

2015-2016



2015-2016 Academic WorldQuest Introductory Packet

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Welcome to the 2015-2016 Academic WorldQuest™!

This year, we host the 14th Annual Academic WorldQuest™, the flagship education program of the World Affairs Councils of America.

One of the greatest challenges facing our nation and our schools across the country is preparing our youth for the globally interconnected world of the 21^{st} Century. America's ability to face the economic and security challenges of the 21^{st} Century and seize new opportunities is dependent on an informed citizenry and a well-educated workforce. Academic WorldQuest^M is a unique opportunity to expose youth to the world outside our borders and prepare them for the challenges and the opportunities of the 21^{st} Century.

Founded in 2003, Academic WorldQuest™ is a team game testing high school students' knowledge of international affairs. In the game, four-person teams compete by answering questions divided into ten unique and engaging thematic categories. The winner is the team with the most correct answers.

Structure of Program:

During the academic year preceding **The Carlos and Malú Alvarez 2016 Academic WorldQuest National Competition** in the spring, approximately 4,000 students participate in local AWQ competitions hosted by some 45 World Affairs Councils across the United States.

This information packet includes the AWQ Study Guide, which provides detailed resources on each of 10 question categories to help students and teachers to prepare for the competition. Questions for the competition are drawn from the resources in the AWQ Study Guide.

Winning teams are invited to represent their high school, city, and local World Affairs Council at The Carlos and Malú Alvarez Academic WorldQuest National Competition, held in the spring each year in our nation's capital, Washington, DC. This special weekend includes the competition as well as substantive programming designed to enhance the global education experience.

Common Core Standards

Academic WorldQuest contributes to the national <u>Common Core State Standards Initiative</u> by fostering reading comprehension skills for informational text.

To find a local competition in your area, contact the World Affairs Councils of America at 202-833-4557 or waca@worldaffairscouncils.org.

Academic WorldQuest 2015-2016 Categories

The categories for this year's AWQ National Competition have been updated by the World Affairs Councils of America, with input from member Councils across the country, to several of the most critical global and U.S. foreign policy issues:

Current Events
Great Decisions
NATO
Asia Matters for America
International Trade and Finance
Sultanate of Oman
Privacy in the Digital Age
The Arctic
Food Security
Organization of American States

Study Guide

The Academic WorldQuest Study Guide is provided on page 6 by the World Affairs Councils of America. Questions for all of the above categories, with the exception of Current Events, are drawn from the resources included in the AWQ Study Guide.

The Carlos and Malú Alvarez 2016 Academic WorldQuest National Competition Details

Dates:

Weekend of **April 22-23, 2016**. The AWQ National Competition itself will be held Saturday morning, April 23.

Location:

Washington, DC (venue TBD)

Hotel Block

The World Affairs Councils of America has arranged a group hotel block at the **Washington Hilton** (1919 Connecticut Ave NW, Washington, DC 20009).

Event Details:

The newly named Carlos and Malú Alvarez Academic WorldQuest National Competition honors the tremendous dedication and philanthropic support of WACA National Board member Carlos Alvarez and his wife to our flagship program and the Academic WorldQuest Endowment Fund. (For information on making a gift to the AWQ Fund, please visit our website).

The AWQ National Competition is attended by more than 225 of the nation's most promising high school students, along with their parents, teachers, and chaperones. The 3-hour AWQ Competition is a unique opportunity for many students to visit the nation's capital for the first time. The whole weekend offers substantive programming to enhance the AWQ experience.

Examples of Past National Competition Weekend Activities:

- Embassy receptions
- Speeches by ambassadors
- Discussions with experts on AWQ topics
- Panel discussions with university faculty about careers in international relations
- Performance by African dance troupe and other cultural activities
- Opportunities to socialize with students from across the country and international students who are invited as special guests to the competition

Qualifying for Academic WorldQuest National Competition Rules and Regulations

All teams that compete in The Carlos and Malú Alvarez Academic WorldQuest National Competition must win a local AWQ competition sponsored by a member organization of the World Affairs Councils of America.

Teams may compete in only one (1) local competition in order to qualify to compete in the National Competition.

A team consists of four (4) Primary Teammates who are currently high school students (freshman – senior year). No more than four players per team will be able to compete in the National Competition.

Teams may designate Alternate Teammates to replace one or more of the four Primary Teammates in the case of sickness or other circumstances which would prevent a Primary Teammate from competing in the National Competition. Please note that local Councils may be unable to send Alternate Teammates to the National Competition.

On the day of the event (Saturday, April 23 2016), once The Carlos and Malú Alvarez Academic WorldQuest National Competition has officially started no substitutions of Alternate Teammates may be made.

Teams of fewer than four students are allowed to compete, but this is strongly discouraged.

If the winning team from a local competition is unable to compete in the National Competition and has no Alternate Teammates, the second place team may compete in its place.

The Carlos and Malú Alvarez 2016 Academic WorldQuest National Competition Rules and Regulations

How to Play

There are 10 rounds of 10 questions each. All of the questions are multiple-choice except for Current Events, which will feature fill-in-the-blank, true/false, and open-ended questions.

Teams have up to 45 seconds to answer each question.

Scoring

One (1) point is awarded for each correct answer. No penalty for incorrect answers or no answer.

The team with the most correct answers out of all 100 questions is declared AWQ Champion.

If, at the conclusion of the competition, there is a tie for 1st through 3rd place, tie-breaker rounds will be played.

Regulations

Teams are not allowed to consult with the audience, wireless devices, cell phones, other teams, books or written material at any point during the competition. Any team found by World Affairs Councils of America judges, staff, or volunteers to be violating this rule will forfeit that round and a penalty of 20 points will automatically be deducted from that team's score.

If a team believes another team is cheating, a player may alert a World Affairs Councils of America representative. However, if the other team is not found to be in violation of any rules, the accusing team will forfeit two (2) points.

A team consists of four (4) players. Player substitutions are not allowed. During the competition, a player can only use the bathroom during the break. If a player leaves at any other point during the rounds, he or she cannot return until after the break.

Parents, alternates, and other guests must remain "off the floor" in the reserved seating area, at all times.

If a team wishes to challenge an answer, one (1) team member may bring the challenge calmly and politely to the judges within the time period allotted after answers are announced. Teams are not allowed to discuss challenges with audience members. The decision of the head judge is final. If the challenge is unsuccessful, the team which brought it will forfeit one (1) point.

Study Guide



2015-2016

Academic WorldQuest 2015-2016 Study Guide

All questions for this year's Academic WorldQuest program will be drawn from the sources in this Study Guide.

The AWQ Study Guide is best viewed in a current version of Adobe Reader. If you are having trouble clicking any of the below links, cut and paste them into your browser instead of clicking them or try a different browser.

Current Events

This round will consist of questions on world news and events. For local competitions, the emphasis will be on the second half of 2015. For the National Competition, the emphasis will be on the first months of 2016 and late 2015. In general, we recommend reading a variety of reputable national and international news sources.

Great Decisions

Great Decisions is an annual program about critical international issues issued by the Foreign Policy Association, a member of the World Affairs Councils of America. The **Great Decisions 2015** Briefing Book is required study material for the program. The Briefing Book will be made available through the World Affairs Councils of America and member Councils.

This year's *Great Decisions* categories are: Russia and the Near Abroad; Privacy in the Digital Age; Sectarianism in the Middle East; India Changes Course; U.S. Policy Toward Africa; Syria's Refugee Crisis; Human Trafficking; and Brazil in Metamorphosis. In addition to the *Great Decisions* Briefing Book, please also study the following online information:

- Foreign Policy Association
 http://www.fpa.org/great_decisions/?act=gd_topics
 - o Under each topic's page, read the Glossary, Background Guide, and all available Updates

NATO

The North Atlantic Treaty Organization is an intergovernmental military alliance based on the North Atlantic Treaty, signed on April 4, 1949. The organization constitutes a system of collective defense whereby its member states agree to mutual defense in response to an attack by any external party. Originally created to address the threat posed by the Soviet Union, NATO has expanded and taken on new roles in the post-Cold War era.

- U.S. Department of State
 - Read "Milestones: 1945-1952"
 https://history.state.gov/milestones/1945-1952/nato
- North Atlantic Treaty Organization
 - Read each of the five topics presented in the "What is NATO?" webpage http://www.nato.int/nato-welcome/index.html

• Brookings Institution

 Read "NATO in the 21st Century: What Purpose? What Missions" http://www.brookings.edu/research/reports/1999/04/nato-daalder

• Council on Foreign Relations

 Click and read through the various subheadings (Intro, A Post-Cold War Pivot, etc.) on the North Atlantic Treaty Organization (NATO) http://www.cfr.org/nato/north-atlantic-treaty-organization-nato/p28287

• The Guardian

Read "Why NATO is More Relevant Than it has Been for 30 Years"

http://www.theguardian.com/world/2014/sep/03/nato-isis-russia-relevant-30-years

• The Economist

Read article "NATO flexes its muscle memory
 http://www.economist.com/news/international/21614166-russias-aggression-ukraine-has-made-natos-summit-wales-most-important

• Atlantic Council

Read "Preserving Ukraine's Independence, Resisting Russian Aggression: What the United States and NATO Must Do"
 http://www.thechicagocouncil.org/sites/default/files/UkraineReport_February2015_FINAL.pdf

Stanford University Freeman Spogli Institute for International Studies

Watch Ambassador Douglas Lute's speech "Wales to Warsaw: NATO and the Current State
of Transatlantic Security"
http://fsi.stanford.edu/news/stanford-key-diplomat-describes-changing-face-nato

Asia Matters for America

The fastest growing region in the world, Asia represents a key opportunity for the United States to maintain and strengthen its presence on the world stage. From educational exchange to security and trade, U.S. connections with Asia have grown in leaps and bounds over recent decades. As relationships at the highest levels of government have strengthened, so too have ties between individual U.S. states and Asia-Pacific countries. Today there is not a single U.S. state that has not in some way benefitted from its economic, security, and educational ties with Asia. Under its Asia Matters for America initiative, the East-West Center in Washington highlights how U.S. states and/or congressional districts interact with countries in the Asia-Pacific on a variety of levels, including politics and security, education and exchange, and trade and investment.

East West Center

- Read "Asia Matters for America" http://www.asiamattersforamerica.org/sites/default/files//pdfs/ewc-12-pb-updates-joined.pdf
- Read "ASEAN Matters for America"
 http://www.asiamattersforamerica.org/sites/all/themes/eastwestcenter/pdfs/Asean_Matters-for-America-brochure2.pdf
- Read "Korea Matters for America "
 http://www.asiamattersforamerica.org/sites/default/files//pdfs/KoreaMattersforAmerica20

 13.pdf

Read "Australia Matters for America"
 http://www.asiamattersforamerica.org/sites/default/files//field/image/Australia%20Mattersw20for%20America-2015.pdf

• Southeast Asia in Humanities and Social Science Curricula

 Read "Why Southeast Asia Matters for America and the World" by Dr. Satu Limaye http://aas2.asian-studies.org/EAA/EAA-Archives/20/1/1338.pdf

Asian Studies

 Read "Southeast Asia and China in Maritime Asia" by Dr. Satu Limaye http://aas2.asian-studies.org/EAA/EAA-Archives/19/2/1293.pdf

• Asia Matters for America

- Read "Jill Biden Helps Blaze Trail in Asia on Recent Visit"
 http://www.asiamattersforamerica.org/asia/jill-biden-helps-blaze-trail-in-asia-on-recent-visit
- Read "New Exhibit Marks Anniversary of 1965 Immigration Act and Rise of Asian Communities in US"
 - http://www.asiamattersforamerica.org/asia/new-exhibit-marks-anniversary-of-1965-immigration-act-and-rise-of-asian-communities-in-us
- Read "Asian America Electorate to Double in Coming Decades"
 http://www.asiamattersforamerica.org/asia/asian-american-electorate-to-double-in-coming-decades
- Read "Asian Leaders Have a Rich History of Addressing Congress"
 http://www.asiamattersforamerica.org/asia/asian-leaders-have-a-rich-history-of-addressing-congress
- Read "From Memories of War to an Alliance of Hope: Prime Minister Abe's Historic Address to Congress"
 - $\underline{\text{http://www.asiamattersforamerica.org/japan/From-Memories-of-War-to-Alliance-of-Hope-Prime-Minister-Abes-Historic-Address-to-Congress}$
- Read "Obama's Republic Day Visit Builds Greater US-India Rapport"
 http://www.asiamattersforamerica.org/india/obama-republic-day-visit-builds-greater-us-india-rapport
- Read "10 Years of US-Australia Free Trade Commemorated in Sydney" http://www.asiamattersforamerica.org/australia/10-years-of-us-australia-free-trade-commemorated-in-sydney
- Read "Maryland Governor's First Trade Mission to Asia Expands Trade and Educational Opportunities"
 - http://www.asiamattersforamerica.org/asia/maryland-governors-first-trade-mission-to-asia-expands-trade-and-educational-opportunities
- Read "Nebraska and Japan Deliver Smooth Ride for DC Commuters" http://www.asiamattersforamerica.org/japan/nebraska-and-japan-deliver-smooth-ride-for-dc-commuters
- Read "Trans-Pacific Partnerships at a Crossroads"
 http://www.asiamattersforamerica.org/asean/trans-pacific-partnerships-at-a-crossroads
- Read "US Cities' Export Opportunities to Increase from Trans-Pacific Partnership"
 http://www.asiamattersforamerica.org/asia/us-cities-export-opportunities-to-increase-from-trans-pacific-partnership

International Trade and Finance

Countries are increasingly eliminating their trade barriers and international trade now truly spans the globe. Products and services come from everywhere and go everywhere. This, as well as the interconnectedness of financial markets, makes countries very dependent on what happens in the world economy. Change is a constant in trade and finance, whether as seen in recent volatility of energy prices or longer-term trends such as China's rise on the global stage.

Congressional Research Service

 Read "Trade Concepts" and "U.S. Trade Performance" (pages 1-18) in "U.S. Trade Concepts, Performance, and Policy: Frequently Asked Questions" https://www.fas.org/sgp/crs/misc/RL33944.pdf

• Council on Foreign Relations

 Read the Backgrounder "The Future of U.S. Trade Policy" http://www.cfr.org/trade/future-us-trade-policy/p36422

International Monetary Fund

 Read Chapter 1 of the "2015 World Economic Outlook" http://www.imf.org/external/pubs/ft/weo/2015/01/pdf/text.pdf

World Bank

Read "Globalization and International Trade"
 http://www.worldbank.org/depweb/beyond/beyondco/beg 12.pdf

 Read Summary and Key Messages (pages 3-6) of "Global Outlook: the Global Economy in Transition"

http://www.worldbank.org/content/dam/Worldbank/GEP/GEP2015b/Global-Economic-Prospects-June-2015-Global-economy-in-transition.pdf https://www.fas.org/sgp/crs/misc/RL33944.pdf

United Nations

Read "World Economic Situation and Prospects 2015"
 http://www.un.org/en/development/desa/policy/wesp/wesp_archive/2015wesp-ch2-en.pdf

• World Trade Organization

Read pages 1-19 of "International Trade Statistics 2014"
 https://www.wto.org/english/res e/statis e/its2014 e/its2014 e.pdf

• Federal Reserve Bank of St. Louis

Read "Falling Oil Prices Create Winners and Losers"
 https://research.stlouisfed.org/pageone-economics/uploads/newsletter/2015/PageOne201505.pdf

Read "The Global Economy: 'It's a Small World After All'"
 https://research.stlouisfed.org/pageone economics/uploads/newsletter/2013/PageOne1113 Global Economy.pdf

 Read "The Economics of Immigration: A Story of Substitutes and Complements" https://research.stlouisfed.org/pageone-economics/uploads/newsletter/2014/PageOne0514_Economics_of_Immigration.pdf

• Global Policy Journal

Read "China as G20 Host in 2016: Dawn of Asian Global Leadership?"
 http://www.globalpolicyjournal.com/blog/03/03/2015/china-g20-host-2016-dawn-asian-global-leadership

The Sultanate of Oman

Located on the southeastern tip of the Arabian Peninsula, Oman is a country with a rich history and culture. Its varied terrain includes steep mountain peaks, pristine beaches, vast deserts, and fertile croplands. Historically, the Sultanate has been a seafaring nation and overlooks three seas -- the Arab Gulf, the Gulf of Oman, and the Arabian Sea. Today, Oman is a modern monarchy led by Sultan Qaboos bin Said. The country serves as a model for economic development and inclusive progress.

• Sultan Qaboos Cultural Center

- Read "2015/2016 WorldQuest Study Guide"
 http://www.sqcc.org/data/WorldQuest%20Study%20Guide%202015-2016.pdf
- Read Chapter 2 of <u>Monsoon: The Indian Ocean and the Future of American Power</u>, by Robert Kaplan

http://www.sqcc.org/data/Kaplan.pdf

- The Central Intelligence Agency World Factbook
 - Study the map of Oman and read through the various subheadings on Oman (Introduction, Geography, People and Society, etc.)
 https://www.cia.gov/library/publications/the-world-factbook/geos/mu.html
- U.S. Department of State
 - Read the Factsheet on U.S. Relations with Oman http://www.state.gov/r/pa/ei/bgn/35834.htm

Privacy in the Digital Age

Advances in computing technology, the Internet, and social media are dramatically shaping real-time communication and information-sharing. By improving access to information and facilitating global debate, these powerful technologies foster democratic participation. But the new tech of today's networked society also has become increasingly vulnerable to electronic surveillance and interception. Such surveillance threatens individual rights – including rights to privacy and to freedom of expression and association – and inhibits the free functioning of a vibrant civil society.

United Nations Office of the High Commissioner for Human Rights

- Read "Right to Privacy in the Digital Age" including linked content http://www.ohchr.org/EN/Issues/DigitalAge/Pages/DigitalAgeIndex.aspx
- Department of Homeland Security
 - Read all sections under "Cybersecurity" http://www.dhs.gov/cybersecurity-overview
- Human Rights Watch
 - Read "Human Rights Digital Age"
 https://www.hrw.org/news/2014/12/23/human-rights-digital-age
- The Nation
 - Read "We Need Privacy Laws for the Digital Era"
 http://www.thenation.com/article/we-need-privacy-laws-digital-era/
- Huffington Post
 - Read "How Rare is Internet Privacy"
 http://www.huffingtonpost.com/jayson-demers/how-rare-is-internet-priv b 5676746.html

NPR

Read "If There's Privacy in the Digital Age, It Has a New Definition"
 http://www.npr.org/sections/alltechconsidered/2014/03/03/285334820/if-theres-privacy-in-the-digital-age-it-has-a-new-definition

Google

 Read the Google Advisory Council's final report on the Right to be Forgotten https://www.google.com/advisorycouncil/

• Berkeley Technology Law Journal

Read "Protecting Privacy in the Digital Age"
 http://scholarship.law.berkeley.edu/cgi/viewcontent.cgi?article=1407&context=btlj

• European Commission

Factsheet on the "Right to be Forgotten Ruling"
 http://ec.europa.eu/justice/data-protection/files/factsheets/factsheet_data_protection_en.pdf

Foreign Policy Association's Great Decisions

- o Read "Privacy in the Digital Age" by Nuala O'Connor and Ali Lange
- Read the Glossary, Background Guide, and all available Updates
 http://www.fpa.org/great_decisions/index.cfm?act=topic_detail&topic_id=42

The Arctic

Today, the Arctic faces unparalleled challenges, from expanding oil and gas exploration and other industrial activity to increasing tourism and climate change. The consequences will impact not only the region but the entire planet.

• The Arctic Council

- Read each Member State's article under "About Us". Linked content within is not required. http://www.arctic-council.org/index.php/en/about-us/member-states/
- Read U.S. Chairmanship Brochure
 http://www.arctic-council.org/images/attachments/US Chairmanship/Chairmanship Brochure 2 page public .pdf

National Snow and Ice Data Center

 Read "What is the Arctic?", "Arctic Weather & Climate" and all subsections, and "Arctic People"

https://nsidc.org/cryosphere/arctic-meteorology/arctic.html

US Energy Information Administration

 Read the three sections "Arctic Oil and Natural Gas Potential" http://www.eia.gov/oiaf/analysispaper/arctic/#aongr

Foreign Policy

Read "Arctic Sovereignty: A Short History"
 http://foreignpolicy.com/2014/05/07/arctic-sovereignty-a-short-history/

• White House

Read "National Strategy for the Arctic Region"
 https://www.whitehouse.gov/sites/default/files/docs/nat_arctic_strategy.pdf

Read Fact Sheet
 https://www.whitehouse.gov/the-press-office/2015/09/01/fact-sheet-president-obama-announces-new-investments-enhance-safety-and

• University of Alaska Fairbanks – Arctic Climate Impact Assessment

- Read pages 598-605 of the "Arctic Climate Impact Assessment"
 http://www.acia.uaf.edu/PDFs/ACIA Science Chapters Final/ACIA Ch11 Final.pdf
- Brookings Institution U.S Leadership in the Arctic Event
 - Read transcript and summary
 http://www.brookings.edu/~/media/events/2015/03/12-us-leadership-arctic/20150312 us arctic transcript.pdf
 http://www.brookings.edu/events/2015/03/12-us-leadership-arctic
- The New York Times
 - Study map http://www.nytimes.com/interactive/2013/12/07/sunday-review/who-owns-thearctic.html? r=0
 - Read "Oil, Oligarchs, Climate and Obama's Arctic-Focused Alaska Trip"
 http://dotearth.blogs.nytimes.com/2015/08/30/oil-oligarchs-and-other-subtexts-on-obamas-arctic-focused-alaska-trip/

Food Security

Planet Earth is coping with the strain of a population of 7 billion people. Challenges from agricultural practices, resource scarcity, wealth inequality, climate change, and international conflict affect food security. As the world's population grows closer to 8 billion and beyond, the issue of food security becomes even more vital for countries to address.

- World Health Organization
 - Read summary/definition of Food Security http://www.who.int/trade/glossary/story028/en/
- Feed the Future the US Government's Global Hunger & Food Security Initiative
 - Read 2015 Progress Report Results Summary and Feed the Future in Africa, including linked content
 - http://feedthefuture.gov/progress2015/
- World Food Programme
 - Read Food Security Analysis Fact Sheet
 http://documents.wfp.org/stellent/groups/public/documents/communications/wfp252355.
 pdf
 - Read "Global Food Security Update Issue 18 April June 2015"
 http://documents.wfp.org/stellent/groups/public/documents/ena/wfp275824.pdf
- United States Department of Agriculture
 - Read Food Security summary
 http://www.usda.gov/wps/portal/usda/usdahome?navid=food-security
- Foreign Policy
 - Read "The New Geopolitics of Food" http://foreignpolicy.com/2011/04/25/the-new-geopolitics-of-food/
- National Geographic
 - Read "A Five Step Plan to Feed the World" http://www.nationalgeographic.com/foodfeatures/feeding-9-billion/
- Food and Agricultural Organization of the United Nations

- Read "Food Security Statistics" http://www.fao.org/economic/ess/ess-fs/en/
- Study The FAO Hunger Map 2015 map: "The State of Food Security in the World 2015" http://www.fao.org/hunger/en/

Organization of American States

The Organization of American States is the world's oldest regional organization, dating back to the First International Conference of American States, held in Washington, D.C., from October 1889 to April 1890. Today, the OAS brings together all 35 independent states of the Americas and constitutes the main political, juridical, and social governmental forum in the Hemisphere. In addition, it has granted permanent observer status to 69 states, as well as to the European Union (EU). The OAS uses a four-pronged approach to effectively implement its essential purposes, based on its main pillars: democracy, human rights, security, and development.

• Organization of American States

- Read the Charter of the OAS
 http://www.oas.org/dil/treaties_A
 41 Charter of the Organization of American States.pdf
- Study the member states of the OAS http://www.oas.org/en/member states/default.asp
- Read the Press Release from the Seventh Summit of the Americas, including linked content http://www.oas.org/en/media center/press release.asp?sCodigo=E-131/15
- Read the Introduction to the 2014 Annual Report of the Inter-American Commission on Human Rights http://www.oas.org/en/iachr/docs/annual/2014/docs-en/Annual2014-Intro.pdf

• U.S. Permanent Mission to the OAS

Read all content under the three sections of "About the OAS" (not including linked content)
 http://www.cfr.org/latin-america-and-the-caribbean/organization-american-states/p27945

• Council on Foreign Relations

Read "Backgrounder" on the Organization of American States
 http://www.cfr.org/latin-america-and-the-caribbean/organization-american-states/p27945

Congressional Research Service

 Read "Organization of American States: Background and Issues for Congress" https://www.fas.org/sgp/crs/row/R42639.pdf

• Center for Strategic and International Studies

 Read the "Do the OAS and the Summit of the Americas Still Matter?" http://csis.org/publication/do-oas-and-summit-americas-still-matter

Brookings Institution

Read "Drawing lessons from the Summit of the Americas"
 http://www.brookings.edu/blogs/order-from-chaos/posts/2015/04/08-summit-of-americas-lessons

Good Luck!