



2025

# 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, and present.

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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 unique ways.

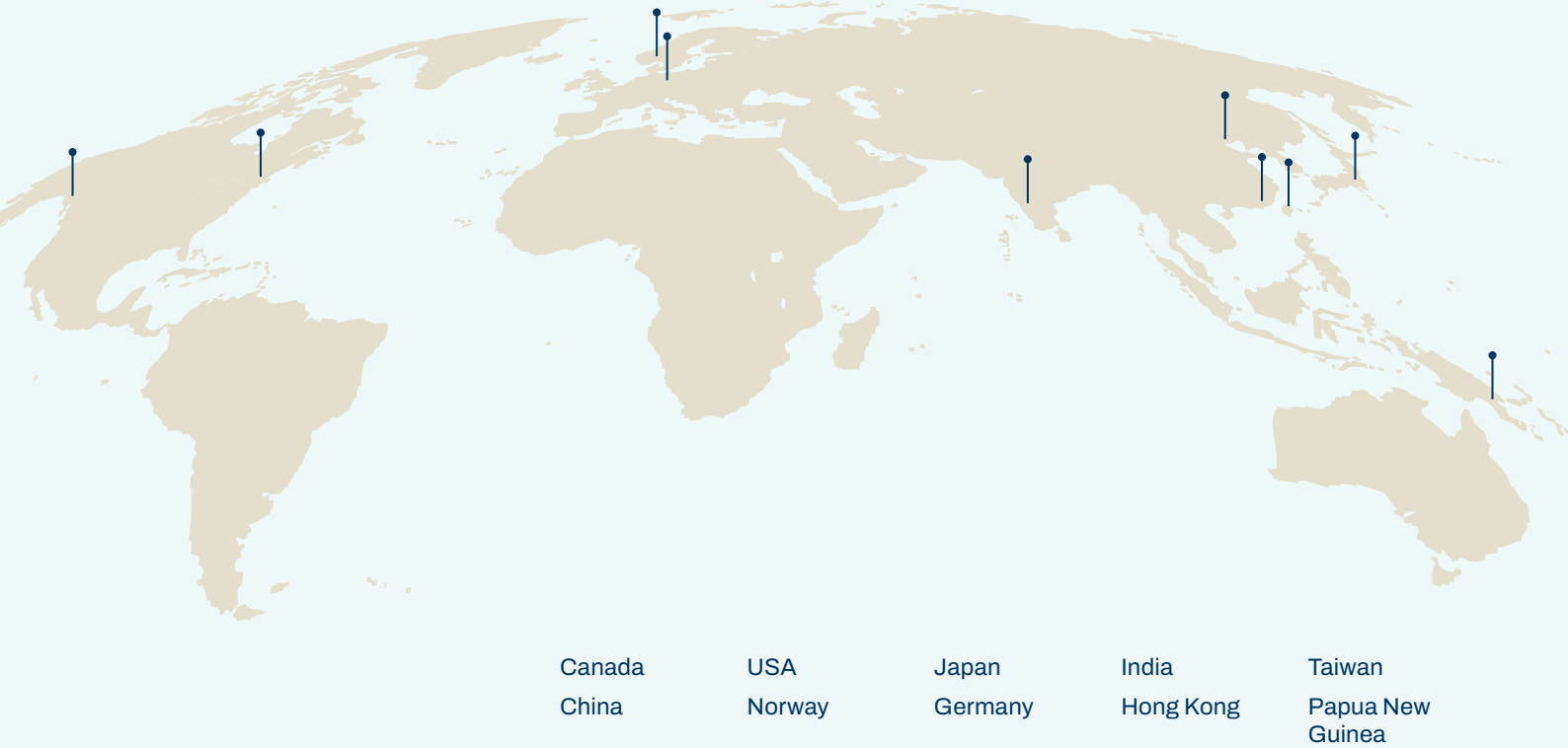
At Bond, every student is encouraged to access an abundance of opportunities and enriched experiences, designed to broaden perspectives and enhance career outcomes.

Connected for life by a transformational experience, the path of the people drawn to Bond is forever changed.



# 2025 at a glance

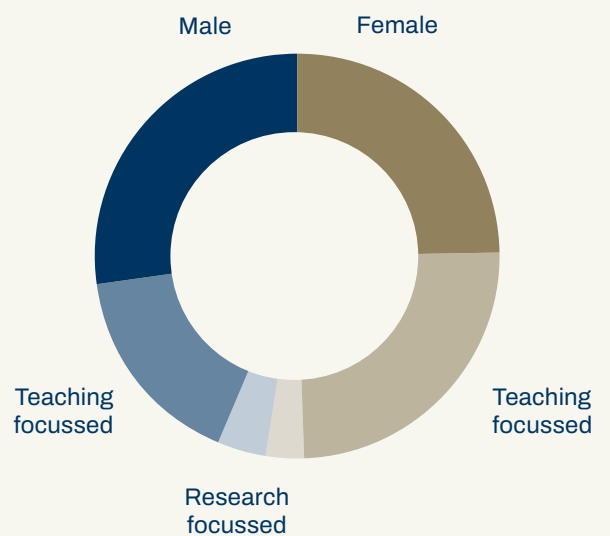
## TOP INTERNATIONAL STUDENT REGIONS

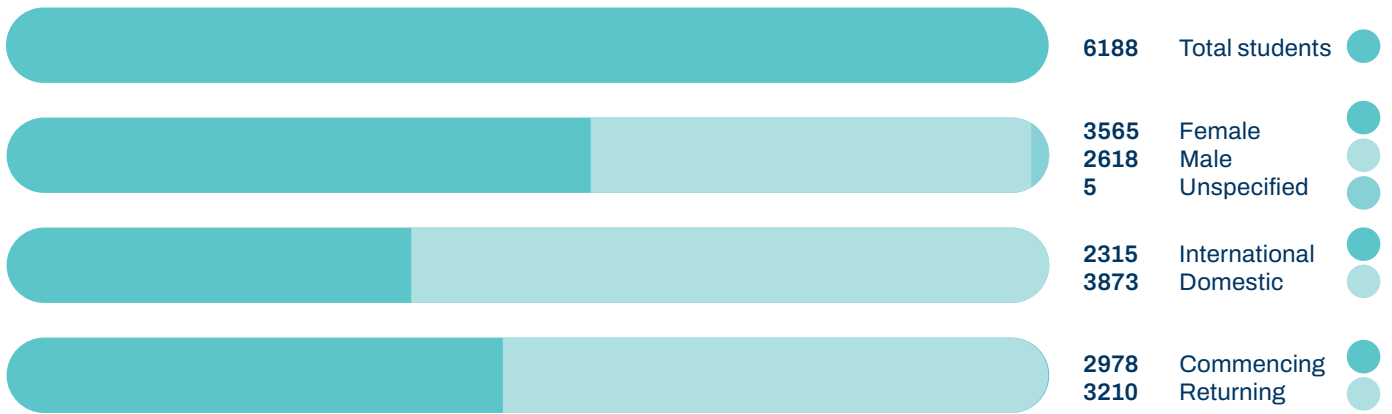


### STAFF

		FEMALE	MALE	TOTAL
2025	ACADEMIC	201	181	382
	PROFESSIONAL	380	176	556
	<b>TOTAL</b>	<b>581</b>	<b>357</b>	<b>938</b>
2024	ACADEMIC	212	186	398
	PROFESSIONAL	373	159	532
	<b>TOTAL</b>	<b>585</b>	<b>345</b>	<b>930</b>
2023	ACADEMIC	199	195	394
	PROFESSIONAL	345	148	493
	<b>TOTAL</b>	<b>544</b>	<b>343</b>	<b>887</b>

### ACADEMIC STAFF PROFILE





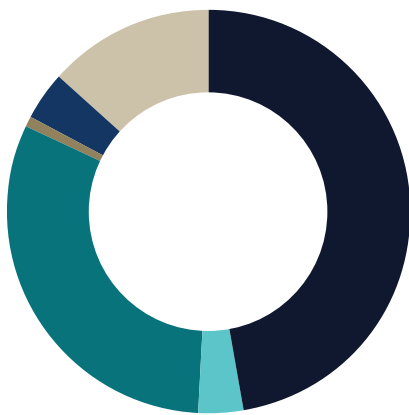
**5 STARS**  
IN SIX CATEGORIES\*

**35,700**  
ALUMNI

**160**  
NATIONALITIES

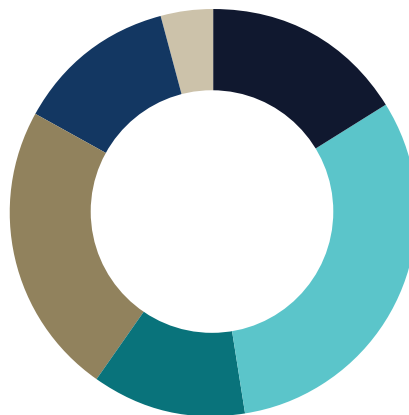
**296**  
HDR CANDIDATES

STUDENTS BY LEVEL OF PROGRAM



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

STUDENTS BY FACULTY



- Bond Business School
- Faculty of Health Sciences & Medicine
- Faculty of Law
- Faculty of Society & Design
- CoLab
- Bond University College

STUDENT ORIGIN



- Queensland
- Interstate
- International

\*In the national 2026 Good Universities Guide in the student experience categories of student:teacher ratio (11:1), teaching quality (UG 90.6%; PG 85.0%), learner engagement (UG 86.1%; PG 75.7%), skills development (UG 91.0%; PG 87.7%), student support (UG 86.4%), and learning resources (UG 93.0%; PG 87.5%).

# 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

Across the world, the tertiary education sector continues to experience significant disruption. The rapid emergence of artificial intelligence and transformative technologies, political uncertainty, and intensifying competition for high-quality students and staff, mean that universities are facing a time of profound challenge. In 2025, against this backdrop, Bond University remained resilient, performing strongly across all key measures and reaffirming our position as a national and international leader in higher education.

Our highly personalised, student-focussed approach remained a strong differentiator within the Australian higher education landscape and was consistently praised in student feedback and engagement.

Academic performance, research endeavours, and other distinctive initiatives boosted the University's reputation for transformative and personalised education, ensuring that our students exceed academically, build confidence, connection and a strong sense of belonging.

## STRATEGIC PLAN UPDATE

This Annual Report reviews progress against Bond University's 2023-2027 Strategic Plan.

## STELLAR RATINGS AND RECOGNITION

Bond maintained high student satisfaction levels with an overall mean educator score of 4.44/5 in learning and 4.25/5 in teaching, exceeding 2024 results.

Externally, Bond was recognised for educational excellence, ranking first in Teaching by the Australian Financial Review for the second consecutive year. An AFR feature article profiled our engaged, authentic and in-person educational approach.

We proudly ranked first in Australia across four key categories of undergraduate student experience, according to the national Quality Indicators for Learning and Teaching (QILT) Student Experience Survey. Bond topped the nation in:

- Teaching Quality and Engagement (90.9 per cent positive)
- Learning Resources (93.5 per cent positive)
- Skills Development (90.6 per cent positive)
- Peer Engagement (86.7 per cent positive).

Bond placed third nationally in Student Support and Services (86.7 per cent positive).

Bond was rated the best Overall Educational Experience among major Australian universities, with 86.3 per cent of undergraduates giving a positive response.

The Good Universities Guide remains a key information source on tertiary options for school leavers. The 2024-2025 edition awarded Bond five-star ratings, placing us among Australia's top 20 per cent of universities in teaching quality, learner engagement, skills development, student support, learning resources, and student-teacher ratio.

The Guide also ranked Bond third in Australia for overall experience in both undergraduate and postgraduate studies. Bond's Law, Communications, and Health degrees ranked first nationally. Our graduate outcomes in competitive employment and salary performance remain strong.

## TEQSA REGISTRATION

In 2025, the Tertiary Education Quality and Standards Agency (TEQSA) confirmed that Bond had been reregistered as a higher education provider for the maximum term of seven years.

## ARTIFICIAL INTELLIGENCE UPDATE

The University's Artificial Intelligence Working Group ensures our governance framework is robust to accommodate future developments. This ensures that our students and staff are prepared to safely harness the benefits of ongoing technological disruption.

Since its inception in 2023, the working group has developed the University's first Artificial Intelligence Policy, and implemented initiatives across all faculties and offices in curriculum design, staff professional development, student assessment and resource development, and examined opportunities afforded by these new technologies.

The Office of the Provost oversees the working group's activities. Tailored AI workshops and presentations were held regularly across all faculties for staff and students. A new Gen-AI Assessment Framework provided students with clear information regarding how AI can be used appropriately in their assessments, and support resources were designed and delivered for 252 subjects.

2024 graduate Molly Swanson was selected as Queensland's 2026 Rhodes Scholar. Molly graduated with a Bachelor of Laws with First Class Honours, and Bachelor of Policy, Philosophy and Economics and will use the world's most prestigious scholarship to study AI transparency and human rights at the University of Oxford, undertaking a Bachelor of Civil Law and a Master of Science in Social Science of the Internet.

## THE CONNECTIONS PRECINCT PROGRESS

Council progressed plans for the proposed Connections Precinct; a new state-of-the-art facility to be completed in mid-2027.

The Connections Precinct will span three buildings over 18,000 square metres – more than two football fields. The construction of this new infrastructure responds to the increasing enrolment demands of the Bond Business School and the Faculty of Health Sciences and Medicine, and will create a new Great Hall for large-scale events and ceremonies.

The expansion is driven by strong growth in the Medical Program, with enrolment expected to exceed 1,200 students within the next two years. It is a prime opportunity to foster close collaboration between the two faculties as the 'business of health' becomes a major focus in society, industry and government.



## FRESH BRAND PLATFORM

Our new brand platform, 'Ambition Loves Company' was launched in July.

Taking a proudly confident stance, it highlights the University's unique value proposition, uniting Bond's bold and ambitious spirit with our thriving and aspirational community.

The introductory campaign achieved 7.3 million impressions, supported by a visual identity update, website homepage transformation, fresh communications and storytelling content.



## CONTINUED CLINIC SUCCESS

The Bond University Health and Wellness Clinic (BUHWC) provides students from a range of Allied Health disciplines with opportunities to work in an interdisciplinary and community facing clinic. Under the supervision of clinicians, students provide services to community members, which is not often the case in other placement settings.

In 2025, BUHAWC offered free psychological counselling sessions for those impacted by Cyclone Alfred. Its operations were also expanded with physiotherapy services five days a week, while Occupational Therapy, Speech Pathology and Clinical Exercise Physiology programs were planned for the future.

The on-campus Bond Law Clinic increased the number of student participants while maintaining its commitment to providing meaningful work-integrated learning experiences.

## BEST YEAR IN SPORT

2025 was the most successful year in Bond University's sporting history, marked by championship success across multiple codes, international representation at the highest level, and continued growth of talented athlete pathways.

Our Men's Premier AFL team, and Premier Men's and Women's Rugby teams each won their championships. The Women's Netball team won the Queensland Sapphire League final, in just their third year of competition.

Sixteen Bond athletes and two Bond coaches represented Australia at the World Swimming Championships in Singapore, and the Bull Sharks once again claimed the University National Swimming Championship.

The Bond University Sports Network was launched to enhance our contributions to sport across teaching, research, student experience, and external engagement.

Off the field, the book *Phoenix Rising: The History of Rugby at Bond University* was officially launched. *Phoenix Rising*, by Andrew Hamilton, traces the Bond University Rugby Club's journey from humble beginnings in the late 1980s to its emergence as a major force in Queensland Premier Rugby.

A new covered AFL grandstand was constructed and opened in August, enhancing the University's sporting infrastructure and supporting the continued growth of Australian Rules Football on campus. The stand improves off-field amenities and comfort for spectators, incorporating a 675 square metre membrane roof covering 540 spectator seats and maintaining optimal sight lines.



## 2025 CROSS-CAMPUS HIGHLIGHTS

- An Academic Progress Report demonstrated that student success is still, and always will be, at the centre of Bond's learning and teaching mission. Over 90 per cent of students are considered to be 'in good standing'.
- Bond continued engagement with the UN Sustainable Development Goals (SDGs) through a variety of initiatives, events, research, and education.
- External research funding remained substantial, with a success rate of 23 per cent; an outstanding result in a highly competitive funding environment.
- In January, Bond's Director of the Institute for Evidence-Based Healthcare, Professor Julie Redfern, was awarded the Member of the Order of Australia for significant service to cardiology, allied health, research and education, and to the community. She commenced as a Board Member on the World Heart Federation. Throughout the year, Professor Redfern continued to hold and leverage major competitive research funding from leading bodies including the National Health and Medical Research Council and the Medical Research Future Fund.
- In October, Bond held its 14th annual Research Week which was an outstanding success with over 1,000 registrations and uniform praise for the knowledge and energy of presenters.
- We recorded a historic peak in Higher Degree by Research (HDR) enrolments.
- The Northern NSW Academic Health Alliance between Bond University, Griffith University, Southern Cross University, TAFE NSW and Northern NSW Local Health District commenced practice in December 2024. In 2025, the Alliance reached the finals of the 2025 NSW Premier's Awards for Delivering world class education and training.
- Dr Imogen Thomson was awarded the prestigious General Sir John Monash Scholarship, recognising her outstanding academic achievement, leadership, and potential for global impact through postgraduate study. Dr Thomson is currently an obstetrics and gynaecology registrar at Royal North Shore Hospital in Sydney. The scholarship allows her to pursue a Master of Science in Global Health Science and Epidemiology at the University of Oxford. Dr Thomson completed a Bachelor of Biomedical Science at Bond as a Vynka Hohnen Scholar.
- The Order of Australia Association Foundation funded a scholarship for an exceptional Bond student, providing financial support for tuition, living costs and mentorship. Bachelor of Medical Studies student, Isum Malawaraarachchi was named one of six national Foundation Scholars.
- Bond University Health and Wellness Clinic and Bond's Law Clinic were outstanding performers, providing students invaluable practical experience and welcomed services to community members. Both clinics expanded during the year, offering more services across a broader range of medical and legal issues.
- Significant expansion of our popular range of microcredentials demonstrated a growing appetite for flexible and specialised learning options.
- The Executive Education Unit increased the number and range of executive learning, microcredentials and customised corporate education programs.
- The Clem Jones Centre for Regenerative Medicine signed on as an academic partner in the \$65 million Solutions for Manufacturing Advanced Regenerative Therapies (SMART) Cooperative Research Centre. Our researchers combine their expertise in vision science and regenerative medicine to understand retinal diseases and explore the potential of stem cell therapies for tissue repair.
- Our Arts program hosted the popular Creative Connections events. 242 guests enjoyed the Corrigan Walk art tours, two concerts were performed in partnership with the Gold Coast Chamber Orchestra, our choirs and soloists performed to acclaim, and the University received art donations valued at \$3.7 million.
- Our relationships with former Bondies are vital, with 36,000 alumni in over 120 countries. In 2025, our Alumni Team engaged with our network through 40 activities with 25 alumni chapters, targeted communications, events, and a digital presence.
- In October, our second Sustainability Festival was a great success by every measure and featured sell-out events under the theme 'Waste and the Circular Economy'. The Festival shone light on how we can transform our systems, habits, and thinking to build a more sustainable future together.
- In September, Bond was visited by the Governor of Queensland to launch the 2025 Gold Coast Open House program. Dr Young AC PSM highlighted the rapid growth of the region and the importance of its built environment. Guests enjoyed the opportunity to peek behind the scenes at Bond's superb facilities and spaces.
- Our annual staff Learning and Teaching Symposium, 'Thrive 25', featured 30 sessions and 55 presenters, hosted a record 734 attendees, and received overwhelmingly positive feedback.

## GOVERNANCE

At the University's Annual General Meeting in May, the Honourable Justice Sarah Derrington AM and Damien Vanderwilt were elected to the University Council. Each brings valuable and diverse expertise to these important appointments. Justice Derrington is a judge of the Federal Court of Australia and offers extensive experience across the higher education and legal sectors, having served as a practitioner, academic and jurist. Damien, a Bond alumnus (BComm, 1998) is a Co-President and Head of Global Markets at Galaxy Digital Partners LLC, a diversified financial services and investment management company in the digital asset, cryptocurrency and blockchain technology sector. Damien contributes significant senior-level skills and global finance sector insight.

## ACKNOWLEDGEMENTS

We reflect on 2025 with a sense of achievement and momentum.

With deep gratitude, we acknowledge the professionalism, energy and support of many remarkable individuals and organisations that help Bond continue to soar.

Our thanks go to our fellow Council members for their leadership, oversight, and contributions.

In the midst of a rapidly changing higher education landscape, our executive, academic, managerial and professional staff rose to every challenge with compassion and resolve.

We are deeply appreciative of our industry and corporate partners, benefactors and alumni who step up again and again.

To our students, we recognise your ambition, your resilience and the vibrant spirit you bring to our community. We take immense pride in your progress and successes.

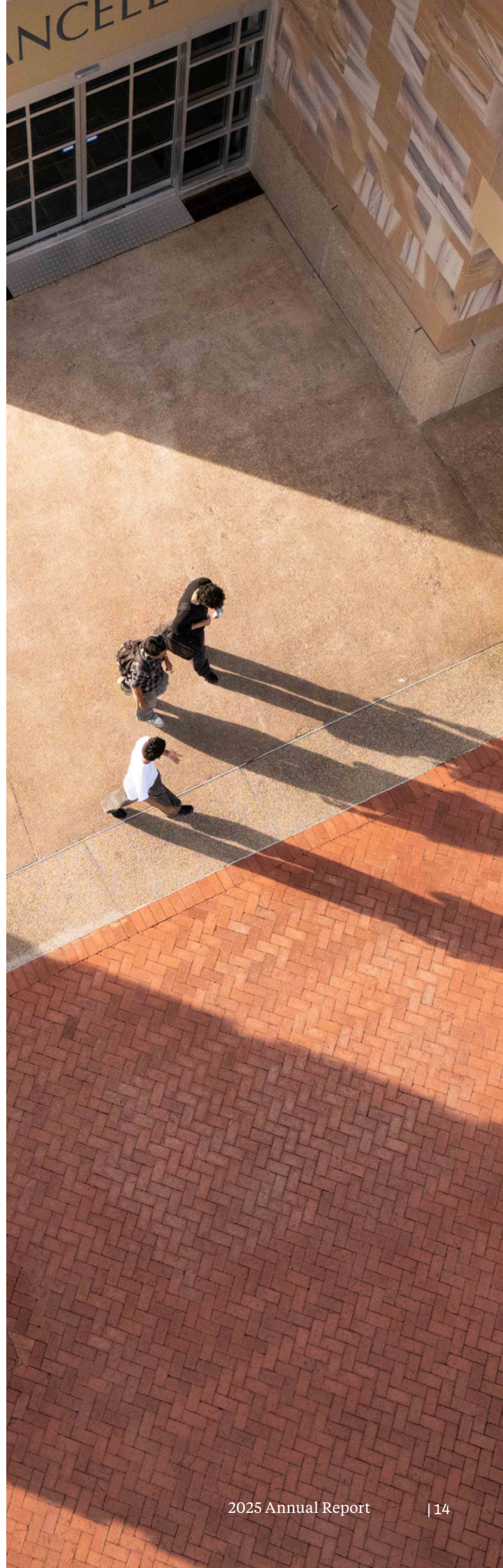
Please enjoy this Annual Report as it tells the story of another remarkable year at Bond University.



**Professor Tim Brailsford**  
Vice Chancellor and President



**David Baxby**  
Chancellor



# Financial Performance

Throughout 2025, the University continued to exercise fiscal prudence and diligently monitored expenditure to ensure the maximum benefit for our student experience. The University again received an unqualified external audit report.

The University remains justly proud of its continued record of delivering a modest surplus year on year.

The Annual Accounts for 2025 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 reports against three strategic pillars:

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

This 2025 Bond University Annual Report has been designed to report against the progress of the Bond University Strategic Plan 2023-2027. Each covers the themes of Learning and Teaching, Research, Community, and Engagement.





# Vale Eileen Bond and Gary Bugden OAM

## EILEEN BOND

Eileen Bond, affectionately known as 'Red', passed away in early July 2025. She was 87 years of age.

Former wife of the University's co-founder Alan Bond, Eileen maintained close contact with the University through the years, most notably over the last decade.

An energetic and avid supporter since our establishment, she regularly attended events, supported and promoted the University wherever she had opportunity.

The Vice Chancellor offered the following comments:

"The room was always brighter once Red had entered, and her cheeky sense of humour entertained many a crowd.

The students, alumni and staff who had the good fortune to meet Eileen will be deeply saddened by her sudden passing but will be forever grateful for the positive impact and the joyous memories that she left with them."



## GARY BUGDEN OAM

Gary Bugden passed away in October 2025.

A significant figure in Bond University's history, Gary was a member of the University Council from 2003 to 2009 and also served as Deputy Chancellor.

These were challenging times for the University, growing from early beginnings, seeking to expand reach and influence. Wise and calm heads were required, and Gary played an important role in ensuring that we remained on firm footing with strong governance.

In his capacity of Deputy Chancellor, Gary championed changes to the Constitution of Bond University Limited that were subsequently adopted.

His passion continued far beyond his governance roles. Gary became heavily invested in the concept of Australia's first private university and worked assiduously in an honorary capacity to promote Bond and influence pivotal stakeholders. More recently, he was a sessional lecturer in the Faculty of Law, sharing with students his extensive practical experience in strata and community titles law and management.



# Sustainability success

Bond University is committed to sustainability through fostering innovation and leadership, enhancing academic programs to educate students on global sustainability, promoting sustainable practices within our communities, advancing impactful research focussed on sustainability, and developing future-oriented infrastructure.

The University strives to align its operations with the United Nations Sustainable Development Goals (UNSDGs). Bond University was the first private and independent university in the Pacific region to be accepted as a signatory to the UNSDGs.

During 2025 we furthered our ability to add sustainability learning outcomes into programs. We progressed from establishing sustainability foundations to delivering practical, campus-based action and engagement. Key achievements included:

- Recognition for a subject completed by every undergraduate student and a pioneering approach to sustainability education, winning a national curriculum competition.
- Expanded membership of the University Sustainability Committee to ensure representation from all Faculties and administrative units.
- Successful delivery of the second Bond University Sustainability Festival, featuring 17 sustainability events across three days.
- Implementation of a University Waste Reduction and Recycling Strategy, including a campus waste audit, liaison with cleaning and waste contractors, engagement with Containers for Change, and preparation for pilot installation of a new bin infrastructure.
- Alignment of UNSDGs was mapped to programs and subjects. As an example, in a mid-year review, the proportion of subjects embedding SDG-related content was highest in Construction (97 per cent), followed by Architecture and Humanities (90 per cent), Property and Project Management (88 per cent), Social Sciences (68 per cent), Film, Screen and Media (64 per cent), and Communication (55 per cent).
- Publication of the Sustainability at Bond iLearn community site, providing ready access to sustainability resources for staff and students on sustainability priorities, waste reduction, behaviour change, and campus initiatives.

- Development of a comprehensive Sustainable Events Guide and Implementation Plan to support sustainable event delivery, including waste minimisation and more plant-forward catering options.
- Progression of campus biodiversity planning, including scoping and costing of riparian habitat rehabilitation to enhance biodiversity, carbon sequestration and campus amenity.
- Ongoing engagement with students and staff to support sustainability-related learning, projects and behavioural change initiatives across the University.

## MAJOR SUSTAINABILITY TEACHING AWARD

A subject completed by every Bond undergraduate student was recognised for its pioneering approach to sustainability education, winning a national curriculum competition.

Collaboration for Global Change took out the Next Generation Learning and Skills Award at the 2025 Green Gown Awards run by the Australasian Campuses Toward Sustainability.

Judges commended our cross-disciplinary approach, the integration of Indigenous knowledge, and our thoughtful use of AI. The program was recognised as a sector-leading innovation in sustainability education and moved as a finalist to the global awards.



# 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

**Bond continued to design, develop, and deliver high-quality learning and teaching experiences, setting standards that motivated and celebrated the achievements of our students and staff.**

Review, evolution and expansion of course content included development of new cognate programs and University-wide offerings such as the Bachelor of Clinical Exercise Physiology and Professional Doctorate of Physiotherapy.

A review of postgraduate offerings saw our suite of popular microcredential, short course and purpose-designed executive offerings grow, proving attractive to domestic and international students in unprecedented numbers.

All Faculties continued to engage high quality sessional and guest educators and mentors from industry to support student learning and enhance the practical relevance of our programs.

#### HARNESSING AI

As the impact of Artificial Intelligence became more ubiquitous, the University regularly updated programs, policies and course content to meet the needs of our changing educational environment, workforce and community.

During the year, an AI Working Group was established and developed the University's first AI Policy, designed an assessment framework and tool, delivered cross-campus support initiatives for staff and students, and delivered Gen-AI Educator Support resources for 252 subjects.

Internally, all Faculties and offices hosted development programs to incorporate responsible use of AI in curricula, assessment and communications, and to prepare students for a rapidly evolving AI workforce.

Our partnership program, Breakthrough Lawyer: Generative AI, had 272 new learner corporate clients. Its success prompted development of an AI-focused course aimed at the executive market.

Both programs were overwhelmingly well received, demonstrating strong demand, high engagement and reflect Bond's ability to deliver innovative, industry-relevant learning solutions in an ever-changing environment.

#### UPSKILLING OUR EDUCATORS

The Office of Learning and Teaching (OLT) continued to deliver a comprehensive set of professional development and support resources for all Bond teachers.

Our annual staff Learning and Teaching Symposium, 'Thrive 25', featured 30 sessions and 55 presenters, and hosted a record 734 attendees.

Workshops and presentations covered content such as interactive and inclusive pedagogies, scholarly practice, Indigenous ways of learning, education for sustainability and new technology adoption.

An Innovator Accelerator Program was launched as training and skills development for academic staff on commercialisation.

#### BOND EXECUTIVE LEARNING

Bond's Executive Learning Unit (ELU) continued to cultivate a strong sense of belonging and personalisation by designing programs tailored to the goals, contexts, and aspirations of every learner, whether CEO-level executives, emerging professionals, or those seeking to upskill, reskill, or transition into new roles.

Our custom-designed programs are developed in partnership with clients. These programs enable professionals to upskill, organisations to innovate, and individuals to achieve meaningful career and personal outcomes with lasting impact.

Over the past four years, the ELU's reach has grown significantly, generating over \$1.1 million in revenue during 2025, and now spanning four key program streams:

- Microcredentials: Live, instructor-led virtual programs, self-paced programs, and single-subject, credit-bearing offerings
- Bespoke Domestic Corporate Programs
- Bespoke International Corporate Programs
- Professional Short Courses.

In 2025, paid learners came from 23 countries around the world, and the program welcomed 14 active corporate partnerships.

A range of free internal and external online microcredentials were also offered. A total of 1,621 unique external learners completed at least one free course, resulting in over 2,241 enrolments.

## OFFICE OF LEARNING AND TEACHING ACKNOWLEDGEMENT

Bond's Office of Learning and Teaching was recognised internationally for work developing the Credentials of Effective Learning and Teaching (CELT) program, receiving the Anthology Catalyst Award in Training and Professional Development.

## PROGRAM AND COURSE INNOVATIONS

- A review of low recruiting cross-campus postgraduate programs led to replacement of some programs and re-design of others.
- Curriculum reassessment and relaunch of the Transformation CoLab programs resulted in the discontinuation of the Bachelor of Health Transformation and Legal Transformation. The Bachelor of Digital Transformation and Entrepreneurial Transformation were restructured, and two new foundation subjects were added.
- A suite of single subjects was developed and targeted at study abroad students, including Wine Studies, Adventure Tourism, Cyber Security and Fraud, Surf Studies, Beer Law and AI for Business Professionals.
- In Medicine Year 1, four new core subjects were developed to enhance interdisciplinary engagement, adaptability, and transition into the medical program. The Bachelor of Medical Studies program also introduced a new Continuing Professional Development Portfolio Assessment across years one to three to prepare students for work-based assessment models.
- The Faculty of Health Sciences & Medicine commenced development of a Master of Speech Pathology that will focus on teaching professional and business skills required by graduates for work in both public and private sectors.

- The Faculty of Law's three major programs, Bachelor of Laws (LLB), Juris Doctor (JD) and Graduate Diploma in Legal Practice (GDLP) were reviewed and refined to improve first-to-second semester transition support for students.
- Bond University College enhanced Foundation and Diploma Preparation programs and delivered an English assessment project focussed on learning and skills development.
- The Faculty of Society & Design introduced a new Australian Culture and History subject, and added two new Psychology undergraduate subjects, to meet the specific needs of Scandinavian study abroad students.
- A two-year program of updating the Faculty's robotics laboratory was completed, ensuring Architecture students continue to enjoy access to world-class facilities and enhancing staff research capabilities.

## FUTURE FOCUS

A strategy to introduce the 'Bond ways of knowing, doing and being' across all appropriate courses and programs was progressed throughout the year. It encompasses the University's distinctive nature of personalised, authentic and inspirational learning experiences by focussing on how education is delivered to our students.

Consultation commenced in 2025 and a final plan will be implemented in 2026.



## Research

**In an increasingly competitive global research landscape, Bond University's 2025 research impact strengthened, and our grant support and researchers consolidated their exceptional reputations.**

### HDR ENROLMENTS

Bond recorded a historic high in Higher Degree by Research (HDR) enrolments with 281 students – the largest cohort in our history. An unprecedented demand for HDR scholarships saw 45 applications competing for six available places, reflecting our reputation as a home for high-quality research training.

### SPOTLIGHT ON RESEARCH WEEK

The 14th annual Research Week in October was an outstanding success, and is now an established tradition, with a 59 per cent increase in registrations over the previous year.

Winners of the Vice Chancellor's Research Awards were announced during the week as follows:

- Research Excellence: Professor Ahmed Moustafa (FSD)
- Research Supervision: Associate Professor Dr Catherine McDermott (HSM)
- Early Career Research Excellence: Dr Megan Lee (FSD)
- PhD Award: Dr Michelle Guppy (HSM).

### LEGAL RESEARCH SHINES

The Faculty of Law has a well-deserved reputation for delivering innovative and impactful research into diverse aspects of law, legal doctrine, law reform, law in context and related disciplines.

In 2025, the Faculty boosted its standing as we re-launched our Research Performance Framework, convened writing retreats and seminars, and refocussed investment in four legal research teams: the Centre for Professional Legal Education, the Centre for Space, Cyberspace and Data Law, the Centre for Commercial Law and Governance, and the Climate Action Research Team.

### THREE MINUTE THESIS SUCCESS

Faculty of Health Sciences & Medicine PhD student, Neil Delos Reyes, known for his research on treatments for age-related macular degeneration, became Bond's first-ever Asia-Pacific Three Minute Thesis (3MT) finalist, achieving an outstanding second place.

## Community

**Bond University engages with a wide range of communities, building strong and enduring connections. In 2025, these relationships continued to be positive, purposeful and productive.**

### HEALTH ALLIANCE LEADS THE WAY

The Northern NSW Academic Health Alliance commenced practice in December 2024, and in 2025 reached the finals of the 2025 NSW Premier's Awards for Delivering World Class Education and Training.

The Alliance, a partnership between Bond University, Griffith University, Southern Cross University and TAFE NSW, works with Northern NSW Local Health District to build a pipeline of skilled professionals ready to meet the needs of the community through graduate employment opportunities across Northern NSW hospitals.

As part of its launch, the Alliance collectively funded an education and research hub at Tweed Valley Hospital that now offers integrated state-of-the-art teaching, learning, and research spaces, providing rich opportunities for innovation and inter-professional learning.

### ALUMNI ENGAGEMENT

Bond's Alumni Advisory Board convened during the year under review with global representation, and proposed innovative ideas to enhance University-Alumni interactions, including increased digital communications.

In 2025, global alumni chapters supported 36,000 alumni and orchestrated successful events across various locations worldwide, providing invaluable networking, learning and fundraising opportunities for our alumni community.

# Indigenous insights

**Bond University enjoys a longstanding and deeply embedded commitment to building strong relationships with Aboriginal and Torres Strait Islander peoples through a series of initiatives, informed and upheld by our Indigenous Education and Workforce Strategy.**

Our core goals include creating equitable educational opportunities for Indigenous students, prioritising a culturally safe and supportive learning environment, and engaging Aboriginal and Torres Strait Islanders at all levels of work, research and study.

In 2025, our First Nations journey had many highlights:

- Embedding, recording and reporting 'Bond ways of knowing, doing and being' across our campuses, curricula and program content continued successfully.
- The Indigenous Knowledges Working Group developed a plan to foster greater interest and support for this focus, and this will be implemented in 2026 with guidance from Bond University Elder, Uncle John Graham.
- All Faculties audited Indigenous knowledge in their programs and subjects.
  - In the Faculty of Society & Design, reviews showed that Indigenous content was included in 60 per cent of Humanities subjects, 58 per cent of Communication, 53 per cent of Social Sciences, 39 per cent of Architecture, 35 per cent of Film, Screen and Media demonstrating strong engagement with cultural inclusion across key areas of the curriculum.
  - In the Faculty of Health Sciences & Medicine, the First Nations Health Curriculum Framework was endorsed to proceed to implementation across all programs. Associate Deans First Nations Health and Clinical Services were appointed to provide strategic oversight and Indigenous leadership.
- Established in 2012, the University's Nyombil Centre is a focal place where our students foster lifelong friendships with First Nations students from all over Australia. At Nyombil, every First Nations student is provided with a dedicated Student Success Advisor to walk alongside them on their university journey.
- Bond University is home to Australia's largest private collection of Indigenous art on public display along the Corrigan Walk, and attracts international acclaim. In 2025, tours attracted nearly 250 guests.
- Reconciliation Day, National Sorry Day and NAIDOC Week were respectfully observed across campus.
- Bond University College is committed to the whole of-sector strategy to support the advancement of Indigenous peoples, extending opportunities for Aboriginal and Torres Strait Islander students, graduates, researchers, and staff.
- Scholarships for First Nations students remained a focus across all Faculties, creating equitable educational opportunities. Since 2017, Bond has awarded 180 Indigenous scholarships to exceptional students from across Australia and in 2025, 35 per cent of our Indigenous students were supported by scholarships.



# Engagement

At Bond University, strong emphasis is placed on meaningful engagement with industry, fostering close collaborations between Faculties and the professional sectors in which they operate.

## ACCREDITATION SUCCESS

Highlights from 2025 include:

- The Australian Physiotherapy Council granted the Doctor of Physiotherapy program the maximum seven-year accreditation period, with no conditions.
- The Psychology program satisfied all requirements through an accreditation review by the Australian Psychology Accreditation Council.
- The Bachelor of Exercise and Sports Science program successfully transitioned from provisional to full accreditation for a period of five years, granted by Exercise and Sports Science Australia.
- The Australian Medical Council's Medical School Accreditation Committee resolved that the Bachelor of Medical Studies/Doctor of Medicine program be granted a further six years' accreditation.
- The Accreditation Council for Education in Nutrition and Dietetics formally granted full accreditation for the maximum period of seven years to the Nutrition and Dietetics program.
- The Faculty of Health Sciences & Medicine prioritised achieving accreditation for Allied Health programs in the United States. The Master of Occupational Therapy program is the only Occupational Therapy program in Australia to receive accreditation with the US Accreditation Council for Occupational Therapy Education.
- The Abedian School of Architecture course achieved a full five-year term accreditation from the Architects Accreditation Council of Australia.
- In Built Environment, programs continued to meet requirements for the Australian Institute of Quantity Surveyors (AIQS), Royal Institute of Chartered Surveyors (RICS), Chartered Institute of Building (CIOB), Project Management Institute (PMI), Australian Institute of Project Management (AIPM), and Australian Institute of Building Surveyors (AIBS).
- The Communication program maintained Communication & Public Relations Australia (CPRA) accreditation.
- The Bond Business School's accreditation from EQUIS (European Quality Assurance system), Certified Practising Accountant (CPA), and Chartered Accountants Australia and New Zealand (CA ANZ) remained in place. Internationally, the Bond Business School reaffirmed its position amongst the top business schools globally. It is one of only four business schools in Australia to maintain full membership with the international Graduate Management Admission Council (GMAC).
- Our Law graduates are approved for legal admission in all Australian states and territories and the Federation of Law Societies of Canada's National Committee on Accreditation (NCA).

Accreditation bodies in every sector consistently acknowledged Bond's strong commitment to students, and our culture of quality assurance and continuous improvement.

## INDUSTRY ENGAGEMENT

Bond continued to place strong emphasis on meaningful engagement with industry and our Industry Advisory Committees across all Faculties.

During the year under review, we partnered with the Department of Foreign Affairs and Trade (DFAT) to deliver high-impact education projects, the Department of Home Affairs (DOHA) and Austrade to support student activities including the Bond University High School Model United Nations (BUHMUN), the Japan Study Tour, and engagement with the United Nations and Komatsu University.

## PLACEMENTS AND INTERNSHIPS

A highlight of study at Bond is deep integration of industry-informed learning experiences. We nurture and steward key partnerships with a wide variety of industry employers and groups to provide our students with meaningful and rich experience in real world environments. Placement coordination is supported by Bond's Career Development Centre.

The Industry Experience Program (IEP) provides a vital link between employers and students that provides a mutually beneficial partnership.

In 2025, clinical placement expansion work in medicine progressed for local and international general practice opportunities. Integrated hospital and general practice placements in child health, women's health and mental health were planned for 2026.

Bond medical students regularly enjoyed hands-on experience in India, Fiji and Vietnam, as well as with our long-established clinical partners in the Solomon Islands.

Other programs such as Physiotherapy and Nutrition and Dietetics are developing placements and incorporating international work experience.

The Faculty of Society & Design continued domestic placements with ongoing partners in project management, construction, architecture, film, screen and creative media, criminology and communications.

The Faculty of Law focussed on expanding clinical opportunities through the Bond Law Clinic and external partnerships, and worked closely with our Career Development Centre to ensure that all students have access to quality internships, work placements, and immersive workplace experiences.

The Bond Business School's internship subjects are available at undergraduate and postgraduate levels, both domestically and internationally. Students were provided the opportunity to connect with industry and alumni through Business Leaders Forums and the Business Links each semester.

Ten Bond University students were awarded the Australian Government's flagship New Colombo Plan (NCP) Scholarships. Administered by the Department of Foreign Affairs and Trade, NCP funds outstanding undergraduates to study, undertake internships and develop language skills in the Indo-Pacific region.

## 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

To amplify the quality of our learning and teaching, our OLT concentrated on reinforcing the Bond difference in the classroom. To inform practice from the perspective of informing the pedagogical process was a new, strategic focus.

Across the University, the Office of Learning and Teaching continued to work with academics to enhance the work of Communities of Practice (CoP) – people from different backgrounds and disciplines who share an area of mutual interest. In 2025, the most productive of these was the Teaching Technology Enhanced Active Learning CoP that explored new pedagogical opportunities for evidence-based (research) practice in learning and teaching.

#### TRANSFORMATION EVALUATION

A curriculum review across Transformation CoLab programs focussed on experiential learning with industry partners.

Students enrol in two internships where they engage in work-integrated learning (WIL) programs with over 20 industry, government and not-for-profit organisations.

In 2025, we consulted industry partners on the review. Industry partners participated in our end-of-year awards to spotlight the transformational work students completed under their supervision.



# Research

**Bond's reputation for impactful research keeps us valued, profiled and well-connected.**

External research funding remained substantial during the year, with an externally funded awards success rate of 15 per cent – a good rate in a highly competitive funding environment.

Highlights included:

- Publication success improved – 68 per cent of journal articles were published in a top quartile journal – a two per cent increase from 2024.
- Professor Tammy Hoffmann, Clinical Epidemiologist at the Institute for Evidence-Based Healthcare, was recognised amongst the top one per cent of researchers worldwide on the Clarivate Highly Cited Researchers List.
- A highly successful Higher Degree Research Conference Day was held for students and supervisors, fostering stronger engagement and collaboration across the HDR community.
- A new Industry PhD framework was introduced, expanding access to industry internships, reducing administrative barriers, and strengthening pathways for HDR graduates into both industry and academia.
- The Professorial Lecture Series continued as a flagship annual program, showcasing five of Bond University's most distinguished professors in their fields. These

free public presentations shared cutting edge research and scholarly expertise with the University community, professional networks, and the wider public, exemplifying Bond's commitment to research excellence and community engagement.

- The Bond Business School maintained impressive performance across its research themes, including data analytics, governance, accountability and people, entrepreneurship and family enterprise, and the broader domains of responsible business and societal impact.

## CRC SUCCESS

In a major step forward for research, commercialisation and expanded impact, Bond University's Clem Jones Centre for Regenerative Medicine (CJCRM) signed as an academic partner with the Solutions for Manufacturing Advanced Regenerative Therapies (SMART) Cooperative Research Centre (CRC).

The SMART CRC is a \$65 million Australian Government-funded initiative which will leverage a total investment of \$238 million over 10 years to collaborate with industry and leading universities in building Australia's regenerative therapy infrastructure, skills, and clinical impact.

# Community

**Bond University's communities span diverse geographies, sectors, languages, and cultures – at home on the Gold Coast and around the world.**

## OUR LGBTI COMMUNITY

Bond University supports LGBTIQ+ students and staff both on and off campus through legal and medical services, an active Ally network, counselling and our membership of the ACON Pride in Diversity program.

In 2025, the Bond University Student Association (BUSA) developed a Gender-Based Violence Action Plan to promote safety, respect, care, and consent within the student community, with support from the Office of Integrity. The Plan incorporates relevant educational and training initiatives, and leverages existing intra-campus and community opportunities.

## ALUMNI KEEP CLOSE

Our tight knit 36,000-strong alumni network living in more than 120 countries around the world is a special feature of life as a Bondy.

During 2025, our Alumni Advisory Board prioritised university-alumni interactions by hosting 40 successful events attended by 1,100 alumni in Australia and internationally.

The ARCH Alumni magazine was launched in a new digital format. An annual physical copy will be released at the end of each year, presenting the best stories in a coffee table style magazine.

The Bond Alumni Mentoring Program launched its one-year pilot in September. The program was co-designed with alumni and students and has already proven successful.

## CELEBRATING ALUMNI

The Alumni Awards are the highlight of Bond's annual Homecoming Week, when alumni make their way back to campus from across the globe for celebrations.

In 2025, the annual Alumni Medal was presented to James Johnson (Juris Doctor, 2006) – the man who helped make the Matildas a global phenomenon. James is the former Chief Executive Officer of Football Australia, and is now revolutionising Canada's football industry as the Chief Executive Officer of Canadian Soccer.

Red Cross leader Yvette Zegenhagen OAM (Bachelor of Laws and Bachelor of International Relations, 2004) was named Community Award winner for her incredible achievements in international humanitarian law.

The Young Alumni Award was won by Dr Nikhil Dwivedi (Bachelor of Medical Studies and Doctor of Medicine, 2018) for his advocacy for student and junior doctors, and his work with Indigenous communities in dermatology.

# Engagement

**Renewed growth in international mobility across the higher education sector with relaxed international student caps meant Bond's domestic and global recruitment efforts strengthened enrolments and diversified our student population.**

## STUDENT RECRUITING SUCCESS

During the year under review, the Office of Future Students engaged with the academic community to design and deliver targeted recruitment strategies in key markets.

### In Australia ...

Utilising a data-driven engagement model, recruitment activities were prioritised to optimise growth in leads and applications from both school and non-school leaver segments.

We saw growth across campus tours, postgraduate test drives, application assistance, and personalised consultant appointments.

Domestic undergraduate active offers for the start of 2026 increased by 28 per cent driven by growth from Victoria, New South Wales and Queensland.

Features included:

- On-campus immersive experiences such as face-to-face appointments, campus tours, Learn for Credit and Student for a Semester for Year 12 students successfully delivered increased leads and registrations.
- Application Assistance and personalised consultant appointments increased.
- Our premium domestic recruitment events, Future Forums, were delivered in Melbourne, Adelaide and Perth – generating a total of 389 leads including prospective students and parents.

### ... and internationally

Targeted international recruitment activities and engagement resulted in a 42 percent increase in full degree enrolments against our expected 2025 enrolments, demonstrating strong market performance despite international policy shifts. Bond maintained a strong performance across other student cohorts, including growth in study abroad, with the highest post-COVID English language and HDR commencement.

Activities included:

- Implementation of a refined international recruitment strategy with clear market prioritisation and optimised channel mix, strengthening conversion and overall brand demand.
- Delivering high impact recruitment activations, including a premium experiential event in Canada, targeted agent workshops in India, the UAE, USA, Middle East and onshore, and market exploration for Bond in Indonesia, Sri Lanka, and Bangladesh.

- The Canadian JD Scholarship launched in May, driving a 45 per cent offer-to-enrolment conversion, a 12 per cent increase from 2024.
- A strong, always-on campaign presence across USA and Canada. USA website traffic increased by 25 per cent and by 58 per cent in Canada.
- A new Personalised Application Experience – a personally curated webpage for all Bond applicants to optimise conversion, was recognised with the Best Application of Technology award at the Future Campus Awards 2025.
- Bond became the first Australian university to activate a TikTok Search campaign in the USA, and a pilot was launched for B2B Executive Learning campaign to drive leads via LinkedIn.
- New articulation pathway partnerships were developed with the Queensland Police Service, TAFE NSW, TAFE QLD, CPA Australia, the University of Hong Kong School of Professional and Continuing Education (HKU SPACE) and the Japan College of Foreign Languages.
- Law-focussed recruitment was underpinned by the National High School Mooting Competition, while international partnerships were expanded or maintained across Canada, Norway, France, China, Taiwan, Malaysia, India and Indonesia.
- Bond Business School staff participated in school engagement activities, pathway discussions, and discipline-specific information sessions. Internationally, staff engaged in virtual and in-market recruitment aligned with regions showing high demand for business and analytics programs.
- Bond University College's pathway portfolio – including English, Foundation, Diploma, and Diploma Preparation programs, continued to provide accessible and structured entry points that support diverse learner cohorts and progress into undergraduate and postgraduate study.

## FILM AWARDS OPEN DOORS

The Bond University Film & Television Academy (BUFTA) and the Bond University High School Model United Nations (BUHMUN) experiences remain key recruitment and high profile engagement events for the Faculty of Society & Design.

In 2025, the BUFTA awards celebrated its 30th anniversary. Film entries totalled 311 (a 48 per cent increase on 2024) with 250 submissions from 53 schools across Australia and 61 entries from 20 countries.



# Engagement

Across Bond, targeted external engagement keeps us relevant and connected with our alumni, benefactors, industry, related sectors, government, and media.

## OUR GENEROUS BENEFACTORS

The Office of Engagement (OOE) hosted 80 events to steward current benefactors and engage prospective benefactors. The team nurtured key partnerships, including patrons and sponsors for academic excellence awards, leadership and community scholarships, indigenous student scholarships, sporting scholarships and medals, and research scholarships.

In 2025, the OOE secured significant gifts through philanthropy and fundraising work; gifts were received from alumni, and annual appeals such as the Indigenous Program, Giving Day, and the Chancellor's Circle.

This year's Giving Day marked a major milestone – raising \$185,052 – a high water mark which is an achievement attributed to a deliberate evolution in the campaign's concept, shifting from a transactional ask to an impact-led engagement experience.

## TRANSFORMER EXPANDS

Transformer activity and impact grew during the year, working with students and a range of external stakeholders. The Transformer launched a series of 'Fireside Chats' where founders and leading entrepreneurs spoke about their careers, starts ups and experience.

## ARTS AS CONNECTOR

The Bond Creative Connections Program is an opportunity to bring transformative experiences to life on campus via the creative arts, strengthening our relationships and connectedness.

In 2025, the main event was the Opera Queensland evening which hosted approximately 400 guests in the Basil Sellers Theatre.

Other events included the Bond Choir, who sang at the sold-out Gold Coast Chamber Orchestra (GCCO) Imagine concert held at the Abedian School of Architecture. A student choir, Vox Bond, continues as a vibrant, inclusive part of campus life, with 25 student and staff participants. The Southern Cross Soloists performed a sold-out Bee Gees Reimagined show, and two sold out concerts, Vivaldi Madness were held with the GCCO.

Bond's donated Art Collection stands as a testament to our commitment to nurturing creativity and expression. In 2025, a further \$3.7 million worth of art donations progressed, and the Corrigan Walk art tours hosted 242 guests.

## ENGAGEMENT THROUGH SPORT

The introduction of the Bond University Sports Network provided a unifying framework that brought professional and academic staff together around a shared commitment to sport, exercise, healthy lifestyles, and academic research.

By aligning high-performance sport, community engagement, teaching, and research under a single strategic vision, the Network has enhanced the impact of sport and strengthened collaboration across the University.

### AFL

2025 marked a landmark year for AFL at Bond University. The Men's Premier team claimed the Gold Coast championship, capping off a season defined by depth, consistency, and strong leadership.

Bond continued to set the national benchmark in women's football, maintaining our contribution to AFLW teams and elite talent pathways, while both the seniors and reserves teams again featured prominently in the finals.

### Aquatics

The Bull Sharks swimming program delivered an outstanding year on both national and international stages.

Sixteen athletes and two coaches represented Australia at the World Championships in Singapore, reinforcing Bond's standing as a leading high-performance aquatic hub.

The Bull Sharks claimed the University National Swimming Championship for the fourth year in a row, underpinned by coaching excellence, committed athlete development, and sustained competitive dominance.

### Netball

In its third ever year of competition, the Bond University women's netball team won the Queensland Sapphire League final for the first time – an outstanding achievement that reflects rapid program growth, strong recruitment, and a clear development pathway.

Broader netball operations continued to expand community engagement, athlete education, and leadership opportunities.

### Rugby

2025 was a historic season for Bond University Rugby. The club secured both the Hospital Cup and the Founders Cup, with Premier Men's and Women's teams claiming state premierships.

This dual success highlighted the strength of Bond's rugby pathway from Colts through to Premier Grade, and reinforced the program's reputation as one of Queensland's leading rugby institutions.

## 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

To maintain our reputation for excellence in teaching, Bond invests in our people and our programs to guarantee learning and teaching will be a transformative experience for both educators and students.

#### SUPPORTING PROFESSIONAL EXCELLENCE

All Bond staff are provided with a range of professional development opportunities that support our 'people first' culture.

These include mentoring, recognition and reward, specialist area upskilling opportunities, research advancement, pedagogical skills improvement, integration of technology, and soft skills development such as leadership, communication and collaboration.

Our sector-leading practices and work conditions attract, retain, and develop the capabilities required to deliver strategic objectives, while we strive to foster an inclusive, supportive, and high-performing workplace that enables staff to thrive and contribute meaningfully to the success of students and the University.

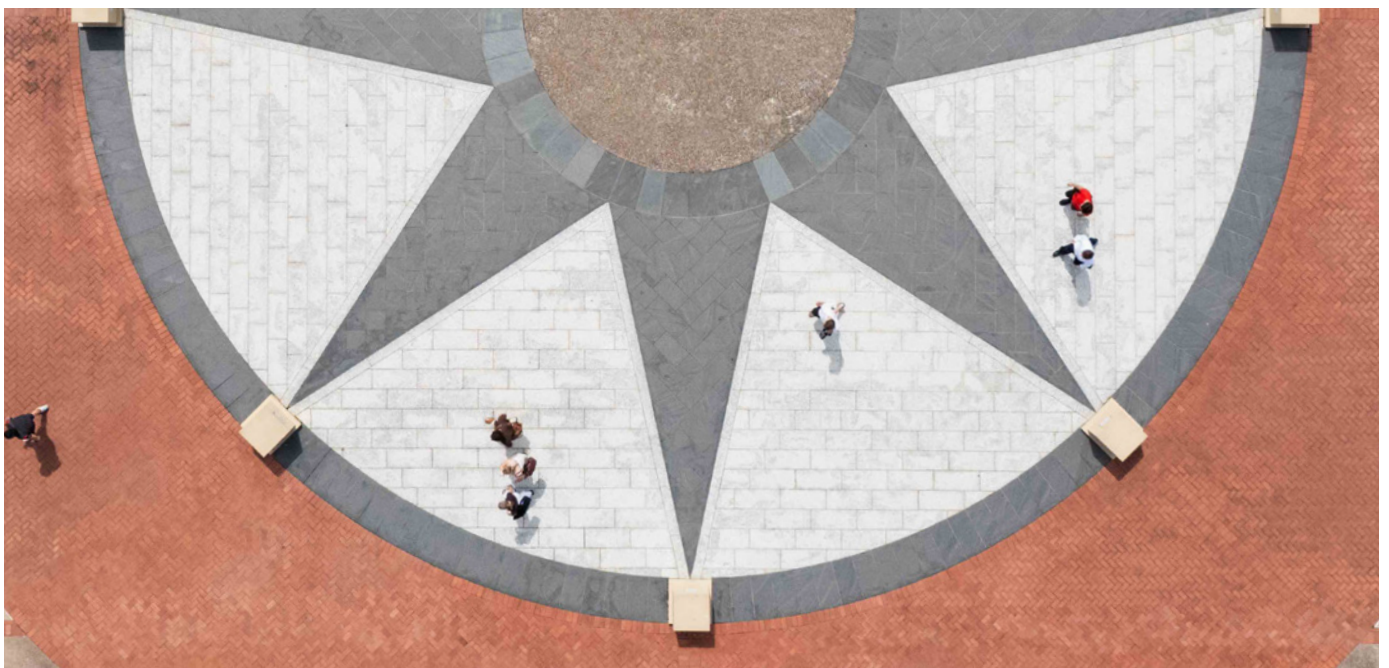
In the 2025 Faculty Teaching Awards, more than 20 submissions were received. The Vice Chancellor's Award for Outstanding Contribution to Learning and Teaching winner was Associate Professor Daniel Brennan (Transformation CoLab), and the Vice Chancellor's Award for Early Career Commendation was awarded to Weiwei Zhang (FSD).

#### PRODUCING NEXT GEN GPs

The Bond University Medical Program stepped up as a national leader in addressing one of Australia's most pressing health challenges – producing the next generation of general practitioners.

Figures from the Royal Australian College of General Practitioners show 34 per cent of Bond-trained doctors go on to train as GPs after their hospital internship and residency – a higher percentage than any other Australian metropolitan medical school.

Bond's boost to the workforce comes as the nation grapples with a shortage of general practitioners who work at the frontline of healthcare.



# Research

**Bond University was named among 15 Australian universities whose research influence grew the fastest.**

The Australian newspaper's 2025 Research Magazine's Fast Movers category is based on the quality and quantity of universities' research output which must have grown by more than five per cent in the past year. The magazine highlighted our researchers Honorary Adjunct Professor Liz Isenring (Nutrition Science) and Associate Professor Alex Acheampong (Economic Policy) as national research leaders.

## HUMAN-ROBOT COLAB

A new fully integrated fabrication robot with counterparts operating at Tesla and Ferrari was purchased with the support of the Abedian School of Architecture patron Dr Soheil Abedian AM.

The ABB robot will be used by students and researchers to help them push the boundaries of construction and architectural innovation, and will underpin several new subjects.

The robot has a force-control sensor that allows it to physically 'feel' objects. A quick-change system enables it to swap between up to 20 tools, letting students experiment with cutting, machining, and drilling in ways previously possible only in industrial settings.

## LONG COVID PROJECT

In Health, we announced that we will lead a \$2.6 million national research project aimed at improving care for Australians living with Long COVID.

The project, called BEACON (Bridging Evidence and Care for Optimised Outcomes – Long COVID Model of Care), will equip general practitioners with the knowledge, tools and support needed to manage their condition in the community.

## NEW SURFING PARTNERSHIP

A new partnership with Surf Life Saving Australia (SLSA) has brought together two organisations defined by high performance, community service and a commitment to improving health and wellbeing.

Sponsorship of the Shaw and Partners Iron Series adds a new chapter to the university's proud history in surf sports and research as the partnership unites SLSA with Bond's Institute for Evidence-Based Healthcare.

While Bond boasts a strong surf sports pedigree, producing world-class Iron Men and Women, the heart of this new collaboration lies in research that strengthens athlete welfare, enhances beach safety and drives national impact.

## TRANSLATION SIMULATION

A Translational Simulation microcredential developed and delivered by Professor Victoria Brazil commenced, improving patient care by linking education via simulation-based learning to real-world healthcare practice.

Translational simulation employs simulation-based learning to examine and enhance systems, processes, and teamwork within healthcare settings from emergency departments to GP clinics, palliative care and birthing suites.

The collaboration combines partner Laerdal's leadership in simulation and digital solutions with Bond University's internationally recognised expertise in translational simulation. In 2025, 36 medical professionals from three leading Australian healthcare services undertook the program.

# Community

**Bond demonstrates bona fides across a huge range of endeavour that continued to boost our impact in all types of communities.**

## UNCOVERING MONEY LAUNDERING

Bond Business School is regarded as an international think tank in big data, and its application in areas such as actuarial science, economics and data analytics.

During the year under review, Professor Kuldeep Kumar from the BBS Centre for Data Analytics created a new data analytics model that correctly identifies illicit shell companies with an accuracy of 88-97 per cent.

Professor Kumar's model means that global money laundering can be tracked and identified much faster, giving tax officials and law enforcement useful information.

## YOUNG AUSTRALIAN FINALIST

Even before she began her Bond University degree, Katura Halleday was changing lives across Africa, helping girls stay in school and pursue higher education through her not-for-profit, '8x8 To Educate'.

In 2025, the 20-year-old Bachelor of Entrepreneurial Transformation and Global Studies student was named a finalist for Queensland's Young Australian of the Year.

Katura's organisation resells artwork created by the community to help put girls through high school and university in Mozambique and Tanzania.

## BUWN COMMUNITY

The Bond University Women's Network (BUWN) is an inclusive community for women and all who value and respect women within the Bond community.

In 2025, BUWN events discussed issues regarding women in sport, health, wellbeing and research under the theme of 'Limitless'. Hundreds of guests at these events gave unanimously positive feedback on the quality of these events.

# Engagement

A series of strategic activities and events were delivered throughout the year to amplify the University's reputation and improve engagement.

## RE-POSITIONED BRAND PLATFORM

The new brand platform, 'Ambition Loves Company', was launched as a confident stance to highlight the University's unique value proposition.

Uniting Bond's bold and ambitious spirit with its thriving and supportive community, the new identity is distinctive, enduring and flexible.

## THINKING STEPS MOVING

The Thinking Steps articles and content formats produced by our Brand and Marketing team were explored and re-developed to align brand storytelling.

Since 1 January 2025, 78 new Thinking Steps stories were published, receiving over 129,000 website visits. Thinking Steps content was promoted through 145 social media posts, with an average reach of 10,000 per post, and 25,716 total engagements.

## SOCIAL MEDIA

Our social media theme, 'What did you learn today?', was re-framed to 'What are you working on?' to better capture our collaboration and unique learning environment.

A new social media series, 'Ambition Up Close', highlighted the powerful connections that are made at Bond. Its first two episodes achieved 2,151,954 impressions, 4,901 engagements and more than 14,000 clicks to the Bond website.

## CAMPAIGN REACH

A new domestic 'Head Start' campaign was launched, inviting Year 11 and 12 high school students to campus to experience university life and earn credit towards their degree via Learn for Credit courses, and the Student for a Semester program.

Postgraduate marketing campaigns, including a focus on the Faculty of Health Sciences & Medicine allied health programs, commenced in May.

A World Surf League (WSL) partnership was activated hosting Year 11 and 12 students in exclusive backstage tours at major Australian events and optimised the WSL broadcast via branded content.

## WEBSITE NUMBERS SOAR

Bond's website continued to perform strongly and drive recruitment opportunities with engagement data.

## BOOSTING STUDENT CULTURE

To better coordinate campus activity and produce a student centric platform for engagement, the new online booking and resource platform for student services, BondConnect went live.

It provides information and connections to Student Success advisors, Nyombil advisors, learning advisors, and Faculty librarians.

The new BondConnect Student Advising Hub opened in September to improve student access and experience.

The Student Success e-newsletter was rolled out to coordinate and consolidate information on student services and supports at key points in the student lifecycle.

'Beyond Bond 2.0' commenced as a new microcredential to start students on planning their life after Bond and their future employability.



# Bond University Student Association

In 2025, the Bond University Student Association (BUSA) led new and diverse initiatives across education, representation, recreation, sport, and communications portfolios. A considered and particular focus ensured that every student felt connected to BUSA's work by operations that were consistently conducted with transparency, honesty and openness to the student body.

## EXECUTIVE OVERSIGHT

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

The President focused on improving student engagement by establishing and convening the Student Engagement Taskforce, to better understand and address barriers to student involvement in university life.

Initiatives such as enhancing BUSA's presence at the Bond Institute of Health and Sport, improving the feminine hygiene dispenser infrastructure across the University, and expanding BUSA's partnership with the University on the Bond Together and Orientation programs contributed to a campus culture of inclusion, respect, and responsibility.

## EDUCATION

The BUSA Education Team ensured student voices were represented in the University's administration, and led initiatives to help international and postgraduate students transition seamlessly into university life.

The Vice President (Education) collaborated with the Education and Academic Affairs Advisory Council (consisting of student representatives from each Faculty and academic unit) to present informed ideas to the University and develop the Class Representative Policy.

The International Director enhanced BUSA's International Week, and acted as a role model and guide for international students during Orientation.

## REPRESENTATION

The Vice President (Representation) increased student awareness of BUSA's advocacy services while providing confidential and empathetic support to students in difficult situations.

The Wellness Director planned the semesterly Wellness Week events, and worked closely with the Student Success and Wellbeing teams to maintain BUSA's ongoing commitment to supporting peers.

The First Nations Director created opportunities for Indigenous engagement by leading initiatives for Reconciliation Week, NAIDOC Week, and National Sorry Day.

The Inclusion Director strengthened student engagement with the Ally Network, while also leading BUSA's presence at the Bond Institute of Health and Sport.

## RECREATION

The BUSA Recreation Team continued to offer a diverse range of events and other experiences on and off campus.

The Vice President (Recreation) oversaw the successful organisation and refreshed program of Bondstock – the week-long celebration of student and campus life, with a renewed focus on accessibility, inclusion, and sustainability.

The Arts Director continued to grow student interest in the arts by securing Student Services and Amenity Fee funding for a complete music room redevelopment and relocation, enabling students to practice instruments away from home.

The Clubs and Societies Director, and Clubs and Finance Liaison continued to empower and support faculty student associations, clubs, and societies by improving governance, formation, and the handover process.

The Social Director planned inclusive and accessible social events that attracted a broader range of students, promoting student safety and responsibility.

## SPORT

The Vice President (Sport) worked with the Sporting Clubs and Events Director to encourage student participation in a range of sporting activities and social events, promoting an active, balanced and healthy lifestyle.

The team advocated for a positive, respectful sports culture, emphasising sportsmanship, teamwork, and inclusivity while celebrating achievements and inspiring the broader student body. They also contributed to the University's sporting culture by promoting greater involvement in UniSport Nationals.

## COMMUNICATIONS

The BUSA Communications Team's efforts led to the highest-ever engagement on BUSA's Instagram page from the student body and broader community.

The Publications Director continued delivering the weekly BUSA Newsletter, implementing greater structure and coherence to better inform and update students.

The External Outreach Director strengthened BUSA's existing relationships with external stakeholders, and created new partnership opportunities, resulting in successful club sign-on day events throughout the year.



# 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, reports 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. While the Academic Senate provides academic advice within this framework, the University Council retains ultimate responsibility for oversight of academic quality, standards and integrity, consistent with its obligations under the Higher Education Standards Framework (Threshold Standards) 2021.

The University's status as a not-for-profit organisation is established in the Constitution of Bond University Limited.

## RISK MANAGEMENT

The Audit, Risk and Safety Committee oversees 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 oversees the University's approach to occupational health and safety matters on campus, including gender-based violence and discrimination. In undertaking this role, the Committee adopts recognised external benchmarking and assurance approaches and promotes continuous improvement in risk management and safety practices across the University.

## GOVERNANCE PROTOCOL

The University Council has examined its governance practices and is satisfied that the University is appropriately governed and that its governance practices are effective and consistent with applicable legislative and regulatory requirements. 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. Council's view has been informed by an independent external review of governance practices, which examined Council's compliance with relevant legislative and regulatory obligations.

Council reviews its governance practices annually to ensure that the needs of the University community are met with a particular focus on accountability, integrity, risk management, ethical conduct and institutional autonomy, particularly in light of the increased focus on governance standards across the Australian higher education sector.

Council regularly reviews the skills and experience it considers are needed for Council to operate effectively and to make decisions in the best overall interests of the University, particularly in a changing and challenging environment. This review considers the composition of Council and ensures that the mix of skills of Council is appropriate.

Council continues to monitor sector wide governance developments arising from the Expert Council on University Governance and related regulatory reforms and considers their relevance to Bond University's governance arrangements as expectations for university governance continue to develop.

Governance arrangements are designed to support the University's academic mission, protect academic freedom within an appropriate framework of accountability, and ensure that decisions are made in the long term interests of the University and its stakeholders.

## DISCLOSURES

The University Chancellors Council in conjunction with Universities Australia have published a Code of Governance Principles and Practice for Australian Universities, endorsed in late 2025. The code recommends a number of disclosures considered appropriate for Australian Public Universities.

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 remains committed to transparency and accountability appropriate to its status and regulatory obligations.

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. The University has also established a risk management framework designed to build resilience against foreign interference and to protect the safety of its students and staff, as well as its information and assets from attack. This framework is aligned with guidelines issued 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. No claims were made during 2025 alleging a breach of policy or a limitation on the lawful expression of views by any person, including staff and students.

The University strives to ensure that its workforce reflects not only community expectations, but also all aspects of diversity that will bring a range of perspectives, ideas and insights to the student experience. The University recognises that it operates 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 is equitable and ensures it attracts and retains staff with the necessary skills, qualifications and experience to meet the operational and academic needs of the University. The University sets remuneration with reference to a number of benchmarks that are reviewed on a regular basis.



## COUNCIL MEMBERS

Mr David Baxby – Chancellor  
 Professor Tim Brailsford – Vice Chancellor & President  
 Mr Antony Ceravolo  
 Ms Marion Charlton  
 The Hon Justice Sarah C Derrington AM – elected 12 May 2025  
 Mr Greg Jenke  
 Professor Daryl Le Grew AO – retired 12 May 2025  
 Mr John Le Lievre

Ms Lisa MacCallum – retired 12 May 2025  
 Mr Damien Vanderwilt – elected 12 May 2025  
 Ms Kate Vidgen  
 Ms Annabelle Williams OAM

### Company Secretary

Mr Michael Dean FCS FGS

## MEMBERS OF THE COMPANY

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 Ms Marion Charlton

### Staff Ordinary Members

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 Professor Amy Kenworthy  
 Dr Russell McPhee  
 Mr Jason Murray  
 Assistant Professor Kieran Le Plastrier  
 Mr Makarand Parulkar  
 Associate Professor Michael Sergi

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 Mr Michael Jeffriess  
 Mr Jordan Kuhnemann  
 Mr John Massey  
 Mr Matthew McLean  
 Ms Deborah Read  
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 Ms Amy Marie Stroud  
 Ms Daniella Stutt  
 Mr Tony Yang

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Mr Nicholas Christie

### Undergraduate Student Ordinary Member

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 Mr Jack Cowin AM  
 Mr Heath Hill  
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 Mrs Fiamma Morton  
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