

# Gregory S. Fehribach Center at Eskenazi Health

2024  
**ANNUAL  
REPORT**



# Contents

Director's Letter	2
Two Interns Recognized with Gilmer Award for their Leadership	3
Fehribach Center Intern Earns 2024 Perseverance Award	5
Fehribach Center 2024 Internship Report	7
Seven Interns Share What the Fehribach Center Community Means to Them	11
Enhancing Workplace Culture through the Fehribach Center Internship Program	13
Research Activities	15
Educational Outreach Activities	17
\$10 Million Grant from Lilly Endowment Inc. to Support the Fehribach Center	19
Highlights of 2024	21
Leaders of the Fehribach Center	25
Acknowledgments	26

## 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



I am honored to be part of the Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) community. In addition to the terrific current and former interns who have been part of the program, the Fehribach Center also engages with employers, colleges and universities, community leaders, researchers, and national organizations to further our goal of ensuring equitable employment opportunities for college graduates with physical disabilities. In my years as director of the Fehribach Center, I have been struck by the number of people who learn of what we do and want to participate in our work. I especially appreciate being able to connect these supporters of the Fehribach Center with interns who can broaden their networks and increase their social connections. In the pages of this annual report, you will read about how Fehribach Center interns are engaging with their community in a variety of ways. You will also read about how the Fehribach Center continues to expand its community at a national level.

The signature event for the center is our annual summer celebration, hosted by our friends and supporters at High Alpha in Indianapolis. The summer celebration brings together current and former interns, supervisors and co-workers of interns, business and civic leaders in Indianapolis, and other friends of the program. More than 150 people joined us in June. The cover of this report features two photos from that event. The larger image is a picture of Greg Fehribach with all current and former interns who joined us that night. The best part of the night for me was catching up with former interns who came into town just to help us celebrate. One of those was 2023 intern Alec Cabacungan, pictured with 2024 intern Shawn Sloan. Cabacungan enjoyed his experience so much that he recruited two childhood friends from Chicago, Shawn Sloan and Martrell Stevens, to be Fehribach Center interns in 2024.

In addition to Cabacungan being such a great ambassador for us, several other former interns have stayed engaged with the Fehribach Center community. Emily Earle and Luke Labas supervised interns this summer. Anna-Marie Carver, Matthew Kiel, Emily Malueg, Imelda Salgado, Justin Schroth and John Sutter mentored high school students with similar disabilities in a project we piloted last year. Kenzie Riley ensured that her fellow former Fehribach Center intern, Alex Herrera, had a smooth transition to his full-time position with Cummins. Earle, Riley and Mark Sortino participated in a panel discussion for summer interns on their experiences in disclosing their disabilities and seeking accommodations in their jobs. It is exciting to witness over time these examples that reflect Greg Fehribach's vision of using the center to "build a bench" of civic leaders with physical disabilities.

It is gratifying for us to share the success of the Fehribach Center with national audiences. We were able to do so this year in several ways with two of special note. We were thrilled to be named the 2024 recipient of the Chevron Innovation Award by the National Association of Colleges and Employers (NACE). And in September, a special issue of the Journal of Postsecondary Education and Disability was published with the entire contents featuring Fehribach Center best practices and some of the research we have commissioned. The year was capped off for us in a big way – the Lilly Endowment Inc. awarded the Fehribach Center a \$10 million grant that will allow us to enhance our current work, develop new initiatives and guarantee the long-term sustainability of the center.

As the old expression indicates, "It takes a village." And it takes a lot of people to make the Fehribach Center community a successful and engaged one. 2024 was a year of great progress for the center – thank you for your partnership and support in making it happen!

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](mailto:larry.markle@eskenazihealth.edu)

# Two Interns Recognized with Gilmer Award for their Leadership

Gregory S. Fehribach Center at Eskenazi Health (Fehribach Center) interns Mia Carter and Jill Maudlin were jointly recognized with the 2024 Dustin Gilmer Award for Excellence.

This award is given in honor of Dustin Gilmer, who interned in 2014 and 2015 with the Fehribach Center. Gilmer was an early program leader and a mentor for fellow interns. After graduating from Ball State University, Gilmer worked for the City of Indianapolis Department of Public Works until his death in 2020.

Larry Markle, director, said this year's honorees have been "outstanding students" – Maudlin at the University of Notre Dame and Carter at Ball State University – as well as "great ambassadors for the Fehribach Center on their campuses, promoting the internship program to other students."

They were also, Markle said, "leaders amongst the cohort of Fehribach Center interns the last two summers" who "have both worked hard to make sure new interns feel part of the group and go above and beyond to be inclusive to all interns in activities that they lead."

Carter interned for two summers with Eskenazi Health Center of Hope, a program for victims of sexual assault and family violence. She's passionate about working with adolescents and plans to become a school counselor after graduating from her master's program.



Maudlin plans to become a doctor and work in disability health policy. She interned with the Michael & Susan Smith Emergency Department at Eskenazi Health and with the Smith Level I Shock Trauma Center at Eskenazi Health.

Carter was touched by Markle's decision to grant her and Maudlin an award. "It was very sweet," she said. "I'm glad that he's been able to witness our friendship and been able to mentor us and provide us with these opportunities."

"The award is great," agreed Maudlin, "but being honored with Mia is way better."

The two met in Riverwalk Apartments, accommodations provided by the Fehribach Center. The two roomed with interns Sophie Weber and Taylor Bowen their first summer and with Weber and Seren McWilliams the second. When she arrived, Carter said, "I was like, 'There's no way that all four of us are going to get along all summer and be good friends.' And that's exactly what happened."

Carter and Maudlin were both community builders. They were inspired by the example of the interns who had come before them and have taken pride in helping others feel welcome and encouraged. From the beginning, they invited other interns and alums to join apartment dinners or to play games. For all their activities, said Maudlin, "it was always a vibe of if it's not accessible for you, we're going to make it accessible for you so everybody's included."



Maudlin found giant Uno cards that were more accessible for the visually impaired, and the two hosted numerous game nights. Interns at the game nights faced those who needed to read lips and stated numbers and colors aloud. Since Maudlin is sensitive to vibrations, her new friends ensured she didn't have to sit on the couch, where phones and hands would create such vibrations. "We all understood each other's needs in a way that we didn't have to explain to each other," said Carter.

Outside of work hours, Fehribach Center interns enjoyed what Carter called "a lot of traveling, adventuring." She and Maudlin made occasions of intern birthdays, sharing menus in advance with visually impaired interns and calling to check if restaurants had wheelchair ramps. Carter and Maudlin also encouraged others to join them as regulars at Lincoln Square Pancake House, a tradition started by former intern Alec Cabacungan.

During their second summer, Maudlin and Carter began group treks to Fehribach Center events, such as an Indianapolis Indians baseball game. These "walks" were surprises to onlookers. Carter experienced a spinal cord injury in seventh grade and uses a wheelchair. Maudlin, who has chronic pain that originated from a sports injury at 14, uses a mobility scooter. The two invited other interns to join these walks, including their friend Chris Avila, who is blind. He would hold onto Maudlin's scooter so that he could navigate more easily.

The results of such rituals are a bond between interns that keep them coming back for visits. Carter gave framed photos of her roommates at the Indians game to each of them, photos visible in the video calls they make to one another when they're not traveling to meet up. As Carter put it, "Our worlds combined outside the internship."

Reflecting on her experiences after her disability, Carter said, "My life's more complete than I think it would have been ... I look at the friendships, like Jill, and the opportunities, like the Fehribach Center, and it wouldn't have been possible without being disabled, and as hard as it is at times, it's a beautiful thing."

Maudlin agreed, saying that disability was "something we turned into beauty."



**“This experience left me feeling optimistic and more prepared for the future than ever before. The skills I had developed, the challenges I had faced and the opportunities I had seized all contributed to a newfound confidence in my abilities.”**

***- Fehribach Center intern***

# Fehribach Center Intern Earns 2024 Perseverance Award

The Fehribach Center Perseverance Award recognizes an intern of the Fehribach Center for demonstrating excellence in academic standing, internship performance and perseverance in overcoming the challenges of daily living. The award was created by Emily Earle, clinical education program coordinator at Eskenazi Health, in gratitude for her rewarding experiences as a Fehribach Center intern.

For the second annual award, Earle recognized Walker Banks III, a University of Southern Indiana student who has completed several internships with the Fehribach Center.

"I have always been impressed by Walker and his ability to communicate with people and not be afraid. He's always been confident," said Earle. What she learned about his life and achievements from Carlos Taylor, Fehribach Center program manager, and Larry Markle, director, confirmed her impressions. Earle praised Banks's "professionalism, his desire to grow and his motivation to learn."

For Banks, the award "was definitely a pleasant surprise." While its stipend was welcome, the acknowledgment of his accomplishments was even more impactful. He said that the honor "helped reassure or re-instill confidence in myself that ... I deserve to be in the spaces that people have brought me into."

Banks has exhibited perseverance in facing multiple physical and mental challenges. He has cerebral palsy and has dealt with braces and casts throughout his life. His hips, he explains, don't face the right way, affecting his balance. He's also coped with hydrocephalus, a neurological condition.

Reflecting on surgeries early in his life, Banks said, "Doctors didn't have the highest confidence rate in me surviving, so me being able to get to 23 ... I didn't think I would make it this far, considering what I've been through throughout my life."

He'd never heard of anything like the Fehribach Center when first introduced to it by his college's disability services in 2021. After several internships, he said of the experience, "I wouldn't trade it for the world." Banks feared an internship might look like those on television where he'd basically be "an errand boy." Instead, each internship has been "a hands-on experience, and I feel like I've always been utilized as an asset."

Noticing how many people return for multiple internships at the Fehribach Center, as he did, Banks said that it "shows that the program is solid enough and the organization of Eskenazi [Health] is solid enough where people want to come back."



In his first position at Eskenazi Health Volunteer Services, Banks took pride in stepping up when his manager was ill, taking on more responsibility in running professional development workshops for high school students than a new intern typically would.

As someone who likes to “work the background,” he enjoyed doing clerical work for Eskenazi Health Legal Affairs during his second internship. The following summer he improved his presentation skills and ability to read the room through his work as an intern for Eskenazi Health Human Resources.



Banks said the staff at Eskenazi Health “set the bar” professionally and socially because they “care about each other and the individuals they come into contact with,” something particularly noticeable in last summer’s internship for the Infectious Diseases Clinic at Eskenazi Health Center Pedigo, where he shadowed nurses on rounds.

His peers in the Fehribach Center also made his work meaningful. “I didn’t feel like I was just another intern,” he said. “It was a community; that’s one thing I’m big on.”

That community, said Banks, helps those with disabilities fully own who they are. “I never thought that I could be myself fully – I call it being fully unlocked – around people that I consider strangers ... but I didn’t feel like I had to hide who I was or kind of mask my personality to appease others,” he said.

Banks is majoring in health administration with a minor in gerontology, with plans to one day own an assisted living facility. “People have always told me I’m an old soul,” he said. Friends at church call him uncle, grandpa or pastor.

Recalling his great-grandmother’s struggles in her assisted living facility, he said, “I want to be able to make sure that the generations that took care of me and the individuals around me ... get to grow old in a caring setting.”

**“I feel like my eyes really opened up to the opportunity that people with disabilities have to make a difference in their workplace and in their communities. I found myself brainstorming ways that I can get more involved in my community and to help awareness efforts.”**

**– Fehribach Center intern**

# Fehribach Center 2024 Internship Report

BY CARLOS TAYLOR, FEHRIBACH CENTER PROGRAM MANAGER



In 2024, 65 students from 24 colleges and universities participated in 73 paid internships facilitated by the Fehribach Center. While the Fehribach Center facilitates a limited number of spring and fall internships, the majority of the internships occur during the summer. Most of these internships were onsite, although some students worked remotely. Following are some examples of the internships and projects students completed in summer 2024.

Emilie Allen is a junior at Ball State University, where she is majoring in English with minors in economics and women's and gender studies. This past summer, she interned with the programs and services department at Christel House International in Indianapolis. Allen worked to create data visualizations in the form of Microsoft Power BI dashboards for the marketing and development team. She also converted various documents and presentations to make them align with the new branding for the organization.

Jasmine Bennett is a senior at Ball State University, where she is double majoring in philosophy and in criminal justice and criminology. This past summer, Bennett interned with Ice Miller LLP in Indianapolis. During her internship, Bennett conducted research, gathered information for a company newsletter and organized data within Excel spreadsheets. Bennett also attended several lunch meetings with first-generation lawyers to learn about their career paths as she plans to attend law school after graduation.

Molly Billiard is a senior at Hanover College, where she is majoring in art history and in art and design. This past summer, she interned with the public programs department at the Eiteljorg Museum of American Indians and Western Art in Indianapolis. Billiard assisted with planning; creating materials; and setting up rooms for a variety of public events, performances and public outreach programs.

Ashley Bishop is a senior at Purdue University Fort Wayne, where she is majoring in biology. She plans to attend medical school upon graduation. This past summer, she interned with the Center for Youth & Adults with Conditions of Childhood at Eskenazi Health. During her internship, Bishop shadowed a doctor and a social worker, collected data, and worked on a research project.

David Botana is a graduate student at Purdue University, where he is pursuing a Ph.D. in biomedical engineering. This past summer, he interned at the Center for Paralysis Research and at the Institute for Accessible Science at Purdue University. Botana identified and developed special tools to allow individuals to perform surgeries more comfortably and independently using 3D-printing technology.

Jordan Hursey is a sophomore at the University of Louisville, where she is majoring in biology. This past summer, she interned with the facilities management team at Eli Lilly and Company. During her internship, Hursey analyzed data, generated reports and helped evaluate spaces being renovated for defects that would need to be corrected by construction crews. Hursey also interacted with several employees, including scientists, to learn about their respective positions within the organization.

Jadyn Lee is a senior at Purdue University in Indianapolis, where he is majoring in cybersecurity. This past summer, Lee interned with the corporate information services team at Health & Hospital Corporation of Marion County. During his internship, Lee reimaged laptops, resolved issues with network phones, installed computer monitors and fixed numerous technology problems.

**“ I have learned that I am capable of a lot more than I originally thought. ”**  
- Fehribach Center intern





Connor McDonald is a senior at Rose-Hulman Institute of Technology, where he is studying computer science. This past summer, McDonald interned with Eskenazi Health's software development team. He learned about and worked with ServiceNow and SharePoint Designer. He also worked with databases, which included rewriting queries to gather information.

Mia Parra is a recent graduate of Western Michigan University, where she majored in psychology and minored in social work. This past summer, she interned with the Student Disability Services office at Butler University in Indianapolis. During her internship, Parra researched and created training modules on disability awareness, advocacy and history. She also participated in intake meetings, assisted with identifying accessibility barriers on campus and presented to high school students about the transition to college.

Sophia Ruiz is a senior at Indiana State University, where she is studying music with a business administration concentration. This past summer, Ruiz interned with netlogx. During her internship, Ruiz worked on several projects, including writing various pieces, data entry, preparing agendas, software and business research, and collecting data. She also participated in weekly touchpoint meetings, book club meetings, biweekly intern/mentor meetings and professional development meetings. Additionally, Ruiz received opportunities to facilitate company book club meetings.

Imelda Salgado is a graduate student at the University of Evansville, where she is working toward a master's degree in public health. This past summer, Salgado interned with the community engagement and partnerships team at the American Red Cross in Indianapolis. During her internship, Salgado worked at various community events, created English and Spanish tutorial voiceover videos on how to request smoke alarms, and contacted elementary schools to schedule free events that teach children about natural disasters and disaster preparedness.

Ashley Schoen is a senior at Indiana University South Bend, where she is majoring in medical laboratory science. This past summer, Schoen interned in various labs with the Marion County Public Health Department. During her internship, Schoen was responsible for daily checks around the lab and conducted a variety of laboratory tests, including bacterial water tests, HIV screenings and syphilis screenings.

Shawn Sloan is pursuing a master's degree in strategic brand communication at the University of Illinois. This past summer, Sloan interned with Eskenazi Health Public Affairs & Communications. During his internship, Sloan assisted with content for the Eskenazi Health website; accompanied his team members as they visited areas across the health system working on different communications projects, including a video shoot; and worked on a variety of writing projects.

Tommy Song is a junior at Indiana University Bloomington, where he is studying computer science. This past summer, Song interned with Tenon in Indianapolis. During his internship, Song worked as a test automation intern, creating automation scripts using Python and JavaScript.

Martrell Stevens is a senior at the University of Illinois, where he is studying recreation, sport and tourism. This past summer, Stevens interned with the community engagement team at the Indiana Pacers in Indianapolis. During his internship, Stevens was a coach for the Indiana Pacers & Fever Jr. Hoops summer camp. He also conducted research, worked with his team to gift Indiana Fever tickets to local community groups and organizations, assisted with planning a workshop, and attended various meetings.

Taengkwa Sturgell is a senior at the University of Southern Indiana, where she is majoring in special education. This past summer, Sturgell interned with Bosma Enterprises in Indianapolis. During her internship, Sturgell provided instruction and training to rehabilitation clients on using computers, braille and activities of daily living.

Kendall Tanquilut is a junior at Indiana University Bloomington, where she is majoring in marketing and business analytics. This past summer, Tanquilut interned with the Core Lab marketing department at Roche. During her internship, Tanquilut completed several key projects, including rebranding materials for a Roche product, creating maintenance and battlecard resources, analyzing Salesforce lead management processes, and developing centralized marketing and systems hubs.

Sophie Weber is a recent graduate of Hanover College, where she studied English and secondary education. This past summer, Weber interned with human resources (HR) at Republic Airways. During her internship, Weber worked with the talent acquisition team on event planning, shadowed various areas within HR, assisted with onboarding new employees and participated in various team meetings. She also worked on projects that included conducting audits on candidate communications, logging and revamping talent acquisition message templates using Workday, and posting various job positions on Handshake.

In addition to providing students with internship opportunities, the Fehribach Center sponsored a variety of professional development events in summer 2024. 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 2024:

- A panel of three former Fehribach Center interns discussed the role internships played in their professional careers. They also discussed how they disclosed their disabilities to their respective employers and gave helpful suggestions on how 2024 interns could maximize their opportunities.
- Tehanee Ratwatte, an Indiana University Kelley School of Business instructor and Fehribach Center career consultant, presented an interactive session to interns on how to professionally introduce themselves in professional settings.
- Katie Ferguson, Jaymie Haley and Melanie Sanchez of Eli Lilly and Company gave a presentation entitled "Building Your Brand." This presentation gave interns insights on how to establish personal brands and how to leverage LinkedIn to foster professional networks.
- A panel discussion was held including Greg Fehribach (the founder of the Fehribach Center), Sara Mahoney (deputy director, Office of Recruitment at the U.S. Department of State) and Luke Labas (director of the Inclusion Institute at the League) to engage with interns on a discussion on leadership as individuals with disabilities.



- A representative from Regions Bank gave a financial literacy presentation entitled “Money Basics for Life.”
- Bonnie Swenor, Ph.D., the director of the Johns Hopkins University Disability Health Research Center, gave a presentation to interns entitled “Moving from ‘Living with a Disability’ to ‘Thriving with a Disability.’” This discussion focused on how disabled people can thrive in various careers and on the value that they bring to the workforce.
- A joint presentation entitled “What’s Next? Options to Consider after Graduation” was provided to interns. Representatives from Ascend Indiana, the Orr Fellowship and Entry Point discussed various opportunities available for interns after graduation.
- High Alpha hosted a summer celebration reception for the Fehribach Center in downtown Indianapolis. Guests who attended included interns, former interns, internship supervisors, community leaders, family members and friends of the program.
- The Fehribach Center funded a social outing to a minor league baseball game at Victory Field in Indianapolis for 2024 summer interns.
- The Fehribach Center funded an outing to the Indianapolis Zoo for 2024 summer 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 lived outside of the Indianapolis area were provided with free housing at downtown apartments on the Indiana University (IU) Indianapolis campus 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 IU Indianapolis 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 by the Fehribach Center. Among the accommodations provided were screen enlargement software, screen reading software, large-screen monitors, and orientation and mobility training for blind and low-vision interns.
- Interns were given the opportunity to complete a career assessment with Children’s Resource Group (CRG) 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 most successful for them. Participants were provided with a detailed report that offered recommendations for building on their internships as they begin looking for employment.



**This summer  
I learned that  
I’m in the right  
career field  
and have what  
it takes to be  
successful in my  
IT career.**



**–Fehribach  
Center intern**



**The main skill ... I developed is learning how to speak about my work, namely with others who work outside of the field of health. I also learned how to network with others, even if it is admittedly out of my comfort zone.**



**– Fehribach Center intern**

# Seven Interns Share What the Fehribach Center Community Means to Them

Jill Maudlin didn't become disabled until her teens. At first, the former softball player, now unable to walk, had to "deal with mourning the life that I had." "The way I got through [it]," she said, "was connecting with the disabled community and learning that all of these people were so resilient and adaptable and so kind and compassionate."

It's an experience interns at the Fehribach Center know well. On-the-job experiences may motivate participants to return for internship after internship, but connections with disabled peers are what inspire those like Maudlin, a repeat intern this past summer, with a "life passion" to befriend and support others with disabilities.

A study on the retention of disabled college students by Michelle Heinig Resnick, Ed.D., revealed that students who connect with disability communities establish stronger ties to those communities than to their schools. Fehribach Center interns are engaging not only in workplaces, but also in a disability community – some of them for the first time. Seven past Fehribach Center interns share what that experience has meant to them.

## Being Together

"The interns are possibly the most inclusive and safe group of people I have been around. There were some nights where we would sit around and talk about our experiences of being a young disabled person, and this was very eye opening for a lot of us and made us feel less alone in our disabled experiences."

— Mia Parra, Western Michigan University graduate. Internships: 2023, 2024

"It was just the perfect mesh of yes, we're working these complicated and very different job roles, but we're also college students, and we're having the time of our life, and what a privilege it is to do it all together and have this commonality of we already know what it means to feel different."

— Sophie Weber, Hanover College graduate. Internships: 2021, 2022, 2023, 2024

"I feel the work of the Fehribach [Center] program more in the family that grew out of Sophie [Weber]'s game nights ... That's how we became a family. That family feels as big, if not bigger, than the lofty goals of the program."

— John Sutter, University of Evansville graduate. Internships: 2021, 2022, 2023, 2024

"It was amazing getting to hang out with other individuals with physical disabilities. I learned many new ways of thinking and appreciation for the abilities I do and don't have. I enjoyed seeing how others live their lives and overcome barriers that have been placed in front of them."

— Amyrillis "Monet" Payne, Western Michigan University graduate. Internship: 2024

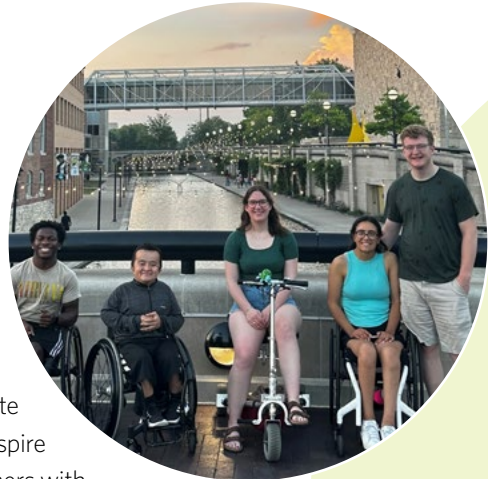
## Inclusivity

"Everywhere we went, everyone had to be included. It wasn't an option."

— Mia Carter, Ball State University graduate student. Internships: 2023, 2024

"The consideration for people with disabilities is already a set foundation and expectation in the room when you walk in ... and I think that when you include people in a program like this and give them the opportunity to see what a space with that baseline consideration looks like and feels like, you're creating people that are more excited to do that in the workspaces ... and you're also creating a cohort of interns that see their bosses going out of their way to support them in this space and seeing that joy from the other interns and getting to share about their experiences through the summer. You're just showing people how amazing things can be when you take that consideration into account."

— Sophie Weber





"Accessibility is so rarely thought of, and even if it is, it's an afterthought, like it's an ugly ramp that was tacked on at the end or somebody begrudgingly doing something that was very much an access need for you, and you really had to advocate for it. When I was in this community, it was so much different. Accessibility was always at the front of our minds.

— Jill Maudlin, University of Notre Dame student. Internships: 2023, 2024

## Confidence

"You're not a number anymore ... you're just a part of the team. Instead of looking around and looking like I'm the only one that has x, y and z. No. It's OK. I have something to offer. I'm more than my disability. I'm more than what I'm going through."

— Walker Banks III, University of Southern Indiana student. Internships: 2022, 2023, 2024



"It brings hope to other people like me that are starting their college and young adult journeys and thinking, 'I'm not going to fit anywhere into the world easily.' To come into a space like this and walk away saying, 'Never mind. I've got this. The world is my oyster.'"

— Sophie Weber

## Gratitude and Hopes for the Future

"The first day of the program, I felt nervous meeting my new roommates. I felt nervous about being in a new community. On the last day, I felt sad to leave. I felt that I had found a home away from home and forever will feel this way."

— Monet Payne

"I just feels like there's never enough time or enough space to say how grateful I am to the people that spend the time, the money and the commitment to keep this program afloat."

— Sophie Weber

"Every intern that I've talked to - whether it be nine years ago or summer graduates of Ball State [University] - they all say nothing but wonderful things about the program and also that they're still connected with it. There is that instant 'you are one of us,' and it's not something that ever goes away."

— Mia Carter

## Standout Moments

The High Alpha celebration and other planned events:

"It's definitely a wonderful, a beautiful thing ... when we all come together, especially the sole reason for the Fehribach Center, Gregory Fehribach himself ... one of the coolest guys I've ever met."

— Walker Banks III

An informal rooftop gathering of new and veteran interns:

"I felt like it was kind of a marking of a glorious period in our lives that was moving on."

— John Sutter



# Enhancing Workplace Culture through the Fehribach Center Internship Program

BY ROGER WESSEL, PH.D., FEHRIBACH CENTER PROGRAM EVALUATOR



A priority of the Fehribach Center has been a commitment to a comprehensive, multi-year, evidence-based evaluation plan for its internship program, consisting of formative and summative evaluations, descriptive quantitative data and qualitative data that focuses on stories and narratives.

The evaluation plan began with this intended outcome for interns: improved self-efficacy of individuals with physical disabilities. This intended outcome would be demonstrated through the following criteria:

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

The intended outcome for internship supervisors/co-workers was equally challenging to achieve: an enhanced workplace culture. This intended outcome would be demonstrated through:

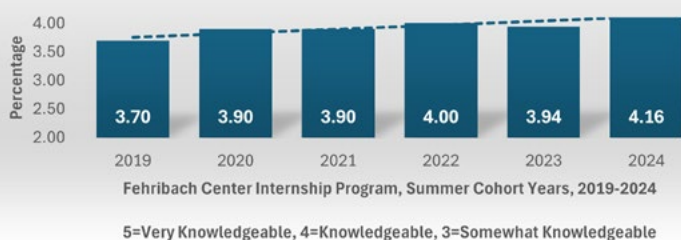
- Increased awareness of disability issues
- Improved capacity to create inclusive and accessible environments
- Effective mentoring and supervising

Data to evaluate these intended outcomes have been collected from pre- and post-internship reports provided by interns and from reflective journals, in which interns record observations and experiences. As needed, semi-structured interviews with select interns have provided additional data on their experiences, with complementary data also collected from employers.

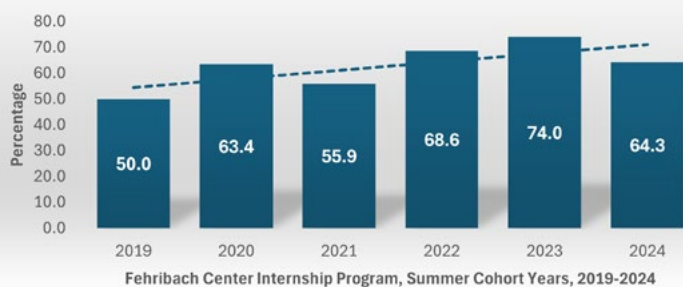
What does the data tell us about the experiences of supervisors/co-workers when mentoring students with physical disabilities? Do we have evidence of enhanced workplace culture among the employers who have hosted Fehribach Center interns?

The data on supervisors'/co-workers' intended outcomes of an enhanced workplace culture have been encouraging. For example, supervisors/co-workers have reported an increase in their knowledge of accessibility issues for individuals with physical disabilities and in their comfort level when working with individuals with physical disabilities. Great news! Also, an increasing percentage of supervisors have reported that they had previously supervised an employee with a physical disability and that their work environment is physically accessible.

**Supervisor's/Co-worker's Knowledge of Accessibility Issues for Individuals with Physical Disabilities**



**Previously Supervised an Employee with a Physical Disability**



While the following comments from supervisors/co-workers do not provide a thorough thematic analysis of the data, they do provide some qualitative glimpses demonstrating that our center's interns are helping enhance the workplace culture among our population of employers:

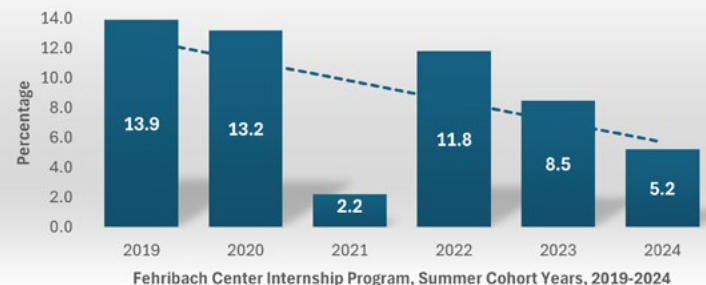
- The intern "contributed greatly toward reaching our ambitious goals ... Participating in the Fehribach Center's internship program has also helped our organization work toward our vision of Indiana as a place of economic opportunity for all, by tapping into an incredible talent pool that is sadly often overlooked. Our Fehribach Center interns ... have been exceptional additions to our team in so many ways!"
- "The greatest benefits for our department from hosting this internship were gaining fresh perspectives, benefiting from the interns' innovative ideas, and fostering a pipeline of future talent."
- The "lived experience (of our intern) has enriched our perspectives and outlook on accessibility. She completed a campus audit and recommended changes that could make the student experience better. That is invaluable!"
- "By participating in this internship, our department is aware of many planning and logistic issues to keep in mind, regarding those of all backgrounds, capabilities and skillsets. We support community and staff-centered events and can keep in mind how to best offer opportunities to all individuals."

Our intern data has been providing positive markers related to work environments, management/mentorship and post-internship employment as well. A decreasing percentage of interns have reported that technological and attitudinal barriers exist. Additionally, an increasing percentage of interns are professionally employed after the internship, and a decreasing percentage of interns are unemployed after the internship.

### Is the Supervisor/Co-worker Able to be an Effective Supervisor/Mentor for the Intern?



### Attitudinal Barrier Existed (reported by interns)



The Fehribach Center is delivering on its vision to provide independence, employment and civic engagement for college graduates with physical disabilities through the internship program.

“ I learned how to talk to people I don't know and what types of questions to ask to really make my time with them a meaningful learning experience. ”  
 - Fehribach Center intern

# Research Activities

BY DAVID R. PARKER, PH.D., FEHRIBACH CENTER PROGRAM MANAGER FOR RESEARCH, EDUCATIONAL OUTREACH AND COMMUNICATIONS



As a key part of its mission to promote equitable employment opportunities for college graduates with physical disabilities, the Fehribach Center maintains an active research agenda. The Fehribach Center's Research Advisory Board (RAB) comprises scholars from across the country, most of whom are university faculty doing research in disability and employment areas. As chair, David Parker, Ph.D., coordinates two annual virtual gatherings with this group and center staff: a spring meeting to review center activities and priorities for the year and a fall symposium to learn more about the research being conducted by RAB members and other leaders in the field. Current or former interns as well as the employers who host them are frequently featured in panel discussions during these meetings.

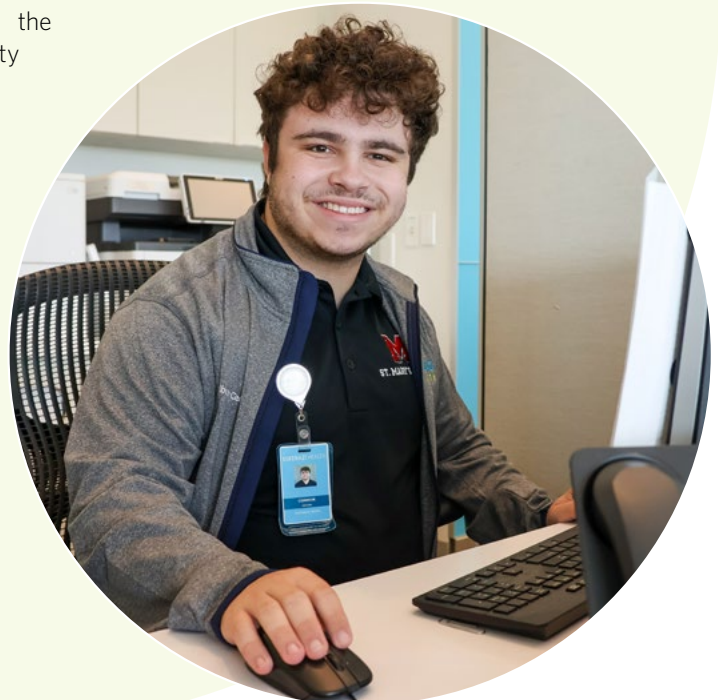
In fall 2024, the Association on Higher Education and Disability (AHEAD) published a special issue of its Journal of Postsecondary Education and Disability (JPED). JPED is considered the leading research journal on postsecondary practices involving people with disabilities. This publication (volume 37, issue 3), "Campus to Career: Promoting Effective Employment Preparation for Postsecondary Students with Physical Disabilities," included seven articles co-authored by center staff and RAB members. Featured research studies were funded by the Fehribach Center. Dr. Parker and Heather Evans, Ph.D., RAB member, served as guest editors. AHEAD has posted the full journal on its website: [ahead.org/professional-resources/publications/jped/archived-jped/jped-volume-37/jped-volume-37-issue-3](https://ahead.org/professional-resources/publications/jped/archived-jped/jped-volume-37/jped-volume-37-issue-3).

One new member joined the RAB in 2024: Bonnie Swenor, Ph.D., of Johns Hopkins University.

Each year, the center awards up to three \$10,000 grants to RAB members whose proposals meet center criteria. These two-year studies often include current or former Fehribach Center interns as participants. This year, RAB members are launching three important studies:

- Jennifer Palilonis, Ph.D., is studying the application of GoodMaps, a wayfinding phone application, to assist interns and others who are blind or low-vision in navigating independently inside buildings.
- Melinda Messineo, Ph.D., is investigating the infusion of the Americans with Disabilities Act (ADA) guidelines into the curriculum at the Estopinal College of Architecture and Planning at Ball State University and in continuing education for practicing architects.
- Sharon Field, Ed.D., and Katie Brendli Brown, Ph.D., are studying the manner in which the career coaching provided by the center's consultant, Tehanee Ratwatte, influences the self-determination and psychological capital of center interns who are launching early careers.

For a full list of RAB members, please see "Leaders of the Fehribach Center" on page 25 of this report.





“

This internship not only enhanced my technical skills but also reinforced my confidence in navigating and excelling in the world in and outside of the lab.”

-Fehribach Center intern



# Educational Outreach Activities

BY DAVID R. PARKER, PH.D.

The Fehribach Center actively networks with partners in various settings to exchange information about best practices for supporting employment success for college interns and graduates with physical disabilities. We all have much to learn from each other, as no one model works best for every student. This educational outreach takes many forms and occurs throughout the year both formally and informally.

Larry Markle, director, and Carlos Taylor, program manager, build and maintain relationships with employer partners in central Indiana who host Fehribach Center interns. These contacts include informal conversations as well as formal presentations about disability access issues and the benefits of including talented people with disabilities in diverse workforce settings. Markle and Taylor also work directly with employers and interns as needed to facilitate any accommodations or assistive technology (AT) that the intern may need on the job.

The center staff also makes formal presentations throughout the year to various professional groups. Our presenters include Markle; Taylor; David Parker, Ph.D.; Roger Wessel, Ph.D.; and Tehanee Ratwatte (the center's career coach at Indiana University).

Key presentations in 2024 included those at:

- National Association of Colleges and Employers (NACE) annual conference (virtual presentation for career professionals and employers).
- Association on Higher Education and Disability (AHEAD) annual conference in Baltimore.
- American Society for Healthcare Human Resources Administration (ASHHRA) in Fort Worth, Texas. Co-presented with Christia Hicks, chief human resources officer at Eskenazi Health.
- Career Development Professionals of Indiana (CDPI) state conference in Bloomington, Indiana.
- Indiana Chamber of Commerce annual conference in Indianapolis.



“ I have more faith in my public speaking and networking skills. ”  
- Fehribach Center intern



Allison Fleming, Ph.D., a Penn State University professor serving on the Fehribach Center Research Advisory Board, worked with Markle, Taylor and Parker to record a three-part webinar series in 2023-2024 for the national Vocational Rehabilitation Technical Assistance Center (VRTAC). These recordings are watched by hundreds of vocal rehabilitation counselors as part of their required annual professional development.

Over the past three years, the Fehribach Center has facilitated a virtual community of practice (CoP) annually with teams from three different college campuses that refer students to center internships. Each team is made up of at least one member of a disability resources (DR) office and one member of a career services (CS) office. Virtual meetings bring teams together to exchange questions, information and resources with guidance from center staff. Their focus is establishing evidence-based practices to deliver effective career development for college students with physical disabilities. In 2023-2024, teams included professionals from the University of Notre Dame, the University of Louisville and Ivy Tech Community College in Indianapolis. This model is now evolving into a pilot program at the national level. The goal is to support DR and CS professionals in other parts of the country by using the CoP model to build their own best practices via virtual meetings with center staff. This approach will now explore the campus's inclusion of an employer in their community who will host an internship for disabled students using the center's practices as a model.

The Fehribach Center has begun to build new partnerships in 2024 with two other national organizations to educate professionals about effective career preparation and accessible employment practices for people with physical disabilities. This includes networking with the head of Indeed's Job Search Academy, which conducts research and engages in training around hiring and employment practices for marginalized groups, including people with disabilities. Networking has also expanded this year through AHEAD, the professional association of college disability resources professionals. Dr. Parker became the co-chair of AHEAD's Career Planning Knowledge and Practice Community (KPC). His co-chairs are disability and employment experts at Northeastern University and the University of Connecticut. The KPC shares information and coordinates professional development events for AHEAD members.



# \$10 Million Grant from Lilly Endowment Inc. to Support the Fehribach Center

Eskenazi Health and Eskenazi Health Foundation announced a \$10 million grant from Lilly Endowment Inc. in October 2024 to support the Fehribach Center.

“Eskenazi Health Foundation’s vision is to create a sustainable, equitable workforce in Indianapolis. Through the Fehribach Center, that vision can become a reality not just in this city, but throughout Indiana, and become a model for the rest of the country,” said Ernest Vargo II, CFRE, president and chief executive officer of the Eskenazi Health Foundation. “We are so grateful to Lilly Endowment for helping make the center’s continued growth and expanded reach possible.”

Lilly Endowment’s grant includes a \$2 million match, which would bring the total support for the program to \$12 million. For every new dollar raised by Eskenazi Health Foundation for the Fehribach Center, Lilly Endowment will match it up to \$2 million. Eskenazi Health Foundation is working to attract additional support for the Fehribach Center to meet this incredible matching opportunity.

Since its inception in 2013, the Fehribach Center has provided 228 college and university students with life-changing opportunities. Beginning with one Ball State University intern placed at Eskenazi Health, the program has expanded to include students from 42 colleges and universities in Indiana and surrounding states. It has now provided 477 internships, not only at Eskenazi Health but also at 46 additional partner organizations across Central Indiana. While Central Indiana continues to be the backbone for the center, a research advisory board of 15 scholars has been established to work with higher education institutions and employers to advance accessible internship and job placement practices throughout Indiana and the country. The center’s research was featured this fall in a special issue of the *Journal of Postsecondary Education and Disability*, the peer-reviewed journal of the Association on Higher Education and Disability.

The Fehribach Center was selected for the prestigious Chevron Innovation Award in 2024, which recognizes outstanding achievements of programs driving impact in the college career services field. The center was selected from among nearly every college and university and many leading employers in the country by the National Association of Colleges and Employers for this honor. The percentage of Fehribach Center interns entering the job market who have found equitable employment (91%) is almost triple the 31.3% average for college graduates with disabilities nationwide.

“We have something special in Indianapolis, and thanks to Lilly Endowment’s generosity, we can help employers, colleges and universities and other organizations across the state and country begin to practice our groundbreaking model,” said Larry Markle, the center’s director. “At the Fehribach Center, we have the privilege of witnessing Eskenazi Health and our other Indianapolis partners giving this city’s leaders the tools to build a richer, more diverse workforce. We can now help other communities do the same.”





Students are recruited from Indiana and nearby Midwestern colleges and universities for eight- to 12-week internships through the Fehribach Center. Many professional development opportunities are available once they enter the program, including weekly lunch-and-learn sessions, networking events, social activities and one-on-one mentoring with previous interns and volunteer board members. In addition, obstacles are eliminated to ensure all qualified students who are admitted can participate: Accessible housing and transportation are provided at no cost to the interns who need them, and the center also provides interns with workplace accommodations, such as assistive technology.

"This support from Lilly Endowment is a gamechanger for the Fehribach Center and ensures that the program will sustain and thrive for many years to come," said Hud Pfeiffer, J.D., advisory board chair of the Fehribach Center. "It also allows for the program to shine nationally as a proven model, providing young people with physical disabilities with a chance to gain practical real-world work experience."

Christia Hicks, chief human resources officer at Eskenazi Health, has been a long-time supporter of the program.

"Every summer the Fehribach Center interns make an indelible impact on so many departments at Eskenazi Health and at our partner organizations across Central Indiana," she said. "We have the same expectations of our interns as we would for any employee, and they repeatedly rise to the challenge. Many have returned for second and third internships. We've also hired interns for full-time positions. We are excited that Lilly Endowment is investing in the advancement of this incredible program and in its gifted participants."

"We are committed at Eskenazi Health to providing a welcoming environment and training ground for students who have so much promise but are often disadvantaged in the hiring process due to bias and inequitable conditions," said Lisa Harris, M.D., CEO of Eskenazi Health. "With Lilly Endowment's support, the Fehribach Center will now have the resources to continue to expand and to set the standard for the future of accessibility in the workforce. We are grateful to be a partner in this important work."

Gregory Fehribach, the farsighted principal of the Fehribach Group who founded the program and remains its active advisor, envisions Fehribach Center interns continuing to support one another throughout their careers.

"The interns' successes will continue to create a ripple effect, benefiting the generations of interns who follow them," he said. "We want what we started in Indianapolis to spread throughout Indiana and the rest of the country, demonstrating what's possible when you give these talented students the means to not only succeed themselves, but to advocate for their peers. I am deeply thankful to Lilly Endowment for recognizing not only what this program has already achieved, but what it can become."

That process is already beginning. Emily Earle, a clinical education program coordinator at Eskenazi Health and former Fehribach Center intern, was named a CAREERS & the disABLED magazine employee of the year last summer for creating a scholarship for the internship program that has meant so much to her.

Students from colleges and universities in five states are coming to the Fehribach Center. Plans for the support and expansion of the reach of the center include continuing to strategically grow current successful initiatives, with an emphasis on the internship program and the center's research agenda; developing new initiatives that align with its mission; assisting others from across the United States in creating internship opportunities for college students with disabilities; and increasing the endowment of the program to ensure the long-term sustainability of the center.

# Highlights of 2024

The Fehribach Center was selected by the National Association of Colleges and Employers (NACE) for the Chevron Innovation Award, which recognizes outstanding achievement for innovative programs that drive impact in the college career services field.



Pictured above with the Chevron Award (from left):  
Luke Labas, past Fehribach Center intern;  
Larry Markle, director; and Gregory S. Fehribach.



Pictured above with the Chevron Award (from left):  
Carlos Taylor, program manager, Fehribach Center; Christia Hicks, chief human  
resources officer, Eskenazi Health; and Larry Markle, director, Fehribach Center.

“ Accepting that I am physically disabled and that it’s OK to need accommodations was one of the most important lessons I learned this summer. ”  
– *Fehribach Center intern*

Emily Earle, a clinical education program coordinator at Eskenazi Health who completed multiple internships with the Fehribach Center, was named one of CAREERS & the disABLED magazine's employees of the year in 2024 for her professional and advocacy efforts on behalf of people with disabilities in the workplace and in the community.



The Journal of Postsecondary Education and Disability published the Fehribach Center's research in a special issue in September 2024. The journal is published by the Association on Higher Education and Disability. David Parker, Ph.D., program manager for research, educational outreach and communications for the Fehribach Center, served as co-editor of the special issue along with Heather Evans, Ph.D., a member of the Fehribach Center's research advisory board and a faculty member at the University of Washington.









## In Memory

Hayley Melissa Joslyn, Fehribach Center intern, passed away on Feb. 5, 2025. She was a math major at Ball State University and completed Fehribach Center internships with Eli Lilly and Company in 2023 and with Eskenazi Health Supply Chain in 2024. "What a loss to the Fehribach Center family," Larry Markle, director, said. "Hayley will be remembered for her intelligence, thoughtfulness and the indelible impression she made on her fellow interns, employers and the Fehribach Center staff."



# Leaders of the Fehribach Center

## STAFF

**Larry Markle**, Director

**Carlos Taylor**, Program Manager

**David R. Parker, Ph.D.**, Program Manager for Research, Educational Outreach and Communications

**Roger Wessel, Ph.D.**, Program Evaluator

**Tehanee Ratwatte**, Career Consultant

---

## ADVISORY BOARD MEMBERS

**Hud Pfeiffer, J.D. (Chair)**

Partner, Faegre Drinker (retired)

**Andy Bridge, M.D.**

Dermatologist and Dermatopathologist,  
American Health Network

**Mary Ciccarelli, M.D.**

Physician, Eskenazi Health Center Grande  
Professor of Clinical Medicine and Pediatrics,  
Indiana University School of Medicine

**Erin Dorsey**

President, Dorsey Foundation Inc.

**Greg Fehribach, J.D.**

Founder, Gregory S. Fehribach Center  
at Eskenazi Health  
Counsel, Tuohy Bailey & Moore LLP

**Sandro Franchi**

Global Senior Director, Leadership Recruiting,  
Eli Lilly and Company (retired)

**Luke Labas**

Director, The Inclusion Institute  
The League (Fort Wayne, Ind.)

**Juli Pains, J.D.**

Employee Relations Specialist  
Former Director, Indianapolis Office of Disability Affairs

**Bart Peterson, J.D.**

Mayor of Indianapolis, 2000–2008

**Frank Pulice, J.D.**

Executive Vice President and General Counsel,  
Pacers Sports and Entertainment

**Sharon Reed**

Director of Administration, RCR Technology  
Corporation

**Ernie Vargo II, CFRE**

President and CEO, Eskenazi Health Foundation  
(ex officio)

**Larry Markle**

Director, Gregory S. Fehribach Center  
(ex officio)

**Carlos Taylor**

Program Manager, Gregory S. Fehribach Center  
(ex officio)

---

## RESEARCH ADVISORY BOARD MEMBERS

**David Parker, Ph.D. (Chair)**

Gregory S. Fehribach Center

**John Andresen, Ph.D.**

Indiana University

**Joy Banks, Ph.D.**

George Mason University

**Phillip Boda, Ph.D.**

University of Illinois at Chicago

**Katie Brendli Brown, Ph.D.**

Yang Tan Institute, Cornell University

**Brad Duerstock, Ph.D.**

Purdue University

**Heather Evans, Ph.D.**

University of Washington

**Sharon Field, Ed.D.**

2BSD/Wayne State University emerita

**Allison Fleming, Ph.D.**

Penn State University emerita

**Pam Luft, Ph.D.**

Kent State University emerita

**Joe Madaus, Ph.D.**

University of Connecticut

**Melinda Messineo, Ph.D.**

Ball State University

**Jennifer Palilonis, Ph.D.**

Ball State University

**Bonnie Swenor, Ph.D.**

Johns Hopkins University

**Roger Wessel, Ph.D.**

Ball State University emeritus  
(ex officio)





## Acknowledgments

We'd like to thank the 2024 donors to the Gregory S. Fehribach Center at Eskenazi Health. Your generous support makes all that we do possible.



Eskenazi Health  
720 Eskenazi Ave.  
Indianapolis, IN 46202  
[www.eskenazihealth.edu/fehribach-center](http://www.eskenazihealth.edu/fehribach-center)