

## C U R R I C U L U M    V I T A

**Dwight Ink**  
**President Emeritus, Institute of Public Administration**

### Education:

M.A.            University of Minnesota    1952  
B.S.            Iowa State University       1946

### Professional Experience:

#### National

- 1989-93    President, Institute of Public Administration, The non-profit Institute of Public Administration (IPA) pioneered public administration in the United States, and has the longest history of any U.S. institution with respect to management assistance. IPA provides technical advice to foreign governments on public sector reform. Typical areas include civil service reform, land management, metropolitan planning, decentralization, and central government organization. IPA has given special emphasis recently to assisting countries striving to move forward with governmental and economic reforms and market economies. Recent domestic programs include implementation issues of the \$150 billion surface transportation program, management of nuclear safety, and the process for establishing postal service rates.
- 1985-89    Assistant Administrator, Bureau for Latin America and the Caribbean, Agency for International Development. Responsible for our economic assistance programs in the Western Hemisphere, including implementation of the Kissinger Commission program and Caribbean Basin Initiative. Special attention was given to developing credible financial management systems, administration of justice approaches consistent with democratic principles, privatization, and environmental protection.
- 1985        Acting Administrator, General Services Administration. At request of the White House, served as interim administrator to address a backlog of GSA problems while my Senate confirmation for my AID appointment was being processed.

- 1984-85     Independent Consultant, associated with McManis & Associates. Provided assistance to federal agencies.
- 1981-85     Vice President-Administration, U.S. Synthetic Fuels Corp. Established the management systems for the Corporation, but resigned in protest of Corporation practices.
- 1981         Director, Community Services Administration. Directed first closedown of an independent agency with nationwide social programs since the NRA was declared unconstitutional in 1935.
- 1980-81     Senior Policy Advisor, President-Elect Reagan Transition Team. Principal advisor to Transition Team leadership on government-wide organization and management. Developed proposed management agenda for incoming administration.
- 1980-81     Vice President for Management, National Consumer Cooperative Bank. Responsible for developing organization and management systems for the Bank, a public corporation, established by Congress to assist cooperatives.
- 1977         Executive Director, President's Personnel Management Project. Under the leadership of Dr. Alan K. Campbell, developed the recommendations for President Carter on which the Civil Service Reform Act of 1977 was based. Resulted in establishment of OPM, MSPB, FLRA and the Senior Executive Service, as well as performance pay. This was the first effort to overhaul our federal personnel system since it was established in 1883.
- 1973-75     Deputy Administrator and Acting Administrator, General Services Administration. Included responsibility for successful government-wide energy conservation program after Arab oil embargo.
- 1969-73     Assistant Director for Executive Management, U.S. Office of Management and Budget. Responsible for government-wide administrative reform and reorganization. Included establishment of the Environmental Protection Agency (EPA) and the Office of Management and Budget (OMB). Responsible for design and implementation of most of the New Federalism movement, including massive simplification and decentralization of domestic programs designed to help states and communities. Established standard regions for all domestic agencies to simplify access by state and local officials.

- 1969-70 Chairman, Federal Executive Officers Group. Group was composed of the top management official in the various departments and agencies of the federal government.
- 1965-69 Assistant Secretary for Administration, U.S. Department of Housing and Urban Development. Responsible for organizing the new department and establishing its management systems. Included the first cabinet department to consolidate administrative functions and to bring together field operations under strong (career) regional administrators.
- 1958-66 Assistant General Manager, U.S. Atomic Energy Commission. Line responsibility for expediting key energy programs, civilian and military. Heavily involved in international nuclear issues, particularly the Limited Test Ban Treaty and safe custody of nuclear weapons in NATO countries.
- 1965 Chairman, White House Task Force on Education. Overhauled organization and operation of the Office of Education to meet the greatly accelerated funding and role of the Office.
- 1964 Executive Director, Federal Reconstruction Commission for Alaska. Presidential appointment to direct the rebuilding of all Alaskan communities devastated by 1964 earthquake. Involved redesign and construction (and often relocation) of water and sewer systems, harbors, roads and railroads, operating a volunteer wage and price control system, refinancing and rebuilding of homes and businesses. Design and basic construction completed in record time of six months.
- 1950-51 Chief, Municipal Water Studies, Bureau of Reclamation, a pilot program to design and construct small dams to divert water from major federal dams to small water short municipalities.
- Field Office Positions, in Montana, North Dakota, Tennessee, and South Carolina with Atomic Energy Commission and Department of Interior.

### International

- 1989-93 President, Institute of Public Administration, (See above)
- 1985-89 Assistant Administrator, Agency for International Development (see above).

- 1980-86     Vice President, International Institute for Administrative Sciences, an international organization through which practitioners and academicians in many countries exchange information on methods to improve efficiency and effectiveness of public management.
  
- 1985        Chairman, U.S. Delegation to Mexico in May 1985, to begin a series of exchanges with Mexico on public management and administrative reform. Served as principal U.S. organizer of exchange during late 1970's.
  
- 1984-85     A.I.D. Consultant, reviewed staff utilization and management issues in fifteen A.I.D. Missions and three A.I.D. regional organizations.
  
- 1980-83     President, American Consortium for International Public Administration. Unique government-nongovernment group to foster international exchange of public management methods and techniques.
  
- 1980        Head, U.S. Delegation XVII International Congress of Administrative Science, Madrid.
  
- 1979        Chairman, Steering Committee, International Conference on Improving Public Management, cosponsored by the United Nations, Organization for Economic Cooperation and Development, World Bank, Organization of American States and International Institute for Administrative Science.
  
- 1979        Co-Leader, with Dona Wolf, American Society for Public Administration, Study Tour in People's Republic of China on Public Administration.
  
- 1979        Rapporteur, Organization for Economic Cooperation Development Symposium on Managing Change in Public Administration, Madrid.
  
- 1974-78     U.S. Member, of the United Nations Experts Review Group of & 1992 Management.
  
- 1975        Chairman, U.S. Delegation to the Organization for Economic Cooperation and Development Conference on Management in Paris.
  
- 1958-64     Member, series of State, DOD and AEC teams which visited NATO nations to develop and negotiate physical and legal arrangements for U.S. atomic weapons located in NATO bases manned by our allies, 1958-1964.
  
- 1964        Vice Chairman, USA-USSR Exchange on Atomic Energy and Desalting.

1959      Member, U.S. Delegation to International Atomic Energy Conference, Vienna.

### State and Local

1976      Joint Management Review for U.S. Conference for Mayors, National League of Cities, National Association of Counties, International City Management Association, Council of State Governments, National Conference of State Legislatures, and National Association of Governors.

1969-72      Chaired government-wide Federal Assistance Review (FAR) for President Nixon, which decentralized roughly half of the federal discretionary grants, and eliminated or simplified many thousands of federal requirements imposed on all state and local governments, reducing costs in terms of time, dollars, and staff. Also strengthening accountability of state and local officials.

1967      Chaired Joint Administrative Task Force, which in 1967, at direction of President Johnson, cut by 50% federal processing time of state and local grant applications for many programs.

1955      Chairman, of the Charter Committee which developed municipal reform legislation enacted by South Carolina State Legislature, after both houses voted unanimously to pass under expedited procedures.

1951      Consultant, Minnesota Little Hoover Commission to reorganize State Government.

1949-50      Budget and Personnel Officer, Fargo, North Dakota.

### Academic

1991-Present      Political Science Advisory Board Member, Iowa State University

1976-80      Director, Office of Continuing Education and Sponsored Research, The American University. Doubled the net return to the University each of the four years.

1976-80      Director, Center for Local and State Government, The American University.

1993      Outstanding Alumni Award, Iowa State University.

### Other Professional Activities

1992-Present Vice President, The International Consortium on Governmental Financial Management.

1991-Present Vice President, U.S., Inter-American Management Education Foundation

1990-Present Member, Council on Foreign Relations.

1989-Present Member, Advisory Committee, Center for the Study of the Presidency.

1989 Member, Board of Directors, North American Management Council.

1982-83 Chairman, Panel on Deregulation of Government Management, National Academy of Public Administration.

1978-79 President, American Society for Public Administration.

1978 Public Administrator of the Year Award, Brigham Young University.

1974-77 Chairman, Academy standing committee on Administrative Systems and Structures.

1976 Chairman, first Academy panel on Presidential Transition.

1975 Distinguished Service Award, General Services Administration.

1969 Outstanding Achievement Medal, University of Minnesota.

1966 National Civil Service League Award.

1966 Distinguished Service Award, U.S. Atomic Energy Commission.

1966 Commissioner's Award for Distinguished Service, Civil Service Commission.

1961 Arthur Fleming Award for Ten Outstanding Men in Government.

Former Member, Board of Directors, National Civil Service League.

Former Member, Board of Directors, American Public Works Association.

Former Member, Board of Directors, Public Administration Service.

Former Member, National Council, American Society for Public Administration.