

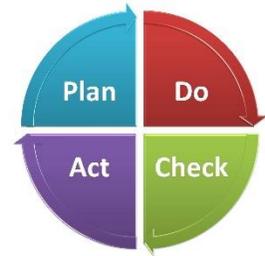
1. Plan for success

Ask yourself:

- What does success look like and what do I need to get there?
- How does my research fit in the community, within ANR and how do these match with my Job Description?
- What are my short-term goals (5 years) and
- My long-term goals (career)?

Update and review your plan by examining your last review/annual evaluation:

- What goals did you set? Did you meet or modify them? Why or why not?
- What were the committee comments?
- How can you use this input to strengthen your program?



2. Understand Merits and Promotions

CE Advisors and Specialists are evaluated on five criteria:

1. Applied Research and Creative Activity (Intellectual productivity, basic and applied research)
2. Extending Knowledge & Information (Ability to communicate expertise teaching for faculty; extension/outreach for specialists/advisors);
3. University and Public Service (contribution to home unit, UC ANR, professional); and
4. Professional Competence and Professional Activity
5. Affirmative Action (efforts to enhance equity and inclusion)



(See UC ANR's E-book "Merit and promotion process")

Balance across the criteria varies. Achievement, outcomes and excellent performance are expected in all categories, however, the focus on each may vary by appointment and/or career stage. For example, greater service contributions are required of more senior academics.

- Also note that publications come in many shapes and sizes (It's not all about Nature and Science!)

What is the Balance? Check with your supervisor and with the VP Academic Personnel and Development to develop a series of goals/tasks for each criteria.

Post it. Post a list of the criteria in your work space to help you focus for success.

3. Track Your Progress

- Ask one of your colleagues about their dossier, and note items they track.
- Develop a template so you can easily track tasks.
- Every time that you do a task worthy of being included in your dossier, add it to the template that you have created.
- Ask your mentor team for feedback on your progress



Some Merit & Promotion myths exist. Talk with others, with the Vice Provost and check with the [e-Book](#).