


Brand & Visual Identity Guide





Developing the people, research, and insights that drive best business practices so organizations can thrive and benefit society

Since 1919, Smith School of Business has been renowned for its excellence, innovation, and leadership in business education and research.

On October 1, 2015, in recognition of the generous gift of \$50 million from Queen's alumnus Stephen Smith, the School adopted a new name – The Stephen J.R. Smith School of Business at Queen's University.

These guidelines have been developed to outline and articulate the brand and visual identity of Smith School of Business. It is very important that these guidelines are followed to protect the integrity of our brand.

Guidelines and tools are accessible via our **Smith Brand Hub** at smithqueens.com/brand

Andrea Strike

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Naming

Naming References

The formal name of the school is **The Stephen J.R. Smith School of Business at Queen's University**.

The primary brand name is **Smith School of Business**.

Smith is used as a secondary brand reference.

When clarity is required to differentiate between Smith Engineering and Smith School of Business, **Smith Business** is an approved shorthand, however it must be verified by Marketing & Communications before use.

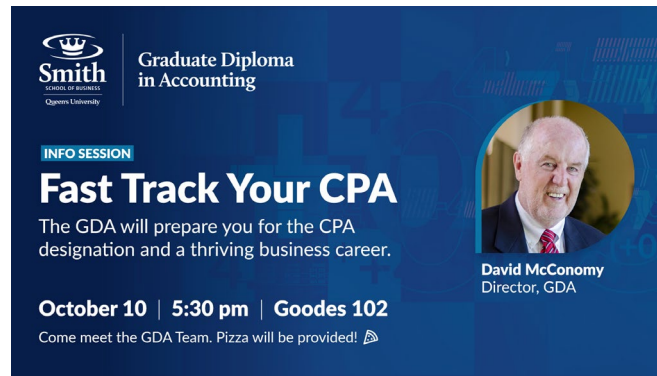
Text with Logos

Referring to Smith in text is not necessary when accompanied by either of the preferred logos or a lockup.

It is acceptable to use 'Our GDA', 'The GDA', or 'MFin' with logo support.

See examples at right.

If you are unclear about how to refer to the school, email Marketing & Communications at smithmarketing@queensu.ca



Logo

Logo Versions

There are two Smith School of Business full logo orientations which provide the flexibility to use the logo in a wide variety of applications.

Vertical logo

The vertical logo is the **preferred version** and should be used in the majority of applications. It is only when this logo does not suit for specific reasons — space constraints, legibility, production limitations, etc — that the other orientation should be considered.

Horizontal logo

The horizontal logo is recommended for horizontal space applications that would render the vertical logo too small, illegible, or unnatural. This version works well in horizontal applications such as website banners.



Vertical logo



Horizontal logo

Clear Space and Minimum Size

Clear Space

A minimum clear space **must be maintained around** Smith's logo at all times in order to preserve its impact and integrity.

The clear space for the logo is defined by the **height of the lowercase "m" in Smith**, extending from the furthest edges of the logo on the top, bottom, and sides.

No other type or graphic element may appear within the prescribed clear space, including the edge of an application.



Minimum Size

The recommended minimum sizes have been established to **maintain the legibility of the Smith logo**. The vertical logo should be no smaller than 0.75" or 100 pixels in height. The horizontal logo should be no smaller than 0.32" or 36 pixels in height.



Minimum height:
0.75" or 100px



Minimum height:
0.32" or 36px

Logo Colours

The Smith logo is a one-colour design.

It is available in both vertical (preferred) and horizontal formats, in Smith Blue*, black, and white (reversed).

*see page 19 for Smith Blue colour composition

One Colour

Smith Blue



Black



White



Accessible Colour Contrast

When placing the Smith logo on a coloured background, ensure that the level of contrast between the logo and background comply with Accessibility for Ontarians with Disabilities Act (AODA) standards using a contrast checker tool.

For additional information, visit the Queen's Accessibility Hub at queensu.ca/accessibility

Box Logo Option

A box logo variation exists for instances when the background is too busy or otherwise not ideal for the logo on its own.

The Smith box logo is either a Smith Blue box with the white logo or a white box (no stroke) with the Smith Blue logo. No other colour combinations are allowed.

Box Logo Placement

When aligning the box to the edge of a design, it can only touch on one side (left, right, top or bottom). The box logo should not be squared to a corner.

See page 20 for examples of the box logo in use.



Smith box logo: white logo in Smith Blue box for light backgrounds



Smith box logo: Smith Blue logo in white box for dark backgrounds

Logo on Light Backgrounds

The Smith Blue logo is the **preferred version for light backgrounds** and should be used wherever possible.

It may be used on white or light-coloured backgrounds.

It should not be used on photos, abstract backgrounds, non-Smith colours, or any medium/dark colours.



✓ White background



✓ Very light grey



✓ Light Smith colours



✗ Photos



✗ Medium colours



✗ Non-Smith colours



✗ Dark colours

Accessible Colour Contrast

When placing the Smith logo on a coloured background, ensure that the level of contrast between the logo and background comply with Accessibility for Ontarians with Disabilities Act (AODA) standards using a contrast checker tool.

For additional information, visit the Queen's Accessibility Hub at queensu.ca/accessibility

Logo on Dark Backgrounds

Reverse

The solid white logo is the **preferred version for dark backgrounds** and should be used wherever possible.

It may be used on Smith Blue, dark Smith colours, black, or dark grey backgrounds.

Gold Foil

The Smith vertical logo appears in gold foil (Crown #380) in limited formal print pieces such as the Smith Blue kit folder and business cards. The logo is not to appear in gold foil in any other instance.



✓ Smith Blue



✓ Black



✓ Dark Smith colours



✗ Dark photos



✗ Light grey



✗ Light Smith colours



✗ Light photos

Accessible Colour Contrast

When placing the Smith logo on a coloured background, ensure that the level of contrast between the logo and background comply with Accessibility for Ontarians with Disabilities Act (AODA) standards using a contrast checker tool.

For additional information, visit the Queen's Accessibility Hub at queensu.ca/accessibility

Logo Integrity

It is imperative that the integrity of the Smith logo be maintained at all times. It is our most important brand asset and **cannot be altered in any way**.

The following are examples of how the logo cannot be modified or used. **These parameters apply to all logos and any lockup versions.**

It is **not permitted to extract any part of the Smith logo, including the crown, the crown/swooshes combination, or the wordmark** and use it in another logo, graphic, or design. In very rare instances, and with approval from Smith Business Marketing & Communications, an exception to use the crown/swooshes combination alone may be granted. One such case is fine jewellery – rings and cufflinks – as the application space is severely constrained.

Logo Files

Always use the logo files provided for download on the **Smith Brand Hub** at smithqueens.com/brand

Do not attempt to reset, alter, or build another configuration of the logo.



✗ **DO NOT** alter the proportions of the crown and wordmark



✗ **DO NOT** rearrange or remove elements of the logo



✗ **DO NOT** distort the logo



✗ **DO NOT** rotate the logo from upright to any other angle



✗ **DO NOT** change the fonts in the logo



✗ **DO NOT** crop the logo



✗ **DO NOT** enclose the logo in any shape except the approved Smith box logo



✗ **DO NOT** apply drop shadows or any other effects to the logo



✗ **DO NOT** add graphic elements to the logo



✗ **DO NOT** use the crown as part of another logo or design



✗ **DO NOT** use any colour other than as outlined on page 6



✗ **DO NOT** add additional type or graphic elements to the logo or infringe on its clear space

Incorrect Logo Use

Colour and Backgrounds

The following are examples of how the logo cannot be modified or used in terms of colour or background. **These parameters apply to all logos and any lockup versions.**

For assistance, contact the Smith Marketing & Communications department.

Logo Files

Always use the logo files provided for download on the **Smith Brand Hub** at smithqueens.com/brand

Do not attempt to reset, alter, or build another configuration of the logo.

Accessible Colour Contrast

When placing the Smith logo on a coloured background, ensure that the level of contrast between the logo and background comply with Accessibility for Ontarians with Disabilities Act (AODA) standards using a contrast checker tool.

For additional information, visit the Queen's Accessibility Hub at queensu.ca/accessibility



DO NOT place the logo on a background with low colour contrast



DO NOT place the logo alone on a detailed background or photo. Use the box logo version in this case (see page 7)



DO NOT tint or change the opacity of the logo



DO NOT use the one colour logo in a colour other than Smith Blue, black or white



DO NOT create a two-coloured logo



DO NOT apply any type of gradient to the logo



DO NOT use 3D effects on the logo



DO NOT outline the logo

Logo Placement

Vertical Logo (preferred)

Placement of the vertical logo is dependent on the nature of the application.

Logo size should be **proportionate to the application size**, used at a size that clearly brands the application but does not dominate the layout. The exception to this is on applications in which the logo is the primary focus (e.g. flag or pennant).

Horizontal Logo

The horizontal logo is only used in instances where vertical space is limited or at a premium, such as a banner or website navigation.

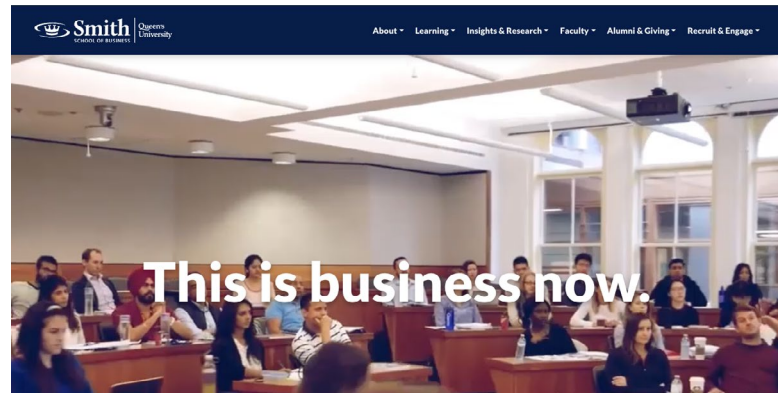
Exception examples:

Flags, banners or pennants



Horizontal logo in limited vertical space:

Website navigation



Alternate Logo Versions

There are four alternate logos, approved for use in applications only if it's not possible to use the full vertical or horizontal logos.

The small space business logos (vertical and horizontal) provide an option for use in small spaces where it is necessary or helpful to provide the School of Business context. These logos are not to be used for embroidery applications.

The Small Space logos (vertical and horizontal) are to be used only when space or production limitations exist, such as embroidery applications or microcredential badges.



Small space business vertical logo with School of Business context.



Small space business horizontal logo with School of Business context.



Small space vertical logo.
Used when physical production limitations exist, such as embroidery, or very small sizes.



Small space horizontal logo.
Used when physical production limitations exist, such as embroidery, or very small sizes.

Trademarks and Licensing

Overview

Smith School of Business owns a number of identifying marks, the use of which is strictly controlled and protected under the Trademarks Act of Canada.

Marketing & Communications registers and manages all trademarks related to Smith School of Business as well as licensing and reproduction of the marks.

Trademark examples include the Smith School of Business and sub-brand logos, the crown and swoosh elements of the logos, and the words *Smith School of Business*, *Smith Business*, *SmithEdge*, and *Research@Smith*. Please refer to the [Canadian Trademarks Database](#) for a full list of registered trademarks.

Smith merchandise that aligns with this **Visual Identity Guide** and trademark guidelines helps build a strong and consistent school brand.

Smith trademarks cannot be used on merchandise without first obtaining the explicit approval from the Smith School of Business Marketing & Communications department. Only [licensed suppliers](#) of the university are permitted to produce merchandise bearing a Smith School of Business trademark.

Use of Queen's University trademarks or licensing should be directed to the university's [Trademarks and Licensing Office](#).

Branded Merchandise

Smith School of Business branded merchandise is available for purchase at smithqueens.com/smithstore



Commerce Class Crests

The [Class Crest Guidelines](#) of Queen's University outline the design criteria for the student-designed faculty and school class crests applied to Queen's University jackets.



Class of '23



Class of '24

Logo Lockups

Logo Lockups Overview

A logo lockup is a combination of the Smith Business vertical logo with a program, department, or centre name. It is presented as one graphic with a specified font, formatting, spacing, and alignment.

These lockups build on the Smith logo to establish credibility, create unity and retain a **strong and consistent visual relationship** with the main Smith brand.

Lockups may be used in marketing, advertising, communications, and business applications. They are not recommended for websites.

Lockups are one-colour, and may be used in Smith Blue, black, or white. Various file formats are available for download on the **Smith Brand Hub** at smithqueens.com/brand

Logo lockups for programs use Calluna Bold for program name



Full-time MBA



**Executive MBA
The National Program**

Logo lockups for centres and departments use Lato



**Career
Advancement
Centre**



**Centre for
International
Management**

Logo Lockup Use

All logo guidelines, including background colour, incorrect usage, and placement, also apply to the logo lockups.

Clear Space

A minimum clear space **must be maintained around** Smith's logo at all times in order to preserve its impact and integrity.

The clear space for the logo is defined by the **height of the lowercase "m" in Smith**, extending from the furthest edges of the logo on the top, bottom, and sides.

No other type or graphic element may appear within the prescribed clear space, including the edge of an application.

Minimum Size

The recommended minimum sizes have been established to **maintain the legibility of the Smith logo**. A lockup should be no smaller than 0.75" or 100 pixels in height.



Colours

Smith Colours

There are a number of carefully curated colours that comprise the Smith colour palette. The primary colours are used regularly and often.

The bright secondary colour palette is used to create visual interest. The tertiary colours are used sparingly as accents only.

The Bachelor of Commerce program has a specific burgundy colour.

Primary Colours

Smith Blue

PMS	2768 C
CMYK	100, 90, 13, 71
RGB	7, 29, 73
HEX	#071D49

Azure

PMS	2728 C
CMYK	90, 68, 0, 0
RGB	0, 71, 187
HEX	#0047BB

Secondary Colours

Sky

CMYK	80, 30, 15, 0
RGB	11, 118, 166
HEX	#0B76A6

Ocean

CMYK	100, 20, 0, 0
RGB	3, 153, 222
HEX	#0399DE

Aqua

CMYK	80, 0, 50, 0
RGB	0, 159, 150
HEX	#009F96

Mint

CMYK	50, 0, 30, 0
RGB	124, 204, 191
HEX	#7CCCBF

Rose

CMYK	20, 100, 50, 0
RGB	200, 33, 93
HEX	#C8215D

Salmon

CMYK	0, 85, 55, 0
RGB	240, 78, 94
HEX	#F04E5E

Purple

CMYK	90, 100, 0, 0
RGB	71, 47, 146
HEX	#472F92

Mauve

CMYK	60, 70, 0, 0
RGB	121, 97, 170
HEX	#7961AA

Tertiary Accent Colours

Avocado

CMYK	50, 10, 100, 0
RGB	155, 191, 81
HEX	#9BBF51

Tangerine

CMYK	5, 40, 90, 0
RGB	238, 163, 55
HEX	#EEA337

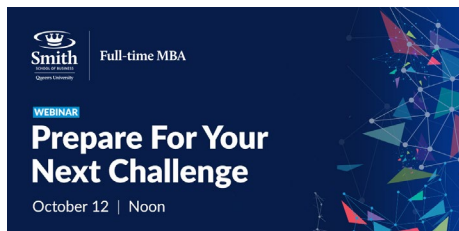
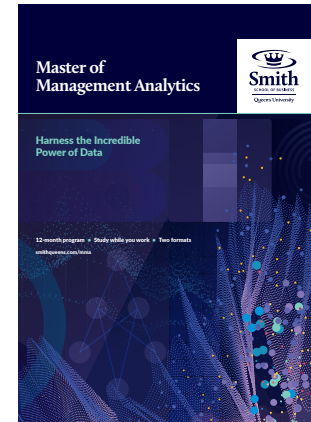
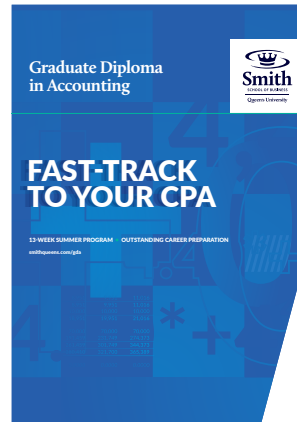
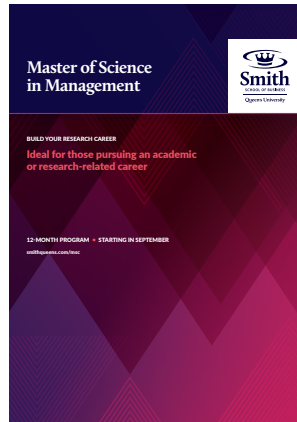
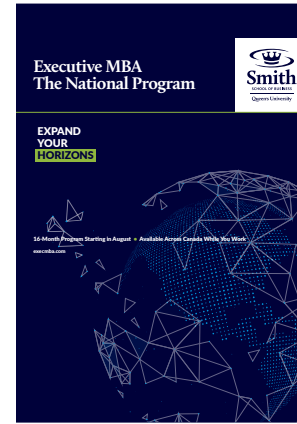
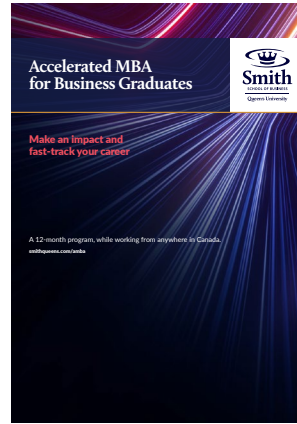
Program Specific

Commerce

CMYK	20, 100, 70, 30
RGB	132, 41, 60
HEX	#84293C

Colour Application

Here are some examples of the Smith colour palette in use across various programs.



Accessible Colour Contrast

Contrast between text and its background colour is vital to ensure readability, especially for people with moderately low vision.

These examples were tested using a colour contrast checker and align with the **Accessibility for Ontarians with Disabilities Act (AODA)** contrast ratio requirements as per the **Web Content Accessibility Guidelines (WCAG)**.

All other colour combinations used should be tested with a colour contrast checker, in compliance with AA or AAA WCAG standards.

For additional information, visit the Queen’s Accessibility Hub at queensu.ca/accessibility

WCAG levels

AA

- Text should have a contrast value of 4.5 or higher
- Large text should have a contrast value of 3 or higher

AAA

- Text should have a contrast value of 7 or higher
- Large text should have a contrast value of 4.5 or higher

Font size definitions

Text

- Less than 18pt/24px for **regular fonts**
- Less than 14pt/18.5px for **bold fonts**

Large text

- 18pt/24px and up for **regular fonts**
- 14pt/18.5px and up for **bold fonts**

AA & AAA compliant colours for text & large text

Below is a list of background colours with their corresponding compliant text colours and contrast values.

Smith Blue background

<u>White</u>	<u>16.3</u>
<u>Grey</u>	<u>12.6</u>
<u>Mint</u>	<u>8.7</u>
<u>Avocado</u>	<u>7.7</u>
<u>Tangerine</u>	<u>7.7</u>

White background

<u>Black</u>	<u>21</u>
<u>Smith Blue</u>	<u>16.3</u>
<u>Azure</u>	<u>8</u>
<u>Purple</u>	<u>10</u>
<u>Commerce</u>	<u>8.8</u>

Grey background

<u>Black</u>	<u>16.2</u>
<u>Smith Blue</u>	<u>12.6</u>
<u>Purple</u>	<u>7.7</u>

Mint background

<u>Black</u>	<u>12</u>
<u>Smith Blue</u>	<u>8.7</u>

Avocado background

<u>Black</u>	<u>9.9</u>
<u>Smith Blue</u>	<u>7.7</u>

Tangerine background

<u>Black</u>	<u>9.9</u>
<u>Smith Blue</u>	<u>7.7</u>

Purple background

<u>White</u>	<u>10</u>
<u>Grey</u>	<u>7.7</u>

Azure background

<u>White</u>	<u>8</u>
--------------	----------

Commerce background

<u>White</u>	<u>8.8</u>
--------------	------------

Note: all contrast scores are to a ratio of 1 (e.g. 7:1)

Typography

Fonts

Consistent application of typography is required to maintain the Smith Business brand design style. There are three official fonts. Guidance on when and how to use these fonts is provided on subsequent pages.

The primary font to be used is Lato, typically just two variations. **Lato Black** is used for titles, headings, and URLs. **Lato Regular** is used for body copy in print and web.

Calluna Bold is a specialty font used sparingly for the Smith name in official logos, along with program names in logo lockups.

Tiempos is a specialty font used solely for editorial publications, print and digital, including Smith Magazine and Smith Business Insight. It is not to be used outside of these publications.

If you are uncertain about how to use Smith fonts, email Marketing & Communications at smithmarketing@queensu.ca

Lato

Titles, headings, subheadings, URLs, body copy in designed applications (websites, brochures, advertising, etc.)

Lato Black for titles, headings, URLs
Lato Regular for body copy, print and web

Calluna Bold

Smith logo and program names in logo lockups

Tiempos

Editorial, Smith Magazine, Smith Business Insight

Tiempos Headline Bold for headlines
Tiempos Text Regular for body

Lato

Lato is our sans serif brand font and has been adapted for legibility in digital applications.

Lato is the primary title font for designed applications, like brochures and advertising. It is also recommended for headings, subheadings, intro paragraphs, quotes, and URLs in those applications.

While Lato works very well in all caps, capitalization should only be used for purposeful differentiation or emphasis to retain maximum accessibility. Avoid using all caps for any text longer than a few words.

Black weight should only be used for small amounts of text, like titles and headings, and at a larger size.

Staff/Faculty: If you do not have Lato font installed on your school-supplied computer, please contact Smith IT

If you are uncertain about how to use Smith fonts, email Marketing & Communications at smithmarketing@queensu.ca

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9

Lato Black

abcdefghijklmnopqrstuvwxyz

Lato Black Italic

abcdefghijklmnopqrstuvwxyz

Lato Regular

abcdefghijklmnopqrstuvwxyz

Lato Italic

abcdefghijklmnopqrstuvwxyz

Calluna

Calluna Bold is a specialty font used sparingly for the Smith name in official logos, along with program names in logo lockups.

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9 / 0 1 2 3 4 5 6 7 8 9

Calluna Bold

abcdefghijklmnopqrstuvwxyz

If you are uncertain about how to use Smith fonts, email Marketing & Communications at smithmarketing@queensu.ca

Tiempos

Tiempos is a serif font family used for Smith's editorial publications solely.

There are a number of font variations in this set, for visual interest and readability.

**A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
abcdefghijklmnopqrstuvwxyz
0123456789**

Tiempos Headline Bold

abcdefghijklmnopqrstuvwxyz

Tiempos Text Regular

abcdefghijklmnopqrstuvwxyz

If you are uncertain about how to use Smith fonts, email Marketing & Communications at smithmarketing@queensu.ca

Font Use

Effective typography that integrates contrasting weights and textures creates interest and helps readers navigate the material. A simple example at right illustrates this approach for print applications. This hierarchy is for reference and can be altered to suit specific applications.

For additional examples of typography, review the Design Style section starting on page 28.

Title and Heading Case

Short titles, headings, and subheadings are best set in title case.

Long editorial titles, headings, and subheadings are best set in sentence case.

Minimum Type Size

To maximize legibility in print applications, the recommended minimum point size for body copy is 10 pt.

Heading Example

Subheading style example

Body copy example. Puda solorro cuptatis autemo officiaeces ad militatem etur re corumqui blam aliqua eprese acereratur, optaten iatem. Id qui dunt reses in ped et qui vel is rerenda net quate autas aut veriti as veliquatem eos dem ipidest repelecto dolore licienimo odipsunti rehendi nulluptia doloreh endanient vid et aut aribus il eaquam, sum quatur rest, ipsande oditintibus am nemporem eumquid elenita nimagni magnimi, nienihi ctatum ut a pedis.

Simaio millor rem ut quam imenis quis que eostis alibusande est esciisimin providit facepudit quam asperum rero esecabor si assi omnis mi, ut inctor sequi ium quiae conserchit quia dollati beriorrum earum laboribus aut es entem facepudia quaturesecte cumquam, non cuptate nobis deles ut esequi rehent harci aboremp.

Design Style

Print and Digital Examples

Keep up with the speed of business.

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Smith Research

EVENT

Faculty Writing Retreat and Lunch

April 26 | 9:30 am (ET) | Goodes 101

Watch your inbox for invitation, schedule and details!

Is 2023 your year?

Send us a copy of your resume or LinkedIn profile URL

Smith Full-time MBA

[Start Your Application](#)

Smith GAME PLAN PLAN DE MATCH

2023 Game Plan Athletes

New skills for the new business world.

All of our programs are now TRIPA recognized

Our alumni get 20% off our highly acclaimed non-degree programs

Leadership

- Coaching for High Performance
- Developing Your Leadership Presence
- Leadership Program
- Leading Hybrid Teams
- Learning to Lead
- Managing Challenging Conversations
- Public Executive Program
- Transformational and Charismatic Leadership

Execution

- Accounting and Finance Fundamentals
- Closing the Strategy-Execution Gap [PDF](#)
- Communicating with Impact
- Project Leadership [PDF](#)
- Sustainable Investing

Strategy

- Managerial Decision Making
- Negotiating and Consensus Building
- Strategic Execution
- Strategic Planning and Leading Change

Customized Programs

Bring a program in-house or work with our advisors to tailor a custom learning journey for your organization or intact team.

1.888.393.2338
execed@queensu.ca
smithqueens.com/execed

Smith Executive Education

Smith BUSINESS INSIGHT Queens Executive Education

FREE WEBINAR

How to Reclaim Your Time & Upgrade Your Work Habits

Thursday, November 16
 1 pm (ET)

Smith BUSINESS INSIGHT Smith CIMA Chartered Centre for Corporate Reporting and Professionalism

FREE WEBINAR

Managing and Auditing Whistleblowing Systems

November 1 | noon (ET)

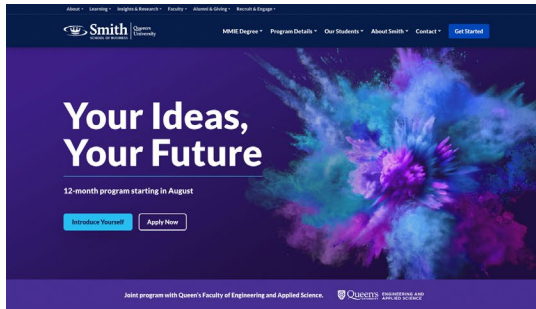
Smith BUSINESS INSIGHT Queens Executive Education

FREE WEBINAR

Shaping Tomorrow: The Purpose Revolution in Business

Thursday, October 19
 1 pm (ET)

Website Examples



Master of Management Innovation & Entrepreneurship

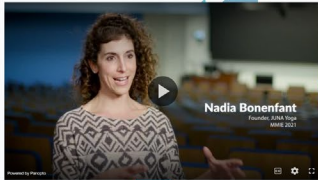
This program is specifically designed for those who will start, grow or drive new ventures whether in a startup or inside a corporation.

Special skills, strategies and strengths are needed to turn an idea into a viable and thriving business. The Master of Management Innovation & Entrepreneurship equips you for that success.

The year-long program combines three intense residential boot camps at Smith School of Business in Kingston with an experiential, goal-driven project supported by an advisor throughout the year. This is a "learn by doing" program with self-directed courses, workshops, guest speakers and real innovation projects being launched. The program allows individuals to immerse themselves in on-campus student life, and also engage virtually from any location worldwide during the online components of the program.

This program is for:

- Entrepreneurs** looking to commercialize an innovative product or service idea or to scale up to the next stage of success.
- Corporate Innovators and Intrapreneurs** working to new venture or innovation roles within an enterprise.
- Adventurers** whose passion is to join a startup or scale-up venture and help drive acceleration.
- Social Innovators** seeking to solve community challenges through a new initiative or solution.



Nadia Bonenfant
founder, Jaha Soap
MMIE 2021

"MMIE will provide you the opportunity to learn more about that which makes you come alive from a career and professional perspective, while giving you the opportunity to learn how to apply who you are becoming for the greater good of the communities, challenges and opportunities you choose to engage with. The next 12 months will help shape the rest of your career under a great group of colleagues and coaches from one of the best programs in the world."



Norman Maaringimaa, MMIE
Business Development Manager, Start-ups & Entrepreneurship
Innovation Development Corporation

Key Features



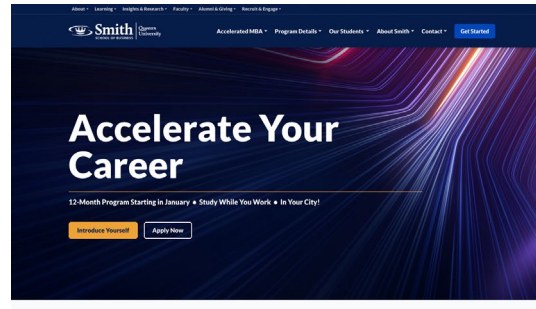
Bring your innovative ideas to fruition
The opportunity path with expert support and resources to help you bring your ideas to fruition.



Intensive boot camp-style sessions
Program sessions with hands-on experiential learning and guest speakers to help you bring your ideas to fruition.



Personalize your project path
Work with your advisor to create a personalized project path that aligns with your interests and career goals.



Accelerated MBA for Business Graduates

Make an impact and fast-track your career. Earn your MBA degree in just 12 months in this accelerated program designed specifically for people with an undergraduate degree in business. Starting in January, with classmates across Canada, you can earn your MBA while you continue to work.



Gain the SmithEdge

Develop your personal abilities to be a transformative leader with our SmithEdge development suite.

Learn more →



Social Impact

Lead the way to a better world by earning a certificate in social impact through courses, conferences, and events.

View curriculum →



Pan Canadian Advantage

Collaborate with a cohort of experienced and talented classmates across Canada. A wide range of industries and backgrounds are represented.

Class profile →



Studio Experience

Professors teach from state-of-the-art broadcast studios on campus providing a superior experience through their interactive technology and teaching techniques.

How you learn →



Outstanding Faculty

You'll learn from professors who include widely published researchers, best-selling authors, and award-winning teachers.

Meet your Professors →



Exceptional Support

We understand the challenge of doing an MBA while working and managing personal obligations. We have a sophisticated support system including executive, career team and lifestyle coaching, project advisors, and a dedicated staff team.

Coaching & support →



Kelly Graham, MBA
Senior Director, Marketing & Innovation
Lululemon Athletica in Canada

New Scholarships Available

Smith School of Business announces Scholarships for Black Students and Indigenous Students in all MBA, Professional Masters, and Graduate Diploma programs.

View scholarships

Women & the MBA

As a leader in business, we recognize the need to enable more women to ascend to the senior ranks of management. An MBA can help break down the barriers that exist for women looking to advance their careers. Smith is making a concerted effort to address this issue. In addition to hosting Women and the MBA events across Canada, we have also implemented a number of initiatives to attract and support women within our programs.

Learn more →



Welcome to our annual review of Smith School of Business at Queen's University. Explore highlights during the 2022-2023 year, read the message from our dean and learn about events and milestones from the past year at Smith.

The Year at Smith



12 highlights from our 2022-2023 year

From international recognition for Smith programs and faculty to welcoming Queen Canada athletes and supporting startup success, the past year at Smith saw a number of accomplishments as we move forward to build the future of business education and develop leaders who make a positive difference in society.

Read more

Dean's Message

Dean Wanda Costen reflects on some of this year's highlights at Smith and looks ahead to the changing process and priorities of business education.

Read more →



Features

Exploring the role of business cases

Editorial Examples

Smith
FALL 2023

A Little Mud is Good
Adam Beveridge's playground takes kids back to nature

Workday Warrior
Author Alex Gomez explains how to get stuff done

Let's Make a Deal
Professor Sha Dubey has a better way to negotiate

SOCCER STAR DIANA MATHESON
IS CREATING CANADA'S FIRST PRO WOMEN'S SOCCER LEAGUE

The magazine for alumni and friends of Smith School of Business, Queen's University

Smith
SPRING 2022

Gift Giver
How Brian Reedy created a better gift basket and built one of Canada's fastest-growing companies

Once Upon a Time
Writing books for kids isn't child's play. Just ask these three authors

Convince Me
TED Talks star New Scientist tells how to be persuasive

Closing the Gap
Colin Lynch and other Smith alumni are helping diverse entrepreneurs find new ways to grow

The magazine for alumni and friends of Smith School of Business, Queen's University

A GROWTH MARKET
Wondering whether there's money in professional women's sports in Canada? Wonder no more: the numbers show a compelling business case.

500%
Growth in audience for the U.S. Women's Super League from 2020 to 2021.

42%
Average per-match increase in attendance at the FIFA Women's World Cup in 2023 vs. 2019.

\$1 MILLION
Franchise fee to purchase a team in the Canadian professional women's soccer league being built by Project E.

33%
Average year-over-year commercial revenue growth in pro women's soccer leagues globally.

\$150-\$200 MILLION
Estimated size of the "underdeveloped" pro women's sport market in Canada, according to Canadian Women & Sport.

25%
Desire to watch live of women's sports are more likely to buy sponsor products than followers of men's sports.

23,233% TO 66,567%
Growth in value of U.S. National Women's Soccer League teams over 10 years.

"WHEN THOSE FIRST TWO PRO WOMEN'S TEAMS WALK OUT ONTO A FIELD IN CANADA FOR THAT FIRST GAME, THAT WILL BECOME THE NEW FOUNDATION FOR WOMEN IN SPORTS HERE"

It's a few days after Canada's unexpected early exit from the FIFA Women's World Cup in August and Diana Matheson is everywhere. Here she is with post-mortem analysis in the pages of the Globe and Mail. "A women's league is necessary if Canada is going to have a national team that competes at the highest level." Here she is showing her broadcast chops in a chat with Reagan Shoban on TSN: "There's no secret to women's soccer. The key is investment."

And here she is on CBC Radio, commenting on former teammate Christine Sinclair's post-game quote that the results should be a "wake-up call" for more investment to support the women's game in Canada, including a domestic professional league — something that exists in every other country (and is expected in the tournament except Haiti). "It's such an important thing for Canadians to know we can catch up here."

"I'm not quite the conversation Matheson wanted to have around the World Cup. In her interview for this article a few weeks earlier, on the eve of the tournament in Australia and New Zealand,

she was counting on a deep Canadian fan base to drive interest in Project E Women's Soccer, the startup organization she and her fiancé, Governor **PHOENIX GILBERT**, EMBA '23, started in 2022 with the ambitious goal of developing a professional women's soccer league in Canada by 2025. She once expected the team that won Olympic Gold in 2021 to be the one to watch.

But Matheson is not one to let her eye off the sidelines. A disarming mix of wit and wit on such a high-profile stage, only reinforces the notion that her career and ambitions for the sport are being up her class in 2023. Project E is days in the work of creating a new sport ecosystem, and the organization's progress to date has offered valuable insights into what has worked and what hasn't.

Three — yes, to be fair — of the league's planned eight teams are based in Vancouver, Calgary and Toronto, a mix of founding partners on board including Air Canada, CIBC, Canadian Tire and Chevrolet, and a variety of sponsors are already lined up. The marketing and media strategy is already in place, and the league is expected to launch in 2025. Similar to her sister, she's been inundated with requests from young girls, grateful and glad to have someone who is so passionate — the idea of having a professional league to watch is a dream for many young girls. The stakes are high.

It's not quite the conversation Matheson wanted to have around the World Cup. In her interview for this article a few weeks earlier, on the eve of the tournament in Australia and New Zealand,

and, with the league's launch date only a year and a half away, there's no time to dither. "There is just a really obvious gap and a really obvious opportunity here," Matheson explains. "I'd like, how can the world watch 'L' in a game."

Thankfully, she knows how to handle it.

Smith
SPRING 2022

Gift Giver
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Convince Me
TED Talks star New Scientist tells how to be persuasive

Closing the Gap
Colin Lynch and other Smith alumni are helping diverse entrepreneurs find new ways to grow

The magazine for alumni and friends of Smith School of Business, Queen's University

Adventures IN Advertising

Jill Nykolation, BC om'93, left a promising corporate career to work in advertising. Now she runs one of Canada's best (and most creative) ad agencies

BY CHRIS POWELL

Smith
BUSINESS MAGAZINE

TOPICS | WEBINARS | PODCAST | VIDEOS | ABOUT | Search

FINANCE

Rediscovering the Art of Economics

By Peter Seppinen | Oct 6, 2022

The science of economics takes us only so far down the road. A bit of humility from economists would take us the rest of the way

Peter Seppinen
Professor of Business Economics, Smith School of Business

Economists have come under fire for a variety of reasons. They are said to have raised economic downturns with inflated forecasts and to be out of touch with challenges such as climate change. Small businesses, Behavioral Microeconomics, or are the 'critic's car' in the sector of choice, reminiscent of Queen's University itself.

Editor's Picks

- 1 Why Your Compensation Strategy is Likely Backfiring
- 2 Do Customers Need Your Respect to be Satisfied?
- 3 Should Non-Compete Agreements Be Near-Secret?
- 4 Can a Little Tech Ease the Burden on Nurses?

Editor's Picks

More than 25 years ago, when my hair had more colour, I wrote the Canadian editions of a bestselling *Principles of Economics* textbook. At the time, most Canadian editions of U.S. books simply adopted British spelling, changed "Federal Reserve" to "Bank of Canada" and replaced "anti-trust policy" with "competition policy." The process would take a week or two, at best.

I decided to follow a different path and weave in Canadian context throughout the text. International considerations are so much more important in Canada than in the U.S., where chapters on international trade and finance were usually added at the back of the book, if space allowed. Given their importance to Canada, I tried to incorporate trade and finance issues throughout the Canadian editions. The textbook did well for a few years until the U.S. publisher and its subsidiaries were bought out, and after a few years the book passed into oblivion.

One of the reasons I decided to write textbooks was that I didn't think the current crop of *Principles* books provided an engaging experience for students. They certainly didn't incorporate the "art" of economics as much as the "science" — at least not to the extent that I thought they should have. The author of the American text, David Colander, defined the art of economics as the application of positive economics — the study of what is and how the economy works — to the goals that policymakers choose, such as the ideal distribution of income.

Colander is well known for acknowledging that economic models help us tell stories about how we think things work, but they aren't perfect. I wanted to see if I could harness this power to provide a similar perspective north of the border.

The limits of models

Economists love models. They give us a reason to base our stories on "science", with lots of math behind our predictions. If a government follows a particular policy, if a certain kind of shock

Formatting

URLs

All Smith URLs and email addresses are written in lower case format (font: body-sized, Lato Black)
e.g. **smithqueens.com/execed** not **SmithQueens.com/ExecEd**

Email Addresses

Email addresses are written in lower case format (font: body-sized, Lato Regular)
e.g. **execed@queensu.ca** not **ExecEd@QueensU.ca**

Phone Numbers

Use periods as separators in phone numbers
e.g. 1.888.393.2622

Event time and dates

- Use lowercase am and pm
- Do not use periods to separate am and pm
- Use a space after the number and only add minutes if necessary (anything other than 00)
9 am (not 9 a.m. or 9:00am) or 6:30 pm
- Do not use spaces in a range of time unless the range occurs with both am and pm indicators
1-5 pm or 11 am – 2 pm
- Use noon and midnight (not 12 pm or 12 am)
- Do not include the year unless it is an instance that puts the event past the next obviously occurring time period
- For brevity, do not include days of the week
- Time zone is used only when the context applies to the audience (e.g. virtual events with attendees in multiple time zones). Local events do not require time zone details.

Sample Email Header

A specific example of font hierarchy in a **sample email header** (in this case, all pixel and point dimensions are double, for higher resolution).

Category Tag

- Lato Black, ALL CAPS, 24pt
- 6px padding, rectangle box
- Ensure sufficient colour contrast

Main Title

- Lato Black, 70pt

Event Details

- Lato Regular, 40pt
- Two spaces, pipe (Lato Light), two spaces
- En dash in time range
- See page 32 for event time and date formatting guidelines

Program lockup/logo

(Minimum height = 100px, minimum clear space = m)



Button in headers, social media assets

32pt, Title Case text label, ensure sufficient colour contrast



Corner radius: 0.4em

(e.g. font is 32pt, corner radius is 0.4x32=12.8px)

Digital Applications

Email Signatures

To create **brand consistency** in our email communications use the **email signature template**, available on the [Smith Brand Hub](#), to create your personalized signature.

Two versions of the email signature are provided. The mandatory elements of the **full email signature** are a name, job title, department, Smith School of Business, and the Smith horizontal logo. The land acknowledgment is optional and available in short or long form.

Other optional features include linked social media icons, 'hear my name', full mailing address and marketing approved campaign assets (program ranking or highlight note).

The **reply/forward signature** is shortened to reduce signature length within a string of emails. It includes a name, job title, Smith School of Business, and department.

Do not insert any alternate or additional graphics, logos or lockups.

Email signatures should be set in the default email program font, **Calibri**, in font size 11.

Full Signature (with optional elements)

Firstname Lastname (*pronouns*)
Job Title | Department
Smith School of Business, Queen's University
613.555.5555



Smith School of Business at Queen's University is situated on traditional Anishinaabe and Haudenosaunee Territory. We are grateful to be able to live, learn and play on these lands.



Reply/Forward Signature

Firstname Lastname (*pronouns*)
Job Title | Department
Smith School of Business, Queen's University
613.555.5555

Address Formatting

The recommended address formatting for branded applications **does not utilize abbreviations**. Follow the order of information as shown in the email signature above.

Social Media

Account Naming Conventions

Smith School of Business has a presence on most well-known social media platforms. A listing of approved Smith accounts are as follows:

Instagram @SmithBusiness

X (Twitter) @SmithBusiness

LinkedIn Smith School of Business
at Queen's University

Facebook @SmithBusiness

TikTok @SmithBusiness

YouTube Smith School of Business

Inquiries

To inquire about social media at Smith, email Julia Lefebvre, Associate Director, Communications & Digital Engagement at julia.lefebvre@queensu.ca

Social Media Hashtags

#SmithBusiness	Anything school related
#SmithAlumni	Alumni-related posts
#SmithGlobal, #SmithInternational, #SmithExchange	International/exchange-related content
#LifeAtSmith, #LifeAtGoodes	Student experience, events
#SmithInsight	Thought-leadership
#SmithResearch	Faculty/graduate research
#SmithToronto, #GoodesHall	Events taking place on location
#SmithFaculty	Featuring news about faculty
#SmithStore	Sales or products on Smith Store
#SmithFitToLead	Fit to Lead program
#SmithMagazine	Articles from Smith Magazine
#SmithMBA, #SmithCommerce, #SmithMIB, #SmithMMAI, #SmithGDA, etc	Anything program related

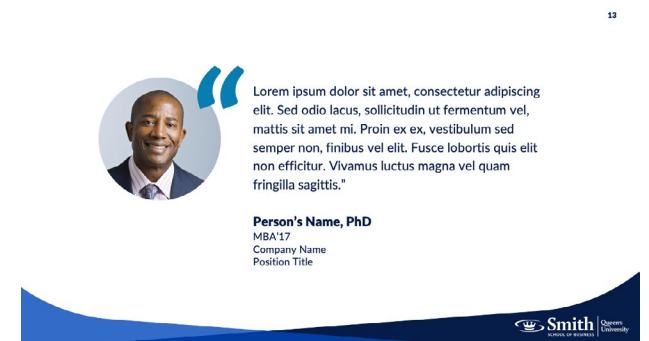
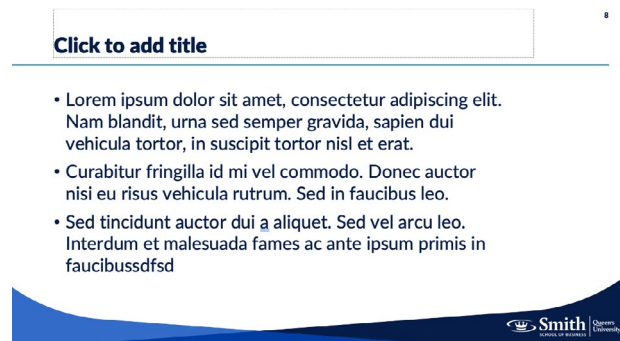
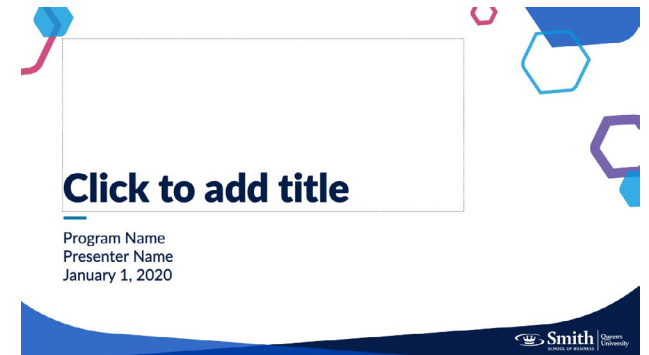
Presentations

PowerPoint templates have been created to support professional internal and external presentations.

For external presentations, the templates include the Smith horizontal logo on each slide. For internal presentations, the logo is on the title and subsection title pages only.

It is recommended to keep font sizes and placements consistent throughout your presentation.

A PowerPoint tip sheet is available on the brand hub website.



Resources

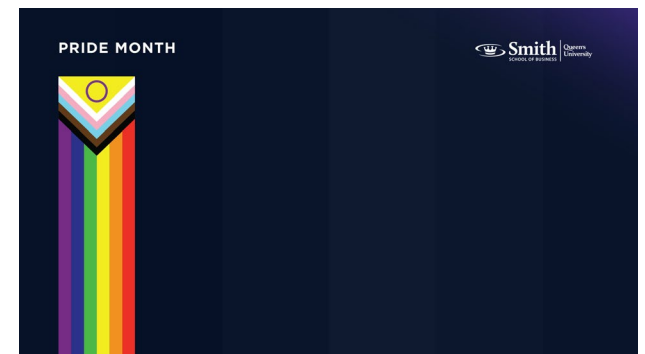
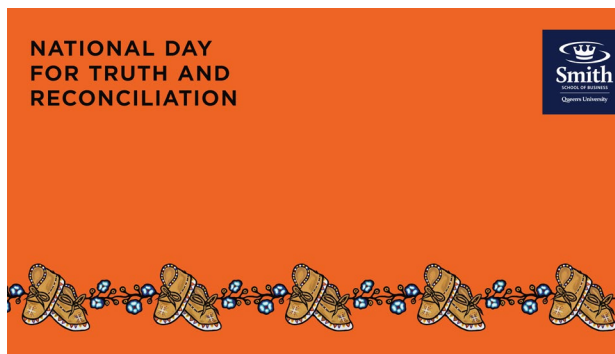
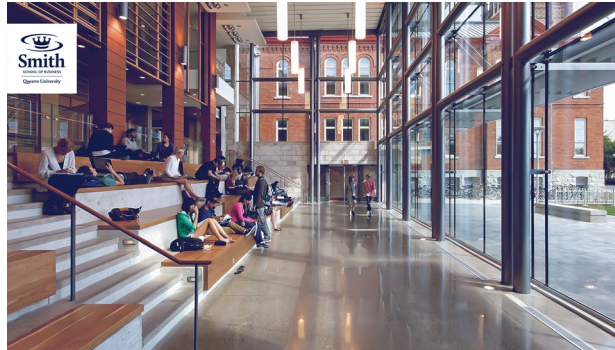
Download the presentation templates from the **Smith Brand Hub** at smithqueens.com/brand

Virtual Meeting Backgrounds

A variety of virtual meeting backgrounds are available to incorporate branded imagery in online meetings and classes.

Check the backgrounds site occasionally as out-of-date creative is removed or refreshed.

Special backgrounds for commemoration – e.g. National Day for Truth and Reconciliation and Pride Month – may change based on the themes from year to year.



Resources

Download the virtual meeting backgrounds from the **Smith Brand Hub** at smithqueens.com/brand

Digital Letterhead

Smith School of Business letterhead is available in a digital format as a Word template.

The Smith vertical logo appears in the top left corner and the school name and mailing address at the bottom, along with the school's web address.

Margins and formatting of font, size, and paragraph spacing are set for ease of use. Text should be set in Lato Regular 10pt with 14pt line height.



Resources

Download the generic digital letterhead from the **Smith Brand Hub** at smithqueens.com/brand

Word Document

A branded Word template is available for use in document applications that require branding but not an address.

Margins and formatting of font, size, and paragraph spacing are set for ease of use. Text should be set in Lato Regular 10pt with 14pt line height.

The word document template can be customized to include an approved logo lockup instead of the Smith logo alone.

Resources

Download the generic word document from the **Smith Brand Hub** at smithqueens.com/brand

Use the design/production request form at smithqueens.com/request to request customized digital letterhead with logo lockup.



Print Applications

Printed Stationery

Smith School of Business official printed stationery includes business cards, letterhead, a #10 envelope, a folder, and a blank card.

All printed stationery includes the Smith logo and cannot include a lockup or additional graphics.

Do not create customized stationery. These are the only versions approved for use.



Resources

Printed stationery can be ordered through the Marketing & Communications department.

Email smithmarketing@queensu.ca with item(s) needed and quantity.

Allow four weeks for printing and delivery.

Business Cards

The Smith business card includes the vertical Smith logo, an individual's position, contact, and address information.

Only an individual's position, contact and address information can be personalized. Lockups and other graphics are not permitted on business cards. Full faculty, department, and sub-department names are included under the individual's job title.

Pronouns and credentials are optional.

Two variations of the second side exist. One with the formal name and address (standard), the second with accreditation logos.



Resources

Business cards can be ordered through the Marketing & Communications department. Email smithmarketing@queensu.ca with quantity needed. A standard order is 250. Allow 4-6 weeks for printing and delivery.

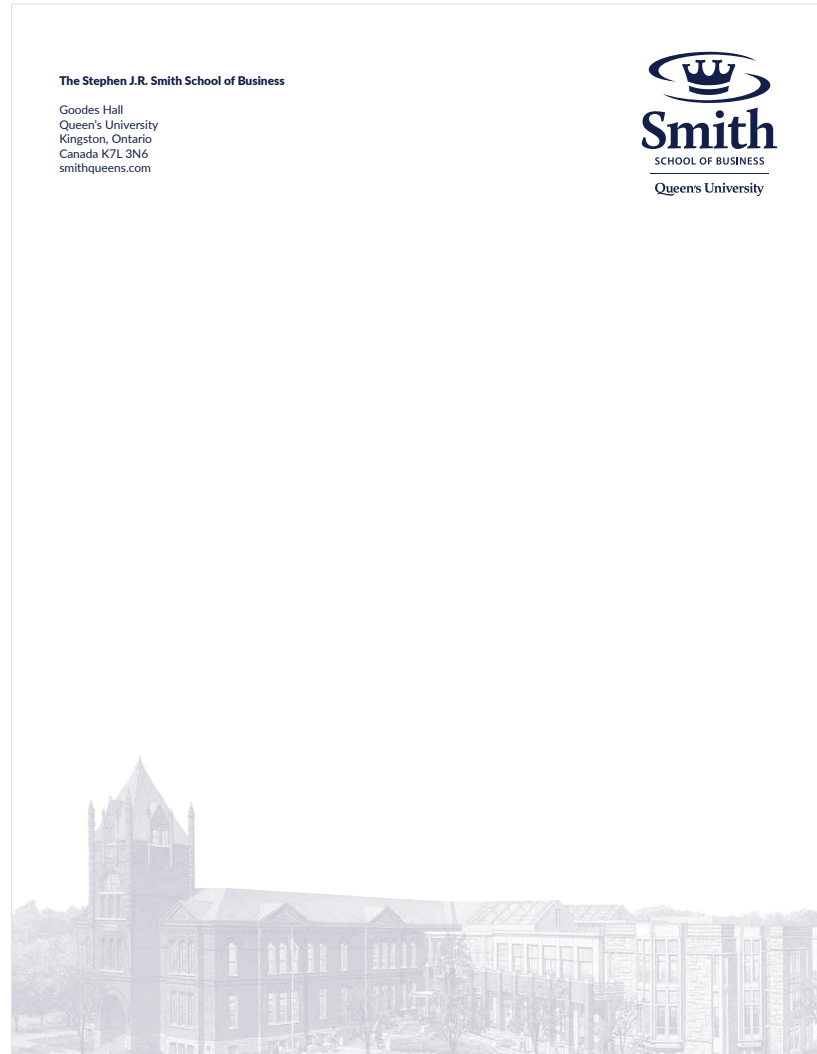
Printed Letterhead

Printed letterhead features the Smith vertical logo in the top right corner and the school name and mailing address at the top left, along with the school's web address.

A digital version of the letterhead is available for download and customized digital letterhead can be requested to include a unit's logo lockup. See page 40 for details.

Resources

Printed letterhead can be ordered through the Marketing & Communications department. Email smithmarketing@queensu.ca with quantity needed.



Envelopes

Printed envelopes feature the Smith logo and return mailing address. They are available in a variety of formats and sizes.

Generic Envelopes

The #10 envelope is standard. Other specialty sizes can be ordered if necessary (9" x 12", 10" x 13", 12" x 16").

Printed envelopes cannot include a lockup or additional graphics.

Do not create custom envelopes. These are the only versions approved for use.



Resources

Envelopes can be ordered through the Marketing & Communications department. Email smithmarketing@queensu.ca with quantity needed.

