

Chapter 12

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PRIVATE HIGH SCHOOLS IN POLAND IN THE FACE OF CRISIS

Abstract: Polish society is undergoing complex processes of transforming them into knowledge society. Private universities in the situation of the quality of demographic, economic and legal in Poland after accession to the European Union should identify their unique situation. The author made the diagnosis of conditions of non-public university in aim to develop strategic scenarios, which have to be chosen by a founder to ensure the functioning its university.

Key words: crisis, diagnosis the strategy, scenarios, strategy, private universities in Poland.

12.1. Introduction

The aim of the paper is to diagnose the scenario strategy for non-public higher education institution in Poland during an emergency or crisis. The point from which the issue was considered was the non-public school in Poland.

Etymologically the word crisis originated from the Greek *krísis* [screening, selection, settlement (Latin *crisis*), sometimes also from the Greek. *krínein*, end materials, distribute, select, decide, judge, or from: *kritikós*, able to judge, discern, judge) is used to describe the moment of decisive, turning point, a breakthrough period, a disadvantage for someone or something, often by clarifying adjectives, eg, medical /

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sickness, political / governmental / parliamentary / party, social, economic, etc.

The notion of crisis can be interpreted narrowly (in the strict sense), adopting the criterion of chronological (**A**), as a turning point in the continuum of time, after passing which created a change, a new situation, challenging existing procedures, experience and expertise. In-depth applications shows that difficult moment may come or is already in (**B**, hence the division of strategic scenarios for pro-active and reactive). This leads us to the another range of meaning: an unstable situation (**C**, shot in the broad sense, a crisis), which is destructive impact on the current functioning of the organization. The Process of analysis of conditions (**D**) indicates that we still have to deal with these same variables, but in different proportions, and economists are of the opinion that: (**D1**), the economic cycle / cyclical includes a downward trend, which is the so-called a crisis / depression, (**D2**) life cycle includes the organization - the current method of operation - the exhaustion phase of its development opportunities (the crisis). The phenomenon is therefore a state of crisis arising out of the development of the interplay of adverse events, not directly threatening the existence of the organization (BIENKOWSKA A., KRAL Z., ZABŁOCKA-KLUCZKA A. 2005).

To consolidate the terms from the widest to the narrowest meaning of terms considered in terms of linear-chronological order it can be done as follows: the phenomenon of crisis - a crisis situation - a crisis. These situations can be treated by the management of non-public school as an opportunity of developing and leading over competitors by (SKALIK J.2003).

- Identify the reasons of the crisis and its type (remembering about imprecision and ambiguity of the term!).
- In the case: reactive action, and anticipative (should strive to ensure the superiority of the latter!).
- Formulate a vision (or corrected), taking into account the causes of the crisis.

- Implementation of changes in the organization with the simultaneous implementation of a monitoring system causes of the crisis in the environment and the organization.

The **strategy** is: to determine long-term goals and tasks of the organization, selection of courses of action and the allocation of resources which are necessary to achieve these objectives, certain system of values by which the company identifies and evaluates emerging for the opportunities and threats, and according to which it is elected and taking appropriate actions, to ensure its long existence, a unified, integrated perspective and a plan by which the company has strategic advantages associated with the challenges of the environment and to assure that its primary objectives will be achieved, long-term understanding of the purpose of the organization and to take such action, which will enable the achievement of the way the organization is working in a changing environment; thought, the overall concept of operations, whose implementation provides the organization an advantage in the market, despite the anti-competitive (MOSZKOWICZ M. 2005), (OBŁÓJ K. 1994).

Scenario include sketch of the story, the version of the procedure ca a plan specifying the data needed for capacity□. Learning is the process of acquiring knowledge and / ca capa conclusions from it. The organizational restructuring is a renewal, a transformation, a restoration of the structure / capa city.

11.2. Legal and economic conditions of non-public university in Poland

The idea of the reform of higher education in Poland at the end of the last century was, among others quest for low-run (from the viewpoint of the national budget) to improve the percentage of people with higher education. Passed in 1990 Higher Education Act (of 27/09/1990) allowed the establishment of higher education institutions, both legal entities and

individuals. Legal and economic conditions of the non-public schools have been significantly clarified in the regulations: the Ministry of National Education of 20.06.2001 (in the conditions that must be met by the university to be able to establish and maintain a course of study and the names and number of courses of study Journal of Law 10/07/2001 - through self-determination of the number of academic staff whose salaries are above the fixed cost. organization) and the Minister of National Education and Sport on 04/18/2002 (on teaching standards for particular fields of study and levels of education Journal of Law 2002, No. 116, item. 1004 - including by establishing educational standards, including the number of teaching hours, which necessarily had to be achieved in a given direction and the mode of study, for example, extramural studies was 60% the number of hours performed in college daily, I know the cost of carrying out research and teaching activities accounted for most of her expenses).

Many of the changes (sometimes significantly restricting competition, such as the procedures for starting up new directions and specialties) in the economic and legal conditions including The Act introduced a non-state institutions of higher vocational schools of 26/06/1997 (Journal of Law No. 96, item. 590; because they can lead only the first degree in Engineering or Bachelor's), which divided them because of the moment of their creation - into two groups with different status. New vocational schools have received other modalities of carrying out studies to organizations subject to the Higher Education Act of 1990 [including a different ratio of the number of students per one employee of teaching science, a different attitude of compulsory hours of full-time and part-time (80%); different universities to determine the organizational structure of the organization that was established earlier, the creation of specialty unassigned field of study (which meant in some cases inability to continue their studies at master level), etc.]. 10/01/2002 disposal of the Minister of National Education and Sport on the conditions that must be met by vocational school to establish and maintain a professional field of

study or specialization - the conditions of its course of study for vocational education.

Law on Higher Education of 27/07/2005, the consolidated legal and economic conditions of the universities in Poland. Regulations MNiSzW (Ministry of Science and Higher Education) of 07/27/2006 (on the conditions to be met by organizational unitary universities to provide the degree programs in a certain direction and level of learning) and 12/7/2007 (in the standards of education for individual fields and levels of education, as well as the mode formation and the conditions to be met by the university to conduct studies of inter-and macro-directional way) once again clarify the legal and economic conditions for the functioning of such non-public university. Introduced the same organizational structure [e.g. full cross-directional and macro-trends, trends have been attributed to the basic organizational units (not the whole university), conducting post-graduate studies are limited to those courses for which the base unit is also responsible institution is abolished, the possibility of self-specialty studies, etc.] minima, and standards of teaching staff.

The first two years, when one works, and then two volumes of students in a given field of study, the necessity to employ a specified minimum human resources - generate non-public higher education institution for the unfavorable cost structure, and so burdened with other solids (including the costs of maintenance / purchase / rental various facilities, teaching equipment operation, materials and office supplies, telephone and postal charges for Internet access, promotion, advertising, payroll university administration, etc. (GŁÓWKOWSKI W. 2009).

11.3 The crisis in Poland 2009 – 2010

Significant variables in the environment of non-public schools in Poland could be structured by taking as the criterion of contractual national borders - for external, short and medium term, mainly due to the economic cycles of the global economy, and internal long-term trends,

particularly in terms of demographics. The last global economic crisis continues to evolve, in the form of short-and medium-periodic economic collapses in many countries. The EU has seen large falls in the national income and increases the budget deficit. Polish economic situation is complex. On the one hand, Polish deficit was in 2008 - 3.9% of GDP in 2009 - 6.6%, and in 2010 is expected to rise to 7%, on the other - economic development (compared to other countries) reaches good performance. The Polish government was forecasting 2009 GDP growth of 0.2% when it actually reached 1.7% (compared to 5% in 2008), while in the first quarter of 2010 was 3% (GUS).

If the Polish economy will develop rapidly (the average multi-annual GDP growth of around 7%) - the EU countries such as Greece or Portugal will be caught up in about a quarter of a century in the meaning of wealth. The option of moderate growth (4% GDP growth) pushes the horizon for nearly a hundred years. In the case of free development (less than 3% of GDP), equating the levels of life will not happen. World Bank forecast for 2050 envisages that in a developed knowledge society (modeling approach), more than 85% of workers find employment in the service companies, and only a few - in agriculture and industry. This means that every second - three Poles must change their place of work and qualifications within several years.

The problem in the years 2000 - 2008 significantly modified the higher population in the labor market in Poland. Reversing this trend, changes in fertility, the increase in the average duration of life of Poles, the aging population and a shrinking volume of people of working age - will generate socio-economic challenges such as activation seniors and creating a system that supports skills and lifelong learning. Baby boom exerting pressure on the labor market in Poland has found an outlet - after joining the EU - in the form of emigration (mostly short) to Western Europe. Financial and economic crisis, whose effects have reached global Polish, these trends reversed, and unemployment have risen again. Time of economic crisis and rising unemployment could be used to change its

structure and transformations in the labor market, among others by raising the qualification (*POLSKA 2025*), (*POLSKA 2030*).

During the period - the time of the most dynamic development of higher education in Poland in the years 1993 - 1998, when the greatest number of established private universities and new directions in public schools were created. In the following years the upward trend clearly diminished, by the 2006 will drop below zero for the first time. In the period 1991 - 2009 attracted the most successful studies in the fields of economic and social. Also characterized by the greatest dynamics of growth in student numbers. Men often choose technical, economic and social conditions studies, women - economic, social and educational.

The most popular full-time programs were the studies of technical, economic and social, and part-time programs - economic, social and educational. The growth rate of the number of full-time students was significantly lower than in part-time programs. In turn, part-time greatest dynamics of growth characterized by lines: the so-called. others, such as medical, artistic, and economic and social. There is little likelihood of repetition in the near future so demographically homogeneous chronological-pulse in the education market. This means that non-public school - if wants to continue to function - should make a thorough identification of their determinants, draw conclusions, and articulate a strategy to consider scenarios to choose how to conduct .

Strategy Scenarios non-public university in Poland in the early twenty-first century.

Important symptoms of a crisis in the Polish higher education include (ZMARZŁOWSKI K., JAŁOWIECKI P.):

- Lack (in many cases) the diagnosis transform into trends around the university and the vision, mission and strategic goals.
- Elimination of classes in small class groups laboratory / language / seminar in order to reduce the cost of education.
- Due to the modest offer lectures to choose from - a significant obstacle in individualized programs of study.

- Low wages of academic staff and, consequently tendency of which have negative impact on scientific research and development.
- Development studies in-town facilities - without providing the material base, access to library collections, and even - contrary to the law.
- No respect for hourly and substantive recommendations of the program (for a particular extramural centers long distance).
- Multiplication (often cyclical) specialization in the context of existing trends, whether in the labor market or the expectations of students - without the proper preparation programs, diagnosis, graduate profile, manpower and material, and that happens and no relation to the pursued course of study.
- Delaying preparations for the international exchange of students through lectures in language and the introduction of foreign credits.
- Lack of planning and coordinating researches, which lead to several random and uncoordinated projects.

The emergence of non-public university policies in Poland can be carried out according to the classical algorithm of strategic management: to articulate a vision and mission, to diagnose the advantages and weaknesses, identify the strategic purpose and, consequently, the scenarios of the case and clarify the conditions step-interval for their implementation. It indicates the participation of the stakeholders of universities [i.e. owners, academics and administration, students, representatives of organizations operating in the labor market (demand reporting), local authorities and government, local authorities, associations (also religious) and non-profit organization], common sense and pragmatism in setting goals.

In determining the strategic goal of non-public university in Poland is among others answer questions related to its further development: to cultivate only the commercial orientation or take a non-profit operation?; or better will be the academic and professional profile?, or move towards universalisation of educational and research activities that go into a narrow specialization?; develop the maintaining the current size of the

organization or through an increase in the volume?; remain a regional-national or a move towards the internationalization of the study? Diagnosing the field of strategic choices to non-public university in Poland, it is advisable to take into account their position in the market, competitive advantages and weaknesses of their competitors - against a background of general.

12.4. Summary

Effective higher education is the best means of meeting the continuously increasing demand for knowledge and information in modern economic systems of the global network society. The crisis of Polish higher education - trends transformative environment of non-public universities in Poland significantly influence the choice of strategy by management scenario. The decision will have an impact too: the axiological system (rated value) and the goals that he wants to achieve. On the one hand, so the impact would have the specific conditions under which the organization operates (its strengths and weaknesses, unique relationships, etc.), on the other -situational factors, similar to the public and private higher education institution (demographic, economic, legal, etc.) Being a leader in terms of quality of teaching is completely different outcome in human resources and investment (but the risk of incorrect decisions such as innovative new directions / specialty, which will not be willing, etc.) than staying in the group or the main stream of learning - while reducing the incurred costs.

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