

THE SCIENTIFIC PARTNERSHIP BETWEEN THE HARZ UNIVERSITY OF APPLIED SCIENCES AND THE FACULTY OF PUBLIC POLICIES IN OPAVA

Wolfgang Beck¹, Marta Kolaříková², Marie Sciskalová³

Abstract

The contribution was based on the long-term cooperation of the Silesian University in Opava with the University of Hochschule Harz, Halberstadt. The cooperation of the Department of Administrative Sciences, Harz University of Applied Sciences, with the Institute of Public Administration and Social Policy, Faculty of Public Policies, Silesian University in Opava, has developed both at the level of exchange stays of teachers and students. Cooperation was also devoted to research activities and existing approaches to research in the field of public administration, with ministries and nationally recognized institutions, local governments in Saxony-Anhalt, the German Federal Republic and the Czech Republic.

As part of the collaboration, a joint publication on the development of local administration in Germany and the Czech Republic was published in 2018 (ISBN 978-3-941636-26-2). The long-term cooperation resulted not only in the implementation of projects on current challenges in public administration, with a focus on local self-government, but also in a publication on the topic of Think administration in an interdisciplinary manner. In this publication, Chapter IV is devoted to scientific partnership in the field of public administration in the Czech Republic and the Federal Republic of Germany.

The contribution was created for the 25th anniversary of the Department of Administrative Sciences of the Harz University of Applied Sciences, German Federal Republic.

It is an excerpt from the publication Think administration in an interdisciplinary manner.

In this regard, the above-mentioned authors believe that it would be appropriate to publish a contribution in the journal Central European Papers, published by the Faculty of Public Policies, Silesian University in Opava.

Keywords

cooperation, college, science, projects, exchange of experience

¹ Department of Administrative Sciences, Harz University of Applied Sciences

² The Institute of Pedagogical and Psychological Sciences, Faculty of Public Policies in Opava, Silesian University in Opava

³ The Institute of Public Administration and Social Policy, Faculty of Public Policies in Opava, Silesian University in Opava

INTRODUCTION

The emergence of partnerships⁴ depends in no small measure on coincidences. This is probably no less true for the beginning of scientific cooperation. The cooperation between the two departments of the Silesian University in Opava and the Harz University of Applied Sciences began on the occasion of an exchange of lecturers mediated by the Erasmus program.⁵

This was preceded by contacts between the Harz University of Applied Sciences and other Czech universities, such as the University of Pardubice, and stays by Czech lecturers at the Department of Administrative Sciences.

The Silesian University⁶ is located in the east of the Czech Republic and, like the Harz University, was founded after the political change, making in relatively young university, full of dynamism and innovative spirit!

Partnerships are not permanent events, but often a sequence of intensive and less intensive cooperation. It is all the more remarkable that reciprocal stays and a constant project-related exchange on specialist topics could become an integral part of the academic year. Of course, the cooperation is embedded in the ongoing commitments of those involved in teaching, departmental administration and research. Despite the different professional approaches, the interpersonal factor plays a major role. Hospitality and openness to cultural interests and information needs, even beyond the circle of those directly involved, is by no means a matter of course in day-to-day administrative contacts. It is precisely in this way that the mutual integration task is accomplished.

At the beginning of a partnership there is – one would think – an agreement. A reliable bond is usually preceded by an exchange of lecturers and students – funded by EU-Erasmus-programs. This was also the case in 2014: The work as a guest lecturer at the Faculty of Public Policies⁷ was also embedded in a visit program that gave first impressions of a previously unknown part of the Czech Republic. Moravia with its rich Austro-Hungarian and (South) Silesian past, which, despite the destruction of World War II, shows in the cityscape, buildings, schools and museums. In Section 2 the Silesian University in Opava and their faculties are presented.

Institute for Regional and Central European Studies located there as partners. Section 3 will deal with the participants, their expertise and the content of the teaching exchange. An attempt is made to give an impression of the thematic range of the contributions and discussions. Section 4 presents three joint administrative research projects that were carried out in 2017/2018 and 2021/2023. Here – in short – local studies as well

4 On research, project and cooperation activities for the Harz University of Applied Sciences see: annual research reports, available from: <https://www.hs-harz.de/hochschule/dokumente/downloads-forschung>. On "Promotionszentrum der Fachhochschulen des Landes Sachsen-Anhalt": <https://www.hs-harz.de/forschung/promotionszentren/sgw>. On Researchgate of Silesian University in Opava: https://www.researchgate.net/institution/Silesian_University_in_Opava.

5 Information on Erasmus+ available from: <https://www.hs-harz.de/studium/internationales/auslandsstudium/finanzierung-und-stipendien/erasmus>.

6 On Silesian University in Opava see: <https://www.slu.cz/slu/en/>.

7 See Faculty of Public Policies in Opava, available from: <https://www.slu.cz/fvp/en/contacts>.

as social and youth welfare-specific topics will be discussed in a comparative legal manner. A particular enrichment was the opportunity to support the further development of the degree program portfolio of the Faculty of Public Policies. Here – together with other colleagues from European universities – international expertise will be brought into the assessment process (Section 5). The article closes with a conclusion.

THE PARTIES INVOLVED

Like the history of the Harz University of Applied Sciences, the history of the Silesian University in Opava is comparatively short. Founded after the political change in July 1990, the University in Opava, in close cooperation with the Masaryk University (Brno), initially offered numerous humanities and natural science courses in the Philosophy and Science Faculty in Opava, the Faculty of Business Administration in Karvina and the Mathematical Institute in Opava. After several spin-offs and expansions, the Faculty of Public Policies has existed since 2008 and the Institute of Physics since 2020.⁸

The Faculty of Public Policies offers bachelor's programs in Public Administration and Social Affairs, Social Pathology and Prevention, Education of seniors, Special Education, General and Pediatric Nursing, Midwifery, Dental Hygiene as well as master's programs in Public Administration and Social Policies and doctoral programs in modern history of Central Europe. All study programs fall into assisting professions, are multidisciplinary, as are applied research, which is mostly carried out in the faculty. The Moravian-Silesian region is a region with a large number of socially weak people, people at risk of social exclusion, poverty, and individuals with health disadvantages.

This is why study programs are designed to reduce adverse impacts on personality and quality of life, prevent the emergence of risky behaviour, promote community and regional social and family policies, integrate children and adults, and balance opportunities for citizens with health disadvantage. Students get the basic orientation necessary when working with the state government in the provision of services to the public in administrative offices, whether state bodies or counties. Health focused curricula seek to raise erudite health workers, whose lack is very sensitively perceived in quality of whose health provided.

The Faculty of Philosophy and Science offers bachelor's, master's and doctoral programs in the fields of linguistics, library science, history, archaeology, gastronomy and computer science. Artistic disciplines are represented by the Creative Photography course.⁹

Opava is located in the Silesian-Moravian part of the Czech Republic, in the north-east on the border with Poland. The old cultural landscape is a slightly hilly landscape.¹⁰ The economic center of the region is the city of Ostrava further to the east with 285,000 inhabitants, which is an important industrial location (coal, steel processing). Opava has 56,000 inhabitants and around 3,000 students. Striking locations are the historic town hall,

⁸ Further information are available from: <https://www.slu.cz/slu/en/suopava>.

⁹ On the art related study program see: BIRGUS, V. (ed.). Opava school of photography: twenty years of the Institute of Creative Photography, Silesian University in Opava. Opava: Silesian University in Opava, 2011. ISBN 978-80-7248-654-0.

¹⁰ For further information see: Moravian-Silesian Region: A Region of Many Stories [online]. Ostrava: Moravian-Silesian Region, 2021. Regional information available from: <https://www.msk.cz/>.

the university building, the cathedral and the Silesian Museum, the theatre and the state library.

The School for Public Administration in Halberstadt was initially a facility of the Ministry of the Interior of the State of Saxony-Anhalt. In 1998, this school was incorporated into the Harz University as Department for Administrative Sciences, with study-programs in Public Administration and Administrative Economics. A little later, the program was expanded to include European Administrative Management and two master's programs.¹¹ In addition to the Department of Economic Sciences and the Department of Automation and Computer Science, training for the public sector has also been an important part of the Harz University's range of offers since this time. It is one of four Universities of Applied Sciences in the state of Saxony-Anhalt. It has its headquarters in Wernigerode, a tourist and industrial center at the Harz Mountains. The Department of Administrative Sciences is located in Halberstadt, a commercial and cultural center with headquarters of the District Administration.¹²

The cooperation between the two universities, initiated by the International Office of the Harz University,¹³ was decisively shaped from the start and filled in by the colleagues JUDr. Marie Sciskalová, Ph.D. and Mgr. Marta Kolaříková, Ph.D. from the Faculty of Public Policies and Prof. Dr. Wolfgang Beck from the Department of Administrative Sciences. Marie Sciskalová is a lawyer with extensive administrative experience and good contacts with authorities. She is particularly interested in municipal and criminal law areas.¹⁴ Marta Kolaříková is a psychologist specializing in families of children with disabilities, families providing substitute family care and the quality of life of various groups of residents, has close contacts with care facilities and practice authorities.¹⁵ Wolfgang Beck is a legal scholar and, after working as a judge at the Administrative Court in Magdeburg, he has been a professor of Administrative and Municipal Law at the Department of Administrative Sciences since 1999.¹⁶

It was the cooperation with the Harz University that began to develop gradually, first through mutual mobility of educators since 2014, then through student mobility, participation in international conferences, gradually developing a joint publishing and research activity. The Harz University of Applied Sciences and the Silesian University in Opava are official partners.

11 Further information available from: <https://www.hs-harz.de/fb-verwaltungswissenschaften>.

12 See: <https://www.kreis-hz.de/>.

13 On International Office of the Harz University see: <https://www.hs-harz.de/en/university/about-us/facilities/international-office>.

14 PALÚŠ, I. and SCISKALOVÁ, M. Municipal legislation in the Czech Republic and the Slovak Republic. Central European Papers [online]. 2022, vol. 10, no. 1, p. 25–42. ISSN 2336-369X. DOI: 10.25142/cep.2022.002.

15 KOLAŘÍKOVÁ, M. Assistance to individuals with mental disabilities and behavioral disorders during fidgetiness. Social Pathology and Prevention. 2021, vol. 7, no. 2, p. 65–69. ISSN 2464-5877. KOLAŘÍKOVÁ, M. The Needs of Families with Children with a Disability. Saarbrücken: LAP LAMBERT Academic Publishing, 2018. ISBN 978-613-9-58318-8. KOLAŘÍKOVÁ, M. Sibling of Disabled Child at the Inclusive School. Journal of Community Medicine & Health Education [online]. 2018, vol. 8, no. 2. ISSN 2161-0711. DOI: 10.4172/2161-0711.1000609.

16 BECK, W. Häusliche Gewalt in Zeiten der Corona-Krise – Ursachen, Erscheinungsformen und Präventionsmaßnahmen Ein Beitrag zur Lage in Deutschland. Veřejná správa a sociální politika [online]. 2021, vol. 1, no. 2, p. 35–44. ISSN 2695-1231. DOI: 10.25142/vssp.2021.011.

LECTURER EXCHANGE

A first visit to the Silesian University (SLU) took place in March 2014 as part of the Erasmus teaching program. Wolfgang Beck held a course on "Administrative, Social and Economic Challenges in (East) Germany" at the Faculty of Public Policies. The focus was on the economic and social situation after the reunification of Germany. The discussion of the associated challenges, in particular the development of the private sector, also met with lively interest from colleagues and students because the Czech Republic faced with similar transformation tasks after the political change.

The enormous economic and socio-political effort that is required to convert a planned economy into a largely market-economy system were discussed also. There were numerous points of contact and shared experiences here – with considerable differences in terms of investment volume and control instruments. Worth mentioning are the institutional reorientation of the administrative, educational and economic structures and the concrete effects on the local and regional level.

Numerous finding processes were also associated with this in the area of universities, such as the expansion and adaptation of the courses, new construction and conversion of buildings and increased public relations work, to name just a few areas.

Another visit by the faculty in March 2015 served to fill the contacts with life and to advance the conclusion of the cooperation agreement. A common understanding of regionally oriented study programs as soft location factors, are able to increase the attractiveness of rural areas. The study programs in Opava, which aimed at imparting practical skills, impressed with relevance, which also stems from the professional activities of the teachers. The project and practice partnerships with administrations and organizations in the region still play an important role today. Students use a network of organizations with which the faculty has a cooperation agreement and in which practices are conducted under the supervision of practitioners. Many of these supervisors are former faculty graduates, offering significant feedback to students on their readiness, but at the same time providing feedback to the faculty on areas in which students are well prepared and areas that need to be strengthened in higher education.

Students in health-focused study programmes have the opportunity to going to patients. Wolfgang Beck was able to design a teaching course with students of political science and public administration in higher semesters. The topic of the contribution was "Legal Integration in Europe from 1950 up to 2015". It gave an impression of the various forms of European cooperation until today, offered an overview of the different fields of integration and how it works in practice.

Another highlight of the lecturer exchange was the participation in a course in November of the same year on the topic "Local Democracy and Local Self-Government – Framework and Challenges". The similar structure of local and regional administrative levels in the Czech Republic and Germany as well as state responsibility for the assignment and performance of important public service tasks were pointed out. In view of the demographic challenges, the question arises for both countries, which size of population is necessary in order to be

able to carry out municipal tasks effectively,¹⁷ and which organizational units have to support administratively weak municipalities in order to secure the provision of public services.¹⁸ During the visits in 2017, 2019 and 2022, Marie Sciskalová and Marta Kolaříková presented administrative law and social psychological training content to students of the Department of Administrative Sciences in Halberstadt and drew attention to the English-language courses offered by the Silesian University. Like students in Opava, students in Halberstadt pointed out the time constraints of their studies and the language barriers. This makes the desired student exchange more difficult. An important part of the practical transfer were discussions in administrative and educational institutions, for example in the youth welfare office of the district of Harz, the staff office of the city of Halberstadt and the state training center for the hearing impaired.

RESEARCH PROJECTS

Local self-government in progress

A first joint research project was started in 2017, two further projects in late 2021. All projects were funded by the Harz University. In 2017, Marie Sciskalová and Wolfgang Beck agreed to conduct a joint study on the importance of local government levels in both countries.¹⁹ As a rule, local service providers are the foundation of the state's multi-level administration. The legal status and the tasks assigned in each case are of considerable importance for the quality of the services provided.

The subject of investigation was the quality and quantity of public task fulfilment by Czech and German municipalities. The starting point of the project was the introduction of local self-government in the former German Democratic Republic and in the Czech Republic after the political change and measures to strengthen the efficiency of local units (local area reforms). The essential bases of the investigation were findings on the legal structure of the self-government bodies, on the financing of public tasks and on the administrative structural reforms. The comparative view of local and regional administrative structures and the existence of local/regional public tasks also included legal and technical resources. As an example, individual areas were identified that posed challenges at the local level in both countries.

Mention should be made here of securing municipal and regional sources of income, the implementation of balanced budget management, the appropriate reaction to the consequences of demographic development and the successful settlement of businesses through economic promotion. The comparison of selected municipalities based on statistical data and expert interviews. The project was implemented in three steps.

17 See REHMET, F. et al. Bürgerbegehrensbericht 2018 [online]. Berlin: Mehr Demokratie, 2018. Available from: https://www.mehr-demokratie.de/fileadmin/pdf/2018-12-04_BB-Bericht2018.pdf.

18 On Sachsen-Anhalt named "Verbandsgemeinden"; on Czech Republic named "TSGU" (Territorial Self-Government-Units). See in detail: BECK, W., SCISKALOVÁ, M., VÁCLAVÍKOVÁ, A. and HARASIMOVÁ, S. Local and regional self-government in Czech Republic and Germany – a comparative study. Ostbevern: Verlag Karla Grimberg, 2018. ISBN 978-3-941636-26-2.

19 Authors of report: WOLFGANG BECK, MARIE SCISKALOVÁ, ANNA VÁCLAVÍKOVÁ and SOŇA HARASIMOVÁ.

After an inventory of the organizational structures and (constitutional) legal bases, suitable comparison criteria were developed and collected in reference municipalities. These are Opava, Hlucin, Krnov, Bohumin and Cesky Tesin (Moravian-Silesian region) as well as Aschersleben, Blankenburg, Halberstadt, Quedlinburg and Wernigerode (Vorharz region). The main result of the study was that in both countries self-government units are firmly established at local and regional level and enjoy (constitutional) legal protection. The main organs (mayor and municipal council) are democratically constituted and legitimized. Both self-government structures have a clear internal organization (municipal constitution) and – in addition to numerous state tasks – also carry out substantial local and regional tasks (self-government tasks). They have the right to legislate on their territory to carry out local tasks (statutory power). Local and regional autonomy is secured by state financial support and own sources of income.

In both countries, local self-government based on a strong self-confidence of local and regional participants. The research project ended with a joint English-language publication.²⁰

OTHER PROJECTS

Current Challenges for the Municipalities in the Czech Republic and Germany

Since the end of 2021, Wolfgang Beck and Marie Sciskalová have been conducting a study on current challenges in municipal politics, with particular emphasis on the implementation of climate protection goals and the adaptation of local public transport. On the basis of national regulations and specific local programs, the study is intended to work out reform approaches for the local implementation of climate goals and examine them as examples for the cities of Halberstadt and Opava. In addition to the necessary literature research, expert interviews are scheduled.

The comparative study should also identify best practice examples. The challenges of climate change and the reorientation of the energy supply include an enormous turnaround, above all the adaptation of the local infrastructure (drinking water, waste water, energy, transport), supply facilities (hospitals, nursing and educational facilities) as well as the reduction of the high level of soil sealing.²¹ Further examples are the adaptation of the traffic infrastructure, parking space management and the integration of commercial delivery traffic into public transport.²²

20 BECK, W., SCISKALOVÁ, M., VÁCLAVÍKOVÁ, A. and HARASIMOVÁ, S. Local and regional self-government in Czech Republic and Germany – a comparative study. Ostbevern: Verlag Karla Grimberg, 2018. ISBN 978-3-941636-26-2.

21 See ALBRECHT, J. Die Stadt im Klimawandel: Handlungsfelder, Rechtsinstrumente und Perspektiven der Anpassung (climate resilient cities). In: FAßBENDER, K. and KÖCK, W. (eds.). Rechtliche Herausforderungen und Ansätze für eine umweltgerechte und nachhaltige Stadtentwicklung [online]. Baden-Baden: Nomos, 2021, p. 45–76. ISBN 978-3-7489-2424-1. DOI: 10.5771/9783748924241-45.

22 On statutory power see: Verwaltungsgericht Freiburg, Urteil vom 16.06.2021 – 1 K 5140/18: Fernwärme, Anschluss- und Benutzungszwang. KommJur. 2021, no. 9, p. 355–360. ISSN 1613-0235.

Basics and Practice of long-term care in a comparative

Representation

The collaboration between Marta Kolaříková and Wolfgang Beck addresses current reform efforts in child and youth welfare law, with a special focus on the placement of children and adolescents in foster families. First of all, the legal situation in the Czech Republic and in Germany should be recorded and discussed in a comparative manner. The same applies to the practice of social work with children and young people. Current technical points of contact are efforts in the Czech Republic to significantly reduce the placement of children in homes in favor of family care. In Germany, the current reform efforts primarily apply to the administrative implementation of inclusion in so-called educational assistance. The project will primarily collect the current status of specialist literature and discuss it in a comparative legal manner. Expert interviews in youth welfare offices should also be used as a source of knowledge.

Both research projects will be completed by the end of 2023.

Project-accompanying Contacts

The respective project-related contacts and activities should not be underestimated. Worth mentioning here are the visits to institutions in Opava and Halberstadt. Here the contacts to the mayors and city administrations are particularly noteworthy. They have openly supported and promoted the implementation of numerous practical projects in the departments. In addition, there are contacts to numerous other organizational units in the district of Harz, the city of Olomouc and church institutions, which open up a practical, often reform-oriented view of the objects examined and enable an understanding of administrative practice.

Getting to know numerous cultural, tourist and social facilities can also be booked as an enrichment. Worth mentioning here are the theatres in Opava²³ and Halberstadt, the local John Cage project²⁴ as well as museums and libraries in both cities and – last but not least – the numerous castles and palaces in the area, which bear witness to an eventful and not always peaceful past. Such soft location factors are a significant advantage for studying away from the metropolis! They facilitate mutual understanding of the peculiarities of the other country.

OTHER ACTIVITIES

Conferences

In September 2019, Wolfgang Beck took part in the international conference “The Role of Public Administration and Social Policy in Everyday Civic Life”. In the welcome address, the Dean of the Faculty of Public Policies – Prof. Rudolf Zacek – pointed out the good state of cooperation between the Harz University and the Silesian University and emphasized

²³ On theatre program see: <https://www.divadlo-opava.cz/program/>.

²⁴ See: <https://www.aslsp.org/>.

in particular the continued exchange of lecturers and joint research projects. Ing. Ladislav Prusa moderated the opening lectures. The individual sections were moderated by Dr. Marie Sciskalová. The mostly contemporary contributions covered administrative, social and political science topics and research areas. They included, among other things, the areas of regional administration and demography and also dealt with transformation studies (e.g. on the states of the former Yugoslavia and bureaucracy research according to Max Weber). In addition to Czech and German, Slovak, Polish and Hungarian scientists took part. The contribution by Wolfgang Beck entitled "Some Challenges of Digital Transformation in Public Administration" was received with interest by the participating colleagues.

Due to Corona, the follow-up conference took place on May 13th, 2021 via Zoom. The title of this international scientific conference was "Territorial self-government as a form of public power" and was organized by the Institute of Public Administration and Social Policies, Faculty of Public Policies. The contribution from the Harz University addressed the draft regulation for digital services ("EU Proposal for a Digital Services Act – reasons for and objectives of a Regulation on a single market for digital services").²⁵

Program Evaluation

At the invitation of the Faculty of Public Policies, discussions about the further development of the Silesian University took place from November 11th to 25th, 2016 as part of the (internal) program "Development of the Internationalization of the Faculty of Public Policies in Opava". In addition to information about the large number of international contacts, including numerous cooperation with universities in the neighbouring countries of Slovakia, Poland, Hungary and Germany, discussions about increased research cooperation with the Harz University were in the foreground. With regard to the student exchange, particular attention should be drawn to some English-language events at the Faculty of Administrative Sciences and the possibility of short internships with local authorities.

CONCLUSION

Contrary to popular belief, the development and results of some activities cannot be predicted, as they are entirely dependent on the commitment and goodwill of others. This not only applies to regional practice and research projects, but even more so to international university partnerships. Whether the proverbial first step – the exchange of lecturers and inclusion in the courses offered by the partner university – is initially just a compulsory exercise or whether it will succeed and thus open up a perspective for further, more in-depth cooperation is open at the beginning of the contacts. Frequently, the contacts are limited to one or more return visits or professional and personal contacts prove to be viable, or they suffer from personnel discontinuities.

²⁵ EUROPEAN COMMISSION. Proposal for a Regulation of the European Parliament and of the Council on a Single Market for Digital Services (Digital Service Act). Following: EUROPEAN COMMISSION. Proposal. Law-giving competence bases on Art. 114 AEUV (measures to ensure effectiveness of internal market). The regulation has been in effect since October 2022.

Fortunately, the partnership between the Faculty of Administrative Sciences at the Harz University and the Faculty of Public Policies at the Silesian University has proven to be viable and able to develop beyond the interruptions caused by Corona. Participation in scientific conferences is also an integral part of a lived partnership, which, in addition to providing insight into the state of interdisciplinary research and the promotion of scientists, enables the exchange of project ideas and thus creates the foundation for another area of research cooperation.

Joint scientific research in particular is not possible without sufficient technical, time and financial resources. This applies in particular to universities of applied sciences. Here it is not only the large, EU-funded formats, but also the small research pots of the universities themselves that continuously enable projects and practical transfer.

The cooperation between the Silesian University in Opava and the Harz University of Applied Sciences is an example of how administrative research does not have to end at national borders, but can be successful by comparative studies and best-practice examples. Both partners are pursuing different approaches with regard to teaching the course content and the integration and connection of professional practice. In view of the technical expertise, methodological and practice-related aspects are increasingly becoming the focus of the curriculum. Different approaches are practiced here at the two university locations: In Opava, practical mediation in its own rooms and facilities (laboratories, nursing and counselling rooms, other exercise locations) that is strongly oriented towards scientific courses. The faculty also performs a "third role", cooperates with the region, offers lectures, short- and long-term courses in lifelong learning increasing qualifications, organises professional workshops, conferences, events for the general public. After 15 years, it can be noted that it has stabilised in the region and established itself as a meeting place for practitioners from different sectors and members of academia.

Mutual enrichment is an integral part of well-run higher education. In Halberstadt, there are the inclusion of work placements in the curriculum with a business development laboratory and an affiliated institute.²⁶ In this way, practice oriented administrative, social-psychological and nursing science teaching and research not only contribute to the progress of knowledge and understanding, but also fulfill a mission in the respective fields of practice that goes beyond their educational mandate. Special thanks are due to the participating universities and practice partners.

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²⁶ Further information on WiFöLab (Wirtschaftsförderungs-Labor) and PublicConsult-An-Institut available from: <https://wifoe-lab.hs-harz.de/konzept.html> and <https://www.publicconsult.org/>.

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Harz University of Applied Sciences and Silesian University in Opava



Contact

prof. Dr. Wolfgang Beck
Harz University of Applied Sciences
Domplatz 16, 38820 Halberstadt, Germany
international@hs-harz.de

Mgr. et Mgr. Marta Kolaříková, Ph.D.
Faculty of Public Policies in Opava, Silesian University in Opava
The Institute of Pedagogical and Psychological Sciences
Bezručovo náměstí 885/14, 746 01 Opava, Czech Republic
marta.kolarikova@fvp.cz

JUDr. Marie Sciskalová, Ph.D.
Faculty of Public Policies in Opava, Silesian University in Opava
The Institute of Public Administration and Social Policy
Bezručovo náměstí 885/14, 746 01 Opava, Czech Republic
marie.sciskalova@fvp.cz