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Tenure and Promotion Committee
Abilene Christian University
Abilene, TX 79601

22 August 2016

Dear Tenure and Promotion Committee,

I am honored and enthusiastic to write a letter of recommendation on behalf of Dr. Jennifer R. Huddleston for tenure and promotion to Associate Professor of Biology at Abilene Christian University. I met Jennifer in the Fall of 2001 when we were graduate students and Teaching Assistants in the same lab at Texas Tech University. We worked across a bench from one another until I graduated in 2006, but we have kept in touch as we moved on to post-doctoral and faculty positions. Therefore, I have observed Jennifer in both a teaching and research environment. I can state unequivocally that she is an excellent instructor, scholar and colleague. Jennifer possesses all of the qualities that one seeks in a colleague and friend.

Jennifer is a dedicated instructor who maintains a balance between rigor and student support. Since meeting her, I have been impressed by her desire to provide quality instruction to students. This was evident while she served as a Graduate Teaching Assistant, a position to which most graduate students devoted little time or effort. Jennifer carefully prepared and delivered lectures to laboratory students and made herself available outside of lab to answer questions. Students have always respected and responded well to her high standards and caring personality, making Jennifer a popular and effective instructor who has received an award for her classroom efforts. Her concern for students has not waned since graduate school. Jennifer and I have had several conversations this summer in which we have discussed methods by which we can increase safety practices in Microbiology labs without hindering learning. Jennifer will always serve as one of my most trusted resources for teaching ideas and goals. It is also noteworthy that Jennifer has served as instructor for classes that are not within her research specialty and training. The effort put forth by a microbiologist to deliver an excellent course in Human Anatomy is both considerable and admirable.

Jennifer is also a productive and respected scholar with whom I have enjoyed working. She has contributed greatly to our knowledge of *Aeromonas* biology. In particular, her studies have been critical in shedding light on natural transformation – a process that has contributed to the global problem of antibiotic resistance. Jennifer's work with *Aeromonas* has also been timely because these bacteria are increasingly recognized as important, emerging pathogens of humans and other animals. Although natural transformation in these bacteria remains clinically relevant, Jennifer was not content to confine herself to a single line of research. Her postdoctoral work with thermophilic bacteria and archaea have extended her interests in natural transformation and branched into areas such as bioenergy. It is also evident from her CV that Jennifer values undergraduate research. Importantly, Jennifer gives students opportunities to conduct worthwhile projects and communicate them at scientific conferences. Mentored experiences such as these are vital to developing young scientists. She and I discuss research ideas and are planning to publish a paper focused on microbiology education.

Additionally, Jennifer is an exemplary colleague who is giving of her time. She has aided an Honors Project, is a member of several professional societies and acts as a reviewer for five leading journals. Peer review of manuscripts requires not only a deep knowledge of the field, but also a careful approach. It is important to point out that reviewing is quite time-consuming and is done *pro bono*. However, Jennifer is always eager to help a colleague.

Dr. Jennifer Huddleston is an outstanding educator, talented researcher and valued colleague. I miss working across a lab bench from her on a daily basis. I enthusiastically endorse her Tenure and Promotion portfolio without qualification or hesitation.

Please do not hesitate to contact me if additional information is needed.

Sincerely,

James H. Campbell