



HIGHER EDUCATION RESEARCH INSTITUTE AT UCLA  
*home of the* COOPERATIVE INSTITUTIONAL RESEARCH PROGRAM

## **HERI Faculty Survey 2010-2011 Administration Guidelines**

**Please contact the Higher Education Research Institute at UCLA  
(310.825.7079 or [heri@ucla.edu](mailto:heri@ucla.edu)) with any questions**

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## **2010-11 HERI Faculty Survey Administration Guidelines**

### **Overview**

The 2010-2011 HERI Faculty Survey is entirely web-based. There is no paper version of the survey to administer.

Requests to complete the web-based questionnaire will be made via emails to those faculty members you choose to survey. The email request can be sent by your institution or by HERI. Faculty members will access the questionnaire on the web using a unique logon code. They will be able to partially complete the questionnaire, save their place, and come back to complete the questionnaire if they like.

There are special questions that only pertain to part-time faculty and for faculty at community colleges (please refer to the Microsoft Word version of the questionnaire).

Institutions will manage the survey administration through our web portal ([www.cirpsurveys.com](http://www.cirpsurveys.com)), for maximum flexibility and ease of use. This includes setting the day that the survey launches for their particular institution and subsequent e-mail reminders that will be sent to non-respondents, for those schools choosing to have HERI administer the web notification. These email notifications must be customized (although some language necessary to comply with human subjects concerns is not able to be edited), as can the “welcome” and “thank you” screens.

You may choose to include additional questions of your own design, and there are spaces for 20 additional questions. These can be multiple choice (5 mutually exclusive options only). You can also create up to 5 open-ended questions.

### **Administration Period**

The HERI Faculty Survey will be open for responses from August 2, 2010 until March 31, 2011.

### **Selecting Your Survey Sample**

The HERI Faculty Survey is designed to be completed by any faculty member, full or part time. Most institutions have found it best to survey every faculty member at their institution. This is especially important if you plan to compare the results of sub-groups of faculty, such as male and female full professors, or perhaps faculty from various departments. In these cases the best solution is to survey all faculty so that you have as many possible respondents in each potential analysis category. Selecting a smaller group to survey might slightly reduce your survey costs, but has the potential to reduce the utility of the data.

## Institutional Review Board Approval

Although there are common federal guidelines for the use of human subjects in research, procedures may vary from campus to campus. Therefore, it is critical for you to familiarize yourself with your institution's human subjects guidelines. HERI receives its human subjects approval from the UCLA North General Institutional Review Board (NGIRB), which requires that an appropriate college official certify that:

- 1) your institution will abide by and comply with the CIRP administration procedures as approved by UCLA's IRB.
- 2) your campus has determined if local IRB approval is required, and
- 3) if local IRB approval of this research is required on your campus, you will administer the survey only after you have received local IRB approval.

You further agree to the following statement:

The Higher Education Research Institute provides data files to assist institutional research activities. By receiving this data file, we agree that these data will be used only for statistical analyses and reporting of aggregated information, and not for the investigation of specific individuals. In affirming this agreement, we give assurance that use of these data will conform to widely accepted standards of practice and legal restrictions that are intended to protect the confidentiality of research subjects. We also give assurance that no survey respondent will be sanctioned based on any answer provided in the 2010-2011 HERI Faculty Survey.

Previously this information was captured via a hard copy form that institutions mailed or faxed back to HERI. We have now incorporated the "Research Approval Form" into the CIRP web portal. The first time you click "Download Reports and Data/Data Analysis" from the main menu, you will be prompted to complete the Research Approval Form.

**You will not be able to access any data or reports until the Research Approval Form is completed.**

Many campuses have found that the application that HERI submits to the UCLA IRB is very useful in discussions with their own local IRBs. For your convenience, our approved application is available on our website at: <http://www.heri.ucla.edu>

Campus IRB's vary widely in their response time to a request for approvals, ranging from a few days to several weeks. We suggest that you begin this process as soon as possible.

## Preparing to Administer the Survey

Survey participants will be invited to participate in the survey via an email that includes the following: 1) a short description of the survey project, 2) required information concerning human subjects, 3) information on how to opt out of the survey, and 4) a personal access code with which to access the web-based questionnaire. Whether you

elect HERI to manage the survey administration process or you do it yourself, you will be able to access, through the CIRP Web Portal, a Detailed Web Response Report. This file will detail, with the unique identifiers, those respondents who have 1) never accessed the survey; 2) accessed the survey (but took no action); 3) entered some data and saved their work, but did not complete the survey; 4) completed the survey, and 5) have opted out. This will enable you to follow-up with non-respondents **who have not exercised their right to be removed from further contact.**

There are several other issues to take into consideration to maximize the administration of your HERI Faculty Survey.

### **Institutionally Administered Emails**

Schools may elect to send the notification emails on their own, in which case HERI will supply a set of logon codes specific to each school. Response rate reports will be available on the portal in order to facilitate contacting non-respondents who have not opted out of the survey.

### **HERI Administered Emails (\$350 additional charge)**

Via the web portal, schools will choose the date that the initial email will be sent to faculty as well as reminders to non-respondents who have not opted out of future mailings. Generic text for this email will be supplied, but must be partially edited in the portal to best suit your institution. Parts that can not be edited are those required for human subjects approval at UCLA. You may also choose to edit who signs the email, although unless you specify otherwise, the “sender” will be [HERIFacultySurvey@datarecognitioncorp.com](mailto:HERIFacultySurvey@datarecognitioncorp.com) (see Email Spoofing, below).

One advantage of this email option is that your institution does not send and monitor these emails, but more importantly it also takes your institution “out of the loop.” By having HERI administer the survey your institution is further removed from any perceived intervention. So in addition to being easier, the HERI administration provides another layer of protection. You will be able to obtain response rate reports, updated daily, on the portal.

If you elect to have HERI manage the email distribution, you will need to provide us with the email address for each faculty member in your sample. The specifications for this file are available on the web portal. Just as we did previously with the names and physical addresses, we will not use the email address for any purpose other than the HERI Faculty Survey.

### **Anti-Spam Procedures**

To ensure a smooth delivery of emails, you should instruct your institution’s Information Technology department to add the following email address provided below to their Approved Senders List. You may also want to inform your faculty that they will be receiving an email from the following addresses. This should then allow emails coming from HERI’s email distribution service to come through the bulk or junk mail screening processes. Failure to do this may result in email being routed directly to bulk or junk

email folders without ever reaching the intended survey respondents, and consequently affecting your survey response rate. For the HERI Faculty Survey, email will come from:

[HERIFacultySurvey@DataRecognitionCorp.com](mailto:HERIFacultySurvey@DataRecognitionCorp.com)

DNS Name: outgoing.datarecognitioncorp.com

IP Address: 207.109.22.134

### **Email “Spoofing”**

Email notifications will come from “HERIFacultySurvey@datarecognitioncorp.com” unless you elect to provide an alternative “from” email address and email display name. This allows you to customize the survey to your institution, making the notification emails seem to come from another address, such as one at your own institution (e.g. President, Dean, Director of Institutional Research). If you do use this option, it is usually wise to notify your IT department that you are doing so, so that it will not be identified as spam. Please be aware that although every precaution has been taken to ensure that any bounced emails will continue to be returned to the default email address there are some email providers who may send a bounced email back you’re your customized “from” email address.

### **Email Bounceback Report**

If you use our email notification system, you will also be alerted if the email you sent was not able to be delivered to the intended address. The system will alert you to the type of error, and a detailed list of the possible reasons for a bounceback is available in the web portal. A few of the reasons might be the mailbox was full, the message was rejected as spam, or the user was unknown. This allows you to take action in pursuing a more valid email address as well as to modify your response rate to the survey in case you cannot correct the error.

### **Pre-Contact**

In order to maximize your response rate, we suggest that you send your faculty a hard copy letter, a week before the first email is to be sent out, introducing the survey and asking them to watch their email for the request. Survey methodology research indicates that pre-notifications can substantially increase the number of responses to the survey. Suggested text for a pre-contact letter is included at the end of this document.

## **Customizing the Instrument**

### **Welcome Page**

*Custom Text/Logo for Welcome Page (free):* After respondents log into the online Faculty Survey, they are directed to a Welcome page. You have the opportunity to customize this page with a welcome message and/or the logo from your institution. No other graphic capability will be available aside from your institution's logo. If you do not customize the welcome text or graphic, a generic version will be used. You can preview this on the portal.

### **Thank You Page**

Custom Text/Logo for Thank You Page (free): Your institution will be able to supply custom text for the exit or Thank You page of the survey that appears once respondents submit the final page of the questionnaire. If you do not customize the welcome text or graphic, a generic version will be used. You can preview this on the portal.

### **Displaying Your School Name**

Your school name will appear at the top of the screen for the web questionnaire as a joint sponsor of the survey. It will look like this (your institution name will obviously replace our "Sample University"):

Sponsored by the Higher Education Research Institute and Sample University

The institution name will, by default, be the name that shows in our registration system. If you would like to alter this name (e.g. "Sample U.") then please check "Change Your School's Display Name for the Web Survey" on the "Place an Order" page in the CIRP Web Portal.

### **Additional Questions**

You have two opportunities to incorporate additional questions into the survey instrument. These are institution specific questions that you will create.

#### **ADDITIONAL MULTIPLE-CHOICE QUESTIONS**

You can add up to 20 multiple-choice questions and responses to the survey instrument. Each question permits a maximum of five alternatives (A through E). *Respondents will only be able to choose one option using radio buttons.* Fewer than five response alternatives may be used for any of the questions, in which case only those items will appear as options. Responses to optional questions will be included in your data file, and the statistics for these questions will be included in your institutional summary report. Because the text of your additional questions and response options are NOT included in your data file or summary report, we strongly suggest retaining a copy with your HERI Faculty survey information.

We urge you to "pilot test" your local option questions with current faculty at your institution. Many campuses find that respondents can interpret questions differently than the institution intended

There are two ways that you can take advantage of the additional multiple-choice questions:

1) Integrated Additional Questions (\$325 additional charge): The web-integrated additional questions allow your institution to provide text for campus-specific questions and responses that will appear at the end of the online version of the HERI Faculty Survey. The 20 additional questions can have up to a five responses each but will be limited to a single response per question (i.e., no multiple response questions are possible). To use this option choose "Integrated Additional Questions" on the "Place Order" screen in the web portal. You can then type in your additional questions and

responses (using the “Customize Survey section of the portal), preview them as they will appear to your faculty, and approve the additional questions before they are utilized. To your faculty, these questions will appear at the end of the questionnaire as a continuation of the survey instrument.

2) School Managed Questions (free): This option is for schools that want additional questions as part of their survey administration, but do not want HERI to integrate the questions into the web survey. Although HERI strongly encourages the use of the integrated additional questions (in which your local additional questions appear as if they are a part of the web-based questionnaire) we also offer the possibility that your institution supplies respondents with the text for the additional questions and responses via another method, such as an enclosure or another web-page link. In this case the additional questions appear on the web simply identified by question number (e.g., "46") and five mutually exclusive response options (A-E). If you choose this option you will be responsible for communicating the text of the additional questions to your faculty. If you are using the option in which we send the emails to your respondents, you cannot have us send the additional questions as an enclosure. You will need to send this separately. While HERI provides this option for schools that might want to reduce costs, we do not recommend this option as a way to effectively communicate additional questions.

#### **ADDITIONAL OPEN-ENDED QUESTIONS (\$300 ADDITIONAL CHARGE)**

HERI offers the opportunity to incorporate additional questions that are open-ended to the HERI Faculty Survey. These questions will come on a separate web page, after any additional multiple choice questions you may offer. They cannot be mixed in with the multiple choice questions. You will receive the responses to these questions in a separate file from the quantitative results, but there will be a common identifier in both files if you would like to link the comments with any of the quantitative results.

#### **Asking Additional Questions of a Sensitive Nature**

When designing additional questions, there are special circumstances to consider if you ask faculty to provide what would be considered “sensitive information” by the federal government. If this is the case, there are additional steps you will need to take. HERI strongly urges you to consider very carefully if asking for “sensitive information” is appropriate in the context of a general faculty survey. Please see the section on “Sensitive Additional Questions” at the end of these guidelines for some important information.

### **Privacy Issues**

When previous versions of the HERI Faculty Survey were paper based and sent out via paper mail, it was necessary to include names and addresses of faculty members as a way to follow up with non-respondents. Now that the survey is delivered via a web-based form, there is no need for the physical address. The email and logon code for the survey allow us to track non-respondents. Neither of these pieces of information are included in any deliverable files to institutions.



In order to protect confidentiality, your dataset will not contain the results from questions which ask for information concerning the institution from which the faculty member obtained his or her bachelor's degree and highest degree.

The final HERI question on the survey does ask faculty for permission to utilize their email address for potential follow-up surveys. Only if the faculty member explicitly and voluntarily answers "yes" to this question will HERI retain the email address, and it will only be utilized for the purpose of facilitating follow-up surveys. Faculty who do not elect to participate in this voluntary research will not be contacted under any circumstance.

Any report you receive from HERI will include aggregate information only. HERI will suppress any report that includes fewer than five respondents to preclude the possibility that an individual could be identified. Finally, your datafile will not contain any personal identifiers. HERI will not release individual identifiers to your institution, to other researchers, or to other agencies.

### **Reports and Data Files**

As a feature of all HERI surveys, including the HERI Faculty Survey, we provide final copies of the datasets with your unit-record survey data without any additional charge. Using these datasets can greatly enhance the quality of the information you can obtain from your results. Your reports will also be delivered as excel files rather than on paper (formerly, obtaining a "report on spreadsheet" was an additional charge).

Once you have completed the Research Approval Form you will be given access to the "Reports and Data/ Data Analysis" section of the portal. Preliminary data files will be posted on the web portal each night the survey is live, and final reports from HERI with normative data will be available in June of 2011. You can download your data files and then import them into SPSS or other software. HERI can convert your data files into other formats (Stata, SAS, Fox Pro, Statistica, dBase, Gauss, MatLab, or Quattro Pro) for a \$25 fee.

Two new reports are included in your Institutional Profile.

- 1) CIRP Constructs are global measures of academic and educational outcomes of interest to institutions, e.g., Habits of Mind. Included in the CIRP Construct reports are: means, standard deviation, statistical significance, effect size and percentiles for your institution and comparison groups. Additionally, scores on each construct have been calculated for each respondent and are included in your dataset.
- 2) CIRP Themes are collections of related items groups together for easy access (e.g. Health and Wellness). Included in the Theme reports are: summarized frequencies, means, standard deviation, statistical significance, and effect size for your institution and comparison groups.

**On-line Data Analysis** (*\$125 additional charge*) allows you to perform real-time data analyses on your Faculty Survey data online through our web portal. This new feature provides the ability to conduct descriptive analyses on your institution's survey data file, such as frequency distributions, crosstabulations, means, and correlations and export your results in excel format, or as a PDF, or TIFF file. You can also provide access to this feature to others on your campus with a separate login id (this “researcher” login will not allow access to administrative functions on the portal, only the data and reporting area).

**PowerPoint of Institutional Results** (*\$50 additional charge*)

Receive an executive summary in PowerPoint that contains a summary of the main findings from your data customized for your institution.

**Peer Group Report** (*cost: \$125.00*)

The two comparison groups included in your Institutional Profile are determined by the Stratification Cell assigned to your institution by HERI (*for more information about Stratification Codes, see Appendix A in our report on the Faculty Survey results*). However, you may wish to compare your survey results to a different group of institutions. Per your request, HERI can generate a special profile comparing your institution's results to the aggregated responses from any five or more participating institutions of your choice. The Peer Group Report is delivered in a spreadsheet format and is virtually identical in appearance to an Institutional Profile Report.

**Special Comparison Report** (*\$75 additional cost*)

The comparative results chosen for inclusion in your standard report are based on the type of institution. Thus, a public 4-year college will be compared with other public 4-year colleges, while a Catholic college will be compared with other Catholic colleges. With the Special Comparison Report, you can compare your results with any two of the eleven comparison groups for which we generate national results.

**Special Report** (*cost: varies*)

HERI can produce Institutional Profiles broken out on virtually any variable or combination of variables in the survey. For instance, you can order a report comparing faculty members based on tenure status. All special reports are delivered as Excel spreadsheets. The cost of a Special Report is dependent on the amount of special programming necessary to produce it, but will not be less than \$125.

In addition to ordering these services individually, two new reporting packages are available at a discount.

- 1) The Standard Reporting Package (\$250) includes the following:
  - PowerPoint Executive Summary of your data with two comparison groups
  - Extended Comparison Group Report
  - On-line data analysis system

2) The Reporting Plus Package (\$450) includes all of the above, plus an individual consultation on your institutional results with CIRP Staff (2 hours).

### **Questions and Further Information**

If you have questions, please contact the HERI office at [heri@ucla.edu](mailto:heri@ucla.edu) or by phone at 310-825-7079.

### **Additional Information Concerning Sensitive Additional Questions**

“Sensitive information,” according to the National Institutes of Health, includes (but is not limited to):

*information related to sexual attitudes/preferences/practices; information relating to the use of alcohol, drugs or other addictive products; information pertaining to illegal conduct; information that, if released, might be damaging to an individual’s financial standing, employability, or reputation within the community or might lead to social stigmatization or discrimination; information pertaining to an individual’s psychological well-being or mental health;*<sup>1</sup>

It is up to local officials at your institution, not HERI, to determine if your questions ask for “sensitive information.” If you have decided to ask such questions, you must:

- 1) submit your additional sensitive questions to the UCLA IRB for review and approval before administering the HERI Faculty Survey,
- 2) modify the consent documents for faculty to reflect that there are sensitive additional questions being asked and explain what “sensitive information” being asked in the additional questions is required to be reported (as explained in the next section)

The UCLA IRB must also review your modified consent document(s).

#### **Obligation to Provide Referrals**

If your additional questions ask respondents to provide “sensitive information” such as drug use, binge drinking, eating disorders, sexual behavior and/or gambling, you must also provide information about referrals to mental health care programs and counselors. For example, if you were to ask about binge drinking, you should also include information about who to contact on or near your campus to address a substance abuse problem, providing an address and phone number. You will need to include this information in either your initial email to faculty or on the online welcome page of the survey instrument. These types of information would be covered by a Certificate of Confidentiality that your campus would apply for separately. They are not issues that would be reportable to a third party as detailed below. Modifications to the consent document(s) to describe the provision of referrals to mental health care programs and counselors must also be reviewed and approved by the UCLA IRB.

#### **Obligation to Report and Break Participant Confidentiality to a Third Party**

In some states, the law requires researchers to disclose information they have concerning suicidal ideation, child abuse and elder abuse to appropriate third parties. Thus, questions surrounding these areas are not just sensitive but require institutions to break subject confidentiality in order to protect the participant, or others, from harm. If you ask such additional questions, you must modify or provide an addendum to the consent document

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<sup>1</sup> <http://grants1.nih.gov/grants/policy/coc/faqs.htm>

that you provide to respondents (SIS) to inform them of the researcher's intent to disclose respondent's intent to harm his or herself (suicide ideation) or others (elder or child abuse). These modifications to the consent document(s) must also be reviewed and approved by the UCLA IRB.

Again, HERI strongly encourages that you consider the appropriateness of such additional questions in a general faculty survey and recommends against asking these issues with this survey instrument. HERI also suggests that you confer with your campus health officials before including and sensitive questions and for any necessary referral information.

If you have questions about potentially "sensitive" items that you may be intending to ask as part of your set of additional questions, or would like more information about the process for obtaining approval to include these items, please contact John Pryor, HERI Managing Director, at (310) 825-1925 or [heri@ucla.edu](mailto:heri@ucla.edu).

## Generic Copies of Email Communications

### Initial invitation

Subject Line (can be edited)	HERI Faculty Survey Invitation
Greeting (cannot be edited)	Dear Professor <faculty last name>
Introduction (can be edited)	<p>[<i>Insert your institution name here</i>] and The Higher Education Research Institute (HERI) at UCLA are currently conducting a national survey of college faculty. Administered every three years, results provide your institution with a means of charting its progress and providing a way to identify areas in need of improvement.</p> <p>This survey collects information about the experiences of faculty across the nation, and is reported on in a publication by HERI and in the media such as the Chronicle of Higher Education. The data we obtain tells us important information about faculty satisfaction, goals, and activities.</p>
<b>Mandatory Language</b> (cannot be edited)	<p>The website for the survey is:  <a href="https://www.drcsurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX">https://www.drcsurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX</a>  <a href="#">XX</a></p> <p>Simply click on this address to go directly to the survey. If this does not work, "copy and paste" this address into the address bar of your Internet Browser.</p> <p>Your participation in this research is strictly voluntary. Your completion and submission of the questionnaire indicate your consent to participate in the study (please read the "Survey Information Sheet" linked on the survey website for more information). If you have questions about your rights as a research subject, you may contact the Office for Protection of Research Subjects, 11000 Kinross Avenue, Suite 102, Box 951694, Los Angeles, CA 90095-1694, (310) 825-7122.</p>
Message Close (can be edited)	<p>Thank you for participating in this important research study.</p> <p>Sincerely,</p> <p>Sylvia Hurtado          Professor and Director          Higher Education Research Institute          University of California, Los Angeles</p>

Reminder email 1

Subject Line (can be edited)	HERI Faculty Survey Reminder
Greeting (cannot be edited)	Dear Professor <faculty last name>
Introduction (can be edited)	Recently we sent you a request to participate in an important survey of faculty conducted for [ <i>insert your institution name here</i> ] by The Higher Education Research Institute (HERI) at UCLA. Please consider adding your feedback on your experiences as a faculty member.
<b>Mandatory Language</b> (cannot be edited)	<p>The website for the survey is:  <a href="https://www.dr surveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX">https://www.dr surveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX</a>  <a href="#">XX</a></p> <p>Simply click on this address to go directly to the survey. If this does not work, "copy and paste" this address into the address bar of your Internet Browser.</p> <p>Your participation in this research is strictly voluntary. Your completion and submission of the questionnaire indicate your consent to participate in the study (please read the "Survey Information Sheet" linked on the survey website for more information). If you have questions about your rights as a research subject, you may contact the Office for Protection of Research Subjects, 11000 Kinross Avenue, Suite 102, Box 951694, Los Angeles, CA 90095-1694, (310) 825-7122.</p>
Message Close (can be edited)	<p>Thank you for participating in this important research study.</p> <p>Sincerely,</p> <p>Sylvia Hurtado  Professor and Director  Higher Education Research Institute  University of California, Los Angeles</p>

Reminder email 2

Subject Line (can be edited)	HERI Faculty Survey Reminder
Greeting (cannot be edited)	Dear Professor <faculty last name>
Introduction (can be edited)	This is a reminder that we are conducting an important survey of faculty.
<b>Mandatory Language</b> (cannot be edited)	<p>The website for the survey is:  <a href="https://www.drksurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX">https://www.drksurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX</a>  <a href="#">XX</a></p> <p>Simply click on this address to go directly to the survey. If this does not work, "copy and paste" this address into the address bar of your Internet Browser.</p> <p>Your participation in this research is strictly voluntary. Your completion and submission of the questionnaire indicate your consent to participate in the study (please read the "Survey Information Sheet" linked on the survey website for more information). If you have questions about your rights as a research subject, you may contact the Office for Protection of Research Subjects, 11000 Kinross Avenue, Suite 102, Box 951694, Los Angeles, CA 90095-1694, (310) 825-7122.</p>
Message Close (can be edited)	<p>Thank you for participating in this important research study.</p> <p>Sincerely,</p> <p>Sylvia Hurtado  Professor and Director  Higher Education Research Institute  University of California, Los Angeles</p>



Reminder email 3

Subject Line (can be edited)	HERI Faculty Survey Reminder
Greeting (cannot be edited)	Dear Professor <faculty last name>
Introduction (can be edited)	This is a final reminder that we are conducting an important survey of faculty.
<b>Mandatory Language (cannot be edited)</b>	<p>The website for the survey is:  <a href="https://www.drctsurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX">https://www.drctsurveys.com/HERIFacultySurvey/et.aspx?Logon=XXXXXX</a></p> <p>Simply click on this address to go directly to the survey. If this does not work, "copy and paste" this address into the address bar of your Internet Browser.</p> <p>Your participation in this research is strictly voluntary. Your completion and submission of the questionnaire indicate your consent to participate in the study (please read the "Survey Information Sheet" linked on the survey website for more information). If you have questions about your rights as a research subject, you may contact the Office for Protection of Research Subjects, 11000 Kinross Avenue, Suite 102, Box 951694, Los Angeles, CA 90095-1694, (310) 825-7122.</p>
Message Close (can be edited)	<p>Thank you for participating in this important research study.</p> <p>Sincerely,</p> <p>Sylvia Hurtado  Professor and Director  Higher Education Research Institute  University of California, Los Angeles</p>

## Suggested Text of Pre-Contact Letter

Dear [*Faculty Member Name*]

In a few days you will receive an email invitation to participate in a web-based faculty survey. [*Insert name of your institution here*] is participating in this survey, which is conducted by the Higher Education Research Institute (HERI) at UCLA.

The survey provides us with very comprehensive profile of our faculty, and asks questions about your view of institutional priorities, your level of satisfaction, what goals you have for your students, and other useful information.

I am writing in advance to ask you to look for this invitation in your email in the days to come. The study is not only important to [*insert name of your institution*], but our results will be combined with those from hundreds of institutions in the United States as part of a national research project that examines faculty.

Your confidentiality is assured, and nobody at [*insert name of your institution here*] will see results identified at the individual level.

Thank you for your time and consideration. I appreciate your assistance with this important project.

Sincerely,

[*Signature of institutional official such as President or Provost*]