

Don't forget to RSVP for the 20th Anniversary Celebration of the founding of the IUPUI Senior Academy on September 20, 2013.

This edition of the Senior Sentinel is devoted to the Celebration.



Campus History is Senior Academy Legacy

Like all college campuses, IUPUI is rich with history. And like most campuses, that history lives on through the memories of the men and women who work there and the students who learn there.

But turning those memories into progress requires thoughtfulness, common sense and a spirit of collaboration. For IUPUI, those factors are the foundation of the Senior Academy, which will celebrate its 20th birthday this September. And in those 20 years, IUPUI has benefitted regularly from the expertise for the retired faculty and staff who comprise the Academy.

Launching the Senior Academy in 1993 was simple logic for administrators and faculty who either were retired or soon to leave the campus who wanted to stay involved with campus life.

“We talked to a lot of people who were concerned with what would happen to our history if we didn’t create something like the Senior Academy,” said William M. Plater, then the executive vice chancellor of IUPUI and Dean of the Faculties. “These are people who know where IUPUI came from, and how much the campus contributed to our own history, and to the Indianapolis community we served -- and continue to serve!”

Plater and his colleague Carol Nathan, then the associate Dean of the Faculties, are convinced that creating the Senior Academy kept open vital lines of communication to people who “know how our campus works, and the key role that higher education plays in a community,” Plater said.



Nathan said “we knew we wanted an official vehicle for the emeritus faculty to participate and contribute to university business and activities, and to benefit IUPUI with their collective and ongoing institutional knowledge and memory.”

But the group charged with building the academy found that IUPUI was different from other campuses that had established similar emeritus faculty groups on other campuses. Academy founders “realized that IUPUI’s early development had a component other campuses didn’t use: collaboration between faculty and staff,” Nathan said. “IUPUI was founded on a concept of inclusiveness, or it never would have developed as it has.”

Plater noticed the same key point.

“A lot of universities stay in touch with their retired faculty, but we felt it was important to invite the participation of retired staff, too,” Plater added. “They are people with unique insights and a lot of practical knowledge, who were a big part of IUPUI’s growth through the years.”

Perhaps just as importantly, the Senior Academy represented a tangible, ongoing connection with IUPUI, the academic and social core of their professional lives. “I think some of the faculty thought that retirement wasn’t something they particularly wanted,” Plater said. “They had so much knowledge and experience, and they wanted to stay connected.”

One of the first goals established by Senior Academy members was to ensure that IUPUI maintained its close historical ties to its community, to Indianapolis. “That remains true today -- it is one of the things I believe the Academy does best,” Plater noted. “They embrace the role of being IUPUI’s historians, of being the conscience of our campus community. They understand how it shaped our campus, and why it remains important.”

For Plater, three Senior Academy achievements stand out: launching the annual Last Lecture event; establishing an expanded commitment to mentoring (for both peers and students); and a robust scholarship program.

“The event is a wonderful opportunity to hear first-hand about the careers and achievements of remarkable people who are still a part of our campus,” Plater said. “Other universities may have similar types of programs, but it was an important advance for us.”

Senior Academy’s mentoring efforts helped improve student success through the years, but also have contributed to professional development programs for current faculty.

Plater also noted that administration projects, such as the Vision 2025 strategic planning initiative, often enlist the voices of experience offered by Senior Academy members.

“Senior Academy members have a lot of expertise, a lot of knowledge and a lot of institutional memory; they can play an important role in advancements such as Vision 2025

because they understand how such efforts affect other parts of academic life on a college campus,” Plater said.

For Plater, the social aspects of being part of an organization like Senior Academy are often overlooked. “Gathering together for interesting field trips and social events is important,” he said. “It keeps people who have spent their careers working together and sharing a vision with one another.” To the retired campus executive, that’s one of the reasons the group has been able to work effectively -- because the ties that bind them are so strong, forged in decades of shared experiences.”

Like a lot of administration leaders past and present, Plater has noticed that the intellectual skills that served Academy members well, in the classrooms as well as IUPUI offices, are as strong as ever.

“There is a reason that Academy members were so effective as teachers, administrators and in keeping IUPUI on track as a force in higher education,” Plater said. “They do a lot to self-educate themselves when a new issue arises. They are by nature curious and inquisitive -- and that isn’t likely ever to change. It’s a big part of what makes them effective as facilitators to discussions about opportunities arise for IUPUI to get stronger, become more effective.”

Contributed by Ric Burrous, Internal and Visual Communication Specialist, Indiana University

The 2013 Senior Academy Board (Officers and Committee Chairs)

Walt Linne (President), Kathryn Wilson (Vice President, Nominations), Randall Strate (Treasurer, Financial), Harriet Wilkins (Secretary), Diane Billings, Pat Blake, Nan Bohan, William Bosron (Bepko Medallion), Nancy, Chism, Golam Mannan (Lact Lecture), Sharon Peterman (Program), Rosalie Vermette, Jeffery Vessely, Marion Wagner. (Marge Applegate serves as Chair of the Scholarship Committee and Becky Van Voorhis as the Chair of the Spirit and Place Committee).

Reflections on the Formation of IU Health by D. Craig Brater, M.D. , the recipient of the 2013 Bepko Community Medallion

The IUPUI Bepko Community Medallion was created by 2003 to honor former IUPUI Chancellor Gerald L. Bepko. The Medallion, a 3-inch image of Chancellor Bepko on one side and the recipient’s name and date on the other side, is awarded periodically to individuals who made a significant and ongoing commitment to strengthen the bonds between IUPUI and the larger community. The award is organized by the IUPUI Senior Academy. Past recipients were: Gerald Bepko in 2003, James Morris in 2007, William Plater in 2008, Robert Einterz in 2009 and George Rawls in 2011.

This year’s recipient is D. Craig Brater, Dean Emeritus of the Indiana University School of Medicine. The 2013 Bepko Community Medallion will be awarded at the 20th anniversary

celebration of the founding of the IUPUI Senior Academy on September 20, 2013 and we hope that you will attend this event. Dr. Brater's many contributions to the IU School of Medicine, IUPUI Campus and Indianapolis and Indiana community at large will be described at the award.

As you well know, Indiana University Health is a major player in the delivery of healthcare and a partner in medical education in Indiana. We recently asked Craig to reflect on the formation of IU Health during his tenure as Dean of our Medical School.

Dean Brater reflected: *"About 20 years ago the country was focused on Health Maintenance Organizations (HMOs) as the preferred systems of health care. This was largely owing to the assumption that such systems could do a better job of controlling costs and would focus on keeping patients ... The business model for HMOs was mainly capitation where an HMO contracts with a large employer or other entity and receives a fixed amount of money to care for each patient within that entity. ... An integral component of such systems of care is control over where the patient receives their care. In other words, the patient cannot simply go to the hospital or clinic of their choosing. ... this restriction proved to be the doom of the HMO momentum because Americans simply did not want such restrictions on who they could or could not see."*

"The conclusion of leaders at that time was ... to partner with someone in order to have "clout" in the health marketplace and all importantly to partner with an entity or entities that had a stronger and more extensive primary care program. Once this conclusion was made, discussions ensued with several potential partners ably led by our Dean at that time, Walter Daly. As one can imagine this was a complex process requiring not only financial analyses but equally if not more importantly determination of commonality of values and priorities. The decision was made that our best partner was Methodist Hospital."

This led to the formation of 'Clarian Health Partners.' Dr. Randy Strate, a Pathologist at Methodist and member of the Senior Academy Board observed: *"In 1997 Methodist Hospital and Indiana University Medical Center/ IU School of Medicine formed a merged entity, which was subsequently named Clarian Health Partners. For both organizations, this merging process posed many challenges. The organizations had different cultures, as did their associated physicians. The IU School of Medicine and Methodist Hospital both were the premier medical centers in the state of Indiana. Both had long histories of medical care excellence, innovative up-to-date health care, research, and teaching. The main emphasis of Methodist, a private hospital, was to provide patient care which is excellent, timely, and efficient, as well as teaching physicians in specialty training, and some teaching of junior and senior medical students on a rotational basis. IU School of Medicine had these same emphases, but in addition has a major commitment to medical research, publishing, and teaching of all four years of medical students. Also, IUSOM provides a broad range of specialty training (residencies), producing the great majority of specialists practicing in Indiana."*

Dean Brater continued: *"With time Clarian decided to build two suburban hospitals (one North and one West) to broaden the patient base. As it became increasingly apparent at a national level that it would be imperative to decrease the costs of health care, hospitals*



realized that challenge would be easier if there were economies of scale. Thus the major hospitals in Indianapolis including Clarian found that other hospitals around the State were interested in becoming part of a larger organization. The net result to date is a state-wide system of hospitals. This has also proved to be a great resource for the School of Medicine in that many of these affiliated hospitals are in areas where we have centers for medical education. As these centers develop clinical rotations for students, having a hospital partner is critically important. In addition the large and diverse patient base provides an even better platform for translational research.”

“After about 10 years, it became apparent that Clarian was an established “brand” in the Indianapolis metropolitan area but outside these boundaries there was substantial misunderstanding and confusion as to what Clarian was. ... A series of marketing studies were conducted the results of which were compelling that a name linked to Indiana University would have much, much greater recognition broadly. ...These studies provided the impetus and logic to changing the name of the health system to Indiana University Health (IU Health).”

Dr. Strate observed that the formation of a state-wide IU Health system:
“means that senior citizens can find an IU Health facility in most parts of the state in fairly close proximity to their homes. This large healthcare organization, by combining many health care centers under one umbrella, can provide the best in primary and specialty care for our seniors. For specialty care, all fields are represented by outstanding physicians throughout Indiana, but of course mainly centered in central Indiana. Standardization of computerized medical record keeping is another advantage, with all IU Health facilities soon having access to patient records throughout the system. Also, referrals from one physician to another, as well as patient record transfer, will be facilitated through a centralized system.”

IU Health is Indiana’s most comprehensive health care system with over 3700 physicians and over 3300 hospital beds. Over 550,000 medical indigent, low-income and uninsured people are served by IU Health. The IU Health Medicare plans are rated among the highest in Indiana at 4.5 out of 5 stars. The formation of IU Health is, indeed, a remarkable legacy for all of the health care providers involved in the process but especially for IU School of Medicine’s Dean Emeritus, Craig Brater, the 2013 recipient of the Bepko Community Medallion.

Contributed by Craig Brater, Randall Strate and Bill Bosron.

Welcome to our new Administrative Assistant, Debbie Collins

The board wishes to thank Lee McLaughlin for her outstanding service to the Senior Academy over the past two years. Lee did a fantastic job in reorganizing the office. We all wish Lee the very best in retirement.

We welcome Debbie Collins who...