



Assistant Vice Chancellor and Chief of Staff, Division of Equity and Inclusion

Diversity, equity, inclusion, belonging, and justice (DEIBJ) principles are core to the type of institution that the University of California, Berkeley, aspires to become. As Berkeley strives toward the ideals of an inclusive, uplifting, anti-racist, and justice-centered campus during this unprecedented time in higher education and in the world, the University seeks a collaborative and solutions-oriented leader to serve as the next Assistant Vice Chancellor and Chief of Staff for the Division of Equity and Inclusion (COS-E&I).

The Chief of Staff role offers the exciting opportunity to be part of the executive team that leads a vibrant division that impacts the lives and experiences of the full Berkeley community – students, faculty, staff, alumni, and the outside world. Berkeley has one of the three largest Equity and Inclusion divisions in the country, whether measured by the number of units, full-time employees, or total budget oversight. The size brings tremendous financial, leadership, and operational complexity and introduces significant opportunities and challenges in line with Berkeley’s mission as one of the leading public institutions in the nation.

The Chief of Staff (COS-E&I) reports to the Vice Chancellor for Equity and Inclusion and is responsible for managing the overall operations of the Vice Chancellor's Immediate Office, ensuring optimal services are provided in the areas of communication, financial analysis, Human Resources, institutional research, and policy analysis, among others. A critical member of the core leadership team, the COS-E&I coordinates strategic planning and major initiatives for the Vice Chancellor for Equity and Inclusion (VCEI), provides executive advising and support to the division, coordinates internal and external partnerships, and represents the VCEI as appropriate.

ABOUT THE UNIVERSITY / COLLEGE

The University of California, Berkeley is committed to creating a community that fosters equity of experience and opportunity, and ensures that students, faculty, and staff of all backgrounds feel safe, welcome, and included. The culture of openness, freedom, and belonging make it a special place for students, faculty, and staff.

The University of California, Berkeley, is one of the world’s leading institutions of higher education, distinguished by its combination of internationally recognized academic and research excellence; the transformative opportunity it provides to a large and diverse student body; its public mission and commitment to equity and social justice; and its roots in the California experience, animated by such values as innovation, questioning the status quo, and respect for the environment and nature. Since its founding in 1868, Berkeley has fueled a perpetual renaissance, generating unparalleled intellectual, economic, and social value in California, the United States, and the world.

Berkeley is looking for equity-minded applicants who represent the full diversity of California and who demonstrate a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds present in the community. When you join the team at Berkeley, you can expect to be part of an inclusive, innovative, and equity-focused community that approaches higher education as a matter of social justice that requires broad collaboration among faculty, staff, students, and community partners. In deciding whether to apply for a position at Berkeley, you are strongly encouraged to consider whether your values align with Berkeley's Guiding Values and Principles, [Principles of Community](#), and [Strategic Plan](#).

SHARED GOVERNANCE

The Berkeley Division of the Academic Senate represents Berkeley faculty in the shared governance of the University of California. As mandated by the Board of Regents, the faculty is empowered to determine academic policy, set conditions for admission and the granting of degrees, authorize and supervise courses and curricula, and advise the administration on faculty appointments, promotions, and budgets. This delegated authority makes the UC Academic Senate unique among faculty governments. The Berkeley Division formulates positions on campus and system-wide issues through a deliberative process that includes standing committees, Divisional Council, and plenary meetings of its Senate membership. Senate leaders also consult regularly with their administrative counterparts and serve with administrators, students, and staff on topic-specific task forces.

The spirit of shared governance on campus also extends to the Berkeley administration's work with students and staff. While student leadership on key issues can emerge from every corner of the campus, the Associated Students of the University of California and Graduate Assembly are the official representative bodies for students at Berkeley.

Staff are similarly engaged in various ways with issues facing the campus. The Chancellor's Staff Advisory Committee exists to ensure that the University's leaders receive input from staff on issues, policies, and programs that affect the staff experience. The campus is also home to the Berkeley Staff Assembly, which is part of the Council of UC Staff Assemblies (CUCSA), the system-wide body representing staff interests.

LEADERSHIP

Vice Chancellor Dania Matos began her tenure as the fourth Vice Chancellor for the Division of Equity & Inclusion (VCEI) at the University of California, Berkeley, in August 2021. Prior to coming to Berkeley, she was the inaugural associate chancellor and chief diversity officer at the University of California, Merced.

VC Matos is a member of Chancellor Carol Christ's Cabinet, the topmost administrative committee, advising and guiding the campus on diversity, equity, inclusion, belonging, and justice (DEIBJ). She is the co-chair of the [Hispanic Serving Task Force](#), executive sponsor for the [African American Initiative](#), the Latinx Thriving Initiative, the Becoming an Anti-Racist Campus Initiative, the Gender Recognition and Lived Name working group, along with multiple other [multiple identity-based standing committees](#). VC Matos leads with vision and love, centering people and community first and creating change through collective wisdom and action.

This year, VC Matos was awarded the *Top DEI Advocate* by the National Diversity Council. In 2020, she was selected as a Leadership Academy Fellow by the Hispanic Association of Colleges and Universities,

and in 2018, she was named one of the *Top 25 Women in Higher Education* by *Diverse: Issues in Higher Education Magazine*.

Over the past decade, VC Matos has led equity and inclusion work in the private, nonprofit, and government sectors. She was the inaugural deputy chief diversity officer at the College of William and Mary in Williamsburg, Virginia, and served in Virginia's public defender's office.

VC Matos holds a J.D. from the Catholic University of America, Columbus School of Law, and a BA from Brown University.

STUDENT QUALITY, ACHIEVEMENTS, AND OUTCOMES

Berkeley admits 13 percent of its undergraduate applicants. The campus attracts a [diverse student body](#); roughly 23 percent of enrolled undergraduate students are from underrepresented groups (African American 4 percent, Chicax/Latinx 19 percent, and Native American/Alaska Native <1 percent). Approximately 16 percent percent of graduate students are from underrepresented groups (African American 5 percent, Chicax/Latinx 10 percent, and Native American/Alaska Native <1 percent). Twenty-nine percent of undergraduate students come from families in which neither parent has a four-year college degree. Nearly two-thirds of undergraduates (60 percent) receive some form of financial aid, and 27 percent of all undergraduates are eligible for Pell Grants. Berkeley also enrolls over 2,000 transfer students each year, 85 percent of whom come from California community colleges, who collectively increase the diversity and intellectual breadth of the University. All students benefit from access to a world-class, diversifying faculty: the student-to-faculty ratio is roughly 20:1, and around 80 percent of undergraduate classes have fewer than 30 students.

Students at UC Berkeley are civically active and engaged, and their vast interests are reflected in the wide range of clubs and student organizations. The campus offers more than 1,200 student clubs and organizations, from student government to advocacy groups to public service organizations. The Associated Students of the University of California and the Graduate Assembly are the official representative bodies for students at Berkeley; they are highly active organizations whose impact and involvement on student issues set the standard for campuses across the nation. Berkeley also has a thriving Greek life with dozens of fraternity and sorority chapters including several that serve historically underrepresented groups. The California Golden Bears, Berkeley's athletic teams, compete in the Pac-12 Conference. Cal fields 30 men's and women's teams and has more than 850 student-athletes; the University has won more than 95 national championships.

UC Berkeley also stands apart for its strong tradition in activism, progressive ideals, and public service. The history of protest dates back to the 1920s, when faculty fought for a greater degree of shared governance and continued during student protests against fascism in the 1930s and through organizing during the Cold War. The spirit of protest reached a pinnacle during the Free Speech Movement of 1964, when students and faculty protested limitations on their political activities on campus. This paved the way for future engagement around social issues such as gender equality, disability rights and disability culture, and reform of academic curriculum to include ethnic studies. The UC Berkeley community has also maintained a global orientation and dedication to public service: Berkeley has produced the most Peace Corps volunteers—more than 3,600—of any university, and the UC Berkeley Public Service Center engages roughly 6,000 students each year as volunteers in the community.

DIVERSITY, EQUITY, AND INCLUSION

UC Berkeley is committed to providing fair treatment, access, opportunity, and advancement for all. This commitment—which is at the heart of Berkeley’s mission as a public university—is also a continuation of the University’s historical role in advancing principles and policies for a democratic society. Situated in Berkeley, CA, and the San Francisco Bay Area, where diversity, equity, and inclusion are tangibly valued and visible each day, the campus is rightfully proud of the full spectrum of its diversity, encompassing differences in race, ethnicity, national origin, religion, gender and gender identity, age, sexual orientation, disability, socio-economic status, political or academic interests, and many other dimensions.

Berkeley’s [principles of community](#) are rooted in its mission of teaching, research, and public service. They reflect a passion for critical inquiry, debate, discovery, and innovation, and the University’s deep commitment to contributing to a better world. Every member of the UC Berkeley community has a role in sustaining a safe, caring, and humane environment in which these values can thrive.

LOCATION AND LOCAL CULTURE

Located on the east shore of the San Francisco Bay across from the cosmopolitan and stunning city of San Francisco, Berkeley is considered one of the most socially progressive cities in the United States, famous around the world as a center for academic achievement, scientific exploration, free speech, technology, and the arts. Home to over 112,000 residents, nearly 40,000 of whom are attending school, Berkeley is home to one of the best-educated populations in the country. The high value residents place on education translates to strong support for Berkeley’s public and professional schools.

UC Berkeley is the largest employer in the city, followed by [Lawrence Berkeley National Laboratory](#), [Alta Bates Summit Medical Center](#), and the City of Berkeley.

The city leads the East Bay in the creation and support of music, theatre, and dance, and the supply of cultural opportunities makes Berkeley a destination for music, theatre, and art fans from all over the Bay Area. Berkeley is home to 130 arts and cultural organizations, including two arts districts. The [Berkeley Civic Arts Program](#) supports this vibrant arts ecosystem.

Berkeley’s citizens are very involved and invested in the well-being of their community. More than 35 boards and commissions allow residents to advise City Council on everything from aging to zoning. Public transportation is robust, every Berkeley resident lives within a quarter mile of a bus stop, and there are more than 36 miles of designated bike routes through the city.

Berkeley enjoys more than 300 days of sun each year, allowing residents and visitors to attend festivals and farmer’s markets and enjoy the more than 80 acres of state park within city limits. Berkeley also borders the 2,077-acre Tilden Park and is in close proximity to many other state parks.

DIVISION OF EQUITY AND INCLUSION

The Division of Equity & Inclusion (E&I) provides leadership and accountability to campus with 25 departments to resolve systemic inequities for all members of UC Berkeley through engaged research, teaching, and public service, and by expanding pathways for access and success and promoting a healthy

and engaging campus climate. The Division consists of 152 career and contract staff, over 935 limited staff and undergraduate and graduate student employees, and a budget of \$36M; the work encompasses direct service, programmatic support, and advice and consultation across all campus communities including undergraduate and graduate students, faculty, and staff. A complete listing of programs and reporting units may be found at the [E&I website](#).

THE ROLE OF THE ASSISTANT VICE CHANCELLOR AND CHIEF OF STAFF

The Chief of Staff (COS-E&I) serves on the executive leadership team of the Division of Equity and Inclusion and supervises and supports the various teams and areas, including administrative, communications, financial analysis, Human Resources, institutional research, and policy analysis, among others with a total of five direct reports. The COS-E&I, and their teams, coordinate strategic planning and major initiatives for the Vice Chancellor for Equity & Inclusion, provide recommendations pertaining to risk management, manage relationships with internal and external stakeholders, and triage complex issues on behalf of the VCEI. Additionally, the COS-E&I serves in a high-level advisory capacity for the division.

The Vice Chancellor for Equity & Inclusion is supported by the Assistant Vice Chancellor and Chief of Staff, the Division Finance Leader, and other members of the Vice Chancellor's senior team. This includes the Associate Vice Chancellor for Student Equity & Success, the Associate Vice Chancellor for the Centers for Educational Justice and Community Engagement, the Director of Faculty & Departmental Diversity Initiatives, the Communications Director, and the Director of the PATH to Care Center.

Areas of broad oversight include the following:

- Executive Advising, Policy Analysis, and Project Management – The COS-E&I provides strategic counsel and advice to the Vice Chancellor and E&I senior leadership. Responsible for coordinating or conducting research and analysis to address policy issues and provide options on strategies that affect Diversity, Equity, Inclusion, Belonging, and Justice (DEIBJ) related areas. Provides management support on the identification and framing of systemic issues and formulating and advancing approaches to address them.
- Cross-Campus Support, Partnerships, and Collaboration – The COS-E&I ensures that Equity & Inclusion actively partners with the Division of Student Affairs, the Division of Undergraduate Education, Graduate Division, Executive Vice Chancellor and Provost's Office, Associate Vice Provost for the Faculty, Deans and Chairs, and other campus partners to support the success of students and DEIBJ efforts. Establishes and maintains relationships with campus units, staff, UCOP, community partners, alumni groups, and donors to ensure collaboration with and support of DEIBJ efforts.
- Administration of the E&I Vice Chancellor's Immediate Office – The COS-E&I supervises staff with responsibility for administrative and divisional functions (communications, institutional research and data analysis, human resources, etc.) and provides guidance and counsel to the Vice Chancellor–E&I on short and long-range planning for resources in the Immediate Office and other E&I units.
- Strategic Communications and Community Relations – Works closely with the E&I Communications Director and partners with centralized campus resources including Public Affairs and Government Relations to support with and help formulate strategic communications. Serves

as a strategic thinker for the Division who provides support for identifying and vetting information on sensitive UC/campus and community issues.

- Financial Management – The COS-E&I supports the Divisional Finance Leader to establish sound financial plans for all units reporting to the VCEI, including a comprehensive financial plan for the control unit and maintaining a transparent budget process. Provides oversight and guidance on donor-supported funds in the VCEI Office. Responsible for identifying, securing, and administering budgets for campus initiatives managed by the E&I Division.

Executive Advising to the Vice Chancellor and Immediate Office Oversight

- Serves in an advisory capacity to provide strategic counsel and high-level advice to the Vice Chancellor and E&I senior leadership in the areas of strategic planning, organizational development and implementation, and change management.
- Provides organization-wide influence on the identification and framing of systemic issues, formulating and advancing approaches to address them.
- Proactively monitors and provides the Vice Chancellor-E&I and E&I senior leadership with timely and balanced views of current and emerging campus trends/issues/problems and climate issues and suggests options for addressing them.
- Triage issues on the VC-E&I's behalf, negotiating solutions to complex problems, and handling confidential and sensitive issues.
- Interacts with senior leadership on advancing the VC-E&I's goals and objectives.
- Ensuring and supporting the success of the E&I Division and VC-E&I, the CoS will take lead on coordination of meetings and briefings with campus stakeholders and the VC-E&I, participating as appropriate, and managing follow-up. Manages a strategic calendaring and engagement process, in close collaboration with the E&I Executive Assistant, to ensure sufficient attention is directed to key strategic priorities and key constituencies, both within and outside the university. Works closely with the Executive Assistant to ensure that the VC-E&I is well informed and briefed in advance of meetings and other engagements.
- The COS-E&I is intimately involved in all aspects of communication and sometimes takes lead on highly sensitive matters as needed.
- Serves as the Chief Administrative Officer for the Division, and coordinates with the Control Unit Administrator/HR Manager on E&I Control Unit requests.
- Represents the VC-E&I with authority to make decisions in campus meetings, on standing and ad-hoc committees, high-level task forces, and in external meetings as needed.
- Sets meeting agendas for the senior leadership team and other divisional leadership meetings and events. Provides facilitation as needed.

Strategic & Organizational Planning & Assessment/Change Management

- Participates with executives in short- and long-term strategic planning with organization-wide impact.
- Coordinates and tracks strategic planning for E&I, including oversight of the planning process, development of a strategic plan, and implementation. Partners accordingly and ensures that issues or barriers are brought forward appropriately for resolution.
- In collaboration with E&I senior leadership, formulates an assessment and evaluation plan for the Division.
- Represents the E&I Control Unit in campus organizational planning and negotiates on behalf of the control unit in inter-control unit transitions to obtain appropriate allocation of resources (financial, human and space, i.e., re-organizations, start-ups of large scope units or administrative models). In collaboration with the E&I Divisional Finance Leader and HR Manager, manages

control unit organizational planning which may result in restructuring and realignment, including advising the VCE&I on implications of proposed changes, handling sensitive personnel discussions, reassignments, and design and development of a new organization.

- Provides framework for policy and administrative change, and leadership on change management; develops strategies to remove barriers to goal achievement. Provides transition oversight and coordination to support desired change.

Leadership & Resource Management

- In partnership with the Divisional Finance Leader and E&I senior leadership, establishes sound financial plans for all units reporting to the VC-E&I, including a comprehensive financial plan for the control unit and the establishment of a transparent budget process. Supports the VC-E&I by developing processes and criteria for the spectrum of financial management reporting required in the E&I Division, including adherence to sound fiscal policy and practices.
- In partnership with E&I senior leadership, develops approaches to, and implements, succession planning for the E&I control unit. Responsible for leadership transition planning. Personally handles senior management appointments, including advising the VC-E&I on highly sensitive personnel issues and recruitment and retention of their direct reports.
- Coordinate executive searches; defines the position, develops the recruitment plan, assists with forming and staffing the selection committee; may chair or participate in the selection committee. Hires and works closely with search firms and chairs of search committees to achieve desired results.
- Acculturates “new hire” leader in Campus and Regental protocols, overall operations within areas of responsibility, and initiative and program planning and management.
- Supports as needed on the Chancellor’s campus-wide and E&I Division’s fundraising priorities, strategies, and initiatives.

Issues Management

- Both divisionally and globally: provides campuswide influence on the identification and framing of systemic issues, and the formulation and advancement of approaches to address them. Commitments include facilitating aspects of recent legal, policy, and other compliance issues, complaint resolution including potential lawsuits, and support for achieving priorities of other campus Vice Chancellors, Provosts, and the Chancellor. In conjunction with appropriate departments (Legal, Public Affairs, Government Relations), provides senior support for high-profile (media coverage, protests, legislative interests, etc.) issues.
- Works with the VC-E&I to ensure campus, chancellor, and divisional DEIBJ initiatives have a plan, a timeline, and accountability measures.
- Prepares briefings on current and emerging issues for the VC-E&I, Executive Vice Chancellor & Provost, and the Chancellor on request.
- Identifies or negotiates directly to achieve solutions with high level stakeholders such as faculty, senate committee chairs, senior administrators, other UC locations, Office of the President, public agencies, and the community to develop solutions to complex divisional or campus problems.
- Has primary responsibility for ensuring that Equity & Inclusion is working closely with the Division of Student Affairs, Division of Undergraduate Education, Graduate Division, Deans and Provosts, and other staff to support students, campus initiatives, and the work of the Division.
- Establishes and develops relationships with academic departments and staff to ensure collaboration with and support of divisional efforts.

- Has the authority to make decisions, on high-level task forces and on various campus committees.
- Develops partnerships inside and outside the E&I control unit to achieve mutual goals.

Special Projects – Critical Issues for the Vice Chancellor-E&I and Senior Management

- Manages and handles special projects with high level impact, including issues of substantial complexity and/or high management visibility. Typically assignments are highly sensitive, involve privileged information, and/or may cross organizational and functional lines and warrant management at the Vice Chancellor’s senior leadership level. Independently performs the most complex research and studies for both internal department and external campus constituents.
- Negotiates directly to achieve solutions to complex campus problems with high level stakeholders such as faculty, senate committee chairs, senior administrators, other UC locations, Office of the President, public agencies, and the community.
- Provides management briefings on current and emerging issues.
- Manages all aspects of sensitive issues, e.g., campus MOUs, agreements with outside institutions, tracking documents forwarded from the Chancellor’s Office, drafting new senior management position descriptions and organization charts, and management of inter- and intra- divisional realignments and restructures.

Management of the Office of the Vice Chancellor-E&I

- Provides executive coordination to the strategic communications, institutional research, human resources, business, and project analysis functions within the Vice Chancellor’s Immediate Office, supervising 6.0 FTE. Responsibilities include:
 - Provides strategic oversight for the development of the annual budget, determining expense priorities, recommending and implementing changes to methods, unit planning, staffing, programs and other financial activities for the Vice Chancellor’s Immediate Office budget.
 - Coordinates and guides on budgets related to campus initiatives managed by E&I and donor supported funds.
 - Provides leadership and mentoring in creating an atmosphere of excellence, cooperation, and teamwork.
 - Ensures effective operations and high-quality administrative staff support for the Vice Chancellor and divisional units.

Professional Development/Professional Contribution

- Maintains a full and current portfolio of skills and knowledge in DEIB&J areas to best support the Vice Chancellor.
- Stays well-informed and keeps abreast of higher education current and emerging issues in order to provide the Vice Chancellor and Senior Management broad perspective across the Campus.
- Participates in the activities of higher education professional associations such as the National Association of Diversity Officers in Higher Education (NADOHE), the American College Personnel Association (ACPA), and other professional development as needed.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

- Substantial years of direct experience as a senior administrator or in support of senior administrators at a college or university or a similar complex, matrixed organization.

- Demonstrated advanced knowledge of diversity, equity, and inclusion principles and practices in an educational setting or complex workplace.
- Working knowledge of organization and system-wide organizational reporting structures, as well as an understanding of the interactive roles of management throughout the organization.
- Demonstrated advanced skills in the principles and practices of effective management including team leadership; collaborative leadership; change management; continuous quality improvement initiatives; delegation; establishing goals, objectives, and standards; and evaluation of programs.
- Demonstrated experience in promoting diversity, equity, inclusion and belonging as related to functions, preferably within a higher education setting. Proven effectiveness in conceiving and implementing broad and complex initiatives that have advanced an equity or belonging agenda. Advanced skills to effectively lead highly significant engagements from inception to conclusion.
- Advanced collaboration, analytical, problem-solving, project planning, and implementation skills to effectively meet goals and lead highly significant engagements from inception to conclusion.
- Advanced written and verbal as well as presentation and interpersonal (individual and group) skills for influencing and facilitating sustained change. Demonstrated information management, presentation, and writing skills.
- Working knowledge and understanding of organizational dynamics, group and individual interactions and sensitivities, and is able to pivot and respond accordingly.
- Advanced consulting, relationship building, and strategic thinking skills in guiding the organization toward workable strategies and solutions. Highly skilled in navigating complex organizations.
- Strong political acumen and interpersonal effectiveness on an individual basis, as a member of a group or team, or as its leader.
- Demonstrated leadership and management and supervision skills required to help construct and lead department, including successful management of professional staff, hiring, performance, training and development, team building, coaching, communications, conflict resolution, and assessment and evaluation.
- Highly sophisticated leadership abilities to establish department and divisional goals at the micro and macro level and motivate and influence others to achieve goals and objectives.
- Ability to forge connections with leaders and constituents of diverse communities and foster productive ties with them.

Education

- Master's degree in related areas (e.g., Student Affairs, Public Policy, Education, Counseling) or administrative management in higher education or equivalent experience/training.

Preferred Qualifications

- Demonstrated working knowledge of relevant UCOP, UC Regents and UCB campus policies and regulations. Demonstrated working knowledge of relevant State and Federal policies and regulations.
- Demonstrated experience working in a complex workforce environment including working with academics, professional staff, represented employees, and student workers. General knowledge of working in a public higher education system.
- Working knowledge of the organizational environment of higher education and large research universities to understand client priorities, issues, motivations, and constraints.
- Ability to locate and foster new funding opportunities, direct activities that take advantage of them, and ensure the successful discharge of their goals when funded.

COMPENSATION

Salary is competitive and commensurate with experience. The salary estimate for this position is \$200,000-225,000. UC Berkeley offers a generous benefits package.

For best consideration, please send all nominations and applications to:



Ruth Shoemaker Wood, Managing Director
Fiona Jaramillo, Senior Associate
Storbeck Search
BerkeleyAVCChiefofStaff@storbecksearch.com

The University of California, Berkeley, is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to the achievement of diversity. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status.

For the complete University of California nondiscrimination and affirmative action policy see: <http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>.