

February 18, 2019

To: John R. Folkerth Jr.

Re: Dr. Kenneth L. Schultz

I'm crafting the following opinion in reference to the case of Dr. Kenneth L. Schultz, who was recently denied tenure at the Air Force Institute of Technology. I must strongly disagree with the conclusion reached by that review, regarding his qualification for tenure, and have some serious concerns regarding the process used in evaluation.

As I understand the criteria for granting tenure at AFIT, foremost is the concern that qualified candidates have demonstrated an impact on their field by way of their contributions, relative to others recently granted tenure at the institution. It is also clear that the choice of external reviewers occur in an unbiased way, such that they are also representative of the field in which the candidate specializes. Looking at the process that was undertaken, it is apparent that this standard was not upheld. Dr. David R. King, who I also know, is in no position to evaluate Dr. Schultz simply because Dr. King is not a scholar in Dr. Schultz's field. Dr. King specializes in acquisition management and strategy. Dr. Schultz specializes in human behavior in Operations Management contexts, a topic as far removed from Dr. King's background as a specialization in Finance might be. The choice of Dr. King as an external reviewer is therefore somewhat baffling, given the large number of researchers studying behavior in Operations Management available to provide qualified reviews. This choice in itself therefore raises some more concerning questions regarding process.

As to the issue of contribution, let me provide my own opinion, backed by more than fifty peer reviewed articles (overly approximately the same time as Dr. King). To begin with, I

have known Dr. Schultz for twenty 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). I will repeat, Dr. Schultz is one of the founders of this domain, among a handful of scholars who can claim the same. Out of this movement we have seen numerous special issues at A-level journals, conferences, conference Colleges, and journal departments. This movement has unambiguously changed the shape of the Operations Management field. By association, Dr. Schultz has unambiguously changed the shaped of OM.

My first research engagement with Dr. Schultz, I can say with all honesty, proved to be the most important one of my own 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 of these was a collaborative thought piece co-authored with Bendoly, Schultz and Croson. Another was an editorial piece. 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.

Holistically, Dr. Schultz has the greatest integrity and my personal appreciation as a research colleague, as well as that of others in this field. If a scholar from this domain of Operations Management is asked to provide commentary on Dr. Schultz's contributions, I am confident the same conclusion would be drawn. I would strongly recommend that this case is re-evaluated with an unbiased group of scholars leading the process, ensuring that external reviewers are picked who have a clear familiarity with the field that Dr. Schultz works in. Absent such an unbiased process, I will continue to be concerned regarding the integrity of steps taken in this case.

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