

THE ROLE OF MARKETING OF HIGHER EDUCATION INSTITUTIONS IN CREATING THE IMAGE OF CITIES AND REGIONS

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Introduction

Education is one of the most important elements of the contemporary world. It constitutes the foundation of development and the direction of development of particular areas. The progress of civilization associated with, among others, the development of information technology, has caused a transition from an industrial society to information society. Currently information and knowledge are the basic elements of efficient functioning of companies, institutions and individuals. Information has become a commodity, which is often treated as a more precious commodity than material goods.

In a society based on knowledge, in which we live, there is a constant need for improvement of competences, participation in courses, trainings. In this respect higher education institutions provide exceptional opportunities to obtain education in a particular area. Moreover, highly renowned institutions, with good academic staff, high quality of education focused on practice, enjoy strong popularity and attract the most students. Such situation is beneficial not only for universities, but also for cities where these institutions are located. This will be the subject of the following article.

Creating the image of a city and region – basic assumptions

Deliberations concerning the image of cities and regions in relation to the marketing of higher education institutions should be started with a short insight into the process of creating the image of cities and regions. In further part of the article this information will be referred to higher education institutions in particular cities.

Out of a whole range of various analyses and definitions concerning the image of cities, the author regards the one suggested by Andrzej Szromnik as the most appropriate. According to Andrzej Szromnik the image of a city is the entirety of subjective visions of reality created in human minds as a result of perception, influence of means of communication and informal messages¹. Another definition worth mentioning here is the definition proposed by a well-known marketing specialists Philip Kotler in his book titled *Marketing Places*. According to this definition „the image of a city is the sum of beliefs, ideas and impressions that people have about the city”. He claims that the image allows systematising the

1 A. Szromnik, *Marketing terytorialny. Miasto i region na rynku*, Wolters Kluwer, Warszawa 2007, s. 134.

information we are inundated with every day. It allows us to simplify obtained messages and associations connected with a particular place².

It is necessary to mention here the appearing image typology³:

- strong/weak – the distinctness and preservation of the image in the recipients' minds is analyzed;
- alien/own – the image is analyzed in terms of how a particular entity regards itself or how it is regarded by the environment;
- current/planned – it is analyzed whether an image is already functioning or whether it will only be created in the future;
- external/internal – various groups of recipients can be identified. For example, tourists, businessmen, students can be classified as an external target group. Inhabitants, local entrepreneurs, public officers can be classified as an internal target group.
- positive/negative – it is taken into consideration whether the image evokes positive or negative associations.

A. Szromnik has proposed a characteristic of the image of a city, where it is defined as⁴:

- individual category;
- inconstant element;
- process which takes shape over a long period;
- an internally complex trait;
- factor which can boost or decrease the competitiveness of cities;
- an element which can be identified through special marketing research.

A. Łuczak claims that image allows people to filter the information, the flood of information they receive. Thus, it allows them to make certain decisions at a later moment. Image becomes the carrier of the character of a city or region and helps people make decisions with regard to the choice of holiday destination, location of an investment project or a university. At the same time it allows to make a subjective distinction between cities⁵. The author quoted above has defined three factors, which influence the reception of the created image:

- external factors including: demographics (eg. Age, sex, education, nationality etc.), socio-economic factors (eg. income, social background), socio-cultural factors (eg. the hierarchy of values, norms and cultural patterns);
- internal factors – they include such elements of personality as: diligence, lifestyle, attitudes, knowledge, experience;
- other factors – including information a person gets from the outside, but not directly associated with the person, eg. information from the media, other people's opinions etc.

² P. Kotler, D. H. Haider, I. Rein, *Marketing places*, The Free Press, New York 1993, s. 141.

³ J. Altkorn, *Kształtowanie rynkowego wizerunku firmy*, Wyd. AE w Krakowie, Kraków 2002, s. 5.

⁴ A. Szromnik, *Marketing terytorialny...*, op. cit., s. 134-135.

⁵ *Ibidem*, s. 87-88.

The whole proces of shaping the image of a city can be illustrated by six stages proposed by J. Olszewska⁶:

- The first stage is conducting a research in order to identify the existing image and comparing the image of the city with the images of other cities;
- The second stage is choosing the recipients of planned action;
- The third stage involves defining the image we would like to create;
- In the fourth stage we choose the right tools allowing the creation of image among the desired target groups;
- The fifth stage involves the choice of people and entities directly responsible for carrying out particular tasks associated with creating the image of a locality;
- The last, sixth stage involves monitoring the impementation of actions and possibly making certain corrections.

The role of higher education istitutions in creating the image of a region

Prestigious higher education institutions, well-trained staff with numerous distinctions and scientific achievements, large number of graduates, who after graduating are ready to start working in demanding and rapidly developing companies – these are the factors which stimulate both development and launching new companies in a particular city⁷. Additionally, attributing education to a region stimulates the development of relations between higher education institutions and external entities. The greater the potential for combining resources and the skill of absorption, the higher the competitive advantage.

Knowledge, learning and promoting innovativeness are key elements stimulating economic development. A large number of talented and educated individuals, who are able to efficiently enter the market following graduation, is an undeniable advantage. It is important to present here the guidelines of OECD for regions focusing on education.

The contribution of a region to the process of learning:

- Securing a high quality of educational services, which improves the efficiency of the process of individual education;
- Monitoring the process of education of highly-qualified individuals, whose profile of activity corresponds to the needs of the regional labour market;
- Creating a network of cooperation between enterprises;
- Facilitating the organization process of education in all sectors with high innovative potential on a regional scale;
- Identifying the factors, which may influence opportunities, or pose a threat in the process of planning strategy of the development of the region.

⁶ J. Olszewska, *Wizerunek jako narzędzie tworzenia przewagi strategicznej gminy*, *Marketing i Rynek*, nr 11, s. 12-13.

⁷ J. Dietl, *Czy potrzebne jest zarządzanie marketingowe w szkolnictwie wyższym?*, *Marketing i Rynek*, nr 2, s. 2-10.

The mechanisms of functioning of learning regions:

- Mutual coordination of policies in the area of research and development, science and new technologies, educational and training services, as well as common overlapping of various branches on the regional, national and international levels;
- Preparing the strategy of boosting the pace of development of social capital on the scale of a particular country;
- Working out stable and regular assessment of the level of development of mutual relations between all participants of the process of education⁸.

All of the above-mentioned factors make cities and regions more recognizable thanks to higher education institutions located in them. The richer and more attractive the offer and opportunities for cooperation with enterprises, the better the assessment of the region from the angle of a higher education institution⁹.

Universities, higher education institutions are a great factor for positioning a city or a region in a particular way. Young people making a decision with regard to a subject that can be studied in a few different cities take into consideration also the atmosphere of a particular city. The opportunities for personal development, quality of life on a level they expect, interesting options of spending free time – such interdisciplinary and complimentary approach to the didactic offer is becoming wide-spread and should soon be adopted for good both by university authorities and local authorities. It imposes on universities the duty to cooperate, not only within their statutory scope of activities, but also to adopt a broader view of the city and region and to prepare a coherent message.

Creating a kind of synergy between local authorities and higher education institutions and at the same time between particular universities, is an extraordinary goal. Taking into consideration the fact that the number of students is dropping and that the level of higher education institutions is not changing much, is a goal that could constitute a decisive factor determining whether to start education in this or that location. In this context it is worth quoting here the results of research titled *Demograficzne Tsunami. Raport Instytutu Sokrates na temat wpływu zmian demograficznych na szkolnictwo wyższe do 2020 roku* (ed. Demographic Tsunami. Report of Instytut Sokratesa on the impact of demographic changes in higher education by 2020) conducted by the institute this year. According to the report despite their efforts, public universities recruiting students for uniform full-time studies are unable to fill all available positions on the available faculties. Another issue which is causing changes in higher education is the level of scholarization. For countries of the European Union the average ratio is 29%. In Poland it is 40.9%. It seems natural that a process of harmonization with the EU will take place, which is rather bad news for Polish universities. Additionally, according to the analyzed research the number of students is expected

8 N. Longworth, *Learning Cities, Learning Regions, Learning Communities. Lifelong Learning and Local Government*, Routledge Taylor & Francis Group, London and New York 2006, s.16. za: A. Marszałek *Potencjał naukowo-badawczy uczelni i jego rola w regionie uczącym się (na przykładzie Małopolski)* [w:] red. T. Domański *Marketing akademicki w promocji miast i regionów*, Wyd. Uniwersytetu Łódzkiego, Łódź 2011, s. 54.

9 M. Krzyżanowska, *Znaczenie marketingu w działalności edukacyjnej szkoły wyższej*, *Marketing i Rynek*, 3/2004, s. 14.

to drop – from 1,900,014 in 2009, through 1,820,340 in 2010, to 1,292,523 in 2019 and 1,252,800 in 2020.

These figures show very well that soon a kind of battle for students will start. Students presented with the opportunity to obtain education of similar quality at a few different universities, will choose the university with the most attractive offer. What is most important now is the „pleasure of studying” and the „quality of the place of studying”. Thus, universities have become the providers of an educational product, which is being treated similarly as cultural or sports and leisure products¹⁰.

For this reason universities more and more often have to embark on a mission of not just attracting a student from another voivodship, but also have to view the whole issue from a broader perspective, as gaining a student for the „city” or the „region”.

At the same time it is necessary to present here what J.G.Wisseman says about the so-called Third Generation University, which in a way is the result of changes taking place in the area of higher education and the evolution of roles played by universities. According to Wisseman, Third Generation Universities typically deal with conducting research of transdisciplinary or interdisciplinary character. Simultaneously, they conduct basic research, which is treated as their main activity. Third Generation Universities deal with creating a network of cooperation between enterprises, financial institutions or private research and development units. In course of their work they implement the rule of consilience and creativity in the created scientific works. This way they create offer for students with greatest potential and for the best employees. The work of Third Generation Universities is not limited to just the domestic market, as they try to focus on the international market and compete by obtaining the best students and scientists. This way Third Generation Universities attract academic staff and students from various countries creating a multicultural academic community. Universities functioning this way also take care of utilizing the know-how gained through research and works which are efficiently used in contemporary industry. Their activities are financed both by the state and entrepreneurs who take advantage of the opportunity to cooperate with specialists from their branch¹¹.

Cooperation between higher education institutions and public institutions or entrepreneurs may have an even greater scope than just education and research. In the context of cooperation and mutual creation of strategy, it may be interesting to analyze the infrastructure possessed by universities. The infrastructure can be let for the organization of various events, at a competitive price. It is also important to remember that due to the dropping number of students, the utilization of universities’ existing infrastructure capacities will decrease. For this reason the authorities of higher education institutions should be ready to cooperate both with businessmen, other schools and local authorities to efficiently use the existing resources and reduce costs associated with maintenance. In this area there are opportunities for cooperation with organizers of trade fairs, conferences, festivals as well as sports and tourist events.

10 T. Domański, *Rola uniwersytetów w promocji polskich miast i regionów – nowe wyzwania strategiczne*, [w:] red. T. Domański, *Marketing akademicki w promocji miast i regionów*, Wyd. Uniwersytetu Łódzkiego, Łódź 2011, s. 25.
11 J. G. Wissema, *Uniwersytet Trzeciej Generacji. Uczelnia XXI wieku*, Wydawnictwo ZANTE, Święta Katarzyna 2009, s.11-12.

Marketing of higher education institutions

The awareness of the need to promote higher education institutions is only starting to develop. Changing situation on the higher education market has brought about the need to inform the society about the educational offer and achievements in this area.

The pressure associated with strong competition in this area has forced universities to start promotional activities and use the same methods for this purpose, as companies trying to attract customers¹².

Thus, the necessity to define the target group, at which all marketing messages will be directed, has emerged. Tomasz Domański defines four target groups¹³:

- Target groups in the local perspective – where all activities will be targeted at the inhabitants of the city and the region. It is necessary here to pay attention to a series of activities targeted at not only the traditional group. This target group includes not only high school students, but also older people, who may be interested in senior's academies as well as people who want to expand or complement their knowledge through, for example: postgraduate course or other forms of training. This trend is becoming ever more apparent as a result of the demographic decline. It is also worth paying attention to such initiatives as „Children Universities”, where knowledge is presented to young students in an interesting, easily comprehensible way. Such courses facilitate the creation of a bond between the institution and the future student. This creates loyalty, which becomes an alternative or supplement for the traditional model of education. Universities will have to face the need to prepare special education offers prepared for a particular group of recipients. There are also great opportunities for preparation of various kinds of reports or consulting services for public institutions and enterprises. Focusing on just the inner group may lead to lower demand at a later point in time. For this reason it is best to include also the following segments¹⁴;
- Target groups from the regional perspective – inhabitants of the town or city neighbouring with the city where a particular university is located. Skillful preparation of an informative and promotional message allows the creation of an image of an institution which drives the development of its city. Benefits associated with this emanate to the surrounding areas. A broader approach allows us to expand the group of recipients, which allows us to fully use the potential of a given educational institution;
- Target groups from the national perspective – encouraging people from outside a particular city or region to study in another city or region is an expression of trust for the particular place. Travelling a long distance to another region naturally involves spending greater amount of money. Not only the university, but also the place itself is a factor people take into consideration when they choose where to study. Universities should monitor which voivodships their students are coming from. At the same time city authorities should monitor whether their city is attractive enough to make students settle there after graduation;

¹² http://www.forumakad.pl/archiwum/2001/10/artykuly/13-za-czy_uczelnia_musi_dbac_o_swoj_wizerunek.htm dostęp z dnia 10.11.2011 r.

¹³ T. Domański, *Rola uniwersytetów...*, op. cit., s. 17-20.

¹⁴ *Ibidem*, s. 18.

- Target groups from the international perspective - T. Domański defines two strategies universities can adopt together with cities or regions to promote themselves abroad.

The first strategy involves consistent and long-term work on creation of image. In the prepared strategy there are references to tradition and historical heritage of a city. Only cities and regions with well-established international position, where universities have been operating for a long time, can allow themselves to run this sort of campaign.

The second strategy is based on modernity. It involves dynamic presentation of a given higher education institution, a city and a region. Such campaign should be intensive, fresh and expansive. Such strategy promotes innovativeness and opportunities for development present in a particular region. The above-mentioned classification clearly proves that marketing activities on a large scale taken up by universities may overlap with the efforts of local authorities aimed at promoting a particular city or region. This also shows the meaning of activities of universities in this respect, as their efficiency will affect the duration of stay of young, studying people¹⁵.

Higher education institutions, universities make people born somewhere else come to the city where they are located and start their education there. This also proves there is a need for universities to conduct marketing activities for cities and regions in the short, medium and long term. Whether this cycle will be extended, depends on the attractiveness of life in a particular city. Factors which may encourage people to stay are as follows: opportunities for finding employment after graduation, good infrastructure or well-functioning healthcare.

The above-mentioned arguments confirm not only the necessity to take up promotional activities, but also prove that academic marketing should be one of the key vectors for defining the strategy of territorial marketing. This kind of approach constitutes a key element of attractive positioning of a city or a region¹⁶.

The result should be joint work of higher education institutions and local authorities on marketing strategies and managing the development of a city or a region. Basing works on common targets and actions will allow efficient implementation of all assumptions. Nevertheless, such strategies should be detached from politics and should be continuous – they should be implemented regardless of changes in local governments following elections. Nowadays, conducting coherent activities in the area of marketing communication is a necessity, as running such activities alone eventually leads to unsatisfactory results. All works should be not only coherent, but should also strengthen and complement each other. A condition for efficient cooperation is defining and accepting common targets, which are treated as exceptionally important and will be implemented regardless of the political situation.

In course of work on the strategy of development and communication such cooperation should be interdisciplinary, in order to achieve stable, lasting and strong competitive advantage of a region and a city. This cooperation should involve coordination of activities conducted by authorities of a city

¹⁵ Brany tu pod uwagę jest udział w jednolitych studiach magisterskich (5 lat), studiach licencjackich (3 lata), inżynierskich (3,5 roku), magisterskich uzupełniających (2 lata) czy podyplomowych (1-2 lat). Na uwagę zasługują także kursy i szkolenia oraz inne, dodatkowe formy kształcenia jakie odbywają się w danej uczelni.

¹⁶ T. Domański, *Rola uniwersytetów ...*, op. cit., s. 17.

and a region, based on opinions of representatives of higher education institutions, where specialists in various branches work. Such approach, would involve jointly defining, accepting and stressing common values. Simultaneous and unanimous communication could boost the efficiency and power of the message and at the same time create an atmosphere of mutual feeling of responsibility for a region or city.

Cooperation between the academic society and local authorities is exceptionally important not only in the context of promotional activities, but also in the literal meaning of this word. Constant, mature forms of cooperation allow us to build up competitive advantage both in the sphere of raising capital for development processes, but also for intellectual capital management. Such ideas as: creativity, entrepreneurship, innovativeness could constitute such common values. Such approach is rather new, but both sides can derive benefits from applying it. Financial benefits also support the idea of joint implementation of promotional strategies.

Combined budgets for running campaigns will guarantee greater power and reach and thus allow additional price negotiations with contractors, which will allow purchasing a greater number of means of advertising – tv commercials, promotional materials. Coherent, mutually complementing actions will allow both sides to improve their image. It is also necessary to work out procedures and tools for efficient implementation of decisions. For this reason it would be interesting to establish both constant and temporary think tanks. Such think-tanks would support local authorities in particular situations.

However, it is important to pay attention to the fact that in Poland it may be difficult to implement all of these assumptions. There are two factors which can slow down the establishment of such cooperation. On the one hand these are the processes of integration in the area of marketing communication, on the other hand this is changing city management. It is associated with the fact that many entities are still used to work individually, as the value of joint actions and cooperation hasn't been appreciated yet. Most often authorities rely on temporary, rather than medium- or long-term measures. Such works make it almost impossible to create a coherent strategy, where territorial and academic marketing could be mutually complementary, rather than mutually exclusive. In cases where local authorities are subject to frequent and major changes, the chance for success in joint actions is small. The characteristics of marketing involve the necessity to conduct marketing activities regularly and consistently. Otherwise, marketing actions cannot bring the desired results.

Most problems associated with the creation of a common strategy originate on the one hand from the values inherited from previous generations and on the other hand from the cultural dimensions. It is important here to pay attention to people from younger generations, who are now starting their professional careers, where every form of cooperation is being promoted. There is a real chance that awareness of the need to boost cooperation between academic institutions and local authorities, will grow as soon as young people replace older academic staff or older employees of local administration¹⁷.

¹⁷ *Ibidem*, s. 28.

Joint promotional activities

Conducting promotional activities both by local authorities and the authorities of higher education institutions would constitute evidence of works in the area of joint creation of development strategy, positioning and brand-building. This is yet another very difficult challenge that local authorities have to face. It requires an integrated approach to the concept of territorial marketing and adopting a uniform marketing communication for higher education institutions, regions and cities. What should be taken into consideration here are not only large-scale events, which are supposed to promote the city in other academic centres, but also participation in trade fairs or in promotional activities abroad. All of this is possible only as soon as common targets are adopted and each entity attracts a particular target group.

Despite difficulties associated with joint promotional activities, here the author will try to present a few programs, which have either been carried out or are in progress now in Poland. In this respect one of the most interesting programs is Młodzi w Łodzi, which is being carried out by Biuro Rozwoju Przedsiębiorczości i Obsługi Inwestora Urzędu Miasta Łodzi (Entrepreneurship Development and Investor Service Office of the City of Łódź) in cooperation with universities and employers located in the city. According to the website of the project, this is a program which is supposed to encourage young people to bind their future with Łódź, increase the number of people applying for faculties preferred by employers. Eventually, the program should lead to improving the quality of education of graduates and improving the image of Łódź, as a city facilitating professional development.

The program was launched on March 18, 2008. back then 24 companies took part in the project. By 2011 this number had grown to 50. The program resorts to such instruments as an apprenticeship website, scholarships financed by employers involved in the program, financing academics or „Twoja Kariera w Twoich rękach” (ed. Your Career in Your Hands) trainings, as well as the „Mam pomysł na biznes” (ed. I have an idea for a business) contest. In course of the first edition of the program 250 applications for scholarship were submitted, during the second edition, in the academic year 2009/10 over 400 applications were submitted. According to the www.mlodziwlodzi.pl website, already about 600 people have participated in apprenticeship programs thanks to the apprenticeship website „Portal Praktyk i Staży”. About 1,500 people visit the website every week. 105 employers and 520 candidates for apprenticeships are registered.¹⁸

Joint campaign, which took place in 2009, was organized on an exceptional scale. The „young” were the recipients, so the campaign couldn’t be boring. It was organized under the slogan „Choose Łódź”, previous year’s edition was titled „Łódź breaking stereotypes”. The whole message involved the presentation of negative associations connected with politics in opposition to the positive message associated with the offer of Młodzi w Łodzi (ed. Youth in Łódź). Broad coverage of the campaign is reflected in the large number of billboards – 270 – which were located, among others, in Radom, Kalisz, Wrocław, Kutno, Warsaw, Częstochowa. Information about the campaign was visible in high schools in Łódź and on public transport vehicles in Łódź, Płock, Częstochowa and Kielce.¹⁹

¹⁸ <http://mlodziwlodzi.pl/o-programie/opis-programu/> dostęp z dnia 10.11.2011r.

¹⁹ <http://mlodziwlodzi.pl/kampania/trzeci-etap-maj-2009/> dostęp z dnia 10.11.2011r.

In this respect another example worth mentioning here is the city of Poznań. The city is carrying out a project called „Poznań przyciąga najlepszych” (ed. Poznań attracts the best). Within the framework of the program young people can count on free access to cultural events, scholarships, broad offer of apprenticeship programs – also in the Poznań city council – and even on a year-long financing of their student life. This is the reward for the winner of the current program.²⁰

In Kielce in 2009 there were attempts to organize a joint campaign aimed at promoting the city. The project was titled „MAK Metropolia Akademicka Kielce” (ed. Academic Metropolity Kielce) and was co-financed with EU funds from the European Social Fund and from the state budget (within the framework of the Integrated Regional Operational Program, priority 2 – Boosting the development of human resources in regions, action 2.6 – regional innovation strategies and knowledge transfer).

The idea for the project came from non-governmental organizations, which convinced local administration to follow this idea. Local authorities agreed to carry out the project together with the Regional Centre for Innovation and Technology Transfer. It was carried out from 1.04.2009 to 31.05.2009 and its purpose was to boost the educational potential of universities through support for cooperation with business, adapting areas of study to the needs of the market and promoting Kielce as an academic center.

Within the framework of the project a concept for the functioning of MAK – Metropolia Akademicka Kielce as an independent center was established. Its purpose is to create an educational cluster for the territory of the Świętokrzyskie voivodship (ed. Kielce is the capital of Świętokrzyskie voivodship), preparing a concept of promotion of Kielce as an academic center, preparing Kielecki Informator Uczelniany (ed. Kielce University Information Center), which is supposed to improve the attractiveness of universities located in Kielce, creating a website in order to establish a network of cooperation between universities, the Small and Medium Enterprises sector and the academic society, conducting a survey on 100 companies and 100 high schools, in order to adjust the offer of universities to the needs of the market and the expectations of students and employers, creating a database of entrepreneurs cooperating with universities from the region, preparing a database of academic discounts²¹.

Nevertheless, a good cause, exceptionally strong involvement of the media, scientific circles and local administration didn't provide durable effects. This was to a large extent caused by the lack of greater engagement of universities and city authorities in the activities. All planned actions were carried out, but unfortunately an educational cluster wasn't established. The website which was established served its functions only over a very short period. Following the conclusion of the official part of the program, gradual disintegration of the team responsible for the whole concept started. Nevertheless, after an over two-year-long break the project was reactivated. This time the participants are trying to attract sponsors and are still trying to implement the concept of MAK.

Kielce seems to be a good example of the fact that cooperation between the academic society, local authorities and other entities can be very hard, when people are not looking for cooperation but for

²⁰ http://www.portalsamorzadowy.pl/komunikacja-spooleczna/miasta-tez-kusza-studentow,24459_0.html dostęp z dnia 16.11.2010r.

²¹ <http://mak.it.kielce.pl/> dostęp z dnia 10.11.2011r.

responsibility for promoting the city as an academic center. The responsibility is shifted from one entity to another²².

In course of the MAK – Metropolia Akademicka Kielce project an interesting survey was conducted. According to the survey, half of high school students would choose Kielce as their place for studying. According to the surveyed students, the most attractive academic centres outside the Świętokrzyskie region are Kraków (24.3%) Warsaw (10.29%). Among reasons for starting education in Kielce was proximity. This was the reason given by 40.95% of the surveyed. 14,68% responded that the main reason for them is the choice of areas of study, for 10.24% good access from their place of residence. 17.58% of the surveyed responded that they are going to study in Kielce due to low costs of living.

What motivates students to leave Kielce are such factors as maladjustment of the offered areas of study to the needs of the labor market – 22.37%, limited opportunities for temporary employment during studies – 22.28%, low quality of cultural and artistic life of students – 21.32%²³.

Such surveys certainly make it possible to define the position and the direction of development of a city as an academic center. They allow us to shape the promotional campaign in an appropriate way, but also to highlight many issues that university as well as local authorities often don't realize.

Conclusion

The most important and the most authoritative result of taken actions is the fact that a particular person stays in a particular city after graduation. Here, we should take into consideration not only those who come from a particular academic center and want to stay in the city and settle there after graduation, but also those whose original goal is to acquire knowledge in a given area who eventually decide to stay, because the region or the city where the academic center is located is attractive for them and gives them opportunities for development.

The number of people obtained and kept this way is a very good measure of attractiveness of a city or region. The status of a city „friendly to graduates” is an exceptional certificate of quality, which itself makes even more people come to a particular academic center.

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²² http://kielce.gazeta.pl/kielce/1,47262,10593455,W_Kielcach_jest_juz_ok__50_tysiecy_studentow__Ale.html dostęp z dnia 10.11.2011r.

²³ Badanie: Oczekiwania i preferencje uczniów szkół ponadgimnazjalnych co do dalszych kierunków kształcenia, Świętokrzyskie Centrum Innowacji i Transferu Technologii, 2009.

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