

Summary of PhD dissertation  
***Change management in artistic universities in Poland***  
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The fluctuation and increasing complexity of the environment forces organizations to be ready for constant changes. Change no longer guarantees competitive advantage, but rather becomes a necessary factor for a company's survival in market realities. Over the past ten years, Polish higher education institutions have faced two reforms - the first, from 2010, and the currently implemented 2018 regulation. Both reforms exemplify the change imposed, which has largely determined characteristic behaviors in organizations implementing these changes. Reforms have forced universities to move away from the traditional model of operation, in favor of introducing solutions appropriate to corporate governance.

Analysis of the literature revealed the existence of a research gap, which appears at the intersection of two research areas: theory of organizational change management and the effectiveness of public institutions. The necessity to address the topic of organizational change management in artistic universities has become apparent in the need to respond effectively to the stimulants coming faster and faster from the environment. The specificity of the artistic university, but also of its direct environment, does not allow the use of models developed in management theory.

The purpose of the study is to identify success factors for implementing organizational change in artistic universities and determine the level of their influence on the success of the process. The success of the implementation will be its effectiveness, understood as the degree to which the objectives of the change are achieved. The research problem will be to determine what factors determine the effectiveness, the implementation of change in the studied group of public institutions. The problem described is cognitive and concerned, firstly, the statement of the existence of characteristic activities that determine the success of organizational change management in art colleges, and then explained the relationship between the factors identified and the successful implementation of change.

The theoretical part of the dissertation is based on defining and classifying organizational change and on a multi-faceted discussion of the change management process. In the following chapters of the theoretical part, the peculiarities of university management, as a specific type of organization, are presented. Also in this chapter, the author characterized the study population, which consists of nineteen public artistic universities. The next chapter focused on the scope of the change - the provisions of the reforms and their implications for universities. In this chapters, the author tried to present the specific of the described change and the particular problems arising from its application for the artistic universities' sector. In addition, higher education reform was discussed as an element intended to introduce the doctrine of *new public management* into public universities.

The empirical research was conducted using the method of multiple case studies. An important feature of the survey was its ability to cover the entire population of artistic universities in Poland. The empirical research was conducted on the basis of a specially constructed interview questionnaire, carried out directly at the universities surveyed.

Based on his research, the author formulated guidelines for a change management model for artistic univerities. Assuming that the university's attitude to the environment remains unchanged, that the existing organizational culture is perpetuated, and that the non-commercial mode of operation of art universities remains in place, the model for change management in artistic universities could be based on four pillars - leadership, organizational culture, communication, and collegiality. The proposed model can be expanded in the future to include other pillars and be adapted for use in other public institutions.