



Director of Undergraduate Admissions
University of North Carolina at Charlotte
Charlotte, North Carolina

THE SEARCH

The University of North Carolina at Charlotte (UNC Charlotte) seeks an innovative and collaborative leader to serve as its Director of Undergraduate Admissions. Reporting to the Associate Provost for Enrollment Management, the Director will be responsible for leading the university's undergraduate recruitment and enrollment efforts, broadening UNC Charlotte's reach and reputation, while cementing the university as a "first choice" institution. With a recent R1 designation and two consecutive years of record enrollment, the Director will join an institution and Admissions Office in rapid ascent, and will leverage UNC Charlotte's considerable momentum to sustain the university's exceptional admissions trajectory.

UNC Charlotte is the fastest-growing institution in the UNC System, offering 24 doctoral programs, 64 master's degree programs, and 78 bachelor's degrees across seven colleges. There are more than 1,100 full-time faculty, and fall 2025 enrollment exceeded 32,000 students, including over 26,000 undergraduates. The university has a long history of ensuring access while increasing their prominence, including providing exceptional service to transfer students, and approximately 1/3 of the student population is Pell-eligible. UNC Charlotte students enroll from a broad geographic area, including 99 North Carolina counties, 50 states, and 128 countries. With over 400 student clubs and organizations, 39 Fraternities and Sororities, and students participating in Division 1-A level sports in the American Athletic Conference, UNC Charlotte students engage in a wide range of co-curricular activities outside of the classroom. Over 6,000 students live on campus in 16 residence halls and a Greek village, and the institution's location in Charlotte, one of the nation's fastest-growing and most desirable cities, offers students unparalleled opportunities to learn, conduct research, and connect directly with industry leaders.

The Director of Undergraduate Admissions will lead a high-performing admissions team made up of seasoned and early professionals who are passionate about serving students and well-poised to build on their recent success. As the university grows and embraces its market position as a "first choice institution," academic leadership is eager to continue to partner with the Admissions Office for more seamless, efficient, and effective recruiting and yield efforts. The Director will work closely with Colleges

to identify opportunities for major-specific recruitment, while promoting best practices and encouraging the standardization of recruitment processes and efforts across the University when appropriate. They will bring a strategic approach to enrollment management, analyzing market trends and data to capitalize on opportunities to grow their share of the enrollment market while fulfilling the University's mission to transform lives and make a significant impact on both a local and global scale. To be successful, the Director of Undergraduate Admissions will provide high-level strategy while cultivating their team by addressing the following opportunities and challenges:

- Provide leadership and strategic vision to achieve an overarching undergraduate enrollment strategy and meet institutional enrollment goals
- Partner across the University to promote and formalize undergraduate admissions collaborations
- Strengthen UNC Charlotte's visibility and reputational reach
- Cultivate, empower, and guide an undergraduate admissions team committed to excellence

The University of North Carolina at Charlotte has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

ABOUT UNC CHARLOTTE

Founded in response to the need to serve returning veterans immediately after WWII, the University of North Carolina at Charlotte is one of a generation of schools established in metropolitan areas to meet post-war education demands. On September 23, 1946, the State of North Carolina opened the Charlotte Center of the University of North Carolina with an enrollment of 278 students. In 1961, the school moved from downtown Charlotte to its current location on a 1,000 acre campus 10 miles from the city center. North Carolina is known for its commitment to public higher education and UNC Charlotte exemplifies the state constitution's mission of access.

From its inception, in keeping with the State of North Carolina's commitment to provide affordable access to quality education, the University has worked to make learning accessible to all. Though now a large research-intensive urban university and the third largest of the 17 institutions within the state system, the University has maintained its entrepreneurial culture and eagerness to explore new ideas and practices.

The University's 10-year strategic plan, [Shaping What's Next](#), affirms its responsibility to produce degree recipients who will contribute to the state of North Carolina as well-prepared, highly-skilled, and productive citizens and lifelong learners able to function in a rapidly evolving global society. The plan recognizes the centrality of the arts, humanities, and sciences to achieving these goals, the value of an interdisciplinary approach, and the importance of other experiences that can be embedded in a coherent collegiate experience, including international study, internships, service-learning, and community service.

ABOUT ENROLLMENT MANAGEMENT

Mission Statement: To plan, implement and evaluate student-centered strategic initiatives, processes and services that facilitate enrollment and success.

Enrollment Management, a unit of Academic Affairs, is responsible for developing and managing the university's strategic undergraduate enrollment plan. The unit aims to be a model for innovative enrollment management programs, services and practices that promote access and that support success outcomes for aspiring undergraduates of all backgrounds.

Enrollment Management houses the following departments:

- Adult Students & Extended Services
- Enrollment Programs & Communication
- Enrollment Management
- Financial Aid
- Niner Central Student Services
- Registrar
- Scholarship Office
- Undergraduate Admissions

Enrollment Management is led by Claire Kirby, who joined UNC Charlotte in 2005, served as Director of Undergraduate Admissions from 2012-2020, and was appointed Associate Provost for Enrollment Management in 2020. The University has seen unprecedented enrollment growth during Claire's tenure in enrollment leadership. Prior to UNC Charlotte, Claire served as an admissions counselor and manager for Strayer University and was an instructor and academic advisor for the College of Communication and Information Sciences at the University of Alabama. Kirby holds a Master of Arts in Public Relations and a Bachelor of Arts in Communication from the University of Alabama.

More information about Enrollment Management can be found [here](#).

ROLE OF THE DIRECTOR OF UNDERGRADUATE ADMISSIONS

The Director of Undergraduate Admissions reports to the Associate Provost for Enrollment Management and provides leadership and oversight for the Undergraduate Admissions team, including admissions operations, the design and implementation of recruitment strategies and data models, and the development of collaborative relationships with academic and co-curricular departments in coordinating admissions efforts. The Director effectively leads their team to achieve university strategic goals in recruiting, and enrolling a talented student body that includes first-year, transfer, adult, and international students.

The Director is a campus leader, expected to develop collaborative relationships with departments across the university and external constituencies in coordinating admissions efforts, including close partnerships with offices of the Registrar, Student Financial Aid, Niner Central Student Services, University Scholarships, Enrollment Programs & Communications, University Communications, Adult Students & Evening Services, the Transfer Center, College Deans, department heads, Athletics, and others. They understand the impact of financial aid on access and admissions decisions and are a key partner to the financial aid staff on awarding strategies and outreach. The Director also serves as an advocate and spokesperson for undergraduate admissions throughout the University and in the UNC system.

The Director oversees a staff of 30, with four direct reports, and is responsible for an operating budget of more than \$1 million. The Office of Undergraduate Admissions received 36,000 applications last year for first-year and transfer students, and enrolled more than 7,900 new undergraduates in Fall 2025. The Office also oversees a campus visit program that serves 30,000 guests each year.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR OF UNDERGRADUATE ADMISSIONS

The Director of Undergraduate Admissions will have the opportunity to partner with exceptional colleagues in Enrollment Management and across the University to set and execute strategies that will ensure UNC Charlotte continues to be a destination of choice for North Carolinians while broadening the institution's reach and reputation nationally and across the globe. To be successful, they will address the following opportunities and challenges:

Provide leadership and strategic vision to achieve an overarching undergraduate enrollment strategy and meet institutional enrollment goals

The Director of Undergraduate Admissions will work in partnership with the Associate Provost for Enrollment Management and other senior campus leaders to develop, implement, and execute a comprehensive, data-driven undergraduate admissions plan aligned with the University's and the University of North Carolina system's ambitious enrollment goals. Leveraging a strong and dedicated admissions team that is ready to rally around new ideas, the Director will build on a solid foundation, charting a course for continued growth and excellence, while effectively leveraging institutional resources to maximize impact and drive results. The Director will bring a sophisticated understanding of enrollment analytics and marketing, and will leverage data and enrollment technology to target desired student populations and anticipate changes in the enrollment market. They will be creative and adaptable, and employ outstanding communication and collaboration skills to build relationships across campus and the University of North Carolina system, while building consensus and encouraging collective investment in advancing the University's undergraduate enrollment goals.

Partner across the University to promote and formalize undergraduate admissions collaborations

The Director of Undergraduate Admissions will forge collaborative relationships across a University already highly committed to achieving enrollment targets to coordinate and synchronize undergraduate admissions efforts and collectively accomplish institutional enrollment goals. The Director will offer guidance and admissions expertise to campus leaders to serve as a conduit around best practices related to undergraduate admissions, and will create formalized processes and structures that allow partners to proactively engage with the undergraduate admissions team for recruitment and student success efforts while ensuring the Admissions team has capacity to accomplish University-wide goals. The Director will work collaboratively to ensure that institutional messaging is standardized but appropriately tailored to new and current audiences, and will break down institutional silos and actively work with academic partners to identify potential areas for additional support, improved data, and mutually-beneficial partnerships to augment recruitment efforts in a decentralized environment. As the first point of contact, the Undergraduate Admissions team will continue to synchronize the handoff of incoming students to offices involved with orientation and academic advising, providing the data to ensure the appropriate academic offerings and student services to support the incoming class, and a smooth and cohesive experience for all undergraduates as they transition to UNC Charlotte.

Strengthen UNC Charlotte's visibility and reputational reach

In an increasingly competitive student recruitment market, especially in North Carolina, UNC Charlotte has enjoyed unprecedented enrollment success. To ensure that the University continues on this exceptional trajectory while expanding their reach and influence, the Director of Undergraduate Admissions will analyze market trends and data to anticipate and plan for changes across the enrollment landscape, and will identify and target new and emerging markets to grow enrollment and increase UNC Charlotte's visibility. The Director will strengthen existing partnerships with community colleges while expanding articulation agreements with two-year institutions, and will highlight the University's long-standing commitment to transfer and adult learners. They will continue to provide exceptional service and differentiate UNC Charlotte in a saturated market to broaden their reputation as a top choice for all students from North Carolina, the institution's primary market, while highlighting what makes UNC Charlotte distinctive in out-of-state and international markets. The Director will leverage the institution's exceptional momentum to attract exceptional students that will continue to strengthen their prominence, ensure access to North Carolina residents, and position UNC Charlotte as a destination for students across the country.

Cultivate, empower, and guide an undergraduate admissions team committed to excellence

The Director of Undergraduate Admissions will inherit a strong and dedicated team, committed to serving students and continuing the University's exceptional trajectory. They will promote excellence, emphasize adaptability, and move at a fast pace, which is the institutional culture of UNC Charlotte. The Director will ensure that staff have the resources necessary for continued success in their roles, working closely with the Enrollment Management team to allocate limited resources strategically. The Director will be a strong

advocate, promoting the team's work and success across campus, and serving as a resource to navigate new and existing relationships with institutional partners. The Director will employ exceptional communication and listening skills to keep their team informed and an ear to the ground to address their needs, consistently seeking feedback and input, and providing transparency while also leveraging the expertise of their team whenever possible. To accommodate a growing applicant pool, the Director will ensure the resources necessary to leverage enrollment technology to scale processes, improve data, and increase operational efficiencies, ensuring that their team, the campus, and prospective students continue to have an outstanding experience as they navigate the enrollment process. The Director will be expected to build community among their team and across campus, inspire creativity, provide ongoing professional development and mentoring opportunities, and promote a culture of continuous and sustained improvement while ensuring staff contributions are valued.

QUALIFICATIONS AND CHARACTERISTICS

The following qualifications represent the broad set of skills and personal qualities deemed important for the success of the Director of Undergraduate Admissions. While no candidate will embody every quality, ideal candidates will bring many of the following professional qualifications and attributes:

- A master's degree is required; Coursework in management, counseling, budgeting, marketing, research, conflict management, public speaking and communications is helpful;
- Minimum of five years of progressive experience in a successful admissions operation at a four-year college or university setting;
- Significant leadership experience at least at the Associate Director level or equivalent with strong supervisory and budget management experience;
- Strong planning, data assessment/analysis, research, and organizational skills;
- Thorough understanding of enrollment planning, including yield analysis and applicant trend data;
- Experience fostering highly effective collaborations across a university setting;
- Effective public speaking, networking and relationship development abilities, including a diplomatic, professional and collaborative communication style;
- Experience with team development and strategic visioning and execution;
- Experience building new partnerships externally in support of new outreach strategies and enrollment growth;
- Experience leveraging IT in support of marketing and recruitment strategies/trends data analytics, and customer relations;
- Creative thinking and problem-solving skills, and strong work ethic.

Preferred Education, Knowledge, and Experience

- Background that includes developing, evaluating and improving recruitment marketing plans and strategies for a large public four-year institution;

- Experience with financial aid optimization;
- Experience with Slate for undergraduate admissions;
- Knowledge of Banner information system;
- Experience with transfer and international recruitment and admission practices.

LOCATION

Located in Charlotte, the largest city in North Carolina, the University is part of a vibrant and growing metropolitan region, fueled by rapid job growth and an affordable cost of living.

Nicknamed the Queen City, Charlotte and its resident county are named in honor of Charlotte of Mecklenburg-Strelitz, the queen consort of British King George III during the time of the city's founding.

Nearly 800,000 people live and work in the Charlotte community and the city provides services to much of this population. The city's focus areas are housing and neighborhood development, community safety, transportation, economic development and the environment.

Charlotte consistently ranks as one of the top growing cities and is home to more than 10 Fortune 1000 companies, including household names such as Bank of America, Lowe's and Duke Energy. Charlotte is also home to the NFL's Carolina Panthers, the NBA's Charlotte Hornets, MLS' Charlotte FC, the NASCAR Hall of Fame and the U.S. National Whitewater Center.

Other amenities that make Charlotte a great place to live and work include numerous higher learning organizations, cultural centers, arts and culture, and healthcare facilities.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CV/resumes with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/university-north-carolina-charlotte/director-undergraduate-admissions>. Electronic submission of materials is required.

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Isaacson, Miller

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