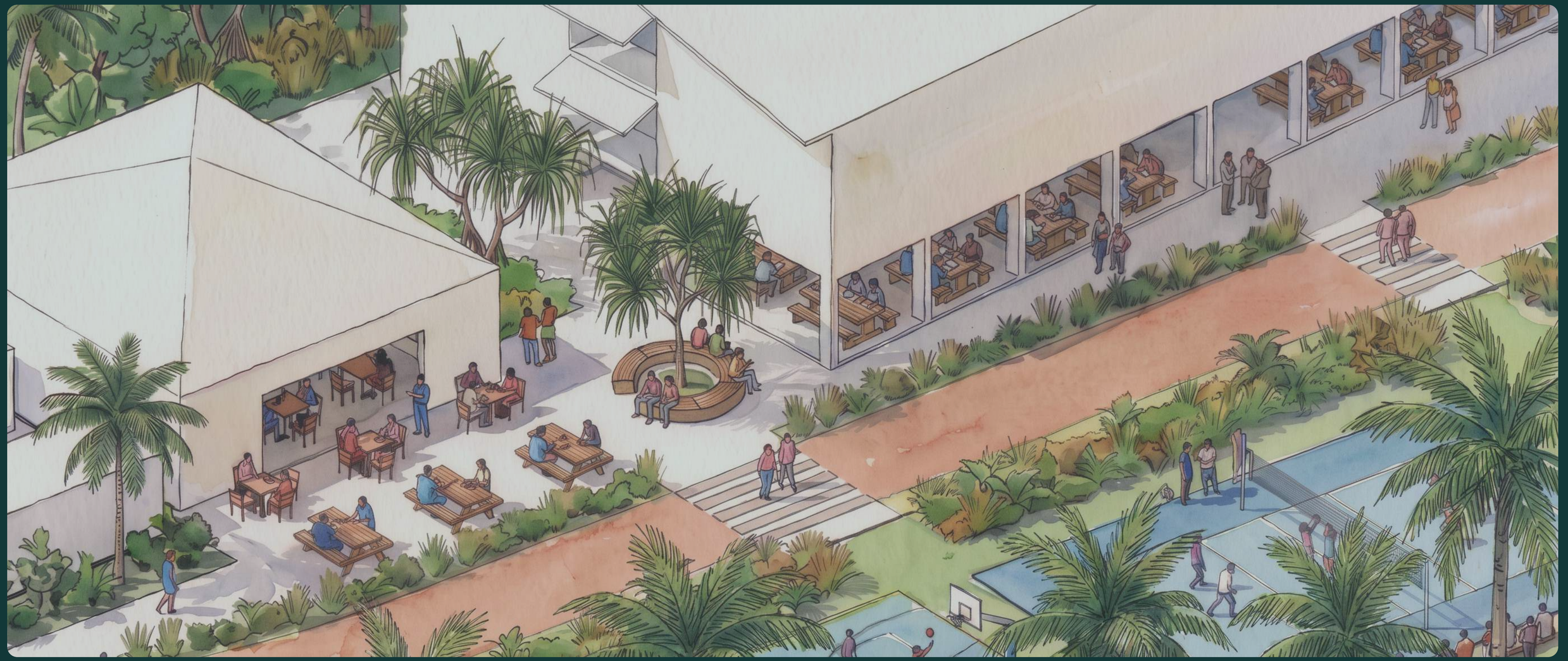


2026-2036 USP Master Plan

Kiribati Campus

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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.

Introduction

Master Plan Structure

The USP Kiribati 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.

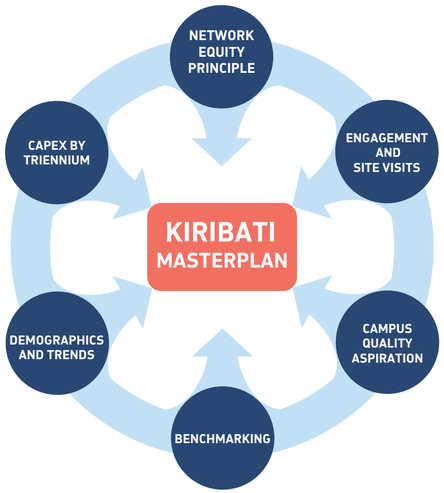


Figure 1: Master plan Sources of Information

Historical Development & Character

The Kiribati campus on South Tarawa joined the University of the South Pacific in 2006. Prior to this it was the Kiribati Teachers' College, then the Kiribati Centre.

Kiribati is the smallest of the six USP campuses included in the master plan project with a proportionally large deferred maintenance cost. The campus stretches from the main highway to the ocean.

The primary university building (K09), completed in 2015, is the core building with a range of teaching spaces as well as administrative and study functions.

Regional & Local Setting

Kiribati is reliant on imported construction materials, with large-scale infrastructure and capital works often delivered by foreign contractors due to limited local construction capacity. This highlights a strong need to consider how existing spaces can be reimagined and reused to keep the timing and cost of campus upgrades within manageable and achievable parameters.

General Information:

+ Land Area: 11,210 m^2
+ Lease Type: Educational lease with the Government of Kiribati

Past Reports

A 2007 master plan was prepared by Irwin Alsop Architects.

Campus Strategy

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

Kiribati Specific Strategy

+ Consolidation of learning and teaching spaces into K09 with fitouts to provide additional flexible, flat floor teaching areas and the provision of new/upgraded laboratory spaces - wet and dry lab.
+ Student campus experience upgrades and improvements to deliver a heart that provides support services, recreational activities and study spaces in close adjacency utilising the current ground floor of K09 as the basis for this design move.

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.

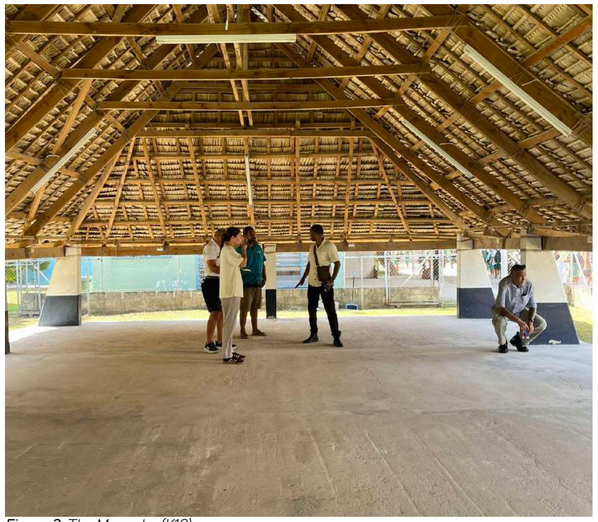


Figure 2: The Maneaba (K10)



Figure 3: View from K09 internal corridor to the entry car park and national flags.

Context Analysis

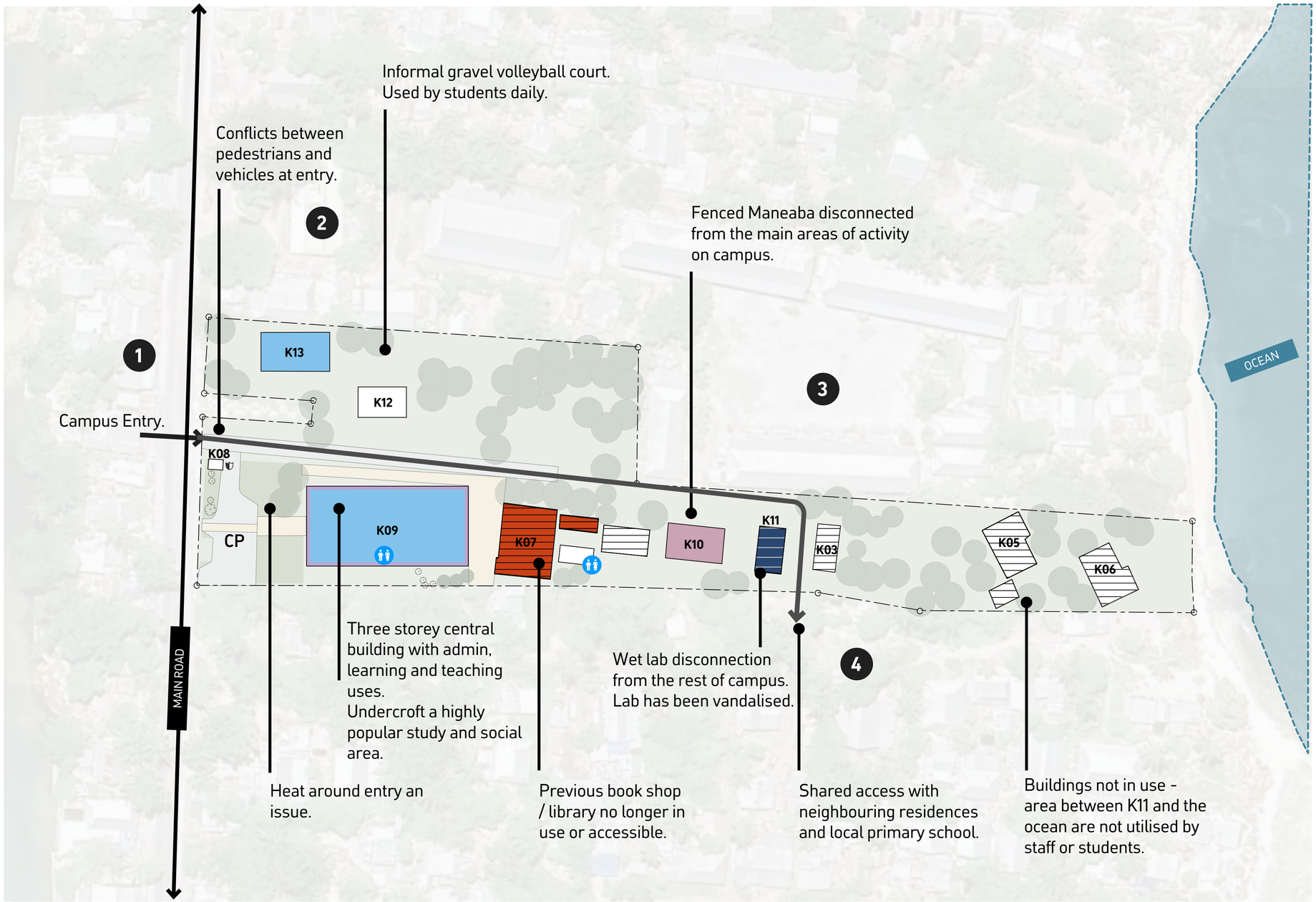


01

Existing Campus Features

The primary university building (K09), completed in 2015, is the core building with a range of teaching spaces as well as administrative and study functions provided across the multiple levels.

Source: Campus visit observations by Hames Sharley.



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- CP — Car Park
- Lawn
- Landscape
- Academic Offices
- Administrative Offices
- Learning & Teaching (lectures and tutorial rooms)
- Library / Collaborative Study Spaces
- Specialised Teaching Spaces (Wet & Dry Lab)
- Building Not in Use
- Toilets
- 1 — Shop
- 2 — Local Council Offices
- 3 — Local Primary School - with shared access
- 4 — Residential Neighbours - with shared access

Figure: Existing Campus Condition

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Site Observations

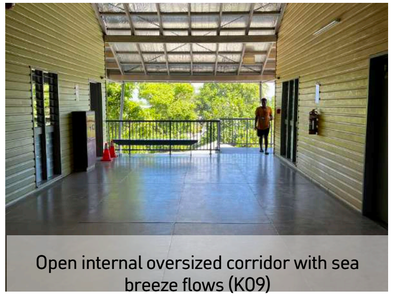
Photo Study


Campus entry with sightline to main building (K09)


Undercroft ground floor, curtains drawn to shade classrooms on first floor (K09)


Shared access road through campus with primary school students and local residents


Popular study location in undercroft (K09)


Open internal oversized corridor with sea breeze flows (K09)


Exam room on ground floor (K09)


Library on first floor (K09)


Bookshop on first floor, dust and moisture issues (K09)


IT office on first floor (K09)


CCE classroom in standalone building (K13)

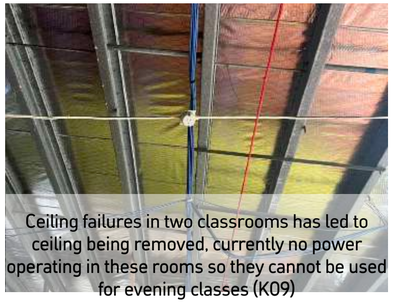

Volleyball court in proximity to office space (K12)


Volleyball court in use during afternoon


Inside the maneaba (K01)


Maneaba fenced off and disconnected from campus for security/use by outsiders (K01)


Table tennis stored by the old library (K07)


Ceiling failures in two classrooms has led to ceiling being removed, currently no power operating in these rooms so they cannot be used for evening classes (K09)


Water damage and ceiling failures have resulted in an office cordoned off due to safety concerns (K09)


Corrosion of fans and ceiling panel support systems (K09)


Independent wet lab building defunct, with vandalism/security issues (K11)


Storage area for maintenance works (K03)


Disused storage area and road shared with primary school students and local residents (K12)


Back of campus connection with the beach


Significant rubbish challenges

Building Condition Overview

Using data provided by USP (2024), the Kiribati Campus has relatively low quality building condition across the campus. Notations from site visits by Hames Sharley to complement this data, are also included on the plan and in the master plan analysis.

According to the latest building condition report, nearly all buildings are in 'Category C' condition (89%) meaning 'operational but requires major repair'. 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 (Kiribati)

Building Condition*	Percentage of Buildings (%)	GFA (m2)
A	0%	0
B	11%	9.4
C	89%	3,230
D	0%	0

Since this data has been collected K11 and K03 have fallen into disrepair.

The **deferred maintenance** costs at this campus is are significant, currently sitting at **$4,080,062.**

Annual Maintenance Benchmark (1% of After Repair Value) is $204,220.

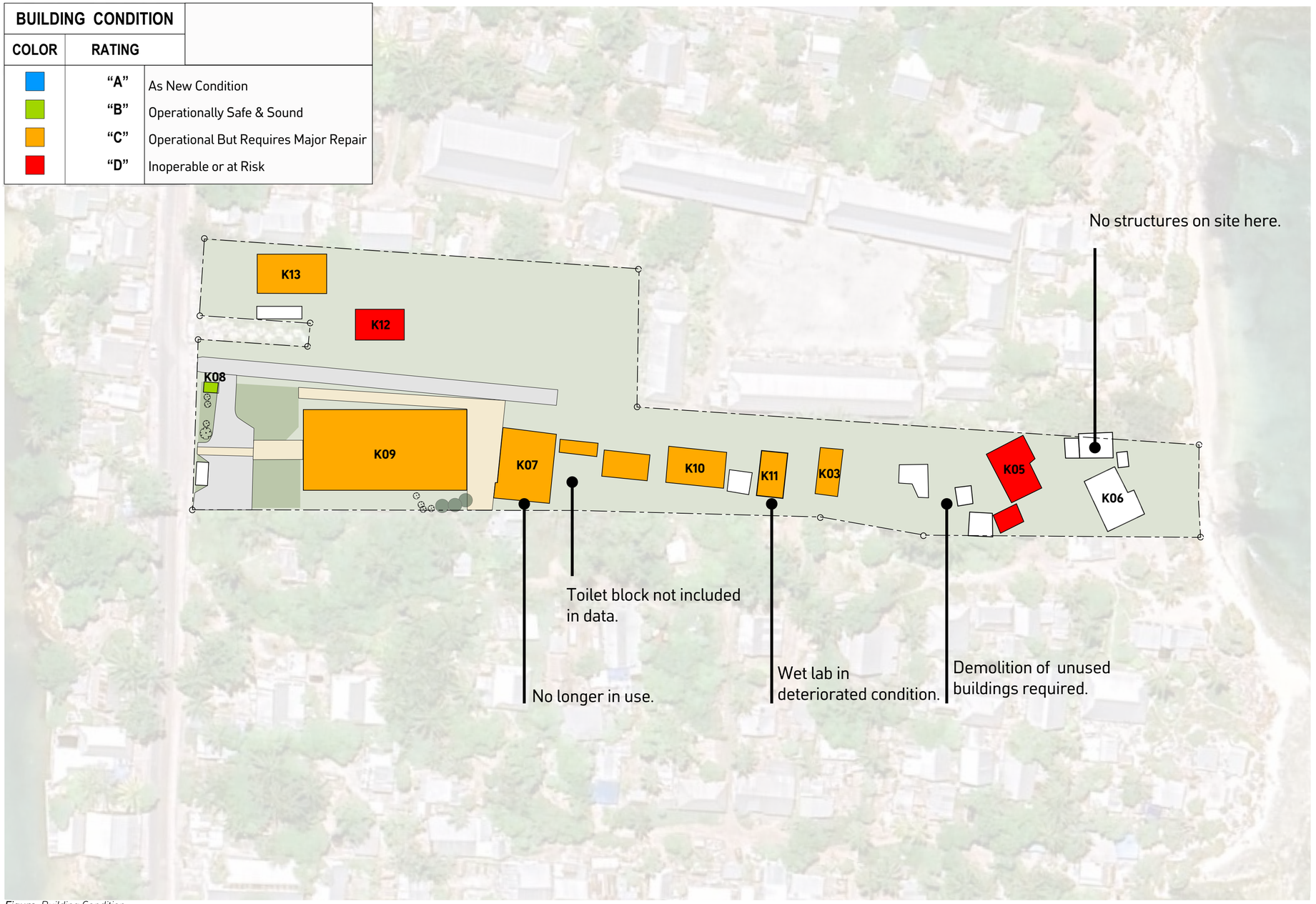


Figure: Building Condition

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Engagement Activities

The project team visited the campus on South Tarawa between the 14 to 16 April 2026.

Workshops

Hames Sharley facilitated two workshops at the Kiribati 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 for the complete engagement report.

Students Workshop Details

+ 2.5 hour workshop, Wednesday 15 April 2026
+ 12 students attended

Translation by Kairoronga Tamafolau, Kiribati Campus Estates and Infrastructure Manager.

Staff Workshop Details

+ 2.5 hour workshop,Thursday 16 April 2026
+ 17 staff attended

Online Survey

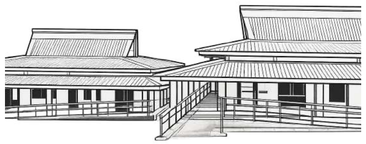
+ 11 Respondents, 10 Staff and 1 Student (As at 28 April 2026)
+ Refer to Appendix 4 for Survey Questions and Appendix 5 for Survey Results Summary.

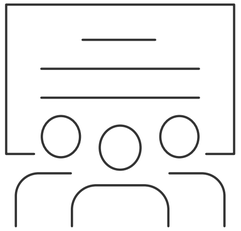


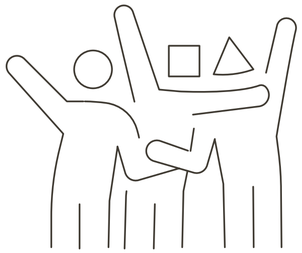


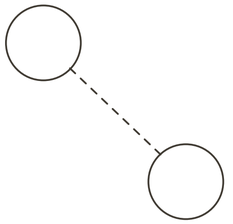
Images courtesy of Hames Sharley © 2026, Rebecca Spencer/Maddie Ford used with permission.

Key Engagement Themes













01 Building Condition & Space Utilisation

+ Building degradation has led to several disused buildings south of K09.
+ Ceiling and floor failures within building K09 leading to staff and student concern, safety issues and offline spaces.
+ Harsh coastal environment has led to corrosion and erosion of materials.
+ Expansion and upgrade of toilet facilities needed.

02 Learning & Teaching Environments

+ Improvement of WIFI connectivity and reliability across campus is needed.
+ Enhanced ICT capacity of classrooms to improve teaching and learning outcomes, especially for online learning.
+ Need for wet and dry labs.
+ Library and bookshop expansion and upgrades including group study breakout rooms were suggested during workshops.

03 Student Experience

+ Opportunity to encourage even more enjoyment of sport activities through the provision of multipurpose courts (active recreation). Volleyball is particularly popular.
+ There is a lack of social spaces and areas to eat/shop (passive recreation).

04 Arrival, Movement & Transport

+ Entry experience dominated by car park and pedestrian vehicle conflicts as no separation of paths at entry.
+ No formalised pathway for staff and students through campus.
+ Shared access with neighbouring school and residents impacts noise levels and security.
+ Staff and student transport to campus (private bus pick up and drop off) is strongly desired.

05 Cultural & Architectural Context

+ Maintain and celebrate Kiribati culture through improving use and access to the Maneaba.
+ Reflect the open and dispersed vernacular of the local architecture.
+ Enhance large existing trees with additional lower level hedges e.g. hibiscus to edge and define pedestrian pathways through campus, and to provide a visually pleasing separation from neighbours.

06 University Residences

+ Provision of staff accommodation on site was suggested during workshops in order to support more face-to-face teaching from visiting academics.

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 Kiribati Campus should:

+ **AREA A:** Improve pedestrian safety, campus legibility, and arrival experience. Shaded parking area would assist to prevent overheating and reflection of heat into K09.
+ **AREA B:** Address critical building condition issues including corrosion and enhance teaching spaces. Consolidate teaching within K09 to avoid isolated teaching spaces e.g. explore potential to bring wetlab and CCE into K09 and opportunity for conference space setup.
+ **AREA C:** Establish a sticky campus heart that better utilises these spaces with cultural and sport connections e.g. the maneaba that is currently disconnected, unfurnished and fenced off.
+ **AREA D:** Strengthen student life through dedicated sports and recreation spaces.
+ **AREA E:** Explore locations for possible visiting staff accommodation for intensive face to face teaching blocks.

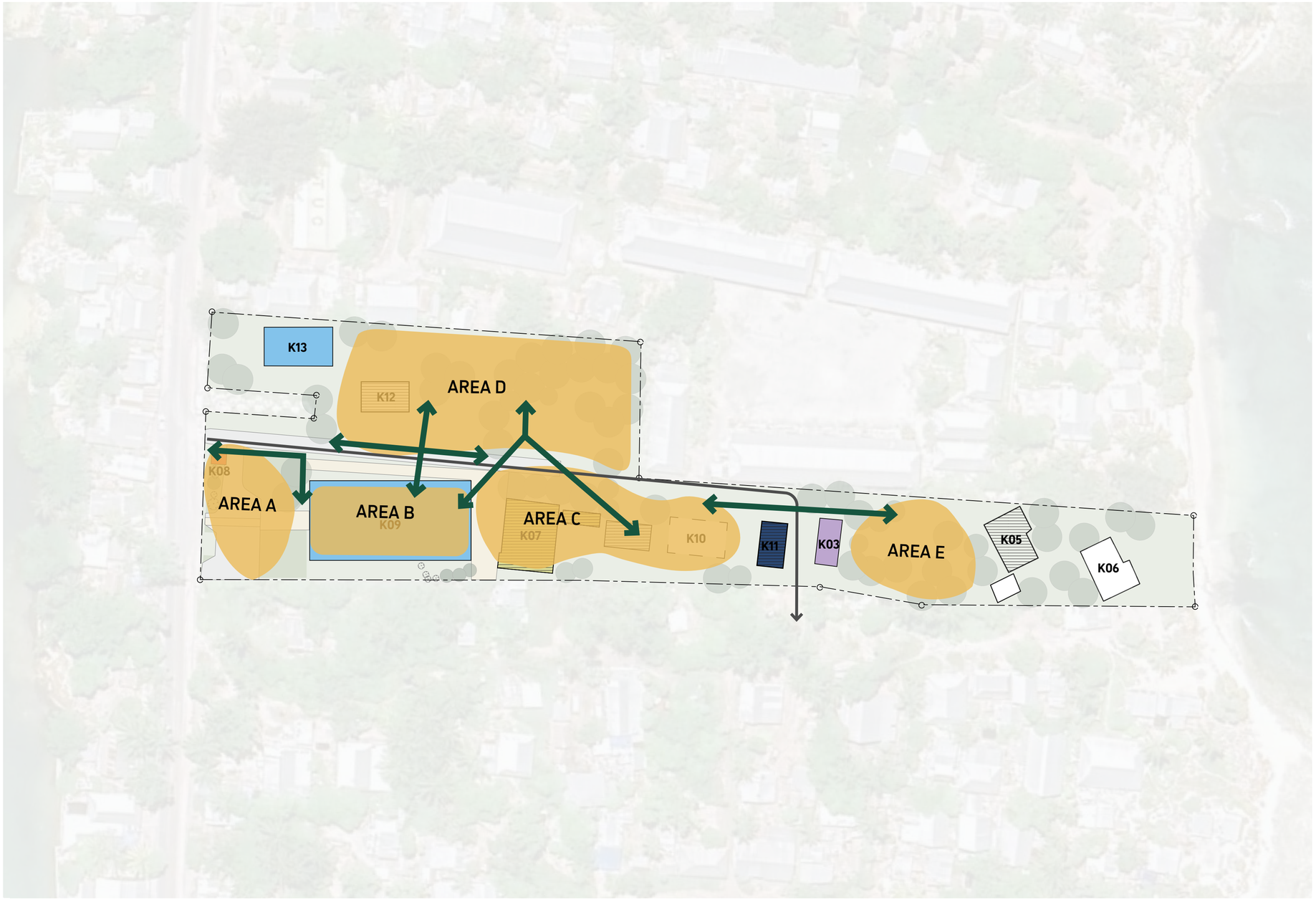


Figure: Engagement Implications

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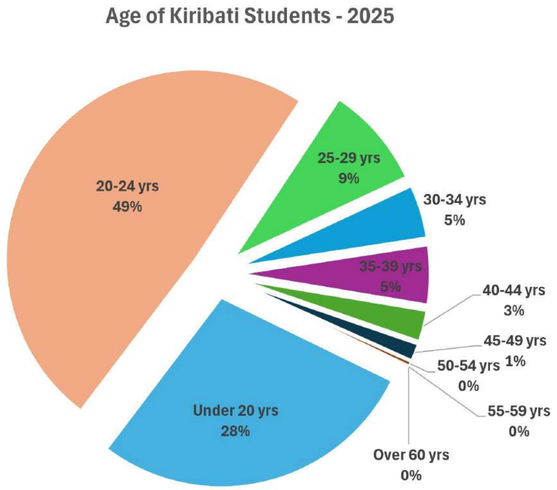
Demographics & Enrolment Trends

Demographics

+ **Two thirds (65%) of Kiribati students are female** and 35% male.
+ The **largest age group is 20-24 year olds** with nearly half in this cohort, followed by 28% 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 Kiribati'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.
+ Transport to and from campus via USP mini-bus and lighting / security especially in study spaces available all hours (e.g. the undercroft outdoor area and spaces between the Maneaba and sporting/ recreation area opposite) should be improved 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.

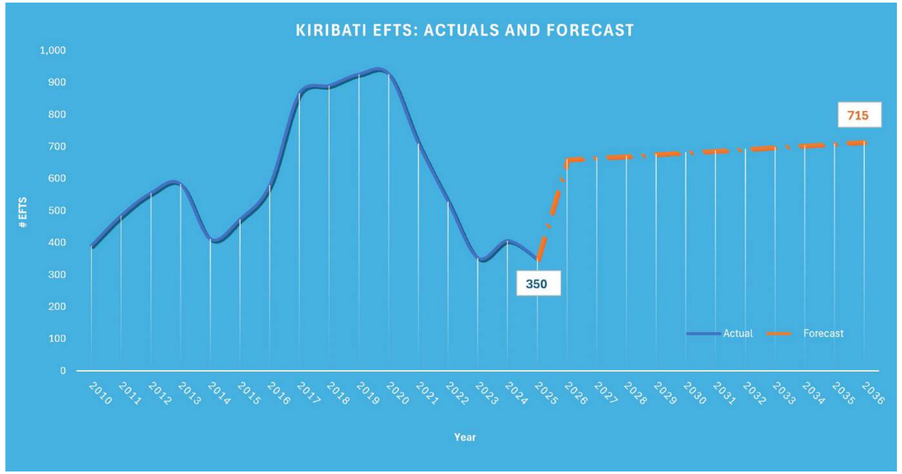
Student Enrolments

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

+ 2010–2016: Relatively steady growth from 391 EFTS up to 580 in 2015.
+ 2017 - 2021: Kitibati EFTS experienced a strong growth trend up to a high of 1,094 EFTS in 2021.
+ 2022-2025: A large drop in students (by around half) occurred in 2022 and this decline has continued through to the present day with 350 EFTS in 2025.
+ Forecast growth for EFTS at this campus to the end of the master plan period indicates Kiribati will double in EFTS to 715 (a total increase of 365 EFTS over the period. This is a return to a similar sized cohort as in 2016-17, so it is notable that the campus has accommodated this level of students before.

Master Plan Implications

+ With increasing student numbers, visiting staff accommodation on campus to support face-to-face learning blocks, is especially relevant in Kiribati where the number of accommodation rooms is relatively small and transport times to and from campus are affected by congestion, given the geographical form of the island.
+ With an overall EFTS at this campus expected to grow significantly over the next 10 years and local wifi and power access challenging for students at home, focusing on improving the quality of existing floorspace is the key master plan direction. This is to be achieved via upgrades and renewal, and priority is on the sticky campus concept implementation to lift student experience and in the longer term, accommodation to support visiting academics.



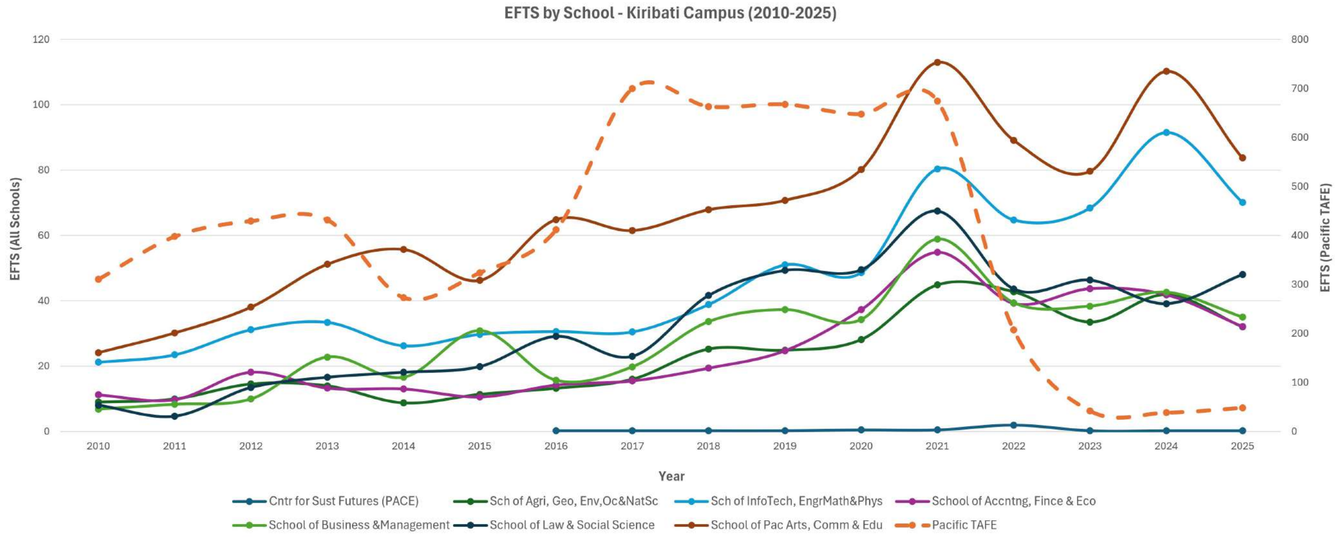
School Trends

Course Enrolments and Trends

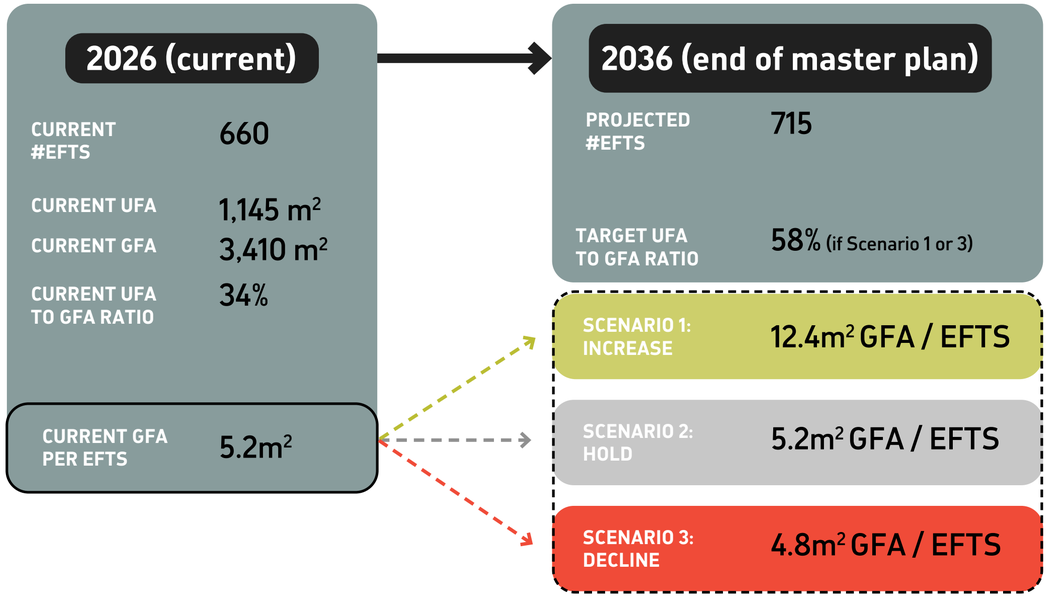
+ The EFTS numbers by School and Pacific TAFE are illustrated in the line graph above. Pacific TAFE is illustrated on a second right hand axis as numbers of students have been are substantially higher than other courses over time.
+ **Pacific TAFE** student numbers have fallen markedly in recent years from 674 students in 2021 to just 48 students in 2025.
+ School of Pacific Arts, Community & Education is the main group of students demonstrating growth in enrolments over time.
+ School of Information Technology, Engineering, Maths and Physics is following a similar growth pattern, albeit in lower numbers.

Implications for the Master Plan

+ Over the last 15 years at this campus, enrolments across the Schools have shown some volatility. However the overall Kiribati forecast onwards for the master plan period prepared by USP suggests there will be a doubling in the students on campus with total EFTS estimated at 715 in 2036.
+ The data on Schools indicates that for Pacific TAFE, School of Arts + Engineering, Maths + Law 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/furniture for moot court that can be used across disciplines, and the need for wet and dry labs to deliver the science courses.
+ To support current students studying sciences and into the future, the laboratory facilities at Kitibati require replacement and if possible should be located within or close to the main learning and teaching building not separate. This consolidation will be both good for learning and teaching ease as well as help avoid vandalism/security concerns experienced with current laboratories that are isolated on campus.



Space Needs & Priorities



Implications for the Master Plan

+ Future space needs modelling prepared by USP is captured in the diagram above, with scenarios for Gross Floor Area (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 doubling in EFTS (between 2025 to 2036) 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 proposed rebuild and upgrade of existing spaces to improve utilisation, and through proposed expansion projects. 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 double over the master plan period and the current UFA/GFA ratio is much lower at 34% than Laucala's benchmark level of 58%. (UFA = Usable Floor Area, a sub-category of GFA referring to the space that can be utilised and occupied for its primary purpose e.g. excludes corridors).

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.

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

Priorities by Space Type

+ At this campus, USP has highlighted that Academic, Learning & Teaching spaces plus Student & Staff Services are in the High priority category (refer Priority Floorspace table above) which was borne out in site visit observations and because these 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.
+ Planned Projects for the Kiribati campus include the Student & Staff Services, plus Library & Study Hub which together with enhancing sporting and recreation areas, landscaping and campus arrival/movement will result in a better experience and opportunities for more use of the Maneaba for both formal events and informal everyday activities.

Spatial Framework



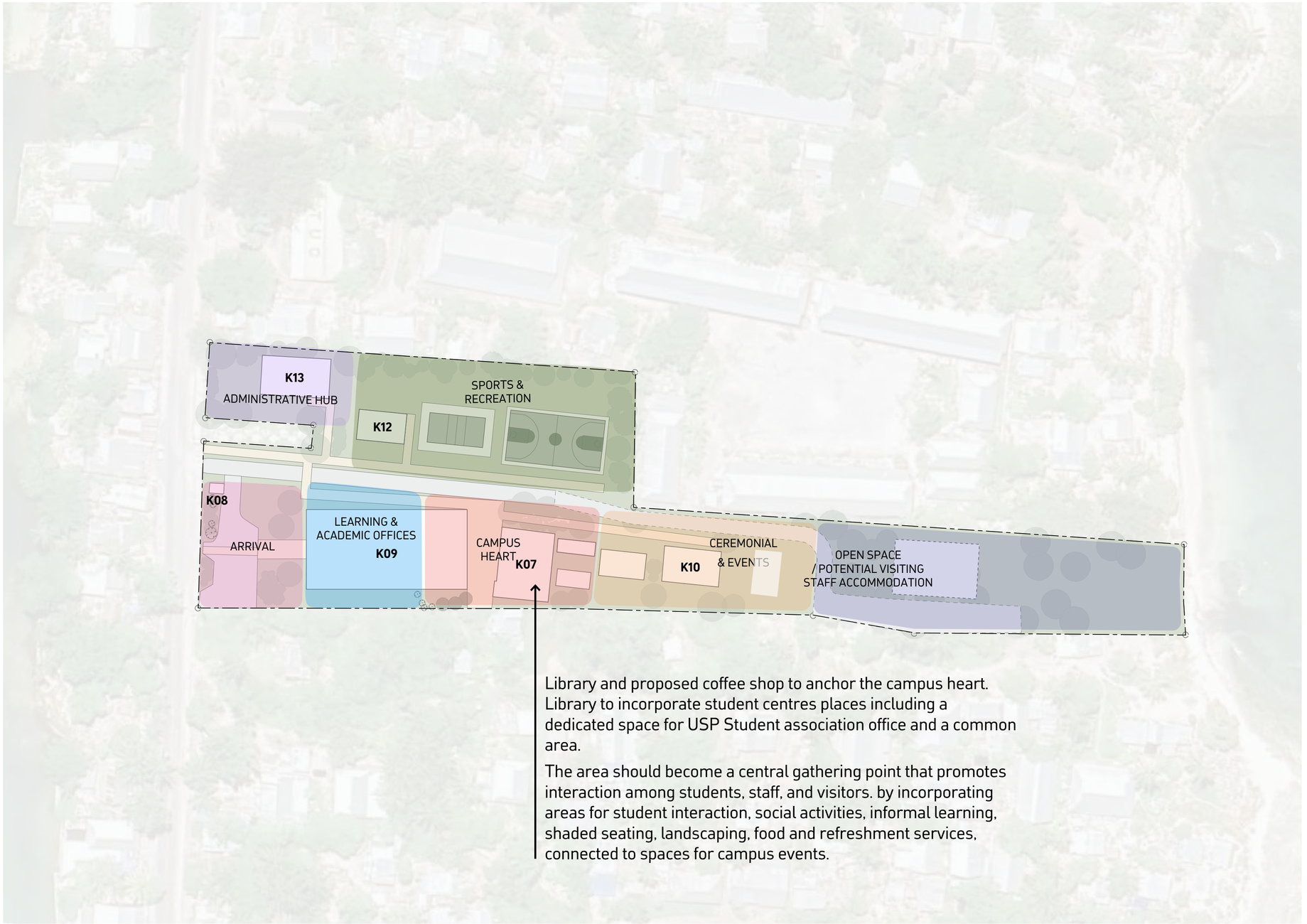
02

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 are not well defined. To address this, the master plan has located the following precincts on the plan:

+ **Arrival Precinct** – A welcoming, shaded/well lit and inviting entry for all transport modes, with clear wayfinding and an established USP identity.
+ **Campus Heart** – Student-centred spaces, including the Library. Important to activate these areas and connect the proposed Library, with the undercroft, and the sports and recreation precinct. This space will revitalise the previous bookshop location with learning/library spaces to create improved spaces for students.
+ **Administration Hub** – to be co-located with pastoral care services in a landscaped setting external to main K09 building.
+ **Learning and Academic Offices** – Consolidation of teaching spaces and academic offices into K09.
+ **Sports and Recreation** – Space includes multi-sport court alongside formalised volleyball court opposite the undercroft study area. These spaces are further supported with change room facilities.

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



LEGEND

- - - — - - Master Plan Extents

Figure: Campus Precincts

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Student Experience

The key master plan moves include:

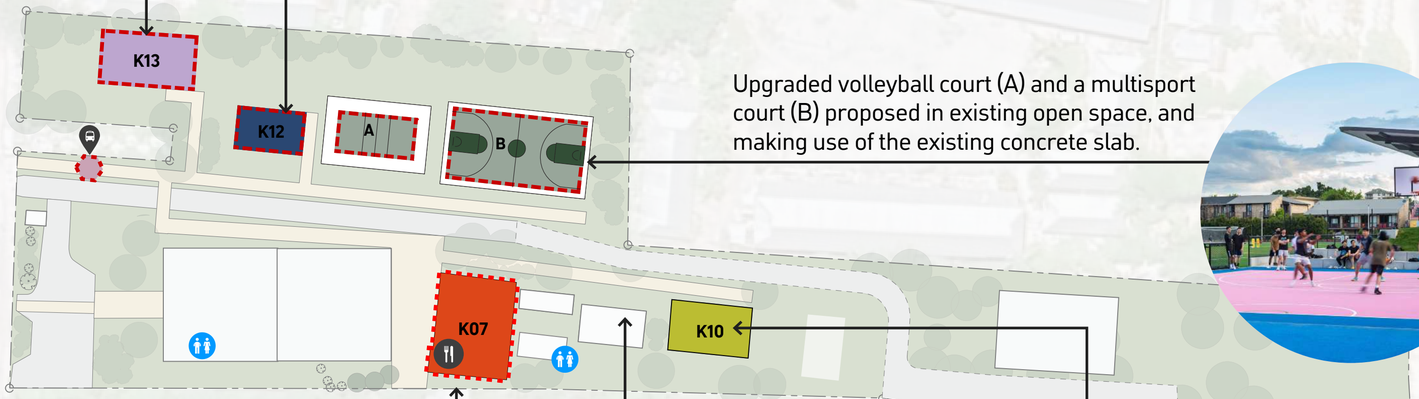
+ **Arrival -** a dedicated drop off location with separated footpaths, improved landscaping and shading, as well as improved signage visible from the street.
+ **Collaborative Study Zone** - a new build using the concrete slab and materials of K07. Envisioned as an enclosed, airconditioned collaborative space with movable tables, chairs, lounges. This area will replace of the current library in K09 to enable that space to be reimagined as a learning & teaching space.
+ **Enhance sports and recreation facilities** - using the existing concrete slab to create a multi-purpose court, a formalised volleyball court, and adjacent Change Rooms hub. The courts to be surrounded by low level tropical / endemic landscape, with a sheltered seating area for spectators and socialising.
+ **Maneaba** - Enhance and integrate surrounding spaces to improve use of this flexible space to support USP events such as Open Day, orientation, cultural events and festivals, graduation. Social committees should be able to book this venue for club events. Fencing to be removed to further push integration and enable growth of the events space beyond the fence.



Lockers and end of trip facilities proposed location adjacent to both the bus stop / campus entry and sports facilities for convenient use.







Upgraded volleyball court (A) and a multisport court (B) proposed in existing open space, and making use of the existing concrete slab.

Storage for flexible furniture, stage and events equipment.

Integrate and enhance surrounding spaces and remove immediate fencing to increase Manaeba hosting capacity

Introduce and improve amenities such as a kitchenette, lighting, flexible/ stackable and weather resistant furniture and wifi, within the Manaeba.





Student lounge and collaborative study space with active and open edges connecting with the undercroft and across to sports and recreation.

LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Library
- Maneaba
- Administration
- Lockers/Change Rooms/ Washrooms
- Sporting Fields and Courts
- Vending Machines
- Toilets
- Upgrade/Renovate
- Proposed
- Campus Heart Precinct
- Bus Shelter

Figure 12: Student Experience

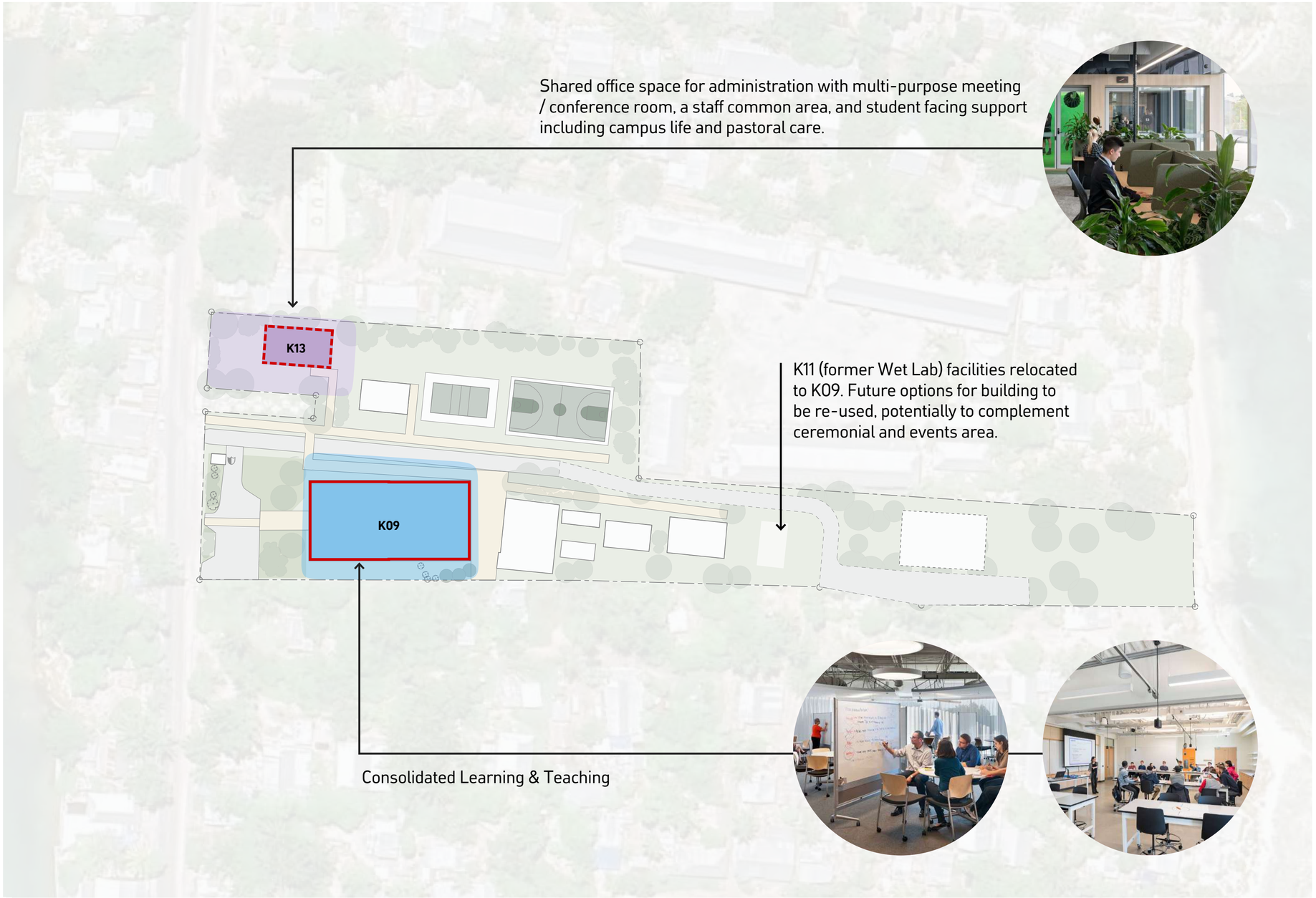
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Learning & Teaching, Administration & Operation Spaces

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:

+ **Consolidation of all teaching uses to K09 including wet lab facility.** All teaching spaces are to include appropriate AV/ICT equipment to support blended modes of learning as well as air-conditioning and appropriate acoustic treatments.
+ **Consolidation of Administrative Teams to K13 including Supporting Facilities.** This includes facilities such as a multi-use meeting/conference room to encourage academic collaboration as well as a staff common area for points of respite.
+ Furniture must be specified to enable flexible room layouts supporting different modes of delivery including Moot Court and conferencing.
+ Informal learning spaces with access to power should be considered where space is suitable/available including in corridors and shared spaces. (Refer to Part 3 - Shared Conclusion for further detail on general learning & teaching upgrades).
+ A detailed staging/decant strategy will need to be considered in concept design to minimise down time and disruption.



LEGEND

- Master Plan Extents
- Learning & Teaching (lectures and tutorial rooms)
- Administration
- Change in Use / Significant Project
- Proposed

Figure: Learning & Teaching Facilities

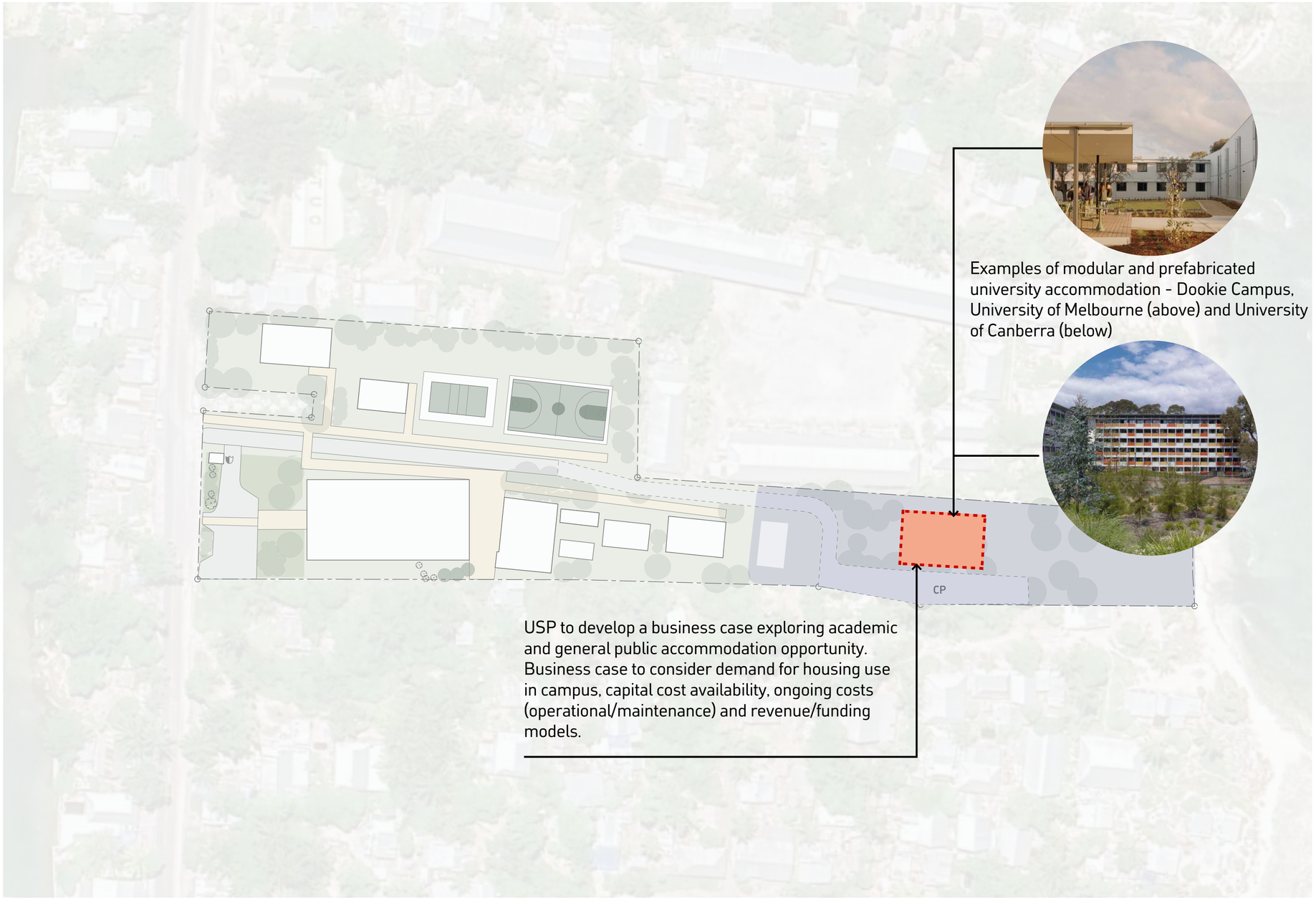
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University Residences

It is common at USP Kiribati for external academic staff to travel to the campus to teach intensive courses. To improve the reliability of accommodation availability in a small market such as Kiribati, it was raised during engagement that a visitors lodge would be beneficial. This would reduce spend at external providers to enable teaching block visits. It would also improve commute times for academic staff thus increasing the time to be spent with students. It is USP's desire that this proposed accommodation would cater for both visiting academics as well as the general public.

An indicative location for this future accommodation lodge has been identified on the plan. As described on the Movement & Transport (Page 20) the road connection and parking should not be to the detriment of the pedestrian experience. Materiality, landscaping and pedestrian connections are important considerations, if accommodation was established on site.

Examples of modularised accommodation developments elsewhere in university settings for staff or students along with a business case justification are illustrated on the plan. This is particularly relevant in a constrained labour and materials setting creating a high cost construction environment.



LEGEND

- — - -	Master Plan Extents
CP	Car Park
	Staff Accommodation site
	Proposed

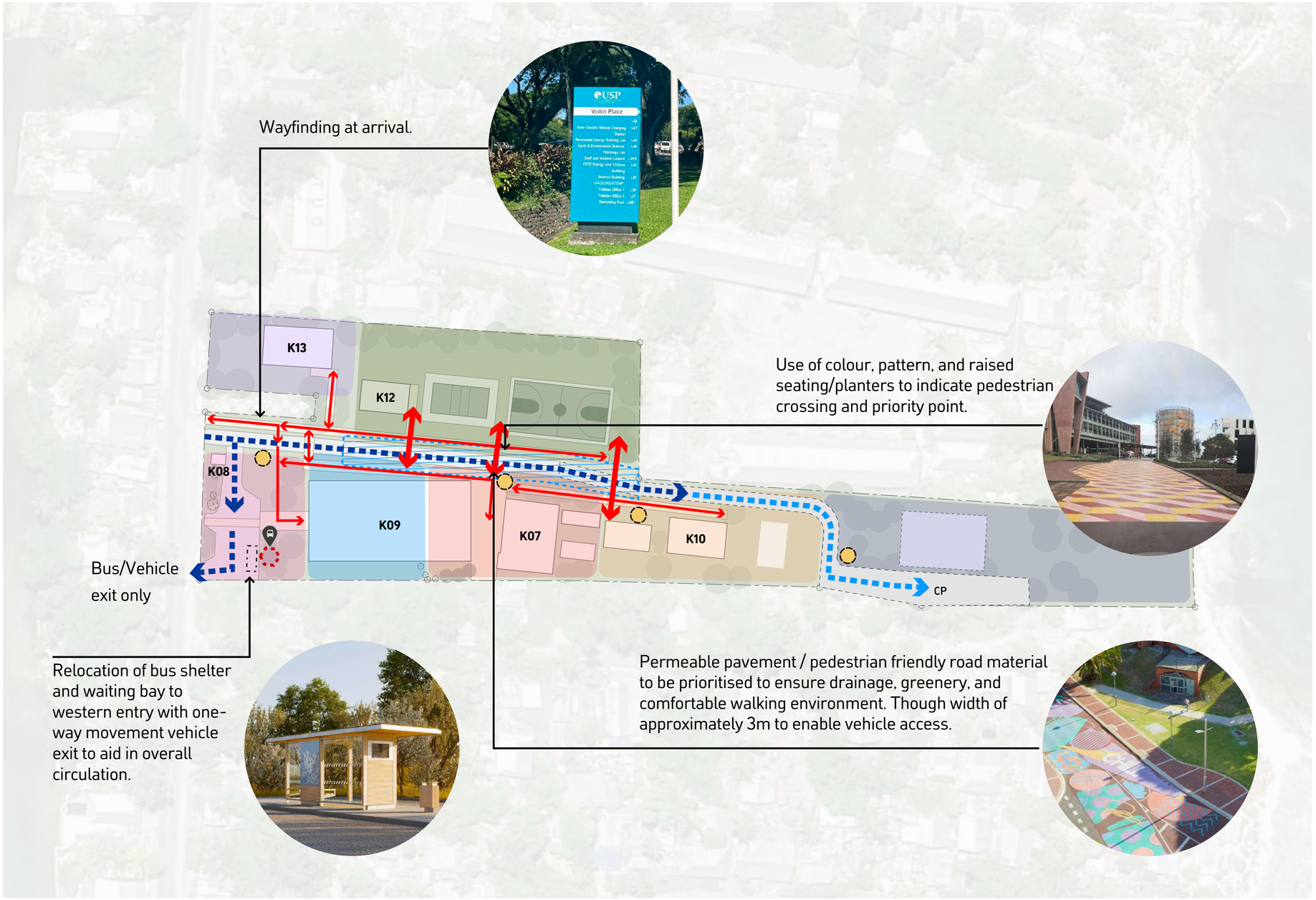
Figure: University Residences

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Movement & Transport

Movement and transport underpins how confidently and comfortably students, staff and visitors navigate the campus day to day. There is currently no separation between pedestrians and vehicles on campus. The master plan proposes:

+ **Create a memorable and navigable arrival experience** through a defined pick up and drop off area with seating and shelter, a separated pedestrian path, campus entry and directional signage, and tier 1 landscaping (refer page 20). Enhance USP identity through the use of pattern and colour on the hardscape.
+ **Pedestrian path -** to extend through campus with identifiable key crossing points to connect K09, the sports courts, and the maneaba.
+ **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.
+ **Consolidate additional parking**, if required, to an extended south-western car park that is conveniently located, though separated from key nodes and entries.
+ The multi-storey K09 building provides accessible ramping with hand rails, though accessibility of pathways through graded surfaces and hardscape materiality should be incorporated into all upgraded and new pathway works.



LEGEND

Master Plan Extents	Primary Vehicle Access
CP Car Park	Secondary Vehicle Access
Potential Car Park Expansion	Proposed Directional Signage
Primary Pedestrian Corridor	Security Hut
Secondary Pedestrian Corridor	Bus Shelter

Figure: Movement & Transport

NTS

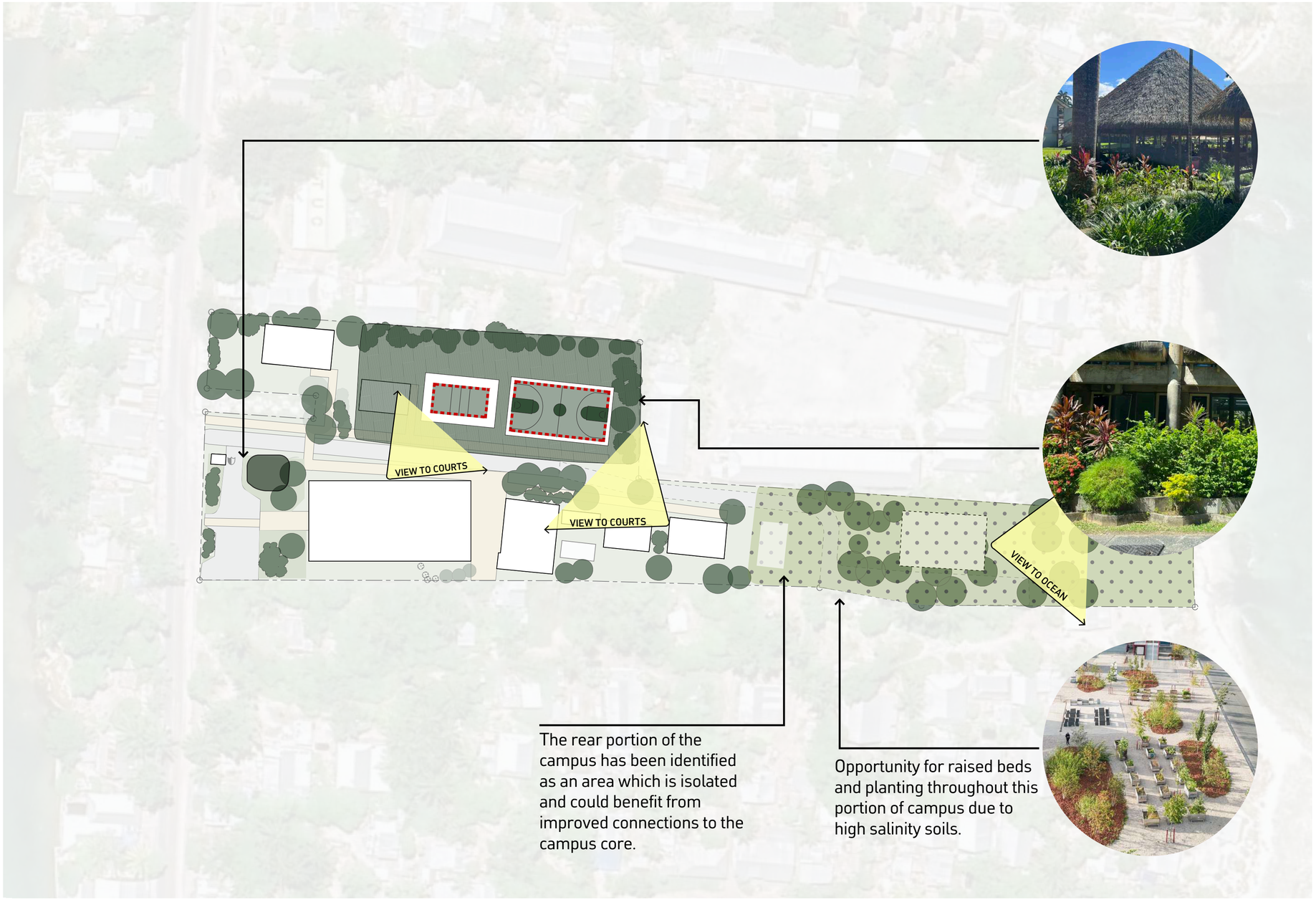
Open Space & Landscape

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, around the sports and recreation precinct and the campus heart.
+ **Tier 2 - Managed Natural Vegetation**
  The space towards the back of campus where buildings are proposed to be demolished should be revegetated.

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 Kiribati, the rear section of the campus should be better connected to the campus heart and academic buildings.



LEGEND

- Master Plan Extents
- Lawn
- Landscape
- View Points / Corridors
- Tier 1 Landscape
- Tier 2 Landscape
- Proposed

Figure: Open Space & Landscape

NTS

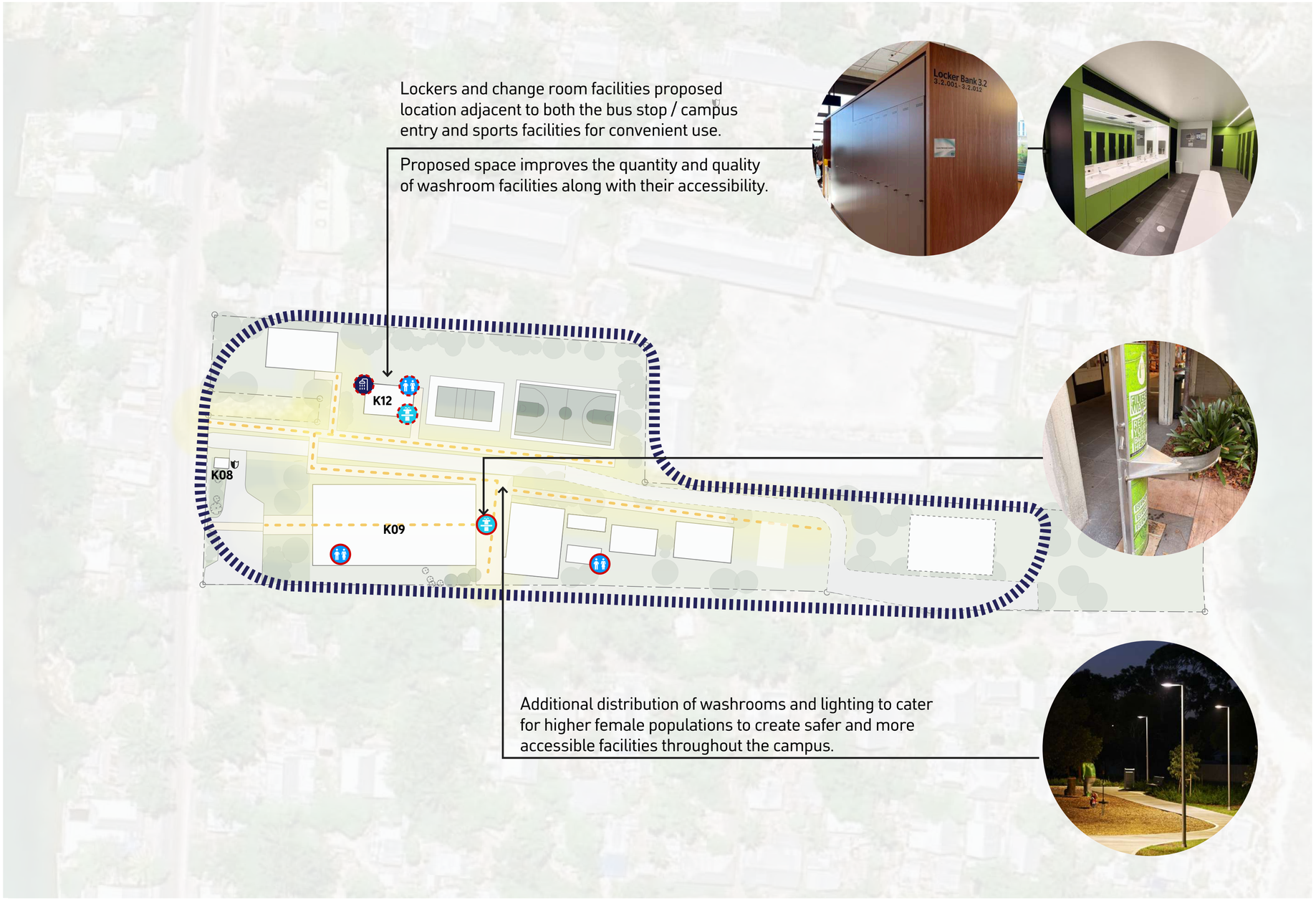
Services & Amenities

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:
  - The Arrival
  - The internal corridor of K09 (all levels)
  - The Sports & Recreation Precinct
  - The Collaborative Study Zone
  - The Maneaba
+ **Toilets** - Renovate all toilet facilities on campus, with additional toilets to be provided within the change rooms.
+ **Change Room Hub** - A change room hub providing shower, changing and lockers is at K12 building location. This hub should sit on the existing building foundations, though should be considered a new build.
+ **Drinking Fountains -** With no existing water fountains, two new fountains are proposed on campus: one integrated with the Change Room hub, and one within the campus heart.
+ **WIFI -** There are current challenges in connecting to WIFI, particularly outside of K09. The master plan identifies the minimum area for strong WIFI connectivity.



LEGEND

Master Plan Extents	Minimum WIFI connectivity
Toilets	Proposed Lighting
Drinking Fountains	Upgrade/Renovate
Change Room Facilities	Proposed

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
W	Water
	Power
S	Septic Tank
	Satellite dish
	Large Infrastructure Preferred Location

Figure: Utilities

NTS

Implementation Plan



03

Implementation Plan - Kiribati

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	**Consolidation of Learning & Teaching (K09)**	Complete deferred maintenance repairs to flooring and ceiling, and improved thermal comfort through air-conditioning and window protection. Consolidate teaching and learning functions into K09 including: the relocation of the wet lab, a flexible moot court / flat floor teaching space, and new lecture theatre/conference facilities. Where feasible, administrative uses should be relocated to the Student Support & Admin Hub (K13).	Academic Learning & Teaching		●	●	●		●	●		Current Triennium (2025-2027)
2	**Student Support & Admin Hub (K13)**	Investigate concept design options for a new build utilising the existing slab, that consolidates administration, pastoral care and student life offices with air-conditioning throughout.	Student & Staff Services	●			●	●	●	●		Next Triennium (2028-2030)
3	**Collaborative Study Zone (K07)**	Investigate concept design options for a new build utilising the existing slab, providing a Collaborative Study Zone. This building should integrate a student lounge, group study desks, vending machines/or a small servery. The building should be sealed and airconditioned and Option for the two computer labs to be relocated and included in this new building design if more learning and teaching space is required within K09.	Library & Study Hub		●	●	●		●	●		Current Triennium (2025-2027)
4	**Recreation Precinct**	Anchored by a multi-sport court and formalised volleyball court opposite the undercroft study area. The sports and recreation functions should be supported with a purposed built change room facility with washrooms, change rooms, lockers, and drink fountains proposed. Investigate potential to utilise existing concrete foundation (K12).	Student & Staff Services	●	●		●		●	●		Next Triennium (2028-2030)
5	**Campus Ceremonial Space (K10)**	Revitalise the maneaba and remove fencing to promote it as a more inviting, accessible daily gathering space and event hub, supported by landscaped paths connecting it to the campus heart. The adjacent building is proposed to be used to store flexible furniture,	Student & Staff Services				●	●	●			Next Triennium (2028-2030)
6	**Uni-Lodge**	Explore modular design options for accommodation for visiting (short) & longer term stay academics. Siting option for accommodation has been proposed on Page 18.	Staff Residences		●	●	●			●		Next Triennium & The Following (2028-2033)
7	**Campus Roads, Pathways & Circulation**	Provide a continuous pedestrian path from the campus entry all the way through to the maneaba. Ensure pathway is separated from vehicle access and provide sheltered walkways where feasible. Progress with separating school and residential access from USP to reduce noise impacts, improve safety on campus, and reinforce the pedestrian/student centred core of the campus. Use of materiality, decals (floor stickers) to signal campus heart and key pedestrian crossings.	Others	●			●		●			Current Triennium (2025-2027)
8	**Arrival Upgrades**	Construct a shaded bus stop, connected by footpath to the change room facilities and the campus heart. the campus arrival sequence to support wayfinding and should address discomfort from reflected heat from the coral derived aggregate road base in this area / carpark, enhancing first impressions and waiting experience.	Others	●			●	●	●			Current & Next Triennium (2025-2030)
9	**Landscaping**	Accentuate key movement routes through campus with low level shrubbery planting along the path. Use landscaped hedging to define the campus boundary and separate USP campus from the neighbouring school and residences.	Others	●				●	●	●		Next Triennium (2028-2030)
10	**Signage**	Introduce consistent wayfinding signage across the campus, notably at key decision points e.g. campus entry, building entries, and at key destinations including the campus heart and sports and recreation, as well as within K09.	Others	●			●		●			Current Triennium (2025-2027)
11	**Lighting**	Bollard/post lights to line key pedestrian routes e.g. journey from campus entry through to the maneaba, and also within K09, at the campus heart, and to emit light on the sport courts.	Others		●		●		●			Current Triennium (2025-2027)
12	**Toilets**	Upgrade toilets within K09 and adjacent toilet block. Provide additional toilet facilities within the proposed change room facility.	Others		●				●			Current Triennium (2025-2027)
13	**Drinking Fountains**	Two drinking fountains are proposed, one at the campus heart, adjacent to the Collaborative Study Zone (K07), and the other should be incorporated into the K12 purpose built change room facility. Drink fountains to provide fresh, (preferably) cold water to students.	Others		●				●			Current Triennium (2025-2027)
14	**WIFI**	Extend and improves the quality of WIFI coverage across campus.	Others		●				●			Current Triennium (2025-2027)
15	**Demolition of Disused Buildings**	Buildings to be considered for demolition or re-use include: K11, K03, K05 and K06. Demolition works should prioritise reclaiming materials and assessing them for reuse in subsequent capital works across the campus. This supports waste minimisation and reduces reliance on imported materials, a particular consideration given supply chain constraints in Kiribati.	Others						●			Current Triennium (2025-2027)
16	**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)

Master Plan

Item	Project Title
1	Consolidation of Learning & Teaching (K09)
2	Student Support & Admin Hub (K13)
3	Collaborative Study Zone (K07)
4	Recreation Precinct
5	Campus Ceremonial Space (K10)
6	Uni-Lodge
7	Campus Roads, Pathways & Circulation
8	Arrival Upgrades
9	Landscaping
10	Signage
11	Lighting
12	Toilets
13	Drinking Fountains
14	WIFI

LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- CP — Car Park
- Lawn
- Landscape
- Potential Car Park Expansion
- Administrative Offices
- Learning & Teaching (lectures and tutorial rooms)
- Specialised Teaching Spaces (Wet & Dry Lab)
- Fale / Outdoor Study
- Cafe, Bookshop, Dining Hall
- Staff Accommodation site

- Primary Pedestrian Corridor
- Secondary Pedestrian Corridor
- Primary Vehicle Access
- Secondary Vehicle Access
- Proposed Directional Signage
- Bus Shelter
- Security Hut
- Upgrade/Renovate
- Proposed
- Toilets
- End of Trip Facilities
- Drinking Fountains
- Proposed Lighting



NTS

Future ‘blue sky’ Vision: Kiribati 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 Kiribati 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 Kiribati specifically, the image show student activation spilling out from the cafe, with a clearly delineated pedestrian/vehicle zone and crossing to the upgraded sports courts. High quality landscaping is used to provide amenity and legibility.
Viewpoint for the vision render shown below.

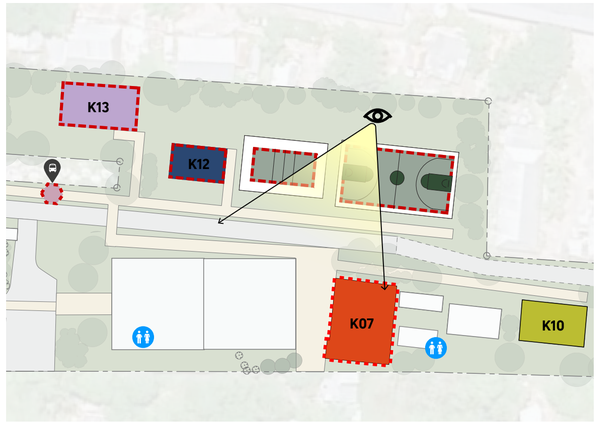
Sources & Approach

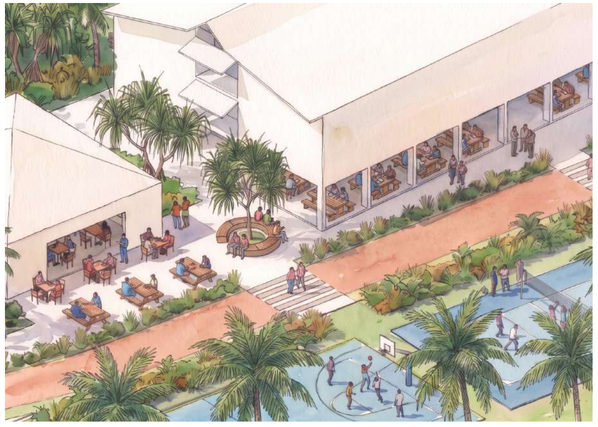
The master plan mapping layers for the ‘student hub’ precinct act as the basis for what is captured and following this a simple massing model was produced. This massing model was informed by online photos from campus site visits, satellite imagery and project documents provided by USP on a campus by 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.

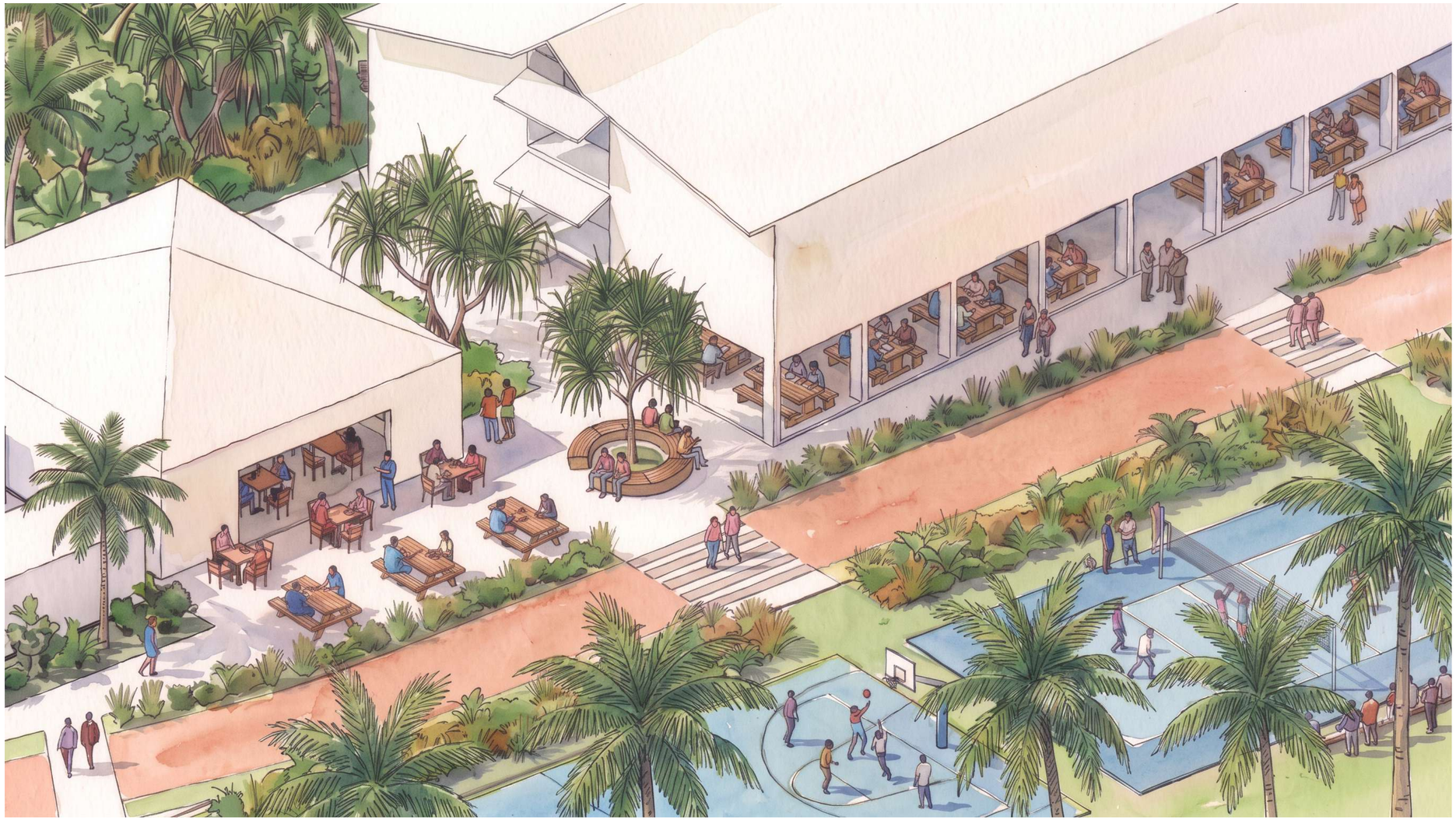
Kiribati long term vision render shown below and over page.







Future ‘blue sky’ Vision: Kiribati 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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