SUNY RESEARCH FOUNDATION

2025 OPERATING PLAN

Approved May 21, 2024

Summary

The Research Foundation for SUNY provides essential administrative services that enable SUNY faculty to focus their efforts on educating students and performing world changing research across a wide range of disciplines. The RF is guided by our mission, vision, and values in carrying out 62 core functions in support of 29 state operated campuses, SUNY Administration and NY CREATES, with over a billion dollars in sponsored programs expenditures and thousands of employees dedicated to research administration. In compliance with the 1977 agreement between SUNY and the RF, the RF develops an annual Operating Plan and Budget for the fiscal year.

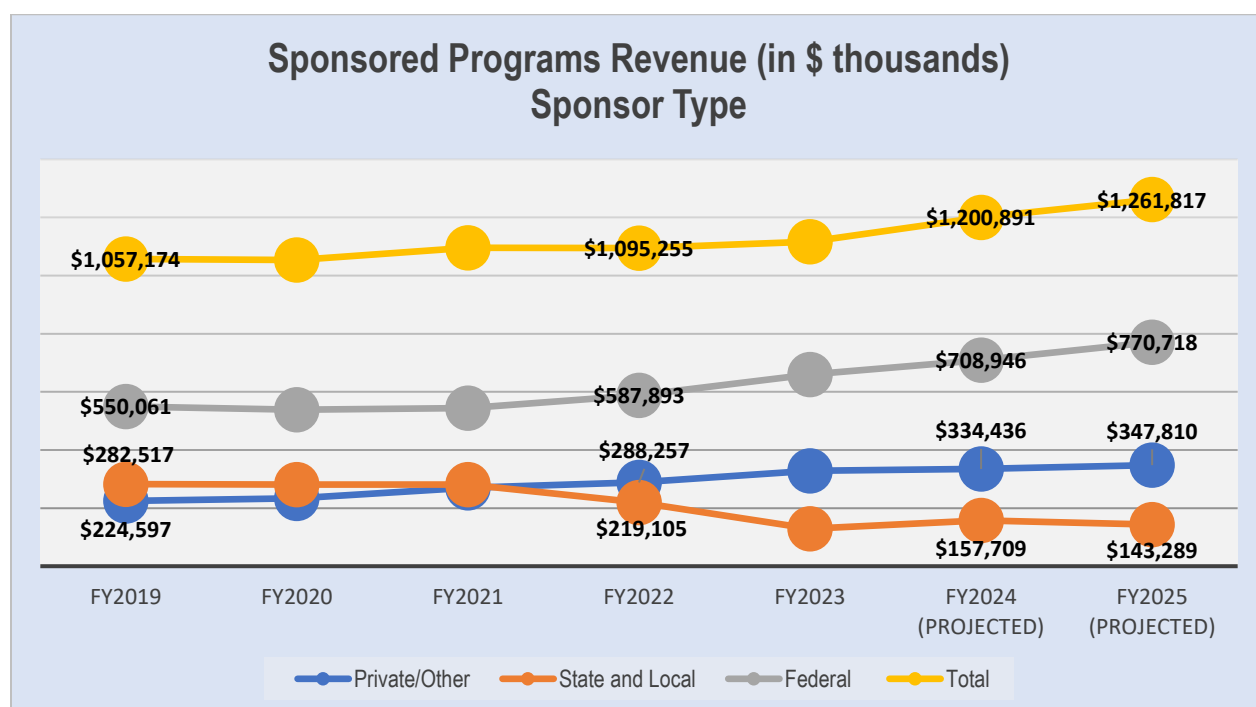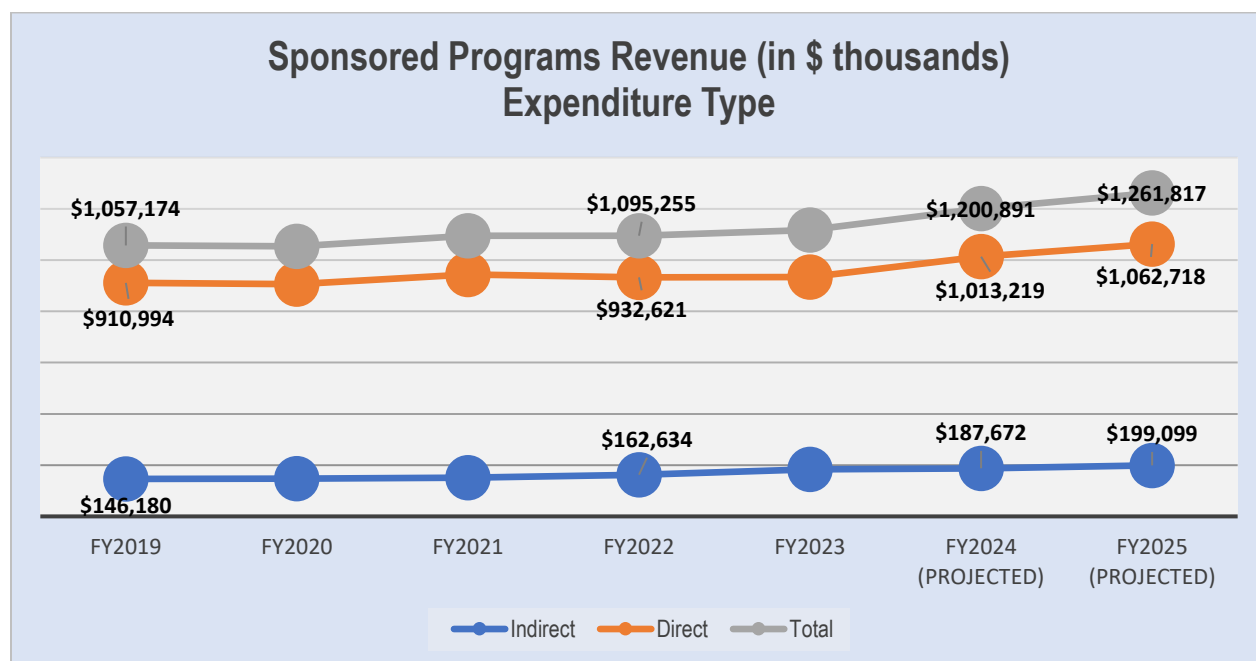| MISSION	VISION
The RF provides talent, services, and technology that empowers SUNY to research, innovate, and transfer discoveries that transforms the world's knowledge economy.	The RF partners with SUNY to make it the best place for faculty, students, and staff to research, innovate, and solve the world's most pressing problems.

RF VALUES

- **Service:** Our support and assistance to the SUNY community.

- **Learning:** A commitment to a pursuit of knowledge and the growth of our people, our abilities, and our business.

- **Agility:** Our ability to move quickly and adjust to changing customer needs.

- **Transparency:** Trust, accountability, and clear communication.

- **Diversity:** Inclusion and equity in our workforce for diversity of people, culture, thought, perspective, and background.

- **Innovation:** Creative problem solving, continuous improvement, and technological advancement.

- **Integrity:** Honesty, ethical behavior, and firm and committed adherence to our code of conduct.

Revenue (*Research Expenditures*) Projections

Operating locations annually provide projections for direct and indirect costs on their grants and contracts. Collectively, RF sponsored program expenditures are expected to increase 5% in FY25 driven primarily by federal funding. See below for sponsored program revenue projections by type:

Sponsored Programs Revenue (in $ thousands) — Expenditure Type

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 (PROJECTED)	FY2025 (PROJECTED)
Total	$1,057,174			$1,095,255		$1,200,891	$1,261,817
Direct	$910,994			$932,621		$1,013,219	$1,062,718
Indirect	$146,180			$162,634		$187,672	$199,099

Legend: Indirect, Direct, Total

Sponsored Programs Revenue (in $ thousands) — Sponsor Type

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 (PROJECTED)	FY2025 (PROJECTED)
Total	$1,057,174			$1,095,255		$1,200,891	$1,261,817
Federal	$550,061			$587,893		$708,946	$770,718
Private/Other	$282,517		$288,257		$334,436		$347,810
State and Local	$224,597			$219,105		$157,709	$143,289

Legend: Private/Other, State and Local, Federal, Total

Fiscal Year 2025 Operating Plan Budget

Campus activity consists of direct and indirect costs from grants and contracts, investment income, and income from other campus activity such as royalty income, equity distributions, and fees paid by third parties for service centers. The following table presents campus research, agency, and other revenue for each of the periods presented. Projected amounts are primarily based on campus estimates.

	2024 Plan	2025 Plan
Direct Funding	(in millions)	
Grants and Contracts Direct Costs	$1,005.4	**$1,062.7**
Agency Services Direct Costs	180.9	**180.8**
Total Direct Funding	**$1,186.3**	**$1,251.5**
Board Allocated Funding		
Grants and Contracts Indirect Costs	$191.3	$199.1
Investment Income (gross)	40.6	44.0
Fees Paid by Third Parties for Service Centers	2.0	10.5
Agency Services Indirect Costs	6.6	6.8
Royalties	3.8	3.7
Other Campus Activity	7.1	6.1
Total Board Allocated Funding	**$251.4**	**$270.2**
Board Allocated Uses		
Campus Operations and Support	$214.7	$228.9
Central Office Operations	29.4	32.7
SUNY Strategic Support	3.3	3.4
Royalties Paid to Inventors	1.5	1.5
Campus Initiatives and External Borrowing	0.3	0.5
Investment Advisory Fees	2.2	3.2
Total Board Allocated Use of Funds	**$251.4**	**$270.2**

Fiscal Year 2025 RF Corporate Office Budget

In development of the budget for the fiscal year beginning July 1, 2024, the RF prioritized the heartbeat of our organization: people and technology. In a time where innovation drives success and human capital is our most valuable asset, the budget reflects a commitment to empowering our workforce, leveraging technology and enhancing management of our data to propel us into the future. From nurturing talent through training, development, and recognition to enhancements in our information technology partnership and infrastructure, every allocation embodies our dedication to fostering a thriving ecosystem where both our people and technology flourish synergistically in support of SUNY. Below is a summary of the FY25 RFCO Budget:

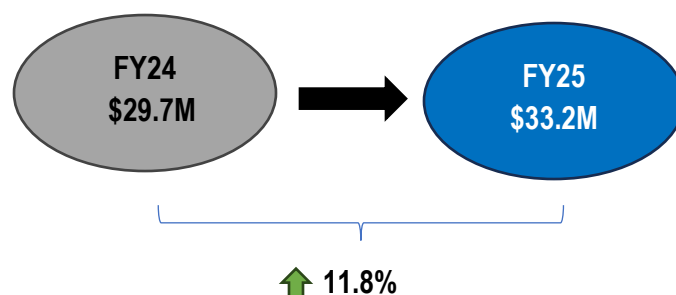| Delivery of Core Services by RFCO |
| --- |
| Compliance Services |
| Executive Office |
| Finance |
| Human Resources |
| Industry and External Affairs |
| Information Technology Services |
| Internal Audit Services |
| Legal Services |
| Sponsored Programs Services |

FY24 $29.7M → FY25 $33.2M

⬆ 11.8%

The Fiscal Year 2025 budget increases spending by 11.8% compared to the Fiscal Year 2024 approved budget. The budget is responsive to external factors including strength of the labor market, inflation, regulatory changes, and elevated interest rates as well as internal factors driven by our strategic plan, operational needs, and risk mitigation. Key investments in the FY25 budget include:

Salary plan that offers 3% cost of living and 2% merit pool.	New ITS Managed Services agreement.	Addition of a Chief Operating Officer for RF.
Increased funding to support sponsored programs, project management and internal controls.	Supporting new and existing applications for better efficiencies.	New position to lead RF data governance practices.
Hold biennial symposium to support training of research administrators.	Development and execution of ITS infrastructure roadmap.	Strategic project initiatives.

The following tables provide a reconciliation of the Operating Plan to the funding of the RF Central Office budget. The two components of the Central Office budget represent corporate operations in support of all RF locations and campus services which support and are only paid for by participating RF locations.

	2024 Plan	2025 Plan
Funding of RF Central Office Budget	**(in millions)**	
Campus Funds for CO Operations	$27.7	**$30.4**
Campus Funds for Initiatives & External Borrowing	0.3	**0.5**
Campus Funds for Campus Services	1.7	**1.7**
Central Office Reserve Balance	-	**0.6**
Total Campus Funding	**$29.7**	**$33.2**

	2024 Plan	2025 Plan
Central Office Budget Expenses		
Salaries and Fringe (*Net of Reimbursements*)	$19.5	$21.4
Campus Initiatives and External Borrowing	0.3	0.5
IT Managed Services and Pass-Through	4.6	5.6
Facilities	0.7	0.7
Insurance/ Fees	1.4	1.5
Other Costs	1.5	1.8
Total CO Operations	**$28.0**	**$31.5**
Campus Services		
Salaries and Fringe	1.7	1.7
Total CO Budget Expenses	**$27.7**	**$33.2**
Surplus / (Deficit)	**-**	**-**

Fiscal Year 2025 Proposed Projects

PRIORITY 1

RFQ FOR INFORMATION SECURITY CONSULTANT SERVICES

Issue an RFQ to select a consultant to provide specialized information security services beyond the capabilities (personnel / software) that currently reside within the RF. These services are necessary to ensure the protection of our computing systems by providing visibility into vulnerabilities, incident investigation, and other cybersecurity consulting services.

PRIORITY 2

IMPLMENTATION OF RF STRATEGIC PLAN

The current RF Strategic Plan expired at the end of FY23. This initiative will be the creation of a new strategic plan or modification of the existing plan and will be led by the RF Chief Operating Officer.

PRIORITY 2

IMPLEMENTATION OF DEVOPS AND SERVICE REQUEST TOOLS

Transition existing Dev Ops software to new software products, which will improve productivity, provide scalability for future growth, and offer a centralized and integrated platform for all service requests, code deployments, defect management, knowledge base and project portfolio management.

PRIORITY 2

ASSESSING HOSTING FOR EMPLOYEE COMPENSATION COMPLIANCE

Performance of an analysis for moving ECC, presently hosted on RF's OCI resources, to Huron's AWS cloud hosting. The purpose of this analysis is to vet and document the advantages and disadvantages of such a move and to determine the proper course of action going forward for the application inclusive of stakeholder and vendor input.

PRIORITY 2

SINGLE SIGN ON (SSO) ASSESSMENT

The subscription for the current SSO provider, OneLogin, expires December 2025. This project is to assess if we should renew this subscription or consider other alternatives. This assessment will include revising SSO requirements, identifying potential solutions, performing gap analysis, obtaining cost estimates, customer references and proof of concept (POC) to select.

Fiscal Year 2025 New Proposed Projects

INTERNAL ASSESSMENT OF ORACLE AND OTHER SYSTEMS

PRIORITY 2

The mission critical Oracle E-Business Suite Applications (EBS) with several modules of Human Capital Management (HCM) and Financials support essential functions that are core to the RF Central Office and 31 operating locations. This project is the first phase of performing an assessment of Oracle EBS HCM, Financial & Ancillary systems to collect and document the fit/gap of the current systems in meeting RF business needs.

DATA WAREHOUSE ASSESSMENT

PRIORITY 2

The RF Data Warehouse and Business Intelligence system (RF Report Center) is a mission-critical legacy application developed using Kimball technical systems architecture on Oracle Database and OBIEE. The current solution encompasses 43 subject areas in support of 19 Dashboards, 23 data exports to SUNY schools and external entities, and approximately 890 reports scheduled for distribution to email and FTP servers. The RF is currently in need of an assessment to determine operational and strategic improvements for:

- Optimization of Extraction, Transformation, and Load (ETL) processes and nightly schedules.
- Environment architecture, utilization and, SDLC strategies.
- Future state Business Intelligence and ETL tools.
- Modern data warehouse practices help improve efficiency and lower the cost of ownership.

Sponsored Program Revenue (*Research Expenditures*) by Campus

Campus Name	Actual					Projections	
	2019	2020	2021	2022	2023	2024	2025
University at Albany	$ 107,113,853	$ 103,919,247	$ 89,503,833	$ 92,103,907	$ 108,448,282	$ 111,673,114	$ 122,131,929
SUNY Center for Economic Development	344,069,569	353,053,213	385,592,325	316,155,501	255,315,267	302,139,586	298,835,481
Binghamton University	48,569,718	46,856,468	46,533,629	50,272,913	63,721,696	79,806,197	108,247,935
University at Buffalo	178,416,336	178,355,771	188,593,447	200,988,423	232,384,649	255,000,000	270,000,000
Stony Brook University	191,723,351	194,511,938	205,188,037	247,040,500	254,194,893	236,624,234	243,722,963
SUNY Downstate Medical Center	50,022,587	48,337,043	49,161,766	44,195,850	47,212,774	48,064,810	47,446,756
Upstate Medical University	35,056,817	35,186,759	38,928,226	42,600,941	44,659,800	50,065,900	52,569,195
SUNY Brockport	5,220,995	5,019,216	4,102,979	4,281,903	5,341,797	6,069,785	3,463,432
Buffalo State College	13,552,031	10,305,336	7,893,778	7,719,336	8,887,464	8,881,687	8,970,505
SUNY Cortland	2,719,492	2,202,942	1,768,439	2,115,166	2,440,462	2,523,486	2,173,505
SUNY Fredonia	2,006,030	2,099,614	1,410,745	2,000,707	2,489,666	2,455,000	2,270,000
SUNY Geneseo	1,690,534	1,453,287	1,938,322	2,385,898	2,494,217	2,020,452	2,161,200
Old Westbury	2,058,660	1,858,069	1,952,685	2,403,009	3,053,468	5,320,406	4,910,563
SUNY New Paltz	2,679,799	2,395,932	3,246,842	2,221,610	3,057,824	3,027,752	2,155,312
SUNY Oneonta	5,694,995	5,242,810	4,527,266	5,380,934	4,934,787	4,279,027	4,781,899
SUNY Oswego	4,785,109	3,546,247	2,902,396	2,654,115	3,982,248	6,741,726	7,011,395
SUNY Plattsburgh	5,826,094	5,337,992	4,585,736	4,509,121	5,606,117	5,660,000	5,769,000
SUNY Potsdam	2,560,008	2,428,951	2,679,308	2,916,553	3,427,959	3,315,800	4,228,000
Purchase College	1,694,405	1,599,927	1,237,349	2,417,935	888,107	1,143,000	1,143,000
SUNY Polytechnic - Utica	577,154	533,125	566,768	542,837	875,321	1,694,944	2,709,057
Empire State University	1,383,636	1,791,918	1,710,680	1,534,129	2,686,603	2,321,476	2,378,140
Alfred State College	621,489	783,902	936,988	1,214,092	1,811,132	3,392,200	3,518,200
SUNY Canton	1,210,078	1,242,811	1,500,782	1,532,661	1,469,984	1,826,374	1,875,959
SUNY Cobleskill	3,122,972	2,272,839	3,977,358	4,145,571	4,297,520	2,981,000	3,346,500
SUNY Delhi	196,510	201,249	192,728	185,766	247,911	802,976	545,292
Farmingdale State College	3,873,689	3,241,625	2,908,058	2,838,285	3,429,501	3,217,310	4,617,310
SUNY Morrisville	1,911,338	1,471,961	1,145,772	1,192,874	2,237,513	1,560,000	1,560,000
SUNY ESF	15,581,724	15,822,005	15,681,834	18,119,221	20,405,084	21,817,381	21,150,787
Maritime College	279,437	163,425	10,829	226,391	101,885	740,846	767,749
College of Optometry	2,727,173	3,063,148	3,059,803	3,896,278	4,076,075	4,339,330	5,696,004
Sys. Admin - VCRED	20,228,755	19,413,214	21,939,787	25,462,250	23,089,640	21,385,000	21,660,000
Grand Total	**$ 1,057,174,337**	**$ 1,053,711,982**	**$ 1,095,378,492**	**$ 1,095,254,677**	**$ 1,117,269,643**	**$ 1,200,890,799**	**$ 1,261,817,068**

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).

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