The Beyster Symposium

The purpose of the annual symposium is to study broad-based forms of capital ownership and capital income such as employee stock ownership, equity compensation, employee ownership trusts, profit sharing, gain sharing, and worker cooperatives. The workshop also explores approaches to broadened citizen capital ownership through universal capital accounts, “second income,” and dividend funds for citizens in the United States. The workshop provides an opportunity for scholars to present research in progress, receive mentoring and feedback, work on joint research projects and publications, and meet foundation officials, government policymakers, and publishers interested in this scholarship. The workshop convenes the Fellows of the Institute for the Study of Employee Ownership and Profit Sharing at Rutgers University’s School of Management and Labor Relations.

Location

Presentations and discussions will occur in virtual “rooms” on our conference website. Please click on the following link and select the “room” of the session in which you wish to participate:

beystersymposium.org

Papers

For copies of papers and presentations, see the Drive folder linked on the Symposium website.

Fellows

Speakers designated as “fellows” in the agenda are Fellows of the Rutgers Institute for the Study of Employee Ownership and Profit Sharing.

Time Zones

All times are listed in GMT-5 New York City time (i.e., Eastern Time).

A special thank you to Senior Fellow Christopher Michael, who serves as the Chair and organizer of the Beyster Symposium and the Kelso Workshop. He is an Assistant Professor of Practice in the Labor Studies and Employment Relations Department at Rutgers SMLR. As a Fellow of the Institute, he has the support of the Open Society Foundation, the Joseph Cabral Fellowship, the Louis O. Kelso Fellowship, and Google.org. We are grateful to Anhelina Mahdzyar, our research assistant, who served as coordinator of video recording and technology for the program.
Saturday, January 11, 2020
Institute for the Study of Employee Ownership and Profit Sharing
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2021 Beyster Symposium
Agenda

Saturday, January 11, 2020
Institute for the Study of Employee Ownership and Profit Sharing
# Program Overview

## Monday, June 28th (GMT-5)

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<tr>
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<td>International Room: Employee Share Ownership in Scotland</td>
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<td>6:00pm</td>
<td>Keynote Talk by Ken Baker on Employee Ownership and Higher Education</td>
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Program Details

Monday Morning, June 28, 2021 (GMT-5)

9:00am–10:30am  Welcome, New Fellows, Institute Award, Research Updates, & Report on Curriculum Library for Employee Ownership
Room 1

Welcome
Adrienne Eaton, Dean of the Rutgers School of Management and Labor Relations
Joseph Blasi, Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Distinguished Professor and Fellow
Douglas Kruse, Associate Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Faculty Fellow
Christopher Michael, Chair of the Beyster Symposium; Senior Fellow, Joseph Cabral, Louis O. Kelso, and Q.A. Shaw McKean, Jr. Fellow; Rutgers University
David Binns, Chair of the Friends of the Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University
Mary Ann Beyster, Beyster Foundation for Enterprise Development

New Fellows
Angelina Grigoryeva, Social Capital Fellow; University of Toronto
Christopher Mackin, Ray Carey Fellow; Harvard Law School; American Working Capital
Jegoo Lee, J. Robert Beyster Fellow; University of Rhode Island
Jessica Gordon Nembhard, Kendeda Fellow; John Jay College, CUNY
Stacey Sutton, Kendeda Fellow; University of Illinois at Chicago
Nancy Wiefek, Joseph Cabral Fellow; National Center for Employee Ownership
Robynn Cox, Institute Fellow; University of Southern California
Michael Palmieri, Institute Fellow; Kent State University
Thibault Mirabel, Louis O. Kelso Fellow; University of Paris-Nanterre
Gonzalo Hernández Gutiérrez, Institute Fellow; ITESO Jesuit University of Guadalajara
Gabriel Burdín, Wawa Fellow; University of Leeds
Jose Garcia-Louzao, Wawa Fellow; Vilnius University
Kyoung Yong Kim, Rutgers Research Fellow; City University of Hong Kong
Yunhyae Kim, Rutgers Research Fellow; Harvard University
Tej Gonza, Rutgers Research Fellow; University of Ljubljana
Joseph Abdel-Nour, Corey Rosen Fellow; ESSCA School of Management
Olga Prushinskaya, Executive Fellow; Democracy at Work Institute
Margaret Lund, Executive Fellow
David Erdal, Executive Fellow

Institute Award
Roland M. Attenborough, Roland M. Attenborough, Inc.

Research Updates
Paige Ouimet, J. Robert Beyster Fellow; University of North Carolina
Colin Birkhead, Louis O. Kelso Fellow; Duke University
Tony Kong, Rutgers Research Fellow; University of South Florida
Craig Borowiak, Haverford College; Q. A. Shaw McKeen, Jr. Research Fellow
Andrew Pendleton, Faculty Mentor and Fellow; University of New South Wales
Frank Mullins, Corey Rosen, Louis O. Kelso, and Bill Nobles Fellow; University of Alabama in Huntsville

Report on the Curriculum Library for Employee Ownership
Adria Scharf, CLEO Project Director; J. Robert Beyster Fellow; Rutgers University

10:30am–12:00pm

The Black Community, Racial Justice, and the Future of Employee Ownership
Room 1

Chair: Jessica Gordon Nembhard, Kendeda Fellow; John Jay College, CUNY

Panelists:
Jeanne Wardford, W.K. Kellogg Foundation
Esteban Kelly, U.S. Federation of Worker Cooperatives
Robynn Cox, Institute Fellow; University of Southern California

12:00pm–1:30pm

Concurrent Sessions

Corporate Responsibility and Behavioral Outcomes at Employee Share Ownership Companies
Room 1

Chair: Anne-Laure Winkler, ACSPA Fellow; Baruch College, CUNY

Employee Stock Ownership and Voluntary Carbon Disclosure in France
Nicolas Aubert, Faculty Fellow and Mentor; Aix-Marseille University
Walid Ben Amar, University of Ottawa
Joseph Abdel-Nour, Corey Rosen Fellow; ESSCA School of Management

Outcomes of Corporate Citizenship Behaviors for Coworkers, Organizations, and Society: Resource Allocation Perspective on Citizenship Behaviors
Jung Ook Kim, W.K. Kellogg and Louis O. Kelso Fellow; Rutgers University

Discussants:
Maria Armoudian, Rutgers Research Fellow; University of Auckland-New Zealand
Nien-Chi Liu, Rutgers Research Fellow; National Central University (Taiwan)
### The Pros and Cons of Employee-Owned Firms: A Literature Review

**Room 2**

Chair: **Karla Walter**, J. Robert Beyster and Louis O. Kelso Fellow; Center for American Progress

Speakers: **Niels Mygind** and **Thomas Poulsen**, Copenhagen Business School

Discussants:  
**Gregory Dow**, Simon Fraser University  
**Louis Puterman**, Brown University

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### International Equity Compensation Company Panel I: The Context for Research Questions

**Room 3**

Chair: **Arne Peder Blix**, AccA Invest

Speakers:  
**Casey Fenton**, Upstock and Couchsurfing  
**Greg Stevenson**, Primesoft

Discussants:  
**Michael Thomas Paz**, Robert W. Edwards Fellow; Cornell University

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### A New Model for Inclusive Capitalism, Part I

**Room 4**

Chairs:  
**Joseph Blasi**, Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Distinguished Professor and Fellow  
**Peter Hammerschmidt**, Eckerd College

Speaker: **Robert Ashford**, Faculty Mentor and Fellow; Syracuse University School of Law

Discussant: **David Bieri**, Virginia Tech

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### Employee Share Ownership in Scotland

**International Room**

Speakers:  
**Rick Van Doel**, Louis O. Kelso Fellow; Performance Validation and Indiana Center for Employee Ownership  
**Carole Leslie**, Ownership Associates

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**1:30pm – 3:00pm**  
Lunch With Theme Tables  
Lunchroom
Table 1. Ownership America: Policy & Advocacy for Broad-based Capital Ownership – Jack Moriarty, Ownership America

Table 2. New Harvard Business Review Article on Employee Ownership – Thomas Dudley, Louis O. Kelso Fellow; CertifiedEO

Table 3. The Practical Research We Really Need – Corey Rosen, Faculty Fellow and Mentor; National Center for Employee Ownership

Table 4. The Main Street Phoenix Project – Jason Weiner, Jason Weiner P.C.

Table 5. DAWI/USFWC’s Economic Census of Worker Cooperatives – Olga Prushinskaya, Executive Fellow; Democracy at Work Institute

***

Monday Afternoon, June 28, 2021 (GMT-5)

3:00pm–4:30pm

Concurrent Sessions

Health and Wealth in Employee Share Ownership Companies
Room 1

Chair: Jessica Rose, Rutgers Research Fellow; Global Impact Investing Network

EO and Health
David Erdal, Executive Fellow; Baxi Partnership

How Do ESOPs Affect Compensation?
Douglas Kruse, Associate Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Faculty Fellow

Discussants:
Louis Fazen, Rutgers Research Fellow; Yale School of Medicine
Marshall Vance, Fidelity Fellow; Arizona State University
Bank of America Research on Equity Compensation
Room 2

Chairs:
Tanya Smith Brice, Robert W. Edwards Fellow; Council on Social Work Education
Surya Kolluri, Retirement Thought Leadership, Bank of America

Speakers:
Lisa Margeson, Retirement Thought Leadership, Bank of America
Kai Walker, Inclusion Transformation Executive, Bank of America

Discussants:
Bill Castellano, Wawa Fellow, NJ/NY Center for Employee Ownership; Rutgers University
Joo Hun Han, Louis O. Kelso Fellow and Computershare; Rutgers University

Panel Discussion: Impact Funds – Catalyst for Employee Ownership as a Racial and Social Equity Strategy
Room 3

Chair: Melissa Hoover, Executive Fellow; Democracy at Work Institute

Panelists:
Todd Leverette, Apis & Heritage
Malini Moraghan, Torana Group
Jon Shell, Social Capital Partners
Brett Jones, Fund for Employee Ownership

A New Model for Inclusive Capitalism, Part II
Room 4

Chairs:
Joseph Blasi, Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Distinguished Professor and Fellow
Peter Hammerschmidt, Eckerd College

Speaker: Robert Ashford, Faculty Mentor and Fellow; Syracuse University School of Law

Discussant: David Bieri, Virginia Tech
Employee Share Ownership in Africa
International Room

Chairs:
Joseph Blasi, Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Distinguished Professor and Fellow
Christopher Michael, Senior Fellow, Joseph Cabral, Louis O. Kelso, and Q.A. Shaw McKean Jr. Fellow, Chair of the Kelso Workshop; Rutgers University

Speakers:
Gregory Rockson, mPharma
Daniel Yu, Sokowatch

4:30pm—6:00pm
“Body of Work” Presentation with Employee Ownership Senior Practitioner Jack Stack
Room 1

Chair: Jennifer Briggs, Executive Fellow; The Beyster Institute

Speaker: Jack Stack, SRC Holdings; Great Game of Business

Discussants:
Adria Scharf, J. Robert Beyster Fellow; Rutgers University
Peter Thompson, Robert W. Edwards and Louis O. Kelso Fellow; University of Illinois at Chicago

6:00pm—7:30pm
Book Launch: “Create Amazing: Turning Your Employees into Owners for Explosive Growth” by Greg Graves
Room 1

Chair: Nancy Wiefek, Joseph Cabral and Robert W. Edwards Fellow; National Center for Employee Ownership

Speaker: Greg Graves, Burns & McDonnell

Discussants:
Wilma Liebman, Senior Fellow; NYU Law School
Fidan Kurtulus, Senior Fellow, J. Robert Beyster, Joseph Cabral, and Michael W. Huber Fellow; University of Massachusetts Amherst
Tuesday Morning, June 29, 2021 (GMT-5)

9:00am–10:30am
ESOP Company Panel: The Context for Research Questions
Room 1
Chair: Ginny Vanderslice, Faculty Fellow and Mentor; University of Pennsylvania; Praxis Consulting
Panelists:
- Tracy Till, Butler/Till
- Bryan Wolcott, Restek
- Evan Smith, Hypertherm

10:30am–12:00pm
Concurrent Sessions

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<td>Chair: Michael Keeling, Executive Fellow; Former President, The Employee Ownership Foundation</td>
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Structuring Opportunities for Racial Wealth Building and Family Well-being
- Tanya Smith Brice, Robert W. Edwards Fellow; Council on Social Work Education
- Janet Boguslaw, Louis O. Kelso, Wawa, and W. K. Kellogg Foundation Fellow; Brandeis University

Can Employee Share Ownership Protect Employment in the Age of Robots? Evidence From ESOPs in China
- Huifen Pan, University of Lorraine

Discussants:
- Tony Fang, J. Robert Beyster Fellow; Memorial University of Newfoundland
- Richard Freeman, Faculty Fellow and Mentor; Harvard University
Book Launch: "Neo-Abolitionism: Abolishing Human Rentals in Favor of Workplace Democracy" by David Ellerman
Room 2

Chair: Christopher Mackin, Ray Carey and Louis O. Kelso Fellow; Harvard Law School; American Working Capital

Speaker: David Ellerman, Faculty Mentor and Fellow; University of California, Riverside

Discussants:
David Erdal, Executive Fellow; Baxi Partnership
Mark Kaswan, W. K. Kellogg Foundation and J. Robert Beyster Fellow; University of Texas Rio Grande Valley
Bo Rothstein, University of Gothenburg
Patrik Witkowsky, Swedish Center for Employee Ownership

Panel Discussion: Senate Small Business Committee Staff on Employee Share Ownership
Room 3

Chair: Joseph Blasi, Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University; J. Robert Beyster Distinguished Professor and Fellow

Panelists:
Justin Pelletier, Deputy Staff Director, Senate Committee on Small Business
Kylie Patterson, Professional Staff Member, Senate Committee on Small Business

Undergraduate Panel: New Research on Employee Share Ownership
Room 4

Chair: Anhelina Mahdzyar, Rutgers University

Within-Firm Pay Inequality: A Comparative Analysis Using ESOPs
Brittany Parrott, Colgate University

Comparing Varied Levels of Employee Ownership and Online Employment Reviews
Corrigan Salerno, Georgetown University

Alienation and Worker-Owned Cooperatives
Noah DiAntonio, Harvard University

Employee Share Ownership in India
International Room

Speaker: Ambuj Gupta, CHRIST
Concurrent Sessions

Employee Attitudes and Emotional Contagion at Profit Sharing and Employee Share Ownership Companies
Room 1

Chair: Marshall Vance, Wawa, Fidelity Investments, Blue Wolf Capital, and Joseph Cabral Fellow, Senior Fellow; Virginia Tech

Profit Sharing and Emotional Contagion: Can Attitudes Catch On?
Dan Weltmann, Kevin Ruble, Louis O. Kelso, and Corey Rosen Fellow; Western Connecticut State University

Employee Ownership and Participative Decision-Making: A Study With ESOP Firms
Jamil Hassounah, Rutgers Research Fellow; Wilmington University

Discussants:
Phil Mellizo, Joseph Cabral and Louis O. Kelso Fellow; College of Wooster
Karen Bernhardt-Walther, J. Robert Beyster Fellow; University of Toronto

Stewardship Characteristics of Employee Share Ownership Companies
Room 2

Chair: Camille Kerr, Executive Fellow; Upside Down Consulting

The Impact of Employee Shareholding on Corporate Governance: The Employee Shareholder Director in France
Hélène Cardoni, University of La Rochelle

Servant Leadership in the ESOP Context
Ian MacFarlane, EA Engineering, Science, and Technology
Jim Lemoine, University at Buffalo

Discussants:
Sally Sledge, J. Robert Beyster Fellow; Norfolk State University
Rick Van Doel, Louis O. Kelso Fellow; Performance Validation and Indiana Center for Employee Ownership
**Great Game of Business Presentation: Building Workplace Cultures for Long-Term Success**

Room 3

Chair: **Cecile Betit**, Louis O. Kelso Fellow; Independent Researcher

Speaker: **Rich Armstrong**, President, The Great Game of Business

Discussants:
- **Dan Weltmann**, Kevin Ruble, Louis O. Kelso, and Corey Rosen Fellow; Western Connecticut State University
- **Jamil Hassounah**, Rutgers Research Fellow; Wilmington University

**Documentary Launch: "Own It: A Colorado Story"**

Room 4

**Employee Share Ownership in Canada**

International Room

Chairs:
- **Jung Ook Kim**, W.K. Kellogg and Louis O. Kelso Fellow; Rutgers University
- **Dan Weltmann**, Kevin Ruble, Louis O. Kelso, and Corey Rosen Fellow; Western Connecticut State University

Speakers:
- **Jon Shell**, Social Capital Partners
- **Chad Friesen**, Friesens

1:30pm–Lunch

**Lunch With Theme Tables**

Lunchroom

Table 1. **Grants Update on Helping Minority and Veteran Business Owners Learn About Employee Ownership Succession Strategies** – **Bill Castellano**, Wawa Fellow, **Kyra Sutton**, **Oyindamola Daramola**, and **Iyanla Kollock**; NJ/NY Center for Employee Ownership; Rutgers University

Table 2. **Pittsburgh Task Force on Employee Ownership** – **Kevin McPhillips**, Pennsylvania Center for Employee Ownership

Table 3. **Educating for Economic Democracy: The Pathway From Kindergarten to University** – **Evan Casper-Futterman**, Rutgers Research Fellow; Rutgers University

Table 4. **Profit Sharing’s Essential Dilemma: True Upside or Just Salary at Risk?** – **Jonathan Handel**, Rutgers Research Fellow; University of Southern California
Tuesday Afternoon, June 29, 2021 (GMT-5)

3:00pm– 4:30pm  Concurrent Sessions

**Business Longevity and Worker Wellbeing at Employee Share Ownership Companies**  
Room 1

Chair: Lisa Schur, W.K. Kellogg Fellow; Rutgers University

_Footsie, Yeah! Share Prices and Worker Wellbeing_  
Alex Bryson, University College London

_Survival Advantage of Business Buyouts over Newly Created Businesses. An Empirical Investigation on French Worker-Owned Firms_  
Thibault Mirabel, Louis O. Kelso Fellow; University of Paris-Nanterre

Discussants:  
Andrew Pendleton, Faculty Mentor and Fellow; University of New South Wales  
Virginie Pérotin, Faculty Fellow and Mentor; Leeds University Business School

**Scaling Employee Ownership Through Platform Enterprises and Multi-Stakeholder Networks**  
Room 2

Chair: Evan Casper-Futterman, Rutgers Research Fellow; Rutgers University

_Scaling Cooperatives Through a Multi-Stakeholder Network: A Case Study in the Colorado Solar Energy Industry_  
Nathan Schneider, Louis O. Kelso Fellow; University of Colorado Boulder  
Júlia Martins Rodrigues, University of Colorado Boulder

_Turning Platform Workers Into Owners: ESOP-Type Buyouts for Labor-Based Platforms_  
Tej Gonzal, Rutgers Research Fellow; University of Ljubljana

Discussants:  
Paul Bernstein, Faculty Fellow and Mentor; Researcher and Consultant  
Kyle Farmbry, Louis O. Kelso Fellow; Rutgers University

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Table 5. Data on the Life Cycle of ESOPs – Nancy Wiefek, Joseph Cabral and Robert W. Edwards Fellow; National Center for Employee Ownership
International Equity Compensation Company Panel II: The Context for Research Questions
Room 3

Chair: Marc Mathieu, European Federation of Employee Share Ownership

Speakers:
Johannes Pointner, Voestalpine
Alban Bureau, Saint-Gobain
Marc Muntermann, Siemens

Discussant: Christos Makridis, Fidelity Fellow; Arizona State University

Employee Share Ownership in Latin America
International Room

Chair: Gonzalo Hernández Gutiérrez, Institute Fellow; ITESO Jesuit University of Guadalajara

Speakers:
Miguel Córdova Espinoza, Pontifical Catholic University of Peru
Nicolas Aubert, Faculty Fellow and Mentor; Aix-Marseille University
Diego Alberto Aguilar Leal, We Solve
Liliana Maria Sánchez Simancas, We Solve
Eduardo Hernández, Yomol A Tel

4:30pm–6:00pm
“Body of Work” Presentation with Employee Ownership Senior Scholar Frank Shipper
Room 1

Chair: Sally Sledge, J. Robert Beyster Fellow; Norfolk State University

Speaker: Frank Shipper, Kevin Ruble and Louis O. Kelso Fellow; Salisbury University

Discussants:
Joan Meyers, W. K. Kellogg Fellow; California Polytechnic State University at San Luis Obispo
Minsun Ji, J. Robert Beyster Fellow; University of Colorado Denver

6:00pm–7:30pm
Keynote Talk by Ken Baker on Employee Ownership and Higher Education
Room 1

Chair: Adria Scharf, J. Robert Beyster Fellow; Rutgers University

Speaker: Ken Baker, New Age Industries

Discussants:
Daphne Berry, Robert W. Edwards, W. K. Kellogg Foundation, and J. Robert Beyster Fellow; University of Hartford
David Feingold, President, Chatham University
Information and Assistance

Special Assistance

Christopher Michael, Conference Chair: +1 (917) 341-2728

Joseph Blasi, Director: +1 (609) 240-4657

Douglas Kruse, Associate Director: +1 (908) 616-7841

Citation of Participants and Audio/Video Permissions

Participants in the workshop are asked to seek permission from the author/presenter before citing confidential information or unpublished papers. All company case studies by invited company guests are deemed to be confidential information in order to encourage free and open discussion of issues that can inform research. Please treat them as such. Please do not make or post video or audio recordings of the conference. However, please feel free to take and post still photos and related commentary in social media. This conference is not open to the public and members of the media.

Fellowship Program

For information on the Fellowship Program and announcements for applying to upcoming fellowships, please visit:

https://smlr.rutgers.edu/content/fellowships-professorships

Further Information on the Institute for the Study of Employee Ownership and Profit Sharing

Please visit our website at:

https://smlr.rutgers.edu/institute-employee-ownership-profit-sharing
Acknowledgements

Support for the Beyster Symposium

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