

## Kathleen E. Gosser

### University of Louisville

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## EDUCATION

Ph.D.	2011	<b>University of Louisville:</b> College of Education Major: Educational Leadership and Organizational Development Dissertation: <i>Predictors of Intent to Stay of Hourly Employees in the Fast-Food Industry</i> . Qualitative study with n >900.
MBA	1993	<b>University of Louisville:</b> College of Business
BA	1983	<b>Indiana University,</b> College of Arts & Sciences Major: Journalism Minor: Business

## ACADEMIC EXPERIENCE

### UNIVERSITY OF LOUISVILLE, Louisville, KY

2019-Present

*Yum! Assistant Professor of Franchise Management Practice, Director of Yum! Center for Global Franchise Excellence, College of Business – Management & Entrepreneurship Department*

- Lead the Franchise Management program. Key accomplishments:
  - Create, revise, and teach the franchise management graduate and undergraduate certificate courses. Graduate certificate is 6 courses for a total of 9 hours; Undergraduate Certificate approved in 2022, which is 4 courses for a total of 12 hours.
  - Lead the Executive Education franchise management bootcamp (6 weeks taught 12-15 times annually based on need). This consists of 30 eLearning modules that are revised annually as all content is open resource and continually changing in the franchise system.
  - Negotiated 3-year MOU with the International Franchise Association requiring the 6-week Bootcamp to be taken by every Certified Franchise Executive candidate (IFA's credential).
  - Hired trained, and now manage the adjunct professors needed to teach the content for the Bootcamp as well as the graduate and undergraduate courses. (total of 6).
  - Managed the Spanish translation of the Bootcamp which launched in June of 2023 with 4 new Spanish-speaking instructors and 25 students.
- Lead the Yum! Center for Global Franchise Excellence. Key accomplishments include:
  - Partnering with Development, established the Yum! Center for Global Franchise Excellence with a multi-million-dollar endowment from Yum! Brands in May of 2021.
  - With Yum! and Howard University, created the Yum! Franchise Accelerator, culminating in two MBA students offered a path to become a Yum! franchisee in 2022 and 3 offered franchisee pathways in 2023. Served as Executive in Residence at Howard in Spring, 2022 and Spring 2023 semesters.
  - Lead the annual strategic planning process for the Center focused on providing franchising education and research, particularly to those underrepresented. YUM! executives are a part of this important annual process.
  - Launched podcast, FranchiseU, in fall of 2021 with biweekly episodes.
  - Created a board of advisors of 20 industry professionals who provide advice and philanthropic funds. Their funds are for scholarships only – awarded 20 scholarships in first year with donations from the Board. Board meets three times a year – manage all relationships and meetings.

- Manage the budgets including the endowment and the working capital earned from the Bootcamps.
- Lead/supervise the staff at the Center including the program manager, Sr. Researcher, Podcast Producer, and part-time Franchise Executive in Residence. They are all focused on our vision to “empower communities to build and sustain generational wealth through franchising.”
- Teach undergraduate courses (MGMT 410, MGMT 413, MGMT 414, MGMT 315) in Management. Course load: 2/2 (includes Franchise graduate courses).
- Perform service for the university (20%) including committee work, and university engagement.

**UNIVERSITY OF LOUISVILLE, Louisville, KY**

**2011-2019**

*Adjunct Professor, College of Education*

- Taught one course each semester in Master’s of HROD program (online and in-person)
- Courses included ELFH 605 (Leadership), ELFH 614 (Program Evaluation), and ELFH 631 (Performance Management)

**SPALDING UNIVERSITY, Louisville, KY**

**Spring and Fall, 2013**

*Adjunct Faculty*

Instructor for graduate courses, including *Organizational Development and Change, Organizational Leadership, and the Capstone program in the Master of Business Communication degree.*

- In-person teaching

**SULLIVAN UNIVERSITY**

**2012-2018**

*Adjunct Faculty*

Instructor for Hospitality concentration in MBA program. Created and taught the three courses that defined that concentration: *Revenue Management, Convention & Tourism, Restaurant Brand Management & Development.*

- 100% asynchronous delivery

## AWARDS AND RECOGNITIONS

### Research Awards

*Excellence in Scholarly Practice Award* (2014) from the Academy of Human Resource Development.

### Teaching/Other Academic Awards

University of Louisville *Faculty Favorite*, 2014-2015; 2016-2017; 2017-2018; 2019-2020, 2020-2021, 2021-2022 (Student nominated)

University of Louisville, Student Champion, 2022, 2023.

University of Louisville, College of Business Board of Advisors' Dean's award: 2019.

University of Louisville, Special Dean's award for support during Covid: 2020.

University of Louisville, TILL Innovation in Teaching award for Podcast Integration: 2021.

University of Louisville, Faculty Service Award, College of Business, 2021.

University of Louisville, University Development Faculty Award, 2021.

University of Louisville, College of Business Outstanding Faculty Member, 2022.

## RESEARCH AND SCHOLARLY ACTIVITIES

### Refereed Journal Articles

1. **Gosser, K.**, Petrosko, J. M., Cumberland, D. M., Kerrick, S. A., & Shuck, B. (2018). Organizational justice and socialization in a franchising context: Factors influencing hourly workers' intent to stay. *Small Business Institute Journal*, (14)1, 1-18.
2. Cumberland, D. M., Kerrick, S. A., Choi, N., & **Gosser, K.** (2017). Women's nonprofit community organizations: Board members' attitudes toward collaboration. *Community Development*, (48)1, 30-47.

### Competitive Reviewed, Proceedings Papers, Abstracts, and Symposiums

1. **Gosser, K.**, & Cumberland, D. M., & Petrosko, J. (2014). To stay or go: Predictors for hourly workers to remain on the job. In D. Chapman (Ed.), *Academy of Human Resource Development Conference Proceedings*, Houston, TX.

### Book Chapters

1. Cumberland, D. M. & **Gosser, K. E.** (2019). Capitalizing on franchisee know-how: A restaurant chain engages in benchmarking. In J. Stefaniak (Ed.), *Cases on learning and human performance technology* (pp. 248-269). Hershey, PA: IGI Global.

### Non-Refereed Articles & Works

1. Cumberland, D. M. & **Gosser, K.** (2019). Learning today can be on your terms. *Franchising World* 51(7), 22-24.
2. FranchiseU Podcast – published bi-weekly focused on franchising education and inspiration with key industry leaders.

## PROFESSIONAL SERVICE

### Community-Level

HR Advisory Board – Home of the Innocents	2019 - Present
Advisory Board, Master Builders Academy	2019 - Present
Brandon Hall Awards Judge	2018 – Present
SIOP Reviewer	2019- Present
UofL College of Business Advisory Board	2015-2019
Family Scholar House Board	2014-2018
UofL Ulmer Advisory Board, Chair (Business School)	2011 – 2019
Women Influencing Louisville Board Member	2013 – 12/18
UofL MBA Alumni Board	2014 – 2018
National Association of Women MBAs, President, Louisville Professional Chapter	2010 – 2013
Options for Individuals Board of Directors, Vice-President	2009 – 2013
Spalding University, Board of Overseers	2004 – 2008

### University-Level

Faculty Senator representing the College of Business	2020 – Present
Faculty Senate, Chair of Committee on Committees	2022 – Present
Faculty Senate, Member, Academic Program Committee	2022 – Present
Faculty Senate, Member, Executive Committee	2022 - Present
Strategic Plan Committee – HR	2020 – 2022
Mentor through HR Professional Program	2020 – 2022

### Department/College-Level

Faculty Awards Committee	2021 – Present
Member, Faculty of Practice Committee	2020 – 2022
Teaching & Learning Coach (pivot to online during Covid)	2020 Full Year

## PROFESSIONAL MEMBERSHIPS

Member, Society of Human Resources	2018 - Present
Society of Industrial Psychologists	2018 – Present

## CORPORATE/PROFESSIONAL EXPERIENCE

### Expert Witness

**2021 - Present**

Provide expert testimony in franchise cases. Expert in the franchise business model, compliance to standards, training, operations, and human resources.

## **YUM! BRANDS, Louisville, KY**

**1984 - 2019**

*Yum! Brands is the world's largest restaurant company with over 55,000 restaurants in over 155 countries and territories. Yum! Brands 67 billion in revenue in 2022.*

**Director, Learning Excellence & Organizational Development, KFC Foundation Board Chair (11/15 – 8/19)**

**Director, Learning Excellence, (1/14 – 10/15)**

**Dean, Breakthrough University, (2/13 – 1/14)**

**Director, Operations Intelligence (11/08 – 2/13)**

**Global CHAMPS Leader & Dean of Operations College (9/06-11/08)**

**Sr. Director, Global CHAMPS (11/02 – 9/06)**

**National Director, Operations & Recognition, KFC (1/02 – 11/02)**

**Director, Field Operations, KFC (1/01 – 1/02)**

**Director, Restaurant Quality & Guest Satisfaction, KFC (1995 – 2000)**

**Manager, Customer Sensitivity, KFC (1990 – 1995)**

**Franchise QSC Administrator, KFC (1986 – 1990)**

**Company QSC Administrator, KFC (1985 – 1986)**

**QSC Representative, KFC (1984 – 1985)**

Led national training and OD efforts for 4200 US KFC restaurants and a Restaurant Support Center of 200+ associates. Board Chair of KFC Foundation, a 5013c corporation focused on supporting KFC restaurant employees through scholarships, GED completion, Family Fund, and Financial Literacy. Predominance of career focused on creating brand standard compliance and customer satisfaction processes to ensure a consistent experience.

### **Selected Accomplishments**

- **Leadership Development:** Led team in the development of a national leadership training “Capstone” program for restaurant managers and a second one for Above Restaurant Leaders. Includes a unique use of “Adjunct Faculty” certified to teach modules. Leadership training developed using research-based curriculum. Created learning objectives from engagement surveys executed (corporate, field, and franchise) as well as systemic solutions for system-wide issues. Developed leadership modules to teach in a “workshop” modality as well as delivered many of them. Certified in Heartstyles and created strategy to execute across the country.
- **Learning Leader of Award-Winning Learning Team:** Direct team of professional learning experts in the development of training programs, performance support materials, and core curriculum that have earned a total of 16 Brandon Hall Awards from 2014-2018. Learning completion correlated with customer satisfaction scores; this direct impact on business results earned training completion a place on the Balanced Scorecard.
- **Grew programs and participation of KFC Foundation:** As Board Chair, led creation of program offerings from 1 – 4 in four years; this includes a GED completion program, Family Fund for tragic times in life, and a Financial Literacy program. All of these are offered to every employee in the KFC restaurants. This Foundation is funded exclusively from Franchisee participation, which was 98% funding a budget of \$2 Million annually.
- **Created and led programs to measure compliance to brand standards designed to ensure consistency across the franchise.** Led several different programs throughout my career including a full restaurant evaluation process to ensure consistency. Led team of evaluators and external vendors who conducted unannounced audits. Recognition programs and accountability processes were tied to the results. These programs were applied to franchise and company owned units.
- **Drove strong franchisee relationships** by creating and leading franchise advisory boards focused on providing input, testing new ideas, and selling ideas into the franchise community – over 30 years. Main focus was brand standards and the guest experience.
- **Created program focused on the customer experience whereby customers report perception of their restaurant experience – over 3 million customer responses annually in the US.** Enabled the customer voice to be heard at the restaurant level; process includes customer verbatim comments as well as quantitative data. Developed reporting processes and formats to deliver results to ignite action. Program positively correlated to sales confirming the hypothesis that superior operational performance drives sales growth. Customer satisfaction program administered across franchise and company restaurants.
- **National leader of Food Safety Consultation process implemented in 19,000 US restaurants across five brands utilizing outside vendors.** In less than one year (8/07-4/08), led a cross-functional team to create a new program, pilot test in 100+ restaurants, evaluate results, revise, source and negotiate with

external vendors, train the entire system, and create focus on food safety in all brands. Developed tight management process utilizing performance scorecard for external vendors.

- **Created and led employee engagement and franchisee engagement survey programs.** Working with third party, created process to measure employee engagement across all the US KFC restaurants. Analyzed results to create actionable operational initiatives that drove improvement. Working with a franchise committee, created and executed a survey among franchisees; again, the analysis of the results and turning into operational initiatives was the most critical element.
- **Reduced costs** by leveraging the synergy and size of Yum Brands with vendors. Saved over \$13 million in three years on the customer experience program, 800 hotline programs, food safety consultation program, and the software development for back-of-house assessment while simultaneously improving service to the operators.
- **Improved Balanced Scorecard from 1.5 – 4.5 (5-point scale) within one year while serving as Director of Operations.** Achieved this through strong focus on customers, team building, and training (when operating restaurants in field).
- **Proven leader of teams** of up to 200 associates using process and discipline to achieve results. Consistently earn one of the highest results on internal culture surveys.
- **Accomplished facilitator and formal presenter.** Leader of internal Facilitation course and conduct workshops/presentations often to all levels of leadership in organization.
- **Created recognition programs** that drove improvement in the customer experience.
- **Managed and led mystery shopping programs** focused on the guest experience. Data used to drive strategy.
- **Mentor to many associates at different brands and levels.** Internal coach to growing list of associates focused on driving performance.