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Patricia Ingraham directs the Alan K. Campbell Public Affairs Institute at the Maxwell School of Citizenship and Public Affairs. She was recently named a Distinguished Professor by the Office of Academic Affairs.

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Monitoring Government Performance

As director of the Alan K. Campbell Public Affairs Institute, Professor Patricia Ingraham is accustomed to things like juggling airline schedules and attracting national press coverage. But the caliber of the graduate students working with the institute and the impact of their work never cease to amaze her.

Through the institute, a division of the Maxwell School of Citizenship and Public Affairs, graduate students participate in practical research projects that explore the quality and effectiveness of various levels of government in the United States. This year Ingraham and her doctoral students released a survey of the country’s 35 largest cities. The survey is part of the Government Performance Project, a 42-month collaborative study with *Governing* and *Government Executive* magazines and a host of federal agencies. “The things we do at the institute, like the Government Performance Project, would be literally impossible in a regular classroom setting,” Ingraham says. “This project has grown so much. Our studies require a practical application of what the students have learned, and demand hard work. Being involved with this process has been alternately exciting and exhausting.”

Ingraham was instrumental in founding the institute, named for former Maxwell School Dean Alan K. “Scotty” Campbell, four years ago, and continues to feel a personal connection with the institute. “Directing the Campbell Institute is very important to me,” she says. “I am honored to serve as the first director. I knew Scott Campbell, and there are still times when a question comes up and I wish he were here to answer it.”

Ingraham’s work as director of the Campbell Institute has required her to cut back on teaching responsibilities, but that hasn’t diminished her appreciation for the rapport between Maxwell faculty and students. “Teaching is the most important reason for my being here,” Ingraham says. “The students at Maxwell are very talented—extremely bright. The executive education students I teach are always exploring issues that can lead to further research.”

Ingraham’s respect for Maxwell students and faculty is not only recognized, but reciprocated. “Pat’s dedication to the students and the Government Performance Project is evident when you walk in the door,” says Bill Kitteridge, a Maxwell research associate who worked at the Campbell Institute for two years. “Even though she is an internationally recognized scholar, she always makes time for students. Many academics can’t bridge those two facets of their work as well as she does.”

This past October, Ingraham was named a Distinguished Professor during the 75th anniversary convocation of the Maxwell School. “It was a complete surprise,” says Ingraham, who joined the Maxwell faculty in 1991. The Office of Academic Affairs confers distinguished

status to faculty members in recognition of significant scholarly contributions over time. Professors are recommended for the honor by their deans or department heads. Ingraham is the first woman, and one of only 16 active faculty members, to receive the honor.

For Ingraham, who earned master's degrees in political science from Michigan State University and the State University of New York (SUNY) at Binghamton, and a doctoral degree in policy science from SUNY Binghamton, being named a Distinguished Professor adds to an already hefty list of accomplishments. She received the Distinguished Research Award from the National Association of Schools of Public Policy and Administration in 1994 and was elected president of the organization two years later. In 1986, Maxwell students honored her with the M.P.A. Student Award for Excellence in Teaching.

During her tenure at the Maxwell School, Ingraham has served on the editorial boards of several public administration journals and co-written or co-edited several books. She jokes that she is able to juggle her schedule and her home life because she is "married to a saint." "The reputation of the Maxwell School has enabled me to do so much," she says. "For that I am very grateful." —TAMMY DIDOMENICO

Making Gains for Women in Engineering

Sitting in her office in Hinds Hall, Professor Shobha Bhatia displays a drawing that, to her, epitomizes the position of women in the engineering field. A steep, ladder-like staircase stretches upward until it is nearly lost from view. Just below the middle stands a group of women; farther down, a lone woman crawls toward the first step. "In the eighties, there were many incentives for women to enter engineering," says Bhatia, chair of the Department of Civil and Environmental Engineering in the L.C. Smith College of Engineering and Computer Science. "Today, fewer women are entering the field, and very few are at the top."

Bhatia's efforts to change women's roles in engineering include heading the University's Women in Science and Engineering (WISE) initiative with Cathryn Newton, chair of the earth sciences department in the College of Arts and Sciences. The program aims to improve the academic climate for women in science, mathematics, engineering, and computer science by increasing the number of women faculty members hired in those fields, bringing prominent women in those disciplines to campus for lectures, and providing advising initiatives that help faculty mentor women students embarking on their first research projects.

These efforts give women students important role models, Bhatia says, which is crucial to increasing the pool of aspiring engineers, scientists, and mathematicians. Advisor to the SU chapter of the Society of Women Engineering Students for nine years, she recalls the group hosting 10 high school students recognized as their schools' top women in science, engineering, and math. "We wanted to know where these bright young students saw themselves going," she says. "Most of them knew that engineering and computer science were options, but many thought management would be a better area. It has more visibility in society, and more respect."

Bhatia is keenly aware of the issues affecting women engineering students. In her native India, she was one of only a few women studying and working in the field. In high school Bhatia excelled at math and science, and was encouraged to go into either the medical field or engineering. "My older sister is a doctor, and one reason I didn't go into medicine was I didn't want to use her old books," she says with a laugh. "And at age 16 that was a very good reason. I wanted to carve my own path."



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Professor Shobha Bhatia, chair of the Department of Civil and Environmental Engineering, wants to inspire women to study math, engineering, and the sciences.

She admired the work of an uncle who was a civil engineer, and soon began attending Roorkee University. After earning a civil engineering degree, she enrolled in the university's master's degree program in earthquake engineering, at the time one of the only such programs in Asia. "That was truly exciting because I worked on many large projects, from nuclear power plants to oil refineries to earth dams," she says. Bhatia also earned a doctoral degree in earthquake engineering from the University of British Columbia, specializing in soil dynamics. She came to Syracuse in 1981 with her husband, Tej Bhatia, a linguistics professor in the College of Arts and Sciences.

About eight years ago she became interested in using polymers in civil and environmental engineering. Approximately 200 different products, known as geosynthetics, are used for such applications as erosion control, filtration, and reinforcement. She also has been evaluating different products' long-term performance in the field and recently finished studying soil embankments with O'Brien & Gere, a Syracuse-based environmental company, at the 2,400-acre Fresh Kills Landfill in Staten Island, New York, one of the world's largest landfills. Bhatia examined why a geosynthetic product failed to prevent the landfill's soft soil embankments from collapsing, and made several recommendations to prevent future collapses, including better placement of the synthetic.

She plans to spend time this summer in Japan, working with earthquake engineering experts at the University of Tokyo. She'll continue her work with geosynthetics and keep her eyes open for new developments in civil engineering. "I like to always be learning something new," she says.

—GARY PALLASSINO