

MAX - PLANCK - GESELLSCHAFT
Der Präsident



Ambassador Extraordinary and Plenipotentiary
Rory Montgomery
Permanent Representative of Ireland
Permanent Representaton of Ireland to the
European Union
Rue Froissart 50
B-1047 Brussels

4 February 2013

Dear Mr. Ambassador,

It gives me great pleasure today on behalf of a group of nine selected European research institutions, universities and stakeholder organisations to send you the enclosed white paper on "Teaming for Excellence".

In this document, we have outlined our vision of establishing excellent research conditions in what are termed "research intensifying regions". We all agree that an economically competitive and wealthy European Union can only be realized by creating optimal conditions for internationally recognised research in all regions of Europe, including those which are otherwise structurally weak.

This objective could be achieved, for example, by establishing centres of excellence in structurally weak regions, or through numerous other measures as you will find described in our white paper. Such projects, in which a structurally weak region is teamed with an already established research institution, are decisively dependent on linking the funding opportunities under the Horizon 2020 programme with the structural funds available to the region.

We, the authors of this white paper, are willing to accept responsibility for this, since it is in all our interests to ensure that the European Research Area is competitive as a whole.

Yours sincerely,

Peter Gruss

Enc.: White paper and list of signatory organisations