17 July 2026

Dear Members of the Selection Committee,

I hereby submit my application for membership of the Supervisory Board of the Foundation for Moholy-Nagy University of Art and Design (MOME).

I have nearly twenty years of experience in human resources management, organizational development, and institutional governance, including the past ten years in senior leadership roles within higher education institutions. I currently serve as HR Director at Moholy-Nagy University of Art and Design, having previously served as HR Director at Eszterházy Károly University. Throughout my career, I have played an active role in preparing strategic decisions, implementing organizational transformations, and developing processes that support the regulated and transparent operation of institutions.

In recent years, I have gained first-hand experience of the foundation-based higher education model, the interplay between the roles of the maintainer and the institution, and the organizational and governance challenges arising from this structure. I am convinced that the Supervisory Board plays a crucial role in ensuring the institution's lawful, transparent, and sustainable operation in the long term, while also supporting the university in achieving its academic and professional objectives.

The primary motivation for submitting my application is to put my experience in higher education and organizational governance at the service of the development of Hungarian universities. As a leader, I have found that institutional effectiveness is not solely a matter of financial or professional performance; equally important are responsible governance, transparent operations, and the timely identification and management of risks.

In my current role, I am responsible for implementing and managing the university's human resources strategy. My responsibilities include planning and monitoring the HR budget, as well as payroll and payroll-related expenditures. I also regularly contribute to the preparation of decisions with significant institution-wide implications from organizational, operational, and resource management perspectives. Data-driven decision support, process improvement, and the assessment of organizational risks are key aspects of my work.

In my previous leadership roles, I was involved in establishing and developing the HR and employment administration systems of a multi-campus university employing more than 1,000 people, as well as coordinating a range of organizational transformation initiatives. My experience at the United Nations High Commissioner for Refugees (UNHCR) and the Food and Agriculture Organization of the United Nations (FAO) further reinforced my understanding of the importance of regulated operations, objectivity, and responsible decision-making.

My qualifications as a lawyer and employment law specialist, combined with my training as an organizational development specialist, provide me with a perspective that enables me to understand the interrelationships between operational, compliance, and human resources risks. Throughout my career, I have regularly reviewed strategic proposals, assessed budgets and human

resources plans, and analyzed organizational risks. I would be able to apply this experience effectively to the work of the Supervisory Board.

I believe that the Supervisory Board can create genuine value when, beyond its oversight responsibilities, it contributes to responsible institutional governance, strengthens the effectiveness of internal controls, and supports the achievement of long-term strategic objectives. I would be pleased to play an active role in this work.

If entrusted with this responsibility, I would seek to support the work of the University and the Foundation through my professional experience, collaborative approach, and commitment to responsible decision-making.

Yours sincerely,

dr. Eszter Kőpataki-Németh