

men were enthusiasm for their products and involvement with their customers. A person could buy a dozen eggs anywhere, but a person bought a dozen eggs where he felt he was buying the best dozen eggs in town — and this depended on the salesman.

My feelings on basic marketing techniques haven't changed much since that time. As Governor, I believe that the economic development of Maryland depends on selling Maryland. Industry settles where opportunity and optimism are in the air. Our success is measured by results. Maryland is the second fastest growing state in the East.

Right now America is in need of some super salesman. We have a fine product in this country of ours. Yet our image has taken a beating because we've heard too much about what's wrong with America. It's time to emphasize what's right with America. We need the positive salesman's goals — to perfect our service and our product.

ADDRESS TO THE AMERICAN POLITICAL SCIENCE
ASSOCIATION, WASHINGTON, D. C.

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Almost everybody in public life seems to agree that there is a desperate crisis in America's cities. Almost everybody in public life seems to agree that there is urgent need for action to cope with the **crisis**.

This apparent consensus begins to fall apart, however, when we ask what is the nature of the urban crisis and how do we overcome it.

Like the blind men, who felt different parts of the anatomy of the elephant and gave completely different descriptions of the animal, we tend to mistake a part for the whole, grabbing usually at that part which is closest to us. The suburbanite is likely to think of the urban crisis as clogged highways, bad smells, dirt and grime. The ghetto-dweller may see the problem as one of rats in hallways, falling plaster, leaking roofs, persistent bill collectors, nosy welfare workers, and a hostile cop. Parents may be concerned with the problem of dilapidated and overcrowded schools, and of kids who still read at fourth-grade level when they receive their grammar school diplomas. The urban businessman may focus on the problems of high costs, high