Wharton Behavioral Laboratory
Annual Report for Calendar Years 2011 and 2012

Background

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 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. In 2012, the on-campus volume was about 22,000 participant-hours and online volume was over 33,000 completed surveys/experiments.

The operating procedures of the WBL differ from those most behavioral labs insofar as it pools resources across almost all Wharton behavioral researchers. WBL staff and student research assistants in each physical location run several distinct research projects simultaneously for 5 consecutive days (called a "session," which consists of 20 one-hour time slots with 14 participants scheduled for each slot; see Exhibit 1 for more detail). Each session provides a sample size of approximately 200 participants. This allows the WBL to achieve high levels of efficiency and quick turnaround times. This contrasts with the traditional model for behavioral research, in which individual researchers run separate labs or share facilities but collect data with their own students and staff.

Summary

Table 1 summarizes the key use, cost, and productivity metrics since 2006. It is clear that the lab has experience strong growth in 2011 and 2012 after several years of apparent slow growth. Moreover, based on requests for on-campus and specialized samples during the first part of 2013, this growth appears to be accelerating. Overall, this is very good news. Although costs have gone up, so have the number of users, the amount of data collected, and the number of articles published (!). The fully loaded cost per subject-session-equivalent has remained constant or decreased, and the count of published-articles-per-$100K looks good compared to benchmarks like NSF and NIH grants. Thus, growth is good.

Because of the current growth rate, we were granted a budget over-run allowance for FY2013, and are requesting a larger budget for FY14. Importantly, it is apparent that now is the perfect time for all of us to become more aggressive in seeking outside funding of various types. Our options are (a) find a large donor to convert the WBL to a named research center ($25MM donation), (b) find corporate partners to fund internal grants in specific broad areas (e.g., personal finance, health decision making, advertising, job satisfaction, pro-social behavior, negotiations, etc.), (c) encourage faculty to submit external grant proposals (NSF, NIH, etc.) with help from WBL staff and (d) license enterprise software developed for the WBL to other behavioral labs. We plan to pursue all four options.

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1 Prepared by Professor Wes Hutchinson, Faculty Director, Katherine Moore, Senior Research Coordinator for the On-Campus Panel, Kate Kelley, Senior Research Coordinator for Specialized Samples, and Robert Botto, Senior IT Project Leader.
# Table 1. Productivity and Cost Analysis 2006 -2012

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</thead>
<tbody>
<tr>
<td>Wharton Standing Faculty Users</td>
<td>31</td>
<td>27</td>
<td>24</td>
<td>25</td>
<td>22</td>
<td>24</td>
<td>17</td>
</tr>
<tr>
<td>Wharton Visitors/Post-doc Users</td>
<td>9</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Other Faculty Users</td>
<td>15</td>
<td>9</td>
<td>3</td>
<td>6</td>
<td>7</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>All Faculty Users</td>
<td>55</td>
<td>38</td>
<td>32</td>
<td>35</td>
<td>33</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>Student Users</td>
<td>35</td>
<td>27</td>
<td>24</td>
<td>24</td>
<td>23</td>
<td>25</td>
<td>16</td>
</tr>
<tr>
<td>Published Articles</td>
<td>32(^1)</td>
<td>15</td>
<td>14</td>
<td>14</td>
<td>8</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Working Papers</td>
<td>90(^2)</td>
<td>38</td>
<td>34</td>
<td>20</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Research Projects</td>
<td>81(^2)</td>
<td>13</td>
<td>22</td>
<td>25</td>
<td>35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-Campus Subject-Sessions</td>
<td>21,940</td>
<td>21,532</td>
<td>17,756</td>
<td>17,847</td>
<td>14,745</td>
<td>14,996</td>
<td>15,000</td>
</tr>
<tr>
<td>Specialized Sample Subject-Sessions</td>
<td>33,970</td>
<td>10,369</td>
<td>5,468</td>
<td>3,473</td>
<td>2,995</td>
<td>530</td>
<td>600</td>
</tr>
</tbody>
</table>

## Annual Budget Information Withheld

| Cost per Adjusted Subject-Sessions\(^3\) | $19.45 | $21.81 | $26.30 | $29.73 | $23.50 | $22.94 | $19.61 |
| Articles per $100K\(^4\) | 3.6 | 2.8 | 2.7 | 2.5 | 2.2 | 2.0 | 3.0 |

\(^1\) Includes 9 articles that were accepted or published by April, 2013. These 9 were not included in computing "Articles per $100K" for 2012.

\(^2\) 2011 and 2012 were pooled for working papers and projects because dating was ambiguous.

\(^3\) Specialized samples are adjusted to be 1/3 of an On-Campus Subject-Session because they are mainly brief online surveys (10 - 20 minutes).

\(^4\) Published benchmarks for articles per $100K range from .6 to 5 (e.g., .9 for NSF grants, 1.5 to 3.2 for NIH grants, and .6 for all US Higher Education Research and Development). Note these numbers are somewhat inflated because they do not reflect the funding for participant costs provided by researchers, departments, and internal and external grants (or other research expenses often included in benchmark grants).
Goals for 2013

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. Obtain new sources of financial support for the WBL (e.g., donor naming of the WBL, corporate sponsors of internal grants, external grants, licensing of WBL enterprise software).
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. Develop the recently obtained eye-tracking equipment and emotion coding software into an easily used research tool.
5. Increase the number of faculty and graduate students using the WBL.
6. 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.).

Lab Activity Highlights for 2011 and 2012

On-Campus Panel

Kaity provided the following list of lab improvements that were implemented in 2011 and 2012.

*Morning sessions.* Significant increase in morning sessions (2012) and online studies (2011) to accommodate complicated and last minute requests.

*Move to the cloud.* Successful transition from physical servers to VMs.

*High school students.* Summer internships for high school students were again successful in 2011 and 2012. 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.

*Panel promotion.* Participated in student orientation fair during fall and spring semesters, signage on Locus Walk, Facebook advertising.

*Perfect Attendance Raffle.* Instituted incentive program (2012) for participants with perfect attendance (zero unexcused absences) during a semester.
Specialized Samples

Kate provided the following list of improvements that were implemented in 2011 and 2012.

- Notable increase in volume. The use of Qualtrics studies increased but the execution of Mechanical Turk studies was dramatic, especially in 2012.

- Penn Research Facilities Development Fund grant. The Provost’s Office sponsors this grant competition, and apparently this is the first time Wharton was been awarded such a grant ($65K that was matched by $65K from Wharton). The proposal outlined costs for two eye-tracking machines and software. After a little due diligence, we were able to acquire six eye-tracking machines and analysis software from SensoMotoric Instruments (SMI), who has a strong reputation for academic research. Additionally, Noldus FaceReader software, which automatically analyzes facial expressions providing assessment of person’s emotions, was purchased. Remaining grant funds are likely to be used for software upgrades and possibly one pair of mobile eye-tracking glasses.

- Introduction of personalized feedback to APEX participants. Survey feedback now includes not only individual results, but also comparison to peers and known research findings. The response from the Panel was very positive.

Staffing

In 2011 and 2012, our level of staffing was approximately the same as in 2010. As noted earlier, the staff is what makes the WBL work and they have continued to do an outstanding job!

Our current staff (as of May 2013) is listed below, and a cumulative list of WBL is provided in Exhibit 9.

<table>
<thead>
<tr>
<th>Full Time</th>
<th>Part Time</th>
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<tbody>
<tr>
<td>Kate Kelley (Senior Coordinator</td>
<td>Attilio Dimartino (Staff RA) *</td>
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<tr>
<td>– Specialized Samples</td>
<td>Marta Garriga (Staff RA)</td>
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<tr>
<td>Robert Botto (Senior IT Project Leader</td>
<td>Anna Szczuka (Staff RA)</td>
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<tr>
<td>Kaity Moore (Senior Coordinator</td>
<td>Sophie Carlue (Staff RA)</td>
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<tr>
<td>– On-Campus Panel</td>
<td>Rut Senesh (Staff RA)</td>
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<tr>
<td>Amanda Gulick (will replace Kaity</td>
<td>Monica Castellanos (Staff RA)</td>
</tr>
<tr>
<td>beginning mid-May 2013)</td>
<td>Molly Mockovak (Staff RA) *</td>
</tr>
<tr>
<td>Josh Carrigan (Coordinator)</td>
<td>Magda Pawlik-Minkowicz (Staff RA) *</td>
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<td></td>
<td>Erica Hayman-Meme (Staff RA) *</td>
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<td></td>
<td>Angela Bae (Student RA)</td>
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<tr>
<td></td>
<td>Ruth Gold (Student RA)</td>
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<tr>
<td></td>
<td>Corey Werbelow (Student RA) *</td>
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</table>

*Indicates RAs continuing in Summer/Fall 2013
Guide to the Exhibits

Exhibit 1 (pp. 6-7): Background Information and Terminology

Exhibit 2 (pp. 8-42): Cumulative List of Published Articles, Working Papers, and New research Projects

Exhibit 3 (pp. 43-44): List of Users of the WBL

Exhibit 4 (p. 45): Summary Statistics for the On-Campus Panel

Exhibit 5 (p. 46): Session Sample Sizes, Average Minutes per Participant, and Average Total Incentive Paid for Normal Sessions for the On-Campus Panel

Exhibit 6 (p. 47): Number of Normal Sessions per Panel Member and Average Session Completion Times for the On-Campus Panel

Exhibit 7 (pp. 48-49): Usage Rates of the On-Campus Panel for Individual Experimenters and Sponsors (session-minutes)

Exhibit 8 (p. 50): Usage Rates of Specialized Samples for Individual Sponsors (cumulative sample size)

Exhibit 9 (pp. 51-52): Cumulative List of WBL Staff
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, podcasts, 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 or time, but the database has only one observation for each subject.

**Experiment characteristics** are variables attached to each as single values. These may change or 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

Cumulative List of Papers and Research Projects

PUBLICATIONS

2013


2012


Mogilner, Cassie, Baba Shiv, and Sheena S. Iyengar, “Hope from Choosing among Sequentially (vs. Simultaneously) Presented Options Reduces Choice Commitment and Satisfaction,” Conditionally Accepted at *Journal of Consumer Research*.


2011


Finnel, Stephanie, Americus Reed II, and Karl Aquino (Forthcoming), “Promoting Multiple Policies to the Public: The Difficulties of Simultaneously Promoting War and Promoting Foreign Humanitarian Aid,” Journal of Public Policy and Marketing


2010


2009


Small, Deborah A. and Nicole Verrochi (2009), "The face of need: Facial emotion expression on charity advertisements," *Journal of Marketing Research*, 46 (December), 777-87.1)


2008


2007


2006


WORKING PAPERS

New or Revised in 2011 and 2012

Barasch, Alixandra, Emma E. Levine, Jonathan Z. Berman, and Deborah A. Small “Selfish or Selfless? On the signal value of emotion in altruistic behavior,”


Berger, Jonah and Raghuram Iyengar, “How Interest Shapes Word-of-Mouth Over Different


Brooks, A.W. Get excited: Reappraising pre-performance anxiety as excitement, under review at OBHDP.
Brooks, A.W., Schweitzer, Maurice, Dai, Hengchen (under review) I'm sorry about the rain! Superfluous apologies demonstrate empathic concern and increase trust

Brooks, A.W., Dai, H., & Schweitzer, M. (Working paper). I’m sorry about the rain! Superfluous apologies demonstrate empathic concern and increase trust. Invited for resubmission at Social Psychological and Personality Science


Brooks, A.W., Schweitzer, M.E., & Gino, F. Smart people ask for (my) advice: The surprising benefits of advice seeking, invited for revision at Management Science.

Cai, Jeffrey and Robert Meyer, "Biases in Information Seeking to Avoid Catastrophic Risks."

Chan, Cindy and Cassie Mogilner, “Experiential Gifts Are Socially Connecting.”

Chan, Cindy, Cassie Mogilner, and Leaf Van Boven, “Gratitude, Guilt, and Gift-Giving.”


Channels.”Buechel, Eva and Jonah Berger, “Facebook Therapy? Why Do People Share Self-Relevant Content Online?”

Coleman, Nicole Verrochi and Patti Williams “Feeling like My Self: Emotion Regulation and Social Identity” Invited for resubmission to the Journal of Consumer Research

Coleman, Nicole Verrochi and Americus Reed, II, “Self Expression and Need for Reinforcement (SENSOR): A Dynamic Process of Relationship Fit”

Coleman, Nicole Verrochi, and Patti Williams, “Hardening My Heart: Regulating Emotions to Resist Sad Appeals,”

Coleman, Nicole Verrochi, Patti Williams and Gavan J. Fitzsimons, “Emotional Reactions to Stock-outs: Predicting Retaliatory Behaviors,”


Dai, Hengchen, Cindy Chan, and Cassie Mogilner. Don’t Tell Me What to Do! Consumer Reviews Are Valued Less for Experiential Purchases


Dommer, Sara Loughran and Nicole Verrochi Coleman “Closing the Gap: How Self-Discrepancy and Gender Drive Ideal Self-Congruency with Brands and Social Groups”

Dzhogleva, Hristina and Nicole Verrochi Coleman “Strategies to Cope with Social Identity Threats: Defending the “Self” without Sabotaging Self-Control” Under Review.


Gray, Julia and Raymond Hicks, "The Company You Keep: Perceptions of International Agreements."

Hafenbrack, A.C., Kinias, Z., & Barsade, S.G. Debiasing the mind through meditation: Mindfulness and the sunk cost bias.


Iyengar, Raghuram and Jehoshua Eliashberg, “A Decision Analysis Framework for Analyzing Demand for Sport Events”
Jung, H., & Kinias, Z. (under review, Psych Science). When the group fails: Culture and group membership change.


Kennedy, Jessica and Diana Robertson, "The normativity of unethical socialization practices."

Kennedy, Jessica and Maurice Schweitzer, "Effects of accusations of unethical behavior on trust."

Kennedy, Jessica, "When overconfidence is revealed: Testing the status-enhancement theory of overconfidence" (with co-authors at Berkeley, under 3rd review at OBHDP)

Kessler, Judd and Alvin Roth "Don't take 'No' for an answer: An experiment with actual organ donor registrations."

Kessler, Judd and Alvin Roth "Organ Donation Loopholes Undermine Warm Glow Giving: An Experiment Motivated By Priority Loopholes in Israel."

Kessler, Judd and Stephen Leider "Finding the Hidden Cost of Control."

Kessler, Judd, Theresa Kelly and Stephan Meier "Cautious Tale About Cognitive Load Manipulations: Learning from (Failed) Replications"


Lin, Fern and Deborah A. Small (working paper). Nice Guys Finish Last and Guys in Last are Nice.


Minson, J., Ruedy, N., & Schweitzer, M. (Working paper). Ask (the right way) and you shall receive: The effect of question type on information disclosure and deception.


Mueller, J. S. & Melwani, S. A Tale of Two Creativities: Why the Roles We Assign to Create and Evaluate Ideas Shape Creativity Assessments. Revise and Resubmit requested from Journal of Experimental Social Psychology.

Patil, S.V. Cognitive ambidexterity: How converging-countervailing structures shape adaptation errors
Patil, S.V., Tetlock, P.E., & Mellers, B.A. Looking too close -- or not close enough: Accountability, distribution norms, and the balancing of conformity and deviation


Rosenwald, Dean and Nicole Verrochi Coleman “Facing your Consumers: FACS-Augmented Advertising Analysis.”


Schrift Rom and Jeffrey R. Parker, “Staying the Course: The Impact of No-choice Options on Post-Choice Persistence”

Schrift Rom, Ran Kivetz, and Oded Netzer “Harder Than it Should Be: The Effort-Outcome Link and the Construction of Deliberative Choice Processes”


Sela, Aner and Jonah Berger, “How Attribute Quantity Influences Option Choice,”

Simmons, Joeseph, and Leif Nelson, "Intuitive Choice Theory."

Wertenbroch, Klaus, “Cultural Differences in Just-World Beliefs Explain Preferences for Economic Redistribution,” working paper with Will Maddux and Douglas Frank.

Williams, Patti and Jennifer L. Aaker, “When Do Mixed Emotions Reflect Reality?”

Williams, Patti, Nicole Verrochi Coleman, and Kirsten Passyn “Do Mixtures of Negative Emotions Create Discomfort?” Preparing for resubmission to the Journal of Consumer Psychology


Listed in the 2010 Annual Report

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


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*.


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.


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 Finnel’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*. 


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


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


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


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?”


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).


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."

Lin, Fern and Deborah A. Small. “Nice Guys Finish Last and Guys in Last Are Nice: Heuristic Clash of Altruism and Self-Benefit”


Milkman, K., Schweitzer, & Beshears, J. (Under Review) Competitive Rewards and Social Comparison


Pope D., Simonsohn U. "Round Numbers as Goals: Evidence from Baseball, SAT Takers, and the Lab"


Simonsohn U., Gino F. "The Rater Fallacy: Evidence from MBA admissions"


**Listed in the 2008 Annual Report**


**Listed in the 2007 Annual Report**


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.


Passyn, Kirsten, Mary Frances Luce and Barbara Kahn, "Effectiveness of Regret-Based Persuasive Appeals for Motivating Adaptive Coping Behavior." Working Paper.


**RESEARCH IN PROGRESS**

**New or Ongoing in 2011 and 2012**

Akpinar and Berger – Sensory metaphors
Akpinar and Berger – valuable virality

Barasch and Berger – Broadcasting and narrowcasting


Berman, “Selling Out,” with Amit Bhattacharjee, Jason Dana and Barbara Mellers.

Berman, Jonathan and Deborah A. Small. Discipline and Desire: Strength of will and purity of character in judgments of virtue.


Berman, Jonathan, Dena Gromet and Deborah A. Small. The cost of charitable behavior and charitable credit.


Brooks, A.W. (in prep) How to become the next American Idol: Reappraising pre-performance anxiety as excitement.

Brooks, A.W. Juliana Schroeder, Jane Risen, Francesca Gino, Adam Galinsky, Maurice Schweitzer (in prep) Don't stop believing: Coping with anxiety through rituals.

Cai, Jeff and Bob Meyer, "Dyadic Decision-Making under Uncertainty"

Chan and Berger – arousal and social transmission

Chen and Berger - controversy and conversation

Coleman, Nicole Verrochi and Patti Williams “Emotion Profile-Inconsistency as an Identity Threat” In Preparation

Coleman, Nicole Verrochi and Patti Williams, “Attention Deployment for Maintaining Identity-Consistent Emotion Profiles” 2 Studies complete; manuscript in preparation

Coleman, Nicole Verrochi, Pattie Williams, and Kirsten Passyn “Do Mixtures of Negative Emotions Create Discomfort?,” *Data Collection in Progress*

Cutright, Keisha and Alice Isen and Gavan Fitzsimons, “Positive Affect and Religiosity”

Cutright, Keisha and Aparna Sundar, "Believing in a 'Just World' of Symmetric Faces."

Cutright, Keisha and Ron Shachar and Gavan Fitzsimons, “Identity Crisis: Consumer Reactions to Brand Changes”

Cutright, Keisha, Adriana Samper, “Perceptions of control and quick-fix products”

Cutright, Keisha, Eugenia Wu, “Religion and Fear Appeals”

Cutright, Keisha, Ezgi Akpinar, “Religion and Brand Transgressions”


Edelman, E., Brooks, A.W., Schweitzer, M. "She Is What She Wears: Women's wardrobe choices affect their preferences, judgments, and behaviors."

Finnel, Stephie Patti Williams, and Americus Reed “Identity Conflict and Mixed Emotions,” *Data Collection in Progress*


Gromet, Dena and Deborah A. Small. The bailout bias.

Hafenbrack, Andrew C., Zoe Kinias, and Sigal G. Barsade, “Attentional Focus and Judgemental Bias: The Effect of Mindfulness on the Sunk Cost Fallacy”.

Huffman, David, and Bjoern Bartling, "Subjective Evaluation and Fairness".

Jung, J. and Mellers, B (2013) When a Nudge Turns into a Shove

Kennedy, Jessica and Phil Tetlock, "Status and the selection of accountability systems."
Kessler, Judd (2011) "Finding the Hidden Cost of Control" with Stephen Leider, University of Michigan School of Management

Kessler, Judd (2011) "Information and Fairness" with Muriel Niederle, Stanford Economics

Levine, Livia, and Diana Robertson, "Eliciting Cooperation with Communication: Negotiating with the Millennial Generation."

Levine, Livia, and Maurice Schweitzer, "Behavioral Responses to Contemptuous Expressions."

Mellers & Berman, "Hedonic Tests of Loss Aversion."

Mellers, Gurcay, & Baron, "When do Social Influences Make Crowds Wiser?"

Milkman, K.L., Minson, J., Volpp, K. Can Tying Tempting Experiences with Gym Visits Increase Exercise and Improve Health

Minson, J. A. & Mueller, J. S. When two heads are no better than one: When and why dyads perform no better than individuals


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

Mogilner, Cassie and Barbara Mellers, "The Happy Life: The Balance between Wants and Shoulds."

Mogilner, Cassie and Mike Norton, “Choose Your Happiness: Experienced or Remembered”

Mogilner, Mellers, & Seligman, "Happiness and Perceptions of Life as Wants Versus Shoulds."


Robertson, Diana et al., "Neuroscience of Risk Taking and Morality in Future Business Leaders".

Schrift Rom and Gal Zauberman, "Regret and Counterfactual Thoughts in Hierarchical Decision Structure."

Schrift Rom and Jonathan Levav, “All in One versus All is None: Bundled Benefits and Perceived Product Efficacy."
Schrift Rom and Klaus Wertenbroch, “Choosing Free Will: The Freedom from Randomness and Determinism.”


Schrift Y. Rom and Jeffrey R. Parker “Time inconsistent preferences and the option to defer choice” (in progress)

Schrift Y. Rom, Jeffrey R. Parker, and Eric Hamerman “Multitasking and its impact on decision making” (in progress)

Schrift, Y. Rom and Jonathan Levav, “All in One versus All is None: Bundled Benefits and Perceived Product Efficacy,” (in progress)

Schrift, Y. Rom, Ran Kivetz, and Oded Netzter, “As difficult as it should: the effort-outcome link and the construction of deliberative choice processes” (in preparation for submission to Psychological Science)

Schweitzer, M. and Emma Levine, "Prosocial Lying and Trust"

Schweitzer, M. and Jessica Kennedy "Accusations and Trust"

Schweitzer, M., Barash, Alix and Emma Levine, "The Harmful Effects of Happiness."


Schweitzer, M., Minson, Julia and Nicole Ruedy "Question Disclosure Model."

Thomas and Berger – Topic breadth and sharing

Thomas, Melanie and Cassie Mogilner, “Speed and the Effect on Social Connection.”


Wertenbroch, Klaus, Breagin Riley and Barbara Briers "Redistribution and the Protestant Ethic," research in progress.

Wertenbroch, Klaus and Barbara Briers “The Politics of Consumption: Capitalism and the Quest for More”.

Williams, Patti and Nicole Verrochi Coleman, “Looking Away: Identity-based Emotion Regulation.”

Williams, Patti and Nicole Verrochi, “Emotions and Identity Threat.”

Williams, Patti, Andrea Morales, Will Allender and Eugenia Wu, “The Effect of Anthropomorphism on Sympathetic Responses,” Data Collection in Progress

Zauberman, Gal, Alix Barasch and Kristin Diehl Photography, Memory, and Meaning.

Zauberman, Gal, and Jonathan Berman, John Lynch and An Tran, "Expense Neglect in Predicting Financial Resources."


Zhao Tingting and Rom Y. Schrift “the long term impact of metacognitive experiences” (in progress)

**New or Ongoing in 2010**

Berman, Jonathan Z., Deborah Small (2010), For Want of a Want: When forcing selfishness is preferred to choosing it. 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.


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.

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.

New or Ongoing in 2009


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.”


Haung, 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. Milkman, Craig Fox 2010, Underestimation of Coordination Costs in Teamwork


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

**New or Ongoing in 2008**


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. “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

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, Lauren Block and Patti Williams, "The Purity of Sin: How Virtue can Contaminate Vice."


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.

Wood, A. & Schweitzer, M. Anxiety and negotiations.


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Bhargave, R. (2008), "The Role of Stimulus Novelty in Expectations for and Evaluations of Consumption Experiences"


Bhargave, Rajesh, Stephanie Finnel, Nicole M. Verrochi, Neela Saldanha and Deborah A. Small (2008), "Sweating the Small Stuff"


Bhattacharjee, Amit, and Jonah Berger, “When Costliest is Best: Identity and Costly Signaling Theory.” (data collection in progress)

Deng, Xiaoyan and Barbara E. Kahn (2008), "Associative and Rule-Based Processing of Product Image Location on Package Façade"

Deng, Xiaoyan and J. Wesley Hutchinson (2008), "From Self-Design to Co-Design: The Value of Consumer Collaboration"

Deng, Xiaoyan and Barbara E. Kahn (2008), "Consumer Responses to Visual Packaging Cues: A Strategic Framework"

Deng, Xiaoyan, Sam Hui and J. Wesley Hutchinson (2008), "Balancing Consumer Self-Design with Automated Expert Guidance"


Finnel, Stephanie, Dan Ariely and Gal Zauberman (2008), "Exploring the Boundaries of Self-Deception: An Assessment of the Situational Variables that Enable People to Believe What They Want to Believe," Data collected in February 2008.


Finnel, Stephanie, Eric Bradlow and Americus Reed II (2008), Rationalization of Behaviors that Hurt Others," Data collected in 2007.


Mueller, J. S. Lebel, D. (2008), Does asking for help aid or hinder network tie formation?


Rick, Scott, Deborah Small, and Eli Finkel (2008), "When Tightwads and Spendthrifts Attract"
Saldanha, Neela, Nicole M. Verrochi and Deborah A. Small (2008), "Disgust and the Brand: When Extensions are Revolting"

Saldanha, Neela and Patti Williams (2008), "Mixed Indulgences - Consumer Perceptions, Evaluations and Choice."


Verrochi, Nicole M. and Americus Reed, II (2008), "Self Expression and Need for Reinforcement (SENSOR): A Dynamic Process of Relationship Fit"

Verrochi, Nicole M., Americus Reed, II, and Jennifer Tong (2008), "Moral Identity and Attributions of Corporate Social Responsibility"

Verrochi, Nicole M., Deborah A. Small, Amy J. C. Cuddy and Michael I. Norton (2008), "Cross-Race Emotional Contagion"

Williams, Patti “Emotional Contagion in Word of Mouth,” (2008), (with Andrea Morales and Loraine Lau- Gesk), *Data Collection in Progress*


Williams, Patti, Gavan Fitzsimons and Eugenia Wu (2008), “Coping with Mixed Emotions,” *Data collection in progress*


Williams, Patti, Gavan Fitzsimons and Nicole Verrochi (2008), “Emotional Responses to Stock-outs,” *Data Collection in progress*

Williams, Patti, Neela Saldanha and Lauren Block (2008), “Consumer Responses to Removing Sin from Hedonic Products,” *Data Collection in Progress*

Williams, Patti, with Joe Redden and Gavan Fitzsimons (2008), “Price Partitioning: No One Likes Surprises,” *Manuscript in Preparation*

Zauberman, Gal and John G. Lynch (2008), Perceived Slack and Intertemporal Preferences. [Data collection and analysis in progress.]

Zauberman, Gal, Kyu Kim (2008), Subjective Time Perception and Prospective Evaluations. [Data collection and analysis in progress.]

Zauberman, Gal, Kyu Kim and Rebecca Ratner (2008), Preserving Memories through Choice. [Data collection and analysis in progress.]
Zauberman, Gal, Kyu Kim and Selin Malkoc (2008), The Role of Mental Representation in Intertemporal Preferences. [Data collection and analysis in progress.]
## Exhibit 3A

### Users of the Wharton Behavioral Laboratory for 2011

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### Exhibit 3B

**Users of the Wharton Behavioral Laboratory for 2012**

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### Exhibit 4
Summary Statistics for the On-Campus Panel 2011 and 2012

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(not counted in Total Participant Sessions)
Exhibit 5

Session Sample Sizes, Average Minutes per Participant, and Average Total Incentive Paid for Normal Sessions in 2011 and 2012 (excludes morning sessions and other special Sessions (shaded area indicates special sessions)
Exhibit 6

Number of Normal Sessions per Panel Member and Average Session Completion Times

![Graph showing the number of normal sessions per panel member and average session completion times for 2011 and 2012. The graph plots the number of normal sessions on the x-axis and minutes on the y-axis. The lines indicate the number of panel members for each year, with different colors representing the years. The graph shows a decrease in session completion times as the number of sessions increases.]
### Exhibit 7A

#### 2011 Usage of the On-Campus Panel: Number of Session-Minutes

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<th>Percent</th>
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**Total 2011**

- **Names Withheld**: 101,286
- **Names Withheld**: 101,286
### Exhibit 7B

#### 2012 Usage of the On-Campus Panel: Number of Session-Minutes

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Total 2012: 106,550

Total 2012: 106,550
### Exhibit 8

**Usage of Specialized Samples: Total Sample Size for Each Sponsor**

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*Names Withheld*
### Exhibit 9

**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 Eizen (Student RA)
- Elana Hoffman (Student RA)
- Luciana Costa (Staff RA)
- Michele Alessandroni (Staff RA)
- Lisa Alessandroni (Staff RA)
- Daniela Lejtneker (Sr. Coordinator 1)
- Young Lee (IT Specialist)
- Susan McMullen (Sr. Coordinator 2)

#### Fall 06
- Debbie Trinh (Student RA)
- Dominique Eizen (Student RA)
- Elana Hoffman (Student RA)
- Eisenberg Joshua (Student RA)
- Luciana Costa (Staff RA)
- Michele Alessandroni (Staff RA)
- Lisa Alessandroni (Staff RA)
- Daniela Lejtneker (Sr. Coordinator 1)
- Young Lee (IT Specialist)
- Susan McMullen (Sr. Coordinator 2)

#### Spring 07
- Dominique Eizen (Student RA)
- Elana Hoffman (Student RA)
- Courtney Asher (Student RA)
- Alicia Hawkins (Student RA)
- Joshua Eisenberg (Student RA)
- Gayani Abeyasinghe (Student RA)
- Jessica Tollett (Student RA)
- Amit Prabhu (Student RA)
- Luciana Costa (Staff RA)
- Michele Alessandroni (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)
- Mia Guha (Seated Intern)
- Michele Alessandroni (Staff RA)
- Patricia Zapater-Roig (Staff RA)
- Natalia Junqueira (Staff RA)

#### Fall 07
- Dominique Eizen (Student RA)
- Ketki Soin (Student RA)
- Catharine Zeana (Student RA)
- Pia Banerjee (Student RA)
- Erin Chang (Student RA)
- Michele Alessandroni (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 Eizen (Student RA)
- Pia Banerjee (Student RA)
- Alicia Hawkins (Student RA)
- Michele Alessandroni (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)
- Sarisha Meda (Student RA)
- Aakash Mathur (Student RA)
- Jimena Piacenza (Staff RA)
- Tatiana Silva (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 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)
- 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)
- Durus Hunter (Student RA)
- Ewa Asnjar (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)
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)
Kaitly 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)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Spring 11
Young Nguyen (Student RA)
Jeffrey Ng (Student RA)
Nicole Ofori-Atta (Student RA)
Isabel Swinburn (Staff RA)
Attilio Dimartino (Staff RA)
Carla Piedra (Staff RA)
Marta Garriga (Staff RA)
Alex Nechemia (Staff RA)
Patricia Zapater-Roig (Coordinator 1)
Joshua Carrigan (Coordinator)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Summer 11
Caroline Kelley (Student RA)
Andrew Wang (Student RA)
Langston Varnadore (Student RA)
Chu Hui Cha (Staff RA)
Nicole Ofori-Atta (Staff RA)
Attilio Dimartino (Staff RA)
Stephanie Cadwalader (Staff RA)
Carmen Garcia (Staff RA)
Joshua Carrigan (Coordinator)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Fall 11
Vanessa Marsh (Student RA)
Chu Hui Cha (Staff RA)
Nicole Ofori-Atta (Staff RA)
Attilio Dimartino (Staff RA)
Carla Piedra (Staff RA)
Marta Garriga (Staff RA)
Monica Castellanos (Staff RA)
Alex Nechemia (Staff RA)
Joshua Carrigan (Coordinator)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Spring 12
Angela Bae (Student RA)
Ruth Gold (Student RA)
Corey Werbelow (Student RA)
Chu Hui Cha (Staff RA)
Nicole Ofori-Atta (Staff RA)
Attilio Dimartino (Staff RA)
Carla Piedra (Staff RA)
Monica Castellanos (Staff RA)
Alex Nechemia (Staff RA)
Joshua Carrigan (Coordinator)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Kate Kelley (Sr. Coordinator 2)

Fall 12
Angela Bae (Student RA)
Ruth Gold (Student RA)
Corey Werbelow (Student RA)
Attilio Dimartino (Staff RA)
Marta Garriga (Staff RA)
Monica Castellanos (Staff RA)
Sophie Carlue (Staff RA)
Anna Szczuka (Staff RA)
Rut Senesh (Staff RA)
Joshua Carrigan (Coordinator)
Kaitly Moore (Sr. Coordinator 1)
Young Lee (IT Specialist)
Robert Botto (will replace Young at end of 2012)
Kate Kelley (Sr. Coordinator 2)