



## 2025 Executive Board Election Candidate

### Vice President for Communications

**Name:** Alana Green

**Title:** Manager, Global Recruitment

**Institution:** The University of British Columbia

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

**Member Group:** Post-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.**

I have been a member of International ACAC since 2016. The organization has been integral to developing my network, skills and knowledge over the past 9 years. As I have progressed in my career, I have gone from receiving support and guidance, to contributing it to others including those newer to the profession. I have had the privilege of attending the annual conference each year, which I describe as the most valuable recruitment activity of the year, energizing me with new ideas and connections for the school year ahead.

Determined to make the most of my first conference, I volunteered in a number of roles including conference registration and guiding guests to shuttle buses. Through the years, I have had the opportunity to co-present sessions and lead the conference chats subcommittee. I have had the pleasure of taking my involvement to the next level by sitting on the Membership Committee, where I have been responsible for the GEM awards over the past two years. This experience has allowed me to better understand how the organization operates including becoming more familiar with the operations, policies and procedures. Carefully reviewing membership applications for cases that fell outside clear categories made me realize the importance of the structures and policies in place to conscientiously grow our organization in the way that benefits our members and reflects our mission.

While I would be happy to continue to volunteer on an International ACAC committee and feel

I could contribute there, the opportunity to run for the VP Communications role would allow me to contribute my skills and experience in a deeper way. I have a background in marketing, including website and social media management, and I feel this uniquely positions me to undertake this role in a way that builds on the work that has been done while advancing it to the next level.

**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 most directly applicable experience is as Manager of Student Recruitment Communications at Concordia University. There I lead a team of four who were in charge of marketing and recruitment efforts for prospective undergraduate students. This included email campaigns, social media (including WeChat), web, advertising and print materials. Working with communications professionals helped me to grow my understanding and I would look for opportunities to apply these practices as VP Communications. I have demonstrated in my work history the ability to identify improvements to organization and workflows to improve efficiency.

I have more than 4 years' experience in a formal leadership role. During this time, I have refined my approach to leadership and feel confident in my ability to motivate others with compassion and a clear vision. I hope that identifying new opportunities while smoothing out operations will make the Communications Committee volunteer work more effortless, meaningful and fun. In my current role at UBC, I manage team members based all over the world, so I am accustomed to working asynchronously as well as navigating the technological differences in China.

I value collaboration and being new to the Board and Committee, I will look to my colleagues to understand the history and context in my first year in the role. I understand that no single person has all of the answers and that is the value in working in teams. I have learned that there is no such thing as too much praise and taking time to recognize individual efforts and team milestones is important to help people feel engaged and motivated. I try to lead at the team- and individual-level by getting to know what has prompted people to volunteer, understanding their goals and interests, and finding opportunities for them.

I was involved with the Canadian Bureau for International Education's mentorship program for several years. The program pairs new professionals in international education with more experienced mentors. Wanting to contribute more to the profession, I headed the committee that organizes the program. This experience is directly applicable as it was a committee of higher education volunteers who were dispersed in different time zones, doing this work during periods when workloads were heavy in our day jobs. It was challenging to get volunteers engaged, but I made changes to create more accountability and make the volunteer experience more meaningful.

**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.**

I understand that this role has two facets. Firstly, serving as part of the Executive Board overseeing organization-wide initiatives, the operation of the organization along with the Headquarters staff, and guiding the shape of the organization as it grows and evolves. Secondly, to head the Communications Committee, deploying communications on behalf of the organization myself or collaborating and delegating tasks to committee members. In both facets, I would build our brand by promoting the mission and values of the organization and engaging our membership.

There are three areas I would focus on as VP Communications: informing members about changes to the organization, continuing the work to highlight and engage those “beyond your circle”, and audit social media for alignment with our values. With the board restructuring, it is an opportunity to educate members on how the organization operates and is structured. An approach that takes it back to basics will help members understand how decisions are made and how they can get involved. In particular, I would create a plan for communicating about the regional council to encourage involvement, and once in place, highlight the work of regional representatives.

I would continue the work to profile those members who are not familiar faces and encourage inclusion of new members. As the GEM Award lead, I read so many amazing profiles, but only one nominee wins. I would like the nominees to know they are appreciated and put them forward as members to be profiled. Adding a welcome to new members in the newsletter would highlight them to existing members and help them feel appreciated.

Given the recent political changes in the US, I would want to conduct an audit of our current social media channels to evaluate fit for organizational values, use and access. I would review and strengthen, if need be, our code of conduct on these platforms in light of decreased protection against hate speech and the threat to DEI. Keeping in mind the resources needed for additional platforms, I would explore the use of other social media channels. I would also want to focus on educating our members on how to use the discussion boards on the new website, as this is a safer space that everyone can access. In general, I would want to consider how to create safe spaces for honest discussion including disagreement amongst members and promote approaches to having discussion across the divide.

**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.**

In the context of many countries turning their focus and priorities inwards, we need to reflect on how we enact our mission. Finding ways for international education to continue to open minds and encourage cross-border collegiality and understanding. Part of this is encouraging members and the students we serve to grow their curiosity, challenge their thinking, and allowing space for people to change their minds. Another part of this is embracing the challenge of these times and coming together to imagine a new future for our sector and societies to find a way forward. As an organization, we need to continue to draw on our

collective voice to speak up.

**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.**

In this role, I would contribute to the strategic plan by using communication channels to educate the membership and external stakeholders on the organization's mission and operations, which supports a clear brand image of International ACAC. This will aid in attracting new members who come with the understanding of the purpose of our organization and that active participation is the norm. I would focus on providing transparent and simple explanations of any changes to the board structure and ways to get involved. With the new website launch, I would use change management theory to build familiarity and increase the use of resources and the discussion forum. I would seek to leverage the Communications Committee as peer leaders in using these tools and engaging on our channels.