

Gregory S. Fehribach Center
at Eskenazi Health

2022 ANNUAL REPORT



Contents

Director's Letter	2
2022 Internship Program Highlights	3
Assessment Report Highlights	14
Post-Internship Career Status Survey (PICSS) Fall 2021 through Summer 2022	15
Former Interns Take on Professional Roles	16
The 2022 Dustin Gilmer Award	18
Gregory S. Fehribach Center Leaders	19
Research Activities	20
Educational Outreach Highlights	23
Fehribach Center Promotes Accessibility, Inclusion in Able-Bodied Workforce	25

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 economic and civic engagement of college graduates with physical disabilities in communities in Indiana and throughout the United States.

Director's Letter



The photo on the cover of this report is one of my favorites. It shows Greg Fehribach giving remarks to an audience of interns, former interns, supervisors, and friends and supporters of the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center). The event, the Fehribach Center Summer Celebration, was hosted by our friends Scott and Erin Dorsey and the amazing staff at High Alpha at its venture studio on Mass Ave in downtown Indianapolis in June. The lively gathering was a celebration of many good things: the ability to gather together in person again after two years, the great work that current and former Fehribach Center interns are doing, and Greg's vision in founding the center that is now named for him. We invite you to read about that work in the following pages. As the Fehribach Center's

director, I believe that those efforts are unique and impactful. Our accomplishments could not have happened without the foresight and connections of the man speaking in this year's cover photo. The summer celebration was a special night as it brought together so many people who are part of the Fehribach Center's broader team. Together, we celebrated Greg's vision – and the Fehribach Center's mission – in promoting empowerment and economic independence for college graduates with physical disabilities.

The Fehribach Center made great strides in 2022 in continuing to implement our mission. The foundation of the Fehribach Center is our internship program that facilitates paid internships for college students and recent graduates with physical disabilities in fields related to their career interests. As of this writing, 162 students have completed 325 Fehribach Center internships, with 56 students participating in our summer 2022 internship program. We have now had interns placed at Eskenazi Health and 32 additional employers. They came from 36 colleges and universities around the state of Indiana. We are proud of all our interns and especially pleased that so many of our alums are equitably and professionally employed. Eskenazi Health, the home of the Fehribach Center, has hired 10 former interns for full-time positions. I hope you enjoy reading about some of these alumni in a piece written by Caleb Posey, himself a former intern now employed by Eskenazi Health Foundation.

We could not provide such a robust internship program without the active support of so many organizations who host Fehribach Center interns. These employers, and the individual supervisors of interns, feel strongly about providing rich experiences for their interns. They believe that disability is a critical component of their diversity efforts. Learn more about the perspectives of several of these champions of the internship program in an article included in this report.

Our internship program is just one facet of the Fehribach Center's work. Under the guidance of David Parker, Ph.D., the Fehribach Center has become a leader at the national level in producing research that promotes best practices to produce better outcomes for college graduates with physical disabilities. Additionally, we have made nice progress in our educational outreach efforts both at the postsecondary level and with a new program we are piloting with three high schools in the Indianapolis area. You can read more about these initiatives in this report as well as on our newly expanded website: www.eskenazihealth.edu/Fehribach-Center.

So many people have been gracious with their time and support of the Fehribach Center. Space doesn't allow me to recognize everyone who partners with us in some capacity. Suffice to say, however, that the work that you will read about in these pages could not be accomplished without the dedicated efforts of a lot of people who share in Greg Fehribach's vision to "change the world."

Thank you. I look forward to a great 2023 for the Fehribach Center!

Best wishes,

Larry Markle

Director, Gregory S. Fehribach Center at Eskenazi Health

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2022 Internship Program Highlights

BY CARLOS TAYLOR, PROGRAM MANAGER



In 2022, 59 students from 24 colleges and universities participated in 72 paid internships facilitated by the Gregory S. Fehribach Center. While the Fehribach Center facilitates a limited number of spring and fall internships, the majority of the internships occur during the summer with 56 participants in the summer of 2022. While most of these internships were on-site, some students worked remotely. Below is a review of the internships and projects students completed in the summer of 2022 (the intern's college and class standing reflects what it was during their summer 2022 internship).

Eduardo Arellano is a senior at Indiana University South Bend where he is majoring in marketing. He interned remotely with Eskenazi Health Public Affairs & Communications. Arellano worked with several team members and assisted with designing, proofing and branding fliers for clients. He also wrote pieces for the Eskenazi Health Daily and Eskenazi Health Cares newsletters, as well as other Indianapolis publications.

Sifat Baig is a graduate student at Ball State University where he is studying adult and community education. Baig interned remotely with the Eskenazi Health Institute for Professional Development. During his internship, Baig worked on various projects including creating metrics to measure the efficiency of new hire orientation sessions, assisted with maintaining the E-learning training platform and participated in team meetings.

Walker Banks is a junior at the University of Southern Indiana where he is majoring in health services. Banks interned with Eskenazi Health Volunteer Services. During his internship, he assisted with Eskenazi Health's VolunTeen program, which is designed to introduce high school students to various departments and careers within a health care system. He also assisted with various tasks within Volunteer Services.

Mitchell Bridwell is a junior at Purdue University where he is majoring in computer science. He interned with the Diversity & Innovation Institute in Indianapolis. During his internship, Bridwell conducted accessibility audits of the Institute's website and electronic documents to enhance accessibility for patrons with disabilities.

Anna-Marie Carver is a recent graduate of Indiana State University where she majored in psychology. Carver interned in Eskenazi Health Smith Level I Shock Trauma Center. During her internship, Carver gained firsthand experience with medical equipment, observed treatments of patients in the emergency department and assisted with data analysis. Her future plans include attending medical school.

Evelyn Cashman is a sophomore at Indiana University studying animal behavior with a minor in psychology. She interned with Eskenazi Health Family Beginnings. During her internship, Cashman assisted staff with cleaning and preparing medical equipment, organizing paperwork and various projects within the department.

Ethan Cecil is a junior at the University of Southern Indiana majoring in business marketing. Cecil interned remotely with the System Administrator department at Health & Hospital Corporation of Marion County (HHC). During his internship, Cecil participated in team meetings, wrote professional communication pieces and assisted with examining ways to improve a service request database.

Sten Christianson is a senior at Indiana University where he is majoring in informatics. Christianson interned with the Information and Digital Solutions department at Eli Lilly and Company. During his internship,



This internship served as validation of myself. It gave me confidence in being my own advocate. It also helped me to feel confident in my career choice.
-Fehribach Center intern



Christianson worked on a project where he set up software applications to show the status of Eli Lilly's cloud infrastructure. He gained valuable experience working with team members both locally and in other countries such as the U.K. and India.

Joseph Dickey is a senior at Purdue University Northwest where he is majoring in computer technology. He interned with Eskenazi Health Desktop Services. During his internship, Dickey imaged computers, replaced laptop batteries and hard drives, and assisted other team members with maintaining computer systems throughout the Sidney & Lois Eskenazi Hospital.

Emma Dillon is a sophomore at Indiana University where she is majoring in marketing. Dillon interned with the sales department at Cummins. During her internship, Dillon worked on sales projects, presentations, participated in team meetings and accompanied a team member to visit sales clients in Pennsylvania.

Emily Earle is a recent graduate of Ball State University where she majored in elementary education. She interned with Eskenazi Health Clinical Education. During her internship, Earle built online training courses, learned how to manage resuscitation credential information and assisted with instructing a network access class for new employees.

Gracie Elmer is a junior at Butler University where she is majoring in English-creative writing. Elmer interned remotely with the Marketing and Communications department at Pass the Torch For Women Foundation. During her internship, Elmer created social media posts to promote events, took notes to summarize meetings, and revised press releases, grants and scripts.

Josh Fugate is a junior at Indiana University where he is majoring in sports media. Fugate interned with the Athletics Department at Ball State University. During his internship, he met with various staff to learn about different career opportunities within the department. He also worked on various projects including archiving data for the football, basketball and baseball programs. Fugate also had an opportunity to work



with social media analytics and created biographies of current Ball State athletes to be posted online.

Emma Gifford is a junior at Butler University where she is double majoring in history and political science and peace and conflict studies. Gifford was an intern with Programs and Services at Christel House International. During her internship, Gifford conducted research on character development metrics. She also conducted interviews and research on issues pertaining to upward economic mobility.

Abigail Georges is a sophomore at Indiana University-Purdue University Indianapolis (IUPUI). Georges interned with Eskenazi Health Diversity & Inclusion. During her internship, she created and gave presentations on diversity and wrote articles on various topics pertaining to diversity in the workplace.

Shiela Gonzales is a senior at IUPUI where she is majoring in public health. Gonzales interned with the Nutrition Services department at the Marion County Public Health Department in Indianapolis. During her internship, she designed a spreadsheet to show results from the health department's survey on the demographics, eating habits and other issues faced by senior citizens in Indianapolis. The results of this survey will be used to evaluate the health department's services and plan for future programs.

Leslie Gonzalez is a sophomore at Grace College & Seminary where she is studying music production. Gonzalez interned with Eskenazi Health Event Services. During her internship, Gonzalez assisted with live concert productions at the Sidney & Lois Eskenazi Hospital. She also assisted with recording and editing of the Eskenazi Health Here for You Podcast.

Tatum Hacker is a freshman at Indiana University where she is majoring in neuroscience. Hacker interned with the Small Molecule Design and Development department at Eli Lilly and Company in Indianapolis. During her internship, Hacker completed an inventory and developed a plan for the proper storage of starting materials, intermediates, impurities, final APIs and marketed products. Additionally, Hacker learned more about the early creation stages of new medicines and the workplace culture of a pharmaceutical company.



Michael Hardin is a freshman at IUPUI where he is majoring in social work. Hardin interned with Eskenazi Health Center of Hope. During his internship, Hardin completed victim assistance training and a spreadsheet that contained data on clients of the Center of Hope.

Natalie Hazbun is a senior at Goshen College where she is studying social work. Hazbun interned with the Center for Youth & Adults with Conditions of Childhood (CYACC) in Indianapolis. During her internship, Hazbun learned about the health care programs and services available to children in Indiana. In addition, she gained an understanding of various medical conditions and the impact they have on patients and families.



Furthermore, Hazbun made phone calls to patients to check on their well-being and created case notes indicating whether they needed follow-up phone calls or visits to CYACC.

Alex Herrera is a sophomore at the University of Notre Dame where he is studying finance. Herrera interned with the VPI Engineering team at Cummins. During his internship, Herrera worked closely with a variety of departments to enhance the quality of the financial forecasts produced by his team. In addition, he conducted a research project to better understand how inflation was being captured in his team's financial models.

Thomas Huffman is a junior at Valparaiso University where he is majoring in political science with a minor in communication and German. Huffman interned with Ascend Indiana in Indianapolis. During his internship, Huffman worked on a variety of projects, including researching best practices for corporate diversity, equity and inclusion. He also contributed articles to Ascend Indiana's corporate newsletter and conducted research on employee retention rates.

Charlie Hurley is a senior at IUPUI where he is majoring in computer and information technology. Hurley interned with the CIS Operations department at Health & Hospital Corporation of Marion County. During his internship, Hurley provided a wide range of computer support services to employees of various HHC health clinics, both remotely and in person.

Micah Jesus is a freshman at the University of Evansville where they are majoring in criminal justice and psychology. Jesus interned with Eskenazi Health Prescription for Hope. During their internship, Jesus participated in interdisciplinary rounds where their team examined patient cases and provided updates to various departments. In addition, Jesus worked diligently to ensure that the information needed for grant requests was both up-to-date and accurate.

Lily Kauffman is a senior at Goshen College where she is majoring in sustainability studies and sustainable food systems. Kauffman interned with the Department of Food & Consumer Safety at the Marion County

“ Our intern came in and was motivated and active right from the start. We were not only satisfied with the work that was done, but we were blown away by how quickly our intern was able to pick up the programs and tasks. -Fehribach Center supervisor ”

“ My intern was really open with what they were wanting out of the experience and was not shy about asking questions. Their skills fit our department well, and they were able to have real impact in the department's work. -Fehribach Center supervisor ”

Public Health Department. During her internship, Kauffman conducted research on community garden food safety considerations in order to gather information for the creation of fact sheets. She also accompanied team members to inspect food facilities.

Kiara Lee is a student at Ivy Tech Community College of Indiana where she is studying human services. She interned with the Diversity & Innovation Institute in Indianapolis. During her internship, Lee assisted with grant applications and proposals.

Ethan Lewis is a sophomore at Wabash College where he is majoring in economics. Lewis interned remotely with Eskenazi Health Music Therapy. During his internship, Lewis made contributions to his team by analyzing and organizing data in a way that was more user friendly.

Jace Lichtefeld is a sophomore at Hanover College where they are majoring in psychology and secondary education. Lichtefeld interned at The Children's Museum of Indianapolis. During their internship, Lichtefeld worked at Volunteer Central where they helped plan training sessions for volunteers and assisted with event planning.

Alvaro Lira is a senior at Anderson University where he is studying business administration and leadership. He interned with Eskenazi Medical Group Human Resources. During his internship, Lira planned, organized and executed the onboarding process of newly hired employees by initiating pre-employment checks and drug screenings.

Owen Long is a senior at the University of Southern Indiana where he is studying business administration. He interned with Eskenazi Health Revenue Cycle. During his internship, Long performed data entry and conducted data analysis.

Elizabeth Love is a junior at Ball State University where she is studying public relations. She interned with the Marketing Technology department at BraunAbility. During her internship, she worked to improve BraunAbility's rankings in Google searches. She also wrote, merged and updated content for the organization's website.



Naveed Malek is a senior at IUPUI where he is majoring in kinesiology and exercise science. Malek interned with Eskenazi Health Rehabilitation Services. During his internship, Malek worked as a rehab tech where he prepared equipment for patients and assisted his team members with various clinical tasks.

Jody May is a student at Ivy Tech Community College where she is studying education. May interned at accessABILITY in Indianapolis. During her internship, May worked on a youth transition project and participated in various team meetings.

Matt McDonald is a junior at the University of Evansville where he is majoring in psychology. McDonald interned with Sandra Eskenazi Mental Health Center Administration. During his internship,

McDonald evaluated data and documentation for accuracy and assisted with various tasks.

Seren McWilliams is a freshman at Ball State University where she is majoring in social work. McWilliams interned with the Joseph Maley Foundation in Indianapolis. During her internship, McWilliams updated school demographics, reviewed curriculum, assisted with podcast recordings and participated in team meetings.

Cameron Miller is a senior at IUPUI where he is majoring in health information management. Miller interned with Eskenazi Health Information Management. During his internship, Miller focused on medical coding initiatives and became more familiar with various types of procedures, injuries and treatments.

Paige Moore is a sophomore at Indiana University where she is majoring in neuroscience. Moore interned with the Neuroscience department at the Indiana University School of Medicine. During her internship, Moore worked on a research project studying Alzheimer's disease where she transferred participant data into a computer software system, organized and merged data sets, and conducted data analysis.

Gabe Neise is a junior at Rose-Hulman Institute of Technology where he is majoring in electrical engineering. Neise interned in the Machine Integration Electrification group at Cummins in Columbus, Indiana. During his internship, Neise worked to calibrate controller area network (CAN) signals and developed test cases for a Hardware-in-Loop project for his team.

Alec O'Connor is a junior at Rose-Hulman Institute of Technology where he is majoring in engineering design. O'Connor interned with BraunAbility in Winamac, Indiana, where he worked with electrical engineers to resolve problems on both the manufacturing line and in the engineering wing. He also worked to resolve wiring defects in retractor harnesses by rewiring the main components.

Benal Ortman is a student at Indiana University East where she is majoring in sociology. Ortman interned remotely with Eskenazi Health Volunteer Services. During her internship, Ortman performed data entry tasks, attended professional development webinars and learned about various careers at Eskenazi Health.

Ashley Parker is a junior at Rose-Hulman Institute of Technology where she is majoring in biomedical engineering. Parker interned with Eskenazi Health Biomedical Engineering at the Sidney & Lois Eskenazi Hospital in Indianapolis. During her internship, Parker participated in preventative maintenance checks and performed corrective maintenance on a variety of devices used in various locations within the hospital.

Kenzie Paul is a sophomore at the University of Notre Dame where she is studying business analytics. Paul interned with the Procurement Services department at the University of Notre Dame Finance Division. During her internship, Paul conducted market analysis and learned about the backend operations at the university.





Lindsey Phillips is a senior at the University of Evansville. Phillips interned remotely with Eskenazi Health Palliative Care. During her internship, she conducted research, organized contact and insurance information, and updated records and lists.

Tyler Rawles is a sophomore at Indiana State University where he is majoring in engineering. Rawles interned with the Capital Projects department at IndyGo in Indianapolis. During his internship, Rawles obtained information through technical reports, evaluated the accuracy of reports concerning on-going construction projects and researched ways to improve the organization's fare system by studying other public transit agencies.

Mackenzie Riley is a senior at IUPUI where she is majoring in organizational leadership. Riley interned with the On Highway and Off Highway division at Cummins in Columbus, Indiana. During her internship, Riley worked on various projects including a volume-related analysis project, a product strategy leader project, a waving tasks project for the VPI marketing lane, calculated carbon emissions for the Off Highway team and worked with regulatory affairs.

Imelda Salgado is a junior at the University of Evansville where she is majoring in public health. Salgado interned with the Quality Outreach team at Eskenazi Health Center Pecar. During her internship, Salgado developed a system to educate patients on the importance of Fit Tests, exams that patients use in their homes to monitor their health. She also worked to increase the return rates of Fit Tests by patients and improve the process for obtaining exams.

Justin Schroth is a junior at the University of Indianapolis where he is majoring in information systems and applied business analytics. Schroth interned with Eskenazi Health Supply Chain. During his internship, Schroth assisted with various tasks at the loading docks, restocked supplies on various floors within the hospital and assisted in the office.

Mark Sortino is a junior at Butler University where he is majoring in marketing. Sortino interned with the Global Diabetes Business Unit at Eli Lilly and Company in Indianapolis. During his internship, Sortino worked on a project to infuse emotion into the marketing materials for the upcoming launch of a pediatric insulin and benchmarked other brands to identify the most effective ways that pharmaceutical and non-pharmaceutical companies use emotions in their marketing materials.

Taengkwa Sturgell is a sophomore at the University of Southern Indiana where she is majoring in education. Sturgell interned at the Summer College Program with the Evansville Association for the Blind in Evansville, Indiana. During her internship, Sturgell served as a mentor for students with visual disabilities and instructed program participants on the use of assistive technology.

John Sutter is a junior at the University of Evansville where he is majoring in political science and ethics and social change. Sutter interned with the Human Resources department at Ice Miller LLP. During his



internship, Sutter worked on various projects including data entry, researched diversity speakers and calculated the seniority of employees.

Luke Swain is a sophomore at Indiana University where he is majoring in economics. Swain interned with the Talent Recruitment division of the Network team at Ascend Indiana. During his internship, Swain collected data on student organizations from various colleges and universities, posted roles on Handshake, and collaborated with team members during meetings.

Hope Trentadue is a junior at Grace College & Seminary where she is majoring in communications. Trentadue interned remotely with the Sales and Service department at Cummins Inc. During her internship, Trentadue learned about the bidding process for parts, worked on a project where she followed up on various bids and worked collaboratively with another intern on the creation of a disability awareness presentation.

August Trepanier is a sophomore at Purdue University where they are majoring in anthropology and American studies. Trepanier interned with the Eiteljorg Museum of American Indians and Western Art in Indianapolis. During their internship, Trepanier assisted with various cultural programs and events, created event materials, identified community partners for the 2022 and 2023 Artists In Residence program, and researched accessibility-related grants.

Elijah Watson is a freshman at Rose-Hulman institute of Technology where he is majoring in computer science. Watson interned with the Clinical Trials Software Development team at Eli Lilly and Company. During his internship, he contributed to a project aimed at updating an internal website for recording clinical trial data by writing SQL queries inside of functions.

Sophie Weber is a sophomore at Hanover College where she is majoring in secondary education and English. Weber interned at The Children's Museum of Indianapolis where she was a teacher's associate for the Race Car Cabin for StarPoint, a day camp for children. During her internship, Weber attended training sessions and professional development presentations, created lesson plans, led children of her classroom in various activities and accompanied campers on field trips.



**I've found
a lot of new
strength in my
communication
skills as well as
my willingness
to try out new
things, both in
terms of my
professional
and personal
development.**

-Fehribach

Center intern



In addition to providing students with internship opportunities, the Fehribach Center sponsored a variety of professional development events in summer 2022. These events provided interns with learning opportunities to build upon their interview skills, professionalism in the workplace and more.

Interns worked for a variety of organizations in various locations. Therefore, all professional development events were held virtually using Webex and other similar video conferencing platforms. Following are the events that were offered in summer 2022:

- A training specialist from Eskenazi Health Institute for Professional Development shared best practices in maintaining professionalism in the workplace, both in onsite and remote settings.
- The digital communications coordinator at Eskenazi Health gave a presentation to Fehribach Center interns entitled “Navigating Social Media in the Workplace.” Interns were given valuable information on the positive and negative impact social media can have on their professional careers.
- Judy Heumann, one of the pioneers of the disability rights movement and an internationally recognized leader in the disability rights community, collaborated in a panel discussion with Greg Fehribach where they discussed the disability rights movement and what interns can do to become involved.
- Staff from the Joseph Maley Foundation (JMF) discussed the importance of participating in boards and leadership opportunities. JMF is an Indianapolis nonprofit with the mission to “serve children of ALL abilities.” Interns were provided with information on how to join boards sponsored by JMF.
- 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 2022 interns could maximize their opportunities.
- A representative from Junior Achievement gave an interactive presentation about the various programs that Junior Achievement offers and ways that interns can get involved. In addition, she discussed appropriate ways for interns to handle workplace communication including body language, manners, active listening and cell phone etiquette.
- The Talent Acquisition and Diversity Sourcing Strategy team from Eli Lilly and Company hosted an interview skills workshop for interns.
- The Pass the Torch for Women Foundation hosted a panel discussion with community thought-leaders about their unique experiences as mentors in the mentoring community.
- Tehanee Ratwatte from the Kelley School of Business at Indiana University discussed the importance of utilizing career

“ Some of the things that I learned from this internship are to always come ready to learn, be adventurous and willing to teach yourself, how to communicate professionally, and I also learned a great deal about the disability rights movement. –Fehribach Center intern ”



services on college campuses. Students with disabilities typically miss out on the wealth of services offered by career services, and she helped Fehribach Center interns learn how to take full advantage of the services they offer.

- A joint presentation titled “What’s Next? Options to Consider after Graduation,” was provided to interns. Representatives from Ascend Indiana, Eskenazi Health Talent Acquisition and Indianapolis’ Business Enterprise Certification discussed various opportunities available for interns after graduation.
- Dennis Heathfield, executive director, Global DE&I Team at Cummins Inc., introduced Cummins and its global disability inclusion initiative. He also shared his personal career story as a person with a lifelong hearing disability and engaged in dialogue with interns on ways his organization can improve to attract and develop people with disabilities.

A number of events were also held in person:

- High Alpha hosted a summer celebration reception for the Fehribach Center in downtown Indianapolis. Guests included interns, former interns, internship supervisors, interns’ parents, community leaders and friends of the program.
- The Fehribach Center funded a social outing to the Indianapolis Zoo for 2022 summer interns.
- Delta Faucet provided practice interview sessions for Fehribach Center interns.
- Fehribach Center interns were provided with professional mentorship opportunities with members of the Fehribach Center’s Advisory Board and the Pass the Torch for Women Foundation.

Additional Supports for Interns

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

“ Our intern was amazing. Overall, she was a fantastic addition to our team for the summer. She was hard working and passionate, not to mention always positive and persevering. She was always ready to take on the next challenge and was super engaging.
-Fehribach Center supervisor ”



- Interns who resided outside of the Indianapolis area were provided free housing at apartments on the IUPUI campus in downtown Indianapolis.
- 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 interns living in the Indianapolis area.
- The Fehribach Center provided transportation assistance to interns through the use of Uber vouchers. This allowed for a greater expansion of transportation services.
- Interns who worked at Eskenazi Health were provided meal cards to offset the cost of daily lunches.
- Disability accommodations were offered to interns by the Fehribach Center. Amongst the accommodations provided were screen enlargement software, screen reading software, large screen monitors, voice-to-text dictation software, live captioning and American Sign Language interpreting for online professional development programs.

- Interns were given the opportunity to complete a career assessment with David Parker, Ph.D., of Children's Resource Group (CRG) in Indianapolis. Eighteen interns participated, and they received highly personalized information about their personality types, how they make significant decisions, what types of jobs they have a propensity to thrive in, and the work environments that would be most successful for them. Dr. Parker shared and reviewed a multipage report with each intern that provided detailed feedback and recommendations for building on their internships as they begin looking for employment.

Assessment Report Highlights

Roger Wessel, Ph.D., professor emeritus of higher education at Ball State University, is an independent contractor for the Fehribach Center who provides annual assessment and evaluation of the internship program. Interns complete pre-internship and post-internship assessments and journal their experiences on a weekly basis. Supervisors and co-workers also complete an assessment at the conclusion of the internship. Additionally, Dr. Wessel conducts the Post-Internship Career Status Survey (PICSS) four months after the completion of each internship cycle. PICSS findings, depicted on the following page, provide an update on the next steps of each student immediately following their Fehribach Center internship.

Key findings from the summer 2022 internship program include:

- Both new and returning interns believed they were able to perform their internship duties well.
 - First-time interns averaged 4.586 on a five-point Likert scale to the prompt: I was competent in my work and able to perform my responsibilities well.
 - Returning interns averaged 4.381 on a five-point Likert scale to the prompt: I was competent in my work and able to perform my responsibilities well.
- Interns expressed a high level of satisfaction with the quality of their internships.
 - First-time interns averaged 4.241 on a five-point Likert scale to the prompt: I had meaningful, work-related responsibilities in my internship.
 - Returning interns averaged 4.524 on a five-point Likert scale to the prompt: I had meaningful, work-related responsibilities in my internship.
- First-time interns reported the highest levels of growth in the following areas:
 - I network by professionally interacting with others on work interests in a real-world workplace.
 - I manage my time by efficiently controlling how I spend the hours of my day.
 - I am aware of organizational culture; I understand why things happen the way they do in a workplace.
- Returning interns reported the highest levels of growth in the following areas:
 - I am aware of organizational culture; I understand why things happen the way they do in a workplace.
 - I have the skills needed to succeed professionally.
 - I am confident I will succeed professionally.
- Supervisors and co-workers reported a high level of comfort working alongside individuals with physical disabilities, with an average score of 4.6 on a five-point Likert scale.
- Supervisors reported that their interns performed their duties well, with an average score of 4.5 on a five-point Likert scale to the prompt: The intern was able to adequately perform his/her duties.

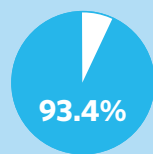


Post-Internship Career Status Survey (PICSS)

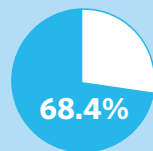
Fall 2021 through Summer 2022

PICSS provides data on post-internship career steps taken by interns sponsored by the Fehribach Center. An overall career engagement rate provides a percentage of interns actively advancing in their careers following the internship.

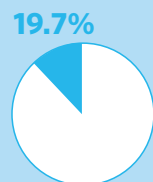
This is a summary of data for interns during the fall 2021, spring 2022 and summer 2022 cohorts. Among the 76 interns, information was gathered on all of them, yielding a 100% response rate.



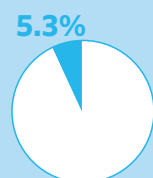
**Career
Engagement Rate**



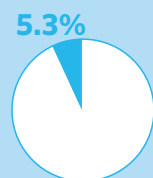
**Continuing
Education**



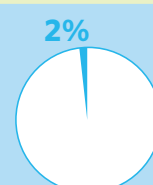
**Professional
Employment**



Unemployment



**Under-
employment**



Internship

93%
of the interns
who were
working found
jobs in Indiana



\$43,391
was the average
gross salary

Former Interns Take on Professional Roles

BY CALEB POSEY

The Fehribach Center's internship program has proven to be successful in a relatively few years. The Fehribach Center operates on several fronts to promote equality in the workplace and ensure more equitable futures for individuals with disabilities. The internship is living proof that people with disabilities can be just as effective in a professional setting as their able-bodied counterparts. Given the tools and motivation to succeed, we have potential to achieve greatness. What is success, though? Certainly, we can look at statistics. We can note the satisfaction that interns feel in their positions and read the reports of their good work. These are all excellent metrics. Nothing is more invigorating than seeing former interns transition into full-time work following graduation. That is when we can stop and think, "Wow! This really works." This has been the effect in my own life, and I've been lucky enough to sit down with four other former interns who have shared in that effect.



In the past couple years, five alumni of the Fehribach Center accepted positions at Eskenazi Health and Eskenazi Health Foundation. For my part, I started my position at Eskenazi Health Foundation in the spring of 2022. After serving in the same role for several internships, I was offered the position full time. I felt very prepared to move into this position. My experience helped me hone skills that give me confidence in my own work and my ability to handle projects gracefully. The internships taught me how things were done but also how I can adapt the work to my personality. One trait that comes with experience is confidence. The internship program strongly bolstered my self-assurance in the workplace. Because of this, I am even comfortable when I do not know what to do. I can easily communicate to figure out what needs done and rely on myself to find a way to do it. If there is one thing that disabilities teach you, it is adaptability.

This sentiment is shared among every intern I was fortunate enough to sit down with. Emily Earle started her position at Eskenazi Health in September of 2022. She is the Clinical Education program coordinator. She completed six internship terms at Eskenazi Health and treated each one as a longform interview. She learned from nurses and proved herself through her work and her personality. By the end, she was able to help write the proposal that led to her position. Interestingly, Earle has a degree in education. She was the first to admit that she never expected to be in health care.

"I had no medical background. I had to learn everything," she told me.

This was to her benefit, though. She got to grow and change in her role. In fact, she felt the freedom to transform herself as well as her new position. "I have so much flexibility in my position. I don't learn how to do things. I learn how I get things done."

This has become my thesis for the life of a successful person with disabilities. We are innovators. We disrupt the status quo. The world will seldom change to accommodate us so we must make the changes happen in the world around us.

Cameron Miller feels the same. Miller is a 2022 graduate of IUPUI with a Bachelor of Science in health information management. He has been with Eskenazi Health since late 2022, working as a level 1 outpatient coder. He assesses outpatient surgical accounts and applies codes necessary to bill a patient's insurance provider. He also reviews reports for discrepancies and other issues that need to be addressed. He, too, is doing similar work to his most recent internship. However, he notes his progression in workload and authority.



"I work with lots of different information. I research a person's surgeries, comorbidities, personal background, etc. It can be a lot to keep straight, especially as I am still learning. I must trust my experience and the skills I have developed. It is a lot more responsibility, but at the same time, it's much more fulfilling."

He recognizes that his workflow relies heavily on information handled by others, so he appreciates how flexible he must be.

"Having a disability helped to prepare me for my job in that I know how to communicate and get what I need. With what I do, you do not always have the right information on hand. You need to be able to effectively work with other people to locate the information. It is not always smooth. It takes responsibility to make sure people are on top of getting it to where it needs to go."

The ability to learn and adapt is paramount to professional work. It is a lesson that anyone who works on a team needs to appreciate and one that people with disabilities learn in life.

Communication has been key to Brianna Powell's experience as well. Powell graduated from Valparaiso University in May of 2021 with a degree in English and humanities. She has been working as a patient access specialist for Sandra Eskenazi Mental Health Center for just over a year. She assists patients with the intake process, scheduling patients across the Eskenazi Health system. She understands that as she works face to face with patients, she needs to exude patience and adaptability.

"I had always been nervous about beginning my career because I was unsure how to communicate my disability and need for accommodations. The internship gave me the confidence to speak for myself and ask for what I need. That ability has transformed into me now being able to confidently communicate with patients and to get them what they need," Powell said.

This spoke to another point she made, which is that we need to be seen. Working directly with patients gave her the understanding that people need to see people with disabilities working. They need to see that we do the work as effectively as anyone else. This, above everything, is what she wants all disabled people to know.

Brad Millspaugh also wants you to know that. "At work, I'm not known as the disabled guy. I'm Brad. We are not disabled employees. We are employees with disabilities."

Millspaugh graduated from Ball State University in May 2017 with degrees in computer technology and business administration. He has been the application coordinator at Eskenazi Health for over two years. He spent his internships learning as many things as he could. He worked on several teams and developed a diverse set of skills that would eventually land him where he is. Not only did he get experience with different programs, but he also learned how to work with people. Again, we see how communication and flexibility help to make a complete professional experience. Millspaugh used his own experiences to grow and change – not for others but for himself.

Adaptability and communication – these traits have defined the lives of all five former interns. I would wager they apply to many others as well. We all have different experiences, but we are one in our collective drive to make the world a more equitable place. This is our goal, and every intern who succeeds with this accomplishment takes us all one step closer to achieving it.

The 2022 Dustin Gilmer Award

BY CALEB POSEY



The Fehribach Center is pleased to announce that Mark Sortino (pictured left) is the recipient of the 2022 Dustin Gilmer Award for Excellence. Sortino graduated from Butler University in December 2022 with a degree in marketing. He completed a total of three internships through the Fehribach Center from summer 2021 through fall 2022. He spent the summer of 2021 as a school services intern at The Children's Museum of Indianapolis where he worked with students and other visitors at the STEM lab and had the opportunity to create a virtual field trip experience. In the fall of 2021, he was part of a Global Insulin Diabetes research team at Eli Lilly and Company, where he gained experience with marketing campaigns. At the time of his employment, the company was working on a rollout campaign for pediatric insulin. He worked on a team researching how best

to convey emotion in tasteful and impactful ways. Finally, in the fall of 2022, Sortino worked as an intern with Eskenazi Health Foundation, where he had the opportunity to review, edit and write grant proposals to secure funding for Eskenazi Health Foundation's many philanthropic efforts.

The prevailing theme of Sortino's experience has been adaptability while staying true to himself.

"Going into each internship, I asked myself how best I can change to fit this role. With time and experience, I found it's not about changing myself. Though every role has been quite different, I learned that I can bring my own unique skills and perspective to each task. I can fulfill every role by being myself."

Realizing this allowed Sortino to reflect on how he can use his talents to work with others. By playing to his strengths, he learned to lead by stepping back so his colleagues can realize their own. He recalled an experience during his internship with Eli Lilly and Company.

"Lilly's internship program offers housing. Since I was interning through the Fehribach Center, though, I did not live with the other interns. As a consequence, everyone lived together except me and one other intern. Since I was only able to socialize during work, it was slow going getting to know people. Luckily, Lilly offered a number of team-building activities. One particular night, we were taken to a restaurant called Chef JJ's where we competed in a Chopped-style competition. We were tasked with making an appetizer, entree and two sides. I can't cook, but I can work with people. I asked how I could help. I allowed people to delegate so we could work together and win."

Great leaders know their worth and that of others. The ability to follow is a mark of leadership. Sortino values humbleness and empathy in the workplace, and it shows in his work and professional relationships. He truly embodies the values that this award reveres.

The award is named for Dustin Gilmer, a Fehribach Center intern in 2014 and 2015. Gilmer embodied what the Fehribach Center aims to do – empower highly capable college graduates with physical disabilities to obtain equitable employment and achieve full civic and economic inclusion. A 2015 graduate from Ball State University with a degree in journalism and telecommunications, Gilmer was hired by the Department of Public Works for the City of Indianapolis where he worked until his death in 2020.

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Research Activities

The Fehribach Center created a national Research Advisory Board (RAB) in 2020 to launch the second major component of its mission, with the intention of conducting and sharing research about the employment outcomes of college graduates with physical disabilities. The names and affiliations of our RAB members are listed on the previous page. Specific goals of this group's efforts include:

- Documenting the impact of the internship program on current and former interns
- Providing data-based insights into barriers and success factors to inform evidence-based practices
- Informing policy efforts at the state and national level

Dr. Parker, Markle and Taylor have networked with scholars in the field to recruit members to the RAB. Two new members joined the group in 2022, bringing the total to 14. These scholars (most of whom are or have been university faculty) have published research, led large grant projects, developed training materials and curriculum, and/or engaged in policy work or grant writing related to employment of college students with disabilities. The Fehribach Center deeply values diversity. Intentional efforts are made each year to enrich this group's composition to enhance the richness of the work. Several members are persons of color and/or identify as individuals with disabilities.

Annually, RAB members attend a two-hour virtual group spring meeting to learn more about the Fehribach Center's research priorities and to discuss current Fehribach Center operations. Each fall, the group meets for a two-day research symposium. RAB members are welcomed by Greg Fehribach, other Advisory Board and Eskenazi Health leaders. They make presentations about their research, learn from guest speakers and receive updates about current Fehribach Center programming.

This year, Taylor facilitated a panel with former interns who discussed their early career experiences. Taylor led another panel with three of the Fehribach Center's employer partners who spoke about the many "win-wins" for their organizations and interns. The group also heard from the director of EntryPoint!, an organization that provides STEM internships to students with disabilities. This year's symposium also featured a presentation by Kim Phillips, Ph.D., lead author of a recent large-scale national study about the employment outcomes of college graduates with disabilities.

A key purpose of the RAB is to solicit and fund proposals for research studies about Fehribach Center

“ This internship has continued to solidify my choice to pursue medicine for a career. I am confident that I will have a great resume with lots of clinical experience that gives me an advantage when applying for medical school. This internship has also allowed me to make invaluable connections that I know will help me down the road in my career. –Fehribach Center intern ”





priorities. Three \$10,000 one-year grants are awarded annually to research teams led by a member of the RAB or an associate of the Fehribach Center. These studies can recruit current or former interns as participants or entail broader investigations of college students and graduates with physical disabilities in other settings. These studies can also entail a meta-analysis of published research to produce data-based recommendations for policy and practice. RAB members share their findings with the Fehribach Center in the form of reports, published research articles and/or national conference presentations that acknowledge the funded support of the Fehribach Center while retaining the intellectual property rights to their materials.

The following manuscripts are under preparation as an outgrowth of the first year's funded research studies:

- Fleming, A. R., Kristoff, C., and Phillips, B. N. (in revision). Changes in self-determination with internship participation: Evidence from a summer internship program for college students with physical disabilities. To be submitted to the *Journal of Rehabilitation*.
- Luft, P., and Meyer C. (in preparation). The contribution of social networks to career confidence of postsecondary students with physical or sensory disabilities. *Journal of Postsecondary Education and Disability*.
- Luft, P., and Meyer C. (in preparation). Preparing summer intern postsecondary students for career success: Addressing career assimilation and work adjustment skills. *Career Development for Exceptional Individuals*.
- Messineo, M. (in preparation). The college to career transition – The power of networks and social capital for students with physical disabilities. *Sociological Inquiry*.

Funded research projects in 2022 included:

- Joe Madaus, Ph.D. – *Project Lit Map*. Dr. Madaus and his team will conduct a systematic review of the professional literature related to students with physical disabilities in postsecondary education. The time span of the meta-analysis will be from 2013 to 2022. This study will summarize what is known about a) the role of gender/race/ethnicity, disability type or other important demographic variables on employment outcomes; b) the use of campus services to enhance preparation for employment success; c) the influence of paid or unpaid work experiences on persistence/graduation rate(s); d) enhanced independent living skills; and e) early-stage employment experiences following graduation.
- Josh Mitchell, Ph.D. – *An Exploratory Study of Internship Experiences Among College Students*

with *Physical Disabilities*. Using inductive and phenomenological approaches, Dr. Mitchell will explore students' lived experiences and meaning-making processes described through their internship reflections. He will use unobtrusive, anonymous narrative data to understand students' internship experiences. The results will support the Fehribach Center's priorities by a) guiding future research, b) strengthening career development and employment practices, and c) supporting policy recommendations.

- Jay Kandiah, Ph.D., and Diana Saiki, Ph.D., (Ball State University) - *Influence of Interns' Professional Disposition on Employment*. Interns' engagement in this research project will enrich their self-efficacy and prepare them for the successful attainment of employment outcomes with a) increased knowledge of appearance biases that interns with a disability can face in the workforce and b) appearance barriers interns with a disability can face when seeking employment. Although there has been research on this topic from the perspective of employers, limited studies have examined perceived biases and experiences related to employment among interns or employees with disabilities.

“ I was treated as an equal throughout the whole summer and was almost always the only female in the room in my age range. It was empowering and exciting that I was embraced, and they placed this level of trust in me. I would do it all over again in a heartbeat! -Fehribach Center intern ”



Educational Outreach Highlights

Educational outreach in 2022 involved the extension of educational outreach activities to college professionals, high school educators and employers. These efforts build upon the ongoing close ties that Fehribach Center staff maintain with Disability Service (DS) providers and Career Services (CS) staff on college campuses throughout Indiana to recruit potential interns.

“ Especially with a disability, I think the ultimate struggle a lot of us have is the confidence within yourself to know that we can do it and be an independent, self-sufficient person, and with this experience I not only know that to be a fact, but I also feel certain that I won't only grow but also thrive in these positions. –Fehribach Center intern ”

In 2021, the Fehribach Center initiated a project called “Campus Connections.” This community of practice (CoP) recruited DS and CS professionals from Rose-Hulman Institute of Technology, University of Evansville and Indiana University to participate in four virtual meetings throughout the academic year. The goal of this CoP is to promote greater collaboration between the two offices in providing effective career preparation for college students with disabilities. Campus professionals used the meetings to present examples of their programming, discuss shared questions and challenges, and identify resources to expand their programming. At year's end, each campus team submitted a report summarizing their work, lessons learned from informal evaluations, and examples of their products and programming materials. Our campus colleagues expressed high levels of satisfaction from their participation.

The CoP work continued in 2022 by partnering with three new campuses: Ball State University, Purdue University Fort Wayne and Butler University. A growing collection of examples of effective practice and recommendations stemming from this project are being shared with campus professionals in the field in several ways. Fehribach Center staff have presented on this work at two national conferences (Association for Higher Education and Disability and the National Association of Colleges and Employers) and, in conjunction with the campus partners, at the Indiana AHEAD state conference. Fehribach Center staff and CoP participants are also writing a practice brief about this work for a future special issue of the *Journal of Postsecondary Education and Disability*. In addition, a website repository of campus examples of practice is being developed as a resource for practitioners in Indiana and beyond.

Another form of educational outreach in 2022 entailed the creation of a partnership with educational leaders at three central Indiana high schools: University High School, Hamilton Southeastern High School and Warren Central High School. This project, entitled “Disability IS Diversity,” is adapted from the Campus Connections college model. Each school's team is comprised of a special education teacher, a college counselor and a social studies teacher. Throughout 2022-2023, they are working in teams with Fehribach Center staff to create programming and materials to pilot in their schools for the 2023-2024 academic year. The goal of this project is to encourage students with disabilities (and their families) to prepare for postsecondary education or training and to help the entire school community deepen its appreciation of how disability represents a valuable aspect of a diverse workforce and society.

The Fehribach Center's staff also continued its tradition of networking with employers in 2022 to help address their questions about hiring and accommodating individuals with physical disabilities. This work

included a staff presentation to employer groups at the Shafer Leadership Academy in Muncie, Indiana. Additionally, with funding support from the Fehribach Center, Melinda Messineo, Ph.D., is developing a training video for employers to better understand best practices for hiring, accommodating and promoting qualified employees with physical disabilities.

Markle, Taylor and Dr. Parker have built upon this work to inform these conference presentations in 2022:

- Markle, L., Taylor, C.E., and Parker, D.R. (2022, November). *Creating an Inclusive Work Environment for College Graduates & Individuals with Disabilities*. Shafer Leadership Academy, Muncie, Indiana.
- Eaton, P., Brenton, D., Markle, L., Taylor, C.E., and Parker, D.R. (2022, October). *Campus Connections: A Community of Practice that Infuses Accessibility into DEI Career Services*. Indiana AHEAD State Conference, Purdue University Fort Wayne.
- Markle, L., Taylor, C.E., and Parker, D.R. (2022, June). *Equitable Access to Excellent Employment: Promoting Inclusive Career Preparation for Students with Physical Disabilities*. The Association of Higher Education and Disability (AHEAD) Annual Conference, Cleveland.
- Markle, L., Taylor, C.E., and Parker, D.R. (2022, June). *Building Evidence-based Career Preparation for College Students with Physical Disabilities*. Virtual conference for the National Association of Colleges and Employers (NACE).

Finally, the editors of the *Journal of Postsecondary Education and Disability* accepted the Fehribach Center's proposal to publish a special issue in Spring 2024 entitled "Campus to Career: Promoting Effective Employment Preparation for Postsecondary Students with Physical Disabilities." This publication will include a dozen articles (practice briefs, research studies and critical reflection) largely written by Fehribach Center staff and members of the RAB. This publication is considered the premier research journal devoted to college students with disabilities.



Fehribach Center Promotes Accessibility, Inclusion in Able-Bodied Workforce



I loved being able to learn more about disabilities in the workplace. The experience was very eye-opening, and I had not put much thought about it prior to being part of the program.
-Fehribach Center intern



The Americans with Disabilities Act of 1990 (ADA) has been prohibiting discrimination among individuals with disabilities since 1990, and as of summer 2021, President Joseph Biden signed an executive order to advance diversity, equity, inclusion and accessibility (DEIA) in the workforce. Under this order, government agencies are charged with assessing the current state of their DEIA efforts in the workforce and developing plans to eliminate any barriers underserved employees may face.

The Fehribach Center has been challenging the way workforces think about disability and accessibility since the program's inception nearly a decade ago. What started with a single internship for a college student with a physical disability has blossomed into a robust program that not only provides internships for students with disabilities but one that also helps employer partners recognize disability and accessibility as a key component of their diversity efforts.

Heidi Denny Sighting, program manager for Eskenazi Health Palliative Care, has been a longtime host of Fehribach Center interns. While those who work in Palliative Care are empathetic by nature, Denny Sighting said the experience of hosting interns has made her team more understanding and has opened their eyes to the challenges individuals with disabilities face in the workplace.

Denny Sighting shared a story of how one former intern who used a wheelchair found themselves unable to enter the department due to a heavy, manual door. While the main door was glass and unable to be modified, an automatic button was added to a side door, allowing the intern accessibility. While she and the intern were pleased there was a solution, the experience helped Denny Sighting and her team realize the everyday challenges those with disabilities face and the simplicities of life those without disabilities often take for granted.

Another intern she hosted had a visual impairment and could not read her team's documents or use their existing software. Rather than give the intern other work, Denny Sighting ended up switching the data into a format that was accessible by the intern's software. Fehribach Center staff also provided some workarounds and is always happy to help employer partners find solutions to any accessibility issues that may arise.

Christia Hicks, chief human resources officer at Eskenazi Health, was instrumental in the Fehribach Center's inception. People with disabilities, she said, fall among a traditionally underemployed demographic. Those selected as Fehribach Center interns are "cream-of-the-crop students" who, if just given a chance, will do the job and often exceed expectations.

"The return on investment will be more than you can ever imagine, in terms of how these students contribute to the culture of an organization," she said. "I believe it brings out the very best of who we are. It teaches us to advocate a little more. They will advocate for themselves, but it makes us be a little more mindful."

Maurice Taylor, senior director of Talent Attraction at Eli Lilly and Company, has helped secure internships for many Fehribach Center students as part of the organization's diversity, inclusion and equity efforts. He explained how Eli Lilly wants employees who represent its customer base.

"Individuals with disabilities make up a sizeable portion of that," he said. "Not recruiting individuals with disabilities is missing out on a population that we want represented in the company."

He echoes what Hicks said about Fehribach Center interns being valuable assets to the organization, as he sees the talent, great ideas, enthusiasm and passion they bring to the table – something he truly believes benefits Eli Lilly and Company and helps them stand out over their competitors.

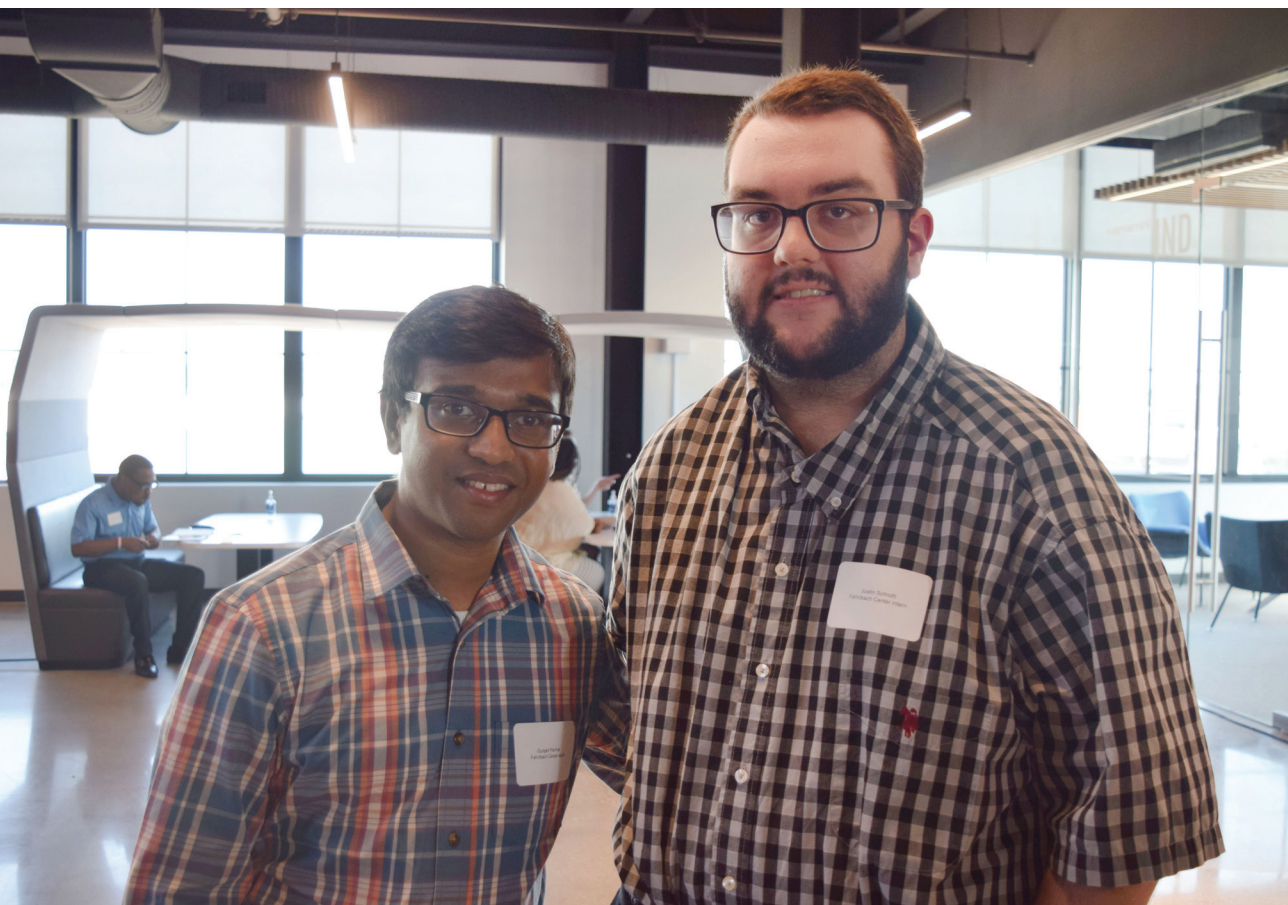
While the Fehribach Center has provided opportunities for students in more than 325 internships, these students and individuals with disabilities still face daily hurdles in an able-bodied workforce. Angela Smith Jones, vice president of diversity, equity and inclusion for Health & Hospital Corporation of Marion County, said one of the most important ways to help is through awareness.

“What people don’t know they cannot advocate for,” she explained.

Smith Jones said the Fehribach Center continues to serve as a national model on the importance of disability inclusion in the workforce. By sharing success stories of both its interns and students, the Fehribach Center hopes to reach even more employers and inspire more partnerships, reaching as many students with disabilities as possible and helping them get a solid footing in the workforce.

The Fehribach Center has no plans of slowing down and is growing every year, adding more employer partners and providing more opportunities for students. And they are here to help every step of the way.

“Reach out to us. We are here to support you,” Hicks says to any potential employer partner. “It will be a rewarding experience. The student will change your life, and your organization will never be the same again.”



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