

Project Status Report

JULY 2020

PROJECT YEAR ONE, Q4 (APRIL, MAY, JUNE)

Summary: This report covers Q4, during which we created early drafts of Module One and prepared to share the results for comment with the Core Committee. The materials prepared include the cast of characters and story arc, and preliminary curriculum content for each video scene across the module. We hired additional core members of our project team, held meetings with key stakeholders and subject matter experts, secured the equipment needed for media production, refined our production budget, cast actors, developed initial scripts and filmed table reads of two scenes with actors, sought feedback on the resulting videos, aligned literature reviews and qualitative data collection, and continued to move forward on finalizing a brand-specific design for media and project materials. In early March, we cancelled scheduled travel and moved all staff to remote work, developing new timelines and workflow to accommodate changed circumstances. We submitted an interim report on our adaptations in response to the pandemic.

Because of the limitations imposed by the pandemic, we fell somewhat short of our Year One goals. We are nonetheless pleased to present the progress achieved.

Progress Overview

Tasks advanced or completed this period include:

- Content development for Module One
 - Continuing to develop the module's overarching narrative, including story arc and cast of characters
 - Actors cast for roles
 - Early scripts written, table reads of two scenes with actors filmed for pilot testing, review, revision
 - Iterative process of aligning content and story arc well underway
- HHMI partnership
 - Ongoing coordination with Erin Jones
 - Ongoing interactions with Science Officers, Science Program
 - Deeper engagement with Janelia personnel around the representation in the Module of the science and interactions portrayed in scripts and scenes
 - Discussion with Franci Phelan and Sharon Blackborow of HHMI's People and Culture department about online engagement mechanisms; knowledge sharing
- Work continued with consultants; continuing interactions with collaborators at Woese Institute for Genomic Biology (IGB)
 - Pilot sessions with two lab groups at IGB originally scheduled for March became virtual interactions in early April 2020; response from at least one PI led to scheduling a follow-on session for lab members for Fall; next step is an exploration of interest and piloting at Janelia
- Ongoing research and data collection, including:
 - Literature reviews to align data collection and instructional evaluation
- Pilot testing beyond partners, collaborators
 - Vet Med research cohort, laboratory of Dr. Lois Hoyer
 - Data management iREDS and other lab-based discussions for potential Janelia adoption
- Administrative/project management: alignment of the roles and responsibilities of team members

LABS THAT WORK FOR EVERYONE

An Intentional Leadership Curriculum Tailored for Researchers at HHMI and Beyond

Rounding Out Core Team

- Project Associate, Erick Li, started April 2020; focus on website and media support
- Project Associate, Sarah Mustered, started May 2020; content and logistical support
- Search is underway for internal science expertise relevant to Module One story arc, following resignation of Virginia Lehmann near the end of the quarter
- Initiating search for a Presentation and Teaching Lead

Collaborating Partners and Consultants; Subject-Matter Experts

- Incorporation of Dena Plemmons, UC Riverside, to main working group for weekly curriculum development meetings, to integrate the iREDS (institutional Re-engineering Ethical Discourse in STEM)
- Received case study examples on data mismanagement and authorship from The Center for Scientific Integrity/Retraction Watch for integration with the iREDS exercises, along with feedback on the working script
- Ongoing feedback on early drafts of Module One cast of characters and scenarios with consultants and other subject-matter experts for review and input, including initial table reads
 - Clif Poodry, Amy Wagoner Johnson, George Langford, Billy Williams, Maria Jones (informal advisor to organization for female scientists from India on Illinois campus), Chris Lehmann (Research Integrity Officer at Illinois); selected HHMI scientists and staff, AGU/Sloan project Advisory Committee (for the AGU versions of scenes)
- Cross-enrichment with AGU sexual harassment project advanced through parallel forms of two scenes: Poster Session Debrief, A Sympathetic Ear

Media and eLearning Developments: Pre-Production and Production

- Production equipment received and operational.
 - Limited filming conforming to social distancing regulations underway (last week of June, 2020)
 - Secured green screens and microphones for improving pandemic-changed filming plans
- Actors cast for initial table reads pending final contracting documents
- Recorded initial table reads over Zoom; piloting with a range of individuals for feedback, adjustment
- Testing animated short videos and graphic illustrator to round out modules, given filming limitations and for variety
- Continued testing of the Thinkific LMS platform for development of LTW online program.
- In concluding phase of hiring Key Light Consulting LLC and Wrapbook as vendors to handle administrative and media production service support on all media productions
- Working with IGB and the marketing team at HHMI to gather media to enhance online content
- Revisions to LTW website with further enhancements pending

INTERNAL REFLECTION, LEARNING, AND ADJUSTMENT

- Successes
 - Hiring a full team, staying under budget
 - Positive reception for drafts of story arc, cast of characters, scripts, table reads produced to date
 - Moving team to virtual environment for ongoing work with few hitches
- Challenges
 - Working in virtual environment for foreseeable future
 - Delayed or lost opportunities for interviews, face-to-face programs with Investigators and HHMI personnel, filming actors in identified lab spaces
 - Finding effective ways to create interviews, media without in-person filming or travel
 - Assuring media release compliance with HHMI requirements; awaiting feedback from legal
 - Delivery mechanism that is engaging, and available to all HHMI personnel
 - Determining whether and, if so, how much to adjust emphasis of Module One story arc to encompass more racial justice issues
- Planned adjustments
 - Continuing adaptation of specific work flow processes in light of virtual work and prospects for near-term future
 - Creating sample episodes (scene plus content) through online LMS to assess its suitability for this project
 - Experimenting with focused webinars for HHMI lab leaders around specific topics for skills development

NEXT PERIOD GOALS

1. Continue Module One Development
2. Complete website
3. Finalize LMS Platform decision
4. Devise, pilot strategy for delivering content to lab leaders

As Year One ended, we have seen some adjustments to the original timeline for project goals. In a meeting with Erin O'Shea in Q3, the decision was made to pilot Module One at Janelia before rolling out more broadly as initially anticipated. That will affect other timelines as work continues.

ONGOING/NEXT STEPS

YEAR TWO MAJOR PROJECT GOALS

Launch the first module for HHMI audiences; evaluate; refine if necessary. Begin development pilot testing of Module Two. *lunchanged from proposal version*

Complete, deliver Module One to HHMI audiences

- Module One delivered to PIs (in-person)
- Module One delivered to lab members
- Online roll out of Module One

Module Two content development

- Sequentially pilot Module Two segments at IGB, select Janelia groups, HHMI investigator laboratories
- Data collection

Evaluation

- Initial evaluation of pilot test (Module Two)
- Incorporate feedback into Module One development
- Module One delivery evaluation
- Module Two pilot evaluation

THREE-YEAR PROJECT DELIVERABLES

- Literature reviews
- Qualitative data collection and analysis for realistic, relevant content
- Lab leader/Investigator modules (in-person delivery)
- Facilitator guides for lab leaders/investigators
- Lab member modules content and delivery
- Relevant e-learning materials

STATUS SUMMARY: YEAR ONE MAJOR PROJECT GOALS

YEAR ONE

Begin content development; pilot test elements of modules; refine for delivery.

Project start-up

Summary: *Significantly completed; staffing realignment in process.*

- Staffing for project and relationships initiated

Qualitative research

Summary: *significant completion; remainder delayed by pivot to virtual work; ongoing.*

- Focus group data collection
- Interview data collection
- Survey data collection
- Qualitative data analysis
- Conclusions, lessons, ideas for exercises, scenarios, modules documented

Literature reviews

Summary: *significant completion; will continue for life of project.*

- Creating culture of excellence
- Diversity and productivity in research settings
- Effectiveness of ethics/sexual harassment/incivility programs, etc.

Curriculum development

Summary: *Delayed by pivot to virtual work; significant progress, not complete; ongoing.*

- Test/select e-learning platform
- Module One content development

Module One segment pilots

Summary: *Delayed by late hiring approvals and pivot to virtual work; positive responses to early work; ongoing.*

- Sequentially pilot portions of Module One at IGB, to select Janelia groups, and to select HHMI investigator laboratories

Evaluation

Summary: *ongoing.*

- Initial evaluation of pilot tests
- Incorporate feedback into Module One

RELATED INFORMATION

External Events, Meetings, Lectures, Seminars

- “How to Efficiently & Effectively Support a Remote Workforce,” [elcom], March 31, 2020
- “Navigating Basic and Translational Research as a Trainee During COVID19,” Zoom Webinar, Anita Corbett, PhD, Olivia Rissland, PhD, Scott Wilkinson, PhD, Laura White, Derrick Morton, PhD, and Adam Marcus, PhD [check spelling on. Olivia, resolution on image too low], April 2, 2020
- “Managing Workplace Conflict: Navigating the COVID-19 Crisis,” eCornell workshops, April 3, 2020
- “Ethics in Global Commerce during Coronavirus,” Professor Patricia Werhane presenter, Professor Elizabeth Luckman moderator, April 22, 2020
- “Using Quarantine to Improve Your Work and Non-work Relationships,” part of the series, “Leading Through a Pandemic,” Dan Cable, Professor of Organization Behavior, London Business School, April 28, 2020
- “The Deep Learning Revolution,” Center for Ethics in Science and Technology, May 6, 2020
- “Working Ethics into the Conversation: Teaching Ethics in the International Context,” NAS - Webinar, May 7, 2020
- “Race and Cultural Diversity,” part of the “#ShutDownSTEM” series, Grainger College of Engineering, June 17, 2020
- “Being an Ally,” Grainger College of Engineering, June 22, 2020
- “Addressing Racism in Academia,” Grainger College of Engineering, June 26, 2020
- “Expanding Resources that Connect Diversity, Equity, Access, and Inclusion with Ethics Education,” Becky Bates, Rosalyn Berne, Michael Loui, June 26, 2020
- “Engineering Solutions for the Next Pandemic: Exploring Ethics Concerns” Webinar Series, which includes:
 - Standards of ethics for R&D, infrastructure, and systems during a crisis, June 19, 2020
 - Ethics of Challenge Studies, Avalanche Testing and other Approaches to Vaccine Development, June 24, 2020
 - Social (in)justice, disparities in Covid-19 health care delivery, June 26, 2020