

SMI Strategic Plan update 2023-2026

VISION AND MISSION

VISION: Knowledge leadership for a sustainable world.

MISSION: To understand and optimise the role of resources in global sustainability

STRATEGIC DRIVERS AND THEMES

Strategic Drivers

1. Bringing a multidisciplinary perspective to addressing key challenges in resources and global sustainability through long-term, close and co-creative external partnerships
2. Strong focus on research excellence, integrity and a willingness to be a “critical friend” to our external stakeholders
3. Working with all important resource stakeholders including industry, government, communities, indigenous groups, environment
4. Leveraging diverse funding streams including competitive grants, sponsored research, knowledge transfer and commercialization
5. Supportive culture that prioritises development and wellbeing of students and staff

Themes – SMI operates through its six disciplinary research centres (CSRM, CWiMI, CMLR, MISHC, BRC and JKMR) as well as JKTech and SMI ICE Chile and is focused on producing global impact in four key theme areas

- Resource Regions - Better sustainability outcomes for people, environment and regions
- Resource Projects - Lower footprint mining projects with better models for shared benefits
- People and Organisation - Producing a new generation of mining leaders and organisations
- Enabling technology - Improving sector capability for future mineral supply

2023-2026 CRITICAL SUCCESS FACTORS AND KEY ENABLERS

Delivery on current initiatives	Research impact and relevance	Developing our people	HDR experience and outcomes	Securing our future	Institute effectiveness
Maximise the value of existing partnerships and initiatives to leverage long term and impactful initiatives	Achieve Australian and global recognition for research impact and research excellence in disciplinary areas	Continue to seek improvement in workplace conditions, diversity and inclusion and alumni engagement	Increase SMI's HDR cohort and maximise opportunities for entrepreneurship and leadership	Achieve annual budgets whilst diversifying revenue and increasing the proportion of long term funded projects	Implement SMI organisational improvements and comply with UQ-wide budgetary and organisational initiatives
<ul style="list-style-type: none"> • Resourcing Decarbonization – Build key partnerships and initiatives to meet program goals • CRC TIME – continue to build key initiatives (eg AMD, Pit Lakes, Regional transitions, climate change, circular economy) • RTCM Trailblazer – meet initiative goals and KPIs in University Transformation, Technological Readiness and Commercialisation • Department of Resources Alliance – Develop and deliver projects aimed at changing the paradigm of resource development in Queensland • Ensure delivery on all projects and Centre and Program-based strategic initiatives more generally. • Support the newly formed Leading for High Reliability Centre and the Global Centre for Mineral Security in the achievement of their objectives 	<ul style="list-style-type: none"> • Evaluate and where necessary modify the framework of SMI Centres and Programs to ensure relevance to developing long term challenges relating to the role of resources in global sustainability, operating in the context of the updated UQ Research Centres and Research Networks Policy • Maintain and improve on our strong performance in research output and impact, as measured against our global peer organisations • Continue to maintain and build links to key resource industry stakeholders including Industry, Government, International Orgs, NGOs, First Nations peoples, Communities • Work with all UQ Stakeholders for resource-related teaching and research to develop a stronger and more unified framework for UQ Resources activities. 	<ul style="list-style-type: none"> • Increase engagement with industry and UQ internally through joint appointments/exchanges/observers to advisory boards or other senior forums. • Participate in and act on the results of instruments such as the Pulse Survey and People at Work to ensure key challenges are met – eg career; change; behaviours; workload • Provide leadership training through engagement with UQ and external resources as necessary, in addition to showcasing leadership mentoring already happening in SMI. • Continue to identify and advance opportunities to teach to the extent resources allow, and where appropriate in partnership with other UQ faculties and Centres. • Engage constructively with University Transformation opportunities afforded by the RTCM Trailblazer 	<ul style="list-style-type: none"> • Develop an SMI Student Recruitment Plan for MSc and PhD opportunities and projects to attract a diverse pipeline of students retaining a focus on maintaining an inclusive culture through specific activities, particularly through onboarding to the SMI. • Provide SMI HDRs career development opportunities through entrepreneurship training, global networks, volunteering and leadership experiences. • Achieve measurable improvement in planning and communication related to external HDR placements targeting 80% participation in the placement program • Maintain and grow the focus on developing SMI HDR researchers as well-rounded future leaders. Revitalise the SMI HDR committee to ensure connections across SMI centres and disciplines. 	<ul style="list-style-type: none"> • Continue to seek avenues to secure long term funding for key strategic initiatives, including approaches to non-traditional funding sources. • Target EBITDA neutrality for SMI/JKTech in 2023 and going forward through continued strong financial performance and redoubled research commercialization efforts. • Continue to seek ways to use knowledge transfer activities to seed fund strategic initiatives and SMI participation in over-the-horizon research. • Grow and broaden SMI's Professional Development offering for industry and other stakeholders aligned with external demand, partnering as appropriate. • Ensure focus on large, ambitious initiatives that take full advantage of UQ's unparalleled breadth of capability relevant to the role of resources in global sustainability. 	<ul style="list-style-type: none"> • Meet the UQ-mandated SMI budgetary targets to help the university return to 10% EBITDA by 2025 (Project 2025) • Seek additional Aboriginal and Torres Strait Islander and non-mining advisory board and organizational participation. • Contribute constructively to UQ policy and organizational initiatives and meet or exceed all HSW accountabilities. • Continue to review and improve key operational challenges including contracting processes and management of cost, delivery and staff utilisation. • Contribute to cross-institute efficiency measures and other Project 2025 initiatives as requested by the University.