



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 30332 ♦<http://www.cpbis.gatech.edu/>

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Sloan Foundation Pledges Continued CPBIS Funding

We are very pleased to report that the Alfred P. Sloan Foundation has accepted the CPBIS proposal for renewed funding of the Center. The new grant will amount to \$600,000 over three years and will, together with funds to be provided by industry, ensure that CPBIS is able to continue making significant contributions to the paper and forest products industries business knowledge base.

At the conclusion of this third three-year cycle of Sloan Foundation funding, CPBIS is expected to become self-sustaining. We will be working hard to achieve the demonstration of value that will make this possible.

New Year's Greetings from the CPBIS Management Team

By Patrick McCarthy

As Director, I continue to be impressed and very grateful for the hard work and dedication of each member of the CPBIS Management Team: Jacquelyn McNutt, Tom McDonough, Vinod Singhal, Steve Usselman, Colleen Walker, Bob Patterson, David Bell, Charley Burney, Bob Davies, Charles Andry, and David Huggins. As a result of their collective efforts, I am able to report that the CPBIS portfolio of research, education, and connectivity is having a significant beneficial impact on its academic, industry, government, and NGO stakeholders. To date, the Center has funded fifteen research projects involving forty-one research faculty and sixty-three students. From these projects have come six doctoral and nine MS theses, twelve articles in peer-reviewed journals, one book, and numerous presentations at academic and industry conferences. The Center's impact also occurs through its management workshops, distance learning programs, and various tools and resources on its newly redesigned website.

Jointly with the Paper Industry Management Association, the Center has offered five management workshops and over fifty distance-learning programs.

The Center's Board of Executives continued to be active in 2006, with George Weyerhaeuser Jr. serving as Chair and Kathy Buckman Gibson serving as Vice-Chair. We are working closely with the Board to deepen and broaden the value and impact that CPBIS research, education, and connectivity initiatives bring to its stakeholders. We expect 2007 to be another successful year for the Center as we support new research projects, continue our management workshop and web-based offerings, and host conferences and distinguished lecturers. Through various media – newsletter, Web site, and industry conferences – we will be sure to keep you informed of our activities. We also invite and welcome your feedback, comments, and suggestions.

We wish you a safe, healthy, and prosperous 2007!

Game Global Continues

By Patrick McCarthy

“Game Global” is a Finnish research project, originally developed by CPBIS Fellow Dr. Hannes Toivanen at Finland's Lappeenranta University of Technology (LUT) to bring together an international team of researchers focused on the globalization of the pulp and paper industry. (Dr. Toivanen is now with the Finnish Ministry of Industry and Trade.) To date, two workshops have featured speakers from the United States, Finland, and Brazil and included visits to local paper manufacturing and pulping facilities. The objective of a planned third workshop will be to deepen this network and its research relationships. Aided by a Sloan Foundation Industry Studies Networking Grant, this meeting will be hosted by

CPBIS in Atlanta on the Georgia Tech campus, May 7-8, 2007. The workshop, entitled "Game Global in the Pulp and Paper Industry – What Lies Ahead" will feature five speakers from Finland, Brazil, and Sweden, and at least five more from the U.S. It will also include a trip to a local paper manufacturing facility.

Expected participants include: Professor Jaana Sandstrom, LUT, Finland; Dr. Kalevi Kalecki, Vice Rector and Professor, LUT, Finland; Professor Paulo Zawisiak, Universidade Federal do Rio Grande do Sul, Brazil; Professor Paulo Figueiredo, EBAPE, FGV, Brazil; Professor Ou Tang, Linköpings Universitet, Sweden; Professor Patrick McCarthy, Georgia Tech; Professor Steve Usselman, Georgia Tech; Professor Usha Nair-Reichert, Georgia Tech; Professor Joseph Buongiorno, University of Wisconsin, Madison; and Professor David Sonnenfeld, Washington State University. All participants are Sloan Industry Studies Affiliates.

A Personal Message from the Executive Director

By Jacquelyn McNutt

(Editor's note: Most readers of this newsletter are well acquainted with Dr. Jim McNutt, a highly respected forest products industry expert, who played a key role in the establishment of CPBIS. As a result of a condition that has troubled him for some time, Jim recently sought the advice of medical professionals who diagnosed him with a well-defined and recognized neurophysiological condition the American Medical Association has termed gender identity disorder. The only satisfactory remedy for this condition is a rather extreme one that will require your nonjudgmental understanding.)

So you know directly, I am in the early stages of a complete gender change process. I have been advised that I was born with a very unusual medical condition with which I have finally been diagnosed after fighting it privately ever since I can remember. The American Medical Association (AMA) calls this condition gender identity disorder (GID). GID occurs when a genetic variation combines with gestational events to cause a boy to be born with what the AMA calls a "female neurocenter." In essence, I was born a physiological

male but a neurophysiological female. Incredible as this sounds, it does happen, and it happened to me.

I am now following a very rigorous AMA protocol regarding male-to-female gender change designed for those with GID (and only those), that will take up to three years to complete. As part of this process, the AMA requires an immediate legal name change to a feminine name. My new name, Jacquelyn Danielle McNutt, became legal during December.

I plan to keep right on pursuing all my professional endeavors; I am trustful that with your help, understanding, and support I can traverse this pathway with dignity, littered though it is with major social stigmas, and in the process, make further significant contributions to our troubled industry.

CPBIS Management Development Program to be Offered in June

June 2007 will see another offering of the highly regarded CPBIS-PIMA short course, *Management Development for Enhanced Performance*. The program will be at Georgia Tech's Global Learning Center and will begin on Monday, June 4, 2007. This five-day course has drawn high praise from previous attendees. For registration information, please contact Charley Burney at CPBIS; Tel: 404-894-1488; Fax: 404-385-2414. Watch this newsletter for further details.

Upcoming Events

CPBIS Board of Executives Meeting, February 22, 2007, Atlanta, Georgia.

CPBIS at the 2007 TAPPI Papermakers & PIMA International Leadership Conference, Hyatt Regency Jacksonville Waterfront, Jacksonville, Florida, March 11-15, 2007. CPBIS will sponsor three sessions: "Trends in Digital Printing," "Innovation: The Key to Industry Competitiveness," and "Trends and Issues in Emerging Markets."

CPBIS-PIMA Management Development Program, "**Management Development for Enhanced Performance**," Global Learning Center, Georgia Tech, June 4-8, 2007. ■

