Election Programme

**of the Candidate
for the Rector
of the University of Ostrava**

OSTRAVSKÁ
UNIVERZITA

2026

doc. RNDr. Zuzana Václavíková, Ph.D.

Dear members of the academic community, dear students, colleagues,

I stand in front of the academic community of the University of Ostrava to present my vision, strategic concept, and outline of concrete steps for the future development of our alma mater as a confident and agile institution, fully aligned with the University of Ostrava's new Strategic Plan 2026+. I do so with respect for academic freedoms, academic responsibility, and the autonomy of all our faculties and research institute, which together form the unique foundation of our strength. With great respect for the work of the university's current leadership and with gratitude for its achievements, I would like to offer my perspective on the development priorities that I consider crucial for the future direction of our university.

I have been professionally and personally connected with the University of Ostrava since 1994 and spent twenty-five years working here as an academic at the Department of Mathematics. Over this long period, I have had the opportunity to experience our university from many different perspectives – from everyday teaching and research to heading a department and making strategic decisions in my role as a Dean.

I have devoted a significant part of my energy to academic self-governance. I served for twelve years as a member of the Academic Senate of the Faculty of Science and for more than eight years as a member of the Academic Senate of the University of Ostrava. In both senates, I had the honour and responsibility of serving one term as a Chair. I concluded my work in academic self-governance when I took on executive management positions. I have been involved in dozens of projects in various roles, as well as in formal and informal working groups, always with the aim of moving things forward. I have worked closely with colleagues from other departments and faculties on shared priorities and initiatives. I also had the opportunity to spend a semester studying abroad and to visit and learn from a number of universities – about their internal operations, academic cultures, and the dynamics of their creative and research environments.

Years spent in the senate chambers, experience in management, collaboration with people, and insights gained from outside the university have given me the ability to see beneath the surface of university structures and mechanisms from different perspectives, to understand processes and organisational structures, financing, and, above all, the diverse needs of people across individual faculties and at different levels of the institution. I believe that the key to successful leadership of any team lies in patiently seeking mutual understanding, agreement, and trust, while also having the courage to make difficult decisions in moments of conflict when it is impossible to accommodate everyone's interests – to remain focused on key priorities, minimise negative impacts on people, and take full responsibility for one's decisions. None of this, however, can be achieved without a thorough understanding of how the institution works from within, the courage to openly acknowledge and name its weaknesses, and daily contact with the people who make it what it is.

The University of Ostrava is facing the greatest historic opportunity since its foundation. Today, the Moravian-Silesian Region is one of Europe's most significant centres of social, economic, and technological transformation. We are at the heart of a vibrant laboratory of change – and our unique advantage is a broad academic scope that spans from the arts and education to the humanities, social and natural sciences, and medicine. It is precisely this diversity that allows us to address today's challenges in their full complexity.

Turning this opportunity into reality requires two things at once: the ability to champion the university's interests externally and to set efficient functioning within the institution.

University of Ostrava as a strong university voice in transforming regions

The University of Ostrava, together with other higher education institutions, faces a long-term systemic challenge: the conditions for academic and research work are not sufficiently attractive. Salaries are not competitive, administrative burdens are excessive, and there is a lack of stability. Above all, however, the funding of higher education institutions does not adequately reflect their public and regional role. Universities like ours are not merely educational institutions – they help retain skilled people in the regions, prepare professionals for key occupations, and help make regions places with a future of their own and the potential to drive further development.

As a Rector, I will be a strong and visible voice for the University of Ostrava within the Czech Rectors' Conference (CRC) and in dialogue with the Ministry of Education, Youth and Sports (MŠMT). At the same time, I will focus on ensuring that, at the university-wide level, we are immediately prepared to respond to any systemic changes.

Key areas I will focus on:

- **Stable funding:** Advocate for a higher share of stable institutional funding that enables universities to plan their development over the long term and create competitive conditions for their employees.
- **The role of universities in transforming regions:** Advocate for recognition of, and appropriate financial support for, the specific role of regional universities in the economic and social transformation of their regions.
- **Micro-credentials and lifelong learning:** Actively advocate, at the level of the Ministry of Education, Youth and Sports and the Czech Rectors' Conference, for the completion of the legislative and funding framework for micro-credentials and lifelong learning, so that the state recognises them as a fully funded pillar of higher education and facilitates their recognition across institutions and in the labour market.
- **Completing the reform of doctoral degree programmes:** Actively contribute to shaping a nationwide framework for the reform and funding of doctoral education that goes beyond the minimum level of doctoral scholarships and creates a stable career path for early-career researchers.
- **Attracting talent and return grants:** Initiate the simplification of legislative conditions for the arrival of international students and researchers, and establish coordinated support for the return of Czech research talent, including return grants and support for career opportunities.

Stronger university with cooperation and active use of own possibilities

It is clear that we do not have control over all the external conditions in which Czech higher education will operate in the coming years. We do, however, have a responsibility for how we prepare for these changes and how we make use of the opportunities and resources available to us.

The role of a public university is undergoing fundamental change in an era of the rapid rise of artificial intelligence, demographic shifts, higher education reforms, and broader societal transformation. The key challenges ahead can no longer be addressed in isolation within individual departments or faculties. Disciplinary departments are an essential foundation, but the future of the university — and its financial sustainability — will depend on our ability to connect and build on the strengths of our individual disciplines.

In this respect, the University of Ostrava has a unique profile:

- **Breadth of expertise:** We are large enough to have a broad and high-quality academic base spanning fields from the arts to medicine – providing ideal conditions for genuinely interdisciplinary work.
- **Agility:** Our size gives us flexibility, shorter decision-making chains, close connections, and the ability to respond to new challenges significantly faster than larger universities.
- **Strong regional roots:** We are deeply connected to the region and close to its people and real-world challenges. VSB – Technical University of Ostrava and the Silesian University in Opava are not competitors, but key partners. Thanks to our complementary profiles, we can create strong synergies that contribute to the overall development of the region as well as to the advancement of education itself.

The role of university leadership internally is to create the environment and culture in which people from different disciplines can find common ground on issues that transcend the boundaries of individual fields. All of our faculties — each with its own unique role and strengths — need a strong university behind them. One that preserves their autonomy, respects what works well and has proven successful, while at the same time creating opportunities for things they cannot achieve on their own.

So far, we have only partially made use of our unique strengths. The right conditions alone are not enough if, from an organizational perspective, it is easier to operate independently and compete for resources than to connect our strengths and jointly create new opportunities.

That is what I want to change, with a strong emphasis on continuity and respect for our achievements to date — building on what works, while thoughtfully developing and improving what can take us further.

Studies and education: community, competences, and life-long partnership

Students are our equal partners and the future agents of change in society. Education goes beyond the knowledge transfer; together, we are building an academic community that learns, discovers, and seeks solutions. Personal and professional growth are interconnected: students and teachers grow together.

Although the university will have to adapt to changes in the world of work, society, and education, its traditional role remains indispensable. High-quality disciplinary education is, and will continue to be, the foundation we must protect and further develop – while embracing a modern approach to what university education can and should be.

At the same time, we must be prepared to serve a new and increasingly diverse group of learners: people at different stages of their professional lives who may not be seeking another degree, but rather solutions to specific challenges. Alongside secondary schools, employers, public institutions, and our own alumni will increasingly become important partners of the university. In the years ahead, the University of Ostrava's competitive advantage should lie not only in the strength and quality of individual disciplines, but above all in our ability to harness the diversity of our fields and create interdisciplinary connections that respond to real-world challenges – from digitalization and emerging technologies, to research into society, culture, history, and artistic creation, and to today's social, health, and environmental challenges.

This will require us to strengthen the economic foundations of the university in several areas: securing new external funding through the development of flexible education; actively and persuasively advocating with the Ministry of Education, Youth and Sports (MŠMT) for a reform of the outdated allocation of institutional funding under Indicator A; and establishing fair and transparent funding rules for interdisciplinary activities.

The most important areas I will focus on:

- **Modern teaching, innovation, and AI:** Modernise existing degree programmes and create space for new interdisciplinary programmes, with an emphasis on flexible study pathways, wellbeing, and talent development, as well as targeted support for students facing barriers to success. Give teaching staff the time and methodological space to innovate in their teaching, provide systematic support – including tools

and training – for the meaningful integration of AI and digital technologies into academic work, and ensure that these activities are properly recognized as a full-fledged part of their academic performance.

- **Fair funding for interdisciplinarity:** Introduce proposals for a transparent internal allocation mechanism that ensures teaching shared across faculties is financially fair for all participating units while remaining administratively simple.
- **Accessible internationalization:** Alongside physical mobility opportunities, develop flexible international formats, such as COIL (Collaborative Online International Learning), that are accessible to all students regardless of their social or financial situations.
- **Social responsibility and engagement with practice:** Develop the dOUčko initiative into a stable and targeted support system to prevent study failure, and create a systematic framework for involving students in volunteer and community projects under expert academic supervision as an elective component of study programmes. This will provide an opportunity to gain practical experience while contributing to society through mission-driven student projects, such as tutoring and community services.
- **Student life, continuing education, and the alumni network:** Support university-wide student organizations through transparent grant schemes and regular dialogue between university leadership, the Student Chamber of the Academic Senate of the University of Ostrava, student organizations, and other platforms, ensuring that the development of university services responds to students' real needs. At the same time, develop flexible continuing education modules and build structured cooperation with alumni as ambassadors for the university.

Knowledge without frontiers: excellent science and art for society

Cutting-edge research, artistic work, and critical thinking are at the heart of the university's identity. The traditional role of academic scholarship – to discover, develop new ideas and forms of creative expression, push the boundaries of knowledge, and educate the next generation of experts – remains indispensable.

At the same time, the way knowledge is created and the impact society expects from universities are changing. Today's greatest challenges, as well as the future of science and research, increasingly lie at the intersection of disciplines – in a dynamic dialogue between science, the arts, technology, and the social sciences. Interdisciplinary collaboration is now key to success both in prestigious European programmes such as Horizon Europe and ERC, and in national research funding competitions such as GACR, TA CR, NRP/OP TAC, and others, which form the backbone of research activity for the majority of our research teams.

Projects such as LERCO, DigiWELL, REFRESH, and others demonstrate the University of Ostrava's potential for interdisciplinary collaboration and international engagement. We must, however, ensure that they do not remain isolated success stories, but become natural drivers of broader institutional development and a source of synergies across all faculties.

To achieve this, we need to remove the procedural and organizational barriers that currently tend to encourage individual units to operate in isolation rather than cooperate, and build an environment that supports the development of flexible, collaborative communities by bringing together our expertise and capacities. If we remove these barriers, our disciplinary diversity can become a catalyst for the development of the entire university – and a pathway to establishing a lasting position among the international leaders in competitive research funding.

The most important areas I will focus on:

- **Supporting research collaboration:** Review internal mechanisms to facilitate cooperation across departments and faculties, support the integration of research activities, and promote the sharing of infrastructure. Provide targeted support for high-quality project proposals that were unsuccessful in external competitions due to intense competition – so-called "just-below-the-line" projects – through the reinvestment of project overheads or funding from Indicator I.

- **Sustainability of research teams and seed funding:** Create a stable institutional ecosystem that enables both established and early-career researchers to maintain funding continuity between grant cycles. Support the formation of new and multidisciplinary teams from the outset, giving them opportunities to pursue prestigious research and artistic opportunities. Research topics at the intersection of traditional disciplines should emerge organically from their respective strengths as an additional dimension of development. Funding should also be sought through the reinvestment of project overheads or resources from Indicator I.
- **Strategic partnerships and knowledge transfer:** Systematically develop cooperation with institutes of the Czech Academy of Sciences – for example, through joint projects and the sharing of PhD students and other forms of collaboration – as well as with other partners. Strengthen knowledge transfer by supporting the creation of spin-off companies and actively contributing to innovation in the transforming Moravian-Silesian Region.
- **Fair evaluation, strong research, and budgetary stability:** Open a discussion on revising internal evaluation methodologies (such as 17+/FORD) so that they better reflect specific characteristics of individual disciplines, while maintaining a strong focus on excellence, budgetary continuity, and stability for all parts of the university.
- **PhD students at the heart of research:** Establish simple rules and an incentive-based funding system for interfaculty and international (cotutelle) doctoral degree programmes. Introduce clear rules for sharing PhD supervisors that enable a fair allocation of their workloads and the direct financial settlement of associated costs between the participating faculties.

Open university: collective identity, partnership, and trust

Over the past decade, the University of Ostrava has grown significantly. We have built international research centres, developed our artistic and scientific output, and increased the number of students. We are a strong partner of the city and the region and an integral part of public life in the region. These achievements are the result of the work of many individuals – academics, researchers, and students, but equally the colleagues working in student services, finance, IT, facilities management, and other non-academic positions, without whom the university could not function.

We have much to be proud of, and we have a strong foundation to build on. The next step towards strengthening our collective capacity is to connect these individual initiatives so that we can fully harness their synergies, both internally and externally, and turn them into a shared institutional advantage.

Internationalization is one of the key drivers of the University of Ostrava's development and strengthening it must remain a priority. I see it as a natural cross-cutting characteristic of the entire university – a way of thinking about our future and of advancing the quality of education, research and artistic excellence, partnerships, and the university's reputation.

The next step must be to optimize our internal processes, remove barriers between departments and faculties, and make effective use of the potential of the university as a whole to build a stronger sense of being "one" University of Ostrava.

The most important areas I will focus on:

- **Respect, safety, and community development:** Continue building a safe, ethical, and fair working environment based on mutual trust and respect. Provide systematic support for professional development, equal opportunities, and wellbeing for everyone who contributes to our university – including academic and research staff as well as colleagues working in the university's administrative, managerial, and operational support services.

- **Clear responsibilities in internal and external relations:** Establish clear processes, competencies, and responsibilities in marketing, PR, communications, and international relations while creating direct and effective links between the Rectorate and the faculties and making workflows faster and more efficient.
- **Unified presence and greater synergy:** Coordinate external relations so that promoting the achievements, projects, and activities of individual faculties builds a strong 'One University' brand – while fully respecting their autonomy.
- **Internationalization as an institutional value and culture:** Integrate the international dimension into the development of degree programmes, research and artistic collaboration, project preparation, human resources policy, and partnership building. Make full use of the potential of the NEOLAiA network.
- **University as a living laboratory for innovation:** Deepen partnerships with the City of Ostrava, the Moravian-Silesian Region, our alumni community, and the university's partners and supporters in addressing the concrete impacts and challenges of the region's transformation.

Strategy and development: sustainable future, synergy, and effective management

The University of Ostrava has clearly defined its strategic ambitions. The future will be primarily about our ability to manage our own transformation – deciding what our genuine priorities are, including in terms of investment, directing our capacities towards them, and evaluating their impact.

As the university has grown and the number of activities and responsibilities has increased, the complexity of organizational relationships has naturally grown as well. The current structure evolved in response to the need for stability, control, and accountability. Today, however, our tasks increasingly transcend the boundaries of individual departments, units, divisions, and offices. They require an ability to manage activities based on their outcomes and impact, rather than solely according to their administrative classification. The next stage must bring together two principles: preserving the autonomy of faculties and institutes while ensuring that the university as a whole can act effectively and flexibly wherever the scope of an issue or the needs of individual faculties or organizational units require coordination.

I believe in a clear division of roles and responsibilities. University leadership should hold the strategic direction, fulfill our shared vision, and negotiate the best possible conditions, while the administration provides smooth and efficient service. Only then can we give faculties the freedom to focus on their own development.

We have reached a point where adding further vertical management layers would only deepen inefficiency, create unnecessary delays, blur accountability, and increase bureaucracy for both academic and non-academic staff. Instead, we need to establish effective horizontal connections based on simple and purposeful processes, cooperation, and accountability. This will shorten workflows, eliminate overlaps, and enable us to make better use of the university's resources as a whole. This must be supported by sophisticated data management: we need to interpret data competently, assess the impact of our decisions, and use evidence as the basis for continuous improvement of the university's internal operations.

The change must also include a more open approach to feedback from within the university. People who are closest to everyday university life are often the first to identify problems, obstacles, or flaws in how things are set up. We therefore need to create direct channels for capturing these insights, evaluating them, and translating them into improvements to our rules, processes, and university services.

The most important areas I will focus on:

- **Process modernization:** Establish clear rules for cross-cutting activities spanning the Rectorate and faculties; define competencies, responsibilities, and principles for horizontal cooperation across units; reduce the coordination burden, eliminate unnecessary duplication, and ensure highly efficient central services.

- **Responsible investment management:** Guarantee the completion of the renovation of student residences and other ongoing investments through financial models that minimize the burden on faculty budgets. Link investment planning with smart and sustainable management of energy and infrastructure.
- **Direct feedback:** Establish effective internal channels – an anti-bureaucracy mailbox – for employees and students to raise concerns about ineffective, unclear, or flawed regulations and processes, and ensure that these concerns are regularly reviewed and that identified problems are addressed.
- **A data-driven university and targeted digitalization:** Bring together the Rectorate's existing analytical capacities into an agile analytical hub and provide the university and its faculties with transparent data to support autonomous decision making and impact assessment. Digitize processes to the greatest extent possible, prioritizing those that place the greatest burden on academic staff and students, with a strong emphasis on the "Once Only" principle – information should be provided only once and then reused wherever possible.

Final words…

The future will not belong to those who merely adapt to change, but to those who are able to understand it and actively shape it. The University of Ostrava has a strong foundation, unique disciplinary diversity, and the capacity to generate new knowledge that benefits society.

I want the University of Ostrava to be a confident voice for universities in transforming regions – an institution that not only responds to societal change, but actively helps shape it and advocates for the conditions that enable universities to fulfil their educational, research, and civic missions.

My ambition is to make the most of the synergies and potential offered by the current scale of our administrative apparatus by connecting existing units and reducing organizational silos.

I bring analytical thinking, insight into a wide range of processes, the ability to work with data and uncertainty, and the capacity to see complexity, connections, and detail. I have the courage to form an independent view while remaining open to different perspectives. I build collaboration on listening, trust, and empathy, but also on accountability. I want to strengthen the identity of a university that values not only outcomes, but also the environment, conditions, and relationships in which they are created – where healthy competition is naturally complemented by collaboration, and where together we can pursue ambitions that exceed the capabilities of individual units.

My working style is grounded in personal commitment, pragmatism, and continuous contact with reality. As a leader, I see it as my responsibility to create the conditions in which the work and potential of everyone can flourish – from students to leading researchers and creative professionals. I believe in open dialogue and being present among people, which is why you will continue to see me regularly in the corridors and classrooms of our university buildings.

I do not stop at general visions. I am presenting a clear and realistic plan for concrete steps and their financial backing. I will generate the necessary resources through greater internal efficiency and more effective use of existing capacities, without increasing demands on the budget under Priority I. **That is why my programme also includes a concrete plan for the first six months.**

The University of Ostrava will undoubtedly continue to move forward and operate even without these changes — it has a strong tradition, deep roots, and far too many outstanding people for its work to ever come to a standstill. We nevertheless have a unique opportunity to focus our energy on building stronger horizontal connections, simplifying processes, and removing barriers. By doing so, we can turn our disciplinary diversity into a shared institutional strength and become not only the confident heart of a transforming region, but also a respected and visible player on the global map of research, creative activity, and education.

I believe that many of you have known me well enough through the decades of working together to be able to assess both my strengths and my limitations. I offer a path of stability, building on the strong foundations of our university, where every change is the result of mature consideration, dialogue, and a genuine effort to make people's work easier.

I would also like to thank you for taking the time to read these pages and for your interest in the future of our university. It is simply not possible for me to fit all my visions and ideas into the few pages or minutes I will have at my disposal during the Academic Community Assembly.

If my ideas resonate with you, you can find out more about me and my programme at www.zuzanavaclavikova.cz. I would also be happy to elaborate on them and discuss them with you in person, at a time that suits your schedule.

Zuzana Václavíková

+420 603 783 524, zuzana.vaclavikova@osu.cz

Clear direction, concrete steps: 6 months

When I took on the position of Dean almost four years ago, I went through the process of taking over responsibilities and establishing processes. This experience has given me a clear understanding of what can realistically be achieved in the first few months and what can be built upon from day one. I recognize that major strategic goals will require more time and a process of dialogue and collaboration. At the same time, I have a clear vision of the concrete steps that can be taken during the first six months – steps that are feasible, can be implemented immediately, and do not require any additional budgetary resources.

University of Ostrava as a strong university voice in transforming regions

- **Active engagement in the Czech Rectors Conference and negotiations:** I will use my first months in the Czech Rectors Conference to raise key issues, including the lack of competitiveness of academic salaries and the need for a systemic approach that takes into account the specific circumstances of regional universities and their role in the development and transformation of their regions.
- **Strategic alliance of regional universities:** I will initiate a working meeting of representatives of regional and transformation-focused universities to develop a common position and coordinated approach towards the Ministry of Education, Youth and Sports (MŠMT) in negotiations on the methodology for the allocation of institutional funding.

Study and education: community, competences, and life-long partnership

- **Safety net and meaningful practical experience:** I will present the faculties with a strategy for reducing student failure rates, together with the dOUčko initiative, which has been successfully running for its third year at the Faculty of Science, University of Ostrava. In cooperation with programme coordinators and students, I will map opportunities for students to participate in university-wide volunteering and advisory activities, with the possibility of earning credits or having such activities recognized as part of their practical training. I will focus primarily on ten degree programmes preparing future teachers, as well as professionally oriented programmes, where the potential for connecting studies with practical experience is particularly strong.
- **Dialogue with students and student wellbeing:** I will organize an informal working meeting with the Student Chamber of the Academic Senate of the University of Ostrava and representatives of student organizations to identify their needs and priorities. We will discuss how to establish mission-driven projects that reflect their preferences and priorities. I will focus particularly on identifying the key challenges related to student wellbeing.
- **Barrier-free interfaculty teaching:** I will put forward a proposal for clear methodological and financial rules governing the sharing of courses across faculties, as well as the development of joint interfaculty study programmes. The proposal will ensure fair financial recognition for every participating unit (for example, in a double-subject studies, by fairly allocating each student's share within indicator A).

Knowledge without frontiers: excellent science and art for society

- **Research matchmaking:** I will launch a series of informal, interactive meetings bringing together research teams from LERCO, DigiWELL, REFRESH, and other faculty-based teams, for example, in the form of research speed-dating or creative matchmaking sessions with the aim of connecting expertise and generating new interdisciplinary ideas. I will focus on ensuring that these synergies create new opportunities across disciplines and connect our researchers, artists, and students across the entire university.
- **Mapping internal sources of research funding:** I will conduct an audit of existing internal funding sources and identify opportunities to release financial resources to support research and creative activities beyond the Priority I framework, for instance, by using overheads from grant-funded projects or allocating a portion of the funding under Indicator I.

- **Stimulus for interdisciplinary research by doctoral students:** I am prepared to co-create a transformation of the rules governing the former SGS scheme, in compliance with Act no. 328/2025 Sb., on Research, Development, Innovation and Knowledge Transfer, effective from 1 January 2027. The aim will be to support high-quality interfaculty and multidisciplinary project proposals and provide them with preferential financial and evaluation treatment.

Open university: collective identity, partnership, and trust

- **Effective support for marketing and communications:** I will review the activities of the Centre for Marketing and Communication (CMPK) in relation to the needs of the faculties. I will propose streamlining processes and clearly defining the roles, responsibilities, and accountability of all parties involved, while fully respecting faculty autonomy.
- **Inclusive internationalization:** I will map the actual needs of the faculties in the area of international relations and review the functioning of the Centre for International Cooperation (CMS) to ensure that the international dimension naturally permeates teaching, research, and project support.
- **Coordinated partnerships and an alumni network:** I will align the schedule of meetings with key regional partners – including the City of Ostrava, the Moravian-Silesian Region, strategic partners, and major employers – with clearly defined priorities. I will also complete a unified concept for engaging with alumni, building on their personal connections with the faculties and ensuring close coordination with them.

Strategy and development: sustainable future, synergy, and effective management

- **Anti-bureaucracy mailbox:** I will establish a direct and transparent channel for suggestions and feedback from both academic and non-academic staff, directed straight to the responsible individuals. It will enable fast reporting and tracking of inconsistencies, unclear procedures, and regulatory or process-related barriers, with the aim of resolving them quickly and without unnecessary administrative burden.
- **Establishing an Analytics Hub:** I will consolidate the currently fragmented data and analytical capacities across the Rectorate into one agile team and present a proposal for the first university-wide data dashboard for the OU leadership and faculties.
- **Horizontal coordination across portfolios**: I will map processes requiring cooperation across divisions and offices. Together with the Deans, we will identify three most critical areas. We will then establish effective mechanisms for managing them without creating new bodies or additional hierarchical structures.

The six-month plan presented here represents my concrete commitment to all students and employees of the university. I am ready to start working from day one. Neither these measures nor the steps that follow require massive financial injections or an increase in the Priority I budget. They rely primarily on our human capital, process improvements, and internal reorganization. I will secure the necessary capacity by consolidating existing teams and making the use of already available resources more effective.

Zuzana Václavíková

+420 603 783 524, zuzana.vaclavikova@osu.cz