BYLAWS

Operator Algebras Mentor Network

June 15, 2022
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Chapter 1

Definitions

(i) **Underrepresented or in minority within mathematics due to gender** - An umbrella term used to describe any person who belongs to a group that is underrepresented or in minority in the population of mathematicians due to gender. It is meant to include anyone who has faced or may face negative bias due to gender identity or expression. This includes but is not limited to the following:

- Cis woman: A person who identifies as a woman and whose assigned sex at birth is female.
- Transgender: An umbrella term for anyone who identifies as a gender different than the sex they were assigned at birth.
- Nonbinary: A person whose identity does not fit into the gender binary. This can be used both as an umbrella term and as an individual gender identity.

For more information, please refer to, for example, this guide to gender identities, this glossary of terms, or this nonbinary wiki.

(ii) **Mentee Target Group (MTG)** - Network members, of any tier, who belong to the population comprising the mentee tier. At present, the MTG is underrepresented or in minority within mathematics due to gender.

(iii) **Network** - Shorthand for Operator Algebras Mentor Network.

(iv) **Member** - A member of the Mentor Network.

(v) **Concern** - Any report, be it verbal or written, formal or informal, of the possible violation of the Code of Conduct by a Member.

(vi) **Senior Mentor** - Tenured, tenure-track, or otherwise permanent faculty member or person in relevant industry position, normally with at least 6 years of relevant post-PhD experience.

(vii) **Junior Mentor** - Postdoctoral fellow, non-tenured faculty, or person in relevant industry position, normally with under 6 years of relevant post-PhD experience.

(viii) **Mentee** - Graduate students who are interested in operator algebras and who belong to the Mentee Target Group. Can remain a mentee for up to two years after graduating.

(ix) **Mentor** - A Member serving as a Junior Mentor or Senior Mentor.

(x) **Tier** - One of three levels within the Network of Mentee, Junior Mentor, or Senior Mentor.
Chapter 2

Code of Conduct

2.1 Members will...

1. Encourage and actively support fellow members in their professional development.
2. Be kind to others. Act with integrity, courtesy and respect towards fellow Members and mathematicians, and towards members of other professions and the broader community.
3. Uphold and promote a culture of respectful behaviour and anti-harassment in all environments.
4. Ensure that this Code is upheld by fellow Members and report all cases of bullying, discrimination, harassment, inappropriate language, or any other misconduct of any magnitude by a Member in any environment to the Board of Directors (hereinafter referred to as the Board).
5. Follow the Code of Conduct Procedures in the event of a Conduct Review.

2.2 Members will not...

1. Violate these standards or actively or passively facilitate or condone situations in which the above standards are contravened.
2. Engage in, encourage, or condone Harassment (see below) or any other unacceptable behaviour, or allow it to transpire in any environment without seeking to report it, or intervening where possible.
3. Knowingly or carelessly act in a manner that negatively impacts the professional integrity or equal opportunity of others.
4. Be divisive; interpersonal conflicts between Members should not be aired in Network settings unless a violation of the Code of Conduct has occurred, in which case, a Concern should be reported to the Board.
5. Knowingly or carelessly act in a manner that endangers the safety or security of others.
6. Distribute or disseminate private conversations between Members without their explicit consent.
7. Retaliate against anyone because of their contribution to or participation in a Conduct Review, or seek to influence the course of a Conduct Review, for example through intimidating language or behaviour.

2.3 Anti-Discrimination

The Network upholds and promotes equal opportunities for all its Mentees, without regard to race, color, religion, sexual preference, age, disability, national origin, language, or any other distinction that is unrelated to a Mentee’s professional skills, experience, capabilities, and Network status. Members are expected to treat each other with respect and dignity.
2.4 Anti-Harassment

The Network upholds and promotes a respectful and collegial environment that is free of harassment. Harassment includes any conduct that unreasonably interferes with an individual’s participation in Network activities or creates an intimidating or hostile environment. Harassment is described below.

2.5 Discussion of Harassment

The purpose of this section is to describe harassment in more detail.

1. Harassment involves actions, words and other conduct that belittle, threaten or disrespect an individual or group of people, or create an intimidating, hostile, abusive or offensive environment. Examples include negative stereotyping; offensive remarks about a person’s gender, gender identity or sexual preference (or any other classification mentioned above under Anti-Discrimination); sexual harassment (see below); disrespectful, dishonest or bullying comments; display of material that disparages or shows hostility or aversion toward an individual or group; sustained disruption of presentations; or questions designed to humiliate or embarrass a presenter.

2. Sexual harassment is a specific type of harassment that involves a person who engages in severe or persistent unwelcome sexually related behavior or makes severe or persistent unwelcome sexual advances towards another person. Examples include sexual propositions or flirtation; sexually related touching, comments, gestures or displays; or, directly or implicitly linking any opportunity with tolerance of or submission to sexual advances or requests for sexual favors, or agreement not to report a harassing action.

3. Power-based harassment occurs when there is an inherent power imbalance between senior and junior members of the profession. Senior people should not use age, rank, power or reputation to adversely influence the behavior of junior people, or adversely affect their career advancement or status. It is acknowledged that people with lower rank or a subordinate position may be reluctant to express their objections or discomfort regarding unwelcome behavior. Therefore, it is incumbent on Mentors of the Network to practice good professional conduct with junior members of the profession, and to be aware of how their words and actions may impact on or be interpreted by their juniors.

4. Harassment can be intentional or unintentional. Members should seek to change behavior that is perceived, or could be perceived, by others as harassment. Individuals who experience or witness behavior that they perceive to be harassing are encouraged to let the actor know that their behavior is causing discomfort, so they can have an opportunity to change the behavior and remedy the situation if possible.

5. Harassment is everyone’s business. Harassment can have long-lasting negative effects. In Network activities and communications (including informal gatherings of members), all members and participants are expected to promote an environment free of harassment and are encouraged to call out harassment if and when they see it or hear about it.
Chapter 3

Code of Conduct Procedures

Reported violations, called “Concerns”, of the Code of Conduct will be brought to the Board in the first instance for consideration. Persons who are involved in a case may also raise with the Board any concerns about conflict of interest of any Board member. The Board will deal with these reported conflicts on a case-by-case basis. The Board will determine the circumstances under which a reported Concern is reviewed. Reported Concerns may be reviewed internally by the Board, either in part or in whole, depending on the scale of the alleged violation.

3.1 Reporting

Anyone who experiences, observes, or has knowledge of a violation of the Code of Conduct may bring it to the attention of a Board Member. A Concern may be reported without a formal written statement. If warranted, it should also be reported to other relevant authorities, such as a conference or workshop organizer, an employer, or the police.

1. While this should be done as soon as possible, the fact that there has been a delay should not be used as a reason not to report a Concern.

2. The reporter will be invited to discuss their Concern with the Board and explore possible avenues for its resolution.

3. It is acknowledged that a person may find it difficult to discuss a Concern, in which case they are encouraged to seek the help of a trusted friend and/or seek professional help from their workplace or university, trained counsellor, or another source. The Board commits to supporting anyone who raises a Concern by listening to them, taking their concern seriously, considering their wishes, taking action according to the procedures described below, and keeping them informed throughout any applicable review process. In the same manner, the Board commits to being as fair and considerate as reasonable for all persons involved in a report or review.

3.2 Conduct Review Process

1. **Initiation.** The timing, scope, and actions to be taken in each Conduct Review will be determined on a case-by-case basis. The Board will make reasonable efforts to complete a Conduct Review as promptly as the scope of each review dictates.

2. **Notice.** The Board will provide notice to the member whose conduct is under review, as well as any other Members who may be contacted as part of the Conduct Review, that a Conduct Review has commenced and that their participation is requested. Notices will be emailed using the contact details available on the Network database.

It is acknowledged that it is the prerogative of members to respond to these notices; hence the conduct of a review is not contingent on response or consent from all parties. Participants in an investigation may be asked to keep information shared by them or with them confidential, unless disclosure is
necessary for a report to a law enforcement agency. The Board will inform other Members regarding
the Conduct Review on a need-to-know basis, and will take such other interim measures as the Board
deems appropriate under the circumstances, such as asking or requiring alleged offenders to abstain
from participating in certain or all Network activities until the Conduct Review has concluded.

3. **Information.** Where warranted, all Conduct Reviews will include but not be limited to:
   (a) collection of relevant documents and names of others involved;
   (b) interviews with the reporter(s) and any others involved;
   (c) review of documents, digital media, and other evidence;
   (d) character references; and
   (e) mitigating factors.

   It must be acknowledged that the extent of a Conduct Review is limited by access to relevant infor-
   mation, the quality and quantity of information obtained, privacy issues, Board Members’ time, and
   other constraints.

4. **Etiquette.** Conduct Reviews will be conducted with professionalism and fairness to all parties, and any
   mitigating or aggravating factors that are brought to the attention of the reviewer(s) will be considered.
   Mitigating factors may include without limitation:
   (a) consent by the receiving party,
   (b) severity of the offense,
   (c) the extent of harm caused or that could have been caused,
   (d) discrepancies in evidence,
   (e) length of time since the offense,
   (f) history before or after the offense,
   (g) acceptance of responsibility and commitment to change unacceptable behavior, and
   (h) character references.

   Aggravating factors may include without limitation the foregoing factors, as well as the circumstances
   of any prior offense(s).

5. **Protection of Reporters.** It is a violation of the Code for any person to retaliate in any way against
   a person for reporting a good faith Concern or participating in a Conduct Review under the Code of
   Conduct. Of course, an intentional false accusation or defense would itself be a violation of the Code of
   Conduct. Information suggesting that an accusation or defense is *intentionally false* will be reviewed
   pursuant to these Procedures.

6. **Written Summary.** Upon conclusion of review, the Board will record the Concern, activities un-
   dertaken during the conduct review, evidence and findings of fact, any relevant witness credibility
   and mitigation factors, and a recommended Outcome with supporting justification. The outcomes are
   described below.

### 3.3 Potential Outcomes

Four outcomes are possible (each, an “Outcome”):

1. **No action.** This means that the Concern and Written Summary will be filed and no further action
   will take place. Note that this recommendation does not mean that the incident did not occur or
   that anyone involved in the reporting or investigation process is not believed. This recommendation
   might be made, for example, if there is insufficient evidence to justify any action; if it is felt that
   actions already taken voluntarily or through an informal process were sufficient to address the reported
   conduct; or if the reporter withdraws permission for the Conduct Review to continue and requests this
   Outcome and the Board decides that such Outcome is appropriate under the circumstances.
2. **Information Escrow.** This means that the reported Concern and Written Summary will be retained, but no other action will be taken unless further evidence about the alleged offender emerges. This recommendation might be made, for example, if there is insufficient evidence about an alleged offender to justify other action but there is sufficient concern to warrant action if a subsequent corroborating report or additional report about that person is received; or if the reporter requests this Outcome with no further action at this stage and the Board decides that such Outcome is appropriate under the circumstances.

3. **Further investigation.** This recommendation might be made, for example, if the Board has undertaken an internal investigation and decides that an investigation by a third party is warranted; if a third party review has been undertaken but more time is required to reach a satisfactory conclusion; or if review by another party is required.

4. **Mandatory Action.** An Action will aim to address a violation, remedy harm caused, and/or to otherwise enforce and promote the Network’s Code of Conduct. Actions may include but are not restricted to any combination of the following:
   
   (a) Verbal or written warning or counseling.
   (b) Requirement of conciliatory efforts that may include a verbal or written apology, informal mediation, or other steps intended to facilitate restoration of relationships.
   (c) Coaching by a designated Mentor.
   (d) Suspension of eligibility for certain Network benefits, e.g.:
       i. Attendance and/or participation in specified Network activities.
       ii. Holding a leadership position or other position of trust within the Network.
   (e) Suspension of Network membership, subject to review for reactivation.
   (f) Expulsion from Network membership.
   (g) Referral to the police, university, workplace, or other relevant authority.

Any Action may be mandated for a specified period of time, or, in severe cases, for an unspecified period of time subject to periodic review, or permanently. Any Action may be offered as voluntary for Outcomes 1-3.

### 3.4 Decision-making Process

Regarding Action Outcomes, the Board has the authority to make a final Outcome decision in matters involving violations of the Code. The Board will (I) make a final decision same or similar to 4(a)-4(g) above, ratifying the recommended Outcome in the Written Summary, or (II) decide on a different Outcome and provide justification for this decision. A decision (I) or (II) made by the Board will require a two-thirds majority vote.

1. The Board is not limited by the list of Outcomes or Actions above. Further information, including legal counsel, may also be sought before a decision is made.

2. In the case where the Outcome is Mandatory Action, the Board will take care to impose Actions that are in proportion to the offense(s), that consider the professional and personal implications for all parties involved, and that further Network’s purpose for the Code of Conduct. Continued Network membership is contingent upon full compliance with all Actions imposed as mandatory by the Board and ongoing adherence to the Network’s Code of Conduct.

### 3.5 Jurisdiction

Actions available to the Network to address violations of this Code are necessarily limited by Network’s jurisdiction (Network membership and benefits) and resources. As a result, the Network cannot guarantee good conduct outside Network activities, but it reserves the right to investigate any report that may impact on Members. In addition to reporting violations of the Network Code of Conduct, individuals are expected to take such other actions as they deem necessary to promote ethical, equitable and harassment-free behavior, and protect themselves and their professional reputation.
3.6 Appeals

A person may appeal an Action taken against them by the Board.

1. **Overturn.** The person may appeal to have the Action overturned. Such an appeal may be made on the following grounds:

   (a) if the Procedures were not followed,
   (b) if the Board evidently fails to consider all provided Information,
   (c) if the complainant felt that they were not able to present a full account of themselves in their interview, or
   (d) if there is new or other information that wasn’t included in the report of their interview.

2. **Reduction of Action.** The person may also acknowledge the charge against them but appeal to have the severity of the Action reduced. In this case, the person may offer to take appropriate measures to promote restitution and healing. Such measures will be relevant to the offense and determined on a case-by-case basis.

3.7 Appeal Review

An appeal must be written and accompanied by supporting material. An appeal will be brought to the Board in the first instance, and the appeal will be considered as follows:

1. The Board will consider an appeal in light of previous information. The Board may choose to seek additional information, including legal counsel. The Board will then vote to:

   (a) accept the appeal in full and revoke the decision and corresponding action;
   (b) accept the appeal in part and amend the decision and/or corresponding action; or
   (c) reject the appeal.

2. A decision (a), (b), or (c) will require a two-thirds majority vote by the Board.

3.8 Communication of Decisions

The Board’s decision and any details related to a Conduct Review will be promptly communicated to the parties involved in the Concern at issue, on a need-to-know basis, taking into account legal and other considerations; the professional and personal implications for all parties involved; and the purpose of the Code of Conduct. At a minimum, the Board will inform the reporting party, and potential offenders if they were contacted, that the case has been completed. The Board reserves the right in its sole discretion to make an announcement at any time to Members or to the public regarding a Conduct Review and/or Outcome of any matter reported pursuant to this Code of Conduct, upon a determination by the Board that it is in the best interest of the Network to do so. Notices will be emailed using the contact details available on the Network database.

3.9 Retention of Information

For reasons of privacy and confidentiality, all information about completed cases will be held in a private electronic folder, accessible only by the Board. This information will typically include records of reported Concerns, collected information, and Written Summaries. If the Outcome of a reported Concern results in No Action, the Board may choose to destroy information pertaining to the Conduct Review 1 year after the Written Summary is logged.
Chapter 4

Procedure for Inducting Mentors

4.1 Nomination

Any MTG-Member may nominate any operator algebraist to be a Mentor in the Network. Individuals can also self-nominate.

1. The nominator will complete the form “Nomination for Mentor Invitation”, which can be found on the website of the Network.
   Self-nominators will complete the form “Self Nomination for Mentor”, which can be found on the website of the Network.

2. Both Nomination forms allow the nominator to name MTG-Members that will then be asked directly if they support the nomination.
   Inquiries will be emailed using the contact details available on the Network database.

3. The Board will review the nomination after a nomination form has been submitted.

4.2 Review

The Board will carefully review all nominations via any combination of the following:

1. Invite the nominee to submit an application,
2. Ask the nominee to provide references,
3. Contact any or all provided references, and
4. Privately discuss the nominee with Board Members’ contacts.

4.3 Approval

Approval of a nominee requires a two-thirds vote by the Board.

1. **Conflict of Interest.** Board Members who have an exceptional conflict of interest must declare this conflict of interest. The level of conflict of interest will determine whether or not a Board Member must recuse themselves. Types of conflicts of interest include, but are not limited to:
   
   (a) *Position of trust:* the relationship of a Board Member with a nominee has competing professional or private interests, e.g., a Board Member’s research supervisor may be a nominee.
   (b) *Perceived:* the Network could form the view that a Board Member’s private interests could improperly influence their vote, e.g., a Board Member’s relative or partner is a nominee.
   (c) *Actual:* This involves a direct conflict between a Board Member’s official duties and a competing interest or obligation, whether personal or involving a third-party.

2. **Vote.** The remaining Board Members must carry a two-thirds vote to approve the nominee.
Chapter 5

Board

5.1 Membership

The Board will consist of two Members from each tier of the Network for a total of 6 members. All Board Members will belong to the MTG and will have participated in the Network for at least one year. The Board should aim for a matrix of representation, including, but not limited to, the following categories:

1. Geographic - membership on the Board should consist of representation from at least three countries, not all belonging to the same continent. Based on one’s country of origin and academic positions held in various countries, it’s possible that a Member represents multiple countries. For the purposes of Board representation, a single Board member may represent a country they have resided in for at least three years.

2. Leadership Skills - the Board should seek Members who have served in leadership positions in other organizations. Skills desired include, but are not limited to: budget creation, finance management, governance, delegation, mediation, and communication.

3. Experience - the Board should seek Members that comprise diverse career and life experiences.

5.2 Responsibilities

1. The Board will adjudicate annual elections.

2. The Board will create, maintain, and track progress of Strategic Plans.

3. The Board will issue a call for Members of ad hoc committees to pursue Network activities/programs in the Operational Procedures and pursuit of the Strategic Plans. The Board may approve and/or modify committee membership.

4. The Board will administer the Code of Conduct, receive reports of violations, and review each reported Concern via the Conduct Review Process described in the Code of Conduct Procedures.

5. The Board will review and vote on nominated Mentors via the Procedure for Inducting Mentors.

5.3 Election

1. **Nominations.** Each July, MTG-Members may submit a self-nomination to the Board for a position of their current tier.

2. **Vote for Final Candidates.** Nominations for an open Board position will be disseminated to the entire Network for an online, anonymous vote.

   (a) Network members will submit a ranking of their top 3 nominations, or a member may vote “Abstain.”
(b) Quorum is reached when at least 20 Members or 30% of Members, whichever is larger, submit a preferential vote or abstain.

(c) Votes will be tallied using a simple \textit{single transferable voting method}.

3. \textbf{Board Selection}. The Board may discuss the 3 final candidates in an open meeting. Then, by popular vote, the Board will elect 1 of the 3 candidates.

5.4 \textbf{Terms and Term Limits}

1. Each elected Board Member will serve the following terms:

   (a) Mentee - 1 year
   (b) Mentor - 2 years

2. Each elected Board Member is limited to serving two consecutive terms.

3. Board Members who have served two consecutive terms must wait at least one term length after the end of their most recent term to self-nominate.

5.5 \textbf{Disruptions and Emergencies}

In the event that

- a Board member voluntarily steps down from the Board mid-term, or
- there is a majority non-confidence vote against a Board member by the remaining Board members, or
- a Board position cannot be filled via an election, for example due to a lack of volunteers,

the Board reserves the right to elect an Interim Board Member according to the following rules.

1. The Board must put their best effort towards finding an Interim Board Member that satisfies the requirements in \textbf{5.1} and \textbf{5.4}. \textbf{In particular, effort should be put towards ensuring that the Interim Board Member belong to the appropriate tier of the Network.}

2. A majority vote from the remaining Board is sufficient to elect an Interim Board Member.

3. The interim term is allowed to last until the next Board election. The Interim Board Member will have the option of nominating themself as a Board Member. In that case, the time an Interim Board Member has served on the Board does not count towards any future regular terms they may hold.
Chapter 6

Procedure for Amending Bylaws

Any Member may propose an amendment to the Bylaws.

1. An amendment proposal should be submitted by email to the Board.
   (a) For clarity, the proposal should provide the existing verbiage in the Bylaws to be amended and carefully describe the proposed changes.

2. The Board will announce to the Network the proposed amendment by email, along with an electronic, anonymous ballot.

3. Members must submit their vote within 7 days of the announcement.
   (a) The Board will send a reminder 48 hours prior to that deadline.

4. A majority vote by quorum results in adoption of the amendment.
   (a) Quorum is met when at least 60% of the MTG-Members cast a vote.
Chapter 7

History of Versions

1. **Current version:** The language regarding gender and MTG was changed, Section 5.5 was added, and further minor edits were drafted by the 2021-22 Board:
   - Anna Duwenig, Postdoctoral Fellow, University of Wollongong, Australia.
   - Kari Eifler, Data Scientist, Microsoft, USA.
   - Emilie Elkiær, Ph.D. Research Fellow, University of Oslo, Norway.
   - Maria Paula Gomez Aparicio, Maître de Conférences, Université Paris Saclay, France.
   - Karen Strung, Researcher, Institute of Mathematics, Czech Academy of Sciences, Czech Republic.
   - Jennifer Zhu, Ph.D. Student, University of Waterloo, Canada.

   We are grateful for the help from L Glaser and others for assistance with the language regarding gender. The amended Bylaws were approved by vote in June 2022.

2. **May 2021:** Minor edits were drafted by the 2020-21 Board:
   - Anna Duwenig, Postdoctoral Fellow, University of Wollongong, Australia.
   - Kari Eifler, Ph.D. Candidate, Texas A&M University, USA.
   - Priyanga Ganesan, Ph.D. Student, Texas A&M University, USA.
   - Lara Ismert, Assistant Professor, Embry-Riddle Aeronautical University - Prescott, USA.
   - Sarah Plosker, Associate Professor, Brandon University, Canada.
   - Karen Strung, Researcher, Institute of Mathematics, Czech Academy of Sciences, Czech Republic.

   and the amended Bylaws were approved by vote in May 2021.

3. **Summer 2020:** The original version of the Bylaws was created during Summer 2020 by the Preliminary Board:
   - Francesca Arici, Assistant Professor, Leiden University, Netherlands.
   - Kari Eifler, Ph.D. Candidate, Texas A&M University, USA.
   - Lara Ismert, Assistant Professor, Embry-Riddle Aeronautical University - Prescott, USA.
   - Judith Packer, Professor, University of Colorado, Boulder, USA.
   - Jacqui Ramagge, Executive Dean of Science and Professor, Durham University, England.

   and its near-final draft was reviewed by:
   - Kristin Courtney, Postdoctoral Fellow, Mathematical Institute, University of Münster, Germany.
   - Elizabeth Gillaspy, Assistant Professor, University of Montana, USA.

   The Bylaws were ratified in July 2020 and also included the following section:
Preliminary Board

(a) **Membership.** The Preliminary Board will meet the criteria for Board membership, described above.

(b) **Responsibilities.** The Preliminary Board will approve the Network’s bylaws and adjudicate the first election for all six Board positions.

(c) **Election.** Members of the Preliminary Board may stand for election but would then not participate in adjudication of the election in which they are a candidate.

We wish to acknowledge our heavy usage of language from the following sources:

- Code of Conduct for the International Society for Bayesian Analysts (ISBA);
- Policies for the International Society for Bayesian Analysts (ISBA);
- Code of Conduct for the Australian Mathematical Society (AustMS).