



# KADUNA STATE UNIVERSITY

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## KASU RETREAT DAY TWO: HARD TRUTHS, HONEST REFLECTIONS, AND A CLEARER PATH FORWARD

By: Aliyu Abdullahi Jama'are, with contributions from Fatima Bakari Dangoggo and Firdausi Kabir



**The second day of the 2026 Strategic Management Retreat by Kaduna State University moved beyond celebration to sober reflection, as participants critically assessed the implementation of the institution's 2023–2028 Strategic Plan**

Under the theme,

***“The Journey So Far and Into the Future,”***

discussions focused not only on recorded milestones but also on the gaps that must be urgently addressed. While progress in academic quality, research relevance, digital innovation, and staff development were acknowledged, speakers stressed that consolidation and sustainability remain the real test of success.

Presenting a review of the plan's implementation, the Deputy Vice Chancellor (Strategy, Innovation and Service Delivery), Prof. Helen Afang Andow noted that the university has made visible strides, particularly in digital transformation and programme enhancement. However, she emphasized that continued growth requires deeper institutional discipline and sustained commitment.

Breakout sessions provided the most candid moments of the day, as participants examined internal challenges ranging from staff motivation and reward systems to the culture of complaints and the need for measurable performance standards. There was broad agreement that hard work must be recognized, teamwork strengthened, and evaluation embedded as a routine practice rather than an occasional exercise.





In a separate presentation, Umar Ibrahim Kawu underscored leadership as the decisive factor in translating strategy into results. He argued that vision must be backed by accountability, clear targets, and the removal of bureaucratic bottlenecks if meaningful change is to occur.

One message resonated strongly: a strategic plan alone can not transform an institution. Implementation culture, collective responsibility, and disciplined leadership will determine whether aspirations become achievements.

For Kaduna State University, the focus has shifted from planning to performance and from rhetoric to measurable results.



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