

ESKENAZI HEALTH



Gregory S. Fehribach Center at Eskenazi Health

2023 ANNUAL REPORT



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Mission Statement

By partnering with students, their families, employers, educational institutions, researchers and policymakers, the Gregory S. Fehribach Center at Eskenazi Health promotes and equalizes the opportunity for economic independence, equitable employment and full civic engagement of college graduates with physical disabilities in communities in Indiana and throughout the United States.

Director's Letter



When I reflect on the fact that 2023 marks the 10th anniversary of what we now know as the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center), I am filled with gratitude knowing that so many people have played a role in its growth and success. I think of the Fehribach Center as part of a community, with so many people joining Greg, me and the center staff in this adventure: current and former interns, Eskenazi Health, colleges and universities, employer partners, supervisors and co-workers of interns, funders of the center, researchers, advisory board members, and so many other friends.

Greg Fehribach's idea of providing paid internship opportunities for college students with physical disabilities began with one Ball State University student at Eskenazi Health in 2013 and has since expanded to include 195 students who have participated in 400 internships. These students have come from 40 colleges and universities and have interned with 39 different employers. In addition to the internship program, the Fehribach Center has broadened its scope by funding much-needed research at a national level that promotes successful employment outcomes for college graduates with physical disabilities. We are also engaging with secondary and postsecondary partners in Indiana to ensure that students with physical disabilities have the tools and resources they need to pursue access to quality employment after college. You will read about these initiatives and more in this report.

We chose the photos on the cover because they convey the sense of community that is developing through the work of the Fehribach Center. The larger group photo is from our annual summer celebration, hosted by our great friends at High Alpha. This event brings together many of the groups listed above to honor the outstanding work of our interns. We asked all current and former interns in attendance to pose for this photograph. The other photo is of Fehribach Center interns from Ball State University, University of Notre Dame and Northwestern University who met at a Notre Dame football game in the fall. These interns met for the first time in summer 2023 and have developed rich and lasting friendships. The talented individuals in these pictures are the students and young professionals Greg envisioned at the onset of the Fehribach Center when he said that we needed to build the proverbial bench of students with disabilities, ready to become future leaders.

While we are expanding our pool of interns to include college students from states contiguous to Indiana, our home base will always be in Indianapolis. Our primary goal is to bring students from across Indiana and other Midwestern states to Indianapolis for summer internships because we know that, as described above, they get so much from the sense of community they develop here with their peers. However, when the opportunity presents itself for internships with employer partners outside of Indianapolis or for remote internships, we will always explore those options too. As we continue to grow and develop in our home base in Indianapolis, we are ready to share what we do with interested parties in other cities. All of this aligns with the Fehribach Center's mission of ensuring equitable employment outcomes and active civic engagement for college graduates with physical disabilities.

Thank you for your help and support in making 2023 such a great year for the Fehribach Center!

Best wishes,

A handwritten signature in black ink that reads "Larry Markle". The signature is fluid and cursive.

Larry Markle

Director, Gregory S. Fehribach Center at Eskenazi Health

larry.markle@eskenazihealth.edu

2023 Internship Program Highlights

BY CARLOS TAYLOR, PROGRAM MANAGER



In 2023, 63 students from 23 colleges and universities participated in 67 paid internships facilitated by the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center). While the Fehribach Center facilitates a limited number of spring and fall internships, the majority of the internships occur during the summer. While most of these internships were onsite, some students worked remotely. Following is a review of some of the internships and projects students completed in the summer of 2023.

David Botana is a senior at Northwestern University, where he is majoring in biomedical engineering. This past summer, he interned at the Institute for Accessible Science at Purdue University. Botana worked to design and create 3D-printed, innovative, assistive technology devices tailored for wet lab environments. He also presented his work at the Purdue Summer Undergraduate Research Symposium.

Taylor Bowen is a senior at Ball State University, where she is studying psychological science. Last summer, Bowen interned with Eskenazi Health Prescription for Hope, a violence intervention program. During her internship, Bowen assisted with a youth intervention program called Indy HeartBeat, job shadowed a pediatric care social worker and worked with victim advocates. She also worked on various projects to help her team within Prescription for Hope.

Alec Cabacungan is a senior at Northwestern University, where he is studying journalism. Last summer, Cabacungan interned with the Indiana Pacers, where he worked with the Sports and Entertainment digital team and broadcast engineering team. He created engaging content with photos, videos and captions; researched and communicated the latest social media trends and techniques; developed an in-season social media campaign that was eventually presented to potential sponsors; and worked with various Pacers Sports and Entertainment departments.

Mia Carter is a 2023 graduate of Ball State University, where she studied psychological science. This past summer, Carter interned with Eskenazi Health Center of Hope, where she worked alongside nurses, social workers and victim advocates to provide resources to survivors of sexual assault and domestic violence. She even had opportunities to work with Anna-Marie Carver, a former Fehribach Center intern who is now employed as a full-time victim advocate at Eskenazi Health.

Coby Davis is a junior at the Rose-Hulman Institute of Technology studying chemical engineering. Last summer, Davis interned at Cummins. During his internship, Davis worked on several projects. One project involved research to improve a diesel exhaust after-treatment system, which included a literature review to better understand the chemistry and properties of the solutions he worked with.

Alex Herrera is a senior at the University of Notre Dame, where he is studying finance. This past summer, Herrera interned with Eskenazi Health Business Development. During his internship, Herrera worked on a project to update a dashboard that displays the progress of converting self-pay patients into insured patients. He also conducted both financial and qualitative data analysis.

Jadyn Lee is a junior at Indiana University-Purdue University Indianapolis (IUPUI), where he is studying cybersecurity. Last summer, Lee interned with Eskenazi Health Information Security. During his internship, Lee attended team meetings and analyzed emails flagged as suspicious by staff for spam and other potential security threats. He also shadowed cybersecurity engineers, created phishing email templates and utilized TryHackMe, a cybersecurity learning tool, to enhance his knowledge.

Jill Maudlin is a junior at the University of Notre Dame, where she is studying neuroscience. This past summer, Maudlin interned with the Michael & Susan Smith Emergency Department at Eskenazi Health. During her internship, Maudlin participated in the Emergency Medicine Scholars and Leadership Program, where she was a research assistant for two projects. During her research projects, she had an opportunity to shadow more than 30 physicians and interact with nearly 300 patients.

Gabe Neise is a senior at the Rose-Hulman Institute of Technology, where he is majoring in electrical engineering. Last summer, Neise interned in the Engineering Tech Center at Eli Lilly and Company. During his internship, Neise worked on establishing a communication network between generators in mobile research units and programmable logic controllers. This project required him to learn how to use an automation software that was new to the organization to program the programmable logic controller system, which opened the possibility of remote troubleshooting by utilizing the generator's data.

Zayden Newquist is a senior at Purdue University studying computer science. This past summer, Newquist interned with Eskenazi Health Biomedical Engineering. During his internship, Newquist



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-Fehribach
Center intern
”

assisted with maintaining vital medical machines for the Sidney & Lois Eskenazi Hospital. He also organized data in a database to make searching and purchasing parts significantly easier for his team.

Mia Parra is a senior at Western Michigan University, where she is studying psychology and social work. Last summer, Parra interned with the Center for Youth & Adults with Conditions of Childhood (CYACC) at Eskenazi Health. During her internship, Parra job shadowed social workers in a clinical setting, participated in staff meetings and performed various administrative tasks such as updating client records.

Greta Reel is a graduate student at Bellarmine University, where she is pursuing a Master of Arts in communication. This past summer, Reel interned with Eskenazi Health Public Affairs & Communications. During her internship, Reel worked on a variety of projects, which included writing the hospital media reports for the months of June and July, writing articles for one of Eskenazi Health's employee newsletters and writing social media captions. In addition, she had an opportunity to meet one on one with department staff as well as with the chief communications officer to gain a deeper understanding of their roles at Eskenazi Health.

Gabrielle Runyon is a senior at the University of Louisville, studying psychology. Last summer, Runyon interned with Sandra Eskenazi Mental Health Center. During her internship, Runyon assisted with various projects, which included uploading completed employee trainings to SharePoint. She also conducted audits and worked on a service hours report.

Ryan Strunk is a junior at The Ohio State University, where he is studying accounting. This past summer, Strunk interned at Christel House International. During his internship, Strunk worked on a project to automate transaction reviews for Christel House's international schools. This

included manually reviewing bank activities and developing configurations that followed generally accepted accounting principles. He also worked with a contractor from India to assist with developing a website.

Luke Swain is a senior at Indiana University, where he is majoring in economics. Last summer, Swain interned with Netlogx. During his internship, Swain conducted a cost-benefit analysis on new market intelligence platforms, collaborated with a nonprofit partner to help create graphics and interactive elements to display the gravity of their food redistribution impact on the Indianapolis community, and reviewed company-wide policies and processes set forth by Netlogx for a post-pandemic remote work environment.





In addition to providing students with internship opportunities, the Fehribach Center sponsored a variety of professional development events in summer 2023. These events provided interns with learning opportunities to build upon their interview skills, professionalism in the workplace and other career competencies known to enhance employability. Interns worked for a variety of organizations in various locations. Therefore, all of the professional development events were held virtually using Webex, Zoom or similar video conferencing platforms. Following are the events that were offered in the summer of 2023:

- A panel of three former Fehribach Center interns discussed the role internships played in their professional careers. They also discussed how they have disclosed their disabilities to their respective employers and gave helpful suggestions on how 2023 interns can maximize their opportunities.
- Tehanee Ratwatte, an Indiana University Kelley School of Business instructor and career consultant for the Fehribach Center, presented an interactive session on how to prepare for interviews.
- Mark Smith, chief financial officer at Cummins, shared his personal career story and engaged in dialogue with Fehribach Center interns.
- Kathleen Brown and Roberto Carballido of Eli Lilly and Company presented on how to establish personal brands and how to leverage LinkedIn to grow professional networks.
- A three-part presentation was held with speakers from the Center on Community Living and Careers, INvestABLE Indiana and Disability Legal Services of Indiana.
- Greg Fehribach, the founder of the Fehribach Center, shared insights from his life journey and experiences that have contributed to his role as a respected leader at local, state and national levels.
- A joint presentation titled “What’s Next? Options to Consider After Graduation” was provided to interns. Representatives from Ascend Indiana and Eskenazi Health Talent Acquisition discussed various opportunities available to interns after graduation.



I was able to improve on a professional level and social level.

-Fehribach Center intern



- High Alpha hosted a summer celebration reception for the Fehribach Center in downtown Indianapolis. Current interns, former interns, internship supervisors, community leaders, family members, friends of the program and other guests were in attendance.
- The Fehribach Center funded a social outing to a minor league baseball game at Victory Field in Indianapolis for 2023 summer interns.
- Fehribach Center interns were provided with professional mentorship opportunities. Members of the Fehribach Center Advisory Board served as mentors to interns.

Additional Supports for Interns

In addition to the paid internship and professional development opportunities that interns received, the Fehribach Center also provided interns with the following:

- Interns who live outside of the Indianapolis area were provided with free housing at apartments on the IUPUI campus in downtown Indianapolis next to Eskenazi Health.
- Eskenazi Health Medical Transport provided rides for interns who could not drive to their worksites. This service provided transportation both for interns living at the IUPUI apartments and to those living in the Indianapolis area.
- The Fehribach Center also provided transportation assistance to interns through the use of Uber vouchers. This allowed for a greater expansion of transportation services.
- Disability accommodations were offered to interns, including screen enlargement software, screen reading software, large screen monitors, voice-to-text dictation software, orientation and mobility training for blind and low-vision interns and live captioning and American Sign Language interpreting for online professional development programs.
- Interns were given the opportunity to complete a career assessment with Children’s Resource Group in Indianapolis. Several interns participated, receiving highly personalized information about their personality types, how they make significant decisions, what types of jobs they have a propensity to thrive in and what kinds of work environments would be the most successful for them. Participants were provided with a 35-40-page detailed report that offered recommendations for building on their internships as they begin looking for employment.

“ I learned that I am capable of living on my own and dealing with any disability-related issues that arise as an adult with a disability. ”
-Fehribach Center intern

Interns Reflect on Experiences During Program's 10-Year History

What started as “a little internship program” with only one student has expanded tremendously over the past decade. The Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) has helped provide 400 internships to 195 college students during its 10-year history.

Around 2008, Greg Fehribach, Fehribach Center founder, asked Larry Markle, Fehribach Center director, why he never saw people with disabilities in leadership positions and what could be done about it. At the time, Markle was serving as the director of disability services at Ball State University. He had noticed that his students with mobility, physical and visual disabilities were struggling to find work after graduation. Markle realized these students lacked the career development opportunities needed to be successful post-graduation — including internships.

That’s where an idea to start what Markle called “a little internship program” was born. Fehribach and Markle discussed an idea where Ball State University students with physical disabilities would be placed at internships within Eskenazi Health. The first internship took place in 2011, and in 2013, Christia Hicks, chief human resources officer at Eskenazi Health, helped Fehribach and Markle launch the official program, which was then called the Initiative for Empowerment and Economic Independence.

Ten years and 195 interns later, 95% of former Fehribach Center interns are career-engaged, meaning they are successfully employed, enrolled in graduate or professional school programs or are finishing their undergraduate degrees.

“We know that students who have been through the program have really strong employment outcomes,” Markle said. “That’s what we are all about — helping develop skills and tools to be equitably employed after graduation.”

The Fehribach Center has grown exponentially over the past decade, largely through word of mouth. The only program of its kind across the nation, the Fehribach Center serves as a highly acclaimed model, providing the invaluable work experience students need to be competitive when job seeking post-graduation.

“We’ve become a national landmark of what ‘right’ looks like in the area of college students with physical disabilities,” said Hicks.

Though the internship provides valuable employment experience and skills, the interns often gain much more than they realized was possible. The firsthand accounts of the following former interns attest to the positive impact the Fehribach Center is making in students’ lives.





Brad Millspaugh

In 2015, Markle invited Brad Millspaugh, then a Ball State student, to an internship information meeting. Though an internship was a requirement of his major, Millspaugh claims the promise of free pizza is what lured him. But he soon realized the meeting was more impactful than he could have ever realized.

Previous Fehribach Center interns shared their work experiences and talked about the free housing and transportation available to all interns in the program, resources Millspaugh says are extremely important for college students with disabilities.

His first internship was in 2016 with Eskenazi Health Information Technology. Millspaugh, a wheelchair user, commuted from Muncie to Indianapolis every day. He woke at 5 a.m. to get ready for his transportation service, worked a full day and then waited on his transportation service, usually not arriving home until after 7 p.m.

On his first day, his employer had a laptop, headset and dictation software ready for him. When he needed accommodations to his desk area, it was refitted just for him. As he wears a splint on his arm and hand due to effects of a spinal cord injury, he realized he needed computer equipment better suited to his needs. His supervisor ordered him everything he needed without hesitation.

What Millspaugh enjoyed most about his internship was that he was treated like everyone else and accepted for who he was. He enjoyed his internship experience with Eskenazi Health so much that he completed three more.

“Work experience — that’s why I always went back to doing these internships,” he said. “You’re actually doing real work at a company and can always point to that on a resume. That is very powerful.”

Millspaugh excelled so much in his role at Eskenazi Health that he was hired as a full-time employee in October 2020.

“Every internship I’ve done at Eskenazi, I’ve always felt welcomed,” he said. “I can’t say enough good things about Eskenazi, the team I work for and everyone I’ve come in contact with.”

“ I have learned how to better collaborate with others, that I am just as able to provide meaningful work as my colleagues, and I have gained a great amount of confidence in my abilities. -Fehribach Center intern ”



Wushuang Yang

Wushuang Yang had already completed several internships before applying to the Fehribach Center internship program. While in a dual-degree program at Marian University and Indiana University-Purdue University Indianapolis (IUPUI), she heard about the program from someone involved with disability services at Marian University. Yang reached out to Markle and began her internship with Eskenazi Health Biomedical Engineering in the summer of 2019. What was supposed to be a summer-only internship lasted through the

fall, when she would report to her internship, working several hours before heading to class.

“A lot of times, people are a little more hesitant of going outside their comfort zones to get a job,” Yang said. “Our program provides opportunities and specifically gives [college students with disabilities] the opportunity to really let their skills shine.”

Yang said the biggest benefits of the internship program were the people and how supportive everyone was. She took advantage of the on-campus housing provided by the Fehribach Center at the IUPUI campus and says living with other interns helped build connections and understanding.

“We were able to hear each other’s story and learn from each other from their unique perspectives,” she said.

Following her time with the Fehribach Center, Yang went on to intern at Eli Lilly and Company, where she was later hired full time. She now works as an automation scientist at Eli Lilly and Company’s Indianapolis Parenteral Manufacturing (IPM) site.

Yang, who says she has always been a strong self-advocate, encourages those who may be timid to put themselves out there.

“Just apply — what is there to lose?” she said. “My philosophy is to always ask. The worst you could get is a no.”



Anna-Marie Carver

Anna-Marie Carver always wanted to go into the medical field but feared her hearing loss would hold her back.

“How do I navigate this dream career where everyone could communicate effectively and [where] we take care of a patient?” she wondered.

When she interned with the Smith Level I Shock Trauma Center at Eskenazi Health during her time with the Fehribach Center, she realized just how loud some emergency situations could be



I learned that I can ask for help when I need it, and I’m good at doing things that I’m passionate about.

-Fehribach Center intern



“
I learned that
I can depend
on myself.
-Fehribach
Center intern
”

— and how difficult it was to read lips when medical staff are masked.

“I was nervous if I could be a health care provider with only one ear that works,” she says.

But the real-life work experience and the confidence she gained when interning with the trauma team helped her realize that her dream was within her reach — she just needed a few accommodations to make things a bit easier.

A button on her lanyard says she’s hard of hearing. She learned there are adaptive medical tools available for health care professionals with hearing loss, such as an audio stethoscope that would help her when taking blood pressure. And she’s overcome her anxiety of “being a burden” and learned to be direct in asking for what she needs.

Carver completed three internships through the Fehribach Center. After taking a gap year, she was hired by Eskenazi Health as a full-time victim advocate with Eskenazi Health Center of Hope in November 2022. Carver now works in the Michael & Susan Smith Emergency Department at Eskenazi Health, helping victims of sexual assault and family violence with crisis intervention, protective order petitions, advocacy with law enforcement and connection to resources.

Carver plans to become a physician assistant and develop her career in health care. She would recommend the Fehribach Center to any interested college student, as what she found was a safe place full of support that helped her chase her dreams.

“The support from the Fehribach Center doesn’t end after you do an internship,” she explained. “You can reach out 10 years later, and they’ll always have your back.”



Summer 2023 Evaluation Highlights

BY ROGER WESSEL, PH.D.



Sixty-three interns from 23 public and private universities in Indiana and contiguous states (e.g., Illinois, Kentucky, Michigan and Ohio) participated in the 2023 Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) summer internship program for students with physical disabilities. This is the first year the program has expanded beyond Indiana. All of the interns completed usable pre-internship reports (100% response rate) during the first week of the internship, and 51 interns completed usable post-internship reports (81%) during the last week of the internship. Fifty-four supervisors/mentors also reported their experiences; these employer hosts were from 30 places of employment. The evaluation of the summer 2023 program is based upon the following intended program outcomes:

For interns, improved self-efficacy of individuals with physical disabilities, demonstrated through their answers to 11 questions regarding:

- Greater autonomy and self-determination
- Increased knowledge of skills through professional development
- Empowerment for career readiness
- Acquisition of meaningful work experiences

For supervisors/co-workers, enhanced workplace culture, demonstrated through:

- Increased awareness of disability issues
- Improved capacity to create an inclusive and accessible environment
- Effective mentoring and supervising (observations made by the evaluator)

The role of the evaluator is to facilitate a process for gathering reliable data that can be used by program administrators to verify outcomes and improve the program for future student interns and employer partners. This evaluative data may also be helpful to stakeholders (e.g., individuals and organizations that fund and sponsor the program) and others who may be interested in replicating the program. While the data is best interpreted by individuals closest to the program, the following observations are offered for consideration as the data is interpreted:

1. The demographic trend data over the past four years demonstrates that the interns have become more diversified (e.g., more males and a broader range of disabilities, races and ethnicities).
2. Prior to the internships, the interns demonstrated confidence in their abilities. This may be somewhat unexpected for maturing young people with physical disabilities. However, even after starting with such high confidence about their intended outcome levels, the internship had a positive impact on them.
 - a. For first-year interns, post-internship experiences exceeded pre-internship expectations in all outcomes. First-year interns reported their highest outcome, 4.64 out of a total of 5.0 (strongly agree), in demonstrating proper work etiquette and confidence in succeeding professionally (4.56). Post-internship outcomes exceeded

“ I learned that believing in yourself is all you need. I did not have much knowledge or confidence in an IT field before this internship, but believing in myself is what helped me pick up the knowledge fast and be able to help the team. -Fehribach Center intern ”

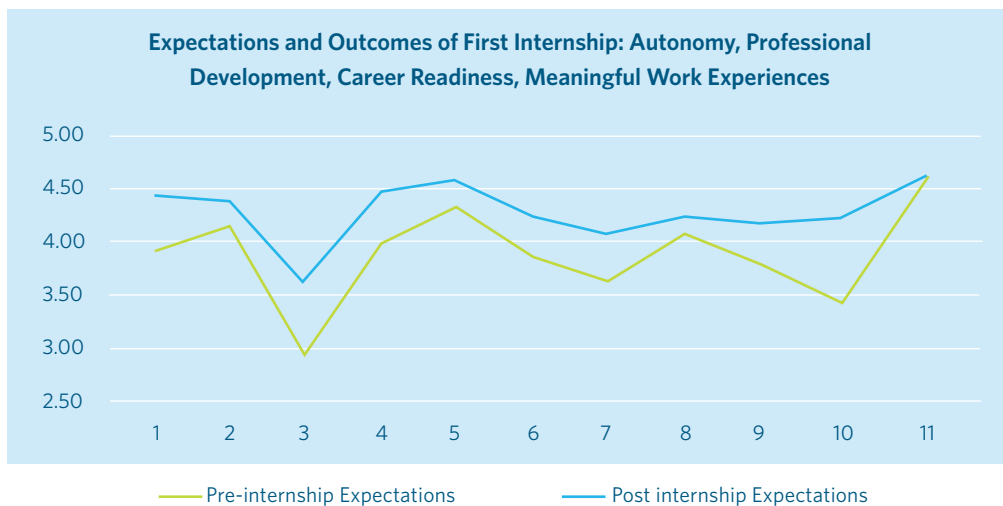


pre-internship expectations by more than a half point in confidence in abilities to control their lives, becoming financially independent, self-advocating and networking.

- b. For second- through fourth-year-plus interns, all but two (by less than .04) post-internship outcomes exceeded pre-internship expectations. The greatest growth for this group was in confidence and skills in their ability to succeed and in their ability to self-advocate. Possibly the most important influence of the second-through fourth-year-plus internships is that they provide additional work experience, which is vital in securing future employment opportunities.
3. When interns reflected on what they had learned during the internship, they discussed significant personal and professional ways that they were maturing that would benefit their development. “Confidence,” “accountable,” “ability to survive on my own,” “independence,” “self-sufficient” and “capable” were words they used to describe what they had learned about themselves. Many of their reflective statements demonstrate how much they are learning about how to succeed in the work world.
4. The interns experienced meaningful work experiences and participated in real work-like experiences, such as participating on staff teams, preparing reports/articles/guidelines, developing and leading special events and developing and using data for project management. Interns who did not demonstrate competence were in the minority.
5. The percentage of internships that were done remotely has decreased from 78% in 2020 to 32% this year. This change was because of the COVID-19 pandemic. Most interns and employers prefer in-person internships.
6. Only a small percentage of interns experienced physical, technical or attitudinal barriers; most of these barriers related to temporary physical restrictions or technological access. The percentage of barriers that interns experienced has decreased. This may be a sign of the work culture being more prepared for employees with disabilities.

7. The interns expressed heartfelt appreciation for the opportunity to have a Fehribach Center internship and provided a good set of suggestions for how to improve the program in 2024.
8. The demographic data on the employers revealed that they are predominantly female and not disabled (10.0% reported a disability — the highest percentage ever recorded for these internships). They rated themselves as knowledgeable about accessibility issues (3.9 on a 5-point scale), and their comfort level when working with interns was 4.8 (very comfortable). They strongly agreed (4.5) that interns were adequately able to perform their assignments.
9. Employers referred to interns in glowing terms: “enthusiastic,” “committed,” “pleasant” and “positive.” Employers said the contributions to the employers included providing face-to-face client interactions, offering the first point of contact for many of the offices, providing fresh perspectives and providing an extra set of hands to get real work done during the summer. It was an exception when a constructive comment was provided.
10. The employers expressed appreciation for the opportunity to have a Fehribach Center intern and provided a good set of suggestions for how to improve the program in 2024.

The following chart depicts the pre-internship expectations and the post-internship experiences of the first-year interns’ engagement with Fehribach Center programming. Their actual experiences exceeded their relatively high expectations in all 11 surveyed areas.



Since 2018, Roger Wessel, Ph.D., has developed and coordinated all evaluation and assessment data for the internship program of the Fehribach Center. He is a professor emeritus of higher education in the Department of Educational Leadership at Ball State University in Muncie, Indiana. In addition to serving as a doctoral faculty member, he also directed the program for the Master of Arts in Student Affairs Administration in Higher Education. His teaching and research focused on the field of college student affairs, specifically the academic and social integration of undergraduate college students, college student retention and persistence toward graduation (including for students with disabilities) and the evaluation and assessment of student and academic support offices.

Research Activities

BY DAVID R. PARKER, PH.D.



This summer
I learned
how to live
independently
and succeed
in a fast-
paced work
environment.

-Fehribach
Center intern



A key component of the mission of the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) is to facilitate and disseminate research about the career experiences of adults with physical disabilities during and after college. Few studies to date have pinpointed the most significant barriers to successful career preparation. Similarly, only a small body of literature has documented evidence-based practices for promoting meaningful career engagement in college graduates with mobility, orthopaedic, visual and/or hearing impairments. Over time, the center plans to use newer research findings to help inform policymakers at the state and national levels.

The Fehribach Center Research Advisory Board includes 15 scholars who share an interest in filling these gaps. In 2023, we held two virtual meetings with our team of experts to keep them informed about the center's activities and to support their research activities. This includes the opportunity for scholars to apply for three annual \$10,000 Fehribach Center grants to conduct a two-year research study. The two-hour spring meeting identifies research plans and priorities for the year. The two-day fall symposium involves presentations, discussions and guest presenters.

At the fall 2023 symposium, Phillip Boda, Ph.D. (University of Illinois-Chicago), and Joy Banks, Ph.D. (George Mason University), gave presentations about their in-progress studies funded by the center. Guest speaker John Andresen, Ph.D. (Indiana University), gave a well-received presentation about the use of national retention data to better understand high-quality predictors of career success for college students with disabilities. Dr. Andresen has since joined the Research Advisory Board. Carlos Taylor, Fehribach Center program manager, facilitated an informative panel discussion with three guest speakers with physical disabilities who are successfully employed in different stages of their careers. The panel included Ball State University graduate Sara Mahoney (U.S. Department of State) and former Fehribach Center interns Hope Trentadue (Ascend Indiana) and Trenton Bensheimer (Health & Hospital Corporation of Marion County).

Just as the Fehribach Center's internship program has expanded to include students attending postsecondary institutions in Indiana's contiguous states, Research Advisory Board members are in the initial stages of developing studies beyond the scope of the internship program itself. Dr. Banks has included Fehribach Center interns in her current study of students on multiple U.S. campuses to explore their knowledge of the Americans with Disabilities Act (ADA) and the manner in which they are preparing to self-advocate in the workplace. Dr. Boda is piloting an assessment instrument to use in research across the Midwest and ultimately the U.S. to study the early-career experiences of college graduates with disabilities. Brad Duerstock, Ph.D. (Purdue University), has submitted a research proposal to the National Science Foundation to study the use of 3D modeling to create more accessible STEM lab spaces for students with visual and mobility impairments. If funded, his study will include Fehribach Center interns and employer partners.

Finally, many members of the Fehribach Center's leadership team and Research Advisory Board have collaborated to prepare a publication about the college-to-career transitions of students with physical disabilities. The Journal of Postsecondary Education and Disability (JPED) is regarded as the premier peer-reviewed journal about postsecondary education and disability topics. David R. Parker, Ph.D. (Fehribach Center), and Heather Evans, Ph.D. (University of Washington and Research Advisory Board member), are co-editing this special issue, scheduled for publication in mid-2024. It will feature a variety of practice briefs and research articles by Fehribach Center staff and Research Advisory Board members that highlight the Fehribach Center's current practices and many of the findings to date of center-sponsored research.

Educational Outreach

BY DAVID R. PARKER, PH.D.

As programming unfolds for the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center), the leadership team pursues opportunities to share insights, recommendations and practices with partners in a variety of settings. Given the unique nature of the Fehribach Center, it would be difficult to replicate it in other settings. Instead, we seek to strengthen the pipeline of college-bound students with physical disabilities and promote efforts to enhance their career preparation while participating in higher education. These outreach efforts include presentations and trainings, partnerships with high school educators and the engagement of disability and career professionals on college campuses.

In 2023 the center staff made presentations at a variety of state and national organizations and conferences. These talks highlighted systemic barriers to full employment and civic engagement of college graduates with disabilities, linked the disability rights movement to the civil rights movement and current efforts to promote an inclusive and diverse workforce and fostered partnerships between education professionals to engage in best practices related to career preparation for students with disabilities.

This year the Fehribach Center conducted employer training sessions at Eskenazi Health, Eli Lilly and Company, Cummins, High Alpha, Old National Bank and the Indiana University School of Medicine and gave presentations for the following:

- National Association of Colleges and Employers (NACE) virtual conference
- NACE's 2023 Disability Signature Series: Advancing Access and Equity
- University of Connecticut's Postsecondary Disability Training Institute (PTI) national conference in Boston
- Association on Higher Education and Disability (AHEAD)'s national conference in Portland, Ore.





- Vocational Rehabilitation Technical Assistance Center for Quality Employment (VRTAC-QE) webinar series, hosted by Research Advisory Board member Allison Fleming, Ph.D. (Penn State University)
- Indiana Civil Rights Commission Annual Conference
- Future of Indiana's Workforce Summit, sponsored by the Indiana Chamber of Commerce
- Indiana Work-Based Learning Conference
- Kentucky Career Development Association

In fall 2023, three central Indiana high schools launched a pilot program that Fehribach Center leaders helped them develop in 2022. The Build a Better Bench (BBB) Project entails a collaboration at each school between a special education teacher, a college guidance counselor and a social studies teacher. The BBB Project utilizes a variety of activities and materials to engage high school students with disabilities in more meaningful preparation for college and career success. The project includes a webinar created by team members to be shown to students, teachers, parents and employers. Another key feature includes virtual mentoring partnerships between Fehribach Center interns and high school students with similar disabilities and career interests. The social studies teachers implement a curriculum with lessons that teach students with and without disabilities about the disability rights movement and its parallels to the civil rights movement.

In its third year, the Campus Connections Community of Practice (CoP) is another outreach program, this time focusing on college campuses. Each year, the Fehribach Center's leaders engage teams on three different college campuses that include representatives from the disability services and career services offices. Virtual meetings throughout the year support their collaborations to develop and implement cross-training between both offices to provide more inclusive career preparation for students with disabilities. The campus members share access to a Google Drive folder, where they retrieve and upload examples of their work and other best practices. At the end of the year, each team prepares a summary report documenting their efforts, evaluating lessons learned and identifying plans for continuing their collaborative work. Examples of these postsecondary best practices are routinely showcased in the presentations and publications made by center staff. Plans are underway to expand the use of the virtual CoP model on a national scale to continue disseminating emerging practices at the center and at partner campuses.

“ I learned that I can adapt in any working environment. There were times I felt uncomfortable and nervous. Then I would be able to settle down and perform well. Another thing I learned is don't be afraid to ask questions and write down notes that can help you. -Fehribach Center intern ”

Career Consultant Supports Interns as They Prepare for Employment

BY TEHANEERATWATTE



From the tentative first meeting with a nervous job seeker to the conversation with a confident young person who reports back that they were offered their full-time job, the opportunity to support the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) interns in their continued career journey is one that I am thrilled to be part of. It's been just under a year since I started as a career consultant for the Fehribach Center. In that time, I have met and worked with both former and current interns who are pursuing their career goals.

In my role, I serve as a consultant: a support person, a cheerleader, a shepherd and an encourager. Current and former interns who might benefit from a virtual coaching conversation about their career search are referred to me via Larry Markle, Fehribach Center director, or Carlos Taylor, Fehribach Center program manager. My conversations on some days are to support and encourage our interns who are not hearing back positively from their job applications or interview processes. As their cheerleader, I encourage them on, from their interview preparation appointment to their offer conversation. As a shepherd, I gently — yet with no excuses — shine a light on the integrated career services available at their home schools for current students, lifelong support from their alma maters and opportunities via resources from local and national organizations for former interns. As their encourager, I push our interns to network, to get out of their comfort zones and to strategize and implement their plans. Consulting conversations start with getting to know our interns and their goals. We dig into their research and preparation. I practice with, help implement and push our interns to execute their search process.

I am a former career coach at Indiana University (IU) Kelley School of Business and at the career development center at IU Bloomington. In that role, I greatly enjoyed supporting the Fehribach Center's recruitment of talented IU students with physical disabilities. Currently, I am a faculty member at the Kelley School of Business, teaching and leading workshops about career competencies, personal branding and professional skills in the early career talent space. It has been a true honor to support our interns and the mission of the Fehribach Center. I am thrilled that in the short time the Fehribach Center has been offering career consulting support, we have had six of our former interns accept full-time positions with industries they were pursuing. As our intern alum pool grows, I look forward to continuing to support those who are in the job market secure jobs in the industries where they contribute great value from day one, as well as those who are looking to further their academic endeavors through professional degrees.



The 2023 Dustin Gilmer Award

Sophie Weber, a senior at Hanover College, is the recipient of the 2023 Dustin Gilmer Award for Excellence. The award is named for Dustin Gilmer, a Ball State University alumnus and one of the first Gregory S. Fehribach Center interns in 2014 and 2015. Gilmer was an early student leader with the Fehribach Center and served as a mentor for several interns. He was employed by the City of Indianapolis Department of Public Works until his death in 2020.

Weber, a native of Jeffersonville, Indiana, is majoring in secondary education and English. She has completed three internships through the Fehribach Center: in 2021 with the Eiteljorg Museum, in 2022 with the Children's Museum of Indianapolis and in 2023 with Eskenazi Health Volunteer

Services. In addition to these internship experiences, Weber is actively engaged at Hanover College, where she has served as a peer mentor, tutor and admissions counselor and participates in multiple campus clubs and committees. Additionally, she spent the fall 2023 semester studying abroad in Belgium.

Fehribach Center staff selected Weber as the cohort leader for the summer 2023 interns as she had demonstrated strong leadership and communication skills in her first two internships. As cohort leader, she ensured that the 29 interns living onsite at the Riverwalk Apartments were engaged in activities after hours and on weekends. Weber organized game nights, dinners and events in Indianapolis. Lasting friendships were created among interns this summer, which can be attributed to Weber's inclusive leadership style. She also assisted the Fehribach Center's staff by informing them of any issues or barriers that interns were having and by encouraging interns to be good self-advocates in order to address concerns.



“ I learned that I am capable of navigating working with a personal aide in a work setting; this new knowledge has made me feel much more assured about my work future. -Fehribach Center intern ”

Weber also served as the point person for a new partnership the Fehribach Center instituted in 2023 with TechPoint's XTern program, which brings interns from around the country to work at leading companies in the Indianapolis area. In this new role, Weber recruited Fehribach Center interns to participate in events and professional development opportunities offered by TechPoint.

Reflecting on her 2023 Fehribach Center experience, Weber said:

If I was asked to describe this summer in two words, I would choose boundary breaking. My roommates and I challenged ourselves this summer to do something we never thought we'd be capable of doing with our disabilities and decided to go skydiving together. While it's obvious to see how such a thrilling event could be empowering, an impact I didn't expect was how bonding the experience would be. Brainstorming with 10 other interns from the program to make this an accessible feat, carpooling over together and anxious glances as we prepared for the big leap all culminated into a forever bond. I'm so grateful to have forged such strong friendships with other interns in the program. I believe it's truly the community that makes this program so special.

Jill Maudlin, a University of Notre Dame student and first-time Fehribach Center intern in 2023, stated that "Sophie made me feel at home the moment we met. She was the reason I felt comfortable around my roommates, and my summer was immeasurably better because she was there with me. Sophie has become a lifelong friend."

“

I learned to be more confident with my decisions and that taking risks is important to succeeding in the workplace.
-Fehribach Center intern

”



Former Intern Gives Back Through Newly Created Award



While interning at Eskenazi Health, Emily Earle quickly felt at home.

Through the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) internship program, Earle began working with Eskenazi Health Clinical Education and completed multiple internships from 2017 through 2021. After graduating from Ball State University with a bachelor's degree in elementary education in December 2021, Earle found jobs were insufficient for her needs and was unsure if a classroom setting was the right fit.

She returned to Eskenazi Health for another internship in January 2022 while determining her next steps. Earle realized that by working with the Clinical Education team, she was in fact using her degree but in a different way than she had planned. Wanting to start her professional career at Eskenazi Health, Earle applied and was hired as a full-time employee with Eskenazi Health Clinical Education in September 2022.

"As an employer, we appreciate all of the value and the persistence and tenacity that Emily brings to our organization," Christia Hicks, chief human resources officer of Eskenazi Health, said. "She uses all of those things to creatively problem solve and complete her assignments in

that area. She's a great face of the new employee experience."

Earle is thankful for the internship program, which helped her see a career path and options she had never considered or thought were possible. She is grateful to be working at Eskenazi Health in what she considers her "dream job."

"My skills continue to grow, and it all started with this program," Earle said. "I just want other people who live with a disability to understand that you must keep pushing forward. I know it's hard, but if you keep moving forward, you will get to where you want to be. And sometimes you will end up with more than you ever thought possible."

Earle knew early in her internship days that she wanted to give back to the program that had given her so much. Soon after beginning her full-time position, she talked with Larry Markle, director of the Fehribach Center, about starting a scholarship for current interns who demonstrate perseverance and excellence in the internship program. In the summer of 2023, Earle funded and presented her first award.

"I just love this place, and it's a way that I can give back. I may not be able to do a lot of physical work, but it's a way that I can do something and share what has been shared with me," Earle said. "A lot of

people have helped me to get to where I am, so it's important to me to help other people."

The first "Emily Earle award," as Markle fondly describes it, was a \$500 award presented to Amanda Kennedy, a student at Indiana University-Purdue University Indianapolis (IUPUI) majoring in health service management. Kennedy interned with Eskenazi Health Palliative Care in summer 2023. Kennedy said receiving the award was a complete surprise, and to know she was recognized for her perseverance meant the world.

Kennedy was diagnosed with diabetic retinopathy and retinal detachment in her right eye after experiencing vision difficulties in her classes. In working through her vision issues with school administrators, she heard about the Fehribach Center and was told Markle and Carlos Taylor, Fehribach Center program manager, might be able to provide her with additional resources for internships.

Kennedy said she was initially hesitant, doubting much could be done to help her or that she would even qualify for the program, but after one Zoom call, she knew it was the right decision. Markle explained to Kennedy that they could help supply resources if accommodations were needed for her vision during an internship. They could also guide her toward technology and resources to help ease her way through future classes. She said the support Markle and Taylor offered during the initial call gave her the confidence to push through a very new and uncertain time in her life.

During Kennedy's internship with Eskenazi Health, she loved being part of a team and contributing her talents and skills. The internship helped solidify that she is on the right track with her studies, as she enjoys health care and assisting people in need. She also plans to explore philanthropic work to help others who have faced obstacles but have managed to persevere and overcome them.



“ This summer I have learned more about myself and my abilities than I thought possible. I have gained enormous amounts of confidence in my skills. I learned that I really enjoy working in a team and that collaboration is really important in the workplace.

-Fehribach Center intern ”

Kennedy said students who are considering internship opportunities through the Fehribach Center should take advantage of every opportunity that may come their way and use the experience as a tool in their toolboxes.



I'm more flexible and adaptable than I thought. Even if my surroundings weren't accessible, I was able to work around to still access what I needed or wanted out of the situation instead of waiting for a perfectly accessible situation, which is rare.
-Fehribach Center intern



"It's not something to be ashamed of if you have a disability or an invisible disability. I originally was ashamed, but then it was the realization of, 'This is a potential tool that is going to help me get a job, so why not use this as much as I can?'" she explained. "I don't look like I have a disability and try not to let it be that much of a thing. When you have somebody who stands behind you, that helpful manner is such a boost of confidence in the long run."





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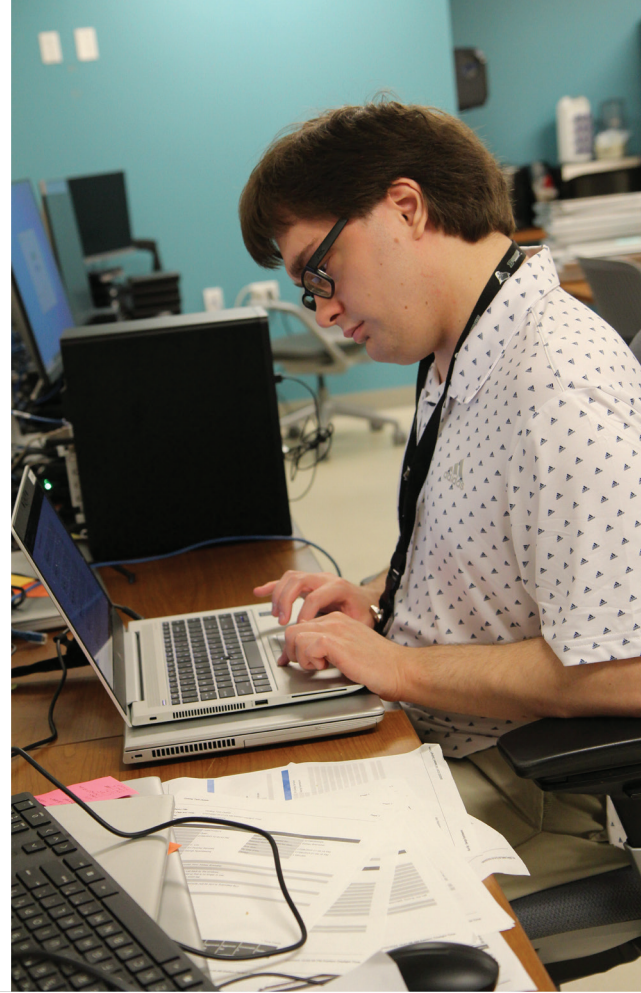
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