

**NORA CARROL**

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**BUSINESS EXPERIENCE**

**Founder/CEO, Emergant, Inc., Chevy Chase, MD August 2017-Present**

Multilingual virtual incubator providing creative, communications, networking and informational support for emerging fashion designers in developing markets. <https://www.emergantinc.org>

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

Provides 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, Washington, DC April 2016-December 2017**

Serves as pro bono consultant to a nonprofit service organization who matches experienced business professionals with nonprofit clients needing strategic, marketing, resource and capacity building assistance on a short and long-term project basis.

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

Interactive learning and communication company specializing in adult business process education through technology-driven instruction and electronic publishing. Clients have 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 Degrees, 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 World 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, Colorado Technical University (2004-2010)**

**Adj. associate professor, business/management, University of Maryland University College (1995-2006)**

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

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

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 learning 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 in Nonprofit Management, 2016, Arizona State University**  
**Certificate in Distance Education, 2002, Thomas Edison State College**  
**M. S., 1991; B. F. A., 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, "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**

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 International Organizational Behavior Teaching Conference, Milan, Italy, July 1999

Facilitator, online research, Online 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**

World Affairs Council, 2016-Present.

Heritage Foundation, 2016-Present.

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.