



# 2023

ANNUAL REPORT





## Acknowledgement of Country

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

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## 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.

Bond is deliberately different, powered by personalised learning in small classes with academic mentors who are genuinely invested in realising each student's potential. Bond attracts people who want to be challenged in different ways. At Bond, every student is encouraged to access an abundance of opportunities and enriched experiences, designed to broaden perspectives and enhance career outcomes. Connected for life by a transformational experience, the path of the people drawn to Bond is forever changed.



AT A GLANCE

# 2023

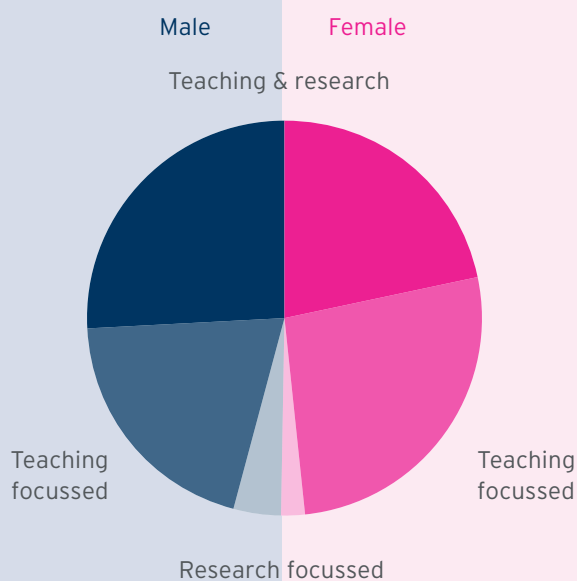
## Top 10 International regions

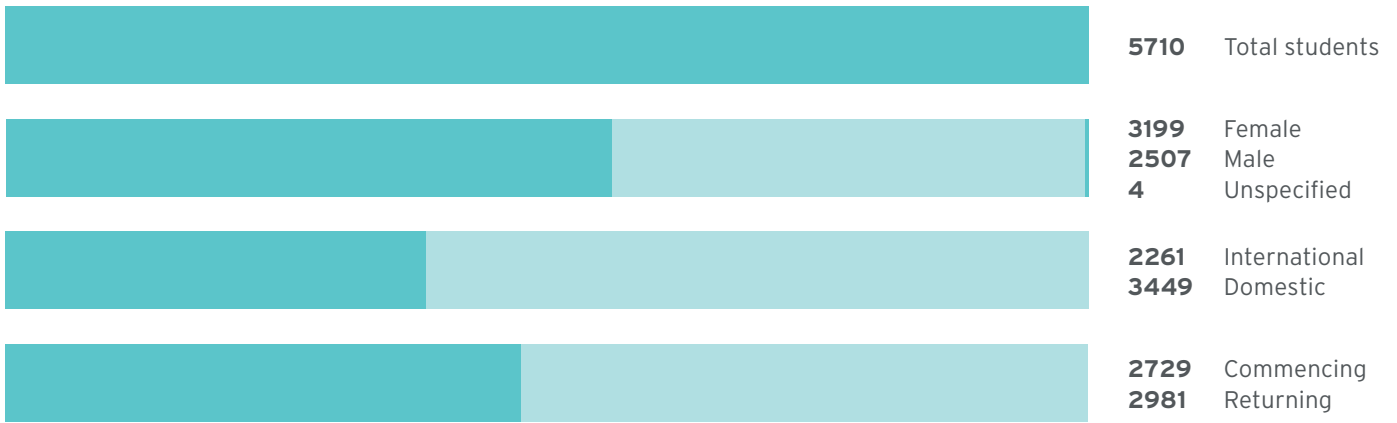


### Staff

		Female	Male	Total
2023	Academic	199	195	394
	Professional	345	148	493
	<b>Total</b>	<b>544</b>	<b>343</b>	<b>887</b>
2022	Academic	190	178	368
	Professional	312	147	459
	<b>Total</b>	<b>502</b>	<b>325</b>	<b>827</b>
2021	Academic	158	151	309
	Professional	318	143	461
	<b>Total</b>	<b>476</b>	<b>294</b>	<b>770</b>

### Teaching and research





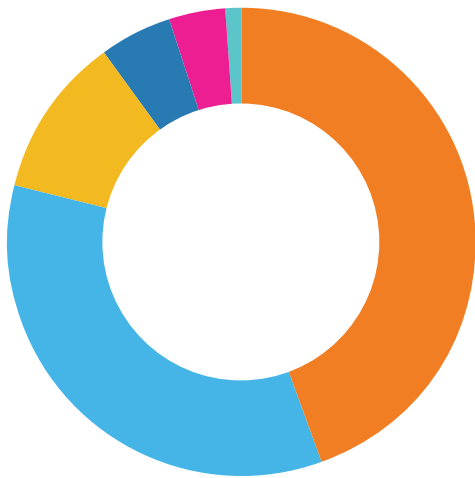
**5 stars**  
IN SIX CATEGORIES\*

**33,136**  
ALUMNI

**160**  
NATIONALITIES

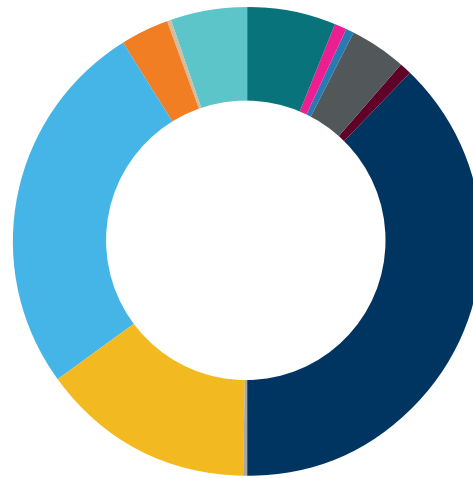
**274**  
HDR CANDIDATES

### Students by level of program



- Bachelor & Diploma
- Master's Coursework
- Non-Award
- Graduate Diploma & Graduate Certificate
- Doctorate
- Master's Research

### Student load by broad discipline



- 01 Natural & Physical Sciences
- 02 Information Technology
- 03 Engineering & Related Technologies
- 04 Architecture & Building
- 05 Agriculture, Environmental & Related Studies
- 06 Health
- 07 Education
- 08 Management & Commerce
- 09 Society & Culture
- 10 Creative Arts
- 11 Food, Hospitality and Personal Services
- 12 Mixed Field Programs

\* In the national Good Universities Guide 2023-24 in the student experience categories of teaching quality (UG 89.1 per cent; PG 83.7 per cent), learner engagement (UG 81.8 per cent; PG 64.2 per cent), skills development (UG 89.7 per cent; PG 85.7 per cent), student support (UG 89.5 per cent; PG 81.3 per cent), learning resources (UG 93.1 per cent; PG 88.1 per cent),

# Mission and Key Goals

## OUR MISSION

As Australia's first private, non-profit university, Bond University strives 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

Bond's spirit of independence and student-centred approach guide our key goals to:

- Deliver innovative programs attuned to industry and market needs
- Provide a service orientated culture focussed on student outcomes
- Raise our reputation, brand and the profile and impact of our research
- Promote commitment, agility and responsiveness within our workforce culture.







# The year in review

The year 2023 was largely shaped by a number of significant external forces. Unstable domestic and global economies, devastating events overseas, and national policy debates contributed to a most uncertain environment. Our response was characteristic of the 'Bond difference' - the world-class experience that sets us apart. Staying true to our mission, our core operations remained steadfast and focussed, and we excelled across a range of key performance metrics.

Bond University has always dared to be different. Our founders' vision was to create a bold educational experience that opened new doors to opportunities and transformed the career trajectories of our graduates.

From our earliest days, Bond was envisioned as a place where all students could learn from industry leaders, be personally mentored by teachers, and enjoy access to cutting-edge technologies, equipment, and resources as well as supportive networks and communities. 2023 was no different.

As a profile of the year's student body, 61 per cent were domestic, 48 per cent were commencing new students, and five per cent were HDR candidates. The countries where most of our international students came from were Canada, China, USA, Norway and Japan. And our Alumni stood at more than 33,000 Bondies who live and work in more than 120 countries around the world.

Across the nation, early-year student enrolments were soft. Due to this uncertainty, we kept a prudent eye on our expenditure, particularly over the first semester. Yet, as student numbers stabilised, Bond re-committed to the development of capital projects, broadened the range of educational offerings, and re-doubled our engagement efforts.

Life on campus returned to normal and we ended the year on a high note.

## FINANCIAL PERFORMANCE

Overall, Bond delivered a strong financial performance, despite an uncertain fiscal environment.

## NEW STRATEGIC PLAN ROLLS OUT

The final year of our previous 2018-2022 Strategic Plan was assessed as a success across all key measures and Council endorsed our 2023-2027 Strategic Plan in late 2022 for implementation in 2023.

In its first operational year, the new Plan has achieved much and the outcomes towards its objectives have been impressive.

This Annual Report reviews progress against the 2023-2027 Strategic Plan.

## OUTSTANDING GLOBAL AND NATIONAL RANKINGS

During the year, Bond was ranked in the top 251-300 bracket by the prestigious Times Higher Education Global Rankings, known as THE rankings. Specifically, we were included in the top 50 of global young universities (under 50 years of age) and top 10 of global small universities (fewer than 4,000 students).

Since our entry into THE rankings five years ago, we have consistently improved. At the discipline level, our highest performing area in 2023 was Clinical and Health.



In the 2023-24 Australian Good Universities Guide, we were awarded 5-star ratings as the country's #1 university in undergraduate student engagement, skills development, student support and learning resources, and postgraduate student engagement.

Bond's current Student Experience Survey results for undergraduate and postgraduate student satisfaction outperformed the national university average by 14.8 per cent and 7.5 per cent, respectively.

Our internal student evaluation survey (eTEVAL) data continued to reflect high levels of student satisfaction and engagement as evidenced by overall mean scores and as qualitative comments increased to their highest level.

And, pleasingly, we performed strongly against our Strategic Plan goal for student experience, with 77.3 per cent of subjects achieving a mean score of 4 out of 5 over the year, representing a 2.5 per cent increase from 2022.

## MEETING THE AI CHALLENGE

Before the year commenced, we became aware of the new artificial intelligence software known as ChatGPT (a high profile type of Generative Artificial Intelligence, or GEN AI) that was sweeping the world.

This free software presents a major challenge for the education sector, as essays and assignments are able to be produced with minimal effort or genuine understanding of the topic.

Our response was instant. We immediately established a Task Force under the direction of the Provost to investigate the issues.

Throughout the year, the Task Force developed short-term, medium-term and long-term strategies. Tailored information sessions were run in every faculty and department about minimising risk and maximising potential of the new technology.

With the progressive move over the past few years to 'authentic assessment' at Bond and our personalised approach to learning, we are in a solid place and are very heartened by our staff and student body's support to work through GEN AI issues.

## STUDENT CARE

Our focus on pastoral care for our students and supporting them for success remained a major goal.

To help achieve this objective, we appointed an inaugural Chief Integrity Officer. The new Office of Integrity ensures that our students are informed and educated about expected standards, that trusted systems are in place to support them when needed and that arising matters are handled with fairness, consistency and compassion. Following the excellent work of the implementation team behind the Academic Governance Review, a new framework was put in place to address integrity issues.

During the year, recommendations from the Taskforce into Sexual Assault & Sexual Harassment (SASH) were accepted in full and implemented. We welcomed new leadership in the Student Success and Wellbeing Team, and Reconciliation Australia approved our Reconciliation Action Plan (Innovate RAP), with a strong emphasis on the welfare of our First Nations students.

## 2023 SPOTLIGHT

Highlights from Faculties and programs included:

- The expansion of our Medicine Program by 60 additional places, to be phased in over 2023-2025, is a milestone for one of our most celebrated courses and will help solve a major clinical workforce dilemma in Australia.
- Our impressive new Bond Institute of Health & Sport (BIHS-North) facility was opened by the Governor of Queensland, Her Excellency the Honourable Dr Jeannette Young AC PSM.
- Establishment of a range of clinics in the Robina precinct will expand the provision of health services to the wider community and increase practical training of our students.
- In research, our external income continued to grow year-on-year (29 per cent improvement over the past three years), we continued to publish world-class research in high quality, peer-reviewed publications and our HDR profile has never looked stronger.
- Stanford University's 2023 list of the top two percent of most-cited scientists included 22 current and former Bond HSM academics.
- The HSM Faculty continued its focus to improve health and enhance relationships with First Nations People's communities via the Cultural Immersion Program for staff and students.
- Bond Law Clinic was relaunched as an incorporated legal practice with a full-time Principal Solicitor and a Clinic Manager.
- Bond Business School was rated number one for overall teaching quality as reported on the Quality Indicators for Learning and Teaching website and is ranked in the top two per cent of business schools in the world.
- The Business School published 55 articles in top-quality journal publications, demonstrating its strong emphasis on Business and Management research.
- Bond University College students continued to highly rate their overall satisfaction with the student experience and their newfound sense of community.
- Bond's Alumni Team engaged our 33,000-strong alumni network through online and in-person activities with 30 alumni chapters, targeted communications and events, and a digital presence.
- Sports teams performed remarkably well, winning premierships in both AFL and Rugby. The women's rugby team was the standout, crowned National Champions. Similarly, Bond's swim team was also National University Champion as some of its members prepare for the 2024 Paris Olympics.

- Our Arts program hosted 10 Creative Connections events, over 200 guests enjoyed the Corrigan Walk art tours, six concerts were performed by the Gold Coast Chamber Orchestra, BARTs (Bond Arts) Week was refreshed and the University received art donations valued at \$1.2 million.
- Our new website launched around rich and impactful content.

## ACKNOWLEDGEMENTS

Despite challenges that 2023 presented to many of us, Bond University continued to enjoy a special place in the global education world.

Our outstanding student experience is not achieved without support from many exceptional individuals and organisations.

We offer our sincere appreciation to our philanthropic, industry and community partners who collaborated with us across all areas of our endeavours with continued trust, generosity and respect.

We acknowledge the University Council for their unwavering encouragement, energy and stewardship.

We thank our staff and students for their contributions and look forward to reporting future achievements in which we all may share.

We are very proud to share the story of our 2023 individual and collective efforts with you.



Chancellor  
Hon. Dr Annabelle Bennett AC SC FAA FAAL



Vice-Chancellor and President  
Tim Brailsford

# Financial Performance

Throughout 2023, the University continued to exercise fiscal prudence and carefully monitored expenditure to ensure the maximum benefit to student experience.

At year end, the University received an unqualified audit report.

The Annual Accounts for 2023 may be accessed here: [bond.edu.au/our-university/leadership-and-governance/annual-report](https://bond.edu.au/our-university/leadership-and-governance/annual-report)

# About this Annual Report

The Bond University Strategic Plan 2023-2027 was approved by Council in November 2022 and then commenced implementation in early 2023 as a roadmap to guide our collective action.

The Plan sets out four core principles that will lead our priorities and decisions - we strive, at all times, to be distinctive, relevant, connected, and excellent.

The Plan builds on our existing capabilities, signals our priorities for new investment and strengthens our commitment to the mission that has underpinned our success since foundation. Its strategic pillars cover three areas of impact:

1. Fostering an Inspirational and Aspirational Learning Community
2. Expanding our Reach and Making a Greater Impact
3. Advancing our Unique Identity.

This 2023 Bond University Annual Report has been designed to report against the progress of the Bond University Strategic Plan 2023-2027, specifically those three strategies. Each covers the themes of Learning and Teaching, Research, Community, and Engagement.



# Strategy 1: Fostering an Inspirational and Aspirational Learning Community

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

## LEARNING AND TEACHING

In 2023, Bond continued to design, develop and deliver learning and teaching experiences that were innovative, stimulating and ambitious.

### ACKNOWLEDGED LEADER

Our internal and external learning and teaching measures continued to rate us as a leading Australian university across a range of key performance metrics.

Externally, our reputation for the highest standards of education excellence was confirmed. Bond was ranked in the band 251-300 out of nearly 2,000 institutions worldwide in The Times Higher Education (THE) World University Rankings, covering our 2023 performance.

These prestigious ratings measure teaching, research environment, research quality, industry and international outlook.

### NEW TOOLS, PROGRAMS, SUBJECTS

To ensure our teaching content and its timeliness is at world's-best benchmarks, a Taskforce on Artificial Intelligence Assessment was convened and responded rapidly to the explosion of ChatGPT. The taskforce determined how AI should be incorporated within our teaching, learning and operational practices.

The Office of the Provost has an oversight position to determine strategic institutional responses, and tailored AI workshops and presentations were regularly held in all Faculties for staff and students.

Across our teaching portfolio, we expanded our offerings to students with new undergraduate and postgraduate programs in entrepreneurship, global change, sustainability and marketing, and continued to build microcredentials in all Faculties, including insolvency law, clinical psychology practice, data analytics and healthcare innovation. Across campus,

we strategically tested the market with new and updated Executive Education and interdisciplinary and transdisciplinary offerings.

### INNOVATIVE TEACHING

The Postgraduate, Industry and Executive Training Taskforce was formed early in the year to monitor and respond to the changes in student preferences and behaviour resulting from current volatility in economic, geo-political and policy environments. Bond engaged proactively with the Government's Accord Review.

Our Faculties prioritise learning methods that create workforce-ready graduates. Bond Business School, as an example, is respected internationally for its strength in teaching data analytics, particularly with an actuarial and financial emphasis, alongside a strong focus on innovation, family business and entrepreneurship.

Responding to market demands, the School launched new subjects including eSport, Surfing Studies, and Cybercrime and Fraud, developed a specialised program of microcredentials in Cybersecurity, Financial Literacy and Entrepreneurship and redesigned Wine Studies with a new focus on the Business of Wine; skills that are immediately employable.

The Business School continues to lead tertiary business teaching with Bloomberg terminals. Bond is the Australian university with the most terminals per capita of students and one of only 17 worldwide Bloomberg Experiential Learning Partners.

A masterclass in Transformational Leadership was conducted at Bond Brisbane, specifically tailored for First Nations community leaders, demonstrating our dedication to diversity and inclusive leadership development.

Collaborations between senior academic staff from Bond Business School and the Faculty of Health Sciences and Medicine (HSM) continue to develop partnerships between health innovation and health analytics, both in research and teaching. A noteworthy aspect of this collaboration involves the joint supervision of HDR students, emphasising a multidisciplinary approach.

## HEALTH TEACHERS LEAD

Bond's HSM Faculty enjoys a reputation for the excellence of its teaching across medical, health and sports sciences.

The expansion of student numbers in our Medicine Program follows agreement with Queensland Health to support growth in the state's medical workforce. This is a significant development that will address critical skilled personnel shortages while advancing our global status as a leading medical school.

HSM continued to improve health and enhance relationships with First Nations communities via the very popular Cultural Immersion Program for staff and students.

These workshops, led by University Elder, Uncle John Graham and Paula Nihot, a proud Yugambah woman and Principal Planning Officer for the Aboriginal and Torres Strait Islander Health Service, give our students invaluable insight into health equity.

'Bond Health Presents' commenced in 2023, designed to offer development and engagement for staff, students and external partners. Eight lunchtime sessions were held, attracting a total of 485 registrations, plus a feature event with international resilience expert Kamal Sarma who hosted an additional 353 registrations.

## ACKNOWLEDGED AND AWARDED

Dr Stephanie Schweiker, Dr Stephen Levonis and Dr Amanda Tauber received prestigious awards for their creation of 'The Virtual Scientist,' an interactive website where students conduct virtual experiments. Since its inception in 2019, it has been adopted by educators around the world. Their most recent accolade was a citation for outstanding contributions to student learning at the Australian Awards of University Teaching, which followed on from the esteemed Horizon Prize for Education from the Royal Society of Chemistry, a JoVE Educator Innovation Award and a Centenary of Federation Teaching Team Award.

## INNOVATIVE LEGAL LEARNING

The Faculty of Law continued to offer an exceptional learning experience to Bond law students.

The Faculty's two major programs, the Bachelor of Laws (LLB) and the Juris Doctor (JD), continued to emphasise practical legal skills that were embedded through the Integrated Skills and Professionalism Program. Similarly, the Graduate Diploma in Legal Practice continued to focus on the development of industry-relevant legal practice skills. All three programs were reviewed and refined in 2023.

The Faculty introduced a new elective subject, Law Internship, to allow students to undertake internships with legal employers for credit, with support from the Faculty and from Bond's Career Development Centre.

The Faculty also finalised rollout of a suite of new elective subjects in its innovative LLB in Climate Law program. LLB students can now enrol in a range of climate elective subjects.

## SOCIETY & DESIGN THRIVES

The Faculty of Society & Design (FSD) continued to inspire teaching and learning experiences through shared responsibility and collective curiosity.

With the study abroad market in mind, the Faculty's portfolio of Australian Studies subjects was updated and complemented with the development of a new subject on Indigenous Art and Philosophies that focusses on the University's world-class Indigenous art collection.

Launched in 2023, the Bachelor of Climate Change and Sustainable Action was led by FSD with majors from all other Bond Faculties offering an interdisciplinary qualification for a climate change career in a non-science field. We continued to evolve inclusion of the theme of sustainability, referencing the United Nations Sustainable Development Goals (UN SDGs) and Indigenous ways of knowing into our classroom practices and subject content as appropriate.

## SUPPORT FOR ACADEMICS

Professional development is always a focus at Bond.

We explore opportunities, from individuals to Faculties, to encourage upskilling and collaboration from which our teachers may themselves learn and improve their teaching practice.

In further support of our academics, the Office of Learning & Teaching launched Professional Development Pathways, a new program of face-to-face, online and self-paced options to support the teacher experience. In addition, the 'Eight Ways' Pedagogy Training was held for staff and teachers to deepen a shared understanding of Indigenous ways of knowing, doing and being.

## RESEARCH

Inspirational research at Bond University is conducted in every Faculty and Department. It continues to grow in terms of income, reach and impact, HDR student numbers and completions.

### RECOGNITION AND AWARDS

In 2023, individuals and teams from HSM were widely celebrated for outstanding research achievements.

Professor Paul Glasziou AO was named among the top one per cent of researchers worldwide. Professor Glasziou, the Director of Bond's Institute for Evidence-Based Healthcare, was included on the prestigious Clarivate Highly Cited Researchers 2023 list, representing 0.1 per cent of the world's scientists.

Stanford University's 2023 list of the top two per cent of most-cited scientists included 22 current and former Bond Health Sciences & Medicine academics.

During the year, our Higher Degree Research Unit received ongoing positive feedback from HDR students and other stakeholders for the HDR Orientation and Support Series that was reworked to provide more relevant and practical information. As testament to the quality of these students, 16 participated in the Three Minute Thesis competition, run by the University of Queensland. Bond PhD candidate Rozalija Erdelyi won the grand prize.

### COLLABORATIONS ACROSS CAMPUS

A cross-disciplinary panel discussion showcased Bond University's research undertaken in Bond Business School and FSD alongside high-profile industry participants on the topic of 'How Emerging Technologies are Innovating Workplaces and Urban Environments'.

The first cross-disciplinary session was jointly hosted by researchers from three Faculties: HSM, FSD and Law, comprising six short presentations exploring better outcomes for women in sport.

We launched the Inaugural Professorial Lecture Series, featuring some of the most distinguished Professors in their fields. These free presentations share research expertise with the University community, our networks, and the general public.

Our 12th annual Research Week showcase was judged an overwhelming success, featuring a range of events that were very popular. A highlight of the week was the Vice Chancellor's Research Awards. Winners were:

- Research Excellence: Professor Tammy Hoffmann (Institute of Evidence-Based Healthcare)
- Research Supervision: Professor Wayne Hing (HSM)
- Early Career Research Excellence: Dr Mina Bakhit (HSM)
- PhD Award: Dr Matthew Olsen (HSM).

Bond Business School and industry guests held a panel discussion on 'Australia's \$3.5 Trillion Superannuation System - Past Present and Future', featuring noted financial researchers and experts.

The Faculty of Law Research Showcase was an interactive discussion session where our researchers explored the legal issues associated with transborder data flows.



## COMMUNITY

**Not all of Bond's communities are academic. Some are best defined by a shared place, focus or ambition. During 2023, our communities grew and flourished based on mutually respectful relationships, stronger connections and authentic engagements.**

### COMMUNITY IN PLACE

The Governor of Queensland, Her Excellency the Honourable Dr Jeannette Young AC PSM, praised the University's investment in growing the nation's health workforce when she officially opened the new BIHS North expansion in September. The multi-level building provides an additional 11,500m<sup>2</sup> of education spaces, state-of-the-art training facilities, clinics and equipment. Built by ADCO Constructions, the project was self-funded by Bond University. It created 200 jobs during construction and more than 50 highly-skilled, ongoing positions.

To further extend our community outreach, the Bond University Health and Wellness Clinic infrastructure was established. As a collaborative initiative between HSM and the FSD, the clinic provides a specialised teaching and training facility where postgraduate students in Allied Health undertake practical internships.

### COMMUNITY FROM DAY ONE

Bond University College focusses on students in their first year, creating a community from their earliest days at Bond. In 2023, we continued to support them to navigate many of their initial undergraduate experiences in our community.

During the year, more than 40 per cent of College students were of international origin, with many studying in Australia for the first time. We attracted students from around the world including Africa, Brazil, Canada, China, India, New Guinea, Poland, Russia and Sweden.

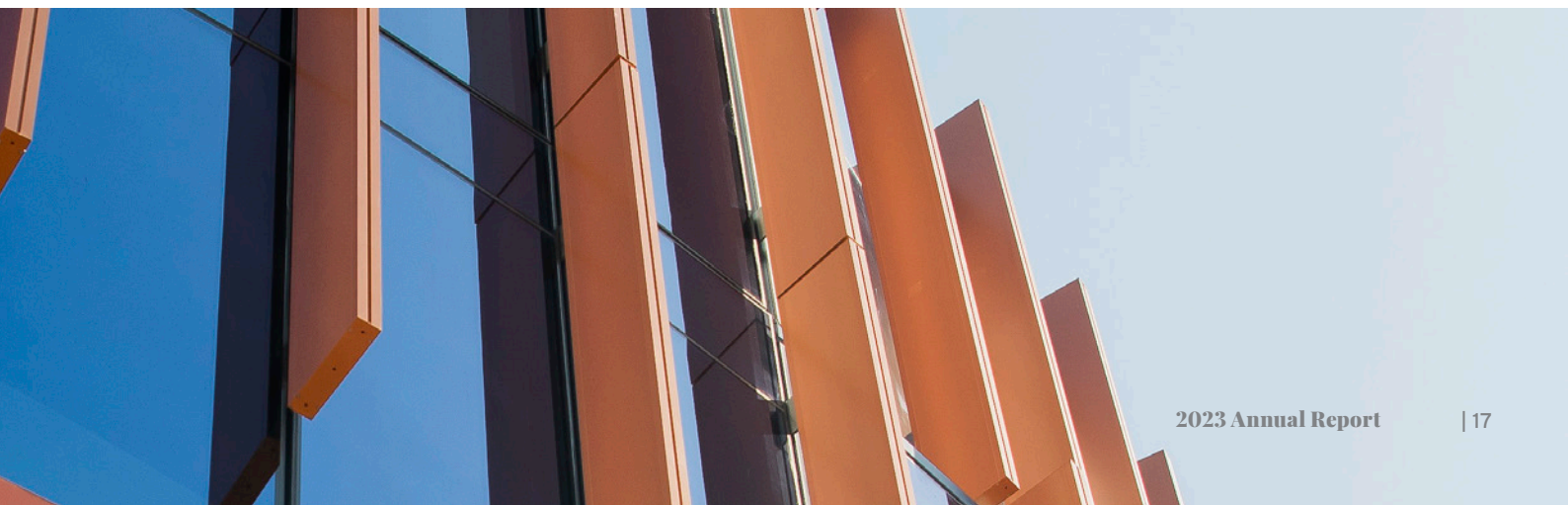
The College's curriculum is designed to improve language proficiency across the four macro skills - listening, reading, writing and speaking - as well as helping them succeed in an Australian university setting.

The student experience is managed by the Student Support and Success team who provide discipline-specific insights and specialist academic advice. Individual study and assessment plans are created, operationalised and monitored, and the College introduces students to professionalism including codes of ethics, commitment to competence, integrity, morality, altruism, and the promotion of the public good.

### PROFESSIONAL AND GLOBAL COMMUNITIES

Sessions conducted for Entrepreneurs' Organisation (EO) members and for Binder Dijker Otte (BDO) members demonstrate Bond Business School's commitment to providing valuable and practical knowledge to professionals and maintaining its status as a leading institution that produces global-ready graduates.

The Faculty of Law has engaged with the Queensland, national and international legal communities since foundation. Our mooting and clinical programs, collaborations with industry and the legal profession maintained strong sectoral, institutional and community relationships during 2023.







## ENGAGEMENT

**In 2023, all Faculties and Departments continued to successfully position the University and its reputation through aspirational communication, connection and advancement activity both nationally and globally.**

### ENGAGING AROUND THE WORLD ...

The Office of Engagement created a series of customised training programs to improve our profile and income by attracting new learners and supporters.

On a global stage, we worked with leading international events, digital services and academic knowledge group, Informa, to build a partnership to deliver Bond postgraduate subjects.

### ... AND AT HOME

Back on the Gold Coast, the Creative Connections Program was developed as an opportunity to bring transformative experiences via the Arts to life on campus, strengthening our connectedness.

The largest event was Opera Queensland performing 'Lady Sings the Maroons' to over 350 guests in the ADCO Amphitheatre as the final destination of its Festival of the Outback Tour.

And our annual Homecoming Week successfully continued the theme of 'Rhythm', hosting a range of activities commencing with Foundation Day on 15 May.



## Strategy 2: Expanding Our 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.

### LEARNING AND TEACHING

In 2023, Bond's learning and teaching successes were based on the quality of our relationships - across our student body, our academic and administrative staff, and externally, with our industry, research, philanthropic and community partners - that expand our reach and broaden our impact every day.

#### REPUTATION FOR EXCELLENCE

Bond's standing as an institution for learning and teaching excellence was confirmed and enhanced by outstanding performances in influential international and national rankings.

As well as impressive results from the Times Higher Education (THE) World Rankings where we rose to one of the top 300 universities in the world, a new national ranking published by the Australian Financial Review placed Bond 12<sup>th</sup> among Australia's universities.

#### COMMUNITIES OF PRACTICE

To maintain a novel cross-disciplinary focus, emerging communities of practice spread between Bond's departments and Faculties. Throughout the year, our learning and teaching sights remained firmly fixed on interdisciplinary relationship development.

These collaborations prioritised professional and industry connections, research capability and capacity building, and created opportunities aligned to specific learning and teaching interest areas. They often merged different discipline perspectives.

The Faculty of Law completed the rollout of its LLB in Climate Law while the FSD launched its own Bachelor of Climate Change and Sustainable Action, which included an opportunity to major in Climate and Environmental Law. In 2024 the Faculty of Law will collaborate with FSD and other Faculties to align and expand programs within the field of sustainability studies.

Law continued to demonstrate Bond's relevance via the development and delivery of innovative microcredentials and executive education. It also offered short courses developed with high profile industry partners in insolvency, medical negligence, family law arbitration and notaries. Most of these short courses were 'stackable' and offer credit towards postgraduate study.

Building on this work, a series of evidence-based practice courses was included in the broader OLT professional development suite. The core unit, 'Evidencing Learner Impact' was launched in mid-2023 to promote scholarly teaching.

#### SHARED HEALTH ROLES

HSM supported conjoint academic positions with the Gold Coast Health and Hospital Service and the Northern NSW Local Health District to broaden our research and teaching and influence.

These roles are clinical-facing academics who work at both the hospital and Bond University with shared costs. The conjoint appointments allow the University to recruit and retain high quality clinical focussed academics to support our teaching and research agenda.

## STUDENT RECRUITMENT

Our student recruitment activities continued to respond to the nuances in post-pandemic markets and subsequent changes in student access and preference.

As a result, experiential activities for prospective domestic students increased while our international recruitment teams focussed on providing individualised support.

Strategic international liaison with European and USA partners increased the number of our Study Abroad semester experiences. Refreshed curricula and provision of new offerings, unique to our geographical region, enhanced the attractiveness of the University as a global destination of choice.

The Office of Engagement complemented the student recruitment process by providing fundraising for scholarships and student grant programs.

Bond University College collaborated with the Office of Future Students to develop study tours for schools and universities including those that are based offshore.

Our Student for a Semester and Enhanced Learning Activities for High School students provided a Bond experience and pathway into tertiary study.

In FSD, the Bond University Film and Television Awards (BUFTA) and the Bond University High School Model United Nations (BUHMUN) experiences remained the flagship recruitment events at undergraduate level. During 2023 the BUFTA competition was expanded to include strategically identified emerging markets, evidencing submission of films from New Zealand, South Africa, Columbia, Malaysia, India and United Arab Emirates.

We are particularly proud of our Indigenous Education Strategy that promotes Bond to potential First Nations students by recognising the value of providing a culturally safe and supportive learning environment that delivers equitable graduate outcomes.



## RESEARCH

**Bond prioritises research capability and capacity building, focussing on the production of high quality research outputs aligned to our teaching disciplines. Our research connects to sector stakeholders and the broader community through our outreach program, such as Research Week and the Professorial Fellow Lecture series.**

In 2023, highlights included:

- A cross-disciplinary session run by Bond Business School and the FSD alongside high-profile industry participants discussed the topic 'How Emerging Technologies are Innovating Workplaces and Urban Environments'.
- Professor Bill Thompson held a public Inaugural Professorial Lecture on 'Music on Prescription: From Brain Health to Social Harmony', describing research on the qualities of music that make it a valuable tool for personal health and social harmony.
- Professor Nicole Rogers in her professorial public lecture addressed the question: 'Can Climate Litigation Save the Planet?'
- The HSM Tactical Research Unit hosted a Rapid Fire Mini Congress with Dr Scott Gayton addressing 'Creating Mission Critical Teams' followed by research presentations and a guided industry/academic discussion covering topics such as occupational fatigue, fitness testing and tactical equipment wear.

### RESEARCH RESULTS

Our external research income continues to grow year-on-year (29 per cent improvement over the past three years) and provided a sustainable increase in research scale. Grant success rates sit within the target range to ensure we maximise our efforts to secure competitive funding.

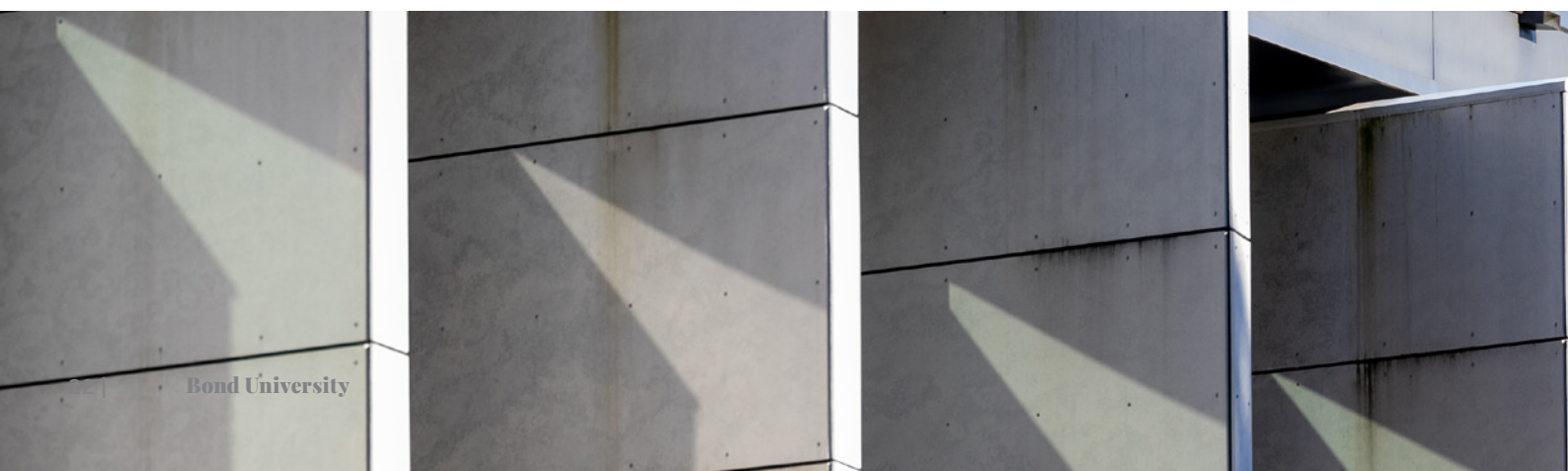
We continued to publish world-class research in high quality, peer-reviewed publications. In 2023, over 64 per cent of all journal articles were published in a top quartile journal. The publication of research and scholarly articles and materials

remains well aligned with our teaching disciplines, providing students with recent and relevant real world best practice and insight.

In the Faculty of HSM, engagement with research partners continued to flourish. A multidisciplinary team commenced a four-year study to determine if wearable devices can help Type 2 diabetes patients better manage their condition. Study participants wear devices that monitor physical activity, blood sugar levels and blood pressure, with the data fed into an app linked to the patients' medical records, allowing them and their medical care teams to track their progress. It involves patients and general practices in Queensland and New South Wales. The project received more than \$1 million in funding from the Federal Government's Medical Research Future Fund.

Chief Investigators Professor Nick Zwar and Assistant Professor Kieran Le Plastrier received funding of \$1,319,463 by the Medical Research Future Fund (MRFF) for a study on long term insomnia. The project compares the effectiveness of digital cognitive behavioural treatment CBTi, both with and without clinician support, to brief sleep hygiene advice from the patient's GP.

Bachelor of Biomedical Sciences student, Sarah Tynan, became the first Bond University student to be accepted into the esteemed Amgen Scholars Program at Melbourne University. The international research program gives undergraduate students hands-on laboratory experience in a world-class lab of their choice. Sarah's placement with the Leung Research Group, headed up by Dr Ivanhoe Leung, saw her study proteins and enzymes to learn how microorganisms can be genetically modified to tackle today's science challenges.



## **BUSINESS-RELATED RESEARCH**

The Bond Business School (BBS) places great value on high-quality, sector-relevant research across all disciplines. In 2023, the BBS published 55 articles in top-quality journal publications demonstrating the School's strong emphasis on Business and Management research and its commitment to building continued research capacity around Actuarial and Financial studies.

An external assessment re-affirmed that BBS research is 'Above World Standard', and the School's grants funds tripled over the past year. Most notably was a \$382,798 ARC discovery grant for a project on 'Price Discovery in Equity and Volatility Futures for Trading and Hedging'.

With a diverse portfolio of research and development activities, the Bond Business School stands comparable to high-quality international university-based business schools, emphasising academic or discipline-based research. In 2023, the School recorded 43 Higher Degree by Research (HDR) enrolments and provided PhD students with valuable internship and industry experience opportunities.

## **LEGAL ACHIEVEMENTS**

Legal research was primarily conducted within six subdisciplines: business and commercial law; law and technology; international and comparative law; legal education and dispute resolution; cybersecurity and space law; and environmental and resources law.

During the year, the Centre for Professional Legal Education (CPLE) researchers were commissioned by the Queensland Law Society to conduct funded empirical research into the job readiness of law graduates and entry level solicitors in private practice, resulting in a comprehensive report and submissions to national industry stakeholder bodies.

Researchers in business and commercial law continued to produce scholarly monographs, journal article and book chapters in these areas. Researchers in law and technology secured several small external grants for internet and digital privacy law research. Space law and cybersecurity researchers published in areas including space law, internet law, data security, internet cybercrime and privacy infringement.







## COMMUNITY

**Bond's 'community' involves partners and collaborators from all over the world. These relationships create valuable opportunities for our students, our staff and for Bond, as a proud academic institution.**

### CANADA AND CHINA RENEWED

In Canada, a partnership with the University of Lethbridge resulted in the negotiation and implementation of a dual degree program agreement.

In China, student and staff exchange agreements were successfully negotiated with Tsinghua University and Renmin University, and renewal of student and staff exchange agreements were also successfully negotiated with Peking University and Fudan University.

### MOOTING SUCCESS CONTINUES

The Faculty of Law's history of mooting achievements demonstrates the depth of our international legal sector 'community' connections.

We fielded one of only three Australian law school teams to progress to the international round of the prestigious Jessup Mooting Competition and finished in the top 16 of 400+ law schools internationally.

The Faculty's team in the Willem C. Vis International Commercial Arbitration Moot Competition placed in the top eight teams out of a total of 378 international teams.

Our team in the Sports Arbitration Moot competition was one of only 16 teams to progress to the international rounds in Barcelona, Spain.

Bond won the Queensland Interschool Law Competitions (QILC) and the QILC Negotiation Competition, as well as being grand finalists in the QILC Client Interview Competition, the Michael Kirby Contract Law Moot, and Hugo Law Group Criminal Law Moot. They were also quarter finalists in the UNSW Private Law Moot, the Administrative Appeals Tribunal Moot, and the Sir Harry Gibbs National Constitutional Law Moot.

### CLOSER TO HOME ...

FSD established the ADCO Excellence Mentoring Program. This high value partnership places students firmly in the construction 'community' with dual branded (Bond and ADCO) personal protective equipment, regular guest lectures from ADCO professionals and the possibility of a six-month mentorship with the construction giant.

Other close relationships between the University and its local community also add to the richness of life within Bond.

As examples, our work with the Gold Coast Chamber Orchestra brought performances to campus, the World Surf League sponsorship provided a unique drawcard for prospective students, the Usman Khawaja Ambassadorship attracted international attention, and the donation of the 'Olo' surfboard links our campus to the surfing history that is intrinsically linked to the Gold Coast.

## ENGAGEMENT

**Every Faculty and Department engages with stakeholders every day of the year. Engagement comes in many forms. Specifically, it is the role of our Office of Engagement to enhance the University's profile and reputation through engagement across Australia and around the world.**

In 2023, we worked to successfully position the University and its reputation through communication, connection and advancement activity.

We continue to grow our partnerships with business through the expansion of the new Industry Engagement Team.

### EXTENDING REACH AND INFLUENCE

In order to nurture and steward key opportunities for engagement, FSD undertook a review of all Faculty Industry Advisory Committees' (IACs) memberships and terms of reference. For the first time IACs have been established across all seven discipline areas of the Faculty and meet regularly.

Bond Business School's 'Transformer', our co-curricular entrepreneurship program, underwent a significant transformation to boost engagement.

Transformer is an Australian-first program that brings together students from every area within the University to work in multidisciplinary teams, tasked with developing practical solutions to real-world problems.

A Transformer seed grant program was launched as a pathway for students and to connect them with vital industry networks.

### IMPACTFUL HEALTH PARTNERSHIPS

Bond University and three other Australian education institutions formed an innovative collaboration with the Northern NSW Local Health District to train the next generation of skilled healthcare workers in Northern NSW.

The Northern NSW Academic Health Alliance - Bond University, Griffith University, Southern Cross University and TAFE NSW - was developed to deliver an integrated clinical training and collaborative research hub at the new Tweed Valley Hospital, opening in 2024.

HSM's multidimensional partnership with Gold Coast Health includes student placements, research programs, office space and our Clinical Education and Research Centre.

### LAW RELATIONSHIPS EXPAND

The Faculty of Law continued to meet with local law firm leaders as part of the Local Profession Engagement Strategy.

Relations with the Queensland Law Society (QLS) remained strong, with QLS representation on the Faculty Advisory Board and frequent engagement at QLS events.

The Faculty again administered the High School Mooting Competition with a greater focus on taking advantage of recruitment opportunities: 160 students from 55 schools participated in the competition.

### STRONG RELATIONSHIPS

Our Alumni Relations team actively engaged our alumni by working with the Alumni Advisory Board. This included facilitating work of 30 alumni chapters that held 50 events and produced the 2023 editions of the alumni magazine, The Arch.

The Engagement and Development team nurtured and stewarded many key partnerships for the University. These include academic and sporting scholarships.

The Industry Engagement team's portfolio of strong partnerships continued to build brand awareness and foster active engagement. Examples are Committee for Brisbane, the American Chamber of Commerce and the Committee for Economic Development of Australia events.

### ARTS PROGRAMS

The University received several art donations in 2023 with further donations in progress. Significant artworks have been received by world-renowned artists Adam Nudelman, Giles Alexander, Tommy Watson, Neil Fraser, Diane Gall, Luke Cornish, and Paul Davies.

Over 80 events were hosted to engage current and prospective benefactors.

The Corrigan Walk art tours hosted over 200 guests, including the Universities Australia Deputy Vice Chancellors' Indigenous Conference tour. A Corrigan Walk App was developed by a Bond student to facilitate a self-service virtual tour experience.

We hosted concerts performed by the Gold Coast Chamber Orchestra as part of our ongoing partnership to provide them with a permanent home.

## FUNDRAISING AND PHILANTHROPY

The Chancellor's Circle appeal raised funds to support three priority areas - Indigenous Program Fund, Bond Creative Arts Connection and the University Endowment Fund.

Homecoming Week's feature Giving Day exceeded its target to provide further contributions towards the Scholarship Fund.

Donations were received by the Indigenous Fundraising Program with new sponsors joining. It enabled more students to receive scholarships in 2023.

## SPORTS STARS SHINE

Our sporting strategy has led to increased engagement by students and success on the field and in the pool, including many highlights, especially in women's sports.

**AFL:** All four AFL teams won through to their respective grand finals with the Senior Women's, Reserves Women's, and Reserves Men's winning their premierships.

**Netball:** The PacificAus Sports/Netball Australia/DFAT Partnership was established to develop players from the Pacific. Two teams represented Bond in the Sapphire and Ruby series with Netball Queensland. Community engagement was a focus with over 200 junior netballers coming onto campus for skill development programs. The Netball Club also engaged with First Nations netballers from communities in Charleville, Cunnamulla and Quilpie. This regional Queensland initiative was in conjunction with the Cunnamulla Primary Health Care Centre and the Regional Councils.

**Swimming:** At the Australian Swimming Championships, the club amassed 19 gold, nine silver and five bronze medals. The club was placed seventh at the Australian Age Championships and fifth at Australian Open Championships. The University entered the World Aquatics Training Centre Partnership for the swimming club to coach swimmers from developing nations.

**Rugby:** The Rugby Club Women's Premier team won back-to-back Queensland Premier Rugby championships. The Men's Premier team won the minor premierships.

The Sports Office designed and developed the Esports Strategy for the 2024 competitions to diversify engagement avenues and cater to high school students.

## BOND UNIVERSITY COLLEGE

Bond University College celebrates the knowledge and culture of Aboriginal and Torres Strait Islander peoples. The College is committed to the whole-of-sector strategy to support the advancement of Indigenous peoples within universities including Bond University. This strategy is aimed to extend opportunities for Aboriginal and Torres Strait Islander students, graduates, researchers, and staff.

# 3

## Strategy 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.

### LEARNING AND TEACHING

#### AWARDING OUR TEACHERS

Outstanding teachers are a hallmark of Bond. We celebrate them in a range of ways.

During the year, extensive work, guidance and advice were provided by our OLT to prospective external award applicants. Academics were supported through awards pipelines, resulting in four external award submissions.

Building on the 2022 success with an Australian Awards for University Teaching citation for the Bond University Chemical Education Team, two submissions were made to the Australian Association of Teaching and Learning citation program, one to Australian Financial Review Higher Education awards and another to the inaugural Universities Australia - Shaping Australia Awards.

#### CAREER DEVELOPMENT

The achievements and success of academic teaching and professional staff requires nurturing through intentional support, development, and networking.

OLT recognises the importance of career development, aspirational goal setting, coaching, and mentoring to support professional growth and retention.

Throughout the year, OLT specialist staff encouraged their colleagues across all areas to undertake short- and long-term career planning to enhance Bond's positive learning and teaching culture to support both individual career goals and long-term sustainability of our skilled workforce.

### RESEARCH

**Bond's research profile has grown rapidly over the last decade to the extent that we are now internationally regarded for our exceptional strengths, across many disciplines.**

We are well known for distinctive impact in the areas of Evidence-Based Healthcare Research and Tactical Research that support special forces and law enforcement personnel.

Bond University's Institute of Evidence-Based Healthcare delivers world-class research, engagement and training that serve as a national and international resource for scholars, clinicians, system leaders, patients, and families in the implementation of evidence-based healthcare.

In 2023, the effective integration of research into practice contributed to the health and healthcare of many Australians, influenced health policy, improved

global health outcomes, and enhanced our reputation as Australia's leading private, independent, not-for-profit University.

The Tactical Research Unit (TRU) is a research centre serving multiple tactical streams (military, law enforcement, fire and rescue, and paramedics) in a single university setting, with the sole research focus on tactical occupations. TRU's success during the year saw other micro adaptations of the Centre develop in the USA and UK with these institutions now collaborating with the TRU, and as such, expanding the reach and global impact of our Centre and amplifying the Bond name.

## COMMUNITY

**One of Bond's key objectives is to create and maintain world-class campus and facilities that are connected to their local communities. In 2023, we undertook a range of new and refurbishment projects.**

Bond's strong campus-centric culture was reinforced by the rapid design and construction of new student accommodation at the Foresters Precinct. It opened in direct response to the housing and rental crisis that is particularly acute on the Gold Coast and has since enhanced that community.

The David Weedon Pathology Museum was officially reopened after a refurbishment. Named in honour of internationally acclaimed pathologist and former Bond University academic, Professor David Weedon AO, the museum contains more than 300 biological specimens and over 700 digital images. It is a vital resource for HSM staff, students and researchers. Professor Weedon was instrumental in the establishment of Bond University's medicine program in 2004 and taught at Bond in the program's formative years.





## ENGAGEMENT

2023 saw an increase in staff engagement and development activities including the launch of our in-house Bond Leadership Program for emerging leaders, and Leadership Essentials Program for managers. Externally, to promote better engagement with Bond stories, we implemented a range of strategically designed communications activities and events that showcased our wide-ranging achievements.

### STRATEGIC WORKFORCE PLANNING

Professional development and support of staff is a considered investment Bond makes to enrol and maintain a skilled workforce.

Part of this is our Indigenous Workforce Strategy that highlights the importance of a strong, vibrant, visible and respected Indigenous staff community on our campus.

During 2023, the Expanding Research Leadership initiative grew to recruit and retain high-calibre professorial roles for a further three years. The program's five current world-class academics provided benefits in terms of citation performance, external rankings, and professional development for academics and HDR students.

### STAFF RETENTION

During 2023, we expanded our staff wellbeing calendar with a busy schedule of events aimed at maintaining good mental and physical health, and networking across campus. Our policies on working from home and work flexibility have been updated and staff parental leave conditions have been enhanced.

To maintain our people first culture, we established the Staff Engagement and Development Office, launched the Bond Leadership Program and Leadership Essentials training courses and commenced negotiations for the Academic Staff Association.

In FSD, in addition to appointments of active early- and mid-career academics, experienced senior professorial positions were appointed with a remit to act as mentors to the more junior staff. We also developed strategic nurturing plans across all Faculty discipline areas.

Regular recognition and reward programs are held across the year for Research, Learning and Teaching, and professional staff from all Faculties and departments.

### MEDIA AND COMMUNICATIONS

During the year, the University significantly increased media mentions, surpassing the previous year's high point. Media coverage of the University reached an estimated audience of 408.4 million people.

Bond's Newsroom (our external communications hub) covered major University events, securing external media interest and documenting milestones. These included graduations, research, awards, sport finals and the opening of the new building at BIHS North.

University-produced content appeared in prestigious publications and websites such as The Australian and the Australian Financial Review, on national radio and network television. We produced several news videos, appearing on platforms including network broadcasts and social media.

The consistent achievements of Bond's athletes were presented in numerous editions of the Gold Coast Bulletin, sparking interest in the University's sports programs. The 'Bond Bull Sharks' newsletter increased engagement and subscriber numbers through the use of video highlights.

### THOUGHT LEADERSHIP

In thought leadership, our academics contributed articles to The Conversation, reaching approximately three million readers. Additionally, the Bond Newsroom facilitated the publication of op-eds in other media outlets including news.com.au.

The Newsroom won a gold award in the Communications category of the international CASE Circle of Excellence Awards, and photographer Cavan Flynn won a CASE Circle of Excellence Best of Asia-Pacific Award.

Bond University hosted the inaugural 'Future of Media Think Tank', attracting media professionals for discussions on industry challenges and opportunities. The attendees forged new connections and renewed old ones, and exposed journalists to Bond academics and the campus.

### LEARNING & TEACHING

OLT's dedication to staff capacity building and advancement reflects its extensive support and range of academic services. Targeted professional development programs, workshops and resources have been developed through 2023 to advance university strategic initiatives, build teaching expertise through evidence-based practice, share effective pedagogical and innovative teaching approaches, and leverage emerging technology to provide quality assessment and student learning experiences. These activities and the OLT team's proven reputation for responsiveness and adaptability embody Bond University's core strategic principles to be distinctive, relevant, connected and excellent in the provision of the highest quality learning and teaching experiences for our students.

# Bond University Student Association

The Bond University Student Association (BUSA) led diverse initiatives across portfolios in education, representation, recreation, sport, and communications. The year was characterised by a renewed focus on actively promoting engagement in campus life, from enhancing academic pursuits to facilitating sporting involvement and providing a wide range of social activities.

## EXECUTIVE OVERSIGHT

The BUSA Executive - the President, Treasurer, Secretary and Vice Presidents - is responsible for leading the Committee, planning its strategic direction and undertaking major projects.

During the year, the President implemented an internal governance restructure to improve functionality and to reflect the evolving nature of specific areas, such as Sports and the Arts.

The Treasurer introduced a more transparent financial statement system across BUSA's subsidiary student clubs and societies and a new budgeting system to better account for their rapid expansion.

## EDUCATION

The BUSA Education Team represented the students' voice in the University's administration and led international, postgraduate, First Nations and wellbeing initiatives.

The Vice President (Education) instigated the revival of the Education and Academic Affairs Advisory Council and also formed a Bond Arts (BARTs) subcommittee.

The Wellness Director contributed positively to the University's student success and wellbeing initiatives, including Wellness Week, environmental recycling programs, involvement in the 'Together We Are Bondies' campaign, and collating 'The Conversation' magazine.

The Postgraduate Director organised and facilitated postgraduate study sessions, a networking event, and revived the Postgraduate Students' Association.

The First Nations Director led initiatives such as National Sorry Day and NAIDOC Week, and the International Director renewed the International Students' Association and offered rich cultural experiences, such as the Global Food Festival.

## REPRESENTATION

The BUSA Representation Team had an extremely busy year covering many aspects of the student experience.

The Vice President (Representation) and Inclusion Director redefined the existing and planned future delivery of

student advocacy and support services available at the University, including navigating university decision-making processes, preparing written or oral statements, connecting at-risk students with appropriate supports, championing the accessibility and inclusivity audit of the University's campus, and supporting those who are part of the LGBTQIA+ community.

## RECREATION

The BUSA Recreation Team revitalised opportunities for social connection.

The Social Director ran successful events during Orientation Week and throughout the year.

The Vice President (Recreation) oversaw the successful organisation of 'Bondstock' - the week-long celebration of student life.

The Clubs and Societies Director guided BUSA's subsidiary clubs and societies, including with the implementation of the 'Clubs Guide'.

## SPORT

The BUSA Sporting Team had a very successful year, undertaking the first sporting equipment audit, hosting various events such as Rugby Ladies Day, Melbourne Cup, and State of Origin, and strengthening BUSA's relationship with Bond Sport.

The Vice President (Sport) gathered, assisted in training, and worked to fully subsidise a team to participate in the UniSport Indigenous Nationals at Monash University. Additionally, he helped coordinate the UniSport Nationals Event on the Gold Coast by advertising the event and gathering twenty Bond University teams to compete across a range of sports. During the week, he also organised a student-athlete hub for students to socialise, support one another, and complete recovering sessions at the Institute of Health and Sport.

The sport team saw an increase in over ten new sporting clubs at the University.



## COMMUNICATIONS

The BUSA Communications Team leader and Publications Director distributed a weekly newsletter and collaborated with relevant stakeholders to produce The Conversation magazine, BUSA's Sponsorship Prospectus, and the BOUND Magazine.

The Marketing Director developed BUSA's social media channels to further engage students with BUSA content and that of subsidiary clubs and societies, University departments, local events and businesses. The External Relations Director distributed the Sponsorship Prospectus to businesses and alumni networks, helping to support strong external relationships.

## FINANCIAL POSITION

Over the financial year (concluding 30 June 2023), BUSA's gross income increased by 65 per cent from the previous year. This increase is the result of well-attended events and more support from external sponsors and businesses at Club Sign-On Day.

Commensurately, the greater demand for additional student events and services led to further investment in BUSA initiatives, with the operating expenses also increased from the previous year. At the end of the financial year, BUSA declared a small operating surplus.

BUSA's financial audit was again unqualified.







## BOND UNIVERSITY

This Annual Report is the final report published during the time that I am Chancellor of the University. In the circumstances, I would like to say a few final words.

From the very beginning of my term, the entire Bond community has been more than welcoming. Your support and good wishes, that have been unhesitatingly extended to me during my time as Chancellor, have been instrumental in making my role enjoyable and, I hope, productive.

There are so many people to acknowledge. In particular, I would like to thank each member of Council who has served with me. Their unstinting support, insight and determination to ensure that each decision that we considered was always in the best interests of the students and the University has meant that sound, measured decisions were made. At all times, the student experience was the guiding light by which we considered matters that came to Council.

First and foremost, I acknowledge the Vice Chancellor. The collegiate relationship and the friendship that we developed has enabled seamless consultation and decision making throughout my time at the University. The Management team, led by the Vice Chancellor, have all worked ably and over long hours to assist Council in the various tasks undertaken on behalf of the University. In turn, they have been ably supported by the academic and professional staff. I am aware that a lot of what they do goes unobserved, but it is nonetheless critical to the efficient operation of the University.

To the more than 7,000 Bondies on whom I have personally conferred degrees and to all those who have preceded them and to those yet to come, my very best wishes.

It has been an immense pleasure and a great honour to have been Chancellor of this great University. I wish you all well for the future.

**Annabelle Bennett**  
**8<sup>th</sup> Chancellor**

**19 April 2016 to 24 May 2024**







## BOND UNIVERSITY

The Hon Dr Annabelle Bennett's term as the University's 8th and longest serving Chancellor will be remembered as one where the institution flourished during an era of turbulence and challenge.

Annabelle's natural ability to lead, inspire and collaborate was very much to the fore and applied to the considerable benefit of the University. Moreover, her vast experience in the law, capability to evaluate and assess complex problems, and innate pragmatism marked an era of sensible outcomes capable of practical execution.

She provided a strong sense of stability and committed leadership which was very much required during the years of great uncertainty induced by the challenges of covid. Together with her Council colleagues, she remained steadfast in the Council's focus on the student experience. Bond's successes in student engagement and the learning experience are unparalleled across the nation.

Annabelle's personal commitment to the student experience was very much evident at Graduation ceremonies where she brought her characteristic grace, charm and elegance. Each graduate was made to feel so special and appreciated as she took the time to engage with each and every one of them. This small act of kindness was much appreciated by the students.

Moreover, Annabelle understood the changing nature of university governance in the higher education landscape. Importantly, she embraced the unique position that Bond University occupies as a fully private, independent, not-for-profit university in Australia which means we do things differently and distinctively.

On behalf of the University community, students, alumni, academic and professional staff, I offer our sincere thanks and gratitude for all that you have contributed through your personal exertion, passion, boundless energy, and honorary service to enhance the student experience and Bond's reputation.

We thank you and remain forever in your debt.

**Professor Tim Brailsford**  
**Vice Chancellor and President**

**24 May 2024**



# Governance

## GOVERNANCE STRUCTURE

Bond University Limited is a company limited by guarantee and, as a result, does not have shareholders. The governance arrangements provide for the Company, with a voting membership of 30 members, to appoint the University Council, which is the board of directors of Bond University Limited. The Chair of the board is the Chancellor of the University. The Chief Executive Officer of the University, the Vice-Chancellor, is in turn responsible to the University Council. The peak academic body of the University, the Academic Senate, which is provided for in the Constitution of the Company, is an advisory body to the Vice-Chancellor on matters relating to the academic activity of the University. The University's status as a not-for-profit organisation is confirmed in the Constitution of Bond University Limited. As a company limited by guarantee, the University fully complies with the Australian Charities and Not-for-Profit Commission Act 2012, the Constitution of the Company and with the Corporations Act 2001. The Council of the University has examined its governance practices and is satisfied that the University is fully compliant with all relevant and modern governance standards.

## RISK MANAGEMENT

Council has established the Audit, Risk and Safety Committee to oversee the risk management activities of the University. The Committee has at least one external member as well as nominated Councillors as members. The Committee oversees the integrity of external financial reporting, including compliance with statutory responsibilities relating to financial reporting disclosures, principles and policies, controls and procedures. It also oversees the annual external audit of the University's accounts. The Committee ensures that the University adopts a best practice approach to occupational health and safety matters on campus. In particular, the Committee has adopted formal external benchmarking criteria against which the University consistently performs well.

## VOLUNTARY GOVERNANCE CODE

The Australian Universities Chancellors Council in conjunction with Universities Australia have published a Voluntary Code of Best Practice for Governance of Australian Public Universities. As a private, independent, not-for-profit University, the Voluntary Code does not apply to Bond University. Nonetheless, Bond seeks to achieve the highest standards in corporate governance.

The Council of the University has examined its governance practices and is satisfied that the University is fully compliant with all relevant governance standards. As a company limited by guarantee, we fully comply with the Corporations Act 2001, the Constitution of the Company and with the Australian Charities and Not-for-Profit Commission Act 2012.

This view was validated by an external review of governance practices that resolved that Council met all of its obligations under the relevant legislation.

## DISCLOSURES

Universities Australia, in conjunction with the Australian Universities Chancellors Council, has recommended a number of disclosures that it considers appropriate for Australian Public Universities.

These recommended disclosures do not all fit the governance structure and operational model of Bond University as a private, independent, not-for-profit University with a unique governance structure. Nonetheless, the University supports the objectives behind each of the initiatives and has, as far as is practicable, adopted a disclosure regime that fits its operational imperatives and meets community standards, while taking into account its unique governance model in Australia's higher education sector.

The University supports the objectives of the Modern Slavery Act 2018 (Cth). It is committed to treating all workers with respect and dignity, ensuring safe working conditions and conducting ethical operations. It has implemented processes and procedures to ensure that the risks of modern slavery activities in its operations are minimised. A risk framework has been established to ensure that the University builds resilience against any attempts at foreign interference and for the safety of its students and staff, information and assets from attack. This framework meets the voluntary Guidelines published by the Commonwealth Government.

The University has conducted a comprehensive review of its policies to determine the extent to which they were consistent with the Model Code on Freedom of Speech and Academic Freedom. The University consulted with all relevant stakeholders including students, student associations, staff and the community in determining its response. As a result of that comprehensive consultation process, the University made some minor amendments to its existing policies to ensure that they were, as far as possible and given the governance model of the University, aligned with the tenor of the Model Code. There have been no claims made during 2023 of any limitation of the rights of any person, including staff and students to express their views within the parameters of the policy.

The University strives to ensure that its workforce reflect not only community expectations, but also that the workforce reflect all aspects of diversity that will bring a range of perspectives, ideas and insights to the student experience. The University recognises that we operate in a diverse local, national and global community and we value the diversity of our staff and student community. The University has adopted a remuneration structure that ensures it attracts staff with the necessary skills, qualifications and experience to meet the operational and academic needs of the University. The University sets its remuneration having regard to a number of benchmarks that are reviewed on a regular basis.





## COUNCIL MEMBERS

Hon. Dr Annabelle Bennett AC SC FAA FAAL - Chancellor  
 Professor Tim Brailsford - Vice Chancellor & President  
 Ms Marion Charlton  
 Professor Daryl Le Grew AO  
 Mr John Le Lievre  
 Ms Lisa MacCallum  
 Ms Lisa Paul AO PSM (until 5 December 2023)

Dr Emmanuel Pohl AM  
 Ms Kate Vidgen  
 Ms Annabelle Williams OAM

## COMPANY SECRETARY

Mr Michael Dean FCS FGS

## MEMBERS OF THE COMPANY

### Councillors

Hon Dr Annabelle Bennett AC SC FAA  
 FAAL  
 Ms Marion Charlton

### Staff Ordinary Members

Associate Professor Francina Cantatore  
 Ms Gina Coetzee  
 Dr Donna Henson  
 Mr Jason Murray  
 Mr Makarand Parulkar  
 Ms Rosemarie Rusch

### Alumni Ordinary Members

Dr Helena Franco  
 Mr Nathan Goetz  
 Ms Pippa Jeffries  
 Ms Chloe Kent  
 Mr Jordan Kuhnemann  
 Mr John Massey  
 Mr Matthew McLean  
 Ms Annabelle Simon  
 Ms Danieka Strathdee  
 Ms Amy Marie Stroud  
 Ms Daniella Stutt  
 Ms Tanille Turner

### Postgraduate Student Ordinary Member

Mr Tom O'Keefe

### Undergraduate Student Ordinary Member

Ms Lara-Jane Mackie

### Community Ordinary Members

Mr Andrew Baildon  
 Mr Trevor Dietz  
 Mrs Peta Fielding  
 Mr Heath Hill  
 Mr Tom Ray  
 Mr Patrick Wallas  
 Ms Julie Warwick  
 Mr Kerry Watson AM





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The information published in this document is correct at the time of printing. However, all programs are subject to review by the Academic Senate of the University and the University reserves the right to change its program offerings and subjects without notice. The information published in this document is intended as a guide and persons considering an offer of enrolment should contact the relevant Faculty or Institute to see if any changes have been made before deciding to accept their offer.

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