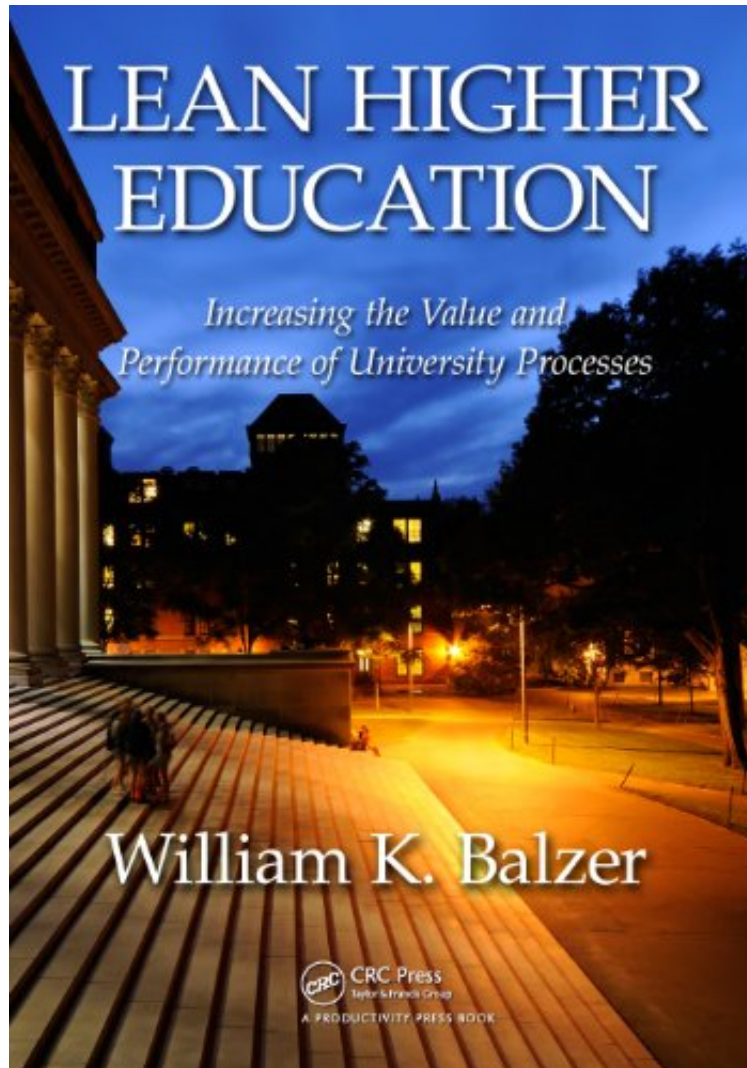


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# Lean Higher Education: Increasing the Value and Performance of University Processes

William K. Balzer

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**William K. Balzer : Lean Higher Education: Increasing the Value and Performance of University Processes** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Lean Higher Education: Increasing the Value and Performance of University Processes:

3 of 3 people found the following review helpful. Very practical, no-nonsense guidebook By Tex William Balzer has written a very helpful manual on how to integrate Lean thinking into Higher Education Business practices. There are many good aspects I could mention, here are the best two. One, the book dispenses with the confusing and ambiguous jargon of Lean in favor of a set of principles that apply directly to the sort of processes that work in higher ed

institutions (as opposed to the ones that are operative in manufacturing plants). Second, it is written from the perspective of a comprehensive understanding of the politics of higher ed. For instance, an outsider might well treat faculty as if they were simply employees, where Balzer treats them as sometimes being the supplier and sometimes the consumer/customer, depending on which sort of practices you are examining. He also correctly treats of the wide variety of external constituencies that impact higher ed rather than simply defining the student as the single consumer of the educational process. Finally, it is well written and accessible to audiences outside the usual management circles. 0 of 0 people found the following review helpful. Four Stars By Michel Martel Great book

In an environment of diminishing resources, growing enrollment, and increasing expectations of accountability, *Lean Higher Education: Increasing the Value and Performance of University Processes* provides the understanding and the tools required to return education to the consumers it was designed to serve—the students. It supplies a unifying framework for implementing and sustaining a Lean Higher Education (LHE) transformation at any institution, regardless of size or mission. Using straightforward language, relevant examples, and step-by-step guidelines for introducing Lean interventions, this authoritative resource explains how to involve stakeholders in the delivery of quality every step of the way. The author details a flexible series of steps to help ensure stakeholders understand all critical work processes. He presents a wealth of empirical evidence that highlights successful applications of Lean concepts at major universities and provides proven methods for uncovering and eliminating activities that overburden staff yet contribute little or no added value to stakeholders. Complete with standardized methods for correctly diagnosing workplace problems and implementing appropriate solutions, this valuable reference arms you with the understanding and the tools to effectively balance the needs of all stakeholders. By implementing the Lean practices covered in these pages your school will be better positioned to provide higher quality education, at reduced costs, with efficient processes that instill pride, maximize value, and respect the long-term interests of your students, faculty, and staff.

"Dr. Balzer's five-step model can help colleges and universities better align their key processes to deliver value for all constituents." David LaHote, President of Lean Education, Lean Enterprise Institute "a must read for all university administrators—it helps them build processes and services that truly serve students." Professor Tom Andrews, BGSU Firelands College, Former Director of Advanced Computer Technology, Eaton Corp. (Winner of the 2002 Shingo Prize for Lean Operational Excellence) "will benefit any institution of higher education that recognizes that traditional approaches to improvement cannot deliver what the future calls for." Professor M.L. "Bob" Emiliani, School of Engineering and Technology, Central Connecticut State University, and President of The CLBM, LLC About the Author William K. Balzer, Ph.D., is a Professor of Industrial-Organizational Psychology in the Department of Psychology at Bowling Green State University and dean at the BGSU Firelands College. He has over 25 years of experience in the field of psychology and is an active member of the Society for Industrial and Organizational Psychology. For the past five years, Professor Balzer has been involved in promoting and applying lean principles and practices in higher education. His research interests include the psychology of lean systems, performance appraisal, job attitudes, and applied decision making. Balzer has consulted with national organizations including Procter Gamble, Owens-Illinois, and PepsiCo Incorporated in the areas of performance evaluation, job satisfaction, and strategic planning.