



CURRICULUM VITÆ – 2026

# Sandra Norderhaug

M.D. • M.B.A. • PH.D.

*Founder & Chief Executive Officer, Expert Education Consultants. Licensure & accreditation advisor for new U.S. and international universities.*

## CONTACT

### LOCATION

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### WEB

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## EDUCATION

### Ph.D.

Curriculum Design · Aalborg University, Denmark

CONFERRED 2015

### M.B.A.

Marketing · AAST, Maritime Transport

CONFERRED 2001

### M.D.

MBBCh · Cairo University

CONFERRED 1998

## PRACTICE AREAS

State Authorization

BPPE

WASC / WSCUC

DEAC

ACCSC

SACSCOC

Cognia

Religious Exempt

Curriculum Design

LMS · SIS

Policy & Handbook

Faculty Hiring

## AFFILIATIONS

e-Learning Lab — Aalborg University

MEMBER · 2011

ICT4D — Aalborg University

MEMBER · 2012

ACBSP — Business Schools, Region 8

MEMBER · 2012

IAFOR Journal of Education

EDITOR · 2015

## i. PROFILE

A seasoned leader and expert in starting and managing universities in both Europe and the United States. Thirty years across higher education — most recently as Chief Academic Officer and Accreditation Liaison Officer for American Tech and Management University. As founder and CEO of Expert Education Consultants, I have led a team of specialists to help over 115 colleges, universities and vocational schools obtain their state authorization and accreditation in record time.

## ii. WHAT I OFFER

### Licensure & Approvals

End-to-end guidance for degree-granting, vocational, language, allied-health, K-12 and religiously exempt institutions. Filed in all 50 U.S. states.

### Accreditation

Self-study authorship and team oversight for WSCUC, SACSCOC, MSCHE, HLC, NECHE, DEAC, ACCSC, COE, TRACS, Cognia & programmatic bodies.

### Academic & Operations

Curriculum & PLO maps, full policy library, LMS / SIS deployment, faculty hiring, recruitment, fractional CAO engagements.

115+

INSTITUTIONS LAUNCHED

30+

YEARS IN HIGHER ED

50

U.S. STATES FILED IN

5

COUNTRIES LIVED & WORKED

## iii. PROFESSIONAL EXPERIENCE — LEADERSHIP

AUG 2018  
— ● PRESENT

**Founder & Chief Executive Officer****EXPERT EDUCATION CONSULTANTS***San Francisco, CA · bppe.consulting*

Full-service licensing & accreditation consulting firm helping startup post-secondary institutions establish themselves end-to-end — entity formation, state authorization, curriculum, faculty & staff hiring, LMS / SIS deployment, marketing, and accreditation readiness.

- Led a team of **35+ specialists across nine disciplines** to launch and license 115+ institutions across all 50 U.S. states and internationally.
- Guided **18 first-time accreditations** with zero critical findings across SACSCOC, MSCHE, WSCUC, NECHE, DEAC, ACCSC, COE, TRACS and Cognia.
- Fastest documented institutional launch — *Jala University*, four months from engagement to operations. Zero failed state license applications in firm history.
- Multicultural practice across five countries; managed teams drawn from 23 nationalities.
- Built Campus Courseware — plug-and-play LMS-ready course packages reducing client content-development cost by up to 60 %.

NOV 2018  
— DEC 2019

**Chief Academic Officer & Accreditation Liaison Officer****AUSTIN UNIVERSITY***San Ramon, CA*

- Hired and managed deans and faculty delivering learning outcomes across diverse programs designed for educational access.
- Convened regular faculty and program-chair meetings — routine matters and stimulating exchange of ideas on educational policy.
- Oversaw academic guidance of students; maintained complete academic records; supervised grading standards and reporting.
- Served as consultant to faculty on classroom management, teaching methods, and school procedure.
- Ensured compliance with BPPE; maintained educational standards examined by **ASIC** and **WASC**.

JAN 2017  
— OCT 2018

**Chief Academic Officer & Accreditation Liaison Officer** **AMERICAN TECH & MANAGEMENT UNIV.***Pleasanton, CA*

Directed Academic and Student Affairs, including programmatic innovation and delivery methods meeting university accrediting and licensing requirements. Oversaw routine assessment of all academic and student affairs to plan continuous improvement.

- Set up the university from the ground up — developed all programs & curricula, secured the BPPE license, enrolled, taught, and graduated the first batch of MBA students, and applied for WASC accreditation.
- Directed full-cycle academic hiring including integrated retention plans; maintained congruence between the board-approved mission and all academic activity.
- Oversaw program chairs, student-organization sponsors, and faculty committees; built relationships with leading education reformers.
- Selected and developed benchmark and formative assessments; monitored long-range instructional goals against WASC standards.

APR 2011  
— ● PRESENT

**Research Scholar****AALBORG UNIVERSITY***Denmark · e-Learning Lab & ICT4D*

- Research interests: human-centred communication informatics, technology-enhanced learning, e-learning course design, cross-cultural communication, distance & blended learning, LMS, and ethnographic research.
- Member of ICT4D — building global research collaborations in developing countries; relating work to national digitization strategies and UN Millennium Development Goals.
- Works closely with the e-Learning Lab — Center for User-Driven Innovation, Learning & E-learning Course Design.

## IV. SELECTED PUBLICATIONS

## Research & scholarship in cross-cultural e-learning, curriculum design, and the internationalisation of higher education.

6 PEER-REVIEWED OUTPUTS

3 CONFERENCE PROCEEDINGS

1 PH.D. DISSERTATION

“E-learning course design from a cross-cultural perspective — a study of the factors affecting Egyptian and Vietnamese students' acceptance and usage of the e-learning component of a blended-learning MBA programme designed in northern Europe.

— PH.D. DISSERTATION, AALBORG UNIVERSITY, 2015

## CONFERENCE PAPERS

01. Issues in Internationalisation of Education: A Danish Business School exporting a blended-learning MBA to developing countries. Fahmy, S. S., Bygholm, A., & Jaeger, K. — *Proceedings, 8th International Conference on Networked Learning*, pp. 276–283 (2012).
02. The Good, the Bad and the Lazy Teacher — a grounded-theory approach to higher-education learning situations in Vietnam. Fahmy, S. S. — *Proceedings, 9th International Conference on Networked Learning* (2014).
03. Instructional learning versus action learning: a grounded-theory study of Vietnamese students in an international educational programme. IAFOR International Conference on Education — *Official Conference Proceedings*, ISSN 2189-1036 (2015).

## BOOK CHAPTER

04. Exporting a Scandinavian Learning Model to Egypt and Vietnam: Challenges & Implications. Fahmy, S. S. Y., Bygholm, A., & Jæger, K. — in *Changing Education through ICT in Developing Countries*, p. 83 (2013).

## JOURNAL &amp; DISSERTATION

05. Modern-day "Kuttab" — a grounded-theory study of higher-education learning situations in Egypt and implications for e-learning course design. Journal paper, submitted for publication.
06. E-learning course design from a cross-cultural perspective. Ph.D. Dissertation — Aalborg University, Denmark (2015).

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*vi.* FACULTY & EARLIER PRACTICE
 

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FALL 2015  
— SUM 2016

**Assistant Professor — College of Business****AL FALAH UNIVERSITY***Dubai, UAE*

Developed an innovative approach to teaching and assessment; led instruction that expanded thought and encouraged student debate. Maintained academic integrity in compliance with college and accreditor standards.

- Taught BS and MBA courses including Business Communication, Organizational Development & Change, Strategic Management, Business Reporting, Business Ethics and Organizational Behavior.
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JAN 2015  
— JUN 2015

**Lecturer, Business Administration****AMERICAN UNIVERSITY OF EMIRATES***Dubai, UAE*

- Directed instruction for BS and MBA students; collaborated with faculty and staff across diverse cultural and socioeconomic backgrounds.
  - Facilitated continuous academic coaching from recruitment to graduation; promoted diversity and inclusion across strategic goals.
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2009  
— 2014

**Instruction & Training Director****INTERNATIONAL BUSINESS SCHOOL OF SCANDINAVIA***Copenhagen, Denmark*

Directed MBA / BA lectures across online and on-ground platforms. Supervised e-learning material production for all courses; evaluated instructor performance and effectiveness of teaching.

- Applied adult-learning principles and instructional design to build interactive materials supporting course objectives; developed LMS platforms and e-Learning libraries.
  - Trained newly-hired instructors in social-constructivist approaches within IBSS LMS; developed evaluation policies to ensure learning objectives were met.
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2009  
— 2016

**Independent Training & Development Consultant****UAE / GCC ENGAGEMENTS***ECOMAN · Master · IFM and partner firms*

- Designed and ran short courses in management, HR and public relations for oil & gas companies and government agencies across the GCC.
  - Strategised, researched, managed and evaluated instructional-design projects through all phases; worked with SMEs to identify and capture learning content.
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*vi.* INDUSTRY — PHARMACEUTICAL & HEALTHCARE
 

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2007 — 2008

Business Unit Manager **GULF PHARMACEUTICAL INDUSTRIES — HQ**

2006

Sales & Marketing Consultant **AL HADAF PHARMA GROUP**

2001 — 2005

Product Manager **SCHERING-PLOUGH**

1999 — 2000

Marketing Coordinator **MERCK SHARP & DOHME**

1996 — 1997

Medical Representative **JANSSEN-CILAG**