



**AKADEMIA MARYNARKI WOJENNEJ**  
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**Polish Naval Academy**  
**Rector-Commandant**  
**Rear Admiral Prof. Tomasz Szubrycht, PhD, DSc**

Gdynia, ...~~22~~ April 2026

**The Chairman of the Implementation Group of the Military Erasmus Initiative**  
**Colonel Assoc. Prof. Hon. Sen. Harald GELL, PhD (habil.), MSc, MSD, MBA**

## Letter of Nomination

I am pleased to provide my highest recommendation for Dr Monika Wysocka in support of her candidacy for the position of Vice Chair Area 1 (Human Resources) within the EMILYO Implementation Group.

Dr Wysocka is a distinguished academic and an experienced professional in the field of internationalisation of higher education, with particular expertise in cooperation among military academies. She is affiliated with the Polish Naval Academy in Gdynia, where she serves as the Rector's Plenipotentiary for International Exchange and Institutional Coordinator of Erasmus+ and Military Erasmus+ programmes. Since 2015, she has been responsible for developing international partnerships, coordinating student and staff mobility, and strengthening institutional cooperation at both European and global levels.

Her extensive experience directly aligns with the key responsibilities of supporting the Chair of the Implementation Group in human resources-related matters. Dr Wysocka has demonstrated exceptional ability in identifying, engaging, and coordinating academic and military personnel across diverse institutional and international environments. She actively contributes to building sustainable teams and ensuring continuity in international cooperation frameworks.

Her strategic approach to internationalisation reflects a deep understanding of balanced representation and inclusiveness. She consistently promotes equitable participation across institutions, services, and geographical areas, ensuring that international initiatives are diverse and representative. Her work strongly supports strategic human capital planning in multinational environments such as EMILYO.

Furthermore, Dr Wysocka is strongly committed to succession planning, knowledge transfer, and the preservation of institutional memory. Through her long-standing involvement in international programmes, she ensures continuity of expertise and effective onboarding of new participants, contributing to the long-term sustainability of collaborative initiatives.

Particularly noteworthy is her long-standing engagement in the development of naval higher education within Line of Development 11 (LOD 11). Dr Wysocka actively contributes to initiatives aimed at strengthening cooperation among European naval academies, enhancing the quality of education, promoting the internationalisation of curricula, and fostering a coherent educational environment for future naval officers.

Dr Wysocka is also highly effective in fostering engagement, motivation, and retention among both academic and military staff. She recognises and promotes good practices, builds strong professional networks, and creates an environment that encourages active participation and long-term commitment. Her leadership style is inclusive, supportive, and results-oriented.

Importantly, she actively promotes horizontal priorities such as gender equality, diversity, and inclusiveness. Her involvement in initiatives aligned with the Women, Peace and Security agenda demonstrates her commitment to integrating these values into institutional practices and international cooperation.

Dr Wysocka's academic background in security studies, complemented by international training at leading institutions and participation in prestigious programmes, further strengthens her profile. She has also received awards recognising her outstanding contribution to the internationalisation of higher education.

In addition, it is worth emphasising that her active participation in the work of the Implementation Group is strongly supported institutionally. The Polish Naval Academy ensures funding for her attendance at Implementation Group meetings at least four times per year, which guarantees continuity, reliability, and sustained engagement in the group's activities.

In conclusion, Dr Monika Wysocka is an exceptionally qualified candidate whose expertise, leadership, and dedication make her ideally suited for the role of Vice Chair Area 1 (Human Resources) within the EMILYO Implementation Group. I strongly and unreservedly recommend her candidacy.

REKTOR – KOMENDANT  
AKADEMII MARYNARKI WOJENNEJ

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konradm. prof. dr hab. Tomasz SZUBRYCHT