

# RUTGERS

School of Management  
and Labor Relations

## 2018 Beyster Symposium

June 24 – June 26, 2018

La Jolla, CA



[smlr.rutgers.edu](http://smlr.rutgers.edu)



Rutgers University  
School of Management and Labor Relations  
Institute for the Study of Employee Ownership and Profit Sharing

Beyster Foundation for Enterprise Development

Employee Ownership Foundation

### **The Beyster Symposium**

June 24-26, 2018

#### **Purpose**

The purpose of the annual symposium is to study broad-based forms of financial participation in capital ownership and capital income, such as broad-based employee stock ownership, equity compensation, profit sharing/gain sharing, worker cooperatives, and broad-based capital shares in the United States, from an interdisciplinary perspective. The workshop provides an opportunity for senior and emerging scholars, and legal, and policy experts, to present research and receive mutual mentoring and feedback. The meeting convenes more than 100 Fellows of the Institute for the Study of Employee Ownership and Profit Sharing of the School of Management and Labor Relations (SMLR) at Rutgers University. The selection of the Fellows is based on a national competition. They are investigating issues at more than forty universities, colleges, think tanks, and research centers nationwide in more than thirty states. Conference sessions deal with empirical research, theory, policy analysis, body of work overviews by senior scholars, mentoring for new scholars, and various panels/luncheon theme tables on emerging phenomena that may be relevant to future research.

**Theme:** *Employee Share Ownership and Modest Income Employees*

Copies of papers, PowerPoints, conference resource material, the updated program, recent research/reports and other related announcements are available on Dropbox:

<https://www.dropbox.com/sh/cpedomkk6f96ff0/AADJbJXj0KQDVP43L0ILG9txa?dl=0>

#### **Locations:**

All locations are within 1-3 blocks of each other:

The official conference hotel is the Inn by the Sea Hotel, 7830 Fay Avenue, La Jolla

The conference hall for all sessions is The Cuvier Club, 7776 Eads Avenue, La Jolla

Another conference hotel is the La Valencia Hotel, 1132 Prospect Street, La Jolla

Another conference hotel is the Empress Hotel, 7766 Fay Avenue, La Jolla

The restaurant for Monday evening is Piazza1909, 7731 Fay Ave, La Jolla

## **OVERVIEW OF THE SCHEDULE OF THE ENTIRE CONFERENCE**

**NOTE: All sessions of the conference are at The Cuvier Club.**

### **SUNDAY, JUNE 24**

**4:00pm – 7:00pm.** Informal reception, Café La Re, La Valencia Hotel

**6:00-7:00pm. Dinner.** Restaurant of your choice in La Jolla

### **MONDAY, JUNE 25**

**7:15am – 8:30am.** Breakfast, Inn by the Sea Hotel

**9:00am – 9:05am.** Welcome, Cuvier Club, Main Room

**9:05am – 10:030am.** Session One, Cuvier Club, Main Room

*Empirical Research on Employee Share Ownership*

**10:30am – 11:00am.** Break, Cuvier Club, Entrance Area

**11:00 am – 12:30 pm.** Session Two, Cuvier Club

*A Panel: Equity Compensation: Case Studies of Google and Amazon on Employee Share Ownership, North Atrium*

**CONCURRENT SESSION**

*A Panel: New Forms of Worker-Owned Firms and Platform Cooperatives, Main Room*

**CONCURRENT SESSION**

*Theory: Law and Economics, South Atrium*

**12:30pm – 2:00pm.** Lunch, Cuvier Club, *Luncheon Theme Tables*, Main Room

*Roundtable on Legislative Ideas for ESOPs, South Atrium*

*Closed Meeting of the Economics and Finance Fellows, North Atrium*

*Closed Meeting of the Sociology Fellows, Meeting Room 1*

**2:00pm – 3:00pm.** Session Three, Cuvier Club, Main Room

*Keynote and Body of Work Presentation, Corey Rosen*

**3:00pm – 3:30pm.** Break, Cuvier Club, Entrance Area

**3:30pm – 5:00pm.** Session Four, Cuvier Club

*Empirical Research on Employee Share Ownership, North Atrium*

**CONCURRENT SESSION**

*Policy Analysis, South Atrium*

**CONCURRENT SESSION**

*A Panel: How Do ESOPs and Worker Cooperatives Actually Work? The Context for Research, Main Room*

**CONCURRENT SESSION**

*Policy Analysis: Meeting of Center Directors, Meeting Room 1*

**CONCURRENT SESSION**

*Mentoring Sessions, Meeting Room 2*

**5:00pm – 6:00pm.** Break

**6:00pm.** Dinner at Piazza 1909, 7731 Fay Avenue, La Jolla

### **TUESDAY, JUNE 26**

**7:15am – 8:30am.** Breakfast, Inn by the Sea Hotel

**9:00am – 10:30am.** Session Five, Cuvier Club, Main Room

*Empirical Research on Employee Share Ownership*

**10:30am – 11:00am.** Break, Cuvier Club, Entrance Area

**11:00am-12:00pm.** Session Six, Cuvier Club, Main Room

*Informal Update and Discussion on Congressional Employee Share Ownership Legislation, Jon Cardinal, Office of Senator Kirsten Gillibrand (D-NY)*

**12:00pm – 2:00pm.** Lunch, Cuvier Club, *Luncheon Theme Tables*, Main Room  
*Feedback Session: Input on the School for Democratic Management and the Local Economic Development Work of the Democracy at Work Institute*, North Atrium

**2:00pm – 3:30pm.** Session Seven, Cuvier Club, Main Room  
*Towards a Conscious Capitalism: A Panel of ESOP Companies*

**3:30pm - 4:00pm. Break**

**4:00pm – 5:30pm.** Session Eight, Cuvier Club  
*Empirical Research on Employee Share Ownership*, North Atrium

**CONCURRENT SESSION**

*Policy Analysis*, Main Room

**CONCURRENT SESSION**

*Empirical Research on Employee Share Ownership*, South Atrium

**CONCURRENT SESSION**

*Mentoring Meetings*, Patio Table 1

**5:30pm - 6:30pm.** Break

**6:30pm – 7:30pm.** Reception, Dinner, Awards, Cuvier Club, Patio and Main Room

## **SCHEDULE FOR JUNE 24, SUNDAY AND JUNE 25, MONDAY**

### **JUNE 24, SUNDAY**

#### **Opening informal welcome reception - 4:00pm – 6:00pm**

Location: Café La Re and La Sale Lobby Lounge, La Valencia Hotel, 1132 Prospect Street, La Jolla

#### **Dinner – 6:00pm**

Note: Conference members and guests will have dinner at the restaurant of their choice in downtown La Jolla in small groups after the initial meet-up and reception.

### **SCHEDULE FOR JUNE 25, MONDAY**

#### **Breakfast – 7:15am – 8:00am**

Location: Special Conference Breakfast Buffet, Inn by the Sea Hotel, 7830 Fay Avenue

#### **Brief Welcoming Remarks – 9:00am**

Location: Cuvier Club, 7776 Eads Avenue, La Jolla, Main Room

Note: The Cuvier Club is a 5 minute walk from the conference hotels.

**Adrienne Eaton**, Dean and Professor, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in industrial relations from the University of Wisconsin

**Joseph Blasi**, J. Robert Beyster Distinguished Professor and Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers School of Management and Labor Relations; Research Associate, National Bureau for Economic Research; Doctorate in education from Harvard University

**Douglas Kruse**, J. Robert Beyster Faculty Fellow, Associate Dean, Distinguished Professor, and Associate Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers School of Management and Labor Relations; Research Associate, National Bureau for Economic Research; former Senior Economist, Office of the President, Council of Economic Advisors, The White House; Doctorate in economics from Harvard University

## **SCHEDULE FOR JUNE 25, MONDAY**

### **SESSION ONE – 9:00am – 10:30am**

Location: Cuvier Club, Main Room

#### *Empirical Research on Employee Share Ownership*

**Chair: Robynn Cox**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, School of Social Work, University of Southern California; Russell Sage Foundation Presidential Authority Award; Doctorate in economics from Georgia State University

*Paper: Employee Ownership and Economic Well-Being: New Longitudinal Data from Employee Owners Age 30 to 36*

**Nancy Wiefek**, Robert W. Edwards Fellowship for Advanced Study of Employee Stock Ownership, Rutgers School of Management and Labor Relations; Research Project Director, National Center for Employee Ownership; Doctorate in political science from Pennsylvania State University, 20 minutes

#### **Discussant:**

**Angelina Grigoryeva**, J. Robert Beyster Fellow and Michael W. Huber Fellow, Rutgers School of Management and Labor Relations; David E. Bell Postdoctoral Research Fellow, Harvard Center for Population and Development; Assistant Professor, University of Toronto (Fall 2018); Doctorate in sociology from Princeton University, 15 minutes

*Paper: Where Does Profit Sharing Work Best? A Meta-analysis on the Role of Unions, Culture, and Values*

**Doug Kruse**, J. Robert Beyster Faculty Fellow and W.K. Kellogg Fellow, Associate Dean, Distinguished Professor, and Associate Director, Fellowship Program, Rutgers School of Management and Labor Relations; Research Associate, National Bureau for Economic Research; former Senior Economist, Office of the President, Council of Economic Advisors, The White House; Doctorate in economics from Harvard University, 20 minutes

#### **Discussant:**

**Marshall Vance**, Joseph Cabral Distinguished Scholar and Fellow, Fidelity Investments Fellow, Blue Wolf Capital Fellow, Rutgers University School of Management and Labor Relations; Visiting Assistant Professor, University of Michigan School of Business; Doctorate in Accounting from University of Pennsylvania Wharton School, 15 minutes

## **SCHEDULE FOR JUNE 25, MONDAY**

### **Brief Research Updates:**

**Robynn Cox, Louis O. Kelso Fellow**, 2 minutes

**Fidan Kurtulus**, Senior Fellow, J. Robert Beyster Fellow, Joseph Cabral Distinguished Scholar and Fellow, and Michael W. Huber Fellow, Rutgers School of Management and Labor Relations; Professor, Economics, University of Massachusetts at Amherst; Doctorate in economics from Cornell University, 2 minutes

**Marshall Vance**, Joseph Cabral Distinguished Scholar and Fellow, 2 minutes

### **Break – 10:30am – 11:00am**

Location: Cuvier Club, Entrance Area

### **SESSION TWO – 11:00am – 12:30pm**

Location: Cuvier Club, North Atrium

#### *Panel*

**Chair: Bill Castellano**, Executive Director, New Jersey/New York Center for Employee Ownership; Department Chair, Human Resource Management, Rutgers School of Management and Labor Relations; Doctorate in industrial relations and human resources from Rutgers School of Management and Labor Relations

*A Panel: Equity Compensation Case Studies of Google and Amazon on Employee Share Ownership*

**Carolina Ellerker**, Google, 20 minutes

**Kelley Garrett**, Amazon, 20 minutes

### **Discussants:**

**Corey Rosen**, Rutgers Research Fellow and Faculty Mentor, Rutgers School of Management and Labor Relations; Founder and Senior Staff Member, National Center for Employee Ownership; Doctorate in political science from Cornell University

**Barbara Baksa**, Executive Director, National Association of Stock Plan Professionals; Advisory Board, Certified Equity Professional (CEP) Institute, Santa Clara University

## **SCHEDULE FOR JUNE 25, MONDAY**

### **CONCURRENT SESSION**

Location: Cuvier Club, Main Room

#### *Panel*

**Co-Chairs:** **Adrienne Eaton**, Dean and Professor, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in industrial relations from the University of Wisconsin

**Carla Ilten**, George S. Pillsbury Fellow, Rutgers School of Management and Labor Relations; Ph.D. candidate in Sociology, University of Illinois at Chicago

*A Panel: New Forms of Worker-Owned Firms and Platform Cooperatives*

*The Case of Green Taxi*

<http://greentaxico-op.com/>

**Jason Wiener**, Attorney for Green Taxi, Jason Wiener PC; Colorado Cooperative Developer, 20 minutes

*California Harvesters: An Employee Trust Farm Labor Contractor*

**Melissa Hoover**, Executive Fellow, Rutgers School of Management and Labor Relations; Executive Director, Democracy at Work Institute, 10 minutes

**Jenny Ramirez**, Director of Human Resources; California Harvesters, 10 minutes

<https://www.jmkfund.org/awardee/carmen-rojas/>

*Co-Rise, A Platform for Child-care Providers and a Proposed Private Equity Fund*

**Camille Kerr**, Executive Fellow, Rutgers School of Management and Labor Relations; Associate Director, The ICA Group, J.D. and Arthur Russell Morgan Fellow, University of Cincinnati College of Law, 20 minutes

#### **Discussants:**

**Wilma Liebman**, Visiting Distinguished Scholar, Rutgers School of Management and Labor Relations; Adjunct Professor, New York University Law School; Former Chair and Member, U.S. National Labor Relations Board; J.D., George Washington University Law School, 5 minutes



## **SCHEDULE FOR JUNE 25, MONDAY**

**Nathan Schneider**, Louis Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, University of Colorado at Boulder, Media Studies; M.A. in Religious Studies from the University of California at Santa Barbara, 5 minutes

**Nicole Leach**, George S. Pillsbury Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Counseling, Educational Psychology, and Foundations, Mississippi State University; Doctorate in Educational Psychology from Ohio State University, 5 minutes

**Dick May**, American Working Capital, 5 minutes

### **Brief Research Updates:**

**Nathan Schneider**, Louis Kelso Fellow, 2 minutes

**Carla Ilten**, George S. Pillsbury Fellow, 2 minutes

**Alfredo Carlos**, Q. E. Shaw McKean Jr. Fellow, Rutgers School of Management and Labor Relations; Faculty, Political Science and Chicano Latino Studies, California State University at Long Beach; Executive Director, The Foundation for Economic Democracy; Doctorate in political science from the University of California at Irvine, 2 minutes

### **CONCURRENT SESSION**

Location: Cuvier Club, South Atrium

*Theory: Law and Economics*

**Chair: Lucas McGranahan**, Corey Rosen Fellow; Senior Research Specialist, University of Illinois at Chicago; Ph.D. in Philosophy, University of California at Santa Cruz

*Paper: Introduction to the Economic Theory That Gave Rise to the ESOP*

**Robert Ashford**, Faculty Mentor and Fellow, Rutgers School of Management and Labor Relations; Professor of law, Syracuse University School of Law; J.D. from the Harvard Law School, 30 minutes

### **Discussants:**

**Muhammad Azim**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Ph.D. candidate in accounting, University of Toronto Rotman School of Management, 7 minutes

## **SCHEDULE FOR JUNE 25, MONDAY**

**Erik Olsen**, Senior Fellow, Rob Edwards Fellow, Joseph Cabral Distinguished Scholar and Fellow, and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Associate Professor of economics, University of Missouri at Kansas City; Doctorate in economics from the University of Massachusetts at Amherst, 7 minutes

**Michael Paz**, Rob Edwards Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Accounting, Cornell University College of Business; Doctorate in accounting from Drexel University, 7 minutes

**Marshall Vance**, Joseph Cabral Distinguished Scholar and Fellow, Fidelity Investments Fellow, Blue Wolf Capital Fellow, Rutgers School of Management and Labor Relations; Visiting Assistant Professor, University of Michigan School of Business; Ph.D. in Accounting from University of Pennsylvania Wharton School, 7 minutes

**Roland Attenborough**, Roland M Attenborough Inc.; J.D., Hastings College of the Law; L.L.M. in Taxation, New York University Law School

### **Lunch - 12:30pm – 2:00pm**

Location: Cuvier Club, Main Room, North Atrium, and South Atrium

Note: Participants are invited to join a series of luncheon theme tables and closed meetings with specific agendas for informal discussion over lunch of various research opportunities and issues that will inform research in the future. A selection of boxed lunches will be available at the Entrance Area. The luncheon tables are reserved.

### **Luncheon Meetings**

*Roundtable on Legislative Ideas for ESOPs*, **Joe Cabral**, former CEO, Chatsworth Products; **Jared Kaplan**, Delaware Place Advisory Services; **Michael Keeling**, Employee Ownership Foundation; **Mark Lomele**, Employee Ownership Foundation; **Chris Michael**, City of Newark and Rutgers University; **Dick May**, American Working Capital; **John Menke**, Menke & Associates

Location: Cuvier Club, South Atrium

*Closed Meeting of the Economics and Finance Fellows*: **Muhammad Azim** (University of Toronto), **Ilna Babenko** (Arizona State University), **Alex Brill** (American Enterprise Institute), **Robynn Cox** (University of Southern California), **Doug Kruse** (Rutgers University), **Phil Mellizo (Coordinator of the Discussion)** (College at Wooster), **Erik Olsen** (University of Missouri at Kansas City), **Michael Paz** (Cornell University), **Suzanne Toney** (Savannah State University), **Marshall Vance** (University of Michigan).

Location: Cuvier Club, North Atrium

## **SCHEDULE FOR JUNE 25, MONDAY**

*Closed Meeting of the Sociology Fellows:* **Janet Boguslaw** (Brandeis University); **David Calnitsky** (University of Manitoba), **Angelina Grigoryeva, (Coordinator of the Discussion)** (Harvard University and the University of Toronto), **Carla Ilten** (University of Illinois), **Sanjay Pinto** (Rutgers University), **Joyce Rothschild** (Virginia Tech), **Laura Hanson Schlachter** (University of Wisconsin).

Location: Cuvier Club, South Atrium

### **Luncheon Theme Tables**

#### Table #1

*Certified Employee-Owned, Certifying and Branding Employee-Owned Corporations.* **Thomas Dudley**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Chief Executive Officer, Certified Employee Owned; M.S. in Statistics from Stanford University. See: <https://www.certifiedeo.com/>

#### Table #2

*The Evergreen Cooperatives of Cleveland.* **Jessica Rose**, Rutgers Research Fellow, Rutgers School of Management and Labor Relations; Chief Financial Officer and Director of Employee Ownership Programs, The Democracy Collaborative (Washington, D.C. think tank); M.B.A. Fellow and Forte Foundation Fellow, University of Notre Dame; M.B.A. from The University of Notre Dame. See: <http://www.evgo.com/>  
<https://democracycollaborative.org/>

#### Table #3

*Self-Managing Organizations: Exploring the Limits of Less-hierarchical Organizing,* **Mike Lee**, Bill and Connie Nobles Fellow, Rutgers School of Management and Labor Relations; Ph.D. candidate in management, Harvard Business School. See a copy of the paper in Dropbox.

#### Table #4

*The National ESOP Employee Survey Project,* **Dan Weltmann**, Kevin Ruble Fellow in Conscious Capitalism and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, School of Business, Western Connecticut State University; Doctorate in industrial relations and human resources, from the Rutgers School of Management and Labor Relations. Note: The National ESOP Survey is one of the two new research initiatives this year. A draft copy of the survey is available in the Dropbox.

## SCHEDULE FOR JUNE 25, MONDAY

### Table #5

*Long Beach Community Worklife and Cooperative Knowledge Survey.* **Alfredo Carlos**, Q. E. Shaw McKean Jr. Fellow, Rutgers School of Management and Labor Relations; Faculty, Political Science and Chicano Latino Studies, California State University at Long Beach; Executive Director, The Foundation for Economic Democracy; Doctorate in political science from the University of California at Irvine. Note: This is about programs and workshops teaching people in Long Beach about shared ownership in workplaces (cooperatives) as well as community land trusts to build consumer bases in order to develop coops in the future.

### Table #6

*Introduction to Louis Kelso's Economic Theory That Gave Rise to ESOPs.* **Robert Ashford**, Faculty Mentor and Fellow, Rutgers School of Management and Labor Relations; Professor of Law, Syracuse University School of Law; J.D. from Harvard Law School

### Table #7

*Feedback Session: Input on the School for Democratic Management and the Local Economic Development Work of the Democracy at Work Institute.* **Melissa Hoover**, Executive Fellow, Rutgers School of Management and Labor Relations; Executive Director, Democracy at Work Institute

### Table #8

*Broad-based Ownership for the Tech Economy—Can Leveraged Buyouts Work in Silicon Valley?* **Nathan Schneider**, Louis Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, University of Colorado at Boulder, Media Studies; M.A. in Religious Studies from the University of California at Santa Barbara

### Table #9

*Spatialities of Worker Ownership in the Nineteenth Century and Cooperation as a Pedagogical Practice: Historical Study of the Work of Senator Leland Stanford of California.* **Richard Simpson**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Humanities, University of Alaska Southeast; Doctorate in modern thought and literature from Stanford University

## **SCHEDULE FOR JUNE 25, MONDAY**

### **SESSION THREE – 2:00pm – 3:00pm**

Location: Cuvier Club, Main Room

*Keynote and Body of Work Presentation*

**Chair: Adrienne Eaton**, Dean and Professor, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in industrial relations from the University of Wisconsin

*Thirty-Six Years of Research on Employee Ownership and Modest Income Employees*

**Corey Rosen**, Rutgers Research Fellow and Faculty Mentor, Rutgers School of Management and Labor Relations; Founder and Senior Staff Member, National Center for Employee Ownership; Doctorate in political science from Cornell University, 30 minutes

#### **Discussants:**

**Erik Olsen**, Senior Fellow, Rob Edwards Fellow, Joseph Cabral Distinguished Scholar and Fellow, and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Associate Professor of economics, University of Missouri at Kansas City; Doctorate in economics from the University of Massachusetts at Amherst, 7 minutes

**Camille Kerr**, Executive Fellow, Rutgers School of Management and Labor Relations; Associate Director, The ICA Group, J.D. and Arthur Russell Morgan Fellow, University of Cincinnati College of Law, 7 minutes

#### **Brief Comments:**

**Barbara Baksa**, Executive Director, National Association of Stock Plan Professionals, 1 minute

**Daphne Berry**, W. K. Kellogg Foundation Fellow and J. Robert Beyster Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Barney School of Business, Department of Management, University of Hartford; Doctorate in management from the University of Massachusetts at Amherst, 1 minute

**Mary Ann Beyster**, President, Beyster Foundation for Enterprise Development, 1 minute

**Michael Keeling**, President, The Employee Ownership Foundation, 1 minute

**Loren Rodgers**, Executive Director, National Center for Employee Ownership, 1 minute

## **SCHEDULE FOR JUNE 25, MONDAY**

**Break** – 3:00pm – 3:30pm

**SESSION FOUR** – 3:30pm – 5:00pm

Location: Cuvier Club, North Atrium

*Empirical Research on Employee Share Ownership*

**Chair: Iona Babenko**, J. Robert Beyster Fellow, Rutgers School of Management and Labor Relations; Associate Professor, Finance, Arizona State University; Doctorate in finance from the University of California at Berkeley

*Employee Ownership in the Toolbox of Economics*

**Nicolas Aubert**, Professor, Aix-Marseille University, 30 minutes

### **Discussants:**

**Muhammad Azim**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Ph.D. candidate in accounting, University of Toronto Rotman School of Management, 5 minutes

**Alex Brill**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Resident Fellow, American Enterprise Institute, 5 minutes

**Douglas Kruse**, J. Robert Beyster Faculty Fellow and Distinguished Professor and Associate Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers School of Management and Labor Relations; Research Associate, National Bureau for Economic Research; former Senior Economist, Office of the President, Council of Economic Advisors, The White House; Doctorate in economics from Harvard University, 5 minutes

**Andrzej Baranski Madrigal**, Corey Rosen Fellow, Rutgers School of Management and Labor Relations, Assistant Professor, Maastricht University-The Netherlands; Doctorate in economics from Ohio State University, 5 minutes

**Philip Mellizo**, Joseph Cabral Distinguished Scholar and Fellow and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, College of Wooster, Department of Economics; Doctorate in economics from the University of Massachusetts at Amherst, 5 minutes

**Erik Olsen**, Senior Fellow, Rob Edwards Fellow, Joseph Cabral Distinguished Scholar and Fellow, and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Associate Professor of economics, University of Missouri at Kansas City; Doctorate in economics from the University of Massachusetts at Amherst, 7 minutes

## **SCHEDULE FOR JUNE 25, MONDAY**

**Michael Paz**, Rob Edwards Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Accounting, Cornell University College of Business; Doctorate in accounting from Drexel University, 5 minutes

**Marshall Vance**, Joseph Cabral Distinguished Scholar and Fellow, Fidelity Investments Fellow, and Blue Wolf Capital Fellow, Rutgers School of Management and Labor Relations; Visiting Assistant Professor, University of Michigan School of Business; Ph.D. in Accounting from University of Pennsylvania Wharton School, 5 minutes

### **Brief Research Update:**

**Philip Mellizo**, Joseph Cabral Distinguished Scholar and Fellow and Louis O. Kelso Fellow, 2 minutes

## **CONCURRENT SESSION**

Location: Cuvier Club, South Atrium

### *Policy Analysis*

**Chair: Peter Thompson**, Robert W. Edwards Fellowship for Advanced Study of Employee Stock Ownership and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Clinical Associate Professor, College of Business Administration, University of Illinois at Chicago; Doctorate in business administration, University of Illinois at Chicago

*A Panel: What Policies Would Expand Employee Ownership in Private Equity? Evaluating This Policy Idea*

Speaker: **Keith Butcher**, Mosaic Capital, 30 minutes      <http://www.mosaic-cp.com/>

### **Discussants:**

**Joe Cabral**, former CEO, Chatsworth Products, 5 minutes

**Jared Kaplan**, Delaware Place Advisory Services, 5 minutes

**Michael Keeling**, Employee Ownership Foundation, 5 minutes

**Mark Lomele**, Employee Ownership Foundation, 5 minutes

**Dick May**, American Working Capital, 5 minutes

**John Menke**, Menke & Associates

## **SCHEDULE FOR JUNE 25, MONDAY**

### **CONCURRENT SESSION**

Location: Cuvier Club, Main Room

*Panel*

**Chair: Mitchell Miller**, The Beyster Institute, University of California at San Diego

*A Panel: How Do ESOPs and Worker Cooperatives Actually Work? The Context for Research*

*Employee Stock Ownership Plans (ESOP)*

**Martin Staubus**, Executive Director, Beyster Institute and MBA Program Instructor, University of California at San Diego Rady School of Management; Former policy analyst and staff attorney, U.S. Department of Labor; J.D., Golden State University, 20 minutes

*Worker Cooperatives*

**Melissa Hoover**, Executive Fellow, Rutgers School of Management and Labor Relations; Executive Director, Democracy at Work Institute, 10 minutes

**Camille Kerr**, Executive Fellow, Rutgers School of Management and Labor Relations; Associate Director, The ICA Group, J.D. and Arthur Russell Morgan Fellow, University of Cincinnati College of Law, 10 minutes

### **CONCURRENT SESSION**

*Policy Analysis*

Location: Inn by the Sea, Conference Room

**Chair: Loren Rodgers**, Executive Director, National Center for Employee Ownership  
<https://www.nceo.org/>

*The Role of State Centers of Employee Ownership in Education and Research*

*California Center for Employee Ownership at the UCSD Rady School of Management*

<http://ownershipcalifornia.org/>

**Anthony Mathews**, Secretary, California Center for Employee Ownership, Beyster Institute, University of California at San Diego Rady School of Management; Senior Consultant and MBA Program Instructor and Former Executive Director, Beyster Institute



## **SCHEDULE FOR JUNE 25, MONDAY**

*Democracy at Work Institute Legacy Business Initiative Program*

<https://institute.coop/>  
<https://institute.coop/workers-owners-conversions>

**Todd Leverette**, Assistant Program Manager, Legacy Business Initiative Program, Democracy at Work; Detroit; J.D. from the Columbia University Law School; M.B.A. from the Columbia University Business School

*Indiana Center for Employee Ownership*

**Rick Van Doel**, President, CEO, and Founder, Indiana Center for Employee Ownership; Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; President and CEO of Performance Validation; Doctorate in organizational leadership from Indiana Wesleyan University

*Massachusetts Center for Employee Ownership*

**Adam Vartikar**, Incoming Director, Massachusetts Employee Ownership Center

*New Jersey/New York Center for Employee Ownership at Rutgers University*

<https://smlr.rutgers.edu/content/njny-center-employee-ownership>

**Bill Castellano**, Executive Director, New Jersey/New York Center for Employee Ownership; Department Chair, Human Resource Management, Rutgers School of Management and Labor Relations; Doctorate in industrial relations and human resources from Rutgers School of Management and Labor Relations

**Jim Terez**, Associate Director, New Jersey/New York Center for Employee Ownership; Teaching Instructor, Human Resource Management, Rutgers School of Management and Labor Relations; M.B.A. from New York University and MA from Rutgers University

*Newark Community Economic Development Corporation, Employee Ownership Initiative*

[http://www.newarkcedc.org/employee\\_ownership](http://www.newarkcedc.org/employee_ownership)

**Chris Michael**, Louis O. Fellow, Q.A. Shaw McKean Jr. Fellow Lecturer, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Advisor, New Jersey/New York Center for Employee Ownership; Former General Counsel, The ICA Group; Founder, New York City and New York State Worker Cooperative Business Association; Attorney in New York and New Jersey; J.D., City University of New York; Doctoral candidate in political Science, City University of New York

## **SCHEDULE FOR JUNE 25, MONDAY**

*Ohio Employee Ownership Center*

<http://www.oeockent.org/>

**Roy Messing**, Interim Director; M.B.A. from the University of Dayton (Ohio) (by teleconference)

**Chris Cooper**, OEOC Program Coordinator

*Pennsylvania Center for Employee Ownership*

<http://www.ownershippennsylvania.org/>

**Kevin McPhillips**, Director, Pennsylvania Center for Employee Ownership (by teleconference)

*Rocky Mountain Employee Ownership Center*

<http://www.rmeoc.org/>

**Halisi Vinson**, Executive Director, Rocky Mountain Employee Ownership Center; M.B.A. from Babson College F.W. Olin School of Business

*Vermont Employee Ownership Center*

<http://www.veoc.org/>

**Don Jamison**, Executive Director (by teleconference)

**Matt Cropp**, Associate Director (by teleconference)

## **CONCURRENT SESSIONS**

*Mentoring Meetings*

Please meet with new fellows who have requested mentoring on their research-projects that are now underway. Faculty Mentors are requested to divide themselves among the sessions. Mentors will gather around separate tables with one research scholar.

Location: Patio Assigned Tables

## **SCHEDULE FOR JUNE 25, MONDAY**

*Mentoring Session: What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Collective Job Attitudes and Organizational Performance*

**Saehee Kang**, Corey Rosen Fellow; Ph.D. candidate in Industrial Relations and Human Resources, Rutgers School of Management and Labor Relations

*Mentoring Session: Why Do Firms Adopt ESOPS? An Industry Perspective*

**Phela Townsend**, Ph.D. candidate in Industrial Relations and Human Resources, Rutgers School of Management and Labor Relations

*Qualitative Case Studies of Employee-Owned Firms*

**Lucas McGranahan**, Corey Rosen Fellow; Senior Research Specialist, University of Illinois at Chicago; Ph.D. in Philosophy, University of California at Santa Cruz

**Break – 5:00pm – 6:00pm**

**Dinner – 6:00pm**

Location: Piazza 1909, 7731 Fay Avenue, La Jolla

## **SCHEDULE FOR JUNE 26, TUESDAY**

### **SESSION FIVE – 9:00am – 10:30am**

Location: Main Room

#### *Empirical Research on Employee Share Ownership*

Co-Chairs: **Glenda Gracia-Rivera**, W. K. Kellogg Foundation Fellow and Research Coordinator, Rutgers School of Management and Labor Relations Rutgers-Kellogg Research Project; Associate Director, Center for Women and Work (CWW), Rutgers School of Management and Labor Relations; MA from Seton Hall University in public administration

**Lisa Schur**, W.K. Kellogg Foundation Fellow, Rutgers School of Management and Labor Relations; Professor and Chair, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; J. D., Northeastern University School of Law; Doctorate in political science from the University of California at Berkeley

*Does Shared Capital (or ESOPs) Workplaces Benefit Vulnerable Children in Low Income Families? Preliminary Findings from the Two-Year Rutgers University-W.K. Kellogg Foundation Project*

**Janet Boguslaw**, W. K. Kellogg Foundation Fellow, Rutgers School of Management and Labor Relations; Lecturer, Senior Scientist, and Associate Director, Institute on Assets and Social Policy, Brandeis University, Heller School for Social Policy and Management; Doctorate in sociology from Boston College, 45 minutes

#### **Discussants:**

**Daphne Berry**, W. K. Kellogg Foundation Fellow and J. Robert Beyster Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, University of Hartford, Barney School of Business, Department of Management; Doctorate in management from the University of Massachusetts at Amherst, 7 minutes

**Tanya Smith Brice**, Dean, School of Health and Human Services, Benedict College; (starting July 16, 2018) Dean, College of Professional Studies, Bowie State University; Doctorate in social work from the University of North Carolina at Chapel Hill, 7 minutes

**Mark Kaswan**, W. K. Kellogg Fellow, J. Robert Beyster Fellow, and Michael W. Huber Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Political Science, University of Texas Rio Grande Valley; Doctorate in political science from UCLA, 7 minutes

### **Break – 10:30am – 11:00am**

## **SCHEDULE FOR JUNE 26, TUESDAY**

### **SESSION SIX – 11:00am – 12:00pm**

#### *Keynote*

**Chair: Jim Terez**, Associate Director, New Jersey/New York Center for Employee Ownership; Teaching Instructor in Compensation and Human Resource Management, Rutgers School of Management and Labor Relations; M.B.A. from New York University; M.A. from Rutgers University

#### *Informal Update and Discussion on Congressional Employee Share Ownership Legislation*

Speaker: **Jon Cardinal**, Director of Economic Development, Office of Senator Kirsten Gillibrand (D-New York)

#### **Discussants:**

Open questions and discussion

### **Lunch - 12:00pm – 2:00pm**

Location: Cuvier Club, Main Room, North Atrium, and South Atrium

Note: Participants are invited to join a series of luncheon theme tables and closed meetings with specific agendas for informal discussion over lunch of various research opportunities and issues that will inform research in the future. A selection of boxed lunches will be available at the Entrance Area. The luncheon tables are reserved.

#### **Luncheon Meetings**

*Feedback Session: Input on the School for Democratic Management and the Local Economic Development Work of the Democracy at Work Institute.* **Melissa Hoover**, Executive Fellow, Rutgers School of Management and Labor Relations; Executive Director, Democracy at Work Institute

Location: Cuvier Club, North Atrium

#### **Luncheon Theme Tables**

Table #1

*Worker Cooperative Accounting.* **Mike Leung**, Rutgers Research Fellow, Rutgers School of Management and Labor Relations; Doctorate in physics from Princeton University. See related material in Dropbox.

## **SCHEDULE FOR JUNE 26, TUESDAY**

### Table #2

*Life After Work: The Impact of Basic Income on Non-Employment Activities.* **David Calnitsky**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Social Sciences and Humanities Research Council (SSHRC) Postdoctoral Fellow, University of Manitoba, Sociology and Community Health Sciences; Doctorate in sociology from the University of Wisconsin at Madison. See a copy of the paper in Dropbox.

### Table #3

*Analyzing the Data from the New National Worker Cooperative Employee Survey.* **Laura Hanson Schlachter**, Rutgers Research Fellow, Rutgers School of Management and Labor Relations; Survey Director of the Worker Coop Census, Democracy at Work Institute; Ph.D. candidate, University of Wisconsin at Madison, Department of Sociology. See related material in Dropbox.

### Table #4

*The Synergies Between Employee Share Ownership and B Corporations.* **Ian MacFarlane**, President and CEO, EA Engineering, Science, and Technology, Inc.; Commissioner on the Maryland Higher Education Commission; Trustee of the Greenleaf Center for Servant Leadership; M.S.E. in Management of Technology, University of Pennsylvania, the School of Engineering & Applied Science and the Wharton School. Note: EA is an ESOP and legal benefit corporation

### Table #5

*The Role of Capital in Scaling Employee Ownership.* **Jessica Rose**, Rutgers Research Fellow, Rutgers School of Management and Labor Relations; Chief Financial Officer and Director of Employee Ownership Programs, The Democracy Collaborative (Washington, D.C. think tank); M.B.A. Fellow and Forte Foundation Fellow, University of Notre Dame; M.B.A. from The University of Notre Dame.

See: <https://democracycollaborative.org/>

### Table #6

*Developing a Research Agenda and a November 2018 Conference on Unions and Employee Ownership.* **Sanjay Pinto**, W.K. Kellogg Foundation Fellow and Louis O. Kelso Fellow and Post-Doctoral Associate, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in sociology from Harvard University

## **SCHEDULE FOR JUNE 26, TUESDAY**

**Camille Kerr**, Executive Fellow, Rutgers School of Management and Labor Relations; Associate Director, The ICA Group, J.D. and Arthur Russell Morgan Fellow, University of Cincinnati College of Law.

Table #7

*The National ESOP Employee Survey Project*, **Dan Weltmann**, Kevin Ruble Fellow in Conscious Capitalism and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, School of Business, Western Connecticut State University; Doctorate in Industrial Relations and Human Resources, from the Rutgers School of Management and Labor Relations. Note: The National ESOP Survey is one of the two new research initiatives this year. A draft copy of the survey is available in the Dropbox.

Table #8

*Introduction to Louis Kelso's Economic Theory That Gave Rise to ESOPs*. **Robert Ashford**, Faculty Mentor and Fellow, Rutgers School of Management and Labor Relations; Professor of law, Syracuse University School of Law; J.D. from the Harvard Law School. See related document in Dropbox.

Table #9

*A Discussion of the City of Newark's Program on Employee Buyouts of Retiring Business Owners*. **Chris Michael**, Louis O. Fellow, Q.A. Shaw McKean Jr. Fellow; Lecturer, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Advisor, New Jersey New York Center for Employee Ownership; Former General Counsel, The ICA Group; Founder, New York City and New York State Worker Cooperative Business Association; Attorney in New York and New Jersey; J.D., City University of New York; Doctoral candidate in political Science, City University of New York. See: [http://www.newarkcedc.org/employee\\_ownership](http://www.newarkcedc.org/employee_ownership)

Table #10

*American Working Capital: Understanding A Private Equity Firm Using Employee Share Ownership*, **Chris Mackin**, American Working Capital. See: <https://www.awcfund.com/>

## **SCHEDULE FOR JUNE 26, TUESDAY**

### **SESSION SEVEN – 2:00pm – 3:30pm**

Location: Cuvier Club, Main Room

*A Panel*

**Co-Chairs: Kevin Ruble**, President, Circle M Foundation

**Dan Weltmann**, Kevin Ruble Fellow in Conscious Capitalism and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, School of Business, Western Connecticut State University; Doctorate in Industrial Relations and Human Resources, from the Rutgers School of Management and Labor Relations

*Towards a Conscious Capitalism: A Panel of ESOP Companies*

ATA Engineering

**Tom Deiters**, Vice President and General Manager, 15 minutes

<http://www.ata-e.com/>

<http://www.ata-e.com/about-ata/>

<http://www.ata-e.com/about-ata/leadership-team/>

Bivar

**Tom Silber**, President and CEO; **Rich Manlapeg**, Vice President of Finance and Administration, 15 minutes

<https://www.bivar.com/>

<https://www.bivar.com/about>

Entertainment Partners

**Mike Wofford**, Executive Vice President and General Counsel, 15 minutes

<https://www.ep.com/>

<https://www.ep.com/home/managing-production/>

<https://www.ep.com/home/about-ep/esop/>

**Rick Stafford**, Chairman Emeritus, The Murray Company, 15 minutes

<http://murraycompany.com/>

<http://murraycompany.com/history/>



## **SCHEDULE FOR JUNE 26, TUESDAY**

### **Discussants:**

**Anne-Laure Winkler**, Kevin Ruble Fellow in Conscious Capitalism, Rutgers School of Management and Labor Relations; Assistant Professor, Barnard College School of Business; Doctorate in industrial relations and human resources, from the Rutgers School of Management and Labor Relations, 5 minutes

**Jennifer Briggs**, Executive Fellow, Rutgers School of Management and Labor Relations; Former Vice President of Human Resources, New Belgium Brewery; M.S. in Organizational Leadership from Regis University, 5 minutes

### **Break – 3:30pm – 4:00pm**

### **SESSION EIGHT – 4:00pm – 5:30pm**

Location: Cuvier Club, North Atrium

#### *Empirical Research on Employee Share Ownership*

Chair: **James Hayton**, J. Robert Beyster Fellow, Rutgers School of Management and Labor Relations; Professor, Human Resource Management and Entrepreneurship, Associate Dean of the Doctoral Program, and Enterprise Research Center, University of Warwick, Warwick Business School

#### *Why Do Firms Adopt ESOPS? An Industry Perspective*

**Phela Townsend**, Ph.D. candidate in Industrial Relations and Human Resources, Rutgers School of Management and Labor Relations, 20 minutes

### **Discussant:**

**Peter Thompson**, Robert W. Edwards Fellowship for Advanced Study of Employee Stock Ownership and Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Clinical Associate Professor, College of Business Administration, University of Illinois at Chicago; Doctorate in business administration, University of Illinois at Chicago, 7 minutes

#### *Shared Core Values of High Performing Employee-Owned Enterprises*

**Richard Hoffman**, Professor, Management, Salisbury University, Franklin P. Perdue School of Business; Doctorate in management, Kelly School of Business, Indiana University at Bloomington, 20 minutes

Discussant: **Joyce Rothschild**, Faculty Fellow and Mentor, Rutgers School of Management and Labor Relations; Professor, Sociology and School of Public and International Affairs, Virginia Polytechnic Institute and State University, 7 minutes

## **SCHEDULE FOR JUNE 26, TUESDAY**

*Carris Companies: Challenges and Successes on the Road to Employee Ownership and Governance*

**Cecile Betit**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Temple University, Ph.D. in Organizational Development, 20 minutes

### **Discussant:**

**Suzanne Cromlish**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Assistant Professor, Management, St. Xavier University, 7 minutes

### **Brief Research Updates:**

**James Hayton**, J. Robert Beyster Fellow, 2 minutes

**Peter Thompson**, Louis O. Kelso Fellow, 2 minutes

**Cecile Betit**, Louis O. Kelso Fellow, 2 minutes

## **CONCURRENT SESSION**

Location: Cuvier Club, Main Room

### *Policy Analysis*

**Chair: Sanjay Pinto**, W.K. Kellogg Foundation Fellow and Louis O. Kelso Fellow and Post-Doctoral Associate, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in sociology from Harvard University

Note: Dr. Pinto will lead a graduate seminar at the Woodrow Wilson School of Princeton University in the Spring of 2019 on this policy initiative.

### *Encouraging Inclusive Growth: The Employee Equity Loan Act*

**Richard C. May**, American Working Capital, 45 minutes

**Chris Mackin**, Ray Carey Fellow and Adjunct Lecturer, Human Resource Management, Rutgers School of Management and Labor Relations; Faculty Member, Harvard Trade Union Program, Harvard Law School Labor and Worklife Program; Partner, American Working Capital, LLC; Founder and President, Ownership Associates; Former Sidney Harman Fellow, Harvard University JFK School of Government; Doctorate in human development from the Harvard University School of Education

## **SCHEDULE FOR JUNE 26, TUESDAY**

### **Discussants:**

**Douglas Kruse**, J. Robert Beyster Faculty Fellow and Distinguished Professor and Associate Director, Fellowship Program, Rutgers School of Management and Labor Relations; Research Associate, National Bureau for Economic Research; former Senior Economist, Office of the President, Council of Economic Advisors, The White House; Doctorate in economics from Harvard University, 5 minutes

**Alex Brill**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Resident Fellow, American Enterprise Institute, 5 minutes

**Camille Kerr**, Executive Fellow, Rutgers School of Management and Labor Relations; Associate Director, The ICA Group; J.D. and Arthur Russell Morgan Fellow, University of Cincinnati College of Law, 5 minutes

**Corey Rosen**, Rutgers Research Fellow and Faculty Mentor, Rutgers School of Management and Labor Relations; Founder and Senior Staff Member, National Center for Employee Ownership; Doctorate in political science from Cornell University, 5 minutes

**Alex Kaufman**, M.A. candidate, Princeton University Woodrow Wilson School, 5 minutes

**Roland Attenborough**, Roland M. Attenborough; J.D., Hastings College of the Law; L.L.M. in Taxation, New York University Law School

### **Brief Research Updates:**

**Erik Olsen**, Senior Fellow, 2 minutes

**Michael Paz**, Louis O. Kelso Fellow, 2 minutes

**Chris Michael**, Louis O. Kelso Fellow, 2 minutes

### **CONCURRENT SESSION**

Location: Cuvier Club, South Atrium

#### *Empirical Research on Employee Share Ownership*

Chair: **David Calnitsky**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Social Sciences and Humanities Research Council (SSHRC) Postdoctoral Fellow, University of Manitoba, Sociology and Community Health Sciences; Doctorate in sociology from the University of Wisconsin at Madison

## **SCHEDULE FOR JUNE 26, TUESDAY**

*Job Seeker Interest and Consumer Interest in Shopping at Employee Ownership Firms*

**Thomas Dudley**, Louis O. Kelso Fellow, Rutgers School of Management and Labor Relations; Chief Executive Officer, Certified Employee Owned; M.S. in Statistics from Stanford University, 30 minutes

### **Discussants:**

**Jennifer Briggs**, Executive Fellow, Rutgers School of Management and Labor Relations; Former Vice President of Human Resources, New Belgium Brewery; M.S. in Organizational Leadership from Regis University, 7 minutes

**Joe Cabral**, former CEO, Chatsworth Products, 7 minutes

**Ian MacFarlane**, President and CEO, EA Engineering, 7 minutes

**Mark Lomele**, Executive Vice President and CFO, Recology, 7 minutes

### **Brief Research Update:**

**Lucas McGranahan**, Corey Rosen Fellow, 2 minutes

## **CONCURRENT SESSION**

Location: Inn by the Sea Conference Room

### *Mentoring Meetings*

Please meet with new fellows who have requested mentoring on their research-projects that are now underway. Faculty Mentors are requested to divide themselves among the sessions. Mentors will gather around separate tables with one research scholar.

*Mentoring Session: The Infrastructure Needed for Broadened Ownership of Capital and Economic Democracy*

**Carla Ilten**, Ph.D. candidate in sociology, University of Illinois at Chicago

*Mentoring Session for Doctoral Candidates: What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Collective Job Attitudes and Organizational Performance*

## **SCHEDULE FOR JUNE 26, TUESDAY**

**Saehee Kang**, Ph.D. candidate in Industrial Relations and Human Resources, Rutgers School of Management and Labor Relations

*Mentoring Session: Why Do Firms Adopt ESOPS? An Industry Perspective*

**Phela Townsend**, Ph.D. candidate in Industrial Relations and Human Resources, Rutgers School of Management and Labor Relations

*Qualitative Case Studies of Employee-Owned Firms*

**Lucas McGranahan**, Corey Rosen Fellow; Senior Research Specialist, University of Illinois at Chicago; Ph.D. in Philosophy, University of California at Santa Cruz

**Break – 5:30pm – 6:30pm**

**Dinner– 6:30pm**

Location: The Cuvier Club, Main Room

The Dinner will celebrate the 10<sup>th</sup> anniversary of the Fellowship Program, the founding of the Institute for the Study of Employee Ownership and Management, and new endowments for the Institute by Founding Supporters.

**Adrienne Eaton**, Dean and Professor, Labor Studies and Employment Relations, Rutgers School of Management and Labor Relations; Doctorate in industrial relations from the University of Wisconsin

**Joseph Blasi**, J. Robert Beyster Distinguished Professor and Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers School of Management and Labor Relations

**Douglas Kruse**, J. Robert Beyster Faculty Fellow, Associate Dean, Distinguished Professor, and Associate Director, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers School of Management and Labor Relations

**Mary Ann Beyster**, President, Beyster Foundation for Enterprise Development

**Michael Keeling**, President, The Employee Ownership Foundation

**Mark Lomele**, Chairman of the Board, Employee Ownership Foundation

**Evening Ends – 8:30pm**

## **Special Guests at the Beyster Symposium**

**Dr. Tanya Smith Brice**, Benedict College, Dean

**Dr. Vincent E. Mangum**, Atlanta Metropolitan State College, Division of Business and Information Technology

**Jeanne Wardford**, Program Officer, W.K. Kellogg Foundation

## **Support for the Beyster Symposium**

The Beyster Symposium has been supported for the last ten years through the J. Robert Beyster Endowment at Rutgers University and a series of annual gifts by Mary Ann Beyster, J. Robert Beyster, the Beyster Family, the Beyster Foundation for Enterprise Development, and the Employee Ownership Foundation. This year the symposium would not have been possible without the additional support of Henry Ward of Carta, Citi Community Development, the W.K. Kellogg Foundation, and an anonymous donor.

## **Support for The Fellowship Program**

The research fellowships are supported by the following grants: J. Robert Beyster Professorship and the J. Robert Beyster Fellowships: Foundation for Enterprise Development, J. Robert Beyster, Mary Ann Beyster and the Beyster Family; Louis O. Kelso Fellowships: Employee Ownership Foundation. The Louis O. Kelso Traveling Fellowships to support Fellows to attend the Mid-Year Fellows Workshop in honor of Louis O. Kelso: John Menke of Menke and Associates; Adam Blumenthal Fellowship: Adam Blumenthal and Lynn Feasley; American Coalition of Stock Plan Administrators Fellowships: American Coalition of Stock Plan Administrators; Blue Wolf Capital Fellowships: Blue Wolf Capital Management and Adam Blumenthal; Joseph Cabral Distinguished Scholar and Fellowship: Joseph and Bonnie Cabral; Ray Carey Fellowship: Ray and Dennice Carey; Equatex Fellowships: Equatex; Robert W. Edwards Fellowship for Advanced Study of Employee Stock Ownership: Steiker, Greenapple, & Croscut, P. C. honoring the long and distinguished legal career of Rob Edwards; Fidelity Fellowships in Equity Compensation Research; Fidelity Investments; Michael W. Huber Fellowships: Dr. Caroline Huber; Jared Kaplan Prize: Jared Kaplan of McDermott Will and Emery; W.K. Kellogg Foundation Fellowships: W.K. Kellogg Foundation; Morgan Stanley Fellowships: Morgan Stanley; Q. A. Shaw McKean Jr. Fellowships: Linda Borden McKean and the Shrewsbury Foundation; Bill and Connie Nobles Fellowships: Bill and Connie Nobles; George S. Pillsbury Fellowships: Charlie Pillsbury; Corey Rosen Fellowships: Rosen Ownership Opportunity Fund of the National Center for Employee Ownership; Kevin Ruble Fellowships in Conscious Capitalism: Kevin Ruble; Robert W. Smiley Jr. Fellowships: Robert W. Smiley Jr. For information on the Fellowship Program and updated announcements for applying to new or upcoming fellowships, please see: <http://smlr.rutgers.edu/research-and-centers/fellowship-programs>

## **Important Telephone Numbers and Contacts**

**Beth Schriefer**, Conference Coordinator and Project Coordinator of the Fellowship Program: Rutgers office number: 848-445-4722 before June 19th; Cell phone during the La Jolla event: 609-462-9638; Email: [bschriefer@smlr.rutgers.edu](mailto:bschriefer@smlr.rutgers.edu)

Inn by the Sea, the conference hotel: (858) 459-4461

Cuvier Club, the conference meeting site: (858) 367-7748

Joseph Blasi: Director: Cell Phone during La Jolla event: 609-240-4657; Email: [blasi@smlr.rutgers.edu](mailto:blasi@smlr.rutgers.edu)

Douglas Kruse, Associate Director. Cell phone during La Jolla event: 908-616-7841  
Email: [dkruse@smlr.rutgers.edu](mailto:dkruse@smlr.rutgers.edu)

## **In Appreciation**

The workshop was managed by Beth Schriefer, project coordinator of the Fellowship Program at Rutgers School of Management and Labor Relations (SMLR) and conference coordinator of both the Beyster Symposium and the Mid-Year Fellows Workshop in honor of Louis O. Kelso. Beth's efficiency, kindness, grace, and attention to every aspect of this conference and the entire Fellowship Program throughout the year is deeply appreciated. We would like to thank the following individuals for their assistance: the SMLR staff, especially Laura Hart for managing our accounts, Julia Colvin, Khaleef Crumbley, Janice DiLella, Linda Post, Divine Tabios, Renée Walker, and Ellen Weber, Dean Adrienne Eaton, Associate Dean Elaine Kovac Stroud, and Press Officer Steve Flamisch.

## **Institute for the Study of Employee Ownership and Profit Sharing**

The purpose of the Institute for the Study of Employee Ownership and Profit Sharing is to study the various models that have emerged and will emerge of employee ownership shares and profit shares in the corporation and society of the United States and around the world. The Institute will study approaches that broaden financial participation and inclusion in the economy and business organizations and allow employees to be fully engaged and share the rewards of their work.

<https://smlr.rutgers.edu/content/institute-study-employee-ownership-and-profit-sharing>

## **Rutgers University 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](https://smlr.rutgers.edu)

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