

Application Resume for Steve Chatman, Ph.D.

Office: Center for Studies in Higher Education
University of California, Berkeley
Berkeley, CA

EMPLOYMENT HISTORY

2005-Current

Director of the leading-edge Student Experience in the Research University (SERU) Project. The project requires that I (1) coordinate and lead implementation of all aspects of this undergraduate student survey and (2) facilitate research in support of applications of these data and theoretical understanding of the student experience in current institutions, and (3) perform psychometric research to validate and develop the questionnaire. I am also responsible for recruiting, informing, and enlisting the support of AAU institutions. The expansion has been consistent and very successful and now includes thirteen large national research universities (i.e., Virginia, Michigan, Texas, North Carolina, University of Southern California, Minnesota, Pittsburgh, Indiana, Iowa, Oregon, Rutgers, Texas A&M, and Florida) – over 300,000 students. The questionnaire and communication with students is completely digital (Internet-based and email contact) and the questionnaire is a compilation of a highly tailored universal core set of items for general and departmental uses and five randomly assigned modules focusing on academic experience, global and civic engagement, student development, and campus-specific concerns. In complexity, scope, breadth and participation, SERU comprises one of the largest national higher education projects concerned with undergraduate education. The Director is also responsible for coordinating the questionnaire and data with the University of California Office of the President that administers the same questionnaire, called UCUES.. The project relies on highly collegial processes among institutional research directors and academic administrators. My position is 100% soft money. Responsibilities include:

- To manage and direct the organization, communication, and administration of the questionnaire going to all undergraduates at the 13 large research universities participating in a collaborative process and coordinate with the Office of the President for administration at UC campuses.
- To facilitate research applications of these data. Uses to date have included admissions research targeting academic engagement as both an outcome of admissions policies and predictor of academic success, student civic engagement, and especially the support of academic program review
- To lead research in critical areas of shared concern
- To develop materials and execute all communications related to the project

2000-2005

As Director of Student Affairs Research and Information for the University of California, Davis I was responsible for leading a research unit that provided assessment and management information, responded to external requests for information, and supported the ad hoc analytical needs of Student Affairs and the University. Depending on mission and budget the office ranged from seven to five persons. The office was responsible for:

- Established transfer success rates and associated variables
- Regularly supported Undergraduate Admissions including a reader reliability study

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- Conducted ad hoc research for the UCD Senate Committee on Admissions and Enrollment
- Conducting comprehensive, student-centered institutional research that supported the academic mission
- Studying general and distinguishing characteristics of potential applicants, matriculating and non-matriculating admitted applicants, enrolled students, alumni and non-persisting students
- Measuring student academic, social and developmental outcomes
- Analyzing variables related to students' academic performance and satisfaction
- Conducting evaluations of student-centered institutional activities that assessed the extent to which the campus met its educational and developmental goals and the needs of students
- Measuring campus academic, social and developmental outcomes in accordance with accreditation standards set by WASC and goals formulated by the UC Academic Senate
- Presenting, designing, conducting, and directing the implementation of research studies of a variety of management issues and policies

Select Accomplishments:

- Provided principal institutional research support for UC Davis' successful WASC affirmation of accreditation and served on WASC "SWAT Team," a core group of five WASC Committee members
- Represented Davis in development, implementation and reporting for the system wide comprehensive undergraduate survey
- Led the transition from paper survey forms to fully digital administrations
- Chaired the WASC Steering Committee Subcommittee on Assessment that studied UC Davis program review policies and practices and successfully initiated an Academic Senate reexamination of same
- Greatly expanded Internet-based information through the SARIWeb site (<http://www.sariweb.ucdavis.edu>) including dynamic user interfaces to undergraduate survey information, academic performance profile data, matriculation patterns of new students, and transfer student migration patterns and success rates
- Created new opportunities to include student feedback in the educational process including the web-portal QuickSurvey, a polling feature offered through the University portal

1990- 2000

As Director of Analytical Studies for the University of Missouri System I was responsible for analytical activities in support of planning, policy development and decision making efforts of senior-level administrators within the four-campus system. I supervised the four person Analytical Studies group and was an ex officio member of the University of Missouri Directors of Admissions and Records committee. Clerical support and physical space was shared with the Budget Planning and Development office

The Director:

- Designed, conducted, and directed the implementation of research studies of a variety of management issues and policies, especially admissions, instructional efficiency, and pricing policy
- Supervised three professional analysts
- Developed and administered University decision support systems in cooperation with campus representatives to facilitate system and campus-level planning and evaluation
- Coordinated institutional data exchanges (i.e., AAU Data Exchange, Missouri Student Achievement Study) and comparative analyses and directed the collection, preparation and

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- reporting of survey data through IPEDS
- Coordinated cooperative research projects between the four campuses of the University and represents the University, as needed, with external agencies and peer institutions
- Assisted in the design and development of information systems to support the information needs of the University and worked with the primary operational systems of the University (Financial Reporting, Financial Aid Management, Student Information, and Personnel/Payroll)

Select Accomplishments:

- Led University of Missouri institutional research group's development of University performance indicators for public and internal accountability and performance-based funding tracking.
- Created and supervised the development of the Planning and Budget home page on the Internet (<http://www.system.missouri.edu/planning>)
- Developed the University/Integrated Data System (UIIDS) project. The project was jointly sponsored by IBM and the University of Missouri and represented the application of leading edge analytical support technologies to ad hoc decision support concerns
- Coordinated the University's extensive annual reporting of performance measures to the state coordinating board
- Developed divisional profile documents and campus profile documents to support strategic planning processes through identification of key indicators
- Prepared enrollment projections for all public institutions in Missouri for the Missouri Coordinating Board for Higher Education
- Created the University of Missouri *Executive Data Reference*, a university system fact book.
- Revised faculty salary study processes that improved accuracy and accelerated the annual process by several months
- Through statewide analysis, raised financial access as a policy issue
- Prepared campus-level and statewide enrollment forecasts for all Missouri public institutions and presented results to state coordinating board

1986-1989

As Director of Institutional Research for Southeast Missouri State University, I was responsible for institutional studies, executive decision support, support of university program review and evaluation efforts, support of planning needs, university assessment of academic outcomes and legislated and cooperative information exchanges. The director was primarily responsible for compliance reporting (IPEDS & Missouri Coordinating Board for Higher Education) and directly served the president and provost. As the first full-time director in several years, I was responsible for building an institutional research office. After two and one-half years, the office was providing: full support to programs undergoing review, administrative and service office evaluations; a series of ten management information documents distributed each semester; and regular reports in support of outcomes assessment testing and student follow-up studies. The office was 1.5 FTE.

1982-1986

As Assistant Research Psychologist, Measurement and Research Services, Office of Planning and Institutional Analysis, Texas A&M University, my responsibilities included performing psychometric research to support enrollment management and academic placement, the evaluation of university-wide examinations, and the development of on-line mainframe student information data structures for admissions measures and assessment records.

EDUCATION

- 1984 Texas A&M University, College Station, Texas. Doctor of Philosophy, Educational Psychology Foundations with specialization in Research, Measurement and Statistics
- 1980 Washington University, St. Louis, Missouri, Master of Arts, School of Education
- 1978 Washington University, St. Louis, Missouri, Bachelor of Arts, Earth and Planetary Sciences, College of Arts and Sciences

HONORS & AWARDS

- 2009 Invited paper presented at the Wake Forest Conference, Rethinking Admissions
- 2009 UC Berkeley Spot Award, an outstanding employee recognition prize
- 2008 Best Paper at the Annual Forum of the Association for Institutional Research**
- 2005 Chair of the Nominating and Site Selection Committees, CAIR
- 2004 President of the California Association for Institutional Research
- 2003 Program Chair and Vice President of the California Association for Institutional Research
- 2003 Chair of the University of California Institutional Research and Student Affairs Directors
- 1999 Program Chair, Mid-America Association for Institutional Research
- 1998 Executive Board, Mid-America Association for Institutional Research
- 1992 Best Paper at the Annual Forum of the Association for Institutional Research**
- 1990 Outstanding Alumni of Educational Psychology, Texas A&M University

SELECTED PUBLICATIONS

- Chatman, S.P. (2011). *Factor Structure and Reliability of the 2011 SERU/UCUES Questionnaire Core*. SERU Project Technical Report.
- Chatman, S.P. (2011). *No Evidence of Substantive Nonresponse Bias for the 2011 Administration*. SERU Project Technical Report.
- Chatman, S.P. (2011). *Best Practices When Using Student Survey Results in Academic Program Review*. SERU Project Technical Report.
- Chatman, S.P. (2011). Wealth, Cost and the Undergraduate Student Experience at Large Public Research Universities. *Research and Occasional Paper Series*, CSHE.13.11.
- Chatman, S.P. (2010). Working with Large-Scale Climate Surveys: Reducing Data Complexity to Gain New Insights. Chapter in *Campus Climate, Diversity, and Educational Benefits -- New Insights from Recent Research* (Serge Herzog, Ed.), *New Directions for Institutional Research*, (Vol. 145).
- Chatman, S.P. (2010). Institutional Versus Academic Discipline Measures of Student Experience: A Matter of Relative Validity. *Association for Institutional Research Professional File Series*.

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- Chatman, S.P. (2008). Does Diversity Matter in the Education Process? An Exploration of Student Interactions by Wealth, Religion, Politics, Race, Ethnicity and Immigrant Status at the University of California. CSHE.5.2008. *Research and Occasional Paper Series*, Center for Studies in Higher Education, Berkeley.
- Chatman, S. P. (2002). Going beyond the conversion of paper survey forms to web surveys. *Student Affairs On-Line, the On-Line Magazine About Technology and Student Affairs*, 3(1).
- Chatman, S. P. (1997). Lower-division class size at U.S. postsecondary institutions. *Research in Higher Education*, 38(5), 6 15-630.
- Chatman, S. P. (1993). Analytical processing as executive decision support at the University of Missouri System. *CAUSE*, 16(2), 39-46.
- Chatman, S. P. (1986). Short-term forecasts of the number and scholastic ability of enrolling freshmen by academic division. *Research in Higher Education*, 25(1), 68-81.
- Chatman, S. P., Jung, L. (1992), Concern about forecasts of national faculty shortages and the importance of local studies. *Research in Higher Education*, 33(1), 3 1-57.
- Chatman, S. P., Smith, K. (2000). Economic affirmative action and race-blind policies, *College and University*, 76(1) 3-14.
- Chatman, S. P., Smith, K. (1998). Dual-credit preparation for further study in foreign languages. *NASSP Bulletin* (National Association of Secondary School Principals), 82(597), 99-107.

SELECTED PRESENTATIONS

- Chatman, S.P., Huesman, R. (2012)..The SERU Survey and Consortium: An Overview and Demonstration of the Academic Profile. Access and Success, Undergraduate Education in the 21st Century Research University. 2012 Reinvention Center National Conference, Crystal City, VA.
- Chatman, S.P. (2011). Wealth, Cost, and the Undergraduate Student Experience at Large Public Research Universities. With Matthew Rotondi, Steven Brint, Edward St John, Charles Clotfelter in session titled Affordability and Rising Costs: The Effects on Student Academic Performance and Persistence. 5th Annual SERU Research Symposium, Chapel Hill, NC.
- Chatman, S.P. (2010). Working with Large-Scale Climate Surveys: Reducing Data Complexity to Gain New Insights. Panelist at the Annual Meeting of the Association for Institutional Research, Chicago.
- Chatman, S.P. (2009). Recognizing and Then Using Disciplinary Patterns of the Undergraduate Experience: Getting Past Institutional Standards. Invited paper, Rethinking Admissions, Wake Forest University.

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- Chatman, S.P. (2008). *Exploring the Importance of Student Differences Associated with Wealth, Immigrant Status, Religion, Politics, Race and Ethnicity*. Student Experience in the Research University Symposium. UCLA.
- Chatman, S.P. (2007). *Listening to Students' Advice— An Analyst's Story About the Results and Challenges of Using Open-Ended Items on a Large Scale*. Paper presented at the annual meeting of the California Association for Institutional Research, Monterrey.
- Chatman, S.P. (2007). *Institutional Versus Academic Discipline Measures of Student Experience: A Matter of Relative Validity*. Paper presented at the Annual Meeting of the Association for Institutional Research, Kansas City.
- Chatman, S.P. (2006). *Is Nonresponse Bias an Issue for UCUES 2006?* Paper presented at the annual meeting of the California Association for Institutional Research, Anaheim.
- Chatman, S.P. (2006). *Moving Beyond Sample-Based Surveys*. Invited paper presented at the University of Tokyo.
- Chatman, S. (2006). *The Next Big Thing in Student Surveys*. Higher education speaker series invited presentation, Stanford Institute for Higher Education Research.
- Chatman, S.P. (2004). *Top Ten Myths About Transfer Students*. Report presented to the Chancellor's Community College Symposium. UC Davis.
- Chatman, S.P. (2002). *Hooking-Up with UC Davis: Formation and Consequences of Student Attachment*. Paper presented at the annual meeting of the California Association for Institutional Research, Pasadena.
- Chatman, S.P. (2002). *Searching for nonresponse bias in a fully electronic student survey project*. Showcase presentation at the 42nd Annual Association for Institutional Research Forum, Toronto.
- Chatman, S.P. (2002). *What lies beyond the conversion of paper survey forms to web-based surveys?* Paper presented at the 41st Annual Association for Institutional Research Forum, Long Beach.
- Chatman, S.P. (2001). *Take the community college route to a selective public university degree*. Paper presented at the 41st Annual Association for Institutional Research Forum, Long Beach.
- Chatman, S.P. (2000). *Disciplinary-specific faculty productivity figures for teaching, research and scholarship at public Carnegie research and doctoral institutions*. Paper presented at the 40th Annual Association for Institutional Research Forum, Cincinnati.
- Chatman, S.P. (1998). *Can race-blind policies produce a diverse student body?* Paper presented at the Annual Forum of the Association for Institutional Research, Minneapolis.

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- Chatman, S.P. (1998). *How population forecasting and demographics can help influence your planning and recruiting strategies*. Annual Meeting of the Missouri Association of Collegiate Registrars and Admissions Officers, Lake of the Ozarks.
- Chatman, S. P. (1996). *Class size at U.S. postsecondary institutions*. Paper presented at the Annual Forum of the Association for Institutional Research, Boston.
- Chatman, S. P. (1995). *Benchmarking instructional production by discipline, type and student level*. Presented at the 1995 National Conference of the American Association for Higher Education, Washington, DC.
- Chatman, S. P. (1995). *Comparable standards for credit hour production*. Paper presented at the Annual Forum of the Association for Institutional Research, Boston.
- Chatman, S. P. (1995). *More timely departmental faculty salary comparisons*. Paper presented at the Annual Forum of the Association for Institutional Research, Boston.
- Chatman, S. P. (1994). *Enrollment behavior and tuition pricing policy*. Paper presented at the Annual Forum of the Association for Institutional Research, New Orleans.
- Chatman, S. P., Mullen, R., Casstevens, J. (1991). *Integrating and effectively using disparate on-line system databases to support EIS and ad hoc analysis*. Panel presented at the annual conference of SAIR, Mid-America Association for Institutional Research and the Southern Region of the Society for College and University Planning, Oklahoma City.

