

Waste	Definition	Administrative Unit Example	Academic Unit Example
D – Defects	Errors that require rework, corrections, or cause delays.	Incorrect student record entries requiring multiple corrections and resubmissions in the student information system.	Syllabus errors (e.g., wrong due dates or grading scale) leading to confusion and reissuing course materials.
O – Overproduction	Producing more than is needed or before it is needed.	Printing large batches of forms or reports that are rarely used or become outdated.	Creating excessive lecture slides or assignments that are never used or assigned.
W – Waiting	Idle time when people, information, or approvals are delayed.	Staff waiting for approvals from multiple levels to process hiring or purchasing requests.	Faculty waiting for curriculum committee approval before implementing course updates.
N – Non-utilized Talent	Not fully using employees' skills, knowledge, or abilities.	Highly skilled staff performing routine data entry instead of process improvement or analysis work.	Adjunct or junior faculty excluded from curriculum design despite subject-matter expertise.
T – Transportation	Unnecessary movement of materials or information between locations.	Moving physical documents between offices for signatures rather than using digital workflows.	Sending paper assignments between faculty offices instead of using an LMS.
I – Inventory	Excess materials, information, or work-in-progress that is not being used.	Backlogs of unprocessed applications or unreconciled financial transactions.	Accumulated ungraded assignments or unused lab supplies sitting idle.
M – Motion	Unnecessary physical movement by people.	Staff repeatedly walking between offices or systems to gather approvals or information.	Instructors searching multiple platforms (email, LMS, shared drives) to locate course materials.
E – Extra Processing	Doing more work than required or adding unnecessary steps.	Entering the same data into multiple systems due to lack of integration.	Requiring multiple drafts or redundant forms of the same assignment without clear value to learning.