

Wharton Behavioral Laboratory¹ Annual Report for Calendar Year 2010

Summary

The Wharton Behavioral Laboratory (WBL) in its current form began in Fall 2004 and received official funding from Wharton in Spring 2005. The initial proposal estimated that the research volume of the lab would range between 5,000 (approximately the volume at that time) and 14,000 participant hours annually (with the lower number being the volume at that time from various subject pools). In the first year, actual volume exceeded those estimates and a SHDH location was added to the JMHH location. This immediate high volume was interpreted as evidence that the WBL addressed a major deficiency in research support that had slowed the rate of research productivity and/or reduced the sample sizes used in behavioral research projects.

The WBL differs from most behavioral labs in its operating procedures. Each physical location runs a small set of research projects simultaneously (i.e., 1 - 5 distinct tasks that collect data from several distinct groups of researchers) for 5 consecutive days (called a "session," which usually consists of 20 one-hour time slots with 8 - 12 participants scheduled for each slot; see Exhibit 1). Each session provides a sample size of approximately 200 participants for each project. This allows the WBL to achieve high levels of efficiency and quick turnaround times.

In 2010, the volume was 17,756 participant hours for the on-campus panel (which is essentially identical to 2009) and 5,468 participant hours for non-panel² samples (which is a 57% increase over 2009, which was itself a 16% increase over 2008). The on-campus panel had 3,269 unique members participating in at least one session (bringing the cumulative total since 2005 to 14,208). Our per-participant total cost (i.e., the Fully Loaded Cost per Subject-Session Equivalent; see Exhibit 2) was \$24.55, a decrease from 2009 (\$28.78) due to better deals for our off-campus samples plus some other efficiencies. The average time spent by a participant in a session in our on-campus labs has decreased over the past few years from 46 minutes in 2008 to 42 minutes in 2009 to 38 minutes in 2010 (but is still above the 2007 figure of 34 minutes). We are investigating the cause of this, but the electronic cover-page we will implement in the coming year should help.

The lab was used by 32 faculty, 23 doctoral students, and 1 undergraduate. Marketing was the heaviest user (14 faculty, 10 doctoral students, 56% of on-campus lab minutes and 46% of on-campus lab dollars). Operations and Information Management (OPIM) was the next heaviest user (7 faculty, 5 doctoral students, 1 undergraduate, 24% of on-campus lab minutes, and 27% of on-campus lab dollars). Management was the third heaviest user (6 faculty, 6 doctoral students, 15% of on-campus lab minutes, and 16% of on-campus lab dollars). Business and Public Policy and Real Estate also used the WBL this year (one faculty member each). Most users were directly affiliated with Wharton (45). Also, 11 users were indirectly affiliated

¹ Prepared by Professor Wes Hutchinson, Faculty Director. Background information about the WBL is provided in Exhibit 1, including definitions of terms used in this report.

² A few of these projects were actually conducted on-campus, but did not use our on-campus panel or labs. Most, however, were national online samples or specialty samples from the Philadelphia area.

with Wharton (e.g., co-authors, recent faculty and doctoral students, and alliances from the Penn Psychology and Political Sciences Departments, Penn Law School, and the Leonard Davis Institute of Health Economics at Penn, Cornell University, Drexel University, New York University, and INSEAD).

As in previous years, research productivity among WBL users was high: 15 journal articles using WBL data were published in 2010, 14 articles are forthcoming in 2011 (similar to 2009, compared to 7 - 9 papers annually for 2006 - 2008), 43 new or revised working papers were produced, and 13 additional projects were initiated or extended by new data collection.³ Since 2006, the WBL has contributed data to at least 67 published papers, 139 working papers, and 96 new and ongoing projects (not adjusted for duplication). Exhibit 3 provides the complete list.

Goals for 2011

1. Maintain the current high levels of productivity in the on-campus labs (including expanded use of labs outside of current hours of operations).
2. More timely preparation by WBL users of experimental programs, materials, etc.
3. Continued implementation of quality control procedures (e.g., electronic cover page) and expansion of the participant characteristics database (e.g., widely used covariates).
4. Continue to expand ability to deliver off-campus samples (e.g., specific consumer samples, APEX, non-US samples, online samples).
5. Obtain new sources of financial support for the WBL (e.g., grants, including use of WBL resources by non-Wharton faculty at Penn and other nearby universities and research facilities; possible endowment through donor naming of the WBL or specific lab locations).
6. Maintain current hardware (e.g., computers, webcams, headphones, etc.) and acquire new hardware when user demand is evident (e.g., physiological measurement, eye-tracking).
7. Increase the number of faculty and graduate students using the WBL.
8. Explore the value of allowing teaching-related use of the WBL, especially non-student samples for project courses.
9. Conduct publishable research on methodological issues uniquely related to our panel structure (e.g., effects of participation rate on data quality, cross-experimental effects, different incentives, comparisons of student and non-student samples, etc.).

Penn Campus Panel

Data from the on-campus participant panel are collected in JMHH and SHDH (current panel demographics can be found at <https://bhlab.wharton.upenn.edu/demo2.aspx>). The total volume for 2010 was 17,756 participant hours (about the same as 2009) and 3,269 unique panel members participating in at least one session (bringing the cumulative total since 2005 to

³ Note that this report was completed much later than usual, so reported working papers and new projects probably include a significant amount of 2010 projects. Publications are separated by year.

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14,208). Payments per participant hour averaged \$10.74 and operating expenses per participant hour averaged \$14.36. Thus, the fully loaded cost per participant hour was \$25.10. This is a slight decrease over 2009 (\$27.24). We expect this rate to hold steady in coming years. This cost compares well with benchmarks in the marketing research industry.⁴ Session sample sizes and average completion times are given in Exhibit 4. The number of sessions participated in per panel member and average session completion times are given in Exhibit 5. The number of “heavy participation members” decreased considerably compared to 2008. The number of members participating in more than 30 sessions was 1 (compared to 9) and the number participating in more than 20 was 87 (compared to 98). Note that, those numbers for 2006 were 131 and 245, respectively, and 8 and 89 for 2007. The average time spent by a participant in a session in our on-campus labs has decreased over the past few years from 46 minutes in 2008 to 42 minutes in 2009 to 38 minutes in 2010 (but is still above the 2007 figure of 34 minutes). We are investigating the cause of this, but the electronic cover-page we will implement in the coming year should help. We have increased the minimum in-lab time to 30 minutes. Because covariate measures are collected and maintained separately for each individual, time can always be “filled” with these surveys for those who finish early. Given the logistics of getting people in and out every 60 minutes and the natural variation in participant speed in task completion, 45 - 50 minutes would seem to be near the maximum for an average value. As in previous years, Exhibit 5 shows that there is a noticeable “speed-up” over the first 5 to 10 sessions and then it levels off. This type of learning effect is observed for almost all types of tasks and probably reflects a type of learning that improves data quality by reducing error due to confusion about lab procedures. Only 1 person participated in more than 30 sessions and 59 participated in more than 20 (compared to 1 and 87 in 2009). Although there is no evidence that the heavy participants become “speed demons” who rush through their tasks, we have implemented policies to identify subjects who do rush through the tasks or regularly provide unusable data. These subjects are suspended from the panel. We continue to use more direct quality controls (e.g., a language and computer proficiency test is now required of all members, attention-check tasks, etc.), and continue to expand our participant characteristics database. Nonetheless, improving data quality remains an important goal for 2011.

Finally, our WBL staff, headed by Kaity Moore (On-Campus Senior Research Coordinator), has provided consistently outstanding service to both experimenters and participants. This is reflected in all experimenter comments that have come my way and the lack of complaints and high satisfaction ratings from participants. I meet with the staff on a weekly basis and am continually impressed by their professionalism and the knowledge that they have gained about research goals and procedures and how to maintain quality control in the lab. Morale is high in the group, and the lab runs like a “smooth machine” because of their effort. It is hard to overestimate the value of the staff to the WBL.

Highlights of 2010

Kaity provided the following list of lab improvements that were implemented in 2010.

⁴ For example, the per respondent price for multi-client online surveys is \$1 - \$2 per question (or \$6 - \$10 per completed 5 - 10 minute survey), and eye-tracking studies cost \$35 per 10 minute interview, including a \$10 incentive, and are priced higher to clients.

Website improvements. In addition to upgrading the participant pages on our website, user pages were added and, beginning in October, the WBL converted to online submission of requests for lab time (much thanks to Young Lee).

High school students. Summer internships for high school students were again successful in 2010. We continue to find these students are very useful and imaginative. It is great for the WBL to have their points of view, and they all commented that the experience was very valuable for them as well.

Extended hours, flexibility, and online studies. As in 2009, there was an increased demand for morning sessions (i.e., non-regular lab hours). We expect this trend to continue and are examining how we can maintain sufficient personnel (and funding) to increase the number of lab hours (now only 20 hours per week in each location) to better take advantage of the space we have.

Panel promotion. We now promote sessions, with daily announcements, on the Upenn calendar.

Specialized Panels and Samples

The use of specialized panels and samples was high again in 2010 with 21 projects (compared to 21 in 2009 and 14 in 2008; more detailed descriptions are available upon request) and 5,468 participant hours (which is a 57% increase over 2009, which was itself a 16% increase over 2008, and this does not include APEX surveys). The volume continues to go up because of increased use of online panels. Kate Kelley, our Off-Campus Senior Research Coordinator, has done an outstanding job of working with faculty to obtain non-student samples from a variety of sources (for example, online panels, 30th Street Station, Day care, Graduate center, PPSA). She also served as a much-needed back-up staff RA for the on-campus lab. As our resident expert and Brand Administrator for Qualtrics survey software she assists in development of studies along with the incorporation of new functions (performance incentives). We continue to negotiate a prepaid contract with Qualtrics that provides the WBL with a discounted cost per study respondent. We are working on developing an approved method for using Mechanical Turk as a source of participants. The creation and submission of IRB applications, along with the answering of IRB questions is also supported. She assists faculty in writing grants while identifying possible opportunities to be pursued. The Wharton Advisory Panel of Executives (see Exhibit 1) continues to grow. Six surveys were run in 2010 and 4 more so far in 2011. The panel size has more than doubled since 2009 and now (i.e., August 2011) consists of over 250 executives and continues to be organizationally “flat” or even skewed toward senior executives (25% chief executives, 14% presidents, partners, and principals, 42% vice-presidents and directors, 19% managers, and 6% miscellaneous). Recruitment of panel members continues, and was greatly aided by a Knowledge@Wharton feature article in March 2011 that had a link to an APEX application page (note previously we invited specific individuals selected from verified lists; for these applicants we check their company and position and select members to maintain a representative sample). Finally, use of online panels increased (11 projects through Qualtrics and 4 projects through the panel maintained by Jon Baron of the Penn Psychology Department). Additionally in 2010 Biopac equipment was introduced to the Lab. We have two Biopac

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machines which support physiological studies. Biopac provided on site training for the Lab personnel. An inaugural study measuring heart rate in response to music was run by year end.

Staffing Needs

In 2010, our level of staffing was approximately the same as in 2009. As noted earlier, the staff is what makes the WBL work and they have continued to do an outstanding job!

Our current staff is listed below, and a cumulative list of WBL is provided in Exhibit 8.

Full Time

Kate Kelley (Senior Coordinator
– Off-Campus Projects)
Young Lee (Senior IT Project Leader)
Kaity Moore (Senior Coordinator
– On-Campus projects)
Patricia Zapater-Roig (Coordinator)
Josh Carrigan (will replace Patricia in 2011)

Part Time

Attilio Dimartino (Staff RA)
Isabel Swinburn (Staff RA)
Marta Garrigia (Staff RA)
Michelle DeGagne (Staff RA)
Amy Lange (Staff RA)
Alex Nechemia (Staff RA)
Boris Rozenfeld (Staff RA)

Darus Hunter (Student RA)
Jeffrey Ng (Student RA)
Young Nguyen (Student RA)
Nicole Ofori-Atta (Student RA)
Joseph Rollinson (High School Intern)
Sean Dowling (High School Intern)

New Directions?

The lab is humming along like a finely tuned machine, so "more of the same" may be our best future direction. We certainly don't want "less of the same." However, if you review the Goals for 2011 section, you will note some initiatives that we are pursuing either because some WBL users have suggested them or because they makes sense to the staff and me. Any reactions to these initiatives or ideas for other new directions are welcomed.

As in previous years the volume, quality, and impact of the research supported by the WBL is as good or better than that of any other university worldwide (certainly any business school). Moreover, the WBL adds significantly to the level of training we provide for doctoral students. Let's keep up the good work in 2011 (and please remember to acknowledge the WBL in publications and working papers).

Exhibit 1

Wharton Behavioral Laboratory Background Information

The Wharton Behavioral Laboratory (WBL) provides a variety of services that support data collection for behavioral research on business-related topics. The primary goal is to enhance the research productivity of Wharton faculty by minimizing the operational costs, both time and money, of conducting research. The primary services provided are maintaining and updating facilities, participant pools, and staffing for a state-of-the-art experimental research laboratory that will be a shared asset for all faculty and students doing behavioral research. It contributes to Wharton's reputation for excellence in academic research and enhances our ability to attract and retain the very best faculty and students. The WBL operates two lab locations, and members of the WBL panel are mainly Penn students, but also include staff and members of the community. Each session lasts 30 to 60 minutes. During a session panel members may complete questionnaires, participate in online experiments, or interact in groups. Payment for each session is usually \$10, but may exceed that amount for studies in which payment depends on performance in some way. Members report that most of the studies are interesting. Each lab begins a new session every week. The lab manager coordinates with faculty to schedule the experiments in each session, to estimate needed time, to understand the experimental procedures used. Typically, on the first day of each session the lab manager and experimenters are present in the lab to train the staff and student RAs, to observe the procedures, and to correct any problems that arise. On subsequent days, the labs are run by the RAs.

The Wharton Advisory Panel of Executives (APEX) is a new initiative. The primary goal of APEX is to provide an ongoing, accurate, up-to-date description of executive opinions and facts about the current business environment using a survey method that creates a sense of "dialogue" between participants and Wharton faculty (and the larger business community). Initially, the panel will be a group of 500-1000 business executives who are surveyed online regularly about a wide variety of business issues. Each survey will take 5-10 minutes to complete, and the typical panel member will participate in 1 or 2 surveys each month. Although not a probability sample, members will be representative of the industries and organizational structures of the global business community, and rigorous survey methods will be employed to maintain a high level of data quality. The survey topics will include best practices, "hot topics," and focused research problems. The results of this research will be summarized by Wharton faculty and made available to panel members online (e.g., on web pages, PDF download, pod casts, etc.) in advance of their being reported in academic journals or business media. Survey questions will address issues of general interest to executives, of specific relevance to courses taught at Wharton, and of value to research projects being conducted by Wharton faculty. In addition to contributing to important business research, panel members will have early, exclusive access to the results of the studies. APEX members provide a critical industry perspective on important business problems. The knowledge derived from APEX research will ultimately be disseminated through academic and business journals and in the popular press, giving APEX members an opportunity to influence important business issues. Additionally, APEX members earn points for their participation in research studies. Similar to how airlines, hotels and credit card companies reward their best customers, APEX members can redeem their points for books from Wharton Publishing and discounted or free participation in Wharton Executive Education Programs.

WBL Terminology:

A *session* is a group of experiments that are (were) run at the same time in the same location. It is also the series of time slots allocated to those experiments. Each session has a unique ID in all databases (e.g., 062305).

An *experiment* is a self-contained data collection event. Each experiment has a unique ID in all databases (e.g., 062305E1).

A *time slot* (or *slot*) is a specific time period during which a specific subject can (did) participate in a session. Each slot has a unique ID in all databases (e.g., 062305-01).

An *experimenter* is the person (usually faculty or graduate student) who is primarily responsible for an experiment. Each experimenter has a unique ID in all databases (which is the same as the Wharton ID, e.g., jwhutch). The *principal investigator (PI)* is the person who submits the request for a session and is the primary contact person for the project (often a doctoral student). The *sponsor* is the person who funds the research (typically a Wharton faculty member).

A *subject* or *participant* is a person who participates in one or more sessions. In most cases, a subject will participate in all experiments in a given session; however, there can be exceptions to this (e.g., subjects may qualify for some, but not all, experiments, or the session structure dictates that subjects participate in only 2 of 3 experiments in the session). Each participant has a unique ID in all databases (which will be an integer number assigned when the person registers).

A *panel* or *participant pool* is a group of participants that have registered with WBL and may qualify participation in experiments. People may be dropped from the panel by their own request or because of unsatisfactory performance in lab sessions.

Participant characteristics are variables attached to each subject as single values. These may change over time, but the database has only one observation for each subject.

Experiment characteristics are variables attached to each as single values. These may change over time, but the database has only one observation for each experiment.

Participants *qualify* for experiments (and sessions) based on rules defined in terms of subject and experiment characteristics.

Exhibit 2

Cost Analysis

(Contact the WBL for further cost-related information)

Exhibit 3

Cumulative List of Papers and Research Projects

PUBLICATIONS

2011

- Berger, Jonah , Devin Pope (2011), Can Losing Lead to Winning?, *Management Science*, Forthcoming
- Berger, Jonah , Eric Schwartz (2011), What Gets Talked About? Drivers of Immediate and Ongoing Word-of-Mouth, *Journal of Marketing Research*, Forthcoming
- Berger, Jonah (2011), Arousal Increases Social Transmission of Information, *Psychological Science*, Forthcoming
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Graefe, A. & Armstrong, J. S. (2010). Comparing face-to-face meetings, nominal groups, Delphi and prediction markets on an estimation task. *International Journal of Forecasting* (forthcoming).

Hardy, Sam, Amit Bhattacharjee, Karl Aquino, and Americus Reed II (2010), "Moral Identity and Psychological Distance: The Case of Adolescent Parental Socialization," *Journal of Adolescence*, 33, 111-123.

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- Gino, F. & Schweitzer, M. (2008). Blinded by anger or feeling the love: How emotions influence advice taking. *Journal of Applied Psychology*. 93(5), 1165-1173. This paper won the Best Empirical Paper Award in the Conflict Management Division at the Academy of Management, August 2008.
- Sood, Sanjay and Xavier Drèze (2006), "Brand Extensions of Experiential Goods: Movie Sequel Evaluations," *Journal of Consumer Research*, 33 (3), 352-60.
- Vanhuele, Marc, Gilles Laurent, and Xavier Drèze (2006), "Consumers' Immediate Memory for Prices," *Journal of Consumer Research*, 33 (2), 163-72.
- Williams, Patti, Lauren G. Block and Gavan J. Fitzsimons (2006), "Simply Asking Questions About Health Behaviors Increases Both Healthy and Unhealthy Behaviors," *Social Influence* 1 (2, June), 117-127.

WORKING PAPERS**New or Revised in 2010⁵**

- Berger, J. and K.L. Milkman. Social transmission, emotion, and the virality of online content.
- Berger, Jonah, Katy Milkman (2011), Social Transmission, Emotion, and the Virality of Online Content.
- Berman, Jonathan Z. and Deborah A. Small "Self-interest without selfishness: Imposing self-interest increases happiness," *Under review*
- Berman, Jonathan, Amit Bhattacharjee, and Americus Reed II, "Tip of the Hat, Wag of the Finger: How Moral Decoupling Enables Consumers to Admire and Admonish." Under review at *Journal of Consumer Research*.

⁵ Note that this report was completed much later than usual, so reported working papers and new projects probably include a significant amount of 2010 projects. Publications are separated by year.

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- Bhattacharjee, Amit, Jonah Berger, and Geeta Menon, "Escaping the Crosshairs: Reactance to Identity Marketing." Revising for invited 2nd round review at *Journal of Consumer Research*.
- Bhattacharjee, Amit, Jonah Berger, Geeta Menon (2010), Escaping the Crosshairs: Reactance to Identity Marketing
- Bhattacharjee, Amit, Lisa Bolton, and Americus Reed II, "License to Lapse: Lay Theories of Medicine, Remedy Marketing, and a Healthy Lifestyle." Under review at *Journal of Marketing*.
- Bhargave, Rajesh and Gal Zauberman. Aspects of Experiences: The Role of Novelty in Hedonic Evaluations. Working Paper
- Brooks, A.W., Grant, A., Schweitzer, M., & Edelman, E. (working paper) Worry at work: Anxiety and motivation in the workplace, *invited for review*.
- Brooks, A.W., Moran, S., Schweitzer, M., & Bereby-Myer, Y. (working paper) Glad to be mad: When negotiators strategically choose to feel angry, *under first-round review*.
- Brooks, A.W., Schweitzer, M., & Gino, F. (working paper) The surprising benefits of seeking advice: How advice seeking builds perceptions of ability-based trust, *under first-round review*.
- Bucchianeri, Grace Wong and Talya Miron-Shatz, "Know how much your home is worth? Think again."
- Chan, Cindy, Jonah Berger, and Leaf Van Boven, "Differentiating the "I" in "In-Group": How Identity Signaling and Uniqueness Combine to Drive Consumer Choice." Revising for resubmission.
- Chan, Cindy, Leaf Van Boven, Eduardo B. Andrade, and Dan Ariely, "Moral Violations Reduce Consumption." Working paper.
- Deslorieux, Kingsley, Cassie Mogilner and Eric Bradlow, "The Lasting Effects of Hedonic Experiences" that uses data from the WBL. are also involved with it.
- Erte Xiao and Howard Kunreuther. "Punishment and Cooperation in Stochastic Prisoner's Dilemma Game" (under review at *Journal of Public Economics*)
- Finnel, Stephanie, Americus Reed II, and Patti Williams (Stephanie Finnell's Dissertation Proposal), "Lean on Me: Relying on Relationships to Regulate Ambivalence and Relying on Consumption to Repair Relationships"
- Gino, F., Brooks, A.W., & Schweitzer, M. (working paper) Anxiety, advice, and the ability to discern: Feeling anxious makes people seek and use advice, *under second-round review*.

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- Gino, F., Wood, A. & Schweitzer, M. (Working paper). Increased fears, open ears: How anxiety increases advice-taking (even when the advice is bad).
- Gong, M., Heal, G., Krantz, D., Kunreuther, H., and E. Weber. "Facilitating Pareto-Optimal Coordination by Subsidies in Deterministic and Risky Settings." Working paper.
- Grant, A. M., & Dutton, J. E. 2011. From beneficiary to benefactor: The effects of journaling about receiving versus giving benefits on prosocial behavior. Working paper.
- Grant, A. M., & Hofmann, D. A. 2011. Outsourcing inspiration: The performance effects of ideological messages from leaders and beneficiaries. Under third review, *Organizational Behavior and Human Decision Processes*.
- Grant, A. M., & Rothbard, N. P. 2011. When in doubt, seize the day? Security values, prosocial values, and proactivity under ambiguity. Manuscript in progress.
- Kable, Joseph W., Kyu Kim, Nicole S., and Gal Zauberman Neural Substrate of Anticipatory Time Perception and Time Discounting. Working Paper.
- Kim, B. Kyu, and Gal Zauberman. Can Victoria's Secret Change the Future? Sexually-arousing Images, Anticipatory Time Perception, and Impatience for Monetary Rewards. Working Paper
- Kim, B. Kyu, and Gal Zauberman. Frames of Mind, Shapes of Time: Decision Framing, Time Perception, and Intertemporal Preference. Working Paper.
- Kim, B. Kyu, Gal Zauberman, and James R. Bettman. Time Embedded in Space: The Influence of Space-time Interdependence on Anticipatory Time Perception and Temporal Discounting. Working Paper
- Lebel, R.D., Rothbard, N.P., Klein, K.J., Wilk, S.L., & Dokko, G. Speaking up for change: When and why individuals benefit from innovative behavior. Revise and resubmit at the Journal of Applied Psychology.
- Lee, Leonard, Michelle Lee and Gal Zauberman. Preference Stability for Time versus Money. Working Paper
- Minson, J., Mueller, J. S. *Two Is Company And Four Is A Crowd: Why Individuals Are More Likely To Take Advice Than Dyads*. Revise and Resubmit Requested from Psychological Science
- Mogilner, Cassie, Baba Shiv, and Sheena S. Iyengar, "A Bird in the Hand or Two in the Bush: The Effect of Simultaneously vs. Sequentially Presented Options," Revision requested at *Journal of Consumer Research*.
- Mogilner, Cassie, Jennifer Aaker, and Sep Kamvar, "How the Meaning of Happiness Impacts Choice," Revision requested at *Journal of Consumer Research*.

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Mogilner, Cassie, Zoe Chance, and Michael Norton, "Giving Time Gives You Time." Working paper.

Mueller, J. S. & Lebel, D., Rosette, A. S. *Why Men Do Not Ask for Directions: Help Seeking and Perceptions of Leadership Competence*. Targeted submission to Organizational Behavior and Human Decision Processes.

Mueller, J. S., Melwani, S., Goncalo, J. *The Bias Against Creativity*. Under full review at Psychological Science

Reed II, Americus, Stephanie Finnel, Eric Levy, and Karl Aquino, "When the Going Gets Tough, the Moral Get Going: How Moral Identity Motivates Giving Time (vs. Money) Even When Doing So Is Costly"

Rothbard, Nancy P., Berg, Justin, & Ollier-Malaterre. *OMG - My Boss Just Friended me: Boundary management and the role of Hierarchy, Disclosure, and Gender of Boss in online social networking*.

Shin, J. 2011. Putting Work off Pays off: The Hidden Benefits of Procrastination for Creativity. Working Paper.

Small, Deborah A., Devin Pope, and Michael I. Norton "An age penalty in racial preferences," *Under review*

Staats, B.R., K.L. Milkman, and C. Fox. Forecasting time to complete team projects: An empirical test of coordination neglect in the field and lab.

Listed in the 2009 Annual Report

Anand, K., Feldman, P., and Schweitzer, M. (Under review) Getting to NO: The Strategic Use of Instrumental Negotiations.

Berger, Jonah and Devin Pope, "Can Losing Lead to Winning?" Under Review.

Berger, Jonah, Alan T. Sorensen, and Scott J. Rasmussen (2010), "Positive Effects of Negative Publicity: When Negative Reviews Increase Sales," *Marketing Science*, 29(5), 815-827.

Bhattacharjee, Amit, Lisa Bolton, and Americus Reed II, "License to Lapse: The Effects of Weight Management Product Marketing on a Healthy Lifestyle." Under 2nd round review at *Journal of Experimental Psychology: Applied*.(now under review)

Bhattacharjee, Amit, Jonah Berger, and Geeta Menon, "Escaping the Crosshairs: Reactance to Identity Marketing." Manuscript in preparation.(now working paper)

Chan, Cindy, Jonah Berger, and Leaf Van Boven (2009), "Differentiating the "I" in "In-Group": How Identity Signaling and Uniqueness Combine to Drive Consumer Choice." Working Paper.

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- Dunn, J., Ruedy, N., & Schweitzer, M. (Under 3rd round review at OBHDP) It Hurts Both Ways: How Social Comparisons Harm Affective and Cognitive Trust.
- Filipowicz, A., Barsade, S. & Melwani S. Emotional Transitions in Social Interactions: The Effects of Changing Emotions in a Negotiation. .
- Filipowicz, A., Barsade, S. & Melwani S. Emotional Transitions in Social Interactions: The Effects of Changing Emotions in a Negotiation. Working paper.
- Filipowicz, A., Barsade, S. & Melwani S. The Emotional Contagion of Changing Emotions. Working paper
- Gino, F., Wood, A., & Schweitzer, M. (working paper) What should I do? Feeling anxious makes people seek and use (bad) advice, invited for second-round review.
- Gino, F. & Schweitzer, M. (Under review) Seeing and Believing: How Expressed Emotions Influence Trust and Advice Taking.
- Gong, M., Baron, J. and H. Kunreuther. "Why do Groups Cooperate More than Individuals to Reduce Risks?"
- Gong, M., Baron, J., and H. Kunreuther. "Fairness Perception and Decisions Under Uncertainty."
- Gong, M., Baron, J. and H. Kunreuther. "When does uncertainty reduce inter-group competition and encourage inter-group cooperation?"
- Graefe, A. (2010). Taking advice from prediction markets, meetings, and the Delphi method. Working paper.
- Kim, B. Kyu & Gal Zauberman (2009), "Can Victoria's Secret Change Men's Perception of Future Time? Sexually-arousing Images, Anticipatory Time Perception, and Intertemporal Preferences for Monetary Rewards"
- Kim, B. Kyu, Gal Zauberman, & James Bettman (2009), "Time Embedded in Space: The Influence of Space-time Interdependence on Anticipatory Time Perception and Temporal Discounting"
- Kornish, Laura J. and Ulrich, Karl T., Characterizing Opportunity Spaces in Innovation: Evidence from Large Samples of Ideas in Five Domains (November 9, 2009).
- Lieberman, Minson, Ross & Bryan (2010). False consensus, naïve realism, and capturing "the wisdom of dyads". Under review.
- Liersch, Michael J, Rottenstreich, Yuval, Kunreuther, Howard, and Gong, Min. " Uncertainty Exacerbates the Reluctance to Trade: Testing between Reference-Dependent and Connection-Based Accounts of the Endowment Effect."

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- Lin, Fern and Deborah A. Small (2010). "Cheapened Altruism: Discounting Prosocial Behavior of Friends of Victims".
- Lin, Fern and Deborah A. Small. "Nice Guys Finish Last and Guys in Last Are Nice: Heuristic Clash of Altruism and Self-Benefit"
- Milkman, Katherine L. 2010, Unsure what the future will bring? You may overindulge: Uncertainty increases the appeal of wants over shoulds. Working Paper.
- Milkman, Katherine L., Mary Carol Mazza, Lisa L. Shu, Chia-Jung Tsay, Max H. Bazerman 2009, Policy bundling to overcome loss aversion: A method for improving legislative outcomes. Working Paper.
- Milkman, K., Schweitzer, & Beshears, J. (Under Review) Competitive Rewards and Social Comparison
- Minson, Liberman & Ross (2010). Two to Tango: Effects of Collaboration and Disagreement on Dyadic Judgment. Under review.
- Mueller, J. S. & Lebel, D., Rosette, A. S. The Male Leadership Disadvantage: Are Male Leaders Penalized When Asking For Help? Submitted to Journal of Applied Psychology.
- Mueller, J. S., Goncalo, J., Kamdar, D. Creativity and Attributions of Leadership Capability: Why Nobody Wants Creativity at the Top. Targeted submission to Psychological Science.
- Pope D., Simonsohn U. "Round Numbers as Goals: Evidence from Baseball, SAT Takers, and the Lab"
- Rick, S. & Schweitzer, M. (Under Review) The Imbibing Idiot Bias: Merely Holding an Alcoholic Beverage Can be Hazardous to Your (Perceived) Intelligence.
- Simonsohn U., Gino F. "The Rater Fallacy: Evidence from MBA admissions"
- Wood, A. & Schweitzer, M. (working paper) Can Nervous Nelly negotiate? How anxiety causes negotiators to make low first offers, exit early, and earn less profit, under second-round review.
- Wood, A., Schweitzer, M., & Gino, F. (working paper) The surprising benefits of seeking advice: How advice seeking builds perceptions of ability-based trust, under first-round review.
- Wood, A., Grant, A., & Schweitzer, M. (working paper) Don't worry, be motivated: Anxiety and motivation in the workplace, invited for review.

Listed in the 2008 Annual Report

- Anand, K., Feldman, P., & Schweitzer, M. (2008). Getting to NO: Theory and evidence for instrumental negotiations. Working Paper.
- Berger, Jonah and Devin Pope (2008), "When Losing Leads to Winning." Working Paper.
- Berger, Jonah and Gael Le Mens (2008), "Adoption Velocity and the Abandonment of Cultural Tastes." Working Paper.
- Berger, Jonah and Ward, Morgan (2008), "Subtle Signals and Inconspicuous Consumption." Working Paper.
- Berger, Jonah, Alan T. Sorensen, and Scott J. Rasmussen (2008), "Negative Publicity: When Negative Is Positive." Working Paper.
- Bhattacharjee, Amit, Lisa Bolton, and Americus Reed II (2008), "License to Lapse: The Effects of Weight Management Product Marketing on a Healthy Lifestyle." Working Paper.
- Deng, Xiaoyan and J. Wesley Hutchinson (2008), "The Effect of Metaphoric Design on Product Evaluation," Working Paper.
- Dunn, J., Ruedy, N. & Schweitzer, M. (2008). Too good to be trusted? The effect of performance comparisons on affective and cognitive trust. Working Paper.
- Finnel, Stephanie, Eric Bradlow, and Americus Reed II (2008), "Oscillation in the Dynamic Consumer Self-Control Process" Working Paper.
- Gong, M., Baron, J. and H. Kunreuther, (2008) "Group Cooperation Under Uncertainty." Working Paper.
- Graefe, Andreas & Armstrong, J. Scott (2008). Advice-taking from prediction markets, meetings, and the Delphi method. Working Paper.
- Graefe, Andreas & Armstrong, J. Scott (2008). Comparing Face-to-face Meetings, Nominal Groups, Delphi and Prediction Markets on an Estimation Task. Working Paper.
- Haselhuhn, M. & Schweitzer, M. (2008). Can people change? How implicit Beliefs moderate the erosion of trust following deception. Working Paper.
- Huang, Yanliu and Hutchinson, J. Wesley (2008), "There Is More to Planned Purchases than Knowing What You Want: Dynamic Planning and Learning in Multi-Store Price Search Task. Working Paper.
- Hutchinson, J. Wesley and Yanliu Huang (2008), "The Price Shopper's Dilemma: Optimal Multi-Store Search." Working Paper.
- Hutchinson, J. Wesley, Joseph W. Alba, and Eric Eisenstein (2008) "Heuristics and Biases in Data-Based Decision Making: The Effects of Experience, Training, and Graphical Data Displays." Working Paper.

Lee, Leonard, Michelle Lee and Gal Zauberman (2008), Preference Stability for Time versus Money. Working Paper.

Rick, S.I., Small, D.A., & Finkel, E.J. (2008). "Fatal (fiscal) attraction: Tightwads, spendthrifts, and marriage." Working Paper.

Small, D.A. (2008). "Reference-dependent sympathy." Working Paper.

Zhao, Min, Steve Hoeffler, and Gal Zauberman (2008), Mental Simulation and the Evaluation of New Products: The Affective and Cognitive Dimensions of Process- Versus Outcome-Focused Thoughts. Working Paper.

Listed in the 2007 Annual Report

Barsade, S., Eylon, D., Goethals G.R. and Perl, R. (2008) "Is silence golden? Attributions of silence and its effects in a negotiation context." Working Paper.

Barsade, S., Ramarajan, L. and Allred, K. (2005). "Cynicism or Benevolence?: The role of positive and negative acts on our work place attributions." Working Paper.

Berger, Jonah and Winter Mason (2008), "How Culture Spreads: Identity-Signaling, Social Networks, and the Diffusion of Culture." Working Paper.

Bolton, Lisa E. (2006), "Believing in First Mover Advantage." Working Paper.

Bolton, Lisa E., and Joseph W. Alba (2007), "When Less is More: Consumer Aversion to Waste." Working Paper.

Bolton, Lisa E., Hean Tat Keh, and Joseph W. Alba (2007), "Culture and Marketplace Effects on Perceived Price Fairness: China and the USA." Funded by the Guanghua-Wharton Joint Research Initiative on Firms and Markets in China. Working Paper.

Deng, Xiaoyan and Barbara E. Kahn (2007), "Is Your Product on the Right Side? The 'Location Effect' on Perceived Product Heaviness and Package Evaluation," Working Paper.

Deng, Xiaoyan and J. Wesley Hutchinson (2007), "A Form-Function-Elaboration Model of Consumer Responses to Product Design: The Effects of Visual Metaphors," Working Paper.

Deng, Xiaoyan and J. Wesley Hutchinson (2008), "Just Do It Yourself: The Roles of Outcome Accuracy, Process Affect, and Pride of Authorship in the Evaluation of Self-Designed Products," Working Paper.

Eisenstein, E. and S.J. Hoch (2007), "Intuitive compounding: Framing, temporal perspective, and expertise", Working Paper.

Filipowicz, A, Barsade, S. & Melwani, S. (2008), The Criticality of Change: Affective Transitions in Negotiations. Working Paper.

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- Finnel, Stephanie, Americus Reed, II, Karl Aquino, and Stefan Thau, "Consuming War: The Case of Dueling Identities," Working Paper.
- Huang, Yanliu and J. Wesley Hutchinson (2008), "There is More to Planned Purchases than Knowing What You Want: Dynamic Planning and Learning in Consumers' Store Choice Behavior," Working paper.
- Huang, Yanliu and Robert J. Meyer (2008), "Tradeoffs in the Dark: The Algebraic Structure of Extrapolated Consumer Preference Functions," Working paper.
- Huang, Yanliu, Sam Hui, and Barbara Kahn (2007), "Health Communication Effectiveness: Using Underlying Processes to Understand the Relationship between Risk Attitudes and Behavioral Intentions," Working paper.
- Hui, Sam, Yanliu Huang, and Edward George (December 2007), "Model-based Analysis of Concept Maps in Marketing," Working Paper.
- Kunreuther, H, Silvasi, G., Bradlow, E.T., and Small, D. (2007), "Deterministic and Stochastic Prisoner's Dilemma Games: Experiments in Interdependent Security", Working Paper.
- Lee, Michelle, Barbara Kahn and Susheela Varghese: "Retrospective Preference for Variety: An Ease of Retrieval Perspective." Working Paper.
- Lee, T.Y., and Bradlow, E.T. (2007), "Automatic Construction of Conjoint Attributes and Levels From Online Customer Reviews", Working Paper
- Malkoc, Selin, Gal Zauberaman, and James R. Bettman. (2008) Unstuck from the Concrete: Carryover Effects of Abstract Mindsets in Intertemporal Preferences. Working Paper.
- Melwani, S. & Barsade, S. (2008), Held in contempt: The interpersonal effects of contempt in a work setting. Working Paper.
- Mueller, J. S. & Overbeck, J. R., Melwani, S. (2008) Emotional Expression and Status Conferral. Working Paper.
- Passyn, Kirsten , Mary Frances Luce and Barbara Kahn, "Effectiveness of Regret-Based Persuasive Appeals for Motivating Adaptive Coping Behavior." Working Paper.
- Ramarajan, L. (2007) "Who am I? The Influence of Multiple Intrapersonal Identities on Interpersonal Problem Solving." Working Paper.
- Redden, J. and S.J. Hoch (2008), "The Psychology of Two-Part Tariffs," Working Paper.
- Reed II, Americus, Joel Cohen, and Amit Bhattacharjee, "When Brands are Built from Within: Implications of a Social Identity Pathway to Evaluation." (chapter to appear in *Handbook of Brand Relationships*, Eds. Deborah MacInnis, Chan Ho Park, and Joseph Priester, M.E. Sharpe). Working Paper.

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- Reed, II, Americus, Eric Levy, Karl Aquino, and Stephanie Finnel (2008) "Giving Time versus Money: A Social Identity Perspective". Working Paper.
- Rothbard, Nancy (2007), "Task engagement and the self-affirmation motive," Working Paper.
- Small, D.A. (2007). Reference-dependent sympathy. Working Paper.
- Small, D.A. & Verrochi, N.M. (2007). The face of need: Emotion expression on charity advertisements. Working Paper.
- Subramanian, Upender, Jagmohan S. Raju, Z. John Zhang (2008), "Customer Value-Based Management: Competitive Implications." Working Paper.
- Verrochi, Nicole M. (2008), "Fit Theory: Towards an Understanding of Judgments and Evaluations of Fit" Working Paper.
- Verrochi, Nicole M. and Americus Reed, II (2008), "Brand Alliances: When Do Consumers (Not) Fit?" Working Paper.
- Wang, Wenbo, Hean Tat Keh, and Lisa E. Bolton (2007), "Health Remedies: >From Perceptions to Preference to a Healthy Lifestyle." Working Paper.
- Williams, Patti and Jennifer Aaker (2008) "Reflections of Reality: Mixed Emotions and Perceptions of Verisimilitude." Working Paper.
- Williams, Patti and Kirsten Grasshoff (2008) "Layered Not Stirred: Negative Mixing for Emotional Intensity." Working Paper.
- Zauberman, Gal, B. Kyu Kim, Selin Malkoc, and James R. Bettman. Discounting Time and Time Discounting: Subjective Time Perception and Intertemporal Preferences. Working Paper.
- Zauberman, Gal, Jonathan Levav, Kristin Diehl, and Rajesh Bhargave. 1995 Feels so Close Yet so Far: The Effect of "Event Markers" on the Subjective Feeling of Elapsed Time. Working Paper.
- Zauberman, Gal, Rebecca K. Ratner, and B. Kyu Kim. Memories as Assets: Strategic Memory Protection in Choice over Time. Working Paper.
- Zhao, Min, Steve Hoeffler, and Gal Zauberman. Mental Simulation and the Evaluation of New Products: The Affective and Cognitive Dimensions of Process- Versus Outcome-Focused Thoughts. Working Paper.

RESEARCH IN PROGRESS

New or Ongoing in 2010⁶

Berman, Jonathan Z., Deborah Small (2011), For Want of a Want: When forcing selfishness is preferred to choosing it. Data collection in progress

Berman, Jonathan, Amit Bhattacharjee, and Americus Reed II, "Moral Decoupling and Self-Presentation." Data collection in progress.

Bhattacharjee, Amit and Cassie Mogilner, "Meaning in the Mundane: Everyday vs. Extraordinary Experiences and Brand Connection." Data collection in progress.

Bhattacharjee, Amit and Jason Dana, "Motivational Norms and Selling Out." Data collection in progress.

Bhattacharjee, Amit, Geeta Menon, and Americus Reed II, "Identity Definition and Threat to Self." Data collection in progress.

Bhattacharjee, Amit, Jonathan Berman, and Americus Reed II, "Motivated Moral Decoupling." Data collection in progress.

Brooks, A.W., Schweitzer, M., & Dai, H. (working paper) I'm so sorry it's raining! The positive effects of superfluous apologies, *in preparation*.

Gino, F., Schweitzer, M., & Brooks, A.W. (working paper) Stains and backlash, *in preparation*.

Gino, Francesca and Cassie Mogilner, "Putting Ethics in Perspective: How Thinking about Money and Time Influence Dishonest Behavior."

Jung, H., & Kinias, Z. (Manuscript in preparation). When the group fails: Culture and group membership change.

Kinias, Z., Kim, H.S., Hafenbrack, A., & Lee, J. (Manuscript in preparation). Does the squeaky wheel always get the grease? Culture and devaluation of non-normative characteristics.

Mogilner, Cassie and Amit Bhattacharjee, "What Experiences Make Us Most Happy, The Extraordinary or Ordinary?"

Patil, S.V. and Blader, S.L. "Good soldier" vs. "good citizen" cooperative behaviors in groups: The role of pride and respect as status-based evaluations. Data analysis in progress.

⁶ Note that this report was completed much later than usual, so reported working papers and new projects probably include a significant amount of 2010 projects. Publications are separated by year.

New or Ongoing in 2009

Berman, Jonathan, Amit Bhattacharjee, and Americus Reed II, "Moral Decoupling: Motivated Dissociations of Moral Value and Product Value." Data collection in progress.

Bhattacharjee, Amit and Cassie Mogilner, "Meaning in the Mundane: Extraordinary vs. Everyday Experiences and the Construction of Meaning." Data collection in progress.

Bucchianeri, Grace Wong and Talya Miron-Shatz, "Do We Know How Much Our Homes Are Worth?"

Chan, Cindy and Alice M. Isen, "When Preferences Differ Among Friends: How Positive Affect Influences Choosing to Accommodate Others vs. Choosing to Express Oneself."

Chan, Cindy, Leaf Van Boven, Eduardo B. Andrade, and Dan Ariely, "Moral Violations Reduce Consumption."

Deng, Xiaoyan and J. Wesley Hutchinson (2009), "The Effect of Metaphoric Design on Product Evaluation," (new data collected).

Gong, M., Baron, J., and H. Kunreuther. "Fairness Perception and Decisions Under Uncertainty." In preparation for submission for publication.

Haug, Yanliu, B. Kyu Kim, & Gal Zauberman, "Understanding Emotional Attachment to Possessions."

Kim, B. Kyu & Gal Zauberman (2009) "Scaling Life and Scaling Time: The Impact of Perceived Remaining Time in Life on Anticipatory Duration Perception and Impatience for Monetary Rewards"

Kim, B. Kyu & Gal Zauberman (2009), "Spend 2-Da-Beat: Auditory Tempo, Internal Clock Speed, and Consumers' Time-related Decisions"

Kim, B. Kyu, Deborah Small & Gal Zauberman, "Now I Can Die in Peace: The Impact of Conflict Resolution in Life on Perceived Distance to Death."

Lin, Fern and Gal Zauberman, "Meaningful versus Pleasurable Activities, Experience, and Products"

Lin, Fern and Paul Rozin, "The Natural-is-Better Bias"

Melwani, S. A Little Bird Told Me.: Emotions, Attributions and Relationships as Consequences of Gossip

Milkman, Katherine L. Modupe Akinola, Dolly Chugh 2010, A Study of Discrimination and Intertemporal Choice

Mogilner, Cassie, and Amit Bhattacharjee, "Meaning vs. Happiness"

Mogilner, Cassie, Mike Norton and Zoe Chance, "Getting Time by Giving It"

Staats, Brad, Katherine L. Milman, Craig Fox 2010, Underestimation of Coordination Costs in Teamwork

Wood, A., Moran, S., Schweitzer, M., & Bereby-Myer, Y. Glad to be mad: How negotiators strategically choose to feel worse, in preparation.

Wood, A., Dai, H., & Schweitzer, M. I'm so sorry it's raining! The positive effects of superfluous apologies, in preparation.

Wood, A., Schweitzer, M., & Gino, F. Stains and backlash in negotiations, in preparation.

Yourshaw, Lauren M., "The Effect of Ambient Scent on Perceived Time Duration." (data collection in progress)

New or Ongoing in 2008

Bhargave, Rajesh and Gal Zauberman. Novelty and Evaluations of Experiences.

Bhattacharjee, Amit and Jonah Berger, "Escaping the Crosshairs: Reactance to Identity Marketing." Data collection in progress.

Bhattacharjee, Amit, Patti Williams, and Jonah Berger, "Emotions and Abandonment: The Emotional Consequences of Outsider Adoption." Data collection in progress.

Deng, Xiaoyan and Barbara E. Kahn, "Associative and Rule-Based Processing of Product Image Location on the Package Façade."

Deng, Xiaoyan and Barbara E. Kahn, "When Less Is More: An Examination of the Effects of Location, Movement, and Color on Consumers' Visual Weight Perception."

Deng, Xiaoyan, Sam Hui, and J. Wesley Hutchinson, "Balancing Consumer Self-Design with Automated Expert Guidance."

Fincher, Katrina, Nicole Verrochi, and Amit Bhattacharjee, "Clothing and Signaling." Data collection in progress.

Gong, M., Baron, J. and H. Kunreuther. "The Generality of the Group Cooperativeness Under Uncertainty." data collection completed.

Gong, M., Baron, J., and H. Kunreuther. "Fairness Perception and Decisions Under Uncertainty" data collection completed.

Kim, Kyu and Gal Zauberman. Hot Drive State, Time Perception, and Present Bias

Kim, Kyu and Gal Zauberman. Time Perception and Time Discounting: Scale Validation

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- Kim, Kyu and Gal Zauberman. Time Perception and Time Discounting: Manipulation of Perceived Time
- Kim, Kyu and Gal Zauberman., Time Perception and Time Discounting: Time and Probability
- Kyu Kim, Scott Rick, and Gal Zauberman. Time Perception and Tightwadism
- Milkman, K. & Schweitzer, M. Envy and prosocial behavior.
- Reed II, Americus, Patti Williams, and Stephanie Finnel, "Conflicting Identities and Mixed Emotions"
- Ruedy, N. & Schweitzer, M. Emotional consequences of unethical behavior.
- Saldanha, Neela, "Mixed Indulgences: Consumer Perception, Evaluation and Choice."
- Saldanha, Neela, Lauren Block and Patti Williams, "The Purity of Sin: How Virtue can Contaminate Vice."
- Schweitzer, M., Haselhuhn, M., & Wood, A.. Can you change? A Study of Implicit Beliefs and Trust Recovery.
- Small, D.A., Lin, F., & Norton, M.I. Who gets credit for behaving prosocially?
- Stephanie Finnel, Deborah Small, and Gal Zauberman. Wasting Time and Money.
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Exhibit 4

Session Sample Sizes and Average Minutes per Participant
(shaded area indicates special sessions)

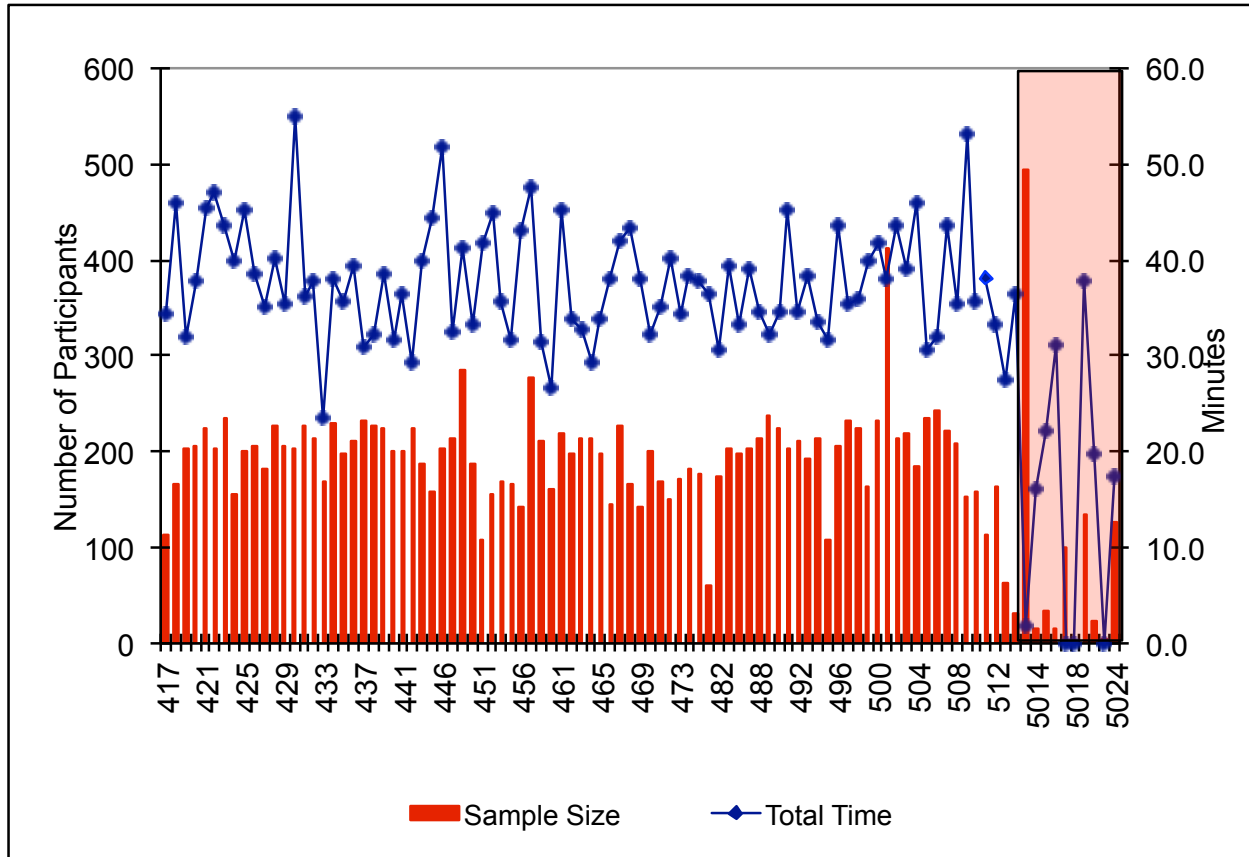


Exhibit 5

Number of Sessions per Panel Member and Average Session Completion Times

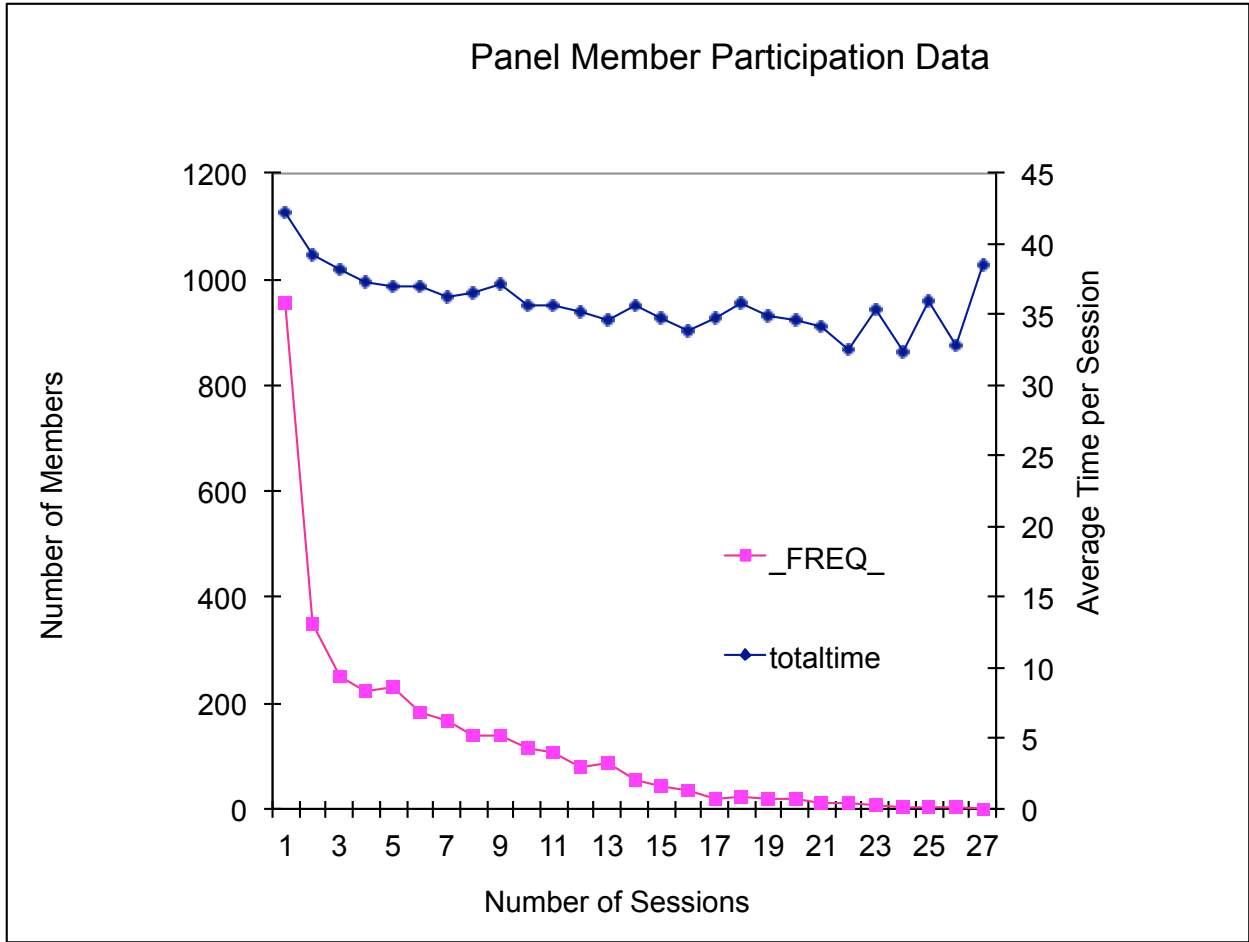


Exhibit 6

Lab Usage by Total Minutes Used by Each Principal Investigator

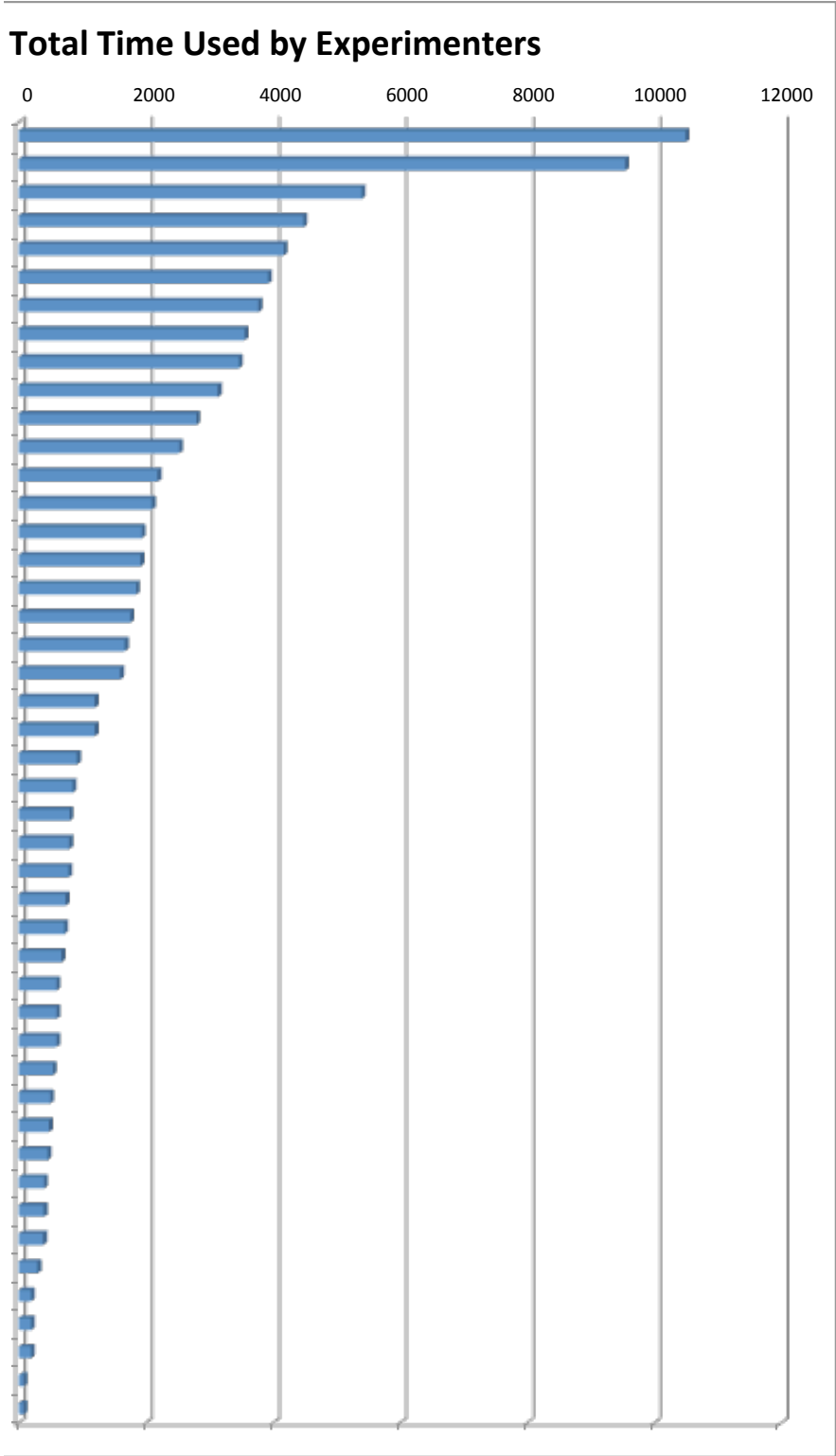


Exhibit 7

Lab Usage by Total Amount Paid by Each Sponsor (i.e., 15% of Incentive Payments)

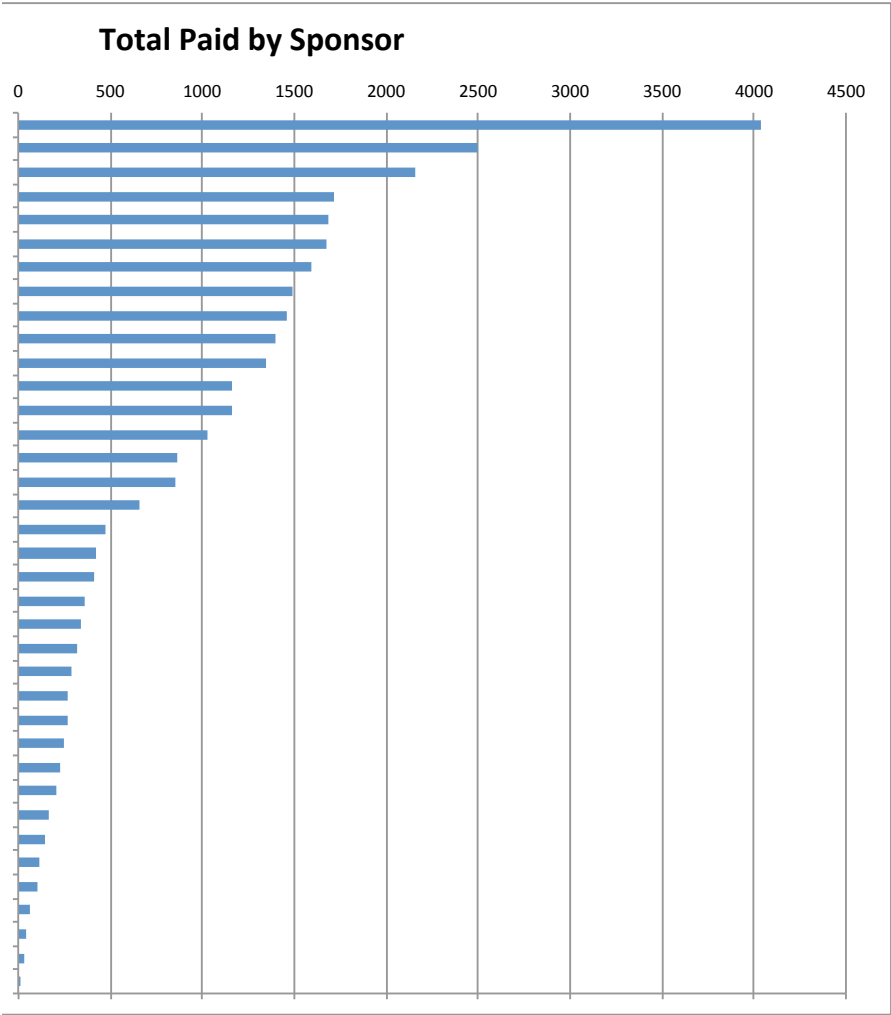


Exhibit 8

Cumulative List of Wharton Behavioral Laboratory Staff

Before 2006

Ben Hutchinson (Student RA)
Puja Guja (Student RA)
Sean Sullivan (Student RA)
Jenny Li (Student RA)
Stacie Smith (Student RA)
Michelle Sloane (Student RA)
Nancy Kil (Student RA)
Jason Bond (Student RA)
Jordan Litner (High school Intern)
Andrea Arias (Staff RA)
Catherine Verdi (Sr. Coordinator 1)

Summer 06

Matt Weber (High school Intern)
Alicia Hawkins (Student RA)
Debbie Trinh (Student RA)
Dominique Elden (Student RA)
Elana Hoffman (Student RA)
Luciana Costa (Staff RA)
Michele Alessandrone (Staff RA)
Lisa Alessandrone (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Fall 06

Debbie Trinh (Student RA)
Dominique Elden (Student RA)
Elana Hoffman (Student RA)
Eisenberg Joshua (Student RA)
Luciana Costa (Staff RA)
Michele Alessandrone (Staff RA)
Lisa Alessandrone (Staff RA)
Daniela Lejtneker (Sr. Coordinator)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Spring 07

Dominique Elden (Student RA)
Elana Hoffman (Student RA)
Courtney Asher (Student RA)
Alicia Hawkins (Student RA)
Joshua Eisenberg (Student RA)
Gayani Abeyasinghe (Student RA)
Jessica Tollette (Student RA)
Amit Prabhu (Student RA)
Luciana Costa (Staff RA)
Michele Alessandrone (Staff RA)
Patricia Zapater-Roig (Staff RA)
Natalia Junqueira (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Summer 07

Ketki Soin (Student RA)
Rachel Schwartz (High School Intern)
Doug McDonald (High School Intern)
Tim Meyer (High School Intern)
Michele Alessandrone (Staff RA)
Patricia Zapater-Roig (Staff RA)
Natalia Junqueira (Staff RA)

Karen Irwin (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Fall 07

Dominique Elden (Student RA)
Ketki Soin (Student RA)
Catharine Zeanah (Student RA)
Pia Banerjee (Student RA)
Erin Chang (Student RA)
Michele Alessandrone (Staff RA)
Patricia Zapater-Roig (Staff RA)
Natalia Junqueira (Staff RA)
Isabel Swinburn (Staff RA)
Tatiana Silva (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Spring 08

Dominique Elden (Student RA)
Pia Banerjee (Student R)
Alicia Hawkins (Student RA)
Michele Alessandrone (Staff RA)
Patricia Zapater-Roig (Staff RA)
Natalia Junqueira (Staff RA)
Isabel Swinburn (Staff RA)
Tatiana Silva (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Summer 08

Scott Kelley (Summer Intern)
Debbie Trinh (Student RA)
Sarisha Meda (Student RA)
Dana Garcia Nae (Summer Intern)
Michael Durkheimer (Staff RA)
Patricia Zapater-Roig (Staff RA)
Natalia Junqueira (Staff RA)
Isabel Swinburn (Staff RA)
Tatiana Silva (Staff RA)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Fall 08

David Freeland (Student RA)
Hanna Maksymova (Student RA)
David Hynes (Student RA)
Jennifer Costello (Student RA)
Patrick Hernandez (Student RA)
Peter Wickman (Staff RA)
Jimena Piacenza (Staff RA)
Tatiana Silva (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Susan McMullen (Sr. Coordinator 2)

Spring 09

Hanna Maksymova (Student RA)
David Hynes (Student RA)
Jennifer Costello (Student RA)
Patrick Hernandez (Student RA)
Sarisha Meda (Student RA)
Aakash Mathur (Student RA)
Jimena Piacenza (Staff RA)
Tatiana Silva (Staff RA)
Attilio Dimartino (Staff RA)
Isabel Swinburn (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Summer 09

Sarisha Meda (Student RA)
Aakash Mathur (Student RA)
Shayna Fader (High School Intern)
Jimena Piacenza (Staff RA)
Tatiana Silva (Staff RA)
Attilio Dimartino (Staff RA)
Isabel Swinburn (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Fall 09

Amanda Hauns (Student RA)
Christine Wells (Student RA)
Neil Merchant (Student RA)
Amy Lange (Student RA)
Jimena Piacenza (Staff RA)
Tatiana Silva (Staff RA)
Attilio Dimartino (Staff RA)
Isabel Swinburn (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Spring 10

Amanda Hauns (Student RA)
Christine Wells (Student RA)
Amy Lange (Student RA)
Danielle Smith (Student RA)
Jeffrey Ng (Student RA)
Darus Hunter (Student RA)
Ewa Asmar (Staff RA)
Michelle DeGagné (Staff RA)
Attilio Dimartino (Staff RA)
Isabel Swinburn (Staff RA)
Marta Garriga (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

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Summer 10

Sean Dowling (High School Intern)
Joseph Rollinson (High School Intern)
Darus Hunter (Student RA)
Jeffrey Ng (Student RA)
Amy Lange (Student RA)
Attilio Dimartino (Staff RA)
Marta Garriga (Staff RA)
Alex Nechemia (Staff RA)
Boris Rozenfeld (Staff RA)
Patricia Zapater-Roig (Coordinator)
Daniela Lejtneker (Sr. Coordinator 1)
Kaity Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Fall 10

Darus Hunter (Student RA)
Jeffrey Ng (Student RA)
Young Nguyen (Student RA)
Nicole Ofori-Atta (Student RA)
Attilio Dimartino (Staff RA)
Marta Garriga (Staff RA)
Isabel Swinburn (Staff RA)
Alex Nechemia (Staff RA)
Boris Rozenfeld (Staff RA)
Patricia Zapater-Roig (Coordinator)
Kaity Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Spring 11

Jeffrey Ng (Student RA)
Young Nguyen (Student RA)
Nicole Ofori-Atta (Student RA)
Attilio Dimartino (Staff RA)
Marta Garriga (Staff RA)
Isabel Swinburn (Staff RA)
Alex Nechemia (Staff RA)
Boris Rozenfeld (Staff RA)
Patricia Zapater-Roig (Coordinator)
Kaity Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

* Full time staff.