

LAUREN S. KAUFMANN

100 Darden Boulevard, Charlottesville, VA 22903
KaufmannL@darden.virginia.edu

ACADEMIC APPOINTMENTS

University of Virginia

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

EDUCATION

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

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

Kaufmann, L. & Helet Botha. 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. & Robbin Derry. (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. (2023). *We Are Not Born Submissive: How Patriarchy Shapes Women's Lives* by Manon Garcia. *Business Ethics Quarterly*, 33(4), 777-780. <https://doi.org/10.1017/beq.2023.23>

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

WORK UNDER REVIEW & IN PROGRESS

Lauren Kaufmann. Ethics and microfinance. (R&R, *Journal of Business Ethics*)

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

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

Lauren Kaufmann. Ethics and survival.

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

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

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

Mikaela Krim & **Lauren Kaufmann**. Masculinities.

TEACHING

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, ESG & 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](#).
- *Fearless Fund: The Case for Equality*. Darden Case E-0520.
- *Ethical Considerations of Marketing*. Darden Technical Note M-1066.
- *Gender Lens Investing: Impact Investing for the Benefit of Women*. Darden Technical Note E-0517.
- *Teleios: Profit and Purpose in the Hospice Industry*. Darden Case E-0519.
- *Impact Theory of Change*. Darden Technical Note E-0522.

MANAGERIAL PUBLICATIONS & INTERVIEWS

Many ‘impact investors’ aren’t fully tracking whether their investments are good for society or the environment—new research.” *The Conversation*. January 2025. [Link](#).

- Reprinted by **Fast Company**, **SF Chronicle**, **Chronicle of Philanthropy**, **Houston Chronicle**, & others

Pop culture and corporate culture: Netflix and the Dave Chappelle controversy. *Darden Ideas to Action*. March 2024. [Link](#).

Intersectional: The next frontier in diversity. *Governance Directions*. February 2024. [Link](#).

Outcomes-based financing: The quality education India development impact bond. *Darden Ideas to Action*.

September 2023. [Link](#).

Impact underperformance: What it looks like and why it matters. *Impact Entrepreneur*. September 2022. [Link](#).

- Reprinted by **Salesforce** and **Mission Investors Exchange**

Selected 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

2025	21 st Annual Social Entrepreneurship Conference, "Impact Experts," Mexico City
2024	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
2023	3 rd Wittenberg Business Ethics Conference: "Gender Impact Investing," Wittenberg Paper Development Workshop on Impact Investing, "Impact Measurement," Helsinki Society for Business Ethics: "Impact Risk," Boston Gender, Work, & Organization: "Gender, Development, and Investing," Stellenbosch International Association for Business & Society: "Impact Risk," Bath Business Ethics in the 6ix: "Gender Impact Investing," Toronto
2022	19 th Annual Social Entrepreneurship Conference: "Impact Risk," Los Angeles Society for Business Ethics: "Impact Measurement," Seattle INSEAD-Wharton Doctoral Consortium: "Impact Measurement," Fontainebleau

INVITED TALKS

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

OTHER WORK EXPERIENCE

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, recognized as a finalist in the U.S. Department of Forestry's Barrett Foundation Challenge

PROFESSIONAL AFFILIATIONS & SERVICE

Academy of Management (AOM)

International Association for Business & Society (IABS)
Society for Business Ethics (SBE)

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