



Gdańsk 31.08.2025

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Rector's Representative for International Educational Programs  
Chair of the Rector's Internationalization Committee

**To: CESAER General Assembly**

### **Motivation Letter**

Dear Delegates, Dear Colleagues,

Hereby, as a Rector's Representative for International Educational Programs and Chair of the Rector's Internationalization Committee of Gdańsk University of Technology I am expressing my interest and outline my motivation to be re-elected as a Director of CESAER in 2026-2029.

As stated in the CESAER Strategy 2030, the collective strength of our association lies in the ability of its members to be globally excellent while locally rooted.

In a similar fashion, the success of the European Research Area and European Education Area depends on the strength of each of their building blocks – individual institutions and their local ecosystems, that contribute to regional, national and European prosperity. Efficient regional and cross-border collaboration in line with the 'united in diversity' principle, respectful of differences in needs, traditions, cultures and approaches is fundamental to achieving our mission. Deep understanding of these differences in CESAER should be secured through a broad geographical representation of its members as well as its governing bodies. Thus, I am applying for the position of the Director as the candidate that brings in the perspective of the Central and Eastern Europe.

It is my belief that we should strive to unite rather than unify. To facilitate collaboration that builds the capacity of our institutions and amplifies their impact at all levels. To take a more proactive approach that shapes the national and European policies that strengthen our institutional autonomy while providing tools and solutions that foster national and transnational interinstitutional endeavours in research, innovation, and education.



I have a strong background in STEM and expertise in joint international education, including research-based education, staff and student exchange, doctoral training, and European Universities Initiative. Therefore, I would like to contribute to the Board of Directors involvement in the actions stated in the CESAER Work Plan 2026-27 and Strategy 2030 and other activities, such as:

- Counteracting STEM talent gaps and securing the strong role of universities of S&T in the co-creation of the Union of Skills and the European STEM strategic plan.
- Facilitating industrial and joint doctorates.
- Advocating for frameworks that facilitate transnational education.
- Reinforcing the autonomy of universities as the degree awarding institutions.
- Securing the parity of esteem between research, teaching and other academic activities.
- Lobbying for good (STEM-friendly and otherwise fitting) solutions in EU funding programmes.
- Strategic engagement in the developments of European Universities alliances.
- Having our say in European initiatives, such as European Degree, and automatic recognition.
- Fostering responsible internationalisation.
- Embedding students' voice in the policy making.
- Positioning our Members as leaders in future-proof, inclusive, and transnational education.

Moreover, I am very anxious to carry on my role as a Co-chair of the Task Force Learning & Teaching (planned to be transformed to European Higher Education Policy) and a liaison between the Task Force and the Board of Directors.

I would be honoured to continue my mandate as a Director of CESAER in the upcoming term and contribute to future development of our association.

I am looking forward to seeing you in Brno.

Yours Sincerely,

*Justyna Lubońska*