

2026-2036 USP Master Plan

Tonga Campus

USP
THE UNIVERSITY OF THE SOUTH PACIFIC

Contents

01 Introduction **3**

02 Context Analysis **4**
Site Observations 6
Building Condition Overview 7
Engagement Activities 8
Key Engagement Themes 9
Engagement Implications 10
Demographics & Enrolment Trends 11
School Trends 12
Space Needs & Priorities 13

03 Spatial Framework **14**
Campus Structure & Precincts 15
Student Experience 16
Learning & Teaching Facilities 17
Academic, Administration & Operations 18
University Residences 19
Movement & Transport 20
Open Space & Landscape 21
Services & Amenities 22
Utilities 23

04 Implementation Plan & Master Plan **24**
Implementation Plan - Tonga 25
Master Plan 26
Long Term Vision - 2036 & Beyond 27

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

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

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

+08 9381 0200

www.hamessharley.com.au

Hames Sharley | 50 YEARS OF IMPACT

DOCUMENT CONTROL

Date	Issue	Staff
06/08/26	1	JH / RS
26/10/26	2	JH / RS

DISCLAIMER

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

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

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

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

USP THE UNIVERSITY OF THE SOUTH PACIFIC

University of the South Pacific

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 Tonga master plan report is structured into three sections:

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

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

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

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

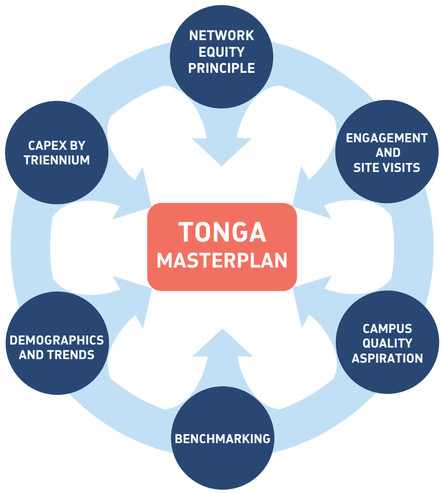


Figure: Master plan Sources of Information

Historical Development & Character

+ Location: 'Atele, Ha'teiho – Tongatapu (about 7–8 km from Nuku'alofa)
+ Land Area (main campus): 76,904 m2. The campus sits on two adjacent lots – 'Site 1' and 'Site 2'. Site 1 is developed while Site 2 is vacant. This area provides capacity for future development and expansion of the Tonga USP campus, which this master plan indicates and can be considered in the long term horizon.
+ Lease Type: Educational lease with the Government of Tonga.
+ Other Information: USP has a rented facility (Lopaukamea) adjacent to the main campus which has offices (occupied by Institute of Education (IOE), conference room and halls (movable partitions allow the set-up of 3 classrooms).
+ USP also has a centre in Ha'apai (at Ha'apai High School, Pangai) and Va'vau (at Mailefihi Siuilikutapu College).

Campus Strategy

The Guiding Principles for USP campus development (defined in page 11 of the USP Master Plan Introduction) have been applied to the Tonga master plan. These principles include:

+ An Inviting Campus
+ Sticky Campus
+ Flexible and Technology Enabled
+ Connect People and Places
+ Strengthening Pacific Identity

Tonga Specific Strategy

The Tonga campus currently has little provision of recreation, food or wellbeing amenities, nor is there housing on campus for either students or staff. Enhancing the experience in this USP campus such that the Foundational and Thriving service standards are better addressed over the decade ahead, is a key focus of the master plan implementation.

Rationalisation of vehiclular circulation and parking allows for future expansion that consolidates activity to create a vibrant, pedestrian friendly campus heart.

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: Campus Entry



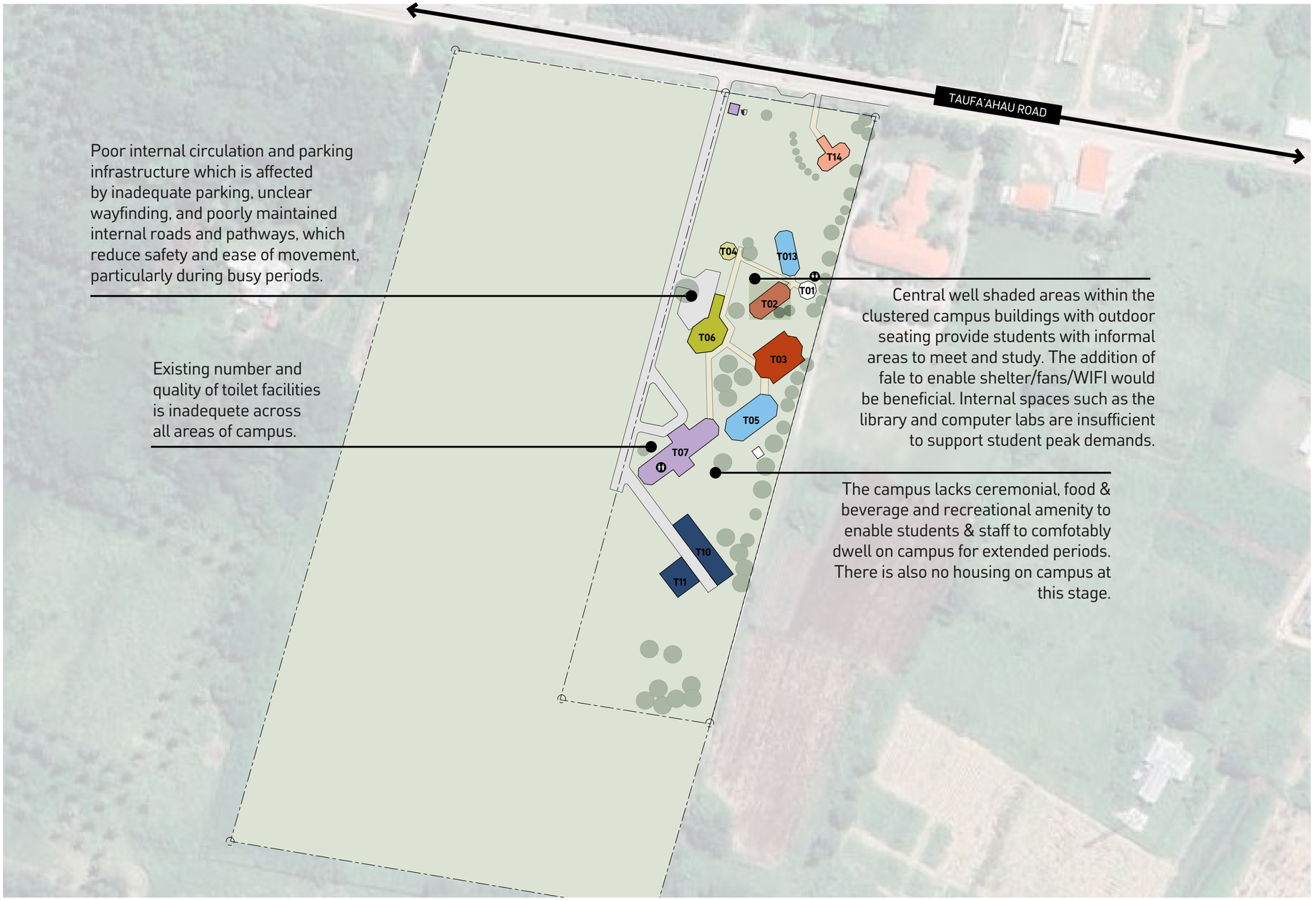
Figure: Campus Landscape and Seating

Context Analysis



01

Existing Campus Features



Poor internal circulation and parking infrastructure which is affected by inadequate parking, unclear wayfinding, and poorly maintained internal roads and pathways, which reduce safety and ease of movement, particularly during busy periods.

Existing number and quality of toilet facilities is inadequete across all areas of campus.

Central well shaded areas within the clustered campus buildings with outdoor seating provide students with informal areas to meet and study. The addition of fale to enable shelter/fans/WIFI would be beneficial. Internal spaces such as the library and computer labs are insufficient to support student peak demands.

The campus lacks ceremonial, food & beverage and recreational amenity to enable students & staff to comfotably dwell on campus for extended periods. There is also no housing on campus at this stage.

LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Lawn
- Landscape
- Academic Offices
- Administrative Offices
- Learning & Teaching (lectures and tutorial rooms)
- Library / Collaborative Study Spaces
- Specialised Teaching Spaces (Wet & Dry Lab)
- Computer Labs
- Dining Hall
- Staff Residence (former)
- Toilets
- External Road

NTS

Site Observations

Photo Study


Campus entry


Road flooding at security post and potholes on the way in

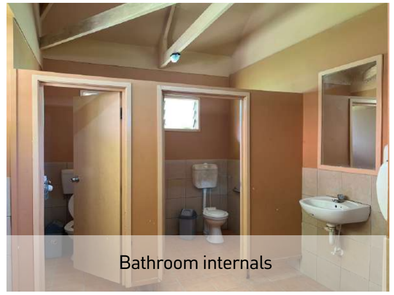

Campus heart with clear classroom signage in the background

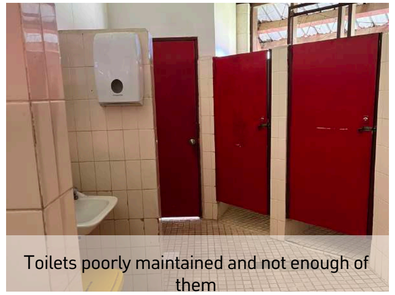

Cluster of buildings with gathering spaces between

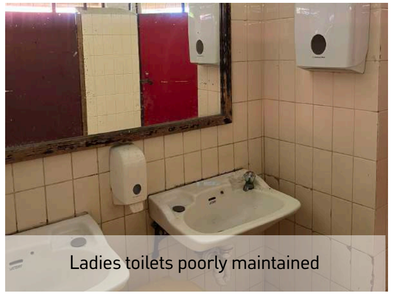

Furniture in landscaped is popular. More furniture is needed in the central spaces


Accessible connections between buildings


Links between buildings are not sheltered though nice landscaped setting

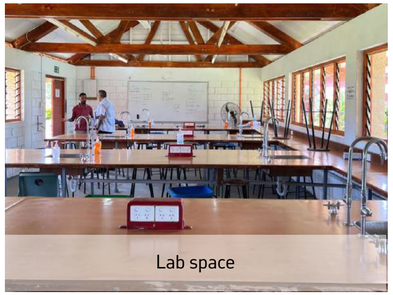

Bathroom internals


Toilets poorly maintained and not enough of them


Ladies toilets poorly maintained



Signage hidden


Lab space

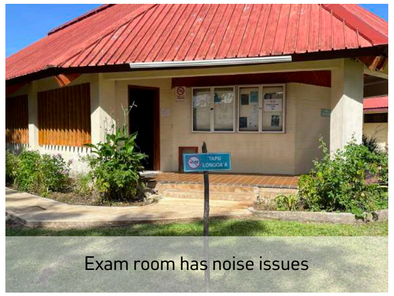

Internal hallways

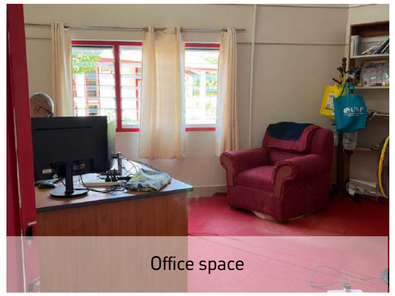

Lab equipment and materials

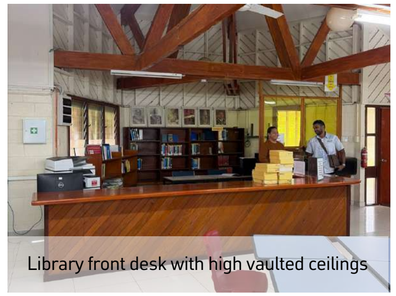

Doorway and signage


Classroom furniture


ICT improvements can be made to improve teaching delivery


Exam room has noise issues


Office space


Library front desk with high vaulted ceilings


Library collection


Library study spaces


Typical office with fan for cooling

Building Condition Overview

According to data provided by USP (2024), All of the buildings at the Tonga Campus are in 'Category C' condition (100%) meaning 'operational but requires major repair'. The building condition ratings across the campus are depicted in the plan over the page and summarised in the table below.

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 (Tonga)

Building Condition*	Percentage of Buildings (%)	GFA (m2)
A	0%	0
B	0%	0
C	100%	2176
D	0%	0

Hames Sharley's campus assessment found that the admin building (T07), science labs (T10), classrooms (T13, T03), toilets (T01), cafeteria (T06) and computer labs (T02) are needing upgrade and maintenance, which is highly consistent with the USP building condition data.

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.

BUILDING CONDITION	
COLOR	RATING
	"A" — As New Condition
	"B" — Operationally Safe & Sound
	"C" — Operational But Requires Major Repair
	"D" — Inoperable or at Risk



NTS

Engagement Activities

The project team visited the Tonga campus between the 25 to 26 March 2026.

Workshops

Hames Sharley facilitated two workshops at the Tonga 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 hour workshop, Thursday 26 March 2026
+ 24 students attended (Refer Appendix 1)

Staff Workshop Details

+ 2 hour workshop,Thursday 26 March 2026
+ 14 staff attended (Refer Appendix 1)

Online Survey

+ 38 Respondents, 16 Staff and 22 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, Rebecca Spencer/Jessika Hames used with permission.

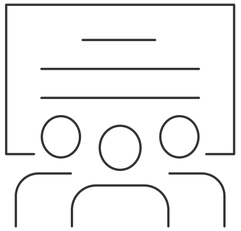
Key Engagement Themes

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



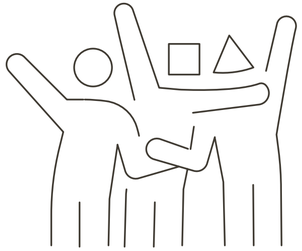
01 Building Condition & Space Utilisation

+ Buildings right sized though internally are needing upgrade and maintenance. Includes the Admin building, Science lab, classrooms, toilets, cafeteria and computer labs.
+ Health and safety hazards such as heat, ventilation, pests, fire egress, and chemical disposal are concerns.
+ Building security and sanitation issues, calls for better fencing, security, and cleanliness.



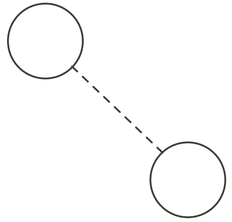
02 Learning & Teaching Environments

+ Majority of students are online though still use campus library and computer labs heavily.
+ Building condition and safety impact learning quality.
+ Unreliable internet and digital infrastructure, with slow and intermittent WIFI, non-functioning computer labs, and inadequate power and charging access.
+ Need for technology enabled, flexible learning spaces.
+ Library expansion to include quiet and collaborative study areas such as discussion rooms.



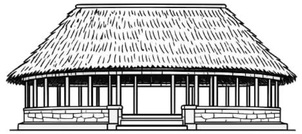
03 Student Experience

+ Inadequate sports and recreation facilities - with particular concern about gym equipment, limited indoor courts and multipurpose spaces that enable physical activity and campus events.
+ Limited student life and social spaces - a shortage of comfortable informal gathering spaces (e.g. lounges), reducing opportunities for social interaction beyond classes.
+ Gaps in basic amenities such as food outlets, sanitation, accommodation, and accessible facilities constrains student health, wellbeing, safety and inclusion.



04 Arrival, Movement & Transport

+ Limited and inconvenient transport options result in long waiting times make daily travel unreliable and time consuming for students and staff.
+ Poor internal circulation and parking infrastructure which is affected by inadequate parking, unclear wayfinding, and poorly maintained internal roads and pathways, which reduce safety and ease of movement, particularly during busy periods.
+ Current discomfort moving around campus highlights the need to provide shaded walking options and drop-off areas.



05 Cultural & Architectural Context

+ Strong desire for the campus to reflect Tongan and Pacific identity - through the buildings, spatial layout, and culturally meaningful design.
+ Existing buildings condition reduces students cultural pride and identity as a respected Pacific institution.
+ The intimate scale of the Tonga campus and its sense of community is appreciated by many.
+ Climate responsive design including shaded outdoor spaces would improve comfort.



06 University Residences

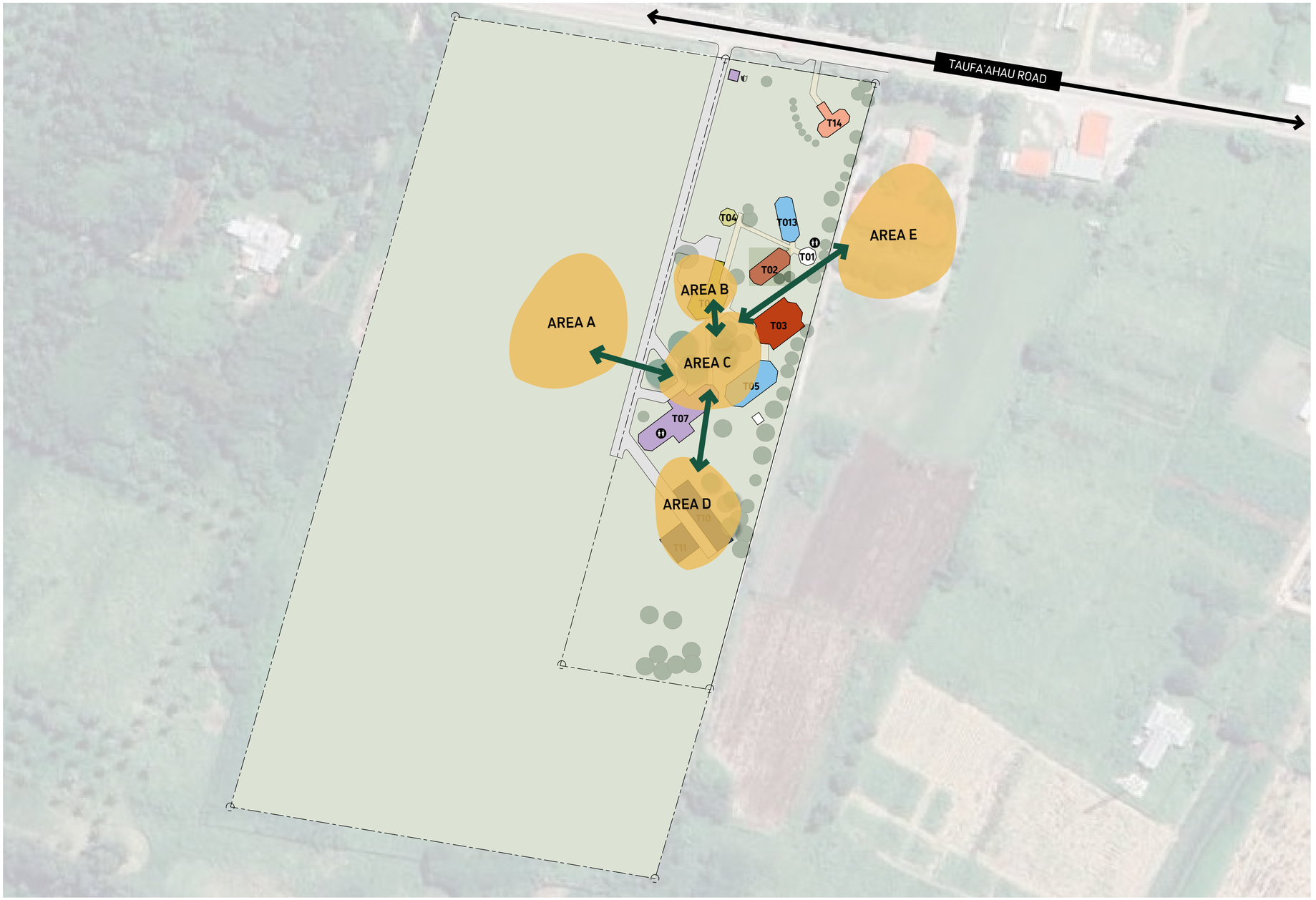
+ Accommodation for visiting academic staff would help support face-to-face learning blocks.

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 Tonga Campus should address:

+ **Area A:** Explore potential of the neighbouring lot to accommodate additional spaces if required and/or sports and recreation uses.
+ **Area B:** Investigate opportunities to introduce a food vendor on campus.
+ **Area C:** Reinforce the campus heart by building on the positive aspects of the existing outdoor study spaces e.g. providing a study fale. Improvements to pedestrian circulation and inter-building connections and wayfinding will strengthen legibility across the broader campus. Renovation and expansion of the library including the provision of dedicated discussion rooms will further consolidate the campus heart as the primary hub for student life and learning.
+ **Area D:** Undertake full renovation of the laboratory including upgrade of furnishings and equipment to meet contemporary standards.
+ **Area E:** Potential to utilise this space more especially at night. If lease continues, the space requires A/C and improved toilets.



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Lawn
- Landscape
- Academic Offices
- Administrative Offices
- Learning & Teaching (lectures and tutorial rooms)
- Library / Collaborative Study Spaces
- Specialised Teaching Spaces (Wet & Dry Lab)
- Computer Labs
- Dining Hall
- Staff Residence
- Toilets
- External Road

NTS

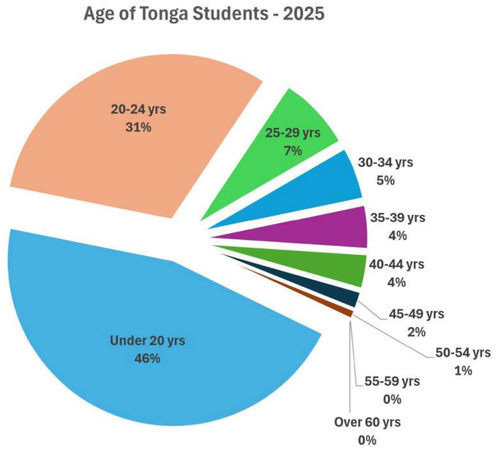
Demographics & Enrolment Trends

Demographics

+ The majority (73%) of Tonga's students are female and 27% male.
+ Almost half the student group are under 20 year olds (46%), closely followed by 31% of students aged between 20-24 years - refer Age pie graph above.

Master Plan Implications

+ This demographic data, taken together with engagement feedback indicate that Tonga'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 connecting people from the campus heart especially Library hub study areas and recreation spaces for evenings and weekend use. Enabling students to stay on campus for extended periods given need to access computer labs, travel time and WIFI/study supported spaces that may be unavailable at home is key.
+ Enhanced lighting / security especially in study spaces should be available all hours to enable comfortable student experience for all, especially vulnerable groups.



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

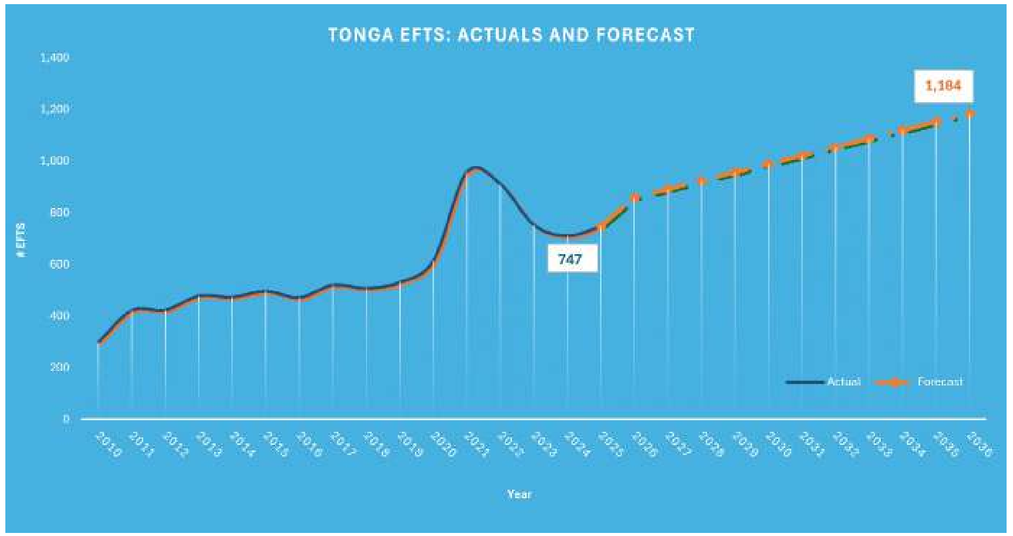
Enrolments Trends

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

+ **2010–2015:** Steady growth from 299 EFTS up to a peak of 496 in 2015.
+ **2016-2021:** A period of variable enrolments before a climb back to a peak of 956 EFTS in 2021.
+ **2021-2025:** This period showed a downward trajectory, leading to a the current 747 EFTS in 2025.
+ Forecast growth for EFTS at this campus to the end of the master plan period indicates Tonga will increase to 1,184 EFTS (a total increase of 437 EFTS over the period as illustrated in EFTS Actuals & Forecast graph). It is notable that this is a return to a similar sized cohort as in 2021, so it is notable that the campus has accommodated this level of students before.

Master Plan Implications

+ With an overall EFTS at this campus set to grow by approximately 59% over the next 10 years, implementation of planned projects to address this as well as focusing on improving the quality of existing floorspace, thereby improving utilisation of current space, recreation area development on the adjacent lot currently not being utilised and implementing the sticky campus heart, are key moves.



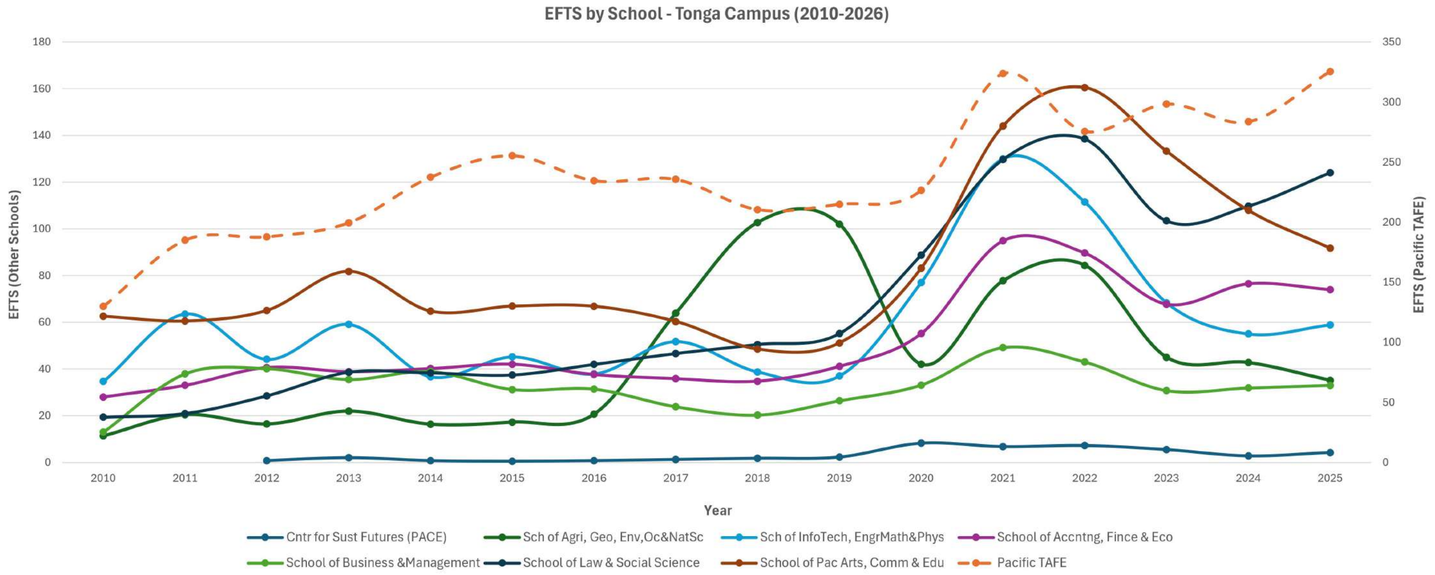
School Trends

Course Enrolments and Trends

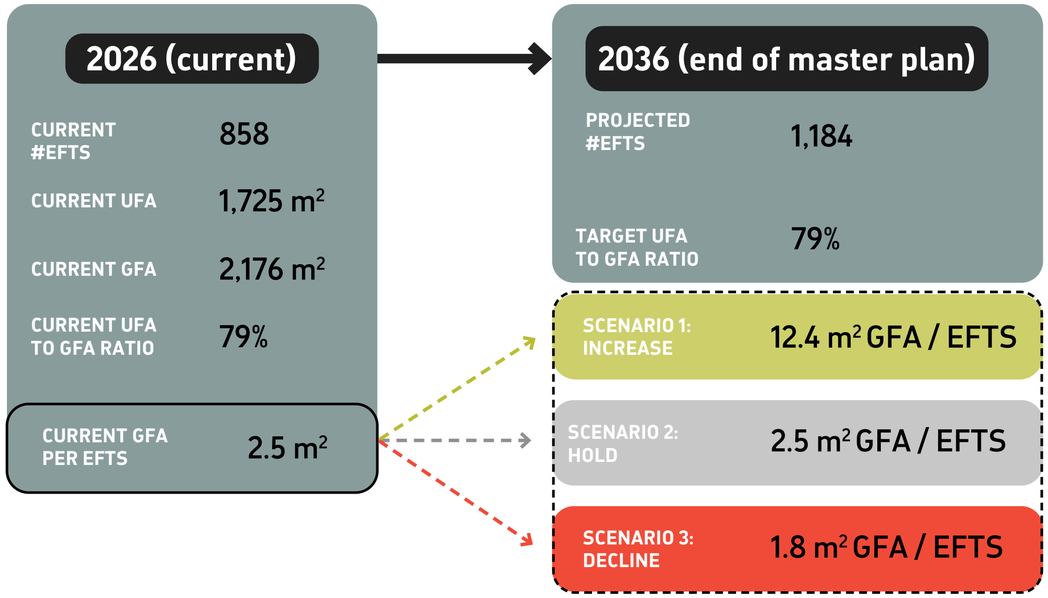
+ The EFTS numbers by School are illustrated on a dual axis graph (refer above) with Pacific TAFE on the right axis and all other schools on the left axis.
+ **Pacific TAFE** student numbers have grown significantly in recent years so they have the largest cohort of students at 325 EFTS in 2025, followed by the School of Law & Social Science with 124 students.
+ Of the six campuses within this master planning scope, Tonga is expected to experience 59% increase in EFTS from 2025 to the end of the master plan period - the second highest percentage increase. The challenge of the master plan is to respond to this situation where floorspace per EFTS is currently relatively low (refer following page) and GFA to UFA ratio is high (above the 70% USP target).

Implications for the Master Plan

+ The data on Schools indicates that learning and teaching across a diversified range of courses is set to continue. This translates into the key need being flexible and shared learning and teaching spaces e.g. flat floor flexible seminar/tutorial/adaptable furniture for moot court - spaces that can be used across disciplines, and the need for upgrades to laboratory spaces to deliver these science courses.
+ With an overall EFTS at this campus expected to grow strongly over the next 10 years, focusing on improving the quality of existing floorspace through upgrades and renewal, recreation provision and defining and delivering the sticky campus heart together with providing accommodation at campus for support of visiting academics and to lift student experience and are key moves.



Space Needs & Priorities



Implications for the Master Plan

+ Future space needs modelling prepared by USP is captured in the diagram above, with scenarios for GFA growth for this campus over the master plan period summarised.
+ A master plan approach for each GFA scenario was not within scope, though based on the context of a 437 EFTS increase and the low quality of existing GFA, the master plan is most closely aligned with Scenario 1: Increase. This is primarily to be achieved through a focus on the delivery of planned projects and renewal/ upgrade of existing spaces to retain the current 79% utilisation rate which is a target being sought on other campuses but already achieved here. The implementation of the master plan should be done in a flexible manner to reflect and respond to the reality that emerges.

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	Planned projects will address need
Student & Staff Services	High	Planned projects will address need
Centrally Timetabled Spaces	High	
Library & Study Hub	High	Planned projects will address need
Central Administrative	Medium	
Commercial	Medium	
Student Accommodation	N/A	
Staff Residence	N/A	Long term - post 10 years timeframe revisit/review needs
Others	N/A	Planned projects will address need

Priorities by Space Type

+ In USP modelling, the HOLD and INCREASE scenarios (increase in floor area), additional floor area has been allotted to Academic space because this space type shows the largest benchmark shortfall. A smaller increase is also allotted to Centrally Timetabled and Library space to address deficiencies while maintain overall campus profile.
+ At this campus, USP has highlighted that many space categories are in the high priority category (refer table above). Planned Projects across the Tonga campus include the construction of a new complex for flexible learning and teaching delivery, Student Hub / Learning and Teaching enhancements which include the Library Revitalisation, Book Centre and Computer Labs. Coupled with initiatives to provide currently missing recreation facilities and amenity, and enhancements being addressed through a comprehensive sticky campus heart upgrade to this core area of campus are main master plan directions that will benefit all students and staff.

02

Spatial Framework



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. The master plan has located the following precincts on the plan:

+ **Arrival Precinct** – A welcoming and inviting entry for all transport modes, with clear wayfinding and an established USP identity.
+ **Ceremonial & Events** - A proposed ceremonial space offers a landmark at the core of the site near main arrival and overlooking student heart
+ **Campus Heart** – Student-centred spaces, including the library, dining hall, student lounge and computer lab. with flexible seating and study spaces for individuals and groups.
+ **Administration & Academic Hub** – New build providing strong arrival on new ring-road.
+ **Learning & Teaching** – Previous administration and entry converted into flexible learning, consolidating precinct to the back of site bordering campus heart
+ **Sports and Recreation** – Provision of multi-sport courts and fields with and end of trip facility.
+ **Staff Residences** - Staff accommodation remains in current location and in future expanded as a key interface with the street.

These precincts reinforce the existing landscaped campus heart by book-ending the library with a new ceremonial space, creating a defined core that works for everyday activity as well as special occasions. Its position also aligns with the formal arrival at the Administration and Academic offices, leading VIPs and visitors directly into this space.

A new access road with a small parking/loading area connects to the rear of learning and teaching buildings, while all other parking is consolidated into two parking areas on the periphery.

The dashed lines on the plan illustrate how the campus can grow southward over the long term, repeating building clusters and pedestrian links. There is also a potential opportunity to locate additional on-campus housing in this area.

LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Lawn
- Landscape
- Building Footprint



Figure: Campus Precincts

NTS

Student Experience

The key master plan moves include:

+ **Sticky Campus Heart emphasis through the renewal and upgrade of the following buildings to enhance the student life and dwell time at Tonga campus:**
  - Library revitalisation (T05)
  - Dining hall upgrade (T06)
  - Student lounge (T04)
  - Campus life support services (T13)
+ **Enhance sports and recreation facilities** - a multi-sport court, a rugby/soccer field (A) and an adjacent end of trip facility (B) are proposed. The courts to be surrounded by low level tropical landscape, with a sheltered seating area for spectators and socialising.
+ **New Ceremonial Events Space** - Enhance 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.
+ **Student Green** - The new ceremonial and administration/ arrival buildings frame an outdoor space that looks down to the library and dining hall with casual outdoor study spaces high quality landscaping supporting this.



LEGEND

Master Plan Extents	Computer lab
Internal Vehicle Access	Ceremonial Space / Outdoor Study
Internal Pathway	Student Support Services
CP Car Park	End of Trip Facilities
Lawn	Lockers
Landscape	Cafe
Library	Proposed
Dining	Campus Heart Precinct

Figure: Student Experience

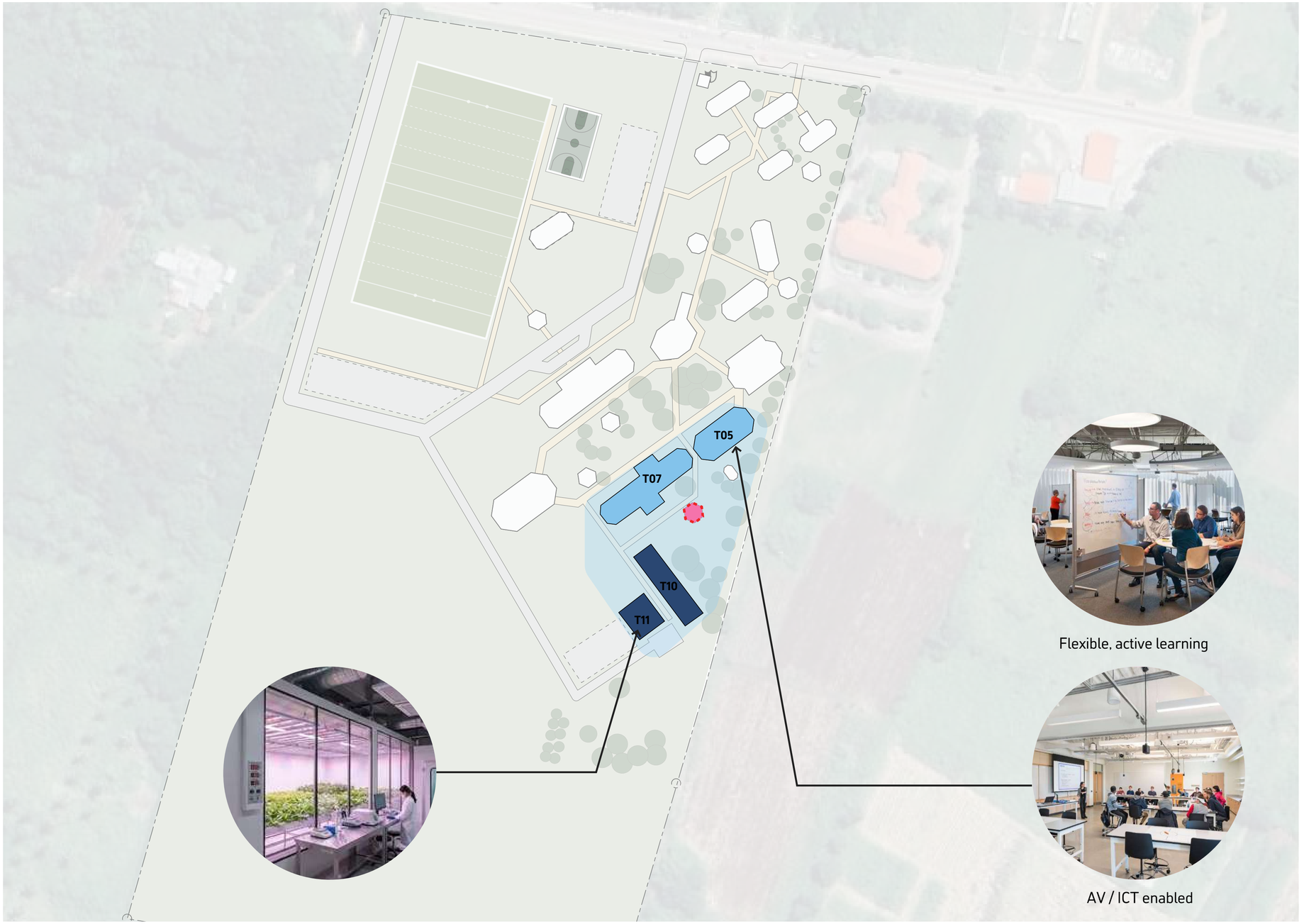
NTS

Learning & Teaching Facilities

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

To accommodate the growth in EFTS at USP Tonga, the master plan proposes the re-use of the existing administrative and arrival building for flexible learning purposes.

+ The siting of this outcome ensures a cohesive learning precinct close to the campus heart.
+ Green outlooks and new outdoor study spaces in the extended campus heart will support the learning experience.



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Lawn
- Landscape
- Learning & Teaching (flexible lectures and tutorial rooms)
- Specialised Teaching Spaces (Wet & Dry Lab)
- Outdoor Study
- Proposed Building

Figure: Learning & Teaching Facilities

NTS

Academic, Administration & Operations

A new building is proposed in order to transfer operations from T07 and consolidate academic and administrative functions here. This should include bathroom and kitchen facilities to support the staff and visitors to this building which will become the first touchpoint for people at Tonga USP.

This proposed hub building is situated to be well connected to both the campus heart, the generalised learning & teaching buildings and the specialist labs as well as the new ceremonial space.

With the new ring road arrival precinct established, this building serves as the new main entry and vehicle drop-off zones, with student centered services beyond.



LEGEND

Master Plan Extents	Landscape
Internal Vehicle Access	Academic Offices
Internal Pathway	Administrative Offices
CP Car Park	Proposed Building
Lawn	

Figure: Academic, Administration & Operations

NTS

University Residences

It is common at USP Tonga for external academic staff to travel to the campus to teach intensive courses.

An indicative location has been identified on the plan for the expansion of accommodation for these visiting staff. It is logical for expansion of staff accommodation to occur adjacent to existing dwelling T14. This location provides additional street presence along the main road, and enables a shared access route to the buildings.

The Uni-Lodge buildings should be screened from the campus heart through landscaping to offer staff privacy. A dedicated pedestrian pathway should connect the accommodation to the campus heart, academic offices, and teaching spaces.

Residences are located in good proximity to the sporting & recreation precinct, and the new car park.



LEGEND

	Proposed Building
	Staff residence
	Outdoor undercover area
	Pedestrian walkway
	Site Boundary
T14	Existing Staff Residence

Figure: University Residences

NTS

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, landscaping. Enhance USP identity through the use of pattern and colour on the hardscape to indicate shared zones.
+ Pedestrian paths - to extend through campus with identifiable key crossing points, circulation between campus heart buildings and connection to the teaching and learning buildings is critical.
+ 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 parking - Two public car parks have been proposed to address current parking issues. Parking is separated from the campus heart to reduce conflicts between pedestrians and vehicles.
+ Loading and Servicing - Small additional staff car park and service access road connects to learning and teaching buildings to the south of the campus enabling labs to be accessed for staff and loading purposes.



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Lawn
- Landscape
- Campus Arrival
- Proposed Car Park
- Vehicle Access
- Pedestrian Crossing
- Proposed Pathway
- Proposed Wayfinding

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. Campus heart should continue to provide flexible seating options within landscape.
+ **Tier 2 - Managed Natural Vegetation**
  The surrounding grounds should provide managed natural vegetation.

Whilst broader USP engagement feedback highlighted the importance to students and staff of feeling safe and being able to access all areas of the campus, this was not a key issue discussed at the Tonga campus workshops or online survey feedback. Though this may be linked to the fact that currently there is no student housing on campus and a lack of recreation and wellbeing spaces that are used beyond typical daytime/weekday hours.

However, the intent of the master plan is to over time include and intensify the recreation facilities offered, improve student study hub spaces within the campus heart, create a ceremonial space, and Uni-Lodge staff accommodation may be developed. This extension of campus usage across the days, evenings and weekends will require additional measures to ensure students, staff and visitors are able to utilise the spaces fully. The master plan supports future responses to provide safety, access and comfort for all. Options to do this could include the addition of well lit pedestrian pathways, CCTV, and/or addition of small fale or bure, bringing activation to these areas.

LEGEND

Master Plan Extents	Tier 1 Landscape
Internal Vehicle Access	Tier 2 Landscape
Internal Pathway	
CP Car Park	
Lawn	
Landscape	



Figure: Open Space & Landscape

NTS

Services & Amenities

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

+ Lighting - to improve feelings of safety and assist with wayfinding, should be focused in the following locations:
  - The Arrival and journey through campus
  - The Campus Heart
  - The Sports & Recreation Precinct
  - Connecting to the Staff Residences
  - The Ceremonial Space
+ Toilets - Renovate exiting toilets and provide toilets within the end of trip facility.
+ Change Room - A change room facility next to the sports and recreation functions is proposed. It should contain lockers, showers, toilets, and a drink fountain. If feasible, a small gym with equipment can be established here.
+ Drinking Fountains - Proposed integrated with the change room hub, within the campus heart, and within the entry to the learning and teaching complex.
+ WIFI - The minimum area for WIFI connection is indicated in the plan.



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- Toilets
- Drinking Fountains
- Change Room Facilities
- Minimum WIFI connectivity
- Proposed Lighting
- Upgrade/Renovate
- 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

W	Water Tank
	Power Generator & MCB
	PSL
	Large Infrastructure Preferred Location
	Preferred Transformer, MCB & Generator Location

Figure: Utilities

NTS

03

Implementation Plan & Master Plan



Implementation Plan - Tonga

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	Student Centred Campus Heart	Upgrade of: T05 - Library Revitalization - Library expansion to include quiet and collaborative study areas such as discussion rooms. T02 - Computer lab upgrade. T13 - Campus life, counselling rooms, pastoral care offices with some open planned space for flexible use among staff. T04 - Student Lounge Upgrade to include comfortable furniture. T06 - Dining hall focus on deferred maintenance.	Library & Study Hub		●	●			●	●		Current Triennium & Next Triennium (2025 - 2030)
2	Academic, Learning & Teaching New Complex	The current administrative and academic offices building (T07) should be refitted for learning purposes. Concept designs that focus on the provision of technology enabled, flexible learning spaces to be produced. This building should be well connected through dedicated footpaths and wayfinding to the academic and admin building as well as the campus heart and central green spaces. Existing specialist teaching spaces (labs) to be upgraded (T10, T11).	Academic, Learning & Teaching and Centrally Timetabled Spaces			●			●	●		Next Triennium (2028-2030)
3	Administration Revitalisation and Consolidation	A new administrative and academic offices building to become a consolidated administrative and academic hub across from T07. Kitchenette and toilets to be provided and clear and legible landscaping provided for vehicle drop-off and arrival character.	Central Administrative			●	●		●			Next Triennium (2028-2030)
4	Campus Ceremonial Space	A new ceremonial space is proposed within the campus heart book-ending this area and providing special occasion and everyday use options. This new structure should provide an identifiable form and roof-line from the ring road to enhance the presence on campus and USP Pacific identity. The space should be sized to enable graduation ceremonies, Open Day events, and other place making opportunities.	Others		●			●	●	●		Next Triennium (2028-2030)
5	Sports and Recreation Hub	A new sports and recreation hub is proposed on the currently vacant lot. This should be accessible and visible from the campus heart, providing activation and an event atmosphere. A change room facility has been proposed to sit adjacent to the multi-sports court and field. During engagement there was particular concern about gym equipment. If feasible, a small gym could be co-located with the change room facility. A shaded fale structure adjacent to a multi-sport court and field enables spectators and players to socialise before/during/after the game in groups.	Student & Staff Services		●				●	●		Current Triennium (2025-2027)
6	Uni-Lodge	Additional accommodation for visiting and long term academics to support course delivery has been proposed. It is logical for expansion of staff accommodation to occur adjacent to existing accommodation. This location provides additional street presence along the main road, and enables a shared access route to the buildings. The building should be screened from the campus heart through landscaping to offer staff privacy. A dedicated pedestrian pathway should connect the accommodation to the campus heart, academic offices, and teaching spaces.	Staff Residences	●		●	●			●		Next Triennium & The Following (2028-2033)
7	Campus Roads, Pathways & Circulation	Promote pedestrian safety. campus legibility by providing dedicated pedestrian paths through campus.	Others	●	●		●		●			Current Triennium & Next Triennium (2025 - 2030)
8	Arrival Upgrades	Through signage, materiality and marked areas, provide a dedicated drop off, pick up zone. Three car parks have been proposed to address current parking issues. Parking is separated from the campus heart to reduce conflicts between pedestrians and vehicles.	Others	●			●	●	●			Current Triennium & Next Triennium (2025 - 2030)
9	Landscaping	Accentuate key movement routes through campus with low level shrubbery planting along pathways. Use landscaped hedging to define the campus boundary and provide privacy to staff residences. Landscaping and flexible seating spaces should be focused within the campus heart.	Others	●	●		●	●		●		Next Triennium (2028-2030)
10	Signage	Introduce consistent wayfinding signage across the campus with a distinctive USP style, and locate at key decision points e.g. campus entry, footpath intersections, and at key destinations including the campus heart and sports and recreation, and the learning & teaching precinct.	Others	●	●		●	●	●			Current Triennium (2025-2027)
11	Lighting	Bollard/post lights to line key pedestrian routes and destinations e.g. within the campus heart, the new ceremonial space, at the sports fields & courts.	Others	●	●		●		●			Current Triennium (2025-2027)
12	Toilets	Upgrade toilets within T01 and T07 vand provide additional facilities within the proposed end of trip building.	Others		●				●			Current Triennium (2025-2027)
13	Drinking Fountains	Three drinking fountains are proposed, one at the campus heart, one integrated into the purpose built end of trip facility, and one by the proposed learning and teaching buildings. Drink fountains to provide fresh, (preferably) cold water to students.	Others		●				●			Current Triennium & Next Triennium (2025 - 2030)
14	WIFI	Extend and improve the quality of WIFI coverage across campus.	Others		●	●			●			Current Triennium (2025-2027)
15	Fencing & Security	Upgraded fencing around the campus. Fence selection to consider security while remaining welcoming and visually permeable.	Others	●					●			Current Triennium (2025-2027)
16	Campus Safety & Accessibility	With future additions to recreation, ceremonial spaces, and future Uni-Lodge housing intensifying use of the campus throughout evenings and weekends 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	Campus Heart
2	Academic, Learning & Teaching Complex refurbishment
3	New Administration, Academic and Arrival Building
4	Campus Ceremonial Space
5	Sports and Recreation Hub (including changeroom amenities)
6	Uni-Lodge
7	Proposed Campus Roads
8	Arrival Upgrades (including drop off zone)
9	Landscaping focus in campus heart



LEGEND

- Master Plan Extents
- Internal Vehicle Access
- Internal Pathway
- CP — Car Park
- Lawn
- Landscape
- Administrative/Academic Offices
- Learning & Teaching
- Library / Collaborative Study Spaces
- Specialised Teaching Spaces (Wet & Dry Lab)
- Computer Labs
- Ceremonial Space/ Outdoor Study
- Cafe, Bookshop, Dining Hall
- Staff Residences
- Change Room
- Toilets
- Drinking Fountains
- Washroom/Changing Facilities
- Proposed Lighting
- Proposed Structure
- Security Hut

NTS

Future ‘blue sky’ Vision: Tonga 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 Tonga 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 Tonga specifically, the image shows the familiar arrival zone in front of the current administrative building transformed into a casual outdoor study courtyard with high landscape amenity. The new ceremonial fale can be seen as well to the lower right.
Viewpoint for the vision render shown below.

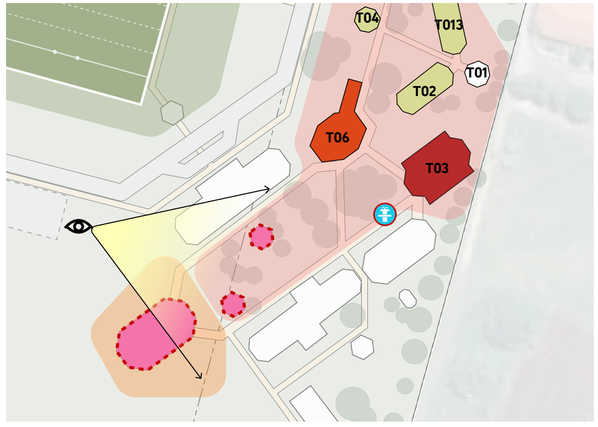
Sources & Approach

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.

Tonga long term vision render shown below and over page.







Future ‘blue sky’ Vision: Tonga 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.

Enabling communities to flourish

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

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

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

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

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

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

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

Hames Sharley 50 YEARS OF IMPACT