



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 ♦Atlanta GA 30318 ♦<http://PaperStudies.org/>

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Continuing Education

One of the Center's goals is to establish a diverse, in-depth continuing education (CE) program tailored to meet explicitly defined needs of the paper industry. Step one, as originally envisioned, was to identify the industry's needs for CE in business, management, leadership, and soft skills. Early in the process, however, it became apparent that opportunities existed for synergistic interaction with promising and far-reaching paper industry CE initiatives already being undertaken elsewhere.

At that point, the Institute of Paper Science and Technology (IPST) and CPBIS proposed that education providers and paper companies form a consortium to discuss how to best address the continuing education needs of the industry. In response to this invitation, representatives of 23 paper manufacturers, industry associations, and educational institutions participated in a series of meetings at CPBIS to define an Industry Learning Consortium. All participants agreed that a comprehensive needs assessment must be performed and recommended that CPBIS expand its effort to include technical skills. Concurrently, an American Forest & Paper Association Agenda 2020 task force convened to make recommendations on developing a Technologically Advanced Workforce (TAW) for the paper industry. The Industry Learning Consortium concept and CPBIS continuing education plans were presented at the recent Agenda 2020 Chief Technology Officers' Summit. The summit not only endorsed the Industry Learning Consortium concept but also recommended that CPBIS lead the effort to conduct a broad-based needs assessment study to identify knowledge and

skills needs of the industry in technical and business management areas. Currently, we are preparing a white paper that will describe in detail how the needs assessment will be conducted. This document will be widely circulated among the industry, content providers, and trade associations to seek their support of the effort.

The needs assessment will focus on business and technical CE needs of the paper industry at levels ranging from division executive to hourly workers. Among the issues to be addressed:

- ❑ Current status and effectiveness of continuing education activities
- ❑ Impediments to learning
- ❑ Current and future continuing education needs by skill level and knowledge base, as well as by title, job description, and function
- ❑ Economics, technical feasibility, and scope for different delivery options
- ❑ Avenues of content sourcing and delivering
- ❑ Programs of longer duration leading to certificates/degrees

First IAB Meeting a Success

The CPBIS Industry Advisory Board (IAB) held its inaugural meeting at the Center on Wednesday, July 18. Among the attendees were representatives of the following CPBIS sponsors: AF&PA, Albany International, BE&K, ForestExpress, Forestweb, Georgia-Pacific, Inland, PACE, PIMA, P.H. Glatfelter, SAPPI, TAPPI, Stora Enso, Tradition Financial Services, UPM-Kymmene, Watermark Communications and Westvaco. All aspects of the Center's work to date were reviewed, including its organizational structure and budget, as well as its research, academic and continuing education activities. Special attention was given to research; the program included presentations by representatives of the principal investigator teams of each of the seven research projects that are in their beginning stages. (For a list of these projects, see the June 12, 2001 issue of this newsletter.)

The primary purpose of the meeting was to secure the benefit of feedback from CPBIS sponsors. This was freely provided and generally positive. The prevailing opinion was that we had come a long way in a short time and were well positioned to deliver valuable research and education. As is to be expected, the group reserved final judgment until the fruits of our efforts become more apparent.

The only negative comments centered around the overabundance of agenda items for the one-day meeting. These were tempered by the realization that we had so much to report that it would have been difficult to have a more open agenda. Nevertheless, a priority at future meetings will be to provide more time for feedback and interaction.

Industry Liaison Panels

An essential element of all CPBIS programs, in keeping with the Sloan Foundation's mandate, is close interaction with the paper industry. This is particularly important in the case of the Center's research program. To facilitate it, we will create groups of knowledgeable industry advisors, one for each research project. These groups, to be known as Industry Liaison Panels (ILP's), will counsel and assist the researchers. Each ILP will have three to five members. Interested and knowledgeable representatives of sponsoring firms are now being sought. If you are interested, contact Jim McNutt (Jim.McNutt@PaperStudies.org).

Industry Center Fellowships

If you are an academic or a new Ph.D., do we have a deal for you! The Sloan Foundation is offering fellowships that can provide funding (\$50,000) for academic scholars to study at CPBIS for a year. The deadline for nominations is October 15. For more information, contact Tom McDonough (Tom.McDonough@PaperStudies.org).

Next Mill Visit

The next CPBIS-sponsored mill visit will be to another Atlanta area paper firm - Caraustar Industries in Austell – on Tuesday, September 25. Caraustar is a very different business than the Rome, Georgia (Inland), and Conyers, Georgia (Pratt/Visy), facilities we have already visited. Caraustar is in the recycled white packaging business, including the manufacturing of gypsum wallboard. Members of the Georgia Tech and IPST communities (including graduate students) are being encouraged to sign up early, since attendance will be limited to 35, and our last mill visit was oversubscribed.

Upcoming CPBIS Meetings

Executive Board Meeting: IPST, Wednesday, September 26, 1:00 p.m. – 5:00 p.m.

Industry Advisory Board Conference Call: Wednesday, October 24, 1:00 p.m. – 4:00 p.m.

Industry Advisory Board Meeting: IPST, Wednesday, January 23, 9:00 a.m. – 5:00 p.m. ■