# Change Proposal & Management Teams

## Introduction

The North Carolina Aquarium at Fort Fisher is one of three aquarium facilities in North Carolina. The purpose of the Aquariums is to inspire appreciation and conservation of North Carolina's aquatic environments. Last year, the North Carolina Aquariums educated over one million visitors.

The North Carolina Aquariums are a division of the North Carolina Department of Environment and Natural Resources (DENR) and are accredited by the American Zoo and Aquarium Association (AZA). The Aquariums began operation as marine resource centers in 1976. They became public aquariums in 1986, and they are governed by the North Carolina Aquariums staff located in Raleigh, NC. Each independent location has its own operating budget. The Aquariums have completed expansion of two facilities, Roanoke Island and Fort Fisher, and they are in the process of expanding Pine Knoll Shores.

The NC Aquarium at Fort Fisher provides two functions: (1) Education of the public through live exhibits, lectures, and support videos, and (2) Marine conservation and research. The visual features and functions of the Aquarium are well publicized and generate most of the visitors. Few visitors know the work that goes on behind the scenes at the Aquarium in the fields of marine biology research.

The staff at the Fort Fisher Aquarium realizes that their audience, at the present time, is predominantly parents, young children (K-8) and senior citizens. The Aquarium has expressed a desire to consider new promotional methods that will be more attractive to upper high school, under-graduate, and graduate classes. They want to inform these groups of the challenging activities at the Aquarium and to create a desire to be a part of a new learning experience.

Joanne Harcke, Conservation and Research Coordinator at the Fort Fisher Aquarium, has an active grant to study the biology, migration patterns, and post-release survival of rehabilitated Loggerhead turtles. Presently, turtles are being tagged for identification prior to release. Reports regarding the sea turtle project and tagged turtles are disseminated to interested parties from the Turtle Trails website.

Sea turtles have roamed the earth for more than 150 million years. Ninety-nine percent (99%) of all the turtles that nest in the Carolinas are Loggerheads. Only one out of one thousand (1/1000) loggerheads, that hatch in the Carolinas, live to reproduce. There are five sea turtles that frequent the waters of North Carolina and all five are listed under the U.S. Endangered Species Act as endangered or threatened. They are:

- Loggerhead, Caretta caretta

- Kemp's ridley, Lepidochelys kempi
- Hawksbill, Eretmochelys imbricata
- Green, Chelonia mydas
- Leatherback, Dermochelys coriacea

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# Change Proposal

To formulate a change proposal with the purpose of stimulating academic growth at the North Carolina Aquarium at Fort Fisher, this project focuses on the area of marine biology as it pertains to an existing sea turtle project. A proposed outline has been submitted to Fort Fisher personnel and approved. It has also been approved by the NC Aquariums division in Raleigh.

The scope of the change proposal is to develop an e-conference Web-link to allow marine specialists to converse directly online with interested students and instructors. Topics include ongoing studies pertaining to the sea turtles of North Carolina—primarily the Loggerhead turtle project which started in 2003.

By incorporating this technology into the Aquarium's existing Web site, the proposed plan implements secure page access to the Aquarium, and it allows live, interactive, multimedia e-conferencing. Increasingly, universities, hospitals, government agencies, newspapers, and independent research facilities are resorting to online conferencing to disseminate much needed information. Two representative organizations that offer such services are The Washington Post.com's Live Online and Bucknuts. com Managing Editor, Steve Helwagen's Weekly Chat (Ohio State University, sports only).

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# Change Management Teams

In order to fully appreciate the benefits and explore the pitfalls that can occur in such a project undertaking, it is necessary to develop a change management team. For such a large team to be effective, it is prudent to form sub-groups to evaluate and implement specific areas of the proposed plan. The proposed teams are as follows:
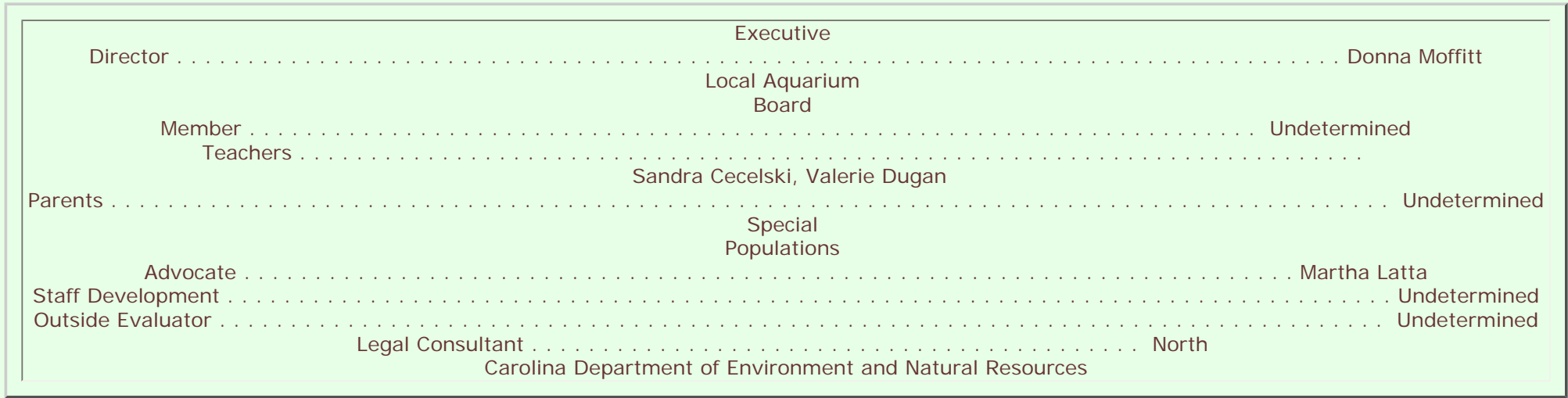
## Planning/Advisory Team

Executive
Director . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Donna Moffitt
Local Aquarium
Board
Member . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
Marine
Biologists . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Joanne Harcke, Matthew Godfrey
Program
Scheduler . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Danielle Wallace
Teachers . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Sandra Cecelski, Valerie Dugan
Parents . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
Special
Populations
Advocate . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Martha Latta
Staff Development . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
Webmaster . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Jim Conoley
Information
Technologists . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Chris
Mills, Jacob Rudolph
Funding
Coordinator . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Nancy Peterson
Outside Evaluator . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
Legal Consultant . . . . . . . . . . . . . . . . . . . . . . . . . . North
Carolina Department of Environment and Natural Resources

## Implementation Team

Executive
Director . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Donna Moffitt
Marine
Biologist . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Joanne Harcke
Program
Scheduler . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Danielle Wallace
Webmaster . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Jim Conoley
Information
Technologists . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Chris
Mills, Jacob Rudolph

## Evaluation Team

Executive
Director . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Donna Moffitt
Local Aquarium
Board
Member . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
Teachers . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
Sandra Cecelski, Valerie Dugan
Parents . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Undetermined
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Legal Consultant . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . North
Carolina Department of Environment and Natural Resources

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## Change Management Model

The model for the technology plan is Unfreeze/Change/Refreeze. This model fits well with the technology plan due to its basis that, in order to make a change within an organization, the organization's current way of thinking and mode of operation must first be set aside, or unfrozen. At that point, the change and implementation of the technology plan may occur. After implementation, the organization may once again be up and running, only under its new way of thinking and mode of operation.

The North Carolina Aquarium at Fort Fisher's vision is based mainly on the visitor who physically visits the museum, peruses the exhibits and participates in the various programs and presentations. The exhibits, programs and presentations are geared toward children K-8 and their parents.

This technology plan requires the aquarium to "unfreeze" its current value set, and begin to include in its vision a broader customer base. The plan allows for virtual visitors who may never step foot into the aquarium itself to go beyond the exhibits, programs and presentations already in existence to allow a behind-the-scenes approach to the learning process. Due to the nature of the content which will be delivered via the interactive, Web-based vehicle, a more specialized and older audience is targeted. Likewise, whereas the aquarium's current exhibits, programs and presentations are for K-8 children and their parents, the plan's target also includes high school, community college

and university students and teachers.

The Aquarium is on board for "unfreezing" their current values and operations; therefore, after the technology plan is finalized, funding is secured and implementation has been completed, the organization will be set to "refreeze" its operations under its new set of values.

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## Funding

The scope of the proposed technology change requires modifications and additions to an already existing network system. Specifically, additional dedicated software, hardware and personnel training are required.

The Fort Fisher Aquarium receives funding from the NC Aquariums division in Raleigh. Each separate department within the Aquarium has its own operating budget; however, budgets for projects are subject to change. The NC Aquarium Society also sponsors changes for the Aquarium. Should additional funding be necessary, there are several local agencies that have supported turtle projects in the past:

- Society for Masonboro Island
- Figure "8" Beach Homeowners Association
- US Fish and Wildlife Service
- NC Wildlife Resources Commission.

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