Six Years of Impact

BEHAVIOR CHANGE FOR GOOD INITIATIVE
LETTER FROM KATY AND ANGELA

We founded the Behavior Change for Good Initiative in 2017 with an audacious goal: to accelerate the discovery of new tactics that could be used to promote sustainable behavior change at scale. We’re thrilled to share the results of our first six years of work towards this objective.

In our initiative’s first six years, we developed and tested a new paradigm for conducting team behavioral science research at scale—the megastudy. A “megastudy” is a massive field experiment in which many different interventions are tested synchronously in one large sample using a common, objectively measured outcome. In 2021, we published a major paper in Nature introducing this methodology for studying new ways of changing behavior, and we applied this method to the challenge of boosting gym attendance. Since then, we’ve run megastudies on improving students’ grades and encouraging vaccination during the COVID-19 pandemic, leading to multiple publications in the prestigious Proceedings of the National Academy of Sciences. We’ve also run a number of high impact field experiments on behavior change, including a study that led to 8% more volunteering by crisis counselors at a national suicide prevention network (published in the Journal of Applied Psychology) and a study conducted in partnership with the city of Philadelphia that involved designing, implementing, and evaluating a city-wide COVID vaccine lottery (published in Nature Human Behavior). With more recently launched megastudies, we’re poised to make significant contributions to knowledge about how to promote emergency savings, improve elementary school students’ engagement with math, and boost college student retention over the next several years.

Our work has been covered by major media outlets including The New York Times, CNN, The Washington Post, and NPR. It has also informed our award-winning teaching at Penn as well as advice we’ve offered to the White House, state and city leaders, in Congressional testimony, and to organizations like Walmart, CVS Health, WW, Zearn, Crisis Text Line, and 24 Hour Fitness.

We couldn’t have made such strides toward our ambitious goals to advance science and share new knowledge widely without the ingenuity and collaborative spirit of our interdisciplinary scientific team, the dedication of our staff, the commitment of our organizational partners, and the generosity of our funders. We’re tremendously grateful for what we’ve been able to accomplish together in the last six years and eager to find new ways to use behavioral science for good in the years ahead.

Sincerely,

PROFESSORS KATY MILKMAN AND ANGELA DUCKWORTH
Co-Directors of the Behavior Change for Good Initiative
TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Overview</td>
</tr>
<tr>
<td>5</td>
<td>Our Megastudy Approach</td>
</tr>
<tr>
<td>7</td>
<td>BCFG’s Research</td>
</tr>
<tr>
<td>21</td>
<td>The Science of Behavior Change Undergraduate Seminar</td>
</tr>
<tr>
<td>22</td>
<td>BCFG’s Events</td>
</tr>
<tr>
<td>31</td>
<td>BCFG Team Scientists</td>
</tr>
<tr>
<td>34</td>
<td>BCFG Staff</td>
</tr>
<tr>
<td>35</td>
<td>BCFG Alumni</td>
</tr>
<tr>
<td>36</td>
<td>Funders and Partners</td>
</tr>
</tbody>
</table>
OVERVIEW

WHAT DO WE DO?
The Behavior Change for Good Initiative (BCFG) unites a world-class, interdisciplinary team of academic experts in behavioral science with leading organizational partners to help advance the science and practice of behavior change. We conduct megastudies—massive random-assignment A/B tests—to identify what interventions work at scale to change behavior. A megastudy simultaneously tests many different ideas that members of our Scientific Team propose could change a valued target behavior. Our novel approach to research gives us a way of determining which interventions designed to change behavior work best overall, what works best for whom, and how to most effectively use behavioral science to transform people’s lives for the better.

WHAT’S OUR MISSION?
1. Identify actionable and scalable ways to improve people’s health, financial security, and educational outcomes.
2. Build bridges between different academic disciplines to advance the science of lasting behavior change.
3. Disseminate the insights we generate widely for use in future research and in practice.

WHERE HAS OUR RESEARCH FOCUSED TO DATE?
- Health (promoting exercise, crisis counseling, and vaccination)
- Finance (promoting emergency savings)
- Education (promoting academic achievement)

WHO IS THE BCFG SCIENTIFIC TEAM?
BCFG’s team unites over 170 world-renowned, interdisciplinary scientists to advance the science of behavior change. BCFG Team Scientists are experts in economics, psychology, sociology, medicine, computer science, neuroscience, law, management, and marketing.
**BCFG TEAM SCIENTISTS BY THE NUMBERS**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>171</strong></td>
<td><strong>15</strong></td>
<td><strong>4</strong></td>
<td><strong>20</strong></td>
</tr>
<tr>
<td>BRILLIANT TEAM</td>
<td>AUTHORS OF NEW</td>
<td>MACARTHUR GENIUS</td>
<td>TED TALKERS</td>
</tr>
<tr>
<td>SCIENTISTS</td>
<td>YORK TIMES OR</td>
<td>AWARD WINNERS</td>
<td>WITH OVER 1M</td>
</tr>
<tr>
<td></td>
<td>WALL STREET JOURNAL</td>
<td></td>
<td>VIEWS EACH</td>
</tr>
<tr>
<td></td>
<td>BEST-SELLERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2</strong></td>
<td><strong>14</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOBEL PRIZE</td>
<td>MEMBERS OF THE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WINNERS</td>
<td>NATIONAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ACADEMIES OF</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SCIENCES,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ENGINEERING,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AND MEDICINE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There are many good ideas that behavioral scientists have identified in the lab that are relevant to the world, but which work to promote change? That is a question that the Behavior Change for Good Initiative is doing an excellent job answering.”

BCFG Team Scientist Max Bazerman
Jesse Isidor Straus Professor of Business Administration, Harvard Business School

“It’s challenging to study long-term behavior change in consequential real world settings. I commend the Behavior Change for Good Initiative for the important work they’ve done to make inroads in this arena.”

BCFG Team Scientist Wendy Wood
Provost Professor of Psychology and Business University of Southern California

“There are many important differences between the highly educated individuals disproportionately studied in traditional lab settings and the populations that real policies will affect. By facilitating large-scale experimentation in the real world, BCFG is leading the way in conducting policy-relevant research.”

BCFG Team Scientist Neil Lewis, Jr.
Assistant Professor of Communication and Social Behavior, Cornell University

HOW MUCH FUNDING HAS BCFG RAISED?
$10+ MILLION RAISED

HOW VISIBLE IS BCFG TO THE PUBLIC?

8,000+ NEWSLETTER SUBSCRIBERS
7,500+ TWITTER FOLLOWERS
2,000+ LINKEDIN FOLLOWERS
1,500+ YOUTUBE CHANNEL SUBSCRIBERS
45 TEAM SCIENTISTS FEATURED ON OUR CHANNEL
40+ VIDEOS
40,000+ VIEWS
We’ve pioneered a radical new approach to conducting behavioral science research. A “megastudy” is a team science approach to research in which different collaborators develop many, unique interventions targeting a common outcome that are simultaneously tested in the field. Megastudies allow researchers to determine which interventions work most and least effectively at scale.
WHAT ARE THE BENEFITS OF MEGASTUDIES?

THEY POOL THEORETICALLY DISTINCT INTERVENTIONS, BUILDING BRIDGES ACROSS DISCIPLINES. Megastudies present an opportunity for interdisciplinary scientists to launch their interventions in parallel, learning from each other through collaboration to solve a single problem.

THEY GENERATE APPLES-TO-APPLES COMPARISONS OF INTERVENTION EFFICACY. Each intervention in a megastudy is tested over the same timeframe on the same population. Random assignment to interventions allows for apples-to-apples comparisons of the efficacy of each idea.

THEY ACCELERATE THE PACE OF DISCOVERY. By launching numerous, tightly-controlled experiments simultaneously, megastudies speed up the pace of science.

THEY FACILITATE THE PUBLICATION OF NULL RESULTS. The megastudy approach ensures that all interventions tested are published, even those that produce null results. Understanding what doesn’t show promise as a means of changing behavior in a given field setting is just as important as understanding what does.

THEY MOVE BEYOND ONE-SIZE-FITS-ALL SOLUTIONS. Megastudies make it possible to determine which interventions work best for whom, not just what works best on average. This allows us to move beyond offering one-size-fits-all prescriptions to policymakers.

WHERE CAN YOU LEARN MORE ABOUT MEGASTUDIES?


Coverage of our unique approach to science in The Philadelphia Citizen:
Changing Behavior... for Good.

A Freakonomics podcast episode:
Could Solving This One Problem Solve All the Others?

“Megastudies provide an incredible opportunity to capitalize on advances in machine learning to identify which behavioral interventions change real-world outcomes for different types of people. This provides the promise of implementing interventions with precision.”

BCFG Team Scientist Rahul Ladhana
(and former BCFG post-doctoral scholar), Assistant Professor of Health Informatics, Health Management and Policy, University of Michigan School of Public Health
ENCOURAGING EXERCISE: A MEGASTUDY WITH 24 HOUR FITNESS


WHY ENCOURAGE EXERCISE?
51% of American adults exercise less frequently than recommended.
9% of global premature deaths are attributable to inadequate physical activity.

MegaStudies Improve the Impact of Applied Behavioral Science

Megastudies Improve the Impact of Applied Behavioral Science

WHO WERE THE PARTICIPANTS?
61,293 gym members of 24 Hour Fitness (one of the largest fitness chains in the U.S.)

WHAT DID WE LEARN?
Every program except one directionally increased weekly gym visits compared to a placebo control program during the 4-week intervention.
23 programs significantly increased weekly gym visits.
5 interventions significantly outperformed a “best practice” intervention designed with insights from previous research.

THE 5 TOP PERFORMING INTERVENTIONS

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Increased Weekly Gym Visits By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offering a micro-incentive (worth 9 cents) for returning to the gym after a missed workout</td>
<td>27%</td>
</tr>
<tr>
<td>Offering a 10x larger than usual monetary incentive (worth $1.75) per gym visit</td>
<td>25%</td>
</tr>
<tr>
<td>Communicating that an increasing majority of Americans exercise at least three times per week</td>
<td>24%</td>
</tr>
<tr>
<td>Offering a micro-incentive (worth 16 cents) for returning to the gym after a missed workout</td>
<td>23%</td>
</tr>
<tr>
<td>Allowing participants to choose whether they would earn points for going to the gym or lose points for skipping the gym</td>
<td>19%</td>
</tr>
</tbody>
</table>

*note that due to the winner’s curse, these estimates are likely upwardly biased
We were pleased to partner with BCFG on the StepUp Program and to have the opportunity to use insights from leading behavioral scientists to help our club members change their lives through fitness.”

BCFG Team Scientist Robert Cialdini
Regents’ Professor Emeritus of Psychology and Marketing, Arizona State University

Public health experts, behavioral science practitioners, and laypeople were all unable to reliably predict the absolute or relative effectiveness of the programs tested, demonstrating the value of megastudies for informing policy.

WHERE CAN YOU LEARN MORE ABOUT OUR FINDINGS?

A Penny for Your Squats? (2021), The New York Times

These Are the Best Ways to up Your Workout Habits, According to Study of Over 60,000 People (2021), CNN Health

Study Reveals Keys to Developing Workout Habits (2021), NBC News

How ‘Megastudies’ Are Changing Behavioural Science (2021), Nature Podcast

WHAT ADDITIONAL PUBLICATIONS RESULTED FROM THIS MEGASTUDY?


“Drawing on my years of studying and applying persuasion science, I helped design a treatment condition that called attention to the rising rates of exercise among Americans. It was exciting to be part of this megastudy effort.”

BCFG Team Scientist Robert Cialdini
Regents’ Professor Emeritus of Psychology and Marketing, Arizona State University

We were pleased to partner with BCFG on the StepUp Program and to have the opportunity to use insights from leading behavioral scientists to help our club members change their lives through fitness.”

24 Hour Fitness

Behavior Change for Good Initiative | Six Years of Impact
INCREASING VACCINE UPTAKE AT DOCTORS’ APPOINTMENTS


A Megastudy of Text-Based Nudges Encouraging Patients to Get Vaccinated at an Upcoming Doctor’s Appointment
Proceedings of the National Academy of Sciences

WHY STUDY VACCINATION?
In Fall 2020, the COVID-19 vaccine was not yet available, but its rollout was imminent. We saw an opportunity: by identifying effective strategies for encouraging flu vaccination, we could be ready with tools for encouraging COVID-19 vaccines when they became available.

HOW WAS THE MEGASTUDY DESIGNED?
We tested 19 different SMS (text) messages designed by 26 scientists to boost flu vaccination rates among primary care patients.

The behavioral science-informed SMS messages encouraged patients to get their flu shot at their upcoming primary care appointment and were sent up to three days in advance of their appointment.

WHAT DID WE LEARN?
All 19 messages directionally increased flu shot rates compared to usual care (6 messages significantly increased flu shot uptake).

Our text messages led to a 5% boost in flu vaccination uptake, on average.

The top-performing message communicated a vaccine was “reserved for you” and increased vaccination rates by 11% (6.7% if adjusted for the winner’s curse).

WHAT ADDITIONAL PUBLICATIONS RESULTED FROM THIS MEGASTUDY?

INCREASING VACCINATION AT WALMART PHARMACIES


These are the Text Messages That Get People to Take Vaccines (2021), The Washington Post
This Simple Text Message Can Encourage People to Get Vaccinated, Researchers Say (2021), CNN Health
Building Trust and Battling Barriers: The Urgent Need to Overcome Vaccine Hesitancy (2021), United States House of Representatives Select Subcommittee on the Coronavirus Crisis

A 680,000-Person Megastudy of Nudges to Encourage Vaccination in Pharmacies
Proceedings of the National Academy of Sciences

WHO WERE THE PARTICIPANTS? 689,693 Walmart pharmacy patients

HOW WAS THE MEGASTUDY DESIGNED?
We tested 22 different SMS (text) messages designed by 27 scientists to encourage Walmart pharmacy patients to get their flu shot at a Walmart pharmacy.
The messages included appeals to humor, social norms, communal responsibility, and more, and they were largely distinct from those tested in the primary care setting.

WHAT DID WE LEARN?
All 22 reminder messages significantly increased vaccination rates by an average of 7%.
The top-performing message conveyed that a vaccine was “waiting for you” and increased vaccination rates by 10% (9.3% if adjusted for the winner’s curse).
Sending multiple reminder messages yielded better results than sending a single reminder.

WHERE CAN YOU READ MORE ABOUT THE FINDINGS FROM BOTH OF OUR 2020 VACCINATION MEGASTUDIES?
These are the Text Messages That Get People to Take Vaccines (2021), The Washington Post
This Simple Text Message Can Encourage People to Get Vaccinated, Researchers Say (2021), CNN Health
Building Trust and Battling Barriers: The Urgent Need to Overcome Vaccine Hesitancy (2021), United States House of Representatives Select Subcommittee on the Coronavirus Crisis

“Testing behavioral science ideas in field settings is critical, but operationalizing such studies is challenging. Through their megastudies, BCFG expands the opportunities for researchers to evaluate their hypotheses in realistic settings and facilitates clean comparisons among many interventions. I am enormously appreciative for being invited to contribute ideas for how to increase vaccination rates in two megastudies.”
BCFG Team Scientist Gretchen Chapman
Professor of Social and Decision Sciences, Carnegie Mellon University
A Citywide Experiment Testing the Impact of Geographically Targeted, High-Pay-Off Vaccine Lotteries

Nature Human Behavior

**COULD A GEO-TARGETED VACCINE REGRET LOTTERY BOOST VACCINATION?**


**WHY DID WE DESIGN, IMPLEMENT AND EVALUATE THE PHILLY VAX SWEEPSTAKES?**

Vaccination saves lives, particularly vaccination against COVID-19.

In the summer of 2021, many Philadelphians remained vulnerable and unvaccinated against COVID-19.

Regret lotteries had been used successfully to encourage other health behaviors, but their value for encouraging vaccines hadn’t yet been tested.

**WHO WERE THE PARTICIPANTS?**

1,064,805 Philadelphia adult residents

**HOW WAS THE MEGASTUDY DESIGNED?**

It was a “regret lottery.” All residents were entered but winners could only accept their prize if they had previously received a COVID-19 vaccine.

It was geographically-targeted: Across three drawings, residents of three randomly selected zip codes received half the lottery prizes available.

**WHAT DID WE LEARN?**

Increasing residents’ odds of winning a prize of up to $50,000 by a factor of 50 to 100 by geo-targeting their zip codes did not boost vaccinations.

The impact of the overall sweepstakes on Philadelphia was more ambiguous: it may have been a cost-effective way to encourage vaccination in the city.

"The Philly Vax Sweepstakes was a prime example of science meeting policy. We partnered with the city of Philadelphia to test the value of lotteries for increasing vaccination at scale during a critical moment in the pandemic. I enjoyed contributing to this BCFG project.”

BCFG Team Scientist Devin Pope

Professor of Behavioral Science and Economics at The University of Chicago Booth School of Business
WHERE CAN YOU LEARN MORE ABOUT OUR FINDINGS?

What We Learned From Philadelphia’s Vaccine Lottery (2022), The Philadelphia Inquirer

The Vaccine Lottery Seemed Like a Great Idea. Why Didn’t it Work? (2022), Freakonomics M.D.

Vaccine Jackpot (2022), Science Magazine

"The most important lesson I took away from this project is that even for this amazing team, the many steps between a simple conceptual idea to a large-scale implementation under time pressure matter. To paraphrase a well-known graduate of the LSE: ‘You can’t always test what you want...’”

BCFG Team Scientist Richard Thaler
Professor of Behavioral Science and Economics at The University of Chicago Booth School of Business and Nobel Laureate
WHERE DID WE SHARE OUR RESEARCH AND EXPERTISE?

A White House briefing

Congressional testimony

Multiple presentations to the National Institutes for Health

Repeated conversations with the Centers for Disease Control and Prevention

Via the National Academies’ Societal Experts Action Network


“I led a team which determined that the financial incentives offered by many US states in 2021 didn’t succeed in changing vaccination behavior in a substantial way.”

**BCFG Team Scientist Harsha Thirumurthy**

Associate Professor of Medical Ethics and Health Policy, Perelman School of Medicine

WHAT WORKS TO REDUCE SELF-CONTROL FAILURE?


Beyond Willpower: Solutions for Reducing Failures of Self-Control
Psychological Science in the Public Interest

WHY DID WE WRITE THIS REVIEW ARTICLE?

Research on self-control has grown explosively in recent years.

Self-control failures can contribute to many of society’s great challenges, undermining our health, financial security, and educational achievement.

Careful syntheses of the best evidence that policy makers can use to help people overcome self-control failure and reduce self-defeating behaviors are lacking.

SELECTED MEDIA COVERAGE

A Smarter Way to Think About Willpower (2019),
The Washington Post

“The more researchers use their tools to work in concert, rather than in niche silos, the faster our pool of knowledge will grow. This realization, as I explored in the context of willpower, provides the launch pad for BCFG.”

BCFG Team Scientist David Laibson
Professor of Economics at Harvard University
ADVICE-GIVING HELPS THE ADVISOR


WHAT WAS THE RESEARCH QUESTION?
When students give their peers advice on study strategies, does it improve the advisor’s own academic outcomes?

WHO WERE THE PARTICIPANTS?
1,982 students from 7 diverse public U.S. high schools

SELECTED MEDIA COVERAGE
Your Own Advice (2019), Choiceology podcast

WHAT DID WE LEARN?
Asking high school students to give advice about helpful study habits improved their own report card grades in math and in the subject they most hoped to improve in over the course of a single academic quarter.

This work would not have been possible without BCFG. The study was run in high schools, a context where things can and often do go wrong. Everything BCFG does is mega. They run megastudies. They are also mega-respectful to participants; they are mega-rigorous in their methods, they are mega-efficient and mega-smart. It’s no surprise they get mega results.”

BCFG Team Scientist Lauren Eskreis-Winkler
(and former BCFG post-doctoral scholar and Penn PhD student). Assistant Professor of Management and Organizations at the Kellogg School of Management at Northwestern University
WHAT WAS THE RESEARCH QUESTION?
Will people give up earned financial rewards to convince themselves that self-improvement or acts of generosity was intrinsically motivated?

WHAT DID WE LEARN?
If people are prompted to treat their goal progress as a reward and forego cash incentives they earned for virtuous behavior, many more will take the opportunity than would without this framing. This form of “motivation laundering” helps people convince themselves they were motivated by the act itself.

HOW DID WE TEST OUR HYPOTHESIS?
Two large experiments gave participants the opportunity to treat the positive feelings elicited during their tasks—either writing letters to sick children or exercising—as their reward. In each case, participants were given the option to forego incentives they earned for completing these activities.

WHO WERE THE PARTICIPANTS?
17,968 gym members (plus 763 letter writers from an online panel)

“This work benefited from the Behavior Change for Good Initiative’s incredible infrastructure for running large-scale field experiments. The BCFG team makes it easy (and fun!) to do great field research.”

BCFG Team Scientist Erika Kirgios
(and former Wharton PhD student), Assistant Professor of Behavioral Science, The University of Chicago Booth School of Business
Professor Milkman and Professor Duckworth’s Science of Behavior Change Undergraduate Seminar began my journey with the Behavior Change for Good Initiative. I was one of several peers whose interests and career aspirations were shaped by the course material. Inspired by the course, I pursued a senior honors thesis that helped produce this fascinating paper. BCFG is a special place. It fosters growth and learning in a supportive and engaging environment for people at all stages of their research careers."

Graelin Mandel
(former Wharton undergraduate), incoming PhD student, The University of Chicago Booth School of Business
A “COPY AND PASTE” NUDGE TO PROMOTE GOAL ACHIEVEMENT


WHAT WAS THE RESEARCH QUESTION?
Does nudging people to deliberately copy and paste their successful peers’ strategies for goal achievement add value?

HOW DID WE TEST OUR HYPOTHESIS?
Participants were randomly assigned to three different experimental conditions. Some were instructed to “copy and paste” another person’s motivational strategy to exercise by first asking another person for their strategy and then using the strategy themselves. Others were either given a motivational strategy someone else had obtained or received no strategy at all.

WHAT DID WE LEARN?
Participants who were prompted to “copy and paste” someone else’s life hack exercised up to 56 more minutes, on average, than those who received no such prompt.

WHO WERE THE PARTICIPANTS?
1,028 people recruited through an online panel

SELECTED MEDIA COVERAGE
The Copy-Paste Technique is the Easiest, Most Effective Self-Improvement Hack, a New Wharton Study Finds (2022), Inc. Magazine

“ It was exciting to work on this project about a new way to nudge healthier decisions. I am so grateful for BCFG’s support of our research.”

Katie Mehr
fifth-year PhD student, The Wharton School at the University of Pennsylvania
I loved working at BCFG as a Research Coordinator. At BCFG I learned first-hand how to conduct large-scale field studies on behavior change. This experience helped prepare me to lead my own field experiments and partner with BCFG as a PhD student on a large-scale test of a costless nudge to increase volunteering.

Aneesh Rai
(former BCFG Research Coordinator), fifth-year PhD student, The Wharton School at the University of Pennsylvania
The Science of Behavior Change

Undergraduate Seminar

BCFG’s co-directors Angela Duckworth and Katy Milkman taught an advanced undergraduate seminar from 2018-2020 called “The Science of Behavior Change” at the University of Pennsylvania. The small, selective seminar covered foundational research on behavior change and was widely popular and beloved.

Student Perspectives on the Course

“This class helped me think about my life, the world, and research on a deeper level. I feel like I am so much more skilled, aware, and smart because of this course! Drs. Duckworth and Milkman are phenomenal professors who care so deeply about their students. The class felt like a tight-knit community. I am so grateful for this amazing experience.”

“I have never taken a class at Penn like this one! I loved Dr. Duckworth’s and Dr. Milkman’s graduate-seminar approach, especially because they fine-tuned it to the upperclassman-undergrad experience. The class was very organized, well-structured, and thoroughly engaging. This class has challenged my ability to think about complex societal problems, ask questions, and use constructive feedback.”

“Possibly the best course that I’ve taken at Penn. From the readings to the discussions we had in class to the guest speakers who came from a myriad of areas in the field of behavior change, I learned so much and am so much more inspired about making an impact in the world through the behavioral change space.”

“This is the kind of course that brought me to Wharton. Stellar, star professors who communicated the material well and made discussions super interesting. The intimacy and maturity of the seminar made me feel part of something special.”

“Angela and Katy got me so interested in behavior change that I think I’d apply for a PhD in this field rather than the field I was previously considering before taking this course.”
BCFG’S EVENTS
The year BCFG opened its doors, we hosted an inaugural gathering of 20 Team Scientists at the University of Pennsylvania. Event highlights included a fireside chat with Nobel Laureate Daniel Kahneman and the live recording of a *Freakonomics* episode featuring Team Scientists.

In the evening, Angela Duckworth co-hosted a live episode of the game-show *Tell Me Something I Don’t Know* featuring Team Scientists as contestants. In the show, guests offered facts to be judged on three criteria: Did the hosts already know this fact? Is this fact worth knowing? Is this fact demonstrably true? In our special episode, BCFG Team Scientists Colin Camerer, Ayelet Fishbach, David Laibson, Max Bazerman, Katy Milkman, Kevin Volpp, and Dean Karlan all offered their best facts. Max Bazerman left victorious, but you’ll have to listen to the episode to find out why…
In June of 2019, we hosted over 80 team scientists and industry partners on Penn’s campus for a celebration of our work so far. Nobel Laureate Richard Thaler and National Academy of Sciences member Robert Cialdini delivered the event keynotes. The day was capped off with a live taping of *Freakonomics* featuring our co-founders as well as Team Scientists Michael Norton, Laurie Santos, Justin Sydnor, Tom Gilovich, and Richard Thaler at the Merriam Theater in downtown Philadelphia in front of a sellout crowd.
In partnership with our close friends at the Center for Health Incentives and Behavioral Economics, we co-hosted a Healthy Habits Roundtable sponsored by WW (formerly Weight Watchers). Numerous Team Scientists convened along with several trainees to share the latest insights from their research on lasting behavior change.

This event led to the production of a special issue of Organizational Behavior and Human Decision Processes on healthy habits featuring articles contributed by 16 BCFG Team Scientists.

**WHO EDITED THE SPECIAL ISSUE?**
Team scientists Katy Milkman, Dilip Soman, and Kevin Volpp

**WHAT ARTICLES WERE FEATURED IN THIS SPECIAL ISSUE?**

- **Nudging: Progress to date and future directions** By John Beshears and Harry Kosowsky
- **Teaching temptation bundling to boost exercise: A field experiment** By Erika Kirgios, Graelin Mandel, Yeji Park, Katherine Milkman, Dena Gromet, Joseph Kay, and Angela Duckworth
- **What is a habit? Diverse mechanisms that can produce sustained behavior change** By Kevin Volpp and George Loewenstein
- **Dodging dietary defaults: Choosing away from healthy nudges** By Helen Colby, Meng Li, and Gretchen Chapman
- **Target, distance, and valence: Unpacking the effects of normative feedback** By Jonathan Bogard, Magali Delmas, Noah Goldstein, and Stephanie Vezich
- **Returnable reciprocity: Returnable gifts are more effective than unreturnable gifts at promoting virtuous behaviors** By Julian Zlatev and Todd Rogers
- **When wanting closure reduces patients’ patience** By Annabelle Roberts and Ayelet Fishbach
- **Designing in-app messages to nudge behavior change: Lessons learned from a weight management app for young adults** By Carmina Valle, Brooke Nezami, and Deborah Tate
- **Behavior change** By Angela Duckworth and James Gross

*It was a pleasure to co-host the Healthy Habits Roundtable with BCFG. The insights shared by researchers allowed us to make important contributions to the science of healthy habits that can help meaningfully improve people’s lives."

Kevin Volpp
BCFG Team Scientist, Director of the Center for Health Incentives & Behavioral Economics, Mark V. Pauly President’s Distinguished Professor at Perelman School of Medicine and Health Care Management at the Wharton School
CAMPUS EVENTS

A presentation from Dean Karlan
Professor of Economics & Finance
at the Kellogg School of Management
of Northwestern University

The Topic: Randomizing Religion: The Impact of Protestant Evangelism on Economic Outcomes

A presentation from Shlomo Benartzi
BCFG Distinguished Senior Fellow and Professor Emeritus at the UCLA Anderson School of Management

The Topic: Helping People Save: Simple, Scalable Changes Can Lead to Dramatic Shifts in Creating Financial Security

ONLINE EVENTS

To continue scientific dialogue during the early days of the COVID-19 pandemic, we launched a popular online academic seminar series that attracted more than 4,000 registrants and drew 600-900 participants, live each week. Our YouTube channel featuring these online talks now boasts over 1,300 subscribers and 36,000+ total views.

WHO DID WE FEATURE IN OUR ONLINE EVENTS, AND WHAT TOPICS DID THEY COVER?

A presentation by Judd Kessler
Professor of Business Economics and Public Policy at The Wharton School of the University of Pennsylvania

The Topic: The Gender Gap in Self-Promotion

A presentation by Ethan Kross
Professor of Psychology and Management/Organizations at the University of Michigan Ross School of Business

The Topic: Self-Talk: How You Do It Matters

A presentation by Gretchen Chapman
Professor of Psychology, Social and Decision Sciences at Carnegie Mellon University

The Topic: Numerical Cognition and Federal Budgetary Expenditures

A presentation by Betsy Levy Paluck
Professor of Psychology and Public Affairs at Princeton University

The Topic: Prejudice Reduction: Progress and Challenges

A presentation by Francesca Gino
Tandon Family Professor of Business Administration at Harvard University

The Topic: Piqued Curiosity

A presentation by Susan Athey
The Economics of Technology Professor at Stanford University

The Topic: Designing and Analyzing Behavioral Experiments With Machine Learning
WHO DID WE FEATURE IN OUR ONLINE EVENTS AND WHAT TOPICS DID THEY COVER?

A presentation by **Colin Camerer**
Robert Kirby Professor of Behavioral Finance and Economics at the California Institute of Technology

**The Topic: New Perspectives on Habit Formation From Machine Learning and Neuroscience**

A presentation by **Dean Karlan**
Professor of Economics & Finance at the Kellogg School of Management of Northwestern University

**The Topic: Nudge Today, Almost Gone Tomorrow**

A presentation by **Marissa Sharif**
Assistant Professor of Marketing at the The Wharton School of the University of Pennsylvania

**The Topic: Leveraging Flexibility to Increase Goal Persistence**

A presentation by **Muriel Niederle**
Professor of Economics at Stanford University

**The Topic: The Role of Competitiveness in Education and Labor Market Outcomes** (based on joint work with Thomas Buser and Hessel Oosterbeek)

A presentation by **Duncan Watts**
Stevens University Professor at the University of Pennsylvania

**The Topic: The Effects of Task Complexity on Group Synergy**

A presentation by **John Beshears**
Terrie F. and Bradley M. Bloom Associate Professor of Business Administration at Harvard University

**The Topic: Consumption Responses to Mortgage Payments**

A presentation by **Modupe Akinola**
Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics at Columbia University

**The Topic: Thriving Under Pressure**

A presentation by **Alison Wood Brooks**
Associate Professor of Negotiation, Organizations, and Markets at Harvard University

**The Topic: How to Talk Gooder: The Science (and Serendipity) of Conversation**

A presentation by **Max Bazerman**
Jesse Isidor Straus Professor of Business Administration at Harvard University

**The Topic: Allocating Scarcie Resources Under COVID Wisely**

A presentation by **Ulrike Malmendier**
Edward J. and Mollie Arnold Professor of Finance and Professor of Economics at the University of California, Berkeley

**The Topic: Exposure to Grocery Prices and Inflation Expectations**

A presentation by **Dean Karlan**
Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics at Columbia University

**The Topic: Thriving Under Pressure**

A presentation by **Alison Wood Brooks**
Associate Professor of Negotiation, Organizations, and Markets at Harvard University

**The Topic: How to Talk Gooder: The Science (and Serendipity) of Conversation**

A presentation by **Max Bazerman**
Jesse Isidor Straus Professor of Business Administration at Harvard University

**The Topic: Allocating Scarcie Resources Under COVID Wisely**

A presentation by **Ulrike Malmendier**
Edward J. and Mollie Arnold Professor of Finance and Professor of Economics at the University of California, Berkeley

**The Topic: Exposure to Grocery Prices and Inflation Expectations**

A presentation by **Dean Karlan**
Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics at Columbia University

**The Topic: Thriving Under Pressure**

A presentation by **Alison Wood Brooks**
Associate Professor of Negotiation, Organizations, and Markets at Harvard University

**The Topic: How to Talk Gooder: The Science (and Serendipity) of Conversation**

A presentation by **Max Bazerman**
Jesse Isidor Straus Professor of Business Administration at Harvard University

**The Topic: Allocating Scarcie Resources Under COVID Wisely**

A presentation by **Ulrike Malmendier**
Edward J. and Mollie Arnold Professor of Finance and Professor of Economics at the University of California, Berkeley

**The Topic: Exposure to Grocery Prices and Inflation Expectations**
WHO DID WE FEATURE IN OUR ONLINE EVENTS AND WHAT TOPICS DID THEY COVER?

A presentation by **Eli Finkel**
Professor of Psychology and Management Organizations at Northwestern University

*The Topic: Joint vs. Separate Bank Accounts and Marital Quality*

A presentation by **Hal Hershfield**
Associate Professor of Marketing, Behavioral Decision Making, and Psychology at the University of California, Los Angeles

*The Topic: Pennies and Dollars*

A presentation by **Ashley Whillans**
Assistant Professor of Business Administration in the Negotiation, Organizations & Markets Unit at Harvard Business School

*The Topic: Time and Happiness During COVID*

A presentation by **Hunt Allcott**
Principal Researcher at Microsoft Research

*The Topic: Digital Addiction*

A presentation by **Anuj Shah**
Associate Professor of Behavioral Science at the University of Chicago Booth School of Business

*The Topic: Perceptions of Imperfect Strangers*

A presentation by **Katy Milkman**
James G. Dinan Professor of Operations, Information and Decisions at The Wharton School of the University of Pennsylvania

*The Topic: A Mega-Study Approach to Applied Behavioral Science*

A presentation by **David Rand**
Erwin H. Schell Professor and Associate Professor of Management Science and Brain and Cognitive Sciences at MIT Sloan School of Management

*The Topic: Understanding and Reducing the Spread of Misinformation Online*

A presentation by **Neil Lewis Jr.**
Assistant Professor of Communication and Social Behavior at Cornell University

*The Topic: Whose Minds Matter? Sampling, Measurement, Inference, and Application Considerations as We Diversify the Behavioral Sciences*

A presentation by **David Yeager**
Associate Professor of Psychology at University of Texas at Austin

*The Topic: Beliefs Count Twice*

A presentation by **Cass Sunstein**
Robert Walmsley University Professor of Law at Harvard University

*The Topic: Hayekian Behavioral Economics*
Since 2021, we’ve hosted monthly online events with BCFG scientists who’ve written books in order to bring their applied insights to a wider audience. In the fall of 2022, we began partnering with Psychgeist Media on these events.

### Authors@BCFG Fall 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Book Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jay Van Bavel</td>
<td>Professor at New York University</td>
<td>The Power of Us</td>
</tr>
<tr>
<td>Eric Johnson</td>
<td>Professor at University of Columbia</td>
<td>The Elements of Choice</td>
</tr>
<tr>
<td>Dolly Chugh</td>
<td>Professor at New York University</td>
<td>The Person You Mean to Be</td>
</tr>
<tr>
<td>Bob Cialdini</td>
<td>Emeritus Professor at Arizona State University</td>
<td>Influence</td>
</tr>
<tr>
<td>Wendy Wood</td>
<td>Professor at University of Southern California</td>
<td>Good Habits, Bad Habits</td>
</tr>
</tbody>
</table>

### Behavioral Science Authors Spring 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Book Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nina Mazar &amp; Dilip Soman</td>
<td>Professor at Boston University (Mazar); Professor at University of Toronto (Soman)</td>
<td>Behavioral Science in the Wild</td>
</tr>
<tr>
<td>Don Moore &amp; Max Bazerman</td>
<td>Professor at University of California, Berkeley (Moore); Professor at Harvard University (Bazerman)</td>
<td>Decision Leadership</td>
</tr>
<tr>
<td>Ayelet Fishbach</td>
<td>Professor at The University of Chicago</td>
<td>Get It Done</td>
</tr>
<tr>
<td>John List</td>
<td>Professor at The University of Chicago</td>
<td>The Voltage Effect</td>
</tr>
</tbody>
</table>

### Behavioral Science Authors Fall 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Book Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cassie Holmes</td>
<td>Professor at University of California, Los Angeles</td>
<td>Happier Hour</td>
</tr>
<tr>
<td>Dolly Chugh</td>
<td>Professor at New York University</td>
<td>A More Just Future</td>
</tr>
<tr>
<td>Max Bazerman</td>
<td>Professor at Harvard University</td>
<td>Complicit</td>
</tr>
</tbody>
</table>

“BCFG’s Behavioral Science Author Series presented me with a terrific opportunity to share the insights from my book with an audience that might not otherwise have encountered my work. The engagement from the audience was inspiring.”

BCFG Team Scientist Dolly Chugh. Jacob B. Melnick Term Professor, Leonard N. Stern School of Business, New York University
Modupe Akinola, Professor at Columbia Business School

Jospeh Bajgar, Professor at the University of Pennsylvania

Hunt Allcott, Professor at Stanford University

Dan Ariely, Professor at the Fuqua School of Business of Duke University

David Asch, Professor at the University of Pennsylvania

Susan Athey, Professor at Stanford University

Linda Babcock, Professor at Carnegie Mellon University

Max Bazerman, Professor at Harvard Business School

Shlomo Benartzi, Professor Emeritus at the University of California, Los Angeles Anderson School of Management

Ron Berman, Assistant Professor at The Wharton School of the University of Pennsylvania

John Beshears, Associate Professor at Harvard Business School

Cristina Bicchieri, Professor at the University of Pennsylvania

Jon Bogard, Assistant Professor at Olin Business School of Washington University, St. Louis

Christopher Bryan, Assistant Professor at McCombs School of Business of the University of Texas at Austin

Alison Buttenheim, Professor at the University of Pennsylvania School of Nursing

Colin Camerer, Professor at the California Institute of Technology

Scott Carrell, Professor at the University of California, Davis

Ben Castleman, Associate Professor at the University of Virginia

Christopher Chabris, Professor at Geisinger Health System

Edward Chang, Assistant Professor at Harvard Business School

Tom Chang, Associate Professor at the University of Southern California Marshall School of Business

Gretchen Chapman, Professor at Carnegie Mellon University

Keith Chen, Professor of Economics at the University of California, Los Angeles Anderson School of Management

James Choi, Professor at the Yale School of Management

Nicholas Christakis, Professor at Yale University

Dolly Chugh, Professor at New York University Stern School of Business

Robert Cialdini, Professor Emeritus at Arizona State University

Geoffrey Cohen, Professor at the Graduate School of Education of Stanford University

Benjamin Converse, Associate Professor at the Frank Batten School of Leadership and Public Policy of the University of Virginia

Alia Crum, Associate Professor at Stanford University

Cindy Cryder, Associate Professor at Washington University in St. Louis

Ravi Dahr, Professor at the Yale School of Management

Hengchen Dai, Associate Professor at the University of California, Los Angeles Anderson School of Management

Jennifer Dannals, Assistant Professor at the Yale School of Management

Wendy De La Rosa, Assistant Professor at The Wharton School of the University of Pennsylvania

Stefano DellaVigna, Professor at the University of California, Berkeley

Jalpa Doshi, Professor at the University of Pennsylvania

Angela Duckworth, Professor at the University of Pennsylvania

Carol Dweck, Professor at Stanford University

Dean Eckles, Associate Professor at the Massachusetts Institute of Technology Sloan School of Management

Ezekiel Emanuel, Professor at the University of Pennsylvania

Lauren Eskreis-Winkler, Assistant Professor at the Kellogg School of Management of Northwestern University

Emily Falk, Professor at the University of Pennsylvania

Ernst Fehr, Professor at the University of Zurich

Eli Finkel, Professor at Northwestern University

Ayelet Fishbach, Professor at the University of Chicago Booth School of Business

Gary Foster, Chief Scientific Officer at WeightWatchers

Craig Fox, Professor at the University of California, Los Angeles Anderson School of Management

Michele Gelfand, Professor at the Stanford Graduate School of Business

Rachel Gershon, Assistant Professor at the Rady School of Management of the University of California, San Diego

Thomas Gilovich, Professor at Cornell University

Ayelet Gneezy, Professor at the Rady School of Management of the University of California, San Diego

Uri Gneezy, Professor at the Rady School of Management of the University of California, San Diego

Noah Goldstein, Professor at the University of California, Los Angeles Anderson School of Management
Daniel Goldstein, Senior Principal Research Manager at Microsoft Research

Adam Grant, Professor at The Wharton School of the University of Pennsylvania

James Gross, Professor at Stanford University

Kareem Haggag, Assistant Professor at the University of California, Los Angeles Anderson School of Management

Crystal Hall, Associate Professor at the Evans School of Public Policy & Governance of the University of Washington

Johannes Haushofer, Professor at Stockholm University

Jim Heckman, Professor at the University of Chicago

Hal Hershfield, Professor at the University of California, Los Angeles Anderson School of Management

Tatiana Homonoff, Associate Professor at the New York University Robert F. Wagner School of Public Service

Rick Hoyle, Professor at Duke University

Christopher Hsee, Professor at the University of Chicago Booth School of Business

Alex Imas, Associate Professor at the University of Chicago Booth School of Business

Jon Jachimowicz, Assistant Professor at Harvard Business School

Kirabo Jackson, Professor at Northwestern University

Leslie John, Professor at Harvard Business School

Eric Johnson, Professor at Columbia Business School

Joseph Kable, Professor at the University of Pennsylvania

Dean Karlan, Professor at the Kellogg School of Management of Northwestern University

Tim Kautz, Senior Researcher at Mathematica

Judd Kessler, Professor at The Wharton School of the University of Pennsylvania

Erika Kirgios, Assistant Professor at the University of Chicago Booth School of Business

Ethan Kross, Professor at the University of Michigan

Howard Kunreuther, Professor Emeritus at The Wharton School of the University of Pennsylvania

Rahul Ladhania, Assistant Professor at the University of Michigan School of Public Health

David Laibson, Professor at Harvard University

Cait Lamberton, Professor at The Wharton School of the University of Pennsylvania

Rick Larrick, Professor at the Fuqua School of Business of Duke University

Thomas Lee, Professor at the Harvard T.H. Chan School of Public Health

Jennifer Lerner, Professor at the Harvard Kennedy School

Emma Levine, Associate Professor at the University of Chicago Booth School of Business

Steven Levitt, Professor at the University of Chicago

Betsy Levy Paluck, Professor at Princeton University

Neil Lewis, Jr., Assistant Professor at Cornell University

Alicea Lieberman, Assistant Professor at the University of California, Los Angeles Anderson School of Management

Elizabeth Linos, Associate Professor at the Harvard Kennedy School

John List, Professor at the University of Chicago

George Loewenstein, Professor at Carnegie Mellon University

Michael Luca, Associate Professor at Harvard Business School

Jens Ludwig, Professor at the University of Chicago

Ulrike Malmendier, Professor at the Haas School of Business of the University of California, Berkeley

Sandra Matz, Associate Professor at Columbia Business School

Nina Mažar, Professor at the Questrom School of Business of Boston University

Barbara Mellers, Professor at the University of Pennsylvania

Michelle Meyer, Associate Professor at Geisinger

Katherine Milkman, Professor at The Wharton School of the University of Pennsylvania

Olivia Mitchell, Professor at The Wharton School of the University of Pennsylvania

Ahmed Mushfiq Mobarak, Professor at Yale University

Cassie Mogilner Holmes, Professor at the University of California, Los Angeles Anderson School of Management

Don Moore, Professor at the Haas School of Business of the University of California, Berkeley

Carey Morewedge, Professor at the Questrom School of Business of Boston University

Sendhil Mullainathan, Professor at the University of Chicago Booth School of Business

Mary Murphy, Professor at Indiana University

Muriel Niederle, Professor at Stanford University

Mike Norton, Professor at Harvard Business School

Paul O’Keefe, Associate Professor at Yale-NUS College

Ziad Obermeyer, Associate Professor at the University of California, Berkeley School of Public Health

Axel Ockenfels, Professor at the University of Cologne

Gabriele Oettingen, Professor at New York University

Philip Oreopoulos, Professor at the University of Toronto
Emily Oster, Professor at Brown University
Ted O’Donoghue, Professor at Cornell University
Mitesh Patel, Chief Clinical Transformation Officer and National Vice President of Ascension
Devin Pope, Professor at the University of Chicago Booth School of Business
Stefano Puntoni, Professor at The Wharton School of the University of Pennsylvania
Matt Rabin, Professor at Harvard University
David Rand, Professor at the Massachusetts Institute of Technology Sloan School of Management
Daniel Read, Professor at the University of Warwick Business School
Jason Riis, CEO and Chief Behavioral Scientist at Behavioralize
Jane Risen, Professor at the University of Chicago Booth School of Business
Todd Rogers, Professor at the Harvard Kennedy School
Roy Rosin, Chief Innovation Officer of Penn Medicine
Heather Royer, Professor at the University of California, Santa Barbara
Silvia Saccardo, Associate Professor at Carnegie Mellon University
Sally Sadoff, Associate Professor at the Rady School of Management of the University of California, San Diego
Anya Samek, Associate Professor at the Rady School of Management of the University of California, San Diego
Laurie Santos, Professor at Yale University
Barbara Schneider, Professor at Michigan State University
Juliana Schroeder, Associate Professor at the Haas School of Business of the University of California, Berkeley
Maurice Schweitzer, Professor at The Wharton School of the University of Pennsylvania
Martin Seligman, Professor at the University of Pennsylvania
Övül Sezer, Assistant Professor at Cornell University
Anuj Shah, Associate Professor at the University of Chicago Booth School of Business
Marissa Sharif, Assistant Professor at The Wharton School of the University of Pennsylvania
Paschal Sheeran, Professor at the University of North Carolina at Chapel Hill
Deborah Small, Professor at Yale School of Management
Jack Soll, Professor at the Fuqua School of Business of Duke University
Dilip Soman, Professor at the Rotman School of Management of the University of Toronto
Jann Spiess, Assistant Professor at Stanford Graduate School of Business
Charles Sprenger, Professor at the California Institute of Technology
Bradley Staats, Professor at Kenan-Flagler Business School of the University of North Carolina, Chapel Hill
Cass Sunstein, Professor at Harvard University
Gaurav Suri, Associate Professor at San Francisco State University
Abby Sussman, Professor at the University of Chicago Booth School of Business
Justin Sydnor, Professor at the University of Wisconsin School of Business
Bridget Terry Long, Professor at the Harvard Graduate School of Education
Richard Thaler, Professor at the University of Chicago Booth School of Business
Harsha Thirumurthiy, Professor at the University of Pennsylvania
Yaacov Trope, Professor at New York University
Peter Ubel, Professor at the Fuqua School of Business of Duke University
Lyle Ungar, Professor at the University of Pennsylvania
Oleg Urminsky, Professor at the University of Chicago Booth School of Business
Christophe Van den Bulte, Professor at The Wharton School of the University of Pennsylvania
Jay Van Bavel, Associate Professor at New York University
Kevin Volpp, Professor at the Perelman School of Medicine of the University of Pennsylvania
Greg Walton, Professor at Stanford University
Caleb Warren, Associate Professor at the Eller College of Management of the University of Arizona
Duncan Watts, Professor at the University of Pennsylvania
Elke Weber, Professor at Princeton University
Ashley Whillans, Assistant Professor at Harvard Business School
Wendy Wood, Professor at the University of Southern California
George Wu, Professor at the University of Chicago Booth School of Business
David Yeager, Associate Professor at the University of Texas at Austin
Jonathan Zinman, Professor at Dartmouth College
Julian Zlatev, Assistant Professor at Harvard Business School
2023
BCFG STAFF

Dena Gromet, PhD
Executive Director

Joseph Kay, PhD
Manager of Research Operations

Sean F. Ellis, PhD
Research Project Manager

Alex Luscher
Research and Communications Coordinator

Rayyan Mobarak
Research Coordinator

Maddy Paxson
Research Coordinator

Ramon Silvera Zumaran
Research Coordinator

Doug Sandler
Undergraduate Research Assistant

Anna Swartley
Undergraduate Research Assistant

Akhilesh Tumu
Undergraduate Research Assistant
We’ve been fortunate to work with many talented pre-doctoral research coordinators. We’re excited to see where their careers will take them!

**Pre-Doctoral Research Coordinators**

- **Heather Graci**  
  Assistant Editor  
  Behavioral Scientist

- **Daniel Jaro**  
  Research Coordinator  
  Johns Hopkins Center for Psychedelic & Consciousness Research

- **Lauri Bonacorsi**  
  JD, Northwestern  
  Pritzker School of Law;  
  Associate Attorney,  
  Sidley Austin LLP

- **Hung Ho**  
  PhD candidate in  
  Marketing, The  
  University of Chicago  
  Booth School of Business

- **Tim Lee**  
  Masters candidate in  
  Analytics, Northwestern  
  University

- **Pepi Pandiloski**  
  PhD candidate in Political  
  Economy, Development,  
  and Networks, The  
  University of Chicago

- **Aneesh Rai**  
  PhD candidate in Operations, Information, and Decisions  
  The Wharton School

- **Yeji Park**  
  PhD candidate in Social Psychology  
  Princeton University

- **Jake Rothschild**  
  Traveler

We’ve also had the pleasure of working with the following research assistants:

- Elsa Baumgartner
- Christina Chang
- Xinyi (Cindy) Chen
- Lan-Ting Chiang
- Joan Darty
- Ibrahim El-Morsy
- Ilyssa Delos Reyes
- Ye Zhuan (Carin) Gan
- Amanda Geiser
- Analexis Glaude
- Karen Herrera
- Michelle Huang
- Visakh Jagadeesan Nair
- Javion Joyner
- Canyon Kornicker
- Thomas Li
- Chen Ping Liao
- Xiteng (Steven) Lin
- Stephanie Loo
- Ynizi Lu
- Graelin Mandel
- Dana Max
- Anita Mo
- Angelina Pan
- Joseph Peanasky
- Jared Peterson
- Mira Potter-Schwartz
- Bhavna Saluja
- Jordyn Schor
- Danielle Schweitzer
- Yichen Shao
- Julia Snoy
- Maria Staszkiewicz
- Maayan Waldman
- Samantha Wu-Georges
- Andrew Yang
- Marco Yap
- Jill Yu
- Patrick Zhang
### We are tremendously grateful to our:

<table>
<thead>
<tr>
<th><strong>FUNDERS</strong></th>
<th><strong>PARTNERS</strong></th>
</tr>
</thead>
</table>
| ![Image](image1.png) Mark J. Leder  
Co-Chief Executive Officer  
Sun Capital Partners | ![Image](image2.png) AKO Foundation  
**BILL & MELINDA GATES FOUNDATION**  
Center for Health Incentives & Behavioral Economics |
| ![Image](image3.png) Warren Lichtenstein  
Executive Chairman  
Steel Partners | ![Image](image4.png) BLACK DOCTORS COVID-19 CONSORTIUM  
**CHARACTER LAB** RESEARCH NETWORK |
| ![Image](image5.png) John Alexander  
President  
Alexander Production Company | ![Image](image6.png) City of Philadelphia  
**CRISIS TEXT LINE**  
**Geisinger Health Plan**  
**The Nudge Unit**  
**Penn Medicine**  
**Penn Medicine Center for Precision Medicine**  
**Robert Wood Johnson Foundation**  
**Schmidt Futures**  
**Social Science Research Council**  
**Way to Health** |
| ![Image](image7.png) Abby and Jeremy Schiffman | ![Image](image8.png) Walmart Pharmacy |