

Joachim Endowment

Annual Report

2008-2009

**State University of New York
College of Environmental Science and Forestry**

Syracuse Pulp and Paper Foundation

22 October 2009

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Report prepared by: Gary M. Scott

Joachim Activities

The Herman Louis Joachim Endowment was established in the early nineties to provide management education and support for students in the department of Paper and Bioprocess Engineering. Dr. Joachim recognized the need to teach management basics to young engineers, and created the Endowment to assure that PBE graduates are capable managers.

During the course of the 2008-09 academic year, we are continuing with the agreed on streamlined organizational structure and reoriented programming that more directly reflects the intent of Herman Joachim's gift. During the course of the year, we brought more management training to the students through various seminars and workshops, as well as sending students to outside training.

Keith Van Scotter is the 15th recipient of the prestigious Herman Lewis Joachim Award for Excellence in Management, which will be presented to him on October 16, 2008 at the Syracuse Pulp and Paper Foundation's Director's dinner. The Joachim award is given annually to an executive whose career and achievements have been outstanding in the pulp, paper and allied industries. It is given both as a tribute to Dr. Joachim and a means of providing significant role models to young people entering the paper industry.



Mr. Van Scotter is the President and CEO of Lincoln Paper, a single mill operation that is the leading manufacturer of specialty napkin parent rolls and uncoated free-sheet printing papers. The company was formed out of bankruptcy in 2004 and with Mr. Van Scotter's guidance has performed as an industry leader.

Mr. Van Scotter presented how he and several others purchased and restarted the pulp and paper mill in Lincoln, ME after it went bankrupt and shut down. He gave a compelling case for management training and understanding more than just the technical side of the industry. Today, Lincoln paper is expanding its production capability through the addition of another paper machine.

The forum was attended by students of all grade levels from freshman (it was part of their PSE/BPE 132 course) through seniors and included graduate students. The students benefit greatly from the interactions with the industry people that attend events such as these and the annual meeting of the Syracuse Pulp and Paper Foundation.

As we began the Spring 2009 semester, we had the pleasure of having Robert Kinstrey from Jacobs Engineering provide a short course on project management to students, faculty, and staff in the Department of Paper and Bioprocess Engineering. Mr. Kinstrey, a graduate of SUNY-ESF, is the Director of the Pulp and Paper Consultancy for Jacobs Engineering. Mr. Kinstrey is also a member of the Board of Directors of the Syracuse Pulp and Paper Foundation.

Over the two-day seminar, the students learned various aspects of project management including project planning, safety considerations, contingency planning, budgetary issues, resource allocation, plan reporting, and client-manager interactions. The students will be expected to use the information from the seminar in their upcoming class, Papermaking Processes, where they will make several thousand pounds of paper for use at the college.



The Joachim Endowment was used to sponsor three fellowships for graduate students in PBE. The 2008-09 Fellows were Beth Arthur, Shuili Mahmud, and Alan Shupe. The Joachim Fellows engaged in a number of activities during the course of the year including providing seminars to students in the department as well as engaging in outside training. Their individual reports are attached as an appendix to this report. In addition, the Joachim Endowment supported students to travel to the Student Leadership Summit held by Tappi in January.

On an operational note, we kept the spending for Joachim activities well under budget. Some initiatives, for example, the development of the Professional Science Masters, did not proceed as quickly as expected during this year, but is moving forward in the upcoming year. A number of budget lines came in well under budget due to lower than expected costs to bring the desired programs to campus. With the economic climate of the past year, it was prudent to be conservative with spending wherever possible. In addition, the “Joachim Cash Reserve” in the Research Foundation Account has been completely spent down. The Joachim program now operates on a “pay as you go” system in the same manner that the regular SPPF account.

The changes that have occurred over the past two years with the management and operations of the Joachim Endowment have been very positive for the Department, the College, SPPF, and especially the students. We are excited about the new opportunities that the Joachim Endowment is bringing to the students in the Department of Paper and Bioprocess Engineering and we are looking forward to working with and engaging with the members of SPPF in this effort.

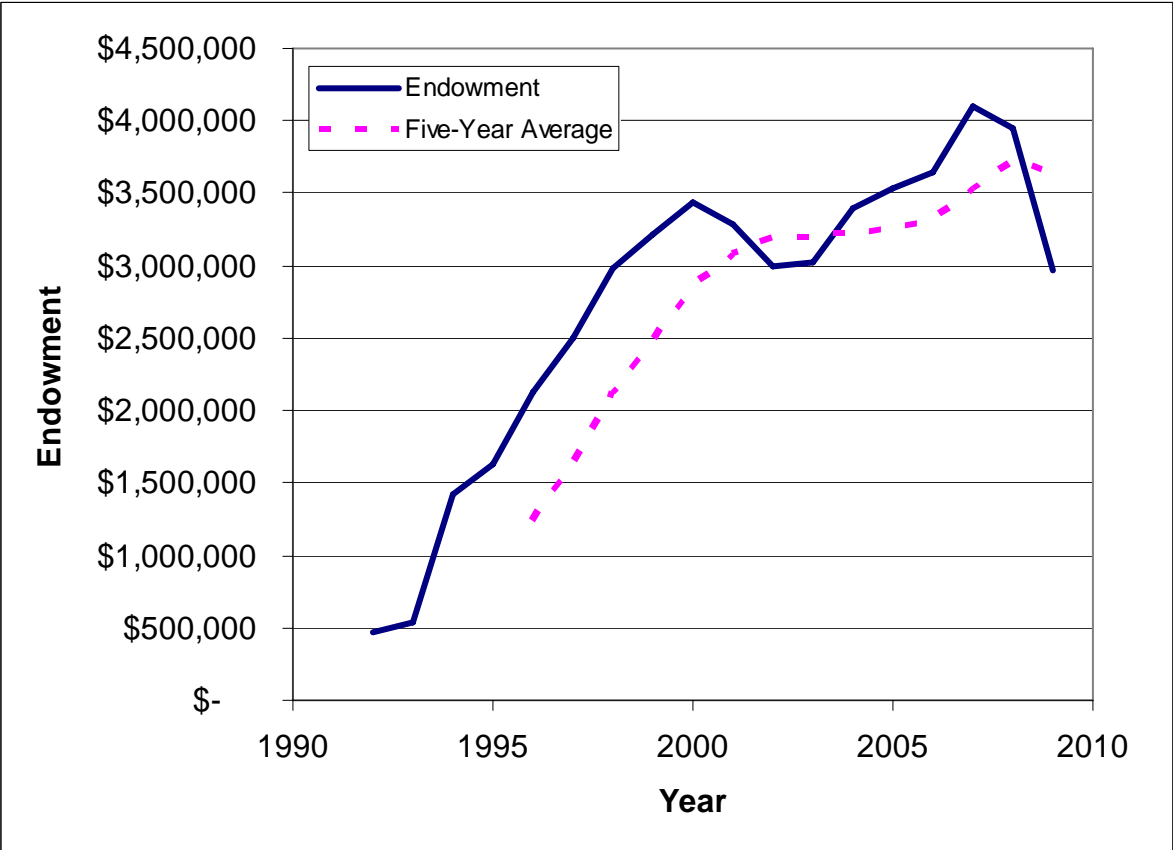
Recipients of the Herman Louis Joachim Award for Excellence in Management

- 2008 Keith Van Scotter
- 2007 Robert H. Buckman
Katherine Buckman Gibson
- 2003 R.P. Wollenberg, Longview Fibre Co
- 2002 Thomas C. Jorling, International Paper Company
- 2001 Francis McKone, Albany International Corporation
- 2000 Thomas D. O'Connor, Mohawk Paper Mills
- 1999 Arnold Nemirow, Bowater Inc
- 1998 John W. Creighton, Weyerhaeuser Company
- 1997 Steven Grossman, Southern Container Corp.
- 1996 Carl C. Landegger, Black Clawson Company
- 1995 Andrew Sigler, Champion International
- 1994 George Mead, Consolidated Papers
- 1993 R. Eugene Cartledge, Union Camp Corporation
- 1992 Thomas C. Norris, P.H. Glatfelter Company
- 1991 Edward K. Mullen, The Newark Group

Joachim Expenditures 2008-2009
Joachim Budget 2009-2010

	2008-09 Budget	2008-09 Actual	2009-10 Budget
Direct Student Support			
Joachim Assistantships	\$0		\$40,500
Joachim Fellowships	\$63,555	\$49,854.79	\$16,500
Fringe Benefits	\$0		\$5,468
Joachim Business Minor Scholarships	\$5,000		\$3,000
TAPPI/PIMA Conference Leadership Support	\$4,000	\$4,000.50	\$4,000
Student Programs			
Presemester short course	\$20,000	\$3,152.31	\$5,000
Joachim Seminar Series	\$10,000	\$3,326.18	\$5,000
Conference Student Travel Support	\$5,000	\$7,120.60	\$0
Management Recruitment/Training	\$5,000		\$6,000
SU Business Course Accessory Instruction Costs	\$6,600		\$6,600
Other Programs			
Professional Science Masters Degree Program Development	\$10,000		\$6,000
Joachim Award Program	\$10,000		\$0
External Program Sponsorship	\$5,000		\$0
Joachim Operations			
Supplies	\$3,000	\$1,738.25	\$2,000
Travel	\$4,000	\$835.27	\$3,000
Contingency	\$6,000		\$3,000
SUNY Agency Fee	\$1,431	\$498.11	\$1,889
Total	\$148,817	\$70,526.01	\$107,957

Joachim Endowment Value



Appendix

Joachim Fellow Reports

Herman L. Joachim Graduate Fellowship 2008-2009 Annual Report

Alan Shupe

Introduction

During the 2008-2009 I attended the Joachim Seminar Series, and enrolled in ERE 676, MGT/Paper Industry taught by Dr. Amidon. In this class our primary text was *First, Break All The Rules* by Marcus Buckingham and Curt Coffman, and we focused on the 12 management principals found in this book. I was also provided with supplementary material from Dr. Amidon to go through on my own covering how to manage change.

Summary

In Dr. Amidon's class we spent the majority of the time going over 12 principals which a manager should try to follow. These 12 principals were broken down into four categories. The 1st category included two principals which are making sure that employees understand what is expected of them and that they have the proper materials to do their job. The 2nd category focused on recognition of good work and encouraging development, while the 3rd category dealt with making sure employees felt that they fit in the organization or belonged in their job. And the final category focused on growth by talking with the employees about their progress and what opportunities were available to them to learn and grow. While I am not in a managerial role at this time, I try to keep these principals in mind when we get new students in our lab. I try to help them with the 1st two principals by making sure they know what equipment we have in the lab and how to properly use it, such as the proper methods for working with micro-organisms in a sterile manner, or in operating one of the bench-top fermentors. I also would try to make sure I told them when they were doing a good job as per the 2nd set of management principals. And while I know that one of my problems is being introverted, I try to make sure I talk with the other people in our work group as we were taught in class that it is important to make sure your employees have friends at work, as it helps them feel like they fit or belong which is important in employee retention.

The other material that I went through outside of this class dealt with managing change. A couple of the books I used for this were *Who moved my Cheese?* by Dr. Spencer Johnson and *Leading Change* by John. P. Kotter. To quote Dr. Amidon from one of the class lectures "The only constant is change." Both of these books stress the importance of anticipating change and the importance of adapting as quickly as possible. Once any change is introduced whether by choice or by outside forces it usually causes a chain of events. First is a downturn in productivity after a change has been implemented followed by a period of increased productivity after a decision has been made to adapt rather than fight the change, finally once people have fully adapted they can make positive gains. The managers' role is to act as a catalyst to help others in the organization to adapt and commit to the change more quickly. The main thing I took from these was to try to keep myself open to any change that may come along, and to always try to look at it as an opportunity to learn something new and grow, rather than an inconvenience.

Annual Progress Report of Herman L. Joachim Graduate Fellowship Program

Prepared For: Dr. Gary Scott, Chair, Department of PBE.

Prepared By: Shiuli Mahmud, PhD Student and Joachim Fellowship Recipient, 2008-2009

SUNY ESF COLLEGE

2009

Memo

Date: September 15, 2000

To: Dr. Gary Scott

From: Shiuli Mahmud

Subject: Submission of Annual Progress Report of Joachim Fellowship, 2008-2009.

Attached is a report on the progress made in the field of management after a year of receiving the prestigious Herman L. Joachim Graduate Fellowship. The fellowship is awarded to graduate students in honor of Dr. Joachim, a man exemplified by his excellence in leadership, management and entrepreneurial skills. This fellowship is an excellent opportunity for students who are pursuing advanced scientific degree and also are encouraged to expand their scopes to business and management endeavors.

This report contains the annual progress report as a Joachim Fellow and describes briefly the different activities undertaken to increase my managerial skill with justifications. This will fulfill the final requirement of the responsibilities as a Joachim Fellow.

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Introduction

Herman L. Joachim Graduate Fellowship is awarded in honor of Dr. Joachim, to graduate students of the Department of Paper and Bioprocess Engineering of SUNY ESF College, who are interested to extend their education and career in the field of management while pursuing their advanced scientific degrees. Along with many other responsibilities, one of the prime responsibilities of its recipients is to submit an annual progress report to the Chair of the Department of PBE on all the activities that increased the student's knowledge or skills in management. As a recipient of the year 2008-2009, I had the opportunity to undertake or participate in trainings, conferences, etc, which had been helpful in increasing my knowledge of the management practices in the paper industries. This report contains the brief description on all the related activities done to fulfill the requirements of the Joachim fellowship with justifications.

Accomplishments during the award period as related to the Joachim fellowship award;

1) "Management Development for Enhanced Performance": *A Paper Industry Professional Development Course* organized by CPBIS-PIMA (Held at IPST, Georgia Tech University, 2008).

The Center for Paper Business and Industry Studies (CPBIS) is a globally recognized and industry-valued academic center, which creates knowledge and tools that support paper industry decision-makers, and produce interdisciplinary graduates who contribute to the long-term success of the paper industry and The Paper Industry Management Association (PIMA) is the premier association for management professionals in the paper and pulp industry. Both of these organizations jointly arrange a professional development training each year at IPST (Georgia Tech University). This training focuses on the following topics, starting just after an overview of the Paper Industry - Challenges and Opportunities:

- The Art of Leadership
- Effectively Managing Change
- Creating Successful Bargaining and Negotiations Outcomes
- Effectively Managing High Performance Teams
- Leveraging People Resources for Improved Performance
- Improving Capital Effectiveness
- Designing, Managing, and Improving Processes
- Customer Relationship Management.



Figure 1: CPBIS Trainees,2008.

This week long intense training provides the participants with the tools and skills that they need to solve any management related problems in the industries. This is a life long sustaining training that can be used in any industry at any level in the career of the participants.

This particular training has been highly beneficial to me as it gave me exposure to the daily life problems a manager faces in his job along with the solutions to resolve such problems. It increased my understanding and ability to deal with the different potential situations and the ways to deal with them from different points of view.

Funding: 50% from Joachim fellowship, 50% from CPBIS, IPST as scholarship.

2) e-Black Belt Six Sigma Training (on-going):

Six Sigma is a data-driven approach and methodology for eliminating defects in any process -- from manufacturing to transactional and from product to service. It is a measure of quality that strives for near perfection. Industries nowadays apply this tool more frequently to minimize variations in product and reduce wastes of valuable resources and efforts.

Black belt six sigma training is highly useful to solve a clearly defined problem almost precisely. Since last November, I had the opportunity to take this training from the Syracuse University and presently, I am dealing with a project offered by a renown paper company.

Funding: Joachim Fellowship (100%).

3) TAPPI Student Summit, 2009:

The 2009 Student Summit was held on January 17-19, 2009, at the Sandestin Resort, Destin, Florida, where a record number of 110 paper and chemical engineering students attended representing a majority of the US Paper schools. TAPPI Student summits had been a great opportunity for the paper schools students to network as well as get educated about the real world scenario of the paper industry job sector. It was a wonderful experience for a foreign student like me to be informed about many aspects of the Paper Industry in the North American region, its current trends, future direction of the industry, etc. At the same time it had the following sessions, which increased my skills in networking, interviewing and how to cope with the transition to face at the work place.



Figure 2: TAPPI/PIMA Student Summit, 2009. Source: www.TAPPI.org

The area of focus this year were -

- State-of-the-Industry Address on “Sustainability and Eco-Confusion”
- Effective Networking
- The 6th Annual Engineering Challenge
- Job recruitment interviews with hiring companies
- Getting the right job and transitioning into the workforce
- Area mill tour.

Funding: Joachim Fellowship (50%) and TAPPI/PIMA Travel Award, 2009 (45%), CSTEP (5%).



Figure 3: TAPPI/PIM Scholarship Winners, 2009.

4) PaperCon'09: The final program to attend through Joachim funding was The PaperCon'09 held from May 31-June 3, 2009 at St. Louis, Missouri. It is the most comprehensive event of the paper industry in 2009, where many participants from all over the country as well as world participated to discuss on many technical and managerial issues. It was a golden opportunity to find out the existing issues of the paper industry and how the industry is combating them. The session of Executive panel consisting of the CEOs from the most successful paper company had been a wonderful discussion on how to survive and recover from the hard times of recession. It consisted of many technical sessions, some being on papermaking sessions, coating and graphic arts session, new technology showcases, etc as well as many managerial sessions (For example: Superintendent's roundtable, mill manager's roundtable, etc), which had been extremely informative. The sharing of the wisdom of the industry people, who sustained over decades in the paper industry, had been a wonderful learning experience for many new comers like me.



Figure 4: PaperCon'09.

The most remarkable achievement of this particular conference was being selected as a board member of the first ever Young Professionals Committee of TAPPI. I am the only person to represent SUNY ESF in this board and had been actively involved in it ever since. The vision and mission statement of this committee had been proposed by me and I am in charge of forming the handbook for this committee. I have also been chosen to moderate the first ever session of PaperCon,2010 for students/young professionals. This had been a great opportunity to step into a leadership position, understand about organizational development and a great way of networking with the students and professionals of many other universities, TAPPI professionals and Couch pit university members.

Funding: Joachim fellowship (95%), CSTEP (5%)

5) Seminar Presentation: As an annual responsibility of a Joachim fellow, I have presented a seminar titled "Six Sigma and Managing Changes Effectively" on April 9, 2009. It was an hour long seminar with detailed information on Six Sigma tool, its application, how the companies are implementing it as a change agent and what requires doing to sustain a change in any particular industry. It was a much needed topic for many students, especially those who are about to enter the works in the paper industry and was well attended.



Figure 5: Seminar Day.

6) GPA: The fellowship recipients were required to maintain a GPA above 3.0. I have maintained a cumulative GPA of 3.707 over the year after finishing all the required courses, which fulfills the basic requirement of the fellowship.

Conclusion

As a student, I always worked hard to gain managerial knowledge along with my PhD study. The primary purpose of the Herman L. Joachim Graduate Fellowship was to encourage and skill students in management while pursuing their advanced scientific degree, which suited my requirements well. Joachim fellowship gave me a golden opportunity to acquire practical knowledge on the management aspects of the paper industry through different related trainings, activities and participation in the appropriate conferences. I have fulfilled all the responsibilities seriously throughout the last year and hope to continue the same in the coming year as my scholarship has been renewed for one more year. Joachim Fellowship is a great endeavor to engage science students in the management aspects of the industry. I hope to see this award program continue in the coming years to provide more benefits to many other students.

Acknowledgements

Dr. Gary Scott, Dr. Yuan Zong Lai, Dr. Thomas E. Amidon and the Joachim fellowship selection Committee.

Joachim Fellowship Report

Submitted by: Beth Ann Arthur
Award Year 2008-2009

To summarize my Joachim year, it was exciting and busy to say the least. I was fully engrained in courses while trying to balance a full time job and research, loving every minute of this prestigious opportunity that I was given.

Meeting the additional management training requirement:

Three management classes were successfully taken and passed at the Whitman School of Business

1. Understanding Financial Statements
2. Creating Customer Value
3. Managing the Marketing Mix

Two additional classes were successfully taken and passed at SUNY-ESF

1. Principles of Management- Forestry Department
2. Management in the Paper Industry- BPE Department

Meeting the satisfactory progress in program:

1. Achieved a 3.752 for 11.5 hours and a 3.850 for 18 hours for Fall and Spring Semester respectively with a CUM of 3.786 and total program hours of 66.25 hours.

Meeting the requirement for Joachim Seminar:

I attended every Joachim seminar scheduled for the year. Additionally, I spoke at the SPPF luncheon representing the Joachim scholarship and conducted a Joachim seminar on life after graduation- a compilation of life lessons that apply to any professional. The concept for the seminar resulted in my observations of "youth" today and things that I learned, sometimes the hard way, after my own graduation in 1984. I designed the seminar with a mix of movie clips, pictures and tales to keep things light but serious and asked a Human Resource specialist to present interview lessons from his vantage point. Overall, I think it was very useful for students and helped me establish a resource in Dave Casullo, and the foot in the door to the Leadership Development Institute of Raymour and Flannigan for future projects.

Additionally, I was the Teacher's Assistant for Dr. Amidon's Management in the Paper Industry. I was able to assist Dr. Amidon in administering a personality, skill set assessment test and actually stood in for him during a family illness helping students prepare for the final exam through tutoring and holding a review class.

I started the ball rolling with Dr. Germain in offering my assistance in his desire to have a graduate level Principles of Management class. I am thankful to Dr. Scott for promoting the idea of the Joachim Fellow assisting in the growth of Management class offerings for SUNY-ESF students while giving me the opportunity to develop myself and my teaching skills by working with Dr. Germain this coming Spring semester.