



***„Let's work TOGETHER in
a healthy and strong university!”***

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Univerzita Palackého
v Olomouci

Sustainability

Togetherness

Openness

L'Humanité

Over twenty thousand students and almost four thousand employees per hundred thousand inhabitants, that's the only thing a truly student city in the Czech Republic. Olomouc is a metropolis with a passionate cultural pulse, rich history, beautiful monuments and parks. And the beating heart of Olomouc is our alma mater.

The university is a unique environment and a shared community. Good interpersonal relationships and cooperation across all workplaces are vital to building a healthy community of students, academics and scientific, technical and administrative staff.

Palacky University has the ambition and potential to strengthen its position among Czech universities and to become a recognised international research institution open to international students and staff, following the potential resulting from our involvement in the European Research Area and international networks.

Challenges and Priorities

My program responds to current societal challenges and the situation in our alma mater. The platform was created in collaboration with a team of colleagues ready to take on the job in the positions of vice-rectors, in connection with meetings with the dean and deans of our faculties and after many interviews with other members within our academic community.

Key areas whose solution is a priority for the coming period and which will be presented in more detail include:

- 1. Healthy administration of Palacký University**
- 2. Quality and social relevance of the study**
- 3. Student care, student life and social responsibility**
- 4. Doctoral studies and work with young talented academics**
- 5. UP as an attractive, promising and stable employer**
- 6. Science, research and innovation as the key to prosperity and sustainable development**
- 7. Finance as the basis of a healthy and strong university**
- 8. Strategic development and external relations**

Healthy administration of Palacký University

1. To restore trust in academia, it is necessary to begin to respect the authority and responsibility of the university's bodies and faculties as part of it. It is necessary to **respect the competences of the executive and other self-governing bodies** (Academic Senate, Internal Evaluation Board (IEB), Scholarly Board and Board of Trustees), which are defined in legal and university standards. University law stipulates that the **university is lead by the rector (with a team of vice-rectors) in close cooperation with individual faculties' deans**. On the other hand, it is necessary for the rector, the university management and the Rector's Office (RO) to perceive the diverse needs of the faculties and to be able to create suitable conditions for the management of the faculties fully and autonomously in the hands of individual deans. We will implement the recommendations Internal Audit 2020 and the follow-up action plan. The mission of individual departments of RO is to coordinate activities in given areas and methodically manage faculties.
2. **Legal department as a place of legal support for faculties**. RO's legal department should find ways to solve the needs and problems of UP and its faculties. Nowadays, though partly unjustifiably, the legal department is often looking for reasons why „something is wrong“ instead of looking for ways „how it can go“. Because it doesn't make sense to put on individual local legal teams at the faculties, the RO's legal department must be the place of law support and assistance to all UP components.
3. **Greater cooperation and professional synergies between the legal department and the public contracts' department**. Both departments are fundamentally organizationally separate, even at the internal level organisation of relations (under the rector's responsibility - vice-rectors), although their professional content is closely related. However, the results of the work of one department fundamentally affect the work of the other department. It's necessary to find a way to create a **relationship of cooperation and trust between the two departments and their workers**.
4. **RO will provide methodological management of faculties concerning the impacts of new legislation**. Similarly to corporations of similar size, the RO should provide an early warning system covering legislative developments, which would draw attention to the development of legislation through regular reports by individual areas of activity of the faculties.
5. **Continuation of the professionalisation of the RO's services to the entire university community**. RO is providing essential service to all employees so that the scissors are not opened between individual faculties. Support for the transfer of the best processes from individual faculties to the whole university. Put pressure to simplify, shorten, automate and digitise the agenda.

Quality and social relevance of the study

1. **We will develop a flexible and digital university** with modern and robust LMS systems and globally successful study and lifelong learning programs. Last year of practical experiences with online education has shown that universities are a good place for a massive relocation of some

activities into the online environment. UP must be active in this process to enable as much as possible education through IT technologies.

2. **We will provide methodological support for the teaching competencies of UP employees** in the Czech Republic, even in foreign languages. We must support innovative teaching methods in online and offline environments with the Center of Excellence in Education support.
3. **We will innovate the methodology for creating and evaluating study programs within the existing one legislation and the statute of UP concerning IEB.** IEB played a crucial role in the success of institutional accreditation t. Now it is necessary to focus on the quality of education, the relevance of the outputs from learning and the quality of study programs concerning the needs of the labour market and graduates' (self)applicability. We will prepare the implementation of external evaluation panels and open a discussion in the direction of a possible modification of the UP status concerning the structure of the IEB.
4. **We will develop interfaculty cooperation for the implementation of study programs with an emphasis on the better (self)employability of graduates in the labour market.** We will expand the offer of foreign language study programs, preparatory courses (foundation year) and lifelong learning programs so that faculties gain more finance for its development and spread education to the general public.
5. **We will support the development of domestic and foreign internships** (including with the financial support of Erasmus+ and the AEU AURORA project) to make graduates more (self) employable.

Student care, student life and social responsibility

1. **We will support student activities and the establishment of the UP Student Center.** Students become the driving force of student activities in support from the university management in cooperation with Olomouc's leadership. We will support the employment of students to ensure selected UP activities.
2. **Active lifestyle, sport and culture** are an integral part of student life. We will strengthen the offer in sports, wellness, fitness, cultural and other leisure activities for all students in the spirit of the classic quote „Mens sana in corpore sano“. Greater availability and involvement in leisure and sports activities will help make learning more comfortable, effective and allow students to know each other from all parts of our alma mater.
3. **Volunteering, student clinics and service (the third role of universities).** Volunteer activity and experience solidarity and help those who need it will be pillars of working with students and student associations. Excellent examples are comprehensive work of the Volunteer Center of Palacky University in Olomouc, the Center for Applied Physical Activities, or the Center for Clinical Legal education.
4. **Students as leaders of sustainable development.** We will support student activities that
5. develop initiatives such as Sustainable Palacky. These activities will strengthen the social responsibility and environmentally friendly behaviour at Palacký University and transfer this know-how also to the city of Olomouc, the Olomouc Region, and other Czech Universities. In line with this initiative, we see sustainability as an intersection between social, environmental

and economic aspects of development. We want to use the project in this area AEU AURORA, as an example of good practice in promoting sustainable development.

6. **We will build a system of support for the preparation of applicants for study at UP** with the help of student activities. UP's promotional campaigns will be diversified and targeted at specific interest groups: applicants for Bc., Mgr. a Ph.D. study, and potential applicants for lifelong learning.

Doctoral studies and work with young talented academics

1. **Transformation of doctoral studies in accordance with the strategy of the Ministry of Education.** Our goal is to ensure students' full-time doctoral study programs sufficient financial conditions for quality study. We will support excellent candidates for doctoral studies in above-standard incentive financial conditions. We want to strengthen quality, openness and internationalisation doctoral studies. Improve the conditions for successful study, including support for harmonisation studies and family life, and strengthen doctoral students' social integration. Adequate motivation is essential to increase the rate of completion of studies in due time.
2. **Improving the financial situation and living conditions of doctoral students.** We will put joint pressure to introduce full-time employment of doctoral students in addition to state support from internal and external research resources to match the amount of the scholarship to the average net wage in the Olomouc Region. Doctoral Studying is a job, and its payment will enable students to realise their life goals even in family and social areas.
3. **Strengthening interfaculty and interuniversity cooperation in interdisciplinary study programs.** Support for doctoral European international training networks MSCA-ITN and joint doctorates increases the mobility of doctoral students. For comprehensive service, UP should contribute by improving follow-up career guidance for doctoral students and motivating excellent doctoral students for mobility and the transfer of know-how and mentoring in the field of soft skills.
4. **Introduction of postdoc positions at UP and the system of recruiting young promising academics workers from abroad and the Czech Republic.** Following the example of the successful Primus program in the UK, we will increase support for the introduction of junior grants to establish new research groups. We will support talented young academics in their project-oriented preparation into major EU grant schemes. Strengthening the strategic use of potential doctoral students in the development of human resources at UP through the support of foreign mobility, typically postdoc to partner institutions and the creation of follow-up schemes to support their return following junior groups' support.

UP as interesting, promising and a stable employer

1. **UP as an interesting, promising and stable employer.** UP already offers and should continue to offer very interesting conditions for your employees and their families and job seekers. The current competition for quality workers is very high in the labour market sharp and UP in it must be successful if it wants to develop further.
2. **UP as a friendly employer for foreign workers.** UP should be systematic administrative support for foreign workers and their families who are interesting candidates for university development. The Welcome Office will provide active support and assistance in arranging residence and family matters (especially providing a place for children's education or support in finding a job for an employee's partner).
3. **Development of UP IT infrastructure security up to individual UP employees.** Security IT infrastructure has become increasingly important in recent decades. UP must be able to protect your infrastructure up to the end devices of your staff and students, maintaining maximum user-friendliness. This activity must be centralised.
4. **Healthy employees form a healthy university.** An active lifestyle is combined with an ergonomic setup for a work environment, and adequate psychohygiene is an essential part of prevention. We will improve services and benefits in sports, wellness, fitness and rehabilitation for all our employees. UP must have a progressive approach to employee benefits (for more significant ones). At present, it is said that even much smaller companies provide significantly higher quality benefits).
5. **There is a need to ensure the expansion of vocational training opportunities for employees.** Today's time demands lifelong learning. UP will provide its employees with training opportunities in information technology, communication and managerial competencies, modern educational directions. We will create long-awaited career rules for academics, an integral part of which will be the sabbatical, which is an irreplaceable and important part of a healthy career and, as a result, the long-term development of study programs and scientific disciplines.

Science, research and innovation as the key to prosperity and sustainable development

1. **OPEN SCIENCE.** Science at UP must be open, not only in the openness of publications but also in the openness of research data and their processing methodology. Only via openness, we can regain confidence in our research. We will need openness also to be involved in the European Research Area, where the European Commission puts more and more emphasis on the principles of open science, and we must be prepared to adhere and participate in this movement.
2. **Transparency and ethical integrity.** It is necessary to support tools for storage and work with data, e.g. in the form of a modular laboratory information system, setting internal rules for data storage and introduction of the practice of creating so-called data management plans, but also transparency science and research processes, including the completion of

the process of updating the statute of the university's ethics committee. We will implement the international evaluation panel's recommendations in management science and research concerning a transparent and motivational methodology for evaluating science and research and the allocation of institutional resources to strengthen the elements of external evaluation.

3. We will use the **best practices in science, research and innovation** from our partner universities in **Aurora Alliance**. We will support the creation of teams to develop joint research activities with an emphasis on ERC and other Horizon projects.
4. **Support of science.** We will improve the Project's service (PS UP) availability and its coordination with the science and research departments in UP to support each researcher. Where possible, research is subsequently applied with the help of services Science and Technology Park (VTP). Innovations from our research should bring benefits to those who pay us from their taxes.
5. **Development of systematisation of legal, financial and material support for the spin-off companies.** Systematic legal, financial and material support for applicants should be strengthened to establish spin-off companies (usually startups) in the form of a standardised support process interested in the spin-off cooperation, but at the same time with sufficient legal and financial protection and social interests of UP. Project evaluations should be open, objective and reflective of real risks and opportunities for the spin-off companies. The risks associated with these activities are high; however, possible benefits correspond to this. Successful projects should create resources to support new projects.

Finance as the basis of a healthy and strong university

1. **We will be active in creating conditions in obtaining funds** in the areas of (a) projects within the OP JAK call, (b) ERC / Horizon projects, (c) applied research, (d) lifelong learning and (e) foreign language study programs. We will be **active in negotiations with the Ministry** of Education, Youth and Sports, Czech Rectors Conference **and other state bodies** to obtain financial support for selected excellent and socially relevant activities of teams at UP.
2. **We will prepare a prospective budget preparation plan** based on the data analysis for the calculation UP budget in the last five years, the Ministry of Education's strategy, the social relevance of study programs, and the analysis of all the current needs UP components. The draft budget methodology shall be based on a discussion of an expert panel of external and internal economics experts with the university knowledge environment. This methodology should support (a) activity, (b) excellence and social excellence relevance and (c) cooperation and should be based on the strategic priorities set by UP. Budget principles should be transparent, clear and valid in the medium term (for at least the next four years).
3. **Allocation of funds for the research organisation's strategic development (ROSD).** The ROSD should go primarily for their originators (according to data from OBD and employees self-evaluations). It should also include solidarity elements, which should be divided transparently and also on merit. ROSD financial support was created based on particular areas' preferences and is not available for every field just as easily. The proposed methodology will be based on

the consensus of faculty representatives from 2021.

4. **The internal wage regulation will be adjusted in accordance with the prepared career rules** and intent financially reward for a comparable volume and quality of work of employees at comparable job positions in the table as well as with the support of further project involvement and opportunities to finance further activity and quality of work while respecting the specifics of individual faculties.
5. **Investments in the development of educational and research infrastructures.** It needs to be implemented sound long-term planned investments following the strategic plan and needs of the faculties.

Strategic development and external relations

1. **City and region.** The Olomouc city management and the management of the Olomouc Region are vital partners of UP. We will continue the city and university managements' regular meetings, and we will also initiate regular meetings with the county leadership. We will prepare joint programs and projects that will lead to the development of the city's attractiveness and the region and implement sustainable development principles.
2. **Ministry of Education, Youth and Sports, National Accreditation Bureau for Higher Education, Czech Rectors Conference, Association of Research Universities.** We will develop cooperation with key partners at the national level and actively influence the policy and funding of educational, research and development activities. We will be active in discussing the implementation of the Alliance concept of European universities and their state funding.
3. **Work with graduates and strengthening the UP brand, Alumni club, Endowment Fund.** Alumni will be offered a program of educational activities and the opportunity to improve educational programs and links with the practice. We'll set up Alumni Club in Washington with the aim of fundraising for the activities of our alma mater in the USA. We'll set up the Alumni Club in Shanghai to build the UP brand in China.
4. **Aurora Alliance and the role of UP in Central and Eastern Europe.** Our participation in the Aurora Alliance can inspire us to develop and improve activities across our alma mater. Aurora project represents an alliance of renowned European universities forming the European Research Area, focusing on the quality of education, development and management of science, research, and innovation. Our partners in the Aurora Alliance can serve as inspiration for us. The key three areas which define membership in this group are (a) sustainable development, (b) social responsibility and (c) the active role of students in all parts of university life.
5. **Geotargeting as a part of foreign cooperation.** Foreign relations will be long-term developed using the identification of strategic areas outside the EU (Geotargeting). We will support partnerships with universities in North America (e.g. following the Aurora Alliance - University of Minnesota). We will support partnerships with universities in South Korea, Japan and China. We will support partnerships with universities in Israel, with countries post-Soviet region and selected South American countries. We will set up the recruitment campaigns to target students from the above-mentioned Asian states, South America, Israel, and Central and Eastern Europe.