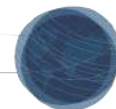




Areas of Expertise - In the past 28 years, has provided policy advice to governments and university leaders in about 105 countries on all continents.

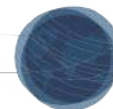
- Policy guidance on system-wide tertiary education reforms, including vision for the future and national development strategies, excellence initiatives, system-wide governance, financial sustainability, quality assurance, institutional differentiation, system articulation, and equity promotion strategies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

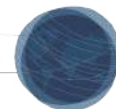


Advice to Governments

- **Consultant to the Government of Mauritania** on the establishment of the new Education Planning Institute for the Sahel countries (October 2022 – ongoing)
- **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 Government of France, through 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 Excellence Initiative program and 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)



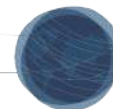
- **Consultant to the United Kingdom Higher Education Academy (HEA)** on innovative teaching and learning experiences world-wide (July – September 2015)
- **Advisor to the Government of Mongolia** on the design and implementation of a governance and financing reform, and on the drafting of the new Higher 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)



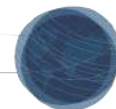
- **Consultant to the Government of Russia** on the design and implementation of Excellence Initiatives (September – October 2012)
- **Consultant to the Government of Slovenia** on tertiary education financing reform (September 2012)
- **Consultant to the Government of Armenia** on the establishment 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 Angola, Cambodia, Kenya, India, Indonesia, Rwanda, 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 (July 2021-May 2022).



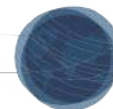
- **Consultant to UNESCO** on equity in tertiary education (background study for the 2020 GMR) (September 2019 – April 2020).
- **Consultant to the OECD** on the preparation of a study on innovative curricular and pedagogical practices in tertiary education (January 2018 – ongoing).
- **Consultant to 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).



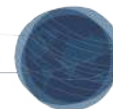
- **Consultant to the Inter-American Development Bank** on higher education development in Latin America and the Caribbean (July – December 2013)
- **Consultant to AusAID** on tertiary education development in Myanmar (March-June 2013), on higher education reform in Indonesia (since February 2012 – ongoing) 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)



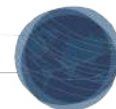
- **Consultant to the University of Guanajuato** (Mexico) on the implementation of its new Strategic Plan (June 2012 – November 2014)
- **Consultant to Uniminuto University** (Colombia) on its internationalization strategy (November 2012 – 2018)
- **Consultant to DUOC** (Chile) on the implementation of its strategic plan (January – August 2012)

Previous Professional Experience

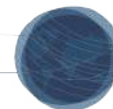
- World Bank **Tertiary Education Coordinator** between July 2006 and January 2012, responsible for policy work on equity in tertiary education, world-class universities, rankings and league tables, financing mechanisms, and benchmarking of the performance of tertiary education systems
- As lead expert 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 Bain Advisor Network (since June 2023)
- Member of the International Advisory Council of Nantes University (France) since June 2023
- Member of the **Higher Education Council of Morocco** since December 2022
- Member of the National Higher Education Policy Review Commission, **Malaysian Ministry of Higher Education** (Malaysia) from April to July 2023
- Member of the International Advisory Council, **Berlin Universities Alliance** (Germany) since January 2021



- Member of the International Advisory Council, **University of Grenoble** (France) since July 2022
- Member of the International Advisory Council, **University of Aix-Marseille** (France) since January 2021
- President of the Board of Directors of the EdTech startup **uPlanner** (Santiago de Chile) since October 2019
- 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 (February 2014 – December 2016)
- Emeritus Member of the President's Advisory Council, **Olin College of Engineering**, USA (January 2013 – December 2020)
- 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** (2007 - 2010)
- Member of the Editorial Committee of **OECD's** Journal of Higher Education Management and Policy (2004 - 2009)
- Member of the International Advisory Council of **Free University Berlin**, Germany (2009 - 2018)
- 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

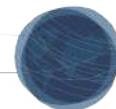
- **Executive Development Program on Change Management**, Harvard Business School and Kennedy School of Government, USA, 2001.
- **Ph. D. in Development Studies**, University of Sussex, UK, 1981.
Area of Specialization: Economics and Sociology of Education. Title of Dissertation: "Educational Crisis 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).

Awards and Distinctions

- Doctor Honoris Causa, **Universidad Abierta Interamericana**, Buenos Aires (Argentina) since October 2022.

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, Burundi, Côte d'Ivoire, Ethiopia, the Gambia, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Senegal, South Africa, Sudan, Tanzania, Uganda, Zimbabwe
- **Western Europe:** Belgium, Cyprus, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Spain

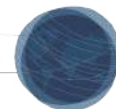
Books

Salmi, J. (2023). Transforming Lives at the Institutional Level: Equity Promotion Initiatives across the World. Lumina Foundation and Star Scholars Network.
<https://starscholars.org/transforming-lives/>

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

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., 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>

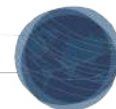
Middlehurst, R. and J. Fielden – International Case Studies Authors: Gillard, E., Green, M., Murray, D., Salmi, J. and A. Sursock (2016). Learning Excellence: A Summary Analysis of 26 International Case Studies. York: Higher Education Academy. https://www.heacademy.ac.uk/sites/default/files/learning_excellence_summary.pdf
https://www.heacademy.ac.uk/sites/default/files/learning_excellence_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. <http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2011/09/28/00033303820110928021346/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

Jackson-Hammond, C., and J. Salmi (2023). “The Changing Landscape of Higher Education Accreditation: A national and international perspective. In Taylor, O., Retland, N., and K. McGraw (2023). Higher Education in a Changing World. Santa Barbara: Fielding University Press. Pages 136-153

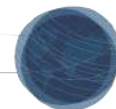
Salmi, J. (2023). “The Transformative Impact of Academic Excellence Initiatives”. International Higher Education. Number 115, Summer 2023, pp. 7-9.

<https://www.internationalhighereducation.net/api-v1/article/!/action/getPdfOfArticle/articleID/3725/productID/29/filename/article-id-3725.pdf>

Salmi, J. (2023). “Equity in access and success in HE is no longer a luxury”. University World News. 24 January 2023.

<https://www.universityworldnews.com/post.php?story=20230123142239831>

Salmi, J. (2023). “Equity and Inclusion in Higher Education”. International Higher Education. Winter 2023, pp. 5-6. <https://doi.org/10.36197/IHE.2023.113.00>



Salmi, J. (2022). “Liderazgo y buena gobernanza durante y después de la pandemia”. In Martínez Barrio, P. (2022). Gobierno institucional en la Educación Superior: perspectivas y retos en contextos de cambio. Barranquilla: Ediciones Universidad Simón Bolívar. <https://bonga.unisimon.edu.co/handle/20.500.12442/12019>

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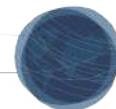
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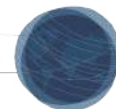
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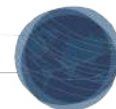
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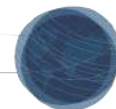
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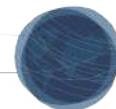
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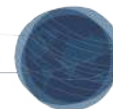
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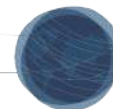
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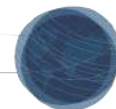
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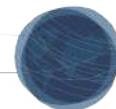
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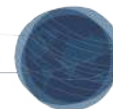
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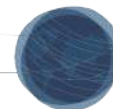
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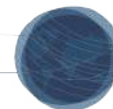
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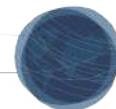
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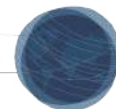
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