

SCHOLARSHIP AND TRAINING FUND PREPARATORY VISITS

project compendium



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MIROSŁAW MARCZEWSKI DIRECTOR GENERAL OFTHE FOUNDATION FOR THE DEVELOPMENT OF THE EDUCATION SYSTEM

By creating knowledge resources and a society that is ready to face today's challenges posed by civilisation and science, modern education goes well beyond the confines of HEIs and state borders. As the Polish operator of the Scholarship and Training Fund, implemented thanks to resources obtained from the EEA Financial Mechanism and the Norwegian Financial Mechanism, as well as from domestic funds, the Foundation for the Development of the Education System works to enhance academic mobility and to extend and deepen institutional cooperation and partnerships between Polish educational institutions and those active in the Donor States - Norway, Iceland and Liechtenstein. The achievements of the Fund seen from the perspective of its second edition, currently nearing its end, are compatible with the objectives of Europe 2020 – the EU's strategy for social and economic development - in the area of supporting and modernising higher education, developing innovativeness and enhancing the quality of education by intensifying academic mobility, as well as research and inter-institutional cooperation. By implementing one of the measures of the Fund,

namely *Preparatory Visits* (short visits undertaken by representatives of HEIs), the Foundation has achieved measurable effects by boosting academic contacts with our northern neighbours, thus creating a platform on which to establish cooperation between institutions, and maintain and develop already existing contacts, as well as prepare and plan project-related joint activities. In the opinion of their participants, *Preparatory Visits* form a marvellous opportunity to make existing contacts more concrete working character of those visits gives an insight into mutual knowledge resources.

In the experience of the Fund, cooperation established in the course of *Preparatory Visits* results in larger institutional projects. A lasting relationship is created between the worlds of science and economy, which raises the attractiveness of Polish higher education within the European context.

Mirosław Marczewski

Director General of the Foundation for the Development of the Education System



In the opinion of their participants, preparatory visits form a marvellous opportunity to make the existing contacts more concrete. The working character of those visits gives an insight into mutual knowledge resources.



KATARZYNA ALEKSANDROWICZ, SCHOLARSHIP PROGRAMMES DIRECTOR, FOUNDATION FOR THE DEVELOPMENT OF THE EDUCATION SYSTEM

DESCRIPTION OF THE SCHOLARSHIP AND TRAINING FUND

The Scholarship and Training Fund was established on the strength of the Memorandum of Understanding on the implementation of the EEA Financial Mechanism 2009-2014 between Iceland, the Principality of Liechtenstein, the Kingdom of Norway and Poland, as well as on the strength of the Memorandum of Understanding on the implementation of the Norwegian Financial Mechanism 2009-2014 between the Kingdom of Norway and Poland.

Three EFTA (European Free Trade Association) countries, which are also EEA members (European Economic Area) – Norway, Iceland and Liechtenstein – offered Poland non-refundable financial aid involving two instruments known as: The EEA Financial Mechanism and the Norwegian Financial Mechanism, also called the Norway grants.

The overall objective of the Fund is to contribute to the reduction of economic and social disparities in the European Economic Area and to strengthen bilateral relations between Poland and Norway, Iceland and Liechtenstein in the area of education.

The Foundation for the Development of the Education System – an institution governing major EU education programmes (www.frse.org.pl) is the operator of the Scholarship and Training Fund.

The Fund aims to enhance human capital and knowledge through:

- increased student and HEI staff mobility between Poland and the Donor States,
- increased and strengthened institutional cooperation and partnerships between institutions active in the area of education (at the level of primary, higher, vocational and adult education) in Poland and in the Donor States.

Initiatives eligible for STF funding were:

- study periods and practical placements for students;
- preparatory visits undertaken by representatives of education institutions in order to establish or develop cooperation and/or prepare a joint project as part of the remaining measures covered by the Fund;
- activities aimed at the improvement of the quality of study programmes offered in foreign languages by Polish HEIs;
- activities intended to improve the quality of teaching and the didactic capacity of the Polish education system;
- activities aimed at the development of the didactic offer;
- activities aimed at increasing the participation of Polish educational institutions in international programmes, student and pupil exchange pro-

grammes and increasing the possibilities of organising international events.

These initiatives could be undertaken as part of four measures:

- Mobility Projects a measure intended for HEIs, their students and staff;
- **Preparatory Visits** a measure addressed to staff of educational institutions;
- Inter-institutional Cooperation a measure meant for educational institutions implement-

ing projects with a foreign partner;

 Development of Polish Higher Education Institutions – a measure aimed at Polish HEIs implementing projects on their own or in cooperation with a foreign partner.

Schools, HEIs, institutions and organisations working in the area of formal education at all its levels: primary, secondary, higher, vocational and adult education were eligible applicants.

PREPARATORY VISITS

GENERAL INFORMATION

Preparatory Visits are short visits undertaken by representatives of educational institutions aimed at:

- establishing cooperation between institutions;
- maintaining and developing already existing contacts between institutions;
- preparing and planning joint projects;
- completing an application for funding provided by the Scholarship and Training Fund or other programmes.

APPLICANTS

Polish educational institutions interested in the subsequent implementation of a project in partnership with an institution from at least one Donor State were eligible applicants under *Preparatory Visits*. Institutions from the Donor States planning the implementation of a project in partnership

with Polish educational institutions were also eligible applicants. A person employed in an applying institution who was to undertake a visit and implement tasks on behalf of the institution was an eligible individual participant.

DURATION OF THE PROJECT

Funding covered staff mobilities lasting from 1 to 5 working days. Additionally, not more than 2 days could be spent on travelling.

PREPARATORY VISITS STATISTICS

Such mini-projects as Preparatory Visits are usually the first step towards large inter-institutional projects.

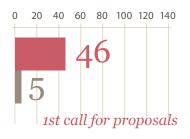
In January and December 2013 two calls for proposals under Preparatory Visits were published.

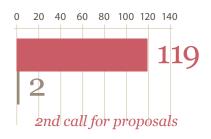






Figure 1. Institutions participating in *Preparatory Visits*





- Applicants from Poland
- Applicants from Donor States

Chart 1. Number of completed Preparatory Visits

Both of them enjoyed popularity, especially among Polish HEIs.

86 applications were lodged under the first call for proposals and as many as 152 under the other one. This significant difference testifies to the attractiveness of the measure, its growing popularity and the fact that educational institutions wish to establish contact and implement international projects.

On both occasions, the calls for proposals under *Preparatory Visits* were published before calls for

proposals relating to the remaining measures of the Scholarship and Training Fund. That kind of timing was to enable representatives of institutions to meet their new partner institution, discuss the rules of their future cooperation or plan the development of international cooperation even before submitting a project.

Websites (www.fss.org.pl; www.frse.org.pl) and announcements in home institutions were the most common source of information about the calls.



Allocation. The total allocation of funds (Norwegian funds and EEA 2009-2014 funds together with Polish funds) for Preparatory Visits amounted to EUR 250,013.

A total of 172 visits were undertaken under Preparatory Visits.

Polish mobilities to Norway enjoyed the biggest popularity. Iceland came second, whereas Liechtenstein and Poland received the lowest number of visits.

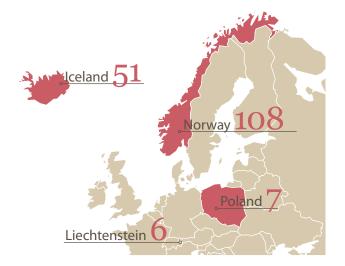


Figure 2. Number of *Preparatory Visits* undertaken in individual countries

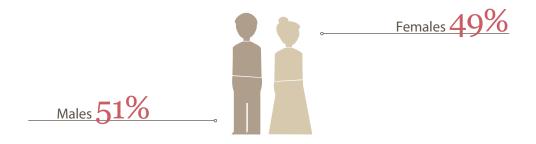


Figure 3. Number of females and males participating in Preparatory Visits

PREPARATORY VISIT PARTICIPANTS' PROFES-SIONAL DEVELOPMENT AND PERSONAL BENE-FITS

During their visits, individual participants became familiar with the structure and activity of educational institutions, discussed possibilities for joint research and development projects, participated in conferences and meetings with representatives of their host institutions and delivered lectures.

Almost every participant indicated professional development and personal benefits as additional advantages gained during their visits. Among the most frequently indicated advantages are:

- observation of the organisation of the teaching system and the resulting willingness to introduce similar changes to the home institution;
- · exchange of knowledge and experience;
- establishment of close cooperation with educational institutions from Norway, Iceland or Liechtenstein;
- acquisition of knowledge and skills useful in the teaching work;
- gaining experience and skills facilitating promotion;
- · meeting new people and discovering new places;
- improved linguistic competencies.

Declarations of willingness to continue cooperation with host institutions were one of the most valuable benefits derived from *Preparatory Visits*. As many as 90% of participants desire to use the visit they undertook for preparing a joint project in the future. Our publication presents examples of projects resulting from preparatory visits.

The statistics and charts presented here depict and sum up the measure known as *Preparatory Visits*; however, they are not a complete picture of all achievements. It would remain incomplete without our participants' reports. Their individual success reflects the huge value of the preparatory visits implemented. It is thanks to the participants' involvement and work that we can say that the intended objective has been achieved.

Please read the reports, which are an attempt to show the benefits that are derived from the implementation of *Preparatory Visits* under the Scholarship and Training Fund. The reports are not only a description of academic achievements, but also a valuable source of information about the life, habits, culture or even the nature of the Donor States.

Grant holders' reports

Descriptions of selected projects 2013-2014

THE ICELANDIC PROJECT MANAGEMENT WORKSHOP

THE VISIT OF DR. AGATA BACHÓRZ OF THE UNIVERSITY OF GDAŃSK TO THE UNIVERSITY OF ICELAND RESULTED NOT ONLY IN THE SUBMISSION OF A PROJECT, WHICH RECEIVED A HIGH RATING AND FUNDING, BUT IT ALSO ALLOWED THE PARTICIPANT TO DEVELOP HER PROJECT WORK COMPETENCIES.

Getting to know the local cultural context is useful when working on a joint project.



Dr. Bachórz conducts research into mobility and identity in Central and Eastern Europe. The Social Anthropology Section, where she works, carries out research and teaching relating to the sociology and anthropology of tourism, sociology of mobility, sociology of ethnicity, sociology of regions and local communities, as well as teaching anthropological subjects to students. Dr. Agata Bachórz 's visit to Reykjavik enabled her to prepare an application relating to a large academic project entitled *The Patterns of leisure and the Perception of Nature. Polish Tourists and Migrants in Iceland.*

Work on a project that received a high rating and funding began through a cycle of working meetings and the development of a detailed concept of further cooperation. Establishing informal contact with representatives of the Polish minority in Reykja-

vik, going sightseeing in the city and participation in lectures held in the City Library were just as essential.

"Thanks to this mobility I was able to test my competencies outside the Polish university, present myself to external recipients, and apply my theoretical knowledge about project work and project management in practice," says the participant. "I also managed to start fruitful academic cooperation, which may also open new perspectives to students of the University of Gdańsk," she adds.

Dr. Agata Bachórz delivered a lecture at the University of Iceland and participated in a working meeting with research and administration staff of the university, owing to which, a specific concept of cooperation was developed and the relevant application was partly prepared.



Agata Bachórz, University of Gdańsk FSS/2013/PV/W/0048













The **University of Iceland** is a public higher education institution founded in 1911. It is the oldest and largest HEI in Iceland. The Times Higher Education World University Rankings places it in the group of 300 best universities. Its 25 faculties provide education to about 14,000 students.

The School of Social Sciences constitutes the biggest part of the University of Iceland. Its six faculties: Business Administration, Economics, Law, Political Science, Social and Human Sciences, and Social Work offer a very extensive academic programme.

"The preparatory visit enabled us to formalise our cooperation – the partners and participants had known one another before – and provide it with the organisational and legal frameworks that determine project activities today," says Dr. Bachórz.

The inter-institutional cooperation of the University of Gdańsk and the University of Iceland will allow

the former to expand its research to comprise mobility patterns and international relations between Poland (the Pomerania region in particular) and Iceland.

"If not for the preparatory visit, we would not be working on a large and academically important project now," she stresses.

Photo by Donna Talarico (CC BY-NC 2.0)





DR AGATA BACHÓRZ is an assistant professor at the Social Anthropology Section, the Institute of Philosophy, Sociology and Journalism of the University of Gdańsk. She provides courses to sociology students. Her scientific interests focus on the sociology of mobility and travelling issues seen from the anthropological perspective, inter-cultural relations and postcommunism anthropology, as well as the anthropology of everyday life. She has published a book entitled Russia in Writings and Experience. An Analysis of Contemporary Polish Travel Writing. Currently she manages the project entitled Patterns of leisure and the perception of nature. Polish tourists and migrants in Iceland.



How much can be achieved during a preparatory visit depends on the definition of objectives well in advance.

A PORTRAIT OF POLES IN ICELAND WILL BE CREATED

POLES CONSTITUTE AS MANY AS 3% OF ICELAND'S POPULATION. THERE ARE OVER 9,300 OF THEM THERE – THEY ARE THE LARGEST GROUP OF FOREIGNERS. THIS POLISH PHENOMENON DEFINITELY DESERVES A DETAILED EXAMINATION. THEIR RESEARCH-BASED PORTRAIT WILL BE CREATED THANKS TO COOPERATION BETWEEN THE UNIVERSITY OF GDAŃSK AND THE UNIVERSITY OF ICELAND.

So far, Poles, the largest group of migrants in Iceland, have been looked at mainly in the economic context. However, migrants, just like tourists, are guided in their choices by the beauty of nature and the opportunity to take up particular activities (so-called lifestyle migration). The objective of the project *Patterns of Leisure and the Perception of Nature. Polish Tourists and Migrants in Iceland* implemented by the University of Gdańsk in partnership with the Faculty of Social and Human Sciences, University of Iceland consists in the development of an innovative research approach combining mobility – migration and tourism – and the practices of nature exploitation.

This cooperation was possible owing to both universities' similar interests and educational needs. Research topics complement each other in some areas; however, they are not identical: research into the cultural dimensions of tourism, images of other cultures and people's relationship with nature is conducted at the University of Gdańsk, whereas the University of Iceland specialises in research into migration, including into the Polish community in Iceland.

Another important reason was to fill in a cognitive gap by including non-economic conditions and contexts of migration between Poland and Iceland in the situation of changing mobility models.

Owing to the project, sociologists, anthropologists and social geographers from the University of Gdańsk and the University of Iceland were able to work together on the issues of relations between mobility, practices of nature exploitation and leisure. The more and more visible presence of Polish migrants in Icelandic society was the starting point. The researchers wanted to broaden the perspective – to go beyond the financial dimension of migration and beyond the Polish-Icelandic context as well – by trying to find more universal ideas for combining issues of migration, tourism, leisure and nature.

A cycle of seminars and the preparation of a final publication are results of intensive cooperation between Polish and Icelandic social researchers from both universities, which will surely influence their academic and inter-cultural competencies. This, in turn, will increase the academic and didactic at-



The visit made by Dr. Agata Bachórz allowed for the development of a programme combining various thematic areas.



tractiveness of both institutions. Experience gained in the course of working on the seminar programme may be used as a basis for planning university classes.

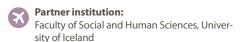
Selected students were involved in the process of creating scientific knowledge, which will undoubtedly raise their professional competencies. Others studying at both universities were able to develop their knowledge thanks to the open parts of seminars, conferences and publications.

The book prepared as part of the project is marked by an innovative approach to migration issues, which takes account of modern tendencies in social research (differentiation of mobility contexts, combining migration and tourism, man-nature perspective). The publication will undoubtedly improve knowledge of social anthropology and sociology while being a tool to be used in research and teaching.

It will also result in increased ecological and intercultural awareness in both societies.

The added value of the project *Patterns of Leisure and the Perception of Nature. Polish Tourists and Migrants in Iceland* is reflected in the establishment of an international research network, which will go on functioning after the completion of project activities.







THE MIDWIFE JOB IN POLAND AND NORWAY

DOES THE SOCIAL STATUS OF THE MIDWIFE RESULT FROM THE HEALTHCARE SYSTEM OR DOES IT DEPEND ON CULTURAL FACTORS? DURING HER VISIT TO THE UNIVERSITY OF BERGEN, DR. ANTONINA DOROSZEWSKA OF THE MEDICAL UNIVERSITY OF WARSAW WORKED ON THE PREPARATION OF A JOINT PROJECT FOCUSSING ON THE SOCIAL ANALYSIS OF THE MIDWIFERY PROFESSION IN THE POLISH AND NORWEGIAN HEALTHCARE SYSTEMS.



The people I met in Bergen convinced me that the subject of my research project was interesting, especially from the comparative perspective, and that broadening it was worthwhile.



The Teaching Institute of Gynaecology and Obstetrics, where the participant works, educates students of midwifery. It also conducts research and work on the midwifery profession in Poland from the historical perspective and today. In 2013, Antonina Doroszewska presented her PhD thesis entitled The Social Roles of Midwives. Analysis of Midwifery from the Perspective of the Sociology of Medical Professions and nowadays she continues research into the topics covered there.

The establishment of cooperation with the University of Bergen and the preparation of a joint project is in line with this area of activity. International research is planned to compare the status of midwives in Poland and Norway. The main research

theme focuses on the guestion of whether the social status of midwives results from the healthcare system or, rather, depends on cultural factors such as historical determinants.

"Five days is a very short time, much too short to prepare a research project in full," said Dr. Antonina Doroszewska. "However, I went there with readymade ideas and an outline of the project, and I spent five busy days there, far from everyday duties. I was able to spend that time effectively on creative and developing work."

During her visit to the Norwegian HEI, Dr. Doroszewska made a presentation on the subject of the sociological analysis of the midwifery profession in



Antonina Doroszewska, Medical University of Warsaw FSS/2013/R2/PV/W/0071







Funding:

EUR 1750





The **University of Bergen**, founded in 1946, is one of the most famous Norwegian HEIs prioritising academic diversity and a high level of scientific research. Currently, the university has over 14,800 students and employs 3,600 lecturers and other staff.

The HEI has a wide range of faculties. At its six faculties offering the majority of traditional academic disciplines, the University of Bergen offers 60 various specialist departments, institutes and scientific centres.

Poland, made preliminary research in the library of the University of Bergen and looked up works focussing on the sociological analysis of medical professions in Norway, midwifery in particular. She also collected data relating to legal regulations governing the midwifery profession in Norway and documents regulating the functioning and funding of the healthcare system in the country. She also par-

ticipated in a discussion on a joint research project. She says she gained an international perspective from which to see the issues she researches.

"I met an outstanding sociologist, Prof. Kari Waerness," says Dr. Doroszewska. "I had read her publications before and in the course of my visit I was able to meet her in person and cooperate with her."





DR ANTONINA DOROSZEWSKA is a health, disease and medicine sociologist, lecturer at the Gynaecology and Obstetrics Teaching Institute of the Medical University of Warsaw, where she holds classes in sociology and health sociology. She is the author of the first Polish nationwide research into the midwifery profession, which comprised a representative sample of professionally active midwives and a representative sample of adult inhabitants of Poland.



I cannot overestimate the direct contact that I had with workers of the University of Bergen who took keen interest in the research I conducted.

FILM TOURISM HAS A FUTURE

ŁÓDŹ IS SOMETIMES CALLED HOLLYWOODŹ, BUT THE CITY'S TOURIST POTENTIAL HAS NOT BEEN FULLY REALISED YET. TOMASZ NAPIERAŁA FROM THE UNIVERSITY OF ŁÓDŹ SPOKE TO WORKERS OF THE LILLEHAMMER UNIVERSITY COLLEGE, AMONG OTHER THINGS ABOUT THE DEVELOPMENT OF FILM TOURISM.



Norwegians – contrary to some preconceptions – are very open people, willing to cooperate and clearly defining their expectations.



The Lillehammer University College is the main centre educating human resources for Norway's tourist industry. It was the quality of tourist education and research into tourism that prompted the University of Łódź to establish cooperation with that HEI. From the very beginning, Tomasz Napierała has been coordinating cooperation between the Faculty of Geographical Sciences of the University of Łódź and the Lillehammer University College and getting involved in joint projects.

"The Lillehammer University College is a small, but very professionally managed, institution," he says. "This HEI can be easily recommended as a partner in international cooperation." Ultimately, the Lillehammer University College should become one of the key partners of the Faculty of Geographical Sci-

ences of the University of Łódź. My visit focussed on the identification of areas of joint interest in higher education and research and was meant to improve interpersonal relations between workers, which is indispensable for effective cooperation," he explains.

Owing to the preparatory visit, they managed to determine new development perspectives for international cooperation in research and teaching. Researchers from the Lillehammer University College suggested intensive development in the area of joint research into the development of tourist infrastructure and film tourism.

Both HEIs will intensify student exchange under the Erasmus+ Programme. In the future, the Uni-

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Tomasz Napierała, Faculty of Geographical Sciences of the University of Łódź FSS/2013/R2/PV/W/0093









The Lillehammer University College (LUC) is a Norwegian public HEI founded in 1971 (as Oppland College) and it assumed its current name in 1994. The HEI is located in the building of the radio and television broadcasting centre erected for the purposes of the 1994 Winter Olympic Games. It has 5,000 students, 380 lecturers and administration staff.

LUC offers programmes in: Travel and Tourism, Business Administration, Organisation and Management, Film and Television, Health and Social Work, Humanities and Social Sciences, as well as postgraduate programmes in: Education, Social Policy, Health and Social Work for Children and Youth, Social Welfare, Film and TV Science. On the basis of LUC, the Norway Film School was founded in 1997.

versity of Łódź and the Lillehammer University College will offer joint study programmes to students of tourism. The HEIs will also implement joint educational projects and research.

The establishment of joint degrees for Tourism students at the University of Łódź and the Lillehammer University College and the implementation of joint

projects in education should raise the prestige of the educational offer of the University of Łódź. Joint research projects and the dissemination of their outcomes through publications in prestigious international journals will result in an increase in points scored by the Faculty of Geographical Sciences of the University of Łódź in the parametric evaluation of scientific units.





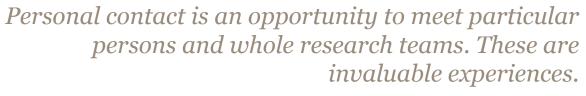
TOMASZ NAPIERAŁA works in the Institute of Hotel Industry Geography at the Faculty of Geographical Sciences of the University of Łódź. His interests include: hotel industry geography, geography of tourism, analysis and strategic planning in small and medium tourist enterprises, methods of spatial analysis supporting the process of tourism management. From the very beginning he has been coordinating cooperation between the Faculty of Geographical Sciences of the University of Łódź and the Lillehammer University College. He has been responsible for organising Lillehammer University College workers' visits to Łódź.



Film tourism has a big potential, and Łódź has so much to offer.

ABOUT THE WELFARE STATE AND SCENARIOS FOR UKRAINE

PROFESSOR WOJCIECH NOWIAK IS A POLITICAL SCIENTIST FROM ADAM MICKIEWICZ UNIVERSITY IN POZNAŃ, WITH OVER 20 YEARS OF EXPERIENCE IN ACADEMIC CONTACT WITH NORWAY. HIS VISIT TO THE UNIVERSITY OF BERGEN INSPIRED HIM TO IMPLEMENT MORE JOINT RESEARCH AND ORGANISATIONAL PROJECTS.





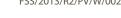
The visit was meant to expand and broaden cooperation in areas of interest to both partners, such as the functioning of social and economic systems, with particular emphasis on changes to the welfare state, development of modern participatory democracies and changes in this area occurring in Central and Eastern Europe and in the territory of the former Soviet Union.

Polish and Norwegian partners intend to include in their cooperation new issues which are linked to the functioning of individual areas of social and economic policy, sustainable development in light of increasing social and demographic problems and the ageing of European societies. "This significantly affects the functioning of today's parliamentary democracies where the rivalry of social electorates may be an important factor influencing the distribution of votes," emphasises Prof. Nowiak.

Analysis of methods increasing citizens' political participation was another area of cooperation. In the opinion of the professor, his Norwegian experience may be useful for developing the concept of increasing citizens' political participation not only in Poland but also in other East European countries. Owing to this planned preparatory visit, Professors Wojciech Nowiak and Andrzej Stelmach (staying in Bergen at the same time under

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Wojciech Nowiak, Adam Mickiewicz University in Poznań FSS/2013/R2/PV/W/0027



Host institution: University of Bergen











The **University of Bergen**, founded in 1946, is one of the most famous Norwegian HEIs prioritising academic diversity and a high level of scientific research. Currently, the university has over 14,800 students and employs 3,600 lecturers and other staff.

The HEI has a wide range of faculties. At its six faculties offering the majority of traditional academic disciplines, the University of Bergen offers 60 various specialist departments, institutes and scientific centres.

the Scholarship and Training Fund) broadened cooperation and research by including aspects linked to the functioning of new democratic institutions in Eastern Europe.

A joint seminar focussing on the situation in Ukraine and entitled *Geopolitics* and the New Democracies in the Post-Soviet Space: The Future of Ukraine and the Other States after Today's Crisis – Possible Scenario was of a similar nature.

"Discussions focussing on further cooperation with researchers from the Rokkan Centre and the Norwegian University Centre in Petersburg, as well as from the Rafto Foundation of Human Rights should be regarded as particularly valuable," says Prof. Nowiak. "They may result in long-term undertakings such as joint research projects, publications, conferences, seminars and workshops and joint applications for funding to implement international projects," he adds.

Photo by Wiktoria Ferenc





PROF. DR HAB. ADAM NOWIAK is an assistant professor at the Faculty of Political Sciences and Journalism of Adam Mickiewicz University in Poznań. He was a holder of a grant awarded by the Norwegian Government. Among other things, his research interests include issues of domestic and international social policies, safety and public order, issues of regional cooperation between the Nordic states and issues of safety and combating terrorism.



The visit extended the framework of cooperation by adding new research areas and contact with specific researchers.

HOW TO EDUCATE JOURNALISTS

ARE POLISH HEIS ABLE TO BENEFIT FROM THE **EXPERIENCE OF ICELANDIC MEDIA EXPERTS** AND JOURNALISM PRACTITIONERS? HOW DOES THE ICELANDIC MEDIA SYSTEM WORK? LIDIA POKRZYCKA'S VISIT TO THE UNIVERSITY OF ICELAND GAVE ANSWERS TO THESE AND MANY OTHER QUESTIONS AND WAS INSTRUMENTAL IN THE ESTABLISHMENT OF LASTING COOPERATION.



DR HAB. LIDIA POKRZYCKA is a lecturer in journalism course subjects, head of the Chair of Journalism and Social Communication at the University College of Enterprise and Administration in Lublin, and a journalist with long experience. She conducts theoretical classes, but above all practical ones, in public relations, local media and political communication. Her interests include Polish and, since 2010, also Icelandic media.



During her five-day stay in Iceland, Dr. Lidia Pokrzycka observed and held classes for students of journalism, met lecturers and discussed details of further cooperation, and familiarised herself with syllabuses for subjects provided in this field of study. She was able to analyse timetables at the faculty, which were drawn up in such a way as to adjust the journalism study programme to the reality of the labour market. And thanks to being invited to the Embassy of the Republic of Poland she had an opportunity to share her experiences and reflections on the Icelandic media system and on the benefits derived from her preparatory visit.

"If not for the visit, no establishment of closer project cooperation would have been possible," says Dr. Lidia Pokrzycka.

"Our contact so far has been friendly, warm but not constructive enough. I have researched into the Icelandic media system but we have not worked on joint projects. But now this is about to change," she adds.

Dr. Lidia Pokrzycka participated in a meeting of University of Iceland journalism lecturers - outstanding practitioners with extensive experience.

Icelanders may not open up immediately on meeting new people but given some time they become true friends and trustworthy partners at work.





Time of the visit:

28 September - 4 October 2014

Lidia Pokrzycka, University College of Enterprise and **Administration in Lublin** FSS/2013/R2/PV/W/0129











The **University of Iceland** is a public higher education institution founded in 1911 and the oldest and largest HEI in Iceland. *The Times Higher Education World University Rankings* places it in the group of 300 best universities. 25 faculties provide education to about 14,000 students.

The University can boast a number of research programmes and the organisation of conferences on journalism in the Nordic countries. It constantly modernises the system of journalist education thanks to cooperation with methodological centres in Denmark and USA.

She conducted classes with journalism students on Polish media, the specificity of the Polish journalism environment and the Polish system of journalist education.

"I was surprised how effective the e-learning system at the University of Iceland is and how it can be used as part of class work," she emphasises. "The combination of virtual team work with concrete conclusions presented during classes by group leaders effectively teaches future journalists the rules of efficient management."

Owing to the visit it will be possible to better adjust the journalism study programme to the re-

ality of the labour market. Plans relating to the implementation of joint projects concerning journalist education and the situation of journalists in Iceland and Poland are just as important as the media portrayal of Poles living in Iceland. It will also be possible to continue exchanging staff and students as part of the Erasmus+ Programme and STF.

There is one more tangible effect of this preparatory visit – the book *The Media System in Iceland* obtained a high rating from the postdoctoral thesis committee and allowed its author to be awarded the degree of *doktor habilitowany*.





We have common plans and project concepts which we will systematically implement.

AKUREYRI – A CITY AT THE END OF THE WORLD

TWO INTERESTING JOINT RESEARCH PROJECTS WERE GIVEN A CHANCE OF IMPLEMENTATION THANKS TO A VISIT TO THE UNIVERSITY OF AKUREYRI UNDERTAKEN BY DR. DOMINIKA POLKOWSKA OF MARIA CURIE-SKŁODOWSKA UNIVERSITY. THE FIRST COVERS POLES MIGRATING TO ICELAND AND THEIR ADAPTATION IN THE NEW COUNTRY; THE OTHER IS TO FOCUS ON THE ISSUES OF GENDER, IN PARTICULAR ON WORK-LIFE BALANCE.



DR DOMINIKA POLKOWSKA is an academic and researcher in the Institute of Sociology of Maria Curie-Skłodowska University where she holds the position of Deputy Director for Teaching. Her responsibilities include: establishing and coordinating cooperation in teaching with institutions important for the teaching and educational process implemented in that field of study. In particular, her responsibilities focus on activities aimed at the improvement of the education quality system: coordination of work relating to periodical study programme evaluation, preparation of new study programmes and verification of study programme compliance with applicable regulations, as well as cooperation in the field of international student exchange with the Bologna Process coordinator.

That was a preparatory visit almost at the end of the world. In May, the sun does not set in Akureyri but the temperature does not exceed 5 degrees. However, the atmosphere of meetings at the Akureyri University must have been far warmer than that, as it was possible to establish cooperation with the Icelandic partner.

Dr. Dominika Polkowska exchanged experiences relating to the teaching process in individual countries, placing particular emphasis on differences and similarities in this respect. Some meetings

were organised with the authorities of the University: the Rector and the Dean of the Humanities and Social Sciences, and with the Director of the Education Quality Department. They served the purpose of familiarisation with the method of developing and implementing education quality systems. The Icelandic partner's experience in this field is very extensive – just before the participant's visit an evaluation of education quality had ended.

"The University of Akureyri is also implementing a project aimed at the prevention of student drop-

The establishment of personal contact or even friendships is the added value of the visit. We have plans for future meetings, both in Lublin and in Akureyri.





Dominika Polkowska, Maria Curie-Skłodowska University FSS/2013/R2/PV/W/0035









Photo by Patrick Rasenberg (CC BY-NC 2.0)



I established new friendships which — I hope — will bear fruit in the future bringing, further experience exchange and joint applications for grants where Maria Curie-Skłodowska University will be a direct project promoter.

out," says Dr. Polkowska. "Thanks to my meeting with the Head of the Student Issues Department, it will be easy to introduce a similar initiative at Maria Curie-Skłodowska University," she adds.

The visit to Akureyri allowed the participant to gain additional experience linked to the establishment and development of international cooperation. She became convinced that her English was sufficient and that she was able to find her feet in the culturally new environment. She believed in herself which motivated her to even more intensive work on research projects. The preparatory visit helped her better execute her duties in the home country.

"I realised how important student participation is at each stage of developing and evaluating the teaching process," she emphasises. "I would love to use these ideas when developing a system of enhancing education quality in the Institute of Sociology of Maria Curie-Skłodowska University."

The visit to Iceland also raised the participant's selfesteem, because it turned out that problems resulting from the teaching process are the same wherever you go, regardless of latitude or longitude.



The **University** of **Akureyri** was founded in 1987 in the city of Akureyri situated in the north-east of Iceland. The HEI has played an important role in the economic development of the region and is a pivotal point in planning the future of knowledge-based society.

The University of Akureyri prepares students for work in private and public sectors. Education offered by the HEI aims to equip its graduates with specific skills and practical knowledge as well as competencies allowing them to improve their qualifications and employability. Iceland's most developed e-learning system is operated at the University and deserves special attention.

The University is divided into three schools: School of Business and Science, School of Humanities and Social Sciences, School of Health Sciences. The University has about 1,600 students and nearly 180 employees.

ACADEMIC NETWORKING IS EXPANDING

THE VISIT OF DR. RAFAŁ SMOCZYŃSKI FROM THE INSTITUTE OF PHILOSOPHY AND SOCIOLOGY OF THE POLISH ACADEMY OF SCIENCES TO THE UNIVERSITY OF BERGEN WAS THE CONTINUATION OF A COOPERATION LASTING ALREADY SEVERAL YEARS. OWING TO THIS MEETING, COOPERATION BETWEEN THE POLISH AND NORWEGIAN PARTNERS WILL NOT ONLY TAKE ON A NEW SHAPE BUT ALSO EXTEND ITS SCOPE.



DR RAFAŁ SMOCZYŃSKI is an assistant professor at the Centre for Religious Studies in the Institute of Philosophy and Sociology, Polish Academy of Sciences. His research interests focus on social control, social theory, economic sociology, sociology of religion and political philosophy. Founded in 1956, the Institute of Philosophy and Sociology is an academic and research establishment of the Polish Academy of Sciences. Its main purpose is to conduct advanced research in the scope of philosophy, sociology and cognitive and communication sciences.



Dr. Smoczyński's three previous visits served the purpose of strengthening cooperation between the University of Bergen and the Institute of Philosophy and Sociology of the Polish Academy of Sciences. Both institutions have been cooperating since 2010 when Dr. Smoczyński implemented a research project at the Research Council of Norway at the University of Bergen. For the last years, this cooperation has been confirmed by joint participation in conferences, joint projects and scientific publications and by intensive staff mobility effected by the Polish and Norwegian partners.

The most important objective of the fourth visit consisted in the strengthening of the existing co-

operation between the partners and discussing the possibility of organising a doctoral programme provided in English and focussing on contemporary migration issues. These issues are not researched enough in the course of Polish study programmes and the programme proposed may remedy the situation. The more so, that the topics it offers are quite extensive and cover such aspects as changes to gender relations in immigrants' social field caused by modified philosophical beliefs in their host countries, social response to immigrants, and the influence of the grey area on the conditions of immigrants' integration. Doctoral students' improved communicative competencies and the development of networking in the international

This visit inspired me to develop my interest in the theory of discourse.





Institute of Philosophy and Sociology of the Polish Academy of Sciences FSS/2013/R2/PV/W/0002









Photo by Małgorzata Mrugacz



The rainfall in Bergen is quite heavy, so the weather is just perfect for working in the university library, which is magnificently equipped.

academic environment will be the added value of the joint programmes.

"Thanks to cooperation with the Norwegian partners I managed to extend the scope of international academic networking by including new partners from Iceland and Denmark," says Dr. Smoczyński.

During the visit, the participant not only discussed the idea of a joint seminar project with his Norwegian partners, but also he extended the scope of potential academic cooperation. It was agreed that a seminar meeting would take place in the Institute of Philosophy and Sociology of the Polish Academy of Sciences; the project would promote the mobility of staff employed in the Institute of Philosophy and Sociology of the Polish Academy of Sciences and at the University of Bergen. Furthermore, the names of

project participants were put forward and the mode of competition for doctoral students to take part in the seminar was agreed, substantive problems to be discussed at the seminar were analysed and administrative issues discussed.

"The Norwegian partners proposed a number of observations which may both improve the academic quality of the planned seminar and streamline its administration," adds Dr. Smoczyński. "It could be helpful to include proposals relating to the extension of the remit of future research cooperation by so-called social remittances linked to immigrant communities in receiving countries."

The visit contributed to the quality improvement of the post-doctoral thesis written by this participant, who specialises in migration studies.



The **University of Bergen**, founded in 1946, is one of the most famous Norwegian HEIs prioritising academic diversity and a high level of scientific research. Currently, the university has over 14,800 students and employs 3,600 lecturers and staff.

The HEI has a wide range of faculties. At its six faculties offering the majority of traditional academic disciplines, the University of Bergen offers 60 various specialist departments, institutes and scientific centres.

IN A FRIENDLY **ATMOSPHERE**

MAŁGORZATA SZEWS OF KAZIMIERZ WIELKI UNIVERSITY IN BYDGOSZCZ IS RESPONSIBLE FOR IDENTIFYING FOREIGN HEIS INTERESTED IN **COOPERATION WITHIN THE** FRAMEWORK OF EUROPEAN MOBILITY. HER VISIT TO THE NLA UNIVERSITY **COLLEGE IN BERGEN RESULTED IN** A SIGNIFICANT BROADENING OF **COOPERATION BETWEEN THE TWO ESTABLISHMENTS.**



Since 2010, MAŁGORZATA SZEWS has been an employee of the International Relations Office at Kazimierz Wielki University in Bydgoszcz. Her main responsibilities include: assistance in formal supervision and care of students and staff carrying out mobilities to study or to conduct classes under Erasmus+ and under international bilateral agreements, assistance in Erasmus+ student and staff mobilities and identifying new foreign HEIs willing to cooperate in the field of European mobility. She provides information and assistance with the preparation of applications for EU scholarship funds under inter-governmental programmes (e.g.: German Academic Exchange Office DAAD, Visegrad Fund, Bureau for Academic Recognition and International Exchange). She is responsible for the International Relations Office's webpage and prepares its monthly newsletter.

The opportunity to participate in the everyday academic life of a modern Norwegian HEI is an immensely valuable experience to a person dealing with the organisation of international cooperation. Małgorzata Szews emphasises that she was met with kindness and interest showed to her by the Norwegian partners at every step of the way.

"The visit was an opportunity to observe the academic atmosphere and functioning of the Norwegian HEI, which I found very inspiring," she says.

She met Siri Elizabeth Haug from the Foreign Student Office operating within the NLA University College and Dr. Harald Borgebund of the Institute of Political Sciences. They discussed study programmes and the rules of future cooperation. What's important, Małgorzata Szews had the opportunity to present her home HEI to the Rector of the Norwegian HEI, Mr Bjarne Kvam.

The NLA University College is a HEI geared towards intensive international cooperation. The HEI is open to foreigners – people from remote Asian or African countries are among its students. There is a lot of emphasis put on cooperation with developing countries: students from such countries may obtain a number of grants specially intended for them.

In my opinion, the atmosphere of the Norwegian HEI is student-oriented, friendly and modern.





Małgorzata Szews, Kazimierz Wielki University in Bydgoszcz



FSS/2013/PV/W/0056







DLA University College

The NLA University College in Bergen is a private HEI accredited by the Norwegian Agency for Quality Assurance in Education. This means that the academic standard and functioning are the same as at public universities. The HEI has three campuses: in Bergen, Kristiansand and Oslo. It offers about 30 first- and second-cycle programmes and is gradually extending its offer of programmes provided in Eng-

The observation of university work, interpersonal relations and ways of spending leisure time was just as important. For example, once a month, a meeting is organised to celebrate all administrative workers whose birthday is in that month.

The participant also joined a meeting between students and Prof. Harald Borgebund, who delivers lectures to students of political sciences.

"Probably because of the summer holiday break already in progress our meeting took place in the university canteen and consisted in a friendly conversation between partners full of mutual respect," says Małgorzata Szews.

The most important objective of the visit was achieved: the agreement between Kazimierz Wielki University and the NLA University College was extended under Erasmus+ for the years 2014–2020. Two additional fields of study were added to the agreement on student and staff mobility signed for political sciences in 2014: intercultural studies and international relations. And Małgorzata Szews herself became interested in Norway, its language, culture and nature.





The experience that I gained in the course of my preparatory visit will be useful in my work at the International Relations Office at Kazimierz Wielki University.

EFFECTIVE STRATEGIES TO FIGHT LUNG CANCER

MALIGNANT LUNG TUMOUR IS ONE OF THE MOST SERIOUS CANCER CONDITIONS IN THE WORLD. UNDERSTANDING THE PROCESS OF ITS DEVELOPMENT IS DECISIVE IN PROVIDING EFFECTIVE TREATMENT. HENCE THE VISIT UNDERTAKEN BY PROF. JOANNA DOMAGAŁA-KULAWIK FROM THE MEDICAL UNIVERSITY OF WARSAW TO THE DEPARTMENT OF CELLULAR THERAPY IN THE OSLO UNIVERSITY HOSPITAL IN ORDER TO INITIATE ACADEMIC COOPERATION BETWEEN THE TWO UNITS.



The Norwegian centre is an exemplary establishment – both for its equipment and the organisation of research work.



For many years, Prof. Domagała-Kulawik's scientific research has been focussing on the biology of lung cancer. Owing to her experience in this field and mastering research methods, she decided to extend the research scope and apply for cooperation with a foreign centre.

"We selected the Department of Cellular Therapy in the Oslo University Hospital as the main Norwegian centre conducting research into the phenotype and molecular characteristics of lung cancer stem cells," says Prof. Domagała-Kulawik.

She had carefully prepared for future cooperation as she had read the extensive literature produced by the Department of Cellular Therapy – part of the University Hospital – Radjumhospitalet in Oslo. This allowed her to start substantive discussions from the very beginning of her visit and to get new experts involved.

A modern and perfectly equipped building operating in line with standards, and the wonderful organisation of work in the Department of Cellular Therapy were very strong arguments for the development of intensive academic exchange. But that was not the only thing that influenced the decision about a joint project.

"The hosts' incredible kindness created a splendid atmosphere for work," Prof. Domagała-Kulawik says.



Joanna Domagała-Kulawik, Medical University of Warsaw

FSS/2013/R2/PV/W/0081











The Department of Cellular Therapy is a unit of the Oslo Oncology University Hospital. It is a very extensive institution employing numerous specialists and equipped with state-of-the-art appliances. The Department of Cellular Therapy complies with the standards of Good Laboratory Practice. Its team's extensive research results in publications in high scoring scientific journals.

Photo by Marieke Kuijjer (CC BY 2.0)

The participant had an insight into the character of research conducted in the Institute, in particular that relating to innovative vaccines. She also described the achievements of her home institute and presented the BAL method in detail (sampling, processing and analysis of bronchoalveolar lavage) which aroused the hosts' interest. The observation of work in the Norwegian centre, which is the epitome of good organisation, made Professor Domagała-Kulawik develop plans for the modernisation of her own laboratory at the Medical University of Warsaw.

The direct involvement in the host institution and its scientific achievements, as well as the interest that was caused by the participant's achievements and offer, slightly changed the visit programme – the partners concentrated on examining the condition of the immune system of sufferers before and during lung cancer therapy using the BAL method. They also discussed the character of potential joint research, methods of taking samples from sufferers, safe transport and division of work between the two centres.

After her Oslo visit, Prof. Domagała-Kulawik and Prof. Gunnar Kvalheim of the Department of Cellular Therapy delivered lectures at a symposium on lung cancer immunotherapy at the Congress of the European Respiratory Society in Amsterdam in 2015.





PROF. DR HAB. N. MED. JOANNA DOMAGAŁA-KULAWIK is a consultant in internal medicine, lung disease and pathomorphology. She works in the Department and Clinic of Internal Medicine, Pneumonology and Allergology of the Medical University of Warsaw. For many years, Prof. Domagała-Kulawik's scientific research has been focussing on the biology of lung cancer. She has published several important articles.



If not for the preparatory visit I would not have motivated myself to prepare a research grant application.

STRATEGIC OBJECTIVE: INTERNATIONALISATION OF EDUCATION

THE VISIT TO REYKJAVIK UNDERTAKEN BY DR. HAB. HANNA TREBACZ, VICE-RECTOR OF THE MEDICAL UNIVERSITY OF LUBLIN, WAS ACTUALLY A RETURN VISIT, AS REPRESENTATIVES OF THE UNIVERSITY OF ICELAND HAD PREVIOUSLY VISITED LUBLIN AND BECOME AWARE OF THE POTENTIAL OF THE POLISH HEI. AFTER THE TWO MEETINGS IT IS FULL STEAM AHEAD FOR COOPERATION, WHICH WILL BENEFIT BOTH STUDENTS AND PATIENTS.

The Vice-Rector for International Cooperation considers the insight into the specifics of functioning of an international and multicultural HEI an extremely valuable experience.



The strategic objective of the Medical University of Lublin is the internationalisation of education and the strengthening of the university's international position in didactics, as well as the increasing of competitiveness of education and post-graduate programmes. To be able to achieve that, not only the absorption of external funding for education, but also the establishment and development of cooperation with other European HEIs is necessary. The University of Iceland in Reykjavik is an ideal partner from this perspective as it implements all those principles on a large scale and with tangible results.

Vice-rector Hanna Trebacz visited the Institute of Continuing Education at the University of Iceland – a brilliantly organised academic establishment of an international character.

"During my visit I was surprised at a discussion on the strategy of gender equality in Iceland," says Dr. Hanna Trębacz.

The University of Iceland developed a gender equality programme relating to access to education and the labour market as well as to the dissemination of relevant good practices, which also encompasses the equalisation of opportunities and projects targeting women.

A visit to the Geriatric Ward in a Reykjavik hospital was the starting point to a discussion about opportunities for educating the medical and teaching staff of the Medical University of Lublin in this area. Polish experiences are still not sufficient and the needs are constantly growing. The topic

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Hanna Trębacz, Medical University of Lublin FSS/2013/PV/W/0023













The University of Iceland is a public higher education institution founded in 1911 and the oldest and largest HEI in Iceland. The Times Higher Education World University Rankings places it in the group of 300 best universities. 25 faculties provide education to about 14,000 students. The Institute of Continuing Education founded in 1983 is the largest centre of that type in Iceland. Every year it offers about 400 courses and study programmes followed by about 12,000 persons per year.

Photo by Lidia Pokrzycka

proved extremely interesting for both parties in the context of further cooperation. The vice-rector reviewed solutions relating to instruction in occupational therapy – a field of study with a great future, provided so far only by one Polish HEI. The Medical University of Lublin is interested in the provision of this programme.

The return visit equipped the participant with knowledge of the way in which the University functions, especially the organisation of the process of education, which has a continuous dimension in Iceland, and of how research is conducted in international teams. The educational aspects are included in the 2014–2020 strategy of the Medical University.







DR HAB. N. MED. HANNATRĘBACZ is a biophysicist and an academic teacher. Since 2012, she has held the position of Vice-Rector for International Cooperation and Postgraduate Studies at the Medical University of Lublin. Her research interests include the application of physical measurement methods in the examination of bones and collagen in bone tissue and other tissues in the motor organs. She supervises three doctoral theses. Dr. Hanna Trebacz's academic achievements include 52 full works, out of which 50 are original research results published in renowned domestic and foreign journals.



Population
ageing is a major
challenge to them.
During the visit,
the Polish
and Icelandic
models of geriatric
care were
compared.

COOPERATION IS BRINGING FRUIT - LITERALLY!

DR. ANNA MICHALSKA OF THE INSTITUTE OF ANIMAL REPRODUCTION AND FOOD RESEARCH OF THE POLISH ACADEMY OF SCIENCES IN OLSZTYN PARTICIPATED IN A PREPARATORY VISIT TO THE BEST TECHNOLOGICAL HEI IN NORWAY – THE NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (NTNU). THEIR JOINT PROJECT RELATING TO AN INNOVATIVE METHOD OF DRYING FRUIT IS VERY PROMISING.



Preparations for a joint project will open a development path to workers of the Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences.



Dr. Anna Michalska conducts research into the influence of drying processes on changes to the contents of selected bioactive compounds in fruit products. She started researching this issue in the course of her post-doctoral placement in HESSO, Valais – (University of Applied Sciences, Sion, Switzerland) in cooperation with Prof. Wilfried Andlauer. Her research conducted there concentrated on products obtained on the basis of pomegranate. Searching for various technologies applied in the food industry, Dr. Michalska verified their influence on the quality of the final product in selected types of fruit.

"My visit to NTNU contributed to improving my knowledge of the influence of drying processes on changes to the content of selected bioactive compounds in fruit products," says Dr. Michalska.

"I also had the opportunity to meet Prof. Odilio Alves-Filho and listen to his lecture on heat pumps. I have to admit that I was surprised at how close the HEI's cooperation with the industry was and at their conducting research for companies."

The drying method applied at the Norwegian University of Science and Technology is an innovative technology, which has not yet been implemented in Poland. The host institution has unique research equipment at its disposal and lots of experience in drying foodstuffs, so our future cooperation will focus on joint research projects. Research conducted at NTNU relating to innovative drying processes (heat pump drying) combined with work performed in the Institute of Animal Reproduction and Food Research focussing on analysis of bioactive compounds (anthocyanins, phenol acids) in

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Anna Michalska, Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences in Olsztyn FSS/2013/PV/W/0002



Funding: EUR 1670





AGRICULTURAL AND ENVIRONMENTAL SCIENCES



Photo by NTNU SVT/Lena Knutli (CC BY-NC-ND 2.0)

🖸 NTNU

Norwegian University of Science and Technology

Knowledge for a better world is the vision of the Norwegian University of Science and Technology in Trondheim, founded in 1996. The HEI specialises in technology and natural science and it also offers programmes in humanities, social and economic sciences and fine arts. Currently it has 23,000 students, half of whom study technology and natural science programmes. Every year, the HEI produces about 4,000 graduates. NTNU is currently participating in 105 EU projects under the 7th Framework Programme. At present, it has 2,600 foreign students.

fruit products are a perfect basis on which to submit a joint research project in line with the scientific interests of Prof. Alves-Filho and Dr. Michalska. Both the products of drying and their production process itself will be characterised, taking account of economic factors.

"I think that the most important thing is the establishment of contact which may bring fruit in the shape of cooperation," emphasises Dr. Anna Michalska. "It turned out in my case that it was possible to do initial research, which became the basis for writing a scientific publication and to prepare two conference presentations."

During the visit, cooperation was going so well that it was possible to extend the scope of research and perform additional analyses. Apart from the drying process, Dr. Michalska managed to examine the characteristics of material before and after drying, as well as measure water activity using specialised equipment owned by the Department of Energy and Process Engineering of NTNU.

This preparatory visit will result in – above all – extending the network of contacts of the Institute of Animal Reproduction and Food Research, and will influence knowledge transfer between the institutions and the implementation of new research methods. This, in turn, will lead to extending the scope of research conducted by adding modern and innovative technologies applied in Norway. But that's not all!

The visit inspired Dr. Anna Michalska to start new research into drying techniques resulting in obtaining high quality fruit powders. The results of this research will be exceptionally fruitful... and tasty!







DR ANNA MICHALSKA works in the Institute of Animal Reproduction and Food Research of the Polish Academy of Sciences in Olsztyn, which conducts basic research in the field of agricultural, veterinary and biological sciences.



The preparatory visit enabled Dr. Anna Michalska to become familiar with new methods of foodstuff drying and to establish invaluable academic contact.

INSPIRING CONDITIONS FOR RESEARCH WORK

THE UNIVERSITY OF NORDLAND IN NORWAY SPEARHEADS AQUACULTURE RESEARCH. DR. MACIEJ WOŹNY OF THE UNIVERSITY OF WARMIA AND MAZURY ACQUIRED NEW KNOWLEDGE AND VALUABLE PROFESSIONAL EXPERIENCE AND ESTABLISHED PROMISING COOPERATION DURING HIS VISIT.



North Norway's spectacular natural beauty creates inspiring conditions for studying and research work at the University of Nordland.



The preparatory visit was an opportunity to meet employees of the University of Nordland including those with outstanding academic achievements. Professor Igor Babiak - a specialist in broadly defined aquaculture - is a member of this group. Professor Babiak is the author and co-author of over 60 publications on reproductive biology and fish reproduction and biotechnology and in his works he presents original research concepts and uses modern laboratory techniques. The high number of quotations of his publications reflected by the h-index proves international recognition for the scientific work of his team.

"I expected that meeting employees of the University of Nordland would result not only in knowl-

edge and experience exchange in the scope of research, but that it would also allow me to undertake continuous cooperation in the future," says Dr. Maciej Woźny.

When at the Faculty of Biosciences and Aquaculture, the participant visited fish aquatic housing systems and became familiar with the potential of the local laboratories. During the visit, various research techniques and methods were reviewed, including those applied in the field of histology, molecular biology and bioinformatics. There were numerous meetings at which the operating strategy and specificity of work of Polish and Norwegian teams were discussed. A proposal of joint research into aquaculture and food safety was made. How-

Maciej Woźny, University of Warmia and Mazury in Olsztyn FSS/2013/R2/PV/W/0015



Time of the visit: 18-24 May 2014



Funding: EUR 1750







The University of Nordland in Bodø is one of the youngest Norwegian HEIs. Founded in 2011, (from 1994 the Bodø University College operated there), this University offers Bachelor's, postgraduate and doctoral programmes in the field of Social Sciences, Business and Management, and Natural Sciences. Currently, the HEI has about 6,000 students and employs 640 staff. It is a leading Norwegian unit researching aquaculture.

ever, above all, the visit led to a discussion of conditions and an initial draft of people exchange under STF Mobility Projects in Higher Education.

"The visit inspired me to initiate cooperation in a specific kind of research," adds Dr. Maciej Woźny. "As aquaculture and food safety are also of interest to Norwegian scientists, it seems that our cooperation in this field can be exceptionally fruitful."

The knowledge and experience gained during the visit enabled the participant to improve his research

methodology and the quality of his research work. The contacts he established in Norway are extremely valuable to him also because now he is able to benefit from remote consultation. Additionally, the development of the main principles of the student and staff mobility project should make it possible to apply for staff mobility grants. The preparatory visit was also a good opportunity to promote the University of Warmia and Mazury among foreign researchers.





DR INŻ. MACIEJ WOŹNY is a researcher at the Department of Biotechnology in Environmental Protection at the Faculty of Environmental Sciences of the University of Warmia and Mazury in Olsztyn. From the beginning of his academic career he has been researching issues of toxicity of various types of pollution. Lately, his main research interest has focussed on the presence of mycotoxins in aquaculture and their influence on food safety and rainbow trout farming.



I had an unique opportunity to have a closer look at an adult halibut whose age was estimated at several dozens of years. Those dignified giants made an unforgettable impression on me.

HORIZON 2020 -FROM THE POLISH AND ICELANDIC PERSPECTIVE

THE DETERMINATION OF TASKS FOR PARTICIPANTS IN A RESEARCH PROJECT PLANNED UNDER THE HORIZON 2020 PROGRAMME WAS THE MAIN OBJECTIVE OF A VISIT TO REYKJAVIK UNIVERSITY **UNDERTAKEN BY PROFESSOR ALEKSANDER** SŁADKOWSKI OF THE SILESIAN UNIVERSITY OF TECHNOLOGY. THIS OCCASION ALSO SERVED TO ESTABLISH MANY OTHER CONTACTS, WHICH ARE ALREADY BEARING FRUIT.



PROF. DR HAB. ALEKSANDER SŁADKOWSKI works at the Faculty of Transport of the Silesian University of Technology. He is the Head of the Department of Logistics and Industrial Transport. He holds the position of Dean's Representative for international relations and student exchange. His research interests include: numerical methods in the theory of transport machinery, finite element method, vehicle dynamics, logistics and container traffic. He is the author of 286 scientific publications (including 10 monographs) and holds 10 patents. He is also the editor in chief of "Transport Problems" – an international scientific journal.

The project that was discussed in detail during Prof. Sładkowski's visit to Iceland concerns analysis of the use of EU funds in regional and developmental projects. The tasks that will be implemented by future project participants at the preparatory stage and in case of obtaining EU funds were determined during talks with representatives of Reykjavik University.

"Becoming acquainted with the capabilities and resources of our partners will allow us to define individual tasks," says Prof. Aleksander. Sładkowski. "Clearly, it does not guarantee that we will obtain EU funding, but it increases our chances."

Professor Sładkowski now has in-depth knowledge of the education process at Reykjavik University. He visited its laboratories, libraries and computer rooms and came to the conclusion that certain solutions could be applied at his faculty and chair, and during his own lectures.

"The general standard of student education in Iceland is very high," emphasises Prof. Sładkowski.

My hosts were extremely hospitable and competent.



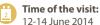
Aleksander Sładkowski, Silesian University of Technology FSS/2013/R2/PV/W/0090



Host institution:

Funding:

EUR 1250



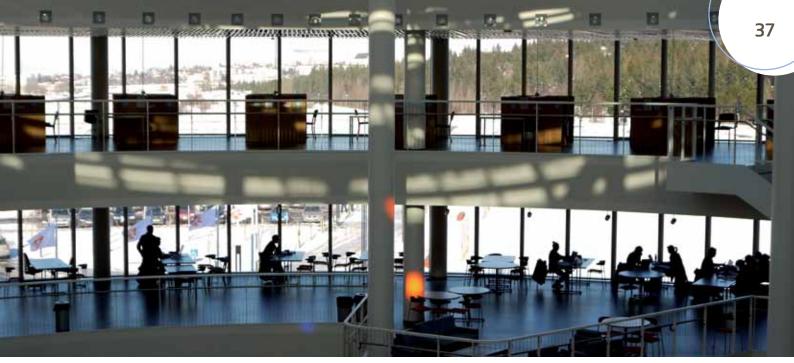


Photo by Bernard McManus (CC BY 2.0)



Certain solutions applied in Reykjavik University can also be used in the Polish context.

"Therefore, I am convinced that the experience of exchange between lecturers from both faculties will be mutually beneficial."

The Silesian University of Technology has already signed an academic cooperation agreement with Reykjavik University. It specifies the terms and conditions of student and staff exchange, and the participation of the HEIs in joint projects, conferences, symposiums, publishing and other kinds of activities, which may be beneficial for the cooperating institutions.

Thanks to the visit, the Icelandic partners agreed to participate in the creation and publishing of an international journal entitled *Transport Problems* whose editor-in-chief is Prof. Aleksander Sładkowski. The first received article is entitled *Reference class forecasting in Icelandic transport infrastructure projects* and is written by Dr. Thordur Vikingur Fridgeirsson of the Reykjavik University.





Reykjavik University is the biggest non-public Icelandic university, offering a high standard of education and research. It has about 3,000 students. The HEI is composed of four schools: the School of Business, the School of Computer Science, the School of Law and the School of Science and Engineering. Reykjavik University offers logistics and transport-related programmes.

IMPORTANT TALKS IN "THE SAHARA OF THE NORTH"

OWING TO THE VISIT OF DR. MARIA ALEKSANDROVICH FROM THE POMERANIAN UNIVERSITY IN SŁUPSK TO THE UNIVERSITY OF TROMSØ, CAMPUS ALTA, THE POLISH HEI WILL BE ABLE TO OFFER ITS TEACHERS AND STUDENTS NEW FORMS OF FLEXIBLE STUDYING AT THE TWO UNIVERSITIES.



Since 2008, DR MARIA ALEK-SANDROVICH has been the Head of the Institute of Psychology at the Pomeranian University in Słupsk. Her research interests include the psychology of human development, the psychology of talent and the psychology of achievement. As a manager appraising her workers she knows the occupational needs of staff employed in the unit, participates in work on the modification of education programmes adjusted to foreign students' needs, does research and fulfils herself teaching Sherborne Developmental Movement.

Dr. Maria Aleksandrovich's meeting with the management and staff of Campus Alta to discuss various aspects of cooperation was held in an unusual place called the *Sahara of the North* (average yearly rainfall in Alta is barely 400 millimetres, which is less than in the Sahara!). During the visit, the results of previous cooperation were summed up and new cooperation opportunities were identified relating to Mobility Projects, cooperation in research, development and didactics. As a result of the meetings, the Campus Alta management agreed to lodge a joint application under Mobility Projects.

"I was really surprised how easy it was to talk to professionals," says Dr. Aleksandrovich. "For example, Dr. Werner Bigell and I had an in-depth discussion about opportunities for student and staff exchange."

Between 2015 and 2020 the Pomeranian University will launch transnational programmes attractive to Polish and Norwegian students. The preparatory visit made it possible to exchange precise information about the conditions of that kind of cooperation. The Norwegian visit was also a step towards the implementation of a joint project entitled *Psychological and Pedagogical Approaches to Wild Nature and Outdoor Activities in Norway and Poland.*

Due to her scientific interests, the participant visited the Institute of Psychology at the University of Tromsø, a research laboratory, and discussed the concept of future research. The way in which the Institute was equipped impressed her greatly. On this occasion she also found out about some Norwegian Institute workers' interesting hobbies (e.g.:

The preparatory visit opened new perspectives of multilateral cooperation in the field of psychology.





Maria Aleksandrovich, Pomeranian University in Słupsk FSS/2013/R2/PV/W/0123



Funding: EUR 1750







Photo by Mark Ledingham (CC BY 2.0)



This visit lasting several days was a chance for a brief meeting with interesting people and with the culture of a different country. Within a short period of time you acquire accumulated amounts of information.

extreme sports or participation in sled dog racing). "I established personal contact with some workers of the Institute of Psychology and discovered a number of common research and didactic interests. I know from my experience that personal contact is the best foundation on which to build future research teams and develop interests and scientific opportunities," Dr. Aleksandrovich emphasises.

Owing to the visit, both Universities were able to develop new forms of their international cooperation, thanks to which the Pomeranian University will be able to offer its teachers and students new forms of flexible studying at the two universities and significant staff qualification improvement. The visit

contributed to signing a cooperation agreement for 2015–2020 involving the development of interinstitutional specialisations and fields of study, mobility, implementation of joint research projects and good practices exchange. There is also an unusual added value of the meeting: the preparatory visit inspired Dr. Aleksandrovich to study Norwegian!

"Foreign mobility was nothing new to me," the participant says. "Thanks to my scholarships and grants I have travelled all over the world, broadened scientific knowledge, met outstanding scientists and made new friends for life. However, I had not supposed that my visit to Norway, to one of the northernmost cities, would make such an overwhelming impression on me."



Founded in 1968, the **University of Tromsø** is the northernmost HEI in the world! This unusual location makes the HEI an obvious place for the development of research into the region's natural environment, culture and society. About 12,000 students follow its courses and 2,700 lecturers and staff supervise their education. The University operates the Centre for Sami Studies, Arctic Studies, Women's and Gender Research. The University does research into development and environment, offers peace studies, health examination of the Sami population, is engaged in study on alternative medicine, runs city studies and postgraduate programmes. The Faculty of Pedagogy, Norwegian Historical Data Centre, University Museum and a library are also parts of the University.

NOW WE EXIST NOT ONLY ON PAPER

OWING TO DR. MARIA
ALEKSANDROVICH'S
PREPARATORY VISIT, THE
POMERANIAN UNIVERSITY
IN SŁUPSK ESTABLISHED
PERMANENT COOPERATION
WITH UIT – THE ARCTIC
UNIVERSITY OF NORWAY.
ITS PROSPECTS SEEM VERY
PROMISING INDEED!

"By exchanging emails and analysing publications, it is not always possible to understand the other partner, their interests and intentions," says Dr. Maria Aleksandrovich. "The scientific seminar allowed us to establish valuable personal contact with UIT researchers. It is true that bilateral agreements offer a lot of possibilities, but they are impersonal. The preparatory visit allowed me to meet my Norwegian colleagues and to make an official presentation of the academic cooperation plans of the Pomeranian University. Now our partners know that we exist not only on the paper and the authorities of both universities provide enthusiastic support to our activities."

As Dr. Aleksandrovich says, the preparation of the application itself was quite a challenge. Firstly, she wanted to see whether or not she would be able to prepare that application and whether or not it would be accepted. She was keen to obtain additional funding to involve more researchers from both Universities in international cooperation. However, she was also driven by academic curiosity: she desired to have a clearer picture of her Norwegian colleagues' research interests, increased ac-

ademic cooperation, exchange of good practices, guest lecturing and job shadowing.

A WIN-WIN

The main objective of the project was the development of conditions for the implementation of an international research project, on which the participant is working together with Dr. Piotr Próchniak. The continuation of contact between the two Universities indicates that there are real chances for this now, having seen the willingness to develop and broaden their cooperation.

It is a win-win: students of the Pomeranian University carry out mobilities to Norway (3-6 months long) and participate in intensive language courses. The results of joint research are becoming part of the study programme. The implementation of the project is also beneficial for the scientific development of staff at both universities, which will, in turn, contribute to their professional promotion. Norwegian researchers' interest in mobilities to Poland and in the joint preparation of a grant under Mobility Project has clearly grown. Having obtained the grant,



Now our partners know that we exist not only on paper and the authorities of both universities provide enthusiastic support to our activities.



of qualification of academic staff at both universities.

the Norwegian partner suggested the organisation of a joint scientific seminar in March 2016.

JOINT ENTERPRISES

Cooperation with the Norwegian university was very well received at the Pomeranian University. Researchers congratulated Dr. Aleksandrovich on her success and offered their help with the development of the Mobility Project. It follows from her observations that nowadays her colleagues are more interested in preparing joint publications, academic events and enriching study programmes by introducing new and interesting aspects linked to Norway.

It is to be expected that the long-term outcome of the project will consist in the development and improvement of qualification of academic staff at both universities, exchange of good practices and extending the education offer by new programmes and specialities adapted for the needs of the market.

"We are planning to develop our mutual scientific interests as part of our new research projects, joint publications and guest lecturing," says Dr. Aleksandrovich. "We cannot exclude our participation in new programmes organised by FRSE."











HOW A SMALL ISLAND SCHOOL TEACHES

TWO VERY DIFFERENT SCHOOLS ESTABLISHED COOPERATION THANKS TO THE VISIT OF MARZENA GŁAZUNOW OF NO. 2 LOWER SECONDARY SCHOOL IN NYSA TO AN ESTABLISHMENT IN THE NORWEGIAN TOWN OF FEDJE. THIS COOPERATION WILL GIVE RISE TO FUTURE JOINT PROJECTS.



MARZENA
GŁAZUNOW is a certified teacher of English
and Arts with 17 years of
experience. She works
at No. 2 Lower Secondary School in Nysa. As a
teacher she is interested
in broadening students'
horizons and developing student motivation
to learn English through
international contacts
and cooperation.



Marzena Głazunow is a certified teacher of English and Arts working at No. 2 Karpatczycy Lower Secondary School in Nysa. Her school, where about 400 students learn, operates in the centre of three large housing estates. The school continually cooperates with the local community and undertakes activities for their benefit.

The Fedje school, visited by the teacher as part of her preparatory visit, functions in a completely different environment: it is situated on a small island, and is attended by barely 90 students, including both 6-year-olds and 16-year-olds.

The purpose of the visit was to discuss cooperation between the establishments in Nysa and Fedje as part of future projects concerning education.

Moreover, it was to enable the partners to meet and learn joint activity by creating a partnership.

Marzena Głazunow participated in classes and observed Norwegian school life. She was surprised at the level of equipment in this small school situated on a small island: laptops for each student, photocopiers and printers, projectors and interactive whiteboards in each classroom, free access to all teaching/learning materials, free handbooks, exercise books and other school equipment. But there were more reasons to be surprised as in the Norwegian school the issues of discipline and the teacher-student relationship were completely different than in Poland.

"Students' free circulation during classes, leaving the classroom, a wide range of permissible con-

During the visit I managed to observe our hosts' everyday life, see their customs and experience their cooking.





Marzena Głazunow, No. 2 Karpatczycy Lower Secondary School in Nysa FSS/2013/R2/PV/W/0054





Funding: EUR 1250





Photo by Lech Głazunow



Fedje island impressed me with the closeness of nature, deer and roe deer coming close to the houses, a landscape full of smaller and bigger islands and water everywhere.

duct, being on first name terms with the teachers, walking round the school in socks," she mentions. However, she noticed that the approach to language learning was very traditional in Fedje. Simultaneously, she realised that Norwegian teachers too complained of being overloaded with work, especially administrative work (writing reports, completing various documents, etc.).

Thanks to this visit, the two schools established contact and signed a declaration of cooperation as part of future projects concerning education.

Being introduced to new organisational and technical solutions, exchange of experiences and ideas, and a chance to test skills in contact with foreign partners are among the long-lasting results of the visit.

However, being able to observe English classes and exchange experiences with the Fedje English teacher was an added value and unplanned benefit of the visit. "This meeting was very important to me as a teacher of English, as it gave me inspiration and ideas for my classes," Marzena Głazunow emphasises.

Photo by Lech Głazunow



The **Fedje school** is a public establishment situated on a small island in the West of Norway. It is attended by pupils and students from 6 to 16 years of age. The establishment boasts good housing and teaching infrastructure. The school is attended by 90 students taught by about 20 teachers. All students live on the island.

SUSTAINABLE DEVELOPMENT ETHICS

THE MARIA GRZEGORZEWSKA ACADEMY OF SPECIAL EDUCATION AND INTERNATIONAL ACADEMY OF PHILOSOPHY FROM LIECHTENSTEIN ESTABLISHED PERMANENT COOPERATION, THANKS AMONG OTHER THINGS TO DR. CHEIKH MBACKE GUEYE'S VISIT TO THE WARSAW HEI.



DR CHEIKH MBACKE GUEYE is an assistant professor at the International Academy of Philosophy in Liechtenstein, which is the first HEI in the principality, established in 1986. He teaches and conducts research there. His research interests include: social and political philosophy, ancient philosophy, ethics and philosophical anthropology. He is the author of two monographs, three books and a number of articles in journals as well as chapters in books.

I already know the Polish academic environment quite well, which I am sure will facilitate our cooperation.



The Maria Grzegorzewska Academy of Special Education (APS) aspires to the role of being the main domestic and European centre for exchange of thoughts and ideas concerning modern education, special education and social sciences. None of that can be achieved without intensive international networking and cooperation in the field of science and publishing. The visit of Dr. Cheikh Mbacke Gueye, lecturer at the International Academy of Philosophy in Liechtenstein, served that very purpose.

"The most important benefit from the visit was becoming acquainted with APS, establishing contact with its researchers and meeting students," says Dr. Cheikh Mbacke Gueye.

The participant was familiarised with the concept of the *Studies in Global Ethics and Global Education* journal discussing global problems and contemporary risks. The programme policy of the journal is determined by the two notions appearing in the title: global ethics and global education.

"That allowed me to get involved in publishing from the very beginning," emphasises the lecturer. "It would not have been possible without my visit to APS".

So the first issue of "Studies in Global Ethics and Global Education" features an article by Cheikh Mbacke Gueye entitled 'Prejudices: An Investiga-



Cheikh Mbacke Gueye, International Academy of Philosophy in Liechtenstein FSS/2013/R2/PV/EN/W/0002





Funding: EUR 1750





Photo by Mikael Lundgren (CC BY-ND 2.0)



The five-day visit was over very soon, but its results are visible.

tion Into Barriers of Humanity', where he claims that in these times of globalisation it is our duty to fight prejudice and divisions into "us" and "others" in order to build sustainable and peacefully coexisting communities.

Cheikh Mbacke Gueye's visit helped agree the rules of student and staff exchange between the Academy of Special Education and the International Academy of Philosophy in Liechtenstein.

Photo by Weronika Skaczkowska





The Maria Grzegorzewska Academy of Special Education in Warsaw is the oldest pedagogical HEI in Poland, founded in 1922. Currently it offers two faculties and six fields of study and has over 7,000 full-time and part-time students. It also provides a number of programmes leading to qualifications, and postgraduate programmes. As part of the Erasmus+ Programme the HEI maintains contact with 20 foreign HEIs. The mission statement of the HEI is that of its patron (There is no handicap – there is a person). It consists in preparing special education teachers and teachers working for people with various disabilities in the spirit of respecting their human and civil rights.

SUPPORT FOR A POLISH SCHOOL IN STAVANGER

PROFESSOR WOJCIECH KUDYBA OF THE CARDINAL STEFAN WYSZYŃSKI UNIVERSITY SPEAKS WITH ADMIRATION OF THE WORK OF THE POLISH CATHOLIC SATURDAY SCHOOL IN STAVANGER. THE WARSAW HEI WILL SUPPORT THE DEVELOPMENT OF THE SCHOOL'S EDUCATIONAL OFFER AND WILL OFFER TEACHER TRAINING.



DR HAB. WOJCIECH KUDYBA is a professor at the Cardinal Stefan Wyszyński University. His work focuses on contemporary Polish literature. His research interests include the works of Cyprian Kamil Norwid, contemporary poetry and the problem of spirituality versus literature. He cooperates with the Religious Language Commission at the Polish Academy of Sciences, is a member of the Scientific Society at the Catholic University of Lublin and of the KAAD-Partner Committee.



The visit to the Polish Catholic Saturday School in Stavanger enabled Prof. Kudyba to collect information about didactic and non-didactic problems relating to teaching Polish abroad. The visit also facilitated the detailed recognition of the Stavanger school's needs and reflection upon opportunities for supporting its development.

"I saw all documentation of the school, participated in classes, spoke to the headmaster and teachers," the participant comments. "I was really impressed with the work of the headmaster, Antoni Czajkowski. I was also surprised at the high level of cooperation between the school and the local government."

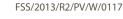
The purpose of the visit consisted in a discussion about the status and work of Polish schools abroad, their success and difficulties and support offered to the development of the Stavanger school's educational offer by the Cardinal Stefan Wyszyński University. The actions will be multilateral: among other things, students-volunteers from the Cardinal Stefan Wyszyński University will go to Norway, the University will provide the school with teach-

If not for the preparatory visit, I would know nothing of such a good Polish school outside the country's borders.





Wojciech Kudyba, Cardinal Stefan Wyszyński University in Warsaw



Time of the visit: 5-8 June 2014





PEDAGOGICAL SCIENCES, PSYCHOLOGY



Photo by Bruce Tuten (CC BY 2.0)



Owing to training, education quality of the Stavanger school will improve and Cardinal Stefan Wyszyński University student volunteers will gain unique experience.

ing aids for the purpose of teaching the Polish language. There were also talks aimed at inviting students and teachers from the school to cooperate with the Cardinal Stefan Wyszyński University and to participate in activities for foreigners conducted in the Institute of Polish Studies.

The visit resulted in a training plan that is to be offered to the Stavanger school by workers of the Cardinal Stefan Wyszyński University. However, the Polish HEI will also derive tangible benefits. One of them is a report on the improvement of the education quality of programmes in glottodidactics prepared by the Cardinal Stefan Wyszyński University and developed thanks to the inclusion of problems faced by Polish language schools abroad. The Norwegian partner created a report on the improve-

ment of education quality in the Stavanger school thanks to the application of teaching aids and methodical assistance provided by the Cardinal Stefan Wyszyński University.

"The institutional benefits are obvious: the Department of Glottodidactics at the Cardinal Stefan Wyszyński University and the Polish school in Stavanger have a better understanding of their weak and strong points and of possible cooperation," says Prof. Kudyba. "From the professional point of view, I became acquainted with the specificity of work of the Stavanger school. I also updated my private database of Polish schools abroad."

In the future, the Cardinal Stefan Wyszyński University may create a virtual database of Polish schools abroad.

The **Polish Catholic Saturday School in Stavanger** is a private school cooperating with the local government.

WISE SUPPORT FOR FOREIGN STUDENTS

EXCHANGE OF EXPERIENCES LINKED TO FOREIGN STUDENT ADAPTATION WAS THE CENTRAL THEME OF THE VISIT OF MAGDALENA ŁAZAREWICZ FROM THE MEDICAL UNIVERSITY OF WARSAW TO THE NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY IN TRONDHEIM.



Trondheim and its academic environment is a wonderful place not only for working but also for living.



The Medical University of Warsaw (WUM) is the largest medical university in Poland. 9,000 students, including almost 600 foreigners, follow programmes covering 11 fields of study. Norwegian students constitute a considerable group.

Dr. Magdalena Łazarewicz's preparatory visit aimed to find out which practices serving cultural adaptation and psychological and social support offered to foreign students are applied at the Norwegian University of Science and Technology. WUM has cooperated with that partner since 2006; however, so far the cooperation has concentrated on other issues. Thanks to Dr. Łazarewicz's mobility, a draft project under Development of Polish HEIs was prepared together with representatives of NTNU.

Wishing to address problems faced by foreign students, the Medical University of Warsaw set an important objective – to develop a comprehensive programme of cultural adaptation as well as psychological and social support, and – as a result of this – to improve the quality of life and foreign students' functioning at university and in the local community.

"Direct talks with specialists in a particular field are practically irreplaceable. My meetings with 14 persons, as that is the number I managed to meet during the visit, resulted in new information and ideas," says Dr. Łazarewicz.

Experience exchange and the Norwegian partner's expert knowledge will help develop and implement a comprehensive programme of psychologi-



Magdalena Łazarewicz, Medical University in Warsaw FSS/2013/R2/PV/W/0033



Funding: EUR 1750









Norwegian University of Science and Technology

The mission of the Norwegian University of Science and Technology in Trondheim, founded in 1996, is Knowledge for a better world. The HEI specialises in technology and natural science and it also offers programmes in humanities, social and economic sciences and fine arts. It has seven faculties (Architecture and Fine Arts, Engineering Science and Technology, Information Technology, Mathematics and Electrical Engineering, Medicine, Natural Sciences and Technology, Sociology and Marketing, and Arts) with about 23,000 students educated by an academic staff of 2,500. The HEI's students and researchers may benefit from almost 300 bilateral research agreements and exchange programmes with institutions from all over the world.

cal and social support offered to foreign students. The programme will be constantly developed by WUM, also after the completion of the project. Undoubtedly, the implementation of the project will improve the study conditions at the HEI and its attractiveness to the best candidates from abroad.

"I met many interesting and enthusiastic people and I had an opportunity to work with them," says the participant. "The visit inspired me to work hard on my application in the call for proposals under Development of Polish HEIs and to submit another application concerning a preparatory visit."





DR MAGDALENA ŁAZAREWICZ is a psychologist working in the Department of Medical Psychology at the Medical University of Warsaw since 2006. She coordinates the work of the Psychological Counselling Centre for English Division Students. She also works in the Prof. W. Orłowski Hospital. She is the author of publications discussing interpersonal communication between healthcare workers and terminally ill patients, stress experienced by family members acting as carers to Alzheimer's disease sufferers, and the life quality of cardiac patients. Her research interests include issues of geriatric psychiatry. Since 2006, she has cooperated with the Norwegian University of Science and Technology in Trondheim within the Research Centre for Health Promotion and Resources HiST/NTNU. She wrote her PhD thesis under the supervision of Professor Geir Arils Espnes of NTNU.



Finding
a completely
different
perspective from
which to look
at issues
is extremely
inspiring.

FOREIGN STUDENTS' CULTURAL ADAPTATION

THE GROWING
INTERNATIONALISATION OF HEIS,
THE DIVERSIFICATION OF STUDENT
POPULATION AND A STUDENTCENTRED MODEL OF EDUCATION
POSE NEW CHALLENGES TO POLISH
HEIS. TO MEET THEM, THE MEDICAL
UNIVERSITY OF WARSAW WILL USE
EXPERT KNOWLEDGE POSSESSED
BY THE STAFF OF THE NORWEGIAN
UNIVERSITY OF SCIENCE AND
TECHNOLOGY IN TRONDHEIM.

Cultural Adaptation, Integration and Psychological Counselling Provided to Foreign Students is a project that started from Magdalena Łazarewicz's visit to the Norwegian University of Science and Technology (NTNU).

BETTER INTEGRATION = BETTER RESULTS

Although every year Poland has more and more foreign students, there is still no psychological counselling to foreigners studying in our country and the lack of cultural competencies of Polish students and HEI workers is still evident. This significantly influences foreign students' academic achievements. Therefore, the most important objective of the project is to develop a comprehensive programme facilitating foreign students' quick integration with the local and academic community and supporting them in facing challenges resulting from studying in a foreign country. The launch of this comprehensive programme of cultural adaptation and psychological and social support will improve students' welfare, their quality of life and functioning both in the HEI and in the local community.

As part of the project, needs and best practices linked to psychological and social support were thoroughly analysed, which forms the basis for methods of preventing psychological problems (e-learning programme and professional adaptation days raising the level of control and the feeling of security). Moreover, methods of student integration promotion (by creating appropriate infrastructure) and methods of supporting students in need of specialist assistance (development of counselling centres for foreign student, easily accessible professional self-help materials) were looked at.

MAKING GOOD USE OF THE BEST EXPERIENCES

The project Cultural Adaptation, Integration, and Psychological and Social Support Offered to Foreign Students will help analyse the needs and good practices linked to psychological and social support in the world's top HEIs and develop a comprehensive support programme: from the moment of acceptance by the HEI, through assistance in finding one's feet in the new conditions, to professional support in crisis situations faced in the foreign country. The project will also help raise WUM Medical University of Warsaw (WUM) staff's competencies relating to understanding cultural differences and providing support to foreign students. It will also contribute to building a better integrated inter-cultural and international academic community at the Medical University of Warsaw.



EXPERTS AND... STUDENTS

The project provides for cooperation based on an expert model. The Medical University of Warsaw is an institution responsible for the implementing and finalising project accounts. It manages the project on an ongoing basis and makes arrangements with Norwegian experts. The main project tasks are: provision of expert knowledge on foreign student support and integration (participation in discussions, presentations at meetings), giving opinion on previously prepared reports, consulting planned interventions and e-learning scenarios, evaluation of project outcomes. Experts are kept abreast of work progress and continue to exchange emails with the project coordinator. All materials created during the project will be made available to the experts for constant use.

Not only HEI workers, but also numerous foreign students of the Medical University of Warsaw are involved in the project. They made their presence felt at the kick-off meeting and they are following work progress. It was the students themselves that made decisions on the visual style of the project. They willingly participate in additional surveys concerning the most important issues in their opinion, topics to be tackled in self-help e-learning programmes which will be available on the webpage of the Psychological Counselling Centre for Foreign Students of the Medical University of Warsaw. The following issues were indicated as the most important: coping with anxiety and stress, time management and depression.

In the future, the project *Cultural Adaptation, Integration, and Psychological and Social Support Offered to Foreign Students* will undoubtedly contribute to foreign students' growing interest in studying at WUM and it will serve the purpose of building the HEI's reputation in the international environment.

DIRECT CONTACT CANNOT BE OVERESTIMATED

EVA LØVEID MØLSTER OF THE WESTERDALS
UNIVERSITY COLLEGE IN OSLO WAS A FIRST-TIME
VISITOR TO POLAND. THANKS TO COOPERATION
ESTABLISHED BETWEEN HER HEI AND THE
UNIVERSITY OF FINE ARTS IN POZNAŃ SHE NOW HAS
A CHANCE TO VISIT OUR COUNTRY MORE OFTEN.



EVA LØVEID MØLSTER is a philosopher and programme coordinator in the Oslo National Academy of Arts. At the time of her visit, she was employed at the NISS University College, Department of Visual Art. In 2014 the NISS University College was transformed into the Westerdals University College.

She says that during her five-day visit to Poland she met a lot of interesting people: professors, artists and students of the University of Fine Arts. She saw their works and learnt about their artistic plans, priorities and ideals.

"The majority of information about the University of Fine Arts in Poznań was available online but it was in Polish," she says. "Direct contact is, therefore, extremely important and its value cannot be overestimated."

Eva Løveid Mølster works in a "young" Norwegian HEI which is looking for more experienced partners

for joint projects. Hence the mutual visits – first that of a representative of the University of Fine Arts to Olso, then Eva Løveid Mølster's to Poznań. The participant visited some faculties at the University of Fine Arts, met their workers and students and participated in talks at the International Office of the Poznań HEI, which proved very useful in the context of future intensive student and staff exchange between the Polish and Norwegian partners. She observed the teaching process and organisation of classes at the University of Fine Arts and was able to get a picture of how the relation between formal plans of study and their real-life outcomes functions in practice.

I saw the works of students and staff of the University of Fine Arts and a performance in Polish.





Eva Løveid Mølster, Westerdals University College in Oslo FSS/2013/PV/EN/W/0019









Photo by Mariusz Ciszewski (CC BY-ND 2.0)



I had never been to Poland before, so the preparatory visit was an immensely interesting experience to me.

"I was surprised that all those everyday problems that we have to face are identical in both HEIs," she admits.

Having returned from Poznań she recorded her conclusions from the visit and also presented them to her home HEI at some informational meetings. Her experiences related to the University of Fine Arts al-

lowed her to initiate a discussion on the development of international cooperation involving the Norwegian HEI.

"The visit inspired me to encourage my colleagues and students to take up new challenges in the field of international cooperation," says Eva Løveid Mølster.

Photo by Tomasz Hejna LAGOMphoto



The University of Fine Arts in Poznań, a HEI with a 90-year tradition, is the largest artistic HEI in Poland. Currently, it has over 1,400 students following various programmes. The HEI cooperates with a number of artistic schools all over the world and also provides programmes in English. The University of Fine Arts has eight faculties: Graphic Arts and Visual Communications, Animation, Painting, Sculpture and Space Activities, Architecture and Design, Interior Design and Stage Design, Artistic Education, and Multimedia Communication offering a total of thirteen fields of study and eighteen specialisations.

MUSIC IS A UNIVERSAL LANGUAGE

FIVE BUSY DAYS FILLED WITH MEETINGS MAKING UP THE PREPARATORY VISIT OF DR. EWA MURAWSKA OF THE UNIVERSITY SCHOOL OF MUSIC IN POZNAŃ AT THE UNIVERSITY OF AGDER WERE ENOUGH TO ESTABLISH NEW CONTACT AND MAINTAIN THE HEI'S PREVIOUS COOPERATION. A NEW WORK WAS COMPOSED ON THIS OCCASION: "FOLK-DUO FOR TWO FLUTES."



I was surprised that in Norway and Iceland the development of cultural education is so dynamic, and the imposing infrastructure of cultural objects is but one example.



Dr. Ewa Murawska, who is in charge of the flute class at the Faculty of Instrumental Music, University School of Music in Poznań has cooperated with the Nordic countries since 2003. At the beginning, thanks to her own effort and then thanks to the STF programme among other things, she managed to implement a number of projects concerning cooperation between Poland, Iceland and Norway.

"I always look for an opportunity to travel to Iceland or Norway as I feel extremely attached to those communities and cultures owing to this long-term and fruitful cooperation," she says.

During the five days of her visit the participant met Norwegian artists, researchers and the driving forces behind culture and artistic education. This allowed her to advance her knowledge of the culture, society and language of Norway, which is a beautiful combination of her artistic experiments and interests.

The establishment of permanent cooperation between the University School of Music in Poznań and the University of Agder was one of the purposes of the visit. The Polish and Norwegian HEIs developed an action strategy for the next few



Ewa Murawska, Faculty of Instrumental Music, University School of Music in Poznań FSS/2013/R2/PV/W/0009



Funding: EUR 1250





UNIVERSITY OF AGDER

The **University of Agder** was founded in 1994 as a result of a merger of six HEIs, however, its academic tradition goes back to 1839. It is one of the most important universities in Norway. The HEI has campuses in Kristiansand (where the participant was staying) and Grimstad. It has five faculties and offers over 175 study programmes, including 20 master's degree programmes and 7 doctoral programmes. The HEI is composed of the following faculties: Economics and Social Sciences, Fine Arts, Health and Sport Sciences, Humanities and Education, and Engineering and Science. As part of programmes provided in the Department of Classical Music, Visiting Professors are regularly invited, students carry out international mobilities, take part in numerous international projects and serve their placements in the Kristiansand or Stavanger Philharmonic Hall.

years. Joint operation plans in the scope of education, science and arts between Polish and Norwegian artists and institutions were successfully created.

"It is not difficult to start cooperation between institutions or particular units; it is much more difficult to continue it successfully over a longer period of time;" says Dr. Ewa Murawska. "Above all, this requires trust on both sides. And then: commitment, respect for the partner and incessantly developed creativity."

Meetings not only with performers of classical music and jazz, but also with those who create it: composers, authors and arrangers, were undoubtedly an important part of the programme. Plans were developed to initiate permanent creator-performer cooperation which, ultimately, is to help with creating new music literature.

The creation of a new composition entitled "Folk-duo for two flutes" dedicated to Dr. Ewa Murawska and the Norwegian employee responsible for her stay was an unplanned result of Dr. Ewa Murawska's visit to the University of Agder.





DR HAB. EWA MURAWSKA is an academic at the Ignacy Paderewski University School of Music in Poznań. She obtained her PhD in 2006 and in 2011 she was awarded the degree of doktor habilitowany. Her PhD thesis was devoted in full to the role of the flute in the works of Norwegian composers. She is in charge of one of three flute classes at the HEIs Faculty of Instrumental Music, Department of Wind Instruments and Accordion.



My visits to Norway, apart from bringing invaluable benefits in the area of science, education and art, are always a long-awaited moment of leaving everything behind.

EDVARD MUNCH "TO RETURN" TO WROCŁAW

IN 2013, WHEN DR. ANNA PTAK-GUSIN OF THE UNIVERSITY COLLEGE OF HANDICRAFT IN WROCŁAW WENT ON HER PREPARATORY VISIT TO THE MUNCH MUSEUM IN OSLO, NORWAY CELEBRATED THE 150TH ANNIVERSARY OF THE PAINTER'S BIRTH. IN 2016, MUNCH WILL SYMBOLICALLY RETURN TO WROCŁAW ON ACCOUNT OF THE CITY'S BEING THE EUROPEAN CAPITAL OF CULTURE.



DR ANNA PTAK-GUSIN, art historian, is a lecturer at the University College of Handicraft in Wrocław and the University College of Banking in Wrocław. Since 2010, she has cooperated with the Munch Museum and researched into the life and works of the author of The Scream. She has prepared several publications and delivered a number of open lectures on this subject. Lately, she has prepared several research, educational and art projects, all of them entitled "Munch in Wrocław 1893-2016." Munch's reintroduction into the cultural life of Wrocław, when the city will be the 2016 European Capital of Culture, is the most important objective of the project.



The year marked by the 150th anniversary of the painter's birth was the most important event in the history of the Munch Museum. Never before had so many fringe events accompanying an exhibition been organised. Obviously, the main purpose of the preparatory visit boiled down to the participation in the celebrations of this anniversary, holding talks, interviews, visiting the Edvard Munch (1863–1944) exhibition presented by the Nasjonalmuseet and Munchmuseet and the observation of the audience's reactions to activities proposed by the museum and the City of Oslo.

"The intricacy of motifs, contents and forms of Munch's works as well as the multiple vicissitudes plaguing his life are the reason why, despite an enormous number of publications already existing, some aspects relating to his works are still terra incognita," claims Dr. Ptak-Gusin.

A vital part of the visit involved gathering material linked to the Norwegian celebration of the 150th anniversary of Munch's birth to be presented in Poland and collecting updates on current research and publications held in the Museum Library. Giv-

Munch Museum employees were keen to share their knowledge and experience relating to the activity of the institution.





Anna Ptak-Gusin, University College of Handicraft and Management in Wrocław FSS/2013/PV/W/0035



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MUNCH MUSEET

The Munchmuseet (Munch Museum) is the institution possessing the largest collection of Edvard Munch's works. The Museum was founded in 1963 by the City of Oslo following the artist's last will, in which he bequeathed all his works from his last house in Ekely. The museum houses paper and painting conservation studios. It cooperates in the field of research and exhibition with a number of institutions all over the world whose collections include Munch's works.

en such an immense number of exhibits totalling a dozen-or-so thousands of works of art, the opportunity to see some of the most important exhibitions in the history of the Museum facilitates the organisation of knowledge of the whole collection.

Initial talks about the Munchmuseet curator coming to Wrocław in order to present selected issues relating to the works by Edvard Munch were held during the visit. The prospect of a museum worker coming to the place where an exhibition of the Norwegian master's works was held over 100 years ago, got transformed into a project involving the organisation of a retrospective presentation of his masterpieces.

"From the professional perspective, improving my knowledge and experience relating to research into some selected aspects of Munch's works and life is the most important benefit derived from this visit," says the participant. "The visit also served the purpose of establishing new and maintaining existing contact with museum workers, which will be helpful in the implementation of my plans in the area of science and education," she adds.

Polish students are familiar with just one most famous work by Munch – *The Scream*. And yet the Norwegian master created thousands of outstanding works. Therefore, there is no doubt that the promotion of Norway's cultural heritage, and in particular Munch's works, is an important and needed undertaking.

Photo by Kai Rune Storhagen (CC BY-NC-ND 2.0)





The most important thing for an art historian is to see original art objects.

Outside the beaten track of education

Added value of Preparatory Visits

ABOVE ALL, PREPARATORY VISITS ARE INTENDED TO INITIATE ACADEMIC COOPERATION, BUT EACH ONE OF THEM BROADENS ONE'S HORIZONS, OPENS PEOPLE UP TO A NEW CULTURE, ALLOWS THEM TO GET TO KNOW OTHERS AND THEIR CUSTOMS, MARVEL AT NATURE, ARCHITECTURE OR EVEN COOKING. AND SUCH ADDED VALUES ARE HIGHLY RATED BY OUR PARTICIPANTS.

WHAT DID YOU SUCCEED IN?

Five days is not a long time, so, you have to use it to the full.

"During a preparatory visit lasting some days you can meet a lot of people, establish new contacts, gather lots of materials, see some exhibitions and return to the favourite places of the city of Oslo," says Anna Ptak-Gusin (p.56). "You certainly need perfect time management and to focus your energy on various activities."

"Preparatory Visits offer immense opportunities, above all to see academic life in the Norwegian HEIs," emphasises Małgorzata Szews (p.26). "You can see the standards that function in the host HEI, student life and the architecture of university buildings that combines tradition and modernity in a specific way in Norway."

"Of course the visit also had an added value allowing me to become acquainted with the local context which will prove useful, I hope, in the subsequent work on the project," says Agata Bachórz (p.10). "There was, for example, informal contact with representatives of the Polish minority in Reykjavik, sightseeing in the city and participation in lectures held in the City Library." "My preparatory visit gave me the opportunity to experience lots of unforgettable impressions relating to the enthralling nature of Norway and extremely nice, open and immensely hospitable inhabitants of the country," adds Marzena Głazunow (p.42).

Photo by NTNU SVT/Lena Knutli (CC BY-NC-ND 2.0



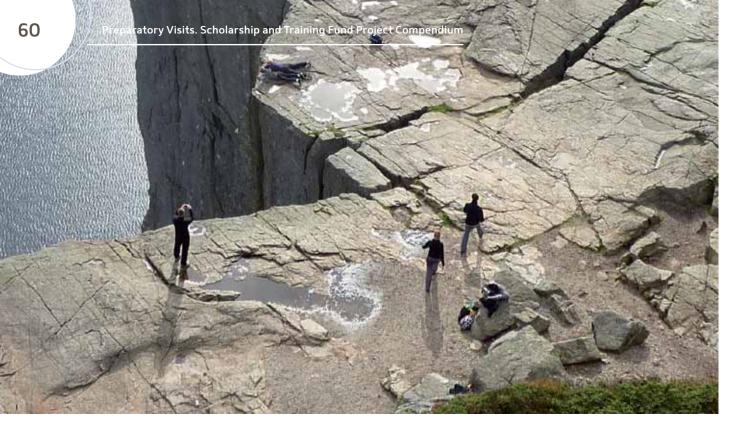


Photo by Michał Burmajster

PEOPLE AND CUSTOMS

Success (or failure) of a preparatory visit is decided above all by people. What are Norwegians and Icelanders like?

"Norway is a beautiful, rich, but very unassuming country," says Joanna Domagała-Kulawik (p.28). "Its people are kind, open and their personal culture commands respect."

Maciej Woźny (p.34) says: "During my visit I was pleasantly surprised at the great kindness and openness of the staff of the University of Nordland and other Norwegians."

"Icelanders' little openness and expressiveness was quite a surprise for me," admits Dominika Polkowska (p.22). "I was amazed at the absolute equality of everyone, including gender equality."

Hanna Trębacz (p.30) emphasises the same aspect: "During my visit there was a discussion on the strategy of gender equality in Iceland." The University of Iceland developed a gender equality programme relating to access to education and the labour mar-

ket, as well as to the dissemination of the relevant good practices, which also encompasses the equalisation of chances and projects targeting women. "The low level at which the style of working and relationships between workers of the University of Iceland were formalised was a novelty to me," says Agata Bachórz (p.10). Dominika Polkowska (p.22) adds: "There were no problems to go and see the Rector of the University of Akureyri. The distances between employees, regardless of their position, are very small and the organisational structure contrary to what we know from Poland - fairly flat." "Trondheim and its academic environment is a wonderful place to work and live in," claims Magdalena Łazarewicz (p.48). "It allows you to keep good work-life balance, and be effective and satisfied with the tasks you perform."

ON THE ISLAND, IN THE MOUNTAINS, AT THE SEASIDE, AT THE FOOT OF THE VOLCANO

The aurora borealis, a volcanic eruption, waterfalls, the sight of the sun at midnight – owing to your preparatory visit these things will be etched on your memory forever.

"You cannot just describe Iceland in a few phrases," says Dominika Polkowska (p.22). "This is a country of contrasts. Akureyri is a city at the end of the world. In May the sun does not set there but the temperature does not exceed 5 degrees. There is lava everywhere instead of grass and trees. The local beautiful and natural waterfalls are the biggest attraction and bathing in natural hot water sources is the cherry on the cake". "An opportunity to visit Bergen and its traditional fish market, fantastic Old Town and the breathtaking views from the Floyen hill were undoubtedly the biggest attraction," says Marzena Głazunow (p.42). "The Fedje island impressed me with the closeness of nature, deer and roe deer coming close to the houses, a landscape full of smaller and bigger islands and water everywhere."

"A mobility abroad was not new to me," says Maria Aleksandrovich (p.38). "Thanks to my scholarships and grants I have travelled all over the world, broadened scientific knowledge, met outstanding scientists and made new friends for life. However, I had not thought that my visit to Norway, to one of the northernmost cities, would make such an

overwhelming impression on me. Alta, the biggest city in the region of Finnmark, is the Sahara of the North. That is because the annual rainfall recorded there is 400mm; that is less than in the Sahara. The climate is dry with sunny summers and long and snowy winters. The sun does not set here between 16 May and 26 July and does not rise between 24 November and 18 January."

"The spring in the year of my preparatory visit was exceptionally clement to Bergen inhabitants and the whole of Norway," says Wojciech Nowiak (p.18). "It did not rain and it was relatively warm, which was a great gift from nature to Norwegians and all visitors from abroad. This allowed us to go on a joint expedition to a hill called FI."

No such luck in the visit of Rafał Smoczyński (p.24) who says: "Because the rainfall in Bergen is quite heavy, the weather is just perfect for working in the university library, which is magnificently equipped."

"Iceland has been intriguing me for years," admits Lidia Pokrzycka (p.20). "It is beautiful and simply exotic to Poles. What's more, just when I was there, a volcano erupted on the island."

Photo by Tomasz Krakowiak





Photo by Ethan Trewhitt (CC BY-NC-ND 2.0)

HOPING TO GO THERE AGAIN

A preparatory visit may spark a new lifetime passion or provide an inspiration to make plans for the future, including for the remote future.

"Iceland is a very interesting country," says Prof. Aleksander Sładkowski (p.36). "Unfortunately, I did not manage to visit anything else apart from Reykjavik – no time. But I cannot rule out that I will have such opportunities in the future."

"The preparatory visit inspired me to study Norwegian," admits Maria Aleksandrovich (p.38).

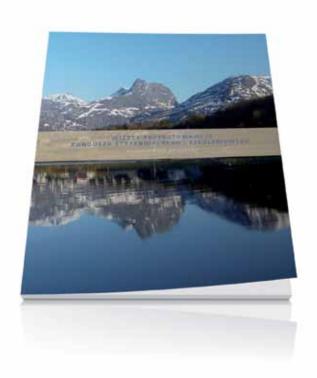
"I always look for an opportunity to travel to Iceland or Norway as I feel extremely attached to those communities and cultures owing to this long-term and fruitful cooperation," says Ewa Murawska (p.54). "Both countries stem from the same historical circle, but their cultures differ. Whenever I am in Norway or Iceland I am surprised at their dynamic development of cultural education, whose example is the imposing

infrastructure of cultural objects (the designer building of the Oslo Opera House, the Hilden Concert Hall in Kristiansand, so well thought-out and blended into the seaside landscape, or the architectonic and acoustic gem of the North and Europe as well – the Harpy building in Reykjavik). It seems obvious that no such buildings would have been constructed if there had been no demand for culture. My visits to Norway and Iceland, apart from bringing invaluable benefits in science, education and art, are always a long-awaited moment of leaving everything behind and immersing into nature (which on the one hand is austere, on the other – majestic), savouring fresh air and the peace of life. I cannot help this fleeting thought that one day I will live there for longer."

WIZYTY PRZYGOTOWAWCZE FSS. KOMPENDIUM PROJEKTÓW

Od wieków mówi się, że podróże kształcą. Porzekadło to nabrało nowego znaczenia dzięki działaniu Wizyty Przygotowawcze w ramach Funduszu Stypendialnego i Szkoleniowego. Kilkudniowy wyjazd, wypełniony spotkaniami, prezentacjami i dyskusjami, bardzo często staje się impulsem do nawiązania wzajemnie korzystnej współpracy pomiędzy instytucjami edukacyjnymi krajów uczestniczących w programie. Wizyty mają jednak także wymiar osobisty: otwierają uczestników na świat, zwiększają ich ambicje zawodowe, zachęcają do podnoszenia kwalifikacji, nauki języków, kolejnych podróży. Zmieniają życie ludzi i instytucji. Jak bardzo zmieniają – staramy się pokazać w naszej publikacji.

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