

**Rutgers-Oxford Employee Ownership Research Conference**  
**August 28-29, 2025**  
**Program and Agenda**

07-07-25 Draft

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The Conference is organized by the Institute for the Study of Employee Ownership and Profit Sharing based at the School of Management and Labor Relations of Rutgers University, New Brunswick, New Jersey (USA) and the Center for Mutual and Co-Owned Business at Kellogg College, Oxford University (UK).

**Hosts:**

- Professor Jonathan Michie, President, Kellogg College and Senior Fellow, Rutgers Institute
- Professor Joseph Blasi, Rutgers Institute and Visiting Fellow, Kellogg College

**Introduction and Moderator:**

- Professor Bill Castellano, Director, Rutgers Institute for Employee Ownership and Profit Sharing
- Christopher Mackin, Ray Carey and Abby Rockefeller Fellow, Rutgers Institute for Employee Ownership and Profit Sharing

**Thursday Evening – August 28, 2025**

- 6 PM**            **Pre-dinner drinks reception and presentation of the Nigel Mason Award** - The Hub Café at Kellogg College 60-62 Banbury Road
- 7 PM**            **Welcome Dinner** - Dining Hall Kellogg College, 60-62 Banbury Road

**Morning and Afternoon - August 29, 2025**

**Six Sessions**

**Thirty (30) Minutes of Presentations and Thirty (30) Minutes of Discussion Per Session**

- **7:00– 7:45 AM - Breakfast** – Kellogg Dining Hall
- **8:00– 12:15: Morning Sessions 1-3**
- **12:15-1:00 PM Lunch**
- **1:00 PM-4:45 Afternoon Sessions 4-6**
- **4:45 PM-5:00 PM-Closing Remarks**

**Conference Location- Seminar Room, Kellogg College:** Main Reception Entrance of Kellogg College - Oxford University, Kellogg College, 60-62 Banbury Road

**Rutgers-Oxford 2025**  
**Employee Ownership Research Conference**  
**AGENDA**

Moderator: Christopher Mackin, Senior Fellow, Rutgers Institute

**8:00 AM**      **Welcome and Introductions**  
Jonathan Michie, Kellogg College, Oxford University  
Joseph Blasi, Rutgers University School of Management and Labor Relations  
Bill Castellano, Director, Rutgers Institute for Employee Ownership and Profit Sharing

**8:15-9:30**      **Session 1 – Underlying Assumptions**  
Paper 1:      Bo Rothstein: Employee Ownership of Firms, the Market Economy and Social Trust  
Paper 2:      Tony Guidotti & Nien-he Hsieh: Worker Ownership as an Institutional Structure for Economic Dignity  
Paper 3:      Timothee Duverger: Economic Democracy: The Social History of an Idea  
Paper 4:      David Ellerman: Democratic Firms: Theory, Problems and the European ESOP Model

**Lead Respondent:** Christopher Mackin

**9:30-10:45**      **Session 2 – Alternative Models**  
Paper 5:      Niels Mygind: What Drives Different Stakeholders toward Different Types of Employee Ownership?  
Paper 6:      Thibault Mirabel: The Language Games of Employee Share Ownership in France: Toward an Operational Framework for Research and Practice  
Paper 7:      Andrew Pendleton and Andrew Robinson: What Do EOT's Do?  
Paper 8:      Graeme Nuttall & John Hoffmire: Using the Employee Ownership Trust to Facilitate Employees Receiving Part of a Not-for-Profit Organization's surplus  
Paper 9:      Morshed Mannan: Platform Worker Cooperatives: Learning From an Emergent Case in Bangladesh

**Lead Respondent:** Bill Castellano

**10:45 AM-11:00 AM - Break 1**

**11:00-12:15**      **Session 3 – Culture and Governance 1**  
Paper 10:      Rebecca Hewett: Leader Ideologies, Ownership and Governance Structures in Self-Managing Organizations  
Paper 11:      Ethan Rouen: The Roles of Norms and Values in Building Corporate Culture: a Field Experiment Using Broad-Based Equity Distribution  
Paper 12:      Marc Salesina: Employee Share Ownership and Human Resource Management: Between Shareholder and Partnership Approaches to

Governance  
Paper 13: Arnault Violet: Democratizing Employee Ownership in SME's in France

**Lead Respondent:** Doug Kruse

**12:15-1:00 PM - Lunch**

**1:00-2:15      Session 4 - Productivity and Performance**

Paper 14: Andres Cuadros-Menaca: Employee Stock Ownership Plans and Working Status  
Paper 15: Oliver Browne: Investigating the Impacts of Dispersed Ownership on Agency Costs in Employee-Owned Firms  
Paper 16: Derek Jones: The Productivity Effects of Employee Ownership, Profit Sharing and Worker Representation on Boards  
Paper 17: Eric Hoyt & Joseph Blasi: Employee Share Ownership, Management Practices and Firm Outcomes in U.S. manufacturing – Part 1  
Paper 18: Doug Kruse & William Castellano: Employee Share Ownership, Management Practices and Firm Outcomes in U.S. manufacturing – Part 2

**Lead Respondent:** To be named

**2:15-3:15      Session 5 - Culture and Governance 2**

Paper 19: Daphne Berry: Defining Ownership Culture in an Employee Ownership Context:  
Paper 20: Fathi Fakhfakh: Profit Sharing and Employee's Participation as a Source of Employee Well-Being: Evidence from France  
Paper 21: Ed Carberry: The Effects of Employee Ownership on Behavioral Expectations: Toward a Sensemaking Model of Culture Change in Employee-Owned Companies  
Paper 22: Kevin Miner & Marya Besharov: The Intersection of Participation and Organizational Purpose: Who Decides What Gets Locked in and Why it Matters

**Lead Respondent:** Lisa Schur

**3:15 PM-3:45 PM - Break 2**

**3:45-4:45      Session 6 - Cooperative Models in Practice**

Paper 23: Ermanno C. Tortia: A Comparative Analysis of Worker Ownership, Dividend-Based Remuneration and Tradable Shares in Worker-Owned Cooperatives  
Paper 24: Marina Albanese: The Role of Global and Local Environmental Awareness in Sustainable Development: Are Worker Cooperatives Advantaged in the Absence of Public Incentives?  
Paper 25: Fabio Landini: Beliefs about Worker Ownership and Occupational

Paper 26: Intentions Among Young Adults  
William Foley: The Effect of Worker Cooperatives on Perceptions of Job Quality.

**Lead Respondent:** To be named

**4:45-5:00 PM – Wrap Up – Concluding Remarks**

- Jonathan Michie
- Joseph Blasi
- Bill Castellano
- Christopher Mackin