

The dissertation is the result of several years of the author's research interests in the field of improvement of change management in non-public universities. This study therefore includes a review of the scientific output available in the literature and an analysis of the different research areas related to change management in non-public universities. This dissertation provides some summary of practical solutions for implementing changes in the functioning of non-public higher education institutions.

With the research problems defined in this way, at the same time defining the research gaps, **the main goal (C)** of the doctoral dissertation was set, which was: **determining the impact of administrative and legislative changes on the management of a private university operating on the competitive market of educational services.**

In relation to the main objective of this dissertation and to enable its full realisation, the following sub-objectives have been set:

- (C1)** - *identification of internal and external sources of changes in the approach to management of non-public higher education institutions.*
- (C2)** - *identification of determinants and functions of change management, including personal functions in non-public higher education institutions.*
- (C3)** - *development and verification of a change management model in higher education institutions in the light of own research.*

Considering the defined research problems, the main objective and the sub-objectives of this dissertation, **the main hypothesis H** was formulated: *the turbulence of the internal and external functioning of non-public higher education institutions influences functional- structural changes and the formation of change management.*

In order to verify the main hypothesis and to achieve the research objectives, empirical research was conducted, which was divided into two stages. Stage one involved a survey conducted through questionnaires and face-to-face interviews. In this stage, a research tool was used - a survey questionnaire on change management in a non-public HEI (*attached*), which was submitted to representatives of non-public HEIs holding managerial positions.

The analysis of the answers obtained from the respondents, as well as learning about the conditions of non-public HEIs proved to be indispensable in formulating the procedures needed to implement changes in non-public HEIs.

The structure of the dissertation was subordinated to achieve the research objectives formulated in this way and to construct the accepted hypothesis. The dissertation consists of five chapters.

The first chapter, CHANGE OF MANAGEMENT IN ORGANISATION, discusses the taxonomy of change and comprehensively discusses the nature of organisational change. Three main streams of change management are discussed: systemic, behavioural and integrated, selected models of change introduction are summarised and described. It also describes the factors stimulating change and the occurring reactions to change.

The second chapter, "DIAGNOSIS OF HIGHER EDUCATION IN THE NON-PUBLIC UNIVERSITIES - CHALLENGES IN STRATEGIC AREAS", is devoted to the issue of higher education in the non-public university sector. It presents the structure of higher education in the non-public university sector. Due to the fact that the second chapter is a background for further scientific discussion, it also discusses legislative and legal changes concerning non-public HEIs operating in Poland. Then such issues were analysed as: the sources of financing of non-public universities, the tasks of non-public universities or strategic management in non-public higher education institutions.

The third chapter of the dissertation, "SOURCES OF CHANGE IN STRATEGIES AND MANAGEMENT OF NON-PUBLIC HIGHER EDUCATION UNIVERSITIES", was entirely devoted to the sources of changes in strategies and management of non-public higher education institutions. The academic discussion began with an analysis of the internal and external environment of the university, which undoubtedly force the university to change and adapt. The university environment was treated very broadly, both in the local and global dimension. The problem of change management in non-public higher education institutions in the light of legislative changes was also addressed. The last part of the third chapter recommends, as a proposal, the adaptation of five theoretical models of change management in non-public universities.

The fourth chapter, "CHARACTERISTICS OF THE SUBJECT AND OBJECT OF RESEARCH IN THE CONTEXT OF CHANGE MANAGEMENT IN NON-PUBLIC HIGHER EDUCATION INSTITUTIONS", was devoted to the characteristics of the subject and object of research in the context of change management in non-public higher education institutions. It began by justifying the selection and nature of the non-public HEIs studied by means of a survey questionnaire entitled: *Change Management in a Non-Public Higher Education Institution*. Furthermore, the socio-professional criteria of the survey respondents and the structure of the non-public higher education institutions under research were discussed. All the answers to the questions asked in the questionnaire were summarised and tabulated in the form of graphs.

The whole dissertation ends with **chapter five, "DETERMINANTS AND FUNCTIONS OF CHANGE MANAGEMENT IN NON-PUBLIC HIGHER EDUCATION INSTITUTIONS IN THE LIGHT OF OWN RESEARCH"**, in which an expert interview was conducted. The experts selected the ADKAR model as a suitable tool for change management in a non-public university. The process of implementing changes in a non-public higher education institution is presented, analysing determinants of changes in the financial area, amendments to administrative and legal regulations and demographic changes. According to the ADKAR five-step model, the process of introduction of distance learning in a non-public university, the introduction of a new diploma design and an increase in tuition fees was presented. The verification of the model was carried out at the Higher School of Management in Czestochowa.