SMI’s mission is to be a world leader in providing knowledge-based solutions to the sustainability challenges of the global minerals industry.

SMI’s vision is to create the capability for the minerals industry to effectively transition to sustainability.
Part I: The Roadmap

The SMI Roadmap presents the pathway through which SMI will achieve its desired outcomes.

Central to this pathway is the SMI Strategic Plan, where key Discovery, Learning and activities to Enable Strategic Change will drive SMI toward its goals. These activities will be supported by enhanced Engagement and Delivery Mechanisms to assist and communicate strategic activities.

SMI STRATEGIC PLAN

Part II: The Context

What is SMI?

The Sustainable Minerals Institute is a world leader with over 40 years experience in minerals research, education, consulting and commercialisation.

Our disciplinary roots lie in production, environment and people. We have the capabilities to undertake significant sustainability research.

SMI is an initiative of industry, The University of Queensland and the Queensland Government to boost capacity in research and education in sustainable development for the minerals sector.

SMI delivers industry research and solutions through six inter-related centres along with industry products and services through our commercialisation company — JKTech Pty Ltd.

JNMRC - Julius Kruttschnitt Mineral Research Centre

BRC - WH Bryan Mining & Geology Research Centre

CMLR - Centre for Mined Land Rehabilitation

MISHC - Minerals Industry Safety and Health Centre

CSRM - Centre for Social Responsibility in Mining

CWMI - Centre for Water in the Minerals Industry
SMI will contribute to the contract/licence between society and resources production for community, the work force of the future and the resources industry of the future.

For Industry

SMI will create and provide knowledge to assist industry to:
- understand and manage strategic and operational challenges;
- forecast and meet future industry skills needs;
- comprehend and respond to societal expectations of sustainable operations and companies; and
- make available for society, evidence of opportunities that can arise from leading practice mineral extraction.

For Communities and Government

SMI will create and provide knowledge to assist:
- governments to develop and implement policies that facilitate leading practice in minerals extraction;
- local communities to understand and support activities in minerals extraction for their benefit; and
- the broader community in understanding the link between minerals extraction and their consumption.

For The University of Queensland

SMI will achieve research excellence and knowledge delivery through sustained engagement with a range of stakeholders, from industry through to communities, governments, non-government organisations and other interested parties.

As a focused interdisciplinary institution of UQ with extensive industry connections, SMI will be a world leader in minerals and mining learning and discovery.

For SMI People

SMI will provide a base for recognition as part of an acknowledged world leading institution.

SMI will continue to offer careers where:
- research, education excellence and contribution to improving outcomes of global minerals extraction is supported; and
- both individual and team successes are valued and rewarded.
Part III: The Plan

Our goal for 2015 is to aid industry in moving to a position of increased cross-discipline linkages, where effectiveness becomes dominant and a significant shift towards the knowledge required for sustainability is achieved.

Sustainability is approached through a process of learning, engagement and application of effort. Page 9 depicts this as a journey, which is represented by four stages of maturity:

1. **ONLY REVENUE MAXIMISING**
   - Activities are approached from a revenue-maximising perspective only.

2. **EFFICIENT**
   - Improving benefits and performance using a piece by piece approach to improving efficiency of individual activities within the industry.

3. **EFFECTIVE**
   - Improving benefits and performance through the demonstration of synergies and connectivity through cross-discipline linkages, and

4. **SUSTAINABLE**
   - Towards the increased shared value by embedding Sustainable decision making into business practices.

SMI was founded from the creation and aggregation of individual discipline-related research centres. The result is an Institute predominantly delivering world-class efficiency measures. It is SMI’s belief that efficiency alone will not be sufficient for industry to meet the metal and energy demands of future global development.

Therefore, to meet our goal, SMI will invest in strategic research in effectiveness and sustainability to ensure knowledge is available for industry when the demand arises.

**SMI STRATEGIC PLAN 2010 – 2015**

**PART III: The Plan**
Unify
SMI aims to unify its disciplinary capability to maximise its combined ability to deliver cross-cutting sustainability capability to stakeholders.

Diversify
SMI aims to diversify its current client base and income sources to ensure a broad and consistent range of high performing research initiatives that are responsive to industry, economic cycles, changing government priorities and emerging community needs.

Expand
SMI aims to expand its existing work base to continue to respond to its clients, develop emerging areas of research that are relevant to industry, government and community.

Strengthen
SMI aims to strengthen its disciplinary capabilities by continuing to engage and consult with industry, communities and governments to solve problems and generate new ideas.

SMI STRATEGIC PLAN
SMI will progress through four strategic themes to achieve its goal for 2015.

Part IV: The Delivery
SMI will deliver outcomes of the Roadmap via the four strategic themes Unify, Diversity, Strengthen and Expand by actioning each of the pathway activities below.

Strengthen Disciplines
SMI’s research expertise across its disciplines is an acknowledged strength sought out by industry. SMI will work to strengthen its disciplines to maintain its position with industry, in existing research areas, to build capability in emerging areas and to boost performance against national and international measures of research excellence.

NextMine™
SMI will further its strategic research program to bring a collaborative approach to addressing the complex and multi-faceted challenges facing the resources industry. NextMine™ is the key initiative that defines SMI’s activities in the effectiveness space.

By working together, SMI will identify innovative solutions that go beyond what is possible when working in discrete research groups.

SMI’s research breadth is unique. Through NextMine™ SMI will unify its diverse research disciplines to bring a collaborative approach to addressing the complex and multi-faceted challenges facing the resources industry. NextMine™ is the key initiative that defines SMI’s activities in the effectiveness space.

Engagement & Activities to Enable Strategic Change
SMI’s proven model of engagement with both industry and non-industry stakeholders is at the heart of our success. SMI aims to enhance that engagement further to build effective, beneficial and long term relationships with our stakeholders around the world.

SMI will undertake a range of activities to improve the way it does business, positioning SMI to maximise the benefits of strategic change. This will include effective talent management, effective management of our intellectual property and planning for our future growth.

NextWorkforce™
The NextWorkforce™ initiative incorporates a suite of activities designed to ensure SMI graduates will have the skills and knowledge to drive change across the resources industry.

NextWorkforce™
The future workforce of the global resources industry must be equipped to face new challenges and find new solutions to complex issues.

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SMI will support The University of Queensland’s Strategic Directions and Strategic Plan 2011–2015.

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