



November 21, 2011

**Mark A. Emmert**  
*President*

P.O. Box 6222  
Indianapolis, Indiana 46206  
317/917-6222

Mr. John Nichols  
Professor Emeritus of Communications and International Affairs  
Pennsylvania State University  
115 Carnegie Building  
University Park, Pennsylvania 16802

Dear John:

I have received your letter dated October 31 sent on behalf of the steering committee of the Coalition on Intercollegiate Athletics regarding a recent letter to the NCAA Board of Directors.

I, too, agree with your bullet points as areas of importance in the current reform movement.

I appreciate your continued support as we improve the student-athlete experience both academically and athletically.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Emmert".

Mark Emmert  
President

ME:cms

cc: Selected NCAA Staff Members