## Exhibit B

Salary Schedules for Fiscal Year 2020-2021

## Table of Contents

Note from the Chief Human Resources Officer Talent Engagement ..... 3
Compensation Plan .....  .4
Full-time 9-Month Faculty Salary Structure .....  5
Full-time 10.5-Month Faculty Salary Structure .....  6
Full-time 12-Month Faculty Salary Structure ..... 7
Adjunct Semester Rates .....  8
Content Expert Stipends (CES) ..... 9
Faculty Placement Guidelines ..... 10
Continuing Education Faculty Part-time Hourly Rates. ..... 11
Executive Salary Structure ..... 14
Professional/Technical Salary Structure ..... 15
Staff Positions Part-time Hourly Rate Schedule ..... 16
Faculty \& Staff Stipends ..... 19
Clerical/Support Salary Structure ..... 21
Faculty Salary Offers ..... 22
Staff Salary Offers ..... 23
Notes ..... 24

## A Note from the Chief Human Resources Officer Talent Engagement

Each year Talent Engagement conducts a review of its salary schedules, policies, regulations and practices to ensure Houston Community College remains competitive in compensation of our faculty and staff. The review contributes to increasing our brand as an employer of choice in the greater Houston area. This past year, Talent Engagement completed and had certified a market study of our salary schedules. The study indicated the College continues to maintain competitive pay structures. In addition, Talent Engagement, in working with College Leadership, has established a strategic compensation philosophy as the guiding principles for our compensation practices.

Within the pages of the Fiscal Year 2020-2021 Salary Schedule, you will find the salary schedules for each employee group at the college along with compensation information pertaining to additional compensation such as stipends and our processes for making salary offers. All information within this publication is available to all faculty and staff by accessing the myHCC Talent Engagement page under Compensation \& Talent Technology.

Respectfully,

Janet May
Chief Human Resources Officer
Talent Engagement

COMPENSATION PHILOSOPHY

## PURPOSE

APPLICABILITY

GUIDING PRINCIPLES

Houston Community College (HCC) is committed to providing a consistent, fair and fiscally sustainable compensation program that will attract, retain and reward high performing employees for the attainment of individual and team organizational goals.

To ensure all compensation practices are being followed in accordance with the College's District Policies and Regulations.

Applies to all employees of the College District, except the Chancellor whose compensation is determined by the College Board of Trustees (Board).

Houston Community College's compensation philosophy is neither to lead the appropriately defined labor market nor to lag behind the defined labor market.

Salary Ranges will be established based on the appropriately de-fined labor market.

Salary Ranges will be externally competitive with the comparable labor market while considering the impact of internal equity and financial feasibility.

Jobs and their salary ranges within the organization will have equitable relationships to one another based on comparability of duties, complexity and scope of responsibility.

Compensation practices will be in compliance with all Federal and State Regulations, as well as College District Policies and Regulations.

Compensation practices will be equitable and nondiscriminatory.

FULL-TIME 9-MONTH FACULTY SALARY STRUCTURE

| Grade Level | F1 | F2 | F3 | F4 | F5 | F6 | F7 | F8 | F9 | F10 | F11 | F12 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Min Step 1 | \$39,143 | \$40,135 | \$41,153 | \$42,194 | \$43,262 | \$44,358 | \$45,230 | \$46,120 | \$47,025 | \$47,950 | \$48,890 | \$49,852 |
| Step 2 | \$39,926 | \$40,938 | \$41,975 | \$43,038 | \$44,128 | \$45,245 | \$46,134 | \$47,042 | \$47,967 | \$48,908 | \$49,870 | \$50,850 |
| Step 3 | \$40,725 | \$41,757 | \$42,813 | \$43,900 | \$45,008 | \$46,150 | \$47,058 | \$47,982 | \$48,924 | \$49,886 | \$50,868 | \$51,866 |
| Step 4 | \$41,539 | \$42,592 | \$43,671 | \$44,776 | \$45,910 | \$47,071 | \$48,000 | \$48,943 | \$49,904 | \$50,886 | \$51,885 | \$52,903 |
| Step 5 | \$42,371 | \$43,445 | \$44,545 | \$45,672 | \$46,827 | \$48,014 | \$48,959 | \$49,922 | \$50,902 | \$51,903 | \$52,922 | \$53,962 |
| Step 6 | \$43,218 | \$44,311 | \$45,435 | \$46,585 | \$47,764 | \$48,975 | \$49,938 | \$50,921 | \$51,921 | \$52,940 | \$53,981 | \$55,042 |
| Step 7* | \$44,080 | \$45,198 | \$46,344 | \$47,517 | \$48,719 | \$49,954 | \$50,935 | \$51,938 | \$52,958 | \$53,999 | \$55,059 | \$56,144 |
| Step 8 | \$44,963 | \$46,102 | \$47,271 | \$48,467 | \$49,694 | \$50,952 | \$51,956 | \$52,976 | \$54,018 | \$55,079 | \$56,162 | \$57,265 |
| Step 9 | \$45,862 | \$47,024 | \$48,216 | \$49,436 | \$50,687 | \$51,971 | \$52,994 | \$54,035 | \$55,097 | \$56,181 | \$57,286 | \$58,410 |
| Step 10 | \$46,780 | \$47,963 | \$49,181 | \$50,426 | \$51,701 | \$53,010 | \$54,054 | \$55,118 | \$56,199 | \$57,305 | \$58,429 | \$59,579 |
| Step 11 | \$47,715 | \$48,924 | \$50,165 | \$51,434 | \$52,736 | \$54,071 | \$55,135 | \$56,221 | \$57,324 | \$58,451 | \$59,599 | \$60,770 |
| Step 12 | \$48,670 | \$49,903 | \$51,169 | \$52,461 | \$53,790 | \$55,153 | \$56,237 | \$57,344 | \$58,471 | \$59,619 | \$60,790 | \$61,985 |
| Step 13 | \$49,643 | \$50,901 | \$52,191 | \$53,513 | \$54,866 | \$56,257 | \$57,362 | \$58,491 | \$59,639 | \$60,811 | \$62,006 | \$63,225 |
| Step 14 | \$50,637 | \$51,919 | \$53,234 | \$54,582 | \$55,963 | \$57,381 | \$58,510 | \$59,659 | \$60,831 | \$62,029 | \$63,246 | \$64,490 |
| Step 15 | \$51,649 | \$52,957 | \$54,299 | \$55,673 | \$57,083 | \$58,528 | \$59,681 | \$60,855 | \$62,049 | \$63,268 | \$64,511 | \$65,780 |
| Mid Step 16 | \$52,682 | \$54,016 | \$55,386 | \$56,787 | \$58,225 | \$59,700 | \$60,875 | \$62,070 | \$63,290 | \$64,534 | \$65,802 | \$67,095 |
| Step 17 | \$53,736 | \$55,096 | \$56,493 | \$57,923 | \$59,388 | \$60,893 | \$62,091 | \$63,312 | \$64,556 | \$65,824 | \$67,118 | \$68,437 |
| Step 18 | \$54,810 | \$56,199 | \$57,623 | \$59,082 | \$60,576 | \$62,112 | \$63,333 | \$64,577 | \$65,845 | \$67,141 | \$68,459 | \$69,807 |
| Step 19 | \$55,906 | \$57,323 | \$58,774 | \$60,263 | \$61,788 | \$63,353 | \$64,599 | \$65,870 | \$67,164 | \$68,484 | \$69,829 | \$71,201 |
| Step 20 | \$57,024 | \$58,469 | \$59,951 | \$61,469 | \$63,024 | \$64,620 | \$65,893 | \$67,186 | \$68,507 | \$69,853 | \$71,226 | \$72,626 |
| Step 21 | \$58,164 | \$59,637 | \$61,150 | \$62,699 | \$64,285 | \$65,913 | \$67,209 | \$68,531 | \$69,877 | \$71,250 | \$72,649 | \$74,078 |
| Step 22 | \$59,328 | \$60,830 | \$62,373 | \$63,951 | \$65,570 | \$67,230 | \$68,553 | \$69,902 | \$71,273 | \$72,675 | \$74,104 | \$75,560 |
| Step 23 | \$60,515 | \$62,048 | \$63,621 | \$65,230 | \$66,881 | \$68,576 | \$69,925 | \$71,300 | \$72,700 | \$74,128 | \$75,585 | \$77,071 |
| Step 24 | \$61,725 | \$63,289 | \$64,893 | \$66,535 | \$68,219 | \$69,947 | \$71,324 | \$72,726 | \$74,153 | \$75,611 | \$77,097 | \$78,612 |
| Step 25 | \$62,959 | \$64,555 | \$66,190 | \$67,866 | \$69,584 | \$71,346 | \$72,749 | \$74,180 | \$75,638 | \$77,123 | \$78,639 | \$80,185 |
| Step 26 | \$64,218 | \$65,844 | \$67,513 | \$69,224 | \$70,975 | \$72,773 | \$74,204 | \$75,664 | \$77,150 | \$78,667 | \$80,211 | \$81,789 |
| Step 27 | \$65,502 | \$67,163 | \$68,864 | \$70,608 | \$72,394 | \$74,227 | \$75,688 | \$77,176 | \$78,692 | \$80,241 | \$81,815 | \$83,423 |
| Step 28 | \$66,812 | \$68,507 | \$70,241 | \$72,021 | \$73,842 | \$75,713 | \$77,202 | \$78,720 | \$80,266 | \$81,846 | \$83,452 | \$85,092 |
| Step 29 | \$68,149 | \$69,878 | \$71,646 | \$73,462 | \$75,319 | \$77,228 | \$78,747 | \$80,295 | \$81,872 | \$83,483 | \$85,122 | \$86,794 |
| Step 30 | \$69,512 | \$71,276 | \$73,079 | \$74,932 | \$76,826 | \$78,773 | \$80,322 | \$81,901 | \$83,510 | \$85,153 | \$86,825 | \$88,530 |
| Max Step 31 | \$70,903 | \$72,702 | \$74,541 | \$76,430 | \$78,362 | \$80,349 | \$81,929 | \$83,538 | \$85,180 | \$86,856 | \$88,561 | \$90,301 |

Effectiv e: 8/17/20
*Maximum step for all New Hires (FY2020-2021)

## FULL-TIME 10.5-MONTH FACULTY SALARY STRUCTURE

| Grade Level | F1 | F2 | F3 | F4 | F5 | F6 | F7 | F8 | F9 | F10 | F11 | F12 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Min Step 1 | \$45,668 | \$46,823 | \$48,011 | \$49,226 | \$50,472 | \$51,751 | \$52,768 | \$53,806 | \$54,862 | \$55,941 | \$57,040 | \$58,160 |
| Step 2 | \$46,580 | \$47,761 | \$48,971 | \$50,210 | \$51,481 | \$52,784 | \$53,823 | \$54,883 | \$55,960 | \$57,060 | \$58,180 | \$59,324 |
| Step 3 | \$47,513 | \$48,716 | \$49,950 | \$51,215 | \$52,511 | \$53,842 | \$54,902 | \$55,980 | \$57,080 | \$58,201 | \$59,344 | \$60,511 |
| Step 4 | \$48,463 | \$49,690 | \$50,949 | \$52,239 | \$53,560 | \$54,918 | \$55,997 | \$57,100 | \$58,220 | \$59,366 | \$60,533 | \$61,720 |
| Step 5 | \$49,431 | \$50,684 | \$51,968 | \$53,284 | \$54,632 | \$56,016 | \$57,118 | \$58,242 | \$59,385 | \$60,553 | \$61,743 | \$62,956 |
| Step 6 | \$50,420 | \$51,698 | \$53,007 | \$54,349 | \$55,726 | \$57,136 | \$58,261 | \$59,407 | \$60,573 | \$61,764 | \$62,977 | \$64,215 |
| Step 7* | \$51,429 | \$52,730 | \$54,067 | \$55,435 | \$56,839 | \$58,280 | \$59,425 | \$60,594 | \$61,785 | \$62,998 | \$64,236 | \$65,498 |
| Step 8 | \$52,457 | \$53,786 | \$55,150 | \$56,545 | \$57,977 | \$59,444 | \$60,615 | \$61,806 | \$63,021 | \$64,258 | \$65,521 | \$66,809 |
| Step 9 | \$53,506 | \$54,861 | \$56,252 | \$57,676 | \$59,137 | \$60,635 | \$61,827 | \$63,043 | \$64,282 | \$65,545 | \$66,832 | \$68,145 |
| Step 10 | \$54,577 | \$55,959 | \$57,377 | \$58,830 | \$60,318 | \$61,846 | \$63,062 | \$64,304 | \$65,567 | \$66,856 | \$68,168 | \$69,508 |
| Step 11 | \$55,668 | \$57,079 | \$58,524 | \$60,006 | \$61,524 | \$63,083 | \$64,324 | \$65,590 | \$66,877 | \$68,193 | \$69,532 | \$70,897 |
| Step 12 | \$56,781 | \$58,219 | \$59,696 | \$61,206 | \$62,755 | \$64,345 | \$65,610 | \$66,901 | \$68,215 | \$69,556 | \$70,923 | \$72,317 |
| Step 13 | \$57,916 | \$59,384 | \$60,889 | \$62,431 | \$64,010 | \$65,631 | \$66,923 | \$68,239 | \$69,580 | \$70,948 | \$72,342 | \$73,763 |
| Step 14 | \$59,075 | \$60,572 | \$62,108 | \$63,679 | \$65,289 | \$66,944 | \$68,261 | \$69,604 | \$70,971 | \$72,366 | \$73,788 | \$75,238 |
| Step 15 | \$60,258 | \$61,784 | \$63,349 | \$64,952 | \$66,596 | \$68,282 | \$69,626 | \$70,994 | \$72,390 | \$73,813 | \$75,264 | \$76,742 |
| Mid Step 16 | \$61,463 | \$63,020 | \$64,614 | \$66,252 | \$67,927 | \$69,648 | \$71,019 | \$72,414 | \$73,838 | \$75,288 | \$76,767 | \$78,277 |
| Step 17 | \$62,691 | \$64,281 | \$65,909 | \$67,577 | \$69,287 | \$71,041 | \$72,439 | \$73,864 | \$75,315 | \$76,795 | \$78,304 | \$79,843 |
| Step 18 | \$63,946 | \$65,566 | \$67,227 | \$68,928 | \$70,671 | \$72,462 | \$73,889 | \$75,341 | \$76,821 | \$78,330 | \$79,869 | \$81,438 |
| Step 19 | \$65,225 | \$66,876 | \$68,571 | \$70,307 | \$72,086 | \$73,911 | \$75,366 | \$76,848 | \$78,356 | \$79,898 | \$81,467 | \$83,067 |
| Step 20 | \$66,528 | \$68,213 | \$69,943 | \$71,712 | \$73,527 | \$75,390 | \$76,874 | \$78,383 | \$79,924 | \$81,496 | \$83,097 | \$84,729 |
| Step 21 | \$67,859 | \$69,579 | \$71,341 | \$73,147 | \$74,998 | \$76,898 | \$78,410 | \$79,952 | \$81,524 | \$83,125 | \$84,758 | \$86,426 |
| Step 22 | \$69,216 | \$70,970 | \$72,769 | \$74,610 | \$76,498 | \$78,436 | \$79,979 | \$81,552 | \$83,152 | \$84,788 | \$86,454 | \$88,153 |
| Step 23 | \$70,602 | \$72,389 | \$74,223 | \$76,102 | \$78,027 | \$80,006 | \$81,579 | \$83,182 | \$84,817 | \$86,483 | \$88,183 | \$89,915 |
| Step 24 | \$72,012 | \$73,837 | \$75,707 | \$77,624 | \$79,589 | \$81,605 | \$83,211 | \$84,847 | \$86,511 | \$88,213 | \$89,946 | \$91,714 |
| Step 25 | \$73,452 | \$75,314 | \$77,221 | \$79,177 | \$81,181 | \$83,237 | \$84,875 | \$86,543 | \$88,243 | \$89,978 | \$91,745 | \$93,549 |
| Step 26 | \$74,922 | \$76,819 | \$78,767 | \$80,760 | \$82,803 | \$84,900 | \$86,572 | \$88,274 | \$90,007 | \$91,778 | \$93,580 | \$95,420 |
| Step 27 | \$76,419 | \$78,355 | \$80,343 | \$82,375 | \$84,459 | \$86,599 | \$88,303 | \$90,040 | \$91,809 | \$93,613 | \$95,453 | \$97,328 |
| Step 28 | \$77,948 | \$79,922 | \$81,950 | \$84,023 | \$86,149 | \$88,331 | \$90,070 | \$91,841 | \$93,645 | \$95,486 | \$97,361 | \$99,275 |
| Step 29 | \$79,507 | \$81,521 | \$83,589 | \$85,704 | \$87,872 | \$90,098 | \$91,872 | \$93,678 | \$95,518 | \$97,396 | \$99,309 | \$101,261 |
| Step 30 | \$81,098 | \$83,152 | \$85,261 | \$87,419 | \$89,630 | \$91,900 | \$93,710 | \$95,552 | \$97,429 | \$99,344 | \$101,296 | \$103,287 |
| Max Step 31 | \$82,720 | \$84,816 | \$86,967 | \$89,168 | \$91,423 | \$93,739 | \$95,585 | \$97,464 | \$99,378 | \$101,331 | \$103,322 | \$105,353 |

Effective: 8/17/20
*Maximum step for all New Hires (FY2020-2021)

## FULL-TIME 12-MONTH FACULTY SALARY STRUCTURE



## ADJUNCT SEMESTER RATES

| Bachelors/Masters/Doctorate |  |  |
| :---: | :---: | :---: |
| Lab Only | 0.5 | $\$ 342.00$ |
|  | 1 | $\$ 684.00$ |
|  | 2 | $\$ 1,368.00$ |


| Lecture |
| :---: | :---: | :---: |
| Hour(s) | Lab $\quad$ Salary


| 23 | 0 | $\$ 1,368.00$ |
| :---: | :---: | :---: |
|  | 1 | $\$ 2,052.00$ |
|  | 2 | $\$ 2,736.00$ |
|  | 3 | $\$ 3,420.00$ |
|  | 4 | $\$ 4,104.00$ |


| 3 | 0 | $\$ 2,052.00$ |
| :---: | :---: | :---: |
|  | 1 | $\$ 2,736.00$ |
|  | 1.5 | $\$ 3,078.00$ |
|  | 2 | $\$ 3,420.00$ |
|  | 3 | $\$ 4,104.00$ |
|  | 4 | $\$ 4,788.00$ |


| 4 | 0 | $\$ 2,736.00$ |
| :---: | :---: | :---: |
|  | 1 | $\$ 3,420.00$ |
|  | 2 | $\$ 4,104.00$ |
|  | 3 | $\$ 4,788.00$ |
|  | 4 | $\$ 5,472.00$ |

## CONTENT EXPERT FACULTY STIPENDS (CES)

| Faculty in High Demand Areas \& Stipend Amounts |  |
| :---: | :---: |
| Discipline | Amount |
| Accounting | \$4,000 |
| Associate Degree Nursing (ADN)/ Simulation Specialist | \$8,150 |
| Certified Nurse Aide (CNA) | \$6,500 |
| Computer Systems Networking | \$5,000 |
| Corrosion Technology | \$8,150 |
| Dental Assistant | \$4,000 |
| Dental Hygiene | \$5,250 |
| Diesel Technology / Heavy Vehicle Maintenance | \$5,250 |
| Digital Gaming \& Simulation | \$5,000 |
| Electronic Engineering Technology | \$5,250 |
| EMS / EMS-Clinical / EMT | \$4,000 |
| Engineering | \$5,250 |
| Fire Protection Technology | \$4,000 |
| HVAC / AC \& Refrigeration | \$5,250 |
| Industrial Electricity / Instrumentation \& Electrical | \$5,250 |
| Instrumentation Technology | \$5,250 |
| Interpreter Training (ITTD) / Translation and Interpretation | \$5,250 |
| Machining Technology / CNC \& Mach Tool | \$5,250 |
| Manufacturing Engineering Technology | \$8,150 |
| Maritime Logistics / Maritime | \$6,000 |
| Diagnostic Medical Sonography | \$7,750 |
| Medical Lab Technology | \$4,000 |
| Occupational Therapy | \$5,250 |
| Petroleum Engineering Technology | \$5,250 |
| Pharmacy Technician | \$5,625 |
| Physical Therapy Assistant | \$5,625 |
| Plumbing | \$5,250 |
| Process Technology | \$5,250 |
| Radiologic Technology | \$5,250 |
| Respiratory Care Technology / Respiratory Therapist | \$6,000 |
| Surgical Technology | \$5,250 |
| Vocational Nursing (LVN) | \$6,500 |
| Welding Technology | \$8,150 |

Effective: 8/17/20

Notes:
The purpose of the content expert stipend is to attract, recruit and reward employees with advanced or enhanced skills in a Specialty or in high-demand disciplines to Houston Community College as executives, faculty

## FACULTY PLACEMENT GUIDELINES

The current faculty salary structure consists of twelve grade levels according to degree attainment. These grade levels are as follows:

| Academic <br> Grade | Workforce <br> Grade |  |  |
| :--- | :--- | :--- | :--- |
| $\mathbf{0 1}$ | Faculty Intern | $\mathbf{0 1}$ | Certificate |
| $\mathbf{0 2}$ | Faculty Intern | $\mathbf{0 2}$ | $\mathrm{C}+24$ or Associate |
| $\mathbf{0 3}$ | Bachelor Up to +24 | $\mathbf{0 3}$ | $\mathrm{C}+36$ or $\mathrm{A}+12$ |
| $\mathbf{0 4}$ | Bachelor +36 | $\mathbf{0 4}$ | $\mathrm{C}+48$ or $\mathrm{A}+24$ |
| $\mathbf{0 5}$ | Bachelor +48 | $\mathbf{0 5}$ | $\mathrm{C}+60$ or $\mathrm{A}+36$ |
| $\mathbf{0 6}$ | Master | $\mathbf{0 6}$ | $\mathrm{C}+72$ or $\mathrm{A}+48$ or Bachelor |
| $\mathbf{0 7}$ | Master +12 | $\mathbf{0 7}$ | $\mathrm{~A}+60$ or $\mathrm{B}+12$ |
| $\mathbf{0 8}$ | Master +24 | $\mathbf{0 8}$ | $\mathrm{~A}+72$ or $\mathrm{B}+24$ or Master's |
| $\mathbf{0 9}$ | Master +36 | $\mathbf{0 9}$ | $\mathrm{~B}+36$ or $\mathrm{M}+12$ |
| $\mathbf{1 0}$ | Master +48 | $\mathbf{1 0}$ | $\mathrm{~B}+48$ or $\mathrm{M}+24$ |
| $\mathbf{1 1}$ | Master +60 | $\mathbf{1 1}$ | $\mathrm{M}+36$ |
| $\mathbf{1 2}$ | Doctorate | $\mathbf{1 2}$ | Doctorate |

CONTINUING EDUCATION FACULTY PART-TIME HOURLY RATES

| Job Title | Hourly <br> Rate |
| :--- | :---: |
| Adult Education \& Literacy | $\$ 20.40$ |
| Adult High School | $\$ 20.40$ |
| Alternative Certification Program/Mentor | $\$ 35.70$ |
| CE-A+Certification | $\$ 38.76$ |
| CE-AC \& Refrigeration | $\$ 40.80$ |
| CE-Accounting | $\$ 35.70$ |
| CE-Alternative Teacher Certification Training | $\$ 35.70$ |
| CE-Asbestos Worker | $\$ 25.50$ |
| CE-AutoCAD | $\$ 40.80$ |
| CE-Automotive Technology | $\$ 40.00$ |
| CE-Business Management | $\$ 25.50$ |
| CE-Business Administration | $\$ 25.50$ |
| CE-Business Technology | $\$ 25.50$ |
| CE-Certified Nurse Aide (CNA) | $\$ 35.70$ |
| CE-Child Development | $\$ 35.70$ |
| CE-CISCO (CCNA) | $\$ 56.10$ |
| CE-Commercial Truck DrivingAssistant | $\$ 25.50$ |
| CE-Commercial Truck Driving | $\$ 30.60$ |
| CE-Community Education | $\$ 30.00$ |
| CE-Computer Certification Level 1 | $\$ 38.76$ |
| CE-Construction | $\$ 40.80$ |
| CE-Construction OSHA | $\$ 40.80$ |
| CE-Culinary Arts-Chef | $\$ 25.50$ |
| CE-Dental Hygiene | $\$ 35.70$ |
| CE-English Language Skills | $\$ 35.70$ |
| CE-Fashion Design | $\$ 25.50$ |
| CE-Filmmaking | $\$ 40.00$ |
| CE-Forklift | $\$ 40.80$ |
| CE-Health Information Specialist | $\$ 30.60$ |
| CE-Healthcare Professional Development I | $\$ 30.60$ |
| CE-Healthcare Professional Development II | $\$ 35.70$ |
| CE-Industrial Electricity | $\$ 30.60$ |
| CE-Industrial Scaffolding | $\$ 40.80$ |
| CE-Instructional Supervisor | $\$ 30.60$ |
| CE-Iron Worker-Apprenticeship | 27.54 |
|  |  |

## CONTINUING EDUCATION FACULTY PART-TIME HOURLY RATES

| Job Title | Hourly Rate |
| :---: | :---: |
| CE-Law Enforcement | \$ 30.60 |
| CE-Licensure-Electric Code(Apprentice) | \$ 51.00 |
| CE-MSCE-MSCA | \$ 56.10 |
| CE-Pharmacy Technician | \$ 30.60 |
| CE-Phlebotomy | \$ 30.60 |
| CE-Plumber Apprenticeship | \$ 50.29 |
| CE-Property Management | \$ 40.80 |
| CE-Residential Wiring | \$ 40.80 |
| CE-Rig 1 Roustabout Training | \$ 40.80 |
| CE-Safety | \$ 40.80 |
| CE-Vast | \$ 30.60 |
| CE-Welding (Non-Apprentice) | \$ 40.80 |
| College Enrichment(Stem Ac) | \$ 30.60 |
| Computed Tomography | \$ 40.80 |
| Corporate Training Project Management | \$ 40.80 |
| Corporate Trainer Dental Hygienist | \$ 45.90 |
| Corporate Trainer-Trades Training | \$ 45.90 |
| Corporate Trainer-Leadership, Management \& Supervision Levell | \$ 45.90 |
| Corporate Trainer-Leadership, Management \& Supervision Level II | \$ 56.10 |
| Corporate Trainer-Business and Technical Level 1 | \$ 45.90 |
| Corporate Trainer Development | \$ 25.50 |
| Corporate Trainer Levell | \$ 45.90 |
| Corporate Trainer Level II | \$ 56.10 |
| Corporate Trainer Level III | \$ 66.30 |
| Faculty Tutor III-Online (PT) | \$ 21.93 |
| Instructional Supervisor-Commercial Truck Driving | \$ 30.60 |
| Mod Faculty | \$ 56.10 |
| Peace Officers | \$ 30.60 |
| Pharmacy Tech | \$ 40.80 |
| Pt Air Conditioning | \$ 40.80 |
| Pt Associate Degree Nursing | \$ 40.80 |
| Pt Biology | \$ 21.93 |
| Pt Business Management | \$ 25.50 |
| Pt Cement Masons | \$ 37.03 |
| Pt Chemistry | \$ 21.93 |
| Pt Commercial Truck Driving Training | \$ 25.50 |

## CONTINUING EDUCATION FACULTY PART-TIME HOURLY RATES

| Job Title | Hourly <br> Rate |
| :--- | :---: |
| Pt Comp Science Technician | $\$ 38.76$ |
| Pt Computer Science | $\$ 21.93$ |
| Pt Dental Hygiene | $\$ 40.80$ |
| Pt Dental Hygiene DDS | $\$ 71.40$ |
| Pt Drafting \& Design Technician | $\$ 21.93$ |
| Pt Emergency Medical Technician | $\$ 30.60$ |
| Pt Emergency Medical Services | $\$ 30.60$ |
| Pt English-College | $\$ 21.93$ |
| Pt ESL Instructor | $\$ 35.70$ |
| Pt Faculty Tutor III | $\$ 21.93$ |
| Pt Fire Protection Technician | $\$ 30.60$ |
| Pt Goldman Sachs Development Trainer | $\$ 25.50$ |
| Pt Health Careers | $\$ 35.70$ |
| Pt Human Resources | $\$ 25.50$ |
| Pt Instructor HVAC | $\$ 40.80$ |
| Pt Instructor Nurse's Aide | $\$ 35.70$ |
| Pt Iron Workers | $\$ 27.54$ |
| Pt Logistics | $\$ 40.80$ |
| Pt Mathematic-College Level | $\$ 21.93$ |
| Pt Mathematics-Development | $\$ 21.93$ |
| Pt Nuclear Medicine | $\$ 40.80$ |
| Pt Nursing-Licensed Vocational | $\$ 40.80$ |
| Pt Occupational Therapy | $\$ 40.80$ |
| Pt Philosophy | $\$ 21.93$ |
| Pt Pipefitters | $\$ 40.80$ |
| Pt Printing/Graphics | $\$ 25.50$ |
| Pt Public Service Librarian | $\$ 21.93$ |
| Pt Radio Tech (Clinical) | $\$ 40.80$ |
| Pt Radiography Technician | $\$ 40.80$ |
| Pt Stationary Engineering | $\$ 32.64$ |
| Pt Surgical Technician | $\$ 40.80$ |
| Substitute Instructor | $\$ 21.93$ |
| Upward Bound | $\$ 17.85$ |
|  |  |

## EXECUTIVE SALARY STRUCTURE

| Grade | Minimum | Maximum | ELIGIBLE FOR OVERTIME? | RECEIVE CONTRACT? | FULL-TIME, PARTTIME, OR MIXED | EXAMPLES OF POSITIONS IN PAY GRADE |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E 10 | \$78,673 | \$136,201 | No | No | Full-Time | Center of Excellence Dean, Board Services Director, Financial Services Director, Maintenance Director, Talent Relations Director, College Operations Officer, Diversity |
| E 20 | \$92,834 | \$160,717 | No | No | Full-Time | Assistant General Counsel, Curriculum \& Instructional Assessment Executive Director, Budget \& Treasury Operations Executive Director |
| E 30 | \$109,544 | \$189,645 | No | No | Full-Time | AVC Enrollment Management, AVC Special Programs \& Success, Facilities Services Executive Director, Deputy General Counsel |
| E 40 | \$124,474 | \$228,961 | No | No | Full-Time | Chief Facilities Officer, President, Institutional Advancement VC, Student Services VC, Public Information, Communications \& External Affairs VC |
| E 50 | \$146,879 | \$270,175 | No | No | Full-Time | General Counsel, Instructional Services \& Chief Academic Officer VC, Student Success VC |
| E 60 | \$173,318 | \$318,806 | No | No | Full-Time | Sr VC Finance and Administration \& Chief Financial Officer |

[^0]Effective: 9/1/20

PROFESSIONAL/TECHNICAL SALARY STRUCTURE


| P1* | \$19,175 | \$32,272 | Yes | No | Mixed | Student Interns |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| P2 | \$21,284 | \$35,821 | Yes | No | Mixed | Lab Assistant I, Food Service Worker, Registration Assistant |
| P3 | \$23,626 | \$39,762 | Yes | No | Mixed | Assistant Cook, Lab Assistant II, Research Assistant I, Teacher Aide |
| P4 | \$26,227 | \$44,135 | Yes | No | Mixed | Child Care Specialist II, Research Assistant II, AV Facilities Technician |
| P5 | \$29,109 | \$48,989 | Yes | No | Mixed | Enrollment Services Assistant, Info-Line Specialist, Lab Assistant Sr |
| P6 | \$32,311 | \$54,379 | Mixed | No | Mixed | Nursing Lab Technician, Records Retention Technician |
| P7 | \$36,833 | \$61,991 | Mixed | No | Mixed | Financial Aid Advisor, Enrollment Services Associate, Cable Analyst |
| P8 | \$41,991 | \$70,669 | Mixed | No | Mixed | Accountant II, Budget Analyst, Treasury Analyst, Campus Manager I |
| P9 | \$47,807 | \$82,898 | Mixed | No | Mixed | Registrar Assistant, Buyer Sr, Campus Manager II, Operations Coordinator |
| P10 | \$55,935 | \$96,989 | Mixed | No | Mixed | Honors College Director, Benefits Manger, Peace Officer Sr |
| P11 | \$65,443 | \$113,478 | No | No | Mixed | Student Engagement Associate Dean, Advising Director, Writer Sr |
| P12 | \$77,223 | \$133,904 | No | No | Mixed | Database Administrator Sr , Police Captain, IT Security Manager, Project Manager |
| P13 | \$91,123 | \$158,006 | Yes | No | Mixed | IT Systems Manager, Talent Technology Director |

## Effective: 9/1/20

*For Student Intern Only

## STAFF POSITIONS PART-TIME HOURLY RATE SCHEDULE

| JobCode | Title | GRADE | FY 20-21 <br> Hourly Rate |
| :---: | :---: | :---: | :---: |
| T9858 | Academic Coach | 01 | \$17.79 |
| T9751 | Accompanist | 01 | \$20.99 |
| T9715 | Accountant II | 01 | \$18.20 |
| T7000 | Administrative Assistant | 01 | \$11.00 |
| T8029 | Advisor | 01 | \$16.91 |
| T8032 | Alternative Assignment Specialist | 01 | \$11.18 |
| T8000 | Assistant Campus Manager | 01 | \$16.91 |
| T9708 | Budget Analyst | 01 | \$16.91 |
| T9843 | Business Trainer | 01 | \$57.22 |
| T9745 | Camp Director, Summer Bridge Ac | 01 | \$31.21 |
| T7200 | Campus Manager I | 01 | \$18.20 |
| T1701 | Campus Manager II | 01 | \$20.99 |
| T9808 | Campus Service Technician | 01 | \$11.00 |
| T8015 | Captionist | 01 | \$36.41 |
| T9822 | Captionist II | 01 | \$41.62 |
| T7217 | Cashier(NEO) | 01 | \$11.00 |
| T9809 | CE Information Specialist | 01 | \$16.91 |
| T9828 | CE Support Specialist | 01 | \$16.91 |
| T9840 | Coordinator Outreach | 01 | \$25.50 |
| T1719 | Costume Designer | 01 | \$21.00 |
| T9864 | Curator | 01 | \$20.69 |
| T1015 | Curriculm Developer | 01 | \$21.00 |
| T4261 | Dental Hygiene Operations Assistant | 01 | \$13.09 |
| T1720 | Editor Videographer for TV | 01 | \$16.91 |
| T7225 | Enrollment Service Assistant | 01 | \$13.09 |
| T7024 | Exhibit Coordinator | 01 | \$14.86 |
| T9862 | Faculty Credentialing Specialist | 01 | \$16.91 |
| T7204 | Financial Aid Assistant | 01 | \$13.01 |
| T9855 | Financial Aid Customer Service Representative | 01 | \$13.01 |
| T6301 | Fitness Center Assistant Manager | 01 | \$14.86 |
| T4160 | Food Service Worker | 01 | \$11.00 |
| T8081 | Graduation Specialist | 01 | \$16.91 |
| T7012 | Grant Specialist | 01 | \$16.91 |
| T7020 | Graphics Designer | 01 | \$16.91 |
| T9711 | Hardware/Software Technician | 01 | \$15.24 |
| T8739 | Industrial Electrical-Instructional Design | 01 | \$72.83 |
| T9734 | Information Line Specialist | 01 | \$13.09 |
| T3016 | Instructional Designer | 01 | \$22.98 |

## STAFF POSITIONS PART-TIME HOURLY RATE SCHEDULE

|  |  |  | FY 20-21 |
| :--- | :--- | :---: | :---: |
| Hourly |  |  |  |
| JobCode | Title |  |  |
| Rate |  |  |  |$|$


| STAFF POSITIONS PART-TIME HOURLY RATE SCHEDULE |  |  |  |
| :--- | :--- | :--- | :---: |
|  |  |  | FY 20-21 <br> Hourly <br> Rate |
| JobCode | Title | GRADE | ( |
| T9811 | Student Life Assistant | 01 | $\$ 13.09$ |
| T7010 | Student Recruiter | 01 | $\$ 16.91$ |
| T9812 | Student Recruiter Assistant | 01 | $\$ 13.03$ |
| T8025 | Student Service Assistant | 01 | $\$ 20.29$ |
| T9860 | Success Coach Workforce | 01 | $\$ 11.00$ |
| T9861 | Supplemental Instruction Leader | 01 | $\$ 13.09$ |
| T9737 | Surgical Technology Lab Assistant | 01 | $\$ 11.00$ |
| T8730 | Teacher Aide | 01 | $\$ 13.09$ |
| T8734 | Technician Aid | 01 | $\$ 12.85$ |
| T9878 | Technician, Audio Visual Facilities | 01 | $\$ 16.91$ |
| T9842 | Telecomm. Account Analyst | 01 | $\$ 13.09$ |
| T8710 | Testing Assistant/Proctor | 01 | $\$ 16.91$ |
| T9827 | Testing Associate | 01 | $\$ 11.63$ |
| T9702 | Theater Technician | 01 | $\$ 16.91$ |
| T9743 | Transcript Evaluator | 01 | $\$ 11.00$ |
| T8716 | Tutor I | 01 | $\$ 12.64$ |
| T8717 | Tutor II | 01 | $\$ 17.79$ |
| T9863 | TX Success Initiatives Coach | 01 | $\$ 20.29$ |
| T9750 | Vast-Transition Specialist | 01 | $\$ 13.09$ |
| T9002 | Veteran Affairs Assistant | 01 | $\$ 18.20$ |
| T7023 | Web Graphic Designer |  |  |

## FACULTY \& STAFF STIPENDS

| Earn |  | Total <br> Stipend |
| :--- | :--- | :---: |
| Code | Description | Earnings |

## FACULTY \& STAFF STIPENDS

| Earn <br> Code | Description | Total <br> Stipend <br> Earnings |
| :--- | :--- | :---: |
| NTR | Stipend-Intramural Stu Act | Varies |
| OER | Stipend-Open Edu Resources | Varies |
| PDE | Stipend-Police Dept Education | Varies |
| PDF | Stipend-Program Director Fac | Varies |
| PDS | Stipend-Project Director | \$0 |
| PTK | Stipend-PTK (Phi Theta Kappa) | Varies |
| SQS | Stipend-Strength Quest | Varies |
| TCL | Stipend-Police TCOLE | Varies |
| TRV | Stipend-Travel | Varies |

## CLERICAL/SUPPORT SALARY SCHEDULE

|  | SCL1 |  | SCL2 |  | SCL3 | SCL4 | SCL5 |  | SCL6 |  | SCL7 | SCL8 | SCL9 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Min Step 1 | \$ | 18,246 | \$ | 20,097 | \$ 22,193 | \$ 24,781 | \$ | 27,744 | \$ | 31,194 | \$ 35,386 | \$ 40,317 | \$ | 43,280 |
| Step 2 | \$ | 18,611 | \$ | 20,499 | \$ 22,636 | \$ 25,277 | \$ | 28,298 | \$ | 31,818 | \$ 36,093 | \$ 41,124 | \$ | 44,145 |
| Step 3 | \$ | 18,983 | \$ | 20,909 | \$ 23,089 | \$ 25,783 | \$ | 28,864 | \$ | 32,454 | \$ 36,815 | \$ 41,946 | \$ | 45,028 |
| Step 4 | \$ | 19,363 | \$ | 21,328 | \$ 23,551 | \$ 26,298 | \$ | 29,442 | \$ | 33,103 | \$ 37,552 | \$ 42,785 | \$ | 45,929 |
| Step 5 | \$ | 19,750 | \$ | 21,754 | \$ 24,022 | \$ 26,824 | \$ | 30,030 | \$ | 33,765 | \$ 38,303 | \$ 43,641 | \$ | 46,847 |
| Step 6 | \$ | 20,145 | \$ | 22,189 | \$ 24,502 | \$ 27,361 | \$ | 30,631 | \$ | 34,440 | \$ 39,069 | \$ 44,514 | \$ | 47,784 |
| Step 7 | \$ | 20,548 | \$ | 22,633 | \$ 24,992 | \$ 27,908 | \$ | 31,244 | \$ | 35,129 | \$ 39,850 | \$ 45,404 | \$ | 48,740 |
| Step 8 | \$ | 20,959 | \$ | 23,086 | \$ 25,492 | \$ 28,466 | \$ | 31,869 | \$ | 35,832 | \$ 40,647 | \$ 46,312 | \$ | 49,714 |
| Step 9 | \$ | 21,378 | \$ | 23,547 | \$ 26,002 | \$ 29,035 | \$ | 32,506 | \$ | 36,548 | \$ 41,460 | \$ 47,238 | \$ | 50,709 |
| Step 10 | \$ | 21,806 | \$ | 24,018 | \$ 26,522 | \$ 29,616 | \$ | 33,156 | \$ | 37,279 | \$ 42,289 | \$ 48,183 | \$ | 51,723 |
| Step 11 | \$ | 22,242 | \$ | 24,499 | \$ 27,052 | \$ 30,208 | \$ | 33,819 | \$ | 38,025 | \$ 43,135 | \$ 49,147 | \$ | 52,757 |
| Step 12 | \$ | 22,686 | \$ | 24,988 | \$ 27,593 | \$ 30,812 | \$ | 34,495 | \$ | 38,785 | \$ 43,997 | \$ 50,129 | \$ | 53,812 |
| Step 13 | \$ | 23,140 | \$ | 25,488 | \$ 28,145 | \$ 31,429 | \$ | 35,185 | \$ | 39,561 | \$ 44,877 | \$ 51,132 | \$ | 54,889 |
| Mid Step 14 | \$ | 23,603 | \$ | 25,998 | \$ 28,708 | \$ 32,057 | \$ | 35,889 | \$ | 40,353 | \$ 45,775 | \$ 52,154 | \$ | 55,986 |
| Step 15 | \$ | 24,076 | \$ | 26,518 | \$ 29,284 | \$ 32,698 | \$ | 36,607 | \$ | 41,161 | \$ 46,691 | \$ 53,198 | \$ | 57,106 |
| Step 16 | \$ | 24,557 | \$ | 27,049 | \$ 29,868 | \$ 33,351 | \$ | 37,340 | \$ | 41,983 | \$ 47,623 | \$ 54,261 | \$ | 58,249 |
| Step 17 | \$ | 25,049 | \$ | 27,589 | \$ 30,466 | \$ 34,019 | \$ | 38,086 | \$ | 42,822 | \$ 48,577 | \$ 55,347 | \$ | 59,413 |
| Step 18 | \$ | 25,549 | \$ | 28,141 | \$ 31,076 | \$ 34,699 | \$ | 38,848 | \$ | 43,679 | \$ 49,548 | \$ 56,452 | \$ | 60,602 |
| Step 19 | \$ | 26,060 | \$ | 28,704 | \$ 31,697 | \$ 35,392 | \$ | 39,624 | \$ | 44,553 | \$ 50,539 | \$ 57,583 | \$ | 61,815 |
| Step 20 | \$ | 26,581 | \$ | 29,279 | \$ 32,331 | \$ 36,100 | \$ | 40,418 | \$ | 45,444 | \$ 51,549 | \$ 58,734 | \$ | 63,050 |
| Step 21 | \$ | 27,113 | \$ | 29,864 | \$ 32,977 | \$ 36,822 | \$ | 41,226 | \$ | 46,352 | \$ 52,580 | \$ 59,908 | \$ | 64,311 |
| Step 22 | \$ | 27,655 | \$ | 30,461 | \$ 33,637 | \$ 37,559 | \$ | 42,050 | \$ | 47,281 | \$ 53,632 | \$ 61,107 | \$ | 65,598 |
| Step 23 | \$ | 28,208 | \$ | 31,071 | \$ 34,309 | \$ 38,310 | \$ | 42,890 | \$ | 48,226 | \$ 54,705 | \$ 62,329 | \$ | 66,909 |
| Step 24 | \$ | 28,772 | \$ | 31,691 | \$ 34,996 | \$ 39,077 | \$ | 43,749 | \$ | 49,190 | \$ 55,800 | \$ 63,575 | \$ | 68,247 |
| Step 25 | \$ | 29,347 | \$ | 32,326 | \$ 35,695 | \$ 39,859 | \$ | 44,624 | \$ | 50,173 | \$ 56,915 | \$ 64,847 | \$ | 69,612 |
| Step 26 | \$ | 29,934 | \$ | 32,972 | \$ 36,408 | \$ 40,656 | \$ | 45,516 | \$ | 51,177 | \$ 58,053 | \$ 66,144 | \$ | 71,005 |
| Step 27 | \$ | 30,533 | \$ | 33,632 | \$ 37,137 | \$ 41,470 | \$ | 46,427 | \$ | 52,201 | \$ 59,215 | \$ 67,467 | \$ | 72,426 |
| Step 28 | \$ | 31,144 | \$ | 34,305 | \$ 37,880 | \$ 42,300 | \$ | 47,356 | \$ | 53,246 | \$ 60,400 | \$ 68,817 | \$ | 73,875 |
| Max Step 29 | \$ | 31,767 | \$ | 34,992 | \$ 38,638 | \$ 43,146 | \$ | 48,304 | \$ | 54,311 | \$ 61,608 | \$ 70,192 | \$ | 75,353 |

Effective: 9/1/20

## FACULTY SALARY OFFERS

ACADEMIC FACULTY

WORKFORCE FACULTY

NON-FACULTY

Salary offers for academic faculty positions are based on the credentialed degree (grade level) by Instructional Services and the number of part-time and full-time teaching years (step).

The conferred degree plus (+) additional education hours attained in the applicants instructional discipline will determine the grade level.

The number of teaching years credited to the applicant, not to exceed step 7, will determine the salary step.

Part-Time teaching years are credited at a $2: 1$ ratio. It takes two years of part-time teaching experience to count as one year of full-time teaching experience.

Salary offers for workforce faculty positions are based on the credentialed degree (grade level) by Instructional Services and the number of part-time and full-time years of related experience (step), excluding the three (3) years of required related work experience.

The conferred degree plus (+) additional hours in the applicants instructional discipline will determine the grade level.

The number of teaching years and work related experience credit-ed to the applicant, not to exceed step 7 , will determine the salary step, excluding the three (3) years of required related work experience.

Part-Time teaching years are credited at a $2: 1$ ratio. It takes two years of part-time teaching experience to count as one year of full-time teaching experience.

Placement within the salary range will depend upon the applicant's relevant education, experience and compared to the minimum qualifications for the position. Part-Time years of experience are credited at a $2: 1$ ratio.

Market differentials needed to recruit employees to critical positions of the college will be marked as outliers and will require the approval of the Chief Human Resources Officer.

An employee's base salary rate should never exceed the maximum of the position grade salary range.

## STAFF SALARY OFFERS

Salary offers for vacant (Peace Officer, Corporal, Lieutenant and Sergeant) positions in the Police Department are based on internal and external related police experience within the position title; not on total law enforcement experience.

Experience must be within same position title to receive credit towards salary placement.

- All internal/external full-time police experience is counted as 1:1 (One year of full-time experience equates to one year of credit).
- All internal/external part-time police experience is counted as $2: 1$ (Two years of part-time experience equates to one year of credit).

For example: A Peace Officer Sr. (Sergeant) with 6 years' experience going into a Lieutenant position would be placed below current Lieutenant Incumbents who have accumulated Time in Position experience.

## NOTES

ADDITIONAL DUTIES STIPEND

Annual increase amounts for all full-time employees are based on the employees' hire dates.

Full-time staff employees hired prior to September 1st of each year are eligible to receive the general salary increase.

Full- time faculty hired prior to the beginning of the academic year are eligible to receive the annual increase.

Note: The Board of Trustees approves the percentage amount of annual increases each year. Houston Community College Administration determine if the increases will be awarded via a salary structure increase, step increase and/or a combination of both.

An additional duties stipend may be paid for specific situations when an exempt employee assumes substantial, additional responsibilities on a temporary basis for a specific length of time, generally not to exceed one fiscal year. The amount of the stipend will be up to $10 \%$ of base pay.

The additional duties stipend is discontinued when the employee is no longer responsible for the additional responsibilities. The specific situations include additional duties assigned as the result of the following: Temporary assumption of job duties due to the extended leave of a peer, not including vacation or short term absence
coverage of 6 weeks or less; interim leadership of an organizational entity in addition to current position while a search process for a permanent replacement is in progress; and, assignment to a special project with additional duties typically not expected or associated with the employee's position. Additional duties stipends are to be used on a limited basis.

- All stipends must be approved by TE Compensation prior to the work being performed and/or promise of payment being made.
- Only in rare instances should a stipend be funded by a grant. When the stipend is to be funded by a grant, it must be written into the scope of work of the grant and approved by both Grants and TE Compensation prior to working being performed and/or promise of payment being made.


## NOTES

- Only exempt level employees are eligible to receive the additional duties stipend. (Any hours that non-exempt employees work to perform additional duties should be accounted for in the Timekeeping system.)

All full-time employees are paid over 24 pay periods.


[^0]:    Revised: 7/26/19

