Contents

Acknowledgments	ix
Introduction	xi
Part I: Understanding Systems and Processes	
CHAPTER 1	
An Overview of Systems Thinking in	
International Education	1
CHAPTER 2	
Tools for Seeing Systems	. 15
CHAPTER 3	
Key Concepts of Lean Management	. 27
CHAPTER 4	
Identifying Waste Within Administrative Processes	. 37
CHAPTER 5	
Value Stream Mapping: A Step-by-Step Guide	. 43
Part II: Implementing Lean Operations	
CHAPTER 6	
Aligning International Recruitment Tactics with Institutional Strategy	. 59
CHAPTER 7	
Developing and Sustaining a Culture of Lean	. 69
CHAPTER 8	
Lean Management of Contracts, Projects,	
Intelligence, and Innovation	. 79
CHAPTER 9	
The Lean Office Toolbox	. 97
Conclusion	109
About the Author	111