

## Recommendation



General Conference Inter-American Division  
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March 2, 2017

Program Director  
Ph.D., Business Administration,  
Montemorelos University  
Avenida Libertad 1300 Poniente, Matamoros, 67530  
Montemorelos, NL, Mexico

Dear Sir/Madam,

This is to certify that I personally know Florencio Zabala for over 20 years. Pastor Zabala is a committed employee of the Seventh-day Adventist Church having served in numerous pastoral districts and offices of the Seventh-day Adventist Church in the West Indies and the United States of America.

He is an ordained Minister of the Gospel who has served as Conference Treasurer, Conference Secretary, Conference President and Presently Union Treasures. He has also held departmental positions.

As a professional, he demonstrates keen interest in details and has strong technical, conceptual and human relations skills that are necessary for pastoral and administrative responsibilities.

Pastor Zabala has a strong academic profile and has been able to utilize his academic learning to address practical real life situations. He is effective in problem solving and decision-making and is able to assess and analyze an organizations strengths, weaknesses, threats and opportunities to position the organization for growth and fulfillment of mission.

He is an effective team player, who is able to put together and empower high performance teams towards desired outcomes. He understands the dynamics of team development and how to lead as well as to follow. He gets along well with peers and superiors as well as subordinates.

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He is knowledgeable about the structure of the Seventh-day Adventist Church as an organization and is fully acquainted with roles and responsibilities of administrators, directors, and employees in the institutions of the organization as well as officers within the local church. He knows the church, its doctrines, basic theological concepts, culture and policies.

He is a family man of commitment. He is well spoken of and respected in this regard by those who know him, and he manages his household in a principled manner. He seeks to inspire an exemplary family life that is a model for pastors and all other individuals both within and outside the church.

I strongly recommend him for his desired pursuit as a doctoral student in your institution. All courtesies extended to Pastor Zabala will be greatly appreciated. He will make your institution proud!

Yours truly,

A handwritten signature in cursive script, appearing to read "B. Braham", enclosed within a horizontal oval flourish.

Dr. Balvin B. Braham  
Assistant to the President, Evangelism and Leadership Development