



A project of the John S. and James L. Knight Foundation  
www.knightcommission.org

April 3, 2020

**Sent Via Email**

Dr. Mark Emmert  
NCAA President

Dear Mark,

First, we commend you and the entire NCAA staff for your leadership during these unprecedented and difficult times.

We understand that NCAA reform of rules on the use of college athletes' name, image and likeness (NIL) continues at both the committee and division levels. The Knight Commission has also continued its work on these issues and is recommending five guiding principles for new NIL policies (see attached).

Our group [has studied the evolving issues related to NIL rights](#) since our 2008 public meeting, when we first discussed concerns about the emerging commercial use of college athletes' NIL in video games and college fantasy sports games. Much has changed since then, but we share the NCAA's current position that the time has come for substantial reforms in the rules governing these opportunities for college athletes.

We are hopeful that the attached proposed principles will be helpful to the NCAA committees charged with recommending new rules. We have also attached an examples document that we found useful in our internal discussions of how the principles would apply to likely NIL opportunities.

Finally, attached is a list of the Knight Commission membership. Our distinguished members, many of whom have worked with the NCAA over the years, were actively involved in developing and approving these principles.

We are glad to discuss these recommendations with you and others as desired.

We wish you and the NCAA staff the very best health and safety in the weeks and months ahead.

Sincerely,

A handwritten signature in blue ink that reads "Carol".

Carol Cartwright  
Co-Chair

A handwritten signature in blue ink that reads "Arne".

Arne Duncan  
Co-Chair

Attachment

Cc: Val Ackerman, co-chair, Board of Governors Federal and State Legislation Working Group  
Heather Benning, chair, Division III Management Council  
Bob Bowlsby, co-chair, Division I Name, Image and Likeness Legislative Solutions Working Group  
Grace Calhoun, co-chair, Division I Name, Image and Likeness Legislative Solutions Working Group; chair, Division I Council  
Eli Capilouto, chair, NCAA Division I Board of Directors  
Michael Drake, chair, NCAA Board of Governors  
Christopher Graham, chair, Division II Management Council  
Sandra Jordan, chair, Division III Presidents Council  
Kevin Lennon, vice president of Division I, NCAA  
Scott Larson, chair, Division II Legislation Committee  
Tori Murden-McClure, chair, Division III Oversight Group to Implement Recommendations of Federal and State Legislation Working Group; chair, Division III Presidents Council  
Donald Remy, chief operating officer, NCAA  
Gene Smith, co-chair, Board of Governors Federal and State Legislation Working Group  
Stan Wilcox, executive vice president of regulatory affairs, NCAA

Members of the Knight Commission on Intercollegiate Athletics



# Knight Commission On Intercollegiate Athletics

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## MEMBERS

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President, Penn State University

Pamela Bernard  
Vice President & General Counsel  
Duke University

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President Emeritus, Kent State University and  
Bowling Green State University

Dr. Christine Copper  
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United States Naval Academy

Dr. Scott Cowen  
President Emeritus, Tulane University

Dr. Michael Crow  
President, Arizona State University

Arne Duncan (Co-Chair)  
Former U.S. Secretary of Education

Len Elmore  
Attorney, Television Commentator

Dr. Walter Harrison  
President Emeritus, University of Hartford

Dr. Christopher Howard  
President, Robert Morris University  
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Officer, American Airlines

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Institute of Technology

Jill Pilgrim  
Attorney, Pilgrim & Associates; Founder and  
President of The Center for the Protection of  
Athletes' Rights, Inc.

David Robinson  
Co-founder and Principal, Admiral Capital Group

Peter Roby  
Former Director of Athletics and Recreation,  
Northeastern University

Kendall Spencer  
Georgetown University Law Student, Former  
NCAA Board Member

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Former NFL Commissioner; member, Georgetown  
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Chancellor Emeritus, State University of New York

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