

September 15, 2021

**Sent via email**

President John DeGioia  
Georgetown University  
Chair, NCAA Board of Governors

Dear President DeGioia,

Thank you for the Board of Governors' leadership to "transform college sports and reimagine the NCAA system of governance" as outlined in the Constitution Committee's charter. The Knight Commission appreciates the opportunity to share the recommendations we developed after an intensive year of study and that we released in our ["Transforming the D-I Model" series of reports](#).

The purpose of this letter is to share the Knight Commission's newest report in this series, ["Connecting Athletics Revenues with the Educational Model of College Sports" \(C.A.R.E Model\)](#).

Building on our previous revenue distribution recommendations that we shared with President Emmert [last October](#), the Commission developed 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 with the educational model of college sports.

Systemic change is necessary to alter Division I financial incentives as well as 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.

Our 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.

The Knight Commission's roster can be accessed [here](#) so that you are aware of the leaders who prepared and approved this report. 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, NCAA President  
Robert Gates, Chair, NCAA Constitution Committee  
Jere Morehead, Chair, NCAA Division I Board of Directors  
Shane Lyons, Chair, NCAA Division I Council  
Division I Commissioners  
Members of the Knight Commission on Intercollegiate Athletics