



THE UNIVERSITY OF ARIZONA
Office of the Provost

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Dear Colleagues,

A comprehensive assessment of University of Arizona administrators is conducted every five years to evaluate performance to date, uncover any unaddressed systemic concerns, and review long-range goals and objectives. A review of Dean David Hahn was conducted in the spring semester 2025 to review the Dean's performance from 2019 through 2024. The following is a summary of the process and findings.

Nominations for the Review Committee were solicited from stakeholders in the College of Engineering. The Review Committee was chaired by Karthik Kannan, Dean of the Eller College of Management. The committee members included:

Jerzy Rozenblit, Distinguished Professor, Department of Electrical and Computer Engineering

Marwan Krunz, Regents Professor, Department of Electrical and Computer Engineering

Roberto Guzman, Professor, Department of Chemical & Environmental Engineering

Pavlo Krokhmal, Professor, Department of Systems and Industrial Engineering

Kray Luxbacher, Department Head, Department of Mining and Geological Engineering

Nöel Hennessey, Director, ENGAGED, Engineering Academic Affairs

Paul Blowers, Distinguished Professor Department of Chemical & Environmental Engineering

Buell Jannuzi, Department Head, Astronomy, & Director, Steward Observatory, College of Science

Ainsley Limesand, Graduate Student, Department of Systems and Industrial Engineering

Austin Medina, Undergraduate Student, Department of Systems and Industrial Engineering

Karla Morales, Arizona Technology Council



The committee reviewed the following inputs to evaluate the five metrics as outlined in the [Five-Year Administrator Review Process](#):

- Dean Hahn's self-study and an interview with the dean
- 5-Year Administrator's 360 survey to faculty and staff in the College of Engineering
- Focus group gatherings and individual meetings with faculty, staff and students.

Strengths and Accomplishments

The committee highlighted several strengths noted in the data collected and the interviews that were implemented. Dean Hahn was seen as a respected leader who had strong support from faculty, staff, students and external stakeholders with more than 81% of respondents rating him highly on trust-related measures. His transparent communication through open forums and town halls built organizational trust and effective communication practices within the college. A sustained commitment to diversity and inclusion was noted in his hiring practices and investment in support programs like ENGAGED for first-generation and underrepresented students. Dean Hahn's targeted donor engagement, state advocacy and robust seed-funding initiatives resulted in doubling sponsored research. He was described as a collaborative leader who broke down departmental silos and built productive relationships across the university as well as with external entities. Student success was also noted in the college's strong first year retention rates and a 40% increase in first-year enrollment. Dean Hahn was commended for his involvement in interdisciplinary program development with the Eller College of Management, the UA Cancer Center and the College of Science that aligned with evolving workforce needs. In addition, improved operational effectiveness within the college was noted in Dean Hahn's strategic approach to unifying business units and centralizing services that led to more sustainable resource use.

Specific accomplishments were also highlighted such as:

- Securing \$150M in new external funding
- Maintaining an 87.7% first-year undergraduate retention rate
- Doubling sponsored research expenditures to \$44.8M
- Increasing leadership diversity to over 50% women and Hispanic persons
- Establishing new programs such as software engineering and mining initiatives
- 360 survey data showed an average greater than 63% for the rating "Always" over the five categories of Building Trust, Fostering Collaboration, Maximizing Resources, Achieving Results, and Inclusive Excellence, and an average of 90% for the three aggregate ratings of "Often", "Most of the Time" and "Always" over the five categories.

Opportunities for Improvement

The comprehensive review also examined opportunities for improvement in the five metrics assessed: trust, collaboration, inclusive excellence, maximizing resources and achieving results.

In terms of trust, Dean Hahn has strong support across his community with opportunities to empower his leadership team and involve college stakeholders more fully in the decision-making process particularly around organizational changes.

Collaboration is a strength area for Dean Hahn, although the committee highlighted opportunities to be more strategic in his approach to cross-college initiatives and communicating existing efforts to capitalize on university-wide synergies.

Not all units within the college feel equally valued, included and supported. Some faculty and staff are perceiving inconsistent application of priorities and principles across departments, notably Biosystems Engineering.

As Dean Hahn works to maximize resources, access to centralized services, including with the implementation of HR centralization, has not met expectations, particularly for research account management with some faculty members expressing concerns about attention to their needs under the new model. There is also a perception by some that that certain research areas receive disproportionate support.

With the college's expansion of programs and students, support staff are feeling stretched. While the unified business units were viewed as promoting efficient resource management and college services, effective management of transitions and program relocations and the challenges that come with those changes is needed to ensure the desired results are achieved.

Recommendations

The following recommendations will be the focus of Dean Hahn's actions in the coming year to address the opportunities for improvement noted in his five-year review:

- Increase communication with department heads, faculty, and staff regarding college financial decisions
- Improve consultation with affected units during major organizational changes
- Bolster coordination between the dean and associate deans to improve support across departments related to staff and faculty workload concerns
- Implement robust accountability processes to ensure initiatives consistently deliver intended outcomes across all departments and programs
- Address business management workflow challenges to enhance administrative efficiencies and further strengthen operational effectiveness.
- Establish new strategies for graduate student recruitment and build on the current momentum in recent years of increased college graduate fellowships

- Create a more structured approach to departmental engagement in strategic priority setting and decision-making.

Dean Hahn and I met to reflect on what he learned through the evaluation process, the data collected and the recommendations from the comprehensive review committee. He has excelled in acquiring and allocating resources, developing innovative intercollegiate programs, and promoting efficient resource management. His vision for aligning students' academic goals with industry needs has been demonstrated through successful program development and collaboration with other colleges. He has dismantled department silos and created a more unified and innovative college environment as a trustworthy leader. While there are areas for improvement, Dean Hahn is committed to continuing the positive trajectory the college has experienced over the last five years. I look forward to working with Dean Hahn to support his efforts to address these opportunities. Thank you to everyone for your participation and contributions to this important process.

Sincerely,



Patricia A. Prelock, Ph.D., CCC-SLP, BCS-CL
Provost and Chief Academic Officer