



Enna Ayub

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Experience >15 years

- **PhD in Education (Educational Technology)**
- **Certified Malaysian Board of Technologist (MBOT)**
- **Masters in Instructional Design & Technology**
- **Bachelors in English Literature and Minor in Communication Studies**
- **Diploma, Management, Harvard Business School**

PRACTITIONER - INSTRUCTIONAL DESIGNER

Experienced education professional with over 15 years of expertise in instructional design, learning technology, and education management. Presented at national and international education conferences since 2014, with a strong track record of conducting training workshops for tertiary educators in digital, blended, and hybrid teaching. Leads consultancy projects on campus-wide LMS implementation and online course design, specializing in impactful, learner-centered strategies. Actively engaged in design and development research, and regularly publishes in the fields of educational technology, learning design, and instructional innovation. A dedicated and strategic contributor to the advancement of teaching and learning in higher education.

- Core Competencies -

- Blended/Hybrid Learning
- Educational Technology
- Adult Learning
- ODL (Online Distance Learning)
- Generative Ai in ODL
- Online Assessment
- Instructional Design/Learning Design Strategy
- Personalized Learning
- Nano-Learning
- Micro-Credential

Most Recent Experiences

2021-Present

Director, Digital Learning Experience

Taylor's University – Taylor's Digital

RESPONSIBILITIES:

- Plan, implement, and manage the programs and operations of Taylor's Online Distance Learning (ODL) Programs.
- Ensure effective implementation of the ODL development framework within the team and various stakeholders.
- Lead the implementation of new LMS and learning tools for ODL and collaborate with various stakeholders towards successful implementation and operations.
- Periodic reporting on the ODL progress and initiatives from related schools to the Academic Leadership Team (ALT) and Head of Schools (HoS) to ensure the university's ODL roadmap is as scheduled.
- Consult the academic leaders on the design, implementation, and broad development of their ODL strategies in their respective schools.
- Lead professional development activities and workshops related to ODL.

- Perform research on pedagogy and technological tool implemented, publish and present in conferences.
- Testing new instructional technological tools before implementation which includes end-to-end process of product selection, consultation, URS, Testing or CR.
- Design content for selected modules for ODL

2020-2021

Head, e-Learning Academy (eLA)

Taylor's University – eLearning Academy

RESPONSIBILITIES:

- Plan, drive, manage and support the implementation of blended learning initiatives of the University and college in order to embrace transformational teaching and learning using technologies.
- Ensure effective implementation of various e-Learning projects in the schools in order to further enhance the integration of technologies into the teaching & learning activities.
- Periodic reporting on the blended learning progress and initiatives from all schools to the Academic Leadership Team (ALT) and Head of Schools (HoS) to ensure the university's e-Learning roadmap is as scheduled.
- Plan and implement the adoption of technology into the curriculum and assist academics in the evaluation of these innovations on student performance.
- Consult the academic leaders on the design, implementation and broad development of their blended learning strategies in their respective schools.
- Lead professional development activities related to e-Learning as well as workshops that are open to all or customized for various schools and divisions.
- Perform research on pedagogy and technological tools implemented, publish and present in conferences.
- Teach micro-credit module related to learning design, instructional design and development for School of Education.

2019 - 2020

Senior Lead Content Transformation (Mid-Managerial Post)

Taylor's University – eLearning Academy

RESPONSIBILITIES:

- Lead and assists faculty in producing learning content for Learning at Scale.
- Lead the faculty in producing learning content for Module Sites in Moodle platform.
- Write technical proposal for tenders where project is under Taylor's Consult
- Manage a team of e-Content Development Specialists in the eLearning Academy of Taylor's University.
- Develop strategies on technologies that leverage digital media to instruct and educate staff across the university.
- Plan for campus-wide campaign to promote awareness to staff as well as to get their buy-ins on new technology to be implemented in campus.
- Design, construct, and implement e-learning applications, and courseware that supports the e-Learning Academy's (eLA) objectives.
- Direct the videographer to follow through for eLearning video production.
- Conduct face-to face and online training on eContent development tools & Learning Design strategies for lecturers and staff of Taylor's University.
- Oversee the process from analysis, design, development, UAT and execution.
- Oversee the collaboration between stakeholders, the Subject Matter Experts, and eLA team.
- Perform research on pedagogy and technological tools implemented, publish and present in conferences.

2013 - 2018

Lead e-Content Development Specialist (Managerial Post)

Taylor's University – eLearning Academy

RESPONSIBILITIES:

- Lead and assist faculty in producing learning content for Massive Open Online Course

(MOOC) in OpenLearning platform.

- Lead and assist faculty in producing learning content for Module Sites in Moodle platform.
- Write technical proposal for tenders where project is under Taylor's Consult
- Manage a team of e-Content Development Specialists in the eLearning Academy of Taylor's University.
- Assist faculty in producing learning content (SCORM Package) to be uploaded into Moodle platform.
- Develop strategies on technologies that leverage digital media to instruct and educate staff across the university.
- Plan for campus-wide campaign to promote awareness to staff as well as to get their buy-ins on new technology to be implemented in campus.
- Design, construct, and implement e-learning applications, and courseware that supports the e-Learning Academy's (eLA) objectives.
- Design and develop storyboard for the videographer to follow through for eLearning video production.
- Conduct face-to face and online training on eContent development tools (Articulate Storyline), DIY eLearning Development for eLearning, Instructional and Learning Design as well as MOOC development Workshop for lecturers and staff of Taylor's University.
- Responsible for the development process from analysis, design, develop, UAT and execution.
- Work closely with Subject Matter Experts and collaborates with clients (stake holders)
- Perform research on pedagogy and technological tool implemented, publish and present in conferences.

2012 - 2013

Sr. Lead Instructional Designer

e-Learning Minds

RESPONSIBILITIES:

- Assessed, identified, designed and developed the blueprint or the roadmap for e-learning software for various clients.
- Responsible for the development process from initial point of contact (lead generation), presentations, writing of roadmap, and execution. Meet/exceed minimum quarterly and annual performance objectives.
- Worked closely with Subject Matter Expert and collaborates with clients (stake holders).
- Worked together with the graphic designers and programmers to ensure that product implementation schedules are met and that the design meets the specification as set by clients.
- Developed eLearning software utilizing tools like Smartbuilder, Articulate, Storyline and Captivate.
- Designed POC for bidding in new projects.
- Involved in the Q&A process to ensure that the final project deliverables are of the highest quality.
- Mentored the new Instructional Designers.
- Voice Over (VO) – Voice as characters for the courseware developed during POC.

EXPERIENCES GAINED:

- Wrote content roadmaps, storyboards for e-learning modules.
- Content analysis and writing for e-learning modules.
- Consulting - On use of template for software and meet up with the SME for content management.
- Skilled in use of internet, software applications including PowerPoint, Word, Excel, Captivate and LectureMaker.
- Able to develop e-Learning content using Social Media, as well as Smartbuilder and Articulate.
- Able to understand and amend content (when needed) created using Fireworks, and Flash for the purpose of QC the end eLearning software.

ACCOMPLISHMENT:

- Took lead in producing e-learning modules for company's various clients.

2010 - 2012

Learning and Development Consultant

ACS Xerox (MNC)

RESPONSIBILITIES:

- Was responsible for creating/writing the instructional content of the project within the technological environment of the customer.
- Understood the customer's business environment and needs, and wrote the instructional content for all deliverables, which includes formulating content roadmaps.
- Designed and developed learning solutions including but not limited to web-based learning, instructor-led, blended instruction, and virtual sessions.
- Worked with the customer's Subject Matter Experts to obtain the information to be taught and organize it into logical, instructional patterns that were appropriate for the culture and level of expertise of the end users.
- Worked together with the Media Department to ensure that product implementation schedules were met and that the design met the specification as set by clients.
- Demonstrated the application of adult learning instructional design to the eLearning industry.
- Delivered top quality training deliverables on time and on budget.

EXPERIENCES GAINED:

- Work and collaborate with team members and sometimes several times across the globes in different time zones. Wrote content roadmaps, storyboards for e-learning modules.
- Content analysis and writing for e-learning modules for international clients.
- Consulting with SME on needs analysis and content to be put in the e-Learning modules.
- Able to develop e-Learning content using the in-house content authoring tool with is LCMS.
- Learned to work remotely with minimal supervision.

ACCOMPLISHMENT:

- Delivered e-content modules for international clients.

2008 - 2010

Senior/ Lead Instructional Designer

Universal IT Solutions

RESPONSIBILITIES:

- Assessed, identified, designed and developed the blueprint for e-learning software for the banking industry.
- Was responsible for the development process from initial point of contact (lead generation), presentations, writing of storyboard, and execution. Meet/exceed minimum quarterly and annual performance objectives.
- Worked closely with Subject Matter Expert and collaborated with clients (stake holders).
- Worked together with the graphic designers and programmers to ensure that product implementation schedules were met and that the design met the specification as set by clients.
- Designed POC for bidding in new projects.
- Involved in the Q&A Process to ensure that the final project deliverables were of the highest quality.
- Mentored the new Instructional Designer
- Voice Over (VO) – As characters for the courseware developed during POC.

EXPERIENCES GAINED:

- Write storyboards for e-learning modules.
- Content writing for banking e-learning modules.
- Consult clients on use of template for software and meet up with the SME for content management.
- Skilled in use of internet, software applications including PowerPoint, Word, Excel and

LectureMaker. Learned to use Captivate.

ACCOMPLISHMENT:

- Took lead in producing e-learning modules for Bank Rakyat, Maybank, Affin Bank, CIMB, OCBC, INSTUN and others.

Most Recent Experiences listed. Prior to 2008, upon request

ACCOMPLISHMENT/ AWARD (EDUCATION RELATED):

- President's Award in Excellence in Transformational Teaching & Learning 2013
- National University Carnival on eLearning (NUCEL) Best MOOC Award 2014
- IIDEEL GOLD Recipient 2014 Project MOOC
- Taylor's University Brand Ambassador Award 2014
- Taylor's Teaching Learning Festival Best Poster Award 2015
- IIDEEL Bronze Recipient 2015 Project MOOC
- International University Carnival on eLearning (IUCEL) Best MOOC Award 2016
- IIDEEL Bronze Recipient 2016 Project MOOC
- President's Award in Excellence in Transformational Teaching & Learning 2016
- UiTM Gold, Malaysian Studies Modules eConDev 2017
- IIDEEL Bronze Learning at Scale 2018
- IIDEEL Silver Recipient 2019 Lab Safety
- **Champion, 1st place won 10K, Immersive Learning Category (AKRI 2019)**
- IIDEEL Silver Recipient 2021 Exemplar Kitchen
- Selected as judge for various national and international competitions e.g. Reimagine Education Award, USA, IUCEL, eCONDeV, since 2016.
- Member of Majlis Ketua-ketua e-Pembelajaran IPTA Malaysia (MEIPTA) 2019-2023
- 2021, Excellence Research Award for PhD
- 2023, Diploma, Management Essentials, Harvard Business School Online

CONFERENCE & PUBLICATION:

- 2016 International Conference on Education (ICOED), Jakarta, Indonesia, April 12 – 14. Paper presented for publication in SCOPUS: Developing a Pedagogy Framework for Institution-Wide Implementation of MOOC: A Case Study from a Malaysian Private University. Enna Ayub, Lim Chee Leong.
- 2017 8th International Conference on E-Education, E-Business, E-Management and E-Learning (IC4E 2017), Kuala Lumpur, Malaysia, January 5-7. Paper presented for Publication in the International Conference Proceedings Series by ACM, which will be archived in the ACM Digital Library, and indexed by Ei Compendex and Scopus and submitted to be reviewed by Thomson Reuters Conference Proceedings Citation Index (ISI Web of Science): Exploring Factors Affecting Learners' Acceptance of MOOC Based on Kirkpatrick's Model. Enna Ayub, Goh Wei Wei, Wong Sen Yue.
- 2018 The effectiveness of MOOC among learners based on Kirkpatrick's model Redesigning Learning for Greater Social Impact, 313-323, WW Goh, SY Wong, E Ayub
- 2018 Developing a Framework for the University-Wide Implementation of Micro-Credentials and Digital Badges: A Case Study From a Malaysian Private University 2018 IEEE 4th International Conference on Computer and Communications (ICCC2018). CL Lim, PK Nair, MJ Keppell, N Hassan, E Ayub
- 2019 Transforming Teaching and Learning Paradigm to Empower 21st Century Learners: Participatory Online Course (POC) for Hubungan Etnik module at Taylor's University, Malaysia
International Journal of Education, Psychology and Counseling 4 (30), 265-282, E Abdul Jaleel, Haniffa B., WOS, WLN, Ayub
- 2019 A Design and Development Research Approach to Redesigning an Online Module for Education 4.0, 2019 IEEE Conference on e-Learning, e-Management & e-Services (IC3e), 1-6, E Ayub, GW Wei, JE Luanan, MJ Keppell, LC Leong, SNA Mohamad
- 2019 Taking a Leap to Education 4.0: Analyzing the Instructor Readiness to Teach in a Virtual Classroom at Scale, e-Prosiding Seminar Majlis Dekan Universiti Awan Malaysia, 194-214. E Ayub, WW Goh, J Eddy, Keppell, M James

- 2020 A Learning Design Strategy Framework for Content Transformation Using Fuzzy Delphi Method, International Journal of Information and Technology 10 (12), 882-888, E Ayub, M SNA, WW Goh, JE Luaran
- 2020 Problem characterization for visual analytics in MOOC learner's support monitoring: A case of Malaysian MOOC, MF Asli, M Hamzah, AAA Ibrahim, E Ayub – Heliyon
- 2021, Taking a leap to Education 4.0: The practitioner-learner partnership in the refinement of a module site for learning at scale, E Ayub, JE Luaran, SNA Mohamad, WW Goh - Transforming Curriculum Through Teacher-Learner ...
- 2022, Developing a Solution for Hybrid Classroom: A Pilot Study From a Malaysian Private University, E Ayub, CL Lim, DCH Yeo, SR Ismail - Frontiers in Education
- 2025, Lim et al., Evaluating the implementation of reusable learning objects across three Malaysian universities using the RE-AIM framework: Implementation study, *JMIR Medical Education*.
- 2025, An Exploratory Study on Redesigning Learning Activities for Engagement: Addressing Gen Z's Diverse Needs in Open Distance Learning, A, Ang & E, Ayub, (In Press)

For comprehensive listing of publication, go to google scholar link at:

<https://scholar.google.com/citations?user=sed-Qz0AAAAJ&hl=en>

NEWSPAPER WRITE-UP & SPEAKING APPEARANCE:

- 31 May 2024 Thoughts: Prioritizing Learning Experience over Technology, Bernama News [Link](#)
- 31 Jan 2023, BFM 89.9 Radio, Taylor's 100% Online Postgraduate Programmes [Link](#)
- 2nd May 2024 Emerging Needs In Online Learning Landscape, The Star Online [Link](#)
- 20 Jun 2021, Make Students Our Priority, The Star Online, [Link](#)

Education

2021

Universiti Teknologi MARA

PhD- Education

Specialization: Educational Technology (Research on Learning Design)

2012

Open University Malaysia

Master's Degree in Education

Major	Instructional Design and Technology
CGPA	3.89/4

1997

West Virginia University USA

Bachelor's Degree

Major	English Literature & Minor in Communication Studies
CGPA	3.25/4

Diploma

2023	Harvard, Business School Online Management
2006	Penn Foster Career School, Scranton, PA, USA Child Daycare Management
1999	Hardcourt Learning Web Design

Certification

2016	HRDF Certified Trainer (TTT)
2022	Malaysian Board of Technologist (MBOT)

Skills

Project Management, Training, Editing, Curriculum Design, Learning Design, Learning Management, Needs Analysis, Gap Analysis, Instructional Technology, MOOC Development, Learning @ Scale Development, Microsoft (EXCEL, Word, Powerpoint), Various Tools for Multimedia Development e.g., Adobe Premier Pro, Adobe Illustrator. LMS: Canvas, Moodle. Various Tools for eContent Development e.g. Powtoon, Videoscribe, Articulate Storyline. Articulate Replay. Panopto

Languages

<i>Spoken and written:</i>	Bahasa Malaysia, English
<i>Spoken:</i>	Indonesian — Basic Conversational

References will be available upon request.