INTRODUCTION
Higher education institutions are faced with many challenges including:
- pressure to lower costs
- increase student success and retention
- increased competition for funding
- increased reporting demands

How can we apply the principles of Lean Six Sigma to higher education to improve performance, lower cost, and improve customer satisfaction?

CONSIDER THE FRAMEWORK
Higher education suffers from customer centric and process-based problems ideally suited to Lean Six Sigma.

HOWEVER
Higher education is not manufacturing. Where LSS has been introduced into higher education institutions without adjusting the models used in manufacturing, improvements were limited.

Due to demand variability (student enrollment fluctuations may not be predictable) and input variation (students are not uniform in background, age, gender, ethnicity, etc.) higher education institutions must evaluate the way Lean Six Sigma is applied and what tools are used.

Traditional LSS tools such as demand leveling and value stream mapping may be inappropriate. Higher education institutions must also consider the vocabulary used in manufacturing does not directly align with higher education.

Finally, from an LSS perspective, who are your customers?
- students
- faculty
- operational employees

BARRIERS, RFs, CSFs, CFFs, KPIs
Barriers
- What is a defect?
- SILOs
- Expectation of quick-fixes
- Terminology
- Leadership
- Culture

Critical Failure Factors
- Lack of visionary leadership
- Lack of process ownership
- Lack of training
- Poor project selection
- Cultural changes
- Academic freedom

Readiness Factors
- Leadership and vision
- Management commitment and vision
- Linkage to strategic plan
- Customer Focus
- The right people

Critical Success Factors
- Leadership
- Project selection
- Training
- Accountability
- Technology
- Marketing
- Communication
- Culture
- Organizational Readiness

Key Performance Indicators
- University ranking
- Student completion rate
- Student satisfaction
- Student attendance
- Quality of research
- Facilities satisfaction
- Application processing time
- University housing

PROJECT SELECTION
Lean Six Sigma can be applied to facilitate process improvements in curriculum delivery; business and auxiliary services; admissions and enrollment management; and research.

- establish student competency definitions for the curriculum
- improve timing of the receipt of tuition and fees
- determine and lower the variation rate in the amount of marketing funds expended per admitted student
- cultural change mechanism to support faculty research

CONCLUSIONS
“Six sigma may be fine for manufacturing, but you'll soon discover our industry is unique.”

When adapted to the Higher Education domain, Lean Six Sigma can be used to improve academic and administrative operations across the institution.

Strong executive leadership is required to overcome the significant cultural hurdles and resistance to change that is prevalent in higher education institutions.

REFERENCES


Antony, Ji-Ju, Krishan, Netha; Cullen, Donna; Kumar, Mannesh, (2012), “Lean Six Sigma for higher education institutions (HEIs)”, International Journal of Productivity and Performance Management, Vol. 61 Iss 8 pp. 945 – 948


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