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I hereby address a crucial problem which a Chair must try to solve, with support of all faculty if possible. Once we recognize this crucial problem, we are in a better position to address matters about future leadership.

Below I state what I see as the one central primary problem which must be solved. It may not be the only problem, but it is problem number one. I also indicate principles towards a solution of this problem.

The primary problem for our MSCS department is to restore its union.

The name MSCS itself as a composite of M, S, and CS, gives only an incomplete list of the many directions in which our faculty try to do their research or other scholarship, do significant parts of their teaching, and do part of their service. Without exception all these directions overlap. It is generally impossible to classify individual faculty members as belonging to one direction or another, but it is possible to classify all faculty members as not belonging to many or most of the significant directions. Regardless, MSCS has an unusually large number of distinct active directions. Of course we mostly meet at department meetings. Of course there is coordination on issues like teaching. But as a department we are clearly a disunion.

Next I list varied principles towards a solution, with recommendations to MSCS Chairs in particular. Most likely the list is incomplete, but the general aim should be clear from the chosen examples. So here we go.

- Support all faculty with all opportunities for their careers. When a faculty member in some direction is properly recognized by his or her peers outside MSCS, and especially when scholarly recognized outside Marquette, then all of us from all directions must support this member. Of course there may be some faculty member in disagreement. However, the Chair must support this position towards all faculty members, and must make it overwhelmingly clear through word and action that this is the Chair's position. Faculty members in general should also support such a position with word and action where possible.

- Marquette may set limits on resources, but we among ourselves should strive to get *all* opportunities available for *all* properly recognized faculty regardless of their direction of scholarship.

- Do not take a shared significant resource without careful consideration. In particular involve all those from whom the resource is about to be taken away. The initial position must be that those who want to take a shared resource, are the ones who must prove their case.

- Do not consider a resource insignificant or irrelevant without overwhelming evidence. This includes human resources.

- Do not consider a scholarly direction as insignificant or irrelevant without overwhelming evidence. Ranking one as more important than another requires overwhelming evidence from outside the department, preferably from outside Marquette.

- When responsibility for a resource is allocated to one or two of us, this resource should be treated as a responsibility and not as property.

- Never again abandon one of your colleagues.

Enough of this. These and similar principles are our last chance that we will have colleagues who by force or by choice can be relied on to act right.

Wim Ruitenburg