Justine T. Winkelman

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Strategic IT business operations leader with 15+ years driving enterprise transformation, operational efficiency, and financial discipline in complex, matrixed organizations. Expert in delivering multi-year modernization initiatives, scaled agile adoption, and SaaS implementations through clear governance frameworks, cost optimization, and data-driven execution.

Education & Certifications

Certified Scrum Master (PSM I)
Certified Scrum Product Owner (PSPO I)
Enterprise Agile Coach (ICP-ENT)

MA, Graphic Communications Management and Technology
New York University

BA, Literature and Communication
Pace University

Core Competencies

- Enterprise Program & Portfolio Leadership
- Strategy Development
- Business & Digital Transformation
- Contract Negotiation & Vendor Management
- Executive Advice & Stakeholder Alignment
- IT Business Operations & Governance
- Financial Management & Cost Optimization
- Agile & Scaled Delivery

Professional Experience

Harvard University Information Technology, Cambridge, MA (Hybrid)
Associate Director, Technology Strategy & Planning , Aug 2022 – Nov 2025
Prior: Enterprise Agile Coach, Jan 2019 – Aug 2022; Project Manager/Scrum Master, Oct 2018 – Jan 2019
- Established enterprise-wide process to enable cloud automation standards, ehancing security and standardization of 250+ applications across Harvard IT.
- Co-led a technology landscape study for Harvard's Faculty of Arts and Sciences and partnered with the University CIO to define and socialize a 3–5 year IT roadmap.
- Oversaw budgeting, vendor management resource allocation, and cost optimization for technology initiatives in alignment with CIO priorities.
- Chaired university-wide Agile Working Group, standardizing governance and delivery model and coaching 15–30 agile teams annually while fostering operational consistency across 700+ IT staff.

Edgewater Technology Consulting (Harvard University), Wakefield/Cambridge, MA (Onsite)
Project Manager / Scrum Master, May 2016 – Sep 2018
- Led a 3-year, $1.5M annual engagement with Harvard University, overseeing an 11-person team, budgets, contracts,vendors, and SOWs.
- Translated enterprise strategy into executable milestones and operational plans aligned to business objectives.

Copyright Clearance Center, Danvers, MA (Onsite/Distributed Teams)
Manager, Program Management Office, Sep 2015 – May 2016
Prior: Project Manager / Scrum Master , Nov 2010 – May 2016
- Directed a distributed team (7 Agile PMs; 18 staff), executing $300M+ in annual programs on schedule and budget. Implemented metrics and KPIs, resulting in process improvement across enterprise operations.
- Optimized Professional Services cost models and advised 15+ STM publishers on SaaS copyright management solutions and governance.

Viral Payload IT Consulting, Cambridge, MA (Remote Contract)
Director, Engagement Management, Jul 2008 – Nov 2010
- Managed $50–250k SOWs; oversaw full SDLC delivery and vendor/consultant coordination. Negotiated contracts, monitored budgets, and optimized delivery performance.
- Translated business requirements into milestones and deliverables, ensuring alignment with clients.