



BOND UNIVERSITY

2012 ANNUAL REPORT





Everyone has expectations for their future...

And success means different things to different people.

Some are happy to live from day to day.

Others - like yourself - want much more.

You think bigger. You want to move faster.

You want to go further.

You're determined to achieve something extraordinary.

At Bond University, we recognise your passion and
fast track your progress.

**BOND UNIVERSITY.
WE SHARE YOUR AMBITION.
WE BRING IT TO LIFE.**



MISSION AND KEY GOALS

Council has approved the University Strategic Plan for 2013 to 2017. The plan was developed collaboratively with input from all University stakeholder groups.

THE MISSION

As Australia's first private 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:

1. Build on our international brand, underpinned by a distinctive value proposition centred on an outstanding student experience
2. Strengthen our financially sustainable business model and robust capital base
3. Grow and diversify our student enrolments, particularly through international and postgraduate students
4. Focus on niche centres of research excellence

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CHANCELLOR AND VICE-CHANCELLOR'S REPORT

2012 was a year of transition and consolidation for Bond University. It was a year where we celebrated current and past achievements and looked forward with hope and optimism to the future.

A new era dawned at Bond at the start of 2012 with the arrival of Professor Tim Brailsford as the University's seventh Vice-Chancellor and President.

His appointment coincided with a number of changes in the higher education landscape and, as the year progressed it became apparent that the education sector in general and Bond University in particular faced a number of critical challenges.

Briefly, the conditions confronting us include:

- Government policy that there be no unmet demand for student places
- The strong Australian dollar which affects international enrolments
- Robust and increasing competition from international universities targeting our traditional markets

These issues have all been addressed in the University's Strategic Plan for 2013 - 2017, which was approved by the Council in December 2012. In response to these challenges and in line with our determination to be proactive in Bond's evolution as a leading university, our new five-year plan emphasises:

- Increased international student enrolments and increased numbers of postgraduate students
- Creation of a financially sustainable business model which is supported by a robust capital base
- Development of niche centres of research excellence
- Continued emphasis on the quality of teaching and Bond's unrivalled sense of community

As a private, not-for-profit institution, Bond has the flexibility to affect the required changes and achieve results in a timely manner, within the overarching parameters of our Vision and Key Goals.

We are, therefore, confident that we can continue to provide a personalised and transformational student experience as an internationally recognised independent university.

2012 IN REVIEW

In reviewing the highlights of 2012, it is inspiring to see how our academics and researchers, supported by our management constantly strive to find innovative, exceptional opportunities to enhance the Bond student experience and advance the University's reputation.

Once again this year, our academics have drawn on their global industry connections to establish only-at-Bond work placements, student support services and collaborative research partnerships, while the executive management team has continued to embrace a visionary approach to ensuring our students have the very best facilities for now and into the future.

Relations with our staff during the year were strengthened by reaching agreement separately with the General Staff Association and the Academic Staff Association on revised terms and conditions of employment. These agreements provide for three years of certainty to staff over their terms and conditions during a period where the trend across the sector is for ongoing uncertainty and dispute concerning staff conditions. The University acknowledges the collaborative and constructive approach taken by both staff associations.

It is with great pride that we showcase our satisfying results for 2012. We would also like to thank all of our students, staff and partners for their very valuable contributions throughout the year.

RESEARCH EXCELLENCE

2012 has been a landmark year for Bond's research portfolio, with external grant funding exceeding \$10million. This included being awarded the largest ever sports science research project in Australia and a multi-million dollar NHMRC grant to establish a new Centre for Excellence in medical research.

Our efforts to build Bond's research profile in recent years were rewarded in December when the ARC's 2012 Excellence in Research for Australia evaluations awarded our Medical and Health Sciences research an 'Above World Standard' rating, placing Bond at the top of the region and second in the state.



Bond University Chancellor and Vice-Chancellor & President:
(left to right) Dr Helen Nugent AO, Professor Tim Brailsford

BOND INSTITUTE OF HEALTH AND SPORT

In August the University acquired the iconic Centre of Excellence Building at Robina, best known as the home of the Gold Coast's NRL team, the Titans.

The building's fit-out as a state-of-the-art sports facility, coupled with its proximity to the Robina medical precinct presented a perfect match for Bond's strong focus on health and sports science programs.

Renamed the Bond Institute of Health and Sport, it will become the new home of the School of Health Sciences, accommodating approximately 150 coursework and 20 research students. It will also serve as the headquarters for Bond's \$14million Collaborative Research Network sports science project and other professional sport related research projects.

SOHEIL ABEDIAN SCHOOL OF ARCHITECTURE BUILDING: A DESIGN SHOWCASE

With construction due for completion in the first half of 2013, the Soheil Abedian School of Architecture building is starting to display its unique design attributes.

In 2011, architects Sir Peter Cook and Gavin Robotham of CRAB Studio in London won an international competition to design a building that would serve as a state-of-the-art facility for our architecture students and a creative space to inspire and immerse them in the field they are studying.

As we are seeing throughout the construction phase in 2012, the result is a world first for architectural design and construction that is destined to become a showcase of innovation.

Central to the building's open plan layout is a series of soaring concrete scoops that will serve as informal spaces for students to undertake group work, study and display exhibits.

These scoops have never been constructed before and, according to the architects, their complexity cannot be underestimated. Creating them has required input from Germany for the formwork design, 3D modelling in CRAB's London studios and a sophisticated on and off-site construction by ADCO.

The scoops will ultimately line an internal 'street', complementing a floating mezzanine, spiral staircase and long airy loft of the three-storey building.

NEW PARTNERSHIPS ANNOUNCED

Bond continues to nurture its industry partnerships and to seek out new collaborations that will complement our education and research activities.

In the sports arena, we value our on-going relationships with the Southport Sharks Junior AFL Club, BMD Northcliffe Surf Club, the Queensland Beach Volleyball Tour, the Gold Coast Titans and the Gold Coast Suns. These associations give our students access to elite sporting teams through internships, work placements and eventual job placements.

The Institute of Sustainable Development & Architecture announced a major new partnership with LJ Hooker that will incorporate a number of components such as research collaboration, the exchange of academics and industry experts and a higher level of professional development programs for agents. This alliance is a long term investment which will help the next generation of agents and consumers develop an understanding of the current trends and behaviours of property owners and investors, including the growing importance of sustainability, energy efficiency and the impact on the real estate market.

In the Faculty of Law, new exchange and joint Master of Laws agreements were signed with Heinrich Heine University in Düsseldorf, Germany and the University of Tromsø in Norway.



Alumni Awards: (left to right) Vice-Chancellor & President Professor Tim Brailsford, Polly Banks, David Baxby, Alan Banks and Chancellor Dr Helen Nugent AO

BOND COLLEGE CELEBRATES FIRST FIVE YEARS

In May, Bond College celebrated five years as one of the nation's premier Foundation programs.

Launched in 2007 with an intake of just 15 students, the College's total enrolments are now more than 10 times that number.

Proving the success of Bond's trademark small classes and individualised mentoring, 80 per cent of Bond College students have gone on to enrol in degree programs at Bond University and are now working towards, or have graduated from, their degree qualifications.

NYOMBILE SUPPORT CENTRE SERVES AS HOME AWAY FROM HOME

One of the year's highlights in the area of Student Support Services was the official opening of the Nyombile Indigenous Support Centre.

The Centre's unique role is to provide support for Bond's indigenous students by offering the services of a dedicated Indigenous Cultural Support Officer who can assist them with the unique challenges they often face in moving from remote communities and undertaking the new challenge of University life.

In the few short months it has been operating, Nyombile has essentially evolved as a 'home away from home' space where students feel welcome to call in for a chat with newly appointed Aunty, renowned Aboriginal artist Narelle Urquhart, or to simply gather with friends.

The Centre also serves as a catalyst in bringing together community members, elders, students and University staff to celebrate indigenous life on campus.

ALUMNI AWARDS

In July, the Bond community recognised over two decades of our graduates' achievements by holding the inaugural annual Alumni Awards.

With more than 17,000 graduates living and working in some 120 countries worldwide, there was an extensive pool of potential award-winners to choose from as we honoured our alumni's outstanding successes.

Recognising a current Bond student who has consistently demonstrated outstanding voluntary service to the University and inspired fellow students to reach their highest potential, the Alumni Student Award was presented to recent Commerce / Law graduate, Adam Roberts.

Working as Senior Project Officer for Save the Children in the remote West Kimberley region, Polly Banks was recognised for her personal contributions to the enrichment and benefit of society through community service with the Alumni Award for Exceptional Community Achievement.

Flying in from Geneva to receive the highest honour the alumni awards can bestow, David Baxby, Co-Chief Executive Officer of the Virgin Group worldwide was the inaugural recipient of the Robert Stable Alumni Medal.

Named in honour of former Vice-Chancellor Emeritus Professor Robert Stable in recognition of his outstanding contribution and legacy, the Robert Stable Alumni Medal is awarded to a graduate for achievement of an exceptional nature in any field, vocational or voluntary, who has brought distinction to themselves, credit to the University and benefit to their community. David Baxby demonstrates all these characteristics in spades.



INNOVATION IN MAXIMISING GRADUATE EMPLOYABILITY

Another of Bond's innovations in the past 12 months was the introduction of the Bond University Professional Practice Program (BUPPP) which has been described as the most comprehensive of its type offered by any university in Australia.

Designed and delivered by our Career Development Centre, BUPPP is offered as a 12-module subject to students across all degrees. The personalised program is specifically designed to maximise our graduates' employability, provide a learning framework around professional experiences and recognition of students undertaking activities such as internships in Australia and abroad.

INTERNATIONAL COLLABORATIONS

In line with Bond's commitment to offer a globally focused and internationally relevant student experience, our faculties continue to forge industry links and educational partnerships with leading institutions worldwide.

In 2012, the Institute of Sustainable Development & Architecture secured an agreement with the École des Ingénieurs de la Ville de Paris to offer a double degree in a choice of Master of Urban Planning, Master of Environmental Management, Master of Project Management and Master of Urban Development and Sustainability.

The University is also in discussions with the Thayer School of Engineering at Dartmouth College, USA to offer a Master of Energy Management (MEM) through the Institute of Sustainable Development & Architecture.

Adding to Bond's already extensive range of international work experience opportunities, we were particularly delighted to see our MBBS students head off to the Solomons in January 2013 for a four-week rotation on the remote island of Makira.

This challenging and exciting opportunity was instigated by Associate Professor James Fink who travelled to Makira Island with Professor Peter Jones in February 2012 where they met with the Permanent Secretary of Health for the Solomon Islands, Dr Lester Ross, and the Premier of Makira-Ulawa Province, Mr Thomas Weape.

The 40,000-strong population of Makira is served by a one-doctor hospital and a series of outlying nurse-led clinics, with limited facilities. Throughout the first four months of 2013, their overstretched health practitioners will be assisted by a total of 16 fifth-year Bond medical students who will travel in groups of four for a series of month-long rotations.

Not only will our students gain valuable knowledge and experience treating patients in such a challenging environment, this unique opportunity will also allow them to contribute their skills to a community in real need.

LEVELLING THE PLAYING FIELDS

Bond University can now boast an AFL playing field with the same dimensions as the MCG and a rugby field playing surface of international standard.

A major upgrade of our sporting fields in 2012 is already proving its worth, not only in offering our students an enhanced facility but also providing a key attraction in the formation of collaborative partnerships with external and elite sporting associations.

Already Bond has partnered with the Australian Rugby Union opening our high quality training facilities to the Australian Men's and Women's Sevens teams.

Meanwhile, over at the AFL grounds, our improved facilities will allow the University's QFL club to host home games, with the field being of sufficient size to support other University sports clubs in soccer, hockey and cricket.



ACADEMIC APPOINTMENTS

The following key academic appointments have been made in the past year.

> Professor Nicholas Saunders AO

Deputy Vice-Chancellor and Provost

Professor Saunders has been influential in the advancement of medical education through his extensive contribution to and participation on many higher education, research and healthcare national committees, councils and State Government bodies. In 2002, Professor Saunders was awarded the Centenary Medal and in 2012, he was made an Officer of the Order of Australia in recognition for his contribution and distinguished service to medicine and higher education.

> Professor Roger Hughes

Head of School of Health Sciences

A trained dietician / nutritionist, Professor Hughes is internationally recognised for his research and scholarship on public health nutrition workforce development, having previously worked as external advisor to workforce development projects in the European Union and, more recently, in Indonesia for the World Bank. His disciplinary research interests and activities span intervention research relating to nutrition and physical activity - particularly obesity prevention and maternal and infant health - as well as health professional education. As our newly appointed Head of School of Health Sciences, Professor Hughes plans to help grow the health profession programs offered by the Faculty from the School's new home at Robina.

> Professor Raymond Quek

Professor of Architecture

An architect, architectural historian and architectural educator, Professor Quek is a Fellow of the Higher Education Academy, UK and the Royal Society for the encouragement of Arts, Manufactures and Commerce. Prior to joining Bond this year as Professor of Architecture, he served as Head of Architecture at Nottingham Trent University and was Director of Architectural Studies at the University of Nottingham. He has also worked in universities in Liverpool, Manchester, Singapore and New Zealand.

ENJOYING RETIREMENT

> Professor Ken Moores AM

After 25 years of service at Bond University, including six as Vice-Chancellor and President, Professor Ken Moores AM retired in April 2012.

As a founding academic member of the University, Professor Moores came to Bond in 1988, initially undertaking responsibilities as Professor of Accounting and Dean and Associate Dean of the School of Business, until he was appointed Vice-Chancellor and President in 1997.

During his six years at the helm, Professor Moores was instrumental in securing ownership of the Bond campus in the name of the University and laid the foundations for much of the University's on-going success. He then opted to return to academic life by resuming his role as Founding Director of Bond's Australian Centre for Family Business (which he established in 1994) and continuing his active research in the field as a Professor in the School of Business.



Enjoying retirement: Professor Ken Moores AM

A pioneer of family business research in Australia, Professor Moores has achieved national and international recognition for his work. He was made a Member of the Order of Australia for his service to academia and the accounting profession in 2005 and received the award of Emeritus Professor from Bond University in 2012.

The University is currently establishing the Ken Moores Visiting Professorship in Family Business Studies to acknowledge his achievements in this field.

FINANCE

In a very difficult operating environment the result to 31 December 2012 for our total operating income is down approximately 5 per cent on the previous year with our EBITDA approximating \$21 million from operations, compared with approximately \$32million in the prior year.

Dr Helen Nugent AO
Chancellor

Professor Tim Brailsford
Vice-Chancellor & President

STUDENT HIGHLIGHTS

Inspired by Bond's core commitment to groom our graduates as motivated, enterprising and successful future leaders, our students have once again distinguished themselves in the national and international arena throughout 2012.

As educators, we are particularly proud to see so many of our students embracing the ideal of helping those less fortunate; and contributing to community programs in Australia and overseas in a range of practical, thoughtful and innovative ways.

Undoubtedly, the opportunities available for our students to participate in global projects and prestigious international competitions add to Bond's outstanding student experience that has been consistently rated as the best in Australia.

ONE GOAL, ONE COMMUNITY

The powerful anti-bullying initiative launched by Bond students in 2010 has now touched the lives of more than 50,000 people.

'One Goal, One Community: Moving beyond bullying and empowering for life' continued to grow in 2012 and now involves program partners on two continents, including 28 schools and community-based organisations across Australia.

The Bond students driving the phenomenal momentum of this program have far exceeded the original goal of encouraging 10,000 people to sign a pledge committing to anti-bullying behaviour. They have also had the chance to put into practice the knowledge and skills learned in the classroom, to affect real change in the world.

2012 ASIA-PACIFIC MODEL, UNITED NATIONS CONFERENCE

Bond University's team scooped the pool at the 2012 Asia-Pacific Model United Nations Conference, bringing home a swag of awards including Best Overall Delegation. The 19 students won a total of ten awards between them, including two Honourable Mentions, five Diplomacy awards and three as Best Delegates.

The annual Asia-Pacific Model United Nations Conference attracts the best and brightest tertiary students from Australia, New Zealand and the Asia-Pacific region. In 2012, the event was attended by an estimated 700 students, representing over 25 universities, some of which sent teams of up to 60 delegates.

Under the conference theme of 'Rights, Recognition, Responsibility', the students were assigned to represent different countries on various committees for a week-long series of debates and addresses. The Bond team sat on 14 committees that all replicate the real-life UN in terms of structure, protocols and operation.

The team has now set their sights on the World Model UN Conference which will be held in Australia for the first time in 2013.



2012 Winners of the D.M. Harish Memorial Government Law College International Moot Competition: (left to right) Sara Trainor and Indhia Duncan

BOND STUDENT FILM SCREENED AT CANNES INTERNATIONAL FILM FESTIVAL

Soldier On - a short film produced by a team of Bond University film and television students debuted at the 2012 Cannes International Film Festival, screening as part of the Festival's Short Film Corner.

The 10 minute film was originally produced as part of a graduation project involving 17 Bond students led by Chloe Kent (producer), James Haigh (director), Gina Powell (writer), Dallas Davidson (production designer) and Hilde Skjøtskift Sonesen (cinematographer).

It tells the story of a young returned serviceman struggling to re-establish a normal life with his parents and younger sister after returning home from Afghanistan.

Producer Chloe, director James and writer Gina travelled to Cannes to present Soldier On in Short Film Corner, a professional forum where up and coming filmmakers from all over the world are given the opportunity to show their work and promote future film projects. It was also a prime opportunity for our Bondies to network with film industry heavyweights and exchange ideas with other young filmmakers.

MOOTING SUCCESS


Continuing a remarkable winning streak set in 2011, Bond Law students have again triumphed in the international mooting arena.

Students Sara Trainor and Indhia Duncan were victorious in the D.M. Harish Memorial Government Law College International Moot Court Competition, India's largest and most prestigious mooting competition, held in Mumbai. Ms Trainor was also awarded Best Advocate for the competition.

Closer to home, our Bond University team took out the inaugural LaTrobe Environmental Law Moot, beating teams from around Australia.

The LaTrobe Environmental Law Moot is a new initiative of the LaTrobe University Law Students' Association designed to help promote understanding and a practical approach to environmental issues and the laws surrounding them.

In the final round, Bond Bachelor of Laws students, Peter-John Brennan and Alex Myers went head to head with the University of Melbourne to emerge as champions of the newly established competition. The pair also took out a number of ancillary prizes including Best Appellant Memorial (preliminary rounds) and Best Respondent Memorials (final rounds), as well as tying for the Best Individual Oralists (preliminary rounds) prize.



Selected to represent Australia at the seventh edition of NATO's Young Leaders Forum on Afghanistan: International Relations / Law student, Gabrielle Morriss

AUSTRALIA'S REPRESENTATIVES IN THE GLOBAL MANAGEMENT CHALLENGE

Bond Business students, Alexander Robertson, Casey Schneeberger, Connie Xu, Breanna Lee and Paul Kelly, won the national finals of the Global Management Challenge and went on to represent Australia in the international championship rounds in Kiev.

The Global Management Challenge comprises a Strategic Management Simulation where each team runs a company with the aim of reaching the highest share price on a simulated stock exchange. It is an ideal forum for students to practice and implement skills taught as part of our Business curriculum and to network with Business student and future colleagues from other leading universities.

This was the third time that Bond teams have won the national finals.

PHILANTHROPY IN ACTION

Bond University's Student Philanthropy Council (SPC) continued to promote the concept of 'giving back' by providing opportunities for students to engage in a range of community projects.

Activities in 2012 included a team of Bond students travelling to the remote West Australian community of Kununurra to assist the Save the Children Foundation and another group of almost 50 students participating in a regeneration project at Federation Walk on The Spit. The SPC also continued its ongoing program of student volunteering at Varsity College and Terrace Aged Care.

SPC membership now totals more than 120, with the group learning important skills while thriving on the notion of contributing to the community.

CHARITABLE EFFORTS RECOGNISED

Bond University student and young entrepreneur Nicole Gibson was awarded a 2012 Gold Coast City Council Youth Achievement Award and was recognised as one of the 2012 Young Social Pioneers by the Foundation for Young Australians for her efforts in establishing The Rogue and Rouge Foundation.

A Bachelor of Communications (Business) student, Nicole joined 18 other Young Pioneers to undertake a dynamic program involving mentoring, peer learning, skills development, leadership and international networking, designed to help the 18 to 29 year olds make a greater impact with a charitable organisation of their choosing.

Set up by Nicole in April 2011, The Rogue and Rouge Foundation provides assistance to young people recovering from mental illnesses associated with poor body image and low self-esteem.



PRIME MINISTER'S AUSTRALIA ASIA AWARD

Bachelor of Laws Bachelor of International Relations student, Jenny Leo, received the Prime Minister's Australia Asia Award to undertake postgraduate study overseas. Jenny plans to study Chinese Law subjects at Peking University in China.

MORE AWARDS, ACCOLADES AND ACHIEVEMENTS

- PhD candidate, Peter Glynn was invited to address the United Nations' International Labour Conference in Geneva and to attend the historic Rio +20 Earth Summit. Peter's research, undertaken within the Institute of Sustainable Development and Architecture, looks at the impact of climate change policy on employment and the workplace.
- The inaugural Bond in Africa expedition saw a group of 24 Bondies travel to south-eastern Malawi to spend three weeks volunteering at the Mulanje Mission. Their work incorporated a number of study relevant areas including marketing, health science and medicine, and information technology.
- International Relations / Law student, Gabrielle Morriss, was selected to represent Australia at the seventh edition of NATO's Young Leaders Forum on Afghanistan, held in Slovakia in December. At 22 years of age, Gabrielle was the youngest participant at the forum which brought together 40 students and young professionals from around the world, representing Afghanistan and various NATO member and partner countries.
- Bachelor of Architectural Studies student, Shannon Thompson, travelled to Baltimore in the United States to be presented with the Student Award of Excellence by the American Society of Architectural Illustrators.
- Bachelor of Commerce student, James Graham was awarded second place in The Mount Pelerin Society's biannual international Hayek Essay Contest. This is a highly contested international competition and an excellent win for James. James has also been accepted into the MBA program at Harvard Business School.
- Ms Kate Mitchell has been awarded a prestigious Sir John Monash Scholarship. Kate will study a Doctor of Philosophy in Law at Oxford. There are only 10 such scholarships awarded each year nationally. These awards are reserved for PhD studies for Australia's best and brightest. Kate had been studying for a Master of Philosophy at Oxford with the financial support of Bond following completion of her undergraduate degree in Law.

BUS A UPDATE

The Bond University Student Association (BUS A) is the peak representative body of students enrolled at Bond. It operates as a not-for-profit incorporated association and is administered by an elected 17-person Management Committee with a mandate to serve all students of Bond University. BUS A is financed by its members through the Student Activity Membership (SAM) contributions.

In 2012 BUS A provided services through its education, administrative, recreation and sporting arms, with its major accomplishments being to oversee the refurbishment of the undergraduate student lounge and to establish the Student Executive Council.

Other achievements included the transition of annual reports to coincide with Bond's financial year, introduction of a funding appeal mechanism and streamlining the process through which SAM funds are allocated and reimbursed.

ADMINISTRATION

BUS A continued to develop and improve its internal processes to ensure the longevity and effectiveness of the organisation:

- An updated design and layout of Scope Magazine and the Student Yearbook resulted in a more professional production of the two publications.
- Improved communications regarding events and a greater online promotional presence were implemented.
- An expansion of the SAM Discounts Program was facilitated by the revenues received during 2012.
- In IT and multimedia, BUS A recorded the first full year of BondSync and consolidation of its online presence via Facebook and the Student Portal.

EDUCATION

BUS A's initiatives in the education arena were strengthened by the introduction of a number of innovations including:

- The establishment of the Education and Academic Affairs Council
- Publication of the Academic Audit
- Creation of the Education Gateway and Closing the Loop, via BondSync
- Release of the Teaching with Technology position paper
- Continuation of the Alumni Student Excellence awards program

BUS A also continued to deliver ongoing professional and quality student advocacy services, which this year included the introduction of a comprehensive advocacy pack and expansion of BUS A's legal referral service.

Special interests were served through continued disability and sustainability representation within the University, streamlining of the Blue Card application process for members of the Student Philanthropy Council, and introduction of the Bond in Africa program.

For postgraduate students, Over Grad Week was introduced in the second semester and liaison continued through the ongoing program of Postgraduate Student Association events such as the Black & White, Family Barbeque, Lunch with Finch and Morning Tea.



RECREATION

O-Week was revamped with the introduction of new events such as Campus Carnival and Welcome to the Jungle, and a fiscally responsible Bondstock was achieved, catering for wider student involvement.

BUSA enjoyed increased support of cultural clubs and societies through the continuation of the Club Support and Mentoring Program and widespread BUSA attendance and assistance throughout club events.

High quality and appealing events were organised on and off campus, including an expanded open age social program, and Food @ Don's was re-introduced to increase student attendance during the week.

Campus life was also enriched by greater participation and variety in the Wednesday by the Water series of events.

SPORT

Sport is a vital component of the student experience at Bond and BUSA's team worked hard throughout the year to facilitate a wide range of social and competitive sporting opportunities as well as helping to shape the long-term goals for sport at Bond:

- Two successful University Games trips were organised to Lismore and Adelaide
- The inaugural Interfaculty Sports Competition proved very popular
- The Bond Bullsharks sporting uniform received an overhaul
- The comprehensive Sport@Bond was published
- The sporting clubs handbook, The Playbook, was organised
- High quality sporting leagues were facilitated
- Worked with clubs to drive external sporting competition
- Consolidated the Bond Elite Sports Program
- Continued to work towards the Sporting Alliance Program
- Fostered relationships with key University stakeholders
- Continued to explore sponsorship opportunities, including the pilot of a new portfolio to seek sponsorship for the Bond Bullsharks brand

ALUMNI

Bond's global network of successful alumni continues to inspire current students and staff with their outstanding achievements in the international arena.

In this past year, alumni have been honoured by the University community through the introduction of Bond University's Alumni Awards, and by national and international industry and community organisations.

It is with great pride that we highlight the following achievements of our graduates and the initiatives we have implemented to strengthen the 'old school ties'.

INAUGURAL ALUMNI AWARDS

David Baxby, Co-Chief Executive Officer of the Virgin Group, was awarded our highest honour at Bond University's inaugural Alumni Awards.

David flew in from Geneva to receive the prestigious Robert Stable Alumni Medal. Bearing the name of the University's longest serving Vice-Chancellor, the medal recognises exceptional achievement in any field by a graduate who has brought distinction to themselves, the University and benefit to their communities through their vocation.

David epitomises the entrepreneurial spirit that Bond seeks to instil in all its graduates and his rise through the corporate ranks to become Sir Richard Branson's right hand man reflects his firm belief in the notion that people make their own luck.

Other winners of the Alumni Awards were Polly Banks, Senior Project Officer for Save the Children in the remote West Kimberley, who received the award for Exceptional Community Achievement; and recent Commerce / Law graduate Adam Roberts, who received the Alumni Student Award.

It is our mission at Bond University to produce graduates who are leaders and thinkers, imbued with initiative, the spirit of free enterprise and a continuing quest for intellectual inquiry, challenge and opportunity. David, Polly and Adam serve as outstanding examples of the mission in practice.

ALUMNI AND STUDENT MENTOR PROGRAM

Bond students past and present teamed up under an Alumni Mentor Program that is delivering real benefits to everyone involved.

The program called for alumni to volunteer as mentors for current students, meeting with their mentees for at least one hour a week. Their role is to provide students with guidance on future career opportunities, planning the transition from study to employment, resume and interview preparation, personal development and growth, improving industry and business knowledge, building professional networks and managing work-life balance.

The program has generated overwhelmingly positive results with more than 120 students and 100 alumni signing up to take part in the program in its first semester.

ALUMNI SCHOLARSHIP

In 2012, the Office of Development and External Relations launched the Bond University Alumni Scholarship, providing financial support for outstanding Bond alumni to undertake postgraduate study at the world's finest universities. As with the Academic Support Fund, this prestigious scholarship is financed by alumni donations contributed to during the 2011 Annual Fund.

The first two recipients of the Alumni Scholarship were Alex Smith (Bachelor of Laws Bachelor of International Relations) to study his Master of Laws at the University of Cambridge and Ed Brockhoff (Bachelor of Laws Bachelor of International Relations) to study a Master of Public Administration at Columbia University.



ARCH MAGAZINE

The seventh edition of Bond University's ARCH Magazine coincided with the launch of an online web-zine version that has further increased access and exposure of the publication to alumni, staff, students and the wider community. To download or view the online web magazine, go to www.arch.bond.edu.au.

ACCOLADES AND AWARDS FOR OUR BONDIES

- Valedictorian of Bond's Class of 2011, Katherine Mansted was honoured with the 2012 Una Prentice Award, presented by the Women Lawyers' Association of Queensland. Named in honour of the first woman to graduate from the University of Queensland's Law Faculty in 1938, the Una Prentice Award recognises excellence in academic achievement of women in Queensland's law schools.
- 2011 Bachelor of Medicine Bachelor of Surgery graduate Dr Sasha Mealing was awarded the Mater's prestigious Medical Intern of the Year Award, with fellow Bond graduate and colleague Dr Jessica McDonald also recognised as one of the four nominees.
- Bachelor of Laws Bachelor of International Relations graduate Tsjatsja Westerveld secured the coveted Peter Nygh Hague Conference Internship to work in The Hague for six months. During her time in The Netherlands, the 22-year-old graduate lawyer, who also won Bond's Minter Ellison Medal, will have the opportunity to work with some of the world's leading private international law practitioners on developing and implementing global legal conventions.
- The presence of Bond University alumni at the London Olympics further cemented Bond's reputation as the university of choice for Australia's sporting elite. Bondy competitors included swimmers James Roberts, Ky Hurst and Annabelle Williams, sailor Matthew Belcher and triathlete Courtney Atkinson, while Fiona de Jong, Caylie Saunders, Chris Fydler and Dan Watson served as officials on the executive management team for the Australian Olympic Committee.

- Yvette Zegenhagen, who now works as an International Humanitarian Law Officer for the Red Cross, was named as the inaugural recipient of the Australian Red Cross Greg Vickery Scholarship. The award provides funding for her to undertake a joint international learning experience with a Red Cross volunteer. In a 'full circle' moment, Yvette was also invited to sit on Bond University's Australia Day Scholarship selection panel. Yvette's dream to study at Bond was made possible when she received this same scholarship almost a decade ago.

ACADEMIC SUPPORT FUND

In 2012, the Academic Support Fund distributed 120 textbook bursaries, valued at \$250 each and 30 laptop subsidies, valued at \$500 apiece, to Bond University students who could benefit from this contribution.

Made possible by the generous support of donations from alumni and other benefactors, this fund provides an avenue for past students to help current students who are facing financial difficulties.

In the first two semesters, more than 150 applications were received, with the bursaries distributed on the basis of financial need, academic merit and a demonstrated commitment to study.

TEACHING AND LEARNING

The hallmark of education at Bond University is an engaging student learning experience within a small tight-knit community where educators know and nurture students as individuals.

Our focus in the overarching area of Teaching and Learning is to provide a broad range of methodologies to create a 'blended learning' environment. These methodologies range from classroom-based applied learning opportunities through to the delivery of online digital content.

Bond's low student to staff ratio means that our core educational model will always be face-to-face, high contact teaching and learning but we recognise that it is equally important to supplement the proven traditional practices with the very latest teaching technologies.

INNOVATIONS IN APPLIED LEARNING

One of the many advantages of Bond's smaller class sizes is the flexibility it gives our teaching academics to incorporate applied learning opportunities.

These innovative programs complement the traditional textbook and lecture model by allowing students to test the theory with practical applications. In the Organisational Behaviour subject, for instance, students are challenged to design and evaluate their own small business initiatives.

Working individually and in groups, these projects also further enhance the bonds formed among students and between students and their teachers.

LEARNING GOES MOBILE AT BOND

A highlight of 2012 was the official launch of the Bond University Mobile App that effectively puts the university in the palm of our students' hands.

Developed as part of the Blackboard Learning Management System that is integrated across all of our subjects, the Mobile Learn app allows students to access digital content and resources relating to their classes anytime, anywhere on their smart phones and tablets.

Bond was the first university in Australia to go live with the new app.

TEACHING QUALITY ACKNOWLEDGED AS WORLD CLASS

Bond University's achievements in delivering innovative and effective learning experiences were acknowledged at the 2012 Blackboard Catalyst Awards where Bond was the only Australian university among the eight international Platinum winners.

Associate Professor Shelley Kinash, Associate Professor Jeffrey Brand, Lauren Hives, Trishita Mathew and Ronald Kordyban received the highest honour in the Mobile Innovation for Teaching and Learning category which recognises the use of mobile technology to positively impact the educational experience.

Dr Shelley Kinash, Director of the Office of Quality Teaching and Learning, travelled to New Orleans to accept the award on Bond's behalf.



OTHER NEW DEVELOPMENTS

Bond has implemented systems that allow students to submit assessments and receive their results electronically. This innovation is working to reduce turn-around time for students while increasing the quality of individualised feedback they receive from their teachers.

Bond is also taking advantage of online analytic information for early identification of students at risk and to increase assurances that all programs are achieving the desired learning outcomes.

MONITORING TEACHING AND LEARNING QUALITY

Student feedback continues to be a valuable tool in our on-going assessment of Bond's teaching and learning environment.

Designed and maintained in collaboration with the Bond University Student Association, our Student Evaluation of Teaching program (TEVAL) consistently achieves student response rates of 90 per cent, with the results being used to inform our teaching and learning strategies.

The TEVAL process incorporates well defined procedures for quantitative and qualitative data analysis and interpretation. Transparent reporting of outcomes ensures that both educators and students are fully informed of the subsequent results and actions.

TEVAL data is complemented by and fed into an overall evaluation of Bond's educational experience and in assurance of our learning process. It also allows our academics to contribute to the body of knowledge in their relevant fields through analysis of our TEVAL processes and outcomes in scholarly journals and conference presentations.

Bond is also in the final stages of implementing the pilot of Student Evolution Reports (SERs) which will allow students to click on a link to find out what actions faculties and educators are taking in response to student feedback.

SERs are widely regarded as a ground breaking innovation in higher education that completes the circle of student feedback by transparently communicating change and development implemented in response to their issues.

The Associate Deans, Teaching and Learning are currently workshopping the SERs to ensure that Bond develops the best possible processes and outcomes.

TEACHERS SCORE HIGH MARKS WITH STUDENTS

Student feedback demonstrates a high level of satisfaction with Bond's educators and the subjects they teach.

Aggregating scores across all lecturers and tutors in the three semesters of 2012, Bond achieved an 84 per cent satisfaction rate with the effectiveness of teachers and a 79 per cent satisfaction rate with the quality of subjects.

Australian Office for Learning and Teaching Citation Associate Professor Leon Wolff from the Faculty of Law was honoured with an Australian Office for Learning and Teaching Citation (formerly ALTC) for Outstanding Contribution to Student Learning. Professor Wolff was awarded this Citation for the pioneering use of narrative methodology in a first year law course to provide an authentic, inquiry-based entry into the discipline of law.

RESEARCH

Over the past decade, Bond's research profile has grown exponentially, to the point where it is now prominent in the University's activities.

Since 2009, our external research income has increased by an exceptional 93 per cent, with grants for 2012 exceeding \$10million. This exceptional result was notably boosted in July by Bond being awarded the largest sports science research project of its kind in Australia.

The opening of new university research centres and the expansion of our Health Sciences and Medicine Faculty has further enhanced our position in the global research arena, attracting leading international researchers and academics to our campus.

In 2012, we were also very proud to see our researchers and PhD students acknowledged for their ground breaking efforts with prestigious awards and accolades, while our results in this year's Excellence in Research for Australia assessment were outstanding.

As a small university Bond has been extremely successful in establishing a substantial portfolio of research projects of a national and international standard.

BOND RESEARCHERS LEAD \$14MILLION PROJECT

Bond received the largest research grant in our 23-year history when the Commonwealth Government awarded Bond a \$5.75million Collaborative Research Networks (CRN) grant to lead a \$14million sports science research project.

As the largest of its kind in Australia, the project aims to identify proactive methods to manage the health, fitness and potential for injury of athletes and the wider community.

Professor Bon Gray from the Faculty of Health Science & Medicine will lead the project, collaborating with some of Australia's most prominent sports science experts from the University of Sydney, the University of Queensland's Diamantina Institute and the Australian Institute of Sport.

The project will also present a number of opportunities for Bond students through scholarships and participation in research activities, as well as giving them the chance to work with acknowledged leaders in sports science, human genetics and the study and treatment of bone, joint and other diseases.

The CRN grant signifies the substantial growth of Bond's research capability in recent times and supports our strategic direction towards expanding our research infrastructure and to elevating the role of sport within university life.



Leading the Collaborative Research Network research project:
Professor Bon Gray from the Faculty of Health Science & Medicine

NHMRC GRANT WILL SEE NEW GLOBAL CENTRE ESTABLISHED

In August, Bond was one of only four Centres in Australia to receive funding from the National Health and Medical Research Council (NHMRC) when Professor Chris Del Mar was awarded a \$2.5million grant.

Professor Del Mar from the Faculty of Health Sciences & Medicine will use the grant to establish the Centre for Research Excellence in Minimising Antibiotic Resistance for Acute Respiratory Infections.

Leading an international cohort of researchers from Oxford University, Cardiff University and other Australian universities and organisations such as the National Prescribing Service and the Therapeutic Goods Administration, the Centre will conduct research on the major contributors to antibiotic resistance, including over use and the person-to-person transfer of antibiotic-resistant genes.

NEW CENTRE TARGETS ARSONISTS

In an Australian first, Bond University received funding from the Commonwealth Attorney General's Department to establish the Australian Centre for Arson Research and Treatment.

Directed by two of Australia's foremost arson experts, Dr Rebekah Doley and Dr Katarina Fritzon, the Centre's aim is to produce research to inform best practice for the assessment, treatment and management of those who deliberately set fires.

It will incorporate a pilot treatment program targeting deliberate firesetting behaviours in juveniles and adults, with longer term plans to develop risk assessment instruments that predict the likelihood of first-time arsonists becoming serial offenders.

Working with international organisations and experts, the research undertaken by the Centre will make a significant contribution to the assessment and treatment of arsonists worldwide.

Four-year Project Funded to Examine Internet Law
Bond's renown expert in the legal minefield of the Internet was recognised as one of Australia's best and brightest, receiving a prestigious Australian Research Council Future Fellowship research grant.

Law Professor, Dan Svantesson will apply the \$600,000 plus award to a four-year project examining how legal parameters can be applied to Cloud computing, Web 2.0 and geo-location technologies.

Working with colleagues from the Queen Mary University of London, University of Oslo and Stockholm University, he aims to identify a core set of principles to govern jurisdictional claims over Internet conduct and produce a set of detailed model laws.



Awarded a \$180,000 grant by Cancer Council Queensland: Professor Russ Chess-Williams from the Faculty of Health Science & Medicine

VARIETY IN RESEARCH

Other significant research grants received in 2012 include \$280,000 awarded to Associate Professor Scott Wearing (Faculty of Health Sciences & Medicine) by the Queensland Government to investigate issues relating to exercise and obesity; and \$180,000 awarded by Cancer Council Queensland to Professor Russ Chess-Williams (Faculty of Health Sciences & Medicine) to examine the effect of cytotoxic drugs on the bladder.

Our researchers also hit the headlines with the results of their studies into the psychological impact of workplace redundancies, problem gambling in adolescence, anxiety and bullying of children with Autism Spectrum Disorder and the impact of climate change and severe weather on our beaches.

BOND RESEARCH EXCEEDS WORLD STANDARDS

A year of success in attracting major research grants was capped off in December when the results of the ARC's 2012 Excellence in Research for Australia evaluations were announced.

Measured across a range of discipline clusters, Bond achieved an 'Above World Standard' rating for three fields of research, Medical and Health Sciences, Clinical Sciences, and Public Health and Health Services, and an 'At World Standard' rating for Law, Human Movement and Sports Sciences, Business and Management, and Law and Legal Studies.

The 'Above World Class' standard rating for our medical and health sciences disciplines placed Bond at the top of the region, second in Queensland and in the top 13 nationally.

SUCCESS SHOWCASED AT INAUGURAL RESEARCH WEEK

In September, Bond hosted our inaugural Research Week celebrations with more than 20 events scheduled over a four-day period.

With 90 guests attending the official opening by the Minister for Science, IT, Innovation and The Arts, the Honourable Ros Bates MP, the program of events included:

- The annual Three Minute Thesis Competition
- A Q&A style 'green' debate on the future of the Gold Coast
- Presentations from the University's key research centres
- A Research Symposium presented by the Institute of Sustainable Development & Architecture
- A gala dinner attended by more than 230 guests
- The announcement of 21 Vice-Chancellor's grants totalling \$285,000

The event proved to be an excellent opportunity to highlight Bond's success in attracting major grants, the growing momentum of research-related activity and the depth and variety of research being undertaken.



HDR STUDENTS ON THE RISE

At our graduation ceremonies throughout 2012, we were delighted to see 21 PhD students receiving their degrees. In the same period, a total of 39 new students commenced their PhD journey, bringing our Higher Degree by Research (HDR) cohort to 148 students.

Their research covers the full gamut of globally-significant studies through to niche special interest projects. Bond is committed to increasing the number of HDR students over the next five years.

AWARDS AND ACCOLADES

- Acknowledged as one of Australia's leading researchers in his field, Professor Michael Regan from the Institute of Sustainable Development and Architecture was appointed to the Infrastructure Queensland committee, charged with advising the Queensland Government on the State's future infrastructure needs.
- Associate Professor Tammy Hoffman, working with the Centre for Research in Evidence-Based Practice, was honoured with a 2012 Queensland Tall Poppy Science Award for her innovative developments in the field of occupational therapy.

CHANCELLOR'S CIRCLE

Members of the Chancellor's Circle help create a new culture of philanthropy that will underpin Bond University's long term development and success.

CHANCELLOR'S CIRCLE MEMBERS 2011



The Chancellor's Circle represents a group of key supporters who have made a significant financial contribution to the University's student resources, buildings and facilities. In 2012 we are indebted to the following philanthropists who have invested in grooming our future leaders:

MEMBERS INCLUDE:

Dr Soheil Abedian DUniv and Mrs Anne Abedian
 Mr Sahba Abedian
 Mr William Adler
 The Hon Richard Alston
 Dr Neil Balnaves AO DUniv
 Mr John Bond
 Professor Tim Brailsford
 Ms Judy Brinsmead
 Ms Penny Butcher
 Dr Betty Byrne Henderson AM
 Mr Peter Castleton
 Mr Bjoern Cluesserath
 Professor Jim Corkery
 Dr Patrick Corrigan AM
 Mr Derek Cronin
 The Dennis Family
 Ms Michele Farrell
 Mr T Brian Finn AO
 The Follent Family
 Mr Sartaj Gill
 Dr Darryl Gregor
 Mr Heljar Hansen

Dr The Hon Hari Harilela GBM GBS OBE LL.D JP DUniv
 and Dr Padma Harilela DUniv
 Mr Bob Hill
 Dr Choo Hoffman and Dr Peter Hoffmann
 Mr Mark Hohnen
 Mr Christopher Hughes
 Mr Brian Jean MP
 Associate Professor Dr R John Kearney OAM
 Dr John Kearney AM QC DUniv and Dr Alison Kearney DUniv
 Professor Patrick Keyzer
 Professor Craig Langston
 Professor Kwong Lee Dow AO
 Mr John Leung
 Mr Ken MacDonald
 Professor Geraldine Mackenzie
 Ms Catherine Middleton
 Mr Zubair Mir
 Ms Bronwyn Morris
 Mr Derek Murphy
 Mrs Mary Newton
 Dr Helen Nugent AO
 Mr Jason Pennell
 Mr Tom Ray and Mrs Megan Ray
 Mr Bill Roche AM and Dr Imelda Roche AO DUniv
 Mr Steve Sargent and Mrs Kathleen Sargent
 Mr Brady Scanlon
 Mr Basil Sellers AM
 Miss Kim Serafini
 Mr Brett Walker
 Mr Stephen Wall and Mrs Carol Wall
 Professor Don Watts AM
 Professor David Weedon
 Mr Takeshi Yagi



GOVERNANCE

GOVERNANCE STRUCTURE

The University Company, of which the Council is the Board of Directors, is empowered under the Bond University Act (Qld 1987 - 1989) to oversee the operational performance and to set the strategic direction of the University.

The Constitution of Bond University Limited provides that the number of Councillors shall not be more than 10. There are nine non-executive Councillors and the Vice-Chancellor and President who is an executive of the University. The non-executive Councillors are all externally appointed on the basis of the skills and experience which they bring to the Council.

BOND UNIVERSITY LIMITED COUNCIL MEMBERS

Dr Helen Nugent AO - Chancellor
 Ms Mary Bent PSM
 Professor Tim Brailsford - Vice Chancellor & President
 Mrs Peta Fielding
 Professor Kwong Lee Dow AO
 Mr Ken MacDonald - Deputy Chancellor
 Ms Lynda O'Grady
 Mr Tom Ray
 Mr Steven Sargent
 Professor Margaret Seares AO

Mr Michael Dean - Company Secretary

MEMBERS OF THE COMPANY

The members of Bond University Limited are drawn from various stakeholder groups that have an interest in the sustainability of the University. The membership comprises 30 ordinary members, most of whom are elected by their stakeholder groups. The members of the Company serve for three year terms, after which they are eligible for re-election or reappointment for a further term.

Council Ordinary Members

Dr Helen Nugent AO
 Mr Ken MacDonald

Staff Ordinary Members

Professor Kuldip Bedi (resigned 21/12/12)
 Ms Veronica Boulton
 Associate Professor Jay (Jonathon) Forder
 Professor Ray Gordon
 Associate Professor Terry Gygar RFD
 Mrs Kirsty Mitchell

Alumni Ordinary Members

Ms Fiona Beaverson
 Mr Richard Brimblecombe
 Mr Edward Brockhoff
 Mr Derek Cronin
 Ms Kylie de Courteney
 Ms Kimberley Douglas
 Ms Hilary Goodier
 Mr Christoph Lymbersky
 Ms Nicole Murdoch
 Mr Tom Nicholls
 Mr George Raptis
 Ms Sarah Scopel

Postgraduate Student Ordinary Member

Ms Aude Etournaud

Undergraduate Student Ordinary Member

Mr Christopher Land

Community Ordinary Members

The Hon Richard Alston
 Dr Barry Arnison OAM
 Dr Neil Balnaves AO
 Mr Angus Douglas
 Ms Bronwyn Morris
 Mr Derek Murphy
 Dr Trevor Rowe AO
 Mr Paul Steer



2013 Council Members: (left to right) Back row: Tom Ray, Dr Helen Nugent AO (Chancellor), Professor Tim Brailsford (Vice-Chancellor), Michael Dean (Company Secretary), Steve Sargent. Front row: Lynda O'Grady, Professor Kwong Lee Dow AO, Ken MacDonald (Deputy Chancellor), Peta Fielding, Professor Margaret Seares AO, Mary Bent PSM

STRATEGIC PLAN 2013 - 2017

A new five year strategic plan was approved in December 2012 and is now being implemented.

The new mission of the University is to be recognised internationally as Australia's premier independent university imbued with a spirit to lead, a determination to innovate, and a commitment to inspire tomorrow's professionals who share a personalised and transformational student experience.

The key goals of the strategic plan are:

- Create a financially sustainable business model supported by a robust capital base
- Grow student enrolments, principally through international and postgraduate students
- Develop niche centres of academic excellence
- Establish an international brand underpinned by a value proposition

REVIEW OF THE FACULTY OF HEALTH SCIENCES & MEDICINE

As part of its governance responsibilities Council periodically conducts a review of the faculties. Each review is chaired by a Councillor, usually with expertise or experience in the faculty discipline. In 2012 the Faculty of Health Sciences & Medicine was reviewed, led by Councillor Mary Bent PSM.

Council received the report of the inaugural review of the Faculty of Health Sciences and Medicine. Review panel members were Professor John Marley, Conjoint Professor School of Medicine and Public Health, University of Newcastle and Ms Diann Sapwell, Director of Clinical Services, John Flynn Private Hospital. The then Deputy Vice Chancellor and Provost Professor Garry Marchant was also a review panel member.

Council supported the report of the review panel and noted that there were five commendations, one affirmation and 20 recommendations.

The review commended the Faculty for its progress, particularly in relation to the Bachelor of Medicine Bachelor of Surgery which has been accredited by the Australian Medical Council for the maximum term possible under the current rules. The review commented favourably on the leadership within the Faculty and its overall focus on student services and academic programs. The challenge for the Faculty identified in the review is to further develop strategy and positioning. The Faculty has a number of growth options and is already stretched across a range of activities. The review is encouraging the Faculty to identify priorities that align with University goals and then position itself to take advantage of new opportunities in both education and research.

RISK MANAGEMENT

Council has established two sub-committees to oversee the Risk Management activities of the University: the Audit and Risk Management Committee and the Occupational Health and Safety Committee. Each committee has an external member as well as nominated Councillors as members.

The Audit and Risk Management Committee oversees the integrity of external financial reporting, including compliance with statutory responsibilities relating to financial reporting disclosures, principles and policies, controls and procedures.

During 2012 Council considered and approved, on the recommendation of the Audit and Risk Management Committee, a new risk management framework for the University. The new risk management framework is aligned with the University's strategic plan. Risk Management activities will be consistent with the University's approved strategic direction. The improved framework allows the Committee to focus its attention on matters that relate to the management of high risk issues and priorities.



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

VOLUNTARY GOVERNANCE CODE

The Australian Chancellors' Council in conjunction with Universities Australia have published a Voluntary Code of Best Practice for Governance of Australian Universities. Council approved a Governance Statement for the University. Council has reviewed its compliance with the Voluntary Code and formed the view that it was fully compliant with the voluntary code.

BOARD OF TRUSTEES

The Constitution of Bond University Limited provides for Trustee members who are non-voting but who meet with the University Council and discuss matters of interest relating to University activities. Trustee members are particularly involved in fundraising activities.

Dr Trevor Rowe AO (Chair)
 The Hon Richard Alston
 Dr Barry Arnison OAM
 Dr Neil Balnaves AO
 Mr Pavan Bhatia
 Ms Judith Brinsmead
 Dr Betty Byrne-Henderson AM
 Mr Jack Cowin
 Mr Brian Finn AO
 Dr Darryl Gregor
 Dr Hari Harilela
 Dr Peter Heiner
 Mr Bob Hill
 Mr Peter Ivany
 Mr Terry Jackman AM
 Dr John F Kearney AM QC
 Ms Margaret May
 Mr Terry Morris
 Dr Helen Nugent AO
 Dr Kenichi Ohmae
 Mr Greg Paramor
 Dr Imelda Roche AO
 Mr Basil Sellers AM



RECIPIENTS OF UNIVERSITY HONOURS

EMERITUS PROFESSORS

Professor Don Watts (Foundation Vice-Chancellor, on resignation) 1990

Professor John Hardy (Foundation Dean of HSS) 1994

Professor Raoul Mortley (on his resignation as Vice-Chancellor) 1997

Professor David Allen (Law) 2002

Professor Mary Hiscock (Law) 2002

Professor Neville de Mestre (IT) 2003

Professor John Farrar (Law) 2004

Professor Ray Byron (Business) 2005

Professor David Weedon (HSM) 2009

Professor Paul Wilson (HSS) 2011

Professor Eric Colvin (Law) 2011

Professor Ken Moores (Business) 2011

Professor Robert Stable (on his retirement as Vice-Chancellor) 2011

Professor John Wade (Law) 2012

HONORARY DEGREE RECIPIENTS OF THE UNIVERSITY

John D Newcombe AO OBE October 1999

Kerry F B Packer AC December 1999

John F Kearney AM QC February 2000

Denis Jen June 2003

Robin Loh October 2003

Imelda Roche AO June 2004

The Hon Peter Beattie October 2004

Pat Corrigan AM June 2007

Harry Messel AC CBE May 2008

John W Howard AC February 2009

Neil Balnaves February 2009

Trevor Rowe AM June 2009

Alison Kearney October 2009

Don Watts AM October 2009

The Hon Michael Kirby AC CMG October 2009

Hari Harilela October 2010

Padma Harilela October 2010

Soheil Abedian June 2011

FINANCIAL OVERVIEW

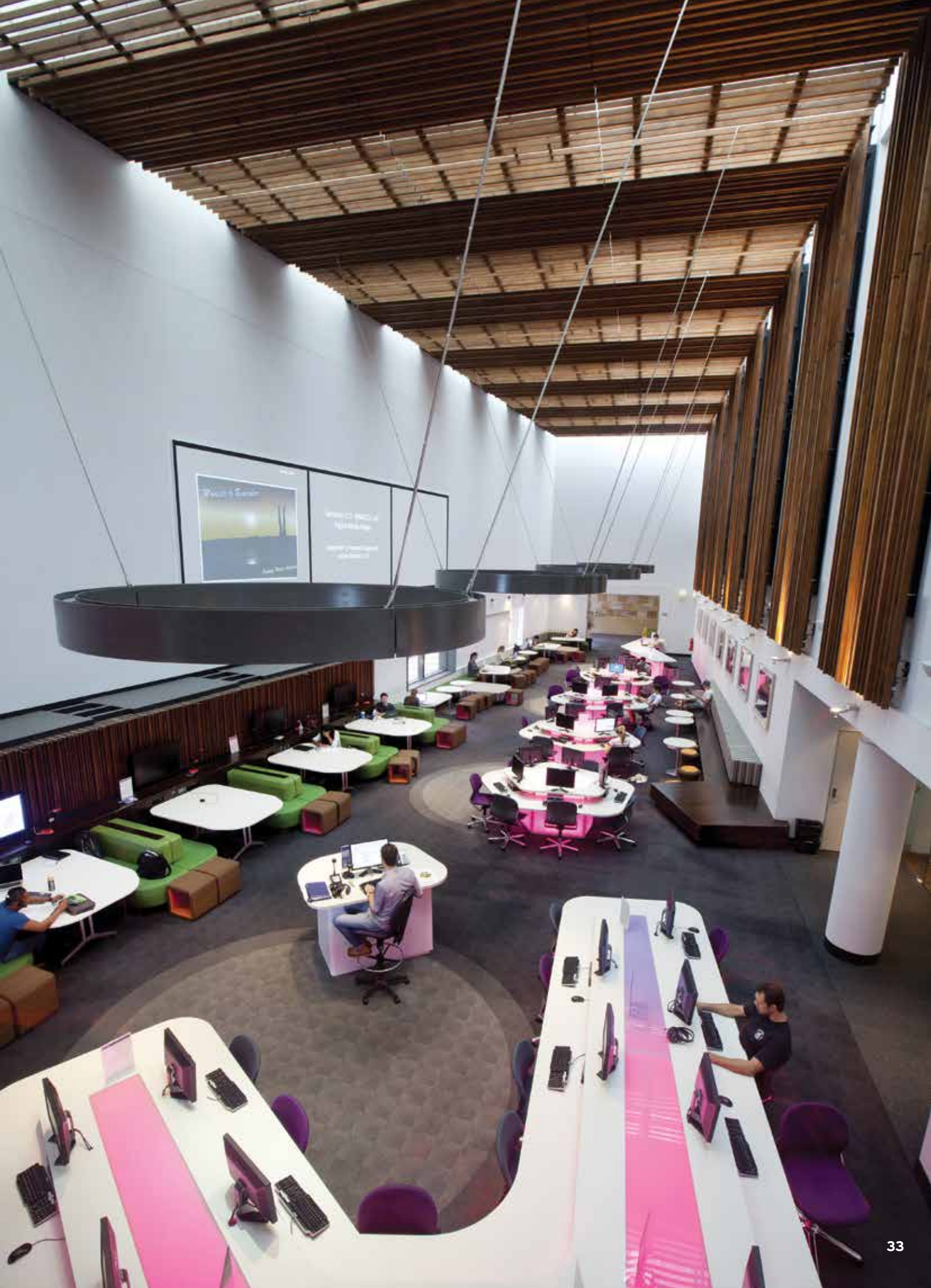
Bond University remains largely independent of government funding, particularly in respect to funding for undergraduate and postgraduate coursework places.

Bond University remains largely independent of government funding, particularly in respect to funding for undergraduate and postgraduate coursework places. It does, however, have access to higher degree research funding and students have access to FEE-HELP.

For the financial year ended December 31, 2012, the revenue from continuing operations was \$169.2 million, a decrease of 4.9 per cent on the previous year. After expenditure, the University recorded a deficit of \$3.9 million for the year.

The decrease in revenue from continuing operations was primarily due to a decline in new commencing undergraduate degree enrolments that is the result of the uncapping of domestic undergraduate enrolments that has occurred within the public sector, coupled with the continuing strength of the Australian dollar impacting international enrolments.

During the year, the University conducted an organisational restructure which incorporated some redundancy cost which resulted in a deficit being recorded for the year.





Surfers Paradise

Broadbeach

Mermaid Beach

Pacific Fair



**BOND
UNIVERSITY**

Varsity Lakes



Bond University
Gold Coast Queensland 4229
Australia

Toll free: 1800 074 074
Phone: 07 5595 1024
Fax: 07 5595 1015

Email: information@bond.edu.au

www.bond.edu.au



CRICOS Provider Code 00017B

The information published in this document is correct at the time of printing (April 2013). However, all programs are subject to review by the Academic Senate of the University and the University reserves the right to change its program offerings and subjects without notice. The information published in this document is intended as a guide and persons considering an offer of enrolment should contact the relevant Faculty or Institute to see if any changes have been made before deciding to accept their offer.