



CPBIS

A Sloan Foundation Industry Center



► RESEARCH-LED ► BUSINESS-FOCUSED

Georgia Tech | **The Center for Paper Business and Industry Studies**



The Center for Paper Business and Industry Studies at the Georgia Institute of Technology (also known colloquially as “The Paper Center”) is a globally recognized academic research center, dedicated to the creation and dissemination of business oriented research and knowledge that is vital to the Paper Industry’s future prosperity. It is a joint venture of Industry, Academe, and the Sloan Foundation.

SLOAN INDUSTRY CENTERS

The Paper Center receives funding from the Alfred P. Sloan Foundation, the Paper Industry, Georgia Tech, and other public and private funding sources, and is a member of a family of over two dozen Sloan Industry Centers. These Centers focus the intellectual capital of the nation’s finest Universities on issues of vital importance to the industries they study. Encouraged by the Sloan Foundation the Sloan Industry Centers are guided by the following unique set of principles:

A COMMUNITY OF SCHOLARS. One of the primary goals of the Paper Center is to create a multidisciplinary academic community that understands the Paper Industry.

OBSERVATION-BASED RESEARCH. The Sloan Industry Centers conduct research by direct contact with industry, thus ensuring that the research creates new knowledge that is relevant and informed.

UNDERSTANDING OF THE INDUSTRY. The Sloan Foundation believes that well-informed academics, who work in close contact with industry, will create knowledge that is of high practical value.

BUSINESS-ORIENTED RESEARCH. The Industry Centers focus their research on the study of business-related issues, not on industry-specific technical problems. The Paper Industry has many university research programs that seek to expand the knowledge of paper science and related technical issues. The Paper Center is unique in the world; in that its research focuses on the business and social science issues associated with the paper industry. These are issues of great importance to the paper industry that historically have received far too little serious research focus.

PAPER CENTER

The Paper Center is a research led, business focused partnership that serves as a catalyst for creative and innovative thinking and provides thought leadership across the paper industry. The Paper Center captures, creates, processes, and transfers new business knowledge to the Paper Industry.

The Paper Industry, Georgia Tech, and the Sloan Foundation have collaborated to create this community of scholars that is committed to achieving an objective understanding of the Paper Industry and the global environment in which it competes.

The Paper Center focuses on five themes that are of vital importance to the industry.

GLOBALIZATION. Identifying and analyzing international forces that affect the world-wide competitive environment of the Paper Industry.

ENTERPRISE EFFECTIVENESS. Exploring and assessing critical factors that affect company performance.

WORKPLACE TRANSFORMATION. Identifying and evaluating organizational and human resource factors that can positively impact workplace efficiency.

COMMERCIALIZATION. Identifying opportunities to harness scientific and technical knowledge for the benefit of the Paper Industry.

COMMUNITY. Identifying, examining, and investigating, key social and cultural issues that are important to the Paper Industry and providing insights that will be valuable in finding solutions to these highly volatile problems which include environmental performance, social responsibility, and culture.

RESEARCH

The Paper Center seeks to build productive bridges between academics and industry practitioners. Researchers associated with the Paper Center provide new perspectives from academics that would not normally find the Paper Industry’s problems interesting enough to study on their own.

Industry plays a critical role in providing access to individuals, data, and financial and other resources support for the Center. The Center depends on access to Paper Industry professionals and data to produce new knowledge that is of high value to the industry.

RESEARCH PROGRAM. The Paper Center’s research program is designed in close contact with industry leaders who give input and guidance on what issues are of critical importance to the Paper Industry. This ensures that the research addresses questions that are relevant, interesting, and important to the Paper Industry.

RESEARCH PROJECTS. Researchers on each project have industry experts assigned to assist in their project. These experts are often industry personnel who value the research being done, or retired senior executives, who contribute valuable expertise to selected projects.

PARTICIPATION AGREEMENTS. Research protocols and formal procedures assure protection for all parties from risks associated with sharing sensitive information. They also ensure that relationships are protected.

INDUSTRY IMPACTS. Insights on Paper Industry business through the Paper Center’s unbiased scholarly research.

OUTREACH

Outreach is a proactive effort to identify and share knowledge generated from the Paper Center.

The Paper Center and the Paper Industry Management Association (PIMA) co-sponsor in-classroom management development courses and managerial skill training focused webcasts. These educational modules are created and delivered locally and globally to address such key issue areas as management, human resources, maintenance, operations performance, finance, and supply chain management.

FORUMS, SEMINARS AND SPECIAL EVENTS.

Focused public interactions and exchanges centered on key issues of the industry are sponsored and co-sponsored by the Center. These events provide objective and forward looking opportunities for industry professionals, and academics to openly exchange ideas and share knowledge aimed at modernizing and retrofitting the industry innovatively and economically.

DISTINGUISHED LECTURE SERIES.

Renowned speakers from the public, industry, and academic arenas address topics of depth and special interest to the industry and academe.

EDUCATION

The Paper Center provides enhanced educational opportunities through a wide array of learning platforms, including in-classroom and distance learning offerings. Continuous collaboration between industry participants and academe ensure that the courses are in tune with industry needs.

ATTRACTS ADVANCED GRADUATES from a variety of disciplines and channels their talents and expertise into the Paper Industry. The Paper Center produces Ph.D. and M.S. graduates who come from nontraditional pulp and paper disciplines to study the business and social science aspects of the Paper Industry.

PROVIDES PROFESSIONAL DEVELOPMENT OPPORTUNITIES to enhance management and leadership performance for personnel from the mill to the corporate office.

OFFERS FINANCIAL SUPPORT for deserving graduate students whose research focuses on Paper Industry issues that pertain to the mission of the Center.

PROVIDES INTERNSHIPS for students through the Center's industrial partners. This opportunity provides students with onsite work experience and study. Internships also benefit companies involved by providing access to industry's business to the brightest students with new perspectives on industry issues.

CONNECTIVITY

The Paper Center at Georgia Tech seeks to provide formal and informal forums intended to both allow and stimulate senior industry and academic leaders, scholars, and industry professionals to exchange ideas, provide guidance, and promote a sustainable Center platform and direction.

BoE MEETINGS AND INTERACTIONS. The Paper Center's Board of Executives (BoE) – consisting of CEOs, Presidents, leading academics, and other very senior leaders from both inside and outside the Paper Industry – meets periodically during the year to help instill guidance and direction on a sustainable Center mission, vision, and strategy as well as to provide key synergies for critical Center funding plans and actions.

IAB MEETINGS AND INTERACTIONS. The Paper Center's Industry Advisory Board (IAB) – consisting of middle and senior management of the Paper Center supporting organizations and firms – meets at various times each year as a whole and periodically in smaller groups as is appropriate to provide direct tactical and program direction input to the Paper Center and to stimulate direct interactions with the Paper Center's Researchers, Educators, and Management Team.

SITE VISITS. Faculty and staff associated with the Paper Center visit over one hundred industry sites and professional gatherings each year. These visits include group mill visits designed to help create a better understanding of Paper Industry operations for the non-traditional discipline faculty, researchers, and graduate students.

TRADE JOURNAL ARTICLES. The Paper Center releases articles to the industry's trade journals prepared by Center researchers and management staff that are printed and reprinted for industry-wide distribution around the world.

ASSOCIATION PRESENTATIONS. Each year the Center sponsors numerous speakers and participates in dozens of industry association meetings. Further, Center faculty, graduate students, and researchers participate at many professional society associations' conferences, symposia, and other events where they present material from their work on and with the Paper Industry.

THE PAPER CENTER AT GEORGIA TECH

The Georgia Institute of Technology offers many nationally recognized, top-ranked programs. In a world that increasingly turns to technology for solutions, Georgia Tech is using innovative teaching and advanced research to define the technological university of the 21st century.

Georgia Tech's mission is supported by internationally renowned faculty and programs in economics, management, policy and the social sciences.

CPBIS is able to leverage the unique combination of resources at Georgia Tech to generate distinctive insights into issues of vital importance to the Paper Industry. In addition, Georgia Tech offers access to other leading institutions and researchers that offer complementary specialties needed to pursue and implement the Center's vision.

The Paper Industry requires an infusion of innovative minds for enhancing the Paper Industry management and leadership capabilities of the industry. The Paper Center is well positioned to offer a unique platform for the collaboration of this critical industry sector's nontraditional disciplines to help meet the industry's future business challenges.



Georgia Tech  **The Center for Paper Business and Industry Studies**

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