

DWIGHT INK
PRESIDENT EMERITUS, INSTITUTE OF PUBLIC ADMINISTRATION

After beginning his career in local government, Mr. Ink later served in federal policy positions under seven presidents, with responsibilities for a variety of national security and domestic activities. These ranged from national urban development, environmental protection, education, and anti-poverty efforts to U.S. foreign assistance; international atomic weapons arrangements, disaster reconstruction, and energy conservation and development. He headed two independent agencies, chaired several presidential task forces, and was vice president of two public corporations.

Growing up on a Madison County farm in southern Iowa during the Great Depression, Mr. Ink was the first student to receive Iowa State University's degree in History and Government, after which he was given a M.A. from the University of Minnesota in public administration. He became Budget and Personnel Officer and Assistant City Manager to help install the council-manager form of government in Fargo, North Dakota and assist the first city manager in rooting out the corruption that had characterized the city hall. He later chaired the South Carolina Charter Reform Commission that resulted in legislation enabling medium sized cities to adopt the council-manager system of government.

As Assistant General Manager of the Atomic Energy Commission from 1958 through 1965, Mr. Ink initiated the Washington development of a proposed Limited Nuclear Test Ban, a subject on which he briefed President Eisenhower. This became an important element of President Eisenhower's foreign policy and a Test ban treaty was later signed by President Kennedy. He also organized State-Defense-AEC inspections to develop safe custody of U.S. nuclear weapons in military installations located in the various NATO countries.

President Johnson appointed Mr. Ink as Executive Director of the cabinet-level Reconstruction and Development Planning Commission for Alaska that guided the reconstruction of Alaska after its devastating 1964 earthquake. Every major agency in the national, state, and local Alaskan governments was involved. Peacetime construction records were established in rebuilding harbors, highways, and water and sewer systems. New approaches were established for the management of complex projects that were later applied nationwide. New policies were adopted whereby rebuilding was done in ways that would help stimulate future economic development rather than simply replicating what had been destroyed. Johnson later appointed him Chairman of his White House Task Force on Education and then Chairman of an interdepartmental joint administrative task force to cut government red tape. Johnson also assigned Mr. Ink to help Secretary Weaver organize the new Department of Housing and Urban Development along non-traditional lines. As assistant secretary of the new department, he established for

Vice President Humphrey a national hot-line response system for inner cities experiencing race riots.

While in the Executive Office of the President under President Nixon from 1969 to 1973, Mr. Ink had responsibility for government-wide management and organization reform, including procurement and financial management. He was responsible for a number of presidential reorganization plans, including the establishment of the Office of Management and Budget, the Domestic Council, the Consumer Product Safety Commission, Action, and the Environmental Protection Agency. He designed and coordinated the President's massive decentralization and simplification of federal assistance programs for state and local governments, a reform called the New Federalism, and organized the government-wide productivity activities. Mr. Ink established the Federal Regional Councils throughout the nation, and issued the federal processes that led to the establishment of most of the Councils of Government (COGs) among local governments across the country during the 1970's.

As acting head of the General Services Administration during the Arab oil embargo, Mr. Ink organized for President Ford a program whereby the government, including the military, reduced its use of energy over 30% within three months. In 1977, he designed the Civil Service Reform for President Carter that included the establishment of OPM, MSPB, FLRA, and the Senior Executive Service. That legislation first linked federal civilian pay to performance on a government-wide basis, and provided the merit principles and prohibited practice safeguards against threats to the federal merit system.

As a senior policy advisor to President-elect Reagan's transition team, Mr. Ink had responsibility for planning management initiatives of the new administration. He then headed the anti-poverty agency, the Community Services Administration, which he closed down in 1981. Through the application of new management approaches, this closure was done on schedule in only seven weeks after Congress acted, the first peacetime independent agency to be eliminated since the Supreme Court declared the NRA unconstitutional during President Roosevelt's presidency. After responding to a White House request to serve again as acting administrator of the General Services Administration to resolve several policy issues, Mr. Ink then spent the second Reagan term as Assistant Administrator of the Agency for International Development where he had responsibility for U.S. technical and economic assistance in the Western Hemisphere. While there, he made basic changes in our policies governing the conditions we place on dispensing foreign assistance and how we confront the problems of guerilla warfare and narcotics operations in Latin America.

Mr. Ink has participated in a series of presidential transition at a senior level, and has been a source of advice on most transitions since the Kennedy election. He initiated and drafted the Presidential Transition Act 2000 to improve presidential transitions

After leaving government in 1988, Mr. Ink became president of the non-profit New York Institute of Public Administration (IPA), founded in 1906 as the first American institution to provide research and education in the field of public management. During his tenure, IPA was the first American institution to provide assistance to the central governments of Poland and the Czech and Slovak republics that were beginning the reforms needed for a transition from communism to democratic societies with market economies. He also oversaw programs with Russia, Japan, Mongolia, and Indonesia. Funded by the United Nations, Mr. Ink became the principal advisor to the People's Republic of China on civil service reform and decentralization during the early 1990s.

In addition to the foregoing, Mr. Ink was Director of Research and Continuing Education at The American University for four years. He was President of the American Society of Public Administration, and served on the board of a number of national organizations, including the congressionally chartered National Academy of Public Administration. He served for a number of years as Vice-chair of the National Advisory Council of the Center for the Study of the Presidency. Mr. Ink continues to write, lecture, and testify on government reform.