

Approved by the  
Regents  
May 21, 2015

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:

Ph.D.	2007	University of Utah, Salt Lake City
M.A.	2002	University of Montana, Missoula
B.A.	1996	Carroll College, Helena, Montana

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 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*

Cheney, G., Lair, D. J., Ritz, D. and Kendall, B. E. (2010). Just a Job? Communication, Ethics and Professional Life. New York: Oxford University Press.

##### *Refereed Journal Publications*

Lair, D. J. and Wieland, S. M. (2012). "'What Are You Going to Do With that Major?' Colloquial Speech and the Meanings of Work and Education." *Management Communication Quarterly*, 26(3), 423-452.

Foust, C. R. and Lair, D. J. (2012). "The Political, Cultural, and Economic Assault on Higher Education." *The Review of Communication*, 12(2), 159-174.

Lair, D. J. (2011). "Surviving the Corporate Jungle: 'The Apprentice' as Equipment for Living in the Contemporary World of Work." *Western Journal of Communication*, 75(1), 75-94.

##### *Refereed Book Chapter*

Lair, D. J. and Strasser, D. (2012). "'Mad Men's' Mad Men: Hegemonic Masculinity, Multiple Masculinity, Manhood Acts and the Masculinity-in-Crisis Narrative." In D. M. Stern, J. Manning and J. C. Dunn (eds.), Lucky Strikes and a Three Martini Lunch: Thinking About Televisions 'Mad Men.' Newcastle, UK: Cambridge Scholars Publishing, 177-191.

##### *Invited Contributions*

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

Lair, D. J. (2013). "Disposable Workers." In V. Smith and G. J. Golson (eds.) SAGE Sociology of Work Encyclopedia. Thousand Oaks, CA: Sage, 184-186.

Cheney, G., Lair, D. J. and Kendall, B. E. (2013). "Making Organization Matter: Looking Back and Looking Ahead." *Organization*, 20(1), 66-77.

Lair, D. J. and Foust, C. R. (2012). "The Political, Cultural, and Economic Assault on Higher Education. *Communication Currents*, 7(3) (June 2012): <http://www.natcom.org/CommCurrentsArticle.aspx?id=2440>.

##### *Other Publications*

Cheney, G., Christensen, L. T., Zorn, T. E. and Ganesh, S. (with Lair, D. J.) (2010). Chapter 15: "Analyzing Organizational Communication." Organizational Communication in an Age of Globalization: Issues, Reflections, Practices (2nd Ed.). Long Grove, IL: Waveland Press, 461-494.

##### *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

- Work, Success, Happiness, and Good Life,” annual meeting of the International Communication Association, Seattle, Washington.
- Lair, D. J. (March 2012). “The Status of Organizational Rhetoric: Reflections on the Past and Thoughts About the Future.” Panel discussion of the Central States Communication Association Annual Conference, Cleveland, Ohio.
- Wieland, S. M. and Lair, D. J. (November 2010). “Vocational Socialization in the University: Narratives of Major Selection.” Competitive paper at the National Communication Association Annual Conference, San Francisco, California.
- Lair, D. J. (November 2010). “The Pragmatic Turn in (Organizational) Rhetorical Practice.” Presented at the National Communication Association Annual Conference, San Francisco, California.
- Lair, D. J. (March 2010). “Author Meets Critics.” Discussion of Just a Job: Communication, Ethics, and Professional Life (Cheney, Lair, Ritz, and Kendall [eds.], Oxford Press 2010), Association for Practical and Professional Ethics Annual Conference, Cincinnati, Ohio.

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.”

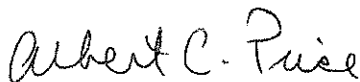
Reviewer (F): "His ability to blend the popular and practical with theory is what really sets Dr. Lair's work apart... His sophisticated, yet accessible and engaging blending of theory and practice represents the scholarly impact of Dan Lair's writings. More than many others in our field, Dr. Lair's 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.

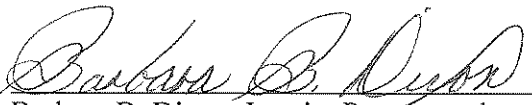
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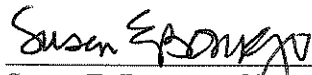
Albert C. Price, Interim Dean  
College of Arts and Sciences

Recommendation endorsed by:



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



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Susan E. Borrego, Chancellor  
University of Michigan-Flint

May 2015