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 diversity recruitment.

- **On-campus diversity recruitment efforts**
  - We include a diverse group of current students in campus visit days and open house, and hire a diverse group of students to work in the admissions office.
  - We have an email campaign about our diversity and inclusion scholarships that goes out to inquiries, partner lists and purchased lists.

- **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**
  - National Black MBA Association
  - Prospanica - Association of Hispanic Professionals (formerly National Society of Hispanic MBAs)
  - 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

- **Race-conscious scholarships**
  - We offer two diversity and inclusion scholarships for each master’s degree program, for a total of ten scholarships.
● Each master’s degree program offers one 100% tuition scholarship to a Returning Peace Corps Volunteer.

● Holistic admissions process
  o 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
  o National Black MBA and Prospanica Conference (exhibitor)
  o ROMBA Conference (exhibitor)
  o PPIA Graduate School Fair
  o Atlanta University Consortium Graduate and Professional School Fair (Spelman, Clark Atlanta and Morehouse)
  o Howard University Graduate School Fair
  o California Forum for Diversity in Graduate Education
  o SEOPP-McNair/SSS Scholars Research Conference (exhibitor)
  o National Association of African American Honors Programs (NAAHP) Graduate School Fair
  o Heller-hosted events for AmeriCorps team members and alumni in Boston.

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.

● Increase in the number of events hosted by current students.

Institutional Branding

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

● Social media used for multicultural marketing
  o Social media is managed by the Heller communications team

● Diversity focused admissions materials and brochures
  o 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
  o We advertise on our partners’ websites and at their events.

● Student ambassadors
  o 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.

The admissions team has a lot of ideas gleaned through conference sessions on diversity recruitment, white papers, recommendations from colleagues at Brandeis and other institutions, and our students and alumni. This is a list of some of the ideas that we are exploring, or are at the beginning stages of implementation.

- HBCU outreach: students and alumni chapters.
- Fraternity and sorority outreach: We have developed a list of contacts.
- Universities with black student unions
- Professional organizations with a diverse membership
- Young Black Women’s Society
- Drum Major Institute (interest in public policy)
- Greenling Institute Leadership Fellowship Program
- Charlie Rangel Fellowship
- William Hurst Endowed Fellowship
- Proteus Fund
- Capitol Hill diversity groups
- Posse alumni
- Brandeis undergraduates
- Urban League