ABSTRACT

A higher education institution is compelled to enhance its competitiveness to ensure its sustainability. The presence of various complex programs and stakeholders renders the college's endeavor to become more responsive amidst intense competition. Fundamentally, a university encompasses a diverse range of directorates that facilitate its operational processes. These directorates hold significant weight in evaluating the university's excellence, as they contribute to a myriad of services essential to the successful execution of its programs. One of the concepts that can be employed to enhance the responsiveness of a university is the Lean program.

Lean Program Management focuses on eliminating waste in processes to create value for both programs and stakeholders. Therefore, this research aims to identify waste within a series of programs in order to eliminate the identified waste. However, there is a need for continuous improvement in performance. Through this, the productivity of service performance, processes, and activities within a university can be enhanced by implementing Lean *Six sigma*.

Lean Six sigma aims to enhance productivity, quality, and a series of activities by eliminating waste and reducing desired variations. Certainly, Lean *Six sigma* follows a set of stages known as DMAIC (Define, Measure, Analyze, Improve, and Control). Certainly each stages has various kinds of instruments that are used so that problems are identified that allow for improvements, then later measurements of these problems are carried out and an in-depth analysis is carried out, with this, ideas for improvements can be made that can be carried out optimally with the help of maturity measurements.

A Lean *Six sigma* approach, incorporating maturity measurements, is employed to model the impact of waste between programs and stakeholders within it. Through Lean *Six sigma*, waste elimination and variation reduction can be achieved, thereby delivering improvements for an organization. Meanwhile, maturity will classify waste based on its level of urgency, which will subsequently

aid in analyzing the root cause of the issue, enabling effective waste elimination actions to be undertaken.