

To: Dr. B and Pamela Gores
From: Amy Toole
Subject: Response to Reviewer
Date: 17 July 2022

The reviewer responses pointed to several issues that relate to the ACM guidelines. I chose to implement most of these suggestions, and I believe that these edits make the article more effective than before.

Suggestions Regarding ACM Formatting

The bulk of the suggestions centered on the formatting requirements of the journal, *Communications of the ACM*. ACM uses the Chicago Manual of Style (CMOS), which meant that the entire reference list and all in-text citations needed to be reworked. Additionally, ACM provides a [template](#) for article submissions. This template required rework by adding a subtitle, abstract, and header. After making the necessary edits, I confirmed that the reformatted article was within the eight-page limit.

There is one item I chose not to include. The ACM guidelines require a cover page, where the author explains the central theme of the article, a statement addressing why the material is important, and names of three experts who could review the submission. As I mentioned in my comment to Gores, I chose not to add a cover page for the purposes of this assignment. Rather, I focused on editing the existing article and fitting it into the prescribed template. Should I choose to continue the publication process, I will be sure to compose the required cover page.

Suggestions Regarding Content

Gores provided thorough editing that included both micro- and macro-level suggestions. I accepted all micro-level edits and most macro-level edits. For example, I elaborated on the potential distraction of ORCAA's "Industries + Clients" section. Now I see that without this added sentence, the reader is left guessing what I mean when I mention a distraction. There is also a paragraph that was almost exclusively citations. I did not realize this upon my initial submission, but with Gores suggestion, I included my own thoughts to synthesize this information better. I also accepted suggestions to remove references that were only relevant for a specific class.

There were a few suggestions that I elected not to implement at this time. For one, I did not add an introduction for Cathy O'Neil and Joy Buolamwini. These are two central figures in the article and are introduced in multiple sections, so I did not find it necessary to add another introduction for these experts. I also chose not to elaborate on some points, such as the wording in ORCAA's "What We Do" section and the size of the ORCAA team. These are valid suggestions, but due to the schedule and scope of this project, I felt that the article is strong enough without these additions. The same is true in the AJL section: I did not expand on the patterns in social justice messaging. Perhaps if I continued down the publication process, I would include these items, but for now, I feel that the article is satisfactory as-is.

Other Edits

This was not included in the editor recommendations, but I moved one paragraph from the Introduction to the end, labeling it "Future Work." This paragraph is more future-focused than the rest of the introduction and moving it to the end allowed the article to flow from analysis to implications to future work to conclusion. This maps more closely to other articles I have read.