

# **Brian J. Greber**

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Bose, Idaho 83706  
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(208) 340-2112 (cell)  
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## **Education:**

### **B.S. Forest Management, West Virginia University, 1978**

Graduated Magna Cum Laude. Emphasis in statistics. Freshman year at Paul Smith's College, New York.

### **M.S. Forest Economics, West Virginia University, 1980**

Thesis: Technical change bias in the lumber and wood products industry. Emphasis on finance and economic analysis.

### **Ph.D. Forest Resource Economics, Virginia Polytechnic Inst. (Va Tech), 1983**

Dissertation: Development of a joint product, timber supply model. Emphasis on quantitative methods in economics and industrial engineering/operations research.

## **Professional Experience:**

### **2009 - Present: Boise State University, Idaho STAR, Achieved Visions™**

Director of BSU's Center for Business Research and Economic Development, and Adjunct faculty member teaching MBA courses.

Certified Motorcycle Safety Instructor (since 2011) for Idaho STAR's rider safety training program (STAR = Skills Training Advatage for Riders).

President of business providings services, products, and processes that improve organizational effectiveness and the achievement of well crafted strategies (in partnership with Leadership Management® , Inc.).

### **1993-2009: Weyerhaeuser Company**

#### **1/2009-10/2009: Vice President, iLevel Technology**

Lead centers of expertise in new product development, software development, manufacturing equipment design & prototyping, wood testing, wood science, wood design/codes, and fundamentals of wood processing for the corporation's building products segment (iLevel). Guide development of new products, processes, and software and provide fundamental R&D support, technology transfer, and technical service to marketing, sales, and operations. Manage budget of \$30-40 million and 200-250 employees. Serve as a member of the iLevel business lead team and the company Technology (R&D) lead team

#### **10/2006-1/2009: Vice President, iLevel Marketing & Technology**

As above, plus leadership of Brand, Segment, and Product marketing functions for iLevel. Accountable for strategies to drive end-to-end product and segment profitability for a \$6-8 billion business). Managed \$50 million budget and 280 employees. Merged Marketing & 3 Technology organizations together in 10/06-1/07. Legacy marketing contained many functions that were Technology focused (e.g., New Product Development,

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Software Development, structural engineering support functions). Led merger, reorganization, and splitting of Marketing & Technology organizations to enable high functioning and aligned “traditional Marketing” & Technology teams. In 1/2009, 51 Marketing Associates and their function were moved under leadership of VP of Sales.

### **9/2005-10/2006: Vice President, Strategic Product Management (Lumber Products)**

Develop and lead implementation of strategies that position softwood lumber products (internal and external) in the market place relative to the competition. Develop strategic guidelines for the product line, including pricing, promotion (new product introductions, spiffs, etc.), product placement, committed levels, and product training. Provide market intelligence and benchmarking to the organization to insure goals are appropriate and progress is on track. Accountable for trend financial performance for approximately 6.5 Billion BF of internally produced lumber products and 1 Billion BF+ of externally produced lumber (\$2+ billion in sales). Lead 4-person team. Boise, ID.

### **2/2001- 9/2005: Vice President, Sales and Marketing, Softwood Lumber, Veneer, and Plywood**

Provide strategic business leadership and manage the sales and marketing of up to 18 southern lumber mills and 8 plywood/veneer mills (approximately 3 Billion BF of lumber and 1.5 Billion SF of veneer/plywood generating aprox. \$1.5 billion in sales). Responsible for a \$5 million budget with a 50 person sales and marketing team. Successfully managed change through several mergers and business system and organizational changes. Actively involved in sector-wide strategic direction setting. Hot Springs, AR.

### **5/2000-2/2001: Sales and Marketing Manager: Remanufactured, Engineered, and Appearance Lumber Products**

Managed the sales and marketing of Southern truss and engineered lumber products, moulding, millwork, high and low grade industrial lumber, 4/4 boards, and specialty mill products (approximately 630 MMBF and \$175 million/yr. in sales). Focus on the strategic positioning of truss and industrial products. Led the development of a 10 person consultative sales force and promotion of differentiated products. Hot Springs, AR.

### **4/1997-5/2000: Product Development Manager, Industrial Wood Products**

Responsible for developing new markets for southern pine moulding, millwork, high and low grade industrial lumber, 4/4 boards, and contract mill products (approximately 380 MMBF and \$110 million/yr. in sales). Led a 6 person sales team. Active in association leadership to foster overall segment growth. Hot Springs, AR.

### **11/1993-4/1997: Manager, Raw Materials Industry Analysis (Marketing & Economic Research)**

Managed market analysis and forecasting for timber, logs, chips, and high grade lumber products within the Marketing and Economic Research group. Provided baseline market forecasts for company-wide strategic and tactical planning. Conducted detailed analyses for major capital projects and acquisitions. Conducted economic analysis and provided input on numerous strategic planning, government affairs, and special project teams (domestic and international). Federal Way, WA.

## **1985-1993: Oregon State University**

### **4/1991-11/1993: Associate Professor, Forest Products/Forest Resources**

### **12/1985-5/1988; 9/1989-4/1991: Assistant Professor, Forest Products/Forest Resources**

Taught Forest Products Market Forecasting, Economics of Forest Products Industries, Forest Products Marketing, Forest Industries Management, and Forest Policy. Researched impacts of changing forest policies on markets and the forest industry and communities of the PNW; and implications of technological change in the wood products industries. Chaired Ph.D. Preliminary Examination in Econometrics program. Advised public officials on resource management issues,

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including 2 governors of Oregon, the Secretary of State in Oregon, the Bush cabinet during the “God Squad” deliberations, USDA Forest Service, Fish and Wildlife Service, BLM, the President’s Council of Economic Advisors, and various Senate and Congressional Committees. Served as a panelist reviewing economic issues at President Clinton’s 1993 “Forest Summit” and served as Economics Team Leader on the President’s “Forest Planning Team.” Recognized for excellence in teaching, research, outreach, and ethics. Took 16 month leave to manage large manufacturing plant. Corvallis, OR

## **1988-1989: Contact Lumber**

### **5/1988-9/1989: Operations Scheduler**

Managed and scheduled day-to-day operations at the Clear Pine Mouldings facility (app. 400 employees). Responsible for raw materials planning, machine center scheduling, daily staffing decisions, coordinating sales and manufacturing activities, on-time shipments, managing inventories, and managing JIT sales programs. Prineville, OR

## **1980-1985: Virginia Polytechnic Institute and State University**

### **4/1983-12/1985: Assistant Professor, Forest Resources**

Taught Forest Economics, Forest Management, Timber Harvest Scheduling, and Computer Applications in Forestry. Researched new approaches to timber harvest scheduling, timber supply forecasting, and secondary wood products opportunities in Appalachian VA. Blacksburg, VA.

### **9/1980-4/1983: Research Assistant (Cunningham Research Fellow)**

Conducted research on improved approaches to forecasting timber supply in a multiple product, log market (plylogs, sawlogs, pulpwood, and fuelwood). In conjunction with Ph.D. studies. Blacksburg, VA.

## **1980: Agriland Associates**

### **5/1980-9/1980: Non-Industrial Landowner Consultant**

Appraised and marketed timber and drafted land management plans for non-industrial private landowners. Greenville, NC.

## **1977-1980: West Virginia University**

### **1/1979-5/1980: Graduate Research Assistant**

Conducted research on capital budgeting approaches used in forest industry and the economic implications of changing technologies on productivity within the lumber and wood products industry

### **6/1977-12/1978: Research Assistant**

Conducted research on mine land reclamation and runoff in West Virginia.

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### Continuing Education:

- Leadership Management Institute Executive Facilitation Certification. Waco, TX. 2010.** 3 months of training in leading executive audiences to success in structured workshops; certified “trainer of trainers.”
- Integrated Supply Chain Management – Class A Planning and Control. Federal Way, WA 2005.** Several weeks of Sales and Operations Planning training by Oliver Wight and Associates for Weyerhaeuser’s senior -level managers.
- Weyerhaeuser Leadership Institute. Vancouver, BC and Temecula, CA. 2002.** Several week intensive training for Weyerhaeuser’s upper and senior -level managers for enhanced leadership alignment and development.
- Management of Managers: Leadership, Change, and Renewal. Southern Methodist University, Cox School of Business, Dallas, TX, 2000.** 1 week training for upper-level managers for improving organizational performance.
- Other: Total Quality & Process Development, Management, and Improvement. Hot Springs, AR. 2004.**  
1 day training for Weyerhaeuser leadership in coaching for improving work processes.
- Leader’s Window. Hot Springs, AR. 2004.** 1 day training for Weyerhaeuser leadership in understanding how to use leadership styles to create effective group dynamics.
- Coaching for Performance. Hot Springs, AR. 2002.** 1 day training for Weyerhaeuser leadership in coaching for improved performance.
- The Seven Habits of Highly Effective People. Covey Leadership Center Trainers. Hot Springs, AR. 1997.** 2 day training for enhancing personal and professional effectiveness
- Safety:** 100’s of hour’s education on safety management.
- Value Propositions:** Several orientations to the development and use of value propositions in driving business results.
- Effective Personal Productivity:** LMI 2009. 6 week development in enhancing personal productivity.
- Sales Certification:** LMI 2010. 8 week development in enhancing personal productivity.
- Skills Safety Training Advantage for Riders (STAR) Instructor Certification. 2011.** Multiple month training in motorcycle safety instruction techniques and methods.

### Special Honors, Recognition, Service:

- Outstanding Alumnus, College of Natural Resources, Virginia Polytechnic Institute and State University 2003
- Economics Team Leader for President Clinton’s Forest Ecosystem Management Assessment Team. 1993.
- Panelist at President Clinton’s Forest Summit. 1993
- Advisor to the Endangered Species Committee, Cabinet Committee Convened to Address BLM Exemption Request for Activities Ruled to Jeopardize the Northern Spotted Owl. 1992.
- Team Leader, OSU Technical Review of 1992 BLM Draft Resource Management Plan - per Governor Roberts.
- Member of the Oregon Governor’s Council of Economic Advisors. 1992-1993
- Member of the Eugene Register Guard Board of Economists. 1991-1993
- Member, Oregon Forest Resource Trust Advisory Committee. 1993
- Advisor of the Nationally Selected Outstanding Student Chapter of the Society of American Foresters. 1992
- Aufderheide Award for Excellence in Teaching in the College of Forestry. 1992
- Oregon Society of American Foresters “Tough Tree” Award. Presented for adhering to outstanding professional ethics and standards in the face of adversity. 1992
- Dean’s Award for Outstanding Achievement. College of Forestry, Oregon State University. 1990
- Cunningham Fellow, Virginia Polytechnic Institute and State University, 1982-1983
- A.B. Massey Honorarium for “Superior Performance and Professionalism While a Graduate Student.” 1983
- Runner-up in the Alfred V. Bodine/Society of Manufacturing Engineers Award for Studies in Machine Tool Economics. For development of approaches to financial analysis for machine purchases. 1982

### Professional Association and Directorship Activity:

- President/Member of the Board of Directors, The ARC of Boise, 2010-present
- Member of Board of Directors, Southern Pine Inspection Bureau, 2005-2006.
- Member of Board of Directors, Treated Wood Council. 2002-2006.
- Member of SFPA Board of Directors. 2001-2002.
- Member/Chairman Virginia Tech Advisory Committee, Department of Wood Science and Forest Products. 1998-2002.
- Member of the Board of Directors, Wood Moulding & Millwork Producers Association. 1999-2002.
- Chairman of the Import/Export Committee, Wood Moulding & Millwork Producers Association. 1998-2002.
- Member of the Standards Committee, Wood Moulding & Millwork Producers Association. 1998-2000.
- Chairman of the Higher Education Committee, Southern Pine Council. 2000-2002.
- Member of the Treated Wood Committee, Southern Pine Council. 2001-2005.

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Member of the Industrial Committee, Southern Pine Council. 1997-2005.  
Member of the Export Committee, Southern Pine Council. 1998-2005.  
Southern Lumber Business Representative at National Wood Pallet & Container Association. 1998-2001.  
Southern Lumber Business Representative at National Sash and Door Jobbers Association. 1997-2001.  
Secretary of the Willamette Valley Chapter of the Forest Products Research Society. 1992-1993.  
Student Chapter Advisor, Society of American Foresters. 1991-1993.  
Vice Chairman, Research Technical Committee, Forest Resources Systems Institute. 1984-1987.  
Technical Reviewer for Numerous Technical Publications. 1983-present.  
Member, Xi Sigma Pi – Forestry Honorary  
Member, Phi Kappa Phi – Academic Honorary

## Courses Taught:

Boise State: MBA514 –Economic Theory & Analysis  
CTU OnLine MGM365 – Legal and Ethical Environment of Business  
ESS620 – Sustainable Operations  
ESS610 – Implementing the Triple Bottom Line  
Oregon State: F435 - Forest Economics and Regulation II  
F555 - Market Structure and Prices in Forestry  
F515 - Forest Policy Analysis  
F557 - Harvest Scheduling Development and Analysis  
F532 - Silviculture Institute: Economics Module  
FP453 - Forest Products Merchandising  
F407H - Timber Industries Management  
Virginia Tech: F5980 - Quantitative Approaches to Forest Management  
F5503 - Advanced Forest Resource Management and Economics III  
F4980 - Mathematical Programming Applications in Forest Resource Management  
F4100 - Computer Applications in Forestry

## Refereed Publications:

Laroze, A.J. and B.J. Greber. 1997. Using tabu-search to generate stand-level, rule-based bucking patterns. *Forest Science*. 43(2): 157-169  
Lee, J.Y. and B.J. Greber. 1996. An econometric analysis of the U.S. wood window and door market. *Forest Products Journal*. 46(3):23-26.  
Haeussler, S., J.C. Tappeiner II, and B.J. Greber. 1995. Germination, survival, and early growth of red alder seedlings in the central Coast Range of Oregon. *Canadian Journal of Forestry Research*. 25(10):1639-1651.  
Greber, B.J. 1994. Economic assessment of FEMAT options. *Journal of Forestry*. 92(4):36-40.  
Greber, B.J., R. Haynes, and C. Swanson. 1993. Economic evaluation of options. *Forest ecosystem management: an ecological, economic, and social assessment. Report of the Forest Ecosystem Management Assessment Team (FEMAT). Joint publication of USDA, USDC, USDI, and EPA.* p. VI.1-VI.45.  
Kingslien, H. and B. J. Greber. 1993. Wood remanufacturing: growth trends and selected characteristics identify opportunities. *For. Products J.* 43(6):29-34.  
Greber, B. J. 1993. Impacts of technological change on employment in the timber industries of the Pacific Northwest. *West J. Appl. For.* 8(1): 34-37.  
Greber, B. J. 1992. Assessment of the BLM exemption request for sales ruled to jeopardize the northern spotted owl, including a statement of conclusions by Tom Walsh, Oregon representative on the Endangered Species Committee. *Forest Research Laboratory, Oregon State University, Corvallis. Papers in Forest Policy 2.* 24 p. #1019.  
Greber, B. J. 1991. An overview of forest resource industries and the economy of the owl impact region of the Pacific Northwest. Report prepared for U.S. Fish and Wildlife Service in conjunction with designation of critical habitat. *Forest Research Laboratory, Oregon State University, Corvallis. Papers in Forest Policy 2.* 45 p.  
Alexander, S. and B. J. Greber. 1991. Environmental ramifications of various materials used in construction and manufacture in the United States. *U.S.D.A. Forest Service, PNW-Research Station. Portland, OR. General Technical Report PNW-GTR-277.* 21 p.  
Greber, B. J. and K. N. Johnson. 1991. What's all the debate about overcutting? *Journal of Forestry* 89(11): 25-30.

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- Alexander, S. and B. J. Greber. 1990. Environmental effects of rising timber prices. *In An Analysis of the Timber Situation in the United States: 1989-2040*. U.S.D.A. Forest Service. Rocky Mountain Forest and Range Experiment Station. General Technical Report. RM-199. p. 189-190.
- Greber, B. J., K. N. Johnson, and G. Lettman. 1990. Conservation plans for the northern spotted owl and other forest management proposals in Oregon: the economics of changing timber availability. Forest Research Laboratory, Oregon State University, Corvallis. Papers in Forest Policy 1. 50 p.
- Johnson, K. N., J. Beuter, B. Greber, G. Lettman, and J. Sessions. 1990. Timber for Oregon's Tomorrow: The 1989 Update, western Oregon. *In Timber for Oregon's Tomorrow: The 1989 Update*. Oregon State University. Special Publication. pp. 23-60, 71-121.
- Greber, B. J. 1990. Timber for Oregon's Tomorrow: The 1989 Update, Economic Impact. *In Timber for Oregon's Tomorrow: The 1989 Update*, J. Session, coordinator. Forest Research Laboratory, Oregon State University. Special Publication. pp. 61-70,
- Hackworth, K. and B. Greber. 1988. Timber-derived revenues: Importance to local governments in Oregon (Fiscal years 1982-83 through 1986-87). For. Res. Lab., Oregon State Univ. Special Pub. 17. 20 pp.
- Greber, B. J. 1987. Transactions evidence: prospects and caveats. USDA Forest Service Rocky Mountain Forest and Range Experiment Station Research Unit Rm-4851, 4252-2-9.
- Kaiser, H. F., B. J. Greber, R. Guldin, R. Davis, D. Witter, B. Teels, L. Lee, R. Randall. 1987. Estimating prices for access to opportunities for hunting, fishing, and viewing wildlife on public and private lands. Final Report of Natural Resources and Environment Steering Committee on Wildlife and Fish Access Prices. USDA Miscellaneous Publication 26 p.
- Klemperer, W. D. and B. J. Greber. 1986. Economics of buying versus leasing timberlands. *South.J. Appl. For.*10:211-214.
- Greber, B. J. and H. D. Smith. 1986. An analysis of multiple product merchandising strategies for loblolly pine stumpage. *South. J. Appl. For.* 10: 137-141.
- Ghandforoush, P. and B. J. Greber. 1986. Solving allocation and scheduling problems inherent in forest resource management using mixed integer programming. *Comput. & Ops. Res.* Vol. 13(5): 551-562.
- Greber, B. J. and H. W. Wisdom. 1985. A timber market model for analyzing roundwood product interdependencies. *For. Sci.* 31(1): 164-179.
- Greber, B. J. and H. W. Wisdom. 1985. The impacts of increased fuelwood demand on other forest product markets. *For. Products J.* 35(4): 55-61.
- Mateis, R.L., H.E. Burkhart, B.J. Greber, and E.E. Watson. 1984. A comparison of approaches for predicting multiple-product yields from weight-scaling data. *Forest Science.* 30(4): 991-998.
- Greber, B.J. and D.E. White. 1983. Review to Comment by Jeffrey C. Stier on Technical change and productivity growth in the lumber and wood products industry. *Forest Science.*29(4):844-846.
- Greber, B.J. and D.E. White. 1982. Technical change and productivity growth in the lumber and wood products industry. *Forest Science.*28(1):135-147.

## Other Publications:

- Greber, B.J. 1999. Southern pine: in search of market share. *Crow's.* 15(9):23-24.
- Greber, B.J. 1998. Breaking the mold: southern pine reemerges as a preferred appearance product. *Building Products Digest.* 17(6):10-11.
- Greber, B.J. 1998. Southern pine reemerges as a preferred appearance product. *Merchant Magazine.* August. 1998. P. 10.
- Greber, B. J. 1993. Book Review — Forest products marketing by Steve Sinclair, McGraw-Hill. *Wood and Fiber Science.*
- Greber, B. J. 1993. Review comments — State-of-the-art economic modeling of forest ecosystem productivity, considering both commodity and non-commodity resources, ecosystem sustainability, and diversity, and changing social values over time. *Modeling Sustainable Forest Ecosystems.* Proceedings of a Conference in Washington, D.C. Nov. 18-20, 1992. D.C. LeMaster, R. Sedjo, and S. A. Balestreri, eds. Published by American Forests.p. 127-130.
- Greber, B. J. 1992. Small woodland owners can find niche in future forest product markets. p. 16-17 *In: Northwest Woodland (Winter).*
- Greber, B. J. 1992. Forest products market outlook. *In: Pacific Northwest Agricultural Outlook.*
- Lettman, G. and B. Greber. 1990. Timber famine in the nation's woodbasket? *Oregon Labor Trends.* State of Oregon, Employment Division, Department of Human Resources. July 1990. p. 5-7. 145-152, 175-183.
- Sessions, J., J. Beuter, B. Greber, K. N. Johnson, and G. Lettman. 1989. Timber for Oregon's tomorrow: The 1989 update. *In Oregon's Forestry Outlook: An Uncertain Future, The 1989 Starker Lectures.* College of Forestry, Oregon State University, Corvallis. p. 27-35.

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- Hackworth, K. and B. Greber. 1988. Timber-derived revenues: importance to local governments. *In* Assessment of Oregon's Forests. G. Lettman, ed. Oregon State Department of Forestry, Salem. p. 205-226.
- Lawrence, G., Jr. and B. J. Greber. 1987. Modeling forestry investment behavior: an application of sample censoring to two-stage decision processes. Final report submitted to Southern Forest Experiment Station.
- Greber, B. J. 1987. In Control! Tutorial on project management. Westminster Software, Mountain View, CA. 133 p.
- Cooney, T. M. and B. J. Greber. 1985. Operational planning on the microcomputer. *J. For.* 83(3): 468-469, 506.
- Greber, B. J. 1985. Project management: an introduction to project planning and control technique, and applications in forest management. *The Compiler.* 3(3): 4-9.
- Massey, J. G., B. J. Greber, and T. M. Cooney, eds. 1985. Software solutions: Proceedings, Computer Symposium, Software Fair, and second annual meeting of the Forest Resources System Institute. April 21-24, 1985. Clarksville, Indiana. 228 pp.
- Greber, B. J. 1985. The role of the microcomputer in timber harvest scheduling. Proceedings, Annual Meeting of the Forest Resources Systems Institute. April 21-24, 1985, Clarksville, Indiana. pp. 10-17.
- Klemperer, W. D. and B. J. Greber. 1985. The buy versus lease decision for timberlands. Proceedings, Southern Forest Economists Workshop. March 1985, Athens, Georgia. pp. 125-132.
- Greber, B. J. 1985. Managing with harvest scheduling systems. Proceedings, Southern Forestry Symposium. November 1985, Atlanta, Georgia. pp. 146-152.