



January 20, 2020

The Association for the Advancement
of Sustainability in Higher Education
2401 Walnut Street, Suite 102
Philadelphia, Pennsylvania 19103

To Whom It May Concern,

This letter is to affirm that the factor by which NSCC's highest paid senior administrator's compensation exceeds that of the lowest compensated full-time employee is **1:10**. This was determined by comparing the salary of NSCC's President (**\$285,830.00**) to that of the lowest compensated FTE employee (**\$28,273.78**).

Regards,

A handwritten signature in cursive script, appearing to read "Janet Byrne", is written over the typed name.

Janet Byrne
Director, Human Resources