

ROBERT M. BALLENGER

Washington and Lee University
Williams School of Commerce, Economics & Politics
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EDUCATION

Lehigh University, Ph.D. in Business and Economics, January 1996.
Areas of Specialization: Management Information Systems
Auditing and Internal Control.

Washington and Lee University, B. S. in Natural Sciences and Mathematics, June 1976.

DISSERTATION

"Object Oriented Programming Environments: The Effects on an Organization's Internal Control System"

RESEARCH INTERESTS

Web-based instructional technologies
Electronic commerce
Database management systems
Object-oriented software development technology
Internal controls associated with new software development technologies

TEACHING INTERESTS

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|--------------------------------|--|
| Management Information Systems | Accounting Information Systems |
| E-Commerce | Object-Oriented Programming |
| Database Design & Development | Strategic Management Information Systems |

RESEARCH

COMPETITIVE GRANTS

Robert E. Lee Research Grant, Washington and Lee University, 2007,
"An Empirical Investigation of Online Learning Styles in Learning Management Systems."

Robert E. Lee Research Grant, Washington and Lee University, 2006,
"An Investigation of Learning Management Systems: Patterns of Student Usage and the Relationship to Performance Outcomes."

Robert E. Lee Research Grant, Washington and Lee University, 2005,
"An Investigation of Course Management Software Logs Files: Analysis Techniques, Patterns in Student Usage, and the Relationship to Performance Outcomes."

Robert E. Lee Research Grant, Washington and Lee University, 2004,
"An Investigation of Course Management Software Logs Files: Analysis Techniques, Patterns in Student Usage, and the Relationship to Performance Outcomes."

Robert E. Lee Research Grant, Washington and Lee University, 2003,
"An Exploratory Study of Course Management Software Logs Files: Analysis Techniques and Identification of Pedagogy Performance Measures."

REFEREED PUBLICATIONS

- Ballenger, R. M. (2007) "An REA Business Process Modeling and Relational Database Development Case: The Paws and Claws Veterinary Clinic." *Accounting Information Systems Educator Journal*, 1 (2).
- Ballenger, R. M. (2007) "An eCommerce Development Case: Your Company's eCommerce Web Site." *Journal of Information Systems Education*, 18 (4).
- Ballenger, R. M. (2006) "The Paws and Claws Veterinary Clinic: An REA Business Process Modeling and Relational Database Development Case." *Proceedings Accounting Information Systems Educators Conference 2006*, Estes Park, Colorado.
- Ballenger, R. M. (2006) "How to Implement a Cost Effective Online Information Technology Literacy Course." *Proceedings of the EDUCAUSE Mid-Atlantic 2006 Conference Proceeding*, Baltimore, MD.
- Ballenger, R. M. & Garvis, D. M. (2005) "Assessment of Web-Based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems." *Association of Management/International Association of Management 2005 Conference Proceeding*, 22 (1), Norfolk, VA.
- Ballenger, R. M. (2005) "Delivering a Cost Effective Online Information Technology Literacy Course." *Association of Management/International Association of Management 2005 Conference Proceeding*, 22 (1), Norfolk, VA.
- Ballenger, R. M. (2005) "A Comparison of Internal Control Systems for Object-Oriented, Modern, and Traditional Software Development." *Proceedings American Accounting Association 2005 Mid-Atlantic Regional Annual Meeting*, Philadelphia.
- Ballenger, R. M. (2003) "A Database Design and Development Case: Elk County Pediatric Medical Center." *Journal of Information Systems Education - Special Issue Information System Cases*.

PUBLICATIONS – EDITORIAL REVIEWED

- Ballenger, R. M. (1995). "A World Class Information System in a Manufacturing Environment." in J. A. Hall's text, *Accounting Information Systems*, West Publishing.
- Ballenger, R. M. (1995). Editor, revised for use at Babson College, *The Monopoly Game Practice Set* by W. R. Knechel, Dryden Press.

INFORMATION SYSTEMS ENGINEERING PROJECTS

- Ballenger, R. M. (2004-2007). "The Williams School Information Technology Literacy Course: A Web-Based Software Engineering and Systems Integration Project", *Washington and Lee University*. Systems Designer & Project Manager for a systems engineering and development project to design, develop and implement an online information technology literacy course. To date 813 students have enrolled in the course and have used the resulting system.

REFEREED CONFERENCE PRESENTATIONS

- Ballenger, R. M. & Gravis, D. M. (2006) "Instructional Technology in Management Education: An Empirical Examination of Online Learning Styles." Paper presented at the *2006 Academy of Management Annual Meeting*, Atlanta, GA.
- Ballenger, R. M. (2006) "The Paws and Claws Veterinary Clinic: An REA Business Process Modeling and Relational Database Development Case." Paper presented at the *Accounting Information Systems Educators Conference 2006*, Estes Park, Colorado.
- Ballenger, R. M. (2006) "How to Implement a Cost Effective Online Information Technology Literacy Course." Presentation at the *EDUCAUSE Mid-Atlantic 2006 Conference Proceeding*, Baltimore, MD.

Ballenger, R. M. & Gravis, D. M. (2005) "Assessment of Web-Based Instructional Technologies: A Methodology to Identify Patterns in Student Usage of Learning Management Systems." Paper presented at the *Association of Management/International Association of Management 2005 Conference Proceeding*, 22 (1), Norfolk, VA.

Ballenger, R. M. (2005) "Delivering a Cost Effective Online Information Technology Literacy Course." Paper presented at the *Association of Management/International Association of Management 2005 Conference Proceeding*, 22 (1), Norfolk, VA.

Ballenger, R. M. (2005) "A Comparison of Internal Control Systems for Object-Oriented, Modern, and Traditional Software Development." Paper presented at the *American Accounting Association Mid-Atlantic Regional Annual Meeting*, Philadelphia.

Ballenger, R. M. (2003). "Has Software Development Technology Made FASB 86 Obsolete?" Paper presented at the *American Accounting Association Mid-Atlantic Regional Annual Meeting*, Philadelphia.

CONFERENCE WORKSHOP PRESENTATIONS

Ballenger, R. M. (2005) "Developing and Implementing an Online Information Technology Literacy Course." Workshop at *American Accounting Association Mid-Atlantic Regional Annual Meeting*, Philadelphia.

UNDER REVIEW

Ballenger, R. M. & Gravis, D. M. "Instructional Technology in Management Education: An Examination of Online Learning Styles." Manuscript submitted for review to *Journal of Information Technology Education*.

WORKING PAPERS

Ballenger, R. M. "Introduction to Information Systems – An Application Development Case: NanoTek Industries." Manuscript to be submitted for review to the *International Journal of Information Technology Education*.

Ballenger, R. M. "An Effective Strategy for Implementing an Online Information Technology Literacy Course." Manuscript targeted to a Web-based learning and teaching technology journal.

Ballenger, R. M. "A Methodology to Identify Student Usage Patterns in Web-Based Learning Management Systems." Manuscript targeted to a management education or IT education journal.

Ballenger, R. M. "Learning Management Systems in Management Education: An Empirical Examination of Online Learning Styles." Manuscript is targeted to the *Academy of Management Learning & Education*.

Ballenger, R. M. "Online Learning Styles in Management Education: A Comparison to Traditional Learning Styles" Manuscript targeted for submission to a management education or IT education journal.

Ballenger, R. M. "An Effective Strategy for Implementing an Online Information Technology Literacy Course." Manuscript targeted to an IT education journal.

HONORS AND COMPETITIVE AWARDS

Class of '65 Endowment for Excellence in Teaching Grant, Washington and Lee University, 2007.

Class of '65 Endowment for Excellence in Teaching Grant, Washington and Lee University, 2003.

Omicron Delta Epsilon, 2003.

Outstanding Undergraduate Teaching Award, University of Alabama in Huntsville, College of Administrative Science, 2000.

Outstanding Undergraduate Teaching Award Nominee, University of Alabama in Huntsville, College of Administrative Science, 1999.

Beta Gamma Sigma, 1996.

Decision Sciences Doctoral Consortium, 1993.

Arthur E. Humphrey Award for Outstanding Teaching Assistant, Lehigh University, 1992.

Management Award, UNISYS Corporation, 1988.

Achievement Award for Excellence, UNISYS Corporation, 1985.

Exemplary Action Award, Burroughs Corporation, 1984.

Quality Club Award, Burroughs Corporation, 1983.

ACADEMIC EXPERIENCE

WASHINGTON AND LEE UNIVERSITY – Lexington, Virginia
Williams School of Commerce, Economics, & Politics
January 2002 to present.

Associate Professor of Information Systems
January 2002 to present.

Courses Taught:

- Management Information Systems
- Electronic Commerce Development
- Database Management for Business
- Accounting Information Systems
- Supervised twelve independent study projects

Curriculum Development:

- A totally online Information Technology Literacy Course
- Proposed, developed and implemented three new courses - Accounting Information Systems, Database Management for Business, and Electronic Commerce Development.
- Produced six new *CyberShows*, online information technology mini-lectures.
- Learning Management System at <http://ballenger.wlu.edu>, significant enhancements

Service Activities:

- Member, Chief Technology Officer Search Committee, 2006 – present
- *Chair*, Information Technology Literacy Committee, 2007 – present
Responsible for the design, development, and implementation of the University's first totally online course, *Information Technology Literacy*.
- *Member*, Washington and Lee University's Teagle Grant Technology Fluency Committee, 2006 – present.
- *Member*, University Information Technology Advisory Committee, 2002 – present
Comprehensive Information Technology Faculty Survey and Instructional Technology Group Sub-Committees.
- *Faculty advisor*, Sigma Chi fraternity, September 2002 – Present.
- *Board of Directors*, Sigma Chi Zeta Chapter House Corporation, May 2003 – Present.
- *Member*, Dean of Students Greek Advisory Committee, 2005.
- *Member*, Williams School Ad-Hoc Faculty Evaluation Committee, 2005.
- *Member*, Williams School Strategic Planning Committee, 2002.
Technology Literacy and Internal Operations Sub-Committees
- *W&L Annual Fund* - Class Agent, Class of 1976, 2002-2005.

WAKE FOREST UNIVERSITY – Winston-Salem, North Carolina
Wayne Calloway School of Business & Accountancy
August 2000 to December 2001.

Assistant Professor
Cooper Family Fellow in Information Systems
August 2000 to December 2001.

Courses Taught:

- Management Information Systems
- Electronic Commerce
- Database Management Systems

Curriculum Development:

- Developed and implemented two new courses - Database Management Systems and Electronic Commerce.
- Course Management System, significant enhancements

Service Activities:

- *Advisor*, Calloway School Senior Class Project : An Interview Information System, 2001.
- *Member*, Calloway School International Studies Committee, 2000 – 2001.

UNIVERSITY OF ALABAMA IN HUNTSVILLE - Huntsville, Alabama
January 1998 to August 2000.

Assistant Professor - Accounting and Information Systems
January 1998 to August 2000.

Courses Taught:

- Electronic Commerce*
 - Introduction to Databases for Management
 - Advanced Database Management
 - Web Site Development
 - Web Programming and Database Integration*
 - Visual Basic for Business*
 - Decision Support and Expert Systems*
 - Management Information Systems
- *Cross-listed as an undergraduate and graduate course*

Curriculum Development:

- Completely redesigned the introductory and advanced database management courses to include a significant hands-on design and development component utilizing Entity Relationship modeling and Oracle as the database management system.
- Proposed, developed and implemented three new courses: Electronic Commerce, Web Site Development, and Web Programming and Database Integration.
- Course Management System, original development.

Service Activities:

- *Member*, University Computer-Mediated Communications Curriculum Committee, 1998-2000. Assisted in developing an interdisciplinary program in computer-mediated communication, involving coursework in communications arts, graphic arts, and information systems.

BABSON COLLEGE - Babson Park, Massachusetts
August 1994 to June 1996.

Assistant Professor - Accounting Information Systems
August 1994 to June 1996.

Courses Taught:

- MBA Accounting Information Systems
- MBA Financial Accounting
- Honors Financial Accounting
- Financial Accounting
- Managerial Accounting

Curriculum Development:

- Department coordinator for undergraduate Financial Accounting, responsibilities included the complete revision of the introductory course. The new course placed heavy emphasis on the understanding and interpretation of financial statements and removed debits and credits from the course.

Service Activities:

- *Member*, College Curriculum Redesign Committee - Integrated Management Core, 1995 – 1996.
- *Faculty advisor*, Sigma Phi Epsilon fraternity, September 1995 to June 1996.

LEHIGH UNIVERSITY - Bethlehem, Pennsylvania
August 1990 to July 1994.

Instructor
August 1992 to May 1994.

Courses Taught:

- Management Information Systems in Business
- MBA Introduction to Quantitative Methods

Service Activities:

- *Faculty advisor*, Sigma Chi fraternity, January 1993 to July 1994.

Teaching Assistant
August 1990 to July 1992

Courses Taught:

- Management Information Systems in Business
- Accounting Information Systems
- Organizational Behavior and Design

BUSINESS EXPERIENCE

SERVNET TECHNOLOGIES - Charlotte, North Carolina.
Provider of Software Education, Software and Web Site Development, and Consulting Services.
June 1996 to January 1998.

Executive Vice President - Training and Technology
June 1996 to January 1998.

Responsibilities:

Daily management of the company's Education and Software Development Services. Implement the required curriculum for the Microsoft Certification program. Teach the following Microsoft Certification courses: Windows NT 4.0 Core Technologies, Essentials of Microsoft Networking, Internetworking with TCP/IP, Microsoft Internet Information Server 3.0, and Windows NT Server in the Enterprise. Develop and implement the company's

Web Site Design and Hosting Services. Responsible for teaching the following Web based technology courses: FrontPage97-Advanced, HMTL-Advanced, Cold Fusion - Web Database Integration, JavaScript, Java, Visual Basic, and SQL Fundamentals.

UNISYS CORPORATION - Blue Bell, Pennsylvania.

Manufacturer of Computer Information Systems.
August 1979 to August 1990.

Product Marketing Director - 4GL/CASE Software Products and Workstations

July 1988 to August 1990. U.S. Information Systems Division

Responsibilities:

Developed and implemented marketing promotion programs for 4GL/CASE products and workstations: Personal Computers, Local Area Networks, and BTOS Systems. Delivered confidential disclosure presentations to customers on future products and product strategies. Forecasted unit sales for current and future products. Planned and implemented a series of senior executive management seminars, held at EPCOT, on how to use 4GL/CASE products to implement a successful information system strategy.

Senior Marketing Education Instructor

July 1986 to June 1988.

Responsibilities:

Instructed new hires and experienced field personnel in the marketing of Unisys products and services. Assisted in the development of course materials, student and instructor guides. Developed case studies for student proposals and presentations. Prepared student performance evaluations for field management and review with the student.

Marketing Manager - Oregon Commercial Branch.

June 1985 to July 1986.

Responsibilities:

Directed the marketing efforts of salespersons assigned to my territory, the state of Oregon. Supervised the account management activities of sales representatives.

Branch Systems Manager and Regional Software Consultant.

June 1982 to June 1985.

Responsibilities:

Managed 15 Software Consultants. This group provided contract services for: systems analysis, systems design, programming, software installation, and technical consulting. Marketed software consulting services to prospective customers.

Customer Support Manager and Customer Support Representative.

August 1979 to June 1982.

Responsibilities:

Managed a team of six customer support representatives. Installation support of application software at over sixty customers.

BALLENGER'S PET and HOBBY - State College, Pennsylvania

Family owned small retail chain.

General Operations Manager

June 1976 to August 1979

Responsibilities:

Managed the day-to-day operations of five retail stores including: purchasing, merchandising, personnel, accounting, sales promotions and advertising. Supervised the construction of new stores and their grand openings.

REVIEWER EXPERIENCE

CONFERENCE PAPER REVIEWER

"A Systems Development Life Cycle Project for the AIS Class" (2006). Reviewed for *Accounting Information Systems Educators Conference*.

JOURNAL REVIEWER

"Is the Teaching of Advertising History in Jeopardy?" (2005) Reviewed for the *Journal of Information Systems Education* Special Issue on Electronic Commerce.

"Curriculum Design for E-Commerce Security" (2005) Reviewed for the *Journal of Information Systems Education* Special Issue on Electronic Commerce.

CONFERENCE DISCUSANT

Gifford, R. H. and Howe, H. (2003). "Teaching the lessons of the lessons learned from Enron: Designing a project that integrates convergent information in a dynamic setting" a paper presented at *American Accounting Association Mid-Atlantic Regional Annual Meeting*, Philadelphia.

CREDITED BOOK REVIEWS

Miller, M. D. & Padgett, T. C. (2003) *Web Design Using Macromedia Dreamweaver*, McGraw-Hill/Irwin, Reviewed in 2003.

Mannino, M. V. *Database Application Development & Design*, McGraw-Hill/Irwin, Reviewed in 2002 for 2nd Edition.

Straub, D. *Foundations of 'Net'-Enabled Organizations*, John Wiley & Sons, Reviewed in 2002 for 1st Edition

Porter, G. A. & Norton, C. L. (1996). *Financial Accounting: The Impact on Decision Makers*, HBJ Publishing. Reviewed in 1996 for Alternate Edition.

Hall, J. A. (1995). *Athena*, an accounting information system software package accompanying, *Accounting Information Systems*, West Publishing. Reviewed in 1994.

PROFESSIONAL SERVICE

Washington and Lee University's Online Information Technology Literacy Course, Presentation made to the Teagle Foundation's Washington and Lee Committee on Information Technology Literacy in the Liberal Arts, March 2006.

Washington and Lee University's Online Information Technology Literacy Course, Teagle Technology Fluency Project Conference, November 2005.

Delivering a Cost Effective Information Technology Literacy Course, Presentation to the Provost, Deans of the College and Williams School, Registrar, and Director of University of Computing, October 2005.

Information Technology Literacy Initiative: Evaluation after One Year, Williams School Board of Advisors, May 2005.

"*Technology in the Classroom: The Williams School Model*" – Washington and Lee University Williams School Board of Advisors, October 2002.

"*Using 'CyberShows' to Deliver Course Content*" – Washington and Lee University Faculty Academy, August 2002.

"Y2K Bug: Fact or Fiction?" - Huntsville Association of Financial Planners,
January 1999.

"Accounting Issues in Electronic Commerce" –Beta Alpha Phi, UAH Chapter, April 1999.

"Accounting Issues in Electronic Commerce" – Institute of Management Accountants, North
Alabama Chapter, May 1999.

"Y2K Bug: Fact or Fiction?" - Huntsville Hilltopers Investment Group, June 1999.

"Accounting Issues in Electronic Commerce" – Institute of Internal Auditors, North Alabama
Chapter, October 1999.

PROFESSIONAL ASSOCIATIONS

Association for Information Systems
American Accounting Association
American Management Association

COMMUNITY SERVICE

United Way of Rockbridge County, Auditor, The Rockbridge County Free Clinic, 2003.