

JENNIFER HOWE

Director, Program Management Office

Jenniferhowe.me | linkedin.com/in/jennifer-howe-creative | Vassalboro, ME

EXECUTIVE SUMMARY

Strategic delivery leader and emerging IT executive who designs the operating models, governance frameworks, and AI-enabled ways of working that allow technology organizations to deliver enterprise transformation at scale. Architected an Integrated PMO (Product Delivery Office) for a global logistics company, governing a \$10M+ project portfolio aligned to a \$30M+ enterprise IT budget that supports the platforms generating the majority of company revenue.

Unlike a traditional governance-only PMO, the function I lead is a centralized, cross-functional delivery organization, housing Program Managers, Product Managers, UI/UX Designers, Business Analysts, QA/UAT, and Scrum Masters under a single accountability structure. This shared capability hub deploys specialists into product teams across the full delivery lifecycle: discovery, design, build, test, and release.

Recognized for combining the analytical rigor of portfolio management with the user-centered, design-informed thinking developed across a career in product strategy and UX. Pioneering the integration of AI into delivery operations and IT execution, championing safe and governed adoption of AI tools as a force multiplier for technology organizations.

CORE COMPETENCIES

Integrated PMO / Product Delivery Office Design	Strategic Portfolio Governance	Enterprise Transformation Leadership
AI Enablement & Adoption Strategy	Capacity & Capital Planning	Cross-Functional Talent System Design
Executive Stakeholder Management	Lean-Agile Center of Excellence	Process Standardization at Scale

PROFESSIONAL EXPERIENCE

Director, Program Management Office (PMO)

Ascent Global Logistics, IT | Belleville, MI (remote) | 2024 – Present

Operating Model: Integrated PMO / Product Delivery Office

- Architected and stood up the centralized Integrated PMO, also known as a Product Delivery Office, designing the operating model that brings Program Managers, Product Managers, UI/UX Designers, Business Analysts, QA/UAT, and Scrum Masters together under one accountability structure.
- Built the function as a shared capability hub, deploying cross-functional specialists into product teams across the full delivery lifecycle: discovery, requirements, design, build, test, and release.
- Established a single point of executive accountability for delivery capacity, methodology, and execution across the IT portfolio, replacing fragmented, role-by-role reporting structures.
- Defined the standards, methodology, and governance framework (gate reviews, RAID standards, business case templates) that became the enterprise standard for major IT initiatives.

Portfolio Governance & Capital Planning

- Govern a \$10M+ project portfolio within a \$30M+ enterprise IT budget, owning intake, prioritization, capital allocation, and benefits realization in partnership with the CTO and CFO.
- Built portfolio dashboards and executive reporting structures that give the CTO, executive team, and board a single, non-technical view of scope, schedule, budget, and risk across the IT portfolio.

- Defined and operationalized the enterprise capacity planning model, aligning resourcing decisions to strategic priorities and reducing unplanned work on critical teams.

Enterprise Platform Programs

- Sponsor and govern the multi-year Oracle Transportation Management (OTM) implementation, the program consolidating six legacy TMS platforms into a single scalable solution and reducing long-term technical debt across the supply chain technology stack.
- Defined the governance and decision-making structure for OTM, including cross-functional steering, escalation paths, and integration with operations, finance, and IT delivery teams.
- Architected the program roadmap for the Supply Chain Control Tower platform, the unified visibility layer for shipment tracking, event management, and exception handling across all TMS solutions.
- Established executive sponsorship, internal branding, and rollout strategy for the Control Tower platform, positioning it as a strategic capability for operations and customer-facing teams.
- Directed the modernization roadmap for legacy revenue-generating platforms, balancing technical debt reduction with continuous business operation.

AI Enablement & Innovation

- Conceived and led the AI Power Tools internal conference, the company-wide initiative to accelerate AI awareness, literacy, and adoption across IT and business stakeholders.
- Defined the governance framework for safe, secure AI tool adoption across the IT organization, balancing speed of experimentation with data security and quality standards.
- Building the AI enablement roadmap for the PMO, identifying high-value AI use cases in project management, requirements development, and operations analytics, and embedding AI into day-to-day delivery workflows.
- Partnering with IT leadership to position the PMO as the enterprise enablement layer for AI adoption, governance, and measurement.

Executive Leadership & Talent Development

- Serve as the strategic translator between executive leadership and IT delivery teams, converting corporate strategy into executable portfolio roadmaps and ensuring cross-team alignment on outcomes.
- Built the multi-discipline talent system spanning Program Management, Product Management, UI/UX Design, Business Analysis, QA, and Scrum, including coaching frameworks, role definitions, and competency expectations that raise delivery maturity across the organization.
- Coach and develop the cross-functional team, scaling delivery capability through depth of practice rather than headcount alone.
- Cultivate a culture of continuous improvement, iterating on processes, templates, and tools based on outcome data and team feedback.

Selected Accomplishments

- Architected the Integrated PMO / Product Delivery Office model from the ground up, unifying Program Management, Product Management, UI/UX, Business Analysis, QA, and Scrum under one accountability structure.
- Designed and implemented the standardized intake and prioritization process that gave the executive team its first single, coherent view of the IT demand pipeline.
- Connected portfolio governance, intake, and reporting to a \$10M project portfolio and \$30M+ IT budget, giving executives a non-technical lens on spend, capacity, and delivery.
- Drove the consolidation of six legacy transportation systems into the OTM program roadmap, reducing long-term technical debt and operational complexity.
- Launched and governed the Supply Chain Control Tower pilot, advancing the company's vision of integrated, end-to-end shipment visibility.
- Conceived and championed the AI Power Tools initiative, building AI literacy and adoption momentum across the IT organization.

- Elevated executive visibility into project health through portfolio dashboards, enabling faster, better-informed decisions on scope, funding, and resourcing.

Manager, Product & UX

Ascent Global Logistics | Downers Grove, IL | 2019 – 2024

- Led product strategy and UX design across the digital product portfolio, partnering with the CTO, engineering, and marketing to bring multiple products from concept to launch.
- Built the design practice from a one-person operation into a cross-functional capability embedded across the organization.
- Established design standards, research processes, and component patterns that scaled with the organization.
- Drove cross-functional alignment between Product, Engineering, and Business teams to define product roadmaps tied to measurable outcomes.

Lead Designer

Ascent Global Logistics | Downers Grove, IL | 2017 – 2019

Where it all started at Ascent. Joined as the lead designer and built the UX foundation for the company's digital products, establishing design patterns, information architecture, and a user-centered approach that became the standard as the team and company grew.

- Established the company's first UI/UX practice, creating design standards, component patterns, and research processes that scaled with the organization.
- Built a centralized marketing and branding hub, bringing consistency to how the company showed up across every channel and touchpoint.
- Redesigned the company website, grounding the new experience in user research and aligning it with business growth goals.
- Integrated inbound marketing with HubSpot, connecting content strategy to lead generation and building the analytics foundation for measuring marketing impact.

Marketing & Design Lead

Saunders Manufacturing | Readfield, ME | 2014 – 2017

- Led all graphic and visual design for the company, establishing brand identity across print, digital, and product marketing channels.
- Designed and developed the company's website using customer research and UX methodologies, translating user insights into a digital experience that supported the sales pipeline.
- Conducted market research to inform marketing strategy, building the analytical and research skills that later shaped my approach to product strategy and stakeholder-driven decision making.
- Integrated inbound marketing into the ecommerce platform, connecting content strategy to revenue by driving qualified traffic through the digital storefront.
- Directed product photography for the catalog and digital channels, managing the full creative process from concept through final assets.
- Established a community engagement program, sponsoring local events with custom products and coordinating company volunteers to build brand presence and community relationships.

Community Outreach Coordinator

Sexual Assault Crisis and Support Center | Maine | 1998 – 2014

Led community outreach programs for a regional nonprofit for nearly 16 years, managing the full lifecycle of program delivery: planning, stakeholder engagement, team leadership, execution, tracking, and reporting. This is where I built the core leadership and operational skills that underpin everything I do today.

- Led the full RFP process to evaluate, select, and implement a nonprofit statistics database for enhanced reporting and service evaluations, my first experience running a technology procurement and implementation project end to end.
- Set up the internal network and technical infrastructure, moving the organization from manual, paper-based processes to digital workflows, my first real technology transformation project.
- Managed the full lifecycle of community outreach programs over nearly 16 years: planning, stakeholder engagement, execution, tracking, and reporting.
- Wrote several successful grant applications, learning how to build a case for investment with data and narrative, a skill that translates directly to business case development and executive sponsorship.
- Recruited, interviewed, and managed volunteers and staff, building the team leadership and talent development skills carried through every role since.
- Compiled weekly progress reports against goals and objectives, establishing the practice of outcome-based tracking and transparent reporting since scaled to enterprise portfolio management.

BOARD SERVICE

President, Board of Directors

Kennebec Valley Humane Society | Maine | *Past*

- Led the board through governance, fundraising, and strategic planning for a regional nonprofit, building skills in influence-based leadership and resource management.

EDUCATION & CERTIFICATIONS

Women in Leadership: Emerging CIO Certification, Irvine Technology Corporation | 2026

Bachelor of Arts, Social Science (Psychology) | 2004