



2009 BOND UNIVERSITY

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# ANNUAL REPORT







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 **VISION**

The vision of Bond University is to be a leading private and independent university of world standing.

 **MISSION**

To produce uniquely identifiable graduates who are leaders and thinkers imbued with initiative, the spirit of free enterprise and a continuing quest for intellectual inquiry, challenge and opportunity.

 **VALUES**

- Respect and concern for students and colleagues;
- Truth, inquiry and the pursuit of advanced knowledge;
- Excellence in everything we do and pride in achievements;
- Effective collaboration and teamwork;
- Accountability for performance, actions and learning; and
- Productive engagement between students and staff.



# Chancellor & Vice-Chancellor's Report

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Bond University entered its 20th anniversary year in 2009 in an atmosphere of celebration, optimism and energy. Students, staff, alumni and community members alike took time out to reflect on the journey, sometimes challenging and frequently triumphant, that Bond had taken during the past two decades.

The 20th anniversary was an important milestone for Bond. It came at a time when our commitment to quality and the student experience was reflected in a growing public acknowledgement of our reputation and standing in the education community. As the year progressed, it was marked by significant further achievements:

- Our law students won two national and international mooted competitions, securing Bond's reputation as one of the leading advocacy-teaching universities in the world;
- Our inaugural cohort of medical students graduated in November 2009, each securing internships in local and interstate hospitals;
- Our Mirvac School of Sustainable Development building won an international award for sustainable design from the prestigious Royal Institute of Chartered Surveyors (RICS) in London, firmly establishing Bond in the international community as a thought-leader in sustainable urban planning and development; and
- To cap off these achievements, Bond University was once again named the highest rating university in Australia by the nation's only definitive marker of tertiary institution performance, the *Good Universities Guide*.

All of this gave us good cause to celebrate. But most importantly, Bond's 20th year represented a significant coming-of-age for the University. The anniversary gave us pause to consider what Bond had achieved and what it had become during the past 20 years.



### **A SHORT HISTORY**

Bond University was developed out of a vision to create a unique learning experience in Australian higher education. It was to represent a return to the traditional values of scholarship and learning while fostering a supportive, technologically advanced and vocation oriented learning environment. Its courses would be Australian in character, yet international in perspective.

Therefore, when Bond University opened its doors in 1989, it challenged the status quo and provided real, high-quality choice within Australia's tertiary sector. Australian universities at that time urgently needed to provide broader access for qualified students and be more financially and philosophically accountable to those students in the provision of their courses. This was Bond's mission from the start.

The process of launching Australia's first private, not-for-profit university was not always easy. In its early days, Bond was fraught with controversy. When the University's financial backers went into receivership, Bond entered a fight for its very existence that lasted several years. But by 1999, Bond had fought off hostile attempts to close it down and secured full ownership of its land, thereby also helping to secure its future.

And during the past 20 years, Bond University has silenced its critics. Today, it offers a unique educational experience in Australia, boasting state-of-the-art facilities; the smallest student-to-staff ratio in the nation; and a world-class education, focused on the quality of the student experience.

### **ANNIVERSARY BALL**

The key event in Bond's anniversary celebrations was a gala ball in May 2009, attended by close to 1000 alumni who had travelled from across Australia and as far away as London, the United States, Germany, Switzerland, Singapore and Tahiti to reconnect with their fellow 'Bondies'. The black tie function was held at Conrad Jupiters.

### **NEW LEADERSHIP**

Mid-way through this important year, Dr Helen Nugent joined Bond University as its latest Chancellor, when Dr Trevor Rowe retired after serving his maximum six-year term. We wish to thank Dr Rowe for his enormous contribution to Bond. His term as Chancellor was one of great success for Bond in all its endeavours.

### **RESEARCH BOOSTS REVENUE GROWTH**

Revenue for the University's continuing operations increased by close to 16 percent in 2009, driven by a strong upsurge in full-degree domestic enrolments. In addition, income from other operations contributed to this growth, particularly a healthy contribution from research, which experienced an impressive 23 percent increase on the previous year.

### **STUDENT EXPERIENCE**

A key element of Bond's strategic plan is to target a student population of approximately 5000. In particular, the University is exploring strategies to encourage more students to continue into postgraduate study and undertake higher research degrees.

Bond continued to invest significantly in improving on-campus student accommodation in 2009. The presence of students on campus contributes to the engagement of the student body with the University.



### HONORARY DOCTORATES

During 2009, Bond University awarded six Honorary Doctorates to the following outstanding citizens for the extraordinary and prolonged contribution they had made to either the community or Bond:

- The Hon John Winston Howard, Doctor of the University, *honoris causa*;
- Neil Balnaves, Doctor of the University, *honoris causa*;
- Trevor Rowe, Doctor of the University, *honoris causa*;
- Alison Kearney, Doctor of the University, *honoris causa*;
- Professor Don Watts, Doctor of the University, *honoris causa*; and
- The Hon Michael Kirby, AC CMG, Doctor of Laws, *honoris causa*.

### BOARD OF TRUSTEE MEMBERS

Bond University established a Board of Trustee Members in 2009. The group, chaired by former Chancellor Dr Trevor Rowe, is an international body of leaders, innovators and benefactors who contribute their experience and insight to the process of planning for Bond's future and securing support for its ongoing development.

### COMMUNITY SUPPORT

It has truly been wonderful to witness the recognition that Bond University has received during the past 12 months for its academic performance and commitment to providing excellence in teaching, learning and research. In particular, we would like to take this opportunity to thank the many people who have given generously of their time and resources to ensure that the student experience at Bond remains among the best in the world.

Our Council, Trustee Members and staff have worked tirelessly to continue and improve Bond's legacy. And it has been wonderful to receive the support of a number of generous benefactors. As a private, not-for-profit institution, like many great private universities overseas, Bond relies on philanthropy to maintain and build on the world-class education it provides.

Our 20th anniversary certainly gave us cause to celebrate, but it barely scratches the surface of the developments and achievements Bond University has planned for the future. We will continue to strive and, with the support of the Bond community, we are confident we will succeed.

Dr Helen Nugent, AO  
Chancellor

Professor Robert Stable  
Vice-Chancellor and President





## Teaching & learning

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Bond fosters a uniquely supportive learning environment. We have built a university that is Australian in character but international in perspective. We pride ourselves on providing our students with access to the highest quality of tertiary education.

Bond's student-to-staff ratio remains the best in the nation, currently at 10:1. This means that each student has access to the personal attention they need to achieve their personal and academic goals. We recruit the world's best academic and business leaders. All scholars also teach, so students have direct access to their knowledge and support.

Bond University's plan for growth is planned and sustainable. We build student numbers in accordance with the programs, facilities and staff members available, alongside a demonstrated community need for the specific study programs.



### **KEY ADMINISTRATION**

Bond University's Office of Quality, Teaching and Learning (QTL) was formed in November 2009, to bring together three administration units: Teaching and Learning Services, Quality Assurance, and Student Learning Support.

### **TEACHING EFFECTIVENESS**

The following indicators demonstrate the effectiveness of Bond's teaching initiatives in 2009:

#### **GOOD UNIVERSITIES GUIDE**

In the *2010 Good Universities Guide* to education, training and career pathways, Bond scored five out of five stars on "Good Teaching: Graduate View" for both undergraduate and postgraduate programs of study. Specific ratings were available for the Faculties of Law; and Business, Humanities and Social Sciences. These Faculties at Bond scored better than the other universities on "Teaching Quality".

#### **CLASS SIZES**

The most recent comparisons published by Universities Australia indicate that Bond continues to offer the lowest nationwide student to teacher ratio, at 10 to 1. This compares with the Australian higher education average of 19.5 to 1.

### **STUDENT ACCESS TO iLEARN**

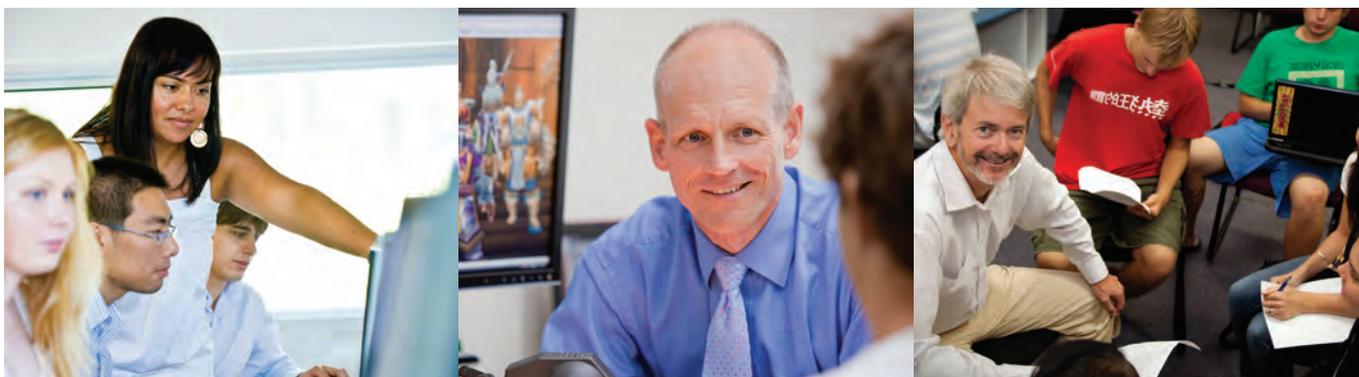
The Blackboard Learning Moderation System, known at Bond as iLearn, is a system of online information and communication tools that support and enhance face-to-face teaching. Between May and November 2009, the number of times that students accessed subject pages on iLearn increased significantly. The rate at which the system was accessed, and its value to students, was supported by the approval of the Minimum Usage and iLearn System Management policies during the year.

### **TEACHING CITATIONS**

Three Bond academics were awarded Australian Learning and Teaching Council Citations for "outstanding contributions to student learning" in 2009.

### **PEER NOMINATIONS**

Faculty panels conducted reviews of their peers in 2009, and made nominations for outstanding teaching. One award was made to an academic in each Faculty, and one was subsequently awarded the Vice-Chancellor's overall teaching award. In addition, Bond introduced the inaugural Award for Excellence in Learning and Teaching of International Students in 2009.



### TEACHING SUPPORT

The following indicators demonstrate Bond's commitment to and support for its teaching staff:

#### PROFESSIONAL DEVELOPMENT

In 2009, 18 staff members completed the Foundations of University Learning and Teaching (FULT) professional development course, equivalent to a 10-credit subject. The course incorporated a popular peer-review module, during which participants were matched with experienced academics from other Faculties who fulfilled the role of 'support colleague'.

#### INDUCTION BOOK

During 2009, the QTL team completed the Teaching at Bond induction book to provide new staff members with an overview of the processes of teaching at Bond, what was to be expected of them, and what they could expect in the form of support and resourcing.

#### TEACHING & LEARNING GRANTS

A key way in which Bond supports its teaching staff is by allocating and assisting them to attract grants to further their academic activities. In 2009, three teams of academics were awarded and supported in the use of teaching and learning grants.

### TEACHING PRIMERS

In 2009, the QTL team developed primers that disseminated skill and strategy-based information on how to write learning outcomes and implement higher education internationalisation, for use by the Bond teaching staff.

### ONLINE RESOURCES

Resources on cultural awareness and guidelines for applying for academic promotion were developed and deployed online for ease of access by the teaching staff.

### THOUGHT LEADERSHIP

Bond contributed to the teaching and learning community in 2009 by conducting and disseminating research on teaching and learning:

- The Centre for Applied Research in Learning, Engagement, Andragogy and Pedagogy opened;
- We invited academics from Australian and New Zealand universities to contribute their advice about online student evaluation of teaching, based on a 2009 pilot at Bond; and
- The Acting Director QTL received two prestigious teaching and learning research honours: the Queensland Government Department of Education and Training 'Showcase Award for Excellence in Schools', and the Australian College of Educators 'Australian Award for Teaching Excellence'.



NEGNEVITSKY Artificial Intelligence

Killer Game Programming in Java

Game Coding Complete



## Research

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Building up the research program is a key element of Bond's strategic plan. Bond maintains robust research activities in each of its four Faculties, contributing significant new knowledge in its areas of expertise. Each research program seeks practical outcomes and applications that will directly inform and improve our teaching and learning, and community activities.

Bond operates under the philosophy that research is an important contribution to the community, increasing our understanding of a wide range of issues. It also generates benefits for students, staff and Bond as a whole.

Senior scholars at Bond also teach, so the students receive the most up-to-date information possible, and have the opportunity to learn from thought-leaders in their field. Students then take this knowledge into the workplace.



## PUBLICATIONS

Scholarly reports in refereed international journals, books and monographs published by leading publishing houses are fundamental to growing a university's research reputation. In 2009, Bond increased its publication rate by 51.5 percent over the previous year.

## ENROLMENTS

Enrolments in higher degree programs grew to 129 in 2009. Bond formally launched the Bond University Graduate School of Research on 1 January 2010 to better support higher degree students.

## INCOME

Bond University's success in achieving research outcomes and scholarly publication is attracting significant investment in its ongoing research programs. Research income from external sources increased by 23 percent in 2009, well above the 15 percent key performance indicator (KPI) set in the 2007-2009 Bond University Strategic Plan.

New income sources in 2009 included:

- A \$4 million National Health and Medical Research Council (NHMRC) Australia Fellowship grant for Professor Paul Glaziou to undertake evidence-based medicine research at Bond;
- A \$533,000 Smart State Success grant for Assistant Professor Sonya Marshall and Professor Mieke van Driel to seek a diagnostic tool for Chronic Fatigue Syndrome;

- A \$433,800 NHMRC grant for Professor Russ Chess Williams to continue his investigations into how bladder signals to the brain can 'go wrong';
- An \$85,000 grant from the Victorian Government for Professor Sudhir Kale to investigate gambling in the teenage population;
- A \$300,000 Australian Research Council (ARC) Linkage project, led by Professor Craig Langston, on the strategic assessment of building adaptive reuse opportunities;
- An ARC grant of \$190,077 (administered by Bond and in partnership with the University of Western Australia, the University of Tasmania and Curtin University) for Professor Geraldine Mackenzie to investigate the perceptions and role of the public in sentencing practice and policy; and
- An NHMRC grant of \$83,014 for Professor Chris Del Mar to undertake research into the Avian Flu pandemic.

## NEW RESEARCH CENTRES

Bond established two new research centres in 2009, furthering its quest for research excellence. They are:

- The Centre for Applied Research in Learning, Engagement, Andragogy and Pedagogy (LEAP), a University-wide initiative to support the creation, application and dissemination of research in the higher education domain; and
- The Bond University Institute for Sustainable and Healthy Communities, which aims to leverage upon both Bond's location on the Gold Coast, the fastest-growing region in Australia, and utilise synergies with the dynamic industry-base in the Gold Coast and south-east Queensland.



## FACULTY-BASED RESEARCH CENTRES

Each of Bond University's four Faculties maintains robust research centres:

### Faculty of Health Sciences & Medicine

Infections Collaborative Review Group

Population Health and Neuroimmunology Unit (PHANU)

Primary Health Care Research, Evaluation and Development (PHCRED) Collaboration

### Faculty of Humanities & Social Sciences

Centre for Applied Psychology and Criminology

Centre for East-West Cultural and Economic Studies

Centre for Film, Television and Screen-based Media

Centre for New Media Research and Education

### Faculty of Business, Technology & Sustainable Development

Australian Centre for Family Business

Bond University Institute of Sustainable Healthy Communities

Centre for Leadership Studies

Centre for Software Assurance

The Globalisation and Development Centre

Technology Innovation Centre

### Faculty of Law

Dispute Resolution Centre

Tim Fischer Centre for Global Trade and Finance

Commercial Law Centre





## Student profile

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Students are central to everything Bond does. This philosophy underpins each activity at the University. In addition, Bond invests heavily in its scholarship program to ensure that as many qualified students as possible can have access to a Bond education, regardless of their financial means.

To this end, Bond University invests approximately 10 percent of its income into providing scholarships each year. We aim to increase the number and scope of scholarships available at Bond every year.

Bond is a truly international university. Maintaining this international flavour ensures that Bond's rich cultural diversity will continue to benefit the entire student body, and the broader community.

International students come from more than 85 countries, and the Bond alumni network is active in more than 120 countries.



## **ACHIEVEMENTS**

Bond University students continue to excel in both the academic and commercial arenas. Our students' success is contributing to Bond's growing reputation as one of the nation's leading educational institutions. Among the students' key achievements in 2009 were:

### **INTERNATIONAL MOOTING CHAMPIONS**

In 2009, a team of undergraduate law students were named world champions at the International Criminal Court Trial Competition at The Hague in The Netherlands. They overcame Yale University as well as 19 other prestigious universities to win the trophy.

### **INAUGURAL MEDICINE GRADUATIONS**

Late in 2009, Bond was proud to celebrate the inaugural graduation of 56 students in the University's new Bachelor of Medicine Bachelor of Surgery degree.

### **SUNCORP YOUNG QUEENSLANDER OF THE YEAR**

At just 25 years old, Bond alumnus Chiu-Hing Chan was named the 2009 Suncorp Young Queenslander of the Year in recognition of his tireless efforts to promote Chinese cultural understanding, community engagement and crime prevention.

## **STUDENT PREMIER OF INDIGENOUS YOUTH PARLIAMENT**

Law student and Sunland Foundation Scholarship recipient Ricky Macourt was named 'Premier' in the inaugural Indigenous Youth Parliament in 2009. Ricky was one of 40 young people to take part in the program which, as part of Reconciliation Week, was designed to foster management and leadership skills among Indigenous students.



## Student representative body

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The Bond University Student Association (BUSA) is the overarching student representative body at Bond. BUSA is responsible for representing all students across the range of academic, sporting and recreational forums within the University.

BUSA seeks to enhance campus life through its social and cultural activities. It ensures that Bond students have a strong voice in the administration of the University. It is a voluntary, apolitical association, which differentiates it from many other university student representative organisations.

BUSA is the product of a 2008 merger between the Student Council and the Sports Association. This merger brought together all aspects of university life. It ensured there was one overarching representative body for students.

In 2009, student membership in BUSA grew to a record number since the introduction of voluntary student unionism (VSU) in 2005.



## ACHIEVEMENTS

BUSA achieved significant improvements in the student experience in 2009:

- The weekly student publication *Scope* was increased to 20 pages;
- A more holistic approach to sport and recreation, which carried over to clubs, events and funding, was taken;
- Capacity at Don's was increased, with weekly live music and DJs;
- New student lounges, providing both undergraduate and postgraduate students with access to their own facilities, were added;
- A revamp of the Orientation Week program to cater for a wider variety of interests was completed; and
- Bondstock, a week of academic, sporting and social activities, was again a huge success.

## FORWARD PLANNING

Preparation began in 2009 for a number of development activities intended for 2010:

- Reworking the Cultural and Sporting Clubs policy to increase funding and promotion for clubs, and improve their sustainability;
- Increasing online traffic through the student portal, [www.bondstudents.com.au](http://www.bondstudents.com.au), with the aim of making it the first stop for student-related questions, and to manage online newsletters;
- Hosting 'Bondstock 2010', a seven-day festival that celebrates all that Bond has to offer to students and the wider community; and
- Developing a discount program among local businesses for student activity membership payers.



## Infrastructure

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Bond University takes great pride in bringing its students world-class learning facilities. Students at Bond receive a unique and excellent learning experience, and the University invests significant funds into providing best practice, cutting-edge infrastructure.

The Bond University Building Fund was established in 2008 as a key avenue to generate funds for building renovations and new building projects. In addition, Bond seeks funding for building developments from community benefactors and corporate partners.

In 2009, Bond University completed a number of important projects in addition to its ongoing program of maintenance, refurbishment and upgrades to the University buildings, infrastructure and landscapes.



### **JOHN & ALISON KEARNEY LIBRARY**

Bond's main library underwent a significant extension and renovation in 2008 and 2009. The beautiful façade, designed by internationally-acclaimed Japanese architect Arata Isozaki, was maintained, with the renovations adding significant new space and improved operations to support Bond's growing student numbers. Environmentally sustainable design initiatives were applied throughout.

The refurbished library is now among the best university libraries in the world for architecture, services, innovative use of space, flexible learning experiences and technology. It offers diverse learning experiences, where both print and digital information is combined in a space that is student-focused, service-oriented and technology-rich.

Students have access to study booths featuring technology to facilitate group work around large LCD screens; diner-style discussion booths; large group study rooms fitted with projection facilities; improved printing and photocopying resources; consultation booths and rooms; a range of open tables with easily-accessible power-points; tables fitted with desktop computers; and special needs workstations with adjustable accessibility desks.

### **ADCO AMPHITHEATRE & ALUMNI COURT**

Bond completed these two latest landmarks on its campus, overlooking the iconic library and Lake Orr, in 2009. The ADCO Amphitheatre is a multi-purpose facility with seating for more than 400. It has quickly become a dynamic arena for students to take part in public speaking, drama performances, music recitals, speeches, presentations, debates and public forums.

The amphitheatre is also a wonderful space for community engagement. Bond encourages public use of the area for plays, discussions, orchestra performances and other programs by schools and community organisations.

Adjacent to the amphitheatre, the new Alumni Court is a purpose-built space, designed to host official University and social events for Bond alumni.

### **HEALTH SCIENCES & MEDICINE BUILDING**

The Health Sciences & Medicine (HSM) building underwent major renovations in 2008 and 2009, providing the Faculty with additional laboratory space. The new laboratories equip students with greater capacity to develop and enhance their practical skills, and provide an avenue for students to practice the activities learned in class during their personal time, helping to create workplace-ready graduates.

In addition, the building provides a purpose-built anatomy and histology laboratory that is designed to handle human cadaveric material as well as modern anatomical models. The laboratory is equipped with student microscopes, each with a high-quality digital camera. The expansion also created space to accommodate the growing Faculty staff.

### **MIRVAC SCHOOL OF SUSTAINABLE DEVELOPMENT BUILDING AWARDS**

Bond University's Mirvac School of Sustainable Development (SSD) building received the International Sustainability Award by the Royal Institute of Chartered Surveyors (RICS) in London in October 2009.

The building also garnered the 'Sustainability in the Built Environment' award at the 2009 Environmental Protection Agency (EPA) Sustainable Industries Awards, and was the first education building in Australia to gain six-star Green Star design accreditation.

The building's success is that it embraces every aspect of triple bottom line thinking: it is environmentally sustainable (reducing demand for water and power by up to 70 percent); it is socially sustainable (the Living Laboratory enables visitors to interact with and learn from the building); and it is economically sustainable (it proves that sustainability is a good financial investment).



### BALNAVES FOUNDATION MULTIMEDIA LEARNING CENTRE

The Balnaves Foundation Multimedia Learning Centre (MLC) received a State Regional Commendation, Gold Coast, in the 2009 GHM Addison Award for Interior Architecture.

The MLC is the result of a collaboration between Bond, architects Wilson Architects, and the Balnaves Foundation. It is a technology-rich space where students can learn, study and collaborate:

- It features wireless Internet and flexible furniture arrangements;
- Banks of computers and a full range of networked resources are available to students;
- Study booths are fitted with group seating and diverse technologies including LCD screens, a document camera, computer, blu-ray player and computer gaming;
- A specially-fitted 'collaborative learning room' features state-of-the-art computing and communications equipment; and
- The MLC also functions as a digital gallery for the projection of multimedia high art.

In a survey conducted not long after the MLC opened, more than 60 percent of students said they were using the MLC more than twice a week, and 93 percent of those students said they would recommend the Centre to other students.

### CAMPUS-WIDE WIRELESS NETWORK

In January 2009, Bond completed a campus-wide expansion of its wireless network. Students now have Internet access on all areas of the campus, including in the sporting and recreation facilities. Prior to this initiative, wireless Internet was only available in selected zones, such as the libraries and some teaching spaces.

Increased use of the network by students in response to this expanded coverage has made a further upgrade to the wireless network technology necessary. This is being undertaken in 2010.

### CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

The enterprise-wide customer relationship management (CRM) system, now named the Bond University Relationship Tracker (BURT), was first launched to the Development Office in 2009.

The Development Office uses BURT to record information about donors and University VIPs, and to improve the management of alumni relations and fundraising. A second release of BURT in 2010 will assist the Marketing and Administrations Office to create a streamlined recruitment pipeline process, tracking students from their first inquiry through to enrolment, and then again when they become an alumnus or a returning student.

Key functionality for the Admissions Office includes a new online application, encompassing:

- All Bond University programs;
- A university entrance score calculator;
- Integration between BURT and Student One; and
- A document repository for relevant student application documents.





## Philanthropy

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Great universities are built on philanthropy, and many of the world's best private schools rely on the support of their alumni, staff and community members for their ongoing success. The Development Office has been steadily building its philanthropic programs and activities to support Bond's continued growth, development and pursuit of excellence.

As a not-for-profit institution, Bond receives very limited government funds to support the development of its teaching, resources, facilities and scholarships. Therefore, it relies heavily on philanthropy to fund the cutting-edge facilities and opportunities that students enjoy.

Philanthropy is a deeply personal activity and, for Bond, philanthropy is as much about leadership as it is about funds. Benefactors to Bond University are leading by example in helping to forge a 'culture of giving' that will cement Bond's legacy in the decades to come.

The Bond University Board of Trustee Members was established in 2009. The Trustee Members, each of them business and community leaders, contribute in both strategic planning and operational activities to build and lead a culture of giving at Bond University.



## CHANCELLOR'S CIRCLE



Bond University's Chancellor's Circle is made up of generous individuals who donate \$1000 or more in a calendar year to support the unique learning experiences and outcomes available at Bond. Members of the Chancellor's Circle are helping to

create a new culture of philanthropy that will underpin Bond University's longer-term development and success.

Bond is extremely grateful to the following Chancellor's Circle members for the generosity, foresight and leadership they have shown to the University during 2009.

Dr Chris Andrews  
 Mrs Karen Andrews  
 Dr Neil Balnaves AO  
 Ms Judith Brinsmead  
 Mr Scott Bulger  
 Dr Betty Byrne Henderson AM  
 Professor Jim Corkery  
 Mr T Brian Finn AO  
 Professor R Dennis Gibson AO  
 Mr Sartaj Gill  
 Mrs Kathryn Greiner AO  
 Dr Hari Harilela OBE  
 Mrs Padma Harilela  
 Mr Bob Hill  
 Dr Alison Kearney  
 Dr John F Kearney AM QC  
 Mr John LeLievre  
 Professor Geraldine Mackenzie  
 Dr Sung Hee Moon  
 Ms Bronwyn Morris  
 Mrs Lurleen Morris  
 Mr Terry Morris  
 Dr Helen M Nugent AO  
 Mr Tom Ray  
 Mr Dominic Roche  
 Dr Imelda Roche AO  
 Mr William Roche AM  
 Dr Trevor C Rowe AM  
 Mr Steve Sargent  
 Dr Chang-Yong Sheen  
 The Hon Warwick L Smith AM  
 Professor Robert Stable  
 Professor David Weedon



## SPECIAL MENTIONS

### DRS JOHN AND ALISON KEARNEY

Drs John and Alison Kearney are among Bond University's most dedicated supporters and generous benefactors, and have remained so for almost a quarter of a century. Most recently, John and Alison made possible the extensive redevelopment of Bond's iconic University Library, making the biggest single donation in the history of the University.

### DR NEIL BALNAVES

Dr Balnaves is a generous and long-term supporter of Bond, and made possible the University's world-leading, technology-rich Balnaves Foundation Multimedia Learning Centre (MLC). Most recently, Dr Balnaves made a gift of two sculptures by pre-eminent Australian artist, the late Robert Klippel. In addition, he further committed a minimum of \$150,000 over three years to ensure that the technology and facilities in the MLC would remain world-class and cutting-edge.

## BOARD OF TRUSTEE MEMBERS

Bond's newly-formed Board of Trustee Members comprises 24 global leaders, innovators and benefactors who play a key role in the future and development of the University.

The Board was established in 2009 to become a key strategic body of major influence to Bond. Each member brings their experience and insight to the process of planning for Bond's future, and they provide direct feedback to the Chancellor and Council.

A key activity of the Board of Trustee Members is to help foster a culture of giving at Bond, and each of the members actively participates in that process.

In 2009, the Board of Trustee Members comprised the following business and community leaders:

Dr Neil Balnaves AO  
 Ms Judith Brinsmead  
 Dr Betty Byrne Henderson AM  
 Mr John Conde AO  
 Mr Jack Cowin  
 Mr Brian Finn AO  
 Dr Darryl Gregor  
 Dr Hari Harilela OBE  
 Dr Peter Heiner  
 Mr Bob Hill  
 Mr Peter Ivany  
 Mr Terry Jackman AM  
 Dr John F. Kearney AM QC  
 Ms Margaret May MP  
 Mr David Millhouse  
 Mr Terry Morris  
 Dr Helen Nugent AO  
 Dr Kenichi Ohmae  
 Mr Greg Paramor  
 Dr Imelda Roche AO  
 Dr Trevor C. Rowe AM  
 Mr Steve Sargent  
 The Honourable Warwick L. Smith AM  
 Professor Robert Stable





## Financial overview

As Australia's first private university, Bond University remains largely independent of government funding, with its activities and outcomes held to the strictest scrutiny of best-practice corporate governance.

In the 20 years since its inception, Bond has established itself as the leading independent, not-for-profit, private university in Australia, producing high-quality, innovative graduates.

Bond is unique in the Australian tertiary sector. It receives no government funding for undergraduate or postgraduate coursework student places; limited Commonwealth funding for higher degree research since 2002; and limited capital funding.

### SOLID REVENUE GROWTH

Revenue for continuing operations in 2009 was \$156.5 million, an increase of 15.8 percent on the previous year. The key driver of this impressive growth was full-degree domestic enrolments, which increased by 14.9 percent.

In addition, Bond recorded strong growth in income generated by other operations, such as research, government grants and donations. Revenue from research increased by 23 percent on the previous year.

The University continues to strategically diversify its income through community engagement, philanthropic commitment, exploration of various investment opportunities, and increased research funding.

### SURPLUS AFTER EXPENDITURE

After expenditure, Bond University recorded a surplus of \$25.4 million for 2009, a slight decrease of 6.4 percent on the previous year, for reinvestment into services and facilities.

The decrease in surplus was primarily due to increases in salaries and related expenditures. In addition, significant capital expenditure was required to support the growth in student enrolments, which had increased by 25.6 percent since 2007. Expenditure in the 2009 figures also reflected the building depreciation, maintenance and occupancy costs associated with this capital expenditure.



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