

## **EDUCATION**

Master's Degree, University of Michigan - 1988 – Rackham School, Organization & Administration; Bachelor's Degree, Wayne State University – 1975, School of Communication, Marketing, Journalism & Advertising concentration.

## **ACADEMIC APPOINTMENT/EXPERIENCE**

**University of Michigan-Dearborn** -- September 2002 to present faculty, researcher and external affairs. My appointment is a fulltime participating faculty, 100 percent appointment with public affairs responsibilities, reporting to the SOM Dean: March 1, 2008. <http://www.som.umd.umich.edu/332101/>

Currently teach three subjects within the Management Studies Department: Managerial Communication, Marketing/Advertising and Organizational Behavior. Over the past six years we have been working with the Associate Dean and the Curriculum Committee to devise a revised BBA curriculum plan that requires all BBA, and eventually MBA students to have excellent and effective communications skills upon graduation. As of fall 2009, all BBA students are required to have a core managerial communications course before graduation.

Courses taught: Business Communications (BA 330), Organizational Behavior (OB 354), Marketing – Advertising and Integrated Brand Promotions (MKTG.456) and Sales Management (MKTG. 434). The University of Michigan – Dearborn is ranked in the top three business schools in Michigan and the top 10 percent of 100 best undergraduate BA programs in America. We are AACSB (Association of Advanced Collegiate Schools of Business) accredited, an accreditation that approximately seven percent of the world's business schools earn.

In service work: Member of the Writing and Executive MBA evaluation committee. A member of the steering committee for the Ford Foundation Grant to The University of Michigan- Dearborn, Difficult Dialogues, 2005-2008. Editor for the 2005-2006 Viscogliosi Economic Leadership Seminar Series newsletter and a member of the Special Interest Group, (SIG) Rhetoric Committee, for The Association for Business Communications and a member of the International Association of Business Communicators and also, member of the National Association of English Teachers.

## **RESEARCH**

In my work at the University of Michigan - Dearborn I have grown as a researcher and acquired skills necessary for future research. My work in leader subordinate communication investigates the affects of rhetoric on transformation and explores both successful and unsuccessful communication strategies for managing change within the organizational structure. Working with major global, multinational corporations for the research, (*General Motors, Ford, Chrysler, and Toyota*) I am able to study how organizational communication and rhetorical strategies impact change and transformation

within the organization. Using both qualitative (metaphor analysis) and quantitative methods, I am able to determine key issues, and establish a measure of effectiveness senior level rhetoric has on organizational change.

Research interests include; communication and its relationship to organizational strategy, organizational culture and leadership. It also includes the rhetoric of brand advertising, discussing the corporate point of view and the alignment with the corporate goals in advertising, speech and advertising rhetoric analysis. Other research interests include: Rhetorical discourse analysis of spoken and written texts, with an emphasis on the relationship between language and meaning in business organizational contexts.

### **CURRENT RESEARCH**

#### ***Phase-One – Qualitative:***

Engaged in communications benchmarking research for the Department of Defense and the Navy, the purpose of the research is to explore the ways leading organizations have communicated through major change initiatives. The United States Navy is currently undergoing a major enterprise-wide organizational change, and they have funded this research to explore communication practices for increasing innovation and managing change. **Cindy King, Naval Postgraduate School, USA Tim Hartge, University of Michigan, Dearborn, USA**

<http://www.umdilabs.com/casestudies/documents/CDMR%20Benchmark%20Study.pdf>

[Communication Strategies and Organizational Change:A Study of the Automobile Industry:  
http://www.businesscommunicationconferences.org/ocs/papers.php?first\\_letter=K&cf=15](http://www.businesscommunicationconferences.org/ocs/papers.php?first_letter=K&cf=15)

#### ***Phase-Two - Quantitative***

Leader and Subordinate Communication during Transformation

Study examine communication strategies between senior and middle management. We examine such theoretical questions as: What happens after senior management sets the corporate strategy and communicates change? As the middle manager receives the communication, does the communication sonar echo or mirror senior management's strategy? Are senior managers effective communicators between management levels? Are the communication strategies consistent and compatible with those of middle managers during time of transformation?

In this study are surveying over 1500 mid-level managers to explore the success or failure of senior manager's communication strategies for managing change and organizational transformation. In this presentation, we will report on the preliminary findings of the study and offer participants an inside look at some of the successful and not so successful strategies behind the continuing turnaround efforts in one of the largest industries in the USA, the auto industry. Research August 2008

<http://www.businesscommunicationconferences.org/ocs/viewabstract.php?id=1701&cf=20>

#### ***Phase Three - Quantitative***

## *Vita of Timothy D. Hartge*

The conclusion of the Leader and Subordinate Communication during Transformation Study, and the focus is the "shop floor". The last place the change message filters to, these workers are the people responsible for executing and interpreting the message. 3000 UAW members, fall 2009

I also assisted with a presentation on the origin of text messages. This was completed with a student who was accepted by the academy to present.

Title: **OMG TXT MSG!!!! RLY? YA RLY**. Abstract:

<http://www.businesscommunicationconferences.org/ocs/viewabstract.php?id=1582&cf=20>

### **Other University of Michigan – Dearborn**

Activities/responsibilities:

- Communications person for the School of Management (March 2008 until May1, 2009, ended responsibility)
- Professional Advisor, the International Association of Business Communicators (IABC), University of Michigan – Dearborn campus chapter
- Instructor in eAcademy, summer high school program in entrepreneurship
- Honors School advisor and instructor, February 2009, Peter Senge Leadership Seminar

Activities: Professional

- Keiper Corporation, sales seminar conducted through UM - Dearborn SOM, April 2009
- Detroit International Auto Salon – communications consultant, March 2009 - present

### **RESEARCH ASSOCIATE**

iLabs, The University of Michigan - Dearborn, School of Management,  
Fairlane Center South,  
19000 Hubbard Drive  
Dearborn, Michigan 48126- 2638  
313-583-6465

<http://www.umdilabs.com/casestudies/documents/CDMR%20Benchmark%20Study.pdf>

*And:*

Center for Defense Management Reform

*Naval Postgraduate School*

*555 Dyer Road, Ingersoll Hall, IN-320, Monterey, CA 93950*

*Tel: (831) 656-3487 Fax: (831) 656-2253*

<http://www.defensereform.org/index.php?>

[option=com\\_content&task=view&id=35&Itemid=38&82e46bd00b6d9c71d8715407e903ab94=815a81b964407d9df19986a2d4ab8c02](http://www.defensereform.org/index.php?option=com_content&task=view&id=35&Itemid=38&82e46bd00b6d9c71d8715407e903ab94=815a81b964407d9df19986a2d4ab8c02)

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## **PROFESSIONAL EXPERIENCE**

### **Full Time Employment Experience**

In all cases my professional experience ties directly to the classroom. The applied side of BA 330 requires that I incorporate the skills and learning from the business world and directly relate lessons and nuances to the classroom, using examples and lifelong learning experiences to enhance the classroom learning.

Work in the field of communications, specifically sales and sales management requires that I be a skilled communicator and capable of writing, and analyzing the purpose of the communication and the audience. I am skilled at creating effective, clear and concise business messages, and applying the correct technology and media channel. Over the past 30 years of business and professional experience my responsibility is to inform and persuade. In each and every communications position I have held, I have adeptly and successfully tailored, employed, and utilized all of the skills listed. My professional qualifications include these communications areas:

### ***Written***

Direct and Sales Letters, Email, Memos, Proposals, Formal and Informal Reports, Negative Messages, News and Feature Articles, Columns and Guest Columnist, Editing and Proofreading, Writing Advertising, Public Affairs, Press Releases.

### ***Oral/Verbal/Non-Verbal***

Accomplished at developing Oral Presentations, Speeches, Presentations, Non-Verbal Communications, PowerPoint and Static, Interviewing, Job Search, Motivating, Panelist, Master of Ceremonies, Guest Lecturer, TV Guest and Host.

### ***Organizational***

Leadership, supervisory, organizational communications specialist, Listening, Teams and Group Development, Negotiations, Conflict Management and Resolution, Goals Setting, Coaching, Counseling, and Mentoring, Delegation, Diversity, Preparing and Running Meetings, Collaborating.

## **PROFESSIONAL WORK EXPERIENCE**

### **[www.men.com](http://www.men.com) , New York, New York**

January 2006 to present

Writer and Editor, Staff member, guest columnist and writer for a global Internet site [www.men.com](http://www.men.com).

### **TD Hartge LLC, Farmington Hills, Michigan**

May 2007 – present

This is a consultancy created to deliver communications products to businesses. TD Hartge LLC delivers an array of seminars and training from improving team performance, employees writing /oral communications skills to change management communication and improving leadership. This organization was created to service both the public non-profits, private and educational sectors of the community.

**Absolute Multimedia, Inc. Winding Road, Austin, TX** January 2006 to March 2008  
**Midwest Sales Director**

Internet publishing, Communications, Marketing Management and Sales and Sales Management – Write proposals, make presentations and manage the Midwest Sales Territory for a start-up company. Winding Road is a digital automotive enthusiast's magazine. Responsibilities encompass all auto manufacturers in Midwest and a geographical territory.

**The Wall Street Journal, Dow Jones, Inc. NY, NY** August 2004 to December 2005  
**Manager, Marketing, Advertising**

Newspaper Publishing, Communications, Marketing and Sales for the *Wall Street Journal* - Newspaper Publishing, Marketing and Sales for *The Wall Street Journal*, Wrote proposal, letters, produced and developed presentations memos and reports Office sales of \$18 million, personal sales are over are \$11 million. Major accounts are Cadillac, Audi, General Motors, Hummer, Chevrolet, DaimlerChrysler, *increased 2005 first half revenues by 18%*.

**American Express Publishing, NY, NY** February 2001 to August 2004  
**Midwest Advertising Manager** -- Magazine publishing, Communications, Marketing

Management and Sales and Sales Management – Wrote proposals, developed and wrote presentations, letters and managed two people and responsible for approximately \$4M in Detroit Advertising Revenue for Travel and Leisure, Travel and Leisure Family and T&L Golf, supervise a staff of four.

**American Media, Inc. Southfield, Michigan** May 2000 to January 2001  
**VP Digital Media /Publisher / National Sales Director**

Internet and Magazine publishing, Communications, Marketing Management and Sales and Sales Management – Wrote proposals, developed letters ,memos, reports and managed eight people, wrote the business plan, this was a dual position, combining corporate print sales and digital media, along with responsibility for **Auto World Weekly**. Responsible for \$1.5 million in sales revenue, Publisher with an account list directed sales staff strategies, development and assisted and made key client presentations.

**Hachette Filipacchi New Media New York, NY** August 1999 to May 2000  
**Midwest Communications Manager Digital**

Internet and Magazine publishing, Communications, Marketing Management and Sales and Sales Management - – Wrote proposals, made presentations Responsible for the representation of all Hachette Filipacchi Magazines online titles to automotive accounts in Detroit; secured first major GM up front buy \$1MM for 2000.

**535 Groups and H&M Group, Communications** West Bloomfield, Mi  
**President** March 1993-August 1999

## Vita of Timothy D. Hartge

This is a communications company, advertising, market strategies' and tactics, responsible for corporate communications internally and externally, for multi-million dollar corporations. Owned and managed The 535 Group, Inc; this advertising agency was started from scratch; developed strategic communications programs, business plans and implemented advertising, public relations and affinity-marketing programs for clients; responsible for the agency client acquisition, strategic client positioning. Agency gross revenues exceeded \$1.5MM.

Client roster: Credit Counseling Centers, Inc., Bar's Leaks, Ligne Roset Furniture, Classic Design Concepts, Meredith Publishing, Mature Outlook Magazine, Woven Treasures, My Bakery, Detroit Institute of Ophthalmology, trans2 Corporation (an electric car company), Starcraft Automotive, Dale Carnegie Training, See-Me Lights Corporation, and Greenlake Communications.

**Corporate Detroit Magazine** Southfield, Mi November 1989 - March 1993  
**Publisher, Business Journal Publishing**

Magazine publishing, Columnist, Writer, a Communications, Marketing Management and Sales and Sales Management - Wrote proposals, and made presentations for this magazine. Corporate Detroit Magazine is a city and regional business publication. Responsible for bottom line; created and developed a new market position for the magazine, *managed hired, organized, trained and developed a 15 person staff of advertising sales, marketing, editorial and administrative personnel*; also the author of several editorial columns every month in the magazine. Increased market share 40% in two years.

**Crain Communications, Inc.** Detroit, Mi October 1979 - November 1989  
**AutoWeek Magazine Associate Publisher, Advertising Director**

Magazine publishing, a Communications, Marketing Management and Sales and Sales Management - *AutoWeek* is a national automobile enthusiast's weekly magazine. *AutoWeek* is Crain Communications, Inc., largest and third highest revenue producing publication. Highlights: Increased advertising revenues from \$1 million to \$18 million in 11 years. I developed marketing, promotional, communications programs and events for the magazine. *Managed and defined staff job descriptions, set goals, objectives and provided annual evaluations for 12-15 employees.*

- *AutoWeek* Territory Salesman, Ad Manager *AutoWeek* Magazine 1981- 1983
- *AutoWeek* Telemarketing Salesman, *AutoWeek* Magazine 1979 -1981

**Sandy Corporation, Inc.** 1976 –1978

A communications company, Writer and Editor of corporate magazines for Chevrolet Motor Division: First writer/editor developed a magazine for Chevrolet field operations and dealerships.

## Vita of Timothy D. Hartge

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### **Transportation and Dealership Experience**

prior to 1976

Approved by Chrysler Corporation as a Dealer, seven years of dealership experience with various Automotive Dealerships: Northland Chrysler-Plymouth, Star Lincoln Mercury, Mel Farr Ford. Positions ranged from Business Manager to Finance & Insurance to Sales. Held a FAA aircraft repair mechanic license.

### **PROFESSIONAL ASSOCIATIONS, Community and Charitable Activities**

Association for Business Communication, <http://www.businesscommunication.org/>

SIG Rhetoric Committee, Co-Chairperson

Business Liaison Committee - Statement of Purpose

The *Business Liaison Committee* (BLC) of SIG Rhetoric is a bridge between the practical and theoretical study of business rhetoric in the workplace.

This committee's focus is to query and involve the business community in the substance and discussion of rhetoric of business communication. We connect pressing rhetorical issues in business communications and provide possible solutions to business. All rhetorical issues that surround the discipline of business communications are open for discussion; email overload, current research on proposal creation rhetoric, team rhetoric, and using communications consultants. BLC finds effective links between business (practical) and research (theoretical), and invites the business community into the inner sanctum of research to help solve real-world business communications issues.

- International Association of Business Communicators, <http://www.iabc.com/>
- National Council of English Teachers <http://www.ncte.org/>
- Adcraft of Detroit, September 1979 to present  
<http://www.adcraft.org/i4a/pages/index.cfm?pageid=1>

### **DIRECTORSHIPS, CONSULTANCIES -- COMMUNITY AND CHARITABLE INVOLVEMENT**

#### **January 2008 – September 2008**

Communications and marketing consultant to the Woodward Avenue Dream Cruise; This one-day event is the largest single-day automotive event, attracting over 1.5 million people and 40,000 classic automobiles.

[www.woodwarddreamcruise.com](http://www.woodwarddreamcruise.com)

#### **March 1973 - present**

Board Member and Director of Communications RHEMA INTERNATIONAL Medical Relief Agency to Haiti, ***Rhema, International*** is an IRS recognized 501C3, non-profit medical organization servicing the island of Haiti in the Bocazel region. I am a member of the board of directors, and as such I act as the communications director. My work directly relates to the classroom in similar ways to my professional experience. I interface with the community and oversee the communications effort with donors and sponsors and other constituencies, media and broadcast.

[www.rhemainternational.org](http://www.rhemainternational.org)

**Fall 1984 to 2006**, Meadow Brook and Bay Harbor Concours d'Elegance Rochester Hills, MI.

Member of the Board of Directors: Responsible for strategic and tactical Communications direction, and development. Meadow Brook Concours raised over \$12 million dollars for charity. These are very high profile automotive events in Michigan and the Southeastern Michigan/ Detroit area, which benefit charitable causes. Both are IRS registered 501C3, non-profits. I am responsible for developing the strategic and tactical communication plans and executing it. As director responsible for this work, my constituencies were both internal and external. I developed wrote and delivered the communications message and supervised a staff that executed these plans.

[http://www.meadowbrookconcours.org/2004/2004\\_after\\_newsltr.pdf](http://www.meadowbrookconcours.org/2004/2004_after_newsltr.pdf)

**Summer 1999 to 2004**, Bay Harbor Concours d' Elegance Bay Harbor, MI.

Member of the Board of Directors: Responsible for strategic and tactical Communications direction, and development. Meadow Brook Concours raised over \$12 million dollars for charity during my tenure.

This charity raised funds for the Northern Michigan Hospital Association.

**September 2004 - present**

Arab-American Friendship Center, delivers services to the Arab Community in English as a Second Language, ESL, Citizenship Classes and general computer skills classes. It is an educational Charity, Dearborn, Michigan, Consultant to the organization

**Other Charitable Involvement**

Communications Director, Eyes on Design, Con Corso d' Italia

**RECENTLY PUBLISHED ARTICLES, June 2007**

**Cindy King, Naval Postgraduate School, USA**

**Tim Hartge, University of Michigan, Dearborn, USA**

**[Communication Strategies and Organizational Change: A Study of the Automobile Industry](http://www.businesscommunicationconferences.org/ocs/papers.php?first_letter=K&cf=15)**

[http://www.businesscommunicationconferences.org/ocs/papers.php?first\\_letter=K&cf=15](http://www.businesscommunicationconferences.org/ocs/papers.php?first_letter=K&cf=15)

The Michigan Journal a Professor's Perspective

<http://media.www.themichiganjournal.com/media/storage/paper255/news/2006/04/11/Perspectives/A.Professors.Perspective.team.Building.Could.Be.The.Key.To.Encouraging.Student.E-1843981.shtml>

Recent Published Articles

www.MEN.com: [http://www.men.com/automotive/bloggers?Tim\\_Hartge](http://www.men.com/automotive/bloggers?Tim_Hartge)

- **Toyota as All-American as NASCAR?**
- **Running for the Pinks**

*The Woodward Dream Cruise*

- **The Magnum SRT8**
- **Is 2006 the year for a GM Bankruptcy?**  
*...unthinkable or reality*
- **The Value Quality, Pricing Model Gone Mad**  
*Do you think the boys at GM thought much about the jam they'd be in today by launching the Employee Pricing Program?*
- **It's all about product stupid. Why the Chrysler Group developed a 300C and Ford a 500?**

### Corporate Detroit Magazine editorials and articles

- Hartge Named Publisher, January 1991
- Unshackling Knowledge Workers, March 1991
- Why Tin Men Drove Cadillac's, April 1991
- Obituary for WUDA CAH, May 1991
- Is it "correct" to hang Capitalism?, June 1991
- Friend or Foe, July 1991
- The Going Gets Tough, The Tough Get Going, August 1991
- Them That Give and Them That Take, September 1991
- The Japanese Paradigm, October 1991
- A Very Good Year, November 1991
- Ross Perot's Strong Constitution, December 1991
- What The Crystal Ball Tells Me, January 1992
- The Heart Doesn't Feel The Pain, February 1992
- Let Them Eat Cake, March 1992
- American Heart, German Soul, March 1992
- So Why Isn't the News Good?, April 1992
- Two for the Road, April 1992
- I Just Returned from a Revival Meeting, May 1992
- Tours and Voyages, May 1992
- Doing The Right Thing, June 1992
- A Spectacular Site for A Classic Summer Car Show, August 1992
- Change for the Better, September 1992
- New Deal Thinking Offers a Raw Deal for the '90's, October 1992
- Check out the New Look – Our Business is You, November 1992
- Brining It All Back Home, December 1992
- Mazda On The Fly, December 1992
- Positive Thoughts for 1993, January 1993
- The 1993 Lincoln Continental, January 1993
- No Quick and Easy Fixes, February 1993

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- Corporate Detroit's Best, February 1993
- The Book of Solutions, March 1993
- It's A Matter of Attitude, March 1993
- The "Q" Ship, March 1993
- Unlike Other Jaguars, April 1993

### **Other Professional Community Recognition**

- Diversity in the Workplace, Is Business the Channel for Social Change? Steering Committee Difficult Dialogues-Ford Foundation Grant. In-service work at the University of Michigan Dearborn – Difficult Dialogues, as part of a Ford Foundation Grant given to the University and developed for the School of Management. Colleague Joy Beatty and I developed a lecture that was attended by 350 students, faculty and business people discussing diversity in the workplace. Guest panelists and speakers; Dennis Archer former mayor the City of Detroit,, Ron Gettelfinger, president of the United Auto Workers Union, and Steve Moore, editorial page, economics editor The Wall Street Journal.
- <http://www.umd.umich.edu/nc/fullstory/article/diversity-in-the-workplace/>
- <http://www.umd.umich.edu/fileadmin/template/ia/files/University%20Relations/Reporter%20PDFs/2007/021207REP.pdf>
- Difficult Dialogues, Video Presentation  
[http://www-personal.umd.umich.edu/~thartge/Difficult\\_Dialog.html](http://www-personal.umd.umich.edu/~thartge/Difficult_Dialog.html)
- Volunteer of the Month the Detroit Free Press September 2004
- [http://www.umich.edu/~urecord/0405/Nov22\\_04/accolades.shtml](http://www.umich.edu/~urecord/0405/Nov22_04/accolades.shtml)
- <http://www.umd.umich.edu/595001/?cx=005063787326091876979%3Axs31umdphaw&cof=FORID%3A11&ie=UTF-8&q=Tim+Hartge#1020>

### **COLUMN: A farewell from your Michigan Journal Editor-in-Chief Ryan Schreiber**

- **Issue date:** 4/17/07 **Section:** [Perspectives](#)
- <http://media.www.themichiganjournal.com/media/storage/paper255/news/2007/04/17/Perspectives/Column.A.Farewell.From.Your.Michigan.Journal.EditorInChief-2846376.shtml>