Charles Ackerman

Strategic Delivery & Transformation Leader

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EXECUTIVE SUMMARY

Strategic delivery and transformation leader with 15+ years spanning enterprise consulting, higher education, government, Salesforce, and AI-enabled change. Builds governance, portfolio, and operating models that convert strategic intent into measurable outcomes. Proven record directing $5M portfolios, stabilizing at-risk programs, restoring executive confidence, scaling professional services, and developing high-performing leaders across distributed teams.

AREAS OF EXPERTISE

Program & Portfolio Leadership | Transformation Strategy & Assurance | Delivery Governance & PMO Design | AI Strategy, Adoption & Operating Models | Executive Stakeholder Engagement | Professional Services Operations | Salesforce & Enterprise Cloud Transformation | Business Process Re-engineering | Cross-Functional & Distributed Team Leadership | P&L, RevOps & Performance Metrics

PROFESSIONAL EXPERIENCE

Co-founder & Technical Delivery Director

Arqvera | Remote | 2025-Present

Co-founded an independent, AI-native transformation and delivery consultancy. Lead the North American practice and advise U.S. organizations and programs with transatlantic scope.

- Built AI into the firm's operating model, consulting methods, and client delivery approach.
- Design governance, program architecture, and organizational maturity systems that improve executive decisions and reduce transformation risk.
- Provide fractional delivery and transformation leadership without the overhead of a traditional large-consultancy engagement.
- Develop proprietary frameworks for trust, value realization, change, AI adoption, and professional-services growth.

Account Director

Cloud for Good | Remote | 2024-2025

Directed strategy and execution for Salesforce Education Cloud, Marketing Cloud, Commerce Cloud, and Experience Cloud implementations. Partnered with sales, delivery, and solution architecture to unify governance and growth strategy.

- Re-architected a $5M portfolio by instituting delivery governance and coaching engagement leads - reducing escalations and restoring C-suite confidence.
- Stabilized a critical post-go-live account by redesigning support operations and re-aligning IT and business owners - retaining the account and clearing backlog debt.
- Launched firm-wide accelerator governance model linking tools, delivery playbooks, and sales processes - driving scalable growth and differentiation in higher ed market.

Regional Head of Delivery, North America / Principal Delivery Manager

VRP Consulting | Remote | 2022-2024

Led North American delivery portfolio for Salesforce and public-sector engagements, managing multi-million-dollar projects across global delivery centers and vendors. Partnered with Customer Success to align delivery performance with retention and growth.

- Transformed a $2M state technology engagement into a showcase program through governance and delivery discipline, re-establishing the firm's credibility and expanding its public-sector footprint.
- Drove $1M+ managed-services growth in hospitality sector through governance and renewal strategy.
- Restored a 200-year-old nonprofit's Salesforce ecosystem to integrity and trust, creating sustained efficiency and long-term retainer and recovering a Salesforce red account.

Senior Project Manager / Project Manager

Coastal Cloud | Remote | 2019-2022

Oversaw large-scale Salesforce initiatives for state agencies and nonprofits; developed project governance frameworks and mentored emerging leaders.

- Introduced scalable governance and delivery structures that expanded a state government technology portfolio from $1M to $5M and established a repeatable framework for executive oversight.
- Standardized delivery playbooks and BPMN process maps for a statewide emergency management program, reducing cross-functional friction and accelerating execution across multiple teams.
- Coached and developed next-generation PM talent, building bench strength and sustainable capacity for growth.

Project Manager

Embry-Riddle Aeronautical University | Daytona Beach, FL | 2015-2019

Founded and led the University's first Project Management Office (PMO). Partnered with executive leadership to institutionalize governance, success metrics, and portfolio discipline.

- Delivered enterprise IT projects spanning software, hardware, and process change initiatives.
- Elevated PM maturity from ad-hoc to structured governance, standardizing tools and reporting.
- Elected by peers to lead Work Environment Quality Council, driving measurable improvement in engagement and leadership dialogue.

User Support Manager

Volusia County Schools | DeLand, FL | 2013-2015

Directed district-wide technology support operations serving 62,000 students and 7,600 staff.

- Implemented data-driven resource allocation and workflow automation to enhance service delivery.
- Reduced response times and boosted user satisfaction through platform modernization and process design.
- Negotiated vendor contracts and introduced iterative improvement cycles to sustain performance gains.

Earlier Roles

Volusia County Schools & Others | 2012-2013

Learning Technologies Specialist and Career & Technical Education Teacher roles provided early foundations in leadership, systems thinking, and delivery.

EDUCATION

- **Master of Science in Computer Information Systems** - Boston University, Concentration: IT Project Management
- **Bachelor of Arts in Radio/TV/Film Production** - Rowan University
- **Bachelor of Arts in Writing Arts** - Rowan University

CERTIFICATIONS

- Project Management Professional (PMP), PMI
- Agile Certified Practitioner (PMI-ACP), PMI
- Certified ScrumMaster (CSM), Scrum Alliance
- Certified Scrum Product Owner (CSPO), Scrum Alliance
- Salesforce Certified Platform Administrator
- Salesforce Certified Sales Cloud Consultant
- Salesforce Certified Education Cloud Consultant

PUBLICATIONS & PROFESSIONAL CONTRIBUTIONS

- Contributor - **Practice Standard for Work Breakdown Structures** - Project Management Institute, 2019
- Contributor - **The Standard for Risk Management in Portfolios, Programs, and Projects** - Project Management Institute, 2019