



# Center for Paper Business and Industry Studies

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*Newsletter of the Center for Paper Business and Industry Studies*  
*A Sloan Foundation Industry Center ♦500 Tenth Street ♦Atlanta, GA 30318 ♦<http://PaperStudies.org/>*

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**Vol. II, No. 1**

**April 18, 2002**

## ***CPBIS in the Classroom***

*Gus Giebelhaus contributed the following article. Gus is CPBIS Associate Director, Academic Affairs and Professor in Georgia Tech's School of History, Technology and Society (HTS). The article describes the first CPBIS course offering at Georgia Tech, now drawing to a close. Gus is coordinator and lead instructor of the course, which is enhanced by wide participation from other faculty.*

An important academic objective of CPBIS is to engage students in studies of the paper industry. As the first in a series of endeavors to this end, "Studies in American Manufacturing: The Paper Industry," is now being taught on the Tech campus to a small group of graduate and advanced undergraduate students. As well as examining the history of the industry, the course focuses on technical, business, labor, and environmental issues.

Enrollment in the seminar represents a diverse sampling of academic units, including IPST, the School of History, Technology and Society, the School of Economics, and the School of Civil and Environmental Engineering. Five of the students are also currently engaged as either graduate or undergraduate research assistants on funded CPBIS research projects.

Gus Giebelhaus kicked off the course with discussions of papermaking in the context of industrial history, a topic that was complemented by the resources of IPST's Robert C. Williams American Museum of Papermaking, with the help of museum director Cindy Bowden. Subsequent class discussions dealt with environmental issues and business-government relations (as presented by Gus

Giebelhaus), industry technology (Tom McDonough and John Waterhouse), the sociology of work and workplace transformation (Steve Vallas), product differentiation and marketing (Dorothy Paun, University of Washington), globalization and enterprise effectiveness (Jim McNutt), and total quality management (Vinod Singhal). The last class meeting will be devoted to an open exchange of ideas centered around individual oral presentations based on student research papers written as a course assignment. Class dynamics have reflected the diverse interests and knowledge of the participants, bringing a positive synergy to the classroom. IPST and engineering students helped the others understand papermaking technologies. The HTS and economics students returned the favor when discussions turned to social and business aspects of the workplace. This course is seen as a possible model for future offerings on paper industry studies that will incorporate business, social science, and technical approaches toward a more holistic understanding of the nature of and current challenges facing the pulp and paper industry. Just as the CPBIS has been created to leverage the strengths of IPST and GIT, we hope that this course and similar CPBIS offerings will be able to use these varied strengths in the classroom.

## ***A Stimulus For Change***

*The following article was contributed by Bob Patterson, IPST's Knowledge Initiative Director. Together with Jim McNutt and Bob Kinstrey (Jacobs), Patterson was instrumental in arranging the live, interactive Web-cast of the session,*

*“Beyond Today’s Paper Machine” at the recent Paper Summit.*

The increasing rates of consolidations, mill closures, and supplier failures are pointing to a growing gap in paper industry returns and are exacerbating a steady fifteen-year decline in investor confidence. The continuous slide of the forest products industry share of the S&P 500 from 3% to 0.6% has sharply diminished the incentive of Wall Street analysts to invest in an industry they see as marginally performing and in decline. Although industry leaders are keenly aware of the issues and the need for fundamental transformation, the problem is similar to the proverbial one of defining the process to fix the bicycle while continuing to ride in the race.

CPBIS, in partnership with IPST and other global industry organizations and in concert with AF&PA’s Agenda 2020 initiative, is developing a unique “Thought-Leadership Program.” This program provides a forum for the exchange of business and technology ideas leading to new understandings that will stimulate an industry-wide change process.

The program, believed to be the first of its kind for any industry, comprises a series of live, Internet-based “*Rethink and Discovery*” sessions designed to engage global business and industry leaders. Three yearly sessions will be led by a panel of distinguished academic, business and industry leaders presenting informative and provocative views to help stimulate and guide the discovery of needed industry changes in education, business, and technology.

This Thought-Leadership Program’s uniqueness stems not only from its panel of experts but also from its ability to simultaneously interact with and engage industry leaders from locations around the globe using new live Web-casting technologies. The first of these Web-cast *Rethink and Discovery* sessions<sup>1</sup> was broadcast from Paper Summit 2002 in March at Atlanta’s Georgia World Congress Center under the label “*Beyond Today’s Paper Machine*.” The session was well subscribed, with nearly 150 conference registrants in attendance. More important, it facilitated interaction between the panelists and thirty-six multi-participant locations around the world, eliciting real-time questions and views from

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<sup>1</sup> Paper Summit “Rethink” Session Web-cast—*Beyond Today’s Paper Machine*—Sponsored by: AstenJohnson, Jacobs Engineering, Halliburton KBR, Buckman Laboratories, Stora Enso, UPM- Kymmene, Deutsche Bank, Tradition Financial Services, Forestweb, Paperloop.com, U4all.com, NC State University, IPST, and CPBIS

Finland, Brazil, England, Spain, Mexico, and the U.S.

The next issue of this newsletter will contain a brief synopsis of the recent Paper Summit session, plus an overview of initial plans for future Web-casting of *Rethink and Discovery* sessions—the next of which will be held in June at the annual meeting of the Paper Industry Management Association (PIMA) in San Francisco.

## **DuPree Executive Programs**

CPBIS is pleased to announce it has entered into an agreement with the DuPree College of Management at Georgia Tech to offer their non-degree Executive Programs to employees of CPBIS member companies at a 10% discount off the current fees. More information about DuPree’s Executive Programs, as well as registration forms and brochures for download can be found at <http://www.execinfo.org>.

## **Welcome, Trucking Center**

CPBIS is no longer the only Sloan Foundation Industry Studies Center based in Atlanta. Earlier this year, Professor Chip White relocated from the University of Michigan to Georgia Tech and brought the Trucking Industry Center with him. CPBIS extended a hearty welcome to the new Center and immediately began discussions with Chip to identify beneficial ways in which the centers can interact. At the outset, we agreed on the desirability of initiating a modest level of joint research between our two Centers and issued a joint request for proposals. We anticipate that the RFP will result in the initiation of a project of interest to both paper and trucking industry audiences, while capitalizing on the synergies made possible by co-locating the two centers.

## **Upcoming CPBIS Events**

**Friday, April 26** “*Creative Destruction in a Basic Industry*.” Frank Giarratani, Professor of Economics, Director of the Center for Industry Studies, and Co-Director of the Sloan Steel Industry Center at the University of Pittsburgh. 1:30 p.m., Kress Auditorium, IPST, 500 10<sup>th</sup> St. N.W., Atlanta. Dr. Giarratani will explain the process and consequences of competitive adjustment in the American steel industry. At the core of this process are lessons concerning business competitiveness that are broadly applicable. ■