton Planning Council
City of Myrtle Beach
Town of Folly Beach

Other Organizations

K-12 Schools (coastal South Carolina)
Lowcountry Science Fair
National Ocean Sciences Bowl
SC Marine Educators Association
SC Nature-Based Tourism Association
SC Chamber of Commerce
Chambers of Commerce (coastal)
African-American Heritage Council
113 Calhoun Street Foundation
SC Municipal Association
SC Downtown Development Association
SC Economic Development Council
SC Rural Economic Development Association
Lowcountry Institute (Spring Island, SC)
SC Farm Bureau
SC Aquaculture Association
SC Shrimpers Association
SC Seafood Alliance
SC Shellfish Association
SC Crab Workers Association
SC Shrimp Growers Association
SC Aquatic Plant Management Society
Beaufort County Water Quality Task Force
SC Coastal Conservation League
Palmetto Pride
Estuarine Research Federation
Southeastern Estuarine Research Society
Coastal States Organization

