



SUNY RESEARCH FOUNDATION

2024 OPERATING PLAN

June 2023



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.

As with the previous year, this year's Operating Plan and budget are presented again with the full understanding by leadership that we must plan with agility and continue to anticipate contingencies and change. As our post-pandemic "new normal" evolves, SUNY and the RF will continue to face unprecedented challenges for our respective workforces. For example, several campus Operations Managers have noted their challenges with staff recruitment and retention as workers re-evaluate their priorities for work-life balance, commuting vs. working remotely, and other considerations. Specific to research administration, open positions need to be filled across the enterprise. In response, the RF Central Office has already implemented several cross-departmental efforts to address these challenges. These include over 70 virtual learning and development programs; practical trainings on the "Future of Work;" Elevation Series Master Class for RF/SUNY managers; campus design teams to review teleworking practices; campus sessions on succession planning and leadership development; and emphasis on building an RF culture that includes professional credential study groups, community service and interest groups, and recognition and appreciation programs. In addition, working with SUNY, the RF will be going through a period of leadership and structural transition.

Many of the projects we have been working on the last several years (e.g. PACS, Oracle Upgrade, Cloud Migration, Campus Operations Profiles) have provided a strong foundation to explore integrated services to decrease compliance risk and address the changes in the SUNY landscape (e.g., personnel retirement and/or attrition, reduced revenues, etc.). Cybersecurity and investment in IT systems to drive automation, efficiency and integration remain priorities as well.



Fiscal Year 2023 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 Fiscal Year 2024 budget increases spending by 7% compared to the Fiscal Year 2023 budget. This increase is due to the sustained impact of inflation and includes, similar to 2023, investment in people and contractual increases for outside services. The Fiscal Year 2024 budget provides for a 3% cost of living increase as well as up to 2% discretionary increase in salaries for all Central Office employees. This represents a larger increase in the across the boards compared to prior years due to persistently elevated inflation rates while continuing to provide a merit pool to recognize high performers. The fringe rate remains unchanged at 40% for Fiscal Year 2024. The costs of services for IT systems and support as well as insurance continue to rise and are incorporated into the Fiscal Year 2024 budget, including approximately \$700,000 of improvements to cybersecurity, as we continue to commit to providing superior, more secure systems and services to our campuses.

Systemwide initiatives will be relatively unchanged when compared to the prior two years, with costs primarily for repayment of PACS (expected to be completed by Q3 of FY 2025) and numerous smaller projects. The Oracle Upgrade and Cloud Migration project, begun in FY 2020 and completed in FY 2022, was initially funded by the Corporate Reserve which has been replenished and is now consistent with an independent study performed in 2020. Central Office will continue to use the existing fund balance to pay for the capital renovation project at 35 State Street which is expected to be complete in Fall 2023. Prior year surpluses in operations as well as investment income will be used to fund the payment for the Oracle Upgrade and Cloud Migration in FY 2024 as well as several other initiatives, thus reducing the amount to be assessed to campuses while maintaining scheduled pay back.

RF Central Office continues to serve campuses through centralization and integration of sponsored program and technology transfer operations. These services are provided in support of the collective goals of the state, SUNY, and the RF to grow research, increase the number of students involved in research, bring more SUNY technologies to market, grow more SUNY startups and make SUNY the first-in-nation system of public higher education for an entrepreneurial culture. The costs of providing these services are included in the Fiscal Year 2024 budget and will be assessed to the benefiting campuses.



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

	2023 Plan		2024 Plan	
	(in millions)			
Funding of Central Office Budget				
Campus Funds for CO Operation	\$	25.1	\$	27.7
Campus Funds for Initiatives & External Borrowing		1.0		0.3
Campus Funds for Campus Services		1.6		1.7
Total Campus Funding	\$	27.7	\$	29.7
Central Office Budget Expenses				
Salaries and Fringe Net of Reimbursements	\$	17.7	\$	19.5
Campus Initiatives and External Borrowing		1.0		0.3
IT Including Outsource and Pass Thru		4.0		4.6
Facilities		0.7		0.7
Insurance/Fees		1.2		1.4
Other Costs		1.5		1.5
Total Central Office Operations & Initiatives	\$	26.1	\$	28.0
Campus Services				
Salaries and Fringe		1.6		1.7
Total Central Office Budget Expenses	\$	27.7	\$	29.7
Surplus / (Deficit)	\$	-	\$	-



Funding the Fiscal Year 2024 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.

	2023 Plan		2024 Plan	
	(in millions)			
Direct Funding				
Grants and Contracts Direct Costs	\$	900.4	\$	1,005.4
Agency Services Direct Costs		175.4		180.9
Total Direct Funding	\$	1,075.9	\$	1,186.3
Board Allocated Funding				
Grants and Contracts Indirect Costs	\$	169.2	\$	191.3
Investment Income (gross)		37.6		40.6
Fees Paid by Third Parties for Service Centers		1.9		2.0
Agency Services Indirect Costs		6.7		6.6
Royalties from Licenses (gross)		2.6		3.8
Other Campus Activity		4.7		7.1
Total Board Allocated Funding	\$	222.7	\$	251.4
Total Sources of Funds	\$	1,298.7	\$	1,437.7
Board Allocated Uses				
Campus Operations and Research Support	\$	188.8	\$	214.7
Central Office Operations		26.7		29.4
SUNY Strategic Plan Support		3.0		3.3
Royalties paid to Inventors (approx. 40% of total)		1.0		1.5
Campus Initiatives and External Borrowing		1.0		0.3
Investment Advisory Fees		2.1		2.2
Total Board Allocated Uses of Funds	\$	222.7	\$	251.4



Fiscal Year 2024 Proposed Projects

Priority Level 1: Compliance / Infrastructure

Project Name	Description
Strategic Plan	The current Strategic Plan was to expire on 6/30/23 and has been extended through 6/30/24. A new Strategic Plan will be developed with input and participation from campus leaders, SUNY System, and the RF Board.
Secure Act: 2.0 Optional Retirement Enhancements	The provision of Secure Act 2.0 requires adding a Roth option to the Optional Retirement Plan (403b) and requires catch-up contributions made to a retirement plan that must be designated as Roth contributions for participants earning \$145,000 or more.
ORCID ID	ORCID, Open Research and Contributor ID, is a unique digital identifier that links researchers to their scholarly works regardless of institutional affiliation, moves or names. Its use by PIs is voluntary currently but starting in the Fall, NSF will require that Bio sketches are developed using SciENcv which requires ORCID. Due to the other requirements outlined in NSPM-33, it is anticipated that ORCID will be required in 3-4 years by all federal funding agencies.
CNSE / UAlbany Reunification	The SUNY Board of Trustees voted to formally begin the process of transferring the College of Nanoscale Science and Engineering (CNSE) back to the University at Albany. This will require various application system updates and a merge of data in the business system from two campus locations to one.
SUNY PACS Roadmap Upgrades	As we continue the PACS roadmap, an upgrade to the Portal & IRB module will be done to address product version alignment with the UB instance of the product.
Database Upgrades for SOA and ECC	SOA is a software development model that allows services to communicate across different platforms and languages to form applications. ECC certification is an after-the-fact review to determine that the salaries charged to sponsored awards accurately reflect the work performed. We plan to upgrade these databases to version 19c.



Priority Level 2: Strategic

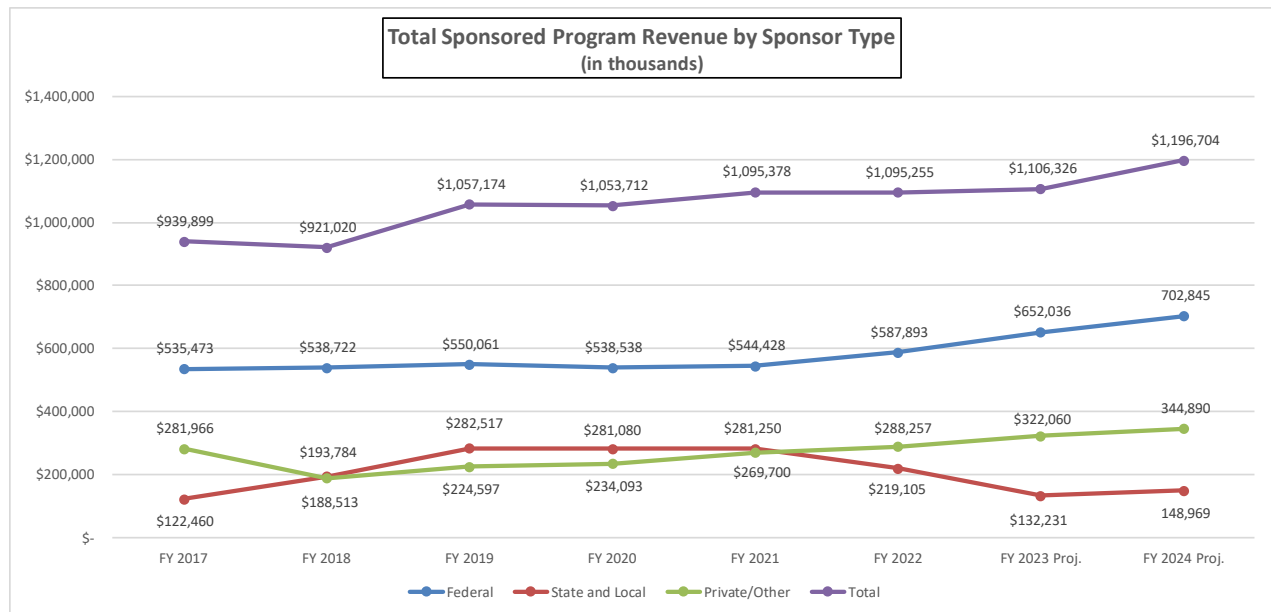
Project Name	Description	Strategic Goals
RFP for ITS Managed Services	The department will begin the RFP process to solicit bids for providing IT Managed Services to the RF. This will include, but are not limited to, desktop support services, customer service support, and networking.	Provide Superior Service Maximize Effectiveness Increase Cost Efficiency
Website Redesign: Phase 1: ITS Subsite Analysis	Given the challenges voiced by our website visitors, this project is to provide them with an improved web experience. Phase 1 is the analysis and evaluation of current and new content management system and tools available based on business needs.	Provide Superior Service Maximize Effectiveness
RF Report Center PI Dashboard Redesign Analysis	Redesign the Principal Investigator Dashboards to be more streamlined and to provide an effective solution for monitoring their research grants.	Provide Superior Service Maximize Effectiveness

Fiscal Year 2024 Security Initiatives

The RF has added some security initiatives to continue to advance our security posture.

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	
	2017	2018	2019	2020	2021	2022	2023	2024
University at Albany	\$ 102,993,269	\$ 92,768,757	\$ 99,315,425	\$ 94,722,524	\$ 78,655,044	\$ 80,488,369	\$ 93,123,775	\$ 99,035,292
SUNY Polytechnic Institute (CNSE)	12,372,408	12,058,902	7,798,428	9,196,723	10,848,788	11,615,538	13,580,079	12,853,822
SUNY Center for Economic Development	258,503,028	228,616,858	344,069,569	353,053,213	385,592,325	316,155,501	262,552,490	292,075,652
Binghamton University	39,815,566	47,475,298	48,569,718	46,856,468	46,533,629	50,272,913	62,424,933	79,806,197
University at Buffalo	163,999,848	170,417,108	178,416,336	178,355,771	188,593,447	200,988,423	224,200,000	246,620,000
Stony Brook University	169,248,627	180,639,187	191,723,351	194,511,938	205,188,037	247,040,500	257,937,126	273,104,715
SUNY Downstate Medical Center	47,489,095	49,682,917	50,022,587	48,337,043	49,161,766	44,195,850	44,232,956	45,559,946
Upstate Medical University	33,327,448	32,868,096	35,056,817	35,186,759	38,928,226	42,600,941	42,503,809	43,666,481
SUNY Brockport	5,080,836	5,182,313	5,220,995	5,019,216	4,102,979	4,281,903	6,447,983	4,628,916
Buffalo State College	23,643,089	22,654,678	13,552,031	10,305,336	7,893,778	7,719,336	8,477,064	8,572,895
SUNY Cortland	3,015,737	2,914,391	2,719,492	2,202,942	1,768,439	2,115,166	2,405,680	2,416,500
SUNY Fredonia	2,546,489	2,041,925	2,006,030	2,099,614	1,410,745	2,000,707	2,209,298	2,025,000
SUNY Geneseo	1,301,639	1,552,714	1,690,534	1,453,287	1,938,322	2,385,898	2,193,525	1,760,296
Old Westbury	1,466,845	1,754,931	2,058,660	1,858,069	1,952,685	2,403,009	2,223,206	3,855,474
SUNY New Paltz	2,488,124	2,491,789	2,679,799	2,395,932	3,246,842	2,221,610	2,853,664	2,185,900
College at Oneonta	5,683,716	5,963,986	5,694,995	5,242,810	4,527,266	5,380,934	4,558,313	4,456,868
SUNY Oswego	5,381,634	4,754,329	4,785,109	3,546,247	2,902,396	2,654,115	3,747,156	3,859,571
SUNY Plattsburgh	5,644,903	5,985,044	5,826,094	5,337,992	4,585,736	4,509,121	5,233,500	5,660,000
SUNY Potsdam	3,116,404	3,040,888	2,560,008	2,428,951	2,679,308	2,916,553	3,742,200	3,315,800
Purchase College	1,946,797	2,006,686	1,694,405	1,599,927	1,237,349	2,417,935	855,000	817,000
SUNY Polytechnic Institute (SUNYIT)	825,204	654,252	577,154	533,125	566,768	542,837	1,024,112	1,390,121
Empire State College	1,078,529	1,545,472	1,383,636	1,791,918	1,710,680	1,534,129	1,539,000	1,539,000
Alfred State College	1,307,549	1,245,416	621,489	783,902	936,988	1,214,092	1,945,150	1,975,525
SUNY Canton	1,325,345	1,154,585	1,210,078	1,242,811	1,500,782	1,532,661	1,731,126	1,821,800
SUNY Cobleskill	1,709,391	1,570,276	3,122,972	2,272,839	3,977,358	4,145,571	4,033,500	2,981,000
SUNY Delhi	188,735	194,980	196,510	201,249	192,728	185,766	398,141	345,957
Farmingdale State College	3,939,079	2,941,694	3,873,689	3,241,625	2,908,058	2,838,285	3,217,310	3,217,310
Morrisville State College	1,028,049	2,229,792	1,911,338	1,471,961	1,145,772	1,192,874	1,490,839	1,490,839
SUNY ESF	16,618,895	14,389,545	15,581,724	15,822,005	15,681,834	18,119,221	19,603,968	19,025,182
Maritime College	768,453	301,795	279,437	163,425	10,829	226,391	683,372	692,068
College of Optometry	3,046,363	2,857,201	2,727,173	3,063,148	3,059,803	3,896,278	4,017,682	5,194,135
Sys. Admin - VCRED	18,997,902	17,063,726	20,228,755	19,413,214	21,939,787	25,462,250	21,140,000	20,755,000
Grand Total	\$ 939,898,996	\$ 921,019,531	\$ 1,057,174,337	\$ 1,053,711,982	\$ 1,095,378,492	\$ 1,095,254,677	\$ 1,106,325,957	\$ 1,196,704,262



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 Support

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