



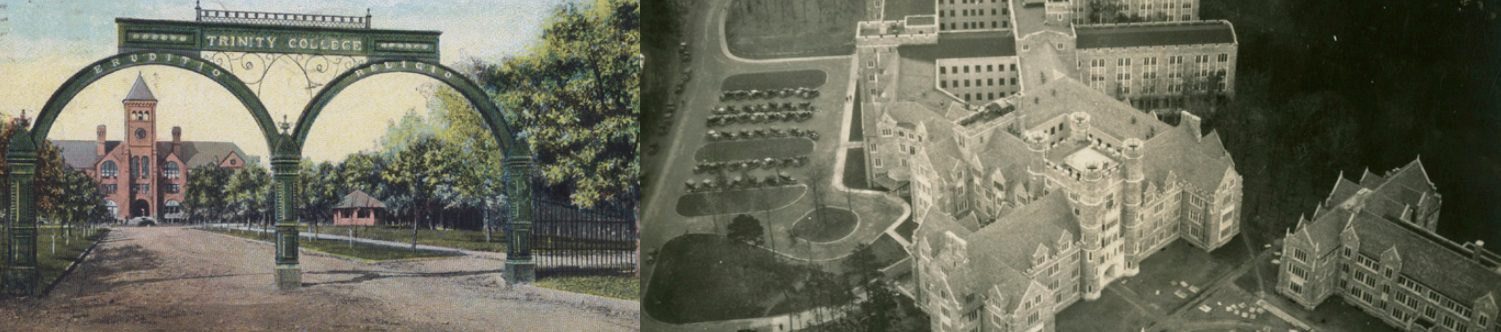
Duke in North Carolina

Annual Report on Impact and Engagement

2024: Celebrating 100 Years



Duke 100
CENTENNIAL



Duke in North Carolina

By the Numbers

- **2nd** largest private employer in NC
- **44,500** full-time and part-time employees in NC
- **34,000** Duke alumni in NC
- **\$4 billion** in salaries and wages
- **\$1.1 billion** with NC contractors and vendors
- **8,300** Duke-trained health care professionals live and work in NC
- **400** clinics and care locations in NC
- **\$1.088 billion** in community benefit and investment for DUHS
- **\$1.39 billion** in annual research and development expenditures



Duke is a top employer and economic engine in North Carolina

DUKE UNIVERSITY AND DUKE UNIVERSITY HEALTH SYSTEM employ nearly **44,500** full-time and part-time faculty and staff across the state and provide health insurance to over **75,500** beneficiaries through Duke's employee benefits. Duke University and Duke University Health System were honored by Forbes in 2023 as among the [best employers in North Carolina](#).

Duke consistently ranks as the state's [second largest private employer](#) by the North Carolina Department of Commerce and is the **largest employer in Durham County**. Duke fuels the economy locally and statewide through campus and clinical operations, purchasing goods and services, construction, and leasing building space. **Health care and higher education are key economic drivers in North Carolina**, and Duke attracts a wide range of talent, visitors, and investment from across the state and worldwide. In 2023, North Carolina residents working for Duke earned over **\$4 billion** in salaries and wages and Duke remitted nearly **\$150 million** in state income taxes. Duke supports local businesses in the state by spending more than **\$1.1 billion** with over **4,000** North Carolina based vendors and contractors annually.

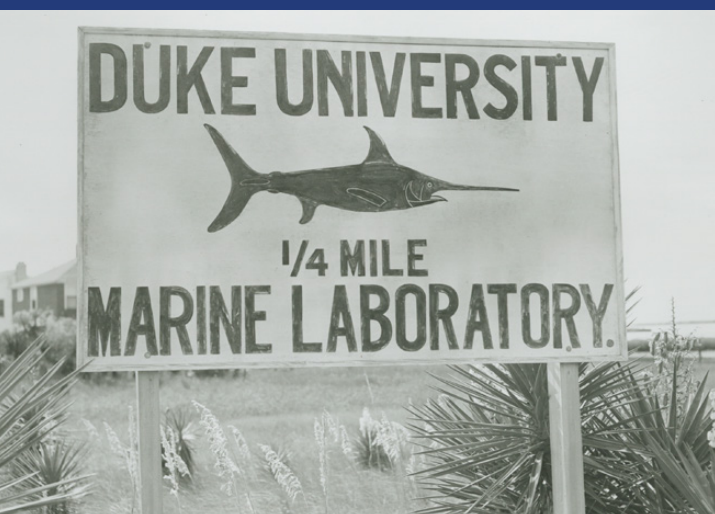
Duke is an **active member of many statewide organizations** that work to advance higher education, health care, and nonprofit issues in North Carolina, including the North Carolina Chamber of Commerce, North Carolina Independent Colleges and Universities, North Carolina Healthcare Association, North Carolina Center for Nonprofits, North Carolina Economic Development Association, local chambers of commerce, and others.

DUKE UNIVERSITY'S ROOTS IN NORTH CAROLINA can be traced back to 1838, with humble beginnings in Randolph County as a one-room schoolhouse. Duke University was officially established in 1924 when James B. Duke signed the Indenture of Trust and designated a gift that transformed Trinity College into a comprehensive research university. In 2024, Duke University celebrates the [centennial](#) of that transformation — an historic opportunity to recognize Duke's extraordinary past, communicate the impact of the present, and look toward the potential of Duke's future.

Over the past 100 years, Duke University ambitiously evolved into a leading education and research institution, a world-renowned academic medical center and health system, and a major employer and economic engine for North Carolina. Today, Duke's impact in North Carolina extends far beyond its home in Durham, with a presence in communities across the state. Through education, collaborative research, community service, and meeting the health care needs of our communities, Duke is committed to advancing the prosperity of the state it calls home. Each day, Duke students, faculty, staff, and alumni make history in their own way and continue to write the story of Duke for the next 100 years and beyond.

"We are incredibly proud that Duke University is in and of North Carolina. Our mission to address the challenges of our day begins right here in our home state. As we envision the great promise of Duke's second century, we look forward to extending our collaboration, engagement, and purposeful partnerships that serve people and communities from the mountains to the coast."

Vincent E. Price, PhD
President, Duke University



Duke is a leader in higher education

DUKE UNIVERSITY IS A TOP ACADEMIC INSTITUTION in the state and nationally, providing a rich educational experience for undergraduate, graduate, and professional students. For the 2023-2024 academic year, over **16,800** students are enrolled at the university, including more than **10,400** graduate and professional students and **6,400** undergraduate students. **Duke has more undergraduate students from North Carolina than from any other state.**



Duke is committed to expanding access to education for students from North Carolina and in 2023 announced that it will provide [full tuition grants](#) for undergraduate students admitted to Duke from the Carolinas whose family incomes are \$150,000 or less. Duke students who are residents of the Carolinas with family incomes of \$65,000 or less will be provided with full tuition grants, plus financial assistance for housing, meals and other campus expenses, without the need for student loans. In the 2023-2024 academic year, **221 undergraduate students from North Carolina** qualified for the new tuition initiative.

In addition, talented students from the Carolinas are automatically considered for special merit-based scholarships when they apply for admission. The [Benjamin N. Duke Memorial Scholarship](#) recognizes students from North or South Carolina who excel academically, engage their communities, and aspire to become leaders at Duke and beyond. [The Trinity Scholars Program](#) honors Duke's origins as Trinity College, and is offered to students from specific regions of North and South Carolina. In total, Duke has issued over **\$25 million** to undergraduate students from North Carolina in the form of grants and scholarships this academic year.

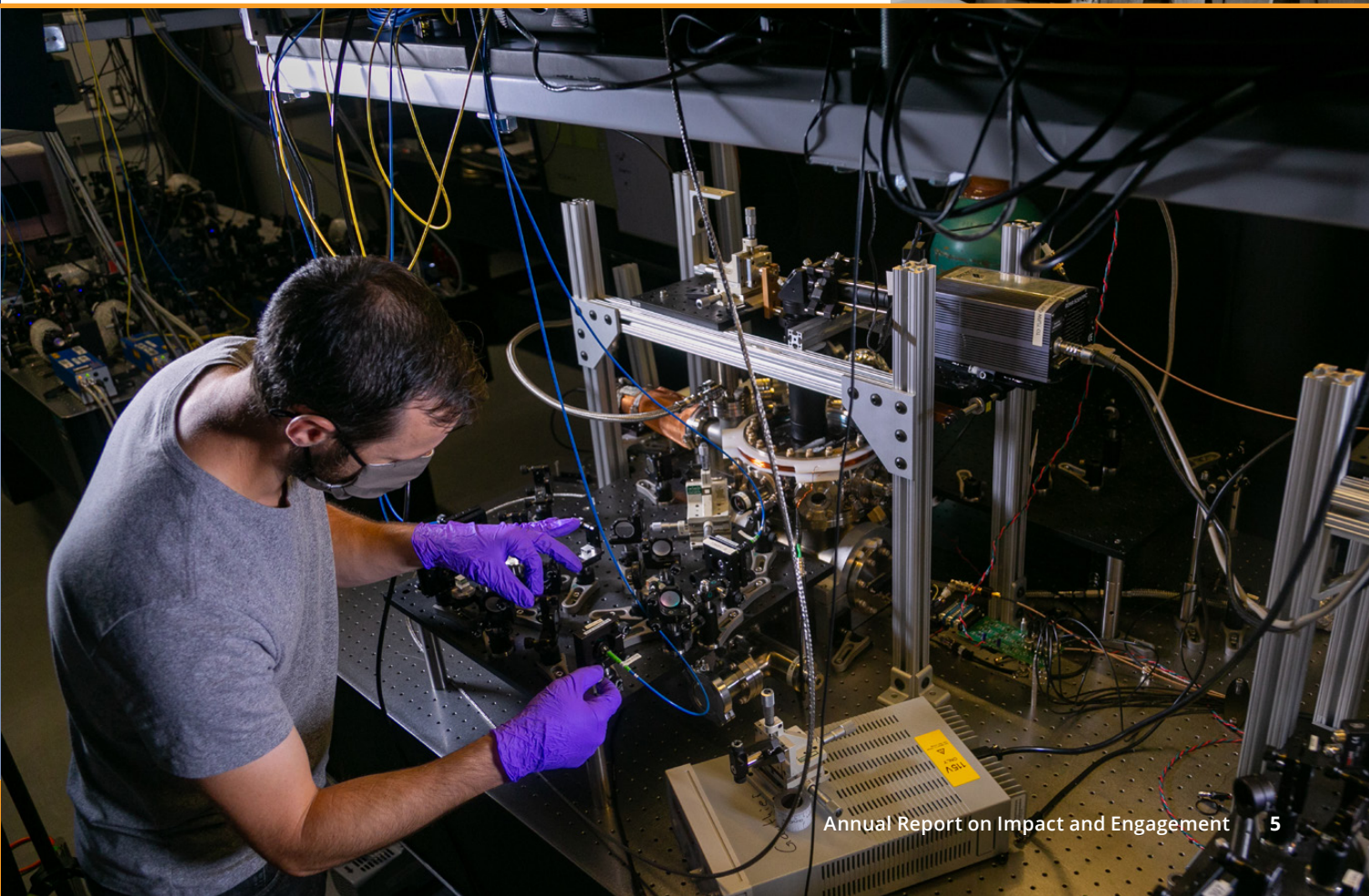
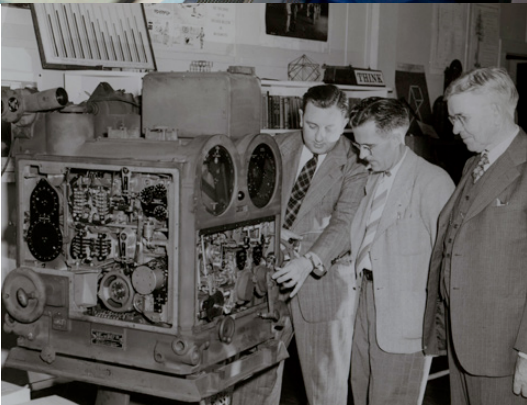
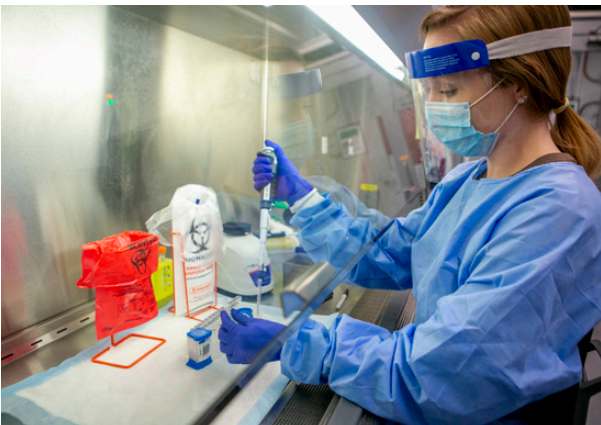
Over **34,000** Duke University alumni continue to reside in North Carolina, with nearly **12,000** who still call Durham home.

Duke has more undergraduate students from North Carolina than from any other state.

Duke is a premier institution for research and innovation

NORTH CAROLINA HAS LONG BEEN RECOGNIZED as a research powerhouse, with Duke University playing a leading role in the state's innovation ecosystem. Duke University surpassed **\$1.39 billion** in research and development (R&D) expenditures in **FY22**. Duke is one of the world's top research institutions, ranking **9th in the nation for total R&D expenditures** with nearly **\$902 million** in federally-sponsored R&D and over **\$321 million** from non-federal sources. In addition, Duke provided over **\$167 million** in institutional funds to support R&D that impacts North Carolina and beyond.

Duke University is well known for its research — what might be less well known is how this intellectual property gets out into the real world. Companies spun out from Duke are growing, pioneering new technologies in cutting-edge fields while creating many North Carolina-based jobs. [Duke's Office for Translation and Commercialization \(OTC\)](#) continues to grow and set new records for commercializing innovations. Duke spawned **15** new companies last fiscal year, signed **90** new agreements, and submitted **325** new invention disclosures. Many of Duke's startups have stayed in North Carolina over the years, with **66%** of the new startups formed in FY23 headquartered in the state.





Duke is committed to advancing the health of all North Carolinians

Duke University Health System

Duke University Health System ([DUHS](#)) is a world-class hospital and health care network supported by outstanding and renowned clinical faculty, nurses and care teams. The health system comprises three leading hospitals in North Carolina, including **Duke University Hospital, Duke Regional Hospital and Duke Raleigh Hospital**. Duke's hospitals consistently receive high rankings in patient care and safety. Duke University Hospital is **ranked #1 in North Carolina** from *U.S. News & World Report*, and all three of Duke's hospitals are **ranked in the top 10** for *Business NC's* Best Hospitals in North Carolina list. *U.S. News & World Report* also ranked [Duke Children's Hospital](#) and [Duke Cancer Institute](#) as **#1 in North Carolina**. In the [Lowne Hospital Index Rankings](#), DUHS is **highly ranked in both North Carolina and the nation** for its commitment to social responsibility, equity, value, and outcomes.

DUHS has more than **400 clinics and care locations** serving North Carolina communities. In addition to its hospitals, Duke has a geographically dispersed network of outpatient facilities that



include primary care offices, urgent care centers, multi-specialty clinics and outpatient surgery centers. [Duke Primary Care](#) is the **largest primary care network in the greater Triangle area** with family and internal medicine providers, pediatricians and urgent care clinicians in nearly **50 locations** throughout the region.

DUHS serves patients from **all 100 North Carolina counties**. Of the more than **67,000** inpatient discharges in FY23, **92%** involved North Carolina residents, with the top three counties by patient volume being Durham, Wake and Granville. Of the **2.8 million** outpatient encounters in FY23, **96%** were North Carolina residents, with the top three counties by patient volume being Wake, Durham, and Orange.

[Duke Health Integrated Practice](#) (DHIP) is a provider-led, cross-practice, interdepartmental organization dedicated to advancing patient care and transforming the health of our communities. With integration across our clinical, research, education and community health missions, DHIP enables our physicians to lead the way in addressing the major health challenges of our time. Prior to integrating with DUHS on July 1, 2023, DHIP was known as the Duke Private Diagnostic Clinic (PDC) and had more than **2.1 million** outpatient visits in FY23. DHIP proudly operates more than **110 primary and specialty care clinics in central and eastern North Carolina**.

[Duke Connected Care](#), a community-based, physician-led network, includes a group of doctors, hospitals and other healthcare providers who work together to deliver high-quality care to patients in the Triangle and surrounding areas. Duke Connected Care serves patients across the community including those with Medicare, Medicaid, employer-based health plans and the Under/Uninsured. DUHS also serves community members through [Duke HomeCare & Hospice](#) and [Duke Health & Well-Being](#).

Community Benefit

DUHS is committed to promoting health, wellness, and access to quality affordable care for the people and communities of North Carolina, providing [charity care and community benefit investment](#) to ensure that all patients receive the treatment they need.

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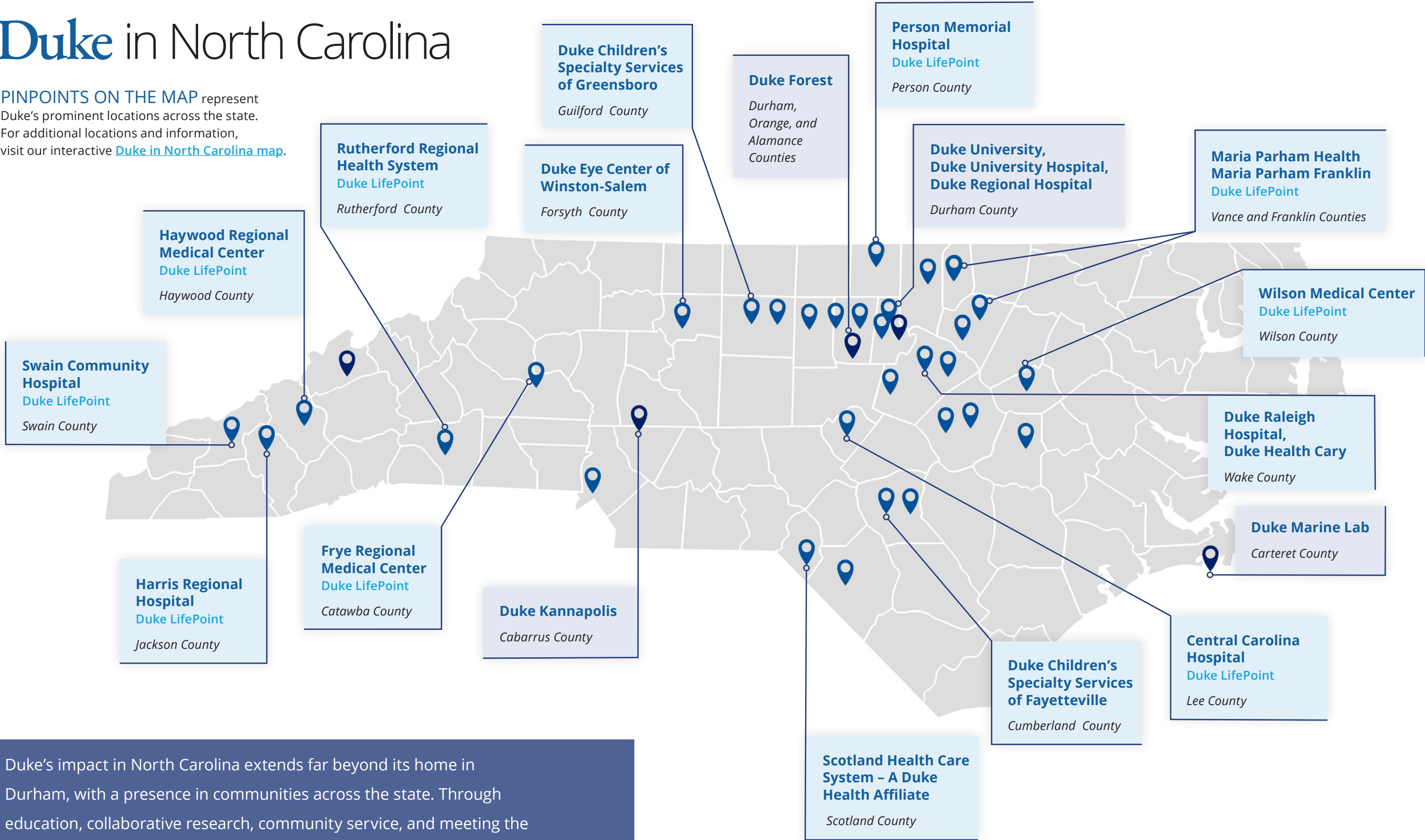


"Duke is a leader in addressing the critical health care needs of North Carolinians. We are committed to building healthier communities in our state by providing extraordinary, high-quality clinical care that is patient-centered, safe, accessible, and equitable."

Craig T. Albanese, MD, MBA
Chief Executive Officer
Duke University Health System

Duke in North Carolina

PINPOINTS ON THE MAP represent Duke's prominent locations across the state. For additional locations and information, visit our interactive [Duke in North Carolina map](#).



Duke's impact in North Carolina extends far beyond its home in Durham, with a presence in communities across the state. Through education, collaborative research, community service, and meeting the health care needs of our communities, Duke is committed to advancing the prosperity of the state it calls home.



In FY23, DUHS provided a total of **\$1.088 billion** in community benefit and investment — a **15%** increase from the previous year. Of that, **\$159 million** represents financial assistance for over **303,000** patients, nearly all of whom call North Carolina home. **86%** of these patients reside in Duke’s primary service area of Alamance, Durham, Granville, Orange, Person, Vance, and Wake counties. In total, Duke covered **\$992 million** in financial assistance and other unreimbursed expenses.

Duke’s total community benefit and investment over the past 10 years is **\$6.6 billion**, with an impact that goes far beyond hospital and clinic walls. The health system collaborates with local public health departments and numerous community organizations to better understand and improve the health of communities throughout the Carolinas. In FY23, Duke provided more than **\$14 million** in cash and in-kind support for community groups.

Health Professions Education

Duke is preparing the next generation of the health care workforce. In FY23, Duke invested more than **\$80 million** in its health professions education program to support the training of physicians, nurses, nurse practitioners, physician assistants, physical therapists, occupational therapists, and pathology assistants.

More than **8,300** Duke-trained health care professionals live and work in North Carolina and Duke educates hundreds of new health care professionals each year. [Duke University School of Medicine](#) is one of the nation’s leading institutions for health professions and biomedical education, clinical care, biomedical research, and community partnership. The School of Medicine comprises **26 clinical and basic science departments** and numerous **centers and institutes**. In 2023, the School of Medicine ranked **seventh nationally** among academic medical schools based on its sponsored research grants from the National

“As an academic health care center, Duke is delivering high-quality, cutting-edge care to communities across North Carolina. As we reach new heights in research and education for the health care workforce, those gains are translating to improved patient care and community health.”

Mary E. Klotman, MD
Executive Vice President for Health Affairs,
Duke University
Dean, Duke University School of Medicine
Chief Academic Officer, Duke Health

Institutes of Health (NIH), according to the [Blue Ridge Institute for Medical Research](#).

[Duke University School of Nursing](#) prepares nurse leaders and innovators to improve health outcomes through transformative excellence in education, clinical practice, and nursing science. The School offers four degree programs, post-graduate certificates, and eight advanced practice specialties. *U.S. News & World Report* [ranked](#) the School as the **No. 1** best Bachelor of Science in Nursing program, the **No. 3** best nursing school for the Doctor of Nursing Practice and the **No. 3** best nursing school for the Master’s of Science in Nursing. Both the School of Medicine and School of Nursing work to **increase access to health care in North Carolina communities** through various programs, initiatives, and partnerships.

[Watts College of Nursing](#) in Durham, affiliated with Duke University Health System, has focused exclusively on nursing education for entry into professional nursing practice since its inception in 1895. Watts’ Bachelor of Science in Nursing (BSN) program combines the tradition of early and progressively complex clinical experience with the extended focus and advantages of a BSN. DUHS partners with Watts to support future nurses with a Tuition Loan Forgiveness program for students in their third and fourth semesters. Each semester’s loan will be forgiven for each year of service at a DUHS facility upon successfully completing the BSN program and accepting a position as a Registered Nurse at Duke.

Duke LifePoint Healthcare and Affiliate Locations

DUHS reaches many rural parts of the state through its joint venture with Lifepoint Health. Duke LifePoint hospitals uniquely benefit from Duke’s patient safety and clinical quality expertise and Lifepoint’s operational and financial resources and expertise operating community hospitals and healthcare organizations. Duke LifePoint operates **nine hospitals in rural areas of North Carolina**, from the mountains to the eastern part of the state, with a shared goal of bringing high-quality, innovative healthcare services to North Carolina communities. In its [2023 Community Benefit Report](#), Duke LifePoint reported a total economic impact of **\$991.2 million** in North Carolina. Charity and uncompensated care totaled nearly **\$344 million** with over **\$4.2 million** for community benefit programs. Nearly **\$53.2 million** was invested in capital improvements and over **\$92 million** was paid in taxes. Duke LifePoint employed approximately **5,860** individuals in North Carolina in 2023 with more than **\$524 million** in payroll.

[Duke Network Services](#), including the Duke Cancer Network, Duke Heart Network and Duke Telestroke Network, supports a wide range of community-based specialty and hospital affiliations by linking them with the renowned expertise of Duke Health through innovative programs that promote evidence-based medicine, improve community health and facilitate access to research.





Duke is forging purposeful partnerships with our neighbors in Durham and beyond

DUKE’S ENGAGEMENT WITH COMMUNITIES via scholarship, service, and collaboration has taken many forms since the university was founded in 1924. As a research university, health care provider, employer, and partner, Duke is committed to prioritizing the needs of our neighbors and improving the quality of life in our region.

Duke Community Affairs’ mission builds on a 30-year foundation of community engagement through the [Duke-Durham Neighborhood Partnership \(DDNP\)](#), a collaborative of **14** neighborhood associations close to Duke’s campus. In September 2021, DCA launched its first [Strategic Community Impact Plan \(SCIP\)](#). Developed in partnership with community members to give new focus to improving health and well-being in communities, the SCIP demonstrates a commitment to five priority areas of **Housing, Health, Education, Employment, and Community**, with corresponding goals by which Duke can make meaningful and long-lasting impacts with communities through purposeful partnerships. Duke supports efforts to expand affordable housing availability, invest in early childhood and school readiness programs, improve economic mobility, ensure access to nutritious foods, and build capacity for nonprofit organizations. DCA also provides opportunities for Duke employees to contribute through the [Doing Good Employee Giving program](#), which provides financial support to organizations in Durham, Orange, and Wake counties working in the SCIP priority areas.

DCA aims to foster lifelong learning, supporting students from pre-K to post-secondary planning through programs including Jumpstart, America Reads/America Counts, College Advising Corps, and others through literacy and math tutoring services and striving to increase the number of low-income, first-generation college and underrepresented high school students in North Carolina. Duke currently supports **20** college advisers in central North Carolina high schools.

A new [partnership](#) between Duke Health, Durham Technical Community College, and Durham Public Schools has been awarded a transformative **\$29.5 million** grant from Bloomberg Philanthropies to establish an early college high school for students interested in pursuing health care careers upon graduation. Another recent partnership between Duke and Durham Technical Community College will address the national [nursing labor shortage crisis](#) impacting North Carolina with the goal of supporting college and career-readiness through talent and workforce development, including partnering with public education and regional universities.

Duke is committed to prioritizing the needs of our neighbors and improving the quality of life in our region.

Launching in 2024 as a joint effort between Duke Community Affairs and the Provost’s Office, the Duke Center for Community Engagement will serve as a central hub for Duke faculty, staff, and students interested in engaging with community members and partners. A key program in the new Center, the [North Carolina Leadership Forum \(NCLF\)](#), provides an opportunity for civic, business, and political leaders from across North Carolina to discuss issues central to the future of our state. Established in 2015, NCLF seeks to foster constructive and generative engagement across party lines, ideologies, professional experiences, and regional perspectives, with the overarching goal of developing a critical mass of civic and political leaders who have the will, the skills, and the relationships to address challenging issues. Cohort participants gather to understand each other’s perspectives and the tradeoffs of a range of policy solutions. By sharing stories, articulating important values, actively listening, and spending time together, they leave with a greater ability to **work collaboratively to address North Carolina’s policy needs**. NCLF has tackled issues related to jobs, energy, education, immigration, COVID-19, health care, revenue, and [housing](#), and this year, convened cohorts around [elections](#) and [community safety](#).

The [Duke University Marine Lab](#) in Beaufort, North Carolina has been home to scientists and scholars conducting world-class, cutting-edge research in marine ecosystems, their conservation and their governance, since the late 1930s. The Marine Laboratory operates year-round to provide educational, training, and research opportunities to about **3,500** persons annually. The Marine Lab also collaborates with community organizations in coastal North Carolina with educational and conservation missions, and partners with local K-12 schools to provide opportunities for area residents to take part in Marine Lab research.

In Kannapolis, the Duke Clinical and Translational Science Institute operates a state-of-the-art site that accelerates precision genomics and population health research, featuring a diverse community of engaged research participants. Founded in 2007, [Duke Kannapolis](#) has enrolled over **15,000** participants using a successful community-engaged research model and offers full-scope capabilities for investigators. Duke Kannapolis manages projects focusing on the discovery and validation of biomarkers to inform a deeper understanding of health and disease. **Located on the North Carolina Research Campus** with seven UNC research institutes and a public health department, Duke Kannapolis is active in community engagement efforts throughout **Cabarrus County** and committed to supporting the health and wellness of the local community. Duke Kannapolis is a part of the new [Duke Center for Precision Health \(CPH\)](#), which will harness the power of genomic, biomarker, and health data to transform patient care.



The [Duke Divinity School](#) partners with dozens of churches and faith leaders across North Carolina to foster thriving communities, including offering a variety of internship experiences for students through the [Office of Field Education](#). The [Thriving Rural Communities Initiative](#) through the Divinity School focuses on rural communities in North Carolina by cultivating faithful rural Christian leadership and fruitful rural United Methodist congregations, while preparing a select group of students for effective ministry in these areas. **Over 550 Duke-trained religious leaders serve in communities across North Carolina**. The [Ormond Center for Thriving Congregations and Communities](#) is another program founded at the Duke Divinity School that seeks to foster a state-wide ecosystem to build strong, just and resilient communities through research, practice and scholarship.



Duke's amenities and resources attract visitors from across NC and around the world

DUKE UNIVERSITY is a top visitor destination in Durham, including many sites on campus that attract guests from in and out of state.



[Duke University Chapel](#) is a sanctuary for all people. As James B. Duke intended, this “great towering church” stands tall at 210 feet in the center of West Campus with 77 stained-glass windows, a 50-bell carillon, and four organs. It is the site of some of the university's most memorable ceremonies, including the Baccalaureate Service and the Martin Luther King, Jr. Commemoration.

An important landmark on campus and throughout the region, Duke Chapel receives **300,000** visits in a typical year; additionally, an international online audience views Chapel videos more than **400,000** times annually.



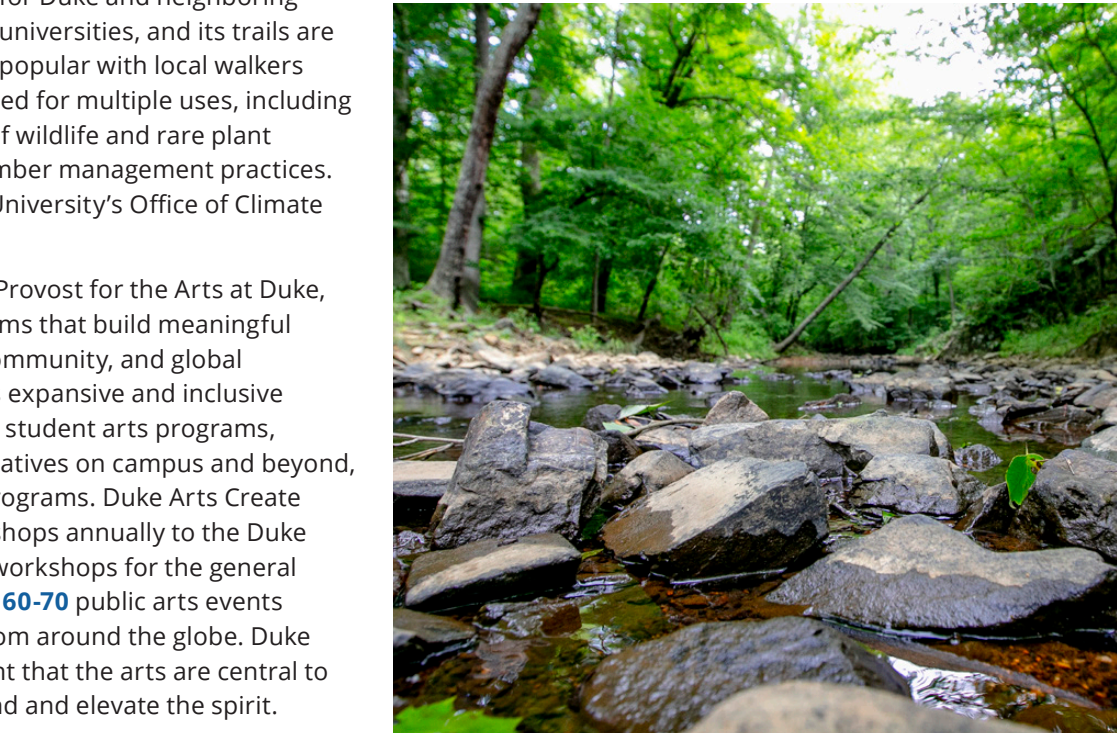
[Sarah P. Duke Gardens](#) welcomes more than **600,000** visitors annually, with free admission and more than 8,000 species and varieties of plants in its 55 acres of specialized gardens. Its engaging programs for adults, children, families and schools, as well as community and university partnerships, offer ways to experience inspiration, wonder and connection with the natural world.

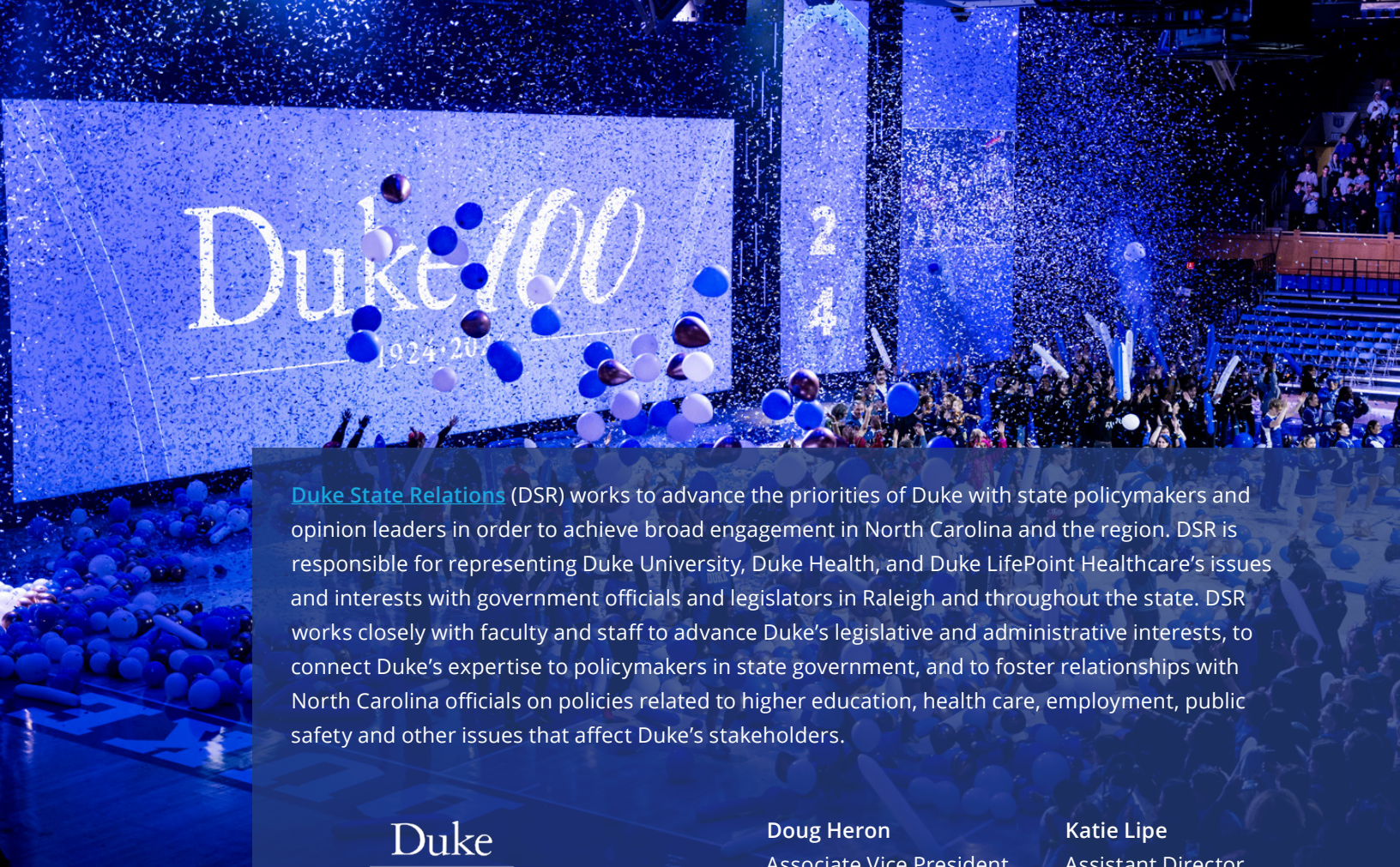
[Duke Forest](#), established in 1931, covers more than **7,000** acres in the north-central Piedmont region of North Carolina, **spanning Durham, Orange, and Alamance counties**. It serves as a natural outdoor laboratory for Duke and neighboring universities, and its trails are popular with local walkers

and runners. The forest is managed for multiple uses, including education, research, protection of wildlife and rare plant species, and demonstration of timber management practices. The Duke Forest is part of Duke University's Office of Climate and Sustainability.

[Duke Arts](#), the Office of the Vice Provost for the Arts at Duke, champions impactful arts programs that build meaningful connections between campus, community, and global audiences. Duke Arts achieves its expansive and inclusive mission through interdisciplinary student arts programs, sponsorship support for arts initiatives on campus and beyond, and its far-reaching public arts programs. Duke Arts Create features over **100** free arts workshops annually to the Duke community, along with monthly workshops for the general public. Duke Arts Presents offers **60-70** public arts events annually by world-class artists from around the globe. Duke Arts brings to life the commitment that the arts are central to Duke's mission to engage the mind and elevate the spirit.

The [Nasher Museum of Art](#) at Duke University is a major center for the arts, presenting leading-edge exhibitions that travel worldwide. Its fast-growing collection of contemporary art emphasizes works by diverse artists who have been historically underrepresented. More than **1 million** visitors have visited since it opened in 2005. Admission is free.





Duke State Relations (DSR) works to advance the priorities of Duke with state policymakers and opinion leaders in order to achieve broad engagement in North Carolina and the region. DSR is responsible for representing Duke University, Duke Health, and Duke LifePoint Healthcare's issues and interests with government officials and legislators in Raleigh and throughout the state. DSR works closely with faculty and staff to advance Duke's legislative and administrative interests, to connect Duke's expertise to policymakers in state government, and to foster relationships with North Carolina officials on policies related to higher education, health care, employment, public safety and other issues that affect Duke's stakeholders.

Duke
State Relations

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