

## Session 6

### CREATING AN INTERFACE BETWEEN FACULTIES AND FACILITIES: A CASE STUDY

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How do you promote collaboration amongst business units that are culturally different? Can faculties and a central Facilities Management group build effective partnerships that will lead to positive outcomes?

In 2008, the long planned development of the South-East precinct of the Gardens Point campus of QUT was to become a reality. It would be Science, Technology, Engineering and Mathematics (STEM) focused and include the campus community facilities.

The faculties had been moving toward and visioning development change in pedagogy and process and now the time to implement presented itself as the new Science and Technology Precinct and Community Hub (STP-CH). The aspirations could now become reality. Major facility change provides enormous opportunities for development.

Early works meant major disruptions to entire schools and operational support groups as buildings were decommissioned, laboratories refurbished, major works planned. Faculties were concerned about their ability to focus on the massive task at hand and appropriately represent the needs of their stakeholders.

Facilities Management were challenged with managing the largest building project in the history of the University, with substantial early works encompassing demolition of five buildings, closing down over 1000 teaching seats, relocation of entire schools, laboratories and university-wide commercial facilities. At the same time, design and construction of a new integrated precinct would need to be completed by 2012.

Such a significant project will provide a great boost in university asset, build capacity and transform the student experience on campus. Success would depend on meeting the needs of the University and delivering the quality product on time and in budget.

At the interface, how were expectations of the University's Facilities Management and the faculties to be met?

Understanding everything about the culture of another business unit is hard for an outsider but it's not necessary. What is necessary is learning about issues that are critical for each other's success.

It is unrealistic to expect that we would like everything about the other culture. Accepting that other viewpoints have validity and merit respect is vital for achieving shared outcomes.

Strong collaboration, trust and respect hold the key to success. The authors will describe a developmental journey where two separate organisational areas, with different business imperatives and cultures, are achieving success.