Nine to Nine:

Transformation at SMU's Cox School of Business

SMU

RAMSA
ROBERT A.M. STERN ARCHITECTS

gff

Learning Objectives

1. Example benchmarking against peer institutions and rebalancing space to meet today's needs
2. Review technology and space implications of today's business pedagogy and impact on facilities
3. Respond to the unique Architectural and Construction implications of renovation for education
4. Plan strategically for renovation projects to create versatile, economical, effective learning spaces

3 Big Ideas:

Enhancing connectivity, facilitating collaboration, and creating a 9:00 to 9:00 environment

Defining effective new learning spaces in the existing buildings, from individual quiet study to team rooms to large group presentation space

Creating a leading-edge business school environment while respecting campus architectural legacy & spirit

1

Enhancing the Student Experience by Improving Connectivity, Facilitating Collaboration, and Creating a 9:00 to 9:00 Environment

Southern Methodist University

Cox School of Business
Enrollment (Target): 3,200
Annual Degrees Conferred: 1,036
GSF: 156,604 (49 GSF per student)
Classroom Seat Count: 974 (.30 seats per student)
Team Rooms: 10 (320 students per room)

University of Southern California

Marshall School of Business
Enrollment: 4,803
Annual Degrees Conferred: 2,521
GSF: 350,071 (73 GSF per student)
Classroom Seat Count: 2,470 (.51 seats per student)
Team Rooms: 62 (77 students per room)

Boston College

Carroll School of Management
Enrollment: 3,182
Annual Degrees Conferred: 1,012
GSF: 120,066 (38 GSF per student)
Classroom Seat Count: 1,187 (.37 seats per student)
Team Rooms: N/A

Washington University in St. Louis

Olin Business School
Enrollment: 1,966
Annual Degrees Conferred: 812
GSF: 177,509 (89 GSF per student)
Classroom Seat Count: 1,009 (.51 seats per student)
Team Rooms: 19 (105 students per room)

University of Notre Dame

Mendoza College of Business
Enrollment: 3,556
Annual Degrees Conferred: 1,118
GSF: 196,986 (55 GSF per student)
Classroom Seat Count: 1,224 (.34 seats per student)
Team Rooms: 18 (198 students per room)

University of Texas at Austin

McCombs College of Business
Enrollment: 4,752 Undergrad
Annual Degrees Conferred: N/A
GSF: N/A
Classroom Seat Count: N/A
Team Rooms: N/A

Emory University

Goizueta School of Business
Enrollment: 2,422
Annual Degrees Conferred: 822
GSF: N/A
Classroom Seat Count: N/A
Team Rooms: N/A

Wake Forest University

School of Business
Enrollment: 1,300
Annual Degrees Conferred: 376
GSF: 133,790 (103 GSF per student)
Classroom Seat Count: 748 (.58 seats per student)
Team Rooms: 10 (130 students per room)

University of Kentucky*

Gatton College of Business
Enrollment: 3,379
Annual Degrees Conferred: 937
GSF: 226,328 (67 GSF per student)
Classroom Seat Count: 1,145 (.34 seats per student)
Team Rooms: 39 (87 students per room)

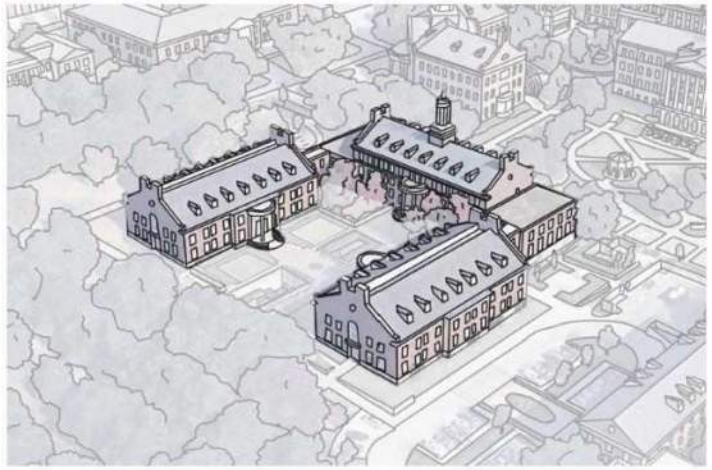
University of Nebraska*

College of Business Administration
Enrollment: 4,399
Annual Degrees Conferred: N/A
GSF: 238,486 (54 GSF per student)
Classroom Seat Count: 1,290 (.29 seats per student)
Team Rooms: 17 (259 students per room)

* Indicates RAMSA project used for informational purposes (not considered peer)

BENCHMARK INSTITUTIONS

	Enrollment	GSF	GSF/Student	Class Seats	Team Rooms
Cox School of Business	3,200	156,604	49	974	10
Benchmark Mean	3,137	199,980	65	1,256	25



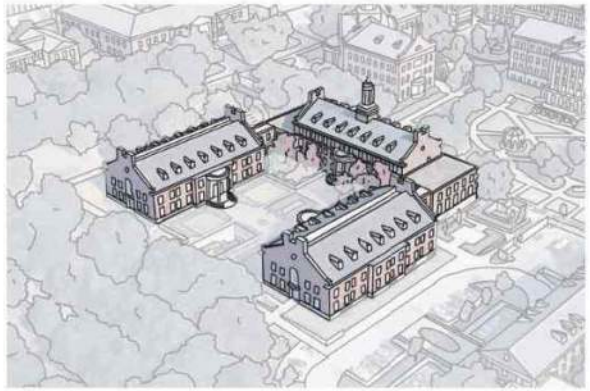
$$\frac{49\ \text{(Cox GSF/Student)}}{65\ \text{(Target GSF/Student)}} = \frac{156{,}604\ \text{(Cox GSF)}}{X\ \text{(Target GSF)}}$$

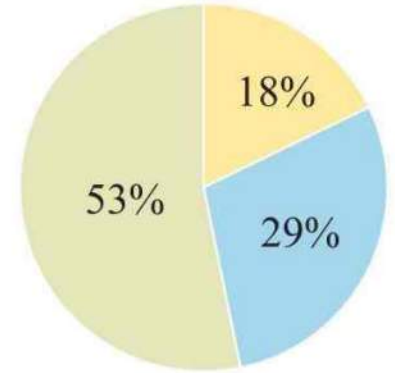
Existing:
156,604 GSF

→

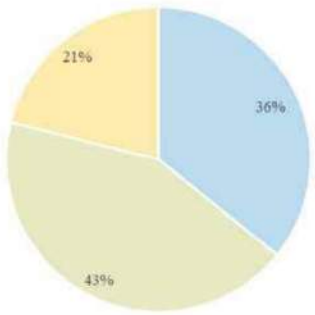
Target:
207,740 GSF
32% Growth

Note 1: GSF includes Fincher Hall, Crow Hall, Maguire Hall (excludes Collins)
Note 2: Space program mix benchmarks are based off available data from previous RAMSA projects

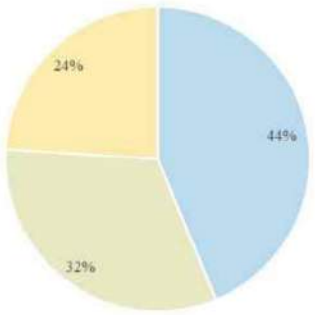




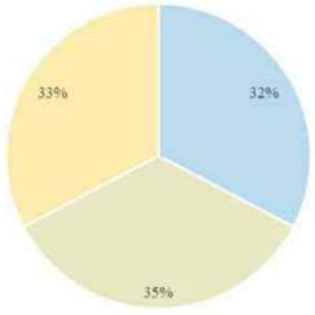
EXISTING



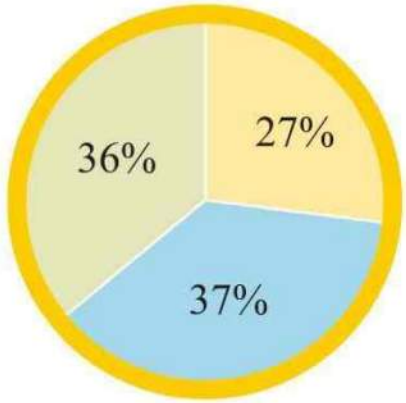
University of Nebraska
College of Business



University of Kentucky
Gatton College of Business



Wake Forest University
School of Business



TARGET

Proposed Program
(Verified Through Benchmarking)

Note 1: GSF includes Fincher Hall, Crow Hall, Maguire Hall (excludes Collins)
Note 2: Space program mix benchmarks are based off available data from previous RAMSA projects

Collaboration Spaces | Learning Spaces | Office Spaces

BENCHMARK STUDY: TARGET PROGRAM MIX

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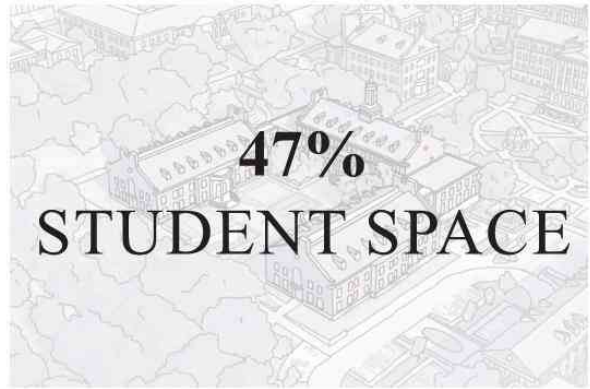
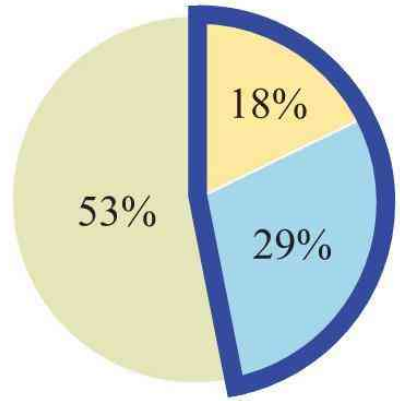


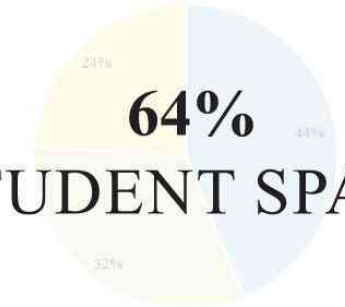
47%
STUDENT SPACE



EXISTING

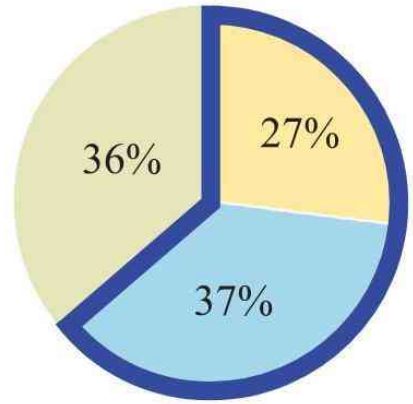
64%
STUDENT SPACE

University of Nebraska
College of Business



University of Kentucky
Gatton College of Business

Wake Forest University
School of Business



TARGET

Proposed Program
(Verified Through Benchmarking)

Note 1: GSF includes Fincher Hall, Crow Hall, Maguire Hall (excludes Collins)
Note 2: Space program mix benchmarks are based off available data from previous RAMSA projects

Collaboration Spaces | Learning Spaces | Office Spaces

BENCHMARK STUDY: TARGET PROGRAM MIX

SMU COX SCHOOL OF BUSINESS | RAMSA ROBERT A.M. STERN ARCHITECTS | gff

Collaboration Spaces

Existing: 17,311 NSF
Proposed: 31,770 NSF
Growth: 14,459 NSF

Learning Spaces

Existing: 23,236 NSF
Proposed: 44,068 NSF
Growth: 20,832 NSF

Department Offices

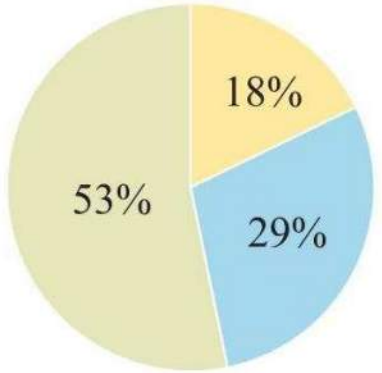
Existing: 15,277 NSF
Proposed: 19,480 NSF
Growth: 4,253 NSF

Centers & Institutes

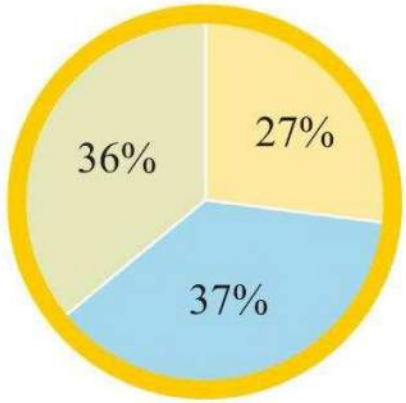
Existing: 7,572 NSF
Proposed: 6,915 NSF
Adjusted: -657 NSF

Administrative Spaces

Existing: 16,309 NSF
Proposed: 15,560 NSF
Adjusted: -749 NSF



EXISTING



TARGET

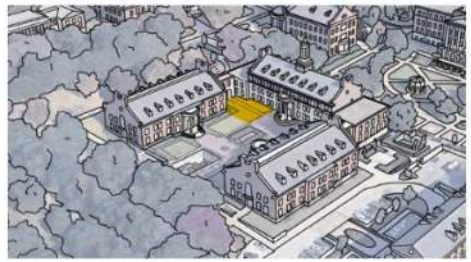
Proposed Program
(Verified Through Benchmarking)

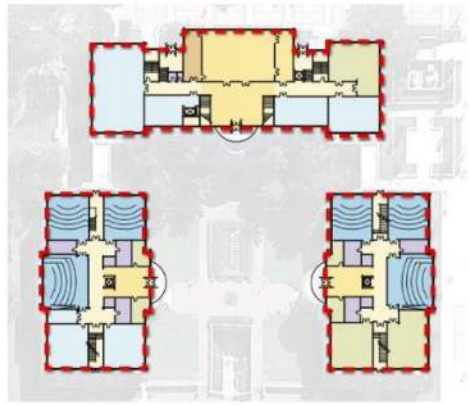
Collaboration Spaces Learning Spaces Office Spaces

PROPOSED COX SCHOOL PROGRAM ADJUSTMENTS

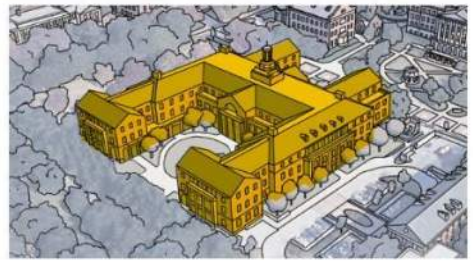
SMU COX SCHOOL OF BUSINESS RAMSA ROBERT A.M. STERN ARCHITECTS gff

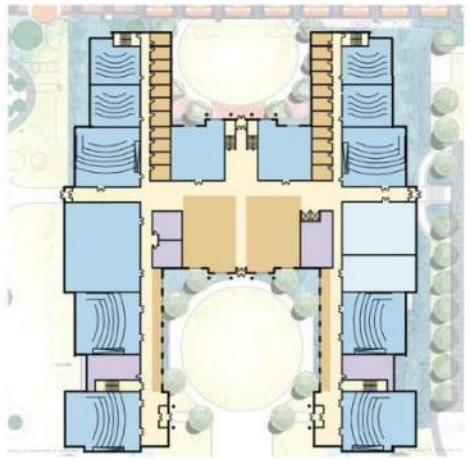
- Foster a “9-to-9” environment of community and culture
- Enhance the student experience
- Build community between students, faculty, staff and corporate partners
- Upgrade classrooms to accommodate modern pedagogy and technology
- Respect legacy of SMU campus and Cox Grounds
- Build for the next 50 years
- Consider operational impact during construction
- Leverage fundraising and development opportunities



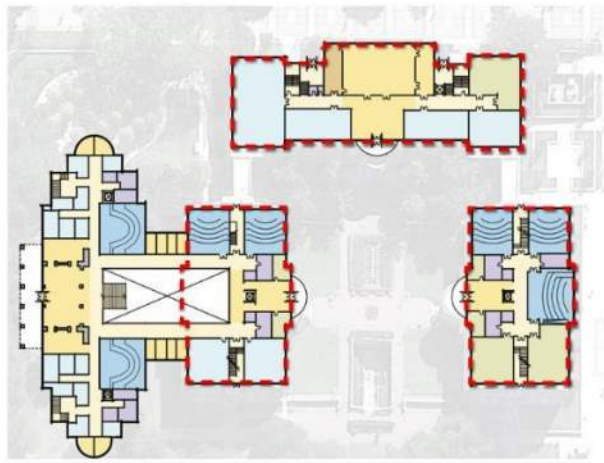


Strategy 1:
Renovation + Infill

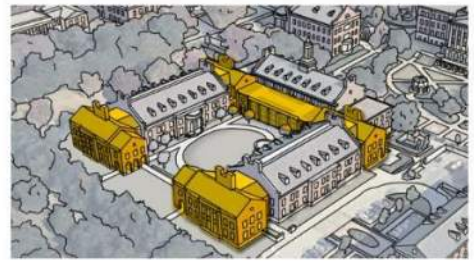


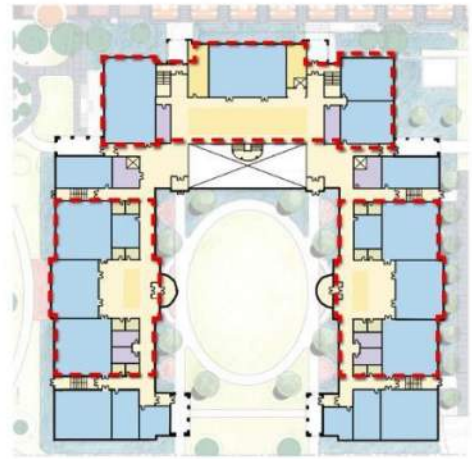


Strategy 2:
Complete Reconstruction



Strategy 3:
Renovation +
North Expansion





Strategy 4:
Renovation +
Centralized Expansion

STRATEGIES FOR GROWTH

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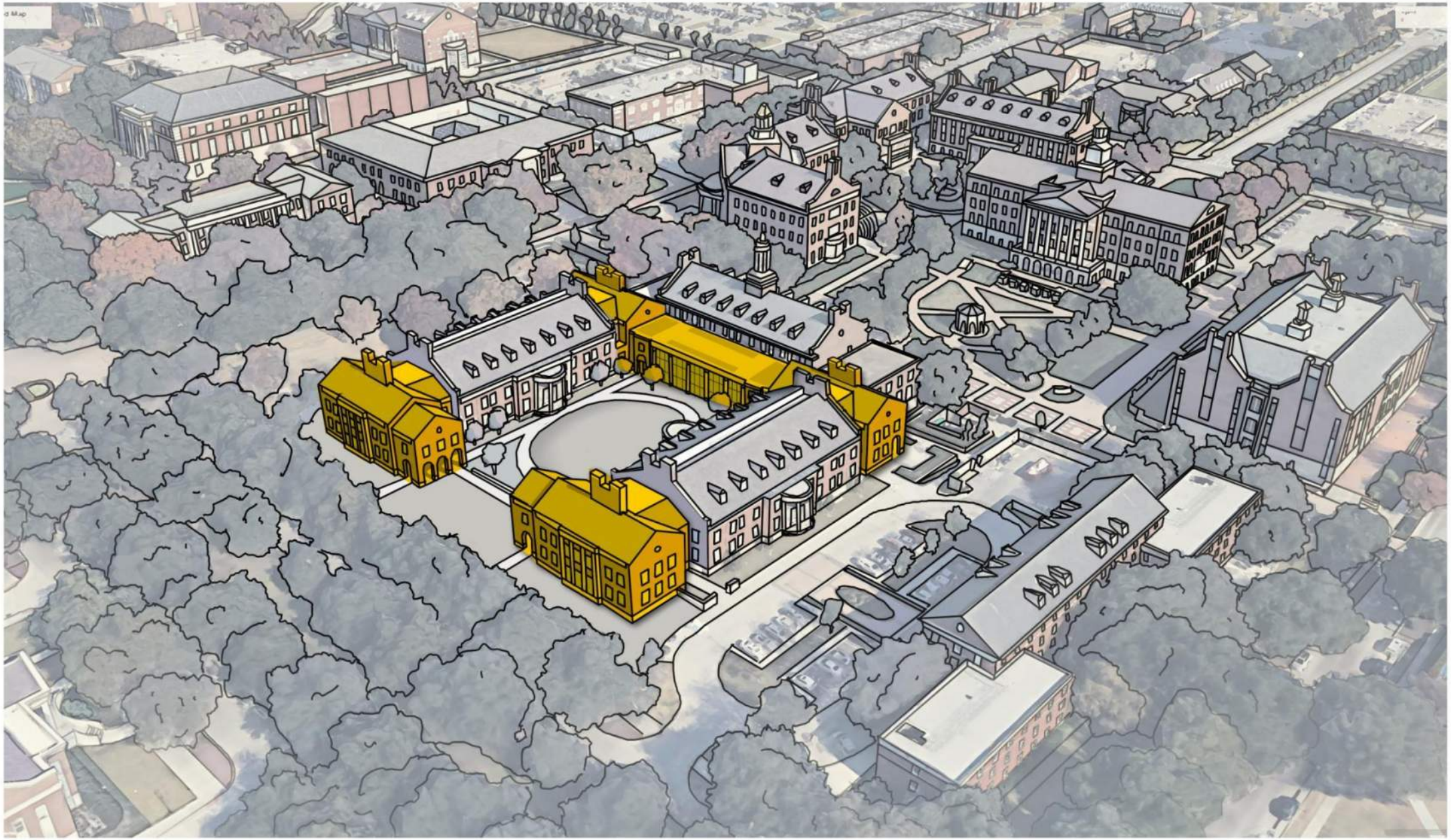
Strategy 1: Renovation + Infill	**Strategy 2:** Complete Reconstruction	**Strategy 3:** Renovation + North Expansion	**Strategy 4:** Renovation + Central Expansion	
				Foster a “9-to-9” environment of community and culture
				Enhance the student experience
				Build community between students, faculty, staff and corporate partners
				Upgrade classrooms to accommodate modern pedagogy and technology
				Respect legacy of SMU campus and Cox Grounds
				Build for the next 50 years
				Minimize operational impact during construction
				Leverage fundraising and development opportunities
$61M-$73M	$124M-$139M	$92M-$108M	$92M-$108M	Anticipated project cost range
Summer 2024	Winter 2022	Summer 2024	Summer 2024	Earliest anticipated completion

STRATEGY COMPARISON



SMU COX SCHOOL OF BUSINESS
NOVEMBER 2019

SELECTED STRATEGY - AERIAL VIEW

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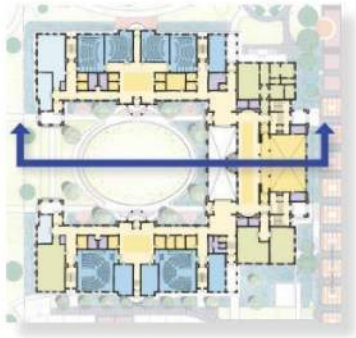
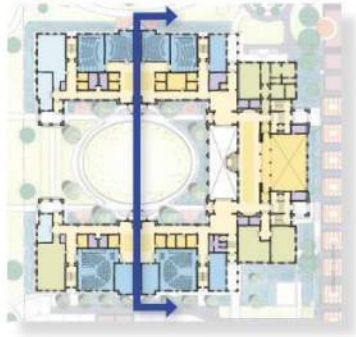
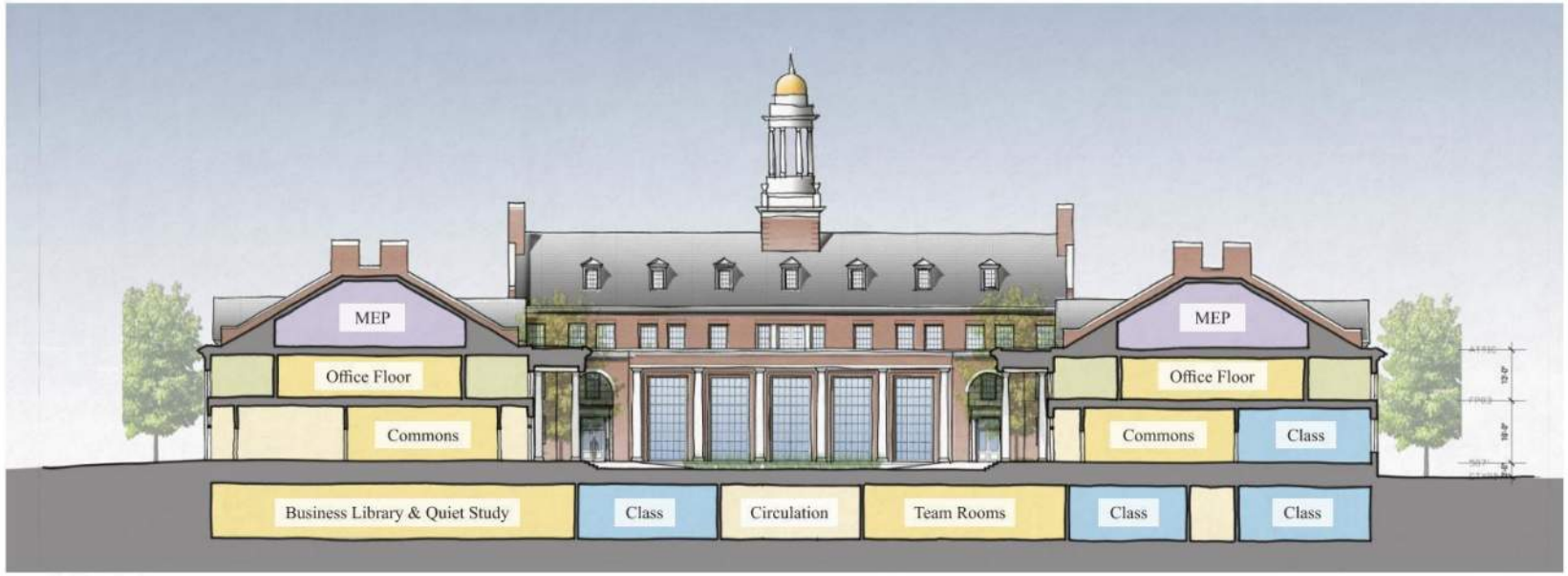


East-West Section



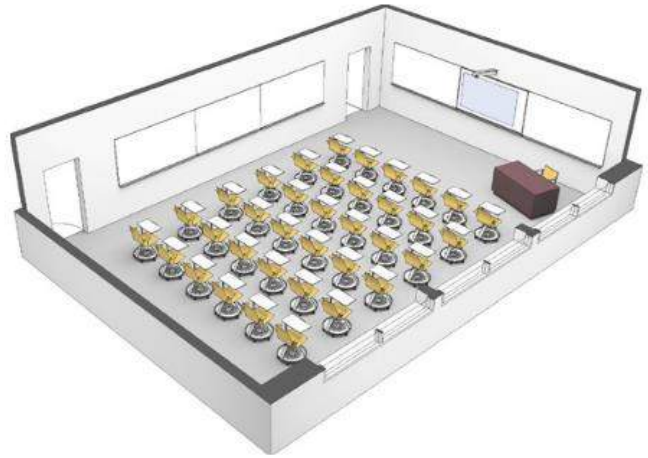


North-South Section

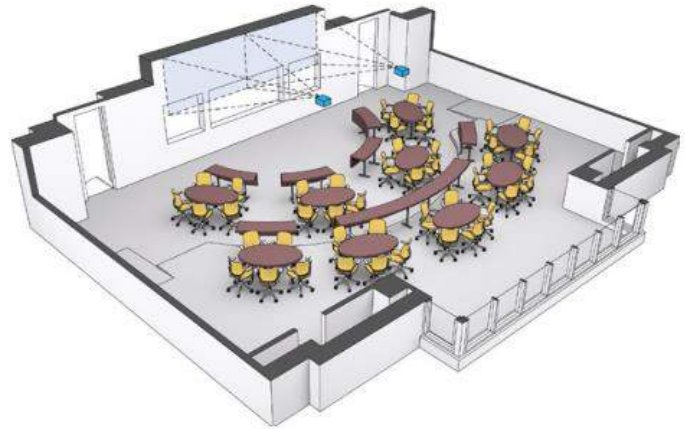
0 40' 80'

SITE SECTIONS

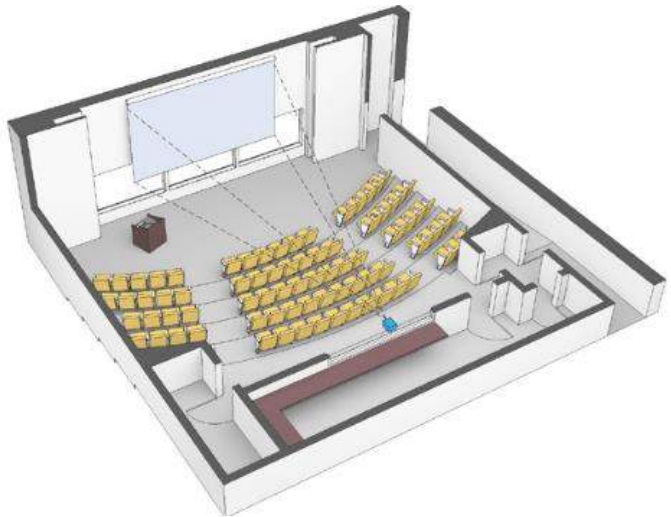
30 P Fixed Team Classroom



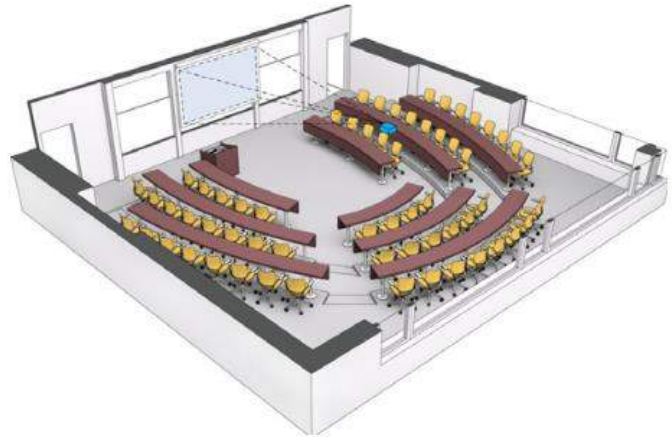
40 P Flexible Classroom



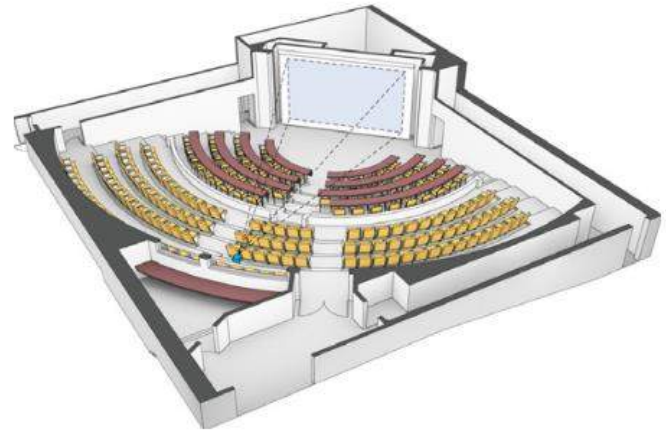
50 P Cluster Classroom



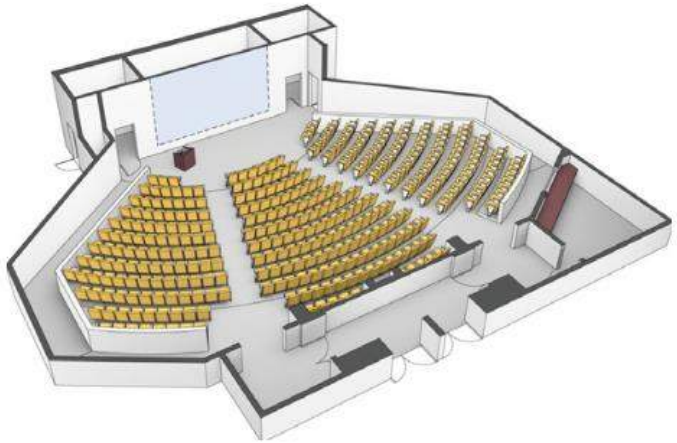
72 P Tiered Classroom



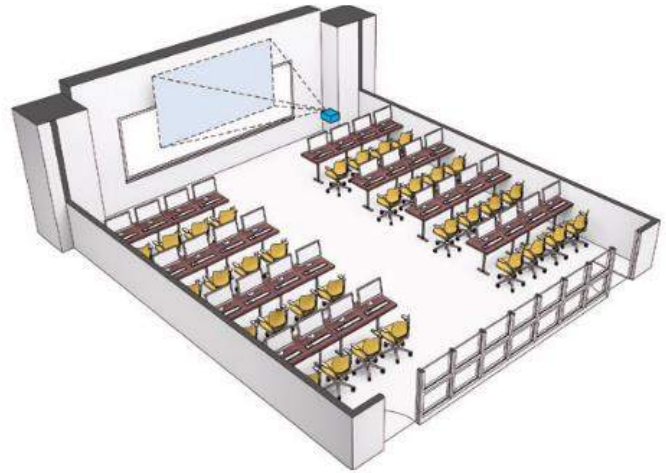
80 P Case Classroom



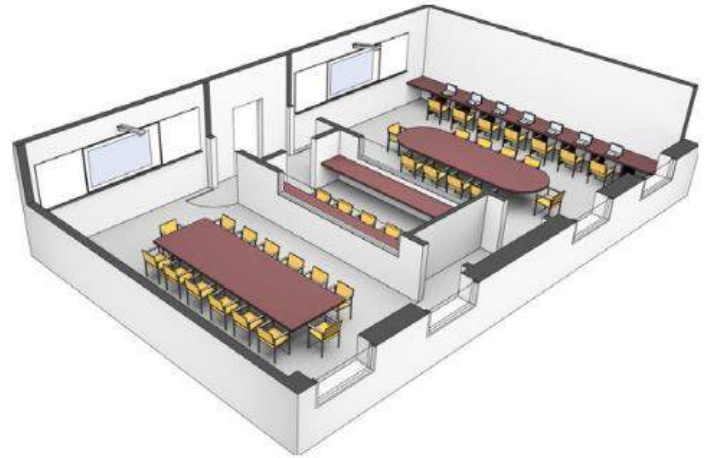
150 P Auditorium



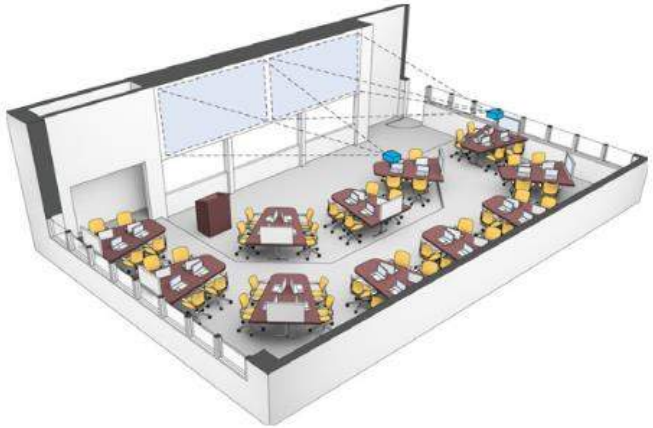
400 P Auditorium



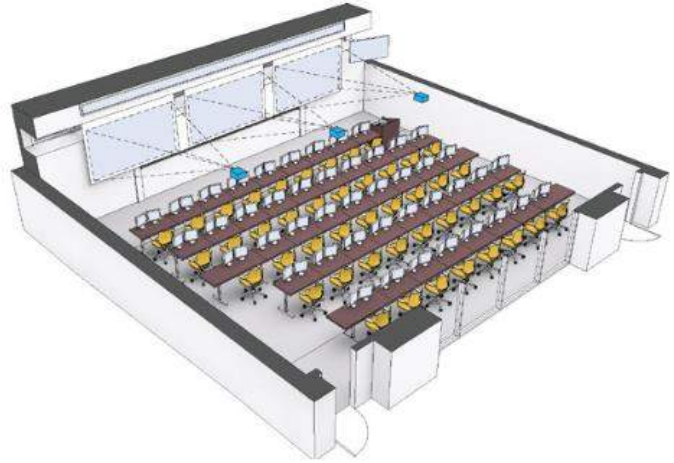
Computer Lab



Behavior Research Lab



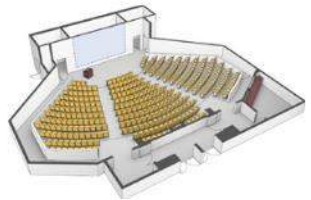
Testing Center



Investment & Trading Center

Distance Learning Lab

Classrooms & Lecture Halls



Auditorium/Lecture Hall Style (2)
400P Auditorium (1)
150P Lecture Hall (1)

Case Study Style (4)
72P Case Style Classroom (4)

Cluster Style (14)
70P Cluster Classroom (2)
55P Cluster Classroom (8)
45P Cluster Classroom (4)

Flat Flexible Style (2)
30P Flat Flexible Classrooms (2)

Specialized Learning Spaces

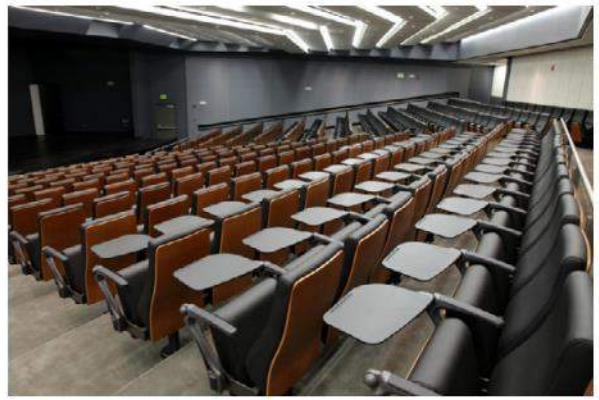
Kitt Investment & Trading Center

Distance Learning Lab

Behavioral Lab

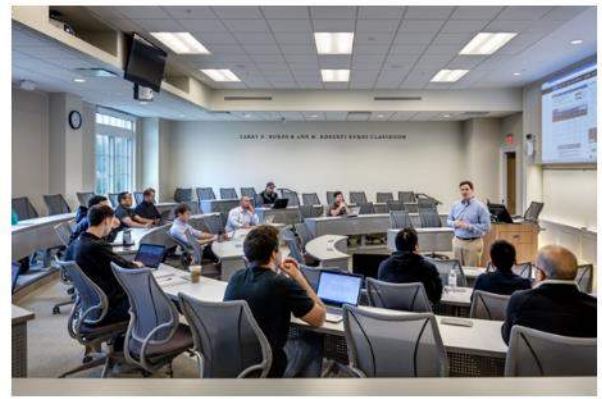
Testing Center

Fully Fixed Furniture
(Integrated Power)



400P Auditorium (1)
Total: 1 Learning Space

Fixed + Flexible Furniture
(Integrated Power)



150P Lecture Hall (1)
72P Case Style Classroom (4)
70P Cluster Classroom (2)
55P Cluster Classroom (8)
45P Cluster Classroom (4)
Total: 19 Learning Spaces

Fully Flexible Furniture
(Floor & Wall Power)

40P Flat Flex Classroom (2)
Total: 2 Learning Spaces

Drop-Down Projection Surace & Concealed Board

400P Auditorium (1)
Total: 1 Learning Space

Fixed Projection Surface & Sliding Boards

150P Lecture Hall (1)
72P Case Style Classroom (4)
70P Cluster Classroom (2)
55P Cluster Classroom (8)
45P Cluster Classroom (4)
Total: 19 Learning Spaces

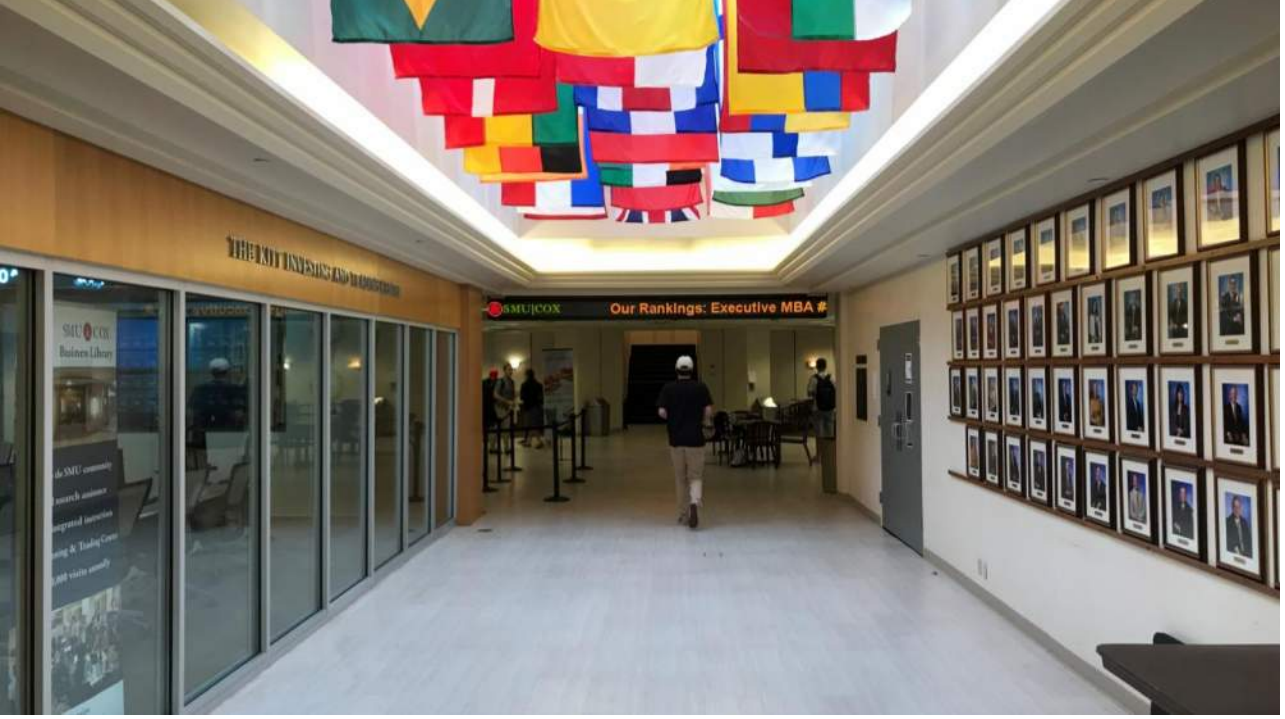
Fixed LCDs & Fixed Boards

40P Flat Flex Classroom (2)
Total: 2 Learning Spaces

2

Defining effective new learning spaces in the existing buildings,
from individual quiet study to team rooms to large group presentation space

Responding to existing conditions and constraints

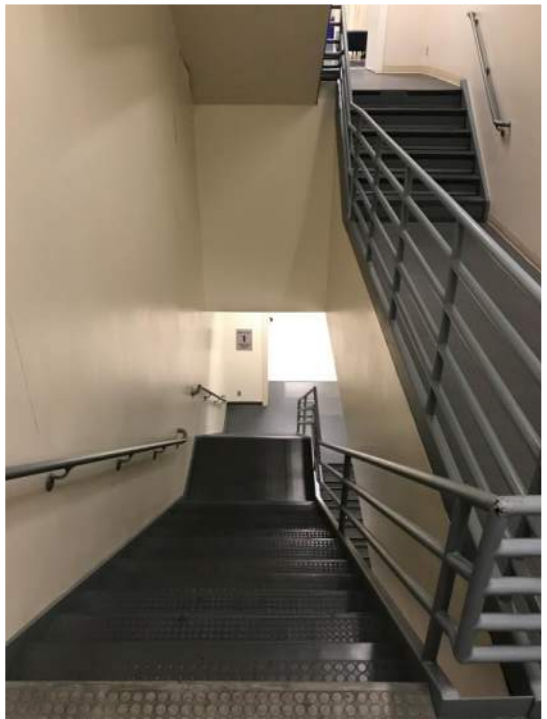


Creating inviting **community space** to enhance the student experience, increase engagement and interaction, and encourage students to remain in the building

Creating new **learning spaces** in the existing buildings and in new space reflective of today's pedagogy, from individual quiet study to team rooms to large group presentation space

Celebrating 100 years of
Business Education
100

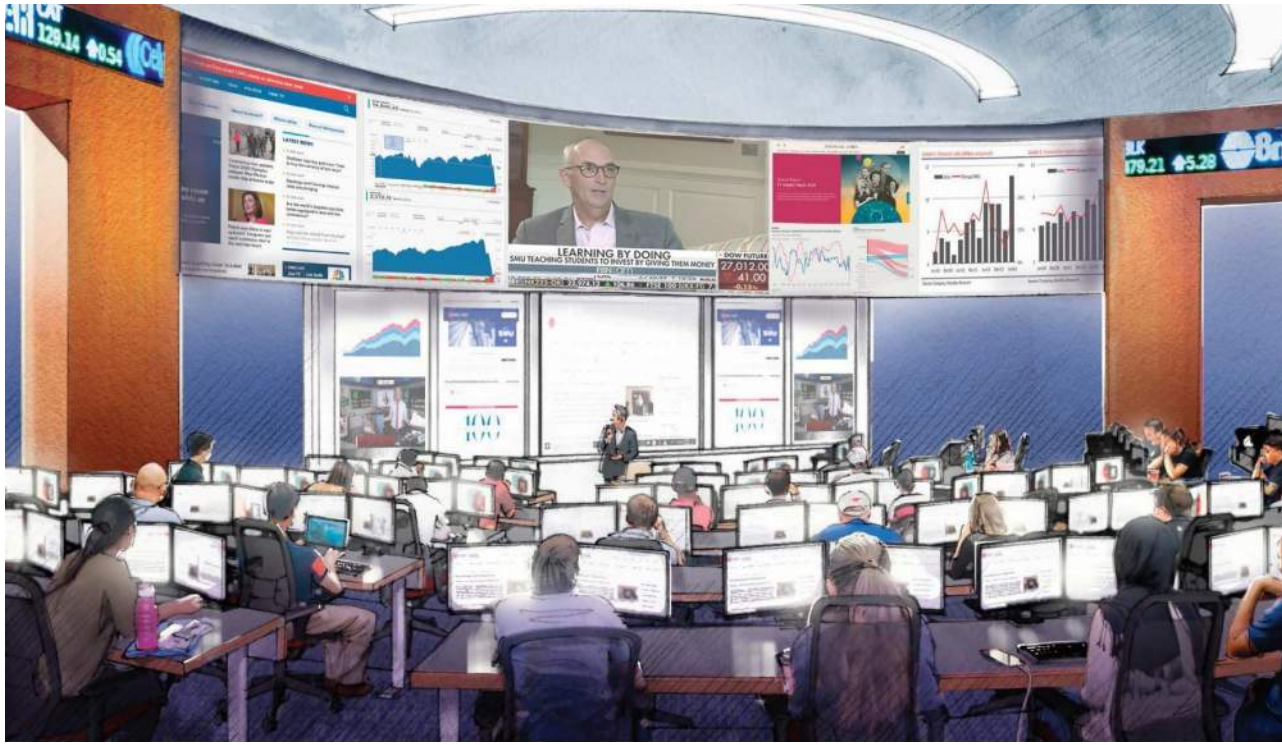
SMU COX
BEHAVIORAL SCIENCE LABORATORY

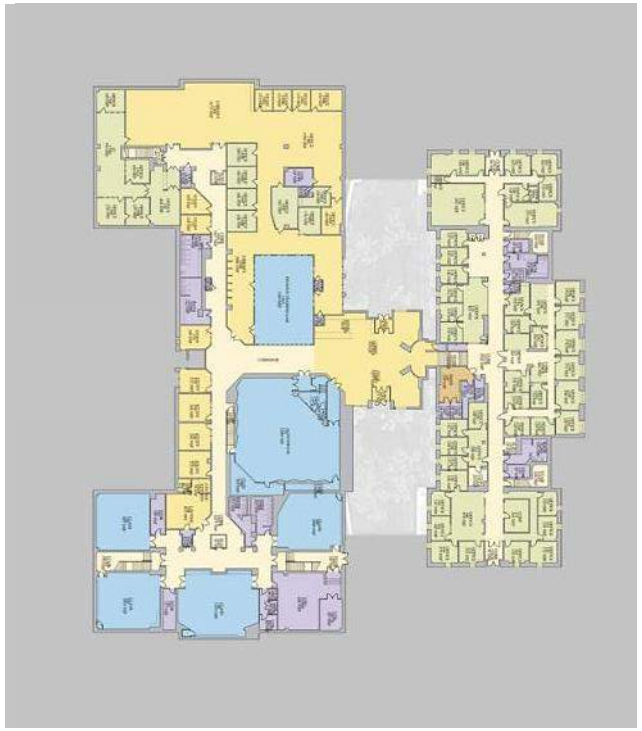


Activating and reconfiguring **circulation routes** to provide a sense of orientation and improve the user experience, as well as defining more functional blocks of space for new functions

Updating and integrating **mechanical and technical systems** into the existing and expanded structure, enhancing building performance and ensuring future flexibility

SMU COX


LEARNING BY DOING
SMU TEACHING STUDENTS TO INVEST BY GIVING THEM MONEY



Collaboration Spaces

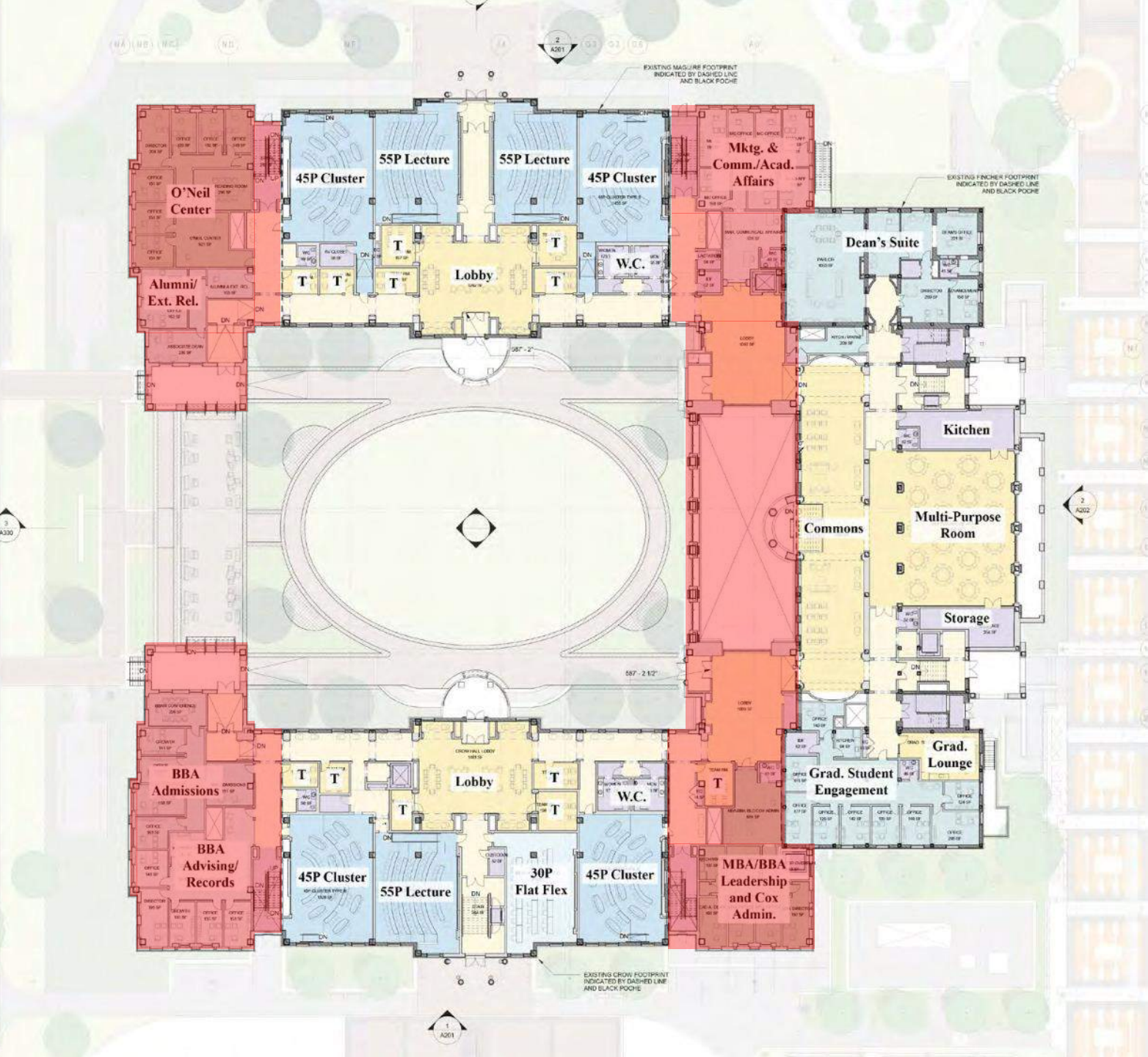
Learning Spaces

Faculty, Suites, Centers

Service Space

0 40' 80'

N



Collaboration Spaces

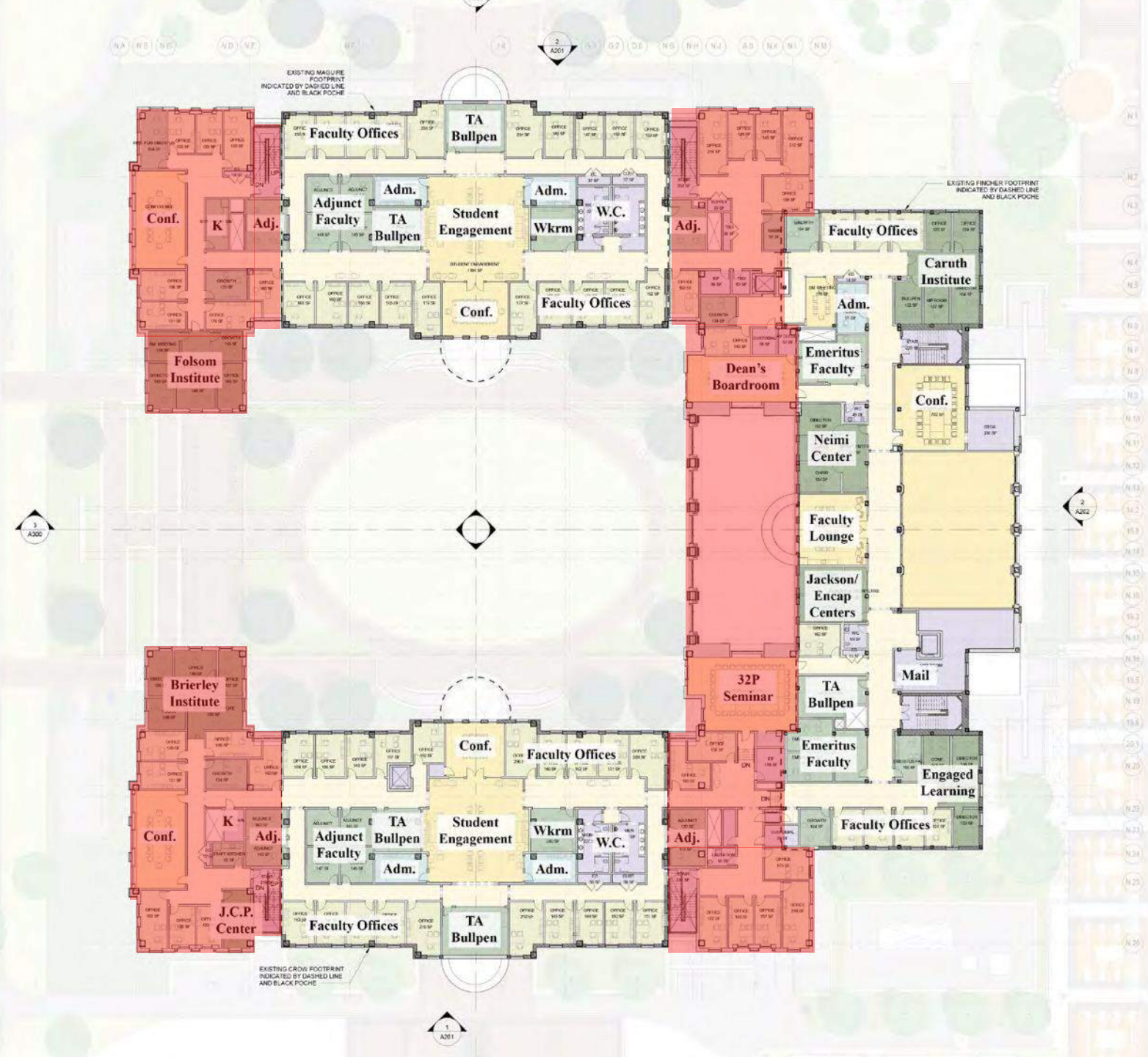
Learning Spaces

Faculty, Suites, Centers

Service Space

0 40' 80'

N



Collaboration Spaces

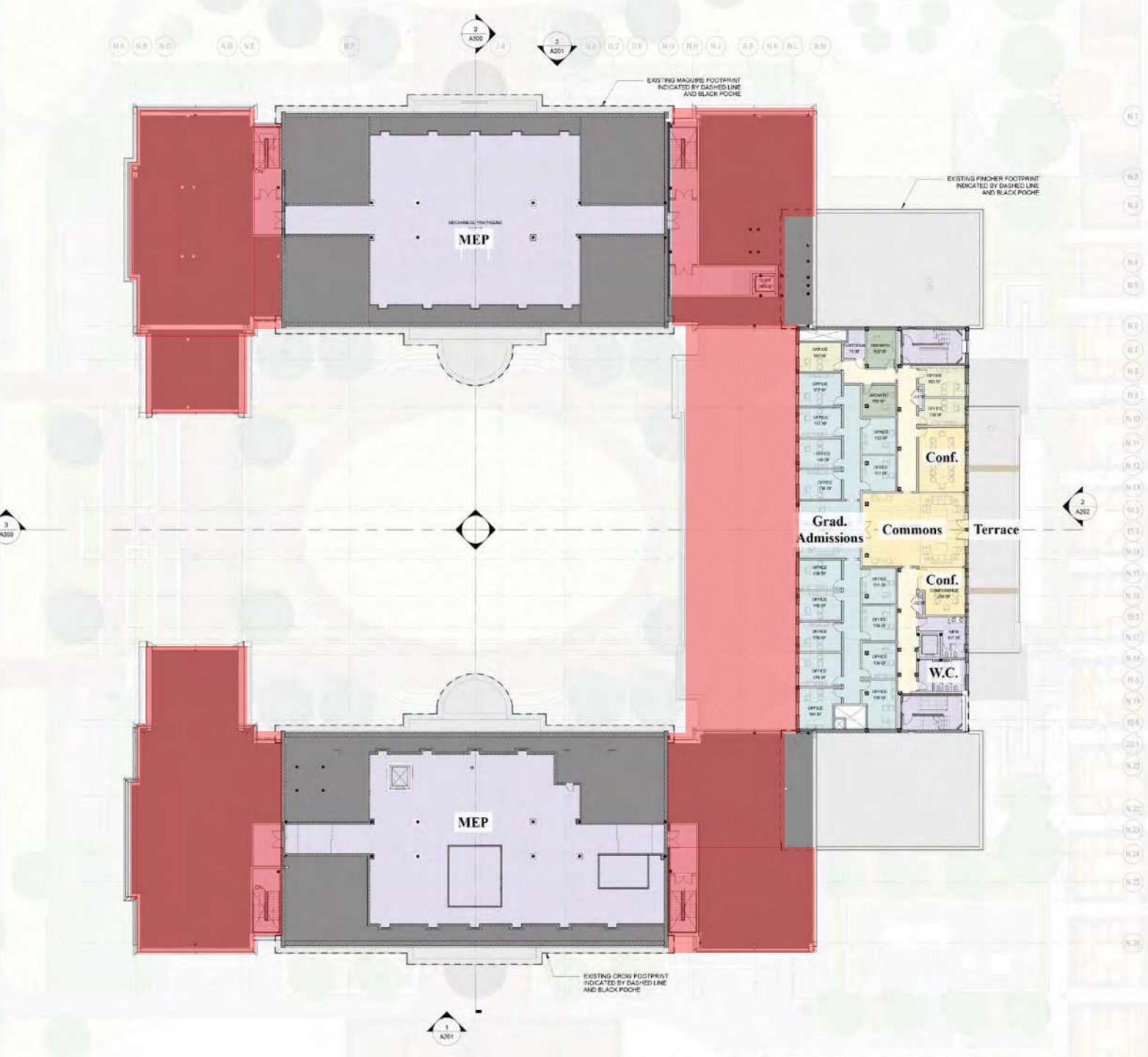
Learning Spaces

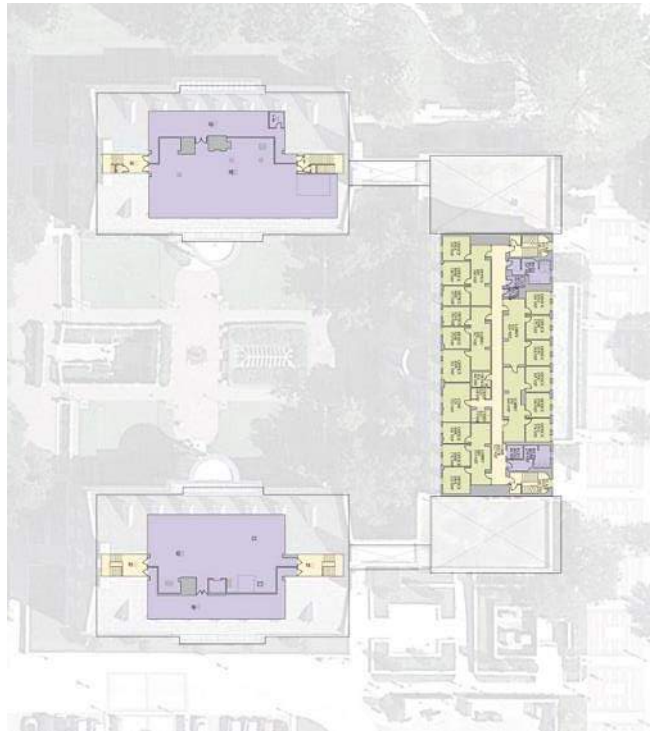
Faculty, Suites, Centers

Service Space

N

0 40' 80'





Collaboration Spaces

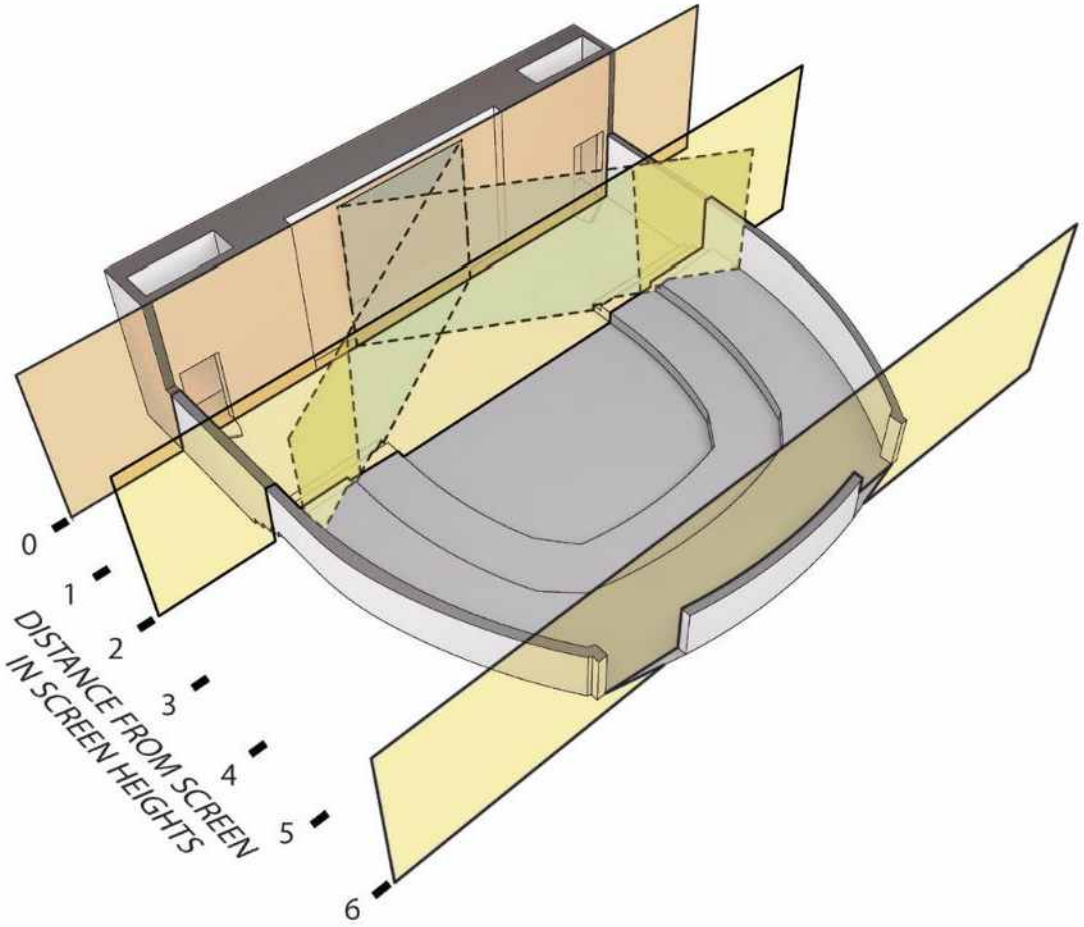
Learning Spaces

Faculty, Suites, Centers

Service Space

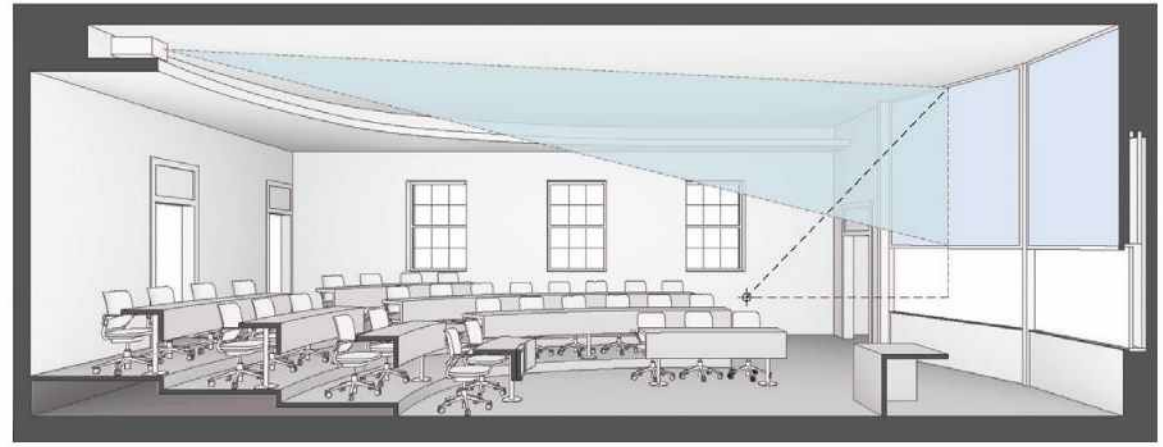
N

0 40’ 80’



KEY PLANNING PRINCIPLES

1. AT LEAST TWO TIMES THE SCREEN HEIGHT BETWEEN THE PROJECTION SURFACE AND THE NEAREST SEAT
2. NOT MORE THAN SIX TIMES THE SCREEN HEIGHT BETWEEN THE PROJECTION SURFACE AND THE FURTHEST SEAT
3. 30° VIEW CONE FROM THE PROJECTION SCREEN TO THE NEAREST SEAT



LEGEND

1. PROJECTION SCREEN
2. 30° MAXIMUM ANGLE FROM CLOSET VIEWER'S EYE TO TOP OF CLOSET SCREEN
3. LONG-THROW PROJECTOR IN CEILING COVE
4. DISPLACEMENT VENTILATION PLENUM BELOW RAISED FLOOR
5. CONFIDENCE MONITOR

Audio

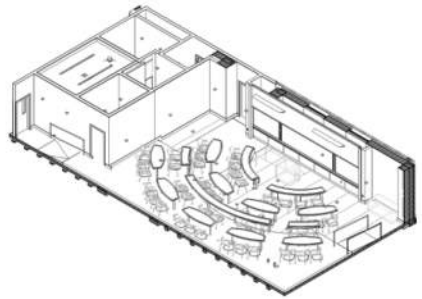
Shades

WiFi

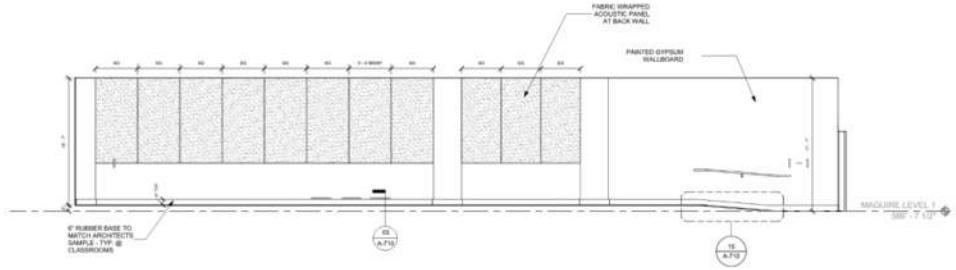
Projectors

Confidence Monitors

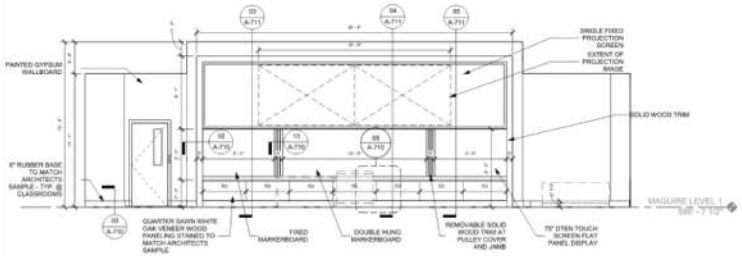
Lecture Capture/Webex
("Lecture Capture Ready")



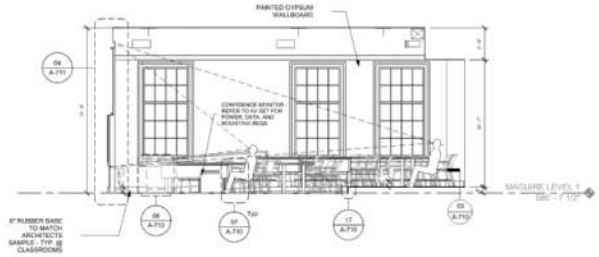
07 45P CLUSTER CLASSROOM B AXONOMETRIC



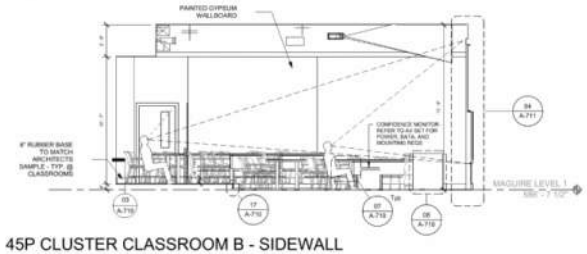
03 45P CLUSTER CLASSROOM B - REAR WALL
1/4" = 1'-0"



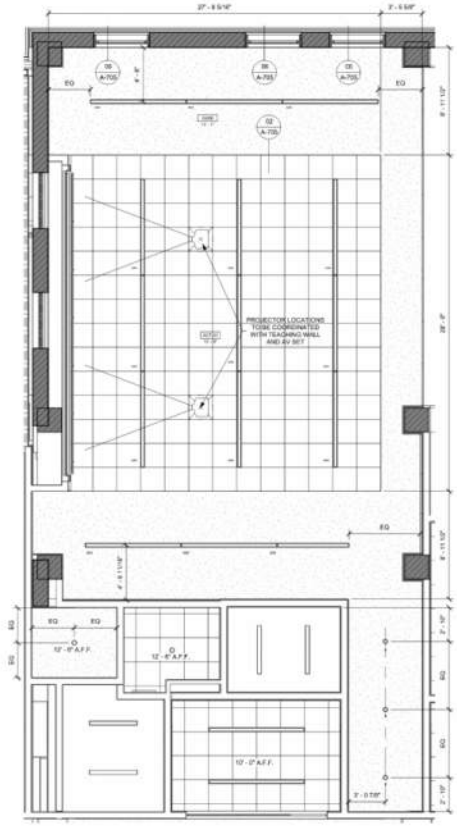
06 45P CLUSTER CLASSROOM B - TEACHING WALL
1/4" = 1'-0"



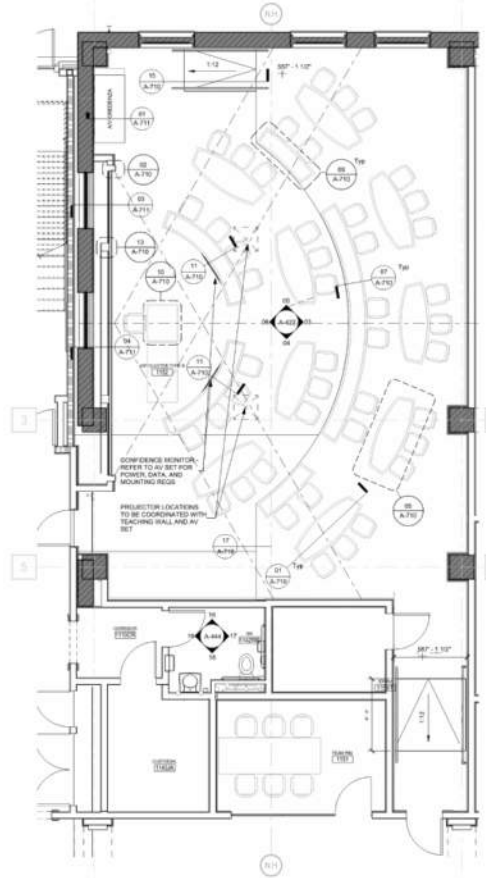
05 45P CLUSTER CLASSROOM B - SIDEWALL NORTH
1/4" = 1'-0"



04 45P CLUSTER CLASSROOM B - SIDEWALL SOUTH
1/4" = 1'-0"



02 45P CLUSTER CLASSROOM B RCP
1/4" = 1'-0"



01 45P CLUSTER CLASSROOM B PLAN
1/4" = 1'-0"

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Approver: KIPPEN C. SCHECHT, RA #21209 Reviewed:
10/15/2021

45P CLUSTER CLASSROOM (4) - ENLARGED PLANS & ELEVATIONS

Project No. 19191.00
Date 03/05/2021

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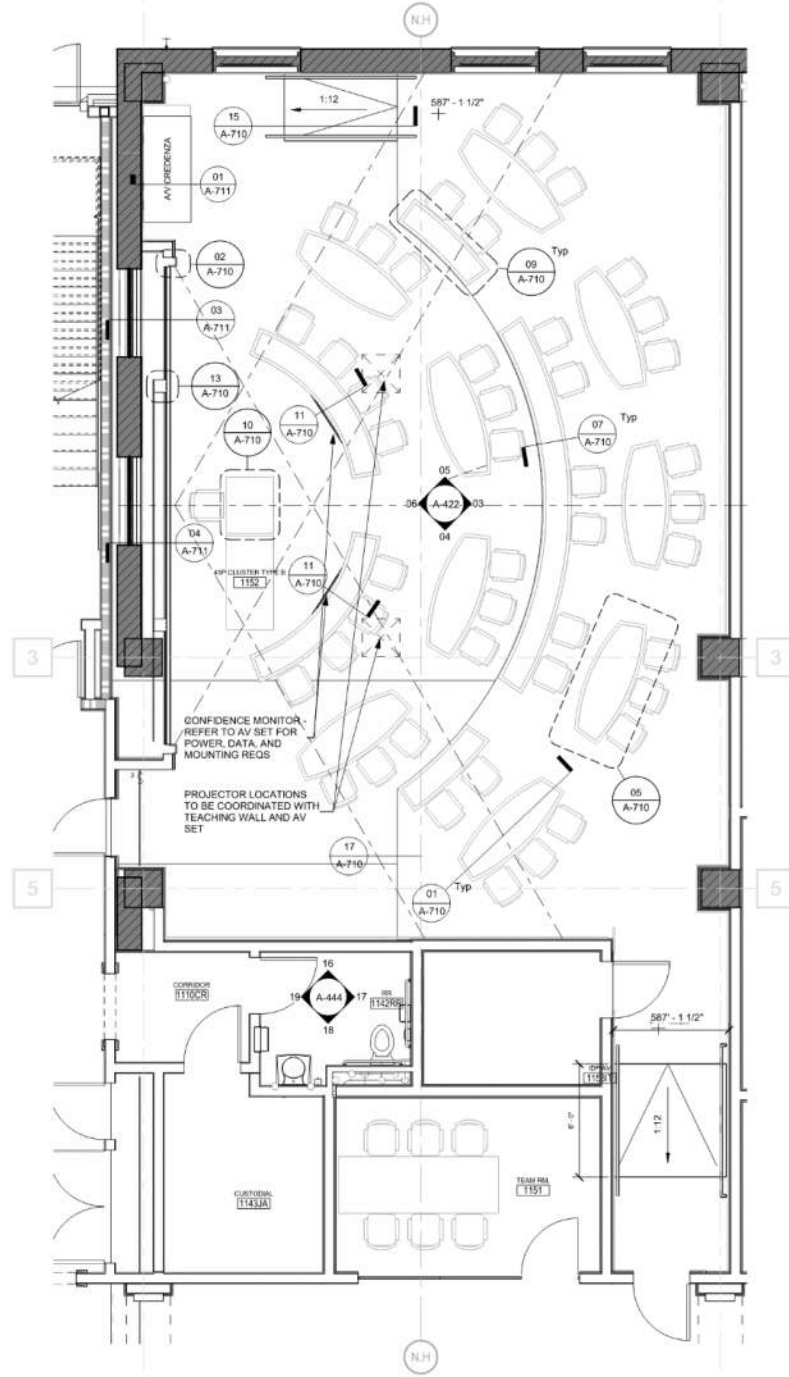
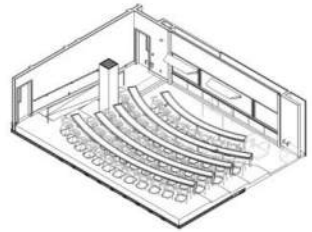
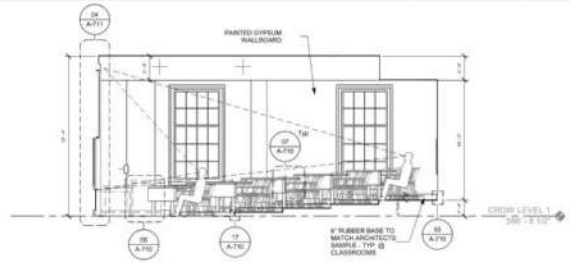
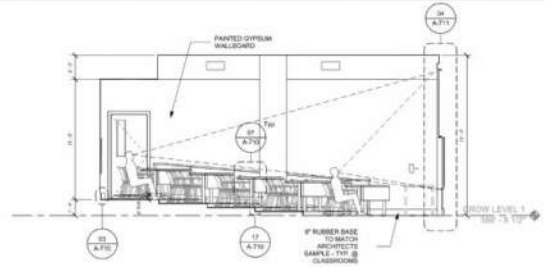

N.H
1:12
587' - 1 1/2"
15
A-710
A/V CREDENZA
01
A-711
02
A-710
03
A-711
13
A-710
10
A-710
11
A-710
09
A-710
Typ
07
A-710
Typ
05
06
A-422
03
04
04
A-711
45° CLUSTER TYPE B
1152
11
A-710
3
3
CONFIDENCE MONITOR - REFER TO AV SET FOR POWER, DATA, AND MOUNTING REQS
PROJECTOR LOCATIONS TO BE COORDINATED WITH TEACHING WALL AND AV SET
05
A-710
17
A-710
5
5
01
A-710
Typ
16
19
A-444
17
18
CORRIDOR
1110CR
IDF
1142RS
587' - 1 1/2"
1:12
CUSTODIAL
1143JA
TEAM RM.
1151
N.H



07 55P LECTURE CLASSROOM A
AXONOMETRIC



06 55P LECTURE CLASSROOM A - SIDEWALL
SOUTH
1/4" = 1'-0"



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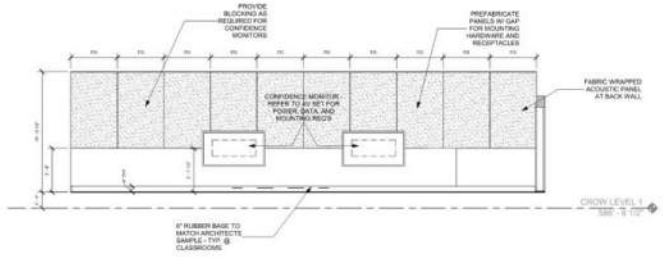
NORTH
1/4" = 1'-0"



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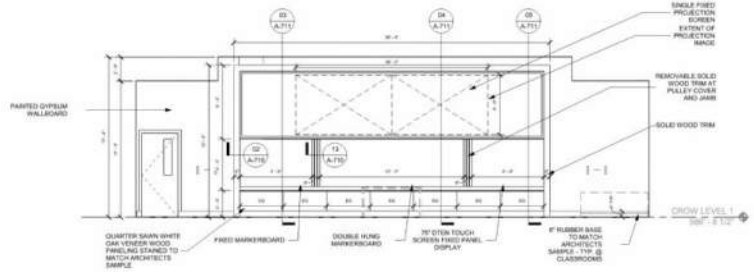
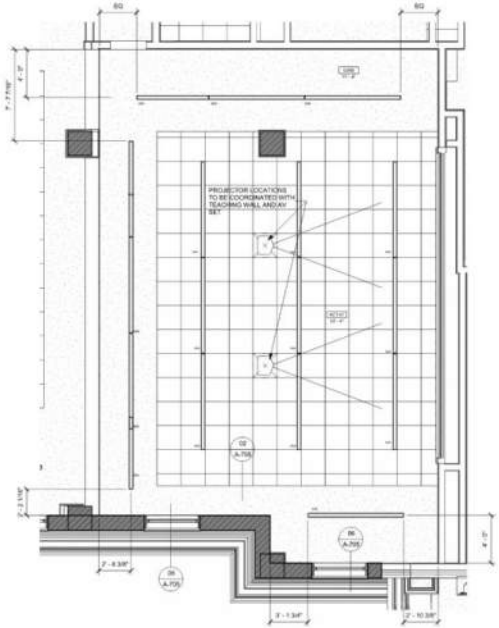
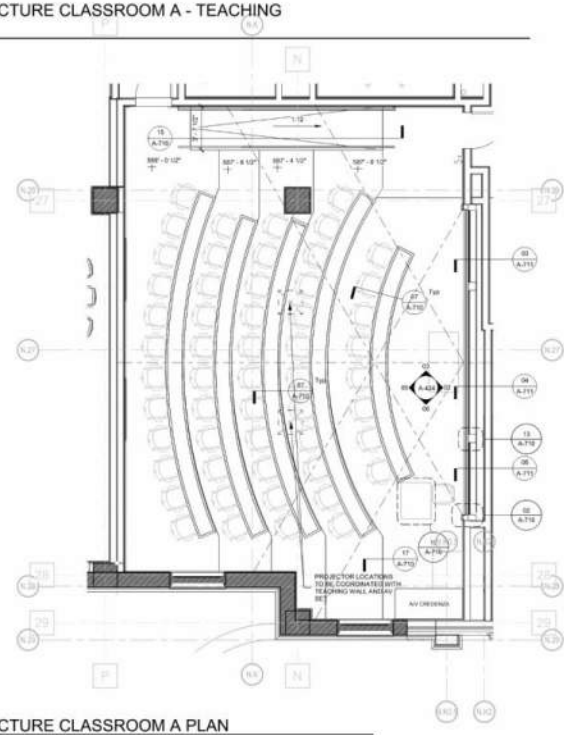
WALL
1/4" = 1'-0"



02 55P LECTURE CLASSROOM A - TEACHING
WALL
1/4" = 1'-0"



04 55P LECTURE CLASSROOM A RCP
1/4" = 1'-0"



01 55P LECTURE CLASSROOM A PLAN
1/4" = 1'-0"

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Author: Drawn By:
Approver: Reviewed: KIPPEN C. SCHECHT, RA #21209
10/15/2021

55P LECTURE CLASSROOM (3) - ENLARGED PLANS & ELEVATIONS

Project No. 19191.00
Date 03/05/2021

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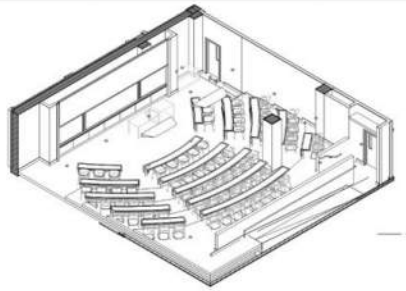
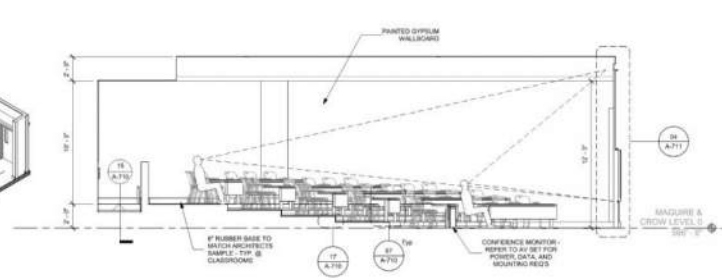
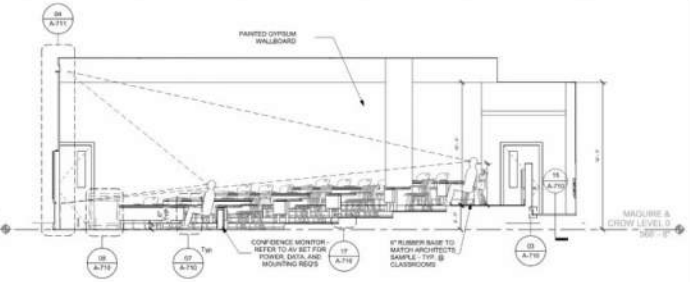


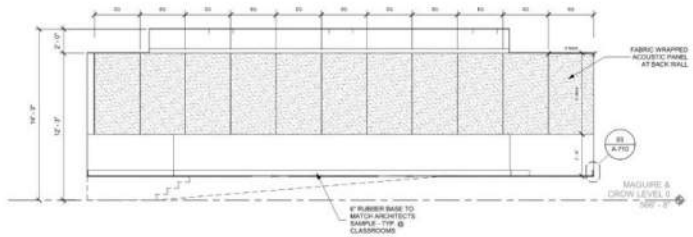
7 72P CASE TYPE-A AXONOMETRIC



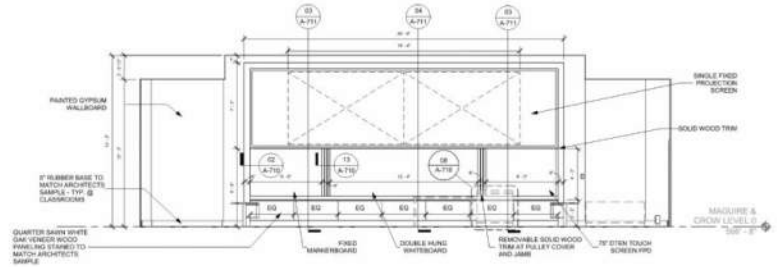
6 72P CASE TYPE-A SIDEWALL SOUTH
1/4" = 1'-0"



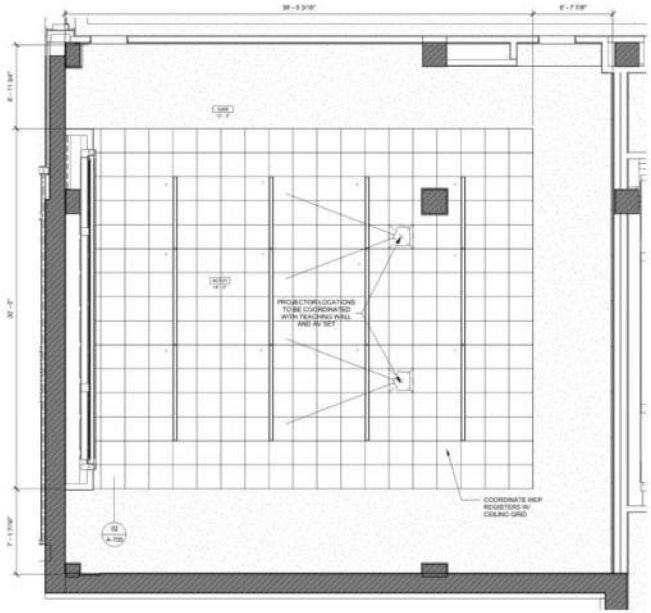
5 72P CASE TYPE-A SIDEWALL NORTH
1/4" = 1'-0"



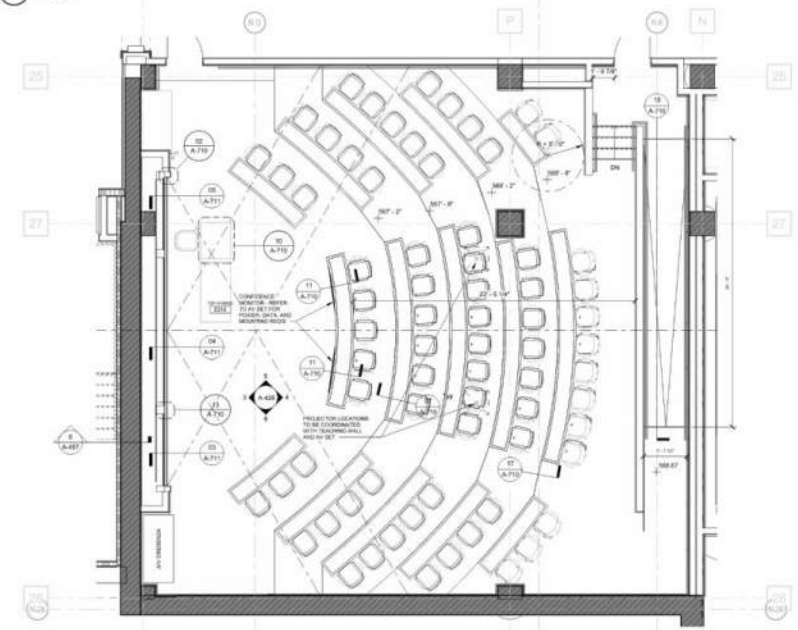
4 72P CASE TYPE-A REAR WALL
1/4" = 1'-0"



3 72P CASE TYPE-A TEACHING WALL
1/4" = 1'-0"



2 72P CASE CLASSROOM TYPE-A RCP
1/4" = 1'-0"



1 72P CASE CLASSROOM TYPE-A PLAN
1/4" = 1'-0"

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KIPPEN C. SCHECHT, RA #25208
19/15/2021

72P LECTURE CLASSROOM A (4) - ENLARGED PLANS & ELEVATIONS

Project No. 19191.00
Date 03/05/2021

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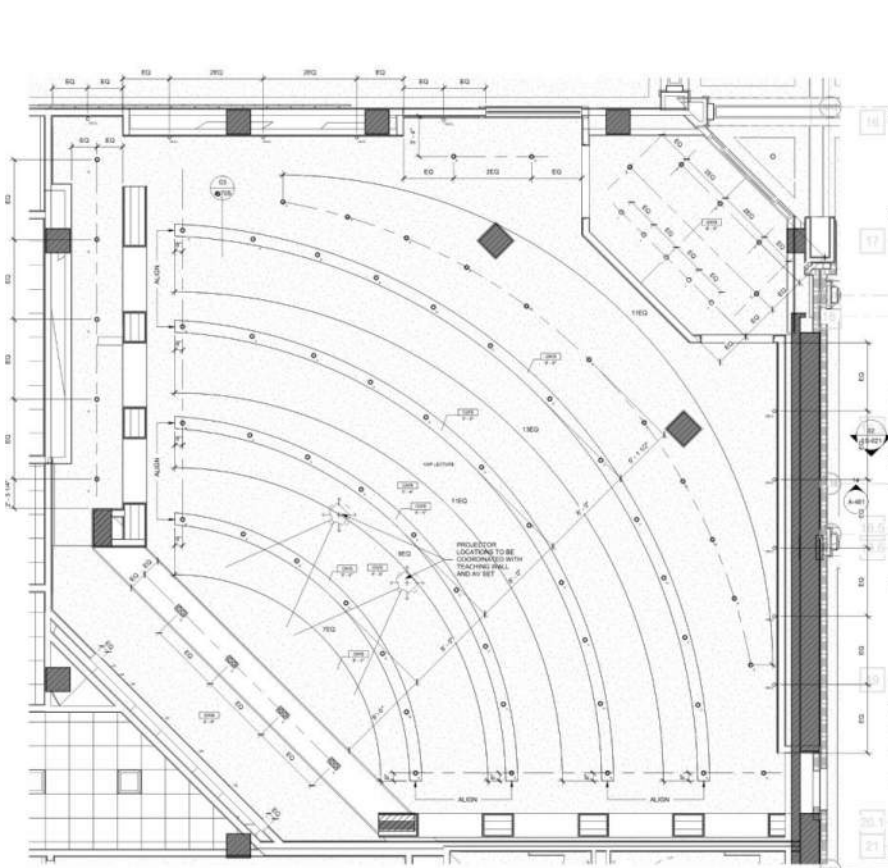
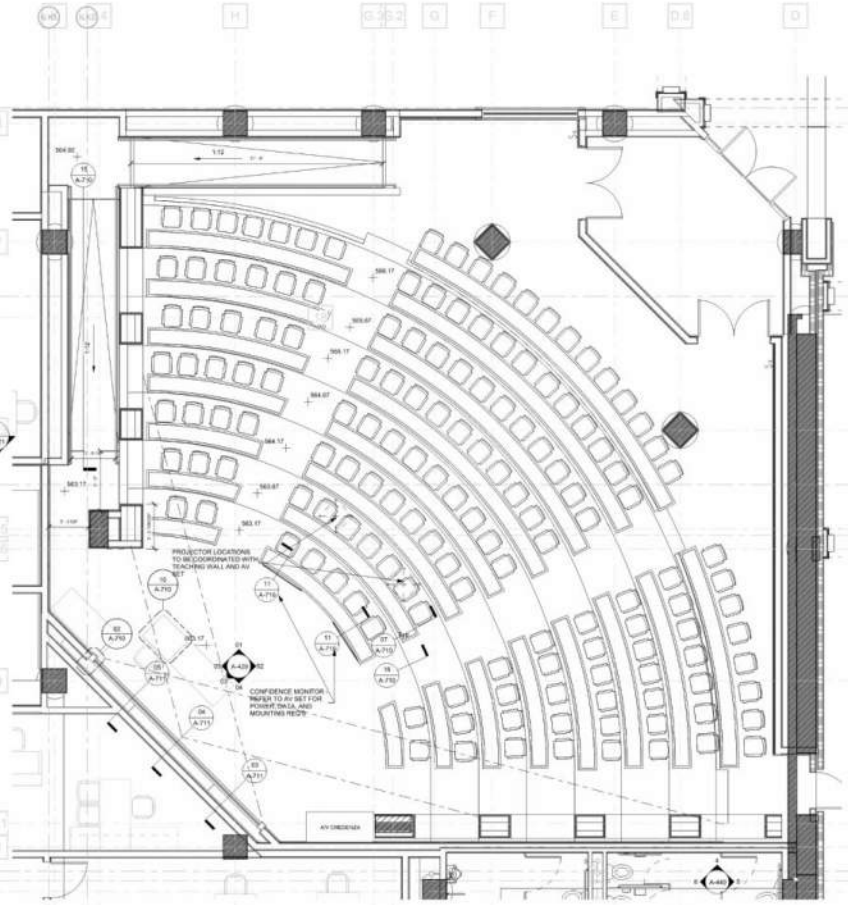


02 50P LECTURE CLASSROOM RCP
1/4" = 1'-0"



01 150P LECTURE CLASSROOM PLAN
1/4" = 1'-0"

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19/15/2021

150P LECTURE HALL (1) - ENLARGED PLANS

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Date 03/05/2021

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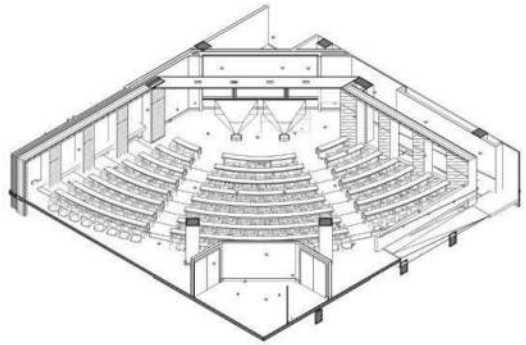
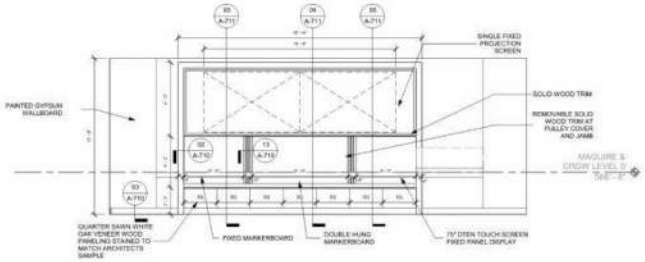
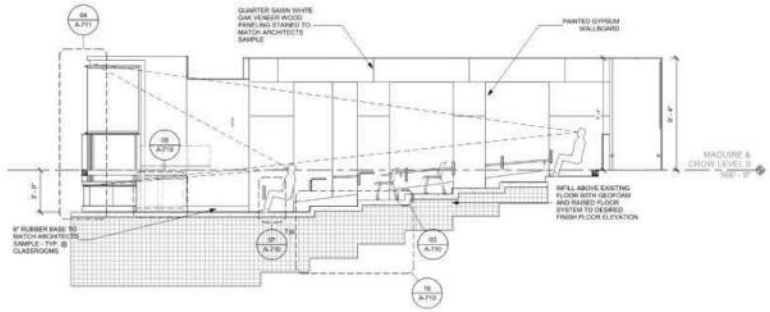


06 150P LECTURE AXONOMETRIC



03 150P LECTURE HALL - TEACHING WALL
1/4" = 1'-0"



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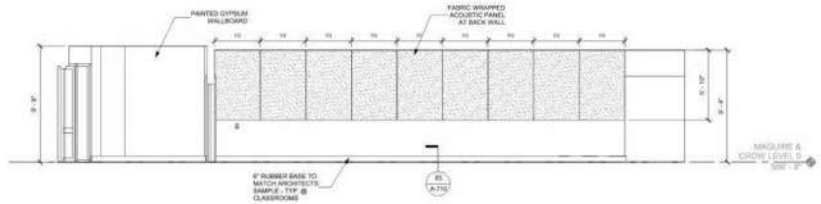
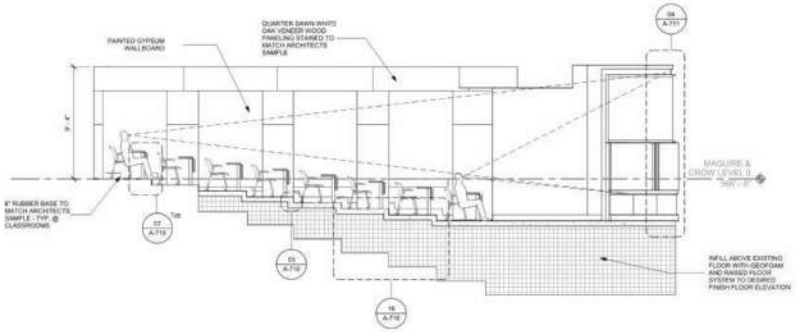
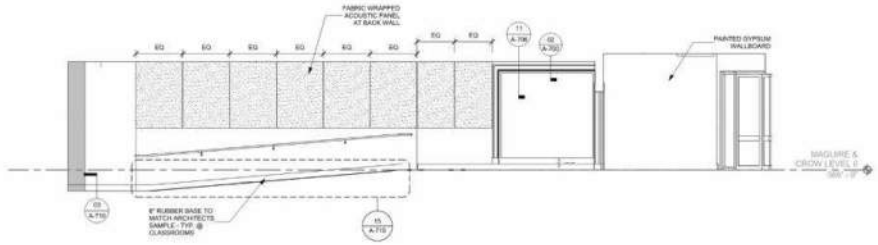
1/4" = 1'-0"



02 150P LECTURE HALL - SIDEWALL EAST
1/4" = 1'-0"



04 50P LECTURE HALL - SIDEWALL SOUTH
1/4" = 1'-0"



01 150P LECTURE HALL - SIDEWALL NORTH
1/4" = 1'-0"

ARCHITECTS
Dallas | Fort Worth | Austin
gff
RAMSA
ROBERT A.M. STERN ARCHITECTS

SOUTHERN METHODIST UNIVERSITY
COX SCHOOL OF BUSINESS

6214 BISHOP BLVD
DALLAS, TX 75275

SITE PACKAGE - ISSUED FOR PERMIT

No.	Date	Revision

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Approver: Reviewed: KIPPEN C. SCHECHT, RA #21209
10/15/2021

150P LECTURE HALL (1) - ENLARGED ELEVATIONS

Project No. 19191.00
Date 03/05/2021

A-429

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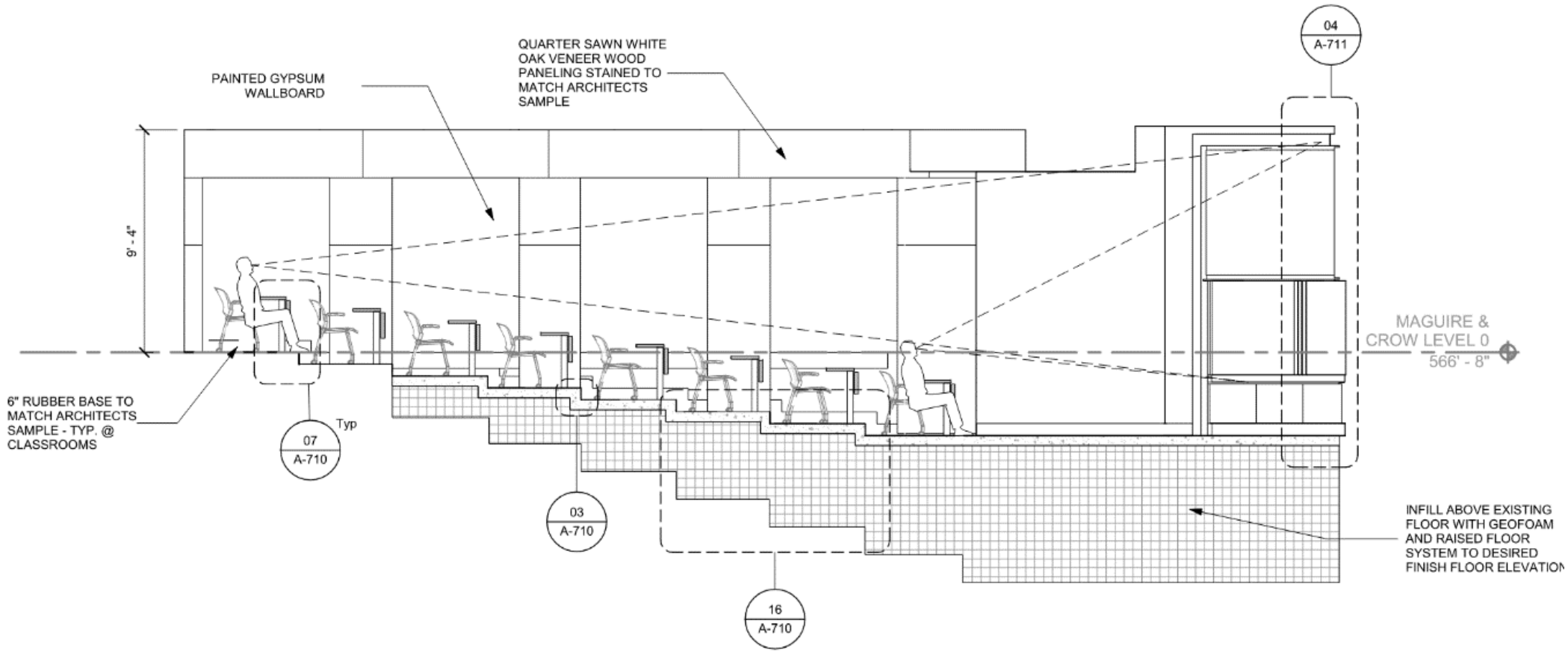


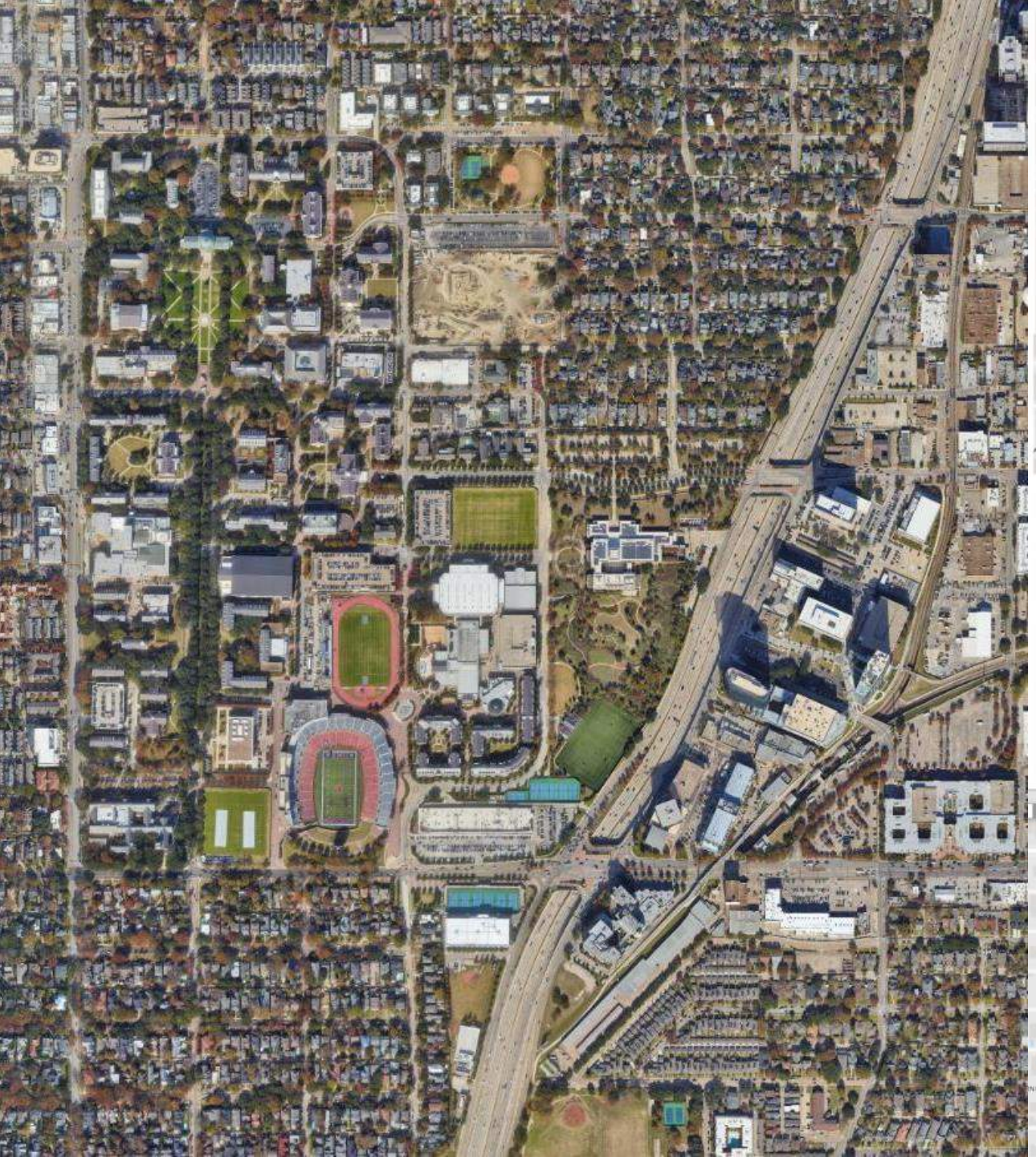
04 50P LECTURE HALL - SIDEWALL SOUTH

1/4" = 1'-0"

3

Creating a leading-edge business school environment
while respecting the architectural legacy & spirit of the SMU campus

SOUTHERN METHODIST UNIVERSITY



DANIEL AVENUE
E UNIVERSITY BLVD.
FONDREN DRIVE
MCFARLIN BLVD.
DYER STREET
N CENTRAL EXPY.
HILLCREST AVE.
DREXEL DRIVE
SAINT JOHN'S DR.
ABBOTT AVENUE
SEWANEE AVENUE
APPLINE ROAD
CORNELL AVENUE
E MOCKINGBIRD LN.
TWIN SIXTIES DR.
HOMER STREET
MOCKINGBIRD STATION
WINTON STREET
ANITA STREET
ELLSWORTH AVE.
Glencoe Park

Gerald J. Ford Hall for Research and Innovation

Classic Design Exterior / Contemporary Style Interior

EDWIN L. COX SCHOOL OF BUSINESS

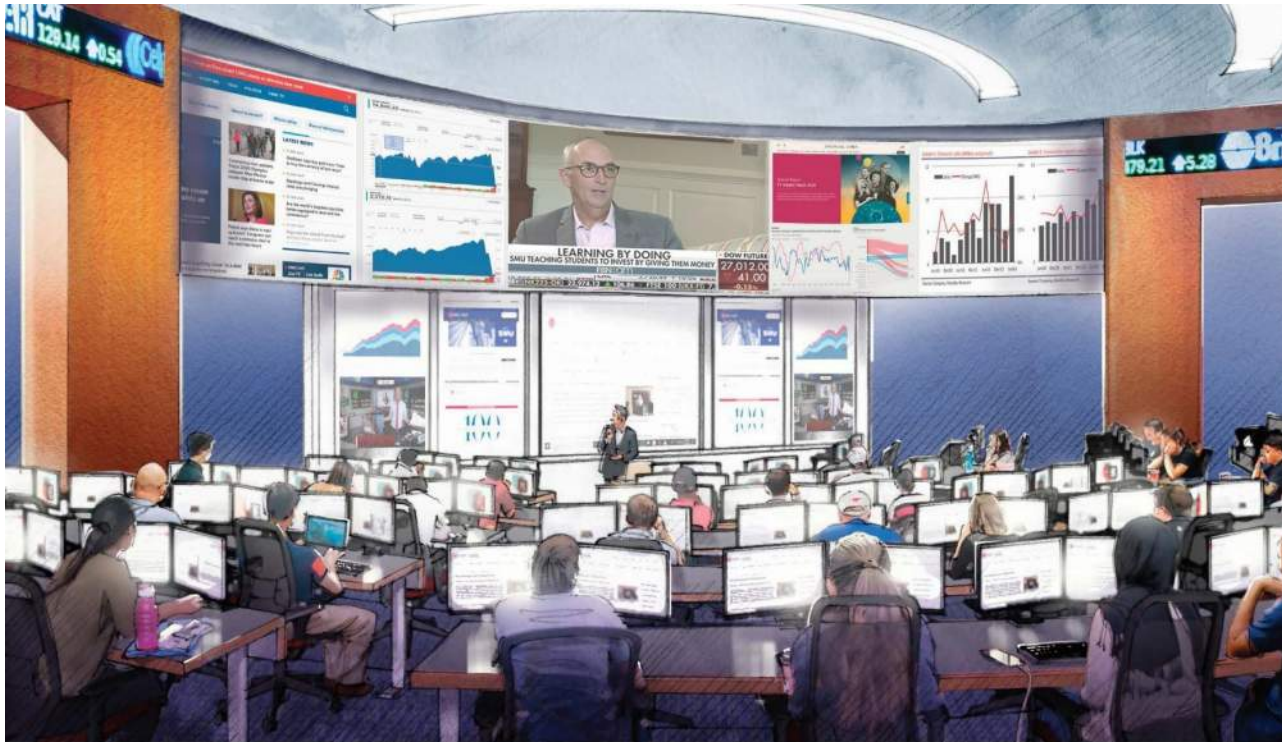
EDWIN L. COX SCHOOL OF BUSINESS

CROW BUILDIN
EDWIN L. COX SCHOOL OF BUSINESS

THE CARY M MAGU
GROW BUILD

Celebrating 100 years of
Business Education
100

SMU COX


LEARNING BY DOING
SMU TEACHING STUDENTS TO INVEST BY GIVING THEM MONEY

Lessons Learned:

- The Owner's decision-making structure and timely review is critical to project success
- Consider building downtime impact on both cost and schedule
- Swing space (temporary space for continued operations) is critical in renovation projects. Include it in both planning and budgeting from the start
- Today's MEP/F systems require more space above the ceiling than older systems
- Both horizontal and vertical circulation (stairs and elevators) may need improvement for accessibility and code compliance as well as convenience for users
- Flexibility is important, but it has a cost: don't pay for more than you need
- Surprises are inevitable, so contingencies are invaluable

Questions?