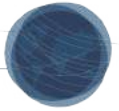


**Areas of Expertise** - In the past 27 years, has provided policy advice to governments and university leaders in about 100 countries on all continents.

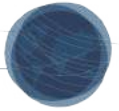
- Policy guidance on system-wide tertiary education reforms, including vision for the future and national development strategies, excellence initiatives, system-wide governance, financial sustainability, quality assurance, institutional differentiation, system articulation, and equity promotion strategies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

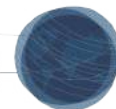


## Advice to Governments

- **Consultant to the Government of Bahrain** on higher education reform (**May 2022 – ongoing**)
- **Consultant to the Government of Burundi** on the establishment of the new Digital Transformation Institute (October 2021 – ongoing).
- **Consultant to the Government of Myanmar** on the formulation of the new higher education strategy (November 2020– February 2021).
- **Consultant to the Government of Abu-Dhabi** on the design of a performance-based funding approach for higher education (May – December 2020), and the establishment of an innovative engineering school in Abu Dhabi. (July 2021)
- **Consultant to the Government of Montenegro** for the preparation of their new Higher Education Strategic Plan 2021-2025 (March – June 2020).
- **Consultant to the Government of Uzbekistan** on a comprehensive higher education strategy for the Jizzakh region (October 2018 – April 2019).
- **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 – January 2022).
- **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)



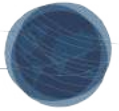
- **Advisor to the Government of Mongolia** on the design and implementation of a governance and financing reform, and on the drafting of the new Higher Education Law (since March 2015 – ongoing)
- **Consultant to the Government of Romania** on the elaboration of an equity promotion strategy (March – 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)



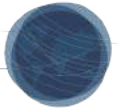
- **Consultant to the Government of Slovenia** on tertiary education financing reform (September 2012)
- **Consultant to the Government of Armenia** on the establishment of a national ranking system (August - October 2012)
- **Consultant to the Government of Chile** on the development of world-class 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 European Commission** on partnerships in support of higher education development in Africa (January 2022 – ongoing).
- **Consultant to the French Development Agency (AFD)** on STEM higher education development in Nigeria, with a focus on gender equity (ongoing).
- **Consultant to the World Bank** on higher education reforms in Kenya, Indonesia, Sudan, Tanzania, Vietnam (ongoing), research capacity building in Ethiopia (January – June 2017), benchmarking of universities in the MENA region (2016 – 2018), 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 – June 2019), options for higher education reform in Nigeria (February 2018 – ongoing), reconstruction of the higher education system in Zimbabwe (2018), transformation of the national universities in Vietnam (January 2018 – February 2020), matching the skill needs of firms in Moldova (2018), gender balance in STEM programs in Tanzania (2020), establishment of world-class universities in Poland (2020); options for the renewal of the Sudanese higher education system (Feb – Dec 2020); governance and financing reforms in India (2021); regional collaborations in higher education in South Asia; formulation of a long-term higher education vision and strategy in Angola (2022).
- **Consultant to UNESCO** on the role of tertiary education in support of the SDGs (January 2020 – ongoing), and on the preparation of the background document on equity for the 2022 World Higher Education Conference (ongoing).
- **Consultant to UNESCO** on equity in tertiary education (background study for the 2020 GMR) (September 2019 – April 2020).
- **Consultant to the OECD** on the preparation of a study on innovative curricular and pedagogical practices in tertiary education (January 2018 – ongoing).



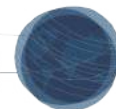
- **Consultant to the Asian Development Bank** on the establishment of a world class institute of technology in Nepal (November 2016)
- **Consultant to the British Council** for the organization and delivery of leadership training to all university rectors in Myanmar (June 2016).
- **Consultant to the 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 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.



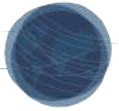
- **Consultant to the European Commission** on the preparation of a study on the impact of cost-sharing on equity and efficiency in tertiary education (January 2013 – October 2014)
- **Consultant to the Council of Europe Development Bank** on the University of Cyprus' strategy to become world-class (March – 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 the University of Auckland** (New Zealand) on strategic planning and rankings (ongoing).
- **Consultant to Universidad Diego Portales** in Santiago (Chile) on the preparation of the new strategic plan (February – March 2021).
- **Consultant to Universidad Técnica Frederico Santa María** in Valparaiso (Chile) on the preparation of the new strategic plan (November 2018 – August 2019).
- **Consultant to the Lumina Foundation** on the equity impact of Covid-19 on higher education worldwide (2020) and on the preparation of a review of national equity policies worldwide, in preparation for World Access to Higher Education Day (2018 and 2019).
- **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 – June 2018)
- **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 (2014 – 2015)
- **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 – 2018)
- **Consultant to DUOC** (Chile) on the implementation of its strategic plan (January – August 2012)



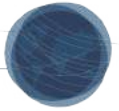
## Previous Professional Experience

- 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 Aix-Marseille** (France)
- President of the Board of Directors of the EdTech startup **uPlanner** (Santiago de Chile)
- Member of the Council of the **Australian Institute of Business and Management** (King's Own Institute) – KOI (Sydney)
- Member of the International Advisory Council, **University of Bordeaux** (France)
- Member of the International Advisory Council, **Uniminuto University** (Colombia)
- 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)

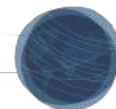




- Emeritus Member of the President’s Advisory Council, **Olin College of Engineering**, USA (since January 2013)
- Member of the International Advisory Council of King Abdelaziz University, Saudi Arabia (January 2013 – January 2016)
- Member of the Advisory Council of the **CHEA International Quality Group**, USA (since November 2012)
- Member of the International Task Force advising the Spanish Government on its higher education reform strategy “Estrategia 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.

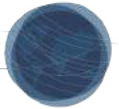


Area of Specialization: Economics and Sociology of Education. Title of Dissertation: "Educational Crisis and Social Reproduction: The Political Economy of Schooling in Morocco."

- **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 Économiques 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, Montenegro, North Macedonia, 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:** Afghanistan, 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, Sudan, Tanzania, Uganda, Zimbabwe
- **Western Europe:** Belgium, Cyprus, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Spain



## Books

Brunner, J.J., Salmi, J., and J. Labraña (2022). Enfoques de Economía y Sociología de la Educación Superior: Aproximaciones al Capitalismo Académico en América Latina. Santiago de Chile: Ediciones Universidad Diego Portales.

[https://www.researchgate.net/publication/359222021\\_ENFOQUES\\_DE\\_SOCIOLOGIA\\_Y\\_ECONOMIA\\_POLITICA\\_DE\\_LA\\_EDUCACION\\_SUPERIOR\\_APROXIMACIONES\\_AL\\_CAPITALISMO\\_ACADEMICO\\_EN\\_AMERICA\\_LATINA/link/6230fa26069a350c8b90289c/download](https://www.researchgate.net/publication/359222021_ENFOQUES_DE_SOCIOLOGIA_Y_ECONOMIA_POLITICA_DE_LA_EDUCACION_SUPERIOR_APROXIMACIONES_AL_CAPITALISMO_ACADEMICO_EN_AMERICA_LATINA/link/6230fa26069a350c8b90289c/download)

Curaj, A., Salmi, J., and C. Mihai Haj, eds. (2022). Higher Education in Romania: Overcoming Challenges and Embracing Opportunities. Cham: Springer Nature Switzerland.

<https://link.springer.com/book/10.1007/978-3-030-94496-4>

Independent Expert Group on the Universities and the 2030 Agenda (2022). Knowledge-Driven Actions: Transforming Higher Education for Global Sustainability. Paris and Bergen: UNESCO and the University of Bergen.

<https://unesdoc.unesco.org/ark:/48223/pf0000380519>

Salmi, J., Laverde, M., and E. Bernal (2021). Medición del impacto de las políticas de promoción de la equidad. Lecciones de Colombia: niveles nacional e institucional. Bogotá: ASCUN and Uniminuto. <https://ascun.org.co/pdfviewer/libro-medicion-del-impacto-de-las-politicas-de-promocion-de-la-equidad-3/>

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.

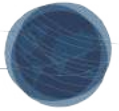
Salmi, J. (2017). The Tertiary Education Imperative: Knowledge, Skills and Values for Development. Boston and Rotterdam: Sense / Brill Publishers.

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_summary.pdf)

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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>

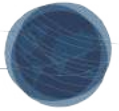
Salmi, J. and A. Verspoor, eds, (1994). Revitalizing Higher Education. Oxford: Pergamon.

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 : Éditions Maghrébines.

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

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



## Articles, Book Chapters, Reports and Blogs

Altbach, P., and J. Salmi (2022). “Academic Globalization: Where Did We Come from? Where Are We Going?” International Higher Education. Number 111, Summer 2022. <https://www.internationalhighereducation.net/en/handbuch/gliederung/>

Salmi, J. and M. Claville (2022). “Quality Assurance and Equity – A CIQG Discussion at the UNESCO World Higher Education Conference”. Quality International Newsletter. [https://www.chea.org/sites/default/files/2022-06/JS\\_MOC.pdf](https://www.chea.org/sites/default/files/2022-06/JS_MOC.pdf)

Altbach, P., de Witt, H., and J. Salmi (2022). “In a new Cold War, academic engagement is still necessary”. University World News. 12 March 2022. <https://www.universityworldnews.com/post.php?story=20220311091525691>

Salmi, J. (2021). “Les universités à l’échelle du monde: Qu’est-ce qu’une université de rang mondial ? Où en est la France ? In Forest, F. Ed. Les Universités en France. Les Presses Universitaires de Rouen et du Havre.

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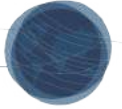
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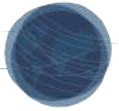
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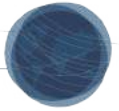
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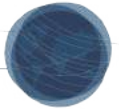
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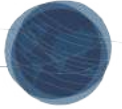
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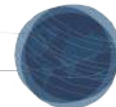
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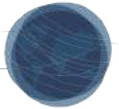
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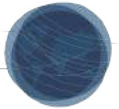
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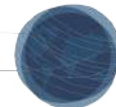
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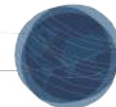
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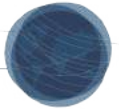
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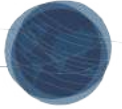
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