



flyer enterprises

ADMINISTRATIVE HISTORY

OVERVIEW

Unit name: Flyer Enterprises

Unit abbreviation or alternate name: FE

Unit type: Student Organization

Date established: 2001

Date defunct: N/A

Dates of alteration in scope, name, and programs:

- 1990: Rudy's Fly-Buy opens
- 2000: The Blend opens in Roesch Library
- 2001: Flyer Enterprises forms, merging Rudy's Fly-Buy and The Blend
- 2002: The Blend Express opens
- 2002: Rudy's on the Hill opens as the first joint venture division with University of Dayton's Dining Services
- 2004: The Galley opens as a joint venture with Dining Services
- 2004: FE corporate develops a centralized organization through a grant from the SBA
- 2004: ArtStreet Café opens
- 2004: FE Leadership Development Program is established
- 2005: *Rudy's on the Hill* name changes to *Stuart's Landing*
- 2006: The Chill opens as a joint venture with Dining Services
- 2007: Rudy's Fly-Buy closes permanently
- 2007: Flyer Spirit opens as a partnership with the University Bookstore
- 2008: IT group is established; corporate position of CIO added
- 2009: FE Catering opens
- 2009: Flyer Consulting opens as a non-profit venture of Flyer Enterprises
- 2009: Director of Corporate Human Resources position added (President of Corporate Development)
- 2011: FE Storage is formed; President of Business Development corporate position added
- 2013: The Jury Box opens as Flyer Enterprises first wholly independent operation; acquired from Dining Services
- 2014: Control of Flyer Spirit was taken over by University of Dayton Bookstore
- 2015: FE Storage and FE Catering are grouped under new FE Services team; President of Services position added
- 2016: President of Business Development position removed; Chief Operating Officer and Chief Marketing Officer positions added; President of Corporate Development renamed to Chief Human Resources Officer

CHIEF EXECUTIVE OFFICERS & REPORTING LINE

Reporting line: Divisional management teams report to the executive team, who reports to the chief executive officer

List of individuals in charge:

- Michael Kaiser, CEO & co-founder, 2001-2002
- Kathryn Brown, CEO, 2002-2003
- Peter Pergola, CEO, 2003-December 2004
- Adam Weber, CEO, January 2005-2005
- Jenna LaFrankie, CEO, 2005-2006
- Adam Buckman, CEO, 2006-2007
- Tony Blankemeyer, CEO, 2007-2008
- Lauren Clarisey, CEO, 2008-2009
- Jessi Neff, CEO, 2009-2010
- Joseph Guy, CEO, 2010-2011
- Jeffrey Firestone, CEO, 2011-2012
- Sean Holdmeyer, CEO, 2012-2013
- Jason Eidam, CEO, 2013-2014
- Richard Bogusz, CEO, 2014-2015
- Brian Markgraf, CEO, 2015-2016
- Erica Roux, CEO, 2016-2017

CORPORATE EXECUTIVES

Corporate Finance:

- Ryan Noonan, Chief Financial Officer, 2008-2009
- Daniel Laycock, Chief Financial Officer, 2009-2010
- Courtney Heinekamp, Chief Financial Officer, 2010-2011
- Peter West, Chief Financial Officer, 2011-2012
- Kerri Roper, Chief Financial Officer, 2012-2013
- Jon Thompson, Chief Financial Officer, 2013-2014
- Amanda Lochtefeld, Chief Financial Officer, 2014-2015
- Brian Kieffer, Chief Financial Officer, 2015-2016
- Jonathan Mazur, Chief Financial Officer, 2016-2017

Information Technology:

- Jordan Barth, Chief Information Officer, 2008-2009
- Jacob Weber, Chief Information Officer, 2009-2010
- Bryan Kristy, Chief Information Officer, 2010-2011
- Steven Group, Chief Information Officer, 2011-2012
- Bridget Liddell, Chief Information Officer, 2012-2013
- Bridget Liddell, Chief Information Officer, 2013-2014
- Daniel Dusina, Chief Information Officer, 2014-2015
- Ray Gaier, Chief Information Officer, 2015-2016
- Kyle Massie, Chief Information Officer, 2016-2017

Human Resources/ Corporate Development:

- Megan Arko, VP Corporate Development, 2010-2011
- Megan Arko, President of Corporate Development, 2011-2012
- Sarah Hemler, President of Corporate Development, 2012-2013
- Sarah Peck, President of Corporate Development, 2013-2014
- Claire Van Tiem, President of Corporate Development, 2014-2015
- Claire Van Tiem, President of Corporate Development, 2015-2016
- Katie Gaugler, Chief Human Resources Officer, 2016-2017

Business Development (Split into Marketing & Operations as of 2016):

- Jeff Haberman, President of Business Development, 2011-2012
- Jeff Haberman, President of Business Development, 2012-2013
- Brett Johns, President of Business Development, 2013-2014
- Thomas Leslie, President of Business Development, 2014-2015
- Khristian Santiago, President of Business Development, 2015-2016

Operations:

- Matthew Higgins, Chief Operating Officer, 2016-2017

Marketing:

- Gabrielle Castaldo, Chief Marketing Officer, 2016-2017

DETAIL [HISTORICAL SKETCH]

Areas of responsibility:

Flyer Enterprises is a corporation completely comprised of University of Dayton students—from sales associates, to managers, to the chief executive officer. Students make all business decisions at every level of the organization with limited advisement from faculty advisors, and answer to a board of directors. As the fastest-growing and fourth largest student run corporation in the nation, Flyer Enterprises provides unparalleled experiential business education to employees and ethically-focused services to the University of Dayton community.

Scope and programs:

Culinary Divisions

Sub-unit: ArtStreet Café

ArtStreet Café offers a wide variety of panini sandwiches, wraps, soups, salads, pastries, breakfast items, and blendies, as well as The Blend's Boston Stoker coffee and espresso product line. Located in the ArtStreet Living Learning Arts Center Complex, ArtStreet Café is part of an artistic, alternative outlet for students.

List of individuals in charge of ArtStreet Café:

- Steven Hileman, VP of FE & president of café, 2004-2005
- Steven Hileman, VP of FE & president of café, 2005-2006
- Tony Blankemeyer, president of café, 2006-2007
- Jordan Barth, president of café, 2007-2008
- Melissa Peters, President of Culinary, 2008-2009
- Joseph Guy, President of Culinary, 2009-2010
- Ryan Kinnon, President of Culinary, 2010-2011
- Sean Holdmeyer, President of Culinary, 2011-2012
- Jason Eidam, President of Culinary, 2012-2013
- Richard Bogusz, President of Culinary, 2013-2014
- Emily Fawcett, President of Culinary, 2014-2015
- Amanda Lochtefeld, President of Culinary, 2015-2016
- Nick Schlueter, President of Culinary, 2016-2017

Sub-unit: The Jury Box

The Jury Box is located in the basement of the UD School of Law for a quick stop to grab a hot meal and head to class or enjoy dinner with friends in the newly designed study space. It offers a wide variety of sandwiches, its popular pita pizzas, wraps, salads, a rotation of Boston Stoker drip coffee, and local on-the-go items such as pastries from Ele Bakery and Mikesells chips.

List of individuals in charge of The Jury Box:

- Richard Bogusz, President of Culinary, 2013-2014
- Emily Fawcett, President of Culinary, 2014-2015
- Amanda Lochtefeld, President of Culinary, 2015-2016
- Nick Schlueter, President of Culinary, 2016-2017

Coffee Divisions

Sub-unit: The Blend

The Blend is a gourmet coffee shop located in the Ryan C. Harris Learning Teaching Center on the ground floor of Roesch Library. It serves espresso drinks, fruit and espresso blendies, locally-roasted Boston Stoker coffees, freshly-baked pastries from Ele Cake Company, bagels, and more. The Blend also sells individual one-pound bags of coffee beans in each of their featured Boston Stoker blends.

List of individuals in charge of The Blend:

- Kara LeFevre, president of The Blend, 2002-2003
- Anne MacLean, VP and COO of FE & President of Coffee, 2003-2004
- Mary Lynn Kahle, VP of FE & President of Coffee, 2004-2005
- Chelsea DiOrio, VP of FE & President of Coffee, 2005-2006
- Chelsea DiOrio, President of Coffee, 2006-2007
- Lauren Hoard, President of Coffee, 2007-2008
- Diane Korte, President of Coffee, 2008-2009
- Jacquelyn Dorsey, President of Coffee, 2009-2010
- Jeffery Firestone, President of Coffee, 2010-2011
- Nikki Swidarski, President of Coffee, 2011-2012
- Mark Becker, President of Coffee, 2012-2013
- Andrew Groeninger, President of Coffee, 2013-2014
- Khristian Santiago, President of Coffee, 2014-2015
- Gabrielle Castaldo, President of Coffee, 2015-2016
- Madison Groeninger, President of Coffee, 2016-2017

Sub-unit: The Blend Express

The Blend Express is a gourmet coffee shop conveniently located in the Atrium of Miriam Hall. Like The Blend, this coffee division serves espresso drinks, fruit and espresso blendies, locally-roasted Boston Stoker coffees, freshly-baked pastries from Ele Cake Company, FE Catering wraps, bagels, and more. The Blend Express also sells individual one pound bags of coffee beans in each of their featured Boston Stoker blends.

List of individuals in charge of The Blend Express:

- Brian Sullivan, president of The Blend Express, 2002-2003
- Anne MacLean, VP and COO of FE & President of Coffee, 2003-2004
- Mary Lynn Kahle, VP of FE & President of Coffee, 2004-2005
- Chelsea DiOrio, VP of FE & President of Coffee, 2005-2006
- Chelsea DiOrio, President of Coffee, 2006-2007
- Lauren Hoard, President of Coffee, 2007-2008
- Diane Korte, President of Coffee, 2008-2009
- Jacquelyn Dorsey, President of Coffee, 2009-2010
- Jeffrey Firestone, President of Coffee, 2010-2011
- Nicole Swidarski, President of Coffee, 2011-2012
- Mark Becker, President of Coffee, 2012-2013
- Andrew Groeninger, President of Coffee, 2013-2014
- Khristian Santiago, President of Coffee, 2014-2015
- Gabrielle Castaldo, President of Coffee, 2015-2016
- Madison Groeninger, President of Coffee, 2016-2017

Dining Services Joint Venture Divisions

Sub-unit: The CHILL

Located in the RecPlex, The CHILL is a snack bar that offers fat-free frozen yogurt, fresh-fruit smoothies, bottled drinks, energy and protein bars and a variety of other healthy snack options, as well as low-calorie turkey wraps from FE Catering. As a joint venture with UD's Dining Services, The CHILL accepts Dining Services meal plans as a form of payment in addition to Flyer Express, cash, and credit.

List of individuals in charge of The CHILL:

- Steven Hileman, VP of FE & president of café, 2005-2006
- Tony Blankemeyer, president of café, 2006-2007
- Sarah Lingo, President of Dining Services Joint Ventures, 2007-2008
- Jacquelyn Dorsey, President of Dining Services Joint Ventures, 2008-2009
- Nathan David, President of Dining Services Joint Ventures, 2009-2010
- James Hankenhoff, President of Dining Services Joint Ventures, 2010-2011
- James Hankenhoff, President of Dining Services Joint Ventures, 2011-2012
- Cameron Legan, President of Dining Services Joint Ventures, 2012-2013

- Daniel Dusina, President of Dining Services Joint Ventures, 2013-2014
- Brian Markgraf, President of Dining Services Joint Ventures, 2014-2015
- Erica Roux, President of Dining Services Joint Ventures, 2015-2016
- Emma Doroff, President of Dining Services Joint Ventures, 2016-2017

Sub-unit: The Galley

The Galley is an ice cream and snack shop located in the Hangar in Kennedy Union. The delectable menu offers an assortment of ice cream flavors and specialty shakes, hot pretzels, Bosco Sticks, and cookies. As a joint venture with UD's Dining Services, The Galley accepts Dining Services meal plans as a form of payment in addition to Flyer Express, cash, and credit.

List of individuals in charge of The Galley:

- Chelsea DiOrio, VP of FE & President of Coffee, 2005-2006
- Chelsea DiOrio, President of Coffee, 2006-2007
- Sarah Lingo, President of Dining Services Joint Ventures, 2007-2008
- Jacquelyn Dorsey, President of Dining Services Joint Ventures, 2008-2009
- Nathan David, President of Dining Services Joint Ventures, 2009-2010
- James Hankenhoff, President of Dining Services Joint Ventures, 2010-2011
- James Hankenhoff, President of Dining Services Joint Ventures, 2011-2012
- Cameron Legan, President of Dining Services Joint Ventures, 2012-2013
- Daniel Dusina, President of Dining Services Joint Ventures, 2013-2014
- Brian Markgraf, President of Dining Services Joint Ventures, 2014-2015
- Erica Roux, President of Dining Services Joint Ventures, 2015-2016
- Emma Doroff, President of Dining Services Joint Ventures, 2016-2017

Sub-unit: Stuart's Landing

Stuart's Landing, formerly known as *Rudy's on the Hill*, is a one-stop-shop convenience store located in Stuart Hall. Remodeled in 2010, the store provides a variety of frozen meals, dry foods and Coke products, as well as fresh salads, fruits, vegetables, paninis, and Hot n' Ready sandwiches. As a joint venture with UD's Dining Services, Stuart's Landing accepts Dining Services meal plans as a form of payment in addition to Flyer Express, cash, and credit.

List of individuals in charge of Stuart's Landing:

- Adam Weber, President of Rudy's on the Hill, 2002-2003
- Adam Weber, VP and COO of FE & President of Retail, 2003-2004
- Adam Weber, VP of FE & President of Retail, 2004-2005
- Greg Kaiser, VP of FE & President of Retail, 2005-2006
- Tyler Link, President of Retail, 2006-2007
- Sarah Lingo, President of Dining Services Joint Ventures, 2007-2008
- Jacquelyn Dorsey, President of Dining Services Joint Ventures, 2008-2009

- Nathan David, President of Dining Services Joint Ventures, 2009-2010
- James Hankenhof, President of Dining Services Joint Ventures, 2010-2011
- James Hankenhof, President of Dining Services Joint Ventures, 2011-2012
- Cameron Legan, President of Dining Services Joint Ventures, 2012-2013
- Daniel Dusina, President of Dining Services Joint Ventures, 2013-2014
- Brian Markgraf, President of Dining Services Joint Ventures, 2014-2015
- Erica Roux, President of Dining Services Joint Ventures, 2015-2016
- Emma Doroff, President of Dining Services Joint Ventures, 2016-2017

Services Divisions

Sub-unit: FE Catering

Operating from the kitchen of ArtStreet Café, this culinary division provides a full menu of catering options as well as a simple and convenient ordering process for customers that allows FEC to meet the catering needs of the University of Dayton community. Menu items include appetizers, salads, boxed lunches, hot entrees, deserts, coffee, and bottled drinks.

List of individuals in charge of FE Catering:

- Melissa Peters, President of Culinary, 2008-2009
- Joseph Guy, President of Culinary, 2009-2010
- Ryan Kinnon, President of Culinary, 2010-2011
- Sean Holdmeyer, President of Culinary, 2011-2012
- Jason Eidam, President of Culinary, 2012-2013
- Richard Bogusz, President of Culinary, 2013-2014
- Emily Fawcett, President of Culinary, 2014-2015
- Matt Higgins, President of Services, 2015-2016
- Mike Sherwood, President of Services, 2016-2017

Sub-unit: FE Storage

FE Storage offers semester and year-long storage for students and student organizations who wish to store their belongings on campus. FE Storage works in conjunction with local business partner Mayberrys Van & Storage, Inc. for the location of its storage site. FE storage is the first storage provider endorsed by the University of Dayton and strives to provide the lowest prices and best quality services of any storage company.

List of individuals in charge of FE Storage:

- Jeff Haberman, President of Business Development, 2011-2012
- Jeff Haberman, President of Business Development, 2012-2013
- Brett Johns, President of Business Development, 2013-2014
- Thomas Leslie, President of Business Development, 2014-2015
- Matt Higgins, President of Services, 2015-2016
- Mike Sherwood, President of Services, 2016-2017

Divisions No Longer Part of Flyer Enterprises

Sub-unit: Flyer Spirit

Flyer Spirit is a University of Dayton retail store specializing in UD-themed merchandise, located on Brown Street. The store features a variety of Greek merchandise, UD spirit wear, household items, and custom clothing. In addition, Flyer Spirit's website provides customers the opportunity to purchase products conveniently online. In 2014, control of Flyer Spirit was turned over to the University.

List of individuals in charge of Flyer Spirit:

- Lauren Clarisey, President of Flyer Spirit, 2007-2008
- Sarah Lingo, President of Retail, 2008-2009
- Jackie Lindsey, President of Retail, 2009-2010
- Maria Schletker, President of Retail, 2010-2011
- Kerri Roper, President of Retail, 2011-2012
- Rachel Nickolas, President of Retail, 2012-2013
- Ben Heigel, President of Retail, 2013-2014

Key events:

The origins of Flyer Enterprises can be traced back to University of Dayton's original student-contrived business venture: Rudy's Fly-Buy. In the mid 1980's, Dr. William Schuerman, the University's Vice President of Student Development and Dean of Students, identifies student-run businesses at other universities and forms an idea for a similar model of experiential education at the University of Dayton. In the fall of 1986, the Student Store Committee is founded with Mary Slater and Scott Sapita (Class of 1988) as co-chairs in order to develop a concept proposal for a student-managed store on campus. By April of 1988, a complete business proposal is submitted to Brother Raymond Fitz. With the graduation of Slater and Sapita, Vicki Corron, Julie Muehlenkamp, and Rick Ruffolo (Class of 1990) assume leadership of the committee.

In October of 1988, the Student Government Association unanimously votes to back the Student Store proposal. Within days, Articles of Incorporation are approved by the Ohio Secretary of State for the Students of Dayton, Inc. d.b.a. *Rudy's Fly-Buy*, with Corron, Muehlenkamp, and Ruffolo as the three trustees.

Construction for Rudy's Fly-Buy is completed in November of 1989, and its monumental opening day and Grand Opening Celebration occur in January of 1990. Its mission statement reflects values that are still congruous with those upheld by Flyer Enterprises today: *To provide a friendly and safe convenience store to the University of Dayton community offering competitive prices and a central location while providing invaluable educational experience through store operations and management for the students who run the store while enhancing the progressive image of the University of Dayton.* Rudy's remains a separate entity from the University for its first four years of existence, owned by the Students of Dayton, Inc.

Though successful in its mission of educational experience for those involved, maintaining profitability is a significant obstacle for Rudy's Fly-Buy. In 1993, one proposal requesting the Dr. Schuerman's permission for controlled beer sale at the store in order to compete with other local convenient stores (all of whom receive significant revenue from beer sales to UD students), is denied. In August of 1994, due to lack of operating capital, Rudy's Fly-Buy dissolves its corporate status,

as the University purchases the student-run store. Though it remains student run, guidance is provided by Joe Bell from Residential Services.

Once the University acquires the store, an Advisory Board is developed in order to uphold and advance Rudy's operational standards and quality of educational experience. The University's ownership provides necessary oversight while allowing the store to remain student-run, with the undergraduates in managerial positions responsible for daily operations, as well as strategic decision-making.

While the University purchases Rudy's Fly-Buy, four UD students recognize the potential of Rudy's and form Dayton Student Agencies (DSA), a group that researches student business opportunities. DSA creates comprehensive business plans for three new businesses: a UD clothing outlet, a bagel shop café, and a gourmet coffee shop—all of which are later formed into divisions of Flyer Enterprises.

The second student-run business to develop on campus is The Blend in January of 2000. After viewing DSA's proposals, Dr. Deb Bickford, Associate Provost, works with the students in order to launch the coffee shop in Roesch Library's new Ryan C. Harris Learning Teaching Center (LTC). Within a month or so after The Blend's opening, it becomes apparent that both The Blend and Rudy's Fly-Buy have incredibly similar needs for a formal advising structure and improved University control. The presidents of each division began to join forces in brainstorming methods of restructuring the advising body and growing the student-run business program.

Flyer Enterprises is officially born in 2001. Its new, corporate model is comprised of a University administration-run Board of Directors to provide oversight to the Executive Team, which includes the divisional presidents. The structure provides limited advisement from the University ensuring that the ventures remain student-run.

From this point forward, Flyer Enterprises experiences immense growth, with the opening of The Blend Express in 2002, ArtStreet Café in 2004, and a partnership with UD's Dining Services enabling the success of three joint venture divisions by the year 2006: Rudy's on the Hill (now Stuart's Landing), the Galley, and The CHILL.

Around this time, the 2005 executive team decides that changes must be made to Rudy's Fly-Buy in order to ensure its survival. Some of the researched ideas include a tanning salon, a hamburger restaurant, and a breakfast restaurant, though none of these plans were implemented.

Rudy's officially closes its doors in May of 2007. It had struggled financially for several years and could not continue to operate as an unprofitable business. Yet, the remarkable group of dedicated entrepreneurs who worked to make Rudy's a reality will be remembered as those who laid the foundation for the successful student-run business model and experiential learning opportunity that is truly the cornerstone of Flyer Enterprises today.

Since the closing of Rudy's in 2007, Flyer Enterprises has opened four new divisions: Flyer Spirit, FE Catering, FE Storage, and The Jury Box. Today, Flyer Enterprises is one of the largest and fastest growing student-run businesses in the nation, employing over 170 students at the University of Dayton and boasting annual revenues of over \$1.3 million.