

**A. LEE FRITSCHLER**

**Professor, School of Public Policy  
George Mason University  
[afritsch@gmu.edu](mailto:afritsch@gmu.edu)**

**Professor, School of Public Policy, George Mason University, Fall, 2003 –**

**Member, Steering Committee, European University Association, Brussels, Belgium,  
2005 - 2009**

**Vice President and Director, Center for Public Policy Education, Brookings  
Institution, Washington, DC, 2002 -- 2003**

**Assistant Secretary for Post Secondary Education, U.S. Department of Education,  
1999-2001**

Nominated by President Clinton, confirmed by the U.S. Senate, 1999.

Responsible for all post secondary programs in the Department, including student financial aid policy and budget, congressional relations, and constituency relations, FIPSE, Trio, Gear Up and other early intervention programs, distance learning and technology, teacher technology, foreign language and study abroad programs, including Fulbright and policy supervision of the nation's accrediting agencies. Altogether responsible for the management of more than forty major higher education programs.

Directed the Agenda Project for Post Secondary Education and assistant in the development of the Presidential Executive Memorandum on International Education.

**President, Dickinson College, 1987-1999**

International Curriculum -- Strong emphasis on international education and foreign languages (currently 50% of Dickinson students study abroad before graduation); more language majors per graduating class than any other private college or university (20% of class for last 10 years); operate our own programs in seven countries; former, member of the Board of Trustees, Mendeleyev University, Moscow, Russia.

The Clarke Center for the Interdisciplinary Study of Contemporary Issues. Led the creation of this institution on our campus. The Center affirms Dickinson's belief that a liberal education is an individual's best preparation for responsible citizenship. The Center aims at emphasizing this and other virtues of the liberal arts.

through programs that bridge the gulf between them and contemporary society. It seeks to bring the key issues confronting our local, national, and international communities, including higher education, health policy and the information revolution into the classroom. It moves students intellectually and experientially from the campus out into the community. Academic Management -- Strong success in student recruitment, retention, etc. Unusually successful fund raising results. (Details of these and related matters available on request).

#### **Annapolis Group, 1991-1999**

Co-Founder, Chair and Treasurer of the Annapolis Group of 95 presidents of the nation's leading liberal arts colleges. Currently engaged in a major project designed to build support for and understanding of all dimensions of the liberal arts including their application to contemporary life.

#### **Director, Center for Public Policy Education, The Brookings Institution, 1981-1987**

Responsible for executive education and conference programs for Brookings. Managed nearly 100 programs throughout the United States and abroad, which enrolled over 3,500 executives each year; \$2.7 million budget. Generated grants and contracts in the range of \$600,000 to \$1 million per year. Responsible for conference publications and videocassette programs. Determined public policy agenda and developed executive programs Worldwide, including in Japan, China, Korea and Europe.

#### **Chairman, U.S. Postal Rate Commission, July 1979-September 1981**

Nominated by President Carter, confirmed by the U.S. Senate. Presided over hearings on large dockets, including omnibus rate decisions, electronic mail and several classification disputes. Testified frequently before congressional committees chief spokesman to the media. Member, U.S. Regulatory Council. Responsible for management of the agency.

**Dean and Professor, College of Public and International Affairs,  
American University, Washington, D.C., July 1977-July 1979**

Managed large college with 2 schools and 3 centers, 3,500 students, 80 full-time and several part-time faculty. Designed and implemented several new activities, including executive development programs for government personnel.

**Lecturer in Executive Programs**

Frequent lecturer on business-government relations, regulation and postal matters before professional societies and regularly in the executive development programs of the following organizations:

President's Class and other executive development programs, IBM Corporation.

Advanced Management Program, AT&T.

General Electric Management Training Program, Croton-on-the-Hudson.

Gulf Corporation Management Institute.

The Brookings Institution government-business relations programs, Washington, D.C.

**Additional Administrative Appointments**

Dean, School of Government and Public Administration, College of Public and International Affairs, The American University, July 1972-July 1977.

Director, Public Administration Program, The American University, 1971-1972.

**Board and Professional Society Memberships**

Board of Directors, National Academy for Liberal Education, 1999 --

Board of Directors, Albright College, Reading, PA, 2001 --

Board of Directors, Association of Independent Colleges and Universities of Pennsylvania (AICUP), Harrisburg PA, 1997-1999.

Member, Advisory Board, Commonwealth Partnership, 1997-1999.

Board of Directors (Treasurer and Member of the Executive Committee), National Association of Independent Colleges and Universities (NAICU), 1996-1999.

Honorary Member, Board of the Friends of the Joseph Priestley House, 1993-1999.

Member, Community Advisory Board, Harrisburg Academy, 1992-1996.

Member, Board of Directors, Northeast Midwest Institute: The Center for Regional Policy, 1991-1997.

Member, Board of Directors, Organization Resources Counselors, Inc. (ORC), 1991 -1999.

Member, Board of Trustees, Industrial Relations Counselors, Inc. (IRC), 1991 - 1999.

Member, American Council on Education's Commission on International Education, 1989-1993.

Member, Association of Governing Board's Advisory Council of Presidents, 1990 - 1999.

Member, Strategic Planning Commission of the American Society for Public Administration, 1989-1991.

Member, Alpha Lambda Delta, academic honor society.

Member, Pennsylvania Advisory Committee for the Commonwealth's National Bicentennial Competition on the Constitution and the Bill of Rights.

Member, Board of Trustees, Dickinson College, 1987 - 1999.

Board of Directors, Central Pennsylvania Consortium, 1987-1999.

Member, Committee on Academic Issues, Pennsylvania Association of Colleges and Universities.

Member, Council of Scholars, Library of Congress, 1984-1987.

Member, American Society for Public Administration (National President, March 1982-April 1983).

Member, Editorial Board, Public Administration Review, 1976-1980.

Member, Editorial Board, International Journal of Public Administration, 1979-1988.

Member, National Academy of Public Administration (elected in 1978; Board of Trustees 1988-1991; Fellows Nominating Committee 1998-2000).

Member of the National Board, American Society for Public Administration, 1980-1985.

Member of the Board, Section on Government Relations with Business and Industry, American Society for Public Administration.

Member, Board of Visitors, Indiana University School of Public and Environmental Affairs, 1980-1989.

Member, Board of Governors (North America) Schools and Institutes Section, International Institute of Administrative Sciences, 1980.

President and Member of the Board, National Capital Area Political Science Association, 1975.

Member of the Board, National Association of Schools of Public Affairs and Administration, 1975.

### **Academic Appointments**

President, Emeritus, Dickinson College, 1999

Professor, American University, Washington, D.C., 1964-1979.

Visiting Professor, Union College, Schenectady, New York, spring 1984.

Guest Professor, University of Cologne, Federal Republic of Germany, Spring 1971.

Visiting Lecturer, Institute of Social Studies, The Hague, Netherlands, January 1971.

Faculty Fellow, Washington Center for Metropolitan Studies, fall 1970.

Faculty Fellow, International Institute for Educational Planning (UNESCO), Paris, summer 1969.

Faculty Associate, Public Service Manpower Plan for Metropolitan Washington, Washington Center for Metropolitan Studies, 1969.

Lecturer, National War College, spring 1969.

Lecturer, Industrial College of the Armed Forces.

Assistant Professor and Academic Director of the Washington Semester Program, School of Government and Public Administration, The American University, 1964-1967.

Administrative Assistant to the Director of Graduate Overseas Training Program and to the Associate Dean of Maxwell Graduate School, 1961-1963.

Assistance to a Task Force on the Contribution of Education to Improving Government Service, Volker Commission, National Commission for the Public Service, 1988.

### **Academic Degrees**

Montgomery College, Maryland, Associate of Arts in Public Service (Honorary) 2000

University of Illinois Doctor of Humane Letters (Honorary) 2000

The Dickinson School of Law LL.D. (Honorary) 1993

Maxwell School of Citizenship and Public Affairs Ph.D. (Political Science) 1965

Syracuse University M.P.A. (Public Administration) 1960

Union College B.A. (Economics and Political Science) 1959

### **Awards**

Pi Sigma Alpha Award, National Capital Area Political Science Association, 2000

Hubert Humphrey Award, Policy Studies Organization, 2000.

Eliphalet Nott Medal, Distinguished Alumnus Award, Union College, 1995.

Heck, Steingut Award for Best Work in Political Science, Union College, 1959.

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Potomac, MD 20854

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## List of Publications

### **A. LEE FRITSCHLER**

#### **Books**

Smoking and Politics: Bureaucracy Centered Policy Making, Sixth edition (with new subtitle) in the hands of Prentice-Hall, publisher. Publication, 2007. Co-Author Catherine E. Rudder.

Major portions reprinted with permission in:

Richard I. Hofferbert, The Study of Public Policy (Indianapolis: The Bobbs-Merrill Company, 1974).

Peter Woll and Robert H. Binstock, America's Political System (New York: Random House, 1972).

Walter E. Volkomer, American Government (New York: Appleton-Century-Crofts, 1972.)

John M. Nickerson, Roy W. Shin, and Roger Teachout, A Study of Policymaking: The Dynamics and Adaptability of the U. S. Federal System (Berkeley: McCutchan Publishing, 1971).

Business Regulation and Government Decision-Making (text edition); Executive's Guide to Government: How Washington Works (trade edition), with Bernard H. Ross (Boston: Little, Brown and Company, 1980).

How Washington Works: The Executive's Guide to Government, with Bernard H. Ross (Cambridge, Mass.: Ballinger Publishing Company, a subsidiary of Harper & Row Publishers, Inc., 1987). This is a completely rewritten and revised version of the above cited work.

#### **Articles and Book Reviews**

R. Sam Garrett, James A. Thurber, A. Lee Fritschler and David H. Rosenbloom, "Assessing the Impact of Bureaucracy-Bashing From Electoral Campaigns", *Public Administration*

*Review*, March/April, 2006.

"Accountability: The Diminishing Vision in US Government", in Eberhard Bohne, C. F. B., Kenneth M. Spencer, Ed.). Transatlantic Perspectives on Liberalization and Democratic Governance. Transatlantic Public Policy Series. London, Transaction Publishers, 2004. pp. 407-422.

"A Taxing Situation", Trusteeship, September/October 1995 (with Brian C. Mitchell): Association of Governing Board of Universities and Colleges, Washington DC.

"Colleges and the Numbers Game: Guidebooks, Rankings Prompt Hard Look at Intellectual Honesty", Global Ethics published by The Institute for Global Ethics, Camden ME, Vol. 5, No. 6, July/August 1995.

Ingraham, Patricia W., and Kettl, Donald F., "Agenda for Excellence: Public Service in America," Perspectives on Political Science, Volume 22, Number 2, Spring 1993, pp. 92-93.

"Can U. S. Executives Compete Abroad?", Educational Record, Vol. 68, No. 2, Spring 1987 (with Karhryn Mohrman).

"Supply-Side Management in the Reagan Administration," Public Administration Review, November/December, 1985 (with James D. Carroll and Bruce L. R. Smith). Brookings General Series Reprint #422, 1986.

"The Changing Face of Government Regulation," Maxwell Lecture Series, published by Syracuse University, 1981. Reprinted in Federal Administrative Agencies: Essays on Power and Politics, Howard Ball, ed., (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1984).

"Les Implications du Changement dan les Relations National-Local: La Redistribution des Competences" (with Sylvester Murray, Carl Stenberg, Jean Clauzel, Maurice Pourchon, and Jean Gicquel), Revue Francaise d'Administration Publique, Paris, France: Institut International d'Administration Publique, No. 21, January through March 1982.

The Characteristics Required in Tomorrow's Public Servants, an essay from the discussions of the XVIII International Congress of Administrative Sciences, Madrid, Spain, 1980. (Institute of Administrative Sciences, Brussels, Belgium, 1982).

"Regulation of the Postal Service," in Electronic Mail and Message Systems, Technical and Policy Perspectives, Robert E. Kahn, Albert Vezza, and Alexander D. Roth (eds.), Arlington, Virginia: American Federation of Information Processing Societies, Inc., 1981.

"Policy Analysis in Public Administration," (with Michael C. Wilson), Contemporary Public Administration, Thomas Vocino, (ed.) (New York: Harcourt Brace Jovanovich, Publishers, 1981).

1976 Directory of Schools of Public Affairs and Administration (with A. J. Mackelprang),

published by the National Association of Schools of Public Affairs and Administration, Washington, D. C. (Also 1978 Directory.)

"Grant System Assessment," The Bureaucrat, Vol. 6, No. 3, Fall 1977.

"Graduate Education in Public Affairs and Administration" (with A. J. Mackelprang), Public Administration Review, September/October 1977.

"The U. S. Federal Structure Two Hundred Years Later: Is the Balance of Power Shifting?" for the Kenyon Forum, Gambier, Ohio, 1976.

"A View from the Top: Comprehending the Public Policy Process Through Simulated Internships," Teaching Political Science (with Dan Fritz, Vol. 3, No. 4, July 1976).

"Intergovernmental Relations and Contemporary Political Science: Developing an Integrative Typology" (with Morley Segal) Publius: The Journal of Federalism, Daniel J. Elazar (ed.), Vol. 1, No. 2, Winter 1972. (Reprinted in Urban Administration: Management Politics and Change, Alan E. Bent and Ralph A. Rossum (eds.), Kennikat Press, Port Washington, New York, 1976).

Urban Affairs Bibliography: A Guide to the Literature in the Field (with Bernard Ross), 3rd Edition, Washington, D. C.: School of Government and Public Administration, College of Public and International Affairs, The American University, 1974.

"Federal/State/Local Relationships: The Dynamics of Federalism" (with Coralie Bryant), Public Management, November 1974.

Graduate School Programs in Public Affairs and Public Administration (as chairperson of the Surveys Committee), a Survey Report of the Member Institutions of the National Association of Schools of Public Affairs and Administration, Washington, D. C., 1974.

"Federal Legislative Actions on Metropolitan Problems in 1968" (with Douglas Harman and Morley Segal), Urban Data Service, Washington, D. C.: International City Management Association, Vol. 1, No. 12, December 1969. Reprinted: Douglas M. Fox (ed.), The New Urban Politics: Cities and the Federal Government (Pacific Palisades, California: Goodyear Survey published by ICMA, June 1972).

"Science-Technology Advice in Local Governments" (with James E. Underwood), Urban Data Service, Washington D. C.: International City Management Association, Vol. 2, No. 11, November 1970. (Supplement on State Government Survey published by ICMA, June 1972).

"Organizing for Science and Technology," Public Management, February 1971.

"Municipal Use of Science-Technology Advice" (with J. Robert Havlick), The Municipal Yearbook 1971, Washington, D. C.: International City Management Association, 1971.

Manpower Needs Study for Maryland Local and State Government (with Andrew W. Boesel), Washington, D. C.: Washington Center for Metropolitan Studies, 1970.

Local Government Manpower Plan for Metropolitan Washington (with Andrew W. Boesel), Washington, D. C.: Washington Center for Metropolitan Studies, 1970.

"Policymaking in the Intergovernmental System: Emerging Patterns and a Typology of Relationships" (with Morely Segal), paper delivered at the annual meeting of the American Political Science Association, Los Angeles, California, September 1970.

"Local Intergovernmental Coordinators" (with John D. Norton), Urban Data Service, Washington, D. C.: International City Management Association, 1970.

"Emerging Patterns in Intergovernmental Relations" (with Morley Segal), The Municipal Yearbook 1970, Washington, D. C.: International City Management Association, 1970.

"Federal Legislative Actions on Metropolitan Problems in 1968," (with Harold C. Relyea), Joseph F. Zimmerman (ed.) 1969 Metropolitan Area Annual, Albany, New York: State University of New York, 1969.

"Business Participation in Administration," in Administrative Problems in Pakistan, Guthrie S. Birkhead (ed.), Syracuse: Syracuse University Press, 1966.

"Bureaucracy and Democracy: The Unanswered Question," Public Administration Review, Vol. XXVI, No. 1, March 1966.