



2023 Executive Board Election Candidate

Vice President for Membership

Name: Kathryn (Kate) McKeen
Title: Director, Higher Education
Institution: IELTS USA
Location/Region: United States/Canada & U.S.
Member Group: Non-Profit Organization

All Applicant Questions

Please provide a statement of why you wish to run for the International ACAC Board, and other relevant information you would like members to know about you.

Margaret Mead once said, "we should never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has". I believe that International ACAC's members have an opportunity to change the world through our work with international students and our collaboration with global colleagues. If selected as the VP for Membership, I will be dedicated to working with other leaders in the field of international education who are also passionate about supporting international education and improving our organization to better support a diverse group of current/future members. My career has allowed me to engage with people from diverse backgrounds as an Enrollment Manager and later with IELTS USA. I feel thankful to have worked on global teams and to have had the opportunity to learn from others with different backgrounds than my own. I am passionate about lifelong learning, and I believe this role will not only provide me with an opportunity to learn and grow as a leader, but it will also allow me to mentor new members and advocate for updates to our policies and procedures. Additionally, I want to be more involved with with

changing policies, programs, and systems that will positively impact members of our globally diverse organization and our world. In closing, I am eager to combine my professional experience in various aspects of education and international education to support an organization that has helped me grow personally and professionally over the last 10+ years.

Background and Experience

Years of experience in post-secondary admissions counseling or related fields?

10+ years

Please describe any **professional or volunteer experience** you feel would be relevant for serving on the International ACAC Executive Board.

I have worked with elementary, middle school, high school, and college students at various times in my career. As both an AmeriCorps Service Member and a Site/Program Coordinator with Communities in Schools, I worked with elementary and middle school students. After earning my graduate degree, I transitioned to higher education and enrollment management. I served as the first Regional Recruiter and the first supervisory level Associate Director with West Virginia University. As Associate Director, I managed Regional Recruiters and the National Alumni Recruiting Network. In this role, I served as a liaison to the Office of International Students and Scholars assisting them with aspects of International Admissions, and I attended an Education USA Conference in Qatar and my first International ACAC (OACAC) Conference in Calgary, Canada. While at WVU, I also served on the membership committee for the PCACAC (Potomac and Chesapeake Association for College Admissions Counseling) and was a member of VACRAO (Virginia Association of Collegiate Registrars and Admissions Counselors). After my time at WVU, I served as the Senior Associate Director of Admissions-Recruitment at Appalachian State University and the Associate Vice President for Admissions at High Point University. In both roles, the International Admissions Counselors reported to me. At HPU, I also co-lead the guidance counselor advisory group. Upon leaving HPU, I joined IELTS USA (a non-profit organization) where I currently serve as the Director of Higher Education. I think I will bring a unique combination of experiences to the role of Vice President of Membership.

Please describe **how you have engaged in the international community**, and the impact this has had on your professional life. Describe any **International ACAC Committee experience** you have.

Throughout my career, I have been involved in organizations that focus on international education such as NAFSA and International ACAC (formerly OACAC). I have actively participated in the annual NAFSA Conference and Expo and regional NAFSA conferences. I have presented at the annual conferences, regional conferences, and have served as an on-site conference

volunteer. Additionally, I have been a long-time member of International ACAC. I have consistently attended the annual conference, and I attended regional conferences in Panama and China. I have had the opportunity to present by myself and with colleagues at both annual and regional conferences. I presented along with three colleagues in New Mexico last summer. In addition, I have served two terms on the membership committee, one term on the conference session review/selection committee, and as a member of the Diversity, Equity, Inclusion, and Social Justice Initiative Working Group. I am currently serving as the interim VP, Membership. Several of my accomplishments while serving on the membership committee included helping with the creation of the GEM sub-committee in collaboration with Tricia Bergantino, assisting with the creation of a vetting sub-committee training session in collaboration with Michelle Chow-Liu, creating the email templates for the vetting sub-committee to communicate with applicants and references, and also assisting with the auditing process. Outside of this volunteer work, I lead the IELTS USA Higher Education Advisory Council consisting of 21 members of the international education community, and I recently collaborated with a colleague on the creation of the IELTS USA podcast, Diverse Dialogues.

Please describe your affiliation with NACAC, if any. How long have you been a member of NACAC? Do you have any volunteer or committee work or experience with NACAC?

I am currently a NACAC member. I've also been a member of NACAC while with IELTS USA, as well as with previous institutions when I was on the Enrollment Management side of the desk.

VP for Membership Specific Questions

Please describe any relevant work with databases and/or data analysis that you have encountered in your career. What types of databases have you used? What projects have you implemented?

In my role at IELTS USA, I researched CRM companies, interviewed them, and wrote a proposal to implement Salesforce as our CRM database. We have been using Salesforce (and growing our usage) for over 10 years. At IELTS, we also partner with Slate and Liaison. In previous organizations, I was familiar with Banner and Hobsons. During my tenure as interim VP, Membership, I have used Memberclicks to review applications, update profiles, issue invoices, and run reports.

Please describe any ideas you have for the future direction of this position, or specific initiatives you would like to develop. This may include this specific position, or may be in collaboration with another Vice President. Be as detailed as possible.

As the interim VP, Membership, there are a few initiatives that I am interested in exploring. The first is streamlining communications from members by using strategically placed forms on the website to better direct communications to the appropriate VP or HQ representative. This will

help to decrease the administrative commitment that arises from multiple emails being generated to multiple email addresses, as well as the need for multiple emails with members to resolve issues. A decrease in administrative duties will open the VP up to more time to focus on strategic initiatives. The VP, Membership could partner with the VP, Communication and HQ for website updates. There are a few initiatives that I am most interested in exploring. This year, in collaboration with the onboarding sub-committee. I submitted a budget request for launching a welcome initiative that would allow us to share a welcome package via postal delivery for all new members. This would include a letter, branded sticker for water bottle/computer, and a postcard that could be displayed on a bulletin board. This would then allow members to subtly promote International ACAC in their regions. The VP, Membership has already communicated with the VP, Communication about this project. I also submitted a budget request for branded recruiting materials (pop-up banners and tablecloths) that could be used to promote International ACAC at other international events such as EducationUSA Regional Forums. Finally, I would like to launch the International ACAC ambassador program. The data sub-committee has been analyzing membership data to pinpoint the top locations to launch an ambassador program. Once the data has been reviewed the sub-committee will write a recommendation to be submitted to the board. This will provide a data-backed approach to creating an ambassador program to both recruit and support new members in regions where we have an opportunity for growth. Again, the VP, Membership could partner with the VP, Communication on this initiative.

Part of this position is managing people, committees, and projects. What is your experience in this area? Describe your management style. How do you like to be managed?

I am a globally-minded professional with progressive experience in both domestic and international enrollment management, as well as relationship management for a globally recognized English proficiency testing company. I have over 20 years of leadership experience in both the non-profit and higher education sectors. My career has given me the opportunity to work collaboratively with people from diverse backgrounds in order to attain common goals. I have had the opportunity to serve as the chairperson for several global working groups with IELTS. Additionally, I created, launched, and/or expanded onboarding and training programs for my teams at IELTS USA, High Point University, Appalachian State University, and West Virginia University. I am a dedicated leader with a passion for recruiting, hiring, training, and developing successful teams. I would describe myself as a servant leader, who genuinely cares about the success of organizations in that I am involved, as well as the people who are members of my teams. I expect a lot out of team members, but I also support them, encourage them, coach them, and celebrate them when they reach milestones. I am not a micro-manager. I believe that everyone has specific skills and they should be placed in roles where those skills can be developed to benefit the organization and the individual. Similarly, I do not like to be micro-managed. I appreciate managers who support my growth and serve as mentors and coaches. Finally, I am also currently enrolled in a second graduate program in MSHR. This semester I have a consulting project where my team and I are working with an actual non-profit organization to improve their onboarding processes and their training program. Each consulting

team had to elect a team leader, and my team elected me to be the leader. While this is a lot of extra work, I was honored that my classmates appreciated my leadership skills and nominated me.

Name your three most impactful takeaways from the December 2020 DEI Organization Assessment Report. How would you advance the conversation around diversity and inclusion within International ACAC? How do you believe the Executive Board should function in this capacity?

One of the key areas that stood out to me as a member of the membership committee was the emphasis on building on current pillars including membership engagement and diversity and representation. To me, this demonstrated a commitment to growing membership from non-traditional markets. The other key area aligned with the diversity and representation pillar. It included the creation of a DEI committee and a VP for DEI. I was happy to learn that this role was created and Isthier Chaudhury was elected as a result of this work. In fact, he was one of our first speakers for the IELTS USA Diverse Dialogues podcast because I wanted a DEI voice from International ACAC to speak about the importance of creating a sense of belonging for international students on college campuses. Finally, I thought the emphasis on leadership development and support was very important. Leadership (even in a volunteer capacity) should model the behavior that you want to see within your organization. Therefore, training and onboarding procedures are of utmost importance. I think the executive board should be continuing to lead the conversation about DEI. In their roles, I believe that it is important to have continued training and actively demonstrate they are committed to creating inclusive communities both inside and outside of our organization. Furthermore, I think it would be helpful to have more DEI-focused member webinars. If elected as the VP of Membership, I think it would be helpful to partner with members of the committee to host regional (virtual) information sessions where we can meet with prospective members to discuss our organization, benefits, and how they can become more involved in the organization once they join. It may also be helpful to have regional membership ambassadors who promote the International ACAC within their regions. Finally, I think that the membership committee should be representative of our members or representative of our membership goals (especially based on regions). For example, we shouldn't have 90% of the members from North America, we should aim to recruit members (and membership committee members) who represent diverse geographic, cultural, gender, and professional background.