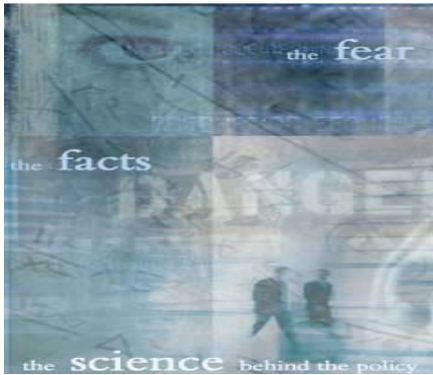


## Mid-Atlantic Universities Consortium for Homeland Security



Carnegie Mellon University  
Johns Hopkins University  
Pennsylvania State University  
Princeton University  
Rutgers University  
University of Delaware  
University of Maryland  
University of Pennsylvania  
University of Pittsburgh

Most federal research opportunities that address the threats of terrorism encourage or require collaboration. Toward these goals, the major research universities in the Mid-Atlantic seek to work together to create a model of regional partnership to build on our collective resources, minimize redundancy, and allow institutions to step forward and take the lead in areas of expertise.

Only research universities house the breadth and depth of expertise needed to identify, analyze, and respond to the new asymmetrical and unprecedented threats facing our nation. The Mid-Atlantic region is rich with excellent research universities, home to many of our nation's leading researchers and scholars.

Our regional collaboration will help these researchers to bridge and borrow across disciplinary and professional boundaries. Working together with colleagues from other areas and from other institutions, our researchers can envision new answers to difficult questions and situations. Through regular communication, we will stay informed of research on all of our campuses, and we will urge our scientists to work together where possible and practical.

All of our institutions are characterized by cutting-edge research, first-rate scholarship, and excellence in education. However, there are certain areas where one or several schools clearly stand out. Our regional collaboration will be structured to allow schools to assume a leadership role in areas that are of particular emphasis in their curricula or research portfolios.

This regional collaboration will be inclusive rather than exclusive, broadly comprehensive rather than narrowly concentrated, lean and flexible rather than bureaucratic and organizationally top-heavy, and socially and civically responsive. We will work together to fulfill our implied social contract with our region, and our nation.