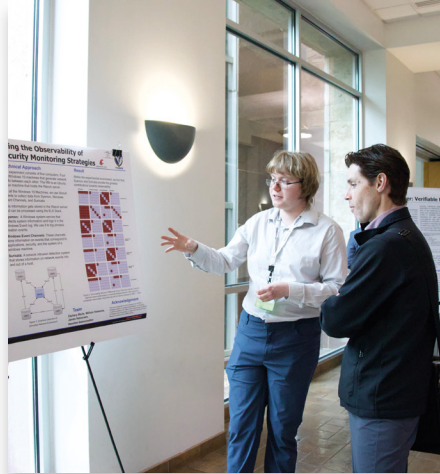




GRIFFISS INSTITUTE

2024 ANNUAL REPORT



From STEM to Startup



It all starts here.

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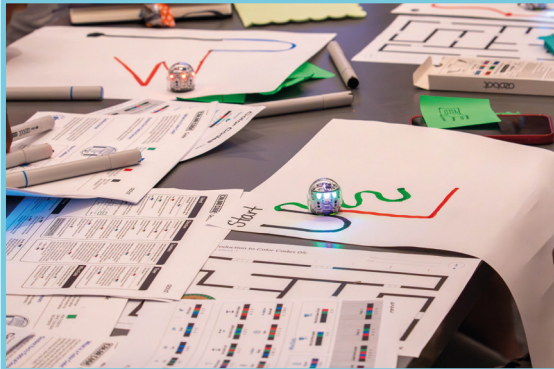
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ABOUT GI

Our Mission

The Griffiss Institute aims to develop the next generation of STEM talent and defense technologies that will strengthen U.S. national security and create economic opportunity for our region, state and nation.



Our Core Values

CURIOSITY

We are infinitely motivated to learn, search, and solve challenges in service to all those who rely on us. We have the courage to ask questions, with an open mind and open heart, until we understand the opportunity or challenge presented.

CONFIDENCE

We rely on and hold others accountable to deliver results that move our mission forward. We trust in our abilities, and our team's collective abilities and experience.

OWNERSHIP

We are deeply committed to our mission and do whatever it takes to get the job done. We understand that we are responsible not only for tasks under our direct control, but also for helping others on whom we rely on to ensure our mission is successful.

2002 | Inception

In the early years, GI emerged as a beacon of collaboration, spearheaded by the vision of New York State. With a mission to unite government, industry, and academia, our institute became a hub for addressing critical issues in information security and technology.

2006 - 2015 | Expanding

Outreach & STEM Engagement

Building on its foundation, GI broadened its mission to engage faculty and students in AFRL research initiatives. Key milestones included:

- 2008 – GI and AFRL entered into a Partnership Intermediary Agreement (PIA).
- 2009 – Launch of the RI STEM Challenge Competition, sparking early student engagement in defense technology.
- 2015 – GI assumed management of the Information Institute, strengthening academic partnerships and internship opportunities.

2018 - Present | National Expansion & Workforce Development

A pivotal expansion occurred with the birth of the Innovare Advancement Center, an open innovation environment, providing world-class laboratory facilities and collaborative research spaces. GI also expanded its role in STEM education and workforce development, including:

- 2019 – Signed an agreement with AFRL to be the leading partner for DAF STEM, managing the program for them.
- 2021 – GI began managing the ACE cyber warfighting internship, a longstanding program that prepares future cyber leaders.
- 2022 – First VICEROY MAVEN cohort introduced, advancing DoD cyber training.
- 2023 – Expansion of VICEROY ENVOY to nationwide host sites, furthering GI's role in developing next-generation cyber professionals.

Today & Beyond

As we reflect on our journey, GI remains steadfast in its commitment to innovation, collaboration, and excellence in defense technology, ensuring a resilient and future-ready workforce.



COMPETENCE

We understand the GI's role as a nonprofit STEM talent and technology accelerator, and we actively seek knowledge, tools and resources to deliver our mission effectively.

TEAMWORK

We work collaboratively, communicate constantly, and we have the back of our teammates under all circumstances.

BOARD OF DIRECTORS



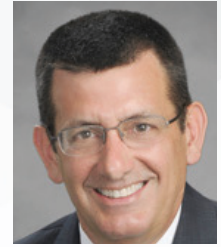
Patricia Baskinger
CEO
AX Enterprize, LLC
Chairperson



William Gray, Jr.
Colonel, Ret.
AFRL/RI
Vice Chairperson



Mark Gastin
Partner & CPA
Bowers & Company
CPAS PLLC
Treasurer



Peter Baildon
Senior Vice President of
Commercial Banking
M&T Bank



Tim Butcher
Executive Director of
Operations
White Management
Corporation



Charles Green
President & CEO
Assured
Information
Security



Dr. Richard Joseph
Chief Scientist, Ret.
U.S. Air Force



Laurel McAdoo
Director of Talent, Culture
& Inclusion
SUNY Research
Foundation



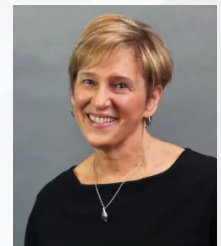
Jeffrey Dunbar
Director of Business
Partnerships, Ret.
University at
Buffalo



Kevin Martin, Esq.
Owner
Law Offices of
Kevin G. Martin



Elizabeth Garvey, Esq.
Shareholder
Greenberg Traurig, LLP
Advisor



Dr. Nancy Pattarini
President & CEO
The Paige Group
Advisor

THANK YOU FOR YOUR SERVICE.



Dr. John Marsh
Dep. Chair of Network & Computer
Security, Ret.
SUNY Polytechnic Institute



William VanShufflin, Jr.
Senior VP of Strategic Initiatives, Ret.
Mohawk Valley EDGE

Remembering Steven J. DiMeo

A lifetime of achievement and GI board member



Early Years and Career:

Born in 1954, Steven J. DiMeo embarked on a remarkable journey marked by dedication and vision. A graduate of the University at Albany with a degree in political science, Steve later earned a master's in urban planning from Georgia State University. His passion for urban and economic development led him to serve as Commissioner of Urban & Economic Development for the city of Utica in 1986, laying the foundation for a lifetime of service and leadership.

A Legacy of Transformation:

Steve's impact was felt far and wide, particularly in his role as the first president of Mohawk Valley EDGE, where he dedicated over 30 years to serving the region. His leadership was instrumental in overseeing transformative projects, including the revitalization of the Griffiss Business and Technology

Park and the establishment of operations at Marcy Nanocenter.

Cherished Board Treasurer:

In addition to his role as president of Mohawk Valley EDGE, Steve served as the cherished Board Treasurer of Griffiss Institute, bringing his expertise and dedication to furthering the organization's mission.

Honors and Recognition:

In May 26, 2016 Steve was recognized with the Robert T. Dormer Economic Developer of the Year Award from NYSEDC (New York State Economic Development Council). Just three short years later, on Oct 19, 2021, he was honored as the Business Person of the Year from the Greater Utica Chamber of Commerce. Following that prestigious honor, in November 2023, Steve was honored with the New York State Commendation Award from Senator Griffo,

a testament to his enduring contributions to enriching the social, religious, and educational well-being of his fellow neighbors. Postmortem, on May 16, 2024, he received the Community Leadership Award from the Rome Area Chamber of Commerce.

A Community in Mourning:

Steve's passing on March 6, 2024, leaves a void in the hearts of those who knew him, from colleagues and friends to community leaders and elected officials. His legacy of service and commitment to creating a brighter future for the Mohawk Valley will forever be cherished and remembered.

In honor of Steve's memory, let us continue to strive for excellence and carry forward his vision of a thriving and prosperous community for generations to come.

EXECUTIVE LEADERSHIP TEAM



Heather Hage
President & CEO



Tracy DiMeo
*Executive Office
Manager*



Mike Wessing
Chief Engineer



Melissa Tallman
Chief Brand Officer



Todd Humiston
Chief Talent Officer



Seth Mulligan
*Chief Operating
Officer*



David Semadeni
*Chief Financial
Officer*

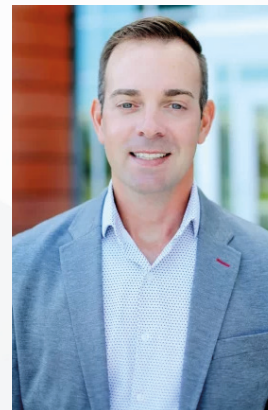
WELCOME



Tim Thomas
*Chief Academic
Officer*



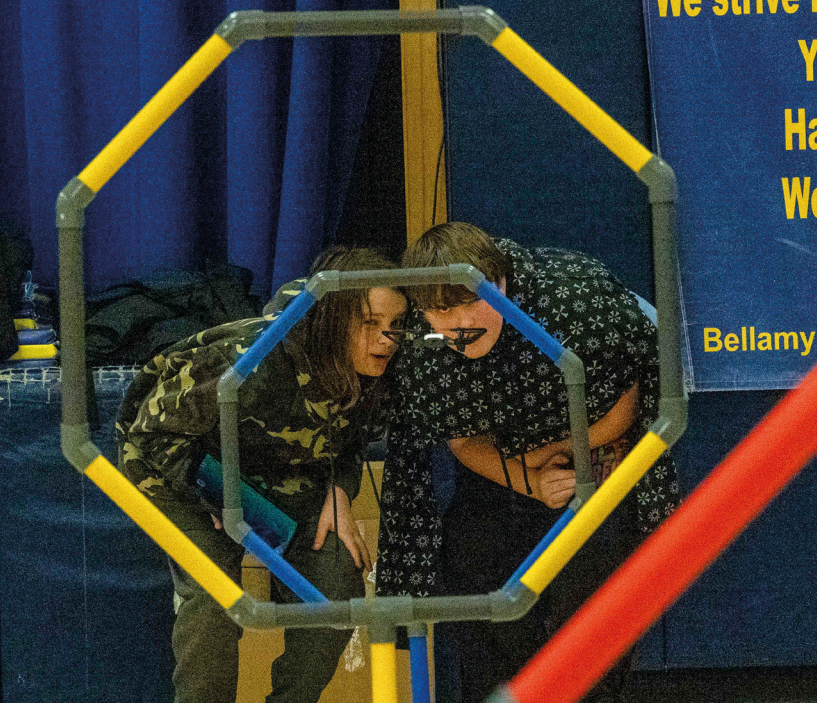
Angela Wright
*Vice President of
Intergovernmental
Affairs*



Matthew Mroz
*Executive Vice
President of
Strategic Programs*



Dean Korsak
*General Counsel &
Corporate Secretary*



MESSAGE FROM THE PRESIDENT & CEO

I can only look back on the impact we made in 2024 with gratitude for the unwavering support and engagement of our team, our partners, and our board of directors. 2024 was a year of exceptional progress and transformation as we continue advancing our mission to develop STEM talent and disruptive technologies that strengthen our national security and bolster economic competitiveness at the regional, state, and national levels.

The journey through 2024 reinforced a powerful truth: with disruption comes unparalleled opportunity. Together, we have seized opportunities to deepen our impact

on the communities and sectors we serve. Our shared purpose — to drive change and elevate people through scientific innovation — has been the guiding force behind our efforts to secure our nation's critical infrastructure and foster the growth of future generations of innovators in the Mohawk Valley and beyond.

This annual report provides a comprehensive overview of the accomplishments we achieved together, organized around our three foundational pillars: elevating talent, empowering innovation, and enabling experience.

Additionally, we highlight cross-cutting initiatives in operational excellence, leadership, governance, and compliance. Each success story reflects the contributions and dedication of our talented employees and underscores the vital role of community service play in our collective mission.



Elevating Talent

This year, we reached a milestone in our commitment to STEM education and workforce development, engaging 2,256 P-20 students across our programs. Locally, we doubled student participation, involving 313 Mohawk Valley area students in STEM initiatives and welcoming 186 college students to internships and training through the RI Intern, ACE, and VICEROY programs. Key partnerships with organizations such as the Air Force Research Laboratory Information Directorate and a growing network of companies continue to create meaningful experiential learning opportunities for youth to become inspired and engaged in career pathways in the American defense industrial base.

Our commitment to fostering talent through hands-on experience is delivering tangible results — 40% of Rome Lab's FY24 hires were former Griffiss Institute interns from the past five years. This progress validates our efforts to create meaningful, lifelong pathways for STEM talent and emphasizes the importance of continued investment in housing and innovation spaces to sustain future workforce and economic growth.

Empowering Innovation

In 2024, we continued to position Griffiss Institute as a catalyst for technology acceleration. Through the HUSTLE Accelerator Program, supported by a renewed \$2.1 million commitment from Empire State Development, we incubated

eight startups, five of which received a combined \$500,000 in seed investments. Companies like Drone City and Paterson Aerospace Systems have established roots in Oneida County, showcasing our ability to attract and nurture emerging industries.

Our efforts extended beyond local impact, with initiatives like the Civ-X IoT Testbed and national collaborations such as our partnership with B3K Prosperity in California. These endeavors underscore our commitment to securing America's critical infrastructure while fostering cross-sector collaboration and innovation.

Enabling Experience

The power of collaboration is at the heart of everything we do. In 2024, Innovare Advancement Center hosted 229 events and welcomed over 4,400 participants, bringing the total number of visitors since our opening in 2021 to more than 16,800. Platforms like the Griffiss Grounds podcast and Coffee & Concepts series have amplified our outreach, connecting diverse audiences and highlighting the exceptional talent and opportunities in our ecosystem.

Looking ahead, we remain focused on addressing challenges and seizing opportunities to expand our impact. Priorities for 2025 include delivering operational excellence with data-driven decision making, improving organizational resiliency, and engaging in bold

experimentation with rigorous planning. We will also refine our measurement tools to ensure our programs deliver lasting value for participants and the broader defense innovation ecosystem, and deliver a new framework for social and economic impact reporting.

As we close this chapter, I am deeply inspired by what we have achieved together. The engagement, thoughtful contributions, and steadfast commitment of our employees, partners, and board are the cornerstone of our success.

I look forward to continuing to build on this foundation in the style we have pioneered together:

Heads Up, Shoulders Back, Heart Forward.

With gratitude,

Heather Hage

President & CEO
Griffiss Institute

OUR 2024 IMPACT

STEM Talent Development



Preparing Technical Talent for Defense Industrial Base Service



OUR SOCIAL MEDIA IMPACT

@GriffissInstitute



Metric	2023	2024
Posts	1,141	1,200
Impressions	421,000	500,000
Shares	1,602	1,800
Reactions	8,098	9,500

Technology Translation



Defense Technology Incubation Studio



Technology Transfer



AFRL
AIR FORCE RESEARCH LABORATORY

Department of Defense Partnership Intermediary



@InnovareAdvancementCenter



Metric	2023	2024
Posts	433	400
Impressions	61,000	55,000
Shares	226	200
Reactions	1,377	1,300

OUR FIVE YEAR IMPACT

STEM Talent Development

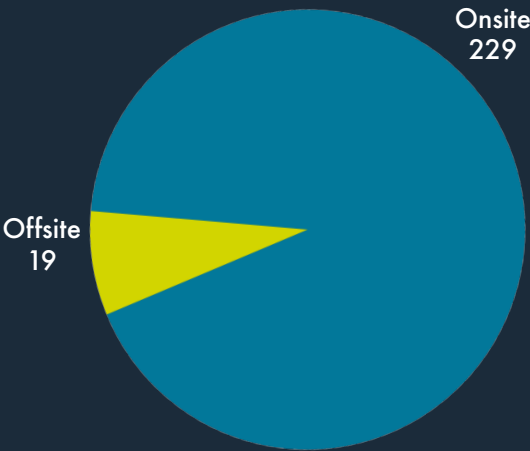


Preparing Technical Talent for Defense Industrial Base Service

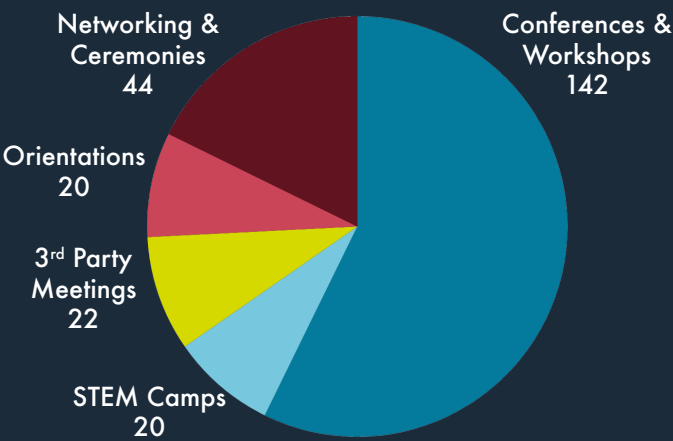


DELIVERING THE GRIFFISS EXPERIENCE

Events Hosted



Event Type



Technology Translation



Defense Technology Incubation Studio



Technology Transfer

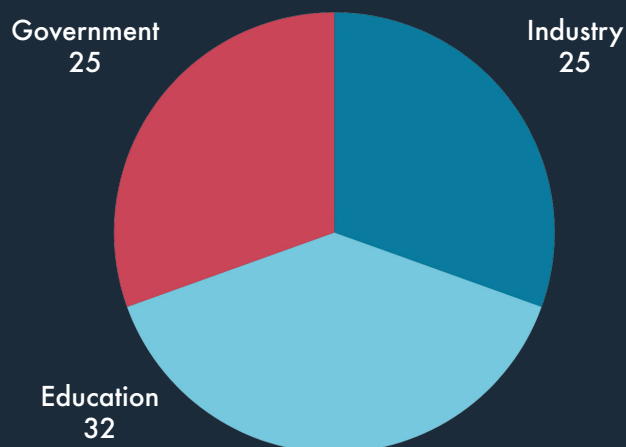


AFRL
AIR FORCE RESEARCH LABORATORY

Department of Defense Partnership Intermediary



Tours Hosted Innovare Advancement Center



Unique Visitors Served 2020 - 2024



KEY HIGHLIGHTS



Q4I

The 6th Annual Quantum for International Workshop (Q4I) at Innovare Advancement Center brought together global experts in quantum science to foster collaboration across government, academia, and industry. Hosted by GI and presented by AFRL, the event featured a keynote from Dr. Kevin Geiss (AFOSR), presentations by guest speakers from around the world, and technical sessions in the expanded Quantum Alley. Local leaders, including Dr. Michael Hayduk (AFRL) and Oneida County Executive Anthony Picente Jr., highlighted Q4I's role in strengthening U.S. quantum capabilities and reinforcing Rome, NY as a hub for innovation and technology transfer.



Quantum Expansion

As part of its commitment to advancing quantum research, GI completed renovations for an advanced quantum nodes project; the new 1,400 square foot Quantum Networking Facility within the East Bay Hangar at Innovare Advancement Center. This high-precision research space will support cutting-edge quantum communication and networking advancements. Designed to support the evolving needs of modern research and development, the new facility provides a highly adaptable environment for technology-driven innovation. With a robust infrastructure that ensures reliability, efficiency, and seamless connectivity to the Col. Lawrence Quantum Laboratory at Innovare. With these enhancements, GI continues to contribute to national security and Griffiss Business and Technology Park as a hub for quantum talent and technology.



Fall Into STEM

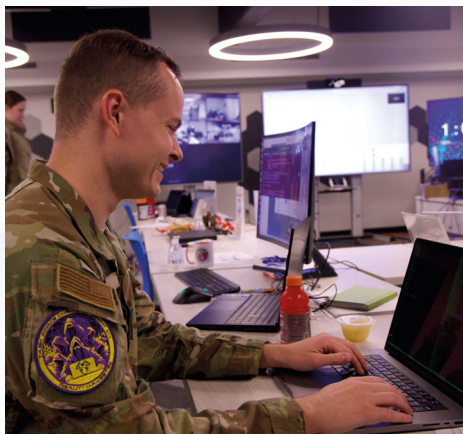
In partnership with AFRL STEM, SUNY Poly, and ORION, GI hosted Fall into STEM at Innovare Advancement Center, offering hands-on STEM experiences to inspire local students. Students explored LEGO Robotics, Straw Rockets, Mini Light Sabers, the Egg Drop Challenge, and Sphero, with additional STEM stations available in the Hive. Students explored cutting-edge research through guided tours and engaged with community partners like the Utica Children's Museum Mobile Museum and Jervis Public Library. A VR station and SUNY Poly student clubs provided mentorship and collegiate-level STEM exposure. The event's highlight was AFRL's Fluffy the Robotic Dog, showcasing emerging robotics technology and reinforcing GI's commitment to fostering the next generation of STEM innovators.



Distinguished Visitors

Col. Greg Stevens assumed command of the Air Force Research Laboratory Information Directorate in Rome, succeeding Col. Fred Garcia II in a ceremony led by Brig. Gen. Jason Bartolomei. With expertise in Command, Control and Communications, Contracting, and Acquisitions, Stevens emphasizes the critical role of information superiority in modern warfare. He looks forward to fostering cutting-edge research in cyber and information technologies to support national defense.

Pictured above: Dr. Michael Hayduk, Deputy Director AFRL; Heather Hage, President & CEO, Griffiss Institute; Col. Greg E. Stevens, Director, AFRL; Brig. Gen. Jason E. Bartolomei, Commander, AFRL; Anthony Picente Jr., Oneida County Executive.



Capstones

The VICEROY MAVEN interns culminated their summer with an intensive capstone experience, applying their research and technical expertise to real-world cyber and electromagnetic spectrum challenges. Throughout the final week, they worked from their command center for a focused push to refine their projects, demonstrating their findings and solutions. Meanwhile, ACE interns engaged in a rigorous 56-hour multi-domain exercise, planning and executing cyber, kinetic, and information operations. These capstone experiences highlighted the interns' dedication, problem-solving abilities, and readiness to contribute to real-world national security initiatives.



Graduations

At the conclusion of their rigorous capstone experiences, VICEROY MAVEN, ENVOY, and ACE interns were honored in a series of graduation ceremonies held across the country. In total, four graduations took place—two in the Mohawk Valley, one in the metro Washington D.C. area, and one in San Diego, California—recognizing the achievements of 94 GI interns who dedicated their summer to advancing research and operational expertise in cybersecurity, electromagnetic spectrum operations, and multi-domain mission planning. These ceremonies celebrated their hard work, innovation, and commitment to national security, marking an important milestone as they transition to future opportunities in defense and technology.

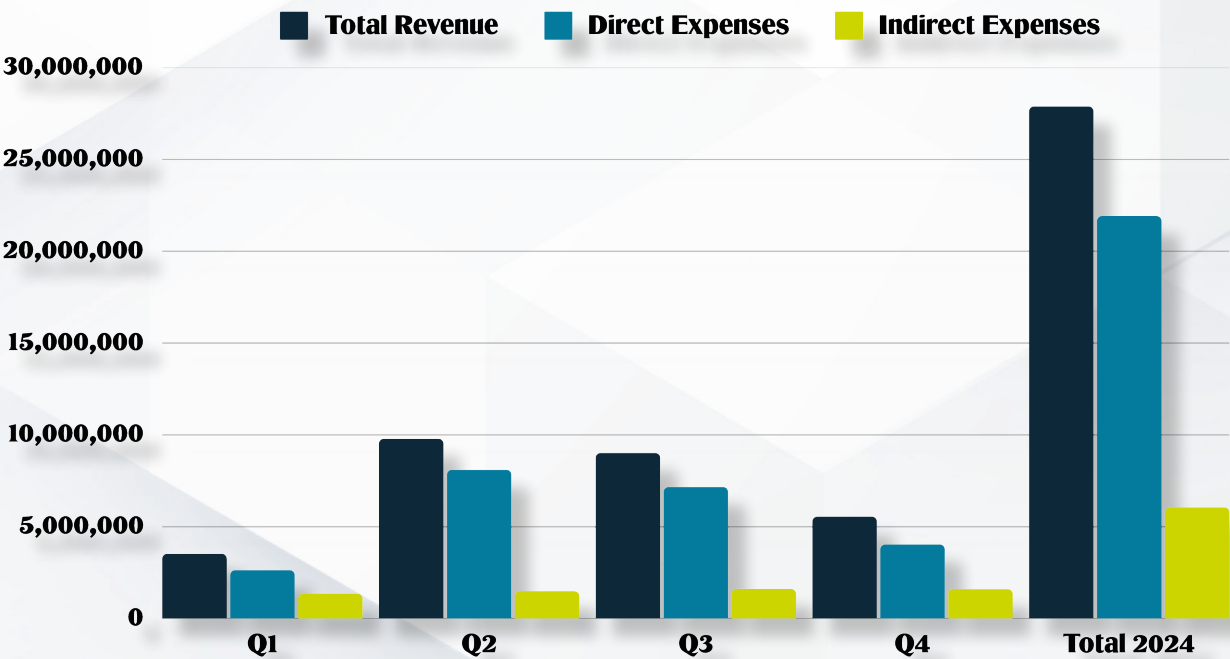
FINANCIAL REPORT

Overview

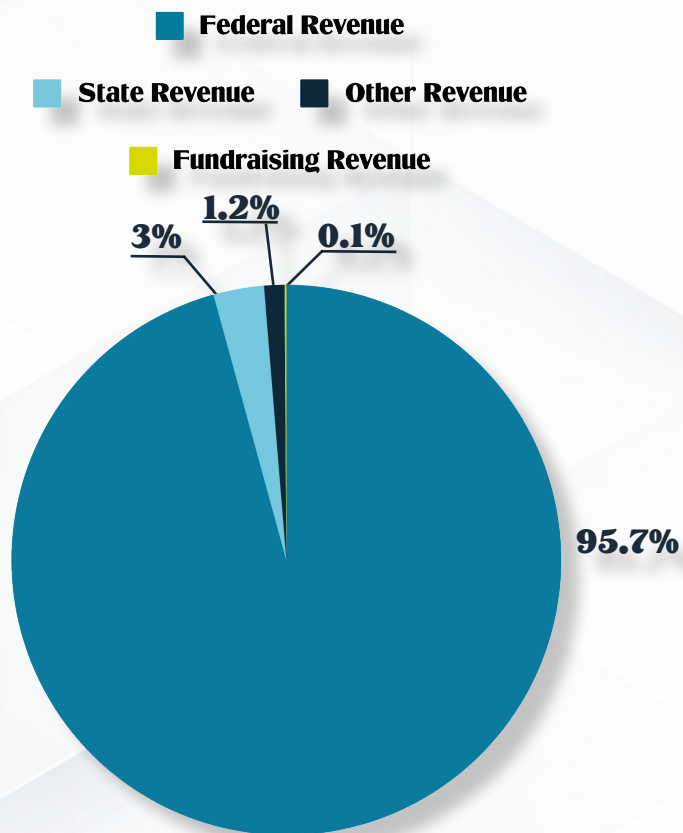
Griffiss Institute plays a vital role in advancing defense innovation through research translation, technology transfer, workforce development, and STEM initiatives.

In 2024, 95.7% of Griffiss Institute funding came from federal grants and contracts, 3% from New York State, and 1.2% from the private sector. We also initiated our first ever philanthropic campaign to offer our community a new avenue to contribute to our mission resulting in .1% of revenue from charitable donors.

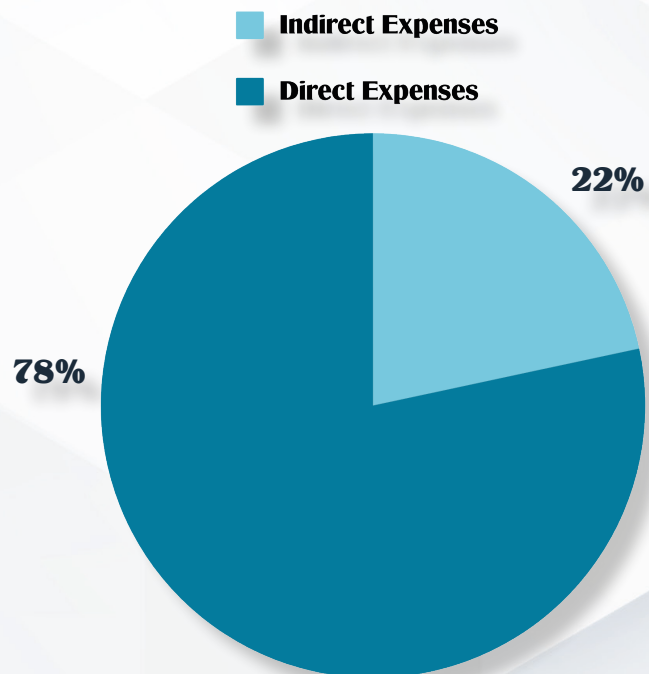
Griffiss Institute is committed to maximizing impact, with 78% of expenditures directly supporting research, STEM initiatives, and workforce development.



Revenue vs. Expenses



Revenue Breakdown



Expenses Breakdown

WORKFORCE OVERVIEW

Empowering Innovation Through a Dynamic Workforce

Growing Our Impact

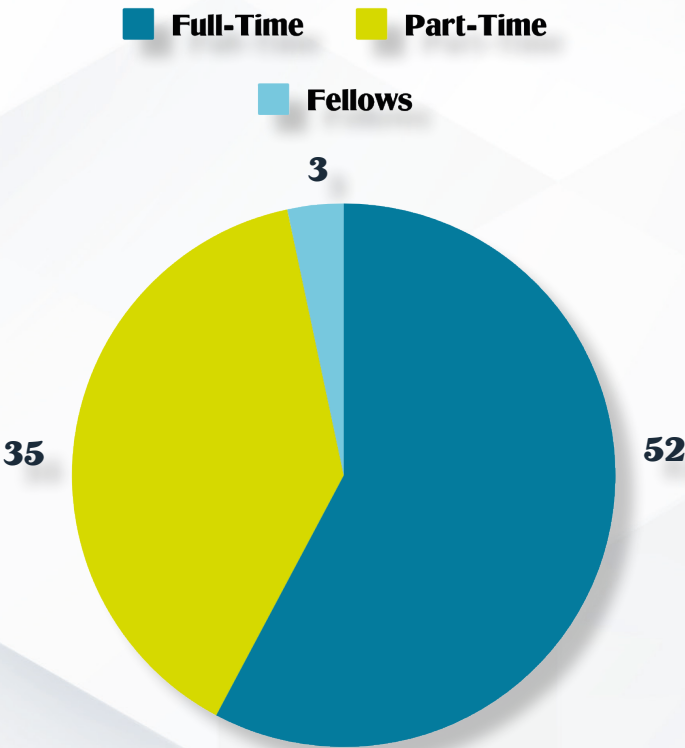
Griffiss Institute proudly calls the Mohawk Valley home, serving as a center for collaborative defense innovation while expanding our reach across the country.

From our headquarters in Rome, NY, we are dedicated to fostering talent, cultivating the next generation of innovators, and building a highly skilled workforce to support national security advancements. Our employees are positioned in key regions, supporting major DoD research and operational sites across the U.S.

Our national reach enables us to bridge connections between industry, academia, and government, accelerating the transition of cutting-edge technologies into mission-critical applications. As we continue to grow, we remain committed to strengthening partnerships, expanding opportunities, and ensuring that innovation flows across the nation.

Workforce Breakdown Graph

Griffiss Institute’s team continues to grow, reflecting our commitment to innovation and the expanding impact of our programs. Our corporate team includes 52 full-time employees, 35 part-time staff throughout the year, and 3 research fellows, ensuring we have the expertise needed to support mission-critical programs. In 2024, 37 new corporate hires joined our ranks, bringing fresh perspectives and skills to our growing ecosystem.



Workforce Breakdown

National Reach & Remote Workforce

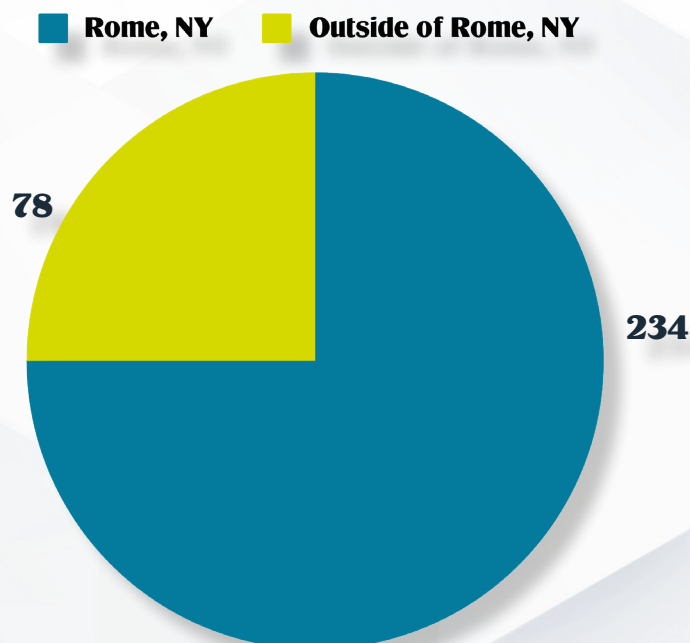
While 55 employees report to Rome, NY, an increasing number of employees work or have worked remotely across more than a dozen states.

This dynamic workforce composition allows Griffiss Institute to remain at the forefront of cutting-edge research, education, and innovation, ensuring that we continue to develop the next generation of STEM leaders while supporting groundbreaking advancements in defense and technology.

Seasonal Experiential Learners Graph

Each year, Griffiss Institute welcomes a substantial number of seasonal experiential learners through our various STEM and defense-related programs. In 2024, 312 students and interns contributed to national defense technology development efforts.

Of those, 234 participated in person in Rome, NY, while 78 supported DoD sites across the nation. These hands-on learning experiences help cultivate the next generation of STEM leaders while driving innovation.



Seasonal Experiential Learners

SUCCESS HAPPENS HERE: INNOVATION SPOTLIGHT



Kaylon Paterson, CEO of Paterson Aerospace Systems, and Chuck Green, CEO of Assured Information Systems (AIS), at the signing of a Mentor-Protégé partnership between the two organizations.

PATERSON AEROSPACE SYSTEMS EXPANDS IN THE MOHAWK VALLEY

Paterson Aerospace Systems, led by CEO Kaylon Paterson, has made significant strides in sustainable space exploration. Their journey with Griffiss Institute began in the 2023 HUSTLE Defense Accelerator, where they secured \$100,000 in funding.

With GI's Innovation & Partnership's team support, they accessed a patented DoD technology for space object tracking, developed by Dr. Christopher Tyler Diggans. This led to a one-year Cooperative Research and Development Agreement (CRADA) and the licensing of a patent from technology developed at AFRL that enhanced their Satellite Accountability Blockchain (StAB) capabilities and securing additional funding for server development.

Recognizing the opportunities within the region's growing defense and aerospace ecosystem, Kaylon relocated his business from the Greater Washington D.C. area to the Mohawk Valley to be closer to Rome Lab and Griffiss Institute.

Now, as their initial CRADA license concludes, Paterson Aerospace Systems is working with GI to secure a three-year CRADA, aiming for expanded R&D and new intellectual property creation. Their success showcases the impact of GI's T2 process in driving innovation and technological advancement.

Read more about Kaylon Paterson, and Paterson Aerospace's incredible journey and partnership with Griffiss Institute on our website.

Aiden's journey began with a spark of curiosity. At just 12 years old, he taught himself to code, a hobby that quickly became a passion. By high school, he co-founded a computer science club, channeling his love for technology into opportunities for his peers. Aiden's journey accelerated when a Mohawk Valley Community College (MVCC) professor encouraged him to apply for the Northeast Advanced Technological Education Center (NEATEC) program, which partnered with Griffiss Institute to provide internship opportunities to regional community college students.

Under the mentorship of AFRL experts, he contributed to developing operational tools, including a PTU zoom camera plugin, now actively used by police, military, and first responders. His work on the ATAK PTU, (Pant-Tilt-Unit) camera plugin app, supports over 130 users in critical defense roles. Beyond technical contributions, Aiden has shown leadership by mentoring high school students and managing a team of interns. His expertise in secure

battlefield communications and emergency response coordination has positioned him as a thought leader in emerging defense technologies.

With graduation approaching in 2025, Aiden balances his studies, a 15-hour workweek, and applications for the prestigious DoD SMART Scholars program. His passion, inspired by a family with military roots, fuels his drive to contribute to national security.

Aiden's story is a testament to Griffiss Institute's mission: fostering talent, driving innovation, and shaping the future of defense technology. His journey exemplifies how hands-on experience and mentorship can turn students into the next generation of industry leaders.

To learn more about Aiden's journey and opportunities at Griffiss Institute, visit griffissinstitute.org.

FROM STUDENT TO INNOVATOR: AIDEN WEST'S PATH TO ADVANCING NATIONAL DEFENSE



Pictured is the camera mount Aiden West, right, created and mounted for New York State Troopers during his time as a NEATEC Intern.

STRATEGIC INITIATIVES UPDATES

Corporate Infrastructure

Objective:

Expand and modernize Griffiss Institute's facilities, technology, and event capabilities to support innovation and collaboration.

Key Results:

- Innovare Studios: Established as a dedicated startup incubation space, with successful activation during HUSTLE 2024, now fully operational.
- Quantum Hardware: Advanced infrastructure to house a Trapped Ion Network node, enabling AFRL quantum networking research. Construction completed, installation of test beds & equipment happening in the first two quarters of 2025.
- Wireless Upgrade: Installed and optimized new wireless access points, improving connectivity at Innovare Studios; final structured cabling to be completed in 2025.
- East Bay Expansion: Multi-phase expansion underway to create a research hub for quantum technology and IoT, increasing operational capacity.
- Events Management & Annual Fundraiser: Enhanced event hosting capabilities and launched an annual fundraiser to boost STEM engagement and philanthropic contributions.

Community Impact

Objective:

Expand STEM programming, workforce development, and advocacy efforts to strengthen regional and national talent pipelines.

Key Results:

- Expand Regional STEM Services: Launched an Industrial Intern Program, supporting startups and nonprofits with interns. Expanded to new partners such as P3I, GTRI, B3K Prosperity, and NORDTECH.
- STEM Suites & HUSTLE House: Explored investment in dedicated housing units for interns and visiting professionals to enhance program impact.
- Regional DIB Advocacy: Strengthened state and federal agency partnerships to support defense innovation policies.
- VICEROY 2.0: Expanded cyber workforce training with new Army and Navy internship sites, increasing participation and cementing VICEROY's national footprint.
- Women Investing in Women: Hosted the 3rd Annual Women Investing in Women Awards Program, fostering empowerment and recognition of women-led businesses.

Core Strength & Capacity Building

Objective:

Strengthen Griffiss Institute's leadership, workforce, and operational resilience through structured governance, employee engagement, and process improvements.

Key Results:

- Succession & Business Continuity Planning: Implemented a comprehensive plan ensuring leadership continuity and strategic workforce expansion.
- Secure Network & Data Environment: Achieved key NIST-800 compliance milestones, with continued investment planned for 2025.
- Optimize Employee Benefits: Conducted salary benchmarking, COLA evaluations, and retirement plan updates to enhance employee retention.
- Improve Project Management Discipline: Deployed data-driven tools to enhance efficiency, accountability, and strategic alignment.
- Build a Development Arm: Raised over \$42,000 in inaugural fundraising efforts; developed a long-term strategy for unrestricted funding and community engagement.
- Employee Engagement Activities: Strengthened workplace morale through the Culture Club's community events and branded identity programs.
- All Roads Training Program: Launched a 12-month integrated leadership training initiative, with 20 team members selected for professional development programs.

Brand & Reputation

Objective:

Enhance the Griffiss Institute's brand and workplace culture to drive engagement, innovation, and thoughtful leadership.

Key Results:

- GI Website: Successfully launched a new website in April 2024, modernizing navigation, security, and user experience, reinforcing GI's mission to connect and inspire.
- Project Culture: Strengthened internal culture through initiatives like the Culture Club and structured team evaluations, fostering collaboration and professional growth.
- Social Media: Griffiss Institute and Innovare Advancement Center experienced exceptional social media growth, strengthening their leadership in STEM innovation and community engagement through dynamic content, impactful storytelling, and an expanding digital presence. We continue to lead in our social impact versus other tech nonprofits, higher educational institutes, and government sectors.

EVOLVING GLOBAL CONNECTIVITY



Developing the Future United States Defense Workforce

- Defense Internships & Training
- University VICEROY Partnerships

Expanding STEM & Apprenticeships

- STEM Outreach
 - DAF STEM & LEGACY Sites

Global Talent Exchange

- International Research & Training Partnerships
 - ACE, RI Intern & VFRP

Innovation & Technology Acceleration

- B3K Prosperity
- Q4I Attendees

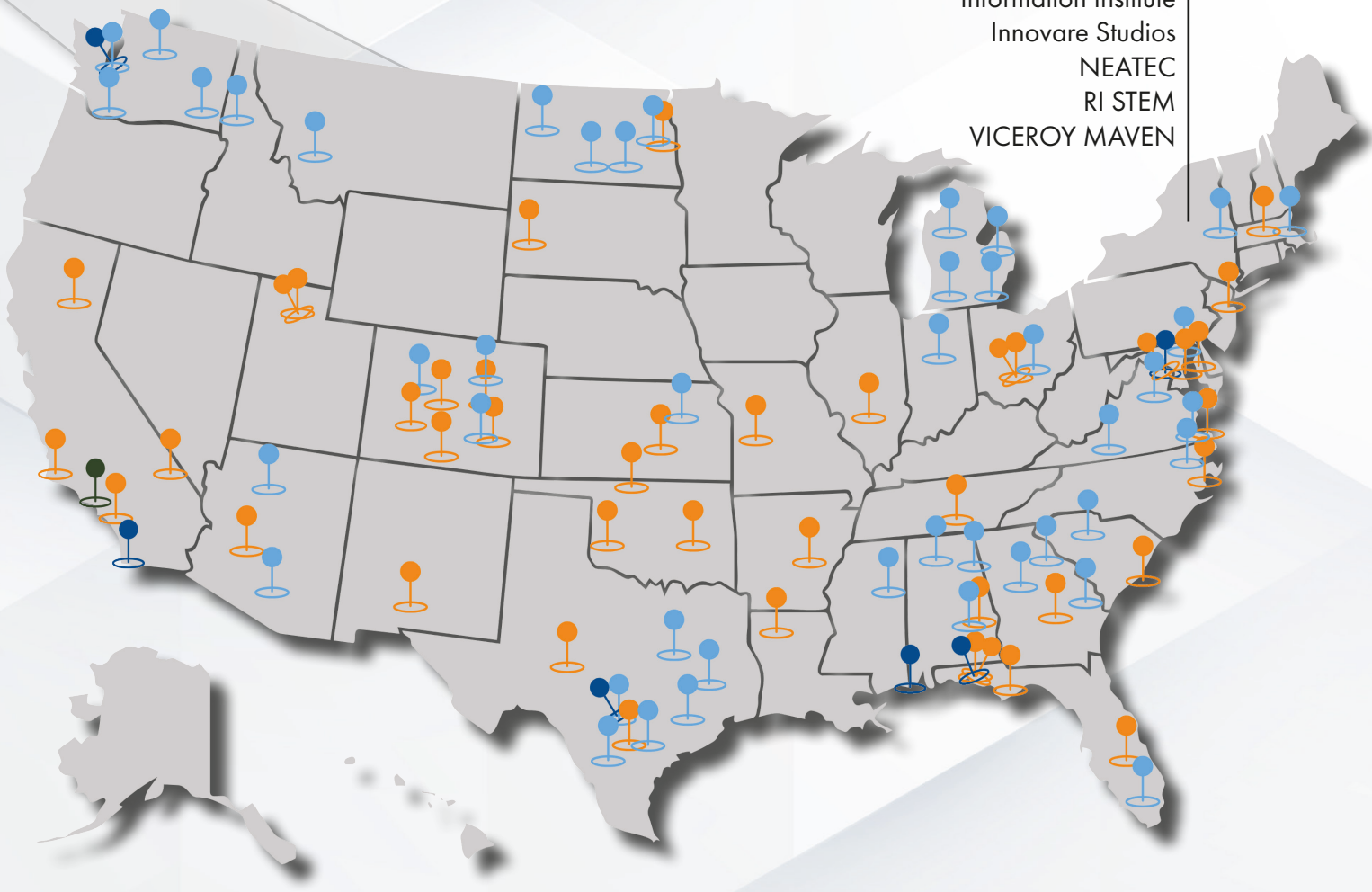
Global Reach: Developing Talent & Driving Innovation

Griffiss Institute's expansive network facilitates a two-way exchange of talent and technology development. Our programs place U.S.-based interns, researchers, and students at universities and Air Force bases both locally and nationwide, equipping them with critical skills for defense careers. At the same time, we attract international participants who contribute diverse expertise to our initiatives.

Beyond workforce development, we support startup acceleration and ecosystem building. HUSTLE draws defense-focused startups from across the nation to Rome, NY, where they develop and scale their technologies. A partnership with B3K Prosperity, in California, is building a talent and startup pipeline modeled after the success we've established at Griffiss Institute in Rome. This interconnected ecosystem strengthens national security, technological innovation, and global collaboration.

It all starts here.

ACE
RI Intern & Co-Op
Evolve Technology Incubator
HUSTLE Defense Accelerator
Information Institute
Innovare Studios
NEATEC
RI STEM
VICEROY MAVEN



INSIGHTS FROM OUR PORTFOLIO



The STEM Camp Series and AFRL Challenge Competition continued to expand in 2024, offering 20 camps and clubs—up from 13 in 2023. This growth allowed us to serve 313 students, more than doubling participation from 156 the previous year.

Enhancements

- New school-year camps and a Virtual Engineering Club to engage students beyond summer programs.
- A lottery system to ensure equitable access.



- Additional support measures, such as food provisions for the Girls' Winter Break Camp and transportation assistance for NJROTC Camp.

Volunteer & Community Engagement

Recognizing the importance of mentorship, we launched a volunteer program, engaging two high school volunteers and two local business professionals to support students. Our outreach extended to Utica's Proctor High School Career & Technical

Education (CTE) Fair, where we shared resources and connected with future STEM leaders. Additionally, a series of tours in collaboration with the New Hartford Elementary Program introduced approximately 150 additional students to STEM opportunities.

Looking Ahead

With camp capacity doubling in 2024, we are actively exploring new locations to further expand access and impact.



With an expanded presence, increased funding, and new strategic initiatives, Air & Space STEM Outreach has positioned itself as a leading force in STEM engagement and talent cultivation.

Unprecedented Growth & Fiscal Expansion

- Expansion of participating bases to 40 installations.
- Increase in STEM projects supported from 312 to 437 (40%).
- Annual expenditure doubled, signifying increased investment in STEM initiatives and programming.



Major Milestones & Program Enhancements

- Reached over 741,000 students, 20,000 teachers, and 3,850 S&E volunteers across 40 installations, demonstrating nationwide impact
- Hosted the first-ever in-person all-team conference in Rome, NY, bringing base leads together for strategic planning and program development.
- Piloted an innovative 360° virtual learning experience with the Innovare Advancement Center Quantum Lab, paving the way for new digital engagement strategies

- Developed the new FY24-28 Air & Space STEM Strategy, aligning long-term goals with national defense and workforce priorities.

Looking Ahead

With a strong foundation of expansion, strategic partnerships, and enhanced program oversight, the program is positioned for sustained growth and impact in FY25 and beyond.



The Leadership Experience Growing Apprenticeships Committed to Youth (LEGACY) Program is a premier Department of the Air Force initiative designed to inspire, develop, and retain STEM talent. Operating across five Air Force bases, the program provides hands-on learning experiences through a structured, three-phase pipeline.

Key Accomplishments

- Expanded Workforce: Hired 100 interns, five assistant site leads, and

17 teachers to strengthen program delivery.

- Operational Growth: Processed 700+ purchase requests to sustain activities across all sites.
- Program Optimization: Annual LEGACY Expectations updates based on Site Lead feedback to improve efficiency.
- Financial & Process Efficiency: Enhanced financial workflows and intern time tracking via Unanet.
- Intern Support & Engagement: Delivered comprehensive

orientations and conducted bi-weekly surveys to measure impact.

Looking Ahead

By combining hands-on learning with structured mentorship, LEGACY is actively shaping the next generation of STEM professionals for careers in national security and defense.



The RI Intern, RI Co-Op, Northeast Advanced Technological Education Center (NEATEC) and Northeast Regional Defense Technology Hub (NORDTECH), and Yuba Applied Research Center (YARC) programs continued efforts to expand government, industry, and academia partnerships, expand workforce developments, and provide transformative learning experiences.

In 2024, we continued to invest in emerging talent by supporting intern extensions through Mentor Project funds:



- 10 from the RI Intern Program
- 1 from the RI Co-Op Program
- 2 from the NEATEC Program
- 1 from the NORDTECH Program.

Confirmed AFRL Hires

In 2024, nine past interns successfully converted to full-time positions at AFRL, reinforcing the program's impact in cultivating the next generation of STEM talent. Participants have engaged in back-to-back Co-Op semesters, research internships, and project extensions, gaining the experience needed to transition into careers within the organization.



This sustained growth in intern-to-employee conversions highlights the program's success in building a strong, highly skilled workforce.

Intern Hiring & Participation

- 645 total applications received
- 21 summer interns hired under RI Intern
- 51 project-funded interns hired
- 7 RI Co-Op interns hired
- 6 NEATEC interns hired
- 2 NORDTECH interns hired
- 2 YARC interns hired

INSIGHTS FROM OUR PORTFOLIO



The Virtual Institutes for Cyber and Electromagnetic Spectrum Research and Employ (VICEROY) program addresses the critical national security challenge posed by the shortage of cyber-spectrum professionals within the DoD. By supporting capacity building at 44 universities across 13 Virtual Institutes, VICEROY provides hands-on, experiential learning and internship opportunities designed to meet the cyber and electromagnetic spectrum workforce needs of the DoD and its partners. The program also fosters K-12



outreach, hosts mission-focused cyber competitions, and eliminates logistical and financial barriers for students pursuing careers in national defense.

Key 2024 Achievements

- Academic & Research Impact: Five new courses developed and 23 student-led research projects published on topics like IoT security and AI.
- Financial Support: Over \$1.5M in student stipends, internship wages, and housing assistance.

- Partnerships & Engagement: Expanded collaboration with DoD agencies representing all branches of service.
- National Reach: 44 MAVEN Interns, 6 MAVEN Assistants, and 21 ENVOY Interns supported across 8 DoD organizations.
- DoD Workforce Development: 21 universities supplied 44 VICEROY scholars to federal jobs, with 32 placements within the DoD.



The ACE Internship Program continues to be a premier pathway for developing highly skilled technical and defense-ready professionals. In 2024, 38 interns from the United States, United Kingdom, and Switzerland successfully graduated, gaining advanced technical expertise, leadership experience, and hands-on problem-solving skills. These graduates are now positioned for employment or deployment within the DoD and allied military forces, reinforcing global security initiatives.



A Strong Pipeline to Military & Defense Careers

- 1 Active Duty U.S. Military service member who enhanced their expertise through the program.
- 5 Active Duty Foreign Military personnel, strengthening allied collaboration in cybersecurity and defense operations.
- 17 ROTC members preparing for leadership roles in the U.S. military.

Investing in Future Talent

- 6 Graduate Assistants secured for FY25, ensuring a continuous pipeline of skilled professionals contributing to national and international security initiatives.

The ACE Internship Program plays a critical role in building the next generation of cyber and defense leaders, equipping participants with the expertise needed to address emerging security challenges in the DoD and allied nations.



The Information Institute advances scientific research and workforce development by connecting academia with AFRL, fostering innovation, and strengthening the pipeline of top researchers, faculty, and students in critical defense fields.

Key 2024 Achievements

- The Air Force Office of Scientific Research (AFOSR) Summer Faculty Fellowship Program (SFFP) supported 29 faculty members and nine students in fellowship positions. The Visiting

Faculty Research Program (VFRP) supported eight faculty members and two students. Additional funding provided opportunities for 13 faculty members and eight students, including six foreign nationals.

- Science & Technology Fellowships: The AFRL Science & Technology Fellowship Program (STFP) welcomed one returning and three new fellows. The RI Fellowship Program saw three students and six fellows complete their appointments, while four students

and two fellows were newly onboarded.

- National Defense Fellowships: The National Defense Science and Engineering Graduate (NDSEG) Fellowship Program received 2,240 applications, with only six applicants selected.
- Research & Development Initiatives: Six lab tasks were reviewed, with three recommended for implementation. Additionally, one Center of Excellence was reviewed and approved for funding.



The HUSTLE Defense Accelerator Program empowers tech startups to pioneer advancements in technology areas including artificial intelligence, machine learning, cybersecurity, quantum science, and uncrewed aircraft systems. HUSTLE focuses on connecting founders with DoD stakeholders, guiding them in the basics of business, and advancing their products or services for dual-use applications.

Cohort Overview

Eight companies participated across two tracks. The EMERGE track, a 12-

week course designed for pre-seed companies ready to accelerate and tackle nationally relevant defense technology, received \$150,000 in funding. The ELEVATE track, an 8-week course tailored for more advanced seed-stage companies with a minimal viable product, was backed by \$350,000 to support their growth and development.

Partnerships & Connections

Facilitated over 60 connections with partners such as National Security Innovation Network, MassChallenge, and AFWERX.



Major Sponsors

The continued success of HUSTLE is made possible through the generous support of AFRL, NYS Empire State Development (ESD) and National Grid. Their commitment to fostering entrepreneurship and innovation has been instrumental in expanding opportunities for startups within the defense sector.

HUSTLE remains dedicated to evolving its framework to amplify support for dual-use startups, ensuring alignment with the DoD's mission while driving innovation across critical industries.

INSIGHTS FROM OUR PORTFOLIO



ORION



In 2024, Griffiss Institute played a pivotal role in the ORION program, driving advancements in cyber hardening and resilience for Internet of Things (IoT) devices. ORION fosters a collaborative ecosystem focused on strengthening cybersecurity across critical sectors.

Objective: Enhance cybersecurity for IoT devices by creating an ecosystem focused on cyber hardening and resilience.

Key Outputs

- Hosted STEM events and hackathons, supporting engagement with innovators and students.
- Ribbon-cutting ceremony successfully conducted on August 23, 2024.
- Supported key initiatives such as the UAS Cyber Drone Hack.

Key Outcomes

- Developed creative content and branding strategies, increasing ORION's visibility.
- Strengthened collaborative networks around IoT cybersecurity.

ORION continues to serve as a hub for innovation, bringing together industry, government, and academia to tackle emerging cybersecurity challenges in IoT.



CivX is set to transform Rome, NY into a SmartCities Test Bed, leveraging innovative infrastructure to connect communities and accelerate the development of next-generation technologies.

Objective: Establish a SmartCities Test Bed to connect communities through innovative infrastructure.

Key Outputs

- Completed phase one strategic planning, with funding totaling \$397,000.



- Entering phase two implementation with \$3M NIST grant.
- Conducted a series of challenges and hackathons, fostering collaboration among companies and organizations.

Key Outcomes

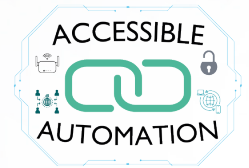
- Established a SmartCities ecosystem of national-level partners and local stakeholders.
- Roadmapped prototype development for deployment along the Mohawk River Trail to test SmartCities technologies.

Through CivX, Griffiss Institute is leading the way in smart infrastructure innovation, advancing real-world applications that enhance connectivity, efficiency, and urban resilience.

SALUTE TO INDUSTRY PARTNERS

We are deeply grateful to our industry partners for their commitment to building the next generation of STEM talent essential to our nation's security and prosperity. By hosting Griffiss Institute interns, these organizations provide invaluable real-world experiences that enable students to apply science and technology in service of national defense. This critical collaboration not only addresses today's security challenges but also strengthens the future of America's STEM workforce.

Together, we are shaping the innovators and leaders of tomorrow.



INVESTING IN INNOVATION: THE PHILANTHROPIC IMPACT OF 2024

Fueling the Future: Griffiss Institute's Commitment to STEM, Startups, and Storytelling

We believe that innovation thrives when we have the ability to invest in the areas of greatest need. Whether it's expanding STEM education, supporting startups, or amplifying the stories that drive technology breakthroughs, our success depends on the flexibility to direct resources where they will have the most impact.

This is why we rely on philanthropic contributions that allow us to respond quickly to emerging opportunities and challenges.

- **STEM Education:** GI ignites curiosity and equips students with hands-on experiences in AI, cybersecurity, and quantum computing. Community support ensures we can build, expand, and adapt STEM programs as needs evolve, both now and in the future.
- **Startups & Entrepreneurship:** Helping entrepreneurs

bring their ideas to life requires responsive funding that can be directed toward accelerator programs, industry partnerships, and the tools startups need to thrive.

- **Storytelling for Impact:** Every innovation has a story, and by investing in platforms that share these journeys, we inspire future pioneers.

Our donors empower us to act strategically, respond quickly, and maximize impact. Their support ensures that we can seize opportunities, overcome challenges, and drive innovation forward, wherever and whenever it is needed most.

Together, we are transforming ideas into action and ensuring that talent, technology, and opportunity converge to drive lasting change.

Thank You TO OUR SPONSORS

Griffiss Institute extends our deepest gratitude to our 2024 sponsors for supporting events throughout the year: A&P Master Images, Stewart's Shops, Utica Coffee Roasting Co., Hannaford, Market 32, Mazzaferro's Meats and Deli, LaRoma's Pizzeria, Spresso's, Big Jay's, Crust Kitchen, American Dining Creations, National Grid, Empire State Development and Kristy's Cakes and Cookies; your generosity fuels our mission and empowers the next generation of innovators.



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A sincere thank you to the Community Foundation and Mohawk Valley Gives for their unwavering support in fostering innovation and STEM education in our community. They empower us to inspire the next generation of innovators and drive meaningful impact in the Mohawk Valley and beyond.



COMMUNITY SPOTLIGHT

Women's Fund | Women Investing in Women 2024

Griffiss Institute is proud to support the Women's Fund of Herkimer and Oneida Counties and its Women Investing in Women initiative, a powerful program dedicated to advancing opportunities for women and girls in our region. Since its inception, we have partnered with the Women's Fund to champion this mission, and 2024 marked our third year of collaboration.

Alongside Baird and UpMobility Foundation, we are committed to fostering leadership, education, and economic empowerment. Investing in women strengthens our entire community, and we are honored to stand with partners who share this vision for a brighter, more inclusive future.



What's Upstate | Connecting Talent to the Mohawk Valley

We know that innovation thrives in a strong and connected community. That's why we've partnered with the Greater Utica Chamber of Commerce to support the What's Upstate initiative, an essential resource for our interns, fellows, visiting faculty, and entrepreneurs to explore all the Mohawk Valley offers.

From local history and cultural attractions to networking events and outdoor adventures, What's Upstate helps newcomers feel at home while showcasing the unique opportunities available in our region. By fostering these connections, we strengthen our ecosystem and continue building a place where talent, technology, and community converge.





INNOVARE ALLIANCE: STRENGTHENING COLLABORATION FOR INNOVATION IN 2024

In 2024, The Innovare Alliance has continued to grow as a collaborative network of institutions united through a Memoranda of Understanding (MoU) and managed by Griffiss Institute. This year marks an exciting period of building partnerships, launching initiatives, and laying the groundwork for long-term impact in research, technology translation, and workforce development.

Growing the Alliance

Innovare Alliance expanded its network with new members, furthering its commitment to fostering interdisciplinary collaboration:

- **SUNY Polytechnic Institute:** In May 2024, we formalized a partnership, enhancing educational, research, and entrepreneurial opportunities across Upstate New York.
- **City University of New York (CUNY):** Now the twelfth member of the Alliance, CUNY brings academic excellence and expertise that will strengthen our collective knowledge and research capabilities.

Building a Strong Foundation for Impact

As a member-driven alliance, our focus is on creating meaningful connections between academia, government, and industry to advance research and innovation. Through collaboration, mentorship, and shared resources, we are shaping new opportunities for technological progress while supporting the mission of Griffiss Institute.

Key Initiatives and Strategic Engagements

Innovare Alliance institutions are already contributing to impactful programs and events, including:

- **AFOSR Day at Innovare Advancement Center:** In June 2024, we hosted representatives from the Air Force Office of Scientific Research, connecting them with over 100 researchers to explore funding and partnership opportunities.
- **HUSTLE Defense Accelerator:** Innovare Alliance members are playing a key role in supporting tech startups working in AI, cybersecurity, quantum science, and UAS, helping to accelerate solutions for real-world defense applications.
- **Griffiss Defense Fellows Program:** GI and SUNY Poly launched the Griffiss Defense Fellows program, to engage SUNY Poly graduate students in technology development efforts with Innovare Studios startup companies.

Looking Ahead

The Innovare Alliance is in motion, and we are excited to deepen our collaborations and drive greater impact in 2025. By strengthening relationships across sectors and fostering new opportunities for research and innovation, we are collectively shaping the future of defense technology and workforce development.





" SUNY Poly is incredibly excited to join the Innovare Alliance. As a public polytechnic, our university is committed to leveraging the expertise of our students, faculty and staff to advance societal and humanistic goals, and uplift all people. These ideals align perfectly with the Alliance's efforts to expand access to high-quality educational, training, research and entrepreneurial opportunities in Upstate New York and beyond. This is critical as we continue to tackle new challenges in artificial intelligence, machine learning, cybersecurity, quantum computing, and unmanned aerial systems. We cannot wait to see what we will continue to accomplish together as we navigate the endless possibilities of the Fourth Industrial Revolution."

- Dr. Winston Soboyejo
President
SUNY Polytechnic

We Elevate **Talent**,
Empower **Innovation**,
and Enable **Experience**.



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