

CMS is a remarkably successful experiment. All of us expect it to be a world leader for years to come. We have already made a major contribution to science by discovering the Higgs boson. This is a tribute to all of you as detector designers and builders, software developers, leaders of experiment and computer operations, and physics analysts. We believe that new discoveries await us at energy scales now accessible because the LHC has reached 13 TeV and achieved high luminosity. Discoveries may come in the next several months, might show up in the next spokesperson's mandate, or could come much later. They might be striking or may emerge slowly out of large backgrounds and/or from a multiplicity of hiding places. They may appear in places where we have long been searching, e.g. SUSY, Extra Dimensions, new heavy vector bosons, etc. or may surprise us by pointing to new directions and opening novel horizons. We are confident that they are there and CMS will find them!

In continuing our ambitious voyage of exploration and discovery, we will rely on the core strengths that have served us in the past to address the challenges that will arise in the future. These include our excellent detector as well as the talent, commitment and passion of our truly international collaboration. The challenges on the horizon include operations and maintenance, analysis, Phase 1 Upgrade, and the very demanding Phase 2 Upgrade; uncertain levels of funding in many parts of the world; personnel turnover related to retirements of key contributors and the migration of young people to other endeavors; and the burn out of people who have been working so hard for so long. A looming challenge for the new spokesperson will be for CMS to emerge from the Extended Year-End Technical Stop in early 2017 with an improved, "physics-ready" experiment.

Our continued success depends on our ability to address, in a timely manner, existing problems as well as to anticipate and prepare for new ones. Many of the lessons from our past will continue to guide us. However, additional strategies and techniques must be invented to address new challenges. It is becoming difficult for one spokesperson and two deputies to conduct a broad and timely attack on all our problems. Listening carefully to many of our colleagues, it is clear to me that we need to **augment management capability** by creating a broader and more diverse leadership team and **delegating to it responsibility to work on the overload**, while taking full advantage of the Collaboration Board as a repository of experience and wisdom. The spokesperson will continue to be responsible to CMS for the outcome of all decisions.

Engagement is the strategy that will enable us to address the urgent short-term and longer-term needs. The inherent global strength of CMS has not yet been brought to bear as fully as it could be to address our growing task list. By more actively reaching out and engaging our colleagues around the world, the expanded management team will address the rising and widening shortage of effort. This will alleviate difficulties in meeting our needs in areas that are essential, benefit everyone, and require sustained effort over long periods, but are neither highly visible nor sufficiently appreciated. We will work directly and continuously with each nation and institute to develop specific ways, tailored to their unique situation, for them to contribute. We will also invest in new approaches to **enhance efficiency** in order to make it easier for the working physicists to stay informed. This will include improved methods for remote participation and new approaches such as detailed weekly summaries or digests of physics analysis, computing, and upgrade issues.

Leadership development is also critical to CMS' future. We must give responsibility to a wider, more diverse set of colleagues who are promising, but perhaps a little less proven and experienced than in the past. To do this, we will need to provide mentoring to help them succeed. This is the path to energizing our young scientists, including those from institutes that are newer to particle physics, and preparing them for leadership.

In the area of **physics**, where we have been extremely successful so far, we anticipate the continuing need for innovation and strategic thinking, which can be helped by a stronger connection to the world theory community. We need plans to engage the whole collaboration in our approach to various discovery or non-discovery scenarios. We must ensure that all aspects of the discovery of new phenomena, including direct searches and precision measurements, are acknowledged and rewarded. We also have to continue to deal with many fast-moving developments in **computing**. We must reevaluate CMS' needs for the next several years in light of practical experience in Run 2 while carrying out technology assessment together with software and hardware R&D for the longer term.

Sustainability is a major issue for CMS with its expected lifespan of twenty more years. Critical expertise will have to be renewed every few years. Information needs to be managed so that it can be preserved and passed on. Training and cross-training must be improved. Automated tools are essential to reduce the number of people required for repetitive chores and to guarantee that well-understood problems are handled consistently.

The **maintenance of our high standards** in operations, construction, software, analysis and R&D for upgrades is essential. Our review processes have to be carefully tuned to maintain excellent performance without being too burdensome or overly prescriptive. We have to keep the quality of our work high while guarding against the "better is the enemy of the good" syndrome that can subvert our priorities by overloading people with little return on effort.

My approach to addressing these problems, while carrying out the demanding day-to-day tasks of the CMS spokesperson, will be to create, with the help of the Collaboration Board, several task forces to deal with short range problems and a few planning boards for longer range problems. The task forces and boards will have senior leadership and collaboration-wide participation, including younger physicists. They will be empowered to solve specific problems under the oversight of the spokesperson, the deputies, and the Collaboration Board. Working with the existing Project Managers and Coordinators, they will enable our management structure to achieve peak performance and catalyze the engagement of the full collaboration. They will provide CMS with a flexible and agile management to address serious problems and to develop strategies to prevent new problems from occurring.

With many years of experience in nearly every aspect of experimental physics and more than ten years of participation in CMS, I am well qualified to carry out these changes. My passion and conviction for CMS' physics potential drives my desire to lead the effort to continue our tradition of excellence by overcoming the new problems gathering on our horizon.

Since we rely so much on a collaborative culture, we must expand the effort to make CMS a center of scientific excellence where it is a pleasure to work and learn, where standards are high but there is support to help achieve them, **where people know that their participation is valued and feel their concerns are heard and taken into account in decision-making by a management that listens and empowers them.** This is the **culture of CMS**. The spokesperson must strengthen it, adapt it to meet new challenges, and align it with the goals and aspirations of all our scientists worldwide, especially the younger ones. We must always remember that we are engaged in one of the greatest intellectual adventures of our time and have the opportunity to do something really grand. Your passion and commitment to learn something new about nature is the sine qua non for CMS' success!