



Strategic Plan Progress Report

The Year in Review

4th Quarter 2009-2010

Volume 4

Strategic Plan Progress Fiscal Year 2009-2010:

In August 2009, the Research Foundation set forth an ambitious and strategic five-year action plan to 1) provide outstanding sponsored program administration; 2) increase funding and 3) expand IP commercialization in support of SUNY's efforts to revitalize New York State's economy.

One year into the RF Strategic Plan we have made significant advancements toward our strategic goals. Driven by and in alignment with the **Power of SUNY**, we introduced new leadership, developed new operational structures and introduced new methodologies to better leverage existing resources across the SUNY enterprise and facilitate cooperative programs around economic development and entrepreneurship.

The platform is in place to **Grow through Innovation and Collaboration** and to support the development of strategic initiatives such as **SUNY and the Entrepreneurial Century**, **SUNY-INC** and **SUNY StartUP**.

Through quarterly reports and regular updates to our **Strategic Plan website**, we have continued to keep stakeholders, internal and external, informed of our progress, and will continue to do so.

This report summarizes Year One of the RF Strategic Plan. Further information about Year One achievements, including supporting data and financial analysis associated with each of the plan's strategic goals, is available on the **RF Strategic Plan website** and **Data Dashboard**.

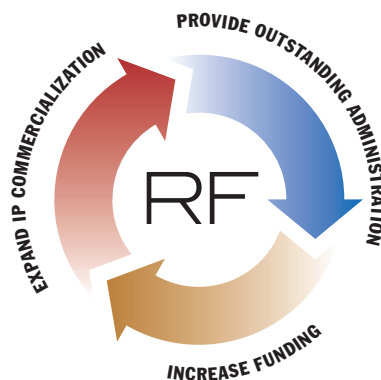


Six Big Ideas

- SUNY and the Entrepreneurial Century
- SUNY and the Seamless Education Pipeline
- SUNY and a Healthier New York
- SUNY and an Energy-Smart New York
- SUNY and the Vibrant Community
- SUNY and the World

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Year One Highlights

- New Leadership**
- Establishing Efficient Operational Structures**
- New Tools and Methodologies**
- Sponsored Program Achievement**
- ARRA Awards**
- Affiliated Corporations and New Connections**
- Research and License Activity**



New Leadership

Go to -> www.rfsuny.org/management

The RF senior leadership team is in place to advance the RF Strategic Plan and to Grow through Innovation and Collaboration:

Bonny G. Boice, executive vice president and chief operating officer (COO)

Sherry Holland, Esq., senior vice president and general counsel

Dr. James Weyhenmeyer, senior vice president for research

Organizational Change

Go to-> www.rfsuny.org/management

Finance

Under **Adam Gibbs**, interim chief financial officer (CFO), the Finance Office has instituted new oversight and processes to enhance the effectiveness and efficiency of the RF operation. Based on Mr. Gibbs' outside perspective, expertise and proven success within the organization, the RF is seeking board of directors' approval to move Mr. Gibbs from his temporary consulting role into the CFO position on a fulltime basis.

Audit

Led by **Michael J. Barone**, interim vice president of internal audit, the audit team is nearing completion of an RF enterprise risk assessment (ERA). The RF board of directors audit committee is considering a longer-term contract with Mr. Barone to support the audit function and implement the new audit plan that is being developed as an outcome of the ERA.

Action and
Credibility

External Relations

The RF has established its external relations function. Key focus areas include enhancing the presence of the RF as a supporter and advocate for the SUNY research enterprise and facilitating coordination of programs that support entrepreneurship and economic development.

Strategy and Planning

A system to prioritize, manage and more effectively report advancement of project work is in place to ensure we are focusing more efficiently on matters that advance the aligned SUNY and RF strategic objectives.

Expanding the Board

We welcomed six new members to our board of directors:

- **Steven N. Fischer:** Business consultant and attorney (formerly chief executive officer and chairman of the board of Mechanical Technology Incorporated)
- **Oscar K. Anderson:** Managing director at Resource America, Inc.
- **Shaun L. McKay, Ed.D:** President of Suffolk County Community College (SCCC)
- **Dr. Meng-Ling Hsiao:** Executive chief consulting engineer for reliability at General Electric (GE)
- **James McNamara:** President and CEO at Endicott Interconnect Technologies, Inc. (EI) and SureScan Corporation
- **Samuel L. Stanley, Jr., M.D.:** President of Stony Brook University

Together, our new board members bring a range of expertise in finance, business, entrepreneurship and higher education. For board member biographies,

Go to -> www.rfsuny.org/board



Establishing Efficient Operational Structures

The design and implementation of new operational structures support the RF and SUNY strategic vision.

Technology Transfer Regionalization

Go to -> www.rfsuny.org/TTO
www.rfsuny.org/dashboard3

In support of “SUNY and the Entrepreneurial Century” Technology Transfer operations have been regionalized across the SUNY research enterprise. Regionalization maximizes our collective resources to commercialize research innovation at SUNY laboratories and programs statewide. TTO regionalization is in the beginning stages and the RF will be coordinating with the TTO directors and other stakeholders throughout the process.

SUNY and the Entrepreneurial Century

TTO HUB

Campuses Supported

Binghamton University

Alfred State College
 SUNY Cortland
 SUNY Delhi

Morrisville State College
 SUNY Oneonta

University at Albany

SUNY Canton
 SUNY Cobleskill
 Empire State College

SUNY Plattsburgh
 SUNY Potsdam

University at Buffalo

SUNY Brockport
 Buffalo State College
 SUNY Fredonia

SUNY Geneseo
 SUNY Oswego

Stony Brook University

Farmingdale State College
 Maritime College
 College at New Paltz

College at Old Westbury
 Purchase College

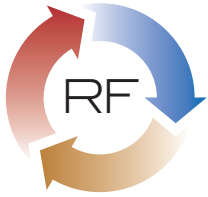
College of Nanoscale Science and Engineering

SUNY Institute of Technology

Operational Excellence in Effort Reporting

A collaboration between campus and central office research administrators is underway to develop a streamlined, electronic effort reporting process. The new process will reduce the administrative burden to the principal investigator (PI) and research support function, ensure compliance through accuracy and education, and drive operational excellence in effort reporting.

Collaboration



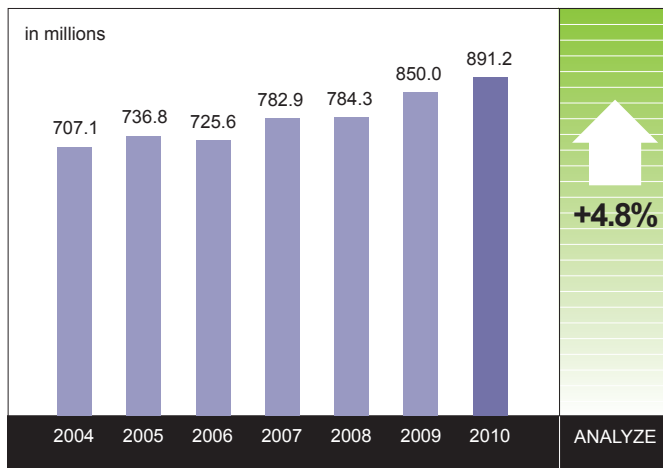
Sponsored Program Achievement

Sponsored program revenue and F&A Cost Recovery increased. An Audit by the Office of the State Comptroller confirmed outstanding administration by Sponsored Programs.

Revenue Increases

Sponsored program revenue increased 4.8% or \$41.2 million over last year. \$29.7 million is due to an influx of American Recovery and Reinvestment Act (ARRA) awards administered by the RF. ARRA funding of \$104.4 million has been awarded through June 30, 2010. The increase without ARRA would have been \$11.6 million or 1.4%.

TOTAL RF SPONSORED PROGRAM EXPENDITURES



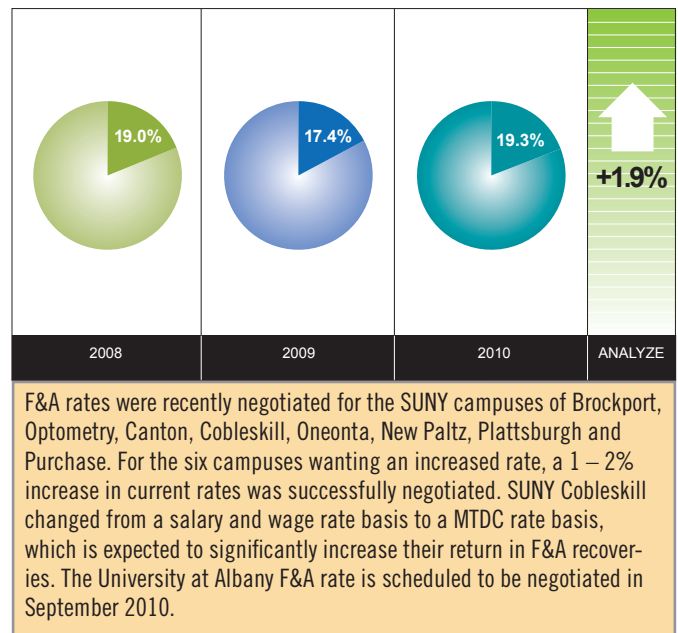
F&A Cost Recovery Ratio Increases

The Facilities and Administrative (F&A) Cost Recovery Ratio, an indicator of the effectiveness of the RF in recovering sponsored program cost, increased 1.9% from 2009 mainly due to the growth in ARRA federal awards. These awards generate higher cost recovery ratios than non-federal awards.

The increased F&A ratio resulted in approximately \$18 million more in F&A returns to help cover costs. These additional revenues are especially important to campuses as they look for ways to supplement the significant loss in state financial support.

The ratio is calculated by dividing the total amount of F&A cost recovered by the total sponsored program direct cost.

FACILITIES & ADMINISTRATIVE (F&A) COST RECOVERY RATIO



Increasing Sponsored Program Funding

Fast Facts for Fiscal Year 2009-2010

282

Number of ARRA Awards

7,314

Number of Awards

1,754

Number of Sponsors

2,660

Number of Principal Investigators



New Tools and Methodologies

New tools and methodologies have been rolled out to support operational structures and commitment to data-driven decisions.

Go to -> www.rfsuny.org/projectstatus

Coeus and Pre-Award Data Collection

Plans to expand the RF-SUNY Coeus® Consortium continue with ESF and Upstate Medical University in the implementation process and Downstate Medical Center expected to follow in the coming months. Coeus is an Electronic Research Administration system that offers proposal preparation, routing and electronic submission capabilities. Efforts are also well underway to collect pre-award data from non-Coeus campuses in order to complete the grant lifecycle and to make proposal data readily available SUNY-wide.

Go to -> www.coeus.org

Research Funding and Faculty Expertise Database

To grow the volume of SUNY research and increase collaboration, the RF is constructing a central repository of faculty research profiles that automatically disseminates targeted funding notices. Private industry, sponsors and economic development officials will be able to identify and connect with faculty on research projects and opportunities. The RF has engaged the **Community of Science** for this work.

Office of the State Comptroller Audit

An April 22, 2010 audit issued by the Office of the State Comptroller (OSC) found compliance with all applicable terms and conditions placed on \$876.1 million of state funding for nanotechnology research between 2000 and 2009 by the RF and its affiliated corporation Fuller Road Management Corporation

Inteum IP Asset Management

The new regional TTO hubs are currently migrating legacy data into the Inteum asset management system to establish a system-wide repository for intellectual property and licensing operations data.

Data Dashboard

A Strategic Plan Data Dashboard was developed to measure achievement toward strategic goals, showing successes and opportunity for continued improvement.

Go to -> www.rfsuny.org/dashboard

Central Office Time Tracking

A new central office time tracking process allows for effort tracking and associating cost with operational and project work.

As the data from these tools accumulates over the coming year, we'll use it to make informed business decisions for operational and strategic planning.

Data Driven Decision Making

Outstanding Sponsored Program Administration

(FRMC). The OSC audit confirms the critical link between the RF's outstanding sponsored program administration and economic revitalization through research, innovation and invention.

Go to -> www.osc.state.ny.us/audits



ARRA Awards



Growth through Innovation and Collaboration
Year 1 Achievements

Outstanding Sponsored Program Administration

ARRA Awards (June 30, 2010)

| Location | Number of Awards | ARRA Funding Amount |
|--|------------------|---------------------|
| University at Albany | 22 | 6,087,469 |
| College of Nanoscale Science & Engineering | 2 | 639,163 |
| Binghamton University | 15 | 4,807,216 |
| University at Buffalo | 91 | 28,851,153 |
| Stony Brook University | 95 | 47,573,993 |
| SUNY Downstate Medical Center | 20 | 8,176,863 |
| Upstate Medical University | 16 | 3,494,587 |
| SUNY Brockport | 3 | 251,707 |
| Buffalo State College | 1 | 697,039 |
| SUNY Cortland | 4 | 1,109,078 |
| SUNY Geneseo | 2 | 352,783 |
| SUNY New Paltz | 1 | 308,646 |
| College at Oneonta | 1 | 899,964 |
| SUNY Oswego | 2 | 120,129 |
| SUNY Potsdam | 1 | 126,525 |
| Purchase College | 1 | 100,902 |
| Empire State College | 1 | 299,284 |
| SUNY Canton | 1 | 29,100 |
| SUNY ESF | 2 | 270,805 |
| College of Optometry | 1 | 219,927 |
| TOTAL | 282 | 104,416,333 |

Go to -> www.rfsuny.org/accomplishments2

Economic Recovery and Job Creation

Sponsored Programs administered 282 awards totaling \$104,416,333 under ARRA as of June 30, 2010. For the quarterly reporting period ending June 30, 2010, the RF reported 282 jobs created/retained. The positive results of ARRA grants will continue long-term as research, innovation and invention continue to drive economic stimulus, job creation, entrepreneurial opportunity and public benefit.

Innovation

ARRA awards fund valuable programs and innovations that advance **SUNY's Six Big Ideas** and help to drive economic recovery for New York State.

Compliance

ARRA compliance is an important focus of the RF's efforts to support PIs. The RF worked with a collaborative team of campus research administrators to meet ARRA's stringent requirements.

For a list of ARRA awards to SUNY campuses,

Go to -> www.suny.edu/GovtRelations/federal/economic_recovery/ARRAawards.cfm

Economic Revitalization



Affiliated Corporations and New Connections

We created new affiliated corporations and established connections with new potential partners.

Affiliated Corporations and New Connections

Go to -> www.rfsuny.org/affiliatedcorp

We advanced four key collaborations that focus on emerging technologies and economic growth:

MARCY Nanocenter at SUNYIT

The RF and the SUNY Institute of Technology (SUNYIT) foundation formed the Fort Schuyler Management Corporation (FSMC), a New York not-for-profit corporation, to facilitate construction of the MARCY facility. This facility will advance the growth of an emerging nanotechnology and semiconductor research and development cluster within New York State.

SUNY Fredonia Technology Incubator

The RF created a new affiliated corporation to manage the Fredonia Incubator, which promotes economic growth in the Western Southern Tier of New York. The facility also embraces an energy-smart “green” design.

Binghamton

The RF, in partnership with Endicott Interconnect, will establish a new, private, not-for-profit corporation to coordinate and manage a consortium of institutions to compete for federal funding in the area

of small scale systems packaging. The partnership will work to meet the Department of Defense’s need for technical solutions that can be applied more efficiently to new products that have both military and commercial uses.

Entrepreneurial Innovation, Inc. (EII)

In support of the entrepreneurial century, the RF is establishing the Entrepreneurial Innovation, Inc. (EII), an affiliated corporation to accelerate the commercialization of promising and innovative SUNY technologies across New York State. The RF is in the process of operationalizing the EII and will be seeking partnerships through a philanthropic raise.

Connecting with Industry

We’ve initiated contact with potential partners to drive economic development. We met with the New York State Foundation for Science, Technology and Innovation (NYSTAR), the New York State Business Council, and the New York State Center of Excellence for Bioinformatics and Life Sciences. We’ve also participated in roundtable discussions on innovation in New York State, organized by the Office of the State Comptroller. We have set up an Entrepreneurial and Economic Development working group to establish other connections and steer these economic development efforts.

Connecting with Community

We’ve laid the groundwork for a dialogue with community colleges to explore how the RF may serve as a valuable resource to community colleges. More conversation is planned in the year ahead.

Setting the Stage
for Investment

“When our campuses join forces with each other and with organizations outside of SUNY, we amplify our expertise, resources, and geographic reach in new and often unexpected ways.”

The Power of SUNY

Research and License Activity

SUNY-sponsored research administered by the RF continues to generate exciting license opportunities as evidenced by activity over the past fiscal year. Highlights include:

Anticancer Compounds

At Stony Brook, a New York-based corporation has obtained an exclusive option to negotiate for commercial rights to anti-cancer compounds and anti-inflammatory peptides.

Optical Biosensor

Binghamton University licensed an optical biosensor to engineer applications in the fields of food safety, the environment, defense and homeland security, and medical diagnostics.

Robotic Surgery

A collaboration between the Center for Robotic Surgery at Roswell Park Cancer Institute and the University at Buffalo's School of Engineering and Applied Sciences has produced one of the world's first simulators that closely approximates the "touch and feel" of the da Vinci™ robotic surgical system. The simulator affords all the features that an experienced surgeon needs to ensure equivalent or superior outcomes to conventional surgery.

Pain Relief

A biotechnology company has licensed patented technology invented at the University at Albany that will support the company's development of pain relief compounds.

Voronoi Diagrams Software

Two non-exclusive license agreements were entered into at Stony Brook for VRONI software, which generates Voronoi diagrams. Applications for these diagrams include nearest neighbor queries, polymer physics, climatology, computer graphics, and defining the position of nuclei within a molecule.

Sensors

In conjunction with a New York state-based company, Stony Brook is developing sensors for environmental testing, energy systems, national security monitoring, bioengineering applications and human/non-human diagnostic testing.

Gene Regulation

At Buffalo, a large research tool company licensed antibodies against the YY-1 transcription factor, which is involved in gene regulation.

Image Reconstruction

Software created at the University at Buffalo Toshiba Stroke Center has been licensed to an X-ray microscope manufacturer. The X-ray microscope will capture data necessary for image reconstruction.

Carbon Fiber Replacement

Graphene Devices Ltd. won first place in the University at Buffalo's business plan competition. The company was awarded more than \$10,000 in seed money and professional business services to develop and commercialize the manufacture and application of graphene films, a one-atom thick layer of carbon that has, among other applications, the ability to replace carbon fiber as a body component in airplanes.

Go to -> www.rfsuny.org/accomplishments3

Expanding IP
Commercialization