



2021



Annual Report

In the spirit of reconciliation, Bond University acknowledges the Traditional Owners and Custodians of the land on which the University campus now stands. The Kombumerri people have walked and cared for this land and wildlife for thousands of years, and their descendants maintain spiritual connection and traditions. We thank them for sharing their cultures, spiritualities and ways of living with the land and wildlife in this place we all now call home. We pay respect to Elders past, present and emerging.

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Mission and Key Goals

THE MISSION

As Australia's first private, not-for-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 KEY GOALS

Our key goals are high level goals that imply action. They sit within and are consistent with our mission.

We will:

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

Chancellor's and Vice Chancellor's Report

Throughout the year 2021, it would be fair to say that the world was consumed by the COVID-19 pandemic.

Many aspects of our lives underwent seismic shifts as, across the globe, COVID-19 upended everything, causing anxiety and stress for individuals, governments, industry and communities.

The education sector was particularly hard hit.

Yet, we are pleased to report that during the year Bond University's much-valued commitment to education was unwavering. We continued to operate seamlessly and safely by re-committing our dedication to learning excellence, mobilising the way we deliver our programs and prioritising communication.

In the midst of a constantly changing and often highly charged environment, COVID-19 proved Bond's ingenuity, agility and determination to meet the needs of our students, staff, partners and communities. We not only held our ground but also moved forward with momentum.

COVID-19 RESPONSE EVOLVES

The University's Coronavirus Response Team was formed in 2020 and continued its important work to monitor the situation closely.

During 2021, its role was to closely monitor the developing situation and devise appropriate responses. The team was the central point of information, communication, and policy.

Our COVID Safe Workplace Plan, sitting within the framework of the prevailing health advice and the specific Health Directives to Queensland universities, evolved as circumstances changed.

We closely monitored Federal and State Government decisions to adjust our own plans as new information came to light.

STRATEGIC PLAN

During an unpredictable time, our 2018-22 Strategic Plan served us well.

While we did not foresee COVID-19 mid-way through our five-year trajectory, we were sufficiently advanced to maintain forward progress despite the emerging challenges.

2022 marks the final of those five years, and the timing could not be more apt for us to grasp the opportunity to develop the next Strategic Plan.

We have spent considerable effort on improving our operational delivery, processes and models over the past two years. The aim of the next Strategic Plan will address thematic challenges that have the potential for long-term and ingrained impact as we face new world conditions.

The work of Bond's Innovation Task Force has been key in identifying initiatives, new ideas, and projects that are now in various stages of implementation. In this sense, we envisage the next Strategic Plan will be more of a transition as opposed to any significant change in direction.

STUDENT AND STAFF WELFARE

As part of our forward planning, we are well aware that student and staff wellbeing need to be our focus over coming years.

Bond University's services and support extend beyond simply study support. We provide students with personal attention from arrival on campus beginning with Orientation Week and social activities where they can meet other Bondies and develop relationships with each other and the University.

In addition to the existing programs for study, personal, medical, financial/tuition, information technology, international and disability support, online medical and counselling support and a range of social events, we established a new Office of Student Success and Wellbeing under the University Registrar in order to better offer meaningful, practical and timely student care.

While executive staff agreed to take a salary cut, staff were supported in a range of ways. Teaching staff were provided with small group and individualised training and development on teaching remotely and used a collaborative learning platform to engage with our students.

DELIVERY MOBILISATION

Our transition to multi-modal teaching during 2021 was nothing short of remarkable.

We prioritised staff capacity building and their ongoing professional development, enhancing educator skills in multi-modal and hybrid pedagogies, and leveraged technologies and tools to support and enhance student learning.

Our academic staff shone brightly. Our educational leadership and support through the Office of Learning & Teaching (OLT) in partnership with our Information Technology Services (ITS) team have been outstanding. We speak of a transformational Bond student experience but, over the course of the year, we demonstrated through our actions how we live this value.

The University has committed to multi-modal delivery through to the end of 2022.

PROGRESS CONTINUES, DESPITE THE CHALLENGES

Our national ratings and evaluations on a wide range of metrics have held strong. These include surveys of our students regarding various measures of quality and student satisfaction. Further, external validation has been achieved through national surveys which showed that Bond was ranked the #1 Australian university for producing entrepreneurs on a size-adjusted basis.

In a year characterised by uncertainty and anxiety, Bond managed to progress a range of impressive achievements. Across the campus, highlights included:

- For the sixteenth year in a row, Bond University rated as Australia's number one university for student experience, achieving 5-star ratings in every student experience category, as reported by the 2022 Good Universities Guide that ranked 39 universities across the country. More specifically, a five-star rating was received with respect to: student to teacher ratio, skills development, overall experience, student support, teaching quality, learning resources and learner engagement.
- We were also crowned the best in Australia for learner engagement, learning resources and skills development in a government survey of university students across both undergraduate and postgraduate levels in the 2020 Student Experience Survey.



- In the 2021 Australia Day Queens Birthday Honours list, Professor Tammy Hoffmann from our Institute's for Evidence-Based Healthcare (IEBH) received a Medal of the Order of Australia (OAM) for her services to clinical epidemiology and occupational therapy. Professors Paul Glasziou and (the late) Chris Del Mar, also from the IEBH, were appointed to the Order of Australia in the 2021 Queen's Birthday Honours List in June.
- We were successful in our application to the Australian Medical Council to enrol a second cohort of students in the September semester on an ongoing basis. This will see the number of students in Medicine grow close to 1,000 over the next few years.
- Gold Coast resident Jake Harrison became our 30,000th graduate, awarded his Bachelor of Actuarial Science in February 2021.
- Bond Medicine marked another major milestone - it's 1,000th graduate, Dr Thejaani Aran - sixteen years after the launch of the University's Medical Program in 2005.
- In the Faculty of Law, we saw more of the moot success for which Bond is known, internationally and nationally. The Law Clinic Program was expanded to provide 67 law students with various clinical experiences and the Faculty launched two new clinics. The LLB (Climate Law) was launched in January 2021 and a new LLB (Legal Transformation) was launched alongside the new LLM (Family Dispute Resolution).
- The University made key Research appointments with the appointment of University Professorial Fellows: Professor Wendy Brown (Health Sciences and Medicine); Professors Martin Skitmore and Mike Burton (Society & Design); Professor Robert Faff (Bond Business School); and Professor Steven Freeland (Law).
- Mr John Graham was appointed to the new role of Bond University Elder. Uncle John, who is a Kombumerri man, is engaged part-time to assist and mentor our efforts in the continuous improvement of our Indigenous engagement, learning and reconciliation.
- The research effort at Bond University continues to grow, with almost \$10 million in external research funds contracted by Bond University.
- Key programs were all re-accredited including the Australian Institute of Project Management's full endorsement of the Bachelor of Project Management for a three-year period until August 2023, the Australian Property Institute approved another five-year re-accreditation to December 2025, the Australian Psychology Accreditation Council re-accredited all Psychology programs for a further five-year period, until December 2026.
- The Office of Engagement continued its trajectory of increasing philanthropic gifts to the University by working closely with new and existing donors. The number of alumni graduate donors doubled in 2021 compared to 2020. This change was mainly due to the success of the inaugural Giving Day held during May that exceeded target and will be repeated in 2022.
- After two years spent creating content and building the required infrastructure, our Microcredentials Unit became firmly established and is prepared to significantly escalate. Microcredentials are now offered by every Faculty, designed in response to market needs and developed in collaboration with industry partners.
- Bond University's Tokyo 2020 Olympics campaign finished with two gold and three bronze medals. Bond's eight athletes competed in 12 events spanning pool, track, football fields and sea.
- Bond Sport had an outstanding year, especially across football codes, including the best results in our Rugby Club's 7-year history: our women's 7s team won the Women's University National Championships, our Men's 7s won the Fiji 7s international, our four AFL teams played in grand finals and the Women's Reserve Grade team won the premiership.

BIHS-NORTH

During 2021, we intensified our planning to undertake the University's largest capital project in a decade through the construction of BIHS-North. This new facility at Robina has been designed to cater for growing enrolments in Allied Health and the new intake in Medicine. Moreover, the building will provide for world-class high-performance sports training and educational facilities in the lead-up to Brisbane 2032 Olympic and Paralympic Games.

The new facility will complement the existing Bond Institute of Health & Sport with the aim to open in late 2023.

BOND TO BRISBANE AND LOCAL EXPANSION

During the year we progressed plans to expand our footprint into Brisbane.

Our project to establish an office in inner-city Brisbane will offer teaching facilities for a range of postgraduate and short-course programs focussed on niche areas targeted to a part-time student cohort. It will expand our undergraduate pathways, provide a central location to launch Brisbane-based student recruitment activities and will develop a convenient facility to engage and network with the Brisbane professional and business community, and local alumni.

The facility will be established within leased facilities to minimise upfront capital costs and leverage our existing activities to expand Bond's presence.

While there will be some programs that may remain as multi-modal offerings beyond the pandemic, we know that there is strong demand among many undergraduate students to learn in a campus environment immersed in a transformative and social environment, especially during their first year.

As such, in the middle of the year, the University moved to secure a long-term option for the future through the acquisition of the last available piece of vacant land adjacent to the main campus. This strategic acquisition is one that will serve future generations well.

INDUSTRY ENGAGEMENT

During the year, our Transformation CoLab was established; a strategically important initiative of the University as the centrepiece for student-related industry engagement.

The CoLab is a key objective of the University.

The Innovation Task Force identified industry engagement at an institutional level as an area for improvement. To this end, we have committed funding to the establishment of an initial unit to drive our collective efforts that will sit under the Vice President Engagement. This is a small but important step.

ACADEMIC GOVERNANCE REVIEW

As part of the University's commitment to continuous improvement and best governance practices, we completed an external review of our Academic Governance.

The review noted a number of recommendations that are being considered including the healthy and inclusive culture of academic decision-making, the introduction of process improvements, and the influential and constructive role of the Committees for Learning & Teaching and Research.

In summary, the report's recommendations centre around a few themes: refining roles and improving processes for Academic Senate subcommittees, modernising our Academic Regulations and streamlining our student complaint mechanisms.

ACKNOWLEDGEMENTS

In closing, there are so many people we wish to thank and recognise.

From the academic staff who assumed additional teaching loads, to the professional staff who worked reduced hours but still managed their workloads effectively, and to those staff who took a salary reduction for the full year - we offer our sincerest gratitude.

We particularly would like to acknowledge our staff who reside in NSW, who were unable to return to the campus workplace for several months but continued their contribution with professionalism and care.

We also acknowledge the University Council which operated under difficult conditions while unable to meet in person yet remained unwavering in their support and absolute commitment to the University and our strategy.

Our students have been nothing short of magnificent. While a campus-based experience is always preferable, they have been steadfast and flexible during a very difficult time, often facing personal distress themselves.

And to our industry and community partners who supported and collaborated with us across all areas of our endeavours, we offer our heartfelt appreciation for their continued faith and support.

We acknowledge all individual and collective efforts, and the continued contribution to the University.

FUTURE PLANNING

Bond University is approaching the future with freshness, energy and with a revised strategy that will address the longer term rather than the reactive environment in which we have been immersed.

With disruption comes opportunity.

We write in the spirit of new beginnings and in appreciation for everyone's efforts, endeavours and absolute commitment to what has been another most challenging year.

The transformation has been remarkable, and Bond University, through its staff, has emerged as a more innovative, flexible and adaptable organisation.

But the innovation path is not yet over. Some of this change will be driven by external forces but other changes will be deliberate and designed to position our University as best of breed.

COVID-19 has accelerated the pace of change, and significantly so. Yet the last two years have arguably been Bond's finest. We have stuck fast together, and while the tempestuous and unpredictable storm is yet to pass, we hope that the worst is over.

We are delighted to share the journey of our year 2021 with you.



Chancellor
Hon. Dr Annabelle Bennett AC SC FAA FAAL



Vice-Chancellor and President
Tim Brailsford



Financial Performance

Bond University's positive financial performance in 2021 was a hard-earned outcome during a year of extreme challenge and uncertainty.

This was achieved by prudent planning and innovative operations that allowed core teaching, research and services to operate simultaneously on-campus and remotely to service a widely dispersed student community.

Strong cost controls and austerity measures were also maintained throughout the year. The University acknowledges the collective commitment and cooperation of its staff who enabled this outcome.

Further, the University's capital plan was downscaled in 2021 as a prudent response to the uncertainties associated with the COVID-19. A strong focus on campus maintenance and minor works continued, though no commitment was made to major constructions.

The University takes a strong balance sheet into the 2022 financial year, with no net debt and sufficient cash to internally fund its capital plan. Additionally, the University renewed its loan facility and negotiated bank covenants that mitigate the consequence of unpredictable fluctuations in operating revenue that may result from COVID-19.

The international border closure was our most significant impediment to growing student enrolments. This has a direct impact on the University's revenue.

Over the past year, the University experienced a decline in core revenue of over \$28 million or over 14 per cent. This equated to a very sobering decline of \$1 million each week during the two semesters that were most impacted last year.

However, a significant increase in grants and philanthropic donations, combined with the various prudent cost saving measures that were implemented, enabled the University to deliver a surplus at year-end. Without these extraordinary items, the University would have otherwise experienced a loss of well over \$10 million.

Office of the Provost

The Office of the Provost was established in 2021 to provide leadership and strategic direction across all aspects of the academic enterprise.

It has accountability for strategic commitments and for influencing key actions and outcomes related to all aspects of the University's academic matters, with a specific focus on learning and teaching and research. The responsibilities of the Office include: The oversight of the Bond University College; Transformation CoLab (including Core and Beyond Bond); Higher Degree Research Unit; Academic Integrity Unit; Microcredential Unit; University Curriculum Management; The University's Gender Equality, Equity, Diversity and Indigenous strategies.



Learning and Teaching

Throughout 2021 our continued focus remained on ensuring the highest quality of teaching delivery and student learning experience provided by Bond. Staff capacity building and their ongoing professional development, enhancing educator skills in multi-modal and hybrid pedagogies, and leveraging technologies and tools to support and enhance student learning were all prioritised. Bond's educational delivery models and overall student satisfaction across key measures remained positive and robust. Targeted initiatives continued to build staff capabilities across pedagogies, good practice and innovative teaching approaches were shared across the campus, quality online and hybrid learning experiences were enabled and supported by leveraging technology. Further constructive alignment and authentic assessment initiatives were implemented in all programs.

STUDENT EVALUATION OF TEACHING

During a difficult year for all, evidence of student satisfaction with the Bond University learning and teaching experience was strongly reflected in student evaluation surveys and the high overall results.

The University performed strongly against our Strategic Plan goal for student experience with 79 per cent of subjects achieving a mean overall score of 4/5 over the year.

Given the challenge for maintaining the quality of the student learning experience across the sector, these are very positive results.

TECHNOLOGY-ENABLED SOLUTIONS

The Office of Learning and Teaching (OLT) SharePoint web-based collaborative platform was firmly established during the year and was well utilised by staff to supplement face-to-face professional development initiatives and training offerings.

Staff were provided with on-demand, high quality and targeted learning and teaching assets, resources and professional development support materials.

Learning and teaching priority areas and projects continued to focus on innovative approaches to teaching, authentic assessment, new technologies and tools to support deep learning and sustain our culture of teaching excellence. More than 27,000 hits were logged to assets such as the Teach-Learn-Connect companion site on Remote Teaching and Learning, Mastering Multi-Modal Delivery site and the corresponding supportive eGuides.

PROFESSIONAL DEVELOPMENT IN LEARNING AND TEACHING

Professional development support was delivered and optimised in a range of valuable ways across faculties and program areas.

Our personalised professional development of early career academics was provided through the 'Introduction to Teaching at Bond' program, and attended by 43 new staff.

An academic New Starters Outreach program provided one-on-one mentoring and consultancy to 23 individual academics in addition to the Introductory workshop program.

A nationally benchmarked intensive program, 'Foundations of University Learning and Teaching' (FULT) was offered again in 2021 and completed by 30 academics.

The FULT program is anonymously evaluated through the University eTEVAL system of student evaluation and achieved an overall satisfaction rating of 4.83/5.00 across 2021.

The Office of Learning and Teaching-generated knowledge based articles, 'how-to' videos and help guides were used over 1802 times.

The 2021 Learning and Teaching Innovation Event was presented as a three-day multi-modal symposium and attracted 647 attendees.

The symposium offered a variety of webinars, live drop-in Q&A sessions, asynchronous videos, synchronous live workshops and lightning rounds to share good practice.

OLT workshops were delivered through a range of platforms including Collaborate with a total of 443 workshop attendees with an average of 10 people per workshop and 765 site views during the period. An anonymous satisfaction survey indicated a 95 per cent overall satisfaction rating for this professional learning event, and an overall appreciation of the innovative ways OLT continue to deliver it and provide staff with much-needed professional exchange and development.

TECHNOLOGY-ENHANCED LEARNING (TEL) DEVELOPMENT

Bond academics achieved excellent outcomes in the production of new digital teaching tools as well as learning the technologies that enable them to generate and disseminate these to our students.

A key focus on the development and delivery of e-assessment also resulted in 59 new online assessment instruments developed with collaboration colleagues and offered to learners in the 2021 year.

A number of training sessions were also offered to staff to support the revision/modification of their existing assessments to support multi-modal demonstration of learning across different platforms.

The Office of Learning and Teaching continued to support the use of various technologies and tools to enhance the student learning experience at Bond. Academics were offered a range of different tools to encourage a more dynamic and participatory experience, particularly in multi-modal settings, with a focus on gamification, leader boards, quizzes, discussion boards and annotated whiteboard tools.

Sessions provided staff with training, practical pedagogical exemplars in teaching with technology and hands-on advice on topics including authentic assessment using technology, E-exams and online test design, online marking rubrics, student engagement tools and technologies and active learning in online classrooms.



STRATEGIC LEARNING AND TEACHING PROJECTS

Our strategic focus in learning and teaching at Bond for much of 2021 continued to ensure the continuity, stability and quality of learning environments, platforms, experiences and approaches for students and our academic staff through all delivery modes.

All key Bond University subject sites were converted to the new Blackboard ULTRA platform and all relevant staff completed online training modules and/or attended training workshops to ensure they were supported in designing and delivering high quality teaching and learning content for our students through these iLearn learning management systems websites.

A range of staff and student learning and teaching support guides and resources were developed and published in 2021. These include a number of updated assets for student training and 'how to' demonstration videos on using the iLearn learning management system, accessing subject recordings, attending classes virtually, and strategies for success in learning through COVID-19.

A series of live webinars was also facilitated with the Office of Future Students and other stakeholders throughout 2021 for continuing and commencing students to provide insights and information on learning and teaching at Bond, the multi-modal approach taken at Bond to support both off campus and on campus learners, authentic assessment and leveraging learning technologies.

LEARNING AND TEACHING AWARDS

The University submitted two program applications, two teaching excellence applications and two citations for the 2021 Australian Awards for University Teaching (AAUT).

Congratulations to each of Associate Professor Rob Orr and Associate Professor Adrian Gepp who were successful in their applications.

An online module 'Applying for External Teaching Awards' was developed in 2021 to provide on-demand support materials that are accessible to academics at any time via the OLT SharePoint site.

Research Services

Bond University's five year Research Strategic Plan (2018 - 2022) sets out a vision and strategy to position high quality and focussed research as core to University business. The plan sets bold measures of research success for the University and its students that reflect our critical societal function as an institution for learning, discovery, scholarship and invention. It recognises that Bond has developed a world-class research profile, across all of our faculties and program areas, both with partners and on our own, and acknowledges the need for capacity building investments and strategies that facilitate research impact. The research effort at Bond University continues to grow, with almost \$10 million in external research funds contracted by Bond University during 2021.

STAFF RECOGNITION

In 2021, highlights included:

- Professor Nick Zwar (Faculty of Health Sciences & Medicine) secured funding from the Medical Research Future Fund (MRFF) administered by the National Health and Medical Research Council (NHMRC) to undertake a randomised controlled trial to test the efficacy and cost-effectiveness of an innovative precision medicine and personalised care intervention among people with Chronic Obstructive Pulmonary Disease.
- Dr Loai Albarqouni (Institute of Evidence-Based Healthcare) was awarded a National Health and Medical Research Council (NHMRC) Investigator Grant. Dr Albarqouni's research will focus on optimising the update of effective underused non-drug evidence-based interventions in primary care.
- Associate Professor Daryl McPhee (Faculty of Society & Design) secured a grant from the Fisheries Research and Development Corporation to undertake a review of Regulation and Policy Guiding use of artificial reefs and fish aggregating devices in Australian waters.

2021 VICE CHANCELLOR RESEARCH AWARDS

This year, the Vice Chancellor Research Awards went to:

- Research Excellence:
Cutmore Distinguished Professor, Helen O'Neill (Faculty of Health Sciences & Medicine)
- Research Supervision:
Professor Craig Langston (Faculty of Society & Design)
- Early Career Research Excellence:
Dr Loai Albarqouni (Faculty of Health Sciences & Medicine)

HDR GRADUATIONS

Thirty-one Higher Degree Research (HDR) students graduated in 2021. The University is proud of this achievement across all faculties and congratulates all graduates on their research success.

The Vice Chancellor's PhD award recognises exceptional PhD candidates. Eligibility is based on two of the three examiners noting their thesis is in the top five per cent that they have examined.

In 2021, the University had six awardees: Dr Milind Tiwari (BBS), Dr Sharelle Smith (FSD), Dr Benjamin Hindle (HSM), Dr Jeffrey Stephenson (BBS), Dr Tom Marty (BBS) and Dr Shiqi Thng (HSM).

CELEBRATED RESEARCH EVENTS

Across the University, research highlights included:

- Our 10th annual Research Week hosted 10 events with over 600 registrations.
- The Bond Business School and Library Services hosted two events that featured the data resources available through the Australian Bureau of Statistics.
- The Faculty of Health Sciences & Medicine hosted a Research Speed Dating event where researchers connected with others to explore the possibilities of future research collaborations.
- Our cohort of Higher Degree by Research (HDR) students and supervisors attended a lunch where PhD candidate Nikki Cromwell outlined her industry collaboration with Bond, and our 3-Minute Thesis winner Sasha Goodwin presented her winning talk.
- The Clem Jones Centre for Regenerative Medicine showcased their research on vision.
- Bond University's Women's Network Women in Research Breakfast provided inspirational speakers Rani West - PhD candidate, Faculty of Health Sciences & Medicine, Dr Lisa Gowthorp - Early Career Researcher, Associate Dean of External Engagement, Bond Business School and Professor Dawn Bennett - Assistant Provost.
- The Faculty of Law's event highlighted how Bond Researchers are contributing to legal and social change through a range of inspiring lectures.
- The Faculty of Society & Design showcased five of their researchers over a range of topics.
- The Bond Business School hosted the inaugural Bond Pitching Research Competition, where four finalists had eight minutes each to pitch their research to a judging panel. The winner was Charlotte Phelps from Faculty of Health Sciences & Medicine.



Equity and Inclusion

The University is committed to the principles of gender equality, equity, diversity, inclusion, and Indigenous participation in education, employment, and research. The University understands that embracing diversity and building social inclusion leads to an improved workplace for our employees, enhanced student outcomes, and greater innovations in learning, teaching, and research.

We foster diversity and inclusion through University - wide policies and initiatives aimed at eliminating discrimination and barriers to participation and progression in employment and education for all our people. Gender balance was maintained at Council and in Senior Management positions; elsewhere, there was balanced representation across all Academic Senate committees.

The Diversity Advisory Committee was created early in 2021 to assist with the development and implementation of a Diversity and Inclusion Plan for the University. Early initiatives include flying the Rainbow flag during Orientation Week, support for on-campus Pride celebrations and events, support for student clubs, and the reinvigoration of the Bond University Ally Network. The Ally Network is an inclusive network staff and students who work to provide a safe, welcoming, and respectful environment for people who identify as members of the LGBTIQ community. Bond has become a member of ACON Pride in Diversity, an organisation that supports LGBTIQ workplace inclusion.

The Indigenous Consultative Committee provides oversight of all Aboriginal and Torres Strait Islander programs and initiatives. The committee advises the Vice Chancellor and Provost on the development and implementation of the University Indigenous Strategy. In 2021, a Manager, First Nations Cultural Engagement was appointed, together with a University Elder, to commence in 2022. Both appointments deepen the University's commitment to being a culturally safe and informed organisation that embraces the cultural heritage and knowledge of our First Nations People.

The Nyombil Centre is the central focus for the University's Indigenous student community and provides a supportive environment for student learning. In 2021, the Centre hosted a record number of equivalent full time Indigenous students and the University graduated 33 indigenous students.

Bond has a long-standing and deeply embedded commitment to being a culturally competent institution that embraces the heritage, knowledge, and values of all Indigenous peoples including Australia's Aboriginal and Torres Strait Islander people. Much work has been done in this area to educate staff and students on this important initiative.

The Student Success and Wellbeing portfolio continued to support students across all aspects of inclusion, consent, safety, care, and respect. An Accessibility and Inclusion Advisor ensures all students receive all necessary support. Many new initiatives have been put in place to inform, assist and support our students during their learning journey at Bond, and beyond.



Office of Engagement

Bond's Office of Engagement aims to enhance the University's profile and reputation through engagement across Australia and around the world. In 2021, we maintained a clear focus on the University's Engagement and Advancement Strategy, embedding the foundations of a strong philanthropic culture and continuing to raise the University's standing. During this second year of the pandemic, when resources were limited and opportunities for face-to-face engagement were much reduced, the Office continued its trajectory of increasing philanthropic gifts to the University by stewarding new and long-standing donors.

ALUMNI RELATIONS HIT MILESTONE

At the end of 2021, membership of the Bond Alumni community stood at 30,926, located in 120 countries around the globe.

The Office supports 30 alumni committees and chapters worldwide. Despite COVID-19 restrictions everywhere, we continued to friend-raise, connecting with an ever-increasing number of alumni both online and face-to-face.

A new focus featured development of the fundraising, recruitment and business opportunities with alumni through the committees and chapters worldwide.

Over 20 alumni committee events were held virtually and in-person, and new committees were established, including the Indigenous Alumni Committee and the French Alumni Committee.

HOMEcomings CONTINUES

In 2021, Homecoming was executed in a predominantly virtual manner to enable alumni and the University to celebrate our 32nd anniversary.

The program included 17 homecoming events and many livestreamed sports events across two weekends over multiple locations.

These activities demonstrated the innovative capacity of the team, launching the first-ever 24-hour Giving Day, alongside traditional events such as the Alumni Awards dinner.

The inaugural Giving Day 2021 was a highlight. It exceeded the set target and was generously supported by alumni and alumni committees, as well as other Bond supporters and donors.

Giving Day raised funds for the Bond Ambition Appeal to help disadvantaged students, provided scholarships and assisted us to continue to deliver our unique student experience.

ARCH MAGAZINE WINS AWARD

Two editions of the Arch Magazine were published in 2021 and contained all-exclusive articles and photos written and photographed internally, accompanied by videos for internal and external use.

The themes for Editions 28 and 29 were 'Humanity' and 'Future Generations'. Edition 28 was awarded a Silver award for Publishing Improvement in the global Council for Advancement and Support of Education (CASE) Circle of Excellence Awards.

ALUMNI ADVISORY BOARD

The Alumni Advisory Board is the peak alumni body of the University and plays a central role in building a lifelong partnership between the University and its alumni.

Its 2021 focus was to develop plans for philanthropic opportunities that supported the Engagement and Advancement Strategy, including elevating alumni committees and increasing alumni social media presence.

The Alumni Advisory Board 2021-2022 team was confirmed in February with a record number of alumni nominating for positions and votes recorded in the election. The Board is led by Dr Jennifer Cronin (Class of 1989) and it met four times during 2021.

Regular webinars also continue to be held with alumni leaders such as Alumni Advisory Board members, Bond University Limited and Alumni Committee presidents.

ALUMNI MENTOR PROGRAM

This year the Alumni Mentor Program successfully supported students with alumni engagement, continuing an important and vibrant Bond tradition.

The Alumni Mentor Program is a valuable activity, with both students and alumni expressing their appreciation for participating.

Seventy-two student-alumnus matches were successfully made in 2021.

ALUMNI ENROLMENTS

Alumni played a significant part in supporting recruitment initiatives such as Open Day program participation, notably Open Day Live and Canada Open Day Live.

The University also saw several children of alumni start their studies at Bond, with ten children of alumni commencing during the year. Additionally, a number of siblings of Bond graduates also began their studies throughout the year.



Bond's 30,000th Graduate

Bond University reached a milestone of 30,000 graduates in February, three decades after our first student enrolled.

Gold Coast resident Jake Harrison took his place in Bond history when he crossed the stage with a Bachelor of Actuarial Science during a graduation ceremony for the Bond Business School.

Mr Harrison was unaware of the milestone until shortly before he collected his degree.

"To be told right there on the spot before I got my degree was honestly really shocking," he said.

"Coming to Bond and graduating is a great thing in itself, but to be the 30,000th graduate is just awesome."

MAJOR GIFTS

Although many supporters have donated to the University through both the Chancellor's Circle and Giving Day programs, others made contributions and pledges to specific programs.

Prominent Gold Coast ophthalmologist John Kearney OAM made one of the most significant donations in the history of Bond University to help educate our next generation of health and medical students.

In recognition, the University named our anatomy laboratory the Dr John Kearney Anatomy Laboratory.

The donation also funds a new position of the Dr John Kearney Fellowship in Clinical Skills, anatomy and clinical skills laboratory equipment, as well as laboratory training, research and programs to improve the clinical skills of staff, students and researchers.

As other examples, a \$100,000 pledged gift was made by Basil Sellers to support further upgrades of the Basil Sellers Theatre precinct, a sports benefactor contributed \$50,000 to further support the John Eales Rugby Scholarship, and a \$24,000 donation to the Bond University Rugby Club was made to assist with digital communication.

Dr Gina Rinehart confirmed a generous three-year extension to the Hancock Prospecting Swimming Excellence Scholarship,

The Optical Superstore Indigenous Medical Scholarship was awarded.

TRUSTS AND FOUNDATIONS

Work continued in the development of bids in various Trusts and Foundations.

In particular, the team deepened relationships with Perpetual, Crestone and Minderoo Foundations through communications on projects, all were designed to meet the values and interest of the organisations.

In 2021, trustees of the Clem Jones Trust deepened its engaged with Bond University. The Board of the Clem Jones Trust announced further funding for the University's Centre of \$100,000 per year for three years.

Re-engagement with one of the trustees ensured The Thyne Reid Foundation grant applications were appropriately written and submitted. The University received \$75,000 for the First Nations Start Up and Innovation Hub, and \$23,520 for the Netball Academy program.

GIFTS IN KIND

Thirteen art donations worth \$594,000 were made via the Cultural Gifts Program. A further ten generous donations were progressed including a significant Tommy Watson painting, several smaller Tommy Watson's and four Jasper Knight paintings, with an indicative value of approximately \$3.6 million.

INDIGENOUS MEDICAL SCHOLARSHIP RECIPIENT KEEN TO REDUCE HEALTH GAP

In May 2021, we welcomed our third Indigenous Medical Scholarship recipient to campus. Juliette Levinge, a proud local Kombumerri woman, came to Bond from the Queensland Academy for Health Sciences campus at Southport where she completed an International Baccalaureate.

In the future, Juliette wants to reduce the health gap between Indigenous and non-Indigenous Australians by visiting rural communities to help people feel they're in a culturally safe place and can receive the help they need.

Juliette's scholarship is generously supported by The Optical Superstore.

INDIGENOUS PROGRAM

Our Indigenous Program continues to build and grow through the support of the University and its partners.

Both Yarning Up and the Indigenous Gala were reimagined to accommodate COVID-19 restrictions, whilst maintaining engagement opportunities with new and existing donors.

For example, the Indigenous Gala scheduled for 15 October was transformed into a virtual event and online auction. The Provost and Indigenous Scholarship student Darcie Sexton hosted the one-hour event and viewers heard stories from students, alumni and Indigenous community members.

LEVERAGING INDUSTRY PARTNERSHIPS

As part of the Innovation Task Force, the Leveraging Industry Partnerships project commenced in 2021. Consequently, a new framework was developed to support the University's partnership ambitions.

Its aim is to create alternative sources of income for the University and provide further opportunities for students and academics such as scholarships, internships, sponsorships, increased profile, as well as supporting research excellence.

Bond alumni will play a key role with these partnerships.



Matilda Robertson

Bond University medicine graduate Matilda Robertson may be the first third-generation Bondy to cross the stage of the Gold Coast university. When Dr Robertson graduated from Bond's medical program in December, she followed in the footsteps of her mother Petta Robertson, who graduated from Bond with a Bachelor of Commerce, Bachelor of Arts and later a Bachelor of Social Science. Mrs Robertson attended Bond around the same time as her mother, Janice Bradnam, who completed a Bachelor of Social Science, and was valedictorian. But the family "bond" does not end there. Dr Robertson's aunt Jodie Bradnam is also a Bondy, having graduated with her PhD in Social Science, and later lecturing in the University's psychology department.

NEWSROOM AND COMMUNICATIONS

The Newsroom continued to promote Bond's academic and sporting prowess alongside the University's research innovation, entrepreneurial spirit and transformative student experiences throughout 2021.

In a year dominated by competitive media attention, the Newsroom generated a constant stream of positive articles, videos and photographs, highlighting the Bond community's achievements and events.

One of the year's highlights was the hosting of Channel 7's Sunrise weather crosses in February, with the message that students were taking part in Bond's accelerated learning program while many competitor universities were still on summer break.

Another was the coverage of the eight Bondies - students and alumni - who participated in the Tokyo 2020 Olympic Games.

The University's research endeavour reached national and international audiences, showcasing inspiring stories of students, academics and alumni, and the development of a philanthropic giving culture through the coverage of a generous gift by Dr John Kearney.

COVID-19 presented a unique opportunity to showcase the University's experts on pandemic-related issues, as well as our stability and continuity in an uncertain higher education sector.

The Newsroom works with Bond academics to maximise media exposure of their research. This year, studies across a wide range of topics were profiled including how memories are stored (Dr Oliver Baumann), the effectiveness of shark deterrents (Dr Daryl McPhee), the poor diets of police officers (Assistant Professor Kristen MacKenzie-Shalders and Dr Rob Orr) and germs on doctors' phones (Dr Lotti Tajouri).

Bond Business School

Bond Business School is driven by a focus on three pillars: Entrepreneurship and Family Enterprise, Data Analytics and Governance, Accountability and Purpose. These are used to develop graduates who will be impactful and relevant leaders of society for tomorrow and beyond.

The School is home to the world-renowned Centre for Data Analytics. It is the first and only university in Queensland to offer accredited degrees in Actuarial Science. We also offer a major in Data Analytics as part of all our undergraduate and postgraduate degrees. Our focus on this crucial discipline is driven by the fact that the gathering and analysis of data represents the future of the corporate environment and, consequently, the corporate career marketplace.

While applying data to real-life scenarios is an essential business skill, we continue to evolve our MBA program so that students may tailor it to their individual career interests. Our flexible subjects and accelerated learning opportunities are complemented by our focus on developing graduates with entrepreneurial mindsets and modern leadership skills.

EQUIS REACCREDITATION

The EFMD Quality Improvement System is a global school accreditation system. It specialises in higher education institutions of management and business administration, run by the European Foundation for Management Development.

Bond Business School is among less than 2 per cent of global peers that have earned European Foundation for Management Development's (EFMD) European Quality Improvement System (EQUIS).

After an International Review Panel reviewed the School in August 2021 to conduct a virtual visit and interviewed academics, professional staff, industry partners and alumni, Bond Business School received reaccreditation for a further five years by the EFMD.

BOND BBT PROGRAM CELEBRATES 20TH ANNIVERSARY

The Bond BBT MBA in Global Leadership celebrated its 20th Anniversary in a ceremony in November 2021, along with its annual graduation.

This partnership between Bond Business School and Business Breakthrough University in Tokyo has been developed on the back of a unique and long-term relationship.

The program represents one of the very few and longest running international programs, educating Japanese managers and focusing on building their global mindset. Alumni hold senior positions across many industry sectors across the world with more than 1300 alumni since the partnership began.

YEAR 12 EXTENSION PROGRAM

The Bond Business School Year 12 Extension Program is a two-day workshop where students gain an insight into university life to assist the transition from high school to tertiary education.

Our world class academics facilitate the opportunity for students to experience an enrichment of the senior school syllabus through real world applications and the use of twenty-first century skills.

The program provides students the opportunity to receive an early offer and be awarded a Year 12 Extension Program Scholarship valued at 50 per cent or 25 per cent of tuition fees to study a single program at Bond Business School in 2022.

The program attracted 155 registrations from year 12 students in 2021, the highest number of participants so far to attend the Bond campus for a two-day experiential activity.

BUSINESS LINKS

Business Links is a series of informative presentations from Australian and International business experts. The events aim to provide topical, thought-provoking sessions and networking opportunities for business professionals and the local community.

In 2021, topics included Driving Innovation: Start-ups, Scaleups, Corporates and Community and What's around the bend? Disruptive forces challenging the automotive industry.

BUSINESS LEADERS FORUMS LEAD THE WAY

The Bond Business Leaders Forums are an exclusive series of presentations from high profile Australian and International business leaders.

In 2021, Bond Business Leaders Forums provided invaluable development and networking opportunities for students, business professionals, the local community and beyond.

The Dare to Fail forum presented speakers who explained the concept of having everything, losing everything, the process of discovering what truly matters and that in life we must all 'dare to fail.'

A TEDx Bond University Sustainable Innovation forum was presented by the Bond Business Student Association and promoted conversation around current issues and practices that require new solutions to ensure a sustainable future across an array of industries.

The Titans of Industry Forum, run by the Bond Investment Group, again provided the opportunity for students and industry alike to gain valuable personal insights from Australian industry leaders. Speakers this year were Price Waterhouse Coopers Australia Chief Executive Tom Seymour, Bevan Slattery, founder and chairman of Megaport, NEXTDC and Superloop and Kate Vidgen, global head of industrial transition and clean fuels at Macquarie Group. The panel discussed the seismic change they predict for Australia's regulatory environment.



Faculty of Health Sciences & Medicine

The Faculty of Health Sciences & Medicine (HSM) at Bond University is recognised for the excellence of its education and research in the medical, health and sports sciences.

The Faculty offers a personalised educational experience where students enjoy small class sizes, assured placements and work experience opportunities, as well as comprehensive use of industry equipment and the latest technologies.

We work closely with our valued partners including hospitals and health services, community and charitable groups, government and industry collaborators, and our alumni to produce graduates who are work-ready and possess the leadership skills to improve local, national and global health and wellbeing.

MEDICAL PROGRAM MAJOR MILESTONES

Following approval from the Australian Medical Council, an intake of 40 students commenced in Bond's Medical Program during September. Trialled in 2020 in response to the disruption caused by COVID-19, this intake will grow to 60 students from 2022, in addition to the May intake of 120 students.

The passion and phenomenal efforts of this cohort, whose journey to becoming doctors included weathering a global pandemic, inspired us all.

ACADEMIC AWARDED NHMRC GRANT INTO EFFECTIVE NON-DRUG TREATMENTS

In September 2021, Loai Albarqouni, a postdoctoral research fellow at the University's Institute for Evidence-Based Healthcare (IEBH) was named as the recipient of \$650,740 funding from the National Health and Medical Research Council's (NHMRC) Investigator Grant scheme.

The funding spans five years and will be used to research ways to increase the use of evidence-based non-drug treatments in primary health care.

Dr Albarqouni was also named as an NHMRC Emerging Leadership Fellow. In December, he went on to win The Vice Chancellor's Early Career Research Excellence Award.

Dr Albarqouni completed his PhD in 2019 and already has more than 60 peer-reviewed publications to his name, the majority as first or senior author.

RESEARCHER WINS BOND'S TOP PRIZE

The University awarded its top research prize for 2021 to the Director of the Clem Jones Centre for Regenerative Medicine, Professor Helen O'Neill.

She received the Vice Chancellor's Research Excellence Award at a ceremony held as part of the University's annual Research Week.

Professor O'Neill is an internationally recognised expert in the field of stem cell biology and has been Director of the Clem Jones Centre since 2016. Throughout her working life, she has focussed on mentoring and career-building for early to mid-career researchers and students.

BOND TEAMS WITH SOLOMON ISLANDS LEADERSHIP INSTITUTE

A new partnership between the University and Solomon Islands Sport Leadership Institute (SISLI) was developed during the year and will involve Bond Bachelor of Exercise and Sports Science (BESS) students analysing athletes across 30 sports, covering everything from injury prevention to physiological requirements, to help prepare them for the 2023 Pacific Games.

The athlete analysis will be done remotely initially but it is hoped students will be able to travel to Honiara in 2022 for in-person consultations.

The partnership is a first for BESS students, working with international athletes training for a multi-national, multi-event games - an experience most Australian students will never have.

ORDER OF AUSTRALIA HONOURS FOR PROFESSORS

In January, the Institute's for Evidence-Based Healthcare's (IEBH) Professor Tammy Hoffmann received a Medal of the Order of Australia (OAM) for her services to clinical epidemiology and occupational therapy. Professor Hoffmann's research helps health professionals and patients make health decisions that are informed by evidence.

Professors Paul Glasziou and (the late) Chris Del Mar, also from the IEBH, were appointed to the Order of Australia in the 2021 Queen's Birthday Honours List in June.

Professor Glasziou was made an Officer of the Order (AO) for distinguished service to medical education and standards and to evidence-based medical research. He is Professor of Evidence-Based Practice at Bond University and the Director of the Institute for Evidence-Based Healthcare.

Professor Glasziou's key interests include identifying and removing the barriers to using high-quality research in everyday clinical practice. His current research focuses on overdiagnosis and overtreatment, general practice, uptake of evidence for non-drug interventions, and automation of systematic review processes.



10,000th Medical Graduate

The 1000th doctor to graduate from Bond University always knew she was destined for a career in medicine, although her parents sometimes found the signs unnerving.

“As a kid I was really weird because I used to watch a lot of surgeries on TV,” said Thejaani Aran, who earned her place in the University’s history books on December 14.

“My parents hate blood and so they thought it was a bit strange.”

Dr Aran graduated with a Bachelor of Medical Studies and a Doctor of Medical Studies along with 122 other newly-minted doctors, 16 years after Bond University launched its Medical Program.

Dr Aran is from Melbourne where she attended The MacRobertson Girls’ High School.

Her proud parents were able attend the graduation ceremony, flying to the Gold Coast the day Queensland opened its borders. Pandemic lockdowns meant Dr Aran had not seen them for eight months.



The late Professor Del Mar received an AM for significant service to tertiary education, to health and medical research and to professional bodies. He is Professor of Public Health at Bond University and Professor at the University’s Institute for Evidence-Based Healthcare. Professor Del Mar has an international reputation in the management of acute respiratory infections, general practice research, evidence-based medicine, systematic reviews, and randomised controlled trials.

GRANT FOR RESEARCH INTO COPD SELF-MANAGEMENT

The Executive Dean of Health Sciences & Medicine, Professor Nick Zwar, was awarded a grant from the Medical Research Future Fund (MRFF) in support of his research into chronic obstructive pulmonary disease (COPD) self-management education.

COPD is a progressive lung disease that claims an estimated three million lives globally each year and costs an estimated \$8 billion per year in health and hospital spending.

Professor Zwar recognised the impact of COPD on patients and healthcare systems, and encourages people with COPD to take an active role in their treatment.

MODELLING SOFTWARE HELPS COVID-19 FIGHT

Ground-breaking COVID-19 modelling software is playing a key role in the fight against the global pandemic.

Designed by a team led by Professor Chris Stapelberg, the Joint Chair in Mental Health for Gold Coast University Hospital and Bond University, its creators hope it will also help win the war against future diseases.

During 2020, Professor Stapelberg pulled together a team to help him work on the project, including colleagues from Bond and Gold Coast Health, as well as representatives from the Melbourne School of Population and Global Health, Central Queensland Public Health Unit and the National Centre for Immunisation Research and Surveillance.

The software replicates the outbreak of any disease in any city or region, using demographic details for the geographic area being modelled, as well as including variables related to the specific disease.

BOND NUTRITION & DIETETICS WINS USA ACCREDITATION

During the year under review, the University’s Master of Nutrition and Dietetic Practice (MNDP) became the only Australian Master’s Program of its kind to be accredited in the United States.

Now that Bond’s MNDP has been accredited as a Foreign Dietitian Education Program (FDE) by the Accreditation Council for Education in Nutrition and Dietetics (ACEND), all current and future students will have their degrees recognised in the USA and will be eligible, following some additional internship time in the USA, to sit the USA Dietetic Registration Examination for Dietitians.

The program is also accredited with Dietitians Australia, making it the only dual-accredited Dietetics Program in the world.

Faculty of Law

Bond Law is consistently ranked first in Australia in terms of overall quality of the student experience for very good reasons. We have some of the best law teachers and scholars in the country delivering innovative law programs using truly world class teaching facilities. We are committed to providing an exceptionally high-quality learning experience characterised by a professional and practical emphasis, a global focus, small classes and personalised student attention. National and international legal experts in a variety of fields contribute to the delivery of programs. We remained collectively committed to enhancing the Bond Law student experience, developing and delivering innovative new programs alongside our traditional programs, and maintaining our reputation as a first-class law school.

CURRICULUM INNOVATION CONTINUES

In 2021, the Faculty continued to embrace multi-modal delivery. Academics were assisted by the Assistant Teaching Fellows funded by the University, support from the Office of Learning & Teaching and the Information Technology Services team, and high levels of patience on the part of our students.

The Faculty made necessary and significant changes to the ways in which law students are assessed. The transition to online assessment required a re-think of our marking criteria, task descriptions and approaches to assessment administration. The Faculty committed to a shift away from 24 hour take home final assessments in 2022 in favour of three hour online exams. Academic integrity remains a priority.

The Faculty continued to innovate with new programs. The Master of Laws in Enterprise Governance continued to flourish, and the new Centre for Enterprise Governance continued to offer masterclasses and develop successful microcredentials in partnership with industry associations.

The LLB (Climate Law) was launched in January 2021 and the first new climate law subject, delivered in 212 enrolled 23 students. A new LLB (Legal Transformation) that combines the innovative transformation subjects with the law subjects required for admission was launched in 213, alongside the new LLM (Family Dispute Resolution).

The Faculty continued to work closely with the Microcredentials Unit to develop new short courses and programs in partnership with various industry associations including the Queensland Law Society, the Asian Banking School, the Directors Institute and the Australian School Business Managers Association. The Faculty is developing a foundational course for company directors as well as approximately 20 other courses.

The Law Student Experience Project involves the development and implementation of strategies to improve student perceptions of the quality of their learning experience and enhance the student experience generally.

The Project action plan was implemented and includes a suite of innovations relating to program and subject delivery, assessment, student support, student professionalism, academic integrity and respect for diversity and inclusion.

OUTSTANDING MOOTING RESULTS

The Faculty continued its excellence in mooting, despite the many ongoing challenges related to COVID-19.

Students and staff coaches demonstrated remarkable resilience and adaptability in navigating the issues, layered over shifting moot competition parameters. Despite early indications of a return to in-person moots for some domestic competitions, all moot competitions in which the Faculty participated proceeded virtually again this year.

Internationally, the Faculty's Philip C Jessup Moot team placed as octo-finalists in the international rounds, ranking in the top 16 of 570 teams globally. Additionally, the Bond team ranked 25th out of 600 for written memorials and had two students individually place in the top 100 of more than 2,500 law students from 90 countries.

The Faculty also continued its participation in Wilson Moot with a team comprising both on-campus students and students studying remotely from Canada.

Ahead of the Willem C. Vis International Commercial Arbitration Moot, the Bond team was Runner-Up in the Chartered Institute of Arbitrators' Australia Vis Moot PreMoot competition.

The Faculty also continued its participation in the International Criminal Court Moot Competition. The team performed well, with one student achieving a perfect score from one judge in oral rounds.

Nationally, the Faculty fielded competitive teams in the Administrative Appeals Tribunal Moot (comprised of both on-campus and remote-from-Canada students), the ANIMAL Moot (progressed to Semi-Finals), the Gibbs Constitutional Law Moot (progressed to Quarter-Finals), and the Michael Kirby Contract Law Moot (overall winners of the moot, and also garnered the award for Best Claimant Memorandum, with one student named Best Oralist in both the Grand Final and the Finals rounds).

Two teams of novice mooters also participated in the Queensland Interschool Law Competitions Moot. Both teams performed well, with one team winning the moot, and the other finishing as semi-finalists. The winning Bond team also earned awards for Best Written Memorandum and Best Speaker.

CLINIC PROGRAMS GROW

The Bond Law Clinic Program provided 67 law students with various clinical experiences throughout 2021. Students have access to clinical experiences both on campus and with clinic partners in the community.

The Public Interest Legal Tech Clinic was offered for the first time at the beginning of 2021, open to students each semester. It provides students with a project-based clinical experience that assists non-profit organisations with legal technology information and solutions.

The Faculty also launched two new clinics in partnership with LawRight, an independent not-for-profit organisation that provides free legal services for individuals and community groups. The venture includes the LawRight Commercial Law Clinic and the LawRight Property Law Clinic that are based on Bond's campus and service our local community.

KEY ACADEMIC APPOINTMENTS

Professor Jon Crowe was appointed as the new Associate Dean Research in January 2021. Under his leadership, we saw a renewed focus on support for researchers by way of professional development seminars and training.

A new research performance framework was approved and implemented, and new schemes to encourage high quality research outputs were established.

During the year, the Faculty appointed Professor Steven Freeland as a Professorial Fellow. He is a leading international law and public law scholar and a prolific researcher, with a long list of international appointments and responsibilities.

Professor Freeland works closely with Faculty colleagues on various projects and plays an important research leadership role.

His contribution to the Faculty was broad and positive, including presenting at research workshops, a Twilight seminar, providing HDR supervision, attending research meetings and events.

PROFESSIONAL ENGAGEMENT HIGHLIGHTS

The Faculty continued to engage with the local legal profession, the judiciary and industry.

Members of the profession and scholars from other universities presented guest lectures online and accepted online teaching appointments, including leading academics based in Canada.

The Faculty continued to host online Twilight Seminars, research events and governance forums including the Climate Change, Law and Legal Education conference.

Academic staff served on legal and professional committees including QLS sub-committees, the District Law Association and the boards of community legal centres.

STAFF AWARDS

The Faculty Teaching Excellence Award for 2021 was won by Assistant Professor Victoria Baumfield, while the LexisNexis Stanley Shaw Bond Prize for Teaching Excellence was awarded to Professor Michelle Markham.

The Law Students Association Teaching Awards were presented to Assistant Professor Alice Taylor (203), Associate Professor Kathy Atkins (211) and Assistant Professor Liz Greene (212).

The Faculty formally recognised the research academics Associate Professor Danielle Ireland-Piper, who won the Faculty Research Excellence Award, Assistant Professor Casey Watters won the Faculty Emerging Research Excellence Award and Professor Vai Io Lo won the Faculty Research Supervision Award.

RESEARCH PERFORMANCE

The Faculty secured additional external funding in 2021 for a project on 'Indigenous GIs and Sui Generis Protection in Australia' from global trade policy consultants WTI Advisors Ltd, and from the Council of Australian Law Deans for the project 'Reimagining the Professional Regulation of Australian Legal Education'.

Several grants were successfully concluded in 2021 including the Department of Defence Strategic Policy Grant for 'The Developing Concept of Sovereignty and its Defence Application, Particularly in Cyberspace and Outer Space' and the 'Sexual Violence Toolkit' for the Department of Child Safety, Youth and Women. The Queensland Law Society's funded project, 'The Job Readiness of Newly Admitted Lawyers,' received an extension into 2022.

The number of HDR students in the Faculty remains consistently above 40 and we increased the number of registered Supervisors available to HDRs.

The Faculty's successful Twilight Seminar series continued, with multi-modal presentations by academics and professionals including Dr Hugh Breakey (Griffith University), Dr Geoff Sheldon (Queensland Police Service), Professorial Fellow Steven Freeland (Bond), Teresa Dyson (Industry) Professor Sally Kift Professors Jonathan Crowe and Rachael Field (Bond) and Mark Arnold (Senior litigator, Toronto).

In addition, the Faculty hosted seven daily live briefings from Glasgow on COP26 and hosted the Inaugural Annual Public Lecture on Legal and Social Change delivered by Dr Kylie Weston-Scheuber (Barrister).

The Centre for Professional Legal Education led several research projects that included the ongoing investigation into the impact of emergent technologies on the teaching of core law units, the 'Job Readiness of Law Graduates' funded by the Queensland Law Society; a project investigating models for measuring the impact of clinical legal education on pro bono (with the University of Queensland); launching the annual national survey of Australian law schools to be published as a Yearbook; assisting the Council of Australian Law Deans with reviewing the regulation of legal education in Australia; and a project in therapeutic pedagogy leading to a book contract with global publisher Edward Elgar.

The CPLE organised, administered and/or supported several major research events including the 'Climate Law and Legal Education Conference' (co-hosted with GCLP), the 'Interdisciplinary Colloquium on Sport' and the 'Animal Legal Education Workshop.'

The seven Faculty-administered research journals saw an increase in submissions from 2020. They continued publication throughout 2021 including the special edition of the interdisciplinary Australian Journal of Clinical Education on 'Clinical Education in Pandemic Times'.

Faculty of Society & Design

Bond University's Faculty of Society & Design (FSD) is one of the most innovative and eclectic in Australia, dedicated to applying the latest theory, research and sustainable practices to its programs.

The Faculty incorporates the disciplines of Architecture, Built Environment, Communication, Film, Screen and Creative Media, Humanities and Global Studies, and Social Sciences.

FSD degrees are flexible in their structure and practical in their application. And, with Bond's strong focus on hands-on experience and a translational approach, students are offered a range of Australian and international internships, ensuring they are workplace ready.

TEACHING EXCELLENCE ON SHOW

Throughout 2021, FSD continued to focus on improving the student experience through a series of new initiatives while engaging students with strategies to negotiate their way through the ongoing COVID-19 crisis. Our teachers continue to be celebrated.

As an example, Rob Layton, Senior Teaching Fellow in Journalism, was awarded a National Teaching Citation for making outstanding contributions to student learning in the prestigious 2020 Australian Awards for University Teaching.

LEARNING AND TEACHING ACTIVITIES

During 2021, the Faculty:

- Completed the teach-out of old portfolio offerings
- Undertook and completed 85 per cent of the University's Constructive Alignment project - acknowledged as leading the University in this area
- Used Grammarly to analyse and enhance the quality of our subject descriptions
- Reported that 88.8 per cent of FSD undergraduate students and 91.7 per cent of FSD post graduate students in Good Standing
- Reduced grade inflation at the higher end of the scale by approximately 10 per cent.

In addition, our streamlined processes for progress reporting have markedly improved compliance in recent years. Notably, in the 212 semester 99.8 per cent of students who ultimately failed a subject (with a mark between 0 and 10 per cent) were identified as vulnerable during our reporting processes, with support services offered as an early intervention.

STAFF TRAINING AND DEVELOPMENT

With an emphasis on upskilling our academic staff, significant resources were allocated during the year to staff training and professional development. Based on the dynamic nature of the environment, the sector and our work, FSD will continue with the valuable monthly Learning and Teaching professional development workshops for academic staff.

STUDENT SUCCESSES

Three outstanding Architecture students completed their Bachelor of Architecture studies and topped off their graduation by winning the University's Transformer Launch Pad entrepreneurship competition with their technology solution known as 'AR-chitecture.'

Donna Simon, Ellin Minogue and Kayla Soler formed the idea for the AR-chitecture app after the COVID-19 lockdown, based on a need they perceived was not being addressed.

The app allows users to scan an image marker so that it comes up on screen in a 360-degree view and can link to architecture models. Clickable scenes give users a view of the spatial qualities and an architectural rendering of the scene, allowing lecturers, architects or architectural clients to get an idea of a project and its spatial qualities.

The app was developed to make learning easier for the next generation of students while also helping architecture firms and their clients to see the possible.

FURTHER PROGRAM ACCREDITATION

During the year, these programs achieved key accreditation:

- The Australian Institute of Project Management fully endorsed our Bachelor of Project Management for a three-year period until August 2023
- The Australian Property Institute completed a remote desktop review of our re-accreditation submission and approved another five-year re-accreditation to December 2025
- The Planning Institute of Australia re-accredited all Planning programs for a further five-year period until September 2026
- The Australian Psychology Accreditation Council re-accredited all Psychology programs for a further five-year period, until December 2026.

MAGNIFICENT MICROCREDENTIALS

Microcredential development was prioritised during 2021, with 10 industry-facing FSD microcredentials now live. FSD has the most developed pipeline of Phase 2 micro-credentials with up to 26 in the pipeline.

The Faculty also developed a new Undergraduate program to add to its expansive portfolio. The Bachelor of Criminal Justice and Criminology is a truly multidisciplinary program, developed in close collaboration with the Faculty of Law. The program, offered from January 2022, was designed in 2021 to prepare students with industry relevant skills and knowledge for career options in justice-related positions across private, government, not-for-profit agencies aligned with professional roles in support, policy and research sectors.

ENGAGEMENT WITH INDUSTRY

The Faculty continues to cultivate new and ongoing relationships with industry in research, teaching and student opportunity.

In 2020-21, an audit of Faculty-wide partnerships was undertaken. The Associate Dean Engagement worked through data with Bond's Innovation Task Force to categorise and prioritise key partners.

The Patron of Abedian School of Architecture, Dr Soheil Abedian AM, confirmed a further three-years of funding of scholarships for students enrolling into the Master of Architecture program.

Ongoing discussions were held with three other construction partners to discuss their appetite for continuing their scholarship support beyond their inaugural contribution in 2021.

RESEARCH AT A GLANCE

2021 research highlights include:

- Strong Higher Degrees by Research (HDR) enrolments (88 HDR students) with nine completions and 11 under examination at year's end
- HDR support series workshops saw three HDR Hubs created, and the pre-submission HDR presentation requirement was instituted to commence in 2022
- Publications in premier Q1 journals over 50 per cent mark for ERA submission
- Appointment of a new Professor and a University Professorial Fellow in Construction
- Appointment of a University Professorial Fellow in Psychology and a Professor in Psychology, both commenced work in February 2022
- Formation of Research grouping in Experimental Psychology with plans to move to a Faculty Centre in 2022
- Grant success included two competitive grants awarded for a total of \$376,000 with \$176,000 managed by Bond University. \$100,000 of this was awarded under the Innovation Connection Scheme in line with the Faculty's translational approach to working with industry.



Bond University College

Bond University College is an integral part of the first-year experience at Bond University.

Our programs and experiences are unique and have been designed to support student success in their earliest days of life at Bond.

During 2021, the College re-imagined how programs would be delivered and leveraged across experiential and virtual learning platforms to create a transformational learning experience for students enrolling in pathway programs including English, Foundation, Diploma Preparation and Diploma programs.

UPDATED AND EXPANDED CURRICULUM

The first-year curriculum was refreshed to ensure contemporary approaches were used to develop key academic skills including those required for self-management, effective study, academic writing, critical thinking and communication, peer interaction and time management.

Subject and Educator evaluation mean scores were the highest in the University. Our Student Experience performance rating was 100 per cent for both students and educators, reflecting superior teaching, learning and assessment experiences throughout the year.

The College commenced development of a suite of Academic Skills micro credentials, uniquely designed to assist first year College students. This suite will be offered in 2022.

ONGOING STUDENT ENGAGEMENT

During 2021, the College continued to focus on student success and retention strategies.

Student engagement increased markedly as College academic advisers facilitated positive communication and co-ordinated learning experiences through course and career planning, and academic progress reviews.

The continued professional development of the advising team ensured they were well placed to provide on-demand services to College students, improve engagement and assist students to navigate key semester milestones including enrolment, orientation and assessment.

Central to the success of our students is the unique way in which individual study plans are created, operationalised and monitored. This includes facilitating timely, individualised access to specialist services and agencies including the Library, Beyond Bond, the Student Business Centre, Financial Aid and Scholarships, the Student Medical Centre, the Academic Skills Centre, Bond Sport, Career Development Centre and the Nyombil Centre.

VALEDICTORIAN HONOURS

2021 Bond Business School Valedictorian, James Mentha, graduated from Bond University in June with a Bachelor of Commerce, the culmination of two years' of study and a period of his life which saw the 21-year-old take time out after high school to gain fresh perspective.

After travelling and working both in Australia and overseas, James found he was unable to move directly into his Bachelor's program, instead commencing at Bond University College before starting on his degree.

COVID-19 border lockdowns meant James was unable to attend graduation in person, instead delivering his valedictorian speech via video link from his home in Melbourne.



Bond University Student Association

The Bond University Student Association (BUSA) provides a wide range of services and supports, all designed to improve the student experience.

The 2020-21 BUSA Management Committee operated over a term characterised by uncertainty and unpredictability, as well as internal and external challenges.

The Committee continued to represent, look after and provide for students throughout this difficult time, introduced new initiatives and laid the foundations for work to be undertaken by the new 2021-22 Committee.

FINANCIAL POSITION

Over the financial year, BUSA declared a small operating loss. The Association's financial audit was unqualified again, for the seventh time in its recorded history.

CLUB HUB OPENS

At their discretion, the BUSA Executive Team (the President, Treasurer and Secretary and Vice-Presidents) used the Association Capital Expenditure Fund to construct the Club Hub, a facility for clubs and societies to host small events on campus.

Club Hub was designed to replace a similar facility that was previously part of the Student Lounge in Building 6. Several student organisations used the space successfully in 2021, especially those with small, niche memberships such as faith based clubs and hobby or special interest groups.

University clubs will continue to enjoy the Club Hub as an addition to the wide range of areas on campus available to student clubs and societies to host their events and activities.

EDUCATION VOICE FOR STUDENTS

The BUSA Education Team excelled in their responsibilities as our students' voice in academic areas.

Our Vice President of Education continued the role of making the University aware of student concerns in Academic Senate and its subcommittees, as well as serving as a fair and compassionate peer representative in Disciplinary Appeal Committee hearings.

The Advocacy Director provided students with confidential support and assistance through the daunting process of hearings and appeals.

Our Special Interests Director was unable to attend the Bond AID trip to Nepal due to COVID-19 travel restrictions. Instead, a domestic journey to Yarrabah in Far North Queensland was implemented in its place. Unfortunately, the resurgence of restrictions and the general susceptibility of Indigenous communities prevented this initiative from going ahead.

BUSA saw significant impact with the rebranding of 'Mental Health Week' into 'Wellbeing Week.' A key focus on the Wellbeing Festival encouraged students to participate in activities designed to encourage and develop positive wellbeing in a holistic way.

RECREATION EVENTS RE-DESIGNED

Over the past year, BUSA's Recreation team demonstrated adaptability in relation to running events due to constraints such as everchanging restrictions, lockdowns and a lack of students on campus.

The team ran successful orientations for new students, working with the Events team to cater to students both in-person and online, and making them feel welcome. Feedback was overwhelmingly positive.

The Recreation team also successfully organised Bondstock this year by splitting the traditionally week-long celebration of Bond student life into two parts.

BUSA'S FUTURE DIRECTION

The 2021-22 BUSA Committee established to help lead the student body are enthusiastic considerate Bondies. Already, it has used the Association Capital Expenditure fund to install taps and shutters along the bar in the Don's Games Room to make the space more versatile. Members are exploring other opportunities to use that funding to improve the student experience.

The Vice President of Education commenced planning BARTS Week, the University's annual showcase of the creative and artistic talent of our students. In 2022, the event will include art showings, musical and dramatic performances and more.

The Advocacy Director worked with the Secretary of Academic Senate to create an Academic Support Sub-Committee, a group of students who assist the Advocacy Director with the workload involved with helping students in disciplinary processes.

The Special Interests Director worked closely with the Director of Student Success and Wellbeing to help run the Vice-Chancellor's Kindness Week initiative and continued the Week 11 Wellbeing Festival, which was attended by many subsidiary clubs and societies. Work also started in concert with our Publications Director on The Conversation, the annual BUSA mental health publication.

The Recreation team, consisting of the Vice-President of Recreation, the Social Director, Clubs and Societies Director and Clubs and Finance Liaison, has been rejuvenating campus life in response to COVID-19, particularly providing opportunities for students to socialise.

Bond University Sport

The University has a proud history of sport participation, representation and achievement. In 2021, Bond continued to support students in their endeavours to participate, play, compete and represent the University at all levels. During the year, a new Sports Strategy was implemented, aligning with the University's strategic direction, focussing on the Tier 1 sport programs: Rugby, AFL, Swimming, Netball and selected University Nationals club sports. The plan maintains and nurtures performance and participation areas and has a strong focus on partnerships.

TOKYO 2020 OLYMPIC GAMES

Eight Bond student-athletes and alumni featured at the rescheduled Tokyo 2020 Olympic Games.

The Bond medal tally resulted in two Gold and three Bronze medals. Per capita, Bond University's results are better than any competing nation in the world.

STATE UNIVERSITY GAMES

The 2021 University Nationals were a casualty of the COVID-19 disrupted year however a state level University Games was held. Bond University won the per capita award for the sixth year in succession.

Another noteworthy performance was the Bond Women's Soccer Team winning the premiership in the Gold Coast Metro Women's League.

RUGBY

In 2021, the Bond Rugby Club enjoyed its most successful season in its seven-year history. Four of the six teams played semi-finals. Of particular note is the outstanding women's achievements after only two years of participation in the competition.

Bond's rugby women representatives were selected by the Queensland Academy of Sports (12 players), the Queensland Super W (9 players), and two players were chosen in each of the Wallaroos (the Australian Women's XV), the Tokyo Olympic Games Women's 7s, and were contracted to the Australian National Rugby 7s.

Two of our men's players were chosen in the Australian Schoolboys team, five by the Queensland Reds Academy and four in the Australian Under 20s.

NETBALL

The Netball Queensland Sapphire Series completed its three-year cycle as the state's senior competition.

The Sapphire and Ruby teams performed well with the Under 16 team winning the Queensland State Champions. The Under 18 team were Queensland State Runners-Up.

Five of our netballers were selected in representative competitions, nationally and in Queensland.

AFL

The 2021 season stands as the most successful in Bond's history. All four of our teams played in Grand Finals. The Women's Reserves won their competition as 2021 Premiers.

Player growth continues to flourish whilst coach development initiatives and player leadership programs ensure Bond AFL is one of Queensland's most successful and engaged programs.

A total of six players from Women's AFL were drafted into the AFLW, Australia's premier AFL competition.

SWIMMING

Whilst Bond's senior Australian Dolphins swimmers were in Tokyo, the next generation of Olympic hopefuls achieved outstanding results.

Highlights of the 2021 swimming program included:

- Five individual gold medals at the Australian Age Championships, setting two Australian Age records (50 and 100m Freestyle) and a gold medal in the Open 100m Freestyle at the Queensland Short Course Championships
- Two gold, one silver and three bronze medals at the Australian Age Championships
- Six Junior Bond swimmers were selected onto the Queensland Team
- Bond Director of Swimming was appointed as the World Junior Teams Coach.

Olympic coach, Chris Mooney was appointed Bond University's Swimming Head Coach following the Olympics. He brings a world-class reputation to Bond's swim program following the success of swimmers he coached for Tokyo.

BUSA SPORT

Sport, like all areas of University life, was drastically affected by the COVID-19 pandemic as events, games and tournaments were cancelled or modified. Despite this, BUSA continued to work closely with all the sports departments and clubs to ensure that Bond students still had the opportunity to not only participate but excel in their sport of choice.

One of the biggest sporting events of the year, UniSport Nationals, was modified to UniSport Nationals - Queensland due to COVID-19 outbreaks affecting other states and territories. At this down-scaled event, Bond still managed to field eight teams spanning six sports. Highlights included a first place for our rugby union 7s and a second for our women's netball team.

Bond Sport also fielded and supported many teams in external competitions in basketball 3x3, basketball club competition, cheer, eSports, football, futsal, netball and touch.

Notably, the first ever women's football (soccer) team was fielded. Amazingly, they claimed both the Minor and Major Premiership in the Metro League in their debut season.

Tokyo Olympians

Bond University's Tokyo 2020 Olympics campaign finished with two gold and three bronze medals.

Bond's eight athletes competed in 12 events spanning pool, track, footy fields and sea.

Mat Belcher (Class of 2001) cemented his place as Australia's greatest Olympic-class helm sailor by claiming gold.

Belcher, alongside teammate Mat Ryan, was dominant in the 470-class sailing event, wrapping up the gold medal with a race to spare.

Jean van der Westhuyzen moved to Australia to study at Bond University and train with his heroes and became one himself by winning gold in the K2 1000m kayak.

The Bond University Bachelor of Business graduate claimed gold alongside teammate Tom Green, beating Germany in a thrilling final.

Alex Graham claimed two bronze medals in the men's 4x100 and 4x200 freestyle relays, while fellow Georgina Hope Rinehart Swimming Excellence Scholarship student Elijah Winnington was also a bronze medallist in the 4x200 relay.

Maddy Gough: Finalist 1500m Freestyle (Bachelor of Biomedical Science) Georgina Hope Rinehart Scholarship

Jenna Strauch: Semi-finalist 200m Breaststroke (Class of 2017 Bachelor of Biomedical Science) Georgina Hope Rinehart Scholarship

Alex Beck: PB in the 400m heats, narrowly missed the semi-finals (Class of 2010 Bachelor of Exercise Science, Doctor of Physiotherapy)

Maddison Levi: Scored two tries on Australian debut (played for Bond in AFLW and AON Uni7s).



Governance

GOVERNANCE STRUCTURE

Bond University Limited is a company limited by guarantee and, as a result, does not have shareholders. The governance arrangements provide for the Company, with a voting membership of 30 members, to appoint the University Council, which is the board of directors of Bond University Limited. The Chair of the board is the Chancellor of the University.

The Chief Executive Officer of the University, the Vice-Chancellor, is in turn responsible to the University Council. The peak academic body of the University, the Academic Senate, which is provided for in the Constitution of the Company, is an advisory body to the Vice-Chancellor on matters relating to the academic activity of the University.

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

As a company limited by guarantee, the University fully complies with the Australian Charities and Not for Profit Commission Act 2012, the Constitution of the Company and with the Corporations Act 2001.

The Council of the University has examined its governance practices and is satisfied that the University is fully compliant with all relevant modern governance standards.

RISK MANAGEMENT

Council has established the Audit, Risk and Safety Committee to oversee the risk management activities of the University. The Committee has at least one external member as well as nominated Councillors as members.

The Committee oversees the integrity of external financial reporting, including compliance with statutory responsibilities relating to financial reporting disclosures, principles and policies, controls and procedures. It also oversees the annual external audit of the University's accounts.

The Committee ensures that the University adopts a best practice approach to occupational health and safety matters on campus. In particular, the Committee has adopted formal external benchmarking criteria against which the University consistently performs well.

DISCLOSURES

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

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

The University supports the objectives of the Modern Slavery Act 2018 (Cth). It is committed to treating all workers with respect and dignity, ensuring safe working conditions and conducting ethical operations. It has implemented processes and procedures to ensure that the risks of modern slavery activities in its operations are minimised.

A risk framework has been established to ensure that the University builds resilience against any attempts at foreign interference and for the safety of its student and staff, information and assets from attack. This framework meets the Guidelines published by the Government.

The Minister for Education commissioned the Hon Robert French AC to conduct a review into Freedom of Speech in Australian Higher Education Providers. That review produced a Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers. The Model Code was provided to all universities for comment and to review their own policies to ensure compliance with the Model Code. The Minister urged each University to carefully consider the recommendations made and to adopt the Model Code.

In responding to the requirements of the Model Code, the University conducted a comprehensive review of its policies to determine the extent to which they were consistent with the Model Code on Freedom of Speech and Academic Freedom. The University consulted with all relevant stakeholders including students, student associations, staff and the community in determining its response.

As a result of that comprehensive consultation process, the University made some minor amendments to its existing policies to ensure that they were, as far as possible and given the governance model of the University, aligned with the tenor of the Model Code.

In December 2020, the Minister for Education commissioned a review into the alignment of relevant university policies with the Model Code on Freedom of Speech and Academic Freedom. That review noted that the University's policies were mostly aligned with the Model Code, but also noted the particular governance arrangements in place at the University. For example, as a private land-owner, the University has certain rights to determine who has access to the University's land, property and facilities, and the University exercises these rights.

There have been no claims made of any limitation of the rights of any person, including staff and students to express their views within the parameters of the policy.

The University strives to ensure that its workforce reflects not only community expectations, but also that the workforce reflects all aspects of diversity that will bring a range of perspectives, ideas and insights to the student experience. The University recognises that we operate in a diverse local, national and global community and we value the diversity of our staff and student community.

The University has adopted a remuneration structure that ensures that it attracts staff with the necessary skills, qualifications and experience to meet the operational and academic needs of the University. The University sets its remuneration having regard to a number of benchmarks that are reviewed on a regular basis.



Bond University Council: The Hon. Dr Annabelle Bennett AC SC FAA FAAL - Chancellor, Professor Tim Brailsford - Vice Chancellor & President, Mr David Baxby, Mr Derek Cronin, Mr Victor P Hoog Antink, Professor Daryl Le Grew AO, Ms Lisa MacCallum, Ms Lisa Paul AO PSM, Dr Emmanuel Pohl AM, Ms Kate Vidgen

VOLUNTARY GOVERNANCE CODE

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

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

COUNCIL MEMBERS

- The Hon. Dr Annabelle Bennett AC SC FAA FAAL - Chancellor
- Professor Tim Brailsford - Vice-Chancellor & President
- Mr David Baxby
- Mr Derek Cronin
- Mr Victor P Hoog Antink
- Professor Daryl Le Grew AO
- Ms Lisa MacCallum
- Ms Lisa Paul AO PSM
- Dr Emmanuel Pohl AM
- Ms Kate Vidgen

COMPANY SECRETARY

- Mr Michael Dean FCIS FGS

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Councillors

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- Mr Victor P Hoog Antink

Staff Ordinary Members

- Ms Gina Coetzee
- Associate Professor Adrian Gepp
- Associate Professor Justin Keogh
- Mr Jason Murray
- Mr Makarand Parulkar
- Mr Marlon Sayer

Alumni Ordinary Members

- Ms Eleanor Donovan
- Mr Nathan Goetz
- Ms Chloe Kent
- Mr John Massey
- Mr Luke McDonald
- Mr Matthew McLean
- Ms Annabelle Simon
- Ms Danieka Strathdee
- Ms Amy Marie Stroud
- Ms Tanille Turner
- Ms Jade Weller
- Mr Daniel Wood

Postgraduate Student Ordinary Member

- Mr Douglas Higgins

Undergraduate Student Ordinary Member

- Ms Isabella Kourkounakis

Community Ordinary Members

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- Mr Trevor Dietz
- Mrs Peta Fielding
- Mr Heath Hill
- Mr Tom Ray
- Mr Patrick Wallas
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