The Jackson Foundation staff and Board have been busy with activities here in the Pacific Northwest and in Washington, D.C. It’s exciting to have the opportunity to discuss Senator Jackson’s leadership qualities with a variety of audiences ranging from students at the Henry M. Jackson High School in Everett and the Jackson School at UW, to policymakers and former members of Congress at the Bipartisan Policy Center in Washington, D.C. It’s heartening to find that the Jackson legacy still resonates in Scoop’s home state as well as in the “other” Washington.

Leadership continues to be an important focus of our work. As you will see inside this newsletter, we have launched an initiative to inspire young professionals to take up the mantle of leadership. With an inaugural class beginning this fall, the Henry M. Jackson Leadership Fellows program will cultivate a small but high-achieving group of young people and mentor them in the Jackson tradition. This program represents a new path for us, one to which we are deeply committed.

We are also so proud of the achievements of the Jackson School. There may be no other institution as closely tied with the Jackson Foundation, so we are actively involved with faculty, students, and staff. Read about a major new program that will focus on international policy studies and a new Master’s degree program that emphasizes the importance of practitioner experience. Both are firmly rooted in what we believe the School should be.

Programs on climate change, diplomacy, and human rights, on the U.S. military and the qualities of leadership, on the working relationship between the White House and Congress, on the effectiveness of international sanctions on Russia—we are staying busy. We hope you enjoy this issue of the Jackson Foundation newsletter. You’ll notice we have a new look that matches our dynamic website. Thank you for your continuing support.

—Lara Iglitzin, Executive Director
RECENT EVENTS

INTERNATIONAL AFFAIRS EDUCATION

Conference on Global Trends in the Next Decade (Washington, D.C.)
The Foundation partnered with the Wilson Center to hold a conference on “Global Trends in the Next Decade: Implications for U.S. National Security, Diplomacy, and Development.” This event featured discussions on a range of global issues such as climate change, human rights, disaster response, volunteerism and international study. A private luncheon discussion focused on pragmatic responses to a number of challenges in these areas including funding, building resiliency and cross-sector communication.

Master of Arts in Applied International Studies Program, Navigating a Complex World (Seattle, Washington)
The Foundation supported an event with the Jackson School’s Master of Arts in Applied International Studies program, called “Navigating a Complex World.” The evening included Lt. General Stephen R. Lanza along with representatives from USAID, the State Department and the senior editor of Quartz, an online business publication.

Luncheon Discussion with Professor Jon Western (Seattle, Washington)
The Foundation hosted a luncheon with Jon Western, Professor of International Relations at Mount Holyoke University. He is writing a book on Dorothy Fosdick, Senator Jackson’s long-time key foreign policy advisor. Professor Western was in Seattle to conduct interviews relating to his book research.

PUBLIC SERVICE

Henry M. Jackson / William Van Ness Lectures on Leadership (Seattle, Washington)
See story on page 5 for details.

UW Tacoma Luncheon on Leadership (Seattle, Washington)
The Foundation sponsored UW Tacoma’s luncheon on leadership with Lt. General Stephen R. Lanza. The panel discussion also featured Nicole Piasecki, VP and General Manager at Boeing Commercial Airplanes, and Phyllis Campbell, Chairman of the Pacific Northwest at JPMorgan Chase. The event offered a lively discussion on some key aspects of leadership. The audience included a number of students from UW Seattle and Tacoma, local business leaders, and academics.

Henry M. Jackson High School (Everett, Washington)
Foundation Board Members Anna Marie Laurence and Linda Mason Wilgis spoke to students at Henry M. Jackson High School. They addressed three history classes of graduating seniors on a number of topics including the value of political participation. The students also received copies of the Nature of Leadership book.

Jackson/Munro Public Service Fellows Recognition (Seattle, Washington)
Foundation staff attended a year-end event with UW’s Carlson Leadership & Public Service Center that recognized the three Jackson Munro/Fellows: Juliana Borges, Susie Dobkins and Sarah Yu. These three young women have an impressive list of accomplishments and well represent the ideals of Senator Jackson and Sterling and Gene Munro.
Program on Recent Events in Russia (Seattle, Washington)
The Foundation partnered with the World Affairs Council on a program to focus on recent troubling events in Russia. Panelists included Jacqueline Miller, President and CEO of the World Affairs Council and a Russian specialist; and Dr. Vladimir Raskin, a Seattle attorney and co-founder of the Moscow Center for Human Rights; and Foundation Executive Director Lara Iglitzin.

Climate Brown Bag Luncheon Conversations (Seattle, Washington)
The Foundation provided a small program grant to Cascadia Consulting to support two brown-bag luncheon discussions on climate. The first conversation focused on establishing climate services in the U.S. to prepare for climate change impacts. The second event addressed the impacts of climate change on investments.

Conference on Economic Sanctions at the Kennan Institute (Washington, D.C.)
See story on page 3 for details.

Program on Recent Events in Russia (Seattle, Washington)
The Foundation partnered with the World Affairs Council on a program to focus on recent troubling events in Russia. Panelists included Jacqueline Miller, President and CEO of the World Affairs Council and a Russian specialist; and Dr. Vladimir Raskin, a Seattle attorney and co-founder of the Moscow Center for Human Rights; and Foundation Executive Director Lara Iglitzin.

Conference on State of NGOs in Russia (London, England)
Lara Iglitzin represented the Foundation at an event in London with the EU-Russia Civil Society Forum. The conference examined the present state of NGOs in Russia and the challenges Western organizations face in supporting them.

Conferences on The Future of Europe – European Values Under Attack (Seattle, Washington and San Francisco, California)
These programs will focus on radical Islam and right-wing extremism, and the relationship between the two. Russia’s role of encouraging and supporting right-wing parties in Europe will also be addressed. Foundation staff is working with Human Rights First to develop these conference agendas.

Conference on Climate Change and National Security (Washington, D.C.)
Held in conjunction with the Center for Naval Analyses, this will be a public event on climate change and national security in advance of the United Nations Climate Change Paris conference in December. It will provide an opportunity for the Military Advisory Board members to report on their findings after working on the climate change / national security issue at the state and local levels.

Briefing on Climate Change and National Security for Foundations (Washington, D.C.)
This second event with the Center for Naval Analyses will gather other foundations not currently engaged in climate and national security-related work in order to inform them about opportunities to support the field.
In May, the Jackson Foundation and the Wilson Center’s Kennan Institute jointly sponsored a timely conference in Washington, D.C., focused on Sanctions as a Tool of American Foreign Policy: Do They work? Why are some sanctions more effective than others? When do they fail? What are the unintended consequences of sanctions policies? The conference brought together foreign policy experts to assess sanctions from a historical perspective in an effort to determine what has been effective and why. Panelists then explored current-day dilemmas facing Congress and the Executive Branch—specifically, Iran, Russia, and Cuba.

A few themes emerged. One, voiced by Ambassador Daniel Fried, coordinator for Sanctions Policy at the U.S. Department of State, in his keynote address is that multilateral sanctions offer the most effective policy. Working together in coordination with other nations is the best recipe for success—with U.N. Security Council sanctions as the “gold star” of sanctions policy. When the U.S. and Europe joined together to sanction Russia for its Ukraine aggression, for example, that policy had a better chance of hitting the desired target. Least effective are unilateral sanctions, such as U.S. sanctions on Cuba.

Another theme that emerged from the discussions was that sanctions historically don’t work well when aimed at regime change or at an authoritarian government. Those sanctions tend to spur a popular backlash in the country being sanctioned. Daniel Drezner of the Fletcher School of Law and Diplomacy at Tufts University called this “rallying around the flag.” And Cuba specialist Ted Henken, of Baruch College, CUNY, quoted Raul Castro to this effect, “The more you punch us and kick us, mas revolucion,” he said. “Instead of promoting human rights and weakening the government, sanctions on Cuba have done the opposite,” Henken concluded.

The conference also explored the currently popular “smart sanctions,” which target financial services as well as specific industries and individuals closely tied with the sanctioned government. According to Ambassador Fried, “Sanctions should hit where they have the right balance of impact: hit the target of sanctions, not us and our friends.” Richard Perle of the American Enterprise Institute and a Jackson Foundation Board member said that “smart sanctions are possible in a way they never could be before” and argued that “they had undoubtedly driven the Iranians to the negotiating table.”
Foundation Launches Jackson Leadership Fellows Program

The Foundation recently launched the Henry M. Jackson Leadership Fellows Program, a major new initiative to invest in the leadership development of highly qualified young professionals in the greater Seattle area. “We’ve been looking for a way to invest in the future and build the skills of outstanding young leaders,” said John Hempelmann, Jackson Foundation president. “We believe this program will do just that.”

The Foundation is seeking young, civic-minded leaders under the age of 40 to participate in a nine-month program starting October 2015. Those who are selected for this program will gain a deeper understanding of the Jackson legacy, advance their own leadership skills, and develop beneficial personal and professional connections.

The Fellows will meet monthly to interact with leaders in the community, discuss policy challenges in various sectors, participate in skill-building workshops, and create opportunities to share their expertise with others. Each participant will receive a $1,000 stipend in recognition of their commitment to the program. The year will culminate in a Foundation-hosted trip and event in Washington, D.C., to introduce the Fellows to congressional and U.S. government representatives, East Coast Foundation Board Members, nonprofit organizations and other leaders in the area. This trip will assist each of the Fellows in making important connections for the future. For more information on the program, or to nominate a candidate, please go to our website www.hmjackson.org/LeadershipFellows.

The Foundation would like to thank the many donors who have already supported the Henry M. Jackson Leadership Fellows Program. Fundraising Committee Chair Anna Marie Laurence continues to seek funds to reach the $250,000 goal for the three-year program. If you are interested in donating to the program, you should contact the Foundation or go online to www.hmjackson.org/donate.

General Lanza Presents Jackson/Van Ness Lecture on Military Leadership

Lt. Gen. Stephen R. Lanza, commander of the I-Corps at the Joint Base Lewis-McChord military base, presented this year’s Jackson/Van Ness Lecture on Leadership at the University of Washington in January. The Secretary of the Army, John McHugh, called him “a tested warrior, a proven leader, and an effective, tenacious commander.”

General Lanza described the process under which today’s military leaders develop: “The world will continue to erupt in crisis,” he said. “We need adaptive and agile leaders to be able to operate in complex circumstances. We want our soldiers to operate with trust based on mission command under empowered, engaged, accountable leaders.” The full lecture is available on our website or by contacting the Foundation.
The UW Jackson School of International Studies (JSIS) has taken major strides over the past five years to address international policy issues with support from the Jackson Foundation. “We are proud of the direction the Jackson School has taken with its emphasis on connecting the School’s deep knowledge of key regions with policymakers, both those in government and in the non-governmental sector,” said Craig Gannett, Foundation Vice President and Chair of the Jackson School’s Advisory Board. “Facilitating an open, creative dialogue between academics and policymakers is central to the School’s ability to train the next generation of leaders in international affairs.”

For several years the Jackson Foundation and the School have worked together on foreign-policy oriented conferences in Washington, D.C. The goal has been to engage in conversations with policy makers and bring the School’s expertise to Washington. Seizing upon pressing issues of the time and highlighting strengths of the Jackson School, the conferences focused on foreign policy and U.S. foreign relations with China, Turkey, India, and Russia as well as teaching international studies. The events attracted large audiences that included policy makers and academics in and around Washington and nearby JSIS alumni.

The Jackson School started a new Applied Master’s program (MAAIS) for professionals who have been out of school for several years and gained some professional experience. The curriculum for the MAAIS program combines skill-based, policy-focused classes with more general Jackson School courses. The second cohort of students is now being admitted into this new degree program.

Through a significant grant from the Carnegie Corporation, the Jackson School is in the process of establishing an International Policy Institute. The new Institute will bring together private (for and non-profit) agencies in the Seattle area and members of the Jackson School faculty and graduate students. These groups will discuss and develop policy proposals in the fields of Cybersecurity, Space Policy, International Relations of the Arctic, East Asia, and Religion in International Affairs, utilizing Jackson School strengths in these areas. This reflects the School’s belief that U.S. foreign policy is no longer set solely in Washington, D.C.; non-governmental agencies play an increasingly important role.

According to Reşat Kasaba, Jackson School Director, “Over the years, the Jackson Foundation has been a major force in encouraging the Jackson School to move toward policy-relevant work. In addition to providing funding toward the conferences and the Applied Master’s Program, the Jackson Foundation’s support was also instrumental in our success with the Carnegie proposal.”

“The Foundation could not be happier with the direction the School has taken under Reşat’s leadership, and are very pleased by his reappointment as Director,” noted Gannett. “We look forward to supporting the School’s mission for many years to come.”

“Facilitating an open, creative dialogue between academics and policymakers is central to the School’s ability to train the next generation of leaders in international affairs.”

– Foundation Vice President Craig Gannett
The Henry M. Jackson Foundation is a public charity. As of fiscal year-end 2014, total assets were $15.8 million, built over the years by private contributions from donors and a generous Congressional appropriation. The Foundation’s assets increased $478,000 during fiscal year 2014 primarily as a result of investment performance. Liabilities generally consist of grants payable at year end. A summary of assets and liabilities of the Foundation over the last five years is shown below (Figure 1).

Revenue generated by investments and contributions from private donors provided the Foundation with $978,000 for the fiscal year 2014. This income was enhanced by unrealized market gains of $625,000 for the year resulting in total income of $1.6 million. Total Expenses of $1,189,124 include grantmaking and program activities, management and fundraising expenses (Figure 2). Net income for fiscal year 2014 was $413,588. The Foundation’s financial statements are audited on an annual basis by independent auditors. Copies of the annual audit are available from the Foundation upon request.

### Figure 1
**2014 Assets and Liabilities**

<table>
<thead>
<tr>
<th>Year</th>
<th>Assets in Millions of Dollars</th>
<th>Liabilities in Millions of Dollars</th>
</tr>
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<tbody>
<tr>
<td>2010</td>
<td>$14,612,676</td>
<td>$119,763</td>
</tr>
<tr>
<td>2011</td>
<td>$13,413,555</td>
<td>$282,108</td>
</tr>
<tr>
<td>2012</td>
<td>$14,560,875</td>
<td>$205,543</td>
</tr>
<tr>
<td>2013</td>
<td>$15,308,709</td>
<td>$176,925</td>
</tr>
<tr>
<td>2014</td>
<td>$15,787,101</td>
<td>$241,729</td>
</tr>
</tbody>
</table>

### Figure 2
**2014 Financial Summary**

**REVENUE**

- Contributions $141,095
- Interest and Dividends, Net $295,728
- Realized Investment Gains $541,133
- Unrealized Investment Gains $624,756

Total Revenues $1,602,712

**EXPENSES**

- Grant Expenses $471,336
- Other Program Expenses $551,377
- Operating & Fundraising $166,411

Total Expenses $1,189,124

*Unaudited Summary*
The Henry M. Jackson Foundation was founded in 1983 to continue the unfinished work of the late Senator Henry M. “Scoop” Jackson in the areas in which he played a key leadership role: international affairs education, human rights, environment and natural resources management, and public service. Through its grantmaking and strategic initiatives, the Foundation seeks to make a lasting impact and perpetuate the Jackson legacy for the benefit of future generations. Strategic initiatives address critical and timely needs, and leverage additional resources for issues that are central to the Jackson legacy by:

- partnering with other organizations;
- convening leaders in the field from nonprofit, foundation and government sectors;
- providing opportunities for public dialogue; and
- organizing forums for in-depth analysis on critical and timely issues.

Participation in strategic initiatives is primarily conducted on an invitation-only basis; however, interested individuals may contact the Foundation’s program officer to discuss potential partnership ideas that are consistent with Foundation interests and priorities.

In fiscal year 2013-14, the Foundation committed $249,824 for new grants and strategic initiatives and paid $190,233 in prior year commitments.

### New Grants

- **Jackson School of International Studies**
  - Seattle, Washington
  - To support the Jackson/Culp graduate fellowships in Chinese and Russian studies.
  - $70,248

- **Jackson School of International Studies**
  - Seattle, Washington
  - To support the Ph.D. fellowship program.
  - $68,274

- **UW Center for Human Rights**
  - Seattle, Washington
  - To provide staff support.
  - $29,211

- **Daniel J. Evans School of Public Affairs**
  - Seattle, Washington
  - To support the Henry M. Jackson fellowships in Environmental Policy and Natural Resources Management.
  - $7,500

- **Carlson Leadership and Public Service Center**
  - Seattle, Washington
  - To support the Jackson/Munro Public Service Fellowships.
  - $15,000

- **Foley Institute Memorial Gift**
  - Pullman, Washington
  - In remembrance of former speaker of the House, the Honorable Thomas S. Foley.
  - $5,000

- **Leadership Book Second Printing**
  - To republish the *Nature of Leadership* book for dissemination to institutions and at events throughout the region and in Washington, D.C.
  - $12,000

### Ongoing Annual Grants

- $70,248
<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pacific Northwest National Laboratory</td>
<td>To hold a one-day Seattle symposium with experts on the intersection of climate change and national security, with a public follow-up briefing in Washington, D.C.</td>
<td>$63,350</td>
</tr>
<tr>
<td>Jackson School of International Studies</td>
<td>To hold a conference in Washington, D.C., with the Kennan Institute on “The Future Direction of International Affairs Education and Foreign Language Study in the United States.”</td>
<td>$27,500</td>
</tr>
<tr>
<td>National Bureau of Asian Research</td>
<td>To conduct a publication launch event in Washington, D.C., for the report, <em>China’s Energy Crossroads: Forging a New Energy and Environmental Balance.</em></td>
<td>$25,000</td>
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<tr>
<td>UW Center for Human Rights</td>
<td>To generate best practices to engage youth in human rights endeavors.</td>
<td>$12,000</td>
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<td>Kennan Institute</td>
<td>To conduct a conference featuring four public interest lawyers / activists to discuss the development of public interest law in Russia.</td>
<td>$20,174</td>
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<tr>
<td>Washington Wildlife and Recreation Coalition</td>
<td>For activities highlighting the Land and Water Conservation Fund, including a report with a list of WA state projects, and an event showcasing the 50th anniversary of the Fund.</td>
<td>$16,800</td>
</tr>
<tr>
<td>North Cascades Institute</td>
<td>To support the Youth Leadership Conference, which allows program alumni to reconnect and continue their engagement with environmental conservation.</td>
<td>$15,000</td>
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<tr>
<td>Wilson Center</td>
<td>To convene a symposium to discuss the nexus between U.S. national security, diplomacy, and development efforts.</td>
<td>$13,000</td>
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<tr>
<td>Seattle CityClub</td>
<td>To expand the pilot Boot Camp program with additional sessions and to develop new curriculum using the <em>Nature of Leadership</em> book.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Seattle CityClub</td>
<td>To provide a training workshop for Washington State legislators on bipartisanship and civil discourse.</td>
<td>$5,000</td>
</tr>
<tr>
<td>Everett Community College Foundation</td>
<td>To expand the Honors Program Capstone Forum for honors program graduates and establish a low-income student scholarship fund.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Jackson Leadership Fellows</td>
<td>To create the Jackson Leadership Fellows program, a major new initiative to invest in the leadership development of highly qualified young people.</td>
<td>$5,000</td>
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