JUNIOR SCHOLARS FORUM

Reimagining Civil Society, Philanthropy, and Social Innovation in a World in Crisis

19-20 June, 2025

PROCEEDINGS

CONTEXT

Ten years ago, the **Stanford Center on Philanthropy and Civil Society (PACS)** organized the first edition of the *PACS Junior Scholars Forum.* The goal of the forum is to highlight exciting work being done by young scholars across the globe and to contribute to the development of their scholarship. It brings together emerging researchers, including PhD students, postdoctoral fellows, and junior faculty, working in the general areas of civil society and philanthropy to increase the sense of intellectual community and enhance the overall quality of research.

Meanwhile, in 2015, faculty members at **HEC Liège** and **ESSEC Business School** launched the *Doctoral Seminar in Social Entrepreneurship and Philanthropy (SEPHI).* Their goal was to enable doctoral students and postdoctoral fellows to critically debate the literature and its theoretical underpinnings, learn about developing and crafting research papers in this field, strengthen ongoing research, and develop ties with emerging and senior scholars in a burgeoning research community. The SEPHI organizing team expanded to include colleagues from **emlyon business school** and **IESEG School of Management** and organized four editions of the seminar.

For this 2025 edition, Stanford PACS invited **ESSEC Business School's Philanthropy Chair** and **Social Innovation Chair** to co-host the next Junior Scholars Forum edition in France. Given our shared values and common objectives to nurture emerging scholars, we decided to all join forces to organize this event with the aim of reinvigorating research on all forms of private initiatives and organizations addressing collective challenges that neither governments nor markets can solve on their own.

ORGANIZING TEAM

Faculty

ESSEC BUSINESS SCHOOL:
- **Anne-Claire Pache,**
  Chaired Professor in Social Innovation; Associate Dean for Global Strategy and Sustainability.
- **Arthur Gautier,**
  Chaired Professor in Philanthropy, Associate Dean for Chairs.

STANFORD UNIVERSITY:
- **Walter W. Powell,**
  Jacks Family Professor of Education, and (by courtesy) Sociology, Organizational Behavior, Management Science and Engineering, and Communication.
- **Johanna Mair,**
  Professor of Organization, Strategy, and Leadership; Academic Editor of the Stanford Social Innovation Review.
- **Lisa Overbey,**
  Associate Director of Research and Scholar Programs, Stanford Center on Philanthropy and Civil Society.

HEC LIÈGE:
- **Virginie Xhauflair,**
  Professor of Business Ethics and Philanthropy.
- **Frédéric Dufays,**
  Associate Professor of Social and Sustainable Entrepreneurship.

EMLYON BUSINESS SCHOOL:
- **Nevena Radoynovska,**
  Associate Professor of Strategy & Organization.
- **Christof Brandtner,**
  Associate Professor of Social Innovation.

IÉSEG SCHOOL OF MANAGEMENT:
- **Benjamin Huybrechts,**
  Professor of Business & Society.

UNIVERSITY OF MICHIGAN
- **Megan Tompkins-Stange,**
  Associate Professor of Public Policy.

Management & Staff

ESSEC BUSINESS SCHOOL:
- **Tiffany Besnard,**
  Assistant, Social Innovation Chair.
- **Jennifer Rodrigues da Silva,**
  Assistant, Philanthropy Chair.
- **Gabrielle Simonpoli,**
  Student, Master in Management.

1. EARLY-STAGE TRACK

AGUILAR VINAS Daniel – Rotterdam School of Management
Times of contestation: Navigating polarization in hybrid organizations

ATEEQ Nawras – Southampton Business School
Emotions and maintenance of crises: How social entrepreneurs experience and navigate an extreme context

CHAN Ariel – Stanford University
Why do we trust the DMV: How operational and interpersonal attributes shape citizen evaluations of public agencies

COOVADIA Fuuad – Saïd Business School, University of Oxford
How digital platform brokers shape cross-sector collaborations: A study of virtual food banking

DIEPEVEEN Maike – University of Eastern Finland
Priming informal and formal institutional change: How advocacy nonprofits influence the norms governing business sustainability

KOPTSYUKH Anastasia – Aalto University School of Business
Compassionate distanced venturing: The case of a Finnish logistics hub delivering aid to war-torn Ukraine

MARADEIX Marie-Stéphane – ESSEC Business School / Université Paris Dauphine
Stewardship in action: Trust mechanisms in foundations-grantees relationships

MUHR Antonia Katharina – Vienna University of Economics and Business
Between exploration and exploitation: How foundations conceptualise and implement innovation

POTES Madalena – Universidade Nova de Lisboa
Philanthropy and international relations: The Calouste Gulbenkian Foundation as an agent of transformation through art in international contexts

SASSO LOPES Jessica – emlyon business school
The digital native trap on organizational scaling

2. ADVANCED TRACK

ANDREOLI Chiara – ESADE, Ramon Llull University
Impact and power: The emergence of measurement infrastructure in nascent fields
Abstract: Measurement practices and devices are part of the market infrastructure that emerges in the early moments of nascent markets and fields. Our article examines how power is embedded in the development of that measurement infrastructure and its consequences for nascent fields. Using and inside-out methodology that builds on archival materials, participant observation in key field events, and interviews with insiders from the field emergence process, this research delves into the development of measurement infrastructure for impact investing between 2009 and 2021. Our findings show how power is embedded in the co-evolution of measurement devices, actors, and practices, favoring certain approaches while sidelining others. We thereby contribute to the literature on nascent fields by surfacing the centrality of measurement infrastructure and the importance of power dynamics in its emergence.

BARROS Octavio – HEC Paris
Navigating philanthropy allocation amidst change: Balancing institutional and firm-level drivers of giving
Abstract: This paper assesses the interplay between an institutional-level policy aimed at fostering inclusion through corporate philanthropic giving and the firm-level attributes that may affect strategic responses to this transition. Specifically, I analyze the effects of a policy designed to substantially reduce search costs for firms seeking sociocultural projects to support and explore how firm performance in the consumer market and ownership form influence investment decisions, with a particular focus on the allocation of resources to underserved localities. I hypothesize that reduced search costs enhance the inclusion of underserved groups compared to adequately served regions, as firms, motivated by either instrumental or normative reasons, find increased incentives to engage with these previously overlooked communities. Additionally, I suggest that high-performing firms and state-owned enterprises (SOEs) utilize this transition to promote greater value creation by tapping into these regions. I test these hypotheses within the Brazilian cultural sector, focusing on a policy implemented in 2017 intended to augment and equitably distribute philanthropic contributions. I analyze philanthropic giving of 148 public companies towards 5,616 cultural projects across the country from 2011 to 2021, yielding a dataset of 7,916 observations. Contrary to my initial hypothesis, I find no significant effect of the policy in attracting new investments or redirecting them to projects in underserved areas. However, a deeper analysis of firm-level attributes in response to the institutional change reveals that both high-performing firms (compared to low-performing ones) and SOEs (compared to private-owned firms) have increased their investments in these regions post-policy. High performers capitalize on their enhanced resources and capabilities to penetrate new markets and potentially increase private value creation, while SOEs align their philanthropic efforts with their mandate to foster social value creation. Despite these shifts, the overall market equilibrium remains largely unchanged due to competitive dynamics: other competitors take advantage of the transition to secure their share of the philanthropic market, preventing a comprehensive shift toward a more equitable distribution. Overall, this study underscores the importance of evaluating firm-level responses to properly understand how policies aimed at generating social value can effectively meet their intended inclusion goals of promoting inclusion.

BEISHENALY Nazik – Hertie School of Governance

How organizations contribute to democratization: The cases of social enterprises in Georgia and Kyrgyzstan

Abstract: The recent global trend of democratic retreat has intensified interest in the role of organizations in promoting democratization. In contexts where traditional allies of democratization, such as private firms and civil society organizations (CSOs), struggle to effect change, this study explores how social enterprises (SEs) contribute to democratization efforts. Focusing on SEs in former socialist countries, our research makes two important contributions. First, we propose a theoretical model that distinguishes between democratic work—efforts directly aimed at fostering political participation —and pre-democratic work—efforts focused on building the social foundations necessary for future democratic engagement. This research contributes to the theoretical discussions on political roles of social and provides practical insights for policymakers regarding the role of local organizations in the democratization process.

BRAZZELL Melanie – Kennedy School, Harvard University

What shape does democracy take? Comparing horizontal, vertical, and hybrid social movement organizational "structure shapes"

Abstract: Are horizontally structured organizations more democratic than vertical ones? In this article, I link democratic backsliding and rising authoritarianism within political institutions to the hollowing out of democratic civic organizations, emphasizing the importance of meso level analyses and solutions for addressing macro level democratic deficits. For scholars, policymakers, and practitioners interested in rebuilding democratic life at the organizational level, the question becomes: which organizational forms best enable democratic governance practices? Organizational and particularly management studies scholarship on firms suggests that horizontal forms are more democratic than vertical ones. This study tests that hypothesis on a different population: civic organizations, studying a subset deeply invested in questions of democracy, social movement organizations. Drawing on the social movement literature, I develop a novel operationalization of verticality and horizontality as well as a unique democratic governance score to measure decision-making. I use these to assess the membership structures of 18 politically progressive civic organizations through surveys, focus groups, and case study research. I find that, contrary to expectation, the vertical organizations in the study were comparatively more democratic than the horizontal ones. Yet I find the highest democratic governance scores in a hybrid organizational form between the two. I offer case studies to elaborate on this tripartite typology of democratic organizational forms, or what I call «structure shapes»: the vertical 'ladder' of distributed decision-making, the horizontal 'shapeshifter' of diffuse decision-making, and the hybrid 'web' of decentralized decision-making. These findings bridge conversations between studies of democracy, management, and social movements, overturning assumptions in the organizational literature about verticality and horizontality and offering hybrid models for new organizations of all kinds.

CHOI Jung Ho – University of Pennsylvania

The role of philanthropic grant distribution in community-level poverty reduction

Abstract: This paper examines whether changes in the structure of philanthropic grant distribution lead to significant social impact, specifically in the context of anti-poverty efforts. While philanthropic grants to nonprofit organizations have grown significantly, scholars have typically assumed the total amount of grants as the main driver of social impact. However, the way these grants are distributed to nonprofits also deserves equal scholarly attention, as it plays a pivotal role in maximizing the impact of the total funding. Using a unique panel dataset on philanthropic grants to anti-poverty nonprofits from 2010 to 2019, the study tests whether the concentration or diversification of grants is linked to changes in poverty levels. Using a two-way fixed effects model and a Bartik instrumental variable approach, this study finds that a more diversified distribution of grants across a large number of nonprofit organizations is associated with a greater poverty reduction. This study contributes to philanthropic research by exploring how the strategic distribution of resources can enhance the effectiveness of nonprofit organizations in addressing complex social problems.

DILDINE Alexandra – Johns Hopkins University

The promises and perils of digital organizing: Building community power in the age of surveillance capitalism

Abstract: The embrace of a digitally-mediated world has affected the structure and function of macro-level institutions as well as individuals' psychological wellbeing at the micro level. What are the implications for meso-level organizations that seek to facilitate citizens' active engagement in public affairs? Civic organizations must seek to build active and sustainable volunteer bases, as their power is rooted in their ability to coordinate large numbers of people to disrupt the normal function of society and to exact electoral consequences when necessary – yet we have much to learn about the implications of digital organizing modalities for organizational effectiveness. In this project, I elucidate the impact of the transition to a digital public sphere on two interconnected but conceptually distinct base-building processes: the recruitment and retention of volunteers. These core features are essential for building organizational capacity, and they have changed fundamentally as organizations have moved their operations online. In this mixed-method study, I uncover the ways in which organizational leaders attempt to adapt their base-building strategies in an environment of easy exit. I argue that using digital tools has introduced a "segmentation" between recruitment and retention, reducing the opportunities organizations have to build strong, sustainable connections with volunteers and resulting in fewer committed members. I then use field experiments to test what strategists believe does work – the principles that increase the likelihood that volunteers will continue to take costly action and commit to the mission for the long term. This paper lays out the conceptual framework underpinning the project.

LU Cheng – Saïd Business School, University of Oxford

Domesticating a foreign idea: How custodians engage with institutional translation

Abstract: The translation of a foreign organizational idea is an inherently political process. To capture this power-laden dynamic, we draw on institutional custodianship literature, which highlights the role of motivated actors in maintaining or renewing existing institutions, thus helping to explain why some unsettling foreign ideas gain traction while others falter. We ask: how do custodians engage with the translation of an unsettling foreign idea? To address this question, we conducted a longitudinal case study of how the Chinese government responded to the translation of social entrepreneurship—a Western idea premised on market-based solutions to social problems, which contrasts with China's state-led approach to social service provision. We identify three phases— patchwork experimentation, decentralized adaptation, and domesticated adoption—and examine the interplay between the translational and custodial work within and across each of these phases. We further develop a process model demonstrating how institutional custodians facilitate the incorporation of a foreign idea, provided the core of the protected institutions and custodial stewardship remain preserved. This research contributes to institutional translation literature by revealing the ways in which powerful custodians shape the translation of unsettling foreign ideas, and how multi-tiered governance structures decentralize translation trajectories. We also advance custodianship literature by illuminating the pragmatic approaches adopted by custodians in high- distance translations, and by showing how intra-custodian heterogeneity—stemming from divergent interests and authority—enables simultaneous efforts for institutional continuity and change.

SABBATUCCI Anne-Sophie – Kelley School of Business, Indiana University

Echoes of a field ideology: The journey of a collective's ideas to develop Iraq's private sector

Abstract: Tackling Grand Challenges often involves grassroots collectives mobilizing around a shared vision for a field's future. However, despite the value-laden nature of such efforts, collectives frequently concede their early objectives to achieve broader change. This study examines how ideologically driven groups accept to negotiate their vision and how field ideologies dissipate, becoming negotiable ideas. Using rich qualitative data and inductive methods, I analyze the evolution of an entrepreneurship ideology in Iraq, constructed and diffused by a movement of young Iraqis seeking to develop a fair and inclusive private sector by building an entrepreneurial ecosystem. These findings contribute to research on field ideologies and field-level change, while also offering insights into entrepreneurship as an ideological future-making force in fragile, violent territories.

YOUNG-HYMAN Trevor – Katz School of Business, University of Pittsburgh

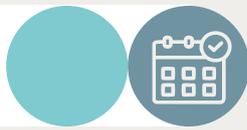*Short-term demands and long-term commitments: A temporal model of stakeholder governance*

Abstract: To address competing views about the benefits of broadening stakeholder governance, we develop a temporal model of the consequences for equity and non-equity stakeholders. We argue that broadening stakeholder governance initially reduces rewards for equity stakeholders, due to increased coordination costs and heightened claims on firm resources by non-equity (i.e., contracted) stakeholders. However, over time, diminishing coordination costs and increasing returns from firm-specific investments increase rewards for equity stakeholders. Additionally, because contracted stakeholders make firm-specific investments and derive benefits, we argue that they may be willing to compromise their claims when their firms face economic difficulties. Given these dynamics, we argue that broadening stakeholder governance is likely to increase firm survival. To test these arguments, we analyze longitudinal tax and archival data for French firms with varying governance structures. Overall, our findings suggest that broadening stakeholder governance produces a delicate balance between stakeholders protecting their interests and deepening their commitments over time, resulting in a firm whose primary commitment is to the continued benefit of its stakeholders.

ZHUANG Yuhao – emlyon business school

Who enters weakly-constrained political contexts to create social impact? Evidence from aid intermediaries

Abstract: Political environments with weak institutional constraints on incumbent leaders potentially impede the operations of social impact organizations. Yet, these are often precisely the contexts where the need for social impact is most pronounced. Our paper focuses on the self-selection of external social impact organizations into environments with varying political constraints and examines what organizational attributes predict entry. Linking both quantitative and qualitative data on development aid contracting in the United Kingdom and the United States, we find that weakly- constrained political environments facilitate the entry of purely socially-oriented, non-value-laden nonprofits—those most willing and able to address acute local needs while circumventing political disruptions. Hybrid nonprofits are only willing to enter when the presence of peer organizations is high, suggesting a "safety in numbers" effect. Taken together, our study advances understanding of the antecedents of social impact making, highlighting the limitations that challenging political contexts impose on for-profit entities, flexible organizing, normative missions, and solitary entry.

PROGRAM

DAY 0 – WEDNESDAY, JUNE 18TH, 2025

18:30-21:30	**Welcome Reception** *Drinks - Buffet dinner*	Château de l'Hermitage (Ennery)

DAY 1 – THURSDAY, JUNE 19TH, 2025

8:15-8:30	*Shuttle to ESSEC campus (Cergy)* *Meeting points at both hotels*	Green des Impressionnistes Château de l'Hermitage (Ennery)
9:00-9:15	**WELCOME TO ESSEC** Welcome coffee & pastries Foreword by Vincenzo Vinzi, Dean of ESSEC Business School	ESSEC Campus Pierre Nanterme Center (Cergy)
9:15-9:30	**INTRODUCTION** SEPHI meets Stanford PACS Overview of the program	*idem*
9:30-10:00	**ICEBREAKER** Let us get to know each other!	*idem*
10:00-11:00	**SESSION I – JUNG HO CHOI (PENN)** *The role of philanthropic grant distribution in community-level poverty reduction* • Chair, discussant: Arthur Gautier (ESSEC) • Junior discussant: Antonia Muhr (WU Vienna)	*idem*
11:00-12:00	**SESSION II – OCTAVIO BARROS (HEC PARIS)** *Navigating philanthropy allocation amidst change* • Chair, discussant: Nevena Radoynovksa (emlyon) • Junior discussant: Maike Diepeveen (U. Eastern Finland)	*idem*
12:00-13:30	**LUNCH - Buffet lunch**	ESSEC Campus - Le Club
13:30-14:30	**SESSION III – ANNE-SOPHIE SABBATUCCI (INDIANA)** *Echoes of a field ideology* • Chair, discussant: Megan Tompkins-Stange (Michigan) • Junior discussant: Nawras Ateeq (Southampton)	ESSEC Campus Pierre Nanterme Center
14:30-15:30	**SESSION IV – MELANIE BRAZZELL (HARVARD)** *What shape does democracy take?* • Chair, discussant: Woody W. Powell (Stanford) • Junior discussant: Madalena Potes (Nova)	*idem*
15:30-16:00	**BREAK**	
16:00-17:00	**SESSION V – NAZIK BEISHENALY (HERTIE)** *How organizations contribute to democratization* • Chair, discussant: Nevena Radoynovksa (emlyon) • Junior discussant: Anastasia Koptsyukh (Aalto)	*idem*
17:00-18:00	**SESSION VI – YUHAO ZHUANG (EMLYON)** *Who enters weakly constrained political contexts to create social impact?* • Chair, discussant: Lisa Overbey (Stanford) • Junior discussant: Daniel Aguilar Vinas (Rotterdam)	*idem*
18:00-18:15	**CLOSING REMARKS** Meeting point and shuttle to dinner	*idem*
19:00-21:30	**VISIT & DINNER** Short walk in the historical center of Auvers Seated dinner and drinks	Le Relais des Peintres (Auvers-sur-Oise)
21:30-22:00	Meeting point in front of the restaurant Shuttle back to both hotels	

PROGRAM

DAY 2 – FRIDAY, JUNE 20TH, 2025

Time	Event	Location
7:45-8:00	Shuttle to ESSEC campus (Cergy) Meeting points at both hotels	Green des Impressionnistes; Château de l'Hermitage (Ennery)
8:30-9:00	**WELCOME TO ESSEC** Welcome coffee & pastries Overview of the program (day 2)	ESSEC Campus Pierre Nanterme Center
9:00-11:00	**SESSION VII – EARLY-STAGE PHD STUDENTS FORUM** • 5 roundtables with 2 presenters and 4 participants in each table (grouped by themes/expertise)	*idem*
11:00-12:00	**SESSION VIII – KEYNOTE ADDRESSES** *Democracy and participation in organizations* • Walter W. Powell (Stanford) • Anne-Claire Pache (ESSEC)	*idem*
12:00-13:00	**LUNCH -** Buffet lunch	ESSEC Campus - Le Club
13:00-14:00	**SESSION IX – TREVOR YOUNG-HYMAN (PITTSBURGH)** *Short-term demands and long-term commitments* • Chair, discussant: Anne-Claire Pache (ESSEC) • Junior discussant: Jessica Sasso-Lopes (emlyon)	ESSEC Campus Pierre Nanterme Center
14:00-15:00	**SESSION X – ALEXANDRA DILDINE (JOHNS HOPKINS)** *The promises and perils of digital organizing* • Chair, discussant: Johanna Mair (Stanford) • Junior discussant: Fuuad Coovadia (Oxford)	*idem*
15:00-15:30	**BREAK**	
15:30-16:30	**SESSION XI – CHIARA ANDREOLI (ESADE)** *The emergence of measurement infrastructure in nascent fields* • Chair, discussant: Virginie Xhauflair (HEC Liège) • Junior discussant: Marie-Stéphane Maradeix (ESSEC)	*idem*
16:30-17:30	**SESSION XII – CHENG LU (OXFORD)** *Domesticating a foreign idea* • Chair, discussant: Christof Brandtner (emlyon) • Junior discussant: Ariel Chan (Stanford)	*idem*
17:30-18:00	**CONCLUDING REMARKS** Final reflections Goodbye!	*idem*

SESSIONS FORMAT

1. EARLY-STAGE TRACK
Session VII (Day 2)
The roundtables are intended to give early-scholars with detailed feedback on their work in progress.
Each roundtable consists of **two** presenters and **four** discussants (two senior scholars and two advanced-track scholars).

We allocated a full hour (**60** minutes) to each presenter, including:
• **10** minutes of presentation
• **50** minutes of discussion

Early-track scholars can use 10 minutes to summarize the main argument and evidence (no slides required), raise potential limitations, and ask questions that would be most useful to address in the discussion. They should also read their co-presenter's paper.

Discussants (both advanced-track and senior scholars) should read the 2 papers that they have been assigned to and be ready to provide oral feedback.

COMPOSITION OF THE TABLES

TABLE 1: Digitalization and civil society

• Jessica Sasso Lopes: *The digital native penalty on organizational scaling*
• Fuuad Coovadia: *Digital platforms as network brokers in circular supply chains*
• Senior scholars: Anne-Claire Pache, Megan Tompkins-Stange
• Advanced track scholars: Alexandra Dildine, Octavio Barros

TABLE 2: Extreme contexts and social entrepreneurship

• Anastasia Koptsyukh: *Narratives of social innovation in a prolonged disaster context*
• Nawras Ateeq: *Emotions and maintenance of crises*
• Senior scholars: Johanna Mair, Frédéric Dufays
• Advanced track scholars: Cheng Lu, Nazik Beishenaly

• TABLE 3: Foundations and power

• Antonia Katharina Muhr: H*ow foundations conceptualize and implement innovation*
• Madalena Potes: *The Calouste Gulbenkian Foundation as an agent of transformation through art in international contexts*
• Senior scholars: Arthur Gautier, Virginie Xhauflair
• Advanced track scholars: Jung Ho Choi, Chiara Andreoli

TABLE 4: Norms and institutions

• Maike Diepeveen: *How advocacy nonprofits influence the norms governing business sustainability*
• Daniel Aguilar Vinas: *An ethnographic exploration of micro-level dynamics in a community enterprise*
• Senior scholars: Nevena Radoynovksa (emlyon), Woody W. Powell (Stanford)
• Advanced track scholars: Anne-Sophie Sabbatucci, Trevor Young-Hyman

TABLE 5: Trust and the public

• Ariel Chan: *Trust in public agencies, polarization, social movements*
• Marie-Stephane Maradeix: *Trust mechanisms in foundations-grantees relationships*
• Senior scholars: Lisa Overbey (Stanford), Christof Brandtner (emlyon)
• Advanced track scholars: Melanie Brazzell, Yuhao Zhuang

2. ADVANCED TRACK
Sessions I-VI (Day 1) and VIII-XII (Day 2)
These sessions will allow advanced-track scholars to present a research paper and receive detailed feedback from two discussants: one senior scholar and one early-stage track scholar, before opening the floor for questions and comments from everyone.

We allocated a full hour (**60** minutes) to each presenter, including:
• **15** minutes of presentation
• **20** minutes of discussion (10 minutes per discussant)
• **25** minutes of questions & comments

Presenters should prepare a 15-minute presentation (slides required). Each discussant (both senior and early-stage scholars) should read the presenter's paper and prepare a 10-minute discussion, to be presented orally with 1-2 accompanying slides.

Please refer to the program below to see when you present and when you are a discussant.

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