



**Royal Roads**  
UNIVERSITY

September 11, 2020

Via email | Originals to follow

Mr. William Flanagan  
President and Vice-Chancellor  
University of Alberta  
2-24 South Academic Building  
116 Street and 85 Avenue  
Edmonton, AB T6G 2R3

Dear President Flanagan:

On behalf of Royal Roads University, I would like to offer my congratulations on your installation as the 14<sup>th</sup> President and Vice-Chancellor of the University of Alberta.

As I have discovered over the past year and a half, being President of a post-secondary institution is an incredibly rewarding undertaking, as you have the opportunity to implement your vision and guide the institution's future; an exciting time awaits you.

My best wishes to you in your new position, and I look forward to working with you as a member of Universities Canada.

Sincerely,

Philip Steenkamp, PhD  
President and Vice-Chancellor

*Encl.*