

HHMI

HOWARD HUGHES MEDICAL INSTITUTE

HHMI: A (Quiet) Scientific Powerhouse

Avice Meehan, Robert Obrist
Chevy Chase Lake Sector Plan

From modest beginnings, a bold mission

- Early aspiration
- Founded in 1953 by Hughes
- Owner/beneficiary of Hughes Aircraft



“The primary purpose and objective of the Howard Hughes Medical Institute shall be the promotion of human knowledge within the field of basic sciences (principally the field of medical research and education) and the effective application for the benefit of mankind.”

Challenge and Growth

- Unclear direction after Hughes' death
- Expansion in Florida
- Legal wrangles, then new leadership

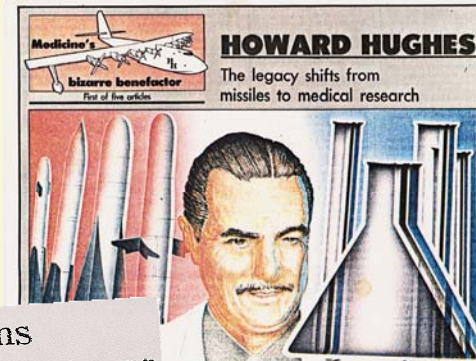


Fresh Start in Maryland

- Sale of Hughes Aircraft, 1985
- Permanent Endowment
- Independent vision for science

The Evening Sun

BALTIMORE, MONDAY, MARCH 24, 1986



New York Times - June 15, 1985

How to Spend the Hughes Billions

General Motors will pay \$5 billion for Hughes Aircraft, making the seller, the Howard Hughes Medical Institute, probably the world's largest private philanthropy. The institute will spend \$200 million a year for medical research. Spending it well won't be easy.

The Federal Government, chiefly the National Institutes of Health, spends \$6 billion a year on medical research, and industry a further \$4 billion. The Hughes institute's president, Donald Fredrickson, has suggested it could become the private-sector counterpart to the N.I.H., which he directed for seven years. But should Hughes want to duplicate or complement a Federal agency? Wouldn't it do better to create a distinctive role of its own?

Some molecular biologists hope it will indeed pick up the slack in the Government's effort. They are frustrated by the number of talented young researchers who at present fail to get Government support, at a particularly promising moment in the field's history. Since in basic research individual scientists are the best judges of which avenues to pursue, they want the Hughes institute to make up the shortfall in Federal spending rather than fund new projects of its own.

Plugging gaps in the Federal effort may be a sound investment in the short term, while the institute seeks different priorities. But the Government should get its own machine in order, which it is less likely to do if the institute offers itself as a permanent greaser of wheels.

It's in the nature of government to fund lower-risk, more predictable research and researchers. A private institute should be more venturesome and fund high-risk research, and by methods as different as possible from the Government's. Hughes might develop its own list of projects, such as mapping and even sequencing the human gene set, or identifying all proteins produced by human cells.

Howard Hughes liked anonymity, but he could never get lost in the crowd. His eponymous institute should aspire to individuality and adventure.

Assets

Howard Hughes Medical Institute	\$6 billion
Ford Foundation	\$3.4 billion
MacArthur Foundation	\$1.8 billion
Kellogg Foundation	\$1.2 billion
Mellon Foundation	\$1.1 billion
Rockefeller Foundation	\$1 billion

By Bill Dedler, Evening Sun Staff

Neither man had any idea that the September 1953 meeting would mark the genesis of the world's richest private philanthropy, the Howard Hughes Medical Institute, which today has more money to spend on medical research than any organization outside the U.S. government.

In a study lasting seven months, The Evening Sun has pieced together the story of Hughes' misadventure, though inadvertent, legacy to medical science and how the institute, which began as a shield against taxes, has mutated over three decades into a research giant. Until now it was largely an untold story because its lyrics was more devoted to personal and business secrecy than Howard Hughes Jr., and his legal policy continued long after his death in 1976.

See HUGHES, A4, C6, 1.

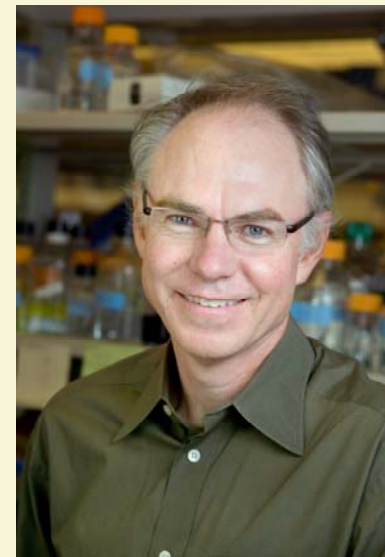
Major HHMI Programs

- HHMI Investigators
- Janelia Farm Research Campus
- Science Education
- International Research



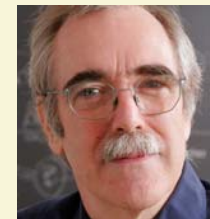
HHMI seeks

- To nurture exceptional scientists
- To create a framework for discovery
- To connect basic biology, medicine



HHMI: A Powerful Model

- 333 Investigators
- 50 Early career scientists
- 70+ Host Institutions
- 130+ Members of the National Academy of Sciences
- 13 Nobel laureates
- 5 alumni laureates



HHMI: Investing for the Future

- \$1.7 billion for science education
- Focus on undergraduates
- Discovery experiences
- Commitment to Montgomery County



HHMI investigator Michael F. Summers and students Leila Njimoluh (left) and Adjoa Smalls-Mantey

Growth since 1985

- 96 scientists to 400+
- \$37 million for research to \$776 million per year
- Zero to \$90 million per year for science education



A Home in Chevy Chase



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Our Work in Chevy Chase

- Worldwide headquarters
- Opened in 1993, expanded in 2010
- Approximately 300 local staff
- Hub for scientific and educational meetings



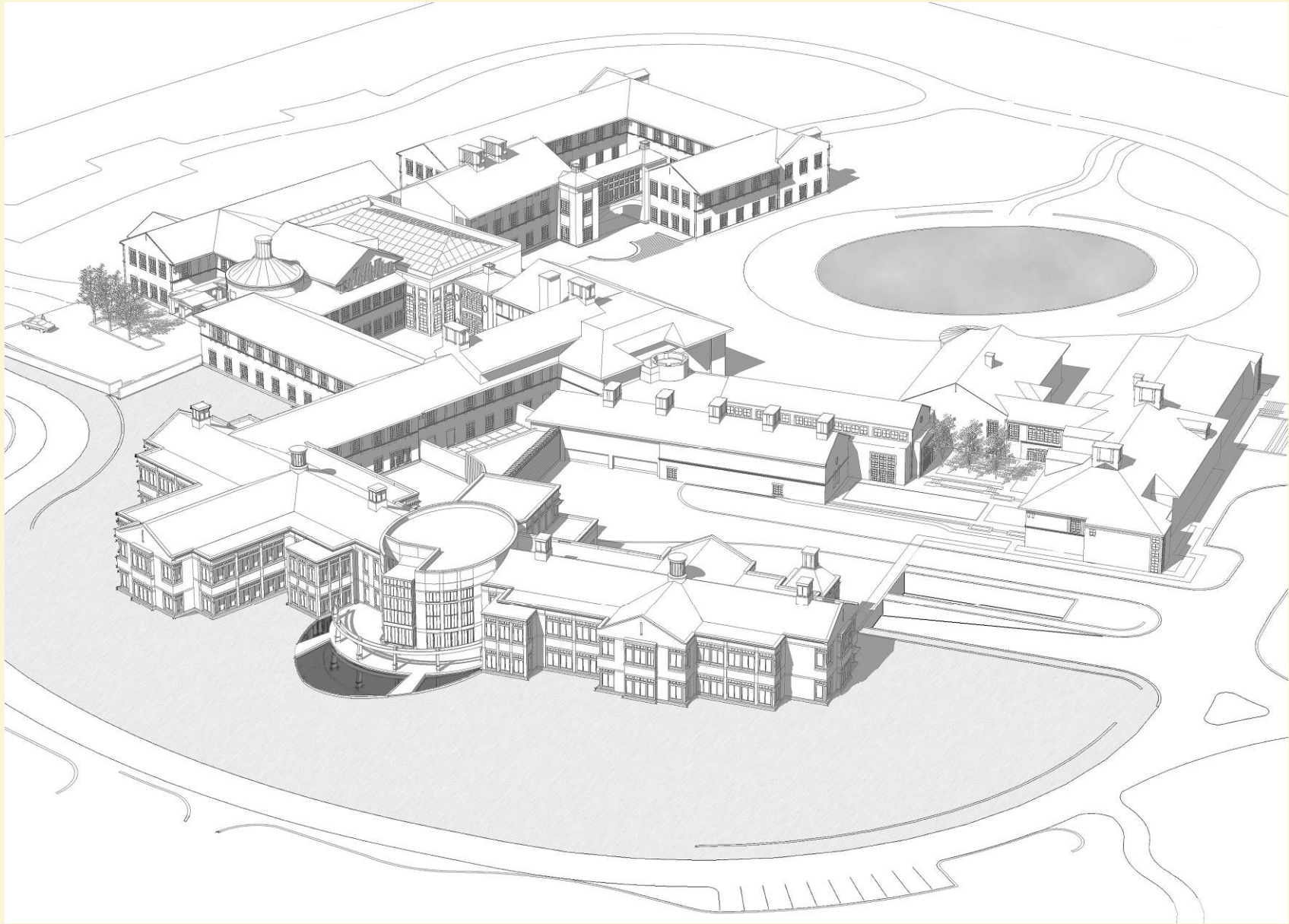
Campus History

- Developed under a special exception
- Designed for a residential context, generous landscape buffers
- Activity focused on campus interior
- Incorporates historic Hayes Manor



Campus Plan





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Renderings of the HHMI campus



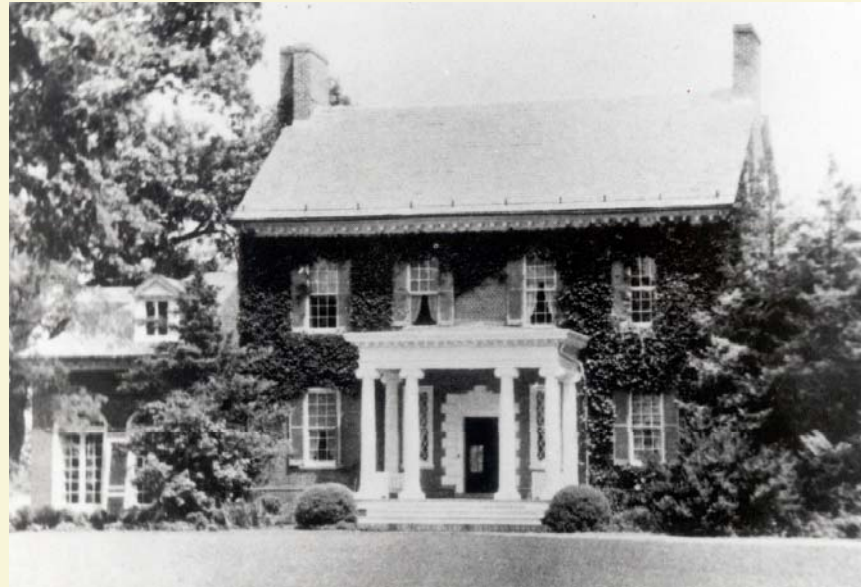
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Looking Forward

- Open to the process
- Leverage transit benefits
- Seek quality, excellence
- Respect for context



Questions

