

Curriculum Vitae

Gerald (Jay) Schafer

October 2007

Residence	7 Promenade Way South Hadley, MA 01075
Telephone	413.545.0284 (day) 413.532.0016 (evening)
Fax	413.545.6873
Internet	jschafer@library.umass.edu

EDUCATION

University of Denver	1973	M.A., Librarianship
University of Texas at El Paso	1971	B.A., English

PROFESSIONAL EXPERIENCE

2000 – present

Director of Libraries
University of Massachusetts Amherst Libraries
Amherst, Massachusetts

Initially appointed as Coordinator of Collection Development. Led and managed all phases of collection development activity in the University Libraries. Provided leadership in establishing goals of the Libraries as related to collection development. Established and monitored Libraries' acquisitions budget. Worked collaboratively with the Acquisitions and Resource Access units and coordinated efforts of the Collections-Acquisitions-Access Team to ensure an appropriate balance between purchase, access and document delivery. Maintained current awareness of changes in academic directions and programmatic needs of the University to ensure these were supported by the collections. Coordinated activities and assigned selection responsibilities to professional librarians throughout the organization who select library materials in all formats. Monitored publishing industry trends, both traditional and emerging. Ensured that the Libraries were active participants in appropriate consortial collection development agreements.

Beginning in Fall 2001, worked with Library Director, Acquisitions Budget Committee, bibliographers/selectors, Faculty Senate Research Library Council, and other appropriate parties to respond to extreme reduction in the ERM (direct state budget line) contribution to the acquisitions budget. Led in determining appropriate reductions in short period of time. After initial reductions were made, worked to explain cuts and to lobby for increased funds as appropriate. Assisted with presentations to Faculty Senate on October 18, 2001 and May 9, 2002.

Promoted to Associate Director for Content Acquisition and Access in July 2002. Staffing reductions and an early retirement program necessitated the re-examination of library organization and services. Participated in overall library management and administrative activities while assuming responsibility for those areas of the library dealing with the

acquisition of materials and those providing access to information including: Collection Development, Gifts, Acquisitions, Circulation, Reserves, Electronic Reserves, ILL/Document Delivery and the Web Development. Worked to provide cost-effective access to information through implementation of new technology and examination of staff productivity. Served as UMass Amherst representative to NERL (Northeast Research Libraries), Boston Library Consortium Electronic Resources Task Force, Five UMass Campuses Collection Development Group, Five Colleges Collection Management Committee.

Appointed Interim Director of Libraries in January 2004. Initiated library reorganization that provides creative structure in which managers of departments and top library administrators work in an environment of shared governance. Centralized role of Staff Council to address issues of organizational culture and to promote communication and collegiality among all levels of library staff. Major initiatives in 2004 included: Three Year Strategic Action Plan; Community, Diversity, and Social Justice Action Plan; selection of new Five College Integrated Library System; W. E. B. Du Bois Library deck replacement construction project; planning for Learning Commons; LIBQual Survey to assess campus satisfaction with library services, collections, and facilities; re-vitalization of Library Development and Communications efforts; participation in Massachusetts Virtual Union Catalog; and renovations including Du Bois Library lobby, map collection and quiet study area.

Appointed Director of Libraries in May 2005.

1997-2000

Director of Library & Information Services
Hatch Library, Bay Path College
Longmeadow, Massachusetts

Responsible for leading Hatch Library from a 1950's functional environment to one that is state-of-the-art in all of its systems and services. Among the major accomplishments were: implementation of Sirsi Unicorn library collection management system; evaluation and weeding of entire book collection; conversion from Dewey Decimal classification system to Library of Congress; creation of library home page and introduction of licensed and Web internet resources; selection and implementation of appropriate electronic, full-text databases; selection and implementation of shelf-ready monographic purchase plan; creation of education curriculum collection; and, work with faculty to introduce them to the use of electronic information resources. Work as a member of the College core curriculum resulted in a new 3-credit course on Information Literacy which was taught by librarians in tandem with an introductory composition class. The course introduced freshmen to the world of information technologies and resources.

1984 – 1997

Assistant Director for Research Services
Auraria Library, University of Colorado at Denver
Denver, Colorado

Initially appointed as faculty liaison to College of Design and Planning and all engineering faculty on the Auraria campus. Duties included supervising branch library, collection development, bibliographic instruction, reference services, and work with the professional community. Selected in 1986 national search as Deputy Assistant Director for Collections, chief officer for the development and management of the Library's learning materials budget and collection. Served as Acting Assistant Director for Instruction and Research Services

from May 1988 to February 1989.

In 1989, to reduce administrative costs and improve operational functionality, initiated restructuring of the position into Coordinator of Collections. As part of a matrix organization serving in both the Collection and Automation Services Division and the Instruction and Research Services Division, this position functioned as the chief officer for the development, acquisition, and management of Auraria Library's collection. Responsibilities included allocating and monitoring the learning materials budget, coordinating the collection development activities of twelve liaison librarians, supervising the monographic and serials acquisitions staff of nine full-time equivalent positions, and participating as a member of the Library administrative team.

As Acting Assistant Director for Library Services, March through August 1991, responsible for all aspects of library service operations (reference, instruction, interlibrary loan and collection development services). Instrumental in implementing strategic planning process, writing mission statement, and restructuring library organization. As Coordinator of Collection Development Services, planned and implemented organizational changes including bibliographer model, collection support personnel, and monographic/nonprint acquisitions. Responsible for allocating the learning materials budget of \$1.8 million. Active in resource sharing activities including Colorado Alliance Research Libraries, Colorado Library Resource Sharing and Information Access Board, and Central Colorado Library System

A 1997 reorganization was implemented by Interim Dean of Libraries which broadened duties and provided title of Assistant Director for Research Services. Responsibilities included management of 35 FTE positions in Reference, Instruction, and Collection Development Services.

1982 – 1984

Director of Professional Communications
Skidmore, Owings, & Merrill
Denver, Colorado.

Began as Librarian in the Denver office of this internationally-recognized architectural firm to build a collection of material relating to current architectural and engineering practice. Within one year, advanced to the position of Director of Professional Communications. Duties included identifying potential clients, writing proposals and statements of qualification, maintaining a firm-wide brochure, slide, and photography system, and acting as liaison with other SOM offices, the profession, the press, and the general public. Responsible for coordinating input from a variety of in-house design professionals to produce written documents within limited timeframe. Edited all major reports issued from the Denver office.

1975 – 1982

Area Manager
Denver Public Library
Denver, Colorado.

As Assistant Head in the Science and Engineering Department, supervised departmental collection development efforts of four librarians and three library assistants. Worked actively with technical services personnel to provide adequate access to acquisitions information using BATAB automated system. Served as DPL representative to regional resource sharing meetings discussing science and engineering materials. Worked actively with technical services personnel to provide adequate access to acquisitions information.

Transfer to Branch System provided the opportunity to increase management experience by supervising three agencies and 10 FTE, to prepare Community Analysis, to demonstrate increased use and patron satisfaction through responsive collection development policy.

Selection as Area Manager entailed organizing and operating an experiment in more efficient and effective staffing pattern, including four agencies and 21 FTE. Supervised major collection development effort including weeding of collections and implementing experimental book selection procedures.

After completion of the Experiment, was promoted to Manager of the system's largest branch with two agencies and 13 FTE. Developed and implemented an approval plan to take the place of the McNaughton program. This pre-publication purchasing plan proved more cost effective and provided a higher level of user satisfaction than the previous book selection procedure. Other activities included participation on the Task Force on Library Automation to compile a master plan for automation application at DPL; member DPL Cable Television Committee; and, Chair of DPL Data Processing User Advisory Committee.

1972 – 1975

Research Information Scientist
Denver Research Institute, Industrial Economics Division
University of Denver
Denver, Colorado

Beginning as a Library Assistant in charge of the Technology Transfer Library, promotion to Information Specialist was achieved after receipt of Masters Degree and demonstrated ability. Performance on projects such as NASA's Program for Transfer Research and Impact Studies and an evaluation of Environmental Protection Agency libraries merited promotion to Research Information Scientist and continued work with NASA's Technology Utilization Office.

1971 - 1972

Reference Assistant
El Paso Public Library
El Paso, Texas

As Reference Assistant, provided reference service and maintained reference collection in General Reference Department.

PRESENTATIONS AT PROFESSIONAL MEETINGS

- 2007 *New Shoes for the Old Footprint, UMass Amherst, W.E.B. Du Bois Library.* CMRLS, NELINET, and MMRLS workshop entitled "New Shoes for the Old Foot print: Re-design Your Library Space," April 26, 2007.
- 2007 *Du Page Teleconference on Library Transformation: Making It Happen.* Presentation with Richard Dougherty and a panel of experts, March 23, 2007.
- 2006 *Budgetary Pressures Confronting the Library.* UMass Amherst Faculty Senate Program & Budget Council, February 15, 2006.

- 2006 *Research and Publication in the Digital Age.* UMass Amherst Faculty Senate, February 9, 2006.
- 2006 *College Libraries Vie for Student Traffic.* Interviewed on NPR's *Weekend Edition*, December 2, 2006. (<http://www.npr.org/templates/story/story.php?storyId=6569891>)
- 2005 *University Libraries Amherst 250 Planning.* Presentation to the Provost, Deans, et al., August 31, 2005.
- 2005 *Library Liaisons and Collection Development.* University of Kentucky, August 5, 2005.
- 2005 *The Googlification of Everything, and What It Means for Libraries.* NELINET Annual Conference, May 6, 2005.
- 2002 *From Collection Development to Content Acquisition and Access.* New England Library Association/New England Technical Services Librarians Conference, October 21, 2002, Sturbridge, Massachusetts.
- 2002 *The Changing Nature of Library Collections.* ARL/OCLC Strategic Issues Forum on New Library Architecture, February 15-17, 2002, Las Vegas, Nevada.
- 2001 *The Article Economy.* 21st Annual Charleston Conference, October 31 – November 3, 2001, Charleston, South Carolina.
- 1999 *Integrating Information Technology & Collection Development.* ACRL/New York Annual Symposium, New York.
- 1996 *Auraria Library User Satisfaction Survey.* Reference and Adult Services Division Annual Program presentation with Ellen Metter, American Library Association, New York.
- 1995 *Integrating Information Delivery and Collection Development.* Poster session with Eveline Yang, American Library Association, Chicago.
- 1995 *Metamorphosis: The Impact of Changes in the Publishing World Upon Vendors and Libraries.* Panel discussion participant, Colorado Library Association, Snowmass, Colorado.
- 1994 *Space Planning: Renovating Existing Archival Facilities.* Presentation to the Spring Meeting, Society of Rocky Mountain Archivists, Laramie, Wyoming.
- 1994 *Cost of Having It All.* Panel discussion moderator, 1994 Colorado Interlibrary Loan Conference, Breckenridge, Colorado.
- 1993 *Union Lists of Serials.* Panel discussion participant, American Library Association, Denver, Colorado.
- 1993 *Document Delivery: Where Collection Development and Interlibrary Loan Meet.* Panel discussion moderator, American Library Association, New Orleans, Louisiana.
- 1993 *Vendor Relations - Academic Libraries.* Panel discussion moderator, CARL Systems, Third

Annual National Users Group Meeting, Snowmass, Colorado.

- 1989 *Accreditation and Standards for College and University Libraries*. Panel discussion participant, Colorado Library Association Annual Conference, Colorado Springs.
- 1987 *Auraria Library - Too Little, Too Long*. Juried paper presented at the Colorado Library Association Annual Conference, Fort Collins.
- 1987 *Salary Equity*. Panel discussion moderator, Colorado Library Association Annual Convention, Fort Collins.
- 1987 *The Link Between Reference and Acquisitions: Competence, Communication, and Cooperation*. Invited paper presented at the American Library Association Annual Convention, San Francisco.

REFEREED PUBLICATIONS

- 2006 Schafer, Jay. "Recent Trends in American Academic Libraries." *The Library Journal* (Japanese), June 2006, p. 360-361.
- 1999 Schafer, Jay and Glenda Thornton. "From Ownership to Access: Re-engineering Library Services." *The Reference Librarian*, Number 63, 1999, p. 25-40. Simultaneously published as *Document Delivery Services: Contrasting Views*. Robin Kinder, editor. New York: The Haworth Press, 1999.
- 1995 Schafer, Jay and Camila A. Alire. "Changing a Library Services Faculty Model: The Major & Minor (M & M) Approach." In *Continuity & Transformation: The Promise of Confluence*, edited by Richard AmRhein. Chicago: Association of College and Research Libraries, 1995, p. 131-137.
- 1992 Arp, Lori and Jay Schafer. "Connecting Collection Development and Bibliographic Instruction: A Management Plan." *RQ* (Reference Quarterly), Spring 1992, p. 398-406.

NON-REFEREED PUBLICATIONS

- 1997 Schafer, Jay. "Building and Construction." In *Magazines for Libraries*, 9th ed., edited by Bill Katz and Linda S. Katz. New York: R. R. Bowker
- 1995 Schafer, Jay. "Building and Construction." In *Magazines for Libraries*, 8th ed., edited by Bill Katz and Linda S. Katz. New York: R. R. Bowker.
- 1995 Schafer, Jay. *Auraria Library Funding: A Comparison*. Exhibit at Auraria Library, January 16 - March 20, 1995.
- 1993 Schafer, Jay. "Resource Sharing." In *Serials Review*, 19: 3, p. 75-76.
- 1992 Schafer, Jay. "Building and Construction." In *Magazines for Libraries*, 7th ed., edited by Bill

- Katz and Linda S. Katz. New York: R. R. Bowker.
- 1991 Schafer, Jay. "The Making of Civic Center." In *Historic Denver News*, July, p. 4.
- 1989 Schafer, Jay. "Building and Construction." In *Magazines for Libraries*, 6th ed., edited by Bill Katz and Linda S. Katz. New York: R. R. Bowker.
- 1987 Schafer, Jay. "Charles Quayle." In *Denver The City Beautiful and Its Architects, 1893-1941*, by Thomas J. Noel and Barbara S. Norgren. 215-216. Denver: Historic Denver.
- 1985 Skidmore, Owings & Merrill. *Cadet Area Master Plan: United States Air Force Academy Base Comprehensive Plan*. Denver: Skidmore, Owings & Merrill. (Edited text)
- 1975 Freeman, James E., and Gerald Schafer. *Literature and Library Service Requirements: An Analysis of Current and Potential Requirements Within the U.S. Environmental Protection Agency*. Denver: Industrial Economics Division, Denver Research Institute, University of Denver.
- 1974 Schafer, Gerald. *A Case Study of Technology Transfer: Cardiology*. Prepared for the Technology Utilization Office, National Aeronautics and Space Administration. Denver: Industrial Economics Division, Denver Research Institute, University of Denver.
- 1973 Eastlick, John T., and Gerald Schafer. *An Evaluation of the Aurora (Colorado) Public Library: Resources, Services, and Facilities*. Denver: Center for Communication and Information Research, University of Denver.

COMMITTEE SERVICE

University of Massachusetts Amherst

Continuing Professional Education Summer Session Support Committee, 2006 –
 Ad Hoc Committee on Campus Communication, 2005 – 2006
 Provost's Learning Commons Committee, 2005 –
 Council of Deans, Directors and Administrative Officers, 2004 –

Faculty Senate Councils and Committees

Research Library Council, 2004 –
 University Advancement Council, 2004 –
 Program and Budget Council, 2002 –
 Budget Subcommittee, 2002 –
 Program Subcommittee, 2002 –
 Research Council, 2001 – 2007
 Responsible Conduct of Research Committee, 2005 – 2006

Search Committees

Dean of Commonwealth College Search Committee, Chair, 2006 – 2007
 Dean of College of Humanities and Fine Arts Search Committee, 2005 – 2006
 Fine Arts Center Director of Programming Search Committee, Chair, 2005 – 2006
 Associate Provost and Director of International Programs Search Committee,

2004 – 2005

Assistant Vice Chancellor for Development Search Committee, 2004 – 2005
Senior Vice Chancellor for Academic Affairs and Provost Search Committee,
2003 – 2004

Association of College and Research Libraries

Professional Development Coordinating Committee, 2005 – 2007

Association of Research Libraries

Membership Committee, 2006 –

Preservation of Research Library Materials Committee, 2004 – 2006

Boston Library Consortium

Board of Directors, 2004 –

President, 2007 – 2008

Vice President, 2006 – 2007

Management Council, 2006 –

Five Colleges, Inc.

Five Colleges Librarians Council, 2004 –

MCCLPHEI

Executive Board, 2005 – 2006

Member, 2004 –

Other

BioONE Library Advisory Group(LAG), 1999 – 2007

RECOGNITIONS, HONORS, ETC.

1995 *Who's Who in the West*, 1996-1997.

1989 Recipient of the first University of Colorado at Denver Faculty Awards Forum Librarianship Award.

1986 Recipient of the Outstanding Employee Award, University of Colorado at Denver, Auraria Library (first and only faculty member to receive award).

PROFESSIONAL ORGANIZATIONS

American Library Association
New England Library Association
Massachusetts Library Association
Society for Scholarly Publishing

OTHER PROFESSIONAL ACTIVITIES

2004	Visiting Lecturer, Simmons College GSLIS.
2002 – present	Co-Chair, Contributed Papers Committee. Association of College and Research Libraries' 12 th National Conference, April 2005.
2002 – 2003	Member, Boston Library Consortium Electronic Resources Task Force
2001 - present	<i>BioOne</i> , member of Library Advisory Committee
2000 - 2002	<i>Collection Management Journal</i> , member of editorial board
2000	Library Space Consultant - For the University of Kansas Libraries, Lawrence, Kansas. Services include library facilities master plan, Book and Archival Records Depository program, and space planning for new Edwards Campus library
1998-1999	Cooperating Libraries of Greater Springfield, Chair
1998-2002	Architecture book review contributor, <i>Library Journal</i>
1997-1986	Colorado Alliance Research Libraries Resource Sharing Committee (formerly Colorado Organization for Library Acquisitions), Auraria Library Representative
1997-1991	Friends of the Auraria Library Board, Ex-officio Member
1997-1993	Colorado Library Resource Sharing and Information Access Board, Collection Development Task Force, Chair
1997-1994	Central Colorado Library System (CCLS), Board of Directors
1997-1994	CU-Denver Faculty Assembly, Library Faculty Representative
1997-1995	University of Colorado, Faculty Council
1996-1994	American Library Association, Reference and Adult Services Division, RASD Conference Program Committee New York, 1996
1995	Colorado State Library, Library Construction and Service Act (LSCA) Project Peer Review Team
1994-1993	CU-Denver Faculty Committee on Resource Reallocation Criteria
1993-1991	American Library Association, Collection Development and Evaluation Section (CODES), Conference Program Committee - New Orleans, 1993, Chair
1993-1991	Colorado Library Association, Awards Committee
1991-1990	Auraria Library Faculty Assembly, Chair
1988-1987	Auraria Library Faculty Personnel Committee, Chair

- 1987 *Salary Equity* - Presided at program presented at the Colorado Library Association Annual Conference, Fort Collins
- 1987 Unpublished *Auraria Library Building Preliminary Space Planning Program*
- 1986 Library Space Consultant - Skidmore, Owings & Merrill for the Library of the Northwest Frontier Province Agricultural University, Peshawar, Pakistan
- 1981 Visiting Instructor - University of Denver, Graduate School of Librarianship and Information Management with John T. Eastlick for course in library architecture and space planning
- 1980 Library Space Consultant - with John T. Eastlick and HDR, Architects and Engineers for the U.S. Air Force Academy Cadet Library Expansion, Colorado Springs, Colorado
- 1979 Library Space Consultant - with John T. Eastlick and HDR, Architects and Engineers for the Link Library, Concordia College, Seward Nebraska
- 1977 Library Space Consultant - with John T. Eastlick and HDR, Architects and Engineers for the Mountain Bell Service Center Library, Denver, Colorado