



Center for Paper Business and Industry Studies

Newsletter of the Center for Paper Business and Industry Studies
A Sloan Foundation Industry Center ♦500 Tenth Street NW ♦Atlanta, GA 30332 ♦<http://www.cpbis.gatech.edu/>

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A New Year's Message from the Director

by Patrick McCarthy

On behalf of the Center for Paper Business and Industry Studies Management Team, I wish you a very happy, prosperous, and healthy New Year! It is now eight years since the Center was established. There have been challenging times, during which I felt that CPBIS had been operating for much longer, but when I think about the opportunities that the Center has identified, the high caliber of the people it has engaged, and the community that we are continuing to build, I am surprised that eight years have passed. As we enter 2008, I would like to share with you the successes we have had this past year, and look ahead to the challenges and opportunities that will present themselves in the coming years.

Without question, CPBIS's greatest achievement of 2007 occurred very early in the year when the Alfred P. Sloan Foundation approved our proposal, submitted in late 2006, to renew the Center's funding for another three years. With the renewed funding, CPBIS continued to sponsor research faculty and students, supporting thirteen faculty and eight graduate students. Among those funded was Dr. Marilyn Brown, Professor of Public Policy at Georgia Tech and a well-known expert on energy policy and technology forecasting, engaged by CPBIS to examine implications of current energy policy for pulp and paper and the viability of potential sources of energy for the industry. The Center offered its highly valued management development program in June and October. And CPBIS-funded researchers presented their work at industry and academic conferences and published their findings in peer-reviewed academic journals.

CPBIS also participated in new efforts this past year. With additional Sloan funding, the Center sponsored a

workshop at Georgia Tech with Finnish colleagues in an ongoing collaboration with the Lappeenranta University of Technology. Dubbed 'Game Global', the workshop brought together researchers and graduate students from Europe, South America, and North America to present and discuss research on the pulp and paper industry as well as to explore possibilities for collaborative research. The Center also co-hosted, with the Trucking Industry Program at Georgia Tech (another Sloan Industry Center), a Southeastern Regional Meeting of researchers affiliated with the Sloan Industry Studies Program. Similar to Game Global, the meeting's objective was 'research networking'.

We continue to connect with industry on several levels. We have a very engaged and supportive Board of Executives, chaired by George Weyerhaeuser (on leave at the World Business Council this past year) and co-chaired by Kathy Buckman Gibson (Buckman Laboratories), whose advice, counsel, and efforts have helped the Center in all of its activities. Center-affiliated researchers made eighteen presentations at industry conferences and published four articles in industry trade journals. We expected to sponsor a TechnoBusiness Forum (TBF) in September 2007, but conflicts with other industry events made it necessary to reschedule the TBF to the second week in May 2008. The TBF is a highly valued event but one that continually poses calendar 'positioning' challenges for the Center.

As we enter the New Year, I would also like to express our deep gratitude to all of the Center's sponsors, representing the various industry stakeholders, academic, industry, and non-profit organizations. Without your support, the Center would not be able to leverage the Sloan funding nearly as well as we do.

Because the Sloan Foundation Industry Studies Program funds its centers for, at most, a nine-year period, some may regard CPBIS as being in its 'sunset' years. However, for the past year and for the next two years, we have had and will have two high-priority and interrelated objectives: (1) to maintain and expand research, education, and connectivity efforts that are of high value to its industry, academic, and other stakeholders, in order (2) to attract industry sponsors and help the Center to develop new relationships with academe, government, and industry while strengthening existing ones. Success on both fronts will ensure that the Center continues its work on a self-sustaining basis long after the cycle of Sloan funding ends in 2009. And we are making progress. The Center is actively pursuing development activities (see following article) and has conceived and implemented a comprehensive development plan. As part of that plan, the Center's executive director (Jacquie McNutt), director (Pat McCarthy), and associate director for industry liaison (Colleen Walker), working with the Board of Executives, will visit a broad set of companies to demonstrate the Center's potential and make the case for increased funding.

CPBIS is working hard to expand its collaborative relationships and is continuously seeking to develop new initiatives. Through its research, the Center expands the body of industry-related business knowledge that companies can draw on to prosper in a highly globalized and competitive market environment. Through its management development program, the Center strengthens the management skills of key employees. Through a developing student scholarship program, the Center helps companies target the next generation of highly skilled employees. Through its Web site (www.cpbis.gatech.edu), the Center provides connectivity on all of its activities and key industry events.

2008 promises to be an exciting year for CPBIS and we invite all of our academic and industry colleagues to share in the Center's growth.

CPBIS Introduces New Sponsorship Program

Since it was established in 2000, CPBIS, with the aid of financial support from the pulp and paper industry and significant grants from the Sloan Foundation, has succeeded in building a community of scholars who understand the pulp and paper industry and who have

made significant contributions in the form of business knowledge that is highly relevant to the industry.

The heart of CPBIS lies in the continual advancement of business knowledge through research. This can only be accomplished by ensuring that the CPBIS Research Program has sufficient funds to continue to help support projects conducted by members of the CPBIS research community.

To be sure that the Center's research is grounded in issues germane to the industry, the Center's Board of Executives – consisting of CEOs, presidents, leading academics, and other very senior leaders from both inside and outside the Industry – works with the Center to review and identify research areas.

CPBIS has redesigned its sponsorship program so that it affords the pulp and paper industry with improved opportunities to not only support such knowledge creation but to better tap into that knowledge. The program is flexible, offering three levels of sponsorship: Partner (over \$30,000), Affiliate (\$10,000-\$30,000), and Member (\$5,000-\$10,000).

CPBIS sponsors enjoy direct access to a growing body of new knowledge developed by the CPBIS academic community, as well as to the broader base of knowledge within the vast network of the Sloan Foundation Industry Studies Centers. Specific benefits available to Center sponsors include:

Advance Notice of Research Findings – Faculty completing CPBIS-funded research projects generally submit their findings to high-caliber, peer-reviewed journals within their disciplines. This process can take 12-18 months or longer. CPBIS sponsoring organizations will have access to the research reports as soon as they become available, without having to wait for formal publications to appear in the open literature.

Access to Staff and Faculty Expertise – CPBIS staff and faculty have expertise in areas covering a wide range of business, management, and economic issues. CPBIS will help sponsors gain access to this knowledge base by facilitating discussions with Center staff and Georgia Tech faculty experts.

Business Knowledge Through the Sloan Network – As a CPBIS sponsor, an organization will receive periodic updates on new research findings from other Sloan Industry Centers that are key to the pulp, paper, and forest products industries.

Student Projects – Sponsor organizations will have the opportunity to work with CPBIS faculty to identify a suitable project for student research.

Additional benefits of CPBIS sponsorship include waived registration fees for the CPBIS management development program and the CPBIS/IPST TechnoBusiness Forum. At the Partner level, sponsors will have access to a graduate student for a semester to conduct research that is of particular interest to the sponsor.

Partner Benefits – Annual Gift of \$30,000 or more

- Three complimentary spots per year in the Center’s “Management Development for Enhanced Performance” Course
- Three complimentary registrations to the annual TechnoBusiness Forum
- The opportunity to benefit from a semester-long student research project on a subject of particular interest to the sponsor

Affiliate Benefits – Annual Gift of \$10,000 - \$30,000

- Two complimentary spots per year in the Center’s “Management Development for Enhance Performance” Course
- Two complimentary registrations to the annual TechnoBusiness Forum

Member Benefits – Annual Gift of \$5,000 - \$10,000

- One complimentary registration to the annual TechnoBusiness Forum

If you would like to know more about the Sponsorship Program, or would like to have CPBIS visit your site to discuss sponsorship opportunities, please contact Colleen Walker, associate director, at 404-894-5756 or Colleen.Walker@cpbis.gatech.edu.

Upcoming Events

CPBIS-IPST Technobusiness Forum, “Market Dominance through Enterprise Transformation,” Georgia Tech, May 20-21, 2008.

CPBIS-PIMA Management Development Program, “Management Development for Enhanced Performance,” Global Learning Center, Georgia Tech, June 2-6, 2008. ■

