University of Groningen Image Plan

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1. **Introduction**

How can we ensure striking and effective images and illustrations to highlight the University of Groningen’s qualities and values? Communications staff from the Office of the University and two of the faculties have come up with a proposal. Input was gathered from five photographers, who were asked how they would visualize the University’s core qualities and values. Additional pointers for finding and creating the right image are based on their responses. With the help of these guidelines, the University of Groningen can be presented across a range of media in an even clearer and more recognizable way.

The proposal contains:

› A revised image plan with some minor changes, more visual content to back up the text, and supplementary guidelines.
› Suggestions on the selection of material for the image bank and to encourage an influx of new material.

**Not a straitjacket**

To clarify, not every photo has to satisfy a host of criteria. It is certainly not the intention that the image plan should serve as a straitjacket. But there is much to be gained if the guidelines are followed in places where the University’s corporate image is paramount, whether this be in relation to teaching and research or regional, national and international alliances.
Image bank

The development of a more rigorous image plan provides a good opportunity to take a critical look at the images currently held in the image bank and to reflect on the supply of new photographic material. How can we ensure a steady stream of suitable, new material, not only from the Communication Office of the Office of the University, but from faculties and service units as well? And how can we prevent the image bank from filling up with material that can only be used once or that does not meet the guidelines? There is a plan for this as well.
2. Core qualities, core values, corporate story

The qualities and values listed below have been chosen as concise expressions of what the University of Groningen stands for. Core qualities are an answer to the ‘what’ questions: what qualities characterize the University and what do we excel at? Core values (‘softer’ values that govern behaviour) provide an answer to the ‘how’ questions. The corporate story places them in the perspective of the present, past and future. The qualities, values and corporate story form the basis of all communications and as such are also the building blocks of the image plan.

Core qualities
› Top research university
› Innovation & tradition (1614)
› Talent & excellence
› Social entrepreneurship

Core values
› Internationally oriented
› Community-building
› Think outside the box
› Proud & committed
University of Groningen: the corporate story

In 1614 an Academy was founded in the province of Groningen, which had joined the Republic of the Seven United Provinces. Unlike elsewhere in Europe, the founder was not the Pope, an emperor, a king or some other ruler, but the people themselves. They wanted a university, which they saw as essential for the development of the city and its surroundings, as beneficial for society.

Their wish came true, more so than they could possibly have hoped. The University of Groningen has evolved to become a research and teaching institution with an international reputation – a world top 100 university. It operates across the full academic spectrum, with experts in a wide range of specialisms exploring the major scholarly and scientific issues of our time. They work in close collaboration to achieve the best possible results.

Pioneering research occupies a central position in teaching at the University of Groningen. The University encourages students to develop their talents and allows plenty of scope for excellence. It ensures that students are well prepared for life and a career in a globalizing world.

The University attracts students and teaching staff from all over the world. They come in search of knowledge, which they wish to create and share – Non scholae sed vitae. In this respect they are just as determined and passionate as the University’s founders four centuries ago.

The University of Groningen seeks to put knowledge and innovation at the service of a stable and sustainable society – a society that will soon have access to the energy sources of the future, and above all a society where people can live together in harmony and enjoy a healthy old age.
Boilerplate
The University of Groningen (1614) is a research and teaching institution with an international reputation, a top 100 university located in the northern Netherlands. It operates across the full academic spectrum. Pioneering research occupies a central position in teaching, where the focus is on developing talent and excellence. The University of Groningen puts knowledge and innovation at the service of a stable and sustainable society – a society that will soon have access to the energy of the future, and above all a society where people can live together in harmony and enjoy a healthy old age.
3. Image plan and different forms of communication

Well-chosen images add value to communications. An image plan containing guidelines for selecting images can help transmit the University’s core values and qualities in a clear visual form. The guidelines focus on two questions:

› What should we portray?
› How should we portray it?

**What should we portray?**

**People in their natural environment: with other students, studying, on placements or in work settings**

Without researchers, lecturers, students and support staff there can be no university. If you want to portray the University, you have to show people. They are what gives the University its special identity. Show that we are internationally oriented, that we have many international students. Show people in their natural setting – with other students, studying, on placements or in work environments. The images then say something not just about the study programme or research, but also about the University, its academic ceremonies, internationalization, the atmosphere on campus, the physical surroundings, student accommodation, the city, etc.

When selecting photos for international target groups, ask yourself whether the photos are appropriate to the culture of those groups.
People in their natural environment: with other students, studying or working
Visualizing core qualities and values
› Think outside the box
› Proud and committed
› Community-building

Good example
International students becoming acquainted with Dutch culture.

Good example
Moving house by cargo bike.
Good examples

The researchers and students look proud, engaged and enthusiastic.
Poor examples
These photos give an impression of aloofness and distance.
Photos without people
The guideline about showing people in photos is particularly important for communications with a public relations or marketing objective. You can of course still use photos that don’t feature people to accompany an article with a historical angle or an article on modern architecture at Zernike Campus Groningen.
Teaching and research working together
How can you visualize teaching and research? This isn’t always easy, especially for the Arts and Social Sciences. In photos about teaching and research, show that the University is all about community. Collaboration is vital for both teaching and research, including across disciplinary boundaries. Show the energy that staff have for research or teaching.

Choose images showing people in action and which engage the viewer. At the very least, a couple of people should be looking at each another or at the camera.

Students and staff don’t do everything together. Studying, for example, is largely an individual affair. If you want to portray a single researcher or student, show them engaged in an activity in their work or study environment.
Good examples
Students working together on an assignment, staff looking engaged.
Poor example
The viewer can’t connect with the student in the photo. The photo doesn’t convey any positive emotion.

Good example
The student’s enthusiasm is contagious. Although he is only person in the photo, you get the feeling that he is connecting with others outside the frame.
Poor example
This is a great photo but it evokes associations of the ‘lonely cyclist’. It doesn’t suggest the desired image of a lively community in a safe environment.

Good example
This is a lively image of students in their natural setting, a place you would like to be.
Good example
The photographer’s perspective draws you in towards the people on the steps.

Poor example
The perspective here is very detached. It shows just a few people and doesn’t evoke associations of a community, collaboration and engagement.

Teaching and research – working together
Visualizing core qualities and values
› Top research university
› Innovation & tradition (1614)
› Talent & excellence
› Social entrepreneurship
› Community-building
› Proud & committed
Four hundred years of working towards the future

Our 400-year-old tradition is an impressive achievement, especially in the eyes of people from abroad. At the same time, we should avoid an overly traditional image, as this tends to suggest being stuffy and boring. Show that the University of Groningen is looking towards the future:

› old and new architecture
› if you use images of old architecture, make sure that the photo also features modern-looking people with an individual look from different countries and cultures.
Good example
Modern students in front of the Academy building, a symbol of our 400 years of tradition. History and the future go hand in hand.

Poor example
Students don’t feature prominently enough in this photo, creating a largely conventional impression.
Good example
Students bring the classical interior to life.

Poor example
This photo could have been taken in a museum.

Four hundred years of working towards the future
Visualizing core qualities and values
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How should we portray people?

Our people – about models and stock photos
Students and staff at the University are not models from an agency. The challenge is to portray the beauty, individuality and cultural diversity of our staff and students.

› Show ‘real’ individuals, not just beautiful people or stock models with a toothpaste smile. It is of course fine to use carefully-chosen stock photos with a sincere and honest look.
› Emphasize individual character rather than portraying people as symbols of a specific group.
› Presenting some disciplines is almost impossible without using stock photos. American studies and international business, for example, can’t be photographed in the immediate vicinity.
Good examples
International students at open days.
Good examples
These are 'real people' who look open and engaged.
Poor examples
No contact with the subject.
University of Groningen portraits

Portraits should project individuality, originality, pride and humour. They should evoke a sense of engagement. The viewer should feel a connection with the person portrayed.

Good example
You can sense engagement here.

Poor example
The photo creates distance – the subject is looking away.
Style and technique

› Photos should look professional.
› Photos should be in colour.
› Ideally, photos should be in documentary style, not slick and commercial-looking. They should tell a story about a student’s studies or free time, about the work of a lecturer, researcher or other member of staff.
› Photos should not be overly staged, manipulated or photoshopped. You can of course use special techniques that help create an honest and sincere image. Exceptions to the rule about trick shots are images and illustrations intended to give parts of the University their own identity within the house style.

For more guidelines on presenting a theme or a specific part of the University, see our [website](#).
Good example
Student at an archaeological site

Good example
A lecturer with students.
See different
Think different
Study different

Acceptable
Image used by the University College to give the Faculty a unique identity

Not acceptable
Example of an inappropriate trick shot.
4 Image plan and different forms of communication

Corporate communication
Pamphlets and brochures, the corporate website, magazines and film – the guidelines apply in full if the University of Groningen is being presented to one or more target groups.

Media communications
The guidelines cannot always be strictly applied in media communications. In communications about specific research, for example, the obvious thing is to use images to illustrate or explain the research topic. Similarly, photos of a particular current event are routinely used to support news reports, for example when an important agreement is signed or distinguished foreign delegations pay a visit. In these instances, images have a different function and do not have to satisfy all the guidelines.

Teaching communications and marketing
The guidelines apply to pamphlets and brochures, magazines and website pages that aim to present the University of Groningen as a teaching institution. Of course this isn’t always the case for images on Twitter and Facebook, where considerations of topicality, interaction, pride, humour and ‘care’ also play a key role in the choice of image.
Research communications
Corporate magazines, such as Broerstraat 5 for alumni or faculty magazines, tend to have a research focus. In principle, images in these communications should adhere to the guidelines.

Film
No specific style has been defined for moving images. Clearly, however, it is important to show the logo at the beginning and end of the video, to use the right font and to work with house style colours from the primary palette for any illustrative or stylistic elements.
5. Managing the image bank

A single source
In order to derive maximum benefit from each other’s images, it is essential that all University communications staff regard the image bank as the main source of images. In principle, photos should be placed in the image bank unless:

› a portrait or photo was made for a unique, one-off use in a communications tool
› there are many other similar photos, as in the case of a major story. In such instances, make a selection for the image bank.
› the photo occupies a key position in your communications. For example, the photo may serve to identify a specific part of a faculty or service unit. In such instances, make the photo available only to staff of that part of the University.

Agreement
Place reusable photos in the image bank!

› If there are very good reasons for not making a photo available to everyone, then at least ensure that your own colleagues can view it. For advice on this, contact the image bank manager Peter van der Sijde.
› For photos intended for a series of communications tools coordinated by the Communications Office, the Office will take the lead in placing photos in the image bank.
Selection criteria
To prevent the image bank from filling up with photos that are outdated or don’t satisfy the guidelines, the manager will undertake a one-off review of all the photos held there. Photos that don’t match the current situation and/or meet the guidelines cannot contribute to the communicative force of our material. For this reason, new photos are also subject to selection criteria.
Criteria for placement in the image bank are:
› The image must reflect the current situation. Any images that you feel may acquire historical value at a later date can be placed in an archive by the image bank manager. To prevent Communications staff from using outdated images for their communications, they may inspect the archive in consultation with the manager.
› The image must satisfy the guidelines set out above or there must be an expectation that the image will be used as a ‘corporate photo’.

New in the image bank
To ensure that the image bank remains ‘active’, the image bank manager will organize a meeting at least once a year for all faculty and service unit image coordinators, linked to a special activity carried out with the faculties and service units. This could be a call via social media for researchers to provide photos of their research, a request to students to take a particular kind of photo, or a project to take a series of photos in conjunction with faculties and services for publication covers or for key spots in digital communications.
Annual additions
The Communications Office has a small budget for adding to the photo database and replacing outdated photos. In addition, the faculties and services regularly commission photo assignments. The new additions, or plans for them, will be presented at the annual meeting.
6. Assignments

Here is the checklist for drawing up a photographic assignment.

› Think about which parts of the image plan are relevant to your assignment and notify the photographer of this.
› Make proper agreements about rights (see below).
› Is the photo intended for a specific medium? If so, think about whether there are special criteria that the photo should satisfy, such as medium, format and photo focus. If necessary, consult with the designer.
› Which do you need – portrait or landscape format, or both?

Photographers

Our website provides a list of photographers who the Communications department, faculties and service units work with regularly.

For advice, contact the image bank manager Peter van der Sijde.
For any photographic assignment, make sure that you organize the rights properly! Is the photo for a specific situation, intended for one-off publication? Or do you anticipate that it will be used more often, in which case should the rights be acquired?

There are two kinds of rights at issue here: portrait right and copyright. Broadly speaking, portrait right is the right of the person portrayed, while copyright is the right of exploitation by the photographer taking the photo.

Make sure that the photographer understands that the assignment is subject to the University of Groningen General Terms of Purchase. This means that copyright liability rests with the photographer. The General Terms of Purchase also stipulate that copyright belongs to the client. The standard e-mail explaining this to the photographer can be found on page 44.

**Single use: limited access in the image bank**

› **Portrait right.** Point out to the photographer that he/she guarantees under Article 11.1 of the General Terms of Purchase that the photo does not infringe the rights of third parties. For portrait rights, the photographer can do so by having the subject sign a consent form for single use in a communications tool. Bear in mind that permission is also needed from the subject if a photographer takes photos in which that person figures prominently.
Copyright. It is customary practice for the photographer to ask a lower price in a quotation for a single-use licence. The photographer retains the copyright. Article 11.2 of the General Terms of Purchase does not apply in this case.

Image bank. The photo can still be placed in the image bank, but make sure that it can only be viewed by close colleagues. The information accompanying the photo must clearly state that anyone wishing to reuse the photo should contact the photographer.

Multiple use: accessible in the image bank

Portait right. Point out to the photographer that he/she guarantees under Article 11.1 of the General Terms of Purchase that the photo does not infringe the rights of third parties. For portrait rights, the photographer can do so by having the subject sign a consent form for single use in a communications tool. Bear in mind that permission is also needed from the subject if a photographer takes photos in which that person figures prominently.

Copyright. If you wish to place a photo or series of photos in the image bank for re-use, send a copy of the General Terms of Purchase to the photographer together with the assignment. Article 11.2 of the General Terms of Purchase states that the photographer transfers the copyright to the University. Remember: the General Terms of Purchase must accompany any request for a quotation.

Image bank. Photos intended for multiple use are placed in the image bank. The image bank manager will ensure that a selection of iconic photos is available to a general audience. In the case of portrait photos, the image bank manager will check which kind of re-use consent has been given for. The photos from the ‘public collection’ will be available under a Creative Commons ShareAlike licence. This allows re-use for non-commercial purposes, such as Wikipedia. However, the user must fully acknowledge the maker and the
University of Groningen website and adaptations must also be made available under a Creative Commons licence.

› Attribution for the University of Groningen website: Name of photographer, CC-BY-SA-3.0 (http://creativecommons.org/licenses/by-sa/3.0), via http://www.rug.nl/beeldbank.
› Attribution for Commons Wikimedia: Name of photographer, (http://www.rug.nl/beeldbank), CC-BY-SA-3.0 (http://creativecommons.org/licenses/by-sa/3.0), via Wikimedia.

**Photo**

› If you find a suitable photo on the Internet, always find out who holds the rights and if there is a fee for publishing the photo!
› Photos from Wikimedia must be supplied with a caption stating the photographer’s name and the licence. This information can be found on Commons and Wikimedia in the ‘attribution’ accompanying the photo.
› The use of details from a photo is permitted for the website. Some parts of the website use a text overlay projected over a photo (e.g. carousel sliders for home pages and subhome pages, banners and educational banners). When using a detail from a photo in this way, you must ensure that the overlay does not affect the subject of the photo.

**Film**

› With film, the issue of rights can be complicated because in many cases material comes from different source files. In most instances, the producer is presumed to be the rightholder. In principle therefore, the General Terms of Purchase must also accompany this kind of assignment.
Text for photographer

Photographic assignments are subject to the University of Groningen General Terms of Purchase, which can be found below.

Article 11 of the General Terms of Purchase deals with intellectual property rights. Under this article, responsibility for liability based on the intellectual property rights of third parties rests with the photographer.

**Portrait rights**

In some cases, people who are photographed have a reasonable interest in opposing further dissemination of the image. To prevent liability on the grounds of infringement of the portrait right, we request that you ask the subject of the photo to sign the attached consent declaration. They can indicate whether they agree to:

› Single use in a particular medium
› Multiple use in University of Groningen communications and marketing communications

Once it has been signed, please send the consent form to image bank coordinator Peter van der Sijde (see consent form).

**Transfer of copyright to client**

The General Terms of Purchase also stipulate that copyright belongs to the client. Unless otherwise agreed, the University of Groningen will place the photo in the image bank with a [Creative Commons Share Alike licentie](https://creativecommons.org/sharealike) to encourage re-use and further dissemination.
Article 11 (Intellectual property) University of Groningen General Terms of Purchase

11.1 The other party guarantees that the delivery of the agreed items or services and normal use of them, all in the broadest sense, will not infringe any patent right, copyright, trademark right, design right or any other absolute right of a third party. The other party indemnifies the client against claims of this nature.

11.2 All industrial and intellectual property rights to or in connection with items or procedures specifically designed and/or manufactured for or on behalf of the client, and to the drawings, texts, models, manuals, samples, aids, calculations, software and other documents and data carriers made or used by the client or the other party will belong to the client. The other party undertakes, to the extent necessary, to cooperate with the transfer of the intellectual property rights referred to above and will, after completion of the order, hand over any auxiliary materials to the client. The other party will not use the data, items and procedures referred to above for any other purpose than to implement the agreement with the client and will not make any copies of them without written permission from the client.

N.B. For an agreement for single use

There is no transfer of copyright to the client. Notwithstanding Article 11.2 of the General Terms of Purchase, parties do not agree to a transfer of copyright, but to a licence for single use.
Other image banks

In addition to our own material, the following public image banks can also be accessed

- Commons Wikimedia: http://commons.wikimedia.org/wiki/Main_Page
- Flickr: https://www.flickr.com/
- Pixapay: http://pixabay.com/
- Freeimages: http://www.freeimages.com/
- Marketing Groningen: http://toerisme.groningen.nl/pers/beeldbank

There are also various commercial image banks where photos can be downloaded for a fee.

- De nationale beeldbank: https://www.nationalebeeldbank.nl/
- Sciencephoto: http://www.sciencephoto.com/
- Shutterstock: http://www.shutterstock.com
- Istock: http://www.istockphoto.com
- Corbisimages: http://www.corbisimages.com