

OFFICE of the UNIVERSITY

Ombudsperson



**YOUR IMPARTIAL
RESOURCE PROMOTING
FAIRNESS AT QUEEN'S**

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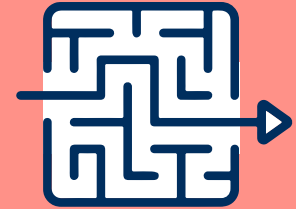
LISTEN

with **confidentiality**,
and **impartiality**
to concerns about
fair processes at
the university



GUIDE

with advice and
resources to
help understand
policies and
procedures



EMPOWER

students, staff,
and faculty
to **navigate**
through university
decision-making

CONTACT US AT

613.533.6495 • ombuds@queensu.ca • queensu.ca/ombuds



Queen's
UNIVERSITY