



2025-2029

The Research
Foundation for SUNY
Strategic Plan

Prepared By :

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**Providing Unparalleled
Administrative Support to Advance
SUNY Research and Innovation in a
Transforming Research Landscape**

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Executive Summary

There have been significant changes to the university research landscape since The Research Foundation for The State University of New York (“Research Foundation”) last published a Strategic Plan in 2019. Federal research funding, which makes up over 50% of SUNY research dollars, is undergoing a seismic shift, with the potential of lower overall federally funded research projects and a significant decrease in the Facilities and Administration (F&A) rates that fund research administration. While these changes are causing concern for universities across the country, they also provide an incentive for the research community to look at new opportunities to improve administrative efficiencies, diversify research portfolios, and reexamine past practices to ensure productivity and transparency.

It is against this backdrop that the Research Foundation publishes its new Strategic Plan. The Research Foundation is uniquely situated to respond to the changing research landscape. As the largest centrally-organized non-profit research administration organization in the country, the Research Foundation can nimbly respond to the changing research landscape and create efficiencies where other university systems cannot. It is critical for the Research Foundation to leverage this advantage in the coming years to best support SUNY and its campuses.

This Strategic Plan provides a road map for Research Foundation operations for the next four years, and represents the input from dozens of Research Foundation stakeholders and partners. Pursuant to this Strategic Plan, the Research Foundation will focus on four key goals: (1) Defining the Research Foundation’s role and value to the SUNY enterprise; (2) Creating efficiencies in research administration; (3) Growing research competitiveness; and (4) Attracting and retaining talent in a highly competitive marketplace.

Notably, this Strategic Plan is not a stand-alone document. The Research Foundation will publish a companion Operational Plan consistent with this Strategic Plan, which will include key performance indicators (KPIs), milestones to gauge progress, and other operational insights. While this Strategic Plan will remain constant for the next four years, the Operational Plan will be a living document that may be adjusted as new variables arise, allowing for flexibility in operations consistent with the Research Foundation’s overall goals.

Organizational Overview



The SUNY Research Foundation (RF) is the largest comprehensive university-connected research foundation in the country. It provides essential administrative services that enable State University of New York (SUNY) faculty to focus their efforts on educating students and performing life-changing research across a wide range of disciplines, including clean energy and climate solutions, next-generation semiconductors, quantum technologies, responsible artificial intelligence, biotechnology, and medicine. The RF works with the academic and business leadership of SUNY campuses to facilitate research and discovery by administering sponsored projects and delivering intellectual property and technology transfer services that fuel innovation and move ideas and inventions to the marketplace.



Strategic Planning Process & Team

It was critical that the Research Foundation's strategic planning process include input from its key stakeholders and partners. A core group of Research Foundation employees spearheaded the strategic planning efforts, and feedback was gathered from stakeholders through multiple meetings leading up to a unique "strategic café" process, which elicited input from stakeholders on a wide range of topics. The information gathered from the strategic café was then synthesized into the four key strategic goals identified in this Strategic Plan. Key participants included:

RF Board Members



Dan Tomson
Chair



Eileen Whelley
Vice Chair



Rob Balachandran
Member



Diane Minas
Member



Ben Houlton
Member

Research Foundation Leadership

- Melur K. “Ram” Ramasubramanian, President
- Ben Friedman, Chief Operating Officer
- Christopher Ashley, General Counsel and Secretary
- Kathleen Caggiano-Siino, Vice President for Human Resources
- Ryan Farrell, Chief Financial Officer and Vice President of Finance and Administration
- Kerry Gilchrist, Vice President, Internal Audit Services
- John Paris, Chief Information Officer and Vice President of Information Services
- Nicholas Querques, Vice President of Industry and External Affairs
- Scott Shurtleff, Vice President for Sponsored Programs and Regulatory Affairs
- Joshua Toas, Chief Compliance Officer and Vice President of Compliance

SUNY System Administration

- Beth Berlin, Chief Operating Officer
- Josh Sager, Chief Financial Officer
- F. Shadi Sandvik, Senior Vice Chancellor for Research, Innovation, and Economic Development
- Will Schwartz, Vice Chancellor for Government Relations
- Catherine Stollar Peters, Director of Research Data Strategy

SUNY Campus Members

- David Amberg and Katie Keough, Upstate Medical University
- Venu Govindaraju and Jessica Best, University at Buffalo
- Kevin Gardner, Stony Brook University
- Bahgat Sammakia and Lisa Gilroy, Binghamton University
- Thenkurussi “Kesh” Kesavadas, University at Albany
- David Christini and Sharon Sealy, Downstate Health Sciences University
- Scott Bateman, NY CREATES
- Scott Goodman, Buffalo State College
- Wendy Gilman, SUNY Cobleskill
- Dominick Fantacone, SUNY Cortland
- Keith Kaplan, SUNY Adirondack Community College

Research Foundation Staff

- Mark Abbey
- Cynthia Carvajal-Wheeler
- Jaya Chavali
- Nadia Digges
- Allison Gottlieb
- Andrew Kenyon
- Jenna Lehr
- Kate Malia
- Duane Mysliwicz
- Alyssa Nash
- Peter Taubkin

Vision & Mission

This plan carries forward the Research Foundation's mission, vision, and core value statements from previous strategic plans. These remain unchanged and foundational to the Research Foundation's purpose, identity, and operations.

Vision: 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.

Mission: The RF provides talent, services, and technology that empower SUNY to research, innovate, and transfer discoveries that transform the world's knowledge economy.

Core Values

- Service
- Learning
- Agility
- Transparency
- Diversity
- Innovation
- Integrity

Strategic Goals & Objectives

After gathering input through the strategic planning process, the strategic planning team identified four key areas of focus for the Research Foundation over the next four years: (1) Defining the Research Foundation's role and value to the SUNY enterprise; (2) Creating efficiencies in research administration; (3) Growing research competitiveness; and (4) Attracting and retaining talent in a highly competitive marketplace.

These four areas make up the core of this Strategic Plan and will drive the Research Foundation's mission and operations in the coming years. As described below, each of these areas has important subcomponents, which further define the RF's strategic objectives. The RF will operationalize these objectives through a companion Operational Plan that will include key milestones and metrics.



Defining the Research Foundation's Role and Value to the SUNY Enterprise

The first strategic goal focuses on better defining the Research Foundation's role within the SUNY system, and establishing the Research Foundation's value to the enterprise. The SUNY system is a complex organization made up of two key components: (1) SUNY "System" – the Chancellor and his staff that make up SUNY System Administration; (2) SUNY Campuses -- the 64 SUNY colleges, universities, and community colleges. Closely affiliated with the SUNY System is The Research Foundation – an independent non-profit organization established to manage research administration across the SUNY enterprise for 31 locations, including 29 state-operated campuses, SUNY System Administration, and NY CREATES. Federal partners, state legislators, SUNY administrators, and faculty at times misinterpret the unique role of the Research Foundation, and do not always understand its strength as an independent entity. Moreover, the complexity of the system sometimes leads campus administrators and faculty to question whether the Research Foundation appropriately assesses and spends campus funds, which pay for the Research Foundation's broad scope of operations spanning sponsored programs services, human resources, finance, audit, information technology services, technology transfer services, and compliance.

Accordingly, this strategic goal focuses on making clear where the Research Foundation fits within the SUNY system, and on better marketing and branding of the Research Foundation's function. It also includes more clearly establishing the Research Foundation's value to the enterprise, using data and metrics to show that SUNY research funds are spent effectively and efficiently, and the implementation of a federated data governance model that demonstrates transparency, operational effectiveness, and service equity across campuses. Specifically, this strategic goal encompasses two areas:



- **Defining the Research Foundation's Function and Value:**
 - Review the laws, agreements, and history of the Research Foundation to define clearly its role within SUNY
 - Establish the Research Foundation's connection to SUNY, while showing how the Research Foundation's legal independence is a strength for the SUNY system
 - Show the value of the Research Foundation by using data to establish how centralized services provide savings to campuses, and how the quality and cost of Research Foundation services compare favorably to other university systems and external service providers
 - More clearly define the role of the Research Foundation's Board of Directors and enhance information flows to Board members, allowing them to more fully engage with, and oversee the management of, the Research Foundation, while at the same time assisting them in becoming champions of the Research Foundation both within the SUNY system and beyond.
- **Improving Research Foundation Informational/Marketing Materials and Communication:**
 - Create a marketing and communications strategy for the Research Foundation for use with its stakeholders, using a data-based approach to better articulate the services and value that the Research Foundation provides. The strategy should include:
 - The creation of easily accessible materials describing the Research Foundation's role and services
 - Regular written and verbal communications with stakeholders through various channels, including newsletters, dissemination of Research Foundation materials, social media, and direct contact with customers
 - More on-site visits, including workshops and trainings, and broader interactions with faculty, students, and administrators
 - Participation in faculty, graduate student, and postdoctoral orientations
 - Update and modernize the Research Foundation website
 - Create transparent campus funding assessment tools, showing the services provided to each campus, how fees are assessed, and the value of the services provided when compared to the fees
 - Create transparent data dashboards and metadata standards to support RF communications, provide insight into fee-for-service assessments, and highlight administrative efficiencies gained through centralized operations
 - Utilize two-way engagement tools and multimedia storytelling to broaden reach

Creating Efficiencies in Research Administration

The second strategic goal focuses on improving the efficiency and effectiveness of research administration throughout the SUNY system. Research administration is an essential part of the research enterprise; there are ever-increasing administrative requirements that come with research grants, and it is impossible to conduct research without providing financial, compliance, audit, human resource, legal, intellectual property, and other necessary administrative support. However, the complexity of services provided by both the Research Foundation and SUNY campuses can create inefficiencies and leave faculty and administrators uncertain about where to turn for help with research administration issues. It is critical to ensure that the Research Foundation is providing administrative services as effectively and efficiently as possible, through the integration of administrative functions and improved technology. There are two areas of focus for this strategic goal:

Integration of Services:

- Review research administrative requirements on each campus to determine if administrative staff are providing the most efficient mix of Research Foundation and campus-based services
- Reduce redundancies and costs to campuses by integrating Research Foundation and campus-based services while adapting to individual campus needs. With a focus on the Research Foundation's function list:
 - Centralize functions where possible
 - Create "one-stop shops" on campuses for Principal Investigators where they may go to answer all research administration questions, which include regular office hours for tech transfer and other functions
 - Reduce campus-specific policies, controls, and unique systems in favor of system-wide policies, standardizing practices where possible (for example, creating a SUNY-wide Principal Investigator handbook and providing commonly defined interpretations of regulatory mandates)
 - Create standardized templates for common administrative tasks
 - Combine campus and Research Foundation offices where separated
 - Create centers of practice at the Research Foundation Central Office or on campuses that provide support across the enterprise
 - Evaluate campus Operations Managers (OMs) to determine if assigned personnel have the experience, skills, and time to manage complex administrative portfolios
 - Examine the roles and supervisory structure of Research Foundation employees on campuses to determine if they might support service integration

- Support campus sharing of resources, including laboratory space, instruments, and technology (utilizing the research inventory management system that SUNY will launch in late 2025)
- Implement an enterprise data governance and data quality framework for the Research Foundation business areas and across all campuses and affiliated agencies, including the standardization of data governance definitions
- Establish a SUNY-wide data stewardship council, a common data glossary, and campus-facing data literacy efforts to clarify how RF services use, protect, and enhance research data
- Integrate data quality rules, access policies, and stewardship protocols into PACS, Oracle, and other enterprise tools, supporting automation, system interoperability, and improved user experience

Technological Improvements

- Support campus sharing of resources, including laboratory space, instruments, and technology (utilizing the research inventory management system that SUNY will launch in late 2025)
- Implement an enterprise data governance and data quality framework for the Research Foundation business areas and across all campuses and affiliated agencies, including the standardization of data governance definitions
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Growing Research Competitiveness

The third strategic goal is to support SUNY's efforts to grow research competitiveness. With the future of federal research funding uncertain, it is crucial to become more competitive for still-existing federal funding opportunities while concurrently exploring alternative sources of research capital. This strategic goal focuses on supporting SUNY's efforts to market and brand SUNY research; backing campus efforts to diversify research portfolios; and making SUNY the system of choice for new research faculty by decreasing administrative burdens and streamlining technology transfer and licensing programs.

In particular, this strategic goal focuses on three areas:

Creating a new data-based communication strategy promoting SUNY research

- Market SUNY research so that SUNY is a top choice for researchers, students, and industry by showing SUNY's collective strengths, capabilities, and resources and the positive impact of SUNY's research activities
- Support SUNY government relations efforts at both the state and federal levels
- Support the implementation of SUNY Research Connect, providing data from Research Foundation systems to populate faculty profiles

Supporting the diversification of SUNY research portfolios

- Federal
 - Support the diversification of federal funding opportunities from agencies that SUNY has not historically partnered with, including DOD, DHS, and others
 - Work with COGR, APLU, and other organizations to advocate for an increase in overall federal funding, realistic federal F&A rates, and a reduction in federal administrative burdens
- State
 - Advocate for an increase in state F&A rates through the legislature
 - Work with state entities to reduce bureaucracy around contracting and improve payment terms and timing
 - Support SUNY's marketing of its research to state agencies and legislators

- Industry

- Serve as a single SUNY-wide point of contact (“concierge”) for campuses to industry
- Support administrative efficiencies so that SUNY moves at the “speed of industry,” thereby making SUNY a top choice as an industry-friendly partner
- Market SUNY as a whole, helping create SUNY-wide centers of practice that will attract industry
- Develop and provide standard agreement templates for industry sponsored research to campuses that protect SUNY’s interests while meeting the needs of industry
- Work with SUNY to increase negotiated industry F&A rates
- International – Promote international research partnerships by supporting compliance with international standards

Supporting the Recruitment of New Research Faculty

- Reduce administrative burdens on research to attract faculty
- Continue to grow the suite of technology transfer and commercialization programs and services available to faculty, students, and affiliated startup companies
- Develop administrative support tools to facilitate the sharing and leasing of equipment and laboratory space across SUNY to support research and innovation



Attracting and Retaining Talent in a Highly Competitive Marketplace

The fourth and final strategic goal focuses on attracting and retaining the best possible talent to the Research Foundation by making it the organization of choice for research administration professionals. The current market for top-tier administrative staff is highly competitive, and the Research Foundation must ensure it not only recruits talent but also develops and retains it by creating a productive, sustainable, and mission-focused organization. This strategic goal includes a wide gamut of employee-related issues, including a focus on compensation/bonus structures, facilities issues, telework/remote work policies, training opportunities, succession planning, and improved office camaraderie and morale. There are two areas of focus for this strategic goal:

- **Direct incentives to attract and retain talent**
 - Ensure salaries are competitive
 - Baseline against local and national peers
 - Reevaluate incentive bonuses (currently only provided in limited circumstances)
 - Reconsider telework and remote work policies, focusing on team-building and creative use of in-office days to promote mentorship and camaraderie
 - Improve physical space by renovating offices and workspaces
 - Provide cross-training and leadership development opportunities
 - Allow for position rotations to develop skills
 - Create succession plans for both leadership and other key positions
 - Provide clear paths for staff to achieve professional goals, including career ladders where possible
 - Evaluate titles and position descriptions to ensure consistency across SUNY to facilitate movement and career opportunities throughout the organization
 - Establish training tracks for data stewards, analysts, and operational leaders to ensure data fluency across the Research Foundation
 - Provide mentor/mentee opportunities

- **Indirect incentives to attract and retain talent**
 - Create a diverse, equitable, and inclusive environment
 - Provide positive communication and recognition through all-hands e-mails, all-hands meetings, and office-wide events
 - Market the meaningful mission of the Research Foundation
 - Market New York's strong support for higher education, research, and innovation

Implementation, Performance Metrics & Evaluation, Timeline and Milestones

This Strategic Plan's success will be based on whether the Research Foundation can achieve the goals outlined above. The attached Operational Plan (Appendix A) will provide a detailed roadmap to achieving the goals of this Plan, outlining projects that fit within each strategic goal, an implementation plan for each project, a timeline and milestone review plan for each project, and performance metrics to determine each project's success. Notably, while this Strategic Plan will remain fixed, the Operational Plan is a fluid document that the Research Foundation will review annually to address changing circumstances and new challenges as they arise.

Budget Considerations

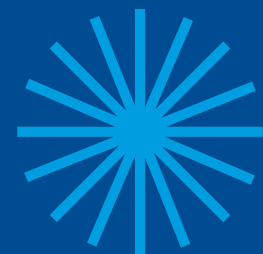
Because of the uncertainty in federal funding, the Research Foundation's budget remains flat in 2026, and there are limited resources for new large-scale projects. In the near term, the Research Foundation must use existing resources to address the goals of this Strategic Plan. Several of this plan's targets are cost-neutral, but some (such as new IT systems) will require significant financial investment.

As part of this Strategic Plan, the Research Foundation will examine ways to improve its funding assessment process while also exploring additional sources of income. In particular, the Research Foundation will investigate a fee-for-service model that may provide more equitable funding assessments for campuses while also bringing capital to areas where it is most needed. Ultimately, the Research Foundation will work to achieve positive change within its current budget while continuing to work with its partners at campuses and SUNY System Administration to raise the funding necessary for infrastructure improvements.

Risk Assessment & Implementation

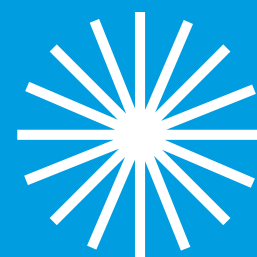
The Research Foundation has a robust risk management program that will dovetail with the implementation of this Strategic Plan. In February 2025, the Research Foundation established a Risk Management Council. The Council is made up of senior leadership within the organization and meets monthly to review and discuss the most pressing risks to the organization and develop mitigation plans to address them. Since many of the goals identified in this Strategic Plan implicate risks to the organization, the Risk Management Council will be the body that oversees the implementation of both the Strategic and Operational Plans.

As Research Foundation personnel implement the Strategic Plan, the Risk Management Council will monitor progress using the specific timelines, metrics, and budget parameters outlined in the Operational Plan. The Risk Management Council will provide feedback to those assigned specific projects within the Strategic Plan, providing course corrections where necessary. Although the Operational Plan provides clear metrics for success, it is likely that the Operational Plan's end-goals will change and shift over time as projects are implemented. The Risk Management Council will need to remain flexible and provide learning moments as projects progress, updating the Operational Plan and using the larger goals outlined in the Strategic Plan as the ultimate measure of success.



Communication & Stakeholder Engagement Plan

A number of Research Foundation stakeholders were involved in the development of this Strategic Plan, and the Research Foundation will keep them informed of progress on its implementation. The Research Foundation will report progress at Board of Director meetings, and meetings with leadership at SUNY System Administration. The Research Foundation will also provide updates at monthly Operations Manager meetings, monthly meetings with campus Vice Presidents for Research, weekly federal update calls with stakeholders across the enterprise, and all-hands meetings with Research Foundation staff. The Research Foundation will review the Strategic and Operational Plans annually, with a rollout of any updates to stakeholders. In short, progress on the Strategic Plan will be regularly reported to Research Foundation partners and staff to ensure transparency and the continuous opportunity for input.



Appendix: Operational Plan

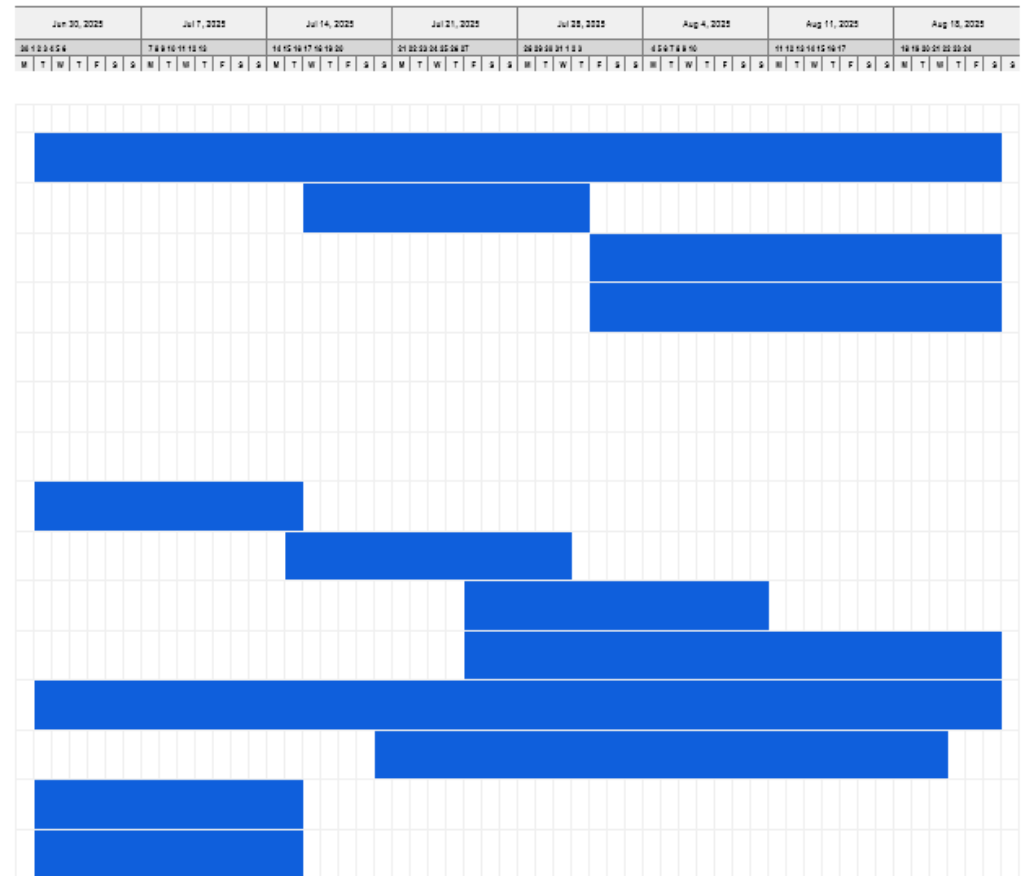
Research Foundation for SUNY

Strategic Plan Schedule FY26-30

Project start: Tue, 7/1/2025

Display week: 1

TASK	ASSIGNED TO	PROGRESS	START	END	Actual \$	Budget \$	Remaining \$
A. Defining the Research Foundation's Role and Value							
1. Clearly define the role and independence of the Research Foundation within SUNY							
a. Review and document role and authority pursuant to '77 agreement	General Counsel	0%	7/1/25	8/31/25	\$ -	\$ (1.00)	\$ (1.00)
b. Review and confirm role and authority pursuant to corporate bylaws and Board resolutions	General Counsel	0%	7/16/25	7/31/25	\$ -	\$ 1.00	\$ 1.00
c. Establish RF authority against requirements of applicable NYS not for profit law	General Counsel	0%	8/1/25	8/31/25	\$ -	\$ 1.00	\$ 1.00
d. Document key roles, responsibilities or authority which are unclear	General Counsel	0%	8/1/25	1/31/26	\$ -	\$ 1.00	\$ 1.00
e. Reconfirm/agree on RF role with RF Board, SUNY System and Campus stakeholders	General Counsel	0%	9/1/25	1/31/26	\$ -	\$ 1.00	\$ 1.00
f. Establish the areas of required corporate independence and how this is a strength for SUNY	General Counsel	0%	9/1/25	1/31/26	\$ -	\$ 1.00	\$ 1.00
2. Improving Research Foundation marketing materials and communication							
a. Create a marketing strategy for use with customers on the services and value proposition	I&EA	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
b. Provide comprehensive data driven analysis on cost/benefit of an integrated vs. decentralized model	Working Group	0%	7/15/25	7/30/25	\$ -	\$ 1.00	\$ 1.00
c. Create transparent campus assessment tools showing flow of funds, dollars spent, and campus use of services.	Finance	0%	7/25/25	8/10/25	\$ -	\$ 1.00	\$ 1.00
d. Update and modernize the RF website	ITS	0%	7/25/25	8/31/25	\$ -	\$ 1.00	\$ 1.00
e. Review and commit principal stakeholder groups for regular communications including purpose, membership and cadence	Executive	0%	7/1/25	8/31/25	\$ -	\$ 1.00	\$ 1.00
f. Setup framework and schedule to provide more routine on-site visits and engagement with faculty researchers	SP5	0%	7/20/25	8/20/25	\$ -	\$ 1.00	\$ 1.00
g. Create 'one-stop shops' on campuses for faculty research and tech transfer support	SP5	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
e. Create RF orientation materials for onboarding faculty on campuses	Human Resources	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00



Appendix: Operational Plan

Research Foundation for SUNY

Strategic Plan Schedule FY26-30

Project start: Tue, 7/1/2025
 Display week: 1

TASK	ASSIGNED TO	PROGRESS	START	END	Actual \$	Budget \$	Remaining \$
B. Creating Efficiencies in Research Administration							
1. Review research administrative requirements on each campus							
b. Evaluate current research administrative requirements necessary at each campus and which entity currently provides the services (RF / SUNY)	Working Group	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
w. Determine resource requirements and evaluate necessary or successfully fulfill campus Operation Manager role	Executive	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
c. Determine the most efficient mix of services (RF vs SUNY) to provide at each campus	Working Group	0%	7/1/25	6/30/26	\$ -	\$ 1.00	\$ 1.00
x. Determine how and what entity provides or can integrate on campus to determine if they can support service integration	Working Group	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
e. Provide comprehensive cost/benefit analysis on cost/benefit of an integrated vs. decentralized model	Working Group	0%	7/15/25	7/30/25	\$ -	\$ 1,000.00	\$ 1,000.00
f. Determine how to support integration of administrative support functions to campuses, where agreed upon "centralized" where possible	Working Group	0%	7/1/25	6/30/26	\$ -	\$ 1.00	\$ 1.00
g. Determine current administrative services and whether provided and consider alternative methods such as fee for service	Finance	0%	7/1/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
h. Determine applicable policies, integrations and practices	Compliance	0%	7/15/25	7/15/25	\$ -	\$ 1.00	\$ 1.00
i. Support campus sharing of resources, including lab space, instruments and technology	TBD	0%	7/1/25	6/30/26	\$ -	\$ 1.00	\$ 1.00
2. Improving Technology							
a. AI proof of concept (FY26 project)	ITS	0%	7/1/25	6/30/26	\$ -	\$ 100,000.00	\$ 100,000.00
b. Evaluation and roadmap of the current RF ESS (FY26 project)	ITS	0%	7/1/25	6/30/26	\$ -	\$ 100,000.00	\$ 100,000.00
c. Implementation of E&S Replacement Application (FY26 project)	ITS	0%	7/1/25	6/30/26	\$ -	\$ 60,000.00	\$ 60,000.00
d. Implementation of ALM Replacement Application (FY26 project)	ITS	0%	7/1/25	6/30/26	\$ -	\$ 10,000.00	\$ 10,000.00
e. Implementation of SBO Replacement Application (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ 100,000.00	\$ 100,000.00
f. Data center migration to cloud (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ 160,000.00	\$ 160,000.00
g. Report center PI dashboard re-design (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ -	\$ -
h. Upgrade Appwork (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ -	\$ -
i. Linux upgrade (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ 35,000.00	\$ 35,000.00
j. MANU services engine wireless authentication (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ 10,000.00	\$ 10,000.00
k. PACS V10 (portal and IRB upgrade) (FY26 project)	ITS	0%	7/1/25	7/4/25	\$ -	\$ 400,000.00	\$ 400,000.00
l. Secure 2.0 implementation	ITS	0%	7/1/25	6/30/26	\$ -	\$ 207,750.00	\$ 207,750.00
l. Evaluate inventory and use of SUNY-wide licenses	ITS	0%	7/1/25	7/4/25	\$ -	\$ -	\$ -
l. Support SUNY RIM system	ITS	0%	7/1/25	7/4/25	\$ -	\$ -	\$ -



Appendix: Operational Plan

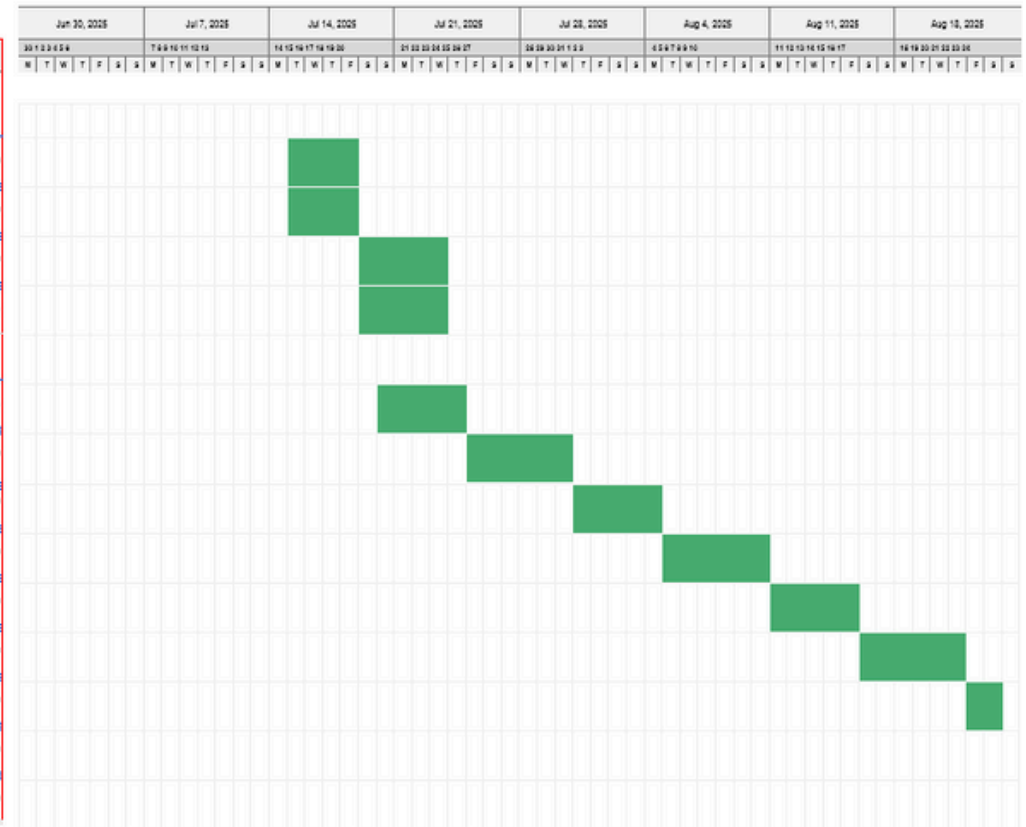
Research Foundation for SUNY

Strategic Plan Schedule FY26-30

Project start: Tue, 7/1/2025

Display week: 1

TASK	ASSIGNED TO	PROGRESS	START	END	Actual \$	Budget \$	Remaining \$
C. Growing Research Competiveness							
1. Data driven communication strategy							
a. Show the positive impact of SUNY research, establishing SUNY's collective strengths, capabilities and resources	I&EA	0%	7/15/25	7/18/25	\$ -	\$ 1.00	\$ 1.00
b. Market SUNY so that researchers, students and industry want to make SUNY home	I&EA	0%	7/15/25	7/18/25	\$ -	\$ 1.00	\$ 1.00
c. Support SUNY government relations efforts at both the state and federal levels	Executive	0%	7/19/25	7/23/25	\$ -	\$ 1.00	\$ 1.00
d. Support marketing of SUNY research to state agencies	Executive	0%	7/19/25	7/23/25	\$ -	\$ (1.00)	\$ (1.00)
2. Diversification of research portfolio							
a. Evaluate changing landscape for Federal F&A recovery and advocate/respond to ensure maximum benefit to SUNY	Finance	0%	7/20/25	7/24/25	\$ -	\$ (1.00)	\$ (1.00)
b. Support unconventional or sponsored funding from agencies that SUNY has not historically partnered with including DoD, DHS and others	SPS	0%	7/25/25	7/30/25	\$ -	\$ 1.00	\$ 1.00
c. Promote an increase to the F&A recovery on state programs operated by SUNY	TBD	0%	7/31/25	8/4/25	\$ -	\$ 1.00	\$ 1.00
d. Advocate and support for addressing state bureaucracy and administrative inefficiencies in research	TBD	0%	8/5/25	8/10/25	\$ -	\$ 1.00	\$ 1.00
e. Serve as a single SUNY-wide point of contact for campuses to industry	TBD	0%	8/11/25	8/15/25	\$ -	\$ 1.00	\$ 1.00
f. Market SUNY as a whole, helping create SUNY-wide centers of excellence	TBD	0%	8/16/25	8/21/25	\$ -	\$ 1.00	\$ 1.00
g. Support administrative efficiencies so that SUNY moves at the "speed of industry"	TBD	0%	8/22/25	8/26/25	\$ -	\$ 1.00	\$ 1.00
h. Increase F&A on industry contracts	TBD	0%	8/27/25	9/1/25	\$ -	\$ 1.00	\$ 1.00
i. Support SUNY recruitment of new research faculty	TBD	0%	9/2/25	9/6/25	\$ -	\$ 1.00	\$ 1.00



Appendix: Operational Plan

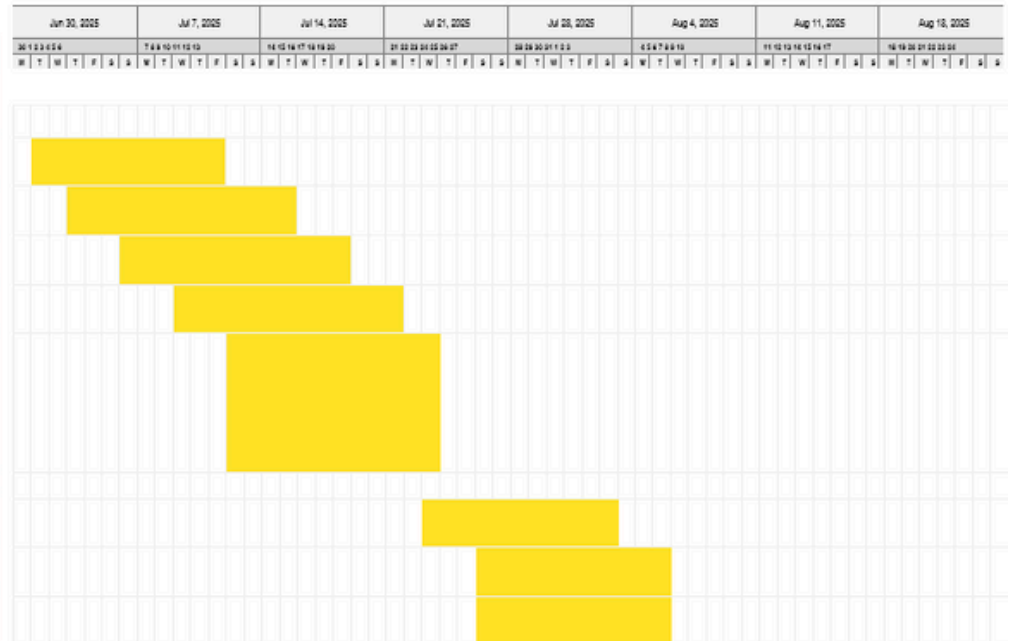
Research Foundation for SUNY

Strategic Plan Schedule FY26-30

Project start: Tue, 7/1/2025

Display week: 1

TASK	ASSIGNED TO	PROGRESS	START	END	Actual \$	Budget \$	Remaining \$
D. Attracting and Retain Talent in Highly Competitive Marketplace							
1. Direct incentives to attract and retain talent							
a. Evaluate class and compensation practice against both local and national peers	Human Resources	0%	7/1/25	7/10/25	\$ -	\$ 1.00	\$ 1.00
b. Re-evaluate incentive bonuses and develop framework for implementation	Human Resources		7/4/25	7/14/25	\$ -	\$ 1.00	\$ 1.00
c. Review telework and remote work policies to promote team-building and creative use of in-office days	Human Resources	0%	7/7/25	7/17/25	\$ -	\$ 1.00	\$ 1.00
d. Modernize and improve physical work space	Finance/ HR	0%	7/10/25	7/20/25	\$ -	\$ 1,000,000.00	\$ 1,000,000.00
e. Provide cross-training and leadership development opportunities							
• Rotations	TBD	0%	7/13/25	7/23/25	\$ -	\$ 1.00	\$ 1.00
• Succession planning							
• Career ladders							
• Evaluation of titles/positions							
• Mentoring							
2. Indirect incentives to attract and retain talent							
a. Create a diverse, equitable and inclusive environment	TBD	0%	7/23/25	8/2/25	\$ -	\$ 1.00	\$ 1.00
b. Provide positive communication through all-hands e-mails, regular all-hands meetings and events	TBD	0%	7/26/25	8/5/25	\$ -	\$ 1.00	\$ 1.00
c. Market meaningful mission of RF and NY strong support for Higher Ed	TBD	0%	7/26/25	8/5/25	\$ -	\$ (1.00)	\$ (1.00)

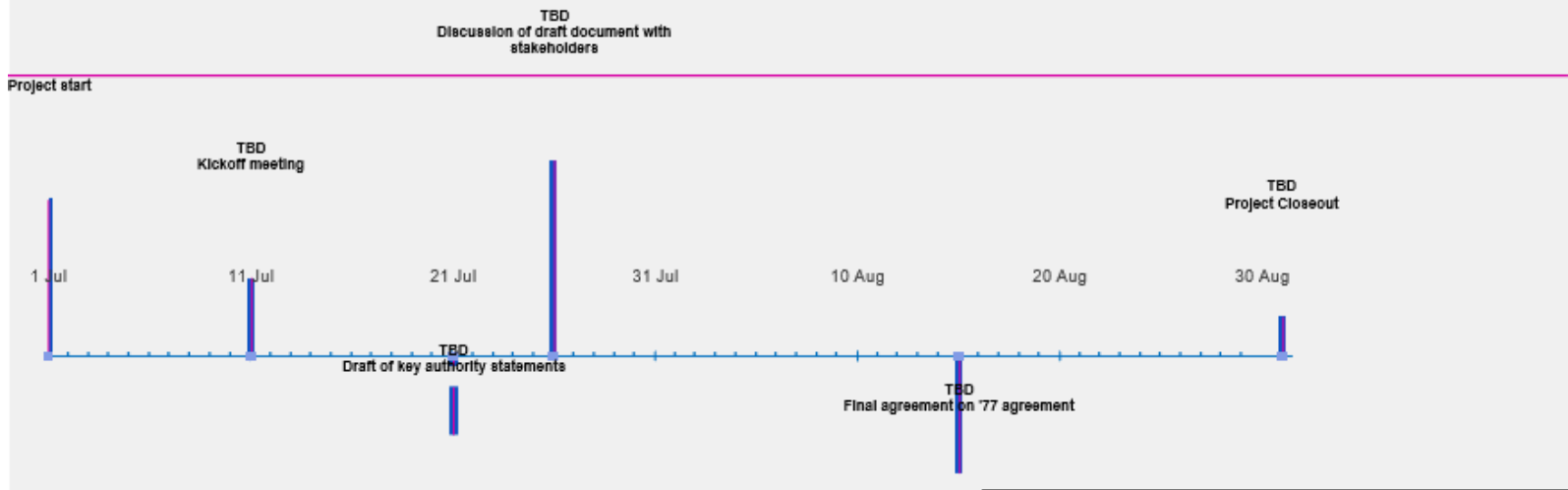


Appendix: Operational Plan

Research Foundation for SUNY

Strategic Plan Schedule FY26-30

a. Review and document role and authority pursuant to '77 agreement
Budget \$(1.00)



Project Milestones

DATE	Ref #	MILESTONE	ASSIGNED TO	POSITION
07/01/2025		Project start		20
07/11/2025	1	Kickoff meeting	TBD	10
07/21/2025	2	Draft of key authority statements	TBD	-10
07/26/2025	3	Discussion of draft document with stakeholders	TBD	25
08/10/2025	4	Final agreement on '77 agreement	TBD	-15
08/31/2025	5	Project Closeout	TBD	5

Success Tracker

Reference	Date Complete	% Milestones Achieved	Notes
1		20%	
2		40%	
3		60%	
4		80%	
5		100%	