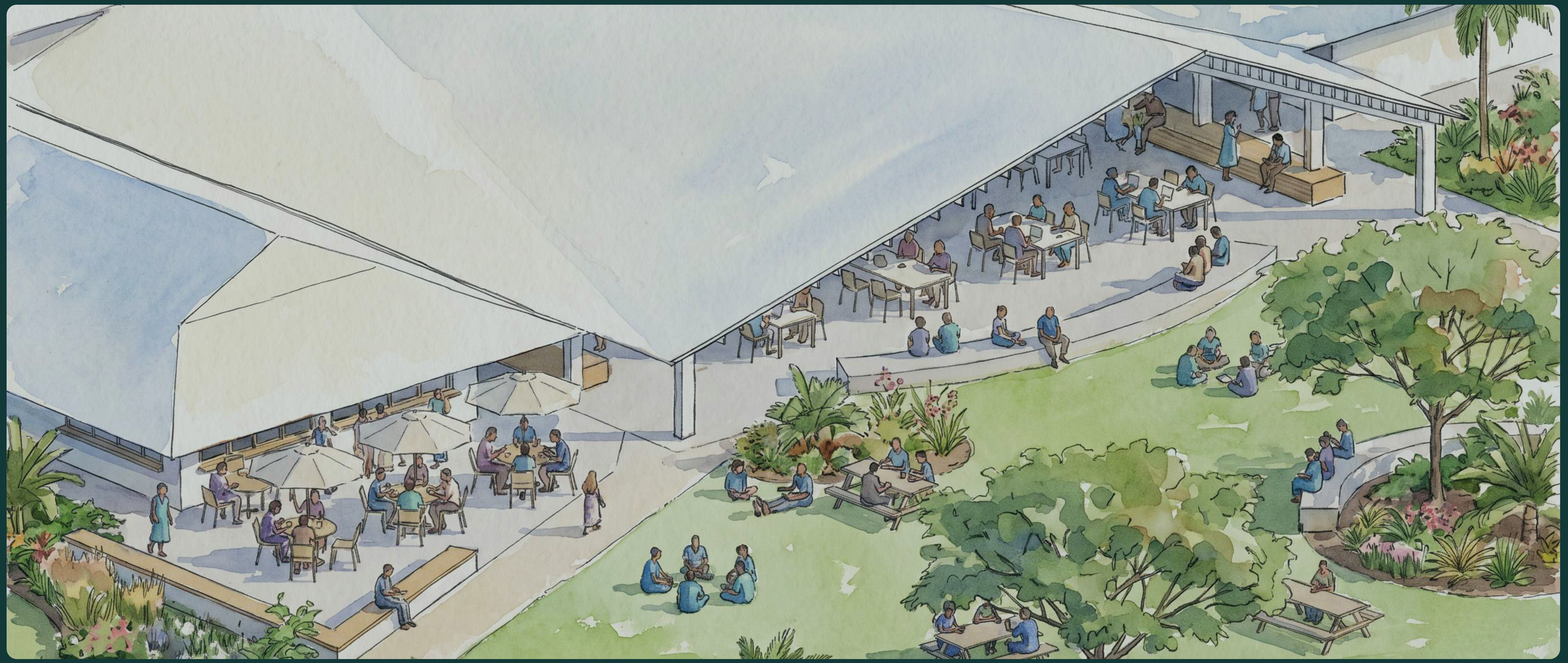


2026-2036 USP Master Plan

Vanuatu Campus

USP
THE UNIVERSITY OF THE SOUTH PACIFIC

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FRONT COVER IMAGE- Render views utilise a mixture of 3D mass modelling and generative AI elements and are indicative only. Building forms, landscape and all design elements are subject to design development in the future, and may not appear at correct scale or form. Images intended as aspirational and subjective only.

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Introduction

Master Plan Structure

The USP Vanuatu master plan report is structured into three sections:

1. Context Analysis - details existing condition and features, key engagement findings, campus-specific enrolment trends and projections, future space needs and priorities identified by USP.

2. The Master Plan - depicts proposed infrastructure projects that support campus precincts, student experience, learning and teaching, academic, administration and operations, university residences, movement, open space and landscape.

3. Implementation Plan - identifies the priority and timing for each proposed infrastructure project.

The inputs diagram below identifies the sources of information informing the development of the master plan.

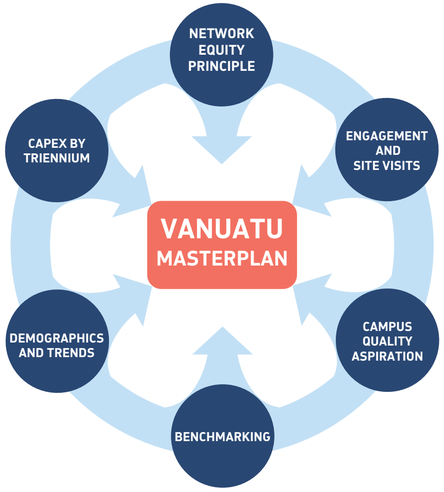


Figure: Master plan Sources of Information

Historical Development & Character

The Emalus campus opened in 1989 and has hosted the university's School of Law since 1996. The 12 hectare campus sits on land owned by the people of Erakor, within the town limits of Port Vila, and is characterised by lush vegetation and traditional tamtams throughout the grounds, giving the campus a relaxed feel.

Regional & Local Setting

The region is highly susceptible to earthquakes and cyclones, with a hot, tropical climate.

The Emalus campus is well positioned as an emergency evacuation centre and place of respite for the Port Vila community following natural disasters, owing to its topography and accessibility. Flexible staff and student hub facilities proposed in the master plan can be used as shelter for the wider community alongside their primary education function.

Past Reports

The most recent master plan for the **Emalus Campus (Jasmax, November 2013)** proposed significant new development. Whilst some assumptions and master plan directions can be retained, the 2026 master plan requires a shifted focus, reflecting:

+ Several natural disasters including three cyclones and an earthquake affecting the campus in the intervening years;
+ A change in teaching space use in a digitally connected, post-COVID era; and
+ USP strategy for all campuses to provide a wide range of courses, rather than a specialisation focus such as Law at Emalus.

Campus Strategy

The Guiding Principles for USP campus development (defined in Page 21) have been applied to the Vanuatu master plan. These principles include:

+ Create Safe, Easy Access
+ Give The Campus A Heart
+ Design For Flexibility & Technology
+ Link People & Places
+ Reflect Local Pacific Identity

Vanuatu Specific Strategy

Historically, the Vanuatu Campus served as USP's specialist law campus. The growth of online and blended learning has since enabled a growing number of law students to study remotely, reducing the need for all law teaching to be concentrated at Vanuatu.

Law facilities are now provided at both Laucala and Vanuatu campuses, with Vanuatu transitioning to a flexible learning campus supporting a broader range of disciplines, while retaining specialist teaching spaces for law.

Master Plan in Practice

The master plan should be used as the guiding framework for future capital development at the campus with investment decisions related to the spatial framework, objectives and principles. Infrastructure investment decisions should be tested to ensure alignment with the direction proposed in each master plan.



Figure: Largest Study Nakamal (E29)



Figure: View Towards the Lagoon from Campus Entry. Flagpoles of the 12 Nations of USP in the Foreground.

Context Analysis

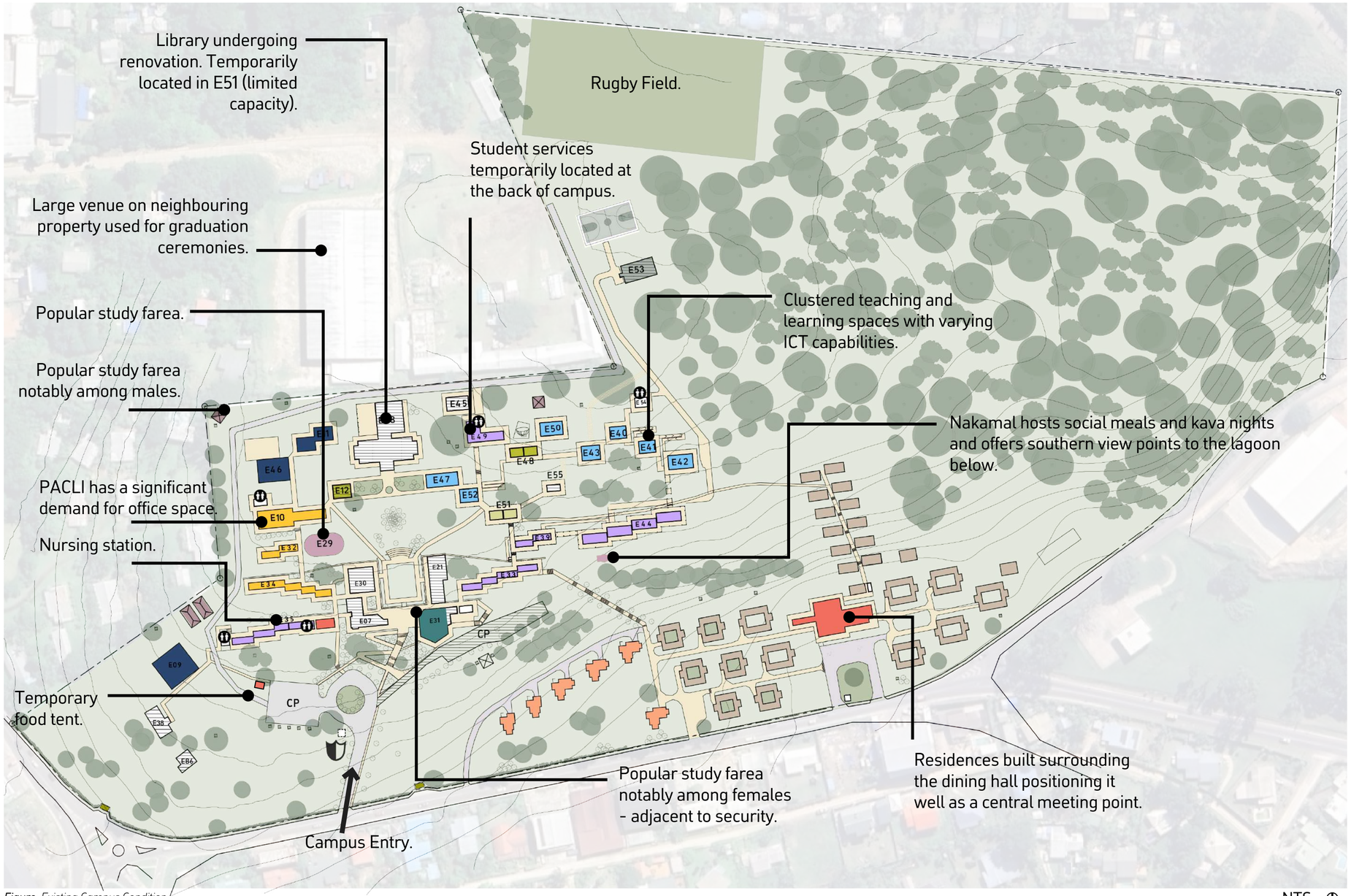


01

Existing Campus Features

+ Level changes between arrival, the campus core and to the back of campus reduce view corridors into and through campus and ease of movement.
+ Several central buildings were structurally damaged following earthquakes which has resulted in the temporary relocation of student services, the library and administrative offices.
+ Gym and sports uses are dislocated from the campus core and the gym is not open to students.
+ Conference centre is currently only used for exams or to be booked out by external organisations - it is located close to the campus entry with air-conditioning and comfortable, ample space that can be configured flexibly according to the group or activity.
+ Campus sighting and orientation provides views over lagoon.
+ Neighbouring school to the north of E45.
+ Walking and driving are the most common modes of transport to campus, though pedestrian pathways off campus are underdeveloped.

Source: Campus visit observations by Hames Sharley.



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

Figure: *Existing Campus Condition*

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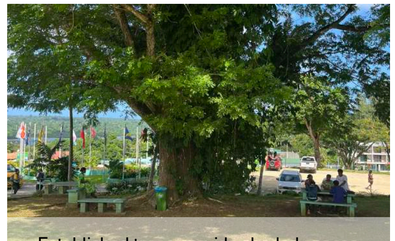
Site Observations

Photo Study

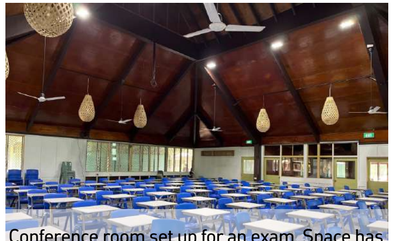

Porte-cochere entrance with member nation flags.


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


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

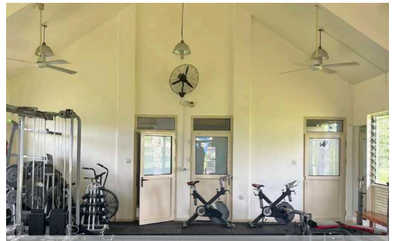

Established trees provide shaded spaces supporting casual study and every day social life on campus.


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 (E49) following earthquake damage to original building.


Level changes across campus are a challenge for accessibility.

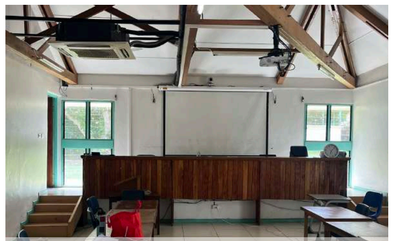

Cyclone shutters across campus protect internal spaces during severe weather events.


Several buildings being upgraded following earthquake damage.

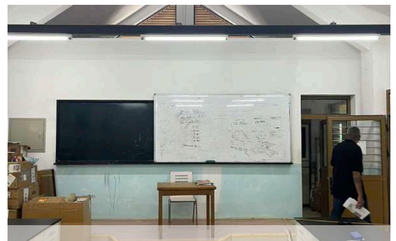

Typical office space, most with no AC.


Shared study space in the Confuscious building.


Sheltered walkways connecting teaching and office space across campus.

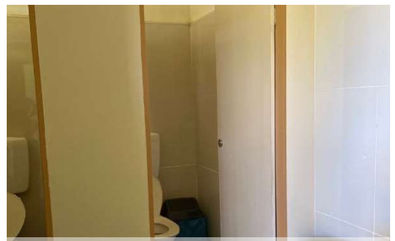

Existing moot court in poor condition.


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.

Building Condition Overview

Using data provided by USP (2024), the Vanuatu Campus has a relatively high quality/new condition buildings (teaching and learning spaces) to the periphery of the campus as well as recently renovated student and staff housing.

According to the latest building condition report, majority of buildings are in 'Category C' condition (57%) meaning 'operational but requires major repair'.The building condition ratings across the campus are depicted in the plan over the page and summarised in the table below.

Not captured within this data is the significant structural damage to several buildings at the Vanuatu Campus caused by consecutive earthquakes in late 2024.

USP building condition data is based on percentage of buildings falling within a category regardless of Gross Floor Area. The table also include GFA to assist in understanding the quantum of built form within a particular condition category.

***Table 1:** Building Condition Data (Vanuatu)*

Building Condition*	Percentage of Buildings (%)	GFA (m2)
A	2%	60
B	33%	2,390
C	57%	6,726
D	9%	448

The **deferred maintenance** costs at this campus is currently sitting at **$8,602,289,** reinforcing the need to significantly invest and upgrade the Vanuatu campus.

Annual Maintenance Benchmark (1% of After Repair Value) is $477,003.

Source: 2024 Building Condition Data provided by USP in combination with campus visit observations by Hames Sharley.

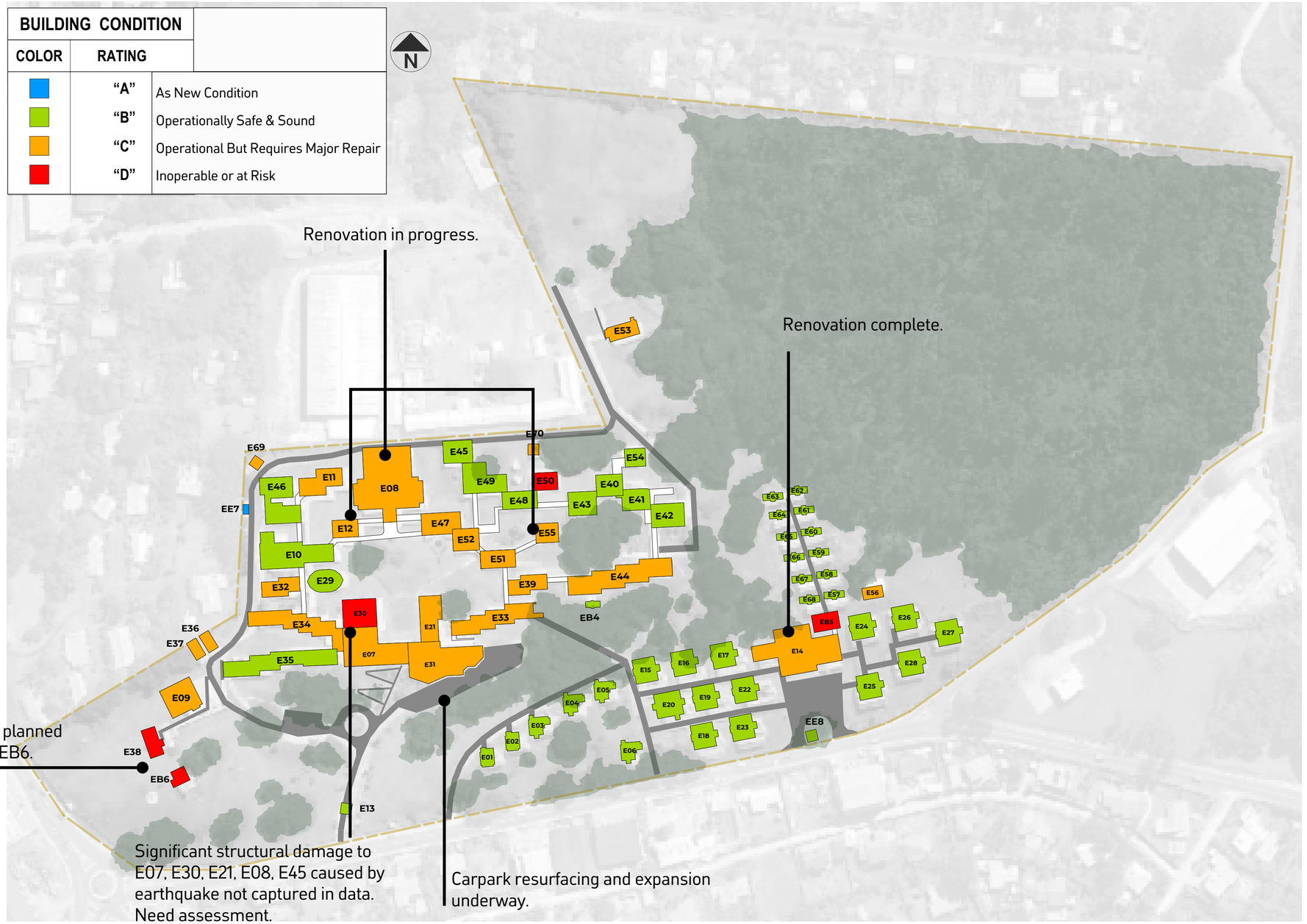


Figure: Building Condition

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Engagement Activities

The project team visited the campus in Vanuatu between the 6 to 8 May 2026.

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

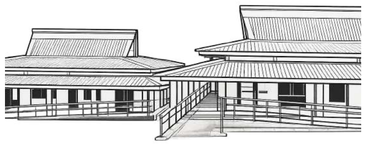
+ Total 52 responses - 43 students, 9 staff.
+ Respondents were typically undergraduate students (73%).

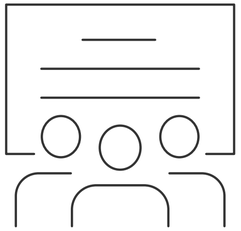


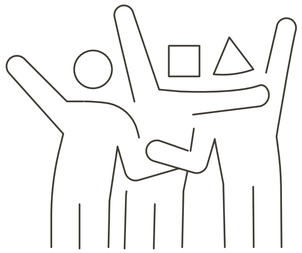


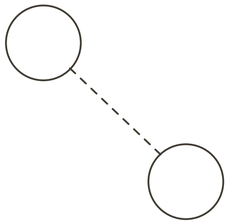
Images courtesy of Hames Sharley © 2026, Rebecca Spencer/Maddie Ford used with permission.

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

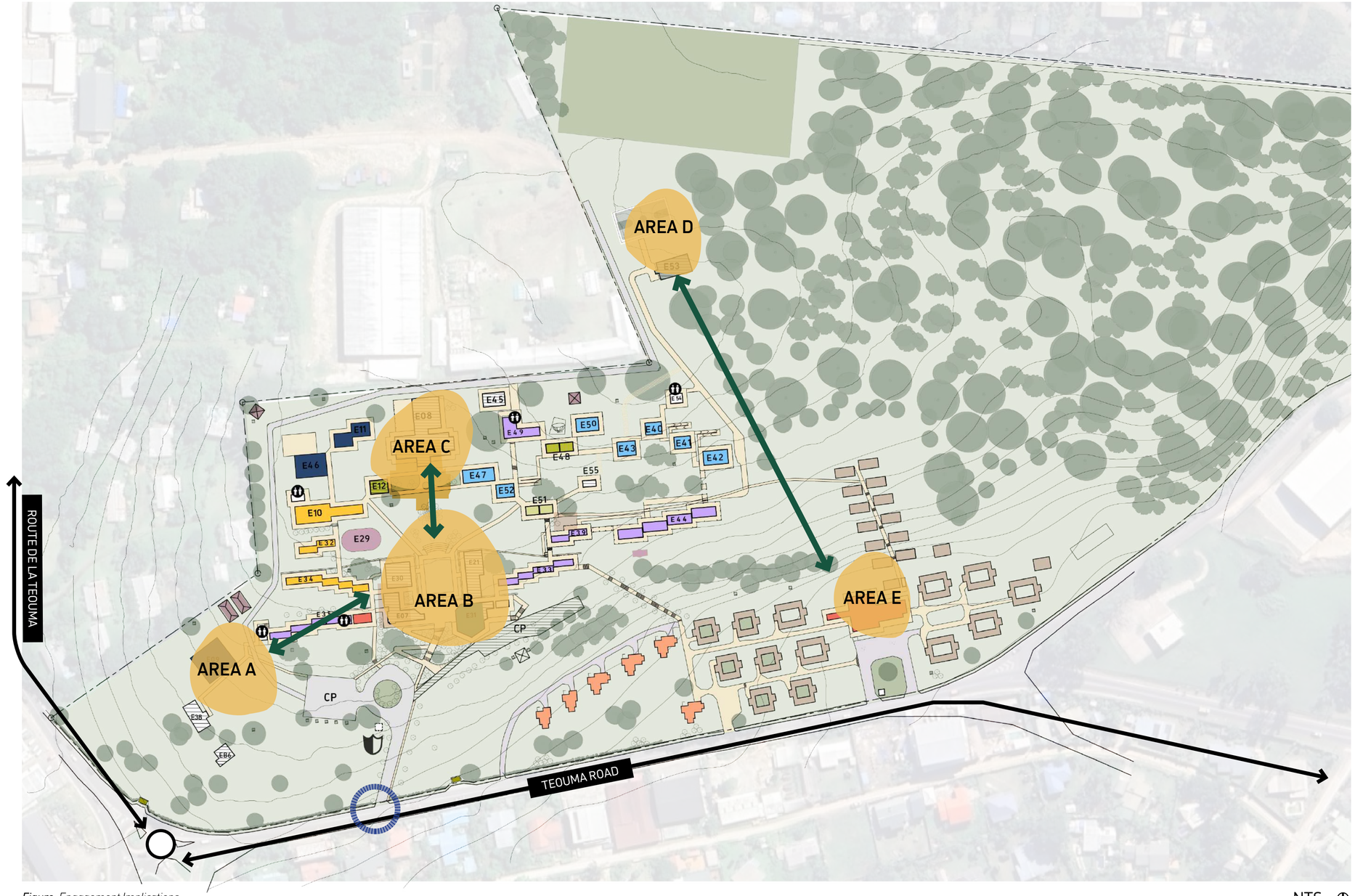
+ Female residences have been recently refurbished with plans for further renovations.
+ Dining hall has secured a tenant and is soon to be opened.

Engagement Implications

This section translates engagement themes into implications for campus master planning. 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
- Key Connections
- Academic Offices
- Administrative Offices
- Learning & Teaching (lectures and tutorial rooms)
- Library / Collaborative Study Spaces
- Specialised Teaching Spaces (Wet & Dry Lab)
- Computer Labs
- Fale / Outdoor Study
- Cafe, Bookshop, Dining Hall
- Gym
- Conference Centre
- Staff Residence
- Student Residence
- Building Not in Use / Undergoing Renovation
- Toilets
- External Road

Figure: Engagement Implications

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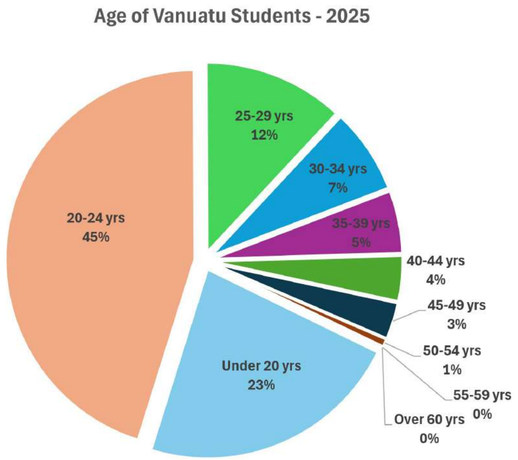
Demographics & Enrolment Trends

Demographics

+ **Two thirds (61%) of Vanuatu students are female** and 39% male.
+ The **largest age group is 20-24 year olds** with 45% in this cohort, followed by just over one fifth (23)% of students being from the youngest cohort of under 20 year olds - refer Age pie graph above.

Master plan Implications

+ This demographic data, taken together with engagement feedback indicate that Vanuatu's master plan should consider ways to better support young, female students' life on campus, including an emphasis on safe spaces to study and socialise including using passive surveillance in design responses. This includes the pathways and lighting from student and staff housing areas to the campus heart and recreation such as gym for evenings and weekend use.
+ Transport to and from campus via mini-bus could be improved with technology such as an App or call system at the waiting shelter at the entrance roundabout allowing students to remain on campus but indicate they wish to be picked up. Further lighting / security especially in study spaces should be available all hours to enable comfortable student experience for all, especially vulnerable groups.



Data sources & notes:
Given this data was extracted 23 June 2026 by USP, the 2026 student figures are currently incomplete and are expected to increase as enrolments for upcoming semesters are processed. All breakdowns represent the distinct headcount of students and include only those with an 'RE' (Registered) status. Therefore 2035 data is used as represents most recent complete dataset.

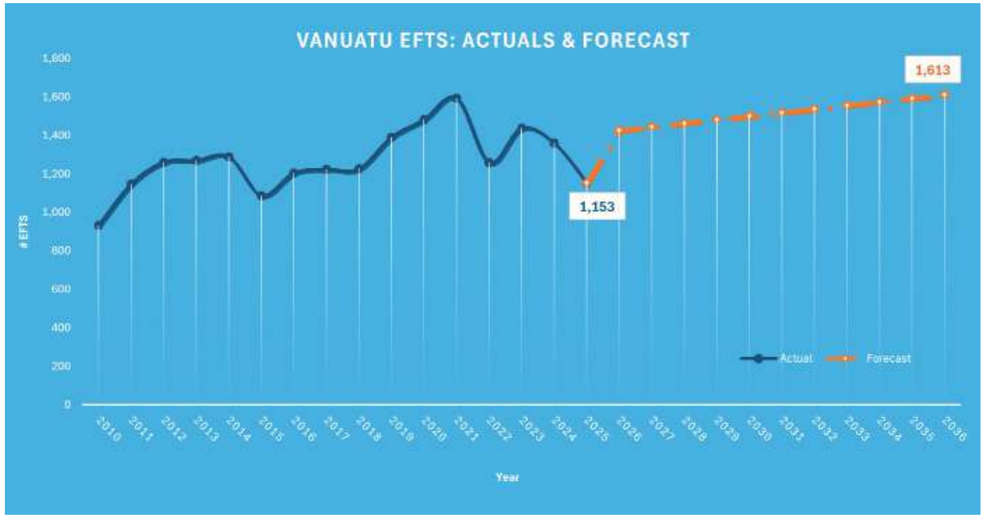
Student Enrolments

Historically, campus student numbers at Vanuatu have followed three distinct phases over the last 15 years:

+ **2010–2014:** Steady growth from 933 EFTS up to a peak of 1,289 in 2014.
+ **2015-2019:** A dip down to 1,087 EFTS, before a slow climb back to 1,226 EFTS in 2018.
+ **2019–2021:** Strong growth to a peak of 1,594 EFTS in 2021.
+ **2022–2025:** A sharp drop to 1,258 EFTS in 2022 aligning with COVID, followed by a partial rebound and then further decline close to 2011 levels.
+ Forecast growth for EFTS at this campus to the end of the master plan period indicates Vanuatu will increase to 1,613 EFTS (a total of 460 EFTS over the period as illustrated in EFTS Actuals & Forecast graph). It is notable that this is a return to a similar sized cohort as in 2021, so the campus has accommodated this level of students before.

Master plan Implications

+ With an overall EFTS at this campus set to grow by approximately 40% over the next 10 years, focusing on improving the quality of existing floorspace, thereby improving utilisation of current space, and the sticky campus concept implementation are key moves.



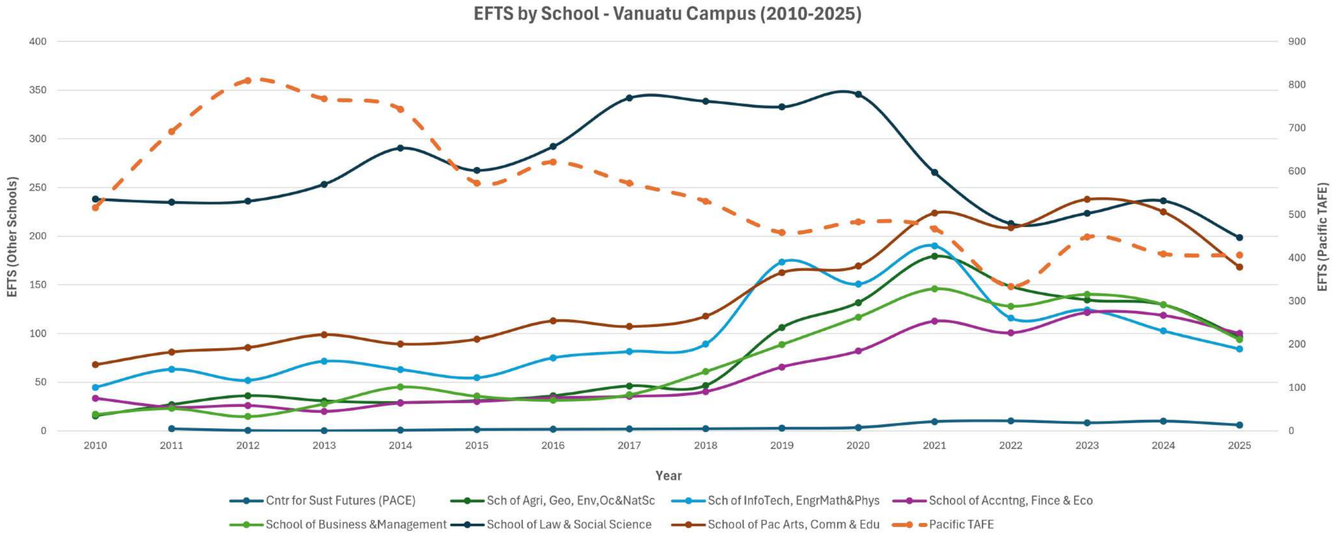
School Trends

Course Enrolments and Trends

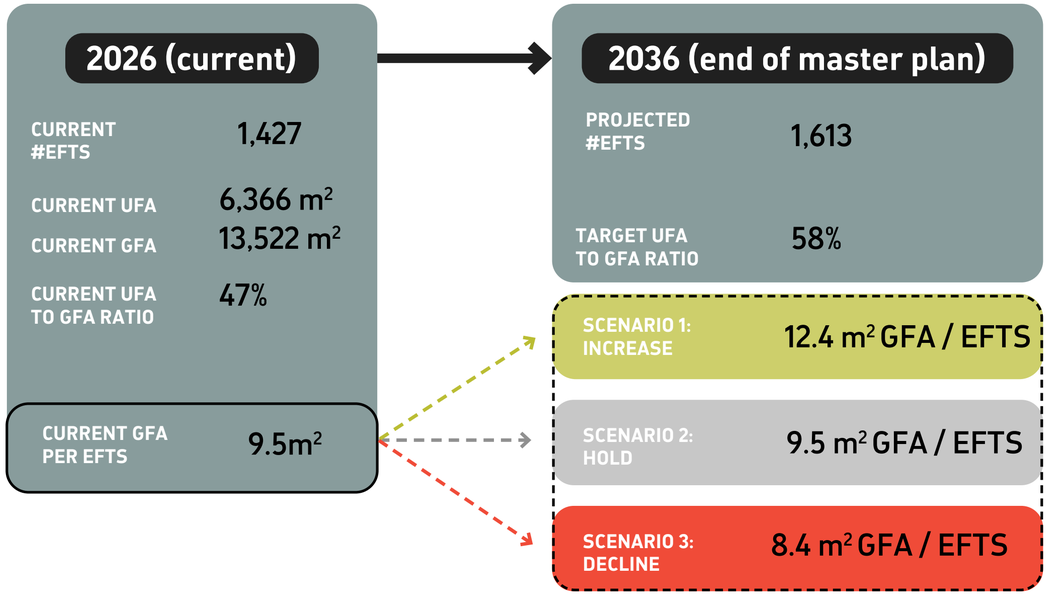
+ The EFTS numbers by School are illustrated on a dual axis graph (refer Figure 9 above) with Pacific TAFE on the right axis and all other schools on the left axis.
+ **Pacific TAFE** has the largest cohort of students each year over the period, but it's also the largest contributing factor for the overall decline. PTAFE enrolments peaked around 810 EFTS in 2012 and has fallen sharply down to 406 EFTS by 2025. So in this way PTAFE accounts for the largest share of the overall enrolment drop.
+ **School of Law & Social Science** is the next-largest School and saw genuine growth from 238 in 2010 to a peak of 345 in 2020, before also declining in recent years to 198 EFTS by 2025.
+ Similar growth patterns are seen for the other Schools with enrolments peaking in 2021 followed by a decline. These trends suggest the enrolment decline is not isolated to a single discipline but reflects a USP wide contraction. The challenge of the master plan is to respond to this situation at a campus such as Samoa where forecasts are predicting a stabilisation in student numbers over the decade ahead (refer following page).

Implications for the Master Plan

+ Over the last 15 years at this campus, enrolments across the Schools have shown some volatility and especially in the years since 2021.
+ The data on Schools indicates that for Pacific TAFE, School of Law & Social Science + Pacific Arts, Communications & Education, Accounting, Finance & Economics + Agriculture, Geography, Environment, Ocean and Natural Sciences are the largest schools here. This translates into the key need being flexible and shared learning and teaching spaces e.g. flat floor flexible seminar/tutorial/adaptable furniture for moot court that can be used across disciplines, and the need for wet and dry labs to deliver the soil science courses.



Space Needs & Priorities



	USP Priority	Considering CAPEX Implications for the Master Plan
Academic, Learning & Teaching	High	Planned projects will address need
Centrally Timetabled Spaces	High	Upgrade/renew existing space
Student & Staff Services	Medium	Planned projects will address need
Library & Study Hub	Medium	Planned projects will address need
Central Administrative	Medium	Upgrade/renew existing space
Commercial	Low	Upgrade/renew existing space
Student Accommodation	N/A	Long term - post 10 years timeframe revisit/review needs
Staff Residence	N/A	Long term - post 10 years timeframe revisit/review needs
Others	N/A	Construct new space

Implications for the Master Plan

+ Future space needs modelling prepared by USP is captured in the diagram above, with scenarios for GFA growth for this campus over the master plan period summarised.
+ A master plan approach for each GFA scenario was not within scope, though based on the context of a 186 student increase in EFTS (13% increase), a low observed space utilisation, a digital pedagogy strategy, and the enhancement of existing GFA, the master plan supports **Scenario 2:** Hold. This is primarily to be achieved through a focus on the renewal and upgrade of existing spaces to improve utilisation. The implementation of the master plan should be done in a flexible manner to reflect and respond to the reality that emerges.
+ With EFTS expected to increase by 40% over the master plan period and the current GFA/UFA ratio is 47% just under Laucala's benchmark level of 58%.

Priorities by Space Type

+ In USP modelling, in HOLD and INCREASE scenarios (increase in floor area), additional floor area has been allotted primarily to Academic space because this space type shows the largest benchmark shortfall. A smaller increase is also allotted to Centrally Timetabled and Library space to address deficiencies while maintain overall campus profile.
+ At this campus, USP has highlighted that the two highest priority space types are Academic, Learning & Teaching areas and Centrally Timetabled areas (refer table above).
+ Medium priority space types include Central Administrative areas, plus Library & Study Hub and Student & Staff services - which are being addressed through comprehensive sticky campus upgrade to the centre and entrance areas of Vanuatu, benefiting all students and staff.

Data sources & notes:

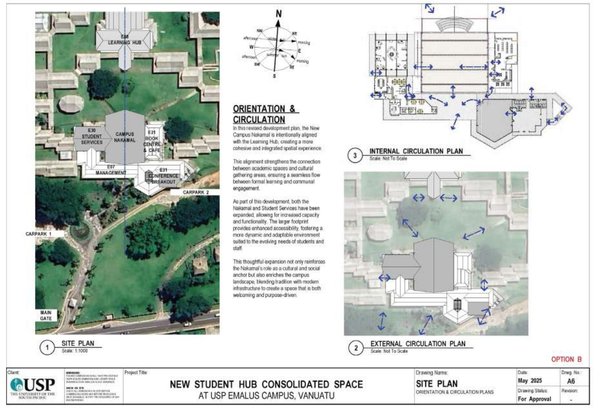
USP has provided campus space needs modelling (4 August 2026) underpinned by EFTS forecasts, for the master planning period. 2026 EFTS was used in this case as this was used in USP space needs modelling. In other cases 2025 EFTS has been used as this provides the latest complete enrolment benchmark.

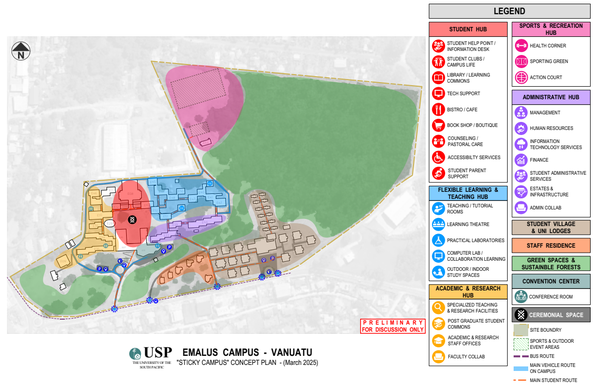
Planned Projects

Data sources & notes:
Planned projects have been provided by USP.

These projects have been integrated into master planning layers.







Library Revitalisation

+ Contributing to the **Library and Study Hub** priority.
+ Renovation in progress as at May 2026.
+ Library will provide a range of study spaces including a computer lab, bookable group study rooms, flexible collaborative study space, private study space, and a dedicated postgraduate study area.
+ Renovations expected to be completed in November 2026.

Proposed Nakamal

+ Contributing to the **Student and Staff Services** priority.
+ Concept design options completed.
+ Proposed nakamal design to be a cultural and social anchor. The new space has been designed to support a range of uses such as events (e.g. open day) and more flexible use such as collaborative study.
+ Adjacent to the nakamal are two proposed student services buildings that house a bookshop, cafe, and pastoral care services.

Sticky Campus

+ Developed June 2025.
+ An aspirational plan identifying the desired precincts and their locations across the Vanuatu Campus.
+ The Sticky Campus concept consolidates Student Hub services in the proposed Nakamal, as the arrival and gathering precinct, in connection with the Learning Hub.

Spatial Framework

02



Campus Precincts

Campus precincts establish the spatial logic for the master plan by grouping space types so that each part of campus has a clear identity and purpose. At present, precinct boundaries remain generally well defined, though temporary relocation of functions such as finance, IT and other administrative services has reduced this clarity. Future planning should be guided by defined precinct boundaries rather than ad hoc additions to campus.

The master plan precincts include:

+ **Arrival Precinct** – A welcoming and inviting entry for all transport modes, with clear wayfinding and an established USP identity.
+ **Campus Heart** – Student-centred services and spaces, including the library, café, bookstore, campus life and pastoral care. ATM, shops and canteen facility providing opportunities to staff and student to access services without leaving the campus. Clinic, DRC, Counselling Services, USPSA services are currently located in the Law Wing. Relocation to the Student Hub in the Campus Heart will ensure all services are consolidated and accessible.
+ **Administration Hub** – Front-of-house, student-facing services such as finance and security, positioned for easy accessibility by the arrival. Back-of-house administrative and operational services, including IT and estates and infrastructure, to be located adjacent to the Flexible Learning and Teaching precinct.
+ **Flexible Learning and Teaching** – Clustering of lecture theatres and tutorial rooms that support blended learning.
+ **Academic Hub** – Teaching and academic staff offices and collaboration spaces adjacent to specialised teaching spaces. Supports movement and interaction with the campus heart to access flexible learning and teaching spaces.
+ **Specialised Teaching** – Flexible Moot Court, as well as wet and dry laboratories in sub-precincts.
+ **Sports and Recreation** – Multi-sport courts, rugby field and gym are co-located, naturally defining the sports and recreation precinct.
+ **Housing** - Student and Staff housing precinct, including a child care centre, clustered at the edge of the campus and close to Teouma Road, with pedestrian links to recreation and core campus heart facilities.

Together, these precincts provide a spatial structure that remains legible to students, staff and visitors.



LEGEND

- - - - Master Plan Extents

Figure: Campus Precincts

NTS

Student Experience

Student experience captures the everyday quality of campus life outside the classroom that shape how students feel about their time on campus and whether they choose to stay around before or after classes. Currently, social and collaborative spaces are limited and dispersed across the campus rather than clustered around key student journeys and the campus core.

To address this, the master plan proposes to:

+ Create a new central student services and amenity hub at the campus entry.

1 **Proposed Nakamal with wrap around student services.**

+ Flexible space to support USP events such as Open Day, orientation, cultural events and festivals, graduation. When not being used for major events the configuration should support collaborative study and socialisation.
+ E30 - Proposed end of trip facilities, campus life, nurse and pastoral care.
+ E25 - Proposed cafe and bookshop opening up to the proposed Nakamal and adjacent courtyard.
+ E31 Conference Centre - proposed to be accessible to students for collaborative study.

2 **Library Revitalisation** to expand study space options, works in progress. Ongoing renovations will enable a range of study spaces including a computer lab, bookable group study rooms, flexible collaborative study space, private study space, and a dedicated postgraduate study area.

+ Expand the network of casual social spaces and improve shelter, seating, and place making to support year-round use.

3 **Social Nakamal -** The nakamal that currently hosts kava night and social barbeques is proposed to be upgraded to include a sheltered outdoor kitchenette. This will support a range of place making events and take advantage of the views across the lagoon. This offering is smaller in scale and more casual than the larger, central proposed nakamal.

4 **Sports Hub / Spectator Area -** New shelter and seating proposed in the sports and recreation hub to support sports affiliated social groups.

5 **Enhance sports and recreation facilities** by resurfacing the existing basketball court as a multi-purpose court, upgrade the gym equipment and the bathroom facilities, and ensure student accessibility.

+ Improved general campus amenity, including access to drinking fountains, Change Room facilities and washrooms (Refer Infrastructure & Services).

LEGEND

- Master Plan Extents
- Library
- Nakamal
- Fale / Outdoor Study
- Student Support Services
- Gym / Sporting Fields and Courts
- Lockers
- Cafe
- Upgrade/Renovate
- Proposed
- Campus Heart Precinct

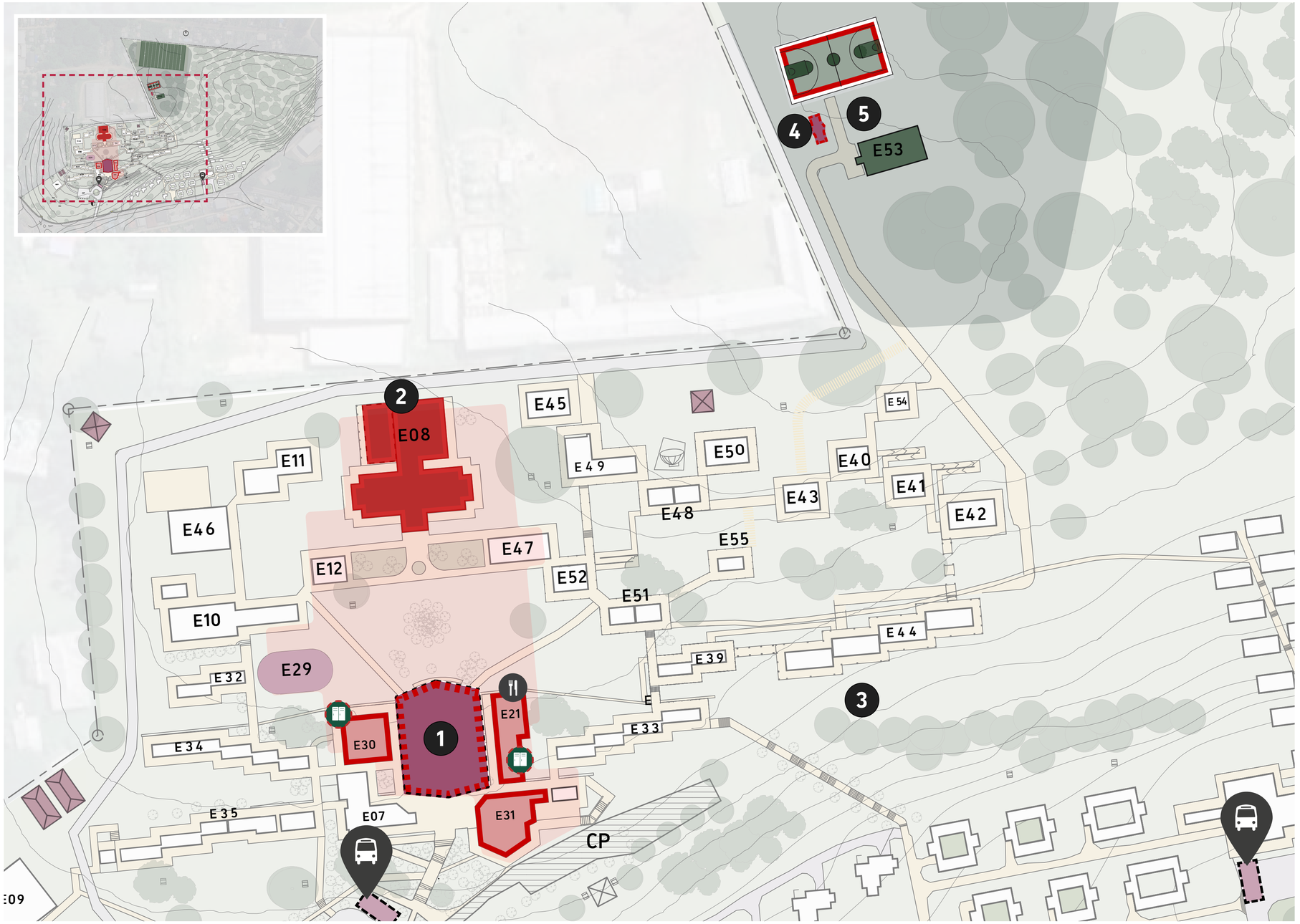


Figure: Student Experience

NTS

Learning & Teaching Facilities

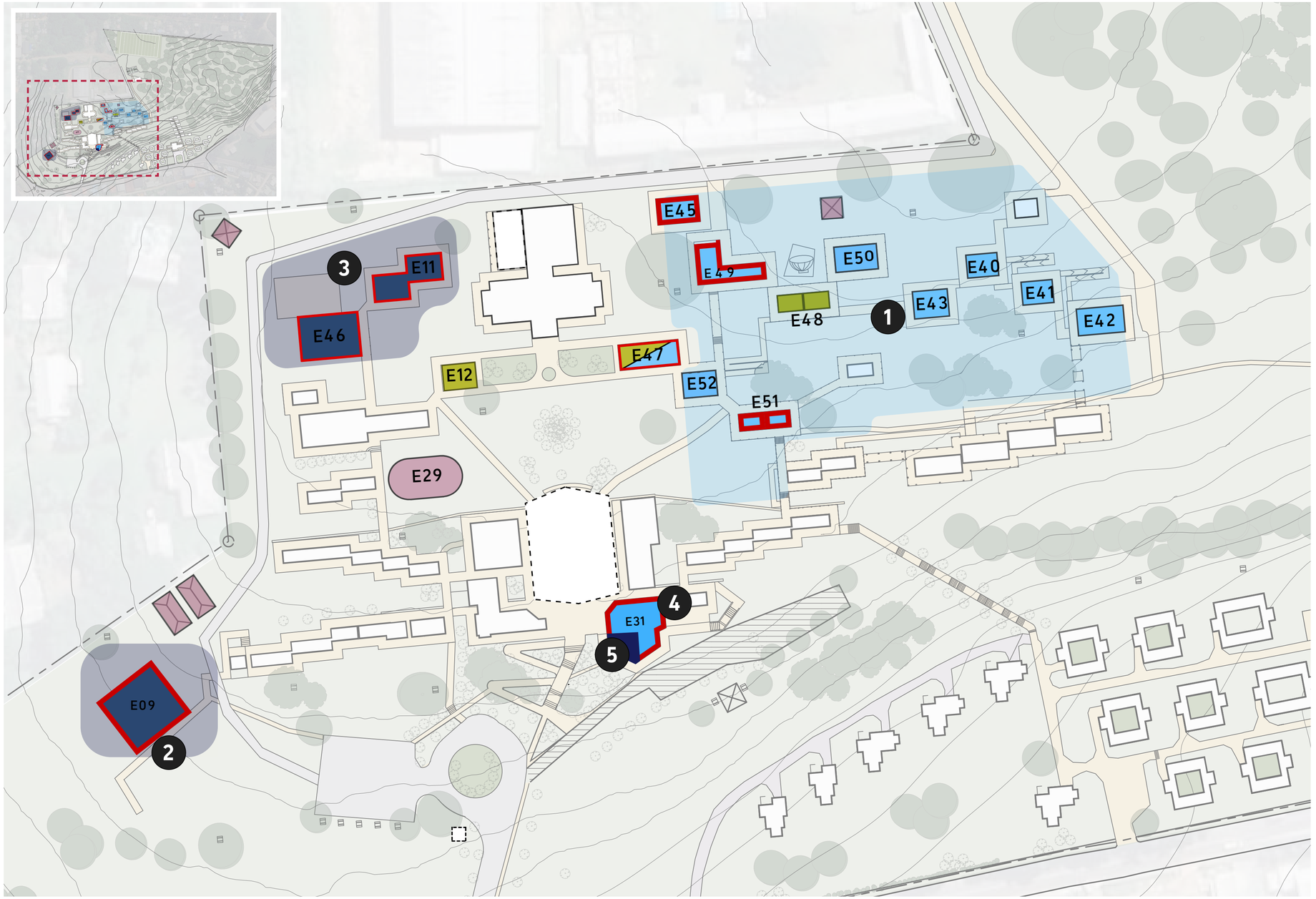
The quality and flexibility of the learning and teaching facilities directly shape the university's ability to deliver its desired pedagogical approach.

The master plan supports the:

1. **Consolidation of flexible teaching uses to the north-eastern portion of the campus. All teaching spaces are to include appropriate** ICT equipment to support blended modes of learning as well as air-conditioning. Flexible furniture also to be provided to enable multi-use and configuration of spaces.
2. **Upgrade Moot Court in E09.** The Moot Court is to be designed as a flexible configuration to enable use by both law students for practical learning and use / hire of the facility to external legals groups, courts, and conference use. Use of the moot court by external groups was raised during engagement. The existing location of E09 is supported due to the convenient access and wayfinding for external visitors to campus.

+ The Moot Court should occupy only one half of the footprint of the E09 building, with a lobby / casual study area at the entry that can serve both students during semester and also visitors when being used for purposes outside of learning and teaching.

3. **Upgrade specialist laboratories (wet and dry).** Over the course of the master plan these specialist spaces should be upgraded to provide up to date equipment, and storage that is conveniently located and sized.
4. **Use of the existing conference centre as a bookable large format lecture theatre.** The existing conference centre is not accessible to staff teaching large classes that may require extra seating. This proposal was raised during engagement.
5. The Language Lab (UU100) space underneath the Conference facility was highly utilised, additional computer lab space on campus to be provided in E47, E48 and E12. The UU100 space to be accessible to PTAFE students who access facilities in the evenings (with card access) and prefer more direct access and should be able to be centrally booked for computer based classes, tutorials, meetings or conferences when E47 is not available or UU100 is preferred for external use.



LEGEND

- Master Plan Extents
- Learning & Teaching (lectures and tutorial rooms)
- Specialised Teaching Spaces (Wet & Dry Lab)
- Computer Labs
- Fale / Outdoor Study
- Change in Use / Significant Project

Figure: Learning & Teaching Facilities

NTS

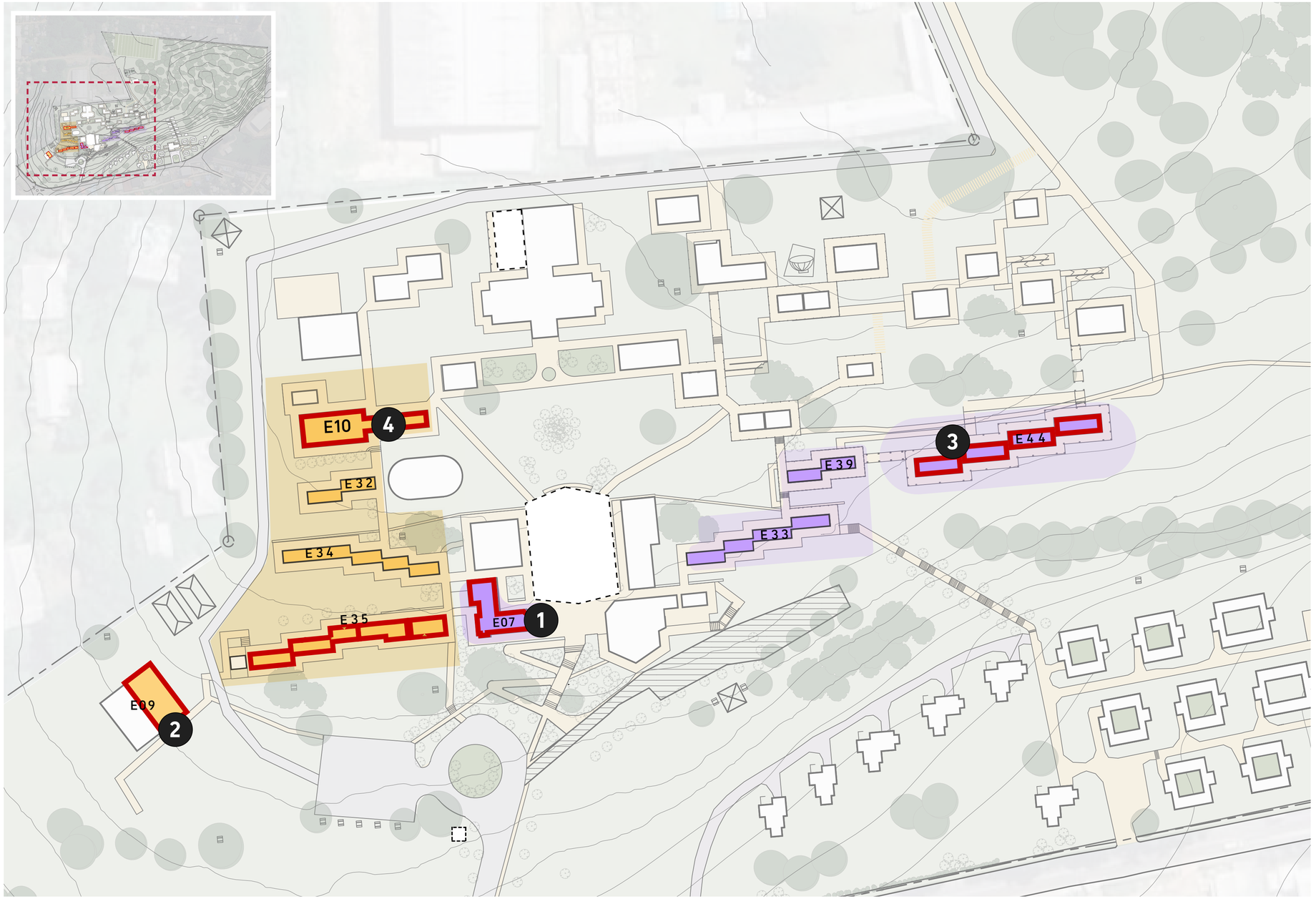
Academic, Administration & Operations

This overlay addresses the office and meeting space for academic and professional staff, as well as cross-disciplinary social spaces, and operational facilities that support the university's core functions. Currently, staff offices are spread across campus and operational functions are not always located close to the activities they support.

The master plan proposes to:

1. Consolidate and locate administrative functions that are student-facing services i.e. finance, security, enrolment within the student centred campus heart. E07 to be refurbished following earthquake damage and house these administrative functions.
2. The Pacific Islands Legal Information Institute (PacLII) is a specialist academic office that is proposed to be relocated to E09 and share the building with the flexible moot court. Co-locating the two uses creates a specialist legal hub, drawing on the natural synergy between legal research and moot court practice.
3. Locate operational uses close to learning and teaching spaces to minimise service travel distances across campus i.e. IT, estates and infrastructure.
4. Following relocation of PacLII, E10 is the preferred location for shared open planned offices and staff lounge/kitchen facilities. Reasons are due to the location - adjacency to the campus heart, academic hub, and learning and teaching and the existing kitchen facilities. The existing kitchen space should be upgraded with expanded social and casual seating area to support cross-collaboration.

\+ Overall enhancements to office space should focus on providing air-conditioning and improved climate control as well as furniture upgrades.



LEGEND

- — - -	Master Plan Extents
	Landscape
	Academic Offices
	Administrative Offices
	Change in Use / Upgrade

Figure: Academic, Administration & Operations

NTS

University Residences

The existing location and quantum of residential accommodation is appropriate. Recent upgrades to rooms and the Dining Hall have raised the residential quality at the Vanuatu campus. Further, provision of a child care centre for staff and students children to attend supports campus life and the ability for USP to be an educational institution that parents can work or study at with their children cared for on site.

For proposed improvements to this precinct refer to Movement & Transport (page 21) and Services & Amenities (page 23).

If expansion is required staff accommodation investigations should be focused on areas labelled A.

There is potential for USP to capitalise on unoccupied student accommodation units in low occupancy periods for short to medium term accommodation options (e.g. lodge facilities).



LEGEND

- — - -	Master Plan Extents
CP	Car Park
	Staff Residence
	Student Residence
	Future Expansion Investigation Areas

Figure: University Residences

NTS

Movement & Transport

Movement and transport underpins how confidently and comfortably students, staff and visitors navigate the campus day to day. The Vanuatu campus benefits from existing pedestrian-only, shaded, and accessible internal pathways that connect key nodes and precincts. Vehicle access is retained to the campus perimeter to preserve the pedestrian network while maintaining emergency service access. In response to these strong foundations, the master plan seeks to focus on wayfinding and legibility for the Vanuatu campus.

The master plan proposes:

1. **Create a memorable and navigable arrival experience** through a defined pick up and drop off area with seating and shelter, clear separation between pedestrians and vehicles, campus directional signage, and tier 1 landscaping (refer Page 24). In addition to this the USP identity should be strong through large monument entry signage, informational signage retention of the national flags, use of pattern and colour on the hardscape.

+ The inclined topography at the rear of the site presents accessibility challenges along pathways through campus. Accessible design measures including ramps, handrails, and appropriately graded surfaces should be incorporated into all upgraded and new pathway works, in line with relevant accessibility standards.

2. **Strengthen connections to sports and recreation** node through directional signage, decals (floor stickers) and landscaping, creating an inviting route to the back of campus.

+ **Consolidate additional parking**, if required, to an extended south-western car park that is conveniently located, though separated from key nodes and entries.

+ Parking should be consolidated and expanded adjacent to the arrival precinct if required. Vehicle access on surfaced perimeter road discouraged, excluding when required for accessibility reasons and by service/emergency vehicles. This approach supports a pedestrian focused campus. Additionally topography and existing mature trees limit options for parking at the back of campus.

+ **Wayfinding & Signage** located at key intersections and decision points on campus. Signage strategy to consider use of both informational signage and directional signage. All buildings to have identification signage.

These moves lay the foundation for a campus that is safe, legible, and easy to move through for all users.

LEGEND

- Master Plan Extents
- CP Car Park
- Potential Car Park Expansion
- Primary Pedestrian Corridor
- Secondary Pedestrian Corridor
- Internal Vehicle circulation
- Proposed Directional Signage
- Bus Pick Up / Drop Off with Shelter
- Security Hut



Figure: Movement & Transport

NTS

Open Space & Landscape

Open space provides the connective and environmental framework that ties the campus together, offering both ecological value and everyday amenity. Two tiers of open space have been considered in the master plan.

+ **Tier 1 - Managed Landscape Space**
  Efforts for landscaping to be focused at the arrival precinct, the internal courtyard to the north of the proposed nakamal, and the rugby field within the sports and recreation precinct.
+ **Tier 2 - Managed Natural Vegetation**
  Emalus Forest to be maintained and protected.
+ Existing mature trees are to be retained and protected.

Engagement feedback highlighted the importance to students and staff of feeling safe and being able to access all areas of the campus. Future responses to these concerns could include the addition of well lit pedestrian pathways, CCTV, and/or addition of small fale or bure bringing activation to these areas.

In the case of Vanuatu, the farea at the back of campus are currently only used by males with females using areas at the centre and front of campus with security presence. To support all students and staff, including those living on campus, a strategy to improve lighting on pathways connecting to the proposed Nakamal and campus heart are important. Another area that would benefit from passive surveillance and well lit connections is the gym and recreation area to the rear of campus.

LEGEND

- - -	Master Plan Extents
	Internal Vehicle Access
	Internal Pathway
CP	Car Park
	Lawn
	Landscape
	View Points / Corridors
	Tier 1 Landscape
	Tier 2 Landscape

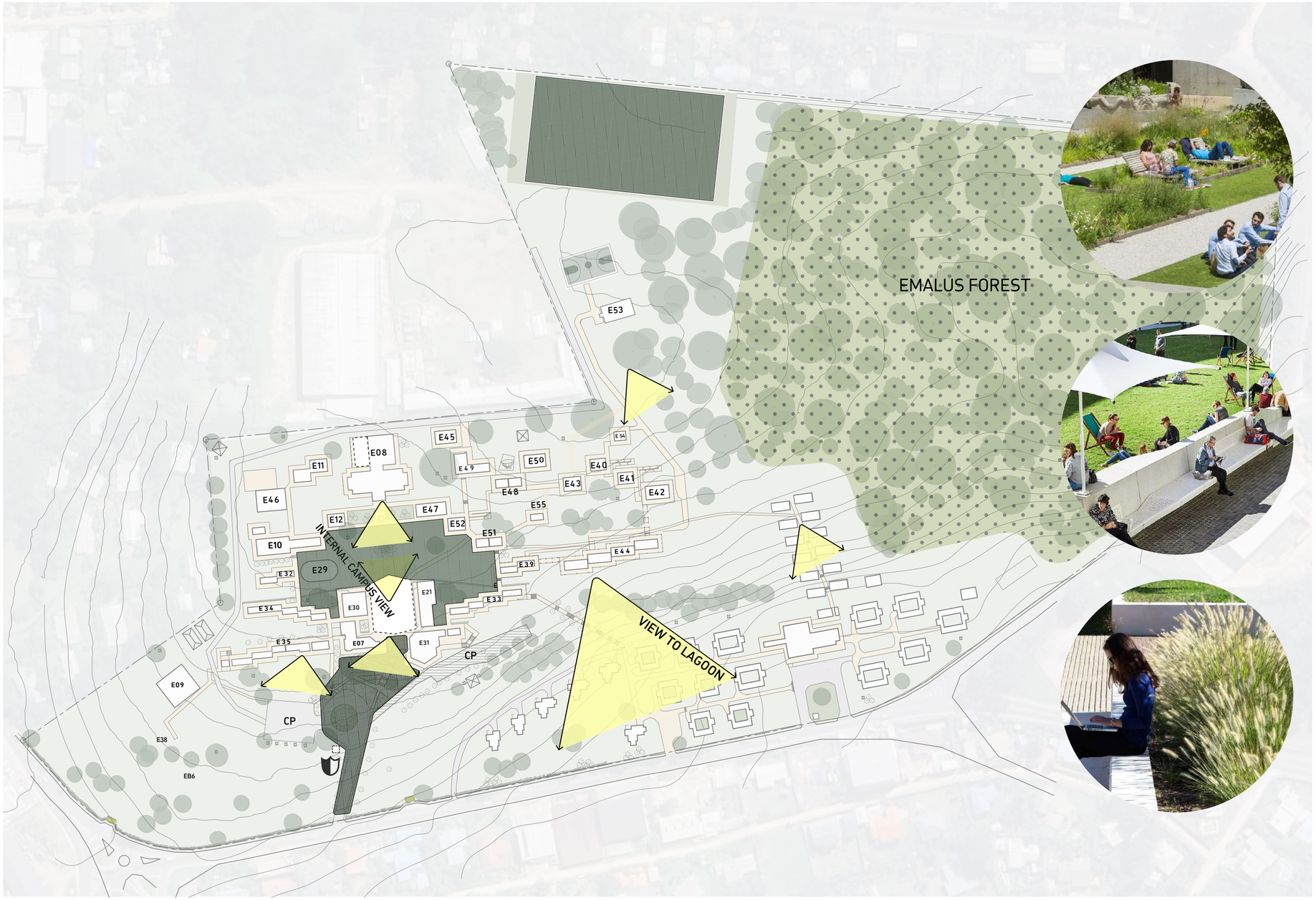


Figure: Open Space & Landscape

NTS

Services & Amenities

This infrastructure section of the master plan comprises two plans:
- The plan on this page identifies the student, staff, and visitor amenities that support comfort, safety, and extended use of campus into evenings and weekends. This includes appropriate lighting, adequate toilets, change room/shower/locker facilities, drinking fountains, WIFI, and perimeter fencing. Safety is prioritised through passive surveillance from surrounding buildings and spaces, lighting, and a security presence at key entrances and across campus. CCTV consideration and strategy should complement this safety through design led approach.

- The Utilities plan (see over page) shows existing above-ground infrastructure and services on campus and nominates a preferred location for future large infrastructure, where required.

+ **Lighting -** to improve feelings of safety and assist with wayfinding, lighting should be focused in the following locations:
  - Key movement routes connecting precincts: e.g. residential precinct to the campus heart; the sports and recreation precinct to the campus heart.
  - Key destinations used after hours: administration and operations, library, the campus entry.
  - Additionally, lighting should be present at nakamals and outdoor study fales across campus.
+ **Toilets** - Existing toilets at E55 are under renovation and additional toilets will be included in the library renovation. All existing toilets on campus should be opened up to all staff and students. Toilets adjacent to E31 and within the gym should be prioritised for future renovation.
+ **Change Room with lockers, showers, toilets** - Two Change Room hubs are proposed. First, within E30, in close proximity to the campus entry and arrival for convenience. Second, at the gym, which already includes showers, though these existing end of trip facilities should be upgraded enabling more people to be served by this amenity, an item raised in engagement feedback and highly relevant in this climate.
+ **Drinking Fountains -** The sole existing rain water drinking fountain is located by E34. This should be upgraded and an additional three fountains have been proposed. The proposed locations are next to key student hubs - the proposed nakamal, the library, and the gym/ sports nakamal.
+ **WIFI -** The minimum area for WIFI connection is indicated in the plan. There are current challenges in connecting to WIFI at the back of campus an around sports and recreation in particular.
+ Fencing around the perimeter of campus to be upgraded where trespassing is occurring to enhance security. This includes at the Sports & Recreation Hub edge of campus.
+ A secondary gate to enter/exit campus at the Sports & Recreation Hub that is unlocked only during opening hours and checked by security is supported.

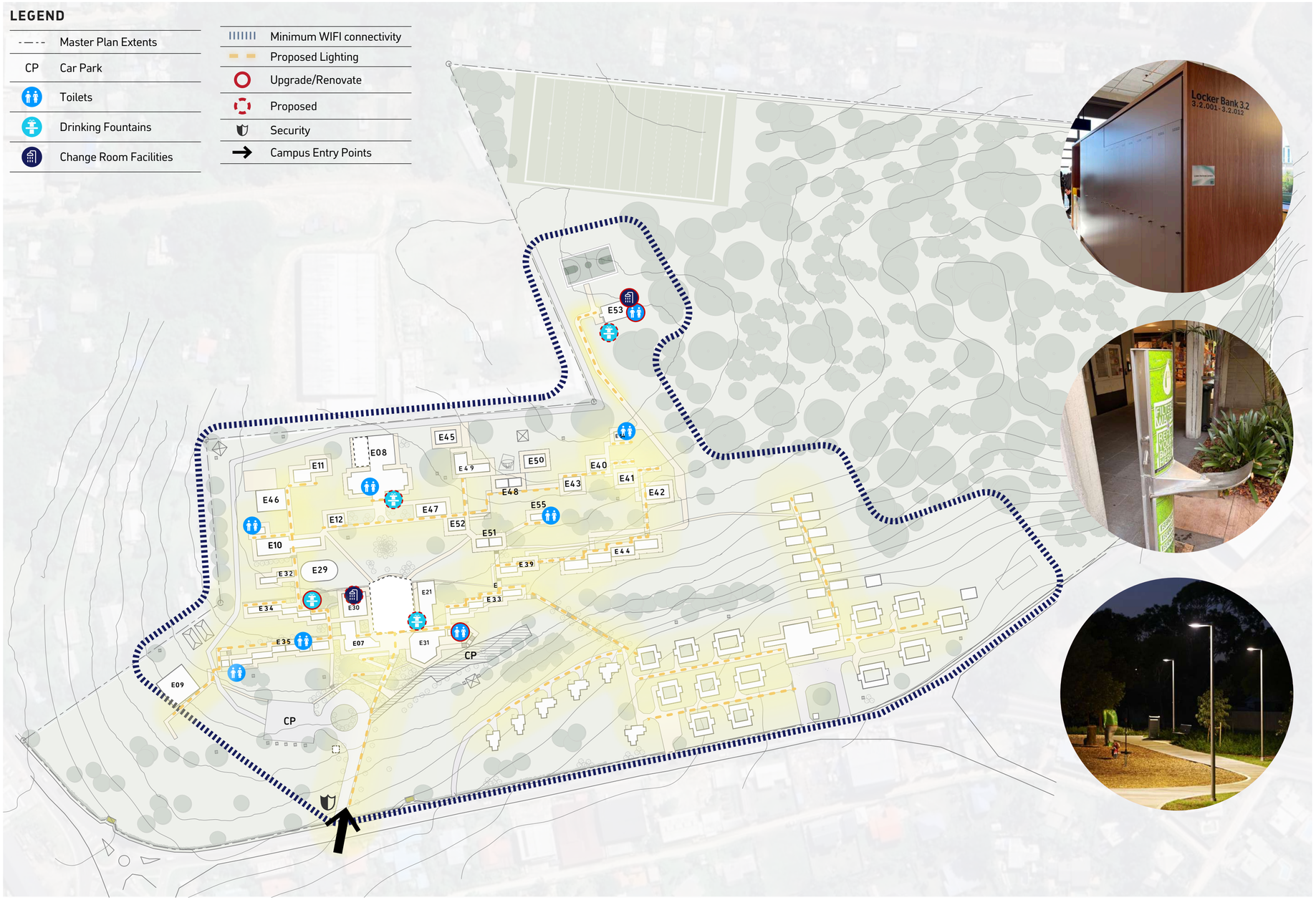


Figure: Services & Amenities

NTS

Utilities

This plan illustrates existing above-ground infrastructure and services, based on utilities information provided by USP - including features such as water tanks, septic tanks, satellite dishes, and power infrastructure. Its purpose is to identify where current service locations may conflict with the master plan's intent, particularly near key arrival areas or the campus heart, and to nominate a preferred area for future service relocation or expansion. Further technical investigation will be required to confirm the feasibility of these nominated locations.



LEGEND

	Master Plan Extents
	Main Switchboard
	Generator
S	Septic Tank
	Ring Main Unit
	Large Infrastructure Preferred Location

Figure: Utilities

NTS

Implementation Plan



03

Implementation Plan - Vanuatu

Data sources & notes:
Capital Works Projects identified by USP have been integrated into this implementation plan.
Refer to Introduction - page 11 for the definition of Service Standards.

Item	Project Title	Description	Category / Priority (Medium / High)	Master Plan Principles: Create Safe, Easy Access	Give The Campus A Heart	Design for Flexibility & Technology	Link People & Places	Reflect Local Pacific Identity	Foundational Standard	Thriving Standard	Leading Standard	Timing
1	Proposed Nakamal	Flexible space to support USP events such as Open Day, orientation, cultural events and festivals, graduation. When not being used for major events the configuration should support collaborative study and socialisation. Concept Design completed by USP. Progress with detailed design that prioritises natural light filtration, internal movement, and pedestrian connections to the library.	Student & Staff Services	●	●		●	●		○	○	Current Triennium 2025-2027
2	E30	Proposed end of trip facilities, campus life, nurse and pastoral care. Concept Design completed by USP, review with additional proposed uses identified in the master plan.	Student & Staff Services	●	●		●		●	○		Current Triennium 2025-2027
3	E25	Proposed cafe and bookshop opening up to the proposed Nakamal and adjacent courtyard. Concept Design completed by USP.	Student & Staff Services Commercial	●	●		●		●			Current Triennium 2025-2027
4	Revitalise the Library	Ongoing renovations will enable a range of study spaces including a computer lab, bookable group study rooms, flexible collaborative study space, private study space, and a dedicated postgraduate student study area.	Library & Study Hub		●	●	●		●			Current Triennium 2025-2027
5	Social Nakamal	That currently hosts kava night and social barbeques is proposed be upgraded to include a sheltered outdoor kitchenette to support these activities and take advantage of the views across the lagoon. Smaller in scale and more casual than the larger, central proposed nakamal.	Student & Staff Services	●	●		●	●				Next Triennium 2028 - 2030
6	Sports Nakamal	New shelter and seating proposed in the sports and recreation hub.	Student & Staff Services	●	●		●	●	●	○		Next Triennium 2028 - 2030
7	Gym & Courts	Enhance sports and recreation to provide a resurfaced multi-purpose court, upgrade both the gym equipment and the bathroom facilities.	Student & Staff Services	●	●					○		Next Triennium 2028 - 2030
8	Teaching Environment Upgrades	All teaching spaces are to include appropriate ICT equipment to support blended modes of learning as well as air-conditioning.	Centrally Timetables Spaces			●			●			Current Triennium 2025-2027
9	Moot Court	Upgrade Moot Court in E09. The Moot Court is to be designed as a flexible configuration to enable hire of facility to external legals groups, the courts, and conference use. Relocate PACLI to share adjacent space to the flexible moot court in E09.	Academic, Learning & Teaching			●			●			Current Triennium 2025-2027
10	Lab Renovations	Upgrade specialist laboratories (wet and dry).	Academic, Learning & Teaching			●			●			Next Triennium 2028 - 2030
11	Conference Centre Use Change	Open the existing conference centre for use as a collaborative study space and bookable large format lecture theatre.	Library & Study Hub		●	●	●		●			Current Triennium 2025-2027
12	E07	Consolidate administrative functions within a defined precinct close to key student-facing services i.e. finance, security, enrolment, student support services including nurse and pastoral care.	Central Administrative	●					●			Next Triennium 2028 - 2030
13	E44	Locate operational uses close to learning and teaching spaces to minimise service travel distances across campus i.e. IT, estates and infrastructure.	Central Administrative						●			Next Triennium 2028 - 2030
14	Staff Room	Communal kitchen and cross-collaboration space in E10 to be promoted for use among all staff on campus.	Student & Staff Services		●		●		●	○		Next Triennium 2028 - 2030
15	Accommodation Expansion	If expansion is required staff accommodation, investigations should be focused on areas labelled A which are currently adjacent to existing roads and housing developed.	Student Accommodation						●			Long term - review
16	Arrival Upgrades	Create a memorable and navigable arrival experience through a defined pick up and drop off area with seating and shelter, clear separation between pedestrians and vehicles, campus directional signage, and tier 1 landscaping (refer Page X). In addition to this the USP identity should be strong through large monument entry signage, retention of the national flags, use of pattern and colour on the hardscape.	Student & Staff Services	●			●		●			Next Triennium 2028 - 2030
17	Parking Expansion	Consolidate additional parking, if required, to an extended south-western car park that is conveniently located, though separated from key nodes and entries.	Student & Staff Services						●			Next Triennium 2028 - 2030
18	Signage	Wayfinding & Signage located at key intersections and decision points on campus. Signage strategy to consider use of both informational signage and directional signage. All buildings to have identification signage.	Student & Staff Services	●			●		●			Next Triennium 2028 - 2030
19	Tier 1 Landscaping	Focus of Tier 1 Landscaping around the arrival and the internal courtyard between arrival and the library.	Others	●					●			Current Triennium 2025-2027
20	Tier 2 Landscaping	Ongoing preservation of the Emalus Forest	Others						●			Next Triennium 2028 - 2030

Implementation Plan - Vanuatu

Item	Project Title	Description	Category / Priority Medium High	Master Plan Principles Create Safe, Easy Access	Give The Campus A Heart	Design for Flexibility & Technology	Link People & Places	Reflect Local Pacific Identity	Foundational Standard	Thriving Standard	Leading Standard	Timing
21	**Lighting**	Prioritise lighting along key pedestrian walkways	Others	●			●		●			Current Triennium 2025-2027
22	**Toilets**	Upgrade and expand to include End of Trip facilities which can also serve as support for campus becoming a community refuge in natural disaster scenarios.	Others		●				●			Current Triennium 2025-2027
23	**Drinking Fountains**	Upgrade and expand drinking fountain locations at key student nodes - the library, sports and recreation, the arrival.	Others		●				●			Current Triennium 2025-2027
24	**WIFI**	Extend and Upgrade WIFI coverage across campus.	Others		●	●			●			Current Triennium 2025-2027
25	**Pathways**	Extend the sheltering of pathways across campus.	Others				●		●			Current Triennium (2025-2027)
26	**Campus Safety & Accessibility**	Reflecting engagement feedback the master plan supports future work to audit the safety of spaces to enable all students of any background to feel comfortable around the campus. Improvements that could be considered are for example: upgraded pedestrian pathways, enhanced lighting, CCTV & the addition of structures such as new fale or bure to improve activation & passive surveillance.	Others	●			●	●	●			Current Triennium (2025-2027)

Recommended Priority Projects - Vanuatu

Note: given the depth of implementation items at Vanuatu Campus, this shorter high priority projects list has been created to nominate the items considered the most important to achieve the Foundational Standards and reflect to the master plan vision, objectives and principles at this campus, responding to student and staff needs.

Item	Project Title	Description	Category / Priority (Medium / High)	Master Plan Principles: Create Safe, Easy Access	Give The Campus A Heart	Design for Flexibility & Technology	Link People & Places	Reflect Local Pacific Identity	Foundational Standard	Thriving Standard	Leading Standard	Timing
1	Proposed Nakamal	Flexible space to support USP events such as Open Day, orientation, cultural events and festivals, graduation. When not being used for major events the configuration should support collaborative study and socialisation. Concept Design completed by USP. Progress with detailed design that prioritises natural light filtration, internal movement, and pedestrian connections to the library.	Student & Staff Services	●	●		●	●		○	○	Current Triennium 2025-2027
3	E25	Proposed cafe and bookshop opening up to the proposed Nakamal and adjacent courtyard. Concept Design completed by USP.	Student & Staff Services Commercial	●	●		●		●			Current Triennium 2025-2027
4	Revitalise the Library	Ongoing renovations will enable a range of study spaces including a computer lab, bookable group study rooms, flexible collaborative study space, private study space, and a dedicated postgraduate student study area.	Library & Study Hub		●	●	●		●			Current Triennium 2025-2027
8	Teaching Environment Upgrades	All teaching spaces are to include appropriate ICT equipment to support blended modes of learning as well as air-conditioning.	Centrally Timetables Spaces			●			●			Current Triennium 2025-2027
9	Moot Court	Upgrade Moot Court in E09. The Moot Court is to be designed as a flexible configuration to enable hire of facility to external legals groups, the courts, and conference use. Relocate PACLI to share adjacent space to the flexible moot court in E09.	Academic, Learning & Teaching			●			●			Current Triennium 2025-2027
10	Lab Renovations	Upgrade specialist laboratories (wet and dry).	Academic, Learning & Teaching			●			●			Next Triennium 2028 - 2030
11	Conference Centre Use Change	Open the existing conference centre for use as a collaborative study space and bookable large format lecture theatre.	Library & Study Hub		●	●	●		●			Current Triennium 2025-2027
12	E07	Consolidate administrative functions within a defined precinct close to key student-facing services i.e. finance, security, enrolment, student support services including nurse and pastoral care.	Central Administrative	●					●			Next Triennium 2028 - 2030
13	E44	Locate operational uses close to learning and teaching spaces to minimise service travel distances across campus i.e. IT, estates and infrastructure.	Central Administrative						●			Next Triennium 2028 - 2030
15	Accommodation Expansion	If expansion is required staff accommodation, investigations should be focused on areas labelled A which are currently adjacent to existing roads and housing developed.	Student Accommodation						●			Long term - review
16	Arrival Upgrades	Create a memorable and navigable arrival experience through a defined pick up and drop off area with seating and shelter, clear separation between pedestrians and vehicles, campus directional signage, and tier 1 landscaping (refer Page X). In addition to this the USP identity should be strong through large monument entry signage, retention of the national flags, use of pattern and colour on the hardscape.	Student & Staff Services	●			●		●			Next Triennium 2028 - 2030
17	Parking Expansion	Consolidate additional parking, if required, to an extended south-western car park that is conveniently located, though separated from key nodes and entries.	Student & Staff Services						●			Next Triennium 2028 - 2030
18	Signage	Wayfinding & Signage located at key intersections and decision points on campus. Signage strategy to consider use of both informational signage and directional signage. All buildings to have identification signage.	Student & Staff Services	●			●		●			Next Triennium 2028 - 2030
19	Tier 1 Landscaping	Focus of Tier 1 Landscaping around the arrival and the internal courtyard between arrival and the library.	Others	●					●			Current Triennium 2025-2027
20	Campus Safety & Accessibility	Reflecting engagement feedback the master plan supports future work to audit the safety of spaces to enable all students of any background to feel comfortable around the campus. Improvements that could be considered are for example: upgraded pedestrian pathways, enhanced lighting, CCTV & the addition of structures such as new fale or bure to improve activation & passive surveillance.	Others	●			●	●	●			Current Triennium (2025-2027)

The Master Plan

Meeting Foundational Service Standards:

1. E30 - Pastoral Care, End of Trip, Lockers.
2. E25 - Proposed Cafe, Bookshop, Additional Lockers.
3. E08 - Revitalise the Library.
4. Teaching Environments Upgraded.
5. Moot Court Renovation and Flexible Use.
6. Wet and Dry Lab Renovations.
7. Conference Centre Use Change.
8. Student Facing Administrative Hub.
9. Signage.
10. Lighting.
11. Toilets.
12. Drinking Fountains.
13. WIFI.



LEGEND

Master Plan Extents	Student services
CP Car Park	Staff Residence
Academic Offices	Student Residence
Administrative Offices	Proposed Directional Signage
Learning & Teaching (lectures and tutorial rooms)	Security Hut
Library / Collaborative Study Spaces	Upgrade/Renovate
Specialised Teaching Spaces (Wet & Dry Lab)	Proposed
Computer Labs	Toilets
Fale / Outdoor Study / Nakamal	End of Trip Facilities
Cafe, Bookshop, Dining Hall	Drinking Fountains
Gym	Proposed Lighting

Figure 10: Vanuatu Master plan

NTS

Future ‘blue sky’ Vision: Vanuatu in 2036 & beyond

Rationale and Disclaimer

Why did we do this?

The master plan documents provide a framework for addressing campus needs over the next 10 years, though it is difficult to demonstrate clearly the impact that USP campus evolution may have on the students who study there. To complement the master plan, we were seeking to demonstrate a future vision at a more human scale, to help communicate a shared aspirational scenario of the student centred campus principles of the master plan.

With the master plan and CAPEX primarily being aimed at addressing foundational level standards for students within the 10 year master plan time frame, this ‘blue sky’ vision offers a look at what the long term master plan implementation may look like for a fully activated student hub.

Current campus condition outlined in the image below.

What does it show?

The ‘blue sky’ vision focuses on the campus heart precinct in order to demonstrate the importance of student centred design approaches and activation of these key spaces. The view is in isometric projection, offering a birds eye perspective of a slice of life for students studying at USP Vanuatu campus. Of particular emphasis is use of Tier 1 landscaping elements, outdoor furniture provisions and moving of vehicle presence (roads and parking) away from the heart. These factors all contribute to a high quality student experience within these spaces.

For Vanuatu specifically, the image shows the current proposed Student Hub Nakamal adjacent to a cafe provision, with student activity spilling out from both, making use of the lawn and outdoor furniture. High quality landscaping contributes shade and visual amenity.
Viewpoint for the vision render shown below.

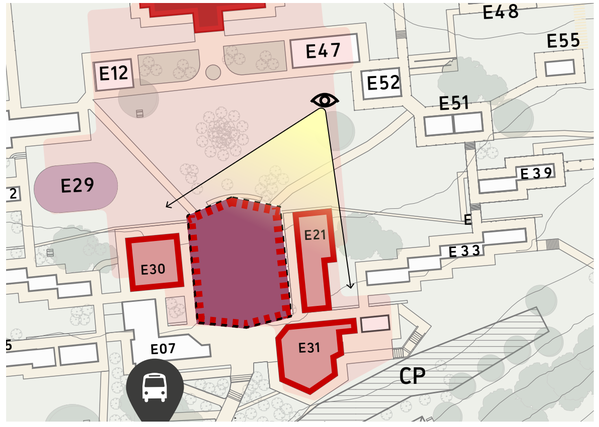
Sources & Approach

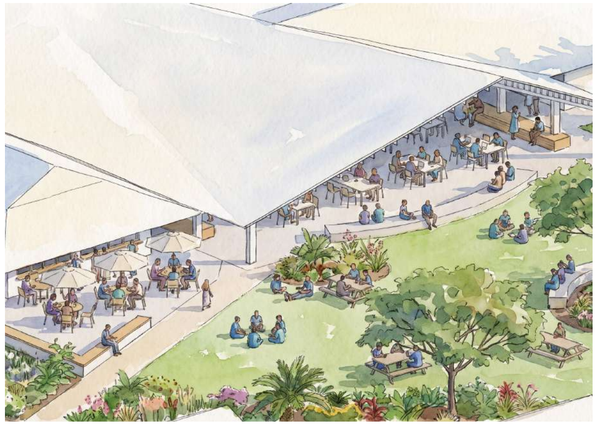
The master plan mapping layers for the ‘student hub’ precinct act as the basis for what is captured and following this a simple massing model was produced. This massing model was informed by online photos from campus site visits, satellite imagery and project documents provided by USP on a campus by campus basis. Built forms and massing are not accurate to real life, represented as simple white building envelopes that act as a backdrop for activation and landscaping between, New/proposed building footprints, if applicable, are indicative extruded outlines and do not represent final forms.

Render views utilise a mixture of 3D mass modelling and generative AI elements and are indicative only. Building forms, landscape and all design elements are subject to design development in the future, and may not appear at correct scale or form. Images are intended as aspirational and subjective only.

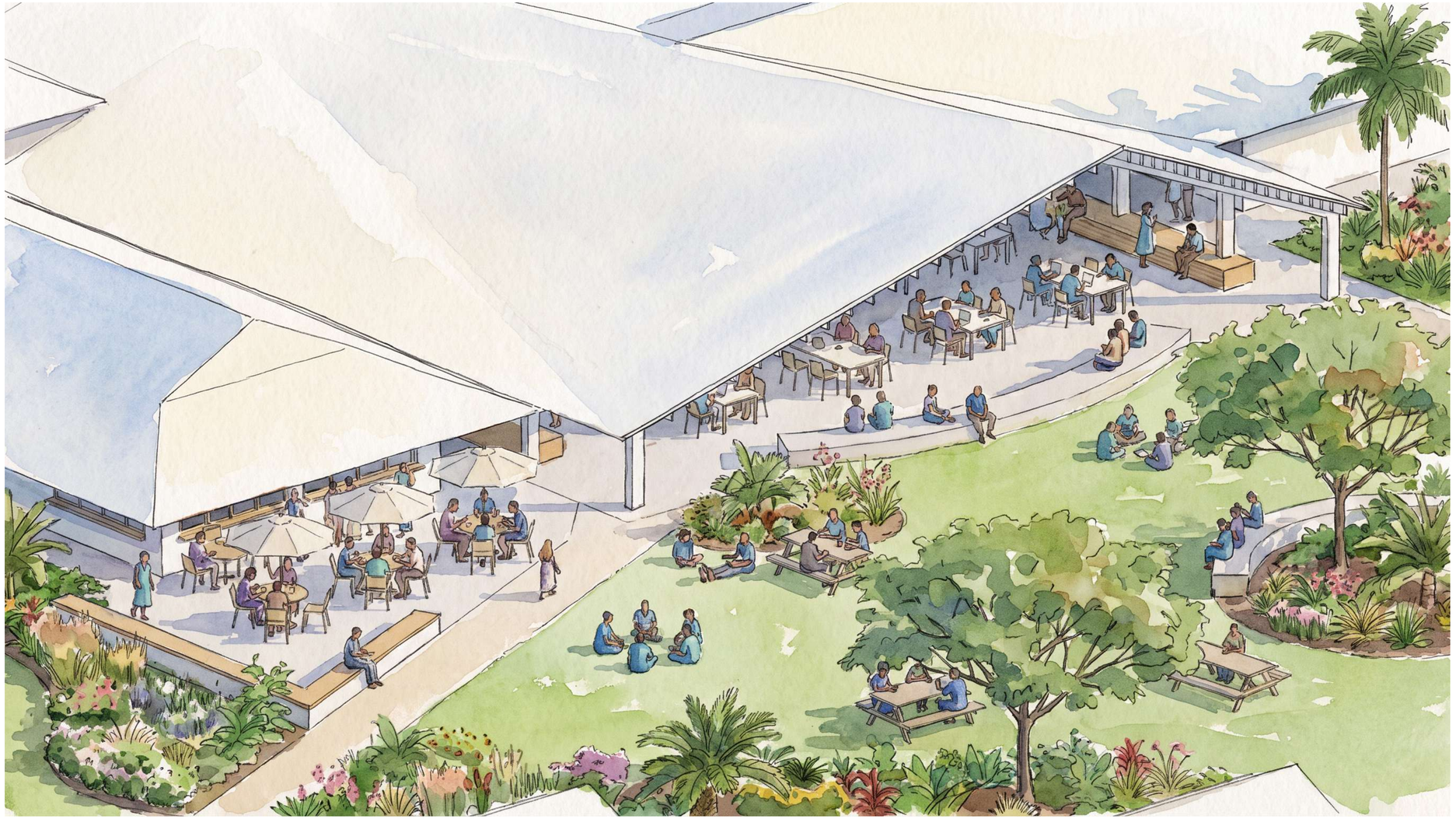
KGVI long term vision render shown below and over page.







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