

# LAUREN WANG 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 (*Business Ethics*)

- Dissertation: "Riskless Business: Impact and Risk Measurement in Impact Investing"
- Committee: Diana Robertson (chair), Thomas Donaldson, Katherine Klein, Philip Tetlock

### The Wharton School, University of Pennsylvania

M.S. Legal Studies and Business Ethics

### The London School of Economics and Political Science

2015

M.Sc. Gender (*with Distinction*)

- Thesis: "Gender Lens Impact Investing" (advisor: Naila Kabeer)

### University of Pennsylvania

2014

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

## RESEARCH INTERESTS

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Business ethics; Social impact; Gender; Impact investing; Ethical decision making

## PUBLICATIONS

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**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.** 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.**, Krlev, G. & Brown, M. (2025). In Plain Sight: Mechanisms of Means-Ends Decoupling in Impact Investing. *Organization Studies*, 46(5), 667-692. <https://doi.org/10.1177/01708406241295505>

**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>

- Best Paper of the Year, Runner-Up, *International Association for Business & Society*
- Best Paper of the Year, Runner-Up, *Academy of Management Review*

**Kaufmann, L.** (2023). "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>

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

## WORKING PAPERS

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Gender, ethics, and microfinance. (under 2<sup>nd</sup> review, *Journal of Business Ethics*)

Beauvoir and business ethics. – with Helet Botha & R. Edward Freeman

A qualitative study of impact measurement. – with Valeria Cavotta & Vontrese Pamphile

A qualitative study of social entrepreneurs. – with Heatherjean MacNeil & Maura McAdam

## SELECTED WORKS IN PROGRESS

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A mixed methods study of ethical decision making. – with Bidhan (Bobby) Parmar & Helet Botha

Masculinities and business ethics. – with Mikaela Krim

Business ethics, gender, and cynicism. – with Helet Botha & Saras Sarasvathy

Literature review of feminism in business ethics. – with Harry Van Buren III & Charlotte Karam

A qualitative study of executive board members in Australia. – with Tracey Dodd

A qualitative study of gendered VC practices. – with Chiara Andreoli, Leonora Buckland, & Lisa Hehenberger

## TEACHING

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### MBA (Darden)

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|-------------------------------------|----------------|
| • Business Ethics (core)            | 2022 - present |
| • Managing Social Impact (elective) | 2023 - present |

### Executive Education (Darden)

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

### Undergraduate (Wharton)

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|--|------------------|
| • Business Ethics and Social Responsibility                          | 2019, 2021, 2022 |
| • Introduction to Management   | 2019             |
| • Research Methods (lecturer for experimental & qualitative methods) | 2019 - 2022      |

### Teaching Workshops Attended

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|--|------|
| • UVA Darden Student-Centered Teaching Workshop                  | 2022 |
| • Georgetown University Workshop on Teaching Professional Ethics | 2021 |
| • Bentley University Global Business Ethics Teaching Workshop    | 2021 |

### Published Teaching Materials

- Kaufmann, L., Botha, H., & Mead, J. *Netflix and Dave Chappelle (A)*. [Darden Case E-0499](#). (+teaching note)
- Kaufmann, L., Botha, H., & Mead, J. *Netflix and Dave Chappelle (B)*. [Darden Case E-0501](#).
- Kaufmann, L. & Mead, J. *Intersectionality*. [Darden Technical Note E-0500](#).

- Kaufmann, L., Mead, J., & King, L. *Returning to Redmond? Exploring equity in hybrid work environments at Microsoft*. [Darden Case E-0497](#). (+teaching note)
- Kaufmann, L., Mead, J., & King, L. *Equity Considerations in remote and hybrid work environments*. [Darden Technical Note E-0498](#)
- Wicks, A., Freeman, R.E., Harris, J., Parmar, B., Kaufmann, L., Botha., H., & Mead, J. *Moral theory and the language of ethics and business*. [Darden Technical Note E-0405](#).
- Kaufmann, L., Dodd, T., & Kemp, B. *Madam Director: Fern Investment Solutions pursues board diversity*. [Darden Case E-0507](#). (+teaching note)
- Kaufmann, L. & Kemp, B. *Gender Lens Investing: Impact investing for the benefit of women*. [Darden Technical Note E-0517](#).
- Kaufmann, L., Dodd, T., & Maiden, S. *BioBag Australia: Evaluating green growth capital opportunities*. [Darden Case E-0510](#). (+teaching note)
- Kaufmann, L., Hagerty, S., Shaloudegi, K., & Klopfenstein, A. *Ethical considerations of marketing*. [Darden Technical Note M-1066](#).
- Parmar, B., Kaufmann, L., & Mead, J. *Nestlé and infant formula: Revisiting a dilemma*. [Darden Case E-0524](#).
- Kaufmann, L. & Maiden, S. *Teleios: Profit and Purpose in the Hospice Industry*. Darden Case E-0519.

#### Draft Cases & Technical Notes

- Kaufmann, L., Wang, X., & Chinnaswamy, T. *Fearless Fund: The Case for Equality*. (case)
- Kaufmann, L., & Shaloudegi, K. *Impact Theory of Change*. (technical note)
- Kaufmann, L. & Chinnaswamy, T. *Out of the City: Goldman Sachs Grows 10,000 Small Businesses*. (case)
- Kaufmann, L. & Chinnaswamy, T. *Impact Measurement & Management*. (technical note)
- Kaufmann, L. & Chinnaswamy, T. *One Acre Fund in Rwanda: Impact Visible from Every Farmer's Home*. (case)
- Kaufmann, L., Wang, X., & Chinnaswamy, T. *Ames v. Ohio*. (technical note)

#### MANAGERIAL PUBLICATIONS

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Kaufmann, Lauren & Helet Botha. "Many 'impact investors' aren't fully tracking whether their investments are good for society or the environment." *The Conversation*. January 10, 2025. [Link](#).

• Reprinted by **Fast Company**, **SF Chronicle**, **Chronicle of Philanthropy**, **Forbes India**, **Finyear**, & others

Kaufmann, Lauren & Katherine Bowers. "Pop culture and corporate culture: Netflix and the Dave Chappelle controversy." *Darden Ideas to Action*. March 7, 2024. [Link](#).

Kaufmann, Lauren, Tracey Dodd, & Emilie O'Neill. "Intersectional: The next frontier in diversity." *Governance Directions*. February 2024. [Link](#).

Kaufmann, Lauren & Maggie Morse. "Outcomes-based financing: The quality education India development impact bond." *Darden Ideas to Action*. September 1, 2023. [Link](#).

Brown, Maoz & Lauren Kaufmann. "Impact underperformance: What it looks like and why it matters." *Impact Entrepreneur*. September 13, 2022. [Link](#).

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

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

#### HONORS, AWARDS, & GRANTS

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- Perennial Partners Research Grant

- Wharton Social Impact Initiative Doctoral Fellow
- Institute for Humane Studies Grant
- George James Travel Award
- Carol and Lawrence Zicklin Center for Business Ethics Research Grant
- Winkelman Fellow in Applied Economics (*the highest academic honorific at Wharton*)
- Platt Fellowship in Business Ethics
- Connie Duckworth Fellowship (*awarded to one woman at Wharton annually*)
- Society for Business Ethics Founders' Award
- George James Doctoral Fellowship
- University of Pennsylvania Class of 1939 Fellowship
- Wharton Doctoral Fellowship
- Finalist, National Forest Foundation Barrett Foundation Business Concept Challenge
- Ezra Pound Award for Literary Translation

## RECENT REFEREED RESEARCH PRESENTATIONS

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### **"Impact Measurement in Foundations" - *Working Paper***

- 21<sup>st</sup> Annual Social Entrepreneurship Conference (Mexico City) 2025

### **"Gender, Ethics, and Microfinance" - *Under Review, Journal of Business Ethics***

- Wharton-Groningen PPE Workshop (Groningen) 2024
- Society for Business Ethics (Chicago) 2024
- Gender, Work, & Organization (Stellenbosch) 2023

### **"Who Loses in Win-Win Investing? A Mixed Methods Study of Impact Risk" - *Journal of Business Ethics***

- Society for Business Ethics (Boston) 2023
- International Association for Business & Society (Bath) 2023
- 19<sup>th</sup> Annual Social Entrepreneurship Conference (Los Angeles) 2022

### **"In Plain Sight: Mechanisms of Means-Ends Decoupling in Impact Investing" - *Organization Studies***

- Paper Development Workshop on Impact Investing (Helsinki) 2023
- Society for Business Ethics (Seattle) 2022
- INSEAD-Wharton Doctoral Consortium (Fontainebleau) 2022
- 18<sup>th</sup> Annual Social Entrepreneurship Conference (virtual) 2021
- International Association for Business & Society (virtual) 2021

### **"On Valuing Women: Advancing an Intersectional Theory of Gender Diversity in Organizations" - *Academy of Management Review***

- 3<sup>rd</sup> Wittenberg Business Ethics Conference (Wittenberg) 2023
- Business Ethics in the 6ix (Toronto) 2023
- Society for Business Ethics (virtual) 2021
- Political Economy of Gender Workshop (virtual) 2020
- Business and Human Rights Young Researchers Summit (St. Gallen) 2019

## RECENT PANELS, WORKSHOPS, & CONSORTIA

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- Panelist, Society for Business Ethics: "Business Ethics and the Business Public: Obligations and Opportunities to Engage" (Copenhagen 2025)
- Panelist, Society for Business Ethics: "Navigating Inequalities and Difference in Business and Society" (Copenhagen 2025)
- PDW, Academy of Management: "Queer Eye for Academics: Skills for Navigating Academic Life," (Copenhagen 2025)
- Panelist, Academy of Management: "Relational Business Models: Emerging Issues and Perspectives,"

(Copenhagen 2025)

- Centre for Corporate Reputation Symposium (Oxford 2024)
- Ethical Issues of Our Time Conference (Park City 2024)
- Symposium, Society for Business Ethics: “Incorporating Intersectionality in Business Ethics” (Boston 2023)
- Junior Faculty Consortium, Sustainability, Ethics, & Entrepreneurship (San Juan 2023)
- Summer Seminar in Stakeholder Theory (Charlottesville 2022)
- Doctoral Seminar in Social Enterprise and Philanthropy at HEC Liege (virtual 2021)
- Doctoral Colloquium, European Academy of Management (virtual 2021)
- Doctoral Workshop, European Business Ethics Network (virtual 2021)
- Wharton Risk Management and Decision Processes Center (virtual 2020)
- Doctoral Consortium, Academy of Management – OB (virtual 2020)
- Doctoral Consortium, Academy of Management – SIM (Boston 2019)
- Panelist, International Vincentian Business Ethics Conference: “Behavioral Experiments in Business Ethics” (New York 2018)
- Symposium, International Association for Conflict Management (Philadelphia 2018)
- Medici Summer School in Management Studies (Bologna 2018)

## INVITED TALKS

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| • City St. George’s, University of London, Bayes Business School                                     | 2025 |
| • The American College of Financial Services   |      |
| • <i>Forté Foundation</i> – “ <i>Business Essentials</i> ” webinar (available <a href="#">here</a> ) | 2024 |
| • University of Oxford, Saïd Business School (available <a href="#">here</a> )                       |      |
| • Indiana University, Kelley School of Business  |      |
| • University of Michigan-Dearborn, College of Business   | 2023 |
| • <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                                   | 2022 |
| • <i>American Philosophical Association - Central Division</i>                                       |      |
| • University of Virginia, Darden School of Business  | 2021 |
| • Loyola Marymount University, College of Business Administration                                    |      |
| • University of Massachusetts - Boston, College of Management  |      |
| • George Washington University, School of Business   |      |

## UNIVERSITY & DEPARTMENT SERVICE

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### Darden

- Advisor, Darden doctoral student (2023–present, ongoing)
- Speaker, Presidential Precinct Corporate Leaders Program (2024–present, annual)
- Faculty advisor, Graduate Women in Business (GWIB) student club (2025–2026)
- Hiring committee, Business ethics (2024–2025)
- Moderator, GWIB event “Prenups,” featuring UVA Law Professor Gregg Strauss (2023–present, biannual)
- Speaker, Conscious Venture Lab (2025)
- Speaker, Darden Ethics and Sustainability Conference (2023)
- Speaker, UVA Law Women dinner series (2023–on, annual)
- Speaker, Darden Net Impact Club (2023)
- Interviewed for *The Darden Report*: “What’s up, docs?: New professors spotlight what’s next for trending topics” (February 2023)
- Interviewed for *The Darden Report*: “Sustaining Sustainability” (February 2023)
- Speaker, Women in Leadership Summit (Rosslyn, 2023)
- Speaker, Darden Business Ethics Club (2023)

**Wharton**

- Ethics and Legal Studies Department, Diversity Advisor to LGST 101 (2020-2021)
- Wharton Social Impact Initiative, Graduate Student Fellow (2019-2020)
- University of Pennsylvania, Undergrad Research Mentor (2019-2020)
- Women in Business Academia Club (WSAWBA), Vice President (2017-2019)
- Wharton-INSEAD Doctoral Consortium, Organizing Committee Member (2018)
- University of Pennsylvania, Rodin College House, Graduate Associate (2016-2018)
- Wharton Empirical Ethics Workshop, Organizer (2017)

**PROFESSIONAL EXPERIENCE**

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*Associate, Criterion Institute*, Haddam, CT 2016  
 • Developed & deployed training programs on gender impact investing for asset managers

*Analyst, Encourage Capital*, New York, NY 2014-2015  
 • Structured a pay-for-success environmental impact bond

*Intern, Global Impact Investing Network*, New York, NY 2014  
 • Conducted research on impact investing and impact measurement

**ACADEMIC AFFILIATIONS & SERVICE TO THE FIELD**

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**Academy of Management (AOM)**

- Committee member, Carolyn Dexter Award for best international paper (2024)

**Society for Business Ethics (SBE)**

- Reviewer, annual conference
- Committee member, Diversity, Equity, & Inclusion (2023-2025)
- Committee member, best conference paper (2024)

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

- Reviewer, annual conference

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