

# Leading with Limited Resources

## *(Doing More with Less)*

### ***The Dilemma:***

Historically, we have been able to offer new leaders rich packages that included space, billets, and support. However the School of Medicine is now (and will continue to be) faced with serious constraints on these very resources which have been used to attract both internal and external candidates to leadership roles.

### ***Discussion Questions:***

- What alternative organizational structures and strategies can we employ in an environment of scarce resources and still remain attractive/competitive with our peer institutions?
- What can we offer new leaders beyond space and billets to attract them to leadership roles and enable them to be effective leaders?
- What assumptions do we make about faculty needs, and how do those assumptions constrain our thinking about what is possible in the future? What could we do differently if those assumptions were not true?

### ***For example:***

Is it true that faculty will not share space and equipment? Can we adopt a different model of space allocation (e.g. such as the approaches in biochemistry and developmental biology). What are the advantages and disadvantages of these models?

Can we build strong Stanford School of Medicine programs by creating different alignments with faculty from other schools, other Universities, non-Stanford scientific partners, and members of industry?

Is the current department/division structure the best model for our future? What are some possible alternatives?

