

E. SCOTT ADLER

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ACADEMIC POSITIONS:

2003-present Associate Professor, Department of Political Science, University of Colorado at Boulder.
2006-2007 Visiting Professor, Department of Political Science, Yale University
1996-2003 Assistant Professor, Department of Political Science, University of Colorado at Boulder.
1995-96 Adjunct Professor, Department of Political Science, Columbia University.
1992 & 1993 Instructor, Departments of Political Science, Columbia University and Barnard College.

AREAS OF EXPERTISE:

Political Science

U.S. Congress, congressional reform, elections, legislative organization, reorganization of political institutions.

Intercollegiate Athletics

Oversight and governance of intercollegiate athletics, integration of athletics and academics, reorganization of athletics administration, long-ranging planning and budgeting for athletics.

EDUCATION:

August 1996 Ph.D. in Political Science, Columbia University, New York, N.Y.
American Politics specialization
Dissertation: "Changing the Rules of the Game: Distributive, Informational and Partisan Approaches to Congressional Reform."
(Committee: Charles Cameron, Robert Shapiro, and Demetrios Caraley)
October 1993 M.Phil. in Political Science, Columbia University, New York, N.Y.
May 1991 M.A. in Political Science, Columbia University, New York, N.Y.
December 1988 B.A. in Political Science, University of Michigan, Ann Arbor, MI

AWARDS AND FELLOWSHIPS:

2006-07 Research Fellow, Center for the Study of American Politics, Institution for Social and Policy Studies, Yale University
2003 Alan Rosenthal Prize, Legislative Studies Section, American Political Science Association (best book or article in legislative studies written by a junior scholar that has potential value to legislative practitioners)
2002-03 National Fellow, Hoover Institution, Stanford University (*declined the award*)
1990-95 President's Fellowship, Columbia University

- 1989 Herbert Scoville Peace Fellowship, Washington, D.C.
 1988 James B. Angell Scholarship, University of Michigan

GRANTS:

- 2008 Legacy Fund Grant, Department of Political Science, Univ. of Colorado for “*Legislative Performance and Congressional Accountability*” (\$770)
 2003-04 Research Team Grant, Undergraduate Research Opportunities Program, Univ. of Colorado for “*The Politics of Legislative Specialization*” (\$2,500)
 2003-04 Vertically-integrated Research and Teaching Grant, Dept. of Political Science, Univ. of Colorado for “*The Politics of Legislative Specialization*” (\$1,500)
 2002-03 Research Experience for Undergraduates (REU) Grant, National Science Foundation (\$13,000)
 2000-03 Research Grant, National Science Foundation “*Collaborative Research on Congressional Committee Jurisdictions, Gatekeeping and Agenda Setting*” with John Wilkerson, Univ. of Washington (\$216,134, split between Colorado and Washington)
 2000-01 Robert H. Michel Special Project Grant, Dirksen Congressional Center for conference “*The Macropolitics of Congress*” (\$3100)
 2000-01 Conference Grant, Council on Research and Creative Work, University of Colorado for conference “*The Macropolitics of Congress*” (\$1800)
 2000-01 Grant-in-Aid, Council on Research and Creative Work, University of Colorado for basic research on “*Understanding Congressional Committee Power.*” (\$6845)
 1998-99 Grant-in-Aid, Council on Research and Creative Work, University of Colorado for book project, Why Congressional Reforms Fail: Reelection and the House Committee System (\$6000)
 1998 Visiting Scholar Grant, Carl Albert Congressional Research Center, Univ. of Oklahoma (\$1000)
 1998 Dean's Advancement Grant, University of Colorado (\$1075)
 1994-95 Dissertation Improvement Grant, National Science Foundation (\$9348)
 1994-95 Congressional Research Grant, Dirksen Congressional Center (\$1000)
 1993-94 Congressional Research Grant, Dirksen Congressional Center (\$2500)

PUBLICATIONS:

Books

- E. Scott Adler and John Lapinski, eds. The Macropolitics of Congress. Princeton: Princeton University Press (2006).
 E. Scott Adler. Why Congressional Reforms Fail: Reelection and the House Committee System. Chicago: University of Chicago Press (2002). Chapter 8 reprinted in *American Politics Online Reader*, W.W. Norton (2008).

Articles in Refereed Journals

- E. Scott Adler and John Wilkerson. “Intended Consequences: Jurisdictional Reform and Issue Control in the U.S. House of Representatives.” 2008 *Legislative Studies Quarterly* 33: 85-112.

- E. Scott Adler. Constituency Characteristics and the “Guardian” Model of Appropriations Subcommittees, 1959-1998. 2000. *American Journal of Political Science* 44: 104-114.
- William Howell, E. Scott Adler, Charles Cameron, and Charles Riemann. Divided Government and the Legislative Productivity of Congress, 1945-1994. 2000. *Legislative Studies Quarterly* 25: 285-312.
- Ester Fuchs, E. Scott Adler, and Lincoln Mitchell. Win, Place, Show: Public Opinion Polls and Campaign Contributions in a New York City Election. 2000. *Urban Affairs Review* 35: 479-501.
- E. Scott Adler, Chariti Gent, and Cary Overmeyer. The Home Style Homepage: Legislator Use of the World Wide Web for Constituency Contact. 1998. *Legislative Studies Quarterly* 23: 585-595. Reprinted in Contemplating the People’s Branch: Legislative Dynamics in the Twenty-First Century, eds. Kelly Patterson and Daniel Shea. Prentice Hall: Upper Saddle River, N.J. (2000).
- E. Scott Adler and John Lapinski. Demand-side Theory and Congressional Committee Composition: A Constituency Characteristics Approach. 1997. *American Journal of Political Science* 41: 895-918.

Chapters in Edited Volumes

- E. Scott Adler and John Lapinski. Defining the Macropolitics of Congress. In The Macropolitics of Congress, eds. E. Scott Adler and John Lapinski. Princeton: Princeton University Press (2006).
- E. Scott Adler and David Leblang. Legislative Bargaining and the Macro-economy. In The Macropolitics of Congress, eds. E. Scott Adler and John Lapinski. Princeton: Princeton University Press (2006).
- E. Scott Adler. New Issues, New Members: Committee Composition and the Transformation of Issue Agendas on the House Banking and Public Works Committees. In Policy Dynamics, eds. Frank Baumgartner and Bryan Jones. Chicago: University of Chicago Press (2002).

Published Book Reviews

- E. Scott Adler. Participation in Congress by Richard Hall. *American Political Science Review* 91 (September 1997), pp. 742-744.

Invited Articles

- E. Scott Adler. The Giant Jigsaw Puzzle: A Giant Leap Forward. *APSA Legislative Studies Section Newsletter: Extension of Remarks*. (July, 2003)

Invited Editorials in Popular Media

- “The Biggest Problem Facing Congress? Ex-members say: Itself” *Roll Call* (Washington, D.C.), October 25, 2006, with John Wilkerson

WORK UNDER REVIEW:

- E. Scott Adler, Michael Ensley, and John Wilkerson. “Is Congress Accountable? Legislative Performance and Incumbent Electoral Support” (article manuscript)

- E. Scott Adler and John Wilkerson. “Who Sets the Agenda: Governing Goals, Standing Committees and Floor Success in the House of Representatives” (article manuscript)
- E. Scott Adler, Avi Feller, and Donald Green. “Using Randomized Seating Assignment to Detect Opportunistic Cheating” (article manuscript)

CURRENT RESEARCH PROJECTS:

Articles and Books in progress

A Governing Theory of Legislative Organization (Book manuscript) E. Scott Adler and John Wilkerson.

Congressional Performance and Incumbent Electoral Accountability (Article project) E. Scott Adler, Mike Ensley, and John Wilkerson. Presented at Midwest Political Science Association meetings, 2008.

Governing Theory and Legislative Productivity (Article project) E. Scott Adler and John Wilkerson

Coach Succession and Team Performance (Article project) E. Scott Adler, Mike Berry, and David Doherty.

Data projects in progress

The Congressional Bills Project. This on-going project, with John Wilkerson (University of Washington), has created a comprehensive database of information about all bills introduced in Congress since 1947 – approximately 430,000 bills. Among other data, we have collected detailed information on bill sponsors, committee(s) of referral, policy content, and action taken on individual bills subsequent to referral. A limited release of the data is now available at <http://www.congressionalbills.org>.

Uncovering the Ideology of Congressional Legislation: A Pilot Study (Data collection project and eventual book and article project) E. Scott Adler, Charles Cameron, and John Wilkerson. This project begins a new chapter in the study of the ideology of Congress. Using newspaper editorials coded for their level of support or opposition to newly created legislation and recent research calibrating the ideological slant of editorial pages, we plan to create a data set that will indicate the ideological direction of a large number of prominent statutes passed by Congress since World War II. Among other work, these data will allow us to explore the factors that influence whether or not a congressional term is more or less likely to produce enactments of one ideological variety or another.

CONFERENCE PRESENTATIONS:

- E. Scott Adler and John Wilkerson. “The Evolution of Policy” Presented at the Midwest Political Science Association annual meeting, Chicago, IL, 2009 and the 8th Annual History of Congress Conference, Charlottesville, VA.
- E. Scott Adler, Michael Ensley, and John Wilkerson. “Are Congressional Incumbents Accountable?” Presented at the Midwest Political Science Association annual meeting, Chicago, IL, 2008.
- E. Scott Adler and John Wilkerson. “A Governing Theory of Legislative Organization” Presented at

the American Political Science Association annual meeting, Chicago, IL, 2007.

- E. Scott Adler and John Wilkerson. "The Scope and Urgency of Legislation: Reconsidering Bill Success in the House of Representatives" Presented at the American Political Science Association annual meeting, Washington, D.C., 2005.
- E. Scott Adler, Michael Berry, Cherie Maestas and John Wilkerson. "The Politics of Legislative Specialization: Issues and Considerations in Measurement" Presented at the Midwest Political Science Association annual meeting, Chicago, IL, 2005.
- E. Scott Adler, Cherie Maestas and John Wilkerson. "The Politics of Legislative Specialization" Presented at the Midwest Political Science Association annual meeting, Chicago, IL, 2004.
- E. Scott Adler, Laurel Harbridge, and John Wilkerson. "Wait Until Next Year: Congressional Policy Making and the Reauthorization Calendar." Paper to be presented at the American Political Science Association annual meeting, Philadelphia, 2003.
- E. Scott Adler and John Wilkerson. "Bill Sponsorship Activity and Success in Congress: Why we should change the way we study legislative effectiveness," Presented at the Midwest Political Science Association annual meeting, Chicago, IL, 2003.
- E. Scott Adler and John Wilkerson. "Gatekeeping or Obstruction: An Empirical Investigation of the Second Face of Committee Power." Presented at the American Political Science Association annual meeting, San Francisco, 2001.
- E. Scott Adler and Dennis Still. "Controlling the Floodgates: Committees, Power and Issue Gatekeeping in the U.S. House of Representatives." Presented at the Midwest Political Science Association annual meeting, Chicago, IL, April, 2001.
- E. Scott Adler and Dennis Still. "Redefining Committee Jurisdictions: A Bill Referral Approach." Presented at the Midwest Political Science Association annual meeting, Chicago, IL, April, 2000.
- Sunita Parikh and E. Scott Adler. "Positive Theory, Public Opinion, and Supreme Court Policy Choices: Examples from the Indian Case." Presented at American Political Science Association annual meeting, Atlanta, GA, September, 1999.
- E. Scott Adler. "Protecting Turf in a Reform Era: Distributive Politics and Congressional Committee Reform in the 1970s." Presented at American Political Science Association annual meeting, Atlanta, GA, September, 1999.
- E. Scott Adler. "Congressional Committees, Congressional Districts and Federal Domestic Outlays: A Reexamination." Presented at the Public Choice Society annual meeting, New Orleans, LA, March, 1998 and University of Washington, May, 1999.
- E. Scott Adler, Charles Cameron, and William Howell. "Legislative Responsiveness to Public Opinion in the Post-WWII Era." Presented at the American Political Science Association annual meeting, Washington, D.C., August, 1997.
- Charles Cameron, William Howell, and E. Scott Adler. "Toward an Understanding of the Institutional Performance of Congress in the Post-war Era: Structural Explanations for Surges and Slumps in the Production of Significant Legislation, 1945-1994." Presented at the Midwest

Political Science Association annual meeting, Chicago, IL, April, 1997.

E. Scott Adler and John Lapinski. "Distributive Politics and Congressional Committees." Presented at the Midwest Political Science Association annual meeting, Chicago, IL, April, 1996.

Sunita Parikh and E. Scott Adler "Parliamentary Dominance and Judicial Review: Extending the Congressional Model." Presented at the Public Choice Society annual meeting, Austin, TX, April, 1994.

E. Scott Adler. "Informational and Partisan Approaches to Congressional Reform: The Changing Composition of House Committees." Presented at the American Political Science Association annual meeting, New York City, September, 1994.

E. Scott Adler and Charles Cameron. "The Macro-Politics of Congress: The Enactment of Significant Legislation, 1947-1992." Presented at the Midwest Political Science Association annual meeting, Chicago, IL, April, 1994.

E. Scott Adler. "Committees, Information and Congressional Reform: The Case of Civilian Nuclear Energy Policy." Presented at the Southern Political Science Association annual meeting, Savannah, GA, November, 1993.

INVITED LECTURES:

University of Pennsylvania, Department of Political Science, October 2008

University of Chicago, Harris School of Public Policy, May 2008

University of Pittsburgh, Department of Political Science, February 2008

New York University, Department of Politics, April 2007

Columbia University, Department of Political Science, March 2007

SUNY Stony Brook, Department of Political Science, March 2007

Fordham University, Department of Political Science, February 2007

Yale University, Center for the Study of American Politics, February 2007

Pennsylvania State University, Department of Political Science, December 2005

University of Michigan, Department of Political Science, November 2004

Yale University, Department of Political Science, March 2004

Stanford University, Stanford Institute for the Quantitative Study of Society, February 2004

University of Michigan, Department of Political Science, May 2003

University of Colorado, Colorado Springs, Department of Political Science, May 2003

Brigham Young University, Department of Political Science, April 2003

University of California, Davis, Department of Political Science, May, 2001

University of Maryland, Department of Political Science, November, 2000

Ohio State University, Political Economy Workshop, Department of Political Science, October, 2000

Michigan State University, Center on Political Institutions and Public Choice, May, 2000 (3 lectures)

University of Washington, Department of Political Science, May, 1998

AREAS OF TEACHING AND RESEARCH INTERESTS:

Congress and the Legislative Process

American Government and Political Institutions

Quantitative Methods and Data Analysis

Political Economy

Rational Choice and Positive Political Theory

Campaigns and Elections

COURSES TAUGHT:

Introduction to the American Political System (Undergraduate)
The American Congress (Undergraduate)
Campaigns and Elections (Undergraduate)
Senior Honors Thesis Seminar (Undergraduate)
Seminar: The United States Congress (Graduate)
Seminar: American Political Institutions (Graduate)
Introduction to Data Analysis (Undergraduate and Graduate)
Advanced Data Analysis (Graduate)

PROFESSIONAL ACTIVITIES AND AFFILIATIONS:

Member

American Political Science Association, Legislative Studies Section (APSA), Political Economy Section (APSA), Midwest Political Science Association, Southern Political Science Association

Council Member-at-Large, Legislative Studies Section of APSA (2009-2011)

Editorial Board, Legislative Studies Quarterly (2007-present)

Editorial Board, Congress and the Presidency (2007-present)

Editorial Board, The Open Political Science Journal (2007-present)

Editorial Board, American Politics Research, (2003-present)

Editorial Board, "Real Politics in America" Book Series (Prentice Hall; 2003-present)

Executive Council, Political Economy Section, APSA (2003-2006)

Editorial Board, The Security Reader, Columbia University (1989-90)

Referee/Reviewer

National Science Foundation, Time-sharing Experiments for the Social Sciences (TESS),
Netherlands Organisation for Scientific Research (NWO)

Journals

American Political Science Review, *American Journal of Political Science*, *Journal of Politics*,
Legislative Studies Quarterly, *Political Research Quarterly*, *Political Analysis*, *American Politics Research*,
Political Science Quarterly, *Social Science Quarterly*, *Political Behavior*, *Public Choice*,
Politics and Policy, *Diplomatic History*, and *Harvard Journal of Press/Politics*

Academic Presses

Yale University Press, Ohio State University Press, Stanford University Press, W.W. Norton,
Bedford/St. Martins, Congressional Quarterly Press, Harcourt Brace, Longman Press, Prentice
Hall, Routledge, and John Wiley & Sons

Conference Participation (aside from paper presentations)

2008 *Invited Conferee*, Liberty and Power in the US Congress, Liberty Fund,
Arlington, VA

2006 *Discussant*, Congress and History Conference, Yale University

2006 *Member*, Carl Albert Prize Committee, Legislative Studies Section, American
Political Science Association

2006 *Discussant*, Midwest Political Science Association Annual Meeting

2005 *Member*, Fenno Prize Committee, Legislative Studies Section, American
Political Science Association

- 2005 *Discussant*, American Political Science Association Annual Meeting
- 2005 *Discussant*, Midwest Political Science Association Annual Meeting
- 2005 *Section Chair*, Legislative Politics: Campaigns and Elections, Midwest Political Science Association Annual Meeting
- 2004 *Discussant*, American Political Science Association Annual Meeting
- 2004 *Member*, Alan Rosenthal Prize Committee, Legislative Studies Section, American Political Science Association
- 2004 *Discussant*, Midwest Political Science Association Annual Meeting
- 2003 *Section Chair*, Legislative Studies Section, Western Political Science Association Annual Meeting
- 2002 *Chair*, Best Dissertation Award, Political Economy Section, American Political Science Association
- 2002 *Discussant*, Midwest Political Science Association Annual Meeting
- 2001 *Discussant*, Midwest Political Science Association Annual Meeting (2 panels)
- 1999 *Discussant*, Midwest Political Science Association Annual Meeting
- 1998 *Discussant*, American Political Science Association Annual Meeting
- 1998 *Panel Chair*, Public Choice Society Annual Meeting
- 1998 *Discussant*, Public Choice Society Annual Meeting
- 1997 *Panel Chair*, Midwest Political Science Association Annual Meeting
- 1997 *Panel Chair*, Conference on World Affairs, Univ. of Colorado
- 1995 *Discussant*, Midwest Political Science Association Annual Meeting
- 1993 *Discussant*, MacArthur Seminar in International Relations, Columbia Univ.

Non-academic Experience

- 2000-2001 *Consultant and Expert Witness*, Avalos et al. v. Davidson, Denver District Court, Case No. 01-CV-2897 (*Colorado Congressional Redistricting*)

DEPARTMENT AND UNIVERSITY SERVICE

- Graduate Placement Director (2004-2006)
- American Center Colloquium Series, Chair (1996-2003)
- Van Ek Colloquium Series, Chair (2001-2002)
- Political Economy Colloquium Series, Co-chair (2001- 2004)
- American Politics Search Committee (2002-2003, 2001-2002, 2000-2001, 1999-2000, 1997-1998)
- International Relations Search Committee (1999-2000)
- Social Science Data Lab Oversight Committee (1998-present)
- Political Science Department, Budget Committee (2002-present, 1999-2001)
- Political Science Department, Graduate Committee (2002-2003, 2007-present)
- Teaching and Technology Liaison (1999-2001)
- Dean's Small Grant Review Committee (1999)
- Reviewer for Undergraduate Research Opportunities Grant Proposals (1997-present)
- Undergraduate Curriculum Committee (1997-1998)

Supervision of Students

Dissertation Committees:

Michael Berry, 2008, Chair (currently at Univ. of Colorado, Denver – Assistant Professor)
Rob Preuhs, 2002 (currently at Metro State College – Assistant Professor)
Sean Evans, 2000, Chair (currently at Union University – Associate Professor)
Cherie Maestas, 1999 (currently at Florida State University – Associate Professor)
Thomson McFarland, in progress

Undergraduate Research Opportunity Program, Grant Supervisor:

Jeanette Bustamante, 2008 (currently Political Science doctoral candidate, Stanford)
Brittany Perry, 2005 (currently Political Science doctoral candidate, Duke)
Laurel Harbridge, 2004 (Stanford Ph.D. 2009, currently at Northwestern Univ. – Assistant Professor)
Justin Panarello, 2004
Jarrod Hayes, 2003 (currently Political Science doctoral candidate, USC)
Keith Edwards, 2000 (currently Political Science doctoral candidate, MIT; J.D. candidate Univ. of Colorado Law School)
Emily Hanckel, 1999
Seana Day, 1999
Lisa Luttbeg, 1997

Department Comprehensive Exam Committees (American Politics and Methods; 1996-present)

Undergraduate Honors Thesis Committees: Political Science (1997, 1998, 1999, 2001, 2002, 2003, 2004, 2005, 2007); Economics (2000, 2002); Psychology (1998)
-- Avi Feller, Yale University (2007) – currently Rhodes Scholar at Oxford University

OTHER PROFESSIONAL SKILLS:

1987-88 Zamboni Driver, Yost Ice Arena, University of Michigan

EXPERTISE IN INTERCOLLEGIATE ATHLETICS GOVERNANCE AND OVERSIGHT:

Intercollegiate Athletics Experience

- 2007 *Panelist, Faculty Summit on Intercollegiate Athletics*, hosted by the [Knight Commission on Intercollegiate Athletics](#) (Washington, D.C.).
- 2004-2006 *Chair, Academic Policy Board for Athletics*. This board is an advisory panel to the provost and chancellor, which recommends policy regarding academic, budget, and planning issues for the Univ. of Colorado, Department of Intercollegiate Athletics.
- 2004 *Chair, Special Committee on Athletics Reforms*. Primary author of committee report that was used as the basis for major restructuring of Univ. of Colorado, Department of Intercollegiate Athletics.
- 2000-2006, 2008- *Member (Chair, 2004)*, University of Colorado Boulder Faculty Assembly, Committee on Intercollegiate Athletics.

Selected Media Citations (Intercollegiate Athletics)

- “Buffalo brainpower,” Editorial, *Boulder (CO) Daily Camera*, August 17, 2004.
- “CU names board to advice athletics” *Boulder (CO) Daily Camera*, August 12, 2004.
- “Changes to hit CU athletics; New chain of command will emphasize academics,” Chuck Plunkett and Jim Hughes, *Denver Post*, May 28, 2004.
- “Overhaul of CU athletics; Hoffman to outline ‘stricter oversight,’” John C. Ensslin, Kevin Vaughan And B.G. Brooks, *Rocky Mountain News*, May 27, 2004
- “Colorado sets its course for major reform,” Tim Sullivan, *The San Diego Union-Tribune*, May 9, 2004.
- “CU profs: Overhaul athletics, Major reforms urged,” Jim Hughes, *Denver Post*, May 7, 2004.
- “Faculty wants tighter control of CU athletics” *Boulder (CO) Daily Camera*, May 7, 2004.
- “Faculty group joins athletics coalition” *Boulder (CO) Daily Camera*, March 5, 2004.

Invited Editorials in Popular Media (Intercollegiate Athletics)

- “A delicate balance: Panel’s endorsement of faculty plan a recognition of lingering problems,” co-authored with Elizabeth Bradley and Theodore P. Snow, *Rocky Mountain News*, May 22, 2004.

ACADEMIC REFERENCES:

Prof. David Rohde
Department of Political Science
Duke University
Durham, NC 27708
(919) 660-7053
rohde@duke.edu

Prof. Charles Stewart III
Department of Political Science, E53-463
Massachusetts Institute of Technology
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Prof. Robert Shapiro
Department of Political Science
Columbia University
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Prof. David Brady
Graduate School of Business
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Prof. Charles Cameron
Department of Political Science
Princeton University
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Prof. Charles Shipan
Department of Political Science
University of Michigan
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INTERCOLLEGIATE ATHLETICS REFERENCES:

James Duderstadt
President Emeritus, Univ. of Michigan
2001 Duderstadt Center
2281 Bonisteel Drive
University of Michigan
Ann Arbor, MI 48109
(734)647-7300
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(President Duderstadt is a nationally recognized authority on intercollegiate athletics; served as chair of the Presidents Council of the Big 10 Athletic Conference; is frequent advisor to the NCAA and the Knight Foundation Commission on Intercollegiate Athletics; and is author of Intercollegiate Athletics and the American University.)

Jean Dubofsky
Former Colorado State Supreme Court Justice
1000 Rose Hill Dr.
Boulder, CO 80302
(303) 447-3510
jeandubofsky@comcast.net

(Justice Dubofsky was a member of the Regent-appointed Independent Investigative Commission, which examined allegations regarding Univ. of Colorado athletics and recommend policy reforms.)

John DiBiaggio
President Emeritus, Michigan State Univ., Univ.
of Connecticut, & Tufts Univ.
116 Antler Ridge Lane
Snowmass Village, CO 81615
(970) 923-1251

(President DiBiaggio, along with his expertise on higher education and intercollegiate athletics – including service on the Knight Foundation Commission on Intercollegiate Athletics – served, in 2004, as special assistant to the President of the Univ. of Colorado for athletics reform.)