

DUBAI • HIGHER EDUCATION

Mohammad Elmoshnb

Education Transformation & Industry Ecosystem Builder



University Registrar, Director of Admission and Registration

Canadian University Dubai

*The speed of education must
match the speed of industry.*

Education should not simply prepare people for the world as it is; it should equip them to shape the world as it becomes.

01 How he creates value

Connecting education, technology, data and industry to build smarter institutions, stronger partnerships and more relevant learning experiences.



01

Institutional transformation

Designing simpler, better-connected academic and administrative journeys that reduce friction and improve how students, faculty and teams experience the institution.



02

Smarter digital operations

Turning technology into better operating models: not simply automating existing routines, but redesigning how work gets done.



03

Data for decision-making

Making institutional data more accessible, timely and decision-ready so leaders can act with greater clarity and less dependence on manual reporting.



04

Education-industry alignment

Bringing education and industry closer together by translating changing workforce expectations into practical learning, demonstrated capability and stronger graduate readiness.



05

Ecosystem building

Connecting people, functions and external partners across organisational boundaries to create opportunities that would otherwise remain fragmented or unrealised.

02 His vision

The speed of education must match the speed of industry.

Education must evolve with the world it serves

Mohammad believes that the future of education depends on a more dynamic relationship between universities, employers, technology providers and learners.

Industry engagement should not be limited to advisory meetings, guest lectures or a final internship. It should become a progressive part of the student journey, from early exposure and observation to guided application, authentic assessment and demonstrated readiness for work.

Academic achievement remains important, but traditional measures such as GPA do not always make professional capability visible. Graduates should leave university with stronger evidence of what they can understand, apply and demonstrate in practice.

Technology and AI should support this transformation by simplifying processes, improving decision-making, strengthening data quality and enabling institutions to respond faster to changing needs.

The objective is not simply to prepare graduates for their first job, but to develop people who can adapt, contribute and create value as industries continue to change.

03 Industry-Validated Graduate Competency Framework

Turning employer expectations into measurable graduate capabilities embedded within the academic journey.

The framework is a developing proposition for creating a clearer bridge between academic achievement and demonstrated workplace capability.

01 Industry need

02 Competency standard

03 Curriculum integration

04 Authentic assessment

05 Industry validation

06 Verified skills evidence

07 Continuous refresh

Employers help identify the capabilities that matter in practice. Universities translate those capabilities into learning experiences and meaningful assessment. Students demonstrate them through projects, simulations, applied tasks, internships and other authentic evidence.

The result is a richer picture of graduate readiness, complementing the degree and GPA with clearer evidence of what the graduate can actually do.

The goal is not to replace the degree. It is to make the degree speak more clearly to the world of work.

Status. A developing, evidence-informed framework drawing on international competency-based education and industry-engagement practices.

04 Transformation and ecosystem work

FINTECH.TV & THE GLOBAL MARKETS STUDIO

Turning an external opportunity into an education–industry platform

Mohammad identified an opportunity to connect an international financial media network with the university environment and initiated the collaboration with FINTECH.TV.

The relationship developed into the Global Markets Studio on campus, creating a live connection between students, global financial media and the world of work.

Students gained access to internships and professional exposure, while the partnership created a new form of industry presence within the university.

ENTERPRISE SYSTEMS & DIGITAL TRANSFORMATION

Building the infrastructure behind institutional operations

Across university roles, Mohammad has worked with ERP and student information systems, institutional reporting, digitisation and process automation.

At the University of Modern Sciences, he co-led the ERP implementation with the IT Director and the vendor, supported staff adoption, automated reporting and led the digitisation of forms and core processes.

INSTITUTIONAL DATA & SELF-SERVICE

Moving information closer to the people who need it

Mohammad has worked on reporting and analytical approaches designed to make institutional information more accessible to academic and administrative decision-makers.

His focus is on moving away from repeated manual requests and towards self-service access, clearer reporting and faster operational decision-making.

This extends increasingly into the use of AI-supported analysis and rapid data retrieval for time-sensitive institutional needs.

Making data capability part of every graduate's toolkit

Mohammad designed GED 106, Smart Decisions: Data Literacy & Visualization, as a practical general education course for students across disciplines.

The course combines Excel analytical skills, Power BI, survey design, data cleaning, visualisation, data ethics, interpretation of misleading figures and evidence-based decision-making.

It is now live and being taught, giving students practical experience with surveys, real datasets, analytical tools and data-driven communication.

NORTH DAKOTA STATE UNIVERSITY PARTNERSHIP

Connecting institutions around a shared research agenda

As Acting Executive Director for International Development at the University of Modern Sciences, Mohammad supported the institution's collaboration with North Dakota State University around intelligent transportation research for the UAE.

His contribution focused on outreach, relationship development and partnership coordination, including participation in the university delegation to Fargo for the partnership agreement.

05 External influence and industry engagement

Oracle

AI for UAE's Next Gen: Bridging the STEM Skills Gap

Invited panellist at Oracle Women's Leadership UAE, contributing to discussion around AI, universities, future skills and the UAE's emerging workforce.

WETEX & Dubai
Solar Show

Education, sustainability and the future of skills

Participated in a cross-sector discussion linking education, sustainability and the future of skills.

FINTECH.TV

From Dubai to Wall Street: The New Nexus of Talent, Media and Global Finance

Panellist at the launch of the Global Markets Studio.

06 Career in brief

From operations to ecosystem building

Mohammad began his higher-education career at the operational level, working directly with admissions, registration and student information systems.

His responsibilities subsequently expanded across admissions leadership, registrar operations, academic affairs, faculty management, institutional systems, international development, reporting, governance and university-wide process improvement.

That progression created a practical understanding of how the different parts of a university connect, from the first student enquiry to graduation, and from academic policy to the systems, people and partnerships required to deliver it.

Today, that experience shapes his approach as an ecosystem builder: looking beyond individual departments to how institutions, technology, industry and people can work together more effectively.

2019 – present	University Registrar, Director of Admission and Registration Canadian University Dubai
2017 – 2019	Academic Affairs Manager MODUL University Dubai
2012 – 2017	University Registrar; Acting Executive Director for International Development University of Modern Sciences, Dubai
2007 – 2012	Admission and Registration Coordinator; Head of Admissions University of Dubai

07 Executive leadership portfolio

I Education Transformation

Connecting academic policy, student experience, institutional processes and governance so that the institution operates more coherently.

III Institutional Intelligence

Using enrolment, progression, retention and operational data to make information more useful for leadership and decision-making.

V Academic & Faculty Operations

Experience across faculty affairs, scheduling, examinations, advising, academic operations and the student lifecycle.

II Digital Systems & Process Redesign

ERP, student information systems, automation, reporting and the redesign of processes around the technology that supports them.

IV Industry & Strategic Partnerships

Creating connections between universities, industry, media, technology companies and international institutions.

VI Future Skills, Curriculum & Workforce Readiness

Designing learning initiatives that connect emerging capabilities, practical skills, data literacy and changing industry expectations.

08 Research, teaching and governance

Mohammad is a member of the University Senate, Academic Council and Senior Management Committee at Canadian University Dubai.

He holds an MBA from The British University in Dubai and is pursuing a PhD in Policy, Governance and Leadership in Higher Education at Universiti Sains Malaysia.

His research focuses on admission regulation, first-year academic progression and sustainable enrolment in higher education in the UAE.

He has co-authored peer-reviewed research in higher education and continues to combine institutional practice, teaching and applied research.

EDUCATION

In progress	PhD, Policy, Governance and Leadership in Higher Education Universiti Sains Malaysia
2017	Master of Business Administration The British University in Dubai
2007	Bachelor of Commerce, Accounting Ain Shams University, Cairo

PUBLICATIONS

2025	Wilkins, S., Huisman, J., Islam Khan, M. Z., & Elmoshneb, M. Measuring institutions' country brand authenticity in transnational higher education. <i>Higher Education Research & Development</i> , 44(5), 1242–1258.
2018	Wilkins, S., He, L., Zhu, L., & Elmoshneb, M. The resilience of the MBA in emerging economies: student motivations for wanting an MBA in China and the United Arab Emirates. <i>Journal of Higher Education Policy and Management</i> , 40(3), 256–271.

The speed of education must match the speed of industry. My work is about building the systems, partnerships and learning environments that help institutions move with that change.

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Build. Transform. Connect.

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