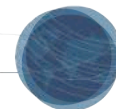


**Areas of Expertise** - In the past 25 years, has provided policy advice to governments and university leaders in about 95 countries on all continents.

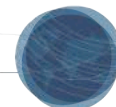
- Policy guidance on system-wide tertiary education reforms, including vision for the future and national development strategies, excellence initiatives, system-wide governance, financial sustainability, quality assurance, institutional differentiation, system articulation, and equity promotion strategies.
- 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

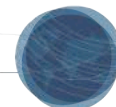
- **Consultant to the French National Research Agency (ANR)** on the mid-term evaluation of the Excellence Initiative – IDEX (December 2015 – April 2016) and member of the International Jury advising the French Government on the IDEX projects (December 2016 – ongoing).
- **Consultant to the Government of Lithuania** on the design of the funding reform (October 2017)
- **Consultant to the Government of Abu Dhabi (Tamkeen Abu Dhabi, LLC)** on the strategic planning and scaling up of the NYU Abu Dhabi project (February 2017).
- **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)



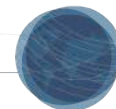
- **Consultant to the Government of Colombia** on the identification of priority tertiary education reform areas (March - July 2013)
- **Consultant to the Government of Montenegro** on the design of a sustainable financing strategy for tertiary education (February – June 2013)
- **Consultant to the Swedish 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 – ongoing)

### **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)..



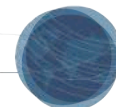
- **Consultant to the Australian Ministry of Foreign Affairs** on performance funding (October – December 2016)
- **Consultant to the Asian Development Bank** on the establishment of a world class institute of technology in Nepal (November 2016)
- **Consultant to the British Council** for the organization 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 2014 and January 2015)
- **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 (since March 2013 – ongoing), on higher education reform in Indonesia (since February 2012 – ongoing) and on the development of AusAid’s tertiary education strategy (July 2012 – June 2013)
- **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, Professional Associations and Consulting Firms

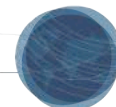
- **Consultant to Sir Arthur Lewis Community College** in St-Lucia on the design and implementation of a new strategic plan to upgrade to a university college (March 2017 – ongoing)
- **Consultant to the University of South Pacific** on the implementation of its new strategic plan (September – October 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

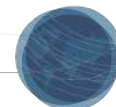
- World Bank **Tertiary Education Coordinator** between July 2006 and January 2012, responsible for policy work on world-class universities, equity in tertiary education, rankings and league tables, financing mechanisms, and benchmarking of the performance of tertiary education systems
- As lead expert 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

- 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 (since 2010)

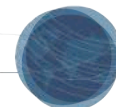
## Education

- **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
- **Latin America:** Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Nicaragua, Panama, Peru, Venezuela, Uruguay

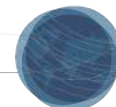




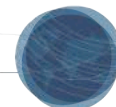
- **North Africa and Middle East:** Algeria, Egypt, Jordan, Morocco, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, Yemen
- **North America:** USA – State of Arizona
- **South Asia:** Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka
- **Sub-Saharan Africa:** Benin, Burkina-Faso, Côte d'Ivoire, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Niger, Nigeria, Senegal, South Africa, Tanzania, Uganda
- **Western Europe:** Belgium, Cyprus, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Spain

### Recent Keynote Presentations and Expert Panels (last 6 years)

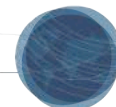
- 160<sup>th</sup> Anniversary of the National University of Colombia, Bogota, November 2017
- International Conference on World-Class Universities, Shanghai, November 2017
- International Conference on Institutional Research, Windhoek, October 2017
- OECD Access Conference, Vilnius, October 2017
- International 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



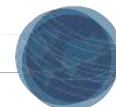
- Panel on Tertiary Education and the Sustainable Development Goals, EAIE Conference, Liverpool, September 2016
- International Conference on Technology and Education, Santa Cruz, August 2016
- Education Testing Services, Princeton, July 2016
- International Conference on Excellence Initiatives, St-Petersburg, 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, Bishkek, 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



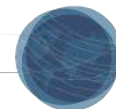
- University of Rosario / IGLU, Bogota, February 2015
- University of Monterrey, Monterrey, February 2015
- *Universidad Autónoma del Occidente*, Cali, January 2015
- University of Guadalajara, Guadalajara, December 2014
- National University Association of Mexico (ANUIES), Guanajuato, November 2014
- 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

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

Mambo, M. M., Meky, 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_summary.pdf)  
[https://www.heacademy.ac.uk/sites/default/files/learning\\_excellence\\_international\\_case\\_studies.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.

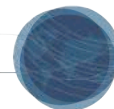
Curaj, A., Matei, L., Pricopie, R., Salmi, J., and P. Scott, eds. (2015). The European Higher Education Area: Between Critical Reflections and Future Policies. Heidelberg: Springer. <http://link.springer.com/book/10.1007/978-3-319-20877-0>

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](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. [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/28/000333038\\_20110928021346/Rendered/PDF/646680PUB0acad00Box361543B00PUBLIC0.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2011/09/28/000333038_20110928021346/Rendered/PDF/646680PUB0acad00Box361543B00PUBLIC0.pdf)

Salmi, J. (2009). The Challenge of Establishing World-Class Universities. Washington DC: The World Bank. Directions in Development. Published in English, French, Spanish, Russian, Chinese, Korean, and Turkish. <http://siteresources.worldbank.org/EDUCATION/Resources/278200-1099079877269/547664-1099079956815/547670-1237305262556/WCU.pdf>

Rodriguez, A., with C. Dahlman and J. Salmi (2008). Knowledge and Innovation for Competitiveness in Brazil. Washington DC: the World Bank.



<https://openknowledge.worldbank.org/bitstream/handle/10986/6413/439780PUB0Box310only109780821374382.pdf?sequence=1>

Salmi, J. and A. Verspoor, eds, (1994). Revitalizing Higher Education. Oxford: Pergamon.

Salmi, J. (1993). Violence and Democratic Society: New Approaches to Human Rights. London: Zed Books.

Salmi, J. (1985). Crise de l'Enseignement et Reproduction Sociale au Maroc. Casablanca: Editions Maghrébines.

Salmi, J. (1985). Les Dividendes de la Violence: Essai sur les Droits de l'Homme dans la Société Libérale. Casablanca: Editions Maghrébines.

Salmi, J. (1979). Planification sans Développement: Evaluation de l'Expérience Marocaine de Planification. Casablanca: Editions Maghrébines.

## Articles, Book Chapters, Reports and Blogs

Altbach, P. and J. Salmi (2017). "India: World-Class Universities?" International Higher Education. No. 91, Fall 2017.

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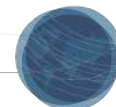
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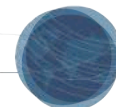
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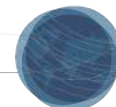
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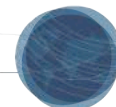
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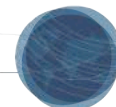
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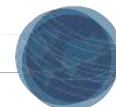
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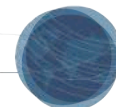
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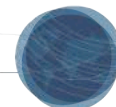
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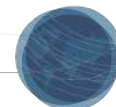
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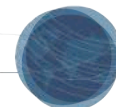
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