

FABRIZIO D'ALOISIO

ENROLLMENT LEADER

A results-oriented enrollment leader with a proven ability to consistently surpass enrollment targets and drive strategic growth within public land-grant universities. I excel at developing and executing initiatives that deliver tangible results and actively partner with campus stakeholders for seamless student experiences. My leadership approach emphasizes hands-on team mentorship, cultivating high-achieving teams that consistently meet and exceed goals. This dedication to accessible, excellent education is profoundly shaped by my own journey as a first-generation college student.

PROFESSIONAL EXPERIENCE

University of Tennessee, Knoxville, Knoxville, TN **2017 – current**
Associate Vice Provost for Enrollment & Executive Director of Undergraduate Admissions (2020 – current)
Assistant Vice Provost for Enrollment & Director of Undergraduate Admissions (2017 – 2020)

As the University's inaugural Assistant/Associate Vice Provost for Enrollment, I provided strategic leadership across a broad spectrum of enrollment initiatives. My direct responsibilities included overseeing First-Year, International, and Transfer recruitment efforts, as well as the Visitor Center, Admissions Communications, Application Management & Integrated Systems, Pre-College, and Digital Learning Enrollment. I fostered strong partnerships and collaborated extensively with vital Enrollment Management units such as Financial Aid & Scholarships, Enrollment Communications, Enrollment Research and Analytics, One Stop Services, Student Financial Assistance, and the University Registrar. A key focus of my role is to lead numerous cross-departmental initiatives, consistently leveraging data analytics to strategically support student recruitment, admission, and enrollment, thereby optimizing the University's resources.

- Provided leadership and oversight related to enrollment and admissions policy and management. Direct responsibility for over 90+ full-time employees, 30 part-time, seasonal staff, and more than 200 student workers.
- Cultivated strong, collaborative partnerships with key stakeholders from across campus including Deans, Associate Deans, Alumni, Student Life, Housing, Student Success. This cross-functional alignment ensured the university was fully prepared to support incoming students, contributing directly to achieving enrollment and retention targets and enhancing the overall student experience both inside and outside the classroom.
- Maintained operational and staffing budget responsibility in excess of \$18 million annually.
- Provided strategic direction for leveraging of over \$120 million in institutional merit scholarships to achieve a substantial positive impact on enrollment, optimize revenue streams, and boost net tuition revenue (NTR).
- Strategically implemented and utilized the latest technologies, communication and marketing techniques, and data models to attract, admit, and shape a class to meet the University's aggressive admission, financial, and enrollment goals.
- Evaluated and implemented various admission policies related to the applicant review and selection process- including implementing the Self-Reported Academic Report (SRAR), transitioned from rolling admissions to release dates.
- Served as a key spokesperson for the Undergraduate Admissions, Enrollment Management, and the overall University to further expand Tennessee's positive image locally, regionally, and nationally.
- Lead liaison with the Department of Athletics to oversee and enforce policies and processes which ensured efficient recruitment and enrollment of Division I student-athletes.
- Established and maintained positive relationships with high schools around the country, and with other key external influencers.

- Regularly presented at regional and national conferences, and represent the University at various public engagements, including programs with high-profile alumni and key University benefactors.

KEY ENROLLMENT & ADMISSIONS ACCOMPLISHMENTS

- Grew first-year applications by 233% from 18,872 to nearly 63,000 (2017 to 2025), while increasing quality (ACT, GPA, and high school curriculum), ethnic/racial diversity, and geographical reach of the pool.
- Heavily contributed to Tennessee's largest enrollment in the history of the University by growing undergraduate enrollment from 22,317 to 30,564 from 2017 to 2024, an increase of 37%. Exceed all enrollment-related goals and targets for each entering class.
 - Shaped incoming first-year class based on institutional priorities, academic programs, etc. due to capacity constraints and residency goals of 60% residents and 40% non-resident (non-Tennessee).
 - Grew first-year enrollment from 4,895 in 2017 to 6,846 in 2022, an increase of 40%. Asked to strategically pull back first-year enrollment for 2023 to allow the University to build additional capacity.
 - Increased the overall academic quality of the incoming class from an average 27.2 ACT (2017) to a 28 ACT (2024), increased the percentage of first year students with a 4.0 or greater UTK Core GPA from 51% in 2017 to 72% in 2024
 - Grew new transfer enrollment from 1,368 in 2017 to 1,602 in 2024, an increase of 17%.
 - Increased first-year minority student enrollment from 881 in 2017 to 1,490 in 2024, or by 69%
- Partnered with the Vice Provost for Enrollment in the creation of the first ever Strategic Enrollment Plan (SEP) at the University. Built support and buy-in of the SEP among faculty, the Provost, CFO, Chief Academic Officer, Enrollment Management, and other divisions/departments/key stake holders across campus.
- Created detailed and customized enrollment/recruitment plans for undergraduate enrollment in close collaboration with the Vice-Provost for Enrollment, to optimize enrollment (first-year, transfer, and overall enrollment).
- Implemented new strategic enrollment programs, including pathway programs to optimize transfer enrollment to strategically maximize campus footprint. These programs increased enrollment headcount and NTR both in the fall & spring semester by leveraging Tennessee's strong market position.
- Created the Universities' first ever admissions waitlist selection and operations process in 2022
- Implemented an innovative, data-driven recruitment, and integrated marketing communication plan from the point of name acquisition in 10th grade through the admission and yield cycle.
- Revamped the entire admission review and selection process to maintain a holistic approach while better utilizing data aligned with student's academic area of interest, high school standing, and student's predicted success at Tennessee.
- Retooled the entire campus visit philosophy and experience to more effectively serve the over 60,000 prospective students who visit annually. Led the charge from concept through implementation for the new admission Visitor Center that opened in January 2019.
- Lead member of the Financial Aid Optimization strategy working group, partnering with Huron Education, to align scholarship strategy with divisional priorities while supporting the University's overarching enrollment and NTR goals.
- Implemented an AI transcript evaluation technology to simplify and increase efficiencies for transfer students.
- Led school counselor engagement initiatives, including forming the first Counselor Advisory Board in UT history to inform Undergraduate Admission/Enrollment Management's strategy and approach in recruiting and retaining students. In addition, created a Counselor Fly-In program that takes place twice a year and exposes school counselors to the University, as they are significant influencers in the search process.

college and career success (including the SAT and the Advanced Placement Program) to more than 7 million students a year.

Executive Director, Higher Education Services (2009 – 2017)

Led a staff of 43 focused on partnering with over 1,500 colleges and universities to assist them in achieving enrollment goals.

- Increased revenue by 14% in 3 years, from \$73,100,000 to \$85,000,000 through the improvement of the sales processes; consistently exceeded revenue and sales targets.
- Developed and implemented a talent development program that focused on enhancing the team's knowledge of issues in higher education, College Board programs/services (Admissions/Financial Aid), and service/sales methodology.
- Implemented a market segmentation strategy that drives strategic engagement with higher education institutions and maximizes impact while increasing efficiency.
- Partnered with provosts, vice presidents, deans and directors of enrollment management, admissions, and financial aid to build and enhance College Board position as a thought leader.
- Drove cost efficiencies and increased effectiveness by bringing eight disparate teams together to form Higher Education Services.
- Constructed and executed strategies to increase staff engagement; engagement increased by 7% from 2015 to 2016, 18 percentage points greater than the College Board overall, and 16 percentage points above the norm for similar types of organizations.
- Led the implementation of the Salesforce CRM in Higher Education Services; focused on providing exceptional service to constituents, empowering staff, and assessing progress towards goals and supporting strategic initiatives.
- Drove sales growth and successful implementation of programs and services:
- Drive Advanced Placement expansion by promoting the value/benefit of using AP scores, at the institution and state level, as a factor in evaluating candidates for admission and placement.
- Advocated higher education programs and student advocacy to key educational leaders, including state governments and policymakers.
- Collaborated, executed, and assessed progress of the successful roll out of the new SAT among higher education; selected by CEO to be one of two staff to conduct a national listening tour with higher education on the new SAT.
- Search licensed records growth by 12% in 2015, 6% in 2016, surpassing all Student Search Service national revenue and volume goals since 2007.
- Developed, refined, and executed outreach strategies to assess higher education's perceptions of the new SAT; it's preparedness to receive scores, and understanding of concordance.

Senior Director, Higher Education Services (2007 – 2009)

Led a staff of 6; partnered with colleges and universities in the Middle State Region to assist them achieve their goals using College Board assessments, admissions and financial aid programs, consulting, training, and sharing best practices.

- Oversaw all aspects of service to over 300 higher education institutions in the Middle States Region (PA, NY, NJ, MD, DE, Washington DC).
- Recruited, hired, and mentored a highly effective team that consistently surpassed goals and effectively represented College Board to constituents.
- Middle States region showed the highest levels of satisfaction among its members as measured by the 2008 Caliper Customer Satisfaction Survey. Middle States had the largest improvement from 2007 to 2008 of any region.
- Partnered with internal government relations and K-12 colleagues in support of state-level work with public university systems and state departments of education.
- Planned and conduct strategic, in-depth, and comprehensive workshops, trainings, and presentations for higher education enrollment professionals on areas such as recruitment, market trends, and retention.

Senior Educational Manager, Higher Education (2006 – 2007)

Developed meaningful and impactful relationships with 80 assigned higher education institutions to promote

educational equity, access, and excellence for all students. Developed and implemented, in support of the mission of the College Board, account management strategies to enhance customer satisfaction and ensure customer retention among higher education clients, across admissions, recruitment, and financial aid.

Solutions Manager, Higher Education (2001 – 2006)

Partnered with assigned higher education institutions to support their goals using College Board Enrollment Programs; College Board Search, PROFILE, PowerFAIDS.

- Exceeded revenue goals each of 5 years by an average of 150%.
- Mentored and coached new members of the Solutions team.

Sequitur Corporation, Atlanta, GA

1998 – 2000

CRM Implementations Consultant

State University of New York, College at Fredonia, Fredonia, NY

1994-1998

Assistant Director of Admissions & Transfer Coordinator (1997-1998)

Freshman Admissions Counselor (1994-1997)

EDUCATION

State University of New York, College at Buffalo, Buffalo, NY (1994-1996)

Master of Science, College Student Personnel Administration

State University of New York, College at Fredonia, Fredonia, NY (1990-1994)

Bachelor of Arts, Political Science

SELECT AFFILIATIONS, COMMITTEES, WORKING GROUPS AND HONORS

- Current President of the Association of Chief Admissions Officers at Public Universities, ACAOPU
- Common Application Enrollment Leadership Academy Council
- Scoir Advisory Council
- The Southeastern Conference Chief Admissions Officers, SEC
- National Association for College Admission Counseling, NACAC
- Regular conference attendee and presenter with various professional associations: National Association for College Admission Counseling; National Association of Student Financial Aid Administrators; Regional ACACs