



The Rose Review

Volume XV, Issue 1, Fall 2011

DIRECTOR'S REPORT: DR. ANDREW E. BUSCH

The last few months have been an exciting time for the Rose Institute. On July 1, we inaugurated a new era in Rose Institute history when we moved into our new offices on the fourth floor of the brand new Kravis Center. There were some challenges involved in being the first to move in, including the two weeks in the July heat when the new elevator was not running. On balance, however, the new facility has been a marked improvement over the old. Our staff offices are roomy and comfortable, we have a fine library and conference room, and the students can do their jobs in a modern workroom with a beautiful view of Mount Baldy. We are looking forward to the festivities surrounding the official dedication of the Kravis Center on October 21.

Meanwhile, the Rose has been in a number of areas. Of course, redistricting remains a major focus of the Institute. Since April, we produced several redistricting analysis projects for local governments and citizens' groups. We are also continually updating our RedistrictinginAmerica.org website so that it remains the premier site for information on redistricting nationally, and hope to take it to a second stage with the help

of some foundation funding.

The Inland Empire Center, our joint effort with the Lowe Institute for Political Economy, has been active as well. The Inland Empire Center produced another issue of the *Inland Empire Outlook*, our publication featuring articles on political, economic, and demographic trends in the Inland Empire region. On September 22, we sponsored the second annual CMC-UCLA Inland Empire Forecasting Conference at Citizens Business Bank Arena in conjunction with the Bank and the UCLA-Anderson Forecast. The event drew more than 400 to hear economic forecasts as well as panel discussions on real estate, the Ontario airport, and other key issues.

The Rose Institute has also been working on projects including a study of contract cities, a study of a proposed mine outside of Temecula, and others. We are also finishing up the 2011 Kosmont-Rose Institute Cost of Doing Business Survey.

An exciting event at the Rose Institute every fall is the hiring of new student employees, who must go through a rigorous application and interview process. In the end, the



Institute hired five freshmen and two sophomores to join the contingent of student research assistants. We have also launched a new training program designed to introduce new hires to the varying areas of the Institute's work, to the basics of state and local government, and to a number of methodological skills that they will find useful in years to come. The aim will be to produce an online almanac of California and a tool that citizens can use to locate and contact their elected officials.

Finally, we have brought a speakers series to CMC this year through the Athenaeum. On September 30, we co-sponsored a lunch talk by former state senator, congressman, and U.S. Senate candidate Tom Campbell. After his formal talk, he visited the Rose Institute offices and talked informally

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with a large contingent of Rose students. Additional speakers this semester will include Sacramento Bee correspondent Dan Walters (October 11), Wake Forest Professor John Dinan (October 27), and a roundtable panel on K-12 education in California (November 10). We have already booked Professor Joel Kotkin, noted author and thinker about urban life (among other things), to speak next semester.

The Fall semester is off to a good start and students and staff alike are looking forward to the year to come at the Rose Institute.

- Andrew E. Busch

Summer Redistricting

By Sam Stone '14

Every ten years, state and local governments all across the United States undergo the process of redistricting en masse. For the countless academics, officials, and consultants involved in this process, this period of time is incredibly hectic, and here at the Rose Institute it was no exception. The Institute undertook a large number of redistricting projects this past summer, as students worked hard to make the nationwide redistricting process more transparent and accessible than ever before.

Development of RedistrictinginAmerica.org, the Rose Institute's comprehensive redistricting website launched last spring continued through the summer. In May, the Institute launched an official RedistrictinginAmerica twitter account: RedistrictUS, designed to complement the news features of the website. Throughout June and July, RedistrictinginAmerica and the Rose Report hosted interactive redistricting maps utilized by thousands of citizens, journalists, and political professionals throughout the country looking to decipher the impact of mapping changes in their communities. Student Manager David Meyer presented the Rose Institute's work on promoting redistricting transparency to the Esri International User Conference in San Diego, an annual GIS conference attended by more than 16,000 people this past year.

The Rose Institute continued its coverage of the California Redistricting Commission meetings, following the actions of the newly created commission every step of the way. Analysis of the commission and its work to redraw California continued on the Rose Report with real time coverage on Twitter.

In addition to working on academic redistricting projects, Rose Institute students Sam Stone, Alex Bentley, and recent graduate Helen Pollock had the opportunity to get firsthand experience with redistricting through their

employment with National Demographics Corporation. While statewide redistricting projects typically earn the most media attention, local jurisdictions must also redraw their boundaries to accommodate changes in population. National Demographics, headed by Rose Institute Fellow Douglas Johnson, provides redistricting consulting and analysis to localities in California, Arizona, and around the country. As employees of NDC, students gained valuable insight into the practical aspects of the redistricting process, and had the opportunity to help develop redistricting proposals for jurisdictions home to hundreds of thousands of people.

In addition to the large volume of mapping work, students working for NDC over the summer also were often responsible for presenting finalized redistricting proposals to clients in public hearings. Over the course of just a few months, students and staff criss-crossed California and Arizona in order to meet with the dozens of jurisdictions which hired NDC to complete redistricting work.

While the summer has given way to fall, the redistricting work at the Rose Institute goes on. In the coming weeks, the Institute will be overhauling the RedistrictinginAmerica website and continuing to offer top notch analysis on redistricting issues in California and the rest of the country.





Student Managers' Notes

By Dave Meyer '12 and Chloe Cotton '12

Greetings! Much has changed at the Rose Institute since last spring. We have a new team, new office, new technology, and an expansive array of new and exciting projects. We're looking forward to our tenure as student managers and have high hopes for what our team can accomplish.

This past spring, we said farewell to the truly standout Rose Institute class of 2011. They've moved on to San Francisco, Los Angeles, Washington, D.C., Idaho, and elsewhere. We wish Jacinth, Mike, Chris, Riley, Liz, Helen, Patrick and Emily the best of luck in all their future endeavors.

At the same time, we could not be more excited about our newest "Rosies" in the class of 2015 (and a pair of additions to the class of 2014 as well). Our new hires--Aseem, Marina, Elena, Andrew, David, Elise, and Katya--hail from Washington state, Houston, Dallas, the Bay Area, and the city of Claremont itself. These seven students stood above and beyond dozens of extremely impressive applicants. They are an incredibly diverse group, spanning a variety of majors and backgrounds. We encourage you to check out their bios on pages 10 to 11. The new hires are already hard at work on their first major project: an extensive almanac of local government officials and entities in California, from the state government down to counties and cities.

Perhaps the biggest change for us has been the move to our new office on the top floor of the new Kravis Center. We feel extraordinarily privileged to occupy a space that is the envy of all the other research institutes and indeed the rest of campus. The view of North Quad is unparalleled, with natural light illuminating the student workroom and the staff offices for much of the day. We have worked hard to create a truly professional conference room within the new Hardy Library, ideal for large meetings and presentations. In the student area, we have invested in a new printer, four new high-performance PCs, and a new Mac Mini to upgrade our technology. In addition, the tables in the center of the room will have monitors, laptop stands, mice, and keyboards to allow students to use their own laptops as workstations. Also, we have selected some of the Institute's best mapping work

dating back several decades to display and are currently looking for donations to fund the framing costs.

This fall, we hosted our second CMC-UCLA Inland Empire Forecast conference at the Citizens Business Bank Arena in Ontario. It was a tremendous success--more than 400 Inland Empire business and political leaders turned out to hear economic analysis and predictions for the region from the UCLA Anderson School of Business and CMC economics professors. The Rose Institute fielded panels on future trends in the regional real estate market and updates on economic development in San Bernardino and Riverside counties. Each attendee received a copy of the *Inland Empire Outlook*, which is quickly becoming the Rose Institute's premier publication on local government and economics.

On the web, our blog, located at RoseReport.org, continues to receive steady traffic. Recently we covered such far-ranging topics as the new redistricting maps being drawn across the country, the state of redevelopment agencies in California, and a look at recent attempts by San Diego and Los Angeles to reign in public employee benefit costs. Furthermore, we are working on a major expansion and update of our other successful site, RedistrictinginAmerica.org.

Finally, the Institute has begun a new speaker series funded by a generous donation from Buzz Wooley. On September 30, Dean of Chapman Law School and former Congressman Tom Campbell spoke on the War Powers Resolution at the Marion Minor Cook Athenaeum. He then met with a large group of Rose students at the Institute after his Athenaeum talk. On October 11, Sacramento Bee columnist Dan Walters spoke at the Athenaeum on California politics. He was our guest at a reception with Rose students before his talk. On October 27 we are hosting Professor John Dinan from Wake Forest University at the Athenaeum. Finally, the Rose Institute is hosting an education panel on November 10 featuring several speakers, including the president of the California Teachers Association and State Assemblywoman Julia Bromley, discussing the state of K-12 education in California.

We are excited by the many opportunities the Rose Institute has in store, and we look forward to doing everything we can to leave the Rose Institute in the best position possible over the next six months.





Inland Empire Outlook Summary

By Alex Johnson '13

The Fall 2011 Issue of the *Inland Empire Outlook* focuses on the Inland Empire's struggle to resume growth after the recession. Three Rose Institute students contributed articles to this issue, which is published by the Inland Empire Center for Economics and Public Policy. As a joint venture between the Lowe Institute of Political Economy and the Rose Institute, two of this issue's articles were also contributed by Lowe students, while the three described here were written by our own Rose Institute research assistants.

Alex Bentley wrote an article detailing the 2010 U.S. Census population changes in the Inland Empire. The 2010 census data shows robust growth for the I.E. in comparison to California. The I.E. experienced a population growth of 30 percent over its 2000 numbers, bringing its total to 4.2 million. In comparison, California had an average population growth of ten percent. The article further delved into the California Redistricting Commission's newly drawn district boundaries. The CRC has adopted districts that stay almost entirely in the Inland Empire, and Alex describes the new district changes in some detail.



Samuel Stone wrote an article that follows closely in line with Alex's. Since the redrawing of Congressional lines occurs every ten years following the newly published U.S. Census data, Sam analyzed the genesis of the commission, the congressional map changes, and likely contenders in each race. The California Citizens Redistricting Commission, a brand new, voter-approved organization, was created with the passage of Proposition 11 in 2008 and given the task of handling congressional redistricting with the passage of Proposition 20 in 2010. The fourteen person commission began work in 2011. The CRC's work made drastic changes in the hopes of compacting and preserving communities of interest. In the process, however, significant political turnover in the Inland Empire will result. Sam's article went into great detail analyzing the contenders in the newly created districts and provides maps of the new district lines for the 8th, 31st, 27th, 41st, 36th, and 42nd districts.

Nathan Falk contributed an article about contract cities in the Inland Empire. With continually shrinking budgets, city governments are under increasing pressure to still deliver the same city services as before. To do so, cities are turning to private companies or other government agencies to become more cost-efficient. Nathan gave specific examples in his article; for example, Riverside County replaced the City of Riverside with Library Systems Services, LLC, a Maryland-based for-profit company, to run its library system. Nathan interviewed Palm Desert City Manager John Wohlmuth who talked about his city's varied use of contract services. Nathan also interviewed the Executive Director of the California Contract Cities Association who spoke of the added benefits contract cities can provide cities. Finally, the article highlighted some of the disadvantages attributed to the contract city model, such as longer response times.



INLAND EMPIRE CENTER
CLAREMONT MCKENNA COLLEGE



Rose co-hosts 2011 Inland Empire Forecast Conference

By Dave Meyer '12 and Chloe Cotton '12

On Thursday September 22nd, the Rose Institute co-hosted the 2011 CMC-UCLA Inland Empire Forecast Conference at Citizens Business Bank Arena in Ontario, California. This second annual event was co-sponsored by the UCLA Anderson Forecast and Claremont McKenna College's Inland Empire Center, a collaborative effort between the Rose Institute and the Lowe Institute for Political Economy. The conference aims to provide business and government leaders in the Inland Empire with independent economic analysis of the region and was attended by several hundred people.

California Coastal Division President of KB Homes, John Semcken Vice President of Majestic Realty, and Gerd-Ulf Krueger, Principal Economist at HousingEcon.com. Every member of the panel assured conference attendees that the real estate market, which crashed harder and longer in the Inland Empire than anywhere else in the state, would soon pick up. In particular, Mr. Lewis and Mr. Ruffner pointed to many new projects their companies were building, while Mr. Semcken described the exciting possibilities of placing a new NFL stadium in the Inland Empire.

Finally, Mary Jane Olhasso and Lisa Brandl presented an update on economic development in San Bernardino and Riverside County. Olhasso is the Administrator of the San Bernadino County Economic Development Agency, and Brandl is the Managing Director of Riverside County's Economic Development Agency.

The Rose Institute would like to thank all of the sponsors of the event, especially the main sponsor, Citizens Business Bank. Other sponsors included RJ Romero, Lewis Group of Companies, Muni Services, County of Riverside Economic Development Agency, County of San Bernardino, City of Ontario, Inland Valley Daily Bulletin, Pechanga Development Corporation, Citrus Valley Association of Realtors, KPMG, Parke Guptill, and Morongo.

For more information on upcoming events, please see inlandempirecenter.org. For additional economic and political analysis and forecasting, visit inlandempireoutlook.org.

After a brief welcome by Brock Blomberg, the dean of CMC's Robert Day School of Economics, and Chris Meyers, the President and CEO of Citizens Business Bank, the program began with the presentation of the national and state forecast by Jerry Nickelsburg, Senior Economist with the UCLA Anderson Forecast. Mr. Nickelsburg presented a variety of economic data for the state of California, and stressed that economic recovery was still several years away. Next, Marc Weidenmier, professor of Economics at CMC and Director of the Lowe Institute, presented the Inland Empire Forecast. Professor Weidenmier focused on the particular challenges facing Inland Empire companies, especially when it came to real estate and logistics.

At 9:15, Larry Kosmont, President and CEO of Kosmont Companies, moderated a real estate panel. The panel featured Randall Lewis, Executive Vice President of the Lewis Group of Companies, Steve Ruffner, Southern



Rose Institute of State and Local Government

ROSE REPORT

THE ROSE INSTITUTE AT ESRI UC



The Rose Institute's Dave Meyer presents an online map viewer for CA redistricting plans at the Esri International User Conference.

[READ MORE](#)

STAY UP TO DATE ON REDISTRICTING



The Rose Institute's Redistricting in America is the resource for reliable, comprehensive, up-to-date information on redistricting in every state.

[LEARN MORE](#)

INLAND EMPIRE OUTLOOK FALL 2011



The Inland Empire Center has published the Fall 2011 edition of the Inland Empire Outlook.

[READ MORE](#)

Currently on the Rose Report Online

By Chloe Cotton '12

On April 29th, the Rose Institute switched to a new and improved website. The new site allows us to better integrate the Rose's blog with information about the Rose and simultaneously present many of the research and publications we have done. Since then, the site has had more than 6,000 visits, made by well over 4,000 independent viewers. The large majority of visits have come from California, with Washington, D.C., Missouri, Florida and New York also sending a considerable number of readers. Some of our most popular blog posts have been those discussing developments across the country in redistricting and a piece on the future of renewable energy in the Inland Empire.

We have also focused on expanded our mapping resources available online. For example, the Rose hosts an interactive map application for California population growth. This shows not only raw population change at the Census block level but even shows how California has grown at both the county and Congressional district levels. This map is available at www.rosereport.org/growth.

In other social media news, the Rose has been tweeting coverage of the California Citizen's Redistricting Commission, helping keep the public abreast of the latest developments as they occur. For more, please visit RoseReport.org.





Kosmont-Rose Cost of Doing Business Survey Update

By Rishabh Parekh '12

As we start to head into the Fall months here at the Rose Institute, the one thing that we know for certain is that there is someone, somewhere, who is working on the *Kosmont-Rose Institute Cost of Doing Business Survey*. Now in its eighteenth year of publication and its tenth year at the Institute, the *Survey* has expanded its coverage to 421 cities, a result of adding eight more California cities to the mix. This brings the total to 236 California cities covered, almost one third of which (74 cities) are Los Angeles County cities.

As always, the goal of the *Survey* is to provide our end customers with the quantitative and qualitative data on city fees and tax structures that they need to make the most informed business decisions possible. In order to put out the best product, we are always considering ways to improve our process here at the Rose Institute, and this dedication to improvement has indeed paid dividends over the past few years that I have seen the *Survey* evolve. Most notably, this last year Heather Siegel developed an Access database which speeds up the data collection process and seriously reduces the database problems that we have experienced in the past. For this upcoming year, our major focus on improving the *Survey* will be more outward facing with a specific focus on streamlining the

data that our customers depend on us to provide.

To increase our efficiency, our student managers are working with senior staff and Mr. Larry Kosmont to determine what business economic information our clients value the most and which geographic areas are the most important to cover. Though no changes have been finalized, we are considering scaling back our coverage of cities east of the Mississippi and increasing our focus on cities in California. Through this reconstitution of covered cities, we hope to leverage the Institute's intimate knowledge of California's state and local tax laws and fee structures to put out a more effective *Survey* in a shorter amount of time.

Like any other project at the Rose Institute, the *Survey* will once again be handed off to a new project manager and a new group of incoming students. This year, the new students are involved in a rotational training program, of which one stop is the *Kosmont-Rose Institute Cost of Doing Business Survey*. As this program is led by Heather, this year's 'handing off of the baton' will be more of a 'homecoming' process. We at the Rose Institute are very excited to have Heather back at the helm of the *Survey*, and are confident in the knowledge and work ethic that she will bring to the project.

Dave Meyer '12 Presents at Esri UC

This past July, Rose Institute student manager Dave Meyer presented a lightning talk to the Esri International User Conference in San Diego on the Rose Institute's California redistricting draft plans viewer. Esri, the maker of the Geographic Information Systems software suite ArcGIS, puts on the conference for the wider GIS community. It is the largest GIS gathering in the world, drawing 16,000 users, vendors, and educators to discuss achievements, best practices, and learn new skills.

The "lightning talk" was a brief 5 minute presentation on the Institute's online application for viewing and analyzing draft redistricting plans for the state of California. He discussed how Esri's ArcGIS Viewer for Flex platform allowed the Rose Institute to quickly and easily build a useful and powerful application. The app allows users to access dozens of redistricting plans in just a couple clicks. To date, over 2,000 people have accessed the application. The Rose has maintained the application since the Citizens Redistricting Commission approved its plans, allowing interested parties to look through the entire archive of considered plans. Over 500 conference attendees came away with a basic primer in redistricting and a knowledge of how the Rose Institute used GIS to promote citizen engagement and transparency in the process.





Back From Abroad

By Heather Siegel '12

This spring I studied abroad in Paris, France and studied at the University of Paris I Panthéon-Sorbonne. I then spent the summer in Brussels, Belgium interning at the US Mission to NATO.

For four months, I lived the life of an average French student. I started off the morning with a cup of black coffee and a tartine (usually a fresh baguette with butter and honey). I then took the train from Asnières to Saint-Lazare, changed to the metro, and continued to the Latin Quarter. I took third year history classes at the Sorbonne with French students, and all my lectures were in French. For lunch I would grab a sandwich near Saint-Michel, then enjoy it on one of the benches next to Notre Dame. In the afternoon, I would study at the Bibliothèque Sainte-Geneviève facing the Pantheon, explore a museum, or simply walk along the Seine. I enjoyed dinners with my amazing French host mother, an artist who specializes in life-size sculptures of dancers. I loved the fact that every dinner included baguettes and a cheese course.



I spent most of my weekends in Paris, exploring the city and its cultural richness. I made well over 10 trips to the Louvre – I spent enough time there that I accomplished my goal of seeing the entire museum. I loved visiting nearby châteaux, including Versailles and Fontainebleau. I fell in love with the macarons at Ladurée and the baguettes at my corner boulangerie. I formed close relationships with my French host mother and my group of friends, who helped me live like a Parisian. At the end of the semester, I didn't want to leave; I knew my way around Paris like a local and I loved the city's atmosphere, character, and beauty.

In May I took the train from Paris to Brussels to begin my internship at the US Mission to NATO. I worked in the Office of the Defense Advisor (ODA), where I conducted research, put together reports, and prepared briefings for the Defense Advisor and Deputy Defense Advisor. My amazing Department of Defense colleagues warmly welcomed me into ODA and made me feel like a valuable member of the team. At the same time, I felt that even as an intern, my work contributed to the success of American foreign policy. My first day, I created a report that was sent straight to President Obama for use in meetings with a foreign head of state.

Brussels was a great place to spend the summer. I spent much of my free time near the Grand Place, enjoying the best waffles and frites (not French fries) that I have ever had. The United States has three diplomatic missions in Brussels – the US Embassy in Belgium, the US Mission to the European Union, and the US Mission to NATO. I became involved in the large American diplomatic community in Brussels; I went to barbecues, bowling games, and a Memorial Day ceremony at the WWII Ardennes American Cemetery, and experienced firsthand the life of a Foreign Service Officer. On weekends, I had the chance to travel to Bruges, Antwerp, Amsterdam, Luxembourg, and London with the other NATO interns.

Working at NATO gave me valuable insights into the way that American foreign policy and international defense cooperation actually work. I worked very closely with the policy advisors who inform important American decisions, and I learned so much about current NATO operations and America's contributions to them. I also realized how well diplomatic or policy-oriented work suits my interests and abilities. This internship will certainly influence the career decisions I make in the coming years.



Heather at NATO with Deputy Defense Advisor, Mr. Joseph P. Stein



Code For America Summer Experience

By Aditya Pai Dhungat '13

Interning at Code for America was a no-brainer. CfA unites my passions — politics and tech — in a cause I believe in and a movement that can make a difference. I wanted to be a part of that. So this summer, I partnered with Duke senior Tim Yoon to execute two main projects: fellowship recruitment and our “Civic Leaders” research blog series.

Fellowship Recruitment

Our fellowship recruitment strategy had three components: outreach, advertising, and public relations. The goal? 500 applications for the 2012 Fellowship. Clearly, we had a lot of work to do.

First, we drafted an email template describing the fellowship — who we’re looking for, what they’ll do, and why they should apply — and blasted those out to universities. Our targets were career services centers, Computer Science departments, and entrepreneurship clubs. In sum, we reached over 100 colleges at almost 300 points of contact across the country. We then went after job boards and listserves. After identifying 30-40 online places where designers, developers, and other potential fellows frequent, we used \$4000 to run ads for most of the summer. And finally, we pursued targeted media placements and partnerships — like this Github spotlight — with and other places geared toward developers and designers, like InkD, Dribbble, Logo Tournament, Kaggle. We also coordinated “Tweets and Stripes” After two months and a lot of help from CfA staff and fellows, we received 550 fellowship applications — a 50% increase from last year.

“Civic Leaders” Research

Code for America had received a grant from the Kauffman foundation for a series of interconnected activities designed to promote both existing Gov 2.0 entrepreneurs and new start-ups in civic technology. Through a concerted public campaign that includes meetings, conferences, keynotes, and articles, coupled with aggressive media outreach, CfA hopes to connect new and nascent businesses to disrupt the 5 trillion dollar government market, creating new jobs, and dramatically improving efficiency and effectiveness at all levels of government. My job was to aid that campaign with solid research into existing civic startups, and how they are improving government through technology.



Office at Code for America

My partner and I conducted this research in three stages: background research, civic leader interviews, and compilation/presentation. The end result was a series of blog posts featuring the many innovation leaders we profiled, which we gave to our supervisor (and former Rose Student Manager) Abhi Nemani, class of 2010.

Overall, this summer at CfA was awesome, largely because of its laid-back and fun-loving culture. I can proudly say that I survived the panda vs. badger wars — and more. I learned a lot about politics, gained important skills for the web, and met great people trying to make government work better. I had a great time at Code for America.



MEET THE NEW HIRES

The Rose Institute is pleased to welcome the following new students:



KATYA ABAZAJIAN

Katya Abazajian '14 was born and raised in Houston, Texas, and is now a sophomore hoping to major in Math and Economics. While attending Clear Lake High School, Katya was an officer in Latin Club, Orchestra, Student Council, and participated in the National Honor Society, Tennis, and various spirit programs. Her participation in Student Council drove her to pursue a career in politics, government or business. She is attending Claremont McKenna with the hopes of furthering her knowledge of economics and politics, and wants to go on to law school after graduation.



ASEEM CHIPALKATTI

Aseem Chipalkatti '15 is a freshman from the Seattle area intending to dual major in Economics-Accounting and Government. His interest in politics has been fostered by a childhood spent listening to NPR and Jim Lehrer. In high school, he participated in the Junior State of America, a high school debate and student government organization that focuses on topical political issues. Aseem is interested in redistricting and education policy and is looking forward to working in those fields at the Rose for the next four years.



MARINA GILOI

Marina Giloi '14 grew up in Redmond, Washington, and plans to dual major in Econ-Accounting and Philosophy, Politics, and Economics. The summer of 2011, she interned with the Washington State Republican Party, assisting with finance and redistricting research, and at the Pacific NorthWest Economic Region, focusing on sustainable development issues. Marina is thrilled to be joining the Rose Institute as a sophomore, and her other pursuits on campus include being co-president of Berger Hall and working as a writer and copy editor for the Claremont Independent.



ELISE HANSELL

Elise Hansell '15 was born and raised in Dallas, Texas and graduated from the Episcopal School of Dallas. While in high school, she served as President of the Student Council, was involved in Micro-Finance, and attended various Model U.N. conferences. Elise enjoyed being captain of varsity Cross Country and Track and Field during her junior and senior year. For the past two years she has worked at Grossman Law Offices as a legal assistant. At CMC, Elise is interested in pursuing Politics, Philosophy, and Economics, or a History and Psychology dual major. At the Rose Institute she hopes to participate in legal analysis.



ELENA LOPEZ

Elena Lopez '15 was born and raised in Houston, Texas where she attended YES Prep North Central from 6th to 12th grade. Throughout high school, she was involved in Student Council and Colt Camp, a mentoring program. She was a part of the cross country team and captain of the soccer team. Elena is interested in education policy and hopes to reform the public school system to help more students attend college. Currently she is majoring in Government and Spanish and hopes to one day work for the Department of Education.



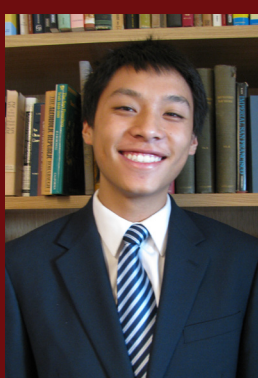
ANDREW NAM

Andrew Nam '15 was born and raised in Seoul, South Korea for 10 years. Since then, he has been residing in Claremont. He graduated from Claremont High School, where he was a captain on the debate team, IB Student President, team leader for Robotics, French Club President, and more. Andrew is a Southern California Champion in Senate Congressional Debate and helped to establish the IB Program in his school. He is interested in redistricting and economic analysis. Andrew intends to major in Philosophy, Politics, and Economics, and after graduating from CMC, he hopes to attend law school and become a corporate lawyer.



DAVID TSE

David Tse '15 was born and raised in Orinda, California. During his time at high school, he was a captain of the speech team and the mock trial team. He has also played piano for 11 years and during his time has attended branch and state conventions. As a CMC freshman, David has yet to decide his major. During his spare time, David enjoys watching movies and consuming delicious (unhealthy) foods. He is excited to work for the Rose institute and looks forward to the next 4 years at CMC.





The Rose Institute's New Office



Student Workroom



Lobby



View from the Student Workroom



Library



Patio

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ROSE INSTITUTE
OF STATE AND LOCAL GOVERNMENT
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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.*