



The Chancellor, the President and Vice-Chancellor and the Board of Governors of Royal Roads University send congratulatory greetings and best wishes on the occasion of the installation of

DR. TRISH KELLY

as the tenth President and Vice-Chancellor of Emily Carr University

October 3, 2024

A handwritten signature in black ink, which appears to read "Philip Steenkamp".

Dr. Philip Steenkamp
President and Vice-Chancellor