

Yeonjeong Kim

412-499-4454 ◊ yeonjikim@mit.edu ◊ www.yeonjeongkim.net
77 Massachusetts Ave, Cambridge, MA 02139

Google Scholar Metrics

Citations: 294, h-index: 6, i10-index: 6

Employment

Postdoctoral Associate, Sloan School of Management, Massachusetts Institute of Technology (2018-Present)

Education

Ph.D., Organizational Behavior & Theory, Tepper School of Business, Carnegie Mellon University (2018)

M.A., Organizational Behavior & Theory, Tepper School of Business, Carnegie Mellon University (2014)

M.A., Statistics, Yonsei University (2012)

M.A., Quantitative Methods, Measurement, and Evaluation, Yonsei University (2009)

B.A., Education, Yonsei University (*graduated top of my class*, 2006)

B.A., English Language and Literature, Yonsei University (2006)

Selected Honors & Awards

International Association for Conflict Management (IACM)

- Outstanding Dissertation Award (2019)
- Outstanding Article Award (2016)

Society for Personality and Social Psychology (SPSP)

- Heritage Dissertation Research Award (2016)
- Graduate Student Poster Award Finalist (2016)
- Graduate Travel Award & Diversity Fund Graduate Travel Award (2015)
- Outstanding Research Award (2014)

Academy of Management (AOM)

- Best Paper Proceedings (2017, 2016)
- Samsung Economic Research Institute Best Conference Paper Award (2016)

Interdisciplinary Network for Group Research (INGRoup)

- Graduate Student Best Conference Paper Award Finalist (2016)

Society for Business Ethics

- Founder's Award (2016)

Carnegie Mellon University

- Center for Behavioral and Decision Research (CBDR) Grant (2017)
- Graduate Small project Help (GuSH) Grant (2017)
- Paul S. Goodman Endowed Doctoral Dissertation Award (2016)
- William Larimer Mellon Fellowship (2012-2016)

Yonsei University

- Outstanding Graduate Dissertation Award (2009)

- Highest Honors Student Award (2002)

Research Interests

- Business Ethics
- Morality and Unethical Behavior
- Personnel Selection
- Social Perception
- Stereotyping and Discrimination
- Conflict and Cooperation
- Team Performance
- Workplace Deviance

My doctoral dissertation shows that small numbers of human judges can reliably predict prospective employees' unethical behaviors (e.g., cheating) from their written responses to specially designed interview questions.

Publications

1. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (forthcoming). Cooperation and coordination across cultures and contexts: Individual, sociocultural, and contextual factors jointly influence strategic decision making in the volunteer's dilemma game. *Journal of Behavioral Decision Making*.
2. Lee, M., **Kim, Y.**, & Madyun, N. (2018). Do relational and structural characteristics of negative school environments independently predict immigrant adolescents' academic achievement? *Social Psychology of Education, 21*, 539-563.
3. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (2017). Moral character judgments using the hidden information distribution and evaluation (HIDE) model. *Academy of Management Annual Meeting Best Paper Proceedings*.

This paper received the [2019 Outstanding Dissertation Award from the International Association for Conflict Management \(IACM\)](#), the [2016 Heritage Dissertation Research Award from the Society for Personality and Social Psychology \(SPSP\)](#), and the [2016 Paul S. Goodman Endowed Doctoral Dissertation Award from Carnegie Mellon University](#).

4. Lee, M., Dean, J., & **Kim, Y.** (2017). Academic achievement of Latino immigrant adolescents: The effects of negative school social relationships, school safety, and educational expectation. In R. M. Elmesky, C. C. Yeakey, & O. C. Marcucci (Eds). *The Power of Resistance: Culture, Ideology and Social Reproduction in Global Contexts*. Emerald Group Publishing.
5. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (2016). Cause or consequence? The reciprocal model of counterproductive work behavior and mistreatment. *Academy of Management Annual Meeting Best Paper Proceedings*.

This paper received the [2014 Outstanding Research Award from the Society for Personality and Social Psychology \(SPSP\)](#), and the [2016 Samsung Economic Research Institute Award](#)

for the best conference paper presented at the Academy of Management (AOM) conference.

6. Cohen, T. R., **Kim, Y.**, Jordan, K. P., & Panter, A. T. (2016). Guilt proneness is a marker of integrity and employment suitability. *Personality and Individual Differences*, 92, 109-112.
7. **Kim, Y.**, & Cohen, T. R. (2015). Moral character and workplace deviance: Recent research and current trends. *Current Opinion in Psychology*, 6, 134-138.
8. Cohen, T. R., Panter, A. T., Turan, N., Morse, L. A., & **Kim, Y.** (2014). Moral character in the workplace. *Journal of Personality and Social Psychology*, 107, 943-963.

This paper received the [2016 Outstanding Article Award](#) from the International Association for Conflict Management (IACM).

9. Cohen, T. R., Panter, A. T., Turan, N., Morse, L. A., & **Kim, Y.** (2013). Agreement and similarity in self-other perceptions of moral character. *Journal of Research in Personality*, 47, 816-830.
10. **Kim, Y.**, Lee, G., Kang, S., & Jeong, S. (2009). An investigation of the effect of anchor test length and non-equivalency of equating groups on equating. *Journal of Educational Evaluation*, 22, 1133-1160.

This paper received the [2009 Outstanding Dissertation Award](#) from Yonsei University.

11. **Kim, Y.**, Park, I., & Lee, G. (2008). Sample size and test length effects on conditional standard error of measurement in Item Response Theory and Generalizability Theory using simulation techniques. *Journal of Educational Evaluation*, 21, 201-218.

Selected Working Papers & Manuscripts Under Review

1. **Kim, Y.**, Cohen, T. R., & Panter, A. T. Situational Determination or Situation Creation? A Twelve-Wave Longitudinal Study of Workplace Mistreatment and Employee Deviance (manuscript in preparation)
2. **Kim, Y.**, Cohen, T. R., & Panter, A. T. Collective wisdom in forecasting unethical behavior using the hidden information distribution and evaluation (HIDE) model. (manuscript in preparation)
3. **Kim, Y.**, & Olivola, C. Y. The statistical self-fulfilling selection fallacy. (manuscript in preparation)
4. ***Kim, Y.**, *Behfar, K., Weingart, L. R., Bendersky, C., Bear, J., Todorova, G., & Jehn, K. A. Measuring the directness and intensity of conflict expression interactions using the DICE. (manuscript in preparation)

** denotes equal first authorship*

5. **Kim, Y.**, & Malone, T. W. Distributed evaluations: How to achieve reliable group evaluations efficiently (data collection)
6. **Kim, Y.**, Lee, M., Hahl, O., & Chester, J. Acquisition of formal citizenship impacts middle-status immigrant adolescents' perceptions of racial inequality and discrimination. (under revision)

Invited Talks

1. **Kim, Y.** (November, 2017). Collective wisdom in forecasting unethical behavior using the hidden information distribution and evaluation (HIDE) model. Harvard Business School, Harvard University, Cambridge, MA.

2. **Kim, Y.** (March, 2017). Mitigating harmful work behaviors. Owen Graduate School of Management, Vanderbilt University, Nashville, TN.

Conference Talks

1. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2019). Evaluating moral character traits using behavioral interview questions. Paper to be presented at the annual meeting of the annual meeting of the Academy of Management, Boston, MA.
2. **Kim, Y.**, & Olivola, C. Y. (March, 2018). The statistical self-fulfilling selection fallacy. Paper presented at the 4th Experimental Methods in Policy Conference, Punta Cana, Dominican Republic.
3. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (July, 2017). Collective wisdom in the detection of moral character: The hidden information distribution and evaluation (HIDE) model. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, St. Louis, MO.
4. Behfar, K., **Kim, Y.**, Weingart, L.R., Bendersky, C., Bear, J., Todorova, G., & Jehn, K. A. (July, 2017). A complementary approach to understanding conflict. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, St. Louis, MO.
5. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (July, 2017). The hidden information distribution and evaluation (HIDE) model: Detecting the moral character of strangers. Paper presented at the annual meeting of the International Association for Conflict Management, Berlin, Germany.
6. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2017). Moral character judgments using the the hidden information distribution and evaluation (HIDE) Model. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
7. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (August, 2017). Cooperation and coordination across cultures and contexts: Individual, sociocultural, and contextual factors jointly influence strategic decision making in the volunteer's dilemma game. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA.
8. **Kim, Y.**, & Olivola, C. Y. (May, 2017). The statistical self-fulfilling selection fallacy: A previously unrecognized source of stereotyping and discrimination. Paper presented at the annual meeting of the Association for Psychological Science, Boston, MA.
9. **Kim, Y.** (December, 2016). The HIDE model of moral character. Moral Psychology Research Group workshop, Pittsburgh, PA.
10. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2016). The accuracy of zero-acquaintance moral character judgments: Evaluations from short written interview responses predict unethical behaviors. Paper presented at the annual meeting of the Society for Business Ethics, Anaheim, CA.
11. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2016). Cause or consequence? The reciprocal model of counterproductive work behavior and mistreatment. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
12. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2016). Moral character judgments from job interview questions. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
13. Behfar, K., **Kim, Y.**, Weingart, L.R., Bendersky, C., Bear, J., Todorova, G., & Jehn, K. A. (August, 2016). Measuring conflict expression: A complementary approach to understanding conflict. Paper

presented at the annual meeting of the Academy of Management, Anaheim, CA.

14. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (June, 2016). The accuracy of moral character judgments in zero-acquaintance settings: Character evaluations from written interview responses predict authors' unethical behaviors. Paper presented at the annual meeting of the International Association for Conflict Management, New York, NY.
15. Behfar, K., **Kim, Y.**, Weingart, L., Bendersky, C., Bear, J., Todorova, G., & Jehn, K. A. (April, 2016). Development and validation of the directness and intensity of conflict expression (DICE) scale. Paper presented at the annual meeting of Society for Industrial and Organizational Psychology, Anaheim, CA.
16. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (January, 2016). Interviewing for moral character. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Justice and Morality Preconference, San Diego, CA.
17. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (October, 2015). Taking one for the team: Motivating prosocial volunteering by varying the size and the (un)certainly of its Impact on collective welfare. Paper presented at the annual meeting of the Association for Consumer Research (ACR), New Orleans, LA.
18. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (August, 2015). Detecting guilt proneness in job interviews. Paper presented at the annual meeting of the Academy of Management, Vancouver, British Columbia, Canada.
19. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (June, 2015). The vicious cycle between counterproductive work behavior and workplace mistreatment: Its temporal dynamics and boundary conditions. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, Pittsburgh, PA.
20. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (June, 2015). What factors promote or hinder volunteering within groups? Influence of culture and contextual factors on strategic decisions in the volunteer's dilemma game. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research, Pittsburgh, PA.
21. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (June, 2015). Uncovering guilt proneness via written interview questions. Paper presented at the annual meeting of the International Association for Conflict Management, Clearwater, FL.
22. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (June, 2015). Strategic decisions in the volunteer's dilemma game: The impact of economic, cultural, and individual Factors. Paper presented at the annual meeting of the International Association for Conflict Management, Clearwater, FL.
23. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (May, 2015). The reciprocal relationship between counterproductive work behavior and workplace mistreatment: Its temporal dynamics and boundary conditions. Paper presented at the annual meeting of the Trans-Atlantic Doctoral Conference, London, United Kingdom.
24. Cohen, T. R., **Kim, Y.**, Morse, L. A., & Panter, A. T. (April, 2015). Personality and counterproductive work behaviors: A three-month diary study. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
25. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (February, 2015). Diffusion of

responsibility across cultures and contexts: The impact of individual, cultural, and contextual factors on responses to the Volunteer's Dilemma Game. Paper presented at the 2nd Experimental Methods in Policy Conference, Cancun, Mexico.

26. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (July, 2014). The reciprocal relationship between bad work environments and unethical work behaviors. Paper presented at the annual meeting of the Society of Experimental Social Psychology, Columbus, OH.
27. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (July, 2014). Reciprocal relationship between mistreatment and counterproductive work behavior: A twelve-wave longitudinal study. Paper presented at the annual meeting of the International Association for Conflict Management, Leiden, The Netherlands.
28. Behfar, K., Bear, J., **Kim, Y.**, Weingart, L.R., Bendersky, C., Todorova, G., & Jehn, K. A. (July, 2014). Measuring conflict expression: A complementary approach to understanding conflict. Paper presented at the annual meeting of the International Association for Conflict Management, Leiden, The Netherlands.
29. Cohen, T. R., Panter, A. T., Turan, N., Morse, L. A., & **Kim, Y.** (February, 2014). Moral character in the workplace. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX.
30. **Kim, Y.**, Cohen, T. R., Hong, S., & Jeong, J. C. (October, 2013). Generalizability theory approach for multisource feedback. Paper presented at the annual meeting of the Institute for Operations Research and the Management Sciences, Minneapolis, MN.
31. Cohen, T. R., Panter, A. T., Turan, N., Morse, L. A., & **Kim, Y.** (July, 2013). Moral character in the workplace. Paper presented at the annual meeting of the International Association for Conflict Management, Tacoma, WA.
32. Kim, S., **Kim, Y.**, & Lee, G. (May, 2010). The utility of the Rasch Poisson Counts Model with zero-inflated data. Paper presented at National Council on Measurement in Education, Denver, CO.
33. **Kim, Y.**, & Lee, G. (April, 2009). An investigation of anchor test length effect on equating results for NEAT design using simulation techniques. Paper presented at the annual meeting of the National Council on Measurement in Education, San Diego, CA.

Conference Posters

1. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (February, 2017). Uncovering moral character via interview questions. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.
2. **Kim, Y.**, Olivola, C. Y., Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (January, 2016). Diffusion of responsibility across cultures and contexts: The impact of individual, cultural, and contextual factors to the volunteer's dilemma game. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.
3. **Kim, Y.**, Machery, E., Stich, S., Olivola, C. Y., et al. (May, 2015). Comparing intuitions about identity persistence across cultures. Poster presented at the Personal Identity Conference, The University of Chicago Booth School of Business, Chicago, IL.

4. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (April, 2015). Interviewing for guilt proneness: Consensus and self-other agreement. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
5. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (February, 2015). Self-other agreement in perceptions of moral character traits based on written interview questions. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Long Beach, CA.
6. Olivola, C. Y., **Kim, Y.**, Merzel, A., Kareev, Y., Avrahami, J., & Ritov, I. (February, 2015). Diffusion of responsibility across cultures and contexts: The impact of individual, cultural, and contextual factors to the volunteer's dilemma game. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Judgment and Decision Making Preconference, Long Beach, CA.
7. **Kim, Y.**, Cohen, T. R., & Panter, A. T. (February, 2014). Reciprocal relationship between mistreatment and counterproductive work behavior: A twelve-wave longitudinal study. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX.
8. **Kim, Y.**, Jung, S., & Lee, G. (April, 2009). An investigation of rater effects in oral examination using Generalizability Theory approach. Poster presented at the annual meeting of the National Council on Measurement in Education, San Diego, CA.
9. **Kim, Y.**, Park, I., & Lee, G. (March, 2008). Sample size and test length effects on conditional standard error of measurement in Item Response Theory and Generalizability Theory using simulation techniques. Poster presented at the annual meeting of the National Council on Measurement in Education, New York, NY.

Teaching Interests

- Negotiation and conflict resolution
- Organizational behavior
- Human resource management
- Business ethics (behavioral ethics)
- Methodology and statistics for the behavioral sciences

Teaching Experience

Instructor—Carnegie Mellon University (Spring, 2017)

- Negotiation and Conflict Resolution
- Instructor Evaluation: **4.7/5.0**
- Course Evaluation: **4.7/5.0**

Guest Lecturer—Carnegie Mellon University (Spring, 2016)

- Negotiation and Conflict Resolution (Topic: gender and negotiation)
- Instructor Evaluation: **4.6/5.0**

Instructor—Intensive Statistics Workshops

- Kong-ju University, 2-day workshop for graduate students (Summer, 2010)
- Yonsei University, 5-day workshop for graduate students (Summer, 2010)

Teaching Assistant—Carnegie Mellon University

- Managing People and Teams (Fall, 2015; Fall, 2016)
- Team Conflict and Negotiation (Spring, 2016)
- Negotiations (Fall, 2013; Spring, 2014; Fall, 2015)
- Organizational Development and Implementation (Fall, 2014; Fall, 2015; Fall, 2016)

Teaching Assistant—Yonsei University

- Biostatistics (Spring, 2012)
- Introduction to Statistics (Spring, 2011)
- Mathematical Statistics 1 (Spring, 2010; Fall, 2010)
- Educational Statistics (Spring, 2008)

Teaching Certificates

Ministry of Education & Human Resources, South Korea

- Teaching certificate in middle- and high-school education (2006)
- Teaching certificate in middle- and high-school English (2006)

Work Experience

Yonsei Institute of Statistical Science, South Korea (2010-2012)

- Provided statistical consulting for researchers

Part-time Statistical Consultant, South Korea (2006-2012)

- Provided statistical consulting for researchers; particularly in multilevel models and structural equation models

Part-time Statistical Consultant at Sun Microsystems, South Korea (2009)

- Provided measurement consulting; particularly in item bank construction

Participation in Korean Government Research Projects

- *Research Institute for Vocational Education & Training (2012)*
Developed scales for organizational citizenship behavior and self-regulative learning behaviors for educational purposes
- *The Korean Chamber of Commerce & Industry (2011)*
Conducted differential item functioning and multi-facet Rasch analyses for items in the National English Ability Test
- *Educational Development Institute (2010)*
Conducted item response theory and hierarchical linear model analyses to develop vertical scales for the Korean Educational Longitudinal Study
- *Research Institute for Vocational Education & Training (2009)*
Item development, scaling, and norming for the Korean version of the self-regulation competency scale
- *Korean Educational Development Institute (2007-2008)*
Analyzed experimental data to examine the effect of early English education on private tuition fee increases
- *Korean Educational Development Institute (2007)*
Compared missing data imputation techniques for longitudinal data analysis of the Korean Educational Longitudinal Study
- *Ministry of Labor (2006-2007)*
Item scaling and norming for the Korean national vocational aptitude test for middle school students

Media Coverage

Media Coverage of “Guilt proneness is a marker of integrity and employment suitability” (Cohen, Kim, Jordan, & Panter, 2016, *Personality and Individual Differences*).

Carnegie Mellon University, Tepper School of Business News (July, 21, 2016)
<http://tepper.cmu.edu/news/2016-07-21-taya-cohen-conflict-management-award>

Tepper Magazine (Summer 2016 Issue)
<http://magazine.tepper.cmu.edu/tepper-cohen-summer-2016>

Media Coverage of “Moral character in the workplace” (Cohen, Panter, Turan, Morse, & Kim, 2014, *Journal of Personality and Social Psychology*).

In Character Video Series (October 29, 2014)
<http://studyofcharacter.com/character-project-video/dr-taya-cohen-and-dr-geoff-goodwin-psychology-person-perception-and>

Notre Dame Deloitte Center for Ethical Leadership (July 24, 2014)
<http://ethicalleadership.nd.edu/ethics-resources/write-ups/hiring-for-guilt-how-a-simple-test-might-help-you-hire-more-ethical-employees/>

Professional Affiliations

- Academy of Management
- International Association for Conflict Management
- Interdisciplinary Network for Group Research
- Society for Business Ethics
- Society for Personality and Social Psychology

Professional Service

Journal Reviewer (ad hoc referee) for:

- Organizational Behavior and Human Decision Processes (2018, 2019)
- Management Science (2018)
- Journal of Mental Health (2015)

Conference Paper Reviewer for:

- Academy of Management Meeting (2016, 2017)
- International Association for Conflict Management Meeting (2015, 2016, 2017)
- Interdisciplinary Network for Group Research Meeting (2015, 2017)
- Society for Business Ethics Meeting (2016)

Skills

Expertise in Statistics

- Multilevel modeling
- Mixture modeling (e.g., latent class analysis)
- Structural equation modeling
- Longitudinal data analysis (e.g., survival analysis, cross-panel design, growth modeling)
- Missing data analysis
- Natural language processing
- Machine learning

Expertise in Psychometrics & Educational Measurement

- Scale development (scaling, norming, and equating)
- Item response theory (IRT)
- Generalizability theory (GT)
- Performance assessment
- Computer adaptive testing

Advanced-Level Programming & Software Skills

- Programming languages for simulations: R, Mplus
- Multilevel models: R, HLM, Mplus, SAS
- IRT: R, Bilog, Multi-log, IRT-pro, jMetrik
- GT: Genova, MGenova, UrGenova
- Performance assessment: MFACET

References

Thomas W. Malone

Patrick J. McGovern (1959) Professor of Management
Massachusetts Institute of Technology
77 Massachusetts Ave, Cambridge, MA 02139
Phone: 617-253-6843
Email: malone@mit.edu

Taya R. Cohen

Associate Professor of Organizational Behavior & Theory
Tepper School of Business, Carnegie Mellon University
5000 Forbes Avenue, Pittsburgh, PA 15213
Phone: 412-268-6677
Email: tcohen@cmu.edu

Laurie R. Weingart

Former Provost, Carnegie Mellon University
Richard M. and Margaret S. Cyert Professor of Organizational Behavior and Theory
Tepper School of Business, Carnegie Mellon University
5000 Forbes Avenue, Pittsburgh, PA 15213
Phone: 412-268-3363
Email: weingart@cmu.edu

Kristin J. Behfar

Professor of Strategic Leadership and Ethical Development
United States Army War College
122 Forbes Ave, Carlisle, PA 17013
Phone: 717-245-3922
Email: kristin.j.behfar.civ@mail.mil