



HARVARD UNIVERSITY

Edmond J. Safra Center for Ethics

2010  
2015

EDMOND J. SAFRA

RESEARCH LAB • PROJECT ON  
INSTITUTIONAL CORRUPTION



**aaron.**



EDMOND J. SAFRA RESEARCH LAB • PROJECT ON  
INSTITUTIONAL CORRUPTION 2010 – 2015  
HARVARD UNIVERSITY

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## INTRODUCTION

In the fall of 2009, Lawrence Lessig launched a conversation about a practical ethical problem called “institutional corruption.” Lessig launched this conversation at the Edmond J. Safra Center for Ethics, an appropriate home since “institutional corruption” had first been introduced by the Center’s founder, Dennis F. Thompson. And it was timely too, as the world was still reeling from a financial collapse that had led many to doubt the integrity of our most important institutions.

That conversation was launched quite literally—with a series of public lectures from a wide range of fields aiming to map what the Center sought to study. Then in the following year, Lessig created a Research Lab at the Center. By design, the Lab aimed to study and address fundamental problems of ethics in a way that is of practical benefit to important institutions of government and society around the world. The Lab’s first undertaking: tackling the problem of institutional corruption.

### What is institutional corruption?

“Institutional corruption is manifest when there is a systemic and strategic influence which is legal, or even currently ethical, that undermines the institution’s effectiveness by diverting it from its purpose or weakening its ability to achieve its purpose, including, to the extent relevant to its purpose, weakening either the public’s trust in that institution or the institution’s inherent trustworthiness.”

— from *“Institutional Corruption, Defined”*  
by Lawrence Lessig

The Lab on institutional corruption focused on widespread or systematic practices that undermine the integrity of institutions or public trust in institutions. Unlike more frequently studied examples of individual corruption (such as bribery, or other familiar violations of law or ethics), institutional corruption tends to involve practices that are legal, even currently ethical. The Lab

studied a wide range of important institutions with the ultimate goal of producing a set of practical tools that might be used both to understand the dynamic of institutional corruption and to respond to it.

The work of the Lab was conducted in large part by the Edmond J. Safra Lab Fellows, a fellowship program created specifically for this purpose. The fellowship program drew scholars, researchers, and practitioners from a wide range of disciplines across academia, industry, and government. The core of the Lab was made up of residential Lab Fellows, who devoted the majority of their time to the research project and participated in a weekly seminar. In addition, the Lab hosted non-residential Fellows and collaborators. Collaborative research that integrated the work of different fields was a strong component of the Lab’s work.

Fellows and affiliates of the Lab produced an enormous amount of original research, covering a wide range of institutional contexts. They developed a vocabulary and understanding of the dynamic that “institutional corruption” presents. Their work showed more clearly how difficult it would be to change the institutional norms and practices that manifest this corruption. The Lab developed a framework that provides a way to map “institutional corruption,” and remedy it—as well as seeded a generation of scholarship addressing it. This booklet is a brief overview of the work of the Lab over a five-year period.

A gift from Mrs. Lily Safra, given in 2010 in memory of her husband, Edmond, supported much of the work of the Lab. Mrs. Safra, a long-time friend and supporter of the Center, recognized the significance of the role that new research would play in the Center’s development, ensuring that the Center’s work will become even more relevant in the future. The Edmond J. Safra Center for Ethics is endlessly grateful for the support and confidence shown in our work by Mrs. Lily Safra.

## LAB BY THE NUMBERS

### People & Projects: 201

Fellows: 179

Collaborative research projects: 11

Staff (past and present): 11

### IC Events: 202

Lab seminars: 124

Public Lectures: 32

Workshops: 26

Conferences: 9

Research Bonanzas: 4

Mapping seminars: 3

Film screenings: 3

Hackathon: 1

### Publications on IC: 588

Articles: 265

Blog posts: 182

Working Papers: 67

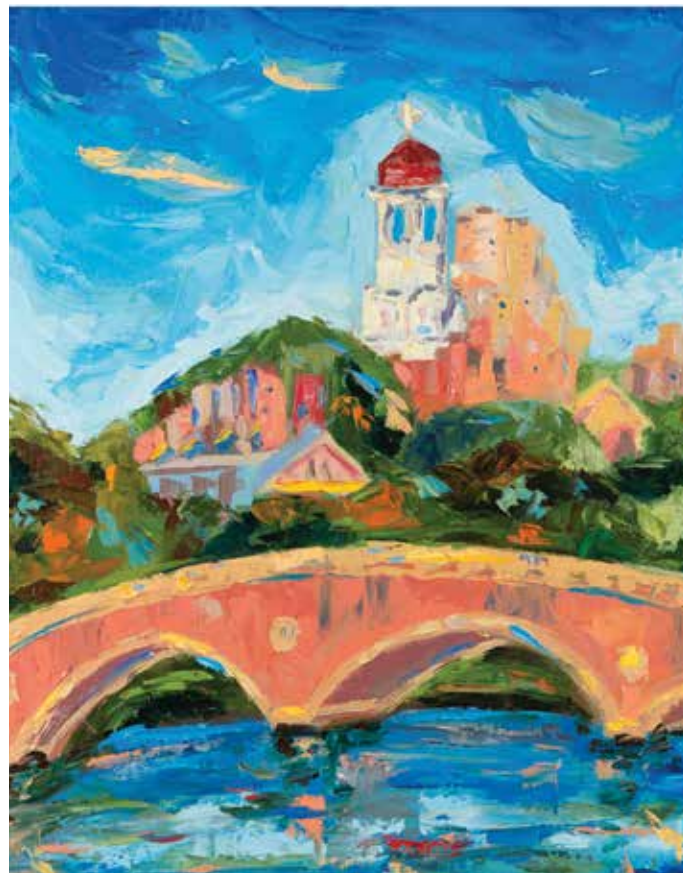
Book chapters: 35

Books: 15

Podcasts: 15

Compilations: 5

E-books: 4



Clockwise: "Harvard" (2010) by Sreedhari Desai; Ron Suskind; Sheila Kaplan, Bettina Neuefeind, Lisa Cosgrove

## 2010-11: YEAR 1

Director, Lawrence Lessig // Research Director, Neeru Paharia



Top row: Lisa Cosgrove, Jonathan Marks, Abigail Brown, Susannah Rose. Bottom row: Kirsten Austad, Seana Moran, Lawrence Lessig, Neeru Paharia, Michael Jones, Sreedhari Desai (not pictured: Aaron Swartz).

### LAB FELLOWS AND PROJECTS (RESIDENTIAL)

- **Kirsten Austad**, "The Pharmaceutical Industry and Medical Students: How Does the Story Begin?"
- **Abigail Brown**, "Institutional Corruption of the Audit Profession"
- **Lisa Cosgrove**, "Investigating the Economy of Influence that Members of the American Psychiatric Association Live Within: An Empirical Study of How Commercial Interests Impact APA Treatment Guidelines"
- **Sreedhari Desai**, "Moral Cues: Taking on the Goliath of Corporate Corruption"
- **Michael Jones**, "Cultural Cognition and Public Campaign Financing"
- **Jonathan Marks**, "The Ethical Implications of Industry Interactions in Health-Related Food Research and Nutrition Practice"

- **Seana Moran**, "The Turbulence of Novelty: Creative or Corrupt?"
- **Susannah Rose**, "Patient Advocacy Organizations and Institutional Conflicts of Interest"
- **Aaron Swartz**, "How Congress Works"

### LAB FELLOWS AND PROJECTS (NON-RESIDENTIAL)

- **Roman Feiman & Jennifer Sheehy-Skeffington**, "Why Peers Reject Whistleblowers: A Social Cognitive Examination"
- **Marc-André Gagnon**, "The Political Economy of Pharmaceutical Corruption: The Workings of Corporate Science"
- **Chris Hayes**, "The Crisis of Authority in American Life"
- **Abby Larson**, "An Institutional Biography of Crisis"



Aaron Swartz • We miss you.

### COLLABORATIVE RESEARCH PROJECTS

- **Mahzarin Banaji**, “Generating Evidence from Psychology and Neuroscience on Causes, Consequences, and Change”
- **Daniel Carpenter**, “Clearinghouse Institutions for Conflict-of-Interest Issues in Medical Products”
- **Dan Kahan**, “Cultural Cognition and Public Campaign Financing”
- **Robert Reich**, “Congress and Nonprofit Foundations”
- **Christopher Robertson**, “Varying Disclosure Policy for Biomedical Journal Articles: A Randomized Controlled Trial of Remedies for Financial Disclosure of Science”

### FACULTY COLLABORATORS

Jerome Avorn	Lisa Lehmann
Harold Bursztain	Allen Shaughnessy
Eric Campbell	Malcolm Salter
Aaron Kesselheim	Donald Thompson
David Korn	

### RESEARCH ASSISTANTS

Ming Cheung	Peter Olson
Albert Cui	Marissa Pan
Dominic DeNunzio	Hollie Russon Gilman
Josh Glasser	Hayden Stone
Brianna Goodale	Katherine Sylvan
Shaina Lee Trotta	Piercarlo Valdesolo
Steven Lehr	Jessica Villegas
Janet Lu	Matt Wansley
Jill Meriweather	Emily Wheeler
Zamyla Morgan	Stephanie Woods
Jesse Nee-Vogelman	

### COMMITTEES

- **Psychological Mechanisms:** Kirsten Austad, Sreedhari Desai, Mike Jones, Jennifer Sheehy-Skeffington
- **Definitions:** Marc-Andre Gagnon, Mike Jones, Jonathan Marks, Seana Moran, Susannah Rose
- **Tools/Measurement:** Abby Brown, Lisa Cosgrove, Stephanie Dant, Roman Feiman, Jonathan Marks, Aaron Swartz

### 2010-11 HIGHLIGHTS

**Network Fellowships** • Looking for ways to build a broader community, Research Director Neeru Paharia created the Network Fellowship program. The program aimed to connect a cross-disciplinary group of scholars and practitioners around the world who worked independently on issues of institutional corruption as academic research projects or applied within their organizations. The first Call for Applications was issued in 2010-11, and the Lab welcomed its inaugural class of Edmond J. Safra Network Fellows the following year.

**The Lab got a website!** • Research Director Neeru Paharia worked with Center staff and designers to create and launch [www.ethics.harvard.edu/lab](http://www.ethics.harvard.edu/lab), which included a Lab blog.

## 2011-12: YEAR 2

Director, Lawrence Lessig // Research Director, Neeru Paharia



Top row: William English, Jennifer Shkabatur, Marc Rodwin, Celia Moore, Yuval Feldman, Abigail Brown, Sheila Kaplan.  
Bottom row: Michael Jones, Paul Jorgensen, Genny Pham-Kanter, Neeru Paharia, Lawrence Lessig, Garry Gray.

### LAB FELLOWS AND PROJECTS (RESIDENTIAL)

- **Abigail Brown**, "Institutional Corruption of the Audit Profession"
- **William English**, "The Architecture of Public Trust: Understanding and Promoting Trust in Politics, Finance, and Medicine"
- **Yuval Feldman**, "The Contribution of Ambiguity to the Creation and Endurance of Misconduct in Organizations"
- **Garry Gray**, "The Collision of Institutional Norms: Examining Institutional Corruption in Academic-Industry Relationships"
- **Michael Jones**, "Cultural Cognition and Public Campaign Financing"
- **Paul Jorgensen**, "Political Money and the Crisis in Political Representation"

- **Celia Moore**, "The Role of Leadership in Institutional Corruption's Persistence and Change"
- **Genevieve Pham-Kanter**, "Conflicts of Interest at the FDA: Effects on Drug Approval and Drug Safety"
- **Marc Rodwin**, "The Pharmaceutical Industry, Institutional Corruption, and Public Health"
- **Jennifer Shkabatur**, "Open Government in the United States: Public Trust, Naked Data, and the Road Ahead"

### INVESTIGATIVE JOURNALIST FELLOW (RESIDENTIAL)

- **Sheila Kaplan**, "The Economy of Influence Shaping the Environment: Documenting Institutional Corruption at the Environmental Protection Agency"

**LAB FELLOWS AND PROJECTS  
(NON-RESIDENTIAL)**

- **Alek Chakroff & Brandi Newell**, "Obstructions to Truth: Corruption Within Academia"
- **Lisa Cosgrove**, "A Systematic Review of Treatment Guidelines for Depression: Implications for Informed Decision Making"
- **Lisa Cosgrove & Robert Whitaker**, "Anatomy of an Organization: An Ethnographic Approach to Institutional Corruption in the American Psychiatric Association"
- **Sreedhari Desai**, "Moral Cues: Taking on the Goliath of Corporate Corruption"
- **Mirko Draca**, "Is the Revolving Door Spinning Faster? Congressional Staff Careers and Lobbying Spending, 2001-2011"
- **Daniel Efron**, "Counterfactual Transgressions: A Psychological Process that Promotes Unethical Behavior"
- **Jonathan Marks**, "The Ethical Implications of Industry Interactions in Health-Related Food Research and Nutrition Practice"
- **Clayton Peoples**, "Did Campaign Contributions and Congressional Corruption Lead to the Global Financial Crisis?"
- **Susannah Rose**, "The Use of Extensive Public Data to Inhibit Corruption by Promoting Transparency of Industry Relationships of Physicians and Academic Medical Centers"
- **Sunita Sah**, "Conflicts of Interest and the Potential and Pitfalls of Disclosure"

**NETWORK FELLOWS  
(NON-RESIDENTIAL, UNFUNDED)**

Michael Blanding	Sergio Sismondo
Jennifer Bussell	J.H. Snider
Carl Elliott	Elizabeth Tenney
Marc-André Gagnon	Heather White
Daniel Newman	

**COLLABORATIVE RESEARCH PROJECTS**

- **Mahzarin Banaji**, "Generating Evidence from Psychology and Neuroscience on Causes, Consequences, and Change"
- **Daniel Carpenter**, "Clearinghouse Institutions for Conflict-of-Interest Issues in Medical Products"
- **Dan Kahan**, "Cultural Cognition and Public Campaign Financing"
- **Robert Reich**, "Congress and Nonprofit Foundations"
- **Christopher Robertson**, "Varying Disclosure Policy for Biomedical Journal Articles: A Randomized Controlled Trial of Remedies for Financial Disclosure of Science"

**FACULTY COLLABORATORS**

Jerome Avorn	Lisa Lehmann
Harold Bursztajn	Jennifer Lerner
Eric Campbell	Malcolm Salter
Guy Chisholm	Allen Shaughnessy
Thomas Ferguson	Susan Silbey
Archon Fung	Donald Thompson
Aaron Kesselheim	Kathleen Vohs
David Korn	

**RESEARCH ASSISTANTS**

Zamyla Chan	Kevin Hong
Graciela Carrasco	Cindy Hsu
Isabel Carey	Gordon Kraft-Todd
Ayn Cavicchi	Joshua Krug
Ming Cheung	Victoriya Levina
Albert Cui	Shengxi Li
Jonathan Deng	Paul Meinshausen
Choralyne Dumesnil	James Patrick O'Leary
Karissa Fleming	Uzoma Ononogbu
Temitope Folaranmi	Marissa Pan
Ryan Galisewski	Katherine Park
Brianna Goodale	Michael Phillis
Igor Gorlach	Julio Picard
Peter Grogan	Laquesha Sanders
Magdalena Gugucheva	Troy Schuler
Ida Hempel	Sabrina Sun

**2011-12 HIGHLIGHTS**

**Innocentive: Challenge on Institutional**

**Corruption** • The Lab partnered with Innocentive to launch the “Challenge on Institutional Corruption”—a contest that challenged the public to identify systems that could monitor potential corrupting forces within public and private institutions. The Challenge asked Solvers to develop an innovative system or set of tools that would facilitate the detection and aggregation of information regarding corrupting forces within institutions such as government, regulatory agencies, businesses and professions, including medicine, academia and the law, in a way that is easily accessible and useful to relevant constituencies.

The prize—approximately \$8,000—went to two computational statisticians in Columbia, Juan Pablo Marín Díaz and Sebastián Pérez Saaibi, for their monitoring system, idoubt.us. Juan Pablo and Sebastián were also invited to be Network Fellows in 2012-13.

**Republic, Lost: How Money Corrupts**

**Congress—and a Plan to Stop It** • Lessig’s *Republic, Lost* was published in October 2011. In a departure from the topics of his previous books, *Republic, Lost* outlines what Lessig considers to be the systemic corrupting influence of big money on American politics, which serves as a paradigmatic case study of institutional corruption.



Malcolm Salter



Lawrence Lessig

## 2012-13: YEAR 3

Director, Lawrence Lessig // Research Director, Mark Somos



Top row: Yuval Feldman, Genny Pham-Kanter, Jennifer Miller, Garry Gray, Marie Gryphon Newhouse, Ted Gup, Kim Pernell-Gallagher, Gregg Fields. Bottom row: Mark Somos, William English, Adriane Gelpi, Lawrence Lessig, Maryam Kouchaki, Zach Fox, Sheila Kaplan.

### LAB FELLOWS AND PROJECTS (RESIDENTIAL)

- **William English**, "The Architecture of Public Trust: Understanding and Promoting Trust in Politics, Finance, and Medicine"
- **Yuval Feldman**, "The Implicit and Explicit Effects of Law on Ethical Behaviors in Organizations"
- **Adriane Gelpi**, "Public Deliberation as a Tool to Mitigate Institutional Corruption in Health Policymaking: Toward a Typology of Deliberative Processes"
- **Garry Gray**, "The Collision of Institutional Norms: Examining Academic-Industry Relationships in the Contemporary Research University"
- **Marie Gryphon Newhouse**, "Think Tank Ethics: A Study of Institutional Practices and a Roadmap for Reform"
- **Maryam Kouchaki**, "Professions, Professionals, and Morality"
- **Donald Light**, "The Pharmaceutical Corruption of Medicine—And How to Stop It"
- **Jennifer Miller**, "Ethical Standards in the Pharmaceutical Industry? Industry Perspectives and Strategies for Reform"
- **Kimberly Pernell-Gallagher**, "The Context for Crisis: The Evolution of Banking Regulation in Spain, Canada, and the United States, 1980-2005"
- **Genevieve Pham-Kanter**, "Conflicts of Interest at the FDA: Effects on Drug Approval and Drug Safety"

**INVESTIGATIVE JOURNALIST FELLOWS  
(RESIDENTIAL)**

- **Gregg Fields**, “Institutional Corruption Challenges Facing Financial Regulation and How They Threaten U.S. Power”
- **Zachary Fox**, “Affordable Housing: Exploring the Possibility of the Role of Campaign Finance in Publicly-Funded Real Estate Development”
- **Ted Gup**, “Who Shall Guard The Guard?”
- **Sheila Kaplan**, “Institutional Corruption Television (ICTV)”
- **Ken Silverstein**, “The Industry of Ideas: Funding and Agendas at Think Tanks” (non-residential)
- **Brooke Williams**, “Idea Laundering: The Growing Influence of Corporate-Backed Think Tanks” (non-residential)

**SENIOR FELLOW (RESIDENTIAL)**

- **Ron Suskind**

**LAB FELLOWS AND PROJECTS  
(NON-RESIDENTIAL)**

- **Abigail Brown**, “Auditors: A Case Study of Institutionalized Corruption in the Professions”
- **Hansoo Choi, Hyoung-Goo Kang, & Changmin Lee**, “Too Big to be Imprisoned: Evidence from the Korean Judicial System”
- **Lisa Cosgrove**, “Organized Psychiatry’s Relationships with Industry: Ethical Dilemmas and Policy-Oriented Solutions”
- **Sreedhari Desai**, “Ethical Nudges: Taking on the Goliath of Corporate Corruption”
- **Oguzhan Dincer**, “Measuring Illegal and Legal Corruption in the United States”
- **Yoav Dotan**, “Corruption, Institutional Corruption, and Gate-Keepers in Public Procurements”
- **Katherine Hall**, “Understanding Resistance to Ethical Change in Large Law Firms”
- **Alison Hwang**, “Trust Me, I’m a Doctor: Patient Interpretations of Physician Payment Disclosure”
- **Michael Jones**, “Cultural Cognition and Campaign Finance Reform”

- **Paul Jorgensen**, “Political Money and the Crisis in Political Representation”
- **Jessica Kennedy**, “The Socialization Function of Hierarchy”
- **Jonathan Marks**, “Shifting the Focus from Pharma to Food: Industry Sponsorship and Partnership in Health-Related Food Research, Nutrition Education and Practice”
- **Maggie McKinley**, “The Language of Lobbying”
- **Marc Rodwin**, “The Pharmaceutical Industry, Institutional Corruption, and Public Health”
- **Susannah Rose**, “Investigating Financial Conflicts of Interest Among Patient Advocacy Organizations”
- **Sunita Sah**, “Rejecting Conflicts of Interest and Making Disclosure Work”
- **Irma Sandoval-Ballesteros**, “Beyond Bribes: Confronting Structural Corruption in Transitional Countries”
- **Lisa Shu**, “The Moral Architecture of Institutional Corruption”
- **J.H. Snider**, “Alleviating Think Tank Corruption”
- **Paul Thacker**, “On the Hill: Thoughts on Work, Politics, and America by Staffers Running the U.S. Congress”
- **Daniel Weeks**, “New Democracy: Integrating Theory and Practice to Shape a New Agenda for Democratic Reform”

**NETWORK FELLOWS  
(NON-RESIDENTIAL, UNFUNDED)**

Elinor Amit	Juan Pablo Marín Díaz
Pavel Atanasov	Michael Morisy
Rifat Azam	Mahdi Naamneh
Michael Blanding	Daniel Newman
Eli Bukspan	Clayton Peoples
Jennifer Bussell	Sebastián Pérez Saaibi
Elizabeth Doty	Fabio Polverino
Mirko Draca	Mildred Schwartz
Alexander Funcke	Rebecca Shapiro
Roman Galperin	Heather White
Yehonatan Givati	Matthew Winters
Nancy Lubin	Jay Youngdahl

**VISITING LAB FELLOWS (UNFUNDED)**

- **Susann Fiedler**
- **Justin O'Brien**

**COLLABORATIVE RESEARCH PROJECTS**

- **Center for Public Integrity**, Washington, D.C., "A Culture of Dependence: Defense Industry Contributions and Influence"
- **Mahzarin Banaji**, "Generating Evidence from Psychology and Neuroscience on Causes, Consequences, and Change"
- **Dan Kahan**, "Cultural Cognition and Public Campaign Financing"
- **Christopher Robertson**, "Blinding Science"

**FACULTY COLLABORATORS**

- |                  |                    |
|------------------|--------------------|
| Jerome Avorn     | David Korn         |
| Eric Campbell    | Lisa Lehman        |
| Dan Carpenter    | Jennifer Lerner    |
| Daniel Durand    | Michael Norton     |
| Thomas Ferguson  | Malcolm Salter     |
| Archon Fung      | Allen Shaughnessy  |
| James Greiner    | Susan Silbey       |
| Aaron Kesselheim | Dennis F. Thompson |

**RESEARCH ASSISTANTS**

- |                    |                   |
|--------------------|-------------------|
| Diego Arene-Morely | Kiri Gurd         |
| Lena Bae           | James Hamilton    |
| John Barnes        | Kevin Hong        |
| Svilena Bochukova  | Gordon Kraft-Todd |
| Graciela Carrasco  | Katherine Lee     |
| Ayn Cavicchi       | Christopher Luna  |
| Ming Yu Cheung     | Perusi Namulwa    |
| Brendan Cosgrove   | Uzoma Ononogbu    |
| Jonathan Darrow    | Kenneth Oshita    |
| Julie Dorais       | Michael Phillis   |
| Adabelle Ekechukwu | Laquesha Sanders  |
| Melaine Fontes     | Troy Schuler      |
| Rebecca Gauthier   | Elvira Sihvola    |
| Bri Goodale        | Sebastian Sosman  |
| Igor Gorlach       | Daniel Sung       |
| Jennie Gottschalk  | Marina Villeveuve |
| Peter Grogan       | Justin Zelin      |

**QUALITATIVE METHODS WORKING GROUP:**

Maggie McKinley, Marie Newhouse (organizers), Hansoo Choi, Clara Cibrario, Oz Dincer, Zach Fox, Donald Light, Jennifer Miller, Brooke Williams, Jay Youngdahl

**THEMATIC GROUP ON IC IN FINANCE:**

Jay Youngdahl (organizer), Gregg Fields, Ted Gup, Sheila Kaplan, Kimberly Pernell-Gallagher, James Greiner



David Korn



Genny Pham-Kanter

**2012-13 HIGHLIGHTS**

**Law and Society Association (LSA) Annual Meeting** • Garry Gray and Mark Somos curated a series of five panels devoted entirely to topics in IC which were presented at the Annual Meeting of the LSA in Boston on May 30-June 2, 2013. The Lab was represented by over 25 Fellows and affiliates (past and present, from near and far), who chaired sessions and spoke on topics such as Professionalism and Unethical Behavior; Why Peers Reject Whistleblowers; and Democracy in Poverty, among many others. The LSA panels ended with a dinner where Fellows exchanged ideas and reflected on their own and the Lab’s progress of the past three years.

**Journal of Law, Medicine & Ethics (JLME)** • Special Issue: Marc Rodwin put together a special issue in the JLME on Conflicts of Interest in Medicine.

Articles contributed by Lab Fellows and Faculty Affiliates include the “Introduction: Insights from a National Conference” by Aaron Kesselheim and David Orentlicher; “Effect of Financial Relationships on the Behaviors of Health Care Professionals: A Review of the Evidence” by Christopher Robertson, Susannah Rose and Aaron Kesselheim; “Conflicts of Interest and Your Physician: Psychological Processes That Cause Unexpected Changes in Behavior” by Sunita Sah; and “Conflicts of Interest, Institutional Corruption, and Pharma: An Agenda for Reform” by Marc Rodwin.

To date, the special issue of the *JLME* and the LSA panels constituted the most expansive and far-reaching ventures of IC material into academic print and the academic conference circuit.



Image from the Center for Public Integrity’s project on Defense Industry Contributions and Influence

## 2013-14: YEAR 4

Director, Lawrence Lessig // Research Directors, William English and Mark Somos



Top row: Jennifer Heerwig, Michelle Mello, Laurence Tai, Jennifer Miller, Mark Somos, Kim Pernell-Gallagher, Sheila Kaplan, Gregg Fields, Avlana Eisenberg. Bottom row: Garry Gray, Ann-Christin Posten, Marie Newhouse, William English, Talia Fisher, Lawrence Lessig, Kate Silz-Carson, Brooke Williams.

### LAB FELLOWS AND PROJECTS (RESIDENTIAL)

- **Avlana Eisenberg**, "Incarceration Incentives: A Comparative Analysis of Public and Private Prisons"
- **Talia Fisher**, "Institutional Corruption in the Courtroom"
- **Adriane Gelpi**, "Public Deliberation as a Tool to Mitigate Institutional Corruption in Health Policymaking: Toward a Typology of Deliberative Processes"
- **Garry Gray**, "The Collision of Institutional Norms: Examining Institutional Corruption in Academic-Industry Relationships"
- **Jennifer Heerwig**, "Rich People's Movements: Elite Donors to Federal Elections in an Age of Inequality"
- **Michelle Mello**, "Ensuring Integrity in Faculty Consulting Agreements With Industry"
- **Jennifer Miller**, "Ethical Standards in the Pharmaceutical Industry? Learning from Unique Access to Industry Insiders and Testing an Innovative Strategy for Reform"
- **Marie Newhouse**, "Think Tank Ethics: A Study of Institutional Practices and a Roadmap for Reform"
- **Kimberly Pernell-Gallagher**, "The Context for Crisis: The Evolution of Banking Regulation in Spain, Canada, and the United States, 1980-2005"
- **Ann-Christin Posten**, "The Double-Edge of Creativity - How Cognitive Effects of Distrust May Breed and Reduce Corruption"
- **Katherine Silz Carson**, "Reducing Toleration of Institutional Corruption"
- **Laurence Tai**, "Transparency and Ethics Rules in Combating Regulatory Capture"

**INVESTIGATIVE JOURNALIST FELLOWS  
(RESIDENTIAL)**

- **Gregg Fields**, “Institutional Corruption Challenges Facing Financial Regulation and How They Threaten U.S. Power”
- **Sheila Kaplan**, “Good Souls, Corrupted”
- **Jim Morris**, “Failing America’s Workers: How the Department of Labor’s Occupational Safety and Health Administration has Capitulated to Industry and all but Stopped Regulating Workplace Toxins” (non-residential)
- **Ken Silverstein**, “The Industry of Ideas: Funding and Agendas at Think Tanks” (non-residential)
- **Brooke Williams**, “Corporate Agendas, Think Tanks, and the Shaping of Public Policy”

**SENIOR FELLOW (RESIDENTIAL)**

- **Ron Suskind**

**LAB FELLOWS AND PROJECTS  
(NON-RESIDENTIAL)**

- **Elinor Amit & Alek Chakroff**, “The Effect of Representational Format on the Justification of Institutional Corruption”
- **Christine Baugh**, “NCAA: Concussions and Corruption in College Sports”
- **Oguzhan Dincer & Michael Johnston**, “Corruption Database and Corruption in America (CiA) Indexes”
- **Yoav Dotan**, “Corruption, Institutional Corruption, and Gate-Keepers in Public Procurements”
- **Elizabeth Doty**, “Revealing and Addressing ‘Commitment Drift’ in Business: Developing an Employee Survey and Testing the Commitment Drift Scorecard”
- **Yuval Feldman**, “Expressive Effects of Ethical Codes: An Experimental Survey of U.S. Employees’ Interpretation, Understanding, and Implementation of Institutional Ethical Policies”
- **Katherine Hall**, “Understanding Resistance to Ethical Change in Large Law Firms”
- **Kate Kenny**, “Whistleblowing in Banking Organizations”

- **Maryam Kouchaki**, “The Effectiveness of Corporate Ethics and Compliance Programs”
- **Jeffrey Milyo**, “Institutional Determinants of Public Trust and Confidence in State Government”
- **Genevieve Pham-Kanter**, “Theoretical and Empirical Issues in Conflicts of Interest in Medicine: A System-Level Approach”
- **Marc Rodwin**, “Institutional Corruption and the Pharmaceutical Industry”
- **Susannah Rose**, “Investigating Financial Conflicts of Interest Among Patient Advocacy Organizations”
- **Irma Sandoval-Ballesteros**, “Beyond Bribes: Confronting Structural Corruption in Transitional Countries”
- **Miriam Schwartz-Ziv**, “Does the Gender of Directors Matter?”
- **Thomas Stratmann**, “Cronyism in Congress? Evidence from Stock Trades”

**NETWORK FELLOWS  
(NON-RESIDENTIAL, UNFUNDED)**

Meri Avetisyan	Jonathan Marks
Nikola Biller-Andorno	Carla Miller
Hans Blom	Mihaylo Milovanovitch
Gillian Brock	Miriam Muethel
Lisa Cosgrove	Ghanem Nuseibeh
Luis De Sousa	Gustavo Oliveira
Elena Denisova-Schmidt	Bart Penders
Amir Farmanesh	Thaddeus Pope
Ted Gup	Simona Ross
Gal Kober	Ruchi Sanghani
Chandu Krishnan	Alisha Sett
Roberto Laver	Paul Thacker
Donald Light	Daniel Weeks
Robert Lucas	Jay Youngdahl
Carmen Mailloux	Dieter Zinnbauer
Carlos Mariano	
Mosquera	

**VISITING LAB FELLOWS (UNFUNDED)**

- **Susan Ditkoff**
- **Justin O’Brien**

### COLLABORATIVE RESEARCH PROJECTS

- **James Greiner**, “Potential Corruption in Institutions at the Intersection of Credit and Consumer Financial Distress”
- **Christopher Robertson**, “Blinding Science”

### FACULTY COLLABORATORS

Mahzarin Banaji	Aaron Kesselheim
Eric Campbell	David Korn
Guy Chisholm	Issi Rosen Zvi
Daniel Durand	Malcolm Salter
Ted Eisenberg	Kate Shaw
Archon Fung	Susan Silbey
Francesca Gino	Dennis F. Thompson
Steven Joffe	

### RESEARCH ASSISTANTS

Diego Arene-Morley	Ryan Lipes
Roxanne Best	Christopher Magnani
Alexandra Bourlas	Lynne Meyer-Gay
Ayn Cavicchi	Kaitlyn Perry
Miguel Colebrook	Troy Schuler
Zamyla Chan	Jack Schultz
Aurora DeMattia	Caelyn Stephens
Christie Disilvestro	Marsha Sukach
Jason Dong	Daniel Sung
Katie Foster	Brian Thayer
Philippa Greer	Akshay Verma
Katherine Lee	Susan Zhu

### 2013-14 HIGHLIGHT

*Journal of Law, Medicine & Ethics (JLME)*  
**Special Issue** • Marc Rodwin and editor John Elder worked to create a special, all-Lab issue of the JLME featuring 16 articles by Lab Fellows that investigate the corruption of pharmaceutical policy, each taking a different look at the sources of corruption, how it occurs and what is corrupted. The articles address five topics: systemic problems, medical research, medical knowledge and practice, marketing, and patient advocacy organizations. They are available online and appeared in the fall 2013 issue of the *JLME*.



Mark Somos and Christopher Robertson

## 2014-15: YEAR 5

Director, Lawrence Lessig // Research Director, William English

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Top row: Avlana Eisenberg, Israel Finkelshtain, Andromachi Athanasopoulou, Richard Painter, Elinor Amit. Bottom row: Ann-Christin Posten, Lawrence Lessig, William English, Frank Dobbin.

### LAB FELLOWS AND PROJECTS (RESIDENTIAL)

- **Elinor Amit**, “The Effect of Representational Format on the Justification of Institutional Corruption”
- **Andromachi Athanasopoulou**, “Exploring possible mismatches between academics’ and managers’ views with regards to business schools role in developing responsible leaders”
- **Frank Dobbin**, “Institutional Discrimination in the Academy: Toward an Evidence-Based Rubric for Fighting In-Group Bias in the Professoriate”
- **Avlana Eisenberg**, “Incarceration Incentives: A Comparative Analysis of Public and Private Prisons”
- **Israel Finkelshtain**, “Choice of Environmental Regulation in the Presence of Political Influence”
- **Richard Painter**, “No Taxation without Representation: A Conservative Agenda for Campaign Finance Reform”

- **Ann-Christin Posten**, “The Double-Edge of Creativity - How Cognitive Effects of Distrust May Breed and Reduce Corruption”

### PPN INVESTIGATIVE JOURNALIST FELLOWS (RESIDENTIAL)

- **Norm Alster**, “Institutional Corruption at the FCC: A History and Roadmap to Reform”
- **Sebastian Jones**, “Shadow Lobby: The Rise of DC’s Public Relations Industry and the Loss of Transparency”
- **Samuel Loewenberg**, “Broken Promise: A research proposal to investigate the political and institutional barriers to foreign aid reform”
- **Brooke Williams** (non-residential), “Federal Prosecutorial Misconduct and Accountability”

### SENIOR FELLOW (RESIDENTIAL)

- **Ron Suskind**, PPN Director

### LAB FELLOWS AND PROJECTS (NON-RESIDENTIAL)

- **Katherine Anderson**, “The Ethical Spectacle: Applications of Creative Grassroots Activism to the Anti-Corruption Movement”
- **Christine Baugh**, “Combating Concussions and Corruption in the NCAA: Implementing tools to combat corruption and preserve athlete health”
- **Xiaogang Deng**, “Examining Effects of Guanxi Networks as an Informal Institutional Factor on Corruption in China”
- **Oguzhan Dincer & Michael Johnston**, “Corruption Database and Corruption in America (CiA) Indexes”
- **Yuval Feldman**, “Expressive Effects of Ethical Codes: An Experimental Survey of U.S. Employees’ Interpretation, Understanding, and Implementation of Institutional Ethical Policies”
- **Kate Kenny**, “Whistleblowing in Banking Organizations”
- **Maryam Kouchaki**, “The Effectiveness of Corporate Ethics and Compliance Programs”
- **Jooa Julia Lee**, “Creating Ethics ‘nudges’ to Neutralize Institutional Corruptions”
- **Jennifer Miller**, “Bioethical Standards in the Pharmaceutical Industry? Prevalence studies, industry perspectives and a strategy for trustworthy reform”
- **Genevieve Pham-Kanter**, “Theoretical and Empirical Issues in Conflicts of Interest in Medicine: A System-Level Approach”
- **Lynda Powell**, “American Legislatures Campaign Finance Project”
- **Sunita Sah**, “Increasing Transparency: The Potential for Disclosure to Manage Conflicts of Interest”
- **Mark Somos**, “The Machiavellian Momentum: Languages of institutional corruption from Renaissance commercial republicanism, through early modern secularizations of trust, to the state-of-nature baseline of American constitutional design”
- **Thomas Stratmann**, “Cronyism in Congress? Evidence from Stock Trades”

### NETWORK FELLOWS (NON-RESIDENTIAL, UNFUNDED)

Ori Aronson	Jamus Lim
Gillian Brock	Robert Lucas
Seletha Butler	Carmen Mailloux
Hongming Cheng	Jonathan Marks
James Corbett	Colleen Mathis
Lisa Cosgrove	Scott Methe
Alexandru Costache	Carla Miller
Elena Denisova-Schmidt	Mariano Mosquera
Elizabeth Doty	Miriam Muethel
Jingwu Feng	Lise Olsen
Linda Fisher	Jacob Park
Michael Flaherman	Marine Petrosyan
Marianna Fotaki	Christopher Phillips
Duncan Friend	Dima Qato
Dana Gold	Faaiza Rashid
Miguel González-Marcos	Barbara Redman
Paul Gowder	Wallace Roberts
Garry Gray	Jeffrey Robinson
Thomas Groll	Justin Schlosberg
Thomas Hilde	Krisztián Szabados
Paul Holden	Paul Taylor
Solomon Kahn	Nikolaos Theodorakis
Aleksandr Khechumyan	Mary Báthory Vidaver
Gal Kober	Celestine Warren
Emily Kroshus	Leah Wawro
Elvira Leontyeva	
Libby Lewis	

### VISITING LAB FELLOWS (UNFUNDED)

- **Eugen Dimant**
- **Justin O’Brien**

### COLLABORATIVE RESEARCH PROJECTS

- **Francesca Gino, Jooa Julia Lee, Bidhan Parmar**, “Creating Ethics ‘nudges’ to Neutralize Institutional Corruptions”
- **James Greiner**, “Potential Corruption in Institutions at the Intersection of Credit and Consumer Financial Distress”
- **Marcia Hams, Wells Wilkerson, Susannah Rose**, “Measuring the Effectiveness of Conflict-of-Interest Policies at Medical Schools and Teaching Hospitals”



Norm Alster, Sam Loewenberg, Sebastian Jones, Ron Suskind, Brooke Williams.

**COLLABORATIVE RESEARCH PROJECTS, cont.**

- **Maryam Kouchaki, Richard Moorhead, Stephen Galoob, Rachel Cahill-O’Callaghan**, “Law School and the Professionalization of Lawyers”
- **Christopher Robertson**, “Blinding Science”

**FACULTY COLLABORATORS**

Daniel Durand	David Korn
Huihua Hu	Josh Margolis
Aaron Kesselheim	Malcolm Salter

**RESEARCH ASSISTANTS**

Keiko Chen	Shawn Musgrave
Philippa Greer	Kaitlyn Perry
Emma Henriette Din	Leonard Powell
Lisa Ebersole	Stephen Schultz
Haley Hamilton	Paris Taylor Singleton
Ashley Kirsner	Shan Zhu
Barbara McCarthy	

**2014-15 HIGHLIGHT**

**Hacking iCorruption** • On March 28-29, the Edmond J. Safra Center for Ethics and the MIT Center for Civic Media hosted a multidisciplinary hackathon to fix the systemic, legal corruption that is weakening public institutions around the world. More than one hundred developers, academics, journalists, designers, and community members gathered at the MIT Media Lab to produce tools to combat problems of institutional corruption across government and law, medicine and public health, academia and nonprofits, and finance and economics. The event was a tremendous success. Working with the Center’s Fellows and the research and data gathered over the last five years of the Edmond J. Safra Research Lab on Institutional Corruption, ten teams produced tools that will have a real impact in mitigating institutional corruption.

## LAB ACTIVITIES

### EVENTS

#### 2009-10: SEEDING THE IDEA

In 2009-10, Lessig crafted a series of public lectures to seed the idea of the Lab's project on institutional corruption to the community.

**10/8/09:** Lawrence Lessig, "Setting the Framework for the Question of Institutional Corruption"

**10/29/09:** Robert Proctor, "The Entanglement of Scholars in the Global Tobacco Epidemic"

**11/12/09:** Eliot Spitzer, "From Ayn Rand to Ken Feinberg - How Quickly the Paradigm Shifts. What Should Be the Rationale for Government Participation in the Market?"

**12/10/09:** Marcia Angell, "Drug Companies and Medicine: What Money Can Buy"

**2/11/10:** David Korn, "Financial Conflicts of Interest in Academic Medicine: Whence They Came, Where They Went, Why They Vex Us So"

**3/4/10:** Thomas Stossel, "Money In Medicine: Sin or Salvation?"

**4/5/10:** Robert Reich, "Everyday Corruption: How Intensifying Market Competition Leads to Abuses of Public Trust, and What Should Be Done"

**4/22/10:** Simon Johnson, "Wall Street and Washington"

#### 2010-11

**9/23/10:** Tim Scanlon, "Individual Morality and the Morality of Institutions"

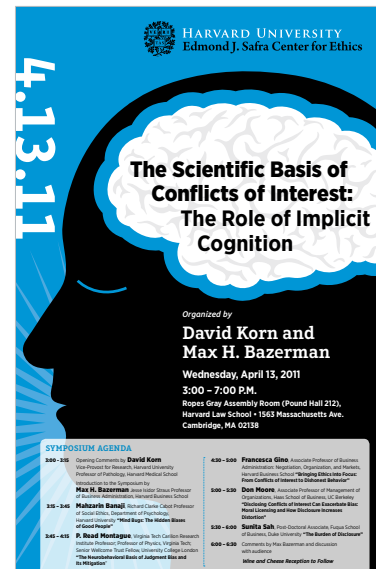
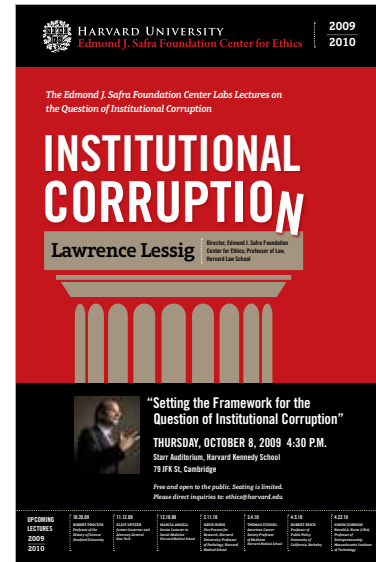
**11/5/10:** "Workshop on Transparency in Policy Research"  
Co-sponsored with the Berkman Center for Internet & Society, Harvard Law School

**1/27/11:** Congressman Jim Cooper, "Fixing Congress"

**2/26/11:** Wedding of Sreedhari Desai and Roman Shcherbakov

**3/24/11:** Governor Buddy Roemer, "Fixing Congress: A Republican View"

**4/13/11:** David Korn and Max Bazerman, "The Scientific Basis of Conflicts of Interest: The Role of Implicit Cognition"



Lecture posters

LAB ACTIVITIES/EVENTS CONTINUED

2011-12

**9/1/2011:** “Republic, Lost: A conversation with Lawrence Lessig and David Gergen”

*Co-sponsored with the Harvard Law School Library, the Center for Public Leadership, and the Berkman Center for Internet & Society*

**9/22/11:** Paul Thacker, “Dollars for Doctors: Who Owns Your Physician?”

**11/3/11:** Franz Adlkofer, “Protection Against Radiation is in Conflict with Science”

**12/6/11:** “In the Dock: Lawrence Lessig Interrogates Jack Abramoff About Corruption”

**2/4/12:** Conference on Institutional Corruption

**2/16/12:** Drummond Rennie, “Clinical Trials: Is Corporate Sponsorship Compatible With Credibility?”

**3/7/12:** “Inside Job” film screening

**3/8/12:** Charles Ferguson, “Ethics, Governance, and National Economic Performance”

**3/28-30/12:** “Industry Sponsorship and Health-Related Food Research: Scientific Integrity, Ethical Challenges, and Policy Implications”

*Co-sponsored with the Rock Ethics Institute, The Pennsylvania State University*

**4/2/12:** Paul Volcker and Malcolm Salter, “A Conversation with Paul Volcker”

**6/27/12:** Christopher Hayes, “Twilight of the Elites: America After Meritocracy” (moderated by Michael Jones)

2012-13

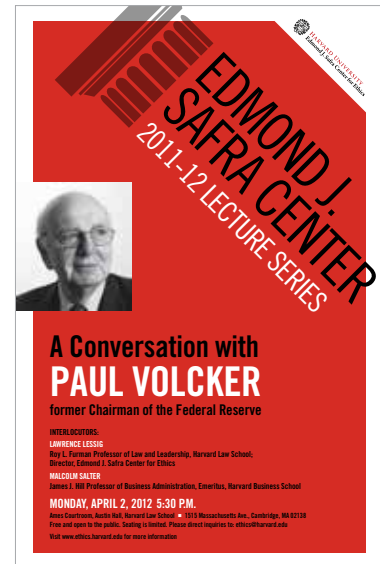
**11/2/12:** Institutional Financial Conflicts of Interest in Research Universities

*Organized by David Korn; Co-sponsored with the Petrie-Flom Center for Health Law Policy, Biotechnology, and Bioethics, Harvard Law School*

**11/8/12:** Congressman John Sarbanes, “Building a Grassroots Democracy”

**11/9/12:** Congressman John Sarbanes, “Grassroots Democracy: How would it work?” with Stephen Ansolabehere, Archon Fung, Lawrence Lessig, and Spencer Overton

*Co-sponsored with the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School*



Lecture posters

**LAB ACTIVITIES/EVENTS CONTINUED**

**12/3/12:** Norman Ornstein, “America’s Dysfunctional Politics: Where Do We Go (And Where Should We Go) From Here”

**2/21/13:** Martin Gilens, “Affluence and Influence: Economic Inequality and Political Power in America”

**3/7/13:** John S. Reed, “Shareholder Value vs. Values – Comments from a Business Person”

**4/18/13:** Charles Lewis, “Legal Corruption and the Mercenary Culture”

**4/25/13:** “War on Whistleblowers” film screening

**5/30-6/2/13:** Law and Society Association Annual Meeting  
*Organized by Garry Gray and Mark Somos*

**2013-14**

**9/18/13:** “Lawrence Lessig interviews Robert Kaiser”

**9/26/13:** David Stockman, “Sundown in America: The Keynesian State Wreck Ahead”

**10/17/13:** Ron Suskind and Gus Schumacher on “The Right to Bear Farms”

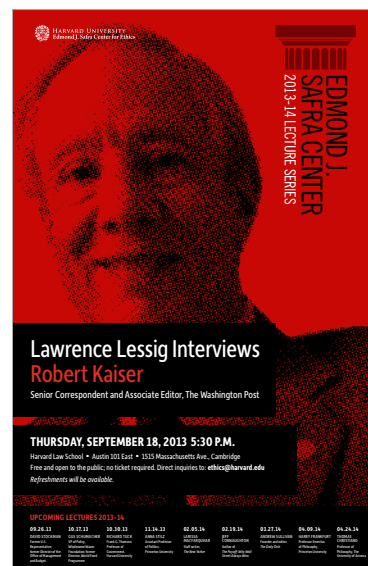
**11/1-2/13:** “When Less Information is Better: Blinding as a Solution to Institutional Corruption”  
*Organized by Christopher Robertson and Aaron Kesselheim;*  
*Co-sponsored with the Petrie-Flom Center for Health Law Policy, Biotechnology, and Bioethics, Harvard Law School*

**12/9/13:** “Companies’ Global Health “Footprint”: Could Rating Help?”  
*Organized by Nir Eyal and Jennifer Miller; Co-sponsored with the Petrie-Flom Center for Health Law Policy, Biotechnology, and Bioethics, Harvard Law School, and the Division of Medical Ethics, Harvard Medical School*

**2/19/14:** Jeff Connaughton, “Why Wall Street Always Wins: Washington Before and After the Financial Crisis”

**3/27/14:** Andrew Sullivan, “How Advertising Defeated Journalism”

**5/23/14:** “Institutional Corruption and the Capital Markets: Financial Benchmark and Currency Manipulation, Enforcement Strategies, and Regulatory Redesign”  
*Organized by Justin O’Brien; Co-sponsored with the Center for Law, Markets, and Regulation, The University of New South Wales, and the Centre for International Finance and Regulation*



Lecture posters

LAB ACTIVITIES/EVENTS CONTINUED

2014-15

9/18/14: Zephyr Teachout, "Corruption in America"

10/2/14: John Rogers, "Is Fiduciary Capitalism the Future of Finance?"

10/20/14: Lawrence Lessig interviews Edward Snowden

3/27-29/15: Hacking iCorruption

Organized by Danny Miller, Ying Quan Tan, Brooke Williams, Matt Carroll, and Center staff; Co-sponsored with the MIT Center for Civic Media

3/31/15: "American Whistleblower Tour: Essential Voices for Accountability"

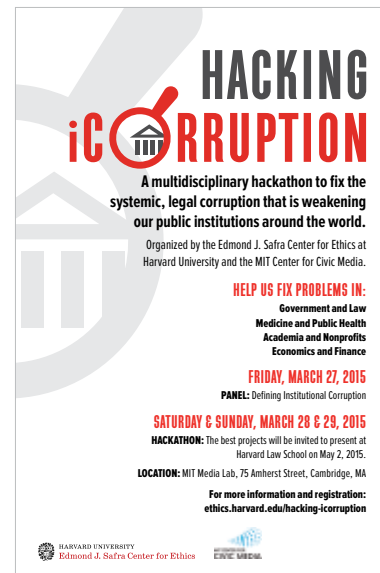
Organized by Dana Gold; Co-sponsored with the Government Accountability Project and Center for Public Interest Careers, Harvard College

4/9/15: Tyrone Hayes, "From Silent Spring to Silent Night: A Tale of Toads and Men"

5/1-2/15: Ending Institutional Corruption Conference

**Acknowledgements**

Thank you to our current and former staff, especially Katy Evans Pritchard and Jennifer Campbell, who managed and executed these events; to Carol Maglitta for designing event materials; to Martha Stewart for photographing these events; and to Lawrence Lessig for curating the majority of the series.



Lecture posters

### HACKING iCORRUPTION

On March 28-29, 2015, the Edmond J. Safra Center for Ethics and MIT Center for Civic Media hosted a multidisciplinary hackathon to fix the systemic, legal corruption that is weakening public institutions around the world. More than one hundred developers, academics, journalists, designers, and community members gathered at the MIT Media Lab to produce tools to combat problems of institutional corruption across government and law, medicine and public health, academia and nonprofits, and finance and economics. The event was a tremendous success. Working with the Center's Lab Fellows and research and data gathered over the life of the Edmond J. Safra Research Lab on Institutional Corruption, ten teams produced tools that will have a real impact in mitigating institutional corruption. The projects were judged by a panel of experts, who awarded first, second, and third place winners.

An overview of all ten projects, as presented at the hackathon:

#### FIRST PLACE: **UNEARTH**

Funding and disclosure information for biomedical studies is often buried at the end of medical journal articles. This makes it difficult and unwieldy for healthcare professionals to access this information as they make prescribing decisions. Research has shown that industry-funded studies are often biased in their findings and that knowledge of funding information for these studies has a significant impact on physician prescribing behavior. Unearth is a browser extension (available for free download) that fetches conflict-of-interest and industry funding information (when available) from biomedical journal articles and places it at the top of abstracts within PubMed.

**Team Members:** Christopher Robertson, Alex Chen, Steven Cooke, Avery Dao, Marco Gentili, Alexandra Horeanopoulos, Alisa Nguyen, Diana Nguyen



Christopher Robertson

#### SECOND PLACE: **WECOTT**

WeCott is a social platform for boycotts that aims to crowdsource ethical consumerism and lower the transaction costs associated with boycotting. Through the WeCott app, people can create boycotts and invite others to participate. The platform also crowdsources information such as boycott proposals, alternative businesses, and the amount of money WeCott members have spent elsewhere over the duration of the boycott.

**Team Members:** Richard He, Joseph Schiavone, Amy Zhang, Daniel Zhao

#### THIRD PLACE (TIE): **OPEN THINK TANKS**

Thinktankdonors.org is a groundbreaking website that, for the first time, enables the public to search and explore donations from foreign governments and entities, such as state-controlled oil companies, to non-profit think tanks. Situated in the beltway, some think tanks are a key part of coordinated lobbying efforts and often have tremendous impact on public policy outcomes that impact our day-to-day lives. However, as Journalism Fellow Brooke Williams co-reported in *The New York Times*, "policy makers who rely on think tanks are often unaware of the role of foreign governments in funding the research." Thinktankdonors.org enables lawmakers, journalists, and others to see these financial connections and find out about

potential conflicts of interest, even on the fly, using their mobile devices during congressional hearings, press conferences, or other events. The website and its mobile version are searchable by country and/or think tank. They also include the first-ever searchable repository of Truth in Testimony disclosures since the House passed a rule—proposed in response to the Times article—requiring those who testify before Congress to disclose certain foreign government funding. Notably, the website provides the infrastructure for releasing the next several rounds of Williams’ think tanks donor data showing contributions from corporations, foundations, and others.

**Team Members:** Brooke Williams, Yanzhou Chen, John Muldoon, Shawn Musgrave, Soraya Okuda, Demetri Sampas, Joe Uchill

### THIRD PLACE (TIE): CAMPAIGNCON

CampaignCon focuses on how campaign contributions change over time, in both the long-term and near-term. Former Lab Fellow Paul Jorgensen’s research shows that, in some cases, the FEC has deleted millions of dollars of campaign contributions from its records. Tracking revisions to FEC records is crucial to maintaining the integrity of our data on campaign finance. To help solve this problem, CampaignCon has built a pipeline that pulls the latest FEC records on individual campaign contributions, compares those records to previous versions, highlights the differences, and archives the source FEC files. This tool will help users identify instances in which revisions occur, and how these changes may impact campaigns. The team is also developing concepts for visualizing long-term changes in campaign finance. View a visualization of relevant 2014 funders and recipients here.

**Team Members:** Paul Jorgensen, James D’Angelo, Max Dunitz, Perihan Ersoy, Al Johri, Nathan Maddix, Dhrumil Mehta, Ari Roshko, Bruce Skarin



PHOTO BY MATT CARROLL

Kate Silz Carson and her team at the hackathon

### BILLFINITY

BillFinity is a tool to help hold representatives accountable to their constituents. A number of influences, including campaign donations, lobbying, and other private interests, can sway a legislator from representing the true will of the people, but even the most well-intentioned representatives lack a clear, comprehensive way of determining where their constituency’s values lie. BillFinity fosters citizen participation by allowing constituents to: 1) view legislation that matters to them, and 2) compare their ideological viewpoints on social and fiscal axes with those of their representatives. Representatives will have a better understanding of their constituency, and voters will have a better metric for understanding whether their representatives are representing them.

**Team Members:** Leo Blondel, Tim Booher, Dylan Cooper, Mark Coyne, Kris Gosselin, Don Kahn, Zahra Khan, Betty Lo, Lia Mastronardi, Nick Mastronardi, Juan Mena, Kyle Rivers, Adam Rosszay

### LIBOR ALT REPAIR

There is ample evidence that bankers often collude to manipulate the London Interbank Offered Rate (LIBOR). Because banks are not required to make their transaction prices public, the interbank offered rate is calculated by asking banks to report the rate at which they would borrow; this produces

a system that is easily gamed. LIBOR Alt Repair is an alternative benchmark interest rate based on the closest available public data that is of comparable term and risk category. On this website, the public would be able to view the benchmark interest rate for the current day.

**Team Members:** Katherine Silz Carson, James Butler, Naushard Cader, Quan Do, Mike Dombroski, Attila Ferruchi, John Heyer

### MUNIMINING

MuniMining is a means to free data locked in PDF files so that it can be easily downloaded for analysis and comparison. The tool was built in response to a need to compile and analyze data on Community Development Authorities, but it has applicability for a whole range of bond issues on the Municipal Securities Rulemaking Board website. Using this tool, scholars and community members will be able to better uncover information on municipal bonds and shine a light on the financial products created and sold by Wall Street.

**Team Members:** Mary Bathory Vidaver, Jeff Keeling, J. Adrian Zimmer, Shane Runquist

### OPENPHARMA

Lab Fellow Jennifer Miller has created an index that ranks the twenty largest pharmaceutical and biotech companies, as well as all new medicines and vaccines, on critical ethics, public health, and human rights issues. The first pilot of this index, which ranks companies and medicines on their transparency in disclosing clinical trial information, is complete. OpenPharma is a system designed to automate the data collection for the index, allowing this important work to be done in a time-efficient manner. The team is now moving forward to think about how to visualize the ranking results.

**Team Members:** Jennifer Miller, Sandesh Iyer, David Mascarenas, Sisi Ni, Rhonda Phillips, Arjun Ramaswamy

### PROFESSORCERT

ProfessorCert is a website based on the Academic Independence Project at the Edmond J. Safra Research Lab. The project grants certification licenses to academics whose work is free from industry bias. Via this tool, academics have two certification options: a personalized log-in gained through the creation of a profile and an in-depth disclosure non-bias survey, or a more general one obtained by answering highly generalized questions. Upon completing this, academics receive an embed link with a certificate from the Academic Independence Project. This certificate can be integrated into research profiles, personal profiles, and academic websites.

**Team Members:** Szelenia Gray, Sujay Tyle, Nikin Tharan

### SCHOOLHOUSE ETHICS

Annual ethics training for congressional staff has been in place for eight years. The training is currently provided on a proprietary web conferencing platform with no options for discussion or feedback. The question of this project is both painfully simple and complex: How can we improve the U.S. House of Representatives annual ethics training for congressional staff? Schoolhouse Ethics piloted an alternative to the current proprietary method. The solution is to use OpenEDx, an open source massive open online course (MOOC), that could reduce costs, provide more interactivity, allow for feedback, enable robust analytics, and promote discussion.

**Team Members:** Robert Lucas, Marcelo DeCastro, Carl Spagnoli

**Hackathon judges:** Laura Amico, Matt Carroll, Catherine Cloutier, Archon Fung, Francesca Gino, Ann Marie Lipinski, Nadeem Mazen

### Acknowledgements

*Thank you to all participants; to judges; to organizers Danny Miller, Ying Quan Tan, Katy Evans Pritchard, Heidi Carrell, and Stephanie Dant; with special thanks to Brooke Williams who conceived of the idea and helped organize the event.*

## WORKING PAPERS

## 2012-13

**WP 01 (3/15/13):** Lawrence Lessig, "Institutional Corruptions"

**WP 02 (3/21/13):** Donald Light, "Strengthening the Theory of Institutional Corruptions: Broadening, Clarifying, and Measuring"

**WP 03 (3/28/13):** Brooke Williams, "Influence Incognito"

**WP 04 (4/4/13):** Maryam Kouchaki, "Professionalism and Moral Behavior: Does A Professional Self-Conception Make One More Unethical?"

**WP 05 (4/11/13):** Malcolm Salter, "Short-Termism At Its Worst: How Short-Termism Invites Corruption... and What to Do About It"

**WP 06 (4/18/13):** Gregg Fields, "What Institutional Corruption Shares with Obscenity"

**WP 07 (4/25/13):** Jay Youngdahl, "Investment Consultants and Institutional Corruption"

**WP 08 (5/2/13):** Miriam Schwartz-Ziv, "Does the Gender of Directors Matter?"

**WP 09 (5/9/13):** Lisa Cosgrove & Robert Whitaker, "Finding Solutions to Institutional Corruption: Lessons from Cognitive Dissonance Theory"

**WP 10 (5/16/13):** Daniel Weeks, "Democracy in Poverty: A View from Below"

**WP 11 (5/23/13):** Jonathan Marks, "What's the Big Deal?: The Ethics of Public-Private Partnerships Related to Food and Health"

**WP 12 (5/30/13):** Zachary Fox, "Tax-Exempt Corruption: Exploring Elements of Institutional Corruption in Bond Finance"

**WP 13 (6/6/13):** Sunita Sah & George Loewenstein, "Second Thoughts on Second Opinions: Conflicted Advisors Reduce the Quality of Their Advice When They Know They Will Be 'Second-Guessed'"

**WP 14 (6/13/13):** Justin O'Brien, "Culture Wars: Rate Manipulation, Institutional Corruption, and the Lost Underpinnings of Market Conduct Regulation"

**WP 15 (6/20/13):** William English, "Institutional Corruption and the Crisis of Liberal Democracy"

## 2013-14

**WP 16 (8/1/13):** Dennis F. Thompson, "Two Concepts of Corruption"

**WP 17 (8/8/13):** J.H. Snider, "Think Tanks' Dirty Little Secret: Power, Public Policy, and Plagiarism"

**WP 18 (8/15/13):** Marc Rodwin, "Rooting Out Institutional Corruption to Manage Inappropriate Off-Label Drug Use"

**WP 19 (8/22/13):** Michael Pierce, "Divided Loyalties: Using Fiduciary Law to Show Institutional Corruption"

**WP 20 (8/29/13):** Timothy Winters, "Political Finance in the United Kingdom"

**WP 21 (9/5/13):** Christopher Robertson, "Blinding as a Solution to Institutional Corruption"

**WP 22 (9/12/13):** Laura Johnston, "A Passport at Any Price? Citizenship by Investment through the Prism of Institutional Corruption"

**WP 23 (9/19/13):** Marc Rodwin, "Independent Drug Testing to Ensure Drug Safety and Efficacy"

**WP 24 (9/26/13):** José Vicente Santos de Mendonça, "Brazil's Case Against Private-Sponsored Events for Judges: A Not-Yet-Perfect Attempt at Fighting Institutional Corruption"

**WP 25 (10/3/13):** M.E. Newhouse, "Institutional Corruption: A Fiduciary Theory"

**WP 26 (10/10/13):** Sergio Sisondo, "'You're Not Just a Paid Monkey Reading Slides:' How Key Opinion Leaders Explain and Justify Their Work"

**WP 27 (10/17/13):** Arjun Ponnambalam, "The Power of Perception: Reconciling Competing Hypotheses about the Influence of NRA Money in Politics"

**WP 28 (10/24/13):** Oguzhan Dincer and Per G. Fredriksson, “Does Trust Matter? Corruption and Environmental Regulatory Policy in the United States”

**WP 29 (11/5/13):** Justin O’Brien, “Singapore Sling: How Coercion May Cure the Hangover in Financial Benchmark Governance”

**WP 30 (11/14/13):** Elena Denisova-Schmidt, “Justification of Academic Corruption at Russian Universities: A Student Perspective”

**WP 31 (11/22/13):** Mihaylo Milovanovitch, “Fighting Corruption in Education: A Call for Sector Integrity Standards”

**WP 32 (12/5/13):** Malcolm Salter, “Annals of Crony Capitalism: Revisiting the AIG Bailout”

**WP 33 (12/20/13):** Irma Sandoval-Ballesteros, “From ‘Institutional’ to ‘Structural’ Corruption: Rethinking Accountability in a World of Public-Private Partnerships”

**WP 34 (1/9/14):** Juan Pablo Remolina, “The Open Government Index Initiative: A Colombian Tool for Preventing Institutional Corruption”

**WP 35 (1/23/14):** Roberto Laver, “Judicial Independence in Latin America and the (Conflicting) Influence of Cultural Norms”

**WP 36 (2/6/14):** Stanislav Shekshnia, Alena Ledeneva, and Elena Denisova-Schmidt, “How to Mitigate Corruption in Emerging Markets: The Case of Russia”

**WP 37 (2/20/14):** Laurence Tai, “Interagency Information Sharing with Resource Competition”

**WP 38 (3/6/14):** Kate Kenny, “Banking Compliance and Dependence Corruption: Towards an Attachment Perspective”

**WP 39 (3/13/14):** Gillian Brock, “Institutional Integrity, Corruption, and Taxation”

**WP 40 (3/27/14):** Paul C. Taylor, “Institutional Corruption: From Purpose to Function”

**WP 41 (4/10/14):** Gustavo H. M. de Oliveira, “Institutional Corruption as a Problem of Institutional Design: A General Framework”

**WP 42 (4/24/14):** Mary Báthory Vidaver, “Community Development Authorities: A Further Exploration of Institutional Corruption in Bond Finance”

**WP 43 (5/8/14):** Chandrashekhhar Krishnan, “Tackling Corruption in Political Party Financing: Lessons from Global Regulatory Practices”

**WP 44 (5/22/14):** Mihaylo Milovanovitch, “Trust and Institutional Corruption: The Case of Education in Tunisia”

**WP 45 (6/5/14):** Roberto Laver, “Systemic Corruption: Considering Its Cultural Drivers in Second-Generation Reforms”

**WP 46 (6/19/14):** Mariano Mosquera, “Negotiation Games in the Fight against Corruption”

#### 2014-15

**WP 47 (8/7/14):** Kathrin Strobel, “Arms, Exports, Influence: Institutional Corruption in the German Arms Export Regime”

**WP 48 (9/10/14):** Oguzhan Dincer and Michael Johnston, “Corruption Issues in State and Local Politics: Is Political Culture a Deep Determinant?”

**WP 49 (10/9/14):** Simona Ross, “Who Governs Global Affairs? The Role of Institutional Corruption in U.S. Foreign Policy”

**WP 50 (10/22/14):** Malcolm Salter, “Crony Capitalism, American Style: What Are We Talking About Here?”

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**WP 60 (4/9/15):** Israel Finkelshtain, Iddo Kan, and Yoav Kislev, “A Two-Pronged Control of Natural Resources: Prices and Quantities with Lobbying”

**WP 61 (4/30/15):** Dieter Zinnbauer, “The Vexing Issue of the Revolving Door”

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**WP 63 (Forthcoming 5/2015):** Nikolaos Theodorakis, “The Role of Legal Drafting in Preventing Institutional Corruption”

**WP 64 (Forthcoming 5/2015):** Jamus Jerome Lim and Terence Tan, “Endogenous Transactions Costs and Institutions in the 2007/08 Financial Crisis”

**WP 65 (Forthcoming 6/2015):** Jooa Julia Lee and Francesca Gino, “Interpersonal Corruption: Social Comparison Processes and Unethical Behavior in Organizations”

**WP 66 (Forthcoming 6/2015):** Hansoo Choi, “Quantifying the Impact of the Revolving Door: Evidence from South Korea’s Judiciary”

**WP 67 (Forthcoming 6/2015):** Laurence Tai, “Regulatory Capture and Quality”

### Acknowledgements

*Thank you to our authors and reviewers; to the Advisory and Editorial Boards; to Heidi Carrell and Emily Bromley for all of their work to produce this series; to Bill English for his editorial review; and to Mark Somos for creating the series.*

BLOGS

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**April 24, 2014**, HU Press Reblog, “McCutcheon and Corruption in America”

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**May 7, 2014**, Brooke Williams, “New Report Rates Think Tank Transparency”

**May 26, 2014**, Christopher Robertson, “California Officials Sue Opioid Makers for False Advertising, Raising Institutional Corruption Themes”

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**March 31, 2015**, Lilia Kilburn, “Hacking Institutional Corruption”

**April 13, 2015**, Elizabeth Doty, “Integrity is Free”

### **Acknowledgements**

*Thank you to all of the authors but especially Gregg Fields, who contributed more than his share of insightful posts; to Emily Bromley, Heidi Carrell, and Bill English for their efforts to produce the blog; and to Mark Somos for reviving the series.*

## LAB ACTIVITIES/E-BOOKS AND COMPILATIONS

### E-BOOKS AND COMPILATIONS

#### E-BOOKS

**5/15/14:** Ken Silverstein, *Pay-to-Play Think Tanks: Institutional Corruption and the Industry of Ideas*

**4/20/15:** Nikolaos Theodorakis, *Transparency in Investor-State Dispute Settlement: Law, Practice, and Emerging Tools Against Institutional Corruption*

**(Forthcoming) June 2015:** Norm Alster, *Captured Agency*

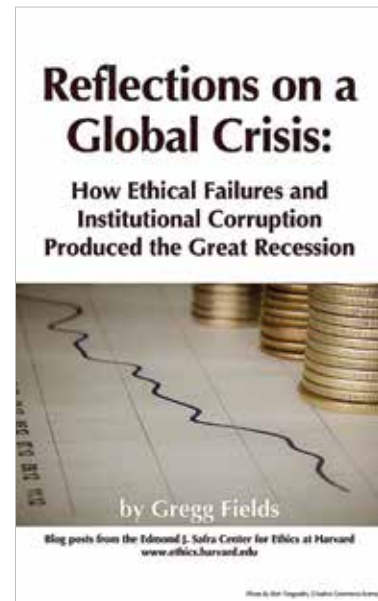
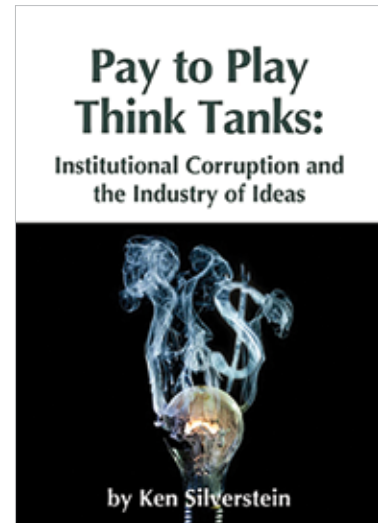
**(Forthcoming) June 2015:** Daniel Weeks, *Democracy in Poverty: A View from Below*

#### COMPILATIONS

**12/13/13:** Gregg Fields, "Reflections on a Global Crisis: How Ethical Failures and Institutional Corruption Produced the Great Recession" (a compilation of blog posts by the author).

**7/15/14:** Mariano Mosquera, "Logics of Corruption" (a compilation of articles published by the Edmond J. Safra Lab and elsewhere).

Edmond J. Safra Lab, "Dispatches," Volumes 1-3 (compilations of posts from the Lab's blog).



## “LABCAST” PODCAST SERIES

**LABCAST 1 (12/10/13): Malcolm Salter & Gregg Fields, “The Volcker Rule”**

Wall Street is in for a shakeup under the newly adopted Volcker Rule. In this first podcast, Malcolm Salter and Gregg Fields discuss what it does, what lies ahead, and why every American should care.

**LABCAST 2 (12/20/13): Lawrence Lessig & Ron Suskind, “New Hampshire Rebellion March”**

Pulitzer Prize-winning journalist and author Ron Suskind interviews Lawrence Lessig about his upcoming march across New Hampshire.

**LABCAST 3 (12/24/13): Sheila Kaplan & Ted Gup, “The EPA & Institutional Corruption”**

What will it take for the EPA to protect people and the environment from hazardous pollutants? Closing the loopholes in the Toxic Substances Act would help, but industry pressure has Congress on the verge of a “reform” bill that might make things worse.

**LABCAST 4 (1/8/14): Daniel Weeks, “Political Dimensions of Poverty & The New Hampshire Rebellion Walk”**

50 years after President Lyndon Johnson declared War on Poverty, the number of Americans living below the poverty line remains stubbornly high. Daniel Weeks discusses the political dimensions of persistent poverty in America and presents solutions to overcome the systematic disenfranchisement of millions of poor people in the democratic process—including the upcoming NH Rebellion walk across New Hampshire for campaign finance reform, led by Lawrence Lessig.

**LABCAST 5 (1/29/14): Lisa Cosgrove & Gregg Fields, “The DSM5: A Vehicle for High-Profit Patent Extensions?”**

The fifth edition of the Diagnostic and Statistical Manual of Mental Disorders affects drugs with sales in the billions of dollars. Lisa Cosgrove investigated financial ties between DSM panel members and the pharmaceutical companies that have a vested

interest in finding new indications for their blockbuster drugs. In this podcast, she tells Gregg Fields what she found, what it means, and why we all should care.

**LABCAST 6 (2/21/14): Jennifer Miller & John Ruggie, “Business & Human Rights”**

John Ruggie—one of the 25 most influential international relations scholars in the United States and Canada (according to Foreign Policy magazine)—talks with Jennifer Miller about his experiences drafting and implementing the UN Guiding Principles. These principles constitute the most comprehensive and authoritative global standard in the area of business and human rights, to date.

**LABCAST 7 (3/5/14): Gregg Fields & Justin O’Brien, “The Big Fix? Financial Markets & Institutional Corruption”**

In an explosive scandal, global regulators suspect the 4pm fix is quite possibly fixed. Traditionally it’s the London hour when rates for currencies like the dollar are set. It’s now suspected that traders colluded to rig markets for private gain. Gregg Fields and Justin O’Brien discuss the role that institutional corruption may have played.

**LABCAST 8 (3/13/14): Brooke Williams & Charles Lewis, “Investigative Journalism, Integrity, and a Little Insanity”**

Untold stories, distortion of truth, and the immediate and extraordinary need for global, collaborative investigative journalism. Brooke Williams interviews pioneer author and journalist Charles Lewis about his life’s work holding the powerful accountable, shedding light on institutional corruption and all the work yet to be done.

**LABCAST 9 (4/10/14): Gregg Fields & Jen Heerwig, “Donors Unbound: McCutcheon v. FEC”**

Donation strategies of elite campaign contributors are the focus of research for Jen Heerwig. In this Labcast, Gregg Fields interviews Heerwig on the Supreme Court decision in McCutcheon v. FEC, which significantly raises the amount deep-pocketed donors can give to federal candidates.

**LABCAST 10 (5/6/14): Brooke Williams & the Center for Global Development, “Think Tanks and Transparency”**

An increasing number of think tanks are disclosing who funds their work, how much they gave and why. The Center for Global Development, a think tank in Washington, D.C., recently launched a new webpage in beta called “How We’re Funded.” Brooke Williams goes behind the scenes of this decision at the CGD with Todd Moss, COO, and Katie Douglas Martel, deputy director of Institutional Advancement.

**LABCAST 11 (5/20/14): Christine Baugh & Ron Suskind, “On Life, Animated: Autism, Affinities, and the Power of Story”**

Autism affects one in sixty-eight children. This is the story of the Suskind family. Owen, diagnosed with autism as a child, developed an affinity for Disney films. Through their scripts and characters he was able to reconnect with language and expression, his family, and his environments. In this podcast, Owen’s father, Ron Suskind, speaks candidly with Christine Baugh about his newest and most personal book, *Life, Animated: A Story of Sidekicks, Heroes, and Autism*. This is a memoir of family, love, and constancy, and a book that has begun to change the direction of autism research as we know it.

**LABCAST 12 (6/5/14): Gregg Fields & Carla Miller, “From the Bottom Up: A Shift Towards Local Government Ethics Initiatives”**

Can independent and local government ethics commissions reduce political corruption? Gregg Fields interviews Carla Miller about putting the heart back into government ethics training, and how a shift towards local government ethics initiatives may create an avenue for citizens to have an impact at the state level and beyond.

**LABCAST 13 (7/22/14): Gregg Fields & Elizabeth Doty, “How Does a Business Keep a Promise?”**

Many people are cynical about business promises and blame individual leaders when commitments are not kept. In this Labcast, Gregg Fields and Elizabeth Doty explore how systematic factors such

as short-termism, complexity, reactivity, and operational issues also contribute to “commitment drift” in business, which in turn damages public trust. Because many individual executives value keeping their word, Doty recommends helping them recognize the challenges and build the special competence required to keep promises as an organization.

**LABCAST 14 (10/10/14): Gregg Fields & Kim Pernell-Gallagher, “Reforming Financial Regulation”**

After an introduction by Justin O’Brien on the limitations of current financial regulations both globally and domestically, Gregg Fields interviews Kim Pernell-Gallagher on how divergent banking regulations in the years leading up to the recent financial crisis led to different economic outcomes in the U.S., Spain, and Canada. Gallagher poses this thought-provoking question: “Problems in the shadow banking industry can carry over into the real economy just the way that problems in the regulated banking industry can, which makes us think: is transferring risk to unregulated entities really the smartest call?”

**LABCAST 15 (12/5/14): Marie Newhouse & Christopher Robertson, “When Less Information is Better: Blinding in Medicine”**

Is blinding a possible solution to the implicit biases that exist throughout the healthcare and biomedical science fields? Christopher Robertson and Marie Newhouse examine the positives and negatives of blinding. They also discuss Robertson’s current collaborative research project on political corruption and how juror discretion affects the outcome of campaign finance cases.

**Acknowledgements**

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