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ICD 2020 Internal Review

JANUARY 29, 2021

In the late summer and early fall of 2020, ICD received feedback on several elements of the organization's work and staffing. Through a continued commitment to better listening to the concerns of our community, the Director of ICD decided it was necessary to begin an internal review based on the feedback ICD received. Several ICD staff and Executive Advisory Council members were approached by Rob Deemer to engage in this internal review process. Staff members Alan Berquist, Ciyadh Wells, and Helena von Rueden carried out this internal review process with the input and assistance of experts in the field and community members. The report given here contains input from all of these parties, and the review team has comprehensively compiled and affirmed the final version.

The review team gathered the feedback received from multiple sources and organized it into several categories:

- Database specificity/issues of composer identity in database

- Communication

- Composer assistance/Role of ICD for composers

- Education/Tokenism

- Feedback on Director Rob Deemer and ICD leadership

- Staffing

- Systemic issues in classical music

- Additional feedback

 All review team members read feedback, looked into the issues by speaking with members of staff, looked at responses to each item by Director Rob Deemer, made suggestions to address the critiques, and suggested a timeline for implementing changes as deemed necessary. The feedback below is either paraphrased or directly quoted from sources. In order to protect privacy, the names of those who have contributed feedback or expressed concerns are not shared.

DATABASE SPECIFICITY/ISSUES OF COMPOSER IDENTITY IN DATABASE

1) Feedback: Allowing non-composers to enter information has resulted in people being outed.

Review: This was deemed the most urgent feedback to address, as it suggested the possibility of endangering the safety of composers in the database from the LGBTQ2IA2S+ community. Reviewers suggested the immediate removal of the database from public view until such concerns could be investigated. This suggestion was implemented and the database remained offline for a thorough investigation. Reviewers interviewed the ICD Database Manager, and reviewed the protocol for how

composer data was handled, specifically with regard to LGBTQ2IA2S+ information. As of late summer 2020, composers could be entered into the database by third parties, including assumed LGBTQ2IA2S+ information, but this information did not automatically go public. Instead, this information went to a Coordinator of the Composer Diversity Database who then emailed the composer to confirm their LGBTQ2IA2S+ status. Once confirmed, the composer was listed publicly; if not reached, the composer's information was not listed publicly. If a composer was not listed as LGBTQ2IA2S+, they were not contacted (this has since changed). A small number of exceptions were made to this policy for composers that had publicly identified as part of the LGBTQ2IA2S+ community in the press or on the internet and from their own words, as this was considered to be public knowledge.

Staff separately confirmed to reviewers that no one contacted ICD with information about having been outed. The review team concluded that, to ICD staff knowledge, no composer's LGBTQ2IA2S+ identification was included in the ICD database without their approval.

The review team acknowledges that the lack of available information on the website at the time of the feedback regarding the handling of sensitive personal information could have contributed to this misunderstanding.

Actions Taken: In response, the review team suggested a detailed page (the FAQ page) describing protocols for data entry, which was added in October 2020. Additionally, language was added on the database search and data entry pages to better inform users of the policies in place to protect composer identity. Specific instruction is given to third party data enterers, with a request NOT to enter composer data on LGBTQ2IA2S+ identification. A new policy of positive consent has been initiated to confirm not just LGBTQ2IA2S+ identification but all identifying information directly with composers before posting. See #4 below for more details on this policy.

   2) Feedback: Composers cannot share pronouns in the database.

Review: Review team suggested that this be added as an option.

Actions Taken: Staff added a pronoun option to the Composer Diversity Database and Composer Submission Form, after consultation with the leadership team, ICD staff members, composers, and other community members. In a fall 2020 communication to composers (for whom staff had current contact information), ICD offered a place to specify pronouns with an option "prefer not to answer." Any pronoun can be added or removed at composers' discretion.

   3) Feedback: Composers cannot share artist statements or other specifics about their works.

Review: Review team suggested that this be added as an option.

Actions Taken: Staff added a Personal Statement option to the Composer Diversity Database and Composer Submission Form, with the leadership team, ICD staff members, composers, and other community members. In a fall 2020 communication to composers (for whom staff had current contact information), ICD offered a place to write a personal statement that could include any additional information a composer might want to share with the public.

   4) Feedback: Composers should receive direct communication regarding how they are referred to in the database, including the use of their name, how they choose to identify, descriptions of compositional output, etc.

Review: Review team suggested that a system requiring positive consent and confirmation of identifying information be put in place.

Actions Taken: This feedback led to important conversations regarding the use of identifying information in the database and issues of consent. Members of the review team, staff, and consulted advisory council members favored a move to a consent-based system in which all living composers in the database would be asked for consent before appearing in any ICD database. Composers may or may not want to be featured on the database, and it was a mistake to assume consent and to assume that data entered reflected what the composer wanted stated about them and their work. Therefore, the Composer Diversity Database and Works Database remained offline through fall 2020 until several changes could be made, including asking composers for their consent to be featured, as well confirmation of the identifying information on their profile in the database. The databases were re-launched in December 2020, after composers had been contacted for consent. At the time of this report, most composers who have responded to the consent request and provided consent have been re-entered and therefore appear in the database. Over the first months of 2021, staff will continue to add all interested composers; those who decline to be in ICD databases or who do not respond to consent requests will not be added.

5) Feedback: The identity categories by race and gender are too broad and problematic.

Review: The review team acknowledged that no person can be accurately described by a series of checkboxes. Review team suggested more open-ended options for composers to enter demographic and identity information, as well as the opportunity to check multiple boxes. The review team confirmed that in the Demographics section, multiple boxes can be checked to allow for composers to choose multiple racial, ethnic, and gender identifiers. An extensive discussion around Sexual/Romantic Orientation and gender identity ensued among staff, and outside consultation was provided by a gender activist as well as a professor of Women & Gender Studies.

Actions Taken: Language further explaining the problematic nature of broad racial and gender categories was added to the FAQ page as well as the search pages. Demographics categories were reviewed and confirmed as best practice, with the addition of "Indigenous Peoples" and a free write-in section for composers to add more specific or clarifying information at their discretion. Gender Identification was separated from Sexual/Romantic Orientation with more specific options included for both as well as a write-in section added to each, and an option to not answer or to check more than one answer. This provides composers to be more specific or general with how they identify according to their preferences.

6) Feedback: Some information in the database is out-of-date or erroneous.

Review: Review team agrees that some of the information is out-of-date and that this is a problem as it does not accurately represent the work of these composers. The review team has suggested that more staffing be concentrated on fixing these errors and that a schedule be determined for regular checks on out-of-date links and erroneous information.

Actions Taken and Further Proposed Actions: Since this feedback, all records without consent have been removed from the database due to the fall 2020 positive consent and confirmation policy. As composers consent to inclusion in the database, additional corrections are being made to records to bring them up-to-date. Staff plans to prioritize this work in the first few months of 2021, and have added more staff to this effort.

7) Feedback: Composers whose names start with an A or at the start of the alphabet are given an advantage since database search results appear in alphabetical order.

Review: Review team agreed this was a problem.

Actions Taken: The results feature was changed to appear in random order with the option to sort alphabetically as needed by users.

COMMUNICATION

8) Feedback: ICD has shown an unwillingness to listen, take feedback, and work quickly to address complaints. ICD has not responded to offers of volunteer assistance from volunteers.

Review: Reviewers found that a lack of organizational structure has prevented feedback from being addressed, acknowledged, and responded to in a timely fashion. In order to best serve all of the members of our community (especially the composers whose work is in the ICD databases), the review suggested that a specific person be given the responsibility of tracking feedback and following up with those who provide feedback. Additionally, the team suggested additional communication options be made visible on the website, so anyone with feedback could send it easily.

Actions Taken and Further Proposed Actions: Ciyadh Wells has stepped forward as the interim Feedback Manager and will track and respond to complaints and feedback. Ciyadh is also a member of the newly-formed leadership team, so feedback will be known to those at the decision-making level of the organization. ICD also plans to hire a Communications Specialist to be permanently tasked with this duty in 2021. Language has been added to the Team and FAQ pages so users know to whom to direct questions and where to leave feedback. The review team suggests ICD formalize a transparent process for responding to volunteer requests in 2021.

9) Feedback: ICD posted apologies on social media that cited names of people who did not give their consent to be named.

Review: Review team agrees that the posting of individual names of members of our community, for any reason (including an apology) without consent should not be allowed.

Actions Taken and Further Proposed Actions: The review team has suggested an internal communication policy that requires individual and direct communication with any individual whose name ICD is considering using publicly before using that name publicly. This policy has been implemented by ICD leadership and staff. The individual whose name was listed has been contacted with an apology.

10) Feedback: ICD does not take feedback from the composers they represent.

Review: This was also addressed in #8 above: that generally, feedback is not always well tracked and responded to in a timely manner. Additionally, several pieces of feedback from composers are being addressed in this review, namely, a better ability for composers to describe themselves in the Composer Diversity Database, the move to a consent-based inclusion process with plans to hire a Communications Specialist to streamline communications with composers and others.

Actions Taken and Proposed: Addressed in items #2, 3, 4, and 8.

11) Feedback: Credit for the creation of the ICD is not properly attributed to early contributors besides Rob Deemer.

Review: Reviewers found that the history of the ICD was not described in much detail anywhere on the website. This was an omission that the review team suggested be remedied by contacting early contributors for reviewing the language presented on the history of ICD. Early staff members spoken to with regards to contributions also stated that some early contributors declined acknowledgement, and that is why their names do not appear. Reviewers suggest this be clarified to avoid the appearance of omission.

Proposed Actions: History statement is being re-written and reviewed by early contributors to the project. This information will be posted to the FAQ page in early 2021.

12) Feedback: Criticism regarding the appropriate use of terminology surrounding Latinx materials that could be seen as racist in areas outside the United States was not taken seriously.

Review: Reviewers suggest that specialists in Latinx music and Spanish language be consulted regarding instances of terminology regarding Latinx heritage descriptions and materials that appear in ICD data.

Proposed Actions: Consultation with Latinx identifying musicians, composers, organizations, and community members to advise uses of Latinx terminology with music and heritage going forward. Reviewers suggest rationale for ICD's use of the term Latinx (http://www.latina.com/lifestyle/our-issues/latinoa-latinx-latine-solving-spanish-gender-problem) be explained on the FAQ page.

13) Feedback: Offers to work for ICD by highly qualified individuals have been ignored, while friends of ICD staff have been brought on to do the work, showing favoritism.

Review: There have been instances of messages to Rob Deemer and to other ICD staff members that have gone unanswered, and in some cases, ICD has likely lost out on expertise from important individuals. The review team believes better communication is necessary. The team suggests a secondary person be assigned to the ICD main contact email address to provide communication support to ensure all emails are responded to in a timely fashion. Additionally, an automated message is suggested for the Facebook message function, pointing users to appropriate email addresses of staff contacts. A small minority of staff were found to be friends of the Director; however, a majority of current staff either volunteered their services or were sought out specifically for their expertise. The review team suggests that the leadership of the organization create a more formal staffing policy to ensure future staffing decisions happen in a way that best serves the organization as a whole.

Actions taken and Further Proposed Actions: Ciyadh Wells has been added as an Interim contact on the main ICD email address. A Communications Specialist will be assigned this role upon hire. Additionally, more specific contacts for other areas of the ICD program have been added to the Teams page, so that users can contact multiple ICD staff people directly, relieving the pressure on the Director's email address. An automated message has been added to the Facebook page to direct users to the more reliable email addresses of specific staff members. The review team suggests that the leadership team create a staffing policy for ICD that addresses diversity, equity, inclusion, and access.

14) Feedback: Interns are not always given proper credit for their work.

Review: The review team is working to make sure that any past, current, and future interns are appropriately recognized and acknowledged for their work and expertise. A certain amount of historic knowledge is not available, because at the beginning of the organization's history, record keeping was not as robust as it is now. A pilot internship program with the Choral Database has been initiated that provides various opportunities for credit, compensation, and/or recognition to those interns.

Proposed Action: Should corrections be found or suggested, ICD should immediately give credit with the consent of the intern on the appropriate pages. For any future intern, ICD staff should work directly with each intern to ensure a valuable experience and that proper public acknowledgement is provided upon consent.

15) Feedback: Rob Deemer has agreed to release a financial statement or budget report for the ICD, but has not done so.

Review: The review team agrees that a financial statement should be released, and that this should be handled by the Head of Development.

Proposed Action: A financial statement by the Head of Development should be released in the first six months of 2021. A summary of financial information has been posted to the FAQ page in the meantime.

16) Feedback: A public apology that was issued to a person with concerns about ICD was too weak and unspecific.

Review: The review teams agree that the apology in question was weak and unspecific. In the future, communication from individuals should be directed to that individual alone first, and not over social media without an attempt by email or phone. If a public communication is needed about a specific communication from an individual, that individual should be contacted for permission before their name is included in a public post.

Action Taken and Further Action Proposed: A new communication policy should include the review suggestions above and should be shared with all staff who have public interactions.

17) Feedback: ICD mentions disabled composers in the mission statement, but does not include works of disabled composers in the database.

Review: The review agrees that disabled composers should be included in the database and has suggested that disabled composers be represented in the database in consultation with members of our community to do so appropriately.

Proposed Action: A plan to include disabled composers in the ICD tools should be created. Expertise on all types of disabilities will be sought to accurately review processes before adding to the database.

18) Feedback: Critiques of ICD made on other social media outlets are not acknowledged.

Review: Reviewers agree that critiques should be addressed publicly and acknowledged. Additionally, there is a need for a more detailed dialogue beyond social media to address any comments, questions, and concerns pertaining to the work of ICD. It is the responsibility of ICD staff to be up-to-date on issues of access, diversity, equity, and inclusion in the music communities in which it operates, as well as to be responsive to critiques offered directly to staff members.

Actions Taken and Further Proposed Actions: Upon hire, the Communications Specialist will make sure ICD is up-to-date on issues of access, diversity, equity, and inclusion. ICD should clarify on the website that the organization is open to and encourages direct feedback and provides clear ways to provide feedback, including anonymous feedback.

19) Feedback: Emails to confirm consent have taken too long.

Review: Reviewers also agree that emails to confirm consent have taken too long. Currently three staff people are tasked with this, and each have allotted a significant schedule per week to confirm composers. This was a priority task of fall 2020 and composers continue to be entered in early 2021.

Actions Taken and Proposed Actions: More staffing has been placed on this effort. A continuation to prioritize the consent confirmation process is in progress and has been mostly complete by the time of this report.

COMPOSER ASSISTANCE/ROLE OF ICD FOR COMPOSERS

20) Feedback: Very little information is provided to users on how to establish relationships with living composers, including any information on commissioning of composers, as well as how to avoid tokenizing composers and their work.

Review: The review team agrees that ICD has not provided enough information to users on how to best build relationships with living composers. In emphasizing the use of underrepresented composers' repertoire, tools must be provided for how to do so in a responsible manner. Reviewers believe much of these resources already exist from other reputable organizations committed to this work, and ICD should reference these to assist users. Therefore the team recommends a list of resources be created on best practices for interacting with composers found on the website in an appropriate and respectful way, that better descriptions of tokenism, and that raises awareness around traumatic experiences of composers from underrepresented communities, as well as resources on how to respectfully commission composers.

Proposed Actions: Create further resources on best practices on the website for interacting with composers in an appropriate and respectful way.

21) Feedback: ICD does not include 'ownvoices' or stories by diverse voices in their work.

Review: The review team agrees and suggests that this could be folded in to the Notes Blog, which is discussed in #23 below.

Proposed Actions: Include an item on the concept of ownvoices in the Notes Blog.

22) Feedback: A composer on the site reported not receiving any increase in sales after being listed on the ICD. Also, data regarding composer profile location and body of work has not been updated.

Review: The review team agrees that data regarding composer profile location is often out-of-date (see #6 above), and recommends an annual update reminder be sent to all composers with a link allowing them to update their records. With regard to increased sales, the ICD does hope there are indirect financial benefits to composers who are listed in the database; however, this is not a direct goal of the ICD.

Proposed Actions: Clarify language regarding the benefits to composers on being listed, noting that financial benefits are not a direct goal. Create a schedule for automated emails to ask composers for updated information once per year. An all-composer update was sent in fall 2020 to those composers for which the organization had valid emails. Clarify that it is the responsibility of composers to send updates to ICD as necessary by email or through the website.

23) Feedback: ICD should host a series of community discussions where marginalized composers can discuss the real systemic barriers they face and come up with work that ICD could do to begin to dismantle those barriers.

Review: The review team supports this and believes it could be accomplished as a part of the Notes Blog series, though another format could also be considered like an interview or webinar.

Proposed Actions: Add this task to the future Communication Specialist job responsibilities.

24) Feedback: ICD should initiate programs that direct funding resources and commissioning opportunities to composers of diverse backgrounds.

Review: The review team supports this and suggests (for now) that links be provided to other organizations who specialize in this important work.

Proposed Action: Include links for composers on a Composer Resources page on the website including funding resources and commissioning opportunities. Develop this page in 2021.

25) Feedback: Create a composer spotlight series that is not reactive (like the one created during the Summer of 2020) and that is consent-driven, and based on self-representation for living composers.

Review: The review team supports the idea that ICD should create a composer spotlight series that is not reactive. Reviewers have suggested an "opt-in" spotlight program, where composers are given the opportunity to sign-up for a spotlight in which they have a voice in what is featured. Reviewers suggest a schedule that provides spotlights across genres and gives representation across all underrepresented groups, featured on social media. All information provided will be agreed upon with spotlighted composer's permission and approval.

Proposed Action: Create an opt-in spotlight program with the schedule above. Assign this to the Communications Specialist to begin in 2021.

EDUCATION/TOKENISM

26) Feedback: ICD should include more initiatives focused on education so that the database isn't just a list of names but a directory of people and their lives' work.

Review: The review team agrees, and this subject is actively being discussed by ICD staff. In addition to changes made in the Composer Diversity Database to allow for more expression of personal information, reviewers suggest further discussion of tokenism be included on the database pages, as well as additional resources provided to help steer users towards a positive use of the information and to encourage users to learn more about individual composers. Additionally, reviewers suggest that once resources are more fully developed, databases should be situated within a more comprehensive page of resources to discourage the use of the database on its own. Users will be pointed to resources and/or information about performance practice, cultural sensitivity, programming and education, context, and the composer themselves.

Actions Taken and Proposed: The addition of a personal statement option to composer profiles in fall 2020 helps create a more full picture of composers. Language about tokenism has been included on database web pages so that all users have a chance to read this information before using the databases. Leadership should continue to prioritize this in decision-making in 2021, and should encourage users to use the database as a starting point, not an ending point, in their exploration of its listed composers and repertoire.

FEEDBACK ON DIRECTOR ROB DEEMER AND ICD LEADERSHIP

27) Feedback: Rob does not consistently communicate with staff and others offering suggestions and services to ICD, makes decisions without consulting others, and does not properly follow-up when mistakes have been made.

Review: The review team agrees that communications, decision-making, and follow-through can be improved at ICD. The leadership team created in fall 2020 helps to solve this issue, as three additional directors in the organization now make decisions together. All policy decisions regarding the work of ICD will now come through the leadership team with equal input and consensus-based decision-making among all four members.

Action Taken and Proposed: The fall 2020 creation of the leadership team will help solve these issues. A new communications policy should be created to guide all staff including the Director on best practices for communication.

28) Feedback: ICD seems more about Rob and accolades to him than advocacy, and he has not provided acknowledgement of the important work of past staff.

Review: The review team agrees with the statement that ICD should not be about any one person including the Director, and should focus personal highlights on consenting composers and their works, or others promoting the work of the mission. The review team suggests a clear social media policy that does not focus on ICD leadership. ICD is beginning the process to bring on a dedicated Communication Specialist who will create a consistent social media policy that is reflective of ICD as a whole. That person will be on board in 2021. The issue of properly acknowledging previous staff and their work is discussed in #11 above.

Proposed Action: Dedicate a new staff person to focus on social media, press, and communication in the ways suggested above.

29) Feedback: An affiliate of ICD on the Executive Advisory Council posted inappropriate commentary on ICD's Facebook page. These posts need to be addressed and the individual removed from the ICD position.

Review: The review team agrees that posts with an inappropriate, disrespectful, or discriminatory nature should be addressed with the individual in question. The Executive Advisory Council holds no power or influence over ICD, and are instead a group of community members who function as a resource. ICD does not currently clearly define this relationship, nor does ICD have a formal policy for expectations of its Executive Advisory Council with regard to communications.

Proposed Action: Leadership team should review Executive Advisory Council membership. ICD should hold Council members accountable for their actions and statements. A transparent policy for adding Council members should be created, and a smaller Council with more defined roles and expectations should be considered by the leadership team. The extent to which Executive Advisory Councils speak for ICD or represent ICD must be examined to ensure views they express are consistent with ICD values.

30) Feedback: ICD promotes white saviorism since most of the leadership it white.

Review: The review team agrees that in the past, an all-white leadership team could easily have promoted white saviorism. The review team believes that the leadership of ICD should be large majority non-white. A move was made in this direction with the creation of the leadership team, which includes two women of color, and three women total. Additionally, it is important that white staff are properly trained in cultural sensitivity, and that all staff regardless of how they identify are trained in sensitivity with respect to all underrepresented populations with which ICD works.

Proposed Action: Prioiritize the hiring of non-white staff from this point forward with non-white staffing at all levels to best carry out ICD's mission.

31) Feedback: Rob is not qualified to run a program on inclusive programming, and the ICD should hire people with sociological expertise and racial awareness.

Review: The review team recognizes that the best leadership for a program on inclusivity would be made up of a large majority of people from underrepresented groups. White and heteronormative individuals can (and should) improve their understanding DEI issues through training, listening, and education, but this does not take the place of the lived experience of a musician of color. Reviewers also believe it is important not to burden individuals from underrepresented groups with all the work of DEI. The review team agrees with the feedback that increasing lived experience and expertise in sociological and racial awareness would improve ICD's work. Additional staff training mentioned in #32 will help this concern.

Proposed Action: Add this expertise at the staff level, the Executive Advisory Council, and/or consultant level to help review policies and communications. Carry-out an anonymous staff diversity and inclusion survey to determine representation among the staff. Additionally, collect information from the current staff on their levels of work or academic experience or training in issues surrounding DEI. Evaluate whether it is enough, and take additional actions to improve these levels, either through training or the addition of new members. Additional proposed actions found in #32 above.

SYSTEMIC ISSUES IN CLASSICAL MUSIC

32) Feedback: Putting anticolonial voices (music) in an inherently colonialist system (concert program) without acknowledgement of cost of attendance, space where it is performed, standard audience reached, and to what communities it is promoted, does not fix a big part of classical music's problem.

Review: The review team agrees with the above statement and acknowledges the inherently colonialist and white supremacist system that exists within classical music. It is important for users of ICD databases to know that just using our database does not absolve one of colonialist actions or their implicit biases, racism, sexism, or homophobia.

Proposed Action: Provide clear language to users on the website to discourage the use of the database as a single action. Encourage users to address systemic issues in classical music by working with other organizations doing this work. Provide links to this work throughout the website in 2021. A future idea would be to consider forming a cooperative "toolkit" model, in which several organizations provide information regarding ways to address systemic racism in classical music, in which ICD's databases are one among many tools provided by multiple organizations.

33) Feedback: What classical music needs is not diversity and inclusion but dismantling of racist and oppressive infrastructure of 'classical music' as we move forward.

Review: The review team agrees that a radical change including a dismantling of racist and oppressive structures in classical music is necessary as we move forward, starting with the term 'classical music.'

Proposed Action: See #35 below.

ADDITIONAL FEEDBACK

34) Feedback: ICD should address trauma performativity or the conditions under which it might be appropriate and meaningful to ask a particular composer to write a piece that addresses a specific marginalization or violence.

Review: The review team agrees that assisting users in understanding trauma performativity is necessary and that addressing trauma performativity on the ICD website would help users work appropriately with composers.

Proposed Action: Define the term "trauma performativity" on the ICD website and FAQ page. Provide links for users to further explore this issue.

35) Feedback: The statistics on suggested repertoire percentages are conservative and language around these being minimums is not prevalent enough.

Review: The review team agrees that the suggested repertoire percentages are too conservative for any meaningful and lasting change to occur. The team also agrees that language explaining that these are minimums are not prominent enough on the website.

Proposed Action: Explore increasing suggested minimums in consultation with other organizations and community members with relevant expertise and experiences. Make language about the percentages programming be more prominent on the website.

36) Feedback: ICD should initiate self-reflexive data analysis of the real-world efficacy of the ICD in practice.

Review: The review team agrees that ICD should initiate a self-reflexive data analysis about the efficacy of data collections and analysis. This could be implemented in part by suggesting people who use the database fill out a survey that includes how they are using the data, whether it is to program, for use in a lesson plan, general knowledge, research, etc.

Proposed Action: Implement the survey described above via a web-based form in 2021.

37) Feedback: Refuse personal credit in media coverage.

Review: The review team agrees crediting individual staff members on media coverage is not appropriate and should focus on the ICD as a whole organization.

Proposed Action: Task the Communication Specialist to be hired in 2021 with this issue and include it in ICD's communications policy.

38) Feedback: Donate all money the white individuals gained from this initiative, especially Rob Deemer, to initiatives that support the right for PoC to have the tools and training they need to become artists.

Review: The review team believes a clear line needs to be drawn in terms which positions are paid and which are not. The Director position is unpaid: only expenses for necessary travel and technology costs are covered.

Proposed Action: All compensation should be disclosed in an annual fiscal report. A compensation policy should be created that addresses which positions are paid and which are not; the policy should include discussion of whether reparations plays a part in a compensation plan with ICD.

39) Feedback: The name ICD connotes a more sociologically informed research tool when it's more of a reference tool, and the name should reflect that.

Review: The review team agrees that the title does not accurately reflect the specific work of ICD.

Proposed Action: Continue to review a future name change to accurately reflect the work of an informed research and database tool.

CONCLUSION

The review team thanks everyone who gave feedback for taking the time to make their concerns known. The review team found some feedback has been taken with actions implemented at the time of the report; other feedback has not yet been incorporated by ICD. The review team has made suggestions for actions that address the remaining feedback, with a focus on increasing transparency and communication. These findings and suggestions are summarized below.

- Changes to protocols for the inclusion or requested removal of individuals from ICD databases based on composer consent with collaborative control of their profiles

- Changes to LGBTQIA2S+ composer profiles and protocols that further protect information and prevent anyone ever being accidentally outed

- A historical lack of underrepresented groups in leadership roles is being addressed through the introduction of a more inclusive team of Associate and Assistant Directors

- Communications improvements by creation of a Communications Specialist position to be filled as soon as possible this year

- Continual assessment of ICD's progress and mission along with open feedback and communication from the community

- Accountability of all staff, volunteers, and council members in representing and upholding ICD's mission and commitment to anti-racism and equitable actions through new and more formalized processes

- Clarification of ICD's overall role in the music community as well as better connection to resources to other organizations doing similar and/or complementary work

- Incorporation of more diverse voices at all internal levels of the organization and a continued commitment to working with external experts in underrepresentation, diversity, equity, and inclusion

The review team acknowledges that an internal review is inherently biased and that two of the members of the review team are also members of the recently created leadership team. However, as the review is internal, reviewers are aware of what proposed actions might be feasible and efficient given the size of staff and staff hours available. The reviewers have treated the review process as a crucial opportunity for listening to concerns and continuing an open dialogue in order to best improve protocols and processes within the organization.

Several suggested time frames have been made regarding specific recommendations, many of which are recommended for implementation in 2021. The timeline will be reviewed by the leadership team who will decide how to allocate staff time to each issue. The review team suggests that all actions be gathered and prioritized by the leadership team and be immediately adopted as part of ICD policy moving forward.

The review team:
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Helena von Rueden
Ciyadh Wells

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