



The Karen Beasley
**SEA TURTLE RESCUE
& REHABILITATION CENTER**
SURF CITY, NC USA



Global Citizen, LLC
Consulting | Teaching | Transforming
For a Better World

Strategic Planning Rollout Session

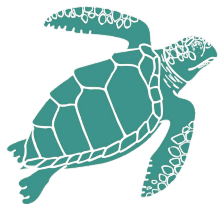
March 13, 2026



Strategic Planning Rollout Session Agenda

- Welcome, Introductions, Group Agreements, Strategic Planning Process – Kathy and Katherine
- Thank Yous, Vision, Values, Goals – Kathy
- Working Groups, Goals, and Major Activities – WG Co-Chairs Kathy for Karen, Tracy, Pat, Luckaia, Terry
- Q&A and Discussion - Participants
- Closing Remarks - Kathy





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Welcome!



Cm Cowslip. Image credit: Taylor Rowell



Group Agreements

- Care for ourselves and each other
- Begin and end on time
- Speak our truth using “I” statements
- Honor confidentiality
- Listen actively with the intent to learn
- Agree or disagree respectfully
- Recognize positive intentions; address impact
- Make space for each person’s contributions
- Others: _____



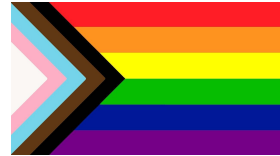
Introductions: Your Consultant



- Katherine Turner (She/elle/ella)
- President, Global Citizen, LLC
- Adjunct Professor, UNC-Chapel Hill
- Mission and passion: Collaborating with leaders in all sectors across the US and worldwide to strengthen their capacity to effectively and inclusively lead high-performing teams, create cultures of inclusive excellence, drive organizational transformation by aligning vision, mission, values, policies, strategies, and culture, and effect positive social impact **for a better world.**



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



Introductions: Your Turn



In the chat, please share your:

- Name and pronouns
- KBSTRRC role(s)
- Experience of the strategic planning process **in one word or phrase**



Reminder: Strategic Planning Benefits

- Align stakeholders around a bold vision, shared values, goals, prioritized strategies, and long-term direction
- Plan for growth, fundraising, and improvements
- Align plans and resources
- Focus and unify efforts
- Improve decision making, action, and impact
- Take environmental opportunities into account and manage risks
- Increase stakeholder engagement, collaboration, and buy in
- Enhance accountability and trust



Strategic Planning Steps

- Form Representative Strategic Planning Committee
- Create and Implement a Stakeholder Engagement, Inclusion, and Communications Strategy
- Conduct a Strategic Assessment, including a Landscape Analysis
- Engage in Strategic Visioning
- Update Vision and Values
- Set Strategic Goals
- Articulate Each Goal's: Activities, Times Frames, People Responsible, Success Metrics
- Establish Accountability Mechanisms
- Assemble and Approve the Plan
- Socialize and Implement the Plan
- Manage, Track, Report, Assess, and Adapt, as Needed



Repeat!



KBSTRRC Strategic Planning Process, Deliverables, and Timeline

July 2025 - March 2026



KBSTRRC Strategic Plan 2026 - 2028



Karen Beasley Sea Turtle Rescue and Rehabilitation Center Strategic Plan January 2026 – December 2028

Vision Statement: We envision a future where sea turtles flourish in healthy oceans, supported by local and global awareness of their vital role in our planet’s well-being and protected by responsible human stewardship.

ORGANIZATIONAL LEADERSHIP GOAL: Enhance board, staff, and volunteer leadership skills and practices to improve governance and operations and position the KBSTRRC for success going into the next phase of organizational growth and greater impact.				
Major Activities	Dept/People Responsible	Time Frames	Success Metrics	Progress Notes
Board Governance, Development, and Transparency Improvements				



Thank You, Strategic Planning Committee!

- **Karen Sota**, Chair, KBSTRRC Board of Directors; Team Leader, Tuesday Team
- **Terry Meyer**, Treasurer, KBSTRRC Board of Directors; Deputy and Conservation Director
- **Tammy Proctor**, Director, KBSTRRC Board of Directors; Executive Director, Greater Topsail Area Chamber of Commerce
- **Tracy Shaw**, Volunteer and Administration Manager
- **Pat Johnson**, Tours, Education, Hydroponics (Lead), and Beach Volunteer
- **Kathy Zagzebski**, Executive Director



Thank You, Strategic Planning Group!

- **Karen Sota**, Chair, KBSTRRC Board of Directors; Team Leader, Tuesday Team
- **Terry Meyer**, Treasurer, KBSTRRC Board of Directors; Deputy and Conservation Director
- **Tammy Proctor**, Director, KBSTRRC Board of Directors; Executive Director, Greater Topsail Area Chamber of Commerce
- **Tracy Shaw**, Administrative and Volunteer Manager
- **Pat Johnson**, Tours, Education, Hydroponics (Lead), and Beach Volunteer
- **Kathy Zagzebski**, Executive Director
- **Nancy Fahy**, Board of Directors; Permit Holder, Wrightsville Beach Sea Turtle Project
- **Todd Crawford**, Board of Directors
- **Judy Ferrier**, Clerk, Board of Directors
- **Dr. Craig Harms**, Board of Directors; Medical Director; Professor, NC State University College of Veterinary Medicine; Director, Marine Health Program, NC State CMAST
- **Mary Brandle**, Education Associate
- **Megan Bargerhuff**, Sea Turtle Rehabilitation Manager
- **Tina Sharpe**, Life Support System Coordinator
- **Kaia Strand**, Gift Shop Manager
- **Jason Keough**, [former] Team Leader, Sunday Team
- **Vicki Schroeck**, Beach Coordinator, North Topsail Beach North





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Vision Statement

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Shanna Stawicki

Meadowsweet
photo credit: Shannzak Photography

Shanna Stawicki

KBSTRRC Values Statements

Respect. We respect all life. We honor people, wildlife, and the interconnected systems that sustain our planet.

Scientific Excellence. We carry out our work in sea turtle conservation using and contributing to the best available science. We advance and contribute our work in rigorous investigation, evidence-based practices, and ongoing learning to provide the highest standard of veterinary care and conservation science.

Environmental Responsibility. We model sustainable practices in our own operations and advocate the policies and behaviors that protect marine habitats and reduce threats to sea turtles.

Integrity: We operate with transparency, accountability, and honesty in our programs, financial stewardship, and conservation efforts.

Collaboration. Our impact is powered by dedicated volunteers, skilled professional staff, and partnerships among coastal communities, scientists, government agencies, and other organizations working side by side, recognizing that sea turtle conservation requires collective action.

KBSTRRC Strategic Plan 2026 – 2028

Goals and Accountability

- **ORGANIZATIONAL LEADERSHIP:** Enhance board, staff, and volunteer leadership skills and practices to improve governance and operations and position the KBSTRRC for success going into the next phase of organizational growth and greater impact.
- **RESOURCES:** Intentionally increase organizational resources to achieve strategic goals, especially in fundraising, in ways that are consistent with our organizational vision, mission, and values.
- **PROGRAMS:** Create and implement plans for improvements and excellence across program areas - beach, sea turtle hospital, education, and interns.
- **COMMUNICATIONS:** Strengthen internal and external communications to clearly articulate KBSTRRC's history, mission, programs, and fundraising priorities, driving increased engagement and support for sea turtle conservation.
- **INFRASTRUCTURE/FACILITIES/EDUCATION CENTER:** Support the mission and goals of KBSTRRC through targeted capital projects. Design, build, and implement the new Education Center that advances the organization's educational mission.

ACCOUNTABILITY MECHANISMS: Conduct routine review and progress reports to the board, staff, and volunteer leaders. Include strategic plan updates in annual public board meetings. Make plan revisions as needed.

KBSTRRC Strategic Plan

Accountability Mechanisms and 2029+ Plans

ACCOUNTABILITY MECHANISMS: Conduct routine review and progress reports to the board, staff, and volunteer leaders. Include strategic plan updates in annual public board meetings. Make plan revisions as needed.

POTENTIAL GOALS AND MAJOR ACTIVITIES FOR 2029+

- Open and operate the new Education Center!
- Additional educational and outreach programming.
- Expand our science program.
- Expand our tour offerings.
- and?....

Organizational Leadership

Working Group, Goal, and Major Activities

- **Co-Chairs:** Karen Sota, Judy Ferrier, Nancy Fahey
- **Presenting:** Kathy Zagzebski*

ORGANIZATIONAL LEADERSHIP: Enhance board, staff, and volunteer leadership skills and practices to improve governance and operations and position the KBSTRRC for success going into the next phase of organizational growth and greater impact.

- **Board Governance, Development, and Transparency Improvements**
- **Organizational Operations, Including Personnel, Improvements**

IMPROVEMENTS to DATE:

- Board members listed on website
- Financials listed on website

Resources

Working Group, Goal, and Major Activities

- **Co-Chairs:** Vicki Schroeck, Tracy Shaw*
- **Members:** Melissa Kennedy, Terry Meyer

RESOURCES: Intentionally increase organizational resources to achieve strategic goals, especially in fundraising, in ways that are consistent with our organizational vision, mission, and values.

- **Expand the organization's fundraising capacity with professional fundraising support and a fundraising plan.**
- **Increase the gift shop capacity and revenue.**

Programs

Working Group, Goal, and Major Activities

- **Co-Chairs:** Pat Johnson*, Megan Bargerhuff
- **Members:** Mary Brandle*(backup), Craig Harms, Michelle Hillman, Barbie Hairfield, Sandy Pfeifer, Janice McCarthy, Julie Bator, Dinah Searles, Ella Goldberg, Tammy Smithley

PROGRAMS: Create and implement plans for improvements and excellence across program areas - beach, sea turtle hospital, education, and interns.

- **Staff and Volunteer Programs**
- **Internship Program**
- **Rehabilitation Program**
- **Topsail Turtle Project**
- **Education Program**
- **Programs for the Public**
- **Science**

Communications Goal Working Group

- **Co-Chairs:** Luckaia Strand*, Tammy Proctor
- **Members:** Terry Meyer, Karen Sota, Sandy Sly

Communications Goal and Major Activities

COMMUNICATIONS: Strengthen internal and external communications to clearly articulate KBSTRRC's history, mission, programs, and fundraising priorities, driving increased engagement and support for sea turtle conservation.

- Enhance internal and external communications by hiring a Communications and Engagement Specialist.
- Increase communications resources by forming a Communications and Engagement Committee to work with the Communications Specialist. Committee work should closely align with the development and fundraising plan.
- Create and implement a Communications and Engagement Plan to build more consistent and effective communications and engagement as well as strengthen the organization's brand. Plan to include external communications, website, social media presence, e-newsletters, donor relations (with Fundraising Manager), engagement with past visitors and interns, and engagement with the general public. The Plan will ensure consistent and visible communication of fundraising, including endowment, opportunities. The Plan will set success metrics.
- Preserve and communicate KBSTRRC's rich history so it can inform our future.
- Develop, design, and install a display exhibit showing a timeline of key moments in KBSTRRC's history.
- Acknowledge our past and celebrate our future with a 30th anniversary celebration in 2028. The event would be similar to the 25th Anniversary event in 2023, and could include branding, a gala, additional activities, etc.

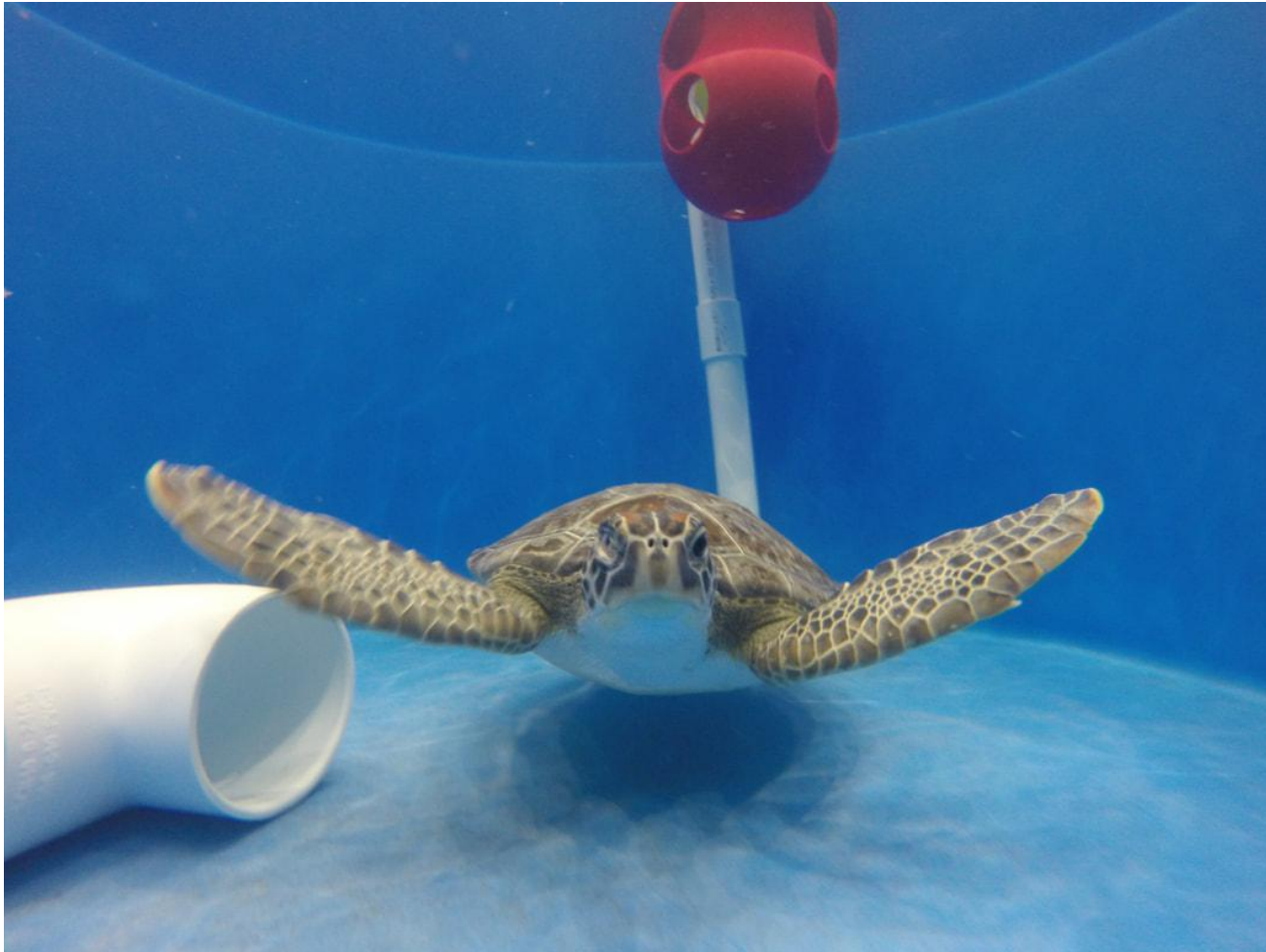
Infrastructure/Facilities/Education Center Working Group, Goal, and Major Activities

- **Chair:** Terry Meyer*
- **Members:** Jason Keough, Tina Sharpe, Jeanne Monast

INFRASTRUCTURE/FACILITIES/EDUCATION CENTER: Support the mission and goals of KBSTRRC through targeted capital projects. Design, build, and implement the new Education Center that advances the organization's educational mission.

- **Design, build, and implement a new Education Center that advances the organization's educational mission.**
- **Install an EV Charging Station**
- **Enhance the organization with professional signage**
- **Increase the capacity of Heaters and Chillers to improve temperature management of rehabilitation tanks and areas**
- **Add Exterior Storage for equipment and supplies.**

Q&A and Discussion



KBSTRRC Needs YOU!

- **Archivist & History Committee**

- Do you have library skills?
Are you interested in history?
- Seeking 3-6 people to serve on a History Committee
- email Kathy at kzagzebski@seaturtlehospital.org

- **Education Center Committee**

- Do you have planning, construction management, planning, or similar skills?
- Seeking 3-6 people to serve on an Education Center Committee.
- email Kathy

- **Exhibit Design Committee**

- Do you have education, presentation, writing, graphics, or similar skills? Are you an experienced tour guide?
- Seeking 3-6 people to serve on an Exhibits Committee for our Education Hallway.
- email Kathy





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Thank You!





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