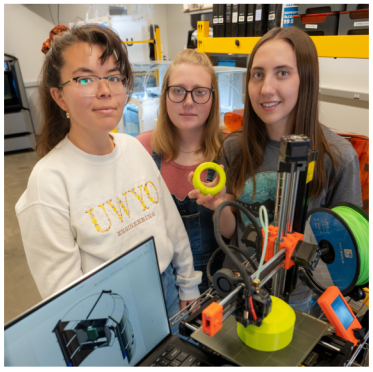
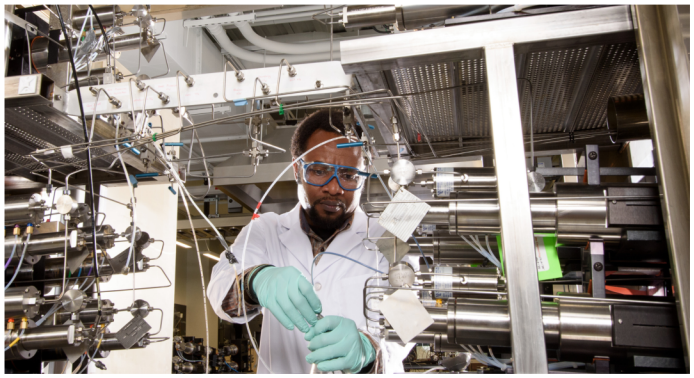
UW | Research and Economic Development





2025 ANNUAL REPORT

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UW's knowledge enterprise and innovation capabilities have bright days ahead in FY2026 and beyond. The Research and Economic Development Division is catalyzing this transformation through newly established or reimagined units and strategically investing in topics relevant to Wyoming's needs and growth.

1. Accomplishments

The Research and Economic Development Division (REDD) of the University of Wyoming advances UW's knowledge enterprise —encompassing research, innovation, and service—while providing experiential learning opportunities for students and promoting innovation-driven economic growth for the State of Wyoming.

To meet these goals, REDD units function as

- service organizations (e.g. pre-award services, research compliance, research facilities, research computing resources, field stations, etc.)
- integrators of multidisciplinary research (university-wide centers and institutes)
- catalysts for entrepreneurship and innovation (e.g. Center for Entrepreneurship and Innovation, Technology Transfer Office, and IMPACT307)
- technical assistance providers to businesses across the state (e.g. Small Business Development Centers, Manufacturing Works.).

These units seed and enhance ***Wyoming-relevant, nationally competitive, and globally preeminent*** programs of research, innovation, and economic development. Highlights of REDD's activities and accomplishments in 2025 are described in this report.

As expected during every change in federal administration, FY2025 was a disruptive year for federally funded activities at universities. Since February 2025, many uncertainties about REDD's budget outlook have emerged because of federal policy changes. These include:

- ***Proposed reduction in the indirect cost rate to 15%:*** Different federal agencies have proposed to reduce the indirect cost rates to 15% from the current negotiated rate (44.5% for UW). This proposed decrease will reduce REDD budget by approximately $5 million (20% reduction in the total budget).
- ***Cancellation of grants that did not address new administration's priorities:*** Many grants that supported previous administration's priorities such as DEI and green energy were discontinued by the new administration. In addition, funding for international aid programs or public media was terminated. Since UW's grant portfolio primarily supports Wyoming's priorities, UW was relatively less impacted by grant cancellations than many other universities.
- ***Potential decreases in the budgets of federal funding agencies relevant to UW***: The U.S. President proposed significant reductions (up to 40%) in the budgets of major agencies that fund research and service projects at UW. The Congress committees on appropriations have restored many but not all these proposed cuts. With much of the federal budget still to be appropriated, the uncertainties continue.
- ***Pause and delays in many federal programs***: In the first six months of new administration in Washington, many federal programs, review panels and funding decisions are paused, eliminated, or delayed. It happened in the latter half of FY2025, consequently reducing the number of applications submitted and grants received during that period.
- **Increased cost of compliance:** New policies being implemented by the administration require new compliance programs at UW, including for enhanced research security measures as well as monitoring foreign influence on UW's activities.

Despite these uncertainties, UW showed remarkable upward trajectory in number of applications submitted, grants received, and research expenditures. In response to significant shifts in the national and regional funding landscape, REDD is cementing strategic reorganization aimed at enhancing operational efficiency, agility, and impact. This initiative reflects our commitment to being excellent stewards of public resources and advancing our mission.

REDD Mission Achievements FY2025

Goal 1: Increase the size, breadth, and impact of UW's knowledge enterprise.

- **In FY25, UW received R1 designation.** UW is one of 187 institutions nationwide designated as an R1 university by the American Council on Education and the Carnegie Foundation for the Advancement of Teaching. This puts UW in the top tier of U.S. research universities, as just 4.8 percent of the nation's nearly 4,000 accredited, degree-granting institutions have reached this "very high research activity" category.

- **Research Infrastructure:** REDD continued to enhance both services and facilities needed for extramurally funded research. All its service units continue to be sufficiently staffed and have increased efficiencies to increase the type of services and reduce time taken to provide services. In addition, REDD-managed facilities are making major strides to serve the campus' needs for conducting state-of-the-art research.
    - The Model Organism Research Facility in the Science Initiative Building is now fully operational and staffed. It supports state-of-the art laboratory animal housing and provides a model for responsible practices for animal experimentation. It also developed and implemented per diem charges for housing laboratory animals, thus recovering operational costs through grants that fund animal research.
    - The UW Science Institute increased its services through its Center for Advanced Scientific Instrumentation and its sophisticated greenhouses. Both use a highly effective and accountable method for user charges.
    - COIFPM makes its equipment available to the campus researchers through transparent processes and clearly articulated 'Equipment Use Policy' for the campus-wide access to its equipment.
    - REDD also assessed effectiveness and financial sustainability of Ecological Genome Technology Lab. Based on this evaluation, a position in this laboratory was redefined to reduce costs, thereby matching the revenues expected in FY26. REDD plans to continue to monitor ROI from this facility.
    - To allow coordination and cost control using a unified approach, REDD's new organizational structure involves the senior director for operation, budget and facilities to oversee all facilities under REDD. A faculty advisor (currently Dr. David Williams) works closely with the senior director to provide scientific expertise needed to evaluate effectiveness of facilities.
    - REDD has also launched a laboratory animal facility committee to evaluate ways to coordinate 4+ animal facilities on campus. The recommendations will be implemented in FY27.

- **Research Development:** To increase opportunities for grant applications, EPSCoR/IDeA and Research Development Office provided various grants development activities. Four grants development managers were hired in collaboration with four colleges (CALSNR, CEPS, Haub, CHS) with salary support divided equally between REDD and the sponsoring college. In addition, REDD supports one position each in SER and COIFPM, thus providing additional grant management in these highly research active units. This increased infrastructure for developing and managing grants is expected to result in robust increase in externally funded programs at UW. The office also developed and implemented many programs to help ideation, grant development, limited submission opportunities, and coordination of seed grants selection.

- **Seed funding:** REDD provided seed grants for over $2.925 million in FY2025-26. These programs are expected to yield additional grant applications and awards as well as increased scholarly, innovation, and entrepreneurship outcomes. In FY2026, UW plans to review the effectiveness of various seed grant programs and adjust seed grant activities as needed.

Table 1. Seed grant opportunities provided by REDD and its units

Competition	Funding Source	Number	Amount
AI applications Research Excellence	BoT Research Excellence Fund	13	$366,728
Cardiff University Collaboration	Designated	10	$100,000
Global Studies	Designated	11	$55,000
UW Research Excellence	Designated	13	$125,000
Travel Grants	Endowment	2	$2,000
Travel Grants to DARPA workshop	Designated	5	$3,750
Faculty Grant in Aid by Faculty Senate RAC	Designated	13	150,000
CAREER seed grants	Designated	6	$30,000
UW Research Institute at the AMK Ranch	Designated	10	$50,000
UW Science Institute	SI funds	7	$700,000
WIHR fellows and seed grants	Designated	16	$60,000
WORTH Seed Grants	WIP	7	$432,000
ART Seed Grants for Translational Research	NSF ART grant	6	$851,000

- **Submissions:** The Pre-Award Services Office provided training as well as focused help to faculty. As a result, UW submitted 778 proposals in FY2025, roughly the same number as in FY2024. Distribution of proposals in different colleges and schools is shown in figure 1. Maintaining the same level of submission is particularly impressive considering far less federal grant submission opportunities were available from February 2025 till June because of the change in administration, as evident from less submissions after January 2025 (Fig. 2).

Fig 1. Number of proposals submitted by various units in FY2024 and 2025

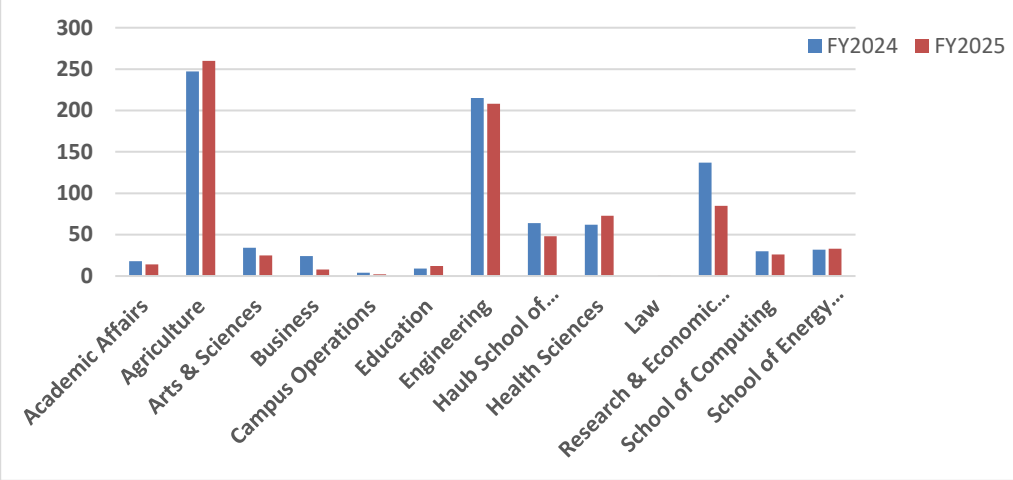
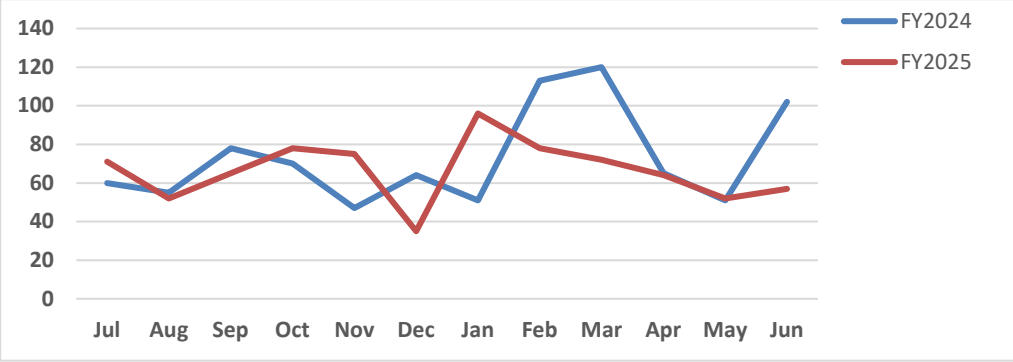


Fig 2. Number of proposals submitted in each month of FY 2024 and 2025



- **Receipt of Grants:** UW received grants for $221 million in FY2025 compared to $150 million in FY2024 and $120 million in FY2023. These include grants to fund research (82% of funds received), instruction (1 %), and public service including economic development activities (17 %). Thus, much of the growth in extramural funding was attributed to research grants and agreements. Majority of these funds (54 percent of total) were obtained from Federal grants. UW continued to demonstrate the breadth of its activities by receiving grants in all its colleges and schools (Table 1).

Table 2. New external funding obtained in FY2024 and 2025 in different units

College/Division	FY24 Funding Amount	FY25 Funding Amount
Academic Affairs	$8,392,864	$6,766,964
Agriculture	$37,912,890	$31,706,385
Arts & Sciences	$5,919,164	$1,530,013
Budget and Finance		$1,665,000
Business	$2,267,772	$720,536
Campus Operations	$4,023,255	$3,073,686
Education	$1,051,735	$1,326,261
Engineering	$20,903,147	$16,354,947
Haub School	$3,572,951	$3,631,049
Health Sciences	$9,655,646	$5,333,673
Law	$10,500	$15,000
Research & Economic Development	$40,223,787	$79,071,743
School of Computing	$1,745,611	$3,368,318
School of Energy Resources	$14,683,928	$66,480,408
Student Affairs	$133,855	
Grand Total	**$150,497,105**	**$221,043,984**

- **Research and Development Expenditures:** Every year U.S. colleges and universities report data to NSF about their expenditures-for R&D in the fiscal year. The survey collects information on R&D expenditures by field of research and source of funds and gathers information on types of research, expenses, and headcounts of R&D personnel. The information is useful in many statistical analyses as well as in classification of universities (R1, R2, AAU membership, etc.). The data from FY24 was released by NSF just before the completion of this report because of the 2025 federal government shutdown in October-November timeframe (when these data are released in a typical year). Therefore, the analysis of ranking of UW in comparison with its peer and aspirational group of universities is not included in this report.

  UW's total R&D expenditures in FY25 are not yet completed by OSP (Office of Sponsored Programs) because of staff turnover in that unit. Therefore, UW's research growth cannot be included in this report. OSP has provided partial information; UW's research expenditures from extramural sources have increased in FY25 from FY24. The report will be updated later when OSP completes its analysis.

  UW Operations prepared research space data for NSF submission. NSF collects these data every two years. In FY25, UW had similar research space as in FY23 (Table 3); the difference in the data is likely because of more accurate data collection in FY25 and changes in the use of the space. Thus, UW continues to have potential for supporting additional research per sq ft of available research space.

Table 3. Research Space

	2025	2023	2021
Agriculture	517,075	445,963	217,383
AtmosGeo	82,836	86,422	73,265
Biological Sciences	127,529	166,200	114,975
Computer Science	20,696	29,274	4,941
Engineering	126,628	200,903	172,209
Health	21,258	62,741	34,394
Mathematics	19,602	25,462	8,352
Natural Sciences	47,761	75,278	46,285
Physical Sciences	142,167	123,650	53,212
Psychology	12,228	23,368	16,367
Social	32,619	60,972	37,666
Grand Total	**1,150,400**	**1,300,233**	**779,049**

Goal 2. Foster economic development by building a vibrant culture of innovation and support at UW, and by providing technical assistance across Wyoming.

Overall Planning and Coordination: In November 2024, UW was officially designated as an Innovation and Economic Prosperity (IEP) institution by the Association of Public and Land Grant Universities. This prestigious designation acknowledges public research universities that work with public- and private-sector partners in their respective states and regions to support economic development. The self- assessment and planning for IEP designation charts a plan for UW's economic development progress.

Construction and completion of the innovation and economic engagement ecosystem: While completely developing the Center for Entrepreneurship and Innovation, REDD continued to explore research park potential and implementation as well as UW-specific venture capital opportunities.

- **Research parks** amplify economic impacts of research universities and provide internship opportunities for university students and growth acceleration for startups. REDD organized a visit from a consulting group from a national organization (Association of University Research Parks), who provided a report on the potential of establishing a research park in Laramie. An implementation plan will be developed in FY26.
- Plans were developed for establishing a small **venture fund** for UW startups using endowment and other philanthropic support. In collaboration with UW Foundation, CEI has now funds to invest up to $300,000 in startups using due diligence by student teams. Therefore, entrepreneurial education and startup support will be combined. The funds will be invested in spring 2026.
- **A functional and proactive technology transfer office** (TTO) is essential for any research university to increase IP portfolio and revenue generation through commercialization of its IP. In FY25, UW staffed its TTO with five positions, a size appropriate for UW's research portfolio.
- **Advancing innovation ecosystem:** UW is a key partner in the CO-WY Innovation Engine, one of the nine funded in the first round of this flagship program of NSF. Of the first two years' $15 million budget of the project, UW has received financial support through a variety of means: institutional administrative support (for ARCC and HPAIRI), software development grant to SoC, robotics training grant to UW's 4H program, two use-inspired research grants (CEPS and CALSNR) and an innovation grant to a startup founded by a UW alumnus. In addition, the engine has established a venture fund for Wyoming startups. They also included several Wyoming startups in their acceleration programs and organized events in Wyoming, including one at UW.

Enhancement of the entrepreneurship, innovation, and economic engagement culture at UW: REDD will increase effectiveness of ART programs and enhance the IMPACT307 offerings to encourage innovation activities on campus.

- **Enhanced Industry Partnerships:** The Office of Industry and Strategic Partnerships (OISP) was established as a joint unit between Research and Economic Development Division and UW Foundation to initiate, establish and enhance engagement with businesses, agencies, private donors, and foundations and is now fully staffed. The OISP-led efforts secured $6.25 million from private businesses and foundations for research projects, which then allowed for a $2.5 million match in funding from the state.
- **Increased support for translational research:** A $6 million grant from NSF's Accelerating Research Translation (ART) program provided five seed grants for translational research on topics that are important for Wyoming.
- REDD organized visit of a consulting team from **PTIE** (Promotion and Tenure – Innovation and Entrepreneurship), who met with various stakeholders on campus and provided recommendations for the recognition of innovation & entrepreneurship (I&E) impact by university faculty in promotion, tenure & advancement guidelines and practices. We plan to pilot some of the recommendations in spring 2026.

Expansion of strategic communication and training to maximize innovation and economic engagement awareness: Working closely with UW marketing staff, REDD started to communicate strategically how UW research impacts economic prosperity.

- UWYO's issue in January 2025 was dedicated to research and innovation, featuring many stories related UW research as well as innovation outcomes. Additional stories were included in the subsequent issues as well. Strategic press announcements were made to communicate innovation outcomes.
- Communicating impacts of UW activities on state's businesses to Wyoming's federal delegation remained a priority for REDD. VPRED accompanied the Wyoming Business Council leaders in their Washington outreach. SBDC and Manufacturing Works continued their legislative outreach, thereby ensuring continued federal support to these impactful programs.

REDD Management Achievements for 2025

UW's research service units remained sufficiently staffed in FY25.

Management Goal 1: Continuous process improvements

REDD organized training events for the staff and unit leaders for customer needs discovery and continuous process improvements. These activities were incorporated in the performance plans of the staff, thus making them priorities for all staff. Newly improved processes include agreement review for the federal grants and subawards, a new process for industry risk management, and a new process for drone use approvals. Newly proposed reorganization plans will continue to increase efficiency and processes by removing barriers and reducing touchpoints.

Management Goal 2: Staff professional development and morale

After being sufficiently staffed, it is important to keep the staff engaged, motivated, and retained through professional development and career progress opportunities at UW. REDD organized leadership trainings for the unit leaders (directors and assistant/associate directors). Developing leaders that can develop their staff is essential for a healthy organization. In addition, REDD organization was modified to provide growth opportunities for the staff.

Mission Goals for FY2026

Mission Goal 1: Increase research expenditures and reputation in all disciplines.

Increase research productivity: Although UW has a higher level of R&D expenditure per student than the national average, the R&D per faculty is about 10 percent lower than the national average.

- In FY26, REDD will evaluate its strategic seed grant funding, will create grant development workshops for preparing research leaders and will expand grant preparation logistics help through additional college-embedded grant preparation managers.
- The data also shows that UW does not use its research space as effectively as other universities since it has only 26 percent of the national average for R and D expenditures per sq ft of research space. A thoughtful approach to modernize the research space and increase its effectiveness in supporting research expenditures is needed. In FY26, REDD will develop a coordinated management plan for laboratory animal facilities that realize high value grants from agencies like NIH and NSF.

Foster data-driven team science that addresses convergence: Future opportunities for obtaining research funding will require UW research to use data-driven approaches, particularly using AI, in addressing economic prosperity opportunities. The federal agencies emphasize these research approaches among their priorities. Consequently, UW has begun to strategically foster AI-enabled research in the Wyoming-relevant areas, such as energy, wildlife, and natural resources. UW will continue to build on its strength, which are relevant to Wyoming's economic interests in energy, mining, agriculture, and tourism. Team science projects allow UW to compete for larger center-scale grants. Additional SI centers will be funded in FY26 and the previously established centers will be evaluated.

Mission Goal 2: Foster economic development by building a vibrant innovation support and culture at UW while providing technical assistance across the state of Wyoming.

To enhance the culture of innovation and impacts to serve the state, REDD will continue to implement its Innovation and Economic Prosperity Growth and Improvement Plan goals. The specific goals for FY2026 include:

- **Construction and completion of the innovation and economic engagement ecosystem:** REDD will prepare plans for a research park and invest venture funds in at least one UW startup.
- **Enhancement of the entrepreneurship, innovation, and economic engagement culture at UW:** REDD will increase effectiveness of ART programs and enhance recognition of innovation activities on campus.
- **Expansion of strategic communication and training to maximize innovation and economic engagement awareness:** In FY26, improvements in the REDD website will be a focus for improving communications.

Management Goals for FY2026

Management Goal 1: Strengthen Organizational Continuity, Communication, and Transparency

- Foster consistent communication, alignment, and visibility across REDD units and between REDD and campus partners.
- Clarify roles, reporting structures, and decision-making responsibilities to enhance transparency and trust.
- Improve continuity by reducing staff turnover, establishing clear operational expectations, and maintaining institutional knowledge through documentation, cross-training, and leadership development

Management Goal 2. Invest in Workforce Development, and Recognition

- Support recruitment, retention, and professional growth of REDD personnel, transparent advancement pathways, and accessible leadership and technical training.
- Promote a culture of recognition, collaboration, and shared purpose that enhances morale and engagement.

Management Goal 3. Advance Operational Excellence and Service to the Research and Innovation Enterprise

- Continue to Streamline systems and processes to improve efficiency, consistency, and data-informed decision-making across REDD.
- Cultivate a solutions-oriented, service-driven culture that enhances the researcher experience through clear guidance, predictable timelines, and responsive communication.
- AI - Leverage data analytics, feedback, and collaborative platforms to identify barriers, improve workflows, and strengthen REDD's support of research, innovation, and economic development at UW and beyond.
- Build operational resilience by empowering staff with the tools, data, and flexibility needed to adapt to changing research and economic environments.

2. Highlights: Expanding Knowledge Enterprise

Over $2.9 million	**Seed Grant Funds to UW faculty** Funding from the Board of Trustees, REDD, SI, and various federal grants resulted in more than $2 million provided to UW faculty as seed grants.
Submissions are robust Stability in staffing contributed to the ability of the team to submit an average of 16+ proposals per week. Despite funding uncertainties, the number of submissions continues to be stable.	**800 applications submitted**
$221 million	**Sponsored Funds Received** Average annual funds for the research, instruction, or public service projects received during FY19-23 were $120 million (includes COVID-related projects in FY21). The amount increased to $150 million in FY24.
Total Research Expenditures In FY2024, UW's research expenditures exceeded $167 million for the first time. UW increased its research expenditures in FY2025; exact number still not determined. Total expenditures include sponsored research expenditures as well as institutional investments in research.	**> $167.3 million*** (* exact number yet to be determined)
2	**New CAREER awardees** In FY25, two UW faculty received NSF CAREER awards, which represent NSF's most prestigious recognition of early career faculty that demonstrate teacher-scholar leadership by integrating their research and educational activities.

3. Highlights: Enhancing State-wide Engagement

9,200	**PreK-12 and citizen outreach** The SI Roadshow brought active learning to 9200 PreK-12 students and senior citizens during **37** outreach and inreach events in schools and other venues, a **37%** increase from FY2024
Science Institutes Centers flourished During the 2024-25 academic year, SI research centers submitted 72 grant proposals (of which 17 have so far been funded), published 27 peer-reviewed articles, presented 30 times at professional conferences, supported research of 42 students, and created partnerships across campus, with WY community colleges, and with governmental and private industry partners.	**72**
70	**Undergraduate Impacts through Wyoming Research Scholars** Of the **70** undergraduate students conducting research as Wyoming Research Scholars, **48** are from **12** counties in Wyoming, and contributed to **17** published articles and presented at **21** conferences.
New Businesses Started **SBDC** staff served **1056 unique** clients, receiving attribution from **35** clients starting new businesses resulting in **126** new Wyoming jobs. They recorded capital infusion transactions totaling more than **$8.0** million.	**35**
163	**Manufacturing Works** Manufacturing Works strengthens economic competitiveness by helping Wyoming manufacturers, producers, and entrepreneurs succeed. MW engaged with 163 Wyoming Manufacturers resulting in $5.9M in cost savings and $50.3M in new investments.

4. REDD Highlights: Fostering Innovation

14	**Start-up training** **IMPACT 307** hosted **14** lunch and learn sessions with **UW** and **Industry experts** providing programming that connects founders to resources to help them become efficient, effective, and networked entrepreneurs. Two companies graduated to larger facilities in Laramie.
NSF ART Program for translational research Seed Translation Acceleration of Research (STAR seed grants through the NSF ART grant provides both funding and training to accelerate the translation at UW, potentially increasing commercialization efforts of UW's IP.	**$851,000**
14	**Patents Granted** UW is one of the top universities in number of patents issued per 100 faculty members. UW filed 14 patents in 2025.
Industry Research Agreements More than 770 contacts were made with industry, and many discussions are still in progress. The University executed 40 contracts with industry in FY25	**40**
14	**Entrepreneurship Fellow Program** The Center for Entrepreneurship and Innovation in collaboration with the Center for Ethics funded and trained 14 faculty members from UW and the community colleges in principles of entrepreneurship and innovation they could add to their courses.

5. Research Centers and Institutes

The VP for Research and Economic Development oversees the multidisciplinary institutes and centers as well as creation of new research teams and development of new applications. As such, seed grants for faculty-driven strategically important projects are a priority for VPRED.

UW Science Institute

Now finishing its second year, the Science Institute oversees:

- Five thematic, interdisciplinary research centers (Controlled Environment Agriculture, Energy Materials, Quantum Information Sciences and Engineering, Wildlife and Technology, and Rural Resilience) and support for PhD Fellowships within these centers,
- Three shared resource research facilities that provide a sustainable model for access to world-class research instrumentation (Center for Advanced Scientific Instrumentation, Plant Growth & Phenotyping Facility, and Model Organism Research Facility), and
- The Science Initiative and its programs (Learning Actively Mentoring Program, Wyoming Research Scholars Program, SI Roadshow, Course-based Undergraduate Research Experiences).
- The Science Institute integrates novel, interdisciplinary approaches to science research, experiential learning, and engagement to strengthen key areas of Wyoming's economy, preserve Wyoming's important natural resources, and provide UW students and students of all levels statewide with a flexible, pioneering skill set. The Institute budget includes Science Initiative funding, many federal and private grants, and support from REDD for core functions. The Science Initiative annual report is presented to the Board of Trustees in their January meeting and contains detailed descriptions of its accomplishments.

High Plains American Indian Research Institute (HPAIRI)

HPAIRI's mission is to empower Tribal Nations by facilitating and providing access to cutting-edge research opportunities with the University of Wyoming. Given this mandate, HPAIRI's work is both interdisciplinary in nature and broad in scope. Because of its interdisciplinary nature, HPAIRI continues to collaborate with other University of Wyoming units on institutional grants such as WyACT, CIRCLES Alliance, USDA Pathways, USDA NBTS, CO_WY ASCEND Engine, and collaborate with WyoTech on a DOE grant. This has enabled working with and partnerships with Wind River Tribal College, Wind River Tribal Buffalo Initiative, Wind River Energy Commission, Wind River Tribal College High School, Navajo Energy Transition Company, The Shoshone Bannock Tribe, Central Wyoming College, and many other tribal partners to further its mission. Notably, HPAIRI was host to six undergraduate interns and four graduate research assistants in FY25.

UW Institute at the AMK Ranch

The University of Wyoming Institute at the AMK Ranch is a cooperative effort between the University of Wyoming and the National Park Service. The Institute at AMK is open for research, scholarship, creative and cultural activities, and courses related to Wyoming's landscape, ecosystems, and culture. Researchers had the opportunity to study a range of topics from geology, ecology, biology, and social science which included large interdisciplinary projects in FY2025. Open from June 1 through August 15, the following are examples of key activities and accomplishments of the AMK ranch:

- The field hosted researchers, courses, and conferences, including over 1200 user-nights by the UW and non-UW scholars from around the country and world.
- The Harlow summer seminar series included 7 events. Seminars included talks by UW faculty and their collaborators on a variety of topics.
- Development of mesh sensor network edge computing system to support wildlife and tourism at

research at Grand Teton and Yellowstone national parks.

- High-spatial resolution sampling of Jackson Lake water quality using Fast Limnological Automated Measurements (FLAMe) technology
- Assessing potential of soil microbial inoculation for improved sagebrush steppe restoration in Grand Teton National Park

Center of Innovation for Flow Through Porous Media (COIFPM)

The Center of Innovation for Flow through Porous Media (COIFPM) is one of the world's largest and most advanced research facilities of its kind. COIFPM is a global leader in the research and development of novel technologies in the area of flow through porous media and its applications in, for instance, oil and gas recovery, geological carbon sequestration, hydrogen geo-storage, and aquifer remediation. COIFPM offers unparalleled, integrated experimental and computational capabilities across the atomic, nano, micro, and macro scales. These capabilities allow researchers to conduct numerous multifaceted studies concurrently, generating both fundamental insights and practical innovations. COIFPM serves as a catalyst for innovation, sustainability, and economic growth in Wyoming and across the globe. It is a core component of UW's Tier-1 Engineering Initiative and represents a transformational research hub with broad impact across science, technology, and industry. The Center's strong industrial engagement is reflected in its long-standing partnerships with national and international energy companies, resulting in nine active research partnerships over the last fiscal year (2024-2025). The Wyoming Gas Injection Initiative (WGII), a recently launched landmark public-private partnership, exemplifies COIFPM's role in shaping energy sustainability in the State. Funded equally by the State of Wyoming ($50 million) and local oil and gas operators ($50 million), WGII aims to deploy advanced gas injection technologies to boost production in the state's mature oil fields.

Jay Kemmerer WORTH Institute

In 2024–2025, the Jay Kemmerer WORTH Institute advanced its mission to expand and diversify Wyoming's visitor economy through an integrated focus on research, workforce development, and statewide engagement. This year marked a historic milestone: thanks to a transformative $5 million gift from Jay and Karen Kemmerer, matched by the state of Wyoming, the WORTH Institute became a named, endowed institute. It is the first of its kind in the nation and one of only two named institutes at the University of Wyoming. The Jay Kemmerer WORTH Institute Mission is to expand and diversify Wyoming's economy by supporting the outdoor recreation, tourism, and hospitality industries through three operational pillars: Workforce Development, Statewide Engagement, and Research. Key highlights for FY25 include:

- Statewide Reach: The Institute delivered programming in all 23 Wyoming counties, engaged over 60 communities, and hosted the 2025 Wyoming Outdoor Recreation Summit and the Wyoming Search and Rescue Conference.
- Workforce Innovation: More than 100 students benefited from WORTH's workforce programs, including hospitality training, career fairs, and funded internships.
- Student Impact: Over $40,000 in scholarships and internship support was awarded. Experiential learning included a multi-city tourism industry tour, on-site visits, and the inaugural Pulte Gateway to Hospitality Innovation Challenge.
- Research Leadership: The Institute published major economic impact studies—spanning the outdoor recreation economy, creative industries, and local events.
- National Recognition: The Institute was featured at the TTRA International Conference and joined the Outdoor Recreation Roundtable's Workforce Consortium Steering Committee.
- Strategic Growth: The launched its first-ever Strategic Plan and Marketing Plan, held its inaugural staff retreat to align goals, and introduced the Institute Partner Program to strengthen engagement with industry, government, and nonprofit stakeholders.

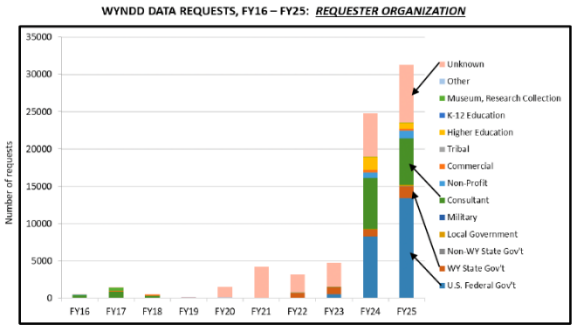
Wyoming Institute for Humanities Research (WIHR)

The Wyoming Institute for Humanities Research strives to be an engine for producing interdisciplinary research in the humanities; a community for faculty, students, and the public; and a model of democratic education fit for our land- grant university. WIHR supports high-level scholarship across the disciplines and fosters community, thought, and partnership among faculty, students, staff, and the public.

- The annual Humanities Research Group program awards fellowships to UW faculty, providing the time, funding, and intellectual community needed to make significant progress on their research projects.
- In Spring 2025, WIHR awarded 15 travel grants to support field research and archival work across the world and contributed to the publication of 4 books through its subvention fund.
- In collaboration with the humanities institutes at ASU, CSU, CU Boulder, and Utah, WIHR began a "Water in the West" project that seeks to promote interdisciplinary research about issues surrounding local/regional waterways and their relationship to human communities.

Over the course of the academic year, WIHR conducted a five-year review of its activities and accomplishments and appointed a new director, Dr. Melissa Morris, to spearhead its continued growth and to foster areas of excellence where UW can make unique contributions to humanities research.

Wyoming Natural Diversity Database (WYNDD)



The Wyoming Natural Diversity Database (WYNDD) is a service and research unit of the University of Wyoming that maintains a comprehensive database on the distribution and ecology of rare plants, rare animals, and important plant communities in Wyoming. WYNDD distributes this information upon request under the philosophy that the best decisions regarding natural resources will be made only when everyone has access to complete and current scientific data. The demand for data from WYNDD continues to increase. The 2023 launch of the WYNDD Data Explorer resulted in a huge increase in data requests from WYNDD partners. There was a 5X increase in the number of data requests from FY23 to FY24. FY25 data requests numbers were 26% higher than in FY24. In addition, alternative pathways to request data have resulted in a significant increase overall. It is therefore important to keep all the data current. In FY25 WYNDD updated and improved 1,595 species range maps and completed a full set of Field Guide accounts for all Wyoming native snakes. In FY25, for the first time in 27 years, WYNDD fielded more data requests from federal land managers (13,466) than from consultants (6,249), continuing a recent trend of increasing federal interactions. Data requests from State of Wyoming personnel almost doubled in FY25 relative to FY24 levels.

Wyoming Survey & Analysis Center (WYSAC)

WYSAC seeks to provide clear, accurate, and useful information to decision-makers through applied social research, scientific polling, information technology services, and rigorous program evaluation. As such, WYSAC conducts research for government agencies, educational institutions, and other entities in Wyoming and beyond.

- WYSAC's total operational and research expenditures for FY 2025 were approximately $4,200,000, funded entirely from sponsored projects, associated Indirect Costs, and Project Residuals, an 18% increase from FY24. This represents 45 projects completed in the fiscal year for a total of $6,141,313 in external funding and generation of $995,000 in indirect costs for the University. This growth necessitated a growth in personnel to 26 full-time staff, 2 Graduate Assistants, and 124 hourly non-benefited research aides.
- Using a regional economic multiplier range of 1.4–1.8 and considering WYSAC's adjusted local expenditures (in-state payroll and Wyoming-based non-payroll spending), WYSAC's efforts generated between $5.0M and $6.5M in total estimated economic activity for our region, reflecting both direct spending and the ripple effects of indirect and induced impacts.

Wyoming Institutional Center Grants

INBRE

The Wyoming IDeA Networks for Biomedical Excellence (INBRE) Program is funded by the National Institutes for Health. The INBRE program funds statewide networks of higher education and research institutions in each IDeA-state and Puerto Rico to build biomedical research capacity through support for faculty research and mentoring, student participation in research, and research infrastructure enhancement at network institutions. The Wyoming INBRE works collaboratively with all community colleges in Wyoming to advance opportunities for biomedical research experiences in all institutions of higher education in Wyoming. During FY2025, INBRE provided research experiences for dozens of undergraduate students at UW and WY Community Colleges and supported research activities and infrastructure at UW as well as at every community college in the state. INBRE successfully competed for a fifth 5-year IDeA award ($2.75M DC/yr), that will start May 1, 2026.

COBRE

The Wyoming Sensory Biology Center (WSBC) annual report highlights a year of exceptional achievement. The Center secured $4,133,608 in new grants from the NIH and American Heart Association, directly supporting the research of 13 faculty labs, 8 graduate students, 16 undergraduates, and 5 postdocs. Central to this success is the Integrated Microscopy and Molecular Analysis Core (IMCore), which provides the campus with cutting-edge instrumentation. The core's suite of technology includes electron microscopes, advanced confocal and multi-photon systems, an Illumina NextSeq 2000 sequencer, and specialized platforms for spatial transcriptomics. This resource trained 80 new users, supported 35 principal investigators from 14 departments and achieved a record $50,890 in user fee income.

The WSBC significantly bolstered scientific outreach, hosting seminars and skill workshops with an estimated 600 attendees and bringing 30 international experts to campus. This supportive environment fueled a robust research output of 16 peer-reviewed publications, with findings on Alzheimer's-related "sundowning," spinal cord regeneration, and a novel hypothesis for neuropsychiatric disorders. Faculty development thrived, marked by the recruitment of a new tenure-track professor, continued start-up support for Drs. Shukla, French, and Roberts, and two faculty receiving national young investigator and entrepreneurship awards. One project leader successfully secured R01-equivalent funding, achieving independence. These accomplishments collectively advance the WSBC's mission to expand translational research and enhance long-term sustainability.

Wyoming NSF EPSCoR Track 1

WyACT (Wyoming Anticipating the Climate-Water Transition) is an interdisciplinary five-year National Science Foundation-funded project led by the University of Wyoming. The NSF EPSCoR Track 1 grant and associated programs have helped move Wyoming along the path of research excellence by supporting the State's research endeavors. The current $20 million project addresses the ecological and socioeconomic consequences of changes in water resources. The project will substantially augment capabilities for refining and applying local- and regional-scale models collaboratively developed with stakeholders that address scenarios related to abrupt shifts in water availability. This co-production of knowledge is a unique component of this effort. A significant part of this research is performed at the AMK ranch and adjacent areas.

Over 100 researchers, students and staff from 16 University departments have participated in WyACT so far. WyACT partners with Wyoming communities, practitioners, and decision-makers to understand, anticipate, and prepare for significant changes in climate and water, and the impacts of those changes on interconnected human and natural systems. The work concentrates on the headwaters of important river systems in western Wyoming: Snake River, Wind River, and Green River. Our activities work towards the goal of understanding the interactions of social and ecological systems, so we can make better predictions about potential futures. We partner with

groups at the forefront of changing water resources in Wyoming, such as sovereign tribes, agencies, organizations, and communities. Their diverse knowledge and perspectives are key to understanding and responding to complex challenges and help generate more robust outcomes.

NASA Space Grant

The primary goals of the Wyoming NASA Space Grant Consortium (WSGC), based on NASA Strategic Goals and Mission Directorate priorities, using evidence-based practices, are to: 1) Provide pathways for students to pursue careers that will help build a highly trained workforce for both NASA and the STEM sector in Wyoming, 2) Provide opportunities for community college faculty and students to engage in collaborative, interdisciplinary, authentic, mission-driven research, 3) Develop and strengthen state research capacity to align with and advance NASA priorities, and 4) Provide authentic learning experiences for preK-12 educators and youth in Wyoming to enhance and foster youth engagement in NASA-aligned STEM activities, while increasing public awareness and engagement with NASA priorities.

To accomplish this mission, the WSGC places a great emphasis on NASA internships, research fellowships, and community college scholarships, in addition to projects that strengthen research infrastructure in the state and development of higher education resources. These projects are aimed at educating and employing the next generation of students in STEM. WSGC also seeks to inspire and engage younger students through preK-12 STEM outreach programs, teacher professional development opportunities, and collaborations with informal education partners. These programs are designed to reach a larger population to build the foundations of a workforce pipeline by getting students interested in and excited about STEM fields related to NASA interests.

Due to the small population in Wyoming, WSGC can allocate funding to serve a larger percentage of the residents. This enables bringing together educators, state government, non-profits, and industry to mobilize on programs, grants, and other activities quickly. WSGC includes all community colleges in the state and the University of Wyoming (UW), which is the only public, four-year university in the state. In addition to our academic affiliates, WSGC also includes the Casper Planetarium, Wyoming Stargazing, and the Science Kitchen STEM Outreach Lab, with plans to add additional industry partners. WSGC has many successful programs for K-12 students and teachers, community college students, undergraduate and graduate students at UW, and faculty members at all institutions of higher education in the state. The WSGC has reached students, families, and teachers in all regions of the state with its programs and is excited to continue to do so.

NASA EPSCoR

The current Wyoming NASA EPSCoR program is focused on two areas of research that have been identified as critical areas for increased research and economic development in the state, as well as areas of interest to NASA: 1) materials science and 2) computing and technology research innovations.

With support from previous Wyoming NASA EPSCoR awards, the Materials Science and Engineering program (MSE) at the University of Wyoming has become a recognized and cohesive research group on campus. The MSE program brings together students and faculty with research interests and expertise in materials science and engineering from physics, chemistry, chemical engineering, electrical engineering, environmental engineering, geology and geophysics, and mechanical engineering. Materials science is a multidisciplinary field involving collaborations across many traditional academic programs and the MSE program provides a rich, collaborative research environment for graduate students, research scientists, and faculty to interact across departments. While the MSE program has become a recognized program on campus, there is still a considerable need for

growth to establish the MSE program as a core center of expertise and excellence on campus. One of the goals of this EPSCoR project, therefore, is to further develop and continue to support NASA-related materials science research at the University of Wyoming and to assist in expanding the MSE program. Wyoming NASA EPSCoR continues to support the MSE program by providing funding for a MSE Speaker Series, MSE Research Symposium, and travel grants to encourage collaboration.

To further expand research infrastructure development in Wyoming in a manner that complements the MSE program and supports the needs of the Jurisdiction, the University of Wyoming, and NASA Mission Directorate research priorities, Wyoming NASA EPSCoR will focus research efforts in computing and technology research innovations, including computer science, computational science, artificial intelligence, machine learning, quantum computing, quantum materials, data science, and breakthrough technologies. Support will be provided for faculty seed grants and travel grants for faculty, postdocs, and graduate students to attend scientific conferences, travel to NASA Centers, or for research collaborations.

6. Facilities and Service Units

NCAR Wyoming Supercomputing Center (NWSC)

The NCAR Wyoming Supercomputing Center (NWSC) represents a collaboration between NCAR and UW. Through this center, 320 million core hours of the Derecho System are available for UW-led projects in the atmospheric, earth system, geological, other NSF-supported sciences, and science areas of interest to Wyoming. The Derecho Supercomputer, due to its new architecture, is 3.5 times faster (19.87 petaflops) than its predecessor, the Cheyenne Supercomputer (5.67 petaflops). The current usage of 367.80 million CPU core hours exceeds our allocation of 320 million core hours on NWSC. This usage covers the period from July 2024 through November 2025. At the end of June 2025, the total usage was 141 million CPU core hours. Prior year efforts in outreach and education have led to an Increase in the number of faculty with allocations on the NWSC-3 Derecho system. Currently 49 UW faculty have allocations on the Derecho system. In addition, 11 Derecho Professors Awards from the School of Computing are entitled to a compute time allocation of 5.0 million CPU core hours per year and 5,000 GPU node hours per year on the system.

- The Derecho Professors have been awarded a total allocation of 59.25 million CPU core hours and 66,500 GPU node hours. The current usage is 43.62 million CPU core hours and 37,886 GPU node hours.
- For the other 49 UW faculty, the total allocation is 706.48 million CPU core hours, 236,000 GPU hours, 932,500 digital visualization hours, and 4.48 PB campaign storage; the usage is 367.8 million CPU core hours, 64,000 GPU hours, 344,405 digital visualization hours, and 3.27PB campaign storage. Given UW's focus on increasing AI infrastructure, use, and research we anticipate that there would be a greater need and use of this resource in the future.

Advanced Research Computing Center (ARCC)

ARCC is the primary research computing facility for the University of Wyoming. ARCC provides centralized scientific computing resources, including HPC and research storage. ARCC Beartooth Cluster contains old hardware from previous Moran and Teton Clusters and can provide 130 million CPU Core Hours. This facility is often used by faculty for obtaining preliminary results for the projects that migrate to larger use on NWSC. AARC offers the following services:

- Computational Research Software Team (CRST):
- Fides-Blockchain
- Avizo Licensing (ThermoFisher Software for availability across the campus)
- Gitlab Training workshop
- Hosting Application Servers, Image storage, and Large Language Models
- Outreach Activities
    - ARCC provided infrastructure help with the committee and workshops for the Wyoming Computing Symposium.

Over the last year AARC has developed the following infrastructure to support University researchers:

- AI4WY Cluster
- Federated Machine Learning (FML) Cluster with the University of Utah:
- Hyper-Secure Virtualization Environment Expansion: Successfully expanded the Verge environment's HCI nodes, increasing storage and computing power to host future Virtual Machines.
- Verge.io: Developing a plan to offer 'tenancy' in a virtual environment. This will enable researchers to work with virtual machines in a sandbox environment.

- Pathfinder Upgrade: The primary upgrade tasks of the Pathfinder are complete. The architecture has transitioned from bare-metal installations to an orchestrated and containerized environment.

Research Development and EPSCoR/IDeA Office (RDO)

Over the past year, the RDO increased research development support across campus, developed relationships within the state, developed protocols and procedures for limited submissions, EPSCoR-IDeA opportunities, and REDD seed grant opportunities, and created protocols and procedures for assisting with Medicine Bow National Park research permits. The RDO office was involved in planning and developing several events on campus:

- Undergraduate Research and Inquiry Day
- GRFP graduate student workshop
- SI Center Ideation workshops
- Intro to Sponsored Projects training course
- Webinars and seminars relating to USDA AFRI NIFA, NSF Early Career Awards, Early Career Seminar series, Rick Fisher's Grant Writing.

The RDO has partnered with the Office of Industry and Strategic Partnerships and the UW Foundation to provide information on other funding opportunities through private foundations and in partnership with industry. The RDO has worked closely with the Office of Industry and Strategic Partnerships to pilot a funding opportunity request system as well as a letter of support form, to assist faculty in identifying funding and preparing proposals. Other areas of support to faculty include assistance with research proposals, consultations to faculty, facilitated consultations with TIG and Deb Hamernik (formerly with USDA), and identifying international funding opportunities with the assistance of Cormack group. These efforts resulted in the submission of 194 proposals by UW faculty and three institutional proposals where the RDO played a significant role.

Office of Industry and Strategic Partnerships (OISP)

Established about two years ago, The Office of Industry and Strategic Partnerships, a joint effort between REDD and the UW Foundation, connects industry to UW to create meaningful partnerships. These partnerships are opportunities for industry and strategic partners to create mutually beneficial relationships through research, education, and outreach. OISP offers multiple ways to connect industry to the University whether through philanthropy, collaboration, or other mechanisms. In FY25, OISP logged an impressive 1,444 activities (appointments, emails, letters, and phone calls) for the year. OISP engages across the campus will all units, and its activities resulted in 710 engagements with companies, resulting in 23 research contracts, 83 non-research and non-gift contributions, 604 gifts for a total of $17.7 million dollars to the University.

Office of Research Integrity and Compliance

The Research Integrity and Compliance Office advanced its mission through strategic improvements in research oversight, training, and compliance. In the Animal Care and Use Program, significant gains in efficiency and researcher support were realized, alongside a major increase in occupational health program participation. The Human Subjects Research Program saw expanded submissions and broader campus engagement following the successful implementation of the ROAMWyo Human Ethics module. The Responsible Conduct of Research Program continued to grow, introducing new seminar topics and increasing overall participation. In the area of Research Security and Conflict of Interest and Commitment, proactive advising safeguarded faculty research from undue influence and served to protect the institution from harm and reputational risk. Conflict of Interest and Commitment reporting was managed through the ROAMWyo platform with management plans implemented to mitigate risk. Collectively, these accomplishments reflect our continued focus on protecting research integrity, strengthening compliance infrastructure, and fostering a culture of ethical, responsible research across the University. Key achievements include:

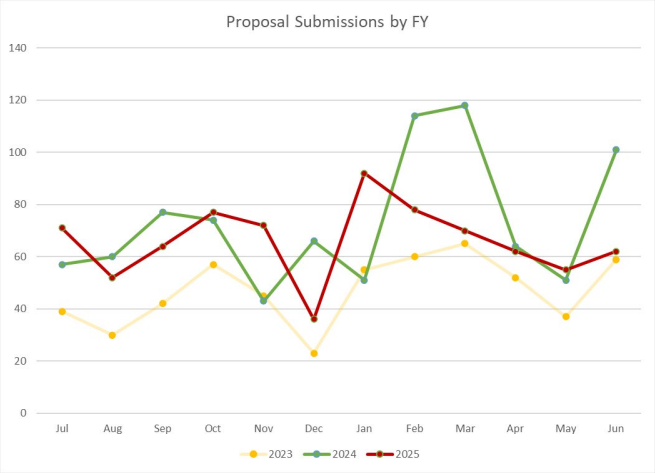
- Reduced IACUC turnaround time year-over-year (vs. FY 2024): new protocols ↓25.5%, amendments ↓40.2%,

continuing review ↓33.7%; de novo times remained stable.

- Fully implemented the ROAMWyo Human Ethics module; Human Subjects Research submissions increased 27.6% year-over-year.
- Conducted 6 seminars/webinars over the year with 181 registrants (a 15% increase over FY24).

Pre-Award Services Office

The Office of Pre-Award Services had a highly successful year, marked by a record number of proposal submissions, a period of full staffing, and significant process improvement efforts across most workflow areas. Compared to the same time last year, the department is stronger, more efficient, and better positioned to support campus needs. With the right tools, personnel, and refined processes in place, the team is well-prepared to continue its growth and success. In FY 2025, the Pre-Award Services team submitted 792 proposals for external funding. On average, nearly 16 proposals were submitted every week that the University was open for business in FY2025. The combined total of funding requested from these proposals was $499 million.



In addition, the Pre-Award Services office also focused on process improvements in the areas of communication, transparency, responsiveness, and capacity and education.

Core Facilities

REDD oversees several multiuser core facilities that provide specialized analytical services and training to researchers at UW, other academic institutions, local, state, and federal agencies, and private companies. Shared research infrastructure offering advanced analytical capabilities is essential for maintaining and enhancing the nationally competitive edge of UW's research enterprise and building a technically capable workforce. REDD core facilities are expected to recover most of their costs from user fees and research contracts or from dedicated state support (if established as part of an appropriation as in case of SI supported facilities). To enhance the effectiveness and efficiency of core facilities across the campus, a committee of the faculty and facility directors convened to make strategic recommendations, which are being implemented starting in FY26. The most important goals for FY26 are to elevate awareness and use of shared research infrastructure across UW, improve operational efficiency, and where appropriate integrate and optimize similar services among shared resource facilities.

Technology Transfer Office

The TTO completed its' restructuring about three-quarters of the way through FY25. This involved hiring two licensing managers and a Director in April 2025, bringing the total staff of the TTO to five. Notable achievements of the TTO include significant process improvements:

- Data audit and cleanup which involved the review of 776 Patent Records and 1893 Agreement records.
- Launch of the Inventor Portal enabling inventors to submit invention disclosures online and track the status of their inventions.
- Implementation of internal processes to manage inventions, patents, and agreements.

In FY25, the TTO filed 41 US patent applications and received 14 US patents. The University of Wyoming was listed in the top 100 US Universities Receiving Patents in 2024 and 2022. To date, UW has received $4.98million in licensing income which included $245.3K in dividends.

Small Business Development Center Network (SBDC and related services)

As a key part of UW's economic development mission, the Wyoming Small Business Development Center (SBDC) Network empowers the state's entrepreneurs through confidential, no-cost advising and educational programs. The Wyoming SBDC Network provides trusted expertise to help businesses start, grow, and prosper. This includes specialized support from teams like the Wyoming SBIR/STTR Initiative (WSSI), which connects innovators with federal funding, and the Wyoming APEX Accelerator, which guides businesses in securing government contracts. Recognizing modern challenges, the SBDC also delivers critical insights through its Market Research and Cybersecurity for Small Businesses programs. In the last year, the Wyoming SBDC Network served 1,297 unique clients and helped businesses access over $8,544,669 in capital. Other highlights of activities for the past year include:

- 1,056 total unique clients served with 4,655.26 advising hours in the year beginning.
- Held 44 verified training events totaling 77 classroom hours with 593 attendees.
- Participated in an additional 119 outreach events across the state.

APEX Accelerator

- APEX assisted 488 unique clients. APEX clients were awarded $37,477,413.24 in State contracts
- Market Research
- Worked on 268 projects for 246 unique clients and logged 1,880.77 client research hours

Wyoming SBIR/STTR Initiative and FAST Program

- Met with 81 unique technology clients with 445.18 counseling and preparation hours.
- Held 10 training events for 169 attendees.
- Awarded $125,000 in Phase 0/00 funding to 25 businesses of which 24 businesses submitted phase I/II proposals, resulting in 4 awards.

Manufacturing Works

Manufacturing Works, Wyoming's Manufacturing Extension Partnership (MEP) center housed at the University of Wyoming, provides technical assistance, consulting, and workforce training to strengthen and advance the state's manufacturing sector. Through on-site assessments and customized solutions, Manufacturing Works helps manufacturers of all sizes enhance operational efficiency, adopt advanced technologies associated with Industry 4.0, and improve overall competitiveness. The program's expertise spans process improvement, supply chain optimization, cybersecurity, quality management, technology implementation, and workforce development—empowering Wyoming manufacturers to evolve from Industry 2.0 and 3.0 to the digital, data-driven landscape of Industry 4.0. Throughout the year, Manufacturing Works delivers workforce training and professional development opportunities across Wyoming in collaboration with community colleges, the University of Wyoming College of Business, local chambers of commerce, and economic development partners. The trainings performed across the state and covered a range of topics, such as SolidWorks, Lean 101, Lean Yellow Belt, Lean Green Belt, asset management, and Cybersecurity and were conducted in partnership with community colleges, UW College of Business, various chambers of commerce. These programs equip participants with practical tools and strategies to improve productivity, drive innovation, and sustain long-term business growth within Wyoming's manufacturing community. Highlights for the last fiscal year include:

- 165 unique clients engaged
- 68 manufacturing projects facilitated
- $73.6M in new and retained sales
- $5.9M in cost savings realized by Wyoming businesses
- $50.3M in new investments in Wyoming businesses

Impact307

IMPACT 307 is UW's startup incubator, where startup companies affiliated with the University can locate, and take advantage of educational and training programs, networking with other entrepreneurs, gaining access to a broader network of services providers and investors. In FY24, IMPACT 307 was home to 23 startup companies (16 in Laramie and 7 in Casper). IMPACT 307 is currently staffed by an Assistant Director, Administrative Associate, and two interns. The Assistant Director provides expertise and mentorship to startups and is responsible for organizing educational and training programs and networking events. Highlights forFY2024 include:

- 14 lunch and learn and networking events with 356 participants
- 44 client check-ins

Center for Entrepreneurship and Innovation (CEI)

CEI is now co-located with IMPACT 307 in the Wyoming Technology Business Center, UW's incubator. In addition to the activities at IMPACT 307, CEI brings in speakers on specialized topics and training such as AI for startups and entrepreneurs, how to turn a hobby into a business, and how students can get jobs in the entertainment industry. CEI is also partnering with other units within the University and organizations in the state such as the Visual Arts, the Business School, SBDC, and the Wyoming Business Council on programs such as the Master Craftsman Program, the Venture MBA Program, and Innovation Consulting Course. CEI also created the Engineering Senior Design Fund (to provide funds for prototype development), established a chapter of the Collegiate Entrepreneurship Organization (CEO) that resulted in the Student Entrepreneurship Club, managed the EDA University Center Grant and the NSF I-Corps program, and lastly established the University Venture Capital Fund. Two other programs that were developed and implemented in FY25 were the Entrepreneurship Fellow Program in collaboration with the Center for Ethics and the Entrepreneurial and Innovation Advising.

REDD Marketing and Communications

During the first half of FY2025 the REDD Marketing and Communications team supported a variety of areas including web and marketing materials in support of all units within the Division via a newly implemented Marketing Request form. The office worked with Ali Grossman in Institutional Marketing on a video that was premiered at the January 2025 Celebration of Research Excellence that highlights student research experiences. The office also focused on building the Division's digital presence via increased social media use and website enhancements, building Facebook followers from 2 at the beginning of FY25 to 200 at the end. Additional turnover resulted in the loss of one member of the team; as part of the Division-wide focus on efficiency, that position was not rehired

In the second half of FY2025 the entire University of Wyoming website was reconfigured to use standardized templates, and that process took considerable time from the remaining member of the Unit. To finish in time REDD contracted with the UW FAST Team and with an Institutional Marketing approved vendor to aid in the transition. The Vendor has been retained in FY2026 to help reorganize the existing website to better reflect the Division Organizational structure, as well as to incorporate various units with non-UW website hosts into the official UW System.