

It has become all too obvious that the cost of failure far exceeds the price of progress. It is evident that we can no longer tolerate from any elected official an attitude of how much can he promise, how little can he perform. It has become painfully clear that the reason we sometimes failed was that we were not, at all times, sincerely determined to succeed.

We elected officials must not say, as was once said by an important figure in the French Revolution, "There go the people; I am their leader; I must follow them." But neither can we sit idly in the path of their movements, lest we be engulfed in confusion rather than enlightened by the demands of our times. Nor can we stand aside from the parade of that which is, or which passes for, progress . . . lest we be left like fossils of the past in the wake of civilization's advance.

We who have been entrusted with offices of leadership must *exercise* that leadership to guide the rising and often healthful discontent away from the morasses of chaos and into the channels of constructive change.

I call for a new spirit of leadership which will consciously and continually dedicate itself to the PURSUIT OF EXCELLENCE. I call on every State Delegate to put the good of the State first and the votes of his constituents second. I challenge every State Senator to put pride in his State first and the patronage of his district second. I ask every committee and every commission to value most highly the *worth* of its work and not the recognition which might follow.

All that I ask of others I will demand of myself. For a people, not just a party, has elected me Governor. A people, not just a party, sits in judgment. A people, not just a party, is waiting to be served!

We are each of us Marylanders first and partisans second and what divides us by party is less than that which unites us in duty. Our State has a new unity . . . no longer imprisoned by old alliances and outmoded convention. A new day has come, bringing with it a *new alliance* which rejects tradition that fails to serve or inspire.

This *new alliance* is not labeled *conservative* or *liberal*, *rich* or *poor*, *white* or *black*, *Christian* or *Jew*, *Republican* or *Democrat*. This new alliance should be called *people . . . principle . . . progress!*

I ask you to welcome . . . as I welcome . . . the opportunities which are ours . . . to serve our State, its political subdivisions — and its