

# THE ROSE REVIEW

## DIRECTOR'S REPORT

Kenneth P. Miller, J.D., Ph.D.



The Rose Institute is a relational enterprise. We do our work in groups, through various forms of collaboration.

We organize ourselves in teams. Those of us on the senior staff seek to coordinate our efforts in all that we do. Similarly, the student managers form a team that spends countless hours together, serving as an essential link between senior staff and student RAs.

Each year we select new RAs as a group. Through training programs and social events, we integrate them into the Rose Institute community. Many Rosies become close friends and make the Rose workroom their second home.

Students rarely work individually. Instead, they establish project teams ranging from two to ten (or more), usually led by a project manager who is tasked with ensuring the team functions well together.

Rose-affiliated faculty, board members, alumni, and other practitioners also collaborate directly with our students, offering them research training and mentorship.

For decades, the Institute has nurtured this culture of teamwork. The COVID-19 pandemic has strained

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our ability to do so, but let me share some examples of how this year we have sustained that culture — and, in some ways, strengthened it.

Most notably, we have established a new Board of Faculty Advisors, comprised of CMC Professors **Andy Busch**, **Michael Fortner**, **Emily Pears '08**, **Shanna Rose**, and **Andy Sinclair '08**. This group is designed to complement the Rose Institute's Board of Governors in defining the Institute's goals, while also enhancing the Institute's intellectual life and providing students new research opportunities. The faculty advisors are delivering on that promise.

Professor Rose enlisted RAs **Tara Mehra '23** and **Nathan Tran PO'23** to assist with her book on the history of minimum wage policies. She then shared details about this project at a recent talk to Rose students.

Professor Fortner invited **Cameron Stevens '23**, **Sarah Simionas '23**, and **Henry Schulz '22** to assist his research on race, crime, and urban politics, with a focus on New York City. This research will be published in outlets including the *Oxford Handbook of Urban Politics* and reports for the Niskanen Center, and has already generated an op-ed in the *New York Times*.

Professor Sinclair worked with **Nohl Patterson '22**, **Daniela Corona '23**, and a large group of RAs last fall

# DIRECTOR'S REPORT

to execute a poll of voters in California and New York. Using data from this poll, he co-authored a paper with Nohl and Danny for the Midwest Political Science Association Meeting, which Danny attended in early April. Professor Sinclair is doing preliminary work on a new Rose-sponsored poll scheduled for fall 2022. Along with Caltech professor **Michael Alvarez**, he will speak to the Board of Governors at its spring meeting on “The Promise and Perils of Polling.”

Meanwhile, under the leadership of new chair **Ryder Smith '96**, the Board of Governors has continued to contribute to our research mission. Last summer, for example, Board member **Scott Ochoa '96**, the City Manager of Ontario, helped design a Rose project comparing key performance indicators (KPIs) in Ontario and other cities. And Board member **Scott Woolley '92** inspired the Institute to pursue a project (led by Tara Mehra) examining the value proposition of the City of Vernon, an exclusively industrial municipality located in the heart of Los Angeles County.

Other Rose alumni have collaborated on projects this year, as well. **Nicolas Heidorn '06** and **Justin Levitt '06** advised us on a research project, led by **Pieter van Wingerden '24**, analyzing the transition of many California cities to district-based council elections. **Doug Johnson '92** worked with Pieter, **Nikhil Agarwal '24**, and **George Ashford '25** to create maps for a presentation to the League of California Cities showing how redistricting has altered districts in Los Angeles County.

In March, the Rose Institute joined with CMC's Soll Center for Student Opportunity to host a conference on careers in and around state and local government. Participants included Rose Board member **Deborah Gonzalez '85** and Rose alumni **Christiana Dominguez '01**, **Ian Rudge '03**, and **Abhi Nemani '10**.

The Rose Institute also worked with **Larry Kosmont** and the Kosmont Companies to re-envision our long-term collaboration in analyzing the cost of doing business at the local level, primarily in Southern California. Our student team, led by **Desmond Mantle '23**, is collecting data and developing data visualizations that will highlight these cost issues in new ways.

At the same time, a student team led by **Cameron Stevens '23** is working with CMC's Lowe Institute and economists at other Southern California universities to study California's economic competitiveness. This project focuses on business and population migration out of the state. Meanwhile, **Marshall Bessey '23** and **Catherine Murphy '24** are upgrading our ballot initiative database.

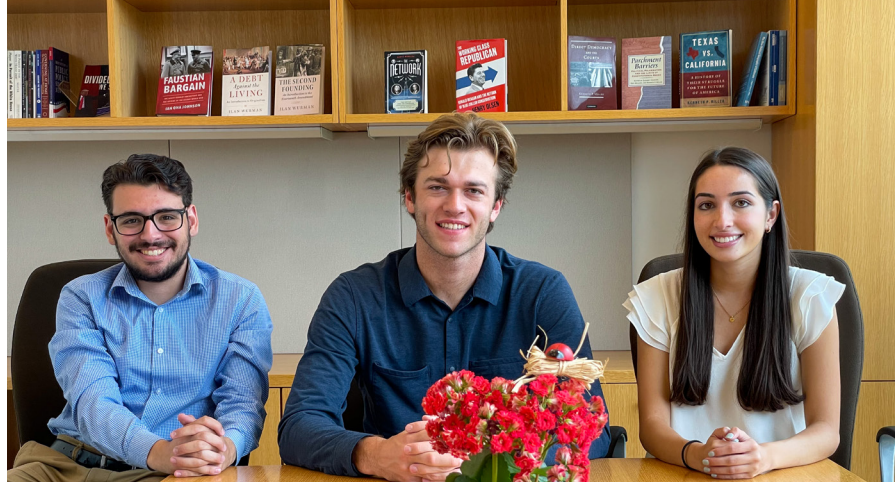
Two collaborative efforts deserve special mention. First, this year's new hire manager **Jensen Steady '22** did a heroic job integrating our large class of 13 new students into the Institute. He organized an ambitious training program and worked closely with the students as they designed and executed an impressive range of new hire projects.

Second, our graduating student managers, **Nohl Patterson '22** and **Adhitya Venkatraman '22**, deserve high praise for their collaborative leadership this year. These two friends and roommates made enormous contributions of time and talent to the Rose Institute and set us up for success in the future. At Spring Break, Nohl and Adhi handed off their roles to our new student manager **Cameron Stevens '23** and associate student managers **Desmond Mantle '23** and **Tara Mehra '23**. I'm excited to work with this talented team in the coming year.

These examples (described at greater length in this edition of the *Rose Review*) demonstrate that the Rose Institute remains what it always has been — a dynamic community that thrives on working together.



# STUDENT MANAGEMENT REPORT



Student Manager Cameron Stevens '23, flanked by Associate Student Managers Desmond Mantle '23 and Tara Mehra '23.  
Photo courtesy of Nolan Windham '25.

*by Cameron Stevens '23, Tara Mehra '23, and Desmond Mantle '23*

As the new student managers for the 2022-2023 year, we are humbled and grateful to step into this role during an exciting time for the Rose Institute. In the past year, under the leadership of Professor Miller, the Rose Institute gracefully navigated a challenging return to campus and the lingering effects of the COVID-19 pandemic. We are immensely grateful for Nohl Patterson and Adhi Venkatraman for their leadership during this transitional period. They masterfully reinvigorated the Rose's unique community. With their commitment to rigorous research and student culture, they will truly be a hard act to follow. We would also like to thank Professor Ken Miller, Bipasa Nadon, and Marionette Moore for their support and trust in our management team. We are ecstatic to continue working with them and optimistic for what the future holds.

In Fall of 2021, the Rose Institute hired and trained 13 new research assistants — the largest new hire class in recent history. These students brought renewed vigor and purpose to the work of the Rose Institute. This coming fall, we plan to hire another large class of research assistants and build on the ambitious vision set forth by Professor Miller and our predecessors. This ambition is reflected in changes to our own student management structure. We are the first three-person management team at Rose in recent years, and we believe this change will allow us to take

full advantage of upcoming opportunities. We look forward to building on our existing partnerships with Kosmont Companies, the City of Ontario, and others, as well as fostering new relationships and reimagining our research.

As student managers, we also bring our own goals and vision for this upcoming year. One of our priorities is to promote and sustain student development beyond the new hire semester. In particular, we believe that training in data visualization and technical programs are essential to the direction of the Rose Institute. Already, our students are learning and applying these skills through work with the National Establishment Time-Series (NETS) database. We will also develop a comprehensive media strategy for our research that seeks to make our work more impactful and accessible to a wider audience. By the end of our term next spring, we hope to leave the Rose Institute in a position to grow even further, as Nohl and Adhi have done for us.

Finally, we would like to thank our students, especially our graduating seniors, for creating a friendly, supportive, and professional work culture. The Rose Institute would not be the same without you. We hope to further foster these relationships by strengthening the Rose Institute network.



# PROJECT UPDATES



Cameron Stevens '23 (from left), Tara Mehra '23, Helen Bovington '24, Thomas Short PO'24, and Nolan Windham '25 together in the Rose Institute workroom. *Photo courtesy of Marionette Moore.*

## Vernon Incorporation

Tara Mehra '23

This semester, the City Incorporation project has been using Vernon, California as a case study for understanding how small, industrial California cities become and remain incorporated cities. In particular, the project team is compiling a report that examines the history of Vernon, quantifies changes following a 2012 report from the state auditor, and considers some of the legal complexities of incorporation and disincorporation. The team is also taking advantage of the National Establishment Time Series (NETS) database to aid our analysis. Vernon is a city of industry; despite having just over 200 residents, around 50,000 individuals work there each day. The NETS data helps us understand the value proposition of Vernon.

## California Competitiveness

Cameron Stevens '23

In collaboration with economists from the Inland Empire Economic Partnership and the Lowe Institute of Political Economy, our team is investigating trends in business migration, business formation, and the composition of the California economy. The project primarily analyzes the National Establishment Time-Series (NETS) database, which tracks over 9 million business establishments in California from the past 30 years. With the NETS data, our team has built visualizations of business relocations from California to other states and demonstrated how these migration patterns have changed the Inland Empire's dominant industries. The California Competitiveness project plans to dive deeper into the NETS database, moving the analysis level down to cities and even zip codes.

# PROJECT UPDATES

## Rose-Kosmont Cost of Doing Business Survey Desmond Mantle '23

The Rose-Kosmont Cost of Doing Business Study is now well underway, with research assistants collecting data such as sales tax, crime rate, and the presence of opportunity zones for over 100 cities in the Southern California region as well as several out-of-state cities for comparison. Research assistants are currently exploring visualizations to display our data in an attractive, professional format. Additionally, we have identified a number of surprising outliers among our data, and the unique characteristics of these cities may be of interest to not only the Rose community but also the general public more broadly. We are exploring ways to present these findings to media outlets to publicize our research and inform Southern California residents about the nuances of their cities' business policies.

## Miller-Rose Initiative Database Marshall Bessey '23

The goal of the Miller-Rose Initiative Database is to provide a comprehensive database of every citizen-initiative initiative that has passed nationwide. The database includes every initiative from the first one in 1904 until the present day. The database is particularly unique because it also contains every legal challenge to passed initiatives. The team undertook three primary assignments during this semester. First, we drafted summaries for each state's page on the database. The overviews share the state's history with the initiative process, the types of initiatives allowed, the signature requirements, and the policy areas addressed through the initiative process. We are finalizing these summaries, and they should go on the website by the end of the semester. Second, the team will research and update the legal challenges side of the database, and the updates should appear on the website by the end of the semester. Finally, the team is preparing for a substantial update to the database in the fall.

## Redistricting

Pieter Van Wingerden '24, George Ashford '25,  
and Nikhil Agarwal '24

This project shows how the latest round of redistricting has changed the representation of Los Angeles County municipalities at the federal, state, and local level. Our team created GIS maps of the County's past and present congressional, state legislative, and county supervisorial districts, charted in relation to municipal boundaries. The maps also noted any incumbents running in the new districts, indicating where the new lines have created open seats or competition between incumbents. Doug Johnson, President of the National Demographics Corporation and a Rose Institute Research Affiliate, presented the maps to LA County municipal leaders at a National League of Cities conference in early March.



Adhitya Venkatraman '22 (left) trains the redistricting team in data analysis and visualization. *Photo courtesy of Marionette Moore.*



# OFF-CAMPUS REFLECTIONS



Miriam Farah '23 visiting the Villa d'Este in Tivoli, Italy.  
*Photo courtesy of Miriam Farah.*

## Miriam Farah '23

This semester, I am studying abroad in Rome, Italy, where I am taking classes in Italian, European art history, public policy, and political history. I am also interning at Hands Off Cain, an organization aiming to abolish the death penalty worldwide. My main duties include conducting research on countries' political climate and the current status of the death penalty. For example, I studied the Taliban takeover of the Afghan government, specifically the Taliban's policies regarding the death penalty as well as their history of political violence. I also update and verify the organization's database, which tracks the number of individuals sentenced to death, on death row, and executed each year. Thanks to the research skills that I developed at the Rose, my work with international legal and political issues has been an extremely rewarding experience. I am excited to return to campus in the fall and continue my work at the Rose!

## Tara Mehra '23

In the fall of 2021, I had the privilege of participating in CMC's Washington Program. I worked as a Research Intern at the Brookings Institution, where I supported the research of senior fellow E.J. Dionne, Jr., a leading scholar on American political behavior and democracy. I enjoyed the opportunity to gain insight on the inner workings of a large-scale think tank while also exploring DC's rich history.

## Marshall Bessey '23

I spent the fall of 2021 of the Washington Program interning for Congressman Scott Fitzgerald. While interning for Congressman Fitzgerald, I handled constituent correspondence, attended Judiciary and Education and Labor Committee meetings, drafted constituent letters, and wrote memos on various policy areas, from Chinese intellectual property theft to FTC rulemaking. I also enjoyed getting the opportunity to explore D.C. and take advantage of all its opportunities. While I loved my experiences in Washington, I am incredibly excited to be back on campus and working at the Rose Institute in person!



Marshall Bessey '23 and Tara Mehra '23 in DC.  
*Photo courtesy of Nicholas Sage '20.*

# SENIOR FAREWELLS

## Katherine Adelman

Working alongside such a talented and insanely knowledgeable group of people has been such a joy these last four years. I am so grateful to the Rose for giving me some of my best friends in college, in addition to much needed professional growth. I am sad that, come the fall, my workplace will no longer be Kravis 4th floor, but I know I will be a better employee because of the skills and values I developed at this institution. Rose is family!



A throwback: Katherine Adelman '22 (left) and Maria Gutierrez-Vera '22 singing karaoke at the 2018 Holiday Party. Photo courtesy of Marionette Moore.

## Maya Ghosh

Thank you Professor Miller, Mrs. Nadon, and Marionette for enriching our college experiences and equipping us with critical thinking abilities and hard skills we can employ to enact change in the working world. I relish all of the amazing friendships I have developed at the Rose since my first year. While I am sad to leave, I am so glad that I had the opportunity to join an intellectual and social community as vibrant as the Rose. To our class, thanks for making the Rose a second family!



Photo courtesy of Nolan Windham '25.

## Maria Gutierrez-Vera

My past four years at Rose have been an incredible gift, and no doubt, the most important part of my college education. Since I first got hired in September of 2018, I have been part of a community that supported me in my goals of becoming a researcher, a policy expert, and now, an aspiring policy historian. I am lucky to be leaving this place having helped the Inland Empire community in some small way through my research, written policy briefs for public use, and even having been part of our Video Voter series, which I'd dreamed of joining since my first week as a new hire. The friendships and the memories on the 4th floor of Kravis are so special to me, and as I wrap up my last few weeks, they are what I will remember years from now. Finally, I want to express my infinite thanks to the Rose Institute senior staff: Professor Miller, Professor Busch, Mrs. Nadon, and Marionette, for having supported and invested in my education so generously and wholeheartedly.

## Nandini Jayaram

When I came to CMC, I wanted to find a way to integrate my passion for politics into my college experience outside of the classroom. The Rose provided me with the perfect outlet to research topics of interest that could be related to my academic studies in economics and data science, while furthering my knowledge of California state and local government. During the pandemic, I really enjoyed working with our New Hire Manager at the time to launch a new role of Trainings Manager, where I had the chance to connect with the new hires who were virtually onboarded, and provide them with a structured training curriculum throughout the year.

Looking back at my four years at the Rose, I'm so grateful for this opportunity to explore many policy areas, including sanctuary state laws and fiscal analysis, sharpen my analysis and communication skills, and build close relationships with students and faculty. Thank you to Dr. Busch, Dr. Miller, Mrs. Nadon, Marionette, and all the students for all the memories and opportunities!



# SENIOR FAREWELLS

## Gait Nairn

The Rose Institute was a cornerstone of my CMC experience. Upon joining as a freshman, I was immediately immersed into a family of friends that I cherish to this day. Even as a graduating senior, I still enjoy the comfort that comes with going up the workroom and working alongside others late into the night on whatever project or essay was due the next day. Although the pandemic prevented us from seeing each other in person, I always felt the love and strength of the Rose family throughout my time at CMC. I will miss everyone at the Rose, and am confident the direction that the Institute is heading will lead to even bigger and better things.

## Robin Peterson

My time at the Rose is filled with some of my fondest memories, from attending BOG dinners to late night grind sessions on the 4th floor. I will always cherish the friendships I made and the mentorship I gained. I remember asking Lindsay Burton '19 and Bryn Miller '19 a million questions about their experience at CMC so that I could make the most out of mine. I never would have had the opportunity to connect with all grade levels in such meaningful ways without the Rose, all while learning new things through projects like Video Voter and Federalism. I will always remember the bike races and the race



*Photo courtesy of Nolan Windham '25.*

to turn in projects two weeks past when we said they were due, but most importantly the people who helped me when I needed it most. I want to thank Marionette Moore for always keeping the Rose a warm, friendly place to work. To Mrs. Nadon for keeping everyone on task, especially myself. To Professor Miller for hiring me and allowing me to be part of such a wonderful community (oh, and the bonus California politics lectures). And finally to my fellow seniors, I will miss all of you and especially the time we spent learning about each other while doing silly white board shenanigans.

## Nohl Patterson

Last fall, as I greeted freshmen and sophomores on the Rose Institute balcony, I could not help but be struck by a wave of nostalgia. I remembered how nervous I was for my final interview, dressed in a suit for my first professional interview and sitting at the end of what seemed to be an impossibly long table with Dr. Miller at the other end. My sophomore year self could not have anticipated the incredible people, community, and opportunities this special place would present during my time at CMC.

The Rose Institute has afforded me the chance to meet policymakers, visit graduate schools, and do substantive, actionable policy work as an undergraduate student. Yet, the community this place provides is and will forever be its most remarkable quality.

My term as student manager has fostered a deep pride in the Rose Institute's people, mission, and development as an organization. It has provided an analytical backbone for my research interests and a community of life-long peers to share my love of politics and policy. The people at this place have been the most formative for my time at CMC and for that, I will always be thankful.



Nohl Patterson '22 hard at work at the Rose.  
*Photo courtesy of Marionette Moore.*



# SENIOR FAREWELLS



Photo courtesy of Henry Schulz '22.

## Henry Schulz

The Rose was one of the most enriching experiences I've had at CMC. Intellectually, the Rose exercised my brain for three years thinking about the most complex public policy issues. My new hire project exposed me to affordable housing and homelessness

policy, which sparked my interest in it for the rest of my time at the Institute. I also fostered invaluable faculty relationships through Rose, including with Professor Michael Fortner. Throughout my three years, Rose projects sharpened my research and writing skills. Professor Fortner in particular held me to a high standard, instilling the importance of analytical precision with language and logic. I have also met some of the smartest and kind people. I'm profoundly grateful that I was able to surround myself with students who are both hilarious and deeply nerdy about state and local politics. Thank you to Adhi and Nohl for their impressive leadership during my senior year, as well as to senior staff. The Rose community is incredibly special, and I will miss it next year.

## Jensen Steady

My time at the Rose Institute of State and Local Government has been the greatest part of my experience at CMC. As a research assistant, I loved working on policy research focused on my home state of California, using the fourth floor workroom as my home base away from the dorms, and most importantly for the social community I found at the Rose. From research to late nights studying and talking with friends, the intellectual environment was something I have yet to find elsewhere on campus. I was also honored to work as the New Hire Manager this past year, helping shepherd the newest (and largest!) class of freshman and sophomore hires to the Institute. Getting to know each of these new students only solidified my belief that the Rose is in good hands moving forward, and I am excited to see all that they accomplish. Being a part of the Rose for the last

three years has been the best part of my college experience, and I am so grateful for the student and senior staff, as well as all of the amazing research assistants that make this place so special.

## Adhitya Venkatraman

As I conclude my final year, I am certain that joining the Rose Institute was the best decision of my undergraduate career. The Rose gave me my first taste of research and nurtured the toolkit necessary to tackle meaningful, relevant questions. Joining Student Management was the capstone to my growth and development at the Rose. No experience has been more rewarding than bringing the Rose back to campus and restoring a community that has given me so much. From Board of Governors dinners to long hours wrapping up projects, each moment of my time at the Rose has been formative.

I am grateful to have spent my senior year back on campus with peers and mentors I cherish. I am a better person because of countless hours well-spent on late-night debates, whiteboard antics, and laughter. Getting to know and build friendships with Rosies from the Class of 2019 through the Class of 2026 has been a unique, wonderful experience. I am indebted to each of you for the advice, patience, and kindness. Finally, thank you to Senior Staff: Professor Miller, Mrs. Nadon, and Marionette, who are the heart and soul of the Rose Institute.



Nohl Patterson '22 (from left), Adhitya Venkatraman '22, and Jensen Steady '22 promoting the Rose at Claremont McKenna's Club and Institute Fair. Photo courtesy of Rose Institute.

# ALUMNI SPOTLIGHT

by Catherine Murphy '24

Mike Whatley '11 served as the Rose Institute's Associate Student Manager from 2010 to 2011. He graduated in 2011 with a B.A. magna cum laude in Government, then received his MBA in 2018 from Georgetown University McDonough School of Business. Since 2014, Mike has been working at the National Restaurant Association, and he now serves as its Vice President of State Affairs and Grassroots Advocacy in Washington, D.C. We asked Mike about his life in the years since his time at the Rose Institute.



*Photo courtesy of Mike Whatley '11.*

## **How has the Rose Institute shaped your career thus far?**

My four years at the Rose Institute massively shaped my career and what I do today. As my first experience in political work, the Rose taught me so much. In my current role at the National Restaurant Association, I oversee a team that engages with state and local policies that impact the restaurant industry across the country. I also manage the Association's grassroots efforts at the federal, state, and local levels. For the restaurant industry – as with most other industries – policy ideas begin and have the greatest impact at the state and local levels of government. This has proven especially true during the past two years of the pandemic, since state and local government policies literally determined whether restaurants would be open or closed. The Rose taught me about how local and state governments work and how much they differ from the federal government, which generally moves a lot slower. Starting with my work on the Kosmont project freshman year, the Rose taught me so much about local government and how it works.

## **What aspects of your work do you find especially interesting?**

My current role merges two of my greatest passions: politics and restaurants. I actually served as the food critic for the CMC Forum my senior year and have always been very passionate about restaurants. I have been at the Association for nine years now and have seen quite a bit of change in the industry. The pandemic was likely the biggest challenge the restaurant industry has ever faced. In March 2020, restaurants across the country were shut down for on-premises dining because of the virus. Over 90,000 restaurants have closed permanently, and many continue to struggle. During the past two years, our team and our 52 state restaurant associations across the country have pushed for federal, state, and local pandemic relief. We have seen a lot of success, including the Restaurant Revitalization Fund at the federal level, the creation of to-go cocktails (previously not allowed in any state, now allowed in approximately 30), and the expansion of outdoor dining in cities across the country. The pandemic has shown the importance of making sure that every industry has its voice heard at all levels of government. I have put so much of what I learned at CMC and the Rose into practice throughout the past two years.

## **Tell us a favorite memory at the Rose Institute or at CMC.**

At the Rose, I really enjoyed working on redistricting projects my junior and senior year, which coincided with the 2010 Census and 2011 redistricting. My team wrote a series of blog posts that got picked up by the Washington Post and a few other media outlets. I also spent many late nights writing my senior thesis at the (old) Rose Institute. Several of us would do most of our class work there senior year, and it was a lot of fun. I have so many close friends from Claremont, many of whom attended my wedding and several of whom still live in the D.C. area.

# BOARD OF GOVERNORS SPOTLIGHT

by Marshall Bessey '23

Mr. Frank Tripepi is one of the business and public policy leaders on the Rose Institute's Board of Governors. He has been active on the Board since 2004. Mr. Tripepi is a distinguished military veteran. He was drafted in 1969 and served in Vietnam and Cambodia as a Field Artillery Operation and Intelligence Assistant. In 1971, he suffered severe combat wounds, and after a long and difficult recovery, he retired from the Army. For his heroic service, Mr. Tripepi was awarded the National Defense Service Medal, the Vietnam Service Medal, the Army Commendation Medal, the Vietnam Campaign Medal, and the Good Conduct Medal. After leaving the military, Mr. Tripepi began a career in local government, eventually serving 28 years as the City Manager of Rosemead and, later, as the Interim City Manager of La Puente. He has also worked in the private sector as President and CEO of Willdan Financial Services and Senior Vice President of Willdan Group, Inc. We reached out to Mr. Tripepi to learn about his career and his time on the Rose Institute's Board of Governors.

**I understand that you served in the Army after college. How did your experience serving in the Army help to shape the trajectory of your career?**

After graduation from Cal State Fullerton in June of 1969, I was drafted. After Basic Training and AIT, I received orders for Vietnam. My MOS was Artillery which was a combat MOS. Once I arrived, my life changing experience began.

Probably what helped shape and form the trajectory of my career was the fact that there were no real days of the week in a combat zone. Everyday was the same as the next, meaning there were no weekends or holidays. It was pretty much a 24/7 lifestyle. No starting at eight and off at five.

From this, I quickly learned how to work hard and do seven days a week for over a year.

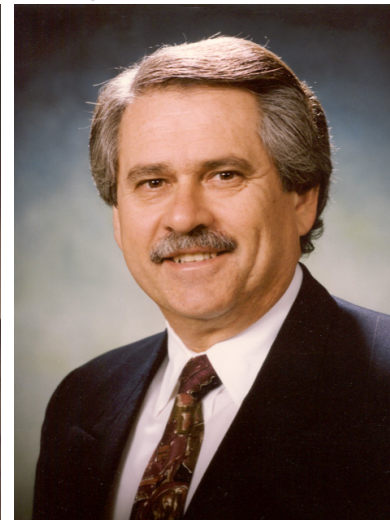
Once out of the service and getting my first job with the City of Hawaiian Gardens, I worked 24/7 and thought little of it. That dedication allowed me to move from Hawaiian Gardens as an Administrative Analyst to the City of Rosemead as the Assistant City Manager. Two years later at age 25, I became City Manager and served the City for the next 30 years. After retiring from the public sector, I moved to the private sector with Willdan.

**What is your current job at the Willdan Group? What does it entail?**

I began as President/CEO of one of Willdan's divisions known as Willdan Financial. After nine years in that position, I was moved to Corporate as Senior Vice President of Business Development where I still serve. The job entails helping the different divisions get work in local jurisdictions. Also, I solve issues with existing contracts with local governments where we are working. Because of my service with cities, I have a vast network with most of the City Managers serving in California. That is probably where my real value comes into play. Willdan does not currently have any former City Managers within the company that can do what I do.

**What have been your favorite parts of serving on the Rose Institute's Board of Governors?**

The most rewarding part of serving on the Rose Board of Governors is watching and learning from the students that we get to interact with. I hope to continue my service with the Board.



*Photos courtesy of Frank Tripepi.*



# ROSE INSTITUTE SPRING SPEAKERS



Adhitya Venkatraman '22 (center) moderates the first panel (from left to right): Paul Novak '86, Eric Figueroa '92, Ian Rudge '03, and Christiana Dominguez '01. *Photo courtesy of Marionette Moore.*



Professor Shanna Rose presenting her research to the Rose Institute. *Photo courtesy of Nathan Tran PO'23.*

- **Talk With Alums: Jobs in Government and Related Fields**, jointly sponsored with the Soll Center, March 4, 2022 | *Paul Novak '86, Ian Rudge '03, Eric Figueroa '92 P'21, Christiana Dominguez '01, Abhi Nemani '10, AJ Prager '01, Deborah Gonzalez '85, and Clare Burgess '20*
- **The Inside Scoop on Applying for Government Jobs**, jointly sponsored with the Soll Center, March 28, 2022 | *Samantha Abril '13*
- **History of the Minimum Wage**, a lunch and lecture at the Rose Institute, April 1, 2022 | *Claremont McKenna College Professor Shanna Rose*
- **The Promise and Perils of Polling**, Athenaeum, April 21, 2022 | *Claremont McKenna College Professor J. Andrew Sinclair '08, and California Institute of Technology Professor R. Michael Alvarez*
- **California Citizens Redistricting Commission – My Experience**, April 29, 2022 | *Pomona College Professor Sara Sadhwani, member of the California Citizen's Redistricting Commission*

## Student Management

Cameron Stevens '23  
Student Manager

Tara Mehra '23  
Associate Student Manager

Desmond Mantle '23  
Associate Student Manager

## Communications Team

Nathan Tran PO '23, *Manager*  
George Ashford '25  
Marshall Bessey '23  
Audrey Donahue '25  
Catherine Murphy '24  
Nolan Windham '25



ROSE INSTITUTE  
OF STATE AND LOCAL GOVERNMENT  
CLAREMONT MCKENNA COLLEGE

The mission of the Rose Institute is to enhance the education of students at Claremont McKenna College, to produce high quality research, and to promote public understanding on issues of state and local government, politics, and policy, with an emphasis on California.

[WWW.ROSEINSTITUTE.ORG](http://WWW.ROSEINSTITUTE.ORG)

## Senior Staff

Kenneth P. Miller, JD, PhD  
Director

Bipasa Nadon, JD  
Assistant Director

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