Diversity & Inclusion Stages of Development

**Step 1: Getting Started**
- Diversity seen as gender and race
- Case for change and vision established
- Building leader awareness and commitment
- Initial data/statistics gathering and needs assessment
- Emerging infrastructure
- Targeted recruitment
- Homogeneous (visible differences) leadership teams

**Step 2: Build Momentum**
- Diversity viewed more broadly
- Case for change refined
- Diversity linked to University goals
- Goals set; broader measures emerge
- Leader Education
- Infrastructure in place
- Early alignment of key HR systems
- Emerging accountability systems
- Internal communications
- Visibly diverse leadership teams
- Needs/opportunity assessment of diverse customers and clients

**Step 3: Establish Practice**
- Leaders viewed as champions and role models
- Integrated, routine planning and monitoring of progress
- Accountability systems in place
- Leaders understand, apply and articulate the organizational value and connections
- Systemic integration of HR processes
- Full implementation of plans
- Internal and external communication strategies
- Effective utilization of resources

**Step 4: Leading Edge**
- Diversity and inclusion connected to employment brand
- Full integration into operations and culture
- Breakthrough, world-class systems
- External and internal recognition as a best practice organization
- Diversity owned by all
- Inclusive environment and equitable systems
- Recognized as best-in-class by all stake-holders