



# 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 30318 ♦ <http://PaperStudies.org/>*

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## **CPBIS Adapts to IPST Change**

On July 1, the two host institutions of CPBIS became one. As a result of its formal integration into the structure of The Georgia Institute of Technology, the Institute of Paper Science and Technology is now "IPST at Georgia Tech." The integration presented us with some administrative challenges, since it made it necessary to designate Georgia Tech as the official host institution of CPBIS. We have made the needed adjustments, and anticipate a smooth transition. In fact, we envision little or no effect of this change on our programs, given the nearly seamless nature of the IPST-GT collaboration that has characterized the Center's operation since its inception.

## **Staff Changes**

As a result of the IPST-GT integration and other developments, recent months have seen significant changes in the CPBIS management structure. Following Tom McDonough's retirement from the IPST faculty in June 2002, he decided that he would also retire as Director of CPBIS, but within a timeframe that would allow for orderly succession and minimize any effect on CPBIS operations. The process concluded on April 30, when he stepped aside as part of a transition to a new management structure. Patrick McCarthy is the new Director. Pat is Chair of the School of Economics and was formerly CPBIS Associate Director, Research. Jim McNutt remains as Executive Director. Steve Usselman (School of History, Technology and Society, HTS) takes over from Pat. Vinod Singhal (DuPree College of Management), who was Associate Director, Continuing Education, expands his sphere of responsibility to include oversight of on-campus educational activity and becomes

Associate Director, Education. Simultaneously, the new position of Associate Director, Industry Relations was created and filled (see below). We added the position of Business Operations Manager, filled by Bob Patterson, and retained the positions of Development Coordinator (David Bell), and Administrative Assistant (Charley Burney). We also formally recognized several existing critical support activities with position titles: Internet Applications Manager (Emmanuel Lafond) and Information Technology Manager (Stan Corbin). Tom McDonough, as Director Emeritus, will continue in a consulting and advisory role (and will continue to edit this newsletter).

## **Welcome, Colleen**

In response to a growing need for enhanced industry connectivity, CPBIS recently created the position of Associate Director, Industry Liaison. We are fortunate to have found just the right person for this job -- Colleen Walker. Colleen is a 1995 graduate of the IPST Ph.D. program, and has several years of industry experience. She will be engaged in establishing closer and more effective interactions between CPBIS and its industry constituencies on a regular and ongoing basis.

## **Sloan Visits CPBIS**

On April 30, we took advantage of an opportunity to showcase our programs to the Sloan Foundation when Dr. Gail Pesyna, Industry Centers Program Director, spent a day with us. Sloan routinely conducts such visits as part of their Industry Center funding renewal decision-making process. (Since CPBIS is in the final year of its first three-year funding cycle, we are now busily preparing our funding renewal proposal.) On the agenda were

presentations of key milestones, progress reports on five of the eleven projects comprising the \$1.6 million CPBIS research program, and reviews of CPBIS academic and continuing education initiatives. The impact of the presentations was immeasurably strengthened by the presence and support of a formidable contingent of industry representatives, including George Weyerhaeuser, Dave McIntyre, Keith Romig, Bob Moran, Ben Thorp, and Diane Murdock. We think the day went very well and we have every reason to believe Dr. Pesyna thought so, too.

### **Launch of CPBIS/PIMA CE Program Successful on Several Fronts**

CPBIS and PIMA recently established a formal alliance for the development, marketing, and delivery of both on-site and online continuing education courses, with TAPPI support. The agreement was immediately implemented and has already resulted in three very successful offerings. The first, "Defining and Achieving a Reliability Culture" consisted of five 90-minute Webcast classes, reaching some 40 locations with about 250 total participants per session. A second, two-session, program on problem solving was delivered to a similar audience. Follow-up surveys elicited many positive comments from course participants.

The program also provides for face-to-face, on-campus courses. "Management Development for Enhanced Performance" was held in Atlanta over 4.5 days in early June with a distinguished faculty made up of Georgia Tech (DuPree College of Management) professors and industry practitioners. Attendees included mill managers and other senior management personnel representing both paper manufacturers and suppliers. Course modules focused on development of soft skills, including leadership, negotiating, and team effectiveness. Other segments focused on evaluating capital investment projects, improving process performance, and leveraging people resources for improved performance. Evening sessions included a seminar by Ben Thorp, Georgia-Pacific Senior VP, on "Management Strategies and Lessons Learned in the Pulp and Paper Industry" and Jim McNutt, CPBIS Executive Director, on the "State of the North American Pulp & Paper Industry." An on-line discussion forum for class participants will be launched this month to allow further reinforcement, sharing, and development of skills. Feedback from the participants has been very favorable, reflecting the fact that the paper industry focus, exceptional faculty expertise, and topics covered were a unique combination not found in other programs.

In view of the positive response to both the online and face-to-face programs, current plans are to offer both on a continuing basis. The on-site course will be offered two to three times per year and the online learning program will continue at the rate of 22 Webcasts per year. Watch for further information.

### **New Sponsors**

We welcome the following organizations to the growing community of CPBIS sponsors: ArborGen, Asia Pacific Resources International Holdings Ltd (APRIL), and PaperAge. We look forward to interacting with these organizations in many mutually beneficial ways, as we do with all of our sponsors.

### **Industry Advisory Board to Meet**

The CPBIS Industry Advisory Board (IAB), made up of sponsor representatives, is a critically important part of the Center's organizational structure. We rely on the IAB for advice on project selection, assistance with connectivity to the industry, and for representing us to the industry at large. Accordingly, we annually schedule four meetings with this group, two in Atlanta and two by conference call. One of the Atlanta meetings is scheduled for next week, on Thursday, July 24. The IAB will be offering guidance on a host of issues, including the Center's strategic path forward, its next research solicitation, industry connectivity issues and continuing education programs.

### **Congratulations, CPBIS Fellows**

Earlier this year, CPBIS established two new merit-based research scholarships, in recognition of the importance of attracting exceptionally well-qualified Georgia Tech students to work on paper-industry-related research. The first recipients, announced on April 30, are Kendra Taylor (School of Industrial and Systems Engineering) and Philip Unger (HTS). Congratulations to both.

### **CPBIS/PIMA/TAPPI Awards**

The newly created *CPBIS/PIMA Management Excellence Award* was presented to Ben Thorp, CPBIS IAB member, former PIMA President and a current GP Executive, at the Annual PIMA Conference in NYC on July 1. A second, newly created award, the *CPBIS/PIMA/TAPPI Lifetime Achievement Award*, was presented to Jim Ferris, former CPBIS Executive Board Member and retired President of IPST. Congratulations to both! Further reports from this conference will be in the next issue of this newsletter, soon to be forthcoming. ■