

Chesapeake Bay's water quality, signing a regional agreement to curb pollution. The early effort was rewarded by preliminary study results suggesting that the Bay could make a quicker recovery than previously thought. A new Department of the Environment, created by the Governor, helped companies comply with clean air regulations and federal water standards.

As Mayor of Baltimore City for 15 years, Governor Schaefer initiated a highly innovative urban rejuvenation program, drawing on the resources of federal, State and local governments and the private sector. These initiatives led to a widespread revitalization of Baltimore's neighborhoods and to the city's emergence as a major tourist center. The effort, combined with other city programs implemented by Mr. Schaefer, created jobs for 200,000 unemployed Baltimoreans, including many veterans, needy mothers, and young people. The programs attracted 1.2 billion dollars in new investments that tripled the city's tax base and retained 39,500 industrial jobs.

As Mayor, Mr. Schaefer earned acclaim as one of America's most effective urban executives. He also has received eight honorary doctorates. National trade journals, fraternal organizations, civic and service clubs, health and welfare agencies, and neighborhood improvement associations all have paid him the highest tribute.

He was the fifth person in the nation to receive the "Distinguished Public Service Award" from Brandeis University along with Eleanor Roosevelt, Chief Justice Earl Warren, Watergate Prosecutor Leon Jaworski, and Speaker of the House Thomas "Tip" O'Neill.

William Donald Schaefer believes that leadership is set by personal example. 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 dislocated workers and their families, he 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 that resulted in the corporation's decision to keep its headquarters in Cumberland—saving 600 jobs in an economically depressed 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 earned a Master of Laws degree from the University of Baltimore and later formed a general practice law firm with two colleagues. With a keen concern for city planning and housing in Baltimore, he took a leadership role in citizen associations. His community involvement propelled him to a seat on the Baltimore City Council in 1955.

In 1967, Mr. Schaefer decided to venture into citywide politics and ran a successful campaign for Council President. Four years later, mustering 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.

He first was inaugurated as the chief executive of the State on January 21, 1987. His second inauguration was January 16, 1991.