

Rebecca Merritt Bichel

Dean of Libraries
University of Texas at Arlington
Arlington, Texas

PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS

University of Texas Arlington Libraries, Arlington, Texas

Dean of Libraries, July 2012-Present

Provide leadership for all staffing, services, collections, and outreach for The University of Texas at Arlington Libraries. The University Libraries include 100 full-time librarian, archivist, and classified staff positions and 200 student employee positions serving a student population of over 48,000 students, at one of the most diverse universities in the country. UTA Libraries has re-designed our services, spaces, and organization to align with an ambitious university strategic plan that centers access and student success. Central Library at UTA is one of only two research libraries in Texas offering 24/7 hours throughout Fall and Spring semesters. To facilitate staff investment in changes, we have integrated them in assessment and developed multiple coordinated training programs for staff to encourage development of leadership and innovative capacity. The accomplishments of UTA Libraries since Summer 2012 include:

- **Redesign of library spaces to advance student success, support community-building, and democratize access to creative technologies and services.**
Development and launch of three creative spaces to serve UTA students and faculty: the [FabLab](#) and [Studios](#) on the main floor of Central Library, and a [gaming and AR/VR space](#) that encourages community-building for students and supports game and app development. Library is a leader in developing [maker literacies curriculum](#). Two new identity-based safe [spaces](#) are being developed in Central Library in collaboration with LGBTQA campus center, Black student leaders, and the Division of Student Affairs.
- **Collaboration with campus student success partners** to create the [Academic Plaza](#) in Central Library to offer a one-stop presence for academic support services within a 24/7 learning environment.
- Introduction and implementation of an ambitious **OER** program in 2017 that supports OER adoption and creation through [Mavs Open Press](#). Savings for UTA students in 5 years surpass \$11 million. The OER program is situated within a broader student affordability agenda in the Libraries that includes course reserves and open curriculum grants.
- Expansion of **institutional repository and digital gallery** with over 1 million views of digitized images annually; implementation of an [open data archive and university open press](#).
- Development of ambitious **DEI initiatives**, including creation of a DEI Advisory Committee and multiple DEI subcommittees. A "[Library Plan for Diversity, Equity, and Inclusion](#)" based on multiple listening sessions with library staff. Examples of concrete outcomes include: creation of competitive annual academic scholarships for library student employees based on demonstrated leadership in DEI; ongoing work of UTA librarians and archivists to embed our [metadata practices](#) within a framework of cultural

competency and implement [reparative metadata](#); and program to use targeted research [grants](#), partnership-building and recruitment to significantly increase the diversity of collections, [programs](#) and staffing in Special Collections and Archives.

- In recognition of the financial challenges to student success for UTA students, the Libraries hosts an ambitious [technology lending program](#), including over 500 tablets/laptops, as well as hot spots, drones, video cameras, web cams, and more.
- Collaboration with faculty on **digital humanities** projects such as [Border Land](#), the [The Jay Z Mixtape data visualization](#) project, and [research data services](#).
- Assessment of low circulation statistics for library collections and a flat collection budget led to the implementation of an **on-demand monographic collection model**.
- Successful fund-raising and construction of an \$800,000 [cold storage vault](#) for preservation of unique photo negatives collection.
- Design and installation of a unique dual card swipe entrance/exit system to **enhance safety** and generate data on length of library visits to analyze impact of library space.

Florida State University Libraries, Tallahassee, Florida

Associate Dean for Public Services, August 2005-June 2012

Provide leadership in planning, implementing and assessing user-centered services for Florida State University Libraries. The Public Services division was comprised of 14 librarians, 42 full-time staff, and 60 student employees in three libraries serving a student population of more than 40,000. Highlights:

- Planning, developing, and operations of the Undergraduate Commons, dedicated to an integrated range of academic support services for FSU undergraduates in a technology-rich setting, which opened in Strozier Library in March 2010 at a cost of \$2.6 million.
- Planning, developing, and operations of the Scholars Commons, dedicated to an integrated range of academic support services for FSU faculty and graduate students in a technology-rich setting, which opened in Strozier Library in December 2008. Cost: \$1.8 million.
- Executed a regional conference on developing innovative academic spaces in 2010 and co-led planning for a national conference on Innovation in Libraries in 2012.
- Coordinated library team in partnership with architects in development of first Master Plan for FSU Libraries.
- Developed first assessment program at FSU Libraries.
- Reorganized Public Services from functional departments to user-based departments, based on patron groups.
- Implement security measures through turnstiles and staffing. Coordinated staff crisis response and emergency planning for two major security events at FSU Libraries in 2008 and 2009.
- Developed innovative services for faculty and students, including 24/5 services in Strozier Library, over 900 hours/month of subject tutoring coordinated in University Libraries and a book delivery service for faculty.
- Integrated multiple service points for improved, more efficient services.
- Develop leadership teams within Public Services to broaden leadership participation

- for library faculty.
- Developed new position to support services to patrons with disabilities and developed Assistive Technology Lab

Special Projects Librarian, January 2005 - July 2005

Provide leadership in embedding information literacy in FSU classes.

Pennsylvania State University, University Park, PA

Social Sciences Librarian: July 2000 – Dec 2004

Taught, provided reference services, and developed the Libraries' collections in anthropology, criminal justice, law, and sociology. Coordinated instruction for the Social Sciences Library. Coordinated reference training with staff supervisor. Served as interim collector at various times for Communication, African & African-American Studies, Women Studies, and Gay, Lesbian, Bisexual and Transgender Studies. Co-taught L.St.470, a three-credit class on researching legal and government information. Coordinated development of a web-based 3-credit legal research course.

Management Team, Social Sciences Library: August 2001-July 2002

Managed the Social Sciences Library as part of a leadership team during the one- year sabbatical of the Library Head.

Co-Acting Head, Instructional Programs: January 2003-June 2003

Provided leadership of Penn State University Libraries' Instructional Programs during sabbatical of department head. Supervised staff.

Instructional Projects Librarian: September 1999 – June 2000

Worked with digital development team to plan and create Instructional Programs web site to create access to tutorials, classes and other instructional content. Investigated and recommended technologies to be implemented in library classrooms. Taught seminars for librarians illustrating pedagogical techniques for using technology in the classroom. Developed digital tutorials, including "[The Information Cycle](#)," a nationally recognized project. Co-Chair and Co-Developer of the [University Libraries Open House](#) as an event to reduce the library anxiety experienced by Penn State's first-year students and to encourage them to make use of the libraries collections and resources. The number of students who attended (5,000+ each year) and the use of personal interaction and conversation to overcome library anxiety made this event unique at the time in academic libraries

Social Sciences Web Developer: July 1999 - September 1999

Sam Houston State University, Huntsville, TX

Electronic Resources Librarian: June 1998 - June 1999

EDUCATION

Washington and Lee School of Law - Lexington, Virginia
August 1995-May 1997

University of Hawaii at Manoa - Honolulu, Hawaii
MLIS: August 1995

Valdosta State University - Valdosta, Georgia
Bachelor of Arts, Economics: August 1991
Bachelor of Business Administration, Business Economics: June 1991

PUBLICATIONS AND RESEARCH

- Bichel, Rebecca and Gretchen Trkay. "Innovation in Libraries: Marrying Universities' Strategic Goals and Libraries' Teaching and Learning Mission Through Making," in Maker Literacies for Academic Libraries: Integration into Curriculum, ALA Press (2020).
- Principal Investigator with Gretchen Trkay and Dr. Priscilla Cacola for \$74,500 Grant. Grant. "Preparing School and Public Librarians to Engage Children with Learning Differences in Making Activities." Donor: Texas State Library and Archives Commission and U.S. Institute of Museum and Library Services, 2019-2020.
- Principal Investigator with Gretchen Trkay and Dr. Priscilla Cacola for \$74,994 [Grant](#). "Makerspaces for Students with Learning Differences." Donor: Texas State Library and Archives Commission and U.S. Institute of Museum and Library Services, 2018-2019.
- Bichel, Rebecca and Heather Scalf. "Disruptive Innovation in Academic Libraries: A Case Study" in Leadership, Entrepreneurship & Technology in the 21st-Century Library: A LITA Guide (2017).
- Bichel, Rebecca M. (co-author). "Designing in Virtual Time: Tomorrow's Library Tutorials" in Library Instruction: Restating the Need, Refocusing the Response, Papers and Session Materials Presented at the Thirty-Second National LOEX Library Instruction Conference, Pierian Press (2005).
- Bichel, Rebecca. "An 'Official' View of Central Asia: Government Information on the Central Asian Republics" in Journal of Government Information, 28 (2004).
- Rebecca M. Bichel (co-author). "A Luau in the Library? A New Model of Library Orientation." College and Undergraduate Libraries. 11:1 (2004): 49-60.
- Bichel, Rebecca. "Worldwide Rural Research & Education Network (WRREN): A Stakeholder Model for Digital Project Development" in Collection Management 28:1/2 (2003): 21-32.
- Bichel, Rebecca. "Worldwide Rural Research & Education Network (WRREN): A Stakeholder Model for Digital Project Development" in The New Dynamics & Economics of Cooperative Collection Development, Proceedings of the Conference on New Strategies for Cooperative Collection Development, Haworth Press, 2004.
- Levinson, David and Karen Levinson. The Encyclopedia of Modern Asia. New York: Scribner's, 2003. (Served as one of 9 members of the editorial board. Was one of two content editors responsible for selecting topics, inviting authors and editing

217 articles related to Central Asia, ranging in length from 250 to 4000 words. The six-volume, 2-million-word set has been recognized in both *Library Journal*'s and *American Libraries*' "Best Reference Sources of 2002" list.)

- Bichel, Rebecca M. "Samarkand," "Termez," "Turkmenistan-Profile," "Urgench," and "Yurt" in *The Encyclopedia of Modern Asia*. Edited by David Levinson. Scribner's, 2002.
- Bichel, Rebecca M. "Talking Story and Talking 'Toons: Technology at Play in Bibliographic Instruction." in First Impressions, Lasting Impact: Introducing the First- Year Student to the Academic Library, Papers and Session Materials Presented at the Twenty-Eighth National LOEX Library Instruction Conference, Pierian Press, 2002.

SELECTED PRESENTATIONS

- November 2016. "Building Makerspaces in Academic Libraries." Invited Workshop at Information Technology in Education Conference 2016, Wuhan, China.
- November 2016. "Makerspaces in Libraries." Invited Panelist at Information Technology in Education Conference 2016, Guangzhou, China.
- November 2016. "Makerspaces in Libraries." Invited Panelist at Information Technology in Education Conference 2016, Shenzhen, China.
- November 2016. "Oral History Program and Makerspaces." Invited Keynote at Information Technology in Education Conference 2016 - Makerspace: Creativity in the Library, Beijing, China.
- April 2013. "Understanding User Needs through Ethnographic Techniques." Texas Library Association Annual Conference, Fort Worth, Texas.
- August 2012. "Organizational Redesign to Support Service & Space Innovation." Library Innovation Conference, Panama City Beach, Florida.
- August 2012. "Authenticity as Innovation: Local Voices as Inspiration in Space and Service (Re)Design." Library Innovation Conference, Panama City Beach, Florida.
- October 2011. "A Call to Action: Intellectual Property and Access in the E-book Age." PLAN Annual Meeting, Niceville, Florida. (Co-Presenter)
- July 2011. "A Call to Action: Intellectual Property and Access in the E-book Age." Future of the Book Conference, Tallahassee, Florida. (Co-Presenter)
- November 2010. "Evidence Based Design: Reinventing FSU Libraries." *Poster Presentation*. 2010 ASERL Spring Meeting, Durham, North Carolina.
- November 2010. "Undergraduate Conversations: Designing Spaces through User Voices," North Carolina State University Professional Development Series, Raleigh, North Carolina.
- June 2010. "Designing Spaces through User Study" (1/2 day workshop), Academic Learning Spaces Conference, Tallahassee, Florida. (Co-Presenter)
- June 2009. "Connecting Ethnographic Research to Strategic Planning in Academic Libraries," ALA Annual 2009. Chicago, Illinois. (Co-Presenter)
- December 2007. "Styles of Ethnographic Research for Academic Libraries," CSUL Public Services Planning Committee Annual Meeting. Orlando, Florida.
- October 2005. "Replacing Talking with Teaching: Using the Information

- Literacy Objectives to Reframe Your Library Sessions.” Georgia Information Literacy Conference, Statesboro, Georgia. (Co-Presenter)
- May 2004. “Designing in Virtual Time: Tomorrow’s Library Tutorials,” LOEX 2004. Ypsilanti, Michigan. (Co-Presenter)
 - May 2003. “Setting Expectations and Easing Student Anxiety in the First-Year Seminar.” Colloquy IX, Making Connections: Campus Cultures that Foster Student Learning. University Park, Pennsylvania. (Co-Presenter)
 - November 2002. “Worldwide Rural Research & Education Network (WRREN): A Stakeholder Model for Digital Project Development,” Center for Research Libraries’ 2002 Conference, New Strategies for Cooperative Collection Development. Aberdeen Woods, Georgia. (Co-Author but Sole Presenter)
 - August 2002. "Deconstructing Central Asian Constitutionalism" Legal Institute/Open Society Institute for Central Asia. Almaty, Kazakhstan. *Developed and taught nine hour class on democracy development for attorneys from Central Asia.* (Co-Presenter)
 - May 2002. “Building a Home for Information Literacy in Your Library: How to Staff and Develop an Instruction Department Within an Academic Library,” WILU 2002: 31st Annual Workshop on Instruction in Library Use. Fredericton, New Brunswick, Canada. (Co-Presenter)
 - March 2002. “Media Coverage of Central Asia: A Post 9/11 Analysis,” International Studies Association Annual International Convention. New Orleans, Louisiana. (Co-Presenter)
 - March 2002. “Developing Lifelong Learners: Using Best Practices to Advance Information Literacy on Your Campus,” Middle States Commission on Higher Education Conference, Campus Leadership for Learning Outcomes, Assessment, and Improvement. Philadelphia, Pennsylvania, March 21, 2002. (Co-author and Co-Presenter, Poster Presentation.)
 - October 2001. “Museums, Markets and the Central Asian Imaginary,” Central Eurasian Studies Society Annual Conference. Madison, Wisconsin. (Co-Presenter)
 - September 2001. Rebecca Bichel. Sponsored by the Aga Khan Foundation, Ottawa, Canada. *Invited to participate in roundtable of experts to advise the Canadian government on its donor activities within Central Asia.*
 - November 2000. Rebecca Bichel. “Innovative Technologies for Instruction.” LITA National Forum. Portland, Oregon. *Invited to conduct half-day pre-conference. Developed a 25-page handout for participants on instructional technologies.*
 - October 2000. “The Virtual Distribution of Power in Central Asian Cyberspace,” International Studies Association-Midwest Annual Conference. St. Louis, Missouri. (Co-Presenter)
 - May 2000. "Talking Toons and Talking Story: Technology at Play in Bibliographic Instruction," 28th National LOEX Conference, Ypsilanti, Michigan.
 - September 1999. "The Third Wave: A Democratic Invasion of Central Asia," at the American Political Science Association meeting, Atlanta, Georgia. (Co-Presenter)
 - July 1998. "Growing the Central Asian Online Community," University of Illinois Central Asian Teachers Workshop, Champaign- Urbana, Illinois. (Co-Presenter)

- March 1994. Moderator and discussant for the Central Asia panel at the 11th Annual Center for South Asian Studies Spring Conference, Honolulu, Hawaii.
- Interactive Central Asia Resource Project (ICARP): Co-developer and co-director of ICARP, which received over 2.5 million visits and served as 7 World Wide Web Virtual Libraries (WWW VL) for the region and countries of Central Asia, 1993-2003. <Formerly at www.icarp.org. [Viewable](#) through The Wayback Machine>

TEACHING

- Credit Instruction: Co-taught L.St. 470, “Government and Legal Information Sources,” a three-credit class for three semesters at Penn State University.
- Course-Integrated Instruction: Have taught hundreds of instruction sessions to students in courses include from high school, undergraduate and graduate students, and workshops for faculty in subjects including Anthropology, Criminal Justice, Law, Sociology, and Women’s Studies, Speech Communication, English, Communication, Bio-behavioral Health, Copyright, Marketing, Economics, Rural Sociology, Health Policy, IST, Political Science and Kinesiology.

PROFESSIONAL ASSOCIATIONS, LEADERSHIP DEVELOPMENT, AND SERVICE (SELECTED)

- University of Texas at Arlington (selected)
 - Campus DEI Committee, 2020-
 - University Student Success Task Force, 2020-
 - University Strategic Planning Team, Co-Chair for Innovation Task Force, 2015
 - Provost’s Deans Leadership Council, 2012-
 - Faculty Senate, Ex Officio, 2012-
- Texas Coalition for United Library Action, 2020 –
 - Steering Committee, 2020-2022
- University of Texas System
 - UTS Affordable Learning Accelerator [Task Force](#), 2019-2020
 - UTS Affordability Working Group, 2020-
 - UTS Digital Libraries (coalition of Library Deans and Directors), Chair-Elect in 2017-19, Chair in 2019-22; Strategic Planning Subcommittee in 2022-
- Texas Library Association (TLA)
 - TLA Conference Planning Committee, 2016-17, 2017-2018
 - TLA Innovation Lab Planning Committee, 2016-18
- TLA Leadership Development Committee, 2012-2020; Chair, 2019-2020
- Texas Council of Academic Libraries, 2012-
- Tall Texans Librarian Leadership Academy: Applicant Review Team, 2018-21; Mentor for Tall Texas Leadership Institute, 2015-18
- Driving OER Sustainability for Student Success (DOERS3), 2019-
- American Library Association (ALA)
 - Library Leadership and Management Association (LLAMA)

- Association of College and Research Libraries (ACRL)
 - ACRL Instruction Section, served on multiple committees
- Founder of Florida Innovation in Libraries Conference hosted by FSU, 2010 and 2012
- Harvard Leadership Forum for Academic Librarians, 2005