

HERBERT L BIVENS

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Learning Director

Strong leader qualified by more than 20 years diverse, successful experience in training and performance improvement, pioneering technologies to improve the design, development, and delivery of learning programs. **Extensive experience in developing and managing cross-functional teams.** Specific areas of expertise include:

- **Project Management**
- **Instructional Technology**
- **Consulting**
- **Change Management**
- **E-Learning**
- **Adult Learning Theory**

EDUCATION

- MS, Instructional and Performance Technology, Boise State University
- BA, Psychology, University of Akron

PROFESSIONAL EXPERIENCE

ROI Learning Services 2003 - Current
Dayton, OH
Principal Consultant

Consulted with both corporations and universities to develop and deliver all types of learning programs in both distance and classroom media.

- Created templates and processes for the project management of learning programs, developing and delivering blended learning programs, and writing sound instructional content for the web to enable our clients to save time and money while developing successful programs.
- Delivered workshops on e-facilitating to our clients ensuring effective use of the live-on-the-web media.

NCR, Dayton, OH
Global Learning
Director, e-Learning Development

1996-2002

Directed a diverse team of 4-18 managers and skilled multimedia developers who designed, developed, and implemented e-Learning programs in support of the strategic learning goals of all company organizations.

- Led the development of 160-200 e-learning programs yearly with an average client satisfaction rate of 92%.
- Directed the development of software tools that enabled clients to develop their own web-based programs decreasing development cycle time by 33%.
- Conducted e-learning and blended learning seminars to clients enabling them to make appropriate training media and delivery decisions resulting in overall reductions in training delivery costs.
- Promoted new project management templates for the development of e-learning programs reducing the number of project process problems.
- Managed the development of a new web-based Employee Orientation Program replacing the classroom-based version resulting in total yearly savings of \$300,000 in travel costs and increasing access to the program from 25% to 75%.

**AT&T, Center for Excellence in Distance Learning, Cincinnati, OH
Senior Performance Technologist****1994-1996**

Consulted with Fortune 1000 clients in areas of Distance Learning, Instructional Technology, and Learning Media Selection. Led and managed a partnership of 9 leading experts from University of Wisconsin-Extension, Indiana University, and The Pennsylvania State University to advance the state of the art of Distance Learning. Partnered with AT&T Sales Executives to promote products that supported Distance Learning.

- Managed the development of a distance learning curriculum in partnership with the universities which provided a systematic approach for clients who needed to integrate technology into their training programs.
- Presented over 100 seminars on Distance Learning to Clients and at conferences resulting in two to three large consulting engagements a year generating approximately \$60,000 in revenue.

**AT&T, University of Sales Excellence, Cincinnati, OH
Performance Technologist/Senior Performance Technologist****1989-1994**

Assessed the performance of organizations and designed improvement strategies.

- Managed the development of a distance learning version of Sales Negotiation Training delivered via two-way video conferencing enabling sales branches with no travel budget to provide needed training. Client satisfaction and learning effectiveness was on par with classroom-based version.
- Developed a marketing manager competency model that became the template for other competency models and curriculum plans reducing development cycle time.
- Managed the development of virtual office training for sales executives enabling them to successfully adapt to working in a virtual environment as sales branches closed.

**AT&T, Network Engineering Training, Cincinnati, OH
Course Manager, Network Forecasting****1985-1989**

Designed, developed and delivered successful training programs to Engineering groups.

- Developed systems training for network engineers that could be facilitated via audio conferencing and simulations helping to provide training to locations without any travel budget. Client satisfaction rates were on par with classroom-based delivery.
- Managed a Training Performance Feedback System providing test results to students and managers helping managers plan remedial activities. Also, managed the collection of client satisfaction data on courses and instructors which tracked the consistency and accuracy of classroom-based training delivery.

SELECTED PUBLICATIONS

- NCR Blended Learning Case Study for the Masie Center's e-Learning Consortium's Report on Blended Learning: The Processes, Solutions, and Best Practices of Leading Organizations (from interviews with me), Sept. 2002
- "The Whole is Greater Than the Parts: Combining Asynchronous, Synchronous, and Live Learning Environments", co-presented at the On-Line Learning Conference, Oct. 2001
- "The Two-Way Video Learning Environment: Creating It and Presenting In It", paper presented at the International Council for Distance Education (ICDE) World Conference 1997 at The Pennsylvania State University (co-written with Dr. Alan Chute)
- Interviewed by Training and Development Magazine, Computer World, and National Public Radio on topics ranging from the training industry, e-learning, and on-line universities