



2024 Mission-Based Compact Between the Commonwealth of Australia and Bond University

Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission-Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

Mission and Strategic Planning

Bond University's Mission and Strategic Plan

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

The [Bond University Strategic Plan 2023 – 2027](#) sets out the values, priorities and ethos that makes Bond distinctive within the Australian sector. The University's strategy is supported by four core principles, which provide the lens through which we prioritise our decisions, allocate resources and undertake actions: Distinctive, Relevant, Connected and Excellent.

Bond University's focus areas include:

1. Fostering an inspirational and aspirational learning community;
2. Expanding reach and making a greater impact; and
3. Advancing our unique identity.

The Strategic Plan is supported by an implementation plan with key accountabilities, deliverables, and performance measures. Progress on implementation is regularly reported to the University Council.

Workforce and skill needs

Bond University is committed to preparing job ready graduates that address workforce shortages and skills needs. We achieve this through ensuring our graduate attributes are regularly reviewed and then embedded throughout each academic program to ensure that our graduates have the knowledge, skills and capabilities that prepare them to succeed and positively contribute in the world of future work as ethical leaders and responsible contributors to global sustainability. More information is provided on the website [Graduate Attributes](#).

Our Transformation CoLab delivers the Bond Core Curriculum which is mandatory for all undergraduates, the Beyond Bond professional development program and suite of Transformation degrees:

Core Curriculum: The Core Curriculum at Bond University, an integral component of all undergraduate degrees, aims to provide students with critical skills that enhance their employability. This curriculum focuses on developing attributes like critical thinking, problem-solving, and effective communication, which are essential in today's competitive job market. More information is provided on the website [Beyond Bond and Core curriculum](#).

Beyond Bond Program: This is a personalised, degree-wide professional development program that prepares students to transition into the workforce. Students engage in academic, professional, and extracurricular activities to grow and demonstrate their employability. They can choose from a wide range of experiences, from gaining industry experience to volunteering, community service, leadership, and professional development courses.

Transformation degrees: These are a suite of recently developed innovative degrees and majors which have been specifically designed for the future of work. These degrees are developed in partnership with industry and focus on fostering skills that apply to all professions by preparing students for the careers of tomorrow. [Transformation degrees](#)

Our dedicated co-working space, the Transformer, brings together students from all levels of student and across the disciplines to enhance and develop entrepreneurship skills through skills development, mentoring, and collaboration. [Transformer](#)

Ensuring Student and staff safety

Bond University has implemented multiple measures to ensure the safety and security of its students and staff including:

- 24/7 On-Site Security and a Safe Escort Service: [University safety and security](#)
- Cyber security measures including awareness education
- Student Support: Extensive support for student wellbeing, including responses to sexual misconduct, mental health support, and a safe and respectful community.
- Reporting and referrals for student wellbeing and safety matters: [Reporting and Referring Student Wellbeing and Safety Matters](#)
- The [Office of Integrity](#) provides oversight and coordination of student grievances, complaints, and disclosures including incidents of safety and sexual harm.

Countering Foreign Interference

Bond University, like other Australian universities, is engaged as part of the University Foreign Interference Taskforce (UFIT). A comprehensive assessment against the Guidelines to Counter Foreign Interference in the Australian University sector was undertaken in 2020, and actions implemented to address the immediate risk areas, and accountable officers assigned that monitor implementation and provide oversight of emerging issues.

Cyber and data security

Bond takes a risk-based approach to cyber security and our strategies consist of a suite of security frameworks and tools drawing on existing frameworks such as ACSC Essential 8, NIST, ISO27001 and ISO27002. Our strategies are shared across the sector through CAUDIT and QUDIT, AusCERT, ACSC, and AHECS. Bond's cyber security strategies encompass aspects of security culture, governance, IT supply chain management, technical controls and data governance with metrics regularly tracked to monitor the progress and effectiveness of our cyber security strategy. Our priority focus areas for 2024 include:

- Mandatory annual cyber awareness training
- Data classification review
- Identity and access management maturity enhancements
- Multi-factor authentication for alumni (all students and staff are already required to use multi-factor authentication)

Upholding freedom of speech and academic freedom

Bond University highly values academic freedom, recognising the role of universities as centres for critical thought, debate, and the challenging of ideas, and as bastions of free speech, even in instances where the expressed views may be unpopular or challenging. We have an unequivocal commitment within our policy to support the right of all people at the University to search for truth and to hold and express diverse opinions.

The Walker Review confirmed that Bond University's [Freedom of Speech and Academic Policy](#) Freedom of Speech and Academic Policy is aligned to the Model Code to the extent appropriate for a private institution and private land-owner.

Strategies for Improving Equality of Opportunity in Higher Education

Students from under-represented backgrounds

Bond University is committed to the principles of gender equality, equity, diversity and indigenous participation in education, employment, and research. Details of our commitment are provided at: [Gender Equity, Diversity and Inclusivity](#)

Bond University is not eligible for Government funding to support equity initiatives, nevertheless the University supports an accessible, inclusive, and diverse environment that provides students with disabilities access to personalised, flexible, well-supported and industry-relevant learning opportunities.

Bond University commits around 8% of tuition revenue to [scholarships](#) for students across a range of categories including equity and indigenous.

Bond's [Accessibility and Inclusion Policy](#) and associated action plan lays the foundation for responsive solutions and support for students focused on their individual needs. It outlines strategies to ensure that future students with disabilities gain access to the University on an equitable basis, and that their journey to success at Bond is underpinned by accessible support and appropriate adjustments.

Our intensive and personalised approach is well aligned to the challenges often faced by students from equity groups or disadvantaged backgrounds. Our objective is to expand educational pathways for all students. We track and aid their progress, striving to align their retention and completion rates with those of the overall student body.

Aboriginal and Torres Strait Islanders students

The Nyombil Indigenous Centre provides holistic [Indigenous student support](#) to our Indigenous students with a strong focus on providing a culturally safe learning environment where our Aboriginal and Torres Strait Islander students can thrive academically and develop their employability skills. Bond's Indigenous student population has grown to represent 2.3% of our domestic student population, 44% of whom are supported by scholarships (2023 data). The success rate achieved by our Indigenous students is, at 84%, well above the sector average of 75% (2022 data).

Commitment to Reconciliation, Indigenous Education and Workforce

Bond University is committed to contributing to reconciliation with Australia's first peoples as outlined in our Innovate Reconciliation Action Plan [Innovate Reconciliation Action Plan](#).

Additionally, our Indigenous Education Strategy outlines our commitment to an inclusive environment and also recognises the value of a strong, vibrant, visible and respected indigenous community on our campus through the [Indigenous Education and Workforce Strategy](#).

Bond University has also collaborated with the Yugambeh Region Aboriginal Corporation Alliance (YRACA) to develop a cultural awareness microcredential for all staff and students. The microcredential ensures that our staff and students have knowledge and understanding of the Indigenous people of this land, their history, their perspectives, and culture.

Strategies for Improving Teaching and Learning

The University's high expectations for teaching quality are supported by specialist teams dedicated to coaching, mentoring, building and sustaining institutional capacity in learning and teaching. Bond is committed to excellence in our approach to learning and teaching, focusing on harnessing pedagogies, practices, tools, and technologies that are innovative and highly participatory.

Bond University's Teaching and Learning Plan is underpinned by four core principles (Distinctive, Relevant, Connected and Excellent), and aligned to the three strategies of the Strategic Plan, namely:

Fostering an inspirational and aspirational learning community:

Bond prioritises personalised, authentic, and situated learning experiences delivered across a variety of modes. Embedding the Bond [Graduate Attributes](#), Indigenous ways of knowing, doing and being, digital and [generative AI technologies](#), and the [United Nations Sustainability Goals](#) meaningfully into Bond programs, subjects, learning experiences, and assessments is central to the short and long-term success of our students.

Bond's dedication to supporting student success lies in our sustained commitment to a personalised approach to learning and teaching, enabling close monitoring of individual student progress including at-risk identifiers and the ability to provide early intervention, support and connection to a range of [services](#) to support student success and at-risk students inside and outside the classroom.

Bond's Learning Management System provides educators with up-to-date information on students at risk, those under 18 years of age, and those with learning access plans. Bond University has strategies in place to proactively identify students who may be in greater need of support in relation to retention, progression, and poor academic outcomes, and actively connect students to personalised support and intervention. This involves collaboration between Student Affairs and Service Quality functions located within each Faculty and central support services. Review and intervention occur at key points in a students' journey including in the first study period (pre-census), and subsequently at the end of each semester. Using a data analytics approach, specialist teams such as the [Academic Skills Centre](#) offer personalised help including one-on-one sessions, small group workshops, and online resources for students at all study levels. The Wellbeing team are able to support students in relation to their [health and wellbeing needs](#).

Bond has committed to embracing the benefits of generative AI technologies through the targeting and sustained upskilling of staff and students to ensure ethical and critical use to safeguard the [academic integrity](#) of our academic endeavours.

Expanding reach and making a greater impact:

Admissions criteria, student and ATAR profiles, and course-specific information relating to admission to Bond University's [undergraduate](#) and [postgraduate](#) programs are provided transparently on the University website. These admission criteria are monitored and reviewed on a regular basis by our Student Admission and Progression Committee (a standing committee of Academic Senate).

Bond prides itself on its diversity of international students. In addition to Bond's broad range of support services, a specialist [International Support Team](#) provides a range of personalised services to support our international student body. Bond also has a range of social and cultural groups that meet regularly to maintain cultural connections and provide valuable support networks.

Bond University has positioned itself as a national leader in graduate employability. The latest [2022 Graduate Outcome Survey Longitudinal](#) (GOS-L) results indicate that Bond is one of Queensland's top institutions for employability. 95.0% of Bond undergraduates are in full-time employment three years after graduation, above the sector average of 91.7% and ranked 3rd nationally.

In early 2024, Bond University opened its first public Health and Wellness Clinic providing specialised teaching and training for Bond University students across a range of therapeutic and rehabilitative services.

Advancing our unique identity:

Bond University is built on an ethos of being different and independent. Our people are our core of everything we do. Our academics are at the forefront of knowledge generation in their fields and our support services designed to foster wellbeing and personal connection.

Bond University provides development opportunities, resources and monitored performance metrics for academic staff to ensure that high standards are maintained. Robust reflection on teacher and subject evaluation feedback is prioritised and actioned to ensure transparent and timely response. High performance including in teaching is rewarded through an annual promotions process.

Key measurements used for monitoring Teaching and Learning performance include:

- Subject and educator evaluations
- SES, GOS surveys
- Retention, Success measures

Strategies for Improving Research, Research Training, and Innovation

The University seeks to ensure that our world class research underpins the areas in which programs are offered.

The Bond University Research Plan 2023-2027 ensures the continuing improvement and sustenance of our vibrant and world-class research environment. Overall, the plan outlines our initiatives to develop and foster a thriving research ecosystem with a strong workforce, a supportive environment for early career researchers (ECR), a cohesive and productive research training environment, appropriate access to infrastructure, Higher Degree Research (HDR) stipends and scholarships, and meaningful industry partnerships. We encourage research that addresses environmental and societal challenges and seek collaborations with industry partners who share a commitment to sustainability. We measure the quality and impact of our research using a range of metrics and by external peer review. The Research Plan is underpinned by the four core principles (Distinctive, Relevant, Connected and Excellent), and aligned to the three strategies of the Strategic Plan, namely:

Fostering an inspirational and aspirational learning community:

The University encourages an environment which supports interdisciplinary and transdisciplinary opportunities for collaboration by prioritises support for centres of research excellence through budget allocation, focusing research activities within these centres, and promoting interdisciplinary and transdisciplinary collaboration.

While research commercialisation is small in scale at Bond, it is a key objective for three of our research centres; the Institute of Evidence Based Practice, the Clem Jones Centre for Regenerative Medicine, and the Centre for Data Analytics.

The University provides a range of early career research initiatives including programs that support grant writing, HDR supervision, publications writing and a supportive mentoring program that provides guidance and connection to early career researchers.

Expanding reach and making a greater impact:

Bond University focuses on HDR student outcomes by creating a stimulating and supportive research training environment. This involves expanding the available pool of qualified supervisors, encouraging team supervision, and offering diverse degrees aligned with industry needs, including internship opportunities embedded within the program. Support services for HDR students and supervisors are streamlined for efficiency, and a strong focus is placed on achieving high retention rates.

We are focused on delivering impactful engagement with industry through a portfolio approach to partnerships. We foster international collaboration by encouraging researchers to engage with global partners, participate in international conferences, and collaborate on research projects.

We support our academics to explore commercialisation opportunities, patent applications, and startup ventures stemming from their research. The plan includes the development and expansion of HDR internship programs and bringing industry partners onto campus to deepen their integration into the research program.

In late 2023, Bond University undertook a comprehensive research quality assurance activity which included an internal assessment of the quality of research outcomes followed by an external review undertaken by an independent expert assessor. The findings of the review have provided an assurance of the world class quality of the research output and overall research programs at Bond.

Advancing our unique identity:

Our plan recognises the need to build and maintain a world-class workforce, by recruiting selectively, retaining top researchers, and providing support through initiatives such as a salary continuance scheme for fellowship holders. Additionally, investing in competency and leadership development through targeted workshops, mentoring, and stakeholder engagement is core to developing our early- and mid-career academics.

Finally, we aim to enhance access to world-class research infrastructure by directing targeted investments and maintaining access agreements with other institutions and participating in national initiatives. As a small university, our collaboration is carefully aligned to our current needs, and responsive to new needs.

Key measurements used for monitoring Research, Research Training and Innovation performance include:

- Publications categorised by quality indicators, external income, and HDR enrolments and completions

Strategies for Engaging with Industry

During 2024, our Industry Engagement ([Industry and partners](#)) will focus on continuously progressing initiatives and partnerships under four key pillars: Local, Regional, National, and International and designed is to:

- Continue to support the Bond Industry Engagement Office to facilitate ongoing partnerships and streamline communications between Bond and industry partners
- Identify and capitalise on partnership opportunities that yield mutual benefits for all entities involved;
- Pursue and enhance opportunities related to sponsorship, research, and commercialisation within the industry;
- Recognise partnership agreements that offer both traditional and commercial advantages and opportunities for value exchange;
- Implement actions from the 2023 review into research commercialisation opportunities in Health;
- Continue to develop tailored internship programs in collaboration with industry partners, offering students hands-on experience and contributing to workforce readiness.
- Design and implement an events campaign to create avenues for discovering and enhancing executive education opportunities, which Faculties can further cultivate;
- Amplify the brand image and reputation of Bond University within the broader industry through proactive involvement in local and regional influential boards;
- Organise regular Executive Round Tables to engage high profile industry leaders in discussions about significant and contemporary issues impacting the Southeast Queensland region;
- Sustain a robust industry-engaging media presence by generating opinion-based reports on crucial current topics.

Bond has established a specialised Microcredentials Unit which has developed a range of [Microcredentials](#) that are offered in various modes including self-paced, online and on-campus. Each micro credential is designed to response to market needs and is developed in collaboration with industry partners.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

Madonna Morton

Full name (please print)

First Assistant Secretary

Position

of the Department of Education

Signature

29/05/2024

Date

SIGNED for and on behalf of

BOND UNIVERSITY

by

Professor Timothy Brailsford

Full name (please print)

Vice-Chancellor and President

Position

In the presence of:

[REDACTED]

Witness (please print)

[REDACTED]

Position or profession of witness (please print)

Signature

Signature