

This administration and the people of Maryland will be called upon to make many difficult choices during the next four years. There is no magic formula to give us the things we want without cost or obligation. When difficult decisions are being made, it becomes imperative that the Government keep the public fully and frankly informed.

I believe that the ultimate success of my administration will depend to a great extent upon the degree to which it takes the public into its confidence. For this reason, it is my purpose and my aim during the next four years to heighten the public awareness of all the functions of State Government, and by so doing, to create an atmosphere in which the Government assumes the role of a partner and co-worker with its citizens. The greater the interest and understanding of the people in the administration of their Government, the better that administration will be.

A third principle upon which my administration will stand I like to call the principle of "Open-Mindedness". The era we are approaching will be one of rapid change. We see signs of this everywhere. Seventy per cent of our citizens now live in urban communities, and this ratio will increase. New metropolitan areas will be created and existing ones will expand. New systems of mass transportation are being devised. Traditional approaches to such things as education, public welfare, prison management and many other State activities are being re-examined. Moreover, many State functions—because of our growing population—have outgrown old methods and techniques of organization and administration. New forms and new formulae must be devised.

It is my belief that in the interest of efficiency and economy—in the interest of good Government in general—the State has a duty to make a continuous reappraisal of its traditional administrative processes and to remain constantly on the alert for new, better and faster ways of getting the job done. The quality of being alert to these new approaches and developments is what I mean by the term "Open-Mindedness". An administration which is open-minded will not hesitate to change or to do things differently from the way they were done last year or the year before. As Governor, I will encourage—indeed I will require—a re-examination by department heads of all activities. I am going to count heavily upon this spirit of open-mindedness to provide the formula for the solution of many of the problems ahead.

The final principle upon which I shall base this administration is