

The Rose Report

Volume XIII, Issue II, Spring 2010

DIRECTOR'S REPORT: Dr. Ralph A. Rossum

Two Matters: Looking Forward, Reflecting on Past Exemplary Service

I have two matters I want to discuss in this issue of the Rose Report: The first is to announce a partnership of the Rose Institute and the Lowe Institute of Political Economy and their joint efforts to launch the Inland Empire Center for Economics and Public Policy and its lead publication, *Inland Empire Outlook* (The *IEO* is already up and running; the first two issues are available in hardcopy and at inlandempireoutlook.org). The second is to acknowledge the enormous debt of gratitude that all of us who have had any connection with the Rose Institute during the past three and half decades owe to our just-retired Associate Director, Florence Adams.

The Inland Empire Center

Marc Weidenmier, a distinguished member of CMC's Economics Department and the new Director of the Lowe Institute has chosen to focus a major part of his institute's resources on the Inland Empire, the 14th largest metropolitan area in the United States. The Inland Empire is also a region on which the Rose Institute has long focused. For the past twenty years, we have done multiple fiscal analyses of and for local governments, many fee studies for the local Building Industry Association chapters, several conferences on issues critical to the Coachella Valley, repeated public

opinion surveys of Riverside County residents, a towns/tribes conference on educational issues in Palm Desert, a study of the impact of the Endangered Species Act on housing developments in the Coachella Valley, a Tribal leaders/Riverside County Board of Supervisors meeting on how these units of government can collaborate and cooperate to advance the public interest of all, and a dozen studies on the economic impact of the gaming tribes on Riverside and San Bernardino Counties. We welcomed Weidenmier's interest in the Inland Empire and proposed that we work together to establish a new Center focusing on the Inland Empire and allowing our faculty, fellows, and students to build data bases, conduct surveys, do economic and political forecasts, and conduct conferences reporting on all of the above. He readily agreed. CMC has encouraged, where appropriate, research institutes to collaborate, and through the resulting synergy, to broaden the educational experiences it provides our students. The Inland Empire Center will be CMC's most visible and sustained example of such collaboration.

A goal for the Inland Empire Center is to raise an endowment sufficient to fund the collection of economic and political data, survey research of residents of the region, and the building of data bases critical for



economic and political forecasting. This primary research and the analyses of these data by our faculty, fellows, and students will provide rich and actionable content for the several conferences per year we intend to conduct throughout the Inland Empire and Coachella Valley. Once fully endowed, the Inland Empire Center will significantly raise the profiles of the Rose Institute and the Lowe Institute in the Inland Empire and provide the students of our institutes with unparalleled research experiences at the undergraduate level. We are taking important initial steps to move towards this ambitious goal.

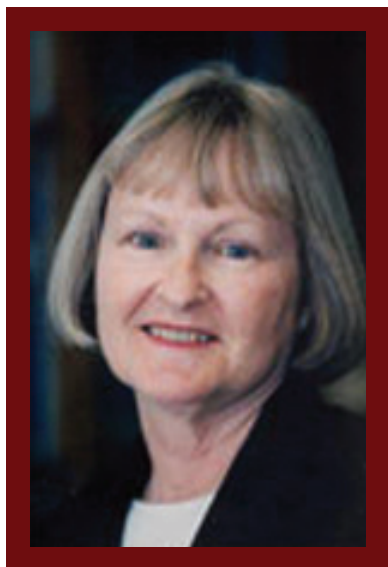
Associate Director Florence Adams

I also want to reflect briefly on Florence Adams. She joined the Rose Institute in 1976 (three years after its founding) and worked hand in glove with Alan Heslop, the Rose Institute's founding director, to build the Institute's sterling reputation in the areas of

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demographic research and analysis, redistricting and redistricting reform, and the use of geographic information systems. She quickly became a nationally-recognized expert on redistricting. She worked with Alan and others to redistrict scores of cities, counties, and special districts across the country. She added to her academic credentials by taking her Ph.D. in Government at Claremont Graduate University. She extensively revised her dissertation and published it, to critical acclaim, as *Latinos and Local Representation: Changing Realities, Emerging Theories* (Garland Publishing, 2000).

Florence was the backbone of the Institute for decades: she formed bonds with Rose Institute students that were strong and have proven lasting. She was invaluable to me during the transition when Alan passed the baton on to me; she provided continuity, sage counsel, caution, an ever-observant eye on the budget, and an unwavering commitment to the Rose Institute's first and foremost mission of educating our gifted students in the public policy issues of California and of providing them with the leadership skills that have made so many of them distinguished alumni of Claremont McKenna College. While I wish her the very best in her retirement, I will miss her steady presence and her calm, sober voice of reason, experience, and prudence.

Kosmont Survey Update

I am pleased to announce that the Kosmont Team has completed research and data collection for the 2010 edition of the *Kosmont-Rose Institute Cost of Doing Business Survey*. We have recently begun work on our analysis and Executive Summary. This year's *Survey* features 413 cities nationwide, as well as our signature GIS maps and analysis of the most expensive cities, the least expensive cities, and key California counties. The Executive Summary will also address major trends and a number of pertinent topics, including the effects of the Great Recession on business costs. The 2010 *Survey* will be available early this summer.

As part of our increased focus on marketing, we have been working intensively on the *Kosmont-Rose Institute Cost of Doing Business Survey* website. Our updated website, which will be available later this spring, will both be easier to navigate and make it easier to purchase the *Survey*. We have also started posting Kosmont articles on the Rose Institute's blog, so please watch for them on rosereport.org. These articles will feature interesting information about findings, trends, and issues pertaining to the cost of doing business across the country.

Much of the success of the 2010 *Survey* is due to the hard work of this year's new hires. They have demonstrated persistence, problem-solving skills, and, most importantly, patience in talking to city officials and tracking down the necessary information. I have enjoyed having them on the Kosmont Team, and I know that in the years ahead they will bring their knowledge and skills to other important projects at the Rose Institute.

I am honored to be taking over as manager of the *Survey* this semester, and I would like to thank our out-going project manager, Helen Pollock '11, for her devoted work. The 2010 edition got off to a strong start under her leadership, and she left her mark on the *Survey* through her creative problem-solving and big-picture thinking. We miss her this semester and hope that she has an exciting and memorable time while studying abroad in Jordan.

Finally, I would like to take this opportunity to introduce Dan Evans '12 as our new Kosmont Assistant Manager. Dan's work on the *Survey* over the last semester has been exemplary, and the combination of his enthusiasm for the project, his ambitious thinking, and his strong computer skills makes him a valuable addition to Kosmont management. This summer I am looking forward to working with Dan to redesign the Kosmont Database, making it more reliable, efficient, and user-friendly. We also have some exciting ideas about the *Survey* itself and the new data collection process that we plan to implement in the 2011 edition. The 2010 *Kosmont-Rose Institute Cost of Doing Business Survey* promises to live up to the standard of excellence that has become synonymous with the *Survey's* name, and Dan and I are looking forward to continuing the tradition of making the *Survey* more informative and relevant with each passing year.

By Heather Siegel '12

Student Manager's Notes

As the semester comes to a close, it is clear that the Rose Institute has had a successful year. The senior staff and students have hosted one of our most acclaimed conferences to date, our new students are receiving the broadest base of training ever implemented, and the Institute has worked to keep pace with advances in technology and new media. Below are a few of the projects that our research assistants have worked on this semester. With many new projects lined up, we are excited for the coming year.

One of the Institute's premier events this spring was the Rose Award Dinner. Held April 17 in the Coachella Valley, the Rose Award honored Richard Oliphant for his career in public service. Congresswoman Mary Bono Mack and Lt. General Herbert R. Temple, Jr. (Ret.) spoke at the Dinner. For more information on the Award and Mr. Oliphant, please see our article on page six.

The Rose Institute is gaining more national recognition than ever before through the success of its blog, rosereport.org. Many news organizations have picked up our content, including the *Washington Post*, *Congressional Quarterly*, *U.S.A. Today*, and *Politico*. We post new content regularly on the blog, and besides our redistricting analysis, are expanding to post on other areas the Rose Institute researches. For example, students on the legal analysis team are writing posts on the propositions that will be on the ballot in the upcoming elections. [Rosereport.org](http://rosereport.org) is becoming a source for in-depth and current political analysis, and we want this to expand in the future.

We have completed research on the latest version of the *Kosmont-Rose Institute Cost of Doing Business Survey* and the *Survey* is expected to be released by May. With Kosmont manager Helen Pollock '11 abroad, Heather Siegel '12 is heading the project this spring. Heather has had a great team to work with this semester, and the *Survey* will be of the same high quality as in the past.

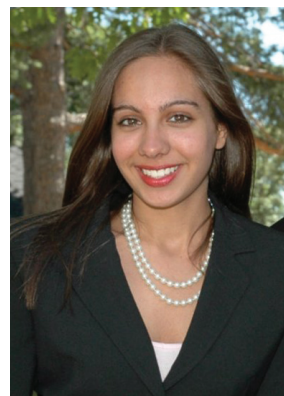
This January, the Rose Institute also published the inaugural issue of *Inland Empire Outlook*. *IEO* is a joint project with CMC's Lowe Institute of Political Economy, and provides analysis of the Inland Empire's political and economic developments. Despite being a rapidly growing area, the Inland Empire has often been ignored by political and economic analysts. We hope *IEO* will become a leading authority on political and economic issues in the Inland Empire. The first issue had a circulation of about 10,000, and the second issue was recently released.

Ian Johnson '09 and Dave Meyer '12 have worked with

Rose Institute Fellow Doug Johnson to produce a report examining the state legislative redistricting process in each of the fifty states. The report analyzes the various redistricting models used by the states. This project is timed to coincide with the pending census and redistricting process.

We are also excited to introduce a new organizational structure for student researchers at the Rose Institute. Aside from having managers for specific projects, we have added managers to oversee our major categories of research and events: Demographics and Elections, Public Policy, and Conferences. Chris Jones '11 will be running Demographics and Elections, which will include projects like redistricting and census analysis. Riley Lewis '11 will be heading Public Policy, which covers legal analysis, publications such as *Inland Empire Outlook* and *Wheeler Desert Newsletter*, Kosmont, and other surveys. Helen Pollock '11 will be in charge of Conferences. After the success of our redistricting conference last fall, we have several more conferences in the works for the coming year. The management team is looking forward to working together over the next year to further develop the Rose Institute and to continue to produce the high quality projects for which we are known.

Finally, we will be losing six seniors who have been invaluable to the Rose Institute. Seniors Patrick Atwater, Emily Forden, Sophia Hall, Keith McCammon, Abhi Nemani, and Ryan Wessels will be leaving us this year. This year's student management team—Abhi, Keith, and Emily—has helped the Institute perform at a higher level and their leadership and contributions will be greatly missed. We wish all the seniors success in their future plans.



Student Manager
Jacinth Sohi



Associate Manager
Mike Whatley

The Best of The Rose Report Online

Over the last nine months, the Rose Report Online has greatly increased its posts and readership under the leadership of Editor Mike Whatley '11. In the month of February alone, the blog had over 5,000 page views, with traffic coming largely from California, Florida and Washington, D.C. We have also been featured on sites across the web, including *USA Today*, *The Washington Post*, *Congressional Quarterly*, and *Politico*. In order to give our readers a taste of the blog, we have included excerpts from a couple of our most popular articles below. The blog is updated nearly every day. We urge anyone interested to check out the latest posts at rosereport.org and our videos available at <http://www.youtube.com/user/rosereport1#p/f>.

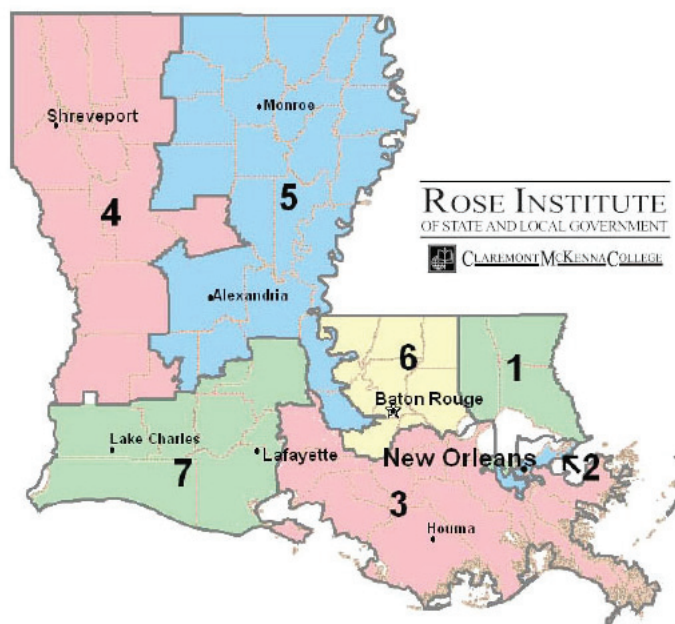
LOUISIANA REDISTRICTING: AN UGLY POST-KATRINA PARTISAN MESS

There will be many different plans for Louisiana redistricting in 2011. While Democrats have some power in the state legislature because they control the Senate, their power in the redistricting process will be limited by Republican Governor Bobby Jindal's veto power, the close Republican-Democrat margin in the Louisiana House of Representatives, and the increasingly Republican trend of the state. Republican Congressmen Steve Scalise (1st district) and Charles Boustany (7th district) seem safe as demographics and geography make these districts hard to turn Democratic. Additionally, the large populations of these districts make them difficult to eliminate in 2011. Despite John Fleming's close 2008 election, his 4th district will likely remain Republican after 2011 as there are few Democratic strongholds close by. Additionally, the large geographic size of the district makes it unlikely that it will be eliminated. The 2nd district, which encompasses New Orleans and is historically majority African American, is currently represented by Republican Joseph Cao, but it

is likely to return to the Democratic column in 2010. And in the 2011 redistricting, the 2nd district will probably be extended either into the 3rd district or towards Baton Rouge to make it a safe Democratic district in the future. The Voting Rights Act will likely require it to remain a majority African American district if possible. If Congressman Cao wins reelection in 2010, Republicans in the legislature will try to redraw the district to help him continue winning in the future. But the most likely outcome is for the 2nd district to be a solid Democratic district in the future.

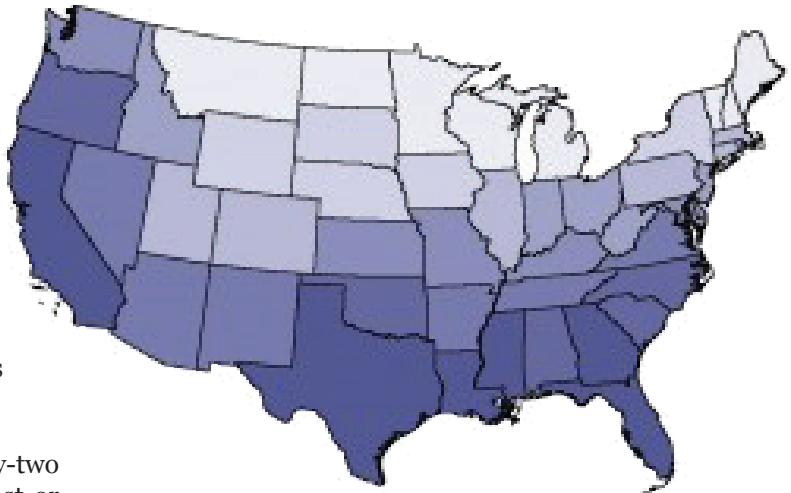
That makes three safe Republican districts and one safe Democratic district. However, there are three districts left that must be combined into two. Much will depend on what happens to Baton Rouge as it is close geographically to the 5th, the 6th (where it currently is), and the 3rd districts. The Democrats in the legislature might try to expand either the 5th or the 3rd district to include part or all of Baton Rouge and possibly turn that district Democratic. Yet, that plan would likely be vetoed by the Governor. The Democrats could also try to expand the 6th district to the Southeast toward New Orleans to make the 6th a Democratic district. Again, the Governor would likely veto this plan. Another possible scenario is for the 3rd district to be divided among several districts—the 2nd, 5th, 6th, and 7th districts could all be given a part of it. Whoever wins the 3rd district in 2010 will be a freshman and will have the shortest tenure among the state's Congressional delegation, so dividing up the 3rd district could be a solution.

Given the Republican trends in the state and the Republican Governor's veto, Republicans could plausibly draw districts that would create five Republican seats and one Democratic seat for the next decade. At the same time, the Democrats in the state legislature will work hard to prevent that scenario and gain another Democratic seat. Although the final outcome is uncertain, the surest prediction is that the fight over redistricting is going to be partisan and ugly.



DREAMING OF A WHITE CHRISTMAS: A DEMOGRAPHIC PERSPECTIVE

“I’m dreaming of a White Christmas...” So sang Bing Crosby more than fifty years ago. And today, more Americans are dreaming of—rather than waking up to—a snow-filled front yard on Christmas morning. For the first time in history, less than a quarter of all Americans are likely to see a White Christmas. And not because of climate change. Rather, it is the result of massive demographic shifts that have slowly seen the traditional northern population centers of the United States decline over the last 100 years, with enormous repercussions for American political and cultural life.



Chances of a White Christmas: Lighter Blues Signify More Snow

Imagine waking up Christmas morning, 1900. Sixty-two percent of the U.S. population lives in the Northeast or Midwest. New York is the biggest state in the country, with 7.25 million residents. Most Americans still reside in small towns; less than 40 percent of Americans are from an urban area. President William McKinley is an Ohioan, the Vice President is from New York, the Speaker of the House is an Iowan, and the President Pro-Tempore of the Senate is from Maine. McKinley won the 1900 election without a single electoral vote from the South. And as an American, you have a 33 percent chance of looking out the window and seeing white.

Flash forward to 1950. After World War II, urbanization accelerated at a dramatic rate. Now, more than 64 percent of Americans live in an urban area. New York is still the largest state in the country, but things have changed. California is the second-largest state, after growing at an incredible pace (from 1.5 million in 1900 to 10.6 million in 1950); Los Angeles is the fourth largest city in the United States. The West’s share of U.S. population has grown by 7 percent, to 12.1 percent, while the Midwest and Northeast now comprise only 52 percent of the country’s population. Although the South has lost population slightly compared to the rest of the country, Texas is booming, up to 7.7 million residents. Politics have responded in kind; the Speaker of the House is Sam Rayburn of Texas, only the second House Speaker born in a state belonging to the Confederacy since the Civil War. In 1948, Harry Truman had beaten Thomas Dewey, despite losing half of the Midwest and almost the entire Northeast. And, now, only 30 percent of Americans live in regions where they can have a White Christmas.

Now recall Christmas 2008. Things have changed a lot over the last fifty years. The South and West now make up

almost 60 percent of the U.S. population. Of the fifty largest metropolitan areas in the United States, 64 percent are in the South and West. Texas and California have more people than all the Northeastern states combined. A stunning 27 percent of Americans live in the ten largest metropolitan areas in the country. Politics again mirror demographics. The President is, again, from Texas, the Vice President from Wyoming, the Speaker of the House from California, and the Majority Leader in the Senate from Nevada. The Election of 2008 temporarily reversed the political response to these demographic trends, as the nation elected a Presidential ticket from Northern climes—Barack Obama of Illinois and Joe Biden of Delaware. But the nation’s population continues to shift South and West—and there is now only a 23.8 percent chance that you will wake up this Christmas and see snow on the ground.

What do these dramatic shifts mean for the country going forward? Much of the West’s growth has been Hispanic. By 2050, the Census Bureau projects non-Hispanic whites will no longer be the majority population in the United States. Atlanta and Houston may join the top six cities in metropolitan population by 2030, while urban areas in the Northeast and Midwest will likely keep decreasing in relative size. As a result, political power will continue to shift towards the South and West. It is likely that these regions will achieve increasing domination of both houses of Congress in coming years. For the foreseeable future, an increasing share of Americans will be singing along with Bing Crosby: dreaming of snow on Christmas, rather than seeing it.

SENIOR FA

The Rose Institute Says Go

Patrick Atwater

I will always remember my time at the Rose fondly. From doing electoral analysis for State Legislative candidates to transcribing hand drawn maps of LA gang territory into graphical information system software, the professional experience has been invaluable. More than that, I will always treasure the memories. I will never forget staying up until 7am writing a report on demographic projections with two of my closest friends, producing something through the madness that was actually reputable. Although they are too numerous to count, I will always remember the Rose social events, how they taught me the softer aspects of professional development and how they turned our merry bunch of research assistants into a family. I would like to thank the incredible senior staff, my fellow students, and, of course, Marionette, for making that all possible. In particular, I would like to give a special thanks to Doug Johnson for sharing his immense knowledge of redistricting, for his great advice, and, most importantly, for putting up with me. As I leave the Rose to enter the volatile world of California politics, I cannot say enough about how thankful I am to have been able to work on substantive issues in such an idyllic setting. The Rose Institute will always hold a special place in my heart.



Sophia Hall

Working at the Rose Institute has been an amazing experience. Ever since freshmen year, I have worked on a variety of projects that opened my eyes to many different fields. Organizing the redistricting conference this past year, along with all my other work at the Rose, has helped me gain important skills. One of the most valuable aspects of the Institute is the 'Rose family.' I have made many friends over the years and hope the positive Rose culture continues. I would like to thank Doug Johnson for his advice and guidance and Marionette for her help with our projects, as well as the entire senior staff for creating such a constructive environment. When I visit California after graduation, I will always be excited to come back to the Institute.



Abhi Nemani

There's something special about that backroom. I remember walking in my freshmen year for interview to a room full of confident looking suits, sitting down awkwardly, and then hearing a few intimidating seniors in the back tell we had a few minutes to rank all the top world leaders. Ever. I was overwhelmed, nervous... but kind of into it. And four years later that's almost the same feeling I have every day as I tumble through that door off of ninth street. But now, fortunately, there's the added comfortable of familiar faces and trusted friends. To my fellow managers -- Keith and Emily -- we have a lot to be proud of, not the least of which was our ability to put out "small fires." But we cannot forget -- nor should anyone -- that nothing would have been possible with the humble support and care of Marionette. To the senior staff, thank you for you guiding me through this amazing place and for your patience, listening to me bore you with talk of the Web and the blogosphere and the tweets and the... Most of all, to my fellow Rosies -- those there, day after day, evening into morning -- you made that backroom what it is -- you made it rewarding with your talents and fun with the good times. I'll miss leaving this place, but I know it's worth it because of who I got to spend time with while I was there.



AREWELLS

Goodbye to the Class of 2010

Emily Forden

After four years at the Rose Institute, parting with the Institute is bittersweet. The Rose has played a pivotal part in my academic development while at CMC; from participating in survey research to interacting directly with top faculty, I have had the ability to supplement my education with this amazing hands-on experience. I have been fortunate enough to be part of the Institute during several important transitions and hope to have left my own lasting mark. In addition to the senior staff, my fellow students have done excellent work and I am proud to have been able to meet seven classes of the best CMC has to offer. These students are not only motivated and goal oriented, but are also innovative, dynamic, and genuine individuals. They are the reason the Rose is as successful and wonderful a workplace as it is. Out of the office, they are keeping the long tradition of boisterous social events alive. Finally, Marionette Moore has constantly provided invaluable support and guidance - as well as a watchful eye - to me and will be missed greatly. As I leave the Rose to enter the world of graduate school, self-sufficiency, and 40 hour work weeks, I will remember the Rose Institute fondly and the people who make it what it is with joy.

Ryan Wessels

After four years working at the Rose, it is hard to leave. I have had the opportunity to work on some exciting and rewarding projects that will have lasting effects. Additionally, I have gained valuable research and writing skills that make me a competitive applicant to prospective employers. The hardest part about leaving the Rose is saying goodbye to all the lasting friendships that I have created here. I have had so many great memories working at the Rose Institute and I have all my co-workers and senior staff to thank for it.

Keith McCammon

I am truly grateful for my time at the Rose Institute. The Rose Institute provides an opportunity for bright people to meet who otherwise might never have crossed paths. We have at times had on staff the editors of both the liberal and conservative campus publications, social butterflies and terminal Stark residents, athletes and mathletes, all working together as colleagues and friends. My Rose friends are a fascinating and eclectic group of people that inspire me everyday. The other great thing about the Institute is the opportunity to work with superior adults on the senior staff. In particular I would like to thank Mr. Huntoon who gave me not just guidance on my projects but advice for my life. I was fortunate to be able to work and learn from him and the other outstanding men and women on the senior staff for as long as I have. When I graduate I'm going to be an Infantry Lieutenant in the US Army so it may be a while before I encounter state and local government issues again. But the lessons of leadership, diligence, and teamwork that I learned here will be applicable in everything I do.



The Fall 2009 Redistricting Conference

On October 15, 2009, the Rose Institute hosted a day-long conference on “Redistricting, the 2010 Census, and Your Budget: Changes and Challenges for California Governments.” Held on the CMC campus, the event provided in-depth analysis of the 2010 Census and 2011 redistricting. Attended by over 75 officials from the state and from local governments in California, the Rose Institute’s first conference webcast successfully presented remote attendees who could not make it on site for the event. The Conference was made possible by partnerships with the California League of Cities, the California State Association of Counties, and the California Contract Cities Association. Generous funding was provided by Silver Sponsor Nielsen, Merksamer, Parrinello, Mueller and Naylor LLP, reception sponsor Caliper Corporation, and Sponsors Atkinson, Andelson, Loya, Ruud & Romo LLP, Burke, Williams and Sorensen LLP, Reed and Davidson LLP, Townsend Public Affairs, and Willdan Financial Services. The conference was organized by a team that included Rose Institute staff, students, and Board members Darryl Wold, Marguerite Leoni, Frank Tripepi, and Tony Quinn.

Kicking off bright and early at eight in the morning, the conference was comprised of four panels, each focused on a distinct issue pertaining to California’s political future. The first panel of the day was the presentation of a Rose Institute study of population projections for congressional districts in 2010. Following an introduction by Dr. Rossum, Institute Senior Patrick Atwater presented the report findings. Institute Associate Director Ken Miller moderated a discussion among Mr. Atwater, Institute Fellow Douglas Johnson, and Institute Board member and California Target Book editor Tony Quinn.

The second presentation focused on the importance and system for redistricting in California, an especially important subject given the November 2008 passage of Prop 11, which gave redistricting responsibilities to an independent commission instead of the state legislature. Institute Board Member Christopher Townsend of Townsend Public Affairs introduced the California State Redistricting panel moderated by Tony Quinn. Sharon

Riley, Counsel to the State Auditor, discussed the Auditor’s Commissioner selection process. Steve Reyes, an attorney with the Kaufman Legal Group, former MALDEF attorney and one of the authors of Proposition 11, discussed the goals and details of the new redistricting rules. Chris MacKenzie, Executive Director of the League of Cities, discussed the importance of state redistricting for city and other local governments in California, and Steve Lynn, Chairman of the Arizona Independent Redistricting Commission, offered advice for the new California Commission.

The call to lunch marked the beginning of the conference’s keynote address, delivered by Ditas Katague, Director of Census 2010 in the Governor’s Office of Planning and Research. With a speech addressing both the significance of and organizational of the upcoming census, Ms. Katague provided fascinating insight from an insider’s perspective regarding the tallying of population. Ms. Katague was introduced by Ms. Robin Lowe, Hemet City Councilmember and President of the California League of Cities.

The final two presentations of the day covered the California Voting Rights Act and the details of how election districts are drawn. David Soldani, attorney from Atkinson Andelson, moderated a discussion among attorneys Joaquin Avila, Director of the National Voting Rights Advocacy Initiative at the Seattle University of Law, Christopher Skinnell from Nielsen Merksamer, and Susana Wood, City Attorney of Modesto. Their panel addressed the Act’s legal provisions, federal precedents, and the Modesto lawsuit. The discussion on district drawing, moderated by the Institute’s former Associate Director Dr. Florence Adams, featured Institute Fellow Johnson and Ms. Marguerite Leoni, Institute Board Member and partner at Nielsen Merksamer. They discussed the legal requirements and practical considerations behind the successful drawing of election district plans.

A closing address by Dr. Rossum marked a successful conclusion to an informative, lively, and innovative conference. There was widespread interest in a follow-up as the Census concludes and 2011 redistricting commences.

Back From Abroad

I spent Fall semester studying regional integration and development in Buenos Aires, Argentina. My program focused on the emergence of Mercosur, the regional trade alliance between Argentina, Brazil, Uruguay, and Paraguay. As a resident of the Washington D.C. area, I have strong affinity for capital cities, and living in Buenos Aires provided lively political theater. My Spanish language classes were three blocks from the Casa Rosada, the Argentine version of the White House. On any given day, the trip home from school required zigzagging through protest marches and avoiding police blockades.



The city of Buenos Aires was always exciting and a great place to live. I lived in a homestay with a wonderful family who was enormously patient while my Spanish improved. The residents of the capital, known as *Portaños*, lead a late-night lifestyle conducive to that of American college students. I quickly learned that going to dinner before 10 PM is considered strange and that it is always preferable to stay out until the subways open rather than taking a cab home early.

Some of my favorite memories from the semester occurred while visiting the small town of Pujato in the Argentina's agricultural heartland. During the weeklong stay, I am certain I met at least half of the town's 1,000 residents and played soccer with all their children. A true sign of their hospitality was the invitation they gave me to return for their daughter's quinceañera, though I think they were disappointed in me when I asked to go to sleep at 7 AM.

Study abroad was such a great experience and the lessons I learned will continue to influence me for the rest of my life. Most immediately, my Spanish improved so drastically that it helped me get an internship this summer. It was great to go away, but it was even better to return to CMC and the Rose Institute. I am looking forward to my last three semesters and making the most of my time here.

—Patrick Eagan-Van Meter '11

Introducing: *Inland Empire Outlook*

The Inland Empire is California's fastest growing region but has been often overlooked by political and economic analysts. To fill this void, the Rose Institute has teamed with the Lowe Institute of Political Economy, to produce *Inland Empire Outlook*, or *IEO*. The *IEO* is a newsletter analyzing economic and political trends in the Inland Empire. It will provide business and government leaders with timely and sophisticated analysis of political and economic developments in the region.

"This partnership comes at the perfect time as the area is on the cusp of rapid expansion," explains Marc Weidenmier, director of the Lowe Institute. "This means that the organizations' analyses can have a significant impact as the region grows."



In the inaugural edition of the *IEO*, published in January 2010, researchers at each institute looked into various issues of political or economic importance to the region. The Lowe Institute's focuses included employment during the recession, general macroeconomic analysis, a look at the seriousness of the housing crisis and a study on the importance of trade to the region. The Rose Institute contributed articles on the effects of population growth on Congressional representation, an interview with Ontario City Manager Greg Devereaux, an analysis of some of the congressional races for 2010, and the importance of the region obtaining a complete count in the upcoming census.

The second edition is scheduled for publication in April 2010.

The newsletter is available online at
<http://inlandempireoutlook.org>



Richard Oliphant Honored at Award Dinner

The Board of Governors of the Rose Institute of State and Local Government recently granted the Rose Institute Award for Excellence in Public Service to Mr. Richard R. “Dick” Oliphant, a leading citizen of the Coachella Valley and the Inland Empire. The Institute held a special dinner in Indian Wells on April 17 to present the Award to Mr. Oliphant. Lt. General Herbert R. Temple (Ret.) served as Master of Ceremonies, and Congresswoman Mary Bono Mack attended as the Guest of Honor.

The Rose Institute established the Excellence in Public Service Award in 2007 to acknowledge individuals or organizations that demonstrate an enduring commitment to exemplary public service. According to the resolution that originally established the award, this individual or group should exemplify “honor, integrity, leadership, and a philanthropic spirit.” Mr. Oliphant is the second recipient of this distinguished honor.

In selecting Mr. Oliphant for the award, the Rose Institute noted his many contributions to the economic development of the Coachella Valley, as well as his extensive community service and generous philanthropy.

A native of Iowa, Dick Oliphant attended the University of Iowa before launching a career in real estate development and construction in Arizona and Southern California. He moved to the Coachella Valley in 1962 and over the past five decades has greatly contributed to the region’s economic growth.

Mr. Oliphant has founded several businesses which are now grouped under the umbrella of Oliphant Enterprises, Inc. These companies have been responsible for the development and construction of some of the Coachella Valley’s most prominent residential, commercial, and recreational properties. Some of his most notable projects include the Indian Wells Tennis Garden (the current home of the BNP Paribas Open, one of the world’s leading tennis tournaments); the Classic Club in Palm Desert (the former home of the Bob Hope Classic golf tournament); and Palm City (California’s first retirement community, now known as the Palm Desert Resort Country Club).

Mr. Oliphant has also contributed to his community through public service. He served the City of Indian Wells for two years as a planning commissioner, six years as a City Councilman, two years as Vice-Mayor, and eight years as Mayor.



Among his many other community activities, Mr. Oliphant helped found the Coachella Valley Economic Development Conference, the Coachella Valley Economic Partnership, the Palm Springs Desert Resorts Convention and Visitors Bureau, and the Lincoln Club of the Coachella Valley. He has also served as President of the Indian Wells Rotary Club and the Coachella Valley Boy Scouts of America.

Mr. Oliphant has also made lasting contributions to higher education in the region through his long-term service as a member of the California State University San Bernardino Advisory Board, as well as his work as co-chair of fundraising for the public/private partnership that has built facilities for the new Palm Desert Campus of Cal State San Bernardino. By raising money from municipalities, corporations, foundations, and individuals, this unique partnership has provided the Coachella Valley with its only upper division institution of higher education and has helped build the region’s college attendance rate.

Over the years, Mr. Oliphant has received numerous awards for his service. Among other honors, he has been inducted into the Building Industry Association Hall of Fame, named a Fellow at the University of California at Riverside, and presented an honorary doctorate by California State University.

In granting its Award for Excellence in Public Service to Mr. Oliphant, the Rose Institute welcomes the opportunity to celebrate this extraordinary citizen’s contributions to his industry and to the public good.

The Rose Institute Undergoes a Reorganization

Every March, the Rose Institute undergoes a transition in its student leadership, with new student managers taking over from those of the past year. This year, the outgoing student managers, in partnership with senior staff, have taken this opportunity to reorganize the student leadership structure. Under the system created by Student Managers Abhi Nemani and Keith McCammon and Assistant Student Manager Emily Forden, the Institute will provide more leadership opportunities, clearer oversight, and a more transparent advancement process.

In past years, personnel assignment at the Rose Institute has been organized on a fairly casual basis, with individual staff members assigned to projects as necessary, all overseen by a few Student Managers and Assistant Student Managers. The reorganization divides the administrative structure into three branches that encompass the Institute's main areas of focus—public policy, elections and demographics, and conferences. It also creates several tiers of leadership and responsibility.

At the highest level is a single Student Manager with overall responsibility for student work at the Institute. Next, an Associate Student Manager will assist the Student Manager in implementing administrative processes and task organization. The Associate Student Manager will also focus on the the Rose Institute's publications. Jacinth Sohi '11 and Mike Whatley '11 are the new Student Manager and Associate Student Manager, respectively.

At the next tier are three research managers, each in

charge of one of the three branches of the Institute's work. Research managers for the upcoming year are Helen Pollock '11 as Conference Manager; Chris Jones '11 as Demographics and Elections Manager; and Riley Lewis '11 as Public Policy Manager. Finally, project managers will lead individual projects (such as Kosmont or a redistricting project), which in turn, will be executed by research assistants.

According to the outgoing student management team, the new system is aimed at producing "a larger but more structured leadership team, one better able to supervise the student staff and push it forward towards greater achievement."

The other main change involves the management application process. Under the new system, candidates for leadership positions formally apply for leadership positions by submitting a resume and statement of interest, giving students the chance to argue their case for advancement. This will encourage students and staff to think strategically about the Institute's direction for the upcoming year. Selections are based on collective discussion among senior staff and student management. While these changes make the leadership selection process somewhat more formal, the new system also seeks to preserve what the outgoing student management has described as "a familial dynamic."

Student staff has expressed favorable interest in the new system, and the hope that it will strengthen the teamwork and sense of belonging that is such an important part of working at the Rose Institute.

Girard Report Featured in *Voice of San Diego* Series

Last summer, the Rose Institute partnered with *Voice of San Diego*, San Diego County's non-profit online news outlet, to publish the Girard Report. The program was sponsored by Buzz Wooley, President of Girard Capital and Institute Life Trustee. A team of six students led by Ilan Wurman '09 spent their summer at the Rose Institute researching and writing the report.

The report analyzed public services in the twelve largest counties in California with a focus on San Diego County. The public services studied included public protection, welfare, public assistance, and mental health. The report concluded that San Diego has relatively low enrollment rates in programs such as the food stamps, Cal-WORKs, and Medi-Cal, the highest denial rates for both food stamps and welfare, and relatively low funding from the state.

Voice of San Diego has published several articles to date, all relying heavily on the numbers and charts provided by the Rose Institute. *Voice of San Diego* - Rose Institute partnership represents a new approach to blending the facts and figures in the Institute's Girard Report with the *Voice*-driven human side of those numbers. In light of the success of the 2009 Girard Report and the stories that have evolved out of it, Mr. Wooley agreed to sponsor the partnership again. For the upcoming summer of 2010, the Girard Fellowship will grant three students a chance to continue this important and engaging research partnership with *Voice of San Diego*.

Summer Plans

Abhi Nemani '10 will help launch Code for America (CFA), a non-profit/tech startup, which aims increase openness and transparency where it is seriously lacking: the city-level. Following the Teach for America model, CFA will connect Web 2.0 talent with municipal governments looking to upgrade their online presence. This summer, before he goes to work full-time at Google, Abhi will use his experience at the Institute to help them recruit fellows and prepare them for working in local government.

Chris Jones '11 will be interning for Deloitte Consulting in their Human Capital practice in San Francisco this summer. Within Human Capital, he will be a part of the Total Rewards segment, which encompasses broad based and executive compensation, benefits, sale force compensation, and pensions.

Dave Meyer '12 will be an intern in the Government Solutions department at ESRI, Inc., the marker leader in GIS software, in Redlands, California this summer. Dave will assist in marketing and product development. In addition, Dave plans to consult for the Rose Institute, advising GIS projects and expanding the Rose Institute's online mapping presence.

Heather Seigel '12 and Dan Evans '12 will work at the Rose Institute for the summer. focusing on improving the Kosmont database to streamline the production of future editions of the Survey. In July Heather plans to return to her internship at Arch Bay Capital in Irvine, California.

Paul Jeffrey '12 will work at the Rose Institute for a few weeks at the beginning of the summer before spending the next two months with the City of Lake Forest's Recreation Department to run summer programs for underprivileged children in the community.

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