

DRAFT  
September 3, 2007

**Charge from President Richard H. Brodhead to Athletics Director Joe Alleva:  
Strategic Planning for Department of Athletics**

Guided by the revised mission for Athletics at Duke University (to be presented to the Board of Trustees for approval on September 28), I would like you to develop a strategic plan for Athletics. This plan will complement the larger university strategic plan, "Making a Difference," and determine the direction and investments in Athletics for the next five years.

In developing the plan, I would like you to include the following:

- Analysis of the current environment for intercollegiate athletics at Duke and nationally
- Duke's particular strengths and challenges in Athletics
- Principles that will guide our planning over the next five years for Athletics
- Specific strategic goals for the planning period, and actions to reach those goals
- An investment plan to support the goals, including university support, revenues, and fundraising
- Assessment measures to evaluate the results of our actions

In the course of your work, I would like you to pay particular attention to developing a strategy to address facilities needs, to bring the athletics budget into balance going forward, and to bring football to a level of athletic performance consistent with Duke's mission in athletics, to "frequently produce winning seasons and the realistic opportunity to compete for team or individual championships."

The planning process should involve all constituencies in Athletics including coaches, athletics staff, student-athletes, faculty, undergraduate students, graduate and professional students, employees, alumni, and the broader community. I'd like you to make a report on the progress of your planning to the senior administration by mid-November and to the Board of Trustees at their December meeting. By early February, I'd like to discuss a complete draft of the plan with senior administrators and present it to the Board of Trustees for consideration at its February meeting.