



JACKSON HOLE CENTER FOR GLOBAL AFFAIRS

Annual Report 2014 - 2015



April 2016

To JHCGA's friends and supporters:

The years 2014-2015 saw the Jackson Hole Center for Global Affairs (JHCGA) increase its impact as a voice for global awareness, education, and involvement on issues that matter to Jackson Hole and the world. Working from this location of supreme natural resources, a priority has inevitably been the mounting concerns over climate change. According to the National Oceanic and Atmospheric Administration (NOAA), 2014 and 2015 were the hottest years on record. Numerous local meetings and reports highlighted the community's concern with climate change and its negative implications for the valley, which are already becoming apparent.

U.S.-China Clean Energy Initiative. JHCGA has wrestled with the issue of CO2 emissions for the past 12 years. Through its flagship project, the U.S.-China Clean Energy Initiative, JHCGA has established trusted working relationships with senior policy makers in the U.S. and China. Meetings with international leaders and technical experts have focused on the reduction of carbon emissions from coal, the most carbon intensive fossil fuel. Since Wyoming and Shanxi Province are the largest producers of coal in the U.S. and China, they have a unique role and responsibility in this challenge. And as illustrated by the quote on the back cover of this report, Jackson Hole has an opportunity to leverage its "power of place" to energize this and other international tasks.

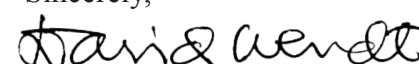
While there is considerable debate about climate change and the evolving use of coal, the reality of continued worldwide reliance on coal is illustrated by the graph on pp.4-5. This graph also takes into account projected development of the renewable energy sources that will be coming on line. In its work to seek solutions, educate and promote public understanding of this large issue, JHCGA has brought limited resources to bear and is widely recognized as having made a big difference.

Global Business Roundtable. In its eighth year the Global Business Roundtable continues to bring community leaders together with outside experts to discuss trends shaping the global economy. In 2014-2015 the speakers roster for this subscription luncheon discussion series included eight former senior U.S. government officials, drawing on their experiences at the Departments of State, Treasury, and Homeland Security, the U.S. Congress, the National Intelligence Council, and the Securities and Exchange Commission. Other perspectives were offered by the senior executive of a multinational oil company, several senior foreign policy analysts, the former CEO of a multinational corporation, and a former state governor.

Next Generation program. With future challenges at hand, JHCGA has worked to prepare and educate a younger generation of Americans for leadership responsibilities. Activities in 2014-2015 included intensive three-week internship programs with Washington-Jefferson College, in Washington, PA, and a summer internship with an undergraduate at Lewis and Clark College, in Portland, OR. However, numerous unrealized opportunities remain. A primary objective in the next years will be to build up a cadre of young policy analysts who are prepared to join JHCGA and lead it into the future.

The *Jackson Hole News and Guide* summed up the success of JHCGA's September 2015 visit to China by quoting JHCGA leaders as having "met our goal." The U.S.-China Clean Energy Initiative was established to forge a strong partnership between Wyoming and Shanxi province on the development of lower carbon coal. Having met that initial objective, other challenges and opportunities beyond energy come to the fore. As Wyoming's only independent, bipartisan policy research center on global issues, JHCGA is poised to expand its scope of work with other projects as we look to the future. We will welcome the involvement and support of those who choose to join us as we work to expand and bring further opportunities for impact with policy.

For more information go to
www.jhcga.org
to see summaries, reports,
MOU's, photos and videos.

Sincerely,

David Wendt
President



125 S. King St. PO Box 3040 Jackson, WY 83001
Phone (307) 733-3404 / Fax (307) 733-3479 / www.jhcga.org



June 2014
Wyoming delegation



Memorandum of Understanding signing ceremony between JHCGA and China Council for the Promotion of International Trade (Shanxi Branch)

JHCGA Promotes Wyoming- Shanxi Clean Energy Partnership

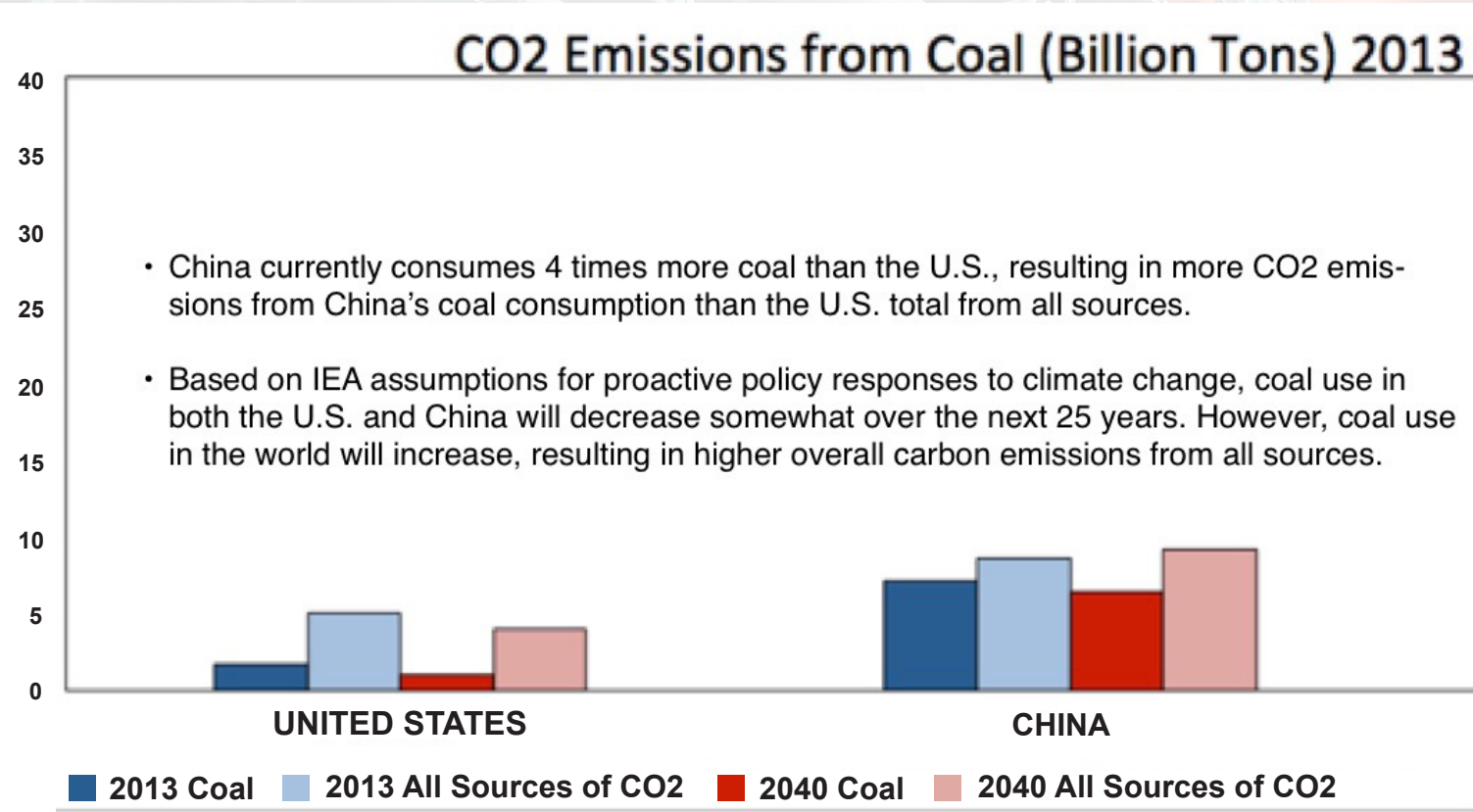
For the past twelve years JHCGA’s U.S.-China Clean Energy Initiative has promoted the reduction of carbon emissions by bringing together leaders of the world’s two largest coal producing states, Wyoming and China’s Shanxi Province. The current situation with coal producing states and provinces is that they are coming under economic pressure as the market for coal in the U.S. and China slips into decline.

Globally, however, coal use continues to rise, adding to an overall worldwide increase in total carbon emissions. This presents Wyoming and Shanxi with an opportunity to work in cooperation to develop and demonstrate technologies that facilitate transition to a cleaner energy future. Modern technologies offer a way beyond the economic downturn by providing new jobs in the changing energy profile to come.

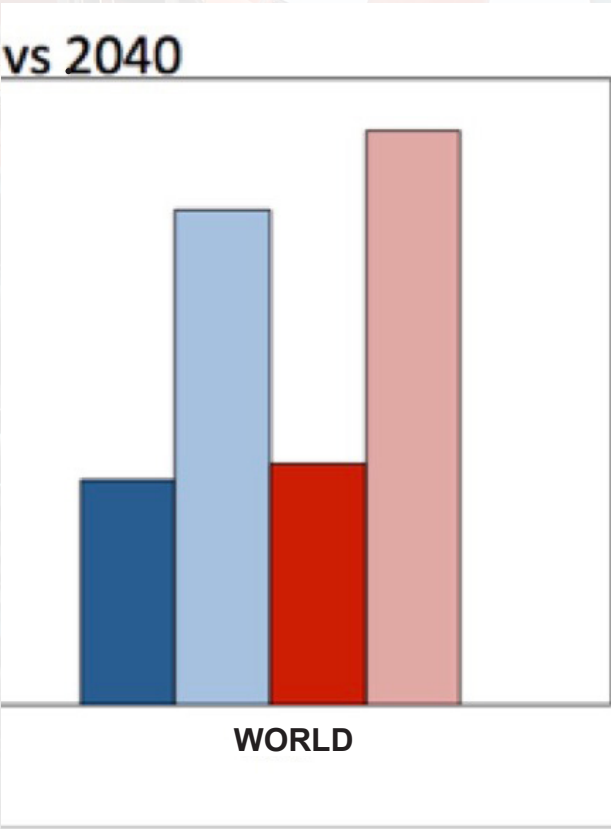
JHCGA’s lead project addresses this urgent dilemma. Beginning in 2003, JHCGA has convened a series of exchanges between policymakers, business leaders, and technical experts in Wyoming, the U.S., Shanxi, and

China to seek solutions to this issue. The result of these exchanges has been an emerging Wyoming-Shanxi Clean Energy Partnership which has strengthened commitment for proactive policy responses on both sides.

June 2014 visit to China’s “energy triangle.” In both 2014 and 2015 JHCGA organized delegations of senior Wyoming policymakers which provided opportunities for both sides to explore new interests. In June 2014, JHCGA took a bipartisan group of Wyoming lawmakers to meet with their counterparts and visit coal conversion facilities in the three provinces of China’s “energy triangle,” Shanxi, Shaanxi, and Ningxia Hui. The group included Speaker Tom Lubnau, House Minority Leader Mary Throne, House Majority Whip Tim Stubson, and Rep. John Freeman. The highlight of the visit to Shanxi province was the signing of a Memorandum of Understanding (MOU) between JHCGA and the China Committee for the Promotion of International Trade-Shanxi (CCPIT-Shanxi), committing both sides to further steps in promoting cooperation in trade, investment, and technical exchanges.



Source: International Energy Agency: World Energy Outlook 2015



Members of the 2014 Wyoming delegation

- Tom Lubnau, Speaker, Wyoming House of Representatives (leader of delegation)
- Tim Stubson, Majority Whip, Wyoming House of Representatives
- Mary Throne, Minority Floor Leader, Wyoming House of Representatives
- John L. Freeman, Wyoming House of Representatives
- Dustin Bleizeffer, editor-in-chief, Wyofile
- Zunsheng (John) Jiao, Chief Geologist, Carbon Management Institute, University of Wyoming
- Olivia Meigs, Director of Communications, Jackson Hole Center for Global Affairs
- Mark Newcomb, Board of Directors, Jackson Hole Center for Global Affairs; Teton County Commissioner
- Matthew Targett, Vice President, Research and Development, LP Amina
- Shi Zhenchun, President, Peabody China
- David Wendt, President, Jackson Hole Center for Global Affairs



Wyoming Governor Matt Mead accepts a gift from Governor Li Xiaopeng of China's Shanxi Province

David Wendt with Wu Dongsheng, Director of the Climate Change Division of the Shanxi Provincial Development and Reform Commission

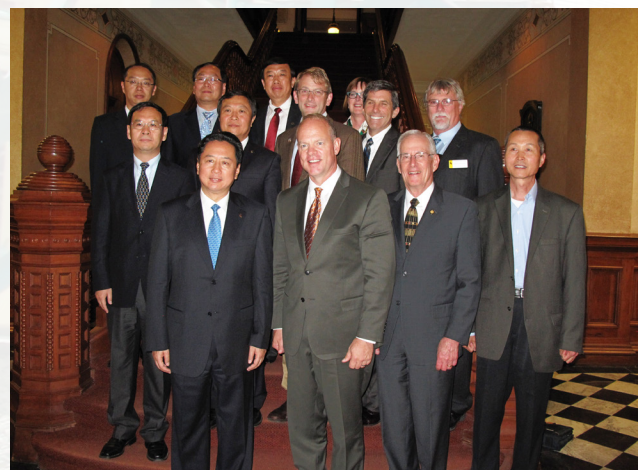


One of many significant takeaways from the visit was the realization that, popular opinion in the U.S. notwithstanding, China is taking its climate change responsibilities very seriously. Using a power point presentation prepared by JHCGA, members of the delegation disseminated this and other findings of the visit in a series of media interviews and presentations to civic associations and business groups throughout Wyoming. The visit reverberated further when the U.S. Department of Energy and China's National Development and Reform Commission included it in the report of their joint U.S.-China Climate Change Working Group as the Working Group's first "sub-state" (state-to-province) activity.

2015 exchanges with Shanxi province. JHCGA took a further step toward consolidation of the partnership when it invited Shanxi Gov. Li Xiaopeng to meet with Gov. Mead and the bipartisan leadership of the Wyoming legislature in June 2015. In meetings with Wyoming policy leaders, the Western Research Institute, and the University of Wyoming's School of Energy Resources (SER), Gov. Li and his colleagues learned what Wyoming is doing to promote research on the value-added development of its coal resources. Gov. Li also emphasized his commitment to reallocation of resources from the production of coal as a "high carbon resource," to "low-carbon development" of coal and other energy resources. The Shanxi delegation expressed considerable interest in Wyoming's plans to construct an Integrated Test Center for the development of new uses for carbon dioxide, explained by Wyoming Infrastructure Authority chairman Mike Easley.

Further consensus on the importance of carbon reduction from coal consumption was evidenced by Gov. Li's invitation to the Wyoming delegation to participate in an "international low-carbon development forum" to be held in Taiyuan, Shanxi's capital city, in September 2015. Ben Yamagata, Executive Director of the Coal Utilization Research Council, and Leigh Paterson, reporter for "Inside Energy," joined JHCGA President David Wendt and Director of Communications Olivia Meigs in JHCGA's delegation to the forum. SER sent a separate delegation, which included Sen. Michael von Flatern, co-chair of the state legislature's Joint Committee on Minerals, Business, and Economic Development, and Sen. Jeff Wasserburger.

At the invitation of the Shanxi Foreign Affairs Office (SXFAO), David Wendt delivered an address at the forum, in which he outlined a vision of Shanxi and Wyoming's energy cooperation. The address, entitled "Wyoming and Shanxi: A Clean Energy Partnership," was subsequently published in the official journal of SXFAO. Members of the JHCGA delegation also met with senior government officials and enterprise leaders and visited clean energy facilities, including a natural gas distribution plant, a power plant fueled by waste gas from a coal mine, and a coal-to-liquids demonstration plant. The latter facility was an example of how coal companies in China, unlike those in the U.S., have invested heavily in developing and demonstrating advanced coal combustion technologies.



Left to right: Governor Li Xiaopeng and his delegation pose with Governor Matt Mead and Wyoming legislators in Wyoming Capitol



University of Wyoming President McGinity welcomes Governor Li Xiaopeng to the University of Wyoming



JHCGA President David Wendt delivers speech at International Low Carbon Development Summit in Taiyuan, Shanxi Province



Members of JHCGA delegation (l to r): Ben Yamagata, Executive Director, Coal Utilization Research Council; Leigh Paterson, reporter, Inside Energy; Olivia Meigs, JHCGA Director of Communications; David Wendt, JHCGA President



Michael Van Dusen



Gov. Bill Ritter



Gen. Montgomery C. Meigs



Paul Laudicina



Amb. Richard H. Solomon



Ann Pickard

Global Business Round table Engages Community

The Global Business Roundtable (GBR) is a membership subscription program which brings business and financial leaders in the community together with guest experts for off-the-record luncheon discussions about global issues and trends. It is chaired by Bill Best, former Vice President of the global management consulting firm A.T. Kearney.

January 2014 – Rachel Bronson, Vice President of Studies, Chicago Council on Global Affairs: *The Middle East and U.S. Energy Security*
“Americans do not understand the concept of tribalism. We need an anthropologist to be President of the U.S.”

June 2014 – Bruce McConnell, Director, Cooperation in Cybersecurity Initiative, East-West Institute: *Cybersecurity*
Cybertheft: “It’s much more profitable and less dangerous to rob people on their computers than to do it in a bank.”
Privacy: “In the U.S. we’re suspicious of government but love companies; in Europe, it’s the other way around.”
Vulnerability of infrastructure: “Why would the Chinese take out Wall Street; they have everything to lose?”
“There are two kinds of companies in the U.S.: those who have been hacked, & those who know they have been hacked.”

August 2014 – Gen. Montgomery C. Meigs, USA (ret.), Visiting Professor, Lyndon B. Johnson School, University of Texas: *U.S. Security Challenges*
Israel: “When you fight an adversary like Hamas, he wins if he’s still standing when it’s over.”
“The ugly thing is that if you take all the rules away and depersonalize your enemy, people will do horrible things.”
“We’re not the essential nation, but sometimes we can provide the essential difference.”

August 2014 – Hon. Roger Altman, Chairman and Founder, Evercore: *U.S. Economic Outlook*
“Despite improved U.S. economic performance and prospects across a range of sectors, there is a huge swath of Americans not participating in the U.S. economy. The lack of wage growth deprives half the population of any real purchasing power. That is a big millstone around the 2/3 of the economy that is consumer spending.”
“We are the software kings of the world.”

August 2014 – Amb. Richard H. Solomon, Senior Fellow, RAND Corporation: *Can the U.S. Lead in a World in Chaos?*
“We only act when we get whacked.”
“We need a national political leadership which combines vision with political moxie.”
“When you get a new President, all the clocks are set to zero.”
“It is easier for some countries to steal our ideas than to engage in cooperation.”

October 2014 – Gov. Bill Ritter, Director, Center for the New Energy Economy, Colorado State University: *Global Climate Change: Risks and Opportunities for the U.S.*
Price on carbon: “We don’t monetize the social detriment of carbon.”
“In Colorado we were able to gain the support of the natural gas industry for tougher renewable energy standards by brokering a deal to transition a gigawatt of coal-fired power to natural gas.”

October 2014 – Michael Van Dusen, Senior Advisor to the President, Woodrow Wilson International Center for Scholars: *Current Situation in the Middle East*
Historical parallels: “The Islamic State is ...the Robespierre period of Islamism, to be followed by Thermidor. People

will decide, ‘We don’t want to live this way anymore.’ The Iranian Revolution has already gone through this transition. Iran is a lot different now.”
“Sunni Islam will be in disarray for decades. But they have to see that an ISIS future is horrible for their future.”
“The bombing campaign by itself will only help ISIS and gain it greater recruits.”
“Moderation is very hard in a region with no experience in inclusiveness in governance; there is a winner-take-all approach to politics and diplomacy.”

March 2015 – Paul Laudicina, Chairman, Global Business Policy Council, A.T. Kearney: *Post-Davos World: Big Risks and Opportunities Loom**
“Putin isn’t necessarily in charge. He could be the most moderate of the people who are surrounding him.”
“The Baby Boom generation presents tremendous new marketing opportunities. When I reach for something in the shower. I want the print to be large enough to be able to read what it is.”

April 2015 – David Firestein, Vice President and Perot Distinguished Fellow, EastWest Institute: *U.S.-China Relations**

August 2015 – Casimir A. Yost, Senior Associate, Institute for the Study of Diplomacy, Georgetown University: *Security Agenda of the Next Administration*
Need for long-term thinking: “If your intelligence does not affect day-to-day planning, it’s only background music.”
Middle East: “The Middle East is seeing in effect a collapse of the state system. Over the last 10-15 years the U.S. has not had a single policy success in the region.”
“We face the most diverse set of threats in my 15 years in the intelligence community.”
“China has more high-speed rail lines than the rest of the world combined.”

August 2015 – Hon. Michael Chertoff, former U.S. Secretary of Homeland Security: *The New U.S. Security Agenda**
“Libya has infected the rest of North Africa with Islamic radicalism, for which it now serves as a recruiting ground.”

September 2015 – Michael Halloran, Partner and co-leader, Financial Services Regulation, Pillsbury; former Counselor to the Chairman and Deputy Chief of Staff, Securities and Exchange Commission: *How to Avoid the Next Financial Crisis*
“We have this addiction to leverage. The problem is not the financial institutions, it is us.”
“Fannie Mae and Freddie Mac are honeypots for the banks.”
“The money market system is a disaster waiting to happen.”
“The market is always ahead of the regulators.”

November 2015 – Ann Pickard, Executive Vice President, Arctic, Royal Dutch Shell: *Drilling in the Arctic*
“The U.S. may not be ready yet for oil exploration in the Arctic, but from a national security perspective, other countries like Russia will explore it.”
“Good regulation involves letting industry come up with a way to meet a goal, and then holding industry accountable to it; not telling industry how to do it.”
Paris climate change talks: “The big emitters are all moving proactively. Even India is moving proactively.”
“By 2030, Africa will be the next India. The question is, how effective will they be on energy conservation?”

* Joint with Wednesday Lunch Group



Bruce McConnell & JHCGA
8 Treasurer Laurent Roux



Rachel Bronson



Michael Halloran



Casimir A. Yost



Roger Altman
& Jurate Kazickas



Hon. Michael Chertoff



Next generation opportunity for Mark Newcomb (second from left). Also listed (left to right): Mary Throne, Minority leader of Wyoming House of Representatives; Dustin Bleizeffer, editor, Wyofile; Tom Lubnau, Speaker, Wyoming House of Representatives; Lifa Zhou, Shaanxi Provincial Institute of Energy Resources and Chemical Engineering.

JHCGA Poised to Expand Next Generation Program

JHCGA is poised to bring opportunities for professional development to a younger generation of students, analysts, and researchers. Before cofounding JHCGA in 2002, David Wendt served as Dean of Intern Scholars at the Center for Strategic and International Studies (CSIS), one of the nation's most highly regarded policy research centers. In this capacity he organized activities to provide support to 120 interns throughout the year in their responsibilities as research assistants on a range of policy research projects. He also developed international programs at Idaho State University, where he helped to recruit and provide academic support to dozens of graduate and undergraduate students from around the world.

Through its current work on climate change, JHCGA offers, in the words of journalist Todd Wilkinson, a “front row seat for one of the most contentious policy debates in human history: what to do about global warming.” Several scholars had the opportunity in 2014-2015 to be involved in this work at JHCGA. These included two undergraduate

My time spent with JHCGA was an important part of my learning and development process as I worked towards my Bachelor's degree through W&J College. Learning how the organization created a pivotal relationship between Wyoming and Shanxi provided real-time education in how diplomacy and political partnerships foster an economy's transition to clean, sustainable energy. Having the opportunity to work with the intelligent, passionate, and forward-thinking individuals of JHCGA was a valuable part of my career as a student that left a lasting impression on me in caring for our earth.
Bayleigh Flavion, Washington & Jefferson College class of 2013

“Reflecting back on my time as an intern at the JHCGA is like voluntarily entering into a good dream. Some of my fondest memories were spreading awareness about climate change with David and Olivia. This was done through meetings with schools, intellectuals, and community members throughout the time of my internship. The knowledge I gained observing David and Olivia converse with these individuals and participating in the conversation myself was multifaceted and invaluable. I could not only promote a cause I strongly agree with, but I also learned a great deal about how to engage in a conversation about this issue. Moreover, as I aided the center in funding it's now accomplished trip to China, I gained a strong insight into the daily business of a successful policy center. This insight was important to me as I see working at a policy center is a possible career path for myself. But what I enjoyed the most was the feeling that I was a part of something important. JHCGA is making real headway in the discussion about global warming in areas all around the world and I couldn't have been happier to be a part of this.
Max Chomas, Washington & Jefferson College class of 2015



Nathan Wendt (second from right), JHCGA coordinator for protocol for the visit of Gov. Li Xiaopeng and his delegation from China



Megom Wangchuk, JHCGA summer 2014 intern, Lewis and Clark College

students from Washington Jefferson College, in Washington, PA; an undergraduate student at Lewis and Clark College, in Portland, OR; and a recent graduate of the Global and Area Studies program at the University of Wyoming. Their responsibilities included surveys of related work by non-profit organizations and foundations; research on global energy issues; and computer support for the development of documentary materials explaining JHCGA's work on clean energy issues with Wyoming and China.

JHCGA now seeks to expand its “Next Generation” program to include a wider range of opportunities. As younger scholars become involved in this program, they can gain valuable perspectives and experience in policy development and analysis on the issues with which JHCGA is concerned. They can also seek funding for their own policy projects under JHCGA's supervision and auspices. Further opportunities can include scholarships for qualified applicants, and a month-long seminar that brings recognized experts on selected public policy issues to Jackson Hole for an intensive program of instruction involving next generation scholars and professionals.

Key to these prospects will be enlistment of a talented professional with the experience and skills to organize and motivate these younger scholars to achieve results. As shown in the quotes in this section, this educational experience can rival the relevance of any formal academic training received in the classroom.

My name is Sydney M. Bynum, I am a junior at Washington and Jefferson College, class of 2017. I am majoring in Environmental Studies and International Studies with a concentration in Conflict and Mediation. I was introduced to the Jackson Hole Center for Global Affairs through W&J's Center for Energy Policy and Management. I interned at the Jackson Hole Center for Global Affairs in January of 2015. This internship provided an opportunity to apply my course material outside of the classroom. As an intern, I was challenged to develop my ability to analyze global energy policy. Working with David Wendt was an immensely enriching experience. He is well-versed in geopolitics and energy policy. I was able to learn a plethora under his guidance. I left this internship, with a comprehensive understanding of global energy policy. Spending the month in Wyoming, the nation's largest coal producer, provided a perfect setting to research global coal production. I had a wonderful time, interning at the Jackson Hole Center for Global Affairs was an extraordinary experience.
Sydney Bynum, Washington & Jefferson College class of 2017



Sydney Bynum JHCGA winter 2015 intern, Washington Jefferson College



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Sr. Managing Dir. Rock Creek Group; former Treasurer, World Bank

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Lubnau Law Office; former Speaker, Wyoming House of Representatives

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Bruce Morley
CEO, Morley Co.

Gen. Montgomery C. Meigs (U.S. Army-ret.)
Visiting Professor, LBJ School of Public Affairs, UT-Austin

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Owner, Fish Creek Ranch, Wilson, WY

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Robert J. Youngberg
Founder, Sustainable Development Int.

Special Representatives

Tian Xizhao
Special Representative, China

Nathan Wendt
Special Representative, Washington D.C.

\$50,000 and above

Anonymous

\$25,000 and above

Wolfensohn Family Foundation*

\$10,000 and above

Energy Foundation China
Gilman Ordway

\$5,000 and above

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Mary Springer*
U.S. Department of Energy
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\$2,000 and above

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Financial Statement
January 1 - December 31, 2014

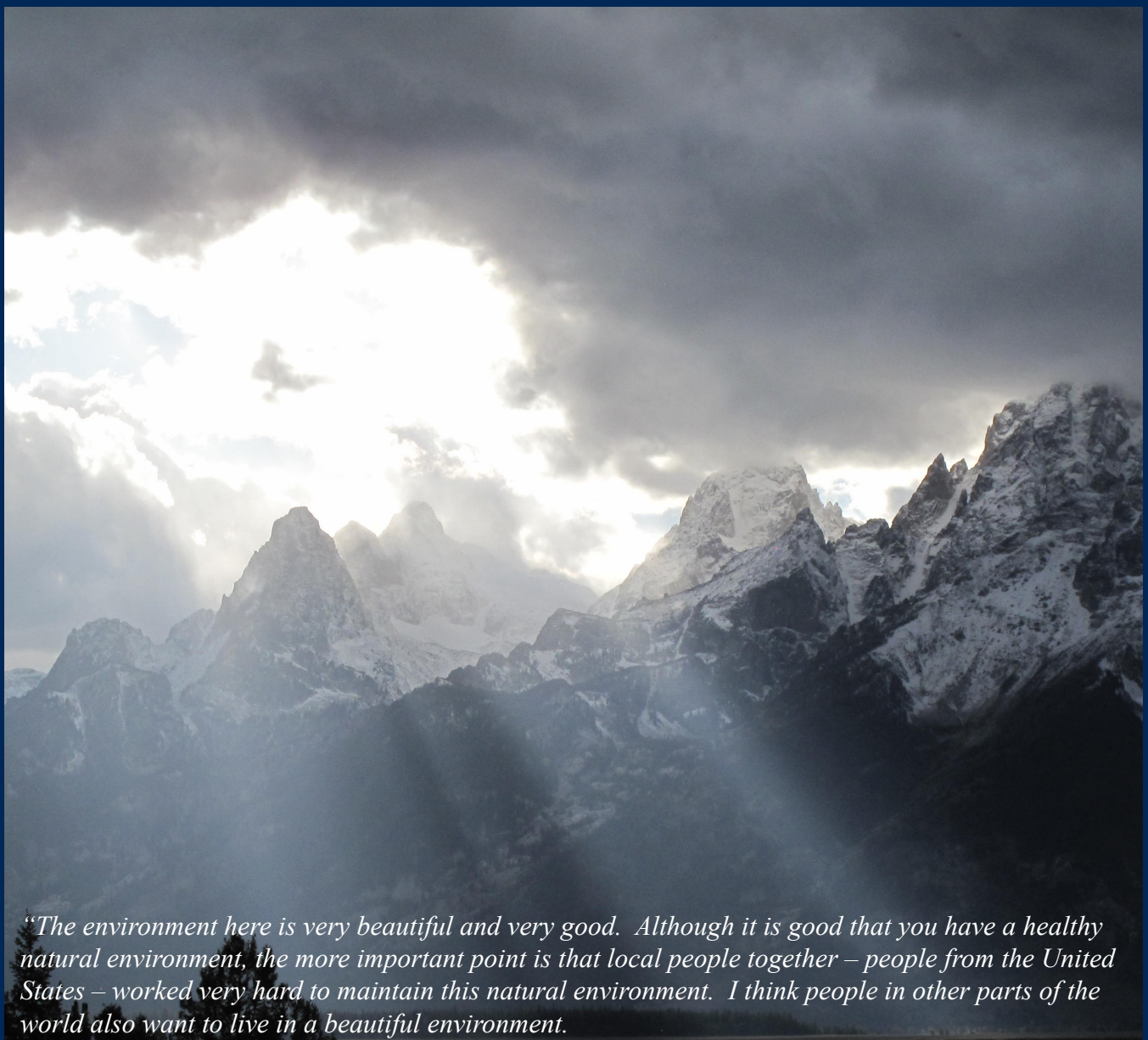
Starting balance 1/1/2014.....	49,590.04
INCOME	
Contributions received.....	91,144.90
Program services.....	14,900.00
TOTAL INCOME.....	106,044.90
EXPENSES	
Travel and accommodations.....	25,858.34
Conferences and hospitality.....	7,079.29
Printing and communications.....	908.28
Office rent.....	7,777.39
Phone and internet.....	2,117.42
Supplies and equipment.....	1,437.46
Dues and subscriptions.....	612.15
Wages.....	34,098.74
Payroll tax.....	5,654.11
Legal-Prof Fees.....	3,611.61
Business Insurance.....	1,963.00
Bank charge.....	90.00
Gifts given.....	228.58
TOTAL EXPENSES.....	91,436.37
OVERALL TOTAL.....	14,608.53
Closing balance 12/31/14.....	64,198.57

Financial Statement
January 1 – December 31, 2015

Starting balance 1/1/2015.....	64,198.57
INCOME	
Contributions received.....	87,465.68
Program services.....	6,000.00
TOTAL INCOME.....	93,465.68
EXPENSES	
Travel and accommodations.....	9,629.72
Conferences and hospitality.....	7,383.45
Printing and communications.....	1,070.22
Office Rent.....	7,779.18
Phone and internet.....	2,836.85
Supplies and equipment.....	3,430.79
Dues and subscriptions.....	598.89
Wages.....	35,410.23
Payroll tax.....	10,823.70
Legal-Prof Fees.....	8,406.25
Business Insurance.....	1,993.00
Bank charge.....	90.00
Gifts Given.....	384.34
Uncategorized.....	2.56
TOTAL EXPENSES.....	89,839.18
OVERALL TOTAL.....	3,626.50
Closing balance 12/31/15.....	67,825.07

*Your tax-deductible contribution to the
Jackson Hole Center for Global Affairs promotes:*

*Civic activism on climate change and
other global policy issues
Public education in global affairs
Cultural exchange and awareness*



"The environment here is very beautiful and very good. Although it is good that you have a healthy natural environment, the more important point is that local people together – people from the United States – worked very hard to maintain this natural environment. I think people in other parts of the world also want to live in a beautiful environment.

"But in order to achieve that we face many problems, including energy and environmental challenges. Because of this, many people came to Jackson Hole to discuss issues of our common concern. I think our two days of meetings here were very successful. Here it was different from the meetings in Washington, D.C., where it is too formal. Our meeting here in Jackson Hole was more friendly. I sincerely hope that by working together we can bring welfare and benefit to the people of these two countries.

"So I would like to pay my special tribute to the Jackson Hole Center for Global Affairs, as they have initiated a very good course and they have put forward a very brilliant idea to have these meetings."

- Shi Dinghuan

Secretary-General, Ministry of Science and Technology, Peoples Republic of China, October 2004

**Jackson Hole Center for Global Affairs
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