INTRODUCTION

Bond University’s Strategic Plan for 2013-2017 sets the key goals that we have identified as intrinsic to maintaining Bond’s position as Australia’s leading independent university, and the strategies put in place to achieve those goals.

The preparation of this report presented our Strategic Plan Steering Committee and management team with a timely opportunity to revisit and refresh our overarching vision and mission, as well as the values that underpin our core business of providing a uniquely personalised and transformational student experience.

As you will see, the subsequent plan of action is built on five key pillars, namely:
- The quality, flexibility and sustainable growth of our educational product portfolio;
- The expansion of our global focus and reach through international partnerships and benchmarking;
- The elevation of our reputation and influence, fostered by research, external partnerships and our ability to attract world-renowned academics;
- Maintaining and building on the unique Bond student experience;
- Leveraging our partnerships with alumni, industry bodies and the wider community.

In developing this report, we are mindful of the challenges faced by Australia’s education sector, including our international competitiveness, in the current economic landscape. The 2013-2017 Strategic Plan provides us with a clear sense of direction and an action blueprint that will allow us to meet these challenges head on as we prepare to celebrate Bond’s landmark 25th anniversary in 2014.
THE MISSION

As Australia’s first private non-profit university, Bond University seeks to be recognised internationally as a leading independent university, imbued with a spirit to innovate, a commitment to influence and a dedication to inspire tomorrow’s professionals who share a personalised and transformational student experience.

KEY GOALS

The key goals are high level goals that imply action. These goals sit within, and are consistent with, the mission.

1. Establish an international brand underpinned by Bond’s distinctive value proposition centred upon an outstanding student experience
2. Create a financially sustainable business model supported by a robust capital base
3. Grow and diversify student enrolments, particularly through international and postgraduate students
4. Develop niche centres of research excellence.
KEY ACTIONS

1. **REVISE AND GROW OUR EDUCATIONAL PRODUCT PORTFOLIO IN A DEMAND SENSITIVE MANNER**

   1.1 Expand postgraduate coursework programs in a flexible manner having regard to industry and professional markets

   1.2 Introduce new Bond College diplomas to provide for both entry and exit points

   1.3 Develop new delivery methods that involve blended learning that is centred on staff-student interaction supplemented by educational technology

   1.4 Ensure that programs are aligned to professional needs through accreditation

   1.5 Review all existing programs and courses for viability and relevance

   1.6 Examine feasibility of new disciplines (eg health-related, dentistry, engineering)

   1.7 Set a long-term pricing policy underpinned by principles of affordability for a premium product and value for money

2. **EXPAND OUR INTERNATIONAL FOCUS AND REACH**

   2.1 Establish an International Office focussed on international student recruitment

   2.2 Develop strategies for penetration into new international markets

   2.3 Develop deep, high quality international partnerships that permeate all activities of the University

   2.4 Identify international benchmarks and collaborations

   2.5 Create goals and strategies for our international ranking ambitions

3. **ELEVATE OUR STANDING AND INFLUENCE**

   3.1 Build a set of activities and events that communicate the influence and impact of Bond’s activities, especially research and community

   3.2 Develop a research strategy that concentrates areas of research excellence

   3.3 Target and enable PhD growth, consistent with core policies around PhD funding and resources

   3.4 Recruit and retain internationally recognised academic staff using flexible work practices

   3.5 Establish external partnerships with high profile research organisations to affiliate with Bond

   3.6 Enhance brand and presence in key national centres (eg Sydney, Melbourne)
4. INNOVATE AND BUILD THE STUDENT EXPERIENCE

4.1 Create points of difference leading to personal development and the concept of a graduate portfolio

4.2 Develop strategies to deliver superior graduate outcomes with a focus on globally relevant careers

4.3 Revise the undergraduate core to reflect an experiential component and incorporate personal attributes centred on leadership development

4.4 Establish a one-stop shop student support and services centre

4.5 Ensure the highest quality of teaching

4.6 Develop a sports strategy to establish a Bond sports brand

4.7 Expand our ambitions in Indigenous engagement and participation

5. ESTABLISH ENABLING PARTNERSHIPS

5.1 Develop an alumni strategy that includes alumni governance, continual engagement (with 25th anniversary a peak event)

5.2 Create formalised linkages between disciplines and their industry and professional counterparts

5.3 Establish a business incubator with commercialisation outcomes

5.4 Align decision-making between University strategy and BUSA objectives

5.5 Elevate donor and development activities into the core business of the University

5.6 Grow effective relationships between management and staff

5.7 Establish an integrated community plan that incorporates social impact (Bond Business Leaders, Bond University Women’s Network)
BOND UNIVERSITY AT A GLANCE

Bond University, Australia’s leading independent not-for-profit university; offers a personalised educational experience of the highest international standards, dedicated to grooming the next generation of corporate and community leaders.

In the 2013-2017 Strategic Plan, Bond University has renewed its commitment to providing a uniquely personalised and transformational student experience. In practice, this translates to a one-off learning environment where small classes facilitate intellectual discussion, debate and the development of close friendships and professional networks, with academics and faculty staff adopting an open-door, mentoring approach.

Bond’s global reputation for educational excellence continues to attract teaching and research academics of international standing. The wealth of industry experience they bring to the classroom, coupled with their in-depth knowledge of emerging trends and technologies allows Bond to respond to the needs of workplace employers.

LOCATION

Bond University is set on a 49.86 hectare campus at Robina on Queensland’s Gold Coast - only 1 hour drive south of Brisbane.

OFFERINGS

Undergraduate, Postgraduate and Research Higher Degree programs in disciplines across five faculties:

- Business,
- Health Sciences and Medicine
- Humanities and Social Sciences
- Law
- Institute of Sustainable Development & Architecture

Bond also offers a suite of executive education programs in business and law, university preparation courses providing pathways into higher education for Australian and international students, as well as study abroad and study exchange programs.

HIGH QUALITY TEACHING

Five-star ratings in every one of the Educational Experience measures reported in the 2012 Good Universities Guide:

- Teaching Quality
- Generic Skills
- Graduate Satisfaction
- Student to Staff Ratio
- Staff Qualifications

FOCUSED RESEARCH

World standard research (confirmed in 2012 ERA) in key disciplines:

- Clinical Sciences
- Public Health and Health Services.
- Human Movement and Sport Sciences
- Business and Management
- Law
KEY STATISTICS
- Number of Students - 4197
- Number of Academic Staff - 349 (FTE)
- Students per Staff - 10.7 (EFTS/FTE)

International Student Population
- International Students 30%
- Domestic Students 70%

Student Mix
- Postgraduate Students 28%
- Non-Award Students 6%
- Undergraduate Students 66%

Research Income (2009 - 2011) $M
- 2009
- 2010
- 2011

Research Higher Degree student enrolments (2010 - 2012)
- 2010
- 2011
- 2012

* Most recent data available at time of printing (February 2013).