The Alan Turing Institute

Community Governance: Representation & Intersectionality

Malvika Sharan, Andrea Sánchez-Tapia

Pronouns: she/her

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Governance is the set of formal and informal practices through which an organisation sets goals, assigns responsibilities, establishes systems, and assesses outcomes of organizational action.

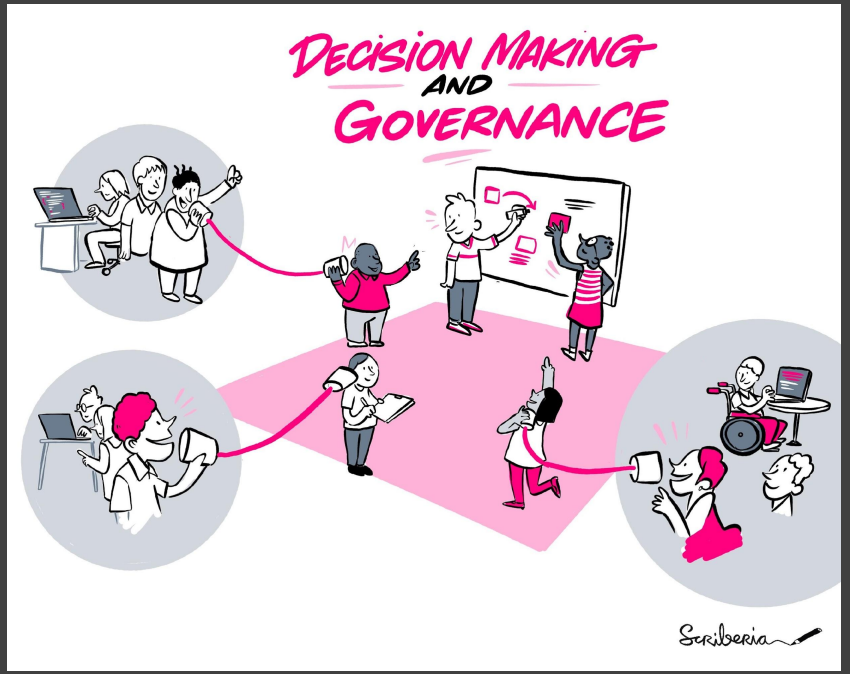
Anna Grandori, editor, *Handbook of Economic Organization* (Aldershot, U.K.: Edward Elgar, 2014); Williamson, *The Mechanisms of Governance, https://econpapers.repec.org/bookchap/elgeebook/14110.htm,*

Slides DOI: 10.5281/zenodo.7038553

Governance

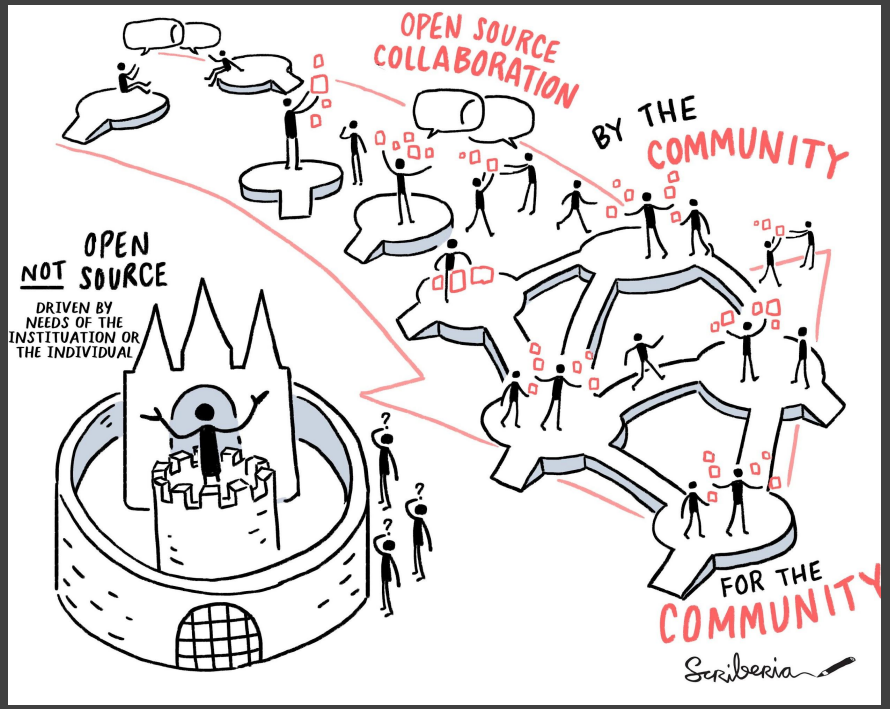
Help identify and create accountability for:

- who makes decisions, how?
- who gets to participate, how?
- who is responsible to address risks/challenges, how?
- who controls and protects the outcome, how?



Chartered Governance Institute, UK & Ireland, Discover Governance - What is governance? https://www.cgi.org.uk/professional-development/discover-governance/looking-to-start-a-career-in-governance/what-is-governance, Image by Scriberia for The Turing Way, Shared under CC-BY 4.0, Slides DOI: 10.5281/zenodo.7038553

Community-wide Governance



Malvika Sharan

Committees and working groups

Andrea Sánchez-Tapia

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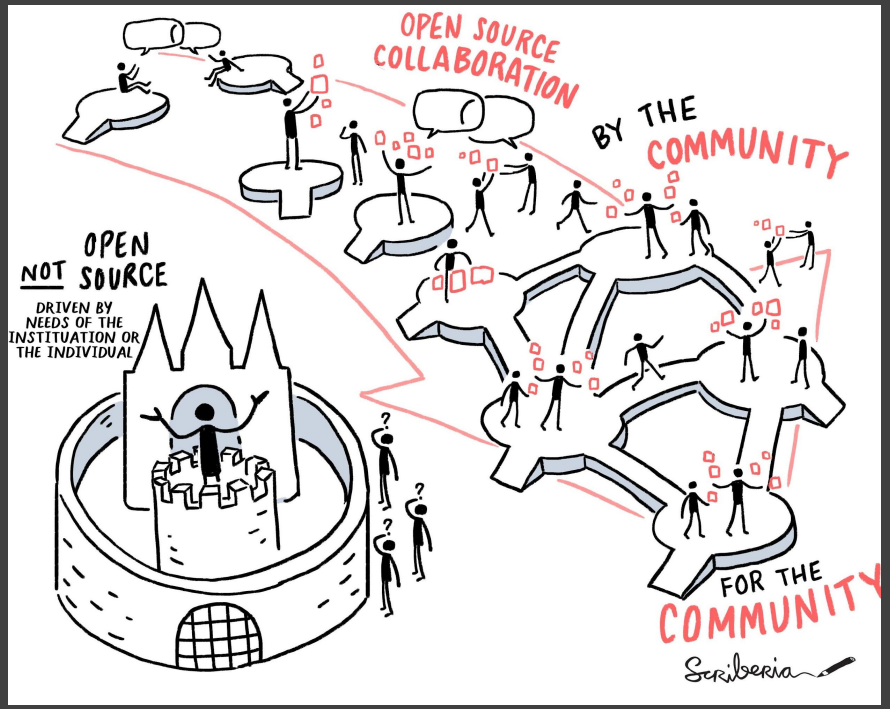
Community-wide Governance



Malvika Sharan

Senior Researcher - Open Research, Co-lead The Turing Way, The Alan Turing Institute
&
Co-lead - Open Life Science

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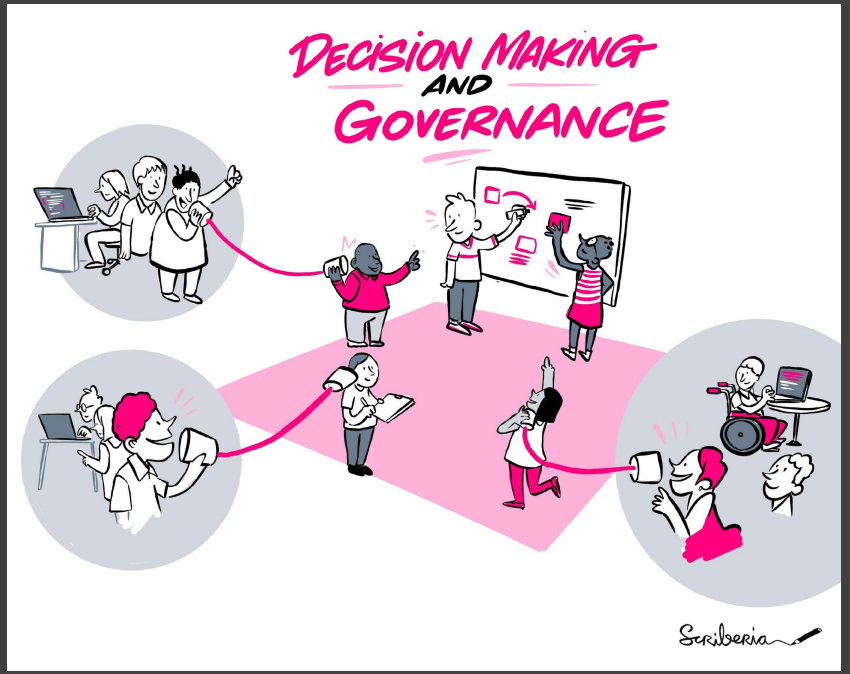
Community Governance

A system for community-led, inclusive, equitable management to benefit all.



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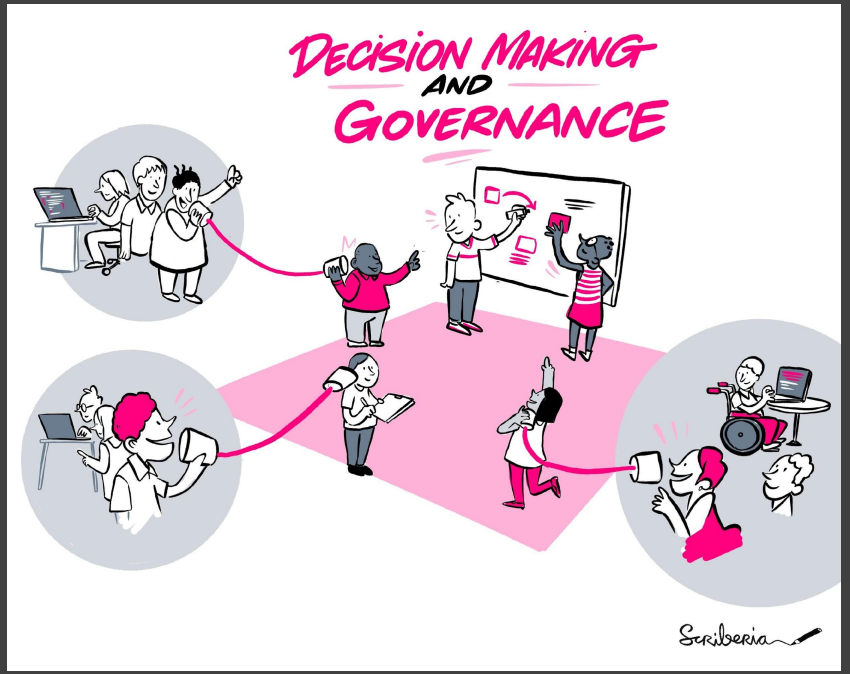
Community Governance

A system for community-led, inclusive, equitable management to benefit all.

Gives structure and process for transparent decision-making



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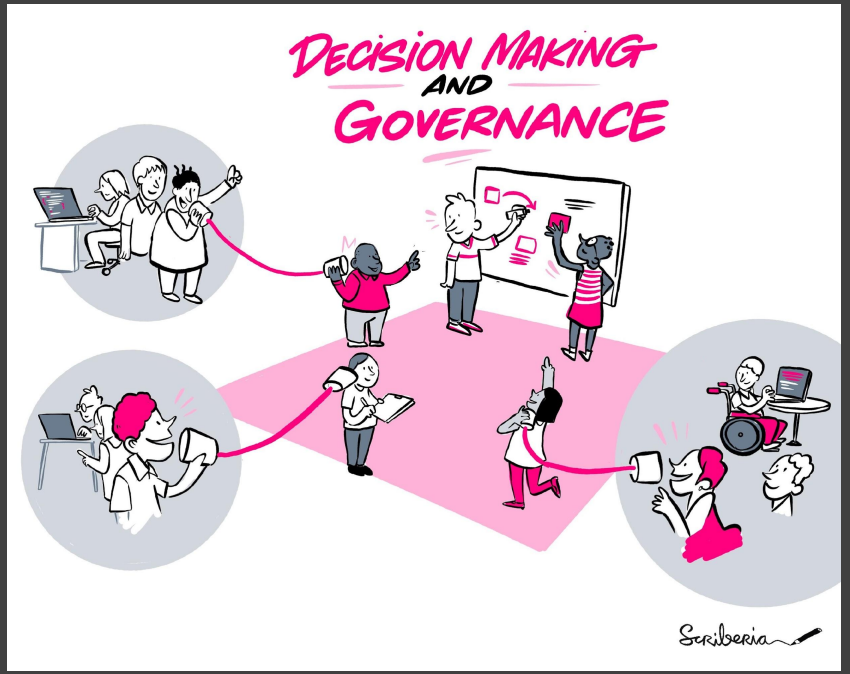
Community Governance

A system for community-led, inclusive, equitable management to benefit all.

Gives structure and process for transparent decision-making

Provides shared directions, support and accountability for objectives that are collectively prioritised or achieved.



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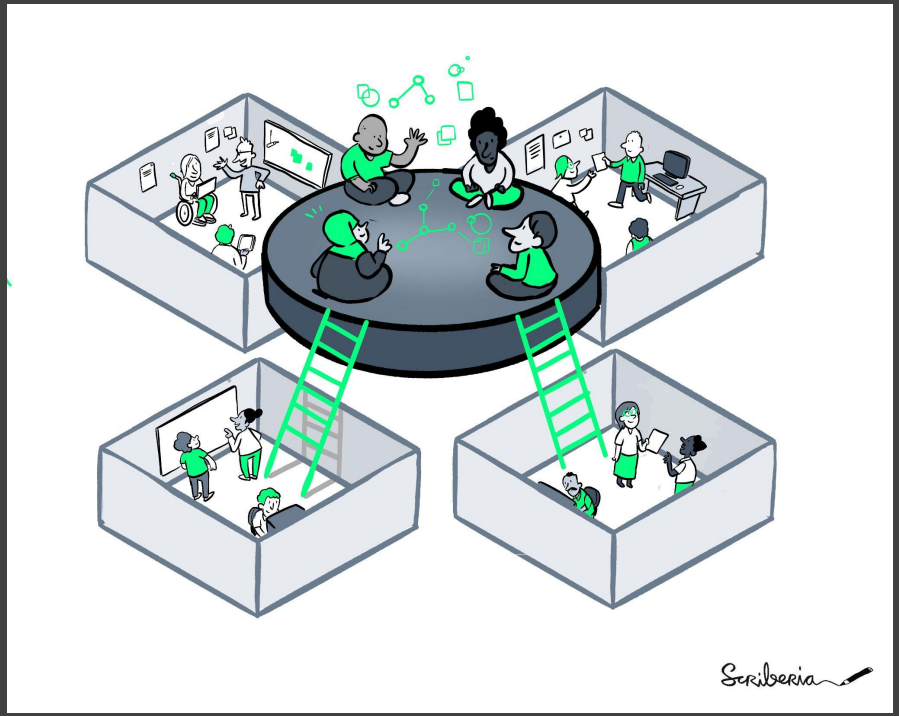
Representation in decision-making positions allows a person or group to participate, speak and act on behalf and in support of another person or group.



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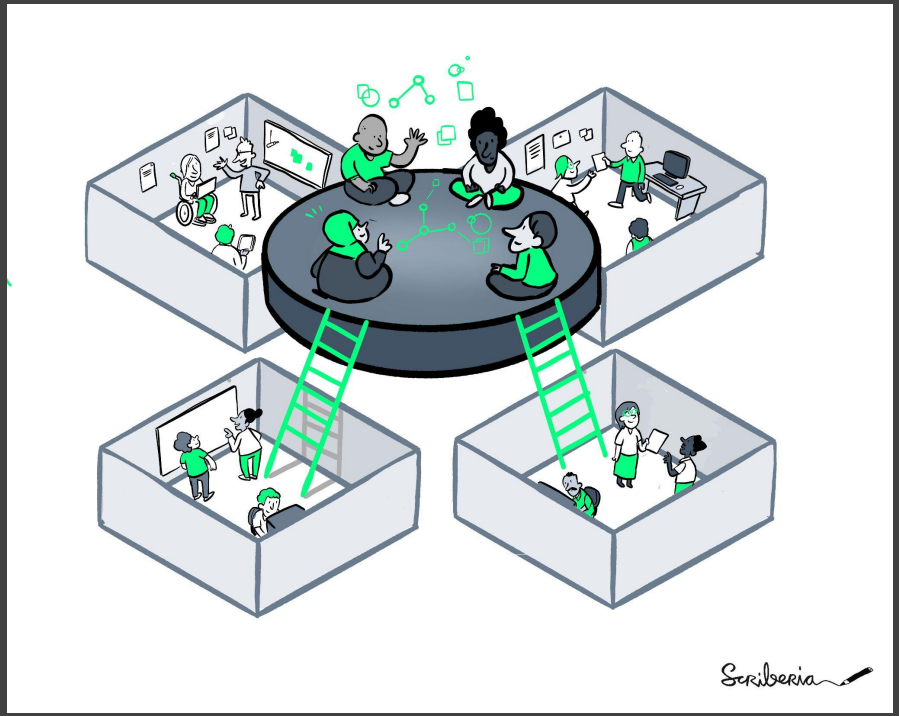
Roles of Representation in Governance

Collective groups elect/select someone as representatives



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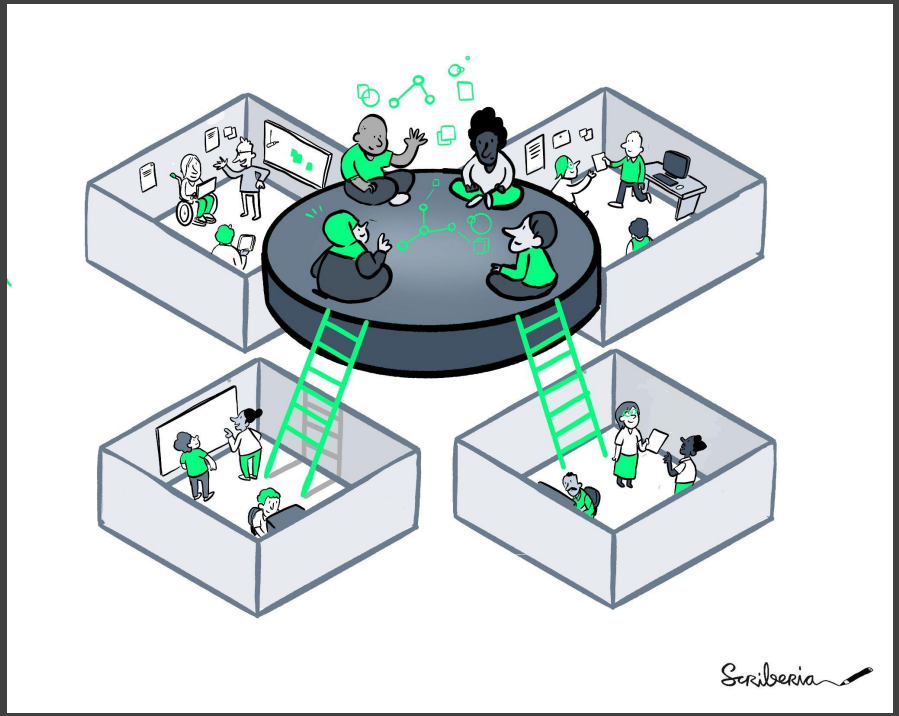
Roles of Representation in Governance

Collective groups elect/select someone as representatives

They present their experiences, advocate for common interests



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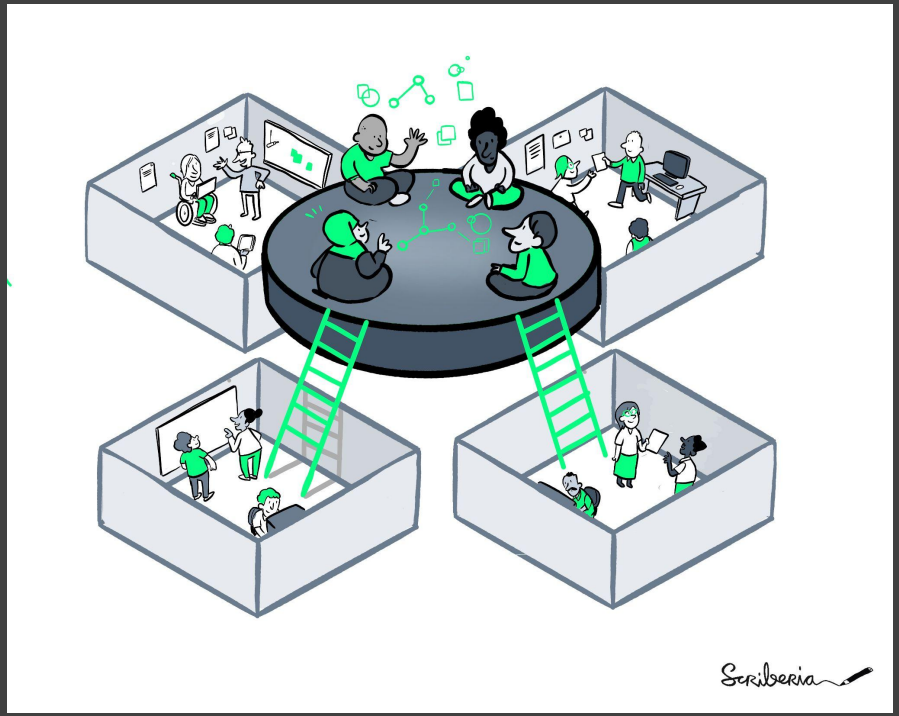
Roles of Representation in Governance

Collective groups elect/select someone as representatives

They present their experiences, advocate for common interests

Expected to make decisions on behalf of the people, who in turn hold them accountable.



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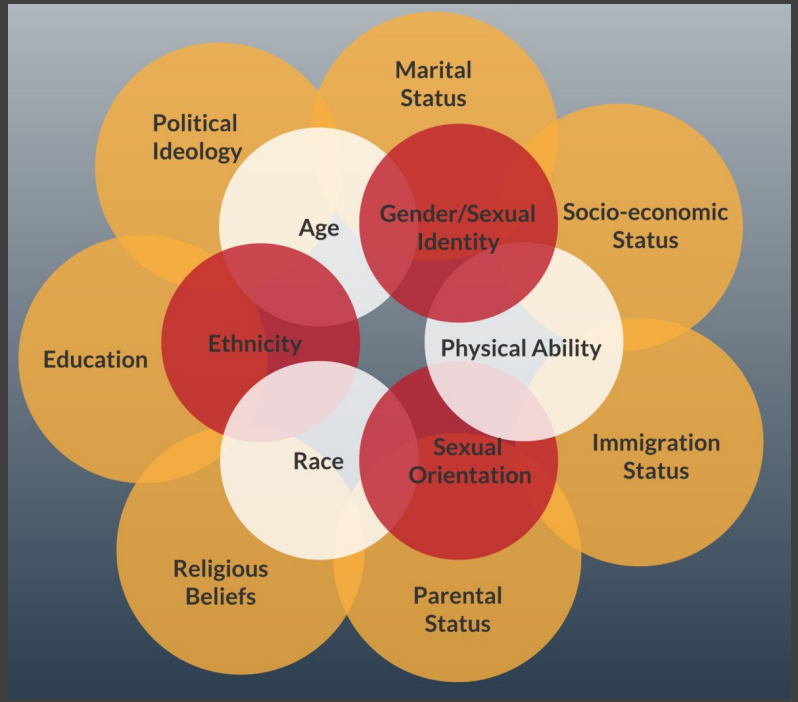
Intersectionality

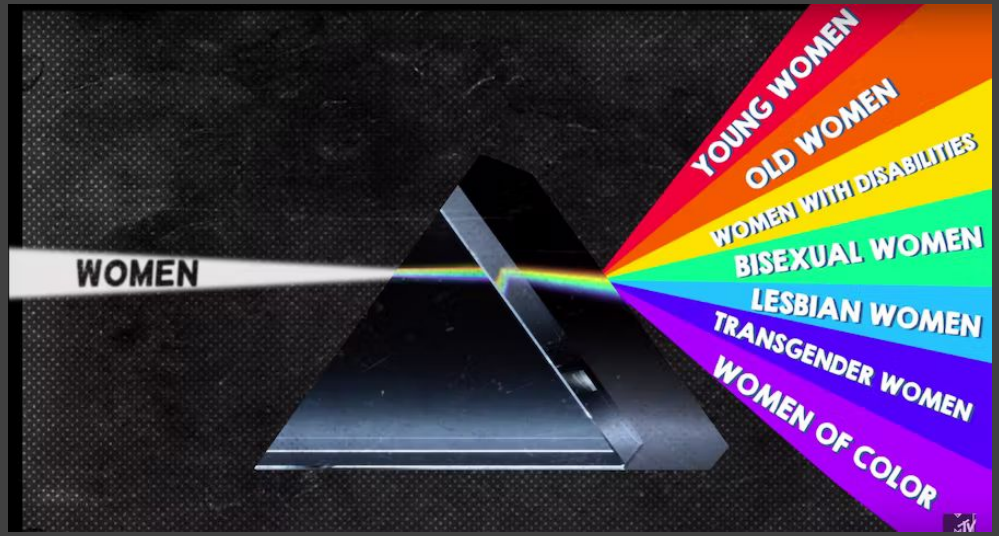
Culmination of different types of oppression and the specific experiences that occur when identities “intersect” – creating unique (power) dynamics affecting how an individual may be treated in different situations.

Prof. Kimberlé W. Crenshaw coined the term ‘intersectionality’ in 1989

What is intersectionality. https://www.intersectionaljustice.org/what-is-intersectionality
Coaston, J. (2019). Intersectionality, explained: meet Kimberlé Crenshaw, who coined the term. Vox. https://www.vox.com/the-highlight/2019/5/20/18542843/intersectionality-conservatism-law-race-gender-discrimination

Intersectionality





Dr. Sally. (2022, August 27). Dr. Sally. Retrieved from https://www.sallyspencerthomas.com/hope-illuminated-podcast/107,
Rodriguez, M. (2015). We Asked White Feminists to Discuss Mistakes They've Made. Here's What Happened. Mic. Retrieved from https://www.mic.com/articles/126431/we-asked-white-feminists-to-discuss-mistakes-they-ve-made-here-s-what-happened

Intersectionality Approach to Governance

Success of governance is influenced by the process of selection, levels of power and objectives representatives are expected to deliver.

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Designation of diverse representatives ensure that diverse perspectives from the broader community are well represented.

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Intersectionality Approach to Governance

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Designation of diverse representatives ensure that diverse perspectives from the broader community are well represented.

Intersectionality helps understand complexity, work with different levels of analysis and strengthen decision-making to benefit everyone.

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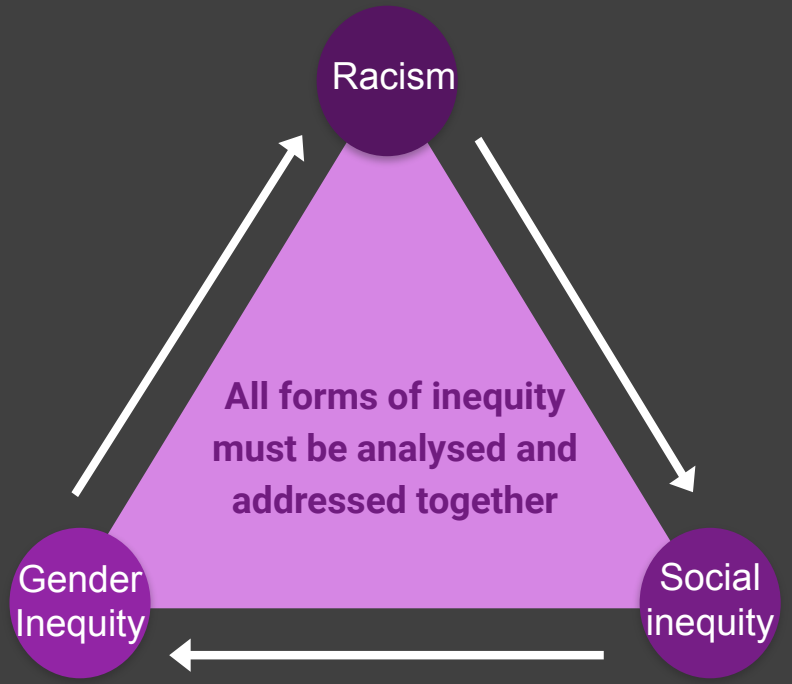
Intersectionality Approach to Governance

"When feminism does not explicitly oppose racism, and when antiracism does not incorporate opposition to patriarchy, race and gender politics often end up being antagonistic to each other and both interests lose."

– Prof. Kimberlé W. Crenshaw



what is intersectionality. (2022, August 27). Retrieved from https://www.intersectionaljustice.org/what-is-intersectionality
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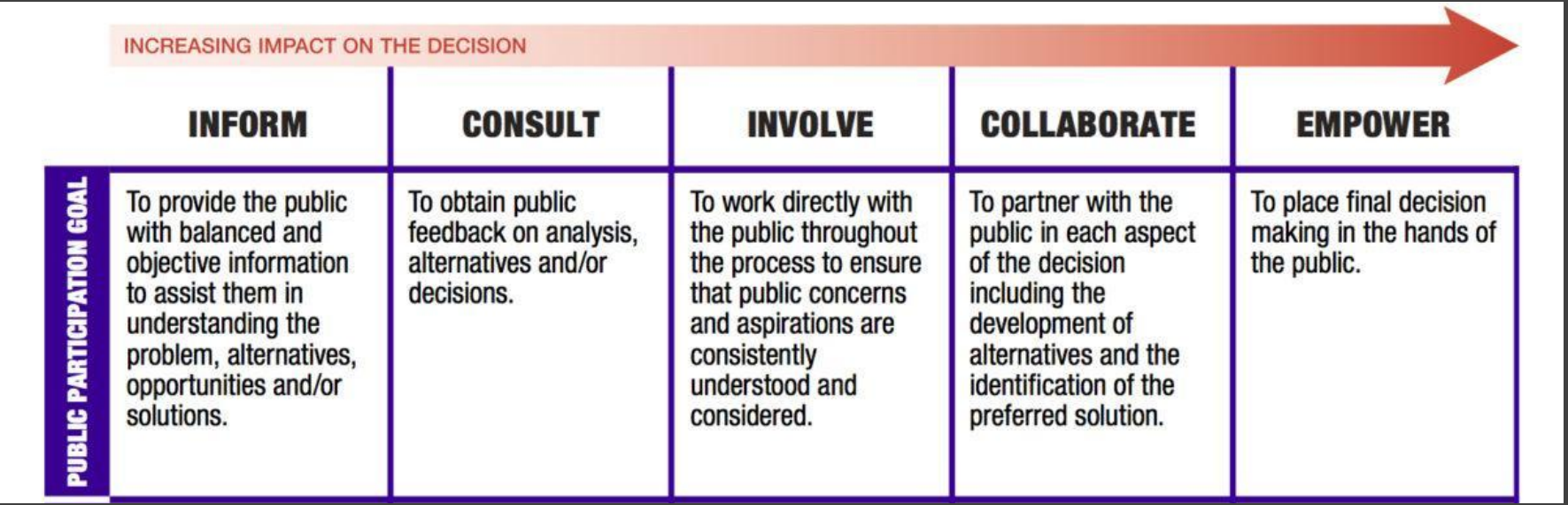
Determining decision-making power



Spectrum of Public Participation – Organizing Engagement. (2019). https://organizingengagement.org/models/spectrum-of-public-participation, Slides DOI: 10.5281/zenodo.7038553

Landscape of governance based on maturity stage

Spectrum of Public Participation – Organizing Engagement. (2019,). https://organizingengagement.org/models/spectrum-of-public-participation, Community Maturity Model™. Community Roundtable. https://communityroundtable.com/what-we-do/research/community-maturity-model, Slides DOI: 10.5281/zenodo.7038553

Applying Intersectional Governance Theories

Interrogating privilege & disadvantage: resources, power, challenges

1. Intersectional Identities: where do members talk about their multiple identities; and how?
2. Intersectional Collaborations: where do diverse members collaborate; and how?

Dennissen, M., Benschop, Y., & van den Brink, M. (2018). Rethinking Diversity Management: An Intersectional Analysis of Diversity Networks. Organization Studies, 41(2), 219–240. doi: 10.1177/0170840618800103. Community Maturity Model™. Community Roundtable. https://communityroundtable.com/what-we-do/research/community-maturity-model

Case Study from The Carpentries

References from The Carpentries:
https://carpentries.org/community/
https://carpentries.org/reports/
https://www.youtube.com/watch?v=DaeCZ74IgLQ

Core Team
(recruited paid staff)

OPERATION & STRATEGY

Executive Council
(appointed & Elected)

GOVERNANCE ACCOUNTABILITY

Code of Conduct
(Recruited from the community)

COMMUNITY ACCOUNTABILITY

Community of instructors, learners and potential contributors

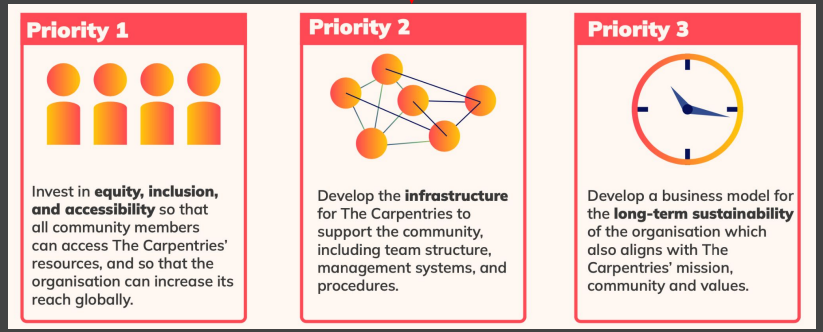
Instructor Development

Curriculum Advisors & Maintainers

Trainers & Lesson Developers

Community Coordinators

- Latinoamérica
- Africa
- MENA
- NZ & AUS
- European
- Japan
- Canada



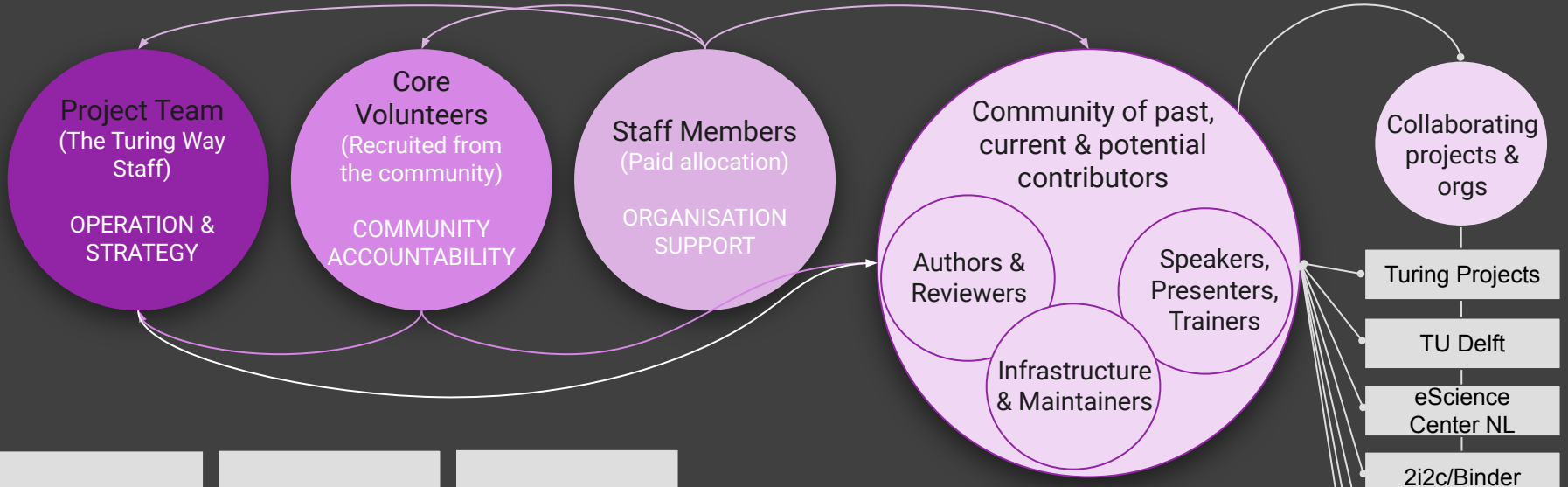
2022 Operational Priorities

- Training Workshops
- Community Discussions
- CarpentryCon (global) + CarpentryConnect (local)
- Local & Regional Meetups
- Blogs
- Need-based Taskforces
- Memberships

Events and Collaborative Opportunities

Case Study from The Turing Way

References from The Turing Way:
https://the-turing-way.netlify.app/welcome,
github.com/alan-turing-institute/the-turing-way



Community Policy	Content Management	Collaboration & Membership
Operational Continuity	Partnership-led Global Uptake	Long-term Sustainability

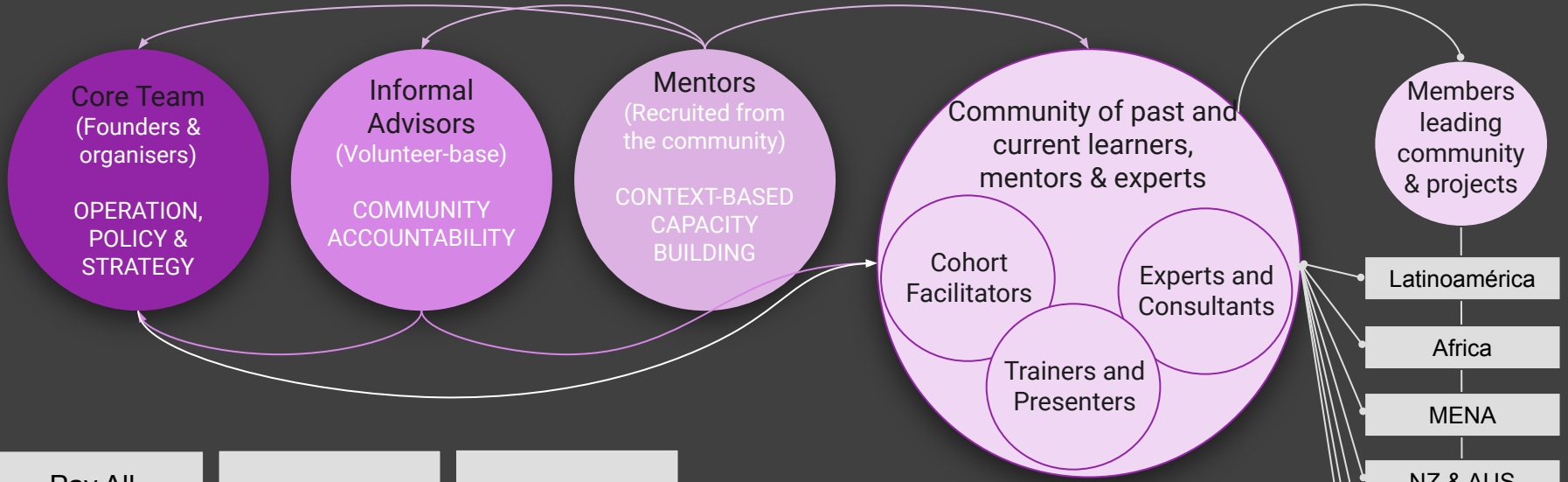
Operational Priorities

Book	Localisation
Coworking Calls	Fireside Chat
Book Dash	Community Interactions
Workshops & Training	Memberships

Events and Collaborative Opportunities

Case Study from Open Life Science

References from Open Life Science:
https://openlifesci.org/about,
https://openlifesci.org/posts



Pay All (volunteer) Labor	Contextualised Approaches	Collaboration & Membership
Operational Continuity	Evidence & Impact Study	Long-term Sustainability

Operational Priorities

Cohort-based Training	Mentorship
Slack Interactions	Specialised Training
Project-based support	Blogs
Microgrants/honoraria	Memberships

Events and Collaborative Opportunities

Applying Intersectional Governance Theories

Diversity networks deal with the complex reality of multiple identities and their intersections.

Dennissen, M., Benschop, Y., & van den Brink, M. (2018). Rethinking Diversity Management: An Intersectional Analysis of Diversity Networks. Organization Studies, 41(2), 219–240. doi: 10.1177/0170840618800103. Community Maturity Model™. Community Roundtable. https://communityroundtable.com/what-we-do/research/community-maturity-model

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In theory, all diversity networks agree that 'they should collaborate' (stronger claim on getting the desired attention and valuable for mutual learning experiences).

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Applying Intersectional Governance Theories

Diversity networks deal with the complex reality of multiple identities and their intersections.

In theory, all diversity networks agree that 'they should collaborate' (stronger claim on getting the desired attention and valuable for mutual learning experiences).

In practice, actual collaboration and coalition building is shown to be difficult and challenging.

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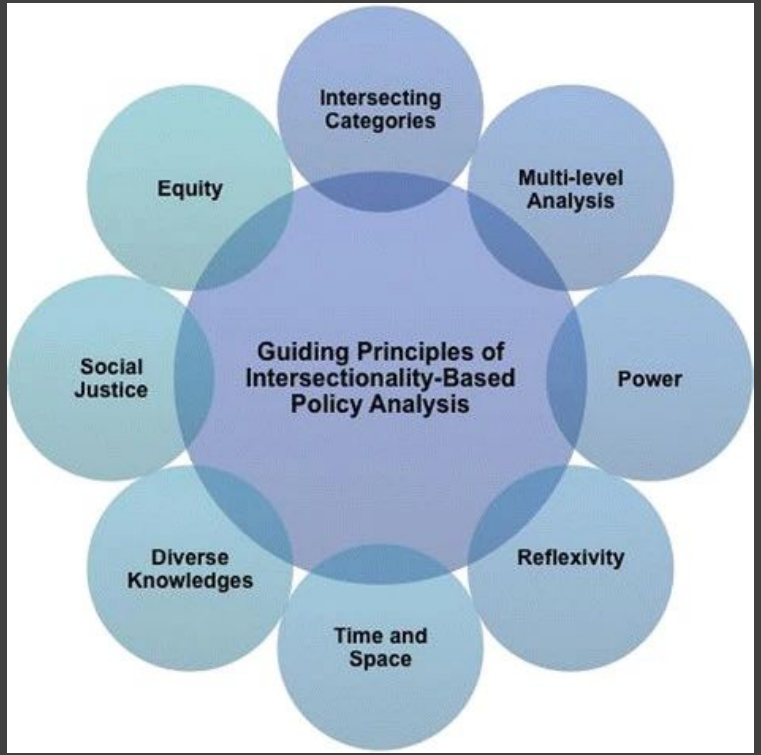
Guiding Principles for Intersectional Governance



Operationalising Intersectionality:

1. Prioritise areas/topics of work through participatory process
2. Understand and define the ‘problem’ through intersectional lens
3. Interventions, solutions & success metrics (short, mid, long term)
4. Implementation at organisation-level

Hankivsky, O., Grace, D., Hunting, G., Giesbrecht, M., Fridkin, A., Rudrum, S., ...Clark, N. (2014). An intersectionality-based policy analysis framework: critical reflections on a methodology for advancing equity. International Journal for Equity in Health, 13(1), 1–16. doi: 10.1186/s12939-014-0119-x, Slides DOI: 10.5281/zenodo.7038553

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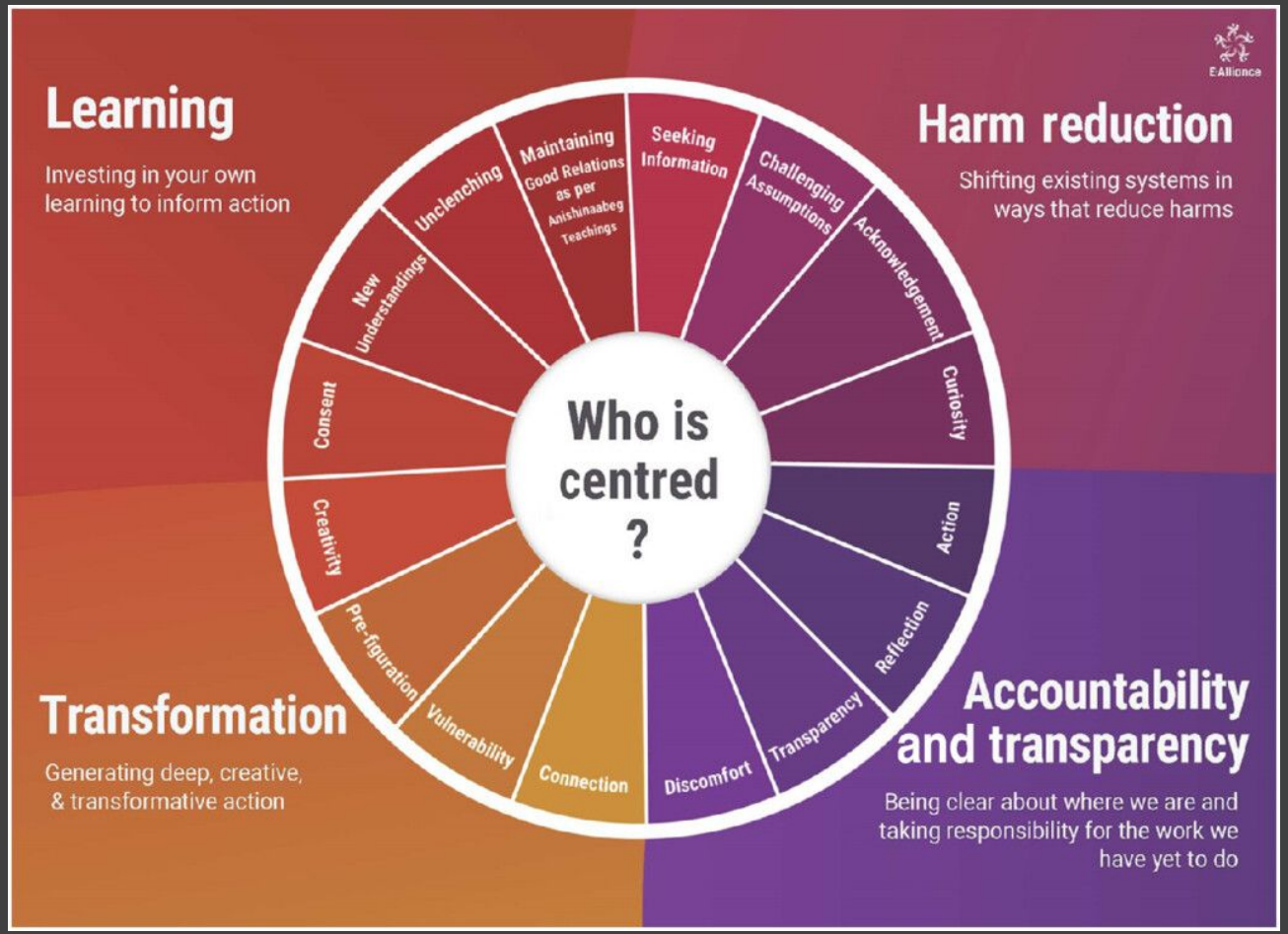

Kriger, D., Keyser-Verreault, A., Joseph, J., & Peers, D. (2022). The Operationalizing Intersectionality Framework. Journal of Clinical Sport Psychology, -1(aop), 1–23. doi: 10.1123/jcsp.2021-0069, Slides DOI: 10.5281/zenodo.7038553

Committees and working groups

Localisation and Translation
Co-lead, The Turing Way
&
Independent Researcher

Andrea Sánchez-Tapia

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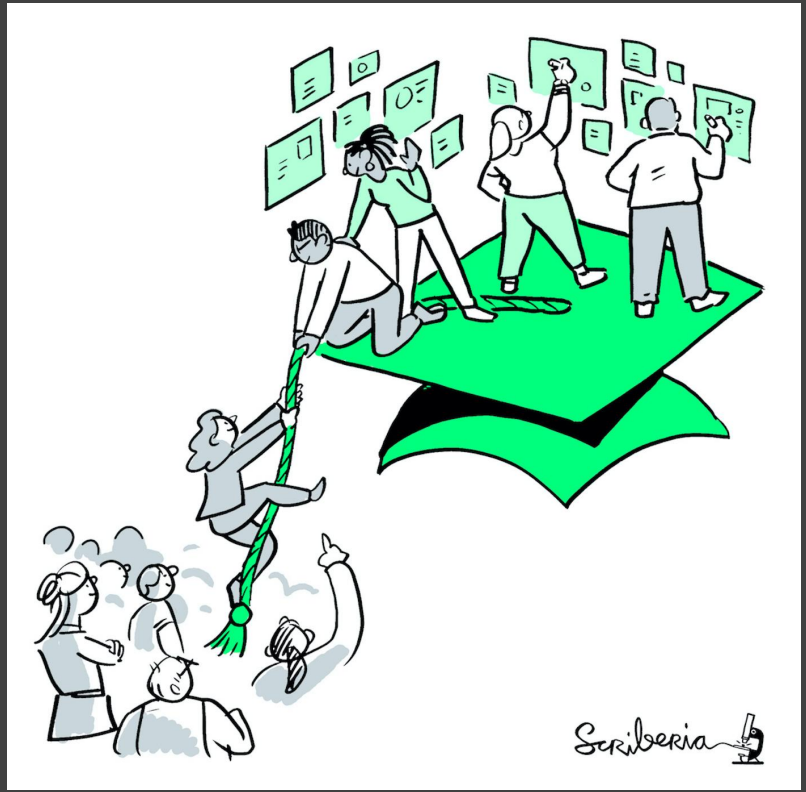
About me

- Colombia, Bogotá, access to language learning
- Biology/Ecology/Public university systems in Colombia and Brazil: academia in peripheral countries
- Participation in Open Source *communities of practice*

@SanchezTapiaA, Image by Scriberia for The Turing Way, Shared under CC-BY 4.0, Slides DOI: 10.5281/zenodo.7032545

A 1st move: occupy

- RLadies, The Carpentries, LatinR, The Turing Way
- Representation: the participation of other Latin American women was *key* when interacting with the global community
- How you occupy a space depends a lot on each community



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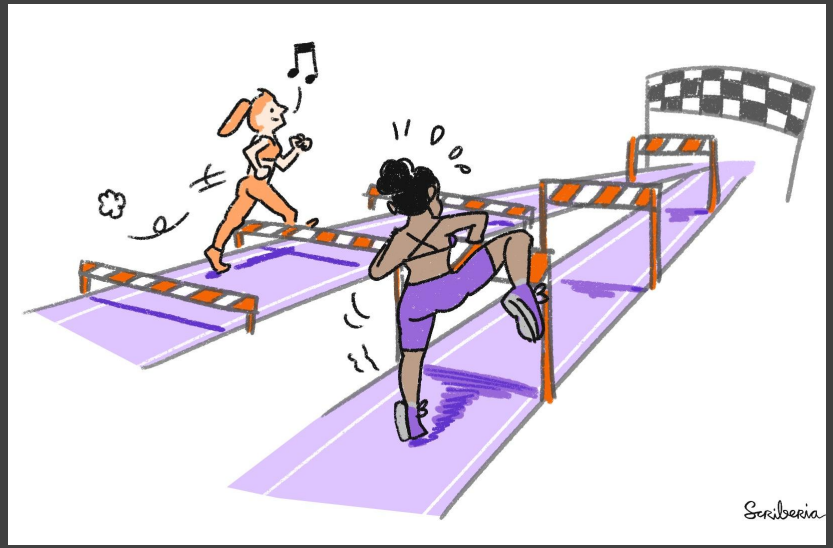
useR! 2021

- Fully remote, a global organizing team
- Me: Diversity, Accessibility, and Inclusion team <3
- Conscious effort towards accessibility
- Multilingual submissions, keynote in Spanish, translated captions
- Volunteer-based but key roles recognized, financial support
- Passed the torch via the useR! knowledgebase, publications, surveys

Image by Francisco Etchart for useR! 2021, Shared under CC-BY-NC-SA, Slides DOI: 10.5281/zenodo.7038553

A 2nd move: why? for whom?

- There are still people out
- Even when you “belong”, what does it mean to be included? Assimilation vs diversity
- “Safe” spaces: codes of conduct
- These conversations are being held in USA-Europe-centric contexts
- Lots of unpaid volunteer work - invisible labor



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Navigating two worlds

- Code of conduct teams
- Work locally and globally
- (Take care of yourself)

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Governance of *The Turing Way* translation and localisation team

- Early draft to structure our work
- Four co-leads “named”* by the team
- In paper: leads and translators for each team
- In practice: horizontal, aiming to onboard and meet people where they are
- Lots of “we’ll play it by ear” :)

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Governance of *The Turing Way* translation and localisation team

Batool Almarzouq

Andrea Sánchez-Tapia

Alejandro Coca-Castro

Camila Rangel Smith

Melissa Black

Anıl Tuncel

Cigdem Ozen

Asma Kacem

Thank you! Connect with us.

- Malvika: msharan@turing.ac.uk
- Andrea: andreasancheztapia@gmail.com

- The Turing Way:
  - Webpage: the-turing-way.netlify.app
  - Email: theturingway@gmail.com

- Open Life Science:
  - Webpage: openlifesci.org
  - Email: team@openlifesci.org

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