## Mcubed

### Revolutionary seed funding that de-risks institutional investment

#### **Mark Burns**

TC Chang Professor of Engineering Executive Director of Mcubed and Research Innovation Office of the Vice President for Research University of Michigan Ann Arbor, MI







# What is important in advancing university research?

- World-class faculty, students, and staff
- Cutting-edge research facilities
- Key partners in industry, foundations, and government
- Diversity of cultures and thought
- Available resources to initiate research





# What is important in advancing university research?

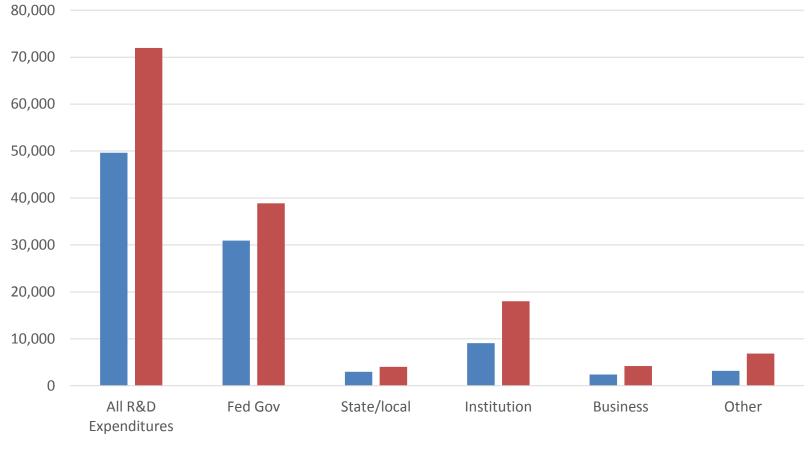
- World-class faculty, students, and staff
- Cutting-edge research facilities
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>>> How can we acquire and strategically distribute those resources to research teams?





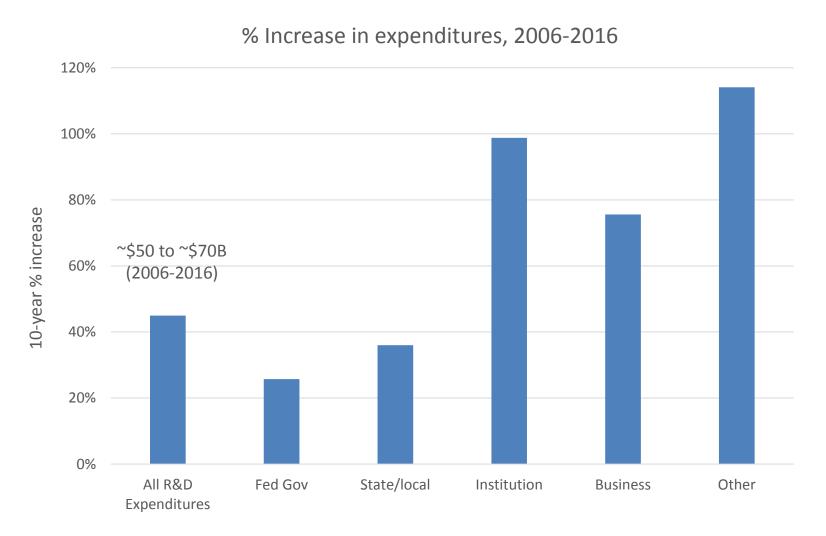
10-Year Increase in Expenditures (in \$M)



2006 2016

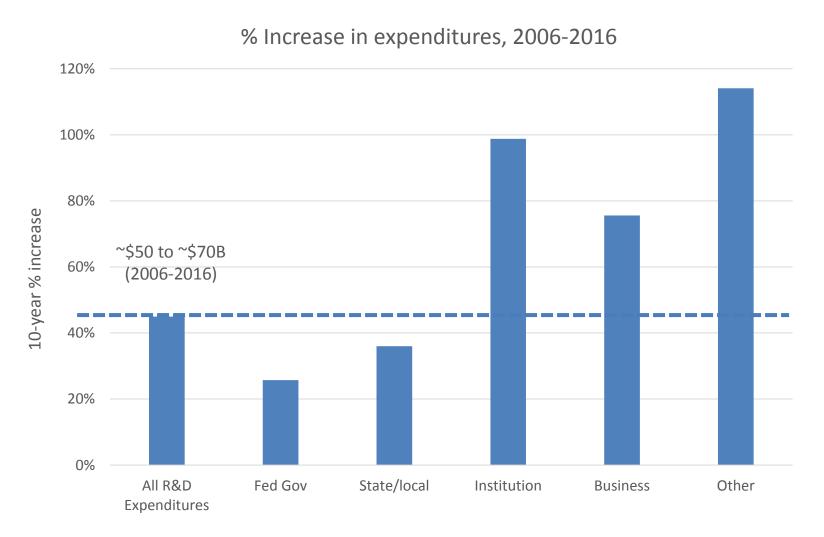






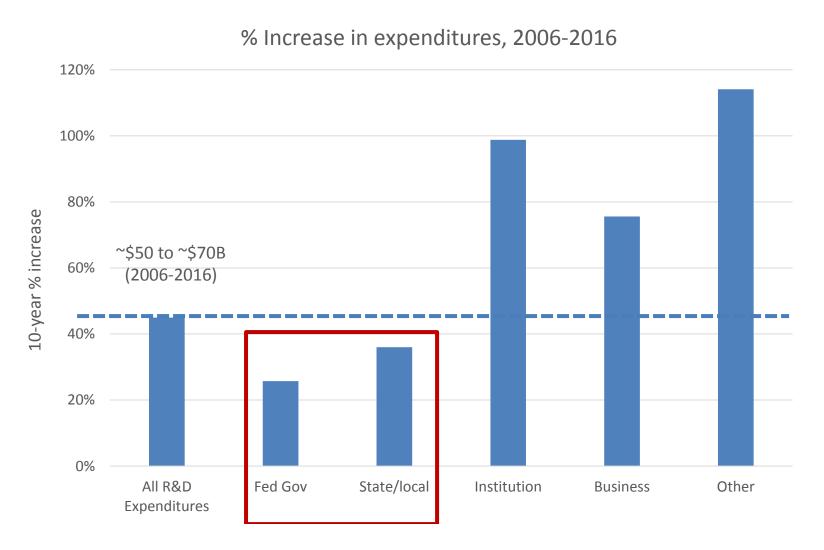






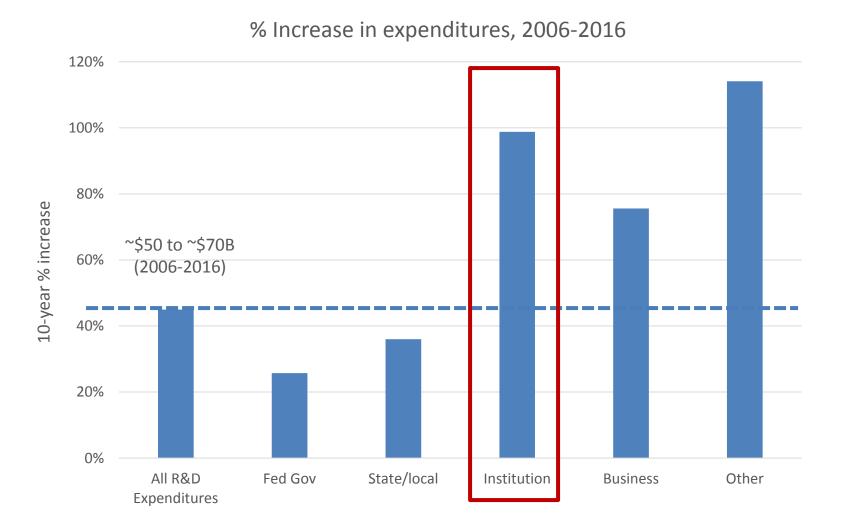






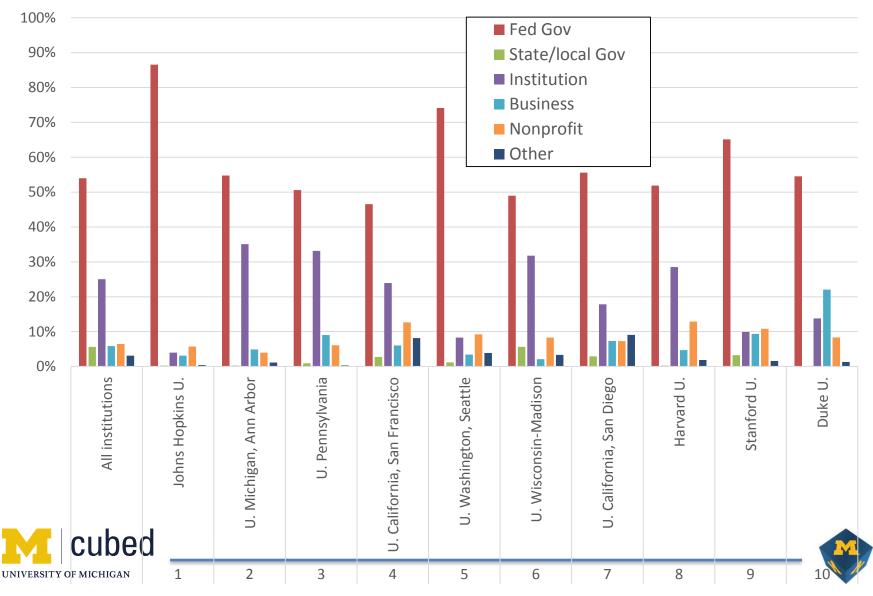


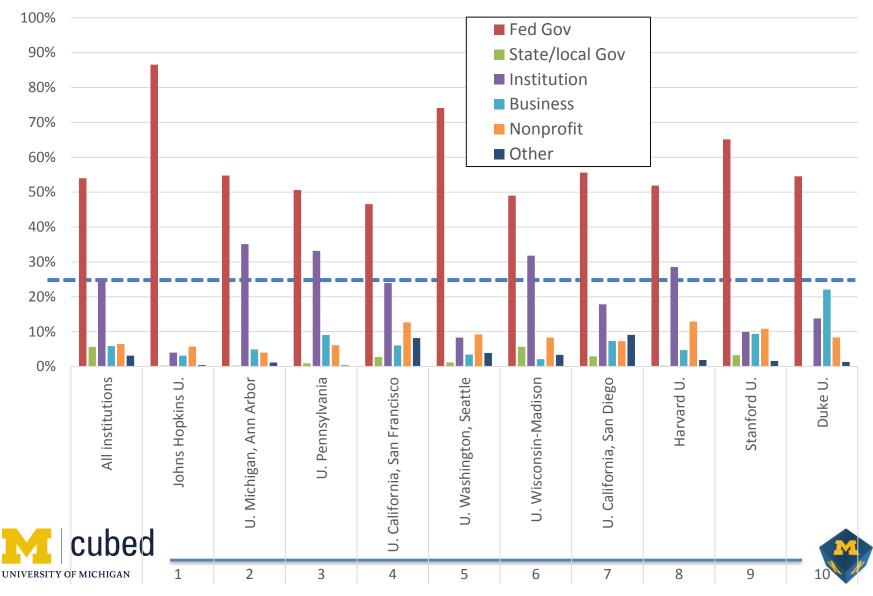


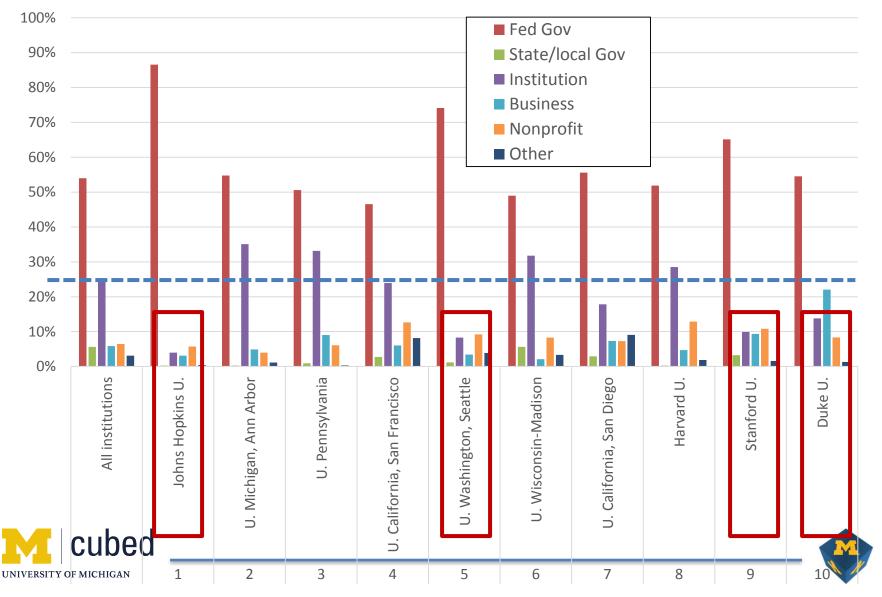


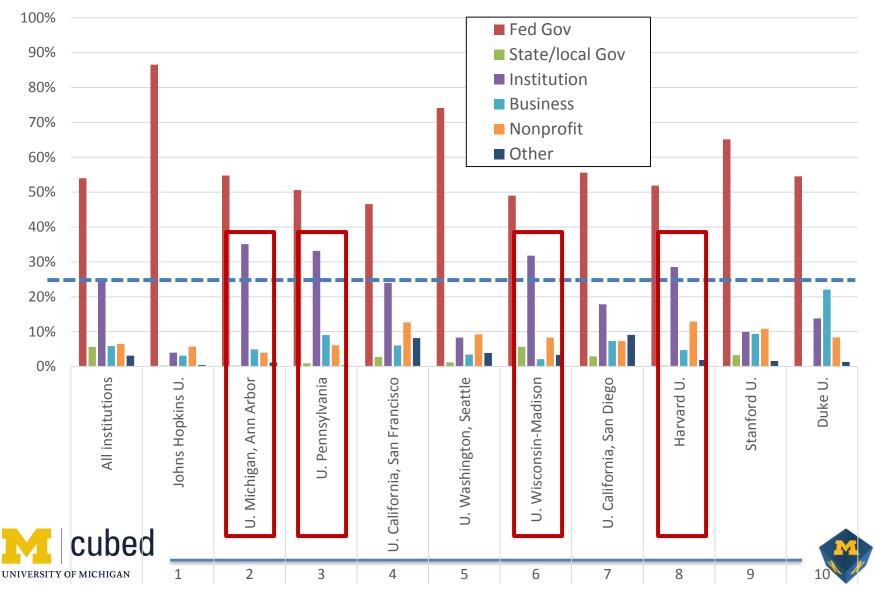












## Universities can strategically invest, but...

- Traditional review can be biased against novel, interdisciplinary research
- Difficult for researchers to collectively advocate for central resources
- Major R1 universities are large; difficult to know who is doing what on campus

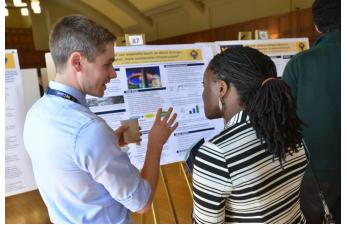


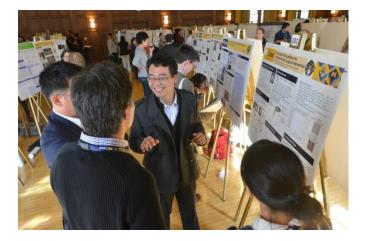




## **Mcubed**

Mcubed provides immediate seed funding without traditional review to multidisciplinary faculty and student research teams (cubes)



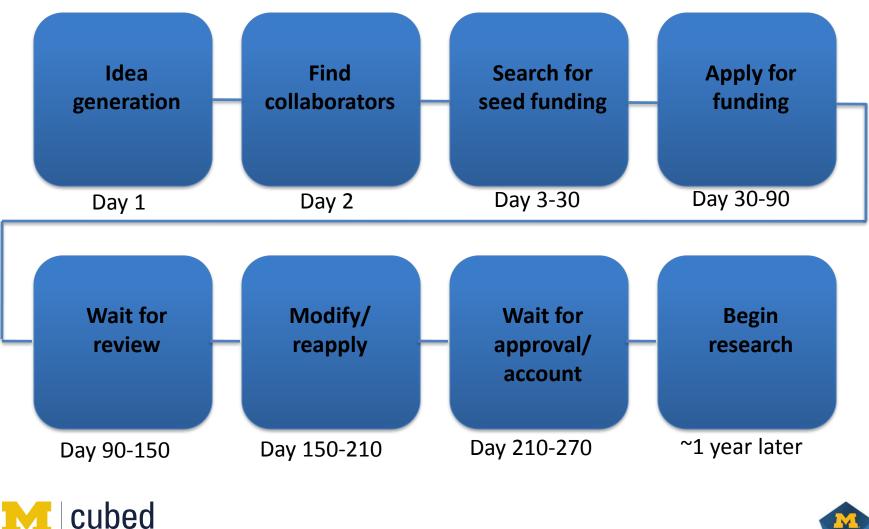








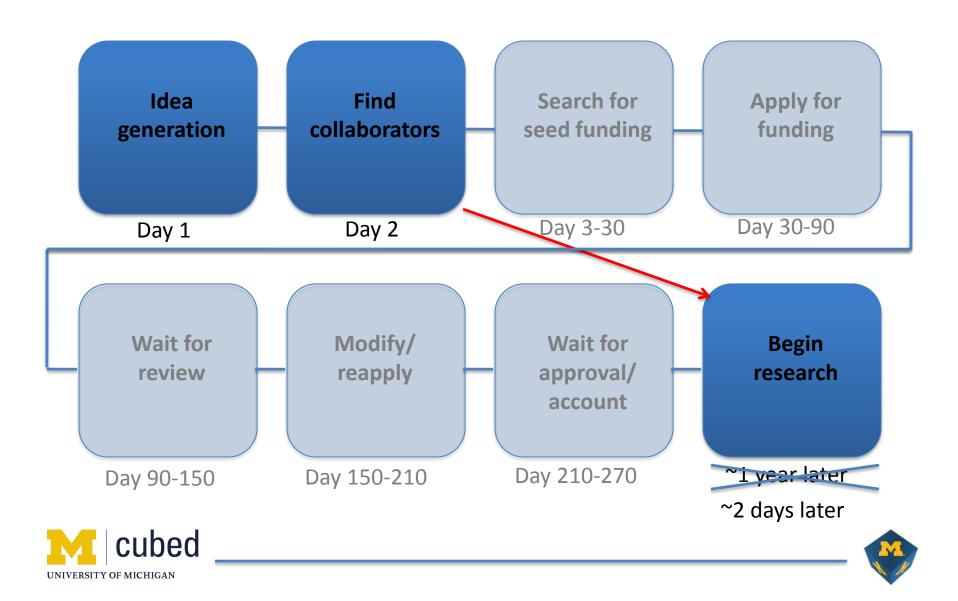
## **Timeline: traditional funding**



UNIVERSITY OF MICHIGAN

M

## **Timeline: Mcubed**



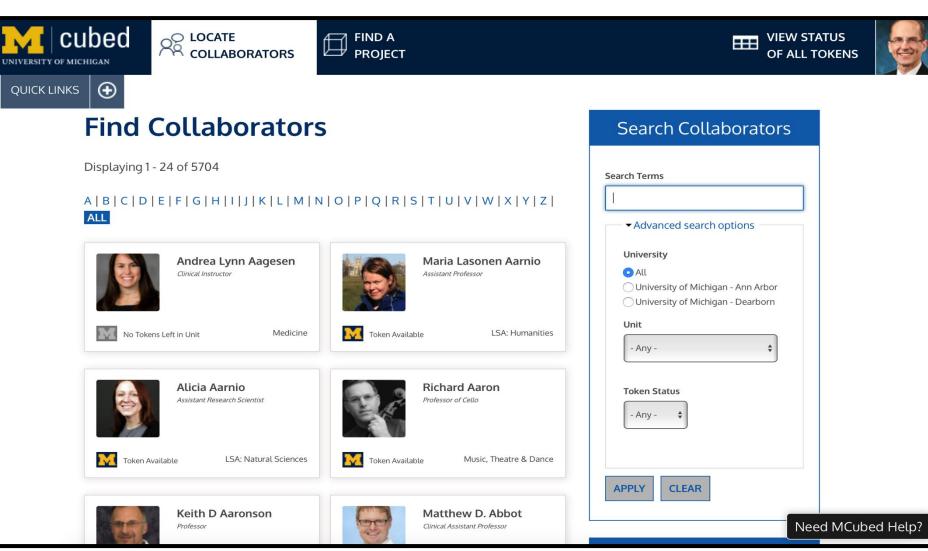
## **How Mcubed works**

- Faculty get virtual token, based on unit-defined eligibility
- Faculty post project ideas on Mcubed website (mcubed.umich.edu)
- 3 faculty, 2 different units = \$60k interdisciplinary cube for 1 year
- Money used to fund undergraduate and graduate students, postdocs
- No formal review!
- Cubes must present at symposium (oral or poster)





## **Mcubed website**







## **Mcubed website**

cubed FIND A PROJECT **FIND A VIEW STATUS OF ALL TOKENS** UNIVERSITY OF MICHIGAN  $\odot$ QUICK LINKS **Find Projects and Cubes** Search Options Displaying 1 - 24 of 580 Search Terms Cube Size O All Classic Cube (\$60K) Mini Cube (\$15K) Advanced search options Time Travel on the How do children learn A study of size structured from apps and Internet competition models to animations? understand... Christian Sandvig (Info) Megan Ankerson (LSA:SocSci) Twila Tardif (LSA:SocSci) Annette Ostling (LSA:NatSci) APPLY RESET Derek Vaillant (LSA:SocSci) Krishna Garikipati (Engineering) Cycle: MCubed 2.0 Charles Doering (LSA:NatSci) Cycle: MCubed 2.0 Cycle: MCubed 2.0 **Project Folders** MM Collection (2) Interesting projects (12) Mine (3) Need MCubed Help?





### The Case for the Cube

How Real-Time Seed Funding Grows Innovation



#### NOVEMBER 15, 2013

Keynote Speakers

2013: Tony Fadell

2014: Mark Schlissel

2017: Francis Collins



**INNOVATION** 

Cubed

cubed symposium

## Mcubed Symposia: Single Deliverable

THE 2014 📈

Successes





**NOVEMBER 1, 2017** 

OF UNCOMMON INNOVATION

ail to the cube

## Mcubed unique peer-to-peer review

- Peer review #1 Faculty must post projects on Mcubed website (*Public accountability*)
- Peer review #2 Each faculty member can only join one cube each three-year cycle (*Strategic commitment*)
- No proposal is required or reviewed
- Faculty have the freedom to work on the problem that they think is the most impactful





## Mcubed has attracted national attention

REUTERS

Detroit Free Press

The Washington Post Science

THE CHRONICLE OF heScientist **HIGHER EDUCATION** 



Other Mcubed-inspired (token-based) programs:

- Michigan State: "WaterCube"
- University of Virginia: "3 Cavaliers"
- Texas A&M University: "T3"





## Study: Proposal review process may not distinguish great from good

- Simulated NIH study section
- Reviewed proposals funded first time or were eventually be funded (i.e., after revision)
- Results:



Pier, EL, et al., "Low agreement among reviewers evaluating the same NIH grant applications," *PNAS*, **115**(12), 2952-2957 (2018).



# Study: Proposal review process may not distinguish great from good

- Simulated NIH study section
- Reviewed proposals funded first time or were eventually be funded (i.e., after revision)
- Results:
  - No correlation between funded and not funded
  - No correlation between reviewers

### > Lottery was suggested as a replacement!

Pier, EL, et al., "Low agreement among reviewers evaluating the same NIH grant applications," *PNAS*, **115**(12), 2952-2957 (2018).





# Study: Researchers are more efficient if given more freedom

- Looked at countries in Europe
- Evaluated increase in productivity (i.e., publications) as a function of increased funding
- Results:

Mallaopaty S, "Scientists get more bang for their buck if given more freedom," *Nature*, May 23 (2018).

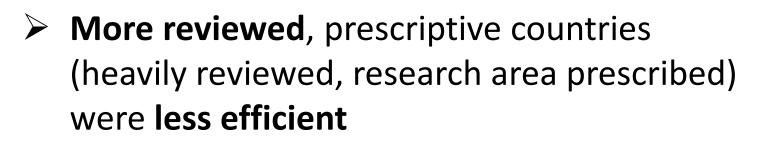


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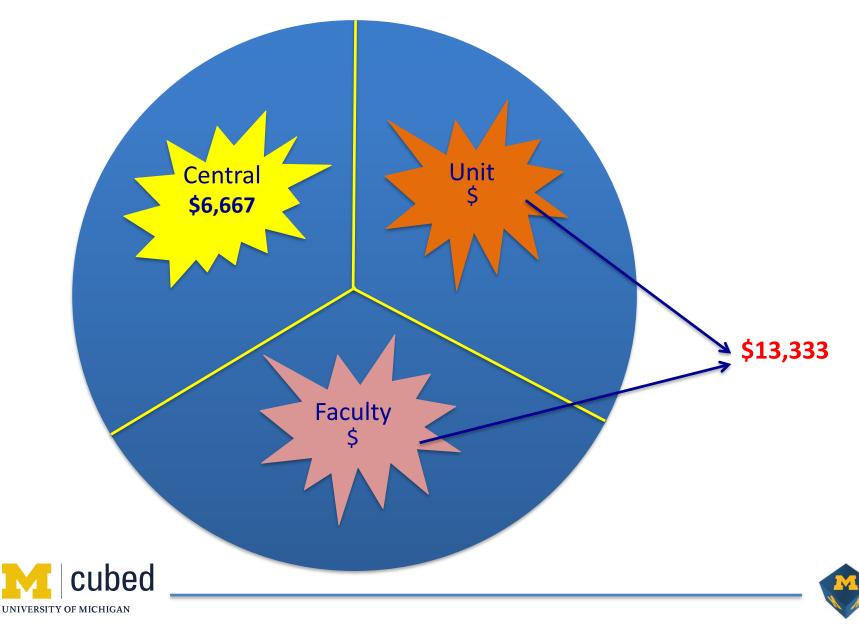
## **Mcubed process is less risky**

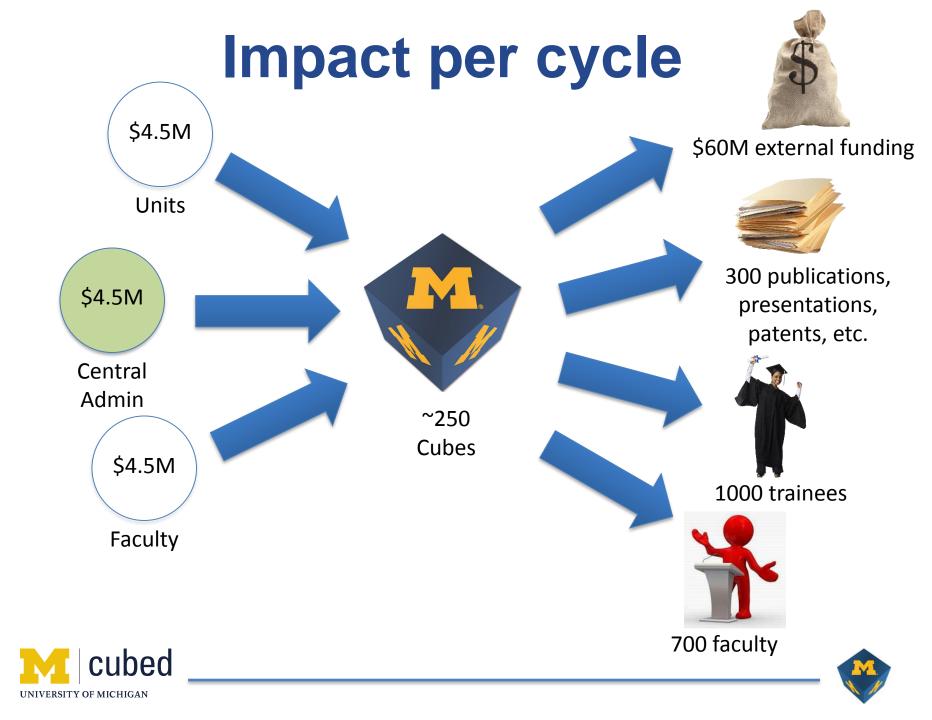
- More efficient than traditional review
- Researchers vote with their feet and are more knowledgeable than study section members
- Relatively low level of support to ~250 teams per cycle means risk is diversified
  - Mcubed: \$4.5M central support to over 700 faculty
  - Other: \$4.5M would reach ~10-20 faculty
- Distributed resources bring buy-in, return on investment



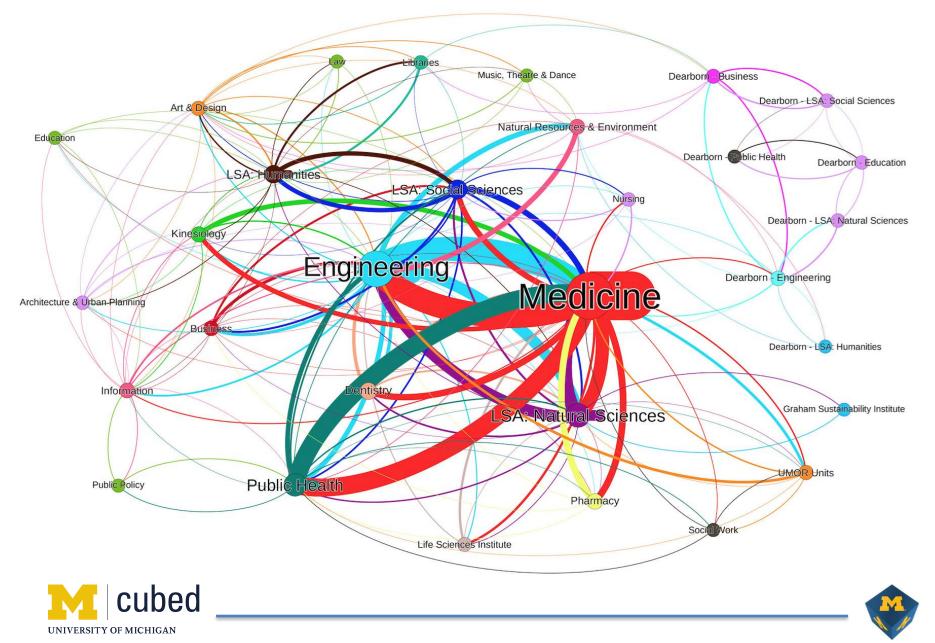


## \$20K per faculty token (Classic Cube)





### **Mcubed stimulates university-wide collaborations**





## Mcubed Diamond Program supports external partnerships

(\$2.3M raised to date)





## **How Mcubed Diamond Works**

- You post your project idea
- Faculty suggest approaches to tackle problem
- You help select the project owner
- Project then cubes same as internal cycle
- Funding is immediately made available to the team to begin the research







## **Donors, Corporations, Foundations**



Defining Innovative Sustainable Solutions for Film-Based...

Ming Xu (NatResEnv) Shelie Miller (NatResEnv) Christian M. Lastoskie (Engineering)

Funder: Procter & Gamble

Cycle: Diamond





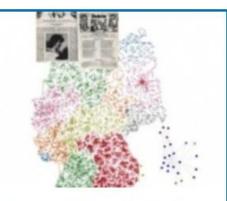
Technologies to Improve Economic Welfare in Developing...

Gargi Ghosh (Engineering) Krisanu Bandyopadhyay (LSA:NatSci) Anish Tuteja (Engineering)

Funder: Ranvir Trehan

Cycle: Diamond





Geospatial analysis of mainstream German periodicals...

Peter McIsaac (LSA:Hum) Sugih Jamin (Engineering) Ines Ibanez (NatResEnv)

Funder: Carl Lagoze

Cycle: Diamond







## **Summary**

- New non-traditional review (no formal review)
- Process matches fast-paced exchange of information in today's research environment
- External partners brought in through Diamond including industry, foundations, alumni...
- Investigators explore new solutions to today's most important societal problems
- Mcubed de-risks institutional investment with significant impact and return on investment





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