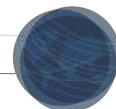


Areas of Expertise - In the past 25 years, has provided policy advice to governments and university leaders in about 100 countries on all continents.

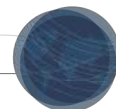
- Policy guidance on system-wide tertiary education reforms, including vision for the future and national development strategies, excellence initiatives, system-wide governance, financial sustainability, quality assurance, institutional differentiation, system articulation, and equity promotion strategies.
- Advice on benchmarking, strategic planning and capacity building for establishing a world-class university or improving any type of tertiary education institution, including change management, resource mobilization and diversification, quality assurance, internationalization strategy, university-industry linkages, and equity promotion.
- Evaluation of national higher education systems and reforms
- Evaluation of donor programs in support of higher education capacity building in developing countries.
- Organization and delivery of leadership and strategic planning training for (i) Ministry of Higher Education officials, (ii) university leaders, and (iii) leaders of other tertiary education institutions (non-university institutions, student loan agencies, etc.).

Works in English, French and Spanish.



Advice to Governments

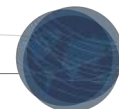
- **Consultant to the Government of Uzbekistan** on a comprehensive higher education strategy for the Jizzakh region (October 2018 – ongoing).
- **Consultant to the French National Research Agency (ANR)** on the mid-term evaluation of the Excellence Initiative – IDEX (December 2015 – April 2016) and member of the International Jury advising the French Government on the IDEX projects (December 2016 – ongoing).
- **Consultant to the Government of Lithuania** on the design of the funding reform (October 2017)
- **Consultant to the Government of Abu Dhabi** (Tamkeen Abu Dhabi) on the strategic planning and scaling up of the NYU Abu Dhabi project (February 2017).
- **Consultant to the Australian Ministry of Foreign Affairs** on performance funding (October – December 2016)
- **Consultant to the Government of Spain on the evaluation of Excellence Initiative proposals** (November 2015)
- **Consultant to the Government of Macedonia** on the design and implementation of a sustainable funding model (September 2015 – ongoing)
- **Consultant to the United Kingdom Higher Education Academy (HEA)** on innovative teaching and learning experiences world-wide (July – September 2015)
- **Advisor to the Government of Mongolia** on the design and implementation of a governance and financing reform, and on the drafting of the new Higher Education Law (since March 2015 – ongoing)
- **Consultant to the Government of Romania** on the elaboration of an equity promotion strategy (March – August 2015)
- **Consultant to the Higher Education Funding Council of England (HEFCE)** on the performance of research funding systems (March – May 2015)
- **Consultant to the Government of Finland** on the performance of the Finnish higher education system (September 2014 – February 2015)
- **Consultant to the Government of Norway** on the evaluation of the NORHED university partnership program (January 2014 – April 2015)



- **Consultant to the Government of Finland** on the evaluation of North-South university partnerships as team leader (November 2013 to June 2014)
- **Consultant to the Thai Higher Education Commission** on the development of a world-class universities strategy (July 2013)
- **Consultant to the Government of Colombia** on the identification of priority tertiary education reform areas (March - July 2013)
- **Consultant to the Government of Montenegro** on the design of a sustainable financing strategy for tertiary education (February – June 2013)
- **Consultant to the Swedish Agency STINT** for the evaluation of internationalization projects (Since 2012)
- **Consultant to the Irish Higher Education Authority** for the review of international trends in financing reforms (May 2013)
- **Consultant to the Government of Romania** on the development of a methodology to analyze equity in tertiary education (January – November 2013)
- **Consultant to the Government of Spain** on the evaluation of the Excellence Initiative (November 2012)
- **Consultant to the Government of Russia** on the design and implementation of Excellence Initiatives (September – October 2012)
- **Consultant to the Government of Slovenia** on tertiary education financing reform (September 2012)
- **Consultant to the Government of Armenia** on the establishment of a national ranking system (August - October 2012)
- **Consultant to the Government of Chile** on the development of world-class universities (June - December 2012)
- **Consultant to the Government of Saudi Arabia** on the design and implementation of a yearly international higher education conference (February 2012 – October 2018)

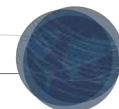
Advice to Multilateral and Bilateral Donor Agencies

- **Consultant to the World Bank** on research capacity building in Ethiopia (January – June 2017), benchmarking of universities in the MENA region (2016 – ongoing), higher education reform in Tunisia, higher education reform in Côte d'Ivoire and Burkina Faso (January 2017 –



ongoing), financing reform in Central Asia and Eastern Europe (March-April 2017), options for financial sustainability in South Africa (October 2017 – ongoing), options for higher education reform in Nigeria (February 2018 – ongoing), reconstruction of the higher education system in Zimbabwe (May 2018 – ongoing), transformation of the national universities in Vietnam (January 2018 – ongoing), matching the skill needs of firms in Moldova (July 2018 – ongoing).

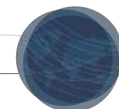
- **Consultant to the OECD** on the preparation of a study on innovative curricular and pedagogical practices in tertiary education (January 2018 – ongoing).
- **Consultant to the Asian Development Bank** on the establishment of a world class institute of technology in Nepal (November 2016)
- **Consultant to the British Council** for the organization and delivery of leadership training to all university rectors in Myanmar (June 2016).
- **Consultant to the World Bank** on benchmarking of applied science and engineering programs in Africa and centers of excellence in Africa (February 2012 – December 2014)
- **Consultant to the International Commission on Financing Global Education Opportunity** established by the UN General Secretary on the preparation of a report on financial sustainability in tertiary education (January – July 2016)
- **Consultant to the World Bank** on higher education development in Qatar (January 2016 – December 2017)
- **Consultant to the World Bank** on funding reform in Croatia (September 2015 – April 2016)
- **Consultant to the Asian Development Bank** on the contribution of higher education to the innovation system in India and Sri Lanka (September – December 2015).
- **Consultant to the Asian Development Bank** on the contribution of higher education to the establishment of the Almaty - Bishkek Economic Corridor (June 2015 – December 2015)
- **Consultant to the World Bank** on the support of a higher education reform in Côte d'Ivoire and on the benchmarking of higher education performance in Sub-Saharan African science and technology institutions (June 2015 – ongoing)
- **Consultant to the European Commission** on the preparation of a study on Open Science and its impact on knowledge acquisition, production and dissemination (April – July 2015)
- **Consultant to SECAB**, the Andres Bello Agreement Secretariat, on higher education integration mechanisms in Latin America (March – April 2015)



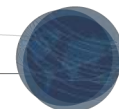
- **Consultant to the British Council** on governance reform in Myanmar (July - October 2014).
- **Consultant to the Inter-American Development Bank** on higher education development in Latin America and the Caribbean (July – December 2013)
- **Consultant to AusAid** on tertiary education development in Myanmar (March-June 2013), on higher education reform in Indonesia (since February 2012 – ongoing) and on the development of AusAid’s tertiary education strategy (July 2012 – June 2013). During my first visit in Myanmar in June 2013, I participated in a two-day workshop with Daw Aung San Suu Xyi to discuss international trends in higher education reform.
- **Consultant to the European Commission** on the preparation of a study on the impact of cost-sharing on equity and efficiency in tertiary education (January 2013 – October 2014)
- **Consultant to the Council of Europe Development Bank** on the University of Cyprus’ strategy to become world-class (March – April 2012)
- **Consultant to the World Bank** on competitiveness in Panama, student loan reform in Chile, sustainable funding in South Sudan, and tertiary education reform in Bulgaria, Costa Rica and Macedonia (February 2012 – June 2014)

Advice to Universities, Foundations, Professional Associations and Consulting Firms

- **Consultant to Universidad Técnica Federico Santa María** in Valparaiso (Chile) on the preparation of the new strategic plan (November 2018 – ongoing).
- **Consultant to the Lumina Foundation** on the preparation of a review of national equity policies worldwide, in preparation for World Access to Higher Education Day (July – December 2018).
- **Consultant to the Namibian University of Science and Technology** in Windhoek on the design of the new strategic plan (April 2018 – July 2018).
- **Consultant to the American Council on Education and the Lumina Foundation** on the preparation of a review of equity promotion practices outside the United States (August 2017 – January 2018).
- **Consultant to Sir Arthur Lewis Community College** in St-Lucia on the design and implementation of a new strategic plan to upgrade to a university college (March 2017 – ongoing)



- **Consultant to the University of South Pacific** on the implementation of its new strategic plan (September – October 2016)
- **Consultant to UTEC and TecSup** in Lima (Peru) on the implementation of a fund raising and social innovation strategy (February - May 2016)
- **Consultant to Pontificia Universidad Católica Madre y Maestra** in Santiago (Dominican Republic) on the preparation of the new strategic plan (July 2015 – October 2015)
- **Consultant to Universidad Autónoma del Occidente** in Cali (Colombia) on the preparation of its new strategic plan (January 2015 – ongoing)
- **Consultant to TecSup** in Lima (Peru) on the design and implementation of a funding diversification strategy (December 2014)
- **Consultant to a leading UK university** on the benchmarking of its internationalization strategy (July – October 2014)
- **Consultant to Uniminuto University** in Bogota on the design and implementation of a new internationalization strategy (August 2014 – August 2016)
- **Consultant to CHEA** (Council for Higher Education Accreditation) on the preparation of a study on the evolving relationship between governments and quality assurance agencies (July – December 2014)
- **Consultant to King Saud University** on the implementation of their Strategic Plan (February – March 2014)
- **Consultant to the University of Guadalajara** on the preparation of its new Strategic Plan (since January 2014 – ongoing)
- **Consultant to PriceWaterhouseCooper** on the preparation of a higher education strategy for Bahrain (October – December 2013) and the design of a new university of Oman (September – December 2014)
- **Consultant to the University of the South Pacific** on the preparation and implementation of its new Strategic Plan (Since January 2012 – ongoing)
- **Consultant to the University of Brunei Darussalam and APRU** for the organization and delivery of a leadership meeting of university presidents (June 2013)
- **Consultant to the University of Guanajuato** (Mexico) on the implementation of its new Strategic Plan (June 2012 – November 2014)



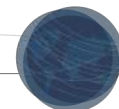
- **Consultant to Uniminuto University** (Colombia) on its internationalization strategy (November 2012 – ongoing)
- **Consultant to DUOC** (Chile) on the implementation of its strategic plan (January – August 2012)

Previous Professional Experience

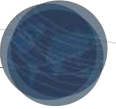
- World Bank **Tertiary Education Coordinator** between July 2006 and January 2012, responsible for policy work on equity in tertiary education, world-class universities, rankings and league tables, financing mechanisms, and benchmarking of the performance of tertiary education systems
- As lead expert on tertiary education since 1990, was the main author of the World Bank's latest tertiary education strategy report entitled *Constructing Knowledge Societies: New Challenges for Tertiary Education* (October 2002) and of the World Bank's first tertiary education policy paper entitled *Higher Education: Lessons of Experience* (July 1994).
- **Sector Manager** in the World Bank's central Education Department between 2000 and 2007, including one year as Acting Director (2005). This involved coordinating the policy research, knowledge sharing and cross-support activities of central education staff. Oversaw in particular the preparation of three major publications: *Education Sector Strategy Update* (July 2005), *Lifelong Learning for the Global Knowledge Economy* (June 2003) and *Reshaping the Future: Education and Post-Conflict Reconstruction* (November 2004).
- **Education Sector Manager** in the World Bank's Latin America and the Caribbean Region (1998-2000). This involved directing and coordinating the work of all staff working on education sector studies and projects in the Region and leading the policy dialogue with counterparts.

Other Relevant Professional Activities

- Member of the International Advisory Council, University of Bordeaux (since December 2018).
- Member of the International Advisory Board, Yidan Prize Foundation, Hong Kong (since July 2017).
- Research Fellow at Boston College's Center for International Higher Education (Since March 2017).
- Emeritus Professor of Higher Education Policy, Faculty of Education, University Diego Portales, Chile (since December 2012)



- Member of the Advisory Council, Center for Higher Education Evaluation and Research, Nguyen Tat Thanh University, Vietnam (since February 2014)
- Member of the President's Advisory Council, Olin College of Engineering, USA (since January 2013)
- Member of the International Advisory Council of King Abdulaziz University, Saudi Arabia (January 2013 – January 2016)
- Member of the Advisory Council of the CHEA International Quality Group, USA (since November 2012)
- Member of the International Task Force advising the Spanish Government on its higher education reform strategy "Estrategía 2015" (2011).
- Adviser to the Irish Higher Education Authority for the preparation of the new Higher Education Strategy (2009)
- Participation in joint OECD / World Bank Reviews of Tertiary Education in Colombia (2011), Egypt (2009), Chile (2008) and Kazakhstan (2006), responsible for financing chapters
- Participation in OECD Review of the Regional Contribution of Higher Education in Southern Arizona (2009)
- Member of the Governing Board of the International Institute for Educational Planning (2009-2011)
- Member of the International Advisory Network of the UK Leadership Foundation for Higher Education (since 2007)
- Member of the Editorial Committee of OECD's Journal of Higher Education Management and Policy (since 2004)
- Member of the International Advisory Council of Free University Berlin, Germany (since 2009)
- Member of the International Advisory Council of the Graduate School of Education, Shanghai Jiao Tong University, China (since 2009)
- Member of the International Advisory Council of the Higher School of Economics, Moscow (2010 - 2016)
- Member of the Advisory Council on Internationalization, Autonomous University of Nuevo Leon, Mexico (2010 - 2014)

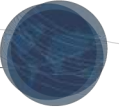


Education

- **Executive Development Program on Change Management**, Harvard Business School and Kennedy School of Government, USA, 2001.
- **Ph. D. in Development Studies**, University of Sussex, UK, 1981.
Area of Specialization: Economics and Sociology of Education. Title of Dissertation: "Educational Crisis and Social Reproduction: The Political Economy of Schooling in Morocco."
- **Master in Public and International Affairs**, University of Pittsburgh, USA, 1975.
Area of Specialization: Economic and Social Development.
- **Master in Business Administration** from ESSEC (Ecole Supérieure des Sciences Economiques et Sociales) Graduate School of Business Administration (AACSB, EQUIS), Cergy, France (master's level degree in business administration from French Grande Ecole).

Relevant Tertiary Education Country Experience

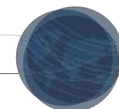
- **Caribbean:** Barbados, Dominican Republic, Haiti, Jamaica, St-Lucia, Trinidad and Tobago
- **East Asia and Pacific:** Australia, Brunei, Cambodia, China, Fiji, Hong Kong (China), Indonesia, Malaysia, Mongolia, Myanmar, New Zealand, Taiwan, Thailand, South Korea, Vietnam
- **Eastern Europe and Central Asia:** Armenia, Azerbaijan, Bulgaria, Croatia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Lithuania, Macedonia, Montenegro, Poland, Romania, Russian Federation, Slovenia, Slovakia, Turkey, Ukraine, Uzbekistan
- **Latin America:** Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Nicaragua, Panama, Peru, Venezuela, Uruguay
- **North Africa and Middle East:** Algeria, Egypt, Jordan, Morocco, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, Yemen
- **North America:** USA – State of Arizona
- **South Asia:** Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka
- **Sub-Saharan Africa:** Benin, Burkina-Faso, Côte d'Ivoire, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Niger, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zimbabwe



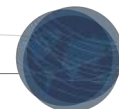
- **Western Europe:** Belgium, Cyprus, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Spain

Recent Keynote Presentations and Expert Panels (last 6 years)

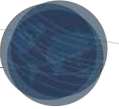
- Mahidol University International Conference, Bangkok, December 2018
- UNESCO Global Education Forum, Brussels, December 2018
- Annual Congress of the Mexican Federation of Private Universities – FIMPES, Mexico City, October 2018
- International Conference on Innovative Education Practices, Nazarbayev University, Astana, June 2018
- International Conference on Quality Assurance, Arab Network for Quality Assurance, Cairo, April 2018
- 160th Anniversary of the National University of Colombia, Bogota, November 2017
- International Conference on World-Class Universities, Shanghai, November 2017
- International Conference on Institutional Research, Windhoek, October 2017
- OECD Access Conference, Vilnius, October 2017
- International Conference on Higher Education Research, Antalya, October 2017
- Panel on Rankings, Benchmarking and Institutional Transformation, EAIE Conference, Sevilla, September 2017
- Annual Conference of the Tristate Partnership on Equity in Higher Education, Atlantic City, April 2017
- International Conference on the Changing Landscape of Internationalization, Symbiosis University, Pune, April 2017
- CHEA International Quality Assurance Conference, Washington DC, January 2017
- University of Guadalajara Panel on the Future of Higher Education in Latin America, Guadalajara, December 2016
- MasterCard Foundation Conference on Priorities for African Higher Education, Dakar, November 2016
- International Conference on World-Class Universities, Kathmandu, November 2016
- PSL Conference on Global Positioning of French Universities, Paris, October 2016
- REUNA Conference on Networks, Innovation and Higher Education, Santiago, October 2016



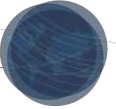
- Panel on Tertiary Education and the Sustainable Development Goals, EAIE Conference, Liverpool, September 2016
- International Conference on Technology and Education, Santa Cruz, August 2016
- Education Testing Services, Princeton, July 2016
- International Conference on Excellence Initiatives, St-Petersburg, June 2016
- University of Hong Kong, June 2016
- Ministry of Education of Peru, Lima, June 2016
- IREG International Conference, Lisbon, May 2016
- Council on Foreign Relations, New York City, February 2016
- European Investment Bank Institute and University of Luxembourg, Luxembourg, January 2016
- Peruvian Ministry of Education, Lima, December 2015
- Russian 5-100 Project International Workshop, Moscow, November 2015
- Croatian Ministry of Education, Zagreb, September 2015
- The Economist Higher Education Forum, New York, October 2015
- Bolashak Program International Conference, Astana, October 2015
- Kazakh Quality Assurance Agency, Astana, October 2015
- University Javeriana, Bogota, September 2015
- University of Central Asia, Biskhek, August 2015
- University EAN, Bogota, July 2015
- National Workshop on Higher Education Reform, Abidjan, June 2015
- EuroAsia Forum of Education Leaders, Nazarbayev University, Astana, June 2015
- EU Joint Research Centre, Ispra, June 2015
- International Conference on Equity, UEFISCDI, Bucharest, June 2015
- FAUBAI 2015 Conference, Cuiaba, April 2015
- Spring Meeting of Canadian University Presidents, Halifax, April 2015
- Elemental Leadership Workshop on Strategic Choices for World-Class Universities, Oxford, April 2015
- University of Qatar / Times Higher Education MENA Universities Summit, Doha, February 2015



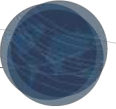
- University of Rosario / IGLU, Bogota, February 2015
- University of Monterrey, Monterrey, February 2015
- *Universidad Autónoma del Occidente*, Cali, January 2015
- University of Guadalajara, Guadalajara, December 2014
- National University Association of Mexico (ANUIES), Guanajuato, November 2014
- Javeriana University, Bogota, October 2014
- University San Ignacio de Loyola, Lima, September 2014
- Rathenau Institute, the Hague, August 2014
- Universia International Rectors' Conference, Rio de Janeiro, July 2014
- Uniminuto University, Bogota, July 2014
- La Salle University, Bogota, July 2014
- Government of Myanmar and British Council higher education conference, Yangon, July 2014.
- Government of Tunis and World Bank governance meeting, Tunis, June 2014.
- World Bank PASET meeting, Dakar, June 2014.
- Annual NAFSA Conference, San Diego, May 2014.
- European Union meeting of higher education directors, Athens, May 2014.
- Education and Innovation International Conference, Bogota, May 2014.
- TECHSUP, Lima, May 2014.
- Times Higher Education Young Universities Summit, Miami Beach, April 2014.
- European Central University, Budapest, April 2014.
- NORAD international workshop on measuring results in capacity building, Addis-Ababa, March 2014.
- Fifth COCOPEA Congress on "Leading Philippine Education for Global Excellence", Manila, February 2014
- High Level Symposium on Innovation and Growth, Growth Dialogue and the World Bank, Kuala Lumpur, January 2014
- Equity Conference, Ministry of Education, Bucharest, November 2013
- Shanghai Jiao Tong University, World-Class University # 5 Conference, Shanghai, November 2013
- Olin College of Engineering, Needham (Massachusetts), October 2013



- University of Guadalajara, Mexico, October 2013
- Latin American Institute for University Management and Leadership (IGLU), University of Rosario, Bogota, August 2013.
- International Conference on Teaching Universities, Aquis Forum and University of the Americas, Santiago, August 2013. <http://noticias.udla.cl/seminario/aequalis-foro-educacion-superior>
- Higher Education Conference on the Vision for the Development of Higher Education in Cambodia, Phnom Penh, July 2013
- Higher Education Conference on the Future of Higher Education in Myanmar, Naypyitaw, June 2013
- University of Hong Kong Asia Higher Education Summer Institute, Hong Kong, June 2013
- SCUP North Atlantic Conference, Montreal, May 2013
- Central University, Bogota, April 2013
- Fourth International Higher Education Conference, Saudi Ministry of Higher Education, Riyadh, April 2013
- University of the West Indies, Port of Spain, April 2013
- Dhurakij Pundit University and Australian National University, Bangkok, March 2013
- Business Leadership Forum, University of the South Pacific, Suva, March 2013
- Colombian University Reform Forum, Villa de Leyva, March 2013
- Ministry of Education and OECD, Tokyo, February 2013
- King Abdullah University of Science and Technology, Thuwan, January 2013
- Ministry of Education, Santiago de Chile, December 2012
- University of Guanajuato, Guanajuato, November 2012
- International Conference on World-Class Universities, Higher School of Economics, Moscow, October 2012
- University of Brunei Darusalam, Brunei, October 2012
- Seminar on Benchmarking of Tertiary Education Systems and Institutions organized by Criterion Conferences, Singapore, October 2012
- Global Salzburg Seminar, Salzburg, October 2012.
- University of KwaZulu Natal, Durban, September 2012.
- CESA, top Colombian business school, Bogota, September 2012.
- Australian National University, Canberra, September 2012.



- Eurasian Leaders Forum, Nazarbayev University, Astana, August 2012.
- Regional Conference of Association of Universities of the Colombian Caribbean Coast, Cartagena, July 2012.
- Annual International Conference of the Academic Cooperation Association (ACA), Helsinki, June 2012.
- University of Guanajuato, Guanajuato, June 2012.
- Seminar on Measuring Institutional Performance in Higher Education organized by Criterion Conferences, Melbourne, May 2012.
- Regional Conference on Higher Education Financing organized by the Macedonian Ministry of Education, Skopje, May 2012.
- United Arab Emirates University, El Ain, April 2012
- La Tadeo University, Bogota, April 2012
- International Conference on Student Loans organized by APICE, Bogota, April 2012
- Tamkang University, Taipei, April 2012
- Fu Jen Catholic University, Taipei, April 2012
- International Ranking Conference (IREG-6) co-organized by the HEACT, Taipei, April 2012
- International Conference on Equity in Tertiary Education organized by the National School of Political and Administrative Studies, Bucharest, March 2012
- National Conference on Higher Education Reform organized by the Bulgarian Ministry of Education, Sofia, March 2012
- International Conference on World-Class Universities and World-Class Higher Education Systems organized by Meiji University, Tokyo, March 2012
- International Conference on Private Education organized by the International Finance Corporation, Dubai, March 2012
- International Meeting of the La Salle Universities, Manila, February 2012
- International Conference on Engineering Education and Applied Sciences, San José, February 2012
- University of Wisconsin-Madison, Madison, February 2012
- University of the South Pacific, Suva, February 2012
- Indonesian Ministry of Education, Jakarta, January 2012
- Emerging Markets Symposium, Oxford, January 2012



Books

Curaj, A., Deca, L. and R. Pricopie, Eds.; Bergan, S., Hazelkorn, E., Matei, L., Salmi, J., and H. de Wit, Co-Eds. (2018). European Higher Education Area: The Impact of Past and Future Policies. Cham: Springer.

<https://link.springer.com/content/pdf/10.1007%2F978-3-319-77407-7.pdf>

Altbach, P., Reisberg, L., Salmi, J., and I. Froumin, Eds (2018). Accelerated Universities: Ideas and Money Combine to Build Academic Excellence. Boston and Rotterdam: Brill Publishers.

Salmi, J. (2017). The Tertiary Education Imperative: Knowledge, Skills and Values for Development. Boston and Rotterdam: Sense Publishers.

Mambo, M. M., Mekey, M. S., Tanaka, N., and J. Salmi (2016). Improving Higher Education in Malawi for Competitiveness in the Global Economy. Washington, DC. The World Bank.
<https://openknowledge.worldbank.org/handle/10986/24381>

Middlehurst, R. and J. Fielden – International Case Studies Authors: Gillard, E., Green, M., Murray, D., Salmi, J. and A. Sursock (2016). Learning Excellence: A Summary Analysis of 26 International Case Studies. York: Higher Education Academy.

https://www.heacademy.ac.uk/sites/default/files/learning_excellence_summary.pdf

https://www.heacademy.ac.uk/sites/default/files/learning_excellence_international_case_studies.pdf

Horta, H., Heitor, M., and J. Salmi eds. (2016). Trends and Challenges in Science and Higher Education: Building Capacity in Latin America. Heidelberg: Springer.

Curaj, A., Matei, L., Pricopie, R., Salmi, J., and P. Scott, eds. (2015). The European Higher Education Area: Between Critical Reflections and Future Policies. Heidelberg: Springer.

<http://link.springer.com/book/10.1007/978-3-319-20877-0>

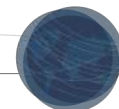
Curaj, A., Deca, L., Egron-Polak, E., and J. Salmi, eds. (2014). Higher Education Reforms in Romania: Between the Bologna Process and National Challenges. Heidelberg: Springer.

http://download.springer.com/static/pdf/72/bok%253A978-3-319-08054-3.pdf?auth66=1415895158_c90fce513748a49b1e810bfd5da14293&ext=.pdf

Altbach, P. and J. Salmi, eds. (2011). The Road to Academic Excellence: the Making of World-Class Research Universities. Washington DC: The World Bank. Directions in Development. Published in Chinese, English, French and Korean.

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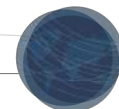
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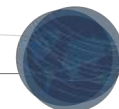
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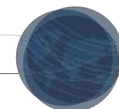
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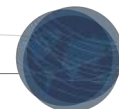
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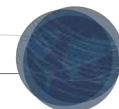
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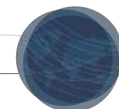
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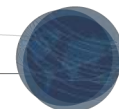
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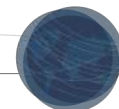
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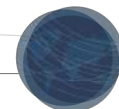
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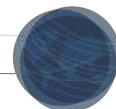
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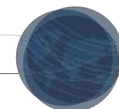
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