

Dear Colleague:

The Center for Paper Business and Industry Studies (CPBIS), after consulting with its Research Operations Committee (ROC) and Industry Advisory Board (IAB), has identified key themes intended to generate high quality research that addresses the paper industry's need for practical solutions to its challenges. The product of these discussions is the 2005-2006 CPBIS Request for Proposals (RFP), which is attached.

The RFP provides several items of material interest:

- Guidance on the Center's core missions and targeted research topic areas for 2005-2006;
- An outline of the criteria that will be used to evaluate and rank each submission;
- Suggestions concerning the form of the proposals (including structure and length) and content guidance; and
- Submission deadlines and process steps.

Please note that both single-year and multi-year projects will be considered for funding. We expect to fund one to three additional projects beginning in August 2005, although the funding allocation depends upon project duration (single versus multi-year) and budgeted requests relative to available funds. Also, some proposals will likely have merit and relevance, but still not find inclusion in the projects selected for this year's research cycle. Where this occurs, we are committed to work within the Center's auspices in helping sponsors of worthy proposals find appropriate sources of funding, whether from the industry's associations, government agencies, private foundations, or other sources.

Like all Sloan Industry Centers, CPBIS strives to foster **observation-based research** in which academic researchers actively engage industry practitioners through techniques such as site visits and interviews. We encourage researchers to develop industry contacts in advance of submitting proposals. Proposals with clearly identified industry partners, and a plan of research that reflects the active engagement of those partners, stand a much better chance of receiving funding.

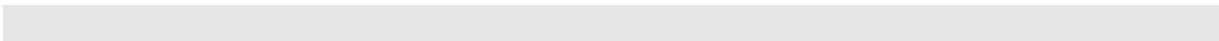
In order to encourage such collaboration, CPBIS is adding a pre-proposal stage to the review process. Pre-proposals will be reviewed for their feasibility for developing genuine observation-based research, as well as for their intellectual merits. Ideally, pre-proposals will identify industry partners, but we also invite pre-proposals that suggest possible partners. If the pre-proposal merits further action, CPBIS will then attempt to secure collaborators, and researchers will submit a full proposal reflecting that collaboration. As the RFP indicates, the deadline for submissions of pre-proposals is **April 15, 2005**. Full proposals are due **June 1, 2005**. Notification of awards will occur in early July 2005. Those requiring additional time to secure partners may delay submitting full proposals until November 1, 2005, with notification of awards in early December and funding available in January 2006.

As you craft your proposals, note that the CPBIS is committed to helping you find the resources you need to learn about and study the paper industry. In this regard:

- Researchers should feel free to contact me ([steve.usselman@cpbis.gatech.edu](mailto:steve.usselman@cpbis.gatech.edu)) in the early stages of the process, before preparing their pre-proposals, in order to receive guidance about Center priorities and explore possible avenues for industry collaboration;
- The CPBIS website, at <http://www.cpbis.gatech.edu>, provides useful information on current Center sponsored projects, related links, industry information, and upcoming workshops, talks, and other events;
- The CPBIS management staff is open to consultation as you feel the need. Contact information can be found on the CPBIS website.

CPBIS is pleased to continue this innovative paper industry research program that was initiated in 2000. We would like to wish each and every one of you a productive 2005-2006.

Steve Usselman, CPBIS Associate Director for Research  
For the CPBIS Management Team



*CPBIS Request for Proposals  
and Research Submissions Guidelines  
2005-2006 Funding Cycle*

**Request for Proposals (RFP)**

The Center for Paper Business and Industry Studies (CPBIS) invites proposals for funded research to be initiated in August 2005. Appropriate research proposals may involve economic, managerial, historical, organizational, political, policy, or technical issues of particular relevance to the paper industry.

For this round of funding, CPBIS is particularly interested in proposals focused upon the following **targeted areas of research**:

- Product innovation and strategic competition
- International comparative analysis of firm-level strategy and performance
- Product management, branding, and customer relations
- Fundamental factors driving industry structure and capital investment

*2005-2006 RFP Guidelines*

**Vision and Purpose**

CPBIS, established with major funding from the Alfred P. Sloan Foundation and funds from the paper industry, is based on the following key principles for accomplishment of three related missions – one dealing with research, a second with graduate education (academic affairs) and a third involving continuing education:

**Vision** -- *"The Center for Paper Business and Industry Studies (CPBIS) will be the global center of knowledge generation and retention in Paper Industry Studies focused on understanding the Industry. In this light, the CPBIS will serve as the Industry-valued academic center that creates new applied knowledge and tools that support paper Industry decision-makers and produces interdisciplinary graduates who contribute to the long-term business success of the Paper Industry."*

**Mission:**

- **Overall** -- *"Create an academic community that understands the Paper Industry."*
- **Research** – *"Study the Industry by direct observation, providing research results that are of great scholarly interest and of high practical value to the Industry."*

- **Academic Affairs** – “Produce skilled, Paper Industry-oriented Ph.D. and M.S. graduates in a variety of Industry-based disciplines.”
- **Continuing Education** -- “Establish a diverse, in-depth continuing education program tailored to meet explicitly defined needs of the Paper Industry for enhanced management success of the Industry.”

Within this context, the CPBIS research program aims to establish itself as the leading provider of business studies oriented research of interest to the US pulp and paper industry. It also seeks to generate such research that is highly valued among students of US manufacturing more broadly. Given the Center’s close ties to industry representatives, CPBIS participants will enjoy a privileged opportunity to conduct research on an industry that holds significant importance in the US economy and beyond.

### Guidelines and Criteria

In addition to the targeted areas of research identified above, the Center especially seeks proposals that bear on one or more of these thematic areas:

- **Globalization** – focusing upon cross-national comparative analyses of issues that affect the pulp and paper industry. Proposals of particular interest to the Center include:
  - Cross-national analyses of industry structure, including the impact of alternative capital investment and utilization strategies;
  - Analyses of the impact that tariff and non-tariff barriers and, more generally, trade organizations have upon global competitiveness of the paper industry;
  - Cross-national comparisons of paper company organizations and organizational cultures and the impact these have upon global competition;
  - Understanding the impact that paper producers in emerging markets, including China, India, and South America have upon the US paper industry.
- **Enterprise effectiveness** – emphasizing managerial and operational improvements in firm activities. The Center is especially interested in proposals that focus upon:
  - Improving efficiencies in water usage and stemming harmful environmental effects;
  - Understanding phenomena that impact capital effectiveness;
  - The competitive impact (e.g. entry cost, location, environmental impact, raw materials, and human capital) that small specialized commodity mills (mini mills) are having upon structure and competitive dynamics of the paper industry and, in particular, upon large high volume through-put mills.
- **Workplace transformation** – emphasizing organizational change and the relationship between management and labor in the production process. Topics of special interest to the Center this year cover:
  - Understanding the implications for pulp and paper firms from significant changes in the demographics and educational backgrounds of workforce entrants;

- International comparisons of worker productivity in pulp and paper;
- **Commercialization** – emphasizing the development of and adaptation to new technologies and innovations in the pulp and paper industry. Areas of importance to the Center for this funding cycle include topics that:
  - Analyze how firms in the paper industry use global knowledge networks and interact with global knowledge agents to create and capture enhanced value in their global supply chains;
  - Investigate the impact that new products, including, for example, e-paper, composite materials, e-ink, and plastics have upon pulp and paper demands, particularly in the writing and specialty paper sector of the industry;
- **Community** – centering on the linkage between industry and the local community. The Center is especially interested in proposals this year that:
  - Examine the role of role of community attitudes and perceptions on issues that are of direct relevance to the pulp and paper industry;
  - Implications of the Kyoto Agreement for carbon credits in pulp and paper.
  - Identify the key elements driving domestic and international location of facilities in the pulp and paper industry.

Review of all submissions will be based on academic merit and relevance of the proposal for both industry need and the research themes identified above. Both single-year and multi-year projects will be considered for funding.

Proposals will be evaluated by the Center’s ROC (for Selection and Review), with collaborative IPST, Georgia Tech and industry participation augmented with external blind reviews by both industry and academic specialists. Guiding criteria will include the following primary factors. In no particular order, they are:

- *Academic merit and/or cogency (Meets a high level of academic standards and generates new knowledge).*
- *Likely benefit for or relevance to the industry (Meets a defined Industry need in measurable ways).*
- *Practicality (In terms of CPBIS Resources, the ease of data/information availability, and the practicality of achieving stated goals)*
- *Reliance on direct observational methods (Observation based Methodology will apply).*
- *Contribution to graduate education (through involvement of GRAs – Provides for graduate student education and training).*
- *Interdisciplinary and/or inter-institutional character (Is multi-disciplinary and/or crosses departmental or college boundaries).*

## Documentation Guidelines

**All proposals will be submitted using the template (including the font sizes and formatting setup provided for) at the end of this document, and all information items**

**called for must be completed as indicated.** (Note: Should there be any questions or problems regarding the template for submissions and/or the following guidelines, contact the CPBIS staff directly)

General guidelines for the **full proposal** are:

**Abstract:** *Each abstract will provide a concise and clear overview of the project's purpose, research strategy, expected outputs, and a summary of key research personnel staffing (to include all PIs and co-PIs and the number of graduate students involved). The abstract should not exceed one page. Staffing and budget scope information should be provided in a very brief summary format at the end of the abstract.*

**Detailed Write-up (to include the Abstract):** *Each proposal write-up should contain the sections outlined below, with the targeted page length noted:*

- *Abstract – 1 page*
- *Purpose, goals and literature review – 3-4 pages*
- *Research strategy and methodology – 2-3 pages*
- *Desired outputs and contributions to theory and research – 1-2 pages*
- *Desired outputs and contributions to the industry/other groups – 1-2 pages*
- *Staffing, budget and schedule – 1-2 pages*
- *References – 3-4 pages*
- *Letters of support from research partners (if applicable)*

For the **pre-proposal**, researchers may eliminate the literature review and references and condense other sections as appropriate.

Submissions should be sent electronically to Dr. Steven Usselman, Associate Director for Research, at [steve.usselman@cpbis.gatech.edu](mailto:steve.usselman@cpbis.gatech.edu), with a copy to Ms. Charley Burney, Administrative Assistant at [Charley.Burney@cpbis.gatech.edu](mailto:Charley.Burney@cpbis.gatech.edu).

The deadline for **pre-proposals** is the close of business on **April 15, 2005**. Full **proposals** are due **June 1, 2005**. Announcement of the final research project awards is anticipated by early July 2005, with funds released August 15, 2005. Those requiring additional time to secure industry partners may delay submission of full proposals until **November 1, 2005**, with notification of awards in early December and funds available in January 2006. For information on the CPBIS's governance procedures and updates on the research program process, please visit the Center's website at <http://www.cpbis.gatech.edu/>.

Please note: all recipients of CPBIS grants must agree to make at least one presentation reporting their findings at a conference sponsored by a paper industry organization such as the Technical Association of the Pulp and Paper Industries. Budgets should include expenses for travel to such a conference. All sponsored research teams are eligible for up to \$1,000 for the purpose of bringing a scholar of relevance to their project to campus for a public seminar presentation. These funds need not be included in the budget.

**TITLE** [Insert Proposal Title]  
**PIs** [List all PIs and co-PIs and their Academic Affiliations]  
**DATE** [Insert date of Submission of the Proposal]

**ABSTRACT**

[A clear overview of the research background, purpose, goals, methodology, outputs and a summary of key research personnel staffing (include PIs and co-PIs and graduate student assignments) and the overall budget scope – 1 page].

**PURPOSE, GOALS & LITERATURE REVIEW**

[State the research purpose, including all relevant background information. Outline research goals and why they are relevant as related to the stated purpose. This section must also include a comprehensive literature review that is pertinent to the purpose and goals as well as the proposed methods and general research approach to be taken – 3-4 pages].

**RESEARCH STRATEGY AND METHODOLOGY**

[Clearly explain the specific research approach to be taken -- covering issues such as the reliance on observation-based methodology and how this is to be accomplished. All techniques, tools and approaches must be concisely explained in this section – 2-3 pages].

**DESIRED OUTPUTS & CONTRIBUTIONS TO THEORY & RESEARCH**

[Explain the specific academic oriented outputs being sought and their relevancy to the stated research purpose. Discuss how these specific outputs can/will contribute to the advancement of theory and research materials that are unique and germane to the area of research undertaken – 1-2 pages]

**DESIRED OUTPUTS & CONTRIBUTIONS TO INDUSTRY/OTHER GROUPS**

[Explain the specific industry focused outputs being sought and their relevancy to the stated research purpose. Discuss how these specific outputs can/will contribute to the well being of the paper industry [e.g., by displaying enhanced value creation, new products to be developed/introduced, etc. – 1-2 pages].

**STAFFING, BUDGET & SCHEDULE**

[Identify primary staffing requirements/commitments by year to include PIs, co-PIs and graduate student needs. Outline expected research schedule by major research activity, and **use the attached budget template** to present a project budget by year for primary categories: PI’s and co-PIs (who and annual cost); GRA’s annual cost (how many and annual cost); Soft Costs (e.g., communications, supplies, travel, etc.); Hard Costs (e.g., computers, equipment, etc.); Admin Support (planned clerical support).  
**Note: Overhead numbers are automatically calculated.** --1-2 pages.]

**REFERENCES**

[Include all relevant references formally listed – 3-4 pages].