



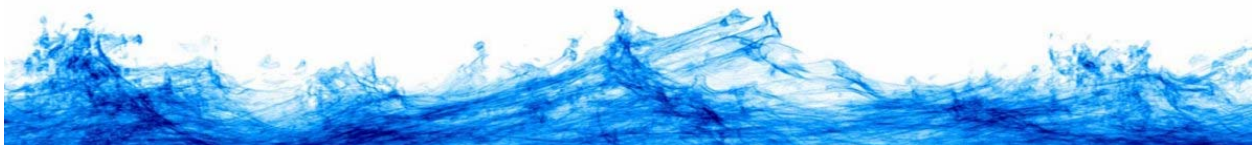
"Science Serving South Carolina's Coast"

**South Carolina Sea Grant Consortium
FY 2005-2006 State Accountability Report**

Submitted September 15, 2006



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



Section I: EXECUTIVE SUMMARY

1. Mission and Values

The S.C. Sea Grant Consortium (hereinafter referred to as the 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 agency's strategic plan may be found at www.scseagrant.org/insidesg/.

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 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 Consortium is part of a nationwide network of 30 Sea Grant Programs that report to the National Sea Grant College Program, National Oceanic and Atmospheric Administration (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.

The S.C. Sea Grant Consortium believes values are the foundation on which our operating principles are built, and that they are essential for successful performance. The Consortium values trust, honesty, and respect, which are critical for productive business practices, both throughout the agency and in working with researchers, partners, and constituents; exemplary scientists who provide science-based information of the utmost credibility and integrity; and excellence in quality of work, an emphasis on teamwork, and efficient delivery of information that takes a non-advocacy approach.

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

The Consortium's ability to achieve its mission and goals is dependent upon two major factors: (1) Extramural funding, secured through competitive grants and contracts, to support coastal and marine research, education, and extension program activities that benefit South Carolina and the region; and (2) A fully staffed office to effectively manage these programs and the information that derives from this work.

Extramural Support. For the reporting period, the Consortium was able to secure \$5.5 million in extramural (competitive and otherwise) funding from non-state sources to support research, education and extension activities. New programs initiated in FY05-06 include:

- “SouthEast Coastal Ocean Observations Regional Association (SECOORA): Building a Regional Association Framework for the Coastal Ocean Observing System of the Southeastern United States” – NOAA Coastal Services Center - \$379,549 – October 1, 2005 to September 30, 2006 – NOAA Coastal Services Center - (Year 1 of 3) – M. Richard DeVoe and Sandy Bernard (S.C. Sea Grant Consortium).
- “Enhancing Communications and Coordinating Outreach Activities throughout the IOOS Community: The NFRA Contribution” - NOAA Coastal Services Center - \$24,995 – August 1, 2005 to July 31, 2006 (Year 1 of 1) – M. Richard DeVoe (S.C. Sea Grant Consortium).
- “Sea Grant Studies of Hypoxia in Long Bay, South Carolina” – S.C. DHEC-Ocean and Coastal Resources Management - \$159,275 – January 1, 2005 to February 28, 2007 – George Voulgaris (University of South Carolina) and Eric Koepfler et al. (Coastal Carolina University)
- “Facilitation of *Vibrio vulnificus* Risk Management Plan: Workshop for Educators, State and Federal Agency Representatives, and Shellfish Industry – Online CME Course for Nurses and Dieticians” – NOAA National Sea Grant College Program - \$126,050 – June 1, 2005 to May 31, 2006 (Year 1 of 1) - Ken Moore (Interstate Shellfish Sanitation Conference).
- “Gulf Oyster Industry Program: A Training Workshop on Pigment-Based Detection of the Harmful Dinoflagellate *Karina brevis*” – NOAA National Sea Grant College Program - \$29,048 – June 1, 2005 to May 31, 2006 – (Year 1 of 1) - Tammi L. Richardson and James L. Pinckney (University of South Carolina).
- “South Carolina Cooperative Fisheries Research Grant Program” – NOAA Fisheries through the S.C. Department of Natural Resources – \$292,500 - (Year 1 of 2) – M. Richard DeVoe (S.C. Sea Grant Consortium).
- “Cooperative Coastal Processes Specialist Extension Position” – Coastal Carolina University – \$36,015 – January 1, 2005 to December 31, 2005 (continuing) – M. Richard DeVoe (S.C. Sea Grant Consortium).
- “Southeastern Center for Ocean Sciences Education Excellence (COSEE-SE): A Systematic Approach to Forming Ocean Science Education Partnerships” – National Science Foundation (with partial funding provided by the National Oceanic and Atmospheric Administration) – \$500,000 – September 1, 2005 to August 31, 2006 (Year 1 of 5) – L. Lundie Spence (S.C. Sea Grant Consortium).
- “Sea Grant Knauss Fellowships (2)” - NOAA National Sea Grant College Program - \$82,000 - March 1, 2006 to February 28, 2007 - M. Richard DeVoe (S.C. Sea Grant Consortium).

Consortium Staffing. The Consortium has filled the position of Assistant Director for Research and Planning. This critically important position, vacant for the last three years due to funding limitations and lack of viable candidates, is responsible for the agency's program strategic planning efforts, expansion of Consortium research program activities, and development and subsequent management of multidisciplinary program area efforts that draw from Consortium-wide institutional expertise.

In addition, The Consortium retained its staffing level of six Sea Grant Extension Specialists, which is crucial to our outreach efforts. This group provided 81 extension workshops and presentations, which were attended by more than 2,000 participants. The Consortium was also awarded a federal grant by the NOAA National Sea Grant College Program for a full-time regional coastal climate extension specialist, and a joint effort with Coastal Carolina has resulted in the hiring of a coastal processes extension specialist.

Program Evaluation. The Consortium received a "high performance" rating through the external National Sea Grant Program Assessment process, which indicates the agency has effectively documented its achievement of its strategic goals and other performance metrics.

Examples in more detail will be found in Section III, Category 7 Results and in the Consortium's FY05-06 National Sea Grant Office Annual Progress Report submitted on August 31, 2006, which can be found at: www.scseagrant.org/insidesg.htm.

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 legislative mandate identifies the following three strategic goals which provide the foundation for future Sea Grant activities.

- 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.
- 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.
- 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

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 challenges faced by South

Carolina's coastal and inland communities in managing this growth and ensuring economic opportunity, conserving our coastal and marine resources, and enhancing the quality of life for South Carolina citizens are immense. More recent pressures have been mounting to utilize the resources of the state's territorial sea – the area of the coastal ocean that extends out three miles from the state's shoreline. The need to map our marine resources, improve the health of the state's fisheries, protect the state's people and infrastructure from increasingly severe coastal storms and hurricanes, plan for the possibility that energy development will occur of our coastline, and continue to build public awareness and enhance the scientific literacy of the state's citizenry and students is becoming more critical each day.

The S.C. General Assembly's commitment to and support of the Consortium over the last two decades, for which we are most grateful, has allowed the agency to be able to successfully compete for non-state funding. The Consortium's state appropriation is critical to the agency for two reasons. First, it represents the agency's primary support for critically important management, operational, and administrative functions. Second, and more importantly, it is used by the Consortium to meet the federal Sea Grant match requirement of \$1 in non-federal funds for every \$2 in federal Sea Grant funds.

However, with seven percent (7%) of its budget currently coming from state appropriations (up slightly from FY04-05), the Consortium's state support remains at an undesirably 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 further restoration of its state recurring funds lost through budget reductions taken during the first half of this decade. State support is critically important to the agency in order to sustain a minimum required level of administrative, planning, and program management effort to support its fiduciary responsibilities in program coordination, fiscal management, and constituent support and to handle the ever-increasing public demand for Consortium products, services, and activities. The Consortium's FY05-06 state appropriation (\$452,308), up significantly from FY04-05, still is less than it was in FY91-92, when it was \$496,800.

5. Improvements Emanating from Accountability Reporting

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: ORGANIZATIONAL PROFILE

1. Products and Services

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

- *Marine and coastal research and education programs* that generate and deliver applied and objective science-based information to: (1) inform individuals, businesses, local and state government, and other organizations on the balanced use and conservation of coastal and ocean resources, (2) provide economic opportunities through increased revenues and/or cost savings to business and industry, and (3) enhance public safety and minimize structural and natural resource losses that occur as a result of natural (e.g., hurricanes) and anthropogenic (e.g., pollution) events.
- *Extension, advisory services, and technical assistance* activities (such as workshops, seminars, constituent meetings) 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* 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).

2. Key Customers

The Consortium serves many constituencies, through the provision of information and funding (see Appendix 2). The Consortium's constituencies look to the agency as a source of science-based and objective information on coastal and marine resource issues and opportunities. In general, the Consortium serves:

- 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
- General public

3. Key Stakeholders

The Consortium interacts and collaborates with a number of stakeholders in conducting its programs and activities. A selected listing of the agency's program partners and collaborators can also be found in Appendix 2.

4. Key Suppliers and Partners

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 NOAA National Ocean Service (including its Coastal Services Center and Coastal Ocean Program), Operations (for Ship Time) and NOAA National Marine Fisheries Service; the U.S. Geological Survey - 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; a number of state agencies such as S.C. Department of Health and Environmental Control's Office of Ocean and Coastal Resource Management (SCDHEC-OCRM) and Bureau of Water; private foundations; and business and industry.

5. 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.

6. Employees

The S.C. Sea Grant Consortium currently has 14 FTEs; 6.89 state FTEs and 7.11 federal FTEs. The trend in number of FTEs essentially has remained constant over time (see Figure 7.4.A). Currently, the Consortium's 14 FTE positions are filled.

7. Regulatory Environment

The Consortium does not operate under a regulatory environment, and has no regulatory or management functions. It does operate under both state and federal legislative mandates, however.

8. Key Strategic Challenges

The Consortium is faced with a number of strategic challenges, in constituent services, operations, staffing, and funding, as it seeks to meet its very diverse mission, including:

- The agency's constituencies are extremely diverse, and their expectations for Consortium products and services continue to significantly increase in proportion to that of the state's coastal population and public and private sector use of coastal and marine resources (note, for example, the increase in demand for information from the Consortium's Web site, presented in section III.7.2). At the same time, external evaluations of the Consortium suggest that the agency's goals and objectives are too numerous and diverse. The challenge

the Consortium faces is balancing these diverse demands with a strategic approach in designing and delivering program services.

- The Consortium's staffing level is extremely modest given the pressures on it to deliver a wide range of high quality products and services. All Consortium staff "wear many hats" and thus each staff member performs tasks that are critically important to the agency's success. Retaining highly qualified staff and providing adequate salaries for these professionals are challenges that senior leadership addresses on a consistent basis.
- Consortium programs, in turn, are supported through the acquisition of competitive grants from federal, other state, and other sources of funds (which makes up about 93 percent of the agency's total budget). As the competition for federal funding (from ever-decreasing discretionary funds) continues to increase, the Consortium must expend additional staff time and energy to successfully secure these grants.
- The Consortium's success is predicated on its ability to maintain a solid administrative and program management capability, and this translates to adequate base funding. Additional staff capacity would enhance the Consortium's ability to remain competitive and increase its ability to secure non-state grant funding.

9. Performance Improvement Systems

Examples of the performance improvement systems that the Consortium include:

- Formal, external National Sea Grant Program Assessment review (quadrennial)
- Ad hoc "blue ribbon" committee reviews (topic-specific)
- Improved strategic planning and review processes, which engage the agency's diverse constituencies
- Establishment and engagement of a Consortium Program Advisory Board and individual extension specialist advisory committees
- Rigorous, external peer review process for all competitive research, education, and outreach proposals
- Monthly meetings of the Consortium senior leadership ("Core Group")
- Staff professional development opportunities
- Recognition of staff performance with performance raises and bonuses

10. Organizational Structure

The 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. In addition, each member institution has Institutional Liaisons to provide direct contact between the Consortium staff and each member institution. *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 Agency Head 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 Agency Head and the higher administrative levels of its eight member institutions.

Consortium Agency Head. The legislation creating the S.C. Sea Grant Consortium also established the position of Agency Head. The Agency Head 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.

11. Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY04-05 Actual Expenditures		FY05-06 Actual Expenditures		FY06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 739,255	\$ 196,295	\$ 784,134	\$ 236,474	\$ 934,880	\$ 332,717
Other Operating	\$ 532,874	\$ 100,105	\$ 564,305	\$ 146,305	\$ 661,001	\$ 110,698
Special Items	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Permanent Improvements						
Case Services						
Distributions to Subdivisions (Allocations)	\$4,633,243	\$ 0	\$3,336,278	\$ 0	\$6,121,815	\$ 0
Fringe Benefits	\$ 171,854	\$ 50,300	\$ 186,419	\$ 65,416	\$ 237,640	\$ 102,333
Non-recurring	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 6,077,226	\$ 346,700	\$ 4,871,137	\$ 445,694	\$ 7,955,336	\$ 545,748

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

12. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 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: \$ 346,700 Federal: \$ 5,652,648 Other: \$ 77,878 Total: % of Total Budget:100	State: \$ 445,694 Federal: \$ 4,324,846 Other: \$ 100,597 Total: % of Total Budget:100	Table 7.3.A Figure 7.3.A Figure 7.3.B Figure 7.3.C Figure 7.4.A Figure 7.4.B
		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

SECTION III

Category 1 – Leadership

1.1 Two-way Communications

Consortium Core Group. The Consortium is led by the Agency Head, but is managed and organized in a non-hierarchical fashion. An 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 Assistant Director for Planning and Research, 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 directions.

Staff Meetings and Retreats. The Agency Head 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. To ensure that all Consortium staff understand the agency's strategic plan and quality expectations, a Consortium-wide retreat (annually when feasible) is conducted. Staff are encouraged to share their ideas about ways to improve the agency's performance. The Consortium's last retreat, held on July 27, 2006, focused on the formal establishment of core values, operating principles, and program areas.

1.2. Focus on Customers

All S.C. Sea Grant Consortium programs and activities are driven by input and guidance provided by its diverse and varied 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 the agency's diverse stakeholder community is through its involvement in leadership roles with a number of public, private, and non-governmental organizations (NGO). Staff assume key roles in organizations, professional societies, and activities that advance the mission of the Consortium and the visibility of the Consortium, which enables it to better serve the needs of its constituencies. 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 National Sea Grant Program Assessment Briefing Book, which can be found at www.scseagrant.org/insidesg.htm.

Involvement of Stakeholders in Planning and Review. The Consortium consistently seeks involvement and input from its Board of Directors, Institutional Liaisons, and S.C. Sea Grant Extension Program (SCSGEP) specialists Advisory Committees, and its constituencies

(including SCSGEP specialists and Communications Department; see section III.3.1) to help shape Consortium priorities and programs (see section III.2). This ensures that our activities are responsive to the needs of the Consortium's stakeholders and allows us to determine: (1) Priority needs pertaining to coastal and ocean resources use and conservation; (2) Current activities that are underway to address these needs; (3) Priority needs that are not being adequately addressed by current activities; and (4) Most importantly, specific potential actions that the Consortium can take to address these unmet needs.

1.3. Impacts on the Public

The primary functions of the Consortium are to identify priority coastal and marine resource needs that can be addressed through research, education and/or extension programs, to solicit and secure funding to support these activities, and to generate and provide resultant information to the agency's stakeholders in forms that they can use. To ensure that Consortium activities are consistent with public needs and are of high quality, the Consortium: (1) Regularly canvasses agency stakeholders to assess current needs and issues, (2) Employs a rigorous peer review and evaluation process of all proposals submitted to the agency (see section III.4.5), (3) Solicits formal evaluations from all Consortium conferences and workshop participants, and (4) Is formally evaluated by the NOAA National Sea Grant College Program Office (NSGO) through its Program Assessment Team (PAT) process every four years (see below).

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.

1.4. Fiscal, Legal, and Regulatory Accountability

Internal Procedures. The Consortium's *Internal Procedures Handbook: A Staff Guide for Consortium Operations, Proposals, and Projects* (updated in 2004) details the Consortium's programmatic, staff, and administrative policies. The handbook is undergoing yet another revision to reflect recent changes in federal, state and agency policies that affect the Consortium's operations, and will be published in the first quarter of 2007.

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 showed no deficiencies in the agency's budget and accounting procedures. Finally, the Consortium is externally reviewed by an external NOAA National Sea Grant Program Assessment Team every four years. All reviews and audits resulted

in positive comments/ratings and revealed no major deficiencies in programmatic or administrative aspects of Consortium operations.

1.5. Key Performance Measures

In addition to the materials and metrics provided to the National Sea Grant College Program Office as part of its Program Assessment process (see below), the Consortium's senior leadership reviews the following metrics on an annual basis:

- **Mission Accomplishment**
 - Rating by the external National Sea Grant Program Assessment process
 - Number of professional awards for its *Coastal Heritage* magazine and other products
 - Number of proposals prepared and submitted; number of proposals funded
 - Number of faculty supported at the Consortium's universities
 - Number of graduate and undergraduate students supported through Consortium funding
 - Number of K-12 teachers with formal ocean science-based training and graduate credit
 - Implementation planning milestones met
 - Grant award and interagency billing and accounting processes within a two-week timeframe
- **Customer Satisfaction**
 - Number of extension workshops and presentations, and attendance
 - Number of extension publications and products produced
 - Number of communications publications and products produced
 - Number of news releases distributed; number of media placements as a result
 - Number of unsolicited media placements
 - Number of hits and unique visits to the Consortium Web sites
 - Number of coastal site captains and individual volunteers on the coast in Beach Sweep
- **Financial Performance**
 - State recurring funds secured
 - Extramural (competitive and otherwise) funding secured from non-state sources
 - Return on investment (federal funding to state funding)
 - Annual single agency audit with no significant findings
- **Human Resource Results**
 - Staff retention/vacancy levels
 - Number of staff training and development opportunities
 - Staffing level of six Sea Grant Extension Specialists

1.6. Use of Organizational Performance Review Findings

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 senior staff prepared a detailed "Briefing Book" for use by the Program Assessment Team that outlines the Consortium's organization, management, processes, achievements, and quantitative and qualitative programmatic outcomes. Preparation of this document requires a review of the national performance measures and state Agency

Activity Inventory performance measures (see section III.4). The document prepared for the agency's 2004 evaluation 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, and (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; and Highest Performance.

The Consortium's last NSGO Program Assessment was held in June 2004, and the detailed results were provided to the Agency Head and the Consortium Board of Directors, and presented in last year's accountability report. 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 also convenes special panels as needed to evaluate all or part of the Consortium's operations and programs.

1.7. Succession Planning and Organizational Leadership

The Consortium's senior leaders regularly focus their attention on staff succession. The Agency Head and Assistant Director have regular meetings (averaging one every two months) to discuss professional and budgeting goals and staffing needs. More recently, senior leadership has refilled staff positions with individuals who bring with them the potential to serve in leadership roles in the agency in the future. This is particularly timely given the fact that the Agency Head has two years until he is eligible for retirement, and the Assistant Director has already retired through the TERI program and has been rehired by the Consortium in her current capacity.

1.8. Organizational Priorities for Improvement

The Consortium's leadership uses the agency's strategic planning process, 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.

1.9. Support of Community

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 Core Group.

Category 2 – Strategic Planning

2.1. Strategic Planning Process

The goal of the S.C. Sea Grant Consortium's strategic planning process is to maximize the ability of Consortium'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 is currently operating under the 2000-2005 Strategic Plan; however, the Consortium is in the process of revising the plan for the 2006-2010 time frame; this is discussed further in the results section of this document (section III.7.2).

The 2000-2005 Strategic Plan has 7 Strategic Goals including Coastal Ocean Studies, Ecosystem Dynamics, Climate and Hazards, Emerging Technologies, Sustainable Economic Development, Marine Education, and Management and Administration. The Management and Administration Strategic Goal states "Through research, education, and extension programs, the S.C. Sea Grant Consortium ensures that coastal and marine issues and opportunities are rigorously researched and understood, and that the resulting information is communicated to those who use and manage these resources." The main tenant of this goal is to ensure the Agency functions in an effective manner and provides the science to the appropriate stakeholder. The other goals are intended to focus the agency on the areas of research, education, and outreach most important to the state of SC. These goals are utilized as the basis for the distribution of the limited federal funding dollars available to the Consortium each year.

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 PAT evaluation, which suggested that the addition of "strong program-wide policy and scientific guidance" would benefit the Consortium. To address this issue, the Consortium Board of Directors endorsed the creation of a standing Program Advisory Board (PAB). 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 Agency Head 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 PAB has met twice, the first time on August 30, 2005 and the second time on July 26, 2006. The goal of the first meeting was to educate the PAB about the Consortium's activities and seek their input on pressing issues. The goal of the second meeting was to present a draft 2006-2010 Strategic Plan for their input. The meeting was very successful and has provided the Consortium with a revised structure to strengthen the plan.

2.1.a. Organizational Strengths, Weaknesses, Opportunities, and Threats. One of the Consortium's greatest strengths and opportunities is the structure of the agency established by the S.C. General Assembly. A major element of the Consortium's mandate is to interact with other state natural resource agencies as an information provider, broker, facilitator and catalyst on coastal and marine resource conservation, management, and utilization issues. By virtue of its structure as a consortium, the Consortium must operate in partnership with its eight member institutions in planning, implementing and administering its research, education and outreach programs. Another of the strengths of the Consortium is that it is not a regulatory agency. The Consortium can work with coastal and marine resource users, without engendering in them the kind of wariness and mistrust that often characterizes relationships between the "regulator and regulated".

A weakness of the Consortium may be found in the limitation imposed on it by the National Sea Grant federal requirement for matching funds – one state dollar must match each two federal dollars. State funding received by the Agency only goes so far, thus creating a practical limitation to the expansion of federally-funded Consortium programs.

2.1.b. Financial, Regulatory, Societal, and Other Potential Risks. Among the greatest risks to Consortium administrative and programmatic stability and program consistency is the financial risk associated with the exigencies of annual finding at both the state and federal levels. To address this risk, the Consortium has sought to diversify its revenue stream through extramural funding. This strategy has served to mitigate the effects of annually varying state and federal funding (see section III.7.1).

2.1.c. Shifts in Technology or the Regulatory Environment. In order to maintain and foster a relevant, timely, and integrated coastal education, research, and extension program, the Consortium must adapt to changing technology. It has sought to participate in teleconferences, video conferences, and web conferences to reduce travel costs for our staff as well as partners.

Additionally, the Consortium has tracked and provided comments to the SC Enterprise Architecture (SCEA) Architecture Oversight Committee (AOC). Keeping abreast of the activities and proposed technology changes has been a focus for the Assistant Director over the past year. The agency will implement the proposed changes in the upcoming year as they are developed.

2.1.d. Human Resource Capabilities and Needs. The Consortium believes one of its greatest assets is its employees. To ensure the human resource component of the agency has the appropriate capabilities, the draft 2006-2010 Strategic Plan has identified in the Administrative component the goal of achieving an "environment of excellence" and has included metrics to

assess progress. In addition, the agency is updating both its internal and external procedures documents to ensure consistency within the agency.

2.1.e. Opportunities and Barriers. As noted above, one of the barriers to the Consortium is the federal NSGO requirement for matching funds. The Consortium has worked hard to diversify funding sources to mitigate this barrier and created additional opportunities.

2.1.f. Business Continuity in Emergencies. The Consortium has an emergency plan in place which consists of maintaining all files on a server which is backed up periodically and maintained off site. During an emergency, all computers and servers will be unplugged, raised off the floor and covered. After the emergency, the servers can be turned on which will allow for remote access to email in the event the office cannot be opened. This will ensure the Agency can continue to function with limited resources.

2.1.g. Ability to Execute the Strategic Plan. The Consortium's Core Group will ensure the Strategic Plan is executed. The Core Group has developed an implementation plan for the 2000-2005 Strategic Plan. The goal of the Implementation Plan is to allow the Core Group and other staff to track progress on the Strategic Goals.

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 over the past year, the Consortium has organized its research, education, and extension activities in defined programmatic areas tied to nine strategic goals based on the 2000-2005 Strategic Plan. Based on these goals, the Consortium staff developed a 2005 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 05-06 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 2.3 for explanation.	Table 7; and tables and figures in Section 7.

	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 2.3 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 2.3 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 2.3 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 2.3 for explanation.	
	6. Enhance the development of viable and sustainable aquaculture and fisheries in South Carolina and the region.	See Category 2.3 for explanation.	
	7. Develop and implement activities to assist coastal communities and small businesses with growth management and sustainable economic development strategies.	See Category 2.3 for explanation.	
	8. Design and implement educational programs that foster a more scientifically and environmentally informed citizenry.	See Category 2.3 for explanation.	
	9. Promote the development of a diverse and technically trained workforce.	See Category 2.3 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. Key Action Plans/Initiatives

The Consortium's 2000-2005 Strategic Plan (www.scseagrant.org/insidesg.htm) includes planned efforts for the agency. In addition, the Agency prepares an Agency Activity Inventory each year that includes expected results and outcomes measures.

2.4. Development and Tracking

The Consortium develops a biennial implementation plan that specifies tasks to be completed during the subject year, and includes metrics to be used to measure progress and success. The agency is in the process of revising its strategic plan, which will cover the next five-year period (2006-2010). In addition, the Consortium's long-term goal is to conduct a formal and thorough review of each of the Consortium's strategic program areas every four to five years, and again, involve stakeholders in this process through communications mechanisms like workshops and Web-base surveys that include feedback loops.

2.5. Communication and Deployment

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 key state and regional coastal and marine resource needs. 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, including the development of biennial implementation plans. The biennial core Sea Grant Program Plan is developed through a rigorously competitive "request for proposal" process, and other potential sources of funding support are identified, and multi-institutional and trans-disciplinary research and outreach proposals are written to secure requisite extramural funds.

2.6. Measuring Progress on Action Plans

Performance metrics are identified as a critical element of the agency's biennial implementation plan, and agency-wide metrics are identified in its strategic plan. A set of metrics is also listed in section III.1.5, and additionally in section III.4.3 of this document.

2.7. Strategic Objectives Address Strategic Challenges

The Consortium's strategic objectives reflect the important issues facing the coastal and marine areas of the state. These objectives have been developed with input from the agency's extremely diverse constituencies to ensure the Consortium remains responsive to the needs of the state and its citizens. Federal funding received by the Agency has been and will continue to be allocated based on the objectives outlined in the 2000-2005 and 2006-2010 Strategic Plans, respectively.

2.8. Internet Access to Consortium Strategic Plan

The Consortium's Strategic Plan is available to the public at the following Web address:

http://www.scseagrant.org/insidesg/insidesg_stratplan.htm.

Category 3 – Customer Focus

3.1. Customers, Stakeholders, and Key Requirements

The Consortium's constituencies can be divided into two categories: Institutional and External. The Consortium's institutional 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 and industry; state and local governments; community groups; non-governmental organizations; K-12 educational institutions; and others. The Consortium utilizes formal and informal methods to assess the needs of its institutional and external customers, including its strategic planning process (See section III.2); active participation in meetings, conferences, and workshops; direct stakeholder contacts; and service on a large number of planning, professional, and organizational committees.

The 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 extension and communications 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 the Consortium's strategic plan to meet the changing needs of the state and region.

The Consortium's Sea Grant Extension Program involves users in formal and informal ways in its program planning and evaluation process in the areas of Marine Aquaculture, Coastal Natural Hazards, Coastal Processes, Coastal Environmental Quality, Coastal Communities, Marine Fisheries, and Coastal Climate. It begins with 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 extension 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 advisory committee consisting of local and state government agency representatives, business owners, representatives of community organizations, individual citizens, and the Program Leader. The information, advice and guidance received through these informal and formal means is then fed into the formal Consortium strategic planning process.

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. 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 section III.7.2) 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.

3.2. Listening, Learning, and Meeting Expectations

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. This includes the Core Group (See section III.1.1), Web site, and *Coastal Heritage* readership survey.

Per current State guidelines, 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. The Consortium has a Web Compliance Transition Plan in effect, and we are within two weeks from posting the retrofitted Web site, which will be 508 Compliant (for more information, see section III.7.2).

The Consortium is also developing a subscriber survey, which will be mailed in winter 2006, to individuals who receive *Coastal Heritage*. *Coastal Heritage* is the Consortium's award-winning quarterly publication covering diverse topics related to physical and biological sciences, coastal and marine education, and coastal culture and heritage.

3.3. Program Relevance and Continuous Improvement

As previously mentioned the Consortium consistently seeks involvement and input from its constituencies to help shape Consortium priorities and programs (see section III.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, 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 and Dissatisfaction and Improving Agency Actions

The Consortium engages a number of techniques to measure constituent satisfaction, including the use of post-program participant evaluation surveys, advisory committee mechanisms, direct client feedback, focus groups, and surveys (see section III.2) to gather longer term information on the effectiveness of agency programs.

3.5. Building Positive Constituent Relationships

The Consortium seeks to clearly identify constituent needs, and develop programs to address those needs. We deliver the information once it is generated, or once it is found, 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 – building trust is one of our core values.

Category 4 – Measurement, Analysis, and Knowledge Management

4.1. Operations, Processes, and Systems for Tracking Operational and Financial Performance

The Consortium's programmatic, operational and financial goals are determined through a system of strategic planning that includes management and administrative as well as programmatic goals and objectives and performance measures. Administrative and management goals and objectives are developed by the Agency Head and Assistant Director, according to National Sea Grant guidelines, state regulations, and with input from the Consortium member institutions. The Core Group assists the Agency Head in making decisions on a broad array of management and program related issues. It also functions to keep the parts of the agency working together smoothly and efficiently. Programmatic input is received through direct and indirect stakeholder feedback that includes Sea Grant extension advisory committees, one-on-one contacts, email/internet user surveys, scoping workshops, and feedback from the agency's Program Advisory Board (see section III.2.1). This process helps to set research, outreach, and administrative priorities, determine the agency's goals for non-Sea Grant/non-state revenue, and is the basis for establishing implementation plans for program staff.

4.2. Data/Information Analysis for Effective Decision Making

Administratively, the Consortium uses a Management Information System (MIS) to manage the flow of information and track progress. The agency's current MIS system is being evaluated to upgrade it to a Web-based system can be used to manage information more efficiently. Programmatically, the Consortium used data and information gathered through the processes described in section III.4.1 to establish plans of work with the basic programmatic delivery strategies – research, extension, education, and communications. Included in these plans of work are program goals and objectives. For each of these, measures of success are established and methods of evaluation implemented. Objectives are user-driven and measured through specific benchmarks or outcomes. Programs are evaluated against these, through participant feedback (e.g., workshop surveys), and through the annual feedback of advisory committees.

The Consortium now requires that all research and education proposals include sections that describe in detail (1) how the proposed work relates to resource management issues and/or other identified problems and priorities, and (2) the expected outcomes of the work on an annual basis. Annual and final project reports are also required to address these issues and outcomes.

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 Key Measures, Reviewing, and Staying Current

Key measures are drawn from the two basic agency functions: (1) administration/management and (2) programmatic efforts. Key measures employed in administration/management include revenue growth, staffing levels, and the relationship between administrative (grant management) staff and volume of grants being administered. These are developed primarily by the Agency Head and Assistant Director. The Assistant Director is in charge of administration and management, following guidelines established by the NOAA National Sea Grant College Program and the State of South Carolina.

Programmatic measures are more difficult to establish and tie to concrete outcomes. The goal of the Consortium’s program elements – research, extension, education and communication – is to provide science-based information to individuals, families, businesses, communities,

organizations, and governments for the purpose of informing their decision making processes. Key measures include conveyance of information, the creation of partnerships/collaborations, government or community action to address a problem, and changes in law and policy. These are all measures/benchmarks in the process of gathering and communicating science information to Consortium audiences (see section III.7).

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 Consortium has thus adopted the measures listed below in its goal of becoming the top Sea Grant College program in the nation:

1. Organizing and Managing the Program
 - A. Leadership of the Program
 - B. Institutional Setting and Support
 - C. Project Selection
 - D. Recruiting Talent
 - E. Effective and Integrated Program Components
2. Connecting Sea Grant with Users
 - A. Engagement with Appropriate User Communities
 - B. Partnerships
3. Effective & Aggressive Long-Range Planning
 - A. Strategic Planning Process
 - B. Strategic Plan Quality
 - C. Implementation Plan
4. Producing Significant Results
 - A. Contributions to Science and Technology
 - B. Contributions to Extension, Communications and Education
 - C. Impact on Society, the Economy, and the Environment
 - D. Success in Achieving Planned Program Outcomes

Further, the Consortium has identified a series of performance measures within its Agency Activity Inventory (also see section III.1.5). Section III.7 provides actual results of many of these metrics, which include the following:

- **Mission Accomplishment**
 - Rating by the external National Sea Grant Program Assessment process
 - Number of professional awards for its *Coastal Heritage* magazine and other products
 - Number of proposals prepared and submitted; number of proposals funded
 - Number of faculty supported at the Consortium's universities
 - Number of graduate and undergraduate students supported through Consortium funding
 - Number of K-12 teachers with formal ocean science-based training and graduate credit
 - Implementation planning milestones met

- Grant award and interagency billing and accounting processes within a two-week timeframe
- **Customer Satisfaction**
 - Number of extension workshops and presentations, and attendance
 - Number of extension publications and products produced
 - Number of communications publications and products produced
 - Number of news releases distributed; number of media placements as a result
 - Number of unsolicited media placements
 - Number of hits and unique visits to the Consortium Web sites
 - Number of coastal site captains and individual volunteers on the coast in Beach Sweep
- **Financial Performance**
 - State recurring funds secured
 - Extramural (competitive and otherwise) funding secured from non-state sources
 - Return on investment (federal funding to state funding)
 - Annual single agency audit with no significant findings
- **Human Resource Results**
 - Staff retention/vacancy levels
 - Number of staff training and development opportunities
 - Staffing level of six Sea Grant Extension Specialists

4.4. Select and Use of Key Comparative Data and Information

The selection and use of comparative data and information for program evaluation and performance is determined primarily by the guidance the Consortium receives from the National Sea Grant Office. Sources of this guidance include the NOAA and NOAA Sea Grant strategic plans, and the formal Sea Grant Program Assessment guidelines. The former helps to set the broad parameters within which the Consortium builds a program that serves South Carolina. The latter contains specific criteria and standards (including program metrics) against which the Consortium is evaluated and ranked relative to the other Sea Grant programs nationwide (see section III.4.3).

4.5. Data Integrity, Timeliness, Accuracy, Security and Availability

Quality Assurance/Quality Control Process. There are three types of program proposals: (1) full Sea Grant proposals, (2) development proposals, and (3) extramural multi-disciplinary/multi-institutional projects. For Sea Grant, the Consortium issues a biennial “request for proposals” to the faculty and staff of all of its member institutions. When proposals are received, the Consortium distributes them to scientists and experts nationwide for *written peer reviews* (see form in section III.4.2). Agency staff maintains a database of experts in 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. An additional on-site Proposal Panel Review is conducted among a group of 6-8 professionals (from out-of-state or Federal agencies) to examine the proposals in light of the written reviews and provide advice to the Agency Head, who makes the final decisions about

which proposals to include in the agency's Program Plan submission to the National Sea Grant Office.

In addition to full-proposals, development proposals (also called "seed proposals") are submitted by faculty or staff to conduct work over shorter periods of time and lesser amounts to respond to immediate needs and initiate research along promising avenues. These proposals are also evaluated through written reviews, which form the basis for funding decisions.

On occasion, formal technical panels are convened to review major, multi-institutional research and outreach efforts (often funded from agencies such as USGS, Center's for Disease Control, and non-Sea Grant NOAA sources) such as the agency's USGS Coastal Erosion Study. In these cases, a very similar review process applies but is administered by the funding agency, and consists of written peer reviews and specially formed technical review panels.

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.

4.6 Organizational Performance Review Findings into Priorities

Organizational review findings from the agency's 2004 National Sea Grant Program Assessment review, input from its Program Advisory Board meetings, and guidance provided by the Board of Directors are integrated into agency strategic planning (see section III.2) and into the agency's program proposal process. The Consortium feels these reviews are instrumental in our goal of meeting our constituency needs.

4.7. Maintaining Knowledge Assets

The Consortium's Management Information System (MIS) 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. The Consortium's primary archival management systems consist of MIS, its previous Omnibus proposals, and the briefing materials the agency prepares for its National Sea Grant Performance Assessment. Materials are also archived on the Consortium's Web site, including research reports, Requests for Proposals, Strategic Plans, Consortium publications, and back issues of the Consortium's magazine, *Coastal Heritage*. Appropriate publications are archived at the state library in Columbia.

The Consortium celebrated 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 administrative records, program activities, results, and accomplishments during that time.

The Consortium has formally recognized in its 2006-2010 Strategic Plan that it is becoming critically important that organizational knowledge be identified, collected, and passed on to future agency leaders and staff. Among the mechanisms being used and/or planned to ensure a continuity of collective knowledge into the future include: (1) formal and informal leadership training, (2) consistent and regular intra-agency communications; and (3) professional development activities. Three Consortium leaders are alumni of the Leadership South Carolina, and additional nominations are planned for additional staff. Professional development activities are a part of each Consortium Extension staff's annual plan of work. Consortium staff members are also encouraged to take leadership roles in professional organizations, as well as program-related groups, including interagency task forces, and coordinating and conference planning committees. Senior extension staff plays a large role in orienting, mentoring and partnering with newer extension specialists in program efforts. In addition, monthly staff meetings, the PAT review, and internal and external administrative manuals are important in maintaining knowledge assets.

Category 5 – Human Resource Focus

5.1. Organization and Management

The Consortium is organized and managed based on programmatic/administrative components as outlined in the agency's strategic plan. The agency has an established Core Group which facilitates communication and information exchange among the agency's on-site and off-site staff members. Using this "team" approach, the Agency Head and senior leadership ensures that agency policies, programs, and activities are focused on priority needs. The Core Group is responsible for setting the short and long-term directions and transmission of pertinent information to members of their respective staffs.

5.2. Evaluation and Improvement of Human Resource Processes

The agency follows the policies and procedures of the State Human Resources agency. The State's policies and procedures are geared to agency needs and priorities. The Agency Head and Assistant Director have regular meetings to discuss professional and budgeting goals as well as evaluation and improvement of the Consortium staff. If the State's human resource policies are changed or improved, the agency makes the necessary adjustments to the agency's policies and procedures.

5.3. Development and Training Needs

The 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 *Internal Procedures Guide* is 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 to engage in at least one professional development activity each year.

5.4. 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 problems to their supervisor. 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 lines of communication foster enhanced performance and help to promote idea-sharing, enhance teamwork, and problem-solving.

5.5. Assessment Methods

Monthly or quarterly meetings with and among employees within and across divisions are held regularly. In addition, the Agency Head chairs a monthly staff meeting in which employees share their accomplishments and needs, and inform staff of what is going on within their programs. These meetings help managers assess employee problems and successes. Additionally, the Agency Head and managers are in constant communication and contact with all staff on a daily basis (“managing by walking around”), and use these opportunities to assess staff morale, and to provide 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.

5.6. Employee Motivation

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, at least once a year and if funds are available, to attend a workshop or conference of their choice to enhance his/her job performance and build professional skills. Priority determinations for improvement are made throughout the year during the 6 and 12 month review process as well as anytime during the year that standards of work production would fall below the acceptable minimum.

In 26 years as a State agency, the Consortium has had only one employee grievance which was settled satisfactorily without going outside of the agency.

5.7. Safe and Secure Workplace

The agency 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 that includes motion detectors. Employees are encouraged to leave in pairs/groups at the close of business during winter (dark) hours.

The Consortium computer servers are backed up on a daily basis. During an emergency/disaster the back-up tapes would be taken off the premises by a delegated staff member until the emergency/disaster has passed rather than being placed inside of a fire proof box which is inside a fireproof file. Two members of the agency’s staff are delegated as representatives to the State’s Emergency Disaster Preparedness team and will be utilized by the State if necessary.

Category 6 – Process Management

6.1. Key Processes to Add Value for Customers and Consortium Organization

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 (see section III.7.2).

Communicating with Institutional Constituencies. The Consortium is transitioning both its research/outreach proposal application as well as its review and project reporting processes from hard copy to electronic format. Electronic submission of the 2006-2008 Sea Grant Omnibus proposals and project reporting for 2004 through 2006 was done entirely electronically. In a major step forward, the Consortium is now submitting grant proposals online to the federal grants.gov Web site.

The goal of the Consortium's communications program is to place information produced by 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.

Furthermore, the Consortium has Institutional Liaisons to provide a direct administrative link between the Consortium and each of its member institutions. The Consortium's also has an *External Procedures Handbook: A Faculty and Institutional Guide for Consortium Proposals and Projects*.

Vehicles for Ensuring that Management Processes are Used. The accountability requirements set forth in our legislative mandate, and the guidance from our Board of Directors, the National Sea Grant Program Assessment review process (see section III.1.5), and the Program Advisory Board (see section III.2.1) are utilized to ensure management processes are used.

6.2. Refining Process Design and Delivery

The primary mechanisms the Consortium uses to incorporate improvements in effectiveness and efficiency factors are our institutional and external communication 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 Program 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. With regard to “cycle time,” the agency establishes a defined calendar of milestones for soliciting, reviewing, selecting, and funding proposals submitted by Consortium members.

6.3. Meeting Key Performance Requirements

Administrative and Financial Performance. The principal investigators of all Consortium funded projects, whether they be Consortium or Institutional staff, are responsible for all technical reporting and, in conjunction with their 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. Project investigators are required to 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 signed original back to the Consortium for its records.

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 90 days prior to the end of a project year, that briefly summarize 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. Reimbursement is made once the deficiencies are addressed. During the reporting period the Consortium made further changes to its reporting requirements to encourage timelier reporting. One change: even if a project is granted an extension, the principal investigator must submit a progress report, followed by a completion report at the end of the extension.

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. Evaluation and Improvement of Key Product and Services Processes

Processes are typically shared with the Consortium's Board of Directors, and their insight is always a valuable tool for initiating refinements or improvements where necessary. On a day-to-day basis, the Core Group regularly evaluates and improves key product and service-related processes. We typically seek input from our various constituents as part of this process. We also rely upon the quadrennial National Sea Grant Program Assessment review for evaluation and recommendations for improvement. On-going review of the Consortium's Strategic Plan and Implementation Plan serve as a means to determine if our activities are aligned with our strategic goals and mission.

6.5. Key Support Processes

Our key support processes, each of which has been identified and defined earlier in this report, include: (1) Project Management, (2) Administration and Management, (3) Consortium Management Information System, (4) Communications and Information Services, and (5) S.C. 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.

Category 7 – Business Results

Results Summary. The following represent a summary of numerical results for FY05-06, compared to FY03-04 and FY04-05, based on the measures that are described in section III.4.3. Selected achievements from the above list are expanded upon later in this category.

MEASURE	FY03-04	FY04-05	FY05-06	TREND
Mission Accomplishment				
National Sea Grant Performance Rating	Excellent	High Performance	High Performance	+
Communications Awards (#)	3	5	5	+
Research/Education Proposals Submitted	49	47	53	level
Research/Education Proposals Funded (#)	32	28	31	level
Faculty Supported - SC Universities	ND	80	85	+
Graduate/Undergrad Students Supported	ND	35	54	++
K-12 Teachers Trained in Ocean Sciences	35	50	120	++
Customer Satisfaction				
Extension Workshops	ND	102	81	--
Participants – Extension Workshops	ND	1,500	2,000	++
Publications/Products – Extension	~25	30	22	level
Publications/Products - Communications	35	32	45	+
Responses to Requests for Publications	1,478	4,125	4,859	++
News Releases (#)	14	18	11	level
Media Placements due to News Releases	131	130	142	+
Unsolicited Media Placements	91	95	39	--
Agency Web Site - Hits	843,900	1,328,515	1,607,461	+++
Agency Web Site – Unique Visits	76,600	142,450	235,188	+++
Volunteer Site Captains (#) Beach Sweep	~75	~100	>100	+
Volunteers (#) Beach Sweep	~3,000	>2,500	>3,500	+
Financial Performance				
State Recurring Funding	\$ 440,505	\$ 354,164	\$ 452,308	+++
Extramural Funding	~\$ 5,500,000	~\$ 6,009,000	~\$ 5,500,000	level
Return on (State) Investment	1,249%	1,696%	1,216%	level
Single Agency Audit	No Findings	No Findings	No Findings	+
Human Resource Results				
Staff Training Opportunities	ND	4	10	++
Staff Retention/Rehiring	7 Vacancies	4 Vacancies	Fully Staffed	++

7.1. Performance Levels for Mission Accomplishment and Organizational Effectiveness

The Consortium's External Performance Assessment Review. 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 a previous Accountability Report, an external Performance Assessment Team (PAT), comprised of internationally recognized leaders in academia, business and industry, spent several days onsite with the agency in June 2004 evaluating its performance in four major categories. The Consortium's final results were made official in the Consortium's FY04-05 State Accountability Report. To briefly summarize, in the fourteen sub-elements, the Consortium scored ratings of 'Highest Performance' for seven sub-elements and 'Exceeds Benchmark' for seven sub-elements. The Program Assessment evaluation process and associated metrics are covered in more detail in Category 4.

Biennial National Sea Grant Omnibus Program. The Consortium receives its base federal funding support from the NOAA national Sea Grant College Program. The agency's most recent Sea Grant Proposal solicitation and review process occurred in the fall of 2005. 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 officer participates as an ex-officio member of the panel as well. Input from the panel, as well as 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, 2005, and twelve projects successfully commenced March 1, 2006.

The Consortium received \$1,261,670 in Sea Grant core funding to support 15 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).

National Sea Grant Research Competitions. The National Sea Grant College program also issues nationwide calls for proposals on issues of larger-scale importance. Over the last seven years, the Consortium has submitted a total of 43 full proposals to the Sea Grant National Strategic Investment (NSI) competitions. Seventeen proposals were funded; a 39.5% success rate (Table 7.1.A.). 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.

Extramural Programs. The Consortium continues to seek and receive funding from a number of non-state sources. For instance, funding was secured The Consortium received funding for the following selected major grants:

- Urbanization and Southeastern Estuarine Systems program (USES), NOAA Ocean Service - \$957,234.
- FISHTEC, NOAA Ocean Service - \$380,700.
- South Carolina Coastal Erosion Study, U.S. Geological Survey - \$450,000.
- SouthEast Center for Ocean Science Education Excellence (COSEE-SE), National Science Foundation - \$500,000.
- South Carolina Harmful Algal Blooms Study, Centers for Disease Control - \$523,890.
- Southeast Coastal Ocean Observing Regional Association, NOAA Coastal Services Center - \$379,549.

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

Name	99-00	00-01	01-02	02-03	03-04	04-05	05-06	Totals
Marine Aquaculture			2/2				4/3	6/5
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				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	3/2	7/5
TOTAL	11/2	1/1	9/4	6/1	3/2	6/2	7/5	43/17

*S.C. Sea Grant Consortium's NSI funding success rate is 39.5% (vs. 33% last year) over seven years.

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. Handled all grant award and interagency billing and accounting processes within a two-week timeframe

Communications Awards and Recognition. Each issue of the Consortium's *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 the city of North Charleston's revitalization project; ocean observation systems; building green; and the aftermath of Hurricane Katrina. The magazine has won numerous awards in past years and, in FY05-06, the magazine received the following awards:

- 2005 Gold Award from the MarCom Creative Award – 2005
- 2005-06 Excellence Award in Society of Technical Communication international publications competition)
- 2005-06 Distinguished Award in Society for Technical Communication Carolina chapter publications competition
- 2006 Grand Award in Low Budget Publication category in the Council for the Advancement and Support of Education (CASE) District III competition
- 2006 Award of Excellence in Other Magazines category in the CASE District III competition

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. Table 7.1.B lists the South Carolina-based students that have secured these very competitive professional development opportunities

Table 7.1.B. Placement of South Carolina graduate students in fellowship programs over the past 22 years.

Dean John A. Knauss Marine Policy Fellowships			
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.
1990	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
1993	Jenny Plummer	Clemson	M.A. City and Regional Plan.
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
2006	Kristine Hiltunen	CofC	M.S. Marine Biology
	Liza Johnson	CofC	M.S. Marine Biology

Coastal Management Fellowships			
Initiation Date	Name	Institution	Degree
1997	Doug Marcy	UNC-Wilmington	M.S. Geology
	Brian Voight	Clemson	M.A. City and Regional Plan.
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
2005	Jacqueline Shapo	CofC	M.S. Marine Biology

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 FY05-06, the S.C. Sea Grant Consortium submitted four qualified graduate students, and two were selected as finalists.

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 FY05-06, the S.C. Sea Grant Consortium submitted the maximum five applicants in a nationwide competition. Jacqueline Shapo (College of Charleston) was selected to work in Virginia's Coastal Management program, focusing on public access to beaches issues.

K-12 Education. Consortium support was provided to many faculty and staff, as well as 55 BS, MS and PhD college students, at our eight member institutions. The Consortium's COASTeam education and outreach program achieved the following results during the reporting period:

- *Coastal Heritage* Distribution - Approximately 300 new subscribers, consisting of teachers and school libraries in South Carolina and the southeastern U.S region) were added to the mailing list
- *Of Sand and Sea*, a textbook for teachers, was distributed to 759 educators and students

Partners and Collaborating Organizations. 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. See Appendix 2).

7.2. Performance Levels and Trends for Customer Satisfaction

Communications and Information Services

Publications and Products 2005-2006. Consortium's extension and communications staff produced over 45 publications in FY05-06, which informed our constituents about coastal issues and, where appropriate, facilitated the transfer and exchange of information. From July 1, 2005 through June 30, 2006, the Consortium responded to requests for 4,859 Sea Grant publications, up by 734 requests for the previous reporting period. Please refer to www.scseagrant.org and click on Sea Grant to view material prepared for our Program Assessment Team. In 2005-2006, the Consortium's Communications and Information Services (CIS) program generated the following:

Table 7.2.A. Productivity of Consortium Communications efforts.

CIS Statistics	Number
On-line Publication Requests	734
General Publication Requests	4,859
Media Requests	24
Media Placements	181
Number of Web site hits	1,607,461
Number of PDF Downloads of Consortium publications from National Sea Grant Library Web site	2,259
Publications and Information Products	45

S.C. Sea Grant Consortium Web site. The Consortium continues to enhance its 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 the agency. In the future, the Web site will be more interactive so that grant proposals and reporting requirements can be done over the Internet. From July 1, 2001 through the current reporting period, the trend in unique visits, the more relevant measure of Web success, shows that the visits have grown by one order of magnitude, or twenty-fold. Usage over this time frame can be found in Figure 7.2.A.

Consortium staff has taken a leadership role to accomplish this transition, and the Web developer is one of the founding board members of the South Carolina Government Webmasters Association. Total hits for FY05-06 were 1,607,461; unique visits totaled 235,188. Traditional means of communication are still extremely important for information delivery; the

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. Also, we will continue to make hard copies available in recognition of the fact that many of our stakeholders do not have Internet connectivity.

The state of South Carolina mandated that all state government sites would be 508 Compliant and meet the accessibility standards by July 21, 2006. Due to the number and sizes of the South Carolina Sea Grant Consortium sites, this was a major undertaking. With over 1,500 html pages and seven sites to manage we had much to accomplish.

What transpired was the conversion of the 1,500 previous static html pages into a newly created data-driven custom web application built using the .NET framework. All the site information is now in a separate database that is retrievable for a myriad of other uses by the agency. This custom Web application uses cascading style sheets (CSS) and along with a modified site architecture, and a new content manager interface, can create forms “on the fly” and make updates instantaneously which streamlines the maintenance aspect, increases our functionality, while making it fully accessible at the same time. These major changes significantly improve some of the agency’s key management processes, and contribute to customer satisfaction.

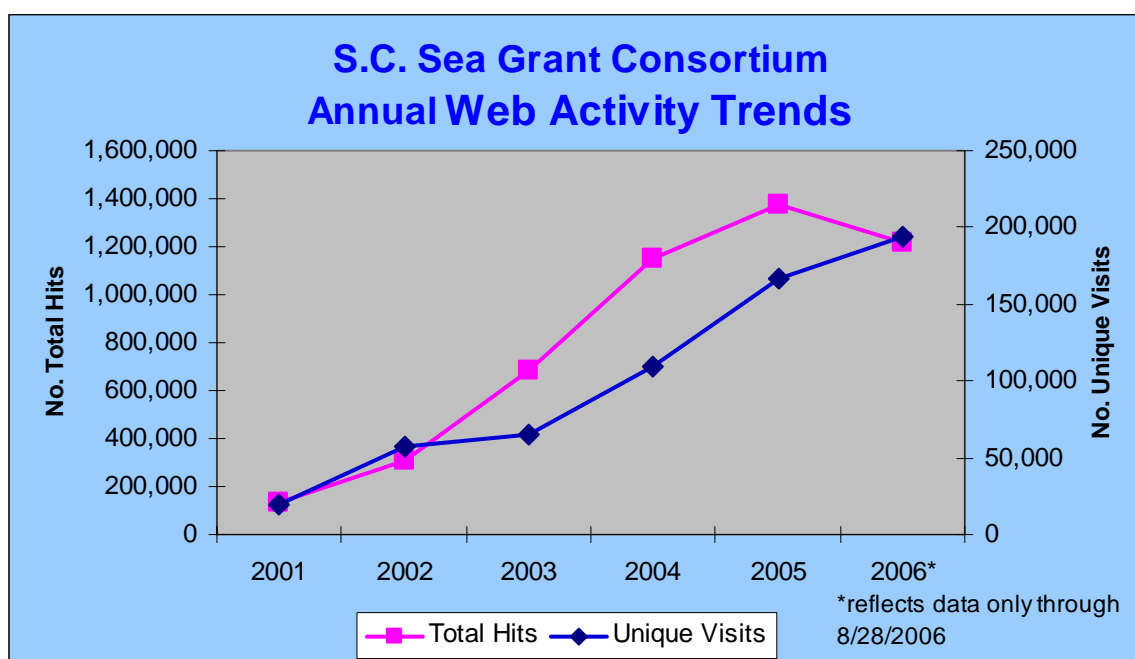


Figure 7.2.A. Trend for annual total hits and unique visits to the SCSGC Web site. Total Hits = a hit is a single request made to a web server for an object on a web site (e.g., image, page). Unique Visits = a visit to a web site represents one unique viewer who has visited the site.

Beach Sweep/River Sweep. The 17th annual Beach Sweep/River Sweep was held September 17, 2005, and nearly 6,000 volunteers across South Carolina joined forces to rid beaches, marshes, and waterways of unsightly, and sometimes dangerous, debris.

Covering over 1,050 miles in 38 of South Carolina's 46 counties, cleanup crews removed 58.5 tons of trash, recycling much of what was collected. On the coast, volunteers tackled over 100 sites – from Wailes Island to Daufuskie Island – that were made safer, healthier, and more beautiful for all to enjoy. Aside from the typical cans, bottles, and cigarette butts, some unusual items include a battalion of toy soldiers; baby pool; shuffle board disc; Halloween skeleton; fishing rods and reels; many plastic beach chairs, tents, and umbrellas; swimming goggles and earplugs; a working watch; spotlight; large pet carrier; 55-gallon drum; propane tank; and a storm-wrecked port-a-let.

The litter cleanup, supported primarily with donations from the private sector, is organized by the S.C. Sea Grant Consortium and the S.C. Department of Natural Resources, and is held in conjunction with The Ocean Conservancy's International Coastal Cleanup.

Addressing Stakeholder Needs through Strategic Planning. The agency's strategic plan is a process – it is dynamic – and therefore the Consortium's strategic planning for 2006-2010 is focusing on the “changing face” of the South Carolina coast and the ever-increasing demands by the agency's constituencies for its products and services. The Consortium has initiated efforts to improve the focus and responsiveness of its future programmatic activities. The Consortium's Core Group has conducted an internal planning process to review its programmatic areas and update the entire Strategic Plan. 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. The Core Group has recently decided to revise the Strategic Plan further and has conducted the following activities to accomplish the update:

- Core Group Retreat on June 5-6, 2006 in Beaufort, SC to develop the conceptual framework for the draft 2006-2010 Strategic Plan
- Consortium Program Advisory Board (PAB) meeting on July 26, 2006 to elicit input on the draft Strategic Plan Issues and Goals
- Staff Retreat on July 27, 2006 to elicit staff input on the draft 2006-2010 Strategic Plan, including a review of the agency's Mission, Values, Issues, Goals and Objectives.

In the next four months, the Consortium will revise the draft Plan based on the final reports from the PAB meeting and staff retreat. The Consortium will also conduct an on-line survey this fall of its constituencies concerning the identified issues and program areas proposed in the draft 2006-2010 Strategic Plan. The on-line survey will be posted at <http://www.scseagrant.org> in the fall of 2006 and e-mailed to an in-house contact list of approximately 1,500 individuals. Responses will be analyzed and presented in the Consortium's FY06-07 State Accountability Report.

The draft 2006-2010 Strategic Plan will be revised to include an Administrative component and Programmatic components. The Administrative component will include an emphasis on maintaining and enhancing a viable administrative, management, and financial system and encouraging an “environment of excellence” by supporting the development of leadership skills among staff. This will include focusing efforts to strengthen the Consortium's administrative process and eliminate any weaknesses that are identified. It will also ensure that the Consortium

remains current regarding the technology being used in the State for administrative procedures. The draft Programmatic components focus on key issues on which the Consortium will focus its research, education and outreach programs. Currently the programmatic areas include the following four areas: (1) Coastal and Ocean Processes and Dynamics; (2) Coastal and Marine Health and Safety; (3) Coastal and Marine Resource Dependent Economy; and (4) Education and Human Resources. The draft 2006-2010 Strategic Plan will be revised over the next few months to incorporate the input received from the various activities outlined above.

7.3. Performance Levels and Trends for Financial Performance

Consortium Funding Trends. For the reporting period, the Consortium received more than \$5,500,000 in non-state funding, representing approximately a \$500,000 decrease from FY04-05. Overall, the Consortium's total annual budget for FY05-06 was \$5,992,289, a 10% decrease as compared with FY04-05.

State appropriations account for only seven percent of the agency's total budget. State budget reductions over the past four years resulted in a reduction of the Consortium's recurring state budget from \$650,800 in FY00-01 to \$452,308 in FY05-06. Although in the current reporting period the agency saw an increase in its state budget of \$97,958, these cuts have 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 1988-2006 are found in Table 7.3.A and Figure 7.3.A. The sources of funding for the current fiscal year (05-06) are shown in Figure 7.3.B. Budget trends for the period 2001 through 2006 are shown in Figure 7.3.C.

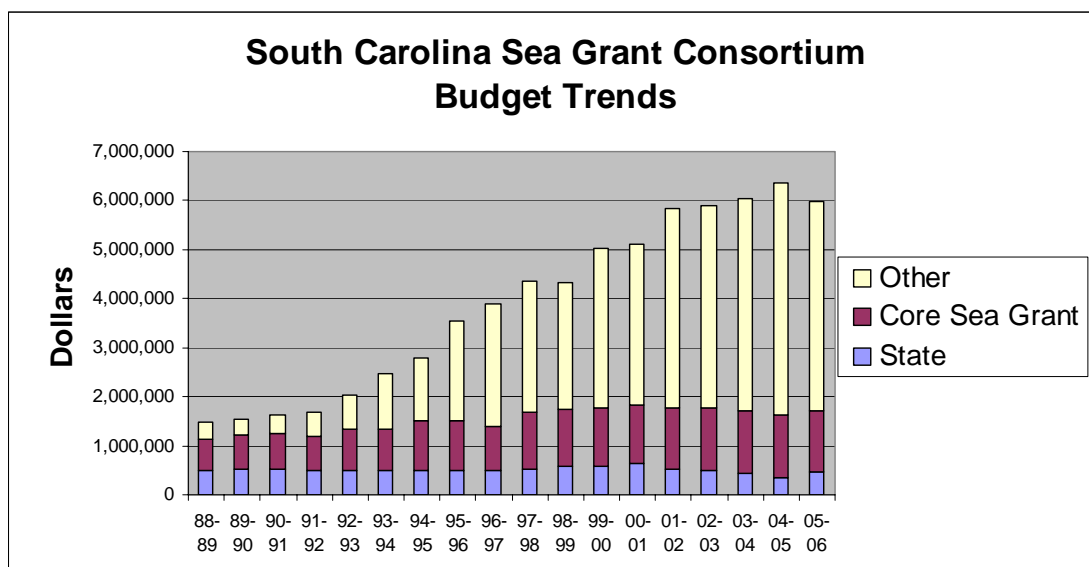


Figure 7.3.A. Year-to-year comparisons of Consortium funding by source of funds.

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

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

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
2005-06	452,308	1,261,670	4,278,311	5,992,289

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.

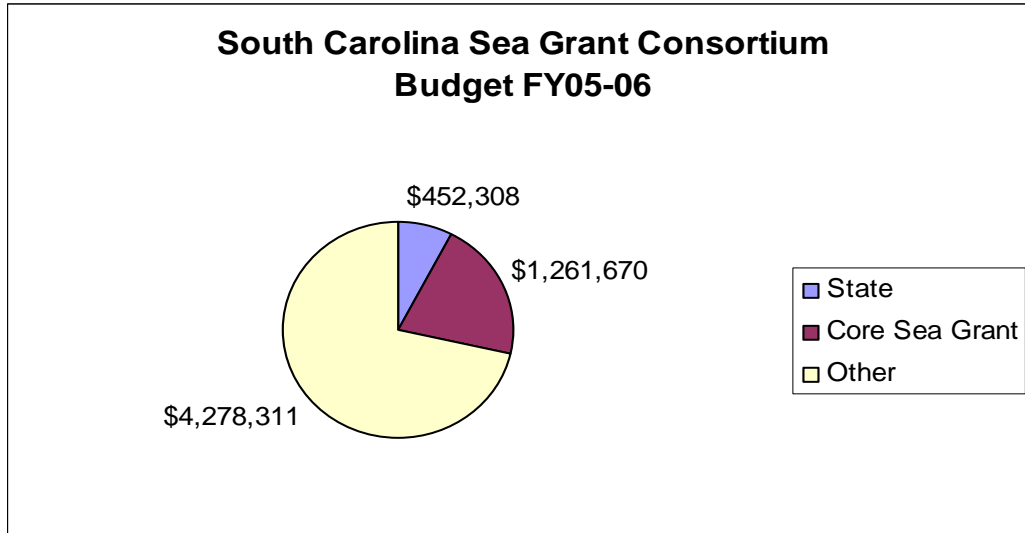


Figure 7.3.B. Breakout of Consortium FY05-06 budget.

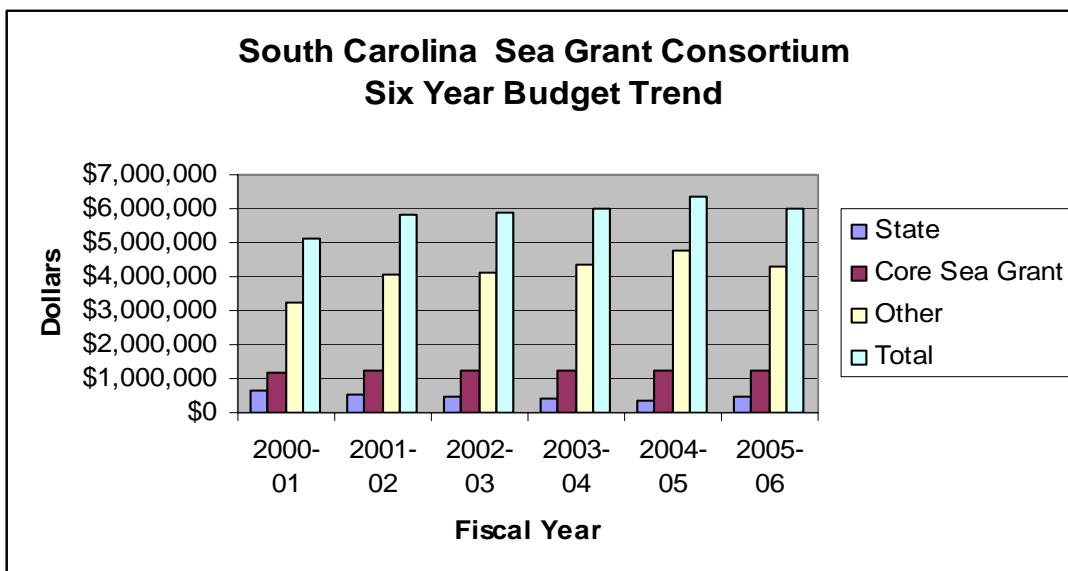


Figure 7.3.C. Six-year budget trends, FY01 through FY06.

Consortium Funding - Coming Year. The Consortium requested, and was appropriated, an additional \$93,440 in state appropriations for FY06-07, an increase of 21 percent over FY05-06. On the federal side, the Sea Grant Association has requested an FY07 budget of \$72 million for Sea Grant, and proposes two new initiatives on “Coastal Community Resiliency to Natural Hazards” and “Safe and Sustainable Seafood for America.” However, there has yet to be any final action on the Hill regarding FY07 appropriations for the National Sea Grant College Program or for NOAA as well. The House Appropriations Subcommittee on Science, State, Justice, and Commerce held its budget markup in mid-June 2006 and reduced the NOAA National Sea Grant College Program budget by five percent, while the Senate Appropriations

Subcommittee on Commerce, Justice, and Science marked the Sea Grant budget for an increase of more than 20 percent.

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. The final audit report found no significant findings. The Consortium's Assistant Director is responsible for the financial well-being of the agency on a day-to-day basis.

7.4. Performance Levels and Trends for Human Resources

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, 6.89 are state slots, and 7.11 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 state fiscal difficulties and budget cuts affected the agency in the first half of the present decade. Since FY00-01, the Consortium has had to absorb severe budget reductions, thus, administration costs have decreased by almost 50 percent through fiscal year 04-05. Although the Consortium received an increase in FY05-06 (Figure 7.4.B) the 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.

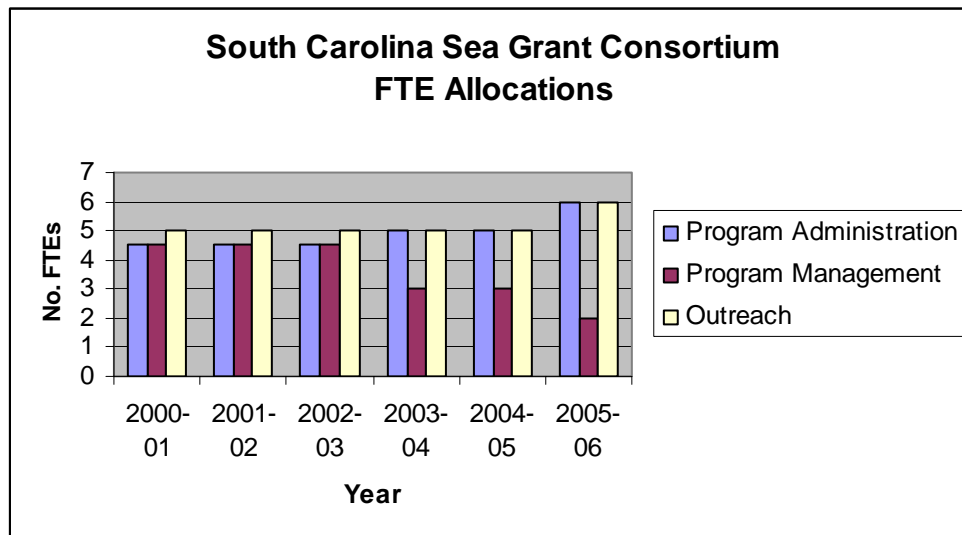


Figure 7.4.A. SCSGC full-time equivalents (FTEs) by function. Consortium FTEs have remained fairly constant over time over a six-year period, with an increase of 1.0 FTEs between fiscal years 04-05 and 05-06.

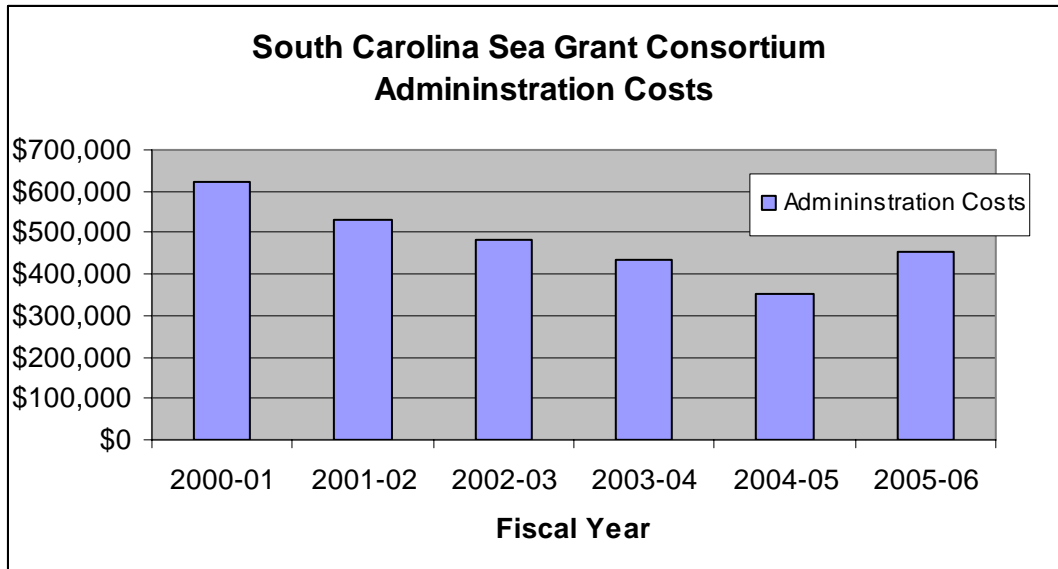
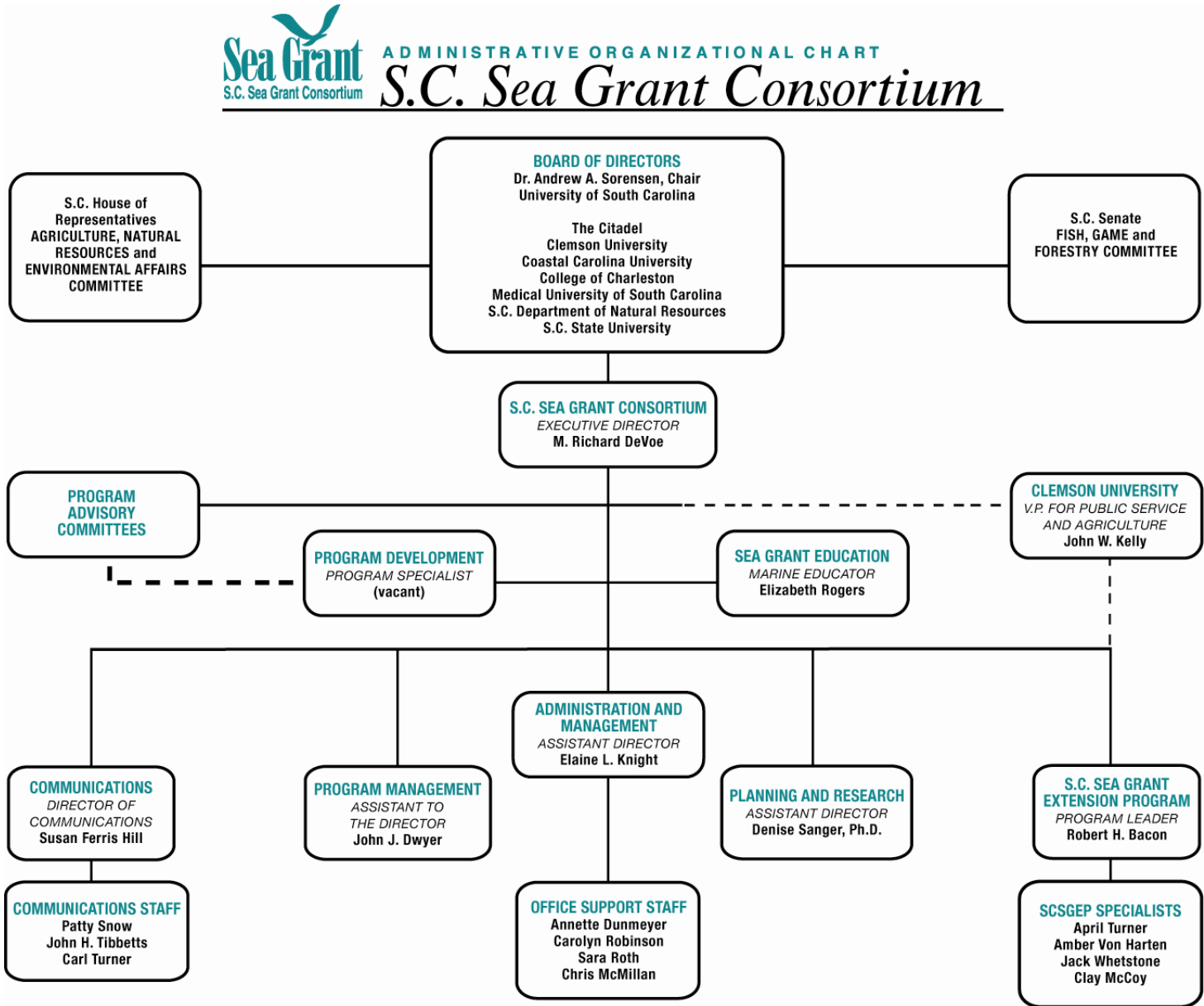


Figure 7.4.B. Comparison of current period state administration costs to previous years. The severe downward trend is the result of state budget cuts.

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. S.C. Sea Grant Consortium Organization Chart



Appendix 2. Selected organizations with which the Consortium has developed partnership, collaborative, and joint efforts or activities, or for which the Consortium has designed and delivered program activities and information.

National	NGOs
NOAA National Ocean Service NOAA Oceanic and Atmospheric Research NOAA National Weather Service NOAA Office of Ocean Exploration NOAA Office of Education U.S. Department of the Interior National Science Foundation U.S. Department of Agriculture U.S. Department of Homeland Security U.S. Centers for Disease Control and Prevention U.S. National Park Service U.S. Environmental Protection Agency U.S. Army Corps of Engineers U.S. Federal Emergency Management Agency (Region IV) National Marine Educators Association National Non-Point Education for Municipal Officials (NEMO) Network	Ashley Scenic River Advisory Council Beaufort County Open Land Trust Beaufort County Water Quality Task Force Keep South Carolina Beautiful Low Country Institute (Spring Island, S.C.) Maritime Association of the Port of Charleston S.C. African-American Heritage Council S.C. Aquaculture Association S.C. Coastal Conservation League S.C. Crab Industry Association S.C. Downtown Development Association/Community Builders S.C. Economic Developers Association S.C. Nature-Based Tourism Association S.C. Seafood Alliance S.C. Shrimpers Association S.C. Wildlife Federation Spring Island Trust The Nature Conservancy
Regional	Industry and Business
South Atlantic Fishery Management Council Atlantic States Marine Fisheries Commission Georgia Department of Natural Resources SouthEast Coastal Ocean Observing Regional Association (SECOORA) SouthEast Atlantic Coastal Ocean Observing System (SEACOOS) SouthEast Center for Ocean Sciences Education Excellence (COSEE-SE) Carolinas Coastal Ocean Observing and Prediction System (Caro-COOPS) Ocean Sciences Bowl, South Carolina/Georgia Region (Annual)	S.C. Chamber of Commerce Charleston Metro Chamber of Commerce Applied Phytogenetics, Inc. Dewees Island Development Institute of Business and Home Safety (IBHS) Noisette Company Santee Cooper SCANA Corporation Southland Fisheries Corporation Swimming Rock Fish & Shrimp Farm Thickwater Clam Farm Universal Data Solutions
Academic Institutions	International
Consortium Member Universities University of Florida VIMS – William and Mary College Dartmouth University SUNY-Albany University of NC - Chapel Hill Georgia Institute of Technology North Carolina State University Skidaway Institute of Oceanography University of Massachusetts – Dartmouth University of North Carolina – Wilmington	International Conference on Shellfish Restoration Aquatic Plant Management Society (International)

South Carolina Sea Grant Consortium 05-06 Accountability Report

State and Local	Other Organizations
<p>S.C. Department of Natural Resources S.C. Department of Education S.C. Department of Health and Environmental Control S.C. Department of Parks, Recreation and Tourism S.C. Emergency Management Division S.C. State Ports Authority S.C. Task Group on Harmful Algae City of Charleston City of Georgetown City of Hardeeville City of Isle of Palms City of Myrtle Beach City of North Myrtle Beach Town of Edisto Town of Hilton Head Island Town of Kiawah Island Berkeley-Charleston-Dorchester Council of Governments South Carolina Aquarium Charleston County Parks and Recreation Commission S.C. Marine Educators Association</p>	<p>Hilton Head Sportfishing Club Georgia Aquarium North Carolina Aquarium Fernbank Science Center Kiawah Island Community Association Edisto Beach Community</p>