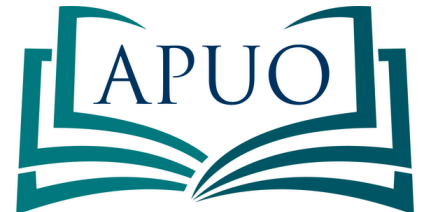
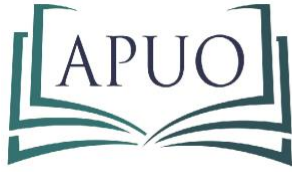


# 2023-2024 Annual Report



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## 2023-2024 APUO Annual Report

### 2024 Collective Bargaining

Throughout the past three years, our Employer has continued to compromise the integrity of uOttawa's teaching and research missions with its austerity agenda. We have endured budget cuts, hiring freezes, decreases in administrative support, increased workloads, high levels of turnover in leadership, and the on-going fallout of the Workday fiasco. We have also had to contend with an Employer who consistently disregards the critical role APUO Members play in delivering and upholding uOttawa's missions. As we enter this latest round of collective bargaining, nothing less than our ability to ensure the continued provision of high-quality teaching and research in both Official Languages at our university is at stake.

On April 29, 2024, we served our Notice to Bargain to the Employer. Negotiations for a new Collective Agreement began on June 12th, 2024.

### Collective Bargaining Survey

In Spring 2023, we launched a Collective Bargaining Survey aimed at collecting Members' experiences and priorities going into the 2024 round of collective bargaining. The survey ran from May 25 to June 23, 2023. Some 568 Members, 43.89% of APUO membership, responded.

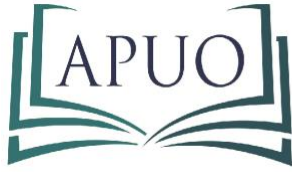
The survey was comprised of seven (7) sections: General Information, Equity, High Quality Education and Research, Collegial and Democratic University, Salary and Benefits, a section for Librarians to identify their unique workplace challenges and needs, and one for Other Comments. In each of the five topic areas Members were asked to indicate the level of importance they assigned to specific issues and to elaborate on their responses by providing written comments.

The Collective Bargaining Committee analyzed the responses received to identify common themes and issues of concern.

### Members' Lunch on Bargaining Priorities

On December 7, 2023, the APUO hosted a lunch with Members to discuss bargaining issues. Some 40 Members attended. The discussions were organized around four themes:

- Collegial and Democratic University
- Equity and Fairness
- High Quality Education and Research
- Salaries and Benefits



The group discussions involved having the participants share their personal experiences and needs in relation to their chosen theme and setting out proposed goals in each of these areas.

The resulting list of proposed goals created for each theme was subsequently used to inform our bargaining priorities.

### 2024 Bargaining Book and APUO Special General Meeting

The APUO held a Special General Meeting on March 28th to present a preliminary version of the *2024 Bargaining Book*. The priorities set out in the *2024 Bargaining Book* were developed through an analysis of:

- the 2023 Bargaining Survey;
- notes from several focus group meetings with APUO Members:
  - in different categories of employment (i.e., Regular Professors, Librarians, Language Teachers, Contract Special Appointment Professors (CSAP) and Replacement Professors); and
  - who are members of equity deserving communities;
- the December 2023 APUO Bargaining Lunch; and
- demands from previous rounds of negotiations.

Some 300 Members participated in-person and online, providing invaluable feedback in finalizing our bargaining priorities. The updated [final version of the Bargaining Book](#) offsets out the main priorities identified for the current round of collective bargaining and informed the proposals presented to the Employer for the 2024-202X Collective Agreement (CA).

### Bargaining Priorities Posters

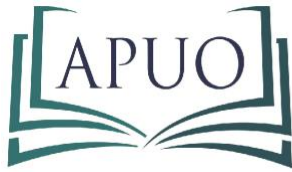
The APUO created [a series of four bargaining posters](#), each of which highlights one of the four collective bargaining pillars set out in the *2024 Bargaining Book*. Members were invited to order posters to hang on their office doors to show solidarity during collective bargaining.

### Bargaining Proposals and Negotiation Teams

Collective bargaining began on June 12, 2024.

The APUO's Negotiation Team:

Dalie Giroux	Academic Officer and Chief Negotiator	Institute of Feminist and Gender Studies
Dimitri Karmis	President	School of Political Studies
Colin Montpetit	First Vice-President	Department of Biology



Evan Sterling	Secretary-Treasurer	Library
Jennifer Blair	Mobilization Officer	Department of English
Mythili Rajiva	Officer-at-Large	Institute of Feminist and Gender Studies
Jean-Daniel Jacob	Collective Bargaining Committee member	School of Nursing
Michel Desjardins	Administrative Director	APUO Staff
Patrick Desjardins	Grievance Officer	
Stéphanie Kepman	Legal Counsel	

The proposals we tabled for bargaining are available at:

- [Address Increasing Workloads](#)
- [Protect High Quality Education and Research](#)
- [Improve Equity and Protect our Rights](#)
- [Democratize Decision-Making](#)
- [Housekeeping](#)

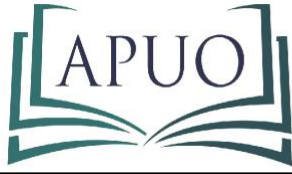
The Employer's Negotiation Team:

Jules Carrière	Vice-Provost, Faculty Relations
Kathryn Prince	Associate Vice-Provost, Faculty Relations
Chantal Ferrot	Senior Advisor, Labour Relations
Jordan Alexander	Lead Advisor, Labour & Faculty Relations
Louis Barriault	Dean, Faculty of Science
Victoria Barham	Dean, Faculty of Social Sciences
Talia Chung	University Librarian and Dean of Libraries
Jean-François Tremblay	Deputy Provost, Planning and Academic Budgets
Guy Lévesque	Associate Vice-President, Innovation, Partnerships and Entrepreneurship
Anne Lemay	Legal Counsel

The Employer's proposals are available at:

- [Employer Proposals](#)
- [Employer Proposals for Librarians](#)

At the time of writing this report (June-July 2024), neither party has tabled proposals relating to salary or health and benefits.



## uOttawa Financial Situation

For most of the last decade, the Employer has pushed a narrative of financial instability and the need to implement cuts and reductions to navigate uOttawa's ongoing deficits. We have [consistently questioned this narrative](#), demonstrating to the campus community that contrary to the Central Administration's claims, uOttawa has, for the past decade, recorded surpluses most years. We have also made clear that budgets are first and foremost a choice about priorities. The Employer's choice is clear. It continues to demonstrate an unwillingness to prioritize education and research, opting instead to spend large sums on external contracts and consultants while imposing cuts, reductions, and hiring freezes on the campus community. It is worth noting that for 2023-2024, the Central Administration allotted \$49.7M to professional fees and contractual services and spent an estimated \$45M over four years for the purchase and implementation of Workday. These expenditures match the forecasted deficit of \$48M for 2024.

### 2023-2024 Budget

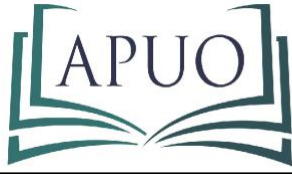
The University of Ottawa's [2023-2024 Budget](#) was presented to the Board of Governors on May 29, 2023. The Interunion Coalition organized students, faculty, and workers from across campus in joining together outside of Tabaret Hall to voice their concerns and frustrations with the budget. Despite widespread opposition to the Central Administration's [austerity agenda](#), the Board of Governors voted to approve the 2023-2024 Budget.

For 2023-2024, the Central Administration opted to allocate 3.4% (\$49.7M) of its total operating expenditures (\$1 453.2M) to professional fees and contractual services. Since 2019, uOttawa has elected to spend between \$43 to \$51 million dollars of its operating budget on these fees, annually.

The Central Administration's disproportionate spending on professional services and contracting is hardly a new phenomenon. In June 2023, the APUO [published a table](#) comparing the sums spent by uOttawa to the total amount spent by all Ontario universities. In the most recent year for which comparable data is available, 2021-2022, uOttawa's expenditures on this line item accounted for 14.2% of the total amount spent by all Ontario universities combined.

### Morrill Report

During late spring 2023, the APUO commissioned an [external analysis](#) of uOttawa's financial statements for the period spanning 2017 to 2022. The analysis was completed by Cameron and Janet Morrill, both of whom are accounting professors from the University of Manitoba. They specialize in auditing and financial accounting in the university sector and have previously completed analyses of university finances of several Canadian post-secondary institutions.



Their key findings:

1. In 2018, uOttawa's total operating grants declined by \$64 million, equivalent to 17% of 2017 operating grants, and have not changed significantly since then. However, other revenue sources, especially tuition and fees, have done well with total revenue having increased by 21% since 2017. International student tuition fees, in particular, have played a key role in offsetting the decline of provincial funding during this period.
2. Throughout the past six years, uOttawa's total excess of revenues over expenses has been volatile, with this volatility being largely driven by erratic changes in the fair value of the university's investments. During this period, uOttawa's excess of operating revenues over operating expenses (i.e., revenues and expenses other than amortization, interest, and changes in fair value of investments) has been consistently positive.
3. uOttawa's stock of non-externally-restricted cash and investments (i.e., government grants, student tuition fees and revenues from so-called ancillary services including student residence services, conference and catering services, campus bookstore sales)<sup>1</sup> increased significantly in 2020 but has since returned to pre-2020 levels. On April 30, 2022 (the end of the 2021-2022 fiscal year), unrestricted cash and investments stood at \$774.2 million.
4. uOttawa's level of unrestricted cash and investments, together with its consistent financial operating performance, suggest its financial condition is solid and stable.

Professors Morrill and Morrill concluded that despite significant reductions in provincial funding, uOttawa's operations have consistently broken even throughout 2017-2022.

## 2024 Budget Updates and APUO Response

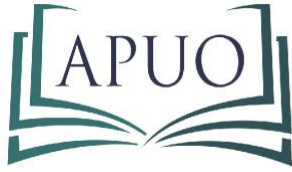
In January 2024, the campus community received two updates from President Frémont and Provost and Vice-President, Academic Affairs, Jacques Beauvais regarding uOttawa's financial situation. The first announced a special meeting of the Board of Governors (BoG) in the light of a newly forecast \$48 million operating deficit for the 2023-2024 fiscal year. In explaining the sources of this financial shortfall, President Frémont cited chronic government underfunding, the Bill 124 salary renegotiations, and the cost of fulfilling uOttawa's Francophone mission.

The second, which immediately followed a special Board of Governors meeting, announced that the BoG would seek to ensure uOttawa's financial viability in the near- and medium-term by focusing on:

1. Optimizing academic activities, including the reviewing of how courses are offered and the university's recruitment strategy;
2. Reviewing the delivery model for support services, including ancillary services and various administrative functions; and

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<sup>1</sup> Non-externally-restricted funds can be used for any purpose consistent with the mission of the organization and are generally those used to pay operating costs.



3. Generating of new revenues, including by offering continuing education courses, new research partnerships, or demand-based programs.

Neither the APUO's input nor that of other stakeholders was sought in the planning and establishing of the priorities set out by the Board of Governors.

The APUO [responded](#) to these updates by strongly denouncing the Central Administration's obfuscation and by re-iterating our long-held position that, *budgets reflect priorities*. We reminded the Administration that:

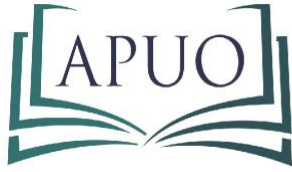
- Education in French is an inherent and integral part of uOttawa's bilingual teaching and research missions and must be prioritized. The Central Administration must stop treating the provision of education in French as a burden and commit itself to affirming and strengthening French/English bilingualism and the Francophonie in all our programs of study, at both the undergraduate and graduate levels.
- Compared to other Ontario universities, uOttawa ranks among those spending the greatest amounts on external consultants and third party contracts.<sup>2</sup> The \$43 to \$51 million dollars set aside for external consultants in each of the previous five years is money that would have been far better and more appropriately invested in supporting uOttawa's teaching and research missions.<sup>3</sup> In keeping with the APUO's prioritizing of uOttawa's teaching and research missions, we call for an immediate moratorium on any further spending on consulting and third-party contracts.
- The APUO likewise demands that expenditures associated with the growth of the Central Administration in recent years be scrutinized to identify efficiencies and savings rather than extending the types of austerity measures with which campus workers and students have had to contend since 2015. The Auditor General of Ontario's December 2023 [Value-for-Money Audit: York University Operations and Capital](#) report found that between 2018 and 2023, the size of York University's senior administration team had increased by 37% and related compensation expenses by 47%. In keeping with provincial regulations, in the years ahead uOttawa will be subject to a similar audit. In the face of pending financial difficulties, effective leadership that prioritizes our university's teaching and research missions entails initiating an immediate assessment of the growth in size and total compensation levels of uOttawa's senior administration in recent years and immediately acting on the results rather than waiting for a provincial audit at some later date.

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<sup>2</sup> See "Budget Expenditures on Professional Services and Contracting (2019-2024)" Table in the APUO's June 2023 Bulletin: <https://apuo.ca/june-bulletin/>

<sup>3</sup> See item 1) uOttawa 2023-2024 Budget – Questionable priorities in the APUO's June 2023 Bulletin: <https://apuo.ca/june-bulletin/>





## Workday

In 2023, the Central Administration announced plans to introduce the cloud-based platform, Workday. The Central Administration decided on, and planned the transition to Workday, without consulting any campus unions. The APUO reached out to other Canadian faculty associations who had experiences with Workday and was warned that the platform would bring significant problems and delays to our Members' day-to-day activities. We also denounced the lack of consultation and the questionable decision to invest over 45 million dollars into this IT-system at a time when Faculties' and services' budgets have been subject to severe cuts. Despite our sharing these concerns, the Central Administration chose to move forward with the platform. On May 8, 2023, Workday was officially launched at uOttawa.

## Survey

In mid-August 2023, the APUO began receiving growing numbers of queries and complaints about Workday. Drawing on these concerns, we ran a survey about Workday to document the various problems Members faced with the platform. The survey took place between September 18 to October 4, 2023. The vast majority of the 524 respondents made clear that Workday presented a large array of problems, including serious detrimental impacts on research funds and grants management, increased workloads due to administrative work and time lost navigating the platform and its bugs.

## Association Grievances

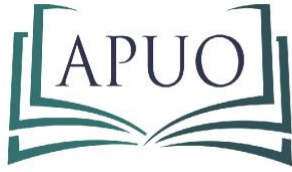
Using the results from the Workday survey, the APUO filed two association grievances. The [first grievance](#) relates to systemic shortcomings with the implementation of Workday and the multiple failures of the platform. The [second grievance](#) relates to the transfer of tasks traditionally performed by support staff to APUO Members following the implementation of Workday.

The APUO met with the Employer about each grievance on December 8, 2023. However, the parties were unable to resolve these matters. In mid-January, the Employer refused the APUO's offer to go to mediation. Both association grievances are now scheduled for arbitration in December 2026.

As of June 2024, Workday continues to plague APUO Members with problems.

## Bill 124

On June 5, 2019, the Ford government introduced *Bill 124 – Protecting a Sustainable Public Sector for Future Generations Act, 2019*, a sweeping piece of legislation that undermined collective bargaining rights by imposing a wage cap on all public sector workers. The Bill's restricting of public sector salary increases to a 1% increase per year for three years was a major



constraint on the APUO's bargaining powers during the negotiating of the 2021-2024 Collective Agreement. Ultimately, the APUO and the Central Administration signed a [Memorandum of Understanding \(MOU\)](#) specifying that if the Act were to be struck down, salaries would be reviewed and renegotiated for the period covered by the Collective Agreement.

## Court Ruling

In ruling upon a coordinated Charter challenge by some 40 public sector unions and labour organizations, on November 29, 2022, the Ontario Superior Court of Justice declared Bill 124 unconstitutional. The Ford government subsequently appealed this decision. The appeal was heard over three days in June 2023 and was ultimately rejected by the Ontario Court of Appeal on February 12, 2024.

## Negotiations

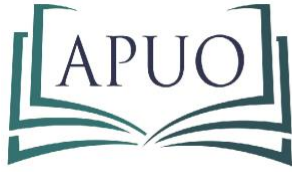
With Bill 124 being declared unconstitutional, the APUO sought to 'reopen' salary negotiations for the 2021-2024 Collective Agreement. The Employer initially refused to abide by the terms of the MOU. Upon our filing an association grievance focusing on this refusal to engage, the Employer agreed to meet with the union on the condition that said grievance be rescinded. On June 23, 2023, we met with Employer representatives to begin renegotiating salaries for the period covered by the 2021-2024 Collective Agreement.

On October 5, 2023 we reached [an agreement](#) with the Employer to secure, for the period spanning May 1, 2021 to April 30, 2024, the following retroactive salary increases on top of the 1% increase negotiated in 2021 (1% per year being the maximum increase permitted under the constraints imposed by Bill 124):

- May 1, 2021 – April 30, 2022            An additional 1.25% for a total of 2.25%
- May 1, 2022 – April 30, 2023            An additional 2% for a total of 3%
- May 1, 2023 – April 30, 2024            An additional 2.25% for a total of 3.25%

This represented a total increase of 8.50%, or an average annual increase of 2.83% for APUO Members and was in line with [settlements reached by other Ontario university Faculty unions and associations](#).

On October 30, 2023, 98% of voting Members voted in favour of approving the [Memorandum of Understanding on Bill 124](#), with 711 in favour and 10 opposed.



## Association Grievance

Upon the APUO Membership's ratification of the Memorandum of Understanding on Bill 124, the Employer had 120 days to implement the retroactive salary adjustments for the period of May 1, 2021, to April 30, 2024, meaning all adjustments should have been completed by February 28, 2024.

On February 27, 2024, the Employer informed the APUO that several Members would not be receiving their retroactive pay by February 28; a direct contravention to the timeline established in the *Memorandum of Understanding on Bill 124*. As such, the APUO filed an [association grievance](#) on the matter. Mediation for this grievance is scheduled for February 2025.

## Polaris

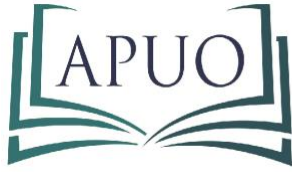
In 2022, uOttawa and nine other Canadian Universities, participated in the [UniForum](#) benchmarking exercise, an annual program run by the global higher education consulting firm [NousCubane](#), which provides education benchmarking services in Australia, New Zealand, the United Kingdom, Ireland, and Canada. It is a product of a 2021 merger of Cubane Consulting and the Australia head-quartered international management consultancy firm, [Nous Group](#).

The claimed purpose of this for-profit benchmarking program is to evaluate the effectiveness of university operational services and to identify efficiencies “faculty executives need to strategically manage their administration and support services.” According to the Employer, the results of the 2022 UniForum benchmarking exercise showed that “faculty and staff [at uOttawa] experience the second lowest overall satisfaction of services offered among participating universities” and that “uOttawa spends 17% more on professional services than the average, similar-sized research-intensive university.”<sup>4</sup>

In October 2023, the Employer informed the APUO about the impending launch of a new program being developed in response to the UniForum results. Titled [Polaris](#), it defines this initiative as a “three-year continuous improvement program that aims to improve the effectiveness and efficiency of the University of Ottawa’s administrative services for students, faculty, and staff.” At the core of Polaris is an agreement between uOttawa and Nous Group. Given our long-standing dismay with the Employer’s allocation of \$40 to \$50 million annually throughout the past five years to professional services and contracting, we began looking into the history of Nous Group to better understand this third-party consultant firm. We shared our [findings](#) with the APUO Membership on May 28.

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<sup>4</sup> <https://virtuo.uottawa.ca/en/polaris/about> Please note that this webpage is only available to uOttawa employees through VirtuO.



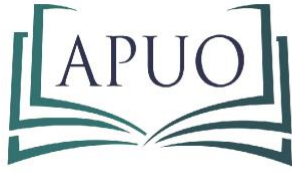
Based on such findings, the APUO and the other campus unions have all responded to the Polaris program with apprehension. There is very little confidence in the Employer's claims that Polaris will not lead to further cuts and service reductions on our campus.

## Report on Joint Committees

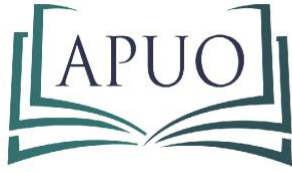
As a result of various Letters of Understanding (LOUs) from the two previous rounds of collective bargaining, several APUO/Employer Joint Committees have been established.

The various reports and findings from these Joint Committees were used to inform the APUO's bargaining proposals and will be considered throughout negotiations.

LOU	Subject/Goal	Status
<b>2021-2024</b>		
<a href="#">Association Employees</a>	Addressing Employer's desire to remove APUO staff from both the uOttawa payroll system and the pension and benefit plans	As of May 1, 2024, APUO employees have been removed from uOttawa's payroll system, pension and benefits plan and email system.
<a href="#">Bill 124</a>	Allows for the reopening of negotiations if provincial wage restraint legislation changes	Following up on a Memorandum of Understanding agreed to in 2021, the Parties agreed to new salary increases for 2021 to 2024. Members' salaries were increased in early 2024 and they received a retroactive amount.
<a href="#">Childcare</a>	Provides for increasing access to childcare services for members and for undertaking an examination of issues and barriers relating to limited access to such services at uOttawa	The parties were unable to reach an agreement. <i>Note:</i> the APUO also is participating in the campaign to save Garderie Bernadette Child Care Centre (GBCCC)



<a href="#">Community-based research</a>	Pilot project to allow Indigenous members and/or researchers working in Indigenous communities to have the opportunity to request an additional person to sit on the tenure & promotion review panel	At this stage, the pilot project has generated very little data.
<a href="#">Indigenous Scholarship</a>	Developing promotion and tenure criteria for members engaged in Indigenous-led and Indigenous-centred teaching, research and scholarly activity.	The joint committee produced a report that was shared with both Parties. Report used to prepare Indigenous-related bargaining proposals for the 2024 bargaining round.
<a href="#">Degenderalization</a>	Updating language of collective agreement so as to be more gender inclusive	Degendered language will be used in the 2024-202X collective agreement.
<a href="#">Librarians' workload and annual review</a>	Addressing concerns regarding Librarian workloads, and annual review process	The Joint Working Group submitted a <a href="#">Summary Report</a> in June 2023. The Parties disagreed on next steps to the report.
<a href="#">Evaluation of Teaching Performance</a>	Explore the potential of the teaching dossier as a tool for the evaluation of teaching	The joint Working Group reached an impasse in October 2023 and was unable to submit a final report.
<a href="#">Normal Teaching Load of Regulars Members</a>	Survey teaching loads at uOttawa and U15 universities and identify favourable changes to normal teaching loads and how they are assigned	The joint Working Group submitted their <a href="#">Final Report</a> in November 2023. The APUO published the report and used it to create proposals for the 2024 bargaining round.
<b>2018-2021</b>		
Gender Salary Differentials	Addresses gender pay gap	In dispute. Currently in arbitration



## Interunion Coalition and Solidarity Work

The Inter-Union Coalition is comprised of the APUO, the Association of Part-Time Professors of the University of Ottawa (APTPUO), CUPE 2626, the Support Staff University of Ottawa (SSUO), the University of Ottawa IT professionals (UOITP),<sup>5</sup> the University of Ottawa Student Union (UOSU), and the Graduate Students' Association (GSAÉD). The Coalition meets twice per semester, with additional meetings scheduled as issues of shared interest arise. The APUO organizes and chairs Interunion meetings and maintains positive working relationships with our fellow campus unions and students' associations.

### Campus Mobilization Against Budget Cuts

Throughout the summer of 2023, the Interunion Coalition organized rallies to coincide with uOttawa's Board of Governors meetings. On May 29, June 21, and September 26 2023, the Interunion Coalition, including the APUO, mobilized their respective members to have a strong presence outside of Board of Governors meetings. These rallies served to show the BoG and Central Administration decision-makers that the campus community strongly opposes both their budgeting practices and the lack of collegial governance at uOttawa. The Interunion Coalition continues to work closely on the issues of uOttawa finances and governance, two issues that APUO members have identified as being of utmost importance.

### Campaign to save Bernadette Child Care Centre

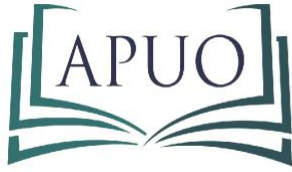
In 2021, uOttawa's Central Administration announced plans to demolish the Brooks building that currently houses the Garderie Bernadette Child Care Centre (GBCCC). It further revealed that no equivalent replacement space for the continued provision of on-campus childcare services would be made available.

This decision was made without consulting APUO Members, other university workers, or students. In response, the Centre's Board of Directors and the Bernadette Workers' Union reached out to campus allies to oppose this decision. The APUO, along with other campus unions, associations and community volunteers joined the GBCCC workers and Board of Directors to form a coalition to save the Bernadette Child Care Centre. Coalition members have been meeting on a bi-weekly basis since July 2022.

The Coalition continues to run its [petition](#) to garner mass support for keeping the Garderie Bernadette Child Care Centre (GBCCC) on campus.

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<sup>5</sup> The UOITP was unfortunately unable to attend the Interunion's 2023-2024 meetings.



The Coalition organized a panel event on March 27, held in-person and online. The event saw a high participation rate, with numerous campus community members and allies across the City of Ottawa in attendance.

The Coalition will be meeting during Summer 2024 and is planning its schedule of events and outreach for Fall 2024.

## Award for Excellence in Teaching

Each year, the APUO, in partnership with the University, recognizes a professor's outstanding contribution to university teaching. The winner of this year's Teaching Awards Committee award was Angela Cameron, Professor in the Common Law Section of the Faculty of Law.

## Award for Excellence in Research

Each year, the APUO, in partnership with the University, recognizes two faculty members' outstanding contributions to university research.

The winners of this year's award were:

- Adele Reinhartz, Department of Classics and Religious Studies, Faculty of Arts; and
- Marc Ruel, Division of Cardiac Surgery at the University of Ottawa Heart Institute, Faculty of Medicine.

## APUO Human Resources

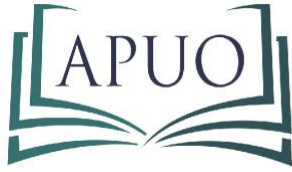
### Liaison Officers

Julie Paquin, an Associate Professor in the Faculty of Law, Civil Law Section, and Thomas Foth, an Associate Professor in the Faculty of Health Sciences' School of Nursing are currently serving as APUO Liaison Officers. Their terms were renewed on July 1, 2023, for another one year term. We thank them for accepting to serve as Liaison Officers and for their continued excellent work.

### APUO Staff

Natasha Udell, who had been working as our Legal Counsel since 2010, resigned from the APUO in September 2023. We thank Natasha for her excellent work and her 13 years of dedication to the APUO and its membership. We wish her all the best in her future endeavors.

We were pleased to welcome Stéphanie Kepman as our new, permanent Legal Counsel, who started at the APUO in January 2024.



Anne-Marie Roy, our Communication, Mobilization, and Research Officer who had been on extended leave following her maternity leave, resigned from the APUO in Fall 2023. We thank Anne-Marie for her excellent work and wish her all the best in her future endeavors. Nicole Desnoyers, who was already temporarily replacing Anne-Marie, was successful in her application to replace Anne-Marie permanently. We were pleased to welcome Nicole as a permanent member of the APUO staff team in November 2023.

In October 2023, the APUO hired Armaan Singh as an Organizing and Mobilization Officer on an eight-month contract. In this position, Armaan has been a huge asset in assisting the Collective Agreement Action Team (CAAT) and in organizing the APUO membership for the upcoming round of collective bargaining. In May 2024, his contract was extended to June 2025. We thank Armaan for his excellent work so far and are pleased to count him among the APUO staff team for another year.