

Curriculum Vitae
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Craig R. Fox

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EDUCATION

Ph.D., M.A., Psychology, Stanford University, 1990-1994

Dissertation title: Risk, uncertainty, and ignorance in decision making

Advisor: Amos Tversky

B.A., Economics and Psychology, University of California at Berkeley, 1985-1989

Phi Beta Kappa, highest distinction in general scholarship (*summa cum laude*)

Thesis title: Correlation and causation in surveys of life satisfaction (awarded highest honors)

Advisor: Daniel Kahneman

CURRENT ACADEMIC APPOINTMENTS

2015- **Harold Williams Chair in Management**, Anderson School of Management, UCLA
2008- **Professor of Strategy**, Anderson School of Management, UCLA
2008- **Professor of Psychology**, College of Letters and Sciences, UCLA
2011- **Professor of Medicine**, Geffen School of Medicine, UCLA

PREVIOUS ACADEMIC POSITIONS

2012-2015 **Ho-Su Wu Term Chair in Management**, Anderson School of Management, UCLA
2003-2008 **Associate Professor of Policy**, Anderson School of Management, UCLA
Associate Professor of Psychology, College of Letters and Sciences, UCLA
Adjunct Associate Professor of Management, Fuqua School of Business, Duke University
1999-2002 **Associate Professor of Management**, Fuqua School of Business, Duke University (tenured 2002)
1996-1999 **Assistant Professor of Management**, Fuqua School of Business, Duke University
2006 **Visiting Scholar**, New York University Stern School of Business (August-October)
2005 **Visiting Scholar**, Columbia University Business School (February-September)
1999 **Visiting Associate Professor of Behavioral Science**,
University of Chicago Graduate School of Business (July-December)
1994-96 **Visiting Assistant Professor of Organization Behavior**,
J.L. Kellogg Graduate School of Management, Northwestern University
1993 **Teaching Fellow**, Stanford University Department of Psychology (summer)
1990 **Research Associate**, University of California, Berkeley for Professor Daniel Kahneman (summer)
1989-90 **Editorial Associate**, *Cognitive Psychology*, supervised by Stephen E. Palmer, editor

RESEARCH INTERESTS

- **Decision under risk and uncertainty**
 - Experience, beliefs, and preferences in decision under uncertainty
 - Confidence and meta-knowledge in decision under uncertainty
 - Neurophysiology of risk and uncertainty
- **Decision dynamics**
 - Indecisiveness
 - Time preferences
- **Choice architecture & Behavioral policy**
 - Nudging better health care decisions
 - Improving consumer financial decision making

TEACHING INTERESTS

Decision Making, Negotiation, Organizational Behavior, Leadership, Strategy, Creativity & Innovation

HONORS, FELLOWSHIPS & AWARDS

- 2014 **Finalist**, Exeter Prize in Behavioral/Experimental Econ & Decision Theory (Sonnemann et al., 2013)
- 2012-13 **President**, Society for Judgment and Decision Making
- 2007 **Best Paper in Decision Analysis**, 2005, INFORMS (Fox & Clemen, 2005)
- 2005-8 **Executive Board**, Society for Judgment and Decision Making
- 2001 **Outstanding Faculty Member**, Fuqua School of Business (annual award for research, teaching & service)
- 2000 **Professional Article of the Year**, Center for Public Resources Dispute Resolution Inst. (Birke & Fox, 1999)
- 1998 **Invited Scholar**, University of Mannheim Lehrstuhl für Bankbetriebslehre
- 1997 **Invited Fellow**, Summer Institute in Mathematical Psychology, U.C. Irvine
- 1994-96 **Postdoctoral Fellow**, Dispute Resolution Research Center, Northwestern University
- 1994 **Invited Fellow**, Russell Sage Foundation Summer Institute in Behavioral Economics
- 1993 **Graduate Fellow**, Stanford Center for Conflict and Negotiation
- 1990-93 **Graduate Research Fellowship**, National Science Foundation
- 1989-90 **Psychology Department Citation**, U.C. Berkeley (academic award to one of 200+ graduates)

PUBLICATIONS, PAPERS, AND WORKS IN PROGRESS

Refereed Publications:

- Walters, D.J., Fernbach, P.M., Fox, C.R. & Sloman, S.A. (in press). Known unknowns: A critical determinant of confidence and calibration. *Management Science*, forthcoming.
- Ülkümen, G., Fox, C.R., & Malle, B.F. (2016). On the dual nature of uncertainty: Clues from natural language. *Journal of Experimental Psychology: General*, *145*, 1280-1297.
- Fox & Ülkümen (in press). Comment on Løhre & Teigen, “There is a 60% probability, but I am 70% certain: Communicative consequences of external and internal expressions of uncertainty”. *Thinking & Reasoning*, forthcoming.
- Sacks, G.D., Dawes, A.J., Ettner, S.L., Brook, R.H., Fox, C.R., Maggard-Gibbons, M., Ko, C.Y., & Russell, M.M. (in press). Surgeon perception of risk and benefit in the decision to operate. *Annals of Surgery*, forthcoming.
- Sacks, G.D., Dawes, A.J., Ettner, S.L., Brook, R.H., Fox, C.R., Russell, M.M., Ko, C.Y., & Maggard-Gibbons, M. (in press). Impact of a risk calculator on risk perception and surgical decision-making: A randomized trial. *Annals of Surgery*, forthcoming.
- Tannenbaum, D., Fox, C.R., & Ülkümen, G. (in press). Judgment extremity and accuracy under epistemic versus aleatory uncertainty. *Management Science*, forthcoming.
- Meeker, D., Linder, J.A., Fox, C.R., Friedberg, M.W., Persell, S.D., Goldstein, N.J., Knight, T.K., Hay, J.W. & Doctor, J.N. (2016). Effect of behavioral interventions on inappropriate antibiotic prescribing among primary care practices: A randomized clinical trial. *Journal of the American Medical Association (JAMA)*, *315*, 562-570.
- Persell, S.D., Doctor, J.N., Friedberg, M.W., Meeker, D., Friesema, E., Cooper, A., Haryani, A., Gregory, D.L., Fox, C.R., Goldstein, N.J. & Linder, J.A. (2016). Behavioral interventions to reduce inappropriate antibiotic prescribing: A randomized pilot trial. *BMC Infectious Diseases*, *16*:373.
- Barkley-Levenson, E.E. & Fox, C.R. (2016). The surprising relationship between indecisiveness and impulsivity. *Personality & Individual Differences*, *90*, 1-6.
- Fox, C.R. & Sitkin, S. (2015). Bridging the divide between behavioral science and policy. *Behavioral Science & Policy*, *1*, 1-12.

- Tannenbaum, D., Doctor, J.N., Persell, S.D., Friedberg, M.W., Meeker, D., Friesema, B.A., Goldstein, N.J., Linder, J.A. & Fox, C.R. (2015). Nudging physician decisions by partitioning the order set: Results of a vignette-based study. *Journal of General Internal Medicine*, 30, 298-304. doi:10.1007/s11606-014-3051-2
- Linder, J.A., Doctor, J.N., Friedberg, M.W., Reyes, N.H., Birks, C., Meeker, D. & Fox, C.R. (2014). Time of day and the decision to prescribe antibiotics. *JAMA Internal Medicine*, 174, 2029-2031. doi:10.1001/jamainternmed.2014.5225
- de Palma, A., Abdellaoui, M., Attanasi, G., Ben-Akiva, M., Fehr-Duda, H., Erev, I., Fok, D., Fox, C.R., Hertwig, R., Picard, N., Wakker, P.P., Walker, J.L. & Weber, M. (2014). Beware of black swans: Taking stock of the description-experience gap in decision under uncertainty. *Marketing Letters*, 25, 269-280.
- Meeker, D., Knight, T.K., Friedberg, M.W., Linder, J.A., Goldstein, N.J., Fox, C.R., Rothfeld, A., Dias, G. and Doctor, J.N. (2014). Nudging guideline-concordant antibiotic prescribing: A randomized trial. *JAMA Internal Medicine*, 174, 425-431.
- Sonnemann, U., Camerer, C.F., Fox, C.R., and Langer, T. (2013). How psychological framing affects economic market prices in the lab and field. *Proceedings of the National Academy of Sciences*, 110, 11779-11784. (Finalist for 2014 Exeter Prize for best paper published previous year in Experimental/Behavioral Economics and Decision Theory).
- Persell, S.D., Friedberg, M.W., Meeker, D., Linder, J.A., Fox, C.R., Goldstein, N.J., Shah, P.D., Knight, T.K. and Doctor, J.N. (2013). Use of behavioral economics and social psychology to improve treatment of acute respiratory infections (BEARI): rationale and design of a cluster randomized control trial [1RC4AG039115-01] – study protocol and baseline practice and provider characteristics. *BMC Infectious Diseases*, 13:290, doi:10.1186/1471-2334-13-290
- Mogler, B.K., Shu, S.B., Fox, C.R., Goldstein, N.J., Victor, R.G., Escarce, Jose J. and Shapiro, M.F. (2013). Can new tools from behavioral economics and social psychology help control chronic disease? *Journal of General Internal Medicine*, 28, 711-718.
- Hadar, L., Sood, S., and Fox, C.R. (2013). Subjective knowledge in consumer financial decision making. *Journal of Marketing Research*, 50, 303-316.
- Fernbach, P.M., Rogers, T., Fox, C.R., and Sloman, S.A. (2013). Political extremism is supported by an illusion of understanding. *Psychological Science*, 24, 939-946.
- Johnson, E.J., Shu, S., Dellaert, B.G.C., Fox, C., Goldstein, D.G., Hauble, G., Larrick, R.P., Payne, J., Peters, E., Schkade, D., Wansink, B., and Weber, E.U. (2012). Beyond Nudges: Tools of a Choice Architecture. *Marketing Letters*, 23, 487-504.
- Schonberg, T., Fox, C.R., Mumford, J.A., Congdon, E., Trepel, C. and Poldrack, R.A. (2012). Decreasing ventromedial prefrontal cortex activity during sequential risk-taking: An fMRI investigation of the Balloon Analogue Risk Task. *Frontiers in Neuroscience*, 6:80, doi: 10.3389/fnins.2012.00080.
- Staats, B.R., Milkman, K.L., and Fox, C.R. (2012). The team scaling fallacy: Underestimating the declining efficiency of larger teams. *Organizational Behavior and Human Decision Processes*, 118, 132-142.
- Bardolet, D., Fox, C.R. and Lovallo, D. (2011). Corporate capital allocation: A behavioral perspective. *Strategic Management Journal*, 32, 1465-1483.
- Powell, T.C., Lovallo, D., and Fox, C.R. (2011). Behavioral strategy. *Strategic Management Journal*, 32, 1369-1386.
- Fox, C.R., and Tannenbaum, D. (2011). The elusive search for stable risk preferences. *Frontiers in Psychology*, 2:298. doi: 10.3389/fpsyg.2011.00298
- Schonberg, T., Fox, C.R., and Poldrack, R.A. (2011). Mind the gap: Bridging economic and naturalistic risk-taking with cognitive neuroscience. *Trends in Cognitive Sciences*, 15, 11-19.

- Hadar, L. and Fox, C.R. (2009). Information asymmetries in decisions from description versus decisions from experience. *Judgment and Decision Making*, 4, 317-325.
- Morris, M.W., Carranza, E., and Fox, C.R. (2008). Mistaken identity: Activating conservative political identities induces "conservative" financial decisions. *Psychological Science*, 19, 1154-1160.
- Bearden, J.N., Wallsten, T.S., and Fox, C.R. (2007). Contrasting stochastic and support theory explanations for subadditivity. *Journal of Mathematical Psychology*, 51, 229-241.
- Tom, S., Fox, C.R., Trepel, C. and Poldrack, R.A. (2007). The neural basis of loss aversion in decision making under risk. *Science*, 315, 515-518.
- Fox, C.R. and Hadar, L. (2006). Decisions from experience = sampling error + prospect theory: Reconsidering Hertwig, Barron, Weber & Erev (2004). *Judgment and Decision Making*, 1, 159-161.
- See, K.E., Fox, C.R., and Rottenstreich, Y. (2006). Between ignorance and truth: Partition dependence and learning in judgment under uncertainty. *Journal of Experimental Psychology: Learning, Memory and Cognition*, 32, 1385-1402.
- Fox, C.R. (2006). The availability heuristic in the classroom: How soliciting more criticism can boost your course ratings. *Judgment and Decision Making*, 1, 86-90.
- Fox, C.R., Ratner, R.K., and Lieb, D. (2005). How subjective grouping of options influences choice and allocation: Diversification bias and the phenomenon of partition dependence. *Journal of Experimental Psychology: General*, 134, 538-551.
- Fox, C.R. and Clemen, R.T. (2005). Subjective probability assessment in decision analysis: Partition dependence and bias toward the ignorance prior. *Management Science*, 51, 1417-1432. (Named Best Paper in Decision Analysis 2005, INFORMS).
- Trepel, C., Fox, C.R., and Poldrack, R.A.. (2005). Prospect theory on the brain? Toward a cognitive neuroscience of decision under risk. *Cognitive Brain Research*, 23, 34-50.
- Fox, C.R. and Levav, J. (2004). Partition-edit-count: Naïve extensional reasoning in conditional probability judgment. *Journal of Experimental Psychology: General*, 133, 626-642.
- Sloman, S., Rottenstreich, Y., Wisniewski, E., Hadjichristidis, C., and Fox, C.R. (2004). Typical versus atypical unpacking and superadditive probability judgment. *Journal of Experimental Psychology: Learning, Memory & Cognition*, 30, 573-582.
- Fox, C.R., and Rottenstreich, Y. (2003). Partition priming in judgment under uncertainty. *Psychological Science*, 14, 195-200.
- Fox, C.R. and Birke, R. (2002). Forecasting trial outcomes: Lawyers assign higher probabilities to scenarios that are described in greater detail. *Law and Human Behavior*, 26, 159-173.
- Fox, C.R., and Weber, M. (2002). Ambiguity aversion, comparative ignorance, and decision context. *Organizational Behavior and Human Decision Processes*, 88, 476-498.
- Fox, C.R., and Levav, J. (2000). Familiarity bias and belief reversal in relative likelihood judgment. *Organizational Behavior and Human Decision Processes*, 82, 268-292.
- Fox, C.R. (1999). Strength of evidence, judged probability, and choice under uncertainty. *Cognitive Psychology*, 38, 167-189.
- Moore, D.A., Kurtzberg, T., Fox, C.R. and Bazerman, M. (1999). Positive illusions and forecasting errors in mutual fund investment decisions. *Organizational Behavior and Human Decision Processes*, 2, 95-114.
- Birke, R., and Fox, C.R. (1999). Psychological principles in negotiating civil settlements. *Harvard Negotiation Law Review*, 4, 1-57. (Selected as 1999 Professional Article of the Year, Center for Public Resources Institute for Dispute Resolution).

- Fox, C.R., and Tversky, A. (1998). A Belief-based account of decision under uncertainty. *Management Science*, *44*, 879-895.
- Reprinted in D. Kahneman & A. Tversky, Eds. (2000). *Choices, Values, and Frames*. Cambridge, UK: Cambridge University Press.
- Reprinted in E. Shafir (Ed). (2004). *Preference, Belief, and Similarity: Selected Writings of Amos Tversky*. Cambridge, MA: MIT Press.
- Fox, C.R., and Irwin, J.R. (1998). The role of context in the communication of uncertain beliefs. *Basic and Applied Social Psychology*, *20*, 57-70.
- Fox, C.R., B.A. Rogers, and Tversky, A. (1996). Options traders exhibit subadditive decision weights. *Journal of Risk and Uncertainty*, *13*, 5-17.
- Fox, C.R., and Tversky, A. (1995). Ambiguity aversion and comparative ignorance. *Quarterly Journal of Economics*, *110*, 585-603.
- Reprinted in D. Kahneman & A. Tversky, Eds. (2000). *Choices, Values, and Frames*. Cambridge, UK: Cambridge University Press.
- Reprinted in E. Shafir (Ed). (2004). *Preference, Belief, and Similarity: Selected Writings of Amos Tversky*. Cambridge, MA: MIT Press.
- Tversky, A., and Fox, C.R. (1995). Weighing risk and uncertainty. *Psychological Review*, *102*, 269-283.
- Reprinted in D. Kahneman & A. Tversky, Eds. (2000). *Choices, Values, and Frames*. Cambridge, UK: Cambridge University Press.
- Reprinted in E. Shafir (Ed). (2004). *Preference, Belief, and Similarity: Selected Writings of Amos Tversky*. Cambridge, MA: MIT Press.
- Fox, C.R., and Kahneman, D. (1992). Correlations, causes, and heuristics in surveys of life satisfaction, *Social Indicators Research*, *28*, 221-234.

Book Chapters:

- Fox, C.R., Erner, C. & Walters, D. (2015). Decision under risk: From the field to the lab and back. Chapter in G. Keren & G. Wu (Eds.). *Handbook of Judgment and Decision Making*. New York: Wiley.
- Fox, C.R., and Poldrack, R.A. (2014). Prospect theory and the brain. Chapter in Glimcher, P., Fehr, E. (Eds). *Handbook of Neuroeconomics* (2nd Edition, revised & updated). New York: Elsevier.
- Rogers, T., Fox, C.R., and Gerber, A.S. (2013). Rethinking why people vote: Voting as dynamic social expression. Chapter in Shafir, E. (Ed.) *The Behavioral Foundations of Policy*. New York: Russell Sage.
- Fox, C.R. and Ülkümen, G. (2011). Distinguishing Two Dimensions of Uncertainty. Chapter 1 in Brun, W., Keren, G., Kirkebøen, G. & Montgomery, H. (Eds.). *Perspectives on Thinking, Judging, and Decision Making*. Oslo: Universitetsforlaget.
- Fox, C.R., and Poldrack, R.A. (2008). Prospect theory and the brain. Chapter in Glimcher, P., Camerer, C., Fehr, E. & Poldrack, R. (Eds). *Handbook of Neuroeconomics*. New York: Elsevier.
- Fox, C.R., Bardolet, D., and Lieb, D. (2005). Partition dependence in decision analysis, managerial decision making, and consumer choice. Chapter in R. Zwick, R. & A. Rapoport (Eds.), *Experimental Business Research. Volume III* (Dordrecht, The Netherlands: Kluwer).
- Fox, C.R. and See, K.E. (2003). Belief and preference in decision under uncertainty. Chapter in D. Hardman and L. Macchi (Eds.), *Thinking: Current Perspectives on Reasoning, Judgment, and Decision Making* (Hoboken, NJ: Wiley).
- Thompson, L.L., and Fox, C.R. (2001). Negotiation within and between organizations: Levels of analysis. Chapter in M.E. Turner (Ed.), *Groups at Work: Advances in Theory and Research* (Hillsdale, NJ: Erlbaum).

Working Papers and Under Review:

- Fox, C.R., and Levav, J. *The Construction of absolute versus relative belief*. Working Paper, UCLA Anderson School, Revision Requested, *Psychological Review*.
- Tannenbaum, D., Fox, C.R. & Rogers, T. *On the misplaced politics of behavioral policy interventions*. Manuscript submitted for publication.
- Walters, D.J., Erner, C., Fox, C.R., Trepel, C., Scholton, M. & Read, D. *Debt aversion: Anomalous in theory, advantageous in practice*. Manuscript submitted for publication.
- Erner, C., Fox, C.R., Chalekian, J.S., De La Rosa, G. & Trepel, C. *Individual differences in objective and subjective consumer financial well-being*. Manuscript submitted for publication.
- Hofree, G., Erner, C. Fox, C.R., Kutson, B. & Winkielman, P. *The influence of incidental affect on risky choice*. Working Paper, University of California, San Diego.
- Walters, D.J., Ülkümen, G., Erner, C., Tannenbaum, D. & Fox, C.R. *Investment under epistemic versus aleatory uncertainty*. Working Paper, UCLA Anderson School.
- Hadar, L., Tannenbaum, D. & Fox, C.R. *Subjective knowledge attenuates default effects*. Working paper, Interdisciplinary Center, Herzliya.
- Scholton, M., Walters, D.J., Erner, C., Read, D., & Fox, C.R. *A diagnosis of attitude toward debt*. Working Paper, Universidade Euopeia.
- Sacks, G., Dawes, A.J., Ettner, S.L., Brook, R.H., Maggard-Gibbons, M., Ko, C.Y., & Russell, M.M. & Fox, C.R. *The influence of patient preference on surgeons' treatment recommendations*. Working Paper, UCLA Geffen School of Medicine.
- Hadar, L. and Fox, C.R. *Data, belief, and preferences in decision under uncertainty*. Working Paper, Interdisciplinary Center, Herzliya.
- Langer, T., and Fox, C.R. *Bias in allocation among risky and uncertain prospects: Partition-dependence, unit-dependence, and procedure-dependence*. Working Paper, University of Muenster.
- Fox, C.R., Tannenbaum, D., Ülkümen, G., Walters, D. & Erner, C. *The Epistemic-Aleatory Rating Scale (EARS) in judgment and choice*. Manuscript in preparation, UCLA Anderson School.
- Fox, C.R., Long, A. & Hadar, L., Erner, C. *Unpacking decision weights in decision from description and experience*. Manuscript in preparation, UCLA Anderson School.
- Bardolet, D., Lovallo, D., Rumelt, R., and Fox, C.R. *The relative size effect on internal capital markets*. Working paper, Bocconi University.
- See, K.E., C. Heath, and Fox, C.R. *Motivating individual performance with challenging goals: Is it better to stretch a little or a lot?* Working Paper, New York University.

Other Works in Progress:

- Fox, C.R., Walters, D.J. Scholton, M. & Read, D. *Loss aversion for Time and Money*.
- Tannenbaum, D. & Fox, C.R.. & Goldstein, N.J. *Partitioning option menus to nudge single-item choice*.
- Yanve, G., Winkielman, P., Knutson, B., Erner, C. & Fox, C.R. *Affect and gain-loss sensitivity in risky choice*.
- Fox, CR. & Thompson, K. *Partitions, numbers, and apprehension of probabilities*.
- Fox, C.R., & Barkley-Levenson, E. & Tsai, M. *A multidimensional scale of indecisive behavior*.

Fox, C.R. & Tsai, M. *Attributions of indecisiveness and related constructs.*

Walters, D., Fernbach, P., Sloman, S. & Fox, C.R. *CRT and Known Unknowns in Judgment and Decision Making.*

Fox, C.R., Erner, C., & Long, A. *The Raffle Method: Simpler measurement of prospect theory value function and decision weights.*

Fox, C.R.. *Evaluating the nature vs. number of events: The ignorance prior model of judgment under uncertainty.*

MAJOR GRANTS (over \$100,000)

- 2014-17 **Principal Investigator**, *Distinguishing two dimensions of subjective uncertainty.* National Science Foundation (Decision, Risk and Management Science), Award Budget: \$558,000.
- 2013-15 **Co-Investigator**, *Opening minds by exposing the illusion of understanding.* Templeton Foundation (Steven Sloman, P.I.), Award Budget: \$269,850.
- 2011-15 **Principal Investigator**, *Consumer Financial Decision Making.* Consumer Credit Research Institute has made a series of contributions to my research through the UCLA Foundation. Total Award Budget: \$545,844.50.
- 2010-14 **Principal Investigator**, Subcontract for 1RC4AG039115: *Use of behavioral economics to improve treatment of acute upper respiratory infections.* National Institutes of Health (NIH)/National Institute on Aging (NIA), (Jason N. Doctor, Award P.I.). Subaward Budget: \$544,071. Total award budget: \$11,464,018.
- 2010-14 **Co-Investigator**, 1RC4AG039077-01: Monetary incentives and intrinsic motivation to sustain hypertension control. National Institutes of Health (NIH)/National Institute on Aging (NIA) (Martin Shapiro, P.I.). Award Budget: \$1,247,695.
- 2004-08 **Co-Principal Investigator**, *The Neural basis of risky decision making.* (with Russell Poldrack) National Science Foundation (Human Social Dynamics), Award budget: \$764,118
- 2001-04 **Principal Investigator**, *Judgment under uncertainty: Ad hoc partitions and insufficient reason,* National Science Foundation (Decision, Risk and Management Science), Award budget: \$163,114

CONFERENCE PRESENTATIONS & KEYNOTES

- Walters, D., Erner, C., Fox, C.R., Scholton, M. & Read, D. "Debt aversion: anomalous in theory, advantageous in practice." Paper presented at Associated of Consumer Research Conference, Berlin, October 2016.
- Fox, C.R. "Nudging better decisions by health care providers." Invited keynote at conference of Dutch/Flemish Association for Health Economics, October 2016.
- Fox, C.R., Tannenbaum, D., Ülkümen, G., Walters, D. & Erner, C. "Credit, blame, luck, and variants of uncertainty." Paper presented at Behavioral Decision Research in Management, Toronto, June 2016.
- Fox, C.R., Tannenbaum, D., Ülkümen, G., Walters, D. & Erner, C. "Credit, blame, luck, and variants of uncertainty." Paper presented at Society for Judgment and Decision Making, Chicago, November 2015.
- Fox, C.R. "Low-touch interventions with health care providers." Invited presentation at National Cancer Institute, November 2015.
- Fox, C.R., "Behavioral Science in Policy and Practice." Invited presentation at Behavioral Science and Policy: Health and Well-being Conference, USC, March 2015.
- Fox, C.R., Walters, D., Scholton, M. & Read, D. "A reference-dependent account of time preferences." Paper presented at Behavioral Decision Research in Management conference, London, July 2014.

- Fox, C.R. "Nudging health care provider behaviors." Plenary presentation at American Society for Health Economists, Los Angeles, June 2014.
- Fox, C.R. "Behavioral science in policy and practice." Symposium presentation at annual meeting of Association for Psychological Science, San Francisco, May 2014.
- Fox, C.R. "The wisdom of Donald Rumsfeld: Metacognitive knowledge in decision under uncertainty." Presidential address, Society for Judgment and Decision Making Annual Conference, Toronto, November 2013.
- Fox, C.R., Walters, D., Fernbach, D., & Sloman, S. "Known unknowns in judgment under uncertainty." Paper presented at annual meeting of Association for Consumer Research, Chicago, October, 2013.
- Fox, C.R., Walters, D. & Read, D. "Loss aversion and time preference." Paper presented at annual meeting of European Association for Decision Making, Barcelona, August 2013
- Fox, C.R. "Behavioral Science in Policy and Practice." Presentation at European Marketing Academy Conference, Istanbul, July 2013.
- Fox, C.R. "Illusions of understanding and misunderstanding." Presentation at Managerial Agility and Innovation conference, Arison School of business, Tel Aviv, June 2013
- Fox, C.R., Long, A., & Hadar, L. "Unpacking the experience-description gap in decision under uncertainty." Paper presented at Behavioral Decision Research in Management conference, Boulder, June 2012.
- Fox, C.R., Long, A., & Hadar, L. "Unpacking the experience-description gap in decision under uncertainty." Paper presented at annual meeting of the Society for Judgment and Decision Making, Seattle, November 2011.
- Hadar, L., Sood, S., & Fox, C.R. "Subjective knowledge and consumer financial education." Paper presented by Hadar at annual meeting of Society for Judgment and Decision Making, Seattle, November, 2011.
- Fox, C.R., Barkley-Levenson, E., & Tsai, M.-H. "Variants of indecisiveness." Paper presented at annual meeting of Association for Consumer Research, St. Louis, October 2011.
- Fox, C.R. "Exploring the causes of indecisiveness: An opportunity for decision neuroscience?" Paper presented at annual Interdisciplinary Symposium on Decision Neuroscience, Philadelphia, September 2011.
- Fox, C.R., Long, A., & Hadar, L. "Unpacking the experience-description gap in decision under uncertainty." Paper presented at biennial meeting of the European Association for Decision Making, London, August, 2011.
- Staats, B.R., Milkman, K.L., & Fox, C.R. "Forecasting time to complete team projects: An empirical test of coordination neglect in the field and lab." Paper presented by Staats at meeting of Society for Judgment and Decision Making, St. Louis, November 2010.
- Barkley-Levenson, E. & Fox, C.R.. "The surprising relationship between impulsivity and indecisiveness." Paper presented by Barkley-Levenson at meeting of Society for Judgment and Decision Making, St. Louis, November 2010.
- Fox, C.R. "Unpacking and partition dependence: A new class of 'nudges'," Presentation and Choice Symposium, Key Largo, May 2010.
- Fox, C.R., Ülkümen, G. & Malle, B.F. "Communicating internal versus external uncertainty." Paper presented at meeting of Society for Judgment and Decision Making, Boston, November 2009.
- Fox, C.R., Ülkümen, G. & Malle, B.F. "Communicating internal versus external uncertainty." Paper presented at biennial meeting of the European Association of Decision Making, Tirano, Italy, August, 2009.
- Fox, C.R., Tom, S., Trepel, C. & Poldrack, R.A. "Losses loom larger than gains on the brain: Neural loss aversion predicts behavioral loss aversion." Paper presented at Yale Center for Customer Insights, May 2008.
- Hadar, L. & Fox, C.R. "The impact of the amount of experience in experience-based decision making." Paper presented by Hadar at Behavioral Decision Research in Management Conference, San Diego, April 2008.
- Hadar, L. & Fox, C.R. "Deconstructing the impact of uncertainty: Data, beliefs, and preferences." Paper presented by Hadar at workshop in Experience Based Decision Making, London, January 2008.
- Fox, C.R., Carranza, E. & Morris, M.W.. "Mistaken identity: Priming conservative political identity leads to more conservative investment choices. Paper presented at annual meeting of the Society for Judgment and Decision Making, November 2007.

- Fox, C.R., Tom, S., Trepel, C. & Poldrack, R.A. "Losses loom larger than gains on the brain: Neural loss aversion predicts behavioral loss aversion." Paper presented at annual meeting of Association for Consumer Research, Memphis, October 2007.
- Fox, C.R., "New perspectives on Decision Under Risk." Conference on risk attitudes, Montpellier, France, May 2007.
- Fox, C.R., Carranza, E. & Morris, M.W.. "Mistaken identity: Priming conservative political identity leads to more conservative investment choices. Paper presented at biennial meeting of the European Association of Decision Making, Warsaw, August 2007.
- Hadar, L. & Fox, C.R. "Do decisions from experience violate prospect theory?" Paper presented at biennial meeting of European Decision Making, Warsaw, August 2007. (presented by Hadar)
- Fox, C.R., Tom, S., Trepel, C. & Poldrack, R.A. "Losses loom larger than gains on the brain: Neural loss aversion predicts behavioral loss aversion." Paper presented at annual meeting of Society for Judgment and Decision Making, Houston, November 2006.
- Fox, C.R., Tom, S., Trepel, C. & Poldrack, R.A. "Losses loom larger than gains on the brain: Neural loss aversion predicts behavioral loss aversion." Paper presented at Society for NeuroEconomics meeting, Park City, September 2006.
- Fox, C.R., & Hadar, L. "Do decisions from experience violate prospect theory?" Paper presented at annual meeting of Society for Judgment and Decision Making, Houston, November 2006. (presented by Hadar)
- Fox, C.R. & Langer, T., "Partition-dependence, unit-dependence, and procedure-dependence in investment decision making." Paper presented at Marketing and Public Policy Conference, Long Beach, June 2006.
- Fox, C.R., & Hadar, L. "Do decisions from experience violate prospect theory?" Paper presented at Conference on Decision and Uncertainty, Paris, March 2006.
- Fox, C.R., & Levav, J. "Belief reversals in relative versus absolute likelihood judgment: Contingent weighting of evidence." Paper presented at annual meeting of Society for Judgment and Decision Making, Toronto, November 2005.
- Trepel, C., Fox, C.R., Tom, S. & Poldrack, R.A., *The neural basis of risky decision making: The Balloon Analogue Risk Task*. Paper presented at annual meeting of Society for Judgment and Decision Making, Toronto, November 2005. (presented by Trepel).
- Langer, T., Fox, C.R. & Camerer, C. "Partition dependence in prediction markets." Paper presented at annual meeting of Society for Judgment and Decision Making, Toronto, November 2005. (presented by Langer).
- Fox, C.R., & Levav, J. "Exploring the basis of belief reversal in relative versus absolute likelihood judgment." Paper presented meeting of European Association of Decision Making, Stockholm, August 2005.
- Fox, C.R., "Ignorance priors and ad hoc partitions in judgment under uncertainty." Paper presented at Foundations of Utility and Risk Conference, Paris, June 2004.
- Fox, C.R. "Judgment under uncertainty: Arbitrary partitions and insufficient reason." Invited talk at Conference on Individual Decisions, Irvine, May 2004.
- Fox, C.R. "Partition dependence in judgment, choice, and allocation." Paper presented at Second Asian Experimental Business Research Conference, Hong Kong, December 2003.
- Fox, C.R., Ratner, R.K., & Lieb, D. "How subjective grouping of options influences choice and allocation." Paper presented at meeting of Society for Judgment and Decision Making, Vancouver, November 2003.
- Fox, C.R. "Partition dependence in allocation and choice." Paper presented at meeting of Institute for Operations Research and Management Science, Atlanta, October 2003.
- Fox, C.R., Ratner, R.K. & Lieb, D. "Diversification and partition dependence in consumer choice." Paper presented at meeting of Association for Consumer Research, Toronto, October 2003.
- Fox, C.R., Ratner, R.K. & Lieb, D. "Diversification and partition dependence in consumer choice." Paper presented at meeting of European Association of Decision Making, Zurich, August 2003.
- Fox, C.R., "Decision making perspectives on the expectancy construct." Invited presentation at Conference on Motivational Science, Columbia University Arden House, May 2003.
- Langer, T., & Fox, C.R., "Naïve diversification and partition dependence in investment decision making." Paper presented at meeting of Society for Judgment and Decision Making, Kansas City, November 2002.

- Fox, C.R. "Classroom exercises in judgment and decision making under uncertainty." Presentation at meeting of Society for Judgment and Decision Making, Kansas City, November 2002.
- See, K.E., Heath, C., & Fox, C.R. "Goals as reference points in the field." Paper presented at Academy of Management conference, Denver, August 2002
- Fox, C.R. "Partition dependence in choice." Paper presented at BDRM conference, Chicago, May 2002.
- Fox, C.R. "Partition dependence in judgment under uncertainty." Paper presented at SPUDM conference, Amsterdam, August 2001.
- Fox, C.R., & R.T. Clemen. "Partition dependence in subjective probability assessment." Paper presented at international INFORMS, Maui, June 2001.
- Fox, C.R. "Error and ballot design: Lessons from Palm Beach County 2000." Election 2000: The role of the courts, the role of the media, the roll of the dice, Chicago, January 2001.
- Fox, C.R., "Partition dependence in judgment under uncertainty." Paper presented at meeting of the Society for Judgment and Decision Making, New Orleans, November 2000.
- Fox, C.R. "A behavioral perspective on the role of beliefs and preferences in decision under uncertainty." Decision making under ambiguity: Theory and empirical evidence, University of Mannheim, June 2000.
- Fox, C.R. & R.T. Clemen, "Partition dependence in subjective probability assessment." Paper presented at conference in Behavioral Decision Research in Management, Tucson, May 2000.
- Fox, C.R. & C. Heath. "Comparative ignorance and decisions under strategic uncertainty." Paper presented at Association of Consumer Research conference, Columbus, September 1999.
- Fox, C.R. & J. Levav, "Ordering beliefs over events." Paper presented meeting of European Association of Decision Making, Mannheim, August 1999.
- Fox, C.R. & J. Levav, "Ordering beliefs over events." Paper presented at INFORMS conference, Cincinnati, May 1999.
- Fox, C.R. & J. Levav, "Familiarity bias in relative likelihood judgment." Paper presented at meeting of the Society for Judgment and Decision Making, Dallas, November 1998.
- Fox, C.R. "Implicit and explicit subadditivity in judgment and choice." Presentation at INFORMS conference, Dallas, November 1997.
- Fox, C.R. "Recent developments in judgment under uncertainty." Presentation in workshop on risk, uncertainty and ambiguity at conference in Subjective Probability, Utility, and Decision Making, Leeds, August 1997.
- Fox, C.R., and A. Tversky. "A Belief-based approach to decision making under uncertainty." Paper presented at meeting of the Society for Judgment and Decision Making, Chicago, November 1996.
- Fox, C.R. "Ambiguity aversion and context." Paper presented at meeting of the Association of Consumer Research, Tucson, October 1996.
- Fox, C.R. "Ambiguity aversion and context," Paper presented at 14th World Conference on Operational Research, Vancouver, July 1996.
- Fox, C.R., and A. Tversky. "An Empirical test of support theory in action." Paper presented at meeting of the Society for Judgment and Decision Making, Los Angeles, November 1995.
- Fox, C.R., and A. Tversky. "Toward a belief-based model decision making under uncertainty." Paper presented at meeting of the Economic Science Association, Tucson, October 1995.
- Fox, C.R., B.A. Rogers, and A. Tversky. "Options traders exhibit subadditive decision weights." Paper presented at meeting of the European Association for Decision Making, Jerusalem, August 1995.
- Fox, C.R., and A. Tversky. "Subadditivity in judgment and choice." Paper presented at Russell Sage Foundation Workshop in Behavioral Economics, Pasadena, July 1995.
- Fox, C.R., and A. Tversky. "Ambiguity aversion and comparative ignorance." Paper presented at meeting of the Society for Judgment and Decision Making, St. Louis, November 1994.
- Fox, C.R., and A. Tversky. "On the framing of uncertainty." Paper presented at meeting of the Western Psychological Association, Kona, April 1994.

Cohen, G., C.R. Fox, and C.M. Steele. "Loss aversion and self-affirmation." Poster presented by Cohen at meeting of the Western Psychological Association, Kona, April 1994.

Fox, C.R., and B.F. Malle. "On the communication of uncertainty: Two modes of expression." Paper presented at joint meeting of the Western Psychological Association and Rocky Mountain Psychological Association, Phoenix, April 1993.

Palmer, S.E., C. Schreiber, and C.R. Fox, "Remembering the earthquake: 'Flashbulb' memories for experienced versus reported events." Paper presented by Palmer at meeting of the Psychonomics Society, San Francisco, November 1991.

INVITED COLLOQUIUM PRESENTATIONS

Max Planck Institute, Berlin, October 2016

City University, London, October 2016

California Digital Nudge Unit, Sacramento, May 2016

Carnegie Mellon University, Social and Decision Sciences, April 2016

Stanford University, Department of Psychology, October 2015

UC San Diego Department of Psychology (Cognitive Area), May 2015

University of Toronto Rotman School of Management, April 2015

UCLA Marschak Colloquium, April 2015

University of California at Riverside, Anderson School of Management, March 2015

University of Pennsylvania Decision Processes Seminar, October 2014

National Academy of Sciences, Sackler Colloquium on Science Communication, September 2013

Tel Aviv University, Organizational Behavior Department, July 2013

INSEAD, Decision Sciences Seminar, June 2013

Erasmus University (Rotterdam), Marketing Colloquium, June 2013

University of Southern California, Organizational Behavior Colloquium, April 2013

University of California at Los Angeles, Cognitive Forum, February 2013

University of Southern California, Social Psychology Colloquium, November 2012

University of Arizona Cognitive Science Colloquium, October 2011

Washington University Olin School of Management, May 2011

Cornell University, Behavioral Economics and Decision Research Workshop, November 2010

Duke University Fuqua School of Business, Management and Organizations, November 2010

Koç University (Istanbul), Marketing Area, August 2010

University of California at Los Angeles, Cognitive Forum, September 2009

University of Pennsylvania, Wharton School of Business, November 2008

University of California at San Diego, Business School, February 2008

University of Chicago, Behavioral Sciences, October 2007

Princeton University, Department of Psychology, December 2006

Yale University, School of Management, November 2006

New York University, Stern School of Business, Marketing Department, October 2006

Ecole Nationale Supérieure d'Arts et Métiers (Paris), March 2006

New York University, Stern School of Business, Management & Organizations Department, November 2005

Harvard Business School, Technology and Operations Management, September 2005

Columbia University Business School, Marketing Department, June 2005

Columbia University Business School, Management Department, March 2005

University Of Southern California School of Policy, Planning & Development, March 2005

Columbia University Center for Decision Studies, February 2005

University of Arizona Eller Graduate School of Management, October 2004

University of California at San Diego, Department of Psychology, June 2004

University of Texas at Austin, McCombs School of Management, April 2004

University of Maryland, Department of Psychology, November 2003

University of Pennsylvania, Wharton School of Business, Decision Processes Seminar, October 2003

INSEAD Decision Sciences Seminar, September 2003
 Carnegie-Mellon University, Department of Social and Decision Sciences, April 2003
 Cornell University, Behavioral Economics and Decision Research Workshop, October 2002
 University of Mannheim, July 2002
 Monterey Naval Postgraduate Institute, June 2002
 Columbia University Department of Psychology, April 2002
 University of California at Los Angeles “Great Ideas in the Social Sciences” series, November 2001
 California Institute of Technology, Humanities and Social Sciences, October 2001
 University of Colorado at Boulder Cognitive Science Colloquium, April 2001
 University College, London, December 2000
 University of California at Los Angeles, Anderson School of Business, October 2000
 University of Pennsylvania, Wharton School of Business, April 1999
 University of Chicago Graduate School of Business, April 1999
 Northwestern University, Kellogg Graduate School of Management, April 1999
 INSEAD, Decision Sciences Seminar, September 1998
 University of Mannheim, Management School, September 1998
 Cornell University, Behavioral Economics and Decision Research Workshop, February 1998
 University of North Carolina at Chapel Hill, November 1997
 Washington University Olin School of Management, March 1996
 Duke University Fuqua School of Business, February 1996
 University of Chicago Graduate School of Business, February 1996
 Harvard Business School, February 1996
 University of Arizona School of Business and Policy, January 1996
 City University of London, December 1995
 University of Mannheim, Management School, August 1995
 Harvard Business School, March 1995
 Northwestern University Kellogg School of Management March 1994
 University of Pennsylvania Wharton School, February 1994
 Willamette University College of Law, February 1994

SELECTED PROFESSIONAL SERVICE

Editorial Boards & Special Editing

Behavioral Science and Policy, Founding Co-Editor, 2014-present.
Behavioral Public Policy, Editorial Board Member, 2016-present.
Judgment and Decision Making, Consulting Editor, 2008-present.
Proceedings of the National Academy of Sciences, Guest editor 2014
Journal of Behavioral Decision Making, Editorial Board, 2002-2014.
Strategic Management Journal, Co-editor, Special Issue on Psychological Foundations of Strategic Mgmt, 2009-11.
Organizational Behavior and Human Decision Processes, Editorial Board, 2006-2010
Management Science, Associate Editor, 2002-2010.

Ad Hoc Referee

General Science Journals: *Science*, *Proceedings of the National Academy of Sciences*.

Management Journals: *Management Science*, *Administrative Sciences Quarterly*, *Strategic Management Journal*, *Organizational Behavior and Human Decision Processes*, *Journal of Consumer Research*, *Journal of Behavioral Decision Making*, *Judgment and Decision Making*, *Journal of Marketing*, *Group Decision and Negotiation*.

Psychology Journals: *Psychological Review*, *Psychological Science*, *Journal of Personality and Social Psychology*, *Cognitive Psychology*, *Cognition*, *Journal of Mathematical Psychology*, *Memory & Cognition*, *Journal of Experimental Psychology: General*, *Journal of Experimental Psychology: Human Perception & Performance*,

Journal of Experimental Psychology: Learning, Memory & Cognition, Journal of Memory & Language, Neuroimage, Personality and Individual Differences, Emotion, Health Psychology, Journal of Economic Psychology, European Journal of Cognitive Psychology, Basic and Applied Social Psychology, Current Psychology Letters.

Economics Journals: *Quarterly Journal of Economics, The Economic Journal, Journal of Economic Behavior and Organizations, Journal of Risk and Uncertainty, Economica.*

Medical Journals: *Health Services Research Journal*

Grant Proposals: *National Science Foundation, National Institutes of Health, Israel Science Foundation, Israel-U.S. Binational Science Foundation, Hong Kong University of Science & Technology, Catholic University of Leuven, the Nuffield Foundation.*

Conferences: *Behavioral Decision Research in Management (2006, 2010, 2012, 2016), Society for Judgment and Decision Making (2002, 2003, 2005, 2011, 2012), Sixth International Conference in Cognitive Modeling (2004), Association for Consumer Research (2002), American Psychological Association (1997), Russell Sage Workshop in Behavioral Economics (1995), Western Psychological Association (1993).*

Conference Organizing

Behavioral Science & Policy Association. Program Committee 2015, 2016, 2017.

Preconference on Psychological Foundations of Strategic Management (Strategic Mgmt Society), Co-chair, 2009

Daniel Kahneman retirement party, Princeton Club of New York, Program Chair, May, 2008

European Association for Decision Making, SPUDM Conference Program Committee, 2007.

Dead Sea Conference in Affect and Motivation in Decision Making, Organizing Committee, December 2006.

Behavioral Decision Research in Management, Conference Program Chair, 2006.

Society for Judgment and Decision Making, Program Committee, 2002-2005 (Program Chair 2004).

UCLA

Co-Chair, Interdisciplinary Research Group in Behavioral Decision Making, UCLA Anderson School, 2004-present.

UCLA Department of Nursing Dean Search, 2016-17.

UCLA Task Force on Self Supporting Degree Programs, 2012-14.

UCLA Committee on Committees, 2009-12; vice-chair 2010-21, chair, 2011-12.

University of California Committee on Committees, UCLA representative, 2011-12.

Anderson School Curriculum Committee, 2007-2013.

Social Cognition Search Committee, UCLA Department of Psychology, 2005, 2006.

Undergraduate Education Task Force, UCLA Anderson School, 2003-05.

Various ad hoc committees.

Duke University

Duke University Institutional Review Board (Human Subjects Committee), 2000-2002.

Duke University Academic Council, Elected representative, 1998-2001.

Behavioral Laboratory Committee, Fuqua School of Business, 1998-2002, chair 2001-2002.

Management Area Ph.D. Committee, Fuqua School of Business, 1996-2002, chair 2000-2002.

Management Area Seminar Series, Fuqua School of Business, 1996-99.

Various ad hoc committees.

PROFESSIONAL AFFILIATIONS

Academy of Management

American Psychological Association

American Psychological Society

Association for Consumer Research

Behavioral Science & Policy Association
 European Association of Decision Making
 Institute for Operations Research and the Management Sciences (INFORMS)
 Society for Judgment and Decision Making

TEACHING EXPERIENCE

MBA and Undergraduate Courses:

- *Managerial Decision Making*, Anderson School, University of California at Los Angeles 2008-2014; 2016-
 (*Managerial Decision Making*, Fuqua School of Business, Duke University, 1997-2000)
 (*The Person and the Decision*, Stanford University Department of Psychology, Summer 1993)
- *Leadership Foundations*, Anderson School, University of California at Los Angeles 2003-2010, 2013-
 (*Leading and Managing in Organizations*, Koç University, 2011)
- *Strategic Management*, Anderson School, University of California at Los Angeles 2003-2007.
- *Dynamics of Bargaining*, Fuqua School of Business, Duke University, 1997-2002.
 (*Strategies and Processes of Negotiation*, University of Chicago Graduate School of Business, 1999)
 (*Negotiation*, J.L. Kellogg Graduate School of Management, Northwestern University, 1995-1996)
- *Workshop in Managerial Improvisation*, Fuqua School of Business, Duke University, 2000-2002.

PhD Seminars:

- *Behavioral Perspectives on Uncertainty*, University of California at Los Angeles, 2004, 2010, 2015.
- *Seminar in Neuroeconomics* (with Russell Poldrack), University of California at Los Angeles 2006.
- *Laboratory in Behavioral Decision Making*, University of California at Los Angeles 2006-13.

EXECUTIVE TEACHING AND LECTURES

Improving managerial decision making (lectures)

Overcoming indecisiveness and decision inertia (lecture)

Dynamic Management (three-day course on creativity, innovation, crisis management, individual and group decision making, conflict management, organizational learning, emergent strategy).

Change Management (one-day course).

Fostering creativity and innovation through improvisation (half-day segment)

Creating and claiming value in negotiation (half-day segment)

DOCTORAL THESIS COMMITTEES (*primary advisor or co-advisor)

- *Daniel J. Walters (chair), UCLA (Management & Organizations), 2017
- *Emily Barkley-Levenson, UCLA (Psychology), 2013
- Milky Kohno, UCLA (Neuroscience), 2013
- Ming-Hong Tsai, UCLA (HR/OB), 2012
- Elena Stover, UCLA (Psychology), 2009
- Aileen Heinberg, UCLA (Psychology), 2008
- *David Bardolet (chair), UCLA (Policy), 2007
- Ted Heddestrom, University of Gothenberg (Psychology, Invited Opponent), 2006
- *Kelly E. See, Duke University (Management), 2004
- Emma Rasiel, Duke University (Finance), 2003
- *Jonathan Levav, Duke University (Marketing), 2003

POSTDOCTORAL STUDENTS

Job Krijnen (2016-)

Helen Colby (2013-2016)

Carsten Erner (2011-2016)

Vitalie Spinu (2013-2014)

David Tannenbaum (2011-2014)

Liat Hadar (2006-2009)

Christopher Trepel (2004-2005)

TEACHING CASES WRITTEN

Club West—A property management company and a developer negotiate, in the shadow of escalating legal fees and a trial, the fate of a deposit in escrow after the deal has gone sour. Negotiation simulation designed to demonstrate egocentric bias and escalation of commitment.

Jester Company—A small, family-owned publisher attempts to negotiate purchasing terms with a wholesale distributor. An exercise in integrative bargaining and persuasion through writing.

Pass/Fail—An entrepreneur specializing in test-preparation materials for clinical psychology licensing exams attempts to sell his business to a large competitor. An exercise in value creation and contingent contracts.

NML Pharm—A small pharmaceutical company announces a revolutionary new AIDS drug, but their partner conducts independent tests casting doubt on the drug's effectiveness. Designed to demonstrate the effect of partitioning events on students' judgment of probabilities.

A Vote for Buchanan is a vote for Gore? An analysis of voting patterns in Palm Beach County, Florida in the 2000 presidential election suggests that the misleading nature of the butterfly ballot design may have cost Al Gore the presidency. A discussion piece for courses in statistics.