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Datum
28 February 2018

Contact
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Dear Mr Folkerth,

With this letter, I respond to your request to review the tenure decision case of Dr Kenneth L. Schultz, PhD, in particular in relation to the qualifications of the external reviewer Dr David R. King, and in relation to the relative impact and contributions of Dr Schultz in relation to others that have been granted tenure in the same department.

I have known Dr Schultz for more than 15 years, starting with a seminar he conducted at my university on his ground-breaking work on the behaviour of workers in assembly lines. Subsequently, I have been in regular interaction with him at conferences and other events with a focus on behavioural operations. I have acted as an anonymous peer-reviewer of some of his research papers, and I am familiar with most of his research work. I have never had myself any active research collaboration with Dr Schultz, other than occasional exchanges of thought. Hence, I consider myself fully impartial and without any conflict of interest to judge the impact and contributions of the academic research work of Dr Schultz.

I have been a member of the faculty at Eindhoven University of the Netherlands since 1996, and was promoted there to full professor in 2003. My domain is the broad field of operations and supply chain management. I have published more than 100 academic papers in this field of study, and written/edited several books, including one in the area of Behavioral Operations Management, the core field of Dr Schultz. I have an h-index (Google Scholar) of 38. In 2011, I was a visiting professor at the Massachusetts Institute of Technology. I have held other visiting appointments in the U.S. at Stanford University (1995) and the University of California at Los Angeles (USA). I hold senior editorial positions at premier journals in the field, including *Production and Operations Management*, *Operations Research*, and *Decision Sciences*, and serve as reviewer for the other top journals in the field. At Eindhoven, I have served as Dean of the Graduate School, carrying responsibility for the program of about 1200 PhD students at the university, and about 6000 Master students. In 2017, I stepped down from my primary appointment in Eindhoven and was appointed an honorary professor. Since early 2018, I have accepted the appointment as Professor and Dean of Research at Kuehne Logistics University in Hamburg, Germany. In my new role, I am responsible, among others, for the tenure and promotions decisions at KLU, across all disciplines of our university, including the disciplines of operations management and strategic management.

I have conducted multiple tenure and promotion reviews, including at premier research institutions such as the Technical University of Munich, the University of Wisconsin, and the Massachusetts Institute of Technology. I hence would consider myself qualified to conduct a tenure review at the Air Force Institute of Technology.

With regard to your specific questions, I will first respond to your question 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 my judgement, I base myself on the requirement in the Standing Rules that “an academic reviewer is one who possesses a relevant doctoral degree and is or has been a tenured, graduate faculty member at the rank of Associate Professor or Professor within an academic department with educational and research activities similar, or superior in stature, to those of the candidate’s department. The academic reviewer should hold prominence within the candidate’s particular area of specialty and will predominantly belong to a Ph.D.-granting department. Some programs within the Graduate School may not offer the Ph.D. In such cases, it may be appropriate to use academic reviewers in non-Ph.D.-granting programs at other institutions. The use of reviewers with relatively junior rank or unclear expertise is not appropriate and will generally weaken the candidate’s case.”

First, I need to state that prior to this request I had never heard of Dr David R. King. I have never met him, nor ever seen any of his work. Based on his website at Florida State University and his Google Scholar page (with an h-index of 16). As I understand, at the time of review, Dr David R. King was a faculty member at Iowa State University in the department of management. While within the Strategic Management area the publication record is at a level that is probably comparable to the AFIT standards, I would not consider a degree in strategic management “relevant” in the sense of the Standing Rules. Strategic Management is a field that is very distinct from Operations Management, with no common journals. Furthermore, based on the information I accessed today of the department of management at Iowa State University, the department does not have any faculty not conducts any research in the area of Operations Management. Hence, I would not consider the research activities of that academic department “similar” to those of the department where Dr Schultz was seeking tenure. In addition, and in line with all of the above, I do not consider this reviewer to hold “prominence” with the area of Operations Management.

As a matter of fact, the publication record of Dr Schultz, in terms of quality and impact, is substantially stronger than the record of Dr King. Hence, it seems very inappropriate to request Dr King to review the file of Dr Schultz. It is common standard to request reviewers that have a more prominent standing in the field than the faculty member seeking tenure.

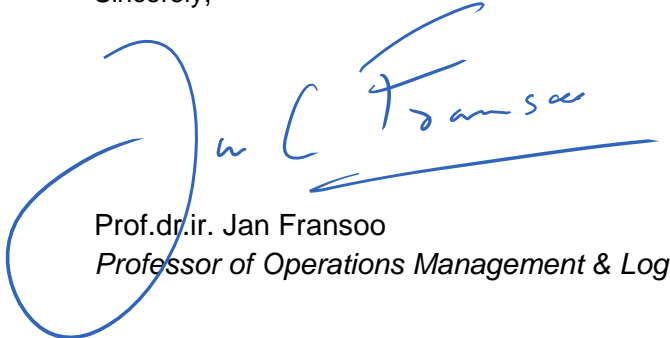
Second, I respond to your question whether the quality and impact of Dr. Schultz’s academic contributions meet or exceed the standards of AFIT in comparison with three comparable members of the AFIT Department of Operational Sciences (“ENS”) who have been granted tenure at the AFIT.

To this end, I have compared the record of Dr Schultz with the record of three members of his department that have been granted tenure (and are now full professors, hence much further in their career than Dr Schultz at the moment of the tenure decision): Dr. William Cunningham, Dr. Alan Johnson and Dr. Jeffrey Ogden.

I would consider these faculty members to have made substantially less impact and contribution with their publications than Dr Schultz. To anybody outside academic research, this may appear odd, as for some of them their publication record is much longer, with many more publications. However, the number of publications is a poor indicator of academic impact and contribution. For instance, the publication record of Dr Ogden at the moment of his tenure decision counted about 25 publications (based on his current publication list at the website of the University of North Texas). Not a single one of these publications is in one of the top journals in the field. It is generally considered considerably easier (and consequently less impactful) to publish in the type of journals that Dr Ogden published in. Probably a publication in a top journal is 3-5 times more effort than a publication in one of the journals that Dr Ogden published in. Dr Schultz currently has 12 publications in a top journal. Based on the publication record alone, it is beyond any doubt that the publication record of Dr Schultz is Substantially better than the record of Dr Ogden. Any academic in the field of Operations Management at a top research institution would reach the same conclusion. I have also read the Statement of Accomplishments of Dr Schultz dated 11 November 2015. Since I am very aware of the content of his work, and having seen the publication record of the others, it is very obvious and beyond any doubt that the research contribution and impact of the work of Dr Schultz is substantially stronger than those of the three colleagues referenced above.

I hope to have informed you sufficiently and remain at your disposal should you have any further questions.

Sincerely,



Prof.dr.ir. Jan Fransoo
Professor of Operations Management & Logistics