



Rogelio Zambrana

Philosopher · MBA · MAIT · PhD(c)

Technology strategy and governance of artificial intelligence in higher education.

Costa Rica · Mexico

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◆ Profile

Technology strategy executive for the education sector and researcher in the governance of generative AI.

Co-founder of Pupitres EdTech, a Mexican consultancy in educational technology, enterprise systems and generative AI solutions, where he carries out technology modernisation projects and researches and develops new products. His experience includes implementing SIS, ERP, CRM and LMS platforms, custom software development, cloud service administration, data and integration architecture design, and managing strategic partnerships with leading industry vendors.

He studied Philosophy within the Society of Jesus, where he developed his vocation for education. He holds an MBA from INCAE Business School and a Master in Information Technology Management from Tecnológico de Monterrey. He is currently pursuing a PhD in Education at the University of Costa Rica, where he researches the governance of generative AI in higher education.

◆ Areas of expertise

Technology strategy

Alignment with institutional goals, investment evaluation, enterprise architecture and digital maturity.

Systems architecture and development

Integration of institutional platforms, application development, cloud services and automation.

Project and change management

Team leadership, vendor coordination, technology adoption and user support.

Generative AI

Use-case management, governance, model integration and decision support.

Institutional analytics

Indicator design, business intelligence, learning analytics and predictive analytics.

Technology, ethics and society

Ethics of technology, social impact, organisational culture and critical thinking.

◆ Education

2024 – present

PhD in Education

University of Costa Rica · Costa Rica

Doctoral thesis: the AIM-HE model (see Research).

2020 – 2022

Master in Information Technology Management

Tecnológico de Monterrey · Mexico

2014 – 2015

Master of Business Administration (MBA)

INCAE Business School · Costa Rica and Nicaragua

Concentration in Finance and Sustainable Development.

2004 – 2012

Licentiate in Philosophy and Humanities

Catholic University and Central American University · Nicaragua

2007 – 2011

Jesuit formation in the Society of Jesus in Central America

Panama, Honduras, El Salvador and Guatemala

A priestly, educational and social formation programme.

◆ Professional experience

2020 – present

Co-founder · Technology and Innovation

Pupitres EdTech · Mexico, Costa Rica, Guatemala and Nicaragua · pupitres-edtech.com

Consulting, development and integration of technology solutions for higher education institutions: academic and enterprise systems, automation, data analytics and AI.

- Implementation, maintenance, development and support of Moodle and Ellucian PowerCampus.
- Design of integration architectures based on REST APIs and ODBC between academic platforms, ERP, CRM and financial systems.
- Design of an academic ERP based on Frappe/ERPNext and integrated with Moodle.
- Design of a data architecture to identify students at academic risk, with Apache NiFi as the ETL processor and Salesforce as the management system.
- Development of generative AI assistants integrated with educational platforms.
- Reports and dashboards in Power BI, Tableau and Metabase consolidating data from Moodle, PowerCampus, Salesforce and Zoho, among other platforms.
- Cloud infrastructure administration, with an emphasis on availability, security and continuity.
- Negotiation with institutional clients and international vendors; coordination of specialist teams.

PRODUCT AND BRAND DEVELOPMENT

Pupitres ERP

pupitres-erp.com

Admissions, curriculum management, academic scheduling, accounting and finance, human resources and student services on a single platform.

Consultor Moodle

consultormoodle.com

Implementation, hosting, development, integration and analytics for Moodle platforms.

Salesforce for Edu

salesforceforedu.com

Salesforce adapted to admissions, student follow-up and institutional relations.

Zoho for Edu

zohoforedu.com

Zoho ecosystem solutions for the processes of educational institutions.

MyCampusPass

mycampuspass.com

Digital student credentials for Apple Wallet and Google Wallet, with QR validation.

Educando IA

educando-ia.com

AI training, use-case strategy and online course development.

CLIENTS

Mexico	Grupo NACER Global and Lotus Education, ICEL, UNIVER, Universidad Lamar, Universidad Potosina, Universidad Británica, Universidad de Ecatepec, Universidad Santa Fe and UNIDEP.
Costa Rica	Universidad CENFOTEC, Instituto IPEA and Centro Cultural Costarricense Norteamericano.

Platforms with more than 60,000 users.

2022 – 2024

Business Architect • Business architecture and technology partnerships

Yalutec • Mexico, Guatemala and Costa Rica

A conversational commerce and enterprise platform integration company.

- Management of strategic partnerships with Microsoft Azure, AWS, Huawei Cloud, Zendesk, Talkdesk and other vendors.
- Identification of opportunities in automation, contact centres and cloud, and preparation of technical proposals for the financial, commercial and services sectors.
- Implementation of Odoo as a financial ERP and Moodle as an LMS.

2019

Senior Consultant, Education Systems Implementation

Addvantit • Mexico

- Implementation of the Ellucian PowerCampus academic and financial ERP at ICEL, UNIVER and Universidad Hipócrates: process analysis and adaptation, configuration and change management.

2015 – 2018

Director of Projects and Director of Technology

Central American University (UCA) • Nicaragua

- Led the MI-UCA 3.0 project, which implemented Ellucian PowerCampus, Microsoft Dynamics GP, Google for Education, Reqlogic, ServiceDesk and Salesforce.
- Managed a portfolio of about USD 2 million across nearly 30 projects funded by the European Union, UNDP and SDC.
- Contributed to establishing the Institutional Development area: policies, processes and training resources.

◆ Research

2024 – present

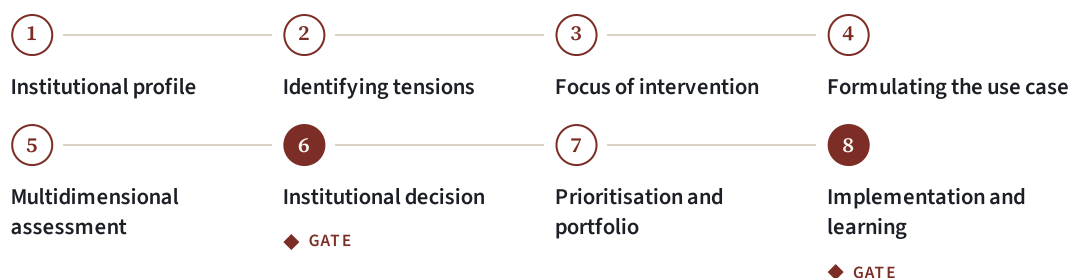
AIM-HE • Artificial Intelligence Management for Higher Education

Doctoral research, University of Costa Rica • aim-he.com

AIM-HE is a management model that guides higher education institutions in identifying, formulating, evaluating, prioritising and governing generative AI use cases. It comes with a web application developed in Python that puts its instruments and processes into practice.

The initiative addresses a strategic problem: an institution may have advanced AI tools without the mechanisms to determine where to use them, what value they can create, what risks they involve and who decides on their implementation. The approach starts from an understanding of the institution, not from what a tool can do, and assesses each case through multidimensional profiles that do not reduce the decision to an aggregate score.

AIM-HE METHOD · EIGHT PHASES



Gates require an attributable decision before moving on; what is learned in phase 8 informs phase 1.

APPLICATION COMPONENTS

Institutional profile Structures, units, processes, actors and conditions relevant to AI management.	Use cases Purpose, processes, required data, risks and conditions for human oversight.
Multidimensional assessment Evaluation instruments that support institutional deliberation.	Governance and decisions Roles, responsibilities and permissions; well-founded, documented and traceable decisions.
Portfolio Monitoring of approved initiatives through milestones, indicators, Kanban boards and Gantt charts.	AI assistant Supports analysis and information search; decisions remain in human hands.

Status: doctoral research in progress; web application available in version 1.0.0. Full description of the model and the application at aim-he.com.

◆ Teaching and training

2015 – present

Training and knowledge transfer

Higher education institutions in Mexico and Central America

Training of academic, administrative and technical staff during system implementation and adoption; training on educational platforms, cybersecurity and emerging technologies; design of learning resources and delivery of webinars on cybersecurity in universities.

2012 – 2013

Social Studies, Philosophy and English Teacher

Colegio Angloamericano · Nicaragua

Secondary school teaching and creation of an English as a second language programme for new students.

2013

Sociology Lecturer

Catholic University of Nicaragua · Nicaragua

University teaching.

2011 – 2012

Philosophy and Religion Teacher

Externado San José · El Salvador

Regency period in the Society of Jesus; secondary school teaching.

◆ Skills

TECHNICAL SKILLS

AI management	Use-case evaluation and governance, language models via API, applied machine learning.
Institutional systems	SIS, ERP, CRM and LMS (Ellucian PowerCampus, Frappe/ERPNext, Odoo, Salesforce, Zoho, Moodle, Canvas).
Architecture and integration	REST web services, data synchronisation and interoperability between platforms.
Data analytics	Power BI, Tableau, Metabase, Apache NiFi and ETL processes.
Programming and databases	Python, SQL, PHP, JavaScript and C#; PostgreSQL, SQL Server and MariaDB.
Cloud and infrastructure	Azure, AWS and Google Cloud; Linux and Docker.
Project management	Agile methodologies, Jira and Trello.

SOFT SKILLS

- Strategic and systems thinking.
- Critical thinking and ethical reasoning.
- Leadership of multidisciplinary teams.
- Negotiation with institutions and international vendors.
- Change management and user support.
- Communicating technical topics to non-specialist audiences.
- Work in intercultural settings in Mexico and Central America.

LANGUAGES

- Spanish (native)
- English (advanced)

◆ Leadership and service

2014 – 2015	President INCAE MBA Oath Club Initiatives to promote ethical leadership and corporate responsibility among MBA students; continued collaboration with the club afterwards.
2006 – 2012	Educational and social work Fe y Alegría · Jesuit Refugee Service in Panama Educational and social activities with Jesuit organisations in Central America.

Academic and professional references are available on request.

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