

Institution: Anglia Ruskin University (ARU)

1. Context and mission

Anglia Ruskin University (ARU) traces its origins to the Cambridge School of Art, founded in 1858. ARU was awarded University status in 1992. **One of the largest Universities in the East of England**, with an annual turnover of £234.1M in 2019-20 and main campuses in Cambridge and Chelmsford, we are ranked in the **top 350 in the world** and **38th in the UK** in the THE World University Rankings. With a strong **civic mission**, we work with key public authorities and services, business and industry, community and voluntary sector organisations, responding to their strategic priorities and needs. We are a **diverse university** comprising 21,278 UGT, 4,812 PGT, and 624 PGR students (headcount), from 139 countries, an academic staff complement of 640 (headcount) from 49 countries, with 286 carrying significant responsibility for research including 49 Professors, 26 Readers and 50 Early Career Researchers.

Against a backdrop of institutional restructuring to address changing HE policy and funding drivers in the sector, our **strategy** following REF2014 has been to **invest in areas of research excellence** and areas demonstrating potential for **impactful research and innovation**. We have positioned ourselves to capitalise upon opportunities for **large scale, multidisciplinary** research, addressing key **societal concerns** where we have **distinctive capacity and expertise**. During this period, we identified our **research priority areas** as:

- Ageing
- Sustainable healthcare
- Vision
- Medical devices and technology
- Built environment and future cities
- Sustainability and environment
- Crime and policing
- Entrepreneurship and applied innovation
- Social inclusion and marginalised communities
- Creative practice and creative industries
- Music therapy

Research is led by **four Faculties**:

- Arts, Humanities and Social Sciences (AHSS)
- Business and Law (FBL)
- Health, Education, Medicine and Social Care (HEMS)
- Science and Engineering (FSE)

and **six research institutes**:

- Cambridge Institute for Music Therapy Research (CIMTR)
- Global Sustainability Institute (GSI)
- Policing Institute for the Eastern Region (PIER)
- StoryLab
- Veterans & Families Institute for Military Social Research (VFI)
- Vision and Eye Research Institute (VERI)

Researchers are supported by the **Research and Innovation Development Office (RIDO)**. The PGR community is supported by **ARU Doctoral School** in strong partnership with the Faculties, Professional Services and ARU Students' Union.

1.1 Balance between research, teaching and enterprise activities

Our research income, as reported in REF4b, is shown in Table 1. Between 2013/14 and 2016/17 **research income rose** from 1.81% to 3.63% of income from fees and education activities; at the end of the REF period it remains 155% higher than at the start.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Research income (£M)	2.84	3.09	4.11	6.42	5.03	6.34	4.40
Fees, education contracts and funding body grants (£M)	157	160	166	177	187	194	216
R and I as percentage of fees etc. income	1.81	1.93	2.48	3.63	2.69	3.27	2.03

Table 1: Comparison of income sources for the period 2013/14 – 2019/20

Income streams have consistently reflected our diverse activities and strategy to attract funding from a wide range of external sources (Figure 1).

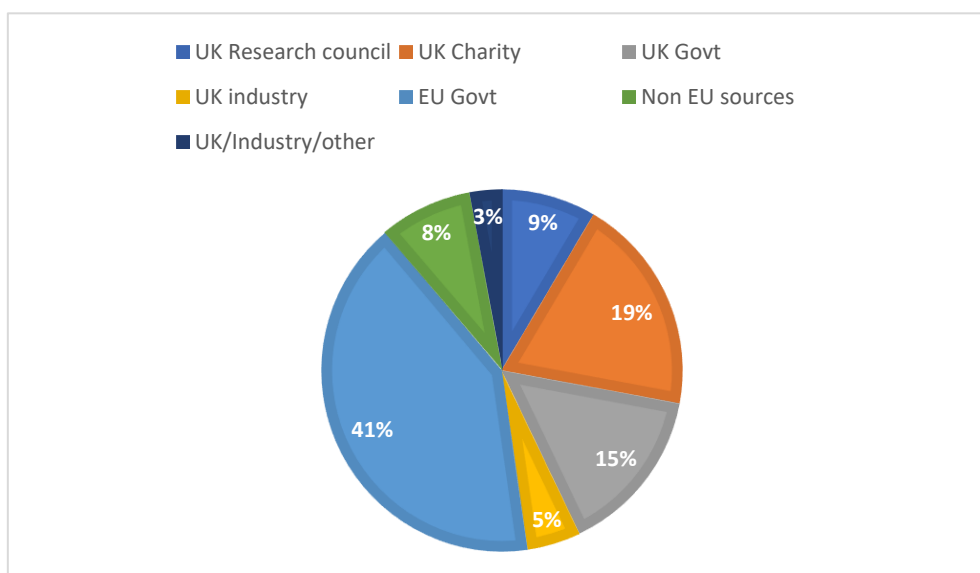


Figure 1: Exemplar ARU research and innovation income, by type (2019-20)

1.2 Local economic and demographic context

We have, throughout the REF cycle, **aligned our campus specialities to reflect the economic and regeneration priorities of their localities**. In Chelmsford we focus upon (i) health, performance and wellbeing, (ii) education and (iii) engineering. Our focus on health, performance and wellbeing includes our Arise Innovation Centre, Medical Technology Research Centre, Health Faculty, Medical School and relationships with local Hospital Trusts, social care delivery agencies and emergency services. In (ii) education we have worked with 45 schools in Essex through the Royal Opera House Bridge project and through the DfE-funded “Courageous Leaders”, the UK’s first leadership programme specifically for LGBTQ+ teachers. Engineering (iii) aligns with the significant discipline base in Chelmsford and Essex. In Cambridge, emphasis is upon (iv) life sciences, (v) IT and (vi) the creative and digital sectors. We support the growth of the life sciences community, and in IT we work with major companies including ARM and companies in gaming, creative arts and culture.

1.3 Affiliations and peer groupings

Since 2014 we have **grown active collaboration at leadership level** with a wide network of **regional stakeholders**, all of whom provide ARU with insight into the local growth and regeneration needs of our region (Figure 2).



Figure 2: Exemplar collaborative partners of ARU in the Cambridge, Chelmsford and Peterborough areas

We are **represented** on the Success Essex Board, Chelmsford Business Board, Chelmsford Technology Ambassadors Network and Harlow Growth Board. We have **relationships with NHS Trusts**, including Mid and South Essex, Cambridge University Hospitals, Portsmouth Hospitals, East Suffolk and North Essex, University College London Hospitals and Essex Partnership University NHS Trust. We engage with the **CBI**, including the Eastern Region Council, the social value initiative and their “strengthening the regions” programme. We engage with the **Knowledge Transfer Network** and **Federation of small businesses** and the **Cambridge and Peterborough Combined Authority**. In July 2020 we joined the **University Alliance** group of universities.

1.4 Institutional research focus, history and development

As areas of strength in research have grown and developed, we have submitted larger submissions to each of RAE1992, RAE1996, RAE2008 and REF2014 and now REF2021. We have submitted to all main panels of REF2021 making two submissions to panel A, one to panel B, eight to panel C and five to panel D, **reflecting ARU’s discipline history, heritage and recent priority areas**. The **number of FTE submitted has grown** with each submission. There has been **investment in Allied Health Professions, Psychology and Sports and Exercise Sciences** to further develop previous/new REF submissions.

2. Strategy

Our focus from 2014 has been on growing the **excellence** and **impact** of our research. With the launch of our current R&I Strategy (2017) we set about achieving a step-change in our research capacity to maximise its impact for the communities we serve. We focussed on investment in people and infrastructure, productive relationships with collaborators and stakeholders, culture and working environment and on maximising research capacity.

Over this REF period ARU **increased its investment** in research and impact infrastructure with **£82.35M** invested in new build including a £45M **Science Centre**, £17.8M **School of Medicine** and £19.5M in support of our **allied health provision**. Our **Creative Studios** continue to provide for internationally-acclaimed practice-based research in areas such as children’s book

illustration. Our Bloomberg **Financial Markets Laboratory** allows us to carry out global research in economics, finance and investment.

We are the largest provider of **Knowledge Transfer Partnerships** in the East of England and have established new **Arise Business Innovation Centres in Chelmsford and Harlow, supporting companies in the Health, Performance and Wellbeing sector**. We identified a “Sector Strategy” in medical technologies, assisted living, smart cities and blue lights and from these grew our **research priority areas** (Section 1).

Strategic commercialisation of laboratory space has facilitated knowledge exchange, placement and research project opportunities with a growing number of businesses, e.g. the Sanger Centre, Cambridge Glycosciences and StopCodon. New computing facilities led to Arm Ltd., providing ongoing support for research in artificial intelligence, the Internet of Things, cybersecurity and big data.

Overseen by the university’s committee structure (Figure 3) we review and monitor a range of research and innovation KPIs, as we continue to grow, develop and improve quality. The DVC (R and I), who chairs the Research and Innovation Committee, provides regular progress reports to the Board of Governors.

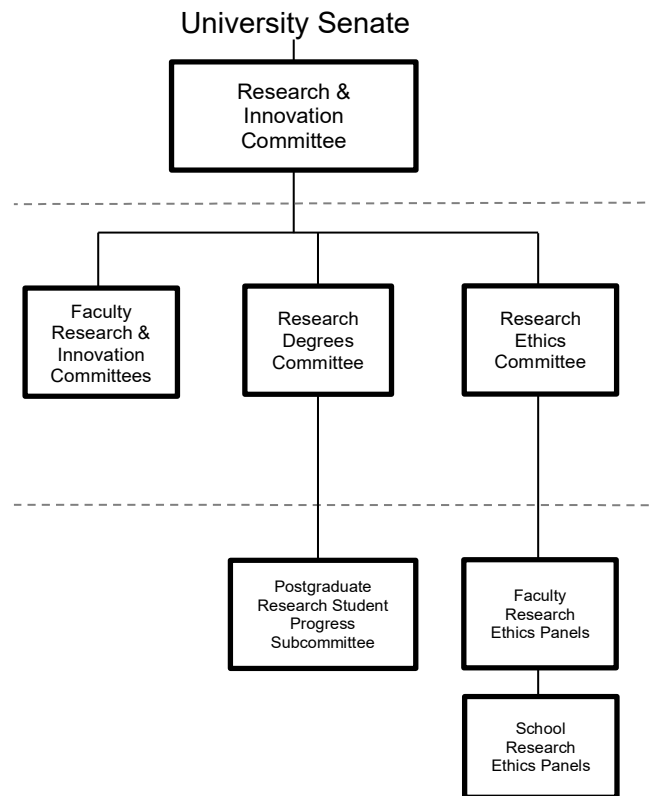


Figure 3: Committee structure supporting research governance at ARU

2.1 Enabling and actualising impact

RIDO develops and supports **engagements with key stakeholders** to (i) inform local economic and strategic partnerships, (ii) understand their strategic priorities and (iii) ensure ARU is strategically positioned to respond to stakeholder needs ensuring impact from our research.

In the REF period, newly **developed impact workshops** have been supported by RAND Europe and BULLETIN PR, a university-level **Research Impact Co-ordinator** was appointed and new roles of “**Academic Practitioner**” were created in all faculties, linking education, research and professional practice.

We are developing “**Strategic Compacts**”, encompassing the activities of Talent, Skills, Innovation and Business Support, with strategically identified partners such as The Welding Institute (TWI), multiple Police forces and leadership organisations in the criminal justice system, agencies working with military veterans and major NHS Trusts.

2.2 Open research and regional and national research priorities

To maximise dissemination of our research findings/data since 2014 we have **improved our digital infrastructure**, implemented a **Research Data Management policy**, rolled out a new Research Information System (**RIS**) and Figshare for open data sharing. Our institutional repository, ARRO, in operation since 2011, is integrated with the RIS. Our **Open Access Working Group** oversees an open access investment fund of £100k per annum.

2.3 Regional and National Research Priorities

We have grown our response to regional and national needs and priorities. **Regional priorities** are addressed through our collaborative partners in the East of England (Section 1.3).

Responding to the **Industrial Strategy** we address Artificial Intelligence and Data Revolution through the development of novel technologies for better medical diagnostics and therapeutics. Ageing Society is addressed by research across ARU. Research around clean growth and use of resources is driven by our GSI. Research on the Future of Mobility and in logistics is carried out by FBL. Resilience and sustainability is led by our School of Engineering and the Built Environment and GSI.

We address the UN **Sustainable Development Goals** including the areas of sustainable cities and communities (GSI, School of Engineering and the Built Environment (EBE), PIER), good health and well-being (HEMS, GSI, VFI, VERI, CIMTR, StoryLab), clean water and sanitation (EBE), affordable and clean energy (EBE, GSI), reduced inequalities (HEMS, FBL, AHSS) and climate action (GSI). Membership of the University Alliance group, coupled with our involvement in a new **Doctoral Training Alliance** around “Sustainable Communities” and the launch of an ambitious and holistic ARU Sustainability Strategy (2020 – 26), will further enhance our ability to address these goals.

2.4 Support for interdisciplinary research

Our **research institutes** specifically support interdisciplinary research. Our “**Sector Strategy**” and “sandpit” events bring together researchers and external stakeholders and collaborators to address specific challenges or goals. Our **Vice Chancellor’s studentships scheme** (12 per annum since September 2018), prioritises cross-faculty working and interdisciplinary projects.

Interdisciplinary success includes medical engineering where modelling techniques have informed orthopaedic surgeons ahead of performing operations at the Hospital for Special Surgery in New York. Our biomarker lab has assisted psychologists in identifying molecular markers of stress. Our engineers working on resilience have impacted on hydrology and water supply in Brazil and health care resilience in Turkey. Our GSI has worked with our Education team to develop life-long learning in Education for Sustainability (EfS) and is now changing curricula in schools, FE and HE. The History Unit is working with DNA technologists to assist children born during the war to black GIs stationed in the UK and UK mothers to find their families. Our music therapy dementia and music and brain research links with clinicians and academics across the world including USA, Australia, Europe and Asia.

2.5 Research integrity

Support for R&I across ARU is guided and enhanced through the adoption of practical recommendations associated with the institutional policy to create ‘an inclusive and developmentally-focussed R&I environment across ARU’. This includes research **integrity**.

Figshare provides for **data sharing**. **Journal clubs** and **peer review** processes for writing and bidding activity, providing constructive feedback and challenge are in place. We have robust mandatory training around **ethics, research integrity, good publication practice, and ownership of intellectual property** developed, organised and reviewed by the Research Integrity Working Group. We are cited in the House of Commons Science and Technology Committee Research Integrity Sixth Report of Session 2017–19 as **meeting the requirements of the committee on research integrity**. Our research is in line with The Concordat to Support Research Integrity.

2.6 Development of research collaborations, networks and partnership

We actively encourage collaboration and networking. **Resourcing has become more strategic**, supporting key developments, growth and attracting external partnerships and funding beyond initial investments. Research leaders provide **mentorship around** promotion, collaboration and networking. We enhance professional training and employability for **PGR students** by including networking, collaboration and graduate capitals in their development programme and encourage them to present at international conferences.

2.7 Engagement with the wider community

ARU contributes to a number of civic agendas including promoting and supporting education, being good neighbours, exchanging knowledge, experience and skills, opening up our campuses and resources and communicating the impact of our research and education to a wider audience.

The range of activity includes **conferences, media engagement, festivals, workshops, activities for young people, blogs, podcasts, volunteering, public lectures, policy forums, public consultations, exhibitions, advisory services and performances, community events, public lectures and articles, the traditional media and digital platforms**. In 2018-19 our widest engagement reach was via *The Conversation* with 1.9 million reads during the academic year. Events engaged 33,000 people and academics spent over 290 days delivering these activities.

In 2020 ARU participated in the **Essex2020** celebration of Essex's contribution to STEAM, and will host the prestigious **British Science Festival** in September 2021. ARU sponsors community events and awards including Cambridge Festival of Ideas, Cambridge Science Festival, Chelmsford Science Festival, Cambridge Half Marathon, Mill Road Winter Fair, Cambridge News Community awards, Cambridge, Chelmsford and Peterborough Fireworks, Essex Cricket Club, Pride of Essex Awards and Chelmsford Legal Walk.

We will further develop Public Engagement activities in support of our research, innovation and impact themes and in line with our civic mission.

3. People

We hold **HR Excellence in Research** and **Athena Swan Bronze** awards, are a **Mindful and Disability Confident employer** with plans in place to become a Leader. We are committed to being an Inclusive employer and are signatories of the **Time to Change Pledge** to support mental health in the workplace, we are founding members of the **Employers initiative against domestic abuse** and hold a **RoSPA Gold Award**. We are members of the **Race Equality Charter**, working towards a bronze award application in late 2021, and we sponsor places on **Advance HE's Diversifying Leadership** and **Aurora** leadership programmes. We run our own **in-house female leadership development programme, "Profile"**.

Of those staff with significant responsibility for research, 86.7% are on permanent contracts. In terms of gender balance 49.5% are female, 50.5% are male against 56% and 44% respectively

for all eligible staff. The ethnicity, sexual orientation and disability profile is given in Table 2, the age profile in Table 3.

	BME	Not BME	Refused / unknown
Staff carrying SRR	13.5%	83%	1.5%
All eligible staff	16%	81%	3%
	LGBTQ+	Straight	Refused / unknown
Staff carrying SRR	4.5%	76.5%	19%
All eligible staff	4%	79.5%	16.5%
	Disabled	Not Disabled	Refused / unknown
Staff carrying SRR	2.5%	91.5%	6%
All eligible staff	5%	89%	6%

Table 2: Ethnicity, sexual orientation and disability profile of staff at ARU with SRR compared to all eligible staff at ARU

	25-34	35-44	45-54	55-64	≥65
Staff carrying SRR	11%	35%	32.5%	18%	3%
All eligible staff	9%	30%	34%	24%	3%

Table 3: Age profile of staff at ARU with SRR compared to all eligible staff at ARU

We have developed a **new academic career framework** for implementation in 2020/21 and **VC Outstanding Staff Awards** which recognise excellence including in research and innovation.

We have redeveloped research **staff development programmes**. Compulsory areas include research ethics, research integrity, intellectual property and research supervisor training. By **drawing together colleagues from across ARU** we exploit their potential to contribute their different perspectives and methods to the benefit of larger scale research programmes designed to respond to the needs of our partners, policy makers and funders.

3.1 Study leave

Personal objectives and institutional ambitions are supported through the **university sabbatical scheme**. Each year 30–35 colleagues are supported for up to 15 weeks, with a budget of £10,000 and a mentor. We support half-day and one-day **writing retreats**, often facilitated by the **Missenden Centre** or **Cloud-Chamber**, enabling work to be reviewed, or drafts to be started or completed. We also support **week-long writing retreats** where participants can attend either as day or residential delegates.

3.2 Flexible and remote working

We are fully committed to flexible working through our **flexible working policy**, underpinned by our commitment to the Athena Swan Charter. **Flexible, remote and agile** working arrangements allow us to optimise the use of our resources.

3.3 Staff recruitment and progression

In 2014 we introduced a policy that required a Doctorate for academic appointments where appropriate. We **support** those without a Doctorate to pursue one where this provides **mutual benefit**. **Career progression** is informed by a robust **appraisal** process and a well-defined **academic career framework**. A rigorous **professorial review process** has been developed as has a new **progression route for Research Fellows**.

3.4 Support for staff with caring responsibilities

We support colleagues with caring responsibilities through **flexible** and **part-time** working and **maternity, paternity and shared parental leave** which involves “**Keeping in touch**” days enabling researchers to maintain contact and currency. To support researchers returning to work after a period of family related leave of three months or longer, a fund of up to £4,000 is available to accelerate research on their return. We are working with “**The Talent Keepers Specialists**” to design an online hub “the Comeback Community” to support staff returning to work after a period of absence.

3.5 Ill-health or other equality-related circumstances

We are committed to **supporting disabled researchers**. We offer a Job Interview Guarantee Scheme for disabled applicants. We promote disability awareness in the workplace. We are a **Disability Confident Employer**. Our extensive practices in support of disabled researchers is set out in our **Disability in the Workplace policy**. Our pledge to **the Mindful Employer Scheme demonstrates our commitment** to support people with mental health problems, while the **Time to Change Scheme** aims to change the way we think about mental health. Our membership of **Inclusive Employers** helps us to build upon our inclusive culture.

3.6 Career pathways for part-time and fixed-term staff

Part-time and fixed-term staff are offered the **same progression opportunities (appraisal and academic career framework)** as full-time staff, governed by our **Fixed-term Employment Policy and Procedure**, which ensures that fixed-term employees must receive treatment comparable with permanent employees.

3.7 Supporting staff wellbeing

In support of being a Mindful Employer colleagues are encouraged to engage with activities around **mental health first aid**. We have developed a **specific safeguarding policy** which supports our community, including our researchers who work with children and vulnerable adults. We have a **Health Surveillance Policy** which supports those who work with hazardous materials and/or at night. Our extremely safe work environment is evidenced by our **RoSPA Gold award**.

3.8 Implementation of the Concordat to Support the Career Development of Researchers

We have developed a comprehensive **researcher development programme**, informed by the appraisal process, the needs of research groupings, and faculty and institutional research and innovation priorities. We achieved **HR Excellence in Research** status in 2013, and we have been successful at every renewal point since.

3.9 Support and career development of early career researchers and those on fixed-term contracts

We have developed an ARU **ECR Charter**. Individual research accounts of £2,000 are available to spend over a five-year period. ECRs are provided with ring-fenced research time, with 30% of their time protected in years 1 or 2 of their career, and a further 30% in one of years 3, 4 or 5. ECRs are allocated a research mentor and CPD opportunities are offered. ECRs are encouraged to join a university Research Institute and are supported to develop their networks, while applications for sabbaticals and studentship funding are prioritised. The ECR voice is heard through committee representation.

3.10 Research students

Our research students are supported through the recently launched **ARU Doctoral School (DS)** with a focussed **mission**:

“Supporting the Doctoral candidates of today to become the researchers, innovators and leaders of the future”

In March 2020 the inaugural Dean of ARU Doctoral School took up post, **reframing the support for PGR**, creating a vibrant, dynamic, inclusive PGR community. The Dean provides **leadership and planning oversight** around PGR, driving policy and practice with approval from the University Executive Team, University Senate and Board of Governors. We have introduced “**Town Hall**” events and we hold an annual **PGR Research Conference**. We will develop a **focussed recruitment strategy** and will **reduce inequalities** around access to, and attainment through, our PGR programmes and in support of our Race Equality Charter submission. We are **reframing our PGR training programme** and **developing a new supervisor development programme**.

3.11 Equality and diversity

ARU actively promotes equality, diversity and inclusivity in research activities. All researchers undertake **mandatory training** covering all characteristics given protection by the Equality Act 2010, including in **avoiding unconscious bias**.

We have developed **clear policies** on **equality and diversity, flexible working and maternity / paternity / parental leave**. All staff participating in recruitment panels are required to undertake specific equality and diversity training. We offer training for managers of disabled staff and will be launching e-learning for managing and supporting disabled staff. Our **staff inclusivity networks** provide support and guidance to colleagues including a Women’s, LGBT, BME, Disabled, and Part time and Flexible working network. The latter was highly commended in the Working Families Special Awards in 2017.

Equality and diversity features strongly our REF preparations. The **composition of the Code of Practice Working Group** was **balanced** as far as possible in terms of gender, ethnicity and career stage. All “designated” colleagues have undertaken dedicated **Equality and Diversity training**. Review of materials in preparation for submission was undertaken by panels **balanced** as far as possible in terms of gender, ethnicity and career stage. **Convenors were drawn from as wide a pool of staff as possible** enabling us to succession plan strategically, and at the same time provide staff development opportunities.

4. Income, infrastructure and facilities

Considerable institutional support for the generation of research and innovation income is available through RIDO. The Director of RIDO has oversight, working with the Deputy Vice Chancellor (Research and Innovation), supported by Assistant Directors (ADs). These include an **AD Strategic Innovation** who oversees large scale projects, and an **AD Enterprise Partnerships** who is responsible for developing research, innovation and knowledge exchange programmes through **Business Development and Partnership Development Managers**. Applications for research funding are supported by **Research and Innovation Funding Managers**. Once funding has been won, researchers are supported by a **Post Award Innovation and Knowledge Exchange Grants Manager** and a **Post-Award Research Grants Manager**, managed by a **Head of Post Award and Commercialisation**.

4.1 Mechanisms for supporting the reproducibility of research

Mechanisms are in place to ensure research is high quality and reproducible and the **validity, viability and reproducibility of research** is tested in a number of ways. All funding proposals

are reviewed through a “statement of intent” process prior to development and are subject to **internal review** and scrutiny. **Ethics** panels review projects and determine the “**power**” of the **research** and whether or not the proposed **data sets can be delivered** by the methodologies described. Staff and research students are encouraged to publish **experimental methods in full detail** and use **reporting checklists**. ARU staff have been involved in **developing international guidelines** for the reproducibility of research.

4.2 Institutional strategies and supporting activities for generating research income across research units

RIDO’s Funding Managers form **individual relationships** at Faculty level, working with colleagues to identify funding sources commensurate with the stage of their careers. Funding managers **horizon scan** and provide writing support, especially for large and interdisciplinary research bids. Support is available to attract funders, working with them to support policy developments, develop external collaborations to increase success and diversify sources of funding. Interdisciplinarity and multidisciplinary have been supported through our “Sandpits” and through the activity of our research institutes.

4.3 Infrastructure and facilities supporting research and enabling impact

Our research institutes lead on developing interdisciplinary, inclusive and entrepreneurial research. ARU has developed two **Arise Innovation Centres**, one in Chelmsford and one in Harlow. The Centres focus on health, wellbeing and performance, boosting regional economic development and enabling SMEs to engage with the university’s knowledge, skills and resources. Successes include the development of an inventory control medical dispensing machine (with Smart Tools UK Ltd.) and the “FlipPad” (FutureNova Ltd.). The innovation centres have brought R and D companies together where this would not otherwise have been possible. Vercossa provided FutureNova with crucial advice on their early-stage digital marketing strategy. ARU’s strategic relationships with organisations such as TWI, NHS Trusts, and across the Oxford-Cambridge ARC and the UK Innovation Corridor will further enhance research, innovation and impact generating opportunities.

4.4 Shared/collaborative use of research infrastructure or major facilities

We host **The Veterans & Families Research Hub**, a unique development by ARU enabling UK and international users to share in the creation, discovery and understanding of evidence about the military veteran family. The Hub contains a synergistic mix of research, discussion and lay-friendly outputs and serves as the focal point for evidential understanding and collaboration for a broad range of domestic and international users. These include university and other researchers, policy makers, statutory and voluntary service providers, the media and the public, all with an interest in the military and veteran communities.

Our **University Library** is a significant resource. It provides access to over 200 bibliographic and full text databases which include Web of Science, Scopus, JSTOR and Embase. We hold over 30,000 online journals and over 250,000 books either as print or ebooks. These materials are accessed through Ex Libris systems including Primo, and are promoted through Libguides, training and Canvas. The Library subscribes to a number of **transformative agreements** including those from Sage and Wiley, and the **Director of Student and Library Services is a member of the UUK and JISC Content Negotiation Strategy Group**.

4.5 Equality and diversity issues

Equality and diversity issues are **keenly addressed** at ARU. Individual needs are identified informally throughout the year and formally at appraisal. In order to address issues around inclusivity and ethnicity/background, ARU appointed a Race Equality Charter lead in June 2020 to drive forward positive change, including in research, ahead of a Race Equality Charter award

submission in late 2021. We work with Dr. Jason Arday (University of Durham) informing work on **diversification in, and decolonisation of, the curriculum and research**.

The research community is very cognisant of **religion and belief**. To support our global PGR community, where possible, events are not scheduled on Holy Days, religious festivals, or at times which would inhibit participation. Where this cannot be avoided, second and subsequent duplicate events are held.

Addressing disability, our research environments are **DDA compliant**. Support because of a disability is provided, for example adjustable benches are provided for those in wheelchairs. Specific work stations have been designed for those with physical impairments and specialist IT is provided for those living with vision loss. To disseminate research outputs **guidelines and accessible templates** are provided to all of our researchers through our **Digital Asset Management system**. We are working towards **accessibility compliance** for all of our research outputs, supported by the University Library.