



May 3, 2023

The Association for the Advancement of Sustainability in Higher Education  
P.O. Box 824583  
Philadelphia, PA 19182-4583

To Whom It May Concern,

This letter affirms that the factor by which NSCC's highest-paid senior administrator's compensation exceeds that of the lowest-compensated full-time employee is 1:9.29. This was determined by comparing the salary of NSCC's President (\$146.57/h) to that of the lowest compensated FTE employee (\$15.77/h).

Regards,

A handwritten signature in black ink, appearing to read "Janet Byrne", is positioned above the typed name.

Janet Byrne  
Director, Organizational Development

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**College Department**

Mailing Address Line 1

Mailing Address 2

Mailing Address 3 (if required)

**Contact NSCC**

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