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December 15, 2018

John R. Folkerth, Jr.
FOLKERTH + ROUTH LLC
109 North Main Street
500 Performance Place
Dayton, Ohio 45402

RE: Kenneth L. Schultz, Ph.D.

Dear Mr. Folkerth:

I am responding to your request, dated November 30, 2018 for a letter related to Dr. Schultz's tenure review at the Air Force Institute of Technology (AFIT).

As to my relationship with Dr. Schultz, I have never worked with him, and just know him as a professional colleague. I have met him occasionally at conferences over the past twenty years; I expect that I have spoken with him less than ten times, and have had even fewer written correspondences. I am not being compensated in any way for preparing this letter on his behalf.

I attach a short bio as to my background and credentials. I consider myself to be qualified to act as an external reviewer for Dr. Schultz according to the AFIT Standing Rules criteria.

In your request you have asked for my opinion on two issues. The first issue from your request is:

Whether one of the external reviewers (Dr. David R. King), met the qualification requirements stated in the AFIT Standing Rules for the Academic Rank Promotion and Tenure Committee of the Graduate School of Engineering and Management (the "Standing Rules") to act as an external reviewer

In response to this, I first note that the Standing Rules state that "The academic reviewer should hold prominence within the candidate's particular area of specialty and will predominantly belong to a Ph.D.-granting department." I do not know Dr David King, but have reviewed his curriculum vita (cv) downloaded on Dec. 15, 2018 at

<https://business.fsu.edu/docs/default-source/cob/vitae/david-king---vita.pdf>

The cv is dated April 2018. I offer the following comments:

- Dr. Schultz's area of specialty is Operations Management, and more specifically Behavioral Operations Management.
- From Dr. King's cv. I find no evidence that he has any experience, let alone expertise or prominence in the broad scholarly field of Operations Management or the more specialized field of Behavioral Operations Management.
- Dr. King's area of academic specialty is Strategic Management. Quoting his cv: "My research interests span merger and acquisition (M&A) integration and performance, innovation, complementary resources, corporate entrepreneurship, technology transfer, and government policy." None of these topics could be regarded as falling within the research field of Operations Management.
- Indeed, in searching through the cv I see no connections to the field of Operations Management. Dr. King does not teach Operations Management, he has no affiliation with any of the professional societies in which Operations Management scholars engage, he has not attended any major conferences at which Operations Management research is disseminated, he does not publish in Operations Management journals, and he does not do refereeing or editing for any Operations Management journals.

My assessment from the cv is that it provides no evidence that would indicate that Dr. King meets the qualification requirement as stated.

The second issue from your request is:

Whether the quality and impact of Dr. Schultz's academic contributions meet or exceed the standards of AFIT in comparison with three comparable members of the AFIT Department of Operational Sciences ("ENS") who have been granted tenure at the AFIT?

To address this question I have reviewed the cv and google scholar page of Dr. Schultz, as well as the cv's and google scholar pages for the comparison set of Dr. William Cunningham, Dr. Alan Johnson and Dr. Jeffrey Ogden. I do not know the tenure criteria or process at AFIT. My assessment is based on my understanding and experience with tenure reviews for Operations Management faculty at top business schools and industrial engineering departments in North America.

Dr. Schultz's research record, in terms of refereed publications, is as strong as or stronger than that of each of the faculty in the comparison set. As one indicator of this, Dr. Schultz has four publications in Management Science, which is the most prestigious outlet for analytic-based research in Operations Management. In addition he has two publications in the Journal of Operations Management, two in Production and Operations Management journal, and one in Manufacturing & Service Operations Management. Each of these journals is regarded by the leading business schools as an A-level journal. A record that includes nine publication in these top-tier journals would warrant serious consideration for tenure at many prestigious business schools and industrial engineering departments.

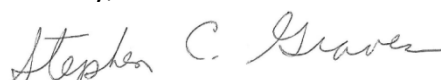
In comparison, the publication records of Dr. William Cunningham, Dr. Alan Johnson and Dr. Jeffrey Ogden are not as impressive. I did not find any publications in Operations Management journals that

would be viewed as A-level journals. A comparison of citation counts is consistent with this assessment. The google scholar page for Dr. Jeffrey Ogden does report a higher number of citations than for Dr. Schultz, but not by much. The citation counts for the other two are much lower than that for Dr. Schultz.

My assessment is that in terms of research publications, Dr. Schultz's record is without question as strong as or stronger than those in the comparison set.

I hope that these inputs are helpful to you.

Sincerely,

A handwritten signature in cursive script that reads "Stephen C. Graves". The ink is dark and the signature is fluid.

Stephen C. Graves