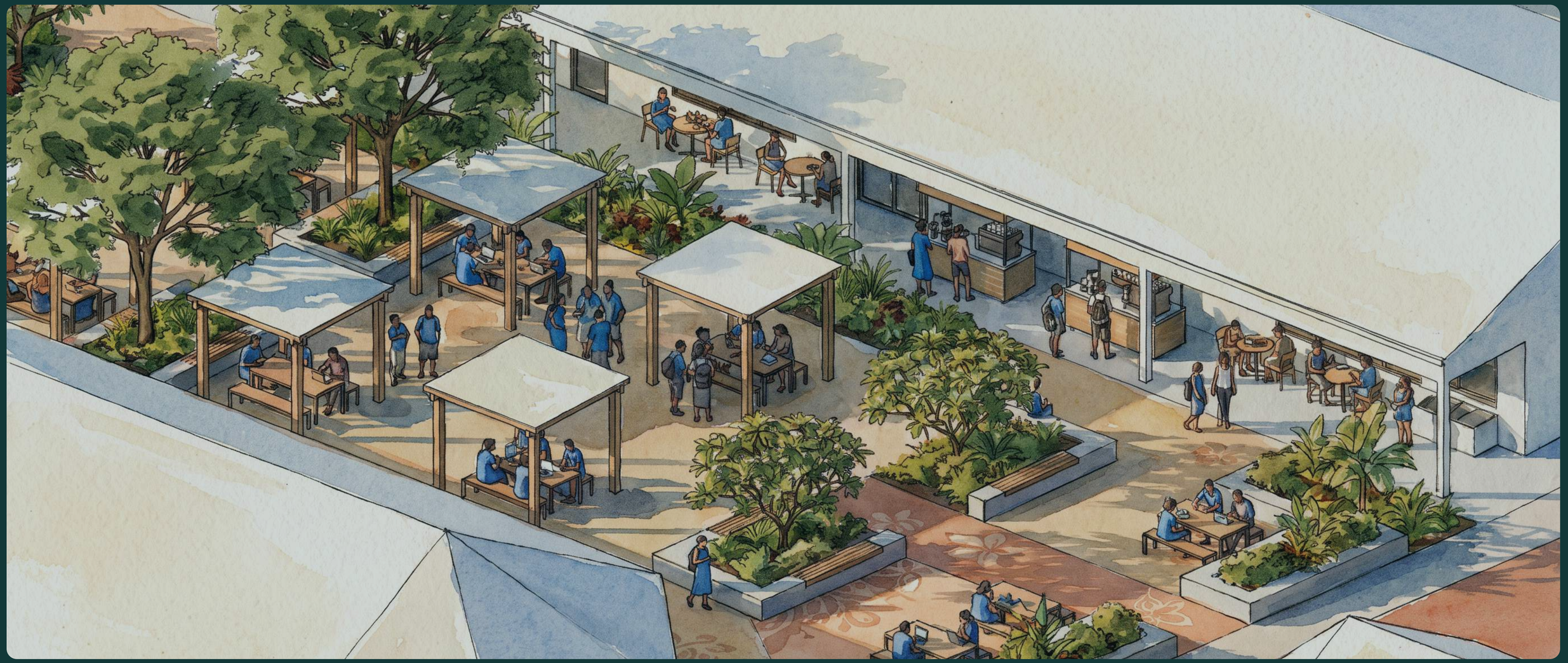


2026-2036 USP Master Plan

Samoa Campus

USP
THE UNIVERSITY OF THE SOUTH PACIFIC

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Date	Issue	Staff
25/08/26	1	JH / RS
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USP THE UNIVERSITY OF THE SOUTH PACIFIC

University of the South Pacific

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.

Executive Summary

Over the next ten years, the Samoa campus is expected to serve a broadly consistent student population rather than significant growth. This master plan is therefore not a growth strategy, but a considered response to the condition, capacity, and quality of what already exists.

Engagement consistently pointed to a campus with strong underlying assets - a valued cultural setting, a well-maintained landscape, and buildings largely adequate in scale - undermined by deferred maintenance, ageing furniture and technology, and a layout that needs to evolve to meet current day student needs and changes in course content and modes of delivery. The plan's key moves respond directly: consolidating and revitalising what Samoa USP already has, rather than expanding it.

At the centre of the plan is a genuine campus heart. Feedback described a lack of social and civic focus, with informal parking encroaching on key areas and an uncontrolled entry intersection creating conflict between pedestrians and vehicles.

The Student Hub Space Consolidation responds with an upgraded library, expanded social and shelter spaces, and improved amenity around a new shared pedestrian and vehicle precinct, reinforced by a ring road that consolidates parking to the eastern and western fringes and removes vehicles from the core. Together, these moves retain the formality and sense of arrival already valued along the entry road, while giving pedestrians clear priority once inside the campus.

Feedback on learning and teaching spaces was equally consistent: buildings are generally fit for purpose, but furniture, technology, and specialist facilities have fallen behind.

The Academic and Flexible Learning & Teaching revitalisation moves target this gap - addressing deferred maintenance in science and research facilities, upgrading furniture and furnishings, and adding postgraduate and staff common areas for collaboration.

Engagement feedback also highlighted the cultural and social life of the campus as a strength worth building on, particularly the fale as valued gathering spaces. The plan responds with a new purpose built fale on the campus heart's central axis, replacing the ageing Main Fale with a more prominent, accessible structure. This sits alongside the Sports & Recreation Hub, resolving the rugby oval's isolation through improved access, lighting, and consolidated court and gym facilities with proper change amenities.

For residential students, the University Residences actions prioritise deferred maintenance and amenity within the existing housing footprint, while identifying - but not committing to sites for future expansion should demand require it.

Together, these moves describe a campus that in ten years is a more complete version of itself: the same scale and community, with the maintenance backlog resolved and spaces that match the quality of the setting they sit within.

The Hames Sharley master planning team gratefully acknowledges the input from students, staff and leaders both in person and via the online survey. The role that these engagement activities played and time devoted to developing our understanding of the needs, future direction and experience at the Samoa Campus has been integral in our development of this master plan.





Figure: Project team visiting the campus outside of Apia 23-24 March 2026

Introduction

Master Plan Structure

The USP Samoa 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.

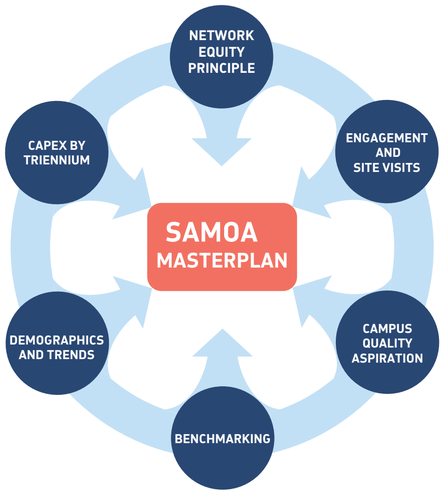


Figure 1: Master plan Sources of Information

Historical Development & Character

The Samoa campus is an important hub for USP, supporting a significant student cohort and offering a range of programmes that serve both local and regional demand. It was established in 1977 with an agricultural and food sciences focus, though today offers a broader range of courses. Into the future, specialisation and modes of delivery of practical elements of agricultural courses requires consideration and a pragmatic approach in the provision of infrastructure, in contrast to previous methods of course delivery.

Regional & Local Setting

The agricultural heritage of the campus is still legible in the landscape as the site retains farmland, open green space, and a lush, vegetated mountainous backdrop that distinguishes it from other USP campuses.

Current construction includes a conversion of staff residences to a lodge and the demolition of A28 (main fale). Various sticky campus initiatives are planned, including a student hub, campus connect area for underutilised green open space and Fale Tele and Malae.

Past Reports

The most recent relevant report on the Samoa Campus was the “Sticky Campus Concept Plan” made in March of 2025, outlining campus districts. This previous USP work has informed the master planning process.

Campus Strategy

The Guiding Principles for USP campus development (defined in the Shared Introduction p21) have been applied to the Samoa 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

Samoa Specific Strategy

With a historically agricultural focus, the Samoa campus master plan strategy must address the current degraded state of these specialist facilities, potentially by providing alternative forms of practical course work delivery such as working on commercial farms around Samoa instead of on campus.

Growth in blended and online learning changing the type and quantity of traditional learning spaces across all USP campuses also affects the master planning direction, allowing Samoa to transition from primarily specialist learning formats to flexibly furnished multi-use learning environments.

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.

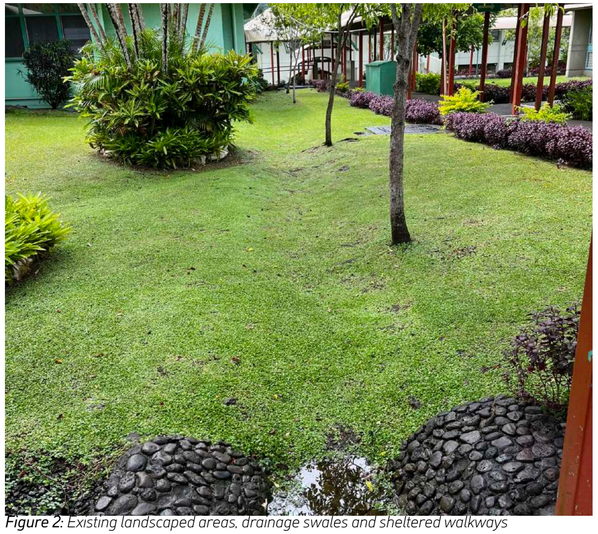


Figure 2: Existing landscaped areas, drainage swales and sheltered walkways



Figure 3: View towards surrounding mountains

Context Analysis



01

Existing Campus Features

+ Entry to Samoa campus via the avenue flanked by USP member country flags and fale structures provides a strong sense of arrival and delivers students and staff to the core teaching and learning areas.
+ The academic core sits at the upper level of the campus, with a level change to the dining hall and amenities to the lower level of the library building.
+ Some recreation facilities and farm buildings are isolated to the south across the water way. The closely grouped campus built form connected by covered walkways and surrounded by landscape is a key feature of the core of campus making it easily walkable and compact.
+ Walking and driving are the most common modes of transport to campus,
+ Many of the roads on campus require resurfacing and pedestrian links to specialised teaching and student/staff accommodation do not exist.

Source: Campus visit observations by Hames Sharley.



LEGEND

Master Plan Extents	Specialised Teaching Spaces
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
	River

Figure: *Existing Campus Condition*

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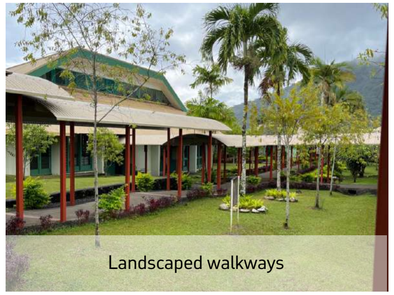
Site Observations

Photo Study



Campus entry, small fale for waiting


Mountainous backdrop is remarkable


Landscaped walkways

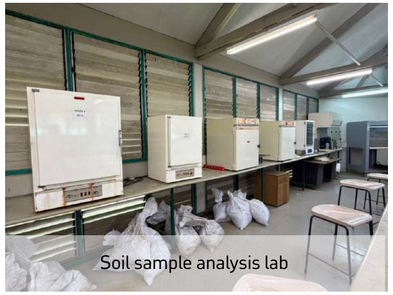

Undercover walkways in landscape provide a weatherproof/practical and aesthetic feature


Popular computer lab


Science lab with vaulted ceiling


Science lab with termite damage to the desks


Sample analysis storage and old equipment


Soil sample analysis lab


Typical classroom lecture style set up


Older classroom


Library a popular study and group work space


Library staff area and collection


Discussion room (group study room)


Bookshop, small but well cared for


Medical clinic


Soil lab



Fale


Inside fale


Upper area of campus disused buildings


Farm buildings though no longer operating


Student vegetable plots


Tennis courts nearby student housing

Building Condition Overview

Using data provided by USP (2024), the Samoa Campus exhibits a similar building condition to other USP campuses.

According to the latest building condition report, majority of buildings are in 'Category C' condition (68%) meaning 'operational But Requires Major Repair'. 18% of buildings are indicated in red as condition "D" and are being considered for demolition. The building condition ratings across the campus are depicted in the plan and summarised in the table below. 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: Building Condition Data (Samoa)

Building Condition*	Percentage of Buildings (%)	GFA (m2)
A	0%	0
B	14%	1676
C	68%	4043
D	18%	771

The **deferred maintenance** costs at this campus is currently sitting at **$7,097,628.**

Annual Maintenance Benchmark (1% of After Repair Value) is $346,309.

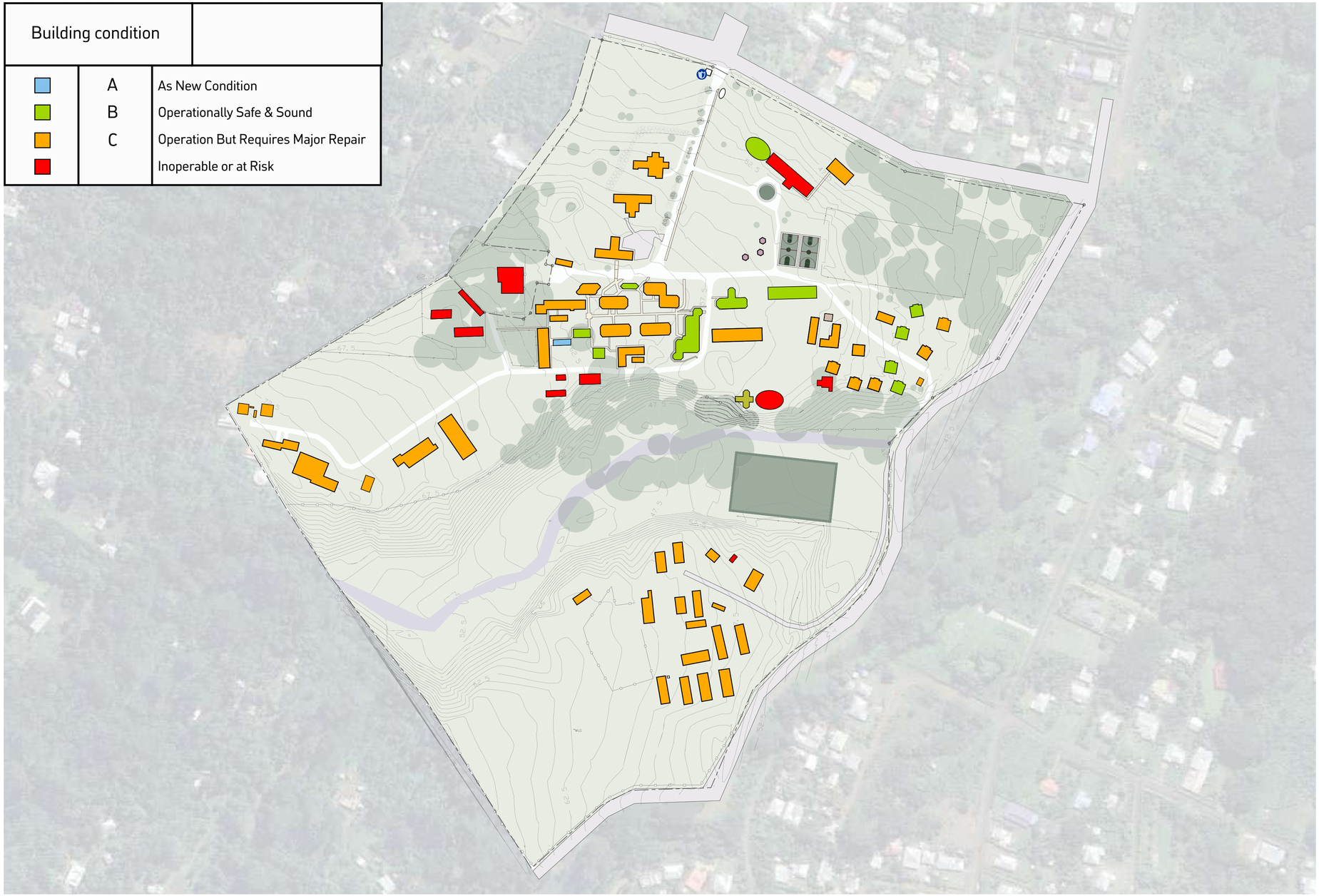


Figure: Building Condition

NTS

Engagement Activities

The project team visited the campus outside of Apia between the 23 to 24 March 2026.
The team included:

+ Rebecca Spencer, Hames Sharley
+ Jessika Hames, Hames Sharley
+ Mervyn Lepper, USP Director of Estates and Infrastructure
+ 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 Samoa 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, Tuesday 24 March 2026
+ 30 students attended (Refer Appendix 1)

Staff Workshop Details

+ 2 hour workshop, Tuesday 24 March 2026
+ 25 staff attended (Refer Appendix 1)

Online Survey

+ 86 Respondents, 22 Staff and 64 Students (as at 29 April 2026).
+ Refer to Appendix 4 for Survey Questions and Appendix 5 for Survey Results Summary.

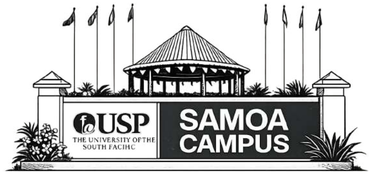


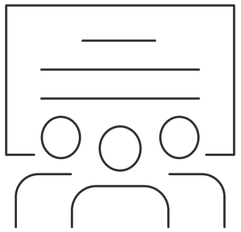


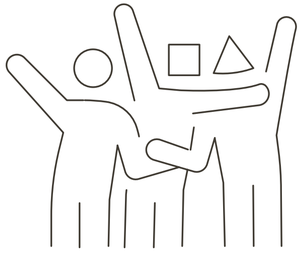
Images courtesy of Hames Sharley © 2026, Jessika Hames/Rebecca Spencer used with permission.

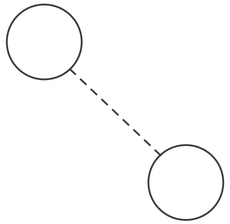
Key Engagement Themes

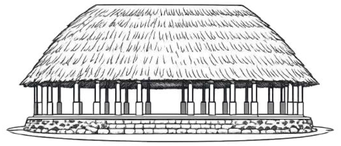
The key themes have been informed by the traingulation of data heard and gathered during workshops and the online survey.













01 Building Condition & Space Utilisation

+ Damage to furniture has taken several rooms offline.
+ Furniture and technology quality is generally below the standard of the building shells.
+ Louvred window screens require replacement to allow cross-ventilation.
+ Size and arrangement of most buildings is adequate. Internal upgrades should be prioritised.

02 Learning & Teaching Environments

+ The working farm is currently inactive due to the absence of a farm manager and building conditions, limiting practical agricultural experience for students.
+ Agricultural Research area of campus used by many students and would benefit upgrade.
+ The computer lab near IT support is heavily used and demand exceeds current capacity, with several labs elsewhere on campus currently out of action/offline.

03 Student Experience

+ The rugby oval is underutilised due to its isolated location near the farm.
+ Student vegetable plots initiative is valued.
+ A bookshop is under development in the library undercroft.
+ Attracting local vendors a challenge. There is potential for a small grocery/convenience store.

04 Arrival, Movement & Transport

+ The uncontrolled intersection at the campus entry creates pedestrian and vehicle conflict.
+ Entry road with landscape and flags create a formality and sense of arrival.
+ Roads in the agricultural areas of campus are poorly maintained.
+ Students mostly travel to campus by bus or are picked up/dropped off.
+ Parking is informally claimed by some staff and students and would benefit from bays in key areas being formalised.

05 Cultural & Architectural Context

+ The fale structures on campus are valued social spaces.
+ A new large multi-purpose fale was suggested in a more centralised location to host events and celebrations.
+ The mountain backdrop and well-maintained landscape positively contribute to campus character.
+ Covered walkways provide effective year round rain and sun protection.

06 University Residences

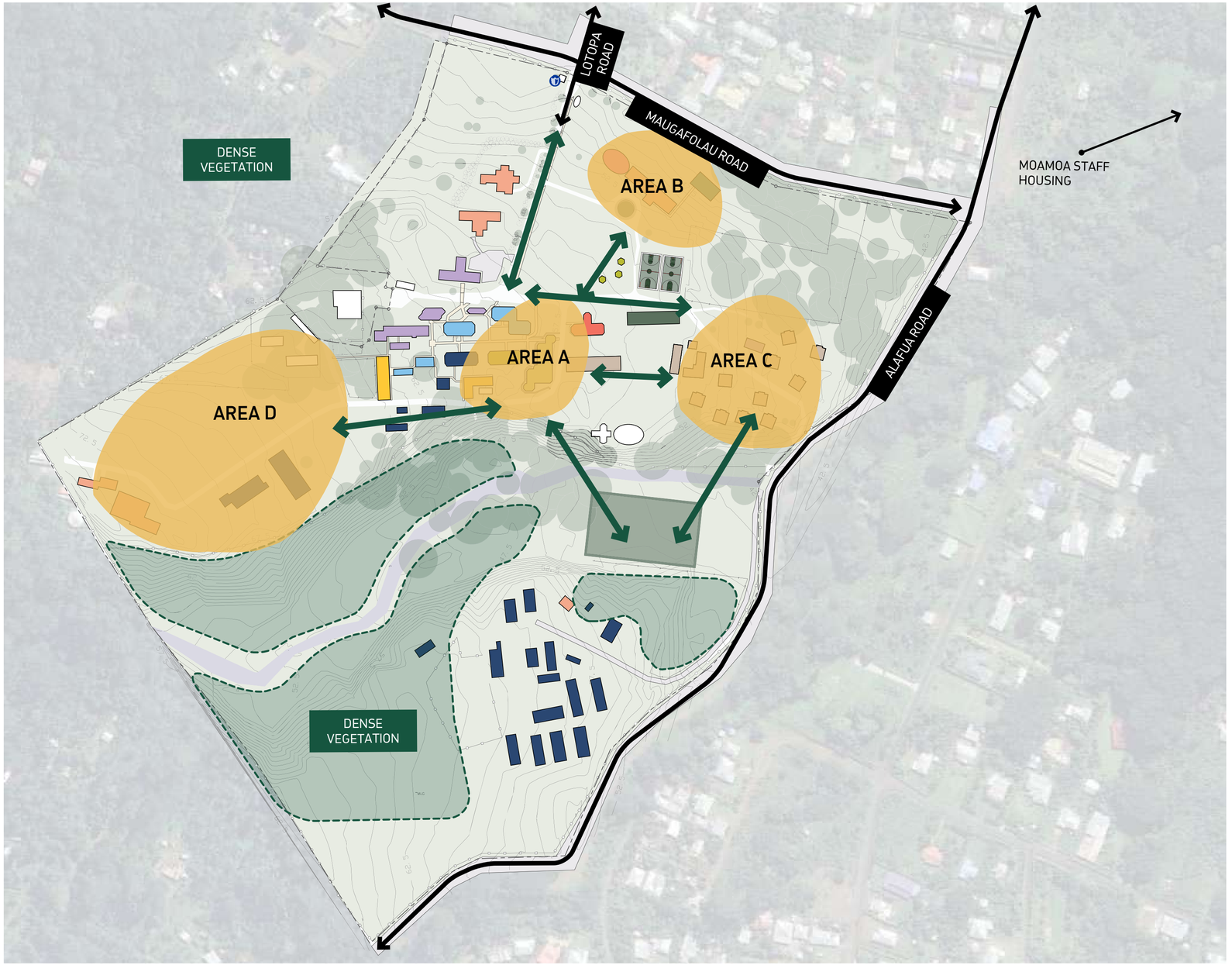
+ Student housing facilities are poor, with shared kitchens undersized for the number of residents in each cluster.
+ Staff accommodation is planned to be upgraded soon.

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 Samoa Campus should:

+ **Area A:** Implement the Student Hub vision by clustering key amenities - bookshop, gym, Dining Hall, library, computer labs and student facilities into a cohesive, activated campus heart. Consider road diversion or the creation of a shared-use zone to prioritise pedestrian movement, safety and amenity at the centre of campus life.
+ **Area B:** Connect the student hub with large Fale and conference facility, that could enable a postgraduate students secondary gathering space when not in use for external conferences.
+ **Area C:** Improve quality of student housing, shared kitchen facilities and internet connectivity for a safe, comfortable on-campus experience.
+ **Area D:** Address laboratory standards and learning areas upgrade, consider upgrades to pedestrian and vehicular paths. Staff and post-graduate student housing acceptable in this location albeit seperate from the campus core.



LEGEND

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

Figure: Engagement Implications

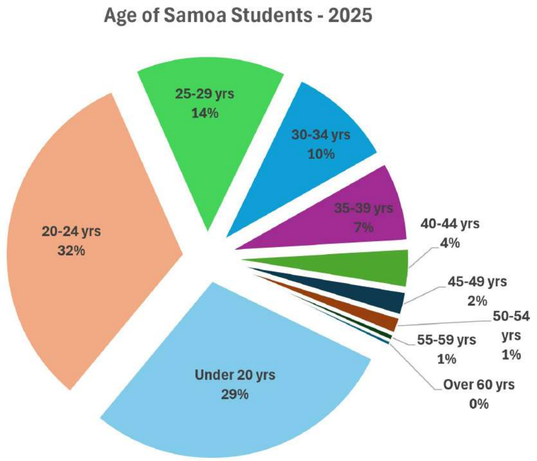
Demographics & Enrolment Trends

Demographics

+ **The majority (70%) of Samoa's students are female** and 30% male.
+ Two age groups are of similar size: the **20-24 year olds** include 32% and those aged under 20 years make up 29% of Samoa students - refer Age pie graph above.

Master Plan Implications

+ This demographic data, taken together with engagement feedback indicate that Samoa'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 housing areas to the campus heart including the Library hub study areas and recreation spaces for evenings and weekend use.
+ Enhanced lighting / security especially in study spaces should be available all hours to enable comfortable student experience for all, especially vulnerable groups.
+ Campus housing quality is currently being addressed and represents a key contributor to lifting the comfort and satisfaction of student experience that was noted in engagement feedback and site observations.



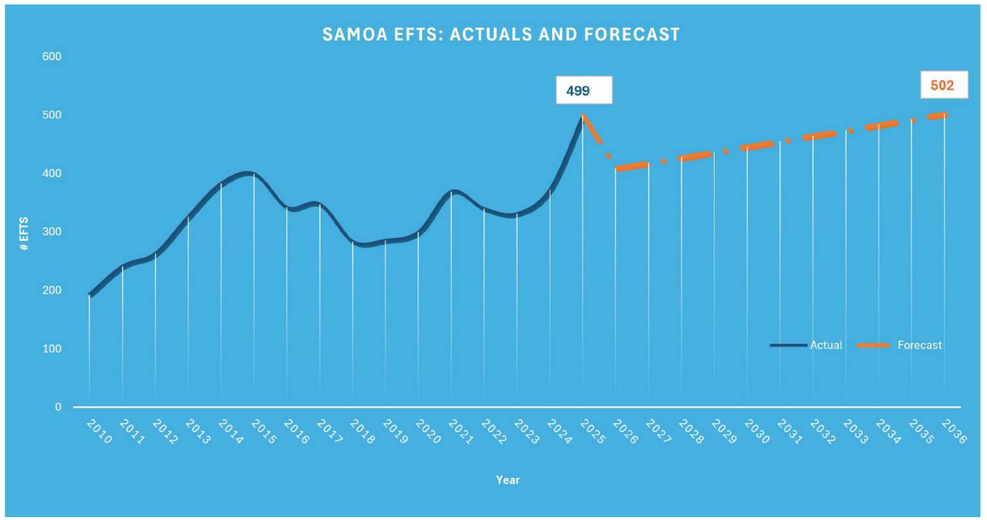
Student Enrolments

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

+ **2010–2015:** Steady growth from 193 EFTS up to a peak of 399 in 2015.
+ **2016-2021:** A dip down to 342 EFTS, before a variable enrolments and a climb back to a similar level of 369 EFTS in 2021.
+ **2021-2025:** This period showed overall a trend of growth, leading to a peak of 499 EFTS in 2025.

Master Plan Implications

+ With an overall EFTS at this campus set to remain stable 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.

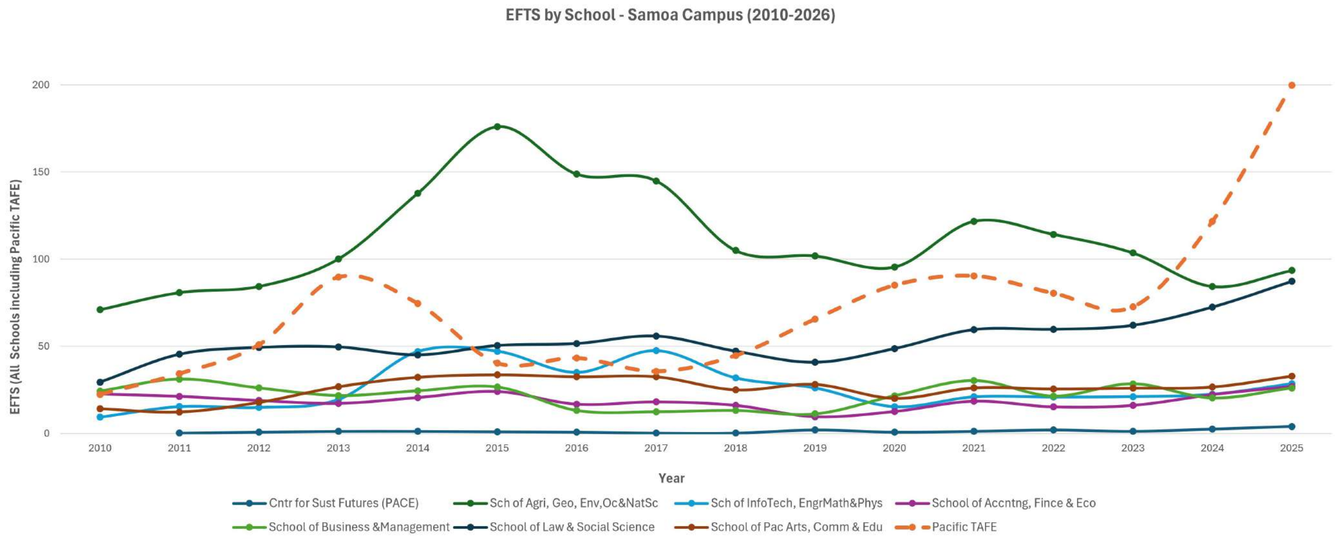


Data sources & notes:
Given this data was extracted 23 June 2026 by USP, the 2026 student figures are currently incomplete and are expected to increase as enrolments for upcoming semesters are processed. All breakdowns represent the distinct headcount of students and include only those with an 'RE' (Registered)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

School Trends

Course Enrolments and Trends

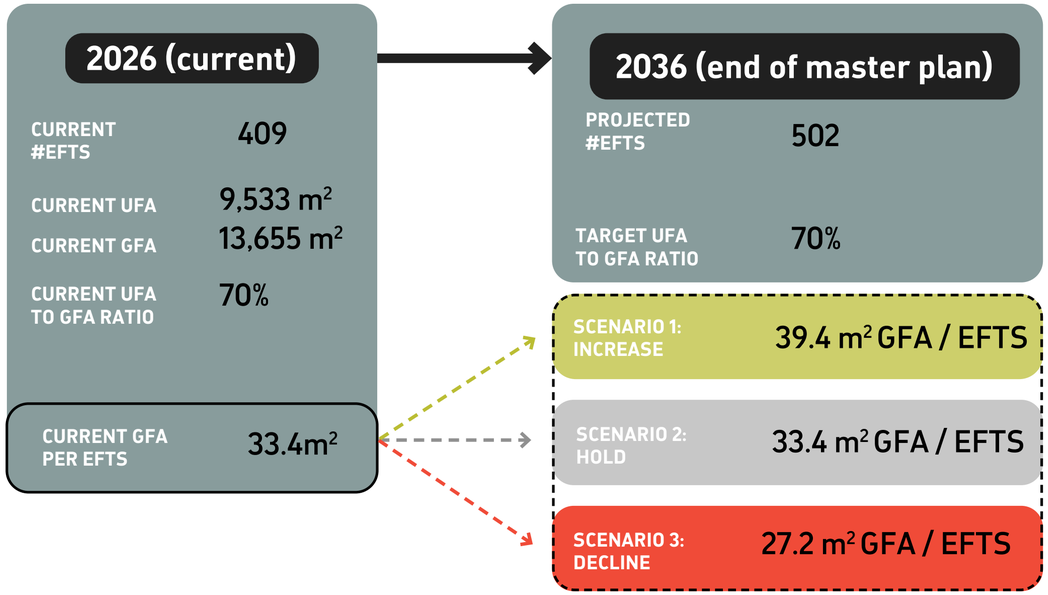
+ The EFTS numbers by School and Pacific TAFE (orange dashed line) are illustrated in the graph above.
+ **Pacific TAFE** student numbers have grown significantly in recent years so they have the largest cohort of students in 2025, followed by School of Agriculture, Geography, Environment, Ocean & Natural Sciences with 94 students. It is noted that this is below the peak of 2015-16 EFTS for this school and the implications for upgrades and provision of specialist agricultural practical / farm infrastructure for this cohort should be approached with a conservative and pragmatic lens.
+ **School of Law & Social Science** is the next-largest School and it saw growth from 29 students in 2010 to a peak of 87 in 2025.
+ Over the last 15 years at this campus, enrolments have steadily grown - however the forecast onwards for the master plan period prepared by USP suggests there will be minimal change in the cohort with total EFTS estimated at 502 in 2036.
+ 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

+ 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/ adapatable furniture for moot court that can be used across disciplines, and the need for wet and dry labs to deliver the soil science courses.
+ With an overall EFTS at this campus expected to hold steady at the current level over the next 10 years, focusing on improving the quality of existing floorspace through upgrades and renewal, the sticky campus concept implementation and enhancing university residences to lift student experience and support visiting academics are key moves.

Space Needs & Priorities



	USP Priority	Considering CAPEX Implications for the Master Plan
Academic, Learning & Teaching	Medium	Upgrade/renew existing space
Student & Staff Services	Medium	Planned projects will address need
Centrally Timetabled Spaces	Medium	
Library & Study Hub	Medium	Planned projects will address need
Central Administrative	Medium	Upgrade/renew existing space
Commercial	Low	
Student Accommodation	N/A	Planned projects will address need
Staff Residence	N/A	Planned projects will address need
Others	N/A	Planned projects will address need

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. *This is derived from the analysis that excludes the Farm at Samoa in order to remove an inflated perspective on available and suitable floorspace.*
+ A master plan approach for each GFA scenario was not within scope, though based on the context of a 459 student increase in EFTS and the low quality of existing GFA, the master plan is most closely aligned with Scenario 2: Hold. This is primarily to be achieved through a focus on the renewal and upgrade of existing spaces to retain the current 70% UFA to GFA ratio which is a target being sought on other campuses but already acheived here. 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 remain stagnant over the master plan period the rationale of upgrading and renewing existing space together with some planned projects to address the consolidation of this campus around the library is appropriate.

Priorities by Space Type

+ In USP modelling, in HOLD and INCREASE scenarios (increase in floor area), additional floor area has been allotted to Academic space.
+ At this campus, USP has highlighted that most spaces are in the medium priority category (refer table above). Planned Projects across the Samoa campus include the Student & Staff Services, plus Library & Study Hub which are being addressed through a comprehensive sticky campus heart upgrade to this core area, benefiting all students and staff.
+ A renew and upgrade existing space approach is being adopted for Academic, Learning & Teaching as well as the Central Administrative areas.

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.

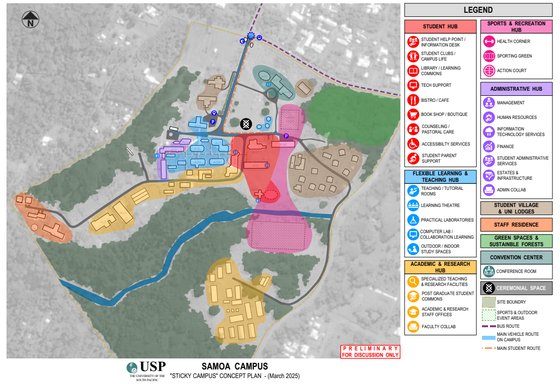
These projects have been integrated into master planning layers.



The new **Bookshop (Retail)** space is larger and it provides you with a wide selection of products from IT consumables (Laptops, mobile phones), Books (General/ Pacific/ Textbooks/ Course Materials, Stationeries, University apparel and even Household essentials. Purchases can be either through textbook rentals (for students) or lay-buy (for staff).

Other retail spaces can include Print Shop, a Uni Mini Mart and Coffee Shop.

Design Team 2024,
Estates & Infrastructure



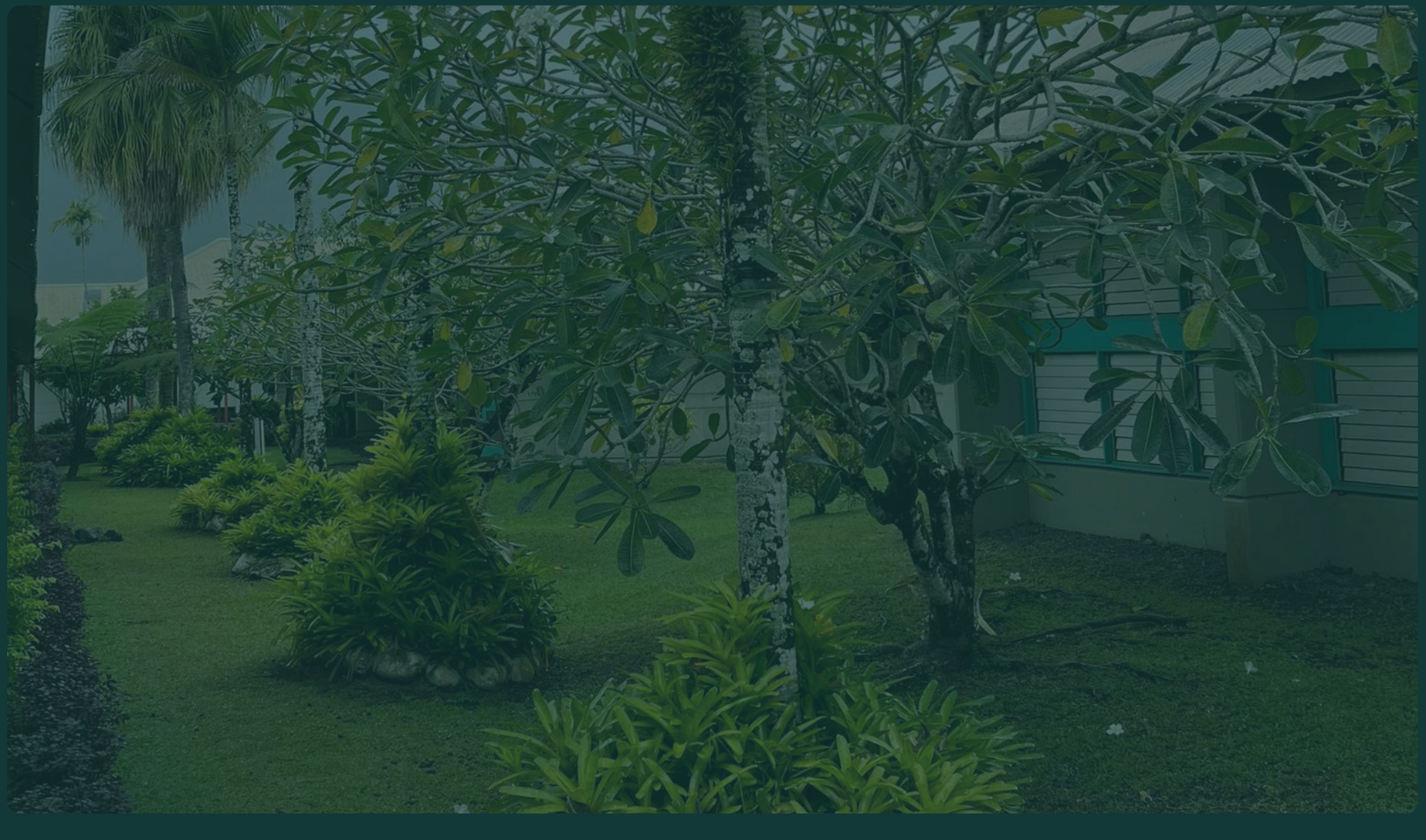
Proposed Connect Area

+ Contributing to the **Student and Staff Services** priority.
+ Concept design options completed. 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.
+ In reviewing this proposal, Hames Sharley recommends that car parking is removed from the campus heart, and a shared surface be implemented to support pedestrian movements between the student hub and campus connect area. The design response to achieve this is illustrated within the master plan in the following pages.

Sticky Campus

+ Developed March 2025.
+ An aspirational plan identifying the desired campus precincts, improvements proposed and their locations across the Samoa Campus.

Spatial Framework



02

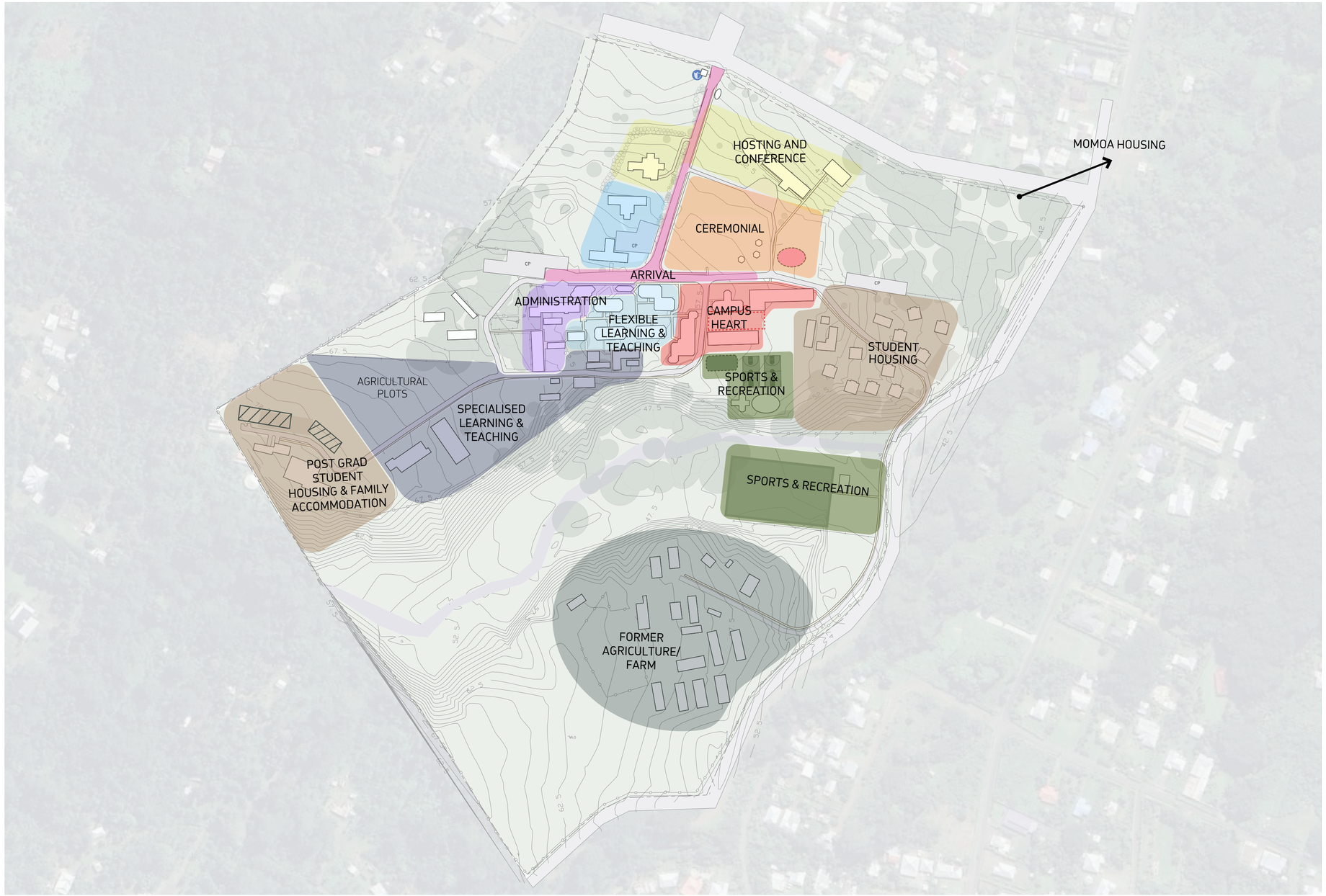
Campus Precincts

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 Samoa master plan precincts include:

+ **Arrival** – 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.
+ **Administration** – 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 seminar rooms, tutorial rooms and computer labs that support blended learning at the core of the campus.
+ **Specialised Learning and Teaching** – Wet and dry laboratories, agricultural research facilities.
+ **Sports and Recreation** – Resurfaced multi-sports courts and refurbished gym are co-located, rugby field remains in current location with improved pedestrian connectivity and amenity
+ **Ceremonial** – New large ceremonial Fale on campus heart axis. Fale to be built on a raised platform to signify its importance and use as the formal ceremonial space.
+ **Former Agriculture Farm** – Intensive farming activities are to be moved off-site and delivered through practical placements on commercial farms. The former agricultural farm area to be reduced in size and retained only for training purposes and demonstrations to provide foundational skills prior to student practical placements.

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 stick 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 Samoa master plan proposes to:

+ Create a new Student Hub at the campus heart.
+ 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 study area.
+ Expand the network of casual social spaces and improve shelter, seating, and place-making to support year round use.
+ Enhance the sports and recreation precinct with resurfaced multi-sports courts, Gym upgrades to incorporate shower and change facilities, and improved pedestrian access to the rugby field.
+ Improve general campus amenity, including access to drinking fountains, end of trip facilities and toilets (Refer Infrastructure & Services).
+ A new Campus Connect' area (1), including a new landscaped courtyard with pergola-covered "learning lounge" seating.
+ New ceremonial fale located on the central axis of the student heart
+ new pick up/drop off zone adjacent administration (2)

Refer to following page for a zoomed in view of this key precinct.



LEGEND

- — - -	Master Plan Extents
CP	Car Park
	Library
	Fale / Outdoor Study
	Students
	Gym / Sporting Fields and Courts
	Upgrade/Renovate
	Proposed
	Campus Heart Precinct
	Arrival Precinct
1	Campus Connect Area
2	New Pick-up/Drop-off zone

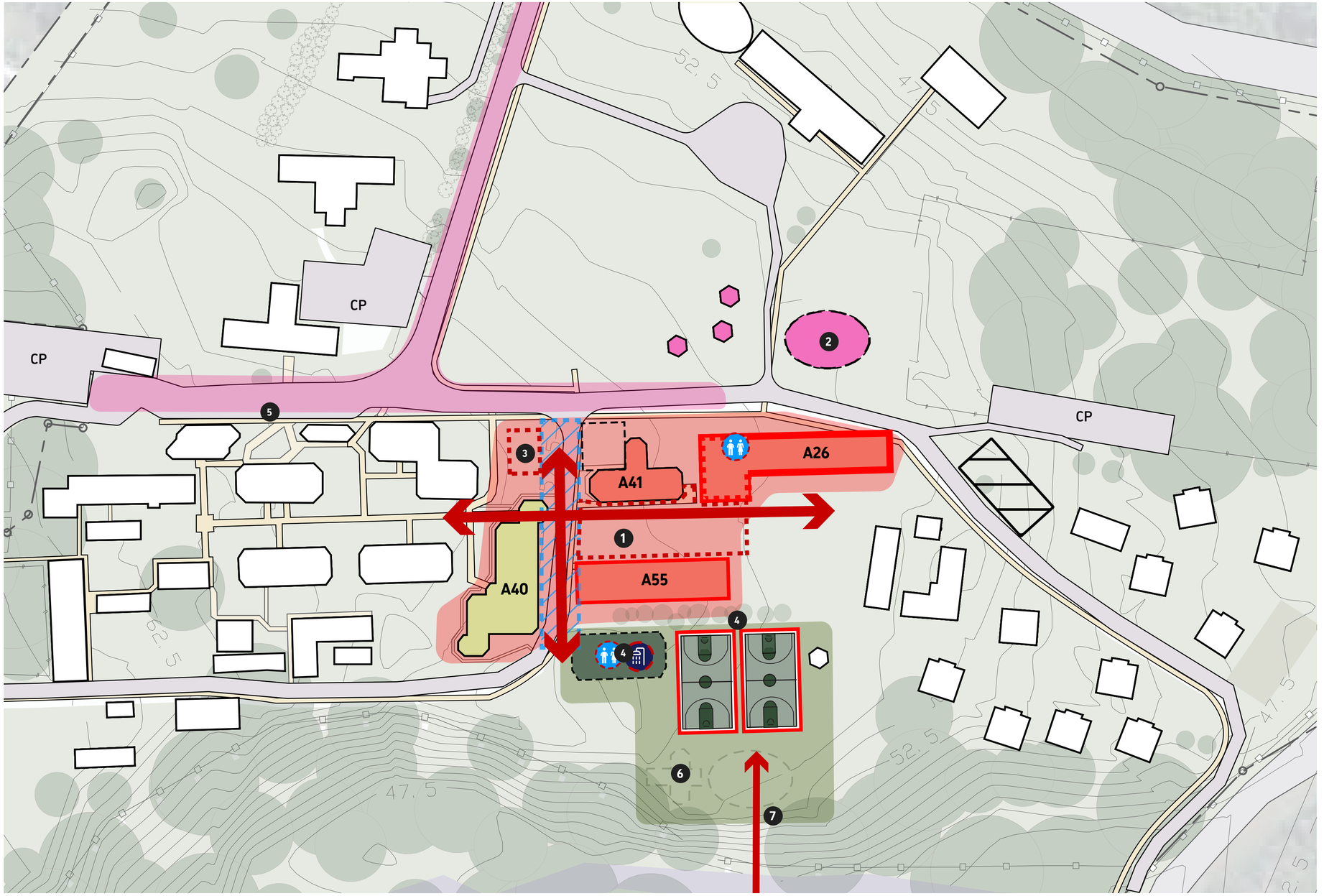
Figure: Student Experience

NTS

Student Experience

Key master plan moves include:

1. **Proposed Redevelopment of student hub.**
   + A new Campus Connect' area including a new landscaped courtyard with pergola-covered "learning lounge" seating, an expanded bookshop/retail space, additional retail tenancies (print shop, mini mart, coffee shop) within a renovated existing Tamaligi hostel building, and screened new toilet/washroom facilities. Adjacent to this area and linking over to the library is a shared surface treatment and pedestrian priority area. This allows servicing vehicles only and encourages freely flowing student movement between spaces.
2. **Campus Ceremonial Space**
   + New ceremonial fale located on the central axis of the student heart.
3. **Social Study Expansion**
   + Expand the network of casual social spaces and improve shelter, seating, and place-making to support year round use.
4. **Enhance the Sports and Recreation Precinct**
   + Resurfaced multi-sports courts, New gym to incorporate shower and change facilities, and improved pedestrian access to rugby field.
5. **New pick up/drop off zone**
6. **Demolition of disused buildings**
7. Connection with rugby fields - pathway appears to be possible



LEGEND

Master Plan Extents	Proposed
CP Car Park	Campus Heart Precinct
Library	Arrival Precinct
Fale / Outdoor Study	Toilets
Students	End of Trip Facilities
Gym / Sporting Fields and Courts	Pedestrian/Vehicle Shared Zone
Upgrade/Renovate	

Figure: Student Experience (Zoomed)

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. **Academic, Learning & Teaching Revitalisation and Consolidation (2028 - 2030)**

+ Specialized Teaching & Research Facilities A06, A08, A13, A14, A17, A20, A21 Science Laboratories, Post Graduate Student Commons. Deferred Maintenance. Strengthened Connectivity. Sustainable Initiatives. Common Facilities (Washrooms, Breakout Rooms) for Staff. Roads. Foot paths. Car Parking.

2. **Flexible Learning & Teaching Revitalisation and Consolidation (no date)**

+ A05, A07, A16, A25, A38, A39 - Strengthen Connectivity. Deferred Maintenance. Sustain and Maintain Facilities. Upgrade AV/IT Infrastructure Furniture. Sustainable Initiatives.

3. **Former Agriculture Farm**

+ Intensive farming activities are to be moved off-site and delivered through practical placements on commercial farms. The former agricultural farm area to be reduced in size and retained only for training purposes and demonstrations to provide foundational skills prior to student practical placements.



LEGEND

- Flexible Learning/Teaching Spaces
- Computer Labs
- Specialised Teaching Spaces
- Site Boundary

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 **Administration Revitalization and Consolidation (2025-2027)**

+ A02, A03, A09, A15, A35 Administration Revitalisation and Consolidation, Deferred Maintenance. Sustainable Initiatives. Kitchenette. Washroom Facilities. Car Park.



LEGEND

- Administrative Office
- Academic Office
- Site Boundary

Figure: Academic, Administration & Operations

NTS

University Residences

The master plan proposes to:

1 **Student Village**

+ The master plan proposes that the existing student village to remain as student (single persons) accommodation.
+ Deferred Maintenance. Sustain and Maintain Student Accommodation Units. Sustainable Initiatives.

2 **Student Village (Post Graduate)**

+ The master plan proposes the existing staff accommodation to be refurbished for use by post-graduates and married students.
+ Deferred Maintenance. Repurpose Staff Residences for Post Graduate Students (MQ). Sustainable Initiatives.

3 **Lodges - Hosting and Conferences (Short Term Stay)**

+ This accommodation is to enable visitors to stay on campus for short term periods such as events, conferences etc.
+ Accommodation to suit Visiting Academics, Student Exchange Program, Visiting Researchers, and Accommodation to Support Campus Conferences and Networking Events. Undertake Sustainable Initiatives. Car Park.

4 Refer to plan on following page for the existing Staff Housing in Moamoa and master plan intent to consolidate staff permanent housing in this location with on campus residences strategy as outlined above.



LEGEND

Site Boundary	CP Car Park
Uni Lodges	Potential Future Growth Areas
Student Housing (Single & PostGrad/ Married)	

Figure: University Residences

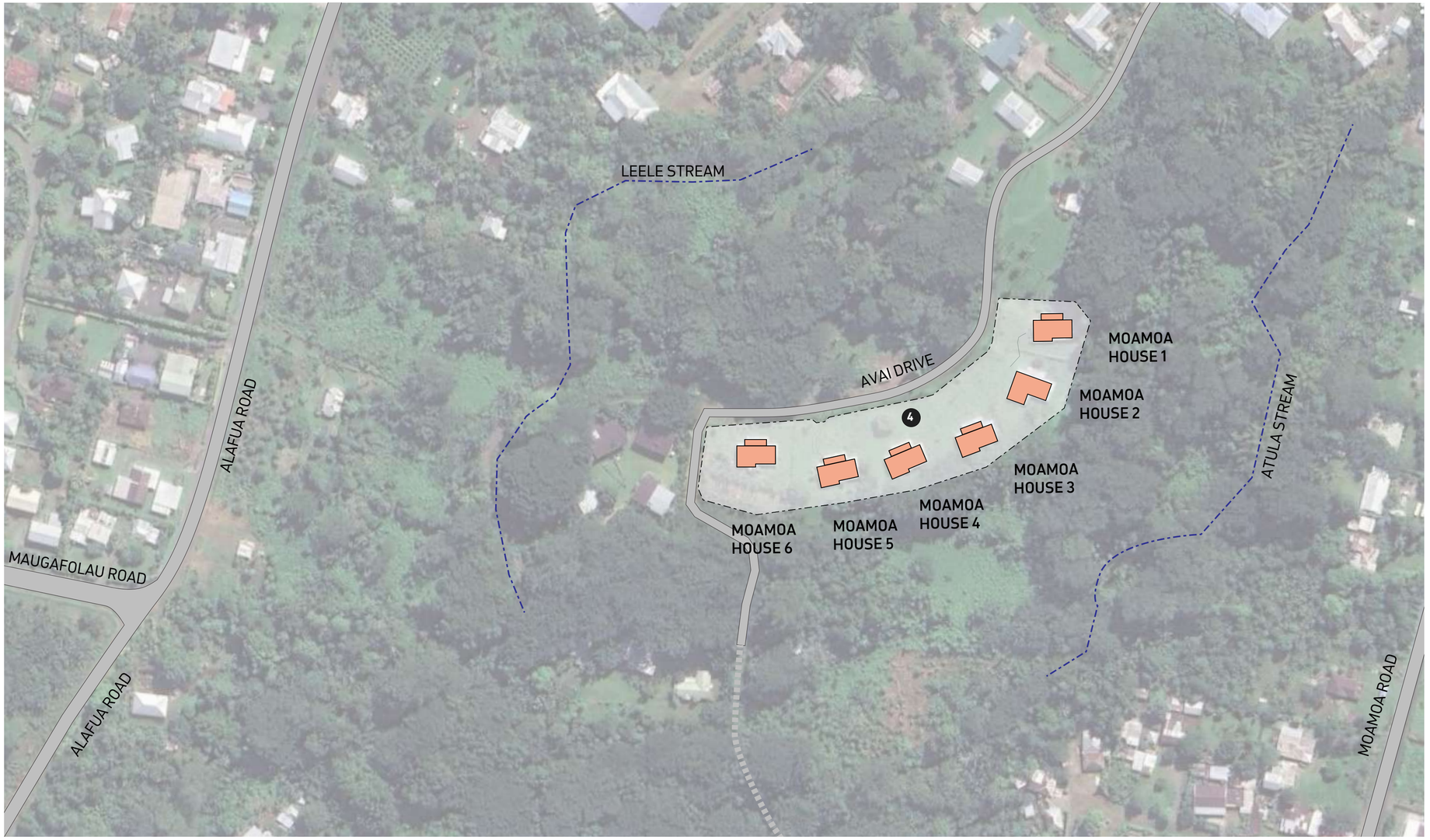
NTS

Staff Housing

4 USP Staff housing is located close by the the campus on Avai Drive, as illustrated in this plan. This housing is to be retained for this purpose and the additional existing staff housing located on campus is under the master plan direction and as shown on the previous page 22 plan, to be used by married and Post Graduate Students.

It is important to provide secure, functional and attractive housing and gardens for staff at the Manager Security House and within the Moamoa neighbourhood. Sited within dense natural vegetation, the properties require similar safe, accessible and well lit grounds as are provided on campuses.

To achieve this outcome, the master plan supports the addition and upgrading of external elements such as fencing, landscaping and lighting to the staff housing. Alongside future improvements to the homes themselves, these changes will help ensure staff are retained and attracted to work at USP Samoa campus.



LEGEND

- Chainlink Fence Boundary
- Moamoa Staff Housing
- Road

Figure: Moamoa Staff Housing

NTS

Movement & Transport

Movement and transport underpins how confidently and comfortably students, staff and visitors navigate the campus day to day. The Samoa 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. Car paring is proposed in two main consolidated locations to the East and to the West. In response to these strong foundations, the master plan seeks to focus on wayfinding and legibility for the Samoa campus

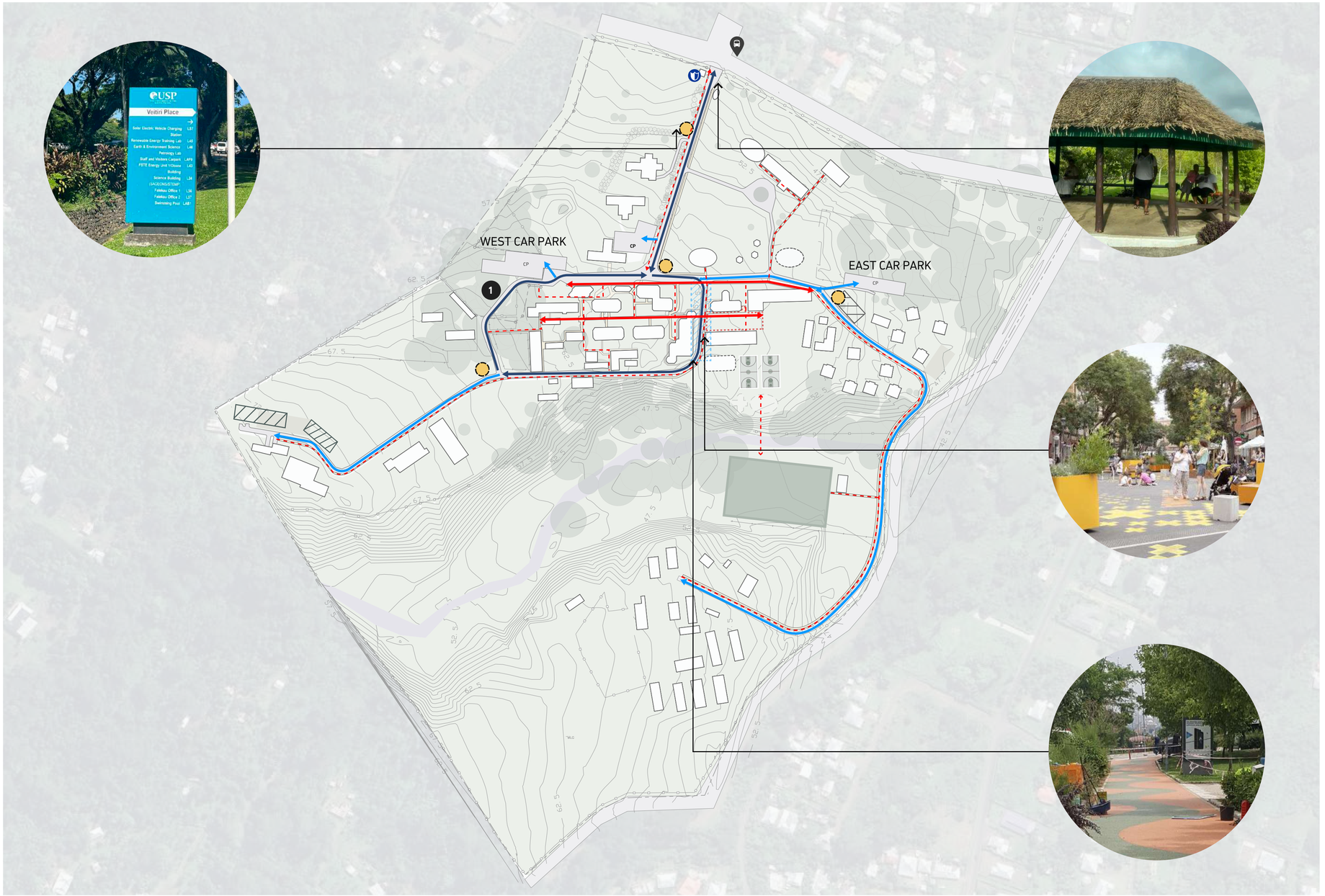
The master plan proposes:

+ **Campus Roads, Pathways & Circulation**

1. Roads, Footpaths, External Lighting, Landscaping. Car Park. New Ring Road with Car Park - A23, A24, A32, A85

+ Pedestrian Safety. Campus Legibility. Arrival Experience. New Ring Road with Car Park - Connect Existing Roads to the Main Campus Hub

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
	Primary Vehicle Access
	Secondary Vehicle Access
	Proposed Directional Signage
	Security Hut
	Bus Shelter
	Shared Pedestrian / Vehicle Zone

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, learning and student hub precincts, as well as around the existing rugby field. Encourage the planting of native plants.
+ **Tier 2 - Managed Natural Vegetation**
  Existing forested portions of site 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 Samoa, this is particularly relevant with the on the campus residential population meaning evenings and weekends access. Three areas especially would benefit from improvements: the Student Housing village to the east; future Post-Graduate and married student Housing area to the west; and the recreation area to the south of campus near the rugby field.

The master plan recommends improved safety measures and connections to the campus heart including the library and computer labs as a key study spaces. Such improvements will allow all users to comfortably move around the campus and better utilise the recreation and campus heart facilities.



LEGEND

Master Plan Extents	Tier 1 Landscape
CP Car Park	Tier 2 Landscape
Landscape	Proposed
View Points / Corridors	

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** - Additional toilets in the gym extension and around the student hub, as well as by the rugby field.
+ **Drinking Fountains -** Additional water fountains are proposed throughout the learning and student hub precincts.
+ **WIFI -** The minimum area for WIFI connection is indicated in the plan, encompassing student housing areas.



LEGEND

- — - -	Master Plan Extents
CP	Car Park
	Toilets
	Drinking Fountains
	Changing Facilites
	Minimum WIFI conectivity
	Proposed Lighting
	Upgrade/Renovate
	Proposed
	Security Hut

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	Fire Hydrants
100,000L Main Reservoir Water Tank	Fire Booster Pump
375 KVA Generator & Main Switch Board	Large Infrastructure Preferred Location
Septic Tank	

Figure: Utilities

NTS

Implementation Plan



03

Implementation Plan & Priorities - Samoa

Data sources & notes:
Capital Works Projects identified by USP have been integrated into this implementation plan.
Refer to Introduction (p11) 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	**Student Hub Space Consolidation (Campus Heart)**	Create a new Student Hub at the campus heart including a shared surface pedestrian and vehicles area which strengthens connections at the heart and the changes involve: revitalising the library; expanding the network of casual social spaces and improve shelter, seating, and place-making to support year round use; improving general campus amenity, including access to drinking fountains, showers/changing/ locker facilities and toilets; a new 'Campus Connect' area including a new landscaped courtyard with pergola-covered "learning lounge" seating; and a new pick up/drop off zone adjacent administration (to include disabled access bays) - A40, A41, A55, A26.	Library & Study Hub	●	●	●	●	●	●			Current Triennium (2025-2027)
2	**Campus Roads, Pathways & Circulation**	The principle of ensuring roads are upgraded and footpaths provided that provide priority access for pedestrians throughout campus and keep parking and vehicles to the perimeter and people moving freely at the centre is to be adopted at Samoa. This achieves the objectives of pedestrian safety. improved campus legibility together with a better arrival experience. Wayfinding signage is proposed at key decision points within the campus and is focused on enabling all users to access important precincts with confidence and ease. Enhancing these moves with landscaping that complements the already strong landscape character at Samoa with lighting and shade structures is appropriate. A new Ring Road is proposed to achieve this and car parking is consolidated in two main areas to the west and east fringes of campus (with vehicles delibrately kept away from the campus heart precinct) - A23, A24, A32, A85.	Other	●	●		●		●			Current and ongoing
3	**Academic, Learning & Teaching Revitalisation & Consolidation**	Enhancing this cluster of buildings located at the core of campus learning and teaching areas, the master plan includes undertaking deferred maintenance of Specialised Teaching & Research Facilities (Science Labs). Provision of Post Graduate Student Commons to support this cohort. Appropriate common facilities (Washrooms, Breakout Rooms) for Staff to enable collaboration and interaction across the staff group - A06, A08, A13, A14, A17, A20, A21.	Academic Learning & Teaching		●	●	●		●			Next Triennium (2028-2030)
4	**Flexible Learning & Teaching Revitalisation and Consolidation**	This area of the master plan requires attention to deferred maintenance and will result in the implementation of existing facilities being improved via the upgrade of Furniture & Furnishings. Imagery provided within the master plan illustrates examples of other campus settings that deliver this positive outcome and approach - A05, A07, A16, A25, A38, A39.	Academic Learning & Teaching	●		●	●	●	●			No Date
5	**Administration Revitalisation and Consolidation**	Administration areas are focused in these buildings and revitalised to support staff working in and students accessing, these key functions. Part of the improvements will involve undertaking deferred maintenance and addressing the needs for Kitchenette and Washroom Facilities - A02, A03, A09, A15, A35.	Central Administrative		●	●	●		●			Current Triennium (2025-2027)
6	**Sports & Recreation Hub**	The master plan proposes enhancing the sports and recreation precinct with resurfaced multi-sports courts. new gym to incorporate shower and change facilities, and improved pedestrian access to rugby field.	Student & Staff Services	●	●		●		●			Next Triennium (2028-2030)
7	**Student Village**	Upgrade students quality of life by undertaking deferred maintenance to existing housing. Ensure this precinct continues to serve single students/undergraduates and is a safe and comfortable environment for female students who make up much of the Samoa cohort. Proximity of this housing area to recreational and campus heart facilities provides excellent amenity and access for those residing on campus throughout the day/evening and weekends. Areas for future growth that may be (where required to increase housing for this group) have been indicated in the master plan. Business cases and technical investigations of these approximate sites will be required before proceeding - A29, A42, A43, A44, A45, A46, A47, A48, A49, A50, A51, A52, A53, A54, A56, A83.	Student Residences	●			●		●			Next Triennium & The Following (2028-2033)
8	**Post Graduate Student Village**	A66, A67, A68 - Undertake deferred maintenance. Repurpose Staff Residences for Post Graduate Students (MQ). This area is for older students with partners and families, specifically seperate from the eastern student housing precinct. Areas for future growth that may be (where required to increase housing for this group) have been indicated in the master plan. Business cases and technical investigations of these approximate sites will be required before proceeding.	Student Residences	●			●		●			Current & Next Triennium (2025-2030)
9	**Campus Ceremonial Space**	Main Fale (New Building Footprint in lieu of A28) - The master plan proposes a new ceremonial fale located on the central axis of the student heart. The rationale for this location is this existing well landscaped area to the front of campus provides good visible presence for this important structure as well as easy access to the campus heart and proposed parking nearby - A10, A12, A18. Fale to be built on a raised platform to signify its importance and use as the formal ceremonial space.	Student & Staff Services		●		●	●		○		Next Triennium (2028-2030)
10	**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 bule to improve activation & passive surveillance.	Others	●			●	●	●			Current Triennium (2025-2027)
11	**Moamoa Staff Housing Upgrades**	Providing secure and attractive housing and gardens for staff at the Manager Security House and within the Moamoa neighbourhood is important. Retaining the existing staff housing area and transitioning the on campus dwellings to be used by married and Post Graduate Students is the master plan direction. The master plan supports the addition and upgrading of external elements such as fencing, landscaping and lighting to the staff housing. Alongside future improvements to the homes themselves, these changes will help ensure staff are retained and attracted to work at USP Samoa.	Others	●			●			○		Next Triennium & The Following (2028-2033)

The Master Plan

Item	Project Title
1	Student Hub Space Consolidation
2	Campus Roads, Pathways & Circulation
3	Academic, Learning & Teaching Revitalisation and Consolidation
4	Flexible Learning & Teaching Revitalisation and Consolidation
5	Administration Revitalization and Consolidation
6	Sports & Recreation Hub
7	Student Village
8	Post Graduate Student Village
9	Campus Ceremonial Space
10	Moamoa Staff Housing retained & upgraded

LEGEND

- — - -	Master Plan Extents
CP	Car Park
	Landscape
	Academic Offices
	Administrative Offices
	Learning & Teaching (lectures and tutorial rooms)
	Library / Collaborative Study Spaces
	Specialised Teaching Spaces
	Computer Labs
	Fale / Outdoor Study

	Cafe, Bookshop, Dining Hall
	Gym
	Uni Lodges
	Staff Residence
	Student Residence
	For Demolition
	Upgrades to Buildings
	New/Significant Project
	Toilets
	External Road
	Potential Future Expansion of Accommodation

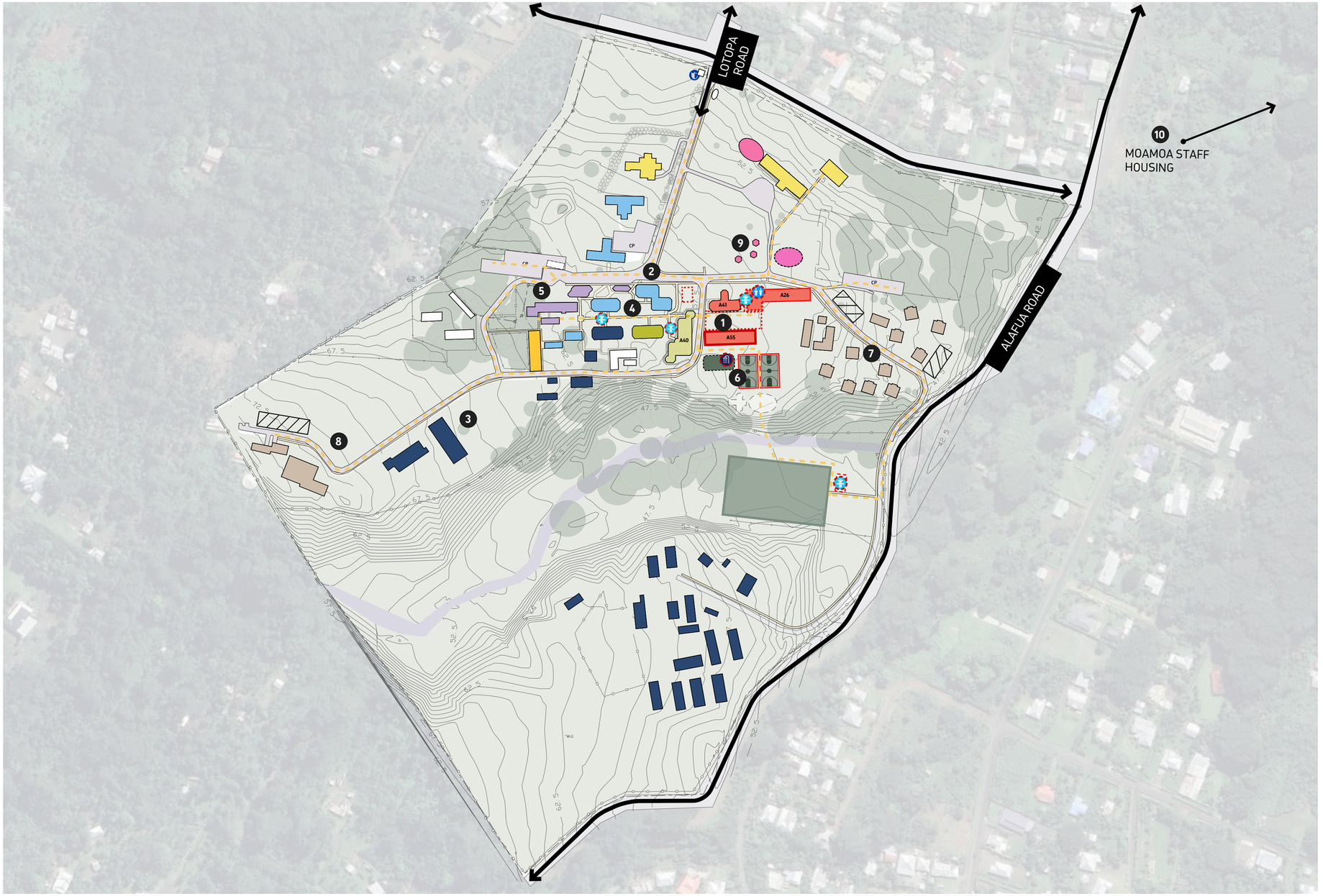


Figure: Master Plan

NTS

Future ‘blue sky’ Vision: Samoa 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 Samoa 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 Samoa, the chosen view shows the proposed student hub concept with greater provision of high amenity landscape, with student activation along the new retail edge of the courtyard. In the lower right corner, the shared vehicle/pedestrian zone can be seen with greater emphasis on pedestrian movement. Parking has been removed from the heart of the campus

Viewpoint for the vision render shown below.

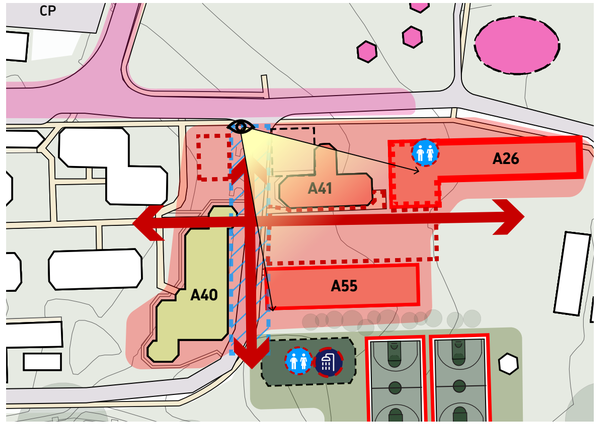
Sources & Approach

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, 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.

Samoa long term vision render shown below and over page.







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



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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