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ATG Interviews Liz Chapman

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thermal packaging technology development process and an ongoing exploration and testing of new ideas whatever the source, followed by application, refinement, and standardization, when successful. In the 1990s I played a central role in creating international forums — in print, on-line, and face-to-face — for active information exchange in packaging and, specifically, thermal packaging. Today, in addition to the IEEE CPMT Transactions and ASME Journal of Electronic Packaging, I rely on the IEEE (ECTC, EPTC, ITherm), to name just a few) and ASME (InterPack) Conferences, as well as numerous Workshops, Symposia, and bi-national meetings and international research collaborations, to provide the required opportunities for dissemination and learning.

ATG: *I know that one of your many interests is micro/nano systems which I gather is yet another fast-moving, multi-disciplinary area of research. Is it safe to assume that micro-thermal management becomes a “game changer” as devices get smaller and are more efficient?*

ABC: While reducing the size of electronic devices — to the nanoscale — can improve the efficiency of certain functions, against the background of the continuing miniaturization, need for portability, and expectation of higher reliability, and required heat removal fluxes (W/cm^2) and densities (W/cm^3) often increase, making temperature control more and more problematic. Moreover, the thermal packaging measures must be implemented in the same locations as the devices themselves, necessitating unprecedented coordination in the design and development of the electronic and thermal management technologies.

ATG: *You have won so many awards and honors during your career, and my guess is that you are so busy with your research/teaching/mentoring that you don't have much time to think about these things. What are some of the activities that you and your family like to do when you can actually take a break from your full research/teaching calendar?*

ABC: In my younger days, I was a very serious soccer player — All-New England goalie for MIT and played for the semi-pro Boston Tigers in the American Soccer League. My playing these days is limited to running around the back yard with various combinations of my five grandchildren. Whenever possible — and it is not often enough — my wife and I also enjoy mountain biking, canoeing, and off-road ATV's.

ATG: *It has been delightful to talk with you and I'm certain that our ATG readers will be intrigued by the scope and applications of your research. Thank you so very much!* 🌸

Director of Library Services at
the London School of Economics

by Tom Gilson (Associate Editor, *Against the Grain*) <gilson@cofc.edu>

and Katina Strauch (Editor, *Against the Grain*) <kstrauch@comcast.net>

ATG: *Liz, can you tell us a little bit about what it's like to be the Director of Library Services at the prestigious London School of Economics? Which past career experiences best prepared you for the challenges of being Director of Library Services at LSE?*

EAC: It's pretty good being the Director of Library Services at the LSE. The School's full title is **The London School of Economics and Political Science** and the Library's full legal title is **The British Library of Political and Economic Science**. The LSE is a vibrant place to work with top-ranking faculty members in all social sciences, a truly international student body (many U.S. students) and a fantastic range of public lectures virtually every night of the week in term time. For me there is genuinely never a dull moment, and since we have a new Director of the LSE from last September, Professor **Craig Calhoun** from NYU, things are changing all around us, offering us all kinds of opportunities. Our Library building is one to be very proud of, designed by the architect **Norman Foster**.

Some years ago I was the Librarian of the **Institute of Economics and Statistics in Oxford University** and, as far as being in touch with academics goes, this was important background, not least because some post-Doc's then are Professors now at LSE, and one Professor there has become a Nobel Prize winner with LSE links. There is a strong link in Economics between **Oxford** and **LSE**, and in some ways **LSE** is like a very big **Oxford College**. While I was at **Oxford** I worked to bring together separate social science libraries so have some background in that area.

ATG: *Although the library was founded in 1896, your Website refers to the library as a 21st-century resource. What makes the library at LSE a 21st-century resource?*

EAC: The Library was founded by the **Fabians Sidney** and **Beatrice Webb** who were two of the four founders of **LSE**. The other two were **Graham Wallas** and **George Bernard Shaw**, the playwright and amateur photographer. Remaining true to our founders, the Library is open to any member of the pub-



lic who needs to use it, and while this can sometimes annoy **LSE** students as it is very busy all year round, it is good to provide such a wide and much appreciated service. But I think our founders might be surprised by our 24/7 opening hours for six months of the year, our self-service circulation, our huge array of eBooks and journals. In fact self-service in other areas like booking study rooms, reserving and renewing books and

more means we can serve our users even when they are not in the physical library. Since I have been at **LSE** we have launched a Digital Library, and to open it we set up a digitized version of **Beatrice Webb's** diary, both her illegible handwritten one and the typescript she sensibly had made in her lifetime. These can be searched together and bring a vivid picture of her life to the desktop. Our digital library team is also working on a great project called **PhoneBooth**. Based on the 19th-century **Booth Poverty maps** which are held in our Archives and which characterized the various parts of London depending on the poverty of the inhabitants, we have developed an app which students (and others) can take out into the streets of London and see what the place they are in was like in the 19th century. The team has overlaid this with current government poverty data too. This has been developed with the enthusiastic help of academics and students in the geography department. I think our academic liaison librarians provide another service that might surprise the **Webbs**, as might our roaming staff who walk around the five floors of our Library helping people at the place they need help and occasionally addressing behaviour issues. We provide one-to-one support for researchers helping them to find information for their research, and we have a Data Librarian whose job is to ensure we have the data our researchers and students need and to help them preserve any data they create for future re-use. Our Open Access Repository, **LSE Research Online**, runs from the Library, ensures that **LSE** research is fully open to the world and provides the full record for the **LSE** in its imminent submission to the national Research Excellence Framework, which determines future university funding.

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ATG: *We understand that you recently launched The Women's Library at LSE. Can you give us the specifics as to how you made this happen?*

EAC: In March 2012 London Metropolitan University made it known that they were seeking a new custodian for **The Women's Library**, an incomparable collection of Women's history — the oldest and most extensive in Europe and a key part of the UK's heritage. Founded in 1926, it holds unique UNESCO-recognized documents, many personal and organizational archives and more besides such as suffragette banners and early printed books on the rights of women. I made a business case at LSE with substantial academic backing and took the proposal through many committees. Aably supported by my staff, we put together a professional bid for the August 2012 deadline and in late September knew we had been approved. Seven universities expressed initial interest in bidding. There was a fair amount of protest as we are moving the collection to LSE, not leaving it in its current specially-adapted building. But there are so many links between the two collections we will be able to provide a much enhanced research resource. We became legal owners in January 2013 and managed the Library in East London until April. It was closed for packing until we moved it this summer to a new purpose-built archive store. Nine staff moved with the collection. A service started August 1, and next we are building a new Reading Room and then creating an Outreach and Teaching Room, a Museum Store and an Exhibition Space. It is a large and long project with many hiccups along the way, but with a great team supporting me and with passion and persistence we are getting there. It's genuinely exciting and I plan to speak more about it at the **Charleston Conference** in November. To cover the period of closure I co-curated an online exhibition of the life of **Emily Wilding Davison**, whose personal papers are in the collection and who is best known for her death at the Derby 100 years ago in 1913.

ATG: *In what other ways have services and collections changed at the library since you took the reins in 2010?*

EAC: Looking back I can see many changes, but I think the most important one has been to get colleagues involved in developing a Vision for The Library and then devising a Strategy. The Digital Library as I've already described puts us amongst the frontrunners in this area, and we are working hard to replace our Course Collection multiple copies area with eBooks. Right now we are planning the use of more space which we have recently been granted, and we have also taken on support for Publishing at LSE, which is an exciting opportunity for us. In the meantime we have provided very popular beanbags for our students to relax on. Being a student in a big city is different from being on a campus.

against the grain people profile

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L. Mackenzie

BORN AND LIVED: Born and lived in the Cleveland area. Lived and worked in New York before moving to rural Connecticut and Dutchess County, New York.

EDUCATION: University of Wisconsin.

PROFESSIONAL CAREER AND ACTIVITIES: SRA, Scholastic, and Grey House Publishing.

FAMILY: Three adult children: Son, vice-president commercial real estate in Chicago; son, lawyer Department of Homeland Security; and a daughter, producer on the Today Show (NBC).

IN MY SPARE TIME: Running, gardening, town and charitable boards.

FAVORITE BOOKS: Whatever my book club is reading. 🐾

If you have to travel a long distance to where you live the Library becomes a focal point of the day and a place not just to study but to meet your friends. I see my responsibility as working to future-proof the library for LSE.

ATG: *A fair amount of your published work has dealt with collection development. From your perspective, what are the main challenges that libraries face in developing relevant academic collections? Are there opportunities to expand collections? What is LSE doing to meet those challenges and take advantage of those opportunities?*

EAC: Actually collection development will always face similar challenges, making sure the collections are relevant to your user community and building carefully. We have specialist staff who work closely with departments buying the materials they need as well as fulfilling our mission to cover the broad range of social sciences. When I say Social Sciences I include the boundaries of science such as bio-medicine and climate change and the boundary of the humanities with history. We try to get as much electronic material as we can to our academics' desktops. LSE academics research all kinds of topics and in any one day we may be looking for data on Happiness in the UK or poverty in the Favelas of Brazil. Although we have been allocated more space we need to put much of that towards study areas so there is a finite space for more printed materials. My staff also do a lot of Information Literacy training with students, helping them to find the best materials for their work. There is no point spending millions of pounds on materials unless they are useful. Librarians, however carefully they listen at committees and work through lists of recommendations, will always need a proactive approach to collecting.

ATG: *You also have a longstanding interest in library building design. If you were designing the perfect library what would it look like? What design features would be at the top of your list?*

EAC: It's seldom the case that Librarians have the opportunity to work on designing new space, but I have had that opportunity working on the new social science library in Oxford and now the expanded space at LSE Library. I have to say LSE Library is often the starting point for anyone designing new space, but now as it is approaching its 12th birthday in this guise it begins to show signs of wear. The first thing is providing an inspiring space and being sensitive to the needs of the users. In our case the layout does not allow enough space for group work, which has developed greatly over the last decade. I am also concerned that my staff are not visible but hidden for the most part behind closed doors, and I would like to change that in the new Masterplan which we are working on. LSE students work very hard, and while we have some designated silent study areas we need more. Bearing all this in mind, we don't know what will be needed after another ten years, so flexible space is important. Who would have guessed ten years ago how much electricity we would be "lending" students to charge up their various devices? In the autumn we are embarking on an ethnographic study of Library use to aid our planning for the future.

ATG: *According to our sources, you are an avid collector of miniature books. We are sure that our readers would love to hear all about it. Can you fill us in? When did you start? Which titles are the stars of your collection?*

EAC: I started collecting small books when I was still at school. Miniature books have a spine height of less than three inches so while I have some of these; many of the books in my collection are merely small. I calculate I have more than 500 now but of course they don't take up too much room. Anyway when I bought the first two books, a two-volume set of **Wordsworth** poems, the elderly lady bookseller said "these aren't miniature books" so I learned that very early

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LM: It varies from transaction to transaction. Right now we have three different models. In one case, all we have is print rights, no sales access to the online. In another, we helped build a better online model and sell both print and electronic, with the electronic sales now representing close to thirty percent of revenues. And in the third, we have rights to sell eBook and online versions of specific titles, but not the entire database.

ATG: *You do seem committed to online editions of your own directories via GOLD (Grey House Online Databases), and many of your reference books are available from eBook vendors. When did you start making your directories and reference works available digitally? Are they all available via mobile devices?*

LM: Our first title, the *Directory of Mail Order Catalogs*, was picked up by **Dialog** in the early '80s. And we have always sold subsets of the directory records to industry buyers. Our own launch of our online database products was in 2005. And **Gale Virtual Reference Library** was the first major eBook vendor of our reference titles and remains the most successful.

Grey House Publishing Canada's directory products, the most important reference tools in Canada (including the 166-year-old *Canadian Almanac*), are available via our **CIRC (Canadian Information Resource Center)** product, and have a significant electronic revenue component. The **CIRC** content is available on mobile devices.

ATG: *How has the digital age changed your approach to reference publishing?*

LM: It hasn't.

ATG: *As we move into this digital environment some publishers have expressed concerns about piracy. Has Grey House experienced problems with online editions of your resources appearing on piracy sites?*

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publisher profile



Grey House Publishing

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OFFICERS: **Richard Gottlieb**, President; **Leslie MacKenzie**, Publisher.

AFFILIATED IMPRINTS: Grey House; Salem Press; H.W. Wilson; Universal Reference; Bowker; Sedgwick Press; Street Rating Guides; Weiss Rating Guides; Grey House Publishing Canada.

KEY PRODUCTS AND SERVICES: Industry Directories and Databases; General Reference; Health and Education, Statistics and Demographics; and Online Databases.

CORE MARKETS/CLIENTELE: High School/Public/Academic Libraries; Vertical Industry Segments.

NUMBER OF EMPLOYEES: 70

NUMBER OF BOOKS PUBLISHED ANNUALLY: 70

HISTORY AND BRIEF DESCRIPTION OF YOUR COMPANY/PUBLISHING PROGRAM: See accompanying interview with **Grey House** publisher, **Leslie MacKenzie**. 🌿

LM: We have not seen any egregious examples of piracy of our IP. If any of your readers come across it, please let us know.

ATG: *Is there a sustainable product mix that includes print and digital for a reference publisher like Grey House? Or will digital products become the dominant provider of income stream? If so, how is Grey House preparing for it? If not, what makes you think there is a future for print?*

LM: Our business model is based on print. If there is a secondary electronic revenue stream, God Bless. **Wikipedia** and **Google** have effectively destroyed the general encyclopedia market (a moment of silence for the late and lamented **Brockhaus**, the wonderful German print encyclopedia.). But there is still a substantial market and opportunity for tightly focused, in-depth, high-quality, print reference works, with an electronic component.

ATG: *With all that is going on at Grey House how do you make time to relax? And when you do, how do you spend your time? Do you have any favorite activities or any special interests?*

LM: In our spare time we raised three children — now young adults, and restored a 1780 home. I've sat on a number of Town and Charitable Boards. I still enjoy running and gardening. **Dick** spent twenty years as a volunteer fire department paramedic (ret'd), and is currently a Town Constable and Justice of the Peace (there is a librarian discount on weddings).

ATG: *We wish we had more time to talk. We've really enjoyed our conversation and have learned a lot. Thanks for making room in your schedule to speak with us.*

LM: Thanks a lot. It's been fun. 🌿

on in my collecting career. I have to have an interest in the contents and go for looks and the completion of sets. For my 21st birthday somebody gave me a partial set of miniature volumes of **Shakespeare**. Originally issued on a weekly basis with a newspaper this set, in its own bookcase, took me about 15 years to complete, and now I am working on a second incomplete set in a different binding. I used to stick to a price limit, but nowadays I push myself higher if I see something I really like, and prices have also gone up considerably. I also buy newly-published small books if they are attractive enough, but for the most

part I avoid religious works, dictionaries and the like, which are frequently produced in small sizes. My favourites vary, but last year I enjoyed the *Olympic Oath*, which I have in a really tiny version. I have a lovely miniature book bound in white vellum called *Minibibliophilia* which describes some of the books I have, and others I aspire to collect. Most of my collection is 19th or 20th century. Sometimes I weed the collection by size!

ATG: *How would you advise someone interested in starting their own miniature book collection? Are there specific publications they should read or Websites they should explore?*

EAC: Haunting secondhand bookshops used to be the order of the day, but if you don't

want to stir from your desktop I suppose you could collect online, but really it's not the same. There is a *Miniature Book Society*, but I am not a member. I recommend looking at **Louis Bondy's** *Miniature books for a start*. **Bondy** was a specialist book dealer who I was lucky enough to meet many years ago, and his book is still useful. More recently you could look at the exhibition catalogue from the *Grolier Club* called *Miniature Books: 4,000 Years of Tiny Treasures*. Looks like there will always be scope for me to collect.

ATG: *Thank you so much for talking to us today. We enjoyed it and really learned a lot.*

EAC: Thank you, it's been a pleasure. 🌿