What efforts do you use to recruit historically underrepresented and first-generation students?

- **Admissions officers with a diversity focus**
  - The admissions team is organized by academic programs, and each team member participates in different aspects of diversity recruitment according to their role in admissions.

- **On-campus diversity recruitment efforts**
  - We held a yield event for Fall 2021 admitted applicants hosted by the Heller Office of Equity, Inclusion and Diversity.
  - We include a diverse group of current students in campus visit and admitted student days. Due to the pandemic, these events have been virtual since March 2020.
  - We hire a diverse group of students to work in the admissions office who participate in outreach to prospective students and applicants.

- **Social media outreach**
  - Social media is managed by the Heller Communications team. In the last couple of years have increased the focus on diversity and inclusion in social media and student profiles and videos.

- **National strategic partnerships**
  - Reach Out MBA (ROMBA): LGBTQ partnership
  - Public Policy and International Affairs Program (PPIA): “Diversity and Leadership in Public Service”
  - Peace Corps Fellows Program
  - AmeriCorps Partnership
  - City Year Partnership
  - Govern for America (new this year)
  - Lead for America (new this year)

- **Race-conscious scholarships**
  - We offer two diversity and inclusion (DEI) scholarships for each master’s degree program for a total of ten scholarships. Each DEI scholarship covers 100% of the student’s tuition.

- **Holistic admissions process**
  - Program directors and faculty establish admissions criteria, and also make admission and scholarship decisions for all programs except the MBA. We do encourage a holistic admissions process.

- **Recruiter attendance at underrepresented student conferences:** These are events we would typically attend. Due to the pandemic, events were limited this year.
  - National Black MBA and Prospanica Conference (exhibitor)
  - ROMBA Conference (exhibitor)
  - PPIA Graduate School Fair
Tell us about any new programs and/or initiatives you have started in the last 12 months to assist in recruitment and retention of underrepresented students.

- New partnerships with Govern for America and Lead for America.
- Blogs written by a diverse group of current students.
- Yield event for admitted applicants hosted by the Heller Office of Equity, Inclusion and Diversity

**Institutional Branding**

Which of the following multicultural branding and communication techniques does your institution use?

- **Social media used for multicultural marketing**
  - Social media is managed by the Heller communications team
- **Diversity focused admissions materials and brochures**
  - We will be relying on digital publications much more than in previous years. It would be helpful to enhance the Diversity and Inclusion website to include more about diversity-focused research at Heller and descriptions of diversity-focused courses.
- **Marketing/advertising in diversity publications and websites**
  - We advertise on our partners’ websites and at their events.
- **Student ambassadors**
  - We strive to hire a diverse group of students to work in the admissions office and serve as our student ambassadors.
- **Link to our diversity office and/or programming on our website homepage**
  - In addition to linking to the website, we send a monthly e-newsletter to prospective students with the goal of including at least one article related to diversity and inclusion.