



March 22, 2016

To: Representatives of the Promotion and Tenure Review Committee
Air Force Institute of Technology

Re: Tenure and Promotion case of Dr. Kenneth L. Schultz

I have known Dr. Kenneth L. Schultz for nineteen years. There is no question that through his research Dr. Schultz has provided a significant contribution to thought in the OM field. In particular, he has made a name for himself as one of the founders of the contemporary Behavioral Operations Management movement; a movement that has considerably reshaped the practical relevance in Operations Management research, bridging the gap between normative modelling assumptions and actual application in human-managed systems (aka the real world).

My first research engagement with Dr. Schultz, I can say with all honesty, proved to be the most important one of my career. It set the stage for the majority of my on-going endeavors and has to date provided the greatest number of academic citations to my work. This early collaboration began in 2005 with a CFP in the Journal of Operations Management (documentation of the call with both Bendoly and Schultz listed is provided in the accompanying PDF). Out of this special issue emerged two works. One was a collaborative thought piece co-authored with Bendoly, Schultz and Croson. Another was an editorial piece, which due to publisher error omitted the inclusion of Dr. Schultz's name (although he was clearly the co-editor of the Special Issue). I have personally been trying to resolve this omission for some time, yet Elsevier remains slow to correct this. Regardless, I list this as a co-authored editorial on my own CV.

More recently Dr. Schultz has engaged in additional review work on the topic of Behavioral Operations Management. Viewed holistically his work has been and will continue to prove very influential in the field. This is of course a testament to his technical and theoretical competency as a researcher. Further, while some academic researchers are content to simply produce work regardless of concern for practical relevance, Dr. Schultz's efforts are clearly considerate of real world applicability. This distinguishes him from the vast majority of peers at his level and provides confidence in his long term impact as a scholar.

In short, Dr. Schultz has the greatest integrity and my personal appreciation as a research colleague. I can fully recommend him for tenure and promotion. I personally look forward to all of his future work.

Dr. Elliot Bendoly

A handwritten signature in blue ink, appearing to read 'E. Bendoly', with a stylized, flowing script.

Professor of Management Sciences
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