



# 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 30332 ♦ <http://cpbis.gatech.edu/>*

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## **Board of Executives Established**

*by Colleen Walker, Assoc. Dir., Industry Liaison*

In recognition of the need for high-level industry strategic guidance and development assistance, the Center has recently established the CPBIS Board of Executives (BoE). This group, which will hold its inaugural meeting during the PIMA National Leadership Conference in Nashville, is currently made up of 19 voting members and six non-voting members. Several invitations to voting members are still outstanding. George Weyerhaeuser has accepted the Chair appointment and Kathy Buckman Gibson that of Vice Chair.

The primary roles of the BoE are to:

- counsel and assist CPBIS in refining and implementing its vision and mission, and in developing a strategic plan;
- help the Center to pursue its vision, mission and strategic plan in such a way such that it continues to be a fundable and viable organization with sustainable operations;
- help ensure that the Center's sustainability and funding plans are appropriate for securing key paper industry support and access; and
- monitor and guide the progress of CPBIS in achieving its vision and mission and meeting its strategic, sustainability and financial goals for the betterment of the paper industry.

The BoE will be supported by the CPBIS Industry Advisory Board (IAB), which has been configured to provide the Center with tactical guidance and to enhance industry connectivity.

The current list of voting members of the BoE is as follows:

- George Weyerhaeuser (Senior Vice President, Technology, Weyerhaeuser), Chair
- Kathy Buckman Gibson (Chairman, Bulab Holdings) Vice Chair
- Tom Brown (Past President & CEO, Caraustar)
- Jukka Tiitinen (Area President, North America, Metso Paper)
- Pete Correll (Chairman & CEO, Georgia Pacific)
- Jim Shepherd (President & CEO, Canfor)
- Frank Schmeler (President & CEO, Albany International)
- Avrim Lazar (President & CEO, Forest Products Association of Canada)
- Ladd Hall (Vice President, Nucor Steel)
- Don Roberts (Managing Director, Paper and Forest Products, CIBC World Markets)
- Ken Hines (Managing Director, John Hancock Financial Services)
- Erica Groshen (Assistant Vice President, Federal Reserve Board of New York)
- Chip White (Director, Sloan Trucking Industry Center)
- Larry Nielsen (Provost, North Carolina State U)
- Sue Rosser (Dean, Ivan Allen College, Georgia Tech)
- Jim Frederick (Director, Institute of Paper Science and Technology at Georgia Tech)
- George Mead (Chairman, Mead-Witter Foundation)
- Charles Liotta (Vice Provost, Georgia Tech )

- Richard LaCosse (Incoming Intl. VP – USW /PACE -- Union)

The non-voting members are:

- Ray Heuchling (Vice President, Irving Forest Products; CPBIS IAB Chair)
- Phil Jones (Vice President, Imerys; IAB V-Chair)
- Pat McCarthy (Director, CPBIS)
- Colleen Walker (Associate Director, Industry Liaison, CPBIS)
- Jim McNutt (Executive Director, CPBIS)
- David Bell (Development Director, CPBIS)

## ***Educators Consider HR Crisis***

*by Colleen Walker*

On May 18 and 19, fifteen representatives from CPBIS (industry and academic), PIMA, TAPPI, Agenda 2020, NPTA, and PPERA (Auburn, NC State, & U of Maine) met to discuss education, training, and human resource issues facing the paper industry. After working through the key contextual issues, the group agreed that, at least for initial planning purposes, all sectors of the forest products industry will be addressed – from the seed to the shelf and beyond.

In their assessment, the group members concluded that the industry as a whole is facing a human resources crisis, brought about by social and economic developments, both locally and globally. Major competition on a global scale has resulted in widespread cost-cutting, and programs for worker education and training have not been immune to its effects; downsizing has left fewer people in the workforce, and the increased workloads of those that remain leave little or no time for training. Furthermore, the workforce is ageing, and a mass exodus of retirees is expected in the near term. Their replacements will need an ever-increasing skill set as the industry continues to modernize.

At present, this industry's human resource pipeline is not adequate to deliver qualified individuals at any level. A variety of challenges must be met in remedying this deficiency: the industry is perceived as unattractive by many people, a situation that is aggravated by competition from other industries, all of which are having difficulty attracting technical people; the industry suffers from poor visibility and negative perceptions; required skill sets are not yet adequately defined; fewer students are choosing technically-oriented careers, resulting in intense competition for available graduates; the pool of displaced workers, which has been a source of new hires in recent years, is shrinking. This is particularly

disturbing, in view of the inadequacy of the current system and the magnitude of these challenges, that there are few plans in place for dealing with the imminent HR crisis.

There are several major directional issues that must be considered. Skill sets need to be defined, and certification made available to allow transferability of skills to other industries. Senior management must be engaged, and the relative merits of internal and external program development must be considered. The current trend is that many larger firms are moving away from custom-built programs. Existing platforms and models of education and training must be identified. Also important is to identify the true stakeholder groups – legal, governmental, environmental, labor, customers, etc. Concepts for both a human resource needs assessment and benchmarking activities were discussed. During this meeting, the attending organizations committed to collaborating further to define more explicitly the education and training issues for the Forest Products Industry and develop an appropriate plan. The group acknowledged that representation from the industry itself is needed as well as such from additional educational providers (nation-wide). Also concluded was that a movement must be created within the industry to rally interest and support for programs to provide education and training, in order to produce a sustainable, skilled, and innovative workforce to enhance overall performance of the forest products sector.

The next Roundtable discussion will be held in July 2005 and will be hosted by TAPPI. For more information, or to participate, contact Colleen Walker at [Colleen.Walker@CPBIS.gatech.edu](mailto:Colleen.Walker@CPBIS.gatech.edu).

## ***CPBIS Management Course a Hit***

Judging from the attendance and the outstanding reviews provided by the attendees, the CPBIS Professional development course, *Management Development for Enhanced Performance* has now become firmly established as an important source of paper industry management and leadership skill development. A total of 24 attendees benefited from the most recent offering of the course, early last month. The next offering will be October 24-28, 2005.

## ***Upcoming Events***

**CPBIS Board of Executives Meeting.** June 26, 2:30–6:30 p.m., Renaissance Nashville Hotel, Nashville, TN.

**IPST/CPBIS TechnoBusiness Forum 2005.** Sept. 19-20, Atlanta. Details forthcoming. ■