

Leon Jaworski, and Speaker of the House Thomas "Tip" O'Neill.

The citizens of Maryland soon realized that in William Donald Schaefer they had found a man who knew how to make government work for people—a leader whose number one priority was always people. Committed to fulfilling this mandate, Governor Schaefer has brought a "hands on, heads up" approach to state government. One of his best known directives to staff is: "*Do it now!*"

William Donald Schaefer believes that leadership is set by personal example and by daily demonstration of the kind of commitment expected from others. In December 1986, shortly before he took office, Governor-Elect Schaefer learned of the proposed closing of a major corporation in Western Maryland. In an attempt to save jobs and to help displaced workers and their families, he immediately marshalled state forces and headed for Allegany County. Together with his top advisors and the Maryland Congressional delegation, Governor-Elect Schaefer devised a plan of state and federal action to meet the needs of the company and its employees. As a result, the corporation decided to keep their headquarters in Cumberland—saving 600 jobs. Governor Schaefer is now moving ahead on a long-term strategy to attract new business to the area.

Governor Schaefer, a life-long resident of Maryland, was born in West Baltimore on November 2, 1921, to William Henry and Tululu Irene Schaefer. Educated in Baltimore's public schools, he graduated from Baltimore City College in 1939 and from the University of Baltimore Law School in 1942.

His legal career put on hold by U.S. entry into World War II, Mr. Schaefer joined the Army, achieved officer rank, and took charge of administering military hospitals both in England and on the Continent. After his tour of duty, he remained in the U.S. Army Reserves and retired in 1979 with the rank of Colonel.

After the war, Governor Schaefer resumed his legal career, practicing real estate law. He went on to earn a Master of Laws degree from the University of Baltimore and later formed a general practice law firm with two colleagues. It was during this time that Mr. Schaefer entered the public arena. His keen concern for city planning and housing in Baltimore prompted him to take a leadership role in citizen associations. His community involvement propelled him to a seat on the Baltimore City Council in 1955.

In 1967, rather than seek a fourth term as a Councilman, Mr. Schaefer decided to venture into citywide politics and run for Council President. His bid was successful. Four years later, mustering both business and neighborhood support, Mr. Schaefer convincingly won promotion to the city's top job. He was inaugurated as Baltimore's Mayor on December 7, 1971, and served four consecutive terms until he was elected Governor.

On January 21, 1987, William Donald Schaefer was inaugurated as the chief executive of the state. During his first two years in office, he has moved decisively on four major fronts: education, economic development, transportation, and helping people in need.