



RESEARCH FOUNDATION 2020 OPERATING PLAN

May 15, 2019

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Executive Summary

The RF issues an annual Operating Plan that presents our operating roadmap and budget for the fiscal year, in compliance with our 1977 Agreement with SUNY. The following is the RF Operating Plan for Fiscal Year 2020 (FY 2020).

We continue our work in FY 2020 guided by the four themes of Chancellor Kristina M. Johnson's vision for SUNY - Innovation and Entrepreneurship, Individualized Education, Sustainability, and Partnerships.

Our new five-year Strategic Plan drives our **Mission** to provide the talent, services, and technology that empower SUNY to research, innovate, and transfer discoveries that transform the world's knowledge economy and our **Vision** to make SUNY the best place for faculty, students and staff to research, innovate, and solve the world's most pressing problems.

Our FY 2020 Operating Plan and our strategies for the years ahead mobilize the organization to reduce administrative burden on faculty and effectively and cost-efficiently serve our campuses.

Goals

We have set our course with three goals:

- **Provide Superior Service:** We will meet principal investigator needs and exceed sponsor expectations by empowering our people, recognizing and rewarding service, and acting on input.
- **Be Effective:** We will do the right work that adds value to our campuses and principal investigators, measuring RF outcomes and impact.
- **Increase Cost Efficiency:** We will streamline processes and right size costs, ensuring that the RF enterprise is as lean as it can be, without compromising quality.

Plan Highlights

The FY 2020 Operating Plan has four major components: Reorganization of ITS Services, Upgrade of our current Oracle Operating Systems, Streamlining Intellectual Property Management, and responsiveness to the Audit Committee request to follow up on open Internal Audit findings. Further, we will continue our work to define roles and responsibilities of SUNY, RF, and our campuses as they relate to the business and operation of research administration, together with the true cost of these activities across SUNY. We will continue our efforts working with campuses, started in FY 2019, to develop campus profiles and risk assessments which will provide both a baseline of operating costs as well as valuable guidance in making operations more efficient. We will follow four strategies in pursuit of our goals:

- **Empower:** Empower individuals with knowledge, authority, and tools to solve problems at the point of service.
- **Build:** Build on organizational strengths: flexibility, scale, internal controls, core functions, customer service focus, and dedicated, competent people across the enterprise with deep institutional knowledge.
- **Improve:** Remove administrative layers and barriers to principal investigator success through a discipline of measurable continuous improvement.
- **Partner:** Tailor research administration processes to accommodate new and different types of partnerships, especially with industry and private foundations.

Budget

The FY 2020 budget retains most of the 10% savings achieved in the FY 2019 plan. Fiscal year 2019 actual spending will approximate our FY 2019 budget with a \$600,000 surplus expected to be used in FY 2020 to complete projects started in FY 2020. A modest 1% increase in the current year Central Office Operations budget relates primarily to strategic investments in Information Technology Services, Industry & External Affairs and Corporate Compliance. These investments are essentially funded by savings recognized from a change in our IT service provider and the adoption of an insource / outsource hybrid approach to providing Information Technology Services. Revenues are expected to grow an additional 7% in FY 2020 when compared to FY 2019, and 22% compared to FY 2018.

Systemwide Initiatives will grow by approximately \$440,000, or 34%, compared to FY 2019 due in large part to the upgrade to our current Oracle business system, repayment of the PACS system and several other smaller projects detailed on the following pages. The Oracle upgrade is expected to take place over the next two years and initially be funded by the Corporate Reserve. Replenishment of the Corporate Reserve will take place over the next six years, the estimated elapsed time before another upgrade is expected.

SUNY Strategic Support is expected to grow by approximately 6% in FY 2020 vs. FY 2019 and is tied directly to revenue generation at the campuses.

In addition to repurposing savings as noted above the current year Operating Plan also includes two increases in the area of Salaries and Fringe. The fringe rate has increased from 40% in the two previous years to 42% in FY 2020. The primary driver of this increase is health care costs. In addition, management has recommended a 2% cost of living increase in salaries for all central office employees effective July 1, 2019. The combined impact of these two changes is an increase of approximately \$461,000.

Advancing the RF Strategic Plan in FY 2020

Empower. Build. Improve. Partner.

Investment
\$1.7 million*

Build Research and Innovation Infrastructure

Initiative	Why?	Goal 1: Provide Superior Service	Goal 2: Maximize Effectiveness	Goal 3: Increase Cost Efficiency
Operations Profiles	Baseline metrics for cost efficiency; enterprise-wide view of best practices; point of service analysis.	X	X	X
Streamlining for High Impact Intellectual Property (SHIIP)	Drive down annual IP expenditures with high standards for customer service. Enable RF to file the same number of patent applications at a much lower cost, realizing campus-based cost savings that can be allocated to other business areas.	X	X	X
Express Licensing	Support SUNY's goal of doubling successful startup companies by implementing an accelerated licensing platform that reverses the perception that university contract negotiations are slow and difficult.	X	X	
System Upgrades – Oracle, Hardware, and PACS Portal 9	Advance technologies and systems that support SUNY as a leading research institution and ensure the RF systems continue to efficiently provide timely and accurate information for all campus users while keeping pace with the rapidly changing technology landscape.		X	X
Data Automation – HERD, AUTM, Keyword Search, CITI, Dashboards and Scheduled Reports	Empower faculty researchers with the data they need.	X	X	
Electronic Onboarding	Implement automated solutions to improve efficiency, reduce costs, and promote paperless transactions.	X	X	X
Full Adoption of PACS Agreements and Grants			X	

*Total includes PACS payback and immaterial other costs related to compliance with external reporting requirements.

Empower SUNY Researchers, Innovators, and Entrepreneurs

Initiative	Why?	Goal 1: Provide Superior Service	Goal 2: Maximize Effectiveness	Goal 3: Increase Cost Efficiency
Certified Research Administrator Prep Sessions	Provide learning and development opportunities that prepare staff at all levels with the tools to do their job effectively and efficiently. Empowered staff are knowledgeable, cost conscious, and able to make decisions every day that move the organization forward.	X	X	
Report Center Functional Training		X	X	
Sponsored Programs Administration (SPA) Fundamentals Systemwide		X	X	

Sharpen SUNY Research and Innovation Brand

Initiative	Why?	Goal 1: Provide Superior Service	Goal 2: Maximize Effectiveness	Goal 3: Increase Cost Efficiency
Next Generation RF Public Website Presence	Maximize communication resources to identify new opportunities to tell the story of SUNY research, innovation, and impact.	X		X

Funding the FY 2020 Operating Plan

The following table presents campus research, agency and other revenue for each of the periods presented. Projected amounts are primarily based on campus estimates.

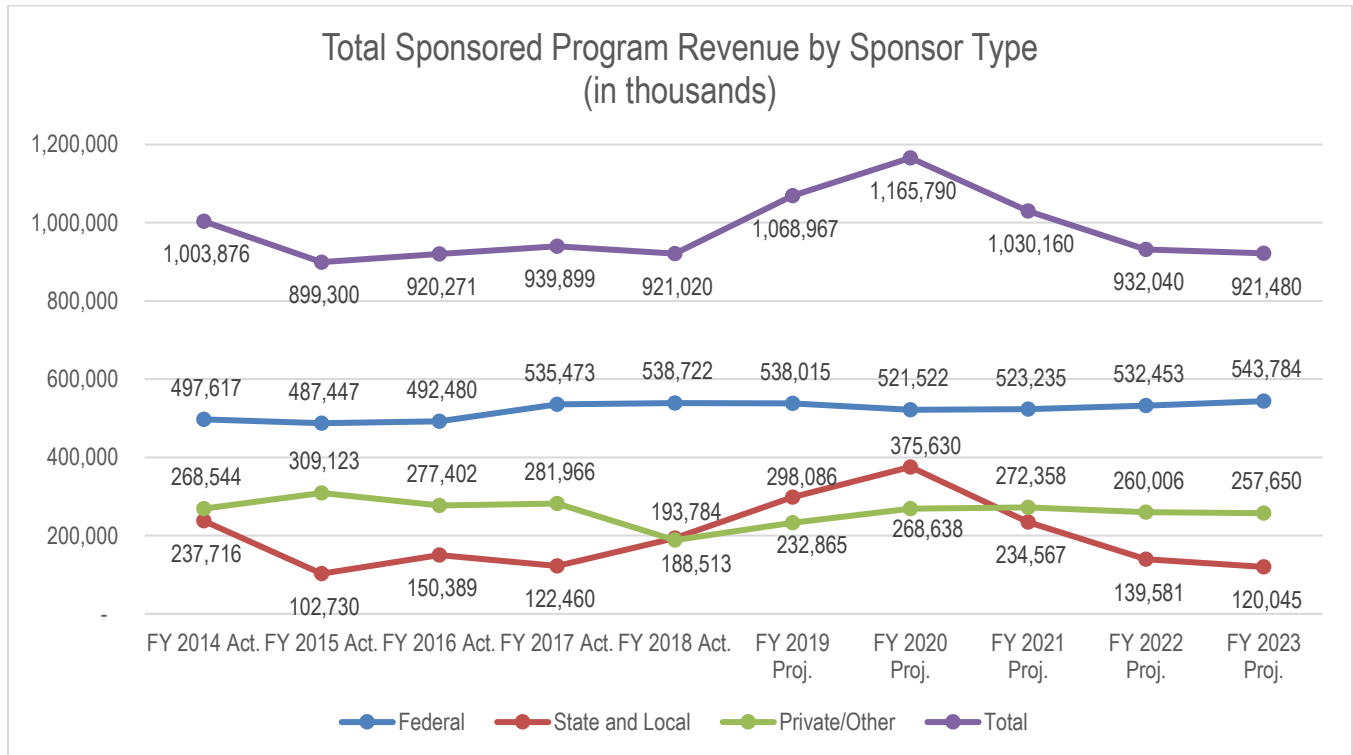
	2018 Actual	2019 Plan	2019 Estimate	2020 Plan
(in millions)				
Direct Funding				
Grants and Contracts Direct Costs	\$ 781.1	\$ 750.6	\$ 925.2	\$ 1,023.3
Agency Services Direct Costs	184.1	177.6	173.5	152.3
Total Direct Funding	\$ 965.1	\$ 928.2	\$ 1,098.7	\$ 1,175.6
Board Allocated Funding				
Grants and Contracts Indirect Costs	\$ 139.9	\$ 138.5	\$ 143.8	\$ 142.5
Investment Income (gross)	17.4	13.6	8.0	18.1
Fees Paid by Third Parties for Service Centers	10.5	10.5	9.1	9.6
Agency Services Indirect Costs	8.0	7.4	7.1	6.2
Royalties from Licenses (gross)	14.3	6.1	7.1	6.0
Other Campus Activity	62.3	3.5	13.4	8.9
Total Board Allocated Funding	\$ 252.5	\$ 179.6	\$ 188.5	\$ 191.3
Total Sources of Funds	\$ 1,217.6	\$ 1,107.8	\$ 1,287.2	\$ 1,366.9

The following table presents the board allocated uses of the funds identified above.

	2018 Actual	2019 Plan	2019 Estimate	2020 Plan
(in millions)				
Board Allocated Uses				
Campus Operations and Research Support	\$ 215.8	\$ 147.9	\$ 156.2	\$ 158.6
Central Office Operations	25.5	25.0	24.8	25.2
SUNY Strategic Plan Support	2.5	2.5	2.7	2.7
Royalties paid to Inventors (approx. 40% of total)	5.7	2.4	2.8	2.4
Campus Initiatives and External Borrowing	1.4	1.3	1.4	1.2
Investment Advisory & Treasury Operations	1.5	0.5	0.6	0.7
Corporate Reserve	-	-	-	0.5
Total Board Allocated Uses of Funds	\$ 252.5	\$ 179.6	\$ 188.5	\$ 191.3

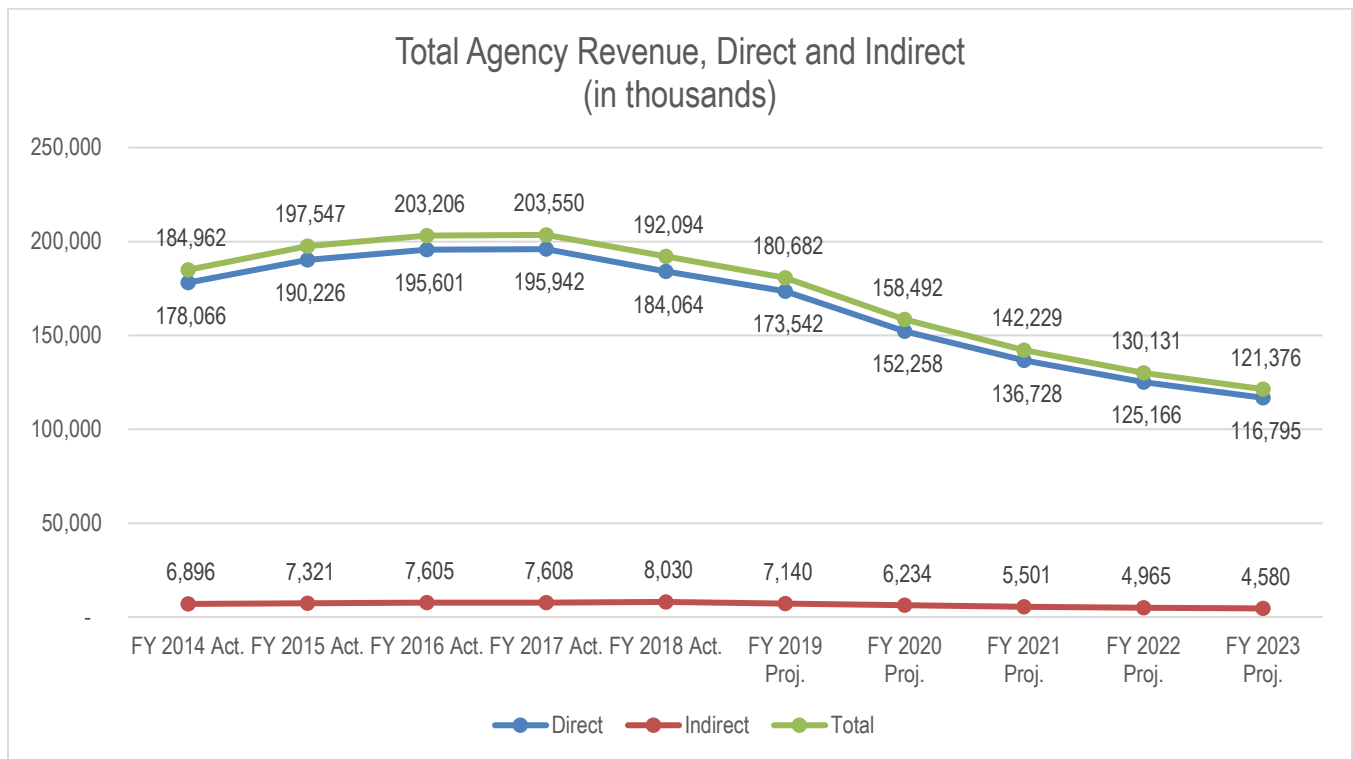
Campus Activity

Campus activity consists of grants and contracts direct and indirect costs, investment income, and income from other campus activity such as royalty income, equity distributions, and fees paid by third parties for service centers. Campuses project grants and contracts direct and indirect costs by sponsor type. See below for sponsored program revenue by sponsor type. See page 13 for sponsored program revenue by campus.



Agency Activity

With systems already in place to support sponsored programs, the RF generates funds by providing agency services to campus-related organizations. Agency services include human resources, payroll, and purchasing services provided to clinical practice plans, outpatient facilities, affiliated health care facilities, and campus-based foundations. Examples of campus related organizations are Stony Brook’s Clinical Practice Management Plan (CPMP) and the Binghamton University Foundation. Campuses project agency services direct and indirect activity by source of funds.



Corporate Reserve

The following table shows the activity related to the corporate reserve:

Corporate Reserve (in thousands)	2019 Estimated	2020 Projected
Opening balance	\$ 9,454	\$ 9,454
Use of reserves for Oracle upgrade (software and hardware)	-	(2,379)
Replenishment of reserves via campus assessment	-	494
Ending balance	\$ 9,454	\$ 7,569

Investment Income and Undistributed Investment Income

The following tables show the projected activity related to investment income and the undistributed investment income balance:

Investment Income (in thousands)	2019 Estimated	2020 Projected
Investment income	\$5,986	\$16,052
Treasury/investment expenses	(1,279)	(692)
Net investment income	4,707	15,360
Funding to corporate reserve	-	-
Funding to campus initiatives	-	-
To undistributed investment income	\$4,707	\$15,360

Undistributed Investment Income (in thousands)	2019 Estimated	2020 Projected
Opening balance	\$38,928	\$12,465
Allocated Investment Income Undistributed	(32,214)	-
Interest charge to campuses	1,044	4,559
Funding from investment income	4,707	15,360
Ending balance	\$12,465	\$32,384

Fringe Pool

The RF recovers the funds needed for the cost of employee fringe benefit programs, which include health insurance, retirement, Social Security, and other costs, by applying fringe benefit rates to accounts that fund employee salaries and wages. Included within the other costs charged to the fringe benefit pool are \$1.4 million incurred by the RF Central Office to administer and provide additional fringe benefits. These rates are negotiated each year with the U.S. Department of Health and Human Services.

Fiscal Year	Regular Employees	Graduate Students	Undergraduate Students	Summer Employees	Post-Doctoral Employees
2019	40.0	16.0	5.0	14.0	**
2020	42.0	16.0	5.0	14.0	25.0
2021*	42.0	16.0	5.0	15.0	25.0
2022*	43.0	16.5	5.5	15.5	25.0
2023*	43.5	18.0	5.5	150.5	26.0

* The 2021 rate is a provisional rate and the 2022 and 2023 rates are projections for budgeting purposes only.

** New rate beginning in 2020.

Central Office Budget

What is Central Office?

The RF Central Office exists to support SUNY faculty, staff, and students at 30 SUNY campus locations as well as programs around the world. Staff at Central Office provide the administrative, legal, financial, regulatory, and technical infrastructure required to manage sponsored programs and technology transfer that otherwise would have to be performed at individual sites, necessitating additional FTEs, equipment, tools, and systems at each location.

Funding Central Office

The following tables provide a reconciliation of the Board Allocated Uses of Funds per the Operating Plan to the funding of the Central Office budget. Any surplus remaining at the conclusion of the year is used to address contingencies, partially fund initiatives, carried into successive year(s) to complete undertaken projects, or is returned to the campuses.

	2019 Plan	2019 Estimate	2020 Plan
	(in millions)		
Funding of Central Office Budget			
Campus Funds for CO Operation	\$ 25.0	\$ 24.8	\$ 25.2
Campus Funds for Initiatives & External Borrowing	1.3	1.4	1.7
Total Campus Funding	\$ 26.3	\$ 26.2	\$ 26.9
Central Office Budget Expenses			
Salaries and Fringe Net of Reimbursements*	\$ 14.4	\$ 13.9	\$ 16.9
Campus Initiatives and External Borrowing	1.3	1.1	1.2
IT Including Outsource and Pass Thru	7.0	6.9	4.3
Facilities	0.8	0.8	0.8
Insurance/Fees	1.2	1.2	1.2
Corporate Reserve replenishment			.5
Other Costs	1.6	1.7	2.0
Total Central Office Budget Expenses	\$ 26.3	\$ 25.6	\$ 26.9
Surplus / (Deficit)	\$ -	\$ 0.6	\$ -

* FY 2020 Salaries & Fringe include the addition of ITS headcount to facilitate insource / outsource hybrid IT managed services resulting in overall cost savings to the RF.

Sponsored Program Revenue Projections

Campus Name	Actual					Projections				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
University at Albany	\$ 89,065,519	\$ 80,774,763	\$ 89,272,408	\$ 102,993,269	\$ 92,768,757	\$ 96,050,000	\$ 97,900,000	\$ 99,950,000	\$ 101,900,000	\$ 103,900,000
SUNY Polytechnic Institute (CNSE)	365,508,174	256,783,744	277,235,420	270,875,435	240,675,760	379,506,000	464,965,000	315,262,500	203,790,000	178,790,000
Binghamton University	31,662,356	35,727,510	36,737,676	39,815,566	47,475,298	50,399,500	51,898,000	52,936,170	53,994,820	55,069,670
University at Buffalo	151,012,729	157,749,767	167,226,517	163,999,848	170,417,108	176,351,851	181,715,370	183,327,703	185,005,692	186,700,459
Stony Brook University	160,122,436	169,066,924	160,520,047	169,248,627	180,639,187	179,061,371	182,642,600	186,295,450	190,021,361	193,821,785
SUNY Downstate Medical Center	60,631,230	49,440,828	48,434,001	47,489,095	49,682,917	49,596,250	51,871,938	56,378,034	59,335,687	62,373,721
Upstate Medical University	33,236,841	29,824,041	30,816,692	33,327,448	32,868,096	31,607,349	32,627,232	33,991,137	35,417,887	36,910,519
SUNY Brockport	4,788,443	4,695,668	5,217,542	5,080,836	5,182,313	5,385,188	5,441,612	5,496,028	5,550,988	5,606,499
Buffalo State College	23,026,462	22,776,578	23,015,470	23,643,089	22,654,678	14,467,897	9,125,600	9,125,600	9,106,716	9,106,716
SUNY Cortland	3,867,115	3,171,049	2,963,936	3,015,737	2,914,391	2,945,600	2,945,600	2,945,600	2,295,500	2,295,500
SUNY Fredonia	2,625,962	2,599,925	2,653,669	2,546,489	2,041,925	2,116,703	1,911,297	1,631,006	1,619,119	747,613
SUNY Geneseo	709,767	1,398,793	1,355,397	1,301,639	1,552,714	1,295,000	1,257,000	1,215,000	1,230,500	1,246,000
Old Westbury	2,265,181	2,711,032	1,791,742	1,466,845	1,754,931	1,821,923	1,858,360	1,876,945	1,895,713	1,914,670
SUNY New Paltz	3,662,523	3,619,884	2,614,831	2,488,124	2,491,789	2,406,576	2,407,494	2,403,130	2,424,437	2,446,052
College at Oneonta	5,787,779	5,423,984	5,751,914	5,683,716	5,963,986	6,263,433	6,469,683	6,351,464	6,478,495	6,608,063
SUNY Oswego	5,804,016	5,481,440	4,902,706	5,381,634	4,754,329	5,010,000	5,110,200	5,212,404	5,316,651	5,422,985
SUNY Plattsburgh	4,576,436	4,250,454	4,469,521	5,644,903	5,985,044	5,781,000	5,781,000	5,776,000	5,771,000	5,771,000
SUNY Potsdam	2,714,976	2,721,782	2,947,974	3,116,404	3,040,888	2,921,358	2,950,572	2,980,078	3,009,878	3,039,978
Purchase College	1,815,692	1,724,193	2,018,983	1,946,797	2,006,686	1,671,016	1,610,934	1,615,793	1,639,889	1,666,742
SUNY Polytechnic Institute (SUNYIT)	1,513,462	1,514,681	1,356,326	825,204	654,252	604,600	616,692	629,026	641,608	654,438
Empire State College	1,513,032	1,602,730	1,195,008	1,078,529	1,545,472	2,169,737	1,809,519	1,764,257	1,765,157	1,765,519
Alfred State College	718,296	487,855	1,306,823	1,307,549	1,245,416	3,019,800	2,375,450	1,027,300	977,750	749,000
SUNY Canton	1,412,600	1,339,904	1,235,132	1,325,345	1,154,585	1,068,000	1,068,000	1,068,000	1,068,000	1,068,000
SUNY Cobleskill	1,746,017	1,531,788	1,586,782	1,709,391	1,570,276	2,163,800	1,661,200	1,308,600	408,600	351,000
SUNY Delhi	253,642	283,628	317,494	188,735	194,980	221,700	221,300	221,300	221,300	221,300
Farmingdale State College	4,588,302	3,720,438	3,773,079	3,939,079	2,941,694	2,026,166	2,066,691	2,108,024	2,150,185	2,193,188
Morrisville State College	1,102,903	1,032,745	866,385	1,028,049	2,229,792	1,962,157	1,835,657	1,498,165	1,498,165	1,498,165
SUNY ESF	14,563,048	15,645,173	15,307,676	16,618,895	14,389,545	15,766,600	17,045,900	18,459,500	20,097,100	22,023,700
Maritime College	771,646	886,072	239,839	768,453	301,795	388,120	62,770	66,070	68,860	75,250
College of Optometry	3,058,834	3,222,881	3,624,982	3,046,363	2,857,201	3,142,927	3,237,214	3,334,328	3,434,360	3,537,389
Sys. Admin - Provost	19,750,578	28,089,450	19,514,777	18,997,902	17,063,726	21,775,000	23,300,000	23,905,000	23,905,000	23,905,000
Grand Total	\$1,003,875,997	\$ 899,299,704	\$ 920,270,746	\$ 939,898,996	\$ 921,019,531	\$1,068,966,622	\$1,165,789,885	\$1,030,159,612	\$ 932,040,418	\$ 921,479,921

Research Foundation Fiscal Year 2020 Operating Plan

Projected Campus Administrative Cost Assessment for FY 2020



Preliminary Campus Administrative Cost Assessment for FY 2020
 Sponsored Program Revenues, Distributed Investment Income, Royalty, LLC, Gift and Other
 Assessment base = weighted average revenue FY2017 - 20%; FY2018 - 30% and FY2019 - 50%

Budget Based Assessment Model

Campus	Weighted Ave. FY16-19	All Campuses	Agency	System-Wide Initiatives	Total Campus	Sponsored Program Services	Treasury Services	Oracle Upgrade	Campus Initiatives	PACS Operational Costs	Payroll Services	I&P Attorneys (SHIIP)	Centralized TTO Services	ePayables Rebate Revenue	FY 2020	
	Sponsored Program, Invest Inc Dist, Royalty LLC & Gift Income		Cost Allocation		Administrative Cost Assessment										Projected Budget Based Assessment	
University Centers and Doctoral		2.16%		0.30%												
Degree Granting Institutions \$	804,431,782	\$17,345,436	\$2,531,736	\$ 2,413,295	\$ 22,290,468	\$ 701,848	\$746,211	\$442,782	\$1,120,669	\$ 714,822	\$ 1,912	\$390,521	\$ 92,846	\$(249,127)	\$26,252,953	
University at Albany	95,139,122	2,051,423	-	285,417	2,336,840	-	88,253	52,367	120,627	101,176	-	65,668	-	(31,225)	2,733,706	
SUNY POLY - CNSE	202,450,989	4,365,318	142,763	607,353	5,115,434	-	187,799	111,435	172,495	215,297	-	100,409	65,492	(118,123)	5,850,238	
Binghamton University	49,082,302	1,058,330	23,440	147,247	1,229,016	-	45,530	27,016	78,744	52,197	-	53,519	-	(34,295)	1,451,728	
University at Buffalo	173,662,842	3,744,578	56,582	520,989	4,322,148	-	161,094	95,589	266,826	173,075	-	35,475	-	(11,239)	5,042,969	
Stony Brook University	181,367,587	3,910,711	1,228,783	544,103	5,683,597	-	168,241	99,830	238,010	63,829	-	35,854	-	(23,713)	6,265,647	
SUNY Downstate Medical Cent	50,760,836	1,094,523	14,952	152,283	1,261,757	507,608	47,087	27,940	106,040	53,982	-	38,612	-	(2,514)	2,040,512	
Upstate Medical University	32,544,167	701,729	1,046,870	97,633	1,846,231	-	30,189	17,913	101,260	34,609	-	39,456	-	(19,993)	2,049,666	
SUNY ESF	16,120,726	347,601	18,347	48,362	414,309	161,207	14,954	8,873	30,293	17,144	-	17,471	3,262	(6,166)	661,348	
College of Optometry	3,303,211	71,225	-	9,910	81,135	33,032	3,064	1,818	6,376	3,513	1,912	4,056	24,092	(1,860)	157,137	
University Colleges	58,341,583	1,257,981	46,879	175,025	1,479,885	398,889	54,119	32,113	95,253	62,044	5,863	16,108	127,300	(36,094)	2,235,479	
SUNY Brockport	5,278,303	113,813	-	15,835	129,648	52,783	4,896	2,905	9,883	5,613	-	575	6,856	(2,682)	210,478	
Buffalo State College	18,452,689	397,883	710	55,358	453,952	-	17,117	10,157	35,224	19,624	-	2,024	20,202	(15,147)	543,153	
SUNY Cortland	2,983,835	64,338	38,356	8,952	111,646	29,838	2,768	1,642	3,957	3,173	-	89	3,696	(5,336)	151,474	
SUNY Fredonia	2,177,931	46,961	-	6,534	53,495	21,779	2,020	1,199	3,314	2,316	-	889	7,025	(1,382)	90,656	
SUNY Geneseo	1,368,121	29,500	-	4,104	33,604	13,681	1,269	753	2,197	1,455	2,012	242	6,716	(1,410)	60,520	
SUNY New Paltz	2,516,064	54,252	-	7,548	61,800	25,161	2,334	1,385	7,231	2,676	-	848	6,524	(2,604)	105,356	
Old Westbury	1,697,376	36,599	710	5,092	42,402	16,974	1,575	934	3,963	1,805	3,079	6,124	25,046	(299)	101,603	
College at Oneonta	6,140,080	132,395	3,551	18,420	154,366	61,401	5,696	3,380	6,421	6,530	-	601	14,865	(2,911)	250,349	
SUNY Oswego	5,095,932	109,880	-	15,288	125,168	50,959	4,727	2,805	6,372	5,419	-	3,536	17,163	(512)	215,638	
SUNY Plattsburgh	5,841,015	125,946	-	17,523	143,469	58,410	5,418	3,215	6,170	6,212	-	1,142	9,915	(69)	233,882	
SUNY Potsdam	3,064,477	66,077	710	9,193	75,981	30,645	2,843	1,687	5,836	3,259	-	22	3,176	(800)	122,649	
Purchase College	1,882,931	40,600	-	5,649	46,249	18,829	1,747	1,036	2,232	2,002	-	10	3,079	(2,099)	73,085	
Empire State College	1,842,828	39,736	2,841	5,528	48,105	18,428	1,709	1,014	2,450	1,960	772	5	3,037	(844)	76,637	
Technology Colleges	10,480,184	225,977	32,743	31,441	290,161	101,705	9,722	5,769	14,128	11,145	7,892	5,288	50,860	(7,295)	489,375	
Alfred State College	2,000,255	43,130	-	6,001	49,131	20,003	1,855	1,101	1,595	2,127	937	1,864	15,592	(8)	94,197	
SUNY Canton	1,155,034	24,905	-	3,465	28,370	11,550	1,071	636	2,401	1,228	2,399	1,115	6,140	(888)	54,024	
SUNY Cobleskill	1,875,703	40,445	-	5,627	46,072	18,757	1,740	1,032	2,606	1,995	-	1,489	14,730	(2,500)	85,920	
SUNY Delhi	190,495	4,108	-	571	4,679	1,905	177	105	551	203	-	-	3,000	(513)	10,106	
Farmingdale State College	2,648,820	57,115	28,412	7,946	93,473	26,488	2,457	1,458	3,844	2,817	4,452	773	5,019	(1,996)	138,786	
Morrisville State College	1,814,983	39,135	-	5,445	44,580	18,150	1,684	999	2,157	1,930	-	34	3,265	(1,178)	71,620	
SUNY POLY - SUNYIT	309,707	6,678	4,332	929	11,939	-	287	170	109	329	-	-	-	(6)	12,829	
Maritime College	485,188	10,462	-	1,456	11,917	4,852	450	267	866	516	103	14	3,113	(206)	21,893	
SUNY System Administrator	23,407,407	504,719	3,292	70,222	578,233	-	21,713	12,884	24,207	24,893	-	-	3,000	(13,455)	651,476	
Sys. Admin - Provost	23,407,407	504,719	3,292	70,222	578,233	-	21,713	12,884	24,207	24,893	-	-	3,000	(13,455)	651,476	
Grand Total	\$ 896,660,956	\$19,334,113	\$2,614,651	\$ 2,689,983	\$ 24,638,747	\$1,202,441	\$831,765	\$493,548	\$1,254,258	\$ 812,904	\$15,667	\$411,917	\$ 274,006	\$(305,970)	\$29,629,282	

Glossary

Agency Services Direct Costs

Campus-related organizations using RF human resources, payroll, and purchasing services (for example, clinical practice plans and campus-based foundations).

Corporate Reserve

The RF maintains and periodically funds a corporate reserve to provide additional liquidity to cover cash flow and contingencies.

Fees Paid by Third Parties for Service Centers

The RF recovers costs from businesses and industries using RF-owned facilities, such as an MRI facility or nanotechnology clean room.

Grants and Contracts Direct Costs

Grants and contracts to faculty researchers and scholars provide direct dollars for expenditures that can be identified with a particular sponsored project. Examples include salaries, supplies, equipment, and travel.

Grants and Contracts Indirect Costs

Grants and contracts to faculty researchers and scholars provide indirect costs for overhead, or “facilities and administrative” costs. Cost recoveries come in the form of reimbursements by sponsors for things that cannot be directly and uniquely assigned to any particular project such as utilities and libraries.

Investment Income

Investment income is projected based upon an assumed average investment balance and a targeted long-term investment return.

Royalties from Licensees

Intellectual property commercialization generates royalties from companies that have licensed RF-owned intellectual property.

Royalties Paid to Inventors

The SUNY Patent Policy dictates that 40-45% of royalties be paid to the inventor of intellectual property.

SUNY Strategic Plan Assessment

SUNY System Administration receives a formula-based allocation that may be used in support of its strategic plan.