

THE ROSE REVIEW

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*Photo by Shivani Pandya '18
Edited/Filtered by Jessica Jin '16*

DIRECTOR'S REPORT

ANDREW E. BUSCH, PHD

As CMC hurtles toward the end of another Academic year, we can see a variety of accomplishments since the October 2015 *Rose Review*:

We completed and published an economic impact report for Riverside County on March Air Reserve Base.

The new hires each completed preliminary research projects on subjects ranging from terrorism in California to outside spending in California swing districts. Many of these will be turned into full-scale research projects for publication.

We conducted a survey of over 1,000 county election officials as part of a joint project with faculty from CGU. The survey is seeking to measure attitudes of election officials toward both

ballot security and ballot access reforms.

Students have been working with former Rose student manager and newly-minted Ph.D., Justin Levitt '06, studying the California Voting Rights Act.

Students have continued to work with Prof. Joe Besette to extend the "Crime Funnel" analysis at the state level. Similarly, the "Three Strikes" analysis has been extended to take a special look at residential burglary.

The economic and regulatory complexities surrounding Uber are the subject of a soon-to-be-published Rose Institute white paper.

An analysis of the key federalism issues in the 2016 presidential election was published just in time for the New Hampshire primary, and will be

updated soon.

An interesting fiscal analysis project supervised by Ian Rudge '03 will be coming out soon.

Of course, recurring projects like the *Kosmont Cost of Doing Business Survey* and Southern California Almanac have been ongoing.

Our speakers program continued, bringing to campus State Senator and Rose Board member Robert Hertzberg speaking on the future of the Democratic Party in California, party executive director Cynthia Bryant speaking on the future of the California Republican Party, Prof. Andy Sinclair and Ian O'Grady on their primary elections project, political consultant Bill Burton, and State Treasurer John Chiang.

We are looking forward to upcoming projects such as a white paper on the history and future of the California Primary and historical state government spending patterns.

Not least, our ongoing partnership with the Lowe Institute of Political Economy in the form of the Inland Empire Center continues to be productive. On March 4, the IEC hosted a

conference in Claremont on the future of the Ontario Airport now that it is going back under local control. Speakers included Kelly Fredericks, new airport director, as well as representatives of UPS and Southwest Airlines and a number of experts on economic development. Approximately 110 attended and the conference was considered a great success by all participants. The Spring *Inland Empire Outlook* was coordinated with the conference and contained a number of student-written stories on the airport.

Finally, I want to thank Manav Kohli '16 and Nina Kamath '16 for their work as student manager and associate manager. Best of luck to Manav and Nina as they graduate in May. ■

INCOMING STUDENT MANAGEMENT

TIM PLUMMER '17
TYLER FINN '17

We are amazed at how much the Rose Institute has accomplished in the past six months. This year, the Rose revamped the new hire program, put out gorgeous infographics, input thousands of cells of data, and so much more. These successes can be traced back to the hard work and creativity of our students and senior staff, as well as the fantastic leadership of our former Student Managers, Manav Kohli and Nina Kamath. Their efforts and dedication are worthy of praise, and we hope that we may emulate them this coming year. To the rest of our seniors – Jessica Jin, Shannon Miller, Brian Eckhardt, Ryan Driscoll, Richard Mancuso, Charlotte Bailey, and Hannah Oh – we would like to extend our hearty thanks for their continued mentorship and inspiration. They have

laid the groundwork for exciting new projects such as the Uber project, and continued the legacy of previous projects, such as Three Strikes. We wish them well in their future endeavors, and are thankful for their sustained encouragement and kindness.

The Rose Institute, through its training and breadth of projects, offers a unique opportunity in allowing us to produce original research and build analytical skills. Both of us have personally been able to work on a variety of projects in vastly different topic areas and have experienced the joys of putting together a project from scratch or working with a professor. Our experience is hardly unique; students at the institute frequently find themselves

facing new research challenges and discovering unanswered questions. We are indebted to the Rose for the opportunities we have been granted, and could not be more excited to be spending our final year in Claremont trying to make it even better.

The 2016-17 year looks to be yet another busy year at the Rose, perhaps our busiest in recent memory. Our thirty-two research assistants are currently working on twenty different projects. Some, like an analysis of the California Voting Rights Act or a look at primary elections, will further research on California elections. Others, like a new report analyzing public financing of Los Angeles' new football stadium and the *Kosmont Cost of Doing Business Survey*, offer continued opportunities for the Rose to clarify the mush of government finances. After two years of intense work and hundreds of hours, the crime projects, Three Strikes and Crime Funnel, are also nearing final completion.



TIM PLUMMER '17 AND TYLER FINN '17
Photo by Zach Wong '19

As we bid a bittersweet farewell to the graduating seniors, we are equally excited to welcome a new group of talented new hires in the fall. We are confident that with Francesca Hidalgo-Wohlleben '17 managing our training curriculum next year, we will see great development in the new hire class. Moreover, we could not be more eager to see what the new hires will accomplish in their first year.

This year, we aim to extend the reach of the Rose's research and play a greater role in the public debates of the issues we touch here. Of course, the Rose

will continue to be committed, first and foremost, to the production of high-quality research about state and local government. To further this goal, we aim to expand on the work of the Communications Team this past year and build relationships with journalists, staffers in Sacramento, and relevant officials in Southern California. This will maximize the impact of the work done at the Rose, and with some luck, but mostly lots of effort, the Rose will play an increased role in policy debates throughout the state. We continue to believe that we are uniquely situated to play such a role in California, making this goal eminently achievable. ■

SPRING SEMESTER SPEAKERS

- Robert Hertzberg, California Senate, *The Future of the Democratic Party in California**
- Cynthia Bryant, California Republican Party, *The Future of the Republican Party in California**
- Andrew Sinclair, New York University, & Ian O'Grady '15, *Primary Election Laws, Election Administration & State Government*
- Bill Burton, Former White House Deputy Press Secretary *The Pendulum of Presidential Politics*
- John Chiang, California State Treasurer, *The State of State's Finances*+

*Athenaeum event

+ Co-hosted with the Kravis Leadership Institute



PROJECT UPDATES

Photo by Wesley Edwards '18

THE ROSE INSTITUTE SOCIETY

BY NINA KAMATH '16

This year, the Rose Institute is establishing a alumni organization to be known as the Rose Institute Society. Over the past four decades, more than 400 outstanding Claremont McKenna College students have worked as research assistants at the Institute before moving on to accomplish great things in the wider world. As a group, our alumni are highly loyal to the “Rose Institute family,” with many considering their experiences here to be among their most valuable at CMC. The society has a number of goals: to build the identity of Rose alumni as a group, to maintain and strengthen bonds among Rose alumni, to foster connections between Rose alumni and the Institute by providing alumni input (including project opportunities) to senior staff and the Board of Governors, to encourage mentorship and network connections for students, and to provide

financial support for Rose Institute programs and scholarships.

The idea for the society grew out of a series of conversations during the Rose Institute’s 40th Anniversary celebration in Fall 2013. Those discussions, in turn, led BOG Chairman Darryl Wold to create a working group to take initial steps in forming the organization. The working group consisted of Rose Alum and former BOG member Shannon Kelly '92, former Associate Director Florence Adams, Associate Director Ken Miller, and Administrative Assistant Marionette Moore. After developing some general goals for the society, the next step was to select a “start-up” president to lead the organizational efforts. Jacinth Sohi '11 graciously agreed to serve as the society’s first president.

Jacinth served as Rose Institute Student Manager in 2010–2011. After graduation from CMC, she worked at Google before moving to Uber Technologies in San Francisco, where she currently

serves as Product Support Manager for UberEATS. An avid supporter of the Institute, Jacinth has strong connections with many recent Rose alumni and current students and a commitment to building connections among all generations of the Rose Alumni community.

“The longer I’ve been out of the CMC and the more people I’ve interacted with, the greater appreciation I have for the project-based learning opportunities at the Institute and the intellectual capacity of Rosies. We want to foster that same feeling of belonging and passion that you have at midnight finalizing a blog post on redistricting reform even post graduation.”

– Jacinth Sohi CMC ’11

In consultation with Chairman Wold and members of the working group, Jacinth set some initial priorities, including developing a robust database of Rose alumni and conducting an alumni survey. This semester, Rose Research Assistants Ellen Lempres ’18, Richard Wiltshire Gordon ’19, and Bryn Miller ’19 began developing the Rose Alumni Database, which includes contact information, education profile, and employment history for each alum. Additionally, Tamara Skinner ’17 developed the alumni survey, which will provide a more comprehensive understanding of Rose alumni, their experiences at the Institute, their accomplishments after graduation, and their recommendations for the society. Based on this input, Jacinth plans additional launch activities and programs later this year.

“By understanding our alumni better, we’re able to better leverage the depth of knowledge across industries and generations to not only have targeted engagement with current students and initiatives, but also benefit from fresh insights when determining the growth strategy for the Institute in coming years.”

– Jacinth Sohi CMC ’11

VOTING EASE SURVEY

BY KATIE HILL ’18

Over the past several years, there have been many changes in federal and state laws regulating the administration of elections. Instead of nearly everyone casting a ballot at precinct locations on Election Day, there are enormous cross-state variations in the ways that citizens register and vote, ranging from traditional voting at local precincts to all mail-in ballots. These changes can be divided into two broad categories: “convenience registration and voting” procedures designed to increase access and “ballot security” procedures designed to ensure that only people eligible to vote do so.

Professor Jean Schroedel at Claremont Graduate University received a research grant to survey county election officials on their views towards ballot security measures and ballot access. Working alongside some of Professor Schroedel’s graduate students, the students at the Rose have distributed the survey to about 1,000 county officials on the west coast and in parts of the midwest. Once students have collected an adequate number of responses, the Rose team and CGU students will use the survey to assess the impact of different electoral procedures on the ability of county officials to ensure that elections are fairly and efficiently administered. The analysis and write-up for this research will likely continue through summer of 2017.



Photo credit: Lindsay D'Addato/ Flickr



Photo by Grace Lee '17

ONT CONFERENCE

BY FRANCESCA HIDALGO '17

On Friday, March 4, 2016, the Inland Empire Center for Economics and Public Policy (a joint venture of Rose Institute of State and Local Government and Lowe Institute of Political Economy) hosted Envisioning a New Ontario Airport: A Conference on the Future of Ontario Airport Under Local Control. The new CEO of Ontario International Airport Authority (OIAA), Kelly J. Fredericks, served as the keynote speaker. Alan Wapner, President of OIAA, moderated a panel discussion on airport operations and OIAA Vice President, Ron Loveridge, chaired a panel on economic development issues. OIAA, which was formed in 2012, will gain control of ONT after the FAA approves the transfer, anticipated to be later this year.

Elected officials, business leaders, journalists, and students from throughout the Inland Empire came to learn about the future of the airport after decades of ownership and management by Los Angeles. In his address, Fredericks told the attendees that he will prioritize increasing air service and customer satisfaction. Fredericks, working with the OIAA board, will develop a master plan for ONT to grow passenger numbers, lower operating expenses, and increase non-aviation revenue.

Wapner, the leader of the campaign for local control, noted that the airport is seeing a rebound in passenger traffic (with international traffic up 60 percent in 2015). Ontario Airport Station Leader for Southwest Airlines, Bruce Atlas, said that Southwest plans to expand into 50 new cities in the next two years. Atlas said the expansion will attract more customers and will help ONT reach 7.2 million annual passengers again. David Bonner, Southwest Gateway Manager for United Parcel Service (UPS), talked about the large UPS operation at ONT. Cargo is an equally important component for the success of the airport. Indeed strong cargo volume was instrumental in keeping ONT going through the downturn.

Ron Loveridge chaired a panel on economic development. He was joined by Jan Brueckner of UC Irvine, who stressed the importance of ONT in the local economy and noted the benefits of development for the region. Steve Lambert of the 20/20 Network and Ontario Airport Alliance spoke on the mutual benefit of the airport to the local business community. Mike Wolfe of Lee and Associates spoke about new developments near the airport.

All participants received a copy of the spring issue of the *Inland Empire Outlook*, to which Rose Institute research assistants contributed four articles. Manav Kohli '16 and Melissa Muller '18 developed

a timeline tracing the development of ONT from its inception in 1923 through a detailed account of the battle for local control. Tim Plummer '17 had wide ranging discussion with the OIAA board. Nina Kamath '16 examined the challenges remaining at ONT, noting that the smaller airports in the Bay area face many of the same problems. Finally, Tyler Finn '17 looked at the robust air cargo operations at ONT which support a booming logistics sector in the Inland Empire. To see this publication go to roseinstitute.org/publications.

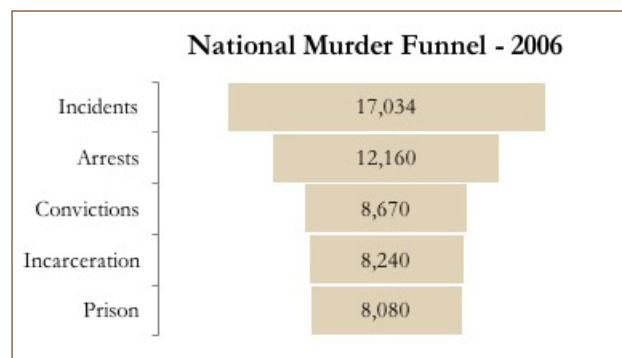
NATIONAL CRIME FUNNEL

BY LANE CORRIGAN '17

The Crime Funnel National Report analyzes trends in the rates of incidents, arrests, convictions, incarcerations, and prison sentences for five major felonies and two drug crimes in the United States. The project, which was started in 2014, compiles and analyzes national data on murder, rape, robbery, aggravated assault, burglary, drug abuse violations, and drug trafficking for five years throughout a 20-year period. A crime funnel displays the likelihood that the commission of a crime will result in an arrest, a felony conviction, incarceration (in a local jail or state prison), and imprisonment. From the outset of the project, the general trend of a drop-off in numbers between each stage of the criminal justice system was clear.

The Report, then, aims to analyze specific patterns within each crime, and to draw larger conclusions about the criminal justice system in the United States from 1986 to 2006. Using data from the Federal Bureau of Investigation's Uniform Crime Reports (UCR) and the Bureau of Justice Statistics' National Judicial Reporting Program (NJRP), the Crime Funnel team created over 80 funnels to display and analyze these patterns.

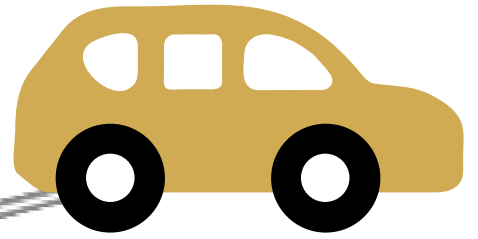
The Report resulted in a number of key findings, a few of which are summarized below. First, there was a general decrease in incidents for all crimes over the 20-year period. Simultaneously, there was an increase in the number of arrests, convictions, incarcerations, and sentences to prison for each crime, showing a general toughening of the criminal justice system. Though these general trends exist for all crimes, there are notable differences in the comparative toughness of the system between crimes. For example, there is a relatively small drop-off between arrests and convictions for murder, and nearly no drop-off between convictions, incarcerations, and sentences to prison. The system is consistently tough. For aggravated assault and burglary, though, there is quite a large drop-off between arrests and convictions, incarcerations, and sentences to prison; only a small fraction of those arrested for aggravated assault and burglary end up serving prison time. While general trends are visible within the criminal justice system as a whole, different crimes are treated in distinct ways by the system.



The Crime Funnel Report offers a unique perspective on the criminal justice system and its evolution over the last two decades. In addition to presenting an important series of data, the Report has served as a starting point for a State Report, which compares the California criminal justice system with the criminal justice systems of other large states in the US. ■

Legislating Ridesharing

STATE AND LOCAL BATTLES
OVER TRANSPORTATION
NETWORK COMPANIES



TNCs

TRANSPORTATION
NETWORK COMPANIES



TNCs provide pre-arranged transportation services for compensation using an online-enabled application or platform to connect drivers using their personal devices with passengers.¹

88% SF

60% LA

When compared to taxis, ride-sharing services account for a significant percentage of TNC and taxi rides combined.²

Sources:

[1] <http://www.cpuc.ca.gov/transportationlicensing>

[2] <https://www.certify.com/2015-10-15-Uber-Lyft-and-Airbnb-Continue-to-Rise-in-SpendSmart-Q3-2015-Report>

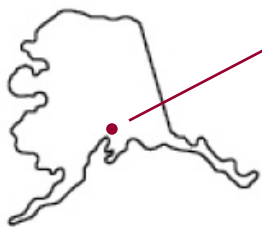
[3] www.reuters.com/article/us-usa-uber-oregon-idUSKBN0M300720150307, <http://katu.com/news/local/eugene-says-uber-ride-sharing-service-illegal>, <http://www.businessinsider.com/heres-everywhere-uber-is-banned-around-the-world-2015-4>

Propelled forward by the steep technological advancements of the last decade, the sharing economy is an increasingly influential fixture both in the lives of consumers and in the marketplace.

Ridesharing is a major part of this “disruptive” economic model. However, its popularity has raised significant questions for regulators.

TNCs face regulatory hurdles at both the state and local level.

Here are just some cases from across the United States.



**Anchorage,
ALASKA**

Failure to agree on an acceptable regulatory scheme caused TNCs to stop operating in the city.³

**Eugene,
OREGON**

In 2015, the Eugene City Council imposed safety regulations on TNCs that has **effectively banned** TNCs from operating in the city.⁴

California

In 2014, California passed **AB 2293**, which clarified the regulatory structure for TNCs for insurance and classification. The private vehicles used by drivers for TNCs could be insured for commercial use, but TNCs bear a large part of the liability burden.⁵

Florida

A bill that would extend statewide regulation to authorize TNCs (taking away local power to regulate) prompted the Uber to **advertise for the bill through its mobile app** to encourage users to contact their local representatives.⁶



SENIOR FAREWELLS

LEFT TO RIGHT: NINA KAMATH, SHANNON MILLER, MANAV KOHLI, JESSICA JIN, CHARLOTTE BAILEY

Photo by Zach Wong '19

MANAV KOHLI

Over the past four years the Rose has provided me with countless K cups, many laughs, and even more warm memories. As a freshman, I loved having a place to procrastinate late at night while somehow managing to leave with sense of accomplishment. Our new hire class was fantastic, and I will always cherish the fantasy draft that never was. Friends were made and lost during our first Diplomacy tournament sophomore year. That year we also enjoyed our 40th anniversary, an awesome reflection of how the institute has grown since its founding. After returning from the Silicon Valley program I was happy to jump back into research for the *Inland Empire Outlook* and soon serve as the Student Manager my senior year. Of all my work at the Rose, my most recent position was the most gratifying. I absolutely love our new hires and am extremely grateful for the senior staff's guidance and dedication to helping the students pursue research. Most of all, I am so impressed by how talented our students are and the quality of work they produce. I would like to thank all present and past students for helping make the Rose community so amazing and for providing me with both good and bad advice along the way. The research I've worked on, my fellow Rosies, and all of our extracurricular events have had a tremendous impact on my CMC experience.

NINA KAMATH

As I reflect on my time at the Rose, I remember my first time playing croquet, first all-nighter in the student workroom, first sunset on the Rose balcony, and first Diplomacy tournament. During my time at the Rose, I had the incredible opportunity of researching with professors and managing teams of students. The experience of working at the Rose since my freshman year has been a formative part of my experience at CMC—one I will cherish for a long time.

I would like to thank students, both past and present, who have made my experience at the Rose so memorable. While all students have been a joy to work with, I would like to especially thank Manav Kohli for his positive energy and leadership, Hannah Oh '16 for her exceptional editing skills and friendship, Jessica Jin for her inspiration and guidance in graphic design, Shaneli Jain for our long chats, Melissa Muller for her hugs,

and Ellen Lempres for her ability to churn out press lists in a moment's notice. My time at the Rose would certainly not be as enjoyable without these individuals.

I would also like to thank all the professors and staff who help the Rose run like a well-oiled machine. Mrs. Nadon, thank you for your impeccable editing skills that have been unsurmountable to my growth as a writer. Dr. Miller, thank you for all your advice regarding my senior thesis and supporting the growth of the Alumni Association so I can continue to be involved in the Rose post-graduation. Finally, but certainly not the least, thank you so much to Marionette for sending thoughtful birthday texts and providing a shoulder to cry on when I needed it the most. I cannot thank senior staff enough for hiring me my freshman year and developing my leadership and research skills over the past four years.

The largest legacy I will leave at the Rose is certainly the class of new hires. It has been a pleasure to hire the new class of research assistants, get to know them, and simultaneously teach and learn from them. Some of my fondest memories at the Rose include the New Hire Retreat in Joshua Tree, sharing stories and staring up at the beautiful night sky. I am also thrilled to leave the Rose in the capable hands of the new management team under Tim Plummer and Tyler Finn. Without a doubt, these two will lead the Rose to new heights in the next year, and I can't wait to see what they accomplish!

JESSICA JIN

Unsurprisingly, this final year has been a time for both introspection and reflection. I am grateful for the mentorship, opportunities, and close friendships that have stemmed from my time at the Rose. And while the Rose is often defined by its function as a research institute, my fondest memories will be not of the work, but rather the people. I will always look fondly upon my time as a Rosie because of the people who brought humor, wit, and purpose to my time at CMC. To those who have been privy to and participated in the late-night thought experiments, Photoshop shenanigans, and general efforts to procrastinate: Thank you for both tolerating and fueling the madness. As the thought entrepreneur Dwayne "The Rock" Johnson once advised, "Grind hard; shine hard." May the Rose continue to achieve that implicit vision. Take care, kids—you'll thrive.

CHARLOTTE BAILEY

Entering the Rose as a sophomore, I was eager to take advantage of the multitude of research and educational opportunities offered through new hire training and other projects. But I did not fully realize the extent to which the Rose would impact my time at CMC. Two years later, it has convinced me to pursue a Government major, allowed me to work in Sacramento for a summer, and furthered my interest in California Politics (thanks Dr. Miller!). But most importantly, the Rose gave me my first real sense of community at CMC. This community grows from the closeness and commitment created by student managers, the tireless dedication of senior staff, and the unique brilliance of each student hired to work at the Rose. It is a combination found at no other research institute on campus and I'm so thankful to have been chosen to be a part of it.

There are too many memories to hash out here, but a few thank yous are in order. I'm thankful to Elise Hansell '15, Nina Kamath '16, and Lanie Corrigan '17 for all of the time and thought they put into the Crime Funnel project. Shoutout to Nina's Excel skills and overall dedication to that project and the Rose in general. Also, a special thank you to Professor Bessette, whose positive energy and endless knowledge on all things criminal justice were a welcome pick-me-up during Friday morning meetings. Thank you to Marina Giloi '14

and Alex Bentley '14, my original student managers, for their transformational leadership (and for taking a chance on me). Thank you to Rose board member Bob Walker for sponsoring many days of Diplomacy and for funding Tyler Finn and my legendary 2013 win. And lastly, thank you so much to the Board of Governors for their continued commitment to the Rose which has made all of this possible.

SHANNON MILLER

My tenure at the Rose began with a tongue-in-cheek quote introducing myself to the Board of Governors: "History will absolve me" – Fidel Castro. Actually, I can go back even further: when I visited CMC as an admitted student, I was hosted by Katya Abazajian '17, who first showed me around the Rose, sold the heck out of it, and took me for a Eureka Burger with fellow Rosies Elise Hansell '15 and Luke Davis '14. I knew from the moment I arrived that the Rose was a team and community I wanted to be a part of, and it's been one of the most enriching opportunities I've had at CMC. From getting to know the Senior Staff, to receiving invaluable mentorship from upperclassmen like Katya and Elise, as well as Gavin Landgraf '14, Marina Giloi '14, Sam Stone '14, Ian O'Grady '15, and Alex Bentley '14, the Rose has been a great source of learning and guidance over the years. I have also built deep friendships here with the other students in my new hire class, and I have loved the opportunity to pay my experience forward by mentoring our younger students in my junior and senior years. And Marionette, I have to thank you for your wisdom, conversations, and nail polish remover. You keep the Rose in style!

BRIAN ECKHARDT

"They've done studies, you know. 60% of the time, it works every time." This about summed up my statistical aptitude until I joined the Rose Institute. Four years and several Kosmont publications later, I am a new man. Thank you to everyone at the Rose for a fun and enriching experience. It is rare for an undergraduate student to have the opportunity to conduct research with leading scholars across a variety of disciplines, so I will always be grateful to the faculty, staff, students and alumni who form this institute. Wishing the Rose many more years of success.

HANNAH OH

Rarely do I – of all people – get sentimental, but the Rose Institute deserves a special tribute for all of the lasting memories and friends it's given me over the past three years. I first want to thank members of senior staff for their phenomenal mentorship. From Dr. Busch's leadership (most memorably in crushing our arch nemesis KLI in kickball) to Dr. Miller's career and general life counsel (especially for us frazzled seniors), the special support and friendships I've formed at the Rose throughout these years have made it my home base at CMC. And, of course, a big thank you to Mrs. Nadon for her much-needed editing, and Marionette who always offered the best stories and wealth of institutional knowledge that continues to keep the Rose's history alive and well today. I'd also like to thank members of the Board of Governors who made my experience at the Rose and beyond possible. Without the support of my two Rose Award fellowships, I wouldn't have interned in the think tank world or public sector and have discovered my passion for politics. Last but not least, I'd like to thank my fellow research assistants who have been through all the ups and downs, early mornings and late nights, conferences and trips, and other Claremont shenanigans that we'll never forget. Looking back, my experience at the Rose will always be one of my most cherished memories at CMC. ■

OFF-CAMPUS REFLECTIONS

HARRY ARNOLD '17

I spent the fall semester in our nation's capital as a participant on CMC's Washington Program. During the day I interned at the U.S. House of Representatives for Congressman Mike Rogers (R-AL). My responsibilities included conducting constituent correspondence, legislative research,



HARRY ARNOLD WITH CONGRESSMAN MIKE ROGERS (R-AL)
Photo courtesy of Harry Arnold '17

and a variety of clerical tasks. On nights that I did not have class, I would sometimes work as a political tracker for an opposition research firm. This part-time position allowed me to immerse myself in some of the country's highest profile races. Suffice it to say it was a little awkward to walk the halls of the Capitol during the day and see members of Congress that I would later be attempting to obtain video footage of in the evening.

Being an intern by day and a tracker by night provided me with a unique perspective on the legislative process. I had the opportunity to see members of Congress operate within the public and private spheres. I saw first-hand how legislators, many of whom publicly decried the role of money in politics, would rush to fundraisers after hours to solicit donations from the Washington elite. This experience has given me a perhaps pessimistic, albeit more realistic view of Congress. Overall, my time in Washington cemented my interest in politics and allowed me to discover a potential career niche in opposition research. ■

FRANCESCA HIDALGO '17

I spent the fall semester studying abroad in Madrid, Spain. Like most of those who have the chance to venture around Europe, I returned with a collection of new passport stamps and a love for my new "home." Living in Madrid allowed me to gain a new appreciation for afternoon naps, paella and centering all activities around "sol." I was also able to improve my broken Spanish (even if less than intended) by taking classes at the Universidad Carlos III and meeting Spaniards. Although the experience lived up to all of my expectations, I am very happy to be back on campus and settling into the CMC routine. ■



Photo courtesy of Francesca Hidalgo '17

TIM PLUMMER '17

This past fall, I spent the semester abroad in Amman, Jordan. My studies were focused on the changing nature of Jordanian society, though I also researched the relationship between Jordan and China. Through it all, I discovered the joys of living in a country where I could scarcely understand the majority of conversations, but was nonetheless shown incredible kindness wherever I went. Highlights of my trip include: leaving Petra in the pouring rain in the back of a pickup truck, snorkeling in the Gulf of Aqaba, spending a weekend in rural Jordan with members of a tribe, and visiting the ancient ruins that populate the country. ■

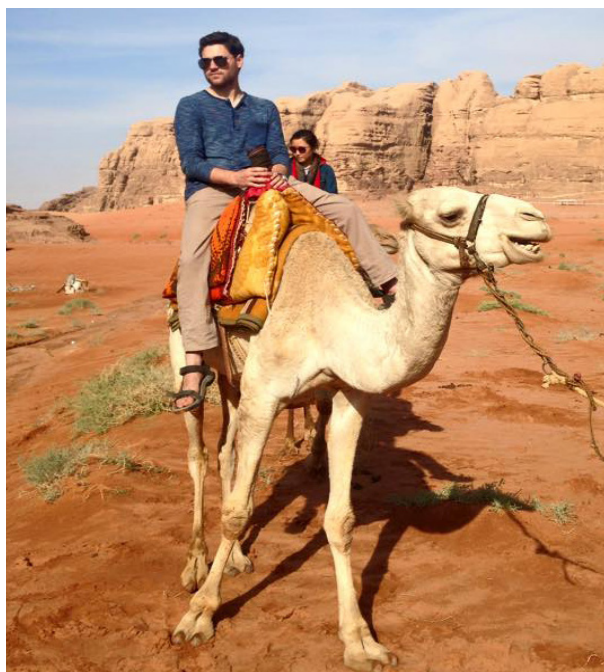


Photo courtesy of Tim Plummer '17

BEN FUSEK '17

I spent this past summer in Ulaanbaatar, the capitol of Mongolia, working as a Business and Operations Analyst for Asia Pacific Investment Partners, real estate and development firm. Fellow intern and Rose Research Assistant Francesca Hidalgo '17 and I had first heard about this opportunity from other Rosies who had participated in the past, our good friends Alex Bentley, Andrew Nam, and Manav Kohli.



Photo courtesy of Ben Fusek '17

I worked on a wide-variety of projects ranging from drafting investment memorandums and financial models for a \$35+ million residential apartment structure to creating the internal control policies for the company IT department.

The skills I developed during my time at the Rose Institute were very useful for my day-to-day operations at the firm, especially since a lot of our work was very research-heavy. Additionally, our first week on the job our company websites were hacked. Using the skills I had picked up as a member of the Rose's Technology Team, I was able to partially remedy the situation.

The most exciting part of the summer was simply being in Mongolia, the world's least-densely populated country, and having the opportunity to discover a culture that was at first completely foreign to me. During Nadaam, a three-day national festival, Francesca and I visited Lake Khövsgöl, a beautiful fresh water lake near the Russian border. ■

JOSHUA ROONEY '17

One of the most unanticipated experiences I have had at the Rose Institute was in fall '14 when we hosted a delegation from Kazakhstan studying U.S. research organizations. Little did I know then, I would return the favor and visit their university system. In the fall of 2015 I received a David L. Boren Scholarship to study abroad at Al-Farabi Kazakh National University in Almaty, Kazakhstan. Kazakhstan sits at a very unique location as a nexus between China, Russia, and the Middle East. Its culture takes from each (for example it is strongly Muslim, yet very secular), but retains a unique feel. The society to this day is divided into several broad “khanates” and Kazakhs are supposed to be able to trace their male lineage back seven generations.

Due to its long legacy as part of the former Soviet Union, Russian is still widely spoken at home and dominates the intellectual sphere despite internal political pressure to promote Kazakh nationality. I stayed with a local single Kazakh mother Ainur (a dental assistant) and her 17 year-old son Damir who



Photo courtesy of Joshua Rooney '17

planned to enter the police academy. While there, I had the chance to take classes in Kazakh language and dance, travel on old Soviet trains while debating the merits of federalism, relax in Russian bathhouses, play on the university basketball team, try the national dish beshbarmak (horse), and visit many beautiful monuments. ■

HANNAH OH '16



December 2015 graduate Hannah Oh was interviewed on Good Morning America during the show's “Ted Cruz Townhall.”

Photo Courtesy of Hannah Oh '16

ROSE ALUMNA JOINS CMC FACULTY

BY SHIVANI PANDYA '18

The Rose Institute welcomes Emily Pears back to CMC where she recently joined the faculty of the Government Department. A 2008 CMC graduate and former Rose Institute assistant student manager, Prof. Pears did her graduate work at the Woodrow Wilson Department of Politics at the University of Virginia. Her research is in the areas of 19th century U.S. federalism, American political development, American nationalism, and U.S. state building. Prof. Pears previously worked as a policy advocate for voting rights and redistricting reform issues.

Q: How does it feel to be back at CMC as a teacher?



Photo by Zach Wong '19

Obviously it's thrilling and very exciting. I think the biggest thing is that CMC was really important to me and completely changed the way I thought about politics – the way I thought about my career trajectory – everything.

So to be back and be able to contribute to how that process works with current students is the best part. That I get to try to recreate the experience that was for me so life-changing, that's the most exciting part. It's great to be in a place where I'm surrounded by colleagues who are doing very interesting work, but who also care about teaching and the broader CMC public affairs mission. A lot of schools don't offer that, so it's nice to be in a place where I'm surrounded by good people doing interesting work.

Q: You mentioned that your perception of politics and other subject matter changed while at CMC, was there a particular professor or class that transformed your outlook?

Yeah, it had a lot to do with study abroad, which changed the way that I thought about everything. I studied abroad in Russia, so it was a fairly jarring experience. But what was great for me was that when I came back from Russia, I had classes that were just the right thing at the right time. I took Democracy and Democratization and Theocracy to Democracy – those classes, having come out of spending

time in a place that has a very complicated relationship with democracy, were fascinating. I was very influenced by having essentially a government major cohort that had very different views from me coming in to CMC. So going through four years here, I was influenced a lot by the other people who were studying government and by my peers working at the Rose Institute. That was a really good experience for me.

Q: Can you speak more to your PhD research and experience?

I essentially went into my PhD program wanting to expand on the work I had done in my thesis. My thesis had been on electoral systems in the American founding and how they were chosen. I was also very influenced by the work we had done at the Rose, and the work I had done after graduation on redistricting. Those two things melded together into a focus on the role of place and geography in politics, and how that interacts with patriotism and nationalism.

Q: What are your research goals and plans for the next few years?

The big thing is transitioning the dissertation into a book. Beyond that, one of the things I'm really hoping to do is to look more at the relationship between state and federal government today. In particular, I think there is an interesting dynamic going on in the way people think about their state governments versus the federal government. A lot of work has been done on how visible the federal government is in the modern era and how much people rely on federal government services without knowing it. One of the questions I'm interested in asking is: how do people think differently about the role of state governments. Are they still more willing to accept assistance and welfare spending from the state government than they are from the federal government? Or do the same prejudices against federal government programs exist at the state level? I would like to expand those two questions into a broader look at what people know about their state governments, which is almost nothing. Ultimately, I want to look at how these factors interact with their perceptions of whether they trust state government more or less than the government in Washington.

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