September 27, 2022

Dear Peer Review Committee Members,

This letter is intended to serve as my application for both (i) the granting of tenure at Nicholls State University and (ii) promotion to the rank of Associate Professor in the Department of Management and Marketing in the College of Business Administration (CBA) at Nicholls State University. Below, I specify the criteria for tenure and promotion set by the CBA as well as the criteria listed in the Nicholls Policies and Procedures manual.

According to the CBA Faculty Development Plan (Eff. 2018), tenure and promotion from Assistant Professor to Associate Professor require a minimum the following criteria:

**CBA Criterion 1: 5 years at lower rank**

I have held the position of Assistant Professor of Management at Nicholls since August of 2017; therefore, I have completed my 5th year in the position.

**CBA Criterion 2: an *Exemplary* performance level in Intellectual Contributions (if high in Teaching)**

According to Table 8a of the CBA Faculty Development Plan, I have met the criteria for being qualified as *Exemplary*.I am well-regarded in my field as a leader on the relationship between open science and industrial-organizational psychology. On this and other topics (e.g., individual differences in personality in the workplace, people analytics) I have published 11 journal articles either in the CBA-approved list or in the Cabell’s Directory. I have also completed 38 presentations (not published as proceedings), 10 magazine articles catering to practitioners in my field, 2 conference proceedings, and 1 book chapter (1 forthcoming). My research has received awards from the *Southern Management Association* (Outstanding Conference Paper, Best in Human Resources/Research Methods Division) as well as the College of Business Administration (Excellence in Research).

**CBA Criterion 3: a *High* *Performance* level in Teaching (if exemplary in Intellectual Contributions)**

According to Table 7 of the CBA Faculty Development Plan, I have met the criteria necessary to be classified at the *High Performance* level from 2018 through 2021.

**CBA Criterion 4: adequate/satisfactory Service performance rating**

According to Table 9 of the CBA Faculty Development Plan, I have met the criteria necessary to be classified as *High Performance.* These high ratings were received because of my participation in department, college, and university committees as well as my involvement in the community, supervision of independent studies, executive education courses, and peer mentoring work via my research lab: the People Analytics Lab.

The Nicholls Policies and Procedures manual lists the criteria for tenure (see section 2.9.3.3.1) and promotion from the rank of Assistant Professor to Associate Professor (see section 2.9.3.2.4). I address each of the criteria below.

**Tenure Criterion 1: that faculty be contributing at no less than the minimum levels required by their respective departments in the areas described in Section 2.9.2 of this Manual**

Section 2.9.2 states that university faculty must demonstrate accomplishments in teaching, research, and service. My accomplishments and how I have exceeded the minimum levels set by my department have been stated above under the sections CBA Criterion 2, CBA Criterion 3, and CBA Criterion 4.

**Tenure Criterion 2: that faculty display the promise of continued performance at those levels required to obtain tenure in their departments**

Over the past 5 years, I have been a consistently high performer in my teaching and have increased the quality of my performance over time. As a researcher who is well-established in the field, I can both generate valuable research products and support other scholars who are executing projects in my field. The time I dedicate to service has also increased over the past 5 years and I fully anticipate attaining a classification of *Exemplary* by the time I apply for Full Professorship status.

**Promotion Criterion 1: the terminal degree**

I meet this criterion. I received a PhD from Louisiana Tech University in August 2015.

**Promotion Criterion 2: continued development as an effective teacher**

I am always refining my teaching craft by surveying the scholarly literature on teaching effectiveness, responding to student feedback, and considering what my colleagues find helpful in their interactions with our students. I also attend teaching-focused scholarly conferences (e.g., the Academy of Management Teaching and Learning Conference, Lilly Teaching Conference) and conference sessions devoted to teaching effectiveness (e.g., the Society for the Improvement of Psychological Sciences, which hosted a session on how to mentor students using open science) to refine my craft.

**Promotion Criterion 3: research or scholarly or creative activity indicating promise of a productive career**

As mentioned in regard to CBA Criterion 2 and Tenure Criterion 2, I am a highly active scholar in my field, as is evident in my 11 publications and ~40 other intellectual contributions. I can generate or lead projects (i.e., serve as lead author) as well as support others in the field as they execute valuable research projects (e.g., serve in a supporting role). Indeed, I am currently planning 1 book chapter on method variance, 3 conference proposals, and 3 manuscripts on the topics of either open science or dark personality at work.

**Promotion Criterion 4: cooperation and industry within the department**

I am active within my department and college. Since Fall of 2017, I have (a) supported Dr. Melanie Boudreaux as she advises our student SHRM chapter, (b) advised roughly 20-30 Human Resource Management students per academic year, (c) worked on the assurance of learning committee, (d) served as an instructor of record for independent studies, internships, and executive education, (e) chaired the social impact committee for the College of Business Administration, (f) served as a thesis advisor, and (g) served on two faculty search committees. I also helped my Department Head, Dr. Ken Chadwick, complete a program review.

**Promotion Criterion 5: professional presentation at regional, national or international conferences**

Over the past 5 years, I have represented Nicholls in 18 presentations at prestigious conferences such as the (i) *Academy of Management*, (ii) *Hawaii International Conference Systems Sciences*, (iii) *Society for Industrial and Organizational Psychology* (SIOP), and (iv) the *Southern Management Association*. I have also shared my work locally via the Scholars Expeaux.

**Promotion Criterion 6: significant participation in the University community**

Regarding university service, I have (a) provided students across the university with the opportunity to join my volunteer research lab (The People Analytics Lab), (b) represented the College of Business Administration faculty interests via the Faculty Senate where I served as a member of the COVID 19 Taskforce, (c) served on the Research Council, (d) represented my college at the University of Louisiana System Conference, (e) contributed to the Academic Master Plan via the Teaching Excellence Subcommittee, and (f) and served as a member of the Courses and Curriculum committee.

**Promotion Criterion 7: effective work with students in a non–classroom setting beyond minimal expectations**

I have supervised 5 students in either volunteer independent research or formal independent research in Human Resource Analytics, as well as 1 student thesis. One student team (Sara Avet, Kathryn Daigle, Bernard Wezeman) won a “Best Poster” award at the Scholar’s Expeaux hosted by Nicholls State University. In collaboration with another student, Sandesh Sharma, and my colleague, Dr. Ann-Marie Castille, we published an article in the *Journal of Organizational Psychology* on insufficient effort responding. Lastly, I have been invited to speak on a variety of topics of interest to the HR profession by local HR organizations (e.g., Bayou SHRM and Imperial Calcasieu SHRM). When I have a presentation, I invite my Human Resource Management students to help me to prepare. Occasionally, they play an active role gathering information for my presentations or help me to facilitate discussion (e.g., Ujjwal Dhakal, Luis Hernandez).

**Promotion Criterion 8: other civic or community activities in which professional expertise is utilized**

I serve on the Editorial Boards for 2 major journals: the *Journal of Business and Psychology* and *Journal of Managerial Psychology*. I also edit a column in my profession’s quarterly publication, *The Industrial-Organizational Psychologist*. I have also been sought after for my expertise in the field, having completed over 40 article review requests as of the time of writing (September 2022).

In summary, based upon the performance standards set forth, I have met the criteria required for promotion from Assistant Professor to Associate Professor. I also believe that I deserve serious consideration for the award of tenure. As a native of south Louisiana (born in New Iberia), working at Nicholls has allowed me to make valuable impacts to my home. I hope to continue making valuable impacts for the years to come.

Sincerely,

Christopher M. Castille