

# JANICE KAUFMANN

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[Online Portfolio](#) | [LinkedIn](#)

**Strategic Communications, Marketing, Graphic and Creative Director**

## SUMMARY

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Strategic Communications, Marketing, and Creative Director with over 15 years of experience building efficient, results-focused creative operations for transportation, government, technology, start-ups, small businesses, and nonprofits. Experienced in talent acquisition, team hiring and retention, and career development in fast-changing environments. Partners cross-functionally with executives to align resourcing, prioritize deliverables, and deliver creative work on time with an eye on the bottom line. Combines creative design expertise with data-driven decision-making to translate strategic direction into compelling brand identity and high-impact digital and training products.

## SKILLS

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Adobe — Photoshop, InDesign, Illustrator, Acrobat, Dreamweaver and Experience Cloud  
Google Analytics | Digital Accessibility - 508 Compliance | Drupal | WordPress | Typography  
Content Management Systems (CMS) | User Interface (UI) User Experience (UX) | Product Strategy  
Microsoft — Word, Excel, PowerPoint, Visio and SharePoint | Web Design and Development  
Digital Platform Management | Data Analytics and Visualization | KPI and Performance Measurement  
SEO and Performance Analytics | Digital Product Delivery | Presentation Skills | Event Support  
Infographics | Branding and Marketing | Content Strategy | Lifecycle Management | Brand Strategy  
Strategic Communications | Creative Leadership | Organizational Messaging | Stakeholder Engagement  
Vendor Management | Project Management | High-Impact Campaigns and Creative Assets  
Cross-Functional & Small-Team Leadership | Contract Support | Pricing Matrix | Time Management  
Training Materials | Client Engagement | Continuous Communications Improvement Based on Analytics  
Graphic Design | AI Tools | Creative Solutions | Government Regulatory Communications

## EMPLOYMENT HISTORY

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### **Creative Director and Consultant**

#### **Signal Edge Corporation and Waterfront Technologies**

*March 2001 - Present, Baltimore, MD*

- Advise and support organizations across government, nonprofit, technology, and transportation-adjacent industries on innovative branding, communications, digital product strategy, and business collateral, translating strategic direction into cohesive brand identity.
- Lead end-to-end delivery of member-facing and customer-facing products including websites, training materials, publications, presentations, and marketing campaigns, leveraging design software to create compelling visuals.
- Build and manage high-performing creative and development teams; oversee talent acquisition, onboarding, training programs, workflows, and project prioritization for a staff of twenty-four, supporting retention and career development while ensuring adherence to deadlines and quality standards.
- Partner with executives across product, operations, and program teams to align resourcing and prioritization, ensuring creative needs are met on time and with attention to cost-effectiveness.
- Support product launches, pricing strategies, and cost modeling, collaborating with leadership and clients to align offerings with audience needs and business goals.
- Manage vendor relationships, a \$3M government contract, and service delivery for print, digital platforms, hosting, analytics, and media buys.
- Apply data and analytics (Google Analytics, SEO performance) to inform messaging, engagement strategies, and continuous improvement on over a dozen client websites, driving measurable user and stakeholder engagement improvements.
- Serve a diverse client base including federal and state agencies, nonprofits, educational institutions, and technology organizations.

## **Communications Specialist & Web Designer**

### **A3 Technology / FAA**

*September 2019 - July 2025, Washington, DC*

- Led branding, communications strategy, and deadline-based digital product delivery for the FAA's Office of Commercial Space Transportation, supporting aviation stakeholders, regulators, and industry partners with innovative design solutions.
- Served as a strategic advisor to leadership by translating stakeholder needs, regulatory priorities, and industry trends into clear communications, training materials, and digital experiences, ensuring alignment with brand expectations.
- Designed, launched, and managed external-facing and internal digital platforms (Drupal, SharePoint), ensuring brand consistency, usability, improved efficiency, accessibility, and timely content delivery through intuitive interfaces.
- Led the design and launch of the Commercial Space Dynamic Regulatory System (DRS), improving accountability, cross-agency engagement, and regulatory transparency for industry users.
- Developed and delivered training materials, presentations, launch/reentry communications, cadence charts, infographics, and live-event support for diverse audiences, showcasing strong presentation and instructional design skills.
- Implemented analytics-driven improvements, producing monthly performance reports, conducting site audits (Siteimprove), and increasing user engagement by 35% through strategic content management.
- Collaborated across technical, training, and policy teams to support product transitions from development to operational use and coordinated cross-functional resourcing to meet launch timelines.
- Managed vendors and digital tools supporting analytics, accessibility, and content delivery.

## **Art Director**

### **The Reeves Agency Inc**

*Baltimore, MD*

- Delivered integrated marketing, branding, and communications for public-sector and regulated clients including MTA, EPA, Maryland Board of Pharmacy, Reed Smith, Clean Air Partners and University of Baltimore.

## **Artist / Art Director / Production Manager**

### **SMS Productions**

*Jessup, MD*

- Scaled department productivity by over 40%, managing high-volume production of publications, advertising, and direct mail and supervising a team of six.

## **EDUCATION**

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### **Master's in M.A. in Publications Design/Web**

University of Baltimore, Baltimore, MD

Recipient of the Phillips Award for New Media Design

### **Bachelor's in B.S. in Applied Design**

University of Maryland, College Park, College Park