

Center for Matter at Atomic Pressures (CMAP) – Internal Decision-Making Process

Purpose: This document outlines the structured decision-making process within the Center for Matter at Atomic Pressures (CMAP). This internal decision-making process is designed to promote transparency, inclusivity, and strategic alignment within CMAP. It ensures that decisions are well-informed, consider diverse perspectives, and contribute to the successful achievement of CMAP's mission and objectives.

1. Decision Types:

- **Strategic Decisions:** Decisions with a significant impact on CMAP's mission, goals, and long-term direction involve the PI, Co-PIs, Co-Is, and Co-MA leads.
- **CMAP Experiment Funding Awards:** Decisions are made by a review committee using a standardized rubric with student/early-career representation. Reviewers must recuse themselves from any proposals that involve a conflict of interest.
- **CMAP Seed Funding Awards:** Decisions are made by a review committee using a standardized rubric with student/early-career representation. Reviewers must recuse themselves from any proposals that involve a conflict of interest.
- **CMAP Undergraduate Summer School:** Acceptance decisions are made by a review committee led by P. Gourdain with student/early-career representation using a rating system. Reviewers must recuse themselves from rating any applicants that involve a conflict of interest.
- **CMAP Research Experience for High Schoolers:** Acceptance decisions are determined by high school teacher nomination and an interview with P. Gourdain.
- **CMAP Science Communications Bootcamp:** Registration is offered on a first come, first served basis. Seats are limited to foster an open, discussion-based learning experience.

2. Decision-Making Roles:

- **Management/Operations Team:**
 - Involves PI and Administrator, MA Co-Leads, Outreach Coordinator, and Education Coordinator.
 - Manages day-to-day operational decisions and ensures alignment with strategic goals.
- **MA Co-Leads:**
 - Drives scientific activities and facilitates coordination between research groups.
 - Responsible for decisions related to specific research projects, experiments, and day-to-day activities.
- **External Advisory Board (EAB):**
 - Broad team of advisors to provide external expert feedback from the perspective of the international science community. The EAB will discuss strategy, overall advise, and guidance to the leadership team. The EAB will provide an annual evaluation of CMAP's performance in meeting the scientific, education, outreach, and diversity goals.

3. Decision-Making Process:

- **Identification of Decision:**
 - Determine the type and impact of the decision to be made.
 - Clearly define the scope and objectives of the decision.
- **Information Gathering:**
 - Gather relevant data, information, and expert opinions to inform the decision.
 - Involve appropriate stakeholders to ensure diverse perspectives are considered.
- **Analysis and Evaluation:**
 - Evaluate potential options and their implications.
 - Consider the alignment with CMAP's mission, goals, and available resources.
- **Consultation:**
 - Engage key stakeholders for input and feedback.
 - Consult relevant teams, experts, and External Advisory Board when necessary.
- **Decision-Making Meeting:**
 - Schedule a meeting according to the decision's urgency and importance.
 - Present findings and options, facilitate discussion, and allow stakeholders to express their views.
- **Rating (if applicable):**
 - For decisions requiring a rating, follow a transparent and fair process.
 - Record and communicate the results.
- **Documentation:**
 - Document the decision, including the rationale, key considerations, and any action items.
 - Ensure that documentation is accessible to relevant stakeholders.
- **Implementation:**
 - Assign responsibilities for implementing the decision.
 - Communicate the decision and action plan to the relevant stakeholders.
- **Monitoring and Evaluation:**
 - Regularly monitor the implementation progress.
 - Evaluate the impact of the decision and make adjustments as necessary.

4. Decision-Making Tools:

- **Decision Matrices:** Utilize matrices to evaluate options based on predefined criteria.
- **SWOT Analysis:** Conduct a Strengths, Weaknesses, Opportunities, and Threats analysis for strategic decisions.
- **Risk Assessment:** Identify and assess potential risks associated with each option.

5. Continuous Improvement:

- **Feedback Mechanism:** Encourage feedback on the decision-making process.
- **Periodic Reviews:** Regularly review and update decision-making procedures based on lessons learned and evolving organizational needs.