

ROBERT M. BALLENGER

Washington and Lee University
Williams School of Commerce, Economics & Politics
ballengerb@wlu.edu

201 Hopkins House
Lexington, VA 24450
(540) 458-8438

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

Multimedia Design and Development
Business Analytics
Database management systems

TEACHING INTERESTS

Business Analytics	Accounting Information Systems
Data Mining for Business Analytics	E-Commerce
Database Design & Development	Multimedia Design and Development

RESEARCH

COMPETITIVE GRANTS

Summer Scholars Research Grant, Washington and Lee University, 2015 - 2020,
"Enhancements to the Information Technology Literacy Course – Version 3.0:
Application, Assessment, and Database Development."

Summer Scholars Research Grant, Washington and Lee University, 2013 - 2014,
"Implementation of an Online Information Technology Literacy Course: Analysis of
Student Usage and Lessons Learned" and "Enhancements to the Information
Technology Literacy Course – Version 2.5: Application, Assessment, and Database
Development."

Robert E. Lee Research Grant, Washington and Lee University, 2010 - 2011,
"Implementation of an Online Information Technology Literacy Course: Analysis of
Student Usage and Lessons Learned" and "Enhancements to the Information
Technology Literacy Course – Version 2: Application, Assessment, and Database
Development."

Hewlett-Mellon Grant, Washington and Lee University, 2008-2009,
Full-year sabbatical grant. "An Empirical Investigation of Online Learning Styles in
Learning Management Systems" and "An Empirical Investigation of How Students
Use and Interact with an Online Information Technology Literacy Course."

Research Grant, Anonymous Foundation, 2008,
"An Empirical Investigation of Online Learning Styles in Learning Management
Systems" and "An Empirical Investigation of How Students Use and Interact with an
Online Information Technology Literacy Course."

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. & Pratt, R. M. (2012) "A Database Design and Development Case: Home Theater Video." *Information Systems Education Journal*, 10 (2).

Ballenger, R. M. & Garvis, D. M. (2010) "Student Usage of Instructional Technologies: Differences in Online Learning Styles." *Information Systems Education Journal*, 8 (51).

Ballenger, R. M. (2010) "A Database Design and Development Case: NanoTEK Networks." *Information Systems Education Journal*, 8 (25).

Ballenger, R. M. & Garvis, D. M. (2009) "Instructional Technology in Business Education: An Examination of Online Learning Styles." *Journal of the North American Management Society*, 4 (1).

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. (2003) "A Database Design and Development Case: Elk County Pediatric Medical Center." *Journal of Information Systems Education - Special Issue Information System Cases*.

INFORMATION SYSTEMS ENGINEERING PROJECTS

Ballenger, R. M. (2004-2018). "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 3,370 students have enrolled in the course and have used the resulting system.

REFEREED PUBLISHED CONFERENCE PROCEEDINGS

Ballenger, R. M. (2015) "A REA Business Relational Database Development Project: Rockbridge Outfitters." *2015 Proceedings of the EDSIG Conference on Information Systems and Computing Education*, Wilmington, NC.

Ballenger, R. M. & Pratt, R. M. (2011) "A Database Design and Development Case: Home Theater Video." *Information Systems Educators Conference 2011 Proceedings*, Wilmington, NC.

- Ballenger, R. M. & Pratt, R. M. (2011) "A Database Design and Development Case: Home Theater Video." *MBAA International Conference 2011 Proceedings*, Chicago, IL.
- Ballenger, R. M. & Garvis, D. M. (2009) "Student Usage of Instructional Technologies: Differences in Online Learning Styles." *Information Systems Educators Conference 2009 Proceedings*, Washington, DC.
- 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.

REFEREED CONFERENCE PRESENTATIONS

- Ballenger, R. M. "A REA Business Relational Database Development Project: Rockbridge Outfitters." Paper presented at the *2015 EDSIG Conference on Information Systems and Computing Education*, Wilmington, NC.
- Ballenger, R. M. "A Database Design and Development Case: Home Theater Video." Paper presented at the 2011 *Information Systems Educators Conference*, Wilmington, NC.
- Ballenger, R. M. "A Database Design and Development Case: NanoTEK Networks." Paper presented at the 2009 *Information Systems Educators Conference*, Washington, DC.
- Ballenger, R. M. & Garvis, D. M. (2009) "Student Usage of Instructional Technologies: Differences in Online Learning Styles." Paper presented at the 2009 *Information Systems Educators Conference*, Washington, DC.
- Ballenger, R. M. & Garvis, D. M. (2009) "Instructional Technology in Business Education: An Examination of Online Learning Styles." *Best Paper in Teaching at the 2009 North American Management Society Conference*, Chicago, IL.
- Ballenger, R. M. (2008) "A Database Design and Development Case: NanoTek Industries." The case was presented at the *2008 North American Case Research Association's Conference*. Nominated for a best case award.
- 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. (2011) "Developing and Publishing IS Teaching Cases." An invited panel presentation at *Information Systems Educators Conference*, November 2011, Wilmington, NC.

Ballenger, R. M. (2010) "Assessment of Students' Learning Through Case Analysis: A Panel Discussion." An invited panel presentation at *North American Case Research Association Conference*, October 2010, Gatlinburg, Tennessee.

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

WORKING PAPERS

Ballenger, R. M. "A REA Business Relational Database Development Project: Rockbridge Outfitters." Manuscript targeted for submission to an accounting information systems education journal

Ballenger, R. M. "Your Company's Responsive Multimedia Website: A Multimedia Design and Development Project" Manuscript targeted for submission to an IT education journal.

HONORS AND COMPETITIVE AWARDS

Leadership Education and Development Faculty Advisor of the Year Award, Washington and Lee University, 2015.

Virginia Outstanding Faculty Award (SCHEV) – Teaching with Technology, Nominee, 2009

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.

Professor of Information Systems

January 2012 to present.

Courses Taught:

- Business Analytics
- Data Mining for Business Analytics
- Data Management and Analytics for Business
- Multimedia Design and Development
- Database Management for Business
- Accounting Information Systems
- E-Commerce Development
- Data Mining for Sales, Marketing, & CRM
- Management Information Systems
- Supervised twenty-one independent study projects

Curriculum Development:

- A totally online Information Technology Literacy Course
- Proposed, developed and implemented five new courses – Data Management and Analytics for Business, Accounting Information Systems, Database Management for Business, E-Commerce Development, Multimedia Design and Development, and Data Mining for Sales, Marketing, & CRM.
- Produced six new *CyberShows*, online information technology mini-lectures.
- Learning Management System at <http://ballenger.wlu.edu>, significant enhancements

Service Activities:

- *Member*, Working Group to Replace Sakai, November 2018 to April 2019.
- *Member*, Data Science/Business Analytics Cohort Group, April 2017 to present.
- *Member*, Multimedia Storytelling Cohort Group, April 2017 to present.
- *Head*, Business Administration Department, July 2012 to June 2017.
- *Member*, Williams School Strategic Planning – A New Core Committee, August 2016 – May 2017
- *Member*, Ad-Hoc Committee to Redesign the Study Abroad Student Credit Transfer System – October 2016 to June 2017.
- *Chair*, Committee to Consider Faculty Handbook Revisions for Undergraduate Tenure and Promotion, January 2013 to November 2016.
- *Member*, Williams School Dean Search Committee 2014 – 2015
- *Chapter Advisor*, Sigma Chi fraternity, September 2002 – Present.
- *Board of Directors*, Sigma Chi Zeta Chapter House Corporation, May 2003 – Present.
- *Chair*, Information Technology Literacy Committee, 2007 – 2014
- *Chair*, University Internships Committee (ad hoc), December 2011 – May 2012

- *Member*, University Librarian Search Committee, March 2011 – June 2011
- *Member*, University Committee on Inclusiveness and Campus Climate, November 2010 – May 2011
- *Acting Head*, Business Administration Department, May 2010 – December 2010
- *Member*, Class of 1976 Reunion Committee, June 2010 – May 2011
- *Member*, University Library Committee, 2007-2008 & 2009-2010.
- *Member*, Celebrating Student Success Committee, 2009 - 2010
- *Member*, Sections vs. Course Registration Sub-Committee of the Registration & Class Schedules Committee, Winter & Spring 2009
- *Member*, Chief Technology Officer Search Committee, August 2006 – April 2007
- *Member*, Washington and Lee University's Teagle Grant Technology Fluency Committee, 2006 – present.
- *Member*, University Information Technology Advisory Committee, 2002 – 2007 Comprehensive Information Technology Faculty Survey and Instructional Technology Group Sub-Committees.
- *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.
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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, HTML-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

EDITORIAL REVIEW BOARD

Member of the Editorial Review Board for the *Journal of the North American Management Society*, 2009 - present.

EXTERNAL REVIEWER

External Reviewer for Promotion to Full Professor (2013) – University of Alabama, Department of Information Systems, Statistics, and Management Science, Culverhouse College of Commerce and Business Administration.

External Reviewer for Promotion and Tenure (2011) – University of Tulsa, School of Accounting & Information Systems, Collins College of Business.

External Reviewer for Promotion and Tenure (2007) – University of Alabama, Department of Information Systems, Statistics, and Management Science, Culverhouse College of Commerce and Business Administration.

JOURNAL REVIEWER

“A Cross Cultural Analysis of the Mediating Role of Purpose of Life on the Relationship between Job Satisfaction and Organizational Citizenship Behavior” (2009) Reviewed for the *Journal of the North American Management Society*.

“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 PAPER REVIEWER

Reviewer for the *2015 EDSIG Conference on Information Systems and Computing Education*

Reviewer for the *2011 Information Systems Educators Conference*.

Reviewer for the *2009 Information Systems Educators Conference*.

Reviewer for the 2008 North America Case Research Association Conference.

Reviewer for the 2006 Accounting Information Systems Educators Conference.

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
North American Case Research Association

COMMUNITY SERVICE

Equality Virginia, Board of Directors, October 2009 – July 2015

- Treasurer & Chair Finance Committee, October 2010 – October 2014
- Executive Committee Member, October 2010 – October 2014
- Chair Audit Committee. October 2009 – October 2010

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