

September 15, 2021

**Sent via email**

Tom McMillen

President and CEO, LEAD1 Association

Dear Tom,

Thank you for LEAD1's efforts to help leaders as they manage the many issues facing the Division I collegiate model. This is to share the Knight Commission's newest report in our "[Transforming the D-I Model](#)" series and to request LEAD1's endorsement. Please know that your engagement with our group to discuss the broad concepts regarding revenue distribution and college sports spending patterns was critical to the development of this new proposal.

Our new report — "[Connecting Athletics Revenues to Educational Model of College Sports](#)" (C.A.R.E. Model) — was presented to the NCAA Constitution Committee yesterday and will be publicly released later today. We also are sending this proposal to the [NCAA Board of Governors](#) and the [College Football Playoff Board of Managers](#).

The C.A.R.E. Model proposes a comprehensive plan to require the more than \$3 billion in annual shared athletics revenue distributions from the major D-I revenue distribution entities (i.e., D-I conferences, NCAA, and the CFP) be tethered more directly to the educational model of college sports.

Systemic change is necessary to alter Division I financial incentives and spending patterns in order to advance education-centric priorities, such as college athlete education, health, safety, and well-being, and athletics programs that provide broad-based opportunities and that achieve racial and gender equity.

The C.A.R.E. Model proposes five core principles be adopted in law, regulation and/or by conference policies to guide the Division I financial system: 1) Transparency, 2) Independent Oversight, 3) Gender Equity, 4) Broad-based Sports Opportunities, and 5) Financial Responsibility. The report includes a description of each principle and offers examples for implementation.

We respectfully request that the LEAD1 Association endorse the Commission's proposed requirements, which we believe respond directly to a central finding in [LEAD1's March 2021 survey](#) — namely, that virtually all FBS athletics directors (96 percent) favor a future college sports model that allows for better spending management and encourages investments in college athlete education, health, and safety, and broad-based sports opportunities.

Finally, this is to share our recent [letter to Robert Gates, chair, NCAA Constitution Committee](#) to summarize our other far-reaching recommendations that are relevant to this group's historic charge.

We are glad to participate in any additional conversations or meetings to answer any questions you might have.

Sincerely,



Arne Duncan  
Co-Chair



Len Elmore  
Co-Chair



Nancy Zimpher  
Co-Chair

Cc: Mark Emmert, president, NCAA  
Robert Gates, chair, NCAA Constitution Committee  
Division I – FBS Commissioners  
John DeGioia, chair, NCAA Board of Governors  
Dan Radakovich, chair, LEAD1 Association  
Knight Commission on Intercollegiate Athletics