



UNIVERSITY of INFORMATION  
TECHNOLOGY and MANAGEMENT  
in Rzeszow, POLAND

...to give everyone a chance,  
but above all, help the better ones

# Interview with the Rector

**of the University of Information  
Technology and Management  
in Rzeszow**

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**Tadeusz Pomianek,**  
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**Andrzej Rozmus: in the great Swedish Movie by Kay Pollak titled As It Is In Heaven, the main character, famous and appreciated conductor, after many years of performing, suddenly decides to leave everything behind and lead a brand new life. He gives up on fame, money, social prestige and starts a peaceful life in a village, far from stress, constant pressure and challenges. Have you ever thought about leaving everything behind and starting a new life in a place, where you would have fewer responsibilities?**

Tadeusz Pomianek: Undoubtedly, the older I get, the more often I think about it. I've tried to develop the Private Education System in Poland and I can only say that Polish Authorities haven't gotten smarter and they are not eager to help. I can say that, to some extent, - this is like emptying the ocean with a spoon- happily to some extent- because, after all- we have achieved a lot until now. This is it, this is what motivates me- even though I am getting older, that the Authorities don't want to help the ones who are more effective, the numerous successes motivate me to do my thing. By the way, I often blame politicians for their passiveness. I think that I know where it comes from. While in the USA someone who has achievements is admired, respected and people want to learn from him, in Poland people who succeed, evoke distrust or even jealousy, and the poorer the region, the more intense the jealousy is. In such a social climate, private initiative is a loss. Politicians promise to help the poor. However, they support state institutions. They are too afraid of being accused of supporting private institutions. However, I would like to tell them that those who can think outside the box, support innovation and individual entrepreneurship, break up with poorly defined social and political correctness- go down in history. It is a pity that we, Polish citizens, often admire America and learn so little from its policy.

**Please tell me, who came up with the idea of establishing the University of Information Technology and Management in Rzeszów? How was the concept of university born?**

When the communism in Poland collapsed, probably everyone wondered what would happen with his or her professional career. I personally, inspired by professor Bolesław Fleszar, quickly concluded that -yes, we were already a free and democratic country, however, we were lacking people who would be prepared to take on new challenges of the market economy, so if I wanted to do something good for Poland, I could probably do the most good in this area. Hence the idea of establishing the Rzeszów School of Managers was implemented. The school very quickly „grew” into the Association for the Promotion of Entrepreneurship, where it became just one of many agencies. At the same time, the entire staff number and infrastructure were growing. It was already in the mid-1990s, so it seemed that it was time to take the next step - to found a university. As I have already said, we had our staff, trained in good business schools in the Netherlands and Belgium, people trained by American experts. We had some infrastructure and some market experience, finally, we were known on the market, among companies as an institution that offers good products - in terms of education and advising. So it seemed to us that we could start creating the university. At the same time, when I say „we”, I also mean the vice-presidents of the Association for the Promotion of Entrepreneurship, i.e. Dr Eng. Jan Andreasik and Dr Olgierd Łunarski. And so it happened - it was like an automatic idea, resulting from what had been done so far. Moreover, the first recruitment was shockingly large for us. This was probably because we were known on the market as a reliable partner.

**How much time did it take? From the concept to the realisation?**

It was about a year, six months period was a normal procedure required by the Ministry of National Education.

**Were any other names of the University taken into consideration?**

Firstly, we were wondering who should be the founder. On the one hand, for the reasons mentioned before, it should be the Association for the Promotion of Entrepreneurship, but due to the necessary flexibility in creating a new entity, there

were also arguments that it would be better if there were natural persons. I am talking about the board of the Association for the Promotion of Entrepreneurship at the time. But at the same time, we had to take into account the fact that we are in a special region in Poland, where private property, private undertakings related to education had no tradition, and therefore no climate. Hence, we finally decided that the Association would be the founder of a new university. When it comes to the name, of course, we wanted it to convey unambiguous information that on the one hand - we educate staff for the economy, and on the other hand - our university is distinguished by modernity, so it is mainly based on IT tools. Hence the name.

### **Did you have any other ideas when it comes to the name of the University?**

Yes, there were primarily those related to the concept of business, so the College of Business, but also the Galician College. We had the idea to associate the name of the university with the regional tradition. Galicia evokes various associations, but also several good ones. One thing was clear - with such a name, the university would stand out. Anyway, the arguments presented earlier were too strong to consider a different name than the University of Information Technology and Management.

### **What was the role of the University Founder - the Association for the Promotion of Entrepreneurship? What elements has the University taken over from the organizational culture of SPP? What was its model?**

First of all, the staff- there had to be people who have achieved something in their lives, who can not only run long theoretical arguments but also translate it into the practical language, Therefore, the staff of the School of Managers, quite numerous at the time, consisting of several dozen people, almost entirely supported the University of Information Technology and Management. It was a team of people who knew the market and the problems of the developing market economy and, of course, had a solid theoretical basis. Moreover, as for the methodology, they were people equipped with solutions practised by Dutch business schools. Hence, from the very beginning, the program of studies, regardless of the field of study, included negotiations, decision-making games and many other active didactic methods. SPP also handed over to the University almost all material achievements and staff experienced in the organization. It was a bold decision.

### **How did the fact that UITM has the status of a non-state university, influence in the Professor's opinion, the attitudes of people building the University at the very beginning? Was it possible to notice attitudes such as this are my university, I am responsible for it, I am its owner, or maybe there were attitudes often observed in state institutions - is this a full-time job for me?**

I absolutely must say that there was an active and positive attitude. I do not know to what extent our organizational system, remuneration and annual evaluation influenced the development of such an attitude towards my workplace, but I was undoubtedly positively surprised. What is more, unfortunately, I have an impression that later, when the proportions changed and young people began to dominate the UITM staff, the percentage of determined and committed people dropped. You can feel it, what is probably present in the younger generation, that they think that they do not have to try so hard, that they deserve a pleasant and prosperous life, that it does not necessarily have to be their hard work. And this is what worries me a bit, but also on the other hand - many young people are thriving and are undoubtedly the future of the University. Anyway, our appraisal and promotion system rewards committed and ambitious people, and even if someone has managed to go through the recruitment system and shows a passive attitude and lack of initiative at work, they soon stop working with us.

### **The development of the non-state higher education sector in our country is one of few examples of a situation where**

**the national economy does not bear any costs, but only benefits. Non-state universities were created without the financial support of the state budget, generating no unemployment, only new jobs, and interestingly, without destroying competition. So it would seem that the government and local authorities should only applaud. How was it in the case of the University of Information Technology and Management? Did the authorities help or hinder when the initiative to establish a university appeared?**

They were mostly neutral, which is good news. However, several examples disturbed me. I can also recall many situations when they could help but didn't. Unfortunately, this is how it looks like here. It seems that a certain socio-economic area can only support state institutions, so when we are talking about education, health care, public services, they can only be run by state entities. This is, of course, a misconception, just as it was in the case of the aviation industry, the defence industry here- there was the persuasion that they could only be state-owned. Today we pay for it - delayed privatization, the emigration of qualified staff, waiting for years for some reasonable solutions and today what used to be an advantage of this part of Poland is no longer considered as an advantage. Of course, we can find successful companies here (see: WSK PZL-Rzeszów), but this potential, which was still so visible in the early 1990s, disappeared. i. As a result, GDP per capita in our province constitutes 70% of the national average, while in 1990 it was 81%.

**How did the academic community of Rzeszów react to the UITM creation? What were the reactions of the state universities existing for many years?**

This is, I think, one of the reasons for the success of this university - we were simply underestimated. Everyone was convinced that this was a seasonal initiative that would quickly disappear, and it was not just about our university. Such a rapid development of non-state education in the 1990s was possible because state-owned universities completely disregarded the new rival.

**Do you remember your first day in your new job? What did you feel when, after the positive decision of the Ministry to register, you crossed the threshold of the University, then, still as the Chancellor?**

I don't know whether it was the first day, but the period when we got the decision was undoubtedly a period of euphoria. We were not yet fully aware of the challenges ahead. We were full of hope, full of optimism and the persuasion that there was only a streak of success ahead of us. We were experienced in the implementation of various types of projects - after all, we had various agendas of the Association for the Promotion of Entrepreneurship, which had to be created, developed, etc. so there were later problems of rapid growth - and these were quite a challenge. However, I repeat, the beginning was full of optimism and the belief that we were starting an interesting professional period in our lives, the belief that we could do much.

**I would like to refer to the challenges about which you mentioned before. What was the most difficult challenge, task in the first two years of the University's operation?**

It was primarily about getting the right staff. Of course, I knew what kind of staff I would like to employ, but it had to be a compromise, i.e. on the one hand - the staff that was the foundation of the Rzeszów School of Managers, with good theoretical foundations, but also with good experience, great achievements, on the other - staff with titles that would create an academic atmosphere. It is obvious that the new university was an unknown enterprise and this was not an argument in my conversations with potential employees - the professors or lecturers. Many of them simply did not take the risk because they considered it as a very risky experiment.

### **And what convinced those who agreed on it?**

I think that the majority of people who agreed, knew us before, believing that when we do something, we do it well. Also, many of them were genuine enthusiasts of this undertaking. So I am grateful to those professors who did not fight for high salaries, but were convinced that we could do something interesting and this fascination with this pre-jubilee undertaking, the commitment was very helpful during the first years. It is exactly the opposite now - we have the problem of choice, not the problem of the lack of people eager to work. Although, of course, when it comes to first-rate professors, I would prefer there were more applicants.

### **At the very beginning, apart from the problems with staff, were there any other serious challenges?**

If the first recruitment was at the level of 2000 students, how and for how much money can you quickly create modern infrastructure from the very beginning? The race with time was a challenge. After all, the first years were extremely intense investment works. It is enough to say that the building we started, today is a 1/6 of what we currently dispose of, only on Sucharskiego Street, plus the buildings that were built in Kielnarowa. This is probably a good place to thank my wife Urszula, who designed and built it at a good price, quickly and modernly with a modest team. This applies not only to Rzeszów and Kielnarowa, but also to Zamość (Higher School of Management and Administration), and recently also to Kraków (Higher European School).

However, I am coming back to the main problems. So on the one hand - there was the staff issue, and on the other - the issue of „fastening the wallet”. Not get into debt and at the same time create a modern base according to the rapidly growing number of students. It was quite a challenge and the people, on whom it was primarily focused, had to show real fortitude, while the iron rule, functioning from the beginning of the Entrepreneurship Promotion Association, was also applied: not less than 20%, preferably 30 % of the income (not the income, but the income) went to investments. This ratio is kept all the time, until now and thanks to that we managed with the infrastructure. Thanks to this, we can boast again that we are an exceptionally modern university.

### **Your successes are already well known and famous. I would like to ask at this point about the decisions that the Professor regrets - the ones made unnecessarily or not made at all? I mean mainly the first years of UITM operation.**

My decisions were related to options. We knew what needed to be done to make this university grow in strength even faster, but then there was no possibility. For example, it was obvious to me that a strong partner should be found in the European Union, and even better - from the United States. However, at that time it was something that could not be achieved. There were chances of acquiring - as partners - third-league American universities. We decided that this would not be a good solution. Undoubtedly, I regret that there was no possibility of acquiring a renowned Western university at that time. Over the years, I, and also my associates, have carried out various, intensive activities aimed at changing the act on higher education in Poland - to make education more open to cooperation with foreign entities, so that the state would stop discriminating against non-state universities. And I must honestly say that not much has been done here. However, I hope that better times are coming and that the internationalization of universities, which has been the main challenge of recent years, will be developed.

### **And the decision that you regret?**

When sometimes I am fed up with everything, I think to myself: „what was it for?” - after all, I decided to establish the Rzeszów School of Managers. At that time, I was already a habilitated doctor and I had just started publishing

my main habilitation. Then I developed a new method of forecasting the properties of alloys, I was convinced that this method was sensational, and what's more, I convinced excellent professors in Krakow to this statement. However, I gave up in the United States. Therefore, I had two options: either to persuade Americans with the determination that what I did in my postdoctoral degree is indeed a scientific achievement or to give up and start a completely different kind of activity, that is, in a sense, abandonment of ambitious science and the start of management, which is something I have not had experience in so far. I chose the second option and I don't regret it. As I said, in moments when I have enough of everything, sometimes I return to this question „wasn't it better to stay in science?”

**It was indeed a very bold decision, a jump into the unknown. Very often, various risks are undertaken, because we have a role model, we have some authority that motivates us to act. I am curious, do you have such a person, a figure who is a role model and an authority for you?**

In the world of science, I undoubtedly have such people, former professor Władysław Ptak, professor Jerzy Sędzimir from Kraków, but when it comes to the management, I do not. Undoubtedly, the weakness of our country is the fact that there are not enough people in the world of science who have certain organizational and managerial talents, who can combine certain ideas, certain undertakings to achieve more. I am saying straight here - I have no patterns. Mostly because the way the Chancellor, or later the Rector, functions in a non-state school, is completely different than in a state school. However, I have had a very important experience. At the beginning of the 90s, I became the vice-chancellor of the Rzeszów University of Technology and there were times when a lot could have been done, but then I noticed that it was possible to do, but only at the beginning, then trade unions and passive, demanding staff would do everything to block the courageous decisions. But firstly, it was an experience that undoubtedly strengthened my organizational skills, and secondly - when I later found a non-state university, I knew perfectly well what should not be transferred from a state university - the bug of passivity, ossification, even a certain mortality gene. And that is what I was able to do to a large extent. I was a particularly experienced person when it comes to the weaknesses of state education.

**Exactly, because a private university is usually described as outdated. What, in your opinion, is the comparison between the management of a private university and the management of a modern company?**

The difference, in my opinion, is not that big. We just operate only in a slightly different legal framework, but besides, the point is always to have a good idea, to convince and gather appropriately competent and committed people to implement this idea, and then, when the idea is developed, to be aware of the fact that human resources we have disposed of yesterday, tomorrow may not be enough. So if you grow fast and you forget that you have to take care of your human resources development, you will notice it when they go away and you will simply fail. When it comes to a company - it's the same pattern. The selection, good ideas, some consistency, i.e. the conviction that there are certainly better people on the market next to you, that if you win today, you can lose people tomorrow, that your environment is dynamic and so you are; that your yesterday's advantages do not apply today. These are all things that are also absolutely present in private companies. There are other goals, after all. The goal is to make a profit, to educate shapes - education at the educational level, to develop business and scientific activities, education is more advanced. It concerns many active areas and, therefore, gathering employees with different competencies around them. So there are some similarities, but it is undoubtedly more difficult, in my opinion, to run a non-state university, mainly because we have a rigid corset of handles imposed on us, which is the place of the Ministry of National Education and we simply have to take into account the price, even though sometimes they are - using euphemism - incoherent.

**As Daniel Bell claims in his book „The Cultural Contradictions of Capitalism” the Higher School has a completely new role and responsibilities to fulfil. Its role is not only educating citizens. It is also a whole collection of social and cultural functions. How did the Professor at the beginning of UITM operation define its role and mission? Has anything changed in this definition since then?**

When it comes to the beginning, the main emphasis was put on educating the staff for the economy. They were supposed to be people with solid foundations when it comes to knowledge, but also the ability to use this knowledge to solve specific problems. That was the beginning. Later, of course, we also noticed that we could do a lot when it comes to human resources for Polish IT. It was also quite visible that our university could do a lot for society. And such a strange situation: the society did little for this university, I do not want to use any stronger words, while this university did a lot for the environment. I am sure that we have done much more in many areas than the budget state-owned universities which are continuously financed by the state. And I can say that this is unfair. But the most important thing is that by showing that we can be useful for the society, for the university environment- we find out even more- that we are going the right path, multiplying our competences, our abilities, which one day, will undoubtedly constitute the key argument in the competitive fight on the educational market. As we developed, along with the emergence of more human resources, infrastructure, etc., we realized that more could and should be done for society. And I agree that if we are in the period of developing the civilization of knowledge, universities will have a key role because it is not only educating staff, but also the ability to identify the potential of a particular region, city, environment and using its potential. On the one hand - being aware of where the World is rushing, how individual industries are developing, and on the other - knowledge about the environment, in which we are stuck. This cannot be done by any single company or office. This can be done by a university that has the only necessary scope of competences. I wonder when the authorities understand this.

**Building a civilization of knowledge requires appropriate personnel. How does UITM run its personnel policy in the field of teaching?**

The university has a comprehensive system of supporting doctoral and postdoctoral dissertations. These are scholarships, internal grants and help in finding the right promoters.

**We can see how the goals and mission of UITM have changed during these 10 years. And how, according to you, has the student changed during these 10 years of the University operation? In other words, what is the difference between the UITM student born in 1996/1997 and the UITM student of the year 2005/2006?**

I am sure that, while at the beginning we were mainly chosen by those who were not admitted to state universities, the number of those who choose our university increased every year. If we were to rely on surveys, our university is the first choice for over 60% of people who come to us. You can be very pleased with this. But it appeared out of nowhere. It was caused by our education system, which on the one hand - was demanding, but on the other hand - gave more chances to the more ambitious ones. First, our scholarship system, and now, for two years, also a ministerial one. And we tried to use it skillfully, in short, to give everyone a chance, but above all, help the better ones. This is how our entire scholarship system is profiled. Finally, it began to reach the youth that the ambitious ones can develop here, they can study for free. Today, for example, we have such a situation that in our university in the previous academic year (2004/2005) as many as 40% of students received scholarships in various forms. Moreover, almost 200 people received scholarships- two, or even three times higher than tuition fees, about 1,300 people received scholarships covering 50-100% of tuition fees, and about 1,300 people studied for free, receiving scholarships greater than tuition fees. Thanks to the cumulation of various forms of scholarships, the record-holders could receive up to 2,000 PLN at UITM. And all this in a situation where we are still not a university-supported financially by the Government. We can say that this is one of the world records.

As you said earlier, the authorities are unable or unwilling to notice that this is what non-state universities have achieved. Of course, it is about the decent ones, because there are also the ones that „hog” and if the demographic decline appears, they will simply wind up their activities. It is enough to look at what the investments in infrastructure and staff look like and you will immediately know whether we are dealing with someone who has some perspective or is only benefiting from the market situation. So if a wise ruler looked at these good universities, he would immediately notice that they are often wonderful companies that the owner has to carry on his own hands and give himself over to it. Unfortunately, the non- state universities must constantly fight so that, for example, they can apply for EU funds. My struggle, which lasts almost a year, (to be able to submit grants to the Integrated Operational Program for Regional Development for non-state universities - non-profit institutions in general) is a clear example of this. Unfortunately, local governments and authorities support the state universities as much as possible. Since non-state universities in Poland have been allowed to exist, it is not to make them die, but to make their potential flourish, because it is in everyone’s interest. If they create so many job posts on their own and educate so many young people, they proved that they are worth trusting and today they are an important component of our reality. In this context, it is difficult to understand our politicians who, despite various actions on our part, did not agree that the founder should be the owner of the university. This law is completely ridiculous. The founder can become the owner of the university’s property if he liquidates it. It is like an encouragement: „we let you in for a few years, and now pack up, you can take your money” After all, the idea of a founder-owner situation would be the best. It would be a strong incentive to invest in education. Nobody would lose from it, but everyone would gain. So I ask politicians: „where and whose interests do you guard? Where is your understanding of the good of the young generation? This is irritating because the non-state sector (I am talking about universities) continues to operate in unfavourable conditions, without funding, for example, for full-time studies. After all, there is such a budget for funding from primary school to post-secondary private schools. This is neglected. I can say that the better one will always find a way to cope. However, it’s about supporting the better one so that it could fully use its potential and contribute to society.

**The conditions are not equal, but UITM is doing quite well. How would you describe the position of UITM on the educational map of Poland, especially in the context of the recently expanded consortium? Is the three: the University of Management and Administration in Zamość - the University of Europe in Kraków - the University of Information Technology and Management in Rzeszów the final stage?**

Definitely no. We have started the process of consolidation of the non-state sector in Poland, believing that it is necessary not only due to the demographic decline but also because over 300 non-state schools in Poland is an exaggeration. This is the beginning of the journey. We are glad that we have these three universities. Each of them has a good, if not a very good position in their environment. But we are looking for more partners who will also stand out in their environment, such as these two universities. It is an ongoing process. We want to create a large university. Each of the next, possible members of this consortium must follow our organizational culture. This is a requirement - we do it in Krakow, we did it in Zamość. So, modern IT tools in management, in the didactic process and student service, a similar staff policy, as for the selection, periodic assessment, promotion, and the remuneration system. Education with the use of active didactic methods, in a practical manner and close cooperation with the economy. Teaching is important, but projects, research and development are extremely important and it is about skilful integration of these two areas of activity. We bring all this as a gift to the next members of our consortium, being convinced that this is what distinguishes us on the educational market in Poland, it is a specific gene of immortality or at least longevity that we can pass on to them.

**So I understand that if we repeat this conversation in 10 years, after 20 years of the University’s operation, then probably we will be talking about a completely different organization?**

This is my belief. I must admit that our goal is the status of the university, but Polish law does not help in achieving such

ambitions. Our priority goal is to educate personnel with high professional competences. This is my next experience from a state university (and not only mine) that employers complain a lot about the professional preparation of university graduates. We want our graduates to have practical skills, problem-solving skills, communication skills, continuous education skills because then the employer will perceive them well. And I think that the supervision system (on the Ministry's side) on the part of the State Accreditation Committee, does not necessarily help us in this task. And when I look at, for example, some American and even German universities, I envy them most of all - that they can create this large correspondence with the needs of the labour market. But I hope that the evolution in Poland will eventually go this way. I am also dissatisfied with the perception of our university on a national scale. Maybe I'm immodest when it comes to this aspect, but I just think we have achieved much, at least on a national scale. Unfortunately, the media has a schematic way of prospering. They have chosen a few people or universities from the non-state sector and they mainly focus on them. It's hard to break through with the message that there are several things worth talking about. Undoubtedly, we are the world leader, if we were to pay attention to several aspects. To gain a diploma at our university, students are obliged to obtain international language and IT certificates. Additionally, we have established cooperation with leading IT companies.

Furthermore, when it comes to the use of modern IT tools related to the management and service of students, offered as part of a product generally known as the XP University, again, we are the leader in Poland. We are the main shareholder of Partners in Progress Company. The company has already implemented modern systems in over thirty universities. This process opens up universities to the world, teaches people to use Internet resources, and reduces the costs of university functioning.

The company Partners in Progress, in which we are the main shareholder, has already introduced these modern systems in thirty several state and non-state universities - this forces modernity also on the side of the teaching process, opens up to the world, teaches people to use Internet resources, reduces the costs of university functioning. I calculated that if our system was practised in state universities, it would turn out that 40,000 people work in these universities. There are too many people in service and administration, and these universities would save PLN 1.5 billion a year only on salaries and derivatives. Money that could be spent on underinvested science is being wasted. If today we are in the first place among non-state universities, both in terms of the wealth of IT infrastructure and, for example, the number of students from different parts of the world, together with Partners in Progress we modernize Polish higher education, these should be sufficient arguments to promote us in the nationwide media. However, this is not happening. For various reasons, of course. Certainly, there are some mistakes on our side when it comes to public relations, but I think it is hard to believe the national media that there can be something so good, something so modern in Podkarpacie.

**Indeed, Podkarpacie has a problem with a certain stereotypical perception by other citizens of our country. In connection with this, how do you evaluate the place and time of the establishment of UITM? Was this time and place appropriate? Would it be better to establish a University sooner or later than in 1996? Is Rzeszów a suitable place for the School to operate? Maybe you had a second chance, the university would be established elsewhere?**

I believe our decision was 2-3 years late. We were too shy, we had too many fears of all kinds - as it turned out- wrongly. Many schools were founded, founded by quite random people, and yet - they achieved success. With the potential we had at that time, we should have established UITM 2-3 years earlier.

**And the place? Rzeszow?**

We are patriots after all. I used the words after all- on purpose- because I will repeat my words once more, we have not received any significant help from the authorities here. I can only mention the Podkarpackie Governor (at that time- Mr Ka-

zimierz Surowiec) and Vice-Governor(at that time- Mr Zdzisław Siewierski) of the Podkarpackie Province. They let us buy the area equal to 70 acres. (The terms of the purchase were very attractive). These are people who undoubtedly deserve our memory and appreciation. However, this list is short. It can be recently supplemented with the Marshal of our Province, Mr Leszek Deptula. However, we have to remember that the list of what we have done for this region is much longer.

We can only hope that the human memory will result in the emergence of many more people who will be able to support us not for our benefit but to use the potential that we have accumulated for the good of the region. Despite these experiences, we are emotionally attached to this region and I do not regret the decision of locating UITM in Rzeszów.

However, of course, if we were to carry out this project with such determination and experience in Krakow or Warsaw, the success and publicity would probably be greater, but it can also be said that we would be one of several dozen similar institutions. And here, currently, we have the strongest position, at least when it comes to non-state universities, and we will pass on a great legacy to our successors. While fighting for a better tomorrow, we will be acting well in this part of Poland.

**I think this is the perfect punch line for our conversation. Thank you very much.**