SUNY RESEARCH FOUNDATION

2027 OPERATING PLAN

July 1, 2026

(Approved May 20, 2026)

Summary

The SUNY Research Foundation (RF) 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. For the past three years, the RF has been recognized as a Top Workplace by the Albany Times Union. In compliance with the 1977 agreement between SUNY and the RF, the RF develops an annual Operating Plan and Budget for the fiscal year presented below.

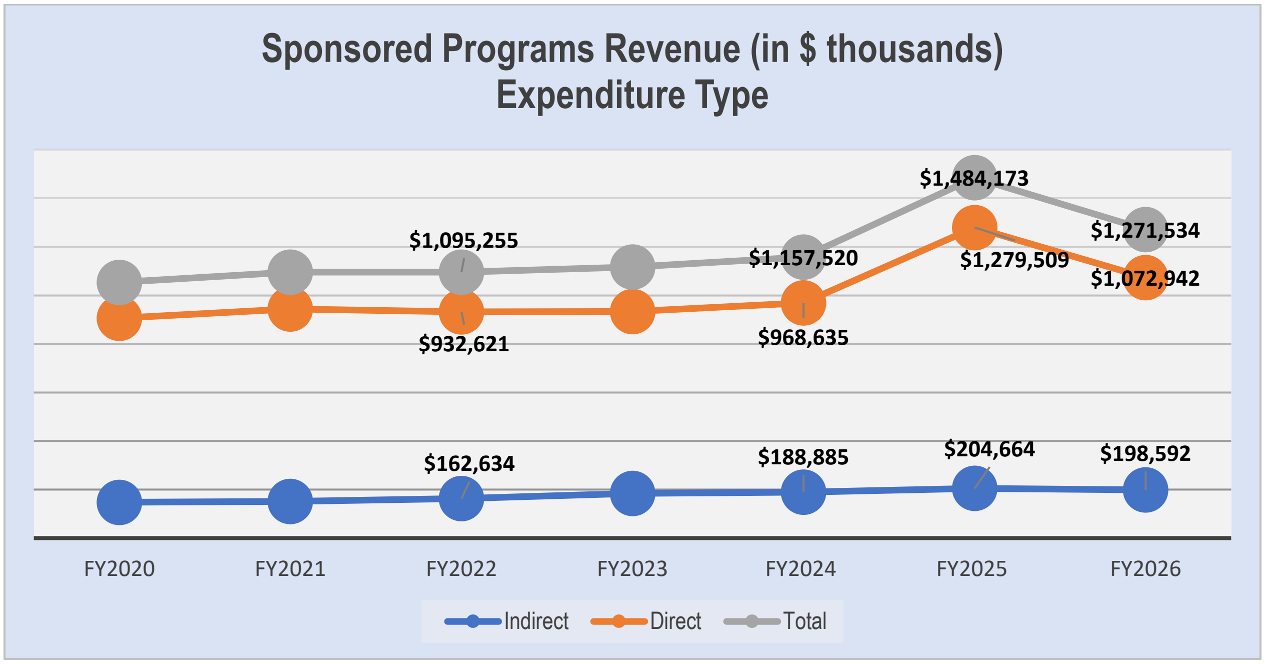
MISSION	VISION
The RF provides talent, services, and technology that empowers SUNY to research, innovate, and transfer discoveries that transforms the world's knowledge economy.	The RF partners with SUNY to make it the best place for faculty, students, and staff to research, innovate, and solve the world's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

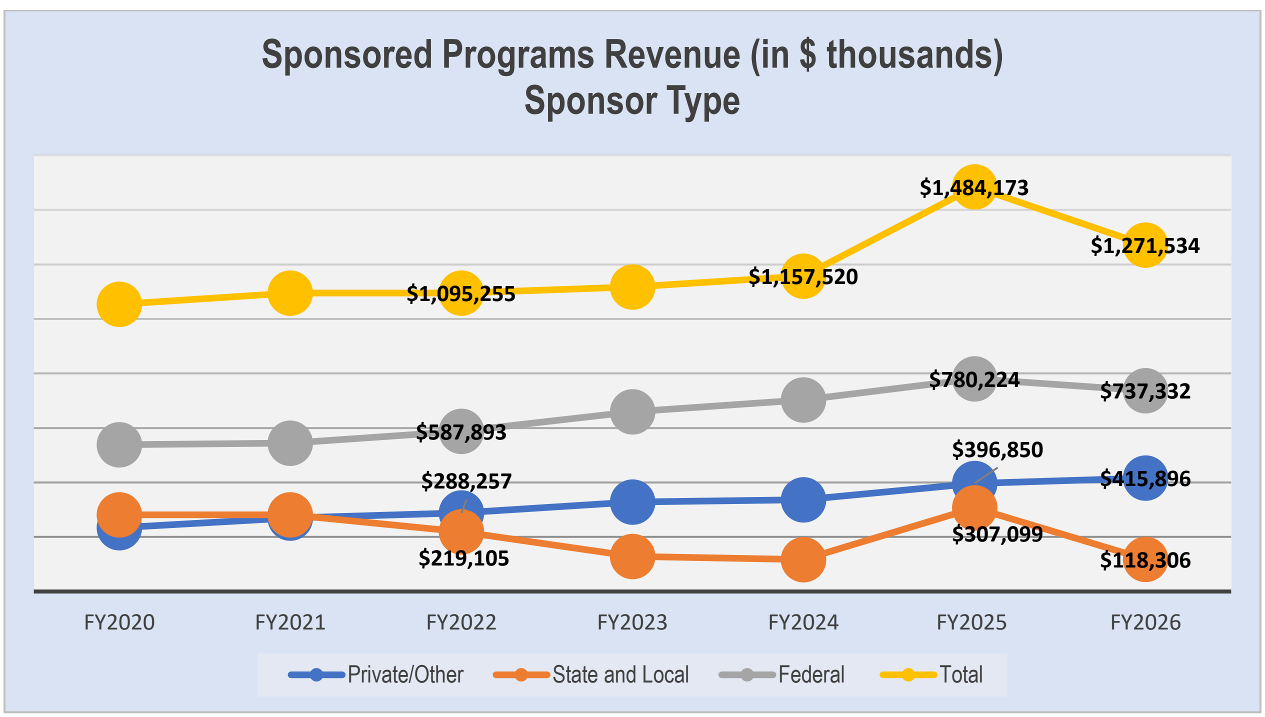
RF VALUES

- **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*)

RF total sponsored program expenditures decreased in FY26 compared to FY25, primarily due fluctuation in State expenditures tied to capital investments for a High NA EUV tool. F&A recovery on sponsored awards was relatively flat year over year. See below for sponsored program revenue projections by type:





Fiscal Year 2027 Operating Plan Budget

Campus activity consists of direct and indirect costs from grants and contracts, investment income, and income from other campus activities such as royalties, equity distributions, and fees paid by third parties for service centers. There remains some uncertainty in FY27 both on the level of total federal research funding and the recovery of indirect costs. Campus projections are based on the best available information at time of submission and will be reevaluated throughout the upcoming fiscal year. The following table presents campus research, agency, and other revenue for each of the periods presented.

	2026 Plan	2027 Plan
Direct Funding	**(in millions)**	
Grants and Contracts Direct Costs	$1,354.2	**$1,369.7**
Agency Services Direct Costs	194.1	**192.6**
Total Direct Funding	**$1,548.3**	**$1,562.2**
Board Allocated Funding		
Grants and Contracts Indirect Costs	$195.3	$191.6
Investment Income (gross)	46.5	48.0
Fees Paid by Third Parties for Service Centers	7.8	8.8
Agency Services Indirect Costs	6.9	6.7
Royalties	3.2	3.6
Other Campus/Corporate Activity	7.0	13.3
Total Board Allocated Funding	**$266.7**	**$272.0**
Board Allocated Uses		
Campus Operations and Support	$177.8	$177.5
Central Office Operations	34.3	36.3
SUNY Strategic Support	3.8	3.9
Royalties Paid to Inventors	1.3	1.4
Investment Pool	46.5	48.0
Investment Advisory Fees	3.0	4.9
Total Board Allocated Use of Funds	**$266.7**	**$272.0**

Fiscal Year 2027 RF Corporate Office (RFCO) Budget

In the face of continued uncertainty and constraints in federal research funding, this annual budget proposal reflects a strategic commitment to maintaining core operations, supporting essential research activities, and preserving institutional stability. While external funding challenges persist, this budget prioritizes resource efficiency, targeted investment in high-impact areas, and the sustainability of our research infrastructure. Through prudent financial stewardship and adaptive planning, we aim to uphold our mission and position ourselves for resilience and innovation in a shifting funding landscape. Below is a summary of the FY27 RFCO Budget:

Delivery of Core Services by RFCO
Executive Office
Finance
Human Resources
Industry and Partnerships
Information Technology Services
Internal Audit Services
Legal Services
Sponsored Programs Services

FY26
$34.3M

→

FY27
$36.3

5.83%

The Fiscal Year 2027 budget increases spending by 5.83% compared to the Fiscal Year 2026 approved budget. The budget is responsive to external factors including inflationary pressure on incomes, federal transition, changing technology and information security needs as well as internal factors driven by our strategic plan, operational needs, and risk mitigation. Key investments in the FY27 budget include:

- Salary plan that offers 3% cost of living.
- Maintain staffing levels in core operations that support SUNY research.
- Provide necessary training avenues and incentive programs to encourage best in class support to campuses.

- Support critical information technology projects to enhance our business capabilities.
- Evaluate key areas and tools for early adoption of AI
- Development and execution of ITS infrastructure roadmap.

- Enhance our data governance and data strategy objectives.
- Implement a new RF strategic plan.
- Explore the expansion of integrated services to achieve efficiencies across the system.

The following tables provide a reconciliation of the Operating Plan for the funding of the FY27 RFCO Budget. Available funding primarily comes from sources including an annual assessment to the campus, prior year cost savings, and rebates through our Bank of America program.

	2027 Plan
Funding of RFCO budget	
Campus Funds for RFCO Operations	**$33.2**
Other Corporate Resources	**3.1**
Total Available Funding	**$36.3**
Central Office Budget Expenses	
Salaries and Fringe (*Net of Reimbursements*)	$24.4
IT Managed Services and Pass-Through	5.7
Strategic Projects	1.3
Facilities	0.7
Insurance/ Fees	1.7
Other Costs	2.6
Total RFCO Operations	**$36.3**
Surplus / (Deficit)	**-**

Fiscal Year 2027 Proposed Projects

PRIORITY 1

SWITCH STACK REPLACEMENT

This project replaces the current Cisco switch stack, which is end of life and end of support, with a fully supported model to ensure reliability and security.

PRIORITY 1

CMMC LEVEL 1 ENCLAVE

This project establishes a dedicated cloud-based compliance enclave to securely store, process, and manage Federal Contract Information (FCI) in alignment with CMMC Level 1 requirements while reducing regulatory risk and simplifying audit readiness.

PRIORITY 1

LINUX UPGRADE

The Linux Operating System powers our Oracle Cloud Infrastructure (OCI). The current Linux environment will be unsupported after June 2026, which places the organization at risk for potential system failure or security concerns. This project will upgrade over 100 servers, making the OCI environment reliable and secure.

PRIORITY 1

TRANSITION TO ENHANCED + WAGE ACCUMULATION TAX INTERFACE

This project transitions payroll operations to Oracle's Enhanced + Wage Accumulation Tax Interface to ensure continued compliance, accurate tax processing, and system support.

Fiscal Year 2027 Proposed Projects

PRIORITY 2

ORACLE EBS UPGRADE ASSESSMENT TO 12.2.X

This project evaluates functional enhancements in newer Oracle E-Business Suite 12.2.x releases to determine their value and potential operational benefits for campuses and Central Office.

PRIORITY 2

INTERNAL ASSESSMENT OF ORACLE AND OTHER SYSTEMS

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.

PRIORITY 2

DATA CENTER MIGRATION TO THE CLOUD

This project eliminates legacy on-site infrastructure by moving RF systems and data to the cloud while implementing advanced data protection solutions such as Microsoft Azure Information Protection (AIP).

PRIORITY 4

ORACLE SECURITY

Projects that strengthen data privacy and security of our business system to reduce risk and limit exposure during future cyber incidents.

Strategic Plan FY26 – FY29

As we look ahead to Fiscal Year 2027, the RF will continue to implement the new strategic plan focused on advancing research and innovation across the system. This initiative comes at a pivotal moment, as the national research landscape continues to evolve—driven by shifting priorities and funding models at the federal level, emerging technologies, and complex societal challenges. Our strategic plan aligns RF's unique strengths with these dynamic opportunities, fostering interdisciplinary collaboration, supporting campus research objectives, and strengthening partnerships with industry and government. The goal is to help position SUNY as a leader in impactful, inclusive research and innovation that drives economic growth and serves the public good.

Strategic Plan Focus Areas

The strategic plan provides a road map for RF operations for the next four years and represents the input from dozens of stakeholders and partners. It will be managed through a dynamic strategic schedule to include annual operating plan initiatives, key performance indicators, milestones and other operational insights as we move forward. This plan carries forward the RF's current mission, vision and core value statement and focuses on four high level goals below:

Defining RF Role and Value	Efficiencies in Research Administration	Growing Reseach Competitiveness	Attracting and Retaining Talent

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.