



SUNY RESEARCH FOUNDATION

2021 OPERATING PLAN

May 2020



Summary:

In compliance with the 1977 Agreement between the RF and SUNY, and guided by the RF's [mission, vision, values, and Strategic Plan](#), the RF issues an annual Operating Plan and Budget for the fiscal year.

Due to the unprecedented impact of the COVID-19 pandemic on the SUNY community, RF operations must be more agile than ever to support our campuses, provide superior service, maximize effectiveness, and increase cost efficiency.

The RF's Fiscal Year 2021 Operating Plan and Budget are presented here with the full understanding by RF leadership that planning must account for contingency and change. In a climate of financial uncertainty and spending reduction we must plan responsibly to meet the challenges faced by faculty, students, and administrators across the SUNY research community and by society as a whole.

Working with our SUNY counterparts our focus is preparedness, for now and for the future, to ensure we weather the storm and emerge on the other side in a position of stability and strength.

Fiscal Year 2021 Initiatives

Carry-over initiatives from fiscal year 2020

Project Name	Description
Campus Operation Profiles	Through a partnership between SUNY System Administration, RF Central Office, and SUNY's 30 state-operated campuses, develop a framework to measure the cost-efficiency and effectiveness of RF operations across the enterprise.
Cloud Migration and EBS Upgrade	Upgrade core hardware and Oracle Enterprise Business System (EBS) from Release 12.1.3. to 12.2.X, including other impacted systems by the Oracle EBS upgrade, especially RF Report Center (Business Intelligence application).



2021 Priority 1 Initiatives - Mandatory

Initiative	Description	Supports Goal(s)
PACS Portal 9 Upgrade including upgrading all Modules	Upgrade of the SUNY PACS Portal from its current version used by the RF to the latest adaptation, Portal 9, thereby ensuring continued support of System-to-System submissions for campus funding and setting the foundation for future module level improvements.	1. Provide Superior Service 2. Maximize Effectiveness 3. Increase Cost Efficiency
Tech Transfer Accounts Receivable Data Feed	Implement system changes to ensure we have a standardized approach across the enterprise to account for receivables from licensees.	1. Provide Superior Service 2. Maximize Effectiveness

2021 Priority 2 Initiatives - Strategic

Initiative	Description	Supports Goal(s)
SUNY Ventures	Establish SUNY as the premier university system in the world for innovators and entrepreneurs to start and scale new ventures. SUNY Ventures is envisioned to be an engine of economic growth by helping more new spinout companies start strong and enabling the current portfolio of companies across the SUNY enterprise to accelerate commercialization and grow healthy in New York.	1. Provide Superior Service 2. Maximize Effectiveness
SUNY Venture Advisors	SUNY Venture Advisors are top tier management and business talent who actively advise SUNY-affiliated innovators, entrepreneurial teams, and portfolio companies on the business and commercialization resources, subject matter expertise, and domain knowledge needed for their ultimate success. Advisors will be assigned by region and industry sector to support teams on campus. Expected to onboard first cohort in April 2020, subject to adjustment for campus closures due to Covid19.	1. Provide Superior Service 2. Maximize Effectiveness



2021 Priority 3 Initiatives – Departmental

Project Name	Description	Supports Goal(s)
Technology Transfer and Commercialization Data Feed (Inteum)	This project builds from a FY20 project to evaluate the establishment of a data feed from Inteum that will automatically populate data to the Technology Transfer KPI Dashboard from Inteum.	1. Provide Superior Service 2. Maximize Effectiveness
Technology Transfer Integration Dashboard	During FY20, SUNY Polytechnic Institute, SUNY Upstate Medical University, and University at Albany integrated local technology transfer operations with RF's central office. This project includes the evaluation of Inteum and Report Center to determine how to implement a dashboard to display each campus' intellectual property portfolio's progression around the technology transfer lifecycle.	1. Provide Superior Service 2. Maximize Effectiveness
Information Technology Process Improvement	Includes various no cost IT process improvement initiatives that will improve system performance and achieve better monitoring and cost savings.	1. Provide Superior Service 2. Maximize Effectiveness 3. Increase Cost Efficiency



Fiscal Year 2021 Budget

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.

The FY 2021 Contingency budget includes a 10% reduction in spending when compared to the FY 2020 approved operating plan. These savings were achieved through reductions in each category of spending and from virtually every department. Fiscal year 2020 actual spending will approximate our FY 2020 budget. Surpluses remaining at the end of FY 2020 will be used in FY 2021 to complete projects started in FY 2020 and offset spending in FY 2021. Revenues are expected to remain flat in FY 2021 when compared to FY 2020 based upon all information available at this time.

Systemwide Initiatives will be unchanged when compared to prior year, with costs limited to repayment of PACS and continuation of the Campus Profiles project. The Oracle upgrade, begun in FY 2020, will be initially funded by the Corporate Reserve and replenished over a six-year period. Since planned spending in FY 2020 did not reach planned replenishment amounts, only those costs actually incurred will be replenished in FY 2020 and the amount replenished in FY 2021 will be funded from prior year Central Office operational savings, thus reducing the amount to be assessed to campuses.

SUNY Strategic Support will grow by approximately 6% in FY 2021, totaling \$2.8 million as compared to \$2.7 million in FY 2020 and is tied directly to a three-year weighted average of revenue generation at the campuses.

The fringe rate will remain unchanged in FY 2021 at 41%. There is presently no cost of living increase in salaries for all central office employees in the FY 2021 budget.



The following tables provide a reconciliation of the Board Allocated Uses of Funds to the funding of the Central Office budget.

	2020 Plan	2021 Planned Budget	2021 Contingency Budget
	(in millions)		
<i>Funding of Central Office Budget</i>			
Campus Funds for CO Operation	\$ 24.9	\$ 24.2	\$ 22.6
Campus Funds for Initiatives & External Borrowing	1.7	1.7	1.1
Campus Funds for Campus Services	0.3	0.7	0.7
Total Campus Funding	\$ 26.9	\$ 26.6	\$ 24.4
<i>Central Office Budget Expenses</i>			
Salaries and Fringe Net of Reimbursements	\$ 16.6	\$ 17.5	\$ 15.8
Campus Initiatives and External Borrowing	1.2	1.7	1.1
IT Including Outsource and Pass Thru	4.3	3.7	3.6
Facilities	0.8	0.7	0.7
Insurance/Fees	1.2	1.1	1.1
Corporate Reserve replenishment	0.5	-	-
Other Costs	2.0	1.2	1.4
Total Central Office Operations	\$ 26.6	\$ 25.9	\$ 23.7
<i>Campus Services</i>			
Salaries and Fringe	0.3	0.7	0.7
Total Central Office Budget Expenses	\$ 26.9	\$ 26.6	\$ 24.4
Surplus / (Deficit)	\$ -	\$ -	\$ -



Funding the Fiscal Year 2021 Budget

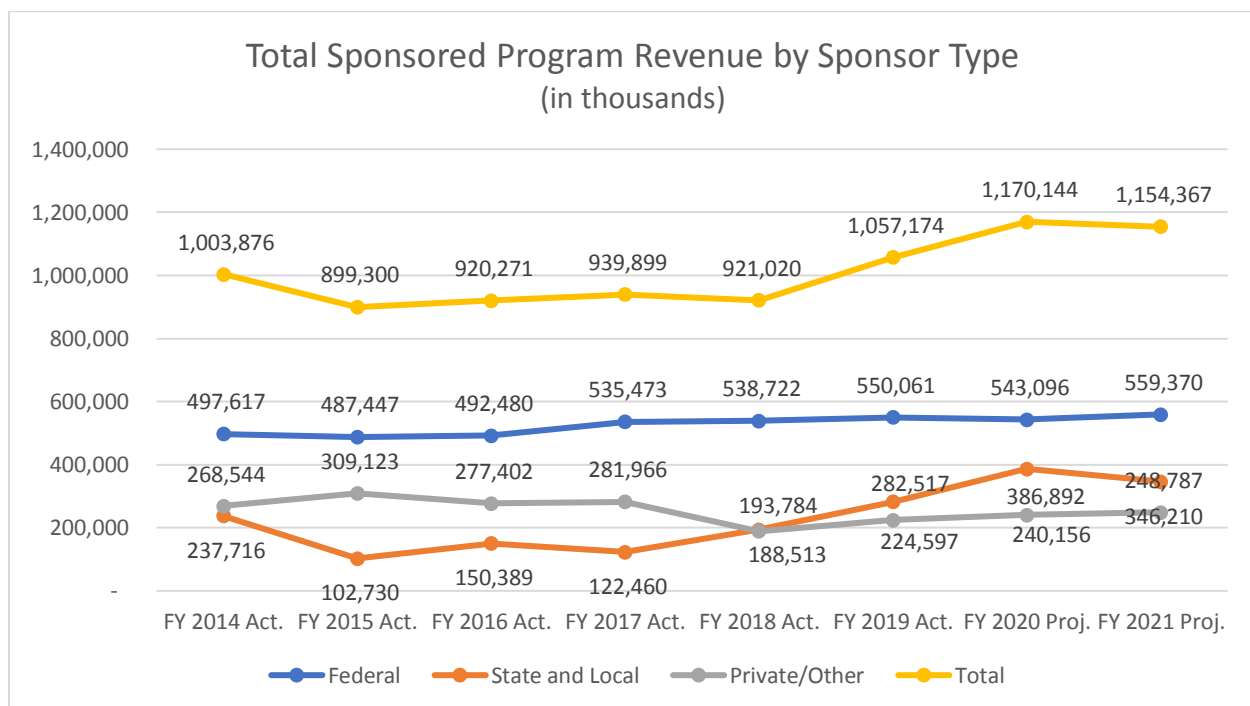
The following table presents campus research, agency and other revenue for each of the periods presented. Projected amounts are primarily based on campus estimates.

	2020 Plan	2021 Planned Budget	2021 Contingency Budget
	(in millions)		
<i>Direct Funding</i>			
Grants and Contracts Direct Costs	\$ 1,023.3	\$ 1,007.3	\$ 1,007.3
Agency Services Direct Costs	152.3	149.1	149.1
<i>Total Direct Funding</i>	\$ 1,175.6	\$ 1,156.4	\$ 1,156.4
<i>Board Allocated Funding</i>			
Grants and Contracts Indirect Costs	\$ 142.5	\$ 147.1	\$ 147.1
Investment Income (gross)	18.1	23.4	23.4
Fees Paid by Third Parties for Service Centers	9.6	2.1	2.1
Agency Services Indirect Costs	6.2	6.0	6.0
Royalties from Licenses (gross)	6.0	4.0	4.0
Other Campus Activity	8.9	7.0	7.0
<i>Total Board Allocated Funding</i>	\$ 191.3	\$ 189.6	\$ 189.6
Total Sources of Funds	\$ 1,366.9	\$ 1,346.0	\$ 1,346.0
<i>Board Allocated Uses</i>			
Campus Operations and Research Support	\$ 158.6	\$ 157.6	\$ 159.8
Central Office Operations	25.2	24.9	23.3
SUNY Strategic Plan Support	2.7	2.9	2.9
Royalties paid to Inventors (approx. 40% of total)	2.4	1.6	1.6
Campus Initiatives and External Funding	1.2	1.7	1.1
Investment Advisory Fees	0.7	0.9	0.9
Corporate Reserve	0.5	-	-
Total Board Allocated Uses of Funds	\$ 191.3	\$ 189.6	\$ 189.6



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.





Sponsored Program Revenue by Campus

Campus Name	Actual						Projections	
	2014	2015	2016	2017	2018	2019	2020	2021
University at Albany	\$ 89,065,519	\$ 80,774,763	\$ 89,272,408	\$ 102,993,269	\$ 92,768,757	\$ 99,315,425	\$ 97,900,000	\$ 88,900,000
SUNY Polytechnic Institute (CNSE)	365,508,174	256,783,744	277,235,420	12,707,422	12,677,035	9,437,732	8,784,569	9,491,019
SUNY Center for Economic Development				258,168,013	227,998,726	342,430,265	447,600,000	426,100,000
Binghamton University	31,662,356	35,727,510	36,737,676	39,815,566	47,475,298	48,569,718	49,647,000	50,143,470
University at Buffalo	151,012,729	157,749,767	167,226,517	163,999,848	170,417,108	178,416,336	178,000,000	179,780,000
Stony Brook University	160,122,436	169,066,924	160,520,047	169,248,627	180,639,187	191,723,351	194,893,000	201,893,235
SUNY Downstate Medical Center	60,631,230	49,440,828	48,434,001	47,489,095	49,682,917	50,022,587	52,250,000	54,400,000
Upstate Medical University	33,236,841	29,824,041	30,816,692	33,327,448	32,868,096	35,056,817	33,973,387	36,003,737
SUNY Brockport	4,788,443	4,695,668	5,217,542	5,080,836	5,182,313	5,220,995	6,203,887	3,719,254
Buffalo State College	23,026,462	22,776,578	23,015,470	23,643,089	22,654,678	13,552,031	11,149,460	10,684,500
SUNY Cortland	3,867,115	3,171,049	2,963,936	3,015,737	2,914,391	2,719,492	2,945,600	2,945,600
SUNY Fredonia	2,625,962	2,599,925	2,653,669	2,546,489	2,041,925	2,006,030	1,922,031	1,935,926
SUNY Geneseo	709,767	1,398,793	1,355,397	1,301,639	1,552,714	1,690,534	1,770,000	1,835,000
Old Westbury	2,265,181	2,711,032	1,791,742	1,466,845	1,754,931	2,058,660	2,570,444	2,596,149
SUNY New Paltz	3,662,523	3,619,884	2,614,831	2,488,124	2,491,789	2,679,799	3,632,023	2,657,897
College at Oneonta	5,787,779	5,423,984	5,751,914	5,683,716	5,963,986	5,694,995	5,518,919	5,773,872
SUNY Oswego	5,804,016	5,481,440	4,902,706	5,381,634	4,754,329	4,785,109	4,880,812	4,978,428
SUNY Plattsburgh	4,576,436	4,250,454	4,469,521	5,644,903	5,985,044	5,826,094	5,781,000	4,925,000
SUNY Potsdam	2,714,976	2,721,782	2,947,974	3,116,404	3,040,888	2,560,008	2,847,000	2,927,800
Purchase College	1,815,692	1,724,193	2,018,983	1,946,797	2,006,686	1,694,405	1,767,000	1,854,000
SUNY Polytechnic Institute (SUNYIT)	1,513,462	1,514,681	1,356,326	825,204	654,252	577,154	614,081	391,126
Empire State College	1,513,032	1,602,730	1,195,008	1,078,529	1,545,472	1,383,636	3,742,325	3,079,479
Alfred State College	718,296	487,855	1,306,823	1,307,549	1,245,416	621,489	1,238,150	1,211,300
SUNY Canton	1,412,600	1,339,904	1,235,132	1,325,345	1,154,585	1,210,078	1,204,200	1,247,000
SUNY Cobleskill	1,746,017	1,531,788	1,586,782	1,709,391	1,570,276	3,122,972	1,960,000	2,607,000
SUNY Delhi	253,642	283,628	317,494	188,735	194,980	196,510	228,300	209,300
Farmingdale State College	4,588,302	3,720,438	3,773,079	3,939,079	2,941,694	3,873,689	5,124,602	4,926,040
Morrisville State College	1,102,903	1,032,745	866,385	1,028,049	2,229,792	1,911,338	1,531,457	2,512,196
SUNY ESF	14,563,048	15,645,173	15,307,676	16,618,895	14,389,545	15,581,724	16,150,000	16,513,516
Maritime College	771,646	886,072	239,839	768,453	301,795	279,437	156,983	49,937
College of Optometry	3,058,834	3,222,881	3,624,982	3,046,363	2,857,201	2,727,173	3,182,662	3,300,378
Sys. Admin - Provost	19,750,578	28,089,450	19,514,777	18,997,902	17,063,726	20,228,755	20,975,000	24,775,000
Grand Total	\$ 1,003,875,997	\$ 899,299,704	\$ 920,270,746	\$ 939,898,996	\$ 921,019,531	\$ 1,057,174,337	\$ 1,170,143,892	\$ 1,154,367,159



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.