Curtin's key performance indicators

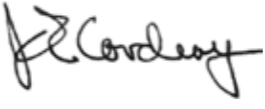# Certification of key performance indicators

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to access Curtin University's performance, and fairly represent the performance of Curtin University for the financial year ended 31 December 2020.

Dr Andrew Crane
Chancellor

Professor John Cordery
Interim Vice-Chancellor

On behalf of the University Council Dated this 17th day of March 2021

Introduction

Curtin's mission statement, to *transform lives and communities through education and research*, reflects the University's purpose. To achieve this mission and its 2030 vision to be a recognised global leader in research, education and engagement, the University assesses performance across a series of outcome components and key performance indicators related to: student demand for Curtin courses; the experience of its students; the reputation of its graduates; research performance; industry engagement; staff engagement; diversity and equity; global reputation; and the financial sustainability of its teaching and learning activities. These are set out in a balanced scorecard framework over six Strategic Plan themes to provide a holistic view of the University's performance.

The selection of indicators reflects those that are designed to demonstrate progress towards achieving targets as outlined in Curtin's Strategic Plan (2017–2022). Performance indicators are classified as either *effectiveness or efficiency*.

A summary of the Outcome Components and Key Performance Indicators is provided below.

Outcome Components   ## Key Performance Indicators

Learning and Student Experience

1. Student Demand and Quality	1.1 Curtin market share of WA university students – total commencements, Tertiary Institutions Service Centre (TISC) first preferences and commencements with ATAR ≥95
2. Student Experience	2.1 Student satisfaction (SES) – undergraduate students
	2.2 Retention rate – undergraduate students
3. Graduate Outcomes	3.1 Domestic graduate employment rates
4. Student Equity	4.1 Percentage of total domestic enrolments – regional and remote students
	4.2 Total enrolments – Aboriginal and Torres Strait Islander students

Research and Innovation

5. Research Performance	5.1 Publications per Research Only/Teaching and Research staff FTE
	5.2 Total research income (Category 1 – 4)
	5.3 Completion numbers – Higher Degree by Research (HDR) students

Engagement and Impact

6. Industry Engagement	6.1 Category 3 and 4 industry income and industry scholarships

People and Culture

7. Staff Engagement	7.1 Staff engagement survey results
8. Diversity and Equity	8.1 Number of Aboriginal and Torres Strait Islander staff and internships
	8.2 Staff gender balance

Global Positioning

9. International Reputation	9.1 International co-authorship
	9.2 ARWU ranking

Sustainable Future

10. Financial Sustainability	10.1 Teaching and Learning (T&L) expenditure per EFTSL
	10.2 Revenue from non-Commonwealth sources

Learning and Student Experience

Outcome Component: *1. Student Demand and Quality*

Monitoring the market share of Total Commencements provides an assessment of the strength of student demand across all student cohorts. Tertiary Institutions Service Centre (TISC) first preferences indicate WA domestic student demand for Curtin undergraduate courses, and the share of high (above 95) Australian Tertiary Admission Rank (ATAR) enrolment indicates the calibre of domestic undergraduate students enrolling into Curtin courses. Taken together, the measures reflect the value and reputation of Curtin courses in the WA university sector.

Key Performance Indicator: *1.1 Curtin market share of WA university students – Total Commencements, TISC First Preferences and Commencements with ATAR ≥95*

Classification: *Effectiveness measure*

Benchmark gauge: *Comparison of Curtin's market share against previous years reflects the growth and changes in demand for Curtin courses and the quality of its domestic undergraduate students.*
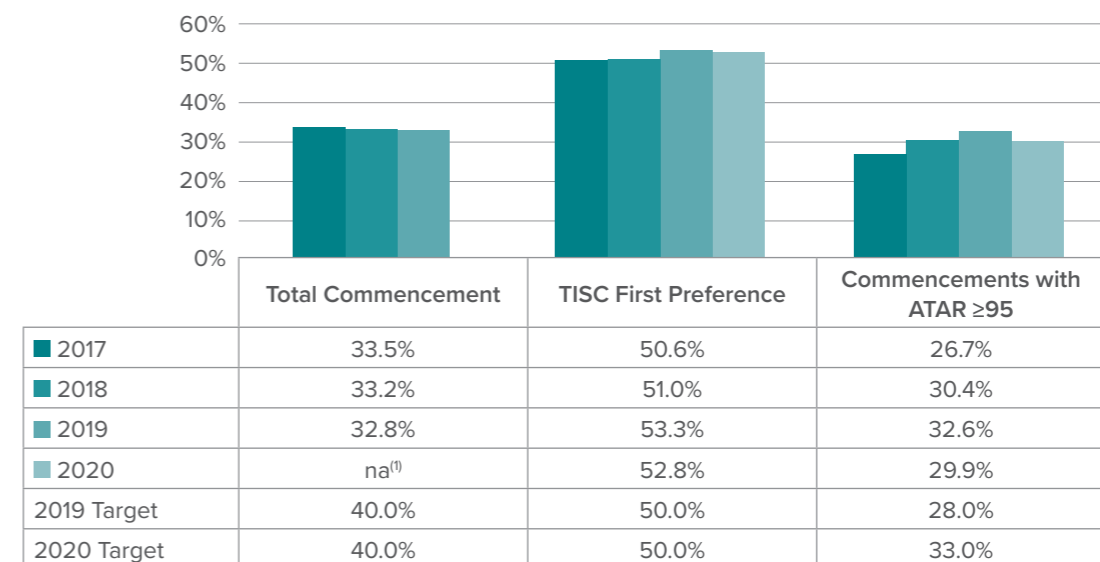
Total Commencements is the per cent of all commencing students (undergraduate, postgraduate and others) enrolled at one of the five universities in Western Australia as measured with data published by the Department of Education, Skills and Employment (DESE), Canberra.

TISC First Preferences measures Curtin's market share in first preferences received through TISC. TISC is operated by the four major public universities in Western Australia to facilitate domestic undergraduate applications. The University of Notre Dame (UND) is a private institution and hence does not utilise TISC, but considers direct entry for all student applications.

Commencements with ATAR ≥95 is the per cent of TISC and non-TISC (UND) applicants with a high ATAR score (≥95) who enrolled at one of the five universities in Western Australia. An imputed enrolment of high ATAR students is calculated for the UND based on the TISC application data.

The TISC First Preferences outcome was above the target in 2020; however there was a decline in Commencements with ATAR ≥95 which remained below the target of 33.0 per cent. Total Commencement data 2020 is currently unavailable from the DESE.

Curtin market share of WA university students

	Total Commencement	TISC First Preference	Commencements with ATAR ≥95
2017	33.5%	50.6%	26.7%
2018	33.2%	51.0%	30.4%
2019	32.8%	53.3%	32.6%
2020	na[1]	52.8%	29.9%
2019 Target	40.0%	50.0%	28.0%
2020 Target	40.0%	50.0%	33.0%

Data source: 2017–2019 Total Commencements data, DESE; 2017–2020 TISC First Preferences and Commencements with ATAR ≥95, Curtin's internal systems.

Notes:
(1) Total Commencements data for 2020 is not yet available due to timing of data collection and release by DESE.

Learning and Student Experience (continued)

Outcome Component: 2. Student Experience

As a destination of choice for students, Curtin is committed to offering an educational experience that is richly interactive, engaging and fully prepares students for the complex environments in which they will live and work.

This effectiveness indicator provides an insight into the quality of overall student experience. The Student Experience Survey (SES) provides benchmarking opportunities to track performance against other Australian universities. These findings are useful for the University to review and improve its learning and teaching quality and the educational experience at Curtin. Student satisfaction with courses provides insight into the quality of the student experience.

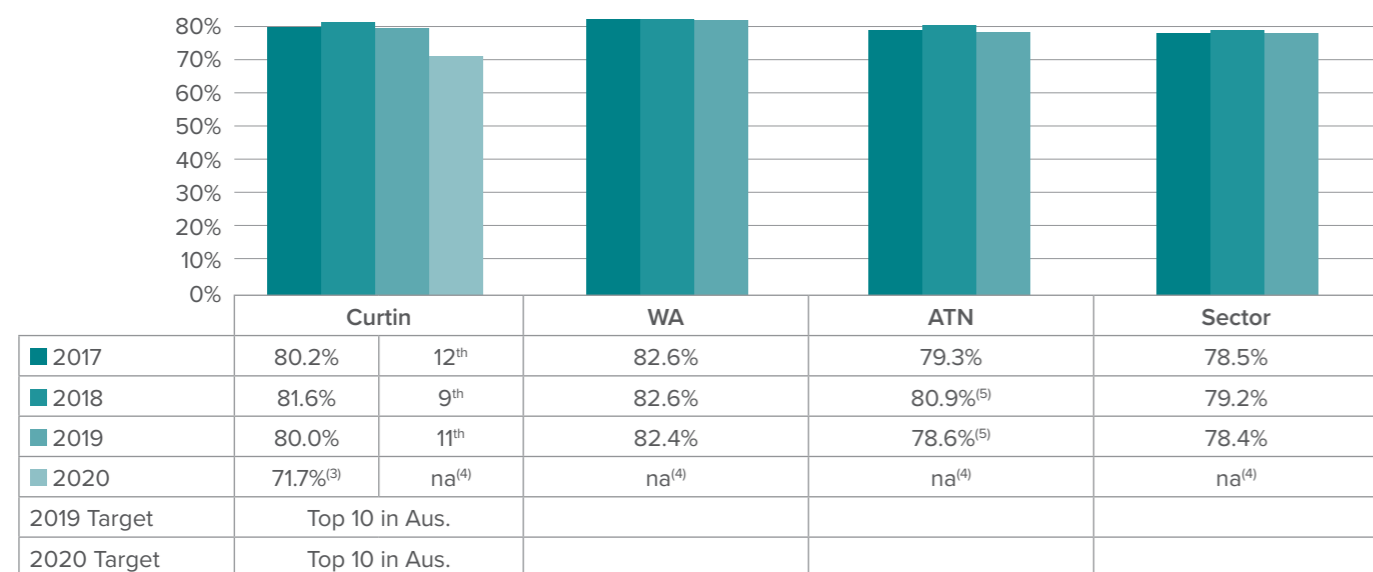### Key Performance Indicator: 2.1 Student satisfaction (SES) – undergraduate students

Classification: Effectiveness measure

Benchmark gauge: SES data on WA universities, Australian Technology Network (ATN) universities and the Higher Education sector.

The Social Research Centre (SRC)[1] collects SES information from first year and final year onshore undergraduates on their student experience. In 2018, onshore postgraduates were surveyed for the first time. For consistency, the SES results below reflect the views of onshore undergraduates only. The SES measures five aspects of the student experience and includes an additional single item measure of overall student satisfaction with the quality of their educational experience. This question reads 'Thinking about your <course>, overall how would you rate the quality of your entire educational experience this year?'. A student is considered satisfied if they answered either 'Good' or 'Excellent'[2].

The quality of Curtin's educational experience has remained stable and well above ATN and Sector averages until 2019. Significant disruption and learning challenges associated with COVID-19 pandemic has had a considerable effect on 2020 student satisfaction. The 2020 national data is not yet available.

Student Satisfaction (SES) – Undergraduate Students

	Curtin		WA	ATN	Sector
■ 2017	80.2%	12th	82.6%	79.3%	78.5%
■ 2018	81.6%	9th	82.6%	80.9%(5)	79.2%
■ 2019	80.0%	11th	82.4%	78.6%(5)	78.4%
■ 2020	71.7%(3)	na(4)	na(4)	na(4)	na(4)
2019 Target	Top 10 in Aus.				
2020 Target	Top 10 in Aus.				

Data source: 2017–2020 Curtin data, Curtin Tableau Report prepared and issued by the SRC; 2017–2019 WA, ATN and Sector averages derived by Curtin's Market and Institutional Research (MIR) team, Office of Strategy and Planning, using national datasets supplied by the SRC.

Notes:
(1) The Social Research Centre is an external organisation who provide the Australian social research community with access to research services (https://www.srcentre.com.au/).
(2) The survey categories include: Excellent; Good; Fair; and Poor.
(3) In 2020 the number of domestic Curtin survey respondents was 7,195, domestic Curtin graduate population size was 16,698, and the response rate was 43.1 per cent. The margin of error was +/-.87 per cent at a 95 per cent confidence level.
(4) Benchmark data for 2020 is not yet available due to timing of data collection and release by the SRC.
(5) From 2018 onwards the ATN data excludes Queensland University of Technology (QUT) (QUT left the ATN in September 2018).

Learning and Student Experience (continued)

Key Performance Indicator: 2.2 Retention rate – undergraduate students

Classification: Effectiveness measure

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.
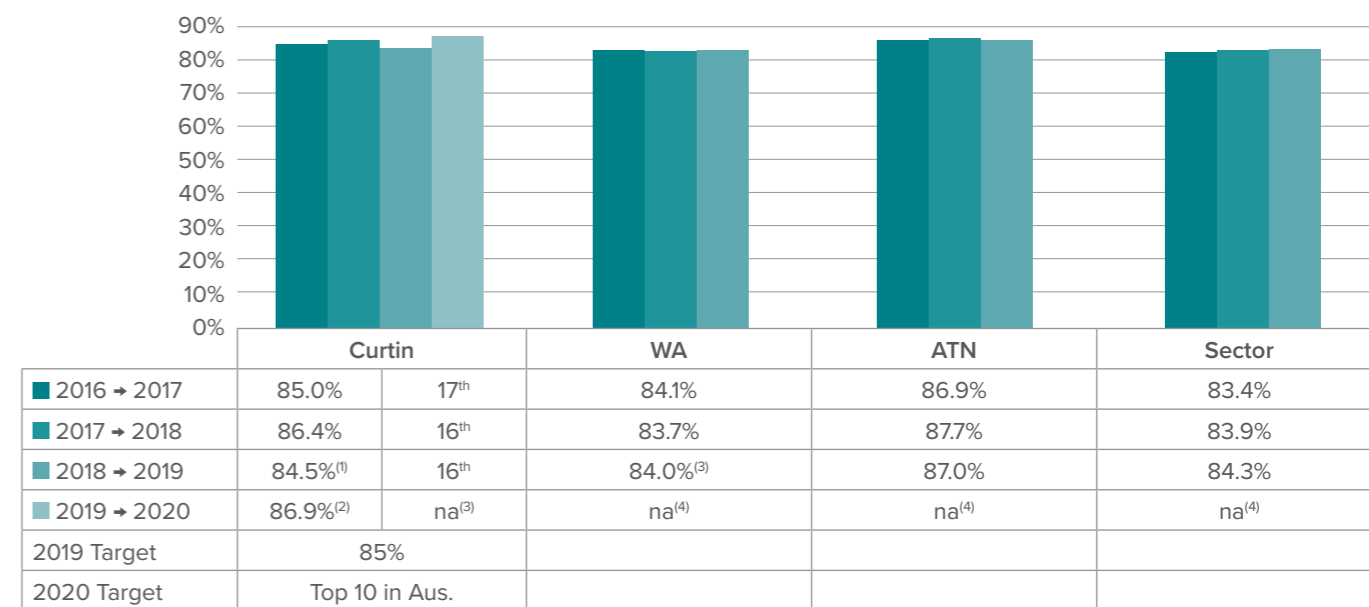
Minimising the attrition of students, as measured through student retention, allows the University to optimise its student load and revenue base, and ensures students can fulfil their ambitions to obtain a university qualification.

High numbers of students retained from one year to the next demonstrates a strong level of student engagement with their studies, and provides a good indication that recruitment and support initiatives have been effectively deployed.

Retention is reported with a one year lag and benchmark retention data is available only up to 2019. Retention rates are affected by a multitude of factors, including a student's personal circumstances. Targets for retention rates are set to ensure Curtin's performance remains at an acceptable level. The retention rate is calculated based on the student commencement cohort year (year 1) and those students retained in the following year (year 2).

The retention rate of undergraduate students continues to improve. Historically, despite ranking below target, benchmarking shows that Curtin has typically performed above the WA and Sector averages. The 2020 benchmark data is not yet available.

Retention Rate – Undergraduate Students

	Curtin		WA	ATN	Sector
■ 2016 → 2017	85.0%	17th	84.1%	86.9%	83.4%
■ 2017 → 2018	86.4%	16th	83.7%	87.7%	83.9%
■ 2018 → 2019	84.5%(1)	16th	84.0%(3)	87.0%	84.3%
■ 2019 → 2020	86.9%(2)	na(3)	na(4)	na(4)	na(4)
2019 Target	85%				
2020 Target	Top 10 in Aus.				

Data source: 2016–2019 Retention data, DESE; Curtin's internal systems.

Notes:
(1) The 2018->2019 metric has been restated due to an internal measure being used as an interim proxy.
(2) The 2019–>2020 percentage is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
(3) From 2018->2019 QUT will be excluded from ATN data (QUT left the ATN in September 2018).
(4) Benchmark data for 2019->2020 is not available due to timing of data collection and release by DESE.

Learning and Student Experience (continued)

Outcome Component: *3. Graduate Outcomes*

Curtin aspires to have the highest graduate employment rates in WA. The vision for Learning and Student Experience is to lead in education innovation and prepare graduates with the skills needed for the future of work and those in demand by employers. The employment rate of graduates indicates the level to which Curtin graduates are career-ready and sought after by employers. It should be noted that graduate employment rates are affected by external factors, such as economic conditions and labour market cycles.

Key Performance Indicator: *3.1 Domestic graduate employment rates*
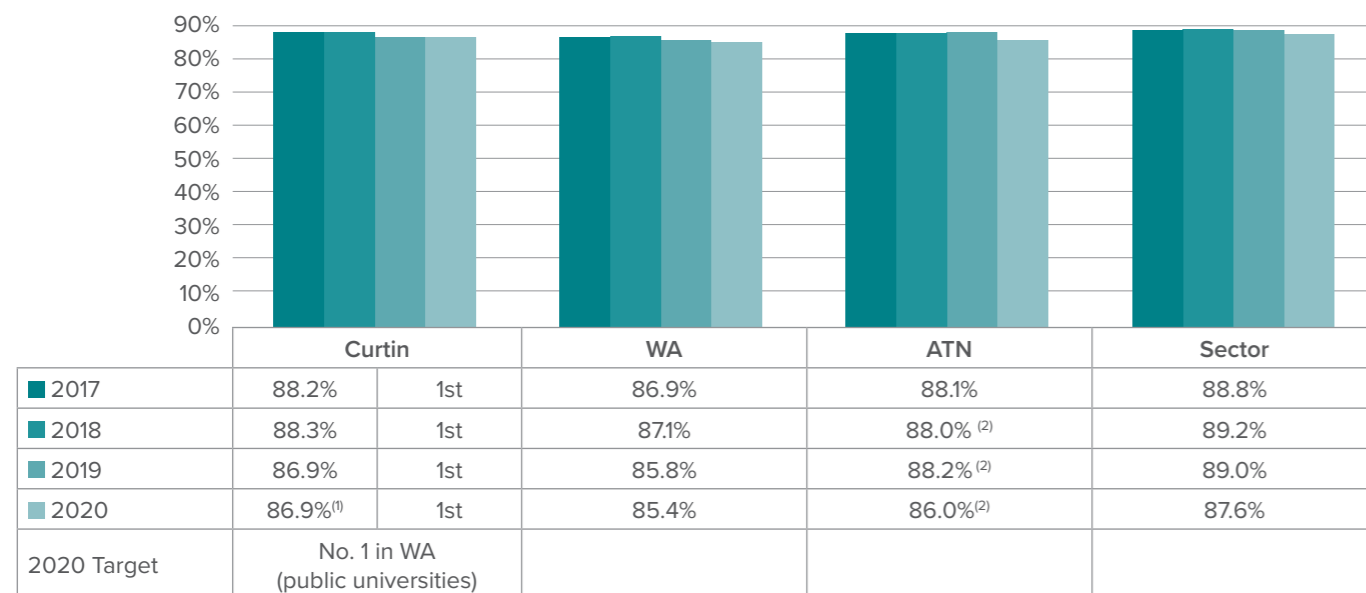
Classification: *Effectiveness measure*

Benchmark gauge: *WA universities, ATN universities and the Higher Education sector.*

The Graduate Outcomes Survey (GOS) is a national survey funded by the Australian Government DESE, which collects information on graduates' labour market outcomes and further study activities. GOS is administered online to graduates of Australian higher education institutions about five months after their course completion at or via an Australian campus.

The 2020, domestic graduate employment rate remained the same as 2019 and the target to be number 1 in WA for graduate employment rates was achieved, with Curtin being ranked as the top public university in WA for domestic graduate employment rates.

Domestic Graduate Employment Rates

	Curtin		WA	ATN	Sector
■ 2017	88.2%	1st	86.9%	88.1%	88.8%
■ 2018	88.3%	1st	87.1%	88.0% [2]	89.2%
■ 2019	86.9%	1st	85.8%	88.2% [2]	89.0%
■ 2020	86.9% [1]	1st	85.4%	86.0% [2]	87.6%
2020 Target	No. 1 in WA (public universities)				

Data source: 2017–2020 Curtin, WA, ATN and Sector data, Curtin UA GOS Tableau Report prepared and issued by the SRC.

Notes:
(1)   In 2020 the number of domestic Curtin survey respondents was 2,547, domestic Curtin graduate population size was 5,676 and the response rate was 44.9 per cent. The margin of error was +/-1.44 per cent at a 95 per cent confidence level.
(2)   From 2018 onwards QUT will be excluded from ATN data (QUT left the ATN in September 2018).

Learning and Student Experience (continued)

Outcome Component: *4. Student Equity*

Curtin, through its Student Equity Strategy, is committed to enhancing opportunities for people from diverse backgrounds to participate and succeed in higher education. A range of initiatives specifically addressing community outreach, access to Curtin and student equity support have been undertaken to facilitate a higher education environment that is inclusive and supportive of students from disadvantaged backgrounds, including Aboriginal and Torres Strait Islander (ATSI) and those from regional or remote communities.

Market and economic conditions impact the ability for regional and remote students to attend university and will be reflected in the results.

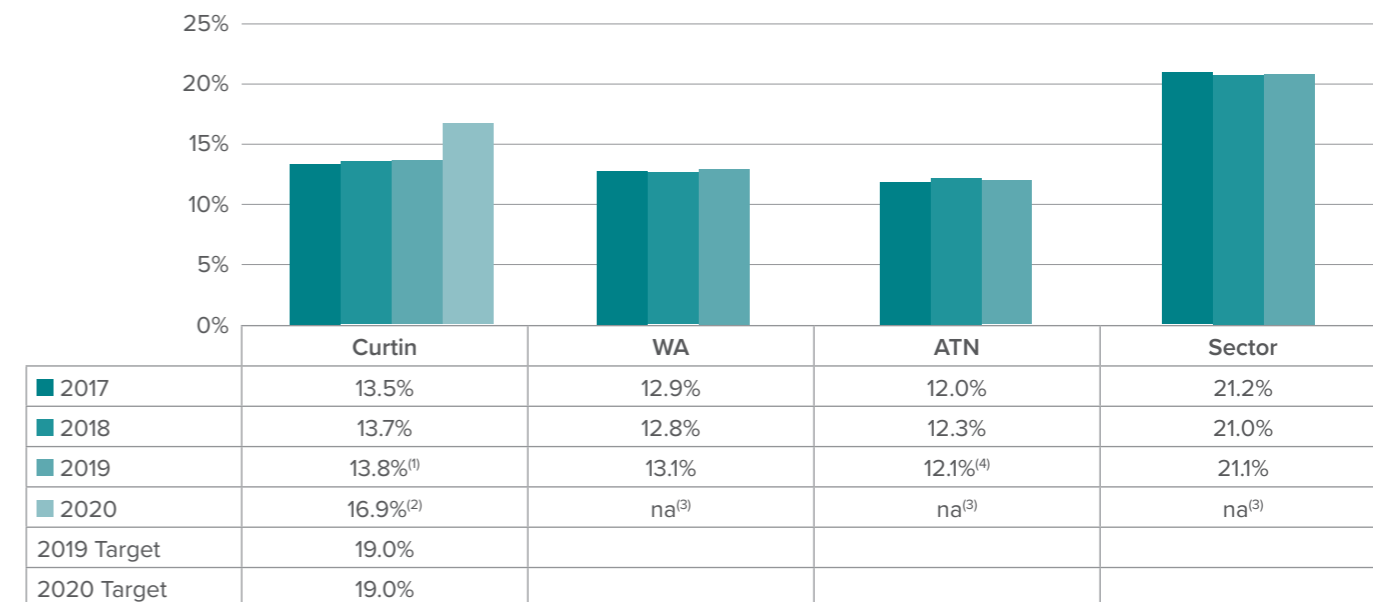**Key Performance Indicator:** *4.1 Percentage of total domestic enrolments – regional and remote students*

Classification: *Effectiveness measure*

Benchmark gauge: *WA universities, ATN universities and the Higher Education sector.*

Regional and remote student enrolments are measured as a proportion of total domestic enrolments. The categorisation takes into account whether a domestic student's permanent address is considered urban, regional or remote at the commencement of study.

2020 performance was below target; however the measure has significantly improved from 2017 from 13.5 per cent to 16.9 per cent, demonstrating the impact of Curtin's programs on attracting regional and remote students. Historical benchmarking shows that Curtin has typically performed above the WA and ATN averages.

Percentage of Total Domestic Enrolments – Regional and Remote Students

	Curtin	WA	ATN	Sector
■ 2017	13.5%	12.9%	12.0%	21.2%
■ 2018	13.7%	12.8%	12.3%	21.0%
■ 2019	13.8% [1]	13.1%	12.1% [4]	21.1%
■ 2020	16.9% [2]	na [3]	na [3]	na [3]
2019 Target	19.0%			
2020 Target	19.0%			

Data source: 2017–2019 Equity groups data, DESE; Curtin's internal systems.

Notes:
(1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.
(2) The 2020 percentage is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
(3) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.
(4) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

Learning and Student Experience (continued)

Key Performance Indicator: 4.2 Total enrolments – Aboriginal and Torres Strait Islander (ATSI) students
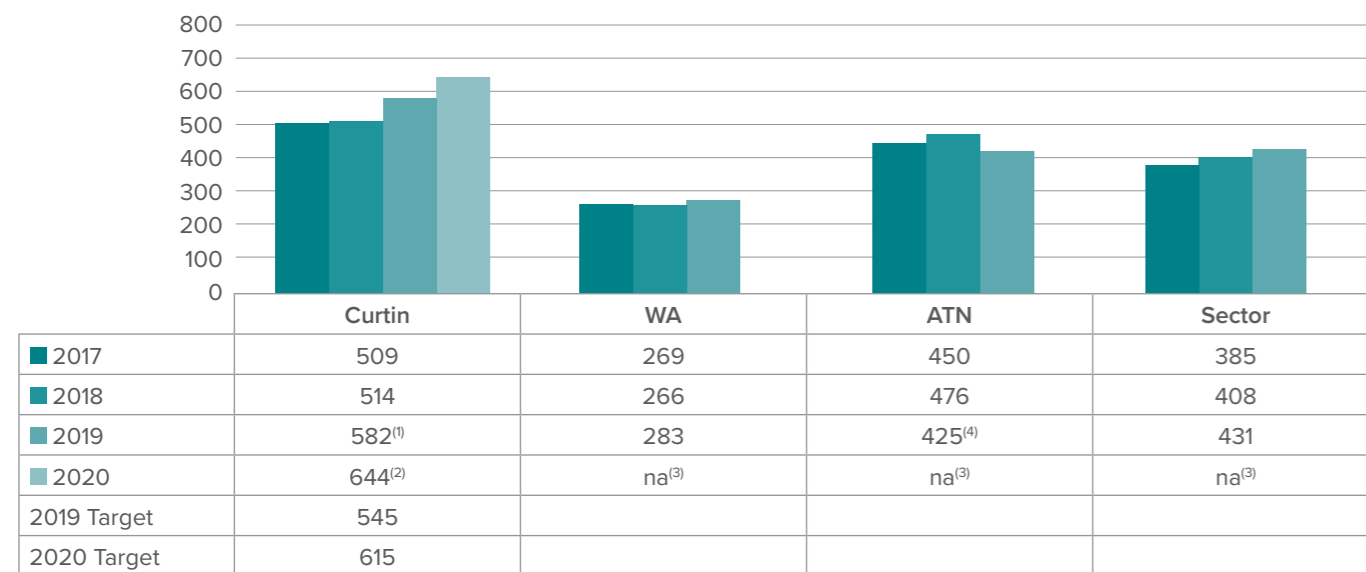
Classification: Effectiveness measure

Benchmark gauge: WA universities, ATN universities and the Higher Education sector.

This measure includes all ATSI students enrolled at Curtin, both undergraduate and postgraduate.

In 2020, the University achieved a significant increase in its overall ATSI enrolment numbers from 2019, which was well above the target. Historical trends show that Curtin has been performing well above WA, ATN and sector averages for this measure.

Total Enrolments – Aboriginal and Torres Strait Islander students

	Curtin	WA	ATN	Sector
■ 2017	509	269	450	385
■ 2018	514	266	476	408
■ 2019	582[1]	283	425[4]	431
■ 2020	644[2]	na[3]	na[3]	na[3]
2019 Target	545			
2020 Target	615			

Data source: 2017–2019 ATSI student data, DESE; Curtin's internal systems.

Notes:
(1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.
(2) The 2020 figure is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome.
(3) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.
(4) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).

Research and Innovation

Outcome Component: 5. Research Performance

To be a leading international university, Curtin must have strong research capability and performance.

Curtin's research performance is dependent on its capacity to conduct research activities. The number of publications produced by research-active staff and Higher Degree Research completions are an indication of research intensity and productivity.

Research income is an indicator of the University's ability to attract research funding in a competitive environment and provides a proxy measure for national and international research performance.

Key Performance Indicator: 5.1 Publications per Research Only/Teaching and Research staff FTE

Classification: Efficiency measure

Benchmark gauge: ATN universities and the Higher Education sector.

This measure provides an indication of the research productivity of Curtin research staff.

Publications are classified as the number of items in Clarivate's Web of Science Core Collection indices with document type "Article" or "Review" via InCites*. Staff full-time equivalent (FTE) includes all staff in "Teaching and Research" and "Research Only" functions. Staff FTE for the "Teaching and Research" function is calculated at 40 per cent of total FTE for the research function.

Publication output per research staff FTE has grown steadily since 2017. Historical trends show that Curtin is tracking above ATN and sector averages. The University's steady growth can be attributed to alignment with Curtin's strategic direction in research, which include a stronger focus on encouraging and supporting quality research outputs. This has resulted in steady growth in scholarly journal articles over the last five years. Due to a one-year data lag, data is only available up to 2019.

Publications per Research Staff FTE

	2017	2018	2019	2020	2019 Target	2020 Target
Curtin	4.1	4.4	5.3	na[2]	3.9	4.5
Average ATN Universities	3	3.2	3.7[1]	na[2]		
Average Sector	2.6	2.7	3	na[2]		

Data source: 2017–2019 Publications InCites dataset, Web of Science schema; 2017–2019 Staff FTE data, DESE.
* InCites is an external tool which collates comprehensive citation data and is used to measure Curtin performance against other institutions.

Notes:
(1) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).
(2) 2020 is not yet available due to timing of data collection.

Research and Innovation *(continued)*

Key Performance Indicator: *5.2 Total research income (Category 1 – 4)*

Classification: *Effectiveness measure*

Benchmark gauge: *ATN universities and the Higher Education sector.*

Research and development (R&D) income is an indicator of the University's effectiveness in attracting research funding in a competitive environment and provides a proxy measure for national and international research reputation. Success in attaining external funding to support the University's research is a qualitative measure of achievement. R&D income consists of four Higher Education Research Data Collection (HERDC) categories:

Category 1 – Australian Competitive Grant R&D Income

Category 2 – Other Public Sector R&D Income

Category 3 – Industry and Other R&D Income

Category 4 – Cooperative Research Centre (CRC) R&D Income

Research performance outcomes are being targeted through strategic support for grant proposals, recruitment of high performing researchers, and improved success in Australian Research Council (ARC) fellowship and grant programs. These strategies are delivering improved research income performance.

As research income data is reported with a year lag, data is only available up to 2019. Curtin's research income continues to grow and in 2019, the University exceeded its target of $100.0m by achieving $109.1m and is above the ATN and on par with sector average. Curtin also improved its Australian rank and is ranked number 10 for research income in 2019.

Total Research Income (HERDC Category 1–4)

	2017	2018	2019	2020	2019 Target	2020 Target
Curtin	$95.4m	$93.5m	$109.1m	na[2]	$100.0m	$100.0m
Average ATN Universities	$78.3m	$79.9m	$85.9m[1]	na[2]		
Average Sector	$93.9m	$99.3m	$109.1m	na[2]		
All Australian Rank	12	12	10	na[2]		

Data source: 2017–2019 Research income data, DESE.

Notes:
(1) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).
(2) Data for 2020 is not available due to timing of data collection and release by DESE.

Research and Innovation *(continued)*

Key Performance Indicator: *5.3 Completion numbers – Higher Degree by Research (HDR) students*
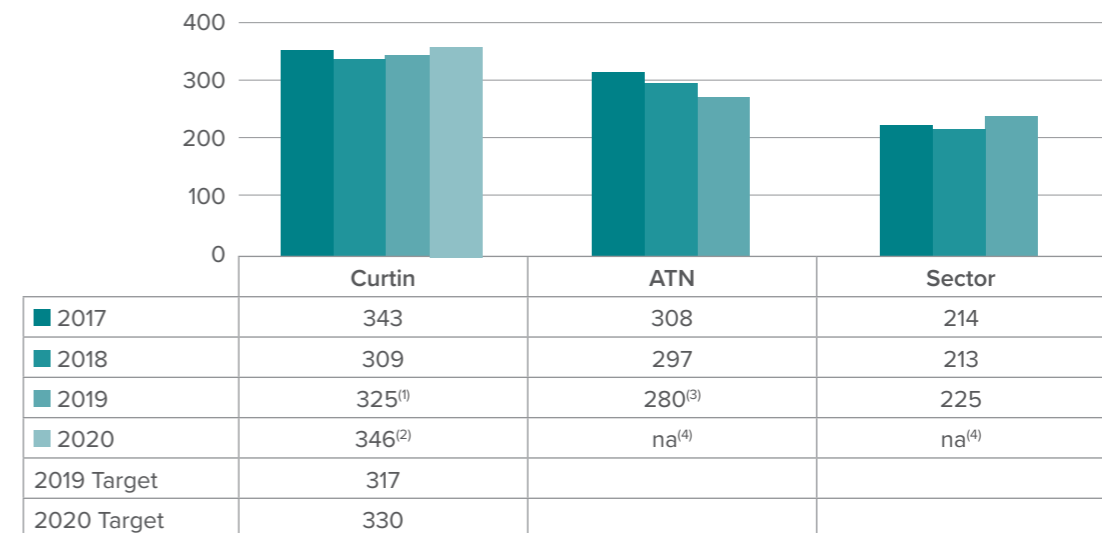
Classification: *Effectiveness measure*

Benchmark gauge: *ATN universities and the Higher Education sector.*

HDR Completions measures those students who completed their studies in a research Masters or Doctorate program. It is an important measure in determining future research training funding amounts from the Commonwealth government. HDR Completions also provides Curtin with an opportunity to benchmark its research productivity to other leading Australian universities.

Curtin had 346 HDR completions in 2020 compared to a target of 330, achieving a 6 per cent increase from 2019. Benchmark data for 2020 is not yet available; however historical trends show that Curtin is typically ahead of ATN and sector averages for HDR completion numbers.

Completion Numbers – HDR Students

	Curtin	ATN	Sector
2017	343	308	214
2018	309	297	213
2019	325[1]	280[3]	225
2020	346[2]	na[4]	na[4]
2019 Target	317		
2020 Target	330		

Data source: 2017–2019 Award course completions data, DESE; Curtin's internal systems.

Notes:
(1) The 2019 metric has been restated due to an internal measure being used as an interim proxy.
(2) The 2020 figure is derived using Curtin's internal systems and may be restated in the following year once the DESE publish the final outcome. Data shows headcount.
(3) 2019 excludes QUT from ATN data (QUT left the ATN in September 2018).
(4) Benchmark data for 2020 is not available due to timing of data collection and release by DESE.

Engagement and Impact

Outcome Component: 6. Industry Engagement

Engaging with industry provides Curtin with enhanced opportunities for undertaking research projects funded by industry, addressing industry challenges that result in outcomes that have both economic and community benefits. Industry-funded scholarships assist students financially and also provide vital access to work experience opportunities and industry mentors, thereby improving the overall educational experience.

Key Performance Indicator: 6.1 Category 3 and 4 industry income and industry scholarships

Classification: *Effectiveness measure*

Benchmark gauge: *There is no comparable data for benchmarking this measure.*

Industry-related research income is measured by HERDC income Category 3 (Industry and Other Funds) and Category 4 (Cooperative Research Centres), measured in AUD million in the year in which it is earned. Money received from industry for funding various domestic undergraduate and postgraduate coursework scholarships is also used as an indicator of industry engagement.

As research income data is reported with a year lag, data is only available up to 2019. Curtin did not achieve its 2019 target due to subdued growth in industry income and also a significant reduction in scholarships income as a result of cessation of certain scholarships agreements with key industry partners. Subdued growth is expected in 2020 as a result of COVID-19 impacts.

Industry Income (Category 3-4) and Industry Scholarships

	2017	2018	2019	2020	2019 Target	2020 Target
Industry Income (Category 3-4) and Industry Scholarships	$38.7m	$31.2m	$31.5m	na[1]	$40.0m	$40.0m

Data source: 2017–2019 Research income data, DESE; 2017–2019 Scholarship data Curtin's internal systems.

Notes:
(1) 2020 Research income data is unavailable due to timing of data collection and release by DESE.

People and Culture

Outcome Component: 7. Staff Engagement

During 2018, a decision was made to redesign the approach and develop an in-house staff survey. The previous YourVoice survey was administered by an outsourced external provider.

The new staff engagement survey was developed in July 2019 to replace the existing YourVoice survey. The new survey measures overall satisfaction and the level of staff engagement, an outcome component of the 2017–2022 Strategic Plan.

Key Performance Indicator: 7.1 Staff engagement survey results

Classification: *Effectiveness measure*

Benchmark gauge: *Not applicable*

This staff engagement survey is expected to be conducted annually.

Staff Engagement Survey Results

2020 staff engagement survey results show an improvement against 2019 outcomes, with 73.1 per cent of staff indicating that they are overall satisfied compared to 72.9 per cent in 2019. Whilst below the target of 75.0 per cent, the result shows positive improvement.

	2017	2018	2019	2020	2020 Target
Overall Staff Satisfaction	77.5%[1]	na[2]	72.9%[3]	73.1%	75.0%

Data source: Data compiled by the Office of Strategy and Planning.

Notes:
(1) 2017 data, YourVoice survey.

(2) Previous survey was conducted biennial and no survey was conducted in 2018.

(3) 2019-2020 staff engagement survey results are collected using Curtin's internal systems and includes all Australian campuses. In 2020 the number of Curtin staff survey respondents excluding sessionals and casuals was 2,336, and the response rate was 65 per cent. The margin of error was 1.20 per cent at a 95 per cent confidence level.

People and Culture (continued)

Outcome Component: *8. Diversity and Equity*

An increased number of ATSI people in the workforce is a key objective of the University and aligns to the Curtin Reconciliation and Action Plan.

Increased participation of women in the workforce is part of the University's Equal Employment Opportunity Management Plan.

Key Performance Indicator: *8.1 Number of Aboriginal and Torres Strait Islander staff and internships*

Classification: *Effectiveness measure*

Benchmark gauge: *This indicator is an internal measure and there is no comparable data for benchmarking.*

ATSI staff include Continuing/Fixed Term and Sessional/Casual staff. Internships includes ATSI students undertaking casual employment through Curtin's "Earn While You Learn" program and "ATSI Student Placement Program."

Building on the success of 2019, Curtin performed well in 2020 with 148 ATSI staff and interns, which was slightly below the target of 150 for 2020. Despite recruitment challenges as a result of COVID-19, the ATSI staff numbers reflect a continued focus for the University.

Number of Aboriginal and Torres Strait Islander Staff and Interns

	2017	2018	2019	2020	2020 Target
ATSI Staff and Interns [1]	106	116	145	148	150

Data source: 2017–2020 ATSI staff and interns data is derived from Curtin's internal systems.

Notes:
(1) Includes continuing, fixed term, sessional and casual staff.

People and Culture (continued)

Key Performance Indicator: *8.2 Staff gender balance*

Classification: *Effectiveness measure*

Benchmark gauge: *ATN universities and the Higher Education sector.*

Staff gender balance is measured by the proportion of women (FTE) in senior positions, that is those who are in "Professional Higher Education Worker (HEW) Level ≥10" and "Academic Level E (ALE)" positions.

Curtin's women in ALE positions has improved and achieved the 2020 target; however Professional HEW ≥ 10 was relatively stable from 2019 and remains below the target. Curtin is currently below the ATN and sector averages and strategies are in place to support Curtin achieving the longer term targets. A focus on academic promotion and career development and succession planning is expected to have a positive impact on the representation of women across Professional HEW ≥10 and ALE positions.

Women in Professional HEW ≥10 Positions

	2017	2018	2019	2020	2020 Target
Curtin	38.6%	36.8%	44.7%	44.4%	48.0%-52.0%
ATN Average	51.5%	51.5%	51.3%[1]	54.5%[1]	
Sector Average	50.6%	51.5%	52.7%	53.3%	

Women in Academic Level E Positions

	2017	2018	2019	2020	2020 Target
Curtin	19.3%	25.1%	26.9%	29.9%	29.0%
ATN Average	27.7%	29.5%	30.8%[1]	31.9%[1]	
Sector Average	27.2%	28.2%	29.4%	30.5%	

Data source 2017-2020 data, Australian Higher Education Industrial Association (AHEIA).

Notes:
(1) 2019 and 2020 excludes QUT from ATN data (QUT left the ATN in September 2018).

Global Positioning

Outcome Component: 9. International Reputation

To be a leading international university, Curtin must have strong research performance and enhance its international reputation through global collaborations and outreach.

Research outputs with international co-authors provide an indication of the level of international engagement of academic staff with their peers overseas. Steady and cumulative growth in such research outputs enhances the visibility of Curtin research and cements key relationships, which are key drivers for reputation, collaboration and citations.

The prestige of being ranked within the Academic Ranking of World Universities (ARWU) provides significant opportunities to seek new teaching and research alliances with high achieving universities, benefiting both staff and students. The measures reflect credible external evaluations.

Key Performance Indicator: 9.1 International co-authorship

Classification: Effectiveness measure

Benchmark gauge: Comparison of Curtin's percentage of international co-authorship against previous years reflects the level of international engagement of staff with peers overseas. The data was previously sourced from the University's research information management system "Elements" and is now being sourced from an external data source, InCites.

The measure details the percentage of total research publications ("Article" or "Review") which have at least one co-author with an international-only affiliation on the publication. The data and percentage of international co-authorship is sourced from the InCites dataset (Web of Science schema).

Curtin has exceeded its target of 45.0 per cent for 2019 with the percentage of international co-authorship reaching 61.3 per cent.

International Co-Authorship

	2018	2019	2020	2019 Target	2020 Target
% International Co-authorship	61%	65%	na[1]	45%	50%

Data source: 2019 Publications, InCites dataset, Web of Science schema.

Notes:
(1) 2020 is not yet available due to timing of data collection.

Key Performance Indicator: 9.2 The Academic Ranking of World Universities (ARWU) ranking

Classification: Effectiveness measure

Benchmark gauge: There are no comparable measures for WA or sector.

The ARWU uses six objective indicators to rank world universities, including the number of alumni and staff winning Nobel Prizes and Fields Medals, the number of highly cited researchers selected by Thomson Reuters, the number of papers published in Nature and Science journals, the number of papers indexed in Science Citation Index-Expanded and Social Science Citation Index, and the per capita academic performance of an institution. More than 1,800 universities are ranked by ARWU and the top 1,000 are published on the web. Rise in rank indicates the progress of Curtin in attaining leadership in research and education.

Curtin's performance in the ARWU ranking has remained relatively stable, with Curtin remaining at an estimated ranking of 9 nationally and improving slightly to an estimated 211 globally.

ARWU Ranking

	2017	2018	2019	2020	2020 Target
World Rank	151-200	151-200	201-300	201-300	Maintain/improve top 200 position
Estimated World Rank	180	181	212	211	
National Rank	9-10	9	9-15	9-15	Maintain top 10 position
Estimated National Rank	9	9	9	9	

Data source: 2017–2020 ARWU ranking data, ShanghaiRanking Consultancy; 2017–2020 estimated ranks are calculated by Curtin's Office of Strategy and Planning using publicly available scores and a factored calculation.

Sustainable Future

Outcome Component: 10. Financial Sustainability

To provide an excellent learning experience that is financially sustainable.

Key Performance Indicator: 10.1 Teaching and Learning (T&L) expenditure per equivalent full-time student load (EFTSL)

Classification: Efficiency measure

Benchmark gauge: This indicator is an internal measure and there is no comparable data for benchmarking.

T&L expenditure relates to the teaching of Curtin's programs. Utilising the measure of average cost of teaching per EFTSL provides an indicator of efficiency. It is important to note that average expenditure per EFTSL is largely dependent on the mix of disciplines taught by an institution. Curtin's high representation of laboratory-based courses raises relative service delivery costs, as does the delivery of regional higher education programs in locations such as Kalgoorlie.

Due to the changing nature of business models for course delivery, e.g. increased online offerings, a target for this measure has not been set.

Teaching and Learning Expenditure per EFTSL

	2017	2018	2019	2020
T&L Expenditure ($'000)	$627,788	$586,378	$644,087	$638,181
EFTSL	36,676	36,842	37,424	37,776
T&L Expenditure per EFTSL	$17,117	$15,916	$17,211	$16,894

Data source: 2017–2020 data, Curtin's internal systems.

Key Performance Indicator: 10.2 Revenue from non-Commonwealth sources

Classification: Effectiveness measure

Benchmark gauge: This indicator is an internal measure and there is no comparable data for benchmarking.

This measure shows the percentage of funding that is not sourced from Australian Government Financial Assistance or Upfront Student HECS-HELP Contributions, as a measure of Curtin's long term financial sustainability. There has been a decrease in the percentage of non-Commonwealth revenue for 2020, which can be attributed to a change in investment revenue.

Revenue from Non-Commonwealth Sources

	2017	2018	2019	2020	2019 Target	2020 Target
Non-Commonwealth Sources	42.4%	42.3%	39.4%	37.9%	44.0%	44.0%

Data source: 2017–2020 data, Curtin's internal systems.