

U3A Mackay Inc

Strategic Plan

2025-2028

Retired from work - not life?













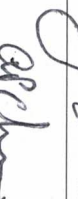
LEARN LAUGH LIVE
www.u3amackay.org.au



This Strategic Plan was developed using a collegial process, by U3A Mackay Inc committee members, in 2024. The Plan sharpens our Vision, aligns our operation with our Values and guides our Actions throughout 2025 - 2028. The Strategic Plan will play an integral role in managing U3A Mackay Inc and achieving its goals over the next four years.

This Plan will be used extensively by the committee. When necessary, it will be modified to reflect the ongoing development and needs of U3A Mackay Inc. and its members.

This Strategic Plan has been developed, agreed to and signed off by the following stakeholders of U3A Mackay Inc:

Committee Members	Position	Signature	Date
Muriel Kilcullen	President		31-01-25
Alan Porter	Vice President		31-01-2025
Lyn Geraghty	Secretary		31-01-2025
Bobbie Barker	Treasurer		28/2/25
Iris Harvey	Course Co-ordinator		31-01-25
Liz Springall	Editor/ Publicity		24 31.1.25
Judy Morris	Web Master		31-01-25
Cath Davis	Providore		31-01-25
Winsome Brown	Committee Member		31.01.2025
Jan Wilkie	Committee Member		31/1/25
Paul Andrew	Committee Member		31-01-25

U3A Mackay Inc

The U3A was founded in Toulouse, France, in 1973. A summer school for retired people was run by the University, for retired people and it was so successful that the very first Université du Troisième Age was born. The French model centred around universities, relying heavily on their facilities and tuition, without exams and minimal costs. This explains the *University* part of University of the Third Age.

When Australia introduced U3A, we followed the British model, which was established in Cambridge just two years before it came to our States. Rather than relying on universities, members volunteer their skills, knowledge and life experience to become Convenors of courses.

The first Australian University of the Third Age began in Melbourne in 1984. The first Queensland U3As were established in the Sunshine Coast and in Brisbane, in 1986.

U3A Mackay Inc, founded in 1991, is a not-for-profit, volunteer-based organisation. Our club members have worked together to develop nearly 30 different activity groups, that meet regularly. The club members have continued to embrace the *third age* with vitality, purpose and camaraderie. We work together to *learn, laugh* and *live*.

Vision Statement:

U3A Mackay Inc aims to support the social, emotional, cognitive and physical growth of our members, as lifelong learners, by providing programmes and activities for those no longer working full-time.

Values:

- We offer inclusive, accessible activities in supportive and respectful environments.
- We believe in learning through collaboration and social connection to promote the health and well-being of our members.
- We embrace innovation and continuous improvement.
- We accept transparency and openness, valuing honesty and integrity.

SWOT ANALYSIS - 01/11/2024

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • No pressure • Adaptation • Just take the photo • Variety and quality of courses • Cards and Trivia – I go to have fun with 2 out of 3 of my activities – the 3rd one in interesting Green Thumbs • Chimes gives back to the community through performances • Our ukelele group struggles sometimes, but we do it together • Dedicated team • Scoring at cards helps my maths • At our trivia group, we laugh and have fun • Sessions are enjoyable – skill-building, benefits extend after session through practice, so judgements made on level of skill. 	<ul style="list-style-type: none"> • Not offering multicultural options • No response or poor reaction from members • Lack of social outings e.g. bus trips • No vision for what our future might look like • U3A compartmentalised by groups • Challenges of technology and members' happiness • No mechanism to ID and question members who leave the organisation • As far as I am aware there are no negative things in the activities that I attend • Coffee/ chat sessions (bring a friend) – many sessions have a mid-session break so at end everyone leaves, rather than sitting around and catching up more with others. • Personality clashes can result in nastiness and upset • No back-up if convenor is away • Convenor to group communication
THREATS	OPPORTUNITIES
<ul style="list-style-type: none"> • First Step. How? • Men not feeling valued • Lack of transport for some/ unable to drive at night • Funding for our association • Not advertising U3A enough or what they do • Cost of living and transport • Not catching new retirees. How do we do that? • Community awareness of U3A – getting the word out • Join online – lack of personal initial contact to welcome people to U3A • Our name – University can be off putting. 	<ul style="list-style-type: none"> • Finding out what men want • More visibility in public • U3A online – use as a basis for an interest group • In addition to specific group activities – run whole U3A sessions by external providers • Science, Technology, Engineering and Mathematics • Increase profile (have a stall) at lots of community events. • Reliance on seniors for accommodation

STRATEGIC PLAN

Goal 1: Increase and Sustain our Membership Numbers	
Goal/Outcome	Membership numbers will have grown by 25% within four years.
Goal/Outcome	Activities run in Sarina, Pioneer Valley and Northern Beaches in four years' time.
Goal/Outcome	Facebook advertisement run.
Goal 2: Increase the Numbers of Convenors and Activities	
Goal/Outcome	In four years, the number of activities offered will be increased by ten.
Goal/Outcome	Increased number of Convenors and Associate Convenors by at least ten, in four years.
Goal/Outcome	In four years, have an increased number of community-sourced convenors.
Goal 3: Strengthen U3A Mackay Inc	
Goal/Outcome	Membership numbers will have grown by 25% within four years.
Goal/Outcome	Zoom Local U3A cluster developed and running regular meetings.
Goal/Outcome	Increase Facebook traffic by 20% in four years.
Goal/Outcome	Lucky door tickets, at Open Day, maintained within 10% of 2025 figures.
Goal/Outcome	In four years, the number of activities offered will be increased by ten.

OPERATIONAL PLAN

Goal 1: Increase and Sustain our Membership Numbers

	Who?	When?	Budget
Actions	A) Advertising in retirement villages (through Activity Co-ordinators at villages)	Course Co-ord.	2025-2028
	B) President interviews – radio/ Channel 7 community noticeboard	President	2025-2028
	C) Events – stalls at community events with flyers and committee members		Shop Centre - late 2025
	D) Outreach –		
			Sarina 2025 P Valley 2027-28 N Beaches'26-27
	E) Target membership groups:		
			Men – Uni '25/'26 New Retirees '28 MC groups '25-'28
	F) Increase the variety and number of activities		2025-2028
	G) Build profile in community		2025-2028
	H) Contact members who stop attending activities. R U OK contact.	Convenors' training	2025-2028
	I) Ensure group rolls are kept up to date. Monitor first month of new members – have they joined group/ activity?	Convenors' training - membership	2025-2028
	J) Increase Facebook presence, with more photographs and comments from group activities - especially new activities.	Editor & Course Co-ord.	2025-2028
Resources	K) Facebook advertisement (small budget)	Judy/ CQU/ Liz	2025
	L) Photographic Group: create photo montage of our activities to display at the library. Theme – Retired from work, not life.	Convenor Photo group	2025
	M) Relationship/ conflict resolution training for convenors and all members		
	N) Printing brochures, bumper stickers		
	O) Purchase named pens		
	P) Resources needed to run variety of groups e.g. art equipment, tutors for groups like a one term pottery course or aqua aerobics		

Goal 2: Increase the Numbers of Convenors and Activities

		Who?	When?	Budget	
Actions	A) Build community partnerships:	Central Queensland University Multicultural groups George Street Neighbourhood Centre QCWA Mackay Swimming Pools Job Start – convenors can include hours for Job Start	President Pres./ Course Co-ord Course Co-ord Course Co-ord Pres./ Sec. President	2025-2028 2025-2028 2025-2028 2028 (P Valley) 2025 (water aerobics) 2025	
	B) Short term courses accessing community-based suppliers/ convenors, e.g.:				
	<ul style="list-style-type: none">• Healthy Cooking Class, cooking for 1, cooking on a budget• Bunnings – DIY classes for our members• Singing for Fun (member/ local volunteer)	Jan – council QCWA-Lyn	2025 info/ 2026-7 cook 2027-2028 2026-2027		
	C) Christmas cards - thank you for each convenor from committee	Secretary - Lyn	2025-2028 November		
	D) End of year thank you to Convenors on Facebook	Liz	2025-2028		
	E) Training convenors in beginning year workshop/ lunch (supporting members, conflict resolution, adapting activities, Member Wizard, team building).	Course Co-ord. Committee M Wizard Editor	2025-2028		
	F) Creating a mentoring structure (Succession Planning) – create Associate Convenor positions for each activity	Course Co-ord. – training day	2025-2028		
	G) Science, Technology, Mathematics activities – newsletter request/ Facebook request. Monthly presenters invited in e.g. conservation group.	Course Co-ord.	2025		
	H) ATSI – Walks (e.g. Canelands to Whalebones) with botanical/ historical guide from community – twice yearly	President/ Course Co-ord.	2025		
	I) Meet and chat groups – coffee, cake and conversation e.g. retired farmer group	Committee	2026		
	J) Open Day – “What else do you want?” stall A bucket or sheet for ideas, offering a raffle-type prize (e.g. free membership for one year or donated prize)	All committee organisation meeting	January 2025		
	K) New members morning tea. Twice yearly. Ask for interests for activities – survey? What skills/ interests do they have? Future convenors?	Providore President	2026		
	L) Link with Online U3A/ CQU – online course group – work as a team to complete modules/ courses as a support group.	Committee	2027		
Resources	M) Relationship/ conflict resolution training				
	N) Ukeleles for ukelele group		2024-Liz applied for grant for Ukelele/		
	O) Chimes, trolley for carrying/ moving them (weight)		chimes		

Goal 3: Strengthen U3A Mackay Inc

	Who?	When?	Budget		
Actions	A) Advertise: <ul style="list-style-type: none">• Facebook• Medical practice signs• Radio• Market stalls (monthly)	Editor/ Web (CQU) Presid./ committ. President Secr - calendar	Blue Water Quay/ Troppo/ Mackay Showgrounds/ Sarina – 1 market per month – in March calendar		
	B) Build community partnerships: <div>Central Queensland University Multicultural groups George Street Neighbourhood Centre QCWA Mackay Swimming Pools</div>	President Pres./ Course Co-or Course Co-ord Course Co-ord Pres./ Sec.	2025-2028 2025-2028 2025-2028 2028 (P Valley) 2025 (water aerobics)		
	C) Whole U3A events – full group/ all members	Sub-committee + volunteers	25 – Xmas in July or U3A celebration day	Meals on wheels/ CWA catering	
	D) Make links U3A to share ideas, gather resources and learn from others: <ul style="list-style-type: none">• Zoom monthly Member Wizard meeting for secretary, president and treasurer• Annual Conference• Develop a local regional U3A Club network, with regular Zoom meetings between Bundaberg, Gladstone, Rockhampton, Townsville and Cairns.	Sec/Pres/Treas. 2 com members Muriel	2025-2028 2025-2028 2025 start		
	E) Succession of Committee: <ul style="list-style-type: none">- Training information and documents.- Create a hard drive map/ index- Index of location of resources	Lyn/ Bobbie	2025 2025 2025		
	F) Visibility in public – U3A Mackay Inc shirts? Would our members be interested in buying them?	Paul	2025		
	G) Table sign for dining out group to place on nearby table (small sandwich board).	Paul – make metal stand	2025 (Glen George – ask)		
	H) Research grant options to purchase stock of shirts for members to purchase.				
	Resources				

REVIEW

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