Welcome! The session will begin shortly.

Housekeeping
Respond live using the Chat function.
Use Q&A to ask questions during the presentation.
U.C. Black Administrators’ Council presents

What does it take to be a Chief of Staff?

Mia Settles-Tidwell
Chief of Staff & Assistant Vice Chancellor
Equity & Inclusion
Mia Settles-Tidwell - “I am not conceited; I am convinced!”

Salient Identities

- A Black, North American (descendant of enslaved queens & kings from Africa)
- Married, Christian woman - I am not ashamed...
- Bay Area born & raised with southern roots in Mississippi & Arkansas
- Servant, Leader, Educator, Collaborator, Institutional Change Agent, Innovator, Creator, Strategist…
- **My intention**: to empower leaders to use their positional power and agency to influence decisions & make policies that increase access and improve outcomes for the underserved.
“I don’t know what you do, but when you show up, things change.”
What does a Chief of Staff do?
Chief of Staff

- Acts as the Chief Strategist
- Manages the business of the institution & the CEO
- Executes the agenda of the CEO
- Maximizes the CEOs reach in the organization
- Acts as chief communicator
- Saves the CEO from him/her/themselves
- Manages the CEOs brand & reputation
- Serves as a critical thought partner
- Formulates policy

- Makes sound and well-vetted recommendations to the CEO
- Manages key relationships
- Recruits and hires key leadership positions
- Prepares briefings, speeches, messages
- Manages strategic planning & advises on budget
- Facilitates leadership meetings
- Leads project-management on key initiatives
- Provides CEO with hard truths
- Cleans up major messes
Protective & dependable
Ethical & transparent
Ability to say no; deliver tough messages
Problem-solver
Provide constructive criticism
Candid

Politically astute
Patient, calm & measured
Humble & honest
Confidential & confident
Personable and professional
Flexible & agile
Emotionally intelligent
“Don’t worry about being successful, but work towards being significant and the success will naturally flow.”

-Oprah Winfrey
DISCLAIMER

No chief of staff role is the same; your role is to fill the gap in skills, knowledge, etc. that your CEO doesn’t possess…
“I come as one, but stand as 10,000.”

-Dr. Maya Angelou
# of Chiefs of Staff of color at U.C. Berkeley

What it looks like?  
What it feels like?
2\textsuperscript{nd} in command, and first amongst equals...
It is a calling…not just applying for the job!

Chief of Staff
“I have learned that as long as I hold fast to my beliefs and values--and follow my own moral compass--then the only expectations I need to live up to are my own.”

Michelle Obama
Know thyself...

- Have and maintain non-negotiables
- Use your voice and positionality
- Do not let others define you
- Build credibility based on sound advice, indelible contributions, and sustainable actions
- Make recommendations that allow you to sleep at night
- Assess the room, your colleagues and the situation
- Set-up boundaries
Distinguish knowledge from everything else...

- No, is a complete sentence
- Know the difference between noise and music
- Make 360 degree recommendations
- Respectfully challenge the CEOs thinking
- Divorce yourself from bad decisions made by the CEO that you did not recommend, but will have to clean up
- Use the right preposition to define work relationships
- Decolonize your thinking; unlearn some things...
Build for an eternity...

- Choose delayed gratification over instant gratification
- Make significant and sustained contributions in your work
- Choose a job based on who your CEO is
- Who builds a tower without first counting the costs to see if you have enough resources to build it?
- Apply for Chief of Staff jobs that interest you and where you can make a difference
Thriving as a Chief of Staff
Practical Tips...thriving as a Chief of Staff

- **Non-negotiables**
  - My intentions list; Modeling & receiving GRACE
  - LUNCH a standing meeting with myself
  - FAST from work Friday evening-Sunday
  - REMOTE Agreement 1 day per week
  - Take your vacations = REPARATIONS
  - Join with a network of peers/ SANITY check partners

**Berkeley UNIVERSITY OF CALIFORNIA**
“Definitions belong to the **definer**, not the defined.”

-Toni Morrison