





Agenda

8:15 - 8:45 Security Check-In

9:00 Opening Remarks

**9:00 - 10:00 2012 Creative Departments Operating Trends -
Optimizing the Business Side of Creative**

*Brendon Derr, Director of Business Development,
Cella Consulting*

**10:00 - 10:30 Federal Publishing in the Information Age -
Interagency Council on Printing and Publications
Services (ICPPS)**

*Bert Simon, Chair, Department of the Interior
Pedro Mendez, Chief, IRS Publishing*

**10:30 - 11:30 Global Corporate Publishing Trends -
Quark Software, Inc.**

*Nick Howard, Senior Director of Brand Management
Jim Haggarty, Chief Information Officer (CIO)
Jim Green, Regional Account Manager*

11:30 - 12:45 Lunch

12:45 - 1:45 Design 2012 and Beyond

1:45 Understanding What Innovation Means to You

*Facilitated by Tom Klug, President of Idea 8 and In-House
Agency Forum (IHAF) board member*

**3:10 Managing Design in a Federal Agency - Advancing
Design Values in a Federal Organization**

Panel Discussion:

John Jacobin, IRS Design Office Manager

Ave Talbott, IRS Design Management Team

*Angela Morris, IRS Information Technology
Communications*

*Nan Dearborn, Design Director, Bureau for Legislative and
Public Affairs, U.S. Agency for International
Development*

Julie Koch-Beinke, President/Partner, Alternatives



9:00 | Opening Remarks

Internal Revenue Service

Karen Becton-Johnson
Director, Media & Publications



Karen Becton-Johnson has been the Director, Media & Publications (M&P) in the Wage and Investment (W&I) Division of the Internal Revenue Service since October 2008. As Director, M&P, she is responsible for developing, designing, publishing, and distributing nearly 1,000 tax products and approximately 10,000 non-tax products/

services annually. Additionally, her organization is responsible for printing and mailing over 200 million taxpayer notices/letters annually. M&P is a major provider of language services and written translation for forms, publications, and outreach materials for the Internal Revenue Service. As the Director, M&P, she has a permanent staff of over 500 employees and hundreds of additional temporary employees employed during peak season. Among her many responsibilities, she has stewardship of the Service's postal and printing budgets of nearly \$300 million.

Karen's prior position was as Area Director for Stakeholder Partnership, Education, and Communications (SPEC), also in the W&I Division of the Internal Revenue Service. She was responsible for maintaining an organizational focus on assisting taxpayers in satisfying their tax responsibilities by building and maintaining partnerships with key stakeholders. Her geographic area of responsibility included thirteen states in the central part of the USA (i.e., Alabama, Mississippi, Louisiana, Texas, Arkansas, Oklahoma, Missouri, Kansas, Nebraska, Iowa, Minnesota, North Dakota and South Dakota).

Prior to joining SPEC, Karen was Director of Learning & Education (W&I). She had responsibility for designing and implementing training strategies, course material and interventions for 50,000 Wage & Investment employees. She also served as the Team Leader for the redesign of IRS training. In this position she designed the new organizational structure, reengineered the processes and developed the technology requirements to train IRS employees. Prior to joining Wage & Investment, Karen served in a variety of management positions including Chief, Customer Service Technical Institute in Corporate Education, Education Branch Chief in the Richmond Host Site, Chief, Information Systems Division in the Virginia-West Virginia District, and Chief, Facilities Division in the Richmond and Louisville Districts. 

Karen began her IRS career in 1986 as a tax auditor in the Philadelphia District. Before beginning her Federal career, Karen worked in a number of private sector positions including the Executive Director of a non-profit organization and in accounting positions in AT&T and Xerox Corporation. She has a Bachelor of Arts degree in Business Administration from Averett College. She is the mother of twins, Kimberly and Christopher.

9:00

2012 Creative Departments Operating Trends Optimizing the Business Side of Creative

Cella

Brendon Derr

Director of Business Development



Brendon Derr, Director of Business Development for Cella Consulting, a management consultancy focused on providing management advice, operations support and professional development opportunities to the in-house agencies and creative departments of Fortune 1000 level organizations. Brendon has been working in the creative industry for more than ten years and has the opportunity to interact with hundreds of leaders each year who are charged with running the in-house creative

creative department for their organization. Prior to his time working with Cella, Brendon worked for The BOSS Group, an award-winning provider of human capital solutions in the creative, marketing, and interactive media categories.

About the Presentation

During his session, Brendon will summarize the results of Cella's 2012 In-House Creative Industry Report, a research study that benchmarks the operating trends of over 360 corporate and institutional creative departments from across the country. Design and creative communications departments of the federal government will learn about a variety of private sector trends and benchmarks in creative services management.

Key topics include:

- Creative Department Value Propositions and Department Capabilities
- Typical Roles and Staffing Strategies
- Budgets, Rates and Financial Models
- Client Service Protocols
- Project Management and Digital Asset Management Technology

10:00 | Federal Publishing in the Information Age

Interagency Council on Printing & Publications Services (ICPPS) Members of the ICPPS Executive Board

About the Presentation

The Interagency Council on Printing and Publishing Services was established in 1976, as an advisory body to the Public Printer. Activities of the Council have been productive and have been credited with extensive improvements to the Federal Printing Program. The ICPPS consists of printing officers representing federal organizations from the executive, judicial and legislative branches. The Council's activities support and enhance these organizations in meeting their communication mission through the Government Printing Office (GPO).

Key topics include:

- Federal printing and publishing
- Technological advances
- Future evolutionary processes



Bert Simon
Chair, Department of the Interior

Bert Simon has a multi-discipline background spanning more than 40 years of combined military and civil service consisting of printing, mail, supply, transportation, procurement, property management, and facility support services. He currently serves the Department of the Interior as Chief, Materials Management for the U.S. Geological Survey (USGS) and Chair of the Interior Publishing Council, which has printing policy responsibilities for the Department.

Pedro Mendez
Chief, IRS Publishing



Pedro Mendez is a senior manager at the Internal Revenue Service within the Media and Publications Publishing division. He has over 30 years of printing and publishing experience and served in various management positions for commercial printers, a corporate in-plant printer, gravure packaging printer and as a printing officer in the federal government. He has overseen the rapid growth of digital publishing at the IRS. Mr. Mendez attended the New York School of

Printing and holds a Bachelor of Science degree in Printing Management from the Rochester Institute of Technology. During his spare time, Pedro manages his son's Little League team and spends countless hours coaching baseball to the local community kids.



10.30

Global Corporate
Publishing Trends

Quark Software, Inc.

About the Presentation

Nick Howard is a Senior Director at Quark Software Inc. in charge of Quark's Cloud/SaaS products. Nick will outline the challenges Quark sees in the publishing and marketing communication arena. Nick will explain how large companies are being forced to do more (e.g. more channels) with less (e.g. fewer people and less time). Nick will present how companies are reacting to these challenging financial times – giving real customer examples, including government departments. Nick will also talk to the emerging mobile/digital publishing opportunities and challenges. Finally Nick will explain the importance of maintaining brand integrity/compliance whilst dealing with the aforementioned challenges.

Key topics include:

- Dynamic Publishing – what is it and how can it benefit your department?
- Digital Publishing – what are your counterparts in the private space doing, and how are they doing it?
- Brand Management – how can you enable people outside of your department to create customized marketing collateral?
- Customer examples – including government departments
- An example of an iPad application

Nick Howard

Senior Director, Brand Management Solutions



Nick has 18 years experience with publishing technology, with a focus on marketing technology, including: email, mobile, digital & data driven marketing. Nick has global experience working in the UK, Europe, Australasia and the USA. Market/Customer driven product development focus, Nick works closely with key customers and partners to understand their requirements and industry trends that are impacting their business.

Jim Haggarty

Chief Information Officer (CIO)



Jim Haggarty's responsibilities include IT as well as directing the Global Customer Support Group, QuarkAlliance, and Professional Services team; managing Quark Promote initiatives; and building strategic business relationships. Haggarty has more than 30 years of experience in Information Technology, Operations, and Customer Support. Throughout his career, Haggarty has introduced strategic technology plans and processes across

diverse industries, built world-class infrastructures, and served as a lead change agent for corporate growth initiatives.

Jim Green

Regional Account Manager



Jim Green has over 25 years experience in providing enterprise solutions to help organizations increase efficiency, time-to-market, quality and accuracy. Through designing solutions for creating, collaborating, and reusing information that can also be repurposed into multiple formats - including digital devices. Utilizing document/content management, XML, Dynamic Publishing, and business processes re-engineering solutions.



11:30

Lunch



12:45

Design 2012
and Beyond

Exploratory Dig

It's time to get involved during our discussion group sessions.

These sessions will be “open-format” — face-to-face, small breakout teams where attendees can connect with other professionals to ask questions and exchange ideas on various subjects related to Design In Government, such as: In-house Design Office Operations, Design Management, Building Client/Customer Relationships, Working Better with Design Vendors, and other interesting topics.

Lightly facilitated, these sessions will provide a great opportunity to network with other like-minded attendees and share a collection of insights. At the end of the session, the teams' valuable ideas will be presented back to all participants.

1:45

Understanding What Innovation Means to You

About the Presentation

Innovation from three points of view facilitated by Tom Klug, President, Idea 8 and IHAF board member:

1. Federal Agency: (TBA at DIG)

2. In-House Design Agency:
Julia Dubner, Senior Manager of Creative Services, **Geico**

John Taylor, Senior Creative Director at **Capital One**

3. Innovation Agency:
DeeDee Gordon, President/Innovation, **Sterling Brands** - Founder, **The Gordon Unlimited/The-Collaboratory**

Andrew Ignatow, Senior Vice President, Innovation, **Sterling Brands**

An innovative afternoon session with 3 very different panel viewpoints and time for audience Q&As. Each panelist will present their credentials and speak on the following topics:

Defining Innovation and what that means in your organization?

Co-creation - Consumers and trends that play a key role in the innovation process

The Creative Process - Innovative ways to stimulate your team

Ideation - Getting ideas off the ground.

Innovation to Actualization - Bridging ideas to reality

continued on page 8

Tom Klug

President of Idea-8 and In-House Agency Forum (IHAF) board member



Tom began his career in Chicago as an entrepreneur when he opened Klug Design in 1986. This creative shop provided design consulting and marketing services for regional retailers and national accounts like Apple, Adobe and Allstate.

In 1996 he joined forces with the direct marketing agency, CFM Direct, where he launched their new creative department. With the expansion of a second team in Philadelphia, he was promoted to Vice President of Creative Services in 2000. In 2006, Tom took on the position of Brand Executive where he led client branding assignments and the agency's marketing and business development. This included the development of "Think Brand - Act Direct", a strategic creative methodology that leverages brand equities within direct response disciplines. Clients included Kroger, Bank of America, Pizza Hut, Capital One, Baxter and Regions Bank.

Capital One hired Tom in 2008 to lead their internal creative agency in Richmond, Virginia as part of the Brand Marketing team. This multi-channel team provides direct response, CRM, branding and promotional support for all lines of business in the bank and card units. Tom's team supported projects like the Venture Card launch, website redesigns and branding of Capital One's house style.

In 2011, Tom launched and is currently managing Idea-8, a strategic creative consultancy supporting organizations with brand centric, response driving marketing services. Idea-8 is tailored to take the parity out of your product offerings through differentiated value propositions and unique positioning concepts. Tom's client's include Discover Card, Cella Consulting and West Cary Group.

In his spare time, Tom enjoys hiking, biking, the ancient game of pinball and the simple pleasures of hanging out with his family while enjoying smoky BBQ and a good White Sox baseball game.

Innovation from three points of view:

FEDERAL GOVERNMENT



Stephanie Archuleta



Stephanie Archuleta is a Senior Graphic Designer living and working in the Washington, DC Metro area. Since receiving her B.A. in Visual Arts from the University of Maryland, Baltimore County (UMBC) in 2002, she has designed for the DC government, legal, and private sector. Her most recent opportunity with the US Department of State's Bureau of Diplomatic Security has afforded her the opportunity to design various world-

wide distributed publications, conference exhibits, and video production pieces. Stephanie is a member of the AIGA DC Chapter and has also attended numerous lectures and events held by the Corcoran Gallery of Art and the Phillips Gallery of Art in DC. She believes that meeting other "Creatives" by participating in community design and art events is essential to professional development.

1:45

Understanding What Innovation Means to You (Continued)

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Outside of Creative, how do you engage with your partners to innovate

Best Practices

Panelists will also share a few innovative marketing examples that are currently being used in the marketplace.

IHAF -The only membership organization dedicated to providing tools and insight in support of every function within the in-house agency model. From creative to media to executive management, IHAF offers exclusive, year-round benefits to our members via Benchmarking Data and Best Practices, Conferences and Events, and Networking opportunities.

Since its inception in 2005, IHAF has emerged as a peer community for in-house agencies and an agent for increasing their effectiveness and influence within their respective organizations. Today, IHAF's nationwide membership ranges in size from 300-person operations to three-person teams across a host of industries. It is the willingness of our members to share everything from best practices to war stories coupled with IHAF's expertise in topics and trends specific to in-house agencies that makes our association unlike any other.

IN-HOUSE DESIGN AGENCY

Julia Dubner
Senior Manager of Creative Services, GEICO



Julia Dubner is Senior Manager of Creative Services for the GEICO Marketing department. She has been with GEICO since 1999, when the GEICO Gecko was still new to the car insurance scene. She leads a diverse group of design and writing professionals who create direct mail, print, outdoor, digital, and event advertising and promotional materials to sell GEICO's full portfolio of insurance offerings, including auto, motorcycle, home, renters, boat, and RV insurance. Julia and her team also act as brand ambassadors and consultants throughout the company. She would be remiss if she did not mention at this conference that GEICO offers a special discount on auto insurance to most Federal employees – get a quote today at geico.com or 1-800-947-AUTO and tell us you're a Fed!

John Taylor
Senior Creative Director, Capital One



John Taylor is a Senior Creative Director at Capital One, currently overseeing the Small Business, Branch Banking and Digital Copy groups. Prior to working at Capital One, John was a Senior Creative at Bernstein-Rein in Kansas City, where worked on the USAA account, among others. Prior to that, John was a Founding Partner at ARTComm in Denver, an agency that specialized in developing breakthrough direct marketing campaigns for financial services and retail clients, including Nordstrom, Bloomingdale's Macy's and many others. John has also worked as a messaging consultant on behalf of many great brands, including American Express, Chase, Citibank, Harley-Davidson, HBO, PetSmart, Sirius Satellite Radio, and Traveler's Insurance.

INNOVATION AGENCY

DeeDee Gordon
President, Innovation, Sterling Brands
Founder, The Gordon Unlimited/The-Collaboratory



Beginning in 1995, Gordon joined ad agency Lambesis, as director of research and product development, and broke new ground by creating the first national report to track trend diffusion in the youth market, The L Report. Recognizing the limitations of traditional off-line research, Gordon again did the unprecedented when, in 1999, she took her research online and co-founded Look-Look, Inc., a one-of-a-kind research, marketing and trend consulting company specializing in youth culture. With 41,000 respondents, Look-Look became the largest global community of 14- to 40-year-olds to report on their own culture. With proprietary database technology, Look-Look created a constant two-way dialogue with these trendsetting and mainstream consumers from around the

1:45

Understanding What Innovation Means to You (Continued)



world, allowing the company to exceed the capabilities of competing marketing companies. From product research and trend reports to brand development, this communication methodology distinguished Look- Look's high-quality product offerings. Clientele such as Calvin Klein, Audi, Microsoft, Universal Pictures, Nike and Virgin Mobile relied on Look-Look for expertise and instant access to information on global consumer culture. As co-president of Look-Look, Inc., Gordon oversaw all research analysis, product development and creative direction for the company.

In 2003, Gordon launched Look-Look Magazine, which consisted entirely of user-generated content—a brand new concept at the time. The magazine provided a unique forum for young people from around the world to express themselves, and an opportunity for these artists, photographers and writers to have their work published. All profits of the magazine went to the *Look-Look Arts Foundation*, established to assist youth in pursuing their passion in the arts.

In 2009, Gordon began consulting for clients, focusing on innovation with a concentration on technology, social media, new research methods and information design, and introduced The-Collaboratory, an exclusive community of brand enthusiasts who enjoy working with companies to create new products and innovations.

In Fall 2010, Gordon joined Sterling Brands, where she oversees the company's new division, the Innovation Group. As president of innovation, Gordon offers clients access to The-Collaboratory, and provides one-stop shopping, from initial concept development to final product execution. By engaging the consumer throughout the entire process, Gordon helps brands design better products that will positively affect our lives.

Recognized internationally as a leader in consumer and trend culture, Gordon has lectured all over the world and has been featured in numerous media outlets, including, Good Morning America, CNN, The New Yorker, Vogue, Time, Los Angeles Times and The New York Times Magazine. Gordon and her case studies have also been included in Life Stories: Profiles from The New Yorker, Malcolm Gladwell's The Tipping Point, and several college textbooks. In addition, Gordon was featured on PBS's Frontline special "Merchants of Cool," which is used in the marketing curriculum for numerous college classrooms today.

Andrew Ignatow

Senior Vice President of Innovation, Sterling Brands



Andrew has spent his entire career working in marketing and design for both the client and agency side. At Sterling Brands, Andrew has worked extensively in brand strategy, design and innovation helping his clients understand how to effectively design products and services that meet consumer needs and wants. Prior to Sterling, Andrew worked at Harte-Hanks, a direct marketing services company offering the widest array of integrated, multichannel, data-driven solutions for top brands around the globe. Andrew's primary responsibility is managing strategic relationships and his clients have included Apple Inc, Bayer Consumer Health, Brown-Forman, The Coca-Cola Company, Federal Express, Green Mountain Coffee Roasters, MillerCoors, Jenny Craig, L'Oreal, Procter & Gamble, and Sara Lee. Outside of the office, Andrew's passions include wine and posing as a gourmet chef and jazz drummer.





3:10

Managing Design in a Federal Agency

About the Presentation

Panel Discussion:

John Jacobin, IRS Design Office Manager

Ave Talbott, IRS Design Management Project

Angela Morris, IRS Information Technology Communications

Nan Dearborn, Design Director Bureau for Legislative and Public Affairs, U.S. Agency for International Development

USAID provides communication materials for 22 organizational units in 110 countries. In 2010, the IRS distributed tax return information for a 230 million business and individual taxpayers in the United States and overseas. These two agencies will speak on what it takes to analyze, implement, and use brand guidelines in large, multi-layered federal agencies. Lessons learned from this session may be scaled and adapted for any organization.

Julie Koch-Beinke, President/ Partner, Alternatives

Brand : Media : Retail
Creative strategies and visual solutions for business, brand and product success.

John Jacobin IRS Design Office Manager



As a designer in a bean-counting environment for the past twenty-some years, John has juggled the opportunities and challenges of bringing citizen-centered design into a large and busy government bureaucracy – the IRS.

Along the way, John set out to discover how to make design translate values into tangible experiences, within and outside the IRS. John championed the IRS Design

Management Project, a large-scale quality improvement project that raises awareness of the importance and impact of design on communications, products, and processes; to establish design standards across the Service; and to measure success in the use and understanding of IRS products and processes.

The division in which John works is one of the largest publishers in the U.S. Government. The challenges are great, with over 115,789 internal audience members and 133,000,000 external audience members, not to mention trying to manage the design integrity of 19,000+ active published products — many of which are constantly being updated and need to be available immediately. The products designed and developed by the IRS are used by almost all American citizens at some point in their lives, including overseas US taxpayers.

John recently completed the Business Perspectives for Creative Leaders AIGA and Yale School of Management Program.

Outside of IRS, John has experience as sole proprietor of Visual Concepts, a exhibit design business who's client focus has been on both domestic and international garment industry leaders and retailers: Dolce & Gabbana, Moschino, All Saints, Benetton abroad and U.S. clients such as Urban Outfitters, Steve Madden Shoes, Joe's Jeans, among others.

In the 1990's, after completing design degrees in the United States, and before becoming a designaholic, John spent time advancing his studies abroad at Ecole Des Beaux Art, in France...which afforded him to buy a black hat.

Ave Talbott IRS Design Management Team



20 years ago, Ave Talbott started her career at the IRS as a printing specialist after earning a Bachelor's degree in the Print Management Program from Arizona State University. In the last 10 years, she has combined her experience with mixed-media art, design, and branding to help the launch the Design Management Project (DMP). During her work with DMP, Ave collaborated with over 20 divisions within IRS Communications to

investigate brand needs and expectations. Her research uncovered and categorized over 300 individual logos that undermined consistent branding initiatives. With this insight, DMP successfully developed the current way finding system and other design elements as appropriate solutions. Ave also has an interest in design thinking that is economically, socially, and environmentally sustainable. She serves as a panelist at DIG to talk about the implementation of design guidelines at the IRS.



3:10 | Managing Design in a Federal Agency (Continued)

Angela Morris from a sub-division within IRS will discuss how a 7000 person IT area operated for years without branding guidance, the root of individuals creating unauthorized, expensive and difficult to manage logos and standards, that resulted in fractured brand across one organization.

Angela Morris

IRS Information Technology Communications



Angela Morris is a marketing and communications professional with more than 25 years experience. In her role as Communications Director for the IRS Information Technology Services division, she formulates and recommends policies, programs, services and procedures governing the development and dissemination of information to internal stakeholders, executives, managers and employees. Her

responsibilities include directing communications programs and messages to the IT organization's 7,000 employees.

Prior to joining the IRS in 2008, Angela spent several years in the private sector. She served as Communications Director at CGI Group, Inc., an information technology and business process services firm. Angela directed CGI's communications efforts in support of customers in its financial services, telecommunications and government markets. She also worked at Fannie Mae as Senior Communications Manager, supporting human resources communications during the re-statement of its earnings.

Her professional background also includes serving as President of the DC Chapter of the American Marketing Association from 2000-2001. At the time, AMA-DC was the third largest chapter in the country, and under her leadership, received national recognition for excellence for a chapter its size. She graduated from the Pennsylvania State University with a Bachelor of Arts degree in English Writing.

Nan Dearborn

Design Director, U.S. Agency for International Development



Nan Dearborn is design director at the U.S. Agency for International Development, the U.S. government's lead agency working in over 100 developing countries to help people create a better future. She guides the agency's design efforts to show the impact of USAID's work and to build the USAID brand, increasing recognition that the aid is "From the American People." Dearborn has been a key member of USAID's public affairs team since 2003.

Ms. Dearborn brings private sector, non-profit, and government experience to her role at USAID. She co-founded the graphic design partnership Dearborn Geyman & Co., providing graphic and exhibit design services to the National Park Service, NASA, museums, associations, and private businesses from 1993-2003. She was an exhibit and publication designer at the U.S. Information Agency—an international affairs agency that's role has been incorporated into the State Department—from 1984-1993. She was a designer for non-profit public television, WQED, Metropolitan Pittsburgh Public Broadcasting, from 1979-1984.

Ms. Dearborn served as an AIGA DC board member in the '90s. She has received design awards from the AIGA, National Endowment for the Arts, Art Directors Club of New York, Art Directors Club of Metropolitan Washington, Communication Arts, and Print Regional Design Annual.

Dearborn received her bachelor's degree in Graphic Design from Philadelphia College of Art, University of the Arts.

3:10 | Managing Design in a Federal Agency (Continued)

Julie Koch-Beinke, from Alternatives will share her experiences in working as a vendor in helping with IRS to develop a visual vocabulary and its branding process.

Julie Koch-Beinke
Partner, Alternatives. NYC



Julie graduated Magna Cum Laude from the University of Cincinnati College of Design, Architecture, Art and Planning with a Bachelor of Science Degree in Graphic Design.

After graduation, Julie worked for the New York office of an international graphic design agency on a variety of print and corporate identity projects. She then founded Alternatives with her husband, an industrial designer, as a multi-disciplinary design agency to work with clients to maximize their image and create synergy across a wide range of touch points.

Alternatives' work over the past 25+ years has encompassed award winning and business building projects for some of the most successful U.S. and international companies including Jeep, Dr Pepper Snapple Group, the American Red Cross and the IRS. From brand strategy development and branding programs, to promotion, environment, product design and digital media, Alternatives enhances client visibility and success through brand, media and retail.

Combining Alternatives' expertise in fashion and product design and her own love of interesting eyewear, Julie co-founded Wink Optical, a luxury optical frame and sunglass design and manufacturing company, with global distribution in high-end optical and department stores including Neiman Marcus during the 90's.

In addition to speaking about design and receiving numerous design awards, Julie holds several U.S. design and mechanical patents for displays and products.

Julie has served on the Board of Directors and as a Trustee of the Life Sciences Foundation and the Asperger Syndrome Research Foundation International. She taught Graphic Design as an Associate Professor of Design at the State University of New York at Purchase for five years and currently serves on the leadership advisory committee of the Dean of the University of Cincinnati, College of Design, Architecture, Art and Planning and the Advisory Board of LIM College for the Business of Fashion in New York City. Julie has graduated in the Business Perspectives for Creative Leaders Program at the Yale School of Management, 2010.





Special Thanks
to

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from their busy day

U.S. Treasury and Internal Revenue Service
In-House Design Teams
for coordinating DIG design collateral

Internal Revenue Service Building
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for their cooperation

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for helping with set-up, IT, escorting, etc.

Internal Revenue Service
for hosting DIG Spring 2012

All Attendees
for your interest and participation in raising
the value of Design in Government
through collaboration

Ants