

## **U.S. Think Tanks on the Middle East: Free Internet Information Sources:**

**Rev. January 12, 2009**

### **NEW! POLICY RESEARCH AND SEARCH ENGINE ACCESS TO RESEARCH STUDIES AND THINK TANK REPORTS**

**PolicyArchive** (<https://www.policyarchive.org/>), is a joint project of the Center for Governmental Studies (CGS), a nonprofit organization in California, the Indiana University Purdue University Indianapolis Library and Communications Consortium Media Center in Washington, DC.

**From the July 03, 2008 Issue of Resourceshelf:**  
<http://www.Resourceshelf.com>:

**“Problem:** American philanthropic foundations spend over \$1.5 billion a year on research. Spread out across the nation among diverse libraries, institutions, databases, and websites, this valuable research can be difficult or impossible to identify and obtain once it has been published. Research organizations have no central place to distribute or archive their content, and search engines cannot easily locate much policy research. Research is not optimized to appear at the top of search engine results. Existing policy and think tank websites are focused on single issues or available only upon payment of substantial fees.

**Solution:** PolicyArchive simplifies this complex research landscape by providing a universal, easy-to-use, free, and open digital archive of foundation-funded and other public policy research. The PolicyArchive solution provides public interest organizations an electronic system for distributing, publicizing, and archiving their research. It allows research users, policy makers, the media, and the public to quickly access the depth and breadth of research in various subject matters. It also provides a direct line of communication between research providers and end-users, thus increasing public awareness of an organization's work and adding significant value to their research investment. Ultimately, PolicyArchive will indefinitely preserve the life of public policy research, substantially increase its impact, and provide society at large with long-term access to the benefits of that important research.

PolicyArchive uses a dropdown menu for browsing by topic, author,

funder, or publisher. One can also search via the keyword search box next to the dropdown menu. An advanced search form offers menu-driven field searching, Boolean options, and the ability to limit your search to a particular topic or type of publication.

Topic "quick links" are available at the bottom of the home page:

- \* Agriculture, forestry and fishing
- \* Banking and finance
- \* Business
- \* Culture and religion
- \* Economics
- \* Education
- \* Energy
- \* Environment
- \* Government
- \* Health
- \* Human rights
- \* International relations
- \* Justice
- \* Labor
- \* Law and ethics
- \* Manufacturing and industry
- \* Media, telecommunications, and information
- \* Military and defense
- \* Politics
- \* Population and demographics
- \* Science and technology
- \* Social conditions
- \* Trade
- \* Transportation

The archive currently contains more than 12,000 documents; organizations are encouraged to register and upload their research to the site. More than 250 diverse institutions are already doing so, from Action for Children to Women's Voices for the Earth. The entire political spectrum is represented as well - from the liberal Center for American Progress, to the libertarian Cato Institute, to the conservative Heritage Foundation. About halfway down the home page, on the righthand side, you can see the latest additions to the archive.

**You can subscribe to an e-mail newsletter if you're interested in keeping up with what's new."**

**World Wide Directory of THINK TANKS at:**

[http://www.atlasusa.org/V2/files/pdfs/Leading%20think%20otanks%20in%20the%20world%20\(2\).pdf](http://www.atlasusa.org/V2/files/pdfs/Leading%20think%20otanks%20in%20the%20world%20(2).pdf)

**Note:** An annotated listing of think tanks is provided by the Foreign Affairs Online Web Site at <http://www.people.virginia.edu/~rjb3v/T-tanks.html>

Another listing of THINK TANKS, organized by geographical region, is offered by the Foreign Policy Research Institute (FEPRI): <http://thinktanks.fpri.org/>

Categories of Think Tanks (whether conservative or liberal or independent) provided by the University of Michigan Documents Center: <http://www.lib.umich.edu/govdocs/psthink.html>

World's Best Think Tanks:

The Think Tank Index: It's no accident that Barack Obama plucked his transition chief from a think tank. The world's idea factories are charged with brainstorming solutions to everything from global warming to Wall Street's implosion to the war on terror. In the first index of its kind, *Foreign Policy* ranks the world's best think tanks by James McGann Foreign Policy Magazine, January/February 2009 – Web link: [http://www.foreignpolicy.com/story/cms.php?story\\_id=4598](http://www.foreignpolicy.com/story/cms.php?story_id=4598)

**Other Listings of Think Tanks include:**

+ Atlas Economic Research Foundation  
<http://digbig.com/4wqmx>

+ Foreign Policy Research Institute  
<http://digbig.com/4wqna>

+ Policy Jobs <http://digbig.com/4wqmt>

+ SourceWatch <http://digbig.com/4wqmr>

+ University of Michigan Documents Center  
<http://digbig.com/4wqmw>

## SAMPLE THINK TANK PUBLICATIONS

**AMERICAN ENTERPRISE INSTITUTE:** <http://www.aei.org/>

A Conservative Think Tank, the American Enterprise Institute posts commentaries and highly original think pieces on its Web Site concerning U.S. political and domestic issues and on global events. One such example is:

**[A Mullah's-Eye View of the World](#)**

**[Iran Is Acting on its Assessment of the West's Strength and Resolve](#)**

By [Michael A. Ledeen](#)

**AMERICAN FOREIGN POLICY COUNCIL:**

<http://www.afpc.org/>

For students and practitioners of the Middle East, the American Foreign Policy Council has highly relevant programs including one on Eurasia, dedicated to providing a timely analysis of emerging foreign policy trends in the Middle East and Central Asia and their implications for America National Security.

The American Foreign Policy Council articles and think pieces on Iran are provided here: <http://www.afpc.org/wnerp.shtml>.

The Council also publishes a monthly journal, [Eurasia Security Watch](#): The American Foreign Policy Council's Review of Security in the Middle East and Central Asia.

<http://www.afpc.org/esw/eswindex.shtml#1/06>

Another noteworthy feature of the American Foreign Policy Council Site is the latest global news alerts and commentaries:

<http://www.afpc.org/lnews.shtml>

**THE JAMES A. BAKER III INSTITUTE FOR PUBLIC POLICY**

**Rice University** <http://riceinfo.rice.edu/projects/baker>

The Baker Institute is strictly non-partisan and dedicated to the highest standards of intellectual excellence and integrity with the goal of helping bridge the gap between the theory and practice of public policy by drawing together experts from academia, government, the media, business, and non-governmental organizations.

**Recent Publications include:**

[Creating a Roadmap: Implementation Process under United States Leadership.](#)

<http://bakerinstitute.org/Pubs/workingpapers/BakerInstituteWkspReport.pdf>

Recent WEBCHATS include: Avian Flu and SARS: Global Challenges for Health Diplomacy:  
<http://webcast.rice.edu/webcast.php?action=details&event=583>

**BELFER CENTER FOR SCIENCE AND INTERNATIONAL AFFAIRS AT HARVARD UNIVERSITY:** <http://bcsia.ksg.harvard.edu/>

Two recent working papers are:

Title: [Osirak Redux? Assessing Israeli Capabilities to Destroy Iranian Nuclear Facilities](#) Author: Raas, Whitney Long, Austin  
 Date of Paper: April 2007

Title: [Getting Religion? The Puzzling Case of Islam and Civil War](#)  
 Author: Toft, Monica Duffy Date of Paper: April 2007

**THE BROOKINGS INSTITUTION** <http://www.brook.edu/>

The Brookings Institution is an independent, nonpartisan organization devoted to research, analysis, education, and publication. It focuses on public policy issues in the areas of economics, foreign policy, and governance. The goal of Brookings activities is to improve the performance of American institutions and the quality of public policy by using social science to analyze emerging issues and to offer practical approaches to those issues in language aimed at the general public.

Latest Publications: include:

[Iran, Terrorism, Transnational Security Threats, Nuclear Weapons, Weapons of Mass Destruction](#), March 2008. Daniel L. Byman, Senior Fellow, Foreign Policy, Saban Center for Middle East Policy. Studies in Conflict & Terrorism.

A Switch in Time: A New Strategy for America in Iraq.  
 February 15, 2006.

[http://www.brook.edu/fp/saban/analysis/20060215\\_iraqreport.htm](http://www.brook.edu/fp/saban/analysis/20060215_iraqreport.htm)

Global Macroeconomic Consequences of Pandemic Influenza.

<http://www.brook.edu/views/papers/mckibbin/200602.htm>

Saban Center for Middle East Policy:

[http://www.brook.edu/fp/saban/sabancenter\\_hp.htm](http://www.brook.edu/fp/saban/sabancenter_hp.htm)

Other Studies on the Middle East from the Global Politics Analysis Center:

[http://www.brook.edu/index/taxonomy.htm?taxonomy=Politics,%20Global\\*Regional%20and%20country%20studies\\*Middle%20East](http://www.brook.edu/index/taxonomy.htm?taxonomy=Politics,%20Global*Regional%20and%20country%20studies*Middle%20East)

**THE CARLISLE CENTER:** sponsors many studies on the Middle East. <http://www.carlisle.army.mil> An example is a recent article called IRAN'S NUCLEAR STRATEGY OPTIONS and U.S. FOREIGN POLICY IMPLICATIONS. [http://www.carlisle.army.mil/featured\\_articles/may\\_06/1May06\\_srp.shtml](http://www.carlisle.army.mil/featured_articles/may_06/1May06_srp.shtml)

**THE CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE**  
<http://www.carnegieendowment.org/>

The Carnegie Endowment for International Peace is a private, nonprofit organization dedicated to advancing cooperation between nations and promoting active international engagement by the United States. Founded in 1910, its work is nonpartisan and dedicated to achieving practical results.

**Sample Publications: include:**

**Pakistan: The Myth of an Islamist Peril.**  
<http://www.carnegieendowment.org/publications/index.cfm?fa=view&id=17998&prog=zgp&proj=zsa>

**Analysis of the Hamas Victory.**  
<http://www.carnegieendowment.org/publications/index.cfm?fa=view&id=17975&prog=zgp&proj=zdrl,zme>

**The New Brinkmanship: Iran's Nuclear Threat:**  
<http://www.npr.org/templates/story/story.php?storyId=5196002>

**Recent Publications by the Carnegie on the Middle East with a list of their experts:**  
<http://www.carnegieendowment.org/regions/>

**Recent Publications by Carnegie on Democracy and the Rule of Law Project, with sample publications:**  
<http://www.carnegieendowment.org/programs/global/index.cfm?fa=proj&id=101>

**Carnegie's Political Analysis: Evaluating Egyptian Reforms: 2006**

<http://www.carnegieendowment.org/publications/index.cfm?fa=view&id=17940&prog=zgp&proj=zdl,zme>

**Carnegie's Publications on the Middle East:**

<http://www.carnegieendowment.org/programs/global/index.cfm?fa=proj&id=107>

**Specific Program Publications on Middle East Reform, the Arab Reform Bulletin is one example here:**

<http://www.carnegieendowment.org/programs/global/index.cfm?fa=pubs&id=107&proj=zme>

**Carnegie Iraq Country Resources Page**

<http://www.carnegieendowment.org/npp/country/index.cfm?fa=view&id=1000048>

**Carnegie Iran Country Resources Page:**

<http://www.carnegieendowment.org/npp/country/index.cfm?fa=view&id=1000089>

**THE CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES (CSIS)** <http://www.csis.org/>

Dedicated to providing world leaders with strategic insights on - and policy solutions to current and emerging global issues.

**Current Publications:**

Iraqi Force Development: A Current Status Report, from July 2005 through February 2006.

[http://www.csis.org/component/option,com\\_csis\\_pubs/task,view/id,2713/](http://www.csis.org/component/option,com_csis_pubs/task,view/id,2713/)

The Unique Libyan Case:

[http://www.csis.org/media/csis/pubs/060101\\_libyan\\_case.pdf](http://www.csis.org/media/csis/pubs/060101_libyan_case.pdf)

The Current and Future Implications of the Political Process in Iraq. (Audio Transcript)

[http://www.csis.org/component/option,com\\_csis\\_press/task,view/id,1469/](http://www.csis.org/component/option,com_csis_press/task,view/id,1469/)

Carnegie's Current Research Projects include:

Saudi Arabia enters the 21<sup>st</sup> Century:

<http://www.csis.org/burke/saudi/>

Arab Media: <http://www.csis.org/mideast/arabmedia/>

China-Middle East: <http://www.csis.org/mideast/china/>

Gulf in Transition: <http://www.csis.org/burke/gulf/>

The Iraq War: <http://www.csis.org/burke/iraqwar/>

The Maghreb Roundtable:

<http://www.csis.org/mideast/maghreb/>

Middle East Energy and Security:

<http://www.csis.org/burke/mees/>

Middle East Energy Project:

<http://www.csis.org/burke/meep/>

Prodigal States: <http://www.csis.org/mideast/prodigal/>

Sudan: <http://www.csis.org/africa/sudan/>

## **THE COUNCIL ON FOREIGN RELATIONS** <http://www.cfr.org/>

The Council on Foreign Relations is dedicated to increasing America's understanding of the world and contributing ideas to U.S. foreign policy. The Council accomplishes this mainly by promoting constructive debates and discussions, clarifying world issues, and publishing Foreign Affairs, the leading journal on global issues.

### **> Council on Foreign Relations: Daily Analysis**

[http://www.cfr.org/publication/by\\_type/daily\\_analysis.html](http://www.cfr.org/publication/by_type/daily_analysis.html)

The Council on Foreign Relations produces an impressive array of background papers, online debates, op-ed pieces, and articles every year. International relations gurus, policy pundits, and members of the public benefit widely from these works, and those persons who haven't looked over the Council's "**Daily Analysis**" yet, may wish to do so now.

Here visitors can read analytical briefs written by staff members on issues of the day, complete with links to "the news, analysis, commentary, and primary source materials that put the facts in context." The briefs are arranged chronologically, and recent pieces include "Is Brain Drain Good

For Africa?", "China's Olympic Moment", and "Picking Presidents and Foreign Policy". These briefs are a great way to get acquainted with important news developments from around the world, and it's easy to see how one might want to draw on the site as a resource for political science or international relations courses.

**Backgrounder: Council on Foreign Relations**

[http://www.cfr.org/publication/by\\_type/backgrounder.html](http://www.cfr.org/publication/by_type/backgrounder.html)

The Council on Foreign Relations also provides a number of services for the general public, and in the past they have offered up public discussions, forums, and other outreach activities. In addition, they offer the "Backgrounders" series, which offer succinct explanations of current political and economic issues. First-time users can visit the "Most Recent" area to peruse the latest piece, or they can click on the "Daily Analysis" or "Daily Brief" sections. The profiles cover everything from the role of delegates in the U.S. presidential nominating process to understanding Kenya's politics. Also, visitors can click on complementary materials, such as podcasts, interactive features, and online debates. Finally, visitors can also search for specific materials via their search engine.

Sample free and full text articles include those by a former CIA Case Officer titled: "Intelligence, Policy and the War in Iraq," originally published in *Foreign Affairs*.

<http://www.foreignaffairs.org/20060301faessay85202/paul-r-pillar/intelligence-policy-and-the-war-in-iraq.html>

**Other CFR publications include:**

Middle East Research Links:

[http://www.cfr.org/publication/4978/middle\\_east\\_research\\_links.html](http://www.cfr.org/publication/4978/middle_east_research_links.html)

Iraq Research Links:

[http://www.cfr.org/publication/7457/iraq\\_research\\_links.html](http://www.cfr.org/publication/7457/iraq_research_links.html)

U.S. Soft Diplomacy in Iraq:

[http://www.cfr.org/publication/9904/us\\_soft\\_diplomacy\\_in\\_iran.html](http://www.cfr.org/publication/9904/us_soft_diplomacy_in_iran.html)

Terrorism Research Links:

[http://www.cfr.org/publication/6635/terrorism\\_research\\_links.html](http://www.cfr.org/publication/6635/terrorism_research_links.html)

Avian Flu: Research Links:

[http://www.cfr.org/publication/8982/avian\\_flu\\_research\\_links.html](http://www.cfr.org/publication/8982/avian_flu_research_links.html)

U.S. Strategy and Politics:

[http://www.cfr.org/publication/5054/us\\_strategy\\_and\\_politics.html](http://www.cfr.org/publication/5054/us_strategy_and_politics.html)

Economics and Trade Research Links:

[http://www.cfr.org/publication/5475/economics\\_research\\_links.html](http://www.cfr.org/publication/5475/economics_research_links.html)

Energy and Environment Research Links:

[http://www.cfr.org/publication/4918/energy\\_resources\\_and\\_environment\\_research\\_links.html](http://www.cfr.org/publication/4918/energy_resources_and_environment_research_links.html)

Women, Islam and the New Iraq:

[http://www.cfr.org/publication/9464/women\\_islam\\_and\\_the\\_new\\_iraq.html](http://www.cfr.org/publication/9464/women_islam_and_the_new_iraq.html)

Secretary of Defense Donald Rumsfeld outlines challenges of Hostile Global Media Environment:

[http://www.cfr.org/publication/9902/news\\_brief.html](http://www.cfr.org/publication/9902/news_brief.html)

**THE FOREIGN POLICY ASSOCIATION:** <http://www.fpa.org/>

An example of a current publication devoted to Middle East issues is: *Middle East Update: Engaging Hamas:*

[http://www.fpa.org/newsletter\\_info2583/newsletter\\_info.htm](http://www.fpa.org/newsletter_info2583/newsletter_info.htm)

The Resource Library to locate additional information for topics in-depth is also useful:

[http://www.fpa.org/topics\\_info2414/topics\\_info.htm](http://www.fpa.org/topics_info2414/topics_info.htm)

The Foreign Policy Association has also a section on Global Views: commentaries on hotspots around the world, available at:

[http://www.fpa.org/content2525/content.htm?section=research&attrib\\_id=2334&frame\\_id=2583](http://www.fpa.org/content2525/content.htm?section=research&attrib_id=2334&frame_id=2583)

**THE HENRY L. STIMSON CENTER ON INTERNATIONAL RELATIONS.** <http://www.stimson.org>

Sample Publications:

Investing in the Future: Arab Gulf States adapt to the challenge of Modernization <http://www.stimson.org/pub.cfm?id=419> (April 2007)

Hizbollah and Syria: Outgrowing the proxy relationship. (February 2007):  
<http://www.stimson.org/pub.cfm?id=399>

Relating to the Muslim World: Maybe Less is More?  
<http://www.stimson.org/pub.cfm?ID=102>

**THE HERITAGE FOUNDATION** <http://www.heritage.org/>

Founded in 1973, The Heritage Foundation is a research and educational institute - a conservative think tank - whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.

The Heritage Foundation has a Policy Research and Analysis Center publishing a variety of original and hard-hitting commentaries, research articles and think pieces on the Middle East .

These are available at:

<http://www.heritage.org/Research/MiddleEast/index.cfm>

**THE HUDSON INSTITUTE:** <http://hudson.org/index.cfm>

The Policy Center at the Hudson Institute focuses on such items as “Islam, Democracy and the Future of the Muslim World, ”with highly specialized commentaries and political analyses of the Muslim Brotherhood and Al Qaeda strategies, all available at this site: <http://www.futureofmuslimworld.com/>

The Middle East in general is another Hudson Institute Policy Center interest area <http://mes.hudson.org/>

Commentaries and analyses on the Middle East are available at:

[http://hudson.org/index.cfm?fuseaction=research\\_publications\\_list&resType=MdEas](http://hudson.org/index.cfm?fuseaction=research_publications_list&resType=MdEas)

**THE INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES** <http://www.iiss.org/>

The IISS is the primary source of accurate, objective information on international strategic issues for politicians and diplomats, foreign affairs analysts, international business, economists, the military, defense commentators, journalists, academics and the informed public.

Sample Publication: IISS Strategic Dossier: Iran's Strategic Weapons Programmes: A Net Assessment. (Contains audio presentations but the document itself must be [ordered.](#))

**[THE MIDDLE EAST MEDIA RESEARCH INSTITUTE](#)**

(MEMRI): <http://www.memri.org/>

Produces in-depth studies of Middle East Affairs.

**[THE MIDDLE EAST REPORT ONLINE:](#)**

<http://www.merip.org/>

Most recent issue has an article titled: "The Emergence of a Coptic Question in Egypt?"

**[THE RAND CORPORATION](#)** <http://www.rand.org/>

"The RAND Corporation is a nonprofit institution that helps improve policy and decision-making through research and analysis and addresses the challenges facing the private and public sectors around the world."

Rand maintains a Center for Middle East Public Policy (<http://www.rand.org/nsrd/cmeppl/>) with articles, think pieces and commentaries and a research center on International Affairs: [http://www.rand.org/research\\_areas/international\\_affairs/](http://www.rand.org/research_areas/international_affairs/) with overviews and findings.

One example is "[Building a Successful Palestinian State.](#)" (English version at)

[http://www.rand.org/pubs/research\\_briefs/2005/RAND\\_RB9072.pdf](http://www.rand.org/pubs/research_briefs/2005/RAND_RB9072.pdf)

Arabic Language version of [Building a Successful Palestinian State](#) at:

[http://www.rand.org/pubs/research\\_briefs/2005/RAND\\_RB9072.1-Arabic.pdf](http://www.rand.org/pubs/research_briefs/2005/RAND_RB9072.1-Arabic.pdf)

**[THE STANLEY FOUNDATION:](#)** <http://www.stanleyfoundation.org/>

**A sample publication is ARAB MEDIA AND U.S. POLICY: A PUBLIC DIPLOMACY RESET.** By Marwan M. Kraidy JAN. 2008

<http://www.stanleyfoundation.org/resources.cfm?id=282>

OR:

<http://www.stanleyfoundation.org/publications/pab/PAB08Kraidy.pdf>

**THE UNITED STATES INSTITUTE OF PEACE (USIP)** <http://www.usip.org/> The United States Institute of Peace is an independent, nonpartisan federal institution created and funded by [Congress](#) to strengthen the nation's capacity to promote the peaceful resolution of international conflict.

Example of USIP Publications includes: “The Diversity of Muslims in the United States: Views as Americans.”

(Downloadable as a .PDF document:

<http://www.usip.org/pubs/specialreports/sr159.pdf>

Other USIP publications available at:

<http://www.usip.org/pubs/index.html>

**THE WASHINGTON INSTITUTE FOR NEAR EAST POLICY:**

<http://www.washingtoninstitute.org/templateI01.php>

Research Areas include Egypt, the Palestinians, Syria, Lebanon, Iran, Iraq, Jordan, Persian Gulf States, Turkey, North Africa, and Arab and Islamic Politics. Has a rich collection of podcasts.

**Recent Publications include:**

**Pakistani Elections and the Middle East: (FEB 2008)**

<http://www.washingtoninstitute.org/templateC05.php?CID=2717>

**After Headscarves: What’s Next: (FEB 2008)**

<http://www.washingtoninstitute.org/templateC05.php?CID=2717>

**Looming Challenges in the War on Terror (FEB 2008)**

<http://www.washingtoninstitute.org/templateC07.php?CID=388>

Another example of a recent Think Tank report from the Washington Institute is **ISLAMIST TERRORISM IN NORTHWEST AFRICA**

(2007): <http://www.washingtoninstitute.org/templateC04.php?CID=266>

**THINK TANKS OF OTHER COUNTRIES:**

See the publication **Global “Go to Think Tanks: The Leading Public Policy Research Organizations in the World.**

**December 2007 report**

<http://www.fpri.org/research/thinktanks/mcgann.globalgotothinktanks.pdf>

**Example of a BRITISH THINK TANK:  
THE INTERNATIONAL INSTITUTE OF STRATEGIC STUDIES**

<http://www.iiss.org> maintains programs and publications on the Middle East. Links to recent key addresses and other publications.  
<http://www.iiss.org/showpage.php?pageID=12>

**Example of a SWEDISH THINK TANK:**

**SIPRI, THE STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE**, conducts “research on questions of conflict and cooperation on questions of importance for international peace and security, with the aim of contributing to an understanding of the conditions for peaceful solutions of international conflicts and for a stable peace.” <http://www.sipri.org/>  
Research interests include **EURO-ATLANTIC REGIONAL AND GLOBAL SECURITY.**

An example of a freely downloadable research paper in this section is: “The Terrorist Threat and Policy Response in Pakistan.” Paper in PDF format available at: <http://www.sipri.org/contents/publications/Policypaper11.html>

SIPRI also publishes specific country studies and analyses, concentrating on topics of recent interest to the global community. One such example is: Syria, Country of Strategic Nuclear Concern.  
<http://www.sipri.org/contents/expcon/cnsc1sy.html>

**Many other related** resources of interest may be found located at:  
<http://tinyurl.com/6dfaxn>