

THE ROSE REVIEW

DIRECTOR'S REPORT

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



SPRING 2023

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The Rose Institute turns 50 this year. The anniversary gives us a chance to celebrate this special institution and its contributions to generations of Rose students, to CMC, and to the broader society.

The Rose Institute Board of Governors has formed a 50th Anniversary Committee, consisting of **Jessica (O'Hare) Witt '00** (chair), **Bob Howard '55**, **Henry Olson '83**, and **Jacinth Sohi '11**. The committee is working with the Institute and the College to plan events and content commemorating the anniversary. The primary campus events will be a panel and reception on Friday, June 2 (as part of Alumni Weekend), and the main 50th Anniversary Celebration on Friday, October 27 (see the back page of this issue of the Rose Review for more details.) We invite all Rose Alumni to attend these events and hope to welcome many back to campus.

The Institute commissioned graphic designer and Rose Alum **Jessica Jin '16** to create a 50th Anniversary logo. The logo, which appears on the back page of this issue, features a golden "50" surrounding the Institute's new secondary mark, a classic rosette that is also a stylized image of the interior of California's state capitol dome. You can look for this logo on "Rose swag" later this year.

A central goal for the anniversary year is to strengthen our connection with Rose alumni. Over the past 50 years, more than 400 students have worked for the Institute and have gone on to pursue impressive and purposeful lives.

Our alumni are one of the Rose Institute's greatest assets. We stay in close contact with many of them, including those who serve on our Board of Governors, assist with our projects, give talks on campus, and mentor current students. We want to increase our engagement with a larger share of our alumni community. Several years ago, the Board of Governors established the Rose Institute Alumni Society to facilitate connection among our alumni and to connect them with current students. The 50th anniversary is an excellent opportunity to advance this effort.

A group of current Rose students, led by **Helen Bovington '24**, is working with **Marionette Moore** to create a "Profile of Rose Alumni." The team is collecting recent information on all our alumni and doing a Rose-style data analysis to see what, as a group, they have done after leaving CMC. We look forward to unveiling the profile later this year. A great benefit of this project is that it will help us connect with the whole community of Rose alumni in the coming years.

As we begin our anniversary celebration, I also want to take a moment to commend everyone at the Rose Institute for a highly productive 50th year. Here are some highlights of things we've accomplished since publication of the last issue of the Rose Review in October 2022.

In November, the Institute released its most ambitious poll to date, a 50-state pre-election poll with more than



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5,000 respondents, including oversamples of the nation's five most populous states: California, Texas, Florida, New York, and Pennsylvania. The poll, led by Rose Institute Faculty Advisor **Andy Sinclair '08**, generated two reports: "Battleground Pennsylvania: The 2022 Election" and "Red vs. Blue States: Competing Visions for 2022 and 2024." The entire Rose student staff helped execute the poll by coding responses over a long weekend in the Rose workroom. This poll was a major advance in the development of our polling program.

In December, we released the *2022 Kosmont-Rose Institute Cost of Doing Business Survey*. Working with our partner Larry Kosmont, we made fundamental changes to this legacy project. The Survey continued to ask the question: How does the cost of doing business compare across different local jurisdictions? But we chose to answer the question in a fresh way, by including new cost variables, introducing data on business exits from California, and adding more advanced forms of data visualization. As revised, the *Kosmont-Rose Institute Survey* is now fully integrated with the Institute's focus on California's competitiveness compared to other states, as well as our expanded use of data visualization.

As noted on page 5 of this issue, the 2022 version of the *Kosmont-Rose Institute Survey* attracted considerable media attention, in part due to high public interest in business exits from California. Board of Governors Chair **Ryder Smith '96**, featured on page 10 of this issue, and his colleagues at Tripepi Smith, assisted with this media effort. The successful roll-out of the *Survey* is the first step in a larger effort to enhance media coverage of Rose Institute research.

This spring, our students, staff, faculty advisors, and consultants have worked on an impressive range of projects on topics including California competitiveness, the state's housing crisis, city council election systems, characteristics of California's city managers, issues of city governance, and challenges facing the Inland Empire. Several of those projects are described in the following pages.

In addition, the Institute has continued to provide a forum for discussion of public affairs. Following last fall's visit by Mark Baldassare (PPIC president and polling director), this spring we hosted Mariano Florentino (Tino) Cuéllar, a former member of the California Supreme Court and now president of the Carnegie Endowment; an Open Academy Salon on criminal justice reform featuring Rafael Mangual and Lara Bazelon; and, most notably, a half-day symposium on California Housing Policy, co-sponsored by the Olson Company. The symposium featured former governor Gray Davis, current and former members of the legislature (including Assembly Housing Committee Chair Buffy Wicks), Los Angeles County Supervisor Janice Hahn, and city officials, including Ontario City Manager and Rose Board Member **Scott Ochoa '93**. The participants generated a robust discussion of a vexing topic. We are digesting the ideas presented that day to produce a white paper later this year.

Finally, at the last meeting of our Board of Governors, we welcomed three new members: **Sean Elsbernd '97**, **Eric Figueroa '92 P'21**, and **Lisa Pitney '89** and prepared to bring on additional members this spring as we add strength to our outstanding board.

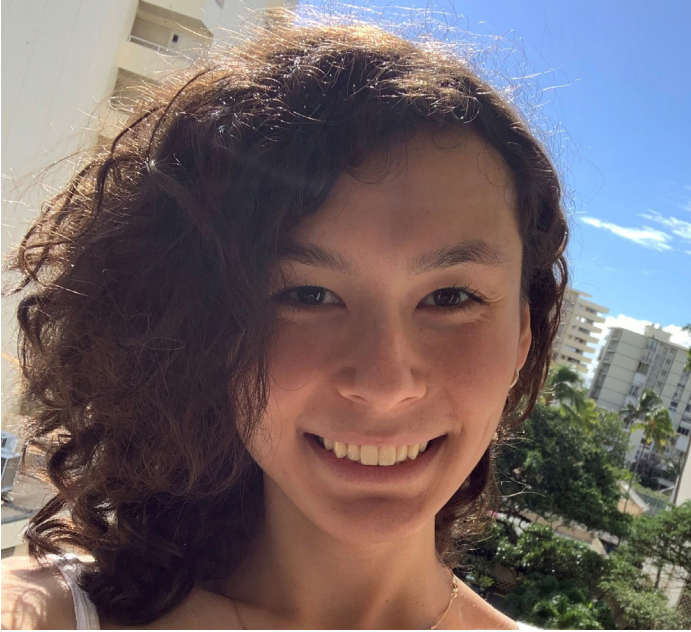
In all, it has been an excellent year for the Rose Institute.

The end of the academic year provides an opportunity to celebrate and thank our students. I am pleased to share that one of them, **Pieter van Wingerden '24**, has been awarded the Truman Fellowship, one of the nation's most prestigious awards presented to undergraduates. We also will be celebrating the accomplishments of our graduating seniors at a reception before commencement. I want to specially thank our outgoing student managers, **Cameron Stevens '23**, **Desmond Mantle '23**, and **Tara Mehra '23** for their excellent service in those essential roles over the past year. I am happy to announce they have been succeeded by **Anna Short PO '24** and **Grace Hong '24**. Anna and Grace are off to a great start.

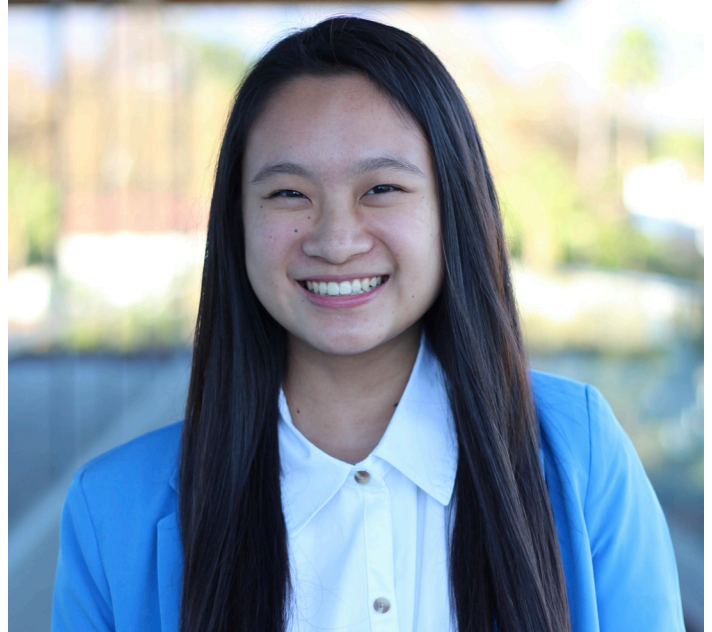
The departure of seniors and elevation of new student leadership has been part of the Rose Institute's rhythms for half a century. As our history indicates, each year the process sends into the world a group of new Rose alumni well prepared to serve and lead. We wish all of them well.



STUDENT MANAGEMENT REPORT



Student Manager Anna Short '24



Associate Student Manager Grace Hong '24

As the new student managers for the 2023-2024 academic year, we are excited to help lead the Rose Institute into a bright future. We are very grateful for previous student managers Tara Mehra, Cameron Stevens, and Desmond Mantle for all of their hard work and commitment over the past year, and we wish them well as they begin the next chapters of their lives. We would also like to thank our senior staff, Dr. Ken Miller, Bipasa Nadon, and Marionette Moore, for their outstanding leadership and support.

This semester, we have seen our new hire class apply the skills they learned during their new hire research projects last semester to our diverse array of projects, spanning a number of crucial state and local government issues. These have included longstanding Institute priorities, such as the Kosmont Cost of Doing Business Survey and the Miller-Rose Initiative Database, as well as continuing research on business movement to and from California and examining city council redistricting. Student interest has driven one of our new projects, which is analyzing California cities' compliance with state housing mandates, and another is focusing on the demographics of city managers across the state in partnership with the California City Management Foundation. In preparation for our 50th anniversary, students are updating our alumni database and illustrating the breadth of career paths taken and terminal degrees achieved by Rose alumni.

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In addition to the variety of ongoing projects, we have been looking towards the upcoming year to implement a few new priorities. First, we want to continue to expand the Rose's reach and encourage applicants from all of the Claremont colleges this fall through broader advertising efforts and outreach. We are also interested in providing training opportunities beyond students' first semester in key areas such as data skills. We hope that this will augment our already robust new hire training program and ensure that our research assistants have the tools they need for their Rose projects, future coursework, and careers. Expanding the Rose Institute's media strategy will be another crucial component of next year's agenda, as we seek to build on the success we have had in promoting our polling and firm movement projects in the news and on social media. Lastly, we look forward to strengthening our vibrant student culture and creating more opportunities for student-faculty engagement.

We would also like to thank our student staff, and especially our graduating seniors, for making the Rose such a fun and supportive workplace. Without all of our research assistants, the Institute would be unable to produce the high-quality research that it so consistently has.

PROJECT UPDATES

Redistricting: City Election Systems

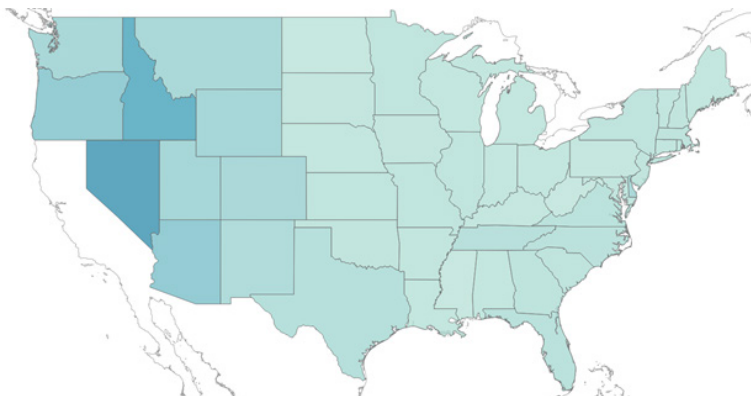
Pieter van Wingerden '24

The Rose Institute's Redistricting team analyzed the voting geography of the city councils of California's 482 incorporated cities, identifying changes from at-large to by-district elections since the California Voting Rights Act was implemented. The team used data visualization tools to document the changes over time and, ultimately, provide valuable insights into recent trends associated with transitioning election methods and litigation against cities with at-large election systems. In addition, the project has laid the groundwork for future research considering city demographic differences, causes for the recent spike in cities transitioning to by-district elections, and the merits and drawbacks of at-large and by-district systems.

California Competitiveness

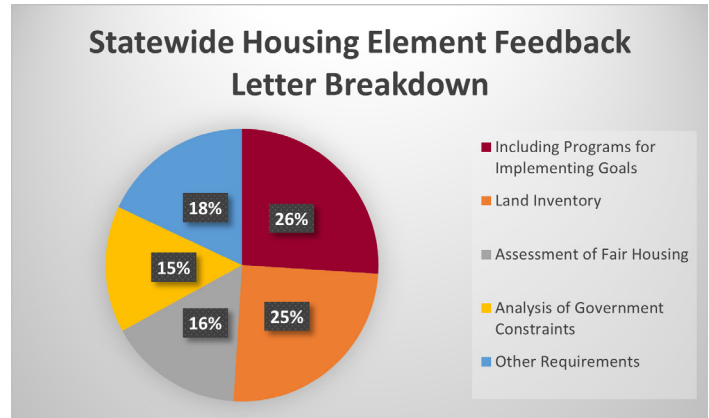
Anna Short '24

This semester, the California Competitiveness project has focused on a few different trends in firm behavior to better understand key characteristics of California's economy and of local economies within the state. First, we are working to identify which California cities have the most high-tech employment as a proportion of total employment. Looking at what these cities are doing to attract or generate these kinds of jobs could help inform other local governments that are interested in growing their technology sectors. We are also examining how often and where differently-sized businesses are moving, and comparing standalone firms with headquarters of firms that maintain subsidiaries with the hope of providing narrower and more specific analysis for these kinds of firms.



Housing Element Project

Ryan Lenney '25



Results from the Housing Element Project (Courtesy of Ryan Lenney '25)

The Rose Institute's Housing Element Project is investigating the current misalignment of state and local housing priorities in California by performing a "post-mortem" of cities' first draft Housing Elements. Cities in California have to submit their Housing Elements to the California Department of Housing and Community Development (HCD) for approval, and for the upcoming cycle, HCD has rejected nearly all of the Housing Elements it has reviewed. A team of seven Rose Institute research assistants is analyzing HCD Housing Element feedback letters to identify the sources of each city's failure.

This project includes the 75 cities in California with populations over 100,000, as well as all cities within the Inland Empire. By analyzing the HCD feedback letters for these cities, Rose Institute researchers will establish the primary causes of HCD rejection across California, as well as create a comprehensive review of Housing Element compliance in the Inland Empire.

Results from the California Competitiveness project showing net firm flows out of California to other US states in 2019, weighted by population. Darker colors indicate a higher proportion of former California firms relative to state population. (Courtesy of Jack Gladson '25)

PROJECT UPDATES

Kosmont Cost of Doing Business Survey

Liann Bielicki '24

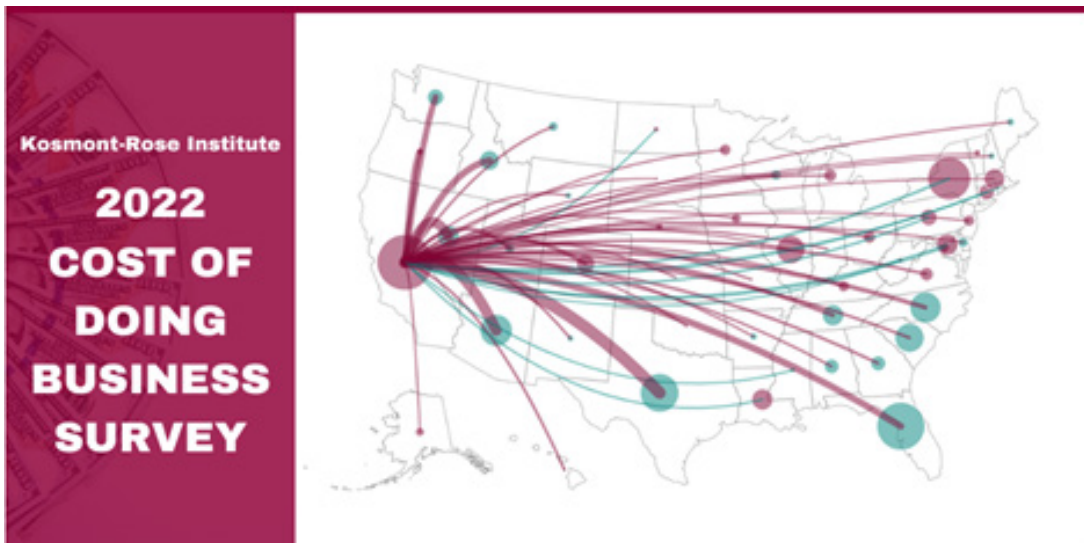
The Kosmont-Rose Cost of Doing Business Study is a longtime collaboration between the Kosmont Companies and the Rose Institute that analyzes the business attractiveness of California cities. It also serves as a rite of passage for Rosies that allows us to contribute to a long-running project of over 20 years' worth of regular data collection. The project this year focuses on 216 cities and seven variables, with a team that is 12 researchers strong. The primary focus is on Southern California, with all 88 cities in Los Angeles County now included, although many other in-state areas and some out-of-state cities are included as well. The research assistants have collected data on variables such as minimum wage, housing affordability, and sales tax. We have completed the data collection stage and are moving into our sorting and verification process. This will prime us for making observations about this year's trends and the business attractiveness of the cities and their regions. We will ultimately publish our findings in a report, with the goal of informing residents of their local business policies and understanding the landscape of conditions in California and beyond.

California City Managers Survey

Nikhil Agarwal '24



The Rose Institute has been retained by the California City Management Foundation to conduct a survey of city managers in the state. The new hire team has completed the data collection and we are moving on to data visualization. We are working on tables and graphs to summarize demographic characteristics (age, gender, level of education, years in the job, etc.) to develop a profile of the profession. With the help of a small team of RAs, we will also be coding the responses from city managers regarding the most pressing issues they are facing (similar to the Sinclair polls last fall). We will complete the final report by June 1, 2023.



The 2022 Kosmont-Rose Institute Cost of Doing Business Survey included new data and visualizations, including interactive maps of business exits from California, produced by Nolan Windham '25 (above). The 2022 Survey received a flurry of media attention in outlets including the Los Angeles Times, the Los Angeles Business Journal, the Dallas Business Journal, several Southern California News Group publications, and broadcast outlets including KTLA in Los Angeles, the Rynor Report on ABC network affiliate stations in Sacramento and San Diego, and CBS and Fox affiliates in Texas. We are seeking to build on the 2022 Survey's success this year.

OFF-CAMPUS REFLECTIONS

Liann Bielicki '24

This past fall, I had the opportunity to study abroad at the University of St. Andrews in Scotland. My favorite part of the experience was the location of the town nestled on the beautiful east coast of Scotland. But aside from the sheer novelty of living in a completely different environment, I learned a lot by speaking with my classmates, some of whom were locals, some from England, and many others from all over the world. I heard debates about royalism in the common room, half-jokes about the cost of living crisis at Tesco, and strong opinions about the NHS when catching up with friends. The international differences were especially influential in the political controversies class and the comparative literature class that I took. I really enjoyed my experience abroad, but I am excited to be back home at CMC.



Liann Bielicki '24 in Scotland with a Highland cattle.

Catherine Murphy '24

I spent my fall semester in Madrid, Spain where I practiced my Spanish at a large public university, Universidad Carlos III de Madrid. I was very fortunate to venture to other European cities on the weekends, while still becoming familiar with Spanish culture and navigating the large capital city. I stayed with a lovely host mother, and she introduced me to incredible cuisine and amazing experiences that Madrid had in store. My favorite course was about the political institutions of Spain and the European Union, and our class got to visit a Congressional session. I definitely see myself living abroad again post-grad, but I am so happy to be back at CMC for the spring semester and catch up with my fellow Rosies.



Photo courtesy of Catherine Murphy '24.

Grace Hong '24

This past fall, I wrapped up my CMC Washington Program semester and fall internship in the U.S. Department of Commerce. The semester consisted of many valuable firsts, from experiencing the changing of seasons (and scootering in 30 degree weather) to getting a glimpse of life in the federal government.

In my time at the agency, I was inspired by the incredible people I met who were genuinely passionate about promoting the conditions for economic growth and opportunity for all communities. While in the Office of Public Engagement/Business Liaison, I recognized the variety and importance of the work done at Commerce, whether it was expanding broadband access/Internet For All, developing the CHIPS Team in response to the CHIPS and Science Act, or providing assistance to minority businesses across America. The experience helped me to grow immensely as an individual but I'm glad to be back in sunny Claremont, California!



Photo courtesy of Grace Hong '24

SENIOR FAREWELLS

Daniela Corona

I can draw a direct line from the moment I was hired at the Rose to the moment I solidified my post graduate plans. I was hired in the midst of the pandemic and formed a close bond with my new hire cohort that got me through a rough year. I never thought I would fall in love with research. At the Rose my interests in Government and Data Science finally seemed to have found a home where both disciplines worked together in harmony. Expanding on my Rose policy and data interests, I took on similar positions in DC and elsewhere and came to the realization that I wanted to attend law school. Rose gave me the connections, expertise and confidence to pursue my interests in policy further. As I look towards law school in DC this fall I will remember my time spent in the Rose fondly. Thank you to my fellow students, Dr. Miller, Mrs. Nadon, and Marionette for creating a space where I never feel out of place talking passionately about the latest policy development.

Marshall Bessey

It's impossible to overstate the importance of the Rose Institute to my Claremont McKenna experience. Claremont McKenna has not always been the best experience for me, but I always felt at home at the Rose Institute. The Rose has changed the way I view politics and government, and it has changed the way I think generally. Between working on Video Voter, publishing my own white paper on Proposition 13, working with the City of Ontario on their performance and effectiveness metrics and so much more, the Rose has given me an unparalleled research and learning experience that will help me for the rest of my life. The Rose Institute truly is a family, and I am so lucky to be a part of that amazing family.



New Hire class of 2019, with then-New Hire Manager Nick Sage '20 in the back. (from left) Henry Schulz '22, Jensen Steady '22, Tara Mehra '23, Nathan Tran '23, Camille Hermosillo '23, Marshall Bessey '23, and Nohl Patterson '22.

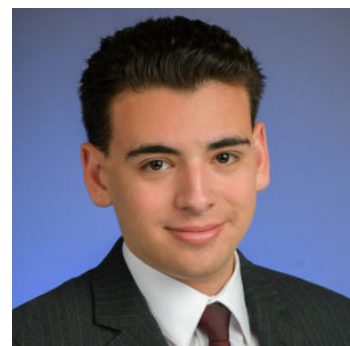
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AY 2022-2023 Student Managers Cameron Stevens '23 and Tara Mehra '23 presenting at the Rose Open House in the fall.

Desmond Mantle

When I first arrived at CMC, I knew I wanted to be a part of the Rose Institute. I have always been fascinated by state and local government issues, and the Rose was a fantastic place for me to learn even more about this critical topic. My favorite experiences were my New Hire Project on concealed carry policies, my time managing the Kosmont Study, and the opportunity to welcome our most recent class of new hires. The Rose's greatest asset is its people, and I am extremely grateful for my peers, senior staff, and the faculty members who partner with the Rose to conduct new and exciting research. I am particularly grateful for the way in which the Rose has managed to be a microcosm of CMC's broader commitment to free speech and open dialogue across political differences. I always learn a great deal from those with whom I disagree, and my peers at the Rose were no exception. Thank you for an experience that gave me the opportunity to conduct interesting research, learn best practices for data collection and analysis, and work alongside some of the most impressive people I have ever met.



Former Associate Student Manager Desmond Mantle '23

SENIOR FAREWELLS

Cameron Stevens

I feel incredibly fortunate to have been a part of the Rose Institute during my time at CMC. The memories, experiences, skills, and friendships I made in the 4th Floor Kravis Workroom are invaluable and give me the confidence to face the world after graduation. Every day I am blown away by the knowledge, intelligence, and kindness my fellow Rosies share together. The late night conversations between Rose students in the workroom, fueled by caffeine and Zotts, never failed to make me laugh and always taught me something—everything from a little known housing construction prevailing wage requirement under SB35, to the proper, and *legal* way to move a firearm from another state into California (thanks Desmond!), to ancient folklore tales about the Rose's history with the IDF (ask Nathan Tran). The Rose Institute exposed and nurtured my interest in public policy and directed it towards issues that truly mattered to the nearby SoCal community, and I look forward to continuing my civic involvement as a new LA resident after graduation. Spending my senior year as a part of Rose Student Management was the perfect way to cap off my experience, and I am so happy to have done it alongside two of the best and brightest CMC students: Tara and Desmond. I am also lucky to count many of the brilliant Rose faculty, especially Professor Fortner, as academic and life mentors—I can't thank you enough. I would also like to thank Professor Miller, Mrs. Nadon, and Mrs. Moore for providing me with the opportunity to join the Rose (after rejecting me the first time, but whatever :)) and for their continued leadership—the Rose would not be the same without you. I am so excited to see where the Rose heads next after I leave CMC, and look forward to crossing paths with past, present, and future Rosies.



Former Governor Gray Davis, Jada Cook '26, and Cameron Stevens '23 at the Housing Policy Symposium co-sponsored by The Olson Company and Rose Institute.



(from left) Cameron Stevens, Sarah Simionas, Nathan Tran, and Helen Bovington singing at the Rose's 2022 holiday party.

Sarah Simionas

I am incredibly grateful for my past three years at the Rose Institute. Working at the Rose has brought me a brilliant community, invaluable experience, and a rich understanding of state and local government. Our projects taught me how to find the answers to hard questions and in turn taught me how to ask better questions myself. I was incredibly lucky to be surrounded by such bright and thoughtful students on research teams and the Comms team. Further, the research I conducted with Professor Fortner was some of the most eye-opening, impactful work I have done in college. Professor Fortner taught me the importance of bringing politics closer to its people, and taking seriously constituents' nuanced opinions and experiences. I'd like to also thank Senior Staff for their endless support. Your care for us and invaluable feedback on our work has made all of us better researchers. Finally, I'm beyond thankful for the students I've met at the Rose. The Rose has brought me friends and mentors that helped me navigate college and will continue to help me navigate life after college. From our late nights, all-hands-on-deck projects, and social events where our idea of fun is creating ridiculous policies or debating political philosophy, there is truly no place like the Rose. Thank you for an incredible past three years, and I cannot wait to see what else the institute goes on to accomplish.



Sarah Simionas '23

SENIOR FAREWELLS

Nathan Tran



(from left) Nathan Tran '23, alumnus Nick Sage '20, and new hire Joseph Zhong '25 enjoying an inter-generational Rose family dinner in DC.

The day was September 13, 2019. I was having coffee with Zenaida Huerta '20 (who at the time was just a friend of a friend) and trying to learn more about life at the 5Cs. I mentioned that I had heard about the Rose Institute through a job board and asked her whether non-CMC students could apply. Without a moment's hesitation, she rescheduled her next meeting and pulled up the application. With her help, I sent in my cover letter and résumé mere minutes before the deadline. In the years that followed, I've staffed seven projects, published over fifty social media posts, and – my proudest task of them all – trained the thirteen newest members of the Rose family. Through it all, I've learned countless lessons, found irreplaceable friends, and made unforgettable memories. I'll miss the Rose workroom more than any other spot at the 5Cs, and I'll cherish my time here more than any other experience in my undergraduate career. Thank you so much to everyone, from senior staff to student staff, who took on a chance on a nervous little Pomona Sagehen all those years ago. I'll always be proud to be a Rosie.

Helen Bovington

I'm incredibly grateful for the opportunity to join the Rose. The Rose Institute has shaped me more than any other experience or organization at CMC, both because of the projects I've worked on and the people that I've met. Before coming to CMC, I never anticipated being a part of a community like the Rose, but now I can't imagine

my CMC experience without it. I will fondly remember the countless nights spent talking until single-digit hours with smart, open-minded people who have enriched my CMC experience. I give my special thanks to Professor Miller, Marionette, and Mrs. Nadon, as well as the student management during my time at the Rose. This special institute will always be important to me.

Tara Mehra

Joining the Rose Institute was unequivocally the best decision I made at CMC. Since joining as a first-year, I have had the chance to develop a toolkit of data-driven research and writing skills that make me well-equipped to tackle meaningful policy questions. Perhaps more important, the Rose has been my home base at CMC. I'm grateful for the friendships I've fostered with fellow RAs, from Nick Sage to the 2022-2023 New Hires. I'm humbled to have worked with some of the smartest and kindest people through the Rose, and will miss long nights studying on the 4th floor and BOG dinners dearly. Being part of Student Management was a rewarding experience that further developed my pride in the Rose Institute, its people, and its mission. I'm glad to have spent my last year working with Cameron, Desmond, and Senior Staff to coordinate research and build the Rose community. Finally, I would like to thank Professor Miller, Mrs. Nadon, and Marionette Moore for their support over the last four years.



Tara Mehra '23

BOARD OF GOVERNORS SPOTLIGHT

Ryder Todd Smith '96

by Jada Cook '26 and Sanskriti Kumar '26



Ryder Todd Smith is both a Rose alumnus and the chair of the Rose Board of Governors. He is the co-founder and president of Tripepi Smith, a provider of marketing, technology and public affairs consulting services to over 90 public, private and non-profit clients. Smith is also the creator of the City Internet Strategies Study, publisher of the Civic Business Journal and a frequent speaker on the local government circuit. Additionally, his insights have been published by industry-leading publications, such as Western City Magazine and Public Management Magazine, and local government professional organizations, such as the California City Management Foundation and Municipal Management Association of Northern California have recognized and awarded his support as a longtime partner.

Before Tripepi Smith, Smith served as a senior vice president of operations and chief information officer for a software-as-a-service startup in the financial services sector. Prior to that, he was the technology manager for a regional staffing firm. Smith lives in Ladera Ranch with his wife, daughter (who is currently away at college) and dog.

How did your time at the Rose Institute shape your career trajectory, more specifically, your journey founding Tripepi Smith? Are there any particular skills or experiences that you had at your time at the Rose which translated to your current role as president and founder?

Working with the professional staff at the Rose exposed me to a professional work environment at an early age.

Handling presentations, being in the room when big decisions were made, getting advice from an experienced professional with decades of insights were all powerful in helping me grow up.

The Rose provides an incredible mix of tactical skills like MS Office Suite (back in the day) and high-level thought and strategy. On a daily basis I still use those skills in my work, and used them to build other skills. There are also bits of philosophy and wisdom that were shared with me that provide guidance to my daily decisions as an executive in the local government space.

Before Tripepi Smith, you held the position as a planning commissioner at the City of Tustin and currently are a frequent speaker in local government. Your professional life has closely been tied to state and local government: how would you say this interest has developed throughout your career?

It turns out my father-in-law was a city manager in San Gabriel Valley (my wife is a CMC alumnae and we met freshman year at orientation). So he was great about exposing me to local government early in my career. Local government has the biggest impact on our day-to-day lives, short of world war and other massive national matters. CMCers like to know how the world works and see the big philosophies and impacts of trends - and you can see a lot of the impact on the ground level in cities as you look at how government attempts to address those ills and challenges.

With the evolution of Tripepi Smith, we dove deep into the local government world because I was interested in the sector and the people I met. So I just started showing up and trying to add value. A decade plus later we have an army of 40+ people who are working in over 100 cities in California.

What advice would you give to a Rose graduate looking to go into consulting or to start a career in local government?

Come to work for us at Tripepi Smith!

BOARD OF GOVERNORS SPOTLIGHT

Local government may seem boring to some, but it is a great way to work on something that has a positive community impact and to create a long and stable career. And, there are lots of private companies working with public agencies so even if you want to leave a public agency, there are a lot of companies that will value your public agency experience. Another benefit of local government is that jobs exist everywhere. Like a CPA, you can move anywhere in America and likely find work with a public agency. And the labor supply is shrinking, so there are lots of open slots to go after.

The work is stimulating because it challenges different parts of your brain and spans a lot of issues. One day you might be working on pickleball courts and the next day you can be making a budget presentation on a \$10M library project. If you want to know how your city works, go to work for the city.

Can you walk us through a typical day at Tripepi Smith?

Life varies widely for all levels of staff, so nothing is typical here. Some days I am on a five day road trip through California visiting clients at city halls and talking about the issues and challenges they are facing. Sometimes I am locked in my home office on back to back video calls working through a crisis situation. We are a 100% remote work environment. We have been that way since 2013, so we were remote before COVID made it necessary. As a result, we had a lot of lessons learned already and it remains a competitive advantage to this day with our team.

I think everyone on the team would say each day brings new challenges, new mistakes and new lessons learned. But for the right personality, that is a perfect day.

Can you talk about a recent project or campaign that you're particularly proud of, and what made it successful?

District elections are a growing need for cities in California as a result of the California Voting Rights Act (CVRA). That law and a related outreach law that affects the district formation and redistricting process drove a ton of work for our team in 2021, 22 and now 23. It is a nice tie in with the Rose because it deals with a lot of demography and GIS, something the Rose has a history of dominating. But

even better, many of the people in the space are Rosies. For example, two of the leading attorneys on CVRA in California are Margurite Leoni, a former Rose board member and Chris Skinnell, a CMC and Rose alumnus and Rose board member. The leading demography firm in California is National Demographics Corporation run by Rose and CMC alumnus Douglas Johnson. And then you have myself as a Rose alum and CMCer. Even some of the legislation in Sacramento that affected district formation was written by CMC alumni. There was one night in Merced in 2022 when Doug, Chris and I were all presenting together for a community workshop. What are the odds that three CMC alumni from three different years would reconnect in Merced 20 years plus after graduating. It is funny how the world and those Rose and CMC connections run deep.

How has your perspective on local government and entrepreneurship evolved since your time at the Rose Institute, and what insights have you gained that you believe would be valuable to share with current students?

The private sector sells to the state and local government space using the acronym SLED (State, Local and Education). There is a whole industry teeming with activity and entrepreneurship around this area. The sector is attractive for being consistent - government rarely shrinks - and the sector is niche enough that you can build strong relationships that create competitive advantages. It is also a great space to be both an entrepreneur and to be someone who wants to have a mission or purpose with your work. Our team at Tripepi Smith takes pride in how we are reaching people to educate them about government initiatives or to take action on the front lines of disinformation campaigns to try and provide facts to the public so they can make effective assessment on policy decisions or breaking news. You get to see your work not only benefit our clients (cities, counties and special districts) but you also see the impact of our work on whole communities. Change may happen slowly, but when it happens, it is really rewarding.

ALUMNI SPOTLIGHT

Elizabeth Wydra '98

by Desmond Mantle '23



Photo courtesy of CMC Office of Alumni and Parent Engagement

Elizabeth Wydra is the president of the Constitutional Accountability Center, a progressive constitutional litigation non-profit in Washington, D.C. After graduating from Claremont McKenna in 1998, she attended Yale Law School, clerked for Judge James R. Browning of the Ninth Circuit Court of Appeals, and worked at Quinn Emmanuel Urquhart & Sullivan. Wydra has filed hundreds of briefs on behalf of CAC clients, often focusing on issues such as sovereign immunity, immigration law, and habeas corpus proceedings. Previous CAC clients have included the AARP, the League of Women Voters, and many members of Congress. While at CMC, Wydra worked for the Rose Institute all four years (and appointed student manager in her senior year.)

What role does the Constitutional Accountability Center serve in today's legal world? Has that role changed over the course of the center's existence?

CAC is dedicated to fulfilling the progressive promise of the Constitution's text, history, and values. The Constitution is our national charter, amended over the generations to become more just, equitable, and inclusive. As a nonprofit law firm and think tank, we work in our courts, through our government, and with legal scholars to make real the rights and freedoms the Constitution provides, with meaningful justice and equality for all.

We believe that recognizing the Constitution's arc of progress, and reflecting that arc in law and policy more broadly, is key to our nation's future. We believe that such work will help close the gaps between the law's promise and the law's reality in the lives of all in America.

But we seek to do more than repair and restore—our long-term goal is to more fully realize the sweepingly progressive vision that previous generations fought so hard to include in the Constitution, particularly in the post-Civil War constitutional amendments. This perspective is more important than ever, with a Supreme Court dominated by Justices who profess to follow an “originalist” method of constitutional interpretation that looks to the text and history of the Constitution—we file briefs in the high court and in the federal courts of appeals that make text-and-history arguments in support of progressive outcomes, often aligning individuals or institutions across the ideologic spectrum.

Some commentators have expressed dismay at the “increasing politicization” of the federal judiciary, but others have noted that, for example, Justice William O. Douglas and the “Four Horsemen” of the New Deal were also accused of making highly political decisions. Do you think the federal judiciary is more or less political than in previous eras, and how does CAC navigate the new judicial landscape?

The Court has always been political to a certain extent, and obviously the judicial confirmation process laid out in the Constitution is expressly political. The goal is to have fair-minded, diverse jurists who follow the law where it leads, without fear or favor or partisan agenda. But the Court has, throughout history, fallen short of that ideal far too often; for example, a reactionary Supreme Court thwarted the promise of the 14th Amendment, and its sweeping guarantees of equality and liberty, before they even had a chance to work the revolution that was intended. Nonetheless, we fight for a judiciary that is guided by the principle of equal justice for all, and free from partisan or special interest capture.

ALUMNI SPOTLIGHT

How did your experiences at the Rose Institute affect, if at all, your preparation for law school, clerking for a federal judge, and pursuing a legal career?

Being a student researcher and, later, student manager at the Rose gave me additional confidence to walk into halls of power feeling like I can hold my own, humility to know that in order to make the best arguments it is necessary to do the work and really dig into the details to make the best case, and a hearty respect for data!

What advice would you give to a Claremont Colleges student interested in a career in constitutional law?

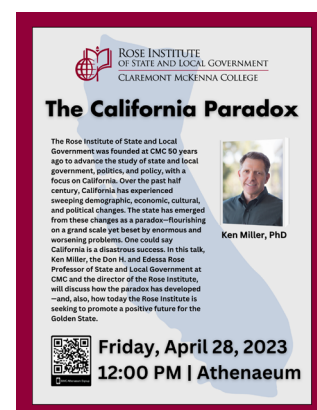
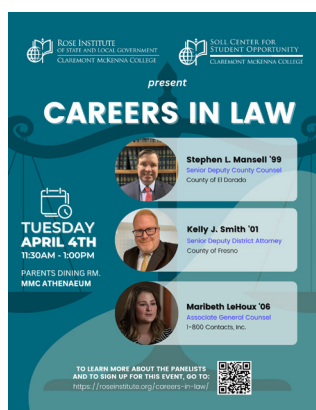
Generations of revolutionaries, activists, and abolitionists before us worked to create the national charter we have today, expanding the understanding

of “We the People” and setting up a more inclusive democracy. But the Constitution isn’t a historical relic—it needs committed and engaged advocates in order for its promises to be made real, for all.

I would encourage students interested in constitutional law to ensure you are reading a comprehensive history: read the Federalist Papers, but also the writings of Frederick Douglass; learn the Founding history, but also the history of Reconstruction and the 20th century movements that brought us progressive amendments, including women’s suffrage, elimination of the poll tax, and the youth vote. And make sure you study very hard and do all the LSAT practice tests!

SPEAKER SERIES

- Mariano Florentino (Tino) Cuéllar, President of the Carnegie Endowment and former associate justice of the California Supreme Court, “Global Policy Inside and Out.” February 27, 2023. Mr. Cuellar also spoke separately to a gathering of faculty members and a group of 20 students.
- Kelly Smith '01, Stephen Mansell '99, Maribeth LeHoux '06, “Careers in Law,” Athenaeum, April 4, 2023, co-hosted with the Soll Center for Student Opportunity.
- Raphael Mangual, Lara Bazelon, “Criminal Punishment,” April 15, 2023, Saturday Salon, co-hosted with Open Academy.
- Professor Ken Miller, “The California Paradox.” Athenaeum, April 28, 2023.



CELEBRATING 25+ YEARS OF SERVICE

Marionette Moore

by Andrea Santillan '25



We are happy to celebrate Marionette Moore's silver anniversary at the Rose Institute! Marionette has been with the Institute since February of 1997. She was managing her family-owned garment business in the Philippines for ten years before coming to the US in 1995. In 1996, she got her first job in California doing data entry for a political consulting firm in Claremont, the company the Rose Institute was contracting with to conduct phone surveys. Rose Director Alan Heslop offered her the job at the Institute as survey data manager and assistant to the director and associate director Florence Adams.

Through the tenure of three directors, Marionette's work has evolved from being in charge of data management, to managing the daily operations of the Institute, coordinating and planning conferences and events, managing the student payroll, helping in the design of publications like the *Rose Review* and *Inland Empire Outlook*, and managing the Institute's website. Her knowledge and use of technical skills have also extended to other departments, when she is asked to design print and digital materials for job fairs on campus. With her institutional knowledge, she is often called upon by her colleagues, within the Institute and the College, for advice.

Among her many responsibilities, Marionette considers looking after the students as one of her most important. She takes the time to interact with students in the Institute workroom and offer them support when they need it, whether it be about work or personal matters. She enjoys meeting students and knowing them personally. She strives to make students feel as if Rose is their second home. Marionette stays connected with former students – sending them cards on their birthdays and keeping them abreast of what's happening at the Institute. She also loves coming to work with senior staff who have become, not just colleagues, but friends.

To the current students at Rose, Marionette emphasizes that it is essential to stay motivated, and look for and take advantage of the many opportunities Rose offers. Marionette hopes that Rose will continue with what has made it unique: an institute dedicated to providing an educational experience to students that will foster a desire to engage and serve their communities; staff who stay true to its mission, and where students want to stay connected because those "connections are vital for their careers, their lives, now and beyond."

Marionette is a direct representation of the values we have at the Rose Institute of dedication, collaboration, and enhancing student potential in order to provide the public an understanding on issues of state and local government, politics, and policy.

Marionette lives in Claremont with husband Kelly and son, Lincoln. She is a proud Amah (grandma) to Malachi Luke, son of older son Marc with his wife Liana.

A HOUSING POLICY SYMPOSIUM: Aligning State and City Housing Policy



Governor Davis

On March 24, 2023, The Rose Institute welcomed former Governor Gray Davis to campus to moderate a discussion with local officials on the state's growing role in local housing matters. The event was attended by over 100 local officials and close to 40 students and faculty. The Olson Company was the corporate sponsor.

After a warm welcome from Professor Miller, Supervisor Janice Hahn delivered opening remarks. Governor Davis gave a brief overview of some of the challenges cities are facing and then moderated a lively discussion with the panelists, former Assemblymember Autumn Burke, former State Senator Isadore Hall, III, Whittier Mayor Joe Vinatieri, Huntington Beach City Councilmember Dan Kalmick, Ontario City Manager and Rose Board member Scott Ochoa, and John Reekstin from The Olson Company. Following a break for lunch, Governor Davis conducted a second discussion with Assemblymember Buffy Wicks and Assemblymember Cottie Petrie-Norris. Governor Davis ended his visit with a Q&A with Rose Institute research assistants.



Panelists (from left) John Reekstin, Joe Vinatieri, Dan Kalmick, Isadore Hall III, Autumn Burke, and Scott Ochoa '93.



Governor Davis, Buffy Wicks and Cottie Petrie-Norris.



All photos courtesy of Claremont McKenna College



Janice Hahn

ROSE CELEBRATES 50 YEARS



ALUMNI WEEKEND June 1-4, 2023

Join us for Alumni Weekend 2023 as we kick-off the celebration for the Rose Institute's 50th Anniversary

Friday, June 2
3:00 - 3:50 PM

Red vs. Blue States: The Rivalry Deepens

Roberts North 15

Rose Institute Director Ken Miller will be joined by alums to discuss the separation of many states into red and blue camps and the implications for these states and for the nation. The panel will feature findings of the Rose Institute's 2022 national poll measuring differences between the most populous Red and Blue states.

Reception to follow



REGISTER AT:
cmc.edu/alumniweekend

For questions regarding the 50th Anniversary Gala, reach out to Marionette at mmoore@cmc.edu



◆ SAVE THE DATE ◆



ROSE INSTITUTE OF STATE & LOCAL GOVERNMENT
50TH ANNIVERSARY GALA

FRIDAY
OCTOBER 27, 2023

Student Management

Anna Short '24
Student Manager

Grace Hong '24
Associate Student Manager

Rose Review Staff

Jack Gladson '25, Lead
Andrea Santillan '25
Jada Cook '26
Sanskriti Kumar '26
Chad McElroy '26



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

Senior Staff

Kenneth P. Miller, JD, PhD
Director

Bipasa Nadon, JD
Assistant Director

Marionette S. Moore
Administrative Assistant