PROMOTION RECOMMENDATION
The University of Michigan-Flint
College of Arts and Sciences
Department of Communication and Visual Arts

Daniel Lair, assistant professor of communication, Department of Communication and Visual Arts, College of Arts and Sciences, is recommended for promotion to associate professor of communication, with tenure, Department of Communication and Visual Arts, College of Arts and Sciences.

Academic Degrees:

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<tr>
<th>Degree</th>
<th>Year</th>
<th>Institution</th>
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<tr>
<td>Ph.D.</td>
<td>2007</td>
<td>University of Utah, Salt Lake City</td>
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<tr>
<td>M.A.</td>
<td>2002</td>
<td>University of Montana, Missoula</td>
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<tr>
<td>B.A.</td>
<td>1996</td>
<td>Carroll College, Helena, Montana</td>
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Professional Record:

- 2013-Present: Assistant Professor, University of Michigan-Flint
- 2011-2013: LEO Lecturer, University of Michigan-Flint
- 2012-2012: Adjunct Instructor, University of Montana, Missoula
- 2007-2011: Assistant Professor, University of Denver, Colorado
- 2006-2007: Instructor, University of Denver, Colorado
- 2002-2006: Teaching Fellow, University of Utah, Salt Lake City

Summary of Evaluation:

Teaching – Professor Lair primarily teaches in the professional communication emphasis area, covering courses in his primary area of expertise in Organizational Communication (COM 261: Foundations of Organizational Communication; COM 362: Communication Behavior in Organizations; and COM 402: Case Studies in Professional Communication). As the most popular emphasis area in the communication major, these courses make a substantial contribution to the program. In addition, Professor Lair has also taught on several occasions the important COM 305: Communication Theory/COM 306: Speaking and Writing Lab co-curricular suite. Based on his teaching evaluations from students and peer observations, Professor Lair is an outstanding educator. His students routinely provide high scores for his teaching. Throughout his various types of classes, there is one consistent theme that stands out most directly, Professor Lair cares deeply about the success of his students, and invests the time and effort necessary to facilitate that success. Both his peer observers and his students note frequently his use of multiple media in both face-to-face and online classes, helping connect theoretical course material with his audience through familiar examples. Of special note is the way Professor Lair has adopted portfolio grading in some courses in a bid to replicate how his students will be evaluated in their post-graduation professions. This “real world” approach to pedagogy is deeply informed by his scholarly expertise, and provides a unique and powerful experience for his students. Overall, Professor Lair is a fine teacher who is clearly committed to student success.

Research – Professor Lair’s extended history gives him a rich stock of scholarly material for his portfolio. He came to the University of Michigan-Flint as a well-established scholar in the field, and has advanced his contributions since. Professor Lair studies the role communication plays in shaping what it means to “work” – how our professional lives are enriched by the patterns of interaction in which we engage at our workplaces and how the broader culture shapes our work environments.
Professor Lair has continued his progress, from the previous appointment at the University of Denver, of publishing regularly in high quality journals such as *Management Communication Quarterly* and *Communication Review*. One measure of the quality of the scholarship of Professor Lair is the fact that several of the external reviewers indicated that they use his scholarship in their classrooms. This is an indication that Professor Lair’s scholarship is truly at the forefront of the discipline. He has a well-established research agenda that places his work at the cutting edge of communication theory and practice.

**Recent and Significant Scholarly Activity:**

**Book**

**Refereed Journal Publications**

**Refereed Book Chapter**

**Invited Contributions**
Lair, D. J. (forthcoming). “Normative and Description Approaches to Organizational Ethics Post-Crisis: A Review Essay.” *Organization*.

**Other Publications**

**Recent Conference Papers and Panel Discussions**
Lair, D. J. (May 2014). “Socialization and Ethics.” Theme presenter and respondent, Organization Communication Division pre-conference “(Re)Defining and (Re)Negotiating the Meaning of


Lair, D. J. (November 2010). “The Pragmatic Turn in (Organizational) Rhetorical Practice.” Presented at the National Communication Association Annual Conference, San Francisco, California.


Service – The primary service contribution of Professor Lair has been within the communications program at the University of Michigan-Flint. One of the most important aspects of that service was the sustained effort to develop a graduate program in applied communication. He worked tirelessly to follow through on the process and now that graduate program will be offered beginning in fall 2015. This development is expected to enroll a significant number of highly qualified applicants at the University of Michigan-Flint. In addition to the program development accomplishments of Professor Lair, he has served on three search committees in the discipline, including chairing one of the committees. It is anticipated that Professor Lair will continue on this path of meaningful service to his department, the College of Arts and Sciences, and the university.

External Reviewers:

Reviewer (A): “With regard to the themes and quality of Dr. Lair’s work, I have been impressed by the issues Dr. Lair tackles and his seemingly effortless blend of very sophisticated theoretical underpinnings with popular culture and everyday life.”

Reviewer (B): “Dr. Lair has a strong record of scholarship, both in terms of quantity and quality… I am struck by how well Dr. Lair synthesizes and contributes to the areas of organizational communication, communication ethics, and rhetoric… Dr. Lair’s work is significant because, across these venues and audiences, he evinces a thematic concern for how communication participates in the organization of the meaning and experience of daily work life…”

Reviewer (C): “I find Dr. Lair’s greatest strengths to be in the relevance of his research topics, his habit of drawing from a broad set of theoretical approaches, and his effective use of a range of methods… These three strengths lead me to conclude that Dr. Lair’s work makes a strong scholarly (and practical) impact in the field, and support the conclusion that he is emerging as a leader in this area of study.”

Reviewer (D): “…I see Dr. Lair’s work as making important contributions to lines of thought that are central in organizational communication, and to communication in general.”

Reviewer (E): “In my judgment, Dr. Lair has developed a well-defined, significant, and intriguing program of research that is theoretically rich and empirically meticulous, already reputed on the national scale for its careful, powerful analyses of the highest quality.”
Reviewer (F): “His ability to blend the popular and practical with theory is what really sets Dr. Lair’s work apart... His sophisticated, yet accessible and engaging blending of theory and practice represents the scholarly impact of Dan Lair’s writings. More than many others in our field, Dr. Lair’s work readily ‘works’ outside the ivory tower... Overall, his articles are thought provoking, innovative, and highly readable.”

Reviewer (G): “Dr. Lair has a very accessible and engaging scholarly style that contributes to the impact of his work articulating the nuances of contemporary workplace communication, identity, and experience. In particular, his co-authored book, *Just a Job: Communication, Ethics, and Professional Life*, has demonstrable impact upon his area of research... The other publications included in this review were also of high quality. I was pleasantly surprised by the rigor of ‘The Political, Cultural, and Economic Assault on Higher Education’.”

**Summary of Recommendation:**

Professor Lair has demonstrated significant accomplishment across all three areas of consideration: teaching, scholarship, and service. He is an excellent academic citizen at the University of Michigan-Flint. I fully concur with the Executive Committee of the College of Arts and Sciences and enthusiastically recommend that Daniel Lair be promoted to associate professor of communication, with tenure, Department of Communication and Visual Arts, College of Arts and Sciences.

Recommended by:

[Signature]
Albert C. Price, Interim Dean
College of Arts and Sciences

Recommendation endorsed by:

[Signature]
Barbara B. Dixon, Interim Provost and Vice Chancellor for Academic Affairs

[Signature]
Susan E. Borrego, Chancellor
University of Michigan-Flint

May 2015