



Transforming Tax Administration: Toward an Effective, Trusted & Inclusive IRS

The [Center for Taxpayer Rights](#) is pleased to convene this conference on *Transforming Tax Administration: Toward an Effective, Trusted & Inclusive IRS*. In August 2022, Congress enacted the Inflation Reduction Act (IRA), Public Law 117-169, which provides for \$80 billion in funding over a ten year period to enhance Internal Revenue Service (IRS) resources and improve taxpayer compliance. While some of this funding may be reduced in future appropriations bills, there is no doubt that the IRS needs a major investment in cash and expertise to transform itself from a mid-20th century tax administration to one that reflects and meets the needs of today's taxpayers and the economy they operate in.

Over the spring and summer of 2023, the Center for Taxpayer Rights held a series of Tax Chats! with experts from the private, academic, nonprofit, and government sectors that explored various aspects of tax administration. These Chats! have helped provide a context for the type of transformation necessary to bring the IRS into the 21st century and not only improve its revenue collection practices but also its taxpayer service and benefits delivery approaches. You can access videos and materials from the Tax Chats! [here](#).

This in-person and virtual day-long conference is the culmination of the Tax Chat! series, held in-person in Washington DC and live-streamed via Zoom, at which we will explore key themes, including:

- the balance between service and enforcement;
- increasing transparency of and public participation in IRS rulemaking and policy-making;
- the IRS research agenda of the future; and
- digitalization and the digital divide.

We are honored to have IRS Commissioner Danny Werfel as our keynote speaker.

The Tax Chat! series and conference are made possible by the generous support of the Laura and John Arnold Foundation. We are also grateful to Skadden, Arps, Slate, Meagher & Flom LLP for donating their conference facilities for this conference.

Transforming Tax Administration: *Toward an Effective, Trusted & Inclusive IRS*

Wednesday, 13 September 2023 (all times EDT)

7:45 to 8:15 am	Registration
8:15 to 8:30 am	Introductory Remarks
8:30 to 10:00 am	Panel 1: <i>The IRS Budget: exploring IRS service & enforcement categories, and re-thinking performance measures.</i> Moderator: Michael J. Desmond, Gibson, Dunn & Crutcher, Los Angeles CA (invited) Panelists: Jon-Yin Chong, Center for Taxpayer Rights, Washington DC Fred Goldberg, Skadden, Arps, Slate, Meagher & Flom LLP, Washington DC Chye-Ching Huang, Executive Director, NYU Tax Law Center, New York, NY
10:00 to 10:30 am	Break
10:30 to 11:30 am	Keynote: <i>Commissioner of Internal Revenue Danny Werfel.</i>
11:30 am to 1:00 pm	Panel 2: <i>IRS Rulemaking & Administrative Procedures: transparency & fostering public participation.</i> Moderator: Professor Les Book, Villanova University Law School, Villanova PA Panelists: Professor Steven Dean, Brooklyn Law School, Brooklyn NY Kazia Nowacki, Administrative Conference of the United States, Washington DC Professor Caleb Smith, University of Minnesota Low Income Taxpayer Clinic, Minnesota, MN Tom West, Deputy Assistant Secretary (Tax Policy), US Department of the Treasury, Washington DC
1:00 to 2:00 pm	Lunch (provided on premises for in-person registrants)
2:00 to 3:30 pm	Panel 3: <i>IRS Research Agenda: collaboration, transparency & increasing access to data</i> Moderator: Margot Crandall-Hallick, Congressional Research Service, Washington DC Panelists: Professor Jacob Goldin, University of Chicago Law School, Chicago, IL Melanie Krause, Chief Data & Analytics Officer, IRS, Washington DC Elaine Maag, Senior Fellow, Urban-Brookings Tax Policy Center, Washington DC Nina E. Olson, Executive Director, Center for Taxpayer Rights, Washington DC
3:30 to 4:00 pm	Break
4:00 to 5:30 pm	Panel 4: <i>Digitalization & the Digital Divide: reaping the benefits of digital tools while leaving no taxpayer behind.</i> Moderator: Professor Alice Thomas, Howard University Law School, Washington DC Panelists: Stephanie Fiumara, Legal Tax Advisor to the NTA, Taxpayer Advocate Service, IRS, Washington DC Rafi Goldberg, Senior Policy Advisor, Digital Equity, National Telecommunications & Information Administration, Washington DC (invited) Jeremy Grant, Venable LLP, Better Identity Coalition, Washington DC Anna V. Gooch, ABA Section of Taxation Public Service Fellow, Center for Taxpayer Rights, Washington DC