

Nora Carrol

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BUSINESS EXPERIENCE

Principal, CarrolCreative, LLC—NoraCarrol.com, Bethesda, MD, May 2022-Present

Freelance writing and editing, retail communications and creative coaching.

President, Educative, LLC, Chevy Chase/Bethesda, MD, July 2020-April 2022

Growth services for adult, continuing and workplace education: business, organizational and change planning; interactive learning; market research, branding and messaging; media planning and writing; and prior learning assessment. Clients have included Radford University and the National Center for Public Policy Research.

President, Emergant, LLC, July 2018-June 2020

Founder/CEO, Emergant, Inc., Chevy Chase, MD August 2017-June 2018

Multilingual virtual business accelerator providing instructional, planning, showcasing, and informational support for emerging designers in developing markets. Nonprofit reorganized and reopened as profit-sector business in July 2018.

Principal, CarrolCreative, Chevy Chase, MD May 2016-December 2017

Provided professional writing services to profits and nonprofits, research/policy institutes, arts and higher/continuing/adult educational organizations. Certified as a WOSB (woman owned small business). Home office in metro. Washington, D.C.

Participating Consultant, Taproot Foundation, April 2016-December 2021

Served as pro bono marketing consultant to a nonprofit service organization matching experienced business professionals with nonprofit clients.

Principal, CarrolCreative, Phoenix, AZ January 2005-December 2013

Interactive learning and communication company specializing in adult business education through technology-driven instruction and electronic publishing. Clients included Thomas Edison State College.

Principal, CarroLearning, Clifton, VA/Phoenix, AZ January 2002-December 2004

Interactive learning and communication company specializing in adult business process education through technology-driven instruction and electronic publishing. Clients included Thomas Edison State College, American Military University, Intelligent Learning Corp., Communications/Marketing Action, Inc. and BriefMe.com.

**President, The First Forward Institute, Inc., (dba FirstForward.com)
Alexandria/Clifton, VA March 1996-December 2001**

Strategic consulting and educational services for emerging and non-traditional enterprises and organizations. Clients included Thomas Edison State College, Potomac College, The Fielding Institute, Institute for Experiential Learning, and American University in Bulgaria.

President, First Forward, Syracuse, NY/Alexandria, VA July 1990-February 1996

Business planning, resource development and strategic marketing for start-up biotechnology, aerospace, medical instrumentation, and game companies.

Director of Marketing, External Degree Program, Saint Joseph's College, Standish, ME August 1987-June 1990

Initiated and managed an in-house direct response agency promoting off-campus degree and non-degree programs to adult business and healthcare professionals worldwide.

Director of Direct Response Development, USO HQ, Washington, D. C. January 1985-May 1987

Managed and expanded a multi-million-dollar fundraising program to introduce segmented marketing, a 'friends' club of 24,000 members, and cause-related marketing.

President, Nora Carrol Marketing & Development, New York/Washington, D. C. 1980-1984

Creative and supervisory advertising roles, New York/Washington, D. C. 1973-1980

ACADEMIC EXPERIENCE

Adjunct faculty, Krieger School of Arts and Sciences/Communications, **Johns Hopkins University**, (2022-Present)

Adjunct professor, **University of the District of Columbia** (2021-2022)

Adjunct faculty, **Colorado Technical University** (2004-2010)

Adj. associate professor, undergraduate business/management, **University of Maryland University College** (1995-2004)

Adjunct faculty, **George Mason University** (1994-2000)

Visiting assistant professor, **University of Lethbridge** (1995)

Lecturer, 'interactive marketing and advertising', AAP graduate communications program, Krieger School of Arts and Sciences, Johns Hopkins University, August 2022-December 2022.

Faculty, 'sustainability entrepreneurship', MBA Program, October-December 2021; 'entrepreneurship', undergraduate program, School of Business and Public Administration, University of the District of Columbia, January-May 2022.

Online facilitator, 'e-business' and 'organizational change', Colorado Technical University, August 2004-May 2010.

Web course author, 'managing early-stage ventures', 'motivation, performance and productivity', 'planning and control' and 'organizational communication'; peer reviewer, 'managing strategic venture growth' and 'organizational culture', University of Maryland University College, Fall 1997-Spring 2000.

Course author/lead faculty, 'enterprise development', 'decision making and change', 'electronic ventures' interdisciplinary communities, New Century College/George Mason University, Fall 1996-Spring 2000.

Teaching Innovation Grants, non-mainstream enterprise development and online field experience, University of Maryland University College, 1996 and 1998

Faculty, undergraduate on-site and distance delivered courses in marketing, marketing management, marketing communications, sales, and consumer behavior; organizational behavior, organizational communication and leadership; global and international business, University of Maryland University College, 1995-2006.

Experiential portfolio reviewer, business and management, University of Maryland University College EXCEL Program, 1996-2006.

EDUCATION

Certificate, Public Policy Analysis, **London School of Economics**, 2021

Certificate, Nonprofit Management, **Arizona State University**, 2016

Certificate, Distance Education, **Thomas Edison State College**, 2002

M. S., Adult Education, 1991; B. F. A., Painting, 1971, **Syracuse University**

Published research: "Training for change", spring 1993 and 'Lifestyle change marketing", fall 1991, **International Journal of University Adult Education**.

PROFESSIONAL ACTIVITIES

Selected Publications

Author, 'Outsourcing online learning is selling students short', Times Higher Education, July 26, 2021, <https://www.timeshighereducation.com/blog/outsourcing-online-learning-selling-students-short>.

Author, 'Online discussions: springboard or gangplank?', Public Broadcasting Service (PBS) Distance Learning Week, April 2001, <http://www.pbs.org/als/dlweek/feature/carrol.htm>.

Author, "How to initiate and manage change", The Consultant's Toolkit, Silberman, Mel, ed., McGraw Hill, 2001 and Year 2000 Team and Organization Development Sourcebook, McGraw Hill, 2000.

Associate editor for North America, Educational Technology & Society, 1998-2002.

Contributing author, "Talking the language of venture capitalists", Genesis Reports, March 1994.

Author, "Is your association prepared for change?", Association Trends, January 1992.

Author, "Planning for change: a procedural guide", School of Education, Syracuse University, 1990-1991.

Author, "Synchographics in adult student recruitment", 7th International Conference on Technology and Education, March 1990.

Author, "Guilt by omission: the exclusion of educational level in data collection", Canadian Direct Marketing News, November 1989.

Conferences

Roundtable facilitator, "assessment v. credentialing: maximizing workforce know-how in the knowledge environment", Annual Conference, Council for Adult and Experiential Learning, Nov. 11, 2021.

Featured interviewee, adult distance business learning, Investment Outlook Panoptic Report, Global eLearning and Education Conference, New York, November 2000.

Workshop presenter, "Paradigm shift: adult learning, information diffusion and knowledge generation in the virtual environment", 6th Organizational Behavior Teaching Conference, Milan, July 1999.

Facilitator, online research, Faculty Symposium, University of Maryland University College, January 1999

Facilitator, "Adult learner behaviors in workplace v. educational environments", International Forum on Educational Technology and Society, January 1999.

Moderator, entrepreneurship panel, Eastern Academy of Management Conference, May 1996.

Host, "Creating projects that prospects want to fund", National Council of Resource Development Officers Conference, Washington, D. C., 1992.

Facilitator, marketing roundtable, American Association of Adult and Continuing Education Annual Conference, Salt Lake City, UT, 1990.

Speaker, "Marketing independent study to the grown-ups", National Issues in Higher Education Conference, KSU, New Orleans, LA, 1989.

Training

Trainer, "How to manage change", UMUC Staff Development Workshop, June 14, 2000.

Trainer, "Decision making and change", NAWBO/Capital Area, January 19, 1999.

Trainer, "Differentiation from the market perspective", AACHTC, Spring 1994.

Trainer, "Product quality at the crossroads", Association of Institutional Research, May 1993.

Memberships and Honors

Greater Bethesda Chamber of Commerce, 2022-2023.

Council for Adult and Experiential Learning (CAEL), 2020-2022.

Chair, Fundraising Committee, Board of Directors, Urban Ed, 2015-2016.

Academic Council, Thomas Edison State College, 1998-2004.

Undergraduate Programs Advisory Board, University of Maryland University College, 1999-2001.

Bristol's Who's Who of Distinguished Professionals, 2015-lifetime.

Who's Who in American Women, 2003-2004.

Who's Who in America, 2002-2004.