Aztec Shops Full Time Salary Schedule (Board Approved 6/5/2026, Effective 7/1/2026)

Position Title	Pay Grade	FLSA Status	Hourly Pay Rate Minimum	Hourly Pay Rate Mid Point	Hourly Pay Rate Maximum
Accounts Payable Technician	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Aztec Nutrition Center	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Aztec Market	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Campus Concessions	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Conference Services	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Distribution	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Food Room	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Mesa Fresh	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Montezuma Publishing	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Sho Kitchen	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Starbucks	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, University Towers Kitchen	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Manager, Visual Merchandising	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant Sales Manager, Catering	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Assistant, Human Resources	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Banquet Cook, Catering	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Buyer, General Merchandise	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Buyer, Course Materials	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Food Room Attendant, Campus Dining	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Kitchen Supervisor, Bakeshop	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, Aztec Nutrition Center	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, Bakeshop	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, Faculty Staff Club	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, Production	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, Sho Kitchen	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, The Garden	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Lead Cook, University Towers Kitchen	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Loss Prevention Agent	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Office Assistant, Campus Dining	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Office Assistant, Corporate	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Operations Assistant Manager, Campus Stores	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Pastry Cook, Bakeshop	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Production Supervisor, Bakeshop	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Senior Baker, Bakeshop	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Senior Baker, Catering	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Senior Crew Lead, Aztec Market	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Steward, Aztec Nutrition Center	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Steward, Campus Catering	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Steward, The Garden	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Stewarding Supervisor, Snapdragon Stadium	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Supervisor, Sales Audit	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Textbook Buyer, Course Materials	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Textbook Floor Supervisor, Campus Stores	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Warehouse Buyer, Campus Dining	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Warehouse Delivery Driver	FT HOURLY I	Hourly Non Exempt	$19.55	$24.73	$29.92
Position Title	**Pay Grade**	**FLSA Status**	**Hourly Pay Rate Minimum**	**Hourly Pay Rate Mid Point**	**Hourly Pay Rate Maximum**
Accounts Payable Technician II	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Computer Manager, Campus Stores	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Coordinator, Human Resources	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Event Manager, Snapdragon Stadium Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Events Manager, Campus Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54

Facilites Services Technician I	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Financial Services Technician	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Jr Sous Chef, Snapdragon Stadium	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Kitchen Manager, Campus Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Aztec Market	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Aztec Store	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Campus Concessions	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Campus Dining Warehouse	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Campus Stores Distribution	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Mesa Fresh	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Snapdragon Stadium Concessions	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Snapdragon Stadium Kitchen	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Snapdragon Stadium Premium	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Sho Kitchen	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Starbucks	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, University Towers Kitchen	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Visual Merchandising	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Manager, Web Store	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Operations Manager, Campus Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Operations Manager, Campus Stores	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Operations Manager, Contracts & Risk Management	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Payroll/Staff Accountant	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Production Manager, Montezuma Publishing	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sales and Operations Manager, Conference Services	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sales Manager, Campus Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Senior Agent, Loss Prevention	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sous Chef, Aztec Nutrition Center	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sous Chef, Campus Catering	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sous Chef, Sho Kitchen	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sous Chef, The Garden	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Sous Chef, University Towers Kitchen	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Technician I, Facilities Services	FT HOURLY II	Hourly Non Exempt	$21.65	$28.59	$35.54
Position Title	**Pay Grade**	**FLSA Status**	**Hourly Pay Rate Minimum**	**Hourly Pay Rate Mid Point**	**Hourly Pay Rate Maximum**
Accounts Payable Technician Lead	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Analyst, Contracts & Risk Management	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Assistant Creative Manager, Marketing/Graphics	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Assistant Manager, Loss Prevention	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Assistant Manager, Loss Prevention Snapdragon Stadium	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, Aztec Nutrition Center	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, Campus Dining	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, Faculty Staff Club	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, Sho Kitchen	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, The Garden	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef de Cuisine, University Towers Kitchen	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef Manager, Campus Dining	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Chef, Campus Catering	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Creative Manager, Marketing/Graphics	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Lead Technician, Facilities Services	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Lead Technician, Snapdragon Stadium	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Locksmith	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Production Kitchen Manager	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Purchasing Manager, Snapdragon Stadium	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, Aztec Market	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, Aztec Nutrition Center	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78

Senior Manager, Campus Catering	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, Campus Concessions	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, Faculty Staff Club	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, Purchasing and Warehouse	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Manager, UTK	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Operations Manager, Contracts & Risk Management	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Sales Manager, Campus Catering	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Sous Chef, Campus Catering	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Staffing Specialist, Human Resources	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Suites Manager, Snapdragon Stadium	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Senior Web Developer, IT	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Staff Accountant I	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Staffing Specialist, Human Resources	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Systems & Operations Technician, IT	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Systems Administrator, IT	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Systems Analyst, IT	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Technician II, Facilities Services	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Technician, Payroll	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Web Developer, IT	FT HOURLY III	Hourly Non Exempt	$25.14	$37.96	$50.78
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Assistant General Manager, Campus Concessions	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Assistant General Manager, Snapdragon Stadium Catering	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Assistant General Manager, Snapdragon Stadium Concessions	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Assistant General Manager, Snapdragon Stadium Premium	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Course Materials Textbook Buyer (SAL)	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Manager, Occupational Safety & Risk Management	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Sous Chef, Snapdragon Stadium	FT EXEMPT I	Salaried Exempt	$73,221.88	$76,636.79	$90,727.75
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Dietitian	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Executive Chef, Campus Dining	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Executive Chef, Snapdragon Stadium	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Executive Sous Chef, Snapdragon Stadium	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Aztec Nutrition Center	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Campus Catering	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Campus Concessions	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Campus Stores	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Conference Services	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Convenience Stores	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Course Materials	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Merchandise	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Montezuma Publishing	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Residential Facilities	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Sho Kitchen	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Snapdragon Stadium Premium	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, Starbucks	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, The Garden	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
General Manager, University Towers Kitchen	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Human Resources Generalist	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Human Resources Generalist, Snapdragon Stadium	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Accounting	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Alcohol Compliance & Licensing	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Dining Program Administration	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Facilities Services	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Financial Services	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08

Manager, IT Operations	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, IT Systems/Operations	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Loss Prevention	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Payroll	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Manager, Snapdragon Stadium Warehouse	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Senior Manager, Governance & Corporate Affairs	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Senior Manager, Human Resources	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Senior Manager, Loss Prevention	FT EXEMPT II	Salaried Exempt	$73,828.35	$102,294.72	$130,761.08
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Associate Director, Buying Group	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Capital Projects	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Commerical Real Estate Management	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Contracts & Risk Management	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Dining	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Financial Services	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Human Resources	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Associate Director, Residential Property Management	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Senior General Manager, Snapdragon Stadium	FT EXEMPT III	Salaried Exempt	$106,498.27	$129,900.31	$153,302.38
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Senior Associate Director, Financial Services	FT EXEMPT IV	Salaried Exempt	$117,148.09	$142,890.34	$168,632.61
Senior Associate Director, Human Resources	FT EXEMPT IV	Salaried Exempt	$117,148.09	$142,890.34	$168,632.61
Senior Associate Director/Exec General Manager, Snapdragon Stadium	FT EXEMPT IV	Salaried Exempt	$117,148.09	$142,890.34	$168,632.61
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Director, Campus Dining & Hospitality	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Campus Stores	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Contracts & Risk Management	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Financial Services	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Human Resources	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, IT	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Marketing, Communications, & Public Affairs	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Director, Real Estate & Business Development	FT EXEC I	Salaried Exempt	$136,233.22	$176,521.11	$216,809.01
Position Title	**Pay Grade**	**FLSA Status**	**Annual Pay Rate Minimum**	**Annual Pay Rate Mid Point**	**Annual Pay Rate Maximum**
Chief Executive Officer	FT EXEC II	Salaried Exempt	$214,187.08	$243,913.23	$273,639.36
Chief Financial Officer	FT EXEC II	Salaried Exempt	$171,349.67	$195,130.59	$218,911.48
Chief Operating Officer	FT EXEC II	Salaried Exempt	$182,059.02	$207,326.25	$232,593.46

Revised: 10/9/26