



March 1, 2019

To whom it may concern:

I am responding to a request to render an opinion on Dr. Kenneth Schultz's tenure review at the Air Force Institute of Technology (AFIT). The request came from the law firm of Folkerth and Routh of Dayton, OH. I was asked specifically to comment on two issues as specified below. I am pleased to send my comments as a practicing academic in the field of Operations Management, with the caveat that my views do not necessarily represent the views of the institution to which I am affiliated.

Personal and professional relationship with Dr. Schultz

I first disclose that I have known Dr. Schultz professionally for about ten years through our common interest in Behavioral Operations Management, which is an area in the broader field of Supply Chain and Operations Management. I have not co-authored with Dr. Schultz, nor have I ever served at the same institution as him.

My interactions with him have been largely at professional conferences (the annual summer Behavioral Operations Conference, and the annual meetings of the Production and Operations Management Society (POMS), and the Institute for Operations Research and Management Science (INFORMS). In his role as editor of the behavioral operations newsletter, I have occasionally been in touch with him either to request that he post notifications about events, or when submitting writeups about professional news and events. In February 2017 I invited him to present his research in our Business Behavioral Research Laboratory visiting speaker series of the Walton College of Business at the University of Arkansas.

Brief bio

John Aloysius is a Professor and Oren Harris chair in Logistics at the Walton College of Business at the University of Arkansas. He holds a BSc degree in Mathematics and Statistics from the University of Colombo, Sri Lanka, and a PhD degree in Management Science and Operations Management from Temple University, Philadelphia.

His research interests are in two main streams in retail supply chain: behavioral operations and technology. His publications have appeared or will appear in leading academic journals

including *Decision Sciences*, *Information Systems Research*, *Journal of Supply Chain Management*, *Journal of Operations Management*, *MIS Quarterly*, *Production and Operations Management*, *Organizational Behavior and Human Decision Processes*, and others. His research has been sponsored by Walmart Stores Inc., the Retail Industry Leaders Association (RILA), and APICS the Association for Supply Chain Management.

He currently teaches or has taught in the EMBA, the full-time MBA, the professional MIS, the undergraduate and the China study abroad programs of the Walton College. He serves as the director of the PhD program of the Supply Chain Management department, on the promotion and tenure, and the research and human subjects committees of the Walton College as well as the research council and institutional review board of the University of Arkansas.

He is or has been an active participant in professional organizations such as the council of supply chain management professionals (CSCMP), the decision sciences institute (DSI), the institute for operations research and the management sciences (INFORMS), the production and operations management society (POMS), and the society for judgment and decision making (SJDM). He is currently the president of the POMS College of Behavior in Operations Management.

Qualification to review: 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.

I believe I am qualified to serve as a reviewer as:

1. I hold the rank of Professor and serve as the director of the PhD program in the department of Supply Chain Management in the Walton College of Business at the University of Arkansas.
2. I am familiar with tenure processes as I chair the promotion and tenure committee in my department, and also serve on the college promotion and tenure committee of the Walton College of Business.
3. Several of my publications appear in leading journals in Supply Chain and Operations Management, with some specifically in Dr. Schultz's area of Behavioral Operations Management. I am currently president of the POMS College of Behavior in Operations Management.

Opinion on Issue 1: 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.

I was not familiar with Dr. David R. King but did review his vitae, his web profile at Florida State University, and his google scholar page. He certainly meets some criteria to be an external reviewer as he is department chair and an associate professor in the department of Management at Florida State University – which is a well- regarded doctoral degree granting institution. He is someone who is well suited to review a tenure packet at a doctoral granting institution of higher education.

I do however have reservations as I will explain, about his suitability to review Dr. Schutz’s tenure packet as Dr. King’s vitae did not reveal evidence of expertise in operations management, and more specifically behavioral operations management. Dr. King’s research expertise is in strategic management, and at the organizational level as opposed to at the individual level which is a characteristic of much behavioral operations management research. Dr. King’s departmental affiliation does not automatically disqualify him as I know of many researchers in organizational behavior, psychology, or economics (for example) who would have the research interests and skills to evaluate research in operations management in general, and behavioral operations in particular. Researchers in organizational behavior would indeed be housed in a department of management as is Dr. King. While I did not read all of Dr. King’s papers, a look through the titles of his publications and the journals in which they appear were sufficient in my mind to give me an idea of his training and areas of expertise. In my judgment despite his other qualifying attributes and while recognizing from my own experience the difficulty in identifying suitable reviewers, he would not have been on my own shortlist to evaluate Dr. Schultz’s tenure case.

Opinion on Issue 2: 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.

I am generally uncomfortable making the type of comparison requested of me, because (i) tenure standards evolve over time, (ii) outsiders such as myself can see the snapshot as of the current date but do not necessarily have visibility into the resources available to different people over time, and (iii) in some cases we are not able to make comparisons between different areas even within the same discipline because article citation norms between areas, the competition for journal space between areas, and many other factors should be taken into account.

However, in this case I believe I am reasonably able to make appropriate judgments despite these obstacles. I am somewhat familiar with the work of one of the three individuals listed, and while

I am not at all familiar with the work of the other two, I am a member of the professional organizations with which all three engage, and have published in some of the journals in which they publish.

1. **Impact:** I have no hesitation in saying that based on total article citations in Google Scholar, and related metrics such as the H-index and i10-index, Dr. Schultz's impact on the field is considerable and compares favorably with the three other individuals listed.
2. **Quality:** Looking beyond these impact metrics, many of us in business schools also look for publications in prominent journals as an indicator of research quality which is not necessarily perfectly correlated to research impact. The record that was provided to me shows that Dr. Schultz lists eleven publications in journals that appear on the Financial Times 50 list of business school journals <https://www.ft.com/content/3405a512-5cbb-11e1-8f1f-00144feabdc0>. These eleven publications are in journals that are also on a select list of eight journals listed on the SCM Journal list (the closes we have for a list specific to Operations Management): <http://www.scmlist.com/>. There are many who would aspire to such a record. Dr. Schultz is one who clearly focuses on quality over quantity. His record also compares favorably with the other individuals listed.
3. **Professional Judgment:** Beyond these opinions based as much as possible on the type of objective criteria that we like to use in academia, if I had glanced through Dr. Schultz's vitae for the first time, I would have been surprised to learn that he was not tenured at an institution comparable to AFIT. I am however, very familiar with some of Dr. Shultz's work. Given my own evaluation of the rigor of the research, the influence that I know that it has had in the field of behavioral operations, and how it has caused the field of operations management to rethink some fundamental assumptions about how human factors can affect organizational-level outcomes, my opinion is that someone with his record should be favorably evaluated for tenure at many institutions at least comparable to AFIT.

I will be happy to provide any further information required.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Aloysius".

John Aloysius
Professor and Oren Harris Chair in Logistics