

Statement for the 2012 Collaboration Board Chair Election - Paolo Giacomelli

Dear Colleagues,

The CMS collaboration has already been through a long and wonderful journey. I had the opportunity to see CMS evolve from the initial drawings to the beautiful detector that we now use to produce excellent physics results. Still, the best is yet to come. We have effectively collected data only for one year, while the remaining lifespan of CMS is reasonably expected to be some 20 more years. We are at the edge of new and exciting physics results. CMS has to strive for excellence using the best scientific output as a measure of its success.

The CMS collaboration is a collection composed of excellent institutions and individuals; we should make sure that every member and every group is offered the best opportunities to contribute effectively to the experiment. It is essential that we use all the talent available and increase the number of people actively engaged in the experiment. To achieve this, we have to guarantee the **necessary support**, both in terms of **training and mentoring**, using at best the available communication technologies. We especially need to reach out more to groups who are unable to maintain a large presence at CERN and are more remotely connected to the experiment. I will build on the efforts of the previous CB Chairs to continue to improve the communication and feedback flow across the whole collaboration. We have setup a number of excellent initiatives, like the itinerant training DAS schools, and I would like to expand these as much as needed. We must give proper recognition to the work carried out by the CMS members and institutions, paying special attention to people who do not yet have permanent academic positions. We must continue to act proactively **promoting the many brilliant young members of our collaboration** to conference contributions, plenary talks and awards. In an experiment of the size of CMS, special attention must be placed on **equal opportunity** and fair **representation of diversity**. Within CMS we also have to ensure a healthy and natural rotation of people in positions of responsibility, exploiting the enormous scientific/management knowledge of our members, without compromising the continuity of expertise. A serious discussion should also be initiated on how to ensure the retention and transfer of technical expertise and memory acquired during the construction, installation and integration of CMS to the newer generation of collaborators.

The **Long Shutdown 1** phase starting in 2013 will be a new challenge for the collaboration, since during this period CMS will begin to undergo its first big **upgrade program**. Another essential task will be to guarantee the proper operation and maintenance of all subdetectors. We have to secure the needed **human and financial resources** to complete this upgrade program in a timely manner and be ready to take new data at the LHC design energy. In parallel we should not compromise the analysis of the data collected in order to produce the best possible scientific results. The possibilities for discovery remain tangible and our readiness to seize them is paramount.

The Collaboration Board controls the running of CMS and takes decisions in matters of great importance. An **active CB** is essential to the solidity of the collaboration. The CB Chair must ensure its effective functioning and plays an important role in representing the Collaboration Board in the CMS management. As CB Chair I will seek consensus on important decisions and will emphasize openness and transparency on all suitable CB matters. With the help of the **CB advisory instruments**, I will make sure that the CB clearly identifies and responds to present and future needs of the whole collaboration. I will also **regularly consult the collaboration** to receive suggestions and identify areas of concern. I will pay special attention to **make CB meetings more effective** by circulating the relative documents and the notice of upcoming decisions sufficiently in advance. I will monitor that the CB actively fulfils its role as IB for physics, publications and conferences.

CMS has enjoyed the spotlight in the media on many occasions in the past months. This will be even more so in the coming years. We must strive to strengthen our efforts in **outreach activities** to meet the responsibility of providing the public with the most accurate, comprehensible and exciting messages. At the same time we must also strengthen our efforts in inreach activities in each Institution.

In conclusion, I would like to let you know that I am honoured to participate in this CB Chair election, and, if elected, I will dedicate all my time, experience and motivation to keep improving CMS and to promote a culture of a **strong and united collaboration**.