

LAUREN WANG KAUFMANN

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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 (*Business Ethics*)

- Dissertation: "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

Business ethics; Social impact; Impact investing; Impact measurement; Gender

PEER REVIEWED PUBLICATIONS

Kaufmann, L. & Botha, H. (2025). Who Loses in Win-Win Investing? A Mixed Methods Study of Impact Risk. *Journal of Business Ethics*, 201, 219-234. <https://doi.org/10.1007/s10551-024-05788-8>

- Winner of a Russell Ackoff Doctoral Student Fellowship

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>

- Winner of a Mack Institute for Innovation Management Research Fellowship

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>

- Winner of a Spilker Corporate Governance Fund Research Fellowship
- 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. (2022). Feminist Epistemology and Business Ethics. *Business Ethics Quarterly*, 32(4): 546-572. <https://doi.org/10.1017/beq.2021.33>

EDITORIALLY REVIEWED PUBLICATIONS

* student collaborator

*Krim, M. & Kaufmann, L. “Masculinities and business ethics.” Forthcoming in *Springer Handbook (2nd Edition): Gender Issues and Business Ethics*. (Eds. Lindsay J. Thompson & Robbin Derry). Springer.

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. (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>

WORKING PAPERS

* student collaborator

Gender, ethics, and microfinance (under 3rd review, *Journal of Business Ethics*) – with Mikaela Krim*

Simone de Beauvoir and stakeholder theory (under 1st review, *Journal of Business Ethics*) – with Helet Botha & R. Edward Freeman

Mixed methods study of impact innovation (preparing for submission, *Administrative Science Quarterly*) – with Gorgi Krlev & Johannes Meuer

ONGOING PROJECTS

A mixed methods study of moral reasoning. (data analysis) [Target: *Journal of Applied Psychology*] – with Bidhan (Bobby) Parmar & Helet Botha

A qualitative study of social entrepreneurs. (writing) [Target: *Journal of Business Ethics*] – with Heatherjean MacNeil & Maura McAdam

Business ethics & cynicism. (writing) [Target: *Academy of Management Learning & Education*] – with Helet Botha & Saras Sarasvathy

A qualitative study of impact measurement in philanthropic foundations. (writing) [Target: *Journal of Business Ethics*] – with Valeria Cavotta & Vontrese Pamphile

Literature review of feminism in business ethics. (data analysis) – with Harry Van Buren & Charlotte Karam

A qualitative study of non-executive directors in Australia. (data collection)– with Tracey Dodd

TEACHING

MBA (Darden)

- Business Ethics
- Managing Social Impact

FT core, PT core
SY elective

Executive Education (Darden; AVT Business School)

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

Undergraduate (Wharton)

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

Teaching Workshops Attended

- 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](#) & (B) [Darden Case E-0501](#). (+teaching note)
- 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](#)
- 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](#)
- Kaufmann, L. & Maiden, S. *Teleios: Profit and Purpose in the Hospice Industry*. [Darden Case E-0519](#) (+teaching note)
- Parmar, B., Kaufmann, L., & Mead, J. *Nestlé and Infant Formula: Revisiting a Dilemma*. [Darden Case E-0524](#)
- Harris, J., Kaufmann, L., & Chinnaswamy, T. *Mastercard Academy 2.0: Striving for More*. [Darden Case S-0474](#).
- Kaufmann, L., & Shaloudegi, K. *Impact Theory of Change*. [Darden Technical Note E-0522](#).
- Kaufmann, L. & Chinnaswamy, T. *Approaches and Resources Supporting Impact Measurement & Management*. [Darden Technical Note E-0523](#).
- Harris, J., Kaufmann, L., & Chinnaswamy, T. *Grameen America: Advancing Financial Inclusion Through Innovation*. [Darden Case S-0475](#).
- Harris, J., Kaufmann, L., & Chinnaswamy, T. *Annapurna Finance: Just in Time*. [Darden Case S-0476](#).

MANAGERIAL PUBLICATIONS

Krlev, Gorgi, Lauren Kaufmann, & Maoz Brown. "Impact investment's open secret is spotty data. Better measurement can change that." *World Economic Forum*. October 23, 2025. [Link](#). (reprinted in Spanish: [Link](#))

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](#).

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**

Recent Media Mentions: *Fast Company, SF Chronicle, Houston Chronicle, Chronicle of Philanthropy, Forbes India, Finyear, Impact Investor, Raconteur*

Recent Interviews: *Dollars and Change* podcast, Wharton ESG Initiative *Research Notes*, *Creative Distillation* podcast, *Stakeholder Podcast*, *The Darden Report*, *RSE DATANEWS*

HONORS, AWARDS, & GRANTS

- Perennial Partners Research Grant
- Wharton Social Impact Initiative Inaugural Doctoral Fellow
- Institute for Humane Studies Travel 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
- Phi Beta Kappa
- Ezra Pound Award for Literary Translation

RECENT REFEREED RESEARCH PRESENTATIONS

<p>“Impact Experts” – working paper</p> <ul style="list-style-type: none"> • 21st Annual Social Entrepreneurship Conference (Mexico City) 	2025
<p>“Gender, Ethics, and Microfinance” – under review</p> <ul style="list-style-type: none"> • Wharton-Groningen PPE Workshop (Groningen) • Society for Business Ethics (Chicago) • Gender, Work, & Organization (Stellenbosch) 	2024 2024 2023
<p>“Intersectionality, Gender, and Impact Investing” - published, <i>Academy of Management Review</i></p> <ul style="list-style-type: none"> • 3rd Wittenberg Business Ethics Conference (Wittenberg) • Business Ethics in the 6ix (Toronto) • Society for Business Ethics (virtual) • Political Economy of Gender Workshop (virtual) • Business and Human Rights Young Researchers Summit (St. Gallen) 	2023 2023 2021 2020 2019

“Decoupling in Impact Investing” – published, <i>Organization Studies</i>	
• Paper Development Workshop on Impact Investing (Helsinki)	2023
• Society for Business Ethics (Seattle)	2022
• INSEAD-Wharton Doctoral Consortium (Fontainebleau)	2022
• 18 th Annual Social Entrepreneurship Conference (virtual)	2021
• International Association for Business & Society (virtual)	2021
“Impact Risk” – published, <i>Journal of Business Ethics</i>	
• Society for Business Ethics: Boston	2023
• International Association for Business & Society (Bath)	2023
• 19 th Annual Social Entrepreneurship Conference (Los Angeles)	2022

RECENT PANELS, WORKSHOPS, & CONSORTIA

• Impact Scholar Community Mentorship Program, 2025-2026 (virtual)	2025
• Society for Business Ethics: “Business Ethics and the Business Public” (Copenhagen)	
• Society for Business Ethics: “Navigating Inequalities and Difference in Business and Society” (Copenhagen)	
• Academy of Management: “Queer Eye for Academics” (Copenhagen)	
• Academy of Management: “Relational Business Models” (Copenhagen)	
• Centre for Corporate Reputation Symposium (Oxford)	2024
• Ethical Issues of Our Time Conference (Park City)	
• Society for Business Ethics: “Incorporating Intersectionality in Business Ethics” (Boston)	2023
• Junior Faculty Consortium, Sustainability, Ethics, & Entrepreneurship (San Juan)	
• 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)	
• Doctoral Workshop, European Business Ethics Network (virtual)	
• Wharton Risk Management and Decision Processes Center (virtual)	2020
• Doctoral Consortium, Academy of Management – OB (virtual)	
• Doctoral Consortium, Academy of Management – SIM (Boston)	2019
• International Vincentian Business Ethics Conference (New York)	2018
• International Association for Conflict Management (Philadelphia)	
• Medici Summer School in Management Studies (Bologna)	

INVITED TALKS

• The University of Adelaide, Adelaide Business School	2025
• City St. George’s, University of London, Bayes Business School	
• Forté Foundation – “Business Essentials” webinar (available here)	2024
• University of Oxford, Saïd Business School (available here)	
• Indiana University, Kelley School of Business	
• University of Michigan-Dearborn, College of Business	2023
• Society for Business Ethics, Junior Scholars Research Network	
• Carnegie Mellon, Tepper School of Business	
• St. Joseph’s University, Pedro Arrupe Center for Business Ethics	2022
• American Philosophical Association - Central Division	
• 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

Darden

- Advisor, two Darden doctoral students (2023-present, ongoing)
- Advisor, Turner MIINT case competition team (2025-present)
- Speaker, Presidential Precinct Corporate Leaders Program (2024-present, annual)
- Faculty advisor, GWIB (2025-2026)
- SEE Department, Ethics search committee (2024-2025; 2025-2026)
- Moderator, GWIB event “Prenups,” featuring UVA Law Professor Gregg Strauss (2023-present, biannual)
- Speaker, Conscious Venture Lab (2025)
- Moderator, GWIB and Health Care Club event “Women’s Health: Egg Freezing and IVF,” featuring Dr. Linnea Goodman
- Speaker, Darden Ethics and Sustainability Conference (2023)
- Speaker, UVA Law Women dinner series (2023-on)
- Moderator, Finance Club & GWIB event “Investing with Dr. Ruth Shaber”
- 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, Section C women’s breakfast (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

<i>Associate</i> , Criterion Institute , Haddam, CT	2016
• Developed & deployed training programs on gender impact investing for asset managers	
<i>Analyst</i> , Encourage Capital , New York, NY	2014-2015
• Structured a pay-for-success environmental impact bond	
<i>Research Intern</i> , Global Impact Investing Network , New York, NY	2014

AFFILIATIONS & SERVICE TO THE FIELD

Academy of Management (AOM)

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

Society for Business Ethics (SBE)

- Mentor, Emerging Scholars Program (2025-present)
- Editorial Board, *Business Ethics Quarterly*
- Reviewer, annual conference
- Diversity, Equity, & Inclusion Committee member (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*, *Journal of Business Venturing*