



The Beyster Symposium

June 23-25, 2013

This meeting gathers the scholars of the School of Management and Labor Relations' Fellowship Program, the J. Robert Beyster Fellows, the Louis O. Kelso Fellows, the Accurate Equity Fellows, the Adam Blumental Fellow, the Blue Wolf Capital Fellows, the Joseph Cabral Fellow, the Ray Carey Fellow, the Fidelity Investments Fellows in Equity Compensation, the Michael W. Huber Fellows, the Kevin Ruble Fellow, the Q.A. Shaw McKean Jr. Fellows, the Bill Nobles Fellows, the Corey Rosen Fellows, the Rutgers Research Fellows, the Rutgers Faculty Fellows and Mentors, and the Robert W. Smiley Jr. Fellows in Economic History in order to discuss their work with colleagues from around the nation and the world. The Beyster Symposium is supported by a generous gift of Mary Ann Beyster and J. Robert Beyster of the Foundation for Enterprise Development with additional support from the Employee Ownership Foundation, the Kelso Institute, John Menke of Menke and Associates, and the Beyster Endowment of the Fellowship Program at Rutgers University.

Purpose of the Beyster Symposium

The purpose of the symposium is to encourage feedback, consultation, and collaboration between researchers studying the role of broad-based employee ownership and profit-sharing in the corporation, for the individual, and in the society of the United States. Fellows are encouraged to approach each other for feedback and exchange ideas on their research. The schedule includes unscheduled time during the day and in the evenings for one-on-one and small group meetings.

Now, through the collaboration of many individuals and foundations, there are more than 80 fellows affiliated with the Fellowship Program at Rutgers University's School of Management and Labor Relations (SMLR). In order to facilitate dialog among a growing number of scholars, every fellow will have the opportunity to present or summarize an ongoing piece of work. Both chairs and discussants are encouraged to briefly mention their current work.

Sunday, June 23, 2013

5:00-7:00 p.m.

Informal Welcome

Location: La Sala Lobby Lounge
First Floor La Valencia Hotel
1132 Prospect Street, La Jolla

This is a no-host event, so participants may meet informally in small groups for dinner in the hotel and in the community according to their own schedules.

Monday, June 24, 2013

7:30 a.m. – 8:00 a.m.

Breakfast

Location: Verandah Room, La Valencia Hotel

8:00 a.m. – 8:15 a.m.

Brief Introductions

Mary Ann Beyster, President, Foundation for Enterprise Development

Michael Keeling, President, Employee Ownership Foundation

Susan J. Schurman, Dean, Rutgers University School of Management and Labor Relations

Joseph Blasi, Director, Fellowship Program and J. Robert Beyster Professor, Rutgers University School of Management and Labor Relations

8:15 a.m. – 10:30 a.m.

First Panel

Location: Verandah Room, La Valencia Hotel

Chair: Jed DeVaro, J. Robert Beyster Fellow, Rutgers University SMLR. DeVaro is the Wang Family Professor in management and economics at the California State University at East Bay College of Business and Economics with a doctorate in economics from Stanford University.

Money Left on the Table: An Analysis of Participation in Employee Stock Purchase Plans.

Ilona Babenko, J. Robert Beyster Fellow and Fidelity Investments Fellow in Equity Compensation, Rutgers University SMLR. She is an assistant professor of finance at the Arizona State University Carey School of Business with a doctorate in economics from the University of California at Berkeley. With Rik Sen of Hong Kong University of Science and Technology, 20 minutes.

Respondent: Jed DeVaro, J. Robert Beyster Fellow, 10 minutes.

Employee Bargaining Power, Inter-Firm Competition, and Equity-Based Compensation.

Francesco Bova, Louis O. Kelso Fellow and Accurate Equity Fellow, Rutgers University SMLR. He is an assistant professor of accounting at the University of Toronto Rotman School of Management with a doctorate in accounting from Yale University, 20 minutes.

Respondent: Laura Lindsey, J. Robert Beyster Fellow, Rutgers University SMLR. She is an associate professor of finance at the Arizona State University Carey School of Business with a doctorate in economics from Stanford University, 10 minutes.

Trends and Drivers in Broad-based Equity Compensation

Guest Speaker: Joan Bloom

Bloom is the Senior Vice President of Fidelity Investments Stock Plan Services Division of Boston, Massachusetts, 20 minutes.

Upcoming Research:

Will Gerken, J. Robert Beyster Fellow, Rutgers University SMLR. He is an assistant professor of finance at the University of Kentucky with a doctorate in finance from Michigan State University, **Hedge Fund Activism, Corporate Governance, and Employee Treatment.**

Michael Bikard, J. Robert Beyster Fellow, Rutgers University SMLR. He will be an assistant professor of strategy and entrepreneurship at the London Business School in the fall of 2013 and has a doctorate in Technological Innovation, Entrepreneurship and Strategy Program at the MIT Sloan School of Management, **Scientific Discoveries, Subsequent Technological Innovation and Shared Capitalism.**

10:30 a.m. – 10:45 a.m.

Break and Refreshments

10:45 a.m. – 1:00 p.m.

Second Panel

Location: Verandah Room, La Valencia Hotel

Chair: Molly Noble, Louis O. Kelso Fellow, Rutgers University SMLR. She is a Ph.D. candidate in sociology at the University of Wisconsin in Madison.

Deferred Compensation Plan Characteristics and Voluntary Employee Turnover.

Marshall Vance, Blue Wolf Capital Fellow, Rutgers University SMLR. He is an instructor in accounting at the University of Southern California Marshall School of Business with a doctorate in accounting from the Wharton School of Business of the University of Pennsylvania, 20 minutes.

Respondent: Erik Olsen, Joseph Cabral Distinguished Scholar and Fellow and Louis O. Kelso Fellow. He is an associate professor of economics at the University of Missouri in Kansas City with a doctorate in economics from the University of Massachusetts at Amherst, 10 minutes.

An Analysis of The U.S. Department of Labor ERISA Litigation, 2002-2012: Lessons for a Discourse on Responsibilities of ESOP Fiduciaries.

Kyle Farmbry, Louis O. Kelso Fellow, Rutgers University, SMLR. He is an associate professor in public affairs and administration at the Rutgers University School of Public Affairs and Administration at Newark and Associate Dean of the School with a doctorate in philosophy from George Washington University and a J.D. from the Rutgers University School of Law, 20 minutes.

Respondent: Tony Matthews, Director, Beyster Institute, Rady School of Business, University of California at San Diego, 10 minutes.

The Debt-worthiness of ESOP Acquisition Loans.

Jacquelyn Yates, Louis O. Kelso Fellow, Rutgers University, SMLR. She is a professor emeritus in political science at Kent State University and a member of the staff of the Ohio Employee Ownership Center with a doctorate in political science from the University of Pittsburgh, 20 minutes.

Respondent: Francesco Bova, Louis O. Kelso Fellow and Accurate Equity Fellow, Rutgers University SMLR, 10 minutes.

Upcoming Research:

Tricia McTague, Louis O. Kelso Fellow, Rutgers University, SMLR. She is an assistant professor in sociology at Eastern Michigan University with a doctorate in sociology from Northern Carolina State University.

An Analysis of the Experience of Workers in Seventy-five ESOP Union Supermarkets.

Trevor Young-Hyman, Louis O. Kelso Fellow, Rutgers University SMLR. He is a doctoral candidate in sociology at the University of Wisconsin at Madison.

Worker Ownership, ESOPs, and Innovation in Automated Manufacturing in the Midwestern United States.

1:00 p.m. – 2:00 p.m.

Lunch (boxed lunches will be distributed)

Location: Verandah Room, La Valencia Hotel

Participants will be directed to the beach nearby and may select a comfortable location for lunch outside the hotel within the vicinity for an unstructured lunch.

2:00 p.m. – 4:00 p.m.

Third Panel

Two Concurrent Sessions

Session A.

Location: Verandah Room, La Valencia Hotel

Chair: Joan Meyers, Michael W. Huber Fellow, Rutgers University SMLR. She is a post-doctoral associate in labor studies and employment relations at the Rutgers University School of Management and Labor Relations and will be a visiting assistant professor in sociology at the University of the Pacific in 2013-2014. She has a doctorate in sociology from the University of California at Davis.

A Midwestern Movement for Union Worker Coops.

Ariana Levinson, Michael W. Huber Fellow and Corey Rosen Fellow, Rutgers University SMLR. She is an assistant professor in the Louis D. Brandeis School of Law at the University of Louisville with a J.D. from the University of Michigan Law School, 20 minutes.

Respondent: Minsun Ji, J. Robert Beyster Fellow, Rutgers University SMLR. She is a Ph.D. candidate at the Josef Korbel School of International Studies at the University of Denver, 10 minutes.

The Relative Survival of Worker Cooperatives and Barriers to Their Creation.

Erik Olsen, Joseph Cabral Distinguished Scholar and Fellow and Louis O. Kelso Fellow, Rutgers University SMLR, 20 minutes.

Respondent: Christopher Michael, Q. A. Shaw McKean Jr. Fellow, Rutgers University SMLR. He is a Ph.D. candidate in politics at the City University of New York and a J.D. candidate at the City University of New York Law School, 10 minutes.

Worker Ownership and Land Speculation in the Campus, Legislature, and the Economic Theory of Leland Stanford, 1878-1891.

Richard Simpson, Louis O. Kelso Fellow, Rutgers University SMLR. He is a lecturer in writing in the College of Arts and Sciences of the University of Miami with a doctorate in modern thought and literature from Stanford University, 20 minutes.

Respondent: Stephen Adams, the Robert W. Smiley Jr. Economic History Fellow, Rutgers University SMLR. He is an associate professor of management the Franklin P. Perdue School of Business at Salisbury University with a doctorate in history from The Johns Hopkins University, 10 minutes.

Upcoming Research:

Alfredo Carlos, Q. A. Shaw McKean Jr. Fellow, Rutgers University SMLR. He is a Ph.D. candidate in political science at the University of California at Irvine.

Study of the Women's Action to Gain Economic Security Group (WAGES) in Oakland, California.

Mark Kaswan, Michael W. Huber Fellow and J. Robert Beyster Fellow, Rutgers University SMLR. Kaswan is an assistant professor of political science at the University of Texas at Brownsville with a doctorate in political science from UCLA.

Cooperatives and Democratic Theory.

Session B.

Location: Galleria Room, La Valencia Hotel

Chair: Daphne Berry, J. Robert Beyster Fellow, Rutgers University, SMLR. She is an assistant professor of management in the Barney School of Business at the University of Hartford with a doctorate in management and organization studies from the University of Massachusetts at Amherst.

Profit Sharing in Repeated Interactions.

Michal Goldberg, Adam Blumenthal Fellow, Rutgers University SMLR. She is a post-doctoral fellow in social and decision sciences at Dietrich College of Carnegie-Mellon University with a doctorate in economics from New York University, 20 minutes.

Respondent: Phil Melizzo, Louis O. Kelso Fellow, Rutgers University SMLR. He is an assistant professor of economics at the College of Wooster and has a doctorate in economics from the University of Massachusetts at Amherst, 10 minutes.

Family-Controlled Firms and Employee Participation Programs: A Look at Employee Involvement Practices and Cash Profit Sharing.

Frank Mullins, the Bill Nobles Fellow, Rutgers University SMLR. He is an assistant professor of management at North Carolina A&T State University with a doctorate in human resource management from Syracuse University, 20 minutes.

Discussant: Peter Thompson, Louis O. Kelso Fellow, Rutgers University SMLR. He is an assistant clinical professor in the College of Business Administration at the University of Illinois at Chicago with a doctorate in business administration from the University of Illinois at Chicago, 10 minutes.

Profit Sharing and Workplace Productivity: Does Teamwork Play a Role?

Richard Long, Rutgers Research Fellow, Rutgers University SMLR. He is a professor and head of the department of human resources and organizational behavior and the Hanlon Scholar in International Business at the University of Saskatchewan with a doctorate from the School of Industrial and Labor Relations at Cornell University, 10 minutes.

Tony Fang, J. Robert Beyster Fellow, Rutgers University SMLR. He is an associate professor of human resource management at the Asper School of Business at the University of Manitoba and research associate with the Centre for Industrial Relations and Human Resources Management at University of Toronto with a Ph.D. in industrial relations and human resource management from the University of Toronto, 10 minutes.

Respondent: Andrew Pendleton, Rutgers Faculty Mentor, Rutgers University SMLR. He is a professor of human resource management at the University of York Management School with a doctorate in social science from the University of Bath, 10 minutes.

Upcoming Research:

Stephen Wagner, Louis O. Kelso Fellow. (Rutgers SMLR). He is an assistant professor in psychology at Governors State University with a doctorate in organizational and industrial psychology from Northern Illinois University.

Employee Ownership, Economic Recession, and Mental Health: Examining Longitudinal Data.

Vernon Woodley. Rutgers Research Fellow, Rutgers University SMLR. He is an assistant professor in sociology and anthropology at Eastern Illinois University with a doctorate in sociology from the University of Iowa.

Executives' Reasons for Starting ESOPs and Network Ties to Other ESOPs and Non-ESOP Firms.

4:00 p.m. – 4:15 p.m. Break and Refreshments

4:15 p.m. – 6:00 p.m. Informal Mentoring Conversations and Walks
Location: Garden and Pool Level and Surroundings

A number of practitioners will be available during this period in order to explore the real-world application of the research and related policy questions in one-one-one meetings and small circles.

Fellows working on the Great Place to Work dataset may consult with Amy Lyman, Rutgers Research Fellow, Rutgers University SMLR. She is the co-founder of The Great Place to Work Institute in San Francisco that has conducted the research to produce the 100 Best Company to Work For in America list and has served as the Institute's Research Director. She received a Ph.D. from the University of Pennsylvania in the education, culture, and society program.

6:30 p.m. Dinner
Location: Alfonso's Mexican Restaurant
1251 Prospect Street, La Jolla (one block from hotel)

8:00 a.m.

Breakfast

Location: Verandah Room, La Valencia Hotel

8:30 a.m. – 10:15 a.m.

First Panel

Location: Verandah Room, La Valencia Hotel

Chair: Christopher Mackin, Ray Carey Fellow. He is an adjunct lecturer in labor studies and employment relations at the Rutgers University School of Management and Labor Relations and a core faculty member in Harvard University's Trade Union Program at the Harvard Law School with a doctorate in human development from the Harvard Graduate School of Education.

Rights Inalienable Even With Consent: With Applications to Self-sale Contracts, Non-Democratic Constitutions, and Employment Contract

David Ellerman, Rutgers Research Fellow and Mentor, Rutgers University SMLR. Ellerman is a visiting scholar at the University of California in Riverside and a fellow of the Center on Global Justice at University of California at San Diego with a doctorate in Mathematics from Boston University, 20 minutes.

Rawls and Property-Owning Democracy.

Tom Malleson, Louis O. Kelso Fellow, Rutgers University SMLR. He is a lecturer in political science at the University of Toronto with a doctorate in political theory from the University of Toronto, 20 minutes.

Session Respondent: Scott Borowiak, Q. Shaw McKean Jr. Fellow, Rutgers University SMLR. He is an associate professor and chair of political science at Haverford College with a doctorate from Duke University in political science, 20 minutes.

Upcoming Research:

Andrew Scott Waugh, Q. A. Shaw McKean Jr. Fellow, Rutgers University SMLR.

The Political Contribution Behavior of Actors Associated with Employee Ownership in the United States.

10:15 a.m. – 10:30 a.m.

Break and Refreshments

10:30 a.m. – 12:30 p.m.

Second Panel

Location: Verandah Room, La Valencia Hotel

Chair: Ryan Hammond, Louis O. Kelso Fellow, Rutgers University SMLR. He is an assistant professor at the SKK University International Business School with a doctorate in management from the Institute for Work and Employment Research at MIT Sloan School of Management.

SRC Holdings: Entering Its Fourth Decade, An ESOP Case Study.

Frank Shipper, Kevin E. Ruble Fellow and Louis O. Kelso Fellow, Rutgers University SMLR. He is a professor of management at the Franklin P. Perdue School of Business at Salisbury University with an M.B.A. and a doctorate from the David Eccles School of Business at the University of Utah, 20 minutes.

Discussant: Peter Thompson, Louis O. Kelso Fellow, Rutgers University SMLR. He is an assistant clinical professor at the College of Business Administration at the University of Illinois at Chicago with a doctorate in business administration from the University of Illinois in Chicago, 10 minutes.

Does Employee Ownership Affect Attitudes and Behaviors? Selection, Status, and Size of Stake.

Dan Weltmann, Corey Rosen Fellow, Rutgers University SMLR. He is a Ph.D. candidate in industrial relations and human resource management at the School of Management and Labor Relation at Rutgers University, 20 minutes.

Douglas Kruse, J. Robert Beyster Faculty Fellow. Kruse is a professor of human resource management and labor and employment relations at the School of Management Relations at Rutgers University and director of the doctoral program.

Joseph Blasi, J. Robert Beyster Professor, Rutgers University SMLR

Respondent: Edward Carberry, J. Robert Beyster Fellow and Blue Wolf Capital Fellow, Rutgers University SMLR. He is an assistant professor of management in the College of Management at the University of Massachusetts in Boston with a doctorate in sociology from Cornell University, 10 minutes.

Firms' Foundations for Democracy? Ownership, Control, and Worker Power in Advanced Capitalism

Sanjay Pinto, Louis O. Kelso Fellow, Rutgers University SMLR. He is a post-doctoral research scholar in the Committee on Global Thought at Columbia University with a M.Sc. in development studies from the London School of Economics and a doctorate in sociology and social policy from Harvard University, 20 minutes.

Discussant: Trevor Young-Hyman, Louis O. Kelso Fellow, Rutgers University SMLR, 10 minutes.

Upcoming Research:

Matthew Thomas, Corey Rosen Fellow, Rutgers University SMLR.

Geographic Distribution and Information Map of ESOPs in the U.S.

Sally Sledge, J. Robert Beyster Fellow, Rutgers University SMLR. She is an associate professor at the School of Business of Norfolk State University with a doctorate in international business and strategic management from Old Dominion University.

How The Employee Ownership 100 Incorporate Ethics Into Their Business Operations.

12:30 p.m. – 1:30 p.m.

Lunch (boxed lunches will be distributed)

Location: Verandah Room, La Valencia Hotel

Participants will be directed to the beach nearby and may select a comfortable location for lunch outside the hotel within the vicinity for an unstructured lunch.

1:30 p.m. – 3:00 p.m.

Third Panel

Two Concurrent Sessions

Session A.

Location: Verandah Room, La Valencia Hotel.

Chair: Bonnie Richley, J. Robert Beyster Fellow, Rutgers University SMLR. She is an assistant professor in organizational behavior at the Weatherford School of Management of Case Western Reserve University with a doctorate in organizational behavior from Case Western Reserve University.

We The Owners: Employees Expanding the American Dream.

Producer: The Foundation for Enterprise Development. Executive Producer: Mary Ann Beyster. Associate Producer: Bianca Lipshitz.

Production Company: Passage Productions. Director: David Romero. Director of Photography: Michael Romero.

Producer: Gulliver Parascandolo. Editor: Vanessa Robbins.

The film explores a number of research issues: the strengths and challenges of different ownership models, workplace democracy and individual autonomy and responsibility, open book management and transparency, the role of leadership and hierarchy in high involvement work cultures, and the role of these issues in founding a company, expansion, succession, recruitment, and layoffs. The film will be featured at the Academy of Management in August of 2013 as part of a discussion of educational approaches by researchers.

Session B.

Location: Galleria Room, La Valencia Hotel

Chair: Douglas Kruse, J. Robert Beyster Faculty Fellow, Rutgers University SMLR

The Change Process of Implementation of Gainsharing in a Retailing Company.

Nienchi Liu, Rutgers Research Fellow, Rutgers University SMLR. She is a professor and director of the Graduate Institute of Human Resource Management at the National Central University in Taiwan with a doctorate in human Resources and industrial relations from the University of Minnesota at Twin Cities, 20 minutes.

Discussant: Ash Prasad, Louis O. Kelso Fellow, Rutgers University SMLR. He is a lecturer at the Australian School of Business with a doctorate in organizational behavior and industrial relations from the Schulich School of Business at York University in Toronto, 10 minutes.

On the Role of Labor in Corporate Governance: Employee Shareholders' Organizational Identification and their Voting Behavior in Support or Opposition to Management.

Katerina Sikivica, Visiting Scholar, Wharton School of the University of Pennsylvania for 2012-2013. Sikivica is a researcher in residence at the Institute of Organization and Management of the University of Zurich and a senior research associate at the Center for Basic Organizational Research at Ludwig Maximilians University in Munich. She has a doctorate in international management from the University of St. Gallen, 20 minutes.

Discussant: Adam Cobb, Louis O. Kelso Fellow, Rutgers University SMLR. He is an assistant professor at the University of Pennsylvania Wharton School and has a doctorate in management and organizations from the University of Michigan, 10 minutes.

Upcoming Research:

Anne-Laure Winkler, American Coalition of Stock Plan Administrators Fellow, Rutgers University 's School of Management and Labor Relations (SMLR). She is a doctoral candidate in industrial relations and human resource management at Rutgers SMLR. Beginning in September 2013, she will be an assistant professor at the Zicklin School of Business of Baruch College in the City University of New York.

Research on Equity Plans and Corporate Social Responsibility.

3:00 p.m. – 3:15 p.m. Break and Refreshments

3:15 p.m. Group Photo
Location: Terrace Outside the Verandah Room

3:15 p.m. – 6:00 p.m. Informal Mentoring Conversations and Walks
Location: Garden and Pool Level and Surroundings

6:00 p.m. – 7:00 p.m. Reception
Location: Verandah Room, La Valencia Hotel

A number of practitioners will be available during this period in order to explore the real-world application of the research and related policy questions in one-one-one meetings and small circles.

7:00 p.m. – 9:00 p.m. Dinner and Presentation of Fellowship Tombstones
Location: Verandah Room, La Valencia Hotel

Wednesday, June 26, 2013

8:00 a.m. – 11:00 a.m. Optional Informal Discussion
Location: The Great Room, Foundation for Enterprise Development
1241 Cave Street (approximately four blocks from the hotel)

The Beyster Fellows Symposium

The Beyster Fellows Symposium, which is held once a year, is for emerging and experienced scholars who are members of the Fellowship Program at Rutgers University's School of Management Relations to study broad-based employee ownership and profit sharing. The symposium is supported annually by Mary Ann Beyster, Dr. J. Robert Beyster, and the Foundation for Enterprise Development with additional assistance from the Employee Ownership Foundation, a generous gift of John Menke of Menke and Associates, the Kelso Institute, the Beyster Endowment of the Fellowship Program at Rutgers, and other donors. For more information and the announcement of new and continuing fellowships: smlr.rutgers.edu/research-and-centers/fellowship-programs.

Support For The Fellowship Program

The J. Robert Beyster Professorships and Fellowships, along with several Rutgers Research Fellowships, were made possible through a gift of the Foundation for Enterprise Development by J. Robert Beyster and Mary Ann Beyster and the Beyster Endowment at Rutgers University's School of Management and Labor Relations. The Louis O. Kelso Fellowships and several Rutgers Research Fellowships were made possible through a gift of the Employee Ownership Foundation. The Accurate Equity Fellowship is made possible through a gift of Accurate Equity. The Adam Blumenthal Fellowship was made possible through a gift of Adam Blumenthal and Lynn Feasley. The Blue Wolf Capital Fellowship was made possible through a gift of Blue Wolf Capital Management and Adam Blumenthal and Lynn Feasley. The Joseph Cabral Distinguished Scholar and Fellowship was made possible through a gift of Joseph and Bonnie Cabral. The Ray Carey Fellowship was made possible through a gift of Ray and Dennice Carey. The Fidelity Fellowship in Equity Compensation Research were made possible through a gift of Fidelity Investments. The Michael W. Huber Fellowships were made possible through a gift of Dr. Caroline Huber. The Q. A. Shaw McKean Jr. Fellowships were made possible through a gift of Linda Borden McKean and the Shrewsbury Foundation. The Bill Nobles Fellowship was made possible through a gift of Bill and Connie Nobles. The Corey Rosen Fellowships were made possible through a gift of the Rosen Ownership Opportunity Fund of the National Center for Employee Ownership. The Kevin Ruble Fellowship was made possible through a gift of Kevin Ruble and the Circle K Foundation. The Robert Smiley Jr. Fellowships were made possible through a gift of Robert W. Smiley Jr. Many Louis O. Kelso Fellows were able to attend the symposium with the Louis O. Kelso Traveling Fellowships, which are made possible through a gift of John Menke of Menke and Associates.

Appreciation

The workshop was managed by Shetal Asarpota of Rutgers and Wai-Lean Roos of the Foundation For Enterprise Development. Shetal provided administrative support for the entire Fellowship Program in the spring of 2013 at SMLR. Wai-Lean organized the La Jolla side of the program and along with key parts of the event. Without their hard work, efficiency, and grace, the program would not be possible. Gwenn Rosenthal, Vice President of the Employee Ownership Foundation helped administer the travel of the Kelso Fellows. The supportive assistance of the SMLR staff is gratefully acknowledged, especially Renée Walker, Meera Ananth, Khaleef Crumbley, Janice DiLella, Laura Hart, Linda Post, and Ellen Weber. Thank you to Dean Susan J. Schurman, Associate Dean David Lepak, and Assistant Dean Elaine Kovac Stroud for their encouragement and support. Jamie Dickerson of the Foundation for Enterprise Development helped with photography, and Bianca Lipshitz and Ralph Callaway also provided important assistance.

Parking

Self-pay valet parking is available at The La Valencia Hotel for all guests coming to the Beyster Symposium and participants in the meeting.

Important Telephone Numbers and Contacts

The La Valencia Hotel Front Desk: 858-454-0771

Shetal Asarpota of Rutgers, Conference Coordinator
Office phone at Rutgers for voice mails: 848-445-5834
Cell Phone during the La Jolla event: 732-236-8942

Wai-Lean Roos of the Foundation for Enterprise Development
Office phone for voicemails: 858-754-3559
Cell Phone during the La Jolla event: 858-395-9116

Joseph Blasi: Cell Phone 609-240-4657

Copies of Papers and PowerPoints

All papers were sent to the participants before the workshop. They will also be available on the workshop's web site after the event.

Rutgers School of Management and Labor Relations

The School of Management and Labor Relations (SMLR) at Rutgers, The State University of New Jersey is the leading source of expertise on the world of work, building effective and sustainable organizations, and the changing employment relationship. The school is comprised of two departments—one focused on all aspects of strategic human resource management and the other dedicated to the social science specialties related to labor studies and employment relations. In addition, SMLR provides many continuing education and certificate programs taught by world-class researchers and expert practitioners. For more information, visit smlr.rutgers.edu