

# LAUREN S. KAUFMANN

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## ACADEMIC APPOINTMENTS

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### University of Virginia

Darden School of Business, *Assistant Professor of Business Administration* 2022 -  
Women, Gender & Sexuality Department, *Affiliated Faculty* 2023 -

## EDUCATION

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### The Wharton School, University of Pennsylvania

2022

Ph.D. Managerial Science and Applied Economics

M.S. Ethics and Legal Studies

*Winkelman Fellow in Applied Economics (the highest academic honorific at Wharton)*

### The London School of Economics and Political Science

2015

M.Sc. Gender (*with Distinction*)

### University of Pennsylvania

2014

B.A. Philosophy, B.A. English (Honors); *Summa Cum Laude*; Phi Beta Kappa

## PUBLICATIONS

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**Kaufmann, L.**, Krlev, G., & Brown, M. In Plain Sight: Mechanisms of Means-Ends Decoupling in Impact Investing. *Forthcoming at **Organization Studies***. <https://doi.org/10.1177/01708406241295505>

**Kaufmann, L.** & Botha, H. Who Loses in Win-Win Investing? A Mixed Methods Study of Impact Risk. *Forthcoming at **Journal of Business Ethics***. <https://doi.org/10.1007/s10551-024-05788-8>

**Kaufmann, L.** & Derry, R. 2024. On Valuing Women: Advancing an Intersectional Theory of Gender Diversity in Organizations. *Academy of Management Review*, 49(4), 775-798.  
<https://doi.org/10.5465/amr.2021.0382>

- 2024 Best Paper of the Year, Runner-Up, *International Association for Business & Society (IABS)*

**Kaufmann, L.** 2022. Feminist Epistemology and Business Ethics. *Business Ethics Quarterly*, 32(4): 546-572.  
<https://doi.org/10.1017/beq.2021.33>

## OTHER SCHOLARLY CONTRIBUTIONS

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**Kaufmann, L.** Book chapter: “Should your company be as diverse as the community in which it is located?” *Forthcoming in **Business Ethics: Philosophy, Policy, and Management*** (Eds. Vikram Bhargava & Michael Kates). Routledge.

**Kaufmann, L.** 2023. Book review: “*We Are Not Born Submissive: How Patriarchy Shapes Women’s Lives*, by Manon Garcia. Princeton, NJ: Princeton University Press, 2021. 234 pp.” *Business Ethics Quarterly*, 33(4), 777-780. <https://doi.org/10.1017/beq.2023.23>

## WORK UNDER REVIEW & IN PROGRESS

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**Lauren Kaufmann.** Gender and microfinance.

Helet Botha, **Lauren Kaufmann**, & R. Edward Freeman. Beauvoir and organizational ethics.

**Lauren Kaufmann**, Valeria Cavotta, & Vontrese Pamphile. A qualitative study of impact experts.

Bidhan (Bobby) Parmar, **Lauren Kaufmann**, & Helet Botha. A mixed methods study of moral reasoning.

Yuanqi (Emma) Gu, Helet Botha, **Lauren Kaufmann**, & Bidhan (Bobby) Parmar. Moral clarity.

Harry Van Buren III, Charlotte Karam, & **Lauren Kaufmann**. Systematic literature review.

Helet Botha, Saras Sarasvathy, & **Lauren Kaufmann**. Business ethics and cynicism.

Gorgi Krlev, Johannes Meuer, & **Lauren Kaufmann**. A mixed methods study of social innovation.

**Lauren Kaufmann**, Tracey Dodd, & Bobbi Thomason. A qualitative study of executives.

## TEACHING

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### MBA (Darden)

- Business Ethics (first year core)
- Managing Social Impact (second year elective)

### Executive Education (Darden)

- Topics: Purpose-driven leadership, Ethical decision making, Business ethics, Impact measurement

### Undergraduate (Wharton)

- Business Ethics and Social Responsibility
- Introduction to Management
- Research Methods (lecturer for experimental & qualitative methods)

### Published Cases & Technical Notes

- Netflix and Dave Chappelle (A): [Darden Case E-0499](#) and (B) [Darden Case E-0501](#).
- Intersectionality: [Darden Technical Note E-0500](#).
- Returning to Redmond? Exploring equity in hybrid work environments at Microsoft: [Darden Case E-0497](#).
- Equity considerations in remote and hybrid work environments: [Darden Technical Note E-0498](#).
- Moral theory and the language of ethics and business: [Darden Technical Note E-0405](#).
- Madam director: Fern Investment Solutions pursues board diversity: [Darden Case E-0507](#).
- BioBag Australia: Evaluating green growth capital opportunities. [Darden Case E-0510](#).

## PRACTITIONER PUBLICATIONS & ENGAGEMENT

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Kaufmann, L., Dodd, T., & O'Neill, E. 2024. Intersectional: The next frontier in diversity. *Governance Directions*. [Link](#).

Kaufmann, L. & Bowers, K. 2024. Pop culture and corporate culture: Netflix and the Dave Chappelle controversy. *Darden Ideas to Action*. [Link](#).

Kaufmann, L. & Morse, M. 2023. Outcomes-based financing: The quality education India development impact bond. *Darden Ideas to Action*. [Link](#).

Brown, M., & Kaufmann, L. 2022. Impact underperformance: What it looks like and why it matters. *Impact Entrepreneur*. [Link](#).

- Reprinted by **Salesforce** and **Mission Investors Exchange** in the thought leadership collection “Why Impact Management?” [Link](#).

**Interviews:** Wharton *Dollars and Change* podcast, Wharton ESG Initiative *Research Notes*, Deming Center for Entrepreneurship’s *Creative Distillation* podcast, Darden *Stakeholder Podcast*

## RECENT CONFERENCE PRESENTATIONS

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| <b>2024</b> | Wharton-Groningen PPE Workshop, “Gender, Development, & Investing,” Groningen Society for Business Ethics: “Gender, Development, & Investing,” Chicago Ethical Issues of Our Time: “Gender Impact Investing,” Park City  |
| <b>2023</b> | 3 <sup>rd</sup> Wittenberg Business Ethics Conference: “Gender Impact Investing,” Wittenberg Paper Development Workshop on Impact Investing, “Impact Measurement,” Helsinki Society for Business Ethics: “Impact Risk,” Boston<br>Gender, Work, & Organization: “Gender, Development, and Investing,” Stellenbosch International Association for Business & Society: “Impact Risk,” Bath<br>Business Ethics in the 6ix: “Gender Impact Investing,” Toronto |
| <b>2022</b> | 19 <sup>th</sup> Annual Social Entrepreneurship Conference: “Impact Risk,” Los Angeles<br>Society for Business Ethics: “Impact Measurement,” Seattle<br>INSEAD-Wharton Doctoral Consortium: “Impact Measurement,” Fontainebleau  |

## INVITED TALKS

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| <b>2025</b> | City St. George’s, University of London, Bayes Business School<br>The American College of Financial Services   |
| <b>2024</b> | <i>Forté Foundation</i> – “ <i>Business Essentials</i> ” webinar (available <a href="#">here</a> )<br>University of Oxford, Saïd Business School (available <a href="#">here</a> )<br>Indiana University, Kelley School of Business  |
| <b>2023</b> | University of Michigan-Dearborn, College of Business<br><i>Society for Business Ethics, Junior Scholars Research Network</i><br>Carnegie Mellon, Tepper School of Business<br>St. Joseph’s University, Pedro Arrupe Center for Business Ethics<br><i>American Philosophical Association - Central Division</i> |
| <b>2021</b> | University of Virginia, Darden School of Business<br>Loyola Marymount University, College of Business Administration<br>George Washington University, School of Business   |

## OTHER WORK EXPERIENCE

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*Associate, Criterion Institute*, Haddam, CT

- Developed gender impact investing research and training programs for asset managers

*Analyst, Encourage Capital*, New York, NY

- Structured a pay-for-success environmental impact bond to address wildfire suppression
- Recognized as a finalist in the U.S. Department of Forestry’s Barrett Foundation Challenge

## PROFESSIONAL AFFILIATIONS & SERVICE

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**Academy of Management (AOM)**

- Committee member, Carolyn Dexter Award for Best International Paper (2024)

**Society for Business Ethics (SBE)**

- Committee member, Diversity, Equity, and Inclusion Committee (2023-2026)
- Committee member, Best Conference Paper (2024)
- Reviewer, annual conference

**International Association for Business & Society (IABS)**

- Reviewer, annual conference

**Ad-hoc reviewer:** *Business Ethics Quarterly, Journal of Business Ethics, Business & Society*