Full Cost Model: A Blessing or a Curse?

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Why me here?

- In the last 9 year ran/running 25 projects
- Total subsidy 9.8 MEuro
- Always received positive audits
- Invented timesheets that record matching
- Was “testcees” during kpmg trouble
History

• Was AC in EU projects
• Roughly marginal costs to others
• Full Cost was introduced to us as:
  – We can increase tariffs, yeah!
  – 75% of 180% is more than 120%
  – For the poor calculators in the audience → 135%
  – More money flowing in UvA -> Win-Win!
Result

- External costs have exploded!
- Internal budget is full cost charged!
- This only works at the bottom of the food-chain if compensated
  - $\rightarrow$ matching & “prestatie beloning”
Intermezzo 😊

- "Tevens wordt medegedeeld dat het IC werkt aan onderzoeksstorage tbv O&O. De kosten zullen rond de € 1000 /Tb/j liggen."

- translation: Additional announcement: the IC department is deploying a storage facility for research and education. The costs will be approximately € 1000 /Tb/y

- P.s. Price already lowered from initial € 29000......

- → in Mediamarkt 2 Tbyte costs 100 Euro!

(p.s. They may have made a mistake in units: € 1000 /TB/y !)
External issues

- We are now in the top of most expensive Universities!
- We are avoided as being too expensive!
- In negotiations typically money is equalized!
  - ➔ less MM
  - ➔ less responsibilities
  - ➔ less possibilities to realize ambitions & visions
- Procedures take ages in UvA ➔ irritates consortia.
Internal Issues

• Cost calculations while not yet known what actual personnel will work on the project (if approved)

• Approval to submit difficult to get due to vague calculations

• Money flow compensation is totally unclear

• Difficult to start project as wbs-number comes after contract
  – > Only then can one advertise for people
  – > do not assume work in the first few months

• Time writing --> our own system
  – Section to earn salary (1680 h)
  – Section where time can be used for matching
### TimeSheet

#### Paid hours
- Add up to 1680h

#### Matching
- Applicable hours
- Obey rules

#### Sums
- Also summary sheets
Internal Issues - 2

• Rigid system, little room for error:
  – every month in stone
  – 1680 is total year

• During running projects system changed
  – > years of unclear budgeting!

• No easy overview status project

• No easy possibility for dead reckoning
  – > under or overspending

• 4 year AIO on 3 year EU project?
  – How to do science in 15 easy steps for dummies
Internal Issues - 3

- No overview whether money is really coming in!
- No or double payments... (oke, off-track)
- In between projects hiring bridging of people
  - > full cost?
  - > No matching?
- 3e moneystream -> no matching?
  - Is FES 3e ms?
- Matching by 1e moneystream?
  - If I want a pd for 36 MM, should I ask 45 MM?
1. Matching problems de-motivate researchers
2. High cost makes us unpopular in EU
3. I do not find myself responsible for cashing
4. The tight system makes it difficult to bridge between projects or to start on day 1
5. Seems we can only lose money, not have free left over budget, so we optimize losing money!
6. Full cost an sich is fine...
Closing Remark

• Given the explosion of overhead costs I can not resist to remark that we have to do more and more of the bureaucracy ourselves!
  – “zelfbediening”
  – Timesheets
  – Travel cost input in the sap system
  – Etc. etc. etc.
Alien light
From idea to realisation!
CookReport
feb 2009 and feb-mar 2010

november ’08
interview with
Kees Neggers (SURFnet),
Cees de Laat (UvA)

and furthermore
on november ’09

Wim Liebrandt (SURF),
Bob Hertzberger (UvA) and
Hans Dijkman (UvA)

BSIK projects
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