



The Rose Review

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DIRECTOR'S REPORT: DR. ANDREW E. BUSCH

We are off to the start of what promises to be another good year at the Rose Institute. As usual, we began our Fall semester by holding an open house for interested students, followed by an intensive application and interview process. In the end, we narrowed about seventy applications down to eight hires—five freshmen and three sophomores. There were many excellent applicants and difficult decisions to be made, but we are confident that this next cohort of “Rosies” has the talent and determination to maintain the proud traditions of our Institute.

In the meantime, the Rose Institute has advanced a number of important projects since April. These included:

- An ongoing study of contract cities, examining which California cities contract for what service and from whom. We expect to have a preliminary report, focusing on the Inland Empire, completed within a few months.

- The updated version of our Redistricting in America website, funded by a grant from the Koch Foundation, which was completed over the summer.

- A “best practices” manual for local election administration, written for the City of Glendale in conjunction with our Glendale election administration project. We hope to be able to offer the completed manual to other local governments, as well.

- A quality of life survey completed for the City of Glendale assessing citizen sentiments.

- Successful Inland Empire Center forecasting conferences held in the Coachella Valley, Temecula, and Ontario. Each conference was hosted by the Rose in conjunction with CMC’s Lowe Institute of Political Economy and the UCLA Anderson School, and featured national, state, and local economic forecasts along with a variety of panels of local leaders



in politics, business, law, health care, and education.

- Publication of two issues of *The Inland Empire Outlook* (April and October), also a joint project of the IEC featuring articles on issues of regional interest.

- Technical work designed to upgrade the public accessibility and usability of the Miller-Rose Initiative Database as well as the Burnweit database on California state legislators.

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- Data collection and analysis for the 2013 *Kosmont-Rose Cost of Doing Business Survey*.
- Continued attention to the New Hire Training program and the Rose Institute speaker series. In Fall 2013, we will be hosting former Pennsylvania governor and Secretary of Homeland Security Tom Ridge discussing homeland security issues at the state and local level, as well as a panel on voting rights in light of the Supreme Court's summer decision on the Voting Rights Act.
- The initiation of our Rose Award Fellows program using funds raised in honor of Ray Remy '59, our most recent Rose Award winner. Under this program, three students received stipends to enable them to serve in summer internships related to state and local government. These first Rose Award Fellows included Ian O'Grady, Elise Hansell, and Ryan Driscoll.

Over the summer of 2013, the Rose Institute senior staff also conducted a planning exercise identifying challenges and areas of potential activity.

A number of interesting ideas came out of that exercise, and will be implemented over the next year. In general, the ideas were built around themes of increasing student research capacity, increasing the Rose Institute's visibility, and increasing the Institute's public policy impact. Among other things, we plan to improve our connections with faculty, Rose alumni, other state politics institutes in California, and experts in a variety of fields; renew the Institute's history of holding policy-oriented conferences; and write more white papers on specific policy questions identified by the Institute. More on this next time.

The year 2013 represents the 40th year since the Rose Institute was founded in 1973. We will celebrate the occasion on October 17 with a commemorative dinner, and we are expecting that it will be a great time. We won't forget, though, that the very best way to celebrate will be by carrying the legacy of the Rose Institute forward into the future, playing an important role in the education of CMC students and making a positive difference for our community and state.

STUDENT MANAGERS' REPORT

By Marina Giloi '14 and Alex Bentley '14

As CMC welcomed the Class of 2017 to its sunny campus, we launched right into recruiting, interviewing, and selecting a new class of research assistants at the Rose Institute. We are thrilled to announce that Charlotte Bailey, Audrey Breitwieser, Tyler Finn, Ben Fusek, Francesca Hidalgo-Wohlleben, Hannah Oh, Tim Plummer, and Tamara Skinner have joined us from a competitive pool of over 70 applicants.

There certainly are an abundance of projects in which they can participate. As the Rose Institute

revamps its focus on technology, we've organized a "tech team" that is meeting weekly to work on maintaining our current web resources, upgrading hardware, building new websites to showcase our latest projects, and publishing interactive maps to demonstrate trends in demographics and elections across the country. Our websites are running better than ever and our tech team is excited to continue adding new resources and content. Moving forward, our students will be focusing on increasing the Rose Institute's engagement with the public through an improved social media presence, and through search



engine optimization. Notable accomplishments from last semester include the recently redesigned Redistricting in America website (redistrictinginamerica.org), substantial upgrades to the Miller Initiative Database (initiatives.roseinstitute.org), and improved security and speed for all of the Rose's web assets.

While we have wrapped up last year's Redistricting in America analyses, there is still plenty of mapping to be done. Students have already created several maps for the Inland Empire Center website and the *Inland Empire Outlook*. Moreover, the upcoming addition of interactive data to the California Almanac shows the many ways we can marry our projects with innovative technologies, adding a valuable visual component, and increasing the accessibility of our material.

Last year marked a highly successful year for the launch of several new Rose projects, and we're planning on building on that success. Our "Video Voter" voter education series garnered significant campus attention, and we hope to expand on its popularity. This past spring, Rose students and Rose Fellow Doug Johnson worked with the City of Glendale to improve their election's transparency, and developed processes to publish live mapping updates during the election. This fall, our expanded new hire training is in full swing, providing our new hires with an extensive program of training seminars, guest lecturers, and research in the areas of professional communication, statistical analysis, and state and local government. We received glowing feedback from last year's new hire program participants and anticipate the same from this year's class as we continue to refine the program.



In addition to the success of our established projects, we are in the early stages of exciting new projects. For the upcoming year, the Rose Institute is exploring a partnership with the Roberts Environmental Center for a project on water in Southern California. Rose students are also working with Rose Fellow, Visiting Assistant Professor J. Andrew Sinclair on historical research and compilation of states' primary laws, and we have plans for a series of white papers focusing on California demographics and fiscal analysis.

Meanwhile, our speaker series has become a staple at the Rose Institute. The series kicks off with a bang on October 31, when we will be co-sponsoring a talk by former-Secretary of Homeland Security and Pennsylvania Governor Tom Ridge. The series will continue in November, when we will be hosting a panel discussing the impact of the *Shelby County v. Holder* Supreme Court decision on the Voting Rights Act. For our part, we plan to focus our term in student management on facilitating effective team structures, and establishing tools for seamless project execution from start to finish. We feel honored to serve as student managers in the Rose's 40th year and we hope to make the most of the year ahead.



40 YEARS OF EXCELLENCE

By Shannon Miller '16

This year, the Rose Institute celebrates its 40th anniversary. In its four decades, it has seen three directors, a spectacular new view from the fourth floor of the impressive Kravis Center, hundreds of student researcher alumni, a wealth of accomplishments and fond memories too numerous to list.

When the Rose Institute first came to be, after a 1972 memorandum on the need for an institute of state and local government, it launched with the million-dollar pledge from benefactress Edessa Rose. It functioned as a “bootstrap operation,” as former Rose Director Alan Heslop put it, for more than a decade without the endowment. Despite the financial constraints, the Institute still managed to make a name for itself, particularly due to its thorough redistricting analysis.

When the Institute’s 25th anniversary arrived in 1999, the student staff searched through two decades of payroll records to compile a database of Rose alumni to invite to the reunion event—a larger project than it may have initially seemed. When the Rose first opened, the student staff was minimal, but in 1979, the Institute received a California Roundtable grant for redistricting reform and analysis, and student employment jumped to a staff of 90 for a short time in the early 1980s. After that redistricting cycle, the staff size normalized to around 25 students.

When our first Director Alan Heslop wrote “A Quarter Century of Thanks” on his departure from the Institute in 2000, he paid tribute to our namesake, Edessa Rose, “a businesswoman and lawyer, a feminist and activist, and a force in innumerable California organizations.” He also paid tribute to Marian Miner Cook, who funded fellowships and scholarships for students at the Institute. Other donors included a few familiar names at CMC: Donald

McKenna, Priscilla Fawcett, and George Benson. Upon Heslop’s departure, incoming Director Ralph Rossum also noted a few “vital” pieces of information in a written memo – “Dr. Rossum calls dibs on blue for any future croquet games or tournaments” was listed first.

Mr. W. Richard Cramer graduated from Claremont McKenna College in 1953 with a degree in accounting. He has been a trustee of Claremont McKenna College since June 1987, and remained on the Board of Trustees until June 2005.

Mr. Cramer is currently serving his fifth term on the Board of Governors for the Rose Institute of State and Local Government; he has been on the Board since 1999. In addition to being very involved at CMC, many members of his family have attended CMC. His son, Richard R. Cramer (Bill) graduated in 1975; his daughter, Caroline Cramer, graduated in 1988; his granddaughter, Cheryl Miller, graduated in 2004; and two of his nephews also attended CMC.



In 2003, the Rose celebrated its 30th anniversary. Congressman David Dreier, an alumnus of Claremont Men's College, sent the Institute a commemorative letter for the occasion. He praised the Rose's pioneering inclusivity for student employees to conduct ground-breaking, professional research

under faculty direction. Dreier wrote that while other institutions have since adopted similar models, "it is worth remembering that 30 years ago the Rose Institute was almost alone in providing this kind of undergraduate research opportunity."

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ALUMNI FEATURE: RICHARD CRAMER

By Andrew Nam '15

Soon after graduating from college, Mr. Cramer got his start in the egg business. In the 1960s, he began producing animal feed, not only for his own farms, but also for sale to other farms in California. In 1970, he purchased Star Milling Company – located in Perris, California – from Homer Thomas. Since the acquisition of Star Milling Co., the mill has continued to grow and diversify.

In 1988, to expand the company's production line, an extruder – a machine used to create objects of a fixed, cross-sectional profile – was put into place for the manufacturing of dog food, cat food, and commercial fish food. Many other additions, such as new electrical and computer systems, have been made to increase

automation and to maximize efficiency. In fact, a fully-automated bagging system was put in place in 1992. Star Milling Company now produces feed for many clients world-wide and is very well respected in the industry.

Mr. Cramer resides in Anaheim, California. He enjoys golfing and owns a golf course in Southern California. Mr. Cramer and his wife, Mary Cramer, love traveling and touring around the world.



Left to Right: Bill Cramer, President of Star Milling Co.; Todd Cramer, manager of Manchester Feeds in Poston, AZ; and Richard Cramer, Star Milling CFO.



40TH ANNIVERSARY KEYNOTE SPEAKER: HENRY OLSEN

By Hannah Oh '16

Legendary Rose Institute alumnus Henry Olsen '83 will return to Claremont October 17 to deliver the keynote address at the Rose Institute's 40th Anniversary Dinner. Mr. Olsen will offer insights on the future of American politics, including the importance of understanding the nation's shifting demographics and the corresponding changes in the electorate.

Mr. Olsen is presently a Senior Fellow at the Ethics and Public Policy Center (EPPC), a Washington, D.C.-based research organization dedicated to promoting American moral tradition in modern politics. For over 20 years, Mr. Olsen has



Henry Olsen as a student at Claremont Men's College

conducted research on domestic public policies and their implications. He is most interested in long-term political trends and has written extensively on the intellectual foundation and direction of contemporary political thought. His work has been featured in a variety of major publications, such as

The Wall Street Journal, The Washington Post, National Review, and The Weekly Standard.

Mr. Olsen graduated from Claremont McKenna College in 1983 with a bachelor's degree in political science. During his time at CMC, he became, arguably, the most famous research assistant in the Rose Institute's history by taking a lead role in California's 1980s redistricting wars. The battle began in 1981 when the California Legislature, under the leadership of Assembly Speaker Willie Brown, produced new, gerrymandered legislative districts for the state. Speaker Brown decided to show the maps to the media in a private press conference. He excluded the general public and banned photography. The Rose Institute, which was acting as a "watchdog" over the legislature's redistricting process, responded by sending Mr. Olsen to infiltrate the press conference to gain information about the maps. Using his photographic memory, Mr. Olsen carefully reviewed the full-sized maps. He then flew back to Claremont and briefed Rose Institute staff on details of proposed district lines. Mr. Olsen's report confirmed the Institute's suspicions regarding the legislature's gerrymandering efforts. The Rose Institute held its own press conference the next day and its revelations helped spark widespread public interest in fair redistricting.

Governor Jerry Brown signed bills enacting the legislature's gerrymandered districts, but angry citizens reacted by qualifying referendums to overturn the plans. In June 1982, voters approved the referendums by wide margins. When a defiant legislature enacted similar maps, Republican Assemblyman Don Sebastiani gathered a team of top political consultants to produce redistricting plans designed to replace the legislature's gerrymandered plans with new, more competitive districts. Sebastiani



THE MAPS THAT MR. OLSEN WORKED ON WERE CONSOLIDATED INTO A BALLOT INITIATIVE THAT QUALIFIED FOR A STATEWIDE SPECIAL ELECTION IN DECEMBER 1983.

rented the Rose Institute computers and sent the team to campus to work on the new maps. When at the Rose, Mr. Olsen showed them some of the work that he had done on his own. The team was impressed and asked him to join their effort. Mr. Olsen was instrumental in the team's work and his plan is substantially what became the team's finished product. Those maps were consolidated into a ballot initiative known as the "Sebastiani Initiative," which qualified for a statewide special election in December 1983. However, in September 1983, the California Supreme Court, under the leadership of Chief Justice Rose Bird, intervened and cancelled the election, holding that the state constitution allowed redistricting only once per decade. Willie Brown rejoiced, saying, "Sister Rose and the Supremes took care of that little matter."

Following his college exploits, Mr. Olsen worked as a political consultant for a private California firm, then became a Legislative Assistant for the California State Assembly Republican Caucus. He later attended the University of Chicago Law School, where he served as Comment Editor for the *University of Chicago Law Review*. He received his J.D. in 1990. With a law degree in hand, he clerked for the Honorable Danny J. Boggs on the U.S. Court of Appeals for Sixth Circuit and went on to practice law at Dechert, LLP in Philadelphia.

Mr. Olsen has since held a number of senior executive roles for prominent think tanks, including positions as Vice President of the Manhattan Institute for Policy Research and President of the Commonwealth Foundation for Public Policy Alternatives. Most recently he served as Vice President of the American Enterprise Institute (AEI), a prominent think tank that seeks to promote individual opportunity and free enterprise. In this position, he oversaw six departments, managed the Values & Capitalism project, and led an effort to develop agricultural policy reforms. In addition, he served as the director of AEI's National Research Initiative, where he recruited and worked with leading academic scholars and public officials with broad knowledge and experience in domestic policy, to form a connection with AEI through funded projects and visiting fellowships. After seven years at AEI, Mr. Olsen left in August 2013 to join the Ethics and Public Policy Center to focus on his own research. As a Senior Fellow, he plans to write a book on the future of American conservatism called *New Century, New Deal: How Conservatives Can Win Hearts, Minds, and Elections*.

Mr. Olsen's work seeks to explain why conservatism has been in decline among the American populace, particularly in the context of the 2012 election. He examines the way the nation's demographics have changed over time, tracks the political voting patterns of various demographic groups, and analyzes how Democrats have substantially increased their share of non-white voters. Mr. Olsen addresses how the Republican Party must reach out to this emerging demographic majority and voters and win its support in coming elections.



OVER THE SUMMER

David Tse '15, Orinda, CA

This summer, I worked at the University of California's Office of the President in the CFO Division as a "Strategic Initiatives Intern." I learned a lot about higher education, budgetary carry-forwards, and the UC System, and welcomed the opportunity to learn from such successful administrators.

Andrew Nam '15, Claremont, CA & Seoul, South Korea

This summer, I worked for a private equity firm in Mongolia as the strategy and operations intern. I helped to develop extensive business plans, working directly with the CEO, Board of Directors, and major shareholders to develop corporate strategy and operations. I directed and organized business deals, negotiations, and legal contracts with major companies. In addition, I built comprehensive financial models for all of the firm's subsidiary companies and authored equity research reports and private placement memoranda.

Shannon Miller '16, Berkeley, CA

This summer, I was an editorial intern for an internet marketing company in San Francisco. I helped manage content for the company's clients' blogs by writing and editing their posts and applying search engine optimization techniques. Through my internship, I learned a lot of useful skills for marketing in the digital sphere that can be applied to a number of other pursuits in the future. I also gained a lot of experience honing my writing skills by working with freelance writers, doing frequent copy editing, and writing in different tones and styles to fit the various needs of a client. I also learned how to educate myself quickly about a variety of different professional fields, such as private investigation or mortgages, in order to work effectively with each client and understand the content they needed.

Gavin Landgraf '14, Saratoga, CA

This summer, I worked for Morgan Stanley's Public Finance office in San Francisco. Although I do not intend to pursue a career in investment banking, I learned a substantial amount about the process by which government entities fund capital projects.

Andrew Chung '16, Woodcliff Lake, NJ

This summer, I worked at the Rose Institute on projects related to the Burnweit Database, Glendale Survey, and Redistricting in America. Staying at the Rose for the summer was an excellent experience for familiarizing myself with every book in the Rose Library and for developing my office etiquette.

Ryan Driscoll '16 (left) and her sister in San Francisco for her internship at Code for America.





Manav Kohli '16 (right) shares a meal with seminarians in São Paolo.

Manav Kohli '16, Portland, OR

Over the summer, I traveled in Brazil and volunteered for an international farm exchange organization, World Wide Opportunities on Organic Farms (WWOOF). We planted a small tree farm, took care of rambunctious goats, cooked all our meals from scratch, and practiced bio-organic farming techniques. The farm we worked on was in Justinada, a small town of about 150 people in the central part of São Paulo state. After leaving the farm, we spent a week living at a Catholic Seminary in the city of São Paolo, which in reality was closer to a monk retreat (each meal was taken in silence and the brothers and seminarians wore robes according to their seniority). We also had the opportunity to travel around the country and visit Iguazu Falls and some coastal towns north of Rio de Janeiro.

Ryan Driscoll '16, Nashville, TN

I spent the summer in San Francisco interning at Code for America, a civic tech startup focused on improving government through technology. In my time at CfA, I researched the issue of IT procurement at the local level, as well as potential fixes and workarounds pertaining to acquisition. During my internship, I had the opportunity to work with CMC alum and former Student Manager of the Rose, Abhi Nemani, who challenged me to take on large assignments and to make the internship my own by taking on topics of particular interest to me. I found that working in a multidisciplinary space, like civic tech, can be fairly challenging. However, at the same time, seeing two usually separate spaces benefit from operating together is incredibly rewarding and a cross-disciplinary model that should be applied throughout society.



Audrey Breitwieser '16, Orinda, CA

I worked for a City Councilmember named Kriss Worthington in Berkeley, CA. While working there, I planned events (like Berkeley Pride, an event in support of LGBTQ rights), wrote council items (such as a request to make the city as transparent to the public as possible by putting all official proclamations on the website), and developed a new website for the councilmember (krissworthington7.com). I also answered phones, made copies, and led staff meetings in the office. I learned the importance of professionalism (how you address people in person and on the phone is very important) and how to take on an enormous amount of responsibility and accountability (this was important while writing the council items that were eventually voted on by the entire council and put into practice). I also learned that I have the capacity to be a leader even when I am inexperienced and new to a situation. Overall, I loved working in local government and making a difference!

Nina Kamath '16, San Jose, CA

This summer, I worked at Endeavor Global, a not-for-profit that aims to catalyze long-term economic growth in developing countries through high-impact entrepreneurship. In the internship, I had the unique opportunity to work on an internal consulting project, where I developed a social map of the New York City technology entrepreneurial ecosystem. When aggregating extensive amounts of data for over 18,000 companies and 20,000 entrepreneurs, I focused my efforts in identifying the social connections between companies in terms of their inspiration, mentorship, and investment. It was fascinating to hear their stories and to gain an understanding of the underlying connections that underpin an influential entrepreneurial ecosystem like New York City. The internship impacted me substantially in developing my leadership skills. I learned how to manage my time when working multiple diverse projects and how to communicate effectively with both my peers and supervisor.



Nina Kamath '16 (left) at Endeavor Global Headquarters in New York City.

Hannah Oh '16, San Diego, CA

I spent my summer interning at the National Conflict Resolution Center (NCRC), an alternative dispute resolution service provider located in San Diego, CA. While there, I learned how to mediate workplace conflicts, facilitate business negotiations, and settle cases sent from litigation. I also led a social media campaign this summer to promote NCRC's services and organized promotional events in the community.



Jessica Jin '16 (middle) with Senator John McCain and a fellow Concordia Summit intern.

Jessica Jin '16, Redmond, Washington

This past summer I worked at Concordia, a non-profit organization promoting sustainable public-private partnerships (P3s), in New York. As a member of Concordia's P3 Intelligence Division, I worked on the launch of the Concordia Index. The first iteration of the Concordia Index evaluates 17 nations on their readiness and need for public-private partnerships by measuring the political environment, investment climate, and infrastructure deficits of each respective nation. As one of P3I's lead researchers, I evaluated the data in the 24 subcategories that composed the three domains and generated much of the written content in the Index. I also conducted several interviews researching blog posts that I completed as a part of my P3 work. Interviewees included Luciana Borio, the FDA's Assistant Commissioner for Counterterrorism Policy, and General Harry Raduege, the Director of Deloitte's Center for Cyber Innovation. At the end of September, I had the fantastic opportunity to be invited to return to New York to attend Concordia's Annual Summit where I was a part of the launch of the Index. While in New York, I was pleased to meet people who walk as fast, if not faster, than I do.

Kathryn Yao '14, Dallas, Texas

I spent the summer interning at Turner Broadcasting in Atlanta, Georgia. I worked with the sales operations and strategic planning teams to develop methods to increase efficiency in operations regarding Turner's database containing network affiliates and subscriber data. I then formally presented my research and recommendations to top executives. I also conducted in-depth analysis of Turner's affiliate tier offerings to create a comprehensive guide for multidepartment use on Turner's internal website. Working at Turner was a wonderful experience and I had the opportunity to learn very much about the television and cable industry.

Elena Lopez '15, Houston, Texas

This the summer I worked at the Rose Institute. I was able to help edit and fact check the Redistricting in America write-ups. I also worked with NDC Research. I was able to help with the cities redistricting process, making sure that the populations were equal and contingent. I really enjoyed learning how to use Maptitude and ArcGIS.



Charlotte Bailey '16, Orangevale, CA

This summer I worked at Women's Empowerment, a non-profit in Sacramento dedicated to helping homeless women rebuild their self-esteem and develop job readiness skills in order to secure a job and retain a home for their family and children. I was able to witness the real world effects of public policies at the local level, and learn more about the honest realities of supporting a family on eight dollars an hour. As a development and volunteer intern, I was in charge of developing a database and orientation program for volunteers, and finding effective ways to promote Women's Empowerment in the community.

Alex Bentley '14, Novato, CA

I spent my summer working as an analyst for a private equity firm in Ulaanbaatar, Mongolia with fellow Rosie, Andrew Nam. During my ten days off from work, I traveled to northern Mongolia for the Naadam summer festival, staying with a nomadic family, drinking fermented mare's milk, and learning some Mongolian wrestling moves.

Marina Giloi '14, Redmond, WA

I completed an audit internship at the Deloitte Seattle office, assisting in the audit of a hedge fund and the review of an aerospace company's defined benefit plans. During my internship, I learned a lot about the construction of financial statements, the intricacies of audit software, and how Excel is the greatest program known to mankind. I'll be returning to work at Deloitte Seattle as a full-time audit staff next fall.

Nate Falk '14, Lafayette, CA

This past summer, I worked for NERA Economic Consulting in San Francisco. As part of NERA's Intellectual Property and Antitrust group, I developed quantitative models based on applied econometrics using large datasets for high-profile corporate litigation. This included learning how to write programs to compile, clean, consolidate, analyze, and regress various financial and consumer data, as well as produce comprehensive summaries for use in trial.

Brian Eckhardt '16, Phoenix, Arizona

I interned with a technology startup in Phoenix this summer. The company, MeMD, sells online medical consultations. My responsibilities extended to several departments. I assisted in website development, competitor analysis, forecasting/modeling, and marketing and public relations.

Ian O'Grady '15, Tempe, AZ

This summer, I split time between two internships: O'Connor House and Arizona Public Interest Research Group (AZ PIRG). O'Connor House is Justice Sandra Day O'Connor's non-profit. My primary project at O'Connor House was SpeakOut Arizona, a project aimed at improving voter turnout and Arizona's overall civic health. At O'Connor House, I learned about public-private partnerships and the effectiveness of non-profits in the policymaking process. In my second internships at AZ PIRG, I worked to smooth implementation of the Affordable Care Act in Arizona. I learned a lot about the new health care law and what it means for Arizonans.



Charlotte Bailey '16 on her last day at Women's Empowerment.



Richard Mancuso '16 started a bicycle rickshaw startup, Claremontian Cab.

Richard Mancuso '16, Claremont, CA

This past summer, I held a number of jobs including a part-time position at the Rose Institute of State and Local Government where I worked on a variety of projects ranging from Redistricting in America, to the Kosmont Cost of Doing Business Survey, to improvement of institute web properties. Additionally, I worked as a marketing and technology director at a small, local accounting firm. Finally, I worked on my own startup which provides bicycle rickshaw service to the Claremont Village and surrounding areas. Through working on this diverse set of projects, I was able to improve a wide range of skills as well as gain real-world entrepreneurial and logistical experience outside of both academic and traditional work environments.

Sam Stone '14, Danville, CA

Over the summer, I started a digital marketing company focused on helped small businesses. I learned that there's no easy way to teach Joe the Plumber about the value of the internet.

Katya Abazajian '14, Houston, TX

I worked at BP America in Houston over the summer, as an Integrated Supply and Trading Intern for the Natural Gas Liquids (NGL) Marketing Team. The title is a mouthful, but, in practice, I developed marketing plans, analyzed the NGL team's customer database, and devised corporate strategy for the NGL division, which was passed on to BP's headquarters in London. Working within the Integrated Supply and Trading arm of BP introduced me to the world of physical commodity trading, and taught me the logistical ins and outs of managing short and long-term customers in the natural gas industry. I enjoyed being in Houston, despite the oppressive heat.

MEET OUR NEW HIRES

Tamara Skinner



Tamara Skinner is a freshman at CMC from Phoenix, Arizona interested in majoring in Philosophy, Politics, and Economics (PPE) or in Government. She graduated from Scottsdale Christian Academy where she was involved with student government, the National Honor Society, and was a member of the varsity volleyball team. Tamara's passion for politics led to her participation with the Junior Statesmen of America where she debated and discussed current events with other high schoolers from around the country. She was the founder and president of the Junior Statesmen chapter at her high school. Tamara has worked on local campaigns and enjoys participating in community service. At the Rose, she hopes to work on projects dealing with policy analysis and demographic research. After graduating from Claremont McKenna, she plans to study law.

Audrey Breitwieser



Audrey Breitwieser is a sophomore from Orinda, California and is majoring in Economics. At CMC she has worked for Professor Helland and the Lowe Institute researching the financial holdings of federal judges. Last summer she worked for Berkeley City Councilmember Kriss Worthington where she planned events, wrote council items, and developed a new website for Mr. Worthington. Audrey plans to explore many different projects as a research assistant at the Rose Institute. When she is not in class or working hard at the Rose, she can be found at Ducey Gym playing for the CMS Athenas volleyball team or in her room reading Harry Potter.

Ben Fusek



Ben Fusek is a freshman hailing from Eugene, Oregon. Ben's interest in government and public policy grew significantly after serving as president of his high school, as well as after his attendance of Oregon Boys State, a non-partisan hands-on governmental simulation program. At CMC, Ben is a member of SOURCE, a student-run nonprofit consulting organization, and is an intended Philosophy, Politics, and Economics (PPE) major. At the Rose Institute, Ben is looking forward to getting involved in a number of different areas, including fiscal analysis, web development, and the Inland Empire Center.

Hannah Oh



Hannah Oh is a sophomore from San Diego, California majoring in Government and Legal Studies. As a Research Assistant, she compiles data on county and city officials, budgets, and demographics for the California Almanac. She hopes to expand upon her legal research skills while at the Rose Institute and plans to attend law school after graduation. In her free time, she enjoys trying new foods and restaurants and travelling to new places. Her goal is to visit the Seven Wonders of the World by the end of her college experience.



Tim Plummer



Tim Plummer is a hopeful Philosophy, Politics, and Economics major who hails from Upland, California. Following CMC, he hopes to work as a diplomat in either Southeast Asia or the Middle East. While at the Rose Institute, he hopes to get involved in projects that focus on demographic analysis and changing voting patterns. When Tim isn't studying or working at the Rose, he enjoys spending his free time reading books on foreign policy, making delicious food, meeting new people, and hiking the hills surrounding Claremont.

Tyler Finn



Tyler Finn is a freshman from Atherton, CA intending to major in Politics, Philosophy, and Economics (PPE). At the Rose Institute, Tyler plans on focusing on ballot initiatives and public education, as well as the new hire project: the California Almanac. After college, Tyler plans on attending law school or working in Washington D.C. In his spare time, he enjoys playing tennis, squash and golf, spending time outdoors and bickering with friends about politics.

Francesca Hidalgo-Wohlleben



Francesca Hidalgo-Wohlleben is a freshman from Cedar Rapids, Iowa intending to major in Philosophy, Politics, and Economics (PPE). She plans on attending law school after graduating from CMC. In addition to her work at the Rose, Francesca writes for *The Forum*, volunteers at the Center for Human Rights, and is a mentor as part of Uncommon Good. Francesca has a love for ice cream, books, and kickboxing.

Charlotte Bailey



Charlotte Bailey is a sophomore from Orangevale, California majoring in Government. This summer, she worked for Women's Empowerment, a non-profit in Sacramento that aims to end the cycle of homelessness through self-esteem development and job-readiness training. During her time at the Rose, Charlotte hopes to work on projects dealing with public policy and legal analysis. Charlotte is executive secretary of ASCMC, and a consultant for SOURCE, CMC's student-run non-profit consulting organization. She also plays for the CMS Athenas soccer team. When not playing soccer or at the Rose, you can find her at the Hub eating delicious turkey and avocado paninis.



40 YEARS OF EXCELLENCE

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While the focus of the Rose Institute has remained constant throughout its existence, our projects have explored a wide variety of topics in state and local government. In 1994, the Institute began to focus more specifically on studying Southern California. In 2004, a generous grant from CMC Life Trustee Buzz Woolley allowed the Rose Institute to expand its redistricting work to include quantitative analysis using GIS technology, which greatly expanded the Institute's capabilities. In 2005, the Institute continued its research into reform of California's State Legislature after concluding the Governing California series. Rose Institute students also assisted Professor Ken Miller with initiative research for his 2009 book, *Direct Democracy and the Courts*, and the subsequent launch of the Miller-Rose Initiative Database.

In July of 2009, Dr. Miller became the new Associate Director of the Rose Institute, briefly sharing the title with long-time Associate Director Florence Adams before she retired. In the fall of 2010, Dr. Miller was joined by Professor Andrew Busch, our current director, when Director Ralph Rossum stepped down. Today, our projects include the continuation of established projects like the *Kosmont-Rose Institute Cost of Doing Business Survey*, but also include newer efforts, such as the launch of our redesigned website, utilizing the technological skills of our student researchers to enhance the Institute's online presence.

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