

**A SURVEY OF PERCEPTIONS OF THE MISSION OF  
COHUTTA SPRINGS ADVENTIST CENTER**

**Prepared for**

**Cohutta Springs Adventist Center**

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## **A SURVEY OF PERCEPTIONS OF THE MISSION OF COHUTTA SPRINGS ADVENTIST CENTER**

This is a report from the Institute of Church Ministry (ICM), Seventh-day Adventist Theological Seminary, Andrews University concerning a survey of selected members of the Georgia-Cumberland Conference of Seventh-day Adventists regarding their perceptions of the mission of Cohutta Springs Adventist Center (CSAC). The research has been commissioned by CSAC and conducted by ICM during the winter of 1990-91.

### **Purpose of the Study**

CSAC has been through many transitions since its initial beginning as an Adventist youth camp. With these changes comes the challenge to make sure that CSAC is meeting the needs and expectations of the constituency of the Georgia-Cumberland Conference. In light of the Global Mission Strategy of the Adventist church, it is also desirable to know how CSAC fits into the overall mission of the church and how it may and should impact the larger community. Therefore, the administration of CSAC was desirous of receiving input and guidance from members of the local conference constituency and of discovering what perceptions such members may have of the mission of CSAC. The present research has

generated a fund of information that may prove helpful in decision-making and future planning.

### **Sample**

This study employed a sample of 634 names which consisted of two separate groups. The first group contained the names of 134 thought leaders and people of influence in the Georgia-Cumberland Conference, both lay and ministerial. These names were selected by the CSAC Administrative Council and comprised a purposive rather than a random sample. They are called the select group.

The second group contained 500 names drawn from a Conference computerized list of member households in a manner that approximated randomness. That is, using this list of some 9000 names, ICM started with a name randomly-drawn from the first eighteen names on the list and then chose approximately every eighteenth name. However, names were by-passed if they already appeared on the select group list or if addresses indicated that they lived out of the Conference. Thus some variation in spacing was necessary in order to arrive at 500 names by the time the end of the membership list was reached. This second list was called the random group. The two lists together made up the total sample of 634 names. To facilitate this process CSAC provided ICM with a list of the names and addresses and two sets of pressure mailing labels (so a second mailing could be conducted) of the select group and a list and two sets of labels of the entire 9000 plus household membership file for drawing the random group.

## **Research Instrument**

It was necessary to construct a special questionnaire to collect the needed data. This instrument was based on a list of objectives which CSAC supplied to ICM. These general objectives were incorporated in multiple-choice type questions to which the sample subjects responded by circling a number. All questions except one were of this type to allow for simplicity of response and ease of analysis. The final question was open-ended and made provision for suggestions not covered by the other questions. ICM constructed a first draft of the instrument and submitted it to CSAC for suggestions. CSAC offered a number of suggestions for additions, deletions, and revisions. ICM revised accordingly and re-submitted a new draft. This process continued through several rounds until CSAC was satisfied with the instrument. It was then printed, and data collection proceeded as noted below.

In final form the COHUTTA SPRINGS ADVENTIST CENTER EVALUATION SURVEY was four pages long and contained eighteen questions, most with multiple parts. The first seventeen questions contained fifty-four multiple-choice items. The eighteenth question was open-ended and requested additional suggestions. A sample copy is included in appendix A.

## **Procedures**

Each of the 634 subjects in the sample was sent a copy of the questionnaire with a letter of explanation and an invitation to respond. To maximize response, each was also sent a stamped return envelope. Those not responding within four

weeks were sent a follow-up letter with a second survey and a second stamped return envelope.

By the cut-off date 112 of the 134 in the select group had returned usable questionnaires. This represents a response rate of 84%--unusually high for a mail survey. Of the random group only 196 of the 500 returned usable questionnaires. This represents a response rate of 39%--a weak-to-moderate response. The total of 308 returns out of 634 mailings represents a response rate of 49%--lower than desirable but about average for mail surveys.

While the sample returns are of sufficient size and diversity to adequately represent the Georgia-Cumberland Conference, it seems obvious that the returns from the select group are much more reliable in reflecting the attitudes of key ministerial and lay leadership in the Conference than are the random responses in representing the membership at large. This should be kept in mind when making decisions on the basis of the data. Information is provided to differentiate between the two groups on each survey item.

All survey responses were entered into a computer data file. Using the SPSS PC program, ICM has calculated frequencies for all items and cross-tabulations to compare the select and random subgroups on all variables. ICM has coded the responses of the single open-ended question and included a report on frequencies of the various types of responses. In addition, ICM is returning the actual survey forms to CSAC so that the comments may be read in narrative form. All of this material will be explained on the following pages.

## **Response Frequencies**

Appendix B contains the printouts of the SPSS PC program. The first two sheets contain descriptives of the variables. The program does not use the same numbering as the questionnaire but numbers the items continuously. Thus after indicating that group designation is first, it lists ITEM1 to ITEM54. Brief labels help to identify each item with its corresponding questionnaire number. Also provided is the mean or average response, the standard deviation, the minimum and maximum responses, and the total number who responded to each item.

Obviously, not everyone answered every item. While all 308 were classified into groups, and all or most of them responded to programming events, the tally drops off on some questions. Most notable is that only 146, or about 47% rated the food service (item 51). The other 162 did not answer--presumably because they had never eaten there.

Following the two descriptive sheets are seventeen pages of printouts of the frequencies (computer pages 8-24). These label the item, label the choices within each item, give frequencies in various ways, and indicate how many did not answer (missing cases). The frequencies are listed first in numbers, then in percentages, then in valid percentages, and finally in cumulative percentages. The valid percentages eliminate missing cases before calculating, thus making the percentages add to 100%. Since this seems most reasonable, valid percentages will be employed in these comments. If there are no missing cases, percent and valid percent are the same.

The first question probes the extent to which a number of activities should be part of CSAC. If the two top ratings (quite a bit and top priority) are combined and then ranked from the top, the picture looks like this. Here and throughout the report all percentages are rounded to the nearest whole percentage:

Summer youth camps	95%
Various programs and seminars	83%
Weekend retreats for churches	76%
General Conference and other church meetings	71%
Expose non-Adventist groups to Adventism	39%
Family vacations	38%

The mission was viewed largely in terms of meeting local conference and church needs. Only a minority placed heavy emphasis on reaching out to those of other faiths although another 42% saw this as "somewhat" part of the mission of CSAC.

On the question of whether the Center or those using the facilities should provide the programming (question 2), more than three-fourths preferred a mixture with the remainder about equally divided between the two modes of operation.

Question 3 asks whether individual programs should be offered. Only choice 3 (top priority) indicates any positive conviction. In rank order this support was as follows:

Parenting seminars	58%
Marriage enrichment programs	49%

Stress management	44%
Financial planning seminars	40%
Mini camp meetings	36%
Co-dependency seminars	31%
Musical concerts	22%
Planned family vacations	22%
Sexual fulfillment seminars	16%

Several points stand out. First, with one exception, no program won majority support, suggesting that most members do not view CSAC in terms of programming events. In line with the answers to question 1, they seem to perceive it more as a youth camp and a recreational and convention center.

Secondly, family-type programs drew the most support with the exception of sexual fulfillment. Perhaps members would be embarrassed to attend such a seminar; perhaps they find it difficult to admit that such a need even exists. More than a third said that such a program was not necessary. Thirdly, most were not interested in taking their vacations or attending concerts at CSAC.

Question 4 explores who should be allowed to use the facilities. Those approved, in rank order, were as follows:

Adventist church groups	96%
Health care groups	84%
Educational groups	80%
Humanitarian groups	74%

Other Christian churches	72%
"Independent" Adventist groups	70%
Civic groups	58%
Jewish or non-Christian groups	52%

Majorities would have allowed in any of these groups. However, the support trailed off quite sharply, and it is evident that the members were more comfortable with those who are "most like us." Non-Christians barely got through the door.

Question 5 asks the probable results of allowing non-Adventist groups to rent the facilities. Nearly two-thirds felt it might be an opportunity to break down barriers, but nearly a fourth worried that standards might be compromised. It would appear that CSAC could get sufficient support for renting to these groups, but that it should expect opposition from a significant minority.

As to the Sabbath, about half would not rent center facilities to non-Adventist groups over the Sabbath at all, and most of the remainder would require the groups to abide by Adventist Sabbath standards. Only 15% would allow groups to plan and implement their own recreational program on the Sabbath. This will make it difficult, if not impossible, to make the facilities available to other groups during the weekends. Obviously, this will greatly reduce the marketing possibilities.

Questions 7 and 8 raise the problem of meal service with non-Adventist groups. The majority believed that the Center should be in charge of the meals, but a substantial minority would allow the renting groups to prepare their own meals.

Furthermore, a majority believed that only vegetarian food should be served although about a fourth would sanction the inclusion of "clean" meat if requested by the group.

If the information from several of these questions is combined, it would seem that CSAC has a very limited market in reaching beyond the confines of Adventism. While majorities of the constituency would support the idea of outreach to non-Adventist groups in principle, most would place such restrictions on these groups that it is unlikely there will be many takers. Given the present climate, it would appear that CSAC will have to depend for support almost entirely on church entities.

Questions 9 and 10 deal with the level of services that the Center should provide. Nearly three-fourths wanted linens and at least minimal maid service provided and about a third would select full maid service. Only 11% wanted to tote their own bedding. However, an overwhelming majority did not believe that the same level of maid service should be provided on the Sabbath.

Given its large investment and limited clientele, CSAC faces severe financial problems. Question 11 solicits suggestions. Here the percentages of those who felt various options were "excellent plans" are ranked:

Encourage more churches to hold retreats there	83%
Attract Adventist groups from outside conference	75%
More promotion for annual offering	32%
Recruit members for individual giving plans	31%
Bring in more non-Adventist groups	28%
Conference should provide a larger subsidy	11%

Raise charges to meet expenses	10%
Close and sell CSAC	5%

Constituents definitely did not want to see the Center closed. Nor did they want to see it dependent on further subsidies or grants. And they certainly did not favor an increase in Center fees. They thought it should pay its own way, but it should do this by going back to the same source it has already been tapping-- Adventists. Attracting more Georgia-Cumberland churches and attracting more out-of-Conference Adventist groups were supported very heavily, but no other suggestion received the support of more than a third.

The respondents also had some opinions on why more Conference churches have not been utilizing the facilities at Cohutta Springs. Ranking these responses from question 12 provides the following picture:

Lack of awareness of inexpensive facilities	56%
Too expensive	50%
Too far	44%
Programs not interesting or relevant	24%
Been there too many times	12%

The fact that none of these reasons was heavily affirmed suggests that many of the respondents are not clear about the difficulties and their causes. The two top-ranked reasons are related. The membership wants either a "better deal" financially or more information about the "good deal" that is already there. This suggests that

a solid marketing program needs to demonstrate how groups using CSAC are getting superior quality for their money.

The majority felt that current charges for motels and cabins are just about right. However, of those who did not agree, nearly five times as many thought motel charges are too high as thought they are too low, and about four times as many believed that cabin charges are too high as believed they are too low. The Center seems to be stuck with maintaining the current charges or lowering them. It seems unlikely that the constituency will support higher fees.

Question 14 asks to have some of the facilities and services rated. Those giving an "excellent" grade in rank order were as follows:

Meeting rooms	75%
Food service	75%
Motel rooms	54%
Programs offered	47%
Recreational facilities	47%
Cabins	30%

The central facilities and services were highly supported. Living quarters, especially the cabins, did not fare as well, and this might be a cause for some study on the need for improvements. On the other hand, none of these items were rated "poor" by more than 7%.

The last three questions probe the depth of commitment that respondents have for CSAC. Fewer than a fourth have never visited the Center, and nearly half

have been there five or more times. Nearly half were also presently supporting CSAC financially. This seems encouraging, but, obviously, there is some room for expansion of financial support. Finally, practically all professed their support, either fully or somewhat, for CSAC.

In summary, it appears that the great majority of constituents feel positive toward CSAC and want to see it remain and succeed, but they view it largely as a place for Adventists to come. While a majority may agree that inviting in non-Adventists would be an opportunity to break down barriers and establish friendships and, to some extent, that the mission of CSAC may include outreach, when it comes down to the nitty-gritty of the Center operation, they favor practices that would effectively rule out most non-Adventist groups. They probably do not sense the inconsistency of their answers in which statements of mission are incompatible with actual practices.

If the administration of CSAC believes that the Center cannot be made financially viable without attracting new business outside of its traditional Adventist market, it faces a major educational task. The Conference membership will have to be educated to a new sense of mission for CSAC and what that will mean in practical terms if the Center hopes to develop relationships with a non-Adventist clientele.

### **Comparison of Select and Random Groups**

Since the select group provided a more highly representative sample than the random group, and since, presumably, members of the select group are more influential in Conference life on the whole, it will be interesting to compare them on

the various items. A series of crosstabulations were performed and are included in Appendix B, computer pages 30-83. Each item is on a separate sheet of paper. Items will be referred to by item number rather than by questionnaire number.

Each "box" has two rows--the top for the select group and the bottom for the random group. The columns correspond to the possible response choices for each item. Each cell has three numbers (if any cases fell into that cell). The first is the number of respondents that occupy that cell. The second is the percentage of each group that chose a particular response. The third is the percentage of a particular response that was chosen by each group. For purposes of comparing the two groups, it is the second number that is most important.

Below the "box" information is given on the Chi-square test of significance. The important figure here is the decimal marked significance. If this figure is .05 or less, the differences in the box are real. If the figure is greater than .05, it is quite probable that any observed differences have resulted by chance. In this section only those differences that reach or exceed the .05 level of significance will be noted.

On items 1, 2, 3, and 6, the select group was more likely to place a higher priority including the perception of CSAC as a place where non-Adventist groups can come and get an initial exposure to Adventism. Item 5 is very close to significance but with the random group favoring the idea of family vacations slightly more.

On item 7, the select group was more likely to favor a mixture of operations while the random group tended to prefer that the Center should conduct the programs for those who attend.

The two groups did not differ significantly as to the priorities they would assign potential programs on six of the nine programs listed. However, the select group was more likely to give higher priorities to co-dependency seminars (item 11), family money management and financial planning (item 12), and sexual fulfillment seminars (item 16).

As to what kinds of groups should be permitted to rent Center facilities, the select and random members did not differ on allowing Adventist church and "independent" groups to come (items 17 and 18). In the other six cases (items 19-24), the select group tended to be more favorable to renting to non-traditional markets. This included both other Christian groups (89% to 62%) and non-Christian groups (67% to 44%). Both of these differences are highly significant statistically.

Select respondents were more likely to affirm that renting to non-Adventist groups may be a means of breaking down barriers and giving a positive witness and only half as likely to worry that Adventist standards might be compromised (item 25). The select group was more likely to opt for allowing non-Adventist groups in over Sabbath but restricting their activities while the random groups was more likely to prohibit renting on Sabbath at all (item 26).

As to meal service, the select group was more likely to want the Center to prepare meals for the guests while the random group would be more likely to permit groups to prepare their own meals. Within this framework select respondents were more likely to require a vegetarian diet while the proportions allowing "clean" meat were essentially the same (items 27 and 28).

The two groups did not differ significantly on five of the eight suggestions for improving the financial picture of CSAC. However, the select group was more likely to consider trying to bring in more non-Adventist groups to raise occupancy (item 31) and trying to attract more Adventist groups from outside the Conference (item 32) as excellent plans. The contrast was especially sharp on item 31 (45% to 19%). Here also 30% of the random group compared to only 6% of the select group said "absolutely not." On the other hand, random respondents were more likely to consider the possibility of increased Conference subsidies (item 35).

As to reasons why more churches do not take advantage of Cohutta Springs, the select group was more likely to say it was too far (item 39) and that churches had been there too many times (item 42). The two groups did not differ in their assessment of the appropriateness of the current charges (items 46 and 47).

In rating the present level of services and facilities, the two groups differed significantly on only two items. The select group was more likely to give excellent ratings to the motel rooms (item 46) and the meeting rooms (item 50).

As to personal involvement, the select group was much more likely (83% to 25%) to have attended programs at Cohutta Springs five or more times than was the random group (item 52). In fact less than 2% of this group had never attended compared with 36% of the membership at large. The select group was also far more likely to be presently contributing to the support of CSAC (78% to 28%). Finally, a far higher proportion of the select group (68% to 23%) described their present commitment to CSAC as "wholehearted support" (item 54).

Because members of the select group have been to Cohutta Springs more often than the membership at large, and because they are more personally involved in Conference programs, their level of financial commitment and personal interest is greater than most. Interestingly, the two groups differ on most variables. In nearly every case this difference means that the select group are more interested in reaching out beyond the confines of Adventism and building bridges to the non-Adventist community.

One might suggest that the reason for these differences is that as members become more familiar with CSAC and more involved in its life, they begin to see its needs more clearly, and they begin to acquire a broader sense of mission of the place of CSAC in global strategy. In this finding may lie hope for the future. If Conference and Center leaders can launch an educational program which will raise the understanding of the constituents at large to the level of that of the select group, they may find increased support for a broader mission with the added benefit of financial viability. The future would appear to point in this direction.

### **Advice and Suggestions**

The final question on the survey was open-ended. It read: "Please give us any suggestions you may have for how Cohutta Springs Adventist Center may better fulfill its mission and, at the same time, remain financially viable."

These comments are listed here under the headings of "facilities," "staff," "cost," "marketing," "programs," and "non-Adventists." Where essentially the same

comment has been given by more than one person, the number of persons making that comment is given in parentheses following the comment.

Many suggestions follow. In some cases they are contradictory so all of them could not be adopted. However, the administration of CSAC may well pick up some good ideas from a careful study of these comments.

## **FACILITIES**

- Water in the center has terrible color.
- Have someone at desk to answer phone more regularly.
- Have facilities used constantly, to maximize capacity if possible.
- It needs a snack bar for times when cafeteria isn't open, like Saturday nights. You would earn money! A gift shop would bring in revenue, too.
- Allow Sabbath to be travel day and rent out facilities from Sunday (Saturday night) through Friday.
- Simple yet nourishing meals.
- Need more RV spaces for family camping.
- The lodge is first class. The motel rooms need some remodeling. The bathrooms are in bad shape.
- To a lot of plain Adventists, those who are not denominational workers, the camp appears country clubish, especially with the glossy advertising that is circulated. Probably it is not that way at all, but I'll never know because I feel too plain to go to such a fancy place. I'd be uncomfortable.
- Having just come to this conference, I'm afraid I'm not in a good evaluating position. But I did come from a conference where these type of facilities were not available and we had to use another denomination's facility, and I would have liked one.

- We are making very good progress in the right direction--just keep it up. The food service is excellent and delicious. It could be a little more careful in the use of sugars and fats--to be better witness healthwise.
- I was not aware of the center is not financially viable until receiving this questionnaire. The problem appears to be too little weekday rental. Weekends are hard to line up for a church gathering.
- This center should never have been built. Might not all of this money have been used to hasten our Lord's return?
- I feel it should be used for educational purposes and not a money making device.
- The food in the youth camp area has never been that good, and always too little, at least for what one pays for it.
- Don't close the center. It was built after much prayerful planning by many Adventists. We have finally done something right. It's nice to have a facility the SDA members can be proud of. Does it always have to be the other denomination that has something nice? (5 persons)
- Cohutta Springs was a layman project, Let it stay that way. The church should stay out of the business of running convention centers.
- Quite poor maintenance in many facilities.
- It needs improvement in guest relations and reservation system. Stop bumping groups.
- Add fourth motel just as soon as financially possible to give more space for larger groups like Kay Kuzma/Dan Matthews public groups.
- No air-conditioning in the camp cafeteria. Poor lighting on camp site. Present management needs to be more accommodating to user groups. The sound system in the main auditorium is poor.
- Sell Cohutta Springs and put the money into church schools, missions and local churches. Families take vacations elsewhere and are with their children during summer months. It is getting too expensive, only the wealthy can attend anything held there. (2 persons)

## **STAFF**

- Get better management staff.
- Keep the present staff--they are great!
- The director (Wolf) is not a people person and not particularly sensitive to the visitors.
- The staff, especially for youth camps should be screened more carefully. I am not real sure I want to send my child there with some of things I have seen in the past.

## **COST**

- Try to lower cost for meals.
- We could have a nice but less expensive youth camp.
- Too expensive. I personally cannot attend very many of the programs because of the expenses. I attend the teachers convention and in-service because it is paid for by the conference. I very much enjoy going there, but could not pay when a weekend seminar would cost \$80 in motel and \$60 in cabin. (2 persons)
- Lots of people can't afford it. Lower the prices, perhaps during the week. Most of the programs look great, but it's just too much money for one weekend. (8 persons)
- Keep prices where it makes money in order to stay in business.
- My exposure to Cohutta has been through the Pathfinder program and I find it to be excellent. However, I have to wonder what is wrong when our schools choose to use facilities outside our conference for retreats! Have we priced our own folks away? (4 persons)
- The problem is that the place was made too expensively in the first place instead of being made modestly. I feel we build too expensive churches, GC buildings, etc. We are in the last days.

## **MARKETING**

- We need a regular and well advertised program to keep people coming. Use radio ads, TV ads, etc. (3 persons)
- Encourage individual churches to make more members aware of the facilities and advantages thereof. Most of the common church members have never been there. So they are not interested in supporting it. (7 persons)
- We need someone or a team at conference level to visit churches. We also need more financial support from the conference. (6 persons)
- Use video for promotion. (2 persons)
- We have colleges that could have meetings there.
- I feel pastors could do more to advertise and promote the advantages. Also other conferences and unions could be made aware of the excellent facilities. (2 persons)
- Advertise in magazines such as Christianity Today, Moody Monthly, Charisma, Leadership.
- Free accommodation for the first visit.
- Membership drive. (2 persons)
- More information through newsletters needs to be given so people know more about the center, like activities available and at what times. Should publish activities, rates, services, and mileage to the nearby cities to every member mailing in fall and spring. As it is many programs are advertised too late and too little. (15 persons)
- Encourage donations (perhaps tax-deductible). Inform Adventist public that is theirs and they can make it what they want it to be.
- A lot of our church members have never attended Cohutta Springs. All they see is the beautiful picture on the back of the Southern Tidings. Everyone I know that has attended for the first time comes back and says that they did not know how beautiful and quiet and peaceful and what wonderful programs our conference puts on for them. If people were more aware of the beautiful place, they would be more interested. Maybe offer a special weekend for members that have never been there.

- Those whom God has given the extra means to support such programs should do so. I see too many mansions being built by Adventists who were supposed to use this same means to support the work. Those who have less should support it according to their ability also. Find out what the average Adventist family earns and try to fit these costs into their budget. You will find that this may be a country club for the affluent.
- Ask the businessmen who developed Cohutta to share in fund raising.
- Conference-wide fund raising campaign once a year.
- More promotion of honor club opportunities and benefits probably 3-4 times a year.
- Raise subsidy level in light of the financial picture at this time and inversely when in better times.
- Focus on churches in the vicinity. Allow churches to have retreats at center. (2 persons)
- Have the necessary number of mini-campmeetings necessary to serve the conference that would be equal to the large campmeeting held annually. (2 persons)
- More Adventist revival type meetings to get us out of our complacency. The seminars that are coming from the G.C. are too soft, not stirring, etc.
- Seminars for business people.
- Bible seminars where people can come and get a more in-depth study of the Bible.
- Hire a real marketing director--not some minister or former minister. Allow the marketing director to evaluate the program and set up a plan and go to work. Keep the heavy conference politics out of it, yet have middle of the road established guidelines for the director to work from. (3 persons)
- More P.R. work in the Dalton-Chatsworth area to use it for civic groups, etc., especially during the week.
- It is too far from population centers for usual advertising methods, but our media programs would be a good drawing tool.

- Have special economy session. Many families cannot afford high prices. Economy may be better than vacant and it grants opportunity to those are less fortunate.
- Solicit volunteer help as much as possible. Perhaps provide food and lodging during programs. National Park Service has similar plan in process at present time. (2 persons)
- Close facilities during periods of little activity. Schedule bookings for nine months at capacity and close for other three months if need be.
- In my opinion the staff has done an outstanding job in promoting the facilities.
- Increase its marketing. I understand they have a marketing person but he flies the plane more than he markets. An expert is needed.
- I presently own and operate two 24-bed homes for senior adults. The needs are tremendous and growing at a tremendous rate. I feel that with a careful plan, a senior complex for retirement (not nursing care) could provide all the funds that the center needs. I would love to share my visions and ideas with you further.
- Have a "100-500 club." There may be enough people to be involved to raise money each year.

## **PROGRAMS**

- Use programs for public interests (big names such as Stanley, Dobson, Bradshaw, Steve Green, etc.)
- More of spiritual inspiration, less of recreation.
- Many of us have become disillusioned with the quality of programs presented.
- Initiate programs of high quality.
- We are proud of it. Let's keep it much as it is. It can be a great evangelistic tool.
- Health programs seem to generate money, but could tie up the facility.
- Have some health-related seminars and bring in the public.

- Need to encourage various activities such as the ones you listed. Also medical retreat--biannually or a yearly event.
- Don't try to make money on Sabbath programs.
- I really believe we should try mini-campmeetings. Start with one in summer. Add more if this is successful. Emphasize camping. Don't worry so much about providing rooms. Try more family camps, with emphasis on mid-week programs. For campmeetings meet in the open air--inside only when weather doesn't permit. Members look at campmeeting as a retreat. They don't have to be roomed and dined first class. The program is what counts!
- Develop it to accommodate programs during the week such as management training or executive training programs for the surrounding community. Develop more innovative recreational activities: hiking, backpacking, physical hurdles like tight rope walking, etc.
- More programming in summer and winter.
- Include the youth in your programming.
- Evangelism always costs, so we may expect to fork out for the mission. Also, we need to modify our understanding of 'evangelism' to be that of meeting felt needs, finding the meaning in our message for today's hurts, and communicating that, rather than feeling that evangelism doesn't happen unless there are baptisms.
- Programs should meet the community people's needs (non-SDA). (2 persons)

#### **NON-ADVENTISTS**

- SDA contributions made Cohutta Springs possible. So it should be for SDAs only.
- SDAs should be given priority in renting.
- Increase prices for non-SDA church groups. (2 persons)
- Must have an open-door policy to outside groups. (7 persons)
- The fact that an Adventist group cannot stay over the weekend is absurd.
- The food situation for non-Adventist groups is a deterrent.

- I feel we need to learn from past mistakes of other of our institutions that start pulling in non-Adventists on boards, etc. We create our own problems then. Surely the Lord is as willing today to show us solutions if we honor Him first and hold up His standards.
- Perhaps churches within a certain mileage radius (any denomination) would like to use the facilities.
- Needs to educate constituency as to its mission to unchurched and work with groups such as Chas Stanley's who wanted to use (lease) facilities for 1/4 million for 12 weekends--under lease facility has no responsibility for "Sabbath activities" of lessors.
- When Adventists do not need it, encourage non-Adventist groups to use it. This shows love, friendship and consideration which is what Christ would have us do.
- I believe its purpose was to serve God through witness and programs to all people. God would bless all efforts and crown it with success at meeting the needs of human hearts everywhere!
- People always have and always will be looking for a place to spend a quiet weekend away from home, the kids, and their jobs. Just stand in Jesus sandals and offer them the same type of hospitality he would. A lot of people want to relax and laugh and have fun. But they don't want to smoke, curse, or drink alcoholic drinks. The Adventist people like the old Israel have the best message in the world. But the greatest majority of us need to learn how to love the non-Adventist and supply his needs without making him feel like he has leprosy. Send a lot of people into the community and ask them what they like and dislike about Seventh-day Adventists. Their answers might give you an answer.
- Currently our policy toward non-SDA use is far too restrictive and isolationist. This facility is ideally suited for interaction with non-SDAs and breaking down prejudice. By refusing to permit their use on Sabbath and being overly strict about our standards and expecting them to abide by them consistently, we alienate instead of befriending people, and this makes no sense.
- Be willing to take opportunities to rent to any group with good references and who are willing to abide by reasonable guidelines.
- Camp Kulaqua has been successful in letting other denominations use their facilities and has helped them financially.
- I truly believe Cohutta should be opened to non-SDA groups. It's a different way of reaching people. Showing them we are not a cult but a people who live for

and love God. I also feel they should not hold banquets on Saturday night. It's hard on the staff. They work all day Sabbath for a secular banquet. So Sabbath becomes another day. It loses its meaning and that's not right.

- Conference executive committee needs to allow non-Adventist groups to use the facilities over the Sabbath hours and allow food service to serve "clean" meats.