

Minutes  
IRE Board meeting  
Oct. 26

IRE president Mark Walker called the meeting to order at 11:03 a.m., Oct. 26

The following board members were present: Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Josh Hinkle, Marisa Kwiatkowski, Jennifer LaFleur, Mark Rochester, Barbara Rodriguez, Brian Rosenthal, Neena Satija, Kat Stafford, Jodi Upton and Mark Walker.

Staff present: Diana Fuentes, Denise Malan, Heather Feldmann Henry, Anna Lopez

Fuentes gave a report on the **DBEI Symposium** Oct. 21-22. She said that the staff has received positive feedback. She said that the discount offerings to affinity groups got a lot of publicity, but only seven ended up using the coupon codes for the discounts. The discounts did get a lot of attention on social media and people were talking about it. Fuentes said she hoped IRE could do the symposium again in the future.

Malan said that IRE had a lot of new speakers for this event, who maybe had come to our events before but hadn't spoken for us, so it was wonderful to see them engaged on a new level.

Klimstra said that the symposium had 247 registered attendees. She will be looking at evaluations and IRE will be sending out a reminder about the evaluation.

Forsyth asked for clarification on registration goals. Fuentes said that when we went fully virtual we needed 120 to break even. IRE doubled what was needed.

Henry said that after accounting for the hotel cancellation penalty we had a net \$28,000 for this event.

Galli asked staff how the event compared "behind the scenes in terms of pulling it together quickly" compared to other conferences.

Fuentes said there were issues with Guidebook (the platform used for the event) that concerned some staff members. This was the first time staff used Guidebook for conducting virtual sessions. IRE used Pathable in the past, which is good, but more expensive. Fuentes said the Guidebook served conferees well but staff is looking at the internal issues.

Malan said that because the event was small, Guidebook worked, but it did involve a lot more manual labor on the part of staff to do things such as process videos.

Forsyth asked whether the tip sheets from DBEI symposium will be available to other members. Fuentes said that staff is in the process of getting them up on the website. Staff will be making all conference materials available to members after each conference is concluded.

Upton asked what the impact might be to do a regular symposium if people can choose only one conference a year. She asked whether IRE could offer a discount to the other conferences to those who attend the symposium.

Fuentes said staff is discussing whether a 2022 DBEI is feasible, but right now staff is focusing on NICAR in March 2022.

## **President's report**

Walker discussed the accuracy of minutes and said it's all our responsibility to review minutes before they are posted. Discussion of putting things into the record that were discussed in executive session. Walker asked everyone to carefully review the draft minutes when they are shared. Most concerns were related to what is included in the minutes and what is kept in executive session.

Kwiatkowski asked if anyone has a broad concern about the minutes, whether those should go into the draft minutes or whether they should contact the secretary and president.

LaFleur said that after the board leaves executive session anyone can ask for something to be on the record. Also, anyone can make a motion to leave executive session. She said the board doesn't typically adjust minutes after the fact. (Upton later said that the board has amended the minutes in the past to remove someone's salary or change something specific.)

LaFleur then said that any concerns be added to the draft document so that everyone sees them.

Rosenthal said that the Governance committee is looking into procedures for executive sessions and minutes.

Forsyth gave [a report](#) on her research about the IRE website, as some members have expressed concerns about its usability.

Forsyth said the concerns broke down into a few buckets:

- Things that you might call not necessarily cosmetic but are things in terms of the presentation, the way certain things are worded, which should not be as hard to fix.
- Things that I think are not just verbiage issues or presentation issues, but are actual issues that would require some real kind of rethinking of how the website functions. For example, there's no search function and searching for research materials is difficult and the process of having to check out to get those materials is frustrating to users.

On the more complex issues, the board would have to decide whether it wants to spend the money to have them done. She suggested the board come to a consensus about what it wants to do.

Upton said she wanted to get a sense from the rest of the board how concerned they were about the response to the website. She said that IRE has spent a lot of money on not just on hosting but on updating the website. IRE may be in for a lot more money.

Rosenthal suggested that the staff come back with a proposal about the best approaches for addressing the programs.

Galli asked the staff in attendance for their feedback about the website.

Fuentes said that she would like a search function for the site (in addition to the one already there for searching resources) and an easier way for gathering the information when donors make donations. She said that's something they are trying to add, but those fixes will cost money.

As far as the tip sheets and broken links, there is a form on the website that members do fill out and staff members fix them.

She said they are continuing to migrate more from the former Delta system to Amazon, which is more stable and cheaper, but it does take staff time to do.

Fuentes said they still have access to the old system so that's a good thing, there are things IRE can do to make this one better, but it does take money, and so staff works on it, as they go and do what they can.

She asked for board direction on whether to include a membership directory and how it wants to do it. For new members, IRE could ask whether they want to be in the directory. But staff members need direction from the board on how to handle it.

Klimstra said that there are issues that need to be fixed on the operational side. There are tasks on the new site that now have to be done manually that didn't have to be done manually on the old site.

Fuentes said that having priorities from the board would help the staff move forward. Right now staff members fix things as they can afford them and as they have time.

Rodriguez asked whether IRE could go back to the vendor for the current site and ask them to fix the site or whether IRE would need a new contract and a new vendor.

Fuentes said that the designer did the things IRE asked them to do in Phases 1 and 2; there was more work planned for a future Phase 3 but it was never launched. The vendor doesn't do maintenance; that is handled by a different company.

Fuentes said that IRE lost a day's worth of work when the vendor failed to complete a backup. The staff was able to restore the information manually. IRE has hired someone to help with maintenance issues. That vendor has drafted a proposal that we're refining right now to see how much it might cost us to do more intense work.

Fleischer asked whether there was a company contract IRE could utilize to go back to the original vendor to ask them to automate migration.

Fuentes said that staff does it as they have time, but many staff members are doing multiple jobs. She also said she is seeking a grant to help with technical expertise. She said that IRE needs a single technical person who can be dedicated to this.

Kwiatkowski asked whether IRE will get multiple bids for the additional work.

Fuentes said that the proposal is from the person who has been working with us already. That vendor is identifying people that she thinks are reputable and that she respects what the current freelance designer does. "She saved our butts more than once on maintenance issues," and so IRE would get proposals from those identified. Yes, ideally, more than one. Fuentes noted that IRE has no IT staff.

Forsyth asked whether IRE could hire someone to build a "programming bridge" from the old site to the new site and import the tip sheets, the course packets and the videos. That would resolve 80% of the issues people raised in her report.

Fuentes said that would not work because the system for our former website is proprietary that's why she wants to move to it. Right now Delta is the only one with access.

IRE needs to move our stuff, which is what we've been doing little by little. IRE has approximately 10,000 gigs of stuff in their world.

Fuentes said that we're going to keep everything: "We cannot lose our archives, we just need to park it somewhere."

For example, Fuentes said, IRE had a site to help members with Census data. That site costs about \$2,000 a year. We're talking about closing it, but leaving it accessible and letting users know the project is over and where there is material that is a lot easier to get to.

Fleischer asked whether IRE could hire someone to automate the process to migrate the site.

Fuentes said IRE could, but that it would be expensive.

Upton said she thinks it's a really good idea to have staff come forward with a proposal on what they think needs to be done. However, she thinks there should probably be a small oversight committee on the board because IRE has an extremely complex system with multiple back ends and multiple websites. We've got five people on staff that are working on it.

Upton said it seems like there needs to be a couple of people on the board who are willing to actually dig in and figure out and understand it, because I don't see how we can make really good decisions unless some of us actually understand it. She also asked whether there had been an accessibility review of the site, noting that there's "an entire cottage industry of people who like to sue if your website isn't accessible."

Upton said that it is her understanding that the website is how IRE keeps track of membership and revenue. She asked whether we're able to appropriately track our membership and revenue.

Fuentes said those areas are not the ones that are problematic.

She said that IRE's membership coordinator Amy Johnston has access to our database going all the way back. It just takes a little longer. That's what's different.

Fuentes said she wasn't concerned about tracking our membership properly, but she thought there is an easier way to do it.

Henry said she had not yet run her reports in the new system. But she made it clear what she was going to need when the new system was being put together so she was "hoping it won't be a problem." She said she will be running her reports next week and will let the board know how it goes.

*\*Update 11/15: Henry said she was able to reconcile and turned over the records to our auditors, however, it wasn't as simple as running one report from the new site, a time-consuming manual process was needed to complete what she needed because she had to add fellowships and group registrations by hand. She is still troubleshooting reconciling membership because of difficulties downloading reports from the old site.*

**Motion** from Walker to create an ad hoc website committee for which he will appoint the members.

**Second** from Upton.

**Vote:** Passed unanimously

Rochester left the meeting at 12:05 p.m. for a work meeting.

Hinkle presented the [Training Committee report](#).

Hinkle said he has a great group of people from various outlets and platforms and different sectors of the investigative industry. They have met twice in September. One was to assign working groups for priority items for the committee. He presented the priorities for working groups within the committee.

LaFleur asked whether the committee was working with staff and trainers. Hinkle said that Cody Winchester is the staff liaison and the committee has been working closely with him.

Kwiatkowski gave the [Governance Committee report](#).

She said the committee has met twice, and has a third meeting scheduled for next week. The committee also has smaller groups connecting separately on specific tasks.

She said that as was discussed at the board retreat, there are two main priorities for the committee. One is a comprehensive review of past minutes. The other is building out those policies and procedures for board operations. We've completed the review of past minutes and reports dating back to 2008, which is as far back as those minutes go on our website.

She said the committee will be cleaning up that document and providing it to the board as a historical record of past decisions and discussions organized by topic to make things easier to find. She said historically there's not been a standard for how board minutes should be completed, which has made it difficult to determine past board decisions. In that past practice there had been problems where information would be missing in terms of discussions and outcomes. One thing that you will see when we provide you with a comprehensive review by topic is that a lot of topics came up again and again, over time, without any resolution.

She said the committee will provide the procedures in segments, rather than all at one time, because it will be a lot of documentation and will be easier to discuss and vote on.

She said the committee will have the first segments at the next board meeting. Some recommendations may include changes to the Code of Bylaws, which requires 30 days' notice.

The elections task force (a subcommittee of Governance) has met twice and that the board may not only get materials from Governance, but also from the elections task force.

Stafford gave the membership report. She said that the committee is reviewing the member survey.

LaFleur asked that the Strategic Planning team also see the committee's feedback to the survey, which will be discussed at its Nov. 3 kickoff meeting.

Stafford also said that the Member Services Committee has proposed naming the Journalists of Color fellowship to give it more meaning. She said she wasn't aware of any IRE award or fellowship named for a journalist of color. She proposed renaming the fellowship for Chauncey Bailey, a black investigative editor who was killed while walking to work in Oakland, California. He was in the midst of investigating a local bakery that had questionable ties to some sort of criminal enterprise. Like with the Arizona Project, which launched IRE, journalists came together to complete his work.

She said that she hopes to have Member Services work on it with the Diversity Task Force. Stafford said she will reach out to his family for permission before the process progresses too far.

Upton said that renaming the fellowship could also be an opportunity for sponsorship. Lopez said the fellowship is mainly funded by members.

Fleischer said that some companies also have expressed interest in supporting it. NBC and Telemundo both expressed interest, but they also had concerns that the fellowship could go to a competitor.

## **Executive Director's Report**

Fuentes said this fiscal year ended with a little more program revenue and a little more membership revenue than expected. But IRE had less in terms of revenue from programs and conferences, as IRE expected due to the pandemic.

The proposed budget provided at the last board meeting was preliminary because staff didn't have all of our grant money accounted for. We're a little better off than was estimated.

We're expecting total expenses at about \$2.9 million for next fiscal year (2022), which we've already entered with revenue of a little more than \$3 million. So IRE should be able to cover our costs, at any rate and make a little bit more.

We're still hoping for, and have applied for some other grants that we're hoping to get but our big money will be coming from the Lumina Foundation.

Henry said that the grants came in, which is great. They are all training grants, so there are expenses associated with them as well. So the only portion that goes to IRE is the administrative training fees, which is still a huge help to our budget. She also said she's still expecting money from the Park Foundation and more from end-of-year giving.

Henry said she had budgeted a large amount of investment income to be pulled out of this for this fiscal year, but she's hoping that she won't have to pull as much if IRE doesn't have to.

Henry said that IRE had not been able to pull money from a Knight fund. She clarified with the Knight Foundation and reworked the formula. IRE can now combine that with our general endowment fund. So all the money from past years that IRE hasn't been pulling out is available. That will serve as our safety net in case things don't go as well as we're hoping in the spring.

Forsyth asked if the budget report was available. Fuentes said she would get them to the board. Henry [provided the link](#) in Zoom chat.

Rosenthal said that in the future these materials need to be provided to us "significantly before the board meeting" so board members can come back with questions.

Fuentes said that she considered this meeting an update that didn't require a vote because it is informing the board about the final figures on expenses and revenues that already had been discussed and approved in the past, but she will make sure she sends materials to the board when there's a vote. She also said that board members should feel free to reach out to her or Henry if they have questions.

Upton said that the board typically gets the updated budget in October with details of the conferences and other things with an action item to approve it.

**Motion** from Upton to table the budget discussion until everyone has a chance to look at the budget.

**Second** from Walker.

**Vote:** Unanimous among those present.

Fuentes presented the [proposed rates for the NICAR conference](#) in March, which was the same as the last in-person NICAR conference.

She said that they will live stream two rooms to keep costs reasonable. They also will have some recorded sessions with online office hours.

Rosenthal said that he didn't think the board should make a decision on NICAR rates today because the board needs time to review the materials provided at the meeting. He noted that the registration rate is significantly higher than the virtual conference. He said that while the rate is the same as the 2020 in-person event, there was a "significant increase" between 2012 and 2019.

Galli asked what our drop dead date is before penalties kick in. She also said the Conference Committee would be meeting tomorrow. She asked for dates and times and what the committee needs to be cognizant about.

Klimstra said they are getting quite a few inquiries about NICAR registration because members are working on their budgets right now. She said they need something up on the website before Thanksgiving. She also said that doing a hybrid conference will make the conference more expensive. Having streaming in two rooms could be \$80,000 (that was the estimate she had for Baltimore AV costs had the DBEI symposium been in person). She said the board should keep in mind the expenses are going up, food and beverage is going up, taxes are going up, labor's going up.

Galli asked what the plan is in case IRE has to go virtual and what it is around vaccinations and testing.

Klimstra said the cancellation date for NICAR has passed so IRE would be liable for a full cancellation penalty. At this point, it would mean negotiating.

Klimstra also asked the board how it wants to handle vaccinations at NICAR so that when registration opens, staff members know what information to collect.

Walker said that the Conference Committee has an upcoming meeting so the board should get them outstanding questions and information.

Rodriguez asked what caveats were in the contract or whether there is contingency language.

Klimstra said that IRE can recover costs only if force majeure is in place or another emergency directive, such as a no-travel warning. You're really not able to get out of contracts any more.

Rodriguez asked whether having fewer options for those who decide not to be vaccinated and attend virtually introduces any liability with people saying they can't get the same experience.

Fuentes said that if somebody chooses not to come, it is their decision. It's not a liability for us. If IRE requires a vaccination and someone doesn't want to vaccinate, they do have the option to go virtual. It is a different experience.

Rosenthal asked for more information about the \$80,000 cost for live streaming. He said it would be helpful to know expected attendance and revenue targets.

Fuentes said she would get more information to the board.

Klimstra said that the live streaming cost came with an enormous discount. It is very expensive because there are camera operators and labor involved. She said she did get other quotes.

Fleischer noted that a vaccination requirement or testing can be a huge expense. She said that the board should talk about how much we'd be spending and whether it's worth our while when the other people in the hotel that we're going to be in the elevator with or in the bar are not going to be abiding by our policies since IRE won't have the whole space.

Fuentes said that they could ask attendees to be vaccinated at registration and rely on an honor system, as had been planned for the DBEI symposium, had it been in person.

Lopez updated the board on end-of-year giving. She said that IRE needs 100% giving from the board. The goal for Giving Tuesday this year is \$15,000. She said IRE already has pledges of \$1,000 from two donors. She said the internal goal is \$35,000 for Giving Tuesday. She said that she will be sending a media kit for the board to spread the word. If board members' companies match, please ask them to.

**Motion** from Walker to table the discussion about NICAR rates and the website. **Second** from Hinkle.  
**Vote:** Unanimous among those present.

Walker also informed the board that the Executive Committee met Oct. 12 to discuss an issue regarding a member and that no action was taken.

Rosenthal said that IRE doesn't have very clear procedures around Executive Committee discussions right now. In recent years, "it's been pretty much entirely at the discretion of the President and the Executive Committee." But the Governance Committee is working on that issue and the committee is trying to formalize what exactly needs to be told to the board and how to make that happen.

LaFleur left the meeting to attend a work meeting.

Forsyth asked for a list of the strategic planning team members. Walker said he would get a list out to the full board.

Walker said he put an agenda together for another meeting so the board can discuss the items that were tabled.

**Motion** from Walker to adjourn. **Second** from Hinkle.  
**Vote:** Passed unanimously among those present

Meeting adjourned at 1:04 p.m.



## **Appendix and reports**

## Board Report on IRE Website

The board has taken on this report after hearing concerns about the new website from members, some of whom raised questions about its functionality; the difficulty they've had in accessing information; and the view that some information they accessed on the previous website is unavailable. The purpose of this report is to synthesize the concerns in an organized format.

The report was compiled by Jennifer Forsyth, at the request of Board President Mark Walker. It is based on her interviews and email correspondence with about 10 active members, as well as feedback from the majority of the current board who also received comments from members. While this was not a comprehensive survey, the concerns expressed were largely consistent.

This report does not recommend specific remedies for these concerns, as that was not its purpose. Rather, the report should serve to facilitate further conversations with the executive director and her staff as to whether changes are necessary. However, a few of the problems could be under the board's purview as policy or fiduciary matters. Those have been noted at the end.

### 1—Overall aesthetic/homepage

This was the area with the least consensus, with some very much liking the new look and some not.

--**Most people said that the new website is more attractive than the old one.** They praised the design as fresher and more up-to-date looking than the previous website. Some described it as "beautiful" or "gorgeous." They thought the current messaging on the homepage was welcoming to those curious about or considering joining IRE.

--**Some were confused by the messaging of the homepage.** They point, as an example, to the "*What is IRE?*" box at the top. The answer to the question doesn't say anything about investigative journalism or training.

--**A few respondents thought the new design was too soft for a serious training organization.** Pictures were sometimes used to convey content. Some members say this makes them work harder than necessary to acquire basic information. For example, one member pointed out that if she wanted to know who the board members are—the elected folks who are to be held accountable—she had to scroll over each board member's picture just to get a name and then click on each name/photo to get that person's position, basic bio and contact information.

Board of Directors



--**Some thought the homepage's emphasis on joining IRE (or donating to it) came at the expense of quickly conveying what our organization offers to its current members.** For example, near the top of the homepage, there's a box to click that says "*See All Member Benefits*" but when members go there, the page doesn't list all of the benefits IRE offers. The mentoring program isn't mentioned there, for one. The homepage of the previous website often championed our members' investigative journalism and also

showcased new job postings; those are now deeper in the website. While donations are very important to IRE, some respondents questioned whether we wanted to instruct people on how to give four separate times on the homepage. (In a "*Donate*" button at the top right corner that shows up, if the member is logged in; in a bullet under "*Get Involved: Donate Now or Later*" box in the middle of the page; in a "*Support IRE*" box further down; and under "*Get Involved: Donate*" at the bottom of the page.)

--**Some information isn't up to date on the website.** For example, almost all the verbiage under "*Diversity & Inclusion*" is a year old and still has last year's officers instead of Mark Walker and Kat Stafford under the "*Governance and Operations*" section. ((NOTE TO BOARD: THIS APPEARS TO HAVE BEEN REMEDIATED. --FORSYTH 10/26))

## 2--General navigation

Almost all of those surveyed provided examples of how they had trouble accessing information that IRE offers members.

--It's hard to access some information without logging in, but the website doesn't explain that very well. For example, without being logged in, a user can see that *High Country News* won the IRE Award in 2020 for Print/Online Division IV. There's a link to the entry. When users click on it, however, they get a page that says "**Shop**," but no instructions on what to do after that. It looks like a dead end, with no button to download the material. Nowhere does it say that members need to log on to complete the transaction or access the material, nor does it explain why it says "**Shop**" when these stories are free for members.

### Shop

Home / Resource / Contest Entries / Land-Grab Universities: Expropriated Indigenous Land is the Foundation of the Land-Grant University System



**Resource ID:** #28593  
**Subject:** Indigenous Affairs  
**Source:**  
Robert Lee Margaret Pearce, Geoff McShee, Cody Left, Katherine Lanzpeter, Taryn Salinas, Tristan Ahtone, Kalen Goodluck  
**Affiliation:** Texas Observer  
**Date:**  
March 30, 2020; April 6, 2020; August 18, 2020; October 23, 2020; December 22, 2020

\$0.00

#### Description

In 1862, President Abraham Lincoln signed the Morrill Act, which distributed public domain lands to raise funds for fledgling colleges across the nation. To fund land grant universities, the United States took nearly 11 million acres of land from approximately 250 tribes, bands and communities through over 160 violence-backed treaties and land cessions. That land was granted to states to be sold for the benefit of land grant universities; altogether, it would raise nearly \$18 million for 52 institutions by the early 20th century.

Similarly, if members want a digital version of an *IRE Journal* edition, they come to a page that says members can access them for free. However, if they click on one of the editions, a \$10 charge pops up. There's no explanation that members need to log-in at that point to avoid the charge.

--Conversely, members can't sponsor student memberships unless they are logged out. That's because the "**Join**" button in the right hand corner switches to "**Donate**" when a member is logged in. If members try the "**Join**" button at the bottom of the homepage, it says: "*You are already logged in as a member.*" No academic member would know NOT to log on to sign up their students.

--The "**Resources**" tab in the right corner pulls down a confusing list of what it actually offers. It lists various items such as Mentorship, Jobs Center, IRE Podcast, and Shop, but it *doesn't* say that's where members are supposed to find the tipsheets, webinars or contest entries, even though tipsheets are among the most popular items on the website. Academic members have to go to the "**Shop**" tab to find Course Packs, which isn't intuitive. (The Course Packs offering also have very little description of what is actually in them before the member pays \$20 to acquire them.)

--There doesn't seem to be a search function for the site, only for the "**Resources**" section. A member can't go on the site homepage, type in "Mark Walker" and see everything on the website related to him--tipsheets, his board position, etc. Most websites have such a function.

--It's hard to learn what's in the IRE Data Library inventory. The databases are now listed under the "**Search Resources**" function. If members check the "data" box without typing in a specific search term, they get a list of nine databases, though IRE offers many more than that. All other databases are listed under "Request Archived Data" link that comes up as one of the nine. However, confusingly, the wording instructs the searcher *not* to put that into the shopping cart. When the searchers click "**View**" for the Archived Data, they get a page that again says "**Shop**" at the top but also tells them not to put this info in their shopping cart, but rather fill out a separate form.

# Shop

Home / Resource / Data / Request Archived Data



Resource ID: #  
Subject:  
Source:  
Affiliation:  
Date:

## Description

**\*\* Do not add this product to your shopping cart. Your request will only be processed if you fill out the form below. \*\***

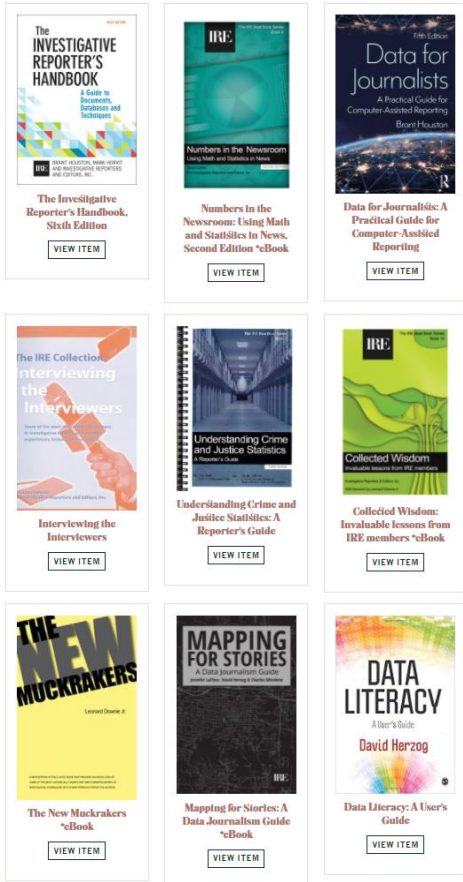
The following is a list of archived databases available by request from NICAR. This service is only available for current IRE members. You must use this form to request data.

DATABASE	AGENCY	DATES	SIZE (MB)	MEMBER PRICE
AJC School Test Scores	Other	2003-2011	220	\$0
Boat Registration Comprehensive	USCG	2009	3594	\$50
Environmental Response (CERCLIS)	EPA	2007	590	\$50
Consolidated Federal Funds Report	Census	1983-2007	77	\$25
Consumer Product Safety				

--The website has some navigational glitches that bring up odd responses. For example, when members go on "Shop" and hit the view button for *Books*, they should get this:

# Shop

Home / Resource / Books



Notice the navigation bar directly under “Shop” which says Home/Resource/Books. That navigation bar does not show up

# Shop

Home / Resource / Books



in most of the site.

Click back on it to “Resource” and you get this...a random selection of IRE, stories and tipsheets.

## Shop

Home / Resource

The grid displays 15 resource cards, each with a thumbnail, title, date, and a 'VIEW ITEM' button:

- IRE Journal: Q3 2021** (Thumbnail: Book cover with 'Learning curve' text)
- I-Team Toolkit: How to track your story pitches (August 2021)** (Thumbnail: I-Team Toolkit image)
- I-Team Toolkit: Investigating transportation (July 2021)** (Thumbnail: I-Team Toolkit image)
- I-Team Toolkit: The best of #IRE21 (June 2021)** (Thumbnail: I-Team Toolkit image)
- IRE Journal: Q2 2021** (Thumbnail: Portrait of a man)
- I-Team Toolkit: An inside look at 2020 IRE Award winners (May 2021)** (Thumbnail: I-Team Toolkit image)
- You're Destroying Families** (Thumbnail: Stack of books)
- Man in the Window** (Thumbnail: Stack of books)
- Force-Feeding Is Cruel, Painful, and Degrading—and American Prisons Won't Stop** (Thumbnail: Stack of books)
- Inside the U.S. Marshals' Secretive Deadly Detention Empire** (Thumbnail: Stack of books)
- LAPD Stop and Search** (Thumbnail: Stack of books)
- American Fallout: The Marshall Islands** (Thumbnail: Stack of books)
- (Three additional cards in the bottom row with book thumbnails)

### 3--Problems with the Resource Center Search

Of all the feedback, the use of the Resource Center was the one most often cited as problematic, specifically the random results from the search function, the missing materials and the difficulty of accessing the materials.

--**The checkout function for free material to members is universally panned.** Members say they don't want to have to "buy" tipsheets/questionnaires/etc., even if the cost is \$0. Members must find the documents in search, add them to their cart, then go to the shopping cart, click proceed to checkout, fill out personal information that they believe IRE already has on them and then check a privacy policy all just to see whether this is the tipsheet they wanted in the first place. People see this as confusing at best and a waste of their valuable time at worst. One member said: "Can't there be a programming fix where if the price tag for something is \$0--tipsheets, IRE Journal--that it immediately opens?"

The checkout function also means that IRE is placing every “purchase” into a database, without making that clear at the outset or being transparent with members as to why.

--**Search return information in the Resource Center lacks sufficient detail.** Members say that the search returns in the Resource Center don't provide enough information to quickly determine whether an article or tipsheet is worth loading into the cart. Those surveyed say they can't tell if a link is a Powerpoint with mostly photos but little information versus a rich tipsheet packed with great detail. Useful information would include: Author and/or contributor to the tipsheet; platform/affiliation of author; type of document; what year it was produced and for what forum. Members also say they wished that they could search tipsheets by date, or at least have the search default to sorting from newest to oldest.

## Resources



Showing 10 out of 41 total results:

### Getting the goods on members of Congress without a D.C. bureau

Learn tricks of the trade from veteran D.C. reporters on the documents, data and other essential information to track your local U.S. representatives and senators -- even if you're not [...]

Type: Tipsheet

Cost: Free for members

[VIEW](#)

### The congressional data you don't use (but should)

Although voting and bill data are readily available, there are other types of congressional data that might come in handy.

Type: Tipsheet

Cost: Free for members

[VIEW](#)

### Following the Money in Congress: Meet the (New/Old/Same) Boss

Willis discusses how to make sense of confusing campaign finance rules. He also suggests websites and resources that

The second screen grab shows what the member sees when they've clicked on a link. It shows that the tipsheet is from 2018 but still does not say who produced the tipsheet. Source, subject and affiliation are all empty fields.

# Shop

Home / Resource / Tipsheet / Getting the goods on members of Congress without a D.C. bureau



Resource ID: #5725  
Subject:  
Source:  
Affiliation:  
Date: 2018

\$0.00

- 1 + ADD TO CART

## Description

Learn tricks of the trade from veteran D.C. reporters on the documents, data and other essential information to track your local U.S. representatives and senators -- even if you're not in Washington.

--**Many tipsheets are missing from the Resource Center.** Members say they can't find many of their favorites in the search function. They don't know if this means that the tipsheets are truly not accessible or that the search function doesn't work properly. Either way, it's a problem for them. Here's an example: A search for "Jennifer Forsyth" produces only one tipsheet. A search for just "Forsyth," produces four: from 2011, 2013, 2014 and 2016. None of the tipsheets that Jennifer Forsyth submitted after 2016 come up, including one submitted to IRE from the CAR conference in 2020.

--**Contest entries can't be searched by reporter/producer/contributor name and aren't easily found by topic.** For example, Reuters won a IRE Philip Meyer award in 2015 for an investigation on the U.S. Supreme Court's secretive appeals process. Janet Roberts was one of the reporters named on the award. But a search for "Janet Roberts" with the box checked for "Contest Entries" gets no hits. A search for "Supreme Court" brings up 127 hits--showing only 10 links at a time. It took hitting "Next Page" 10 times (and scrolling past many links that had only tangential ties to the Supreme Court) to find the Reuters investigation. The easiest way to find it was to type in the name of the project, "Echo Chamber," but the searcher would have to know and remember that title from six years ago.

## 4--Missing Information (beyond the Resource Center problems)

Many people cited information that they accessed through the previous website that they can't find now.

--**The most commonly cited "missing" item is the Membership Directory.** People say they used it to network or to find speakers/instructors for other kinds of training and to look for potential job candidates. They also used it to find members in specific geographic areas for possible collaborations.

--**Audio of conference panels are not available.** This was previously a resource for those who couldn't attend conferences -- or even for those who did but couldn't attend every panel they wanted.

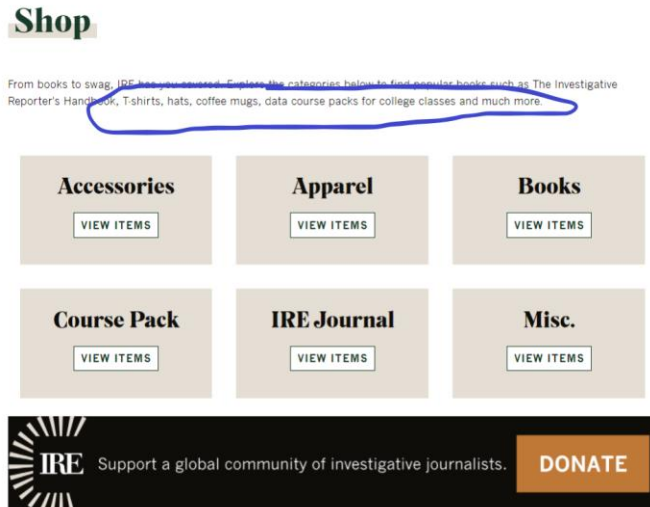
--**Events/older conference info is no longer accessible.** The "*Events Archive*" under the "*Training*" tab goes back only to September 2020. There didn't seem to be a repository of information from previous conferences, including the speakers/panelists and their biographical/affiliation information. Members used this to remember tipsheets (who spoke on what and when) and they also used the attendee list for networking and hiring/recruiting.

--**Under the "Awards" tab, the IRE Award winners go back only to 2015 under the "View Past Award Winners" button.** This slights IRE's previous winners, who deserve recognition, but also our members who might want to read their work or use those stories to teach investigative journalism.



--The **“Order History”** on the Membership Dashboard doesn’t go back beyond the launch of the new website. This could be important in finding an old receipt for reimbursement or in remembering the name of a book that a member bought once and wanted to recommend again. Most websites that sell merchandise have this feature.

--The **“Shop”** feature offers little to buy. The verbiage says that IRE offers T-shirts and other swag but the “Apparel” and “Accessories” tabs are empty, as is the Misc. tab.



## 5--Board policy questions.

--**Reinstate the Membership Directory?** Staff made the decision to take down the Membership Directory because of perceived abuse of it. Whether to bring it back should be a topic of discussion between the board and the executive director and, if so, under what rules.

--**Should members who didn’t attend the virtual conference be given access to conference materials on the website?** Right now, IRE is withholding conference materials to members who didn’t attend the virtual conference until one year has passed. In the past, even if members didn’t attend an in-person conference, they still could access tipsheets, Powerpoints, etc., as soon as they were available to be posted by staff on the website. Currently, if members ask for one tipsheet from the conference, they are instructed to pay for the entire conference registration retroactively. This policy, which has financial implications, should be a discussion for the board.

--**Registering students/groups?** Some educators have said that signing up students or groups is confusing and complicated through the website. Previously, IRE staff could just sign up a group all at once. If the current process has implications for the Campus Campaign initiative for enrollment in future conferences, then the board might want to address whether this process can be remedied or simplified.

--**Should a full-scale effort be made to replace missing resources?** If information has been lost or is improperly tagged so that members can’t access them easily, it might be worth considering a Hackathon or some other member-participation effort to see how much of that could be remedied. Should audio of conferences be reinstated? Should speaker lists from previous conferences be reinstated? Should our awards lists go back further than 2015?

--**Will fixes justify the costs?** The board might want to review the vendor contract to have an understanding of how much has been paid out so far for the new website and how much we are still paying them for maintenance and fixes. Cost may determine how many of the above concerns can be addressed and in what order.

# IRE Training Committee 2021-2022

## IRE Board Presentation Notes – October 2021

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**Description:** Focuses on training and related items beyond annual conferences.

**Members:**

- **CHAIR:** Josh Hinkle, IRE Board of Directors/KXAN-TV – Austin, Texas
- Nicole Carr, ProPublica - Atlanta, Georgia
- Jamie Grey, Investigate TV (Gray) - Kansas City, Missouri
- Emily Le Coz, USA Today - Sarasota, Florida
- Cory Myers, Argus Leader – Sioux Falls, South Dakota
- Lisa Pickoff-White, KQED - San Francisco, California
- Alex Richards, Syracuse University - Syracuse, New York
- Neena Satija, IRE Board of Directors/The Washington Post – Austin, Texas
- April Simpson, Center for Public Integrity - Dallas, Texas
- **STAFF LIAISON:** Cody Winchester, IRE Senior Training Director

**Timeline:**

- Sept. 15-16, 2021 – Initial Committee Meeting(s)
- Oct. 18, 2021 – Committee Outlines Priorities/Working Groups
- January 2022 – Committee Re-groups
  - Next Committee Meeting Date TBD
  - Before Meeting:
    - Working Groups Meet Individually
    - Working Groups Explore Objectives and Prepare Recommendations
    - One Representative for Each Working Group Sends Recommendations to Josh

## Training Committee Working Groups

### Virtual/Hybrid Working Group

**Objective:** Research/ideas/brainstorming opportunities for virtual/hybrid training events post-pandemic.

**Training Committee Members:**

- Jamie Grey, Investigate TV/Gray (Kansas City, Missouri)
- Alex Richards, Syracuse University (Syracuse, New York)
- Neena Satija, Washington Post/IRE Board (Austin, Texas)

**Points to Consider:**

- Gather research into tools, strategies, etc. for online/hybrid delivery
  - Think beyond “what are the other journalism organizations using/doing?”
  - How to effectively pull off hybrid events – livestreaming, recording, etc.
- Examine effectiveness of tools currently in use for virtual training
  - Zoom for video-conferencing
  - Google Docs for managing schedules, spreadsheet templates and other participant materials
  - Google Classroom (mainly for bootcamps)
  - Our IRE Training Slack team as a spot for people to coordinate, ask questions, etc.
  - Otter for video transcription
  - Vimeo for long-term video storage (our Zoom videos through our Mizzou account get wiped after a month or so)
- New or existing training that we're not offering online but could be
  - Example: Moving formerly conference-only master classes online has been a big hit

### Local Journalism Working Group

**Objective:** Research/ideas/brainstorming opportunities for greater focus on training for local journalists.

**Training Committee Members:**

- Josh Hinkle, KXAN/IRE Board (Austin, Texas)
- Cory Myers, Argus Leader (Sioux Falls, South Dakota)
- April Simpson, Center for Public Integrity (Dallas, Texas)

**Points to Consider:**

- Learn local journalism makeup of the organization to better understand needs
- Consider locations and logistics for future training to focus on broadest reach for local journalists
  - Explore ideas surrounding regional/statewide trainings
  - Consider ideas to fund speakers and attendees with financial hardships
  - Explore a modified version of the Total Newsroom Training (TNT) or multi-day Watchdog Workshop
- Emphasize the journalism community in a specific area rather than a specific newsroom
  - Consider including other journalism groups to help defer costs and market opportunity
- Consider tweaking TNT eligibility requirements to expand applicant pool (small newsrooms in big cities)
- Brainstorm Watchdog Workshop approach, maybe doing five basic and five advanced workshops in larger cities

**Diversity/Management Working Group**

**Objective:** Research/ideas/brainstorming opportunities – including a focus on management – to reach, train and highlight more journalists of color and other historically-marginalized groups

**Training Committee Members:**

- Nicole Carr, ProPublica (Atlanta, Georgia)
- Emily Le Coz, USA Today (Sarasota, Florida)
- Lisa Pickoff-White, KQED (San Francisco, California)

**Points to Consider:**

- Consider ways to partner with the Member Services Committee or the Board's diversity taskforce on ways to reach more journalists of color and other underserved groups for training.
  - Brainstorm how to reach Black/POC-owned newspapers and outlets that aren't members and typically don't receive IRE training.
- Explore ways to vet presentations, data sets and other training materials to reflect the organization's DBEI values

# GOVERNANCE COMMITTEE REPORT

**Committee members:** Sarah Cohen, Marisa Kwiatkowski (chair), Willoughby Mariano, Mark Rochester, Brian Rosenthal (vice chair), Sisi Wei and Lee Zurik

## Summary of our work to date:

Our full committee has met twice, with a third meeting scheduled next week. Smaller groups of committee members have connected separately on specific tasks.

We completed a comprehensive review of past Board minutes and reports dating back to 2008. Over the next several months, we will be cleaning up that document and providing it to the Board as a historical record of past discussions and decisions organized by topic. Some key takeaways from our analysis:

- There has not been a standard for how Board minutes should be completed, making it sometimes difficult to determine past Board decisions. Minutes have been much more comprehensive in recent years.
- In the past, sometimes it was unclear whether a vote took place. In other cases, the minutes mentioned the Board had approved a proposal or suggestion, but there was no vote tally.
- In some years, it was not standard practice to adopt the last meeting's minutes during the next meeting. This led to what appears to be missing information on discussions and outcomes.
- For multiple years, there were no committee or task force reports attached to Board minutes. Valuable work may have been lost. It also made it difficult to follow some discussions referenced in Board minutes.
- In some cases, the Board voted to take action but later did not follow through, such as in the creation of a task force or working group.
- There are some issues that come before the Board again and again, such as election processes and Board term lengths.

The Governance Committee is currently building out the Board's policies and procedures. We intend to complete our work in phases and bring procedures to the Board in segments, rather than all at one time, to make the procedures easier to discuss. Some of our recommendations may include changes to our Code of Bylaws.

	Approved YE 2021	Actual 6.30.21	Proposed YE2022	Revised YE2022	Actual 10.21
<b>REVENUE</b>					
<b>MEMBERSHIP</b>					
New Membership	\$75,000	\$180,630	\$110,000	\$110,000	\$14,760
Membership-student	\$10,000	\$26,275	\$22,000	\$22,000	\$4,475
Membership-international	\$6,000	\$9,935	\$9,000	\$9,000	\$1,110
Membership renewals	\$115,000	\$117,365	\$165,000	\$165,000	\$20,660
Renewals-student	\$5,000	\$5,210	\$5,000	\$5,000	\$502
Renewals-international	\$4,000	\$9,675	\$9,000	\$9,000	\$1,190
<b>Membership revenue</b>	<b>\$215,000</b>	<b>\$349,090</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$42,697</b>
<b>IRE SALES &amp; SERVICES</b>					
Data analysis/visualization & database sales	\$7,500	\$12,318	\$15,000	\$15,000	\$5,473
IRE Journal subscriptions/advertising	\$3,000	\$5,401	\$5,000	\$5,000	\$245
Book sales and royalty	\$15,000	\$24,465	\$25,000	\$25,000	\$9,240
Story/tipsheet sales & Research Desk	\$2,500	\$470	\$2,000	\$2,000	\$578
Award Contest fees	\$40,000	\$37,785	\$40,000	\$40,000	\$200
Web ads/services	\$30,000	\$42,352	\$35,000	\$40,000	\$19,595
Fiscal Agent fees	\$12,000	\$13,502	\$20,000	\$20,000	\$9,000
Other	\$1,000	\$7,441	\$4,000	\$4,000	\$556
<b>IRE Services / Products revenue</b>	<b>\$111,000</b>	<b>\$143,734</b>	<b>\$146,000</b>	<b>\$151,000</b>	<b>\$44,887</b>
<b>CONFERENCES</b>					
Registrations and fees (IRE20, NICAR21, IRE21 for B & C; columns D, E & F include DBEI symposium)	\$766,000	\$735,963	\$961,000	\$839,000	\$21,195
Hands-on training classes	\$34,000	\$13,835	\$40,000	\$40,000	\$0
Other revenues	\$47,000	\$27,990	\$40,000	\$38,000	\$0
Sponsorships	\$495,000	\$462,250	\$440,000	\$386,000	\$46,250
<b>Conference revenue</b>	<b>\$1,342,000</b>	<b>\$1,240,038</b>	<b>\$1,481,000</b>	<b>\$1,303,000</b>	<b>\$67,445</b>

<b>Program Revenue</b>					
Watchdog workshops	\$20,000	\$0	\$0	\$0	\$0
TV watchdog workshops	\$4,000	\$6,370	\$0	\$0	\$0
Custom newsroom training	\$30,000	\$25,653	\$80,000	\$75,000	\$14,293
IRE on Campus program	\$0	\$0	\$0	\$0	\$0
Boot camps	\$96,000	\$51,000	\$75,000	\$75,000	\$17,425
<b>Program Revenue</b>	<b>\$150,000</b>	<b>\$83,023</b>	<b>\$155,000</b>	<b>\$150,000</b>	<b>\$31,718</b>
<b>GRANTS / FOUNDATIONS Released</b>					
Google News Initiative: Data in Local Newsrooms (restricted)	\$16,000	\$0	\$16,000	\$16,000	\$5,333
John S. and James L. Knight Foundation: TV initiative (restricted)	\$142,000	\$97,000	\$45,000	\$45,000	\$15,000
TNT Program	\$217,000	\$150,000	\$0	\$150,000	\$50,000
Fellowship grant	\$0	\$0	\$0	\$100,000	\$33,333
Excellence and Ethics in Journalism: Watchdog workshops (unrestricted)	\$100,000	\$100,000	\$100,000	\$100,000	\$33,333
Lumina Foundation: IRE On Campus (restricted)	\$94,000	\$94,000	\$0	\$80,000	\$26,667
Dow Jones Newspaper Fund: intern data boot camp (restricted)	\$0	\$21,560	\$0	\$0	\$0
McCormick (\$50,000) Chicago newsrooms	\$0	\$0	\$50,000	\$50,000	\$16,667
Arnold Ventures (unrestricted)	\$150,000	\$150,000	\$0	\$0	\$0
Jonathan Logan Family Foundation (unrestricted)	\$75,000	\$75,000	\$75,000	\$75,000	\$25,000
Syracuse University-IRE on Campus Program	\$0	\$9,500	\$0	\$0	\$0
Park Foundation (unrestricted)	\$0	\$50,000	\$0	\$0	\$0
<b>Grants / Foundations revenue</b>	<b>\$794,000</b>	<b>\$747,060</b>	<b>\$286,000</b>	<b>\$616,000</b>	<b>\$205,333</b>
<b>INDIVIDUAL DONATIONS</b>					
Unrestricted/temporary restricted	\$30,000	\$58,939	\$40,000	\$40,000	\$5,525
Perm. Restricted -Endowment	\$25,000	\$11,968	\$20,000	\$20,000	\$10,067
<b>Individual donations revenue</b>	<b>\$55,000</b>	<b>\$70,907</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$15,592</b>

<b>INVESTMENT INCOME</b>					
Income released-fellowships,administrative	\$150,000	\$0	\$250,000	\$225,000	\$0
Income not released		\$150,000	\$0	\$0	\$0
<b>Investment income revenue</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$250,000</b>	<b>\$225,000</b>	<b>\$0</b>
General Operating funds-from YE21	\$0	\$0	\$200,000	\$200,000	\$66,664
<b>TOTAL REVENUE</b>	<b>\$2,817,000</b>	<b>\$2,783,852</b>	<b>\$2,898,000</b>	<b>\$3,025,000</b>	<b>\$474,336</b>
<b>EXPENSES</b>					
<b>PERSONNEL</b>					
Salaries: full-time staff	\$987,000	\$1,008,000	\$985,000	\$1,008,000	\$328,246
Benefits: full-time staff	\$326,000	\$322,000	\$328,000	\$339,000	\$108,630
Part-time wages	\$75,000	\$42,000	\$45,000	\$45,000	\$8,350
Student wages	\$40,000	\$25,000	\$25,000	\$25,000	\$6,900
<b>Personnel expenses</b>	<b>\$1,428,000</b>	<b>\$1,397,000</b>	<b>\$1,383,000</b>	<b>\$1,417,000</b>	<b>\$452,126</b>
<b>IRE SALES &amp; SERVICES</b>					
Membership	\$2,000	\$1,464	\$2,000	\$2,000	\$200
Data Library	\$2,000	\$1,331	\$2,000	\$2,000	\$50
Journal	\$35,000	\$33,488	\$37,000	\$37,000	\$9,617
Book costs	\$15,000	\$14,443	\$15,000	\$15,000	\$4,306
Resource Center	\$10,000	\$13,255	\$7,500	\$7,500	\$4,304
Contest (platform, plaques, awards)	\$15,000	\$13,768	\$12,000	\$12,000	\$11,332
Web services	\$2,000	\$2,166	\$2,000	\$2,000	\$80
Other	\$1,000	\$8,938	\$1,000	\$1,000	\$0
<b>Sales/Products</b>	<b>\$82,000</b>	<b>\$88,853</b>	<b>\$78,500</b>	<b>\$78,500</b>	<b>\$29,889</b>
<b>PROGRAM EXPENSES</b>					
Conferences	\$839,000	\$147,867	\$1,089,000	\$987,000	\$49,166

Watchdog workshops	\$5,000	\$0	\$0	\$0	\$0
TV watchdog workshops	\$5,000	\$0	\$0	\$0	\$0
Total Newsroom Training (TNT)	\$0	\$0	\$0	\$53,000	\$0
Lumina-IRE on Campus	\$5,000	\$0	\$0	\$53,000	\$0
Custom newsroom training	\$5,000	\$3,080	\$15,000	\$15,000	\$1,618
Boot camps	\$5,000	\$2,290	\$10,000	\$10,000	\$400
Fellowships/scholarships	\$100,000	\$158,175	\$30,000	\$120,000	\$16,898
<b>Program Expenses</b>	<b>\$964,000</b>	<b>\$311,412</b>	<b>\$1,144,000</b>	<b>\$1,238,000</b>	<b>\$68,082</b>
<b>PROFESSIONAL SERVICES</b>					
Investment management fees	\$18,000	\$18,000	\$18,000	\$18,000	\$0
Accounting	\$25,000	\$31,231	\$25,000	\$25,000	\$0
Legal	\$5,000	\$658	\$2,000	\$2,000	\$0
<b>Professional services expenses</b>	<b>\$48,000</b>	<b>\$49,889</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$0</b>
<b>BOARD OF DIRECTORS</b>					
Retreat-audio/visual, room rental, faciliator	\$0	\$0	\$5,000	\$5,000	\$4,527
Board travel assistance	\$1,000	\$0	\$1,000	\$1,000	\$889
Election software	\$2,500	\$2,210	\$2,500	\$2,500	\$0
<b>Board of directors expenses</b>	<b>\$3,500</b>	<b>\$2,210</b>	<b>\$8,500</b>	<b>\$8,500</b>	<b>\$5,416</b>
<b>GENERAL OFFICE</b>					
Telephone and fax	\$6,000	\$7,574	\$10,000	\$10,000	\$606
Postage	\$3,000	\$1,941	\$3,000	\$3,000	\$675
Office supplies	\$6,000	\$1,302	\$5,000	\$5,000	\$11,542
Photocopying	\$3,000	\$1,800	\$2,000	\$2,000	\$604
Insurance	\$20,000	\$26,000	\$18,000	\$18,000	\$8,666
Computer supplies	\$2,000	\$655	\$2,000	\$2,000	\$0
Credit card service fees	\$40,000	\$51,658	\$50,000	\$50,000	\$1,200
Dues/fees/subscriptions	\$2,500	\$1,373	\$3,000	\$3,000	\$249
Office Travel/Executive Director Travel & search costs	\$5,000	\$1,846	\$5,000	\$5,000	\$4,307



Marketing/promotions	\$9,000	\$1,254	\$6,000	\$6,000	\$100
Staff retreat / professional development	\$3,000	\$900	\$2,000	\$2,000	\$0
Software/equipment/maintenance/hosting	\$30,000	\$28,332	\$35,000	\$35,000	\$7,354
Web design/updates	\$40,000	\$48,175	\$20,000	\$20,000	\$187
Office relocation expenses	\$0	\$0	\$15,000	\$10,000	\$0
Other office expense	\$4,000	\$5,120	\$5,000	\$5,000	\$65
<b>General office expenses</b>	<b>\$173,500</b>	<b>\$177,930</b>	<b>\$181,000</b>	<b>\$176,000</b>	<b>\$35,555</b>
Fundraising expenses	\$10,000	\$4,711	\$10,000	\$10,000	\$92
Depreciation	\$10,000	\$10,000	\$7,000	\$7,000	
<b>TOTAL EXPENSES</b>	<b>\$2,719,000</b>	<b>\$2,042,005</b>	<b>\$2,857,000</b>	<b>\$2,980,000</b>	<b>\$591,160</b>
Reinvested Investment Income	\$0	\$150,000	\$0		
Permanently restricted-Endowment	\$25,000	\$11,968	\$20,000	\$20,000	\$10,067
General operating funds deferred to YE22		\$200,000	\$0		
<b>REVENUE MINUS EXPENSES</b>	<b>\$73,000</b>	<b>\$379,879</b>	<b>\$21,000</b>	<b>\$25,000</b>	<b>\$126,891</b>

NICAR22 and IRE22 Registration Price Review

Below are the prices that were approved for NICAR20 and IRE20 (scheduled to be in Washington D.C.). For these events we typically have three cost tiers, with in-person being the most expensive. The tiers have been increments of \$50. We have also included proposed rates for 2022 for both NICAR and IRE.

Locations for 2022 Conferences including hotel rates:

NICAR22 – March 3-6: Atlanta Marriott Marquis, Atlanta, GA (\$215 per night plus tax)

IRE22 – June 23-26: Gaylord Rockies, Denver, CO (\$259 per night plus tax, the resort fee of \$23 per night is included in the nightly room rate)

Proposed rates for 2022

**NICAR22 (Atlanta, GA) - typically open registration and housing mid-November.**

Member through April 1, 2022

Early-bird registration ends midnight on January 4, 2022: \$305

Early-bird registration for virtual only: \$205

Regular registration ends midnight on March 1, 2022: \$355

On-site starts March 2, 2022: \$405

Student registration is \$100 (entire time) – does not include tiered pricing.

***One-day registration is \$200 plus membership***

Cancellations must be received by February 14, 2022

\*\*\*\*\*

**IRE22 (Denver, CO) - typically open registration and housing mid-to late January.**

Must be a member through July 1, 2022

Early-bird registration ends midnight April 25, 2022: \$315

Early-bird registration for virtual only: \$215

Regular registration ends midnight June 21, 2022: \$365

On-site registration starts June 22, 2022: \$415

Student registration is \$100 (entire time) – does not include tiered pricing.

***One-day registration is \$200 plus membership***

Cancellations must be received by June 3, 2022

## NICAR22: In-person vs. virtual attendance

	Virtual	In-person
Access to any live-streamed sessions	x	x
Access to any recorded sessions	x	x
Networking sessions - virtual	x	x
Access to tipsheets/other resources	x	x
Access to Slack workspace	x	x
Hands-on sessions - pre-recorded videos	x	x
Access to live sessions		x
Master classes		x
Hands-on sessions - live		x
Welcome reception		x
Networking sessions - live		x

### **NICAR20 (New Orleans, LA)**

*\*\*NICAR19 in Newport Beach, CA had the same pricing*

Member through April 1, 2020

Early-bird registration ends midnight on January 7, 2020 (\$305)

Regular registration ends midnight on March 3, 2020 (\$355)

On-site starts March 4, 2020 (\$405)

Student registration is \$100 (entire time) – does not included tiered pricing.

***One-day registration is \$200 plus membership***

Cancellations must be received by February 14, 2020

\*\*\*\*\*

**IRE20 (scheduled to be held in Washington, D.C.)**

*\*\*IRE19 in Houston had the same pricing*

Must be a member through July 1, 2020

Early-bird registration ends midnight April 20, 2020 (\$315)

Regular registration ends midnight June 15, 2020 (\$365)

On-site registration starts June 16, 2020 (\$415)

Student registration is \$100 (entire time) – does not include tiered pricing.

***One-day registration is \$200 plus membership***

Cancellations must be received by May 29, 2020

Conference rates from 2017 & 2018

NICAR18

Early bird: \$299

Regular: \$329

Onsite: \$359

IRE18

Early bird: \$299

Regular: \$329

Onsite: \$359

NICAR17

Early bird: \$285

Regular: \$315

Onsite: \$345

IRE17

Early bird: \$285

Regular: \$315

Onsite: \$345