



STATE OF INNOVATION

2026

nucleus[^]

UTAH'S ANNUALS INNOVATION REPORT



2026 STATE OF INNOVATION

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nucleus^

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POWERED BY



**Governor's Office of
Economic Opportunity**



**UTAH SYSTEM OF
HIGHER EDUCATION**

n^ Fund

THANK YOU

The State of Innovation 2026 report was made possible through the dedication of research partners and the broader Utah innovation community. Nucleus Institute is grateful for the collaboration that drives this work forward.

- Governor's Office of Economic Development
- Utah System of Higher Education
- Kem C. Gardner Policy Institute
- University of Utah
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- Nucleus Fund Student Analysts
- 47G
- Utah Department of Natural Resources
- Utah Office of Energy Development
- Nucleus PolicyLab

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NUCLEUS OVERVIEW



"Utah is at a pivotal point. The Nucleus Institute brings the right people to the table to help us scale what we do best: solve real problems, grow smart, and lead with purpose."

GOVERNOR SPENCER COX



MISSION

Nucleus convenes, educates, and fuels innovation in Utah.

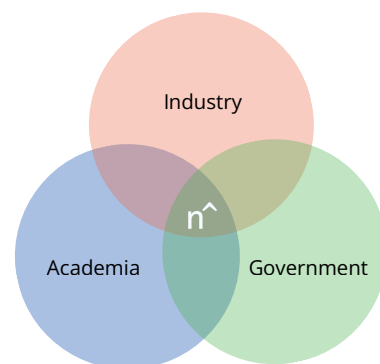
VISION

Harness innovation to solve big problems and make Utah the best place for humans to thrive.

NUCLEUS IS DRIVING UTAH'S INNOVATION ECONOMY

The innovation economy is the convergence of academia, industry, and government to turn ideas into impact. Innovation occurs at the edge of traditional boundaries, requiring collaboration across historically siloed industries and sectors. We identify new ideas, get different groups talking, and promote policies that will encourage the development of new ways of thinking.

nucleus[^]



NUCLEUS ROLES AND PROGRAMS

CONVENE

CATALYST
EVENTS
GLOBAL

EDUCATE

MARKETEDGE
PROLAB
EVENTS

FUEL

GROW
FUND
POLICYLAB

PURPOSE OF REPORT

This report is an opportunity to celebrate the current state of innovation across all of Utah, as well as the people and institutions that have gotten us here. It is also a moment to address key challenges the state is facing and acknowledge the gaps and barriers that exist in our ecosystem.

The Nucleus Institute has created key interdisciplinary innovation initiatives that intentionally focus on the biggest opportunities where convergence and innovation can solve problems and make Utah the best place for its residents to thrive. As we continue to work together as an ecosystem, we have all of the ingredients to make Utah the global standard for innovation.

*The momentum is real. **BUT WE ARE AT A CRITICAL INFLECTION POINT.***

01 KEY FINDINGS

INNOVATION LEADERSHIP

Utah has held the #1 economic outlook ranking for 19 consecutive years, with 4.5% real GDP growth leading the nation and a nominal GDP surpassing \$315 billion. It ranks #9 in overall innovation and #1 business climate in the country.

POLICY

The 2026 legislative session was marked by landmark bills advancing AI governance, nuclear energy, and a \$50 million competitive research grant program for Utah's public universities. Nucleus Institute named in legislation as a partner to the Utah Board of Higher Education.

RESEARCH

Utah boasts three R1 research institutions, University of Utah, Utah State University, and BYU. The U of U holds a Top 5 patent ranking among peer institutions. Both the University of Utah and BYU rank among the top universities nationally for likelihood of producing unicorn founders, #2 and #6 respectively.

CAPITAL

Utah venture capital firms manage more than \$10 billion in assets, with \$1.96 billion in deal activity in 2025 alone. AI's share of first-time financing deals has surged to nearly 40%, signaling a rapid shift in where Utah's startup economy is heading next.

02 WHERE THE GAPS ARE

Growth alone does not guarantee prosperity. Utah faces a widening housing affordability crisis, persistent environmental challenges throughout the state, a K-12 system adapting to workforce-readiness in the age of AI, a lack of capital for deep tech sectors that leaves promising innovation underfunded, and a widening urban/rural divide that puts communities at risk of being left behind as innovation concentrates along the urban corridor.

02 A MOMENT OF OPPORTUNITY

The next era of Utah's growth will not be won by any single sector, institution, or agency working alone. It will require deliberate, sustained coordination across government, universities, and industry, focused on the challenges that matter most: AI and workforce disruption, water scarcity, defense technology, precision medicine, mental health, and rural equity.

Nucleus *is* the convergence platform that makes that coordination possible. This work is underway. The question now is what will it take for Utah to move fast enough to continue to **lead?**

OVERVIEW

INNOVATION SCORECARD

#1

ECONOMIC OUTLOOK
19TH CONSECUTIVE YEAR
*ALEC

#1

4.5% GDP GROWTH RATE
2025
*US Bureau of Economic Analysis

\$315B+

NOMINAL GDP
2025
*FRED

#1

INNOVATION CAPACITY
2025
*Innovation Intelligence Index (Ii3)

#1

2025 "BEST STATE"
3RD CONSECUTIVE YEAR
*US News & World Report

#2

EMPLOYMENT GROWTH
2025
*US Bureau of Labor Statistics

#1

SOCIAL MOBILITY
2025
*Archbridge Institute

\$1.96B

VENTURE FUNDING
2025
*Pitchbook

\$800M+

RESEARCH FUNDING
2025
*USHE

TARGETED INDUSTRIES — EMPLOYMENT, GROWTH & PAY

INDUSTRY	EMPLOYMENT	10-YR AVG GROWTH	AVG ANNUAL PAY
Software & IT	63,245	4.9%	\$149,000 2.2x
Tech (AI, Quantum, Blockchain)	68,027	4.3%	\$145,900 2.2x
Fintech	7,772	—	\$123,200 1.8x
Financial Services	73,837	2.7%	\$103,000 1.5x
Aerospace	15,873	8.9%	\$105,100 1.6x
Advanced Manufacturing	20,998	6.5%	\$95,000 1.4x
Energy & Minerals	46,203	1.1%	\$87,100 1.3x
Life Sciences & Healthcare	175,619	3.2%	\$63,700
All Industries Average	—	3.0%	\$66,900

2025 UTAH PATENTS

*USPTO

1,374 UTILITY PATENTS UTAH 2025	215 DESIGN PATENTS UTAH 2025	46 U of U Patents	37 BYU Patents	16 USU Patents	1 UVU Patent
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CY2025 Utah Universities - Top 14 Utility Patent Classifications



*USPTO



SBIR/STTR OVERVIEW

Nucleus Grow is dedicated to helping Utah-based companies secure non-dilutive R&D funding through the federal **Small Business Innovation Research (SBIR)** and **Small Business Technology Transfer (STTR)** programs. Over \$4 billion is invested annually in small businesses across the country through eleven federal agencies. The Grow team helps innovators successfully compete to bring more of that funding to Utah.

FEDERAL FISCAL YEAR 2025

42 TOTAL AWARDS

\$33,467,534

TOTAL DOLLARS SECURED

AWARD BREAKDOWN

31

SBIR AWARDS

11

STTR AWARDS

21

PHASE I

21

PHASE II

CUMULATIVE IMPACT

\$603.7M

Total won by Utah companies since 2008

\$439.4M

Won in the last 10 years, reflecting acceleration

87%

of awards in Utah since 2020 were won by former or current Nucleus Grow clients

PROGRAM HIGHLIGHTS

Utah Technology Innovation Funding (UTIF)

UTIF provides microgrants to new SBIR/STTR applicants and non-recourse loans to companies successfully receiving awards and pursuing additional funding. To date, **30 non-recourse loans** have been extended to 26 companies, and **74 companies** have received microgrants.

Nielson Scientific used non-recourse loan funding to purchase equipment critical to continuing their research — a direct example of UTIF bridging the gap between award and impact.

Fast Track Success — Loose in the Lab

In 2025, Loose in the Lab, a Grow cohort participant with a collaborator from BYU, successfully articulated their value proposition and received an NSF Fast Track Award: **\$400,000 for Phase I** and **\$1.1M for Phase II** for a project titled *"Harnessing Incoherent Light for Scalable Photophoretic Displays."*

Commercialization Funding

Companies receive funding to offset costs for attending conferences and events to connect with potential partners and customers in support of their go-to-market strategy. **18 companies** have been supported through this program.

COMPANY HIGHLIGHT

InnoSys

\$1.75M Direct to Phase II via AFWERX & SpaceWERX Manufacturing Challenge

“

"So many amazing opportunities came from that one conference. We secured partnerships, presented to world leaders, and secured a \$100K investment."

—Rudy Wilcox, Reflo Dx

FUND OVERVIEW

Nucleus Fund is a \$40M early-stage venture capital fund backed by the state of Utah that invests in technology and research from Utah Universities.

\$4.9M DEPLOYED Since 2023 Inception	19 PORTFOLIO COMPANIES	7 FOLLOW-ONS Completed by PortCos	\$13.8M ADDITIONAL CAPITAL RAISED
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PORTFOLIO BY INITIATIVE

GIANT LEAPS	HUMAN THRIVING	EARTH RENEWED
Authentiface	3Helix	Eden Technology
Buster	BIOS	Tellus
Evolution Bio	MVT	
Intactis Bio	Corventum	
Lucidity	Path Fertility	
PrismAI	Bloom Surgical	
Stratus	Paterna Biosciences	

2026 PORTFOLIO HIGHLIGHTS

BIOS

Piloting a Universal Neural Interface enabling artificial limb users to receive sensory inputs — restoring the sense of touch for combat veterans and others.

INTACTIS BIO

Creating an energy efficient biocomputer merging 3D-printed neural cells with silicon-based ML — addressing the energy demands of accelerating AI adoption.

EDEN TECHNOLOGY

Piloting a Reverse-Osmosis Centrifuge system to recover freshwater from wastewater — turning high-salinity, hard-to-treat water into a valuable resource.

REBEL MEDICINE

Developing a drug-delivery product for post-surgical pain management that reduces opioid reliance — easing the public health crisis of opioid addiction.

50+

STUDENT
ANALYSTS

The Nucleus Fund utilizes top students from across Utah Universities MBA, PhD, and undergraduate programs. Alumni now work in investing, startups, finance, and deep tech.

VENTURE CAPITAL OVERVIEW

\$1.96B

UTAH VC DEAL ACTIVITY
2025

\$12B+

AUM — UTAH-BASED FIRMS

40%

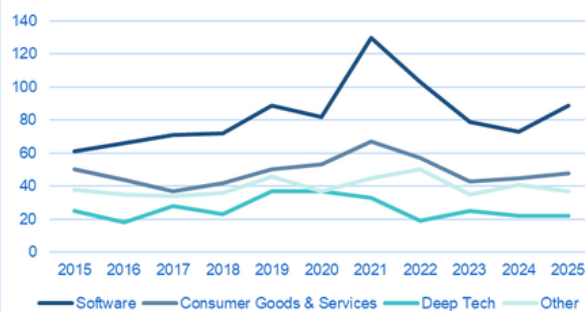
NEW DEALS ARE AI
Up from 5% in 2015

2025 DEAL ACTIVITY BY SECTOR (\$M)

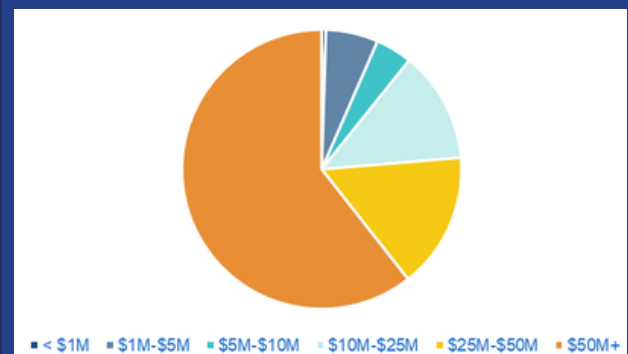
Software		\$974.1M
Consumer Goods & Services		\$374.7M
Deep Tech		\$336.9M
Other		\$278.3M

*Deep Tech includes Pharma & Biotech, HC Devices & Supplies, and Energy

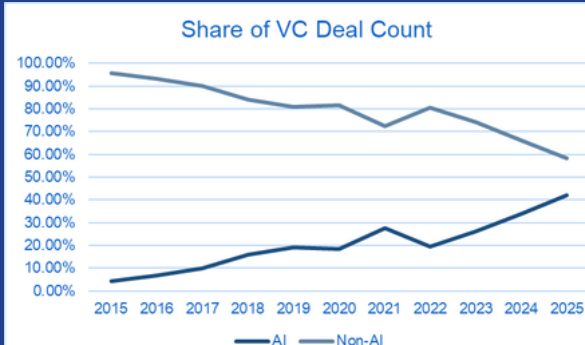
DEAL ACTIVITY TREND UTAH VC DEAL ACTIVITY 2015-2025



DEAL SIZE DISTRIBUTION VC ACTIVITY BY DEAL SIZE (\$M)



DEAL ACTIVITY TREND UTAH VC DEAL COUNT 2015-2025



The Funding Gap

Despite Utah's strong VC ecosystem, significant gaps persist in early-stage deep tech. Most Utah VC activity concentrates in software and late-stage deals. The Nucleus Fund deploys patient, strategic capital precisely where traditional VC does not reach, catalyzing the innovations that will define Utah's next era.

*KEM C. GARNER INSTITUTE & PITCHBOOK

UTAH'S RESEARCH POWERHOUSES

Utah's universities are engines of innovation, producing patents, startups, and breakthroughs that drive the state's economy

#2

University of Utah

Universities with Highest Likelihood of Unicorn Founders

#6

Brigham Young University

Universities with Highest Likelihood of Unicorn Founders

3 R1 INSTITUTIONS

U of U · USU · BYU (2025)

*Stanford Venture Capital Institute

University of Utah

\$781M

ANNUAL RESEARCH FUNDING

Top 5

US PATENTS AMONG PEER UNIVERSITIES

Top 100

NAI WORLDWIDE PATENT RANKINGS

The University of Utah remains the state's most prolific innovator.

- The U of U was recently added to the National Academy of Inventors' Top 100 Universities Worldwide for U.S. patent grants.
- High-Impact Invention: Dr. Wes Sundquist's work at the U of U led to the development of Yetzugo (lenacapavir), a revolutionary twice-yearly HIV preventative drug, which was named one of TIME's Best Inventions of 2025.
- MATCH Immunotherapy (Thera-T Pharmaceuticals) gained global recognition — co-founded by postdoctoral researcher Tommy Gambles.
- Utah Energy Week — major 2025 initiative addressing grid resilience, critical minerals, and environmental sustainability in partnership with state leaders.
- Research spans 68% health sciences, with breakthroughs in AI, energy, genomics, imaging, and nanofabrication, supporting 12,700+ jobs across Utah.

Utah State University

\$2.7M

TOTAL LICENSING REVENUE FY2025

47

INVENTION DISCLOSURES FY2025

Utah State University is a premier R1 research institution in northern Utah.

- ASPIRE Engineering Research Center — national leader in electric vehicle charging infrastructure. Hosted the 2025 ASPIRE Annual Meeting showcasing innovations in electrified freight and transportation.
- Small Satellite leadership — USU continues to lead nationally in small satellite systems and space technology commercialization through the Space Dynamics Laboratory.
- 36 patent applications filed in FY 2025, with major strengths in agriculture, aerospace, and land/water/air research through the Janet Quinney Lawson Institute.

Brigham Young University

R1

RESEARCH DESIGNATION 2025

~\$45M

ANNUAL RESEARCH FUNDING

- R1 milestone — BYU earned Very High Research Activity designation in 2025, capping 150 years of academic growth and validating its increasingly high-impact research output.
- "Reality" 3D printer — student team designed a compact, lightweight 3D printer built to fly and print in space, advancing BYU's space innovation portfolio
- Humanoid robotics and smartfoam helmet technology providing real-time concussion signaling — advancing BYU's strengths in defense, health, and engineering.

Regional Schools

- Utah Tech University co-hosting START AgriTech Scale-Up conference to connect global innovation across the Southwest.
- SUU launched StartupCedar, a partnership with Southwest Technical College, Cedar City Business and Innovation Center, and Miller Entrepreneurship Center, to fuel innovation in Southwest Utah.
- SLCC is part of statewide partnership with NVIDIA to focus on integrating AI skills into the education programs.

THE POLICY LANDSCAPE

Utah stands at a remarkable inflection point, with a new generation of legislation taking shape — positioning the Beehive State as one of the most innovation-ready states in the nation.

AI

Artificial Intelligence & Technology

Utah has emerged as a national leader in AI governance. The Utah Artificial Intelligence Policy Act (UAIPA), enacted in 2024 and refined through coordinated bills in 2025, established clear disclosure requirements for AI-consumer interactions. Utah has pioneered protections for users of mental health chatbots, and expanded identity protections to cover AI-generated voice, video, and likeness.

The Legislature continued this momentum in 2026 with two complementary bills addressing the risks of AI-generated content. S.B. 73 focused on online age verification to limit distribution of material harmful to minors. S.B. 319 brings transparency to healthcare by requiring insurers to disclose when AI is used for pre-authorization — and codifies human-in-the-loop protections, preventing AI from being the sole denier of medical claims.

H.B. 276 AI-Generated Content (Deepfakes)

Enacted

S.B. 256 AI-Generated Content Risks

Enacted

S.B. 286 AI Transparency in Healthcare

Enacted

S.B. 73 Crime Age Verification

Enacted



Nuclear Energy

Governor Cox's Operation Gigawatt - a ten-year plan to double Utah's energy capacity - made significant legislative steps forward in 2026. H.B. 78 created a Nuclear Energy Regulatory Office to streamline project licensing. S.B. 135 directed the Office of Energy Development to attract private nuclear fuel recycling investment. A concurrent resolution formally expressed Utah's intent to pursue Agreement State status. All three were signed into law in March 2026.

H.B. 78 Nuclear Energy Regulatory Office

Signed

S.B. 135 Nuclear Fuel Recycling Investment

Signed

H.C.R. 001 Advanced Nuclear Manufacturing

Signed

2024

Operation Gigawatt
Announced by Gov. Cox

2025

Utah petitions NRC
Valar breaks ground on
Ward 250 test reactor

2026

HB 78, SB 135 & HCR001
signed

Beyond

Nuclear workforce training
Energy export leadership



\$50M

H.B. 373 - Higher Education Innovation Act

One-time appropriation establishing a pilot competitive grant program for Utah's eight public universities. The Utah Board of Higher Education administers the program - with Nucleus Institute named in the legislation as the partner in that process.

This robust investment reflects a clear legislative direction: Utah's universities are not just educational institutions, but economic engines, and the research they produce is the foundation for Utah's future.

Nucleus will administer these funds in accordance with the guidance decided upon by the Utah System of Higher Education and its partners. The application process will be announced in July 2026.

THE ANNOUNCEMENT

CONVERGENCE POINT

THE POINT • DRAPER, UT

*For the first time in Utah's history, a single building will bring together **universities, industry, and government** under one roof to fuel innovation through cross sector collaboration .*

THE CAMPUS

IMPACT LABS

LABS THAT WILL CONVERGE INDUSTRY AND ACADEMIA TO HARNESS INNOVATION TO SOLVE BIG PROBLEMS

INNOVATION HUBS

INCUBATOR SPACES WHERE RESEARCHERS, INNOVATORS, AND ENTREPRENEURS WILL COLLABORATE TOGETHER.

DORMS

ON-SITE RESIDENTIAL SUITES FOR STUDENTS ACROSS THE STATES AND ENTREPRENEURS ACROSS THE WORLD.

INNOVATION IMPACT LABS

Water Lab

WATER ABUNDANCE
INITIATIVE

AI Film Lab

BOUNDLESS
CREATIVITY INITIATIVE

Gaming Lab

BOUNDLESS
CREATIVITY INITIATIVE

Housing Lab

HOUSING WITHIN
REACH INITIATIVE

WHY CONVERGENCE POINT

Innovation does not happen in silos. Utah's greatest breakthroughs in health, energy, defense, and technology have always come from collaboration across sectors. Convergence Point creates the permanent physical infrastructure for that collaboration to happen at scale. It is the first innovation campus of its kind in the state of Utah.

IN PARTNERSHIP WITH:

GOED • USHE • UNIVERSITY OF UTAH • UTAH STATE UNIVERSITY • SANDBOX • BYU • UTAH VALLEY UNIVERSITY • WEBER STATE UNIVERSITY • SOUTHERN UTAH UNIVERSITY UTAH TECH • SLCC • TALENT READY UTAH WTC UTAH • KILN • CHESS.COM • GREAT SALT LAKE ALLIANCE • TALENT READY UTAH IDAHO NATIONAL LABS • STARTUP STATE FFKR ARCHITECTS • GENSRLER • CIC



INTERDISCIPLINARY INNOVATION INITIATIVES

*How can innovation make Utah the **best place for humans to flourish**?*

Nucleus dares to ask big questions about Utah's future. It organizes its work around three transformative categories, with 13 distinct innovation initiatives, where advancements in technology can create outsized human-centric impact: in human capability, in human quality of life, and in the ways humans interact with our natural environment. Together, these initiatives, form a focused framework for innovation to empower Utah residents to thrive.

GIANT LEAPS

How does Utah use innovation to make dramatic leaps, rather than incremental changes, in technology and human capability?

INITIATIVES

- AI APPLIED
- QUANTUM UNLOCKED
- ENERGY SCALED
- TRANSPORTATION TRANSFORMED
- NEW FRONTIERS

HUMAN THRIVING

How can technology and innovation improve the everyday lives of Utah residents and set a model for human flourishing?

INITIATIVES

- Housing Within Reach
- Education Evolved
- Human Health and Wellness
- Safety and Security
- Boundless Creativity

EARTH RENEWED

What if Utah improved the relationship between humans and nature, pioneering a model for sustainable coexistence?

INITIATIVES

- Water Abundance
- Land Revitalized
- Air Purified

AI APPLIED

What if the AI revolution enabled humans to focus less on productivity and more on purpose?

LANDSCAPE

We are in the early innings of the AI revolution. Utah has emerged as a fast-growing hub driven by its strong SaaS history, universities, and startup ecosystem. Institutions are in process of adapting to the unprecedented speed of change.

ADVANTAGES

- Pro Human AI Initiative
- Office of AI Policy
- Silicon Slopes ecosystem
- University AI expansion

GAPS

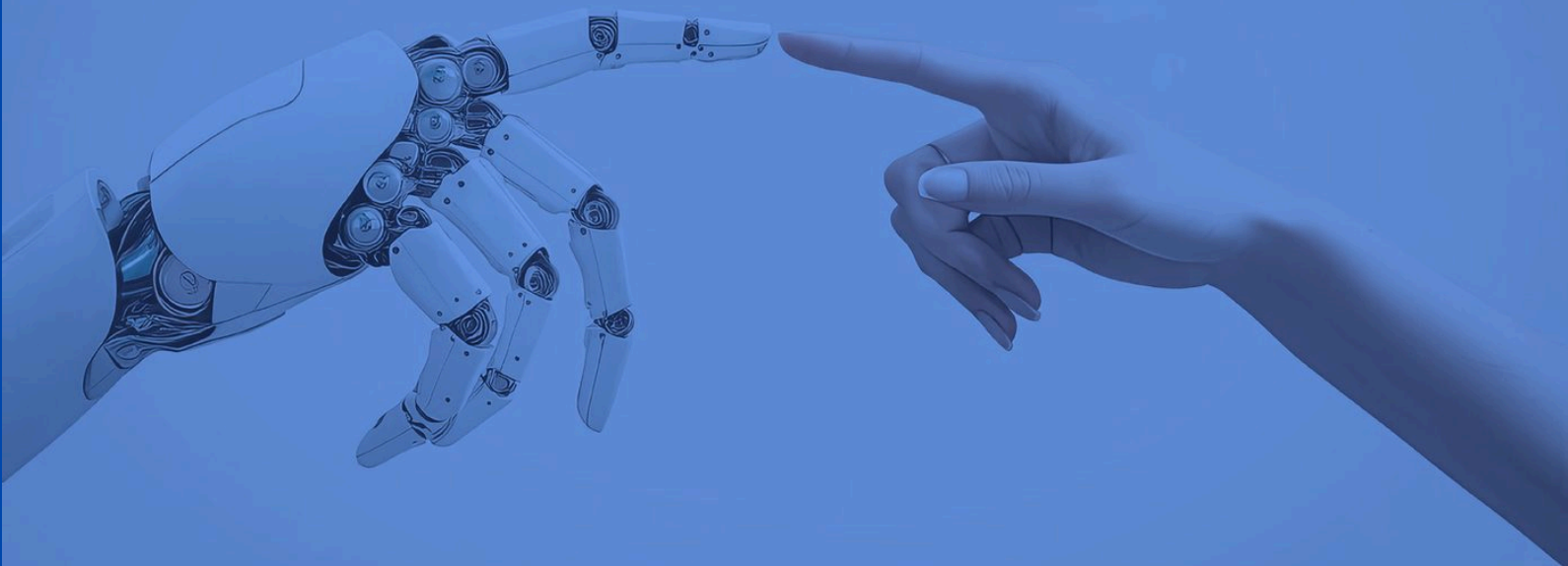
- Workforce readiness
- K-12 AI skills alignment
- Access to compute
- Natural resource strain

FUTURE VISION

Utah becomes the national leader in “pro-human AI”, where AI augments rather than replaces human capability. Envision a workforce fluent in AI tools, fostering responsible innovation and human amplification at scale.

NUCLEUS PROGRAMMATIC SUPPORT

Catalyst: AI Researchers • Converge AI • Innovate2Impact • Utah AI Summit



QUANTUM UNLOCKED

What if quantum technologies unlocked entirely new ways of computing, sensing, and securing our world?

LANDSCAPE

Quantum innovation is still in its infancy globally, but Utah is positioning itself as an up-and-coming leader early through state-led initiatives and research institutions. While the ecosystem is nascent, foundational investments signal long-term ambition.

ADVANTAGES

- Governor's Quantum Initiative
- Catalyst Quantum
- Physics programs U of U and USU
- Federal infrastructure interest

GAPS

- Limited quantum-ready workforce
- Early-stage research funding compared to coastal hubs
- Lack of commercialization pathways and startups
- Industry awareness and engagement

FUTURE VISION

Utah has the opportunity to become a mountain west hub for applied quantum systems, particularly in sensing, communications, and security. By investing in talent, infrastructure, and partnerships, Utah can participate in shaping the next computing paradigm, rather than adopting it later.

NUCLEUS PROGRAMMATIC SUPPORT

Catalyst: Quantum

ENERGY SCALED

What if Utah created energy systems that improved our overall ecosystem?

LANDSCAPE

Utah sits at the intersection of legacy energy production and next-generation energy innovation. The state has an all-of-the-above energy policy and is increasingly investing in renewables, grid modernization, and advanced energy research.

ADVANTAGES

- San Rafael Energy Lab
- Operation Gigawatt
- Energy Research Board
- High solar, geothermal, and hydrogen potential
- Energy Week
- Research at USU and U of U

GAPS

- Energy storage and grid resilience
- Commercialization of emerging energy technologies
- Rural-urban energy integration

FUTURE VISION

Utah can become a national model for balanced energy systems, combining reliability, affordability, and sustainability. By scaling innovation in storage, transmission, and clean generation, Utah can support population growth while protecting its natural environment.

NUCLEUS PROGRAMMATIC SUPPORT

Energy Research Board • Nucleus Grow • Nucleus Fund

TRANSPORTATION TRANSFORMED

What if humans could arrive anywhere safer and faster?

LANDSCAPE

Rapid population growth along the Wasatch Front, and other growing communities like St. George, is increasing pressure on transportation infrastructure. Utah is actively exploring the next wave through advanced mobility systems.

ADVANTAGES

- Electric Vertical Takeoff and Landing (eVTOL) Pilot Program
- ASPIRE Engineering Research Center at USU
- Strong logistics and infrastructure backbone

GAPS

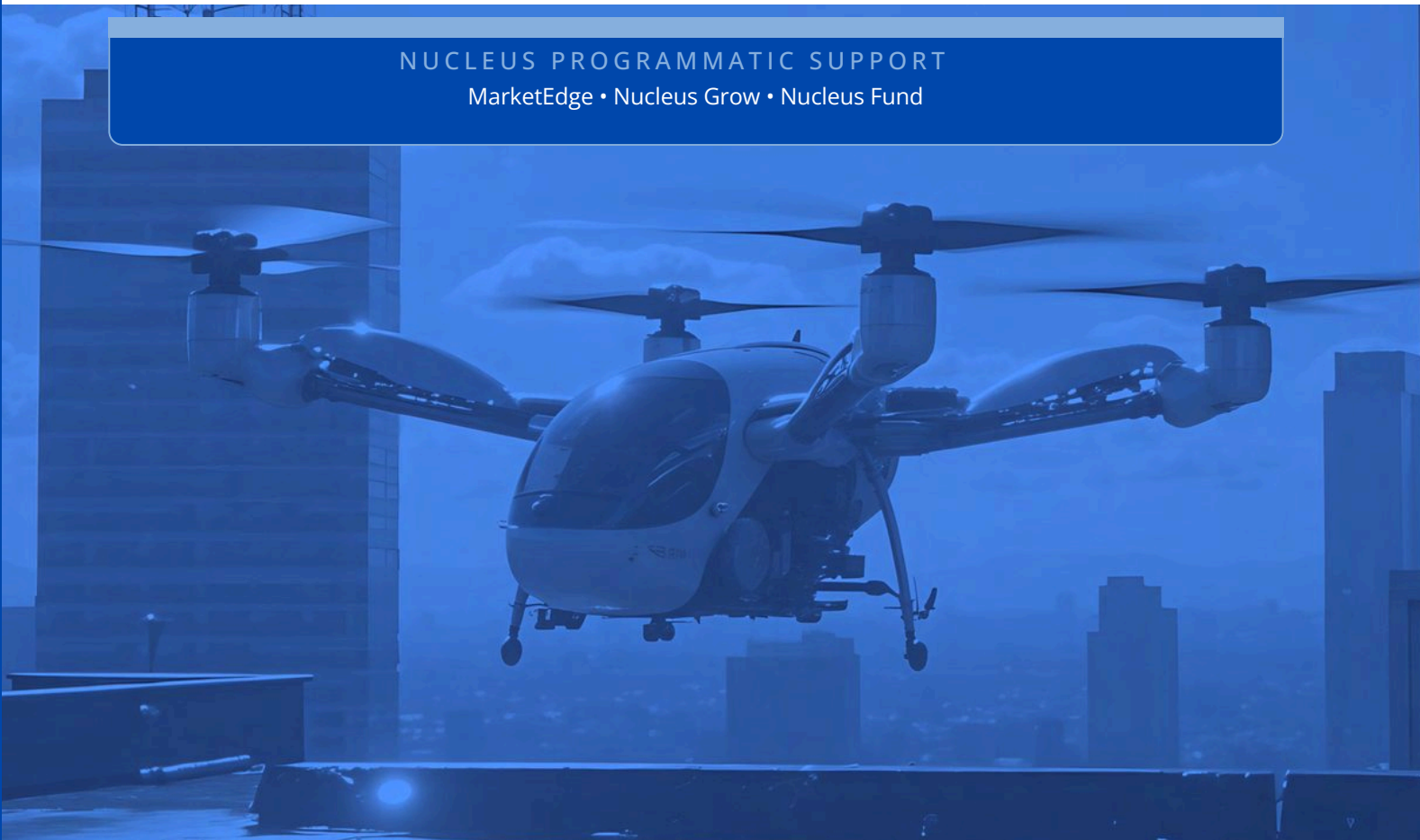
- Funding for large-scale infrastructure transformation
- Regulatory clarity for next-gen transportation
- Urban congestion solutions

FUTURE VISION

Utah can lead in next-generation mobility systems, integrating electric, autonomous, and aerial transportation into a unified network. The vision is a state where movement is seamless, efficient, and environmentally sustainable—unlocking economic productivity and quality of life.

NUCLEUS PROGRAMMATIC SUPPORT

MarketEdge • Nucleus Grow • Nucleus Fund



NEW FRONTIERS

What if exploration of other worlds made life better on earth?

LANDSCAPE

Utah is already a global leader in aerospace systems, with decades of experience supporting national defense and space missions. The commercialization of space is opening new opportunities for applied research.

ADVANTAGES

- Space Dynamics Laboratory
- Miller Advanced Research Solutions Center
- Small satellite leadership from Utah State University
- Growing private-sector space companies
- 47G

GAPS

- Limited commercialization of space-based research
- Workforce pipeline for space innovation
- Integration between academic research and startups

FUTURE VISION

Utah can become a leader in applied space research, translating discoveries in microgravity, materials, and communications into Earth-based applications. The future includes stronger ties between academia, defense, and commercial space ventures.

NUCLEUS PROGRAMMATIC SUPPORT

Nucleus Grow • Nucleus Fund

HOUSING WITHIN REACH

What if all humans could afford a safe and secure place to live?

LANDSCAPE

Utah faces a growing housing affordability crisis driven by rapid population growth, limited supply, natural geographic barriers, and rising costs across the state.

ADVANTAGES

- State housing initiatives and policy momentum
- Public-private partnerships
- Innovation in construction technologies
- Research from the University of Utah

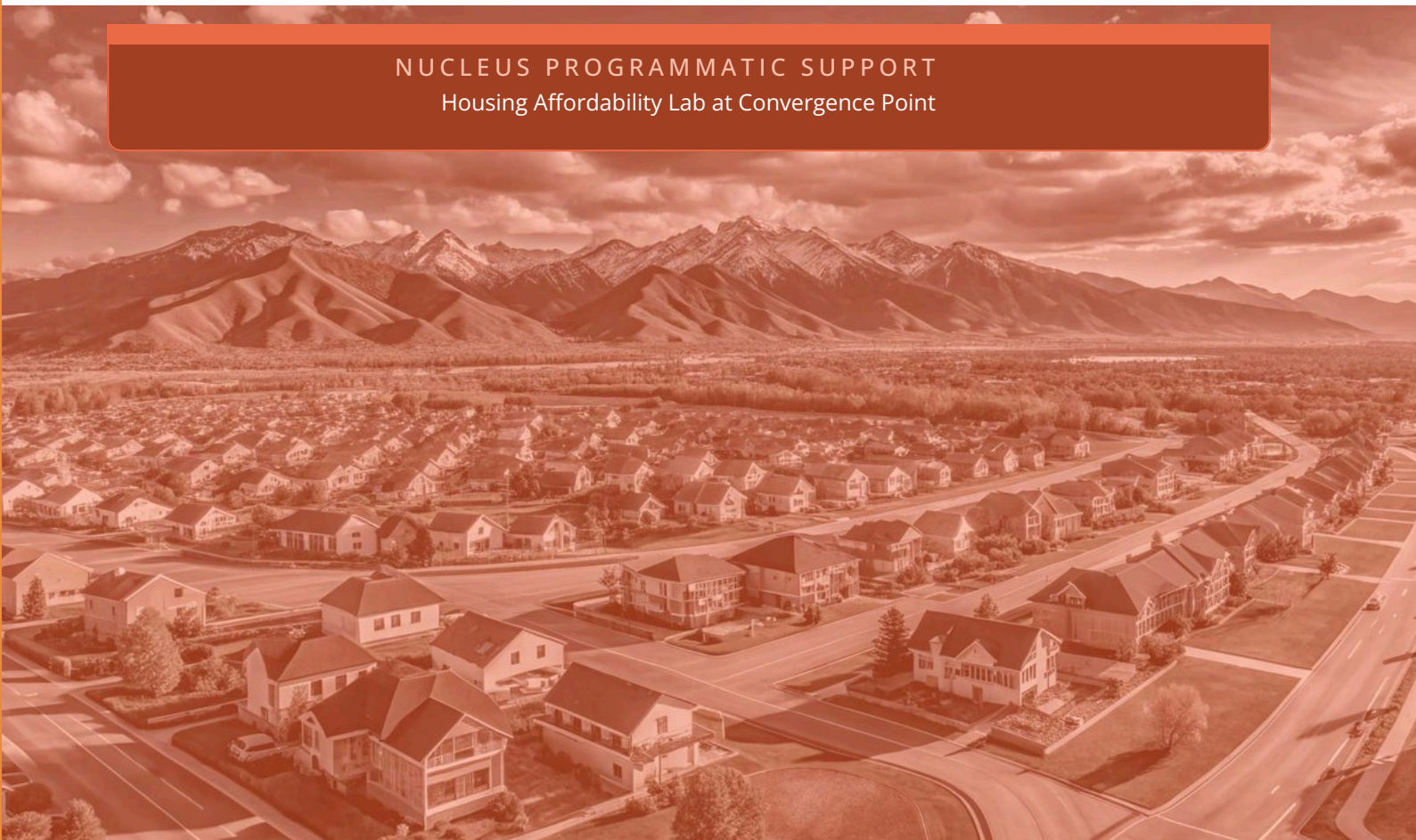
GAPS

- Housing supply
- Aligned incentives
- Scalable construction innovation
- Data-driven policy solutions

FUTURE VISION

Utah can lead in housing innovation, leveraging technology, policy reform, and new financing models to ensure affordability. The vision is inclusive growth where economic opportunity is not constrained by housing access.

NUCLEUS PROGRAMMATIC SUPPORT Housing Affordability Lab at Convergence Point



EDUCATION EVOLVED

What if education evolved to allow for alternative pathways that better adapted to the pace of innovation?

LANDSCAPE

Utah has been a leader in digital learning and education innovation, but systems are struggling to keep pace with technological advancements and workforce needs.

ADVANTAGES

- Sandbox Accelerator
- Lassonde Institute
- Utah universities ecosystem
- Co-Ops and Apprenticeships
- Workforce-aligned training programs
- Statewide Catalyst Campus

GAPS

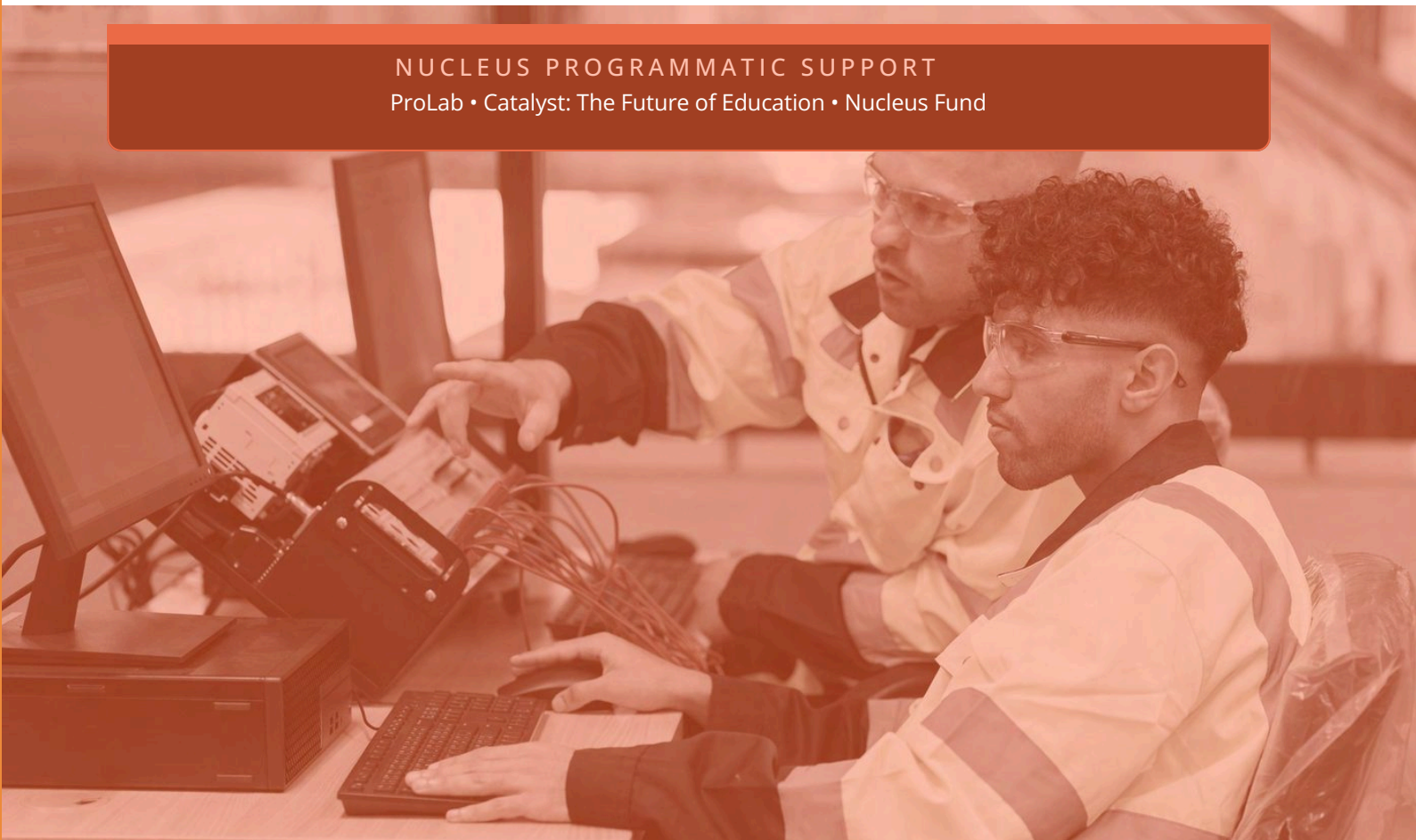
- Alignment between education and industry
- Lifelong learning infrastructure
- AI integration in classrooms
- Teacher training and support

FUTURE VISION

Utah can build the most adaptive education system in the country, where learning is continuous, personalized, and aligned with real-world skills. This includes expanding alternative credentialing pathways, strengthening industry partnerships, and providing high impact experiences.

NUCLEUS PROGRAMMATIC SUPPORT

ProLab • Catalyst: The Future of Education • Nucleus Fund



HUMAN HEALTH AND WELLNESS

What if innovation helped extend not just lifespan, but healthspan?

LANDSCAPE

Utah is a national leader in health innovation, with strengths in genomics, cancer research, and digital health. Institutions like the Huntsman Cancer Institute, ARUP, and UofU Research Park are globally recognized.

ADVANTAGES

- Huntsman Cancer Institute
- Center for Medical Innovation
- BioHive
- BioUtah
- Altitude Lab
- Strong biotech startup ecosystem
- Health sciences leadership at the University of Utah

GAPS

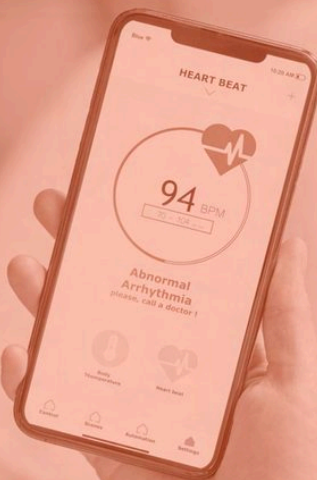
- Access to care in rural areas
- Translation from research to commercialization
- Preventative Health Measures
- Integration of mental and physical health

FUTURE VISION

Utah can continue to be a global hub for human health innovation, extending lifespan and improving quality of life through breakthroughs in therapeutics, digital health, and preventative care through continued investment and intentionality.

NUCLEUS PROGRAMMATIC SUPPORT

Catalyst: Neurotech • Nucleus Grow • Nucleus Fund



SAFETY AND SECURITY

What if Utah became the safest digital environment in the country for individuals and businesses?

LANDSCAPE

Utah has a strong foundation in defense and cybersecurity, anchored by federal and military presence, advanced research institutions, and dual-use innovation pathways. Utah is a critical node in the U.S. national security infrastructure.

ADVANTAGES

- Hill Air Force Base
- National Security Agency presence
- Strider Fellows
- Utah Cyber Center

GAPS

- Cybersecurity workforce shortages
- Commercialization of defense technologies
- Public-private collaboration

FUTURE VISION

Utah can lead in dual-use innovation, where defense technologies translate into civilian applications, strengthening national security, economic growth, and pathways to long-term peace.

NUCLEUS PROGRAMMATIC SUPPORT

Nucleus Grow • Nucleus Fund

BOUNDLESS CREATIVITY

What if innovation unlocked a new creative renaissance where anyone in Utah could produce films, games, or art at a global level?

LANDSCAPE

Creative industries are being transformed by technology, with Utah emerging as a growing hub for film and digital media. The University of Utah is seen as a global leader in gaming and other digital programs.

ADVANTAGES

- University of Utah Gaming Program - Ranked #1 in the world
- Expanding film and gaming ecosystem
- Regional university programs in design and media
- Independent creator economy growth

GAPS

- Access to tools and platforms
- Funding for creative ventures

FUTURE VISION

Utah can become a creative innovation hub, where technology democratizes creativity and enables new forms of storytelling, entertainment, and artistic expression.

NUCLEUS PROGRAMMATIC SUPPORT

AI Film Lab at Convergence Point • Gaming Lab at Convergence Point

WATER ABUNDANCE

What if Utah created new ways to preserve and provide water for all?

LANDSCAPE

Utah faces a structural water imbalance, with demand rising while long-term supply is becoming less reliable. At the center of the issue is the decline of the Great Salt Lake, which is at historically low levels.

ADVANTAGES

- USU Water Lab & Institute for Land, Water, and Air
- Great Salt Lake Alliance
- Great Salt Lake Rising
- Great Salt Lake Strike Team
- Strong state and private investment

GAPS

- Water conservation technologies
- Public awareness and behavioral change

FUTURE VISION

Utah can become a global leader in water innovation, developing technologies and policies that ensure long-term sustainability. The geographic constraints faced by our state demand innovation to turn these challenges into opportunities for future benefit.

NUCLEUS PROGRAMMATIC SUPPORT

Water Lab at Convergence Point

LAND REVITALIZED

What if Utah restored land use to support both growth and environmental health?

LANDSCAPE

Utah is at a critical inflection point in how land is used and managed. Additionally, land health is increasingly tied to broader challenges that could lead to future impact on the state.

ADVANTAGES

- USU Institute for Land, Water, and Air
- Public land management expertise
- Research at Utah universities

GAPS

- Optimized land use planning
- Restoration technologies
- Coordination across stakeholders

FUTURE VISION

Utah can lead in land stewardship innovation, balancing development with conservation to preserve its natural beauty and resources.

NUCLEUS PROGRAMMATIC SUPPORT

MarketEdge • Nucleus Grow • Nucleus Fund

AIR PURIFIED

What if Utah eliminated harmful air pollution and became a model for clean air innovation?

LANDSCAPE

Utah's air quality remains one of the most persistent quality-of-life challenges facing the state. Inversions create additional challenges when it comes to providing clean air.

ADVANTAGES

- USU Institute for Land, Water, and Air
- Strong atmospheric research programs
- Public awareness and policy momentum
- State incentives for air quality improvement

GAPS

- Scalable emissions reduction solutions
- Behavioral change
- Regional coordination

FUTURE VISION

For residents to thrive, Utah must become a leader in innovation that supports clean air solutions, integrating policy, technology, and community action to dramatically improve air quality and public health.

NUCLEUS PROGRAMMATIC SUPPORT

MarketEdge • Nucleus Grow • Nucleus Fund • Nucleus PolicyLab



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