



INTERNATIONAL
COLLEGE of AUCKLAND

Strategic BUSINESS PLAN 2026



Positioning ICA for Sustainable Growth and Academic Excellence

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1. EXECUTIVE SUMMARY



To position ICA for sustainable growth in 2026 by enhancing programme quality, diversifying enrolments, and improving student outcomes.

VISION

To be a leading provider of engineering-aligned education in New Zealand, recognised for academic excellence and student support.

MISSION

Empower students from diverse backgrounds to achieve academic and career success through innovative teaching, strong industry links, and a supportive learning environment.

- Double total enrolments with a balanced international mix.
- Launch NZQA-approved NZDE strands in high-demand sectors.
- Integrate EWRB competencies into NZDE delivery.
- Enable returning international students to complete NCEA literacy/numeracy exams.
- Grow Level 5 IT diploma pathway by 50%.
- Stabilise English language offerings into three classes (avg. 16 students).
- Improve graduate employment/further study outcomes to 85% within six months.
- Maintain NZQA “Low Risk” status under the new framework.
- Develop Graduate Diploma in Civil Engineering for students with overseas bachelor’s degrees.
- Investigate Bachelor applications in Applied AI and Engineering Technology.

2. ORGANISATIONAL SNAPSHOT



Founded

2002

Ownership

Privately owned; governed by Board of Directors

Accreditation

NZQA Category 2/3; Levels 4–7

Campus

Central Auckland; 1,000 m²; 9 classrooms, labs, lounge, library

2025 Students

102

2025 Revenue

\$2.4M

NZQA EER Status

\$2.4M

Industry Partnerships

12 Auckland-based employers for internships

Leadership

Principal, Academic Dean, Operations Manager, Marketing & Recruitment Manager

3. MARKET ANALYSIS

Sector Overview

Post-COVID recovery with strong demand from South Asia, Southeast Asia, and Latin America.

Target Markets

International

India, Philippines, Vietnam, Colombia, China, Sri Lanka, Nepal

Domestic

School leavers (NCEA literacy/numeracy), adult learners in Engineering and IT

Competitive Positioning

ICA differentiates through small class sizes, personalised support, strong pastoral care, and industry-readiness.

Regulatory Environment

Immigration NZ's streamlined visa processing for high-performing providers. Target: 80% visa approval rate.

Stricter attendance and academic progress monitoring. Target: 90% average attendance.

New Initiatives

Short-term training department, AI short courses for 600 students, Industry engagement with 50+ companies for internships

4. ACADEMIC PROGRAMMES

Current Offerings:

**NZ Diploma in Engineering
(Civil) – Level 6 & 7**



**NZ Certificate in
English Language
Foundation to Level 5**



**NZ Diploma in
Information Technology
Level 5**



Performance Metrics:

- Completion Rate: 88%
- Graduate Employment/Study Rate: 78% (2025)

Planned Programmes:

- 2026: Graduate Diploma in Civil Engineering (Level 7)
- 2027/28: Bachelor of Applied AI, Bachelor of Engineering Technology

Quality Assurance:

- Quarterly internal moderation; annual external moderation with industry input.
- Biannual internal audits.



**Your personalised pathway
to success in New Zealand**

5. MARKETING & RECRUITMENT

Channels

- Agent networks in target countries
- Digital campaigns (SEO, Facebook/Instagram)
- Alumni referrals
- LinkedIn (employer engagement – launch in 2026)

Events

- Auckland International Education Fair
- Open Days
- Virtual Info Sessions



**Empowering your journey
to thrive in New Zealand**

6. OPERATIONS PLAN

- Staffing: 12 academic (FT/PT), 10 admin/support
- Student Services: Pastoral care, career services, academic workshops
- Technology: Wisenet, Moodle Cloud LMS, upgraded SMS (2025)
- Facilities: Refurbishment of classrooms, expansion of engineering and computer lab
- New Initiatives: Short-term training department, AI short courses for 600 students,

Industry engagement with 50+ companies for internships

7. FINANCIAL PLAN



Funding Sources:

- 92% Tuition Fees
- 5% Short Courses
- 3% Other Income

Risks:

- Exchange rate volatility
- Visa policy changes
- Offshore online competition
- Programme relevance

Risk Mitigation:

- Diversify source markets
- Cross-train staff
- Maintain positive net cashflow; no further shareholder loans required

8. STRATEGIC INITIATIVES FOR 2026

Initiatives:

- Launch new academic programmes
- Explore micro-credentials in Engineering and IT
- Expand internship partnerships (+15 employers)
- Investigate sustainability measures (energy, waste)
- Explore domestic funding opportunities

9. MONITORING & EVALUATION

Key Performance Indicators (KPIs):

- Enrolment Growth: +30%
- Completion Rate: $\geq 90\%$
- Graduate Outcomes: $\geq 85\%$
- Student Satisfaction: $\geq 90\%$

Reporting Framework:

- Monthly academic and departmental reviews
- Quarterly board reports
- Annual stakeholder review

10. SUPPORTING DOCUMENTS

Documents:

- Market research summaries
- Organisational chart
- Programme outlines
- Policy summaries



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