



2025 Executive Board Election Candidate

Vice President for Admissions Practices

Name: Chris Payne

Title: University Guidance Counsellor

Institution: Collingwood School

Location/Region: Canada/Canada & U.S.

Member Group: Secondary

Applicant Questions

Explain your motivation for pursuing a leadership role with International ACAC as well as why this position in particular. Highlight how your leadership experience and involvement with the organization make you a strong fit for the role.

My motivation for pursuing this leadership role comes down to giving back to an organization that has given so much to me, loving and continuing the work that I have pursued already within the Admissions Practices committee and ensuring that we take a student-centered approach to ensure international students have a voice within our organization. Below I have outlined these points and why I would be a strong fit for Vice President for Admissions Practices.

Having been a member of International ACAC for over 15 years on both the university admissions and college counseling sides of the desk, I see firsthand how this organization not only guides careers but also fosters incredible connections, friendships, and communities. I want to make sure anyone who joins our community gets the same support I have received.

For the last six years, I have been a member of the Admissions Practices committee. Throughout that time, I worked closely with Ruby Bhattacharya, the current VP for Admissions Practices on pivoting from a committee focused on enforcement and monitoring to one of advocacy and education. I am well-versed in NACAC's Guide to Ethical Practice in College Admission, which guides the work of the VP for AP, and have presented on the Guide at numerous conferences and webinars. Last year, I also had the opportunity to develop and lead International ACAC's first-ever Ethics stream for the Pre-Conference Institute. For this

stream, I worked with my fellow AP committee members to develop international-specific sample ethical dilemmas. One of the main principles of the Guide is that ethical practice means we are always student-centred in our approach. During this particularly challenging time for international students worldwide, I am strongly committed to ensuring we always focus on what would be best for international students. With this in mind, I want to continue the good work the AP committee has done with translating the Guide as well as building out actionable resources for members to use to ensure ethical practice in their own practices. I also aim to create usable toolkits that International ACAC members can use to help their students and families better understand the implications of Early Decision agreements, application fraud, and the use of artificial intelligence. I am motivated to help create an International Student Admissions charter to ensure students are aware of their rights during what may be a chaotic time globally.

Detail experiences that have equipped you with skills and insights applicable to the position you're applying for, including your leadership philosophy and strategies for effectively managing and leading a volunteer committee, emphasizing communication, collaboration, and recognition, and transferable accomplishments.

My leadership philosophy centers on collaboration, believing that exceptional ideas can emerge from any team member. This approach has been fundamental in my work with International ACAC, particularly on the Admissions Practices committee.

Creating the Pre-Conference Ethics stream: I was one of the lead members of the team that created the ethics stream for the annual conference. We listened to each other and created programming that helped participants learn about best practices across all areas of university admissions.

Regional Council representation: As our organization adds regional representation from all areas, I want to engage with that group to help build a network of regional admission practices ambassadors so that no matter where a member is they can receive advice on admissions practices from a colleague close by.

New methods of communication: Building off of our network of regional admissions ambassadors I hope to move away from relying on social media posts to move our conversations but use various communication channels to update our members on best admissions practices. My hope is our committee will start a few different communication channels such as a monthly newsletter, a podcast, video recordings and case studies of best practices.

Recognition is integral to my leadership approach. By acknowledging team members' contributions and celebrating collective achievements, I foster a sense of ownership and commitment among volunteers. My collaborative leadership style, strong communication skills, project management experience, and deep understanding of ethical admissions practices position me to effectively lead the Admissions Practices committee. My goal is to drive innovation, promote integrity, and advance our organization's mission in college admissions counseling.

Outline your comprehension of the role you are applying for, specifying priority areas, overall vision and challenges that you would like to address, and innovative solutions you would like to implement, while acknowledging current practices or programs you feel are effective.

As the Vice President for Admissions Practices for International ACAC, I understand that my role is crucial in upholding and advancing ethical standards in college admissions counseling on a global scale. My vision for this position centers on fostering a more inclusive and internationally relevant approach to ethical practices while ensuring our members feel empowered to implement and contribute to these standards.

Priority Areas and Vision:

Internationalizing the NACAC Guide to Ethical Practices: My primary focus will be advocating for a more global perspective in this essential document. This involves collaborating with international members to incorporate diverse viewpoints and practices that reflect the realities of college admissions worldwide. The document is very US-centric in its approach, so in my role, I would also work closely with NACAC to continue to ensure International ACAC's interests are represented in NACAC conversations.

Member Engagement and Implementation:

I aim to bridge the gap between recommended ethical practices and practical application across various international contexts. This includes developing resources and training programs that help members adapt the Guide to their specific workplace environments, regardless of location.

Empowering Member Voices:

I will create platforms and processes that encourage our international members to contribute their perspectives to the ongoing development of ethical practices, ensuring the Guide remains relevant and responsive to global needs.

Challenges to Address:

Contextual Adaptation: Helping members implement the Guide to Ethical Practice in diverse international settings, acknowledging and addressing the unique challenges faced in different educational systems and cultures. For example, in Canada there is no common date students' need to accept admissions offers and so when the guide references "May 1st" as a deadline it does not apply globally.

Member Participation: Overcoming potential barriers to member involvement in shaping ethical practices, such as language differences, time zones, or varying levels of familiarity with NACAC recommended practices.

Innovative Solutions:

Ethics Certification Program: Building upon the successful Ethics stream in the pre-conference workshop, I propose implementing a mandatory ethics certification for all new and renewing members. This is similar to PACAC's Ethical Leadership program and would help generate revenue for our organization. The hop

Identify and articulate a critical issue in college admissions for international students

that you would like to or have championed, emphasizing its importance and potential impact on the community.

A critical issue in international student admissions is the widespread lack of awareness about recommended ethical practices that guide the admissions and counselling processes. With the increasing instances of fraud by a few bad actors, many members and international students remain unaware that recommended ethical practices exist to protect their interests and ensure fair treatment. I propose championing an "International Student Admissions Charter" - a comprehensive framework that would educate counsellors and students about their rights in the admissions process by outlining ethical standards for recruitment and application procedures. The hope would be that this charter would provide transparent guidelines for institutions and agents to help guide their practice.

Key implementation strategies would include:

Developing multilingual educational resources

Creating workshops and webinars for students and counselors

Collaborating with international education experts

Designing a recognition program for institutions demonstrating ethical practices

This initiative directly addresses information asymmetry and provides a structured approach to promoting fairness, transparency, and integrity in international admissions. By focusing on education and empowerment, we can transform how international students navigate the complex college admissions landscape. The "International Student Admissions Charter" would not just be a document, but a tool for systemic change, ensuring that ethical considerations are at the forefront of international student recruitment. The charter would also ensure that no matter where a student comes from or the socioeconomic status of the community of a school that there are guidelines that counsellors and admissions offices can follow to ensure every student can achieve their academic potential.

Explain how you would leverage the position to contribute to International ACAC's strategic plan, aligning your goals with the organization's three pillars: enhancing member experience globally, clarifying the international brand, and optimizing internal operations.

As Vice President for Admissions Practices, I would leverage this position to significantly contribute to International ACAC's strategic plan, aligning my goals with the organization's three pillars:

Enhancing Member Experience Globally

I would focus on expanding the reach and relevance of NACAC's Guide to Ethical Practice by advocating for a more international perspective. This would ensure that our global membership finds the guidelines applicable and valuable in their diverse contexts. I would hope to develop regionally specific resources and case studies to help members apply ethical standards in their unique cultural and educational environments. Finally I hope to implement an "International Student Admissions Charter" to educate students about their rights and empower our members to advocate for ethical practices worldwide.

Clarifying the International Brand

To strengthen our international brand, I would collaborate with the Executive Board and more specifically with the VP for Advocacy and Outreach to emphasize our role as global leaders in ethical admissions practices. We would take a big step in this direction by initiating an "Ethics Ambassador" program, where members from different regions promote and explain our ethical standards, reinforcing our international identity. This would begin by working with the newly established Regional Group. Finally we would continue to create multilingual resources on ethical practices, making our guidelines more accessible to our diverse membership and the students they serve.

Optimizing Internal Operations

To improve our organizational efficiency, I plan to streamline the process for members to contribute to the ongoing development of ethical practices, ensuring our guidelines remain current and globally relevant by having them advocate NACAC for more international representation in the Guide to Ethical Practice. I would help profile a digital platform for members to access ethics-related resources, participate in discussions, and report ethical concerns efficiently. I would also hope to collaborate with other committees to integrate ethics training into existing professional development programs, maximizing our use of resources.

By focusing on these areas, we can enhance our global impact, clarify our international identity, and improve our operational effectiveness, all while maintaining our commitment to ethical practices in college admissions counseling.