

The Rose Report

The Newsletter of the Rose Institute of State and Local Government

DIRECTOR'S REPORT: DR. RALPH A. ROSSUM

For 35 years the students, staff and consultants of the Rose Institute have employed cutting edge technology to produce quality analysis for public and private clients.

From its inception, the Institute played a significant role in bringing computing technology to bear on redistricting. In its early period (1973-1990), the Rose Institute developed the nation's first comprehensive statewide demographic and political database. In the 1990s the Institute used this technology to take on the complex and challenging task of creating "multi-layered" data for southern California's communities, generating studies of demographic change, voting behavior, opinion, voluntary organizations, and Latino-owned businesses. Today the Rose Institute continues to employ the latest in Geographic Information Systems (GIS) technology for private and public clients interested in demographic and other forms of analysis.

We are committed to continuing this technological tradition, and in this issue I want to focus on three exciting new areas in which the Rose Institute is interacting with technology to further our mission: our new Girard Fellowship program, the Rose Report blog, and our ongoing efforts to complete the California Political History Archive and Database.

With a generous grant from our good friend and benefactor Buzz Woolley '59, we will begin an exciting new project this summer in conjunction with the nation's premier online-only local news source. The *Voice of San Di-*

ego (<http://www.voiceofsandiego.org/>), an independent, nonpartisan, 501(c)(3) nonprofit, is nationally recognized as a trailblazing pioneer in the rapidly changing world of journalism. By saving the costs associated with printing newspapers (normally a significant portion of newspaper budgets) and operating as a nonprofit, the *Voice of San Diego* has been able to provide groundbreaking coverage of local government during tumultuous times for the city of San Diego.

Select Claremont McKenna College students will work at the Rose Institute this summer as Girard Fellows, performing research on local government and other topics of interest for the *Voice of San Diego's* investigative efforts. Besides receiving a real world opportunity to hone their research skills, practice policy analysis, and learn about the operations of government, this is a unique opportunity for students to gain valuable experience with one of the most innovative and successful models for new media and journalism. In order for students to collaborate efficiently online with each other and with *Voice of San Diego* staff, the Rose Institute is also considering using new technological solutions, perhaps even creating our own wiki.

The *Rose Report* newsletter's companion blog (<http://rosereport.org>) is now an established part of the Rose Institute's online presence. The blog currently follows redistricting news, especially in California, as well as highlighting press mentions of Rose Institute staff, consultants, students, alumni



and friends. The blog has already been a great experience for Rose Institute students. For instance, in the comments underneath one of Dan Mitchell's recent posts he has interacted with the deputy chief of staff to the Speaker of the California Assembly on the subject of redistricting. Another of Mitchell's post was cited by *Capitol Alert*, the political website of the *Sacramento Bee*. Now that the blog is up and running, we plan to expand its content to include more original content from our consultants as well increasing student generated content.

Finally, the Rose Institute continues to seek funding to make its rich archive of scholarly, historical, and political materials available to the public in an integrated online library. No other single repository currently possesses all of the components of the Institute's archive, and much of this valuable material is unique, rare, or difficult to access.

At present, our archival efforts are focused on merging two collections from our archives into an interactive website that will allow the public to see how elected officials, their districts, and

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their districts' demographics changed over time. By putting together biographical information on legislators with maps and other information on geographical and demographic changes of their districts, we will provide unprecedented research opportunities and visually reveal the importance of redistricting to the democratic process.

The Leroy Hardy Redistricting Archive, gifted to the Rose Institute in 2005, consists of approximately 145 linear feet of reports, maps, charts, documents, statistical compendia, legal briefs, correspondence, off-prints, newspaper clippings, microfilm, pamphlets, periodicals, and other materials. Dr. Leroy Hardy's generosity includes historic legislative district and county supervisor district maps going back to California statehood. The maps are especially extraordinary gifts, described by an independent appraiser as an "all-encompassing collection" that "enables far more efficient research than is available anywhere else." Through the generous support of the Haynes Foundation, the Rose Institute has already had most of these maps professionally scanned (over 3,100 maps have been turned into high resolution images).

The Burnweit Database, a comprehensive biographical database for all California legislators since 1849, was developed by Richard Burnweit, CMC Class of '72, and gifted to the Institute in 2005. This unique collection of data, which has been gathered from numerous disparate sources, includes an entry for each legislator, providing details such as the office held, party affiliation, dates of service, professional affiliation before service, and reason for departure. We have already begun to input this data into a specially designed database that will store this information in an accessible, searchable manner.

While we have already begun putting many of our reports online in the California Political History Archive and Database hosted by the Claremont College's Digital Library (<http://ccdlib.libraries.claremont.edu/col/ric/>), we are still seeking funding to continue to put these and other resources into an integrated online library accessible to the public.

When we use technology to present our archive of past work in a useful manner to a public audience online, amplify our present activities and follow relevant current events on our blog, and collaborate with and bolster the *Voice of San Diego's* creative use of online technology, we merely continue a long tradition. We continue to use the best tools of today to meet the high standards and time-honored goals of the Rose Institute.

Kosmont Updates

*Improvements In Methodology
And Marketing*

I am pleased to report that the 2008 *Kosmont-Rose Institute Cost of Doing Business Survey* is nearing completion. The *Survey*, in its fourteenth year of publication and its sixth year as a Rose Institute project, contains a vast amount of data about fees, taxes, costs, and incentives that affect business in 402 communities nationwide. Our team of freshman researchers, under the leadership of Ritika Puri, and I have been working hard on data collection and compilation for the last seven months to ensure a quality product.

New Methodologies: This year the *Survey* will feature new methodology in several places which promises to make it an even more accurate predictor of the relative cost of doing business. These changes were developed by research associate Murray Besette over the past year. They include new weighting schemes for the criteria that determine the cost rating and a new way of compiling the resulting data.

Maps: This year we will continue to present information in a variety of formats. Other than the strictly quantitative information on the profiles and the comparative dollar sign ratings, we will utilize GIS mapping technology as well. The GIS maps allow the user to see with the glance of an eye how cities stack up next to one another.

Marketing: Lately we have been trying to market the *Survey* to potential buyers more actively than we have done in the past. We are aided by the broad array of individuals and organizations that might be interested in our authoritative account of comparative city cost. We have been in contact with the libraries at every major business school in the country. We have also begun efforts to contact property developers, journalists, and corporations. This attempt at active marketing of the *Survey* should yield increased publicity for the *Survey* and for the Institute.

As the new manager of the *Kosmont-Rose Institute Cost of Doing Business Survey* for the upcoming year, I hope to reshape the *Survey* to provide additional services to our users while maintaining the high standards of previous managers.

By Keith McCammon '10

LAEDC Survey Update

By Bill Goodwin

The Rose Institute recently completed the 2007 Los Angeles County Business Climate Survey on behalf of the Los Angeles County Economic Development Corporation (LAEDC). The survey gathered a wide range of information on the impact of the current economy and the relationship between city governments and their business communities.

Researchers at the Rose Institute contacted more than 30,000 businesses over the course of the study, interviewing more than 5,000. The survey process involved a team of researchers of both undergraduate students and graduate research assistants conducting detailed interviews with executives and business owners.

The survey results provided a wealth of information on the health of the current economy: respondents outlined their general plans for the future, anticipated growth in sales and the costs of doing business, and barriers to growth and expansion in the future. Additionally,

respondents answered detailed questions about the business-friendliness of their city governments, expressing their opinion about taxes, fees, and business incentives. With responses from across the economic spectrum and throughout Los Angeles County, the survey produced an invaluable cross-section of the business community.

The results of the study were analyzed by the Rose Institute and were broken down by region and industry. This analysis will be used to lobby officials in city and local government to improve the business climate and aid LAEDC's mission to: "attract, retain and grow business and jobs in the regions of Los Angeles County, as well as to identify trends and affect positive change for the local economy."

This survey is one of the largest surveys of business conditions that has been undertaken by the Rose Institute. The potential exists for this survey to have a positive effect on public policy in Los Angeles County.

Institute News

We Bid Farewell to Matthew Peterson

Assistant to the Directors Matthew Peterson will be leaving the Rose Institute at the end of April to become the Vice President of Research and Operations for Grant Evaluation, Inc., a family-run consulting firm specializing in educational assessment. Matt, his wife Mary and daughter Madeleine will be moving to Little Meadows, Pennsylvania.

While he studies to attain his Ph.D in Political Science from Claremont Graduate University, he is also developing a non-profit organization that will make non-partisan budgetary, campaign finance and other information for every unit of local government in the nation available to the public on a collaborative online website. "The Rose Institute both prepared and inspired me both to accept a very promising opportunity at a rapidly growing consulting firm and to create the non-profit. This is a marvelous institution, and I will miss the wonderful people I have met here."

As Assistant to the Directors at the Rose Institute, Matt has helped our directors and consultants in day-to-day management of our various projects, developed and implemented plans for expansion and new projects, and assisted in grant writing and editing publications. He directed our growing online focus, from the completion of our new digital library and database to the conceptualization, design and content of our new Rose Report blog. We wish him well in his exciting new endeavors.

35th Anniversary Celebration

The Rose Institute will celebrate the 35th anniversary of its founding at a luncheon at the Sheraton Grand Hotel in Sacramento on April 24, 2008.

The program will feature the inaugural presentation of the "Rose Institute Award for Excellence in Public Service" to Elizabeth G. Hill, Legislative Analyst of the State of California. The Rose Institute Award for Excellence in Public Service was established by the Board of Governors in 2007 to acknowledge an individual or organization that demonstrates an enduring commitment to exemplary public service. Honor, integrity, leadership and a philanthropic spirit are among the defining characteristics of this individual or organization.

In addition to members of the Institute's Board of Governors, staff and students, invitees include Governor Schwarzenegger, members of the legislative leadership, past members of the Institute's Board of Governors and Claremont McKenna College alumni and friends.

The Rose Institute was established in 1973 with a pledge from Claremont McKenna College trustee and founding Rose Institute board member, the late Edessa Rose of San Marino.

Back From Abroad

By Tammy Nguyen '09 and Peter McGah '09

Hong Kong, was an incomparable experience, filled with more than academic study in a foreign city—it was a time to taste exotic foods, socialize with new friends, and visit old landmarks. Attending the Chinese University of Hong Kong (CUHK), which is found on an obscure hill in the New Territories, I was shielded from much of the craziness that was Hong Kong Island; however, excursions into the main island gave me a chance to see the business and tourism that make Hong Kong an international city as much as a hub for the cultural preservation of the Canton culture. Almost all business transactions and international discussions are typically held in either English or Mandarin, but nearly all local transactions are conducted in Cantonese unless a tourist is present. Moreover, the preservation was evident in the words on signs, all of which were printed with traditional Chinese, simplified Chinese and English.

During my time at CUHK, I interacted with a variety of students, both international and local. The international students came from as far as Amsterdam and as near as Shanghai. My encounters with students from mainland China, Hong Kong, and Taiwan taught me about Chinese culture and how geographic location has played such a significant role in shaping the evolution of the culture in each of these three areas. Though Chinese is one nationality, within it there are so many vital differences between subcultures: whether it is customs, language, or food, these subtleties are often disregarded by the average outsider. In combination with my travels to Taipei, Shanghai, and Beijing, I began to truly recognize the small differences among the three subcultures. That realization would have been impossible had I not spent four months living amongst such a diverse population of Chinese exchange students. Traveling about these cities has only endeared “everything Chinese” to me more and I hope to have the opportunity to visit Hong Kong, Taiwan, and China again..



I spent last fall studying in Athens, Greece at the Arcadia University for Hellenic Studies. There I was able to take courses in Ancient and Modern Greek, ancient drama, and art history. It was a big change of pace from the normal mix of accounting, economics, and calculus. Another plus of being in Athens was that one of my classes had a weekly field trip to various sites around Athens, harkening the days of elementary school field trips to the museum.

Although Athens is known for its dirty streets and stray dogs, it was a wonderful place to live. The ancient sites are gorgeous, and the Greeks are finally figuring out how best to preserve these invaluable places. The Athenians also lead a lifestyle that was perfect for me and my four American roommates. People of all ages are out every night of the week until about midnight, meaning everything from gyro joints, to bars, to some stores that are also open late; only a few times at about 4 a.m. did we find ourselves without viable options for entertainment.

I was also able to spend a lot of time traveling in Greece. The islands that I went to were all beautiful, although with all the tourists some places were more bustling than Athens. I can only imagine what those places are like during high tourist season. In mainland Greece I went to colossal Byzantine fortresses and visited Delphi.

I couldn't have asked for a better study abroad experience. I was able to expand my academic horizons and live in a wonderful city. The other students on my program were also great people, and I have been missing them quite a bit the past few months. Despite that, I am very glad to be back at CMC and the Rose Institute. My last three semesters here will be very busy, but I hope they are rewarding as well. Γεια!

New Student Managers' Report

By Ritika Puri '09

As summer approaches, we finalize spring semester projects and reflect upon another great year at the Rose Institute. We give a big thank you to our class of 2008 student managers, Pierce Rossum and Emily Pears, who have led us to the Rose Institute's 35th year. Peter McGah, Ian Johnson, and I (the new managerial team) have big shoes to fill!

We also say goodbye and congratulations to Allison Strother, Meredith Stechbart, Ann Harvey, Dan Mitchell, Colin McDonell, and Josh Schneider. I speak on behalf of all Rose Institute students and staff in wishing our graduating seniors good luck and thanking them for an amazing four years—the Rose Institute will miss their leadership, talents, passions, and senses of humor.

This semester, we conducted analyses of the plastics industry, business retention in the western states, and two GIS projects in population growth patterns and community self-segregation. We finished our year-long study for the Los Angeles County Economic Development Corporation (LAEDC), which surveyed L.A.'s business community. We also continued our work with Dr. Ken Miller on his initiatives study for his upcoming publi-



Ritika Puri



Peter McGah

mento for this momentous occasion.

This summer, the Rose Institute will launch its new internship program with the *Voice of San Diego*, a nonprofit online newspaper that investigates economics, politics, and quality of life. Thanks to a generous donation from Honorary Board Member Buzz Woolley '59, the Institute has created four Girard Fellowships to assist the *Voice* with research. Duties may include writing for and

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creating a wiki database for the newspaper. *Voice of San Diego* has also expressed interest in conducting research on affordable housing in San Diego through the program. We hope to create a lasting partnership with *Voice of San Diego* and develop additional projects for the 2008-2009 school year.

As usual, the Rose Institute expects additional projects including economic impact studies, fiscal analyses, GIS and redistricting projects, and quality of life surveys. Ian, Peter, and I are excited to manage upcoming projects—our first being an Institute-wide trip to Disneyland. We thank our eight graduating seniors for their accomplishments, insight, and hard work, and we wish them luck in all future endeavors.



Ian Johnson

Why I'm Voting Obama

By Abhi Nemani '10

Now hiring: Leader of the Free World. During presidential campaigns, hundreds of millions, in effect, hire one candidate. The process is familiar, in fact: candidates tell us what they want (cover letter), what they've done (resume), and what they can do for us (interview). Electing a president is not simply hiring an intern. Nothing can fully prepare you for the office of the presidency – its responsibilities are too distinct, its gravity too great. Thus, before we can even ask who to pick, we must know how.

We often rely on experience as a decisive metric. Underlying this notion is, of course, the expectation that more experience makes a better candidate. Remember, though, in hiring, the question is what will you do, not what have you done. History can serve as a useful indicator of potential, but vast experience does not necessarily qualify you for every position. Experience for experience's sake is hollow. Employers select a candidate, not a resume. So must we.

Remember, our chief executive

takes on a triple responsibility: the head of the executive branch, commander of our armed forces, and voice of our nation domestically and abroad. We can map skills to each of those positions: intelligence, prudence, and grace. Thus, we must not blindly gauge the candidate's backgrounds, but we can try to pinpoint those virtues and compare their dispensations.

Watching the primary season debates, the candidates' intelligence came to the foreground. Senator Clinton channeled a policy wonk on nearly every issue; Senator Obama had breadth, but little depth; and Senator McCain's straight talk express steamed past the policy stop. Considering pure brainpower, we cannot deny Clinton's advantage, with Professor Obama lagging behind a bit.

Prudence is the ability to make the right decision. In politics, though, there often is not a "right decision," so prudence is hard to gauge. Luckily, we have a telling moment. Each candidate has at least now come out against the initial handling of the war, but only one

was vocally dissenting at the outset. On this issue, Obama demonstrated foresight; Clinton and McCain less so. Clinton's calls for hasty withdrawal and McCain's delusional commitment to stay indefinitely embolden worries of imprudence. Obama's refrain, "we must be as careful leaving as we were careless going in," demonstrates considered pragmatism, a statesman's virtue.

Remember, politics is a science and an art. Intelligence and prudence assist the former, but not the latter. A statesman has grace – the ability to not just do something, but to do it well. All three have demonstrated a willingness for bipartisan cooperation, and all three have useful relations domestically and abroad. Commentator David Gergen spotted a useful distinction. He isolated a unifying characteristic in the most effective presidents in the twentieth century: a grassroots movement. FDR and Reagan had massive popular support, translating into increased political clout and, in turn, success for more ambitious agendas with less division. The Obama campaign offers such a movement: multi-demographic, growing, and vocal support. On the other hand, McCain has disunity within his own base, and Clinton has unfortunables in the high forties. Gergen ceded the potential for spotty success by both McCain and Clinton, but battles would be hard fought and victories compromised.

In sum, our virtue calculus provides one answer: Senator Barack Obama. He has the experience that matters and the skills that we need: the mind to grasp the issues, the judgment to make the right decisions, and the capacity to accomplish the most. Supposedly inexperienced and, well, playfully arrogant, Obama may seem like an unusual selection. But that doesn't mean he's not the right one.



Why I'm Voting McCain

By Mike Whatley '11

With the exciting potential for either the first minority president or the first female president, how can one be excited about voting for another old white male? Supporters of John McCain must ask themselves this question again and again as they hear the constant media attention given to the two potential Democratic candidates. Senator McCain may not generate the

his tendency to split from the Republican Party on issues, McCain has acted independently and in a bipartisan way. Recently McCain supported the controversial "surge" strategy in Iraq when no one else besides President Bush supported it; most critics agree the strategy has worked. McCain stood up to the Bush administration when it came to torture and worked hard to create legislation that would

When McCain says that he has experience and has worked in a bipartisan way, he has a record to back up his claim.

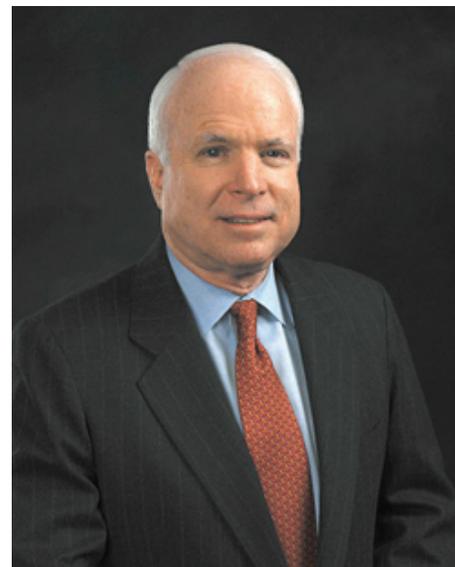
media hype of the other candidates; however, a careful look at McCain reveals a courageous man who has the experience necessary to lead the country forward.

Throughout his entire life, John McCain has served his country and acted courageously. When captured and tortured as a prisoner of war in Vietnam, he refused to leave without the other men. McCain's actions earned him the Silver Star, the Bronze Star, the Legion of Merit, and a Purple Heart. McCain's courage has extended throughout his service in the Senate. Typically known as "the Maverick" for

ban certain torture techniques. Despite negative pressure from the base of the Republican Party, McCain supported comprehensive and bipartisan immigration reform that would not simply try to prevent illegal immigrants from entering the country.

McCain has also worked with John Kerry on raising fuel efficiency standards and has introduced very aggressive legislation to combat climate change. When McCain says that he has experience and has worked in a bipartisan way, he has a record to back up his claim.

Barack Obama has inspired



people across the nation with his ideas of "hope" and "change." However, after reading his book, *The Audacity of Hope*, I found very little substance to his ideas and did not see any plan for fixing America. He speaks very well and inspires people, but he does not seem to have concrete plans supporting his rhetoric and he lacks experience. Furthermore, his claims to bipartisanship are simply wrong. He has been labeled repeatedly as one of the most liberal Senators. Hillary Clinton portrays herself as having the experience that Obama lacks; however, her claims of having significant experience besides her several years as a Senator are not very good. Simply being a governor's wife and subsequently First Lady does not make you qualified to be President (few would claim Laura Bush is qualified). Her chief accomplishment as First Lady was her proposed health-care plan, called "HillaryCare," which was a failure.

John McCain's campaign does not receive the attention or generate the excitement of the other two candidates, but McCain is the best qualified candidate to be President and develop bipartisan legislation which can help the country fix major problems.



Learning From Experience

Brandon Birtcher Talks to CMC Students

By Patrick Atwater '10

This semester we were privileged to have Rose Institute Board of Governors member Brandon Birtcher come to the College to talk with students as part of the President's Leadership Forum. Mr. Birtcher is the President and sole owner of Birtcher Development and Investments, LLC, which is a large, family-owned real estate developer. Mr. Birtcher is on the University of California Irvine Graduate School of Management's Board of Advisors, a member of the Young President's Organization-California Coast Chapter (Chairman 2003/2004) and on the University of Southern California's Lusk Center for Real Estate Board of Directors Executive Committee.

Mr. Birtcher spoke about the development industry in general and about the specific philosophy his company holds. There are two main types of development companies: specialists (retail, office, industrial, etc.) and generalists. In addition, development companies can have a variety of organizational structures. These include institutional, private partnership, corporation, or family-owned. Although there is much diversity in the type and area of development corporations, still most are relatively small family-owned businesses. Because of this, networking is crucial. Some good sources for networking are the Urban Land Institute, the National Association of Industrial and Office Properties, International Council of Shopping Centers, and events through USC.

Mr. Birtcher also spoke about ways young persons could get into the development industry. He stated that there are two general ways to get into the industry. You have to either be able to create value as a specialist or as a generalist. Usually you start out as a specialist and stay a specialist or you start out as a specialist and become a generalist. It is both difficult and unlikely to start out having the skills and experience to be a generalist. It is for that reason that he suggests that students start off in a field related to development and then market those skills to development companies. These fields include sales, brokerage, finance, construction, design and governmental relations. An example he provided was that a student could come out of college, become a finance expert, and then be a finance expert for a development company or transition into becoming a generalist for that company.

A common saying about the development and real estate industry is that it is all about "Location-Location-Location." Mr. Birtcher does not disagree with that assessment but thinks that location is not nearly as important as timing. He believes the saying should instead be "Timing-Timing-Timing." You could buy a great piece of property and develop it the right way, but if the market is going south, then you are not going to make money.

Redistricting Updates

Redistricting Quest Continues

By Douglas Johnson

California's quest for redistricting reform took some interesting twists in recent months. Through them all the Rose Institute remains on the cutting edge of redistricting reform and education outreach.

The blog has brought obscure reports to widespread public attention, including items on computerized redistricting algorithms, redistricting as a dictator's tool in Zimbabwe, and redistricting reform efforts in Ohio, Pennsylvania, Virginia and other states. The dedicated work on the blog by Matt Peterson and Dan Mitchell resulted in multiple references to the Rose Institute in the *Sacramento Bee* and other leading California news outlets.

Of course, many Rose Report blog news and commentary items focused on the latest redistricting reform effort in California: the "Voters First" reform effort led by Governor Schwarzenegger, former Democratic gubernatorial candidate Steve Westly, Common Cause, the Los Angeles Chamber of Commerce, and AARP.

In hopes of avoiding significant opposition from California Congressional leaders, Voters First covers only legislative redistricting – Congressional redistricting is left in the hands of the legislature and Governor. This attempt to avoid opposition from Speaker Pelosi triggered opposition from past reform advocates such as activist Ted Costa and Representatives Kevin McCarthy and Devin Nunes.

In a repeat of his Machiavellian 2005 reform-blocking maneuver, Speaker Núñez recently announced his renewed hopes to pass redistricting reform through the legislature. It remains to be seen whether this is a serious push for reform, or an attempt to undermine the Voters First proposal by placing a directly competing measure on the ballot. As we learned in 1990, two measures on the ballot is a guarantee of failure for both. In 2005 in the campaign against Proposition 77, the Speaker and Senate President Pro Tem both asked voters to vote no on Proposition 77 in exchange for a pledge that the legislature would put a "better" reform measure on the ballot. Thirty months later, the State Senate has approved three different redistricting reform measures. The Assembly has failed to vote on any of them. The various redistricting reform movements continue to find Rose Institute materials useful and informational. At forums with elementary school students, the Pasadena City Council, and in various communities across the state, Common Cause has used maps and other resources from the Institute to better educate the public.

We, in a current study, aim to answer the question of whether California cities are becoming more or less politically polarized since 1976. As they grow, do Democratic towns tend to attract more Democrats and do Republican towns tend to attract more Republicans thus increasing polarization/segregation?

Interview with Brandon Birtcher

Mr. Brandon Birtcher '76 Shares His Views and Experiences

Interviewed by Riley Lewis '11



How did your company get started?

Birtcher Development was started in 1939 by my great-grandfather after moving to southern California from Philadelphia looking for work. His son, my grandfather, got to know owners of citrus farms while in college, and he worked to help those landowners find a better, more profitable use for their property as urban areas closed in around their farms. My father joined the company, with his brother Art following soon afterwards following his graduation from CMC. The company grew as it became Southern Pacific's exclusive developer for their land nationwide, building distribution centers, offices, and other buildings. In 1976, after graduating from CMC, I joined the company and have been there ever since. As a fourth generation developer, I have been blessed with some very good mentors, my grandfather, my father, and my uncle.

What is the future of real estate?

Densification. Urban sprawl has been great in some ways, allowing for some very nice master-planned communities. But densification is going to be the new trend, looking inward to go up with density, rehabilitate old neighborhoods, create more of a sense of a community, and allow for more efficiency by allowing people to live closer together and stay off the roads. I also think we will be seeing much more environmentally friendly building.

How did CMC prepare you to be a leader?

I had the pleasure of being the chairman of the Claremont Economics Association and we helped to take it to a new level, tripling membership and bringing in prestigious speakers. As Social Affairs Chairman, I put on the parties and this forced me to think outside the box and learn how to bring value to our events and attract students. One of the most interesting experiences I had was running for student body president, which taught me how to run a campaign, and it showed me how students can be active and affect life on campus.

What do you do outside of work?

I have been lucky to find myself in a place and a time to use my gifts to help grow a vision that my church has had to do work in Africa. We work to help stop AIDS, contribute to education, and perform other philanthropic work. Twice a year, I meet with the Urban Land Institute, an organization of thousands of people in the industry: builders, architects, and planners. We spend time talking about our business and learning from each other. I love being outdoors, especially fishing. I once set a record for swordfish fishing in Cabo San Lucas, catching four swordfish in one morning.

What lessons from fishing have you applied to your career as a real estate executive?

In many parts of my business, I like to use something called blue water strategy. It means getting away from the saturated waters where everyone else has already fished, and getting to the untouched waters by approaching a new market or trying a technique that has not been done before. Blue water strategy allows us to find an area where we can redefine or even get rid of competition, finding new clients and doing things differently. You won't be in blue water for long, because the competition will quickly find you, which makes it even more important to be continuously searching for blue water, ready to take new risks.

What advice do you have for students who may be interested in following in your footsteps?

One of the most important things to do if you want to be successful in life is to create a good set of habits early: to challenge yourself to take risks, to take opportunities and not be afraid of failing, and to have confidence in what you are doing without fearing the results. I would tell students to take as many risks as they can and gain confidence while they are still in school, whether its running for office or managing an organization, because taking risks and being leaders is what their jobs after CMC will be all about.

I would like to thank Brandon Birtcher for taking time off after visiting classes to answer questions, ranging from his personal philosophies on leadership and his first exposure to leadership to the ways he spends his time when he is not working. His guidance to the Rose Institute students is an invaluable resource.

**Riley Lewis interviewed Mr. Birtcher on videotape as part of the President's Leadership Forum on February 20, 2008*

The Rose Institute Seniors Say Goodbye



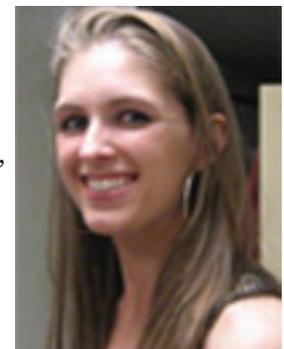
The Rose has been one of my best experiences at CMC and I am sad to bid farewell. In these past four years, I have grown from an uninformed incoming freshman to survey manager to, eventually, student manager. I would like to thank everyone for helping make the past four years a great experience. Fellow Rosies: thanks for the good times. I value the friendships I have made these past four years and know that my Rose experience would not be the same without you. To Mr. Huntoon: Without you, I could be jobless and living in a cardboard box next year. You have offered me an abundance of opportunities that have made my Rose experience invaluable. Dr. Frates: Thank you for the opportunities you have given me to gain valuable research skills. The experience I have gained through working on important fiscal projects has given me the background necessary for a successful future. Because of the impact that these persons have made on my years at CMC I will never forget my Rose experience. **-Pierce Rossum**

The professional skills I have gained working at the Rose Institute are certainly valuable, but what I value most are the friendships I have made. The students are great people who know how to have a good time, and I will take with me fond memories of Board of Governors dinners, karaoke at the Rossum house, and excursions to Athenaeum tea. I would like to thank Dr. Adams, Marionette, Mr. Huntoon, and Doug Johnson for all of their help and support over the years, with a special thanks to Dr. Frates for making sure that I am not “up to no good.” My post-graduation plans include a summer adventure in South America, a few years in the working world, and, eventually, graduate school. **-Colin McDonell**



Starting in the fall, I will enter the Security Studies Program at the Edmund A. Walsh School of Foreign Service at Georgetown University to earn a Masters. I have greatly enjoyed my four years at the Rose Institute. Thanks to all of the senior staff for maintaining such a warm and friendly atmosphere, and thanks to all of my fellow student researchers for making the Rose Institute such a great place to work. It has been an excellent experience working with all of you. **- Josh Schneider**

I have truly enjoyed my time at the Rose Institute. The projects I was involved with taught me a great deal, but it was the people I worked with – both staff and students – that were the highlight of my experience. I would especially like to thank Dr. Frates for allowing me to “marinate myself in the data” on a number of projects, and I would like to thank Mr. Huntoon, Dr. Adams, Marionette, Doug Johnson, and Dr. Rossum for making my Rose experience so memorable. After graduation, I will be working at Mercer in the Seattle Human Capital practice, and later on, I plan to attend graduate school. **- Allison Strother**





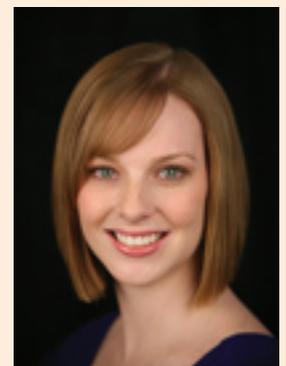
When I applied for a job at the Rose Institute four years ago I never imagined that I would gain this much from a single job. I have truly enjoyed working for the Rose Institute, particularly on the *Kosmont-Rose Institute Cost of Doing Business Survey*. The independence and creativity that the job has taught me and required of me will be invaluable for the future. I want to thank Dr. Rossum, Dr. Adams, Mr. Huntoon, Dr. Frates and Doug Johnson for teaching and guiding me over these last four years. I also particularly want to thank my fellow student employees for all their work and dedication. The students have shown me how a team of dedicated workers can produce some really valuable research. Though I am still unsure what I will be doing next year I am sure my experience at the Rose Institute will stick with me. - **Emily Pears**

My time at the Rose Institute has given me many memorable college experiences. I do not have plans after I graduate but whatever I do I know I will have the Rose Institute to thank. I have enjoyed my time here and greatly expanded my knowledge and skill set. There have been so many opportunities presented to me that will help me in all my future endeavors. The Rose Institute has truly played a big part in my college education. Thank you to everyone who has been a part of my time at the Rose Institute and I look forward to staying in touch. - **Dan Mitchell**



I would like to thank Dr. Frates for keeping me occupied with huge projects and last-minute deadlines, and Dr. Adams for all of her support. I have loved working with all my fellow student researchers over the years. To the Rosies: keep making those tea times! After graduation, I am off to Turkey for a post-graduation trip. I am currently looking into environmental consulting and non-profit positions in Northern California, and in two years I would like to be back in school working towards a masters' degree in environmental management. - **Meredith Stechbart**

Although my time at the Rose Institute has been short, the time I have spent working for the Rose Institute has rewarded me with experiences that will be beneficial and applicable to my future endeavors. While at the Rose Institute, I have gained valuable research skills, knowledge of key software programs, and valuable friendships. When I came to the Rose Institute I was only seeking a summer job. I leave with memories and skills that will reward me for a lifetime. Thank you to all the senior staff, administrators, and students who helped to make this possible. - **Ann Harvey**



Summer Plans For Students

By Adam Sherman '09

Students at the Rose Institute Share Their Summer Plans

As summer draws near, students from the Rose Institute travel all over the world pursuing a wide variety of summer jobs and opportunities. Some people decide to travel while others are starting a wide array of fascinating jobs and internships .

This summer Peter McGah will be working for Cascade Investments in Kirkland, Washington. The firm handles the investments of Bill Gates and the Gates Foundation. It is run by Michael Larson (CMC '80) and employs several other CMC alumni. Peter will be performing investment research for the firm, culminating in a few large-scale projects that will be presented to Mr. Larson and other investment specialists.

Jacinth Sohi will again work for the marketing analysis team at the Wisconsin Alumni Research Foundation (WARF), the tech-transfer arm of the University of Wisconsin. She will be focusing on an internal strategy project designed to expand WARF's operations internationally. Jacinth will be exploring the major industries, major companies, major universities, intellectual property protection, enforcement, and licensing practices in Italy, Brazil and Russia.

Ryan Wessels is being sponsored by the Kravis Leadership Institute to work for the Santa Clara County Juvenile Public Defender's Office. While working there, Ryan will help develop and implement a new mentoring program for high school boys just getting out of the detention facility, interview witnesses, conduct legal research, and help attorneys in court. Ryan hopes that his summer internship will help to give him a feel for working in the field of law, help him learn the structure of the public defender's office, and will allow him to make a positive difference in his local community.

Emily Forden is taking advantage of all her travel opportunities this summer. She will start by spending three weeks in Israel and Egypt on a program funded by the Center for the Study of the Holocaust, Genocide, and Human Rights. A total of sixteen students will be participating in the program that will focus on the effects of the Holocaust in Israel and the strained relationship between Israel and Palestine. After traveling with Bedouins and living on a kibbutz, the group will eventually travel to Egypt. Highlights will include the Sphinx and the Pyramids of Giza. After her time in the Middle East, Emily will be departing for Lake Como, Italy to participate in an archeological dig for six weeks. Besides Emily, the dig team will be comprised of graduate and undergraduate students from the University of Padua. Knowing no Italian is not deterring Emily and she hopes to get by on English and a small amount of Spanish and French.

This summer Keith McCammon is going to Turkey on a cultural immersion trip. This immersion trip is funded through the ROTC program of which Keith is a member. Their group will travel throughout this ancient country learning the language, meeting the people, and understanding the impact of this culture on our own. Afterwards, Keith will go to Cairo, Egypt for two months to study Arabic, this time by himself. In between these overseas adventures he hopes to spend some time under the sea; SCUBA diving in the Florida Keys will fill the time between the two trips.



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