

The Prince Mohammad Bin Salman College for
Business and Entrepreneurship at KAEC



Introduction

Established by Emaar Knowledge Company (a subsidiary of Emaar the Economic City, Master Developers of King Abdullah Economic City) through an exclusive global partnership between Emaar The Economic City, Babson Global (a wholly-owned subsidiary of Babson College, USA), Lockheed Martin under the umbrella of the Economic Offset Program in the Kingdom of Saudi Arabia and the MISK foundation, Prince Mohammad Bin Salman College of Business and Entrepreneurship (MBSC), is a newly formed institution of higher education located in King Abdullah Economic City (KAEC), Saudi Arabia, designed in Collaboration with Babson, the No. 1 Entrepreneurial Educator in the United States. The Private College is designed to propagate Babson's unique philosophy of Entrepreneurial Thought and Action™ and to create Entrepreneurs of All Kinds™. MBSC will graduate entrepreneurs capable of building and leading enterprises, consistent with the Saudi government's goal to create a knowledge-based economy. The mission of the MBSC is to educate entrepreneurial leaders who can recognize and shape opportunities in a variety of settings, can act and learn by reflecting on their actions, and are capable of driving change within all kinds of organizations. MBSC's model requires the integration of academic and practical, internal and external, and leads to a broader set of core activities than is typical in a business school. The MBSC model seeks to give the local and regional community access to the best of American style education through its unique curricular to co-curricular experience while upholding the values of the nation.

Scope of Work and Budget

Scope

The submitting designer's role was to work with key stakeholders to develop a clear project brief and to develop bridging documents for a Design & Build Construction Contract.

This project converted 12,500 m² (Ground Floor + Mezzanine) of an existing core and shell space of a Mall Building located adjacent to BayLaSun Hotel & Marina / Conference & Banquet space into an MBA, Executive Learning and Entrepreneurial Center (incubator) school of business.

Area:

- 8,500m² at the Mezzanine Level
- 4,000 m² at Ground Floor Level

Fit-out of the Mezzanine Floor will be constructed in two phases, responding to student demand.

The project consisted for three phases the submitting design firm's scope of works for each phase is broken down as follows:

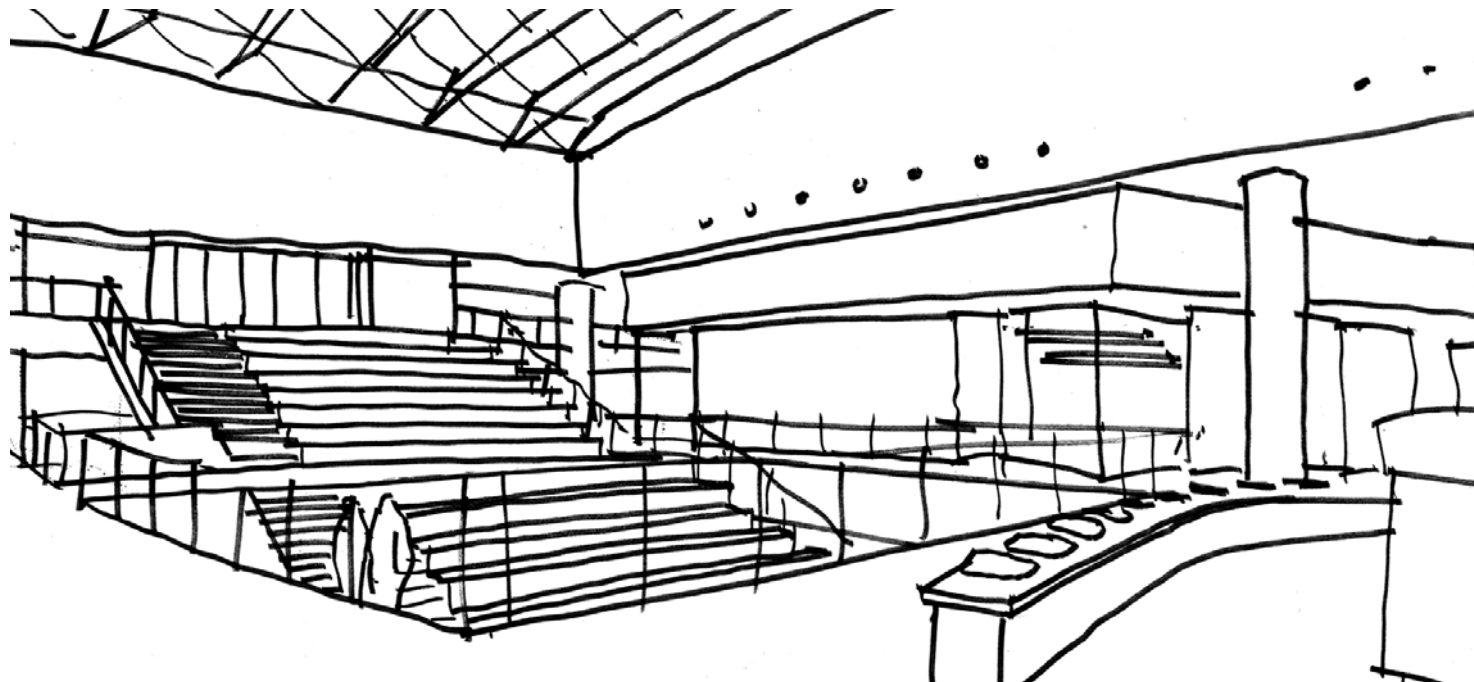
- Stage 1 – Design Brief and Concept Design
- Stage 2 – Schematic Design
- Stage 3 – D&B Construction Documents

The D&B Contractor developed construction documents based on the final schematic design. During this stage, the submitting design firm peer review of the documents as follows:

- Architectural Peer Review
- Mechanical Peer Review
- Electrical Peer Review

Budget

Budget and cost are undisclosed due to a confidentiality agreement with the client.



School & Community Engagement





The Community

The Prince Mohammad Bin Salman College for Business and Entrepreneurship at KAEC at the Bay La Sun Hotel & Marina is part of King Abdullah Economic City (KAEC), which is seen as the premier of a number of new urban centers in Saudi Arabia with the vision to help diversify Saudi economy and create employment. The College's development by KAEC, the private partner and owner of the College, is part of a comprehensive entrepreneurship ecosystem within the new city to foster the next generation of job creators. The Project advances KAEC as a hub of activities to encourage the region's emerging entrepreneurial businesses.

The Stakeholders

KAEC / Emaar, Economic City (EEC), Babson Global, Babson College, Lockheed Martin, the student population. Babson Global's role in the Project is to help support the advancement of entrepreneurial education in Saudi Arabia and the region and partnered with the KAEC to bring their entrepreneurial business school program to the city. Lockheed Martin will provide funding to establish the programs and campus at KAEC, the world's largest public-listed city. The investment will produce credits toward fulfilling Lockheed Martin's industrial participation or "offset" obligations tied to its business in Saudi Arabia.



Challenges

There were multiple stakeholders involved in the project with shared goals yet unique voices. The project team worked with all the stakeholders to help ensure the innovative programs and spaces required for the school were brought into the cultural context of the Kingdom, including the separation required for male and female students within some spaces. In addition traditionally, the educational system in KSA has not taught students to challenge and debate. To combat this, the College Faculty hired for the College will be trained at Babson College in Wellesley, Massachusetts. The Babson trainers in Wellesley will model for the new College faculty the attributes they expect them to embody.

Describe available assets

The design team met with representatives from EEC, Babson Global, and Babson College at a one-day workshop at Babson College. The day long program included a tour of relevant existing spaces at the Babson Executive Conference Center and existing and spaces under construction at the Babson Campus.





Value of the Process to the Community at Large

The Workshop with all project representatives was invaluable to the process. It took place at the Babson Global Offices and included a discussion about the goals and vision for the Project, the scope and program of the Project, the space to be fit out adjacent to the Hotel as well as the permanent campus for the new College, and expectations about the “look and feel” of the fit out space. This workshop was a pivotal step in the process setting out the framework for the design and further development.

The community at large is transformational for the country with its goal of creating “A new World for Saudi Arabia /A new Saudi Arabian City for the World.” This future forward city is enhanced by this project that designed in conjunction with one of the most entrepreneurial business schools in the world. Babson has been ranked by US News World report as the #1 for entrepreneurship for 20 consecutive years.

Educational Environment



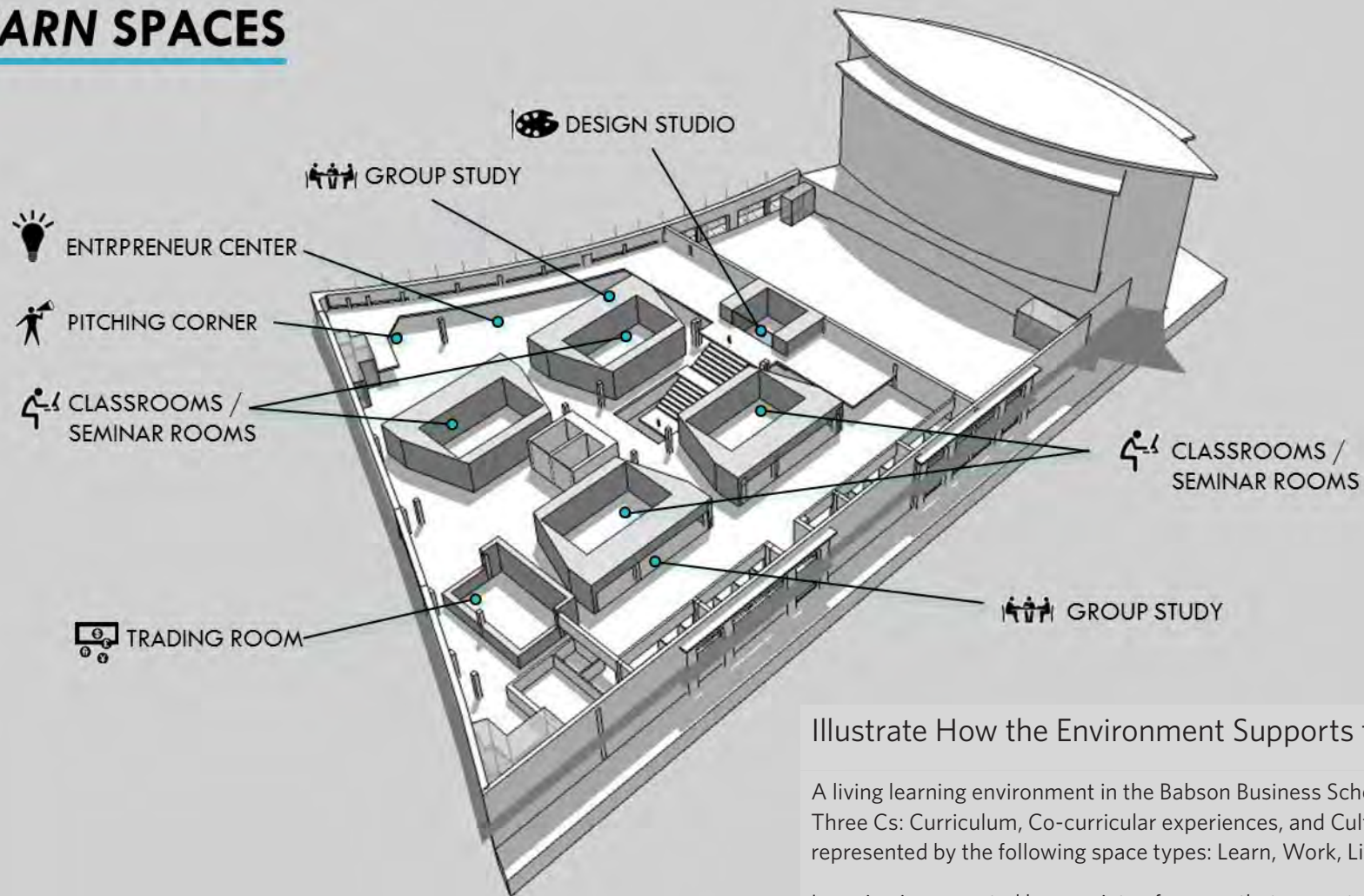


Educational Vision and Goals

Babson is recognized for the success of their alumni from the undergraduate and graduate schools in creating economic and social value everywhere. Babson College is a “living, learning lab that creates and launches the next generation of global education.” Babson Global’s mission for the new KAEC College is to educate entrepreneurial leaders who can recognize and shape opportunities. Graduates of the College will be capable of producing economic and social value wherever they work: as employees in large or small business, as leaders of government, social or philanthropic organizations, as founders of new businesses, or as the next generation of management creating new value for their family-owned and operated enterprises.

Babson College prides itself on creating a “Living-Learning” environment. They try to remove the fear of failure from their students, replacing it with learning from challenges. The Babson College method is to instill the following steps in students: Act, Reflect, Learn, and Change. The physical space helps them to achieve this model by providing spaces for colliding and connection and creating a culture of encouragement at every turn. This institution will be different from others in the region, education is not a passive lecture in a classroom but will focus on hands-on experiential learning that is practical and pragmatic.

LEARN SPACES

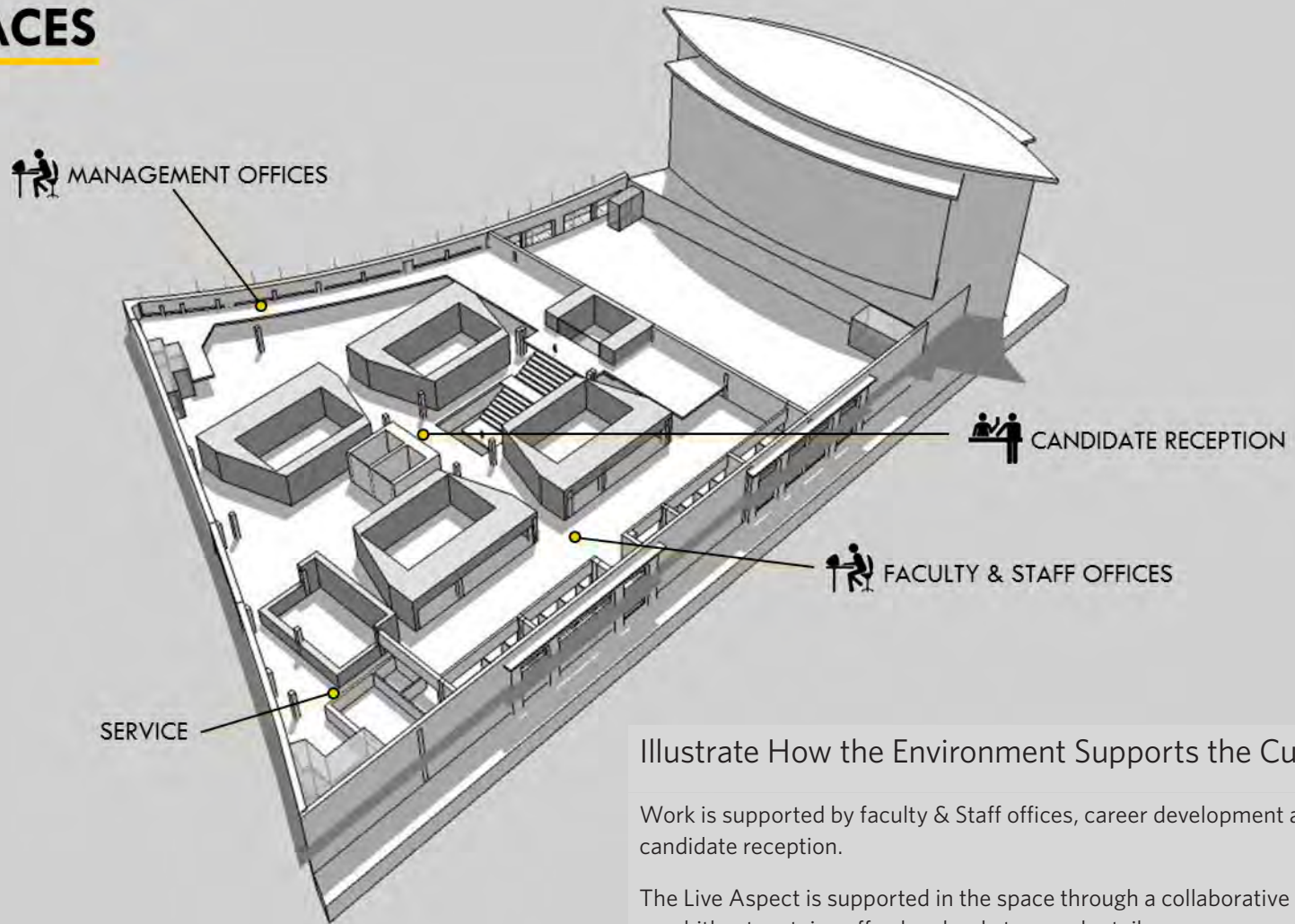


Illustrate How the Environment Supports the Curriculum

A living learning environment in the Babson Business School DNA supports the Three Cs: Curriculum, Co-curricular experiences, and Culture. The three Cs are represented by the following space types: Learn, Work, Live.

Learning is supported by a variety of spaces that promote active learning, collaboration, engaged active lecture, group study and projects, and individual learning. Small tiered classrooms enhanced with technology, seminar rooms with flexible configurations, telepresence classrooms, group study, a trading room, design studio, pitch room, an entrepreneurship center all the spaces promote learning and support the Babson program and KAEC mission with active, flexible spaces.

WORK SPACES

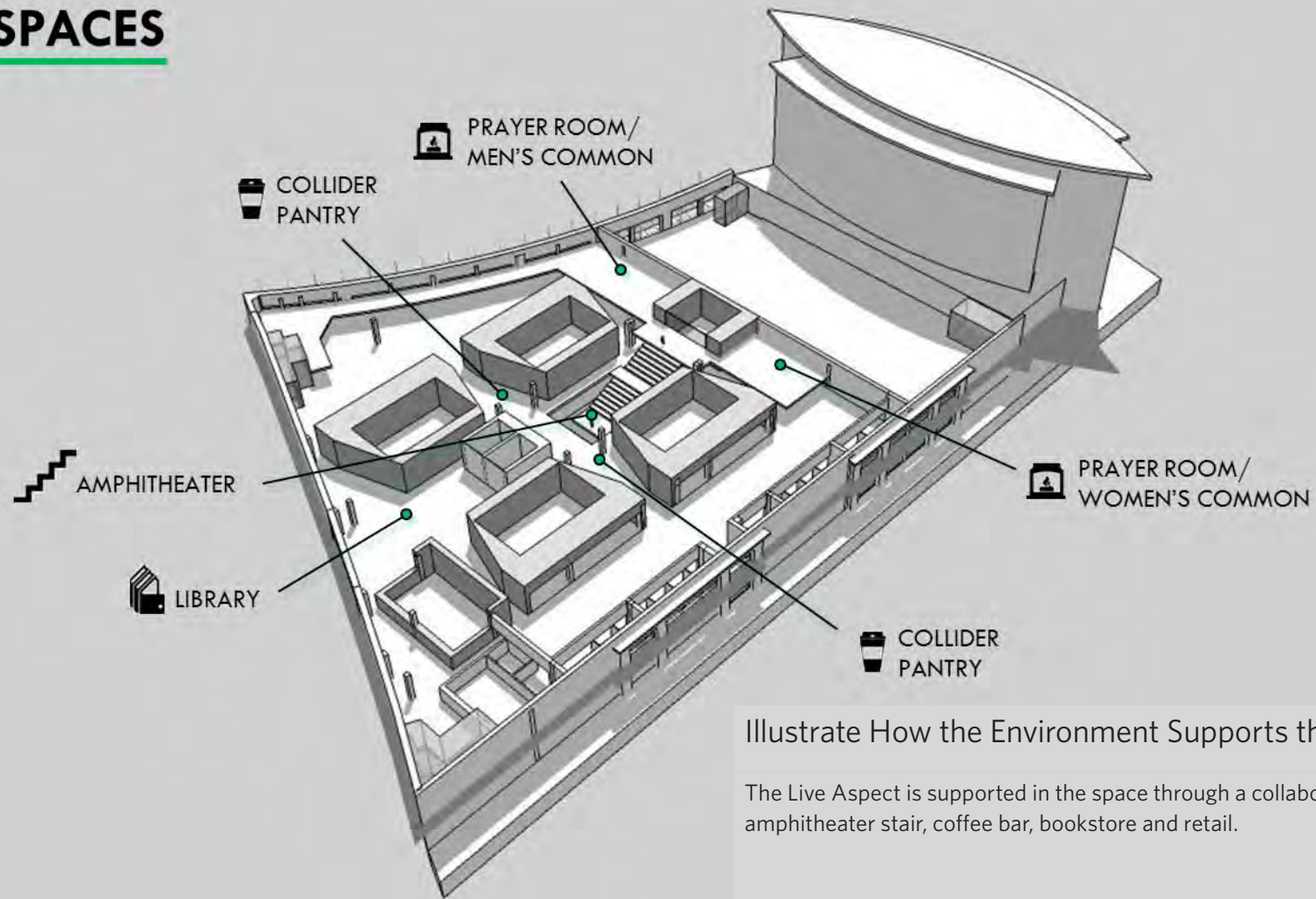


Illustrate How the Environment Supports the Curriculum

Work is supported by faculty & Staff offices, career development and candidate reception.

The Live Aspect is supported in the space through a collaborative indoor amphitheater stair, coffee bar, bookstore and retail.

LIVE SPACES



Illustrate How the Environment Supports the Curriculum

The Live Aspect is supported in the space through a collaborative indoor amphitheater stair, coffee bar, bookstore and retail.

First Floor



1. Classroom
2. Design Studio
3. Seminar
4. Amphitheater
5. Collider Cafe
6. Library
7. Entrepreneurship Center
8. Group Study
9. MBA Offices

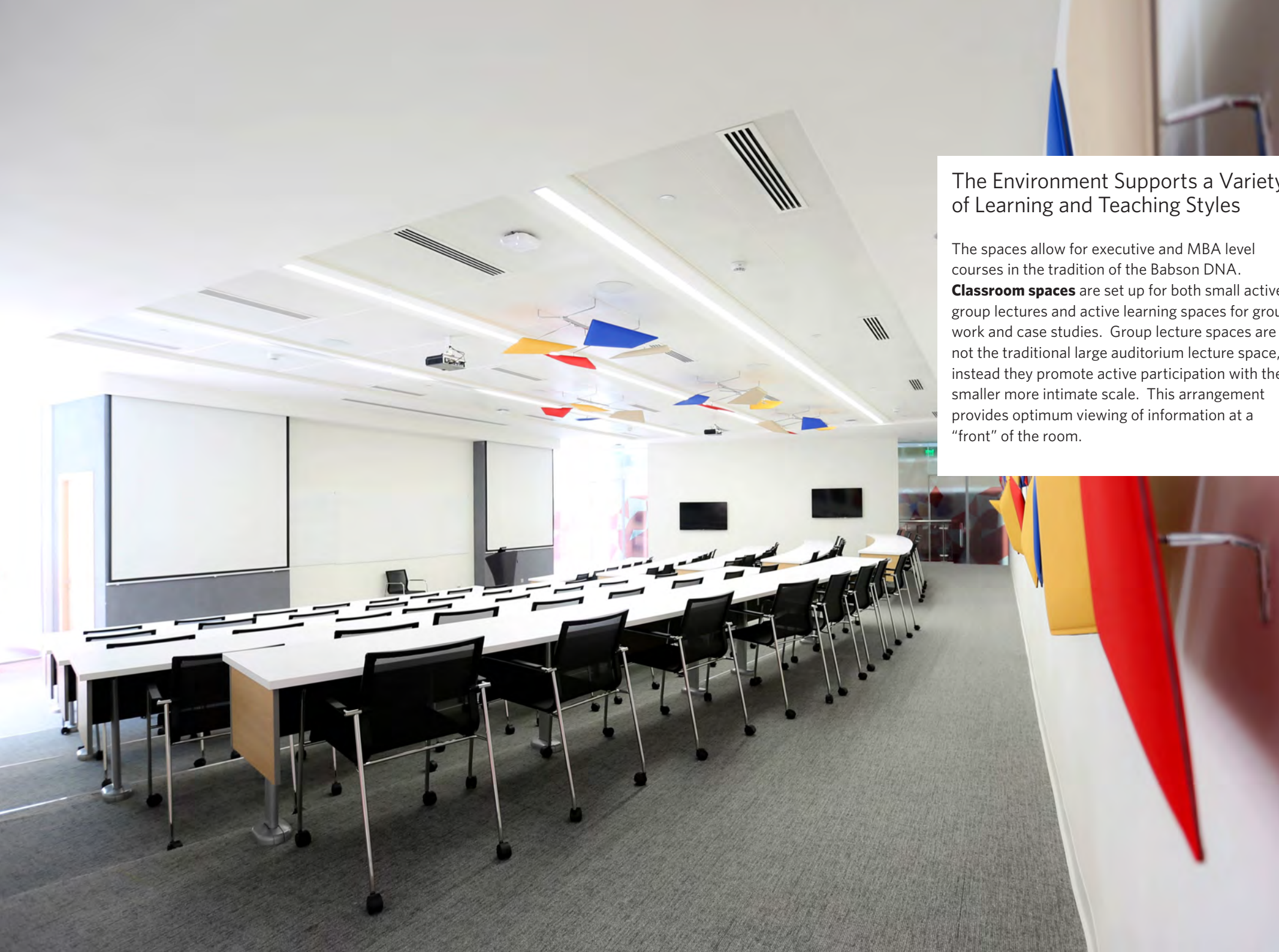
central active marketplace
flanked by more quiet work and
learn zones

Mezzanine Floor



- 1. Classroom
- 2. Design Studio
- 3. Seminar
- 4. Amphitheater
- 5. Collider Cafe
- 6. Library
- 7. Entrepreneurship Center
- 8. Faculty Offices
- 9. Commons

more secluded mezzanine area
for reflection, study, and work



The Environment Supports a Variety of Learning and Teaching Styles

The spaces allow for executive and MBA level courses in the tradition of the Babson DNA. **Classroom spaces** are set up for both small active group lectures and active learning spaces for group work and case studies. Group lecture spaces are not the traditional large auditorium lecture space, instead they promote active participation with their smaller more intimate scale. This arrangement provides optimum viewing of information at a "front" of the room.



The **design studio** promotes active learning with flexibility and technology the studio is outfitted with square tables, accommodating 8-10 students and supported by movable chairs and tables to allow for a variety of configurations. Both the Design studio and the Seminar Rooms have furnishings that allow for multiple arrangements: traditional lecture, traditional classroom, break outs and group work. These types of non-traditional arrangements are focused on creating a dialog between students and faculty and students to students. Technology is incorporated into the spaces with large monitors posted throughout the spaces.





Seminar rooms also support both Telepresence and Lecture Capture. Telepresence is for distance learning where a professor in another location would video-conference into the room to teach or help teach the class. Lecture Capture is digitally filming the classroom activities so that students can watch them later online.



Current pedagogy is emphasizing team work. Therefore Group Study Rooms are used by small groups of students for project based assignments and presentations. These rooms may be reserved for private conferences or for practicing presentations or finishing an acquisition valuation case study and are located near the open study lounges and coffee bars. Some of these rooms are located near the Entrepreneurship center. Because these rooms can be used by students for long periods of time, these spaces have controlled daylighting.

A large common, Indoor, **Open Amphitheater / Communicating Stair** promotes both casual collaboration and allows for large formal and informal presentations.



In the **Entrepreneurship Center** four glass partitioned, elevated, open air “conferencing” spaces create open collaboration spaces. Allowing the work being conducted inside to inspire fellow classmates while creating a sound barrier and sense of private group collaboration. In addition there are a variety of other opportunities for configuration within the Center. From movable white board partitions and seating to individual desk space with file cabinets and closed off study carrels for “head downs” study spaces. The Center supports collaboration and individual learning this space is adjacent to both daylight and refreshments (snacks, coffee) to keep students and faculty fueled properly.

Although there is so much emphasis on collaboration and socialization in education today, it may be difficult for students to find a quiet place for heads-down study or to review online materials. These small **Quiet Study Rooms** allow one or two people to study at a table in silence.



Adaptable and Flexible

Many of the students are a commuter population and common spaces are adaptable for different uses from group collaboration, to quiet study and research. File cabinets are provided for storage options during class time. All individual seating is movable and has incorporated power outlets allowing for multiple configurations in all the classrooms and collaboration spaces. White board partitions provided throughout the large, entrepreneurial center and are movable creating opportunities for multiple breakout spaces configured to the students' needs.

All **seminar spaces**, design studios, group study rooms and individual seating within the Entrepreneurship center have moveable furniture allowing allow for arrangements.

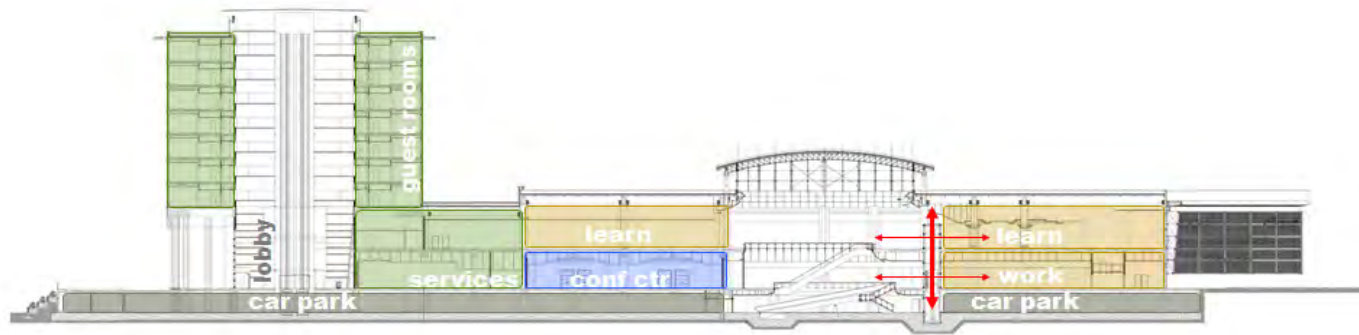


Physical Environment

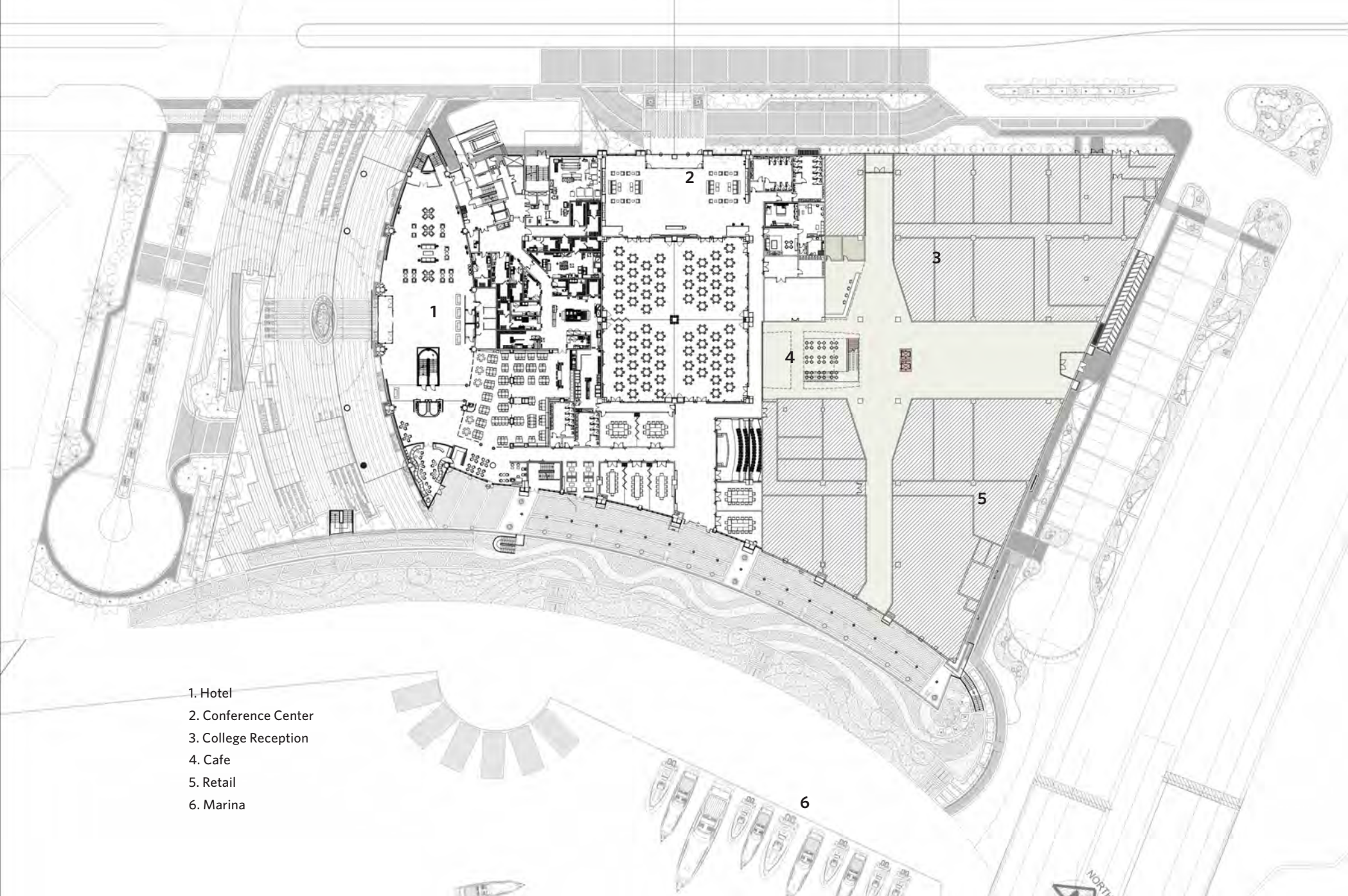




Opportunity Space



Ground Floor



- 1. Hotel
- 2. Conference Center
- 3. College Reception
- 4. Cafe
- 5. Retail
- 6. Marina



Physical attributes of the environment

Branding and Branded Messages is a differentiator for the Babson DNA. Key areas of the facility highlight the new College and also offer encouragement and inspiration for the students. An entrepreneur “wall of fame” to celebrates the works of KSA entrepreneurs and global/historic business leaders and innovators such as Nikola Tesla and Larry Page of Google.



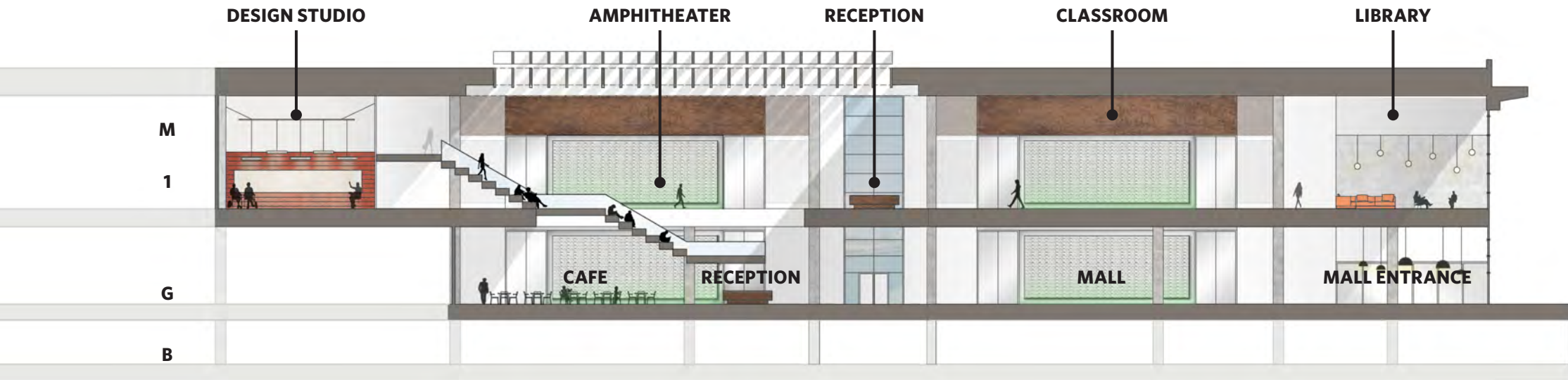
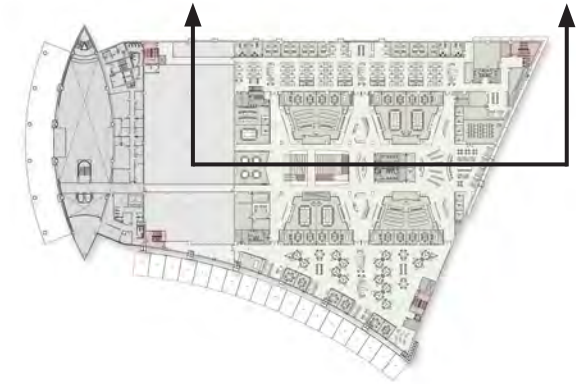
How the Facility Fits Within the Larger Context of the Community

The design concept is based on the original Marketplace. Markets have been around in the Middle East for thousands of years and probably started as informal meetings of merchants in open spaces. The public face of the marketplace is a lively place for community interaction and discourse on a personal level. One layer in, however, are the more private conversations and knowledge sharing that takes place out of the public eye. The marketplace of our concept is where the formal learning spaces along with collider spaces occur, flanking the existing light well, the amphitheater and the library. These spaces comprise a lively and interactive forum for the exchange of business knowledge. One layer in from the learning spaces is the faculty and admin offices to the north and the Entrepreneurial Center to the south overlooking the Marina. The expanded mezzanine connects the light well with the exterior promenade taking advantage of the generous interior volume while creating a commanding position for the Design Studio, Entrepreneurial Center faculty and the student Common Rooms.

The facility overall is flexible for the needs and culture of the student population. The MBA Program/Executive Education and Entrepreneurship Center for the College is expected to attract a commuter population utilizing the Hotel or local residences for housing if necessary. File cabinets and other storage areas are provided for students to store items as needed.

60% of students will be female, 40% will be male. Strict segregation is not required for the work spaces or common spaces but will need to be addressed in the classroom spaces.

Marketplace





Inspiration and Motivation

The project promotes collaboration at every turn driving new ideas and promoting new connections. Glass partitions in the open conference spaces in the Entrepreneurship center allow for the passerby to stop and look in the development of project and inviting participation. A soaring amphitheater stair reaches to the sky with an exposed skylight providing ample daylighting and uplifting surroundings. Flexibility and technology throughout multiple learning environments stimulates active learning, conversation, discoveries and ideas. Breakout areas and natural daylighting and views to outside provide moments of respite and spaces to refuel and refresh all within one space.

Results of the Process & Project



How Did the Project Achieve Educational Goals and Objectives

The curriculum uses a set of signature experiential courses, fully supported by the design, requiring students to apply their learning to real world problems or start new social or business ventures. MBSC has a culture that reflects the best of academic traditions in all world class institutions of higher learning whose hallmarks includes respect for diverse viewpoints, professionalism, integrity, and a constant commitment to excellence both in and out of the classroom. MBSC provides world class education that meets international standards in Saudi Arabia one space.





How Did the Project Achieve Community Goals

The college has some of the best state-of-the-art learning and teaching facilities and technologies in KSA. MBSC is developing a new generation of transformative leaders who think creatively and act boldly. The Kingdom needs more job creators and not just job consumers. MBSC is designed to fill this void by creating Entrepreneurs of All Kinds.

Unintended Results and Achievements of the Process & Project

The learning environments fully support the programs of the Babson Global's Living Learning environment and are changing the way students learn, promoting deeper questioning, broadening of ideas and solutions for tomorrow.