



Fakulta
zdravotnických věd

Genius loci ...

Thesis of the candidate for the position of Dean of the Faculty of
Health Sciences of Palacký University in Olomouc

for the term 2025-2029

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Motto:

"Continuity. Responsibility. Growth."

Two thousand stories at one address



Who I am and the reasons for me standing for election

Dear colleagues, dear colleagues, dear students, dear students, dear academic community,

Imagine every student leaving our classrooms excited about their new knowledge and every colleague proud of what we have accomplished together. That's an idea worth fighting for - and I offer you my experience, my heart and my unrelenting commitment.

I started my career "from scratch", in the General Health Insurance Company (VZP), where deciphering hundreds of ciphers from prescriptions every day taught me patience. Inspecting ambulances trained me in precision and planning, managing the premium collection department in working with people, and the role of marketing manager and spokesperson at VZP in handling multitasking and responsibility for projects worth millions. After changing my employer to university, I gained experience in grants, accreditation, and working in the Academic Senate and Economic Committees, to capitalize on all that as vice dean for science, research, and lifelong learning. A brief intermezzo at the Ministry of Health gave me insight into strategy and design at the national level.

In August 2021 I took over the leadership of the Faculty of Health Sciences and I think we have achieved a lot. During my term of office, we have opened two rigorous procedures by 2025, accredited two doctoral programmes including one English version, established the Centre for Practical Training, acquired and started reconstruction of the building on Třída Svobody 8, cooperated with the Faculty of Medicine of the University of Liberec on the construction of the Hněvotínská campus, supported international partnerships, matched salaries for 2024 and succeeded in OP JAK projects and much more. Although one bump on the table at the Academic Senate earned me a reprimand, it also led to two key resolutions for faculty support. And that was, and still is, a great accomplishment for all of us.

There are other challenges ahead of us (uncertain funding, rigid legislation, technological changes...), but together we can manage everything. That is why I am running again. And with more gusto to finish what we started. I am basing my candidacy on three pillars, which are my motto: *continuity* means not losing the set direction, *responsibility* to stand by our decisions and admit our successes and failures, *growth* is then the courage to open the faculty to the future. I believe that right now continuity, responsibility and growth are key for the faculty. Thus:

- I want to move faculty governance to a team model - we all play to our strengths.
- I want to improve communication within the faculty, listen more, and revise the functionality of the organizational structure.
- I want to ensure stable funding and predictable investment activity.
- I want to open the faculty to further growth: towards two thousand funded students.
- I want students to be not just passive recipients of studies, but active creators of faculty life.
- And yes - I want a new building on the University Hospital campus. We deserve it!

What can I offer our faculty? From my years of work experience listed above, I offer adaptability & resilience, analytical skills & strategic thinking, academic management & fiscal responsibility, passion & commitment, people management experience, as well as tangible results. And above all, humanity, loyalty and peace of mind even in turbulent times. I am prepared to speak and listen openly to uncomfortable truths and doubts. Targeted and constructive criticism gives room for improvement.

I am working on myself to improve the communication of the Dean's office and the faculty, to strengthen the system of continuous follow-up of tasks, and to become more confident in asserting my views and vision. I am committed to and will actively work on these skills.

I thank each and every one of you for your time to our faculty. If you show your trust in me again, I will stand up for you, for the faculty - again, stronger, more tirelessly. All of us together, and each and every one of us, deserve the credit for making the faculty stable, respected, and functional today. And most importantly: it is ready to grow.

My visions are not about applause or just for show. They're about work. They're real. They're powerful. And they're ours.

Where are we?

On the basis of analyses of annual reports, strategic documents and discussions with representatives of the academic community, I present a Risk Analysis that identifies and evaluates possible threats in order to take targeted measures and a SWOT analysis that identifies key factors affecting the current and future direction of our Faculty of Health Sciences at UP.

Risk analysis of FZV UP (2025)

Risk - what worries us	Probability	Impact	What to do - recommendations
1. Lack of space for teaching and research; denunciation of premises	Medium	High	Sharing of space, extended teaching time, cooperation between LF and FNOL, commercial lease
2. Academic overload	Medium to high	High	Personnel audit, recruitment of new staff, greater use of PhD students
3. Lack of funding - 70 million simulators; 21 million extra work	Low to medium	High	Finding financial resources, UP, at government level, grants, fundraising
4. Decreased interest in study due demographics or competition	Low to medium	Medium	Strengthen marketing, offer innovative fields of study, increase attractiveness for foreigners
5. Lack of involvement in international science and research	Medium	Medium	Proactively seek international grants (Horizon, Erasmus+), network
6. Turnover of key employees	Medium	High	Incentive programs, wage increases, flexible hours
7. Loss of teaching quality due to rapid expansion and lack of feedback	Medium	Medium to high	Regular internal evaluations, increased student involvement in evaluations
8. Cyber risk / digital vulnerabilities / physical risks	Low to medium	Medium to high	Investment in IT infrastructure, staff training, crisis plan

SWOT analysis

S - Strengths



- Stable growth in student numbers despite demographic changes.
- Balanced management despite underfunding and underinvestment.
- A wide range of accredited study programmes.
- Practical training in FNOL, Military Hospital, AGEL, etc.
- International cooperation (Erasmus+, non-European universities).
- Individual quality publications.

W - Weaknesses



- Insufficient capacity of own teaching facilities.
- Insufficient budget coverage for investment in simulators and additional work. Higher workload for academic staff, limited number of scientists.
- Insufficient number of academics with scientific and pedagogical degrees and partial staff instability with the growth in student numbers.
- Low supply of foreign language study programmes.
- Insufficient publication and project activity.

O - Opportunities



- Construction of the simulation centre and reconstruction of the building.
- A national strategy for increasing non-medical capacity.
- Developing scientific internationalisation.
- Digitalization of education, use of AI technologies in education and science.
- New grant calls and collaborations with scientific institutions and partners.

T - Threats



- Fixed number of students and budget at UP.
- Risks associated with financing higher education and research.
- Increasing competition from other faculties, HEIs and demographic challenges.
- Depletion of human resources without increasing staff capacity.
- Decreased interest in non-medical fields.

Where are we heading by 2029?

FZV

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FAN OF HEALTH AND SCIENCE

VISIONS

The visions of the individual goals are interconnected, because only by fulfilling them simultaneously can we ensure the conditions for the admission and financing of at least 2,000 students in the FNOL's own premises.

Education

This area is the basis of the very existence of the faculty and for this reason it must be given maximum attention. Students are the reason for our existence.

- Evaluation and accreditation processes:
 - o Successful completion of assessment of existing degree programmes;
 - o Re-accreditation of existing study programmes and adjustment to the new qualification standards
 - o Accreditation and opening of Bachelor's degree programmes;
 - o Accreditation and opening of follow-up Master's degree programmes;
 - o Implementation of Children's Palliative Care into the curriculum;
 - o Discussion about replacing with another form or shortening the bachelor theses;
 - o Introduction of microcertificates as part of C courses;
- Study programmes:
 - o Successfully managing the capacity building of the NLZP including evaluation;
 - o Reopening of full-time follow-up Master's degree programmes;
 - o Opening of foreign language study programmes;
 - o Support for accreditation and the opening of new rigorous procedures;
- Prerequisites:
 - o Opening of new premises, more efficient use of existing premises of FNOL, LF and FZV software solutions for effective organization of teaching;
 - o Maintaining the quality of education and implementing new didactic elements in teaching (AI, simulation teaching, digitalization);
 - o Updating teaching materials and expanding support in MOODLE
 - o Creation of an electronic platform for professional clinical practices.

Internationalisation

To develop internationalisation as a natural part of all faculty activities - from teaching and research to mobility, strategic partnerships and staff profiling of academic teams.

- Optimising the expansion of partnerships towards quality rather than quantity;
- Mobility:
 - o Intensification of support for international mobility of students and academics;

- Maintaining regular participation in international activities;
- Implementation and development of the Blended Intensive Program;
- Akcion ČR-Austria, CEEPUS;
- Partnership:
 - Expanded collaboration with the University of Nebraska Kearney to include physical therapy and radiology;
 - Continued cooperation within the AURORA Alliance and ASPHER;
 - Establishment of new cooperation within the ERASMUS K171+ programme (outside the EU);
 - Sharing know-how in the field of educational support and linking themes across the European Union - e.g. long-term cooperation in the European Network of Nursing Educations (ENNE) European Network of Physiotherapy in Higher Education (ENPHE)
 - Specialization in nursing - participation in the EPE (Empowering Patient Education) course;
- Implementation and continuity of international scientific conferences;
- Expansion and support of existing winter and summer schools;
- Integration of Collaborative Online International Learning;
- Recruitment and integration of foreign teachers and researchers (planning the possibility of introducing the position of visiting professor);
- Strengthening and targeting the marketing of English degree programmes.

Science and research

The development of scientific research activities and the quality of doctoral studies is a prerequisite for further professional and academic growth of the faculty. The engine of science is our doctoral students.

- Successful completion of the evaluation process by an international evaluation panel;
- Supporting the increase of excellent publications and project activities;
- Seeking opportunities to engage in contract research;
- Ensuring stable funding for DKRVO with incentives;
- Accreditation:
 - Accreditation/re-accreditation of DSP Nursing and Health Protection and Promotion in English;
 - Preparation of the habilitation procedure Nursing;
- Partnership and support:
 - Fulfilling the conditions for the implementation of the support fund in collaboration with Northumbria University, University of Genoa, Curtin University
 - Retaining and supporting foreign experts (mentors to the DSP management system);
 - Support for publication and project activities - e.g. new software for science and research (Rayyen, Nvivo®), implementation of AI in project and publication activities;
- Development of a strategy for scientific and creative activities of individual departments with clearly defined criteria and quantification of minimum requirements
- Discussion on the establishment of the DSP Student Support Centre.

Strategy and Internal and External Affairs

Success cannot be achieved without invested effort in continuous improvement of collaboration across the faculty and externally. It is key to the long-term success of the entire faculty.

- Partners
 - Maintaining and cooperating with the closest partners on the basis of equal partnership (UPOL, FNOL, VN, AGEL...) and opening up to new partnerships e.g. Army of the Czech Republic, OLIVIE programme of the Olomouc
 - Maintaining and further developing synergies between the FZV and regional grammar and secondary schools;

- Working with the media to raise the image and awareness of the NLZP
- Maintaining a position in the AVVNZP and participation in the Council of Universities;
- Membership of Clinical Nursing Education and Safety Advocates (CNESA);
- Students:
 - Support of talented students, cooperation with Talented Palacký;
 - Support national and international competitions;
 - Support of the FZV student club
 - Continued cooperation with students, student representatives and their student association;
- Human Resources
 - Teamwork with the academic community and the FHS Academic Senate;
 - Maintaining and deepening
 - Expansion of the faculty psychological counselling centre for students and teachers;
 - Regular meetings with the academic community and student association;
- Support for the establishment of a faculty testing centre for the Occupational English Test in conjunction with English degree programs;
- Seizing the opportunity of the Global Healthcare Initiative for Ukraine, U4Health, EU4Health
- Revision of internal standards and their continuous updating, processing of administrative documentation;

Control, Stability and Efficiency

Any institution that has a long-term growth perspective needs a system alongside a vision.

- Efficiency:
 - Successful management of the upcoming funding changes - "A", "K" and "DKRVO";
 - Ensuring the long-term sustainability of investments and economic stability: performance-based financing, with an emphasis on transparency and maintaining elements of solidarity;
 - Ensuring financial coverage of the costs of simulators (CZK 70 million) and extra work (CZK 21 million)
 - Ensuring adequate pay conditions and decent wages;
 - Ensuring the conditions for funding 2,000+ students;
 - Ensuring budget management with clear lines of authority and accountability;
 - Emphasis on actively seeking and using non-normative financial resources;
- Human Resource Management:
 - Ensuring the continuous improvement of knowledge and skills of academic staff and mentors - targeted at digital technologies, AI and language skills;
 - Developing teamwork among all employees based on open communication and a psychologically safe working environment - more talking, more informal meetings;
 - Active search for prospective colleagues;
- Administration:
 - Conducting economic and personnel audits with emphasis on functional elements;
 - Finding the optimal financing model for the FHS institutes
 - Support for simulation-based learning, the use of technology, AI and modern methods in teaching;
 - Streamlining and digitalization of administration, ensuring cyber and physical security
 - Digitalization of classroom sharing - especially in the area of professional clinical education
- Communication with:
 - Academic community and academic bodies, student association;
 - Rectorate and the deans of the faculties of UP and the deans of the faculties of health studies;
 - Partners with health service providers,
 - Key actors - the city, the region, ministries, the House of Representatives, the Senate;
 - Trade Union.

Dean's Office Management and Governance Strategy

The dean's office is a leader in academic management - an agile, competent and digitally supported team that systematically builds trust, supports the educational, scientific and publishing development of individual departments and creates the conditions for long-term growth in the quality and prestige of the faculty as a whole. The management strategy can be viewed from two perspectives:

- Broader: in which the dean of the faculty directly interferes with the competences of the vice-deans who head the respective organisational units: the vice-dean for studies - the study department, the vice-dean for practice - the Centre for Practice and Practical Training, the vice-dean for internationalisation - the international desk, the vice-dean for science, research and doctoral studies - the Centre for Science and Research, the vice-dean for strategy, internal and external relations - the Internal Affairs Desk and the Communication Desk
- Narrower: in my view, *shared leadership* increases efficiency as it allows better specialisation and involvement of key experts in decision-making. Given my proclamation of team-based faculty leadership, it is not desirable to interfere with the competencies of the vice-deans. Thus, the economic and personnel departments remain under the direct leadership of the dean. The Secretary is under the direct management of the Economic and Personnel Office.

The following table summarises the vision for the following areas with targets to 2029:

Management and communication	Internal transparency and stable organizational culture
Digitization	Digitized operation of selected processes of the dean's office
Staff Development	Qualified, motivated and stable team of employees
Promoting education, internationalisation and research	The Dean's Office as an active partner of the academic community
Investments, operations and standard-setting	Efficient capacity management

The aim of the governance and management strategy is to lead the Dean's Office as an organic framework that enables the adaptability of transparent, efficient and sustainable management of the Faculty in changing internal and external conditions. It supports the long-term fulfilment of the Faculty's vision as an internationally respected institution with quality education, international relations and research with more than 2,000 students in its own building on the FNOL campus, i.e. at one address. The key to success is a balance between operational precision and long-term vision, including the implementation of the "plan-implement-check-act" cycle as standard practice for continuous improvement of the Dean's Office.

Vision beyond the event horizon - beyond 2029

Internationally respected, research active, spatially and staff autonomous institution with excellent teaching and strong partners.

- I. Maintaining the first place among faculties educating NLZP:
 - a. Continuous recruitment of new academic staff;
 - b. Increase the number of Czech and English study programmes and students in them;
 - c. Use of strategic grants.
- II. Reaching 2,000+ funded students:
 - a. **Phased growth in student numbers** - 1,700 students by 2029, 2,000+ in 203X.
- III. Completion of the process of supporting the construction of its own building on the FNOL campus:
 - a. **Selection of the construction contractor:** transparent process according to public procurement rules.
 - b. **Commissioning of the building:** Academics, students and administration at the new address 2033;
- IV. Establishing new international strategic partnerships for education and research.

Final words:

Our Faculty of Health Sciences is not just a mere list of study programmes. It is a living, strong and constantly evolving organism - full of lectures, seminars, clinical teaching, science, students, academics, people who do challenging, highly professional and meritorious work every day. And they deserve responsible and competent leadership

Yes, we need to grow. And yes, growth must be on a solid foundation. No half-hearted steps. No chaos. Just thoughtful, responsible decision-making - every day, built on our dialogue with each other. Where feedback is not just a proclamation, but a condition - every voice matters.

Two thousand stories at one address. Continuity. Accountability. Growth. That's my plan.

I want to be the dean who sets the direction and creates the conditions for growth. But more than that, I want to be a dean who brings stability. Stability that allows people to do high quality work. Humanity? Yes. The system? Absolutely. Innovation? No question. And the plan? As you already know, I have one

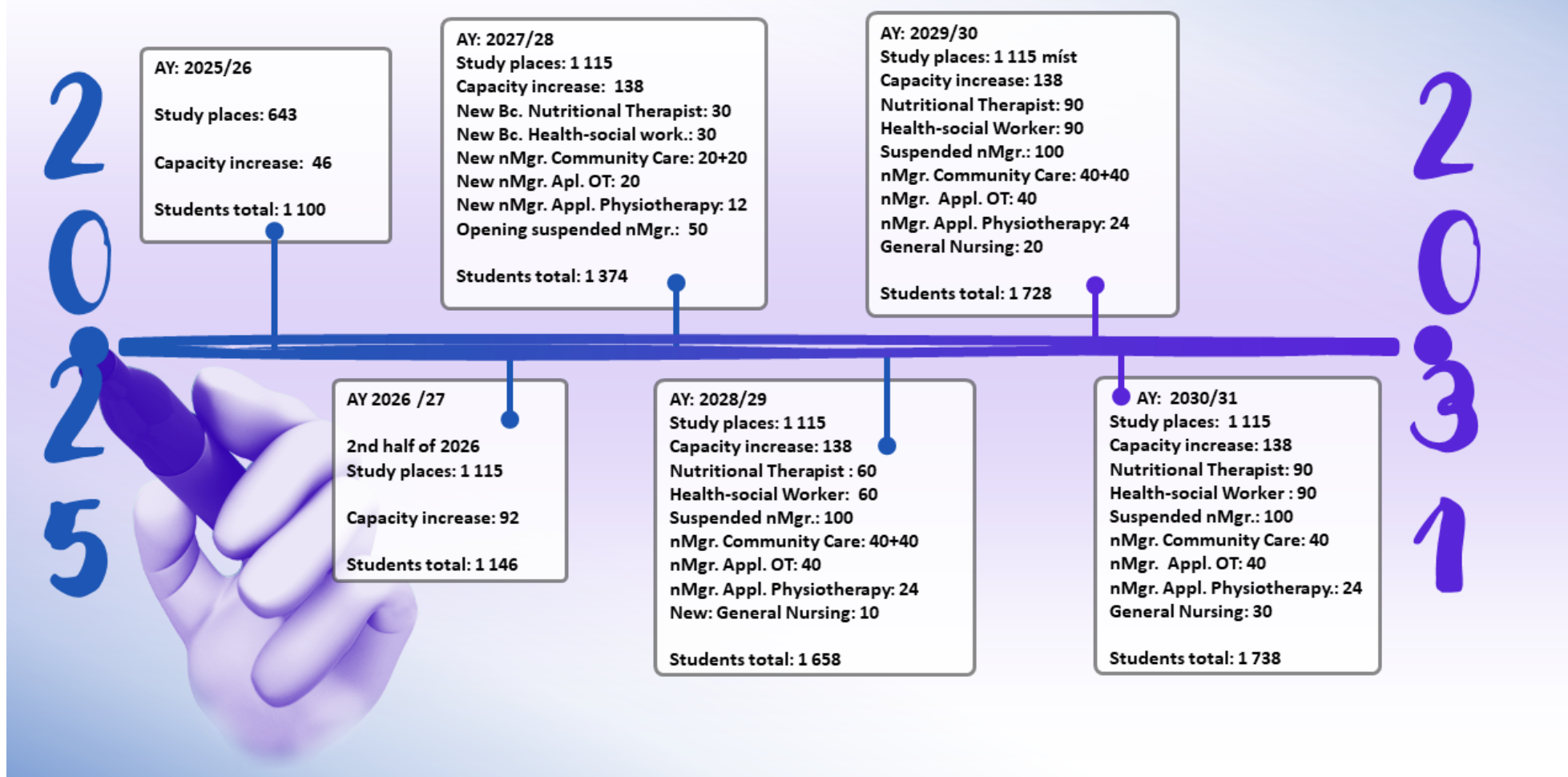
I want to set up a system where our colleagues can do what they do best: educate, research and inspire

And also - I want a faculty where students can reach their full potential. A faculty where they will love to study and find a friendly and inspiring place.

A strong faculty inside and out is not built on chance. A strong faculty is built. Step by step. Every lecture, every publication, every day, every one of us.

Let's do it together again.

2025 to 2033 Timeline with numbers of students



In Olomouc 6. 5. 2025

Thank you for your time.

With all due respect Jiří Vévoda