

# minib25

marketing of scientific  
and research organizations

no. 3(25)/2017



research  
for future

eISSN 2353-8414

pISSN 2353-8503

september 2017



## ***MARKETING ASPECTS OF CONSOLIDATION OF HIGHER EDUCATION INSTITUTIONS***

## MARKETING ASPECTS OF CONSOLIDATION OF HIGHER EDUCATION INSTITUTIONS

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DOI: 10.14611/minib.25.09.2017.10



### Summary

The article provides a description of good practice in connection with the completed consolidation of two higher education institutions - the Lower Silesian College of Enterprise and Technology in Polkowice and the Copper Belt Technical College in Lubin into the Jan Wyżkowski University with its seat in Polkowice and a Branch Faculty in Lubin. This process began in autumn of 2015 and was brought to completion by the decision of the Minister of Science and Higher Education. The author points to image implications and marketing challenges, discusses the rebranding process (new logo and name as well as the actions this entailed). The article also deals with the creation of a new website, actions within interconnected social media, the ongoing billboard and media advertising campaign. Several difficulties that promotion department staff of are faced with in connection with the consolidation process of two higher education establishments were identified by the author, which include building a brand from scratch and communicating with staff with respect to the planned and implemented changes.

**Keywords:** Jan Wyżkowski University, Lower Silesian College of Enterprise and Technology in Polkowice, consolidation, higher education institution, university, marketing.



## Introduction

In the face of the growing demographic decline in Poland and the necessity of ensuring efficient operation of the educational market in delicate conditions, the issues linked to the consolidation process of higher education institutions is becoming more and more popular in academic environments. This tendency is also recommended by the Ministry of Science and Higher Education<sup>1</sup>. The growing interest shown in this topic is demonstrated by the international scientific conference that was held on 20-21 November 2014 in Wrocław, titled: "Consolidation processes in higher education — the current state and future prospects". The fruit of this conference is a monograph under the same title<sup>2</sup>. The attempts of systemising relevant knowledge that was undertaken therein appears necessary given the growing number of higher public and non-public institutions that want to enter into closer cooperation with each other, in effect with the intention of them merging into one body.

One of the largest consolidations of higher education institutions in Poland was carried out in 1993 in Poland when the Jagiellonian University merged with the Medical Academy. Following that, the University of Warmia and Mazury (1999) and the University of Zielona Góra (2001) were created as a result of the consolidation. Consolidations of non-public universities were conducted within the Vistula Group (2012)<sup>3</sup>, for instance, in 2013 the Lower Silesian College of Public Services "ASESOR" in Wrocław was incorporated into the University of Lower Silesia in Wrocław, the University of Management in Szczecin was incorporated into the Bogdan Jański Academy in Warsaw, whereas the Academy of Law and Diplomacy in Gdynia became part of the Gdansk School of Banking<sup>4</sup>.

Recent years have demonstrated that the process of consolidation of higher education institutions throughout the country, mainly on the non-public institution level. The compilation of data prepared for the requirements of the Central Council of Science and Higher Education in March 2015 by Paweł Zygarłowski, the co-editor of the mentioned post-conference monograph implies that the following key systemic consolidation factors include: the aforementioned demographic pressure, implemented systemic reforms, the need to improve the effectiveness — also economic — of the higher education sector and the reorganisation of

the higher education sector (vocational schools and universities). The consolidation indicators of an individual nature include: raising the profile of the university, avoiding bankruptcy, ambitions or cost effectiveness. Interest of higher education institutions in issues of this nature is growing as a properly implemented consolidation increases the competitiveness of such higher schools through the acquisition of unique resources or reducing intra-industry competitive forces<sup>5</sup>. Dominik Penar on the other hand, points to the following factors involved in the taking-over of one university by another: Obtaining authorisation to educate in specific fields of study, acquisition of qualified teaching and administrative staff, laboratory and research infrastructure as well as new locations, the desire to extend the area of activity of the institution to a new city, voivodship, region<sup>6</sup>.

P. Zygarłowski points out that demographic factors have a greater negative impact on non-public institutions than public establishments. Furthermore, non-public education institutions play a role which he refers to as the specific "surge tank" role, adjusting the level of supply and demand of higher education services. At the same time, consolidation processes are slower than the decline in student numbers. The reason for this is, among others, that the financing systems of higher education institutions, the internal restructuring actions of the university, external measures — European Union programmes, diversification of university revenue sources and strategic mismanagement. In the non-public higher education institution sector, there was a tendency in the past years to concentrate students, particularly full-time students, in the largest universities. If more consolidations are carried out on the market then large entities will slowly gain consolidation potential, while smaller units will quickly lose their capacity to compete<sup>7</sup>.

With respect to the general information concerning consolidation of higher education institutions in Poland provided in the introduction to this article, the fact that consolidation in the public institution sector mainly took place in the years 1998-2004 and was linked to the need to create higher education establishments with a higher status, namely, universities, also needs to be stressed. In cases where cross-sectoral consolidation took place, it was usually associated with the liquidation of a non-public higher education institution but this was only incidental. The consolidation phenomenon in the non-public higher education institution sector has practically been taking place since 2005, whereas the consolidation process

began becoming more intense from 2007, when there were as many as six such processes, two in 2008, two in 2009, but as many as eight in 2010, dropping down to two in 2011, eight in 2012, ten in 2013, and eight again in 2014. Since 2012 there has been a marked increase in the number of processes consisting of the incorporation of non-public institutions into other, stronger universities. Consolidation processes in the non-public sector lead to the creation of private university systems and, in many cases, they are implemented by such systems. Consolidation serves improving competitiveness of universities and can also contribute to improved quality of educational services. PR and internal and external communication play an important role in the consolidation process alongside taking into consideration and analysis of issues like getting to know the condition of the university, threat and risk identification, analysis of the formal, legal and tax aspects, selection of suitable forms of consolidation, development of an integration plan and being attentive to the cultural aspects.<sup>8</sup>

On 1 January 2016, the Minister of Science and Higher Education expressed consent to the merger of two higher education institutions operating on the education market since 2002, located in two Copper Belt cities 16 km apart<sup>9</sup>. These two establishments were the Lower Silesian College of Enterprise and Technology (LSCET) in Polkowice and the Copper Belt Technical College (CBTC) in Lubin, which created the Jan Wyżykowski University. Before these two establishments merged, both schools of higher education worked together before in the scope of scientific research, scientific publications or exchange of staff, however, they stepped up cooperation by signing a consortium agreement on 25 May 2015. The collaboration between LSCET and CBTC was meant to consist of joint consultations aimed at making arrangement for the conduct of research, as well as facilitating work towards the faculty of both higher education institutions obtaining academic degrees and titles. Seminars and scientific conferences accompanied by student electives were also planned. The agreement provided for an exchange of scientific information and library resources in both establishments as well as joint applications for grants and raising financing under EU funds. The agreement also inspired a scientific conference titled: "Technical sciences and industrial practice in the Copper Belt", which took place on 18–19 June 2015<sup>10</sup>.

Subject to the arrangements made between the Rectors and the decisions of the Senates of both establishments on 30 November 2015 it was decided to

merge LSCET with CBTC and give the higher education institution a new name. It was agreed that the head office of the university will be in Polkowice and the Branch Faculty will be based in Lubin. Upon the request of LSCET, the consent of the Minister of Science and Higher Education was obtained on 1 January 2016 for the start of the university comprised of two higher education institutions operating independently in Polkowice and Lubin<sup>11</sup>.

This was the start of a complex process that placed university officials before a number of challenges. A lot of joint effort was particularly put into integrating the IT systems of the higher education institutions and unification of administrative procedures, which were somewhat different in both establishments. Internal trainings and staff meetings were required to facilitate an exchange of views and opinions. The procedure and administrative document unification process lasted until June 2016. In the case of the consolidation of the Jan Wyżykowski, the following factors were decisive: demographic changes, prevailing consolidation trends at the time, similar operating profile, collaboration to date within the consortium and close proximity. Three faculties were created as a result of this with nine fields of study: The Faculty of Social Sciences in Polkowice where students could choose the following courses: international relations (first and second cycle), administration (first cycle), pedagogy (first cycle); the Faculty of Technical Sciences in Polkowice with the following fields of study: mechatronics (first cycle), informatics (first cycle), logistics (first cycle) and the Branch Faculty in Lubin, fields: management (first and second cycle), mining and geology (first cycle), production engineering and management (first cycle).

The university authorities evaluated the effects of the implemented changes positively. In the words of Dr Dariusz Zając, the Chancellor of the Jan Wyżykowski University: "Today we can say that the process of merging both higher education institutions has successfully been completed. New challenges associated with strengthening the university image and extending the range of courses offered to students still lie ahead of us"<sup>12</sup>.

## Marketing challenges

One of the most difficult tasks was giving a new name to the higher education institution which was created from the merger of LSCET and CBTC, and soon after starting work on the creation of its image as the

name Jan Wyżykowski University was completely unknown. The university was given the name of a discoverer of one of the largest in the world copper ore deposits located in the Polkowice and Lubin area<sup>13</sup>. His surname is linked to the development of industry in Lower Silesia and operations of the KGHM Polska Miedź S.A. concern, which has a global scale today. Nearby schools and the KGHM ZG "Polkowice-Sieroszowice" mining shaft were also named after J. Wyżykowski. To highlight JWU's close links with the region and local industry, it is noteworthy that the Polkowice and Lubin institutions are one of the few universities in the country to provide degree programmes in the field of mining and geology. Thus, the choice of the name and patron of the university seemed to be naturally etched into the operational realities and traditions of the higher education institutions taking part in the consolidation process.

The Promotion Department of the LSCET and CBTC prepared a communication plan concerning the merger of the Copper Belt Technical College in Lubin with the Lower Silesian College of Enterprise and Technology in Polkowice in autumn 2015. The plan envisaged that the first communication actions will be implemented once the invitations to the meetings of the Senate of the LSCET and CBTC will be sent, which were tasked with giving their opinion on the consolidation. The meetings of the LSCET and CBTC Senates were held on 30 November 2015 during which decisions were made as to the new structure. At that time, the media received the first news of the initiated consolidation process. Relevant statements were posted on the websites of both higher education institutions.

**The information communicated to the mass media  
concerning the Polkowice LSCET and Lubin CBTC merger  
on 1 December 2015:**

**Jan Wyżykowski University — a new quality**

**One higher education institution will be established as a result of a merger decision taken by the Founders and the Senates of LSCET in Polkowice and CBTC in Lubin. The new, strong Jan Wyżykowski University will be established**

*The Founders and Rectors of LSCET in Polkowice and CBTC in Lubin, Full Professor, habilitated doctor Marian S. Wolański and CBTC Professor habilitated doctor Stanisław A. Witkowski, decided to proceed with the merger process of both higher education institutions, which was to be performed once all the necessary formalities have been completed, on 1 January 2016. The Senates of both Institutions gave a positive opinion on the merger as well as the new name, that is, the Jan Wyżykowski University. It will operate in two locations: in Polkowice and in Lubin. Furthermore, meetings of the higher education institution authorities with the students, scientific and administration staff were held, during which the proposed actions were endorsed. The structure of the merged university shall be as follows: The request for the merger authorisation decision was addressed to the Minister of Science and Higher Education.*

***The Lower Silesian College of Enterprise and Technology in Polkowice*** was established in 2002. It is a self-governing institution which was founded and co-financed from the budget of the Polkowice Municipality and District. The LSCET is located in direct vicinity to the Legnica Special Economic Zone in Polkowice. This has provided the foundation for collaboration with businesses and employers and has also ensured work opportunities to graduates. The students and scientific staff have a modern building to their disposal, which was commissioned in 2015. The educational structure of the LSCET is comprised of two faculties: The Faculty of Social Sciences and the Faculty of Technical Sciences. Studies can be undertaken in the following fields: Mechatronics, Informatics, Logistics, International Relations and Administration. It offers master's courses, bachelor's courses, engineering courses and post-graduate courses. The following fields of study are also in preparation: Mechatronics (master's course) and National Security (bachelor's course). Students can also take part in international exchanges, e.g., within the Erasmus+ programme (Czech Republic, Cyprus, Romania, Turkey, and Hungary). [www.dwspit.pl](http://www.dwspit.pl)

***The Copper Belt Technical College in Lubin*** was established in 2002. To date, the higher education institution provides first and

*second cycle studies and has a rich offer of post-graduate courses. Its teaching staff is comprised of both lecturers from the largest academic centres, as well as highly qualified experts — practitioners. Applicants can choose from the following bachelor's and engineering courses accredited by the National Accreditation Commission: Management, Mining and Geology, Production Engineering and Management, Pedagogy, as well as master's courses with practical orientation in the field of Management. Within these fields of study, the institution offers several dozen specialities, which are regularly updated and adjusted to the changing needs of the labour market. The fields of study and curricula are adapted to the specific needs of students that take the changing economic reality and the resulting requirements of employers towards employees into account. The alignment of the study course to the specific needs of the candidate can significantly enhance their competencies and contribute to increasing the potential on the labour market. [www.uzzm.pl](http://www.uzzm.pl)*

All the marketing actions were performed by the Promotion Department of the LSCET (specialising in promotions and publishing houses) in collaboration with the delegated person on the part of CBTC. The delegated contact person responsible for communicating with the mass media was Włodzimierz Olszewski, PhD — Vice-Rector of the LSCET, and Dariusz Zajac, PhD — Chancellor of the LSCET. All the cells of the LSCET and CBTC collaborated in the scope of conducting communication actions. The objectives were:

- Providing reliable information through the media concerning the merger of the Lower Silesian College of Enterprise and Technology in Polkowice with the Copper Belt Technical College to the scientific and administrative staff of the LSCET and CBTC, the students of these establishments and the external environment;
- Communicating the benefits resulting from the changes;
- Creation of suitable facilities and infrastructure enabling effective, coherent and consistent communication with the environment in an easily understandable way, using simple and uniform communication.

The target group was comprised of:

- Academic staff employed at CBTC and LSCET,
- Administrative staff employed at CBTC and LSCET,
- Students at CBTC and LSCET,
- Social and economic partners (e.g., the Convent, local governments),
- Journalists,
- Inhabitants of the region (society).

Communication channels:

- Meetings with academic and administrative staff as well as with students,
- Communications to the media — dissemination of information to the national, regional and local mass media, especially the industry media,
- Websites of both institutions — preparation of the communication and its posting,
- Dispatch of information letters — concerning the members of the Convent of the university as well as local governments.

The calendar of actions included obtaining the approval of J. Wyżykowski's heirs for the new name of the university, sending LSCET and CBTC staff and students invitations to meetings by e-mail, design of the JWU visualisation system (including the logo) and the website design.

As for the internal communications, the notification and obtaining staff and student endorsement in view of the forthcoming changes was a matter of priority. Thus, relevant meetings were organised with the academic staff, the administration officers and the students during which the representatives of the authorities, rectors and chancellors of the Polkowice and Lubin higher education establishments gave explanations and answered questions in relation to the consolidation process. These meetings were held in autumn of 2016. The transformations were calmly received and accepted and no difficult situations were reported in connection with the implementation of information and its reception.

During meetings with the staff, the authorities also notified of and highlighted the following issues: the safeguarding of job positions,

retention of the terms and conditions of contracts and agreements, professional development opportunities, scientific research opportunities, co-financing of doctoral and habilitation studies, research grants and EU funding opportunities, participation in external conferences as well as those organised by the university in Polkowice, the Erasmus+ programme, maintaining cooperation with foreign partners and up-keeping international contracts and agreements, a strong university press, and a university library in two locations. The advantage of a state-of-the-art teaching facility commissioned in 2015 in Polkowice was emphasised, facilitating work and learning on the highest European level<sup>14</sup>. The perspective of retrofitting and modernisation of the facility in Lublin was also pointed out.

The following aspects were stressed during the meetings with students: expansion of the scholarship offer, more scientific associations, greater opportunities for participation in conferences and scientific trips abroad, the Erasmus+ programme and international cooperation, co-funding of student activities, university press, a university library and more resources and a richer collection, and the development of the IT system. The students were also informed that the formal conditions and the funding of their studies will remain unchanged, lectures will be conducted by the same lecturers, and the quality of the teaching will also improve thanks to investments in human resources.

As for communication with the media, a press conference was considered but it was ultimately decided to send a communication to the media which was followed by the provision of answers to questions posed by journalists via e-mail. An FAQ (Frequently Asked Questions) sheet was prepared to develop and unify the responses to the most important questions. Once the staff of both institutions undergoing consolidation were familiarised with the FAQ, they acquired greater knowledge of the issues connected with the pending procedure which further equipped them also to provide uniform responses to questions posed by students or persons contacting the institutions via the Promotion Department.

The integration of the faculty, administration and IT systems of both institutions along with ensuring seamless flow and exchange of information including the creation of new e-mail addresses (ujw.pl), and student accounts, was a laborious process that was drawn out in time.

Picture 1. Photo of the logos of the Lower Silesian College of Enterprise and Technology in Polkowice and the Copper Belt Technical College in Lubin



Source: JWU archives.

Picture 2. Photo of the logo options of the Jan Wyżykowski University based on the university design handbook.

Source: University design handbook

	CMYK	PANTONE	GRAYSCALE	RGB
wersja pełna poziom				
wersja pełna pion				
wersja skrócona poziom				
wersja skrócona pion				

Wszystkie pliki w formatach: AI i PDF (wektor) oraz PNG (bitmapa)

Source: JWU archives.

Once the name was established, the design of the logo of the new university became the next key task. This was outsourced to several graphic designers simultaneously. A design by Krzysztof Prusisz was selected from

among several dozen submitted proposals, the symbolics of which referred to the current logos of the LSCET and CBTC. The logo comprises two symmetrical parts symbolising the two higher education institutions, creating a coat of arms which incorporates an open book. The colour scheme — navy blue and copper — refers to the colours that are characteristic of the university colour before the consolidation as well the industry in the region and the patron of the university, Jan Wyżykowski, PhD, Eng.

Picture 3. Photo of the fair exhibition system of the Jan Wyżykowski University in 2016



Źródło: Source: Own work. Photo by J. Walczak.

The design of a new website with the domain name of "www.ujw.pl" was another time consuming task. The textual part was developed by the staff at the JWU Promotion Department, while the graphic design aspect was executed by an external company. The decision was to organise communication on the website by dividing it by the types of studies: bachelor's, engineering, master's, and post-graduate (tiles), as well as by user group: applicants, students, staff, and graduates (dropdown menu) —

these are the dominant elements on the website. The site is supplemented by current information, which are also exposed on sliders and a picture gallery. The website has a top main bar (Homepage, About the University, E-Dean, Contact, Erasmus+), and a side menu (e.g., Library, Career Office, Polkowice University of the Third Age, University Press, Social Actions, Our Achievements, Quality of Education). Apart from the UJW logo, information in icon form (logos) was also kept about the fact the JWU was established under a merger of LSCET and CBTC.

Picture 4. Photo of the design of the information advertisement concerning the merger of LSCET in Polkowice with CBTC in Lubin to form the Jan Wyżykowski University



UJW powstała  
w wyniku połączenia:



Source: JWU archives.

Once the logo and the design handbook were created, the next task that was undertaken was to put the logo up in all the required locations.

These included the facade of the main building and the area over the entrance to the main building in Polkowice, preparing the sign and banner for the building of the Branch Faculty in Lubin. Information plates and direction signs containing the new logo inside the university buildings in Polkowice and Lubin were also manufactured. Letterheads and business cards for the academic and administrative staff were also redesigned and printed. Other significant costs were connected with the modification of all the university exhibition systems used during outdoor events and fairs. These works included the production of a completely new canvas for the promotional marquee of the university, displays, roll-ups, and banner ads. New advertising gadgets containing the JWU logo were purchased. These included: biros, pencils, balloons, weather stations, penknives, reflectors, business card holders, advertising clothing, etc. Due to this additional expenditure, a new and larger budget had to be planned taking all these non-standard costs into account.

The marketing plan developed by the JWU Promotion Department team envisaged the performance of the campaign in two stages. The first was meant to be informative in nature and was directed at a wide forum or recipients. It was aimed to ensure that everyone was notified that the Jan Wyżykowski University is not an entirely new entity on the education market but a higher education institution was established from the merger of two higher education institutions with a fourteen-year tradition and experience. The information stage took place in January to April 2015 under the motto: "We're Joining Forces. Together, we will discover more". This merger was reflected by a heart cut into the bark of a tree with the following inscription: "LSCET + CBTC = JWU". Below, the following was etched into the bark of the tree: "Study in the heart of the Copper Belt". The word "we will discover" in the main motto was connected with the JWU's patronage of the discoverer of copper ore deposits. Thus, "Together we will discover more" can be interpreted as a reference to Jan Wyżykowski and to the region where he worked. The motto is also connected through the verb "discover" with the motto that was used in the part of the campaign: "Discover your image". It was also acknowledged that for the purpose of the clarity of the message, the old logos of the higher education institutions from Polkowice and Lubin should also be incorporated in order to signal

their joint efforts in creating the Jan Wyżykowski University and the long academic tradition of these institutions. The next advertisement forms of the JWU were based on the motto: "We're Joining Forces. Together, we will discover more" and its visuals: recruitment advertisements including the fields of study available, the covers of squared paper exercise books later handed out to school leavers, billboard posters, banners, print advertising, and calendars for the year 2016.

Picture 5. Photo of the design of the advertisement on the educational offer of the Jan Wyżykowski University. Stage 2 of the campaign



Source: JWU archives.

The second stage of the campaign was executed under the motto of: "Discover Your Image!" and included promotional actions intended to present a more extensive, due to the merger, educational offer, thus, a greater volume of full- and part-time studies in fields of study under engineering, bachelor's, and master's courses, as well as a rich offer of post-graduate courses. In this case, no reference was made to the higher education institutions that were subjected to consolidation process. The materials from the first information stage remained in use but the fundamental occurred in the replacement of billboard posters.

The most effective advertising channels were selected for the requirements of the first informational stage and the second promotional stage. The campaigns were mainly conducted in the region of Lower Silesia, using regional and local radio stations (e.g., Radio Plus Legnica, Radio Plus Głogów, Radio Elka, Radio Eska), local press (e.g., "Wiadomości Lubińskie", "Głos Głogowa", "Gazeta Polkowicka"), and television (e.g., Regional TV) as well as local and regional news portals where banner emissions were purchased. Information concerning the consolidation was also sent out to national media, including to the "Forum Akademickie". Social media were also harnessed. This also required a change of the names of the social media accounts already held. The account belonging to CBTC in Lubin was changed to the JWU Branch Faculty, while the account of the LSCET in Polkowice was altered to Jan Wyżykowski University.

The advertising campaign was conducted on billboards mainly located in northern Lower Silesia in two editions described hereinabove.

There are currently almost 1,200 students studying at the Jan Wyżykowski University that have at their disposal excellent laboratory facilities, a computerised university library in two branches with a collection of close to 20,000 volumes and a modern e-Dean system. The university buildings in Polkowice and in Lubin have a combined usable floor area of over 13,000 sqm.

The JWU offers students and its faculty and administration staff the possibility of taking part in international exchange programmes like Erasmus+. So far, collaboration has been established with six countries: Bulgaria, Czech Republic, Cyprus, Romania, Turkey, and Hungary. International scientific and research projects are also under way. Moreover, a close liaison with business has been maintained among other by the Convent.

The JWU authorities are currently planning the 15th anniversary celebrations of the Jan Wyżykowski University to be held in 2017. According to Dr Włodzimierz Olszewski, Rector of the JWU: "A new name is one thing but the academic tradition of our higher education institutions lasting since 2002 is another. We have many things to boast about and we certainly stand out on the education market. We have a beautiful past and excellent prospects for the future"<sup>15</sup>.

Summing up, the set marketing objectives were successfully achieved. The University is recognisable in the region and rightly associated with its predecessors: the LSCET and the CBTC. The University also succeeded in attaining satisfactory recruitment outcomes for the 2016/2017 academic year. The conducted campaign was also recognised by the PR and Promotion of Polish Higher Education Institution Association during the 2016 "ProMYKI" contest. The local, regional and national media were all writing about the Jan Wyżykowski University and the consolidation process (e.g., the article published in the "Forum Akademickie"<sup>16</sup>).

The consolidation process of higher education institutions in Poland is currently being extensively discussed and has been positively assessed by the Minister of Science and Higher Education, Jarosław Gowin, who expressed the following in one of his interviews about the reorganisation that the higher education institution sector should undergo: "Higher education institutions should consolidate their activities so that larger and stronger institutions can arise. We live in times of globalisation. Higher education institutions from Lublin or Łódź are competing not only with institutions from Białystok or Poznań but also with higher education institutions around the world. If they want to compete for students, they have to consolidate. A similar phenomenon has become a global trend. Of course, the higher education institution consolidation process is not an easy process. It requires overcoming mental barriers, going beyond particularistic ambitions, and is also a very complicated organisational process"<sup>17</sup>. This also applies to marketing challenges, which require the goals of particular campaigns to be reformulated anew, the selection of the appropriate tools and means of communication. However, this does make it possible to create a new, better, and more attractive product in terms of quality and image, which allows the institution to go ahead of the competition encountered in current organisational arrangements. It seems that in the case of the Jan Wyżykowski University positive effects were successfully achieved in this respect in the first "starting" phase of the communication which took place from January to October 2016. However, this is merely to beginning of image actions that will help the non-public higher education institution reach full stability on the education market.

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- <sup>11</sup> Decision of the Minister of Science and Higher Education. Jan Wyżykowski University archives.
- <sup>12</sup> Press materials, JWU Promotion Office.
- <sup>13</sup> Engineer Jan Wyżykowski, PhD, Eng., (1917–1974) was an outstanding figure. He was meant to become a priest. He began learning opera singing, which he had to interrupt by reason of illness. He began reading philosophy at the Jagiellonian University, ultimately graduating from the University of Mining and Metallurgy with a mining degree. After completing his studies, he started working at the Polish Geological Institute (PGI). He was active in the exploration of copper ore deposits in Lower Silesia. In 1959, he documented a deposit in the environs of Lubin, and in subsequent years he calculated the prospective reserve volumes of these deposits. In 1964, he received a doctor's degree at the PGI and the position of assistant professor. He is considered to be the founder of the Lubin Copper Belt. A monument honouring him stands in Lubin and there is a commemorative plaque on the building where he lived in Warsaw. The Regional Museum in Brzozów (Wyżykowski was born in the neighbouring Haczów) holds an exhibition dedicated to his scientific activity.
- <sup>14</sup> The new main building constructed for the requirements of the higher education institution in Polkowice, currently the Jan Wyżykowski University, was commissioned in 2015. It has a total usable area of 3.2 thousand square metres, and total volume of 17.3 thousand cubic metres. The first construction works connected with the new main building commenced in the summer of 2010 and the foundation stone was laid in March 2011. The total cost of the investment, which came to over PLN 18m, was financed by the Polkowice Municipality. The building has four storeys and contains 17 lecture halls.
- <sup>15</sup> Promotion Department materials. Jan Wyżykowski University archives.
- <sup>16</sup> Walczak, J. (2016). *Konsolidacja w zagłębiu miedziowym*. *Forum Akademickie*, June.
- <sup>17</sup> Bednarz, B. i Czuryło, P. Gowin: *Konsolidacja szkół wyższych*.

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