



Royal College of Psychiatrists 2021 Member Research

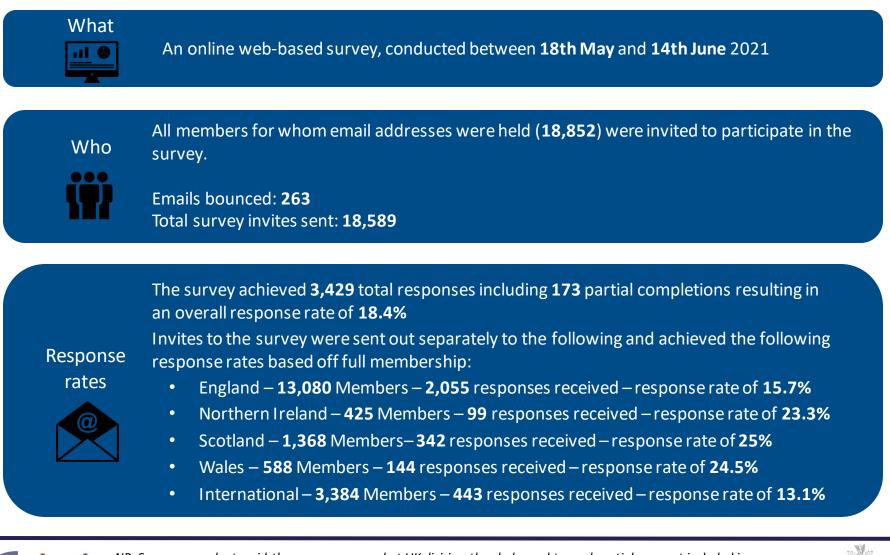
Prepared by Research by Design July 2021



Background & Methodology



Quantitative Research: Methodology

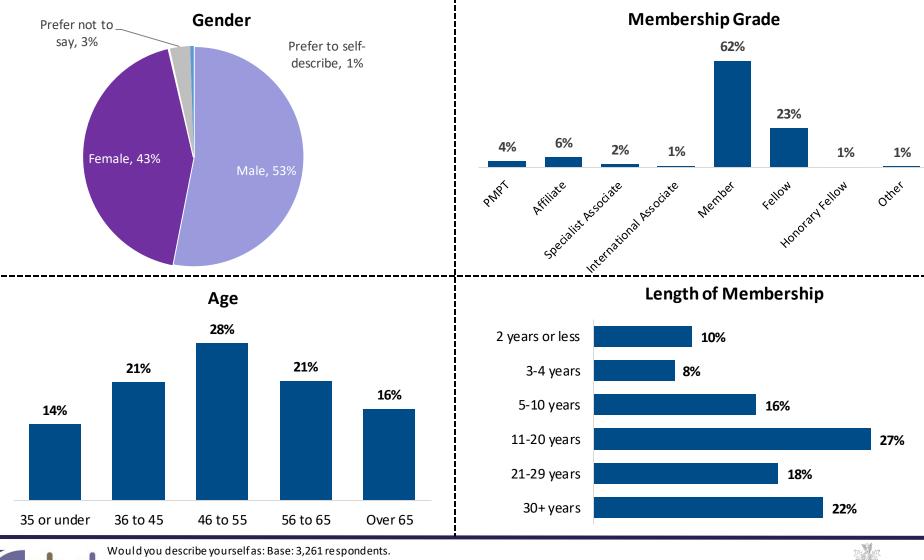




NB. Some respondents said they were unsure what UK division they belonged to, and partials are not included in the response rate broken down by region, therefore the individual numbers do not equal 3,429.



Respondent Profile



Research by Design Research by Design

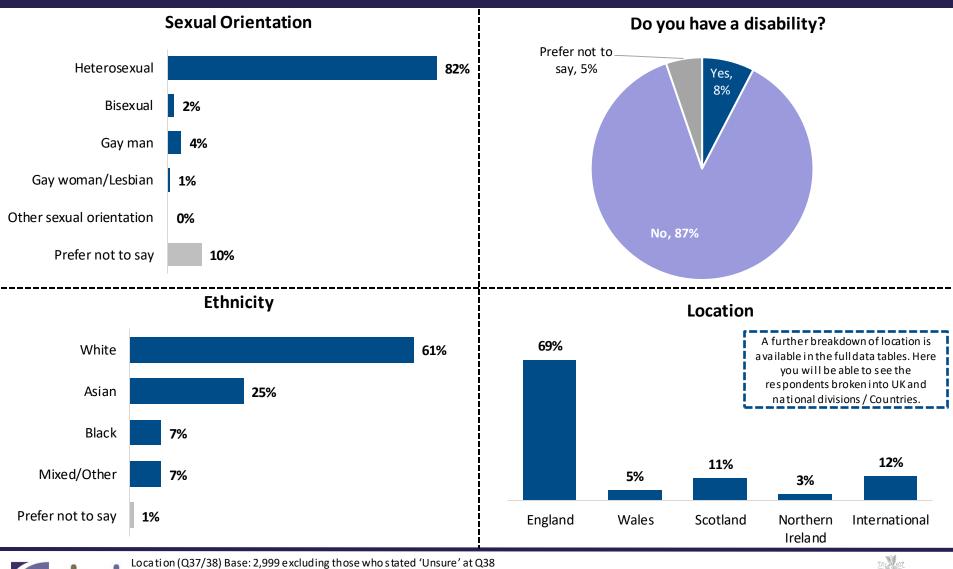
Q43. What is your current membership status? Base: RCPsych Total (3,429 respondents)

Q5. How long have you been paying a subscription to the College? Base: RCPsych Total (3,429 respondents)

Q42. (cv) Into which age band do you fall? Base: 3,427

PSYCH

Respondent Profile

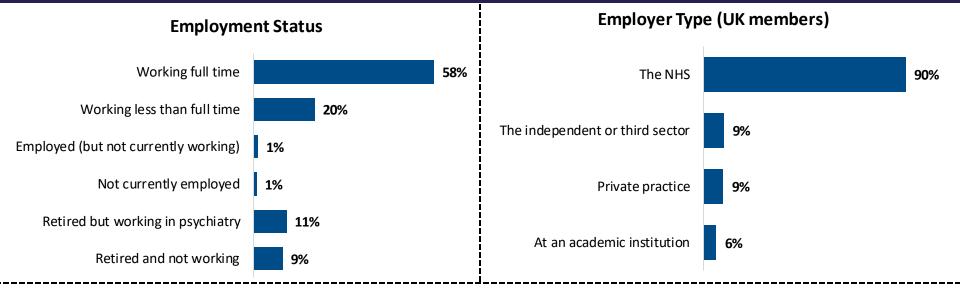


Q43 What is your ethnicity? Base: 3,224 Q44 What is your sexual orientation? Base: 3,260

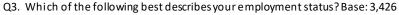
Q45 Do you consider yourself to have a disability / medical condition or specific learning difficulty that impacts on your working life? Base: 3,258

PSYCI

Respondent Profile



		PMPT	Affiliate	Associate (Specialist / International)	Member	Fellow (Including Honorary)
	Sample Size	137	209	122	2,116	813
Post type by membership grade	Core Trainee (CT1-3)	78%	4%	1%	8%	0%
	Advanced Trainee (ST4-6)	0%	0%	1%	13%	0%
	SAS Doctor	7%	66%	11%	5%	0%
Brude	Consultant	1%	21%	76%	61%	58%
	Retired	1%	4%	5%	8%	35%
	Other	13%	5%	7%	5%	6%



Q2. Which of the following is your post type? Base: Affiliate 209, Fellow (Including Honorary) 813, Member 2,116, PMPT 137, Associate (Specialist / RC Winternational) 122, Other 29





Where is the College now?

• How members rate RCPsych



KPI summary slide

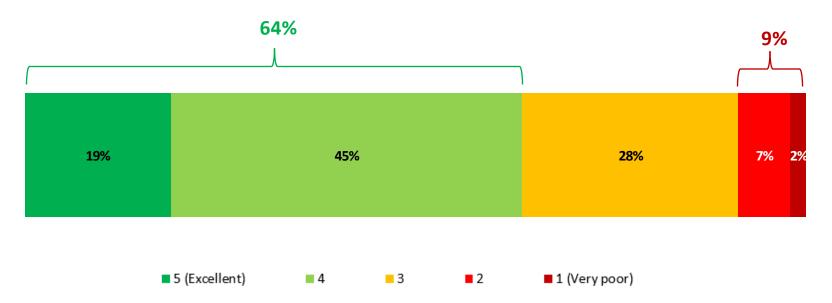
	RCPsych Scores
% who rate RCPsych positively as an organisation	64%
% who rate RCPsych as <u>good</u> value for money	55%





Overall rating of the RCPsych

How do you rate the RCPsych as an organisation?

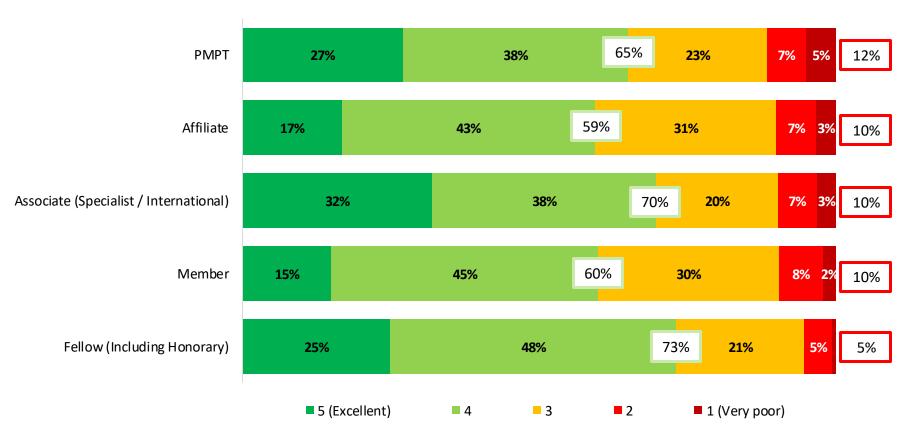




Q6. How do you rate the RCPsych as an organisation? Base: RCPsych Total (3,429 respondents).



Overall rating of the RCPsych – by membership status



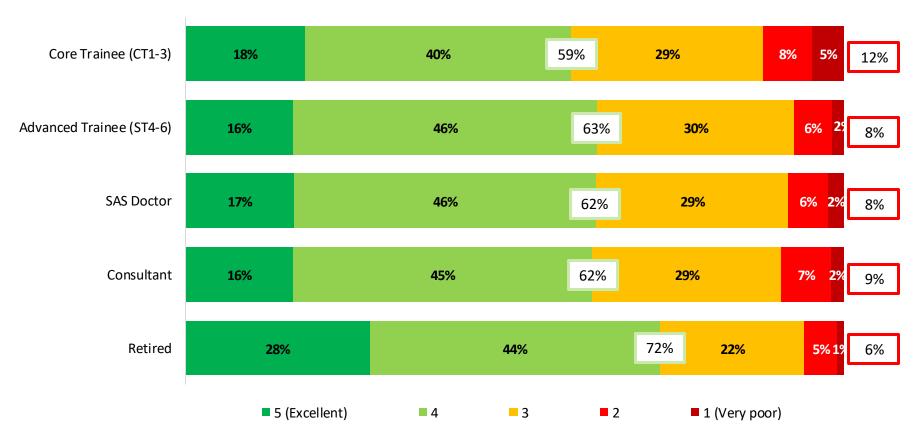
How do you rate the RCPsych as an organisation? By Membership Status



Q6. How do you rate the RCPsych as an organisation? Base: Fellow (814 respondents); Associate (122 respondents); Affiliate (209 respondents); PMPT (137 respondents); Member (2,118 respondents).

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Overall rating of the RCPsych – by post-type



How do you rate the RCPsych as an organisation? By Post-type

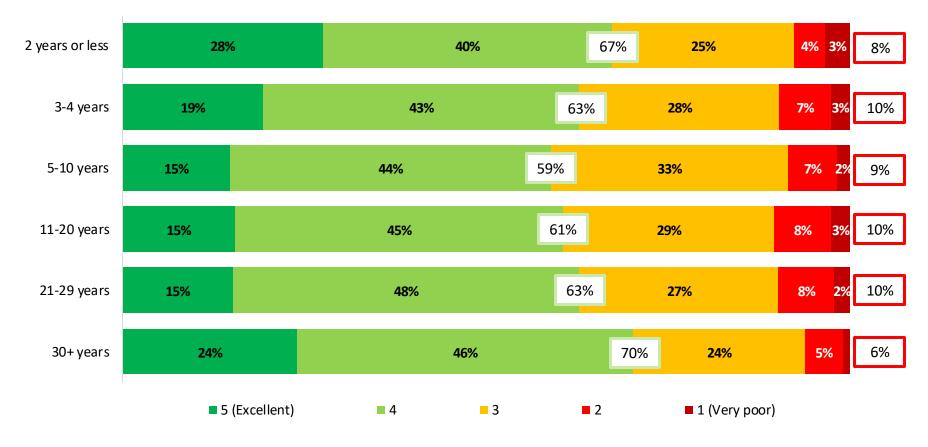


Q6. How do you rate the RCPsych as an organisation? Base: Retired (481 respondents); Consultant (1,896 respondents); SAS Doctor (284 respondents); Core Trainee (292 respondents); Advanced Trainee (275 respondents).

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Overall rating of the RCPsych – by length of membership

How do you rate the RCPsych as an organisation? By Length of Membership



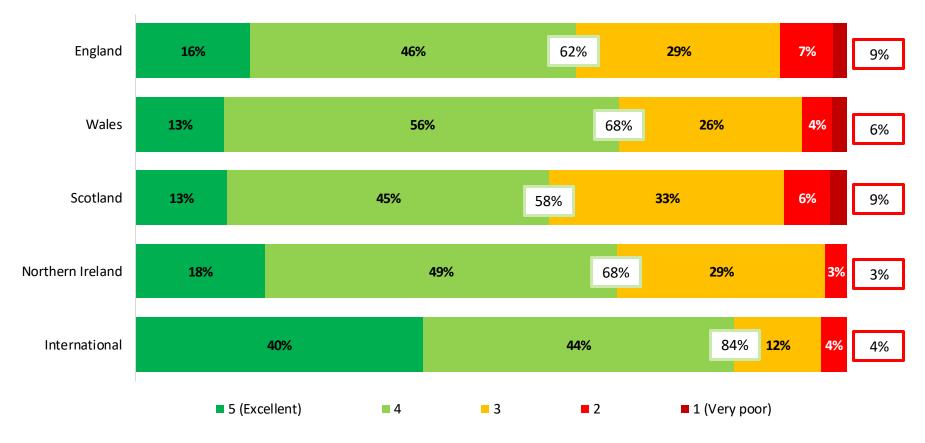


Q6. How do you rate the RCPsych as an organisation? Base: 2 years or less (327 respondents); 3-4 years (269 respondents); 5-10 years (540 respondents); 11-20 years (919 respondents); 21-29 years (613 respondents); 30+ years (761 respondents).



Overall rating of the RCPsych – by Division

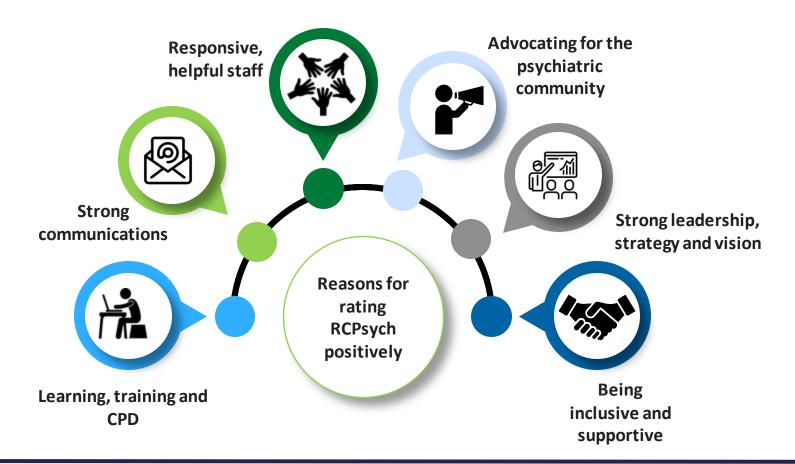
How do you rate the RCPsych as an organisation? By Division





Q6. How do you rate the RCPsych as an organisation? Base: England (2,055 respondents); Wales (144 respondents); Scotland (342 respondents); Northern Ireland (99 respondents); International (359 respondents).

RC 200 PSYCH PSYCHIATRISTS Reasons for rating the RCPsych positively – themes emerging from free text responses

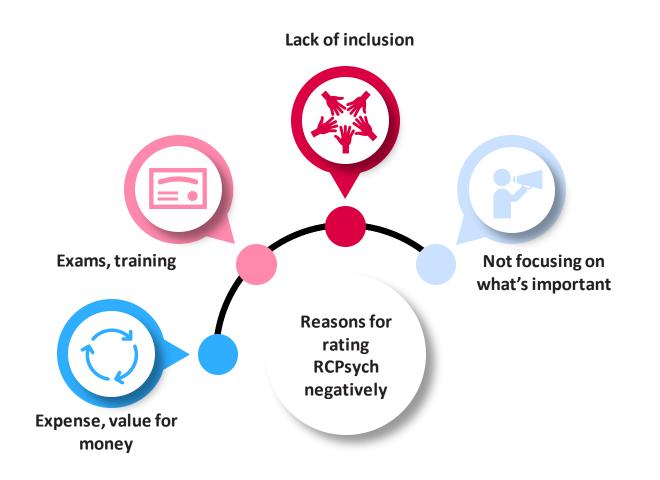




Q36. Your opinions are very important to the RCPsych if you have any additional comments about our services or activities that you would like to share, please use the space below Base: 987 free text responses. Q7. Why do you say that? Base: 2144 free text responses.



Reasons for rating the RCPsych negatively – themes emerging from free text responses





Q36. Your opinions are very important to the RCPsych if you have any additional comments about our services or activities that you would like to share, please use the space below Base: 987 free text responses. Q7. Why do you say that? Base: 2144 free text responses.



What is the Net Promoter Score (NPS)?

How likely are you to recommend membership of the RCPsych to colleagues and peers? (0 = Not at all likely, 10 = Extremely likely)

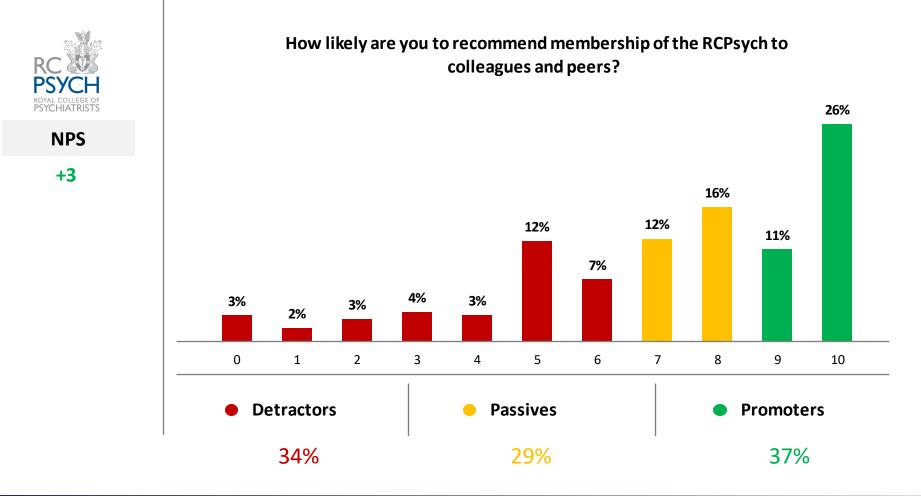


NPS = % of Promoters - % of Detractors





Net Promotor Score (NPS)



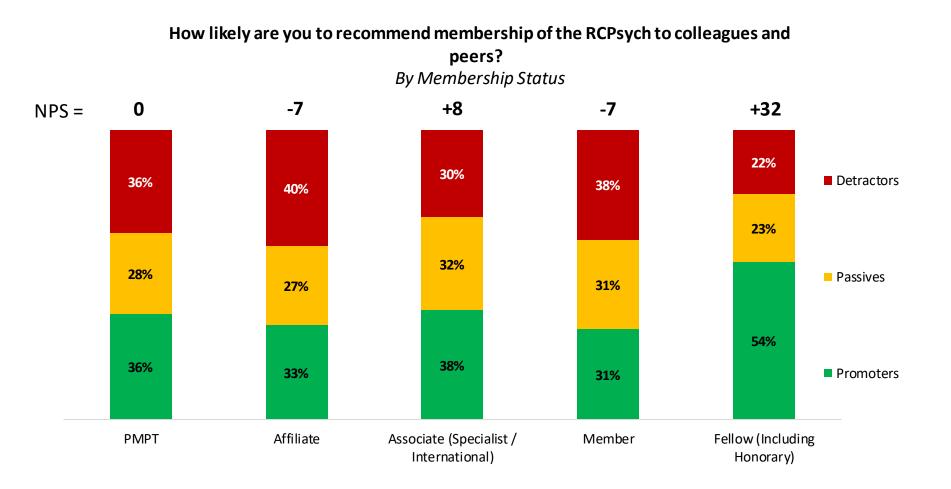


Q8. How likely are you to recommend membership of the RCPsych to colleagues and peers? Base: RCPsych Total (3,429 respondents).

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PSYC

Net Promotor Score by membership status

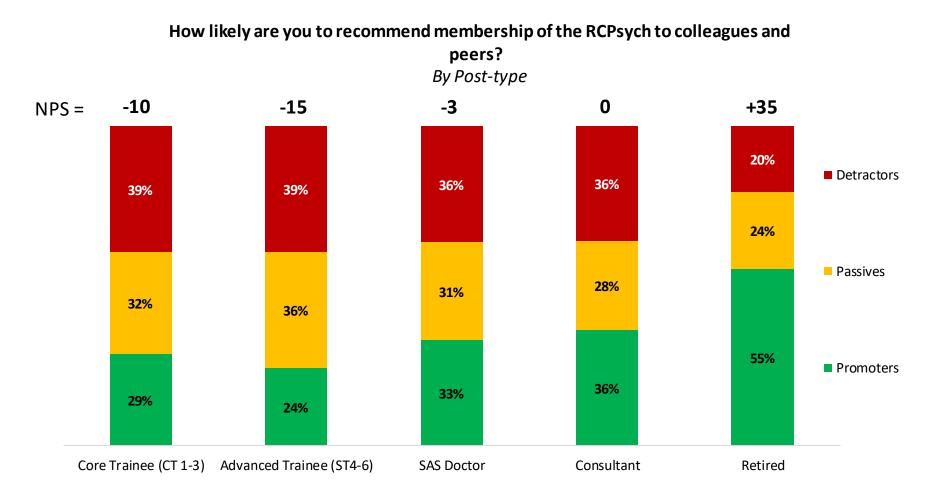




Q8. How likely are you to recommend membership of the RCPsych to colleagues and peers? Base: Fellow (814 respondents); Associate (122 respondents); Affiliate (209 respondents); PMPT (137 respondents); Member (2,118 respondents).

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Net Promotor Score - by post type





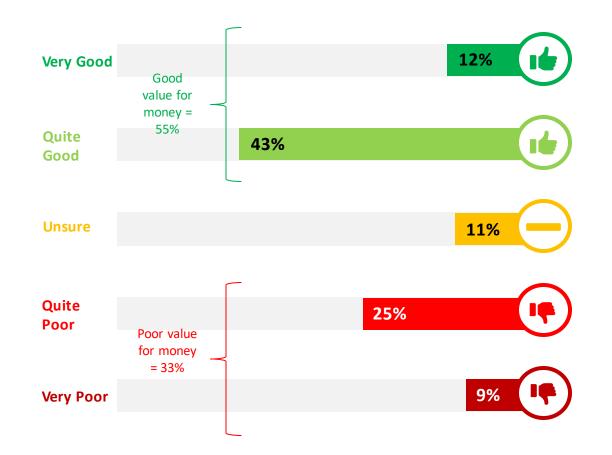


Q8. How likely are you to recommend membership of the RCPsych to colleagues and peers? Base: Retired (481 respondents); Consultant (1,896 respondents); SAS Doctor (284 respondents); Core Trainee (292 respondents); Advanced Trainee (275 respondents).



Value for money perceptions

Value for Money Perceptions



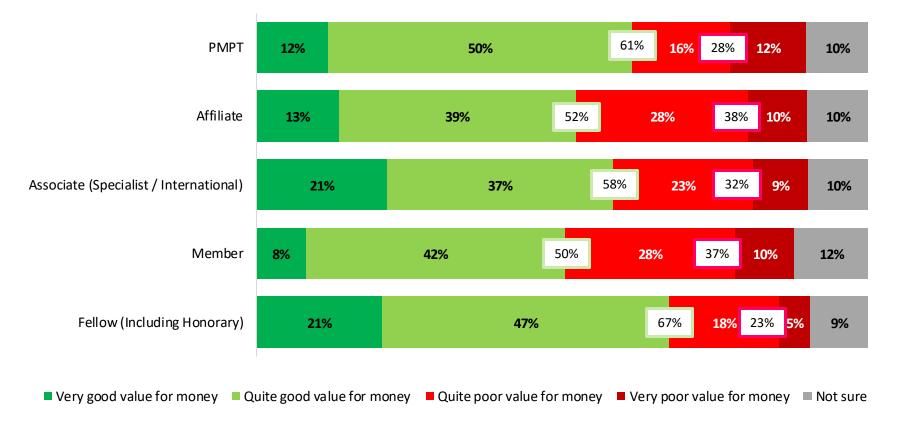


Q9. How do you rate membership of the RCPsych in terms of value for money? Base: RCPsych Total (3,429 respondents).



Value for money - by membership

How do you rate membership of the RCPsych in terms of value for money? By Membership Status



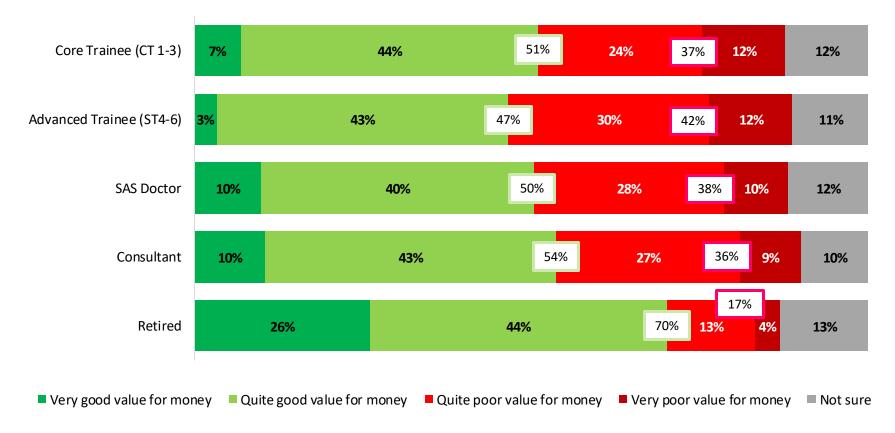


Q9. How do you rate membership of the RCPsych in terms of value for money? Base: Fellow (814 respondents); Associate (122 respondents); Affiliate (209 respondents); PMPT (137 respondents); Member (2,118 respondents).

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Value for money - by post type

How do you rate membership of the RCPsych in terms of value for money? By Post-type



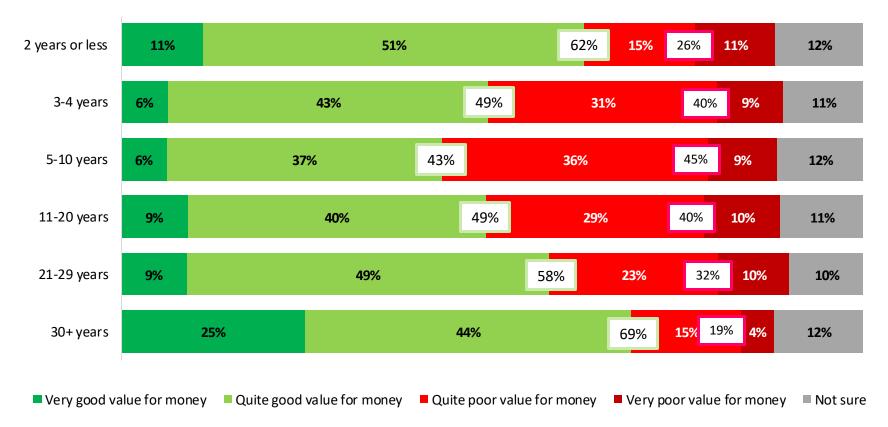


Q9. How do you rate membership of the RCPsych in terms of value for money? Base: Retired (481 respondents); Consultant (1,896 respondents); SAS Doctor (284 respondents); Core Trainee (292 respondents); Advanced Trainee (275 respondents).



Value for money - by length of membership

How do you rate membership of the RCPsych in terms of value for money? By Length of Membership





Q9. How do you rate membership of the RCPsych in terms of value for money? Base: 2 years or less (327 respondents); 3-4 years (269 respondents); 5-10 years (540 respondents); 11-20 years (919 respondents); 21-29 years (613 respondents); 30+ years (761 respondents).

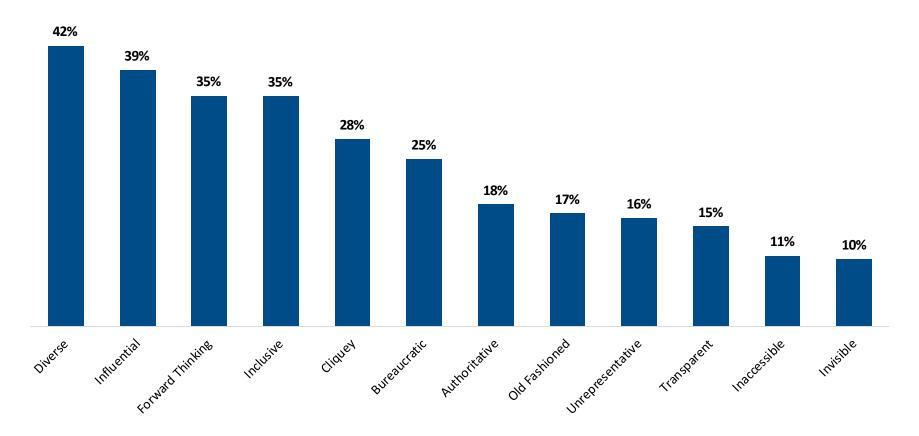




Where is the College now?

• Member perceptions of RCPsych

Words or phrases chosen to best describe the RCPsych



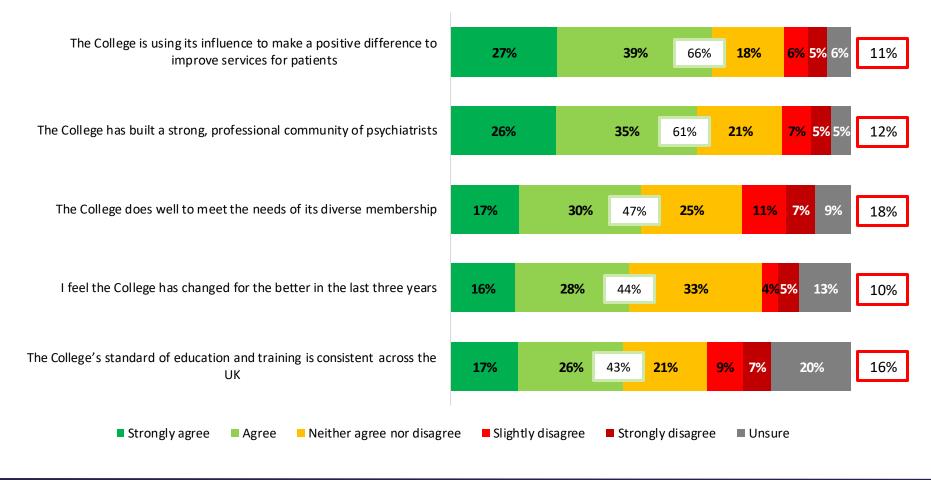
Which of the following words or phrases would you use to best describe the RCPsych?



Q10. Which of the following words or phrases would you use to best describe the RCPsych? Base: RCPsych Total (3,429 respondents).



To what extent do you agree or disagree with the following statements?



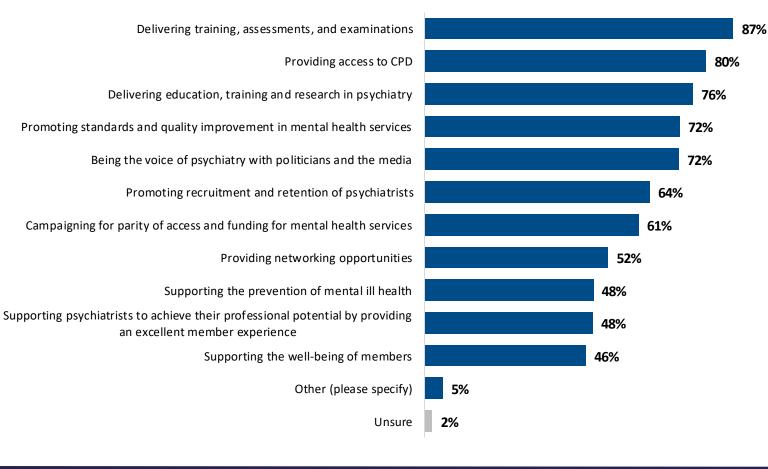


Q18. To what extent do you agree or disagree with the following statements? Base: RCPsych Total (2,914 - 3,429 respondents).



Understanding of the role of RCPsych

Which of these best describe your understanding of the role of the College? By Total





Q12. Which of these best describe your understanding of the role of the College? Base: RCPsych Total (3,429 respondents).



Top 3 current College roles

	РМРТ	Affiliate	Associate	Member	Fellow (inc. Honorary)
1	87%	83%	80%	88%	90%
	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations	Delivering education, training and research in psychiatry	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations
2	79%	82%	78%	80%	84%
	Delivering education, training and research in psychiatry	Providing access to CPD	Delivering training, assessments, and examinations	Providing access to CPD	Being the voice of psychiatry with politicians and the media
3	69%	72%	77%	75%	82%
	Providing access to CPD	Delivering education, training and research in psychiatry	Providing access to CPD	Delivering education, training and research in psychiatry	Promoting standards and quality improvement in mental health services



Q12. Which of these best describe your understanding of the role of the College? Base: Affiliate (209 respondents); Fellow (814 respondents); Member (2,118 respondents); PMPT (137 respondents); Associate (122 respondents).



Top 3 current College roles

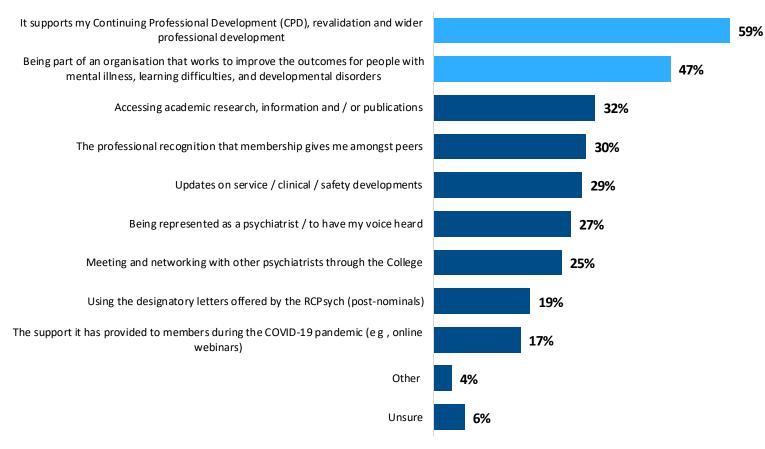
	Advanced Trainee	Core Trainee	Consultant	SAS Doctor	Retired
1	91%	88%	88%	83%	88%
	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations	Delivering training, assessments, and examinations
2	77%	73%	83%	80%	81%
	Providing access to CPD	Delivering education, training and research in psychiatry	Providing access to CPD	Providing access to CPD	Delivering education, training and research in psychiatry
3	75%	68%	76%	71%	80%
	Delivering education, training and research in psychiatry	Providing access to CPD	Being the voice of psychiatry with politicians and the media	Delivering education, training and research in psychiatry	Being the voice of psychiatry with politicians and the media



Q12. Which of these best describe your understanding of the role of the College? Base: Advanced Trainee (275 respondents); Core Trainee (292 respondents); Consultant (1,896 respondents); SAS Doctor (284 respondents); Retired (481 respondents).



Which of the following do you most value about membership of the RCPsych? By Total





Q16. And which of the following do you most value about membership of the RCPsych? Base: RCPsych Total (3,429 respondents).





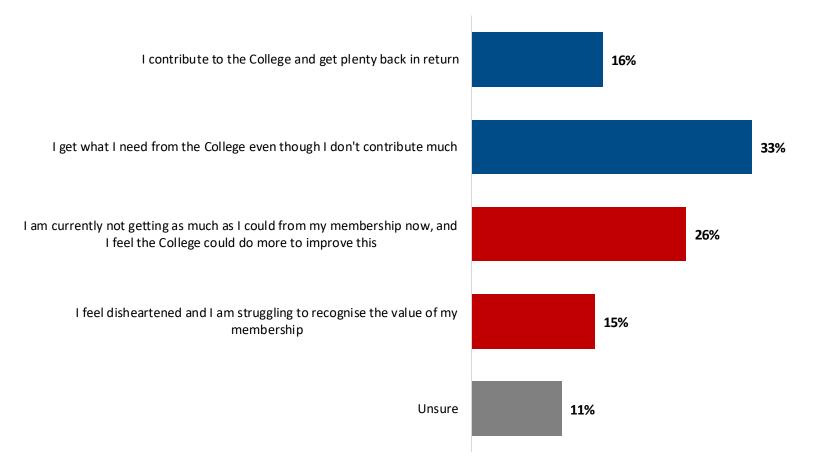
Where is the College now?

• Engagement with RCPsych



Statements best describing relationships with the College

Which of the following statements best describes your relationship with the College?



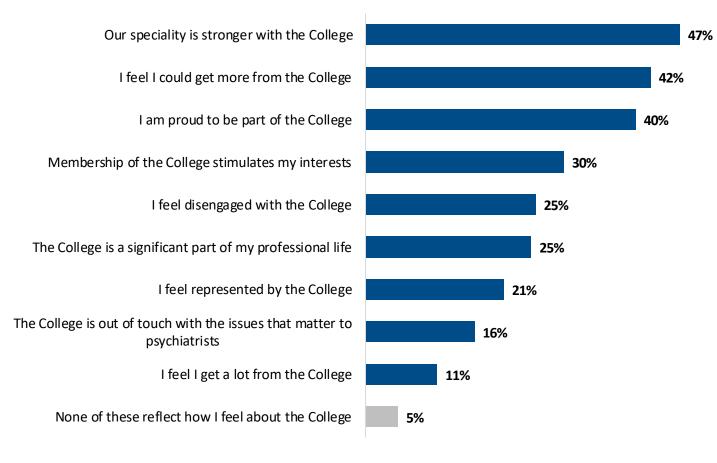


Q23. Which of the following statements best describes your relationship with the College? Base: RCPsych Total (3,429 respondents).



Statements which best reflect feelings towards RCPsych

Which of the following statements best reflects your feelings about the RCPsych?



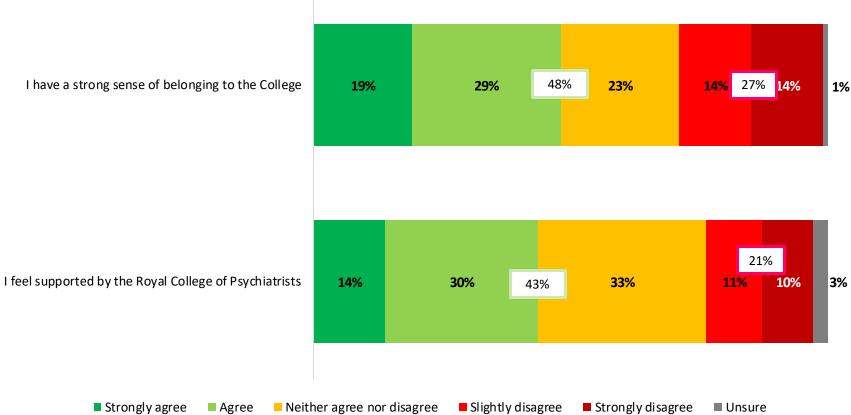


Q17. Which of the following statements best reflects your feelings about the RCPsych? Base: RCPsych Total (3,429 respondents).



Agreement with attitudinal statements

To what extent do you agree or disagree with the following statements?



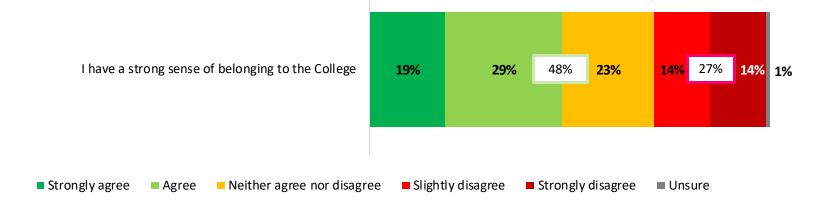
I have a strong sense of belonging to the College

Q18. To what extent do you agree or disagree with the following statements? Base: RCPsych Total (2,914 -3,429 respondents).



Agreement with attitudinal statements

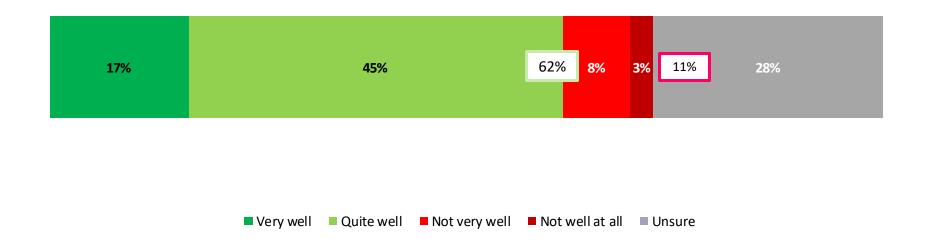




Prbd Research by Design



How well do you think the RCPsych has supported its members during the pandemic? By Total



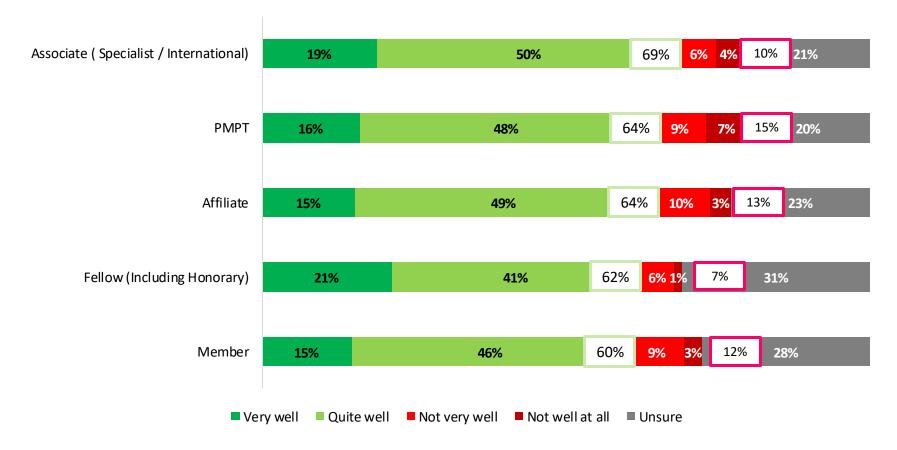


Q19. How well do you think the RCPsych has supported its members during the pandemic? Base: RCPsych Total (3,429 respondents).



How well the RCPsych has supported its members during the pandemic – by membership status

How well do you think the RCPsych has supported its members during the pandemic? By Membership Status

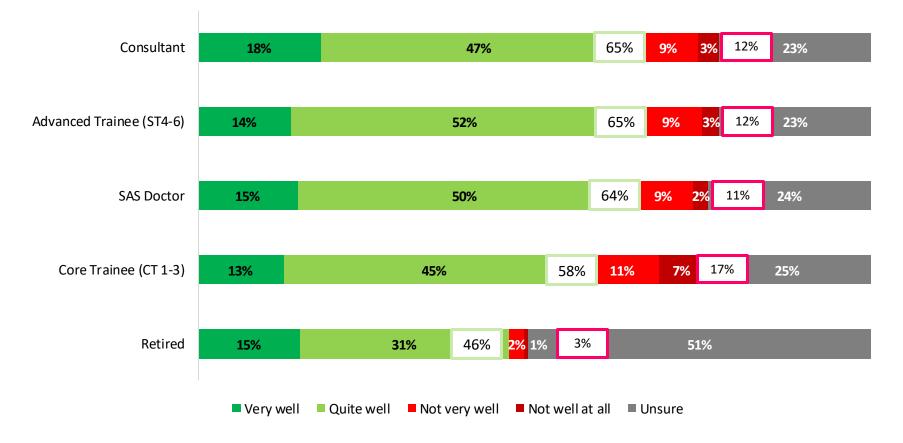




Q19. How well do you think the RCPsych has supported its members during the pandemic? Base: Associate (122 respondents); PMPT (137 respondents); Affiliate (209 respondents); Fellow (814 respondents); Member (2,118 respondents).

How well the RCPsych has supported its members during the pandemic – by post-type

How well do you think the RCPsych has supported its members during the pandemic? By Post-type

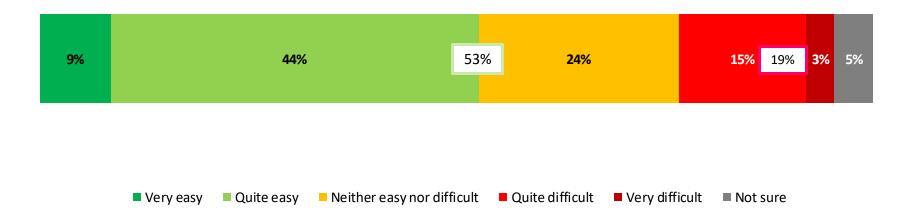




Q19. How well do you think the RCPsych has supported its members during the pandemic? Base: Consultant (1,896 respondents); Advanced Trainee (275 respondents); SAS Doctor (284 respondents); Core Trainee (292 respondents); Retired (481 respondents).



How easy is it to find the information you are looking for on the College website? By Total





Q28. How easy is it to find the information you are looking for on the College website? Base: RCPsych Total (3,429 respondents).





Where is the College now?

Usage and value of benefits and services



Satisfaction with benefits and services

	Satisfactio		fits and Services				
		By Tota	1				
The British Journal of Psychiatry	28%		50%	10%	<mark>6 3%</mark> 4% 5%	78%	12%
The BJPsych Bulletin	21%		54%	<mark>6% 1%</mark>	7% 9%	75%	7%
The College's conferences	26%		48%	7% 2%	10% 6%	74%	9%
Webinars	24%		43%	5%1% 19%	7%	67%	6%
The College's CPD programme	21%		44%	<mark>6% 2%</mark> 17%	6 7%	66%	8%
CPD Online	23%		41%	<mark>7% 2%</mark> 20%	6%	64%	8%
Face-to-face courses and events	20%		43%	<mark>7% 2%</mark> 17%	10%	63%	9%
The BJPsych Advances journal	16%	4	1% <mark>5%1</mark> %	6 19%	<mark>%</mark> 13%	57%	6%
The International Congress	18%	35	5% 7% 3%	25%	9%	53%	10%
Portfolio Online	16%	34%	8% 2%	21%	8% 10%	51%	11%
RCPsych Insight membership magazine	10%	39%	8% 3%	18% 8%	14%	50%	11%
The BJPsych International	10%	39%	7% 3%	23% 5%	<mark>%</mark> 14%	49%	10%
RCPsych Books	8%	32%	<mark>4%1</mark> % 35	% 7%	14%	40%	5%
The BJPsych Open	7%	28%	<mark>4%1</mark> % 31%	14%	16%	36%	4%
College Library	6% 20%	<mark>4%2%</mark>	45%	13%	6 11%	25%	6%
The RCPsych Awards	5% 17%	6% 5%	41%	8%	19%	21%	11%
TrOn	5% 16%	<mark>4%2%</mark>	33%	26%	14%	21%	6%
Psychiatrists' Support Service (PSS)	3% <mark>8%2</mark> 2%		55%	16%	14%	11%	3%

Very satisfied Fairly satisfied Fairly dissatisfied Very dissatisfied I have not used this benefit / service I am not aware of this benefit / service Unsure

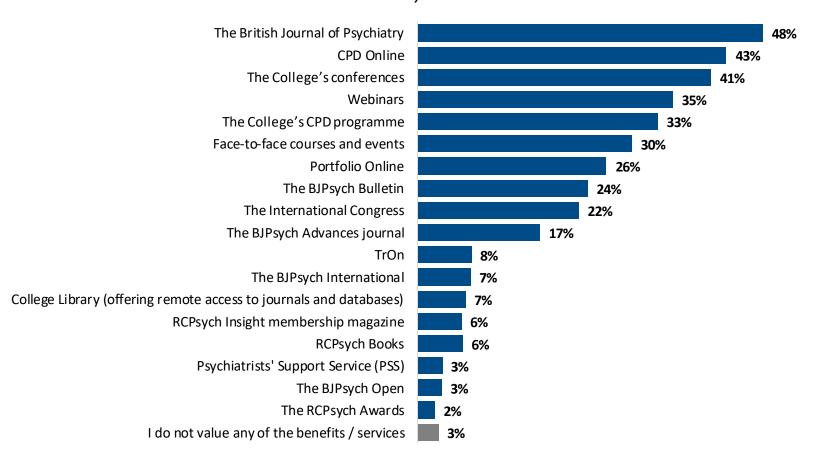


Q29. How satisfied are you with how the College delivers the following membership benefits and services? *Base: RCPsych Total (3,371 – 3,366 respondents).*



Most valued benefits and services

Which RCPsych service and benefit do members value the most? Please select up to 5. By Total





Q30. Which of the following membership benefits and services do you value the most? Please select up to 5. Base: All members except those who are not aware of any benefits / services at Q29. (3,320 respondents).



5 most valued benefits and services – by membership status

	РМРТ	Affiliate	Associate	Member	Fellow (inc. Honorary)
1	70%	71%	51%	45%	63%
	Portfolio online	CPD online	The British Journal of Psychiatry	CPD online	The British Journal of Psychiatry
2	52%	53%	45%	44%	43%
	TrOn	The College's CPD programme	CPD online	The British Journal of Psychiatry	The College's conferences
3	48%	48%	45%	42%	40%
	Webinars	Webinars	Webinars	The College's conferences	The BJPsych Bulletin
4	37%	35%	39%	35%	32%
	The British Journal of Psychiatry	The College's conferences	The College's CPD programme	Webinars	CPD online
5	33%	33%	34%	33%	31%
	CPD online	The British Journal of Psychiatry	The College's conferences	The College's CPD programme	The College's CPD programme



Q30. Which of the following membership benefits and services do you value the most? Please select up to 5. *Base: All members except those who are not aware of any benefits / services at Q29. (3,320 respondents).*



5 most valued benefits and services – by post-type

	Core Trainee	Advanced Trainee	SAS Doctor	Consultant	Retired
1	77%	65%	69%	50%	66%
	Portfolio online	Portfolio online	CPD online	CPD online	The British Journal of Psychiatry
2	48%	51%	49%	46%	43%
	TrOn	The British Journal of Psychiatry	The College's CPD programme	The British Journal of Psychiatry	The BJPsych Bulletin
3	40%	47%	47%	46%	32%
	Webinars	The College's conferences	Webinars	The College's conferences	The College's conferences
4	35%	38%	36%	42%	23%
	The British Journal of Psychiatry	Face-to-face courses and events	The College's conferences	The College's CPD programme	CPD online
5	27%	37%	35%	35%	23%
	The College's conferences	Webinars	The British Journal of Psychiatry	Webinars	Face-to-face courses and events



Q30. Which of the following membership benefits and services do you value the most? Please select up to 5. Base: All members except those who are not aware of any benefits / services at Q29. (3,320 respondents).



Usage/awareness of benefits and services – by those rating RCPsych poor value for money

Satisfaction of College Benefits and Services

By Those who feel RCPsych is poor value for money

Psychiatrists' Support Service (PSS)			56%				21%
College Library		48	3%			17%	
The RCPsych Awards		43%			10%	6	
RCPsych Books		40%			9%		
TrOn		33%			27%		
The BJPsych Open		33%		16%			
The BJPsych International	27%	,	7%				
The International Congress	27%	/ D	3%				
The BJPsych Advances journal	23%		5%				
RCPsych Insight membership magazine	21%		7%				
Webinars	21%	<mark>2%</mark>					
CPD Online	20%	<mark>2%</mark>					
Portfolio Online	17%	6%					
The College's CPD programme	17%	<mark>2%</mark>					
Face-to-face courses and events	16%	<mark>2%</mark>					
The BJPsych Bulletin	10% <mark>2%</mark>						
The College's conferences	10% 1 <mark>%</mark>						
The British Journal of Psychiatry	6% 1 <mark>%</mark>						

■ I have not used this benefit / service

I am not aware of this benefit / service



Q29. How satisfied are you with how the College delivers the following membership benefits and services? Base: All those who feel RCPsych is poor value for money (1, 124 - 1, 122 respondents).





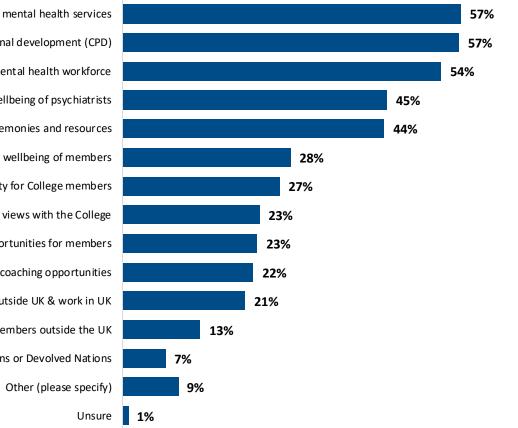
Future focus: Where does the College need to be?

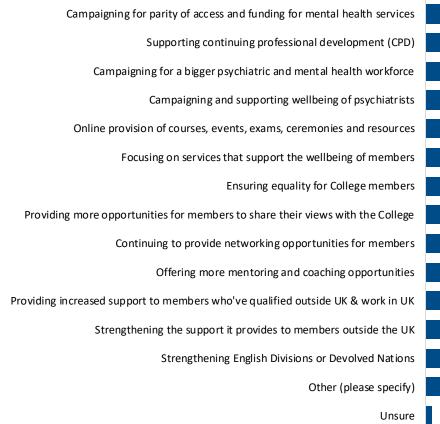
• Future priorities for members



Future priorities

What do you believe should be the priorities of the Royal College of Psychiatrists over the next five years? Please select up to 5 By Total







Q13. What do you believe should be the priorities of the Royal College of Psychiatrists over the next five years? Please select up to 5. Base: RCPsych Total (3,429 respondents).



Top 3 future priorities of the College

	РМРТ	Affiliate	Associate	Member	Fellow (inc. Honorary)
1	53%	57%	56%	60%	62%
	Campaigning and supporting wellbeing of psychiatrists	Supporting continuing professional development (CPD)	Supporting continuing professional development (CPD)	Campaigning for parity of access and funding for mental health services	Campaigning for parity of access and funding for mental health services
2	43%	46%	44%	56%	62%
	Online provision of courses, events, exams, ceremonies and resources	Online provision of courses, events, exams, ceremonies and resources	Online provision of courses, events, exams, ceremonies and resources	Supporting continuing professional development (CPD)	Supporting continuing professional development (CPD)
3	42%	44%	43%	55%	59%
	Supporting continuing professional development (CPD)	Campaigning and supporting wellbeing of psychiatrists	Campaigning and supporting wellbeing of psychiatrists	Campaigning for a bigger psychiatric and mental health workforce	Campaigning for a bigger psychiatric and mental health workforce



Q13. What do you believe should be the priorities of the Royal College of Psychiatrists over the next five years? Please select up to 5. Base: Affiliate (209 respondents); Fellow (814 respondents); Member (2,118 respondents); PMPT (137 respondents); Associate (122 respondents).



Top 3 future priorities

	Core Trainee	Advanced Trainee	SAS Doctor	Consultant	Retired	
1	55% 61%		60%	62%	67%	
	Campaigning and supporting wellbeing of psychiatrists			Campaigning for parity of access and funding for mental health services	Supporting continuing professional development (CPD)	
2	50% 56%		45%	59%	64%	
	Online provision of courses, events, exams, ceremonies and resources	Campaigning for a bigger psychiatric and mental health workforce	Online provision of courses, events, exams, ceremonies and resources	Supporting continuing professional development (CPD)	Campaigning for parity of access and funding for mental health services	
3	46% 53%		43%	59%	55%	
	Campaigning for a bigger psychiatric and mental health workforce	Campaigning and supporting wellbeing of psychiatrists	Campaigning and supporting wellbeing of psychiatrists	Campaigning for a bigger psychiatric and mental health workforce	Campaigning for a bigger psychiatric and mental health workforce	



Q13. What do you believe should be the priorities of the Royal College of Psychiatrists over the next five years? Please select up to 5. Base: Advanced Trainee (275 respondents); Core Trainee (292 respondents); Consultant (1,896 respondents); SAS Doctor (284 respondents); Retired (481 respondents).



Both **Core Trainees** and **Advanced Trainees** are <u>significantly more likely</u> to select the following as future priorities of the College:

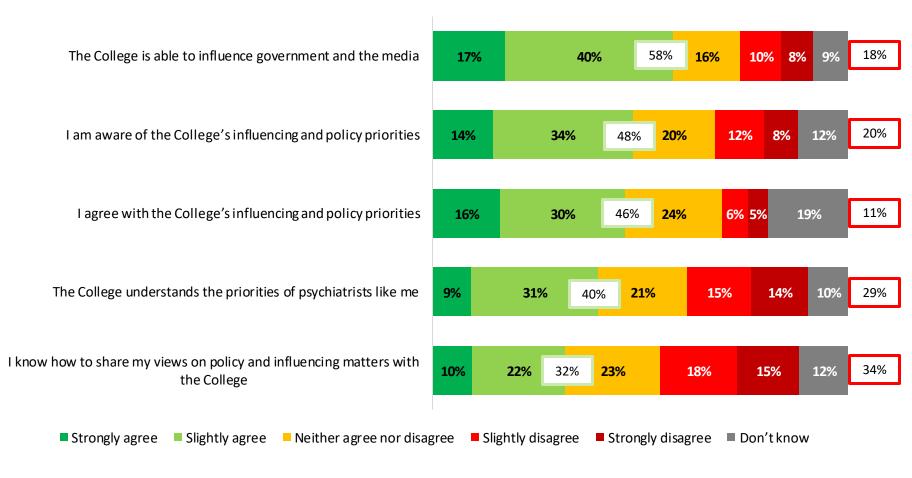




Q13. What do you believe should be the priorities of the Royal College of Psychiatrists over the next five years? Please select up to 5. Base: Advanced Trainee (275 respondents); Core Trainee (292 respondents).



To what extent do you agree or disagree with the following statements?





Q24. To what extent do you agree or disagree with the following statements? Base: RCPsych Total (3,429 respondents).



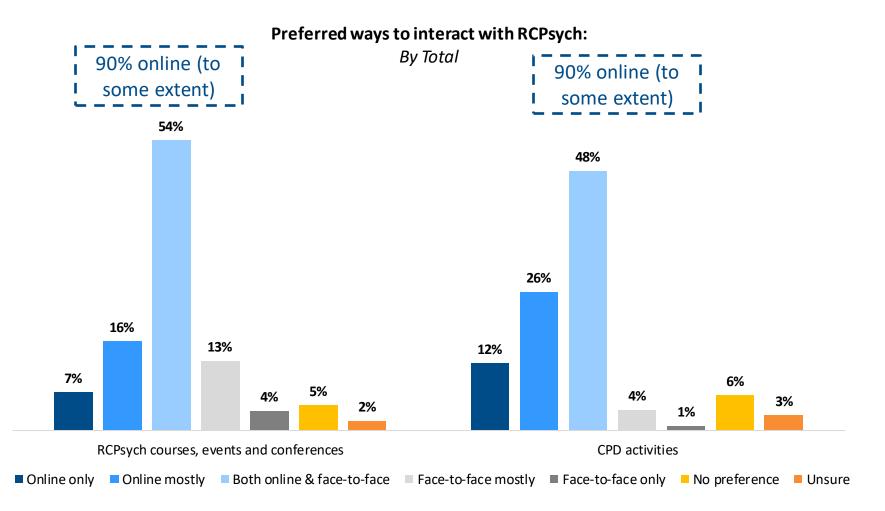


Future focus: Where does the College need to be?

• Future interaction with RCPsych



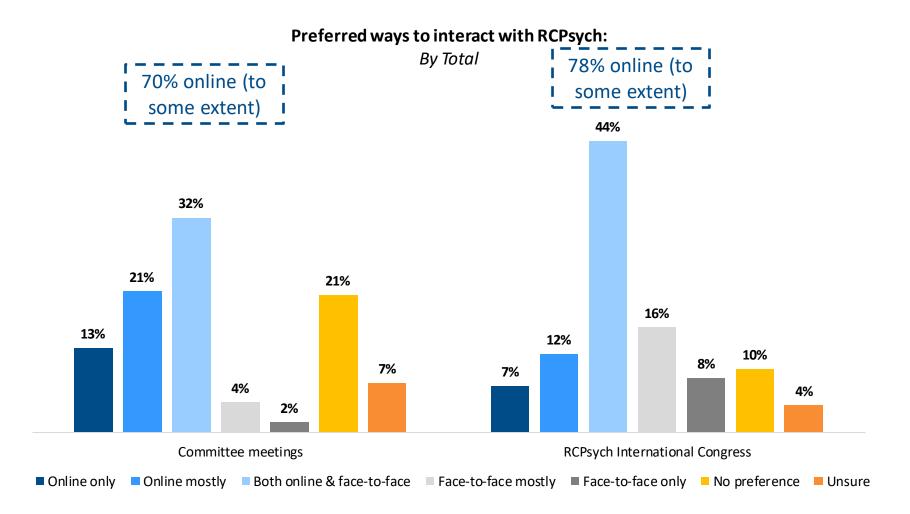
Preferred ways to interact with RCPsych







Preferred ways to interact with RCPsych





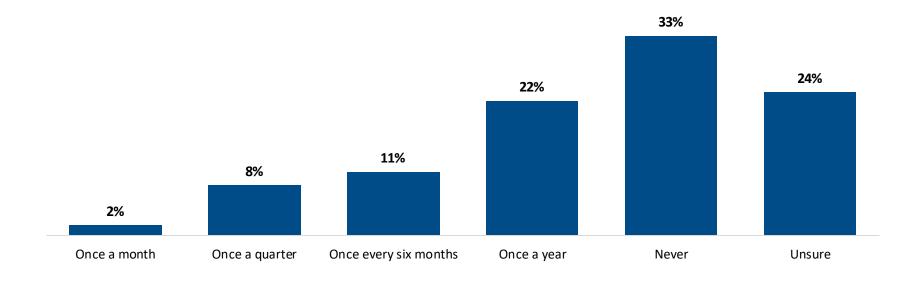
Q32. For each of the following, indicate how you would like it to be delivered. *Base: RCPsych Total (3,286 respondents).*



Envisaged frequency of visiting the College headquarters after the pandemic

How frequently do you envisage visiting the College headquarters at Prescot Street in central London after the pandemic?

By Total



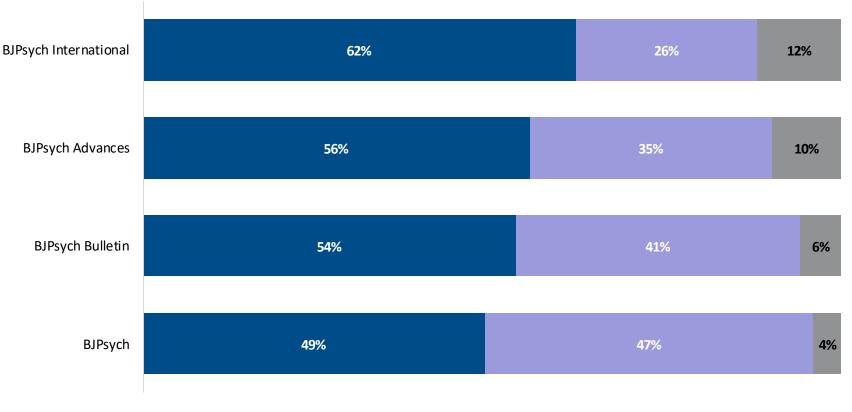


Q34. How frequently do you envisage visiting the College headquarters at Prescot Street in central London after the pandemic? Base: RCPsych Total (3,276 respondents).

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Preferred method of engagement



For each of the following options, please select your preferred method of engagement:

■ I'm happy to read this journal online only ■ I'd like the option to opt in to receive a print copy ■ Unsure





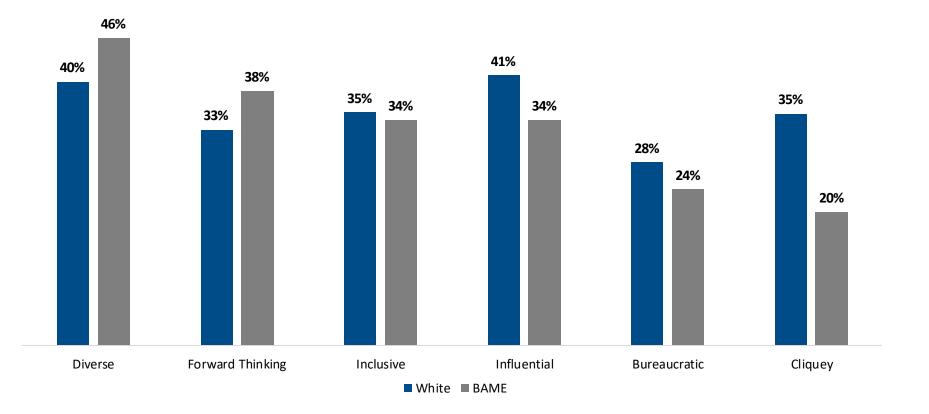


Drilling down further into equality, diversity and inclusion



Words or phrases that are chosen to best describe RCPsych – by ethnicity

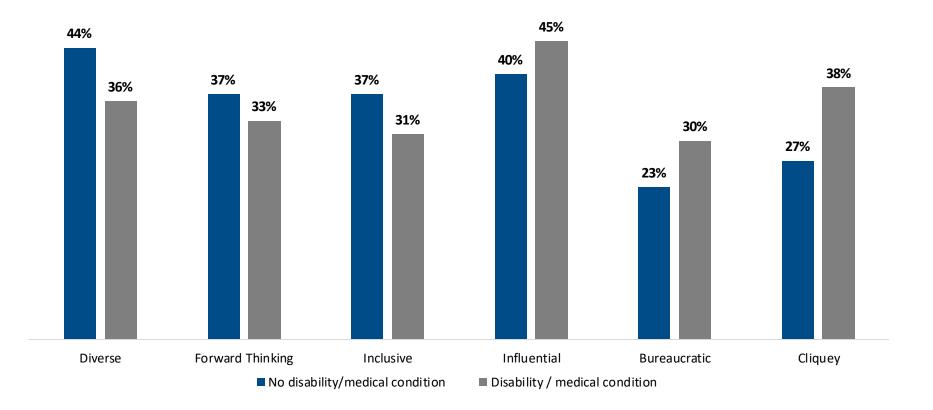
Which of the following words or phrases would you use to best describe the RCPsych? (Top 6 by BAME Members) By Ethnicity





Q10. Which of the following words or phrases would you use to best describe the RCPsych? Base: White (1,971 respondents); BAME (1,277 respondents).

Which of the following words or phrases would you use to best describe the RCPsych? (Top 6 by Members with a Disability) By Disability





Q10. Which of the following words or phrases would you use to best describe the RCPsych? Base: No disability/medical condition (2,839 respondents); those with disability/medical condition (248 respondents).





How effective is the College in promoting equality, diversity and inclusion for:

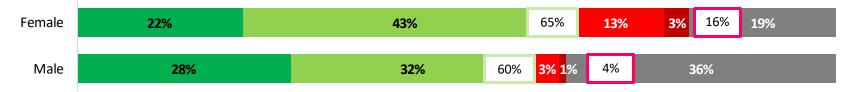


Q21. How effective is the College in promoting equality, diversity and inclusion for... Base: RCPsych Total (3,429 respondents).

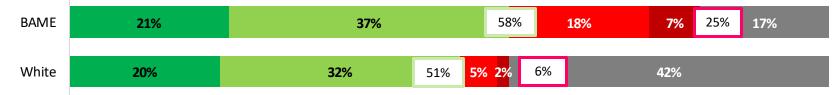


Effectiveness of the College in promoting equality, diversity and inclusion – by certain protected characteristics

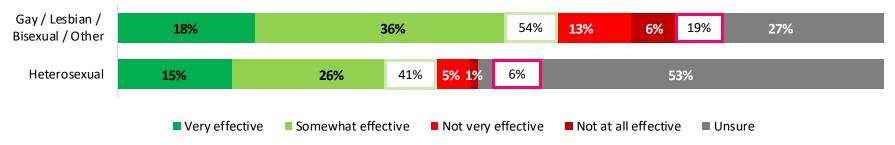
How effective is the College in promoting equality, diversity and inclusion for: Women Members



Black, Asian, and Minority Ethnic members



LGBTQ+ Members



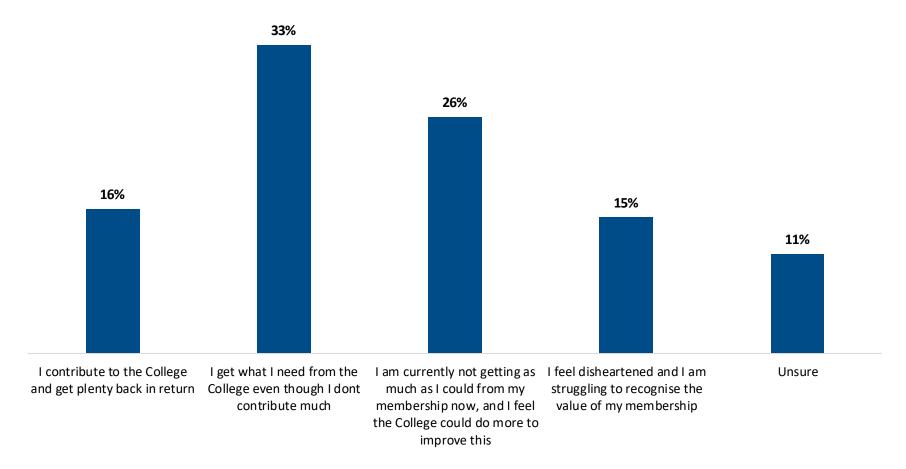


Q21. How effective is the College in promoting equality, diversity and inclusion for... Base: Female (1,411 respondents); Male (1,731 respondents). White (1,971 respondents); BAME (1,227 respondents). Gay / Lesbian / Bisexual / Other (257 respondents); Heterosexual (2,662 respondents).

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Statements which reflect relationship with the College

Which of the following statements best describes your relationship with the College?





Q23. Which of the following statements best describes your relationship with the College? Base: RCPsych Total (3,429 respondents).





Summary

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Where is the College now?

• Overall, the survey results are positive.



- Fellows and Associates, those who have been members for 30+ years, and those based internationally are most positive about the College.
- Over a third rate the College as poor value for money. Low ratings are driven primarily by Trainees (Advanced Trainees in particular).
- The primary role of the College, as understood by members, is to deliver training, education and research.
- The most popular words used to describe RCPsych are 'diverse', 'influential', 'forward thinking' and 'inclusive'.
- The most valued benefits and services are the British Journal of Psychiatry, CPD online and the College's conferences





RCPsych Member Research 2021 – Key points

Where does the College need to be?

• Overall, members perceive RCPsych to have 5 clear future priorities, with a strong focus on advocating for the specialty:



- 1. Campaigning for parity of access and funding for mental health services
- 2. Supporting CPD
- 3. Campaigning for a bigger psychiatric and mental health workforce
- 4. Campaigning and supporting wellbeing of psychiatrists
- 5. Online provision of courses, events, exams, ceremonies and resources
- Campaigning for parity of access/funding is a priority for Consultants and Advanced Trainees in particular.
- Prioritising wellbeing support/campaigning is particularly important to Trainees and SAS doctors.
- Looking at the operational focus moving forward, there is definitely immense appetite for the continuation of online services, particularly with regards to CPD.
- Currently, members do not envisage visiting the headquarters of the College in London frequently at all; over half cite this would be once a year or less.







Conclusions



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Conclusions

- ✓ Throughout the research, there are clear signs that the current strategic path that RCPsych is on is both working <u>and</u> resonating with members.
- ✓ The majority rate the College positively, praising it for its strong CPD, education and training, particularly during the pandemic.
- ✓ There is clear appetite amongst members for a continuation of online/hybrid services.
- ✓ Strong communications and engagement with members are also cited, along with the College's inclusive approach.
- However, there is still a proportion of members who do not feel included, and are negative about RCPsych and its current strategic focus. These members are more likely to rate the College poorly and to question the value of their membership.
- ✓ Moving forward, there are opportunities for the College to strengthen its position even further....



