Thank you for your interest in piloting an early version of HHMI’s *Labs That Work... for Everyone* (LTW) leadership development program tailored for lab settings. This program is encompassed within HHMI’s commitment to “establish and provide professional development programming in leadership and effective mentorship for all HHMI lab heads and lab members.” Labs that enroll in the pilot receive early access to the LTW curriculum and will shape its final form by providing feedback.

You will be piloting the foundational program in the *Labs That Work* curriculum, *Cultures of Excellence*. *Cultures of excellence* in this formulation are ones that feature creativity, rigor, reproducibility, inclusion, and integrity. The majority of the program is presented online with periodic local lab discussions involving both the lab leader and lab members. Our goal is for participants to gain skills and tools valuable for promoting their career success and that of others with whom they work.

**Why Long-Form Professional Development?**

The curriculum introduces concepts, skills and tools central to working effectively with others, doing good science, and managing one’s own career, and builds in opportunities to apply and practice those tools. This approach to professional development is rooted in adult learning research, and is designed for lasting, engaging, and meaningful personal growth to support cultures of excellence in lab science. All logbook activities completed by participants are private, which provides the freedom to reflect and contributes to a meaningful, personalized professional development experience for each individual. There are also opportunities for small or large group discussions for participants to share their reflections and practice skills they learn, in addition to the built-in lab discussions.

**What Is the Process?**

This program is designed to be considered and completed over a period of time, and takes from 12-15 contact hours to complete. Each episode in *Cultures of Excellence* should take no more than 20-30 minutes to complete, and has three parts:

1) narrative scene from a movie advancing an overall storyline, followed by
2) additional video content (not all of which will be present for the pilot), and
3) professional development activities

Participants typically watch the narrative scene before watching the corresponding video content and completing the activities. They will access LTW online where they can watch scenes and other content, complete activities, and fill out an electronic logbook that can be exported and saved for personal use. We also provide a PDF version of the professional development logbook for participants who may prefer to work on paper or in a document file of their own.
Pilot Information

What Is the Role of Lab Leaders?

HHMI Investigators and lab heads are asked to engage with their lab members around the content of the program. The minimum commitment is to discuss the content with lab members periodically. This is a central part of HHMI’s commitment to:

Equip all heads of HHMI labs with effective leadership and mentoring skills. Establish and provide professional development programming in leadership and effective mentorship for all HHMI lab heads and lab members. Evaluate the impact of these programs on lab experiences and environments. Freely extend programs and resources to research labs across the sciences. (HHMI’s commitment to diversity, equity, and inclusion, Goal 5)

Depending on the culture of the lab, this may take different forms:

A) Lab leaders can opt to participate solely at designated intervention points, or
B) Lab leaders can be active, ongoing participants, facilitating group discussions.

What Support Is Available for the Engagement of Lab Leaders?

Whatever role the lab leader chooses, we provide a range of supportive resources.

• Lab leader support materials are available for specific content discussions, organized by episode, act, and for special topics for which a lab leader seeks additional support
• Optional discussion facilitators are available through HHMI, at the discretion of lab leaders

One discussion that is built into the program is about lab data management using the iREDS deliberative lab discussion protocol* will be facilitated by an external facilitator, consistent with the protocol.

What Is the Time Commitment for the Basic Program?

Upon enrollment in the pilot lab leaders are asked to select and commit to a specific lab participation process. Options include:

a) Labs commit to an hour a week (two episodes) and proceed together

b) All lab members are asked to complete an act within a designated period of time (example: lab members are assigned to complete independently each episode in Act One by one month from program initiation); the lab then holds an act-based lab discussion, either in a meeting dedicated to the purpose or in a lab retreat

c) Lab members follow a semi-structured program, with a general course timing outline provided along with scheduled lab content discussions

In early testing, some labs chose first to watch the narrative film in its entirety, (approximately 100 minutes) before engaging in one of the options above.

Pilot Information

What Is the Time Commitment for Participation in Pilot Evaluation Process?
Pilot participants agree to participate in program evaluation activities before, during, and after the program. Our goal in piloting this program is to ensure that LTW is a good use of participants’ time and that they can demonstrate use of the skills and tools featured in the curriculum—that is, demonstrate professional development.

We ask that groups who wish to pilot LTW agree to the following:

• All members of the lab complete an advance survey (10-12 minutes)
• Complete the program in the timeframe selected by the lab leader at the time of pilot enrollment, providing episode-by-episode online rapid feedback (2-3 questions, under one minute per episode)
• The lab participates in the program’s facilitated deliberative lab discussion on data management at the end of Act One using the iREDS (Institutional Re-engineering of Ethical Discourse in STEM) protocol; facilitators are provided; an optional follow-up iREDS meeting has been requested from some early test labs, and we are happy to accommodate such requests
• Two to three members of each lab participate in in-depth, one-on-one qualitative interviews conducted by an external review team to discuss the pilot (up to 50 minutes); others participate in much shorter structured interviews (10-15 minutes)
• All participants complete a survey after finishing the program (10-12 minutes)

What Is the Status of the LTW Online Development?
Our online program is still under development, and may not contain all of its final form functions. For example, as travel reopens, we will film expert interviews with HHMI Investigators and other area experts. Course content will be enhanced as new elements are completed. Labs will not be expected or required to review materials added to already-completed segments except out of interest.

Where Can We Apply?
If you would like to pilot the Labs That Work…For Everyone program, please contact name of person by email: email@org