THE ROSE REVIEW



DIRECTOR'S REPORT

ANDREW E. BUSCH, PHD

alfway through the Fall 2014 semester, the Rose Institute is fully engaged in its mission of educating our students and advancing important research on state and local government. This is an extremely busy semester, with numerous projects, guest speakers, and conferences on the Rose agenda. Framing all of this activity has been a strategic planning exercise begun over the summer at the recommendation of the external review committee that visited campus last spring. That exercise has involved Rose Institute senior staff and leadership of the Board of Governors, and will bring in the full Board for deliberation at the October 23 BOG meeting.

As always, the Fall is the time when the Institute hires a new batch of student research assistants. This year, around 90 applications were received and, after an arduous process of evaluation, 10 students were hired (six freshmen and four sophomores). In combination with continuing upper class students, the Institute now employs 30 students. A new position of Communications Director was filled by Shannon Miller '16.

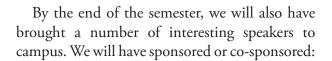
Among others, projects on which we are working include:

- With advice from Bob Stern, Rose students produced Video Voter segments discussing the content and pros and cons of six California ballot initiatives.
- Work has progressed on two crime-related projects—the Crime Funnel, examining arrest, conviction, and sentencing, and sentence completion rates for a number of crimes, and the Three-Strikes project, looking at the severity of second and third offenses in California. In both cases, preliminary reports will be issued this Fall and final reports in the Spring.
- Rose Faculty Fellow Cameron Shelton is working with the Rose Institute to research changes in districts in California over the past few decades due to redistricting.
- The next Kosmont-Rose Institute Cost of Doing Business Survey is well underway.
- Riverside County has hired the Rose Institute to conduct an economic impact analysis of March Air Reserve Base and the Naval Surface

Warfare Center in Norco.

- The Southern California Almanac and Miller-Rose Initiative Database will be updated to reflect electoral and other changes by the end of the semester.
- Rose students wrote two major articles for the *Inland Empire Outlook*.
- Our new hire program commenced to train our 10 new freshmen and sophomores in the knowledge and skills they need to make a contribution at the Rose.

In order to facilitate cooperation with remote fellows and consultants, the Institute recently purchased equipment for videoconferencing. A number of current and future projects will benefit from this capacity.



- CMC alum and former Mayor of Dallas Tom Leppert (co-sponsored)
- CMC alum and head of Colorado's community college system Nancy McCallin (co-sponsored)

- CMC alum and Governor of Montana Steve Bullock (co-sponsored)
- Our own Jack Pitney, speaking about the upcoming midterm elections
- A conference reflecting on 20 years of California's Three Strikes law, including an

appearance by Mike Reynolds, the outraged father who led the battle for Three Strikes two decades ago
• A panel discussion on California

ballot initiatives featuring Bob Stern, Tony Quinn, and Ken Miller • A panel for the benefit of our students featuring Rose Institute alums discussing their career paths and how the Institute aided them

Off campus, the Rose and Lowe Institutes continue to cooperate through the Inland Empire

Center's UCLA-CMC economic forecasting conference planned for October 29 at Citizens Business Bank Arena in Ontario.

On a sad note, this is the first Rose Review to be published since the passing of our friend G. David Huntoon, who left this earth on July 8. Dave was an alum of the College and a great asset to the Rose Institute. More importantly, he was a true gentleman and a genuinely decent human being. We will continue to miss him greatly.



Andrew E. Busch, PhD

STUDENT MANAGEMENT

IAN O'GRADY '15 David TSE '15

s the Class of 2018 settled in to CMC's campus, student management launched right into recruiting, interviewing, and selecting a new class of research assistants at the Rose Institute. We are ecstatic to announce the hiring of sophomores Harry Arnold, Lanie Corrigan, Grace Lee, and Joshua Rooney; and freshmen Wesley Edwards, Katie Hill, Brian Landeros, Melissa Muller, Shivani Pandya,

and Caroline Peck. They were selected from an incredibly competitive pool of 95 applicants and we warmly welcome them to the Institute.

With numerous new and exciting projects, the Institute continues to provide new and returning students with opportunities for learning and growth. As part of our initiative to improve the reach of the Rose's research, we have created a

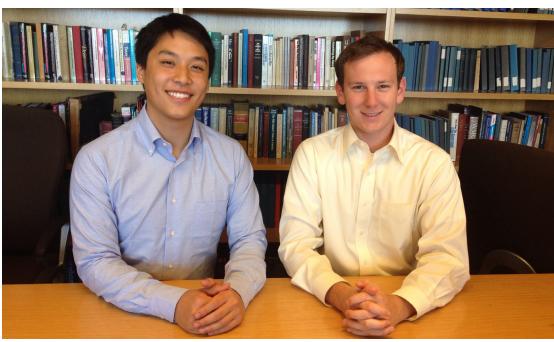
"Communications Team," led by Shannon Miller '16, to manage the Institute's public relations. The team regularly releases original Rose content and event information through the website and social media, is working to keep friends of the Rose in close contact, and has begun building relationships with state and local reporters and other members of the press. It is important to note that this effort would not be possible without the efforts of our "Tech Team," led by Andrew Nam '15, which has effectively managed our websites. Now, instead of merely reacting to technical issues, we are in a more proactive position, allowing us to post content regularly and investigate how tech can further the Rose research. There are certainly areas in "civic tech" that the Rose would like to explore.

Business Survey, Southern California Almanac, and Inland Empire Center--all of which continue to serve as important resources for the public.

With such a substantial research undertaking, the Rose has reached out to and collaborated with a number Rose Fellows to help advise students on their research. The students are deeply grateful to Professors Bessette and Walsh for their hard work on the Institute's crime projects. We thank Professors Peterson and Sinclair for deepening the Institutes research of political institutions. We also look forward to a continued partnership with our Fellows in CMC's Economics Department, specifically Professors Keil and Shelton, for partnering with students in studying political economy. And, more than ever, we thank Doug

By more effectively managing our online and public presence, the Institute is now free to devote more resources to its research. We have completed a number of significant research reports and taken on several new projects. This semester we are publishing research and analysis from our American Community Survey project, the Three Strikes and Crime Funnel projects, our research on Primary Elections, and work on state budget processes. The resulting

reports will generate attention for the Rose and further build upon its position as an authority in state and local policy. We are also proud to announce new projects, including a historical analysis of redistricting demographics, economic analysis of the military bases in Riverside County, and expansion of the Burnweit legislator database and Contract Cities projects. In addition, we cannot forget the Kosmont-Rose Cost of Doing

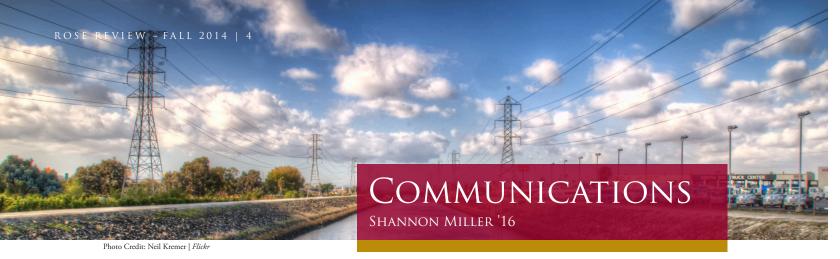


Associate Student Manager David Tse and Student Manager Ian O'Grady

ohnson for his unflagging support of the Institute and its students.

Beyond research projects, the Institute further enriches students' experience through its Speaker Series and other events. This semester, students have heard from a number of CMC alumni.

Continued on page 9



his summer, based on feedback from our external review, the Rose Institute created a new student position of Communications Director, the role in which I'm currently serving. One of the key points brought up in the external review was that the Rose Institute's research and work products were great, but we lacked the structured publicity strategies to make that work more widely known.

This is the problem that we are seeking to address through the new Communications team. As Communications Director, I work closely with Francesca Hidalgo '17, my Associate Communications Director, and Tim Plummer '17, who is in charge of the Rose Report. Francesca and I manage the Rose Institute's social media accounts, which previously was a project of its own, which involves sharing articles, infographics, news bursts, and other types of external content -- that is, not produced by the Rose Institute -- that would appeal to our audience. For example, we shared an article over the summer from the Sacramento Bee describing political polarization in California that received a lot of attention from our audience on Facebook and Twitter. This type of attention, even though it doesn't directly promote our original work, is still beneficial for the Institute because it signals to our audience that we are a source for quality content and information about state and local government. This gives the Institute's voice more authority and legitimacy by broadening the scope of what we can provide and showing that we have our finger on the pulse of the topics we cover.

That said, however, the ultimate goal of our Communications project generally and our use of social media specifically is to better promote original Rose Institutework. This is why Francesca and I work closely with Tim, so that we can coordinate our posts with Tim's with respect to the content publishing schedule for the Rose Report. This way, we know what content we have coming up -- for example, the release of the Video Voter Series or an upcoming Athenaeum event -- and we can ensure that we publicize the new content promptly once it's published.

Finally, in addition to using social media for publicity, we are also working with Ian O'Grady to develop mailing lists as another way to share our content. We have an ongoing process of gathering contacts for various parties -- such as our Board of Governors, student groups at CMC, local reporters, and community organizations -- who would be interested in our content.

While these are the types of things we have been working on in the first semester of the Communications team, we recognize that the project is still in development, and the form that it is in right now may not be its permanent state. We look forward to seeing what our work accomplishes and using that information to determine how we can improve Rose Communications in the future.

VIDEO VOTER SERIES

California voters will vote on six statewide propositions on November 4, 2014. Each proposition deals with a specific area of state or local policy, including state water bonds, insurance rate policies, public school funds, crime classifications, tribal gaming compacts, and medical malpractice lawsuits. Voters have the power to approve or reject each of the propositions. If approved, the proposition becomes law.

This fall, the Rose Institute published a video series in order to inform California voters on each of the propositions. Students produced policy briefs and short, informational videos on each of the propositions. The Video Voter team included Francesca Hidalgo '17, Tyler Finn '17, Timothy Plummer '17, Ryan Driscoll '16, Tamara Skinner '17, and Elise Hansell '14. Each student was in charge of one proposition.

The team partnered with Bob Stern, a consultant for the Rose Institute, to supervise this project. Mr. Stern co-founded and then served as president of the Center for Governmental Studies, a California-based political think tank. Cameron Grimm, the Video Producer in the Office of Public Affairs and Communications at CMC, filmed and produced each of the videos.

Since first publishing the videos on October 31, more than 3,500 viewers on Facebook have been reached. The Communications team is still at work promoting the videos on social media networks. Pete Peterson, the Republican

candidate for California Secretary of State, tweeted to commend the Rose Institute and Bob Stern on the videos.

The videos can be found online at the Rose Institute's website, roseinstitute.org.

AMERICAN COMMUNITY SURVEY PROJECT

s Fall 2014 Board of Governors approaches, the American Community Survey Project is nearing completion. The team of research assistants, Tyler Finn, Francesca Hidalgo-Wohlleben, and ElenaLopez, as well as Rose Fellow Doug Johnson have been working hard to clean up the ACS data. The data shows significant growth across California municipalities in Latino Citizens of Voting Age Populations. Our team has found a twofold relevance to the CVAP data by race. First, a number of court cases, including local case Romero v. City of Pomona, cite CVAP data as important in determining whether minority voting rights under the Voting Rights Act have been violated, or should be further protected. Second, our team is working on determining the significance of CVAP changes to electoral politics in California. We are currently in the process of cross referencing municipalities with large changes in Latino CVAP with historical electoral data and party preference data. Once the electoral analysis is completed, our team will write a report with our findings. The team is also in the process of applying for a southern California undergraduate research conference, where we hope to present our project.



SUMMER UPDATES

Hannah Oh '16: I interned in Washington DC for State Budget Solutions, a public policy organization focused on promoting the fiscal responsibility of state and local governments. My main research project was to evaluate the fiscal costs of the Common Core State Standards for California and its top five school districts: Los Angeles, San Diego, Long Beach, Fresno, and Elk Grove. Throughout my internship, I utilized the research skills I developed at the Rose Institute (data collection, analysis, visualization, etc.) and gained valuable knowledge and experience working with public school finance data. I would like to thank the Rose Institute for sponsoring my internship with a Rose Award Fellowship, allowing me to have this experience!



Ian O'Grady '15: This summer, the Rose Award Fellowship allowed me to work at the Office of the Attorney General of Washington in Seattle as a public affairs intern. Within the office, I worked closely with the Director of Public Affairs and sat in on all weekly meetings relating to office public relations and public policy. My responsibilities included preparing briefing documents for Attorney General Bob Ferguson when he attended meetings and events. I also outlined his speeches when he participated in community meetings and other speaking opportunities. I was fortunate to work in such close proximity to an elected statewide official, and interacting with Mr. Ferguson influenced my views on public service as a potential career path. I was also able to jump in on a number of fascinating policy discussion through policy team meetings. The meetings were fast-paced and demanding. I would come out of a meeting with several research assignments to verify their data or other justification

for a particular policy. Sometimes, my research would conflict with the team's, and they would have to alter their position. As a result, I can truly say I affected statewide policy in Washington State.

Tyler Finn '17: Over the summer I worked for a small venture-backed startup in Palo Alto called Esper, which makes software for executives and their assistants. CEO Andrew Lee, CMC '07 and former Rose Institute Student Manager, tasked me with product and market research, as well as growing Esper's alpha and beta user lists. My work on the alpha and beta lists resulted in a pattern of 10% week over week user growth and the doubling of Esper's users in the June-August period. In addition to work in the office, the Esper team hiked Half Dome in Yosemite National Park. I also spent time traveling, including weekends in Lake Tahoe, camping in Lassen Volcanic National Park, and a visit to friends in Seattle, WA.



Andrew Nam '15: Last summer, I worked for J.P. Morgan Investment Banking as a Summer Analyst. Within the Mid-Cap M&A Group, I was exposed to a variety of industries and helped to advise business transactions that relate to mergers and acquisitions. Despite the high-stress, long-hour environment, I really enjoyed my time during the summer. I learned so much more than I could in a year of school and loved being at the epicenter of business flow. Even though investment banking doesn't relate to state and local government, my experience at the Rose Institute proved essential to my summer work. Working with peers who are driven and competitive, learning how to manage time and prioritize tasks, and being in different project groups at the Rose Institute prepared me for my internship.

Elise Hansell '15: This summer I was fortunate enough to receive funding to work for the 4C Re-Entry Court in Dallas County with Judge Robert Francis. The court serves felony offenders who have successfully completed a 6-month treatment program at one of Texas's Substance Abuse Felony Punishment Facilities (SAFPF). During my internship I was able to learn about theories of rehabilitation from a variety of perspectives as I worked alongside Judge Francis, the court prosecutor, the court defense attorney, the probation officers, and the counselors of 4C (I was even able to visit a SAFPF unit in Willsboro, Texas). One of my projects involved conducting interviews with current participants and compiling information on past participants' treatment history, criminal history, family background, work history, educational background, and history of drug use. This data is important for studies that track rates of recidivism, revocation rates, and the general efficacy of drug courts. I also researched and prepared a 4-hour presentation for Judge Francis to deliver at a Drugs Conference, sponsored by The Correctional Management Institute of Texas (CMIT) in Austin, Texas. Finally, as I grew to understand the importance of employment or continued education for these offenders' success, I created a "Job Opportunities" board where I detailed information on G.E.D. classes and posted job listings for "felonfriendly" employers in the area. I am so grateful for the opportunity to have worked to support Judge Francis and the rest of the court—this experience helped to increase my understanding of criminal justice issues, which has greatly benefitted my work on Rose criminal justice projects with Professor Bessette, as well as my senior thesis.

Ben Fusek '17: This summer, I worked for a social entrepreneurship organization called ThinkImpact, participating in their two-month program in rural Rwanda. Upon arriving in the capitol, I received



cultural and linguistic training and studied the business and innovation curriculum before heading out to a small village in the eastern province of the country. I lived with a wonderful homestay family, learned about local customs and traditions, played lots of soccer, and spent an abundance of time interacting with the many rambunctious children. I also witnessed firsthand the many prevalent social issues that affect much of the impoverished region, namely malnutrition, disease, and the lack of access to both clean water and education. In the second stage of the program, my partner and I assembled a team of local community members committed to addressing these challenges through the creation of a market-based business. We worked with translators to conduct four meetings a week with our team, teaching business skills and working tirelessly to develop a sustainable crop storage, preservation and distribution system with the goal of increasing accessibility to nutritious crops within the village while turning a profit for the team.

Aseem Chipalkatti '15: This summer, I worked for the California Democratic Party in the Seventh Congressional District in support of Congressman Ami Bera. The internship quickly transformed into a full-time job: I had my own team of interns, and was considered a full-fledged staff member on the campaign. As part of my time there, I created a minority outreach program aimed at various socioeconomic and religious groups in the region. The experience was eye-opening and enjoyable, but certainly exhausting (we quickly transitioned to a 90 hour work week), and I am very excited to be back on campus for my final year.

Shannon Miller '16: This summer, I worked for an online magazine and community called Isbel, Inc. dedicated to exploring and demystifying the subject of women's sexuality. As a writer for Isbel, still a small start-up company, I had the opportunity to take on significant responsibilities writing content for Isbel's blog three to four times a week, on topics such as sexual education, advances in birth control, sex therapy, and feminist activism to end sexual assault. I also drafted social media posts to accompany every article that I wrote. Additionally, I spearheaded a project to rebuild the website for Isbel's blog by transferring it from Tumblr to WordPress. To accomplish this, I started from scratch to research, assemble, and populate a new site on WordPress for the Isbel blog.

Tamara Skinner '17: I learned about the American political process first-hand when I interned for the Doug Ducey for Governor campaign in Arizona this summer. During my time as an intern, I planned and attended campaign events across the state, conducted opposition research, recruited volunteers, and contacted potential voters directly through phone calls and neighborhood canvassing.





Brian Landeros '18: I worked as a campaign fellow for Arizona gubernatorial candidate, Fred DuVal. During my time with the campaign I assisted with Latino outreach, conducted research for the development of economic policy, and became familiar with Arizona politics. I also joined the Contributing Blogger team at WallStreetOasis.

Grace Lee '17: Over the summer, I had two internships, one as a Junior Associate at District of Columbia Public Schools and another for a California State Assembly candidate in my home district, Young Kim. For my internship with DC Public Schools, I was placed in the Office of Chief of Schools and was given the project of collecting, preparing, and analyzing data of all high school summer school programs. My work included comparing this past summer's data on student enrollment, attendance, and completion rates to that of last year's. For my internship with the campaign, I developed a system to better track door-to-door precinct walks in the 65th district and assisted with compiling and editing the policy binder on issues ranging from public safety to welfare reform. I also supported staff in organizing and working at fundraising receptions and other events.

n Saturday, October 11, 2014 Rose Institute students met with Patrick Atwater over lunch to discuss the future of "big data" in government research. Atwater is currently enrolled in a Master's program with NYU in Urban Informatics. He graduated from CMC in 2010 with Honors in Mathematics and Politics, Philosophy and Economics. Outside the Rose, he played football for four years and worked at the CMC Forum. Atwater published his senior thesis as a book, A New California Dream.

Since graduating, Atwater has worked with the League of Women Voters of California and the Los Angeles Education Partnership. He also co-founded Stag Hunt Enterprises, a publication company. Atwater is currently an associate consultant at Atwater Consulting Group,

focusing on the intersection between technology and government.

We discussed numerous topics ranging from the implementation of new ideas in government to how access to data is changing research. Atwater discussed the merits of having more data available to make better recommendations to government. Atwater is a firm supporter in trying creative and new approaches to problems, and believes this process can be aided with statistical analysis. He also reminisced about his time at the Rose Institute, where he worked on redistricting and demographics using GIS software.

The Rose Institute would like to thank Patrick for his time and is excited to see what he does in the future.

STUDENT MANAGEMENT, CONTINUED

including Tom Leppert '77 and Nancy McCallin '81, on the challenges and benefits of careers in public service. We will host a conference on October 24 on the topic California's Three Strikes Law and Proposition 47. Speakers include Mike Reynolds, author of the Three Strikes law, Professor Walsh, Mike Hestrin, Riverside County District Attorney, Brent Tufeld '82, Los Angeles County Deputy Public Defender, and Professor Bessette. Continuing the parade of prominent alumni, the Rose will co-host a lunch with Montana Governor Steve Bullock '88 on October 28 and the Dreier Roundtable, featuring David Dreier '75 on November 7 to discuss "Immigration Policy for the 21st Century" and other public policy issues. In addition, on November 14, the Institute will host its first-ever Rose Alumni Roundtable. We have

invited a three Rose alumni (Jessica O'Hare '00, Nicolas Heidorn '06, and Abhi Nemani '10) to meet with students and have a group discussion on careers in public service.

The Rose Institute has a full year to say the least. Nevertheless, the Institute has never been in better position to deliver on its mission of enriching its students and contributing to discussion of all issues relating to state and local government. For our part, we will work as student managers to create productive teams and working environments for students, while never forgetting that we are here to serve the students. We realize how lucky we are to serve at such an outstanding institution; our single regret is it is only for one year. Thank you and best of luck in your year ahead. ■

NEW HIRES



HARRY ARNOLD is a sophomore hailing from Birmingham, Alabama, majoring in Government. Although he is a proud Southerner and has enjoyed his time in the land of Dixie, he is first and foremost a native Texan, and plans to return to the Lone Star State for law school after graduating from CMC. On campus, he is the managing editor of the *Claremont Independent* and works as a political engagement coordinator at the Center for Civic Engagement. At the Rose, he hopes to work on projects focusing on the electoral process and redistricting analysis.

LANIE CORRIGAN, a Portland, Oregon native, is a sophomore Government major at CMC. At the Rose, Lanie hopes to conduct criminal justice and legal research. She would like to continue to expand her understanding of the legal system and its effects, which she began to develop while working at a Portland public defender's office. On campus, Lanie also works as a Lead Consultant with SOURCE Nonprofit Consulting, and plays violin in the Claremont Concert Orchestra.





GRACE LEE is a sophomore from Buena Park, California intending to major in Philosophy, Politics, and Economics. She founded Eunoia EduQuest, an educational organization working with local high school students of Pomona and Ontario with the mission to address the opportunity gap. Grace is passionate about community engagement and enjoys being involved in local campaigns. She envisions a career in public policy, addressing issues such as education and poverty. In her spare time, Grace enjoys reading C.S. Lewis and spending quality time with friends over meals at Scripps College.

JOSH ROONEY is a sophomore from Memphis, Tennessee interested in double majoring in Economics and Eastern European Studies. While at the Rose Institute, he plans to work on a wide range of projects analyzing fiscal and public policy data. On campus, Josh is also actively involved with CMC's Army ROTC program, competes as part of the Claremont Colleges Debate Union, and writes for the *Claremont Law Journal*. In rare moments of down time, Josh enjoys playing basketball, reading whatever he can get his hands on relating to government or economics, and talking with his little siblings back home.





WESLEY EDWARDS is a freshman from Denver, Colorado, intending to major in Philosophy, Politics and Economics or International Relations. His interest in local government was discovered during his time working as the Co-Editor-In-Chief of his high school news organization. While not on campus, he is also an amateur photographer and enjoys traveling on his motorcycle.

KATIE HILL is a freshman at CMC from the greater Seattle area who hopes to major in Philosophy, Politics, and Economics. Throughout high school she represented classmates in student government, worked on local campaigns, and was a member of her school's Junior Statesmen of America chapter. Katie looks forward to exploring many different projects while working at the Rose Institute. Outside of the Rose and classes, she can be found playing for the CMS lacrosse team and rooting for her hometown 'Hawks.





BRIAN LANDEROS is a freshman at CMC from Phoenix, Arizona, majoring in Science & Management. In high school, he was involved with a variety of clubs and played for the varsity football and baseball teams. Prior to working at the Rose, he served as a fellow for the Fred Duval for Governor of Arizona campaign. You can find him speeding around campus on his longboard, jamming out to Chillstep during long study sessions, or getting never-ending seconds at Collins Dining Hall.

MELISSA MULLER is a freshman from Pleasanton, California, interested in studying Government. She found her love of public policy by competing on her high school competitive civics team and is thrilled to be working with the Rose Institute this year. Projects at the Rose that interest her include the Kosmont-Rose Institute Cost of Doing Business Survey, Three Strikes, Crime Funnels, and the Primary Election Project. In her free time, find her practicing her German, playing tennis, and scoping out restaurants around Claremont.





SHIVANI PANDYA is a freshman from Sugar Land, Texas, considering a dual-major in Government and Economics. Her interest in government and public policy grew significantly after interning for a mayoral reelection campaign. Following CMC, Shivani enjoys watching her beloved Packers win, reading books about World War II, and watching anything created by Joss Whedon.

CAROLINE PECK is a freshman from Carlsbad, California, interested in studying Government at CMC. At the Rose Institute, she hopes to research public policy and analyze electoral data. On campus she is involved in the Associated Students of Claremont McKenna College Senate, and when she is not studying, Caroline is watching her favorite movies and making mac and cheese.



CHAMPIONS OF THE 4TH FLOOR

n October, 10, 2014, the Rose Institute took the field against Kravis Leadership Institute (KLI) – the second game of an emerging rivalry. The first game, played last April, saw a breakout, MVP-winning performance from Dr. Busch, who kicked a bases-clearing double to bring in the winning run in a 17-16 bonanza.

The second game saw the debut of the New Hires and veteran kicker Dr. Miller. Backed

by a rock-solid defense, pitcher Tim Plummer '17 allowed only 8 runs over 6 innings. The offense continued at its regular clip, with major contributions coming from Josh Rooney'17, Wes Edwards '18, and Dr. Busch. Every single member of the Rose team reached base. The final score was a thrashing, with the Rose winning 15-8.

Following the victory, Team Captain Ian O'Grady said to *The Rose Review*, "Our hard work and preparation came through."

The Rose looks forward to the next game in the series, though it remains unclear when

that game will occur. Until then, the Rose is happy to reign supreme over the 4th floor of the Kravis Center.

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The Rose Institute pursues the complementary missions of conducting and publishing research on state and local government and providing academic opportunities for Claremont McKenna College students.

www.roseinstitute.org

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