



Founded in 1876 at the foot of the Flatirons, over 144 years has transformed the University of Colorado from a lone building on a bleak, windswept hill to one of the nation's leading public research institutions. Established in 1861, the University was formally founded in 1876, the year Colorado became a state.

The Boulder campus encompasses over 1,100 acres on the main campus in the heart of town, east campus (which includes a research park), south campus, Williams Village and the Mountain Research Station north of nearby Nederland (which supports ecology, chemistry and geology).

While over 35,500 students are educated on the Boulder campus, another 34,000-plus study at the University of Colorado at Denver, the University of Colorado Anschutz Campus (Aurora) and the University of Colorado at Colorado Springs. Nine elected Regents and President Mark Kennedy lead the four-campus system, while each campus has a Chancellor who serves as the chief academic and administrative officer. Dr. Phil DiStefano is in his eleventh year as the chancellor of the Boulder campus.

Students can enter any of 10 schools and colleges offering more than 3,900 courses in 150 fields, representing a full range of disciplines in the humanities, social sciences, physical and biological sciences, the fine and performing arts, and the professions. CU-Boulder is regularly ranked among the best of the United States' public universities by the *Fiske Guide to Colleges*, and a 2010 *USA Today/Princeton Review* survey rated the University of Colorado as the fifth-best value among American public colleges. CU was recently ranked as the No. 33 university in the world by the *Times Higher Education*.

CU-Boulder has played a major role in NASA space programs, designing and building many scientific instruments flown in outer space, and graduated 17 men and women who became astronauts, including the late Jack Swigert, one of the three astronauts in the crippled Apollo 13 mission who made it back to Earth safely from the moon. When the Hubble Space Telescope was launched in 1990, it was carrying seven major instruments, including a high-resolution spectrograph to study the evolution of stars and designed and built by an international science team led by astronomer Jack Brandt of CU-Boulder. Since Hubble has been deployed, CU-Boulder faculty and students have been among the top users of Hubble of any institution in the world. CU-Boulder is the only university in the country where undergraduate students have operated a NASA satellite.

The University has produced 20 Rhodes Scholars, five of which were former football student-athletes at CU, with Jim Hansen the most recent recipient in 1992. Faculty member Thomas Cech, a distinguished professor of chemistry and biochemistry, won the 1989 Nobel Prize in chemistry. Other notable alumni other than athletes include former United States Supreme Court Justice Byron "Whizzer" White, former big band leader Glenn Miller and actors



Robert Redford and Chris Meloni, the latter starring for years on *Law & Order: Special Victims Unit*, the creators of *South Park*, Trey Parker and Matt Stone, and Philip Bailey, co-founder of the popular music group Earth, Wind & Fire.

If the aphorism, "Somewhere between the Rockies and reality," seems too good to believe, then come for a visit. Start with a walk on the historic Pearl Street Mall, a downtown pedestrian mall that is the ceremonial heart of the city. Visitors may be so taken in by the scenery they may not realize the University that put it all together. From Pearl, Broadway leads directly onto campus where the University of Colorado Museum and the CU Heritage Center, in the original Old Main building, both introduce the University's past and present. The hub of campus activity can be found at both the University Memorial Center (UMC) and the Center for Community (C4C). The ATLAS building is one of the most state-of-the-art structures on any college campus.

Take in the fresh mountain air on any part of 100 miles of trails and 30,000 acres of open space. Climb the Flatirons or in Eldorado Canyon State Park. Swim or board sail at the Boulder Reservoir while elite runners sprint around it. Take in a pro sporting event down the road in Denver, just one of 13 cities with teams in all four pro leagues.

"The University of Colorado, and Boulder, is a town which stops where the Rocky Mountains begin. Normally in America such a superb site would be occupied by a golf course, but somebody goofed and instead they built what may be the most beautifully situated campus in the world... if anyone asks you to Boulder, I have one word of advice: 'Go.'"

— From London's *Observer* Magazine article, "Us and Them," by Simon Hoggart (April 23, 1989)



PRESIDENT MARK KENNEDY



Mark Kennedy was named 23rd president of the University of Colorado on May 2, 2019, and officially started leading the CU system July 1, 2019.

Kennedy, 63, is now in his second year overseeing a university system with four campuses (Boulder, Colorado Springs, Denver and the Anschutz Medical Campus in Aurora), some 67,000 students, 35,000 employees and a \$4.8 billion annual budget.

Before assuming the presidency of CU, Kennedy distinguished himself in successful roles in business, government and higher education. He came to CU from the University of North Dakota, where he served as president for three years (July 2016

Before the UND presidency, Kennedy served as director of the Graduate School of Political Management at George Washington University. He has lectured or led research projects on five continents, including at the University of Cambridge, University of Pennsylvania, Johns Hopkins University, University of Notre Dame, New York University, University of Tokyo, National University of Singapore and Tecnológico de Monterrey in Mexico.

From 2001 to 2007, Kennedy served in the U.S. House of Representatives, first for Minnesota's Second Congressional District (which includes the south Twin Cities metro area and all or parts of six counties) and then for its Sixth Congressional District (seven counties to the northwest of Minneapolis). While in Congress, he sat on the Agriculture, Financial Services and Transportation committees, where he established a reputation for bipartisanship. After leaving Congress, Kennedy was appointed to the Advisory Committee on Trade Policy and Negotiations, serving under both Presidents George Bush and Barack Obama.

Before his time in government and higher education, Kennedy had a successful career in business, including helping Pillsbury buy and expand Häagen-Dazs and serving as an executive on the leadership team of the company that is today known as Macy's. Kennedy also served as the Global Retail Business Development Lead for Accenture, a global management consulting and technology firm.

Kennedy is the founder of the Economic Club of Minnesota and a member of the Council on Foreign Relations. He founded the Frontiers of Freedom Lecture Series at his alma mater, St. John's University, and authored *Shapesholders: Business Success in the Age of Activism*, published by Columbia University Press.

He earned a bachelor's degree in 1979 from St. John's University in Collegeville, Minn., and a master's in business administration (MBA) with distinction from the University of Michigan in 1983.

He was born April 11, 1957 in Benson, Minn., and graduated from Pequot Lakes (Minn.) High School. Kennedy and his wife, Debbie, have four adult children and six grandchildren.

through June 2019).

Kennedy firmly believes in the power of a public research university such as CU to improve lives and have a positive impact at home and around the globe. A first-generation college graduate from a family of modest means but a strong belief in education, Kennedy is a staunch advocate for increasing first-generation college graduates while providing educational opportunities for all.

His focuses at CU include fiscal sustainability, keeping a CU education affordable and accessible, elevating student success and growing CU's significant research portfolio and economic impact.

During his time at UND, Kennedy led the adoption and implementation of a strategic plan that positioned the university for success in a fast-changing higher education environment. UND increased graduation rates by 10 percentage points under his leadership, also expanded research and online offerings, underwent significant campus renewal and was listed among the 25 Most Innovative Universities by U.S. News & World Report.



CHANCELLOR PHIL DISTEFANO



Dr. Philip P. DiStefano is in his 12th year as the Chancellor at the University of Colorado Boulder. Prior to his appointment on May 5, 2009, Dr. DiStefano was the top academic officer at CU-Boulder for eight years as the Provost and Executive Vice Chancellor for Academic Affairs. He had also served as interim chancellor twice during pivotal times in the university's history.

Dr. DiStefano, 73, co-chaired the steering committee for CU-Boulder's visionary strategic plan, Flagship 2030, conceived with campus, community and statewide input, to guide the university for decades to come. Today, Dr. DiStefano is shepherding its implementation as Flagship

2030 has moved from vision to reality.

Dr. DiStefano has served CU-Boulder for 46 years, first coming to the University of Colorado in 1974 as an Assistant Professor of Curriculum and Instruction at the School of Education. His academic career flourished as he assumed a series of academic and administrative positions, including Professor, Associate Dean, Dean and Vice Chancellor. He was appointed Provost and Executive Vice Chancellor for Academic Affairs in 2001.

He has established new initiatives to support students in their success, including an increased graduation rate. He also has set forth plans to create alternative sources of revenue and further advance CU's reputation as a top comprehensive national research university.

Dr. DiStefano is considered a national authority on integrating intercollegiate athletics into the university academic mission. For the seventh consecutive year under Chancellor DiStefano, CU's NCAA Academic Progress Rate, which tracks student-athlete progress toward graduation, is the best in school history.

He serves on the board of directors of the Association of American Universities, an association of North America's most prestigious research universities.

Dr. DiStefano recently completed a two-plus year term on June 30, 2020 as the chairman of the Pac-12 Conference's CEO group, and also served a three-year term in (August 2016-July 2019) on the Board of Governors of the NCAA representing the Pac 12 (within that role he was a member of the NCAA's revenue distribution working group). He also served five years as the University of Colorado's faculty representative to the Big 12 Conference, as he assumed the role on June 1, 2000, and held it until appointing Dr. David Clough to the position in the spring of 2005. He has been closely involved with the athletic program for most of his time at CU, and in June 2016, was accompanied by athletic director Rick George to Italy to promote the university and the success of its international students.

As Chancellor he works closely with students, faculty, staff, alumni, donors, governing officials, and business and community leaders in extending CU's legacy as a preeminent national comprehensive research university.

A first-generation college graduate, Dr. DiStefano earned a Bachelor of Science degree from Ohio State University in 1968 and a Master of Arts degree in English Education from West Virginia University in 1971. He holds a Doctorate in Humanities Education from Ohio State University, where he served as a teaching and research associate.

Dr. DiStefano began his educational career as a high school English teacher in Ohio. He has authored and co-authored numerous books and articles on literacy education.

He was born September 21, 1946 in Steubenville, Ohio, and graduated from Steubenville Catholic Central High School. He has been married to the former Yvonne Pasquarella for 50 years, and the couple has three grown daughters, Gia, Nicole and Jennifer, and two granddaughters.

In 2015, he served as the official starter for the 37th annual Boulder Boulder, the city's 10-kilometer race that is the fourth largest in the nation. He has been very active throughout his career in the Boulder community, having previously served on numerous boards, including the Chamber of Commerce and the Rotary Club



PROVOST RUSSELL MOORE



Dr. Russell L. Moore is now in his 11th year as the Provost and Executive Vice Chancellor for Academic Affairs for the University of Colorado, having assumed the position July 1, 2010.

Dr. Moore has enjoyed a long and distinguished career at CU, having previously served as interim vice chancellor for research from May 2009 to July 2010, and prior to that appointment, he was the associate vice chancellor for research since 2006.

Dr. Moore served as chair of Kinesiology and Applied Physiology (now Integrative Physiology) from 1994 to 2001, and was an assistant professor (1984-86), associate

professor (1993-96) and full professor (1996-present) in that department. He

is also an adjunct professor in the Department of Medicine at the University of Colorado Anschutz Medical Campus.

He co-chaired the Flagship 2030 Task Force on Research, Scholarship, and Creative Works.

He holds an adjunct professorship in medicine (cardiology) at the University of Colorado's Anschutz Medical Campus at the University of Colorado Denver.

He was an assistant and associate professor (1986-91) in the departments of medicine, cellular and molecular physiology at the Pennsylvania State University College of Medicine in Hershey, Pa. His research focused on adaptations of the heart to physiological and pathological stress, particularly as they related to the development of heart failure.

Dr. Moore earned a Bachelor of Science degree in biochemistry from the University of California at Davis in 1976, and a doctorate from Washington State University in 1982. He did postdoctoral work at the University of Texas Health Science Center in Dallas (1981-84).



FACULTY REP JOE JUPILLE



Dr. Joseph (Joe) Jupille, an associate professor of political science, is in his fourth year as the University of Colorado's Faculty Athletics Representative (FAR) to the Pac-12 Conference, as he assumed the position on July 1, 2017.

Dr. Jupille, 49, is only the seventh FAR in CU history, joining a very prestigious list: Walter Franklin (1947-1948), Warren Thompson (1949-1966), William Baughn (1967-1989), James Corbridge (1989-2000), current CU chancellor Phil DiStefano (2000-2005) and Dr. David Clough (2005-2017).

Now in his 15th year at CU, he joined the faculty in 2005 and became an Associate Professor in 2007. He founded and served

as Director of the Colorado European Union Center of Excellence (CEUCE) from 2008-15.

Professor Jupille's research specializes in rules and institutions, which comes in handy in the world of intercollegiate athletics. With James Caporaso (University of Washington) he is completing *Theories of Institutions*, which distills understandings of rules across a range of disciplinary orientations. He has previously published *Institutional Choice and Global Commerce* (2013, with Walter Mattli and Duncan Snidal) and *Procedural Politics* (2004), the latter of which centers on his core substantive and teaching expertise in the European Union (EU). He has been published widely in peer reviewed journals and edited volumes, including in the *Annual Review of Political Science*, *Comparative Political Studies*, *European Political Science Review*, *International Organization* and *West European Politics*.

Jupille has been involved with student-athletes almost since arriving at CU over a decade ago, serving on and then chairing the Boulder Faculty Assembly's Intercollegiate Athletics Committee (IAC), which works with the Department of Athletics in managing and thriving at the nexus of athletics and academics. He has served or continues to serve on a number of student-athlete-centered bodies such as the AD's Academic Risk Assessment (ARA) committee, the Title IX Task Force chaired by Senior Woman Administrator (SWA) Ceal Barry in addition to many others.

Jupille wants it all for CU student-athletes: a gold standard education, unparalleled opportunity for personal growth and professional preparation, a chance to enjoy year-round fresh air and sunshine and develop ways of being well, and of course, a world class athletic experience. It is the FAR's job to bring a faculty sensibility to the pursuit of these goals.

He earned a Bachelor of Arts degree in Political Science from UC Santa Barbara in 1992, a Master of Arts in International Public Policy from the Middlebury Institute of International Studies at Monterey in 1995, and his Ph.D. in Political Science from the University of Washington in 2000.

Prior to joining the CU faculty in 2005, he was an Assistant Professor of Political Science at Florida International University for almost six years (2000-05).

He was born in Chicago in 1970. He is married to the former Lisa Avanzino and the couple have four children (Michael, Alex, Jackson and Julia). An avid cyclist, he commutes daily to CU by bike from the town of Superior (six miles southeast of Boulder). He grew up as a fan of the Pacific 10 Conference and in particular the California Bears but his allegiance is now sworn to the Buffaloes.

2020 University of Colorado Board of Regents

Front row (left to right)—Heidi Ganahl, Sue Sharkey, Jack Kroll, Irene Griego.

Back row (left to right)—Linda Shoemaker, Lesley Smith (vice chair), Chance Hill, John Carson, Glen Gallegos (chair).





ATHLETIC DIRECTOR RICK GEORGE



Rick George was named athletic director at the University of Colorado on July 17, 2013, returning to Boulder where he helped play a role in the school's first and only national championship in football some 23 years earlier.

George, 60, came to Colorado from the Texas Rangers baseball club of the American League, where he was named chief operating officer on October 5, 2010 with a promotion to president of business operations in February 2013. He agreed to a 5-year contract at CU, and he officially started on the job on August 12, 2013. In

June 2016, the Board of Regents approved a contract extension through 2020-21, and in June 2019, the Regents once again extended him through the 2023-24 academic and athletic year.

He is just the sixth full-time athletic director in Colorado history, following in the footsteps of Harry Carlson (1927-65), Eddie Crowder (1965-84), Bill Marolt (1984-96), Dick Tharp (1996-2004) and Mike Bohn (2005-13). Two others have bridged directors in interim capacities, Jack Lengyel (six months between Tharp and Bohn) and Ceal Barry (two months between Bohn and George).

His list of achievements in his first 1,000 days in the position were many, but none more significant than shepherding through a \$156 million Athletic Complex Expansion from creation through fruition, gaining approval from the Board of Regents and then raising nearly one-half of the estimated cost to initiate construction, which began May 12, 2014. The project was the core of the Sustainable Excellence Initiative (SEI), the jewel of which was a long-awaited indoor practice facility. Once green-lighted, he spearheaded the most successful fundraising campaign in athletic department history, raising over \$100 million for the project.

By the end of his second year, George implemented the department's first-ever comprehensive strategic plan, which mapped CU's immediate and long range purpose and goals. He also redesigned the management teams, made tough budget decisions that reduced deficits he inherited (and has since produced two budget surpluses), and canvassed the state, region and nation in both friend- and fundraising. The department is now in the second year of the second three-year plan orchestrated by George (through 2020-21).

In his fourth year in the position (2016-17), 13 of CU's 16 athletic teams were at one time or another ranked among the nation's Top 25 (including all five in the fall; skiing is a coed program with combined rankings). Included in that group was the football team, as the Buffaloes returned to the national rankings for the first time in 11 seasons. All but one team competed in the postseason, most in NCAA Championships, with football making it to a bowl game for the first time since 2007 and both basketball teams going to their respective NIT events.

In 2019, he was one of 30 named to the prestigious National Football Foundation's "Team of Excellence," highlighting those NFF board members who played football and have gone on to success in life. In the spring of 2020, on the 50th anniversary of "Earth Day," he was the recipient of the individual achievement award recognizing his leadership in the sports sustainability programs he developed in the athletic department, as well as the Pac-12 Conference (in which in 2015 he drove the creation of the league's sustainability conference).

His dedication in the area of sustainability that has attracted many purpose-driven corporate sponsors; engineered the global debut in the summer of 2019 of the novel Ball aluminum cup that eliminates the use of recyclable or compostable plastics; hosted the first Fan Engagement for Sustainability

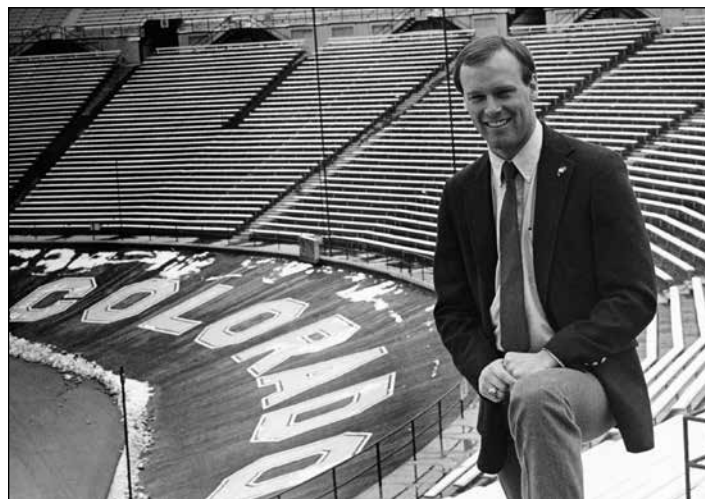
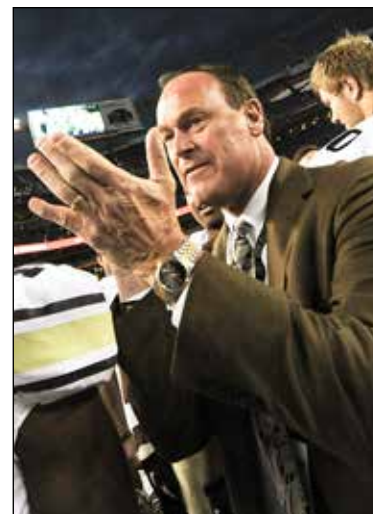
Think Camp that produced a strategy that inspires fans to be more sustainable at home, work and play; signed the first U.S. collegiate commitment to the U.N. Sports for Climate Action charter; and continued to lead the nation's first NCAA Division I greensports program, Ralphie's Green Stampede.

He has been recognized three times (2014, 2018, 2020) by CU's Student-Athlete Advisory Committee as its choice for Staff Member of the Year; no token award, the group acknowledged his attendance at most home athletic events, regular meetings with team captains of all programs to interact with them and receive their feedback, his willingness to meet with any student-athlete and that his door is always open to them and his overall leadership, especially through times of crises, such as the COVID-19 pandemic.

George brought the most diverse background to the position than any before him at Colorado: all five others had extensive and primarily exclusive college athletic histories, the only exceptions being when Marolt left CU after 10 years as ski coach to lead the U.S. Olympic ski team before returning, and Tharp, who was a university attorney with strong CU-Boulder campus ties. While George began and worked in the college athletic world for the first half of his professional career, he stepped outside that box for the second half.

George was with the Rangers for less than three years, but saw the team win two American League championships and compile a 243-176 record (.580 winning percentage) during his time there, second-best in the major leagues during that time frame. As the COO, he worked closely with team president and CEO, baseball Hall-of-Famer Nolan Ryan, and was responsible for all facets of the Rangers' business operations, including oversight of all sales and marketing efforts, broadcast and communications, ticket and suite sales, naming rights, etc., in addition to overseeing the finance, human resource and operations departments.

Among his many accomplishments with the Rangers was a comprehensive branding study that successfully rebranded the ball club, and an implementation of a new ticketing strategy that over the course of three



George's first week on the job ... in 1987.



**Bill McCartney's Hall of Fame Salute at Folsom Field:
George, Joe Romig, Mac, Alfred Williams.**



**Rick and granddaughter Harper at ESPN's Basketball
Game Day (February 2014).**

seasons increased ticket revenues by over \$30 million. The club's attendance saw an increase of 40 percent from the 2010 season to nearly 3.5 million in 2012, second in the American League (behind the New York Yankees) and third in the majors. The 2013 numbers were on pace to exceed the 3 million mark again when he left the franchise for CU.

Prior to joining the Rangers, George served as executive vice president and chief of operations for the PGA TOUR for two-and-a-half years (beginning in June 2008). While with the TOUR, he worked with the corporate marketing department in renewing sponsorships and creating new events. He also oversaw the Tournament Business Affairs division that worked with Tournaments to increase tournament revenue.

He also worked for the PGA TOUR as president of the Champions Tour from 2003-08, and as the executive vice president for championship management his last three years there. His major accomplishments included increasing revenues and sponsorships and the development of strategic plans, the latter including a vision and mission statement as well as core values. The Champions Tour had grown to a minimum 29 events with over \$55 million in prize money when he left for the PGA TOUR.

From 1998-2003, George served as President and CEO of the Fore!Kids Foundation, a 501(c)(3) organization that raised money for children's charities via golf-related events, where he led rebranding and organizational efforts that resulted in increases in charitable giving to the Foundation.

At the collegiate level, George worked in three major conferences (Big Ten, Big 8, Southeastern) in football operations, beginning with his alma mater, the University of Illinois, as football recruiting coordinator (1983-87).

He graduated from Illinois in 1982 with a Bachelor of Arts in Liberal Arts & Sciences Individual Study that had an emphasis on Sports Communication and Journalism. He was a four-year letterman at cornerback for the Illini, playing in 44 straight games and starting in 27 games in all, as he played two years each under coaches Gary Moeller and Mike White. He was a two-time recipient of the school's Bruce Capel Award, given for dedication and courage to honor Capel who lost his life serving his country in Vietnam; George received the honor for his junior and senior seasons.

Upon his graduation, White named him the assistant director for player personnel for the Illini, and a year later (1983), he assumed the all sports recruiting coordinator. In March 1984, George took over the recruiting chores solely for football, with his first class ranked No. 1 in the nation by the recruiting

services with all in the top 20; he coordinated five classes in all at Illinois when the call came to take him out west to Colorado.

On March 2, 1987, Bill McCartney hired him as Colorado's football recruiting coordinator. Two-and-a-half years later (Dec. 21, 1989), George was promoted to assistant athletic director for football operations, not coincidentally after the Buffaloes finished the regular season with an 11-0 record and the school's first-ever No. 1 national ranking in the polls. CU lost to Notre Dame in the Orange Bowl and would finish No. 4, but came back to go 11-1-1 in 1990, this time defeating the Irish in the Orange Bowl to earn consensus national champion honors.

Shortly thereafter, he left the Buffaloes for Vanderbilt University, where he was reunited with former CU offensive coordinator Gerry DiNardo, who was named the Commodores' head coach a year earlier. In eight years at Vanderbilt (1991-98), he also served as associate athletic director for external operations in conjunction with overseeing the football program. This was where George first expanded his professional role outside of solely football, as he had oversight over all external departments, particularly in the area of managing budgets and developing marketing and promotional strategies for all sports.

George was born April 3, 1960 in Woodstock, Ill., and graduated from Collinsville (Ill.) High School, where he lettered in football, basketball and baseball. He is married to the former Nancy Green, and the couple has two grown daughters, Jenni Reed (husband Tom) and Christi, and two granddaughters (Harper and Maddie). In 2016, he was presented with an "Honorary C" by CU's Alumni C Club for his years of dedication to Colorado Athletics.

NATIONAL COMMITTEE WORK. George was named to the 13-member selection committee for the College Football Playoff, signing on for a three-year term that begins for the 2020 season. He also serves on the Division I Council of the NCAA, is part of the NCAA's D1 Council Transfer Working Group, and is serving on an 18-member committee – the NCAA Working Group on State and Federal Legislation – which is exploring the ability of student-athletes to profit on his or her name, image and likeness (or NIL). He served two years (Sept. 2017-Sept. 2019) as the chair of the LEAD1 Association, which represents the athletic directors, programs and student-athletes of the 130 member schools of the Football Bowl Subdivision (FBS).