

INTOUCH

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RETHINKING REAL ESTATE

With a willingness to approach things differently and an eye toward innovation, Ivey alumni are transforming the real estate industry across Canada and beyond.

Also in this issue
**DIGITAL
INNOVATION IN
CANADIAN
HEALTHCARE**

**+
LEADING CHANGE IN
NOT-FOR-PROFIT**

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With a willingness to approach things differently and an eye toward innovation, Ivey alumni are transforming the real estate industry across Canada and beyond.

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Canada's healthcare system is at a pivotal moment. As it adapts to growing demands and new realities, digital innovation and bold leadership are driving meaningful change. Across the country, Ivey alumni are leading this transformation by reimagining how care is delivered, managed, and sustained through technology and data-driven solutions.

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The not-for-profit sector is an often-overlooked piece of the economic puzzle. As demand for services grows while resources shrink, innovative solutions are essential. Ivey alumni in Canada and beyond are leading the change, ensuring their organizations remain resilient, impactful, and mission-driven.

ON THE COVER

Anushka Grant, MBA '05, looks out over downtown Toronto from Oxford Properties Group's global headquarters in the EY Tower.



Neil Hetherington, EMBA '13, lends a hand at the Toronto Daily Bread Food Bank, pulling a crate of food through the warehouse.





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Homecoming 2025 highlights, including this year's Distinguished Service Award recipients; insights from Glen Webster, HBA '95, MBA '98, on a global teaching adventure with Ivey's LEADER Project; and the latest updates from fellow alumni in Class Notes.



FRATELLIS



Trevor Holness, MBA '06, spins his own unique music mixes as a DJ at Fratelli's, Oakville, ON.

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Editor's Note



PHOTOGRAPHY BY SHLOMI AMIGA

R real time. Real moments. That's how I think about the impact our alumni are having around the world.

Every day, Ivey alumni are shaping what comes next. By responding to new realities in real estate, healthcare, or the not-for-profit sector, our alumni are meeting challenge head-on – as you'll see throughout this issue.

Canada's healthcare system continues to face intense pressure to innovate. Alumni like Ivey Professor Lauren Cipriano, HBA '05, are advancing research in healthcare analytics, management, and policy, while other alumni are applying digital solutions and AI-driven approaches in real time. You'll be inspired by how Lauren and fellow alumni are putting innovations into practice in ways that are literally life-changing. See page 20.

You'll also read how alumni such as Sunil Bansal, HBA '10, MBA '16, are turning challenge into opportunity in real estate – uncovering new paths forward

through fresh ideas and determined leadership. See page 12. And it's a real pleasure to highlight how we are helping reshape the not-for-profit sector through the work of Big Brothers Big Sisters of Toronto CEO Stachen Lett-Frederick, EMBA '21, and others on page 26.

Beyond your professional contributions, you're also creating meaningful moments for one another by investing in your alumni community. At a recent career event, a senior alum shared how much he valued being there with new graduates. "I would drop anything to help a student navigate what they want to do. Whether it's with a business idea or career decision – anything." In that moment he created something powerful, not just for himself, but for a fellow alum.

Dean Julian Birkinshaw's bold new vision is challenging us to think differently, respond faster to market shifts, and adapt our programs to create new connections – and new moments. It's driving us to think of ways to adapt our alumni programs to grow opportunities for new connections and new moments.

In this issue, I hope you will be motivated to continue to shape life in real time and to create these moments wherever you are in your journey.

Aindrea Cramp, HBA '98
Editor-in-Chief
Director, Alumni Relations

PHOTOGRAPHY BY ANDREW FLEMING



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Leading in the Age of AI

We are in the early days of the artificial intelligence (AI) revolution, and already it is changing the way work gets done, accelerating decision-making, and enabling more personalized customer experiences. Business education is not immune. In fact, it is being reshaped as profoundly as any industry. Students can find answers in seconds, assessment is becoming more complex, the job market is evolving rapidly, and the skills that matter most are shifting toward judgment, persuasion, and responsible leadership.

At Ivey, we see this moment not as a disruption to manage, but as an opportunity to lead. Ivey's bold new vision is to reimagine experiential business learning for the world. The rise of generative AI has created a powerful impetus to act on that vision – and to do so with urgency.

AI tools for accelerated learning

In January, we announced that every Ivey student, staff, and faculty member would have free access to top-level AI

tools through nebulaONE, including leading-edge large language models from OpenAI, Anthropic, and others. Innovation on this scale requires champions, which is why we are investing in AI Fellows to help accelerate learning across the School.

Our AI Fellows are leaders from industry who bring insights to strengthen innovation in teaching, research, and operations, and position Ivey at the forefront of change. We also convene faculty and staff regularly to share emerging use cases, highlight new teaching practices, and encourage experimentation.

With the speed of Gen AI development, there is a real impetus for us to be proactive in thinking creatively about how teaching and learning are changing. The good news for Ivey is that case-based learning is more important than ever in a Gen AI world of commoditized business knowledge, and we are advancing a number of exciting initiatives using AI in the classroom.

AI in the classroom

At Ivey, we are already integrating AI into our curriculum across programs, from the HBA to MBA to Executive Education and Ivey Online. For example, Guneet Kaur Nagpal, Assistant Professor, Marketing and a Western Generative AI Teaching Fellow, has developed a GenAI-based simulation tool for her HBA1 *Marketing Management* and HBA2 *Digital Marketing Analytics* classes. Students gain hands-on experience in how GenAI can assist real-world marketing tasks for companies in a more methodical and structured manner.

Kyle Maclean, HBA '12, PhD '17, and Tiffany Bayley, both Teaching Scholars, have developed a new LLM-based case simulation, where students interact with a simulated AI "intern" that answers questions like a junior analyst providing data. The goal is to build students' ability to ask precise, context-rich questions that produce useful insights.

A recent Leading with AI workshop immersed our MBA students in how AI is transforming decision-making and operations across industries. Through case-based learning and guest speakers, students explored leadership judgment, ethical use, and value creation, then put it to the test in an AI hackathon, building AI-enabled solutions to real business challenges.

It is certainly an exciting time, but we are alert to the risks: students bypassing the mental struggle needed for deep learning, outsourcing skill development, and undermining the very thing the case method was designed to build – sound judgment. The solution cannot be to ban AI. Instead, we are harnessing it in ways that strengthen learning and preserve what makes Ivey distinctive.

We are experimenting with tools that use AI to ask better questions, not give easy answers – such as our AIBEL (Artificial Intelligence Boosted Experiential Learning) and Sidekick pilots – and exploring AI-enabled feedback while keeping human judgment central to assessment.

Ivey Publishing is responding with timely teaching materials, including dozens of AI-focused cases from Ivey faculty and beyond on AI topics ranging from governing innovation, addressing the deepfake dilemma, AI-powered customer service, and the emergence and evolution of AI technology.

AI research: building insight

Ivey is also investing in research that helps leaders understand how AI is transforming organizations, leadership, and work. Our faculty are actively engaged in AI-related research projects, and we are strengthening support for this work through internal funding and the Aufreiter Pentland AI Research Award, generously established by Nora Aufreiter, HBA '81, LLD '18, and Lawrence Pentland,



ABOVE: Dean Julian Birkinshaw gives his opening remarks at the Lawrence National Centre for Policy & Management's 2025 AI Symposium.

HBA '81. The purpose of the award is to expand our knowledge of how AI might be better leveraged in business education. Our goal is not only to publish research, but to bring those insights into the classroom and into the boardroom so that Ivey remains a trusted source of practical, evidence-based guidance in a fast-changing world.

Industry guidance and responsible leadership

We also benefit from an AI Industry Working Group of the Ivey Advisory Board, led by Salim Teja, HBA '96, providing strategic advice and industry insight on the evolving applications, implications, and opportunities of AI in business and business education.

This is a defining moment for business schools. As Canada's leader in business education, we not only have an opportunity – but an obligation – to lead change and help shape the future.

We are committed to applying AI ethically, transparently, and fairly, protecting privacy, addressing bias, and ensuring equitable use.

As alumni, you are part of this journey as innovators and decision-makers, as partners who can help us stay grounded in real-world needs, and as advocates for responsible leadership. Thank you for your support as we build the capabilities our students and organizations will need to thrive in an AI-enabled economy.

A handwritten signature in black ink that reads "J. M. Birkinshaw".

Julian Birkinshaw, MBA '91, PhD '95
Dean, Ivey Business School

The Big Picture



15 years of Leader Character at Ivey

Speakers and guests gathered for the Character Leader Conference, hosted by the Ian O. Ihnatowycz Institute for Leadership, to celebrate 15 years of advancing leader character at Ivey. The event highlighted the Institute's global impact and brought together scholars, practitioners, and guest speakers to explore how character shapes decision-making, organizational culture, and leadership.

PICTURED BELOW: Dusya Vera, PhD '02, Executive Director, Ian O. Ihnatowycz Institute for Leadership; Kimberley Young Milani, Director, Ian O. Ihnatowycz Institute for Leadership; Lieutenant-Colonel Phil Desmarais, Canadian Armed Forces; Ian Ihnatowycz, MBA '82, President and CEO, First Generation Capital Inc.; Greg Hicks, HBA '95, President and CEO, Canadian Tire Corporation; Jeannine Pereira, HBA '95, Chief Learning and Development Officer, EY Canada; Sophia Opatska, Vice-Rector of Strategic Development, Ukrainian Catholic University; Corey Crossan, Research and Teaching Fellow at the

Oxford Character Project; Mona Malone, HBA '94, Chief Administrative Officer, Chief Human Resources Officer and Head of People, Culture & Brand, BMO Financial Group; Andriy Rozhdestvensky, Executive Director of the Center for Leadership at Ukrainian Catholic University; Kanina Blanchard, Ivey Assistant Professor in Management Communications; Mary Crossan, MBA '85, PhD '91, Ivey Professor of Organizational Behaviour; Major-General (Retired) Craig Aitchison, Canadian Armed Forces; Senior Staff Officer Bill Cummings, Canadian Armed Forces.



PHOTOGRAPHY BY BRANDON MACINTOSH

Expanding Your Knowledge

Looking to enhance your reading list or broaden your business savvy? To assist your commitment to lifelong learning, we reached out to Ivey faculty and staff for their book and podcast recommendations. Discover what the Ivey community is reading and listening to.



Michael Raynor, MBA '94
Associate Professor,
Strategy & Sustainability

Recommends the podcast:
In Our Time
By BBC Radio 4



“Melvyn Bragg, 27-year host of BBC Radio 4’s *In Our Time*, corralled three academics into 45 minutes of uncompromising depth on topics typically seen as little more than fodder for *Jeopardy!* From the Siege of Vienna to the physics of time, Bragg’s strategy was to create and then satisfy your curiosity about topics you’d rarely consider but were grateful to explore. Bragg recently stepped down, and with new host Misha Glennie, you can listen to *In Our Time* for the first time all over again. *Tradere posteris!*”



Hubert Pun
Professor, Management Science, PhD
Program Director

Recommends the podcast:
WSJ’s Take On the Week – Episode: Are Stablecoins the Future of Payments?
By Wall Street Journal

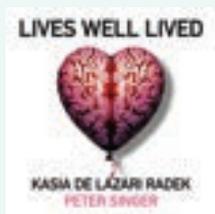


“This podcast challenges the hype around stablecoin, questioning whether they can truly disrupt banking and payment systems while offering a bearish take on the economics of the stablecoin business.”



Erin Huner
Director, Culture, Inclusion,
Student Support & Engagement

Recommends the podcast:
Lives Well Lived
Hosted by Peter Singer and
Kasia de Lazari Radek

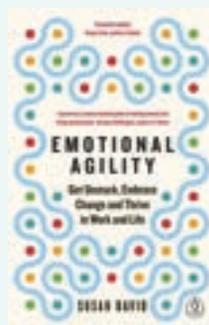


“Philosophers Peter Singer and Kasia de Lazari Radek talk to remarkable guests who have lived well both in the sense of living an ethical life, but also in that they are fulfilled and happy with what they have achieved in their lives.”



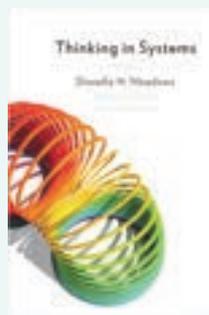
Lara Liboni
Associate Professor,
Strategy & Sustainability

Recommends the books:
Emotional Agility
By Susan David



and

Thinking in Systems
By Donella Meadows



“I recommend pairing *Emotional Agility* and *Thinking in Systems*. Read side-by-side, David helps you manage the inner dynamics that can stall clear thinking, while Meadows teaches you to map – and wisely intervene in – the external systems that drive persistent problems. The result is a powerful one-two punch for anyone who wants to foster personal resilience and design more sustainable, adaptive solutions in their work and community.”



Kim Miller
Executive Director,
Career Management &
Corporate Recruiting

Recommends the podcast:
WorkLife with Adam Grant
By TED Talks



“While suitable for all career stages, topics may resonate more with mid-career professionals who may see work as something more than a source of income. I like *WorkLife* because Grant uses social science research and real-life case studies to explore how people think, change, and adapt; it is accessible and grounded in research.”



Daniel Clark
Associate Professor,
Entrepreneurship

Recommends the podcast:
Entrepreneurs on Fire
Hosted by John Lee Dumas



“John Lee Dumas interviews entrepreneurs about their stories and experiences. It is a great place to seek both inspiration and solace from the common challenges and opportunities of other entrepreneurs.”

Passions

Trevor Holness, MBA '06, spins his own unique music mixes as a DJ at Toronto's legendary Comfort Zone nightclub, which he used to frequent in his 20s.

TELL US ABOUT YOUR PASSION! EMAIL INTOUCH@IVEY.CA

Interview by Mark Witten



PHOTOGRAPHY BY ANDREW FLEMING

As most people did during the pandemic, I picked up a hobby. After speaking at an online conference in 2021, I was offered a catalogue of thank-you gifts. What caught my eye was a portable DJ controller, half the size of a computer keyboard. This neat device allows you to seamlessly mix music and transition from one song to another.

I assumed I would play with this musical toy for a month or two and then tire of it. Instead, I got hooked. Playing around with the controller and DJing triggered my creative side that wasn't being utilized as an accountant.

I upgraded to a better controller and started performing for an online audience on Twitch – an online streaming platform. It has been a lot of fun mixing online. I've enjoyed meeting people online and getting their feedback on live chats, especially during the isolation of the pandemic.

DJing online led to a live gig at a club in Port Dover, near Hamilton. I was excited but terrified at first. It's one thing to perform online in front of people you can't see. That's safe. DJing live in front of people you can see is intimidating – God forbid, you see an empty dance floor. Fortunately, that never happened! The gig went well, and I played the club about a dozen times.

More recently, I landed a gig at Comfort Zone, a legendary club on Queen Street in Toronto. They were looking for new talent to perform regularly. I had submitted a mix to a contest and was one of four DJs chosen.

My adventure has brought me full circle. At the ripe old age of 48, I'm able to spin at a club I used to frequent in my 20s prior to going to Ivey. It's amazing and surreal to go back there as a DJ. I perform as early as midnight to 2 a.m. and as late as 8 to 10 in the morning.

What I love about DJing is the creativity behind it. I might not be playing the music as a musician, but I choose what music gets played and when, with the goal of creating a musical mix that appeals to everyone on the dance floor.

Left Turn

Naomi Midanik, HBA '05, transitioned from leading marketing teams in the corporate and non-profit sectors to becoming a psychotherapist who helps professionals manage anxiety and burnout, and reconnect with purpose.

MADE AN INTERESTING CAREER "LEFT TURN"? TELL US ABOUT IT! EMAIL INTOUCH@IVEY.CA

Interview by Mark Witten



PHOTOGRAPHY BY ANDREW FLEMING

For 17 years, I built a career in marketing, holding leadership roles at Johnson & Johnson, BMO, and Plan International Canada. I loved mentoring my team, driving strategy, and translating vision into action.

But as the pandemic hit, everything shifted. Leading a large team remotely while parenting two young children cracked something open in me. I was burnt out, and I could see my team was struggling, too.

I've always had an interest in being a psychotherapist. At age 10, I had my own *Psychology Today* subscription. As I helped my team members navigate the mental health struggles that came with COVID, I saw a glaring gap in the mental health field: there just weren't enough therapists who understood the corporate and entrepreneurial worlds from lived experience.

So, I decided to become the therapist I had been looking for. I earned a master's degree in counselling and psychology, while still working full time, and launched Bright Balance Psychotherapy in 2023. These days, I help professionals and entrepreneurs in Ontario to feel better about work, whether that means managing anxiety and burnout, reconnecting with purpose, or getting unstuck from "meh."

The feedback from clients has been great. The throughline in my old and new careers is that I like to get to the root of a problem. As a therapist, I can peel away the layers, help somebody truly understand themselves, and address the underlying issues that may be impacting their personal lives and work.

Then came another left turn: a breast cancer diagnosis in 2024. Going through treatment while growing a business and parenting young kids reshaped my understanding of vulnerability, uncertainty, and mental health. It also led me to create and share art, which I now post weekly on LinkedIn alongside daily reflections on leadership, therapy, and life after cancer.

This is an entrepreneurial journey, too. I'm a therapist and a business owner. In my marketing and networking efforts, I get to leverage the skills I learned at Ivey, which makes running a business feel like second nature. There's pressure involved, but that makes it fun and exciting. This is exactly what I was meant to do.

IMPACT STARTS WITH A QUESTION

By Caitlin Core

At Ivey, every great insight begins with a question.

Across 13 research groups and eight centres and institutes, our faculty are asking the questions that matter – and using them to shape business practice in Canada and around the world.

Impact, our thought leadership hub, captures the pulse of this inquiry – from marketing insights to sustainability breakthroughs, and from startup strategies to leadership innovations.

In this feature, we spotlight four compelling pieces from *Impact* that do more than deliver answers – they challenge assumptions, reframe debates, and move business thinking forward.



“By communicating honestly about their sustainability goals and progress, companies can not only attract strong talent but also set a precedent for a greener future. That’s a win-win.”

— Wren Montgomery



Is the compliment sandwich past its expiry date?

The compliment sandwich was once the gold standard in giving feedback, but research from Assistant Professor Karen MacMillan, PhD '13, shows the best approach skips the bread and goes straight to the meat: candour.



Are kidfluencers the newest face of child labour?

With kidfluencers monetizing their childhoods at unprecedented scale, Ivey Associate Professor Daniel Clark is calling on policymakers and industry leaders to slow the momentum and address the growing risks to children – before it’s too late.



Does purpose hold the key to unlocking better leadership?

Good leaders manage. Great leaders inspire. The engine behind that shift? Purpose. Discover how pioneering research from Ivey faculty Dusya Vera, PhD '02, and Oana Branzei can help you turn purpose into a strategic advantage.



Is your company’s green image helping – or hurting – you?

As companies refine their sustainability image, new research from Professor Wren Montgomery reveals a critical truth: how you communicate – or fail to communicate – your green efforts can cost you top talent.





Rethinking

By **Shelley White**

Photography by **Shlomi Amiga**



Sunil Bansal, HBA '10, MBA '16, overlooks Riverdale Park in Toronto's east end.



Real Estate

It's been said that real estate is a national pastime in Canada. Issues of housing prices, supply shortages, and interest rates are perpetually hot topics around water coolers and dinner tables, particularly amid the economic turmoil of the past few years. Yet the real estate industry itself can be slow to change.

With a willingness to approach things differently and an eye toward innovation, these Ivey alumni are transforming the real estate industry across Canada and beyond. Whether changing our perceptions about renting, reinventing how we buy and sell homes, or taking a new approach to building operations and real estate investments, these leaders make it a habit to think outside the box.

Meet five alumni who are helping to reinvent real estate for the future. →

Rental communities that feel like home
Adrian Rocca, HBA '04, wants everyone to think differently about renting.

As CEO of Fitzrovia, a Canadian company that designs, develops, and builds purpose-built rental communities in Toronto and Montréal, Rocca is determined to lift the stigma that can persist around renting versus owning a home. Fitzrovia rental communities are designed for the long haul, he says. "We have created an environment where we can provide rental homes for someone's entire life, from young families to student housing to retirement living and everything in between."

Rocca, a former proud renter himself, points out that in many U.S. and European cities, the majority of high-rise housing stock is used for rentals. For example, in Berlin, around 84 per cent of residents are renters. He sees purpose-built rentals as a key piece of the housing crisis puzzle in Canada and is driving that conversation by building communities where people want to get together and interact with their neighbours.

"You put yourself in the shoes of a prospective resident living in your building," he says regarding designing and developing properties. "What do you want to see in all aspects of that experience?"

Rocca says Fitzrovia borrows examples that work well in the hotel space, like animated lobbies, high-end finishes and ample amenity packages. Dedicated management teams create programming from fitness classes in on-site gyms to roof-top pool parties and inter-building basketball tournaments. "We will target specific buildings to certain consumers and go deep," he says. "Who works the front door? What type of music plays in the lobby?"

For example, Rocca says he's heard competitors say they purposely put uncomfortable furniture in the lobby to minimize wear and cut replacement costs. "We take the opposite approach," he says. "I want that to be an extension of your living room. And we have a coffee shop that flips to a cocktail bar in the evening."

Sustainability is a must in their spaces, he adds, aligning with the pension plan partners who back Fitzrovia's real estate investment funds and who have commitments to the Paris Accord. "We are very focused on being net zero [carbon emissions]. We are actively working on geothermal being rolled out on every project, for example."

When it comes to future opportunity, it's about expanding geographically across Canada and "doubling down on retirement," Rocca says.

"We're very focused on seniors because [Canada] is completely undersupplied. We're bullish on student housing for the same reason." There's opportunity to create student rentals that have the amenities, security, and

lifestyles students are looking for, "versus what you get in the single-family rental business."

On the innovation front, Rocca says the company is leaning into AI, using the technology to quickly iterate design elements, from suite options to building facades.

"That's going to be a game changer. My boldest call is in 12 to 18 months, we will have fully designed, fully coordinated, permit-ready drawings that we could pull and start construction in five minutes," he says. "It's going to be very, very disruptive in the sector. But we're firm believers that if our consultants are not embracing AI, we do not want to work with them."

Turning home-buying on its head

Buying a home can be tedious, frustrating and most of all, expensive. But Sunil Bansal, HBA '10, MBA '16, is working on changing that. He's vice-president of operations at Zown, a digital real estate platform that was named one of the best inventions of 2025 by *Time* magazine.

"We want to do things in a different way that can cut through the idea of, 'This is how it's always been done,'" he says.

Since its founding in 2021 by Rishard Rameez, Zown has been turning the traditional real estate sales process on its head to make the process more efficient and affordable. Licensed Zown agents are paid hourly rather than on commission; deals are handled remotely; buyers aren't locked into representation agreements; and instead of commissions going into the pockets of agents, they get handed back to buyers.

"The core of Zown is we turn our commissions into our clients' savings, so that it can allow somebody to buy a bigger home or help them buy a home faster," Bansal says.

He gives the example of buying a home for \$1 million in Toronto where the typical commission for a buyer's agent would be around 2.5 per cent. "Of that 2.5 per cent, Zown gives a minimum of one per cent in advanced cash back to our clients. So, \$10,000 of that \$25,000 is going directly to our clients." That money can be used to cover closing costs, effectively boosting the buyer's down payment.

The company started in Toronto and has expanded to California and Texas and now has more than \$300 million in transactions under its belt.

Bansal says the Zown model stems from the team's core belief in helping people. He notes that both he and Rameez share ties to immigrant communities – Rameez is originally →



We have created an environment where we can provide rental homes for someone's entire life, from young families to student housing to retirement living and everything in between."

—Adrian Rocca, HBA '04







“

We've taken on that kind of enterprise SaaS prototype and brought it into real estate. We're turning real estate into a product-based business rather than a person-centered business.”

—Sunil Bansal, HBA '10, MBA '16

from Sri Lanka and Bansal's parents are from India – where home ownership is a core value.

“When you come to Canada as an immigrant, owning a home is one of the most important things,” Bansal says. “We want to help people do that, however we can.” He adds that his personal passion for helping people began in his younger years.

“I was a teenager selling wedding gowns in my parents' store. That's just who I am. I love helping people. It's in my nature.”

The time has come to disrupt real estate transactions, Bansal says, because of how much the cost of real estate has skyrocketed in places like Toronto. It may have made sense when a home cost \$350,000 for agents to be pocketing three to seven per cent of the sale price, but when a home costs \$1.2 million, that kind of fee is excessive.

How is the Zown model achieved? It's about volume and scalability, says Bansal.

“We've taken on that kind of enterprise SaaS prototype and brought it into real estate. We're turning real estate into a product-based

business rather than a person-centered business,” he says.

“Usually when someone calls a real estate agent, they're calling a specific person. When you call Zown, you want the Zown product, not a particular agent.”

He adds that Zown has expanded its services by working directly with lenders and mortgage brokers, partnering with venture capital-backed mortgage provider, Pine, to help clients receive financing. Now that they've proven their model can work, Bansal has ideas for what can come next.

“Let's say there's a municipality in Southwestern Ontario that's trying to attract nurses,” he says. “What if that municipality says, ‘Listen, we'll give you a \$10,000 incentive if you are a nurse and trying to move here.’ Zown could facilitate that incentive,” Bansal says.

The sky is the limit, he says, as long as they keep their clients' interests at heart.

“I think the highest form of praise is when we get told, ‘I would not have bought a home without you.’”



Leveraging AI for efficiency and access

When it comes to disrupters in the real estate space, Zillow is at the top of the list. It's become a go-to platform for the buying and selling of houses, with 250-million visitors in an average month.

"The Zillow brand is almost synonymous with real estate," says Caroline Burton, HBA '02, vice-president and general manager at StreetEasy, a Zillow brand dedicated to New York City. "Our platforms have been built on the things we hold near and dear to our hearts: accuracy, transparency, and access for all. We're focused on always doing what's right for the consumer, which ultimately benefits everyone."

Burton says her StreetEasy team's primary focus in helping New Yorkers navigate one of the most complex and competitive real estate markets in the world, with unique challenges like co-op boards, upfront costs, and fast-moving inventory. "Our purpose is to help make home a reality for more New Yorkers, whether that's renting, buying, selling, and really bringing more transparency and ease to the process."

It's a job Burton takes very seriously, and she says it's rewarding in return.

"It's such an important and meaningful moment in people's lives," she says. "There's a strong sense of purpose here and always so much to do."

To ensure the platform stays top-of-mind for potential homebuyers and sellers, Zillow continues to push the innovation envelope with the latest in tech tools, Burton says. She points out that Zillow pioneered the Zestimate 20 years ago – a tool that provides an automated estimate of a home's value. "That was early AI, really, when you think about it," she says.

"Now, we have AI-powered search, we have 3D home tours, interactive floor plans, and visualization tools. We're building AI into our integrated transaction experience that's simplifying buying, selling, and financing."

Zillow is the first real estate app to be available in ChatGPT, allowing users to search for homes using natural language. When a user makes an inquiry like, "Find me a three-bedroom home in Calgary for under \$700,000," the Zillow app in ChatGPT displays relevant, real-time listings, including photos, maps, and pricing details to be displayed in the chat interface.



I think we're just on the cusp of [home-buying] becoming more digital, personalized, and connected. Buyers are going to expect to be able to search, tour, finance, and close all from their phones."

—Caroline Burton, HBA '02



"The idea is that asking ChatGPT about a home is as natural as your recipe search or your travel plans," Burton says.

The company raised the alarm in early 2025 about the rise in private listing networks in the U.S. Most homes for sale are listed on the Multiple Listings Service (MLS), a database shared by the real estate industry that feeds listings to consumer platforms including Zillow. But there has been a recent push by some in the industry to hide homes for sale on private networks that are only available to an exclusive group of agents.

"We think listings should be shared widely and buyers should get fair access," Burton says. "When private listing networks start to pop up, that means buyers can miss out on homes, it means sellers can leave money on the table, it means agents lose the ability to advocate for their clients."

She adds, "Why go backwards? It just doesn't make sense."

When it comes to the future of home-buying, Burton says, "I think we're just on the cusp of it becoming more digital, personalized, and connected. Buyers are going to expect to be able to search, tour, finance, and close all from their phones."

When that time comes, Burton will be ready for it. "It's building that end-to-end ecosystem where all parties involved are in one place."

Bringing fresh eyes to operations

Anushka Grant, MBA '05, didn't start her career in real estate, but she believes that experience gives her a unique lens on the industry. In bringing her rich background in management consulting to the real estate operations space, she's helping to evolve the industry and build on its strong legacy.

"I stumbled into real estate 10 years ago when I was at Deloitte," says Grant, who, after five years at Rio Can Real Estate Investment Trust, is now five years in at Oxford Properties Group and currently their vice-president operational excellence and sustainability. "I was consulting for real estate companies and I absolutely loved it. I loved the tangible aspect of the business, the passion felt by the people, and the ability to really affect change."

Oxford Properties is a leading global real estate investor, developer, and manager with a vast portfolio of assets including office, retail, industrial, residential, and hotels in cities across the world. Because Grant understands the fundamentals of the real estate business, while bringing a fresh perspective, she can apply her background in strategy to draw connections, understand broader trends, and push for new possibilities. "That's what I think makes me a little different, and what gets me really energized is the potential in this industry."

Grant says one of the biggest opportunities in operations is the technological advances that have occurred in the past few years. She notes that many of the systems that had been built internally to manage complex retail and commercial buildings had become dated over the past 10 years. "[Considering] a lot of the people who built those systems internally →

were starting to retire, the skill set was becoming lost.” Sensing opportunity, PropTech companies began emerging, offering more advanced technology solutions that boost simplicity, efficiency, and transparency in performance.

“We want to help our businesses think about the future of operations,” Grant says. “With advances in technology and AI, the operating models of today will likely not be the same operating models five to 10 years from now.”

Grant says she and her team are using AI for data and analytics functions to eliminate common, time-consuming, repetitive processes. It’s an essential tool for sustainability reporting – a major part of her team’s responsibilities.

For example, they use a number of tools and statistical methodologies to validate data and track discrepancies over the year. And AI is being used to do anomaly detection in operational transactions, detecting anomalies in spend from landscaping services to waste to security.

“We have all the individual transactions for our properties globally,” Grant explains. “Now we can benchmark our properties against any property in our global portfolio or within Canada. And through machine learning algorithms, we can identify those anomalies and see what the cost savings potential is.”

And while the technology isn’t quite at the stage where they can use predictive analytics to forecast future anomalies, that capability is right around the corner, she says.

Having found a home in the real estate world, Grant says she’s excited about what’s to come. She strives to live by the credo: “Be curious and listen first to where the business is.” In addition to her work at Oxford, she contributes to the greater community as a board member at Sunnybrook Hospital and an executive in residence at Ivey. “I have also raised a family along the way, with three kids ages 19, 17, and 14,” she adds.

“I love what I do now because I feel like I can affect change. I can grow legacy. And I think it’s an opportune time to do that.”



We have all the individual transactions for our properties globally. Now we can benchmark our properties against any property in our global portfolio or within Canada. And through machine learning algorithms, we can identify those anomalies and see what the cost savings potential is.”

—Anushka Grant, MBA '05



“

I wanted to follow a contrarian strategy similar to what my mother had done: going to where the money is not going, and what's not hot, and looking for value there.”

—Bob Petryk, MBA '91



E mbracing a contrarian investment strategy

There will always be trends that come and go in real estate, but Bob Petryk, MBA '91, isn't interested in following them.

In the 25 years he's been managing director of Petwin Properties, a Calgary-based real estate firm that specializes in commercial and residential properties across North America, Petryk has chosen to follow his gut when making acquisitions – even when everyone else is going a different way.

It's a philosophy Petryk says he got from his mother, who started investing in real estate when he was a child. Petryk's dad, an immigrant from Ukraine, was a dentist and his mom was a teacher, but “she didn't like it that much,” he says.

“She had a real knack and an interest in investing and business, very extroverted, very self-confident.” The couple bought a small portfolio of buildings in Calgary with the vision of paying their kids' way through school.

When Petryk, a former lawyer, took over the real estate business in 2000, he kept it a family enterprise by forgoing outside equity, partners, and investors.

“I wanted to follow a contrarian strategy similar to what my mother had done: going to where the money is not going, and what's not hot, and looking for value there.”

What does that contrarian strategy mean in practice? Petryk gives the year 2008 as an example, when the U.S. was in a financial crisis and the Canadian dollar was over par.

“There was a once-in-a-lifetime opportunity to invest there, and yet the sentiment was so negative that anybody I talked to said, ‘Don't do it. There are no jobs, there's no industry. Don't go there.’ I thought the opposite. There were really good bargains.” Petryk bought an apartment building in Las Vegas from the bank for a song, and 15 years later,

Petwin owns properties in several U.S. cities including Phoenix, Scottsdale, Tempe, Las Vegas, and Honolulu.

Another example of Petryk's acquisition philosophy is happening right now in Calgary, he says. While the downtown office vacancy rate is higher than elsewhere in Canada, “there are green shoots and there are opportunities.” One building, Petwin Midpark Centre, was 52 per cent occupied when the company bought it two years ago, and two years later, “it's 100 per cent occupied and has more than doubled in value,” Petryk says. “And that's in the face of real negative headlines. So, you can do that on a local level, it just takes a lot of effort and a willingness to take risks.”

Petryk is also the managing director of Petwin Private Equity, which he launched in 2022 as a way of diversifying their holdings. As with the real estate arm of the business, he stays away from what is trendy, focusing on stability and cash flow.

“We look for companies with extensive operating histories. They're kind of boring and less prone to disruption,” he says. Their first three acquisitions – AGM Glass Fabricators, Pacific Radiator MFG, and Albert Wilbert Sales (which supplies water and wastewater septic systems) have produced over \$50 million in annual revenue to date.

When it comes to future opportunities in real estate, Petryk says he plans to do “more of the same,” though he notes it's impossible to predict where the opportunity will come from next. “Today, I see office as the biggest opportunity and a lot of people would laugh at that,” he says.

Whatever his next moves will be, Petryk's instincts will be at the heart of those choices.

“Despite all the technology and everything that can help you, you get a feeling for what you think is going to happen,” he says. “I would never act purely on analysis without gut feel.” ■



Canada's healthcare system is at a pivotal moment. As it adapts to growing demands and new realities, digital innovation and bold leadership are driving meaningful change. Across the country, Ivey alumni are leading this transformation by reimagining how care is delivered, managed, and sustained through technology and data-driven solutions.

Canada's healthcare system is ailing. Is technology part of the cure?

By Nicole Laidler

Illustration by Greg Mably

I

f the Canadian healthcare system was a patient, it might be in critical condition. The system is buckling under a shortage of family doctors, long wait times for diagnostics and surgeries, overcrowded emergency rooms, burnt-out healthcare workers, and an aging population – and it’s not a problem that money alone can solve.

Canada already spends more on healthcare as a percentage of GDP than almost any other high-income country with a universal healthcare system. A 2025 Fraser Institute report ranked Canada 3rd out of 31 countries for spending, but only 27th for the availability of doctors and 25th for the availability of hospital beds.

The COVID-19 pandemic exposed and exacerbated the cracks in the system, but it may also have revealed a path forward.

A catalyst for change

Duska Kennedy, HBA ’00, MBA ’05, is Vice President, Strategy, Digital Health and Chief Digital Officer at Toronto’s North York General (NYG). She joined the organization in June 2020, while NYG was in full pandemic mode.

Kennedy has over 20 years of healthcare information management and information technology experience. She says that when it comes to adopting new technologies, the healthcare sector has historically lagged behind other industries.

“It was just accepted that healthcare was going to be more paper-based and less automated,” says Kennedy.

The pandemic created an imperative for change and demonstrated that the system can indeed do things differently.

“The pandemic made us realize that not all care needs to happen in the hospital,” she notes. Like healthcare organizations across Canada, NYG pivoted to deliver care virtually when appropriate. The hospital also launched a patient portal so that people could access their COVID test results online.

Today, it remains a key part of NYG’s strategy to harness new technologies to deliver seamless, connected care.

Currently undergoing an upgrade, the next generation patient portal will empower patients to manage appointments, message their care team, stay on top of tests and care plans, and interact with an AI-enabled chatbot that can answer common questions about hospital care.

“These kinds of digital tools can help us deliver more convenient, personalized care that patients are advocating for,” she says.

Virtual care is here to stay

While the reliance on virtual healthcare has waned since the pandemic, the use of technology to facilitate access to care is here to stay.

In a country as large as Canada, virtual care can serve as a geographic equalizer, says **Lauren Cipriano, HBA ’05**, a Professor in Management Science at the Ivey Business School where she is the Canada Research Chair in Healthcare Analytics, Management, and Policy.

“Virtual care can facilitate access to specialists in remote or underserved communities,” she says. “Maybe patients still have to travel to an urban centre for part of their care, but that specialist can

“As a leader, you really have to put yourself in their shoes. You have to lead with clarity. It’s not about the technology we are implementing; it’s about the problem it is going to fix.” —**Duska Kennedy, HBA ’00, MBA ’05**



now liaise virtually with a local care team so that ongoing care can be provided in the home community.”

Many people are also turning to telemedicine to access primary care.

Roughly 6.5-million Canadians do not have a family doctor. And of those who do have a regular healthcare provider, nearly one-quarter cannot schedule a same-day or next-day appointment, with 1 in 20 waiting a month or more.

“London has a larger share of residents without a family doctor than the Ontario average – about 20 per cent higher,” says Cipriano. “When so many residents are unattached, it undermines continuity of care, worsens chronic disease outcomes, strains emergency departments, and fuels burnout among the providers who are trying to close the gaps.”

Healthcare access has become a pressing recruitment issue, and Cipriano says it’s no surprise that employers are turning to private sector virtual care options to help address the need.

Swati Matta, MBA ’16, has worked in the health-tech industry for almost 20 years, holding various leadership roles at University Health Network, League, TELUS, and Dialogue Health Technologies Inc (Dialogue).

“With lack of access to clinicians and timely care, people are left to navigate their health on their own. Virtual care solutions are helping fill the gaps, giving people everywhere access to quality care they need and deserve,” she says.

In 2021, Matta founded Koble, a first-of-its-kind digital health and wellness platform for new and expecting parents. The app provided access to a team of health experts, personalized coaching, live and on-demand learning, as well as an online community.

Koble was purchased by Dialogue in 2024, with Matta joining as Head of Women’s Health.

Dialogue is Canada’s largest employer-funded virtual healthcare and wellness platform. It supports around 10-million Canadians through its Integrated Health Platform™, providing on-demand access for organizations and their employees or members.

Thanks to Dialogue’s national network of multidisciplinary practitioners, users can book a virtual appointment within 24 hours. Each appointment is followed with a care plan, and if the issue cannot be resolved virtually, Dialogue provides a referral to the nearest suitable clinic. →

“Virtual care can facilitate access to specialists in remote or underserved communities. Maybe patients still have to travel to an urban centre for part of their care, but that specialist can now liaise virtually with a local care team so that ongoing care can be provided in the home community.” —**Lauren Cipriano, HBA ’05**





“We’ve developed a comprehensive digital patient experience... ensuring that every person who comes to us has a smooth, dignified path to the care they need.”

—Pete MacLeod, MBA '18

This year, Matta is looking forward to growing Dialogue’s women’s and family health offerings, starting with comprehensive perimenopause and menopause care. With women making up almost half of the Canadian workforce, their wellbeing impacts productivity, absenteeism, and retention, and Matta says employers are taking note.

“The last time Canada’s National Women’s Health Strategy was updated was in 1999. A lot has changed in those 25 years, and frankly our healthcare system has not kept up,” she says.

As the co-founder and COO at PurposeMed, **Pete MacLeod, MBA '18**, is – along with his team – also at the forefront of providing specialized, accessible care to underserved communities.

MacLeod launched the Calgary-based virtual care platform with his brother-in-law, Dr. Husein Moloo, in early 2020. By 2024, PurposeMed was named Canada’s second-fastest growing tech company by Deloitte’s Technology Fast 50 program.

The health-tech company operates three distinct mission-driven brands.

Freddie offers prescriptions for PrEP (Pre-Exposure Prophylaxis), a highly effective medication for HIV prevention, alongside other sexual health services, with a dedicated focus on the LGBTQ2S+ community. Frida specializes in the diagnosis and treatment of adult ADHD, and the Foria Clinic provides gender-affirming care and hormone therapy.

With an integrated pharmacy that can ship medication directly to a client’s front door, PurposeMed is able to offer a discreet and seamless healthcare experience.

Virtual healthcare in Canada

- In 2019, between 2 and 11 per cent of healthcare services in Canada were accessed virtually, depending on the province.
- During the lockdowns of April 2020, that number grew to 61 per cent of all COVID-19-related visits and 54 per cent of other health-care visits.
- In 2023, just 5.4 per cent of patients had virtual appointments only, while 37.2 per cent accessed both in-person and virtual care.
- Family doctors in Ontario spend 19 hours per week on administrative tasks, or 40 per cent of their time.
- AI scribes can save doctors an average of 3 to 4 hours per week.

Source: 150.statcan.gc.ca/n1/pub/82-003-x/2025011/article/00002-eng.htm

Source: ontariomd.ca/pages/ai-scribes-promising-results.aspx

“There are a lot of generic telemedicine players,” MacLeod says. “We saw that certain individuals – those already facing barriers – were being overlooked. We wanted to focus our efforts entirely on communities that needed our services and deserved specialized care. That’s why we adopted this niche approach.”

It took only 15 months for Freddie to become Canada’s largest HIV prevention service. In October 2025, it completed an expansion into all 50 American states. MacLeod says the ultimate goal is to take Freddie global.

Technology has played a key role in managing PurposeMed’s explosive growth, he says. “We’ve developed a comprehensive digital patient experience, alongside sophisticated internal tools to streamline our operations, ensuring that every person who comes to us has a smooth, dignified path to the care they need.”

AI to the administrative rescue?

Most healthcare providers now use some sort of electronic medical records (EMRs), but most systems were not developed to exchange information with others. That’s why referrals, medical records, and test results are often shared through secure electronic file transfer services, or by fax.

And in a country with thousands of independent organizations working across 15 provincial and territorial healthcare jurisdictions, there is no easy fix.

Last spring, North York General became the first hospital in Canada to migrate its electronic health record to the cloud. The Oracle Cloud Infrastructure facilitates real-time updates to patient records and significantly reduces the time clinicians wait to access those records. It also offers enhanced data security and highly scalable storage, which Kennedy says will enable future integrations of AI-enhanced technologies.

NYG was also the first in Canada to use Oracle’s AI scribe tool to automatically transcribe and summarize patient-clinician conversations, giving time back to clinicians to focus on patient interactions. “The patient needs to be made aware that the recording is happening, that the data will be stored, and that it will be deleted at an appropriate time,” Kennedy notes. “AI has tremendous potential, but we do need to ensure we use it responsibly, safely, and ethically.”

Seizing the AI moment

When it comes to frontline healthcare, there is no doubt that AI holds immense promise for improving patient outcomes.

“AI is not going to take away from the amazing work that our staff, clinicians, and physicians do, but I absolutely believe that it will be a game-changer for the health sector,” says Kennedy. “If I think about my own hospital, we are using AI in our emergency department to optimize the flow of patients, and it is powering incredible advancements in the area of diagnostic imaging.”

Cipriano agrees that AI has the potential to improve the accuracy of some diagnostics, reduce some of the administrative burden on practitioners, improve quality control, and deliver some operational efficiency in healthcare. “But it won’t fix the core issues we face,” she says.

“Our health system remains highly fragmented, and deeply understaffed. AI can support healthcare providers and delivery organizations, but it can’t replace the human work of care or fix the foundational cracks in a system that isn’t designed to meet the complex needs of our aging population.”

Canada’s pressing healthcare labour shortage means that frontline workers are constantly operating in crisis mode, she notes. “That makes it very difficult to find the time to try new things or effectively evaluate the impact of new technologies.”

Kennedy agrees with her observation. “As a leader, you really have to put yourself in their shoes,” she says. “You have to lead with clarity. It’s not about the technology we are implementing; it’s about the problem it is going to fix.”

Matta also remains optimistic about the role AI can play in shaping the future of Canadian healthcare.

“What excites me about AI, unlike the digital revolution, is that AI has primarily been a consumer-led movement,” she says. “We are in an interesting place with what’s happening at a macro level around building Canada, and this momentum will transform how Canadians experience healthcare.” ■

“What excites me about AI, unlike the digital revolution, is that AI has primarily been a consumer-led movement. We are in an interesting place with what’s happening at a macro level around building Canada, and this momentum will transform how Canadians experience healthcare.” —Swati Matta, MBA '16



The not-for-profit sector is an often-overlooked piece of the economic puzzle. As demand for services grows while resources shrink, innovative solutions are essential. Ivey alumni in Canada and beyond are leading the change, ensuring their organizations remain resilient, impactful, and mission-driven.

The global economy continues to face challenges going into 2026, and the not-for-profit sector is feeling the squeeze. Inflation is straining budgets, tariffs are disrupting plans, and technology is transforming how programs are delivered, while service demand is at an all-time high.

By **Nicole Laidler**

Community Changemaker





Canada's non-profits provide a wide array of services and support, and are an important economic driver.

The sector includes community organizations such as food banks, shelters, youth groups, advocacy organizations and places of worship, government non-profits such as hospitals, universities and colleges, and business non-profits such as chamber of commerce and condominium associations.

Despite touching almost every aspect of daily life, many Canadian non-profits face a precarious future.

A recent report by CanadaHelps, the country's largest online donation and fundraising platform, found that 57 per cent of Canadian non-profits are unable to meet current service demands. More than half are still struggling to rebuild their volunteer base to pre-pandemic levels, and staff burnout is a real concern.

Making Connections at Big Brothers Big Sisters of Toronto

● Stachen Lett-Frederick, EMBA '21, knows just how difficult it can be to recruit volunteers and secure funding in the current economic climate.

The president and CEO of Big Brothers Big Sisters of Toronto points to a Statistics Canada report that found an eight per cent drop in volunteering rates over the past five years and an 18 per cent drop in volunteer hours. "When people are working several jobs to make ends meet, the ability to volunteer is more difficult," says Lett-Frederick, who joined BBBST in October 2024 after spending more than eight years as the Executive Director of Frontlines, a youth charity in Toronto's Weston neighbourhood.

It's a pressing challenge for an organization with mentorship at the core of its mission.

BBBST has been changing the lives of children and youth in Toronto for over 100 years by matching Bigs (mentors) with Littles (mentees), based on shared interests or life experiences. "Mentorship is one of the most powerful interventions you can do in a young person's life," Lett-Frederick says. "It creates meaningful impact that can last a lifetime." →

PHOTOGRAPHY BY CARMEN CHEUNG



“My Ivey network has really stepped up for me through my first year in this role. In fact, my first call on the job at Big Brothers Big Sisters Toronto was to an Ivey alumnus. He has become one of my greatest supporters.” —Stachen Lett-Frederick, EMBA '21

The organization currently supports 1,488 Littles through one-to-one community and school-based mentoring programs, as well as a variety of group mentoring programs.

Currently, 426 young people are waiting to be paired with a mentor. “Of those, around 60 per cent identify as black or mixed race, and 70 per cent are male,” she says. “We need more men to step up, and we know that representation matters.”

Lett-Frederick is taking a grassroots approach to finding her target candidates. “We need to go where our ideal target audience is,” she says. For example, BBBST was present at a recent employee affinity group networking event, and she is working with her team to ensure that the organization’s social media reflects the diversity they hope to attract. “People need to see themselves in those mentoring opportunities,” she notes.

Just three per cent of BBBST revenue comes from government grants, so raising enough money to cover costs is also an ever-pressing need.

Lett-Frederick says that today’s donors want more than just a tax receipt.

It’s critical to understand what corporations are interested in, she says. “Many articulate what they want in their corporate responsibility reports. We use that information to form alignment, find our value proposition, and help drive donations.”

“Similarly, we need to listen to what young people are saying about giving, as they are our future donors.” Younger donors want to have fun, feel connected, and enjoy some friendly competition, she says. So, last September, BBBST held its first Big on Bay Scavenger Hunt, a peer-to-peer fundraiser on the streets of downtown Toronto.

Under Lett-Frederick’s leadership, the organization has also launched the Sponsor a Little initiative. “People are familiar with the concept of sponsoring a child abroad, but right here in Toronto there are kids who are living below the poverty line and who need investment and support.”



← Stachen Lett-Frederick engages communities in using data to strengthen access to funding.

PHOTOGRAPHY BY YANICK FOLLY





← Grégory Valadié attending a training session with young pre-entrepreneurs in northern Benin.

↓ Project steering committee members listening to a presentation from a young microfish farmer in central Benin.



← Grégory Valadié coaching a young shoemaker in an urban area outside of Cotonou.

Scaling Youth Entrepreneurship in Benin

Investing in young people is at the heart of Grégory Valadié's, MBA '07, role as Program Director for TechnoServe's Project BeniBiz, a youth economic empowerment program in Benin, West Africa.

With a median age of 18, the country of 14.5-million people struggles to create employment opportunities for its high school and university graduates. Most entrepreneurship in Benin is at the subsistence level, Valadié explains. "There's a predominant mindset of wanting to replicate what others are already doing, rather than innovating and taking risk."

Launched in 2017, BeniBiz is helping young people change that thinking. The project offers group business training as well as one-on-one coaching, using WhatsApp and Google Meet to reach pre-entrepreneurs and existing entrepreneurs living in remote areas.

The non-profit also provides seed funding of up to two-hundred dollars for pre-entrepreneurs, while existing micro and small business owners can apply for 50 per cent of their funding needs and up to 70 per cent for female founders.

"They could be a small farmer, a welder, a tailor, a juice producer, or running a small restaurant or hotel," Valadié says. "We believe – and have demonstrated – that if the people we support adopt the right mindset and solid business management practices they will be able to do well, no matter what sector they are working in." →



“The international development sector can be as rewarding, both financially and non-financially, as the for-profit sector. It’s a sector that deserves to be better promoted to MBA students.”

—Grégory Valadié, MBA '07

Entrepreneurs who take part in the BeniBiz program see their annual sales rise by an average of 130 per cent. The program’s positive impact was particularly notable during the COVID pandemic, when most were able to more than triple sales without additional funding supports. “They knew how to grab opportunities and they were able to perform,” says Valadié.

To date, BeniBiz has supported more than 15,000 entrepreneurs, with a female participation rate of over 50 per cent.

Valadié hopes to increase that number to 100,000 by leveraging the power of AI and digital tools to support business training, and by broadening the project’s work across the entrepreneurial ecosystem.

While BeniBiz was not significantly impacted by U.S. President Trump’s 2025 cuts to USAID, he says the move underscored the importance of creating infrastructure that lasts beyond specific project funding.

For example, BeniBiz is partnering with Benin’s Ministry of Secondary, Technical and Vocational Education to integrate entrepreneurship training into the national curriculum. The organization is also working with local banks to create lending programs designed for young women entrepreneurs. “According to the Market System Development principles, we work with a facilitation dynamic, rather than a giving dynamic,” he says.



← Project steering committee members visiting a group of rural women food processors in northern Benin.



PHOTOGRAPHY BY GARMEN CHEUNG



“The non-profit sector is more business-y than business. We have to do more with less, so we need to be able to creatively leverage resources, and follow new and appropriate trends to mitigate risk and grow the organization. And we need to do it all with more transparency.”

—Neil Hetherington, EMBA '13



← ↑ Neil Hetherington packing boxes alongside staff at the Daily Bread Food Bank Toronto warehouse.

Nourishing Hope at Daily Bread Food Bank

● Pressing for systemic change is all in a day's work for Neil Hetherington, EMBA '15, and CEO of Toronto's Daily Bread Food Bank. But the organization's advocacy efforts to end poverty take place largely behind the scenes.

Most people know the Daily Bread for their frontline work. As Canada's largest food bank, the organization supports around 200 food programs across Toronto, providing a million meals each week through its network.

When Hetherington joined the Daily Bread Food Bank in 2018, the organization had about 60,000 client visits per month, he says. That number is now around 350,000, with employed people between the ages of 18 and 44 making up the fastest-growing demographic.

The soaring demand has forced the organization to grow donations and organizational efficiencies.

"We had to raise \$8 million a year when I started. Now we raise \$40 million. So that's been a strain," says Hetherington, who credits the Daily Bread's extraordinary leadership team for meeting the challenge.

The adoption of open-source AI tools has also been key.

On the fundraising side, AI helps Daily Bread develop targeted campaigns aligned with the interests of its 160,000 donors. "We have identified about 60 different market segments," he says. →

8.3%

of Canada's gross domestic product is contributed by Canadian non-profits

2.8M

people – or 1 in 10 Canadian workers – are employed by Canadian non-profits

Source:
www150.statecan.gc.ca/n1/daily-quotidien/250328/dq250328c-eng.htm

70%

of non-profit employees in Canada are women

33%

are members of a visible minority

27%

are internationally born

5%

are Indigenous

48%

have a university degree

Source:
Imagine Canada, People First: A Portrait of Canada's Nonprofit Workforce, April 2005

On the operational side, AI has been a game-changer. The organization purchases \$22 million worth of food each year, and Hetherington says the technology facilitates everything from tracking inventory and forecasting food donations and demand, to identifying the most cost-effective supply chains.

Advocating for systemic change to alleviate food insecurity still requires a hands-on approach. “Our policy is not to take government money,” Hetherington notes. “That allows me to have open conversations with elected officials about the policies they need to change.”

He is particularly proud of Daily Bread’s leading role in coalitions that successfully advocated for the creation of the Canadian Disability Benefit, launched in July 2025.

“One of the best calls I received this year was from a friend who is both bipolar and schizophrenic. He knew we had been working on this for years, and he called me in August to say he had received his first Canada Disability Benefit cheque. I was really, really happy for him.”



“The financial and strategic acumen you gain at Ivey is important, but I would say one of the biggest things I got from Ivey is confidence – the confidence to lead, the confidence to scale, and the confidence to speak my truth and even share my own journey.”

—Amelia Pruchnicki, EMBA '19

Advancing Community Health at Anishnawbe Health Toronto

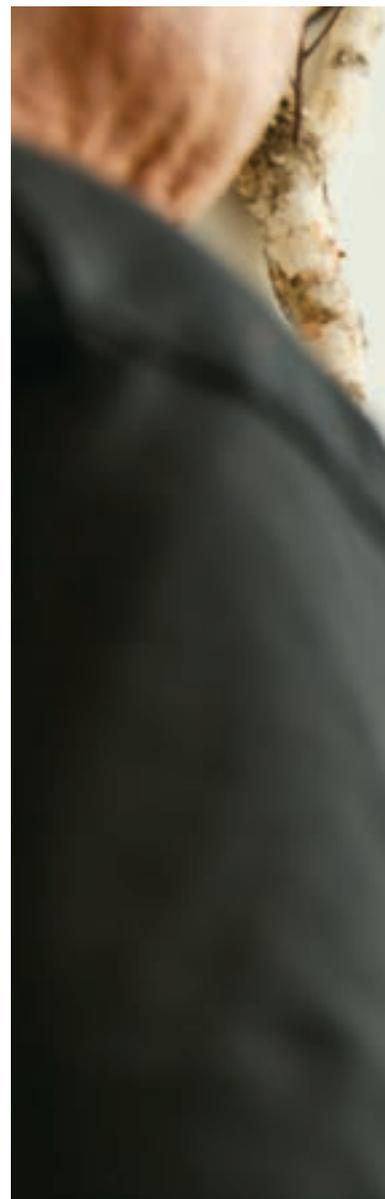
When Amelia Pruchnicki, EMBA '19, stepped into her new role as Executive Director of Anishnawbe Health Foundation in May 2025, it felt like coming home.

Her family is from the Chippewas of Kettle and Stoney Point First Nation, which is located along the shores of Lake Huron in South-western Ontario. “Joining Anishnawbe Health Foundation is helping me reconnect with my Indigenous roots,” says Pruchnicki, who is among the 72 per cent of the Indigenous population of Ontario that live in urban areas.

The foundation raises money to support the work of Anishnawbe Health Toronto (AHT), an Indigenous-led non-profit that has served the needs of Indigenous people since 1984.

Pruchnicki is taking the helm at an exciting time.

Last summer, AHT celebrated the opening of their new purpose-built Indigenous Health Centre. Featuring ceremonial spaces, a sweat lodge, and healing gardens, the centre is the





← ↑ Amelia Pruchnicki participates in a traditional Indigenous ceremony at the Anishnawbe Health Foundation's ceremonial space, honouring the significance of the space and tradition.

PHOTOGRAPHY BY CARMEN CHEUNG



first of its kind in Ontario. “The way we integrate traditional healing with Western healing is quite groundbreaking,” Pruchnicki says. “It’s a holistic approach that addresses the physical, emotional, mental, and spiritual well-being of each individual.”

Today, nearly 90 per cent of Indigenous people in Toronto live below the low-income line, which can contribute to chronic illness, mental health struggles, and premature death. So, in addition to delivering primary care, AHT offers more than 60 culturally-informed programs and services, including family and youth programs, mental health and addiction counselling, supportive housing services, diabetes education, and palliative care.

“One of our challenges is making sure that our clients can access the care they need,” says Pruchnicki. Mobile health units go out into the community to reach Indigenous

people who may not have access to transportation, she notes. Others may have a deep mistrust of institutions, including hospitals, due to trauma from the impact of colonial policies such as residential schools and the Sixties Scoop.

Looking ahead, AHT has received an allocation of 128 long-term care beds once suitable land is identified. The foundation will launch a new capital campaign to build AHT’s Indigenous Long-Term Care Home, and Pruchnicki is excited to take on the fundraising challenge.

Canadians are showing a growing awareness of Indigenous issues, particularly concerning the legacy of residential schools, she notes. “People are listening. There is an opportunity to continue to tell our stories and empower Indigenous people to get the care needed in order to heal.” ■

EVERY DAY IS A GIFT

Meaghan and Brett Barakett, HBA '88, are opening doors for students through the Lincoln Barakett Memorial Scholarship.

By Sara Kelly

At the beginning of his second year in Ivey's HBA program, Brett Barakett, HBA '88, thought completing his degree might be out of reach. Due to financial difficulties, he couldn't pay tuition. After several notices about his overdue account, he finally went to see Professor Jim Erskine, MBA '67 and HBA Faculty Director at the time.

"I told Jim I'd have to drop out," remembers Brett. "He told me to get back to class and that they'd find the money." Brett – who is the founder and CEO of Tremblant Capital and has served on the Ivey Advisory Board since 2012 – kept attending classes. A few days later, Erskine revealed that Brett was the recipient of the John T. Nicholson Award, intended for an HBA

student with financial need, based on their contributions to the School and university life.

Receiving that award changed everything. "It was a huge relief," Brett says, "It brought happiness and a sense of being rescued." It also instilled a desire to return the favour one day. "Even though I had no idea what the future held, or how I'd do it, I said to Jim, 'I will pay you back.'"

True to his word, two years after graduating, Brett made his first donation to Ivey for \$10, and he's been supporting the School ever since. "I wanted Jim and Ivey to know I was aware of the debt I owed. So, I started paying it right away, donating the most I could afford at that time: \$10. Even small gifts communicate that you appreciate the School and that it made a difference in your life."

As Brett's career progressed, he continued to give, including supporting the new Ivey building with a gift to name a study room in 2015. In 2018, he and his wife established the \$1-million endowed Brett and Meaghan Barakett Award to support high-achieving HBA students with financial need, intending that the endowment would grow to help more students over time. "Education is paramount," says Brett. "It's made all the difference for both Meaghan and me."

In 2020, the Baraketts faced an unimaginable loss when their son Lincoln died suddenly and



ABOVE: Brett Barakett with the Lincoln Barakett Memorial Scholarship recipients. L-R: Jaden Godelewicz, Vince Pham, Brett Barakett, Arad Farrahi, and Gurjot Aklia
OPPOSITE: Meaghan and Brett Barakett with their son Lincoln.



unexpectedly just before his third birthday. “From one day to the next, everything changed,” says Meaghan. Even as they grappled with their grief, they considered how to honour Lincoln’s memory. “He had such a big presence and light,” recalls Meaghan. “He made everyone around him happy.”

The Baraketts established scholarships in memory of Lincoln at eight institutions: Harvard, where Brett did his MBA; Meaghan’s alma mater, Fordham University; Brown University; Villanova University; Brunswick School; Greenwich Academy; and at Ivey, where they renamed their existing award the Lincoln Barakett Memorial Scholarship. They also increased the endowment to \$2 million, fulfilling their desire to provide more funding to more students. As of September 2025, the scholarship will provide \$11,000 to five HBA students annually, rising to \$15,000 by September 2027.

“We hope a little piece of his spirit lives on,” says Meaghan. “It’s very meaningful to have his name connected with something that makes things a little easier for someone. Maybe he would have attended Ivey, but he can’t. Playing a small role in someone’s future and their journey is an important connection.”

Regarding what they hope students take away from receiving the scholarship, the Baraketts emphasize that they want recipients to embrace the opportunity to attend Ivey and make the most of it. “Every day is a gift,” says Brett. “We all have a responsibility to make the world a better place.”

Brett has met or spoken to most of the recipients over the years. “When you meet these students and see the impact you’ve made, it’s visceral. It feels better than you can imagine.”

For their part, the recipients are as grateful as Brett was to receive

the award that allowed him to finish his HBA. They also understand the significance of a scholarship that memorializes a young life and hope to carry that forward.

“This scholarship made a real difference beyond financial support. It gave me confidence and reassurance that my efforts and potential were recognized,” says Arad Farrahi, HBA ’26 candidate. “Receiving it made me want to be the kind of person who leads with gratitude and responsibility.”

Gurjot Aklia, HBA ’28 candidate, adds that “without scholarships and awards, a program like Ivey would feel out of reach. That encouragement motivates students to keep going and reinforces the importance of giving back. I hope to represent Lincoln’s name and memory in a way that reflects the care and intention behind this award.” ■

Save the date!



Join us for an exciting
homecoming weekend!

2026 → September 25-27

2027 → September 24-26

2028 → September 22-24

— Join Us!

ivey.ca/homecoming



Your Ivey Network

Homecoming 2025

Nearly 1,000 alumni and guests returned to campus for Homecoming 2025 to reconnect, reminisce, and celebrate

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Ivey Class Notes

Tell us where you are, what you're doing, who you care about, and how you're staying in touch with your Ivey friends. Celebrate your achievements, activities, and interests. Let us know about the latest matches and hatches – these are your pages.

Submit your notes and photos for the next issue to: ivey.ca/alumni/classnotes or email intouch@ivey.ca

Homecoming Save the Date: September 25-27, 2026

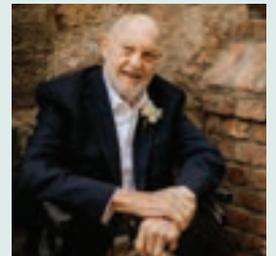
Special reunion celebrations are being planned for classes with graduation years ending in '1 and '6.

Visit ivey.ca/homecoming for the full event schedule!

1968

Allister MacLellan, MBA '68, sadly passed away on November 7, 2025. Al came from humble beginnings in rural Nova Scotia before an engineering degree and an Ivey MBA landed him in banking on Bay Street. With his keen eye for detail and his clarity of thought, he was a valued part of the underwriting team at Midland Doherty until his retirement. He was involved in many of the financing and IPO deals in Alberta in the 1970s and 1980s. He followed the markets with a passion right until he fell ill and was always keen to share his valuable advice. Al was especially proud to have started an Ivey family legacy

with his daughter **Laura (MacLellan) Birkinshaw, HBA '91**, his son-in-law **Julian Birkinshaw, MBA '91, PhD '95**, and current Dean, and his grandson **Ross Birkinshaw, MBA '26** candidate.



Donald Triggs, MBA '68, has been named to this year's Order of Canada, recognizing his extraordinary achievement, service, and dedication to the nation.

Continued on Page 39 →

A Million Connection Points

A message from Larissa Chaikowsky, MBA '04, Chair, Ivey Alumni Network

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Ivey Lives Remembered

Bill Moffatt, MBA '79
1954-2025

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Opening Doors to Global Impact

What began as a simple inquiry turned into a global teaching adventure for Glen Webster, HBA '93, MBA '98.

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2025 Service Awards

Recognizing four leaders who have had an extraordinary impact on the Ivey experience

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A Million Connection Points

A message from Larissa Chaikowsky, MBA '04, Chair, Ivey Alumni Network

There are five generations of Ivey alumni around the globe – from recent graduates to those who finished 50+ years ago. Five generations, and more than a million potential connection points. As I step into the role of Chair, and after returning to Toronto after nearly a decade living and working in Chicago with BMO, I see an amazing opportunity to mix these different career paths and experiences together and learn and share with one another.

Recently, I met a new alumni community volunteer, Nadia Ladak, HBA '20, only five years out from her HBA. She has already launched her own company (Marlow), appeared on *Dragons' Den*, and is thriving. As we talked about alumni events focused on Board service, I wondered whether the conversation was relevant to someone so early in her journey. She didn't hesitate: "I am a founder of a company and very interested in board service for startups; it's totally applicable to me." That moment opened my eyes. Imagine pairing Nadia with an alum 50 years into their career. What could they learn from each other? Those are the impactful connection points I want us to create.

We are starting from a position of strength thanks to past Chairs like Lisa Dymond, MBA '06, and the dedication of countless alumni volunteers. The power of our alumni connections is a unique value proposition of an Ivey education. How can we encourage more frequent engagement with Ivey in ways that offer genuine value? I believe the answer lies in focusing our efforts, doing fewer things and doing them even better. And it begins with listening to you, our alumni.

This is just part of what lies ahead.

We've also embarked on an exciting new vision called *Bold Ambition* that Dean Julian Birkinshaw has set forth. I encourage all alumni to explore and contribute to this vision, which blends what has



always made Ivey distinctive with a dynamic path forward. I'm excited to see how our network can help bring it to life.

In addition, Western's *All in* campaign, of which Ivey is a part, invites us to take part in addressing some of today's most urgent global challenges. It represents yet another opportunity for meaningful connection and collective impact.

Finally, I want to acknowledge the tremendous leadership of Lisa during her tenure as IAN Chair. Her steady guidance through the pandemic and her commitment to recognizing emerging alumni leaders and creating new alumni communities have left a lasting legacy for the School.

I am excited to take on the role as Chair of the IAN Board, and I look forward to building on that foundation together.

1973

Trevor Holness, MBA '73, writes, "On July 31, members of MBA 1973 gathered in Caledon for lunch and an afternoon of camaraderie. Thanks to **Adrian Horwood, MBA '73**, for his hospitality."



Photo (L-R): David Sprague, Louis Charland, Ira Kuchinsky, Jim Cairncross, John Rothschild, Jerry Ornstein, Dan Reynolds, Trevor Holness and Adrian Horwood, all MBA '73

1975

John Lewarne, HBA '75, writes, "The 50th Annual "No-Holds Barred" Business Group reunion took place in the Dordogne region of France September 29 – October 1, 2025. In attendance were Larry and Patty (Cram) Allen; Donna and Bill Hook; Susan and John Lewarne; Kerry and Jack Livingstone; and Scott Murray and Sue Noble. Unfortunately, Anne and Bob Luton were unable to attend. The group was formed in the first week of our Section 1 HBA class in September 1973. We have met every fall since 1975 to rekindle old memories and enjoy our friendships. A unique group of wonderful people, brought together by our Ivey Business School experience. We look

forward to many more years of our annual get together!"



Photo (L-R): Larry & Patty Allen; Sue Noble; Bill & Donna Hook; Scott Murray; John & Susan Lewarne; Jack & Kerry Livingstone

1977

Elaine Stanley, HBA '77, writes, "Several HBA 1977 classmates met to play golf and visit over a meal in Ancaster on September 18, 2025. **Cynthia Clark, HBA '77**, travelled the farthest, coming in from Calgary. **Barry Bruce, HBA '77, MBA '82**, also deserves recognition for driving in from Southampton, while still recovering from hip replacement surgery. Hats off to **Stephen Ross, HBA '77**, for the idea to play golf at Oak Gables and for choosing Cavallo Nero for dinner. Steve will be organizing another golf date for us at Oak Gables in 2026. At Homecoming 2027, we will be celebrating our 50th anniversary of graduating from the School."



Photo (L-R): Steve Shillington, Gino Truant, Paul Wildridge, Cynthia Clark, Don Dinnin,

John Leitch, Barry Bruce, Richard Bellm, Al Fraser, Lois (Elliott) Fraser, Elaine Stanley, Peter Hellyer, Stephen Ross

1978

Michael McMullen, MBA '78, published his third book, *Leaving Lisa*, in the fall of 2024. The new book is a departure from the authentic fiction of his first two works, as Lisa falls into the romantic comedy/relationship genre. In support of Lisa, a fall book tour wove through Whitehorse, Calgary, Edmonton, Winnipeg, 15 other venues, and wrapped up in Barrie, Ont. The title character, Lisa, is a musician. Song lyrics from the book became the basis for the record *Leaving Lisa* by Mick & The Bookies on the Garbage Boy Record label. The album is streaming on Spotify, Apple Music and multiple music platforms. Live music performances enhanced the book launches in Calgary, Orillia (author's hometown), Winnipeg, and Thornbury, Ont. McMullen's fourth novel, *The Last Flight of The Orioles*, will come to market late fall 2026 or early 2027.

McMullen was honoured to receive both the King Charles III Coronation Medal and the Diabetes Canada National Volunteer of The Year Award in 2025.



Trending @ Ivey

See what's catching attention on Ivey's socials

Last week, Ivey and the Ian O. Ichnatowycz Institute for Leadership had the privilege of welcoming Olympic legend Tessa Virtue as the keynote for HBA Leadership Day.

Despite being the most decorated figure skater in history, with five Olympic medals, Tessa spoke with honesty and vulnerability. She opened up about not always loving skating, the pressures of chasing perfection, and the systemic challenges in sport.

"I don't think you have to love what you do to be great, but I do think you have to have meaning," she shared.

In her keynote, Tessa revealed how she rebuilt her relationship with her sport and ultimately with herself.

HBA1 students also heard from a dynamic leadership panel featuring Franca Gucciardi, Chief Operating Officer of CIFAR; Jeannine Pereira, HBA '95, Director of Talent Development at EY Canada; and Rashid Wasti, EMBA '03, Group Chief Leadership Officer, Landmark Group.

Read more about this inspiring day:
<https://www.ivey.uwo.ca/news/news-ivey/2025/september/tessa-virtue-inspires...>

79

Trending @ Ivey

See what's catching attention on Ivey's socials



Ivey Business School at Western University
103,559 followers
imo



We're thrilled to announce that Ivey has been recognized among the world's leading business schools, ranking 25th globally in the *Financial Times*' latest assessment of research impact. The result represents a rise of five spots from last year and places Ivey first among Canadian business schools.

This achievement highlights Ivey's growing influence in shaping business thinking through research that informs decision-makers across all sectors.

"We believe the best research doesn't just describe the world, it helps leaders make better decisions. This ranking underscores our focus on producing work that combines academic excellence with real-world relevance." – Ivey Dean, Julian Birkinshaw

The *Financial Times* also found that business cases authored by Ivey are the second most used worldwide, reinforcing our global impact in both research and teaching.

Read more: <https://lnkd.in/ekduiksB>

#IveyBusiness #FinancialTimesRankings
#Research #CaseMethod
Ivey Publishing




#25 IN THE WORLD FOR HIGH-IMPACT BUSINESS RESEARCH



549 • 4 comments

1979

Peter Coughlin, MBA '79, is mentioned in this issue of *Intouch*. See page 41.

Bill Moffatt, MBA '79, is featured in this issue of *Intouch*. See page 41.

1981

Nora Aufreiter, HBA '81, LLD '18, is mentioned in this issue of *Intouch*. See page 4.

Lawrence Pentland, HBA '81, is mentioned in this issue of *Intouch*. See page 4.

1982

Barry Bruce, HBA '77, MBA '82, see note under 1977 (Elaine Stanley).

Ian Ihnatowycz, MBA '82, has been named to this year's Order of Canada, recognizing his extraordinary achievement, service, and dedication to the nation.

1984

Bruce Hirst, MBA '84, writes, "Hi to all my MBA '84 classmates! About five years ago, Erin and I left the snow and ice storms in Ottawa behind and moved to the beautiful Sunshine Coast in Pender Harbour, B.C. Great move – enjoying the fishing, hiking,



and great weather. We also opened a gift shop that keeps us busy, as well as some

consulting and executive coaching I still do. Love to see any visitors if you're out this way – only a short ferry ride away from Vancouver!"

Rosemary Pahl, MBA '84, writes, "In November 2025, alum from the Class of MBA 1984 met at Rosemead House in Victoria, B.C. to celebrate our 40th reunion.

We enjoyed a weekend of sharing stories, including everyone recapping their last 40 years, gourmet dinners, fun, friendship, and a rousing game of Ivey '84 trivia. The weekend was attended by classmates from London, U.K., Dallas, Montreal, Scottsdale, Kelowna, Vancouver, Calgary, and Ontario. Rosemead House is a passion project of classmate, **Lenny Moy, MBA '84**."



1985

Juliet Atha, HBA '85, MBA '91, writes, "So many classmates from HBA '85 came to London for Homecoming 2025: 41% attendance! We were thrilled to see everyone, including some coming to a reunion for the first time. I had a wonderful time, which was echoed by many. There was a genuinely warm, special spirit in the air.



Huge thanks to my fellow committee members for all their hard work: Doug, John and Paula, Kathy and Oscar, Michael and Shawna, Ron, Russ and Linda, Susan and Peter."

Kevin Clark, MBA '85, and **Michael Heath, MBA '85**, connected for a 12-day trek in Nepal in late October through early November 2025. Kevin's first trek in Nepal and Michael's 8th, they shared a wonderful experience with lots of reminiscing about Ivey and the incredible value of the education they received.

Kevin continues active work in his 10th year in the financial technology space having spent 30 years with The Bank of Nova Scotia where he held a number of executive positions before retiring in 2015. Michael has been enjoying retirement for a number of years now, after his career in the customs and cross-border trade industry.

Both Kevin and Michael are enjoying the "granddad" role many times over with more to come. Connecting experiences (like this trek) reinforce the incredible long-term friendships that were established over 40 years ago that continue on! Thank you, Ivey!



Bill Moffatt, MBA '79 1954-2025

By Lisa Coxon



What most people would meet with fear or despair, Bill Moffatt met with bravery, realism, and an unfailing sense of humour.

When Moffatt was diagnosed with ALS in 2022, “he approached it like a work problem he was going to solve,” says his wife, Gail. For weeks, he studied the neurodegenerative disease to better understand the path he was on and research potential solutions. “When he accepted it wasn’t something he could overcome with hard work, he spent as much time connecting with as many people as he could.”

A small-town Nova Scotian, Moffatt earned his Bachelor of Science from Mount Allison University in 1976 and his MBA from Ivey in 1979. He built a distinguished career in investment management, forging meaningful relationships with clients. Moffatt was driven, detailed, and analytical, and deeply passionate about helping others be better, whether on the golf course, in business, or in life. He regularly shared his favourite books and articles about self-discipline and personal development with friends and family; his daughter, Rachel, has an entire digital file dedicated to his many recommendations.

“He was an educator,” says Gail. “He always felt this need to help people succeed in what they were doing” – even when what they were doing was establishing an award in his honour.

“He was an educator. He always felt this need to help people succeed in what they were doing.”

— Gail Moffatt, Bill’s wife

In 2024, Moffatt’s dear friends Peter Coughlin, MBA ’79, and Elizabeth Paulette-Coughlin spearheaded the creation of the Bill Moffatt Award to honour his courageous battle with ALS. The admissions award, made possible by generous gifts from many of Moffatt’s friends, supports a full-time MBA student based on academic achievement and financial need, with priority given to candidates from the Maritimes.

When Moffatt learned about the award, he was gob smacked. And in true fashion, he wanted to help. For months, he mined his network for support. “I would hear him on the phone all the time,” says Gail. “He didn’t leave a stone unturned. He really wanted to pass this legacy on to future generations.” Efforts were a massive success, raising nearly \$1 million, which generates an annual award of \$26,000. For Moffatt, the award was both a tribute and a lifeline. “Once he knew about it,” says Gail, “it gave him a renewed sense of purpose.”

Christina Dean, MBA ’26 candidate and inaugural recipient of the Bill Moffatt Award, first met Moffatt in April 2025. He quickly became a mentor and friend, joining Dean for bi-weekly Zoom calls and connecting her with his friends. “Bill rarely spoke about himself,” says Dean. “And he never asked about my resumé or grades. He wanted to know who I was, where I came from, and what mattered to me. He taught me a lot about how to make someone feel seen.”

Moffatt passed away in October 2025, at the age of 71. His values of resiliency and generosity live on through his wife and three children, and the community of friends, neighbours, and clients that supported him and his family. “We did not fight this alone,” says Gail. “Those connections carried us. And Bill was immensely grateful to everyone who lifted him up.”

And for Moffatt, connections were paramount. “Bill taught me that success isn’t only about what you achieve,” says Dean, “but how you treat people along the way.”

Trending @ Ivey

See what's catching attention on Ivey's socials



66,014 views, 1381 likes, 21 comments

iveybusiness Welcome, Ivey HBA class of 2027!

The new HBA1 students kicked off their journey at the HBA Opening Gala at RBC Place on August 29. The morning was filled with high-spirited cheers, warm welcomes, and inspiring words from Ivey Dean Julian Birkinshaw, HBA Faculty Director Matt Sooy, and alumni Fenton Jagdeo, HBA '16, who shared memories from his own Ivey experience.

Check out more photos from the Gala over on our Facebook page!

Read more about the Class of 2027 at the link in bio

#IveyBusiness #IveyHBA #OWeek2025 @iveyhbaa

308 shares

1986

Dave McCullough, HBA '86, writes, "I started Freepour Beverage Management in April '87 about one year after testing the waters of the corporate world. After deciding I wanted to be an entrepreneur, I left the corporate world, did not join our family shipping business, and did my own thing. I sold the company 39 years later, and, after staying on for 15 months, retired April 2025. Now I'm back to starting up a few new businesses! I want to encourage HBAs that you can and should follow your entrepreneurial dreams!"



1988

Brett Barakett, HBA '88, is featured in this issue of *Intouch*. See page 34.

1991

Juliet Atha, HBA '85, MBA '91, see note under 1985.

Julian Birkinshaw, MBA '91, PhD '95, is featured in this issue of *Intouch*. See page 4.

Laura (MacLellan) Birkinshaw, HBA '91, see note under 1968 (Allister MacLellan).

Linda Crawford, MBA '91, writes, "January 30, 2026, was my last day of work, as I've officially retired. I have had an interesting and fulfilling career starting in healthcare, moving into association management and experiential learning, and finally ending up in the post-secondary sector in work-integrated learning. My Ivey degree has most certainly been a benefit along the way. I am looking forward to more skiing, more golf, and more travel."

Anthony McCord, MBA '91, writes, "I take short term assignments in Canada, U.S. (less so now), and the EU. Otherwise, I am sailing in the Adriatic and the Mediterranean. We are living in Paris, in the same apartment we renovated when I first moved for my first permanent job here not so long after Ivey. One of the biggest advantages is that it's pretty central so we see our children a lot in their busy lives. MBA '91 folks visiting Paris, please reach out!"

Bob Petryk, MBA '91, is featured in this issue of *Intouch*. See page 12.

Robert Presser, MBA '91, writes, "Our electrode boiler business continues to grow! Acme just participated in an Investissement Quebec mission to visit critical infrastructure projects in the U.K., including ports and nuclear facilities across southern England. We went all the way from Bridgwater on the east

coast to Plymouth on the west, visiting the Sizewell and Hinkley nuclear power plant projects along the way as well as the onshore natural gas facility run by Agratas. Here is a group photo of all the Quebec companies on the trip – I am one of the short people in the middle."



Mark Whitmore, MBA '91, writes, "Things are still super busy in the horseradish salt mines as Dennis' Horseradish recently got into Loblaw's and Save-On – we are now in all the big Canadian chains. I am buying my partners out at Christmas and my kids joined the company Advisory Board that I set up in January. Korea remains our biggest customer and I am making plans to attend trade shows in Japan and Europe, as we pivot away from the U.S. market. I am still on the Western Entrepreneurship Advisory Board. Ivey is a key driver behind this initiative, which cuts across all faculties at Western. One fun project for me is mentoring two up-and-coming entrepreneurs. Julian is settling in well as Dean. He will be a key part of our Homecoming celebrations next fall!"



Glen Webster, HBA '93, MBA '98
Photography by Brandon Macintosh

Opening Doors to Global Impact

What began as a simple inquiry turned into a global teaching adventure for Glen Webster, HBA '93, MBA '98, through Ivey's LEADER Project.

By Cam Buchan

A simple question opened a world of opportunity for Glen Webster. “What have you got?” The answer dropped Webster onto a sweltering tarmac in Vietnam and launched an adventure that reshaped his view of the world – all through Ivey's LEADER Project and its opportunity for alumni to join this student-run global entrepreneurial development program.

Webster is no stranger to international work. During his 20 years as an “intrapreneur” at Klick Health, he helped drive the company's global expansion into the U.K., Singapore, Brazil, Switzerland, and Uruguay. Recently retired – or, as he frames it, “on sabbatical” – Webster looked to stay connected with Ivey, support students, and expand his teaching interests.

When he inquired about what support he could offer, the LEADER Project was the answer.

Stepping off the plane on his first tour in Vietnam, his expectations were blown out of the water.

“I didn't really know what to expect. I knew the Ivey students would have it well organized and they did. They were as impressive as ever,” said Webster.

But it was the international entrepreneurs who truly impressed him. He remembers working with Bao, a young Vietnamese developer who had built an AI-driven mental health app called MINDVIVO – part chatbot therapist, part digital support platform. Bao excelled in software, but the business side was new territory. Webster began asking questions about revenue models, pricing strategies, and scalability.

“Suddenly he looked at me kind of wide-eyed and said, ‘I've never thought about the business in this way,’” said Webster. “It was incredibly satisfying to work with Bao and see him apply our discussions directly to his venture.”

Is Webster looking to repeat his experiences in future LEADER Project trips?

Maybe. But at the very least, he encourages other alumni to get involved.

“It's a fantastic opportunity to travel and immerse yourself in another culture in a way that is exceptionally meaningful. And the relationships you build with the Ivey students you're working alongside – those are incredible.”

Learn more about Ivey's LEADER Project: ivey.ca/internationalbusiness/students/leader-project

Homecoming 2025: A time of reunion & recognition



Homecoming 2025 brought nearly 1,000 Ivey alumni and guests back to campus to reconnect, reminisce, and celebrate their shared Ivey experience. From 39 reunion class celebrations and spirited alumni competitions to awards recognizing leadership and service, it was a weekend filled with energy, nostalgia, and connection.

The weekend kicked off on Friday with Ivey reunion classes gathering to reconnect with old friends. The MBA class of 2000 was Ivey's largest reunion class, with 90 attendees celebrating their 25th reunion!

Alumni arrived from across the globe, travelling

from as far away as Hong Kong, Shanghai, and Mumbai.

Saturday's celebrations kicked off with the Open House, Welcome Breakfast, and the Ivey Pledge Ceremony, where alumni reaffirmed their commitment to the School's values. Alumni dove into a full schedule: an Ivey Trivia Challenge that sparked friendly competition, faculty-led lifelong learning sessions on career pivots with Mazi Raz, MBA '05, PhD '14, and Mark Healy, MBA '05, and a timely discussion on leading in uncertainty with Professor Adam Fremeth, HBA '00. Alumni capped it all off by cheering on the

Western Mustangs at the Homecoming Football Game.

This year's Homecoming also included a special moment of recognition as Ivey announced its 2025 Distinguished Service Award recipients, honouring alumni and faculty whose leadership and commitment have strengthened the School community. Read more about the honourees on page 48.

On Sunday, classes marking 50+ years since graduation gathered at the Golden Alumni Breakfast in Ivey's Brock Pavilion. Among them was an HBA '55 alumnus celebrating his 70th reunion at age 92 – a fitting reminder of the lifelong bonds and

enduring spirit that define the Ivey community.

"Homecoming is always a special reminder of the power of the Ivey Alumni Network," says Aindrea Cramp, HBA '98, Director of Alumni Relations. "This year felt particularly meaningful for me, as it marks one year since I joined the Alumni Relations team. Seeing so many alumni back on campus celebrating together has deepened my own connection to this incredible community."

Save the date for Ivey Homecoming 2026, taking place September 25–27.

Visit ivey.ca/alumni/homecoming for more information.



1993

Laurel Deplaedt, MBA '93, writes, "Hi all. It's not a signature year for us until 2028 but classmates have been organizing mini pop-up get togethers. See photos for Ottawa, Vancouver, and Toronto examples. If you'd like to stay in the loop as to what's happening, we have a WhatsApp group. Please text your name and number to 403.975.5470 or email me at ldemplaedt.mba1993@ivey.ca"



Gayle Duncan, MBA '93, writes, "After 30+ years (!) since graduating and enjoying a fulfilling marketing career, I decided to pursue a master's in counselling psychology. I've now completed my theoretical courses and am working directly with clients as a qualifying psychotherapist. My goal is to specialize in trauma, addiction, and psychedelic-assisted psychotherapy. It's been an intense and significant journey, but now that both my sons are successfully launched, I am excited to begin this new adventure. Wish me luck! xox G"

Glen Webster, HBA '93, MBA '98, is featured in this issue of *Intouch*. See page 43.

1994

Michael Raynor, MBA '94, is featured in this issue of *Intouch*. See page 8.

Shari Walczak, HBA '94, has been named the first President of Humanise Toronto, taking on a leadership role that advances the company's "upstream" problem-solving approach connecting management consulting with creative execution.



1995

Julian Birkinshaw, MBA '91, PhD '95, see note under 1991.

Mark Brown, MBA '95, is featured in this issue of *Intouch*. See page 48.

Jeannine Pereira, HBA '95, is featured in this issue of *Intouch*. See page 48.

1996

Salim Teja, HBA '96, is mentioned in this issue of *Intouch*. See page 4.

1998

Aindrea Cramp, HBA '98, is featured in this issue of *Intouch*. See page 3.

Glen Webster, HBA '93, MBA '98, see note under 1993.

2000

Duska Kennedy, HBA '00, MBA '05, is featured in this issue of *Intouch*. See page 20.

2001

Steven Broude, HBA/LLB '01, writes, "I'm excited to share that after years of hard work, training, and dedication, my daughter Emmanuelle signed a Division I athletic scholarship offer in November to play basketball at Wofford College in South Carolina. She will be pursuing a double major in biology and neuroscience on pre-med track. Go Terriers!"



Eli Singer, HBA '01, writes, "I'm excited to share that I've just launched *Offline now* – a book, website, and growing community focused on helping people deal with phone and screen overuse. If this is showing up in your life, family, workplace, or research, I'd love to reconnect. I'd love to learn what others are seeing on the ground and would really appreciate any introductions, ideas, or support during this launch phase."



Philippa White, HBA '01, writes, "Better leaders create better companies – and ultimately, a better world." This has been the foundation of my work since founding TIE Leadership in 2006, helping organizations unlock the human competencies and paradigm shifts that create truly high-performing, future-ready leaders and teams.

2024–2025 marked a milestone in amplifying that message. My book *Return on Humanity*, published last year, became an international bestseller and earned several honours. It was a finalist in the Leadership category of the Business Book Awards 2025 and a Leadership winner at the Change Ninja Book Awards 2025. I also received the Author of Influence Award in Human Resources from the Fluxx Awards, which recognize authors shaping the future of work.

It's been called a leadership wake-up call for our times, showing that the most resilient and competitive businesses today are those led by people who prioritize humanity.

If you'd like access to a free chapter of the book and a glimpse into how this shift is transforming performance in today's fast-paced business landscape, visit philippajwhite.com"



2002

Caroline Burton, HBA '02, is featured in this issue of *Intouch*. See page 12.

Wayne Einhorn, EMBA '02, writes, "It seems amazing that 23 years has passed since my time at Ivey. Now we have the next generation of entrepreneurs in the Einhorn family. Westin Einhorn, born July 4, 2025, to proud parents Matthew and Destiny Einhorn. Betty and I are over the top excited about our new grandson!"



Dusya Vera, PhD '02, is mentioned in this issue of *Intouch*. See page 11.

2004

Larissa Chaikowsky, MBA '04, is featured in this issue of *Intouch*. See page 38.

Adrian Rocca, HBA '04, is featured in this issue of *Intouch*. See page 12.

2005

Lauren Cipriano, HBA '05, is featured in this issue of *Intouch*. See page 20.

Anushka Grant, MBA '05, is featured in this issue of *Intouch*. See page 12.



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2025 Distinguished Service & Faculty Service Awards

For more than 25 years, the Ivey Service Awards have celebrated alumni and faculty whose contributions have made a lasting impact on the School and the broader Ivey community.

The Distinguished Service Award recognizes alumni whose sustained efforts have enriched Ivey and strengthened the student and alumni experience, while the Faculty Service Award honours educators who have profoundly influenced their students, providing guidance academically, professionally, and personally.

At Homecoming 2025, Dean Julian Birkinshaw and the Ivey Alumni Network paid tribute to this year's honourees: Jeannine Pereira, HBA '95, Mark Healy, MBA '05, and Mark Brown, MBA '95, who received the Distinguished Service Award, and Darren Meister, former Associate Dean, Programs, who received the Faculty Service Award. Their dedication, passion, and generosity have left a lasting legacy at Ivey.

To hear more from the honourees, visit: go.ivey.ca/service-awards



“You have to take action in order to show appreciation. Mentoring the students, facilitating in the classrooms, and sharing my experiences – it is a way of giving back to the School.”

– Jeannine Pereira, HBA '95

“So much of my life right now – my livelihood, my business experience – I owe to Ivey, and I just feel like I really should contribute back to the School that gave me all of these opportunities.”

– Mark Healy, MBA '05

“I am incredibly honoured. I think it's important to give back in some way – it really is a privilege.”

– Mark Brown, MBA '95

“There's nobody who comes through this door as a student who doesn't have something to contribute. My privilege is to help people figure out what are you really good at, better than everybody else.”

– Darren Meister, Former Associate Dean, Programs

Mark Healy, MBA '05, is featured in this issue of *Intouch*. See page 48.

Duska Kennedy, HBA '00, MBA '05, see note under 2000.

Naomi Midanik, HBA '05, is featured in this issue of *Intouch*. See page 10.

2006

Lisa (Wiens) Dymond, MBA '06, is mentioned in this issue of *Intouch*. See page 38.

Trevor Holness, MBA '06, is featured in this issue of *Intouch*. See page 9.

2007

Kevin Mako, HBA '07, sold Mako Design, a product engineering firm he founded at Ivey in 2006 and scaled to four offices, 50 team members, and 30+ awards, to TriMech Group/Sentinel Capital.

Grégory Valadié, MBA '07, is featured in this issue of *Intouch*. See page 26.

2010

Sunil Bansal, HBA '10, MBA '16, is featured in this issue of *Intouch*. See page 12.

2012

Nik Paukkunen, HBA '12, see note under 2019 (Ryder Britton).

Julie Yung, HBA '12, the Senior Vice President of Global Digital Onboarding Product Management at Citi, was recently recognized as this year's Canada Women in Payments 2025 Rising Star Award winner.

Julie's journey is a testament to rapid growth, innovation, and leadership. Over the past decade, she's earned three promotions and led the global launch of a groundbreaking platform enabling clients to manage payment account signers globally. Today, her solution is used in 40+ markets by more than 7,000 institutional clients.

Julie leads with purpose. As Co-Chair of Citi's Women's Network, she's a champion of inclusion and mentorship, helping shape a supportive and empowered workplace for women across the organization.



2013

Neil Hetherington, EMBA '13, is featured in this issue of *Intouch*. See page 26.

Aaron Kennedy, HBA '13, see note under 2019 (Ryder Britton).

Karen MacMillan, PhD '13, is mentioned in this issue of *Intouch*. See page 11.

Christiania Peterson-Azad, HBA '13, writes, "We welcomed our precious little boy into the world in December 2024. A little early and a little small, he spent five days in the NICU before coming home. Now at almost one year old, he is absolutely thriving. Soon he will be running us off our feet, literally!"

Elyssa Seidman and Mitchell Kideckel, both HBA '13, made the move back home to Toronto after nearly eight years in Los Angeles. Mitchell traded investment banking for entrepreneurship, building eCommerce capabilities and digitizing his family's pool and spa business. Elyssa continues to work in brand strategy at one of Canada's top creative agencies.

Alongside their careers, the couple began designing and building their family home, a project that became a creative training ground. PowerPoint decks and Excel spreadsheets were their tools of choice. From sourcing handmade tiles to designing custom cabinetry, they learned how to balance functional living with beautiful, durable materials.

This experience led to their newest venture: Tallow Studio, a family-run brand that creates natural-stone home accessories designed to be seen and used every day. From marble spoon rests to sculptural trays, Tallow reflects the growing trend of elevating everyday living through small,

meaningful luxuries.

They'd love to share the journey with the Ivey community – find them on social @itstallow



Ramli Solidum, MBA '13, has published his second best-selling book, *Eureka: The Product Onboarding Playbook for B2B Companies* (available on Amazon, Barnes & Noble, and everywhere else). Ramli is the founder and CEO of Delight Path, a product and design strategy consulting firm for tech software companies.



Trending @ Ivey

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Thank you to Doug Murphy, HBA '85 and former President & CEO of Corus Entertainment, for joining us today as a guest speaker in the final session of the new MBA course he co-leads with Dean Julian Birkinshaw, "Navigating Change: Lessons from CEOs on Managing Strategic Transformation."

211 • 3 comments

Trending @ Ivey

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Ivey Business School at Western University
103,559 followers
imo

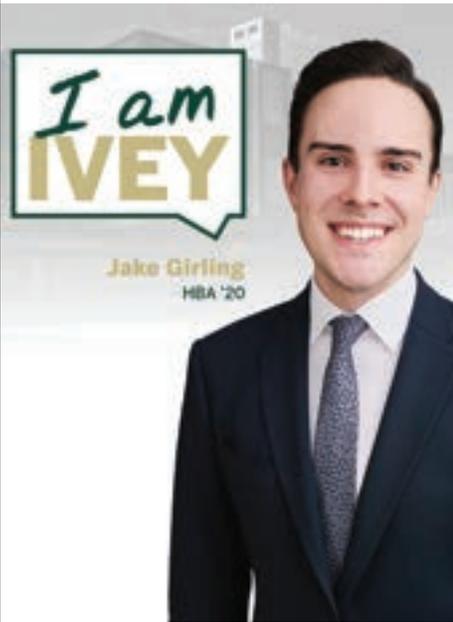


Meet Jake Girling, HBA '20, a dual-degree grad in chemical engineering and business, whose journey has taken him from Vancouver, B.C., to London, Ont., to London, U.K.

At Ivey, Jake's experience went beyond the classroom. As a member of the Ivey Pride Club (IPC), he discovered a passion for LGBTQ+ advocacy that continues to shape his path today.

Now based in London, U.K., Jake sits on the steering committee for Out Investors, a global organization dedicated to fostering greater inclusion for LGBTQ+ professionals in the alternative investment industry.

From navigating the financial world to advancing equality, Jake continues to build on the foundation he built at Ivey. Read more in this month's #IAMIvey feature: <https://lnkd.in/gVpZPuvb>



229 • 4 comments

2016

Sunil Bansal, HBA '10, MBA '16, see note under 2010.

Swati Matta, MBA '16, is featured in this issue of *Intouch*. See page 20.

2018

Pete MacLeod, MBA '18, is featured in this issue of *Intouch*. See page 20.

2019

Benjamin Anthony, HBA '19, see note under 2021 (Richelle Aikins).

Ryder Britton, MBA '19, has founded Velocity Bolting, headquartered in Vancouver, B.C. The company is dedicated to the development and commercialization of engineered bolting products that strengthen Canada's manufacturing base and drive productivity gains across our industrial sectors.

Velocity Bolting's flagship innovation, the Velocity Washer, is currently being rolled out globally across some of the world's largest industrial and defense organizations. Ryder is proud that both the company's intellectual property and manufacturing remain rooted in Canada, with machining partners across Canada, including Mahler Machining in Coquitlam, owned by Ivey graduates **Nik Paukkunen, HBA '12**, (pictured) and **Aaron Kennedy, HBA '13**.

Ryder believes that Canada's future competitiveness lies in its ability to

innovate and manufacture at home. Through Velocity Bolting, he aims to demonstrate that world-class engineering, production, and entrepreneurship can thrive domestically, advancing safety, productivity, and Canadian leadership on the global stage.



Nile Ong, HBA '19, writes, "Congrats to our dear friend, **Riley Savoy, HBA '19**, on her wedding in Saint John, N.B.! Thanks to the IFP group project for bringing us close and to Ivey for creating lifelong friendships!" Pictured: **Riley Savoy and Angel Oluwole-Rotimi, HBA '19; Nikita Naik, HBA '20**



Mary Peplinski, HBA '19, writes, "**Hunter Knifton, HBA '19**, and I first met in Section 5 at Ivey in 2017 – he was sitting behind me in class! Our journey together has taken us from Toronto to Calgary and now Washington, D.C.,

where we got engaged on November 6, 2025. We're looking forward to celebrating our wedding surrounded by many of our Ivey classmates, who we're grateful to still call our best friends."



Amelia Pruchnicki, EMBA '19, is featured in this issue of *Intouch*. See page 26.

2020

Nikolina Gelmanovski, MBA '20, was awarded the King Charles III Coronation Medal for her pioneering work in advancing Geospatial capabilities within the Canadian Armed Forces operations. The medal was presented to her in July at the Permanent Mission of Canada to the United Nations in New York.



Nadia Ladak, HBA '20, is mentioned in this issue of *Intouch*. See page 38.

Anthony Mastromarini, HBA '20, writes, "Over the past three years, I've developed a strong passion for

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marathon running. What began as a quarter-life crisis – running my first marathon on my 25th birthday in Madrid (April 2023) – has evolved into a pursuit of continuous improvement. Since that first race, where I finished in 3:19:19, I've completed five more marathons across Toronto, Chicago, Toledo, and most recently Niagara Falls (October 2025), where I placed second overall (and first Canadian) with a time of 2:39:11 – a 40-minute improvement from my debut. In that race, I finished behind 2018 Boston Marathon Champion Yuki Kawauchi. I'm now training for my seventh marathon: the Boston Marathon in April 2026."



Nikita Naik, HBA '20, see note under 2019 (Nile Ong).

2021

Richelle Aikins, MSc '21, married **Benjamin Anthony, HBA '19**, on August 24, 2024!



Spencer Dale, HBA '21, has moved to San Francisco and started a new job on the Autopilot team at Tesla. He is excited to help make truly self-driving cars for everyone a reality!

Stachen Lett-Frederick, EMBA '21, is featured in this issue of *Intouch*. See page 26.

2022

Vimal Intwala, MBA '22, was promoted to Senior Vice President of the Consumer Products practice at AlixPartners. He specializes in delivering tangible results in large scale transformations including AI/ML based applications across the Value Chain.

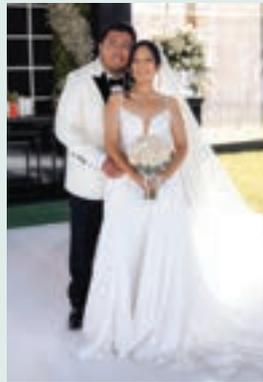
2023

Jia Chen, MMA '23, writes, "I want to share that after six incredible years at Deloitte – where I grew from an Analyst to a Senior Consultant and had the opportunity to partner with clients across multiple industries – I've recently embarked on a new chapter at Manulife Bank of Canada. In my new role as a Senior Salesforce Product Owner, I'm looking forward to leveraging my consulting and Salesforce experience to drive impactful solutions within the organization, while continuing to grow both professionally and personally. Special thanks to my Ivey classmate **Matthew Moskaluk, MMA '23**, for the referral and support throughout this transition."

Venelina Georgieva Arduini, EMBA '23, see note under 2025 (Michael Arduini).

2024

Martin Figueroa, MBA '24, is delighted to share that he married Jhoseline Alva on November 8, 2025, in a beautiful ceremony held in Lima, Peru. Surrounded by loved ones, their celebration was filled with joy, gratitude, and special moments that reflected their journey together. Martin remains closely connected with the Ivey community and is grateful for the friendships and support that continue long after graduation.



2025

Michael Arduini, MBA '25, writes, "Over the past year, life has been a remarkable journey of growth, learning, and gratitude. As I continue to advance in my career, I've come to appreciate that true success is never a solo effort. It's built on the strength of those who stand beside us.

I'm especially thankful for my wife, **Venelina Georgieva Arduini, EMBA '23**, whose unwavering support

has been the bedrock of my success. She has been my constant source of encouragement, always urging me to take chances, embrace change, and find joy in the process. While I balanced the demands of the Ivey MBA, she managed our home, our children, and countless responsibilities with grace and resilience. Her belief in me made the experience not only possible but deeply rewarding.

Having a strong partner transforms the Ivey experience and it makes the long nights, tough cases, and big ambitions all the more meaningful. I'm proud to celebrate this journey with her by my side."



Melanie McCreath, EMBA '25, has been named Chief Executive Officer of MEDOCare Pharmacy, an affiliate company of the Manitoba Métis Federation. Since 2012, MEDOCare Pharmacy has been a trusted healthcare partner for clients and their families by providing quality pharmaceutical advice and a high level of patient care. Melanie is also a Limited Partner for Women's Equity Lab (WEL) Manitoba, a collaborative all-female early stage investment fund.

In Memoriam

Gerald Knowlton, HBA '55
Peter Hancock, HBA '61
Ross Morrison, MBA '62
Donald Betts, MBA '64
Gerald Erwin, MBA '64
Howie Leigh, MBA '67
Allister MacLellan, MBA '68
Ronald Simpson, MBA '69
Gerald Cooper, MBA '71
Ron Mitchell, MBA '72
John Hilborn, HBA '73
Douglas Smith, HBA '76
David Fullerton, HBA '86
Gary Tangjerd, MBA '88
Jim Welykochoy, MBA '90
Lynn Francis, MBA '92
Stephen Pope, EMBA '98
Michael Broad, EMBA '01

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Submit your notes and photos for the next issue:

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Please note all submissions may be edited for content and length.

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