



We all
make up
one story

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doc. JUDr. Michael Kohajda, Ph.D.



Univerzita Palackého
v Olomouci

www.jedenpribeh.cz

Dear Colleagues!

Together, we have the great opportunity to study or work at Palacký University in Olomouc, a university in Olomouc with more than 450 years of history. The University is located in the traditional capital of Moravia, which, in addition to one hundred thousand permanent residents, is shaped by over twenty-five thousand students and employees of the University.

Our University is a traditional centre of education, science, culture, and social life. Together with the Statutory City of Olomouc and the Archbishopric of Olomouc, our University is the primary driver of the life of individuals and society in Olomouc. It is a major player in the entire Olomouc region, and through its graduates and the impactful work of its academic community members, it also fundamentally influences the events in the Czech Republic and, in many cases, in Europe and across the world.

At the beginning of 2025 comes the opportunity to fundamentally influence the direction of our University through the election of a Rector for the next four years. This is the moment to decide in what direction and in what form the University should continue the course of its history.

In Olomouc, 5th January 2025

Briefly about my person

I was born in 1981 in Šumperk, and although my travels have taken me to many parts of our planet, both personally and professionally, I have always returned to my native region under the Jeseníky Mountains. In 2005, I graduated with a Master's degree in Law and Legal Studies from the local law faculty, where I started working as an academic. In 2008, I graduated from the doctoral programme in Theoretical Legal Studies in Public Law at the Faculty of Law of Charles University. Later, in 2016, I habilitated in financial law and financial sciences at the same faculty.

At the Faculty of Law of our University, I have been acting as Vice Dean since 2020, first for the area of doctoral studies, qualification management and finance, including investments, and currently for the area of external relations and investments. I am also a member of the Faculty Scientific Council and a member of several disciplinary councils, both here and at the Faculty of Law of the Charles University.

Teaching of students at the law faculty led me to the need to meet the requirements and pass the examinations to work as a lawyer so that I could combine theoretical and educational activities with the practical application of law. I did this in order to make teaching more interesting for the students through practical examples and also to make myself as a teacher more experienced regarding concrete, practical examples of the application of law. Likewise, I needed to participate in new legislation to transfer academic and practical knowledge about the workings of the law into future legal regulation. For this reason, I was a member of the Working Committee on Financial Law of the Legislative Council of the Government between 2011 and 2016 and a group member for preparing the new Income Tax Act in 2009 and 2010.

I developed my academic, practical, and legislative activity mainly in financial law, i.e., in the areas of public budgets, taxation or banking, insurance, and capital markets. Therefore, my research and related publications are also related to these areas.

Because I have always felt the need to participate in the life of our society, to help its development and to co-create the place where I live, I joined the ranks of politically active citizens. From 2014 to 2022, I was a member of the council of my hometown, where I worked on the budget and investments. In 2021, based on preferential votes, I won a four-year mandate as a Member of the Parliament of the Czech Republic in the Olomouc Region. Even in my work in this field, as a member of the Budget Committee, I deal with budget and tax issues and capital markets, and I also serve on the Constitutional Law Committee. Also, within the control bodies of the House, I am a member of the control commission of the Financial Analytical Office, the financial intelligence unit of the Czech Republic, and I was also a member of the special investigative commission set up by the House to investigate the tragic event that took place at the Faculty of Arts of the Charles University in December 2023.

Why I am running

All my adult life, the motto has guided me that if I am not satisfied with something, it is not enough to talk about it, but I must actively intervene in the matter. My life so far speaks to this character trait.

In recent years, when I have been involved in the executive management of the law school, I have observed the internal processes of our University from a completely different perspective and at a detail that I could not see as an ordinary academic. At the same time, thanks to my previous practical experience in the private sector and public administration, I can compare differences. Over time however, I have become increasingly intrigued by many processes or conditions that were and often appear like normal operational activities but they do not work or, if they do, they work very circularly and sometimes unhappily in our University.

In many cases, particularly for more complex University issues, there is no clear central person responsible or a process for dealing with the matter or a specific timeframe. For this reason, it is not easy to know where the issue stands and whether the current stage of the solution corresponds to an appropriate timetable. Solution options often do not originate at the central level but rather from the faculty level.

The reality of recent times at the central level of our University is that very long analytical and decision-making processes often do not lead to concrete results. It is not uncommon for members of an established committee or working group to work for an extended period of time, but in the end, the desired outcome is not achieved, especially if the group's work does not result in a unanimous outcome. Therefore, in the next period, the same problem will be addressed again from the beginning.

A separate chapter is the external representation of the University. I know from my parliamentary activities how active some other representatives of institutions, including universities, are in their dealings with representatives of the state. How actively they approach the negotiation of interests for their institutions, putting forward their own or alternative proposals on the issues under discussion. In most cases, these activities aim to influence the terms of distribution of public funds. However, I do not observe this activity in the leadership of our University.

Not only for the above reasons, but I am also convinced that our University does not have a very well-functioning central management (unlike most of the well-functioning faculties) and this is holding back the positive development we can see in some other major universities. Thus, our University is losing out in the competition of the best Czech universities.

Furthermore, that is not a state of affairs I am willing to accept with folded arms.

What I offer to the University

I offer twenty years of practical and professional experience as a lawyer focusing on financial law, administrative processes, public law in general, and the management of our University. I have experience as an attorney in the execution of many significant commercial transactions and experience in dealing with public authorities, both on the applicant's side and on the side of the public authority. Last but not least, I have worked extensively on contacts with public sector representatives and business entities.

I believe that legal expertise and experience are suitable for the management of our University, which, in all its activities, requires respect for generally binding legal regulations and has a rich internal legislative structure. Similarly, I think that the University's leadership is suited to a person who has a natural need to have clearly defined rules and then follow them.

I am a person who seeks compromise rather than dispute in all situations, based on prepared arguments and with the aim that all parties leave the negotiating table with a sense of success. I like to hear the views of others. In areas in which I am not knowledgeable, I choose advisers based on their expertise, not on mutual sympathy.

However, I am always ready to make a decision at the necessary time and, above all, to take responsibility for that decision. And not only when the decision turns out to be the right one but also in cases to the contrary. If my colleagues have acted on my instructions, I bear this responsibility outwardly; I do not hide behind anyone.

Everyone's actions to date speak better for each of us. In addition to the information, I have provided above, there is much more information about myself and my work to date that can be found on various websites, in the archives of the main Czech media or on long-running social networks:

- Facebook: <https://www.facebook.com/michaelkohajda> ;
- Instagram: <https://www.instagram.com/michael.kohajda/> ;
- X: <https://x.com/MichaelKohajda>.

University Management and Rector's Office

Good management of any large institution or company is never based on a capable individual alone. Leadership needs to be exercised by a team of people working well together. What is important is collaboration, which is the opportunity to discuss significant issues together, to argue with each other, and to reach a common conclusion. At the same time, however, it is essential that there is always a clear hierarchy of decision-making, a specific person who is both empowered to make decisions and committed to accountability for their decisions.

The narrowest team of the Rector of the University should be their Vice-Rectorial team, and the wider group should be the Rector's Board. It is essential that within these groups, all significant steps are discussed sufficiently, transparently, and with the opportunity to raise relevant arguments based on thoroughly prepared documents.

I assume that the team of Vice-Rectors would be composed of the following lines of responsibility:

§ Vice-Rector for Studies, Lifelong Learning, and Qualifications Management

§ Vice-Rector for Doctoral Studies and Junior Science;

§ Vice-Rector for Science, Creative Activity, and Knowledge Transfer;

§ Vice-Rector for Internationalisation;

§ Vice- Rector for Strategy, Development, and Investment;

§ Vice- Rector for Legislation, Organisation, and Digitalisation;

§ Vice- Rector for Communication and Social Responsibility.

Compared to the current situation, I foresee the following content changes:

- I feel that there is a need to re-establish a portfolio for doctoral studies and junior science (postdoc matters). This is partly in response to the reform of doctoral studies effective from the 1st of September 2025, for which the University is in many ways unprepared. Secondly, because of the focus on a smooth transition of the most successful PhD graduates (from UP and outside) into junior research positions.
- I consider it essential that one of the Vice- Rectors be specifically responsible for major capital projects and be able to coordinate the activities of the staff involved from the Technical Department, the Procurement Department, the Economic Department, and the Building Management and Maintenance Department. The aim should be a smooth process from procurement through design and construction to handover for the use of the entire capital work.

- I consider it advisable that the Vice- Rector responsible for science and research should also be responsible for the transfer of knowledge into the application sphere, i.e., in particular cooperation with business entities so that the research results of individual departments can be monetised through joint entities or through the provision of licences.
- I consider the digitalisation of processes at our University and the long-term development of software and hardware security essential. For these reasons, this priority should be explicitly placed in the hands of a member of the University's leadership as Vice-Rector.
- Last but not least, I consider it essential to develop the University's activities in the field of social responsibility and long-term sustainability, so these areas should be explicitly placed under one Vice-Rector's responsibility. Since it is mainly about fulfilling an external role, it is best to place them under a joint responsibility with communication.

I will present the persons whom I will nominate for Vice- Rectors positions to the academic community at the joint presentation of candidates for Rector. My goal is to have women represented in half of the University's leadership.

I also consider the person of the Bursar to be a crucial position in the University's leadership. Given the current developments in this position, I assume that in the event of my success in the elections, I will enter my term of office with the person chosen by the current Rector of the University based on a transparent selection procedure. I believe that the selected person should have sufficient time to prove their qualities.

In relation to the individual faculties and their leadership, I am inclined, based on my current experience and knowledge of the functioning of our University and my personal characteristics, to strengthen the central decision-making processes and greater accountability for the decisions made by the team of Vice- Rectors and the Rector's Board. Of course, with strict respect for the role and powers of the UP Academic Senate, the UP Board of Trustees, and the management and academic senates of the faculties of the University as defined by the legislation.

However, all decisions must be made based on expert evidence, prior discussion, and the opportunity for all interested parties to be heard. The responsible member of the University management must then also be prepared to defend such a decision publicly before the appropriate forum.

Main objectives of the term of office

Among the conceptual issues that, in my opinion, currently urgently need to be addressed are the following. They are therefore also my strategic objectives, which I would like to achieve as soon as possible.

Students, their studies, and teaching

- **The University needs to complete changes to the distribution of funding allocated according to the so-called Indicator A.** I support using this change as a tool for progressive cohesion in workload conditions and academic staff remuneration. The next objective of this change must be to teach all fields of study with the necessary close relationship between teacher and student. The new rules should apply from 2026.
- **The University must make teaching interesting.** Lectures, tutorials, and seminars must be taught in an attractive way to students. Modern trends in teaching must be continuously followed to meet the needs of the new generations of students. Practical forms of teaching should be strengthened. The emphasis on the digitisation of the teaching environment and procedures is also a prerequisite and must be professionally provided by the central units of the University. These efforts must be pursued on an ongoing basis.

- **The University must strengthen the central management of lifelong learning.** Lifelong learning not only fulfils the third role of universities but, at the same time, can be a significant source of financial income for the University. The university system is to include standardised conditions for issuing professional micro-certificates for which a fee will be charged.
- **The University must implement a system that allows inter-faculty teaching.** The absence of a functioning system (and within it, especially the rules of funding) of interfaculty teaching is an obstacle that currently does not allow students from entirely different disciplines or from other faculties to study interesting and beneficial subjects. According to Indicator A, the minimal financial impact on the part of the current distribution of funding will be substantially offset by the wider learning opportunities for students and the development of the University as a whole. This objective should be fulfilled by 2026, together with the new system of distributing funding according to the so-called Indicator A.
- **The University must take a proactive approach to talent scouting in secondary schools.** This should be done by taking an active approach by organising student competitions, offering learning events for high school students, and providing opportunities for high school students to engage in short-term activities at the University. These efforts should lead to our University being their first choice. This task is continuous.

PhD students as the future of the University and their studies

- **The University must succeed in implementing reforms to doctoral studies.** Changes to university legislation must catch up with the preparations other universities have already made in anticipation of changes to the Higher Education Act regulating doctoral studies. This is an absolutely urgent task.
- **The University must create a university-wide system of inter-faculty research for doctoral students.** There must be no institutional barriers that prevent or restrict a doctoral student's ability to conduct their research in any part of the University if they obtain or are involved in a research project. These changes must be in place within a year.
- **The University must ensure equal remuneration for PhD students.** The University must ensure that the state reform of doctoral studies does not result in two categories of doctoral students (studying properly). The faculties must be evaluated on their preparations for these announced changes. If necessary, they should be helped financially to cope with this situation. The above should be put into effect with the new academic year.
- **The University must adopt the standards of the tutor.** The supervisor standards guarantee the conditions of the supervisor's activity and the quality of guidance for their doctoral students. It is essential that the same rules apply to supervisors in all units of the University and that their implementation is monitored.

Staff as the soul of the University

- **The University must ensure equal access to staff.** It is essential to insist on non-discriminatory access for all University employees. Employees in comparable positions with comparable job performance must also be comparably compensated. There must also be no inadequate differences in working space, technical equipment, or facilities. Equal treatment of employees must not be a matter of time but a matter of course. Remuneration must be brought up to mid-term.
- **The University must evaluate academics transparently.** The terms of assessment through the IS HAP must be known to staff, and their assessment must be predictable. Work must be done to improve and simplify the digital environment in which appraisal occurs. This change should apply from 2026.

- **The University needs to develop a specific programme of support for staff returning after a period of childcare.** The main aim is to enable them to return to their research and teaching activities as efficiently and easily as possible. This objective is already being worked on by the current University management, and I expect it to be completed within two years.
- **The University must work to expand employee benefits.** Employee benefits need to be consistent across the University and must be directed towards both long-term goals (especially financial security for post-retirement) and current goals (promoting healthy lifestyles, cultural activities, recreation, or making genuinely favourable service rates or prices for primary goods available). Improving these conditions is a continuous task.

Graduates - the pride of the University

- **The University must intensify contact with its graduates.** It is necessary to develop further the Graduates Club of Palacký University in Olomouc; a suitable tool is the development of the UPlikace towards the possibility of switching the role of the user to the role of the graduates.
- **The University must also maintain contact with foreign graduates.** It is necessary to offer the possibility of maintaining contact with the University also for foreign students who have completed part of their studies here (especially in the framework of Erasmus programmes) or even the whole of their studies. These graduates can be a valuable resource for the internationalisation of the University, for international cooperation or the promotion of the University abroad. Both of these tasks will be developed on an ongoing basis.

Science and research, young promising academics, knowledge transfer

- **The University must remain in the group of top-category research organisations.** In 2025, the evaluation is being carried out according to the Methodology for the Evaluation of Research Organisations in the Higher Education Segment 2025+. As this evaluation will take into account the results of the years 2019 to 2024 (depending on the type of result), the task of the incoming Rector will be mainly to take over the work already started and to ensure that all requirements related to the evaluation process are fulfilled without delay. In the event of any doubts in the evaluation process, the Rector must proactively engage with both the evaluators and the representatives of the Ministry of Education.
- **The University must adopt new rules for funding science and research.** The basic premises should be protection against destabilisation, support for cutting-edge research, and creation of conditions for excellence. The new system should be developed for 2026. However, it will not be a one-off change but a concrete medium-term plan (3 years) with a clear end goal. A major task of the new system will be to create new opportunities for new project teams, regardless of their university department. Their performance will then be transparently evaluated against the performance of other comparable teams in their respective fields, emphasising reasonable continuous growth.
- **The University must nurture young, promising academics (especially post-docs).** Fresh graduates of PhD programmes are very valuable for the development of the University and its scientific output. The University must have a support system to help with this transition (help with finding housing, finding pre-school or school facilities for children, etc.) so that post-docs are stabilised and can devote themselves to their work - research and teaching - to the maximum extent possible. This system of working with young researchers must be in place by the mid-term.

Internationalisation, development of foreign cooperation and attractiveness for foreign experts

- **The University must be attractive to foreign professionals.** It must attract them as a place for their future research or teaching activities. Opportunities at our University must be actively and directly marketed through foreign portals. The system and strategy for this promotion must be in place within one year. It is necessary to provide adequate project opportunities for incoming professionals and quality-of-life opportunities for them and their families.
- **The University must develop opportunities for international study.** For foreign students, the opportunity to study at our University and for our students to study at universities abroad. For students in doctoral programmes, their research activities abroad must also be encouraged. These efforts must be continuous, with a gradual increase in the number of outgoing and incoming students each year.
- § The University must continue to participate in the European University Alliance Aurora. Thus, it should actively take advantage of opportunities for international cooperation in teaching and research and the use of academic excellence to promote social responsibility and sustainable development goals.
- **The University must have English versions of all information.** Most of the University's internal legislation must be available in English. English versions must also be used for the University's digital information sources and internal digital systems. This objective needs to be met on an ongoing basis and for existing documents by mid-term but taking into account priorities.

Investments and assets of the University

- **The University must analyse the need for infrastructure for large international conferences.** Currently, the University and the city of Olomouc cannot organise and host professional conferences with a larger number of participants due to the lack of infrastructure; there is no lecture hall for about 1,000 people. This limitation, therefore, severely restricts the possibility of holding large conferences and increasing the international reputation of the University as a venue for major international scientific meetings. Therefore, it is necessary to prepare an analysis of these needs at the University and the options for addressing them (including the financial costs of construction and sources of funding, operational costs, and the possibilities of using such infrastructure in the everyday activities of the University). In case of positive results of such an analysis, it is necessary to seek cooperation with the Olomouc Region and state sources of financing for this event, as such a step can be a major benefit for the development of the whole region. At the end of my term of office, I would like to have this project ready for implementation.
- **The University must strengthen its security.** Security measures must be managed centrally, with clear procedures, powers, competencies, and responsibilities of specific persons. Furthermore, the conditions for technical equipment and the centralisation of its outputs must be standardised. The financial security of these tasks must be handled centrally at the university level. Informing people about a security incident must be effective, fast, and targeted and include information on the necessary behaviour in the situation. Procedural changes must be implemented within one year, and capital-costly changes must be implemented as soon as possible.
- **The University must have a long-term plan for investment and renovation.** Based on an objective analysis of needs and considering previous investments in assets used by the various components of the University (expressed in comparable prices), this plan must be developed to make investments in University assets in larger and purposefully integrated units. Agreement on the order of investment should be reached by mid-term.

The internal life of the University and its relationship with its surroundings

- **The University must be mindful of ethics.** Ethics at the University is key to maintaining credibility, academic excellence, and social responsibility. Ethical rules are clearly defined by a code of ethics and must be regularly communicated and enforced. The UP Ethics Committee must be prepared to take active action in the event of reasonable suspicion of a violation of the established rules. This task must be fulfilled without delay.
- **The University must strengthen its leadership role within the Olomouc Region.** The Rector must be responsible for establishing contact with partners and creating mutually beneficial cooperation that can then be developed and implemented in the individual units of the University.
- **The University must take a proactive and systematic approach to fundraising.** The Rector and members of the management must develop their own activities to raise significant and small contributions. However, they must also create the conditions for active fundraising by the faculties. To achieve this goal, it is necessary to modify the statutes of the UP Endowment Fund, in particular, to expand the range of supported activities and persons. The University and faculty management must be responsible for raising significant financial donations, and the link with the Graduates Club should be a source of smaller but ideally regular contributions.
- **The University must be mindful of social responsibility and long-term sustainability.** Also, in the field of science, the University should promote research in sustainable technologies, renewable energy, and the circular economy. The University should strive to reduce the carbon footprint of university buildings through energy-efficient technologies with available funding.
- **The University must resolve the relationship between the Faculty of Science and CATRIN.** Based on what I have learned and discussed so far, I am deeply convinced that there is a path to a compromise and a joint solution to this long-standing issue for the benefit of the entire University, within a period of one year. In this case, the Rector must not only be the mediator of the agreement but also the person leading both parties to an agreement and then the guarantor of the fulfilment of the agreement reached. This agreement will also allow the missing infrastructure to be acquired in the medium term, provided both parties are actively involved in the Rector's efforts to find external funding.

In the preceding text, I state that the University must. If I gain the confidence of the Academic Senate of UP and am elected Rector, I will be the one who will have to fulfil and be responsible for all the above needs. Further details can be found on the election website: www.jedenpribeh.cz

What kind of University do I want to hand over to my successor?

- A university that stands firmly on the following pillars:
- It offers teaching in modern and promising fields of study.
- It attracts foreign experts and prospective students.
- It prides itself on successful and satisfied employees.
- It is a source of internationally respected scientific outputs.
- It is growing in international comparisons of universities.
- It is managed transparently, efficiently, cost-effectively, and in accordance with the rules.

I am putting forward these programme theses to strengthen the sense of belonging and solidarity among members of the academic community and its components at our University. The University has no large and small faculties, no distinguished and less distinguished researchers or teachers, and no clever and less clever students. Everyone is important to our University. Everyone is a part of it.

Because we all make up one story. The story of our Palacký University in Olomouc.

Michael Kohajda