

# Administrative Service, Leadership Roles, and Salary Supplementation

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## Purpose

This policy describes the types of administrative service, including management and other leadership roles, that Investigators and Freeman Hrabowski Scholars may hold or perform and explains circumstances under which an HHMI Investigator or Freeman Hrabowski Scholar may receive a salary supplement from their host institution for administrative services provided to the host institution.

## Scope

This policy applies to HHMI Investigators and Freeman Hrabowski Scholars (“HHMI Laboratory Heads” for purposes of this policy).

## Policy

### HHMI Laboratory Head Responsibilities and Avoiding Conflicts

As employees of HHMI and faculty members of their respective host institution, HHMI Laboratory Heads must devote their primary professional efforts to the active conduct of research on behalf of HHMI and their respective host institution. HHMI also expects HHMI Laboratory Heads to maintain a robust, inclusive training environment in their HHMI laboratory at their host institution and to meet HHMI’s expectations for mentorship of trainees. In addition, HHMI encourages HHMI Laboratory Heads to participate in the academic life of their host institution community, engaging in academic service at their host institution and otherwise participating in non-research activities that are beneficial to their research and to science, such as teaching and faculty committee work, activities for professional organizations, and performing administrative services, including serving in academic management or other leadership roles.

In fulfilling these roles and expectations, HHMI Laboratory Heads should avoid performing administrative services, including taking on management or other leadership roles, that could present a real or perceived **conflict of interest** or a **conflict of commitment**. For purposes of this policy, a real or perceived **conflict of interest** exists if an HHMI Laboratory Head performs administrative services, including taking on a management or other leadership role, that gives them a significant financial stake in or other potential for personal benefit from an organization with which HHMI has or is likely to have a relationship or conduct business. This includes, but is not limited to, all U.S. colleges and universities that are or might become HHMI host institutions or grant recipients under current or anticipated programs.

For purposes of this policy, a **conflict of commitment** exists when an HHMI Laboratory Head engages in professional activities, paid or unpaid, that involve a commitment of time that may interfere or appear to interfere with their ability to devote their primary professional time and effort to their responsibilities to HHMI and their host institution. Conflicts of commitment may be present even where the activity is valuable to the HHMI Laboratory Head's research or professional development.

## **Administrative Services (Including Management and Other Leadership Roles)**

**Host Institution.** As part of their service to their host institution, HHMI Laboratory Heads may be asked to provide administrative services to their host institution, including serving in management or other academic leadership roles. Roles that HHMI generally considers compatible with serving as an HHMI Laboratory Head include roles such as department chair or head of a division, institute, or core facility within the host institution. Roles that HHMI considers incompatible with serving as an HHMI Laboratory Head include larger management or other leadership roles such as dean, vice-dean, provost, president, vice president, or other positions that have primary responsibility for major institutional decisions, manage the overall operations and resources of an institution, or serve as the public face of the institution. Such larger roles typically entail responsibilities that pose actual or potential conflicts of interest given HHMI's relationships with host institutions, and require time commitments that are likely to present conflicts of commitment.

**Other Nonprofit Organizations and Initiatives.** HHMI Laboratory Heads may also be asked to take on management or other leadership or management roles for a nonprofit organization or initiative other than their host institution. In general, HHMI will not approve roles for any such organizations or initiatives that create actual or apparent conflicts of interest or commitment. These may include, by way of example, roles with titles such as President, Vice President, Executive Director, Chief, or other executive or managerial titles typically held by officers with fiduciary duties or by employees of an organization, or other positions that have primary responsibility for major institutional decisions, manage the overall operations and resources of an institution, or serve as the public face of the institution. In determining whether a position could present a real or perceived conflict of interest or conflict of commitment, HHMI will look at the duties associated with a position, not just its title.

General consulting services for a nonprofit organization or initiative other than the HHMI Laboratory Head's host institution, including serving on a Scientific Advisory Board or prize or grant committee or the provision of services limited to the discussion of ideas and provision of advice that do not rise to the level of taking on a management or other leadership role are not subject to this policy. These engagements are subject to HHMI's consulting policies.

## **Time Commitment**

Any administrative service, including serving in a management or other leadership role, is considered a non-research activity for an HHMI Laboratory Head. HHMI Investigators are required to spend

75% of their professional time on research and Freeman Hrabowski Scholars must spend 80% of their professional time on research.

## **Approval Process**

Any proposal by an HHMI Laboratory Head to perform administrative services, including to serve in any management or other leadership role, for their host institutions or any other organization or initiative must be approved in advance by the Vice President and Chief Scientific Officer, as described in this policy.

Any administrative services, including management or other leadership roles, in place before appointment as an HHMI Laboratory Head are vetted during the HHMI appointment process. All such activities that arise after the initial appointment, including any roles associated with a transfer to a new host institution, must be approved in advance by the Vice President and Chief Scientific Officer.

An HHMI Laboratory Head must request approval of a new administrative service, including a management or other leadership role, or any change to title or increase in level of responsibility for a previously-approved role, by submitting the Request for Administrative Service, Management, or Leadership Role through the [HHMI Science Portal](#). As part of its review and approval process, HHMI will evaluate factors such as the proposed title, anticipated duties and responsibilities, expected time commitment, and potential for actual or apparent conflicts of interest or commitment posed by the proposed role. Approval of a new role, changed title, or increased level of management responsibility is separate from approval of any request for salary supplementation.

Any administrative service must be approved before an HHMI Laboratory Head requests approval for salary supplementation by their host institution.

## **Salary Supplementation for Administrative Service to the Host Institution**

HHMI pays each HHMI Laboratory Head's total compensation (full salary and benefits) for research activities and does not permit salary supplementation by host institutions or related organizations (e.g., affiliated hospitals or practice plans) for research activities. However, an HHMI Laboratory Head may be paid a supplement by their host institution for an approved administrative service, for example as a department chair, or as head of a division, institute, or core facility within the host, or for similar approved administrative service to the host, but only if:

1. The host institution would pay its non-HHMI faculty a supplement to their regular salary for performing the same administrative services;
2. The HHMI Laboratory Head is receiving no more than the amount a non-HHMI host faculty member would receive as a supplement for the same administrative services;
3. The total host payments to an HHMI Laboratory Head for the administrative services do not exceed one-third of their HHMI salary. For example, if the requirements of this policy otherwise are satisfied, an Investigator who receives an HHMI salary of \$180,000 may

receive a supplement not larger than \$60,000 from their host institution for administrative service;

4. The supplement is for administrative services only and does not include any component for conducting research, treatment of patients in any setting, or teaching; and
5. The supplement is paid only for periods when the HHMI Laboratory Head is performing administrative services for the host institution and ends when the performance of services ends.

Salary supplements paid by the HHMI Laboratory Head's host institution are not permitted for administrative services to an institution that is not the HHMI Laboratory Head's host institution unless such services are performed for another institution within the same university or hospital system as the host institution and for the benefit of both the host institution and such other institution.

After receiving approval from HHMI for a new administrative role under this policy, if an administrative supplement is proposed, the HHMI Laboratory Head should initiate a request for an administrative supplement by working with the Dean or relevant administrative officer of the host institution using HHMI's Procedure for Requesting a Salary Supplement, as described below.

### **Procedure to Request a Salary Supplement for Administrative Service to a Host Institution**

An HHMI Laboratory Head who wishes to request HHMI approval of a salary supplement for administrative service to their host institution should ask their host institution Dean or relevant administrative officer to submit a written request to HHMI's Vice President and Chief Scientific Officer. The request must explain that the five requirements for salary supplementation described in the preceding sections of this policy are met and must describe:

- the current policy or practice for salary supplementation for non-HHMI faculty, as well as examples of comparable supplements for comparable administrative work; and
- the basis for the proposed level of supplementation, where various levels of supplementation are allowed.

The submitted request to provide a salary supplement for such service will be considered by the Vice President and Chief Scientific Officer who will notify the HHMI Laboratory Head and Dean (or other administrative officer) of the decision. Payment of a supplement may commence on or after the date when the requested supplement has been approved in writing. Supplements cannot be paid retroactively.

If, at a later date, the host institution changes its core policy or practice regarding the amount or process of supplementation for various sorts of administrative duties, the Dean or other administrative officer may request a revised supplement for an HHMI Laboratory Head by repeating the above process.

## Related Procedures, Forms, and Policies

- Request for Administrative Service, Management, or Leadership Role Form on the [HHMI Science Portal](#)
- [Consulting Service to Non-Profit Organizations and Government Agencies](#)
- [Investigator Phase-out and Gift Options](#)
- [Laboratory Head Transfers](#)

## Contact

Any questions about HHMI's Administrative Service, Leadership Roles, and Salary Supplementation Policy may be raised with the [Senior Director-Scientific Officer](#) (for Investigators), [Senior Director-Scientific Program Officer](#) (for Freeman Hrabowski Scholars), or [HHMI attorney](#) responsible for the site.

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