



Strategic Plan 2025 – 2028

Introduction

The Strategic Plan 2025 – 2028 provides a clear road map for U3A Brisbane for the next three years. The vision is underpinned by three high-level strategic goals, supported with key objectives and action items for success that are specific, measurable, achievable, realistic and time bound.

Our Vision

Lifelong learning and social connection for all seniors.

Purpose and Mission

U3A Brisbane is a volunteer-based, not for profit organisation providing learning programs and activities intended to enhance mental and physical well-being. We offer stimulation and development to those in the third age of life.

Values

We are dedicated to providing a competent and ethical service to members. We value behaviors which are fair, honest, and inclusive. Members can expect an environment which is safe, welcoming, encouraging, and supportive.

Strategic Goal 1 – Membership

Objective	Increase membership		
		Who	When
Actions	Advertise and appoint a person for 'Memberships' to lead the delivery of the objectives and action items	MC secretary	Feb 25
	Increase U3A Brisbane public profile by establishing links with organisations like Lions, Rotary, Probus and Cota, Men's Shed, Retirement Villages and different culturally diverse groups and communities to promote U3A membership	Lead	Ongoing
	Explore regular features in Senior's publications, Local area newspapers, Flyers in public venues and with different cultural groups in all districts	Lead	Six monthly
	Increase annual renewals and decrease membership attrition by considering new member incentives	Lead and MC	June 25

Performance Measures

Lead 'Memberships' role advertised, filled and active

Total membership has increased approximately 10% to 3,350 by end of 2027

Member attrition in annual renewals has reduced from current rate of 22.8% (as of December 2024)

Three new engagements are active with organisations, cultural groups and communities

Member incentives expanded where possible

Strategic Goal 2 – Classes and Tutors

Objective	Expand class offerings		
		Who	When
Actions	Advertise and appoint a person for 'Classes and Tutors' to lead the delivery of the objectives and action items	MC secretary	Feb 25
	Explore possibility of more culturally diverse offerings e.g. TESOL classes with existing and potential tutors for CBD and Districts	Lead	June 25
	Identify popular and busy classes and investigate offering more of these with existing or new tutors, to maximise occupancy in CBD classrooms and provide greater availability for members	Lead	Aug 25
	Explore connections with culturally diverse groups, organisations and communities to increase awareness of U3A offerings and understand what other classes may be appropriate	Lead and MC	Ongoing
	Hold annual Open Days with expanded focus on multi-cultural communities and offerings	Lead and MC	Annually

Performance Measures

'Lead - Classes and Tutors' role advertised, filled and active

At least one TESOL or culturally diverse class is offered each term

Popular classes identified and where possible, class numbers are increased and/or new tutors identified to deliver additional classes in CBD

Open Day, with an expanded focus on multi-cultural communities, and a Tutors/Volunteers Morning Tea are held annually

Strategic Goal 3 – Financial and Operational Sustainability

Objective	Ensure U3A Brisbane’s short and long-term financial and operational viability and sustainability		
		Who	When
Actions	Finalise lease on Adelaide Street premises including needs analysis, alternative accommodation analysis, 5-10 year financial projections, and engagement with landlord via agent.	Project Manager	Apr 25
	Investigate State and Federal government grants that U3A may be eligible for and make any applications (e.g. capital works improvements at Creek Street, financial support for ongoing costs)	MC nomination	Ongoing
	Role descriptions and succession plans in place for all U3A key roles including President, Treasurer, Secretary, ICT Manager, Office Manager, Tutor Liaison, and District Coordinator.	MC and secretary	June 25

Performance Measures

Adelaide Street lease is finalised and in place

Government grants investigated and applied for as appropriate

Role descriptions and succession plans in place for all U3A key roles including President, Treasurer, Secretary, ICT Manager, Office Manager, Tutor Liaison, and District Coordinator. Succession Plans are in place for President, Treasurer, Secretary, ICT Manager, Office Manager, Tutor Liaison, and District Coordinator

Every key position has a person who can stand-in. Stand-ins act in the role from time to time



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U3A BRISBANE

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