



**Mission:**

**The International Corrugated Packaging Foundation (ICPF) mission is to grow the labor force of the corrugated packaging industry now and into the future.**

**Strategic Initiatives:**

- Build partnerships at all levels of the education community to identify and attract students to the corrugated packaging industry. Connect box plants to schools in their communities.

Tactics to achieve initiative:

- Develop curriculum/lesson plans appropriate for different levels of education (universities, vocational/technical institutions, and high schools).
  - Develop personal relationships with targeted schools and establish defined metrics of school participation.
  - Rotate ICPF annual meetings at different participating schools to engage the Board with teachers and students.
  - Assist schools with the placement/donation of equipment and assets that further corrugated packaging industry curriculum.
  - Make sustainable packaging a larger focus in the curriculum and leverage work that’s been done by other organizations like NAM Creators Wanted, Skills USA and Project Learning Tree.
  - Utilize emerging leaders and younger corrugated industry employees as liaisons with the education community.
- Establish relationships with local organizations and governments to promote jobs for workers in the corrugated packaging industry.

Tactics to achieve initiative:

- Develop recruitment tools that speak to target audiences through social media and other smartphone applications.
  - Develop best practices for job fairs and other community recruitment programs.
  - Develop a recruitment video with plant employee testimonials.
- Conduct labor-related research to identify opportunities and programs that support recruiting professionals in the corrugated industry.

Tactics to achieve initiative:

- Use research projects as an opportunity to enhance school curriculum.
- Use research projects to identify skill levels within communities.
- Engage with organizations that support hiring of veterans.
- Provide training tools for recruitment professionals in plants.

- Generate metrics that track the effectiveness of recruitment programs.  
Tactics to achieve initiative:
  - Track the number of students entering the packaging industry by school.
  - Track starting salaries of packaging students entering the corrugated packaging industry.
  - Track starting salaries of packaging students taking jobs outside of the corrugated packaging industry.
  
- Manage an endowment fund that provides funding for recruitment and training efforts in the corrugated packaging industry.  
Tactics to achieve initiative:
  - Build a Board-approved annual budget that supports industry needs.
  - Outsource work to organizations that can timely meet needs at a lower cost and increased value.
  - Manage, refresh, and evolve programs that support the operating expenses of ICPF, such as the Holiday fund-raising event and Circle of Distinguished Leaders.
  
- Provide training and professional development opportunities to potential and existing employees.  
Tactics to achieve initiative:
  - Engage corrugated industry suppliers/manufacturers in training efforts at demo centers or hosted plants.
  - Identify and participate in apprenticeship training programs offered by state and local organizations.
  
- Leverage technology to automate, innovate and reinvent business processes to improve efficiency and connectivity with stakeholders.  
Tactics to achieve initiative:
  - Review current practices and identify opportunities for change.
  - Develop action items to improve process efficiencies.
  - Develop action items to improve connectivity with stakeholders.
  - Work with 3<sup>rd</sup> party vendors to achieve process improvements.

**Operating Principles:**

- Conduct all business and outreach activities of ICPF in a lawful and ethical manner.
- Be open and transparent with the ICPF Board in all actions of the foundation.
- Respect all individuals through diversity, equity, and inclusion in all programs.
- Recognize that the foundation exists for the purpose of supporting members of the corrugated packaging industry.
- Leverage the coordinated strengths of ICPF, AICC and FBA.