

Charles Ackerman

Strategic Delivery Leader

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EXECUTIVE SUMMARY

I design and lead high-performance delivery organizations that turn complexity into clarity. With 15+ years spanning enterprise consulting, higher education, and the public sector, I've built governance frameworks, scalable delivery models, and leadership systems that convert chaos into momentum. My craft lives at the intersection of strategy, structure, and human systems — aligning technology, people, and process around measurable value.

AREAS OF EXPERTISE

- Program & Portfolio Leadership
- Executive Client Engagement
- Organizational Maturity & PMO Design
- Business Process Re-engineering
- Enterprise Cloud Transformation
- Delivery Governance
- Salesforce Program Architecture
- Cross-Functional Team Leadership
- P&L & Performance Metrics
- Strategic Advisory & RevOps

PROFESSIONAL EXPERIENCE

Account Director

2024–2025

Cloud for Good • Remote

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.
- Advanced market presence via executive summits and webinars; positioned firm as strategic partner for institutional transformation.

Regional Head of Delivery, North America / Principal Delivery Manager

2022–2024

VRP Consulting • Remote

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.
- Integrated delivery and success motions, improving client retention and executive visibility of value.

Senior Project Manager / Project Manager

2019–2022

Coastal Cloud • Remote

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

2015–2019

Embry-Riddle Aeronautical University • Daytona Beach, FL

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

2013–2015

Volusia County Schools • DeLand, FL

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

2012–2013

Volusia County Schools & Others

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