Please reference the Levers pdf slide for the list of levers from the presentation.

Questions	Group 1	Group 2	Group 3	Group 4	Group 5
Which levers are easiest to pull?	Salaries with natural attrition (hiring less expensive/tenured EE) Enrollment if you are not full.	Enrollment in today's climate	Teaching load Class size (if school doesn't emphasize it)	Increasing enrollment carefullly	Planned salary increases Combine one from each column Easier to pull slowly Natural attrition
Which levers are hardest to pull?	In this market, salaries and benefits.	Keeping salaries competitive to avoid turnover and not lose faculty	Class size (it's a selling point) Financial aid Alumni giving	Space constraints-changing that. Changing headcount Benefits increases make salary increase.	Reduce salaries Full scale reduction
How would you approach adjusting the levers?	Very carefully!	Focus on annual salary increases	Use NBOA's model in leadership group or a different 10 year model	Need to play with levers individually, don't try everything at once	Through the budget modeling process Surveying employees & current families
What levers are missing from the list?	Increasing profitability of ancillary programs. Alternative revenue streams. Rentals. Fundraising	Maximizing location. Also location being a burdain.	Annual Fund Financial Aid	How much to set aside for the various reserves	Tuition level Number of auxiliary programs (increase time offered)