



## H A R V A R D | B U S I N E S S | S C H O O L

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UPS FOUNDATION ASSOCIATE PROFESSOR OF SERVICE MANAGEMENT

March 19, 2019

Dear Mr. Folkerth,

Thank you for giving me the opportunity to write a letter in support of Dr. Kenneth Schultz. In your letter to me, dated February 28, 2019, you requested my opinion regarding the following two questions:

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;*
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?*

Before addressing these two questions, by means of introduction, I wish to share that I am an Associate Professor at Harvard Business School. I have been on the faculty here, in the Technology and Operations Management unit, since 2012, and my research emphasis is in the area of behavioral operations management. I am familiar with Dr. Schultz, his work, and his contributions to our field.

With respect to your first question, my assessment, based on reading Paragraph 7.2.1, the section of AFIT’s Standing Rules governing Academic Reviewers, is that Dr. King does not fully meet the requirements of an external academic reviewer to evaluate Dr. Schultz. That paragraph states:

*7.2.1 Academic Reviewers. 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.*

Based on his faculty profile, which I retrieved online on the date of this letter, my interpretation is that Dr. King does not meet all of the requirements set forth in the above paragraph.

Dr. King’s stated area of expertise is strategic management, including: mergers and acquisitions, integration and performance, innovation, complementary resources, corporate entrepreneurship, technology transfer, and government policy. He appears to be an excellent and highly-cited scholar, but with research emphases in a set of areas which have little to do with Dr. Schultz’s research area of behavioral operations management, and less to do with the broader research and teaching agenda of the Department of Operational Sciences at AFIT. Contrary to AFIT’s Standing Rules, as a specialist in strategic management, Dr. King does not “hold prominence within the candidate’s particular area of specialty,” which for Dr. Schultz, is behavioral operations management.

I am personally very active in the field of behavioral operations management, and I had not heard of Dr. David R. King before receiving your letter. I tried to look him up in the databases for the last three INFORMS Annual Conferences (2016-2018), and it appears that during that time, no research has been presented on which Dr. King is a co-author, and INFORMS is far and away the largest conference in the field of operations management.

Moreover, I'd like to note that Florida State's College of Business has a department called "Business Analytics, Information Systems, and Supply Chain," which is in far greater alignment with the Department of Operational Sciences at AFIT, and in my view, is a better match with the provisions in AFIT's Standing Rules stating that an academic reviewer should have experience as 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."

In summary, based on my understanding of AFIT's Standing Rules excerpted above, a qualified external reviewer for Dr. Schultz's promotion case would be a behavioral operations scholar who holds or held a tenured graduate faculty position in a department of operations management or operations research. Dr. King is neither a behavioral operations scholar, nor does he hold a tenured graduate faculty position in a department of operations management or operations research. As such, it is my personal view that Dr. King does not fully meet 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.

With respect to your second question, about 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"), although I do not know AFIT's criteria for granting tenure, I believe that Dr. Schultz's quality and impact appears in line with those of his tenured colleagues in ENS. I base my assessment on the quality of journals where Dr. Schultz has published, his citation count, which serves as a measure of his impact in our field, and his prominence as a leader in our field of behavioral operations.

A head-to-head comparison of Dr. Schultz's contributions relative to those of his tenured colleagues at AFIT is complicated by the fact that Dr. Schultz's area of academic inquiry is slightly different from his colleagues, in the sense that they tend to focus predominantly on logistics and supply chain management, with a highly-applied emphasis on military applications, whereas Dr. Schultz's emphasis is in the field of behavioral operations. As such, throughout his career, Dr. Schultz has published in a different set of journals, which target a broader swath of the operations management community.

Dr. Schultz has published in Management Science (4 articles), Manufacturing & Service Operations Management (1 article), Production and Operations Management (3 articles), and Journal of Operations Management (2 articles), all of which are ranked in the top 50 by the Financial Times, a benchmark used frequently in our field to distinguish the top journals. He has also published an article in Interfaces, which is a journal that focuses primarily on the application of theoretical insights to practice. From this list, Management Science is the journal most widely considered to be the top in our field, and according to the ENS website, Dr. Schultz has more Management Science publications than any other faculty member with the rank of full professor in ENS. Moreover, none of Dr. Schultz's full professor colleagues in ENS have published in Manufacturing & Service Operations Management or Production and Operations Management, and only one has published in Journal of Operations Management (once).

From a citation count perspective, Dr. Schultz's work is highly cited, with 1,468 citations on Google Scholar. According to Google Scholar, Dr. Schultz's citation count is in the range of tenured faculty of ENS. It should be further noted that, since behavioral operations has become a rapidly growing field that Dr. Schultz helped pioneer, his pace of citations in the years ahead is likely to quicken. Related to that point, Dr. Schultz recently contributed an invited chapter to the first ever *Handbook of Behavioral Operations*, which is evidence of the high esteem in which those of us in his field hold him.

Beyond his many academic accomplishments, in my opinion, Dr. Schultz's efforts to build up our community make him an incredible citizen in our field. For example, for many years now, Dr. Schultz has run the Behavioral Operations Listserve, which is the go-to place for sharing ideas, resources, and

opportunities within our community. Dr. Schultz is also currently a special issue editor for Operations Research, one of the top journals in operations (also ranked in the Financial Times Top 50), which has historically only published theoretical work. Dr. Schultz and several of his colleagues, who are also leaders in our field, are editing an issue on Behavioral Queuing, which will for the first time bring behavioral experiments into this heretofore highly-theoretical journal, linking behavioral operations to other parts of the operations community. Dr. Schultz is a respected pioneer in our field, and based on the criteria I have outlined above, his quality and impact appear to be in line with those of others who have received tenure in ENS.

Thank you again for the opportunity to write this letter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Buell', with a stylized 'B' and a horizontal line extending to the right.

Ryan Buell