



The Rose Review

Volume XIV, Issue 2, Spring 2011

DIRECTOR'S REPORT: DR. ANDREW E. BUSCH

On January 1, 2011, I became only the third director of the Rose Institute in its long and glorious history. It was a great honor to step into that role, succeeding the inestimable Ralph Rossum and Alan Heslop. They built a great tradition at the Rose Institute, and I am determined to uphold that tradition and write some new chapters along the way.

Of course, it is the students who are the real heart of the Rose, and I have been privileged to begin getting to know them. As is the custom here, the team of Student Manager Jacinth Sohi and associate Student Manager Mike Whatley stepped down after Spring Break. I offer my great thanks to Jacinth and Mike for a very successful year as well as best wishes in their future endeavors. Congratulations to the new student management team, headed by David Meyer (Manager) and Chloe Cotton (Associate Manager). David and Chloe have hit the ground running with many new ideas, and I look forward to working with them in the year ahead. We also welcome the rest of their new team, including Aditya Pai (Institutional Development Coordinator), Rishabh Parekh (Inland Empire Coordinator), Daniel Shane

(Political Analysis Coordinator), Luke Davis, Alex Johnson, Brendan McDonald, Heather Siegel, Sam Stone, and Kathryn Yao.

We have been busy this year. Of course, the Rose Institute is never more in its element than during a redistricting year. Fellow Douglas Johnson has led a series of training seminars for a number of Rose students, covering topics ranging from the Voting Rights Act to line-drawing using computer programs such as Maptitude. In February, the Institute launched its *Redistricting in America* website (at www.redistrictinginamerica.org). The website offers a comprehensive state-by-state look at redistricting, and has been praised by sources such as *The Washington Post* and *Politico*. The Rose Institute also sponsored a redistricting conference last December.

As many of you know, the Institute submitted a bid to draw lines for the California Citizens Redistricting Commission. We are proud of our proposal, which offered superior experience at a much lower price than our competitor (Q2 of Berkeley). However, the Commission chose to disqualify us for declining to disclose



every contributor to Claremont McKenna College for the last decade. We have congratulated Q2 and wish the Commission all possible success in its difficult task. We have now redirected our energies toward monitoring the Commission's work and providing assistance to groups and local governments who wish to participate in the redistricting process.

In other important areas of the Institute's work, in recent months we have completed an economic impact analysis for Riverside County, conducted a pilot program for election administration in the City of Glendale, and been hard at work finishing up a demographic mapping project for *Voice of San Diego* and this year's Kosmont-Rose Cost of Doing Business Survey.

We have had occasion to say goodbye to one valued staff member

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and welcome another. On March 15, Brad Jensen finished his work with the Rose. Brad, who is a Ph.D. student at Claremont Graduate University, assisted with a number of projects and proposals over the years. As Brad departed, the Institute hired Bipasa Nadon, an attorney and former aide in the office of the Mayor of Chicago. Bipasa will be working with the Rose's many student publications and will also work to develop grant proposals. She is a tremendous addition to our senior staff.

Going forward, we have a number of projects on line. Aside from redistricting, we are planning an Inland Empire Center conference in Riverside County on June 22, in coordination with the Lowe Institute of Political Economy. We are revamping the Rose Report website, beginning to plan a series of speakers and forums for next year in a bid to strengthen the academic side of our programming, and will be instituting a new training program for our incoming class of freshmen in the fall. Not least, we are excited about our July move into new quarters on the fourth floor of the brand new Kravis Center at the West end of campus. Moving is hard work, but will definitely be worth it.

- Andrew E. Busch

Inland Empire Outlook Summary

By Bipasa Nadon

Rose Institute research assistants contributed four articles to the Spring, 2011 issue of the Inland Empire Outlook, published by the Inland Empire Center for Economics and Public Policy. The IEC is a joint venture between the Rose Institute and the Lowe Institute of Political Economy.

Sam Stone wrote an article on Ontario Airport tracing its decline in recent years to its operational structure. Ontario airport is owned and operated by the Los Angeles World Airports Authority, a department of the Los Angeles city government. Sam analyzes several factors in this management structure that make Ontario Airport very expensive to operate and that have led to a loss of airline traffic. He quotes extensively from interviews with Greg Devereaux, Chief Administrative Officer of San Bernardino County, and Vigo Butler, chairman of the aviation subcommittee of the Los Angeles Economic Development Corporation. The article concludes with an outline of several proposed alternatives to the airport's ownership and management.

Alex Johnson and Patricia Ingrassia wrote an article on redevelopment authorities and enterprise zones, both of which Inland Empire cities employ as economic development tools. Alex and Patricia examine their current use and Governor Jerry Brown's proposal to eliminate both as part of his 2011-12 Budget. They

interview Riverside County Supervisor John Benoit who sees redevelopment authorities as critical to stimulating employment in the county. They also interview Assembly Member Manuel Perez. His Coachella Desert Valley district is home to four enterprise zones and he strongly defends their use against the governor's attack. The authors outline an alternative proposal from Perez to reform the enterprise zone program.

Liz Johnson contributed an article on renewable energy in the Inland Empire. California lags behind other western states in expanding production of green energy, despite a steady push from Washington, Sacramento and environmental groups. Liz identifies four impediments to large-scale development: aesthetics, environmental concerns, huge acreage requirements and cost. She looks at the Ivanpah Solar Electric Generating Facility currently under construction in northern San Bernardino County and interviews County Supervisor Brad Mitzelfelt.

Ruth Oliver and Dave Meyer contributed an article on the 2010 Inland Empire census data. They provide a first look at the data released last month. It shows that Riverside county grew by 40 percent and San Bernardino county by 20 percent in the last decade. Ruth and Dave are working on a more extensive analysis for the next issue of the Inland Empire Outlook.



INLAND EMPIRE CENTER
CLAREMONT MCKENNA COLLEGE



Student Managers' Notes

By Dave Meyer '12 and Chloe Cotton '12

First, we would like to express our excitement at being selected as Student Manager and Associate Student Manager for the coming year. The two of us have both loved our last two and a half years at the Rose (even when we're at the office until 3 AM). We look forward to helping shape the Institute over the next year and are excited to implement some changes to the Rose while continuing the traditions that have made it such a fun and productive work place.

As we take over the reins of leadership of the Rose Institute, we would like to offer a well-earned thanks to the outgoing student management team. Jacinth Sohi and Mike Whatley have done a spectacular job managing the Institute on a day-to-day basis and have left major accomplishments as their legacy, such as RedistrictingInAmerica.org, the state-by-state redistricting series, and the inaugural CMC-UCLA Inland Empire Forecast Conference. Moreover, we would like to extend our congratulations and thanks to the rest of the senior class— Patrick Eagan-Van Meter, Liz Johnson, Chris Jones, Riley Lewis, and Helen Pollock. We wish them the best of luck with all of their future plans and endeavors, whether in California, Washington D.C., somewhere in between, or another continent entirely.

Clearly, 2011 will be a big year for redistricting, across the state and country. A big year in redistricting means a big year for the Rose. We are looking forward to the excitement and challenge of managing the Institute during a redistricting year. The Rose has already been involved in this process and will continue to be so over the next few months. We have worked on training many of our students in GIS software used for redistricting, including Maptitude and ArcGIS. It is the Rose's goal to have the strongest depth of skills possible on a wide variety of platforms. Our students will be able to draw maps and analyze district lines with any program, whether locally or in the cloud. Dave, in particular, will be bringing his mapping expertise and redistricting knowledge to projects of this nature.

We expect to serve in a variety of roles for the

California Citizen's Redistricting Commission and other community groups, including helping groups without access to software draw ideal plans of their neighborhoods. With the recent publication of RedistrictinginAmerica.org, the Rose has established a reputation as an aggregator of redistricting news nationwide and a source of strong original analysis on redistricting. We plan to use both our new redistricting site and the Rose Report blog to give the redistricting process thorough coverage as it proceeds in 2011. Moreover, reporters and politics-watchers across the state have turned to the @RoseInstitute Twitter feed for minute-by-minute updates from the Citizen's Redistricting Commission meetings.

One new focus of the Rose will be on marketing and development. During our term as student management, we aim to continue to establish the Rose's reputation as experts,

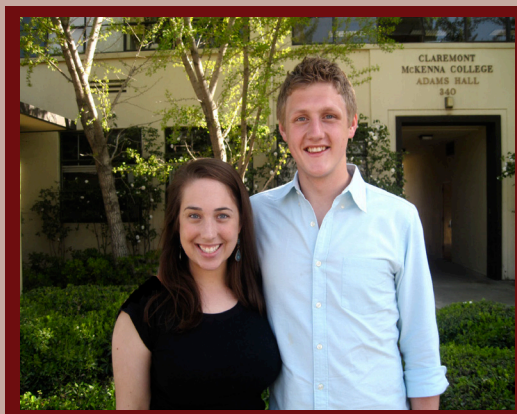
not only on redistricting, but on state and local government as a whole.

The Rose has done a wonderful job of this lately, and we hope to continue that work. To this end, Chloe will be assuming outgoing Associate Student Manager Mike Whatley's position as Editor of the Rose Report blog. We are also establishing a team of students to focus specifically on this aspect of the Rose. We recognize the importance of the internet and technology to all of the work the Rose does. In addition to the @RoseInstitute feed, we plan

to continue developing our Facebook page (www.facebook.com/RoseInstitute) and other outlets, such as our YouTube channel.

One aspect of the Rose we are particularly excited to develop is its academic programming. The Institute has long been well-regarded professionally, both within California and even nationwide. We plan to work with senior staff to expand the Rose's academic output. We look forward to such efforts as bringing speakers on state and local government to campus and organizing academic panels and conferences.

With all these plans ahead of us, we cannot wait to get started working with both students and the senior staff on what is sure to be an exciting year at the Rose.





Welcome to the Rose!

This semester we welcome two new faculty to our senior staff.

By Kathryn Yao '14

ANDREW BUSCH

In January 2011, we welcomed Andrew Busch as the new director of the Rose Institute. Born in Boulder, Colorado, he received his Bachelor's degree from the University of Colorado Boulder and then attended the graduate school of the University of Virginia where he attained his Masters degree and Ph.D.

Dr. Busch taught at the University of Denver for twelve years in the Political Science department until 2004 when he joined the Government department of Claremont McKenna. From 2006-2009, he was an associate dean of the faculty and in the 2008-2009 school year, he became chair of the Government department. Last year, he received a research fellowship from the James Madison Program in American Ideals and Institutions at Princeton University and took a sabbatical leave to live at Princeton while he continued his research and writing. At Princeton, he worked on his book, *National Public Policy Since the New Deal* and also wrote *Social Conservatism and American Liberty*. He has had eleven books published and his most current book that he co-wrote with James W. Ceaser and John J. Pitney, *Epic Journey: The Elections of 2008 and American Politics*, was published in 2009. At the moment, he is working on a book on the 1948 election, when Harry Truman upset Thomas Dewey.

Andrew Busch currently lives in Upland with his wife Mindy and their three children Katie (13), Daniel (11), and Elizabeth (10). When asked how he feels about joining the Institute, he says, "The Rose Institute has a great tradition and I am looking forward to being part of that. And I think that one of the best things about the Institute is the students. It amazes me that these students start as freshmen and stick with it for four years and that's impressive."



BIPASA NADON

This semester we welcome Bipasa Nadon as the new Senior Research Associate. She was born in Bombay, India and grew up in South Bend, Indiana. She has a BA in mathematics and a JD, both from the University of Chicago.

Mrs. Nadon worked for three years as an assistant to Mayor Richard M. Daley in Chicago, where she developed policy in the areas of housing, aviation planning, personnel and legislative affairs. She left Chicago for Kiev where she was the director of local government programs for the National Democratic Institute for International Affairs in Ukraine and served as an international observer for Ukraine's first parliamentary elections. Mrs. Nadon also practiced corporate law at Hale and Dorr, LLP in Boston, specializing in technology licensing.

Bipasa Nadon's husband, Christopher Nadon, is a member of the Government department of Claremont McKenna. They live in Claremont with their ten year old twins, Benjamin and Mira. On joining the Rose Institute, Mrs. Nadon comments, "I'm very excited about working with the students and getting back to public policy -- something that I have always loved."





Rose Institute Team Helps the City of Glendale Make Elections More Transparent

By Dave Meyer '12 and Chloe Cotton '12

The Rose Institute partnered with the City of Glendale for a new, first-of-its-kind project for the city's municipal election on April 5. Leveraging its investment in ArcGIS Server and using the ArcGIS Viewer for Flex, the Rose created a live web application that allowed voters to track ballots as they were transferred to the city's election headquarters and counted. Voters could watch live as precincts closed at 8 PM, ballots were driven to City Hall, then processed and counted. As soon as the ballots were counted, the live map was updated with the total number of ballots cast for each candidate in each of the four elections being held that day—City Council, Glendale Unified School District Governing Board, Glendale Community College Board of Trustees, and a \$270 million school bond issue (Measure S).

As Rose Institute Fellow Douglas Johnson in an interview with the *Glendale News-Press* earlier this week, "One of the things that was always frustrating was when the city election results rolled out during the night, we never knew which of the precincts they were coming from...This is all information that has always been in the clerk's office, but they never had the time or the resources to do anything with it...At the institute we have the web savvy and the resources to actually get the information from the many different places where it's recorded onto one website for people to see."

In the same *Glendale News-Press* article, Glendale City Clerk Ardy Kassakhian said, "We want people to know the results of the elections, but also to be able to track the

votes as to where they are coming from and how long it may take to tally them...Providing the public with this information is an attempt to pull back the curtain behind which elections processes have been conducted throughout communities."

A team of Rose Institute students spent the afternoon and night at City Hall, witnessing local government first hand. After taking a tour of the elections center and meeting the city's City Manager and council members, the team made preparations in order to start the updating process as soon as precincts closed at 8 PM. The team then spread out across the center, reporting in as the ballots reached different stages at different times. The result was an update frequency rate of less than five minutes—a boon for citizens, candidates, and even the "Yes on Measure S" team (pictured).

The application can be accessed at www.rosereport.org/Glendale.



Live Feed from the Redistricting Commission

By Aditya Pai '12

California's Citizens Redistricting Commission began its round of public input hearings throughout the state on April 9th in Redding, and will continue to take testimony from area residents throughout California before drawing its first set of maps to be released in June. The Rose Institute has closely covered the Commission's proceedings on our blog and Twitter feed since its creation. The Commission plans to conduct a business meeting and public input hearing on Wednesday, April 27. The business meeting will consist of technical, outreach, legal, and administrative matters; the public input hearing allows participants to address the Commission on items of interest. The Rose Institute will continue to provide live coverage of these meetings on our Twitter feed @RoseInstitute.



Rose Institute

@RoseInstitute Claremont, CA



Currently on the Rose Report Online:

By Chloe Cotton '12

The Rose Institute's blog, the Rose Report, has had a great last few months under the leadership of outgoing Editor, Mike Whatley '11. Since January 1st, it has had over 15,000 visits. On March 15, the site received over 620 hits and on January 31, it received 475, both due to links from the Washington Post. The Institute has also been cited over the last few months in USA Today, Bloomberg, Congressional Quarterly's Political Wire, The Hill, San Francisco Chronicle, OC Register, Campaigns and Elections Online, San Bernardino Sun, Richmond Times Dispatch, and many more. Readers come largely from California, Virginia, Washington D.C. and Florida. The Rose Report has also continued its series on state-by-state redistricting, with features about Ohio and Virginia being published in the last semester, both of which received considerable traffic and press attention. In order to give our readers a taste of the blog's offerings, we have excerpted a few of our most popular articles below. The blog is updated nearly every day and we urge anyone interested to take a look at rosereport.org.

Rose Analysis of CA 2010 Census Data

The 2010 Census numbers are in, and they confirm California's population shift from the coast to inland areas. For the first time, a handful of legislative districts in California are over the one million person mark, as eight State Senate districts cross the seven-figure point...As a rule, incumbents prefer to give up population and have concerns about adding population. New district residents do not have a history with the incumbent and have never had the opportunity to vote for (or against) the incumbent, so new residents present a "wild card" bloc of voters that threaten an incumbent's hold on a district. This is true for incumbents of both political parties, especially in a state with carefully crafted districts carefully crafted to protect incumbents of both parties in the 2001 redistricting. Of course the Citizens Redistricting Commission is widely expected to start drawing new lines from a "blank slate," so even districts currently at or very near the ideal population could see significant changes.



Florida Redistricting Reform Stalls

The state of Florida has withdrawn its request for Department of Justice "preclearance" of two new voter-approved redistricting reform measures, known as Amendments 5 and 6. Both constitutional amendments were approved by over 60 percent of voters in the November 2010 general election. They place new limits on the legislature as it draws boundaries for congressional and state legislative districts, stipulating that districts should not favor a political party or incumbent or ethnic group and that they should be compact and nested inside existing political boundaries when possible.

Since five Florida counties require "preclearance" from the Justice Department before any law regarding voting in those counties may take effect, then-Governor Charlie Crist submitted the amendments to the Department of Justice for approval after their passage in November. But on January 7, newly-elected governor Rick Scott and his Secretary of State, Kurt Browning, sent a letter the Justice Department withdrawing the submission. Fair Districts Now, an advocacy group dedicated to overseeing the implementation of Amendments 5 and 6, has filed suit against Gov. Rick Scott for delaying the implementation of the amendments. Central to the suit is the role of Browning, who is responsible for submitting the amendments to the Justice Department. Prior to his appointment as Secretary of State, Browning served as president of Protect Your Vote, a PAC that worked to defeat Amendments 5 and 6 during the 2010 campaign.



Redistricting in America Website

By Mike Whatley '11

In February, the Rose Institute launched Redistricting in America—a brand new website dedicated to providing congressional redistricting news and analysis for all fifty states. The site is the most comprehensive site for national redistricting information on the web.

The site features an interactive map that is color-coded by state to indicate what kind of redistricting system that state uses. Visitors to the site can click on each state to be redirected to an individual state page that lists the details of the redistricting process in the state, which party controls redistricting in the state, the population change of the state over the past ten years, whether the state is gaining or losing congressional districts, and the politics and demographics of every current congressional district in the state. The site also compiles important redistricting news and analysis from other sites across the internet and lists links to these articles on every state page. Each state page includes an interactive map of the state with district lines drawn in so that visitors can explore the geography of each district.

The front page of the site links to national redistricting stories from prominent news sources. It also includes a Twitter application that scrolls all tweets that involve redistricting in all fifty states. Additionally, the site includes an application that allows visitors to submit any redistricting news or tips to the Rose Institute for review.

Redistricting in America has already received significant national media attention. The *Washington Post* called the site a “must read” and a “great new redistricting site.” *Politico* called it a “must click” and “an essential site for the upcoming fight over the congressional map.” *Congressional Quarterly’s Political Wire* named the site a “must see.” Additionally, NBC News Chief White House correspondent tweeted a link to the site.

The Rose Institute will continue to update Redistricting in America as redistricting processes in every state continue during the next year. The site will continue to be the most useful redistricting site on the internet for anyone interested in congressional redistricting in any state.



Summer Plans

We asked our students what they are doing this summer and here are some of their responses:

- Chloe Cotton will be returning to her home in Anchorage, Alaska to work for the Denali Commission, a government agency focused on establishing necessary infrastructure in rural Alaska. Chloe will be focusing especially on primary health care clinics located across the state.
- Luke Davis will be working for Resolve Capital, entering trades and writing standard business plans.
- Nathan Falk will be interning with Senator Feinstein and also KQED Public Radio.
- Gavin Landgraf will be working on his uncle's cattle ranch in Colorado for the first part of this summer. At the end of July, he is traveling to Europe where he will backpack from London to Athens with his two older siblings.
- Dave Meyer will be a product marketing intern for Atlassian, Inc., working in the Mission District of San Francisco.
- Sam Stone and Alex Bentley will be working at the Rose Institute.
- Heather Siegel will be interning in the Office of the Defense Advisor with the US Mission to NATO in Brussels.
- Jacinth Sohi will be moving in July to San Francisco and starting full-time with Google as a Consumer Operations Associate.



Back From Abroad

This fall, I spent four months in Washington D.C. as part of CMC's D.C. program. While there, I interned at Cooper and Kirk PLLC, a conservative law firm located off Dupont Circle. While working at Cooper and Kirk, I served as a research assistant to managing partner David Thompson, helping prepare lawyers for trial, reviewing and writing amicus briefs, retrieving documents and conducting research projects. The internship was an amazing opportunity that provided real world experience and exposure to some of the brightest legal minds in the business. The firm specializes in constitutional law, giving me the chance to work on several landmark cases.

While in D.C., I explored the city, visited many museums and monuments, and attended events such as the Rally to Restore Sanity. The D.C. program was also an amazing opportunity to meet many important public figures, including a lecture from Justice Antonin Scalia. The experience has furthered my desire to attend law school and pursue a future in public service.

~ Paul Jeffrey '12

I spent the fall of 2010 studying abroad in Morocco. After spending the first two weeks of the semester in Fez, I moved in with my host family in the city of Rabat, Morocco's capital and second largest city (and home to Sophia Hall '10). My daily routine consisted of making the 30-minute walk to school for 8 AM Arabic class, returning for lunch with my family, and then walking back in the afternoon for classes on North African politics, Islam, and gender relations. In between, I explored the medina (old town) of Rabat, wandered through the kasbah (fortress), and made the five-minute trip to the beach. I made sure to travel almost every weekend, making it to Tangier, Marrakech, Assilah, the Sahara desert, Paris, Italy, and southern Spain.

By going to Morocco, I accomplished my two goals for study abroad: learn what it's like to live in a developing country and experience a completely new culture. While there were many initial frustrations—lack of toilet paper (and toilet seats), reliable store hours, convenient transportation, language barriers—I grew to appreciate the Moroccan way of life. Slow-moving and family-centric, it was a welcome respite from the fast-paced ways of Southern California. Working for the Rose Institute, one spends a lot of time studying the small imperfections of democracy (like gerrymandered districts) and neglects to appreciate the value of democracy itself. Living in the world's most populous monarchy added some much needed perspective.

Perhaps the highlights of my trip were each of the meals I shared with my classmates, teachers, host family, and many Moroccan friends and acquaintances. Moroccans are exceedingly friendly and outgoing, and their cuisine is spectacular—giant bowls of couscous with slow-cooked vegetables and meat piled high in the center that everyone would crowd around with a spoon. There were no plates, and most meals lacked silverware as well. Afterwards, everyone would share Moroccan tea—frothy green tea with lots of mint and enough sugar to give you a cavity after the first sip.

On the whole, I wouldn't trade my semester in Morocco for anything. While I was glad to come back, the experiences and friends I made will last the rest of my life. Now, back to democracy.

~ Dave Meyer '12





Back From Abroad

I spent the last semester in India. I lived and studied in Rajasthan, a region known for its ancient palaces, incandescently colored fabrics, and shifting desert sands. My classmates and I studied Hindi and visited dozens of NGOs, from Jaipur Foot, which provides free or low-cost artificial limbs to poor amputees, to the Comprehensive Rural Health Project, which educates village women to be the medical providers for their communities. I also got to live in Delhi and then Madhya Pradesh, working for and studying at a medium-sized microfinance provider. At the time, the microfinance industry in India was disintegrating; it was a very turbulent time to be in the field.

After I concluded my studies, I traveled with two CMC friends all over India, from the sun-kissed, palm-fringed shores of Kerala to the impossibly rugged, impossibly majestic hill stations of Darjeeling and Gangtok. From the top of Tiger Hill in Darjeeling, elevation: 8,000', you can see both Everest (a dot on the horizon) and Kanchenchunga, the third tallest mountain in the world, which dominates the horizon, and towers some 20,000 feet above you. The photo is of me walking next to the Taj Mahal at sunrise.

~ **Brendan McDonald '12**



I spent last fall studying in Copenhagen, Denmark with the Danish Institute for Study Abroad. The highlight of the semester was living with a Danish family just outside of the city center. They taught me all about Danish culture and traditions, things like how to bike in a snowstorm, where to find the best Danish pastries, and how to cook frikadelle (Danish meatballs).

While there, I did a lot of traveling throughout Europe. Some of many places I got to see were Italy, Germany, Norway, France, Sweden and the Czech Republic. Perhaps the best trip was the one to Sweden, even though it was only for one night. My mother's family is originally from that part of the world, but neither she nor I had ever been. I took the train to Stockholm where I met my mother's first cousin whose family I stayed the night with. I got to get in touch with my heritage and even leave a candle at the graves of my great-grandparents. While I still miss Copenhagen, and especially my Danish family, a lot, it has been a welcome relief to return to sunny and warm Southern California.

~ **Chloe Cotton '12**

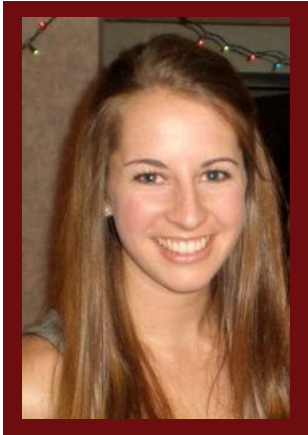




SENIOR FAREWELLS

The Rose Institute Says Goodbye to the Class of 2011

EMILY McNAB



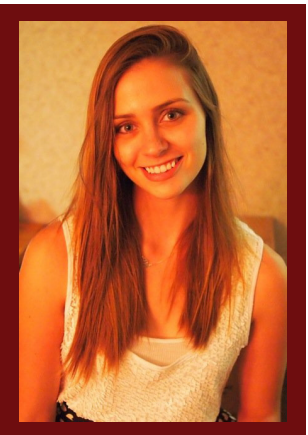
After three years of working at the Rose, it will be a change to leave behind the experiences and peers I have come to appreciate and learn so much from. Although I came to work at the Rose not necessarily planning on studying government or going into politics, I have very much enjoyed the exposure to areas of politics I had not explored previously, while also helping out with a variety of projects in other realms. I also have very much appreciated working with various Senior Staff members, with their guidance for projects, and in particular working with Doug, learning extensively about redistricting while planning the 2009 Redistricting conference, and in the recent informational sessions about redistricting during the nationwide redistricting commission meetings. Overall, working at the Rose has broadened my knowledge of state politics, while also giving me opportunities to develop economic reports and plan conferences, all of which I will be able to apply to future work experiences. Lastly, it has been great to spend so much time with an intelligent group of CMC students, all of whom work hard, finding their strengths within the Rose, and I am confident will go on to be very successful in careers they love.

CHRIS JONES



The Rose Institute has been a foundational part of my experience at Claremont McKenna College. The Rose brings all of its new hires in right as they are trying to get their bearings on being at the college and in college. We are immediately introduced to staff, faculty and upper-classmen that we likely would not have known otherwise and brought into an environment where high expectations and a drive to work hard are of the utmost importance. In that regard, the Rose is the perfect entrée to being a student at CMC, and has shaped my college experience in so many ways. The Rose has simultaneously required all of us to rapidly mature in how we handle work, interact with local government officials and use our time, while giving us a comfortable environment where we feel at home enough to let our guard down and laugh at each other and ourselves. Through the opportunities it has provided to us to interact with important "real world" stakeholders, the Rose has made us all incredibly prepared for life beyond CMC in a way that I know others at the college are not. I would like to sincerely thank the Rose Institute and everyone who has in anyway been involved with it the last four years for positively shaping my college experience and me as a person, and I hope to see and continue support its continued success.

LIZ JOHNSON



After four years at the Rose Institute, I am extremely sad to be leaving. When I began working here as a freshman, I had no idea at all that I would gain from the experience. Working on the Inland Empire Outlook has taught me more about the Inland Empire than I ever thought I would come to know. It's been amazing being given the opportunity to study the area in which I've spent my college years and a neat experience academically to experience the interesting area around me with the chance to explore it in writing. Though what I will most truly miss are the great times I've shared with the other Rosies. Some of my best memories from college involve the Rose and I will be forever grateful to have had this opportunity to meet so many intelligent, remarkable people who have shaped my experience not just at the Rose but at CMC more broadly. I would also like to thank the Senior Staff for making my time here so beneficial, but also acting as mentors to me along the years. I am extremely indebted to the Rose Institute for making my time at CMC so positive.



After four of the most interesting years of my life, I'm sad to see my time at the Rose Institute end. It was so much more than just another on-campus job. The Rose was where I got to learn about government, business, taxes, and real estate markets. It was where I spent a huge amount of my time at CMC, whether working on projects or staying up late to write papers in the back room where it was less crowded and more fun than the nearby computer labs. It was how I got to know faculty members as well as Doug Johnson, Brad Jensen, Marionette Moore, and Mr. Huntoon who each influenced me in an important way. Finally, the Rose is where I made some of my best friends at CMC, with whom I've had memories I can never forget. I'll always remember the road trips to the Coachella Valley, the long hours spent rushing to get an issue of the Desert Letter or the IEO out the door on time, and the slow afternoons spent at tea or chatting in the back room. It has meant so much to get real world experience in a safe environment and with an incredible group of colleagues. Thanks to everyone for the support, the education, and the great times.

RILEY LEWIS



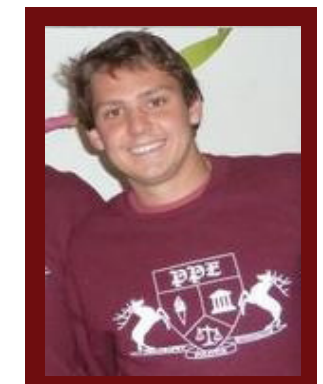
As my four years at the Rose come to a close, I cannot believe how quickly they have flown by. For me, the Rose Institute has been so much more than an on-campus job; when I joined the Rose as a freshman, I received not only a chance to participate in cutting-edge research, but also a circle of lifelong friends, a warm and supportive staff to guide me throughout my academic career, a late-night study hall, and more free lunches than I can count. First, I would like to thank my fellow students at the Institute, from the class of 2008 to the class of 2014. In my entire time at CMC, I have not met a more talented, motivated, and intelligent group of students than my friends at the Rose. I remember our experiences together alongside some of my most treasured college memories, whether we were networking at BOG, chatting in the back room of the Rose, or celebrating the end of another year at Disneyland. I would also be remiss if I did not thank the Rose's faculty and staff for their advice and guidance throughout the last four years. You encouraged me to grow intellectually and constantly challenged me to learn new skills, take on complex projects, and strive for the standard of excellence the Rose represents. I hope the new Rose Institute in the Kravis Center is as much a home to the next generation of Rosies as Adams Hall was to me and my class of graduating seniors. Good luck to those who remain with the Rose, and to my fellow seniors, it has been a pleasure sharing this experience with you!

HELEN POLLOCK



Reflecting on a great four years at CMC, my time at the Rose Institute stands out for the wonderful opportunities I received to work on exciting and rewarding projects. The Rose gave the opportunity to learn important skills, both technical and practical, and apply them to real world problems when working on projects. However, my experience would not have been nearly as rewarding if it was not for the great people I met and got to work with. While we may no longer share that back room in Adams Hall, I wish them the best of luck in their future endeavors and hope to stay in touch.

PATRICK EAGAN-VAN METER





Farewell from Student Managers 2010-2011

JACINTH SOHI

One of the words that will always characterize my CMC experience is "Rosie." Being a Rosie is special, and something that I have cherished the past four years. Working at the Rose Institute has of course provided me with unparalleled opportunities as an undergraduate to develop skills in research, publication, web, and design. In every interview I had this year, experiences at the Rose were my go-to answers. But what I'll miss the most about the Rose is the people. Walking into the back room (even though I still can never seem to get the door open on the first try) and seeing it filled with students that are working hard but still having fun is such an energizing feeling. I was fortunate enough to do work I loved, with people I loved working with. I know that the bonds that I developed with other Rosies, bonds that were built not only through work but at Disneyland, Medieval Times, the Inland Empire, and Board of Governors dinners at Walters, will be enduring. Besides my fellow Rosies, what also made the Rose Institute so special was working with senior staff. Marionette has always been there to provide support and advice on everything, both in and out of the Rose. I couldn't have made it through four years at the Rose without her help. Mr. Huntoon taught me how to handle chaos, but I could also always count on him from restaurant recommendations in San Francisco and support for aspirations to start a mini golf course. I have especially appreciated working with Professor Miller. He has truly been my mentor in the law at CMC, from constitutional law classes to legal analysis at the Rose. He has provided me with invaluable guidance on work at the Rose as well as for the future, and even put up with me until 5am on an IEO publication deadline. I'm very grateful to have had the chance to work with and learn from senior staff--thank you. When I first found the Rose application in my Story House mailbox, I wasn't sure that I was going to apply. Now, I can't imagine going to CMC without being a Rosie.



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MIKE WHATLEY



I can't believe that it's time for me to say goodbye to the Rose. It seems like just yesterday I was at my first Kosmont meeting learning how to answer the phones and set the alarm. Over the past four years, I have had so many unforgettable and wonderful experiences at the Rose. Between actual work, doing homework, and just hanging out, I have probably spent more time at the Rose than any other building on campus over the past four years. I will never forget all of the wonderful friends that I have made at the Rose and all of the fun that we had ranging from Board of Governors dinners to Disneyland to just talking after spending long hours doing work late at night. The skills that I have learned from my time at the Rose will be incredibly valuable once I leave CMC and enter the real world. I want to thank everyone in my wonderful Rose family especially Professor Miller, Mr. Huntoon, Professor Busch, Doug, Brad, and Marionette for all that they have done for me during my time at the Rose. While I am sad to have to say goodbye, I cannot wait to see what the Rose continues to produce in the future.



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