Engagement Outcomes & Findings
Issue 2
Prepared for University of South Pacific



Emalus (Vanuatu) Campus
USP Engagement Report

The Master Plan Context

What is the USP Master Plan aiming to achieve?

The USP Master Plan aims to provide an evidence-based framework for the development and renewal of six of the University of the South Pacific's campuses over the next 10 years. The six countries included are Laucala, Vanuatu, Solomon Islands, Samoa, Tonga, and Kiribati.

The Master Plan seeks to guide investment decisions, prioritise infrastructure upgrades, and shape the physical environment of each campus to better support learning, teaching, and student experience. In other words, to blur the lines between learning and living to create a sticky campus where students are drawn in and encouraged and supported to stay. The intent is also to ensure each campus reflects USP's identity as well as the identity of each member country and communities.

Master planning considers the connections between and entry to buildings, outdoor and social spaces as well as the role and function of buildings.

The Emalus (Vanuatu) Campus

The Vanuatu campus plays a significant role in extending USP's reach into Melanesia, providing access to higher education for local students. As a campus with an established local presence, Emalus presents an opportunity for targeted investment to improve the quality and functionality of its existing built environment, and position the campus for sustainable long-term growth. The Master plan seeks to support resilient infrastructure upgrades that improve the use of the campus since the 2024 earthquake damage.



Contents

01 Introduction **4**
Overview - Engagement Approach 5
Key Findings & Consistent Themes 6

02 Vanuatu (Emalus) Campus **7**
Vanuatu (Emalus) Campus Context 8
Site Observations 9
Engagement Activities 10
Online Survey 11
Key Engagement Themes 13
Spatial Implications 14
Next Steps & Decisions Required 15

03 Appendices **16**
1.0 Workshop Attendees 17
2.0 Workshop Mapping & Activities 18
3.0 Workshop Slides 26
4.0 Survey Questions 30

Jessika Hames
Director (Education, Science & Research Portfolio)
j.hames@hamessharley.com.au

Rebecca Spencer
Associate Director (Urban Design & Planning Portfolio)
r.spencer@hamessharley.com.au

Whadjuk Noongar Country
Level 3, 712 Hay Street
Perth, Western Australia 6000

+08 9381 0200

www.hamessharley.com.au

Hames Sharley | 50 YEARS OF IMPACT

DOCUMENT CONTROL

Date	Issue	Staff
29/05/2026	1	JH / RS
13/10/2026	2	RS

DISCLAIMER

The information contained in this report has been prepared with care by our company, or it has been supplied to us by apparently reliable sources. In either case, we have no reason to doubt its completeness or accuracy. However, neither this company nor its employees guarantee the information, nor does it or is it intended to form part of any contract. Accordingly, all interested parties should make their own inquiries to verify the information, as well as any additional or supporting information supplied, and it is the responsibility of interested parties to satisfy themselves in all respects.

This report is for the use only of the party to whom it is addressed and Hames Sharley disclaims responsibility to any third party acting upon or using the whole or part of its contents.

This document has been prepared for the use of University of the South Pacific only. Copyright © 2026 by Hames Sharley WA Pty Ltd.

No part of this document shall be reproduced in any form without written permission of Hames Sharley.

USP THE UNIVERSITY OF THE SOUTH PACIFIC

University of the South Pacific



Cover Image courtesy of Hames Sharley, © 2026. Rebecca Spencer/Maddie Ford, used with permission / licensed for use.

Introduction

01

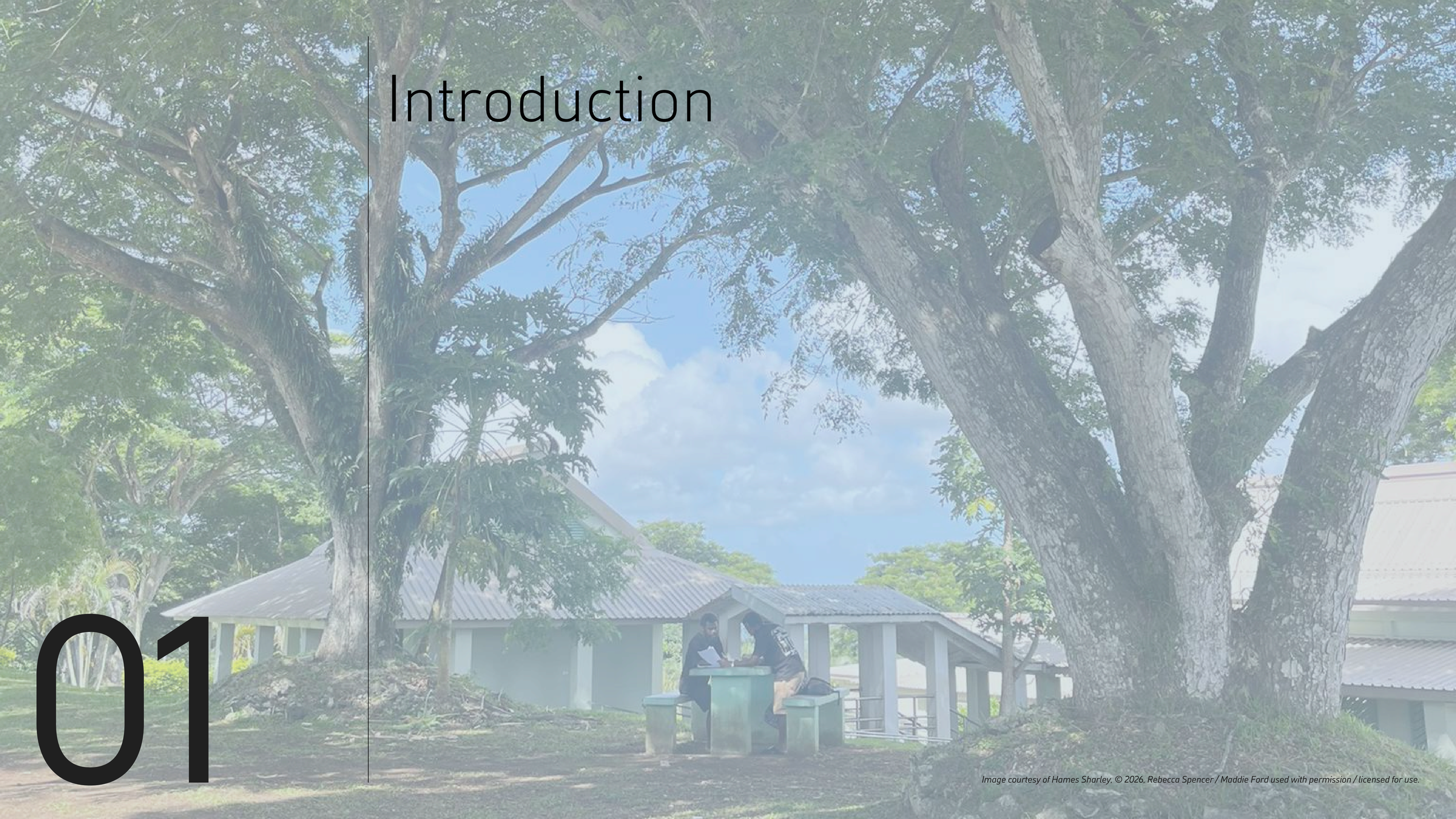


Image courtesy of Hames Sharley. © 2026, Rebecca Spencer / Maddie Ford used with permission / licensed for use.

Overview

Engagement Approach

Engagement Purpose

Stakeholder engagement is a foundational component of the USP Master Plan Update & Expansion project, ensuring the future direction of each campus is informed by the everyday experiences, aspirations and priorities of those learning, teaching and leading the strategic direction at USP.

The purpose of engagement is additionally to cultivate a sense of shared ownership in the masterplanning process, supporting future implementation by involving campus communities early in shaping future outcomes.

In line with the scope of the project, engagement was completed at the six campuses in focus for the master plan; Solomon Islands, Tonga, Samoa, Kiribati, Laucala (Fiji) and Vanuatu.

Engagement Methods

The engagement framework integrates four complementary components:

1. Strategic discussions with USP leadership and Heads of School
2. In person staff and student workshops
3. An online survey distributed across the USP network
4. Campus assessments

Strategic Discussions

In depth interviews with USP leadership and Heads of School were guided by questions relating to:

+ Positioning & academic strategy
+ Student experience & outcomes
+ Social & environmental sustainability
+ Digital transformation
+ Risk & future readiness
+ Space utilisation, optimisation & quality
+ Implementation priorities

Staff and Student Workshops

At each campus workshops were conducted with students and staff separately, to ensure a diversity of perspectives and voices heard.

Workshops were structured as a mix of facilitated discussion and interactive mapping exercises, designed to capture:

+ What is working well on campus
+ What is not working well
+ What is missing or limiting the campus experience
+ Key priorities for the next decade

Online Survey

An online survey open between February 2026 and May 2026 enabled participation of staff and students and widened input to capture views from people who didn't attend in person workshops. The survey captured demographic information, patterns of campus use, perceived strengths and limitations, and future aspirations. A total of 454 respondents completed the questionnaire across all the campuses.

The combination of the survey and workshops ensures the master planning recommendations are informed by both depth (through in person engagement) and breadth (through network wide input).

Campus Assessment

Campus assessments established a shared understanding of existing conditions and spatial layout. Observations were focused on a visual, primarily external, review of the campus environment, supported by targeted observations of building condition, circulation, amenity, and patterns of use.

Campus tours were led by local campus based staff and the Hames Sharley Team was accompanied by key USP Estates and Infrastructure team members tasked with delivering the master plan project.

A digital application was used to capture photographs, building identifiers, use and key observations. Campus assessments were not intended to capture every building, but rather to ground truth existing information and inform the subsequent engagement workshops.

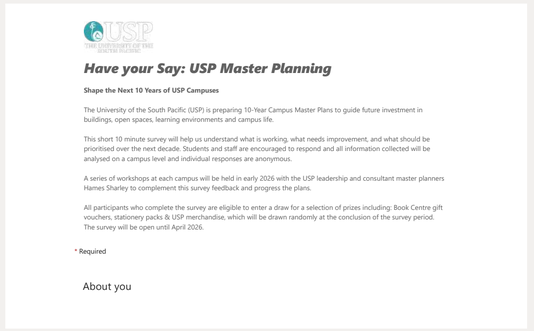
Campus assessments were supported by a local campus leadership meeting to understand campus specific objectives, constraints and opportunities.

Integration of Findings

This report integrates findings from the leadership discussions, workshops, online survey and campus assessments. Insights have been reported thematically and mapped spatially. This provides a comprehensive understanding of campus performance, user experience and future needs to ensure engagement outcomes directly inform campus specific strategies and the overarching masterplan framework.







USP

THE UNIVERSITY OF THE PACIFIC PACIFIC PEOPLES

Have your Say: USP Master Planning

Shape the Next 10 Years of USP Campuses

The University of the South Pacific (USP) is preparing 10-Year Campus Master Plans to guide future investment in buildings, open spaces, learning environments and campus life.

This short 10 minute survey will help us understand what is working, what needs improvement, and what should be prioritised over the next decade. Students and staff are encouraged to respond and all information collected will be analysed on a campus level and individual responses are anonymous.

A series of workshops at each campus will be held in early 2026 with the USP leadership and consultant master planners Hames Sharley to complement this survey feedback and progress the plans.

All participants who complete the survey are eligible to enter a draw for a selection of prizes including: Book Centre gift vouchers, stationery packs & USP merchandise, which will be drawn randomly at the conclusion of the survey period. The survey will be open until April 2026.

* Required

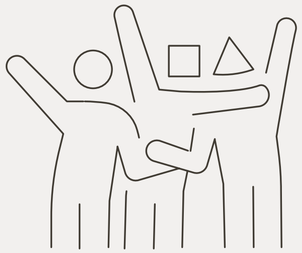
About you

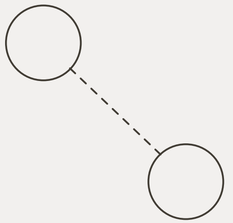
Key Findings & Consistent Themes

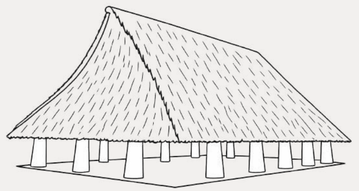
Across All USP Campuses













01 Building Condition & Space Utilisation

+ Deferred maintenance and non-conformances present a significant challenge across all campuses.
+ Underutilisation of existing spaces is present at several campuses.
+ Accessibility requires further consideration at all campuses, with particular attention to campus heart precincts.
+ There is an under provision of toilet facilities at all campuses.

02 Learning & Teaching Environments

+ The library and computer labs are key components of a sticky campus experience. These are both well utilised, highly demanded spaces. The need for campus computers is related to laptop ownership levels.
+ Students consistently identify access to wifi and power as high priorities.
+ Casual and outdoor study spaces are in strong demand across all campuses; provision should consider shade, weather protection, wifi and power where possible.
+ There is a clear need for agile, future-proofed learning environments that can adapt to evolving pedagogical models.

03 Student Experience

+ Sport and recreation are key drivers of student engagement and satisfaction.
+ Access to amenities including food and convenience retail is valued across all campuses and should be considered as part of any campus improvement works.

04 Arrival, Movement & Transport

+ Arrival experiences across campuses require improvements.
+ Campus legibility and traffic safety require careful consideration Pedestrian and vehicle movements should be separated to ensure safe and accessible circulation for all users.
+ Security presence should be visible and deliver a consistent experience across all campuses.

05 Cultural & Architectural Context

+ The universities take pride in their regional identity and place strong value on architecture that reflects local vernacular character and spatial typologies such as maneaba, tamtams, artefacts and meeting places.
+ New and refurbished built form should seek to interpret and express this regional context in a contemporary and meaningful way.

06 University Residences

+ On-campus living for both students and staff require a consistent delivery strategy across campuses.
+ The transition to an online learning model introduces a higher need for on-campus staff accommodations for visiting academics.

Vanuatu (Emalus) Campus

02

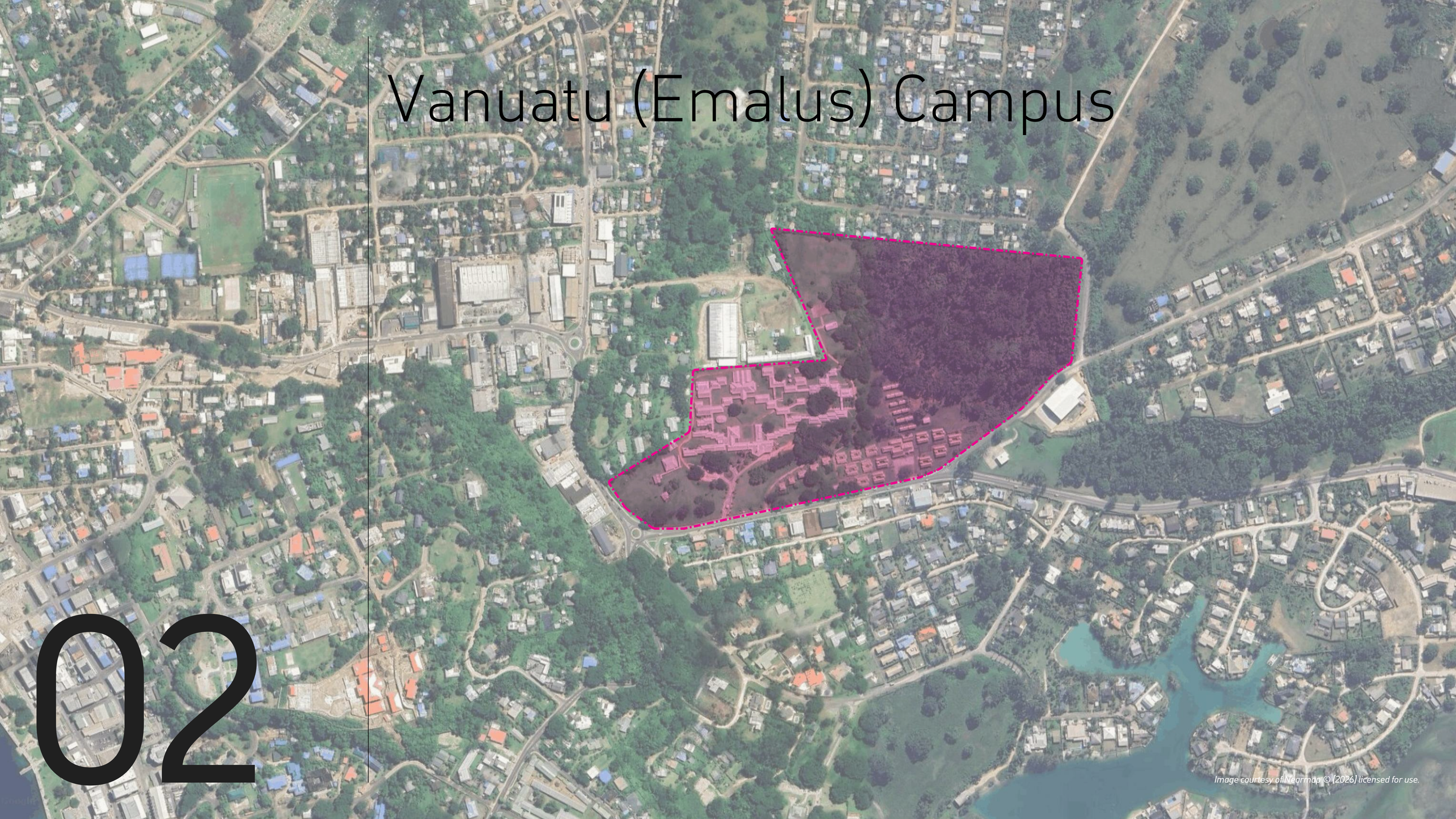


Image courtesy of Nearmap © [2026] licensed for use.

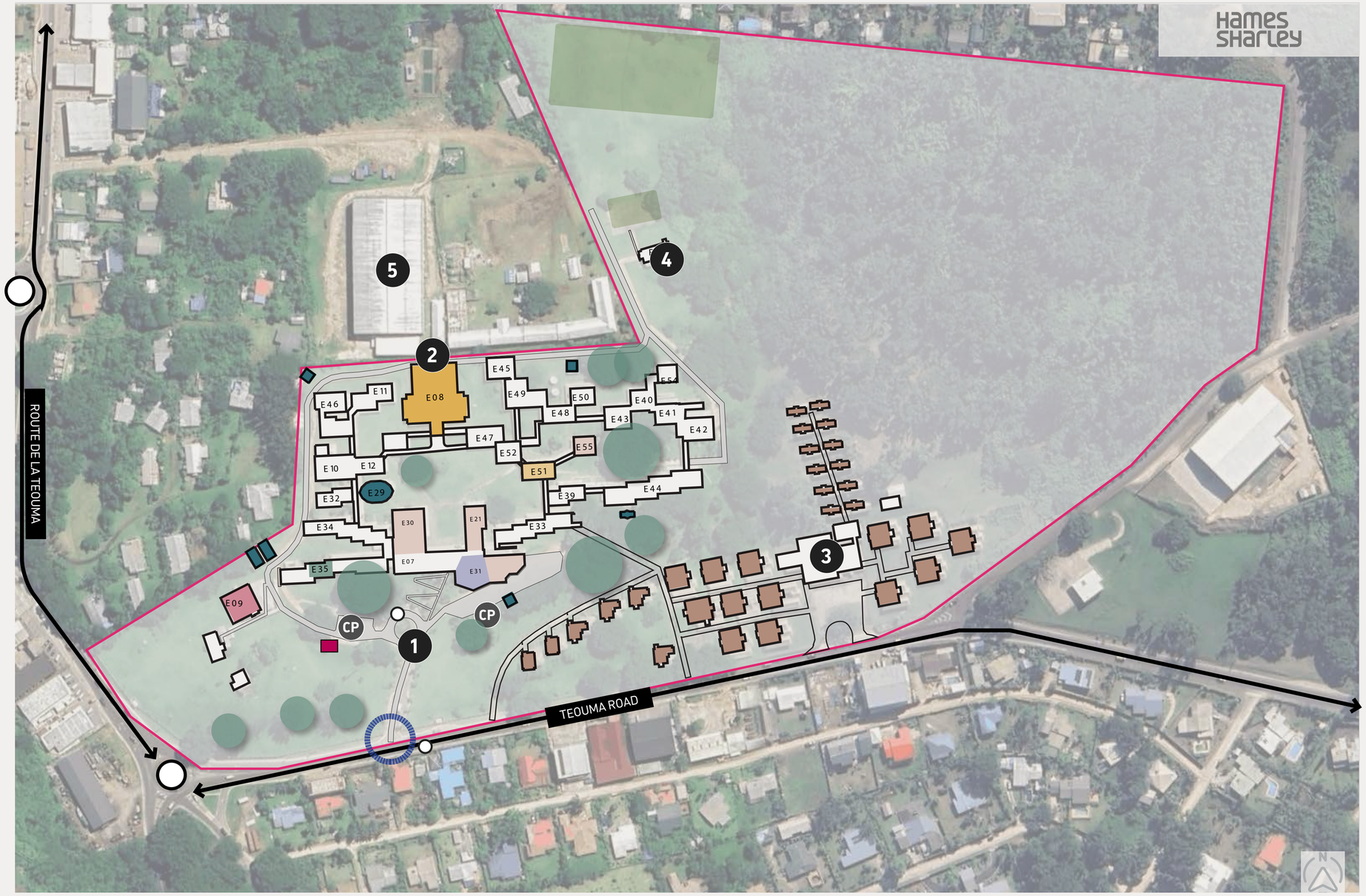
Vanuatu (Emalus) Campus

Campus Context

The Emalus campus opened in 1989 and has hosted the university's School of Law since 1996. The 30-acre campus sits on land owned by the people of Erakor, within the town limits of Port Vila, and is characterised by lush gardens and traditional tamtams throughout the grounds.

The campus has a relaxed, verdant character distinct from other USP campuses. Facilities damaged by past cyclones and the 2024 earthquake are currently under renovation, with a new student hub planned for construction by 2027.

Number of Properties	7
Land Area (m^2)	1,1641,27
Building Gross Floor Area (m^2)	14,850
Number of Buildings	81
Deferred Maintenance (FJ$)	8,602,289



LEGEND

Master Plan Extents	
Primary Road	
Shared Access Road	
Bus Stop (Informal)	
Campus Building	
1	Main Entry
2	Library Undergoing Renovation
3	Dining Hall
4	Gym
5	Community Hall (used for graduations)
CP	Car Park
Sports Field / Court	
Landscape	

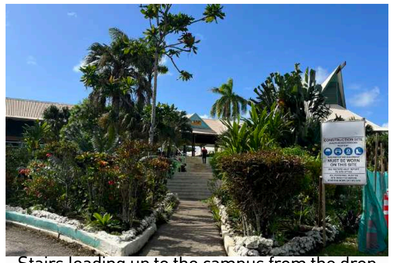
Building not in use (earthquake damage)	
Farea or Nakamal	
Library (under renovation)	
Temporary Library	
Conference Room	
Moot Court	
Medical Clinic	
Residences	
Temporary Food Tent	
E34, 32, 10, 12	Law Buildings
E44	Confuscious Building
E40 - 43	Chinese funded classrooms

1:2000 @ A3

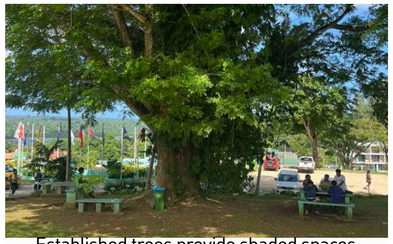
Site Observations

Photo Study


Porte-cochere entrance with member nation flags.


Stairs leading up to the campus from the drop off point.


Open grass area connecting to the library (under renovation) above.

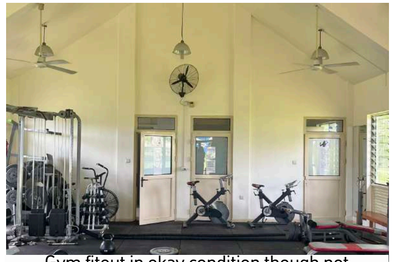

Established trees provide shaded spaces supporting casual study and every day social life on campus.


Pop-up take away food vendor is the sole provider of food on campus at present.


Conference room set up for an exam. Space has AC though is not accessible to students outside of this.


Canteen servery closed permanently.


Canteen seating space is vacant due to structural concerns and a lack of canteen tenant.


Gym fitout in okay condition though not accessible to students and staff at present.


Gym located at the top of campus adjacent to playing fields. Isolated from central heart.


Student services are set up in a temporary space following earthquake damage to original building.


Level changes across campus are a challenge for accessibility.


Cyclone shutters across campus protect internal spaces during severe weather events.


Several buildings being upgraded following earthquake damage.

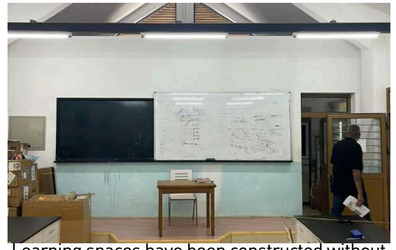

Typical office space, most with no AC.


Shared study space in the Confuscious building.


Sheltered walkways connecting teaching and office space across campus.

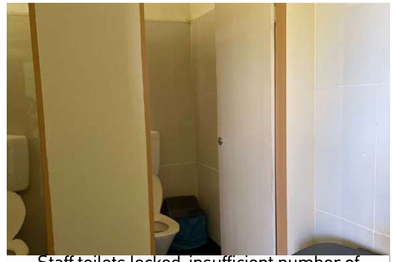

Existing moot court in poor condition.


Learning space with louvres providing cross ventilation in absence of air conditioning.


Learning spaces have been constructed without ICT infrastructure, with teachers relying on whiteboards and blackboards.


Farea a popular study location though not weather proof. Also used for social gathering space.


Desks outside the conference room a popular space particularly among female students with security booth overlooking.


Staff toilets locked, insufficient number of student toilets.

Engagement Activities

The project team visitied the campus in Vanuatu between the 6 to 8 May 2026.
The team included:

+ Rebecca Spencer, Hames Sharley
+ Maddie Ford, Hames Sharley
+ Michael Rajalingam, USP Project Manager
+ Vinesh Narayan, USP Manager Strategic Assets & Planning
+ Kalivati Artack, USP Design Lead
+ Colin Reiter, External Consultant

Workshops

Hames Sharley facilitated two workshops at the Vanuatu campus; one workshop focused on student experience with current students, the second workshop was focused on staff and teacher experiences with all staff invited. Refer Appendix 2 for mapping and activity records and Appendix 3 for workshops slides.

Students Workshop Details

+ 2 hour workshop, Thursday 7 May 2026
+ 24 students attended (Refer Appendix 1)

Staff Workshop Details

+ 2 hour workshop, Thursday 7 May 2026
+ 16 staff attended (Refer Appendix 1)



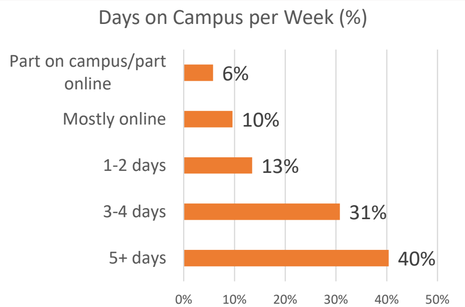


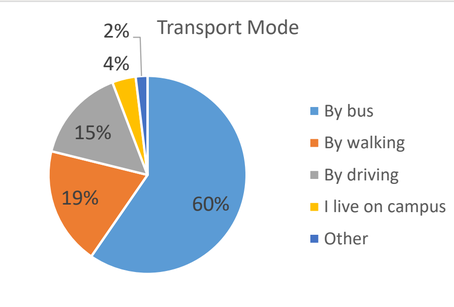
Online Survey

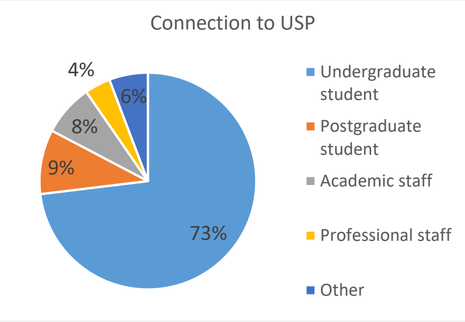
Key Findings, Emalus

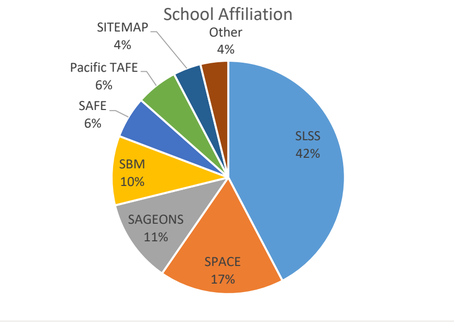
Demographics summary

+ Total 52 responses - 43 students, 9 staff.
+ Respondents were typically undergraduate students (73%).
+ Most respondents travel to campus on buses (60%), followed by walking (19%).
+ Students/staff spend much of the week on campus with 40% attending campus 5+ days per week and the typical length of stay on campus being 6+ hours (58%).
+ Travel time (single trip) is typically less than 30min (75%) though 35% of respondents spend more than 30min getting to campus.







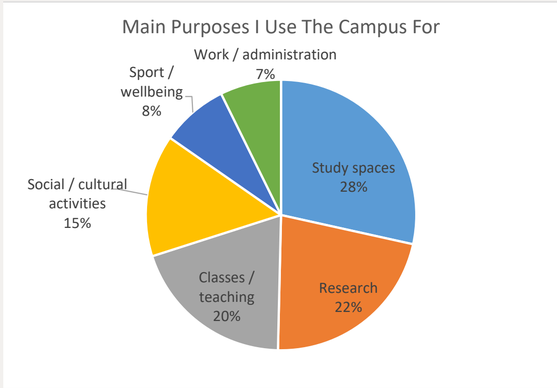


Current context

+ The Library is the space that works best for respondents (17 mentions).
+ Importantly 28% of repondents come to campus to use study spaces, more than the 20% coming to campus for classes/teaching.

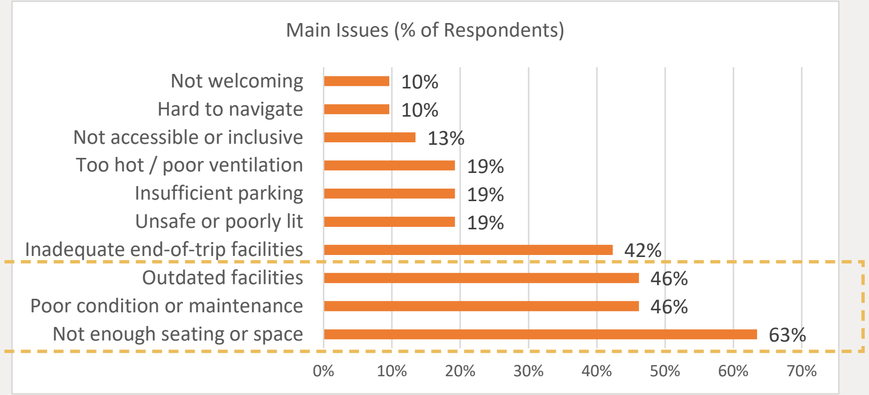
Top 4 Spaces That Work Well

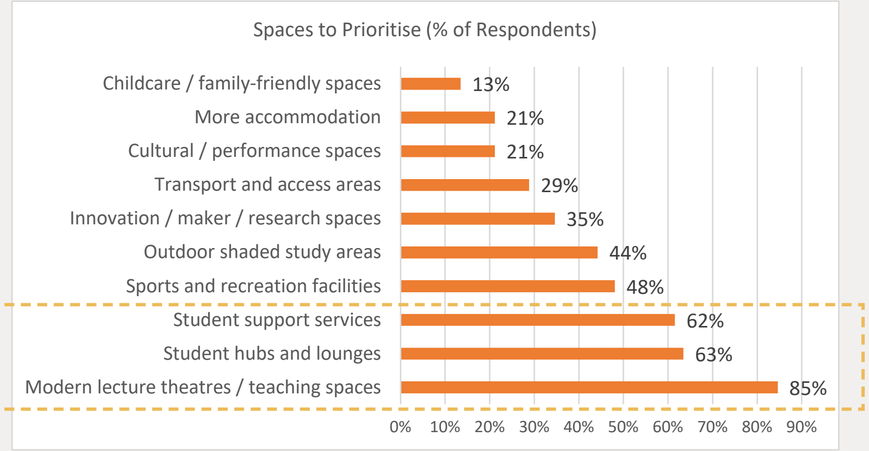
Rank	Space	Mentions
1	Library	17
2	Conference Room	13
3	Farea	7
4	Computer Labs	4



Challenges and future needs identified

+ Currently not enough seating on campus (63% agreed).
+ Modern lecture theatres and teaching spaces was identified as a priority for 85% of respondents, followed by student hubs and lounges (63%) and student support services (62%).





Qualitative snapshot

What makes USP Vanuatu Campus special?

"Up the hill and safe - the location provides a secure environment for students."

"It's a relaxable area that makes me focus on my studies. Connecting with a diversable cultural environment."

"That it is always welcoming and green - the natural environment creates a positive atmosphere."

Areas needing improvement

"The nakama in front of the chinese wing needs to be removed for better accessibility."

"Library, Gym, Conference Room - These facilities should be more accessible to students."

"The Main Library and Cafeteria and also the Gym needs an extension to accommodate more students."

One change for the next 10 years

"Erect big USP Emalus Sign up front gate. Install good security for the campus."

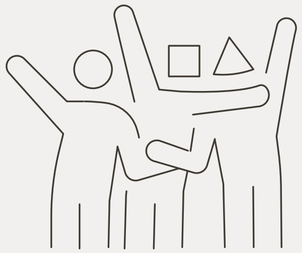
"The internet connection to be in everyplaces in the campus as soon as you arrived at the gate."

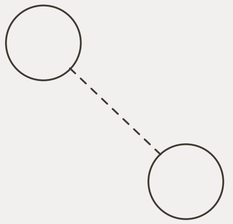
"I wouldn't change anything but I would add like a food outlet or a little on campus café."

Key Engagement Themes













01 Building Condition & Space Utilisation

+ Several buildings are underutilised. E.g. air conditioned teaching spaces at the back of campus (Chinese buildings) are not currently in use.
+ The conference room in good condition and has five A/Cs, though not accessible to students for study.
+ There are a number of buildings not able to be used since the earthquake and are either undergoing upgrades or still awaiting direction. E.g. Library, toilets, computer lab, staff areas.

02 Learning & Teaching Environments

+ Newly built classrooms are not being adequately equipped with ICT infrastructure (projector, camera) to enable effective blended learning mode delivery.
+ Library plans include group study rooms and more casual study space which was identified as a student need.
+ Opportunity to utilise the conference room for highly attended lectures.
+ Computer labs are well utilised, in demand spaces. One currently in use with another to re-open soon. Need for campus computers is related to laptop ownership levels.

03 Student Experience

+ Sticky campus infrastructure exists but is not operational e.g. gym, cafeteria, health clinic - are not open and accessible for all students and staff. Cafeteria is closed with pop-up food tent on the front lawn.
+ Safety and Security - important as residential students and staff use the campus 24/7. There is limited lighting in the evenings.
+ Farea located at back of campus typically used by men only. Women typically sit on tables outside the conference room that enjoy the breeze, sunlight and provide a sense of security.
+ More informal seating spaces needed - a social lounge area would be valued.

04 Arrival, Movement & Transport

+ Desire for campus entry to be a more welcoming and significant sense of arrival. USP currently progressing with road design.
+ Long commutes and high humidity support need for end of trip facilities on campus.
+ Overall layout of campus is logical though steep terrain and many stairs link the front to the back of campus.
+ One main entry to campus causes long walk around fence to entry point.
+ Car park currently being constructed as no existing formalised area.

05 Cultural & Architectural Context

+ Farea are highly valued and popular study spaces.
+ Proposed Nakamal at the heart of campus links the library and other core campus buildings and will provide much needed amenities for students and staff.
+ Tamtams in landscape around campus, to be retained as upgrades occur around campus.

06 University Residences

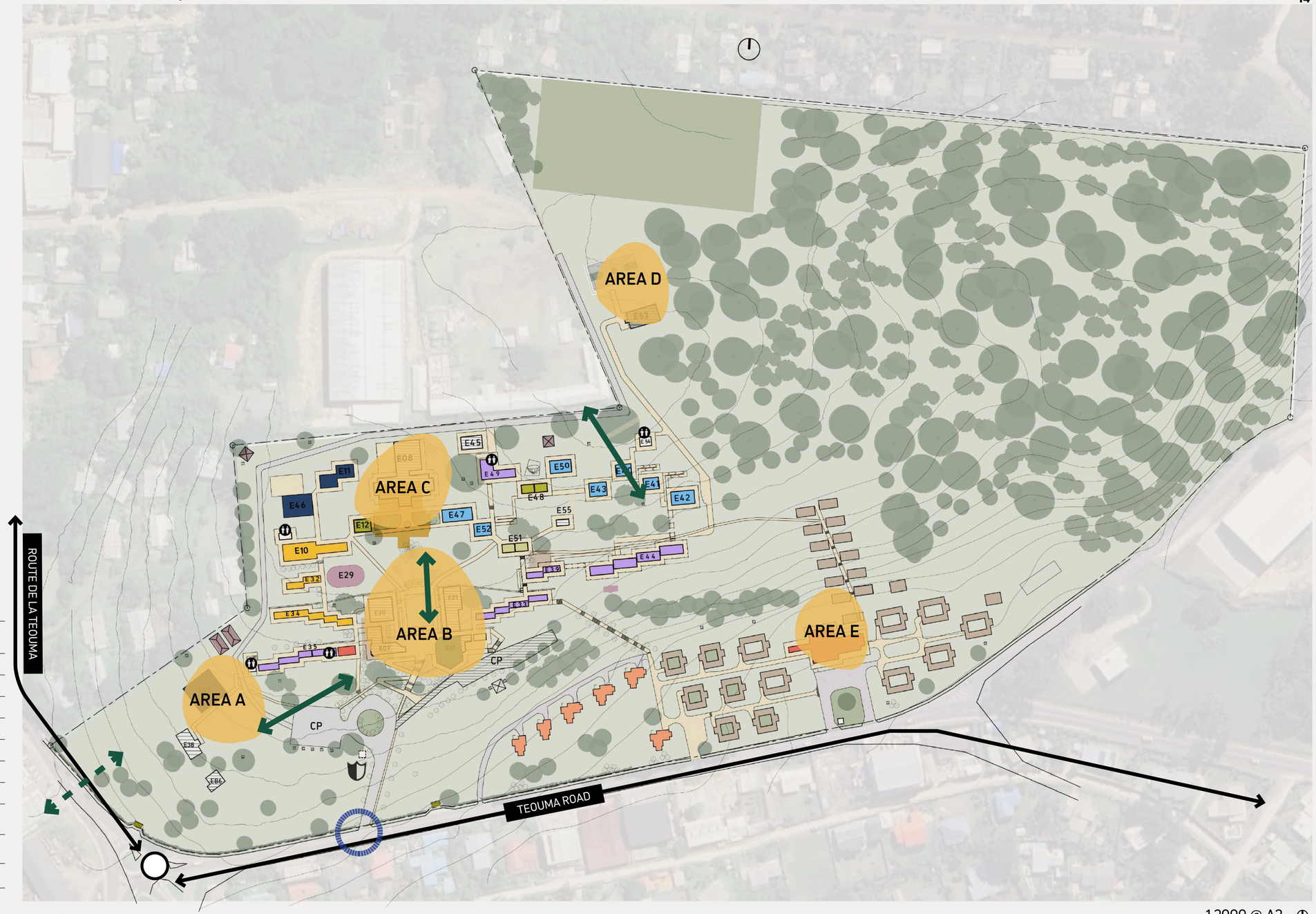
+ Female residences have been recently refurbished with plans for further renovations.
+ Dining hall has secured a tenant and is soon to be opened.

Spatial Implications

This section translates engagement themes into implications for campus masterplanning. The plan highlights key opportunity and priority areas for spatial planning, infrastructure and enhancing campus experience.

Engagement findings suggest that future master planning for the Vanuatu Campus should focus on:

+ **AREA A:** Students spend a lot of time at Student Association rooms that are marked for demolition. Moot court needs upgrade or reconsideration as law specialist space.
+ **AREA B:** Nakamal proposed in this location as well as improvements to arrival experience. Opportunities to increase usage of the conference centre by students as a study space.
+ **AREA C:** Library upgrades and connections to Area B.
+ **AREA D:** Gym use currently not permitted by students. To be reconsidered along with improved connection and wayfinding to the rest of campus.
+ **AREA E:** Dining hall upgrades in progress and potential to be a hub for live in students.



LEGEND

Master Plan Extents	Specialised Teaching Spaces (Wet & Dry Lab)
Internal Vehicle Access	Computer Labs
Internal Pathway	Fale / Outdoor Study
CP Car Park	Cafe, Bookshop, Dining Hall
Lawn	Gym
Landscape	Conference Centre
Academic Offices	Staff Residence
Administrative Offices	Student Residence
Learning & Teaching (lectures and tutorial rooms)	Building Not in Use / Undergoing Renovation
Library / Collaborative Study Spaces	Toilets
	External Road

Figure: Engagement Implications

1:2000 @ A3

Next Steps & Decisions Required

This section summarises the key outcomes and next steps following engagement.

TASK	RESPONSIBLE	DETAIL
Specialisation on campus	USP	USP to determine whether the law specialisation on campus is to remain or to support generalised study paths.
Proposed works on campus	USP	Provide HS with a spatial plan identifying proposed and ongoing works on campus.
Development of the masterplan	HS	The implications of this engagement report will inform the development of spatial principles, land use strategies, and staging approaches in subsequent phases of the project. The masterplan will explore a combination of quick wins as well as more substantial investment projects.



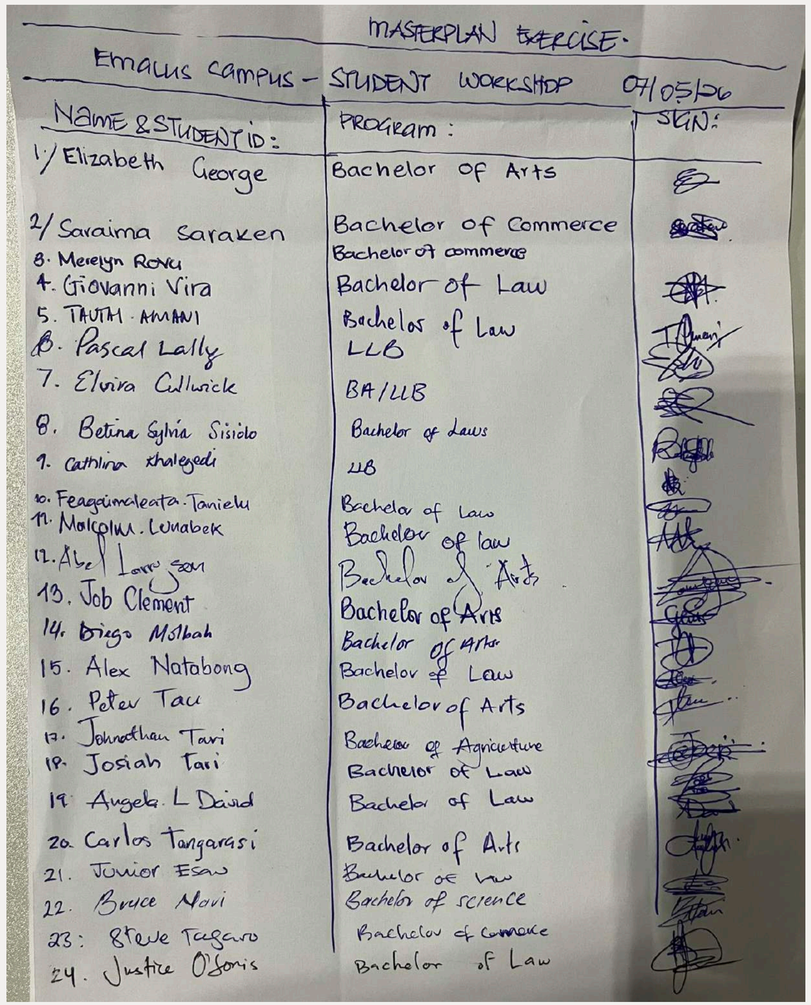
Appendices

1.0 Workshop Attendees
2.0 Workshop Mapping & Activities
3.0 Workshop Slide Pack
4.0 Survey Questions

03

1.0 Workshop Attendees

STUDENTS

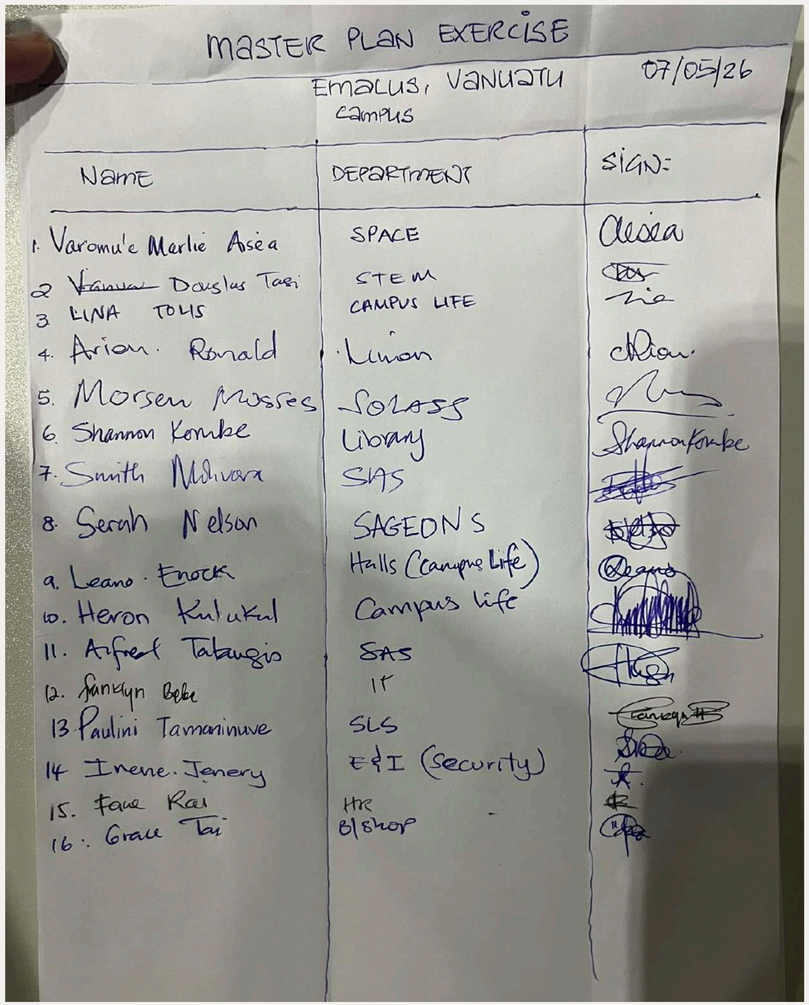


MASTERPLAN EXERCISE.

Emalus Campus – STUDENT WORKSHOP 07/05/26

NAME & STUDENT ID:	PROGRAM:	SIGN:
1/ Elizabeth George	Bachelor of Arts	
2/ Saraima Saraken	Bachelor of Commerce	
3. Merelyn Rovu	Bachelor of commerce	
4. Giovanni Vira	Bachelor of Law	
5. TAUTH AMANI	Bachelor of Law	
6. Pascal Lally	LLB	
7. Elvira Cullwick	BA/LLB	
8. Betina Sylvia Sisiolo	Bachelor of Laws	
9. Cathlina Khalegedi	LLB	
10. Feagaimaleata Taniela	Bachelor of Law	
11. Malcolm Lunabek	Bachelor of law	
12. Abel Lawrence	Bachelor of Arts	
13. Job Clement	Bachelor of Arts	
14. Diego Malbak	Bachelor of Arts	
15. Alex Natabong	Bachelor of Law	
16. Peter Tari	Bachelor of Arts	
17. Johnathan Tari	Bachelor of Agriculture	
18. Josiah Tari	Bachelor of Law	
19. Angela L David	Bachelor of Law	
20. Carlos Tangarasi	Bachelor of Arts	
21. Junior Esau	Bachelor of Law	
22. Bruce Mavi	Bachelor of science	
23. Steve Tagaro	Bachelor of Commerce	
24. Justice Ofonis	Bachelor of Law	

STAFF



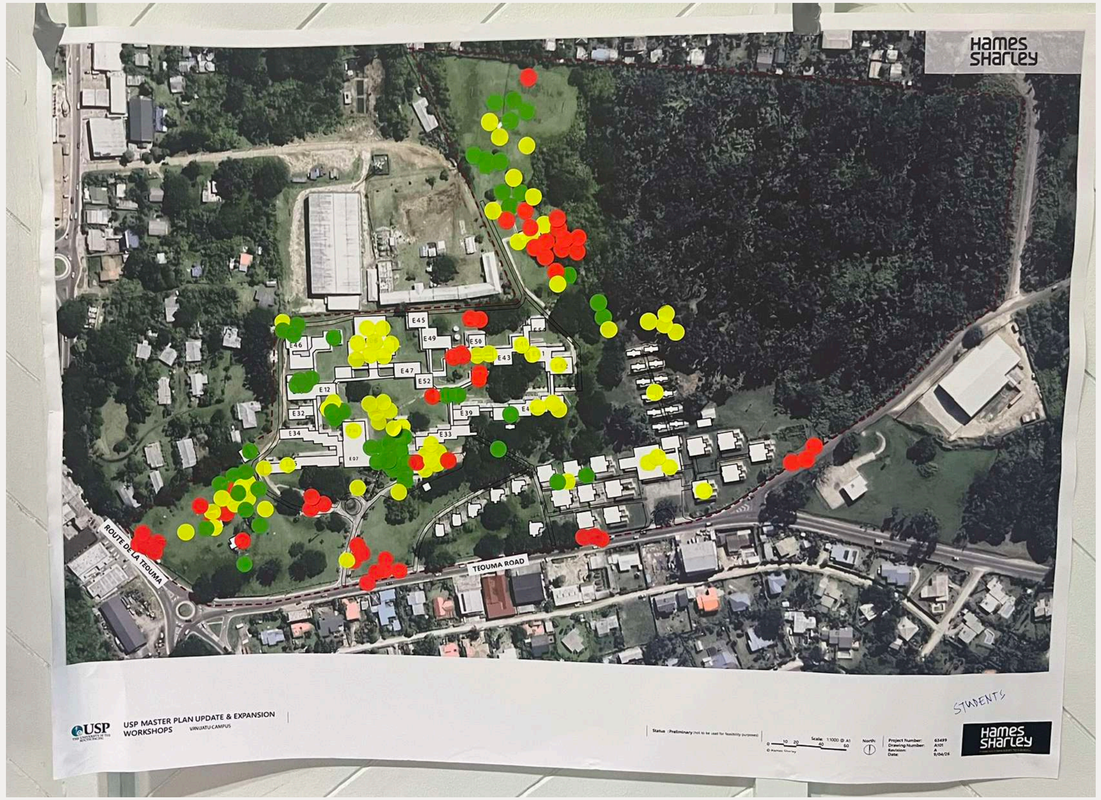
MASTER PLAN EXERCISE

Emalus, Vanuatu campus 07/05/26

NAME	DEPARTMENT	SIGN:
1. Varomule Marlie Asea	SPACE	
2 ~~Vanua~~ Douglas Tari	STEM	
3 LINA TOLIS	CAMPUS LIFE	
4. Arion. Ronald	Library	
5. Morsen Moses	SOLOSS	
6. Shannon Konuke	Library	
7. Smith Mativara	SAS	
8. Serah Nelson	SAGEONS	
9. Leano. Enock	Halls (Campus Life)	
10. Heron Kulukul	Campus life	
11. Arfred Tabangis	SAS	
12. Sanklyn Beke	IT	
13 Paulini Tamaninuve	SLS	
14 Irene. Jenery	E&I (Security)	
15. Fave Rai	HR	
16. Grace Tai	B/Shop	

2.0 Workshop Mapping & Activities

Students





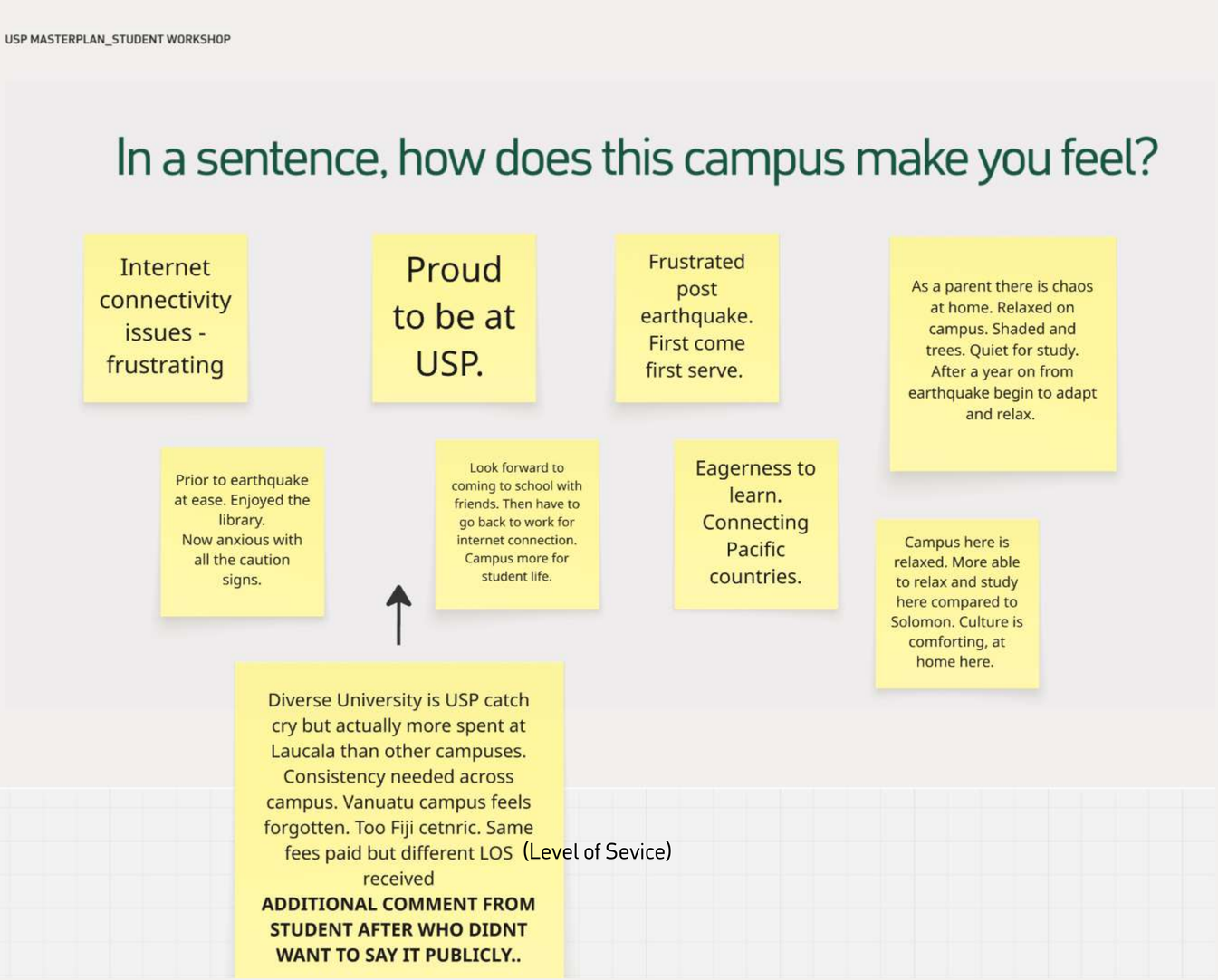
2.0 Workshop Mapping & Activities

Students



2.0 Workshop Mapping & Activities

Students



2.0 Workshop Mapping & Activities

Students

MASTERPLANNING PRIORITIES (votes)

+ Toilets and showers for after sports (16)
+ Increase computer labs availability not good enough and need extended time (12)
+ Sense of arrival, signage to know you are at USP (12)
+ WIFI coverage better in front of campus near booster, 1st years go to back area, older students come earlier and get a spot for good cover, needs to be better everywhere (12)
+ Improve the basketball courts backboards etc, like Laucala has, multipurpose - have competing teams, footsal and rugby already, have basketball team too (10)
+ Group learning spaces, whiteboards for group learning (9)
+ Food - expensive, lack of breakfast, need full day cafeteria open not just tent, need healthy, affordable, sheltered food, less than Laucala offer (8)
+ Mental counselling for students to support them here, anxiety experienced (7)
+ Lockers not used for 4 years since cycone - re-establish these (6)
+ Theatre / performance space, nowhere for people to practice these arts (5)
+ Student lounge/social space - (2)
+ Water fountains - only have 4 water bottled on campus currently (2)
+ Many study late at night - better lighting (1)
+ No USP bus at present (1)
+ Bookshop - need more payment methods, cash only - none

OTHER NOTES:

+ Laptop ownership - ~40% do not have one
+ ATM on campus - in the works
+ Gym and childcare are closed atm and also room we are in that is AC and could be opened and change booking systems to use the facilities
+ Medical - would be good to have Doctor as well as Nurse, need more expertise we have better not just new items to be built
+ Only 1 parent drives to campus, mainly drop offs
+ Regional students are given more priority than local students, should be equity for all

BIG IDEA:

+ Pool

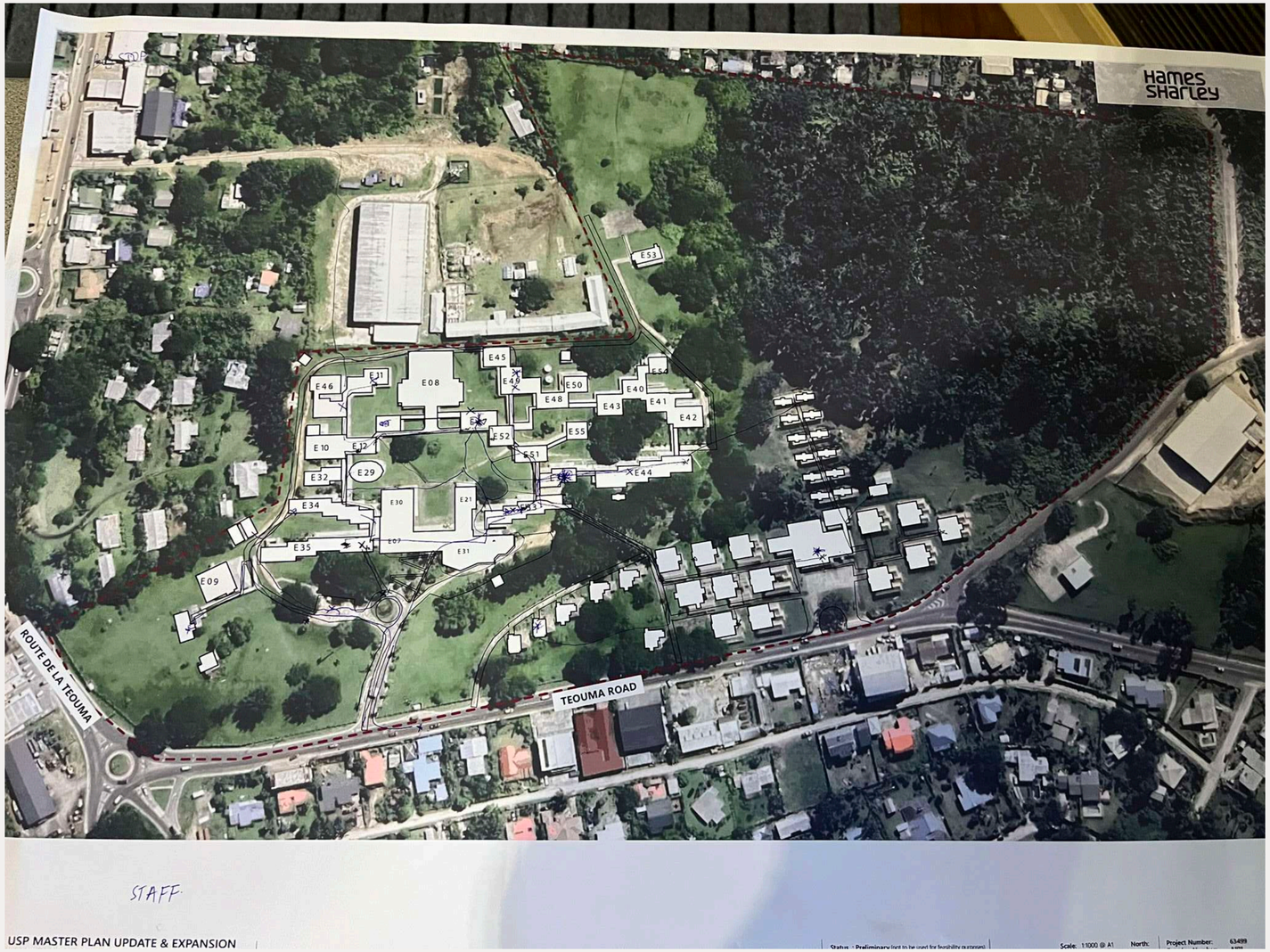
2.0 Workshop Mapping & Activities

Staff



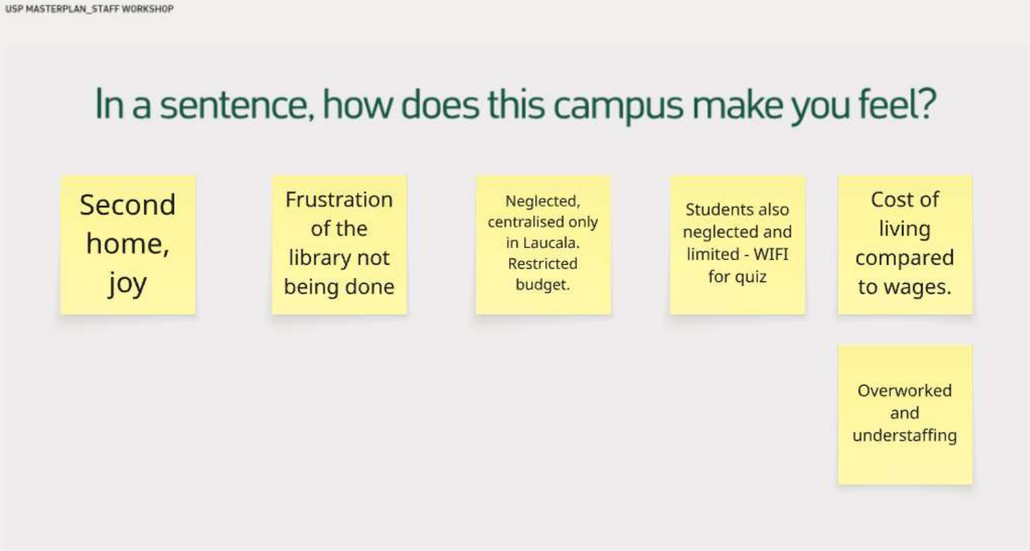
2.0 Workshop Mapping & Activities

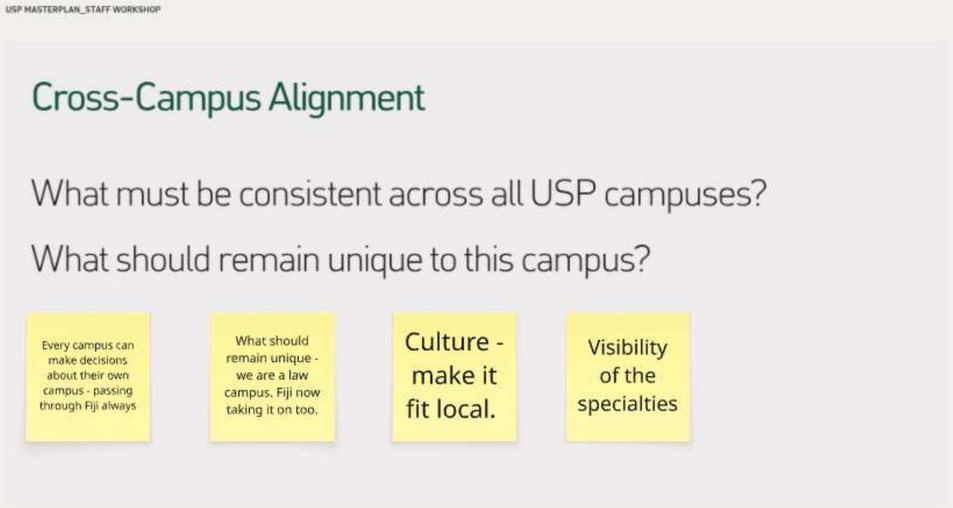
Staff



2.0 Workshop Mapping & Activities

Staff





2.0 Workshop Mapping & Activities

Staff

MASTERPLANNING PRIORITIES (votes)

+ Nurse should be available for staff as well as students
+ ICT enabled classrooms for online learning + WIFI/starlink on all buildings **(13)**
+ Group study spaces for students like the other campuses such as Laucala - new library will have 24 hr Postgrad space and group study rooms **(12)** (Note: could use existing offices at front of campus so could happen sooner than later, still waiting for furniture)
+ Staff Lounge social space - relax, eat, drink, events **(13)**
+ Food / cafeteria with seating to support food truck which was short term solution which has become long term solution **(13)**
+ Conference room for students study, needs to be staffed and monitored (not just external users) **(8)**
+ Classrooms - don't have enough for summer school etc. Upgrade existing buildings, add AC, up back of campus, currently not open. 30% occupancy atm. Some classrooms don't have lights that work, can't see projector - **(wide support)**
+ Night lighting very dangerous, have asked lecturers to leave lights on in offices so they can see, need a torch - **(wide support)**

BIG IDEAS

+ Hall for graduations and events
+ Tiered seating large lecture theatre

3.0 Workshop Slides

ARCHITECTURE
INTERIORS
URBAN DESIGN
PLANNING
LANDSCAPE

USP Masterplan

STAFF WORKSHOP, VANUATU

MAY 2026

USP THE UNIVERSITY OF THE SOUTH PACIFIC

Hames Sharley

USP MASTERPLAN_STUDENT WORKSHOP

Agenda

Part 1	Welcome & Context	20 minutes
Part 2	Mapping Activity What is working, what doesn't work?	30 minutes
Part 3	Future Campus Vision & Priorities	50 minutes
Part 4	Wrap up & Thank You	5 minutes

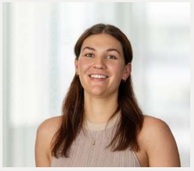
USP MASTERPLAN_STAFF WORKSHOP

Introductions

HALO!



Rebecca Spencer
Associate Director | Facilitator
HAMES SHARLEY



Maddie Ford
Urban Designer
HAMES SHARLEY



Who do we have in the room today?

USP MASTERPLAN_STUDENT WORKSHOP

Part 1 - Welcome & Context (20min)

USP MASTERPLAN_STUDENT WORKSHOP

USP Masterplan

+ To identify the University's infrastructure priorities for **the next 10 years.**
+ Expansion of a previous masterplan that focused on the Laucala Campus in Fiji.
+ The Masterplan applies to **six campuses:**
  + Laucala
  + Vanuatu
  + Kiribati
  + Solomon Islands
  + Tonga
  + Samoa



2019 Masterplan of Laucala

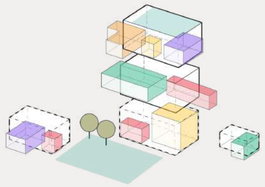
Shaping the University over the next 10 years, the masterplan will influence:

+ Buildings - **classrooms, study spaces, library, offices and administration.**
+ Outdoor Areas - **streets, paths, outdoor spaces**
+ Student Life - **sports and recreation, student accommodation, food vendors, social spaces.**

USP MASTERPLAN_STUDENT WORKSHOP

USP Masterplan

+ The masterplan document will guide University Estate & Infrastucture teams when undertaking future upgrades and infrastructure projects.
+ Masterplan will **explore potential for more agile, shared spaced** within the University.
+ Masterplan seeks to **diversify regional campuses** with course-specific infrastructure and **improve technology-enabled learning infrastructure.**
+ It will touch on sustainability at a high level only.
+ Masterplan to sit in parallel to the next triennial investment plan, with chapters for each campus.



USP MASTERPLAN_STUDENT WORKSHOP

USP Masterplan

WHAT IS THE PROCESS?



USP MASTERPLAN_STUDENT WORKSHOP

Respectful & Inclusive Engagement

+ We want to hear from everyone! Allow space for quieter voices.
+ Listen without interrupting please.
+ Respect different cultural perspectives and backgrounds.
+ Critique ideas, not people.
+ Use inclusive language.



USP MASTERPLAN_STUDENT WORKSHOP

Workshop Purpose



+ We are **focusing on Laucala** while we are here but we are also interested in hearing feedback about other campuses you have visited or are delivering programs at including:
  + Vanuatu
  + Kiribati
  + Solomon Islands
  + Tonga
  + Samoa

We want to understand patterns and needs:

+ What types of **spaces are working well**? What **spaces aren't up to standard**?
+ **Where do you spend the most time?**
+ Think about what the future students and staff in the next generation will need.

USP MASTERPLAN_STUDENT WORKSHOP

What Are We Hearing So Far?

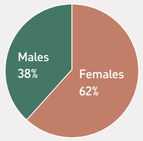
VANUATU

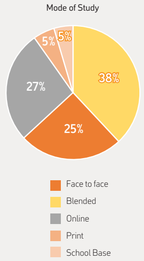
+ Currently have 22 responses from 17 students and 5 staff members.
+ Most travel to campus by bus.
+ Campus is mainly used for study spaces, research and classes/teaching.
+ The campus is comfortable and good for learning.
+ The farea are valued spaces.
+ Ongoing renovations a challenge.
+ Modern lecture theatres and teaching spaces as well as student hubs should be prioritised.

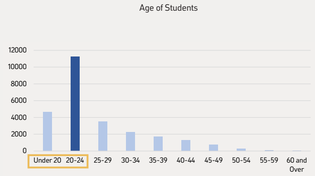


USP MASTERPLAN_STUDENT WORKSHOP

USP Demographics







Data for all students enrolled in 2025 across all USP campuses.

USP MASTERPLAN_STUDENT WORKSHOP

Campus enrolments

Campus	Students Enroled
Fiji - Laucala	15,735
Kiribati	913
Samoa - Alafua	875
Solomon Islands	4,262
Tonga	1,307
Vanuatu - Emalus	2,377

USP MASTERPLAN_STUDENT WORKSHOP

In a sentence, how does this campus make you feel?

USP MASTERPLAN_STUDENT WORKSHOP



Part 2 - Mapping Activity (30min)

USP MASTERPLAN_STUDENT WORKSHOP

Map 1: Place Assessment

Put coloured stickers on:

- Places that work well & the campus heart.
- Places that don't work / you avoid.
- Places with potential / opportunity.

USP MASTERPLAN_STUDENT WORKSHOP

Map 1: Place Assessment

Hotspots!

Why are these places working well, not working well, or showing potential?

- Places that work well & the campus heart.
- Places that don't work / you avoid.
- Places with potential / opportunity.

USP MASTERPLAN_STUDENT WORKSHOP

Map 2: Moving Around Campus & Places You Spend Time

X



Mark the places that you spend the most time.

Draw the routes you commonly take around campus.

USP MASTERPLAN_STUDENT WORKSHOP



Part 3 - Future Campus Vision (50min)

USP MASTERPLAN_STUDENT WORKSHOP

In 10 years time, this campus must have...

In groups identify:

Top 3 needs of the campus?

One big idea for the future.

Think about...

+ Online / hybrid / flexible spaces
+ Research / postgrad areas
+ Student services / wellbeing
+ Better places to... study, relax, collaborate, be alone
+ Spaces for Pacific culture / identity
+ Spaces to connect & belong
+ Climate resilient design (heat, storms, rain, shade)
+ Night safety / lighting / gathering

USP MASTERPLAN_STUDENT WORKSHOP

Cross-Campus Alignment

What must be consistent across all USP campuses?

What should remain unique to this campus?

USP MASTERPLAN_STUDENT WORKSHOP



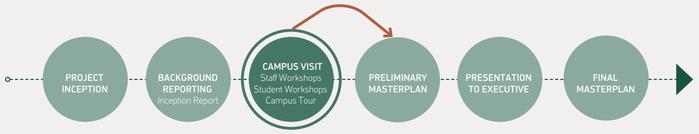
Part 4 - Wrap Up & Thank You

USP MASTERPLAN_STAFF WORKSHOP

Next Steps

+ Any final comments?
+ The survey outcomes, site visit information and workshops will inform the masterplan.
+ For those who have not completed the online survey, reminder this is closing in May!





Thank you.

USP THE UNIVERSITY OF THE SOUTH PACIFIC

Hames Sharley

4.0 Survey Questions

Have your Say: USP Master Planning

Shape the Next 10 Years of USP Campuses

The University of the South Pacific (USP) is preparing 10-Year Campus Master Plans to guide future investment in buildings, open spaces, learning environments and campus life.

This short 10 minute survey will help us understand what is working, what needs improvement, and what should be prioritised over the next decade. Students and staff are encouraged to respond and all information collected will be analysed on a campus level and individual responses are anonymous.

A series of workshops at each campus will be held in early 2026 with the USP leadership and consultant master planners Hames Sharley to complement this survey feedback and progress the plans.

All participants who complete the survey are eligible to enter a draw for a selection of prizes including: Book Centre gift vouchers, stationery packs & USP merchandise, which will be drawn randomly at the conclusion of the survey period. The survey will be open until April 2026.

* Required

About you

1. Which Best describes your connection to USP? *
   - ◯ Undergraduate student
   - ◯ Postgraduate student
   - ◯ Academic staff
   - ◯ Professional staff
   - ◯ Researcher
   - ◯ Visitor / community partner
   - ◯ Other

2. What year of study / career stage best describes you? *
   - ◯ 1st year student
   - ◯ 2nd year student
   - ◯ 3rd year student
   - ◯ 4th year+ / Postgraduate
   - ◯ Early career staff
   - ◯ Mid career staff
   - ◯ Senior career staff

3. Which USP campus do you attend? *
   - ◯ Laucala
   - ◯ Samoa
   - ◯ Vanuatu
   - ◯ Solomon Islands
   - ◯ Kiribati
   - ◯ Tonga

4. What school are you most closely affiliated with? *
   - ◯ School of Accounting, Finance and Economics
   - ◯ School of Agriculture, Geography Environment, Oceans and Natural Sciences
   - ◯ School of Business and Management
   - ◯ School of Information Technology, Engineering, Mathematics and Physics
   - ◯ School of Law and Social Sciences
   - ◯ School of Pacific Arts, Communication and Education
   - ◯ Pacific TAFE
   - ◯ Pacific Centre for Environment & Sustainable Development
   - ◯ Other

5. On a typical week, how often are you on campus? *
   - ◯ 1-2 days
   - ◯ 3-4 days
   - ◯ 5+ days
   - ◯ Part on campus and part online
   - ◯ Mostly online

6. How long do you usually stay on campus each day? *
   - ◯ 1-2 hours
   - ◯ 2-4 hours
   - ◯ Half a day (4-5 hours)
   - ◯ Whole day (6+ hours)

7. How do you usually get to campus? *
   - ◯ By driving
   - ◯ By walking
   - ◯ By bus
   - ◯ By cycling
   - ◯ I live on campus
   - ◯ Other

8. How long does it take you to travel to campus (single trip)? *
   - ◯ 0-5 minutes
   - ◯ 6-15 minutes
   - ◯ 16-30 minutes
   - ◯ 31-60 minutes
   - ◯ More than an hour

9. What do you mainly use the campus for? *(select all that apply)* *

- [ ] Classes / teaching
- [ ] Research
- [ ] Study spaces (library, labs, quiet areas etc.)
- [ ] Work / administration
- [ ] Social / cultural activities
- [ ] Sport / wellbeing
- [ ] Other

Places that work well or need improvement

10. What do you **value most** about this campus? *

Please select at most 3 options.

- [ ] Comfortable (shade, airflow, seating, etc.)
- [ ] Good for learning or working
- [ ] Good for social connection
- [ ] Well maintained
- [ ] Technology and Wifi access
- [ ] Culturally important / meaningful
- [ ] Easy to reach / central
- [ ] Other

11. Thinking about **your campus,** is there a building, open space or area on campus that **works really well for you**?
Examples could include: Main library, student centre, sports courts, outdoor space near xxxx building. Please write the space/building name or number if known. Please tell us why and you can tell us about more than one example. *

12. What are the **main issues** in this place? *Select all that apply* *

- [ ] Poor condition or maintenance
- [ ] Too hot / poor shade / ventilation
- [ ] Not accessible or inclusive
- [ ] Unsafe or poorly lit
- [ ] Not enough seating or space
- [ ] Outdated facilities
- [ ] Hard to navigate / confusing
- [ ] Not welcoming
- [ ] Inadequate end of trip facilities (showers, lockers, bike storage etc)
- [ ] Too far / difficult to access public transport
- [ ] Insufficient or unshaded parking
- [ ] Other

13. Is there a building, open space, or area that **most needs improvement**? *(please include the building or area name only and reasons why and you can tell us about more than one example)* *

14. How would you rate your current experience with internet connectivity on campus?

Very good	Good	Adequate	Poor	Very poor
○	○	○	○	○

15. If you have further comments on internet connectivity, specific to your campus, please provide here:
(optional feedback)

Looking ahead 10 years

16. Over the next 10 years, what should USP campuses be better at supporting? *

Please select at most 5 options.

- [ ] Flexible, technology-enabled learning
- [ ] Climate-resilient buildings and landscapes
- [ ] Cultural spaces and expression
- [ ] Student wellbeing and quiet spaces
- [ ] Research and innovation (specialist spaces)
- [ ] Collaboration and group work
- [ ] Accessible and inclusive environments
- [ ] More green and outdoor learning areas
- [ ] Sport, recreation and health
- [ ] Housing and student living
- [ ] Walking, cycling and safe movement
- [ ] Community connection
- [ ] Food outlets
- [ ] Shopping and services e.g. chemist or hairdresser
- [ ] Childcare service
- [ ] Other

17. Which types of spaces should be prioritised for upgrade or development over the next decade? *

Please select at most 5 options.

- [ ] Modern lecture theatres / seminar rooms / teaching spaces
- [ ] Student hubs and lounges
- [ ] Outdoor shaded study areas
- [ ] Cultural / performance spaces
- [ ] Innovation / maker / research spaces
- [ ] Sports and recreation facilities
- [ ] Staff collaboration spaces
- [ ] Student support services e.g. mental & physical health, administration, wellbeing
- [ ] Industry incubator hub
- [ ] Landscaped green areas
- [ ] Transport and access areas
- [ ] More accommodation
- [ ] Childcare / family-friendly spaces
- [ ] Other

Final Thoughts & Contact Details for Prize Draw

18. What in your view makes the USP campus you attend special?

19. If you could change one thing about your campus over the next 10 years, what would it be?

20. Would you like to be involved in the future workshops for the Master Plan? *

- ◯ Yes
- ◯ No

21. To be entered into the prize draw for participating in this survey, please leave your **name, email address and best phone contact number below.**

If you have expressed interest in being involved in a master plan workshop for your campus in the question above, you may be contacted by USP in coming months.

Thank you for your time and interest in the USP Campus Master Planning project.

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

Microsoft Forms

Enabling communities to flourish

Adelaide
Kaurna Country
Level 14, 182 Victoria Square
Adelaide, South Australia 5000
+61 8 8112 3400
sa@hamessharley.com.au

Brisbane
Turrbal Country
Level 2, 235 Edward Street
Brisbane, Queensland 4000
+61 7 3370 4600
qld@hamessharley.com.au

Canberra
Ngunnawal Country
+61 2 6110 1400
act@hamessharley.com.au

Darwin
Larrakia Country
C305, Level 1, Building 3, 19C Kitchener Drive
Darwin City, Northern Territory 0800
+61 8 8942 5800
nt@hamessharley.com.au

Melbourne
Wurundjeri and Bunurong Country
Level 3, 411 Collins Street
Melbourne, Victoria 3000
+61 3 9977 9200
vic@hamessharley.com.au

Perth
Whadjuk Noongar Country
Level 3, 712 Hay Street Mall
Perth, Western Australia 6000
+61 8 9381 0200
wa@hamessharley.com.au

Sydney
Gadigal Country
Level 1, 346 Kent Street
Sydney, New South Wales 2000
+61 2 8240 8900
nsw@hamessharley.com.au

Hames Sharley 50 YEARS OF IMPACT