



Strategic Plan

2023-2027

**In the spirit of reconciliation, Bond University acknowledges
the Traditional Owners and Custodians
of the land on which the University now stands.**

The Kombumerri people have walked and cared
for this land and wildlife for thousands of years,
and their descendants maintain spiritual connection
and traditions. We thank them for sharing their cultures,
spiritualities and ways of living with the land and wildlife
in this place we all now call home.

We pay respect to Elders past, present and emerging,
and all Indigenous peoples.



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.



The Bond Difference

Bond University is built on an ethos of being different and independent. Since its foundation in 1989, the University has achieved beyond expectations, rising to every challenge with an unbridled spirit of determination, innovation, excellence, and strong sense of community. Our independence as Australia's first private, non-profit university, allows us to determine our self-destiny and provides us with the freedoms to do things differently.

This spirit of independence is an essential part of Bond's DNA that is embedded in the curriculum of our programs and guides the personal and professional development of our students. Our people are at the core of Bond University. The outstanding collegiate experience is designed to create opportunities for students, staff and our partners to develop and progress, amplifying social connection and personal enrichment.

Our students are supported to develop their abilities for critical and independent thought, and self-analysis. Our academics are at the forefront of knowledge generation in their fields. Our support services are designed to foster wellbeing and allow our community to forge personal connections that endure throughout their lifetime.

Our campus life and the transformative student experiences that it enables - in education, discovery, social connection, sport, and other pursuits - are the hallmark of a Bond University education. Our people are enriched by an understanding of the diversity and strength that exists within our community of engaged students who each bring their own experiences and understandings. We recognise and celebrate individual cultures and assist with the achievement of individual ambitions.



In a world that is changing rapidly, Bond has sustained its own success by evolving, developing, and transforming with the times. By accepting the need for constant innovation, we also prepare our students and staff to embrace change and manage uncertainty.

Bond understands that the future belongs to those who can synthesise knowledge from different spheres and adapt to emerging conditions. We recognise the critical importance of transdisciplinary study and interdisciplinary skills. We are recognised for the strength of our professional disciplines and the practical skills and applied knowledge of our graduates. Our emphasis is on broadening horizons through international experiences, partnerships, and networks.

The exploration and dissemination of new knowledge is embedded in our teaching, learning and engagement with the broader community. It provides the bedrock for how our academics and students approach societal and global challenges. Our researchers are focussed on developing world class translational research in key areas that are aligned with our teaching programs, our values, and our external relationships.

This Strategic Plan provides a map to guide our collective action and signals our priorities for new investment. Importantly, this Plan builds upon our existing capabilities and strengthening our commitment to the mission that has underpinned our success since foundation.



Principles

As the world is becoming more complex and uncertain, our ability to prosper and progress within it will be determined by the quality and commitment of our people - our staff, students, alumni, partners, and the wider Bond community.

A sense of community and belonging is central to the ethos of Bond. Our people are essential to how we maintain our relevance, innovate in our teaching, advance our research, connect, and collaborate, and preserve our distinctive sense of belonging to an inspirational and aspirational learning community. We will achieve our mission by maintaining and building an inclusive culture that thrives on the collective efforts of our people.

Our independent status provides us with the freedoms to do things differently whilst increasing the importance of building our own resources for a sustainable future and ensuring the responsible custodianship of our great but young institution.

The 2023 - 2027 strategy for the University is supported by four core principles, which provide the lens through which we plan and prioritise our decision making and actions:



1

Distinctive

As Australia's first private, independent, non-profit university, we own and have earned a distinctive position.

Our private status, self-destiny, sense of community, and enrichment activities are strengths to be leveraged, benefited from, and celebrated.



2

Relevant

Our independence, willingness, and ability to challenge norms enables our culture of innovation.

We will continue to embrace constant uncertainty, look to the future, and empower our people to drive change as leaders of innovative practice with societal influence and a focus on human, social, environmental, and economic impact.



3

Connected

Our boundaries extend beyond the physical campus. The impact and achievements of our students, alumni and staff are global.

We strive to create an environment that is always connected, impactful and engaged with a culture that embraces opportunities with students, alumni, industry, and the broader community.



4

Excellent

The pursuit of excellence and ambition are hallmarks of Bond.

We aim to attract the best students with ambition from around the world, and our determination to build a world-class workforce creates a culture where every individual is inspired to excel.

Strategy

1

**Fostering
an inspirational
and aspirational
learning community**



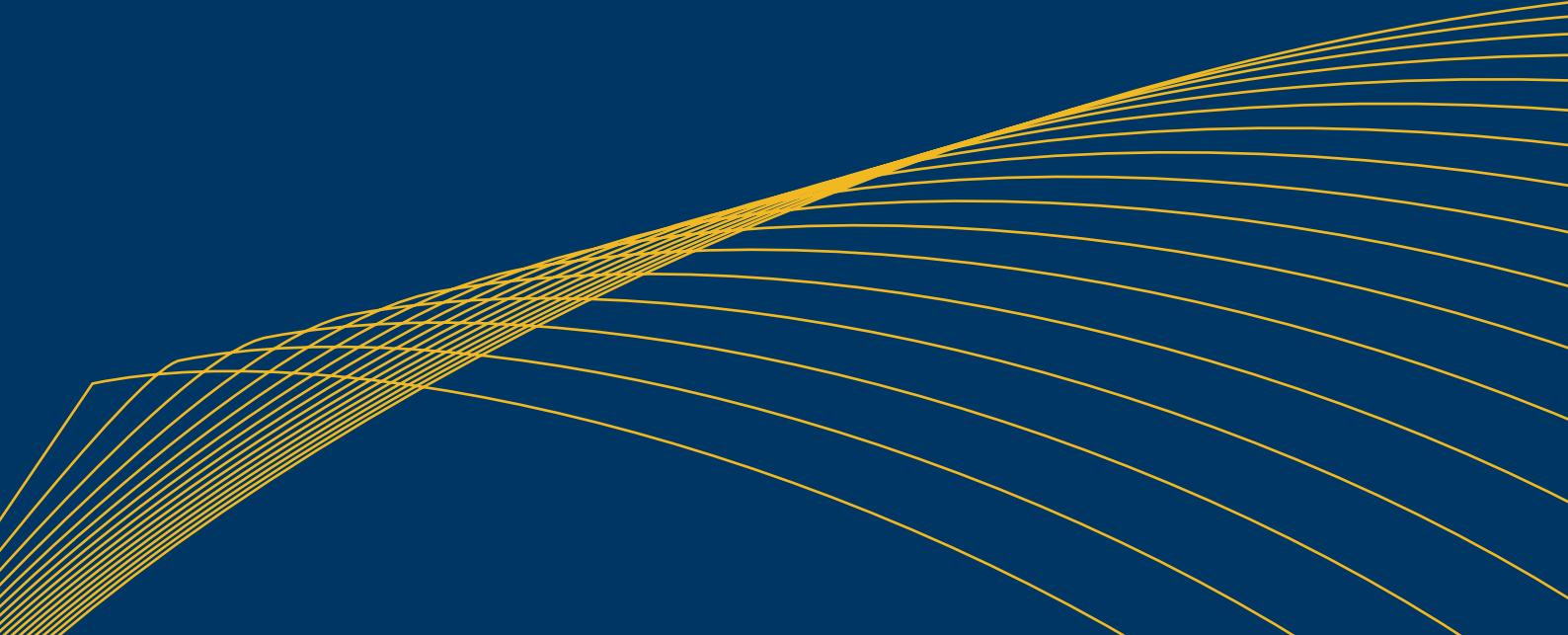
2

**Expanding reach
and making a
greater impact**



3

**Advancing our
unique identity**



1. Fostering an inspirational and aspirational learning community

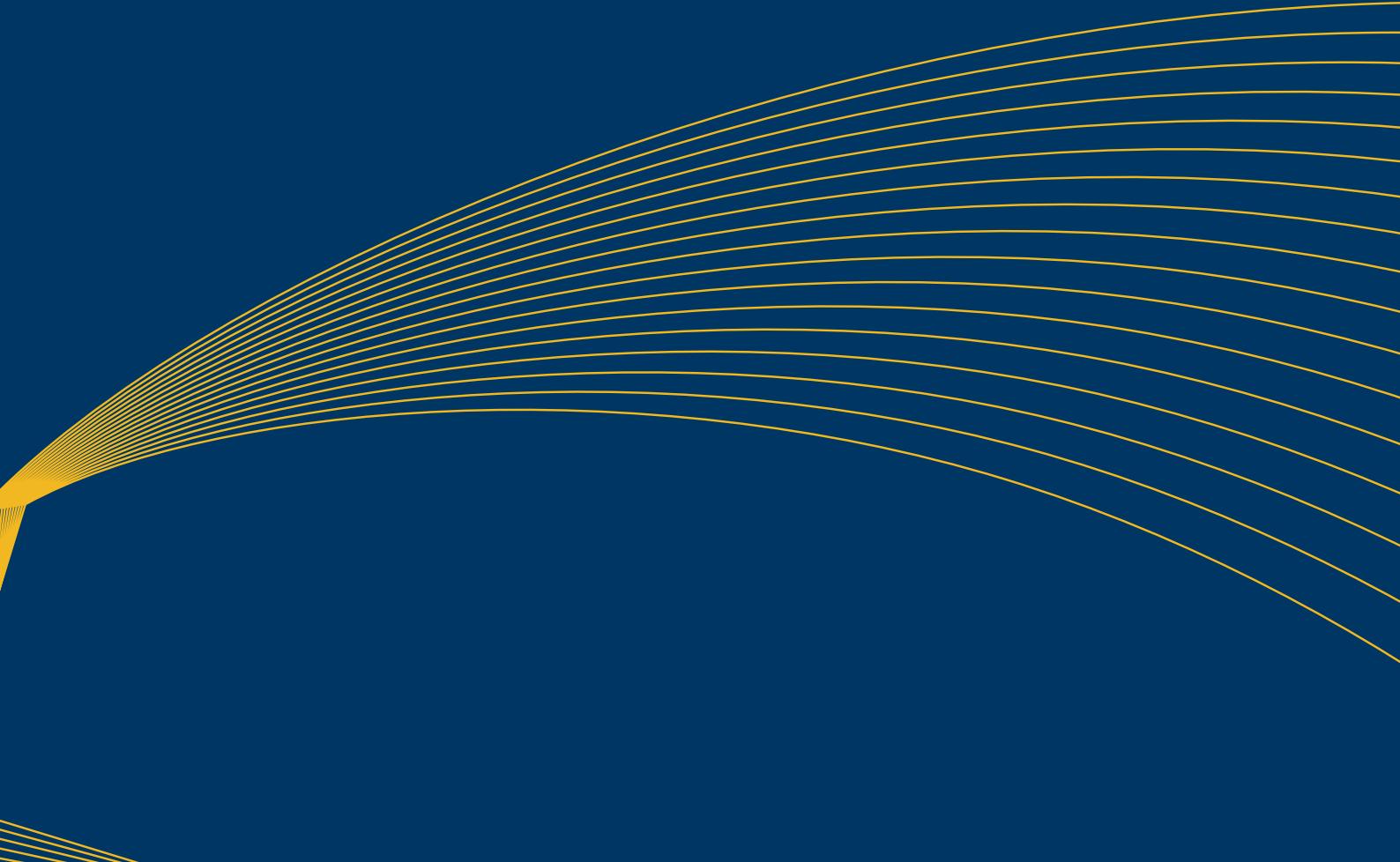
Foster a scholarly, connected and engaged learning community that advances our status as a globally recognised university with high impact, which recognises the power of interdisciplinary and transdisciplinary scholarship that is demonstrated by the excellence of our education and research.

- 1.1 Student experience:** Create seamless, personalised, authentic, and inspirational learning experiences that encourage self-discovery, demonstrate capability development, and embody lifelong learning, inclusion, and integrity.
- 1.2 Innovative teaching:** Continuously develop innovative programs and products, curricula, and teaching formats that deliver on the promise of the Bond student experience and align with learners' needs and workforce demands.
- 1.3 Graduate skills:** Ensure our students have the knowledge, skills, and capabilities that prepare them to succeed in the world of future work as ethical leaders and responsible contributors to global sustainability.
- 1.4 Research:** Conduct targeted research in key areas which is world-class in quality and impact.

2. Expanding reach and making a greater impact

Develop and sustain high-quality relationships that strengthen our reputation, enhance our student experience, support our research ambitions, demonstrate our relevance, and create opportunities for engagement.

- 2.1 **Community:** Activate and promote Bond's presence as a connected, social, and vibrant living environment where students, academics, industry, and the community come together to learn, research, experiment, discover and answer complex challenges.
- 2.2 **Partners:** Build and nurture key partnerships with professions, industry, government, and academia that enhance our reputation and grow our capacity including our ability to undertake impactful research.
- 2.3 **Alumni:** Engender a lifelong connection with our students through continuous learning, ongoing support, and by providing opportunities for enrichment, personal legacy and influence.
- 2.4 **Reputation for Quality:** Implement innovative business development and recruitment strategies that capitalise on our disciplinary strengths, respond to community demand, diversify our student cohorts, and attract a high-quality workforce.



3. Advancing our unique identity

Stay true to our principles and implement growth strategies that ensure our future sustainability whilst maintaining our unique identity, established by our independence, agility, innovative practice, social responsibility, and engagement.

- 3.1 **Culture:** Foster an inclusive, respectful and positive culture that embodies the four principles of distinctiveness, relevance, connection and excellence.
- 3.2 **Leadership:** Empower our leaders to build effective and productive teams, make responsible decisions, generate capability and skill, encourage continuous improvement and service excellence, and nurture a workforce that is energised to advance our strategy.
- 3.3 **Infrastructure:** Build and enhance our physical and digital infrastructure, for learning, student accommodation, sport, and other extracurricular activities, creating a distinctive environment that supports academic ambition, personal development, and community.
- 3.4 **Governance and Resources:** Govern effectively and focus our resources on areas that make the greatest difference and impact, having regard to our status as a non-profit university with clear ambitions to remain independent, distinctive, and successful.



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