

CMS Collaboration Board Chair candidate

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<http://w3.ihe.ac.be/~dhondt/CB-chair-Jorgen-DHondt.html>

The years 2013-2014 will be very special for our collaboration. The transition from a running experiment into a long shutdown and back to a running experiment in less than two years is a major and unique challenge for both the management and the Collaboration Board. An overall upgrade in all domains from computing and software to detectors and triggers will require a strong and efficient organization. An active and very much pro-active Collaboration Board chairperson is needed to successfully help the management to accomplish this. The tasks of the Collaboration Board chairperson are exceptionally diverse and surely require the best of all skills of an individual. The challenge to involve everybody in our debates will dominate my agenda. Moreover, I am and will remain a physicist with a never-ending motivation to explore Nature through scientific reasoning. This research spirit is an attitude I wish to take with me in my actions when elected as Collaboration Board chairperson. Below an extraction of topics I consider to be very important to keep in mind as chairperson.

Publications and authorship

- With the large financial and human investments in our experiment a large number of publications of high quality is expected from us. While exploring our collision data we should indeed search for new physics in all corners and measure all relevant phenomena to our best ability, but we should never compromise the quality of our output with the speed of publication. A broad open-minded, but strong and effective Publication Committee is crucial to achieve this. Together with the Physics management the Publication Committee should search permanently for adequate procedures to achieve the timely publication of all of our scientific results. An appropriate crosscheck analysis is a valuable result of our collaboration.
- Authorship of our journal papers should always be the result of a strong and recognized contribution within our collaboration. The Authorship Committee has an important mandate to supervise if young and senior members have fulfilled the work they committed themselves to when entering the collaboration.

Communication and scientific collaboration

- Communication within the collaboration is a crucial aspect for an efficient and correct functionality because there is nothing more frustrating than incomplete or ill communicated information. All possible media should be explored to strengthen this communication and to centralize it, especially for our remote colleagues. The communication on crucial matters should be as open and complete as possible without jeopardizing the functioning of our collaboration. The Collaboration Board defines the constraints of this internal communication, and its chairperson who is involved in the diverse managerial boards should constantly ensure the correct application of these boundaries.
- It is essential that after a thorough debate procedures of any kind are well defined and communicated without any ambiguity to all members of the collaboration. This communication should be centralized and always happen well before the new or adapted procedure is activated. The activation time should be chosen in order not to jeopardize the ongoing activities and therefore to reach a smooth transition. The more one centralizes the communication of relevant information, the easier the individual member will find and appreciate the content, certainly since most of our collaborators are at remote institutions.
- The geographical spread of our collaboration is beyond any doubt a unique strength in our scientific endeavor. All contemporary methods should constantly be explored to make sure that researchers can perform their studies in the most efficient way independent of their geographical location, and to stimulate collaboration without any kind of borders. It is the task of the Collaboration Board chairperson to screen the effectiveness of the tools put in place by the management for this purpose, and to bring forward any issue to the Collaboration Board for discussion. An efficient balance between the time allocated to profound discussions on one side and to review or overview meetings on the other side is an essential objective.
- A recent addition to our field is that we act in the spotlights of the international media. Being exposed to this is at the same time exciting and challenging. The role of the Outreach Group is crucial in this process and will become even more important in the years to come. Not only what to communicate is a key discussion item, but also how to communicate. This is certainly an essential debate to be pursued within the framework of the Collaboration Board, but with an open door to all members of our collaboration who wish to contribute constructively.

Stimulating creativity and individual credits

- Our collaboration is an exceptional collection of individual talented researchers each with a strong commitment to the success of our experiment. We do not have many systems however to provide credits to the individual researcher. Therefore we should explore all available means to apply the most optimal credit systems. Conference talks should be achievable for all members of our collaboration independent of their age, gender, career path, management function, and should certainly not be absorbed by a selected group of individuals. Together with the Conference Committee the Collaboration Board chairperson should steer this and optimize the procedures in order to have speakers for all available conference talks.
- Although the selection as a convenor is an individual achievement, the assignment of convenors should not be mixed with the assignment of individual credits. Mandates in the management are chosen by the Selection Committee with the intention to optimally coordinate a specific project in the present situation.
- People, and certainly researchers, are in general very sensitive to public recognition. Special attention should certainly be devoted to our youngest collaborators. The CMS Thesis Award is an excellent initiative, but highlighting every year only one (although top-ranked) young researcher out of hundreds is not enough. The Collaboration Board is the place to review and revisit these procedures, and propose extensions like the Achievements Awards. This could lead to a transformation of the Thesis Award Committee into a general Award Committee with a stronger responsibility.
- In science new insights are usually obtained by intelligent creativity. Within this spirit it is important to establish a platform for creativity for our researchers and to stimulate creativity even without a guaranteed improvement of the state-of-the-art. Together with the project managers an optimal balance has to be found between the speed to produce qualitative results and the possibility for genuinely innovative creativity.
- To ensure a dynamic evolution of our research field, we should stimulate the creativity within the collaboration from our young to our more senior members. As an example the above-mentioned Award Committee could collect nominations every month and highlight an individual or small group of individuals that achieved an important new insight in any domain of our experiment, from detector to physics.

Scientific debates and the younger generation

- The Collaboration Board is also a place for scientific debates as it is the Institution Board for our Physics project. As team leaders in the highest decision making board of our collaboration it is our privilege but also our duty to participate strongly in the scientific debates, to stimulate them, to steer them, to guide them within a spirit of openness, collegiality and mutual respect.
- Also the junior generation should take part in our decision making process, and at the same time influence it and learn from it. Because collision experiments span over decades, we should prepare the future of our experiment (also their future) together with them. The Collaboration Board is an excellent place where colleagues in several stages of their career can enter the debates. An extensive and constructive Advisory Board with an important injection of junior members can be a productive option when explored efficiently.

New members and responsibility

- Attracting new members and/or new institutions are outstanding opportunities to broaden our scientific basis and therefore our potential to perform qualitative research. We should embrace new institutions and guide them to scientific excellence within our collaboration. At the same time we should remind them on their new responsibilities defined in solid agreements. An equal sharing of the rewards requires an equal sharing of the responsibilities.
- Service work is an unfortunate naming but an important responsibility for each institution. Team leaders should work together with the project managers to ensure their team's work is appreciated and make pro-actively well-balanced mutual agreements. It is difficult to draw a well-defined line between this kind of service work and physics analyses. This difficulty will certainly be enhanced in the years 2013-2014 with a reduced data taking activity. It will be one of the major tasks of the Collaboration Board to discuss these matters well in advance, to follow up its implementation and to adapt dynamically wherever needed.

Last but not least, it is obvious that the general management of our collaboration should evolve in the best possible way and adapt according to the situation with the benchmark of performing the best possible research with our experiment. The Collaboration Board is an excellent platform to organize wherever and whenever needed specific or general reviews to help steering this evolution with a constructive approach. Procedures never reach the most optimal status. It remains a never-ending quest to perfection.