

In the last analysis, this essence of individuality and character which governs the Governor will, in turn, govern the State. For it dictates and determines the quality and the quantity of leadership which a Governor will contribute to the State.

Will the Governor consistently demonstrate leadership? Or will he allow the General Assembly or the State bureaucracy or the current climate of public opinion to lead him? Will he know when he must compromise and when he may not? Will he be too daring in his desire to innovate, too ambitious in his desire to reform? Or will he be too timid, or too reluctant to make decisive changes in State policy? Will he be dedicated to pursuing excellence or will he complacently accept the status quo? Each of these characteristics will have a great influence and a profound impact upon the responsible execution of the duties and functions of his office.

The character of the Governor can and often does become the character of his administration. The spirit, integrity and confidence of a Governor can be injected into his administration. The state of mind which a Governor brings to this office can influence and change the State of Maryland.

This week you are here to participate in a drama of political leadership which parallels the very real experience going on in the State, county and municipal governments at this moment. It is, or it can be, much more than an amusing interlude in your summer vacation, if you have gained an ounce more knowledge and *insight and dedication* through this experience. Your participation in Boys' State indicates your interest in one day taking up residence in the State House, or a county office building or a city hall. However, regardless of where that may be and no matter what the textbook definition of the role and responsibility of your office will be, your character will be the ultimate and determining factor in how that role is performed and the way in which those responsibilities are met.

Therefore, if your interest should develop into aspiration and ambition you will do well to prepare yourself in advance. For everything that you can learn along the way will enhance your chances to succeed and the State's chances to be administered by a competent and qualified leader. Hopefully, by the time one of you would assume my office as Governor, the State administration will have *been reorganized* to provide a more manageable structure than the 240 separate agencies, departments, commissions and bureaus which presently report directly to the Governor. However, even with the most efficient, economic and