

To Whom It May Concern,

I am pleased to provide this letter of reference for James Gullberg, a student in the Mechatronics and Robotics Engineering program at Queen's University. While I have not had the opportunity to work with James directly, I have reviewed his scholarship application, résumé, and portfolio, and I am impressed by his academic achievements, technical abilities, and leadership in extracurricular engineering activities.

James has demonstrated a rare combination of technical innovation, initiative, and leadership at an early stage in his academic career. With a GPA of 3.9 and recognition as a Dean's Scholar, he has clearly excelled academically in a rigorous engineering program. Beyond his strong academic standing, James has immersed himself in experiential learning through his involvement in design teams such as the Queen's Aerospace Design Team and QVEX Robotics. His leadership roles in these teams, notably developing complex mechanical systems like a differential swerve-drive and overseeing the design and fabrication of carbon fiber UAVs, speak to both his technical depth and collaborative leadership style.

James's work as a summer research student in the Reactor Materials Testing Lab further highlights his capacity to contribute to advanced engineering challenges. His development of experimental systems for nuclear materials testing, including a molten salt test cell capable of operating at 900°C, demonstrates a level of maturity and technical competence rarely seen at this stage of undergraduate study.

His achievements in competitive engineering, winning first place at the Canadian Engineering Competition, among others, reinforce the strength of his communication, design, and problem-solving abilities. Equally important is his commitment to mentorship and knowledge sharing, as seen in his structured support of new team members and training workshops.

Based on the materials he has shared, James is a highly capable and well-rounded engineering student with the potential to make significant contributions both academically and professionally. I am confident he will continue to thrive and lead with distinction in any opportunity he pursues.

Sincerely,



**Kevin J. Deluzio, PhD, PEng, FCAE, FEIC**

Professor and Dean, Smith Engineering

Queen's University

[kevin.deluzio@queensu.ca](mailto:kevin.deluzio@queensu.ca)