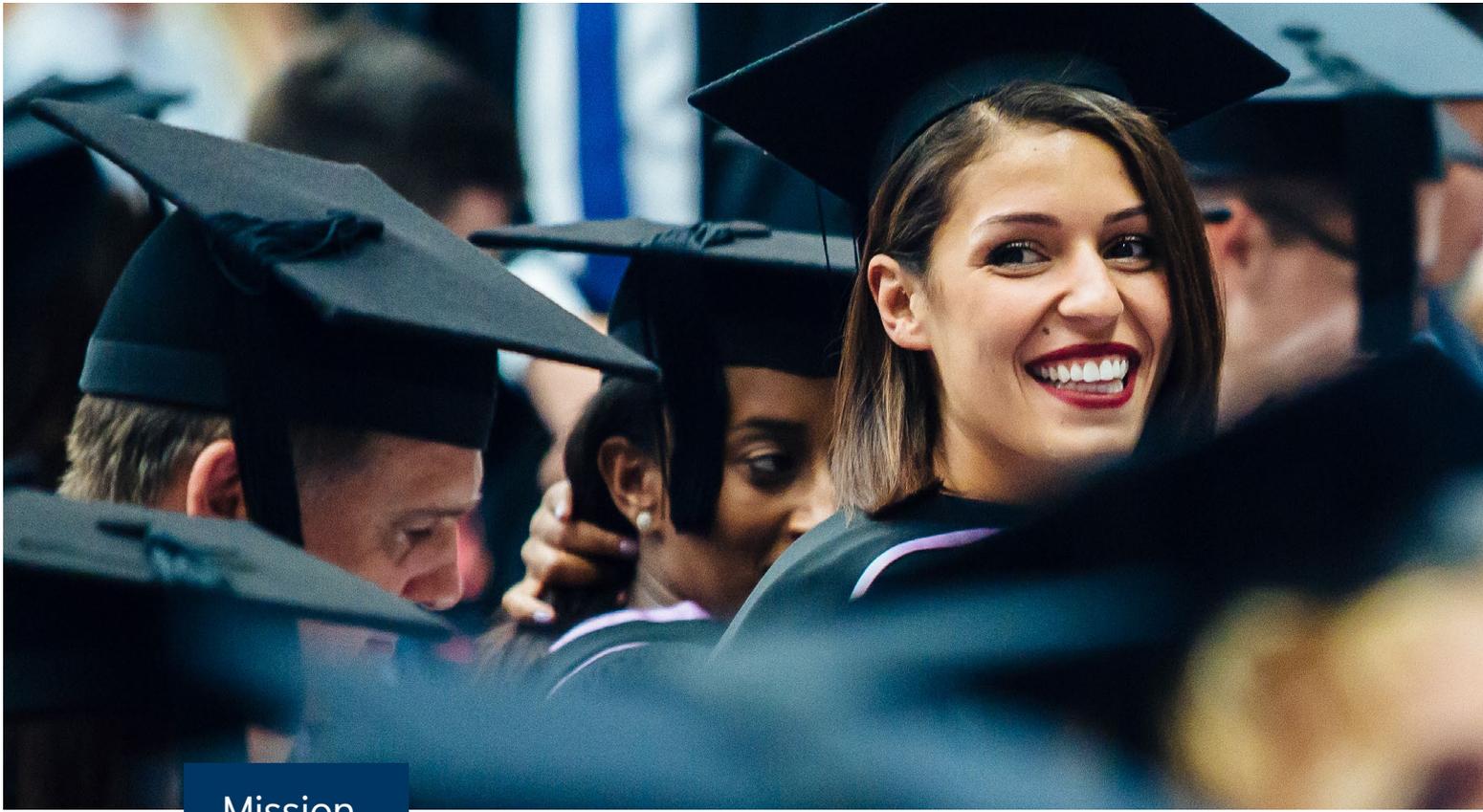


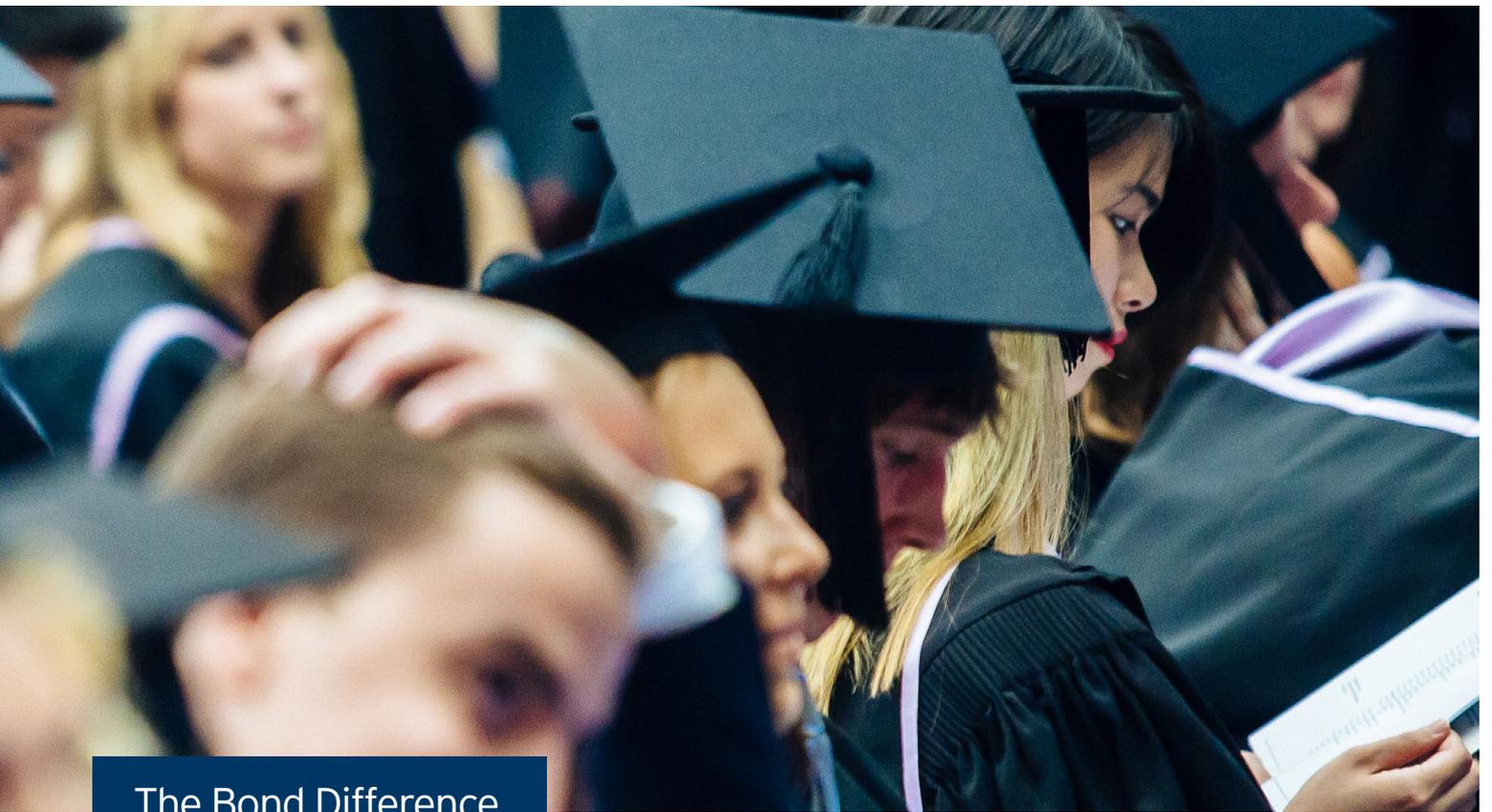
Strategic Plan 2018 - 2022





Mission

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



The Bond Difference

Bond University is founded on a distinctive ethos that places our students at the centre. We provide an environment of academic excellence, discovery and development for the next generation of global professionals and leaders. As Australia's first private, non-profit university, we have always thrived on the investment that our students make in their own futures, the commitment of our staff and the support from a strongly engaged community.

The exceptional quality of our students' experience has always been a hallmark of Bond University. We are committed to teaching excellence, deep engagement between academics and their students, and the personal and transformative development of Bond people. We have built a vibrant, supportive and dynamic culture that welcomes every student and gives them the opportunity to join a connected, passionate and close-knit cohort.

The independent nature of our institution is an essential part of our framework and environment. Our students are encouraged to develop their own sense of identity and an ability for critical thought and self-analysis.

Our community is imbued with the spirit of free enterprise and innovation. Our distinctive approach to teaching, which focuses on holistic development of the individual and our accelerated academic calendar, has always attracted energetic students and academics who are committed to independent thought and action. We have an applied skills curricula embedded within our programs and, as we implement this Strategic Plan, entrepreneurship will become an even more prominent feature of the distinctive Bond offering.

Our diverse community is globally focused. We work hard to broaden our students' horizons through international

experiences, partnerships and introductions. We have an outstanding campus equipped with modern teaching facilities, high-quality sporting facilities, and active student associations, which each contribute to the strong collegiate spirit our students enjoy. As a result, we consistently rate among the best universities in the world for student satisfaction, learner engagement and teaching quality.

We believe in the importance of cross-disciplinary experience and the development of broad and transferable professional skills, including involvement in entrepreneurial practice to give an applied and commercial focus to our students' discipline-specific knowledge. We focus on critical thinking, communication, leadership and ethical thought and action to help our students develop the skills and attributes that prepare them for success professionally and personally. Employability skills for our graduates are deeply embedded within our curricula and we work with every student to map out personal pathways for realising his or her career goals.

Our academics are invested in the advancement of each of their students and supported by an equally dedicated professional staff. Bond students are provided with outstanding opportunities to become involved with academic projects, professional networks and developments in industry through the relationships established with their professors.

This Strategic Plan provides a map to guide our collective action over the coming five-year period and signals our priorities for new investment. Importantly, this plan builds upon our existing strengths without diminishing our commitment to the mission that has underpinned our success.



Our Context

The nature of teaching and learning, research, engagement and service is changing. As we plan our future, we will be constantly challenged to respond to disruptive technologies, global trends, changing student expectations, new requirements of our graduates' employers, and the broad influence of legislative reform.

In the years ahead we will face increasing competition in the global higher education market, and adapt to innovations in practice that will change the shape of our sector. Technology will force change in every activity we undertake, influencing curriculum design and delivery, research, services for students and academics, recruitment, engagement and the promotion of institutional reputation and profile.

The global context in which universities operate is quickly breaking down the traditional barriers among education providers. Accepted approaches to student learning are being challenged by new teaching models, modes of delivery and institutional structures. Disruptive developments such as competency-based degree programs, broadly distributed online courses such as MOOCs, stackable degrees, micro-credentialing and corporate universities will continue to gain momentum.

Our student body will increasingly be populated by digital natives who expect new technologies to be seamless, and that their university experience will mirror the information accessibility and immediacy of their connected lives. They will interact within digitally-connected communities, use ubiquitous information and communication technologies to manage their academic and extra-curricular activities, and expect university services that are customer-focused, accessible and convenient.

The diversity of educational products demanded by students will continue to expand. There will be a growing appetite for postgraduate courses, recognised short-course qualifications delivered in flexible modes and articulation arrangements that allow students to combine study from multiple institutions.

There will be an increasing focus, in Australia and internationally, on holding universities accountable for the success of their graduates. Domestically we are already seeing this in both public debate and government policy, where the focus is shifting away from processes and towards outcomes.



The market for university-level education will continue to grow rapidly but it will be contested more aggressively. Competition from established providers in English-speaking countries such as the USA, UK and Canada will rise. In addition, there will be new providers catering for the growing number of students who will choose to study in a neighbouring country within their home region, particularly within Asia where the capacity and quality of regional education systems are increasing rapidly.

Global university rankings will continue to influence the decisions of stakeholders, including prospective students, government scholarship and research funding bodies, industry partners, and academic collaborators. These ranking systems will always be limited by their necessary reliance on the narrow set of available indicators that readily support international comparisons. As such, they will be weighted towards institutions with high research scale and intensity, and ill-equipped to reward performance in areas such as teaching, student experience and student outcomes.

As our environment becomes more complex, more will be demanded from our workforce, requiring greater agility and flexibility, more specialist knowledge, and higher levels of professionalism, achieved through the continual development of skills in current roles and the acquisition of new expertise especially in technology.

Regulatory reform will continue to impact upon our University, both directly and indirectly. Throughout the whole period that Bond has been established, Australian Government policy has been driving growth in our public universities to provide more tertiary qualifications for a larger and more diverse Australian population. As a result, more than one million Australians are enrolled in the higher education sector, with the vast majority of students studying in the public system and receiving the benefit of government subsidies not available to students at Bond University. We must remain a relevant voice in the policy debate and not get lost in the scale of the sector.

As we plan our strategy for the future, we must recognise our distinctive place in the sector and understand that change will be constant. We must continue to differentiate ourselves on the basis of quality, and by the experience and outcomes that we provide for our students.

Priorities and Key Actions

1

PROGRAM

Deliver innovative programs attuned to industry and market needs

To continue delivering educational programs that are relevant, distinctive and high quality, and ensure our ability to innovate and move with the market:

1.1

Strengthen our distinctive position in the Australian undergraduate education market built on the highest quality of teaching, personalised learning and self-development, through the unparalleled Bond University campus experience.

1.2

Build our suite of innovative, market-led postgraduate programs, including cross-disciplinary study opportunities that exhibit the distinctive characteristics that reflect the Bond ethos of outstanding student experience.

1.3

Create flexible degree offerings, as well as a range of non-degree and short courses, involving modular designs and flexible rules, that are focused on professional outcomes and facilitate articulation and advancement.

1.4

Expand our pathway and language programs with integrated and structured offerings that enable a broader range of students to enter and succeed in our degrees.

2

PRACTICE

Provide a service orientated culture focused on outcomes

To distinguish our University within the market by our commitment to innovative practices which improve student experience and graduate outcomes, and emphasise our intellectual contribution:

2.1

Continually refine the core skills embedded within all our program offerings to ensure the ongoing relevance of our graduate outcomes in a changing world, and provide our graduates with superior skills and knowledge in areas such as information literacy, interpersonal skills, entrepreneurial thinking, and adaptability.

2.2

Ensure our programs retain strong links with business and the professions, and that our students graduate with practical experience and skills that prepares them for careers in an increasingly dynamic, innovative and globalised workforce.

2.3

Focus our research efforts and investment strategically, into areas where potential for excellence is demonstrated by alignment with educational programs, existing or developing capacity, available funding opportunities, accessible infrastructure, and active collaborations.

2.4

Prioritise innovation within our systems and processes to provide continuous improvement to personalised service for our students and staff.

3

PROFILE

Raise our reputation, brand and the profile and impact of our research

To engage our stakeholders in the message of quality:

3.1

Elevate our standing and reach by engaging with business, industry, government, academe, schools and the community in influential and impactful ways, through research, partnership, and collaboration.

3.2

Deepen our involvement with alumni in all aspects of our University life, including governance, advocacy, development, recruitment, mentoring and student outcomes.

3.3

Identify and foster champions to help us grow our endowment base.

3.4

Implement a sophisticated and segmented strategy to reach potential students, that leverages our student-centric culture and unique campus experience and articulates a strong and convincing value proposition.

4

PEOPLE

Promote commitment, agility, and responsiveness within our workforce culture

To harness the abilities, commitment, and cohesiveness of our workforce:

4.1

Encourage and promote the culture of passionate support within our University, amongst students, staff, alumni and our broader community.

4.2

Provide supportive mechanisms and programs that grow our teaching and research capability, including enabling early career researchers and women to reach their potential.

4.3

Embrace and implement technology that supports new modes of learning and teaching, and provides students with information and services that enhance their educational and overall experiences.

4.4

Support innovative practice by developing cross-university functional teams, creating opportunities for flexibility within roles and responsibilities, breaking down barriers between academic and professional staff, and ensuring that our reward and performance systems help us to achieve our strategic objectives.



Flagship Projects

Four iconic projects are paving the way for the implementation of this Strategic Plan. These projects are large and transformative. They are designed to drive change, have impact across the whole of the University, and be tangible symbols of our ambition.

Transformer

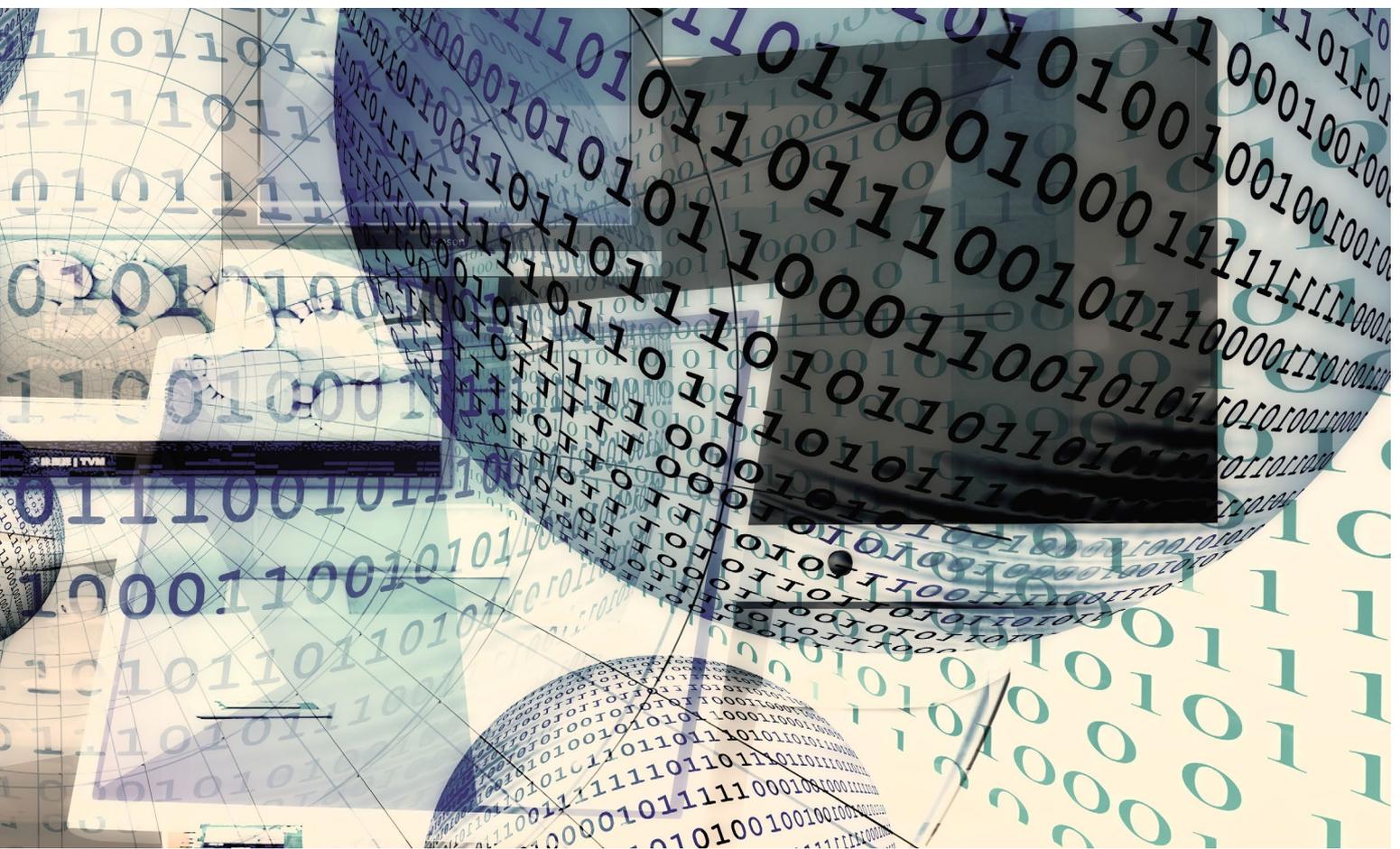
The Bond Transformer is an Australian-first entrepreneurship program available to all students, at all levels, across all disciplines. At its heart, the program teaches students how to identify problems, develop solutions, and turn ideas into reality, having regard for the commercial reality of modern business.

The Transformer gives our students the opportunity to challenge themselves and develop their ideas in a mentored learning environment and purpose-built space. The cross-disciplinary nature of the program allows students to engage with staff, alumni, and industry networks from every Faculty thereby leveraging the benefits of cross-disciplinary thought.

Future Leaders in Health Sciences

As Australia's population grows and ages, there is a continuous demand for an expanding workforce of medical and allied health professionals and a need for broader ranges of specialist capabilities. In medicine and physiotherapy we have capped our intakes in response to strong demand, so as to ensure our ability to maintain the very high standards that we are committed to.

Notwithstanding, some staged expansion across a range of health-related disciplines is achievable. With prudent investment in program development and associated infrastructure, we are realising this potential without compromising on quality or Bond University's exceptional student experience.



Technology Centre of Excellence

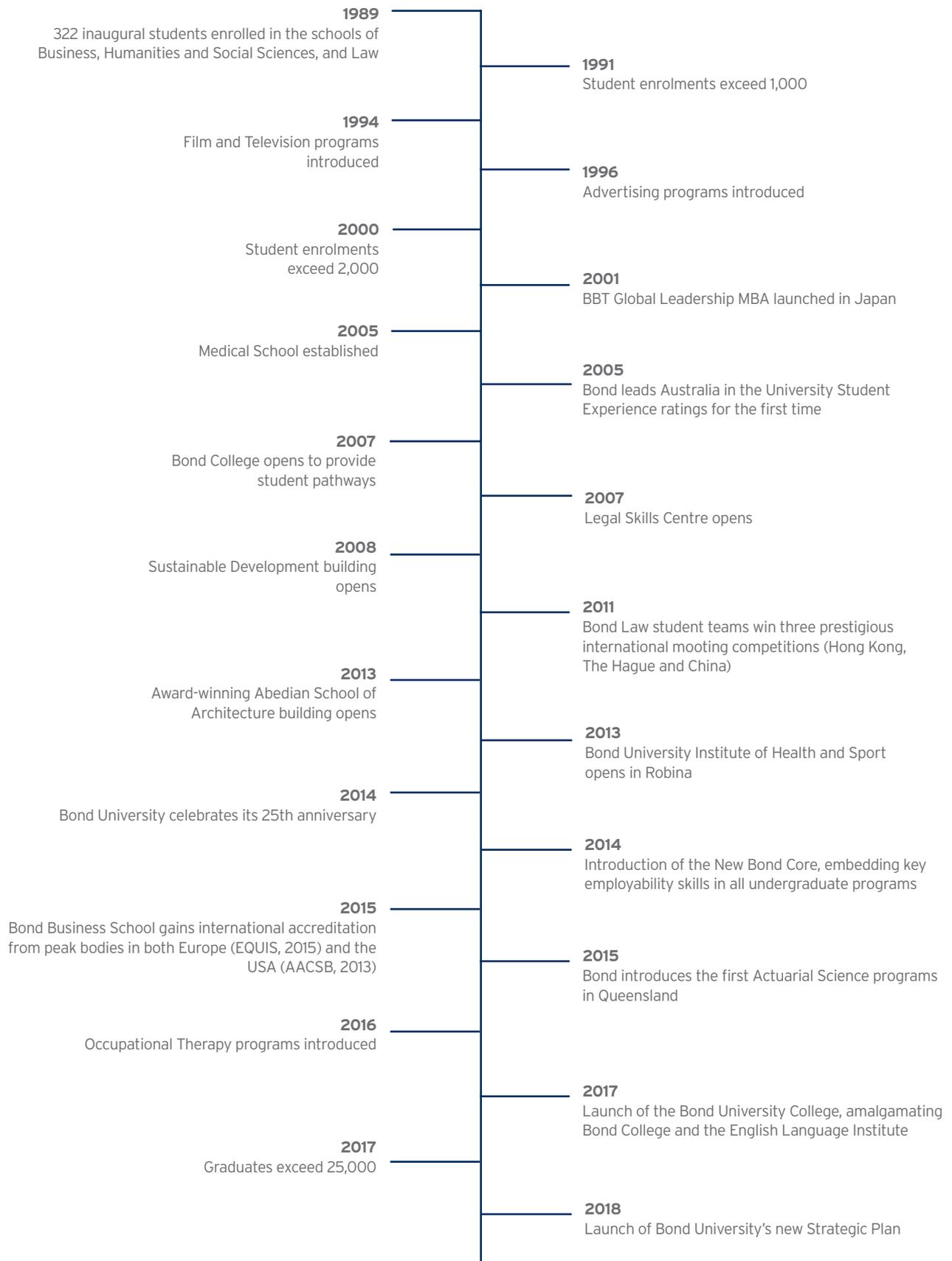
Bond University has a proud history of adopting and embracing new technologies and the integration of technology into learning and teaching has been a consistent feature of our development. A Centre of Technology Excellence enables us to achieve scale and synergy through the construction of a showcase building to create an innovative student learning space and enable new modes of teaching, experimentation, and industry engagement.

The centre links across all Faculties and will house a national centre for leading learning and teaching practice, linking with disciplines such as informatics in business and health, creative use of digital environments, and specialised legal education.

A New Vision for Campus

As our University develops and the world changes around us, our campus will remain a vital asset and symbol of our distinctive student experience. For our students, it is the tangible embodiment of the Bond difference and a touchpoint for their lifelong engagement as alumni. Our campus will grow and develop with our University, with an increasing focus on innovation and technology. Our student services and administrative functions are being improved by technology. Our student housing is being refreshed and upgraded to meet the expectations of our new students, which are changing in ways that reflect their different backgrounds, cultures, financial situations and personal preferences. We recognise that our students' relationship with the campus will vary as different modes of study develop, and we are working to ensure that the physical design and availability of space and technology continues to meet students' needs as they progress, develop and learn throughout their journey at Bond University.

History





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