The CALICE Collaboration Governance

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Preamble

The CALICE collaboration has been founded in 2001 by submitting a proposal for the joint development of calorimeters for a future linear collider. In 2005, a formal Memorandum of Agreement (MoA) was concluded and signed by the directors of contributing institutions or persons with corresponding responsibilities.

The original duration of the MoA was until the end of 2006, but possible extensions were foreseen. Since then, based on the consensus of its members, the collaboration has continued to pursue the development of calorimeters, and several changes occurred to the collaboration, rendering parts of the 2005 MoA obsolete.

The original MoA states that it can be modified if approved by the Steering Board, without a further round of signatures from the directors of contributing institutes. On this formal basis, the collaboration has evolved its goals, broadened the scope of technologies, incorporated new member institutes, formulated guidelines for publications and authorship, and adapted the governance rules to the changing circumstances. This has been documented in written guidelines or minutes of Steering Board meetings.

In 2013, the chair of the Steering Board was asked to perform a general revision of the governance. In a series of meetings, the revision procedure, the governance rules and the mission of the collaboration have been discussed, and the list of member institutes has been updated based on re-affirmations of membership by the leaders of contributing groups. A new collection of signatures however was considered impractical.

Following an initiative by several groups in Spring 2015, a panel was set up to work out a new structure for the collaboration, where the Steering Board is replaced by an Institution Board. This proposal was motivated by a wish to achieve a better representation of the individual groups participating in the collaboration, also in view of the widening of the scope of CALICE activities. On March 22, 2017, the institute-based representation of the collaboration was accepted by the Steering Board. This document summarises the new governance rules of the collaboration, incorporating the institute-based representation scheme into the generally revised governance of 2013. It is presented to the Institution Board for re-affirmation, and intended to serve as reference for future governance of the collaboration. In the future, further revisions can be implemented, but must be approved by the Institution Board.

The following additional documents are part of the governance rules:
Guidelines for presentation of CALICE results
Guidelines for the CALICE author list
List of CALICE member institutes

Mission

The mission of the CALICE collaboration and the scope of their activities are characterised by the following goals and principles:

• CALICE develops highly granular calorimeters as required for particle flow reconstruction in high-energy physics experiments.
• Electromagnetic and hadronic calorimeters are developed in a unified approach. Cooperation with tail catcher and muon system efforts is sought for test beam experiments.
• The development of calorimeters for experiments at a future linear collider remains the main focus guiding the activities. The collaboration is open to developments targeted for other facilities.
• CALICE carries out test beam campaigns with large prototypes. The collaboration organises the task sharing within the prototype projects, with the goal to unfold synergies between them and to maximise the use of common infrastructures, building blocks and frameworks. This is also aimed at enabling common test beams with electromagnetic and hadronic calorimeters.
• Analysis of test beam data is organised in a common and open manner.
• CALICE members agree upon publication guidelines and commit themselves to follow them.

Membership

CALICE is open to new collaborators. Membership is by institute.

Institutes wishing to join the collaboration are requested to send a short letter of intent to the spokesperson, which describes the competences and resources of the group and their interests and plans concerning their contributions to CALICE. The letter is to be signed by the group leader, department head or lab director.

The Institution Board decides on the admission of new members.

Joining the collaboration does not establish a legally binding relationship, but is based on a declaration of good will. However, members commit themselves to follow the rules, in particular the principles of open access to test beam data, and the guidelines for the publication of scientific results.
Collaboration Bodies

The governance structure consists of the following bodies:

- The Institution Board (IB)
- The Spokesperson (SP)
- The Advisory Board (AB)
- The Technical Board (TB)
- The Speakers’ Bureau (SpB)

The Institution Board

The **Institution Board (IB)** consists of:

- Representatives of all collaborating institutes. Regardless of size, each institute is represented by one IB member.
- A chairperson, who is non-voting if she/he is not also an institute representative.
- Ex officio (non-voting), members of the Advisory Board (AB), who do not represent their own institutes on the IB.

The Role of Institution Board is

- to approve major decisions within the Collaboration.
- to decide changes in Collaboration structure and policy.
- to decide on group/institute membership
- to allow all participating institutes to participate in decision making

Procedures in the Institution Board

It is recognized as one of the strengths of the previous CALICE Steering Board that there was a high degree of continuity in participation, and that decisions could typically be taken directly at face-to-face meetings, often without explicit voting. To preserve this to the largest practical extent, the procedures for the Institution Board are as follows:

**Representation:** At meetings of the IB, each institute is represented by the corresponding representative, either by in-person attendance at the meeting or by remote participation. Replacement by another member of the same institute is allowed after notifying the IB chairperson. Vote delegation to another institute is not permitted. Institutes are polled annually to confirm their willingness for continued participation. Non-responding institutes are placed in a hold status, with membership in the IB suspended until participation is re-confirmed.

**Decisions:** It is expected that most decisions in the IB can be taken directly at the meeting by consensus, without explicit voting. Should there be no clear consensus, a vote takes place, with a decision by absolute majority of all voting members present in person or by remote attendance. Major decisions (“full-IB decisions”) can only be taken directly at the meeting if more than half of the voting members of the IB are present. Examples of full-IB decisions are the election of the spokesperson, the election of the IB
chair and changes to the CALICE governance (details on the procedures for personnel elections are provided below). All other decisions, which are normally taken with a majority of the voting members present in person or by remote attendance, can be promoted to full-IB decisions if requested by three or more voting members. If the quorum of more than 50% of all voting members is not reached in a meeting, full-IB decisions are taken electronically. In this case, an absolute majority of the voting members of the IB is required for acceptance. If either the quorum of 50% or the absolute majority is not reached, a second round of votes is organized and the decision is adopted if there is a simple majority of all votes cast.

*Election procedures for Spokesperson and IB Chair*: Following the present practice in CALICE, a “wise people” committee, normally consisting of three members, is established for each vacant position, with the goal of identifying suitable candidates. The “wise people” committee is proposed by the Advisory Board, for ratification by the IB. In the election itself, the spokesperson / IB Chair are elected by absolute majority of all voting IB members. If no candidate reaches an absolute majority, a second round of voting is carried out with the two highest-ranked candidates of the first round. In this second round, the spokesperson / IB chair is elected by simple majority (50% of all cast votes).

**The Spokesperson**

The *Spokesperson (SP)* represents the Collaboration and is the official contact between CALICE and the management of external organisations. The SP organises and chairs the Collaboration meetings, and coordinates the preparation of external reviews. The SP has overall authority for the production and dissemination of approved results.

**The Advisory Board**

The *Advisory Board (AB)* consists of:

- Four *ex officio* members who are: the spokesperson and chairpersons of the IB, the TB and the SpB.
- Four members to be elected for a two-year (normally non-renewable) term from the CALICE Collaboration. To improve continuity, two members would be elected each year.

The AB is co-chaired by the spokesperson and the IB chair.

The role of Advisory Board is

- to prepare the work ahead of IB meetings. Proposes items to be discussed and the decisions to be voted on by the IB; any IB member can also propose items for the IB agenda.
- to advise the Management in the day-to-day business of CALICE.
- to meet as required, typically every two months and during CALICE Collaboration meetings in advance of the IB meeting.
The Technical Board

The Technical Board (TB) is an executive body of the collaboration. It
- monitors all R&D activities
- follows the preparation of test beam campaigns and reviews their readiness
- coordinates the beam time requests to test facilities
- coordinates the development of common infrastructure, frameworks and tools
- nominates coordinators for common tasks such as software, data acquisition and electronics
- nominates run coordinators for common test beam campaigns

The members of the Technical Board are
- the representatives of technology projects
- the coordinators of common tasks
- the Technical Board Chair
- the Spokesperson and the Speakers’ Bureau Chair ex officio
- Spokespersons emeriti and Technical Board Chairs emeriti at their discretion

The representatives of the individual projects are nominated by the contributing groups.

The Speakers’ Bureau

The Speakers’ Bureau (SpB) is an executive body of the collaboration. It
- oversees the publication of the results from the analyses of test beam data in journals and at conferences
- composes the editorial boards, who assist in the preparation of notes and papers, and is responsible for the internal reviewing of the results
- supervises the approval procedures for the release of preliminary results and the submission of papers to journals
- oversees the representation at conference and coordinates the submission of abstracts or requests for presentations
- nominates speakers for talks at major conferences
- develops and proposes guidelines for publication and authorship

The Speakers’ Bureau has six members:
- the Speakers’ Bureau Chair
- the Spokesperson and the Institute Board Chair as ex-officio members
- three additional members elected by the Institution Board

It is intended that the composition of the Speakers’ Bureau represents a reasonable coverage of the technology projects and regions in the collaboration.
CALICE Management and Terms of Office

Within the present governance, the CALICE Management consists of the following members, elected by the IB:

a) The spokesperson (SP)
b) The chair person of the Institute Board (IB chair)
c) The chair person of the Technical Board (TB chair)
d) The chair person of the Speakers Bureau (SpB chair)

Members of the management serve two-year mandates and are normally limited to two consecutive terms.

Provisions for the Transition to the New Governance

To facilitate the transition from the previous collaboration structure to the one outlined in the present document, the following provisions are implemented in the first year of application of this governance.

Initial composition of the Advisory Board
There are four *ex officio* and four elected members of the AB. To populate the AB initially, two members will be elected with the default two-year term, and two will be appointed for a one-year term by the spokesperson and the IB chairperson. This will allow election of two members each year (after one year of operation) and a good balance (continental, small/large countries, etc.) of the AB membership. Elections to the AB will take place following a call for nominations among the CALICE members. This also includes self-nomination. IB representatives will vote to elect the members of the AB from nominations received.

Initial composition of Institute Board
The chairperson of the IB needs to be elected as a first step of the transition to a functional IB. Until the election of the chairperson, the present Steering Board stays in place.