

Statement for the Collaboration Board Chair Election – Teresa Rodrigo (March 2010)

Dear colleagues,

Working together we succeeded to bring about what 20 years ago was just a dream: an outstanding detector, novel, elegant and most suited to meet the challenge of the LHC. It is now the moment to focus on the best possible way to exploit it: a totally unexplored part of the world is opening up to us, we want to investigate it thoroughly and be the best at it.

We have already gone a long way in building up a collaboration structure: we put in place a system for data access and communication, a process to steer analyses from the physics groups to timely publications, an overall agreement for staffing the running and operations of the detector and much more. The forthcoming long run will be a critical benchmark for our organization. The whole structure is still in full evolution: it is of utmost importance that its performance be carefully scrutinized and all necessary corrections be evaluated and introduced promptly. **It is the goal of the Collaboration Board (CB) to assure a successful experience** for the CMS collaboration.

Each member of the collaboration has spent or will spend a large fraction of its human and scientific life in CMS. Every institution is represented in the CB. It is the CB's responsibility to guarantee that everyone's investments in talent, energy and time be recognized, rewarded and secured. To perform this task in a thorough and sustainable manner, we must **enforce a strong and unified collaboration culture** ensuring:

- The necessary support to every group, to guarantee its stability and effectiveness.
- Transparency and good communication/feedback flow.
- Access to data and analysis tools for each CMS member.
- A proportionate share of the maintenance, operation and service load.
- An equitable access to all responsibility appointments, based on scientific/management expertise.
- Fair participation of every member and Institution to the scientific effort.
- An orderly publication process.
- The selection of the best contributions through open scientific exchange and fair competition.

This paves the way for successful accomplishments, generating respect for CMS and stimulating the contribution of all collaborators.

The experiment is articulated into three major components: **the scientific output, the detector maintenance and operation and the upgrade program**. A close link already exists between CB and Physics (the CB is the Institution Board for physics, software and computing) which should be fully exploited to best support the physics effort. A more effective connection and involvement of the CB into detector maintenance and evolving upgrade plans should be pursued.

The clean separation between the executive management and CB roles is a key feature of CMS. There is a natural and healthy tension between the two functions and care must be taken to respect the different fields of competence. It is nevertheless the convergence and the good cooperation of the two bodies that guarantee harmonious work. The staggering of short mandates for the most relevant positions and their overlap are key elements for the stability of the collaboration structure. It is mainly in these instances that the CB must come forward and guarantee the effectiveness and continuity of CMS.

In view of its responsibility in the overall scientific and technical policy as well as in the handling of human and financial resources, a **stable and active CB** is essential for the solidity of the Collaboration. It is my wish to carry on the efforts undertaken by the former Chairs, intended to improve the **CB visibility** within the CMS community (younger people in particular). With the help of simple and accepted rules, already existing or new **CB advisory instruments** could actively scrutinize the functioning of the collaboration and propose guidelines with an eye to the future. Increased dynamism and creativity in our modus operandi will allow the CB to better identify and respond to present and future needs as well as to keep the board harmonized with the collaboration.

The CMS collaboration represents also a new sociological dimension with respect to the HEP tradition. The CB should help identify and give a voice to new sociological needs. An **enhanced dialogue with younger people, women and diversity-related communities** must be adequately acknowledged.

Furthermore, we will need to consolidate distinctive contributions to the demanding fields of **outreach activities and public communication**, monitoring the contents and the timing of our message.

Finally, I wish to let you know that I am honored to participate in this CB Chair election, and I feel committed to contribute my best effort and my life-long experience in hadron collider physics to keep improving CMS.