



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

Centre for Social Responsibility in Mining

Five year plan



About This Plan

The Centre for Social Responsibility in Mining (CSRM) is a leading research centre based in the Sustainable Minerals Institute (SMI), at The University of Queensland (UQ) in Australia. While SMI-CSRM is a relatively small centre within UQ, globally we are the largest research centre dedicated to examining social and community issues related to resource extraction – including mining, and oil and gas.

UQ is ranked in the world's top 50 universities, and is one of Australia's leading research and teaching institutions. For more than a century, UQ has educated and worked with outstanding people to deliver knowledge leadership for a better world.

Nested within UQ's Strategic Plan 2018-2021 and the SMI's Strategic Plan (2019-2023), this Five Year Plan adheres to the SMI's mission of:

- creating change for responsible resource development
- delivering globally significant solutions
- enhancing impact of our research
- providing our students with excellent support and world-leading research supervision.

SMI-CSRM's five year plan focuses on supporting game-changing people; building our reputation as global knowledge leaders and influencers; and enhancing collaboration within UQ and externally.

Our Vision

Our vision is to be global leaders in the creation and dissemination of knowledge about social performance and resource governance in extractive industries.

Our Mission

As part of the Sustainable Minerals Institute (SMI), our mission is to pursue excellence in the development, application and transfer of knowledge in the social performance and resource governance of extractive industries globally. We support a "do no harm" approach by industry, transparent regulation by governments, and a positive legacy at the company-community interface. The Centre for Social Responsibility in Mining (SMI-CSRM) develops game-changing people by working with partners to co-create solutions to the social, cultural, economic and political challenges that occur when change is brought about by resource extraction.

SMI-CSRM provides positive pathways for innovative people across multi-stakeholder groups to:

- meaningfully engage about the risks and benefits of resource extraction;
- improve resource governance across the value chain;
- protect and respect human rights;
- achieve fair and sustainable development outcomes.

We seek to influence positively the distribution of risk and benefit in resource extraction, minerals processing and product use.

Key Terms

Resource Governance

'Resource governance' relates specifically to extractive activities – upstream and downstream – including the supply chain. Resource governance provides the framework for investment, licensing, infrastructure, social and environmental performance standards, and taxes and royalties – it sets the context within which mining takes place, and structures relationships between the parties.

Social Performance:

'Social performance' is defined by a company's interactions, activities, behaviours and outcomes with respect to local communities. As a technical function, social performance is supported by systems, data and capabilities that align with international standards and locally-negotiated commitments, with the objective of avoiding harm to people and ensuring a stable operating environment in which communities and companies can prosper.

Who We Are

SMI-CSRM is the largest university-based, co-located, industry-engaged group of social researchers focused on mining and other forms of resource extraction (e.g. oil and gas), anywhere in the world. We are unique and differentiate the SMI from other "mining research" institutions, globally.

- We undertake applied independent and commissioned research on extractive industries and sustainable development, with a focus on social, political and human development challenges.
- As thought leaders, we engage, frame and characterise social performance and resource governance challenges in extractive contexts.
- We challenge established thinking in order to unlock new insights into critical challenges.
- We facilitate workshops and clinics that enhance the ability of different parties to characterise problems, build mutual understanding, and discover workable solutions.
- We convene and participate in multi-stakeholder dialogue processes on social performance and resource governance issues.
- We design and deliver field-based and classroom teaching and training that builds core capability in foundation areas, and cutting-edge issues.
- We disseminate our research findings and ideas in a range of industry, public policy and academic forums and outlets.
- We contribute to academic debate about how the social and political dimensions of resource extraction are studied.
- We advise companies, governments and communities on the risks and opportunities they face in resource extractive contexts. Our advisory work is principles-driven and evidence based.

Our Values

- Pursuit of excellence. We strive for positive impact at the company-community interface. We support innovative approaches to industry-related risks and opportunities.
- Honesty and accountability. We inform public policy for transparent and accountable governance of mineral and other natural resources. We lead by example in all areas, including our approaches to ethical conduct in research.
- Creativity and independent thinking. We are uncompromising in our ability to think independently about extractive industries. We welcome a collaborative approach to building knowledge for the public good.
- Mutual respect and diversity. We promote diversity and inclusion in our teams, our workplace, and through our ideas. We respect our colleagues, research partners, and stakeholders and their ideas about resource extraction.
- Supporting our people. We support our staff and students to achieve their goals in an inclusive work environment. We ensure the safety and wellbeing of our people.

SMI-CSRSM FAST FACTS



11 current higher degree by research students

20 research and support staff members

27 adjunct and honorary title holders

64% female staff

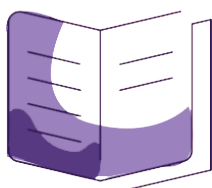


\$18.5M raised in research funding since foundation in 2002

\$1.9M Revenue in 2017



Several key industry partnerships and collaborations with major global resources companies, international organisations, civil society organisations and governments



73 Publications in 2017



8 languages spoken amongst staff and students

31 different countries engaged with over past 2 years



4 Higher Degree by Research Graduates in 2017

Looking To The Future

Building extractive industry knowledge for the public good

SMI-CSRSM conducts applied research on the social, cultural, economic, political and human development challenges generated by resource extraction. We contribute to the production of knowledge in a way that engages academic and public policy debates, and drives positive change on the ground in extractive industry contexts.

Our staff have a practical understanding of the global mining industry – our combination of academic acumen and practical experience sets us apart. We aim to be reciprocal, collaborative, strategic, diverse and scientific.

The Centre is multi-stakeholder in orientation. We build knowledge and skills within a diverse range of stakeholder groups to improve social performance and resource governance. SMI-CSRSM is one of only a few university-based centres in the world offering formal postgraduate qualifications and professional development for practitioners working in the social aspects of extractive industries across the stakeholder spectrum.

Broad-based stakeholder engagement and knowledge for the public good is a focus of our plan.

A Five-Year Perspective – SMI-CSRSM In 2023

Examining the Centre's external environment enables us to consider how we can grow and evolve in the medium term. Appendix 1 presents an analysis of our 2018 operating environment – we will continue to keep track of our external environment. To grow our reputation as a group of global knowledge leaders and influencers, we must enhance our capabilities in current and emerging issue areas.

SMI-CSRSM will contribute significantly to SMI's five cross-cutting programs, which include:

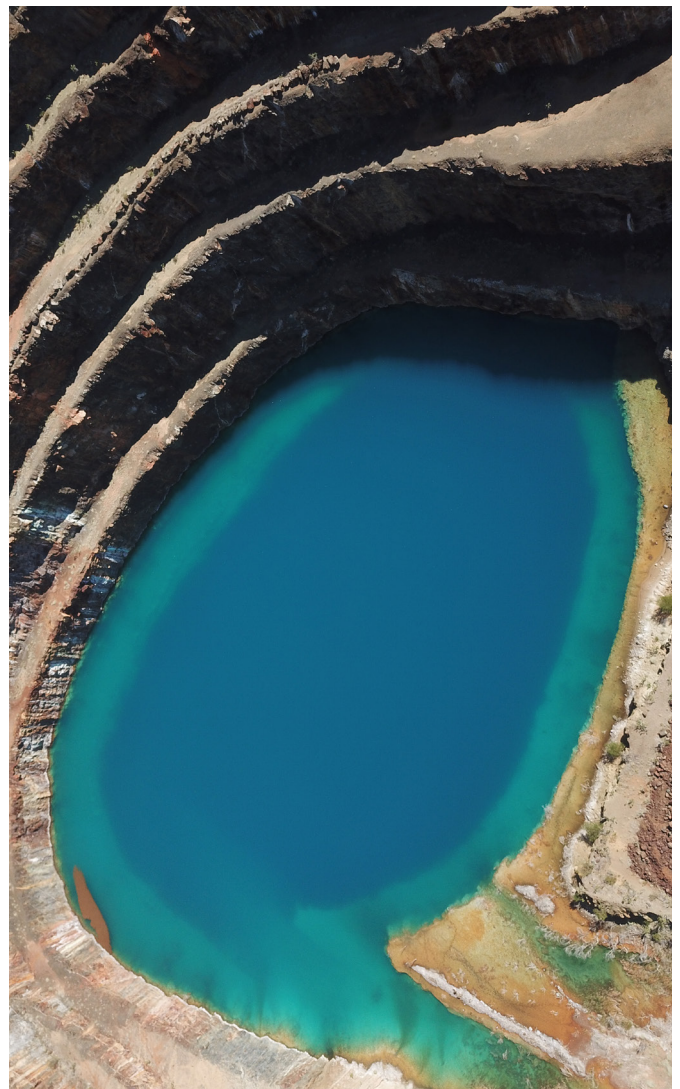
- Complex Ore Bodies
- Transforming Mining Life Cycles
- Digital Mining
- Governance and Leadership
- Transformational Learning

These programs will enable the Centre to collaborate with other disciplines within the SMI and across UQ. We will drive stronger partnerships with industry, governments, international agencies and civil society organisations, ensuring our work remains relevant to – and valued by – a broad cross-section of social groups.

We will build on our existing education and professional development offerings to ensure they remain unique, highly subscribed and revenue generating. In doing so, we will train a new generation of social performance and resource governance specialists to meet the current and future challenges. Our offerings are open to industry, government, research, and civil society organisations.

Our engagement in research, education and professional development will benefit the Centre and the Institute by identifying, attracting and retaining leading and emerging researchers. Securing industry-aware social performance and resource governance researchers will further enhance UQ's global reputation, and assist SMI-CSRSM to create a critical mass of social researchers and professionals working for – or connected to – the Centre.

In this plan, we detail SMI-CSRSM's aspirations as a Centre, nested within the SMI and UQ. It defines what we will strive to do in the next five years. We detail our intentions for moving forward, while ensuring our knowledge leadership is aligned with UQ's and SMI's strategic goals.



Five Year Plan: Summary

Global knowledge leaders in the social performance and resource governance of extractive industries

When the Centre was established in 2002, it was focused on understanding the industry, setting industry performance standards and guidelines, and professionalising community relations through formal postgraduate education. SMI-CSRSM contributed to many of the guidelines that underpin the industry's current policy framework. Today, the Centre also focuses on understanding the degree to which standards are being upheld (and how), and which standards are not being upheld (and why).

Given our experience, we are increasingly asked to engage with complex legacy issues, and seemingly intractable situations and resource-related conflict, to understand the potential for social performance and responsible resource development. Our approach is to encourage "technical excellence" in social performance through research, multi-stakeholder dialogue, education, training and professional development activities.

In 2018, as we develop our long-term plan, the Centre is consolidating its position in established areas of research expertise, providing thought leadership on critical and emerging social performance and resource governance issues, creating a shared sense of purpose amongst staff and students, engaging a wide range of stakeholders and encouraging them to (re)build the foundations for social performance and strengthen resource governance.

The Centre has the opportunity to create change. We are seeking a higher standard in terms of social performance and resource governance globally, as well as a clearer commitment from companies to strive for not only "do no harm" to communities in the context of resource extraction, but a positive impact at the company-community interface.

This vision is an ambitious goal in the context of extractive industries, which are often focussed on the production and financial aspects of mining and resource extraction. Funding for social performance and resource governance research and education is not always a high priority. However, we are seeing uplift as the mining industry recovers from several years of decline and a greater priority being placed on this area of the business. With this uplift come opportunities for SMI-CSRSM to grow, in size, depth, capability, reach and influence.

Other changes we will encourage include:

- A collaborative approach to building knowledge for public good.
- Informed public policy promoting transparent and accountable governance of mineral resources.
- Better understanding and respect of pre-existing surface rights where mineral rights are granted.
- Increased industry focus on the social context when determining the value of mineral resources.
- Enhanced capacity of governments in resource-rich countries and regions to regulate mining for sustainable development.
- Investment in social performance and resource governance that is commensurate with complexities in the operating context.
- Social performance becoming central to institutional and organisational policies, plans, management, incentive and enforcement systems.

Medium-Term Focus Areas

Our vision of becoming global leaders who create and disseminate knowledge in social performance and resource governance, requires focus and a firm commitment to our long-term objectives. We have developed four focus areas in order to pursue this vision:

1. Build critical mass of disciplinary strength in social performance and resource governance.
2. Grow our reputation as global knowledge leaders with influence, to create change.
3. Improve our research collaborations to maximise impact.
4. Enhance student experience and outcomes

Long-Term Objectives

The Centre's vision is reflected in these three long-term objectives.

1. Nurture and support game-changing people, within our own institution and others we engage.
2. Build our reputation as global knowledge leaders and influencers in social performance and governance of extractive industries.
3. Partner with other world leading research institutions, governments, civil society and international organisations and industry to promote knowledge about resource extraction for public good.

Goal 1: Build Critical Mass Of Disciplinary Strength In Social Performance And Resource Governance

We will develop game-changing people by working with our partners to co-create solutions to the social, cultural, economic and political challenges that occur when change is brought about by mineral resource extraction. Through a baseline analysis of current capability conducted in 2018, SMI-CSR identified twelve important categories of social performance and resource governance in which expertise is held to meet current and emerging challenges and opportunities.

The twelve categories are:

Local-level agreements	Business and human rights	Indigenous and land connected peoples
Resource conflicts	Social aspects of mine closure	Cultural heritage
Gender and social inclusion	Resettlement and in-migration	Local and regional development
Artisanal and small scale mining (ASM)	Organisational capability in social performance	Governance, policy and regulation

Across these areas, we engage in five ways:

1. conducting policy analysis
2. designing and conducting field studies
3. complex study management
4. teaching, training and professional development
5. convening and facilitating multi-stakeholder dialogue forums.

Our goal is to build critical mass of disciplinary strength and develop and deepen our staff's expertise in areas that reflect industry needs – now and into the future. As new challenges arise, and issues evolve, we will enhance our skills base, expertise and modes of engagement to remain at the forefront of emerging challenges. Aligned with SMI's and UQ's strategies, SMI-CSR will adapt as we monitor industry, policy and social trends, develop emerging areas and harness bold new ideas.

To commit to building critical mass of disciplinary strength in social performance and resource governance we will:

1. Develop existing staff

- a. Developing skills and experience of existing staff, providing career development opportunities and providing a sustainable, diverse and inclusive workplace culture that values all staff.
- b. Recruiting, mentoring or training the next generation of excellent research leaders in social performance and resource governance, ensuring they have the opportunities to enrich their capability in a variety of research focus areas.
- c. Writing foundation publications (academic and industry) to establish our researchers as knowledge leaders and influencers in these areas.

2. Attract and retain outstanding leaders and emerging 'star' researchers

- a. Attracting and retaining outstanding leaders and emerging 'star' researchers who can lift the quality and quantity of our academic and industry outputs, and support the development of students and our early and mid-career researchers.
- b. Addressing challenges in sourcing talent to build the team.

3. Actively encourage a "Practitioners-in-Residence" Program

- a. Identifying and facilitating staff placements in industry (or relevant government or non-government agencies) as professional development or "service" opportunities.
- b. Agreeing expectations, and desired outcomes, from this program with partner organisations.
- c. Encouraging and facilitating industry, government and civil society organisation, placements and "visiting" arrangements within SMI-CSR.

4. Adapt resourcing as new areas of interest emerge

- a. Making timely and tactical decisions about selecting new areas on which to focus, by regularly reviewing current and emerging global challenges in the extractive industries.
- b. Specialise in new areas of interest by developing existing staff, mentoring talent within the Centre or recruiting outstanding researchers.

Goal 2: Grow Our Reputation As Global Knowledge Leaders, With Influence, To Create Change

One of our goals is to influence thought leaders and decision-makers at all levels of industry, government and civil society. For SMI-CSRM to influence stakeholders, have an impact, and create change, we will build the knowledge and skills required to improve social performance and resource governance within multiple stakeholder groups.

To commit to growing our reputation as global knowledge leaders, to create change, we will:

1. Provide independent and evidence-based research

- a. Creating space for applied, industry-engaged research and scholarship in the social sciences.
- b. Maintaining the highest quality research outputs that influence extractive industries policy and practice.
- c. Demonstrating high impact research, innovation and application.
- d. Setting a higher bar in terms of what is “acceptable” social performance and responsible business standards in extractive industries.
- e. Examining known challenges, and calling out emerging issues.
- f. Continuing to give voice to community perspectives on resource extraction.
- g. Supporting the community to have a voice in debates about resource development and governance.
- h. Strengthening the use of data and information to improve social performance.
- i. Highlighting poor industry practice, even amongst our partners.
- j. Publishing “foundation” industry publications and papers in high impact journals with significant “esteem” measure

2. Capture existing business and create new business opportunities

- a. Understanding our changing organisational environment by regularly monitoring and reviewing our PESTLE analysis (see Appendix 1).
- b. Offering industry-relevant training and capacity building to existing partners. Configure training to what our partners need, and adapt as their needs change.
- c. Maintaining competitive advantage by monitoring strategies of major industry players as they change and embed business priorities and metrics, and as they deliver and sustain their own distinctive social performance.
- d. Tracking diverse funding opportunities for research and training courses from international organisations, government agencies and civil society foundations.
- e. Exploring and delivering flexible and emerging modes of engagement, for example:
 - multi-stakeholder forums and workshops,
 - modularised delivery,
 - facilitation of “safe space” thinking,
 - papers, lectures and seminars,
 - newsletters, circulars, and website, and
 - social media.
- f. Demonstrating social performance excellence through improved data visualization tools, and Apps, to “supercharge” the contribution of social sciences to creating change towards responsible resource development.
- g. Evaluating new research and training opportunities in new and emerging areas.

3. Enhance training capability within SMI-CSRM

- a. Developing training, teaching, supervisory, convening and facilitating skills of existing staff, and providing career development opportunities and incentives to retain these staff.
- b. Recruiting high quality educators and foster researchers as educators.

4. Extend our global engagements and exposure

- a. Learning more about the mining industry by engaging new stakeholder groups (e.g. investors, downstream suppliers).
- b. Extending our influence by serving on high-profile Advisory Boards and Panels
- c. Reaching outside of our disciplinary domain of social science to learn from, engage with and influence other disciplines.
- d. Creating and using opportunities to influence thought leaders and decision-makers at all levels of industry, government and civil society.
- e. Reviewing and “refreshing” our contribution to the Master of Responsible Resources Development (RRD) Program.
- f. Strategically engaging in resource jurisdictions, based on an opportunity analysis, and in consultation with members of our Advisory Board.

Goal 3: Improve Our Research Collaborations For Maximum Impact

SMI-CSRSM supports innovative approaches to social performance and resource governance research collaboration. We have several novel interdisciplinary cross-over points within our projects; that is, within the industry-university space where we are working across disciplinary boundaries. In line with our mission is to pursue excellence in the development, application and transfer of knowledge. We will better profile this unique cross-cutting collaborative work, and strive to collaborate for maximum impact.

To commit to improving research collaboration, we will:

1. Enhance collaboration within SMI and UQ more broadly

- a. Enhancing cross-campus collaborations at UQ.
- b. Providing thought leadership and significantly contributing to the SMI's cross-cutting programs, about how the industry and its regulators can build the foundations for social performance and resource governance from the outset of a project.
- c. Actively exploring research opportunities through SMI ICE-Chile, with a view to supporting the development of frameworks and methods that can provide the foundations for building a strong base of social knowledge for resource governance in Chile, in particular, and Latin America more broadly.

2. Leverage research partnerships nationally and internationally

- a. Fostering development of strong linkages and partnerships with academia, industry, government, civil society and the community.
- b. Encouraging and supporting international fellowships and grants.
- c. Fostering international exchange and sabbatical visits by leading international scholars and scientists.

3. Create new collaborative partnerships

- a. Establishing strategic relationships with similar Centres internationally.
- b. Encouraging use of template Umbrella Research Agreements to enhance return business opportunities and streamline contracting.
- c. Leveraging UQ's international ranking and reputation.

Goal 4: Enhance Student Experience And Outcomes

Social performance and resource governance are global issues. Aligned with our vision to become global knowledge leaders, SMI-CSRSM will create innovative people who will work for, or with, stakeholder groups to meaningfully engage about the risks and benefits of resource extraction; improve resource governance across the supply chain; protect and respect human rights; and achieve sustainable development outcomes.

We are seeking a high level of student satisfaction and graduate employment outcomes, and will track and advertise our student and Alumni placements.

To commit to enhancing student experience and outcomes, we will:

1. Implement a flexible, integrated and partnered learning environment

- a. Exposing students to world class, leading-edge research programs.
- b. Encouraging and supporting the students to publish their findings.
- c. Increasing opportunities for students to participate in personal development experiences (e.g., industry placement, volunteering, internships, employability courses and work experience).
- d. Offering higher degree by research projects that are aligned with industry and public policy needs.
- e. Expanding opportunities for students to develop their employability.
- f. Encouraging cross-campus student co-supervision.
- g. Developing excellent supervisory capacity among our researchers.
- h. Strengthening partnerships between students, researchers, industry and alumni to create collaborative approaches to their research.

2. Develop a Student-in-Residence Program

- a. Actively encouraging a Scholars-in-Residence Program where we facilitate placements of our students in industry, government or civil society organisations.
- b. Identifying and implementing a funding source for this Program.

3. Encourage Indigenous fellowships and diverse collaborations

- a. Encouraging Indigenous fellowships and collaborations in our work and research.
- b. Providing assistance in grant and fellowship applications.
- c. Increasing engagement with Aboriginal and Torres Strait Islander (ATSI) communities.
- d. Working to attract students from a range of countries where leadership in resource governance and social performance is critical.
- e. Working to deliver education and training in the most accessible way to people from diverse linguistic and cultural backgrounds.

MEASURES OF SUCCESS

In order to monitor our progress, each year we will develop key “success” indicators and review them annually to ensure they reflect our changing environment, alignment with UQ’s goals, and our long-term objectives.

Our long-term measures of success over the next five years include:

1. Building critical mass

- Career development approach for SMI-CSRSM staff to enable progression from early-stage expertise through to developing and mastery, in at least 1 category of social performance or resource governance.
- 1 new Professor-level leader appointed and at least 5 new early-career researchers appointed within the Centre.
- At least 2 staff placements in industry or relevant government or non-government agency under the “Practitioners-in-Residence” Program.
- At least 3 staff members with mastery in one new area of interest within 5 years.

2. Growing our reputation and research

- At least 40 papers published per year.
- At least 3 new training courses developed and delivered within 5 years.
- Training capability within SMI-CSRSM enhanced by 20%, as measured by the increase in percentage of staff who have mastery in training/teaching, supervision and convening/facilitating compared with the baseline capability survey performed in 2018.
- 20% growth in enrolments in the Master of Responsible Resources Development (RRD) Program within 5 years, compared with 2018 enrolment numbers.

3. Improving research collaboration

- 10% increase in the number of collaborative publications with other Centres in SMI and UQ more broadly, compared with 2018 numbers.
- At least 3 new research partnerships established with academia, industry, government or civil society organisations.
- At least 3 new strategic institutional relationships established with similar Centres internationally.

4. Enhancing student experience

- Flexible, integrated and partnered learning environment implemented.
- At least 3 student placements under the Scholars-in-Residence Program.
- At least 1 Indigenous Fellowship application submitted.

SMI-CSRSM TARGETS: 2019 -2023

- | | | |
|--|--|--|
| • 1 new Professor-level leader appointed | • 200 publications or more during 5 year period | • 3 new research partnerships established with academia, industry, government or civil society organisations |
| • 5 new early-career researchers appointed within the Centre. | • 3 new training courses developed and delivered | • 3 new strategic institutional relationships established with similar Centres internationally. |
| • 2 staff placements in industry or relevant government or non-government agency under the “Practitioners-in Residence” Program. | • 25% of staff having mastery in training/teaching, supervision and convening/facilitating | • 3 student placements under the Scholars-in-Residence Program. |
| • 3 staff members with mastery in one new area of interest within 5 years | • 20 publications with other entities outside SMI-CSRSM | • 1 Indigenous Fellowship application submitted |

APPENDIX 1

A PESTLE (i.e. Political, Economic, Social, Technological, Legal, and Environmental) analysis of the Centre's operating environment in 2018.

POLITICAL

- Mining and on-shore oil and gas developments continue to be highly politicised in most jurisdictions.
- Debates about "fair share" are increasingly prominent, including contract negotiations between the state and the developer, between the state and host communities, and other groups such as indigenous and tribal people.
- Government capacity to regulate the social impacts of extractive industries remains weak in many jurisdictions.
- Civil society is actively campaigning in areas where they have strategic advantage: human rights, transparency and better governance.
- Some academics have argued that CSRSM does not undertake critically engaged social science research. As a result, CSRSM is viewed as being complicit in allowing companies to overlook the costs that they impose upon local host communities/nations.

ECONOMIC

- Large companies are not investing in social performance improvements, despite the uptick, and entrenched legacy issues. The focus is increasingly on advertising campaigns that tell the industry's story.
- Mid-tier companies are showing greater interest than some of the majors, but their systems are less mature and their resources limited.
- There has been a recent increase in CSRSM's engagement with international on-shore oil and gas companies (particularly in PNG), hoping to learn from mining's experience.
- Government funding for research is also constrained, but there are opportunities in some contexts (e.g. NSW and QLD on SIA) and extractive frontiers, with support from IFIs.
- Most "easy" project opportunities are (rapid) consultancies and one-off trainings.

SOCIAL

- Industry approaches to risk and impact assessment is a material concern for many communities affected by resource extraction.
- Industry appears to be more focused on trying to "please and appease", than it is on a "Do No Harm" approach when it comes to communities.

TECHNOLOGICAL

- Rapid introduction of new technologies and automation across the industry is changing the company-community interface.
- New technology will bring development opportunities and downside risks for operators, governments and host communities.

LEGAL

- Some emerging government policies/guidelines that are strengthening requirements for social impact assessment, planning and investment.
- Many social risks and impacts remain poorly regulated, and enforcement is weak, particularly in resource-rich developing countries.

ENVIRONMENTAL

- Opportunities to better connect with environmental colleagues exist e.g. land use assessment, GIS and livelihoods.
- An increasing focus on land use planning, regional development, and cumulative social and environmental impacts.

* A PESTLE analysis is designed to provide a rapid and comprehensive assessment of an organisation's operating environment.

APPENDIX 2

SMI-CSRSM aims to maintain a vibrant portfolio of work (across research, consulting, teaching and training).

The following set of criteria is used to guide our decisions.

We look to answer in the affirmative on at least half of the criteria for the work we do.

CRITERIA	
IMPACT	The work has potential to improve social performance and resource governance.
ALIGNMENT	The work supports our mission to teach, educate and create change.
OUR LEARNING	There is potential to enhance our skills and expertise in mining, social performance and resource governance.
KNOWLEDGE	There is potential to improve knowledge about a part of the industry, or a particular problem faced by the industry and/or other stakeholder group.
INDEPENDANCE	We have sufficient control over the processes and the output.
INNOVATION	There is an opportunity for us to create or innovate.
BENEFIT	There is sufficient social and/or community benefit to warrant conducting the work – i.e. it's not purely for private gain.
FUNDING	The work breaks even, or generates an income for the Centre. If the work doesn't break even, it supports our strategic goals and that of UQ-SMI.
SERVICEABILITY	We have the skills and/or potential to complete the work to a high quality.
LIKELIHOOD	If a tender, we have a fair to high change of success.
RELATIONSHIP	The work is not transactional – there is a relationship and we know how the work will be used.
DIVERSIFICATION	The work diversifies the type of collaborations we enter into.
HORIZON	There is a defensible balance of focus on past, present and/or future generations.
PROFILE	The work is particularly high profile, and has an ability to increase our academic and/or industry standing and/or impact.

