



**International Corrugated
Packaging Foundation**

**LONG-RANGE PLAN
to Address Key Workforce Issues
Identified as Important by ICPF's CorrAlliance Partners --
Key Leaders in the
Independent, Integrated and Supplier Sectors
of the Corrugated Packaging Industry**

ICPF – Our Mission is Your Future!

NOTE: The Boards of Directors of three separate organizations – the Association of Independent Corrugated Converters (AICC), the Fibre Box Association (FBA), and the International Corrugated Packaging Foundation (ICPF) have unanimously endorsed the Foundation’s new Long Range Plan.

INTRODUCTION

Led and supported by the industry it serves, the International Corrugated Packaging Foundation (ICPF) has pioneered the placement of corrugated equipment assets and instruction in schools to prepare students for industry careers. These placements, along with ICPF’s innovative satellite briefings to schools throughout North America, are elements of ICPF’s broader priority agenda. In it, ICPF seeks to enhance student understanding of the industry, its products and careers with the bottom line goal of attracting top talent into corrugated packaging.

What follows is the Long-Range Plan developed by the Foundation Board of Directors, in concert with its CorrAlliance Advisory Council and sponsoring industry associations – the Association of Independent Corrugated Converters (AICC) and the Fibre Box Association (FBA). It focuses on key workforce issues fundamental to the corrugated industry’s vitality and future competitive strength. ICPF’s CorrAlliance Advisory Council includes senior executives from among the large, multinational integrated forest and paper corporations, the independent box manufacturers and major suppliers to the corrugated industry who have met over the last two years to develop the basis for this Plan. In their shared commitment to ICPF, they demonstrate their belief that all sectors of the corrugated packaging industry benefit from a well-trained workforce that is skilled in “best practices” to ensure optimum productivity and profitability for the industry as a whole. This document serves as a roadmap for future projects targeted at varied educational institutions – from manufacturing academies and graphic arts schools to high schools, technical colleges and universities. It also serves as a tool for fostering continued program support from the industry ICPF serves.

The major initiatives are as follows:

#1. Attract bright, capable men and women into the corrugated industry.

As the baby boom generation begins its mass exodus into retirement, industries will vie for talented replacements to ensure an edge in an increasingly competitive global marketplace. Hampered by an image of an old industry producing old products, corrugated packaging must collectively “get in the face” of the next generation to prove its vibrancy and its value as a challenging career and great place to work. The industry must be “front and center” in recruiting at those schools that are graduating students with skills the industry needs. In turn, ICPF will do the “leg work” on these institutions to promote their value to industry stakeholders. Finally, ICPF will expand programs to expose more students to the corrugated industry, its product innovations and the many career opportunities available.

In pursuit of this initiative, ICPF will:

- **Identify and establish a working relationship with educational institutions in major corrugated markets** that teach skills the corrugated industry requires.
- + **Compile internship guidelines** from these educational institutions, develop the model of a successful internship program and promote to the industry.

- + **Identify a local or regional industry liaison** for each school to establish/strengthen the relationship, mentor the faculty, serve on their advisory boards and ensure the industry maintains a high profile with the administration and faculty.
- + **Close the loop on recruiting** by providing information on recruiting opportunities for full-time and internships at these educational institutions and communicate to the industry by all practical means.
- + **Devise metrics** to quantify the number of interns and graduates going into the corrugated industry and promote findings to industry stakeholders.
- + **Consider an asset placement and/or curriculum assistance** for these schools that meet the parameters for a successful program.
- **Expose students to the corrugated industry**, its full spectrum of innovative products and career opportunities.
 - + **Expand ICPF's live corrugated industry satellite briefings** to more schools and distribute the program on DVD to more educational institutions nationwide.
 - + **Develop a turn-key corrugated design competition** program for junior and senior high schools, community colleges, technical schools and manufacturing academies to encourage working with corrugated.
 - + **Develop a section on the ICPF web page** targeting a student audience to encourage interest in the industry and its careers and promote to educational institutions.
 - + **Develop a system for expanding plant tour** opportunities for students
 - + **Create a DVD to promote the industry** and its careers for industry use at Job Fairs and with local schools.
 - + **Develop** complimentary student registration packages to attend key industry events such as AICC, FBA and the SuperCorrExpo show.

#2. Expand ICPF technical education opportunities for students and industry through expanded asset placements in diverse geographic areas.

Hundreds of students and industry employees have developed and sharpened skills critical to the corrugated industry's success through educational opportunities provided by ICPF's corrugated equipment placements at schools in the US and Canada. In order to benefit more students and industry employees, ICPF seeks to expand technical education opportunities by increasing the acquisition and placement of corrugated equipment assets at educational institutions in diverse geographic areas. In turn, ICPF will develop written agreements with these institutions on the curriculum and the metrics for quantifying the number of interns and graduates in the corrugated industry.

In pursuit of this initiative, ICPF will:

- **Expand ICPF's "Send a CAD/CAM to College" Campaign** to place CAD software and sample tables in packaging schools and technical colleges to expose students to the value and versatility of corrugated while also building a strong structural design base for the industry.

- **Expand ICPF's placement of corrugated equipment assets** and related instruction to educational institutions in strategic geographic locations to build a talent resource for the corrugated industry where none now exists.
- **Develop metrics for quantifying the amount of training** being conducted on these ICPF assets.

#3. Strengthen corrugated education through specialized curriculum development and by establishing closer ties to educators.

A "department of corrugated packaging" in schools is but an elusive dream in the minds of industry executives searching for talent that meets their specific needs. ICPF's asset placements have helped to meet those needs for structural design skills and hands-on knowledge of direct printing on corrugated. ICPF will research skill set requirements for specific jobs that will serve as the basis for the development of curricula to accompany its asset placements and for use with other educational institutions. Further, it will establish an "Educator's Council" of key faculty to meet in collaboration with the ICPF Board at industry meetings to expose educators to the changing workforce needs of the industry. Finally, ICPF will develop complimentary faculty registration packages to bring professors to key industry meetings, exposing them to the people, products and trends affecting corrugated packaging now and into the future.

In pursuit of this initiative, ICPF will:

- **Research skill sets required** for key industry positions.
- **Fund the development of a turn-key structural design curriculum** based on skill sets the industry needs to either accompany CAD table placements for schools without a program or to enhance the current curriculum.
- **Fund the development of a turn-key flexographic printing curriculum** based on skill sets the industry needs to either accompany press placements for schools without a program or to enhance the current curriculum.
- **Establish an "Educator's Council"** of key faculty to meet in collaboration with the ICPF Board to exchange information on topics of mutual interest, to include ICPF's increased support of specific schools and how to meet the changing workforce needs of the industry.

CONCLUSION

Based upon the initiatives outlined for each focus area, ICPF will continue its endowment campaign that will concentrate on providing for future growth. ICPF has set a financial objective of \$15 million in endowment commitments. These commitments will augment the invaluable support that ICPF receives for its ongoing operational expenses from its sponsors: AICC, FBA and several industry donors. The permanent endowment will provide secure annual income to fund ICPF's work. Special project funds from corporations, grant-making foundations, and other partnering organizations may be sought to supplement the core endowment, according to the project agenda selected annually by ICPF's Board of Directors.