

# CURRICULUM VITAE

## NATHANIEL J. RATCLIFF

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### SUMMARY OF RESEARCH AND TECHNICAL SKILLS

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- Research Plan and Program Development: I have experience developing research plans that identify and test theoretical problems that fit into a larger, multi-year, program of research. For instance, as part of one of my research programs, I developed a model of relinquishing power. The Penn State *Alumni Association Dissertation Award* recognized this research with one of the top graduate student awards. At the U.S. Army Research Institute (ARI), I have also successfully developed and executed a post-doctoral research plan on inclusive leader actions in the Army and I am currently developing a program of research for my research team on measuring unit-level performance in the Army.
- Rigor in Research Design, Methodology, and Data Collection: My research uses a diverse set of methodological techniques and tools (e.g., quantitative and qualitative, basic and applied). Specifically, I have experience collecting data using survey methods, measurement development and validation tools, experimental lab methods, field studies, interviews, focus groups, and online tools (e.g., Amazon Mechanical Turk) from populations including undergraduates, online populations, and Soldiers in the U.S. Army. I also have experience utilizing pre-existing datasets for measure development and further analysis.
- Statistical Modeling and Analysis: I am proficient in using many statistical approaches including correlation, multiple linear regression, ANOVA, mixed models, repeated measures, moderation/mediation, factor analysis, and SEM. I also have a strong interest in learning cutting edge analytics related to machine learning, artificial intelligence, Bayesian modeling, and computational modeling. To facilitate this interest, I am becoming familiar with these methods through participation in collaborative projects, professional development workshops, online tutorials, and through readings.
- Analytic Translator/Storyteller: I have a knack for synthesizing complicated analytic results and providing a parsimonious interpretation of results that provide actionable insights to social problems. I am experienced in communicating research, both orally and in written format, as a report writer, instructor, conference presenter, technical contracting representative, and presenter of informational briefs.
- Professional Writing and Review: To date, in collaboration with many different co-authors, my research has yielded nearly ten publications in top academic journals, such as the *Journal of Experimental Social Psychology* (JESP), and in federally-documented

technical reports. In addition, I have served as an ad hoc reviewer for professional academic journals and Army research technical reports; reviewing for clarity, theoretical contributions, methodological quality, and credible results.

- Research in a Military Context: I have over two years' experience working with the complexities of conducting research in the U.S. Army. I have developed an in-depth understanding of the unique challenges of designing studies, obtaining approval from institutional review boards, organizing data collections, collecting data from Soldiers at different Army installations (from different ranks and occupational specialties), leveraging pre-existing datasets for measure development, and analyzing data to be described in federally-documented technical reports.
- Software Skills: I have skills with Microsoft Office Suite, Qualtrics, SPSS, Minitab, SAS, R, Photoshop, Adobe Acrobat Pro, and Python.

## EDUCATIONAL BACKGROUND

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- Ph.D., The Pennsylvania State University – University Park, Pennsylvania 2016  
Major: Social Psychology  
Minor: Business Administration (Marketing Focus)  
Doctoral Thesis: *Reducing Racial Biases in Leaders' Decisions about to Whom Power is Relinquished*  
Advisor: Theresa Vescio, Ph.D.  
Minor Advisor: Lisa Bolton, Ph.D.
- M.S., The Pennsylvania State University – University Park, Pennsylvania 2012  
Major: Social Psychology  
Master's Thesis: *Just Out of Touch: Embodied Haptic Cues Influence Social Appraisals*  
Advisor: Theresa Vescio, Ph.D.
- B.A., Miami University – Oxford, Ohio 2009  
Major: Psychology, *cum laude*  
Minor: Political Science  
Departmental Honors in Psychology  
Honors Thesis: *Status and Location: Sociospatial Memory Orientation for High-Status Targets*  
Honors Thesis Advisor: Kurt Hugenberg, Ph.D.

## RESEARCH INTERESTS AND AREAS OF EXPERTISE

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- Applied social and organizational psychology (e.g., social cognitive perception, individual and collective task performance, social interventions, organizational climate, intergroup relations, diversity and inclusion).
- Leadership and relinquishing power (e.g., ethical leadership, power sharing, leadership decision-processes, minority underrepresentation in leadership, inclusive leadership).
- Measure development (e.g., organizational climate, contextual performance, leader behaviors).

## EMPLOYMENT POSITIONS AND APPOINTMENTS

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*Research Assistant Professor*, University of Virginia, Biocomplexity Institute and Initiative, Social and Decision Analytics Division (SDAD) – Arlington, VA | 04/01/2019 to Present | Supervisor: Dr. Sallie Keller | 40 hrs/wk

- Science of All Data: Involved in projects examining the skilled technical work force (NSF), incarcerated entrepreneurship education programs (Darden), and modeling social determinants of performance in the U.S. Army (Army Research Institute).

*Research Psychologist*, U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) – Emerging Research Unit (ERU) – Fort Belvoir, VA | 0180/GS-13 | 10/29/2017 to 03/30/2019 | Supervisor: Dr. Colanda Cato | 40 hrs/wk

- Research Development and Execution: In support of the Army's Talent Management Task Force (TMTF), I administered a large survey (~6,000 participants) examining important talents, skills, and abilities needed for Army Officers across ranks and job specialty areas. For this project, I helped review the final survey, cleaned the data, analyzed the data using a descriptive analysis, and formatted the results into tables and graphs for reporting purposes. The findings from this project aided senior Army leaders on the TMTF to determine the most important talents and skills of Officers need within their job areas.

In support of a project assessing perceptions of performance evaluations in the Army, I conducted focus groups and interviews with junior enlisted Soldiers (E1-E4) and Non-Commissioned Officers (NCOs). I am currently analyzing this data with my team using qualitative methods to facilitate the development of a future in-depth quantitative data collection effort. Initial results from this qualitative analysis has identified several important issues related to performance evaluation and general well-being facing junior enlisted Soldiers.

In support of the Performance Team in the ERU, I developed two new programs of research for study. For the first research program, on contextual performance, I conducted a comprehensive literature review on performance theory & measurement and interviewed several Army performance evaluators at the Army's National Training Center (NTC) to provide an understanding of the research space needed for the project. Using information gathered from the academic literature, Army doctrine, and Army personnel, I developed a research proposal that was used to solicit white papers from prospective contracting agents via a broad area announcement (BAA) with a proposed budget of \$2.5M. I am currently reviewing white papers for this research effort. For the second research program, on assessing character in the Army, I met with senior Army leaders from the Center for the Army Profession and Ethic (CAPE) in an information exchange that identified a research need for a measure of character in the Army. With this need in mind, I reviewed the academic and Army literature on character assessment and developed a research proposal used to solicit white papers from prospective contracting agents via a broad area announcement (BAA) with a proposed budget of \$750K. I am currently reviewing white papers for this research effort.

- Contracting Support: To facilitate contracted research efforts, I am currently assisting on a cooperative agreement with the Social and Decision Analytics Division (SDAD) of the

University of Virginia Biocomplexity Institute and Initiative (BII) on a research effort examining the Army's large administrative database (Person-Event Data Environment; PDE). For this effort, big data analytic techniques are being conducted to understand factors that predict character and performance at the individual and unit levels of analysis in the Army.

I have also served as the Alternative-Contracting Officer Representative (Alt-COR) on a two-year contracted effort worth \$800K that is developing a unit-level measure of resilience for the Army. As an Alt-COR, I provided professional expertise and guidance via bi-monthly meetings and review of draft measurement instruments.

- Publishing and Dissemination of Research: I have published three ARI technical reports publicly available at the Defense Technical Information Center (DTIC). Two reports examine research on inclusion in the Army; one detailing the item development of a measure of inclusive leader actions and the other examining situations and contexts in which leaders are likely to be inclusive with their Soldiers. The third report provides an annotated bibliography and synthesis of the organizational climate literature.

To disseminate my research, I have briefed senior Army leaders at the Center for the Army Profession and Ethic (CAPE) on my team's understanding of Army performance metrics. This meeting with CAPE identified a need for research on Army character that is currently under development at ARI. I have also presented talks on the use of administrative Army data to model performance at the meetings of the Administrative Data Research Facilities (ADRF) and Military Operations Research Society (MORS).

- Institutional Review Board (IRB) Member: In support of my unit, I serve as the unit representative on ARI's internal IRB. In this role, I attend quarterly IRB meetings, review IRB protocols, and keep my unit abreast of changes to IRB policies and procedures.
- Mentoring: I have been mentoring a graduate research fellow on the development of an independent project at ARI. Meeting as-needed, we have developed ideas for examining how Army leaders influence factors of resilience in their units. I have been providing guidance on the data collection process at ARI, how to fill out IRB protocol forms, and advice on item development. The project is currently under IRB review with data collections planned at several Army posts in the near-future.

*Post-Doctoral Research Fellow, Consortium Research Fellows Program (CFRP) with the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) – Fort Leavenworth Research Unit (FLRU) – Fort Leavenworth, KS | GS-12 Equivalent | 07/01/2016 to 10/20/2017 | Supervisor: Dr. Angela Karrasch | 40 hrs/wk*

- Research Development and Execution: For a post-doctoral project, I developed, designed, collected/analyzed data, and wrote a report for a research project investigating the willingness of Army leaders to be inclusive with their Soldiers. Executed from inception to completion in just a years' time, this project identified the communications strategies and contexts that promote inclusion by Army leaders. Results helped inform the Army of the potential boundary conditions to inclusion-related leader development.

I supported several Army research projects with project planning, theoretical synthesis, data collection, data analysis, reviewing reports, and contributing to the writing of three technical reports. Projects include those examining generational differences in the Army,

counter-productive (toxic) leadership assessment, inclusive leader action indicators, developing a climate for inclusion measure, writing an organizational climate bibliography, and developing a theoretical climate for inclusion model.

- Publishing and Dissemination of Research: I published an article in the *European Journal of Social Psychology* (EJSP) on research detailing the effects of leader legitimacy on relinquishing power.

To disseminate my research, I briefed the FLRU on my dissertation research and post-doctoral project. I helped brief two CPTs from the Australian Navy on my inclusion team's program of research. I also informally briefed two COLs at the Army War College on my post-doctoral project and team's program of research.

I served as a symposium co-chair/presenter at the annual meeting of the American Psychological Association (APA). I presented work on the item development of inclusive leader actions in the Army.

- Support for Not in My Squad Initiative (NIMS): I served as a co-facilitator for NIMS initiative at Fort Carson, CO. Results of this initiative helped inform senior Army leaders (up to the Sergeant Major of the Army) about the issues facing enlisted Soldiers at different garrisons.
- Mentoring: I mentored and provided guidance to undergraduate and graduate student fellows by supporting information gathering, data analysis, and project planning.

*Graduate Research Assistant*, The Pennsylvania State University – University Park, PA | 08/23/2010–05/08/2016 | Advisor: Dr. Theresa Vescio | 20 hrs/wk

- Research Development and Execution: I developed a six-year program of research examining a comprehensive conceptual model of when leaders relinquish power. I developed hypotheses, planned studies, met institutional review board standards for approval, collected data, analyzed data, and published academic articles. This research program was recognized with Penn State's most prestigious graduate student award, the *Alumni Association Dissertation Award*.
- Methodology and Statistics Training: I have become fluent in the latest behavioral research methodology (e.g., experimental lab studies, basic research studies, field studies) and statistical approaches (e.g., correlation, multiple linear regression, ANOVA, mixed models/repeated measures, moderation/mediation, SEM).
- Publishing and Dissemination of Research: I published five first-author publications in top academic journals (e.g., *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*) on topics related to cognitive perception & memory, leadership, intergroup processes, and organizational behavior.

I have experience communicating research design and theory as an instructor for in-classroom and online courses in basic research methods, social psychology, and applied social psychology.

I have also disseminated my research through presentations of empirical research findings at regional and national academic conferences.

- Mentoring: In support of my research lab, I mentored, managed, and trained a team of seven undergraduate research assistants in research methodology, writing, and data collection protocols.

## ACADEMIC PUBLICATIONS IN PRINT AND IN PRESS

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- Key-Roberts, M., Lynn, B., **Ratcliff, N. J.**, & J. Nye (*in press*). Inclusion at work: A conceptual model of factors that contribute to climates for inclusion. *Research in HRM*.
- Ratcliff, N. J.**, Mahoney-Nair, D. T. & Goldstein, J. R. (2019). The Area of resilience to stress event (ARSE): A new method for quantifying the process of resilience. *The Quantitative Methods for Psychology, 15*, 148–173, doi:10.20982/tqmp.15.2.p148
- Ratcliff, N. J.** & Vescio, T. K. (2018). The effects of leader illegitimacy on leaders and subordinates in the context of relinquishing power decisions. *European Journal of Social Psychology, 48*, 365–379. doi:10.1002/ejsp.2335
- Ratcliff, N. J.**, Vescio, T. K., & Dahl, J. L. (2015). (Still) Waiting in the wings: Group-based biases in leaders' decisions about to whom to relinquish power. *Journal of Experimental Social Psychology, 57*, 23–30. doi:10.1016/j.jesp.2014.11.004
- Ratcliff, N. J.** & Vescio, T. K. (2013). Benevolently bowing out: The influence of leadership performance and self-construals on the willful relinquishing of power. *Journal of Experimental Social Psychology, 49*, 978–983. doi:10.1016/j.jesp.2013.06.003
- Ratcliff, N. J.**, Bernstein, M. J., Cundiff, J. L., & Vescio, T. K. (2012). Seeing wrath from the top (through stratified lenses): Perceivers high in social dominance orientation show superior anger identification for high-status individuals. *Journal of Experimental Social Psychology, 48*, 1373–1376. doi:10.1016/j.jesp.2012.05.016
- Ratcliff, N. J.**, Franklin, R. G., Nelson, A., & Vescio, T. K. (2012). The scorn of status: A bias toward perceiving anger on high-status faces. *Social Cognition, 30*, 631–642. doi:10.1521/soco.2012.30.5.631
- Ratcliff, N. J.**, Hugenberg, K., Shriver E. R., & Bernstein, M. J. (2011). The allure of status: High-status individuals are privileged in social memory and modulate holistic face processing. *Personality and Social Psychology Bulletin, 37*, 1–13. doi:10.1177/0146167211407210

## TECHNICAL REPORT PUBLICATIONS IN PRINT AND IN PRESS

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- Mahoney-Nair, D., **Ratcliff, N. J.**, & Lancaster, V. (*in preparation*). Burning Glass Technology resume data technical report. Arlington, VA: Biocomplexity Institute and Initiative.
- Lancaster, V.A., Mahoney-Nair, D., & **Ratcliff, N. J.** (2019). Burning Glass Technology job-ad data technical report. Arlington, VA: Biocomplexity Institute and Initiative.
- Ratcliff, N. J.** & Key-Roberts, M. (2018). The effects of communication strategies and contexts on Army leaders' willingness to be Inclusive with their Soldiers. (ARI Technical Report

1372). Fort Belvoir, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. DTIC#AD1067172

Lynn, B., & **Ratcliff, N. J.** (2018). Organizational climate annotated bibliography. (ARI Technical Report 1365). Fort Belvoir, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. DTIC#AD1059301

**Ratcliff, N. J.**, Key-Roberts, M., Simmons, M., & Jimenez-Rodriguez (2018). Inclusive leadership survey item development. (ARI Research Note 2018-03). Fort Belvoir, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. DTIC#AD1060743

## PUBLICATIONS UNDER REVIEW AND IN PREPARATION

Geiger, N., Pasek, M., Weaver, K., & **Ratcliff, N. J.** (*in preparation*). The implicit effect of political identity threat on pro-environmental decision-making processes.

## RESEARCH PRESENTATIONS

**Ratcliff, N. J.**, Goldstein, J., Ervin, K. S., Lancaster, V., Thurston, J., & Keller, S. (2018, December). *Dynamic modeling of U.S. Army administrative data: Predicting individual and unit performance*. Paper presented at the annual meeting of the Military Operations Research Society, Alexandria, VA.

Goldstein, J., Lancaster, V., **Ratcliff, N. J.**, Thurston, J., Ervin, K. S., Chen, D., Crandell, I., Pires, B., Schroeder, A., & Keller, S. (2018, November). *Leveraging U.S. Army administrative data for individual and team performance*. Paper presented at the annual meeting of the Administrative Data Research Facilities Network, Washington, DC.

Jimenez-Rodriguez, M., & **Ratcliff, N. J.** (2017, August). Leader strategies for promoting inclusive climates. In **N. J. Ratcliff** & M. Jimenez-Rodriguez (Chairs), *Leveraging diversity through inclusion in a military context*. Symposium conducted at the annual meeting of the American Psychological Association, Washington, DC.

**Ratcliff, N. J.**, & Vescio, T. K. (2016, January). *Weakening the dominance-leadership link: Incongruent expressions of dominance reduce leadership preferences for high dominant faces in relinquishing power decisions*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Laubach, M., Vescio, T. K., **Ratcliff, N. J.**, & Gallegos, J. (2016, January). *The effects of masculinity threats on risk-taking and anti-environmentalism*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

**Ratcliff, N. J.**, & Vescio, T. K. (2015, May). *Reducing race-based biases in relinquishing power decisions*. Poster presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.

**Ratcliff, N. J.**, & Vescio, T. K. (2015, February). *A face fit for power? Relinquishing power preferences for targets high in facial dominance*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Long Beach, CA.

- Vescio, T. K., **Ratcliff, N. J.**, Dahl, J. L., & Schlenker, K. (2015, February). *Power, gender identity, and gender stereotyping in masculine domains*. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Long Beach, CA.
- Ratcliff, N. J.**, Vescio, T. K., & Dahl, J. L. (2014, May). *To whom is power given? Group-based biases when relinquishing power*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Ratcliff, N. J.**, & Vescio, T. K. (2014, January). *Who can take the reins of power?: Leadership performance, group membership, and leadership competence beliefs modulate relinquishing power intentions*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX.
- Ratcliff, N. J.**, & Vescio, T. K. (2013, May). *Leadership performance and self-construals influence the relinquishing of power*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Ratcliff, N. J.**, & Vescio, T. K. (2012, May). *Anger from above: High-status anger is persistent and swift*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Ratcliff, N. J.**, & Adams, R. Jr., (2011, May). *Scornfulness of status: Anger is more perceptible on high-status faces*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Ratcliff, N. J.**, Shriver, E. R., & Hugenberg, K. (2011, January). *The face of power: Social status modulates holistic face processing*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.
- Ratcliff, N. J.**, Shriver, E. R., Bernstein, M. J., & Hugenberg, K. (2010, May). *Looking to the top: A recognition advantage for high-status targets*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Shriver, E. R., **Ratcliff, N. J.**, & Hugenberg, K. (2010, May). *Perceived social status modulates holistic face processing*. Paper presented at the annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Ratcliff, N. J.**, Shriver, E. R., & Hugenberg K. (2010, January). *Who is where?: Sociospatial identity-location links are stronger for high-status targets*. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Las Vegas, NV.

## DATA ANALYTIC PACKAGES

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- Ratcliff, N. J.**, Nair, D. & Goldstein, J. (2019). arse: Area of resilience to stress event. R package version 1.0.0. <https://CRAN.R-project.org/package=arse>

## RESEARCH IN POPULAR PRESS

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- Jaffe, E. (2014, December 11). The Biased Way Leaders Delegate Power. Evidence. *The Fast Company*. <http://www.fastcodesign.com/3039662/evidence/the-biased-way-leaders-delegate-power>.



Plaks, J. (2011, July 14). Are Powerful People More Memorable?: How Much does the Mind Care about Social Status. In the Eye of the Beholder: The Science of Social Perception. *Psychology Today*. <http://www.psychologytoday.com/blog/in-the-eye-the-beholder/201107/are-powerful-people-more-memorable>.

## TEACHING EXPERIENCE AND ASSISTANTSHIPS

*Resident Instructor*, Dept. of Psychology – The Pennsylvania State University | Spring 2014 | 20 hrs/wk | Course: Introduction to Social Psychology

*Online Instructor*, Dept. of Psychology – The Pennsylvania State University | Summer 2013–Summer 2014 | 20 hrs/wk | Courses: Research Methods in Psychology, Applied Social Psychology

*Lab Instructor*, Dept. of Psychology – The Pennsylvania State University | Fall 2011–Spring 2015 | 20 hrs/wk | Course: Basic Research Methods in Psychology (Instructor: Nicholas Pearson)

*Graduate Teaching Assistant*, Dept. of Psychology – The Pennsylvania State University | Fall 2010–Spring 2011 | 20 hrs/wk | Courses: Social Vision Capstone (Instructor: Reginald Adams, Jr.), Learning & Memory (Instructor: Rodrigo Cardenas), Self & Judgment (Instructor: Nicolas Pearson), Social Development (Instructor: Brian Crosby)

*Undergraduate Teaching Assistantship*, Dept. of Political Science – Miami University | Spring 2009 | 10 hrs/wk | Course: Public Opinion & Political Behavior (Instructor: Monica Schneider)

*Network Analysis Consultant Intern*, UnitedHealthcare – Westerville, Ohio | Summer 2008 | 40 hrs/wk | Job Description: GeoAccess, disruptions, spatial statistical modeling (Supervisor: Bryce Burkitt)

## ACADEMIC HONORS AND AWARDS

Penn State Alumni Association Dissertation Award – \$5,000 (Spring 2015)

Penn State RGSO College Dissertation Support Award – \$4,000 (Fall 2014)

SPSP Graduate Student Travel Award – \$500 (2014)

The Department of Psychology Student Travel and Research Award – \$550 (2011–2015)

Psi Chi National Honor Society in Psychology (Inducted Spring 2008)

Pi Sigma Alpha National Political Science Honorary (Inducted Spring 2009)

## PROFESSIONAL AFFILIATIONS AND SERVICE

Department of Defense Security Clearance – Secret (S) Eligibility Date: 01/02/2018

Contracting Officer Representative (COR) Certification for the Federal Government

Institutional Review Board Member – ARI's internal IRB

Ad Hoc Reviewer for Academic Journals:

- Journal of Personality and Social Psychology (JPSP)
- Journal of Experimental and Social Psychology (JESP)
- Journal of Nonverbal Behavior (JNB)
- PLOS ONE
- Cognition and Emotion

Society for Personality and Social Psychology (SPSP) – Member

Midwestern Psychological Association (MPA) – Member

Academy of Management – Member

Alpha Phi Omega (2006–2009) – Co-ed Service Fraternity Member

Boy Scouts of America (1999–Present) – Eagle Scout Membership

## REFERENCES

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Dr. Kelly Ervin

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